



# 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](http://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](http://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.

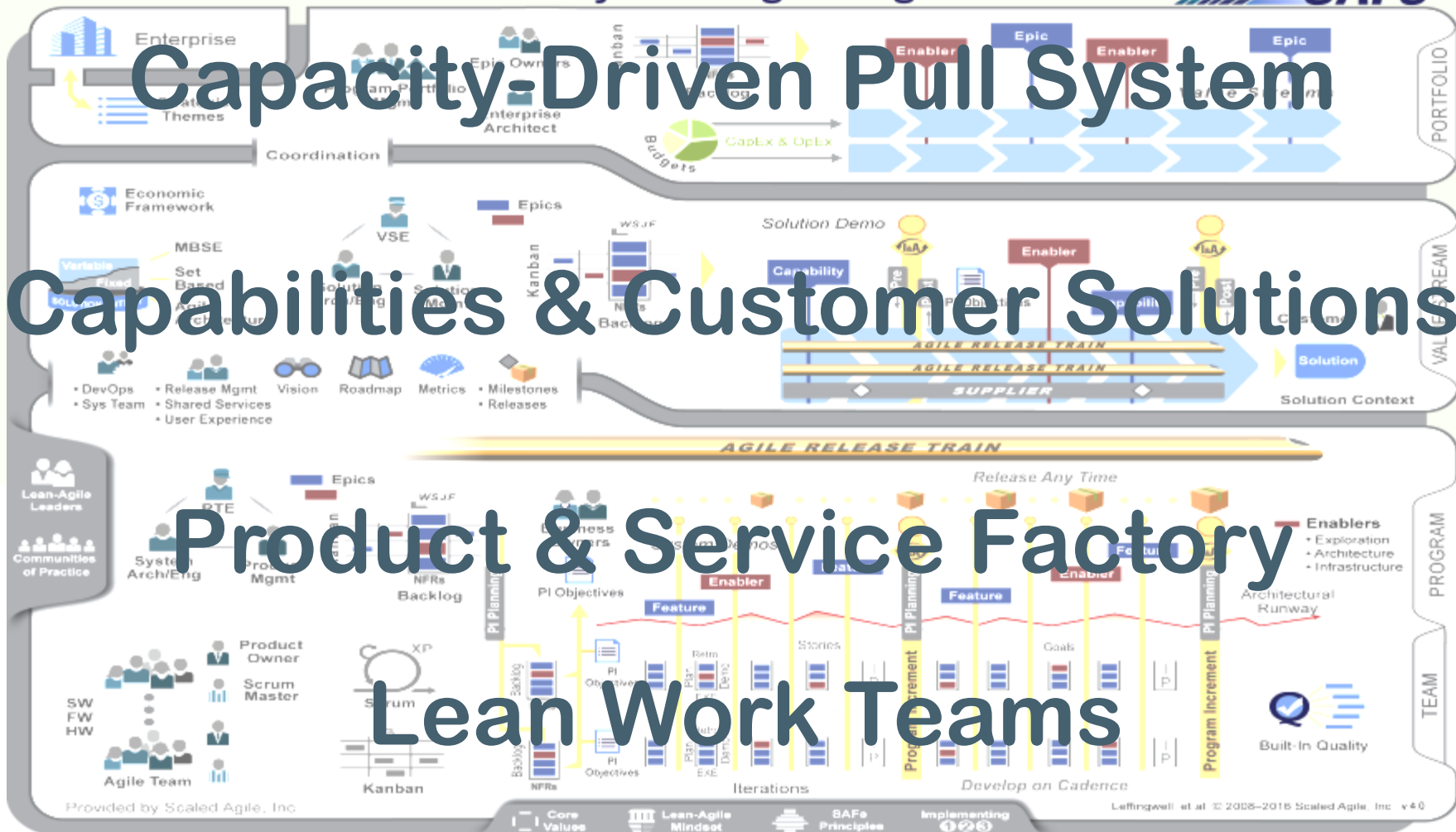
[www.leanintent.com](http://www.leanintent.com)

# Capacity-Driven Pull System

# Capabilities & Customer Solutions

# Product & Service Factory

# Lean Work Teams

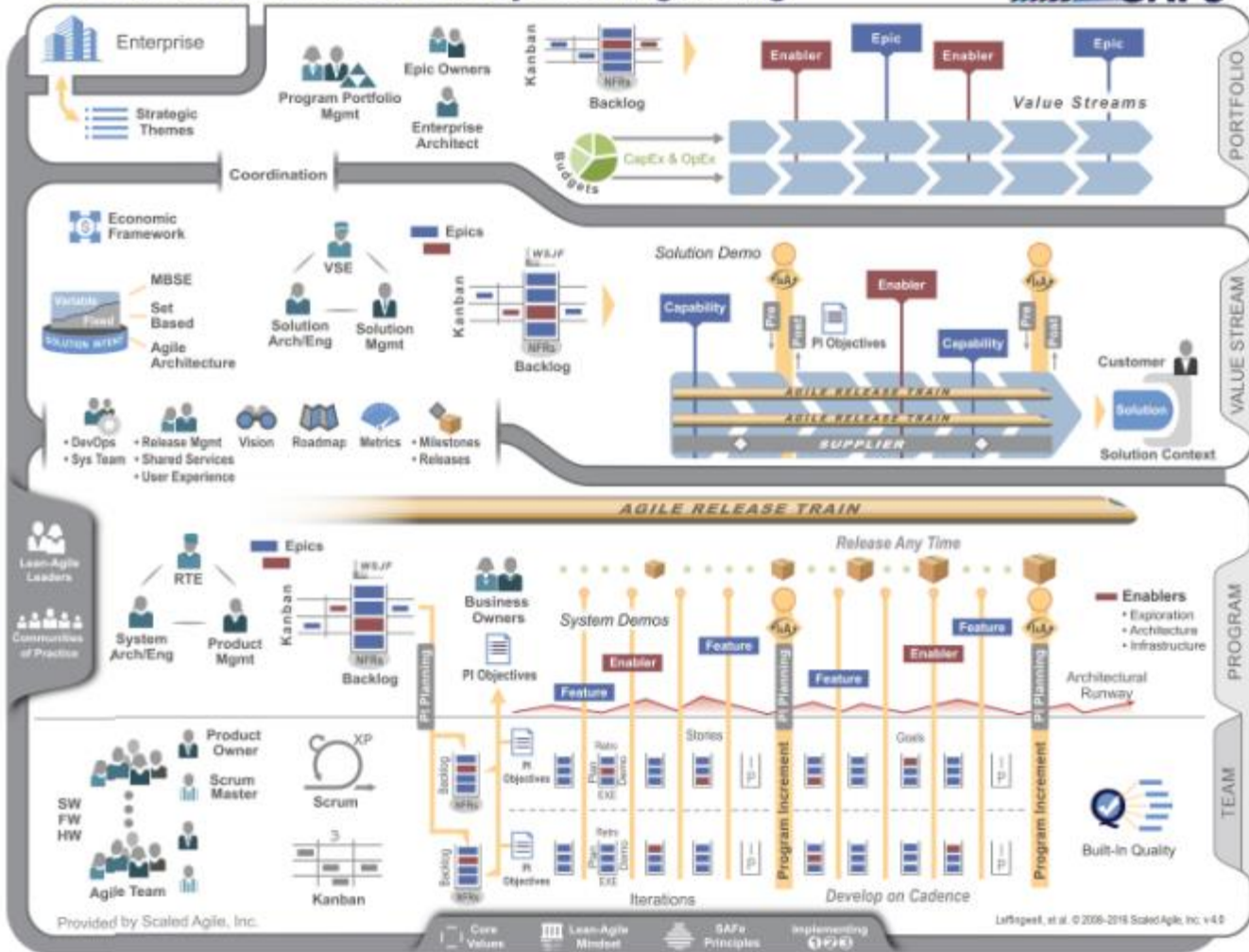


# SAFe® 4.0 for Lean Software and Systems Engineering



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.

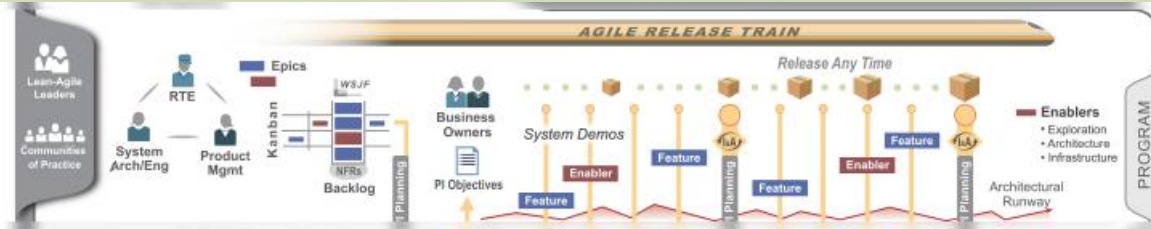


# Product & Service Factory

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



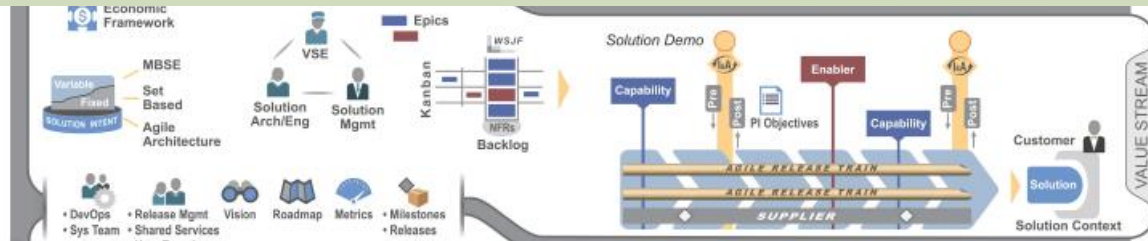
- SAFe ART is a lean value stream with predictable delivery via know capacity
- Unique shared expertise resides here to augment teams

# Capabilities & Customer Solutions

SAFe® 4.0 for Lean Software and Systems Engineering



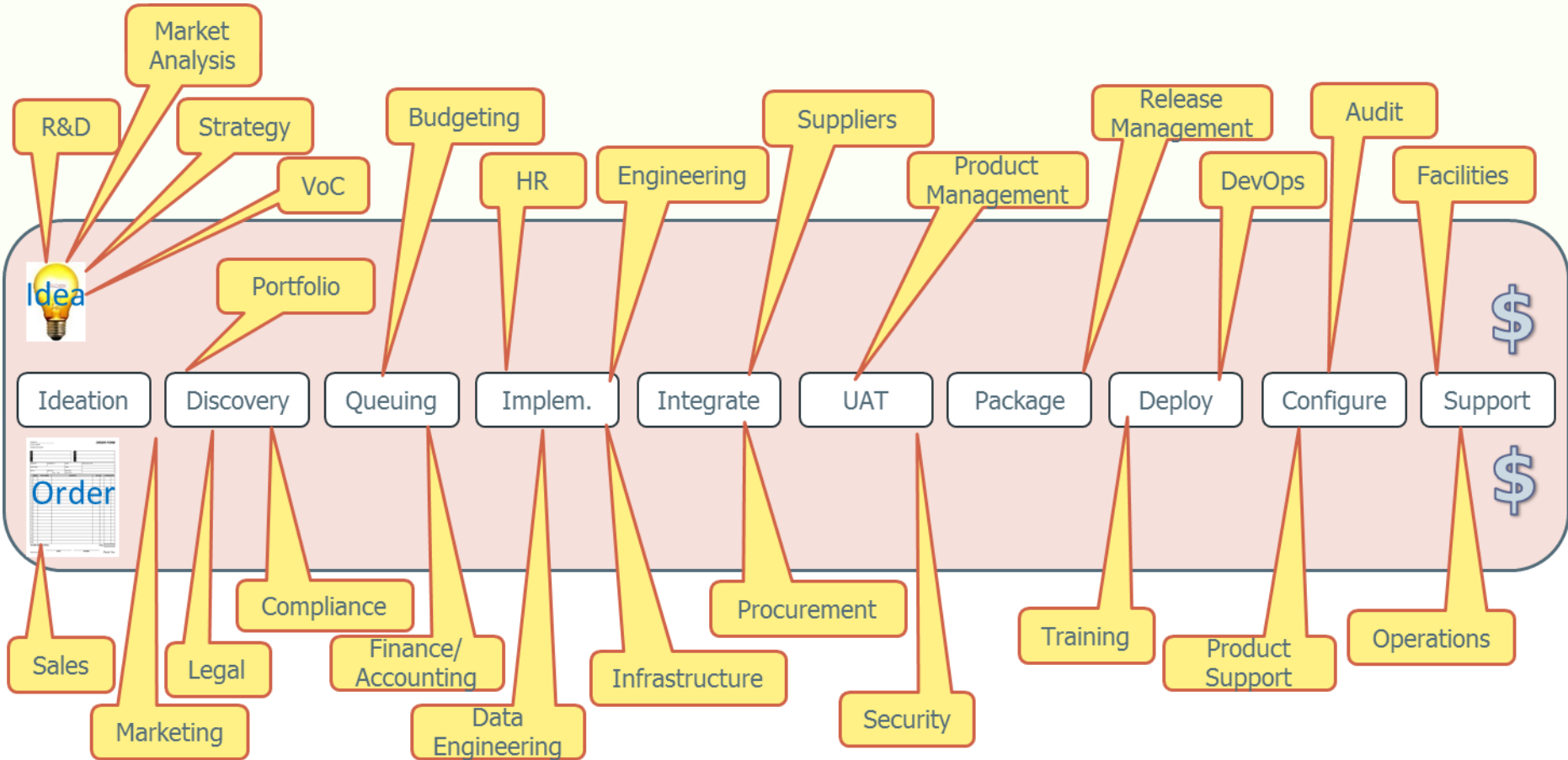
- Group of ARTs with aggregated capacity, typically serving the same or similar customer base
- Focus on integrated customer solutions & technical capabilities



- 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

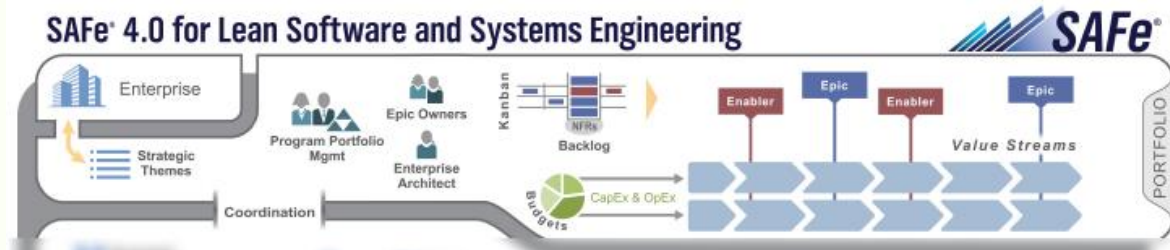
- Labor relations
- Training & career planning
- Workforce planning & analytics
- Recruiting & onboarding
- Performance management
- Internal communications
- Compensation
- Benefits administration

# Example Capacity Calculation

Retail Solutions	Product or Product Line	Internal Teams	External Teams
<b>ART: Health &amp; Wellness</b>		<b>9</b>	<b>1</b>
Pharmacy	Product Line	6	1
Clinics	Product Line	1	
Ordering	Product Line	2	
<b>ART: Merchandising</b>		<b>8</b>	<b>1</b>
Pricing	Product Line	3	
Merchandising	Product Line	1	
Discounting & Promotions	Product	2	1
Enterprise Resource Planning	Product Line	2	
<b>ART: Customer Engagement</b>		<b>4</b>	<b>1</b>
Loyalty	Product Line	3	
Marketing & Advertising	Product Line	1	1
<b>ART: Store Systems</b>		<b>8</b>	<b>14</b>
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
<b>ART: Enterprise Enablement</b>		<b>6</b>	<b>0</b>
Next Generation Apps	Product Line	2	
Self-serve Checkout	Product	1	
Transportation	Product Line	2	
Inventory Monitoring	Product	1	
<b>Totals</b>		<b>35</b>	<b>17</b>

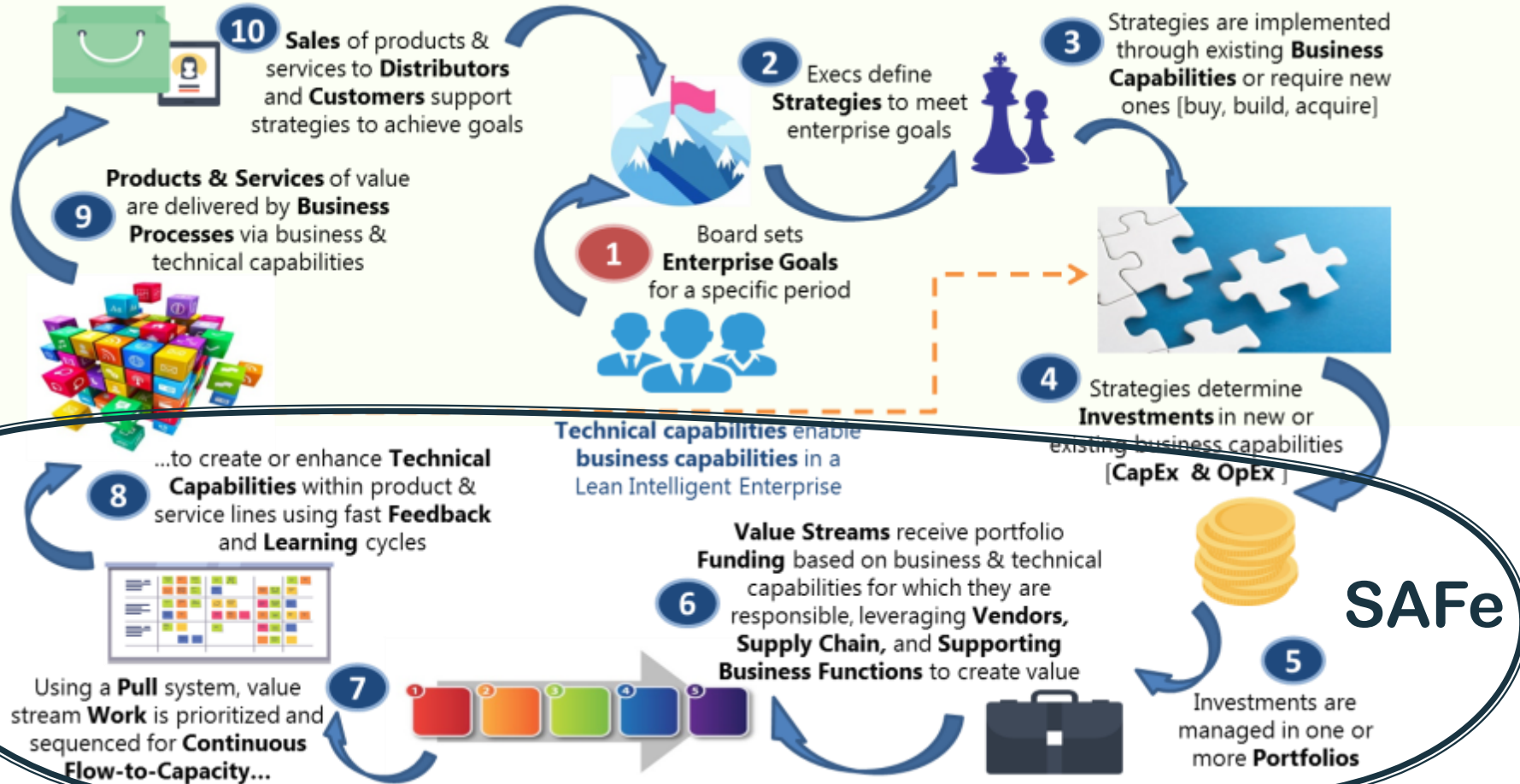
5 # of ARTs  
 35 # of Internal Teams  
 17 # of External Teams  
 52 Total # of teams in this SAFe value stream  
  
 40 Average velocity (# of points) per team per sprint  
 4 # of feature development sprints per PI  
 5 # of PIs per year  
 20 # of sprints per year  
  
 41600 total # of story points 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

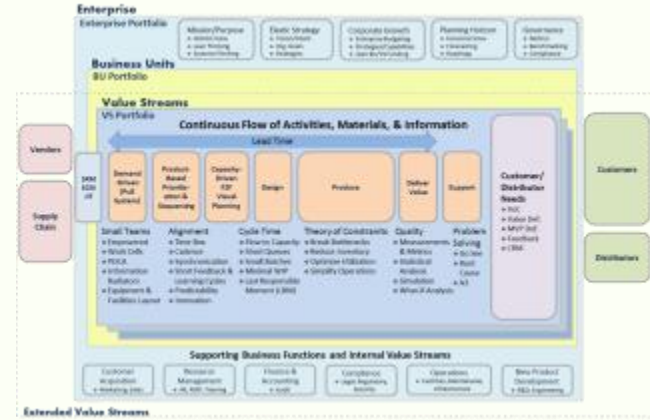
# Lean Value Map



# 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](http://www.iconatg.com)

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



**LeanIntent** [www.leanintent.com](http://www.leanintent.com)

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