The Missing Link:
HR as the transformation check engine light
People need role clarity and process clarity
SAFe® Superpower #1

The Framework provides roles and process clarity for Lean Agile business execution at scale:

**HR’s role as an enabler of change:**

- Cross-walk traditional HR roles to well defined SAFe roles
- Champion enablement; to allow people to be successful in new roles
- Shift from “individual contributor” performance models, to team contribution
- “Prune” RTE, Product Manager, Epic Owners, reporting relationships
Organizational silos created for efficiency inhibit flow of value, and cost-center based HR hierarchies inhibit engagement and ideation.
SAFe® Superpower #2

The Framework allows for the ‘virtualization’ of rigid organizational silos and HR hierarchies:

**HR’s role as an enabler of change:**

- Freeze reporting relations, but break departmental “groupings”
- Facilitate the conversation between different people managers about virtualizing staff into the ART
- Broker the rules for virtualization; how the line Managers relate with virtualized staff
- Mediate improvement of “bad” behavior.
Advanced Lean Agile
HR Analytics
Using Business Intelligence techniques to view the inertial drag of a Portfolio ART

- Quantitative and qualitative data visualized to guide leadership decisions and corrective activities
- Gauge the adoption of Lean Agile behavior and principle driven execution
- Pinpoint transformation ‘drag’ and ‘lift’

Legend

- 3 or More enablement’s/classes
- 2 Enablement’s/classes
- 1 Enablement’s/classes
- Successful enablement’s/classes
- Fail/No Attempt enablement’s/classes
Value Stream Check Engine Light

ARTs change over time, visualizing the inflows and outflows of angels and anchors is important.

Understanding knowledge flow:

• Identify positive cultural shifts

• Early warning of ‘sinking ships’

• Leverage insights for root cause analysis and improvement plans

• Gauge commitment to lean agile principles and implementation of principles into action
Open Space Q&A