

Be Agile. Scale Up. Stay Lean.
Have More Fun.
with the Scaled Agile Framework®

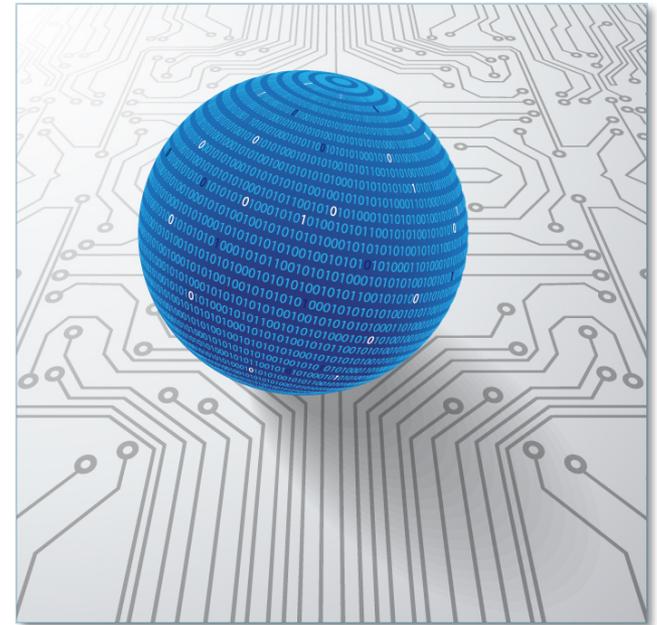
 **agile** PRAGUE
CONFERENCE September 15-16, 2014



Keeping Pace

Our development methods must keep pace with an increasingly complex world driven by software

- ▶ We've had Moore's Law for hardware and now software is eating the world
- ▶ Our development practices haven't kept pace. Agile shows the greatest promise, but was developed for small teams
- ▶ We need a new approach that harnesses the power of Agile and Lean *and applies to the needs of the largest software enterprises*



We thought we'd be programming like this

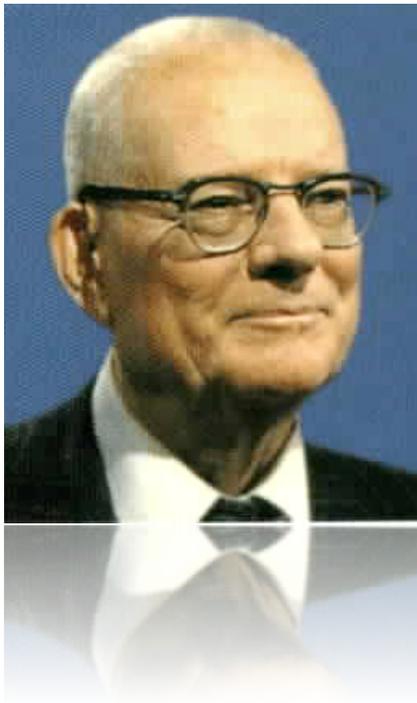


But sometimes it feels like this



The Management Challenge

If you can't change the system, who can?

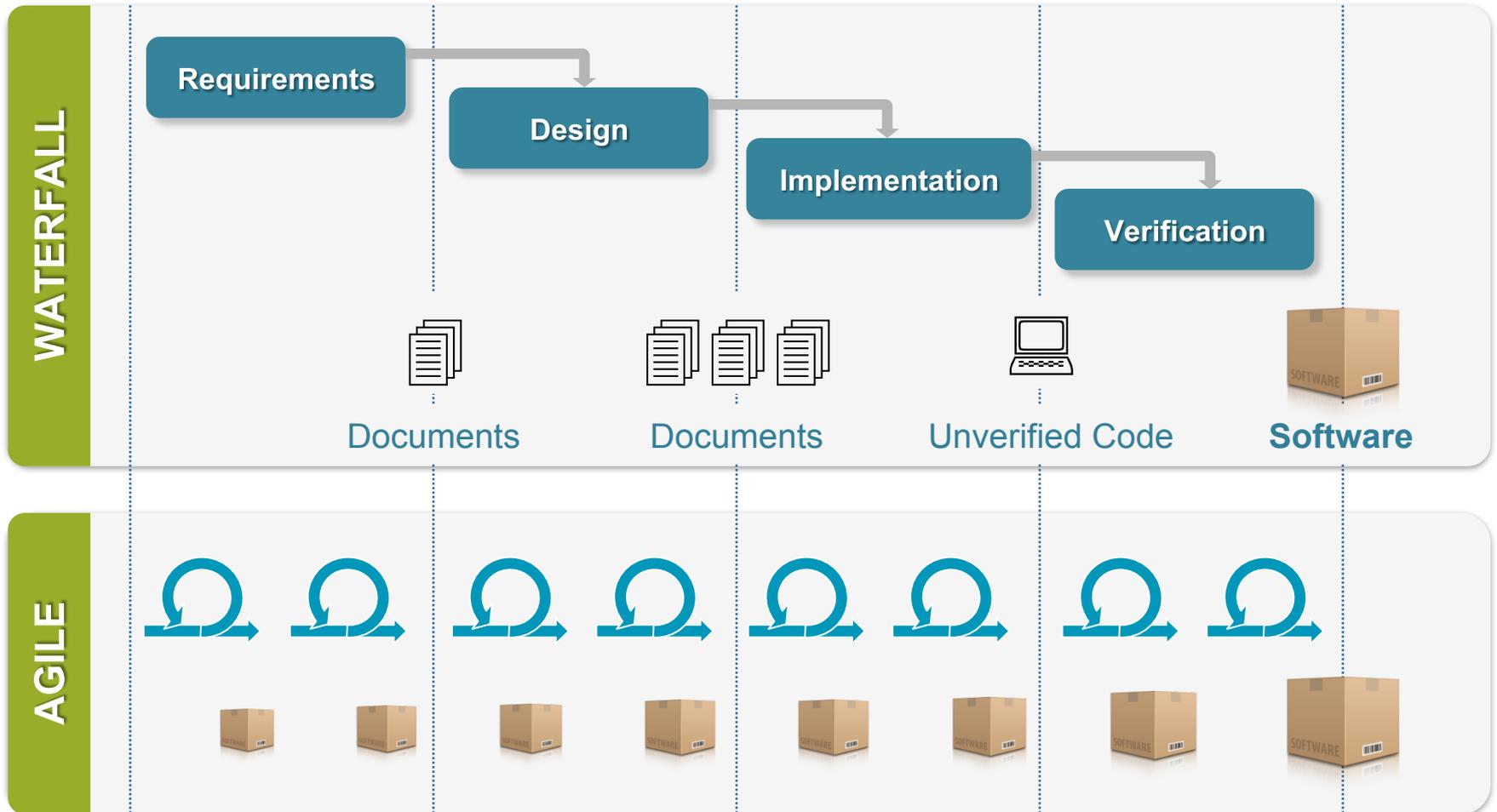


“It is not enough that management commit themselves to quality and productivity, they must know what it is they must do.”

—W. Edwards Deming

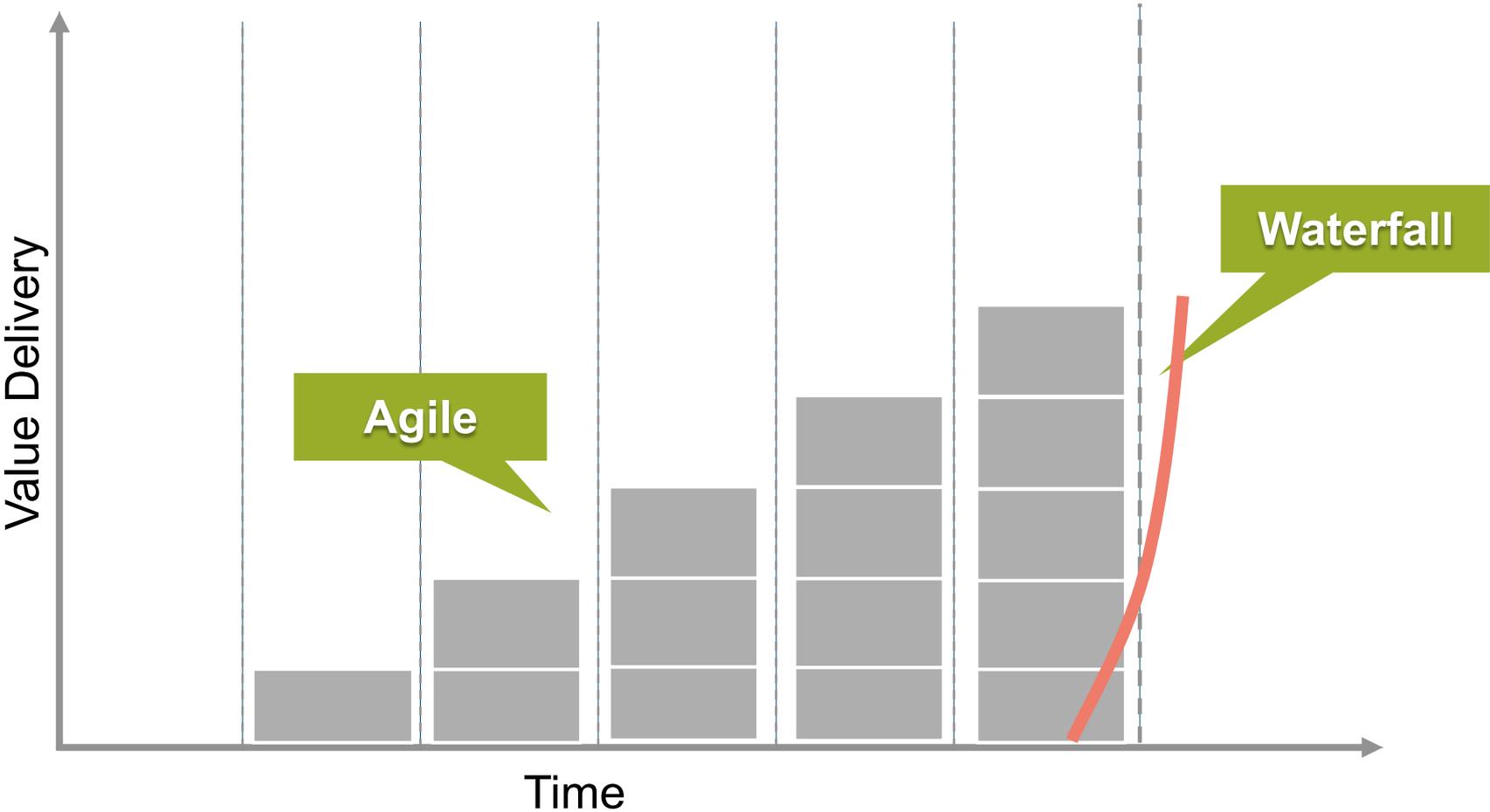
Be Agile

A Stark Choice of Approaches

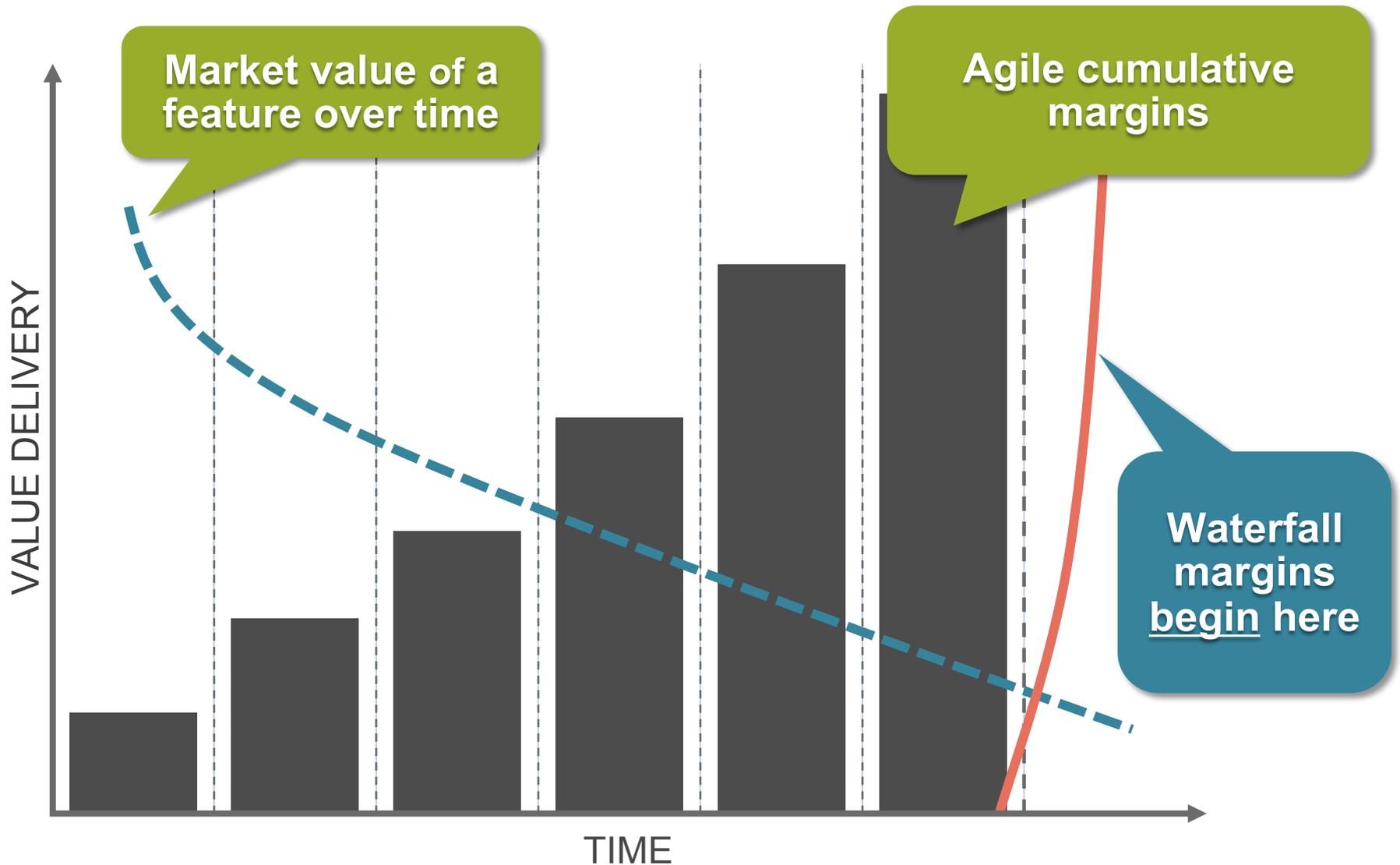


Accelerating Value Delivery

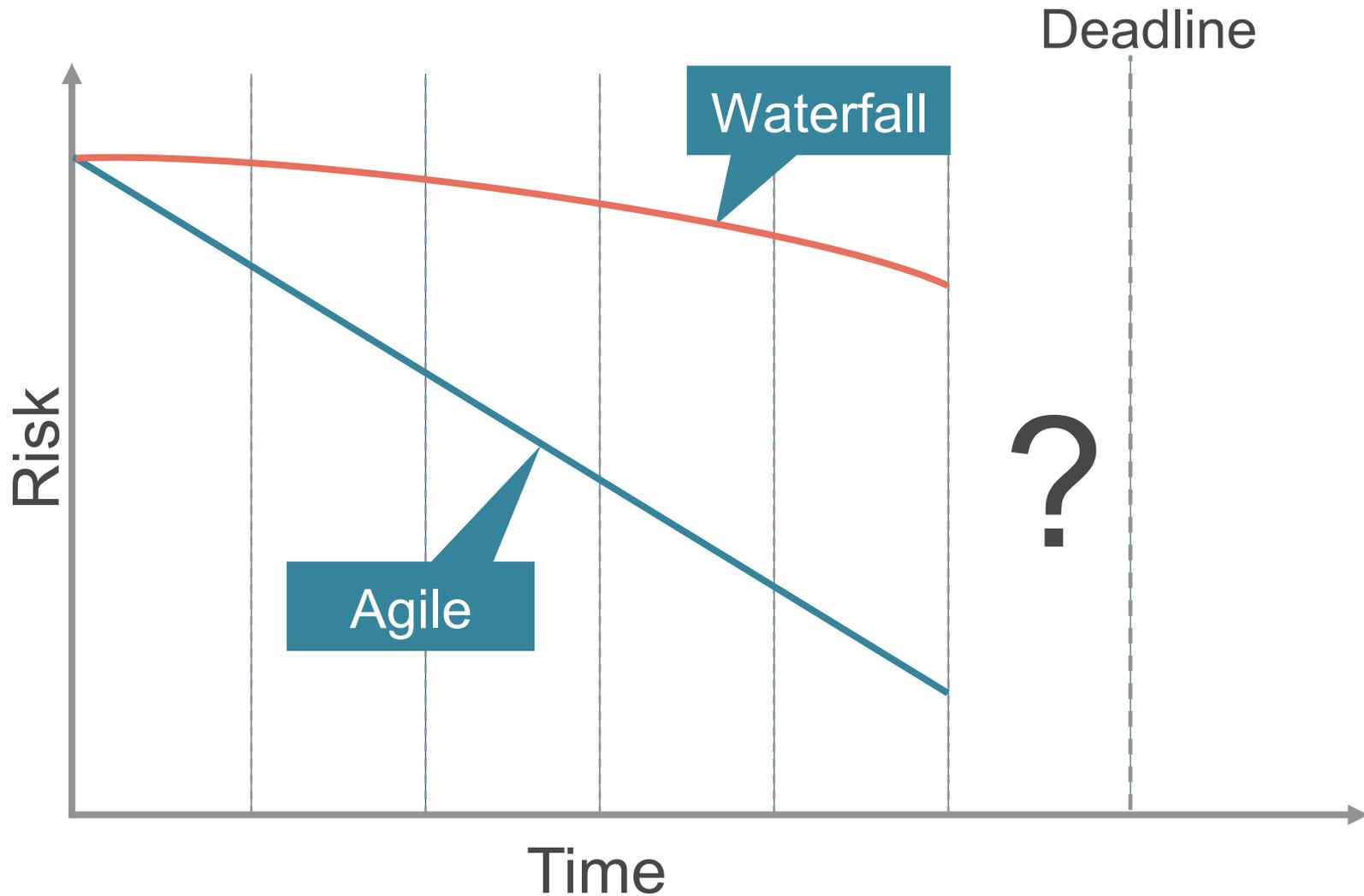
Early value delivery accumulates and accumulates



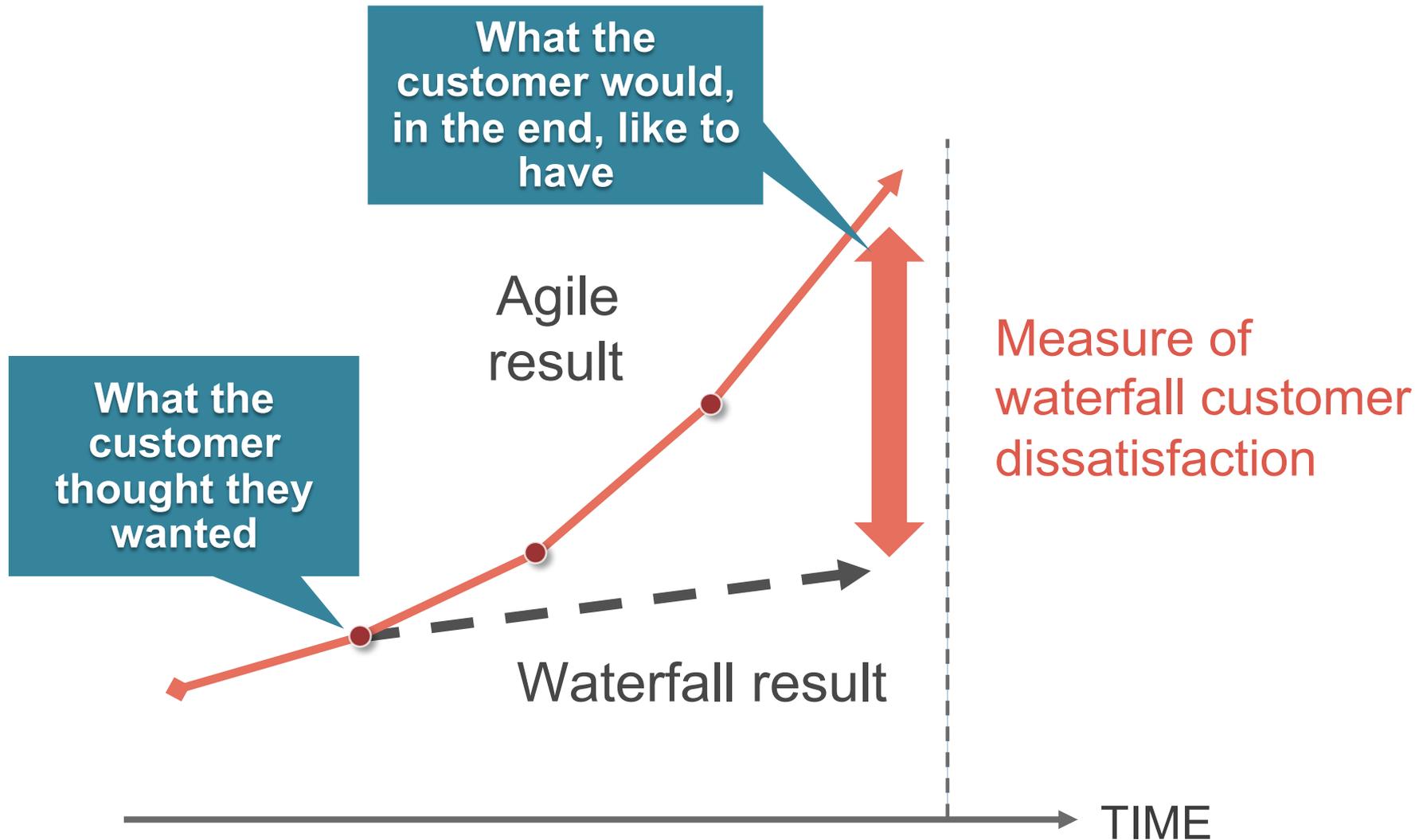
Makes Money Faster



Reduces Risk



Delivers Better Fit for Purpose



Some Thoughts on Agile Methods

▶ Scrum

Works great. Less filling. Lightweight software project management. Clear team roles.

Scrumptious. Let's Sprint.

▶ Extreme Programming

Really great code from really great coders.

Extremely useful. Let's **Program** with it.

▶ Kanban

Clear thinking on flow, demand management and limiting Work in Process.

Let's **limit WIP**, **manage demand** and **flow**.

And Some Thoughts on Scaling

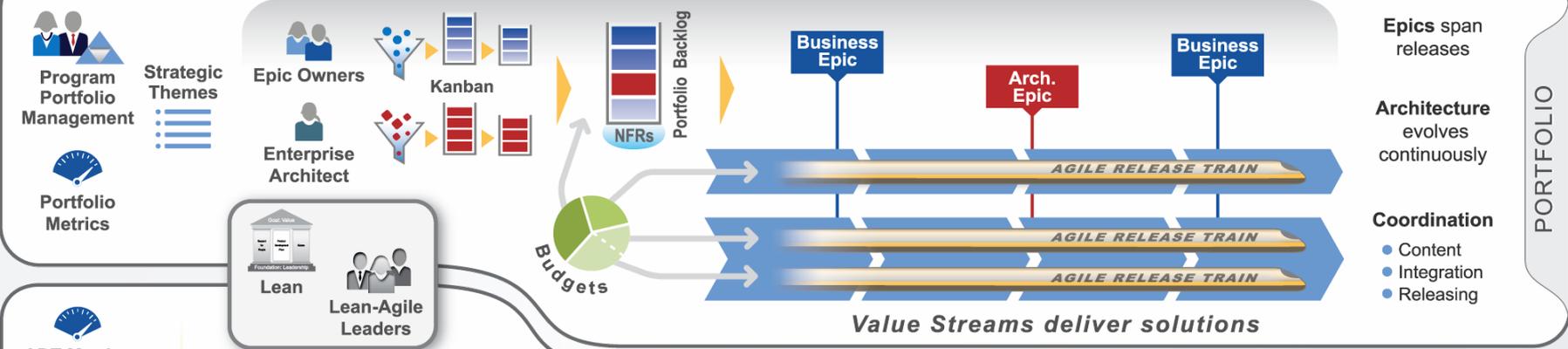
- ▶ **But If** these innovative methods don't have the native constructs to address the view beyond the team—the **systems view**—

shouldn't we do something about that?

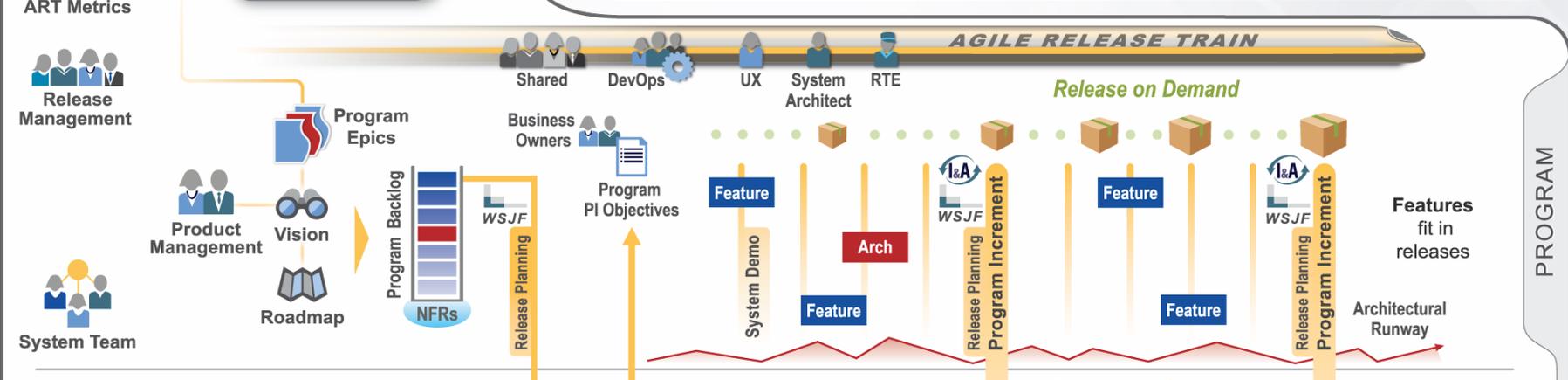
- ▶ **And**, on behalf of millions of practitioners, working on really big systems in really big companies, and struggling badly with existing approaches

don't we have an obligation to try?

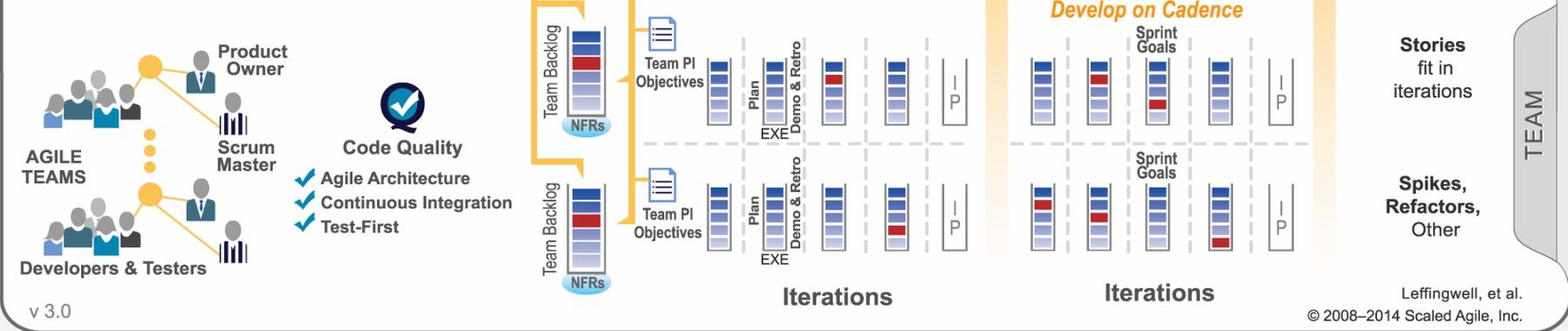
PORTFOLIO VISION



PORTFOLIO



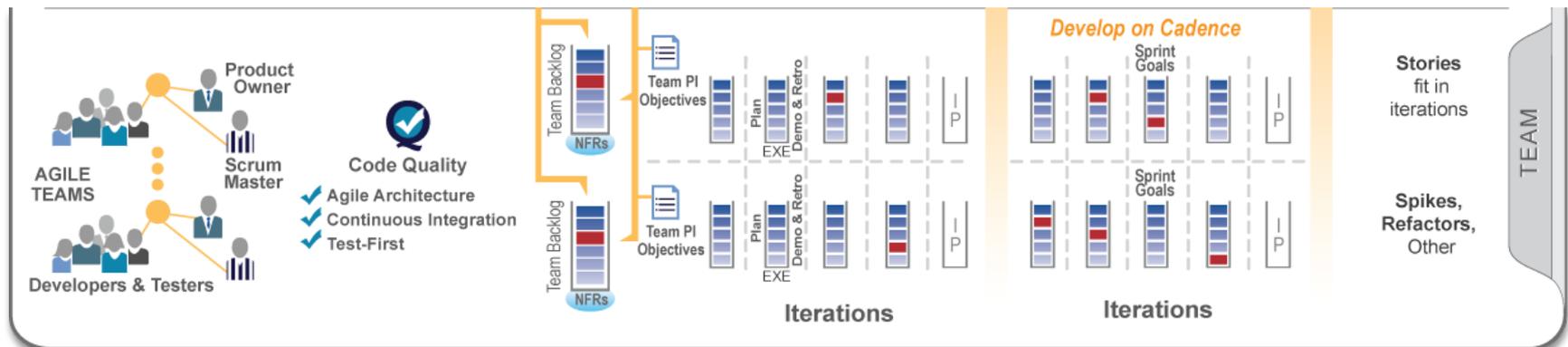
PROGRAM



TEAM

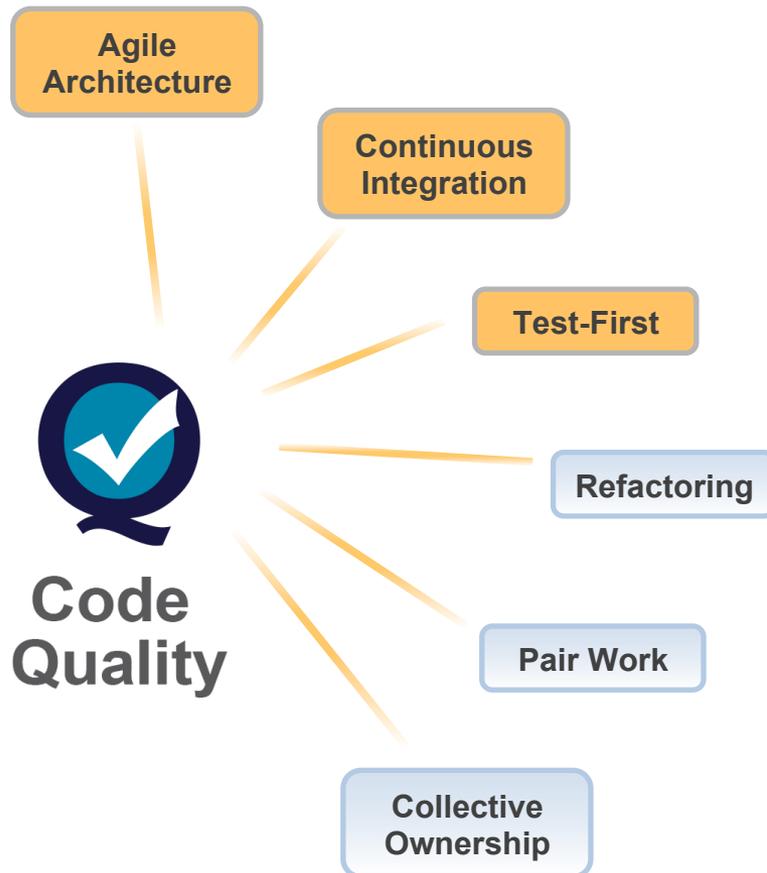
Nothing Beats an Agile Team

- ▶ Valuable, fully-tested software increments every two weeks
- ▶ Empowered, self-organizing, self-managing cross-functional teams
- ▶ Teams operate under program vision, architecture and user experience guidance
- ▶ Scrum project management and XP-inspired technical practices
- ▶ Value delivery via **User Stories**



That Focuses on Code Quality

You can't scale crappy code



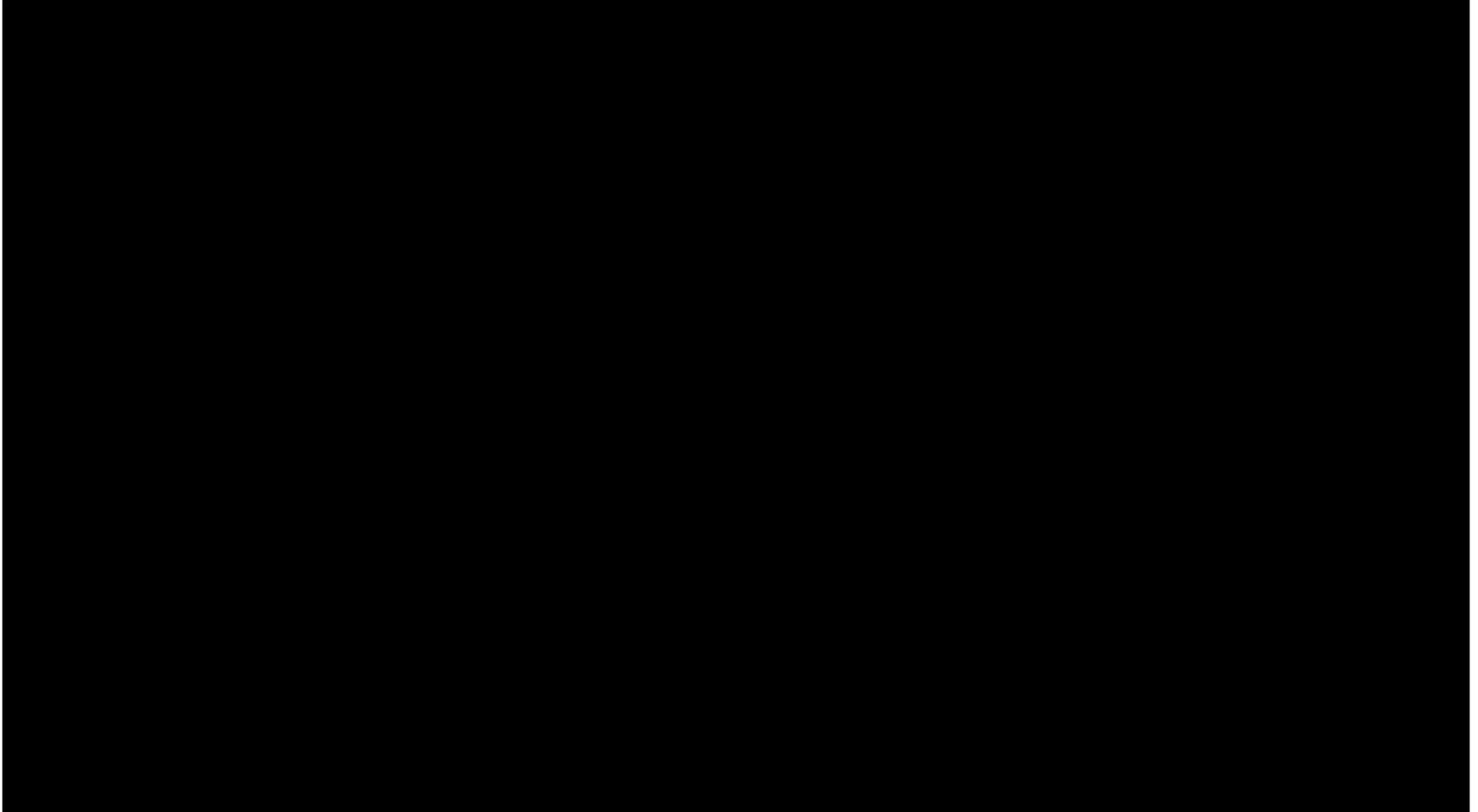
Code Quality Provides

- Higher quality products and services, customer satisfaction
- Predictability and integrity of software development
- Development scalability
- Higher development velocity, system performance and business agility
- Ability to innovate

Learning About Rugby, Scrum, The New Zealand All Blacks, and the “Haka” is fun

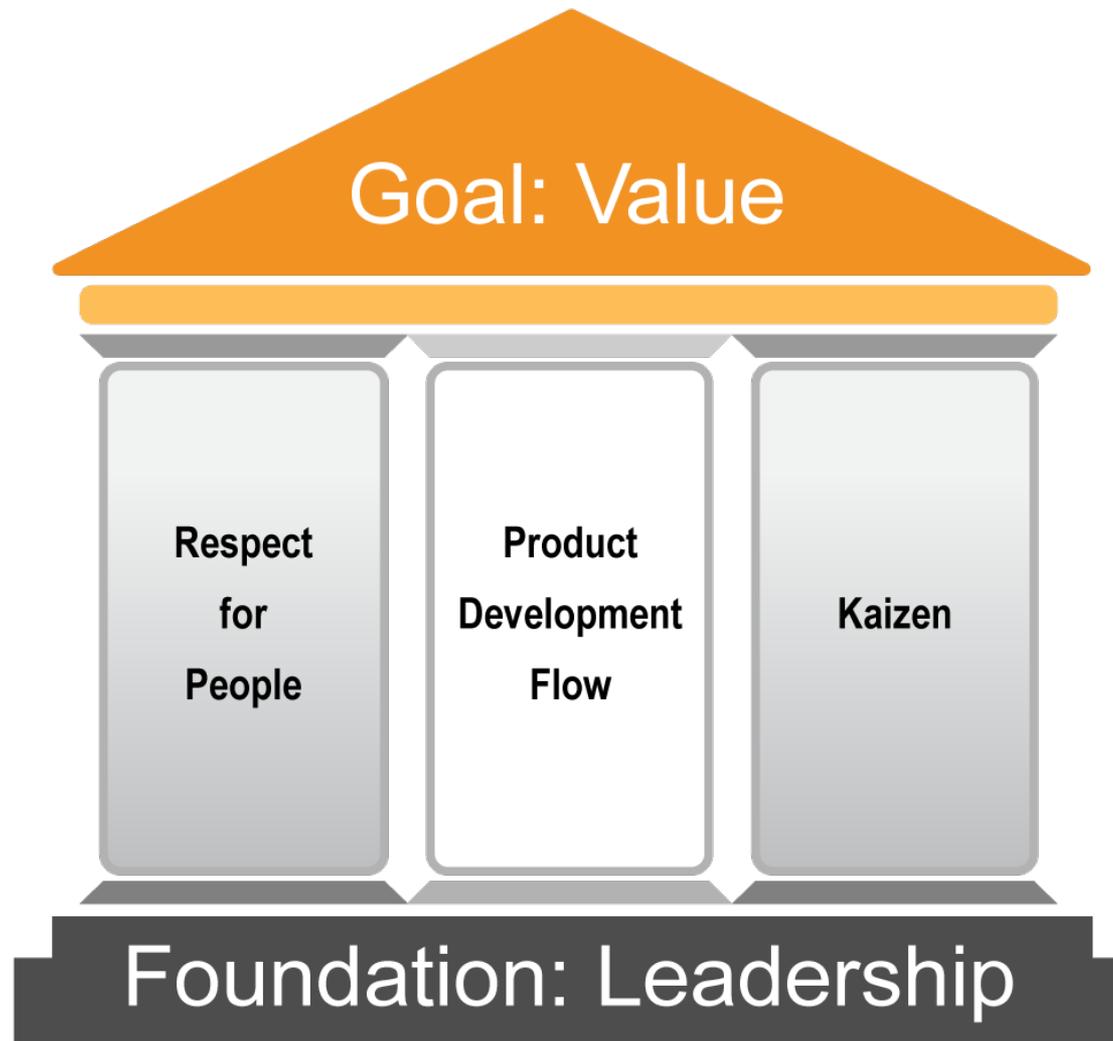


Being on an Agile Team is More Fun



Scale Up

Lean Thinking Helps Us Scale



Goal: Speed, Quality, Value



The Goal

- ▶ Sustainably shortest lead time
- ▶ Best quality and value to people and society
- ▶ Most customer delight, lowest cost, high morale, safety

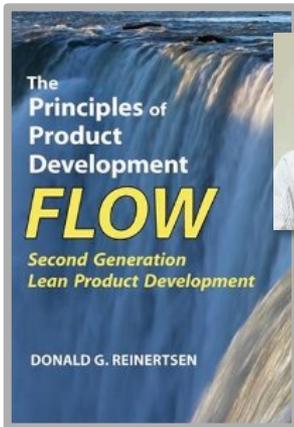
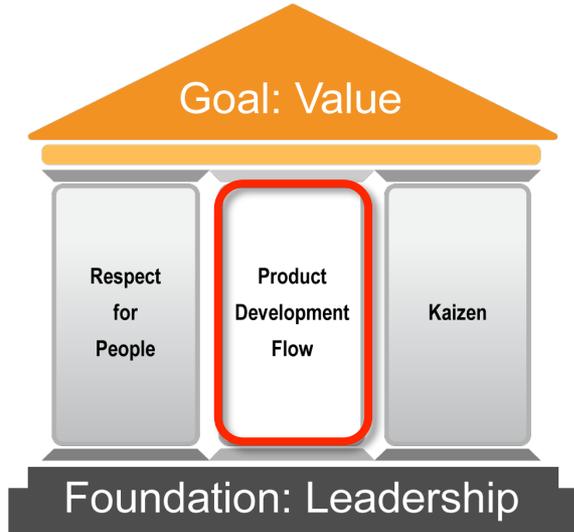
Minimize delays, handoffs and non-value added activities

All we are doing is looking at the timeline, from the where the customer gives us an order to where we collect the cash. And we are reducing the time line by reducing the non-value added wastes. —Taiichi Ohno

We need to figure out a way to deliver software so fast that our customers don't have time to change their minds. —Mary Poppendieck

Most software problems will exhibit themselves as a delay. —Al Shalloway

Product Development Flow



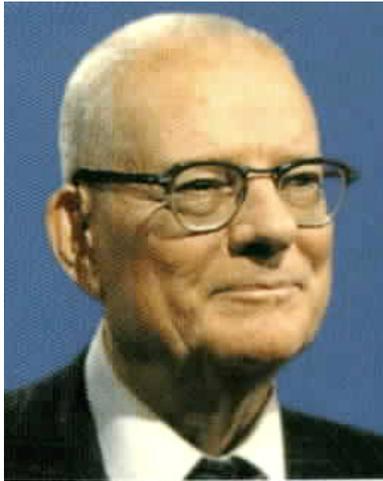
Don Reinertsen

Principles of Product Development Flow

Principles

1. Take an economic view
2. Actively manage queues
3. Understand and exploit variability
4. Reduce batch sizes
5. Apply WIP constraints
6. Control flow under uncertainty: cadence and synchronization
7. Get feedback as fast as possible
8. Decentralize control

Systems Must be Managed



*Remember
there are
two systems at
work here!*

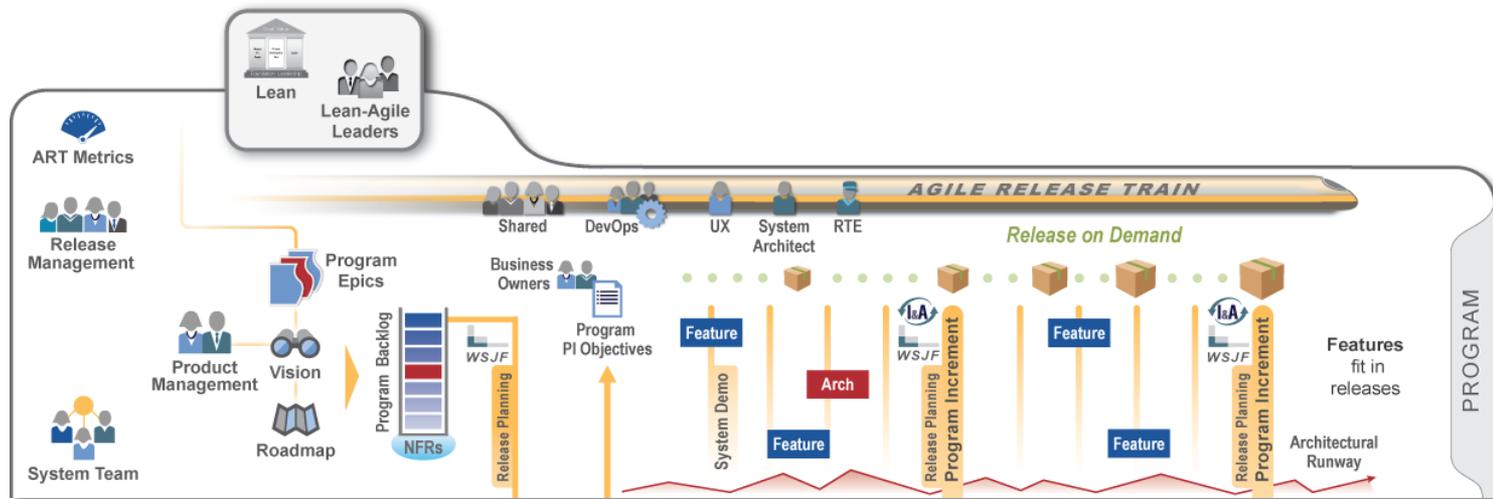
*“A system must be managed.
It will not manage itself.
Left to themselves, components
become selfish, competitive,
independent profit centers, and thus
destroy the system. . . .*

*The secret is cooperation between
components toward the aim of the
organization.”*

—W. Edwards Deming

Scale to the Program Level

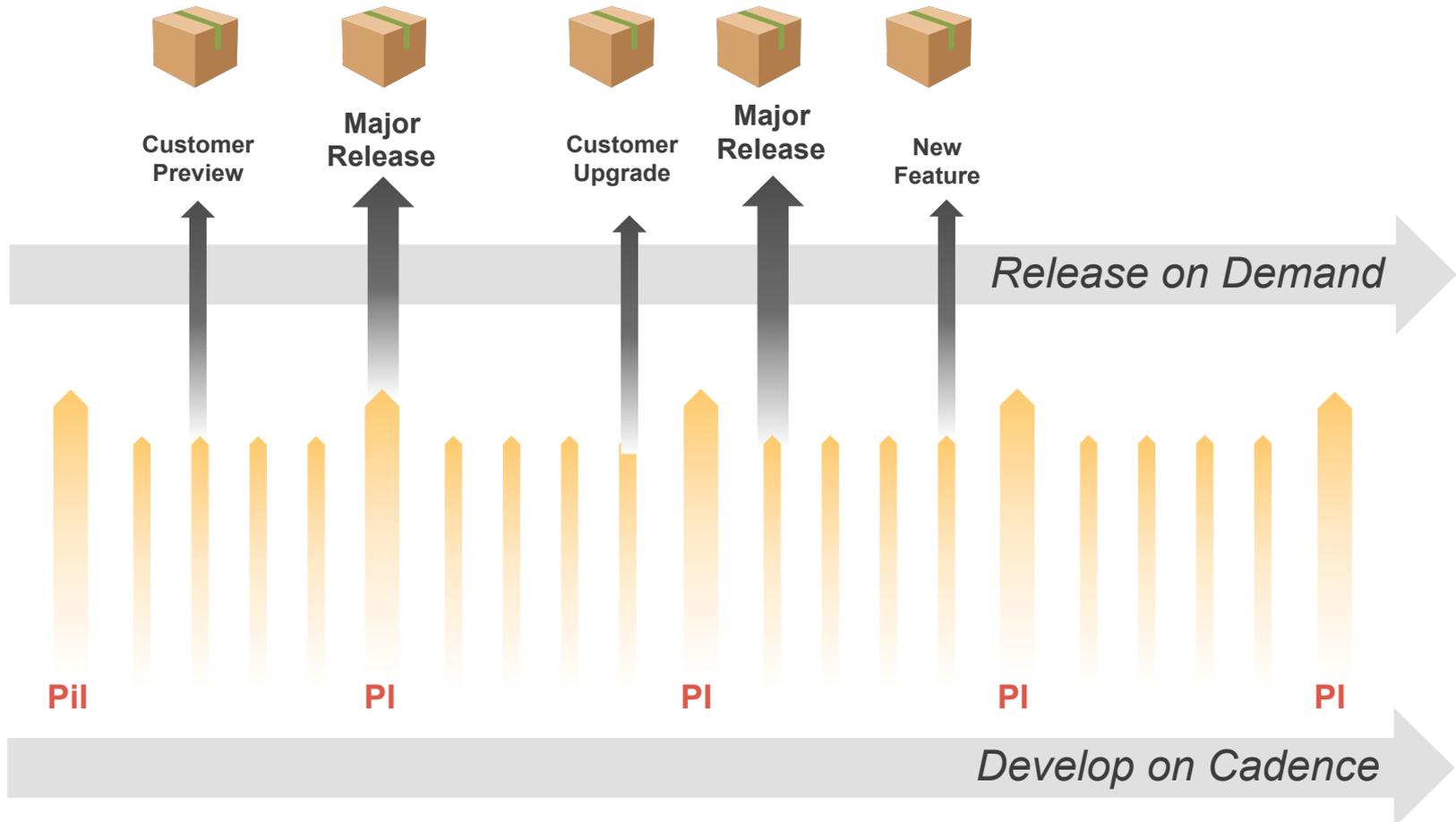
- ▶ Self-organizing, self-managing team-of-agile-teams
- ▶ Working, system increments every two weeks
- ▶ Aligned to a common mission via a single backlog



- ▶ Common sprint lengths and estimating
- ▶ Face-to-face release planning cadence for collaboration, alignment, synchronization, and assessment
- ▶ Value Delivery via **Features and Benefits**

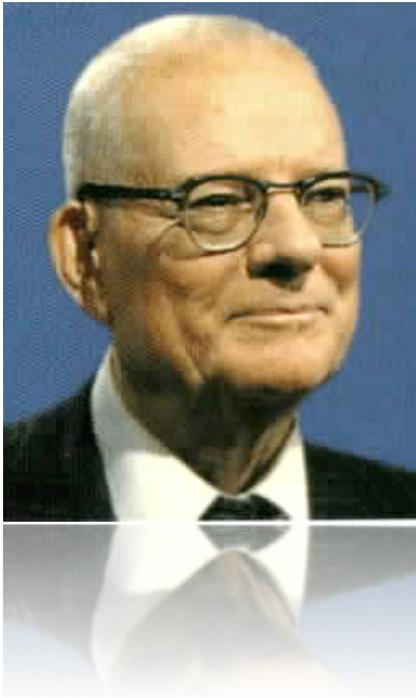
Develop on Cadence. Release on Demand.

Development occurs on a fixed cadence.
The business decides when value is released.



Stay Lean

Scaling to the Portfolio

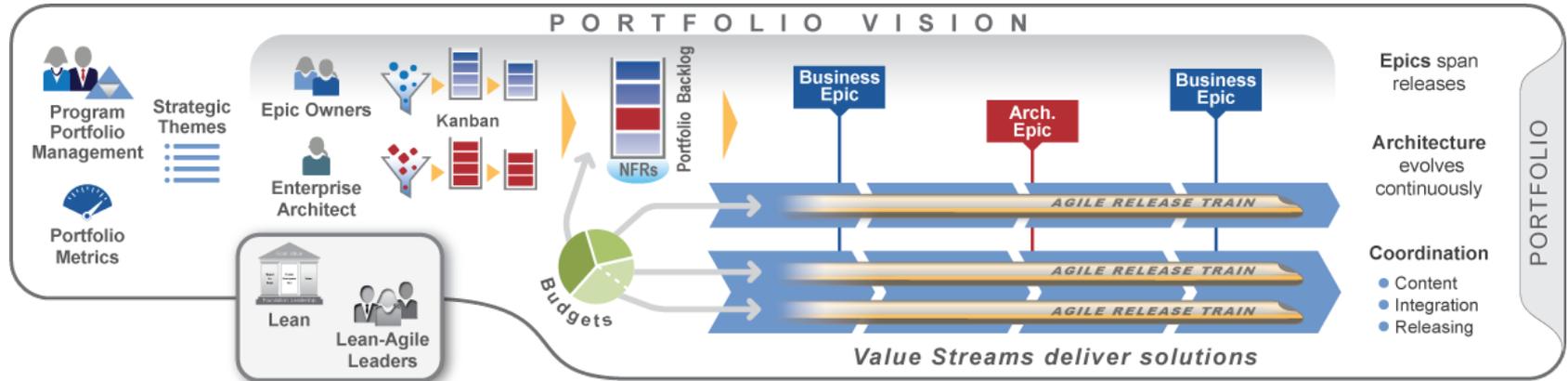


“A system is a network of interdependent components that work together to try to accomplish the aim of the system.”

A system must have an aim. Without an aim, there is no system.”

—W. Edwards Deming

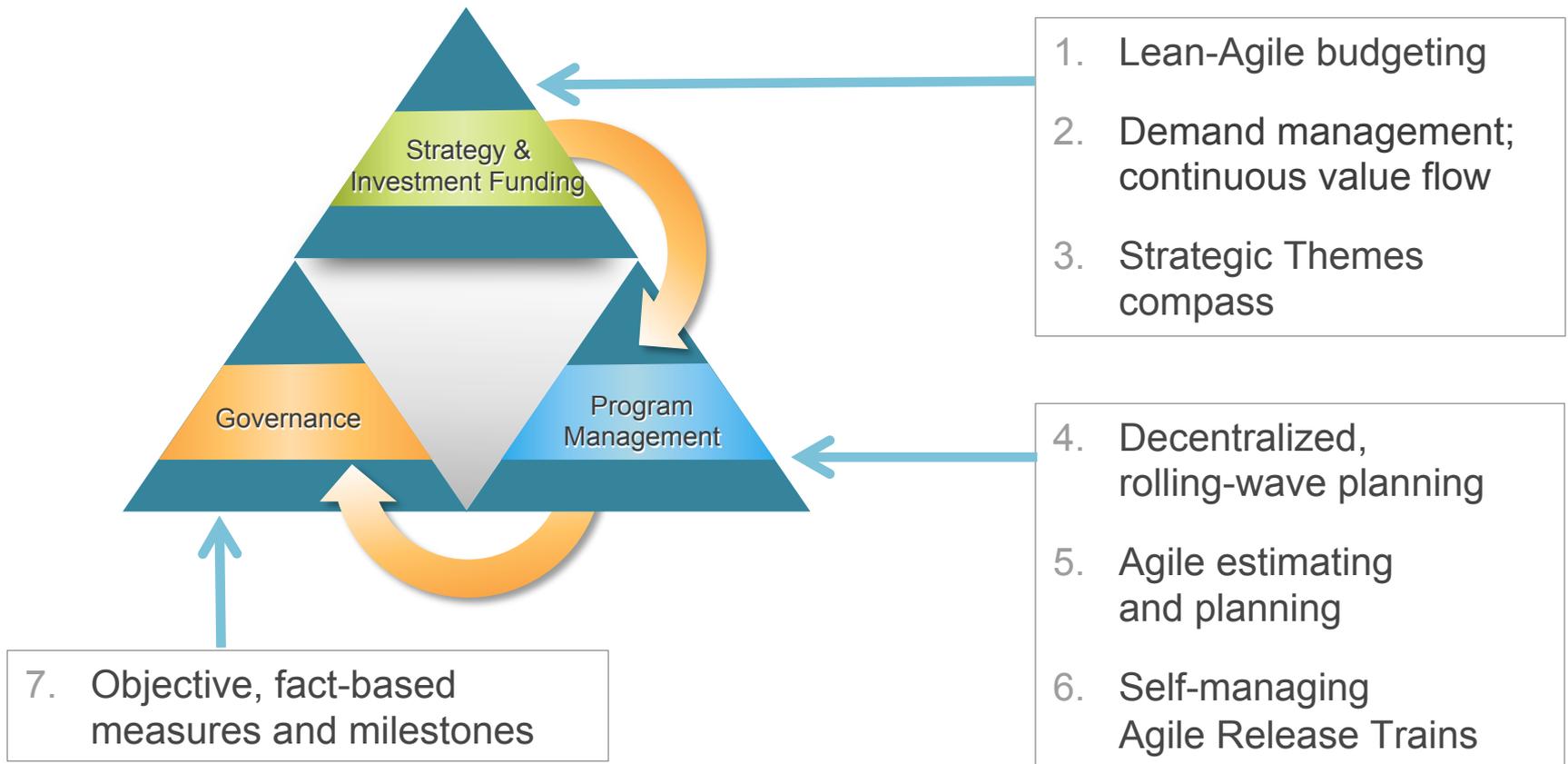
Scale to the Portfolio



- ▶ Centralized strategy, decentralized execution
- ▶ Lean-Agile budgeting empowers decision makers
- ▶ Kanban systems provide portfolio visibility and WIP limits
- ▶ Enterprise architecture is a first class citizen
- ▶ Objective metrics support governance and kaizen
- ▶ Value description via **Business** and **Architectural Epics**

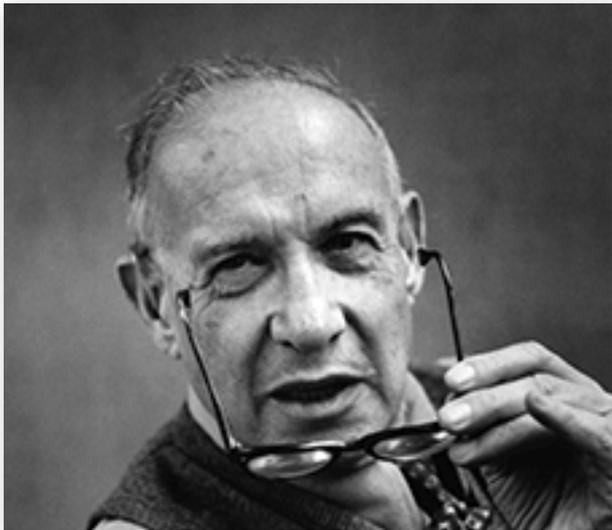
Agile Program Portfolio Management

Fulfills its responsibilities while enabling lean and agile practices for better business results



On “Managing” Knowledge Workers

Workers are knowledge workers if they know more about the work they perform than their bosses.



—Peter Drucker

- Workers themselves are best placed to make decisions about how to perform their work.
- To effectively lead, the workers must be heard and respected.
- Knowledge workers have to manage themselves. They have to have autonomy.
- Continuing innovation has to be part of their work, the task, and the responsibility of knowledge workers.

Lean Foundation: Leadership



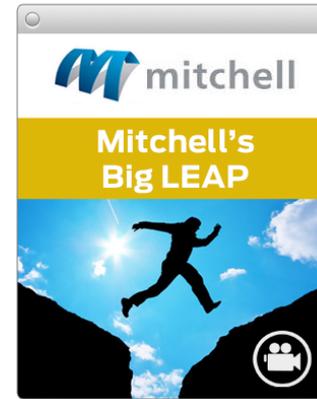
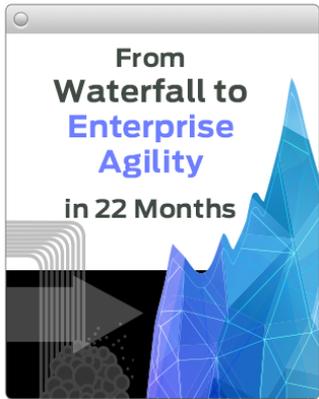
- ▶ Management is trained in lean thinking
- ▶ Bases decisions on this long term philosophy

Lean-Agile Leaders

1. Take a Systems View
2. Embrace the Agile Manifesto
3. Implement Product Development Flow
4. Unlock the Intrinsic Potential of Knowledge Workers

Have More Fun

Case Studies



ScaledAgileFramework.com/case-studies

An Enterprise Transformation is More Fun



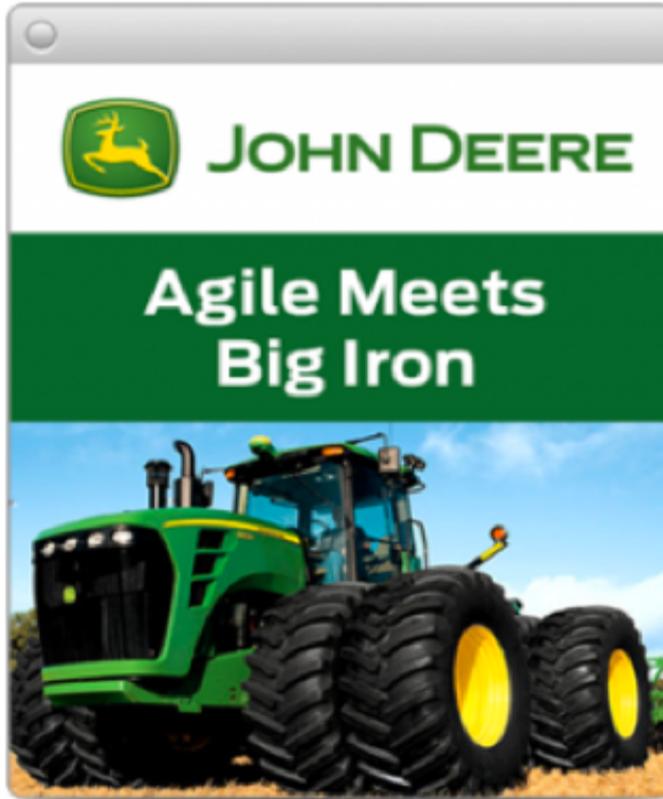
- ✓ 44% decrease in post release defects
- ✓ 76%+ decrease in time to respond to customer request
- ✓ **“greatest thing Mitchell has done in my 14 years here”**



- ✓ *Average delivery cycle time down from 12 month to 3 months*
- ✓ *6X increase in delivery frequency*
- ✓ *50% cost to deliver reduction*
- ✓ *95% decrease in product defects*
- ✓ *100% projects delivered on time and on budget*
- ✓ ***Happy project sponsors***
- ✓ ***Happy teams***

Faster Time to Market is More Fun

CASE STUDIES



- ✓ *Field issue resolution time: down 42%*
- ✓ *Warranty Expense: down 50%*
- ✓ *Time to production: down 20%*
- ✓ *Time to market: 20% faster*
- ✓ ***Employee engagement: Up 9.8%***

Higher Engagement is More Fun

CASE STUDIES

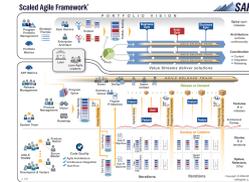


- ✓ Substantially improved communication with peer teams, program stakeholders, and domain and technical experts
- ✓ Teams were able to commit to a realistic plan
- ✓ Better alignment to the key program priorities
- ✓ **Teams understand “why are we doing this important work”**

Next Steps

Become a SAFe
Lean-Agile Leader

- ✓ Browse the framework
- ✓ Read the book
- ✓ Build your expertise with training and certification



Launch Agile
Release Trains

- ✓ Accelerate value delivery with your first Agile Release Train

AGILE RELEASE TRAIN

Leverage the
Community

- ✓ Get help from the experts at **ScaledAgile.com** and **ScaledAgilePartners.com**
- ✓ Join the community at **community.ScaledAgile.com**





SAFe Reference

[ScaledAgile**Framework**.com](https://ScaledAgileFramework.com)

Browse the
Framework

Read the Book
*Agile Software
Requirements*

[ScaledAgile**Academy**.com](https://ScaledAgileAcademy.com)

[ScaledAgile.com/**ESaFe**](https://ScaledAgile.com/ESaFe)

[ScaledAgile.com/**ART**](https://ScaledAgile.com/ART)

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and Courseware

Adapt it to your
Enterprise with
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