Customer Story: Agile Architecture with SAFe®

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Agenda

- Agile Architecture context
- Beginning the AAM Lean-Agile Transformation and Agile Architecture Journey
- Challenges and How They Were Overcome
- Where AAM Architecture Stands Today
- Summary and Q&A
Agile Architecture Principles
1. Design emerges. Architecture is a collaboration
2. The bigger the system, the longer the runway
3. Build the simplest architecture that can possibly work
4. When in doubt, code or model it out
5. They build it. They test it
6. There is no monopoly on innovation
7. Implement architectural flow
AAM Transformation Highlights (1 of 2):

• 3 Agile Release Trains (ARTs)
• Distributed across the globe
• Started with Essential, added Portfolio
• Transformation and Team Coaching
Challenges

• Dedicated number of architects
• Global nature of business units
• Just-In-Time architectural runway
• Where architecture fits in
• Developers disengaged, business disconnected
• IT-centric
# Enterprise Backlog Structure & Management

Prioritization, planning, and delivery centers around the backlog and cadence.

Translate existing in-flight projects and future priorities into the enterprise backlog structure.

<table>
<thead>
<tr>
<th>Backlog Item</th>
<th>Primary Authority</th>
<th>Duration</th>
<th>Scope</th>
<th>SAFe Configuration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Epic</td>
<td>Epic Owner</td>
<td>&gt; 1 PI &lt; 1 Year</td>
<td>&gt; 1 Value Stream</td>
<td>Full, Portfolio</td>
</tr>
<tr>
<td>Feature</td>
<td>Product Management</td>
<td>&lt;= 1 PI</td>
<td>&gt;= 1 Team, 1 ART</td>
<td>Full, Portfolio, Large Solution, Essential</td>
</tr>
<tr>
<td>Story</td>
<td>Product Owner</td>
<td>&lt;= 1 Iteration</td>
<td>1 Team</td>
<td>Full, Portfolio, Large Solution, Essential</td>
</tr>
</tbody>
</table>


![SAFe support of business domains](https://www.scaledagileframework.com)

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Integrated into LPM

Enabling better flow by integrating Architecture throughout the Portfolio and Program Kanbans
SAFe at AAM: LPM, LATTe, Training & Metrics

AAM Transformation Highlights (2 of 2):
• Lean Portfolio Management (LPM)
• Lean-Agile Transformation Teams
• Global Agile Architecture Team
• Lean-Agile Metrics at all levels (JIRA)
• Over 1/3 of AAM is Trained in SAFe

Centralized LPM Capability:
• Single Intake Process
• Portfolio Kanban
• Program Kanban
• Portfolio Leads and Epic Owners, and Architects

Centralized Transformation Team:
• Lean Agile Team (LATTe)
• Cross-functional leadership
• ELATTe formed with C-Level
• Consistent Ways of Working and Transformation Progress
• Local extensions in EU and US
• Model is Top-Down and Bottom-Up

Global Architecture Team:
• Cross-functional
• Enterprise Architecture (EA)
• Solution Architecture (SA) in ARTs
• Enabled by Agile tooling
• Includes Data and Business Architects
• Balance of Intentional and Emergent Design

Agile Tooling and Metrics:
• Use of JIRA and Confluence
• Team, Program, Portfolio Metrics
• SAFe Self-Assessment Tools for LPM, ARTs, Teams
• Wins reports focus on Benefits and Outcomes
• DevOps and Automation underway

Certifications:
• AAM has made a significant investment in training its people!
• Many are SAFe-certified, including ~20 SPCs

SAFe-specific Workshops:
• Executive Workshops
• Value Stream Workshops
• Intro to SAFe sessions
• Architecture Workshops
• Lean Portfolio Management Workshops
• LACE Workshops
Other:
• Intro to Agile workshops
• JIRA Training
• Confluence Training

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Relentless Improvement

**Overall Score**

- **Keep**
  - Presentation of Architectural Runway
  - Team assignment of Architects during PI
  - Take the lead in break-out sessions
  - All Architects attending

- **Stop**
  - None

- **Start**
  - Talking with the teams up-front what they expect from architecture during the PI
  - Push to have architectural runway EPIC’s (i.e. TOM) not fall off the train to make room for only short term business value EPIC’s

- **More**
  - Ask for feedback during PI. Much was covered during this PI but not for all teams all team members gave feedback
  - Involvement during refinement

- **Less**
  - None

**Overall Score**

- **Keep**
  - Presentation of Architectural Runway
  - Team assignment of Architects during PI
  - Take the lead in break-out sessions
  - All Architects present

- **Stop**
  - None

- **Start**
  - More Collaboration with the teams
  - PI deck – Change the approach
  - More workshop on DRA and architect role
  - New hires more involvements with the SI development and supporting the teams

- **More**
  - Ask for feedback during PI. Much was covered during this PI but not for all teams all team members gave feedback
  - Involvement during refinement

- **Less**
  - None

**Overall Score**

- **Keep**
  - Being present, fantastic attitude, always there to help and advise
  - Good involvement in feature refinement
  - Visibility across the teams
  - Producing great documentation, always of high standard

- **Stop**
  - None

- **Start**
  - Producing a periodic architecture newspaper
  - Producing more detailed feature
  - Providing the Architecture pictures for the estate before and after the PI at the PI event

- **More**
  - Information on waivers and how they are tracked
  - Architecture details on CI / CD v existing architecture roadmap
  - Architecture time to support train and vision
  - Architects should have moustaches!
  - On Architecture enablers and dependencies

- **Less**
  - None
Summary – Success Factors

• SAFe training and workshops
• Full cross-functional Architecture participation
• Collaboration: architecture, development, business
• Dedicated architects on trains
• Tooling
• Include architects in coaching plan
• LPM and LACE
• Metrics