



Scaling Lean & Agile in the Real World

Some realities of lean & agile adoption/transformation at scale

Brought to you by IconTC and LeanIntent

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- Graduate of US Naval Academy in Annapolis, served 12 years in US Navy and Marine Corps
- Consultant to Business and IT for 30+ years
- Thought Leader, Business Executive, International Lean-Agile Trainer, Organizational Change Agent, Conference Speaker, Lean Transformation Coach
- With Dean Leffingwell, co-founded Scaled Agile, the world's leading Enterprise Agile consulting, training, and certification company
 - CEO and President of Asia Pacific Operations
 - Principal contributor to SAFe
- Creator of *Lean for the Intelligent Enterprise (LeanIntent)*, and the *Lean Value Map*
- Representing IconTC today, Icon partner for 20+ years

Definition of Agile, SAFe, and Lean

Agile is a set of principles for software development under which requirements and solutions evolve through the collaborative effort of self-organizing cross-functional teams. It advocates adaptive planning, evolutionary development, early delivery, and continuous improvement, and it encourages rapid and flexible response to change.

www.wikipedia.com

Scaled Agile Framework (SAFe) is an online, freely revealed knowledge base of proven success patterns for implementing Lean-Agile software and systems development at enterprise scale.

www.scaledagileframework.com

Lean is the rapid creation and delivery of meaningful value in the simplest, most effective manner possible through empowerment and innovation. It is a way of thinking, organizing, operating, and being.

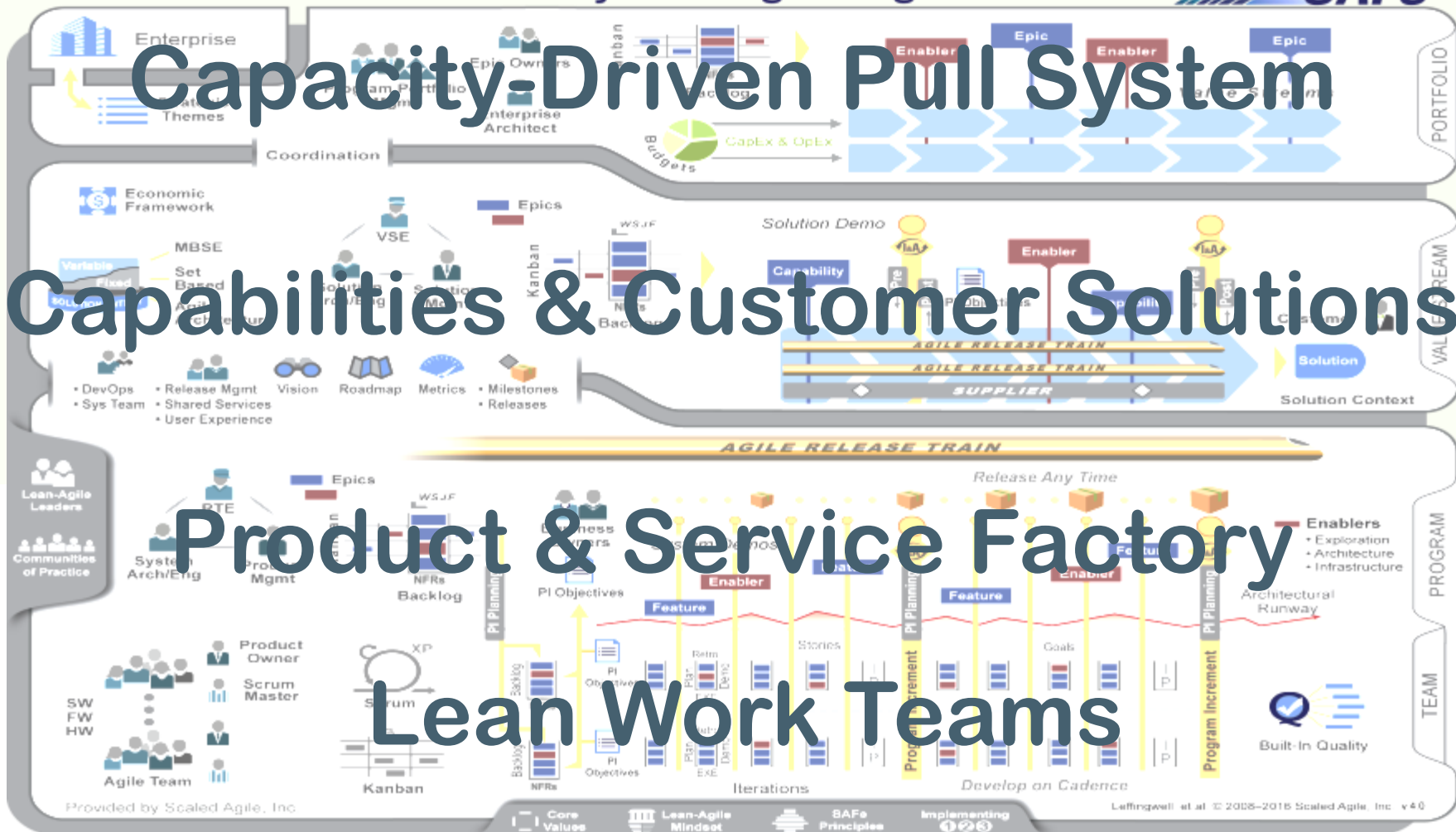
www.leanintent.com

Capacity-Driven Pull System

Capabilities & Customer Solutions

Product & Service Factory

Lean Work Teams

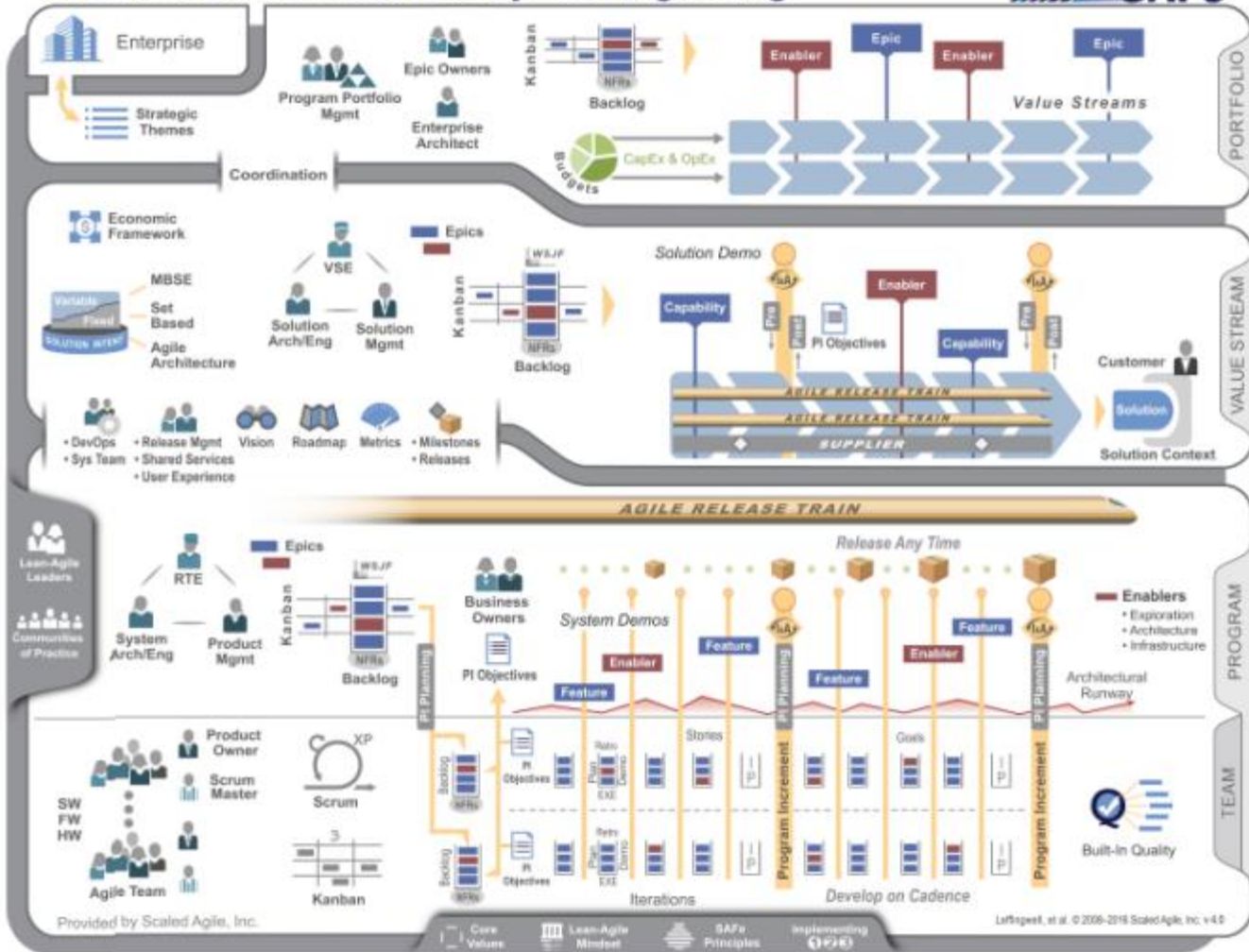


SAFe® 4.0 for Lean Software and Systems Engineering



Demand

Supply



Lean Work Teams

SAFe® 4.0 for Lean Software and Systems Engineering



- Small self-organizing, self-managing, cross-functional, empowered teams are the foundation of lean and agile
- SAFe teams are “reinforced” with Program-level specialists
 - Business Analysts (BA)
 - User Experience (UX)
 - Data Engineers (DE, DA, DBA)
 - Tool Specialists
 - Middleware Specialists, etc.

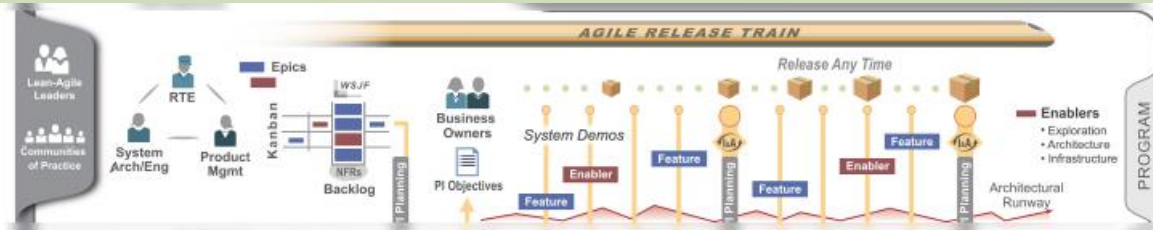


Product & Service Factory

SAFe® 4.0 for Lean Software and Systems Engineering



- ART is a long-lived construct that exists as long as the company delivers a product or product line to a market segment
- Sequence of continuous cross-functional activities, materials, and information flow required to design, produce, and deliver goods or services to a customer



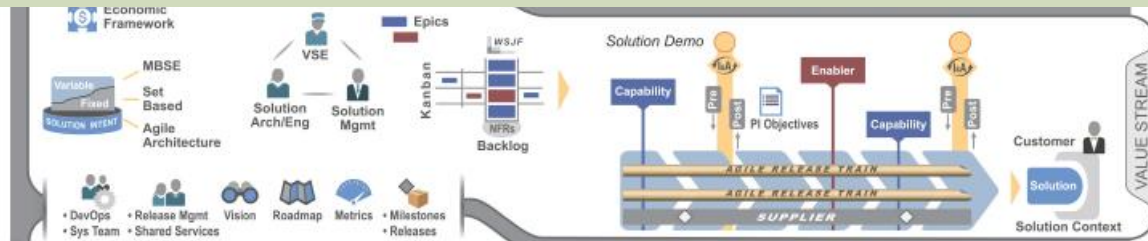
- SAFe ART is a lean value stream with predictable delivery via know capacity
- Unique shared expertise resides here to augment teams

Capabilities & Customer Solutions

SAFe® 4.0 for Lean Software and Systems Engineering

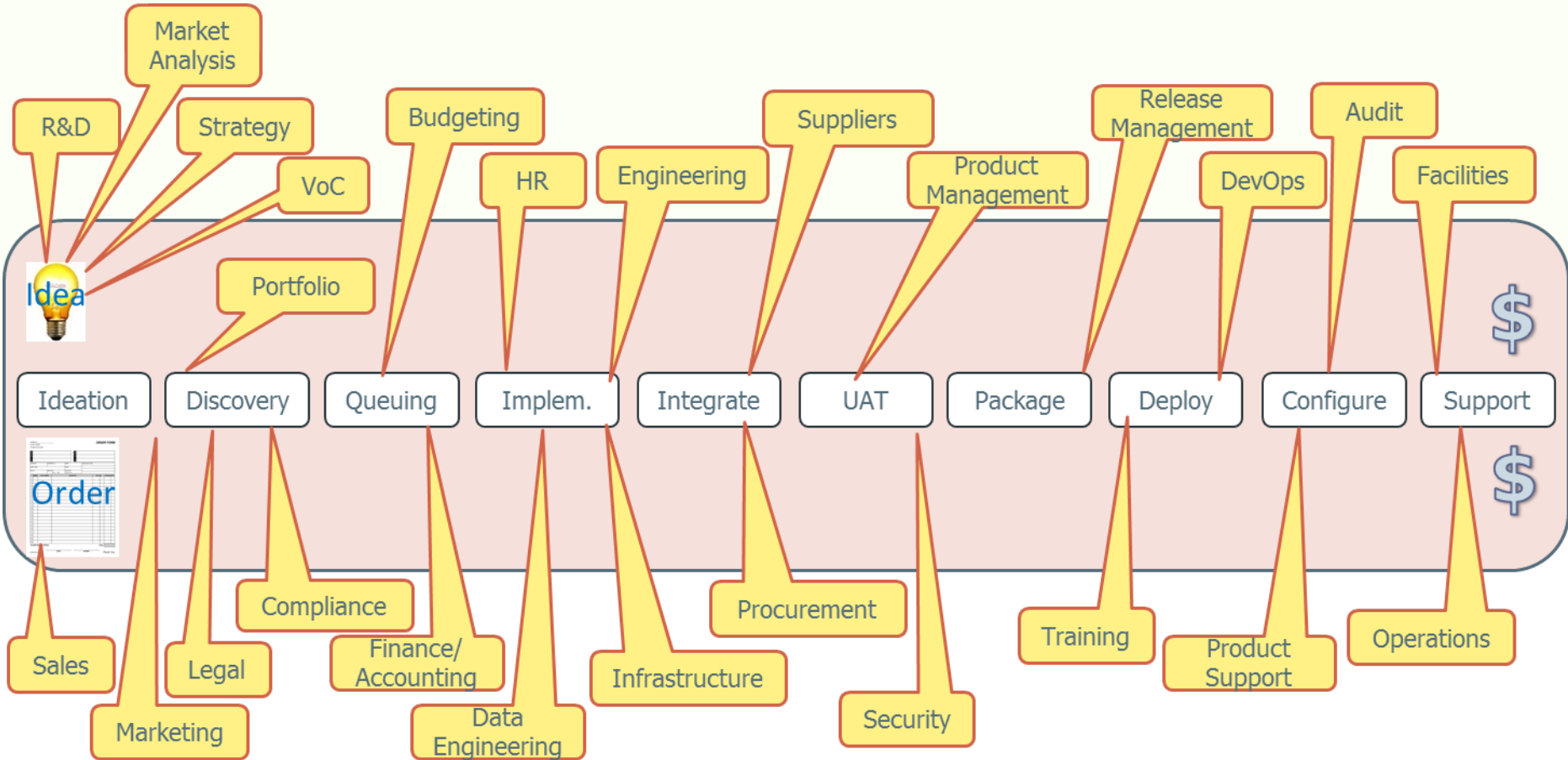


- Group of ARTs with aggregated capacity, typically serving the same or similar customer base
- Focus on integrated customer solutions & technical capabilities



- Requires full business participation to ensure solutions meet customer needs
- Leverages IT infrastructure shared services
 - Distributed networks
 - Collaborative tools
 - Desktop systems
 - Security
 - Deployment

Typical SAFe Value Stream Flow



Sample Capabilities – HR System

- Labor relations
- Training & career planning
- Workforce planning & analytics
- Recruiting & onboarding
- Performance management
- Internal communications
- Compensation
- Benefits administration

Example Capacity Calculation

Retail Solutions	Product or Product Line	Internal Teams	External Teams
ART: Health & Wellness		9	1
Pharmacy	Product Line	6	1
Clinics	Product Line	1	
Ordering	Product Line	2	
ART: Merchandising		8	1
Pricing	Product Line	3	
Merchandising	Product Line	1	
Discounting & Promotions	Product	2	1
Enterprise Resource Planning	Product Line	2	
ART: Customer Engagement		4	1
Loyalty	Product Line	3	
Marketing & Advertising	Product Line	1	1
ART: Store Systems		8	14
In-Store Systems	Product Line	2	
Fuel	Product Line	1	1
Payments	Product Line	2	
Point of Sale	Product	2	10
Small Stores	Product Line	1	3
ART: Enterprise Enablement		6	0
Next Generation Apps	Product Line	2	
Self-serve Checkout	Product	1	
Transportation	Product Line	2	
Inventory Monitoring	Product	1	
Totals		35	17

5 # of ARTs

35 # of Internal Teams

17 # of External Teams

52 Total # of teams in this SAFe value stream

40 Average velocity (# of points) per team per sprint

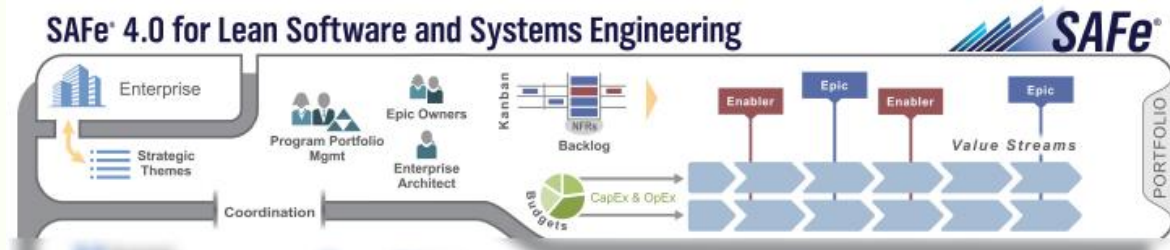
4 # of feature development sprints per PI

5 # of PIs per year

20 # of sprints per year

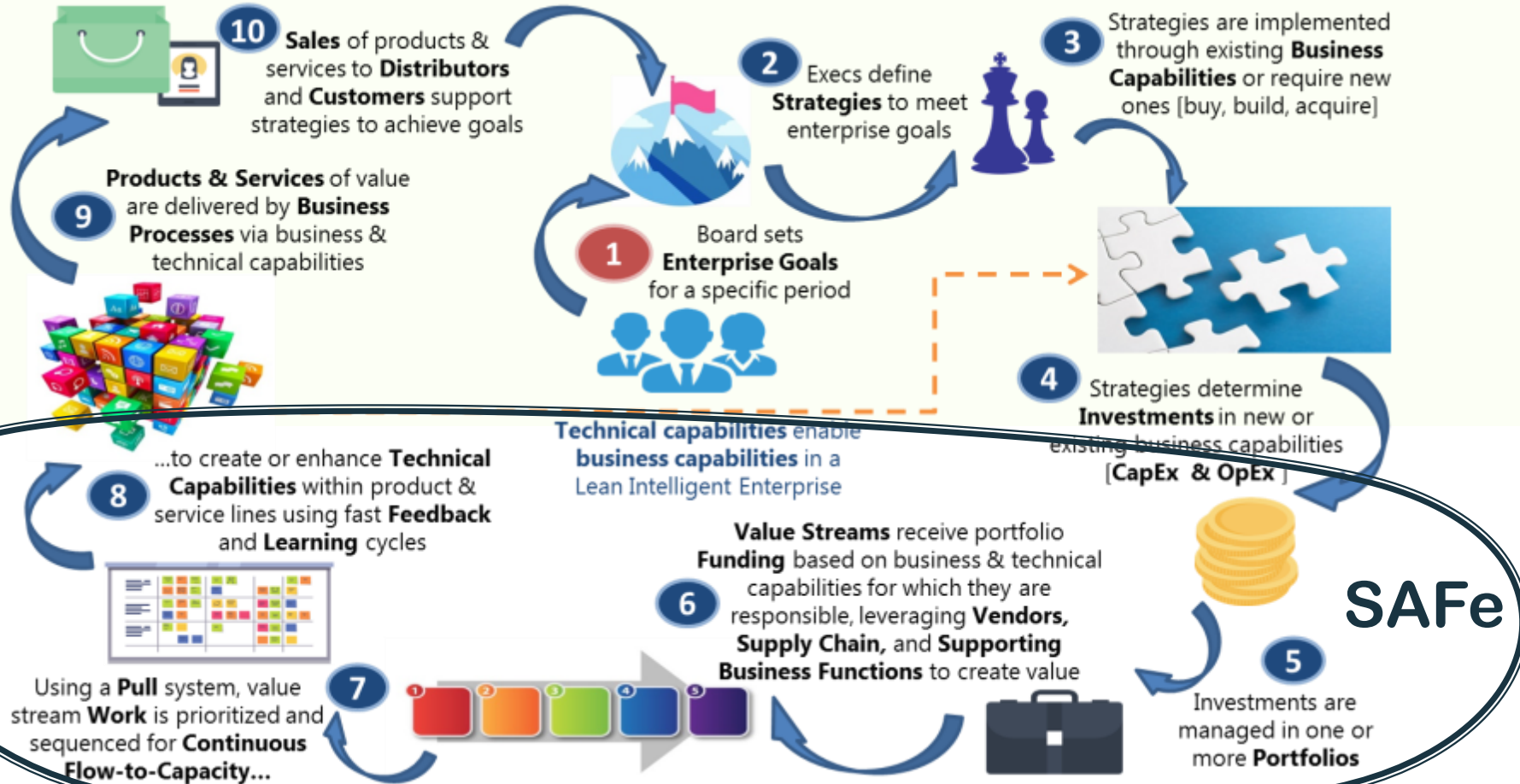
41600 total # of story points per year available

Capacity-Driven Pull System



- Fundamental shift in business management approach
- Work is prioritized in alignment with business strategies and pulled by value streams as their capacity is available
- Portfolio must know (and respect) its capacity to fund development of technical capabilities
- Requires commitment of business executives to implement business strategies

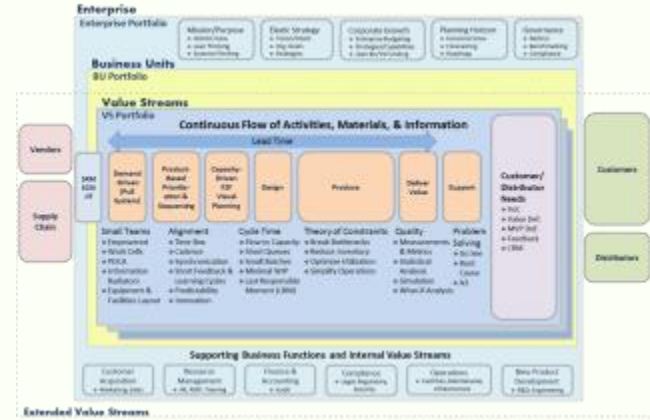
Lean Value Map



Lean for the Intelligent Enterprise – 3 views



What It Is



How It Works



What To Do

Call to Action

Step 1: Educate and coach executive and senior leadership in lean

Step 2: There is no Step 2; they'll know what to do next

Thank you



IconTC www.iconatg.com

Providing coaching and training in Agile, Scaled Agile, Lean, and tool adoption



LeanIntent www.leanintent.com

We help organizations prepare for the future and accelerate business value with new lean thinking and approaches