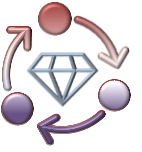


Dynamic Value Streams



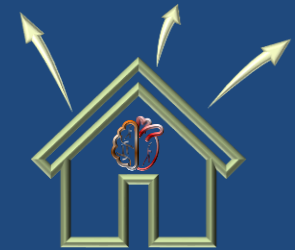
HERAUSFORDERUNGEN BEI DER REORGANISATION



1 Reorganisations-Geschwindigkeit



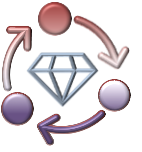
2 Emotionale Freiheit zum Reorganisieren



3 Zuordnung von Bedarf zu Expertise



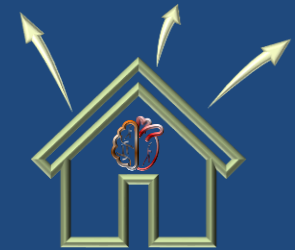
HERAUSFORDERUNGEN BEI DER REORGANISATION



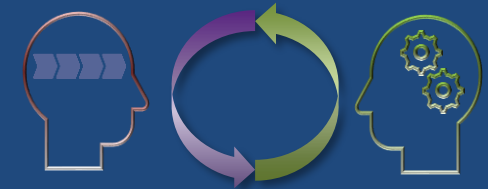
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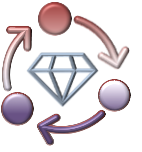
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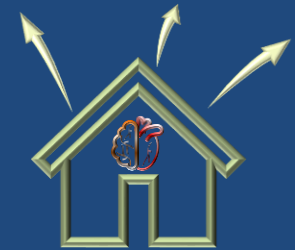
HERAUSFORDERUNGEN BEI DER REORGANISATION



1 Reorganisations-Geschwindigkeit



2 Emotionale Freiheit zum Reorganisieren



3 Zuordnung von Bedarf zu Expertise



The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching towards the center, where they are assembling black puzzle pieces. The hands are positioned around the edges of the frame, with fingers extended towards the center. The puzzle pieces are interlocking, and some are already in place, while others are being held by the hands. The overall composition suggests a collaborative effort in solving a problem.

PROBLEM SOLVING

Solving Problems ...

... during daily work

If I have a problem, I usually try to solve it either alone ...



Problem
to solve



Person

Solving Problems ...

... during daily work

7

... or together with another person ...

Problem

Person

Solving Problems ...

... during daily work

... or in a group of three or four people.

Problem

Person

We will see this number of **two to four** several times during this presentation.

The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph shows several hands of different skin tones reaching in from the edges of the frame to assemble black puzzle pieces in the center. The puzzle pieces are interlocking, and the hands are positioned as if they are in the process of completing a larger picture.

THE FIRST SCALING LEVEL

Organize around Value ...

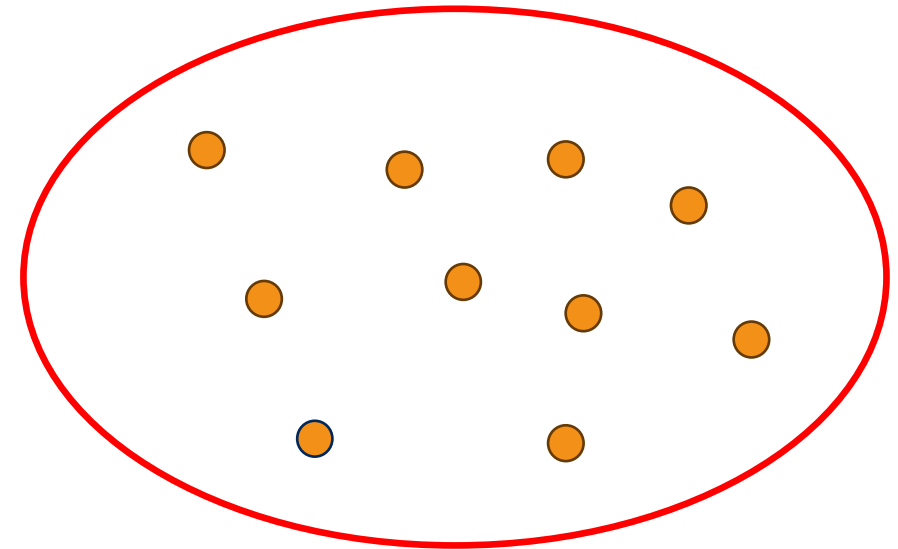
... on Team Level

An agile team with up to 10 people is already the first scaling level...

... it can encompass around **two to four groups** with **two to four individuals** each.

AgileTeam

Developer



The background of the slide is a dark blue, semi-transparent image. It depicts several hands of different skin tones reaching in from the edges of the frame to assemble puzzle pieces in the center. The puzzle pieces are light-colored, creating a strong contrast with the dark background. The overall composition suggests teamwork, problem-solving, and the process of putting together a complex task.

RESPONDING TO CHANGE ON TEAM LEVEL

Organize around Value ...

... on Team Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



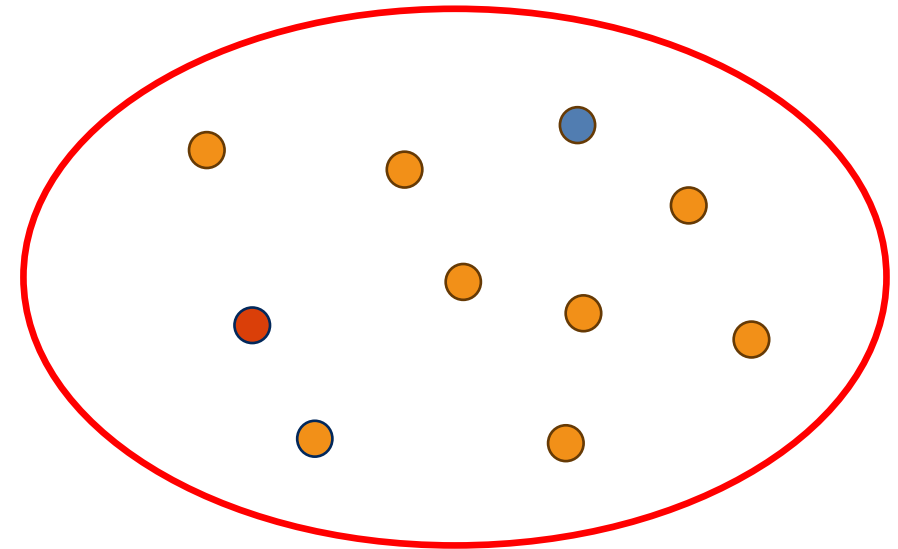
Developer



Scrum Master



Product Owner



Dynamic Sub-Structures ...

...of Agile Teams

Every agile team has dynamically changing collaboration substructures to support the dynamically changing flow of value creation.



AgileTeam



Sub-Structures of Agile Teams



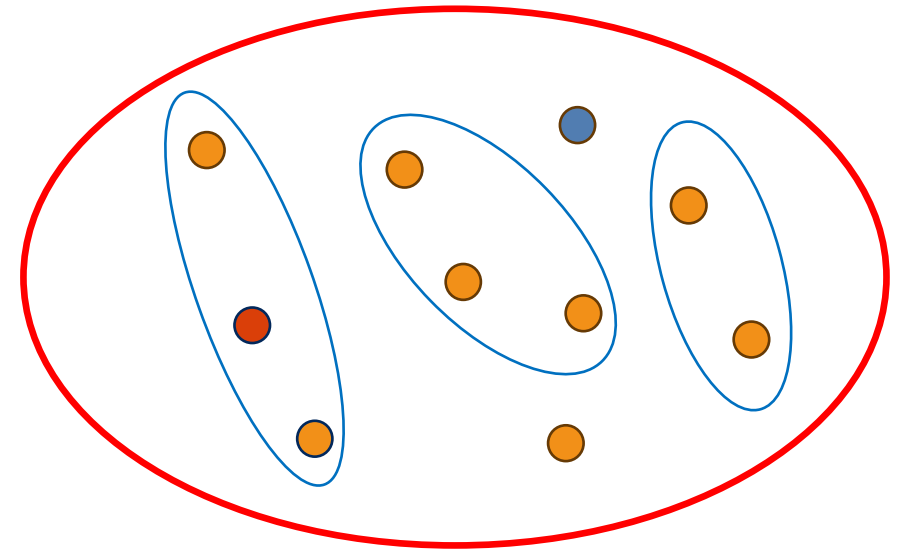
Developer



Scrum Master



Product Owner



Dynamic Sub-Structures ...

...of Agile Teams

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AgileTeam



Sub-Structures of Agile Teams



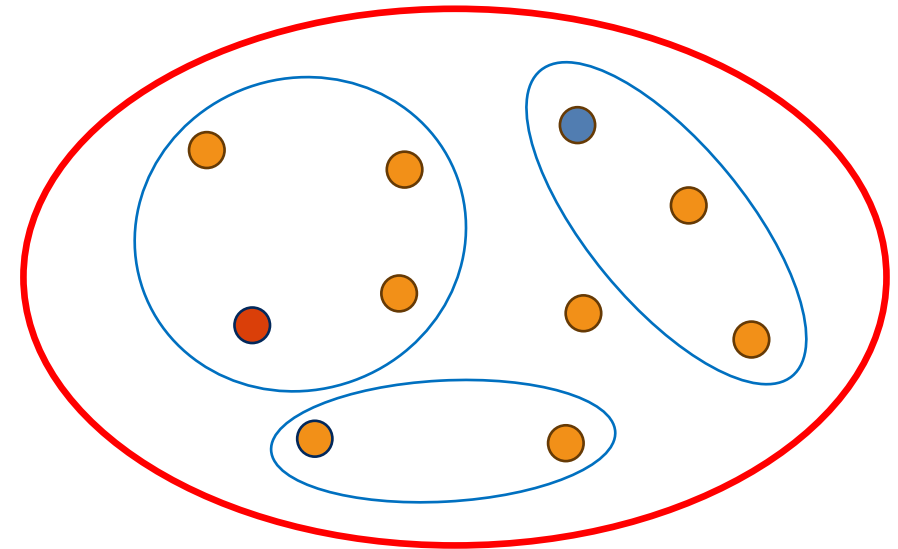
Developer



Scrum Master



Product Owner



Dynamic Sub-Structures ...

...of Agile Teams

Every agile team has dynamically changing collaboration substructures to support the dynamically changing flow of value creation.



AgileTeam



Sub-Structures of Agile Teams



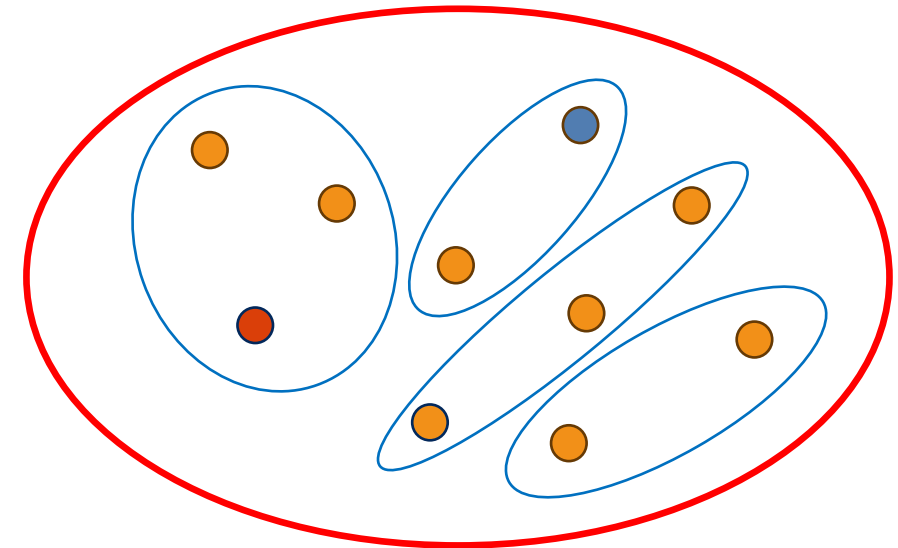
Developer



Scrum Master



Product Owner



Dynamic Sub-Structures ...

...of Agile Teams

This is why they are good at solving messy problems.



AgileTeam



Sub-Structures of Agile Teams



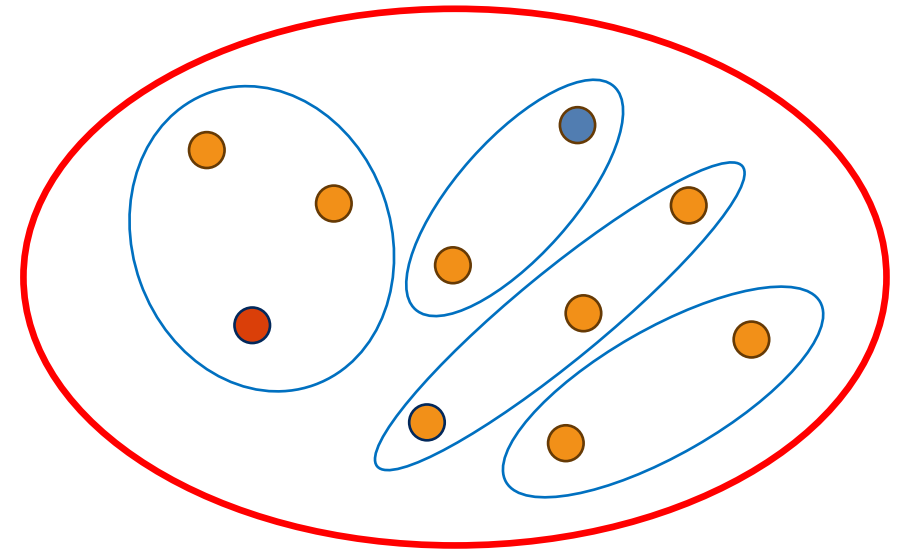
Developer



Scrum Master



Product Owner



The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching towards the center, where they are assembling dark-colored puzzle pieces. The hands are positioned around the perimeter of the frame, creating a sense of collaborative effort and problem-solving.

MESSY VALUE STREAMS

Ordered & Unordered Process ...

... of value creation

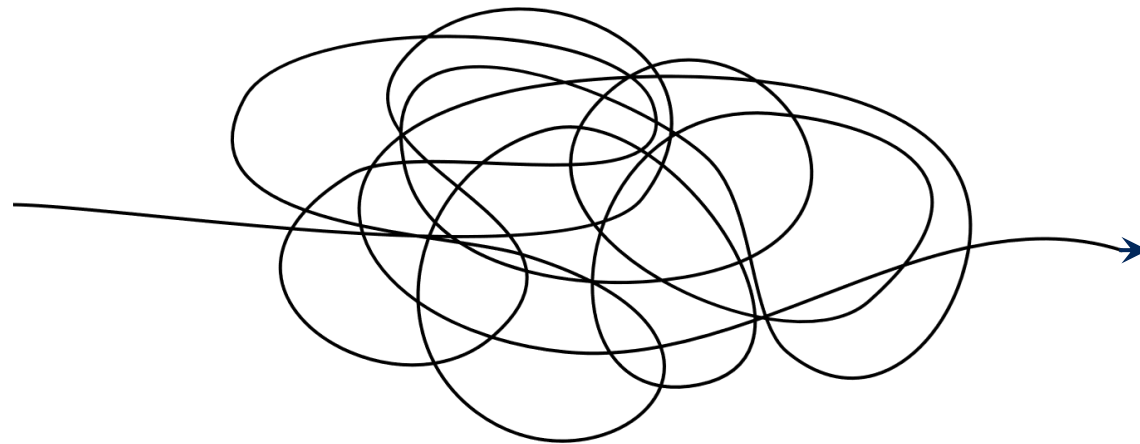
18

Trigger

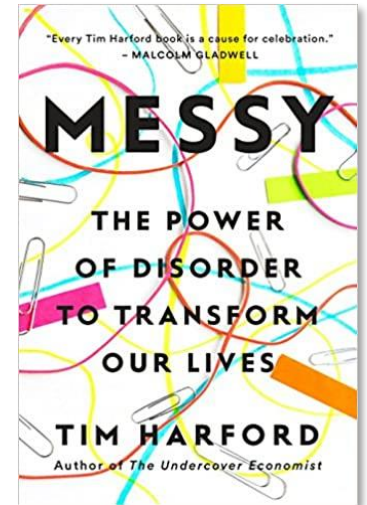


Value

Trigger



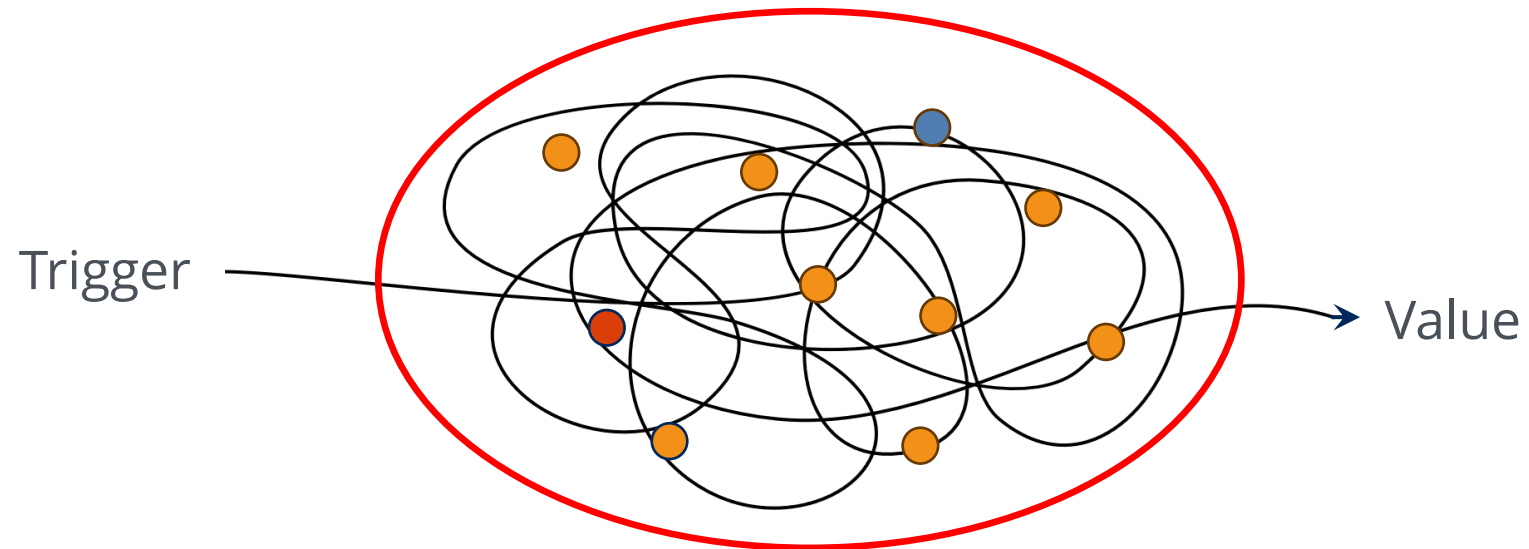
Value



HOW MUCH DISORDER IS NECESSARY TO CREATE VALUE?

Ordered & Unordered Process ...

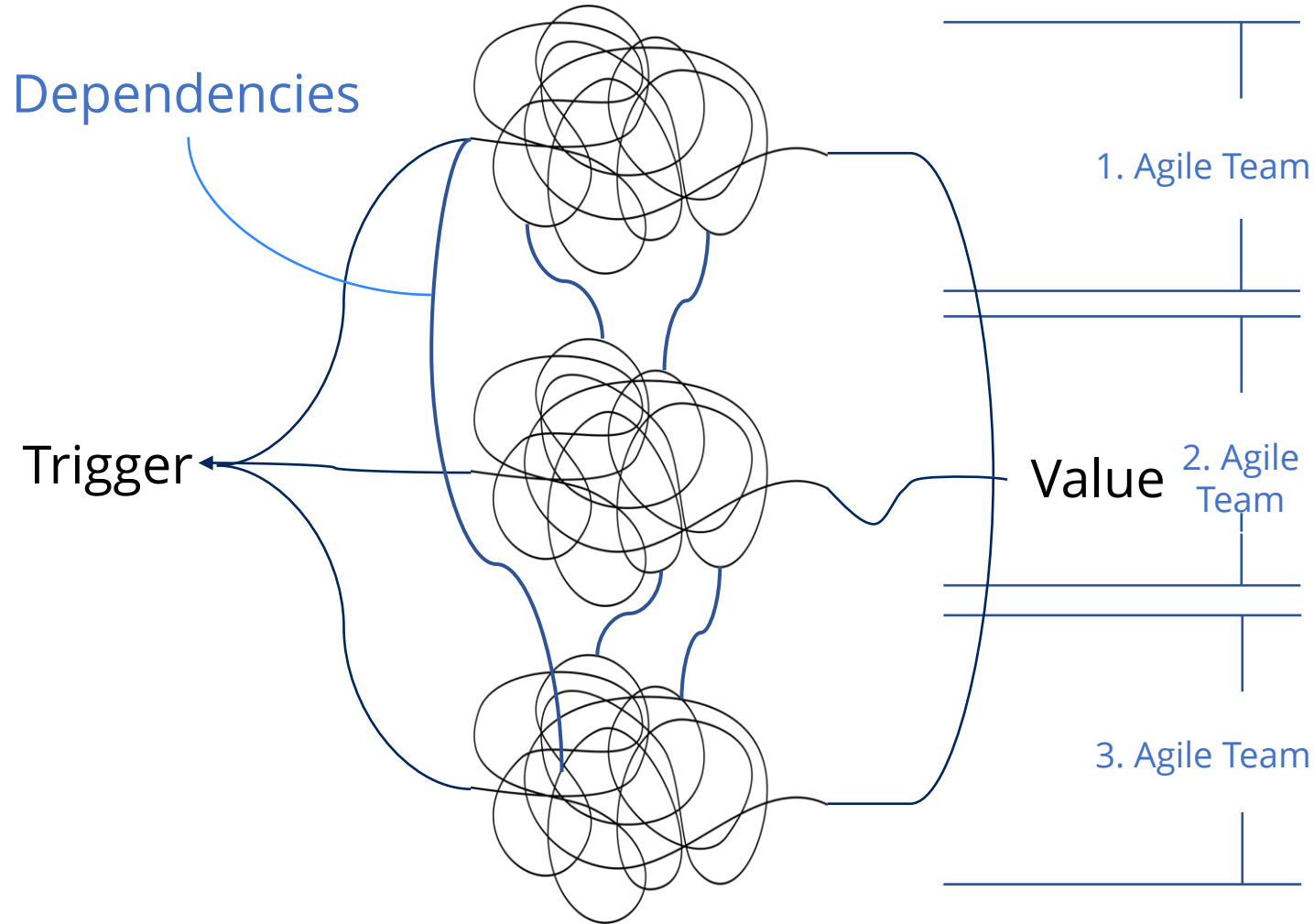
... of value creation



Untangling Value Creation ...

... into agile teams

20



The clearer you can separate parts of highly complex interdependent collaborations the better you can match it to clearly defined organizational structures i.e., Agile Teams

It's always a trade-off between messy creativity and the ability to recreate alignment.

SOLUTION AREAS THE SECOND SCALING LEVEL

Part 5



Solution Areas: A More Dynamic Form of Agility

When applying the Scaled Agile Framework® (SAFe®) to large, complex, cyber-physical systems, we have discovered a pattern called solution areas to manage the complexity. A solution area is made up of two to four Agile teams that collaborate daily to solve problems together.



Definition of a Solution Area helping teams to collaborate

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

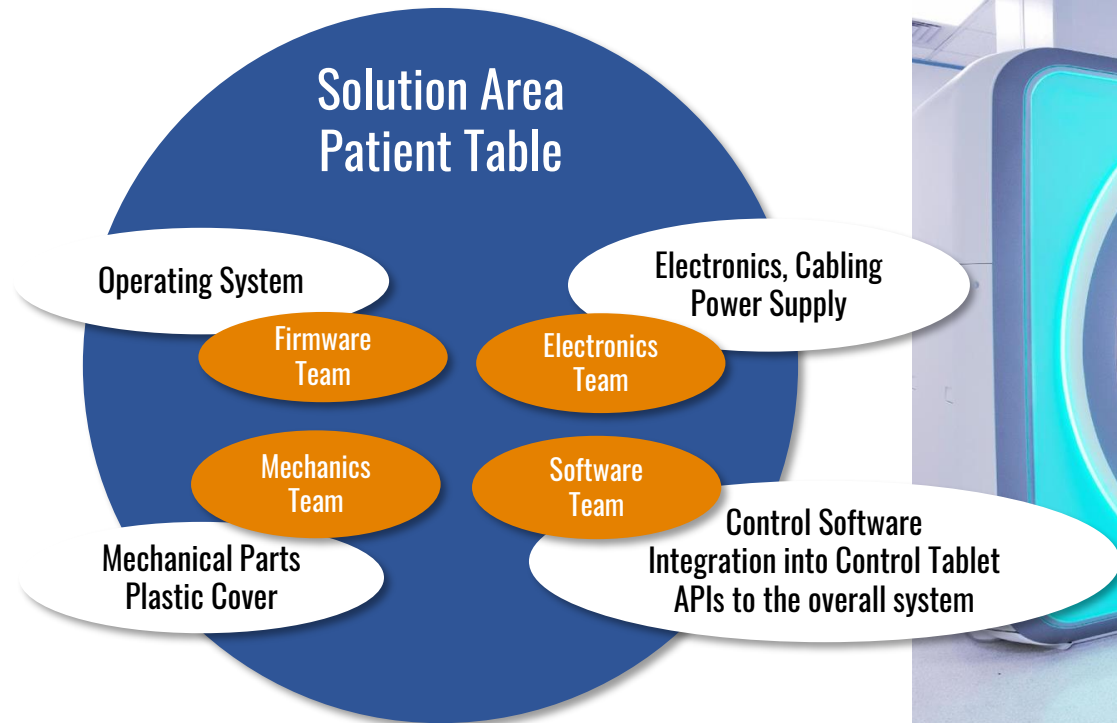
The purpose of a Solution Area is to enable all the people within the Solution Area to self-organize around the flow of value, similar to an Agile Team just on a higher level.

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.



Example: Solution Area collaborating on the Patient Table of an MRI

Teams must work together to create or modify the patient table.



The background of the slide is a dark blue, semi-transparent image. It depicts several hands of different skin tones reaching in from the edges, carefully placing and fitting together interlocking puzzle pieces. The puzzle pieces are light-colored, creating a contrast with the dark background. The overall composition suggests a theme of teamwork, problem-solving, and the gradual construction of a solution.

RESPONDING TO CHANGES ON SOLUTION AREAS LEVEL

Organize around Value ...

... on Solution Area Level

Given we have four agile teams with eight developers, one scrum master and one product owner each ...



AgileTeam



Sub-Structures of Agile Teams



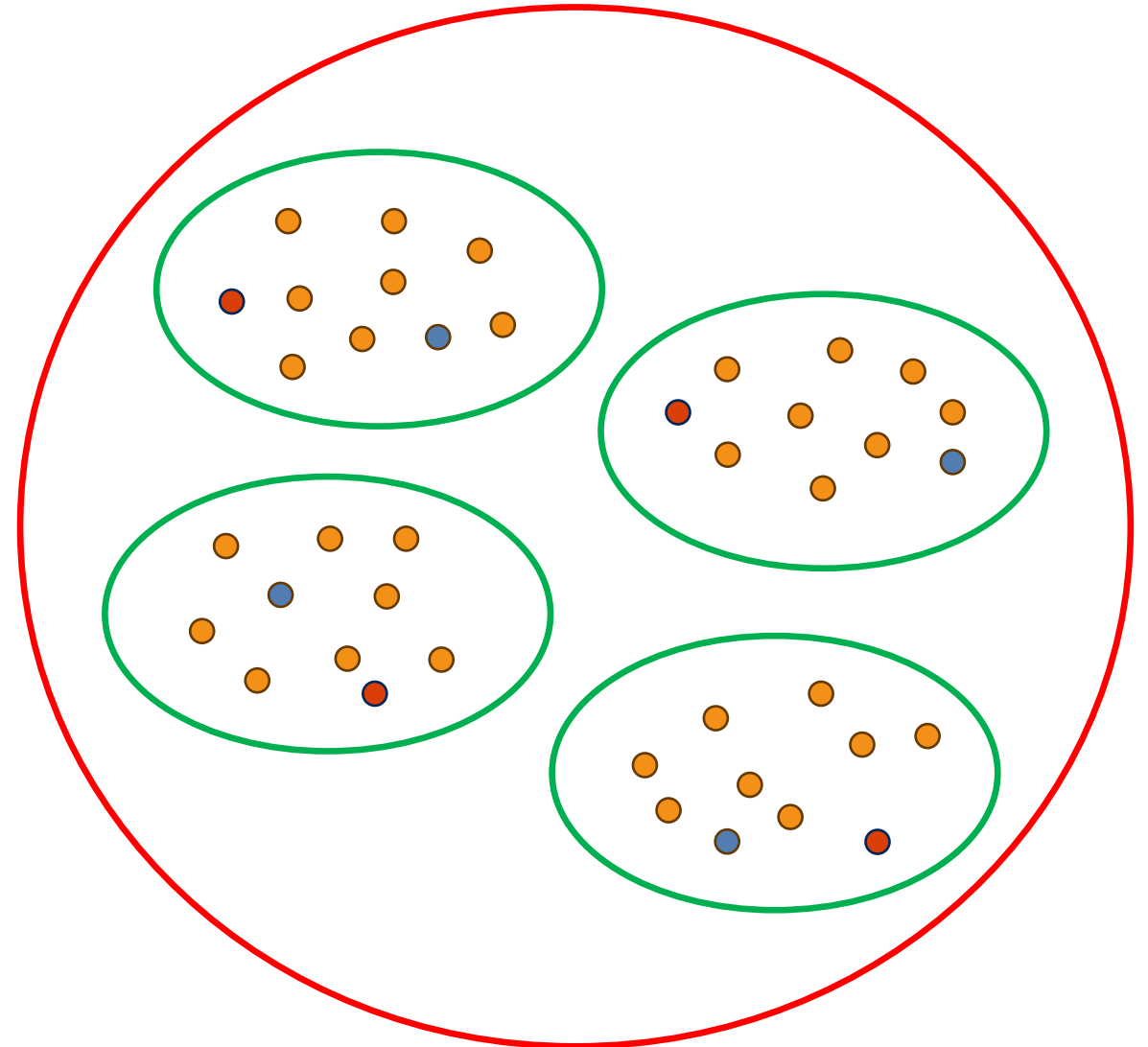
Developer



Scrum Master



Product Owner



Organize around Value ...

... on Solution Area Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



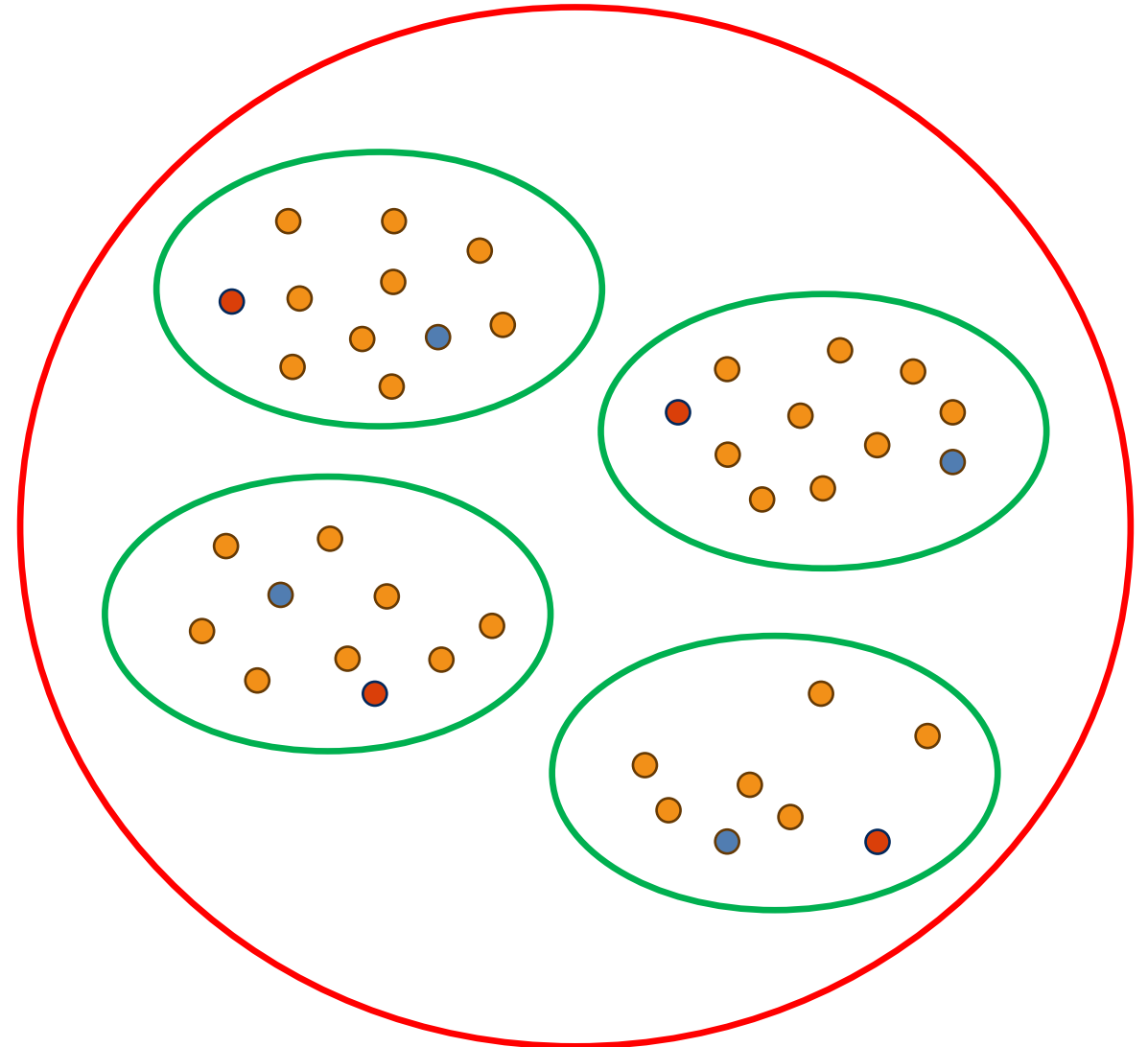
Developer



Scrum Master



Product Owner



Organize around Value ...

... on Solution Area Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



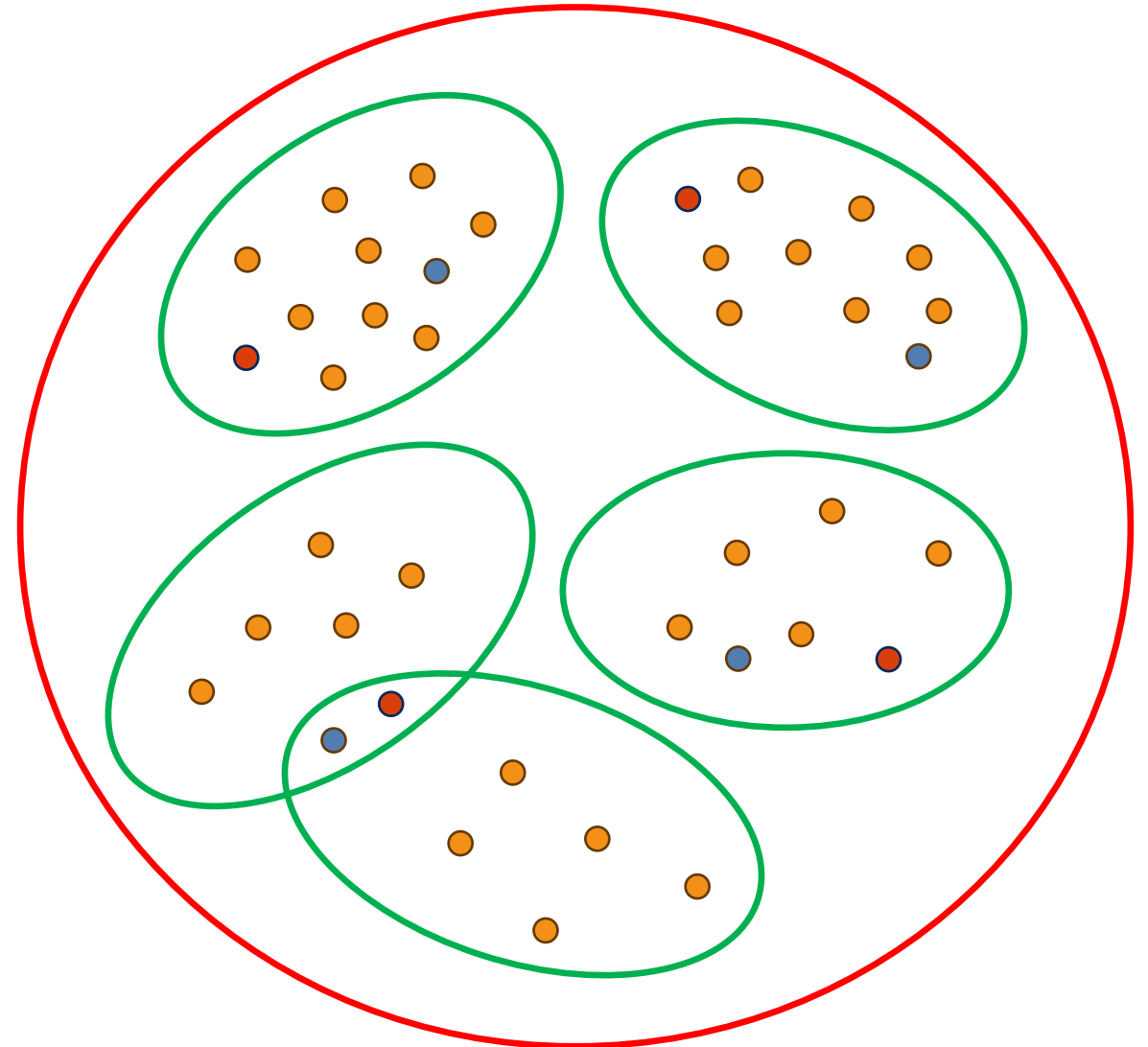
Developer



Scrum Master



Product Owner



Organize around Value ...

... on Solution Area Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



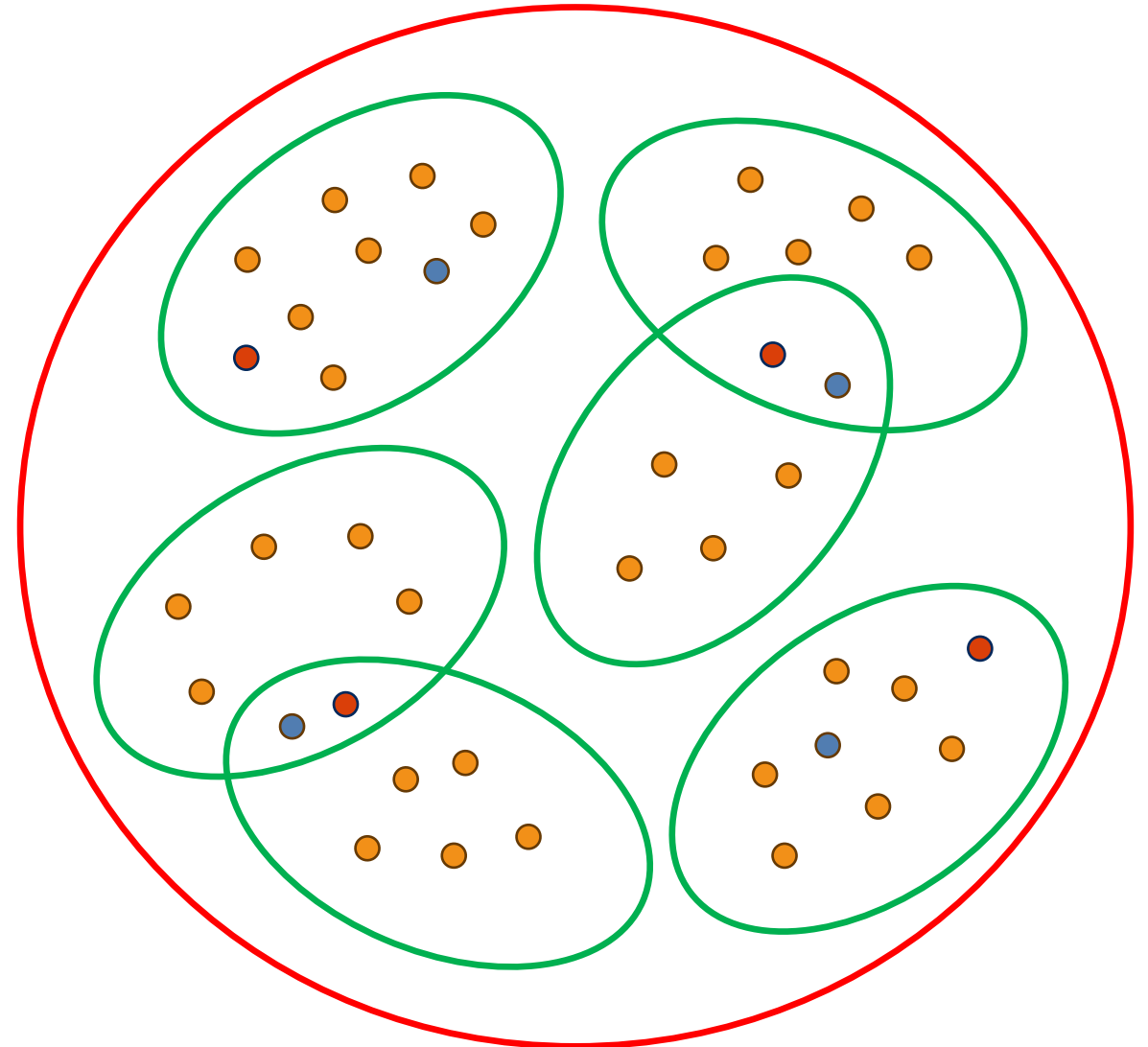
Developer



Scrum Master



Product Owner



Organize around Value ...

... on Solution Area Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



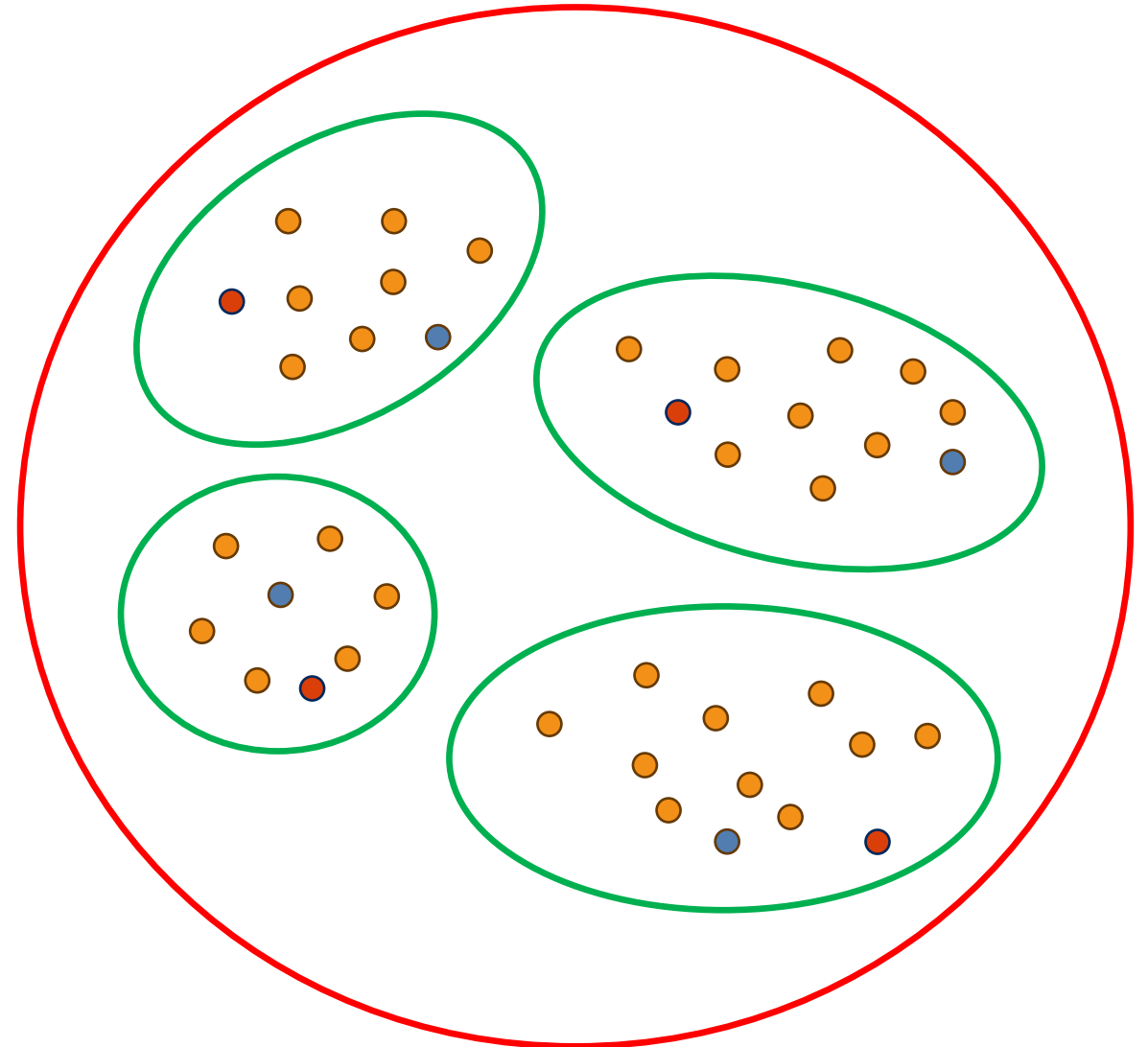
Developer



Scrum Master



Product Owner



Organize around Value ...

... on Solution Area Level

30

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



Sub-Structures of Agile Teams



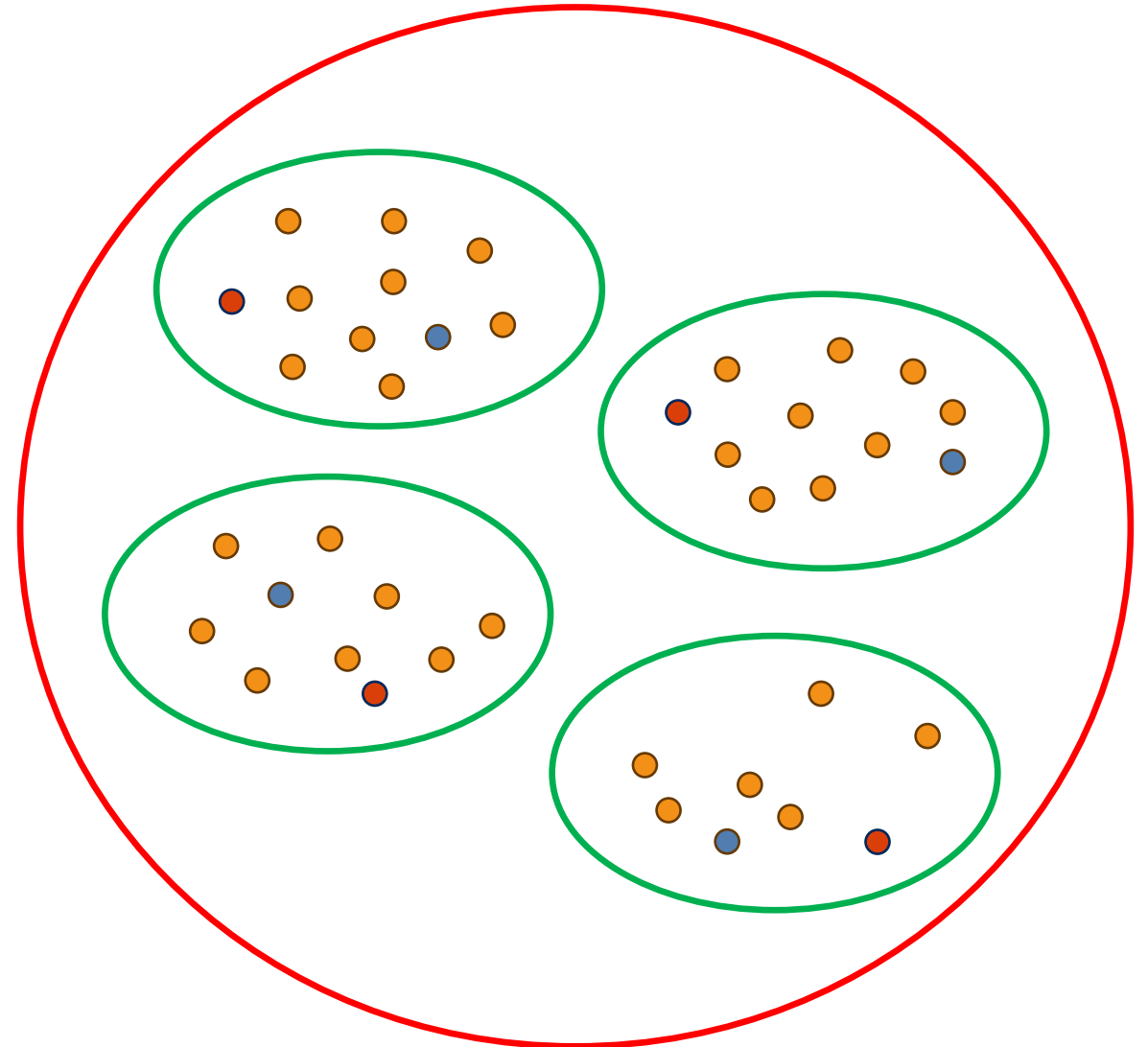
Developer



Scrum Master

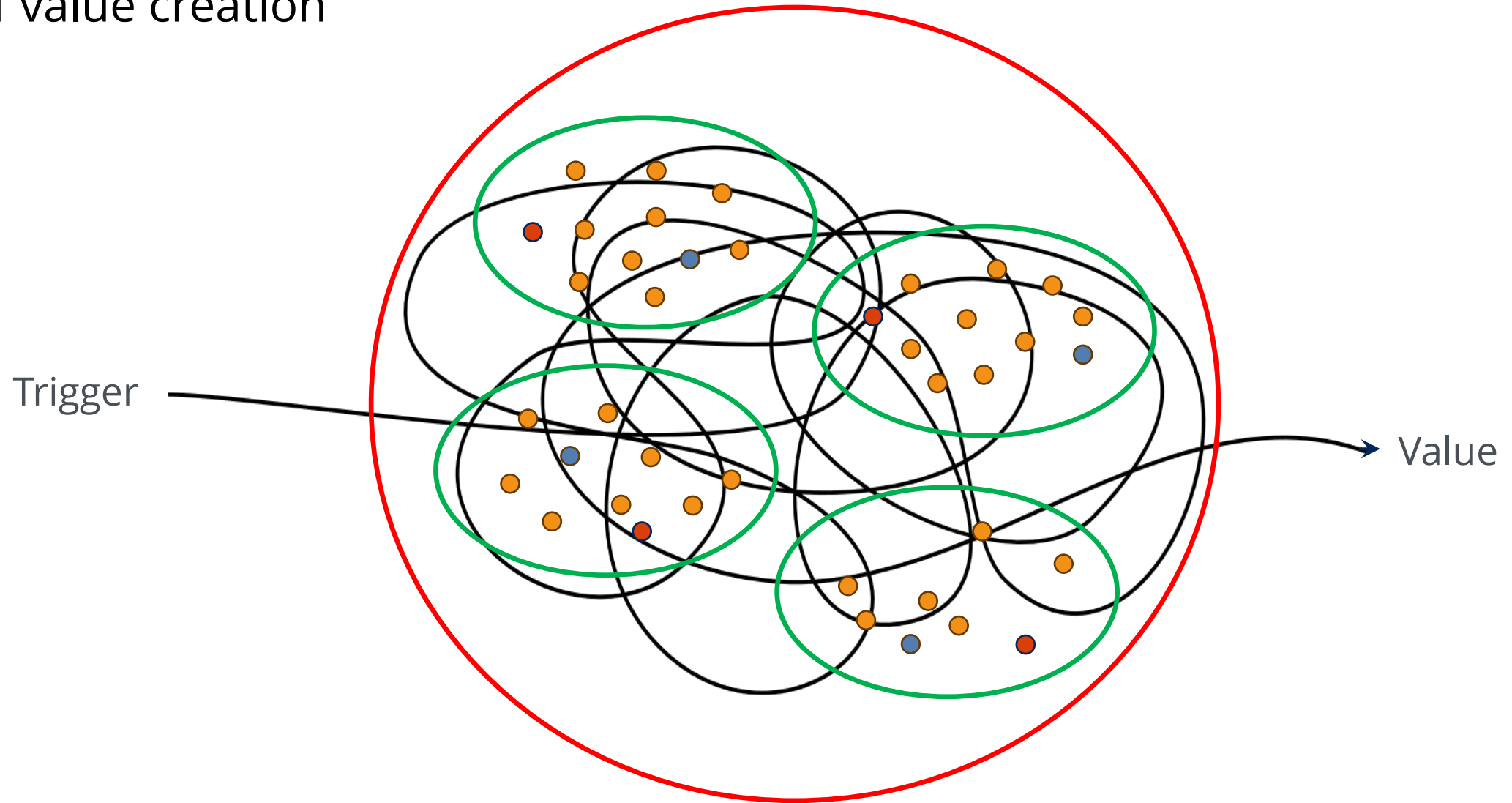


Product Owner



Ordered & Unordered Process ...

... of value creation



The background of the slide is a dark blue, semi-transparent image. It depicts several hands from different people reaching in from the edges of the frame to assemble puzzle pieces in the center. The puzzle pieces are light-colored, creating a strong contrast with the dark background. The overall composition suggests themes of teamwork, problem-solving, and building something together.

RESPONDING TO CHANGE ON ART LEVEL

To Respond to these Changing Collaboration Needs ...

... we can change the Building Blocks of Agile Release Trains

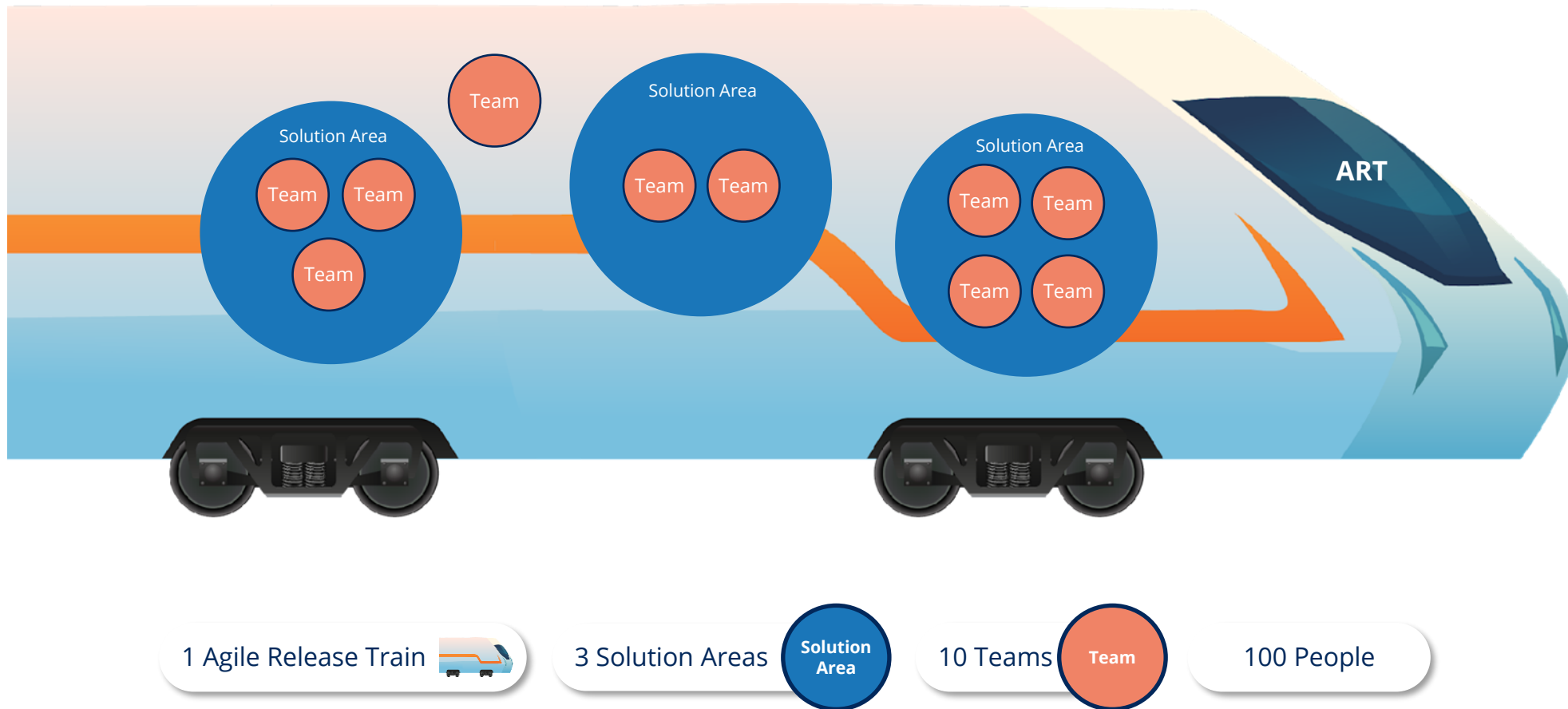
Agile Teams are the basic building blocks of Agile Release Trains.



To Respond to these Changing Collaboration Needs ...

... we can change the Building Blocks of Agile Release Trains

Agile Teams within an Agile Release Train can benefit from organizing themselves in Solution Areas.



Organize around Value ...

... on ART Level

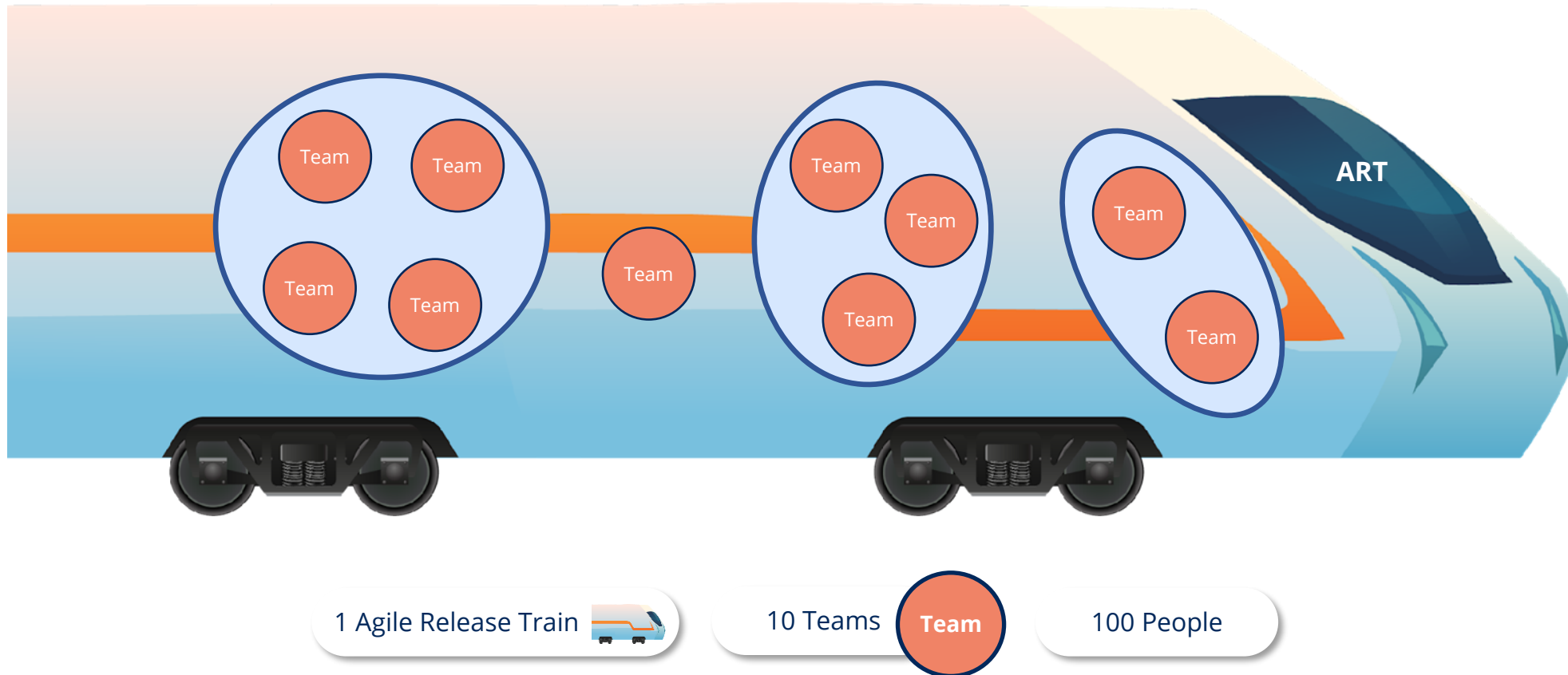
35



Dynamic Sub-Structures ...

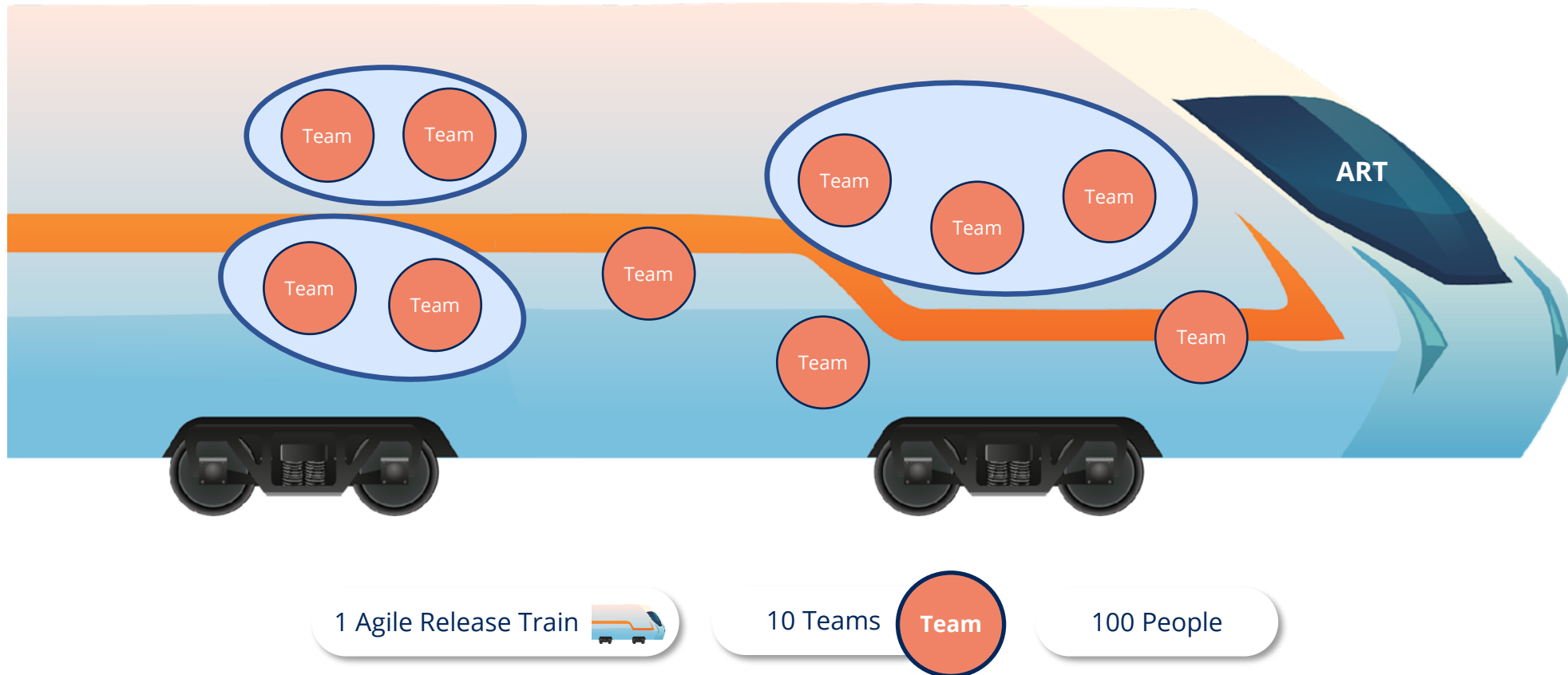
...of Agile Release Trains

36



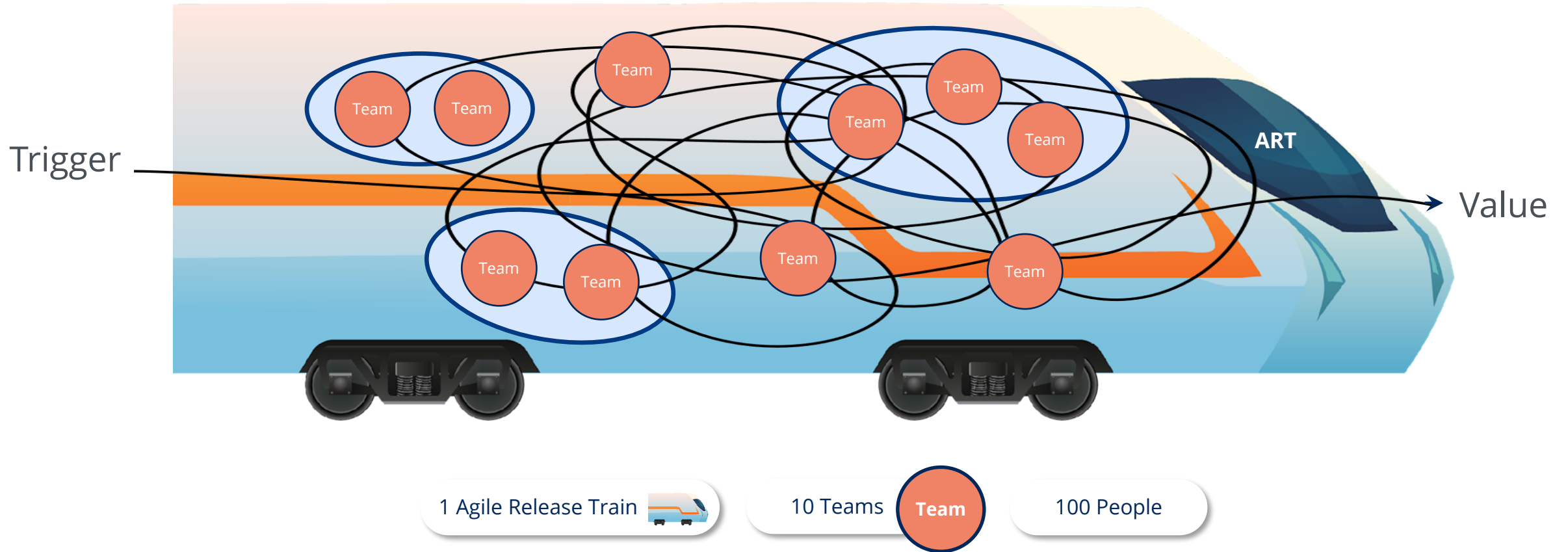
Dynamic Sub-Structuresof Agile Release Trains

37



Dynamic Sub-Structuresof Agile Release Trains

38

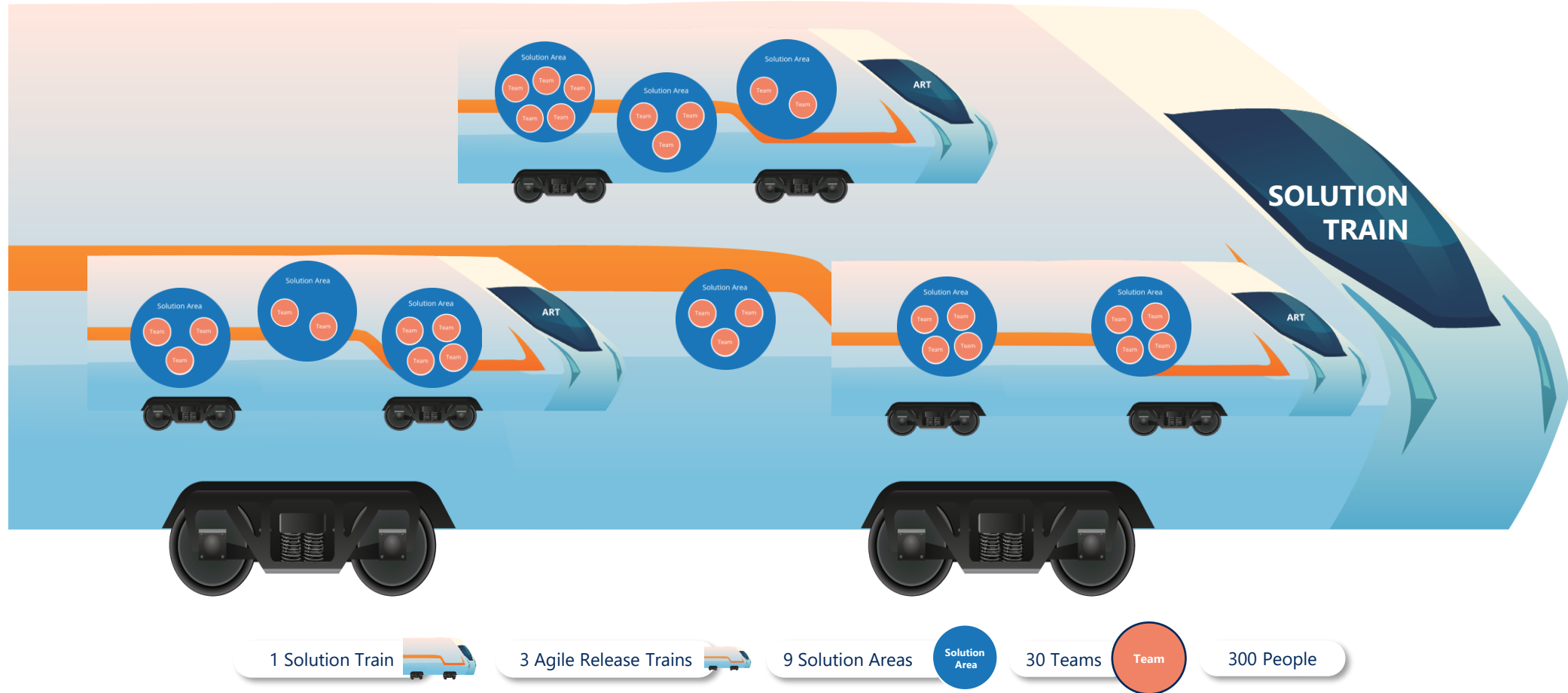


The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching in from the edges of the frame to assemble black puzzle pieces in the center. The puzzle pieces are interlocking, and the hands are positioned as if they are in the process of putting them together. The overall mood is one of teamwork and problem-solving.

RESPONDING TO CHANGE ON SOLUTION TRAIN LEVEL

Flexible ARTs are formed by closely collaborating Solution Areas

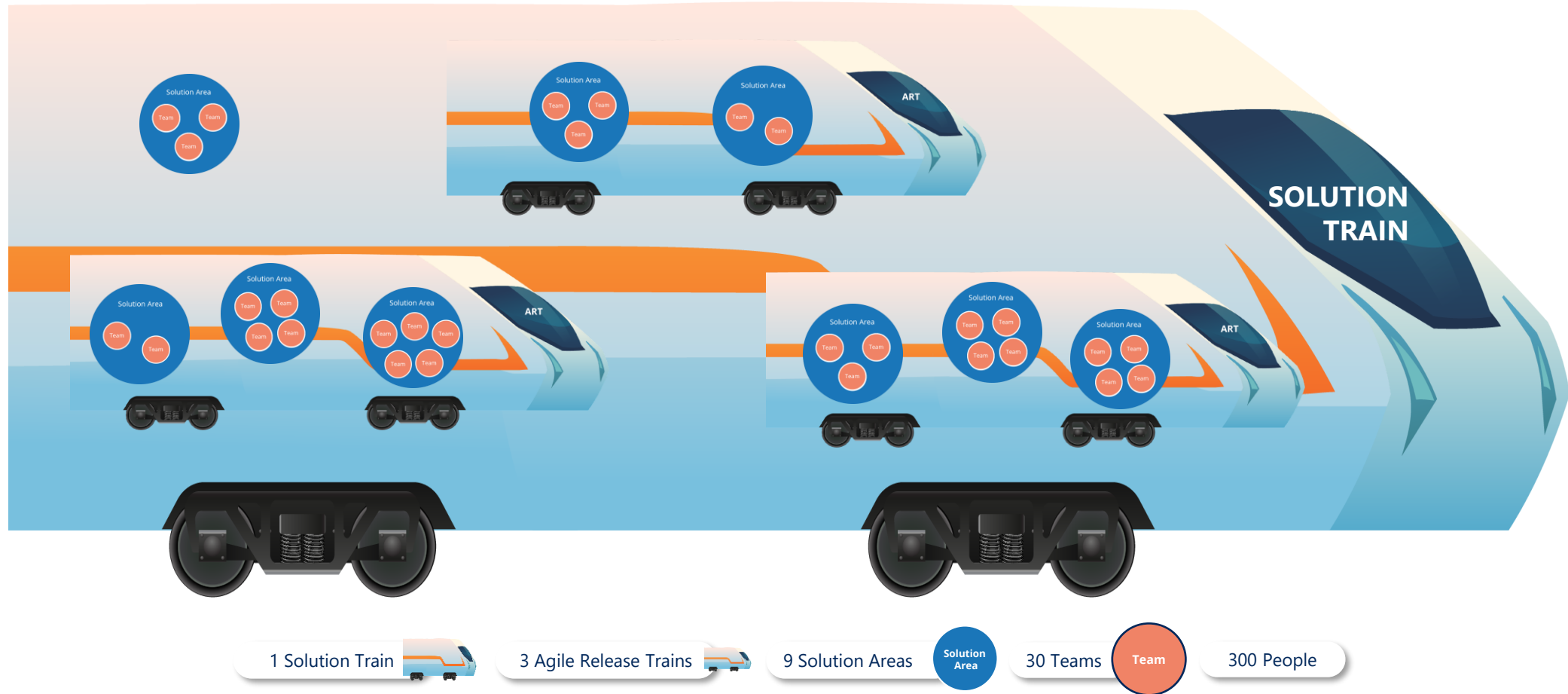
With changing collaboration needs new ART-Structures are formed



These Collaboration Patterns can change every PI or can be stable for multiple PIs.

Flexible ARTs are formed by closely collaborating Solution Areas

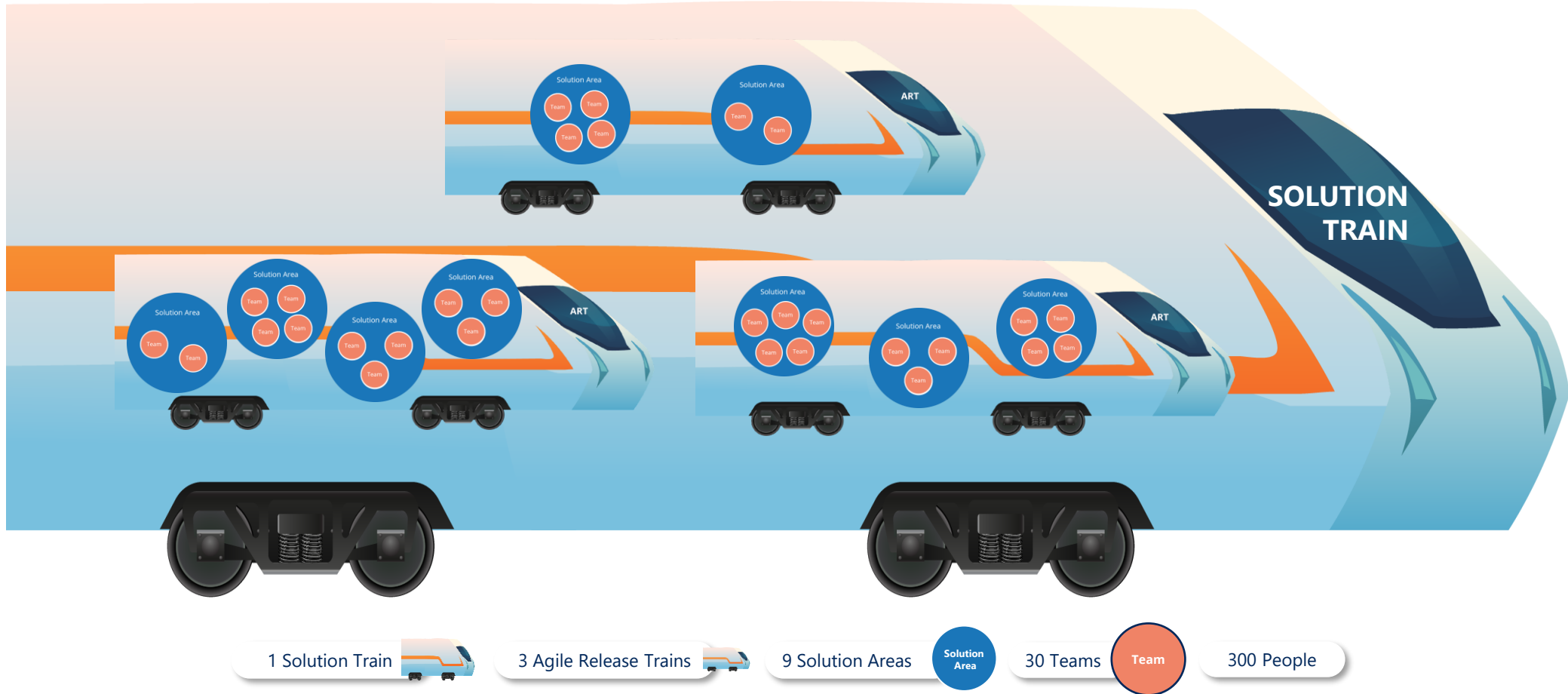
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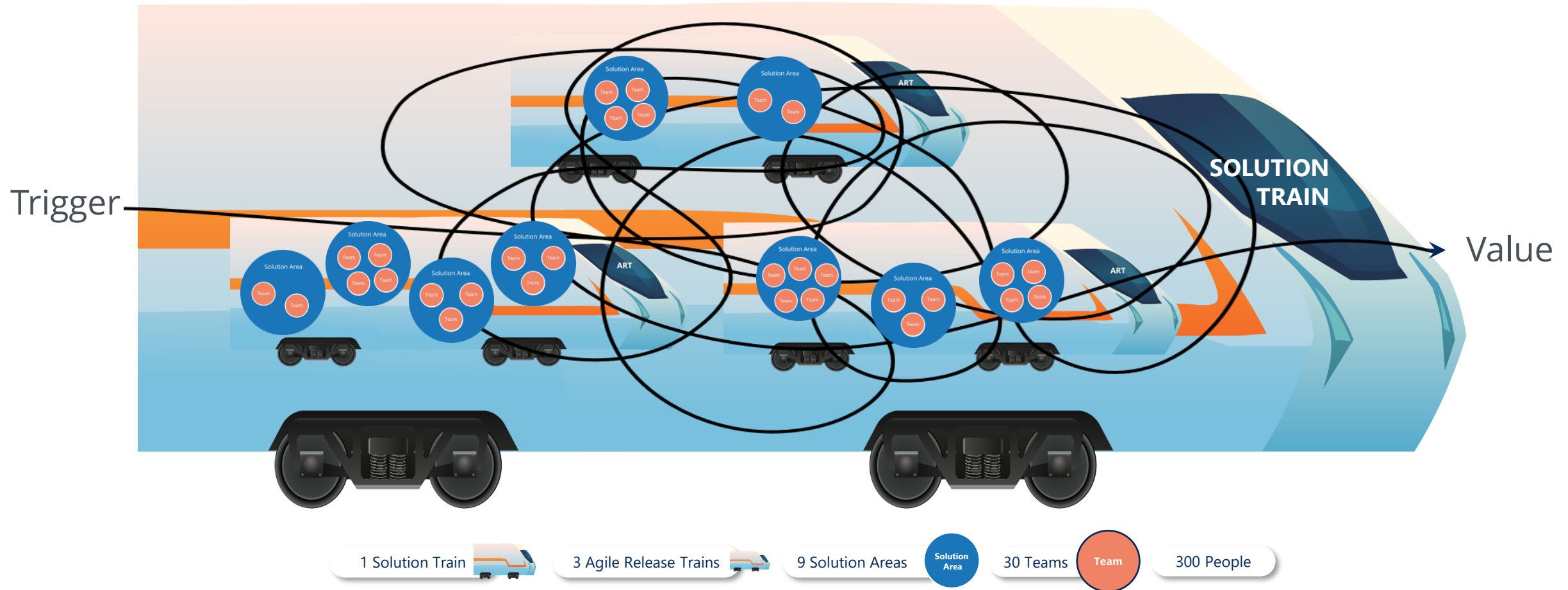
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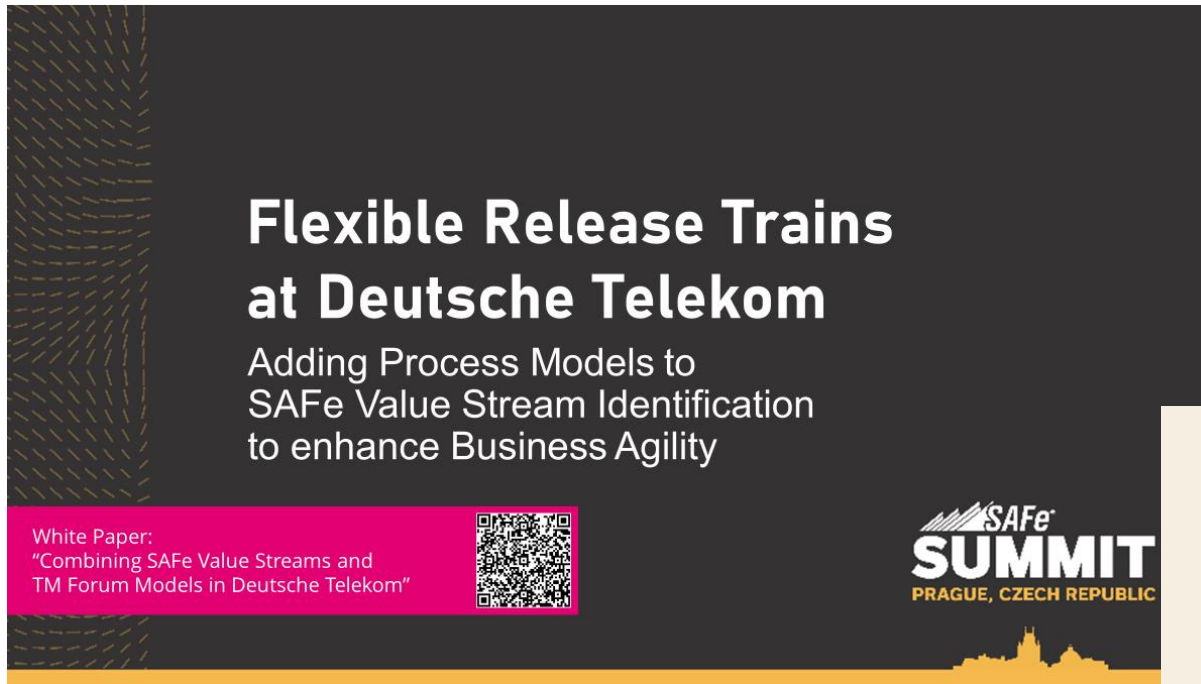
Flexible ARTs are formed by closely collaborating Solution Areas

With changing collaboration needs new ART-Structures are formed



These Collaboration Patterns can change every PI or can be stable for multiple PIs.

If you want to know more about Dynamic Solution Trains ...
 ... you can watch the recordings of a webinar and a SAFe Summit talk ...

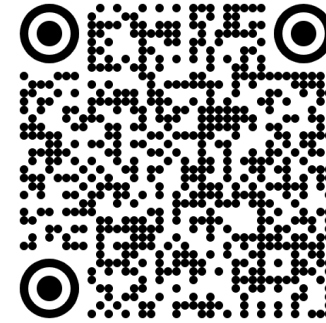


**Flexible Release Trains
at Deutsche Telekom**

Adding Process Models to
SAFe Value Stream Identification
to enhance Business Agility

White Paper:
"Combining SAFe Value Streams and
TM Forum Models in Deutsche Telekom"

SAFe SUMMIT
PRAGUE, CZECH REPUBLIC




WEBINAR

SAFe PROVIDED BY SCALED AGILE | **T** | Project & Team

**Flexible Value Streams and Dynamic
Agile Release Trains**

July 6 • 4:00 PM CEST

			
CLAUDIUS JESCHKE Enterprise Architect and Business Owner, Telekom Business Solutions	MANFRED BECKING Agile Transformation Manager, Coach and SPC, Telekom IT	RICHARD BUTLER Agile Transformation Manager, Coach and SPC, Telekom IT	DR. WOLFGANG BRANDHUBER SPCT & Large Solutions Coach, Project & Team

The background of the slide is a dark blue, semi-transparent image showing several hands reaching up and holding together interlocking puzzle pieces. The hands are positioned around the edges of the frame, with the puzzle pieces forming a central area where the text is located. The overall tone is professional and collaborative.

Base your Organizational Architecture on the Needs of the Teams

Collaboration Maps
Visualize Communication & Collaboration Needs

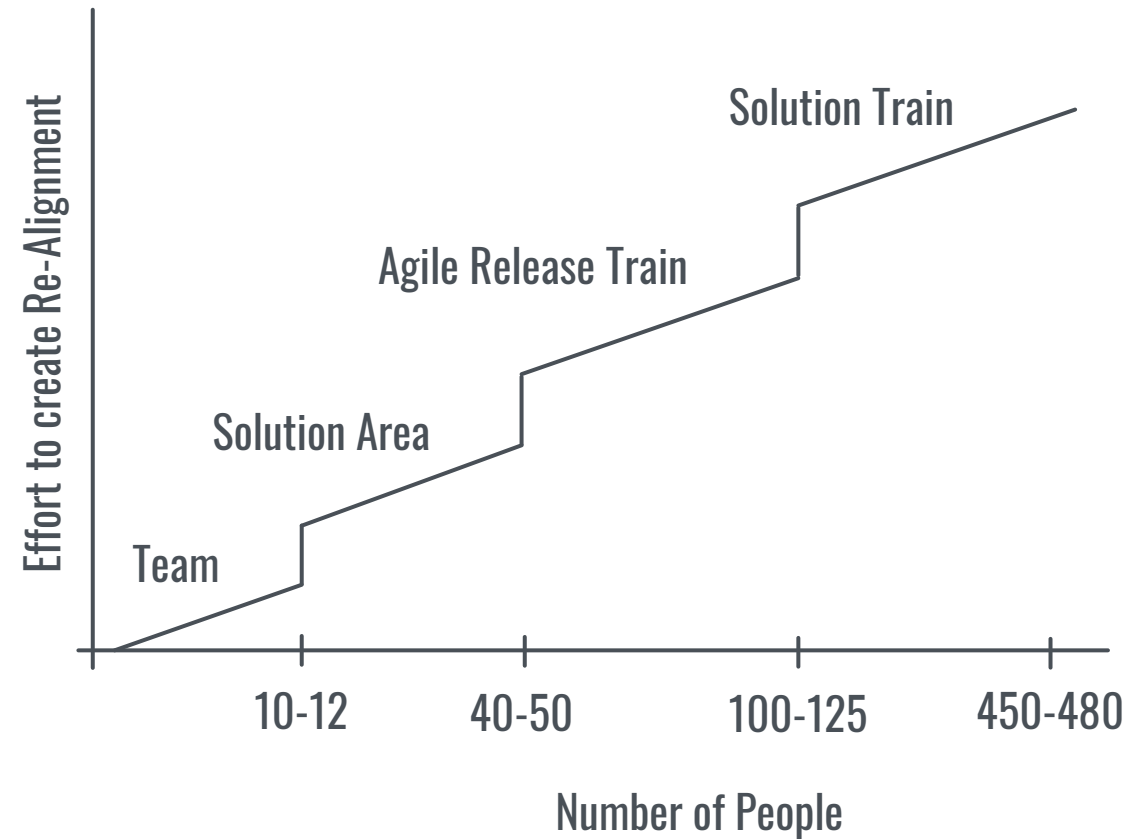
Tactical Scaling Levels... ... in the agile world

SOLUTION TRAIN

AGILE RELEASE TRAIN

SOLUTION AREAS

AGILE TEAMS

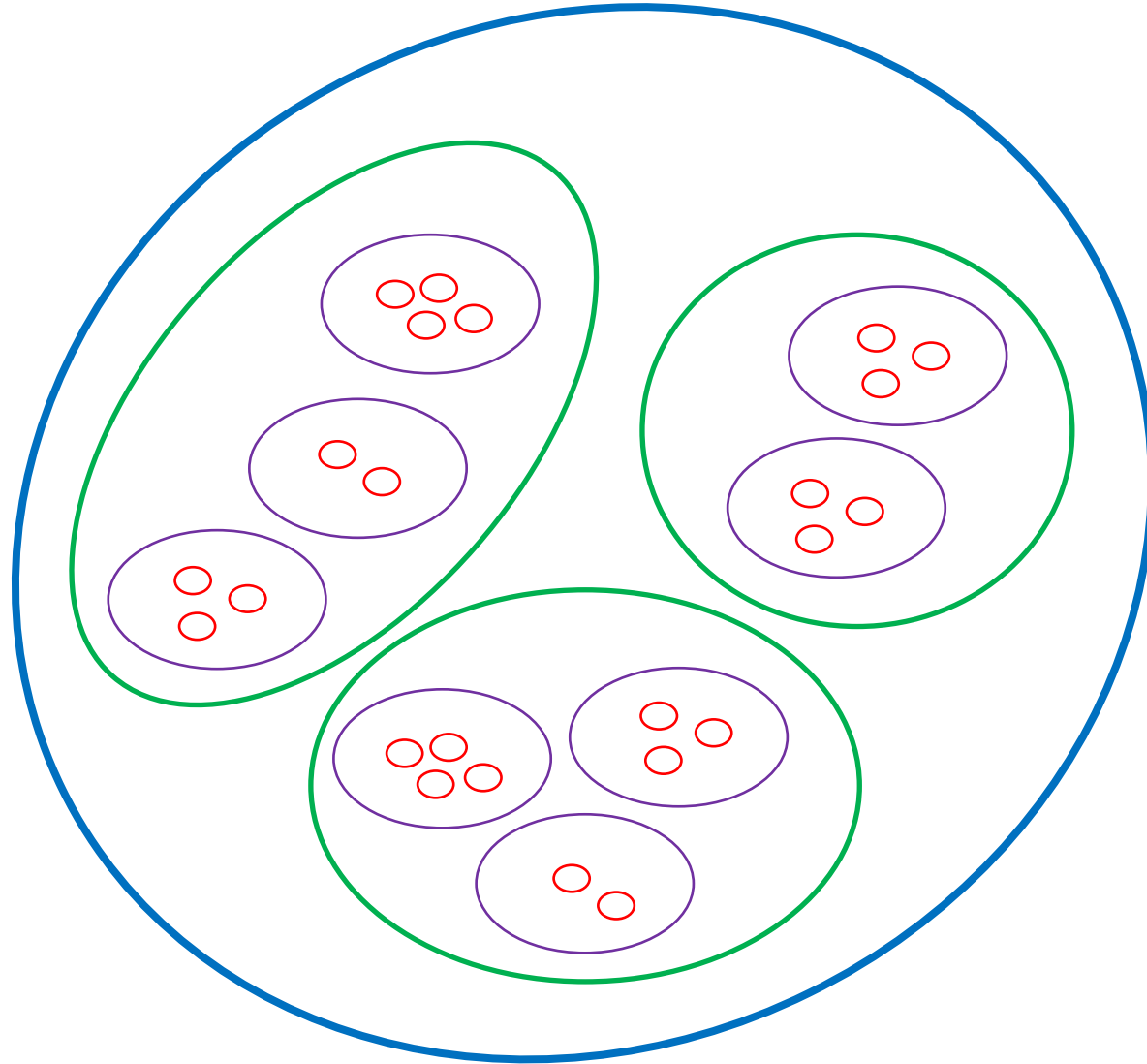


Four Levels of agile scaling

4th Level

47

-  Solution Trains
-  Agile Release Trains
-  Solution Areas
-  Teams



Collaboration
Needs



Collaboration Maps are a bit like Matroschkas



Collaboration Maps ...

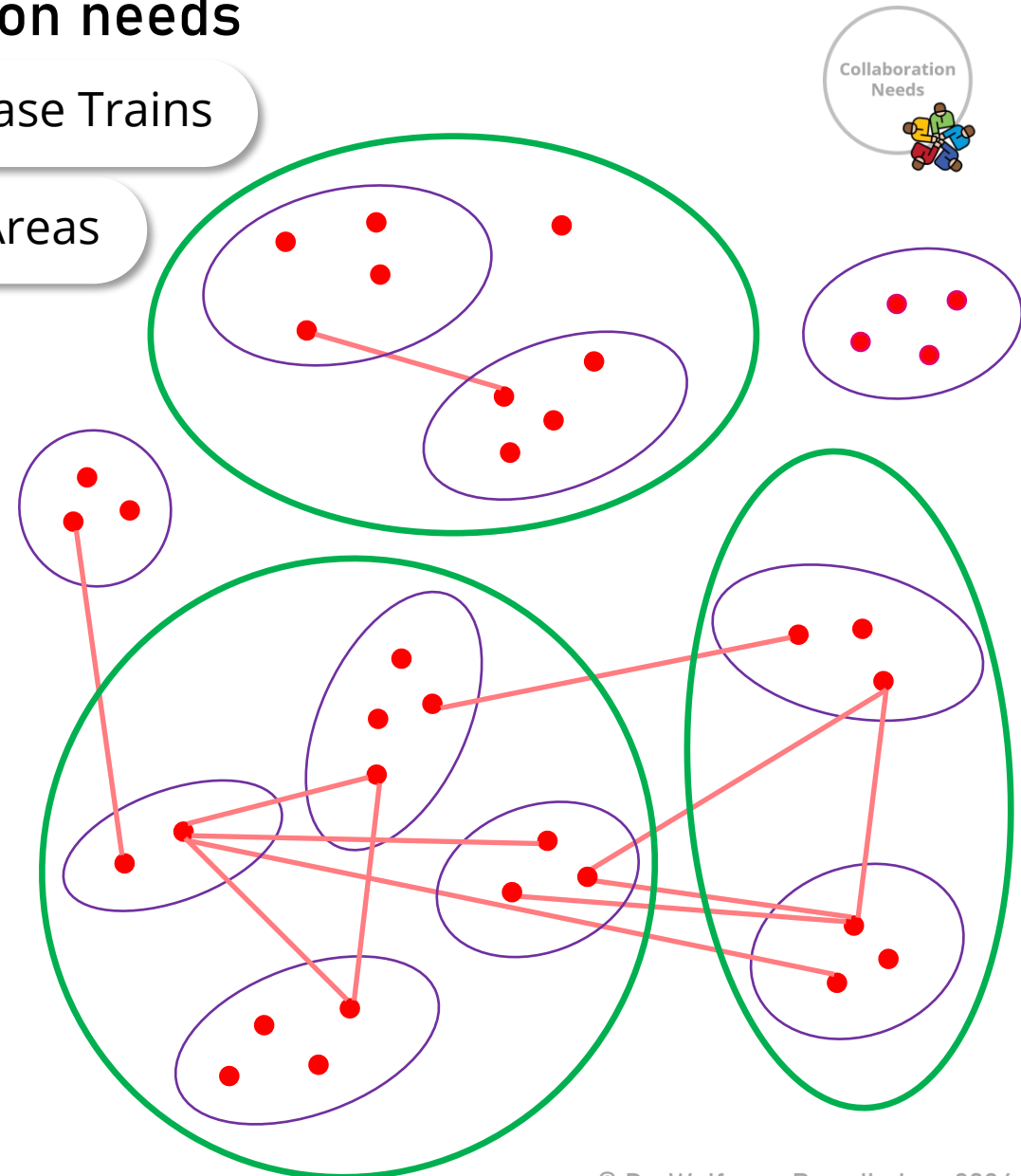
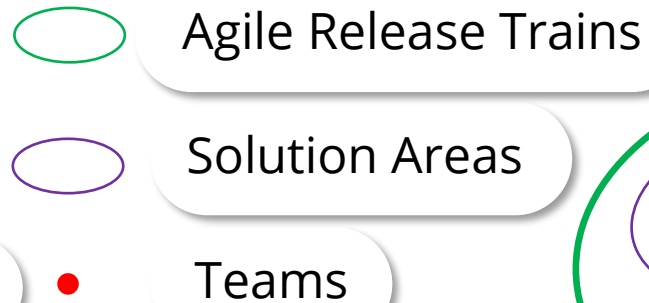
... visualize the communication and collaboration needs

... are extremely helpful to create an aligned understanding of the **collaboration needs** ...

...even with **hundreds of people**.

... are an excellent tool to support and augment **Value Stream Identification**.

And there is a **whole methodology** behind collaboration mapping.



The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching towards the center, where they are assembling white puzzle pieces. The puzzle pieces are arranged in a circular pattern, with some already connected and others being placed. The lighting is soft, highlighting the texture of the hands and the edges of the puzzle pieces.

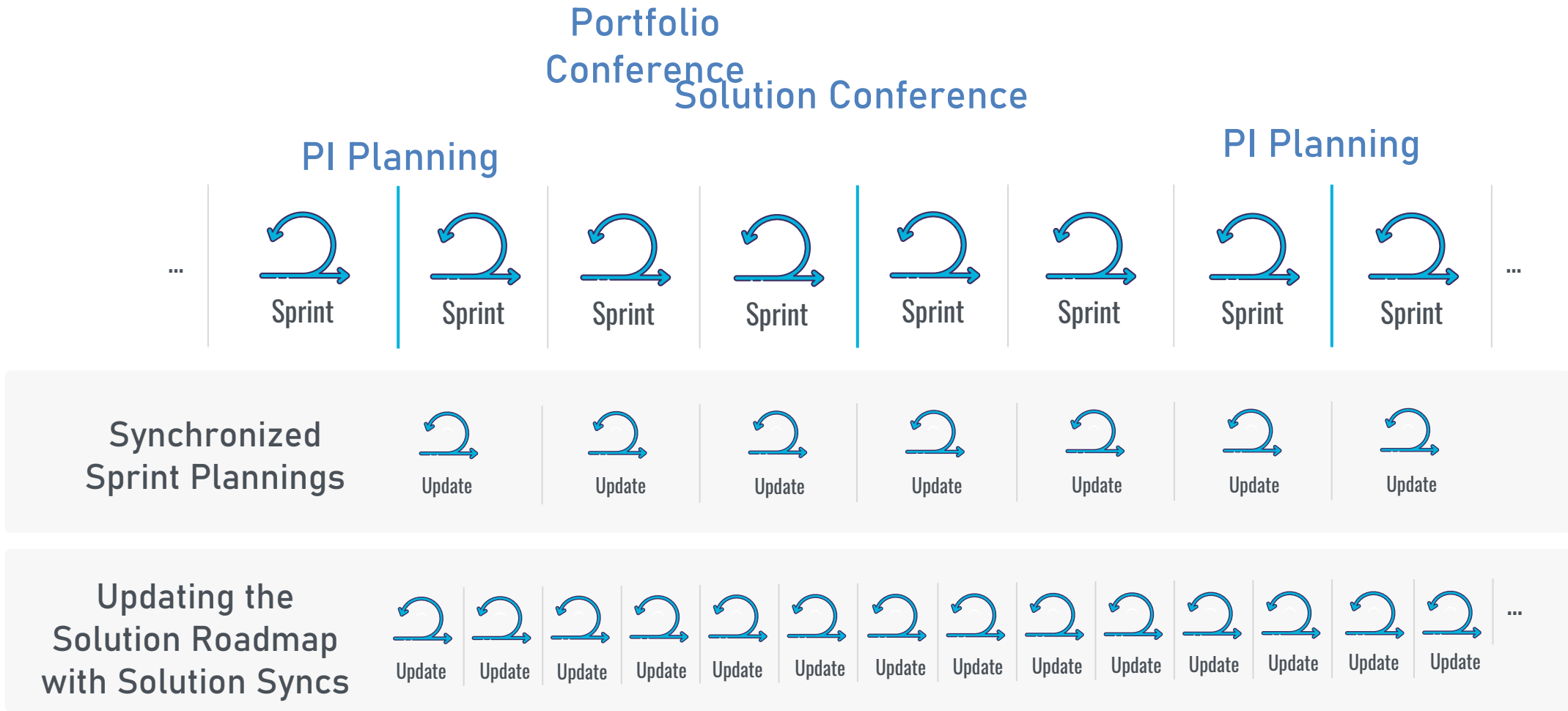
CONFERENCES

Refinement & Planning ...

... on all scaling levels



Conferences on different levels



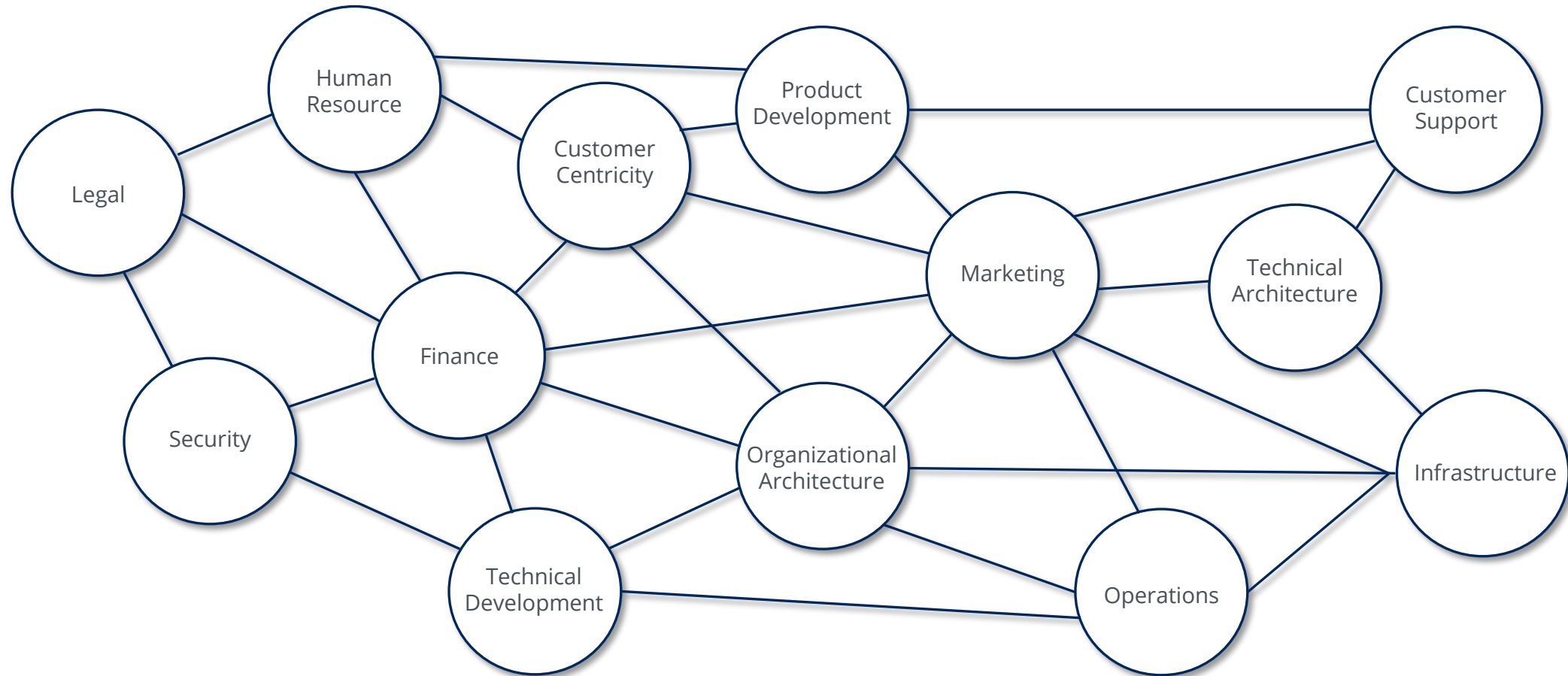
A Portfolio Conference ...

... brings all the people together necessary to create a Portfolio Roadmap



A Solution Conference ...

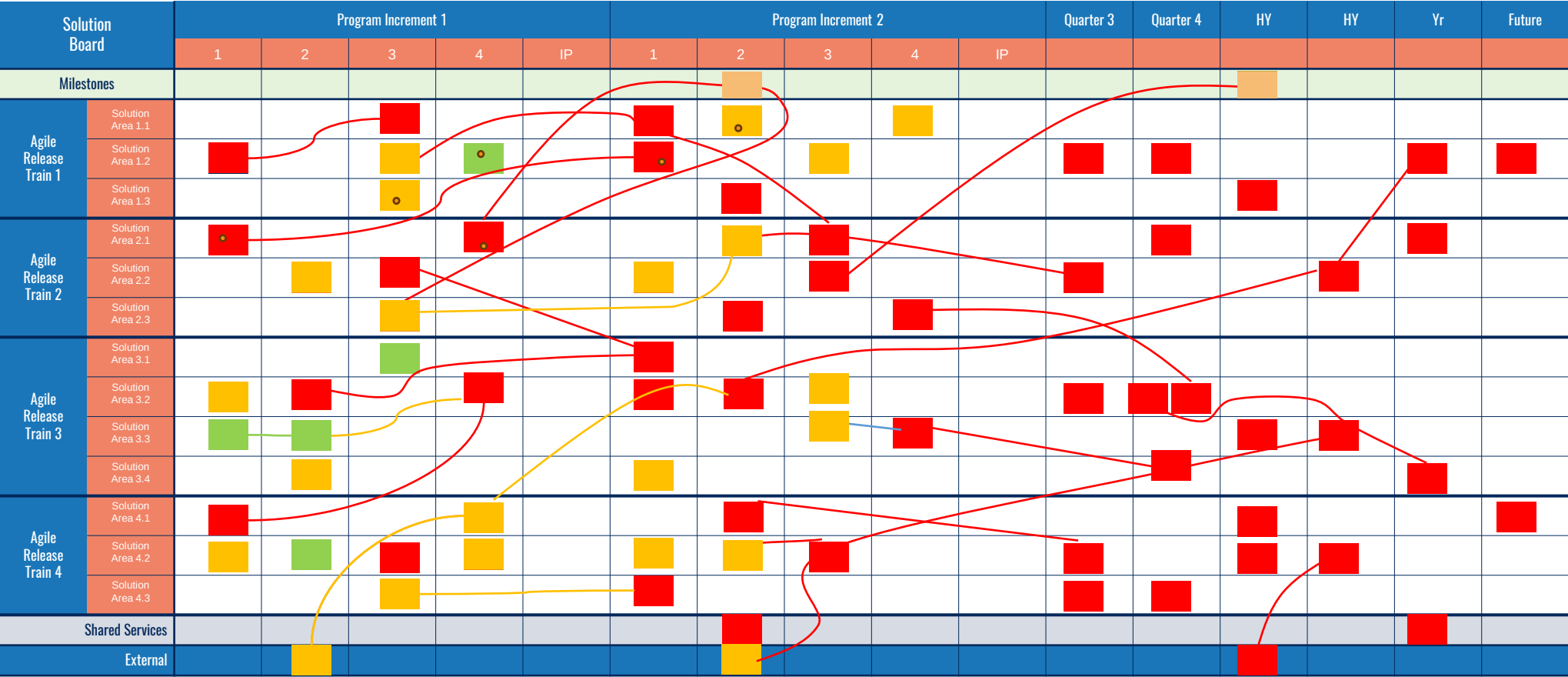
... is similar to a PI Planning on Solution Train level.



The Solution Roadmap created in the Alignment Conference visualizes the aligned understanding of a network of different functions.

Agile Portfolio Roadmap ...

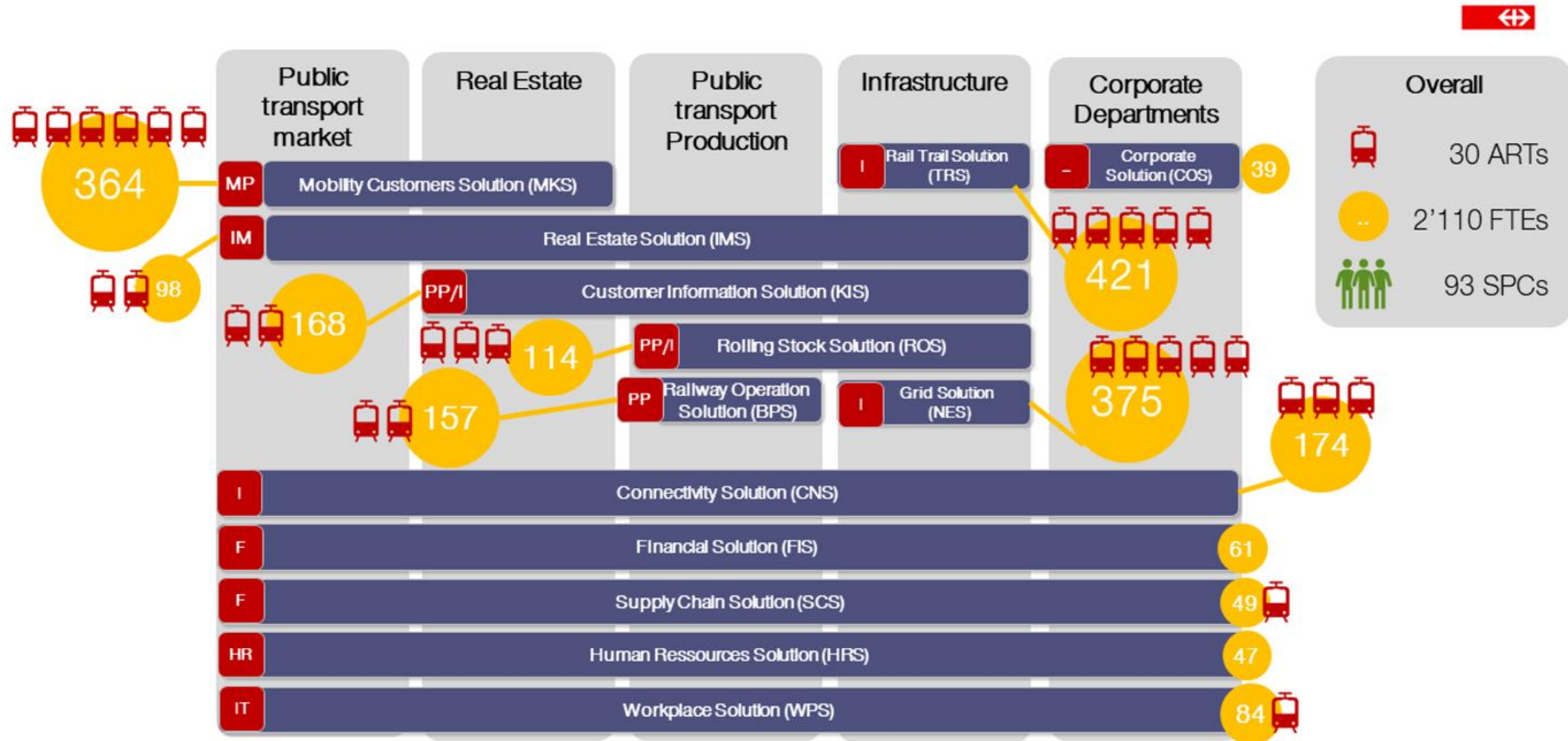
... is the Single Source of Truth for the Portfolio Level



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

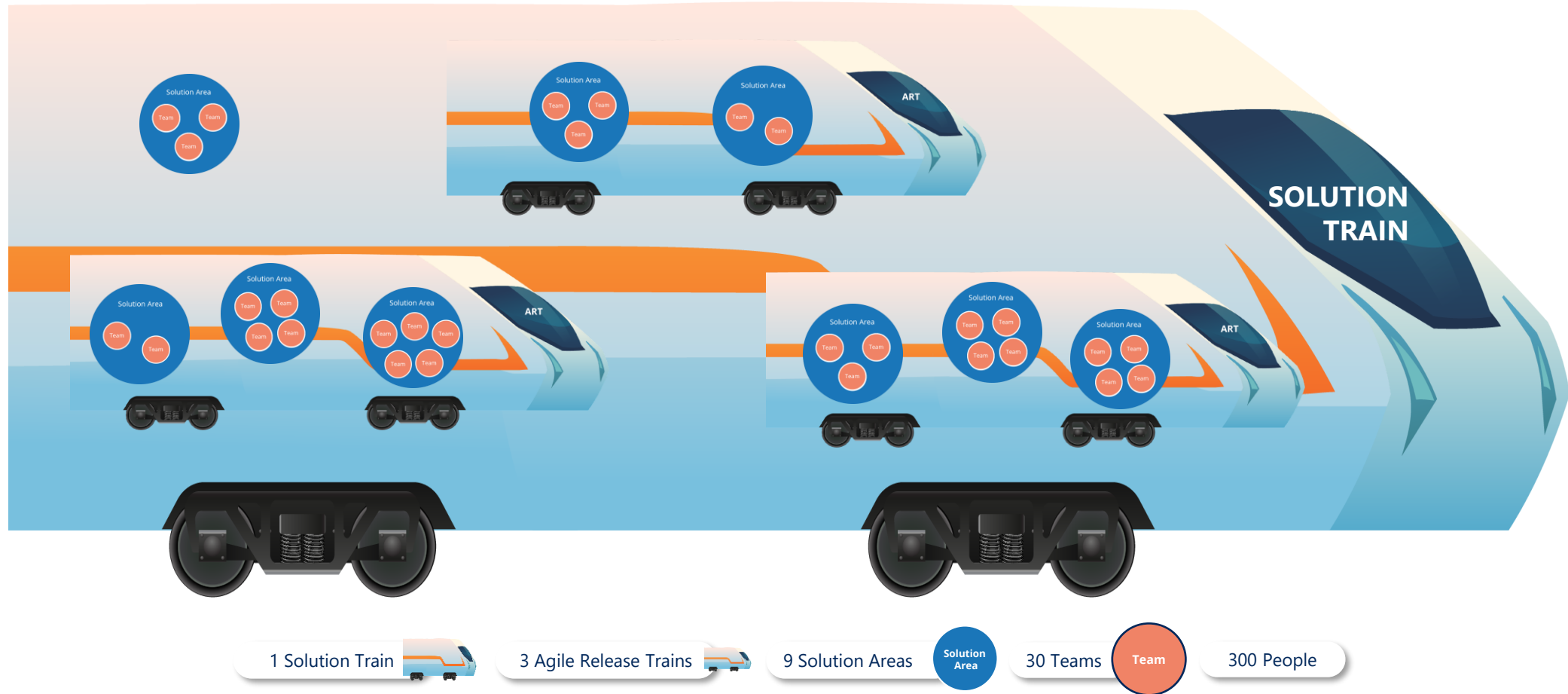
Agile Portfolio Roadmap ...

... is the Single Source of Truth for the Portfolio Level



Flexible ARTs are formed by closely collaborating Solution Areas

With changing collaboration needs new ART-Structures are formed

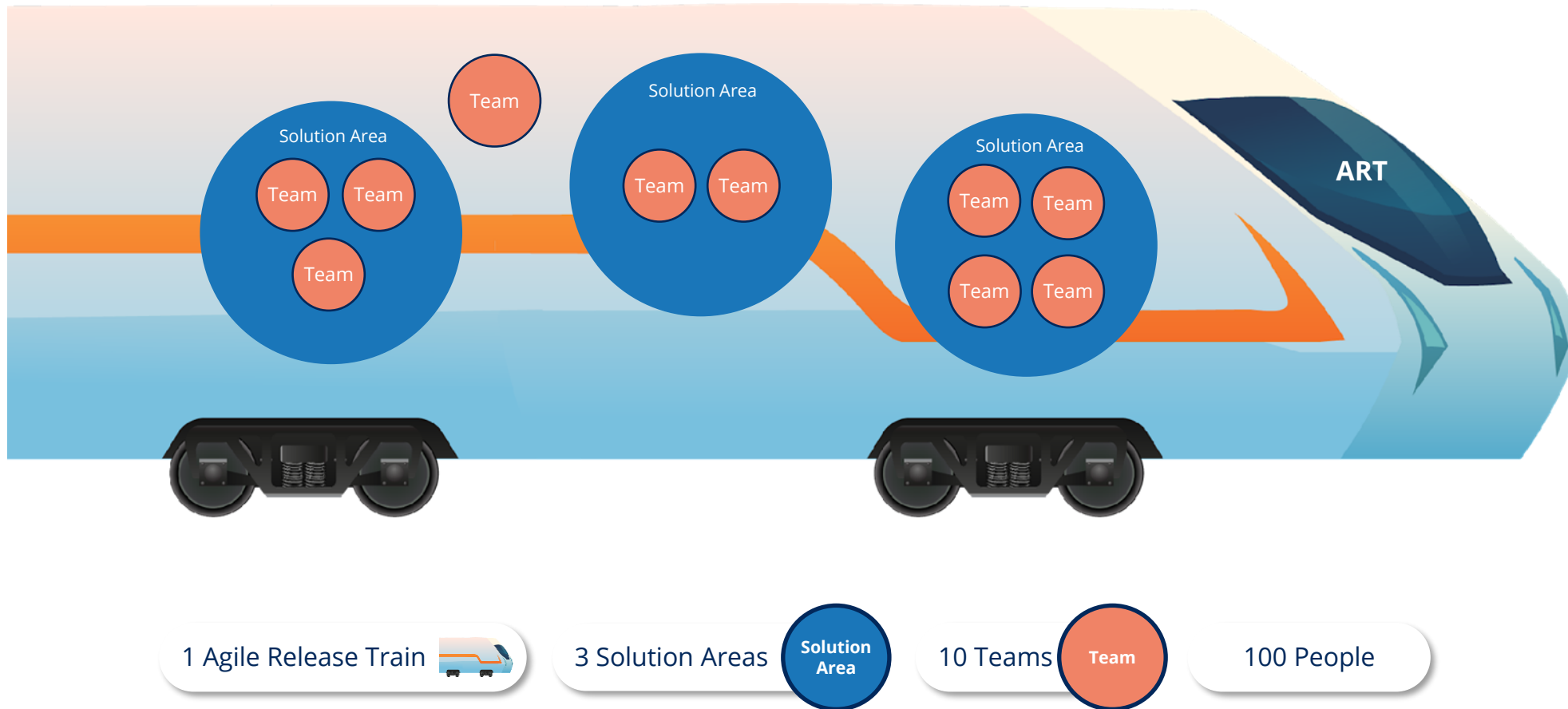


These Collaboration Patterns can change every PI or can be stable for multiple PIs.

To Respond to these Changing Collaboration Needs ...

... we can change the Building Blocks of Agile Release Trains

Agile Teams within an Agile Release Train can benefit from organizing themselves in Solution Areas.



Definition of a Solution Area helping teams to collaborate

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

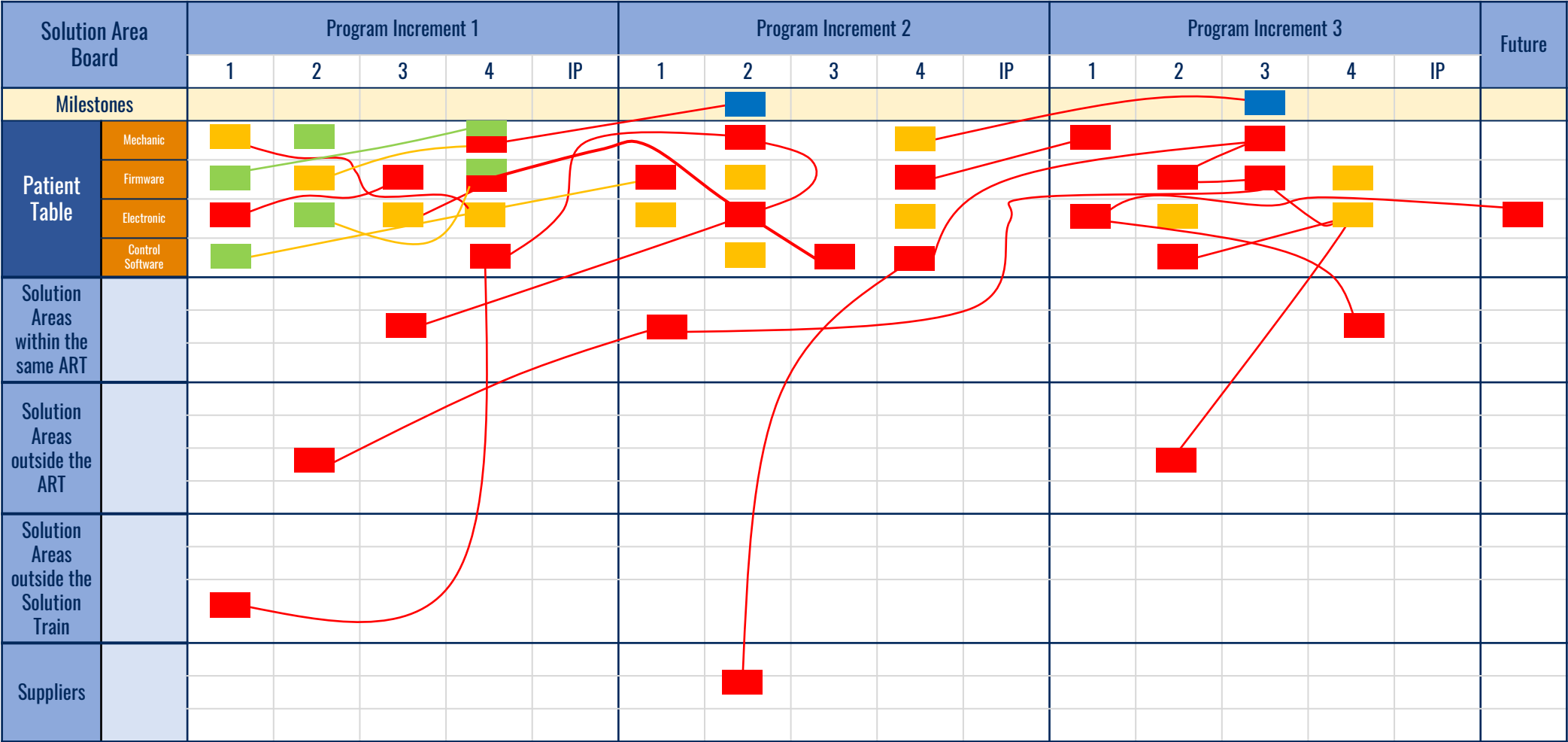
The purpose of a Solution Area is to enable all the people within the Solution Area to self-organize around the flow of value, similar to an Agile Team just on a higher level.

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.



Solution Area Roadmap ...

... help the Solution Area to Self-Organize



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

Organize around Value ...

... on Team Level

Given we have an agile team with eight developers, one scrum master and one product owner ...



AgileTeam



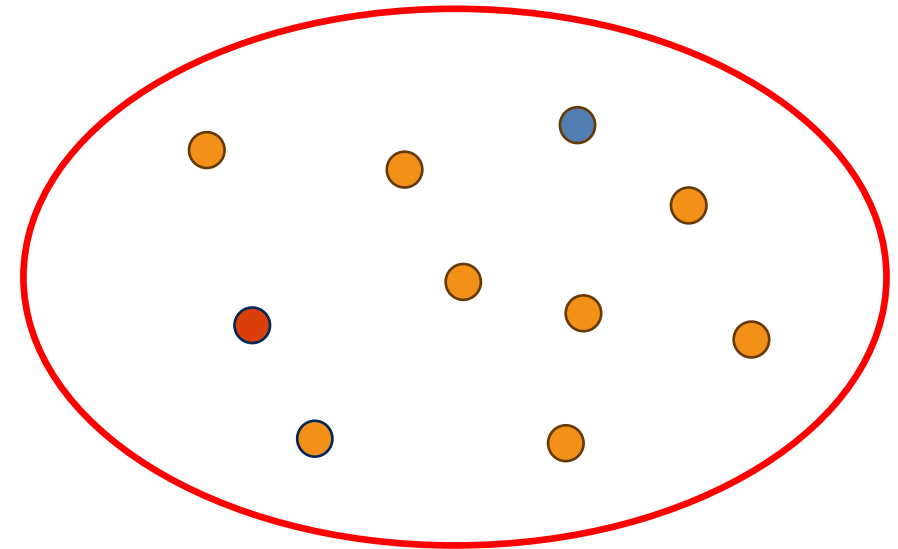
Developer



Scrum Master



Product Owner



If you want to know more ...

... about Patterns and Anti-Patterns in very large agile transformations ...





WEBINAR

Erfolgsfaktoren & Antipattern in sehr großen SAFe® Transformationen: Erfahrungsberichte der SBB und der Deutschen Telekom

7. Februar • 15 Uhr





ADRIAN AERNI
Solution Manager S/4,
SBB



CLAUDE BAUMANN
Solution Train
Engineer S/4,
SBB



MANFRED BECKING
SPC und Agile
Transformation Manager,
Deutsche Telekom



RICHARD BUTLER
SPC und Agile
Transformation Manager,
Deutsche Telekom

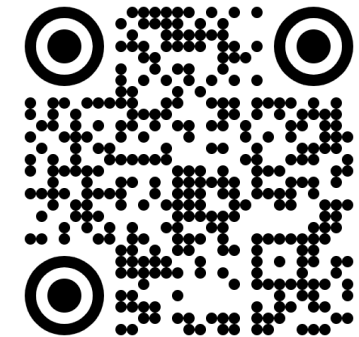


DR. WOLFGANG BRANDHUBER
SPCT und Large
Solutions Coach,
Insparit

≈ RIMAGIN

Richard Butler

Manfred Becking



<http://www.rimagin.de>

... you can watch the recordings of our Webinar (German) ...

... or catch the English version coming soon.

The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching towards the center, where they are assembling interlocking puzzle pieces. The lighting is soft, highlighting the texture of the hands and the edges of the puzzle pieces. The overall mood is one of teamwork and collaborative problem-solving.

HOW TO DO THAT YOURSELF

Large Solution Training Curriculum...

... Shape your own path

Dynamic Agility Practitioner

2 days

Dynamic Agility Consultant

4 days

Solution Area

4 hours

Event Synchronization

4 hours

Self-Selection

4 hours

Synchronizing Artifacts

4 hours

Synchronizing Collaborations

4 hours

Agile Moves

4 hours

Collaboration Architecture

4 hours

Dynamic ARTs

4 hours

Tailoring PI Plannings

4 hours

The New ART Sync

4 hours

Solution Train

4 hours

Agile Roadmaps

4 hours

Solution Conference

4 hours

Update Cycles

4 hours

Large Solution Refinement

4 hours

Problem Spaces

4 hours

LACE-Team

4 hours

Organizational Architecture

4 hours

Large Scale Experiments

4 hours

Collaboration Maps

4 hours

Multiple Solution Trains

4 hours

Portfolio Conference

4 hours

Collaboration Conference

4 hours

THANK YOU !



Dr. Wolfgang Brandhuber
wolfgang.brandhuber@outlook.de



The background of the slide features a top-down view of several hands reaching towards the center, where they are assembling dark-colored puzzle pieces. The scene is dimly lit, with the hands and puzzle pieces standing out against a dark, muted blue background. The overall composition suggests a theme of teamwork, problem-solving, or the completion of a task.

BACKUP

The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching in from the edges of the frame to assemble black puzzle pieces in the center. The puzzle pieces are interlocking, symbolizing teamwork and collaboration.

COLLABORATION MAPS ON THE FIRST SCALING LEVEL

The first scaling level... ...of Organizational Architecture

A Collaboration Map on the first scaling level depicts the communication & collaboration structure between individual people.

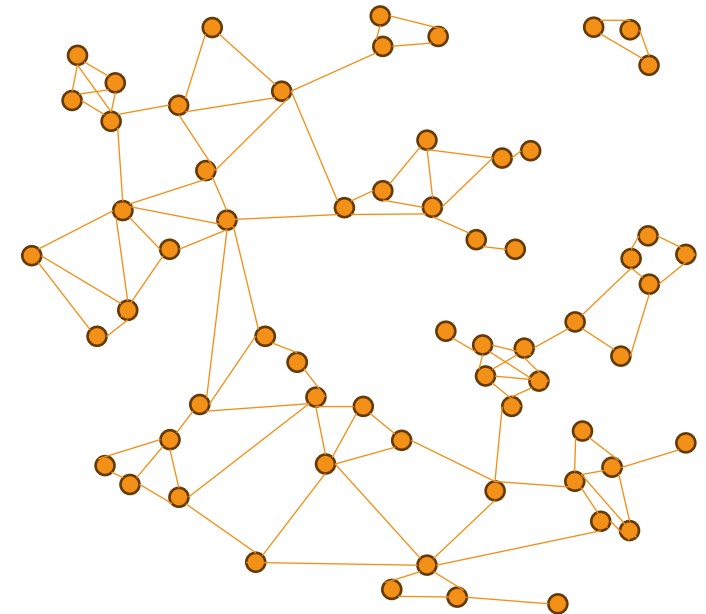
1st Level

68

Collaboration
Needs



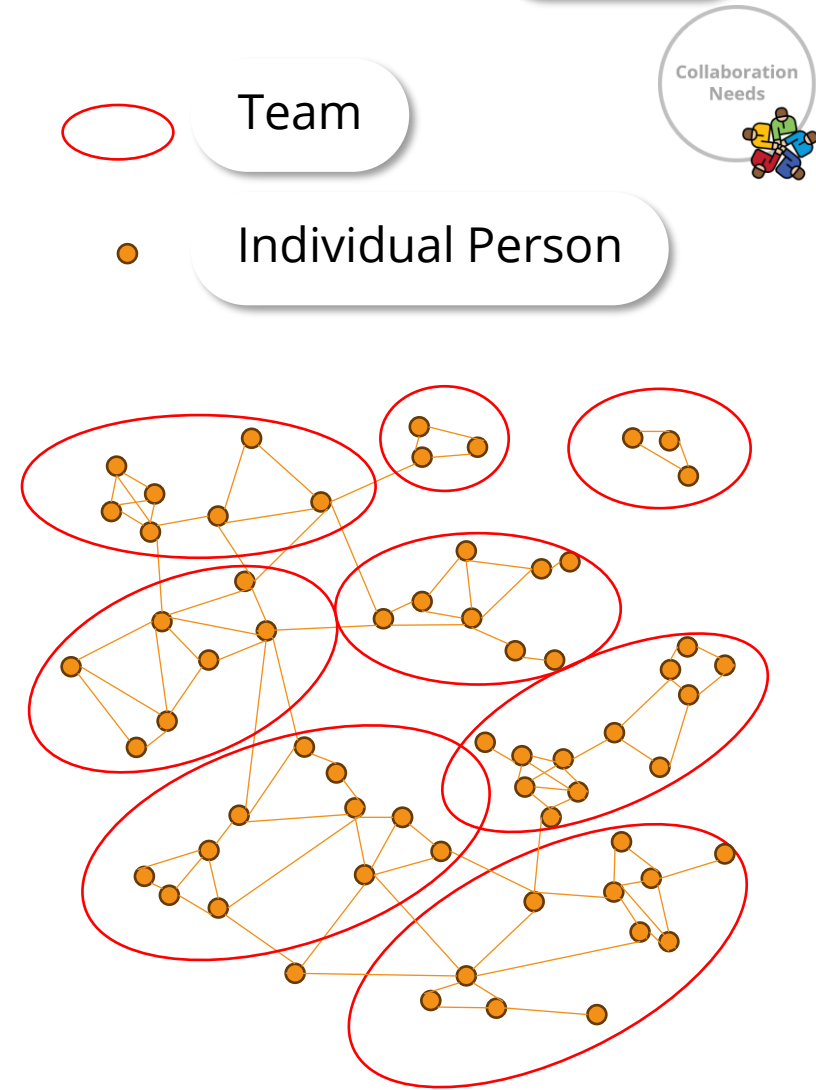
Individual Person



The first scaling level... ...of Organizational Architecture

A Collaboration Map on the first scaling level depicts the communication & collaboration structure between individual people.

On the collaboration map on the first scaling level, we can identify the **team structures**.



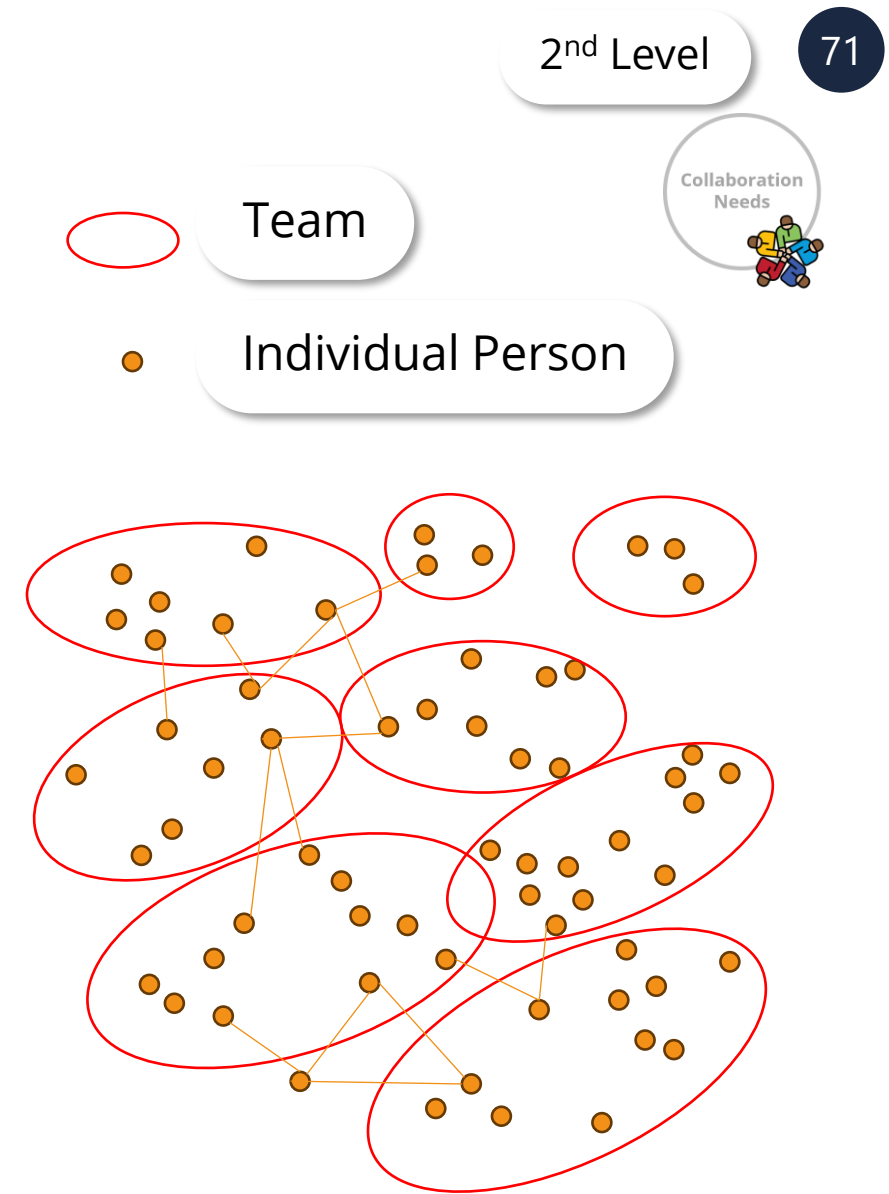
The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph shows several hands of different skin tones reaching in from the edges of the frame to assemble black puzzle pieces in the center. The puzzle pieces are interlocking, symbolizing teamwork and collaboration.

COLLABORATION MAPS ON THE SECOND SCALING LEVEL

The second scaling level... ...of Organizational Architecture

A Collaboration Map on the second scaling level depicts the communication & collaboration structure between teams.

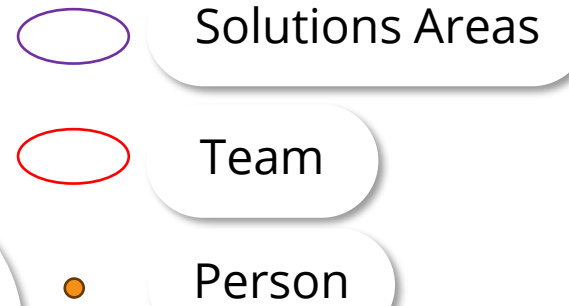
On the second scaling level the communication & collaboration structure within the teams are ignored, only the structure between the teams are depicted.



The second scaling level... ...of Organizational Architecture

2nd Level

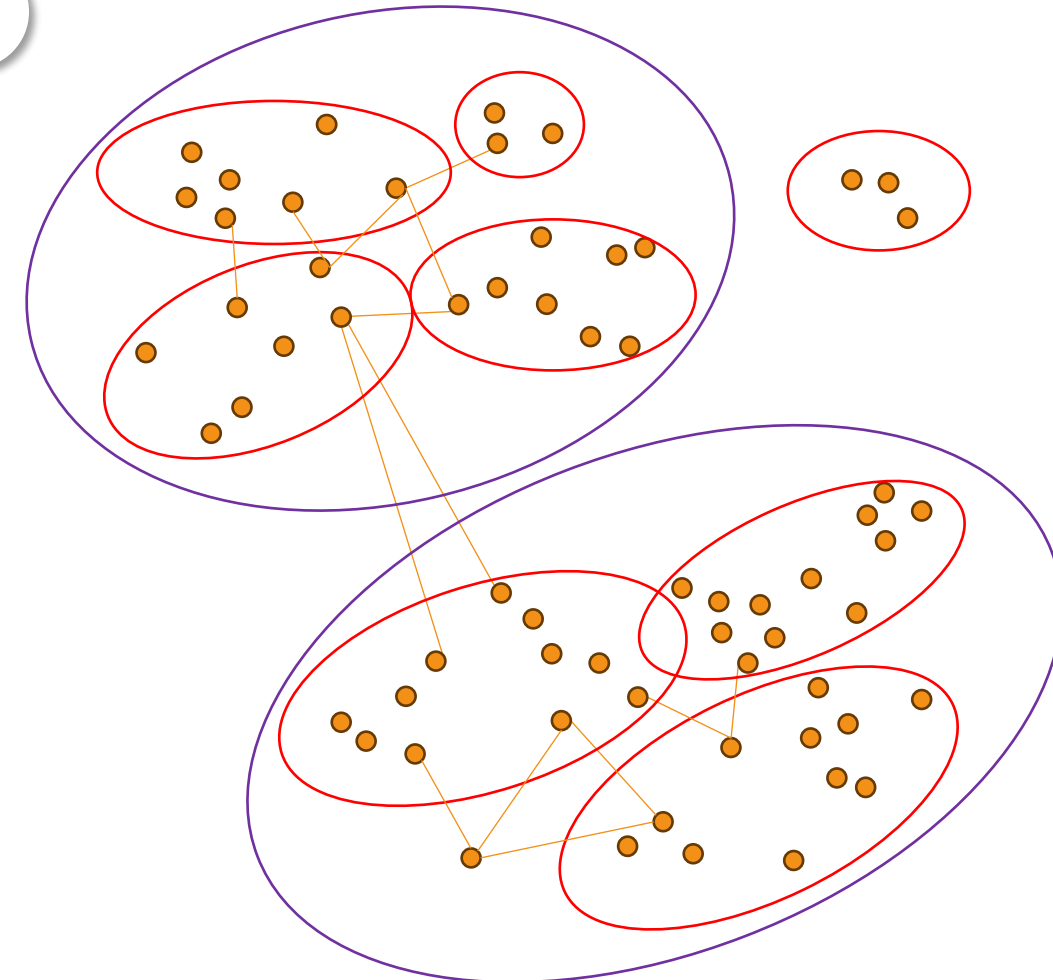
72



A Collaboration Map on the second scaling level depicts the communication & collaboration structure between teams.

On the second scaling level the communication & collaboration structure within the teams are ignored, only the structure between the teams are depicted.

On the collaboration map on the second scaling level, we can identify the **Solution Area structures**.



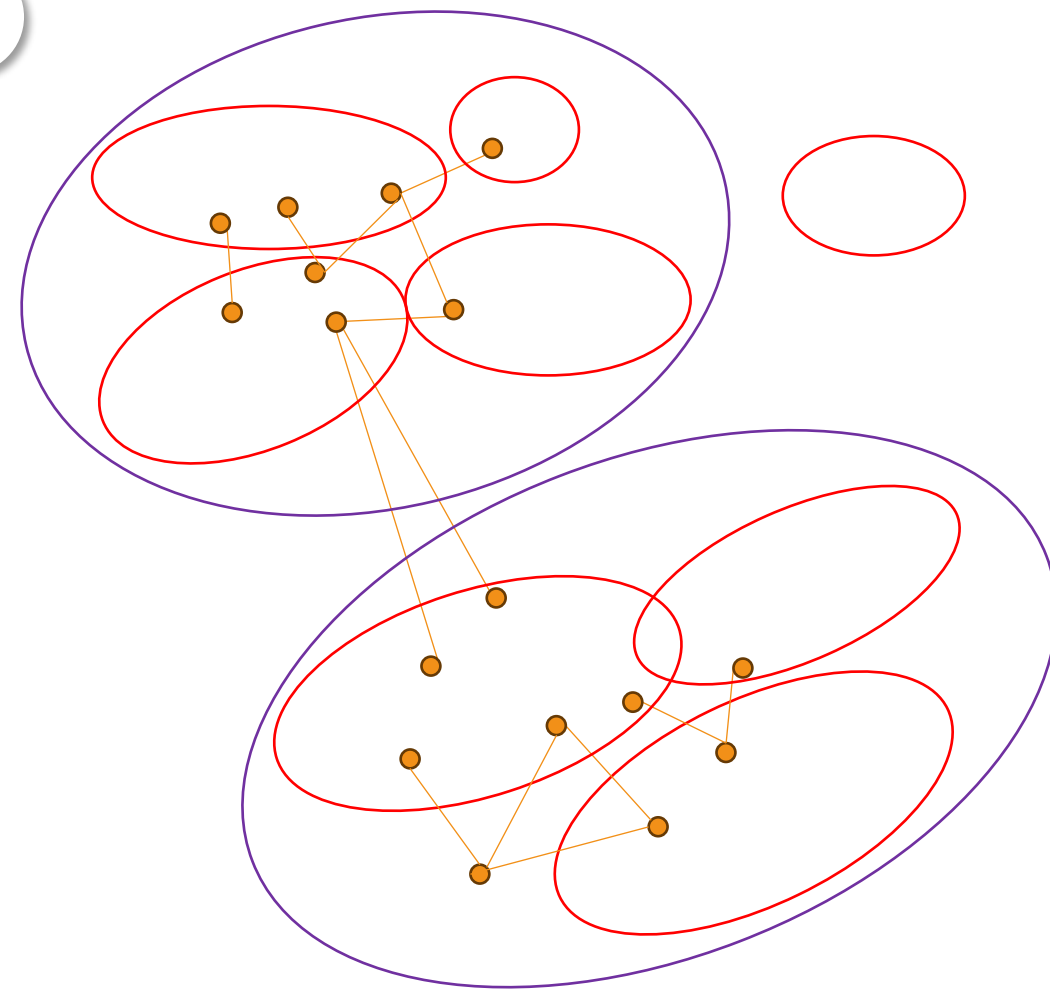
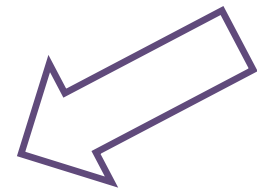
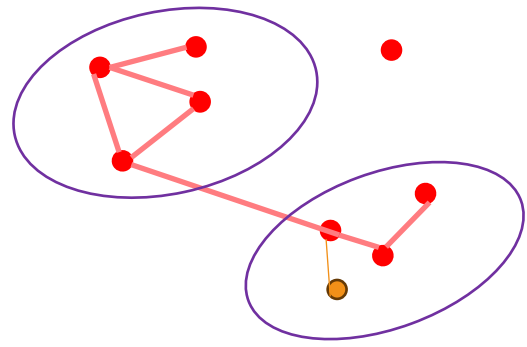
The second scaling level... ...of Organizational Architecture



-  Solutions Areas
-  Team
-  Person

Individual team members can be left out as their collaboration is not anymore part of the overall organizational architecture but left to the self-organization of the teams themselves.

Analog to the depiction of individual persons in teams, teams can now be depicted as dots within Solution Areas.



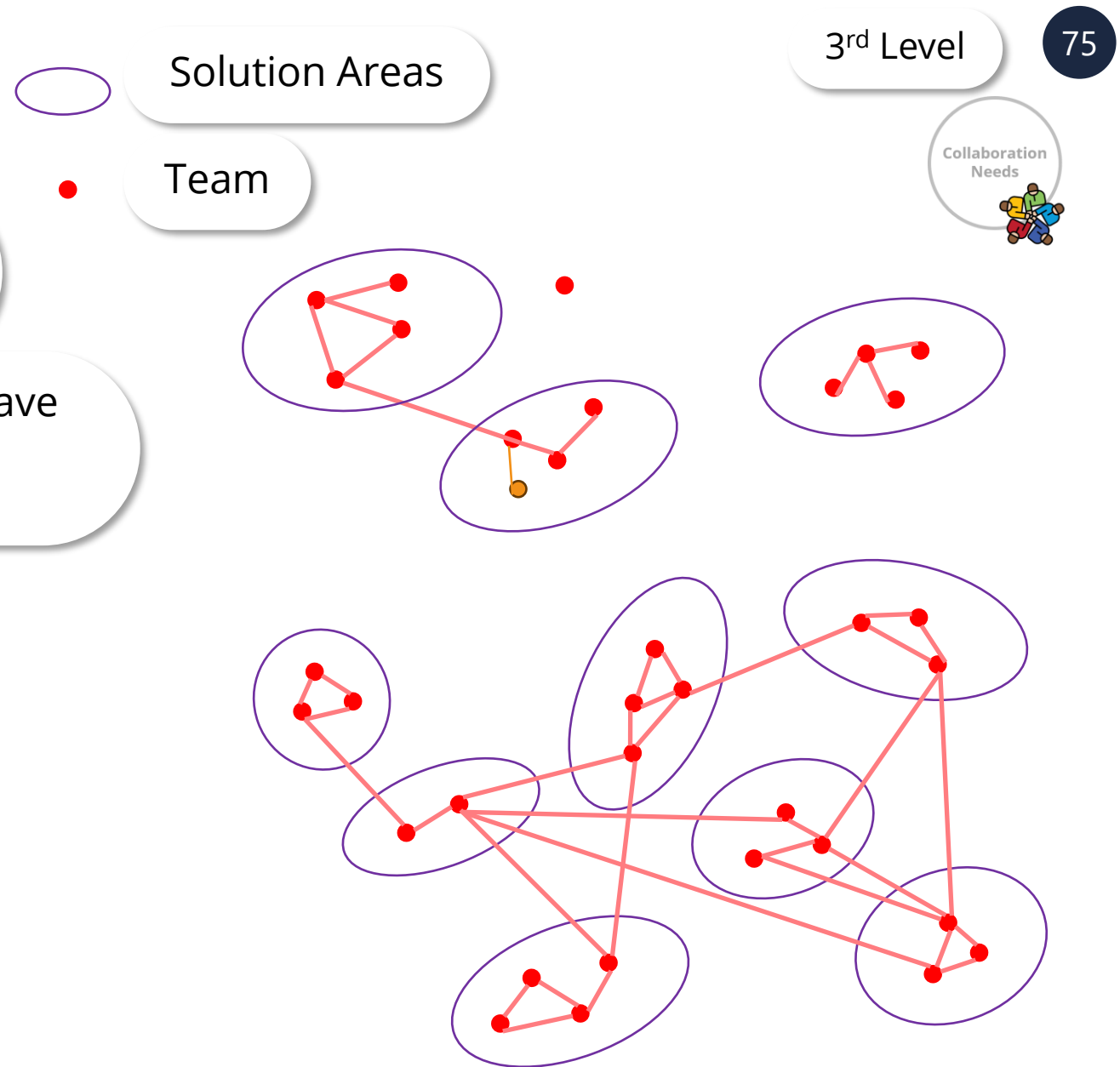
The background of the slide is a dark blue, semi-transparent image. It depicts several hands of different skin tones reaching in from the edges of the frame to assemble puzzle pieces in the center. The puzzle pieces are light-colored, creating a strong contrast with the dark background. The overall composition suggests themes of teamwork, collaboration, and building something together.

COLLABORATION MAPS ON THE THIRD SCALING LEVEL

The third scaling level... ...of Organizational Architecture

A Collaboration Map on the third scaling level depicts the communication & collaboration structure between Solution Areas.

Solution Areas are two to four teams which have to work closely together to create a part of a larger value.



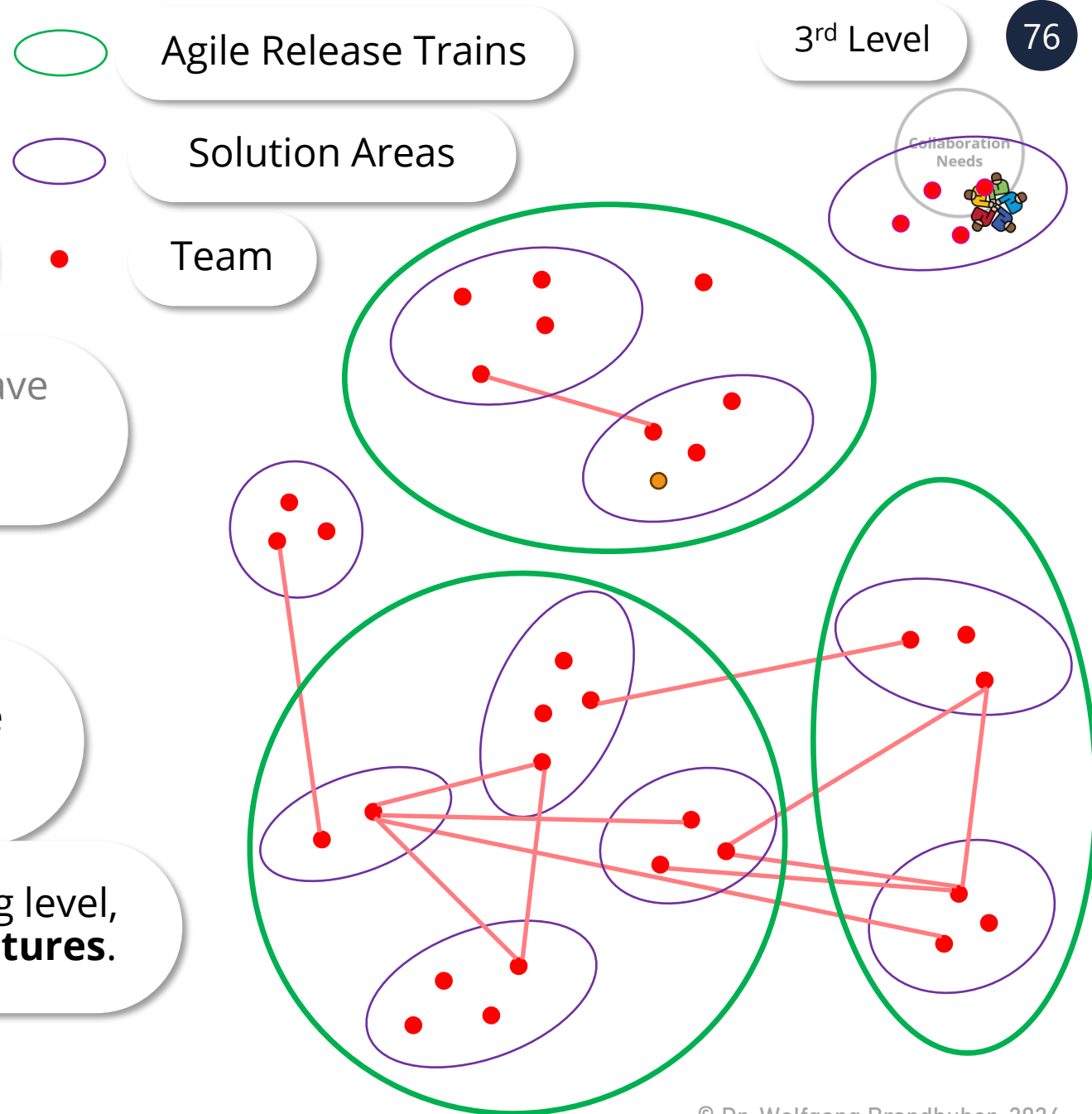
The third scaling level... ...of Organizational Architecture

A Collaboration Map on the third scaling level depicts the communication & collaboration structure between Solution Areas.

Solution Areas are two to four teams which have to work closely together to create a part of a larger value.

On the third scaling level the communication & collaboration structure within the teams and the Solution Areas are ignored, only the structure between several Solution Areas are depicted.

On the collaboration map on the third scaling level, we can identify the **Agile Release Train structures**.



The third scaling level... ...of Organizational Architecture

3rd Level

77



Agile Release Trains



Solution Areas

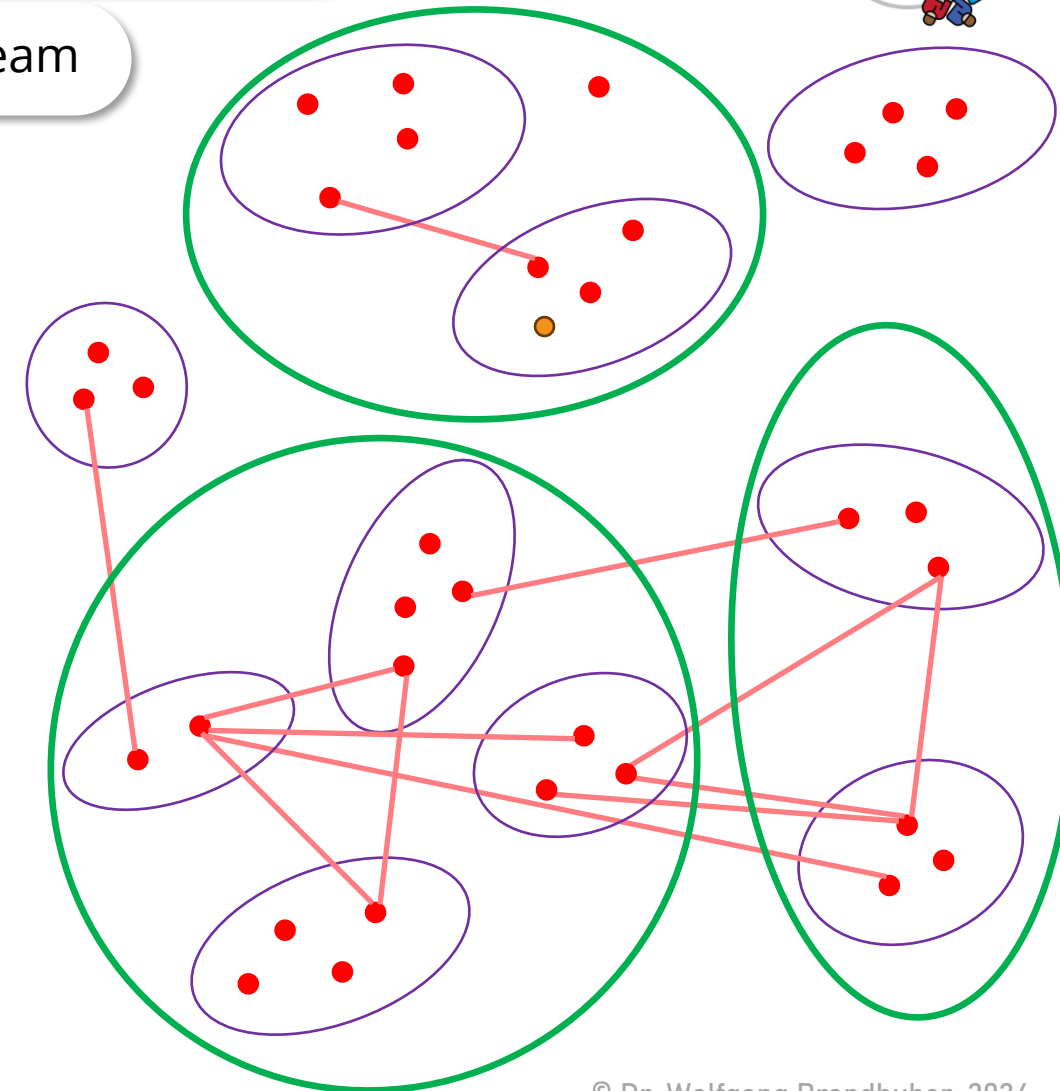
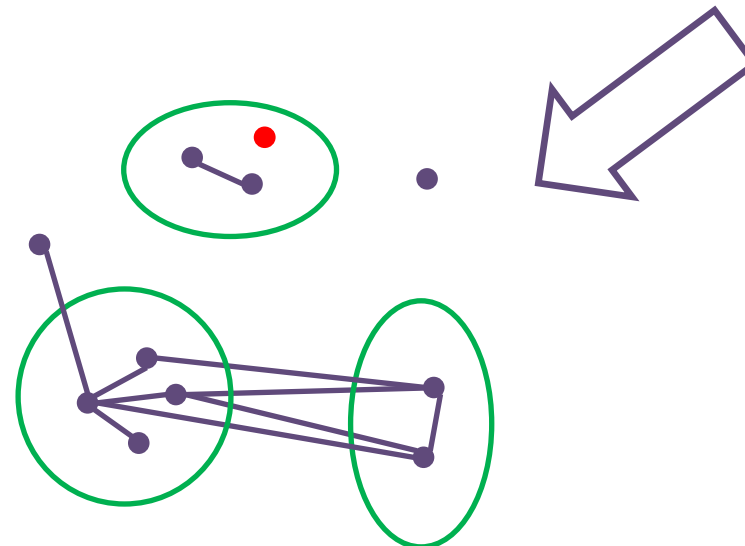


Team

Collaboration
Needs



Analog to the depiction of individual persons in teams and teams within Solution Areas, Solution Areas can now be depicted as dots within Agile Release Trains.



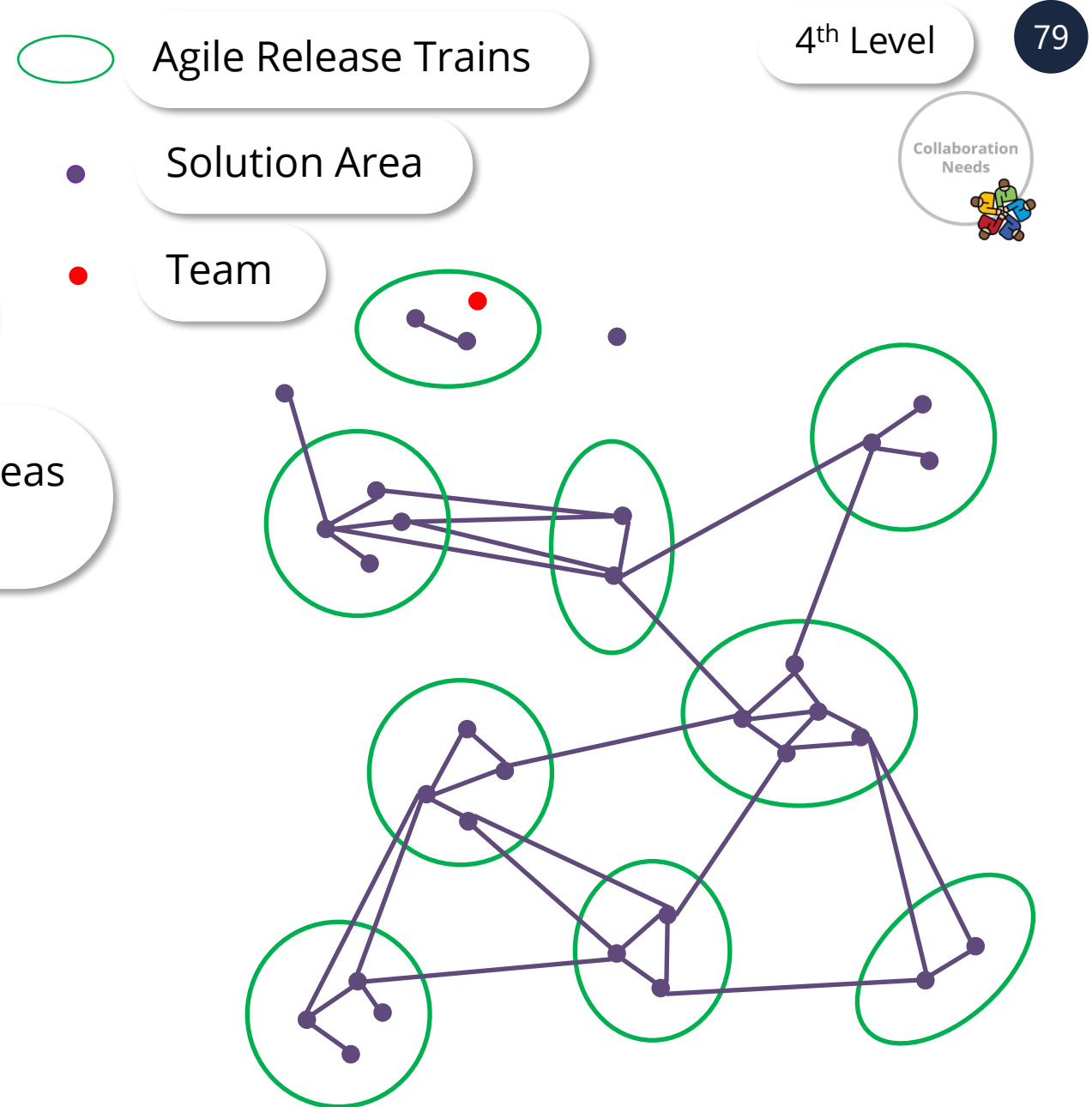
The background of the slide is a dark blue, semi-transparent overlay on a photograph. The photograph depicts several hands of different skin tones reaching in from the edges of the frame to assemble puzzle pieces in the center. The puzzle pieces are light-colored, creating a strong contrast with the dark background. The overall composition suggests themes of teamwork, collaboration, and building something together.

COLLABORATION MAPS ON THE FOURTH SCALING LEVEL

The fourth scaling level... ...of Organizational Architecture

A Collaboration Map on the fourth scaling level depicts the communication & collaboration structure between Agile Release Trains.

An agile release train are two to four Solution Areas collaborating closely to create value together.



The fourth scaling level... ...of Organizational Architecture

4th Level

80



Solution Trains



Agile Release Trains



Solution Areas



Teams

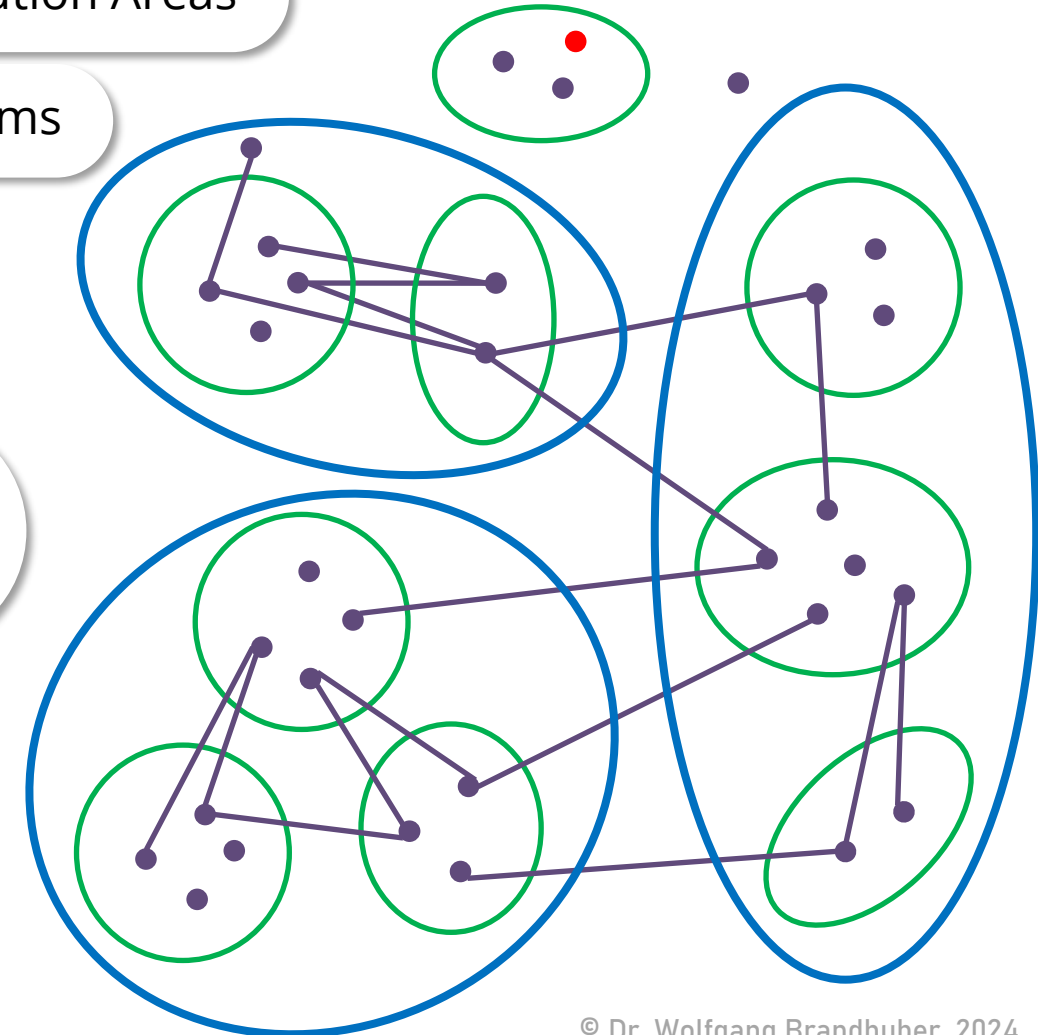
A Collaboration Map on the fourth scaling level depicts the communication & collaboration structure between Agile Release Trains.

An agile release train are two to four Solution Areas collaborating closely to create value together.

On the fourth scaling level the communication & collaboration structure within the teams, the Solution Areas and the Agile Release Trains are ignored. Only the structure between the Agile Release Trains are depicted.

On the collaboration map on the fourth scaling level, we can identify the **Solution Train structures**.

Collaboration Needs



The fourth scaling level... ...of Organizational Architecture

Analog to the depiction of individual people in teams, teams within Solution Areas and Solution Areas within ARTs, ARTs can now be depicted as dots within Solution Trains.



Solution Trains



Agile Release Trains



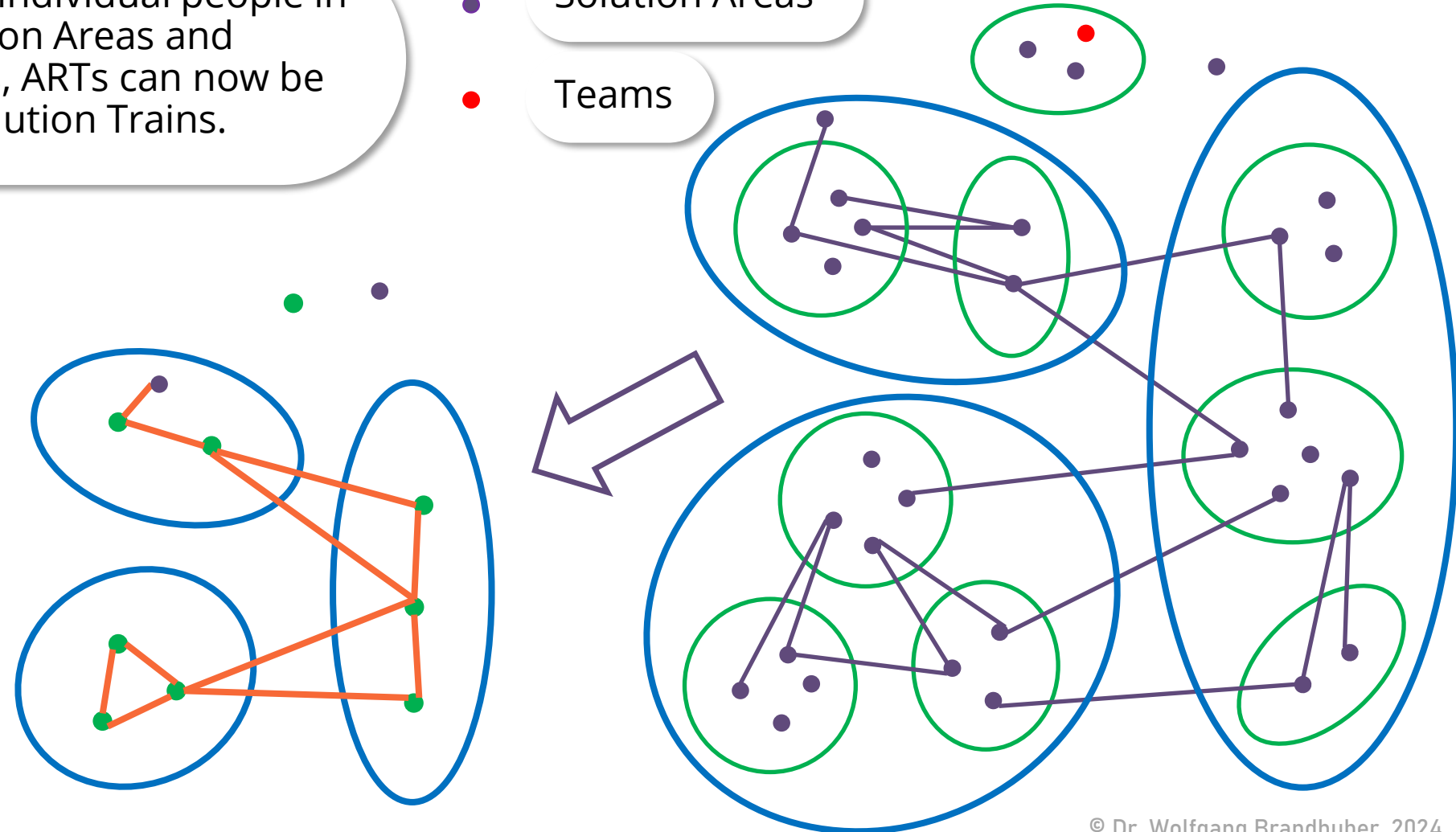
Solution Areas



Teams

4th Level

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The background of the slide features a dark blue, semi-transparent overlay on a photograph. The photograph shows several hands of different skin tones reaching towards the center, where they are assembling black puzzle pieces. The hands are positioned around the perimeter of the frame, creating a sense of collaborative effort and teamwork.

VALUE STREAM CONSIDERATIONS

Value Streams...

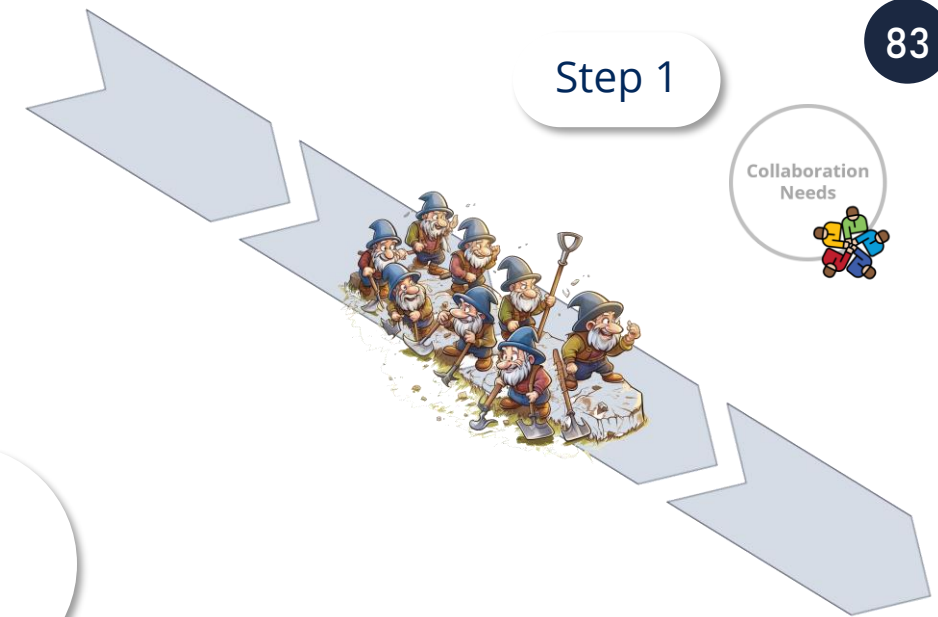
...from a collaboration point of view

The mapping of complex value streams networks is not a linear process.

To understand a complex value stream network, it takes many different perspectives on the value stream landscape.

Only the superposition of these different perspectives creates an approximation of the value stream network.

Collaboration Maps are one aspect of value stream networks.



Value Streams...

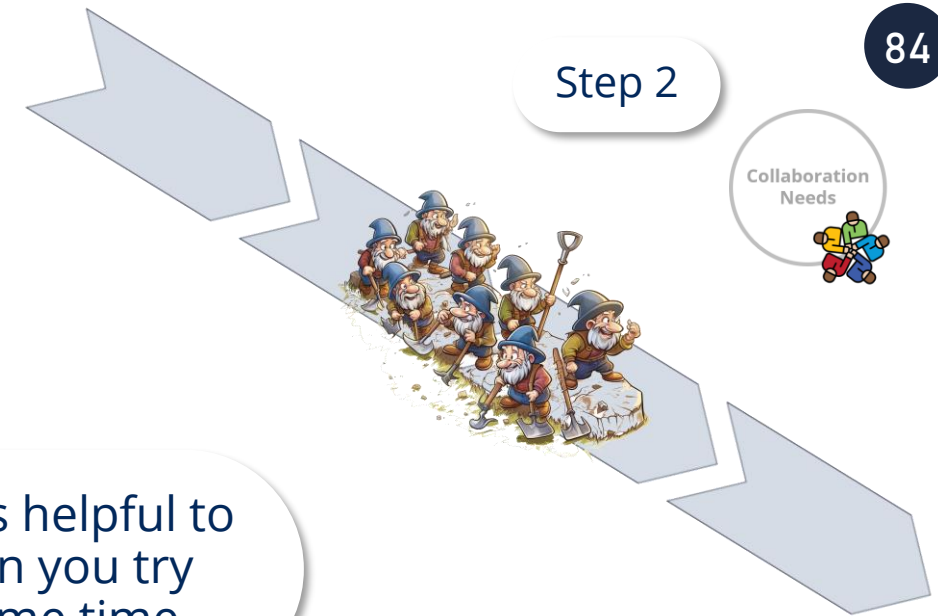
...from a Solution Area point of view

Complexity Encapsulation is an important approach in the mapping of complex value streams networks.

To better understand a complex value stream network, it is helpful to have different levels of granularity to zoom in and out when you try to get a solid overview and a deep understanding at the same time.

Solution Areas provide exactly that: They give you a level of abstraction by encapsulating a certain complexity and at the same time give you the opportunity to drill deeper in certain parts of the value stream network by looking into the Solution Areas.

Solution Areas are an important tool to get a deeper understanding of complex value stream networks.



Value Streams...

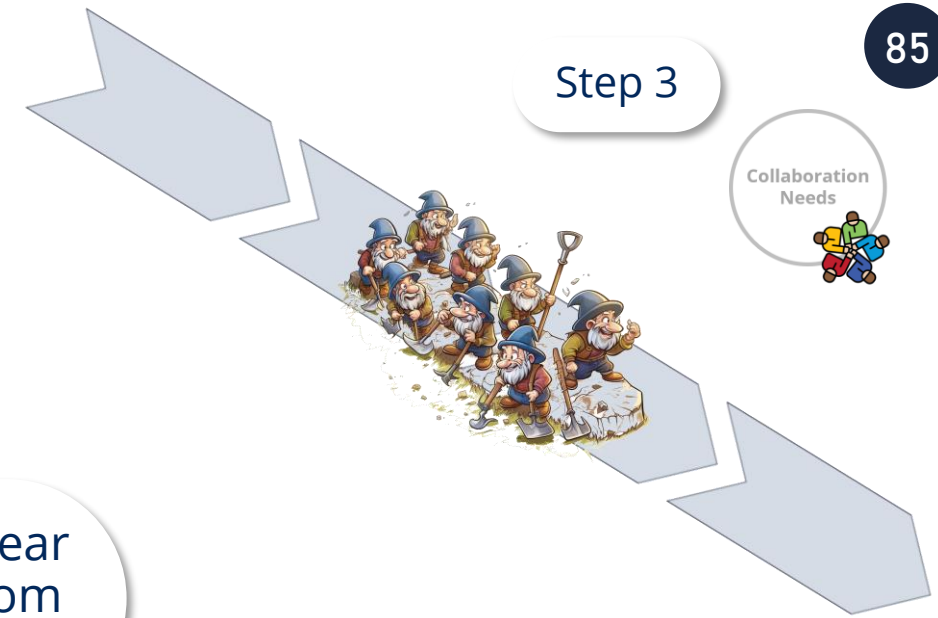
...from a Self-Organization point of view

To be able to react fast to changing value stream networks it is important to give the people creating the value **a high degree of freedom**.

Solution Areas **foster self-organization** by giving clear boundary condition and at the same time the freedom to change internal structures fluently.

This freedom ensures a **short reaction time** as the people are encouraged to change their organizational structures within the Solution Area whenever they feel the need to do so.

The larger the Value Stream Network, the more important it is to react fast to changes getting back into the value creation flow as quickly as possible.



Solution Conference...

...from an Agile Solution Roadmap point of view

Agile Solution Roadmaps are **one of the most important tools** to identify value streams in complex value streams networks.

On the Agile Solution Roadmap the **priorities** from the portfolio level **meet** the **capacity** the Solution Areas provide.

This is the place where **value streams are borne** and mapped **or die** depending on the decisions made in the Planning Conference.

Agile Solution Roadmaps are cornerstones in the understanding of complex value stream networks.

Step 4

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Collaboration
Needs



Value Streams...

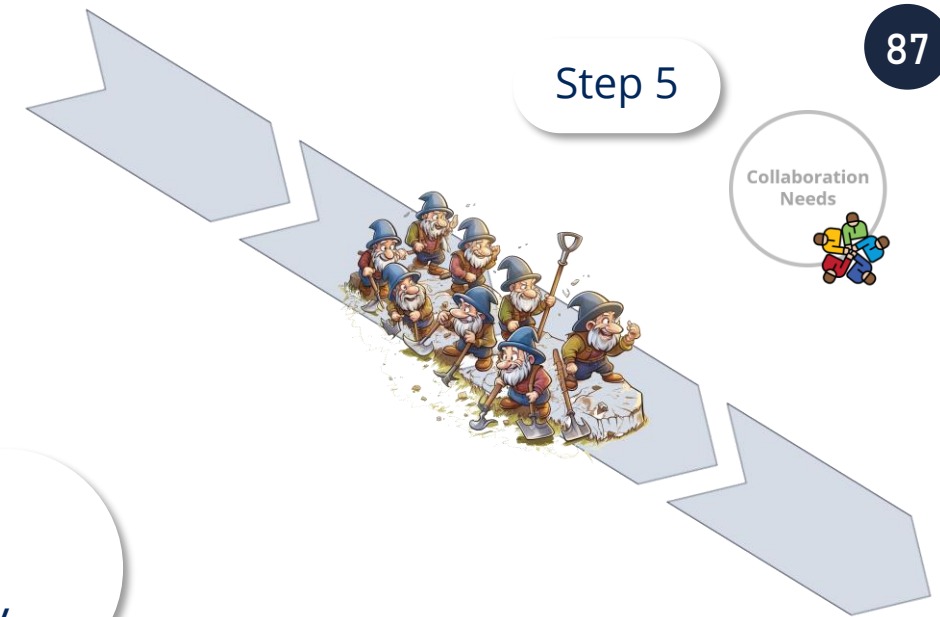
...from a Solution Train point of view

Solution Trains are encapsulating complexity the same way Solution Areas do just two scaling levels higher.

Solution Trains **foster self-organization** by giving clear boundary condition and at the same time the freedom to change the collaboration between the Solution Areas fluently.

In larger value stream networks Solution Trains give you a **level of abstraction** by encapsulating a large part of the complexity and at the same time give you the opportunity to drill deeper in certain parts of the value stream network by looking into the Solution Trains.

Solution Trains are an important level of abstraction in large complex value stream networks and at the same time they are large value stream networks themselves.



The background of the slide is a dark blue, semi-transparent image. It depicts several hands of different skin tones reaching towards the center, where they are assembling black puzzle pieces. The puzzle pieces are arranged in a circular pattern, with some already connected and others being placed. The overall image conveys a sense of teamwork, collaboration, and problem-solving.

Solution Conference

Refinement & Planning ...

... on all scaling levels



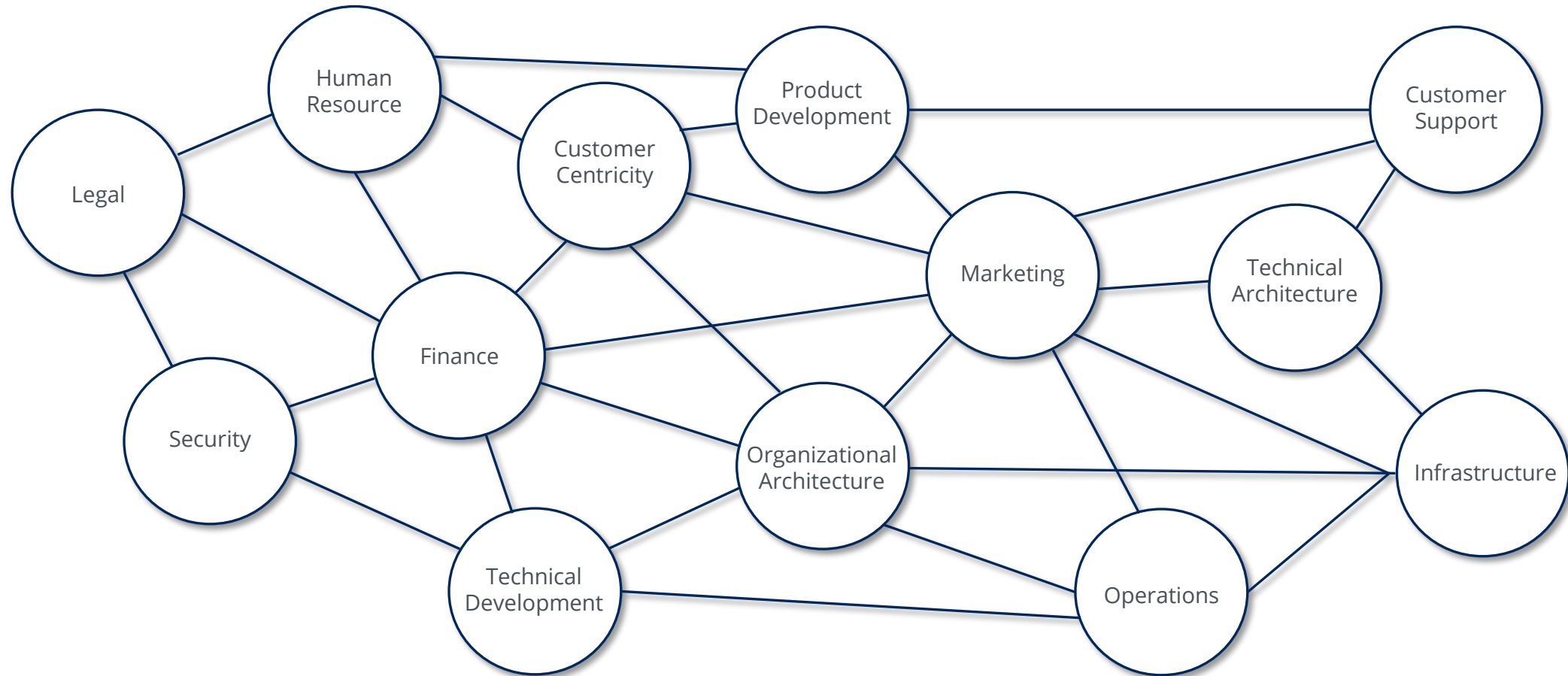
Solution Conference ...

... brings all the people together necessary to create a Solution Roadmap



A Solution Conference ...

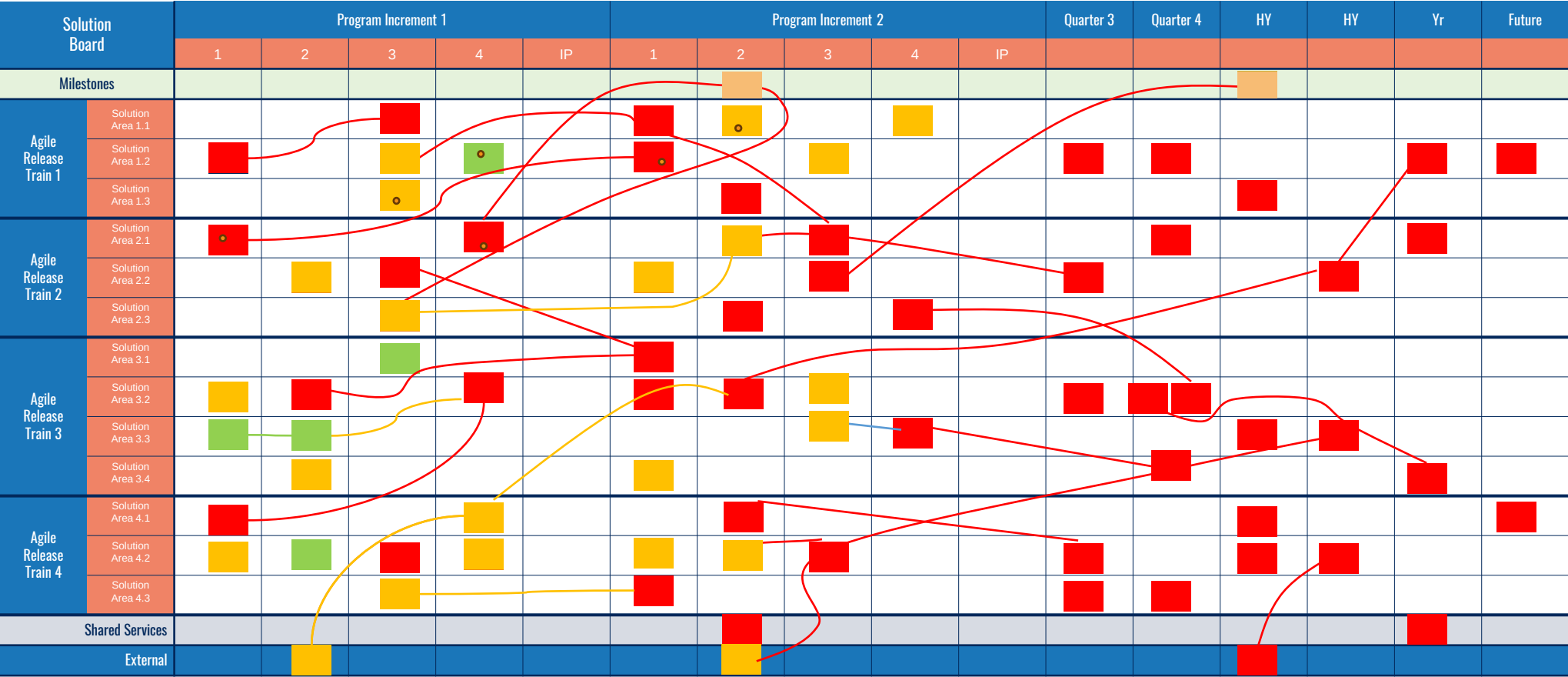
... is similar to a PI Planning on Solution Train level.



The Solution Roadmap created in the Alignment Conference visualizes the aligned understanding of a network of different functions.

Agile Solution Roadmap ...

... is the Single Source of Truth for a Solution Train



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

The background of the slide is a dark blue, semi-transparent image. It depicts several hands of different skin tones reaching towards the center, where they are assembling black puzzle pieces. The puzzle pieces are arranged in a circular pattern, with some already connected and others being placed. The overall effect is one of teamwork and strategic planning.

PI Planning

Refinement & Planning ...

... on all scaling levels



PI Planning ...

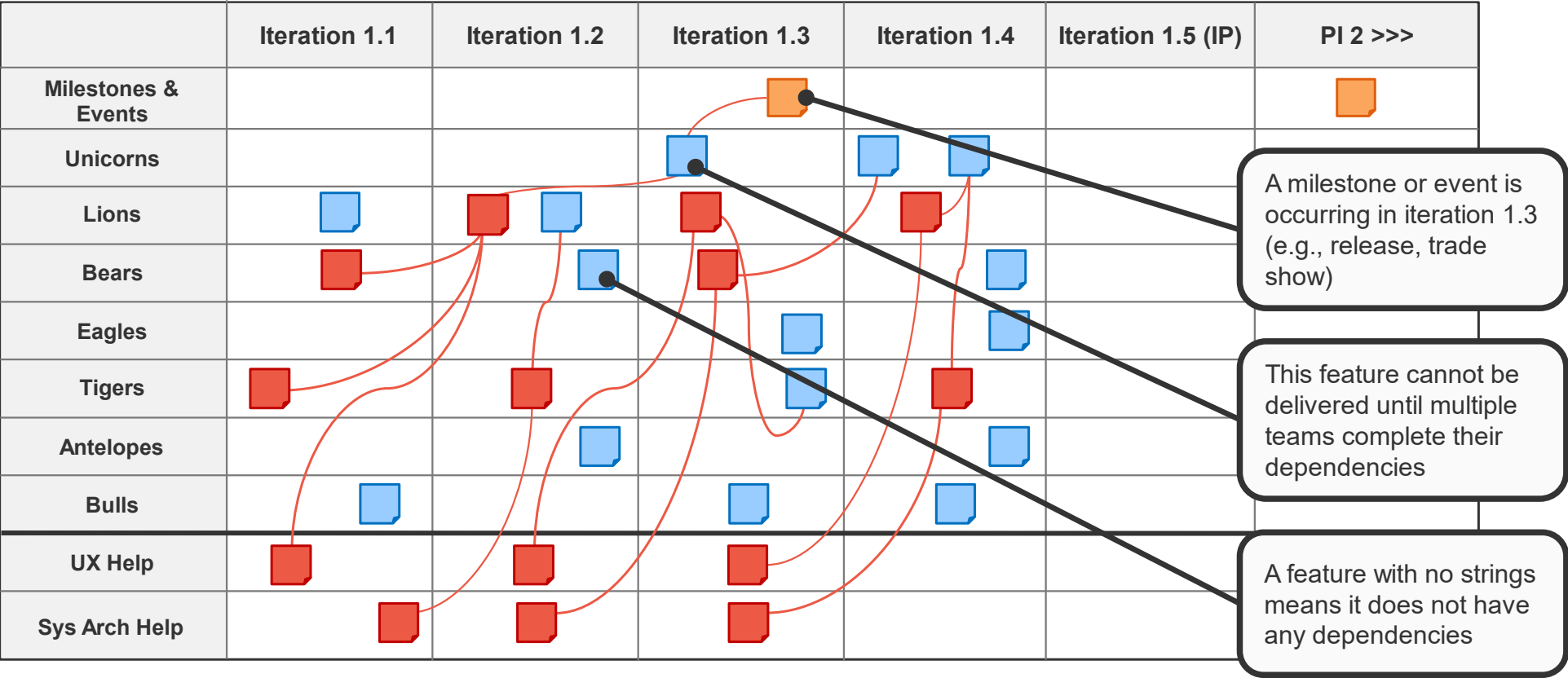
... Agenda

	Day 1 Agenda	Day 2 Agenda
8:00 - 9:00	Business Context	Planning Adjustments
9:00 - 10:30	Product/Solution Vision	
10:30 - 11:30	Architecture Vision and Development Practices	Team Breakouts
11:30 - 1:00	Planning Context and Lunch	Final Plan Review and Lunch
1:00 - 4:00	Team Breakouts	ART Risks
4:00 - 5:00	Draft Plan Review	Confidence Vote
5:00 - 6:00	Management Review and Problem Solving	Plan Rework?
		Planning Retrospective and Moving Forward

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ART Planning Board...

... Agenda



ART Planning Board Legend:

Features

Blue

Significant Dependency

Red or Pink

Milestone or Event

Orange

Red strings (or lines for digital boards) are used to connect a feature or milestone to one or more dependencies. Sometimes a dependency has its own dependencies (see Lions in iteration 1.2)

Refinement & Planning ...

... on all scaling levels



Synchronized Sprint Planning...

... for teams within a Solution Area

Options	Pre Event	Event	Post Event
Representatives of each team	1 h		
Teams (each team for itself)		3 h	
Big Room (all together)			2 h

Refinement & Planning ...

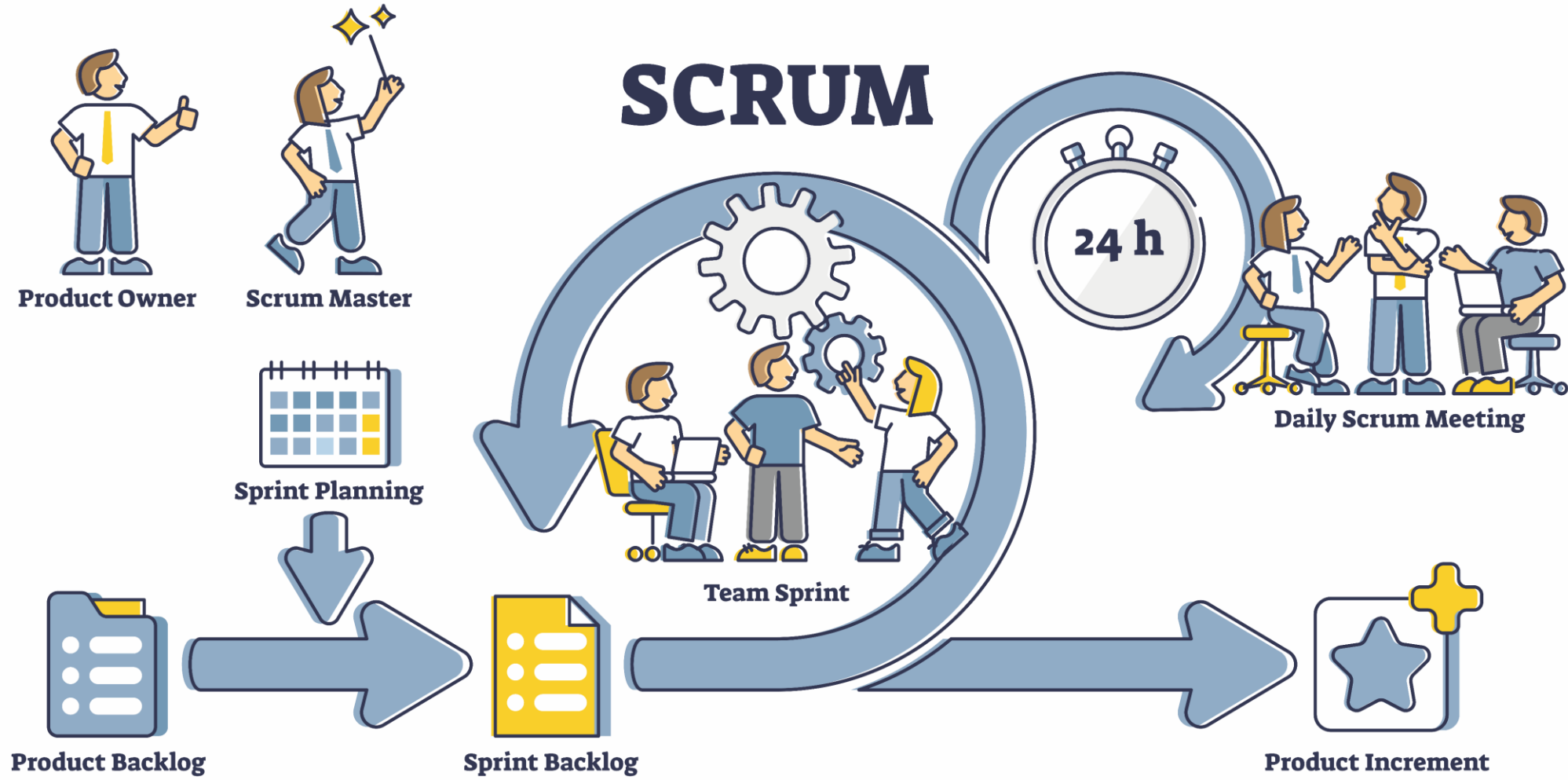
... on all scaling levels



Iteration Planning & Iteration Backlog ...

... on Team Level

100

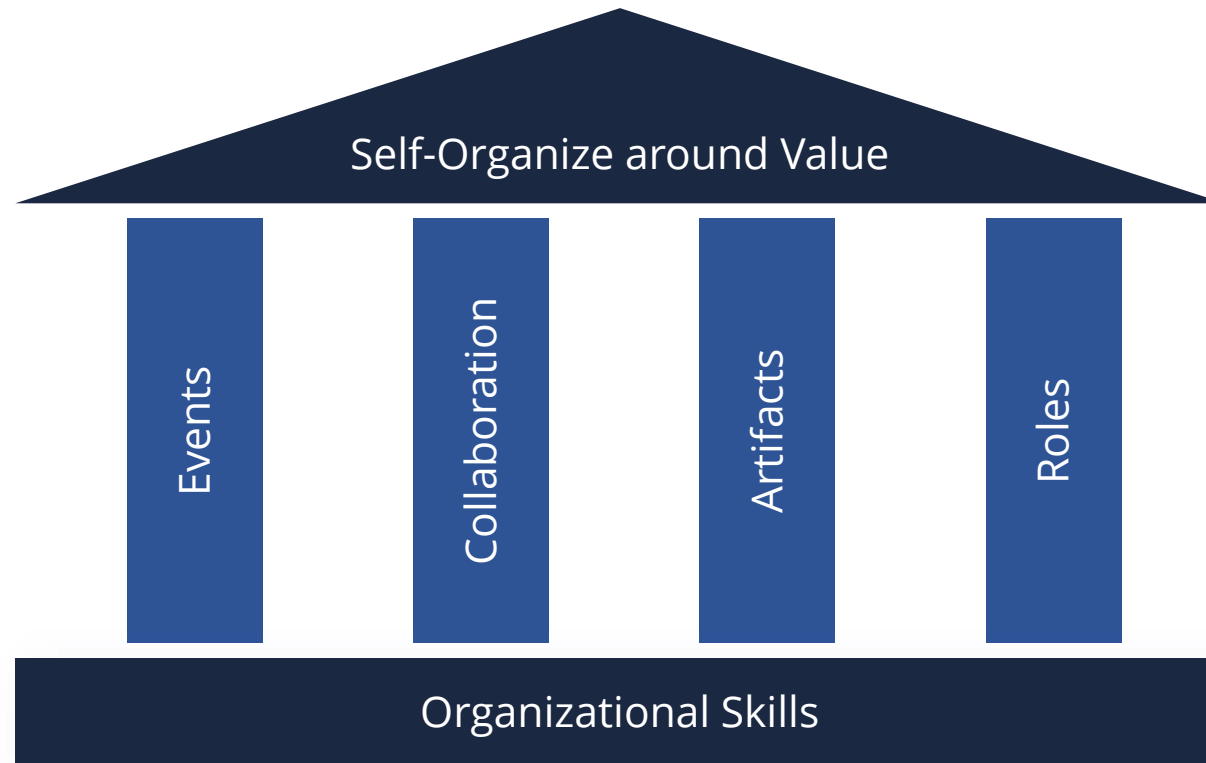




WORKSHOPS

The House of Dynamic Agility ...

... shows the synchronization options between teams



Dynamically design the collaboration structure to optimize the flow of value.

Properties of Dynamic Collaboration Maps

Future Collaboration Maps & Update Cadence

Step 1

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Collaboration
Needs



Collaboration Maps are not static. They have to be updated on a regular cadence.

The Update Cadence for collaboration maps on the **first and second scaling levels** are usually **one sprint**, for the collaboration maps on the **third and fourth scaling level** this is usually **one PI**.

It is good practice to **look several update cycles into the future**. For first and second level maps this means two to four sprints, for third and fourth level maps this means one to two PIs.

Future Collaboration Maps are never committed. They are only forecasts to create a better common understanding of future collaborations and can be changed every update cycle.

Creating Collaboration Maps

Interviews & Workshops

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Collaboration
Needs



Collaboration Maps can be created in interviews with one or more people or collaboratively in workshops.

There are a several different **interview and workshop formats** for engaging people to understand their collective communication & collaboration needs and to align on a common collaboration map.

Depending on the size of the organization to map, there are usually several interviews and workshops necessary to be able to create **comprehensive maps** to which all affected people can consent.

It is important to share the Collaboration Maps during the creation process with all the people who are interested in or affected by the maps so that they are able to provide feedback early on.



Subsidiary Principle ...

... XXX