

DevJam

a cPrime Group Company

Coaching and Developing Product Agility

Introducing Product Thinking

Into SAFe Ecosystems

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DevJam |  CPRIME

Intros and Disclaimers

David Laribee

- 20 years product development
- 10 years XP
- Former VersionOne



Anne Steiner

- 10 years as a FE developer
- 7 years as a product owner/product manager
- 5 years as a product coach



Disclaimers:

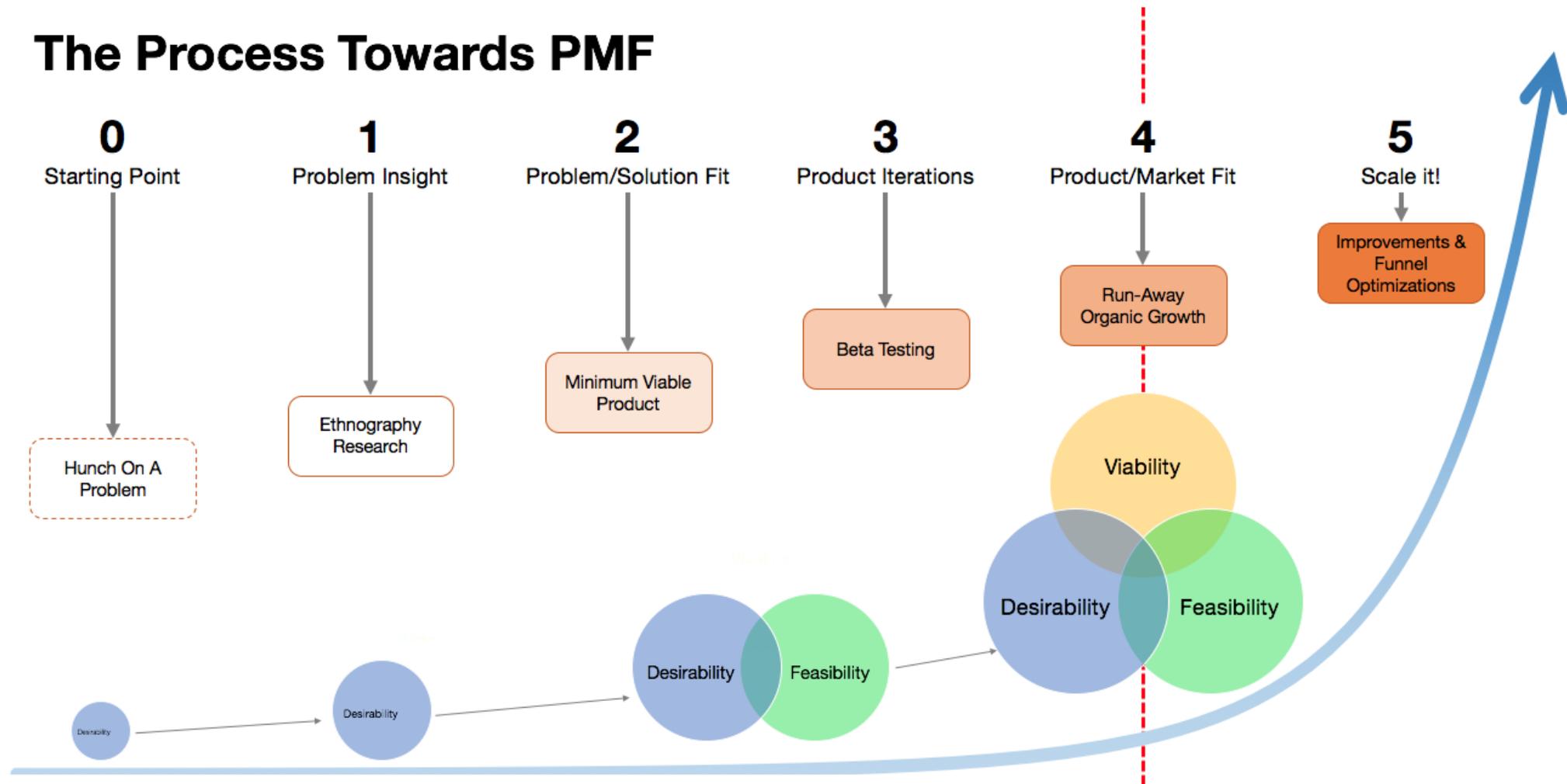
- We aren't SAFe experts
- Just two people who help companies who've chosen SAFe
- Not here to tear down SAFe; here to help make it stronger

Agenda

- The Story of Scaling
- Products Are Value Streams
- Product Thinking in SAFe
- A Better PI Planning Event
- Architectural Runway
- Releasing Outside of the Train

The Story of Scaling

The Process Towards PMF



Products Are Value Streams

Product Over Plumbing

Value Streams

“Value streams represent the **series of steps** that an organization uses **to build** solutions that provide a **continuous flow of value** to the customer.”

~Scaled Agile

Let's think of value streams differently



- The process we follow?



- Our organization or the business we serve?
 - ART's
 - Lines of business

Products Over Plumbing

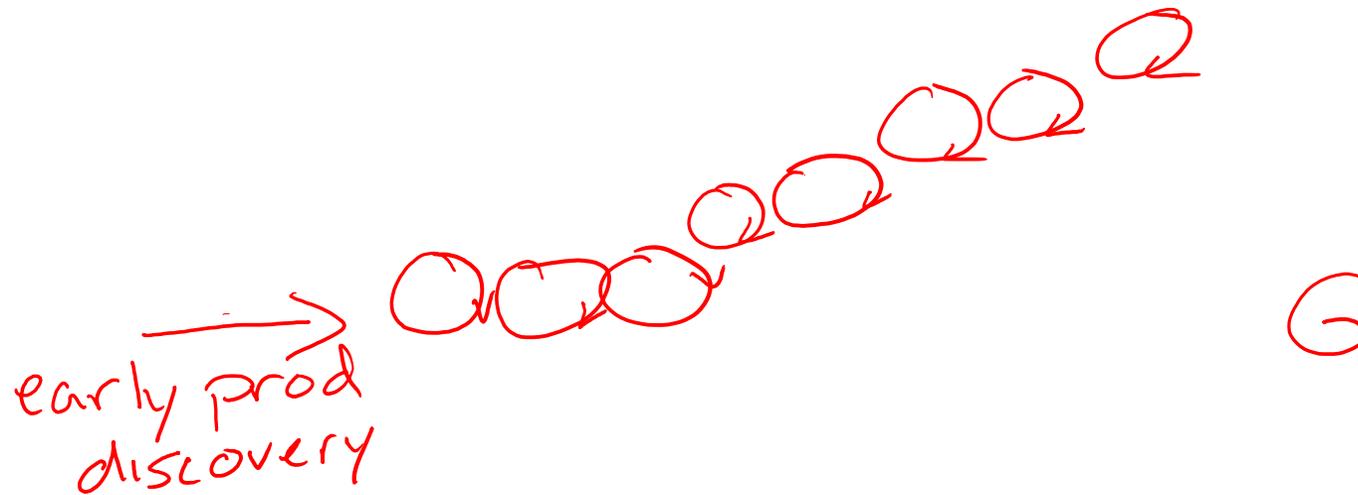
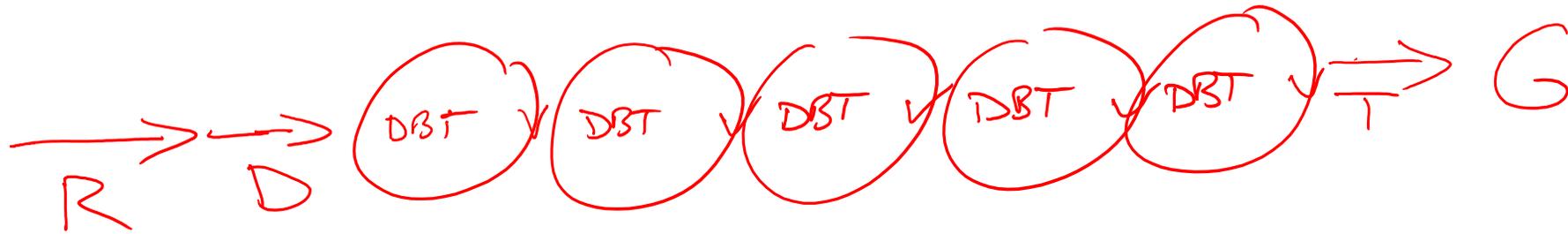
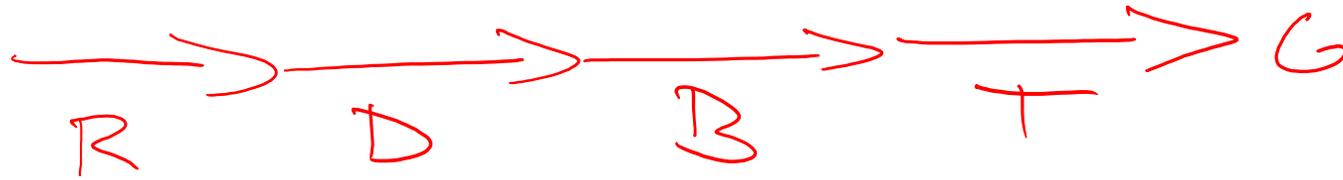


Your product
is the thing
you build or
the service
you provide
that impacts
people.

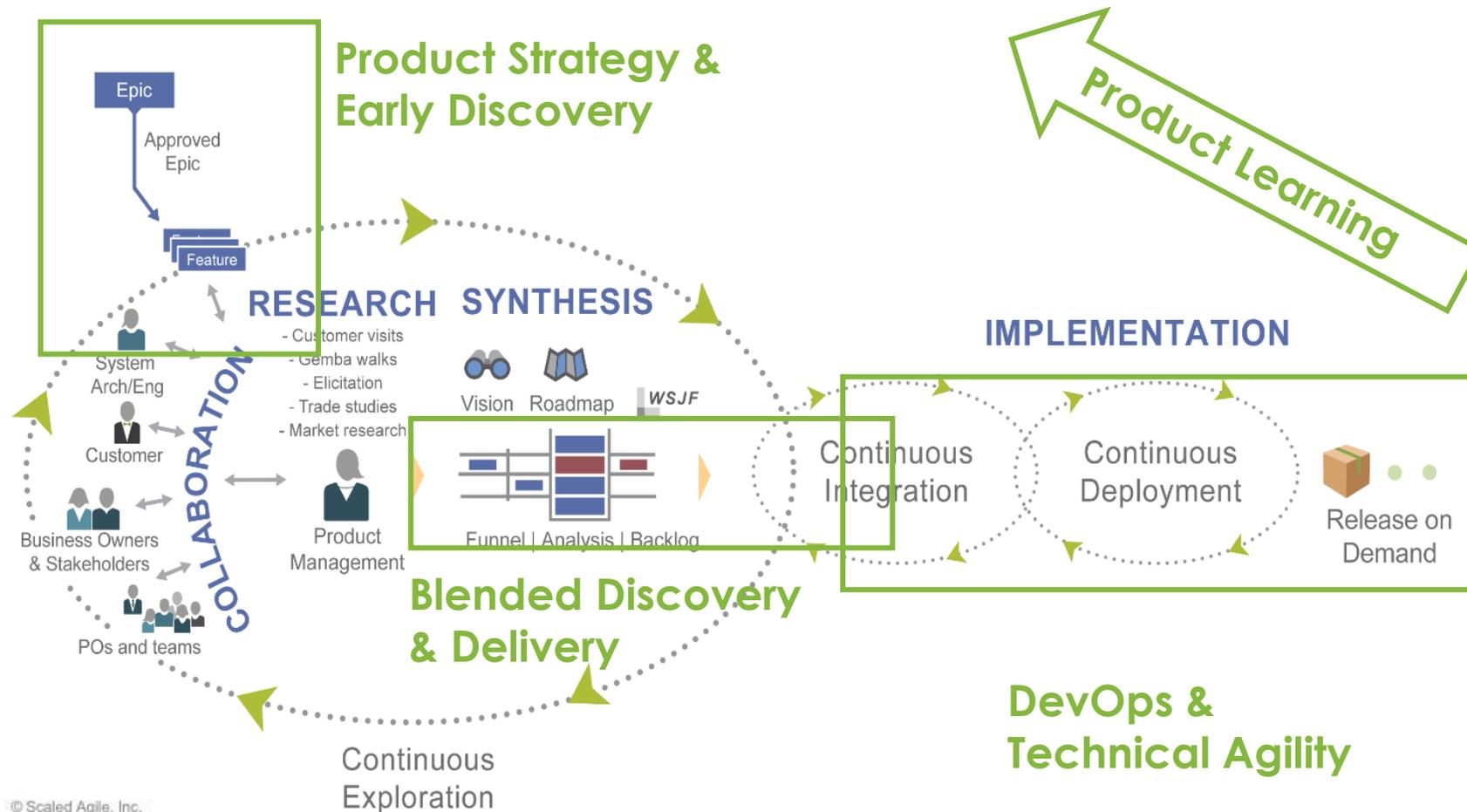
Product Thinking in SAFe

Build, Measure, and Learn ... Then Learn Faster

Building Iteratively Versus Learning Iteratively

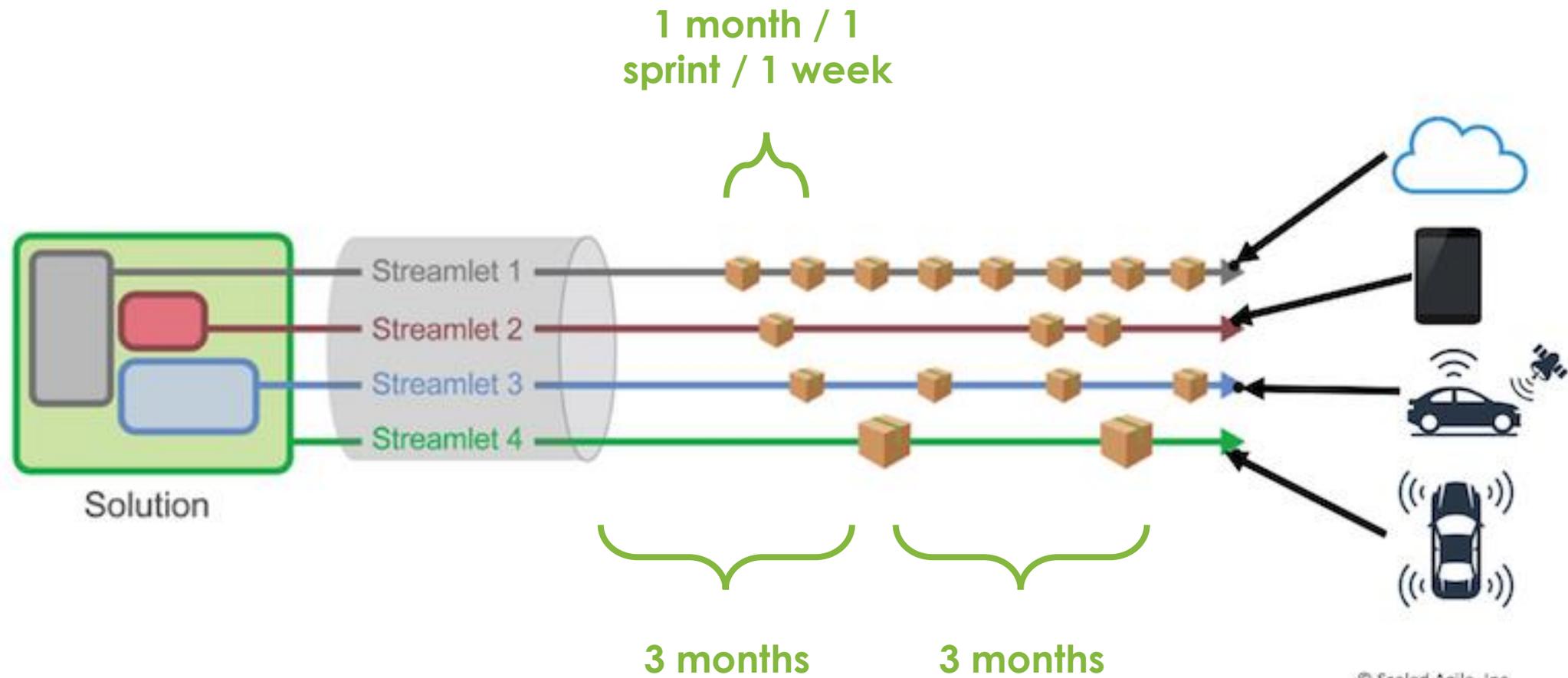


SAFe Gives Us Places to Discover and Learn



© Scaled Agile, Inc.

How long does it take to learn AND adapt?



© Scaled Agile, Inc.

But Are We Learning and Adjusting?

- How far ahead is backlog prepared?
- How far ahead is work planned?
- How long does it take to deploy?
- Once you learn, how soon can you adjust?

Consider cycle time as “**mean time to pivot**”

A Better PI Planning Event

From Program Commitment to Product Learning



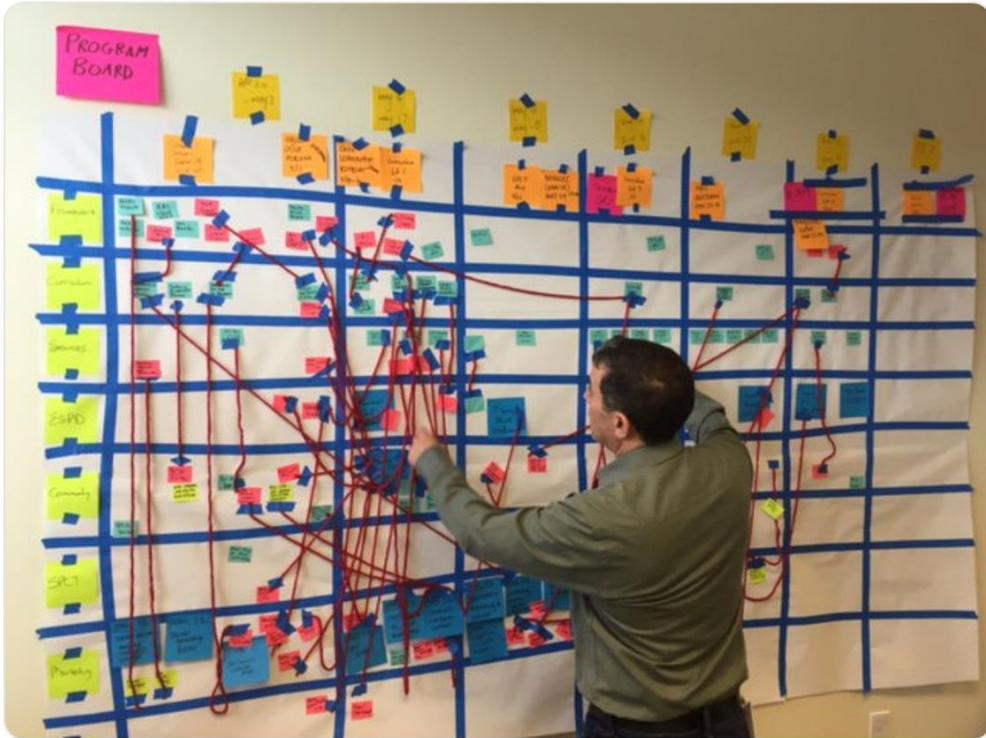
Michael Stump

@michael_p_stump

Follow



AFTER - #SAFe Program Board after @ScaledAgile PI Planning w/ a couple of #dependencies #transparency #collaboration



12:08 PM - 15 Apr 2016

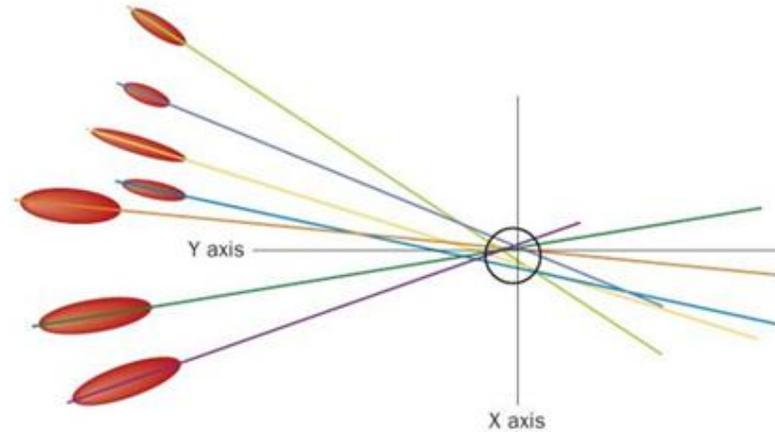
15 Retweets 20 Likes



5 15 20

BLOOD SPLATTER ANALYSIS

Lines of convergence—two or blood splatters can pinpoint the location of the blood source



FORENSIC SCIENCE: FUNDAMENTALS & INVESTIGATIONS, CHAPTER 8

Pat

Find a shelter in out state MD

Search for location

Search for service

View search results

Launch app

Browse to website

Choose drop-in/basic need

Choose navigator/outreach

Enter address or city

Pick region from map

Display results by name

Display results by city

Launch app

Who? Pat

What? Click on Drop-in/basic needs tab

Why? Find a DI center

Acceptance Tests: Verify that system reads user's location

Who? System

What? Determine users location

Why? To order results by distance from user

Acceptance Tests: System calls the location of user

Who? System

What? Drop-in center

Why? System calculates distance between center and drop-in center

Acceptance Tests: System displays results in order from closest to furthest away

Who? System

What? Results display with distance visible to user

Why? If no options search returns an error message

Determine location via location services

Query for search results

View Results

Who? Pat

What? Filter + Pat

Why? Filter the city in state of MD

Acceptance Tests: Drop-in in order from closest to furthest away

Who? System

What? Results display with distance visible to user

Why? If no options search returns an error message

- 5. Setup Shelter Search by Region
- 6. Setup Shelter Search by Location
- 1. Setup Non-Shelter Search by Location
- 2. Setup Non-Shelter Search by Region

Set Notification

Request notification

Provide gender and age

Select region to "search"

Enter via text

Enter via email

- 4. Request text notification by region
- Request filtered notification by email

Start a new search

Display shelters available

Go back to shelters list

View all results

Filter results further

View search results

View shelter details

Call to request info

Choose a shelter

View shelter details

View shelter details

View search results

View search results

View search results

Shift the Conversation

From:

- Program increment
- Planning
- How much can we do?
- An “opportunity for ‘just the right amount’ of architecture and lean user experience guidance”
- Commitment and getting stuff done

To:

- Product increment
- Discovery
- What impact do we wish to have?
- An “opportunity for ‘just the right amount’ of architecture and lean user experience guidance” – **Like for realz**
- Selecting a place to start and then learning and adjusting

Architectural Runway

The Emergent *and* Evolutionary Way

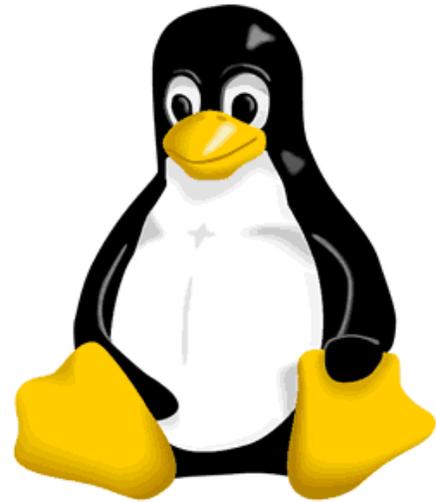
But Are We Learning and Adjusting?

[Emergent Design] works extremely well, up to a point. As Agile practices mature and are adopted by larger teams and teams of teams, there comes a point at which *emergent design* is an insufficient response to the complexity of large-scale system development.

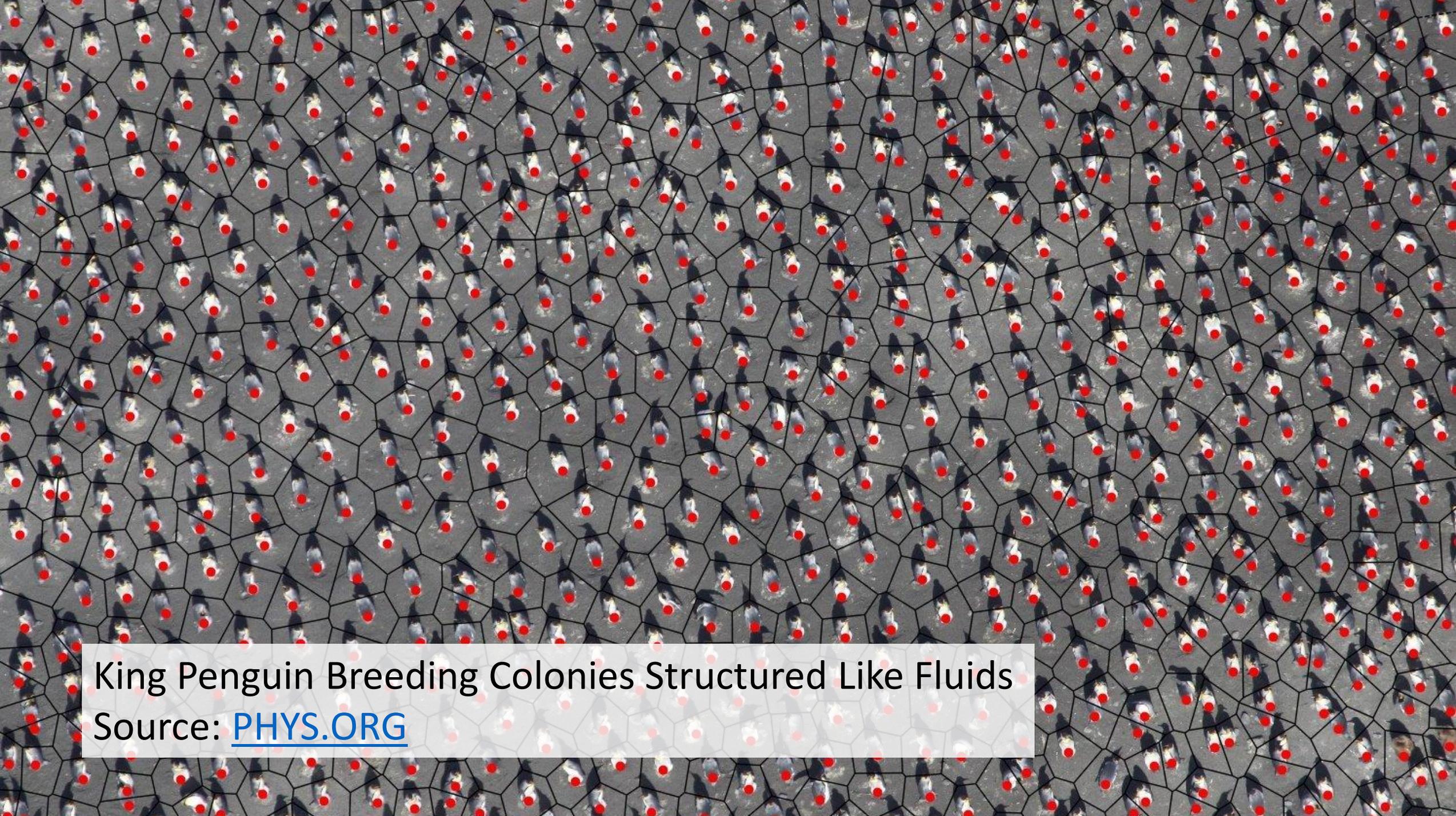
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Linux



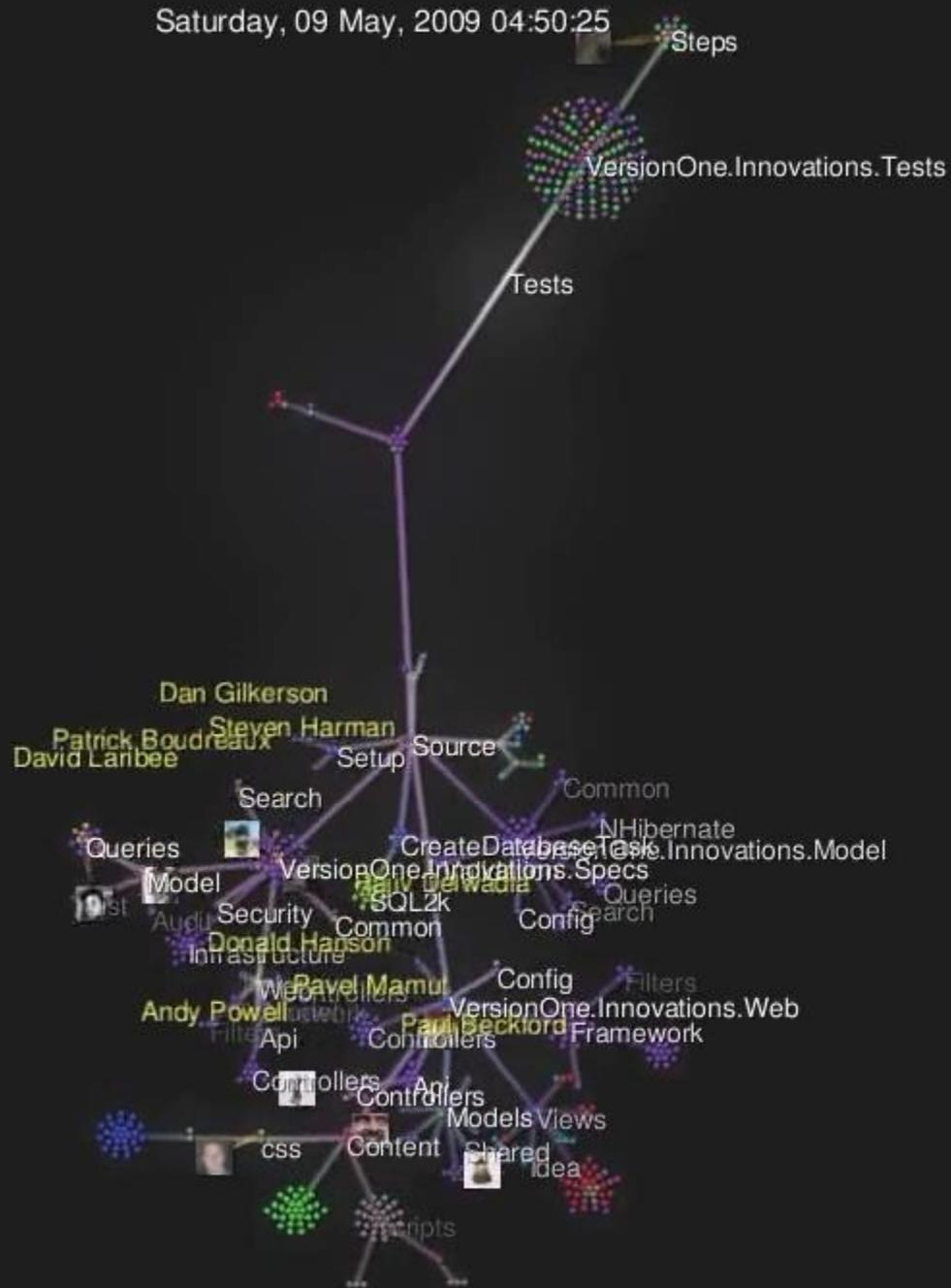
King Penguin Breeding Colonies Structured Like Fluids

Source: [PHYS.ORG](https://phys.org)

10,000 developers from 1000+
companies over 13 years.

Source: [ZDNet](#)

Saturday, 09 May, 2009 04:50:25



Observations

- How architects behave in this foreign, decentralized world will determine long term success.
- Think less architect and more architecture. Works well as a social activity when you have level skillsets (which you should be working toward).
- Balancing technical evolution alongside delivery of business value will speed you up in the mid- to long-term.
- Set technical goals that open up new possibilities in delivery of business value.

Releasing Outside the Train

Get good at releasing... by releasing.



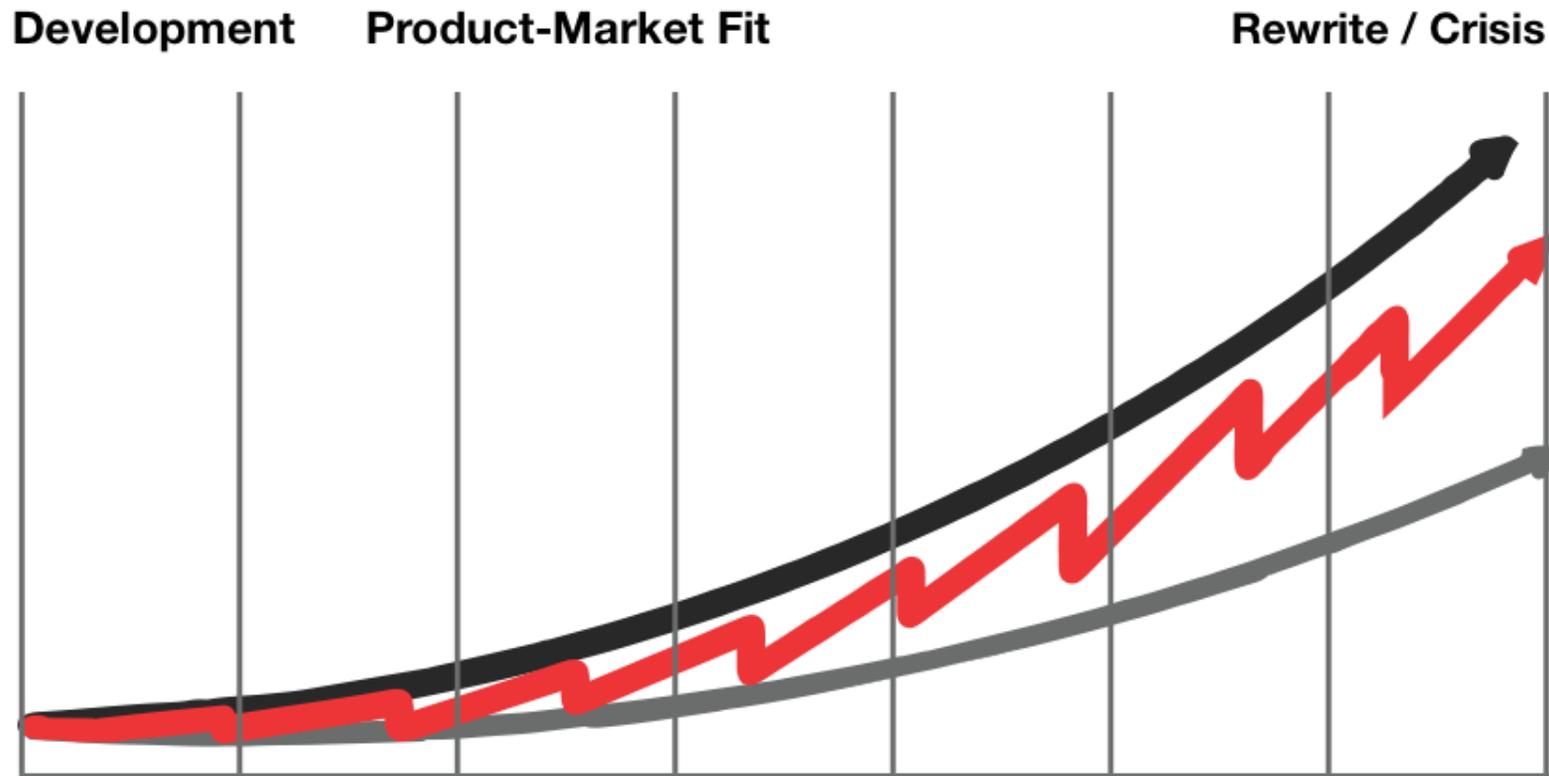


My two big problems with sAFE.

1. measuring the wrong bloody things.

2. Release trains increase system instability.

Oct 19



Doc Norton, "The Technical Debt Trap"

Observations

- We might have to think outside the ART (marketing, sales, support)
- Quarterly releases don't provide enough reps to build CD capability. Your system will ever be instable if you go down this path.
- CD becomes a delivery canon, not a learning tool...
- Network effect from other teams we depend stuck with similar release constraint: I can't get this endpoint until when?!

Keys to Product Thinking in SAFe

- Scale learning, not process. Build, measure, and learn, and then learn faster!
- Shift the conversation from planning to product discovery
- Emergent design at scale is called evolutionary design. There's still very few domains that require BDUF.
- Don't let your developers become human compilers; engage them as creative, smart individuals. They're part of the product development story.
- Get good at CI/CD and DevOps by doing CI/CD and DevOps.

“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, CEO and President of Amazon



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