Introducing the Scaled Agile Framework® (SAFe®) for Lean Enterprises
Digital disruption is affecting every industry across the globe.
“Every business is a software business now. Agility isn't an option, or a thing just for teams, it is a business imperative. But we struggle building big systems … “

—Dean Leffingwell
Creator of SAFe
How can we compete when our retrospectives read like this?

- Too early commitment to a design that didn’t work
- Problems discovered too late
- Dissatisfied customers
- Poor morale
- Late delivery
- Phase gates don’t reduce risk
- Massive growth in complexity
- Under-estimated dependencies
- Hard to manage distributed teams
- Too little visibility
- No way to improve systematically
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Management’s challenge

It is not enough that management commit themselves to quality and productivity. … They must know what it is they must do. Such a responsibility cannot be delegated.

—W. Edwards Deming

“… and if you can’t come, send no one.”

—Vignette from Out of the Crisis, Deming, 1986
What it is they must do

- Embrace a Lean-Agile mindset
- Build the Lean Enterprise
- Lead the transformation
- Get results
### Why SAFe?

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<th>Why SAFe?</th>
<th>Details</th>
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<td><strong>250,000</strong></td>
<td>SAFe-trained professionals in 110+ countries</td>
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<td><strong>180</strong></td>
<td>Scaled Agile Partners in 50 countries</td>
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<td><strong>70%</strong></td>
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<td><strong>2 million</strong></td>
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### Scaled Agile Partners

- **180** Scaled Agile Partners in 50 countries

### Pledged 1%

- **1%** Scaled Agile stock equity & employee time to Pledge 1% campaign

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- **Increased in Productivity**: 25 - 75%
- **Improved Quality**: 20 - 50%
- **Increased Employee Engagement**: 10 - 50%

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SAFe is the world’s leading framework for enterprise agility

SAFe is a knowledge base of proven, integrated principles and practices for Lean, Agile, and DevOps.

scaledagileframework.com
Embrace a Lean-Agile mindset
Embrace Lean-Agile values

House of Lean

VALUE

- Respect for people and culture
- Flow
- Innovation
- Relentless improvement

LEADERSHIP

Value in the shortest sustainable lead time

Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
SAFe Lean-Agile Principles

#1 - Take an economic view  
#2 - Apply systems thinking  
#3 - Assume variability; preserve options 
#4 - Build incrementally with fast, integrated learning cycles  
#5 - Base milestones on objective evaluation of working systems  
#6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths  
#7 - Apply cadence, synchronize with cross-domain planning  
#8 - Unlock the intrinsic motivation of knowledge workers  
#9 - Decentralize decision-making
Building incrementally accelerates value delivery

**WATERFALL**

- Requirements
- Design
- Implementation
- Verification

Documents → Documents → Unverified System → System

**INCREMENTAL DELIVERY**

System delivery cycles
And delivers better economics

Early delivery provides fast value with fast feedback
Build the Lean enterprise
Start with Essential SAFe

- **Real Agile Teams and Trains**
- **System Demo**
- **Cadence and Synchronization**
- **DevOps and Releasability**
- **Inspect & Adapt**
- **Architectural Runway**
- **PI Planning**
- **Lean-Agile Principles**
- **Lean-Agile Leadership**
Nothing beats an Agile Team

- Cross-functional, self-organizing — can **define, build, and test** valuable things

- Applied Agile Software Engineering practices with XP, Scrum, and Kanban

- Delivers value every two weeks
Except a team of Agile Teams

- Align 50 - 125 practitioners to a common mission
- Apply cadence and synchronization, Program Increments every 6 - 12 weeks
- Provide Vision, Roadmap, architectural guidance
Bringing together the necessary people

AGILE RELEASE TRAIN
To deliver value continuously

Release on Demand

Continuous Exploration

Continuous Integration

Continuous Deployment

SAFe DevOps

Culture of shared responsibility

Recovery enables low risk releases

Automation of Continuous Delivery Pipeline

Measurement of everything

Lean Flow accelerates delivery
Synchronizing with PI Planning

Future product development tasks can’t be pre-determined. Distribute planning and control to those who can understand and react to the end results. —Michael Kennedy, Product Development for the Lean Enterprise

- All stakeholders face-to-face (but typically multiple locations)
- Management sets the mission, with minimum possible constraints
- Requirements and design emerge
- Important stakeholder decisions are accelerated
- Teams create—and take responsibility for—plans

For a short video PI planning example, see: https://youtu.be/ZZAtl7nAB1M
Demonstrating the full system every two weeks

- An integrated solution demo
- Objective milestone
- Demo from the staging environment, or the nearest proxy
Every PI, teams systematically address the larger impediments that are limiting velocity.

- Agree on the problem to solve
  - Insufficiently reliable release commitments?

- Apply root cause analysis (+ five whys)

- Identify the biggest root cause using Pareto Analysis

- Restate the new problem for the biggest root cause
  - Insufficient architectural runway

- Brainstorm solutions

- Identify improvement Backlog items
  - NFRs
Align strategy and execution with Portfolio SAFe
The Portfolio challenge

“Most strategy dialogues end up with executives talking at cross-purposes because … nobody knows exactly what is meant by vision and strategy, and no two people ever quite agree on which topics belong where.

That is why, when you ask members of an executive team to describe and explain the corporate strategy, you frequently get wildly different answers. We just don’t have a good business discipline for converging on issues this abstract.”

—Geoffrey Moore
Escape Velocity
Apply SAFe Lean Portfolio Management

- Connect the portfolio to enterprise strategy
- Fund Value Streams
- Establish portfolio flow

- Forecast and budget dynamically
- Measure Lean portfolio performance
- Coordinate continuous compliance

- Support Agile PMO, LACE, RTE and SM CoP
- Coordinate Value Streams
- Sustain and improve

Strategy & Investment Funding

Lean Governance

Agile Portfolio Operations
Build big systems with Large Solution SAFe
Apply Lean Systems Engineering

- Solution Trains coordinate ARTs and suppliers
- Capture fixed and variable Solution Intent
- Integrate and test the full solution on cadence
- Implement continuous compliance
Lead the transformation
People are already doing their best; the problems are with the system. Only management can change the system.

—W. Edwards Deming
Follow the SAFe Implementation Roadmap

- Go SAFe
  - Tipping point
  - Implementing SAFe (SPCs)
  - Leading SAFe

- Train Lean-Agile Change Agents
- Train Executives, Managers, Leaders
- Identify Value Streams & ARTs
- Create the implementation plan
- Lean-Agile Center of Excellence

- Prepare for ART Launch
  - SAFe for Teams
  - SAFe Scrum Master
  - SAFe PPOPM
  - Leading SAFe (for ART stakeholders)

- Train Teams & Launch ART
- Implementing SAFe (more SPCs)

- Coach ART Execution
  - SAFe Release Train Engineer
  - SAFe Advanced Scrum Master

- Launch More ARTs and Value Streams
- Extend to the Portfolio
- Sustain and Improve

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Get results
Business results

- 10 – 50% happier, more motivated employees
- 30 – 75% faster time-to-market
- 20 – 50% increase in productivity
- 25 – 75% defect reduction

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Gain the knowledge
Scaled Agile’s role-based curriculum:

**CORE**
- Leading SAFe®
- SAFe® for Teams
- SAFe® Scrum Master
- SAFe® Product Owner/Product Manager
- SAFe® DevOps

**ADVANCED**
- SAFe® Advanced Scrum Master
- Implementing SAFe®
- SAFe® Release Train Engineer
- More courses in development!
Learn from the community

250,000+ trained in SAFe

Connect with the global SAFe community to advance learning through the SAFe Community Platform (accessible to those who certify), webinars, conferences, and worldwide SAFe Meetups in places like Mumbai, Paris, Chicago, and Mexico City.

To find a SAFe Meetup near you, go to scaledagile.com/calendar and select SAFe Meetup from the Event Type dropdown menu.

Attend the world’s largest gathering of SAFe professionals at the Global and Regional SAFe Summit events. Details at safesummit.com.
Get help to ensure success

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- Training and coaching for all SAFe roles
- Implementation and consulting services across industries and disciplines
- Platforms for SAFe automation, visibility, and flow

scaledagile.com/partner-directory

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exploresaileframework.com

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- Presentations
- White papers
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- Case studies