Choose a table based on a color-coded scenario which you are currently facing. Read the scenario description for your table. Discuss with your table teammates.

<table>
<thead>
<tr>
<th>Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buggy Releases</td>
</tr>
<tr>
<td>Stale Products</td>
</tr>
<tr>
<td>Unpredictable, Can’t Measure</td>
</tr>
<tr>
<td>Infrequent Releases</td>
</tr>
<tr>
<td>Slow, Unresponsive</td>
</tr>
</tbody>
</table>
Horse Before the Cart
An Outcome-Oriented Approach to SAFe® Transformations
Mike Hall
Senior Agile Coach/Trainer

@mike.hall@agilevelocity.com
www.agilevelocity.com
I may be old but I got to see all the cool bands
Starting a Scaled Agile Transformation with SAFe®?

10 – 50% happier, more motivated employees
20 – 50% increase in productivity
30 – 75% faster time-to-market
25 – 75% defect reduction
Starting with SAFe® and expecting it to somehow achieve some grand Business Objective is like putting the cart before the horse and expecting the horse to push it. Good luck!
“Begin with the end in mind.”
- Habit 2, Stephen R. Covey

“A goal properly set is halfway reached.”
- Zig Ziglar

“Effective leaders help others to understand the necessity of change and to accept a common vision of the desired outcome.”
- Leading Change, John Kotter

“In absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia, until ultimately we become enslaved to it.”
- Robert A. Heinlein

“When you know what you want and you want it bad enough, you’ll find a way to get it.”
- Jim Rohn

Outcome-Oriented Thinking
ACTIVITY: Good Business Objectives

As a table, spend 5 minutes discussing each Business Objective listed in the handout.

Answer the following for each:
- Y/N: is it a high-quality Business Objective?
- If not, why not?
Starting with Business Objectives

What’s Missing?
What is missing?

Which transformation Outcomes influence the Business Objective?

What are the underlying technical Capabilities for each Outcome?

What are the SAFe® constructs that map to these Capabilities?

Business Objectives (START HERE)

Outcomes

Capabilities

Accomplish

Drives

Enables
Outcomes represent a desired internal state, a new status quo.

Outcomes are intended to “bridge the gap” and lead to the Business Objective.
### Potential Outcomes from the Agile World

Path to Agility® (P2A) outcomes across 3 levels: Org, System, and Team. Across 5 phases: Align, Learn, Predict, Accelerate, and Adapt.

<table>
<thead>
<tr>
<th>Level</th>
<th>Align</th>
<th>Learn</th>
<th>Predict</th>
<th>Accelerate</th>
<th>Adapt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org</td>
<td>Compelling Purpose</td>
<td>Team Empowerment</td>
<td>Agile Leadership</td>
<td>Sustaining Improvement</td>
<td>Purpose Driven Leadership</td>
</tr>
<tr>
<td></td>
<td>Rollout Strategy</td>
<td>Action Enabled</td>
<td>Ability to Focus</td>
<td>Decision Agility</td>
<td>Financial Agility</td>
</tr>
<tr>
<td></td>
<td>Teams Aligned to Value</td>
<td>Cross-Team Coordination</td>
<td>Multi-team Predictability</td>
<td>Faster Time to Value</td>
<td>Whole Org Agility</td>
</tr>
<tr>
<td>System</td>
<td>Ability to Measure</td>
<td>Complexity Reduced</td>
<td>Ability to Forecast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team</td>
<td>Team Formed</td>
<td>Visibility Created</td>
<td>Predictable Delivery Cadence</td>
<td>Reduce Cycle Time</td>
<td>Market Responsiveness</td>
</tr>
<tr>
<td></td>
<td>Team Ownership</td>
<td>Quality Feedback Loop</td>
<td></td>
<td>Release Continuously</td>
<td>Objective Data-Driven Decisions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shortened</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

Path to Agility® (P2A) outcomes across 3 levels: Org, System, and Team. Across 5 phases: Align, Learn, Predict, Accelerate, and Adapt.
• Familiarize yourself with the Path to Agility® Outcome cards at your table

• As a table team, review your Business Objective from the initial Connection activity. Discuss: what Outcomes will likely influence towards the Business Objective?
  • Hint: 4 - 6 total, try to find at least 1 at each level - Org, System, and Team

• Extra credit: add a few of your own Outcomes with post-it notes where it makes sense!

• Create a transformation backlog at your table - top to bottom priority of Outcomes

• Be ready to present in 15 minutes!
Capabilities are underlying behavioral or technical practices that once in place will likely lead to the desired Outcome.

Capabilities are what you should “anchor into your culture” to affect change.
- John Kotter, Leading Change
Outcomes with Underlying Capabilities

Outcome - front

Establish and maintain the engineering and technical practices required to establish near-immediate visibility into the quality of the work a team produces.

Outcome - back

Capability - front

Cross-Functional Team

By establishing Cross-Functional Teams, a team is empowered to obtain the skills and talents needed for it to regularly deliver working, shipable increments of value, and to become "T-shaped" people.

Capability - back

Stage | Level | Outcome

Capability Name

Capabilities
- Shared Ownership
- Cross-Functional Team
- Continuous Integration
- Test Automation
• Start with your top priority Outcome - find the Capability cards for that Outcome in the other deck (or create them for an Outcome you added) and briefly familiarize with each of them

• Place these on your table alongside the associated Outcome in priority order

• Continue moving to the next highest priority Outcome, find the Capability cards, and add them in priority order

• Extra credit: add a few of your own capabilities using sticky notes where it makes sense!

• Be ready to present in 10 minutes!
The collection of Outcomes and underlying Capabilities which influence your desired Business Objective become your initial “Transformation Backlog” consisting of prioritized work items. Think of Outcomes as “features” and Capabilities as “stories” with acceptance criteria.

This is much better than a Candy Land circuitous journey!
Determine which of the SAFe® constructs, roles, artifacts, events, cadence, collaboration, etc. is needed to fulfill each Capability.
• Starting with your top priority **Outcome**, choose a **Capability** and read the AC on the back *

• Using the SAFe® Full Configuration at your table, identify which SAFe® construct, role, artifact, principle, or philosophy (possibly more than 1) can be used to manifest this **Capability**

• Create a post-it note naming the SAFe® construct(s) and attach it to the **Capability** card (next slide)

• Move to another **Capability** within the same **Outcome** until all Capabilities are discussed

• Move to another **Outcome** and repeat until time runs out

• If you get stuck, get my attention

• Be ready to present in 15 minutes!
EXAMPLE: Capabilitiy -> SAFe® Constructs

ART teams integrate continuously
System Demos every 2 weeks
• CD Pipeline
  • Release on Demand
  • DevOps
Business Objectives

Which transformation Outcomes influence the Business Objective?

What are the underlying technical Capabilities for each Outcome?

What are the SAFe® constructs that map to these Capabilities?

Outcomes

Capabilities

Accomplish

Drives

Enables
Need More? Write down your full name and email on an index card for more info.

We are HIRING coaches!

Pick up a Path to Agility handout! https://pathtoagility.com

Don’t forget: take a picture of your Transformation Backlog!

We will send you:
- PDF of this presentation
- Article: Business Outcomes Series Part I: The Need For Speed & Fast Product Delivery
- Article: Business Outcomes Series Part II: 8 Steps to Achieving Predictability In Business
- Article: 5 Practices To Start Scaling Agile

Have questions? Send me an email

Michael Hall
Senior Agile Coach/Trainer
mike.hall@agilevelocity.com
“You must be the change you wish to see in the world.”
- Mahatma Gandhi
Thank You!

Mike Hall
Senior Agile Coach/Trainer

@MikeH_agile
mike.hall@agilevelocity.com
www.agilevelocity.com
BACKUPS
The Path to Agility® (P2A) is an outcome-oriented agile transformation framework.
SAFe® defines an implementation roadmap for organizations undergoing a Lean-Agile transformation.
P2A® outcomes are the “north star” for the SAFe® implementation roadmap.