



„Rethinking the organisation“

An introduction for modern managers



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Agenda

- Challenges in today's business
- Definition of „Business Agility“
- ART - The heart of SAFe®
- Importance of leadership in an agile organisation
- Best practice
- Self-reflection questions



Challenges in the business

- „Faster Time – to Market“
- Maximum of customer centricity (close to the customer as possible)
- High product quality
- Satisfied employees (in the context of shortage skilled workers)

„We need to become more agile !“

Question: What do you – as a manager - understand in the phrase „Business Agility“ ?

Why ?

- complexe VUCA world
- Constantly increasing complexity in the context of modern product and service development. See also "Cynefine Framework".
- The organisational silos' structure is no longer suitable
- Avoidance of Cargo-Cult (mechanical application of behaviour without reflecting the actual meaning) and so-called Business -Theatre.



Definition „Business Agility“

... is the ability to adapt quickly and effectively to all forms of change to deliver maximum value. (Mike Breedle)

I.e. we have to "do the right things right"

The right things (WHAT ?) are those things that are concretely necessary based on the customer requirements and needs.

Doing things right (HOW ?) means letting those who do things, Learn, what doing things right means and how to do it.

SAFe® enables real Business Agility
for enterprises

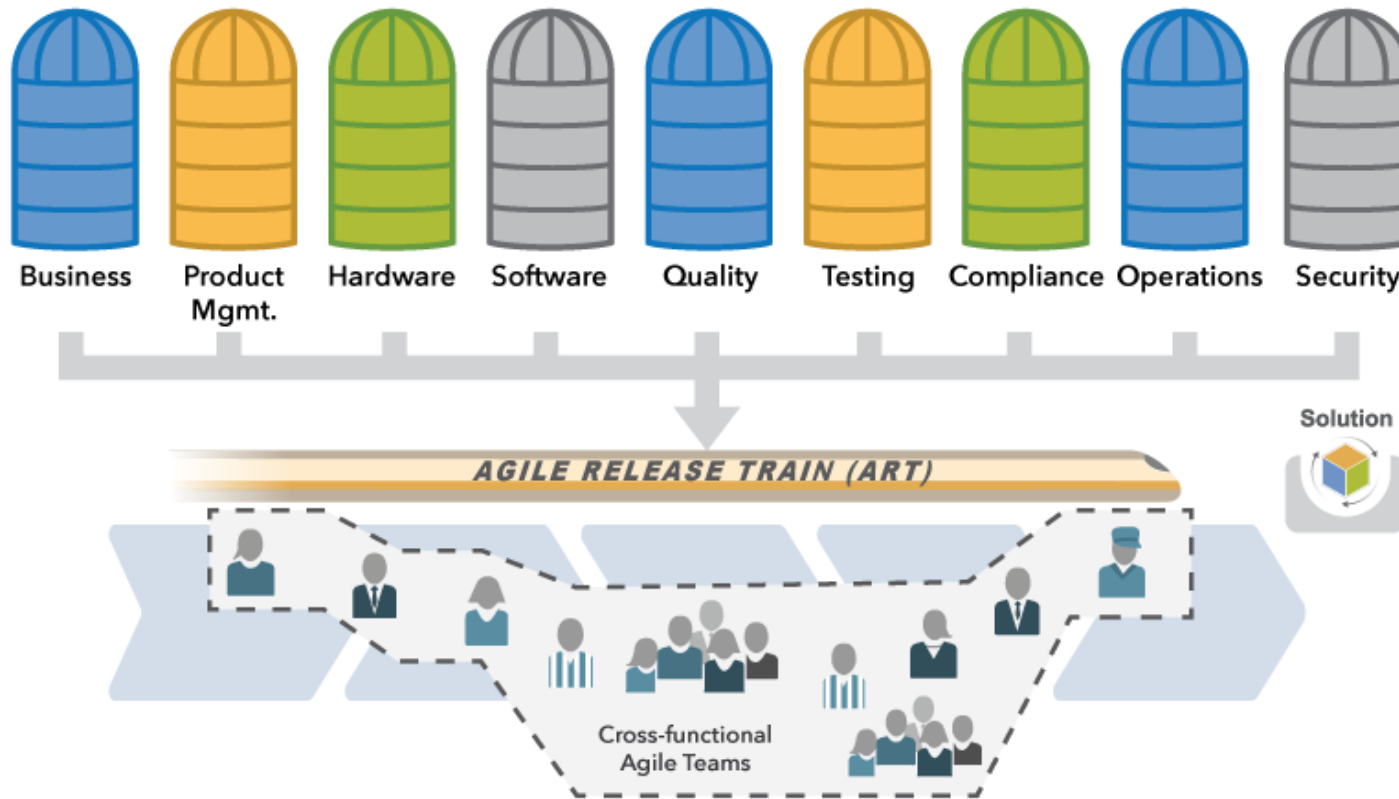
Why ?

- SAFe® combines iterative development practices of Agile/Scrum with the mindset of Lean Management : always reduce waste and maximise customer value
- SAFe® scales agile working (e.g. Scrum), which was originally developed for small teams, and makes it usable for large development projects
- SAFe® is aligning the organisation with the value stream(s)
- SAFe® integrates systemic thinking & acting in the context of "complexity"



The heart of SAFe® – The ART

What ?



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Source <https://www.scaledagileframework.com/agile-release-train/>

Reflect for yourself:
How "cross - functional" are your agile teams today ?
How do your employees see it?

An **Agile Release Train (ART)** maps a value chain in the form of a "virtual organisation".

Attention: Most today's organisational silos' structure (IT, specialist departments, business, etc.) partly counteracts this value stream due to unclear affiliations. Bottlenecks may arise at the transfer points between silos. The waiting time in the context of the value stream increases. The flow in the value stream stagnates. The result: the time-to-market becomes slower.

See also the TOC (Theory of Constraints).



The heart of SAFe®

The actual place of value emergence within SAFe® is the "Agile Release Train" (ART)

An ART is a virtual organisation in which the the work involved in product development is planned, developed is **cross - functional** planned, developed, tested and implemented.

Characteristics:

- An ART consists of several agile, cross-functional teams
- An ART plans & delivers continuously according to a fixed, schedule (cadence: 8 - 12 weeks)
- Several ARTs can be combined in a solution train (second scaling level of SAFe®)
- An ART usually consists of 50 – around 150 people
- The synchronisation of all participants of an ART takes place in a (usually) 2-day planning meeting, the so called PI Planning

What ?

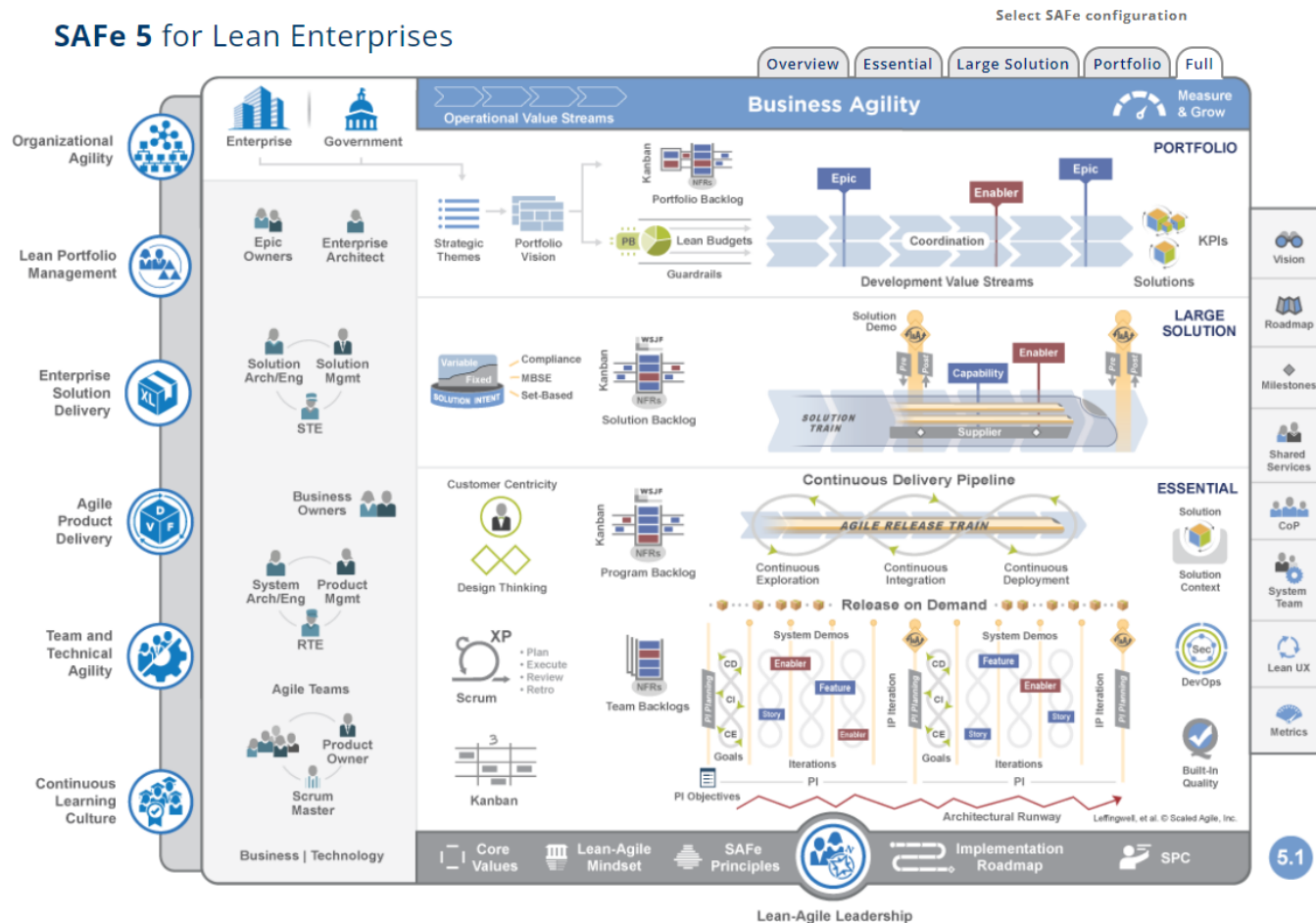
- One of the first products developed on the basis of SAFe® was in the railway environment
- SAFe® is based (analogous to the agile manifesto with its principles) on currently 10 lean/agile principles; e.g.
 - build incrementally with fast, integrated learning cycles
 - apply systems
 - Decentralize decision making
 - organize around value



SAFe® at a glance

What ?

SAFe 5 for Lean Enterprises



- 4 core components of SAFe® :

- Agile development
- Lean product development
- Systemic thinking
- DevOps

- Goal : Establish a learning organisation that is constantly evolving with a focus on flow-driven value creation for the benefit of the customer

Source: <https://www.scaledagileframework.com/>



Question

What do you think - in the context of Leadership - is important in a value-stream oriented organisation ?



Important for managers ...

- Leadership via product vision - and not via the hierarchical structure of the organisational structure. This leads to an increasing responsibility
- Dealing with uncertainty and complexity needs a new management approach
- Manage the flow of the value stream, not the people
- Create framework conditions that enable employees to develop employees in the value stream possible
- Value stream is teamwork - silo thinking suppresses this ! Everyone must work towards the same goal. Competition within the value stream creates waste !
- Create a safe context that allows making mistakes. Especially in complex scenarios, mistakes are commonplace - therefore enable "fast learning from mistakes" !
- Work on the system - not in the system !

Leadership

„An organization’s managers, executives, and other leaders are responsible for the adoption, success, and ongoing improvement of Lean-Agile development and the competencies that lead to business agility.

Only they have the authority to change and continuously improve the systems that govern how work is performed.”

Quelle:

<https://www.scaledagileframework.com/lean-agile-leadership/>



Typical mistakes made ...

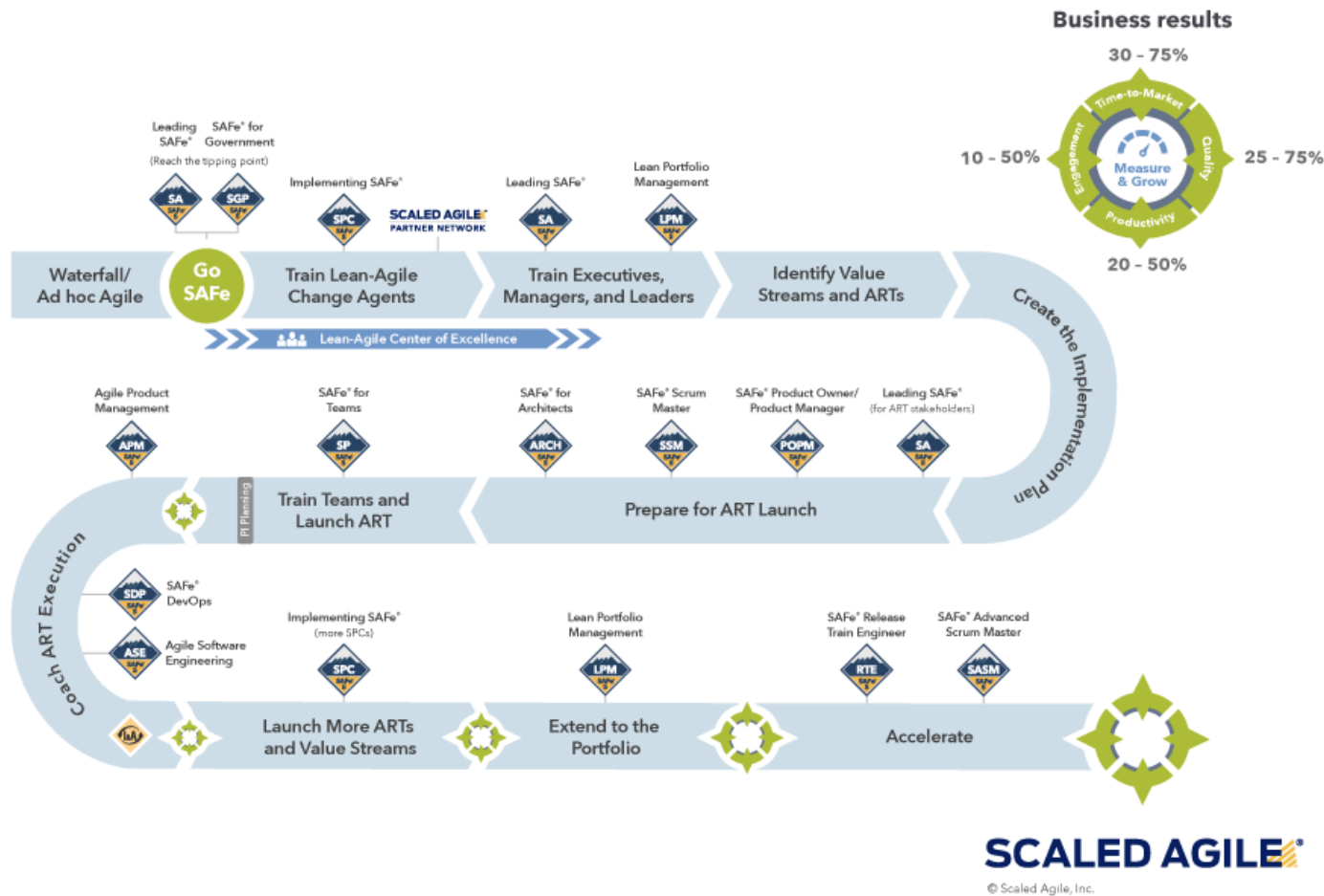
- Teams are not working cross-functional
- Teams work in a „Zombie Scrum mode “ ... just following a process
- „Role Safety“ is more important than „Job Safety“
- Attempt to anchor roles from the "old" world 1:1 in the SAFe® scenario
- The role of the Product Owner & Scrum Master is not understood
- Shared Ressources across ARTs
- Teams have not understood the real purpose or the product
- Silo thinking prevents end-to-end responsible action
- No or less real feedback fro the customer available
- Portfolio Management not value-streamed focussed
- Project-centric-thinking instead of product-centric-thinking
- Resistance to change & newness
- Leadership in the agile context is misunderstood

Best practices

- Watch out for experienced coaches & SAFe® specialists
- Ensure that work is truly agile at team level
- Train management in „systemic thinking“
- Strengthen Lean / Agile Know How
- Implement SAFe® as close to the ideal as possible
- Really know the value stream; make value stream analysis



Implementation roadmap



Source <https://www.scaledagileframework.com/implementation-roadmap/>

Best practices

- Identify the value streams present in your organisation
- Define a first ART to setup and test SAFe® according to Lean/Agile methodologies
- SAFe® means questioning the existing organisational structure and its roles; an agile team does not make an agile organisation
- **Management is the key to successful transformation !**



Questions for self reflection ?

- What is the purpose of your organisation ?
- Who is the real customer of your organisation ?
- How and through what does the product create what value ?
- Where in your organisation does what leads to this value emerge ?
- How does your organisation organise and improve this value ?
- How does the organisation coordinate initiatives in the portfolio context ?



Thanks a lot for your attention

FAQ ...

