



5. SAFe Treff

Sollbruchstellen in der agilen Transformation



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THE PROBLEM TO SOLVE

OBJECTIVE 1

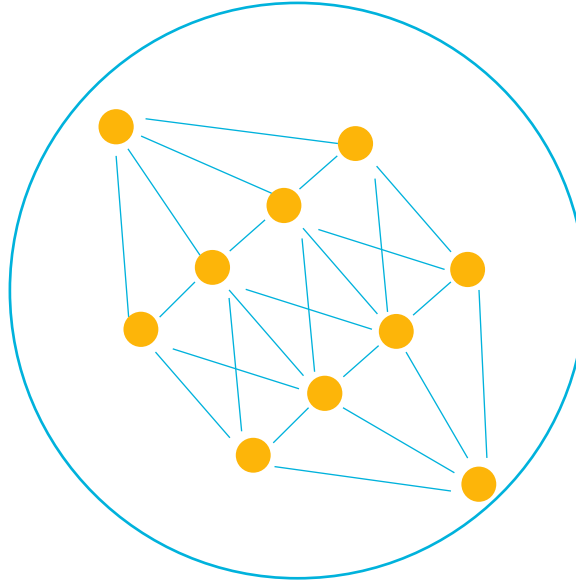


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NETWORK STRUCTURES ARE FOR AGILITY . . .

what water is for a fish

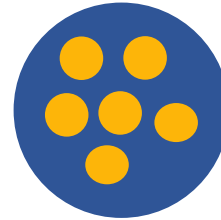
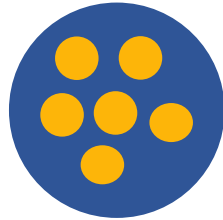
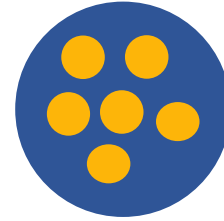
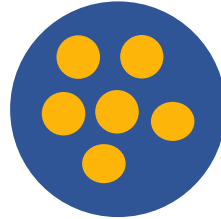
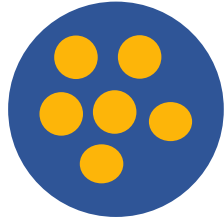


Agile Teams

Under health every agile model there is a collaboration model

HOW TO ORCHESTRATE MULTIPLE AGILE TEAMS?

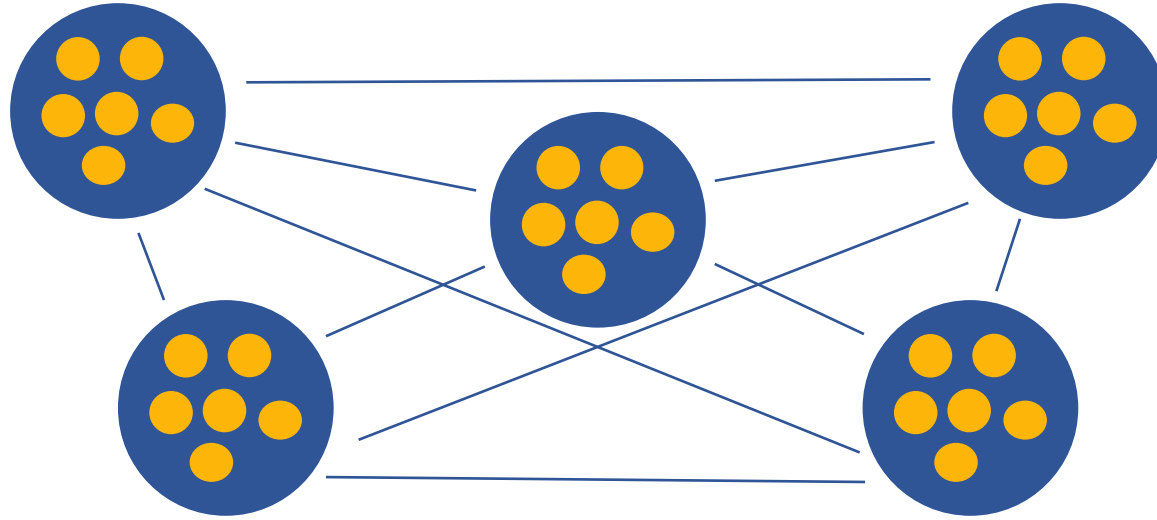
15 years ago, the answer was mostly the same by the majority of Agile Coaches:



**Make the teams independent enough so that they can
decide, work and deliver, each on its own.**

MAKING TEAMS INDEPENDENT

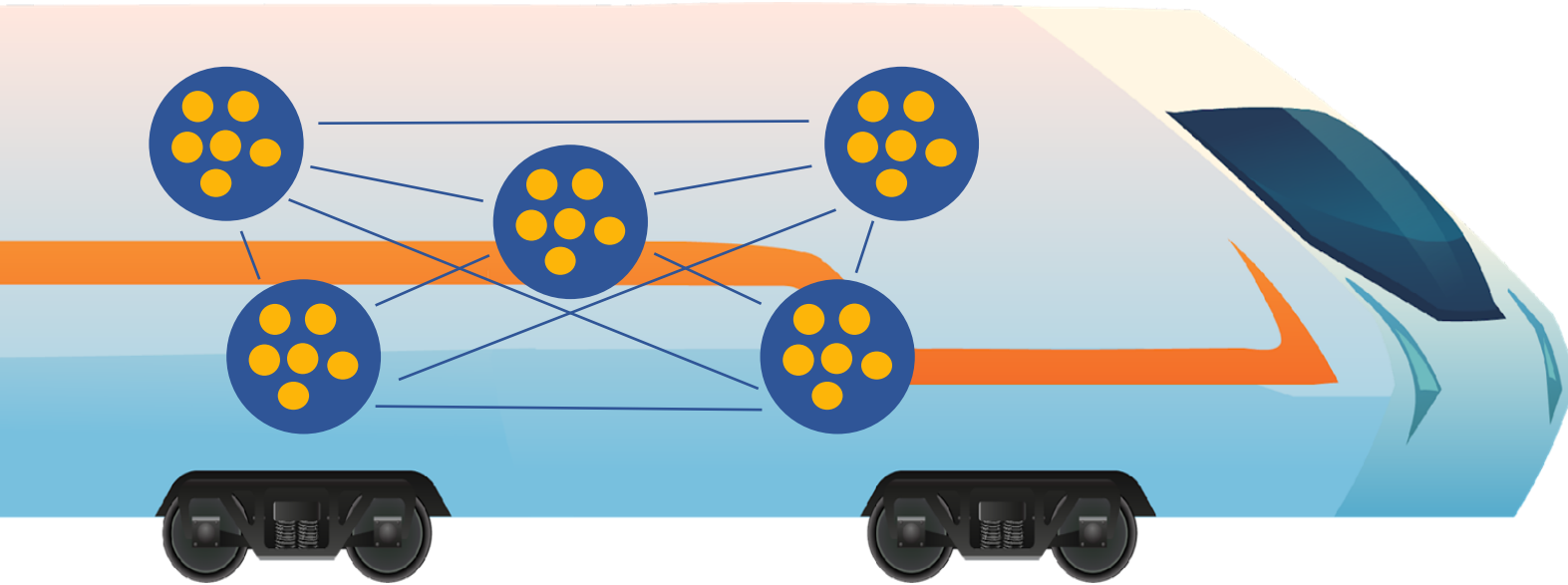
This approach worked for some of the teams...



...but many teams had dependencies which they could not eliminate because the dependencies were inherent to the problem they had to solve.

THE VALUE PROPOSITION OF SCALING FRAMEWORKS

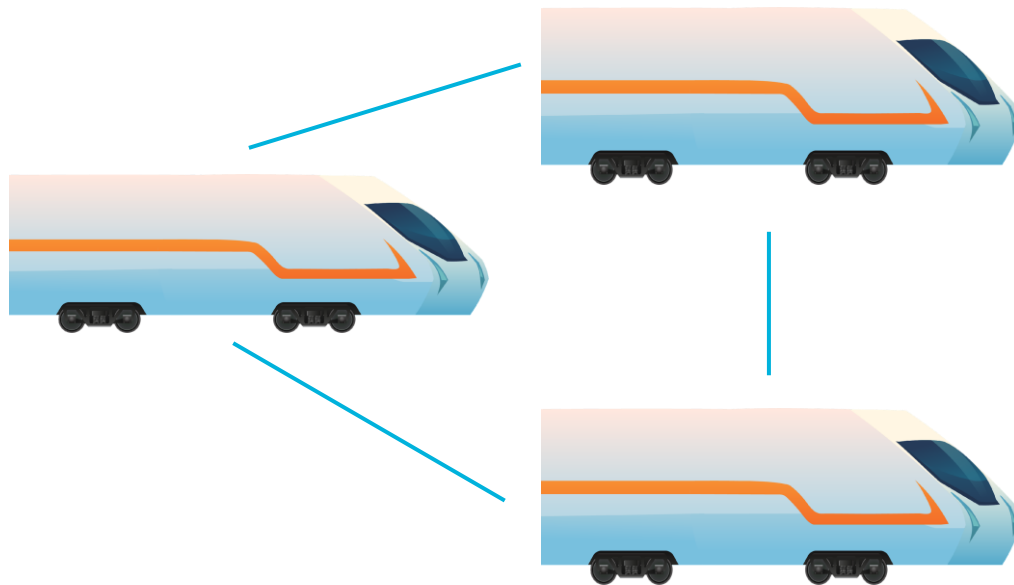
Scaling frameworks create network structures on top of the network structures of the Agile Teams...



...“out of the box”.

THE NEW COLLABORATION PROBLEM

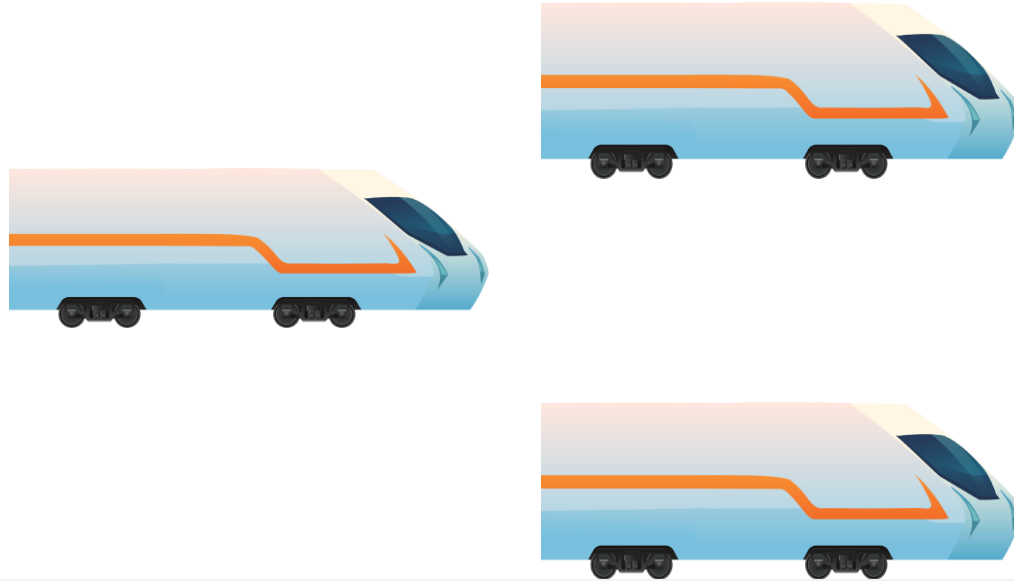
Now many companies have a similar problem to that problem the agile world had 15 years ago.



How to orchestrate multiple Agile Release Trains?

HOW TO ORCHESTRATE MULTIPLE AGILE RELEASE TRAINS?

Today the answer is mostly the same for the majority of agile coaches:



Make the Agile Release Trains independent enough so that they can decide, work and deliver, each on its own.

THE VALUE STREAM APPROACH

There are more sophisticated tools compared to 15 years ago, like Value Stream Analysis:



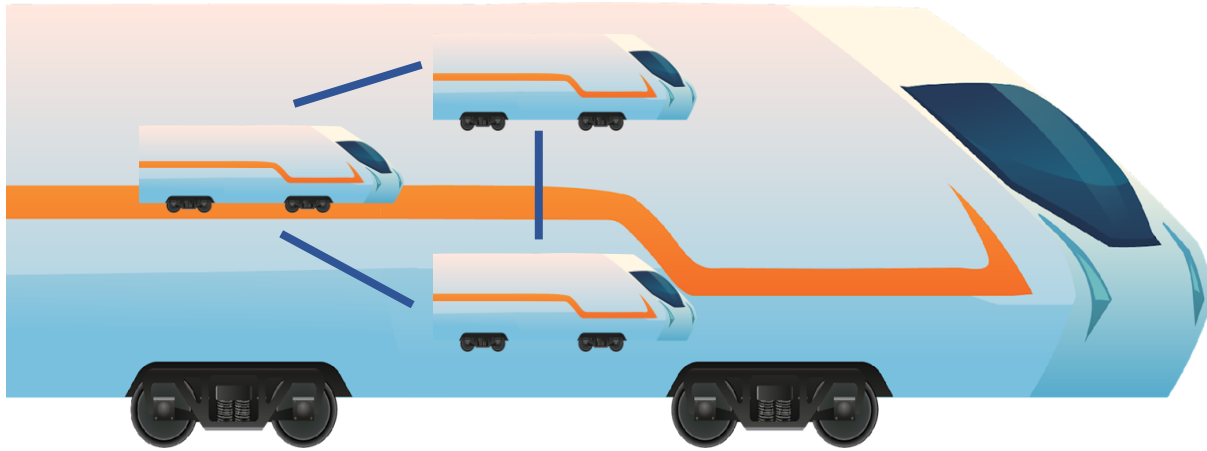
But the answer remains the same:

Make the Agile Release Trains independent enough.

This approach helps for some Solutions but for many it does not.

THE NEW PROBLEM TO SOLVE

The value proposition that made the Scaling frameworks a breakthrough in the agile world was “out of the box” success patterns to create a network structure on a higher level.



To Solve the problem of many companies we need an “out of the box” recipe to create a network structure on the next higher scaling level.
How could that look?

SCALING LEVELS

OBJECTIVE 2



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SCALING



STRATEGIC
SCALING



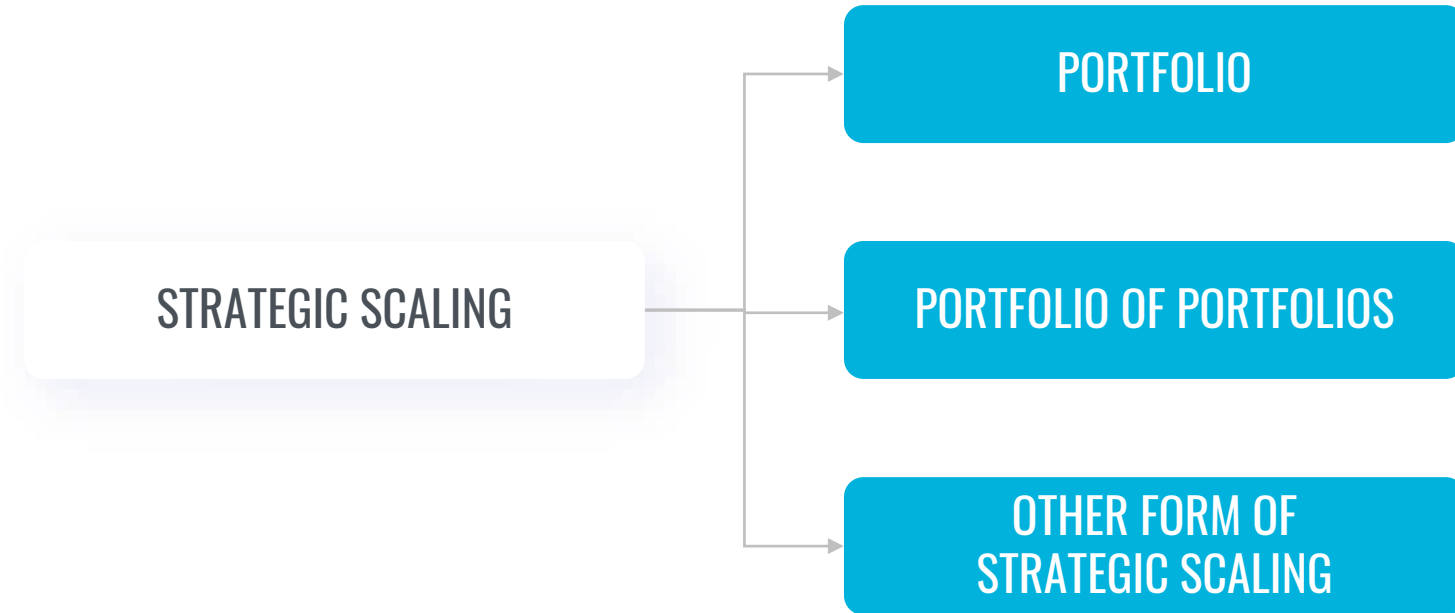
TACTICAL
SCALING



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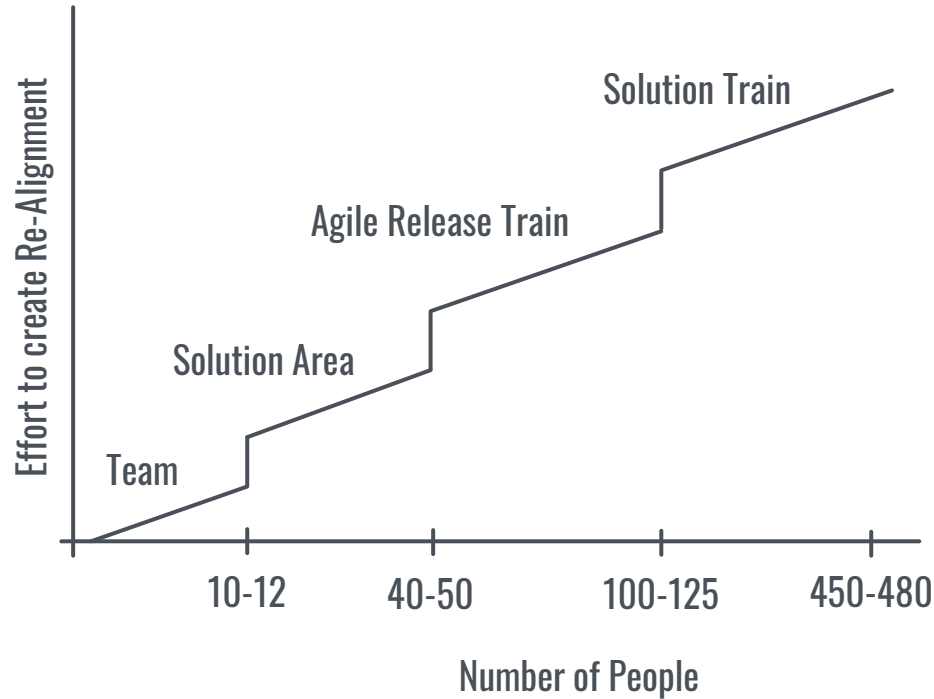
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STRATEGIC SCALING



TACTICAL SCALING LEVELS

- SOLUTION TRAIN
- AGILE RELEASE TRAIN
- SOLUTION AREAS
- AGILE TEAMS



THE FOUR TACTICAL SCALING LEVELS AND THEIR REFERENCES IN SAFe®

Solution Trains

Several ideas which could be helpful to coordinate multiple ARTs with interdependencies, but no “no out of the box” Solution Train approach yet.

Agile Release Train

The powerhouse of SAFe with an “out of the box” solution how to set up and run an ART.

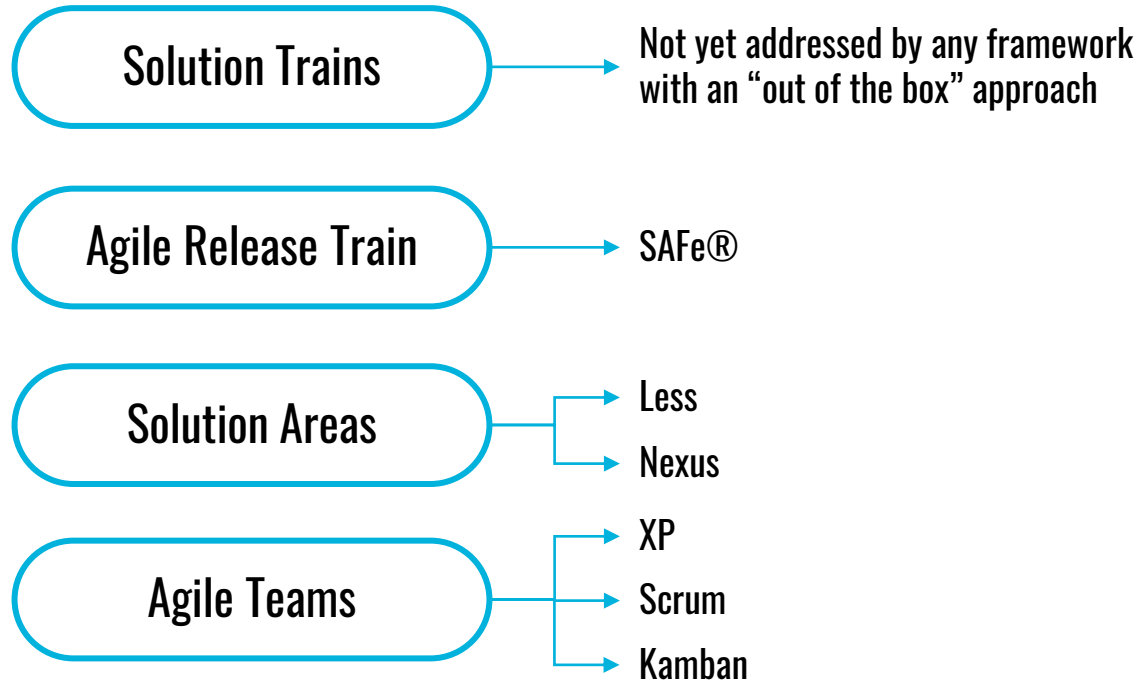
Solution Areas

Acknowledged by Safe as the gap between agile teams and ARTs but no material or references yet.

Agile Teams

References to XP, Scrum, Kanban

THE FOUR TACTICAL SCALING LEVELS AND THE CORRESPONDING AGILE FRAMEWORKS



THE BEGINNING

STATIC

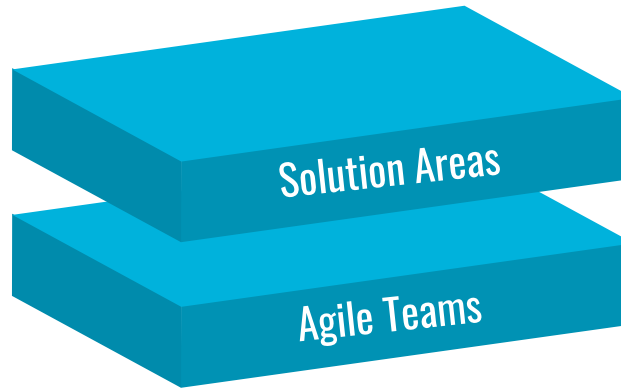
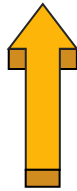
Without a
team there is
no network
structure

Agile Teams

COORDINATING SEVERAL COLLABORATING TEAMS

STATIC

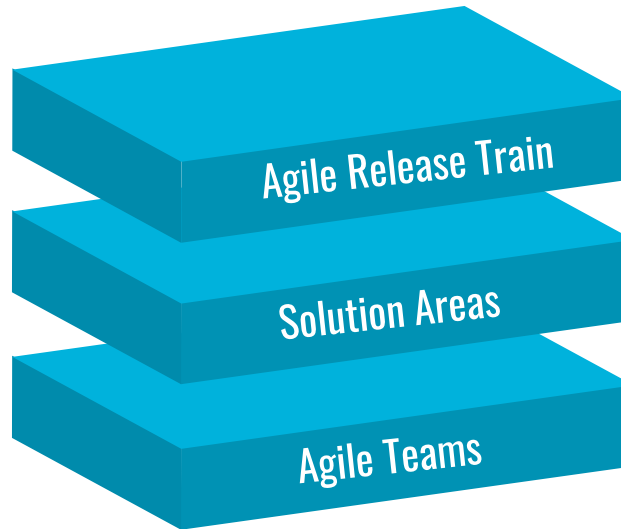
What to do if
several agile
teams have to
collaborate?



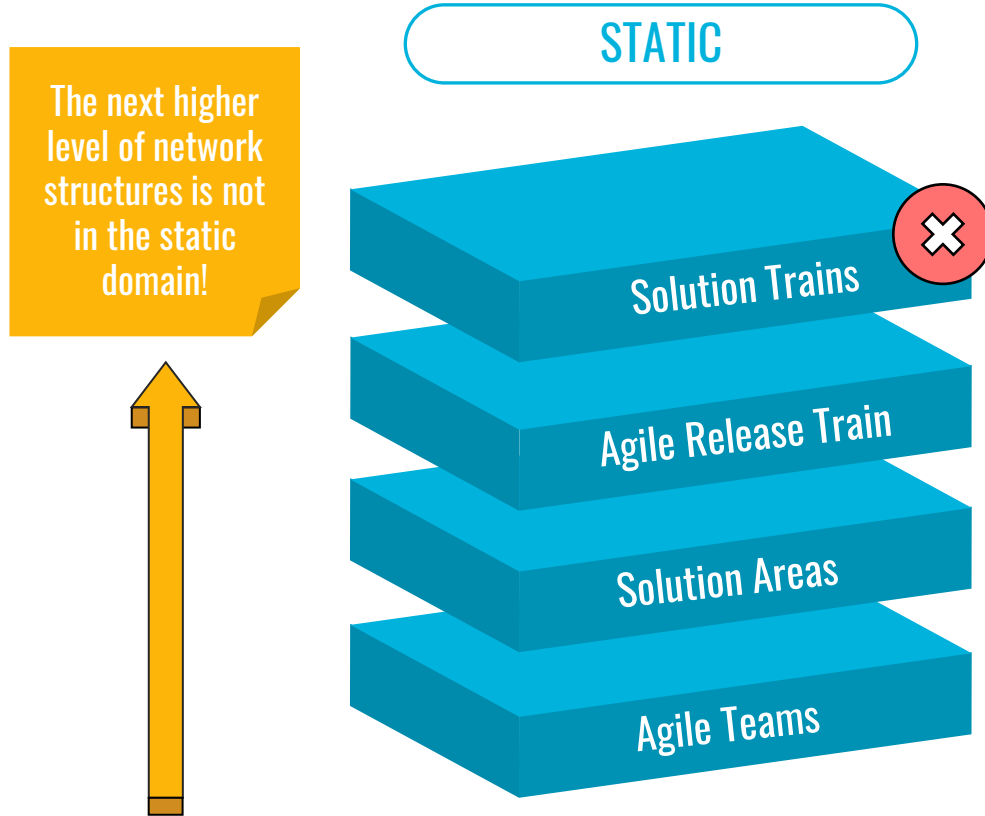
REACHING THE UPPER LIMIT OF TEAM COORDINATION

STATIC

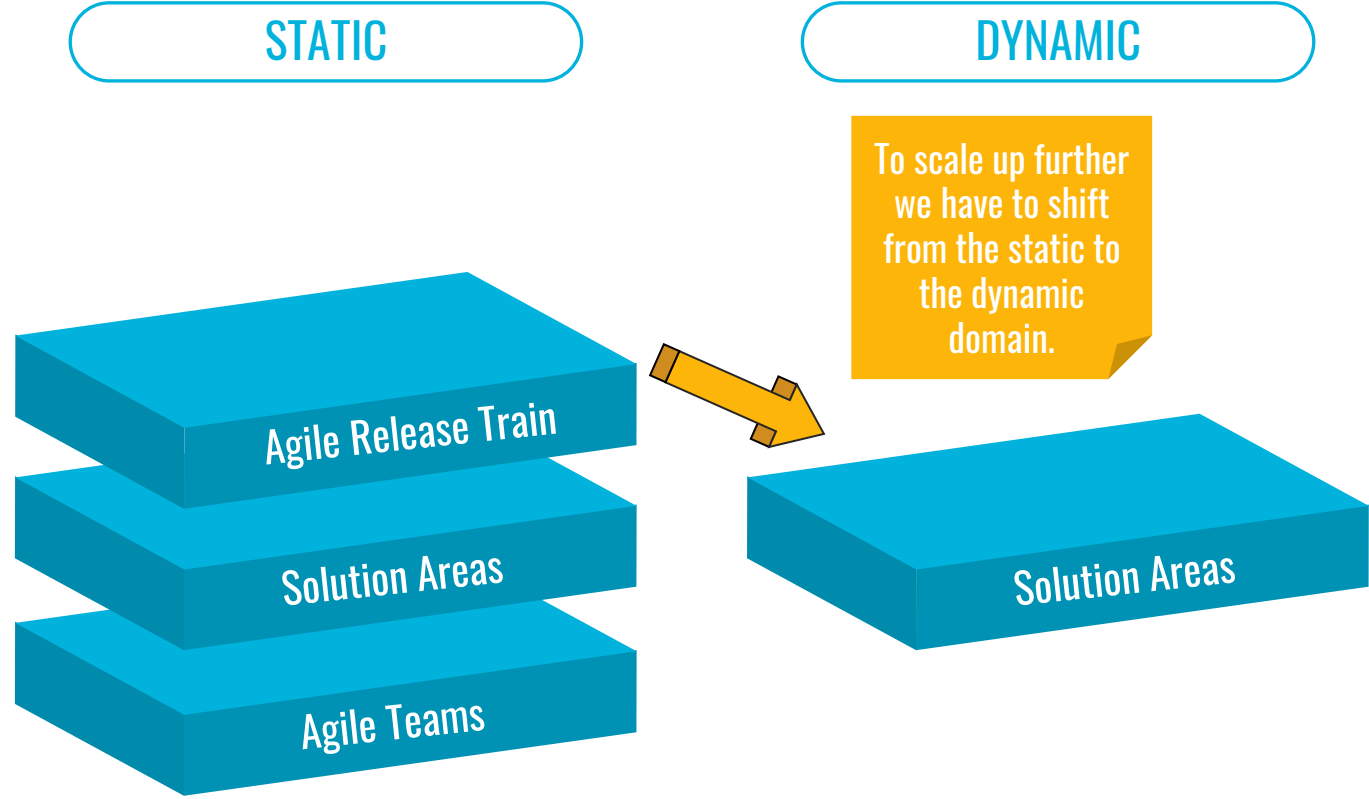
How many
agile teams
can I
coordinate?



THE NEXT LEVEL OF NETWORK STRUCTURES

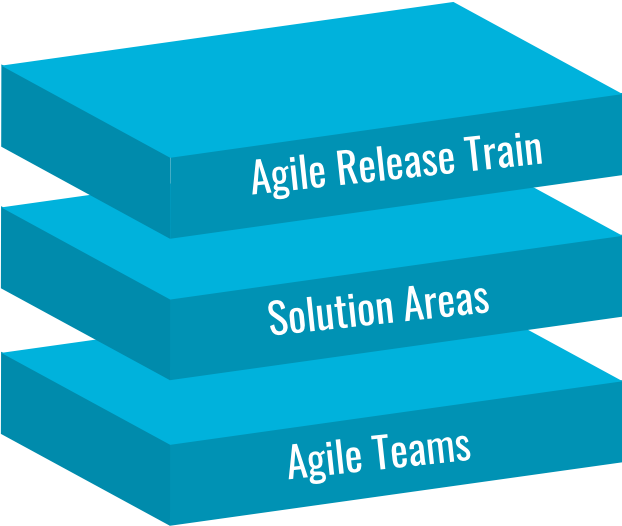


SHIFTING FROM THE STATIC TO THE DYNAMIC DOMAIN

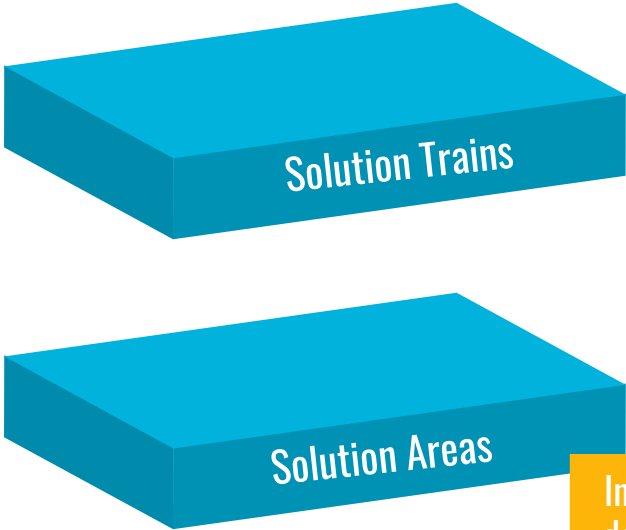


HIGHER LEVEL NETWORK STRUCTURES

STATIC

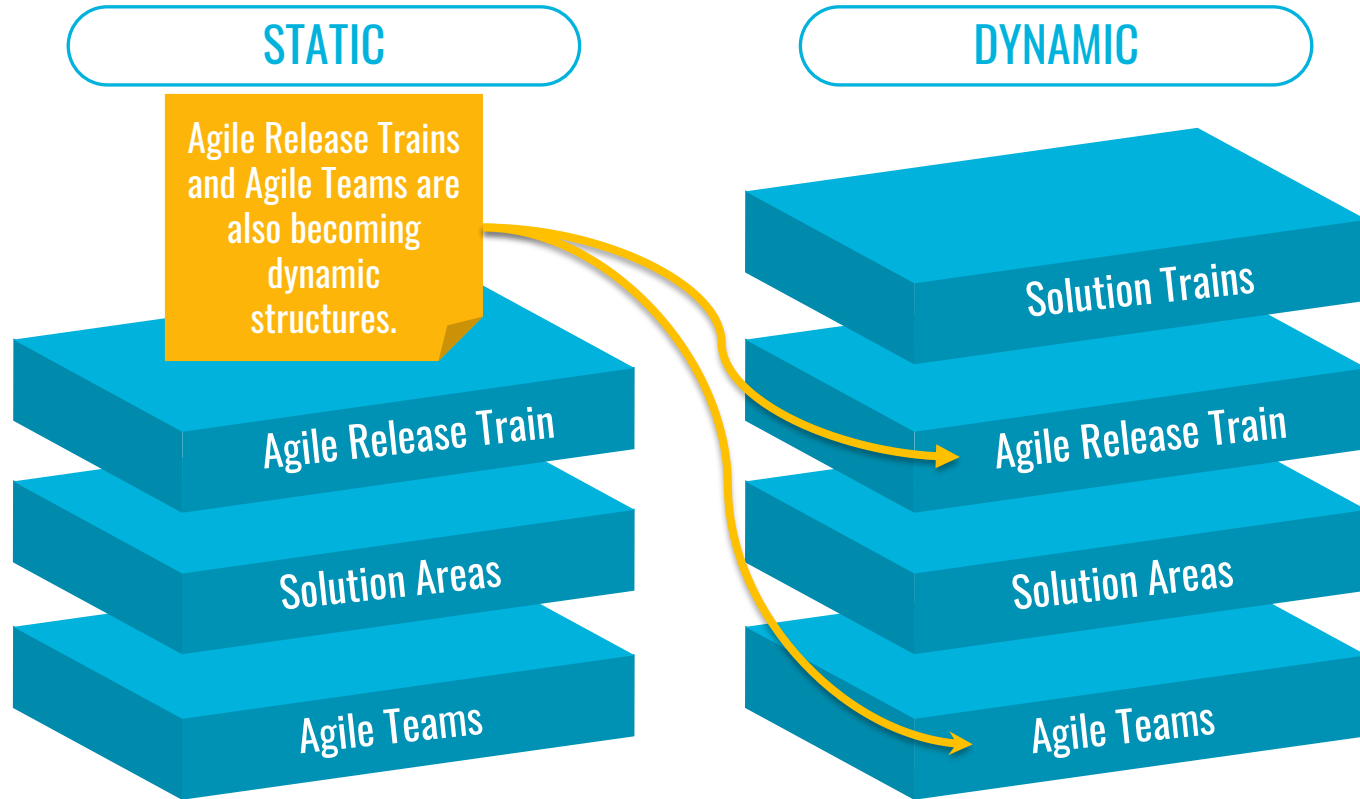


DYNAMIC

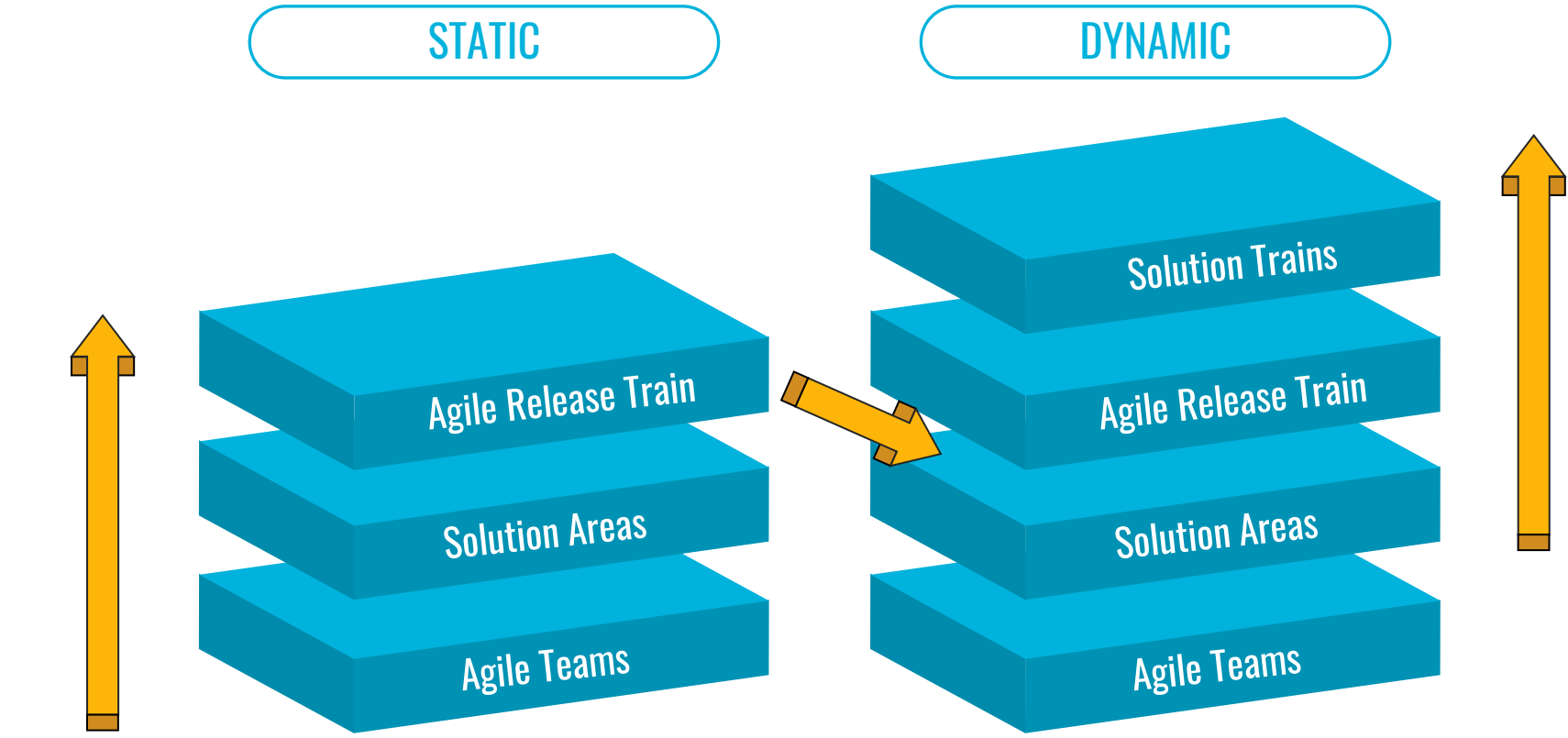


In the dynamic domain we can build higher level network structures.

THE FOUR TACTICAL SCALING LEVELS IN THE ROMAN ARMY



THE FOUR TACTICAL SCALING LEVELS IN THE ROMAN ARMY



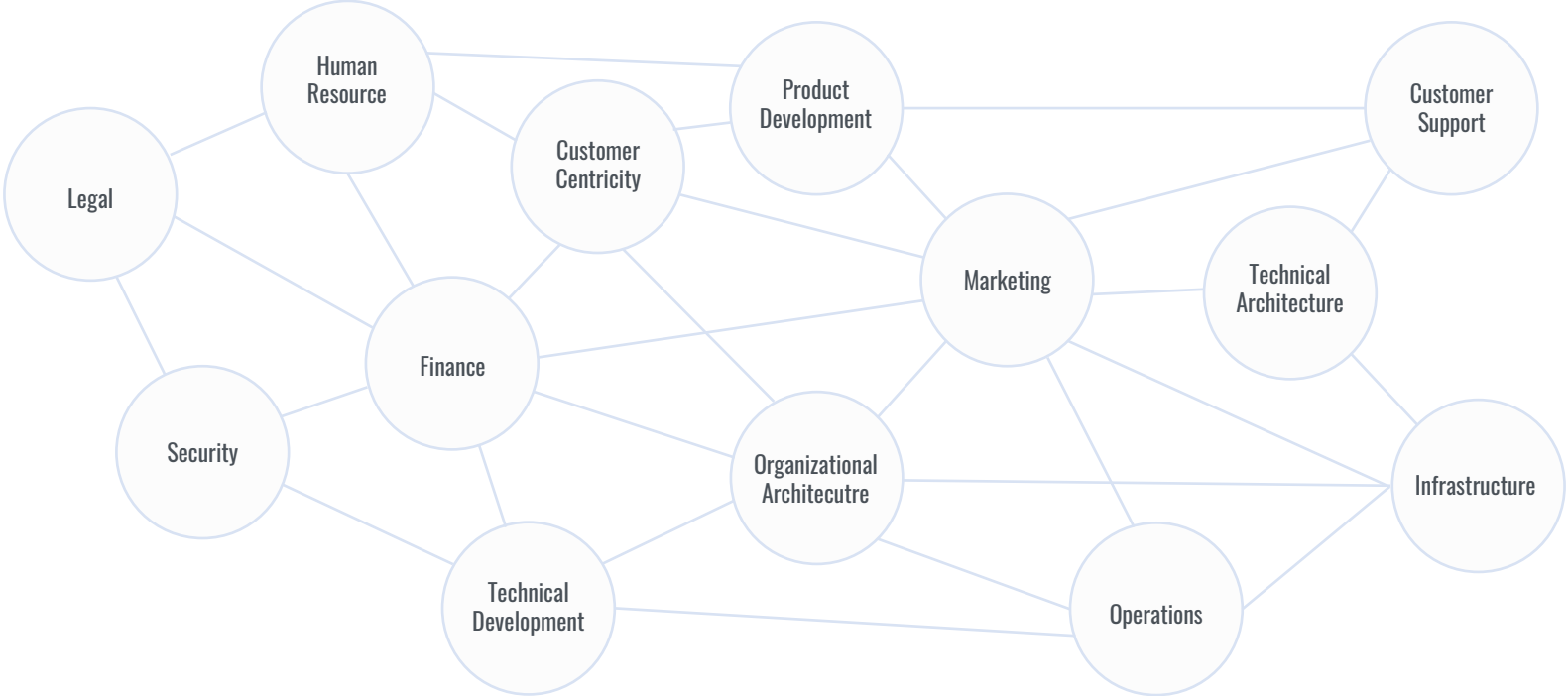
AGILE ROADMAPPING

OBJECTIVE 3

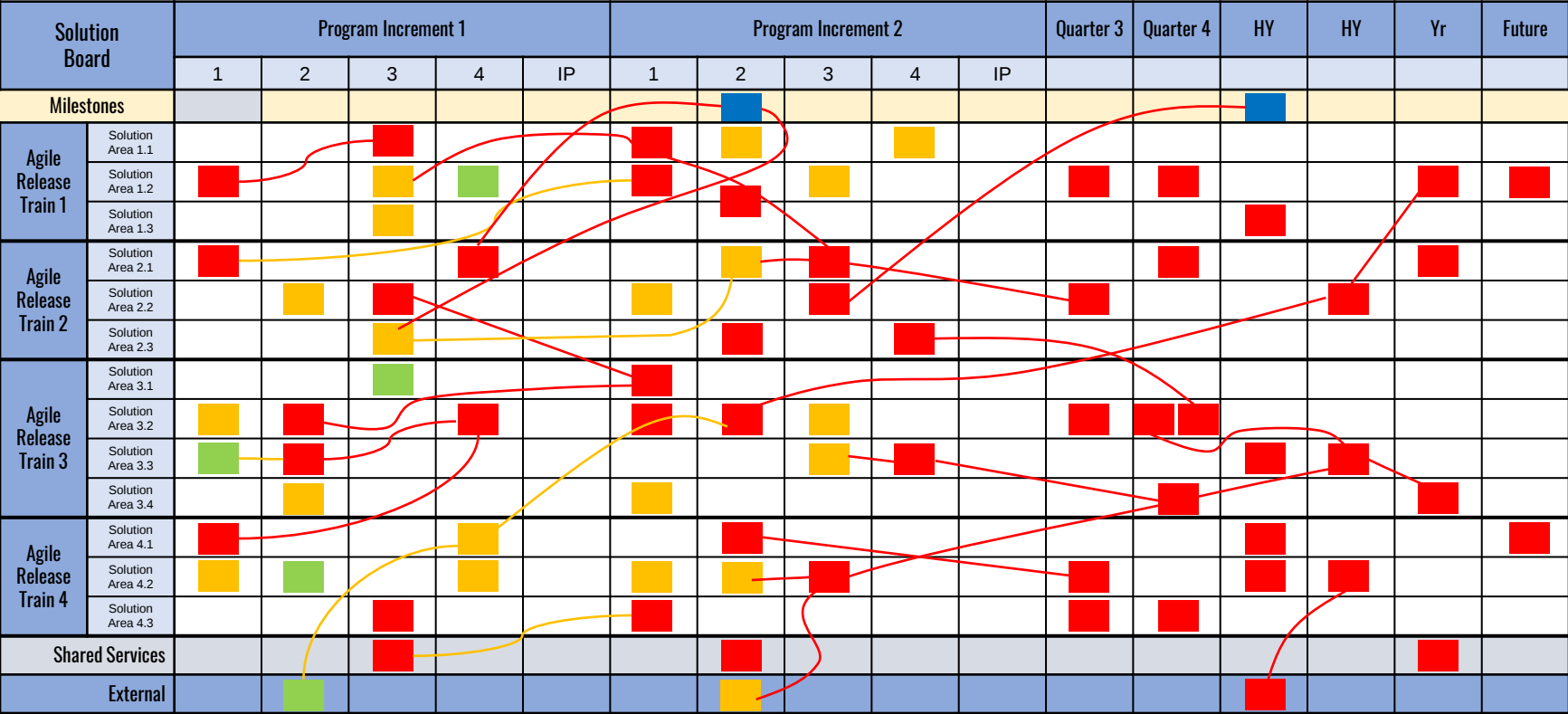


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WHICH DECISIONS DO WE WANT TO MAKE?



AGILE ROADMAP



AN AGILE ROADMAP IS A REFINEMENT ARTIFACT



We have to align all relevant information.

That's why we need a roadmap that gives us a unified picture of what the future should look like. I maps all available relevant information of all people involved.



In Large Solutions, longer initiatives are the norm.

The Solution Roadmap forecasts what the future may look like. It must be constantly adapted to reality and the latest available information.

WHAT MAKES AN SOLUTION ROADMAP AGILE?

An Agile Solution Roadmap ...



...is a Refinement Artifact and not a Plan. There is no commitment to an Agile Solution Roadmap!



...doesn't have a fixed layout but has to be dynamically re-designed according to the needs of the people coordinating their work.



...expresses the voice of the people who are aligning their work and their goals. It is not a management wishlist.



...has to dynamically adapt its content to the needs of the people coordinating their work.



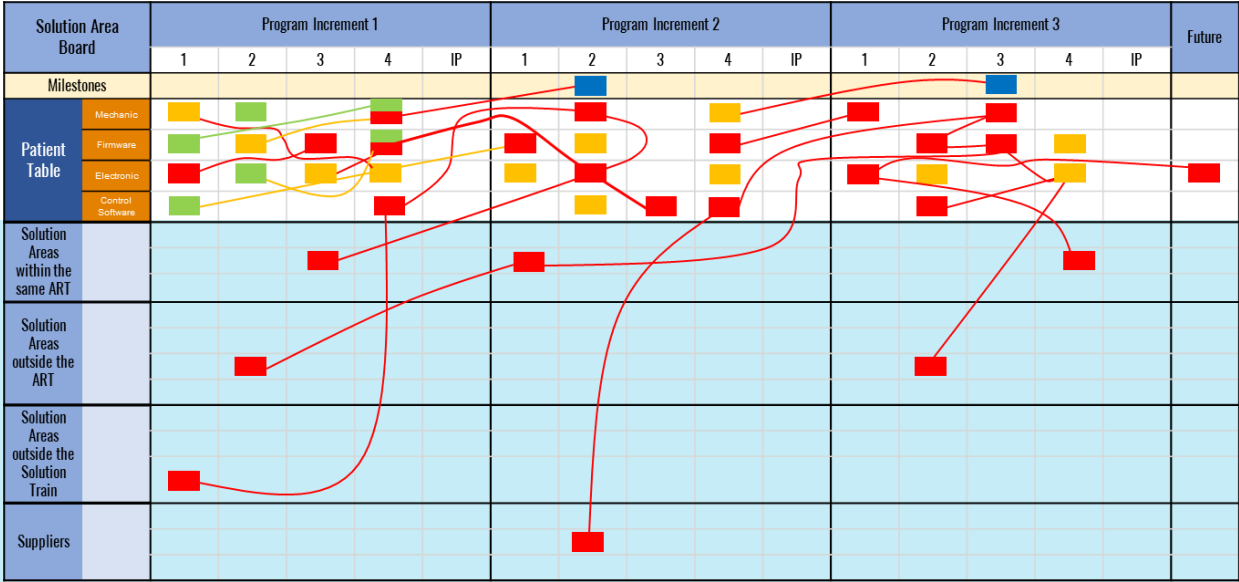
...has to be updated frequently enough to remain relevant as the single source of truth for everyone involved.

PLANNING CONFERENCE SUMMARY



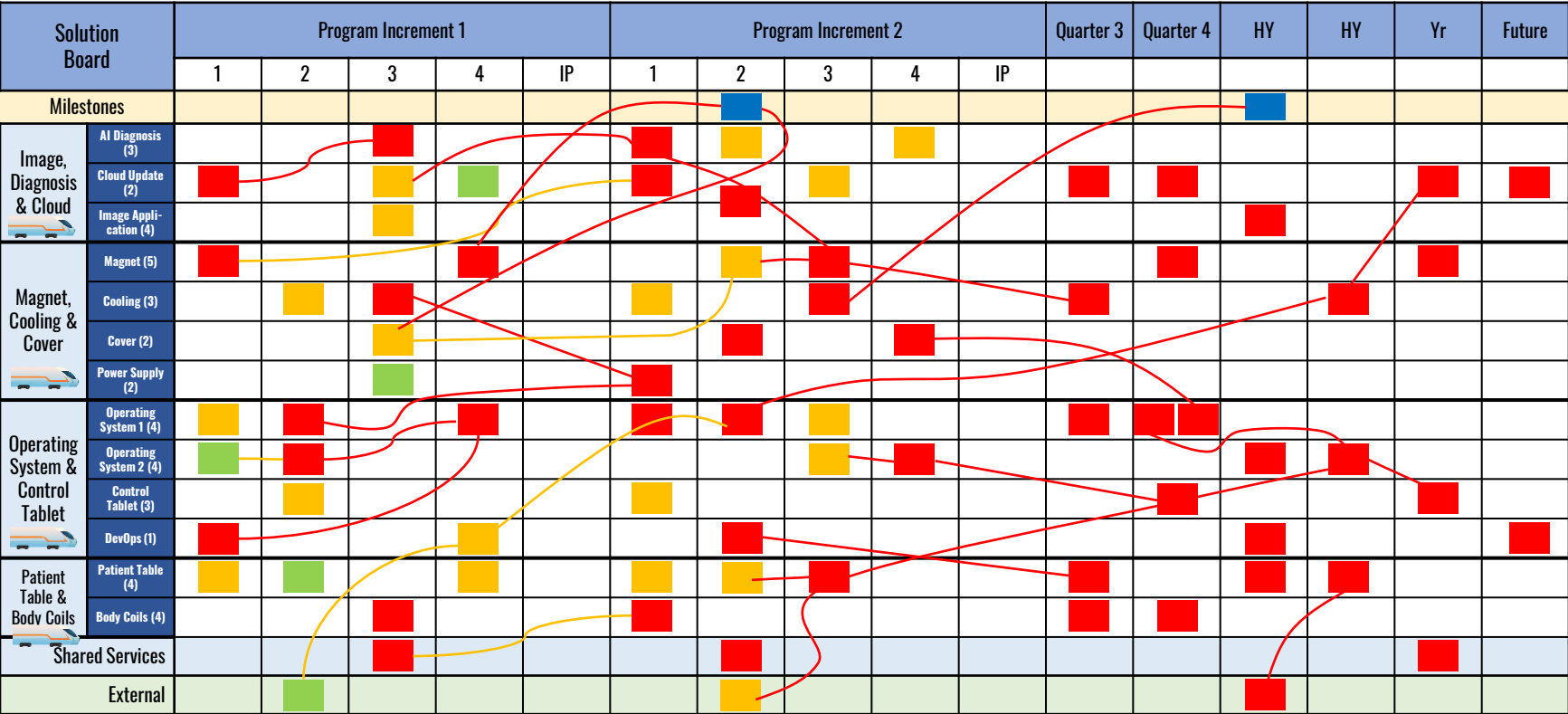
SOLUTION AREA BOARDS HELP TO MANAGE OUTSIDE DEPENDENCIES

The upper part of the Solution Area Board is the sovereignty of the Solution Area.



The lower part of the Solution Board depicts the collaboration with other Solution Areas, with other parts of the organization, and with outside suppliers.

SOLUTION BOARDS SHOW THE LOWER HALF OF ALL SOLUTION AREA BOARDS

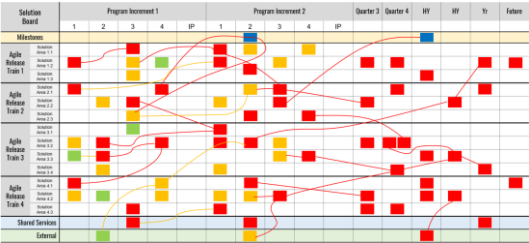


Every Solution Area brings the lower part of their Solution Area Board to the Solution Board.
So, the Solution Board is a consolidated view of all Solution Area Boards.

SOLUTION BOARD & SOLUTION AREA BOARD

The solution area board is the complement of the solution board

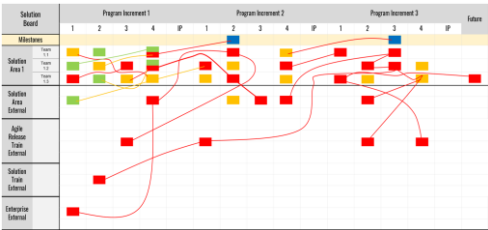
Solution Board



The Solution Board represents the Integrated Alignment of all the Solution Area Boards



Solution Area Board



No one is allowed to plan the work for somebody else!

FROM ALIGNMENT TO REALIGNMENT

OBJECTIVE 4



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THE IMPORTANCE OF ALIGNMENT

Traditional agile Frameworks are mainly driven by creating alignment among all the people who have to collaborate to create a certain value together.



Be it Sprint Planning in Scrum and LeSS or PI Planning in SAFE

WHAT IS THE DIFFERENCE BETWEEN ALIGNMENT AND RE-ALIGNMENT?

ALIGNMENT



Everyone who contributes to a plan has to be involve



Alignment happens before the execution starts



Creating alignment before the execution starts is usually not very time critical.



Alignment happens once before start of execution



Creating Alignment is plannable



The faster we are, the sooner we can get back into our flow

RE-ALIGNMENT



Only the people or teams affected by a change have to re-align how to react to that change



Re-alignment happens during executions



Re-alignment during executing is normally time critical



Re-alignment happens as often as we set off track or can potentially go off track



Re-alignment is often not plannable up front.

THANK YOU!



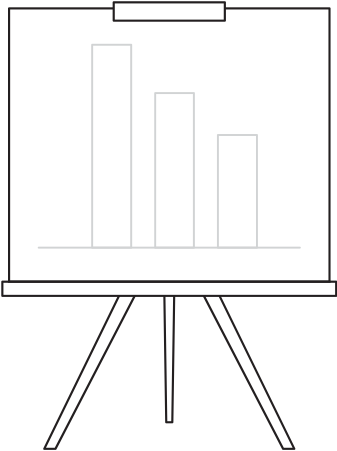
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HOW RELIABLE IS YOUR PLAN?

During the course of execution unforeseen things can happen and learning can change our understanding of an optimal solution.

If you compare your initial plan with the result at the end, what is your change rate?



0% to 15%	Only minor change. The overall plan is pretty stable
15% to 35%	The initial plan is partly not working out the way we in initially thought.
35% to 55%	Around half of what we planned is not working out the way we initially thought
55% to 75%	The larger part of the plan didn't workout
75% to 90%	Only the small part of the initial plan could be executed as planned
90% to 100%	Almost everything changes

Which change rate do you anticipate for the future?

FROM ALIGNMENT TO REALIGNMENT

The less stable an initial plan is, the more we have to shift our reliance from an initial alignment to a reoccurring realignment



This is one of the fundamental parameters of setting up a lightweight organizational architecture:

What is the anticipated change rate?

And how much realignment do we think we will need to stay on track?

PARADIGM SHIFT: CONTINUOUS RE-ALIGNMENT

TRADITIONAL PARADIGM



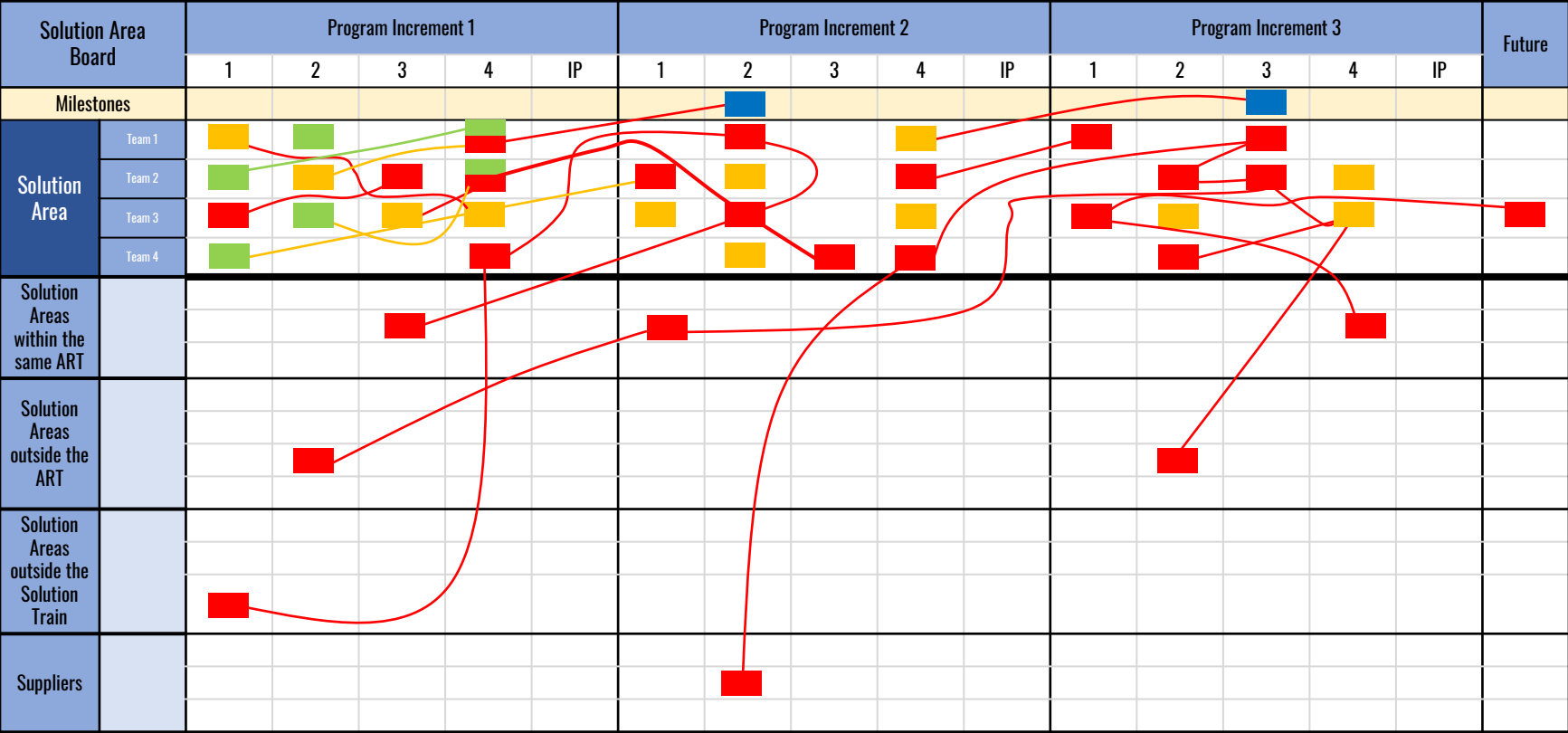
Traditional agile frameworks focus on alignment. At the start of a sprint or a Program Increment, a plan is created and aligned with a commitment to deliver on that plan. Deviation and changes needed from the plan are treated as exceptions, causing stress and churn.

NEW PARADIGM



Dynamic agility accepts and even celebrates catching the need for re-alignment with continuous sense and response cycles. Uncontrolled re-alignment is not the solution, but rather, expedient decision-making and taking an economic view to keep all of the contributors and stakeholders moving in the best direction for the complex solution.

SOLUTION AREAS AND SOLUTION AREA BOARDS



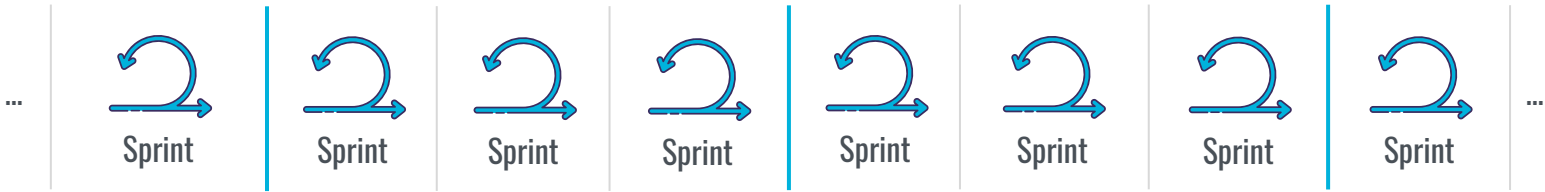
Key: ■ Proposed ■ Agreed upon by representatives ■ Approved by people who do the work

UPDATE CYCLES FOR THE SOLUTION ROADMAP

ALIGNMENT CONFERENCE

ALIGNMENT CONFERENCE

PI PLANNINGS



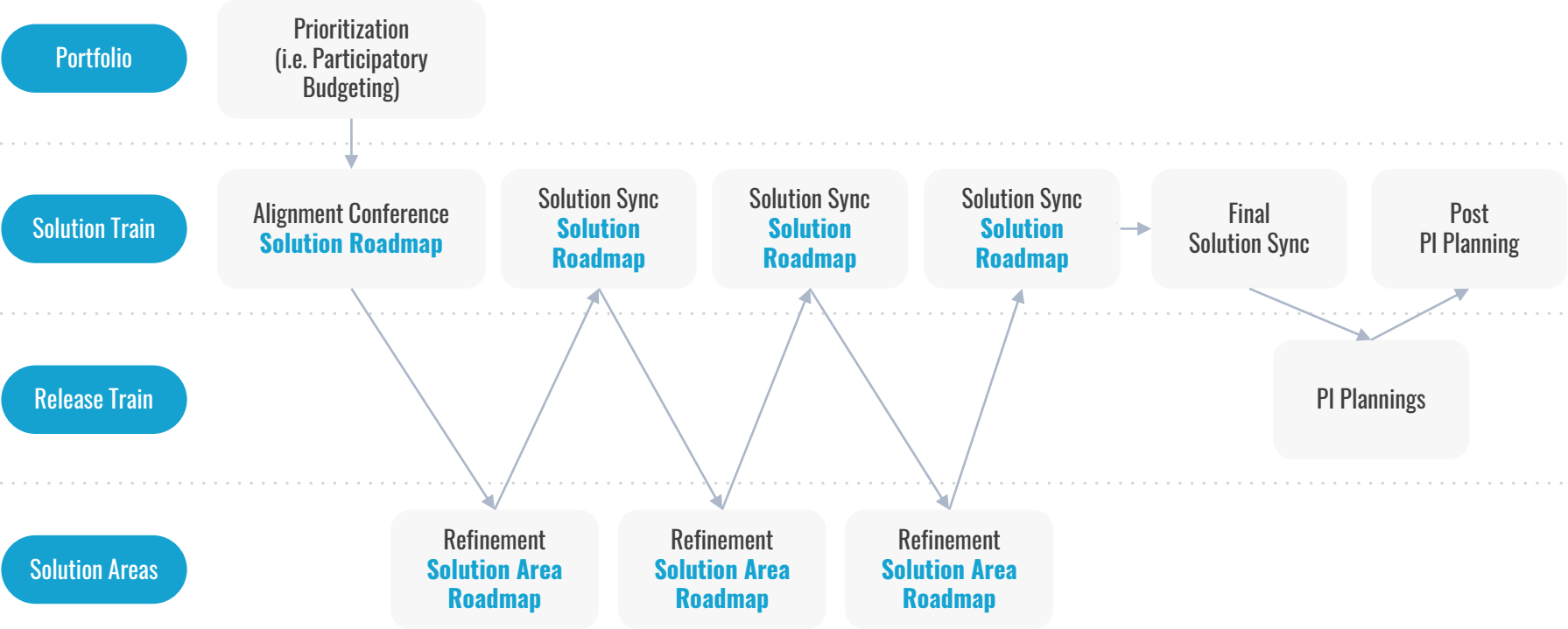
One Update Cycle
per Week is
recommended



At least
one Update Cycle
per Sprint



UPDATE LEVELS FOR THE SOLUTION ROADMAP



WHAT IS A SOLUTION AREAS?

A Solution Area is a subset of Agile Teams that work on delivering the same objectives with a high degree of interdependency.

The purpose of a Solution Area is to enable all the people within the Solution Area to self-organize around the flow of value, similar to an Agile Team just on a higher level.

A Solution Area consists of 2 to 4 Agile Teams, with a maximum of 5 teams but only if one has very good reasons for that.



THE FOUR TACTICAL SCALING LEVELS IN THE ROMAN ARMY

Agile

Roman Army

Solution Trains

Cohort

Agile Release Train

Manipel

Solution Areas

Centuria

Agile Teams

Contubernium

AN AGILE SOLUTION ROADMAP IN A REFINEMENT ARTIFACT

A Solution Roadmap is a Refinement Artifact and not a plan.

1

It just helps the people to create an aligned understanding of all the available information.

2

It is not a plan to be executed.

3

Nobody commits to this roadmap.

4

It's most important effect mechanism is to support decentralized trade off decisions.

5

The best thing an agile Solution Roadmap can do is to help people understand the implications of the decisions they have to make.

6