Leading SAFe®

Thriving in the digital age with Business Agility

SAFe[®] Course – Attending this course gives students access to the SAFe Agilist exam and related preparation materials.



5.1



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Course	Description	Certification
Leading SAFe*	Thriving in the Digital Age with Business Agility	with SAFe® 5 Agilist Certification
Implementing SAFe [®]	Achieving Business Agility with the Scaled Agile Framework	with SAFe* 5 Program Consultant Certification
SAFe* for Government	Applying Lean-Agile Practices in the Public Sector with SAFe $^{\circledast}$	with SAFe® 5 Government Practitioner Certification
Lean Portfolio Management	Aligning Strategy with Execution	with SAFe® 5 Lean Portfolio Manager Certification
SAFe* Product Owner/Product Manager	Delivering Value through Effective Program Increment Execution	with SAFe® 5 Product Owner/Product Manager Certification
Agile Product Management	Using Design Thinking to Create Valuable Products in the Lean Enterprise	with SAFe® 5 Agile Product Manager Certification
SAFe* Scrum Master	Applying the Scrum Master Role within a SAFe $^{\otimes}$ Enterprise	with SAFe® 5 Scrum Master Certification
SAFe* Advanced Scrum Master	Advancing Scrum Master Servant Leadership with SAFe®	with SAFe® 5 Advanced Scrum Master Certification
SAFe* Release Train Engineer	Facilitating Lean-Agile Program Execution	with SAFe® 5 Release Train Engineer Certification
SAFe* for Architects	Architecting for Continuous Value Flow with SAFe®	with SAFe® 5 Architect Certification
SAFe* DevOps	Optimizing Your Value Stream	with SAFe® 5 DevOps Practitioner Certification
SAFe* for Teams	Establishing Team Agility for Agile Release Trains	with SAFe® 5 Practitioner Certification
Agile Software Engineering	Enabling Technical Agility for the Lean Enterprise	with SAFe® 5 Agile Software Engineer Certification

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Course outline

- ► Lesson 1: Thriving in the Digital Age with Business Agility
- ▶ Lesson 2: Becoming a Lean-Agile Leader
- ▶ Lesson 3: Establishing Team and Technical Agility
- ► Lesson 4: Building Solutions with Agile Product Delivery
- ▶ Lesson 5: Exploring Lean Portfolio Management
- ► Lesson 6: Leading the Change
- ► Lesson 7: Practicing SAFe

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Lesson Topics

1.1 Thriving in the digital age

1.2 SAFe as an operating system for Business Agility

1.3 The Seven Core Competencies of Business Agility



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Learning objectives

At the end of this lesson, you should be able to:

- Describe what is necessary to thrive in the digital age
- ▶ Recognize SAFe as an operating system for Business Agility
- ▶ Summarize the seven core competencies of Business Agility

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Those who master large-scale software delivery will define the economic landscape of the 21st century.

-Mik Kersten







<text><list-item><list-item>

Competing in the age of software

The problem is not with our organizations realizing that they need to transform; the problem is that organizations are using managerial frameworks and infrastructure models from past revolutions to manage their businesses in this one.

-Mik Kersten

















Every business is a software business now.
Achieving a state of Business Agility means that the entire organization—not just development—is engaged in continually and proactively delivering innovative business solutions faster than the competition.

—Dean Leffingwell, Creator of SAFe

Business Agility requires technical agility **and** a business-level commitment to product and Value Stream thinking.

And it requires that **everyone involved in delivering business solutions** uses Lean and Agile practices.



SAFe[®] 5 for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for achieving Business Agility by implementing Lean, Agile, and DevOps at scale.































Measure and Grow is the way each portfolio evaluates their progress toward Business Agility and determines their next improvement steps:

- 1. Create a high-level summary using the Business Agility assessment
- 2. Go deeper with the Seven Core Competency assessments
- 3. Analyze results and identify opportunities to improve

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An organization's managers, executives, and other leaders are responsible for the adoption, success, and ongoing improvement of Lean-Agile development and the competencies that lead to Business Agility. Only they have the authority to change and continuously improve the systems that govern how work is performed.







2.1 The Lean-Agile Mindset

Exemplifying SAFe core values

Alignment

- Communicate the mission, vision, and strategy
- Provide briefings and participate in PI Planning
- Participate in backlog review and preparation
- Organize around Value Streams

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Constantly check for understanding

Built-in Quality

- Refuse to accept low-quality work
- Support investments in technical debt reduction
- Ensure UX, architecture, operations, security, compliance, and others are part of the flow of work

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Transparency

- Visualize all relevant work
- Take ownership and responsibility for errors
- Admit your own mistakes
- Support others who acknowledge and learn from their mistakes—never punish the messenger

Program Execution

- Participate as an active Business Owner
- Celebrate high quality and predictably delivered PIs

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 Aggressively remove impediments and demotivators



Action Plan: Exemplifying SAFe's core values

- Step 1: Individually choose one of SAFe's four core values: Alignment, Transparency, Built-In Quality, or Program Execution
- Step 2: In your group, discuss how you can exemplify that core value in your organization
- Step 3: Write down one example in the Action Plan in your workbook

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Duration












mprovement

Relentless

-Peter Drucker

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Innovation



Innovation

- Innovative people
- Provide time and space for innovation
- Go see
- Experimentation and feedback
- Innovation riptides

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Pivot without mercy or guilt









Assessing a Lean Mindset



Notes



Action Plan: Improving the Lean-Agile mindset

- Step 1: Select one of the lowest scores in the assessment.
- Step 2: Brainstorm one to three actions you could take to improve this area.
- Step 3: Share your ideas with your group. Give and receive constructive suggestions on how the ideas offered can improve the mindset scores.
- Step 4: Write down one idea in your Action Plan and be prepared to share.





Improving the Lean -Agile Mindset

The 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.

https://agilemanifesto.org/

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The Agile Manifesto principles

- 1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- 2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.
- 4. Business people and developers must work together daily throughout the project.

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The Agile Manifesto principles

- 5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7. Working software is the primary measure of progress.
- 8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

The Agile Manifesto principles

- 9. Continuous attention to technical excellence and good design enhances agility.
- 10. Simplicity—the art of maximizing the amount of work not done—is essential.
- 11. The best architectures, requirements, and designs emerge from selforganizing teams.
- 12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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- 1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
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- 11. The best architectures, requirements, and designs emerge from self-organizing teams.
- 12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

Source: Principles behind the Agile Manifesto: https://agilemanifesto.org/principles.html

Pri	nciples	Works as is	Not Applicable	Requires rethinking at scale
1.	Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.	0	0	0
2.	Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.	0	0	0
3.	Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.	0	0	0
4.	Business people and developers must work together daily throughout the project.	0	0	0
5.	Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.	0	0	0
6.	The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.	0	0	0
7.	Working software is the primary measure of progress.	0	0	0
8.	Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.	0	0	0
9.	Continuous attention to technical excellence and good design enhances agility.	0	0	0
10.	Simplicity-the art of maximizing the amount of work not done- is essential.	0	0	0
11.	The best architectures, requirements, and designs emerge from self-organizing teams.	0	0	0
12.	At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.	0	0	0

Notes



	#1 Take an economic view
	#2 Apply systems thinking
#3 A	Assume variability; preserve options
#4 Build incre	ementally with fast, integrated learning cycles
#5 Base milesto	nes on objective evaluation of working systems
#6 Visualize and limit	WIP, reduce batch sizes, and manage queue length
#7Apply cade	nce, synchronize with cross-domain planning
#8 Unlock th	e intrinsic motivation of knowledge workers
#	9 Decentralize decision-making
-	

Why focus on the principles?

A common disease that afflicts management the world over is the impression that "Our problems are different." They are different to be sure, but the principles that will help to improve the quality of products and services are universal in nature. —W. Edwards Deming

- ▶ A Lean-Agile transformation will deliver substantial benefits
- ▶ However, it is a significant change, and every implementation is different
- Leaders should understand why the practices work; it's part of 'knowing what it is they must do'
- If a practice needs to change, understanding the principles will assure the change moves the Enterprise in the right direction

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#1 Take an economic view









Instructions: In your groups, discuss the graphs for the serial and parallel approaches. Be prepared to discuss with the class. Consider these questions:

- 1. For the serial approach, which graph is correct?
- 2. For the parallel approach, which graph is correct?
- 3. Which approach will deliver more value?



Notes

Solution economic trade-offs

Understanding trade-off parameters:

- Sequence jobs for maximum benefit
- Do not consider money already spent
- Make economic choices continuously
- Empower local decision making
- If you only quantify one thing, quantify the cost of delay











































Visualize to incre	ease understanding		
Now how do you th	ink they are doing?	O Today	
Wednesday Thursday	Friday Monday Tuesday	Wednesday Thursday Frida	ay Monday Tuesday
Not Started	Development	Te <mark>s</mark> t	Accepted
Story 10 Story 11	Story 9Story 8Story 7Story 6Story 5	Story 2 Story 4	Story 1
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Activity: WIP improvement opportunities

- Step 1: Referring to the Team Board example, discuss the effect of a threestory WIP constraint on Development and Test.
- Step 2: Consider this scenario: You're a developer. You just finished Story 6. What would you do if:
 - There is no WIP constraint
 - The three-Story WIP constraint is in place
- Step 3: Which scenario has the highest throughput?

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Discuss





















Cadence	Synchronization
 Converts unpredictable events into predictable occurrences and lowers cost Makes waiting times for new work predictable Supports regular planning and cross-functional coordination Limits batch sizes to a single interval Controls injection of new work Provides scheduled integration points 	 Causes multiple events to happen simultaneously Facilitates cross-functional trade-offs Provides routine dependency management Supports full system integration and assessment Provides multiple feedback perspectives
Note: Delivering on cadence requires scope or capacity margin	Note: To work effectively, design cycles must be synchronized








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On managing knowledge workers

Workers are knowledge workers if they know more about the work they perform than their bosses. —Peter Drucker

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- Workers themselves are most qualified to make decisions about how to perform their work.
- The workers must be heard and respected for management to lead effectively.
- Knowledge workers must manage themselves. They need autonomy.
- Continuing innovation must be part of the work, the tasks, and the responsibilities of knowledge workers.







Decentralize decision-making						
Define the economic logic behind a decision; empower others to make the changes.						
Centralize	Decentralize everything else					
 Infrequent – Not made very often and usually not urgent (Example: Internationalization strategy) Long-lasting – Once made, highly unlikely to change (Example: Common technology platform) Significant economies of scale – Provide large and broad economic benefit (Example: Compensation strategy) 	 Frequent – Routine, everyday decisions (Example: Team and Program Backlog) Time critical – High cost of delay (Example: Point release to Customer) Requires local information – Specific and local technology or Customer context is required (Example: Feature criteria) 					
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××××	Activity: Decen	tralize decisio	n-making	Prepare	Share			
► Step 1: Const them in the ta	Step 1: Consider three significant decisions you are currently facing. Write them in the table provided in your workbook.							
Step 2: Rate economies or	Step 2: Rate each decision based on the frequency, time criticality, and economies of scale, assigning a value of 0, 1, or 2.							
▶ Step 3: Add the total values: 0 – 3 centralize and 4 – 6 decentralize.								
Decision	Frequent? Y=2 N=0	Time-critical? Y=2 N=0	Economies of scale? Y=0 N=2	Total				
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Decentralize Decision-Making

Decision	Frequent? Y=2 N=0	Time- critical? Y=2 N=0	Economies of scale? Y=0 N=2	Total

Notes

Keys to practicing decentralized decision-making

- Openly discuss how decisions are made and explore opportunities to move authority for those decisions closer to where the work is performed.
- Establish a decision-making framework that equips knowledge workers with the information to make good decisions.
- Provide clarity on organizational objectives, coach effective problem-solving, and provide opportunities to exercise and cultivate decision-making abilities.
- Take responsibility for making and communicating strategic decisions—those that are infrequent, long lasting, and have significant economies of scale. Decentralize all other decisions.

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Advocating for SAFe Principles

Lesson review

In this lesson you:

- Explored the Lean-Agile Mindset
- Applied Lean and Agile at scale with the SAFe Principles



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Why Team and Technical Agility

Agile Teams and teams of Agile Teams create and support the business Solutions that deliver value to the Enterprise's Customers. Consequently, an organization's ability to thrive in the digital age is entirely dependent on the ability of its teams to deliver Solutions that reliably meet a Customer's needs.





Learning objectives At the end of this lesson, you should be able to: Prepare to form cross-functional Agile Teams Describe built-in quality practices Recommend organizing around value with Agile Release Trains (ARTs)









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Lesson review



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Learning objectives At the end of this lesson, you should be able to: Express the benefits of a Customer-centric culture ► Practice applying Design Thinking ► Prioritize the Program Backlog with weighted shortest job first (WSJF) ► Participate in a PI Planning event ► Explain the need to Develop on Cadence; Release on Demand ► Justify the need to build and maintain a Continuous Delivery Pipeline with ► DevOps SCALED AGILES © Scaled Agile. Inc. 4













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Empathy Map Canvas



Instructions:

Step 1: Select a user customer of a product or service from one of your companies in your group.

Step 2: Following the sequence of numbers, fill in each section of the empathy map in the spaces below.

Step 3: Discuss with your group how the empathy map can inform Solution development. Be prepared to share with the class.



#1

GOAL: WHO are we empathizing with?

Who is the person we want to understand?

What is the situation they are in?

What is their role in the situation?


GOAL: What do they need to DO?

What do they need to do differently?

What job(s) do they want or need to get done?

What decision(s) do they need to make?

How will we know we were successful?

#3

What do they SEE?

What do they see in the marketplace?

What do they see in their immediate environment?

What do they see others saying and doing?

What are they watching and reading?



What do they SAY?

What have we heard them say?

What can we imagine them saying?



What do they DO? What do they do today?

What behavior have we observed?

What can we imagine them doing?

Empathy Mapping



GAINS

What are their wants, needs, hopes and dreams?

What other thoughts and feelings might motivate their behavior?















Feature: Multi-factor authentication

Benefit Hypothesis: Enhance user security via both password and a device.

Feature:

Benefit Hypothesis:

Feature:

Benefit Hypothesis:

Feature:

Benefit Hypothesis:











Relative Size Estimating



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×××××××××××××××××××××××××××××××××××××××	Activity: Weighted shortest job first (WSJF) prioritization					Prepare	Share
▶ Step 1: Pri	oritize three of	the Featur	es you ide	ntified ea	rlier using W	VSJF	
▶ Step 2: Sh	are some insig	ghts from th	is activity v	with the c	lass		
Feature	User-business value	Time criticality	RR OE Value	CoD	Job size	WSJF	F
	-	F	+ :	= -	÷ :	=	
	-	F	+ :	= -	÷ :	=	
	-	F	+ :	= -	÷ :	=	
Scale Note There	e for each paramet : Do one column a e must be at least o	er: 1, 2, 3, 5, 8, t a time, start by one "1" in each	13, 20 / picking the s column.	mallest item	and giving it a '	"1."	
	I Agile. Inc.						32



Feature	User-business value	Time criticality	RR OE Value	CoD	Job size	WSJF
	-		• =			
	-		. :		+ =	=
	-	+ 4	• =	= +		=





What is PI Planning?

Program Increment (PI) Planning is a cadence-based event that serves as the heartbeat of the Agile Release Train (ART), aligning all teams on the ART to a shared mission and Vision.

- ▶ Two days every 8 12 weeks (10 weeks is typical)
- Everyone plans together
- Product Management owns Feature priorities
- Development teams own Story planning and high-level estimates
- Architect/Engineering and UX work as intermediaries for governance, interfaces, and dependencies

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The benefits of PI Planning Establishing personal communication across all team members and stakeholders Aligning development to business goals with the business context, Vision, and Team/Program PI Objectives Identifying dependencies and fostering cross-team and cross-ART collaboration Providing the opportunity for just the right amount of architecture and Lean User Experience (UX) guidance

- Matching demand to capacity, eliminating excess work in process (WIP)
- Fast decision making



PI Planning

Agile Team

Cross-team collaboration

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Simulation: Da	ay 1 ageno	da
Business context	8:00 – 9:00	State of the business
Product/Solution Vision	9:00 - 10:30	Vision and prioritized Features
Architecture Vision and development practices	10:30 – 11:30	Architecture, common frameworks, etc.Agile tooling, engineering practices, etc.
Planning context and lunch	11:30 – 1:00	Facilitator explains the planning process
Team breakouts	1:00 - 4:00	 Teams develop draft plans and identify risks and impediments Architects and Product Managers circulate
Draft plan review	4:00 - 5:00	Teams present draft plans, risks, and impediments
Management review and problem solving	5:00 - 6:00	Adjustments made based on challenges, risks, and impediments
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Simulation: D	ay 2 ageno	da
Planning adjustments	8:00 – 9:00	 Planning adjustments made based on previous day's management meeting
Team breakouts	9:00 – 11:00	 Teams develop final plans and refine risks and impediments Business Owners circulate and assign business value to team objectives
Final plan review and lunch	11:00 – 1:00	• Teams present final plans, risks, and impediments
Program risks	1:00 – 2:00	 Remaining program-level risks are discussed and ROAMed
PI confidence vote	2:00 – 2:15	Team and program confidence vote
Plan rework if necessary	2:15 – ???	 If necessary, planning continues until commitment is achieved
Planning retrospective and moving forward	After commitment	RetrospectiveMoving forwardFinal instructions
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Activity: Scrum of Scrums (SoS)					Duratio	
SoS Sync Questions	Team 1	Team 2	Team 3	Team 4	Team 5	
Have you identified the capacity for each Iteration of the PI?						
Have you identified most of the Stories for the first two Iterations and begun estimating?						
Have you begun resolving dependencies with other teams?						
Are you discussing tradeoffs and conflicting priorities with your Business Owners?						
Have you identified any program risks?						
Will you be ready to start writing PI Objectives in the next 15 minutes?						
Is there anything you need to discuss with other Scrum Masters? If so, stay for the meet-after.						
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Team breakout #2

Based on new knowledge and a good night's sleep, teams work to create their final plans.

- In the second team breakout, Business Owners circulate and assign business value to PI Objectives from low (1) to high (10)
- ▶ Teams finalize the Program Increment plan
- Teams also consolidate program risks, impediments, and dependencies
- Uncommitted objectives provide the capacity and guard band needed to increase the reliability of cadence-based delivery

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Objectives for PI 1

5 most frequent destinations

1. Show routing calculations between the

AV

ΒV

10





Building the final plan

- Final plans are reviewed by all teams
- Business Owners are asked whether they accept the plan
- If so, the plan is accepted
- If not, the plans stay in place, and the team continues planning after the review



A team presenting their final plan Used with permission of Discount Tire Corporation

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PI System Demo

At the end of the PI, teams demonstrate the current state of the Solution to the appropriate stakeholders.

- Often led by Product Management, POs, and the System Team
- Attended by Business Owners, ART stakeholders, Product Management, RTE, Scrum Masters, and teams



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DevOps Myth or Fact Quiz

Instructions: Take this myth or fact quiz individually. Check your results with the answer key at the bottom of the page that follows the quiz.

		Myth	Fact
1.	DevOps is just about automation	0	0
2.	DevOps is a cultural change	0	0
3.	You don't need Lean-Agile to have a successful DevOps implementation	0	0
4.	Agile is for development not operations	0	0
5.	The deployment pipeline is used to deploy environments as well as solutions	0	0
6.	DevOps tries to bridge the gap between new Features and stable solutions	0	0
7.	Measurements are an important part of DevOps	0	0
8.	Automation of testing reduces the holding cost	0	0
9.	DevOps is only for small software companies	0	0
10	. Chaos monkey was developed by Netflix	0	0

Notes





DevOps Myth or Fact: **Quiz Answers** 1-MYTH | 2-FACT | 3-MYTH | 4-MYTH | 5-FACT | 6-FACT | 7-FACT | 8-MYTH | 9-MYTH | 10-FACT























Improving Agile Product Delivery

Lesson review

In this lesson you:

- Identified the benefits of Customer Centricity
- Practiced Design Thinking
- Experienced Program Backlog prioritization with WSJF
- Participated in a PI Planning simulation
- Explored how to Develop on Cadence and Release on Demand
- Discussed how to build a Continuous Delivery Pipeline with DevOps



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Learning objectives At the end of this lesson, you should be able to: Describe the purpose and elements of a SAFe portfolio Construct well-written strategic themes ► Employ the portfolio canvas to describe the current and future state ► Create Epic hypothesis statements to inform the Vision ► Distinguish traditional and Lean budgeting approaches ► Construct a Portfolio Kanban ► SCALED AGILES © Scaled Agile. Inc. 4

The role of Lean Portfolio Management (LPM)

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













Strategy and investment funding: Collaboration and responsibilities

Strategy and investment funding ensures that the entire portfolio is aligned and funded to create and maintain the Solutions needed to meet business targets.











Identifying Strategic Themes

Strategic Theme #1

Strategic Theme #2

Strategic Theme #3





TOWS strategic options matrix

- The key difference between the SWOT and TOWS analyses are the outcomes that they create
- TOWS analysis is used primarily for identifying strategic options to create a better future state
- SWOT analysis is a great way to uncover the current situation of your Value Stream, product, or portfolio



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Epics are initially described with the	Epic nypotr	nesis statement
Epics are described with four maior		Epic Hypothesis Statement
()))))))) ())) ()))) ()	Funnel Entry Date:	<the date="" entered="" epic="" funnel.="" that="" the=""></the>
fields:	Epic Name:	<a epic.="" for="" name="" short="" the="">
	Epic Owner:	<the epic="" name="" of="" owner.="" the=""></the>
The value statement – Describes the Epic in general terms: the "for whe the" perting	Epic Description:	<an (value="" a="" and="" clear="" concise="" describes="" elevator="" epic="" in="" pitch="" statement)="" that="" the="" way.=""></an>
general terms, the for-who-the portion		For <customers></customers>
		who <do something=""></do>
Business outcomes hypothesis – States		the <solution></solution>
the quantitative or qualitative benefits that the		is a <something 'how'="" -="" the=""></something>
		that <provides this="" value=""></provides>
business can anticipate if the hypothesis is		unlike <competitor, current="" non-existing="" or="" solution=""></competitor,>
proven to be correct		our solution <does 'why'="" better="" something="" the="" –=""></does>
Leading indicators – Describe the early	Business Outcomes:	<the anticipate="" benefits="" business="" can="" if="" measurable="" td="" that="" the="" the<=""></the>
		epic hypothesis is proven to be correct.>
measures that will help predict the business		
outcomes	Leading	<the business="" early="" help="" measures="" outcome<="" predict="" td="" that="" the="" will=""></the>
	Indicators:	hypothesis. For more on this topic, see the Innovation Accounting advanced topic article.>
Nonfunctional requirements (NFRs) –	Necfordieral	
Identify any NFRs associated with the Epic	Requirements (NFRs):	violinuncuonal requirements (incrks) associated with the epic.>



Activity: Epic writing



- Step 2: Write the Epic hypothesis statement
- ► Step 3: Discuss:
 - What could be an MVP to validate this Epic?

	Epic Hypothesis Statement
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ic Name:	<a epic.="" for="" name="" short="" the="">
pic Owner:	<the epic="" name="" of="" owner.="" the=""></the>
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	For <customers></customers>
	who <do something=""></do>
	the <solution></solution>
	is a <something 'how'="" -="" the=""></something>
	that <provides this="" value=""></provides>
	unlike <competitor, current="" non-existing="" or="" solution=""></competitor,>
	our solution <does 'why'="" better="" something="" the="" –=""></does>
Business Outcomes:	<the anticipate="" be="" benefits="" business="" can="" correct.="" epic="" hypothesis="" if="" is="" measurable="" proven="" that="" the="" to=""></the>
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dicators:	hypothesis. For more on this topic, see the Innovation Accounting advanced topic article.>
Ionfunctional	<nonfunctional (nfrs)="" associated="" epic.="" requirements="" the="" with=""></nonfunctional>

Prepare

Share

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Epic Writing

Epic: Develop nextgeneration van hardware to capture additional data on van performance **Epic:** Maintenance programs tailored for each van based on sensor data **Epic:** Automated electronic inspections and tracking

Epic Hypothesis Statement					
Funnel Entry Date:	<the date="" entered="" epic="" funnel.="" that="" the=""></the>				
Epic Name:	<a epic.="" for="" name="" short="" the="">				
Epic Owner:	<the epic="" name="" of="" owner.="" the=""></the>				
Epic Description:	<an (value="" a="" and="" clear="" concise="" describes="" elevator="" epic="" in="" pitch="" statement)="" that="" the="" way.=""> For <customers> who <do something=""> the <solution> is a <something 'how'="" -="" the=""> that <provides this="" value=""> unlike <competitor, current="" non-existing="" or="" solution=""> our solution <does 'why'="" better="" something="" the="" –=""></does></competitor,></provides></something></solution></do></customers></an>				
Business Outcomes:	<the anticipate="" be="" benefits="" business="" can="" correct.="" epic="" hypothesis="" if="" is="" measurable="" proven="" that="" the="" to=""></the>				
Leading Indicators:	<the accounting="" advanced="" article.="" business="" early="" for="" help="" hypothesis.="" innovation="" measures="" more="" on="" outcome="" predict="" see="" that="" the="" this="" topic="" topic,="" will=""></the>				
Nonfunctional Requirements (NFRs):	<nonfunctional (nfrs)="" associated="" epic.="" requirements="" the="" with=""></nonfunctional>				

Epic Writing

Epic l	Hypotł	nesis	Stater	nent
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Funnel Entry Date:	
Epic Name:	
Epic Owner:	
Epic Description:	
Business Outcomes:	
Leading Indicators:	
Nonfunctional Requirements (NFRs):	






















Lesson review

In this lesson you:

- Described the purpose and elements of a SAFe portfolio
- Constructed well-written strategic themes
- Reviewed the Portfolio Canvas to describe the current and future state
- Created Epic hypothesis statements to inform the Vision
- Distinguished traditional and Lean budgeting approaches
- Discussed the Portfolio Kanban

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Why Lean-Agile Leadership?

An organization's managers, executives, and other leaders are responsible for the adoption, success, and ongoing improvement of Lean-Agile development and the competencies that lead to Business Agility. Only they have the authority to change and continuously improve the systems that govern how work is performed.







6.1 Leading by example



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Leaders provide the organization with patterns of expected behaviors		
Pathological Culture Power-oriented	Bureaucratic Culture Rule-oriented	Generative Culture Performance-oriented
Low cooperation	Modest cooperation	High cooperation
Messengers blamed	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Responsibilities shared
Collaboration discouraged	Collaboration tolerated	Collaboration encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to improvement
Innovation crushed	Innovation leads to problems	Innovation implemented
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Leading the Change

Lesson review

In this lesson you:

- Explored the behaviors necessary to lead by example
- Discussed techniques for leading successful change
- Reviewed the steps in the SAFe Implementation Roadmap



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