Agile @ Scale

What's New in the Continuous Engineering (CE) 6.0.6 Solution for Enterprise Scaled Agile (SAFe)

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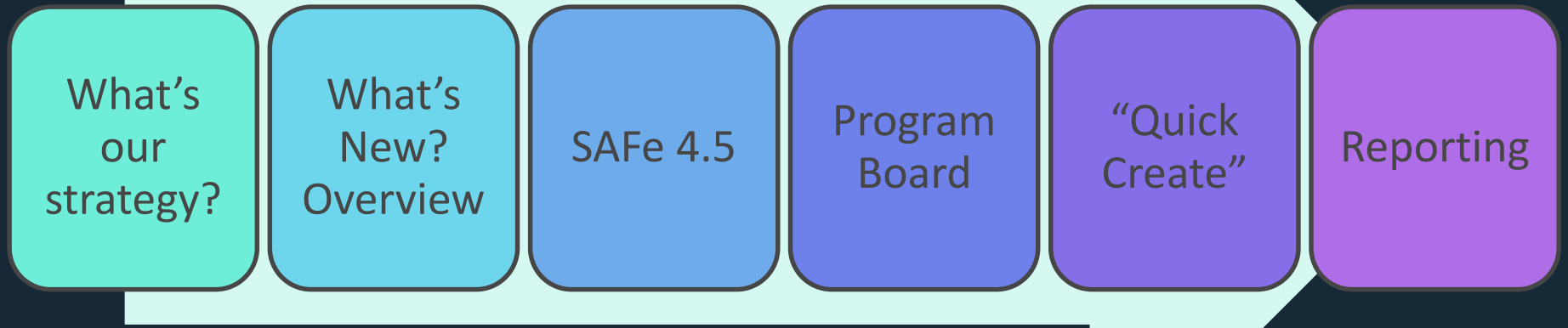
IBM

Agenda



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What’s our strategy?

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In a nutshell…

Quick & Easy Agile Planning

Enterprise Support

Design & Modeling

SAFe® Alignment

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Transforming the enterprise involves…

People: Establish an organization-wide culture with the right set of skills to embrace lean and agile values – everywhere, across all teams, every day

Process: Apply lean and agile principles in the planning, development, deployment and delivery of value and then monitoring feedback to improve – continuously

Tools: Provide a framework that enables the implementation of lean and agile practices – easily – while also providing traceability and visibility of work across multi-disciplinary teams

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People: Aspects of the cultural transformation …

I wish…

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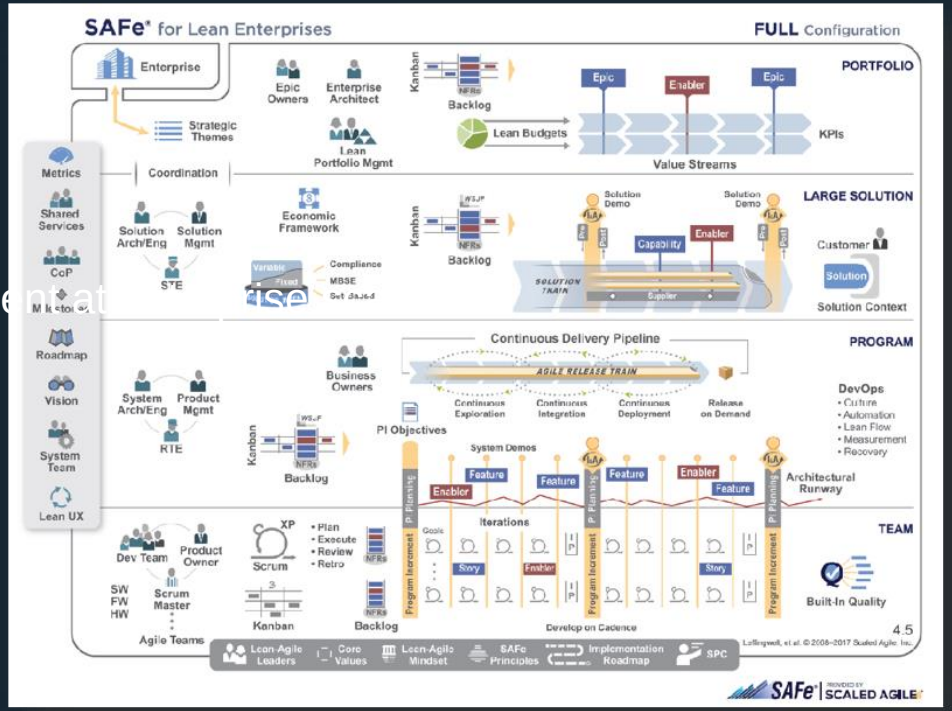
Process: Consider an industry-standard methodology like SAFe

http://scaledagileframework.com

- ✓ Publicly available framework
- ✓ A system of integrated proven practices
- ✓ Know-how for implementing Lean-Agile software and system development at scale
- ✓ A few fundamental immutable principles
- ✓ Many practices that can be tailored
- ✓ Initially released in 2011
- ✓ Large market adoption and growing



Do as much or as little "SAFe" as you want to boost your value and achieve success and use the templates to get started, even if you aren't truly "SAFe"

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Tools: IBM's Collaborative Lifecycle Management (CLM) solution

Continuous Business Planning | **Collaborative Development** | **Quality Management** | **Project Analytics**

Synchronizes teams by…

- **Planning** based on a single, cross-domain source of truth
- **Automating** full traceability
- **Managing** with dashboards and reports
- **Demonstrating** compliance
- **Orchestrating** multi-speed IT
- **Supporting** multiple platform / processes / languages
- **Enabling** simple collaboration

"With IBM's solution, we already realize that ***the different roles within the development lifecycle are cooperating much closer*** *"*

Christof Hammel, Product Manager, Automotive ALM at Bosch Automotive referencing IBM Rational solution for CLM

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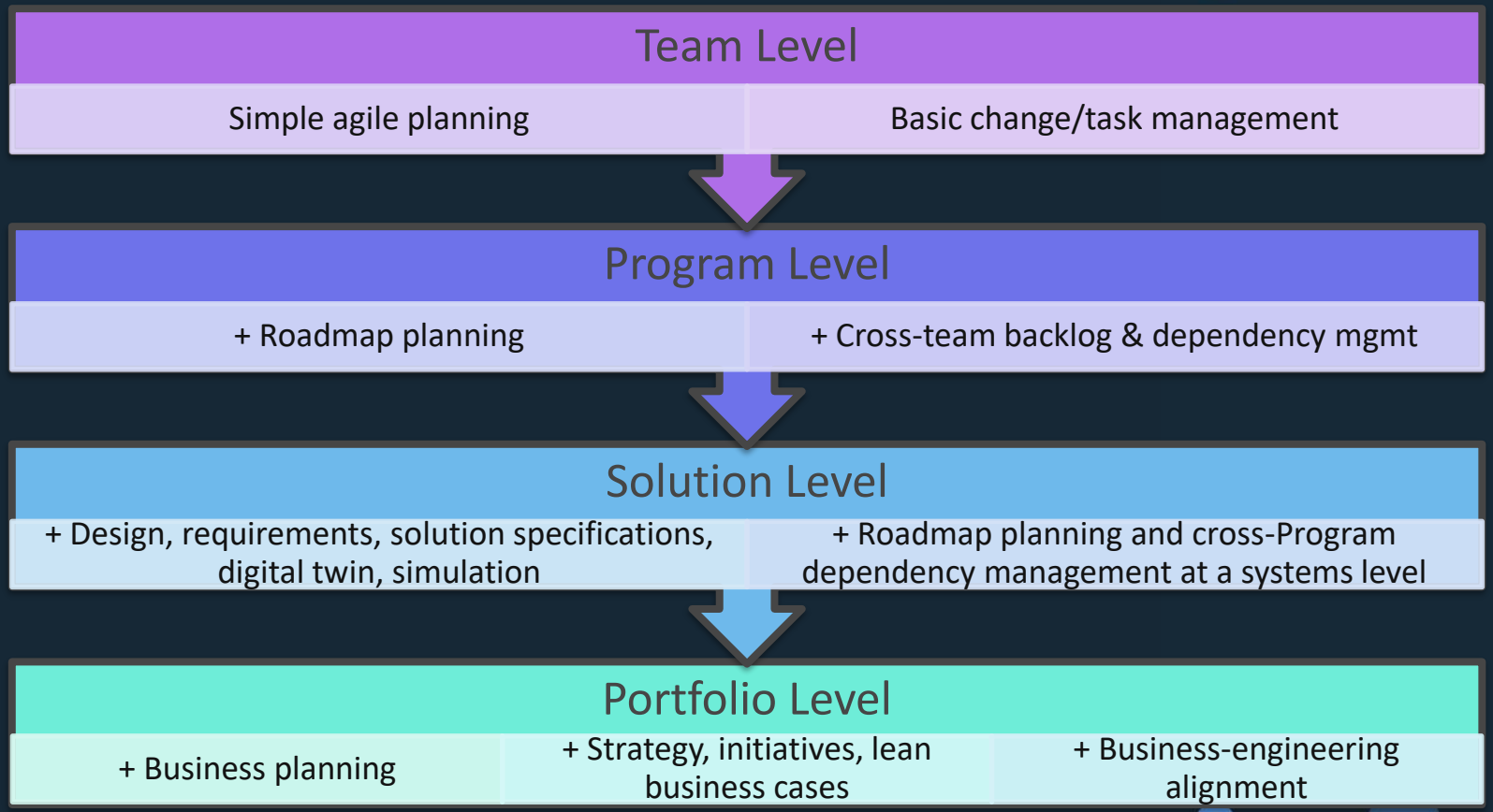
Enterprise agile “your way”



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Focus on transformations that matter!

Drive Economic value	•Focus on value-based delivery •Adopt an economic view to prioritize investments
Align Business & Engineering	•Ensure investments map directly to business strategy •Reduce wasted time, effort, resources
Effectively Manage Change	•Shift how you act and make decisions •Abide by “work in progress” limits
Manage Distributed Teams	•Unify process, vocabulary •Gain cross-team visibility
Establish Delivery Intelligence	•Ensure a single source of truth •Enable automated audit trail
Address Quality	•Focus on the user, employ design thinking •Implement validation earlier in the process

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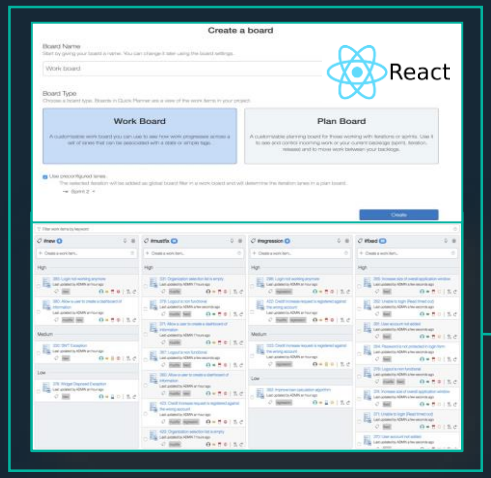
Pulling it all together in a software-connected world

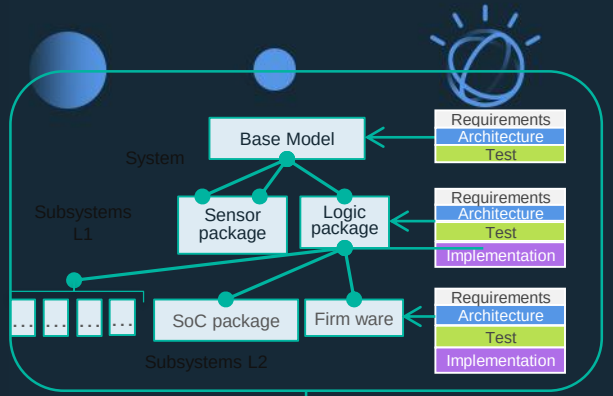


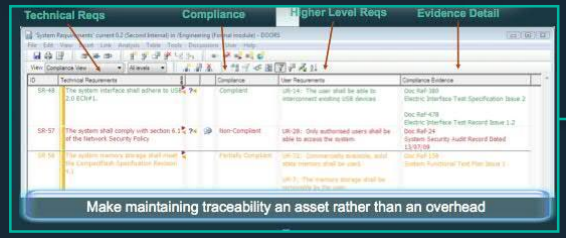
Agile Usability

Tag and process based
Planning boards for
Agile ease of use
React based for speed

Variant Management

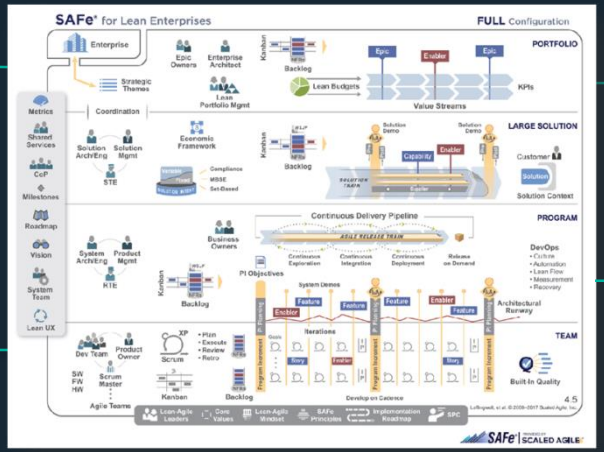
Manage
Complexity





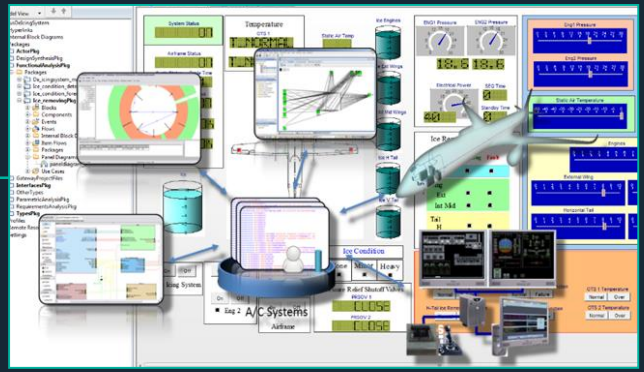
End to End Agile Traceability

Regulatory Compliance / Quality



Enterprise Agile Your Way

Easily customize SAFe 4.5 and agile hybrid methods to meet your needs



Design - Model Based (MBSE)

Enterprise agile for complex programs

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What's New? Overview

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Enterprise Agile Planning 6.0.6

SAFe 4.5

- SAFe 4.5 Templates “in the box” (6.0.6)
- CLM Lifecycle Project Area templates (beta) for all configurations

Program Board

- Program Level Technical Preview

Usability

- Quick and easy work breakdown

Reporting

- New & Enhanced Reports

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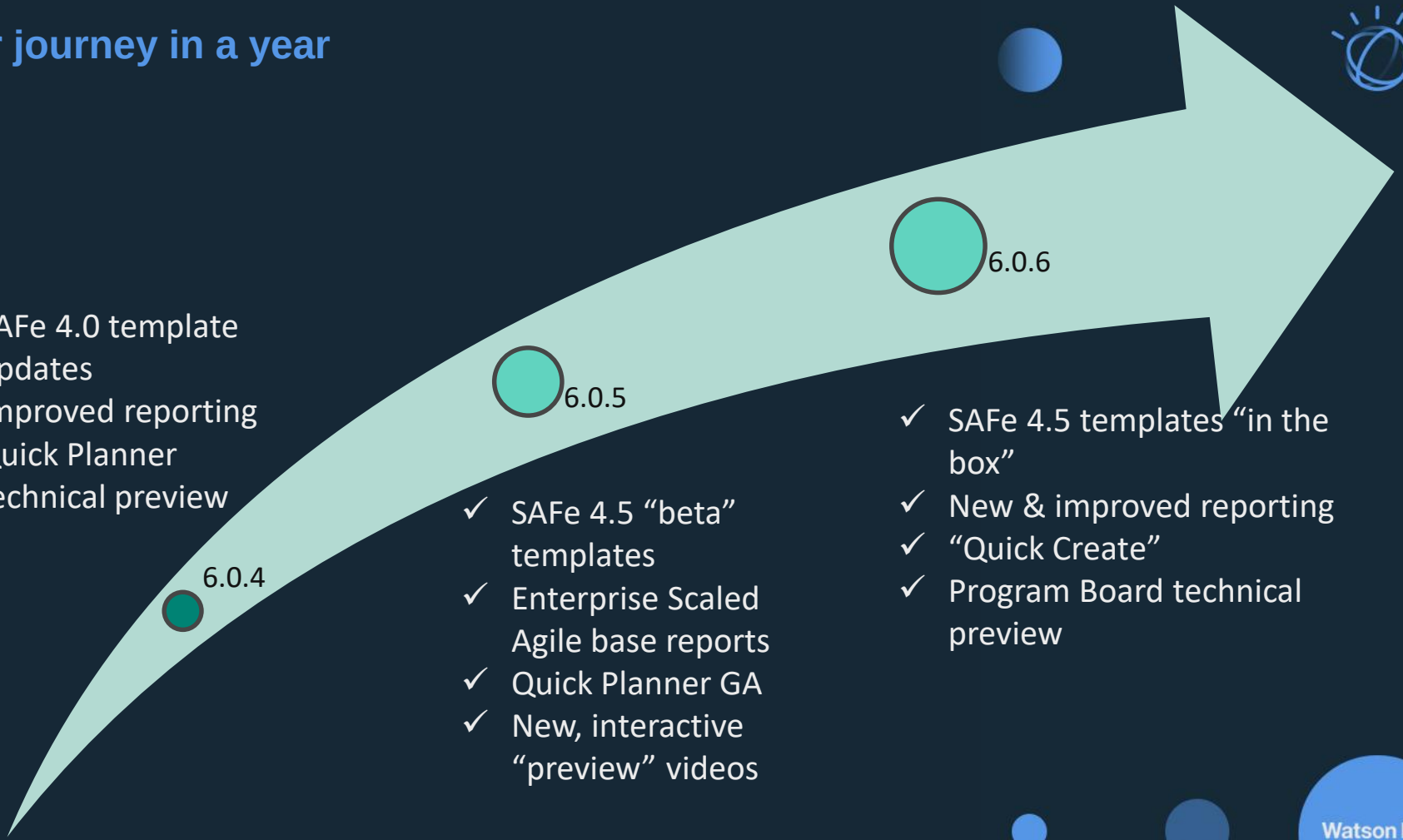
Our journey in a year



- ✓ SAFe 4.0 template updates
- ✓ Improved reporting
- ✓ Quick Planner technical preview

- ✓ SAFe 4.5 “beta” templates
- ✓ Enterprise Scaled Agile base reports
- ✓ Quick Planner GA
- ✓ New, interactive “preview” videos

- ✓ SAFe 4.5 templates “in the box”
- ✓ New & improved reporting
- ✓ “Quick Create”
- ✓ Program Board technical preview

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SAFe 4.5

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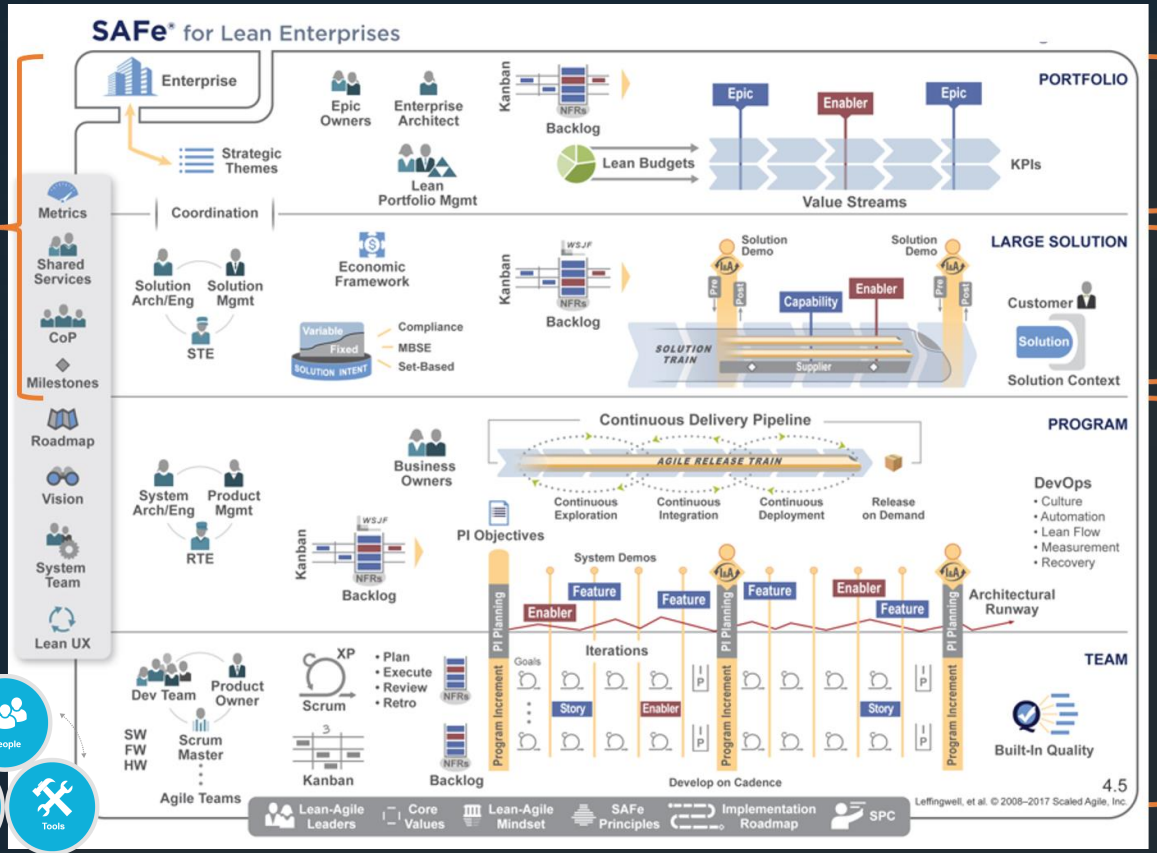
SAFe® for Lean Enterprises (SAFe 4.5)



Four Configurations

Full SAFe
Like 4-Level SAFe 4.0

Portfolio SAFe
Like 3-Level SAFe 4.0

Large Solution SAFe
No Portfolio

Essential SAFe
Program & Teams Only

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What are the changes for SAFe 4.5?

Rational Team Concert

- Value Stream → Large Solution name change, affecting Plan Types, Plan Views, Roles, Timeline, Work Item Types
- New *Compliance* Enabler Type
- Epic *Value Statement* → *Epic Hypothesis Statement*
- Capability/Feature *Description* → *Benefit Hypothesis*
- Workflow changes for Kanban

Rational DOORS Next Generation

- Lightweight Business Case → Lean Business Case
- *Compliance* content in Solution Intent

Rational Quality Manager

- Value Stream → Solution changes to dashboard, categories

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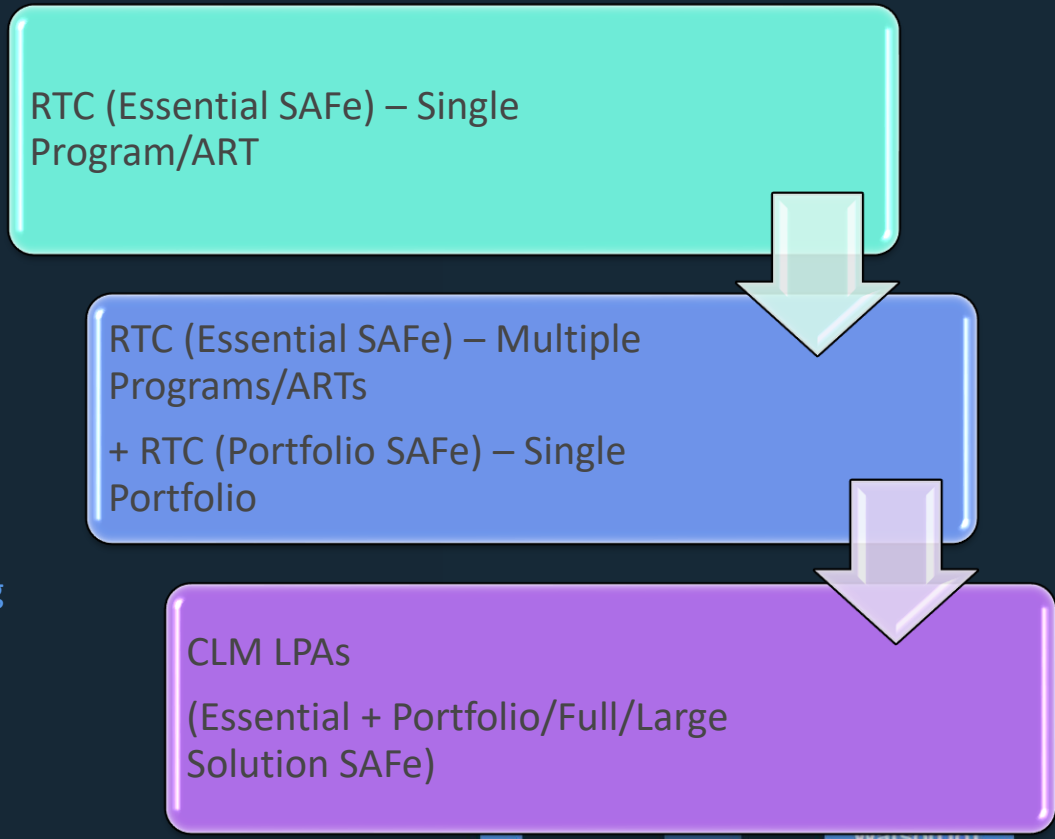
Typical Adoption Path

1. **Start with Agile Teams, add Program level = "Essential SAFe"**
   - RTC supports this
   - Add RDNG and/or RQM for added requirements and quality management governance

2. **Scale up to the Portfolio level as needed = "Portfolio SAFe"**
   - RTC supports this with limited Portfolio support
   - Adding RDNG creates additional Portfolio artifacts for budgeting and decision-making

3. **Add cross-domain capabilities for Portfolio, Full or Large Solution SAFe**
   - Scale up to cross-domain capabilities when and if you are ready



Program Board

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Program Board Technical Preview

- **Mixed Methodology Support**: Consistent dependency management regardless of methodology
- **Visualization**: See “red” and “green” dependencies across nodes
- **Actionability**: Mitigate risks: set/change target iteration, create/remove dependencies
- **Visibility**: View details via rich hover without leaving the board, click to open work item editor

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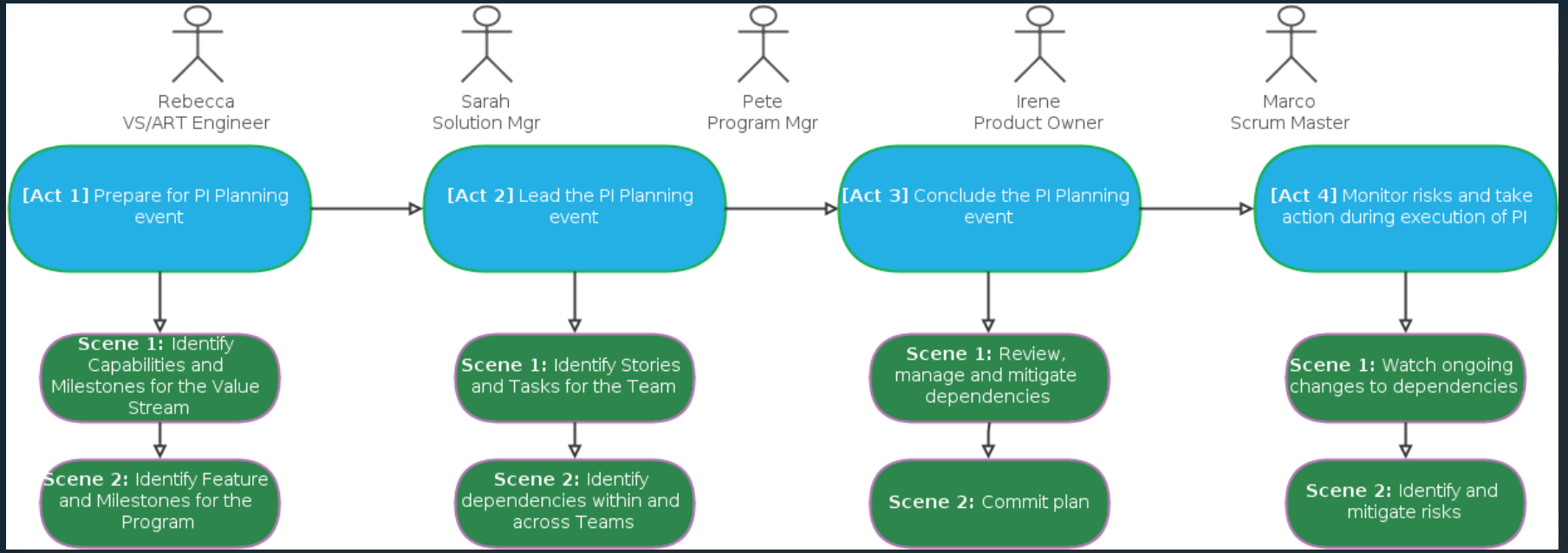
Program Board – Who needs it?



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Program Board Basics

- **Launch from Plans menu: Plans > Dependency Board**
- **Set Filters:**
  - Program (Parent) Iteration + Team (Child) Iterations in scope
  - Program (Parent) and Team (Child) work item types
  - Teams in scope
- **Display:**
  - **Parent Row:** Parent work items *planned for* Program Iteration [Limit 30]
  - **Team Row(s):** One row for each Team in scope [Limit 7]
  - **Team Iteration Column(s):** One column for each Team in scope.
  - Parent appears in each cell when it has a Child *planned for* a Team Iteration and *filed against* a Team*
  - **Learning Milestone Row**: Shown only when SAFe template is in use, Learning Milestones appear in the lane corresponding to the *Planned For* iteration
- **Dependency Visualizations:**
  - **Out-of-Scope Dependency:** Shows up as different color on board
  - **Cross-Feature Dependencies:** **Red** or **Green** based on *Planned For*

* In GA, Parent will only appear in multiple cells if there is a dependency at the Child level. Otherwise it will only appear once, in the latest-most cell based on the children *planned for* settings

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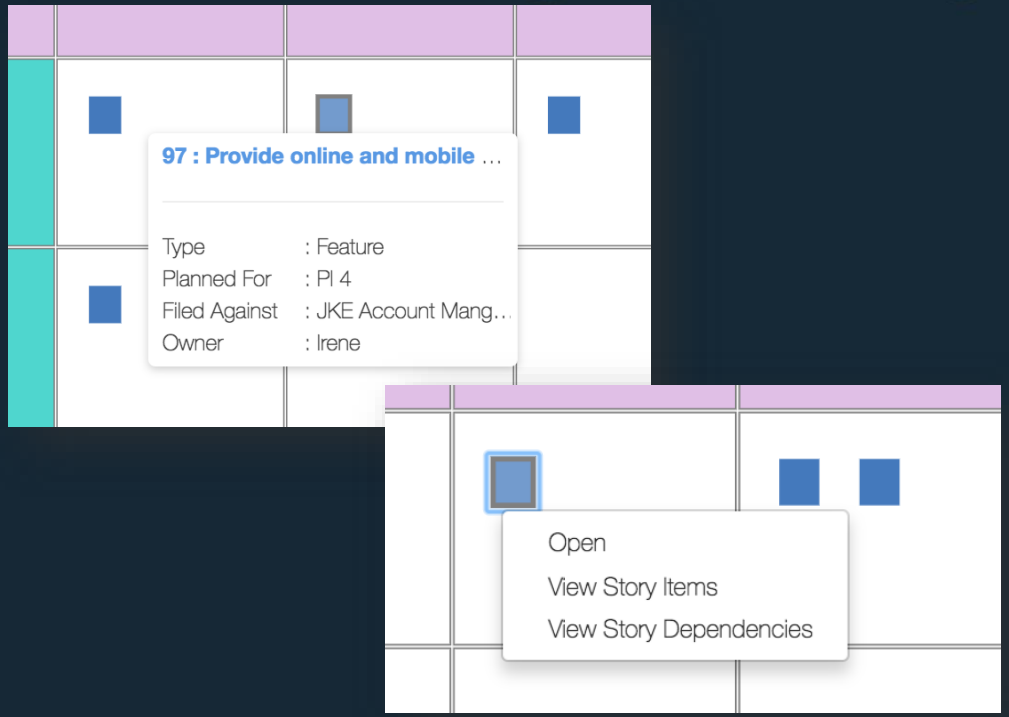
Program Board *Actionability*

- ❑ Quick hover details*
- ❑ Open Parent in work item editor
- ❑ View Children
- ❑ View Children Dependencies
- ❑ Edit Children
- ❑ Mitigate red dependencies
- ❑ Add/Remove dependencies



* In GA, expect support for full rich hover

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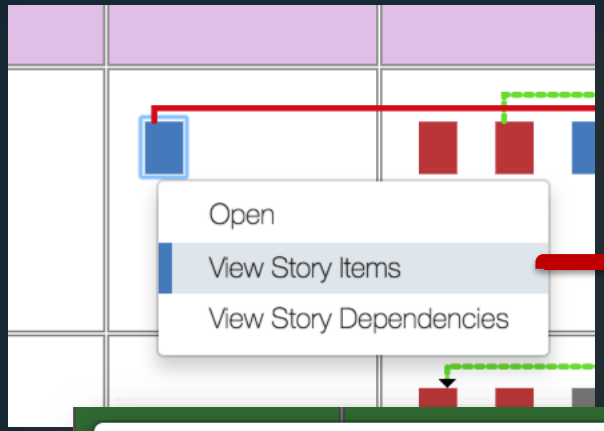
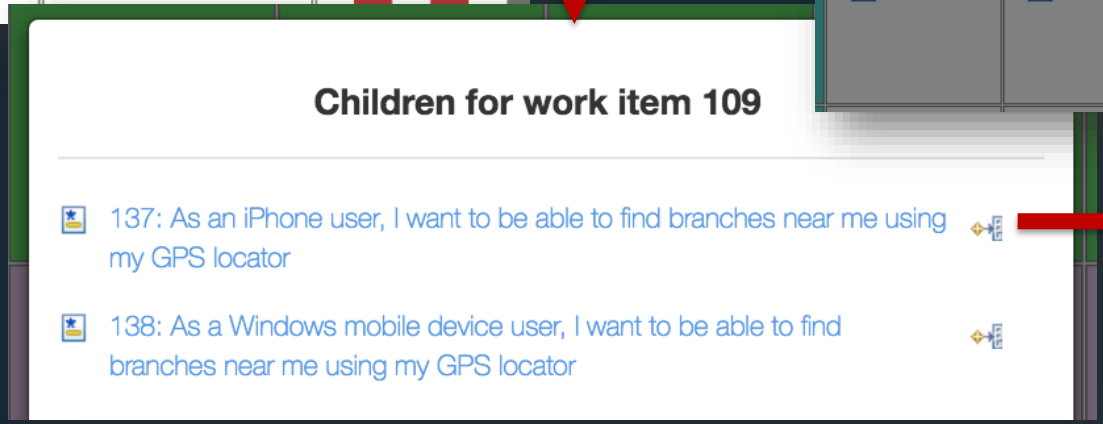
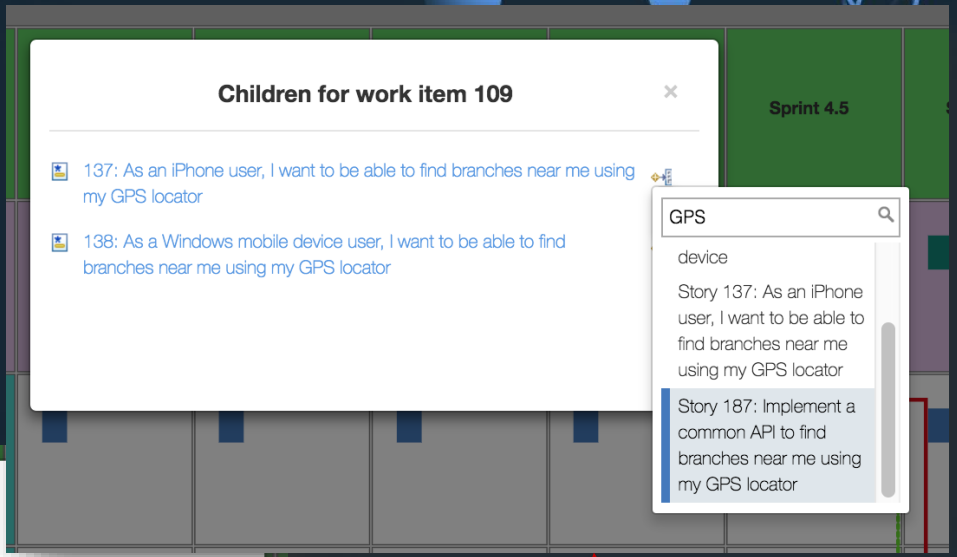
View child work items, add dependencies







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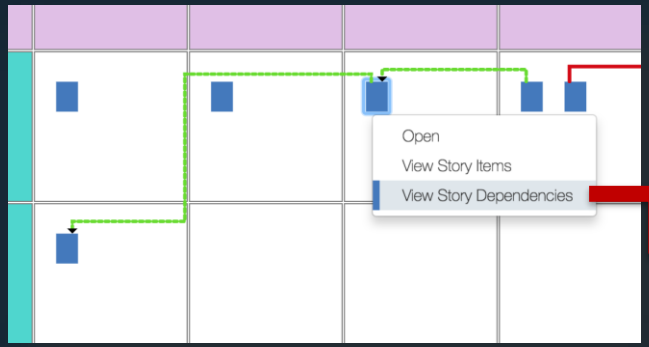
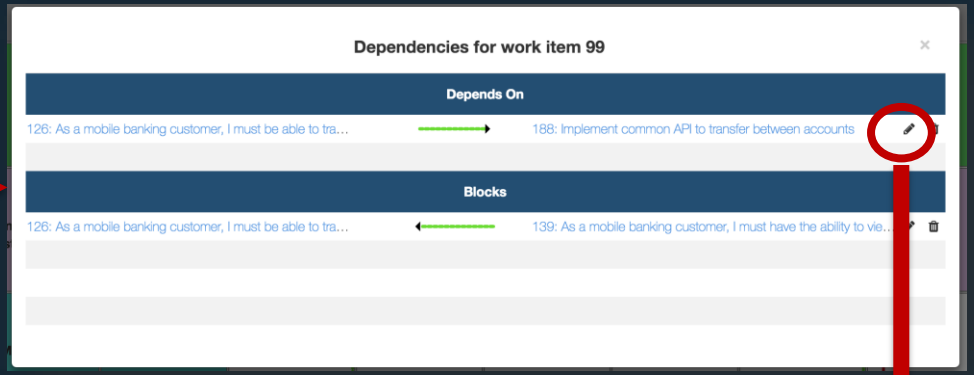
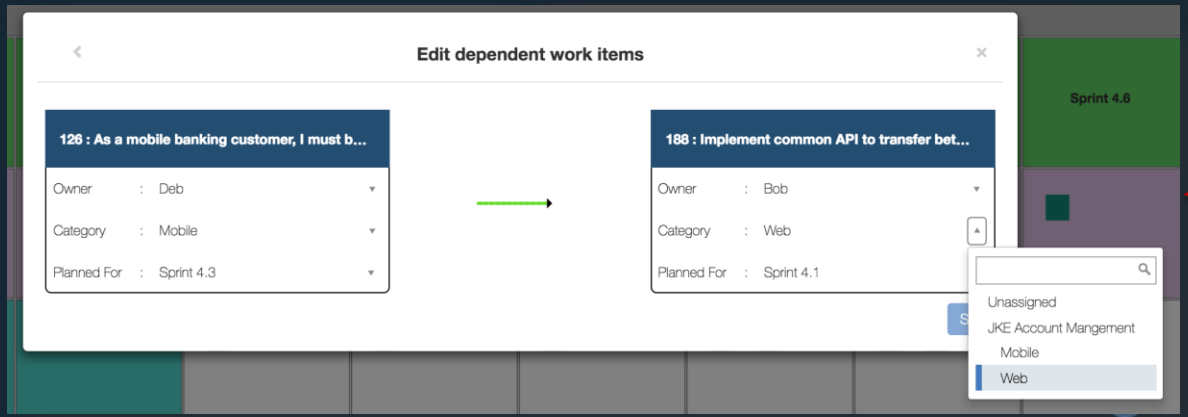
View Dependencies, take action







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“Quick Create”

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Quick & Easy Work Breakdown

Quick Create Button

New button in work item editor to create children with a single click

Default Child Work Item Type Configuration

Specify the default child work item type to make work breakdown quick and easy

Inherited Attributes

Filed Against and *Planned For* are now automatically inherited when you create a child work item type

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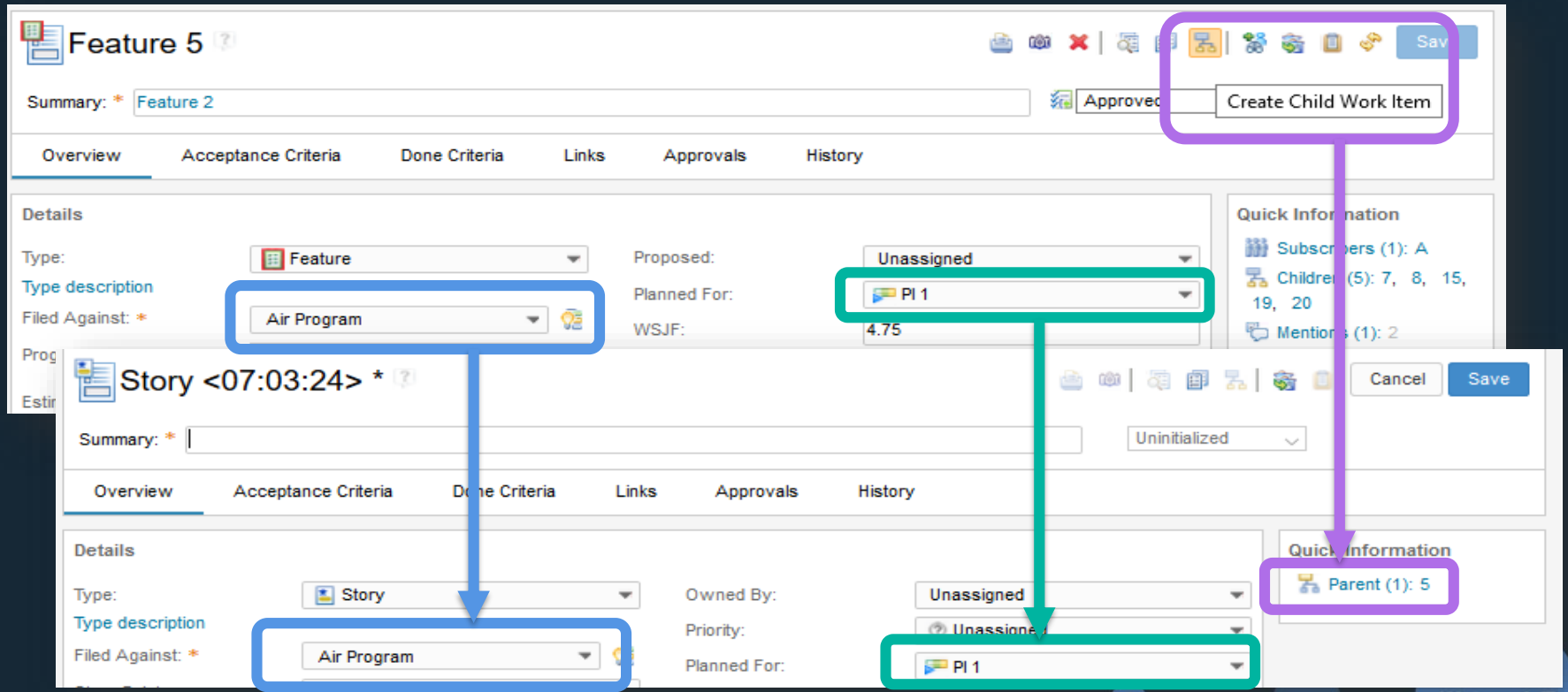
“Quick Create” in action



Reporting

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New reports for scaled agile environments

Enterprise Scaled Agile Reports

Use these reports regardless of the templates in place in your CE environment

- Approval Audit Trail
- Days in State (by Month)
- Defect Days in Current State
- Estimated vs Actual Hours
- Program Average Velocity
- Program Burn-Down Chart (by Story Points)
- Program Burn-Up Chart (by Story Points)
- Solution Epic Average Velocity
- Story Cumulative Flow Diagram
- Team Average Velocity
- Team Burn-Down Chart (by Story Points)
- Work Item Cycle Time (by PI)

SAFe 4.5 Reports

Use these reports if you are using the SAFe 4.5 templates

- Capability Cumulative Flow Diagram
- Feature Cumulative Flow Diagram
- Feature Progress by Team – Specific PI [Advanced SQL]
- Portfolio Epic Burn-Up Chart (FULL SAFe)
- Portfolio Epic Burn-Up Chart (PORTFOLIO SAFe)
- Solution Epic Burn-Up Chart

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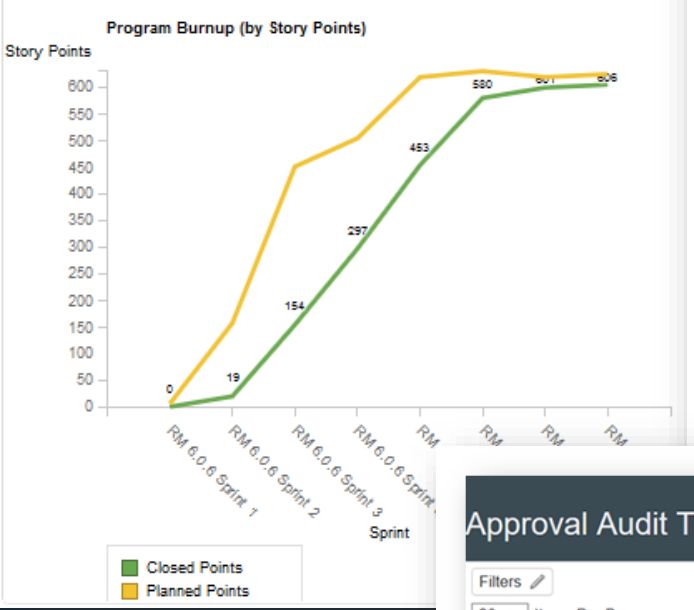
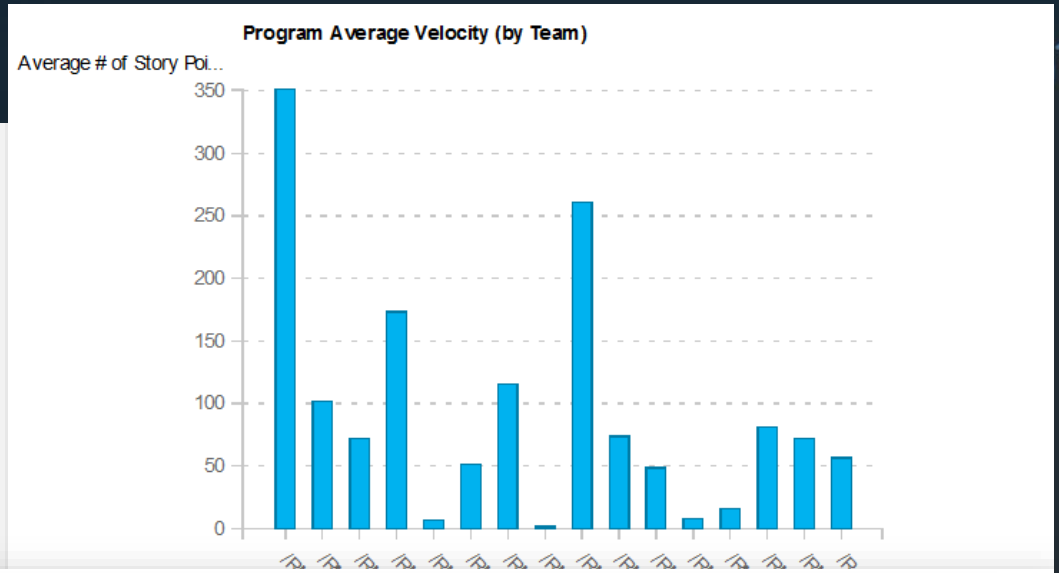
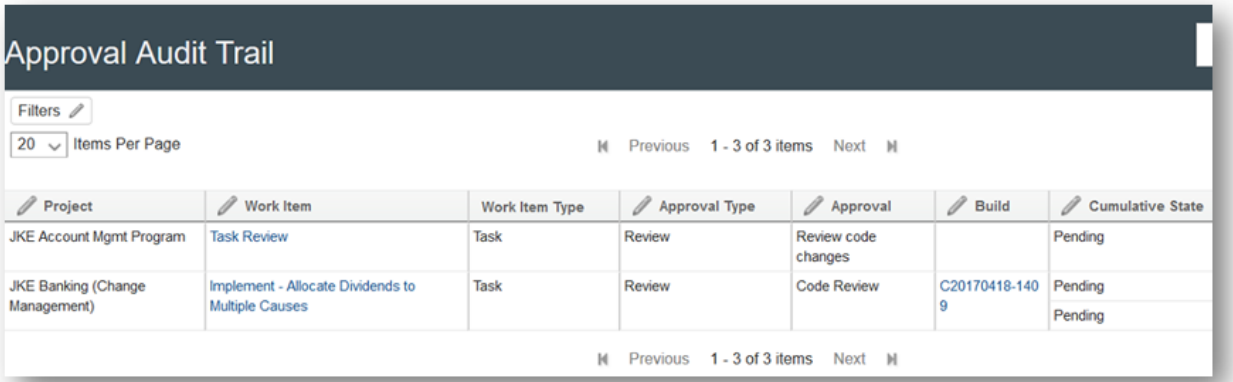
Some examples







- ✓ Industry-standard reports for scaled agile environments
- ✓ Compliance, audit, trending reports

New reporting documentation eases consumability

Enterprise Scaled Agile Reporting Guidelines – Summary, import and filtering guidance
Enterprise Scaled Agile Reports Details – Brief listing that includes functional, organizational and complexity categorization

Functional Group	Organizational Level	Complexity
○ Progress/Status ○ Quality ○ Productivity ○ End to End Traceability ○ Process Improvement ○ Governance	○ All ○ Portfolio ○ Program ○ Team	○ Basic ○ Intermediate ○ Advanced

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Learn more

References/Case Studies:

- [Blog] Words of wisdom from a few of the scaled agile "experts" at Interconnect 2017
- **NICEActimize DevOps.com interview:** IBM InterConnect 2017 w/Igal Levi, NICE Actimize
- **Pôle emploi:** Scheduling and prioritizing development backlog with the Scaled Agile Framework
- **Softplan:** Gaining robust visibility with IBM Rational software and the Scaled Agile Framework methodology
- **US Department of State:** Customer Reference
  - **Video**
  - **IBM.com**

SAFe Landing Page

Getting Started with SAFe

SAFe 4.5 Assets

Interactive Previews: http://jazz.net/previews

Program Board Video: https://www.youtube.com/watch?v=QMP0g8TzKfo&feature=youtu.be

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Thank You