Escaping the waterfall and staying SAFe

Henrietta Marsh-Smith & Richard Mellor, SAFe SPCs
Six attributes that drive success

- Recognise leadership as agent of change
- Synchronise cross domain planning
- Harness knowledge workers’ potential
- Optimise the system for flow
- Plan team role location with care
- Measure to manage
## Evolving our practices to drive success

**Measure to manage**

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Evolving our practices to drive success

Optimise the system for flow & Shared business value

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Optimise the system for flow & Shared business value

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Key challenges encountered

Siloes have thick walls
- Use Agile Release Trains
- Accept the “agile sandwich”
- Use DevOps

Team instability reduces efficiency
- Team stability is fundamental
- Preserve team integrity
- Exploit intrinsic motivation of knowledge works
Key challenges encountered

Proxy metrics tell the wrong story

- Do not confuse activity and outcome
- Proxy metrics can be useful

Everyone finances projects

- Work with Finance on the benefits of value stream funding.
- Use toolchain activity tracking to determine capital spend

Roadmap planning will not be integrated

- Avoid building a reactive roadmap
- Adopt a capacity matching approach

“A common example is process as proxy. Good process serves you so you can serve customers. But if you’re not watchful, the process can become the thing. This can happen very easily in large organizations. The process becomes the proxy for the result you want. You stop looking at outcomes and just make sure you’re doing the process right.”

Jeff Bezos
Letter to Shareholders April 12, 2017
Key challenges encountered

Product thinking is not the default

• Product lifecycles in aviation are long
• Lack of software traceability
  • It was cheaper to start again

Flow distribution will be skewed towards features

• Stability is key
• Dedicate 20% of sprint capacity to resolving technical debt & 20% to optimisation
• Target product management on platform stability
Questions?

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Thank you

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