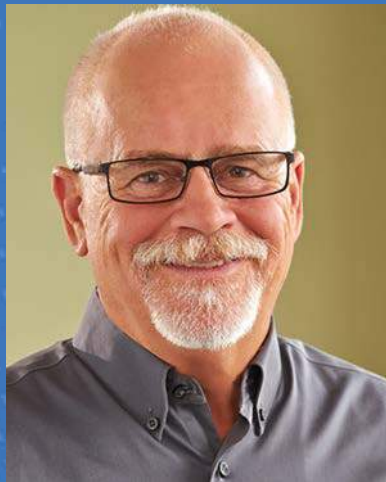


Introducing the Scaled Agile Framework® (SAFe®) for Lean Enterprises



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?



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?

250,000

SAFe-trained professionals in 110+ countries



180



Scaled Agile Partners in 50 countries



Training

A comprehensive role-based curriculum for successfully implementing SAFe and skills validation through professional certification.



Freely Available

SAFe's knowledge base is freely available at scaledagileframework.com

Configurable

SAFe is able to accommodate enterprises of all sizes and industries

Fastest Growing Method

SAFe cited as preferred solution for scaling Agile:

- 2017 Agile in the Enterprise survey by Gartner Research
- 12th Annual State of Agile Report by VersionOne
- 2017 Scaling Agile Report by cPrime

70% US *Fortune* 100 enterprises have SAFe-trained professionals



2 million

Annual visitors to SAFe and Scaled Agile websites



Pledged 1%

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

SAFe CASE STUDIES

30 - 75%

Faster Time-to-Market



25 - 75%

Increase in Productivity



20 - 50%

Improvements in Quality



10 - 50%

Increased Employee Engagement



SAFe is the world's leading framework for enterprise agility

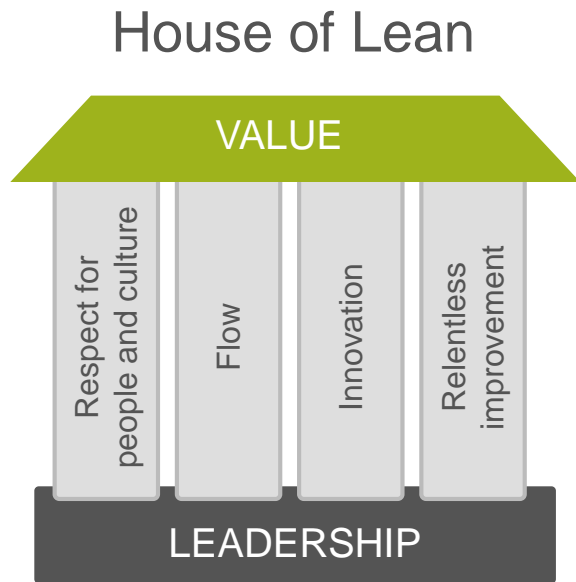


SAFe is a knowledge base of proven, integrated principles and practices for Lean, Agile, and DevOps.

scaledagileframework.com

Embrace a Lean-Agile mindset

Embrace Lean-Agile values



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

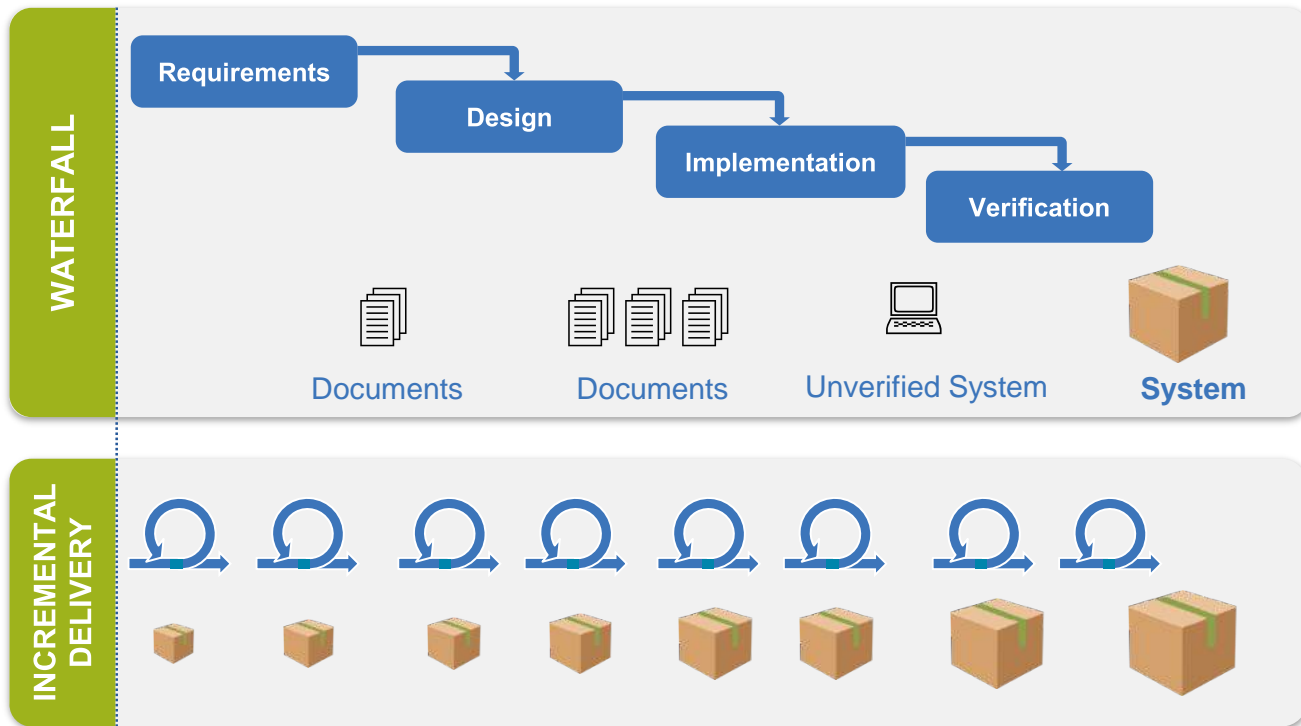
#6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 - Apply cadence, synchronize with cross-domain planning

#8 - Unlock the intrinsic motivation of knowledge workers

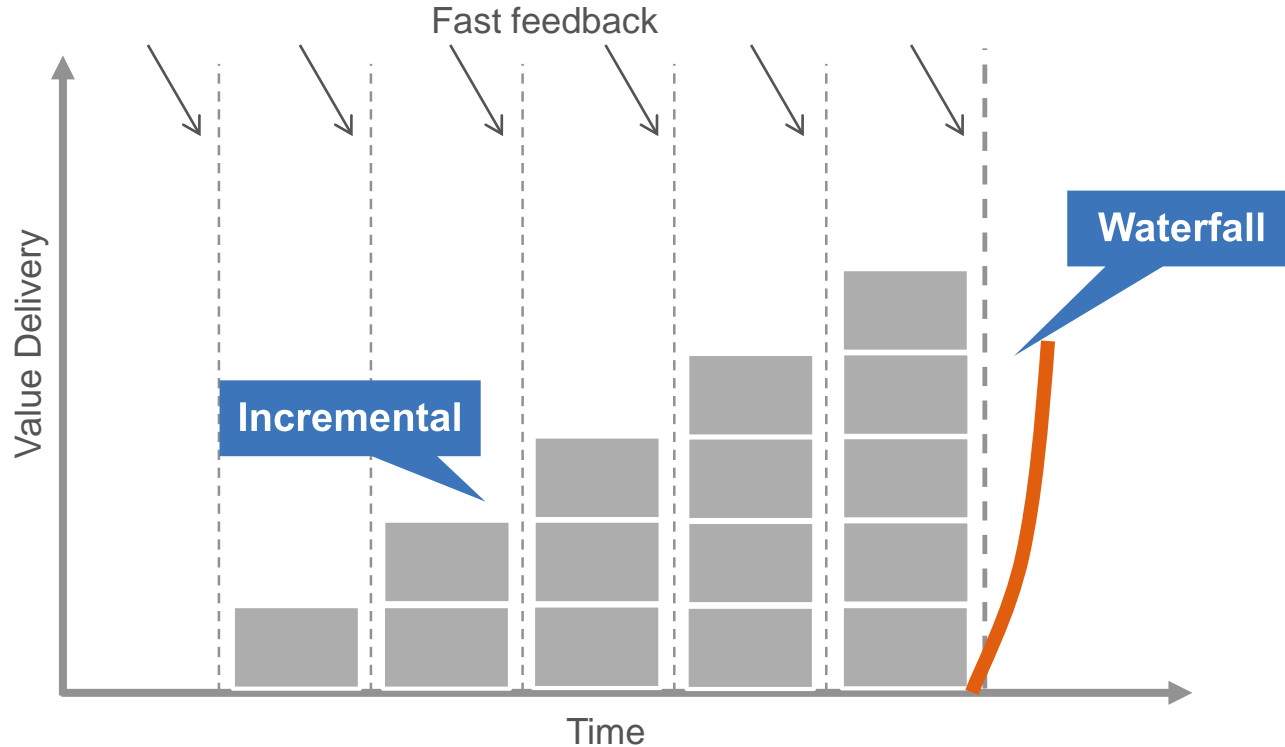
#9 - Decentralize decision-making

Building incrementally accelerates value delivery



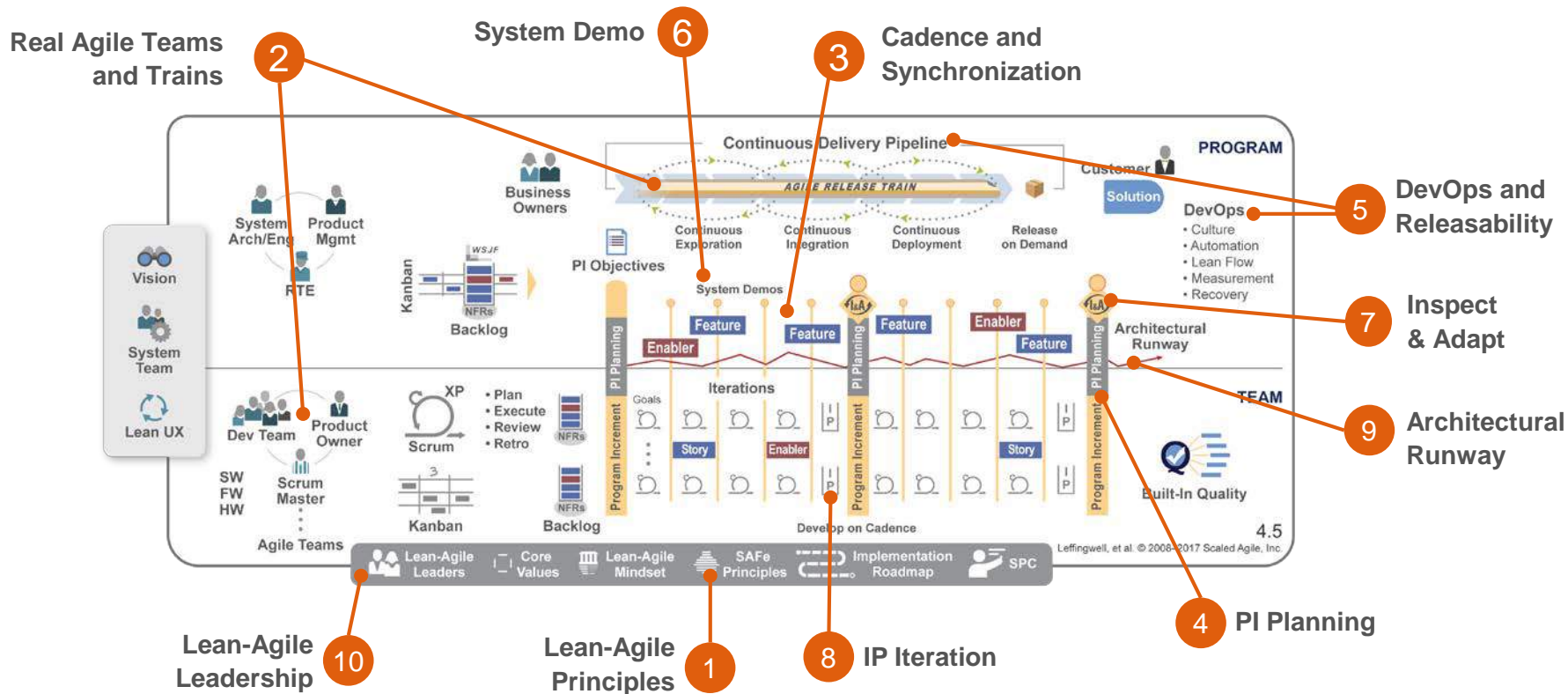
And delivers better economics

Early delivery provides fast value with fast feedback



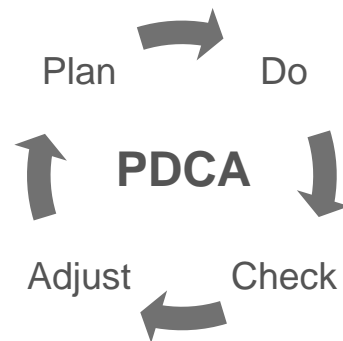
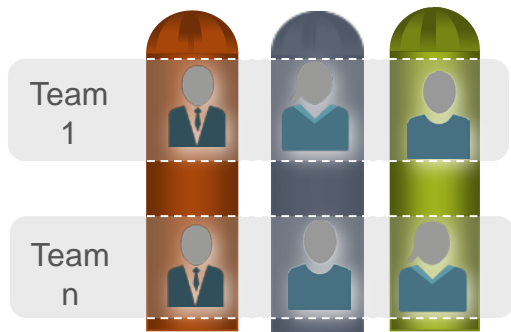
Build the Lean enterprise

Start with Essential SAFe



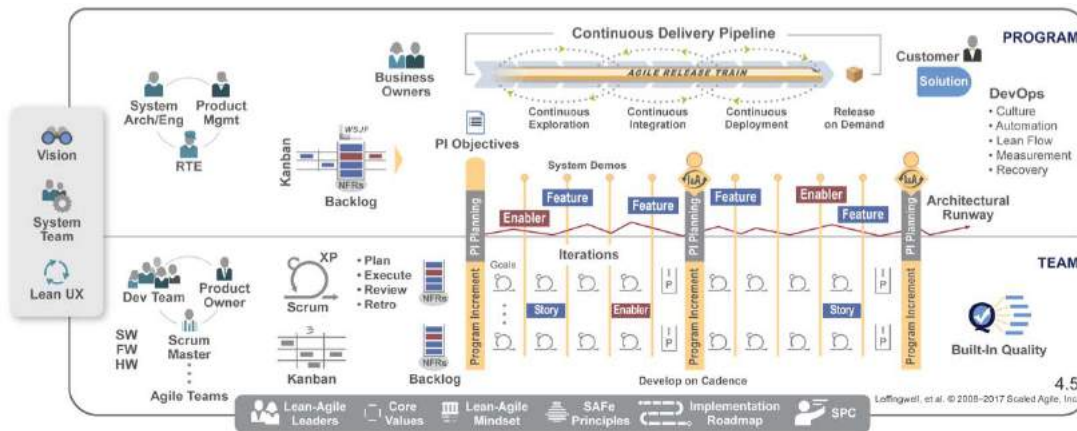
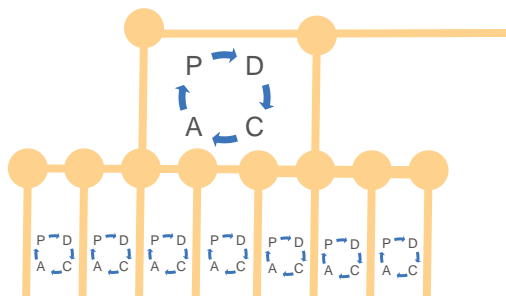
Nothing beats an Agile Team

- ▶ 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

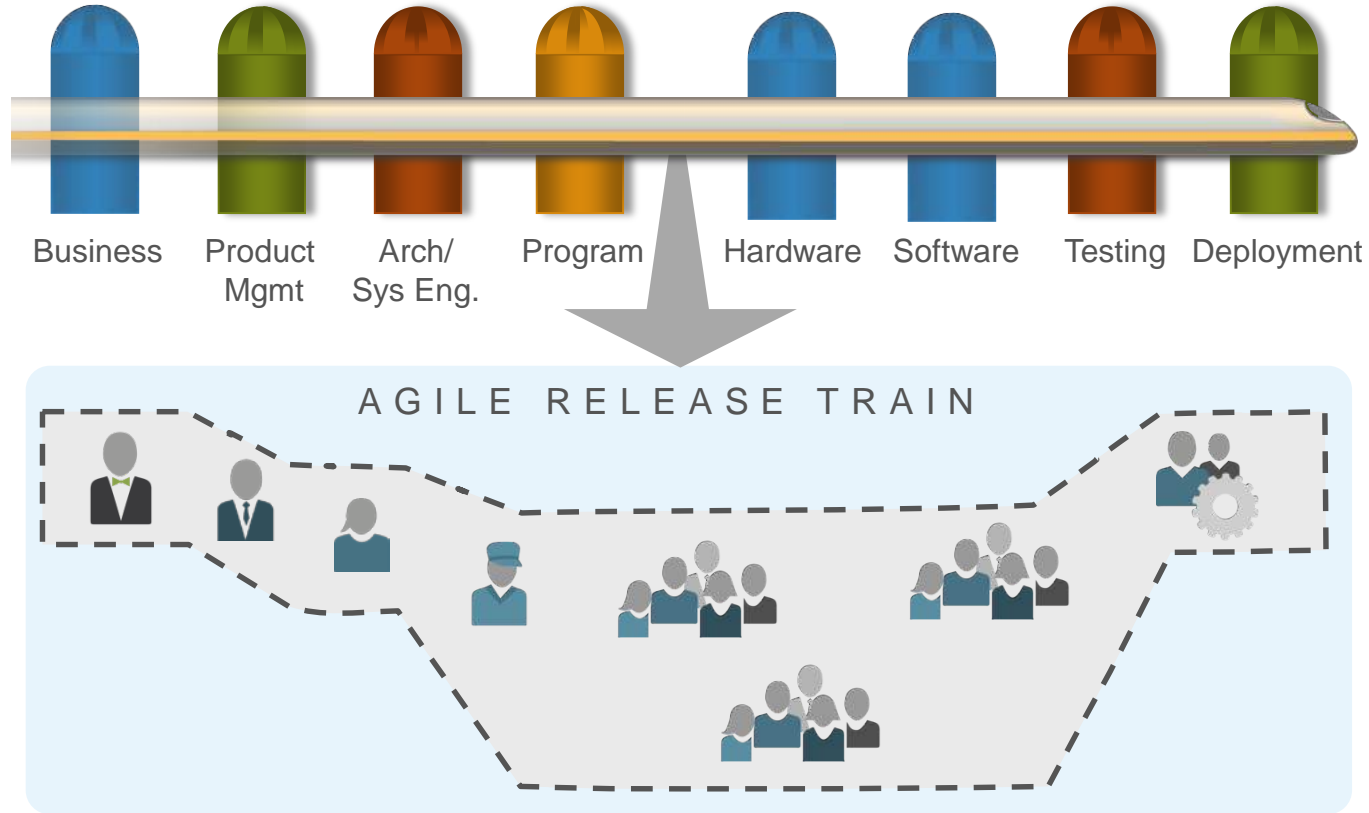


Except a team of Agile Teams

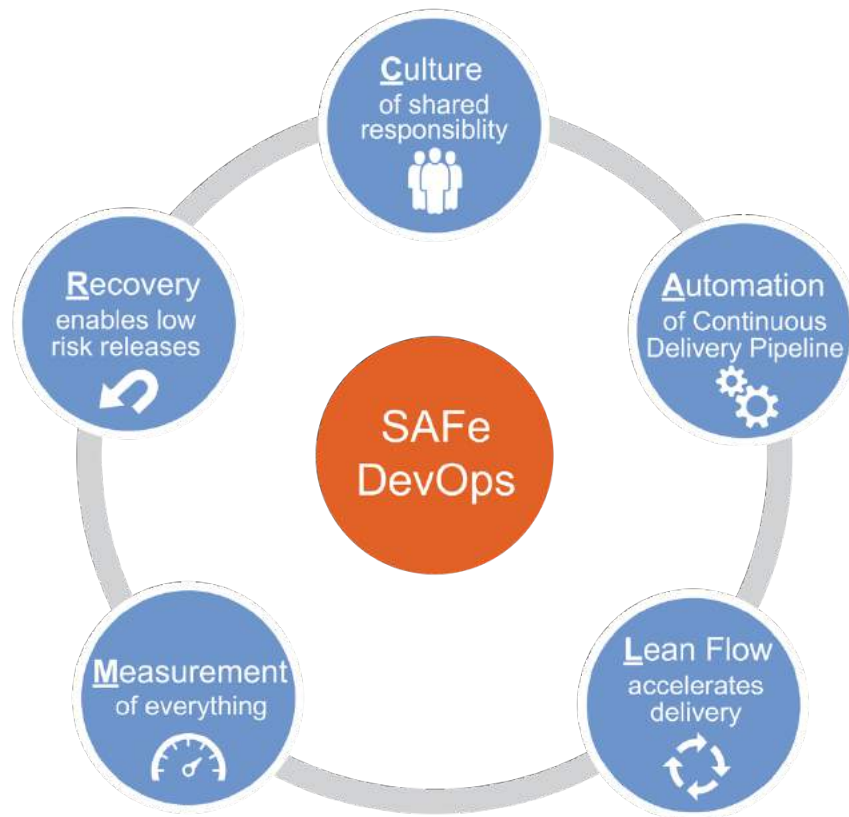
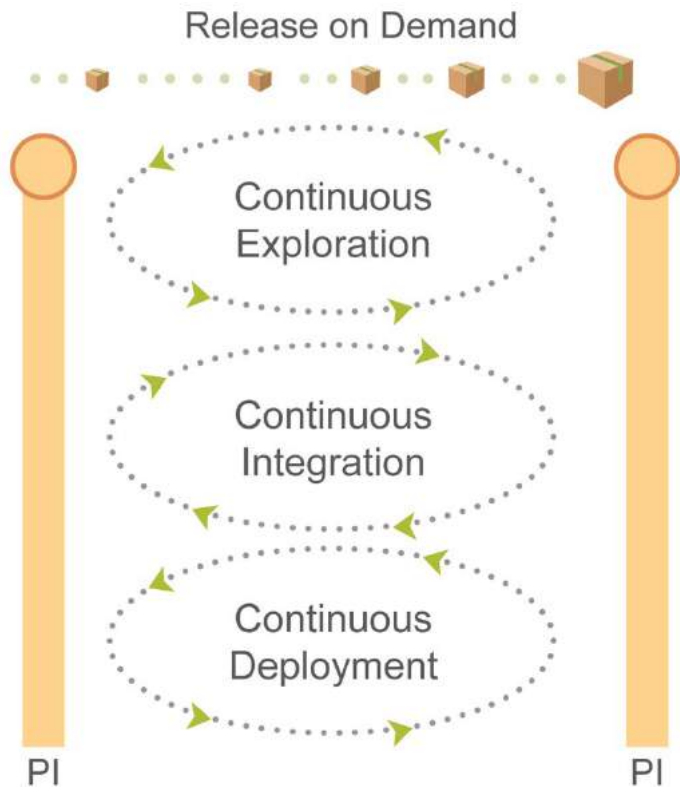
- ▶ Align 50 - 125 practitioners to a common mission
- ▶ Apply cadence and synchronization, Program Increments every 6 - 12 weeks
- ▶ Provide Vision, Roadmap, architectural guidance



Bringing together the necessary people



To deliver value continuously



Synchronizing with PI Planning

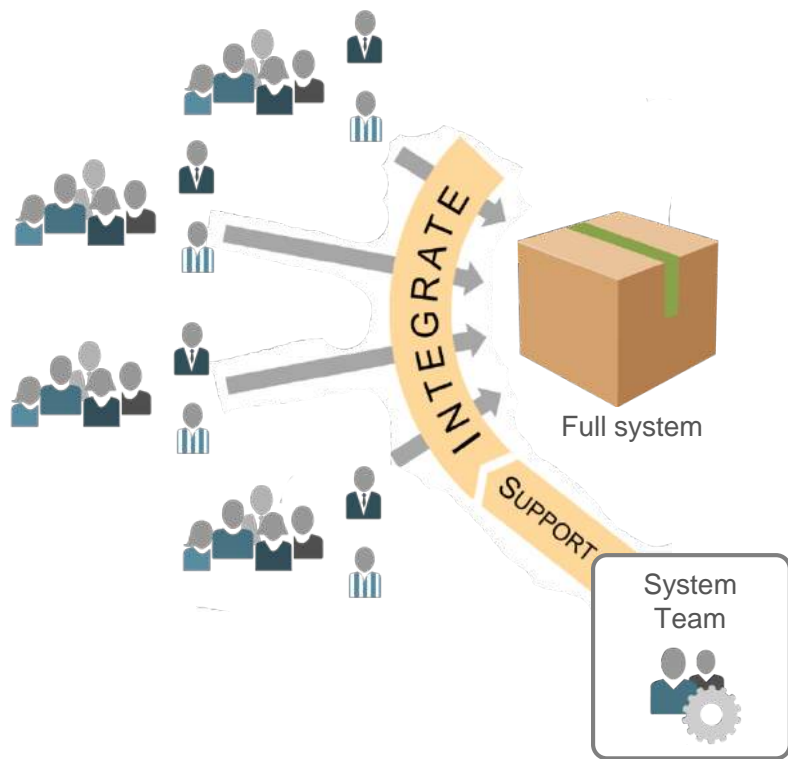
Future product development tasks can't be pre-determined. Distribute planning and control to those who can understand and react to the end results. —Michael Kennedy, Product Development for the Lean Enterprise

- ▶ 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/ZZAtI7nAB1M>

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.

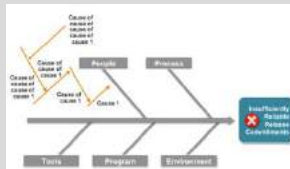
```
graph TD; A[Agree on the problem to solve] --> B[Insufficiently reliable release commitments?];
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Agree on the problem to solve


Insufficiently reliable release commitments?

Insufficiently
reliable release
commitments?

Apply root cause analysis (+ five whys)

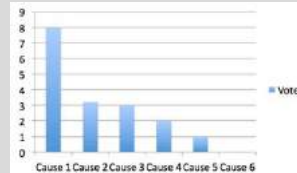


Identify the biggest root cause using Pareto Analysis



A bar chart titled 'Identify the biggest root cause using Pareto Analysis'. The vertical axis (y-axis) is labeled from 0 to 9 in increments of 1. The horizontal axis (x-axis) is labeled 'Cause 1 Cause 2 Cause 3 Cause 4 Cause 5 Cause 6'. There are six blue bars representing the number of votes for each cause. The first bar (Cause 1) is the tallest, reaching 8. The second bar (Cause 2) reaches 3. The third bar (Cause 3) reaches 3. The fourth bar (Cause 4) reaches 2. The fifth bar (Cause 5) reaches 1. The sixth bar (Cause 6) is very short, reaching approximately 0.2. A legend on the right side of the chart shows a blue square next to the word 'Votes'.

Cause	Votes
Cause 1	8
Cause 2	3
Cause 3	3
Cause 4	2
Cause 5	1
Cause 6	0.2




Restate the new problem
for the biggest root cause

Insufficient
architectural
runway

Insufficient architectural runway

[illegible]

Identify improvement Backlog items

A diagram showing a vertical stack of four rectangular boxes. The top box is blue, the second is red, the third is blue, and the fourth is blue. Below the stack is a grey oval containing the text "NFRs".

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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.*

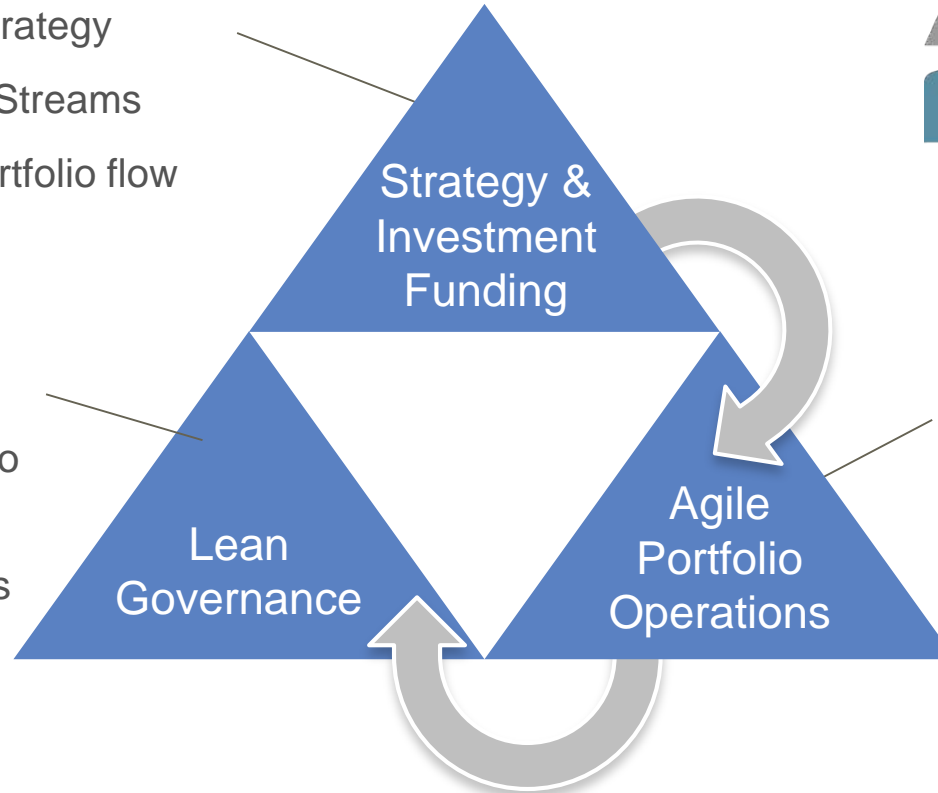
That is why, when you ask members of an executive team to describe and explain the corporate strategy, you frequently get wildly different answers. We just don’t have a good business discipline for converging on issues this abstract.”

—Geoffrey Moore
Escape Velocity

Apply SAFe Lean Portfolio Management

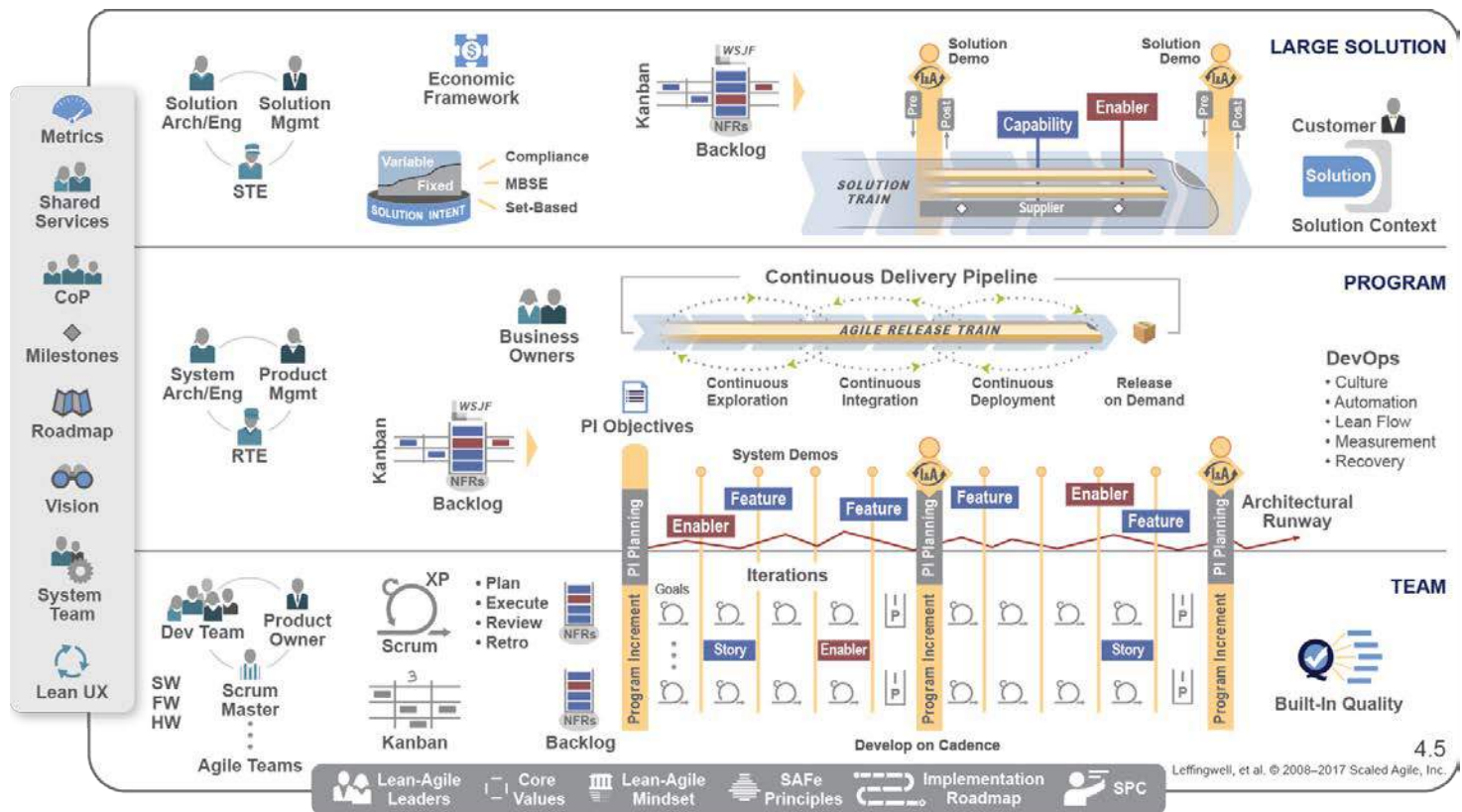
- Connect the portfolio to enterprise strategy
- Fund Value Streams
- Establish portfolio flow

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

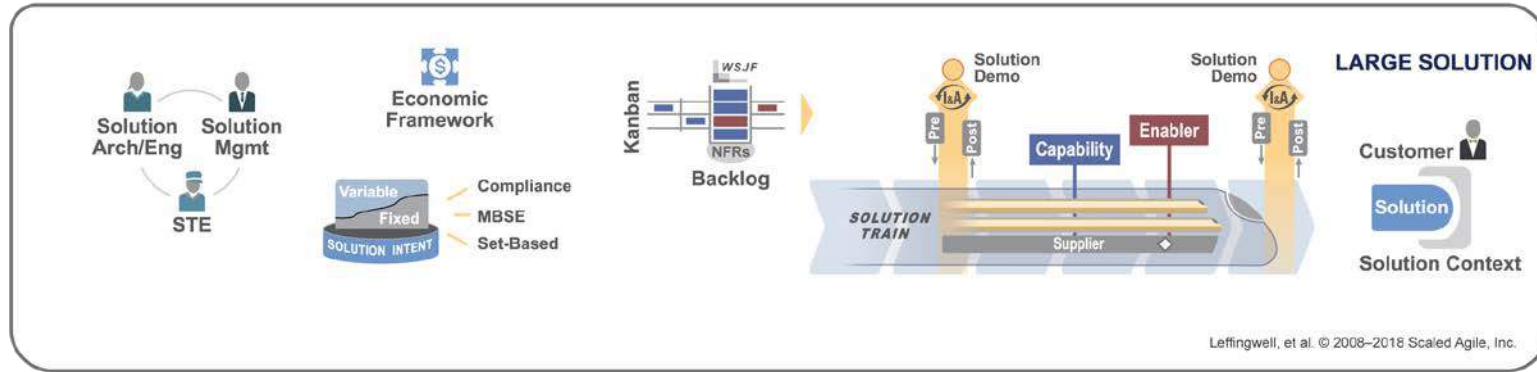


- Support Agile PMO, LACE, RTE and SM CoP
- Coordinate Value Streams
- Sustain and improve

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

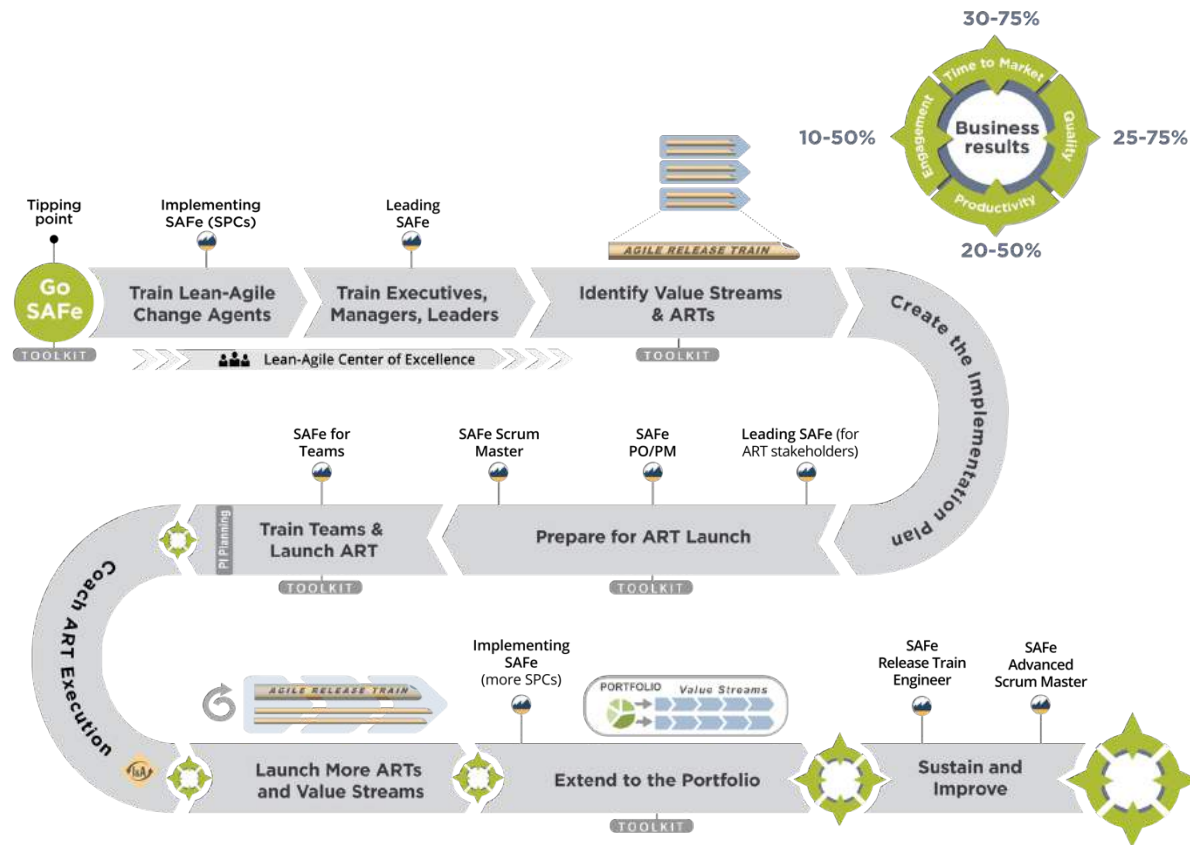
Leadership foundation



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



Get results

Business results



See scaledagileframework.com/case-studies

Financial Services / Electronics / Software / Telecom / Retail & Distribution / Government / Healthcare / Insurance / Medical Technology / Pharmaceutical / Media / Manufacturing / COTS Software / Customer Care & Billing / Outsourcing



Life insurance giant saves \$12 million and stays 18 months ahead of schedule with SAFe



SAFe helps Intel continuously innovate while controlling costs and maintaining quality.



\$30 million in savings and initial planning time cut by 28% with SAFe



SAFe improves quality and drives continuous delivery of new features for the largest networking company in the world



SAFe delivered millions in benefits in first year and significantly faster time-to-value



SAFe helps the world's leading navigation technology company fail fast, adapt to change, and release faster and more often



Improved Demand management & traceability from Portfolio through to Agile delivery teams



Faster delivery, happier teams, greater predictability, and increased customer satisfaction with SAFe.



SAFe® Helps French National Employment Agency Deliver Strategic Program



Velocity increased 33 percent allowing Fitbit to launch a record number of products

See scaledagileframework.com/case-studies

Gain the knowledge

Educate yourself



scaledagile.com/learning

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

scaledagile.com/partner-directory

Access worldwide SAFe expertise
and support through the Scaled Agile
Partner Network:

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

A light gray world map is shown in the background, with numerous orange location pins placed across various continents, primarily concentrated in North America, Europe, and Asia, indicating the global reach of the partner network.

180+
Partners
in 50 countries & 350 cities

SCALED AGILE[®]
PARTNER NETWORK

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SAFe® for Lean Enterprises

Portfolio SAFe

CONFIGURATIONS

- ☐ FULL SAFe
- ☒ **PORTFOLIO SAFe**
- ☐ LARGE SOLUTION SAFe
- ☐ ESSENTIAL SAFe

This Configuration: **Portfolio SAFe** is for enterprises building solutions that require a modest number of Agile teams. It supports the development of multiple solutions, which have minimal dependencies on one another. [Learn more.](#)

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New Case Study: Northwestern Mutual Delivers 18 Months Ahead of Schedule with SAFe
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April 2, 2017 [READ MORE](#)

Article 10 in SAFe Implementation Roadmap series: Launch More ARTs and Value Streams
March 27, 2017 [READ MORE](#)