How to make SAFe really SAFE
Scaling Agile using Pull/Invite rather than Push/Mandate

Yuval Yeret
AgileSparks

July 2016
How would you describe the "Scaled Agile Framework Implementation Approach" in one 1-2 words?

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Answers to this poll are anonymous
We’re always told to aim for the Tipping Point

‘The Tipping Point’ by Malcolm Gladwell

POWER OF CONTEXT

LAW OF 150
Groups of less than 150 members usually display a level of intimacy, interdependency, and efficiency that begins to dissipate markedly as soon as the group’s size increases over 150.

Environment
If the environment or historical moment in which a trend is introduced is not right, it is not as likely that the tipping point will be attained.

STICKINESS FACTOR

A crucial factor that plays a key role in determining whether a trend will attain exponential popularity is “the stickiness factor.” This refers to a unique quality that compels the phenomenon to “stick” in the minds of the public and influence their future behavior.

LAW OF THE FEW

The attainment of the tipping point that transforms a phenomenon into an influential trend usually requires the intervention of a number of influential types of people.

CONNECTOR
Connects people to each other

MAVEN
Helps others to make informed decisions

SALES MAN
Is extremely persuasive in inducing others’ buying decisions and behaviors through his unusual charisma

Gridd consultancy / www.gridd.nl

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Classic post-tipping-point situation
NOW SHOWING
The Agile Theater
Starring Scrum, SM, PO,
Agile Team, The Sprint.
Guest Appearance – The Waterfall
NOW SHOWING

The SAFe Theater

Starring the Managers-Only PI Planning,
The Command & Control RTE,
w/ special guest - Waterfall Thinking
It’s Hard.

http://www.shino.de/2010/11/04/software-g-forces-the-effects-of-acceleration/
The Law of Raspberry Jam: the wider any culture is spread, the thinner it gets.

Alvin Toffler
Sustainable Pace – Not just for engineers...

http://www.youtube.com/watch?v=FGfpIQ1UFs
Come (Too) Soon...
Technology Adoption Life Cycle:
Diagnose and adapt as markets evolve

Which of these had the most impact on your transformation/s?

- 3rd
- 1st
- 4th
- 5th

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How can we close the curtain on the Agile/SAFe Theater and run safer more sustainable enterprise-level agile transformations?
PULL

You can have things your way and push if you want, but this door is pretty stubborn.

Burger King

Have it your way
The SAFe Big Picture

SAFe 4.0 for Lean Software and Systems Engineering

Start Here
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Implementing SAFe 1,2,3

1. **TRAIN**
   - LEAN-AGILE CHANGE AGENTS
   - IMPLEMENTING SAFe® With SAFe Program Consultant Certification

2. **TRAIN**
   - EXECUTIVES, MANAGERS, LEADERS
   - LEADING SAFe® With SAFe Agilist Certification

3. **TRAIN**
   - TEAMS AND LAUNCH TRAINS
   - SAFe® FOR TEAMS With SAFe Practitioner Certification

**Business Results**
- +30-75%
- +10%
- +20-50%
- +50%

**Engagement**
- Time to Market
- Productivity
- Attitude

**Adapt the Framework with Enterprise SAFe®**

**Train & Certify**
- Scaled Agile, Inc. & Partners

**Consulting / Coaching / Training / Tooling**
- Scaled Agile Partners & SPC Community

**Customize**
- Scaled Agile, Inc.

START YOUR SAFe® TRANSFORMATION AT SCALEDAGILE.COM
Guided Tour vs Self Guide

Boston’s Original Hop-On Hop-Off Tour Since 1984!
Freedom on the Freedom Trail
People/Tourists are Snowflakes. So are Organizations

#YMMV*

*Your Mileage May Vary
Though sometimes a walk with an expert IS much better ...
How would you apply Pull thinking to the SAFe 1-2-3 implementation model?
How we achieved a healthy transformation flow at companies like HP, Siemens, Amdocs

- Backlog
- Prospects
- Decide

1. **Train lean-able change agents**
   - Implementing SAFe* with SAFe Program Consultant Certification

2. **Train executives, managers, leaders**
   - Leading SAFe* with SAFe Agilist Certification

3. **Train teams and launch trains**
   - SAFe for Teams with SAFe Practitioner Certification

- Leading SAFe* Management Workshop
- Kickoff/Quick Start
- Stabilize – I&A
- Stable/Recharging
- Improve/Boost

- Market/Sell the change to LOBs

“Pull from management & executives”

- Market/Sell more depth

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Let Leaders Pull Training

- Run Leading-SAFe / Foundations every X weeks
- Market internally using “Launch” techniques (Scarcity, Deadline, etc.)
- Let people opt-in
- Will identify champions and potentially interested value streams/ARTs
Use a “SAFe Implementation Strategy Workshop”

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-9:00</td>
<td>Why SAFe? Pains/Goals</td>
</tr>
<tr>
<td>9:00-10:30</td>
<td>What will be our Value Streams? ARTs?</td>
</tr>
<tr>
<td>10:30-11:30</td>
<td>How do our people map to the SAFe roles? RTE? PM? PPM? BO?</td>
</tr>
<tr>
<td>11:30-1:00</td>
<td>What will be our Epics? Features? Stories? Capabilities?</td>
</tr>
<tr>
<td>1:00-4:00</td>
<td>Will SAFe work here? Confidence Vote + Risks Collection</td>
</tr>
<tr>
<td>4:00-5:00</td>
<td>Next Steps</td>
</tr>
</tbody>
</table>

Additional tips:

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Various opportunities for inviting discussion about how to shape a SAFe implementation
Open the space “SAFe @ our company/org – What does it mean? Why? How?”

- **8:00-9:00**: Business context
- **9:00-10:30**: SAFe Foundations
- **10:30-11:30**: Open the Space
- **11:30-1:00**: Build the Agenda
- **1:00-4:00**: Open Space Sessions
- **4:00-5:00**: Closing
What are the key questions/risks we need to discuss when trying to apply SAFe here?

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“How to encalhada avaliarem evaluate progress”
about 2 hours ago

“Bi model and Tribes, other concepts that desire to be autonomous”
about 2 hours ago

“Dependencies on teams that are not catching our release train - will they be ready?”
about 2 hours ago

“Properly identifying you value streams”
about 2 hours ago

“Dependencies”
about 2 hours ago

“Will I lose control?”
Open the space in the SAFe QuickStart

- Leave some of the HOW decisions open for discussion
- Mini-open-space addressing “Vote of confidence” concerns regarding “What are the implications of running SAFe on our train”
Let Teams Self-Select
Follow a Confidence Vote with a mini-open-space
How confident are you that this invitation-based-change can work on a SAFe Enterprise Agile Transformation?

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Maybe even try “Open Space Agility” as a way to run your first Agile Release Train/Program Increment?
Use guerilla marketing to grow – leveraging the beach head

Backlog | Prospects | Decide | Leading SAFe Mgmt Workshop | Kickoff/Quick Start | Stabilize – I&A | Stable/Recharging | Improve/Boost
---|---|---|---|---|---|---|---
I | O | Q | C | J | D | Any other ideas?
L | M | N | R

Invite prospects to QuickStart/PI Planning
Share success, publicly visualize, invite prospects to PI Demo

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Which of these do you want to try?

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In summary - Try this on your next SAFe implementation:

1. **Treat the enterprise/portfolio as an open market**, use marketing techniques, let trains/value streams pull.
2. Invite people to **pull/opt into training** (Foundations, Leading SAFe, ScrumXP, PO, etc.) and use that to identify leads/prospects.
3. Use **open space** to invite interested people to discuss the potential and implications of Scaling Agile w/ SAFe in the organization.
4. Use **Leading SAFe combined with Management Workshop** for Trains/VSs that pull and want to start – make them own their SAFe approach.
5. **Spice QuickStart with mini-open-space vignettes** e.g. around “Vote of confidence” in first PI Planning.
6. Use guerilla marketing to grow – **share successes, invite prospects to exciting ceremonies such as PI Planning, PI Demo**, invite excited leaders to share their story in periodical training or directly send prospects to hear a testimonial from them.
References

- http://openspaceagility.com/