

Is SAFe Evil?

Henrik Kniberg

Lars Roost



Join the conversation #gotocph



goto;
conference



**Click 'engage'
to rate sessions
and ask questions**

 Join the conversation #gotocph



Hi!



Henrik Kniberg
Agile/Lean coach



Lars Roost
Program Manager &
Agile Change Agent

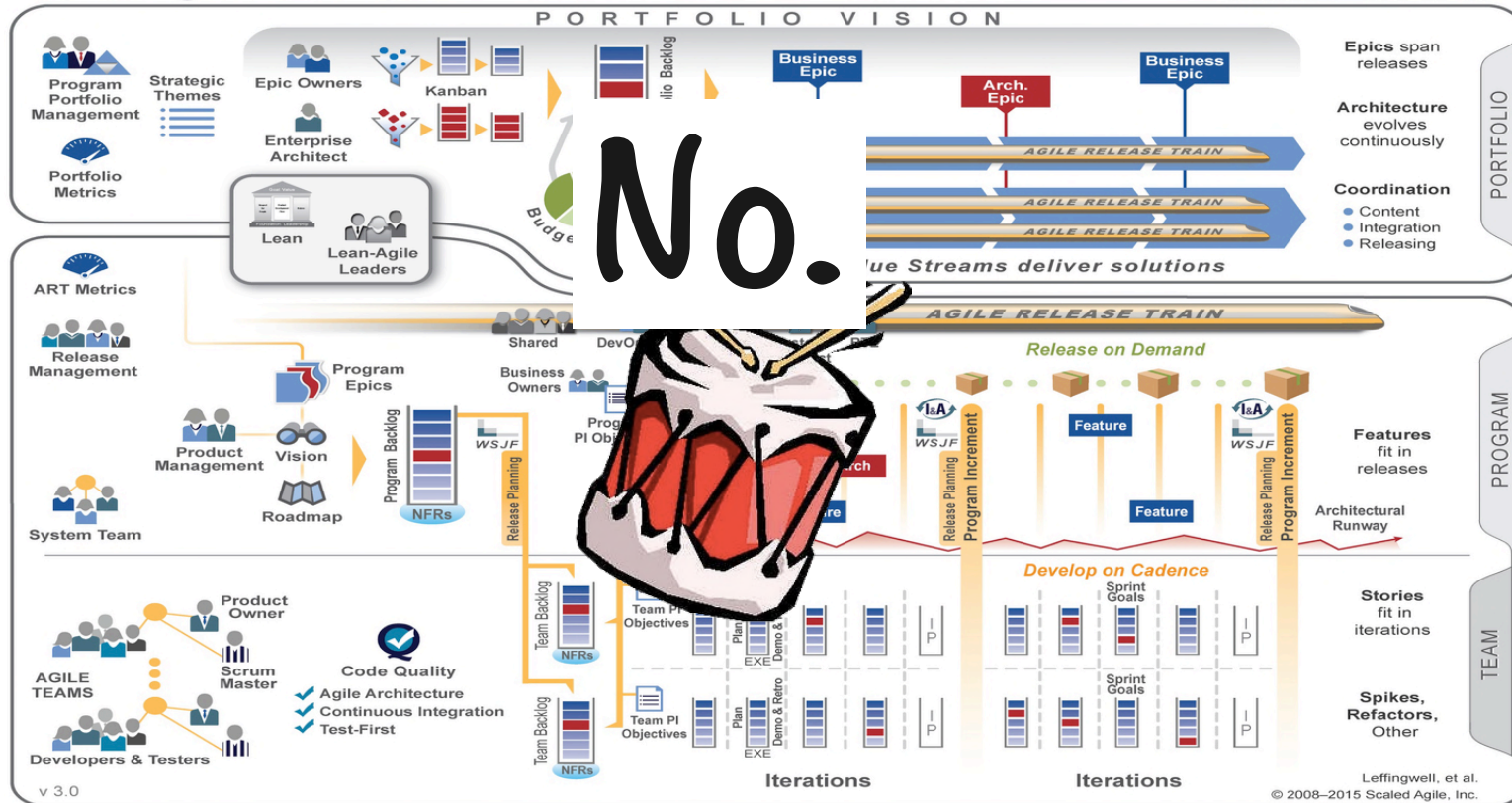
A collage of project management diagrams and a large red stamp that reads "Kidding!". The background includes a "PORTFOLIO" header, a Gantt chart with a red box labeled "Arch. Epic", and a swimlane diagram with three lanes labeled "AGIL".



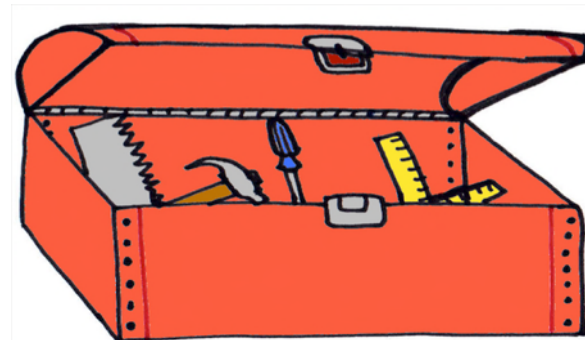
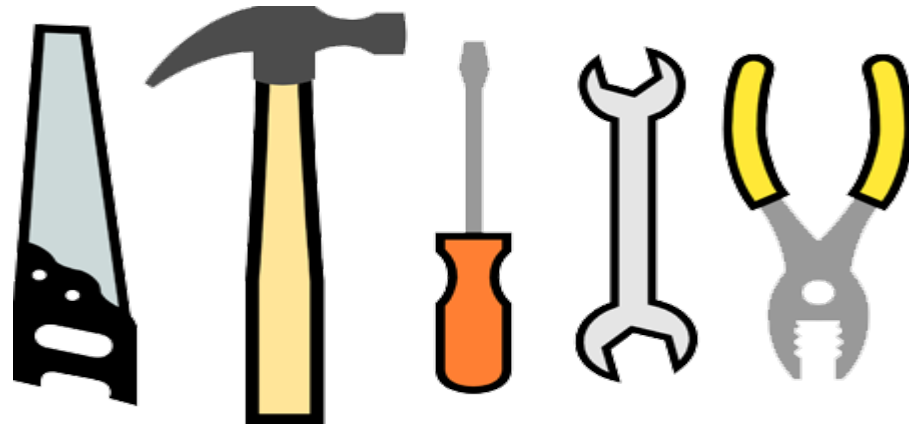
Is SAFe Evil?

Scaled Agile Framework®

SAFe®



TOOLS, TOOLS, TOOLS



Henrik Kniberg & Lars Roost

ANY TOOL CAN BE MISUSED



Henrik Kniberg & Lars Roost

Scaled Agile Framework®



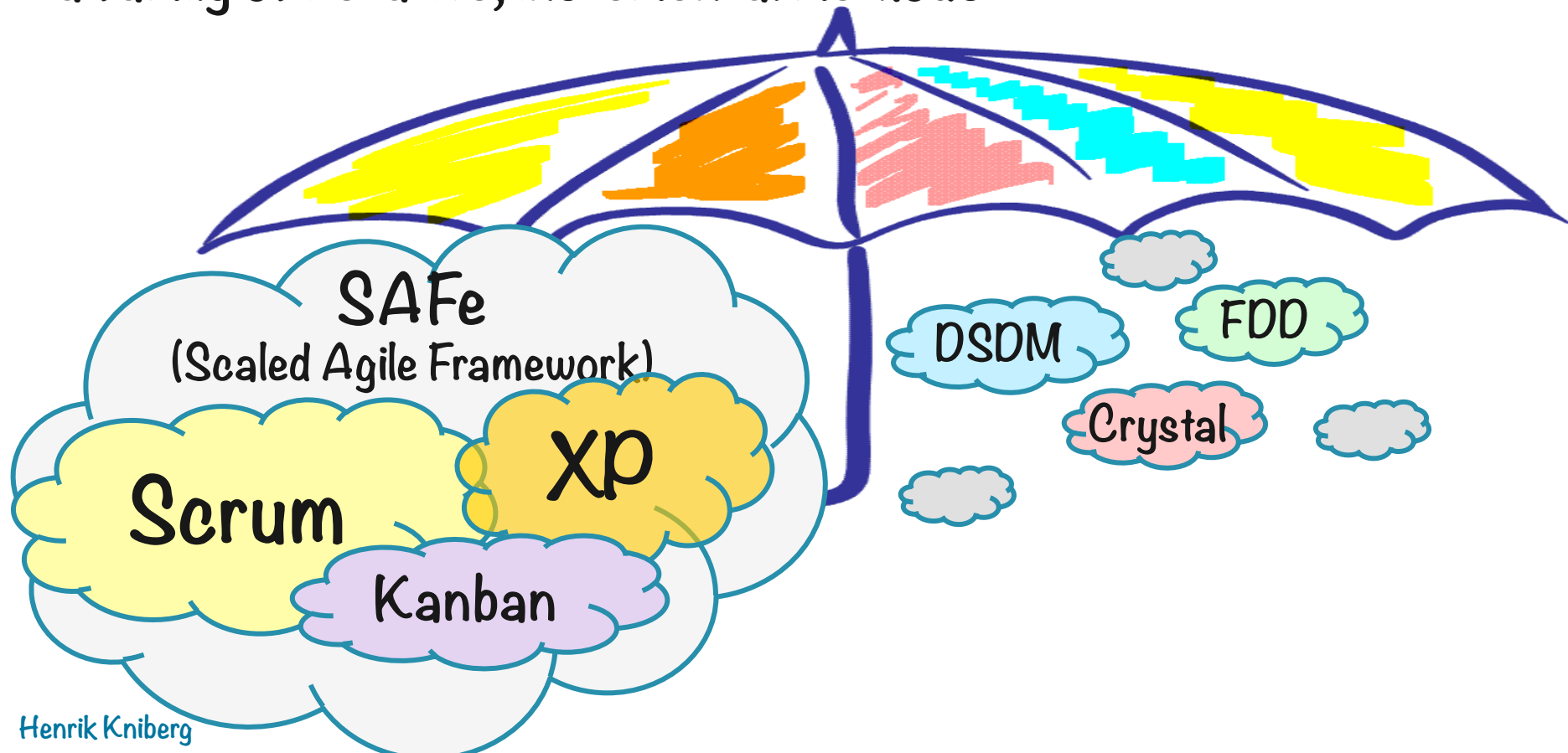
PORTFOLIO VISION



SAFe in a nutshell

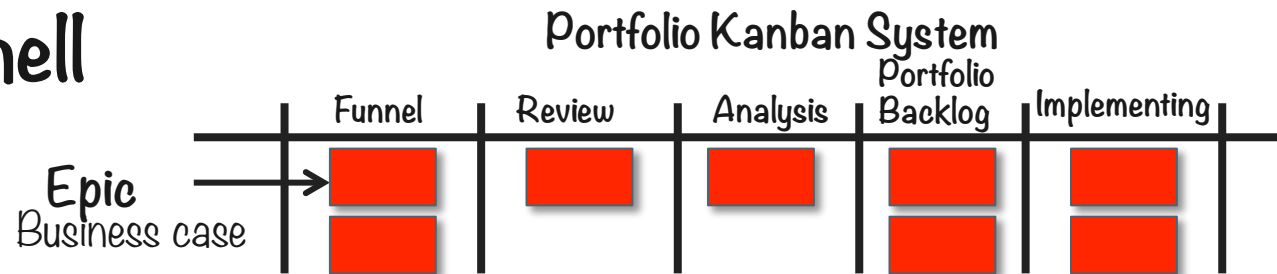
10:25

Agile "umbrella" –
a family of iterative, incremental methods



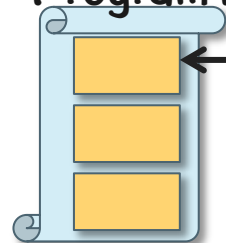
SAFe in a nutshell

PORTFOLIO LEVEL



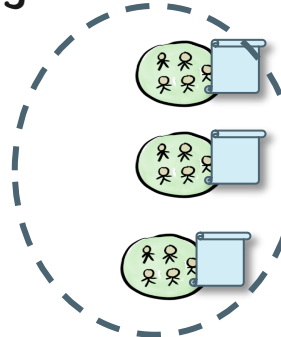
PROGRAM LEVEL

Program backlog



Feature
Releasable

Agile Release Train



Product Increment 8-12 weeks

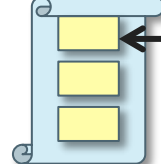


TEAM LEVEL

Scrum Team



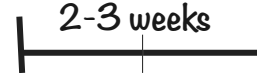
Team backlog



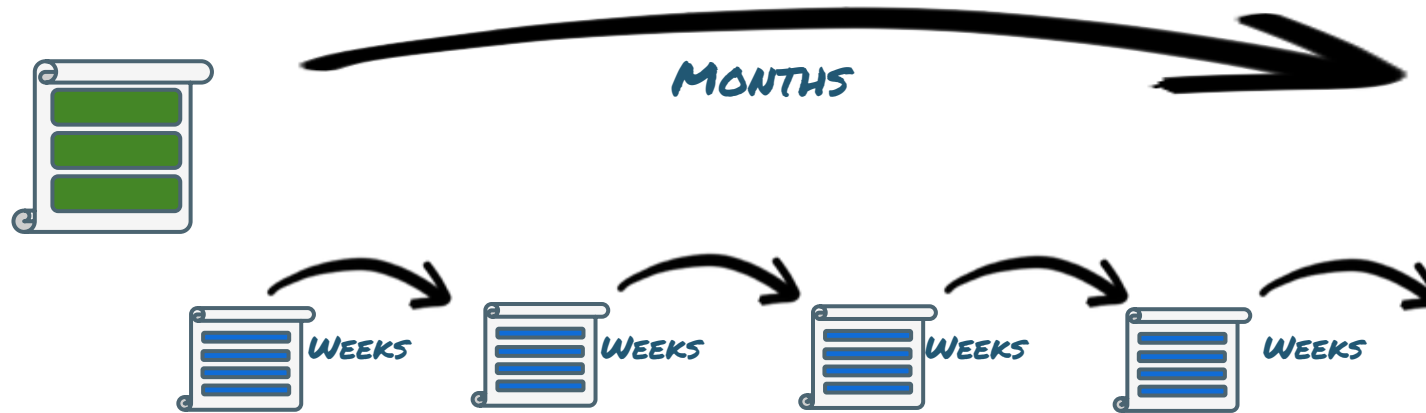
Story
Testable

Sprint

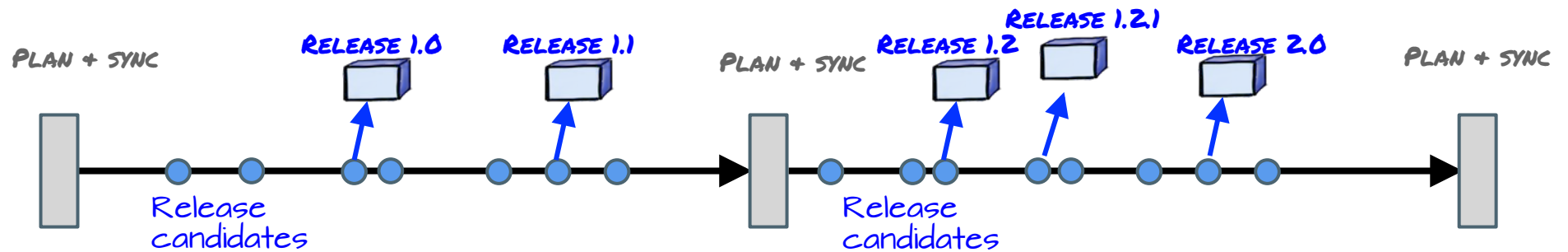
2-3 weeks



Pattern: 2-tier planning



Pattern: Plan on a cadence, release on demand



Example: PI-planning @ Lego



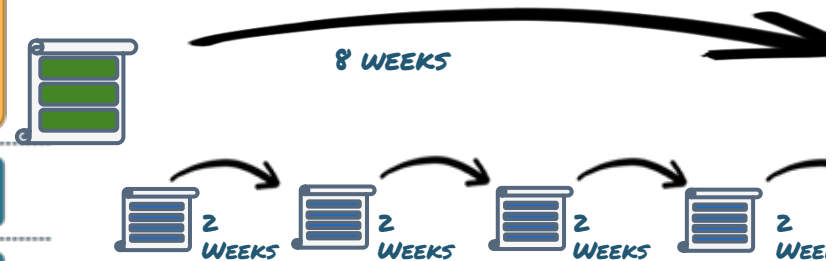
Agenda for PI planning 5

Day 1 Agenda

9:00-9:30	Welcome
9:30-9:50	PI4 Feedback
9:30-9:50	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (@12.00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Day 2 Agenda

9:00-9:25	Welcome & Planning Adjustments
9:25-12:45	Team Breakouts & Lunch (@12.00)
12:45-13:45	Final Plan Review
14:00-14:15	Plan Feedback
14:15-14:25	PI Confidence Vote
14:25-15:30	Plan Rework If Necessary
14:25-15:30	Planning Retrospective & Moving Forward



Henrik Kniberg & Lars Roost

And this is what it looks like:
BIG Room planning



2 days + 140 people + experiments, experiments, experiments...

First PI planning

After having been here: Big-ish Room planning

Not enough chairs
For everybody

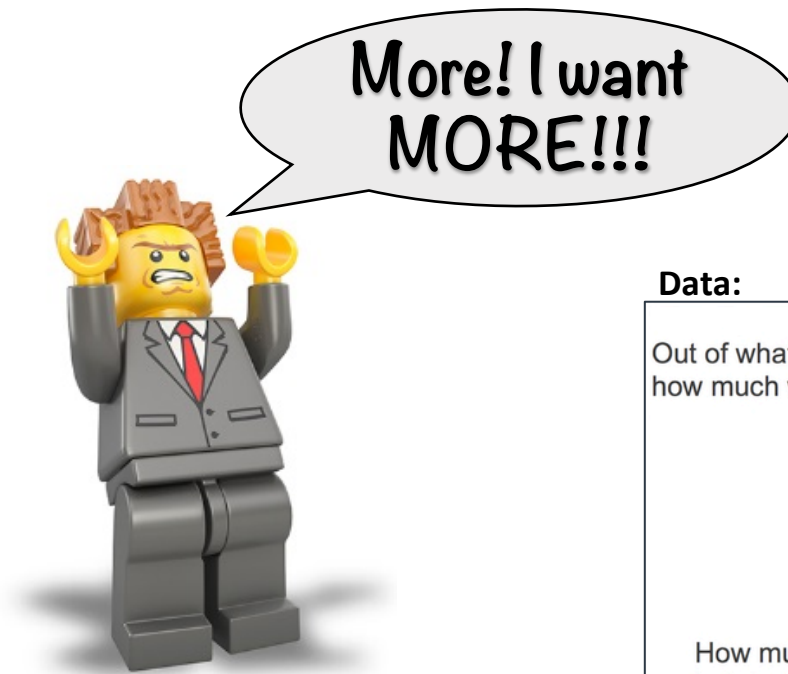
Timing overlapped
with important releases
in some teams



Very noisy,
many left with a headache

But we had funny hats!

Feedback on past performance



Data:

Out of what we planned for PI4,
how much was delivered? **80% (+/- 10%)**

26% (+/- 20%) How much unplanned stuff got into PI4?

How much did we plan for PI4,
but decided to take out again during the PI? **19% (+/- ...a lot)**

Day 1

9:00-9:30	Welcome
9:30-9:50	PI4 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving



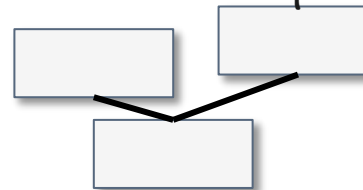
Day 1

09:00-09:30	Welcome
09:30-10:00	P14 Feedback
10:00-10:30	Vision & Roadmap presentation
10:30-11:00	Inspirational talks
11:00-11:30	Planning Requirements
10:50-10:00	Team Breakouts incl. Lunch (0912:00)
10:10-10:30	Draft Plan Fair
10:10-10:30	Management Review & Problem Solving

Lightning talks

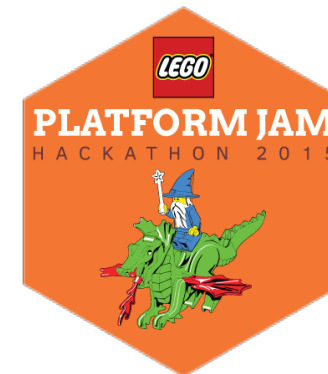


Architecture vision / priorities / constraints



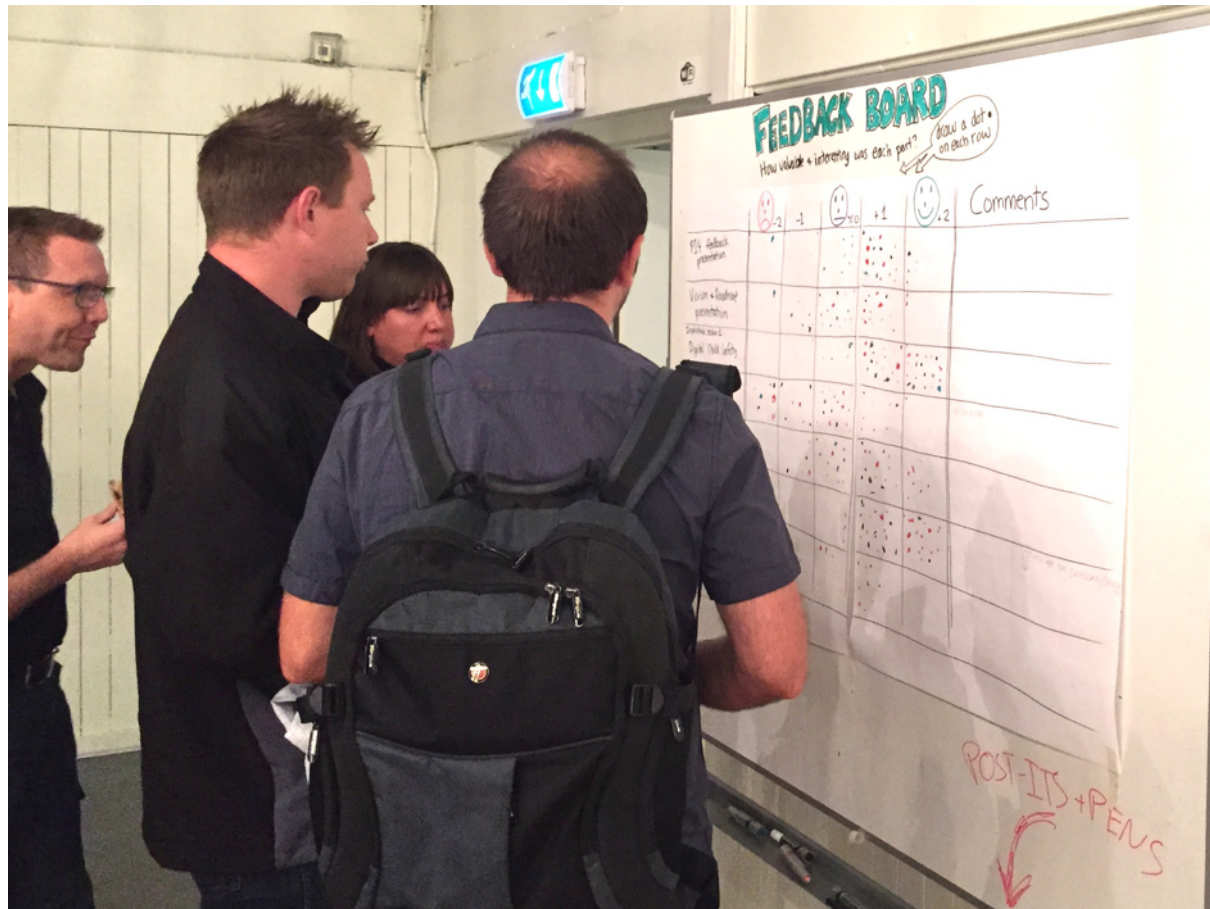
Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving



Henrik Kniberg & Lars Roost

Instant feedback on the event

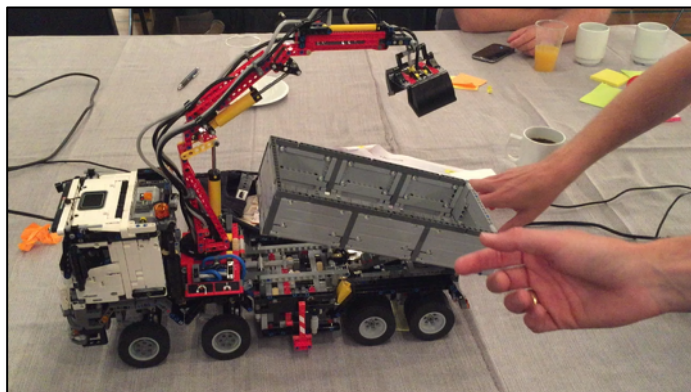


Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Law of 2 feet....



Team breakouts

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving



Can you help?

Henrik Kniberg & Lars Roost



Teams pull features from common backlog

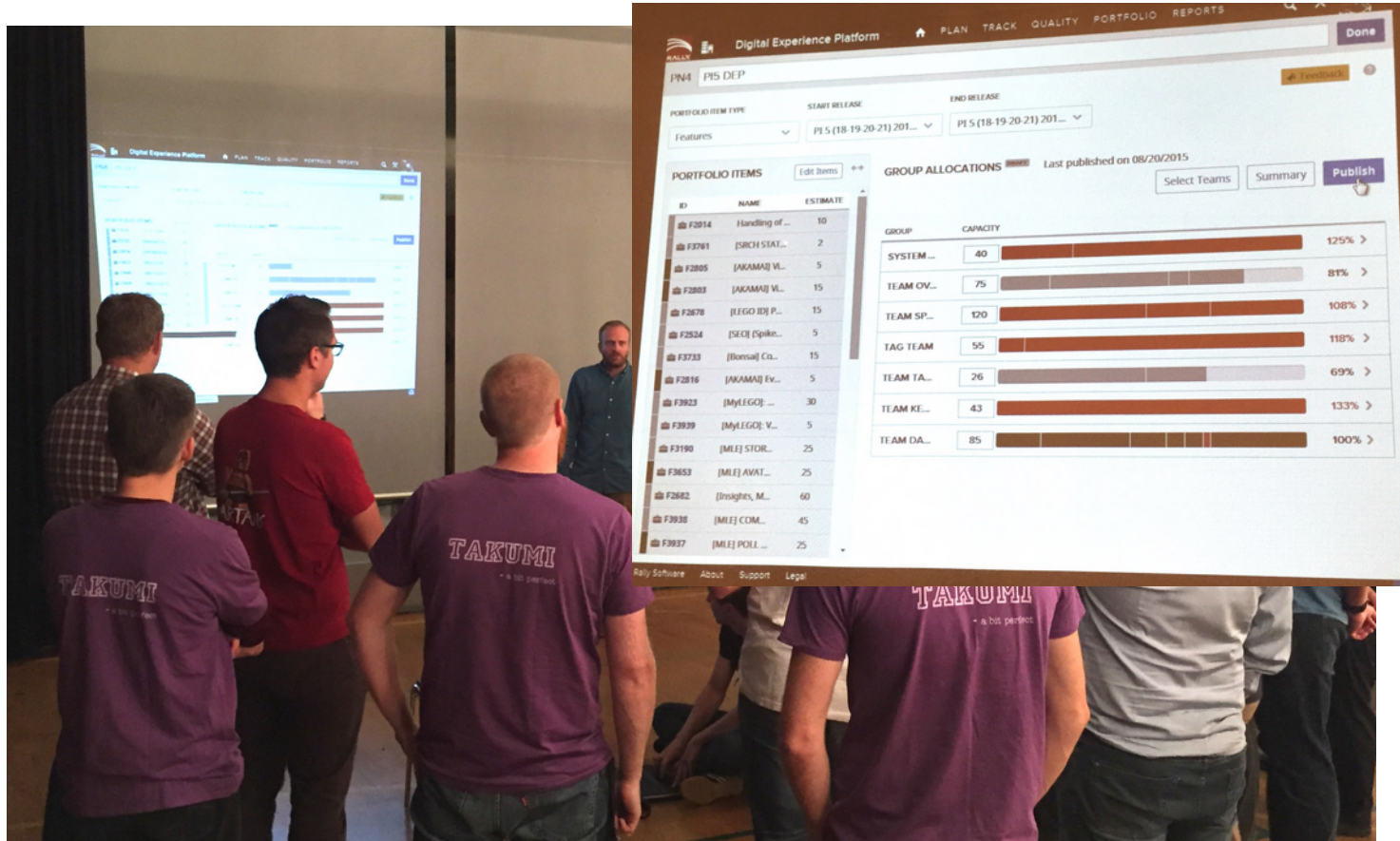


Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Teams pull features from common backlog v2



Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Team boards

TEAM TAKUMi

PI 5 VELOCITY 26 LOAD _____

PI OBJECTIVES

STRETCH OBJECTIVES

RISK

TEAM Black Box

PI 05 VELOCITY 102 LOAD 86 84%

PI OBJECTIVES

- ENABLE CORPORATE HR TO PROMOTE JOBS AT LEGO ON THE NEW LEGO CAREERS WEB EXPERIENCE BY THE END OF PI 5.
- ENABLE LEGO HOUSE TO ADMINISTER LEGO INSIDE TOURS SIGN UPS THROUGH THEIR OWN WEBSITE BY NOVEMBER 1ST.

STRETCH OBJECTIVES

TO IMPROVE SCRUM-PROCESS WITH REGARDS TO TESTING/QUALITY BY INITIATING TEST AUTOMISATION IMPLEMENTATION FOR REGRESSION TESTING ON NEW PROJECTS.

RISK

Careers LEGO VIDEOS LIT: Promote project

TEAM Black Box

SPRINT 18 VEL: 14 LOAD: 20

- Adv. Search 5
- Careers Video Player 5
- Careers Design 5
- Careers Russia 'Fix' 5
- LEGO INSIDE TOURS 2

SPRINT 19 VEL: 26 LOAD: 21

- Careers Layout 5
- Careers Blog 5
- LEGO inside tours Database Maint 5
- Isbi/lynd Email content 2
- NFR: SEO Duplicate content 3

SPRINT 20 VEL: 27 LOAD: 22

- Careers Security Analysis 5
- Cookies documentation 5
- LIT: Frontend 5
- Careers Search exp. 5

SPRINT 21 VEL: 23 LOAD: 23

- Careers Go Live 5
- LF Twitter Integration 5
- GA Removal + Track Man 5
- LIT: Score + Backend 5

SPRINT 22 VEL: _____ LOAD: _____

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-11:00	Team Breakouts incl. Lunch (12:00)
11:15-11:30	Draft Plan Fair
11:30-11:45	Management Review & Problem Solving

Henrik Kniberg & Lars Roost

The Program Board

Dependency mapping by teams

Notice any patterns?



Scrum of Scrums

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Henrik Kniberg & Lars Roost

Risk Board

(per major project/program epic)



Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Draft plan "fair"

4 presentation rounds: 10 min + 10 min + 5 min + 5 min



Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-11:00	Team Breakouts incl. Lunch (212.00)
11:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Management review



Henrik Kniberg & Lars Roost

Day 1

9:00-9:30	Welcome
9:30-9:50	P14 Feedback
9:50-10:00	Vision & Roadmap presentation
10:00-10:40	Inspirational talks
10:40-10:50	Planning Requirements
10:50-15:00	Team Breakouts incl. Lunch (12:00)
15:15-16:00	Draft Plan Fair
16:15-17:30	Management Review & Problem Solving

Day 2

9:00-9:25	Welcome & Planning Adjustments	
9:25-12:45	Team Breakouts & Lunch (@12.00)	
12:45-13:45	Final Plan Review	
14:00-14:15	Plan Feedback	
14:15-14:25	PI Confidence Vote	
14:25-15:30	Plan Rework If Necessary	Planning Retrospective & Moving Forward



Henrik Kniberg & Lars Roost

Day 2

9:00-9:25	Welcome & Planning Adjustments	
9:25-12:45	Team Breakouts & Lunch (@12.00)	
12:45-13:45	Final Plan Review	
14:00-14:15	Plan Feedback	
14:15-14:25	PI Confidence Vote	
14:25-15:30	Plan Rework If Necessary	Planning Retrospective & Moving Forward



Henrik Kniberg & Lars Roost

Day 2

9:00-9:25	Welcome & Planning Adjustments	
9:25-12:45	Team Breakouts & Lunch (@12.00)	
12:45-13:45	Final Plan Review	
14:00-14:15	Plan Feedback	
14:15-14:25	PI Confidence Vote	
14:25-15:30	Plan Rework If Necessary	Planning Retrospective & Moving Forward



Henrik Kniberg & Lars Roost

What improved most?

① - YES
Capacity
Planning
Board

② - YES
Production
Planning
Board

③ - YES
Inventory
Control

④ - YES
Material
Requirements
Planning

⑤ - YES
Quality
Control

⑥ - YES
Customer
Service

⑦ - YES
Financial
Control

⑧ - YES
Human
Resources

⑨ - YES
Information
Systems

⑩ - YES
Facilities
Management

⑪ - YES
Transportation

⑫ - YES
Warehousing

⑬ - YES
Distribution

⑭ - YES
Marketing

⑮ - YES
Sales

⑯ - YES
Purchasing

⑰ - YES
Accounting

⑱ - YES
Legal

⑲ - YES
Insurance

⑳ - YES
Security

㉑ - YES
Maintenance

㉒ - YES
Utilities

㉓ - YES
Telecommunications

㉔ - YES
Environmental
Control

㉕ - YES
Safety

㉖ - YES
Health

㉗ - YES
Welfare

㉘ - YES
Recreation

㉙ - YES
Education

㉚ - YES
Culture

㉛ - YES
Traditions

㉜ - YES
Customs

㉝ - YES
Religion

㉞ - YES
Philosophy

㉟ - YES
Ethics

㊱ - YES
Aesthetics

㊲ - YES
Sociology

㊳ - YES
Psychology

㊴ - YES
Biology

㊵ - YES
Chemistry

㊶ - YES
Physics

㊷ - YES
Mathematics

㊸ - YES
Statistics

㊹ - YES
Economics

㊺ - YES
Law

㊻ - YES
Medicine

㊼ - YES
Engineering

㊽ - YES
Technology

㊾ - YES
Innovation

㊿ - YES
Creativity

5 😊

x12

5

5

5

5

5

5

5

5

5

4 😊

x27

4

4

4

4

4

4

4

4

4

3 😊

x8

3

3

3

3

3

3

3

3

3

Change one thing?

① - YES
New Equipment
from Dept 99
and buy
improvement

② - YES
New Equipment
from Dept 99
and buy
improvement

③ - YES
New Equipment
from Dept 99
and buy
improvement

④ - YES
New Equipment
from Dept 99
and buy
improvement

⑤ - YES
New Equipment
from Dept 99
and buy
improvement

⑥ - YES
New Equipment
from Dept 99
and buy
improvement

⑦ - YES
New Equipment
from Dept 99
and buy
improvement

⑧ - YES
New Equipment
from Dept 99
and buy
improvement

⑨ - YES
New Equipment
from Dept 99
and buy
improvement

⑩ - YES
New Equipment
from Dept 99
and buy
improvement

⑪ - YES
New Equipment
from Dept 99
and buy
improvement

⑫ - YES
New Equipment
from Dept 99
and buy
improvement

⑬ - YES
New Equipment
from Dept 99
and buy
improvement

⑭ - YES
New Equipment
from Dept 99
and buy
improvement

⑮ - YES
New Equipment
from Dept 99
and buy
improvement

⑯ - YES
New Equipment
from Dept 99
and buy
improvement

⑰ - YES
New Equipment
from Dept 99
and buy
improvement

⑱ - YES
New Equipment
from Dept 99
and buy
improvement

⑲ - YES
New Equipment
from Dept 99
and buy
improvement

⑳ - YES
New Equipment
from Dept 99
and buy
improvement

㉑ - YES
New Equipment
from Dept 99
and buy
improvement

㉒ - YES
New Equipment
from Dept 99
and buy
improvement

㉓ - YES
New Equipment
from Dept 99
and buy
improvement

㉔ - YES
New Equipment
from Dept 99
and buy
improvement

㉕ - YES
New Equipment
from Dept 99
and buy
improvement

㉖ - YES
New Equipment
from Dept 99
and buy
improvement

㉗ - YES
New Equipment
from Dept 99
and buy
improvement

㉘ - YES
New Equipment
from Dept 99
and buy
improvement

㉙ - YES
New Equipment
from Dept 99
and buy
improvement

㉚ - YES
New Equipment
from Dept 99
and buy
improvement

㉛ - YES
New Equipment
from Dept 99
and buy
improvement

㉜ - YES
New Equipment
from Dept 99
and buy
improvement

㉝ - YES
New Equipment
from Dept 99
and buy
improvement

㉞ - YES
New Equipment
from Dept 99
and buy
improvement

㉟ - YES
New Equipment
from Dept 99
and buy
improvement

㊱ - YES
New Equipment
from Dept 99
and buy
improvement

㊲ - YES
New Equipment
from Dept 99
and buy
improvement

㊳ - YES
New Equipment
from Dept 99
and buy
improvement

㊴ - YES
New Equipment
from Dept 99
and buy
improvement

㊵ - YES
New Equipment
from Dept 99
and buy
improvement

㊶ - YES
New Equipment
from Dept 99
and buy
improvement

㊷ - YES
New Equipment
from Dept 99
and buy
improvement

㊸ - YES
New Equipment
from Dept 99
and buy
improvement

㊹ - YES
New Equipment
from Dept 99
and buy
improvement

㊺ - YES
New Equipment
from Dept 99
and buy
improvement

㊻ - YES
New Equipment
from Dept 99
and buy
improvement

㊼ - YES
New Equipment
from Dept 99
and buy
improvement

㊽ - YES
New Equipment
from Dept 99
and buy
improvement

㊾ - YES
New Equipment
from Dept 99
and buy
improvement

㊿ - YES
New Equipment
from Dept 99
and buy
improvement

2 😊

x10

2

2

2

2

2

2

2

2

2

1 😊

x3

1

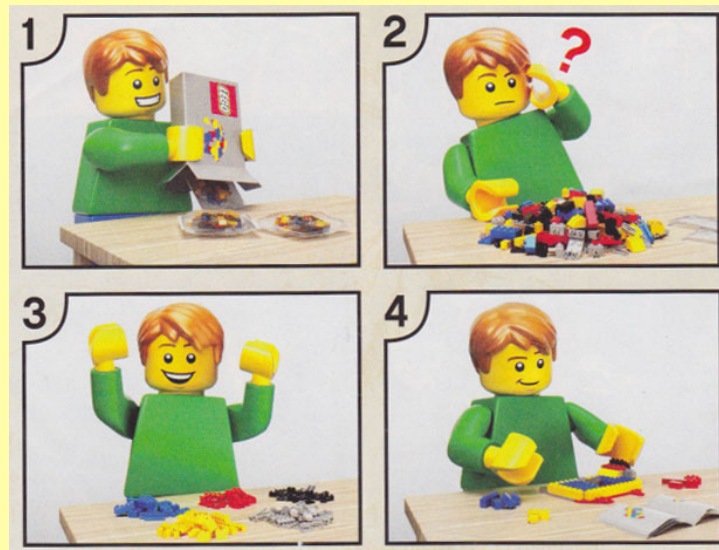
1

1

Average: 3.58

(last PI: 3.54)
(last-but PI: 3.64)

Should the building instructions be followed?



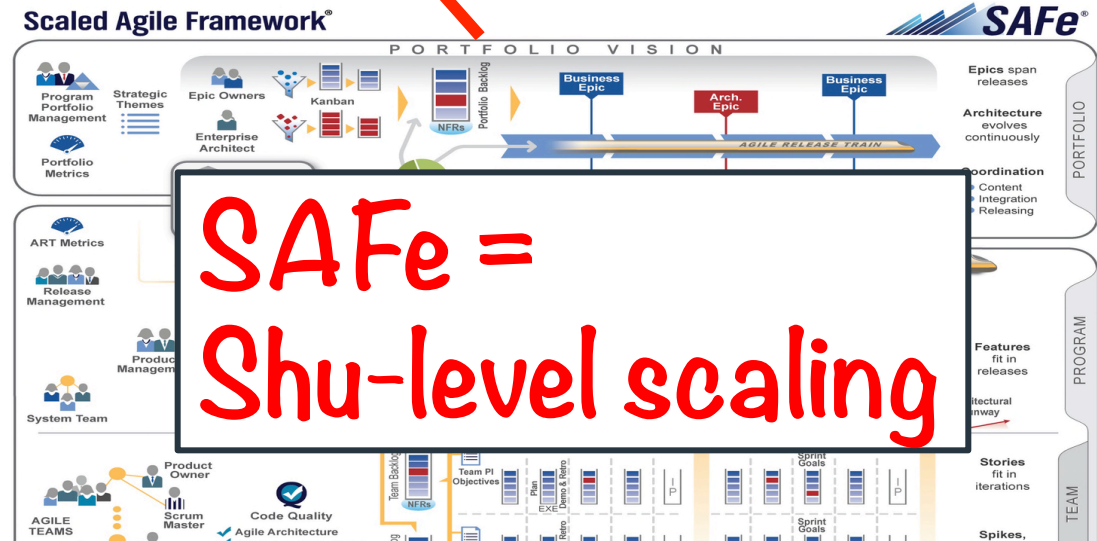
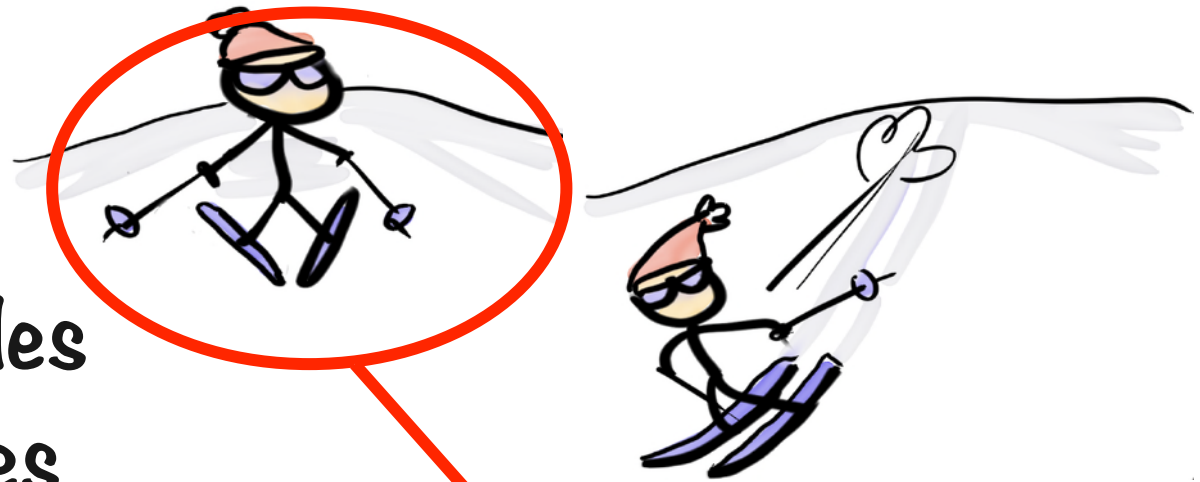
10:42

Shu Ha Ri

Shu = Follow the rules

Ha = Adapt the rules

Ri = Ignore the rules



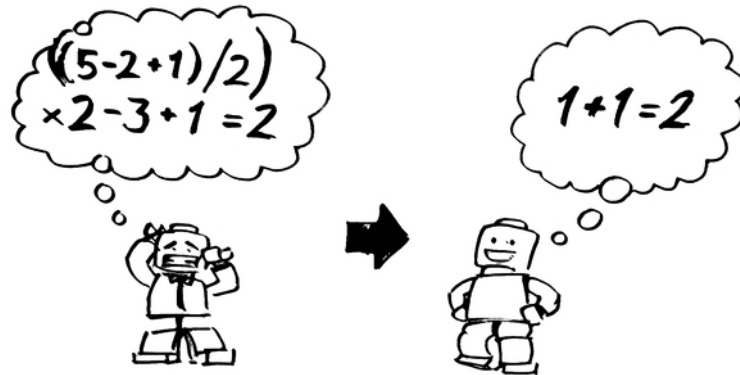
Lego's journey



10:45

Focus on the basics

Simplicity



Collaboration



TEAM UP



So what to do with lots of them?

NEXUS™ Framework

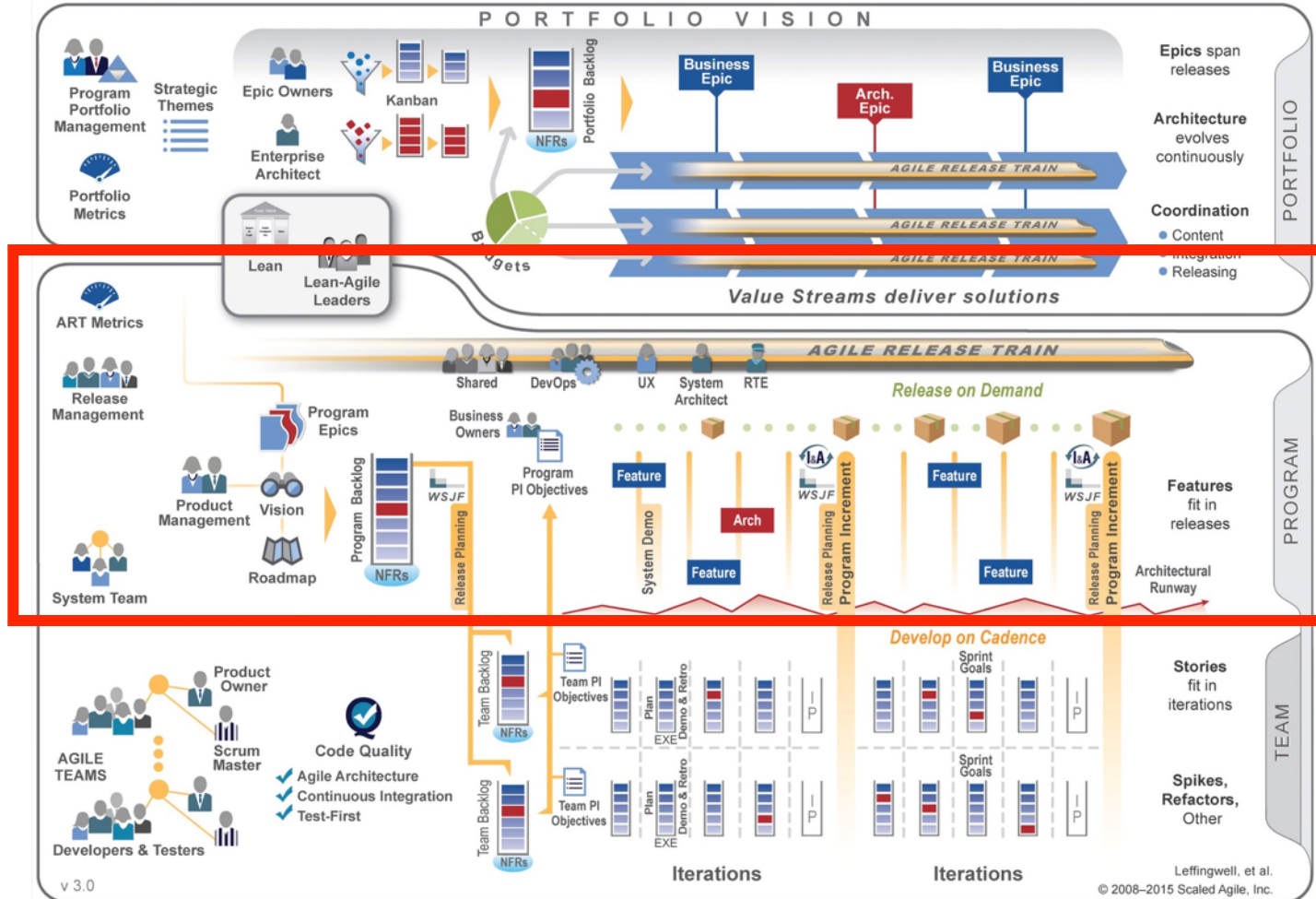


Disciplined Agile Delivery

And many, many more...



Scaled Agile Framework®



So what have we gained?

Transparency, Transparency, Transparency, Transparency, Transparency...



“Solid” effects so far

Teams handle
“resource allocation”



Selected answers to
“How has SAFe affected your daily work?”

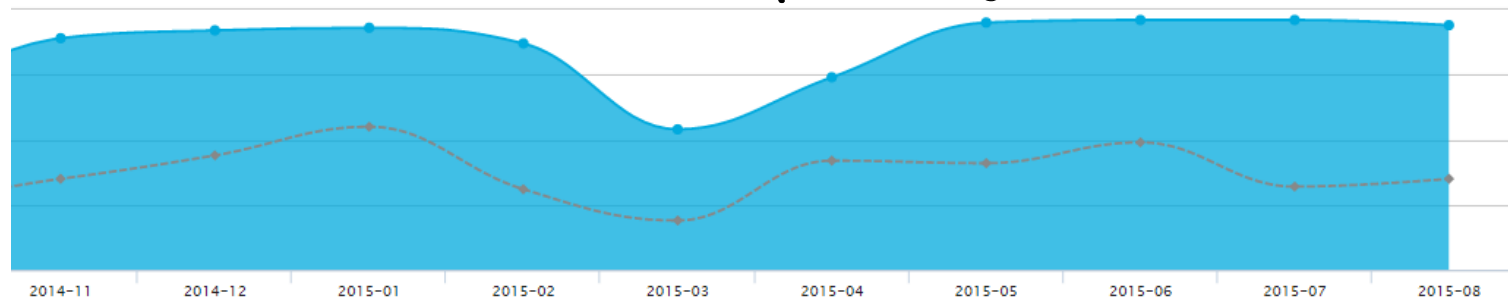
7 out of 10: Team Priorities are clearer

6 out of 10: I add more value

3 out of 10: We spend less time on
meetings

2 out of 10: We have less Work In Progress

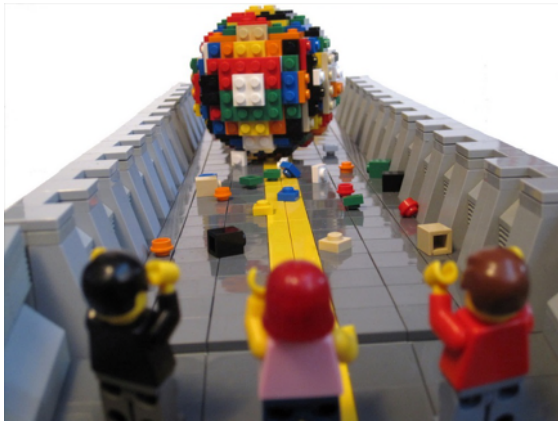
Increased predictability



Lars Roost

And it gives us so much more...

Momentum



Awareness of change



Interfaces agile teams with waterfall IT dep.



But journey has just begun...



Photo by Yoryo García

Long Road

The Good
The Bad
The Ugly



Dependency Board (aka Program Board)

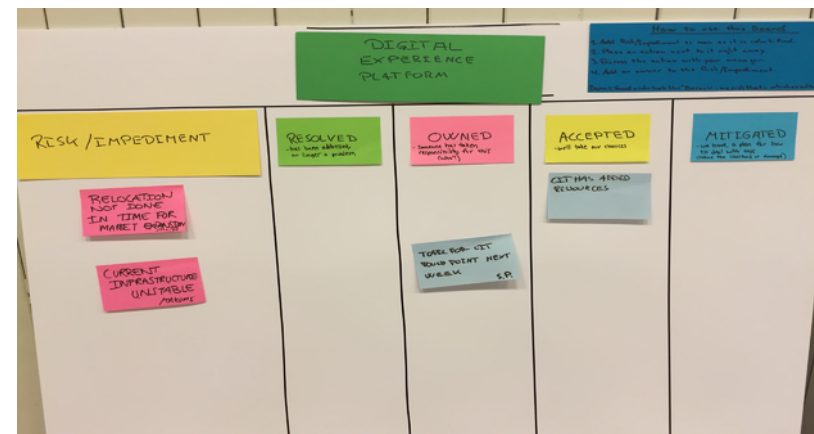


Henrik Kniberg & Lars Roost

Planning as a social event

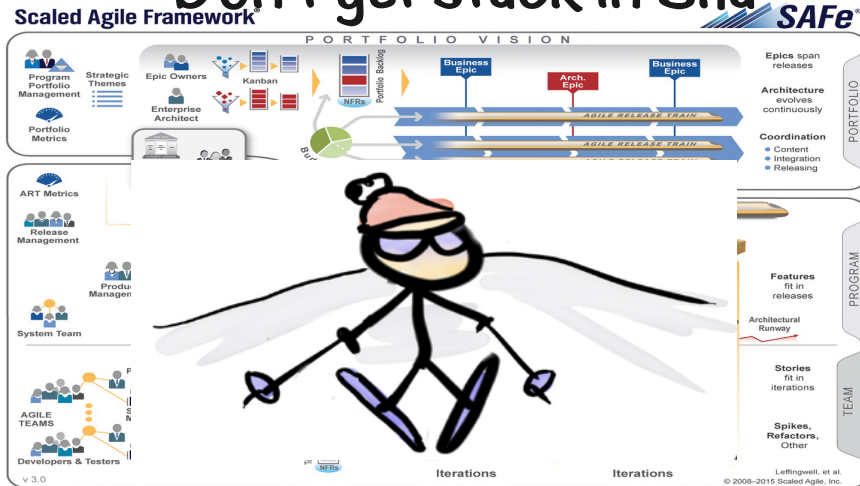


Risk Board



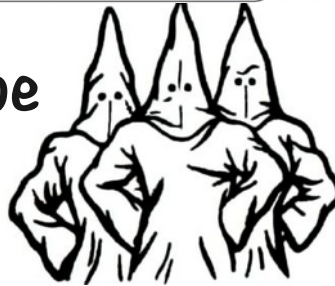
BEWARE

Don't get stuck in Shu



Don't believe in Hype
or Anti-Hype

Henrik Kniberg & Lars Roost



Big Bang is risky

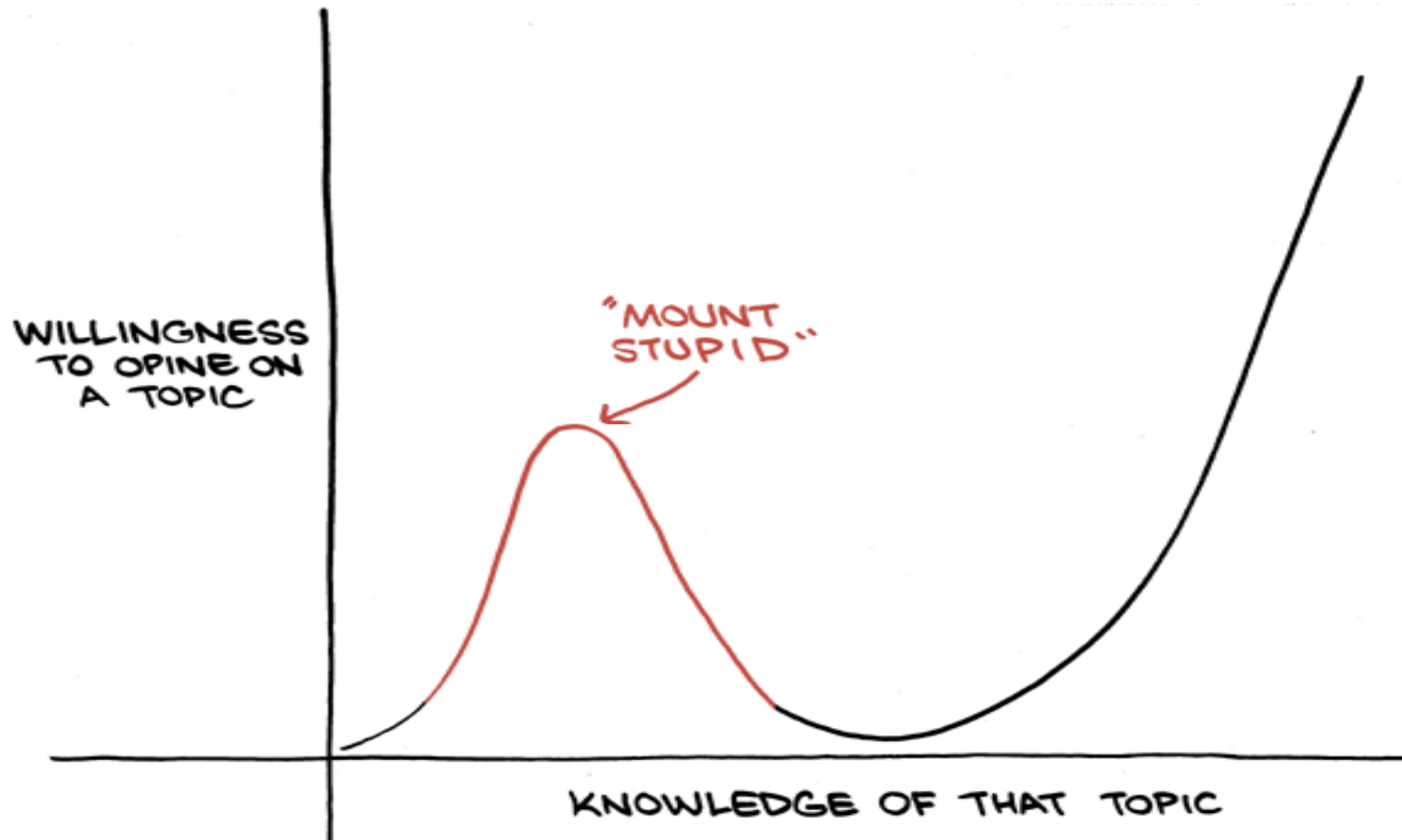


Don't swallow the whole elephant



Watch out for Queues and Batches





Source: <http://www.smbc-comics.com/?id=2475>

Wrapup

11:05

Take-away points

- SAFe is a toolkit. Neither Good nor Evil.
- SAFe is built on Lean & Agile principles.
- SAFe = Shu-level scaling.
 - It's big and detailed. Take the stuff you need only.
- **SAFe can be useful when you have:**
 - A bunch of teams working on the same product
 - A bunch of teams working on different products, but have many dependencies.
- **Don't get stuck in Shu. Experiment a lot!**



Thanks for listening!

goto;
conference



Please

**Remember to
rate this session**

Thank you!

 Join the conversation #gotocph

