

LEAN-AGILE
LEADERSHIP

**MOVE
MENT**

Carl Starendal – SAFe SPCT



WE ARE MOVEMENT

Dr Steve Mayner– SAFe Fellow



SCALED AGILE®

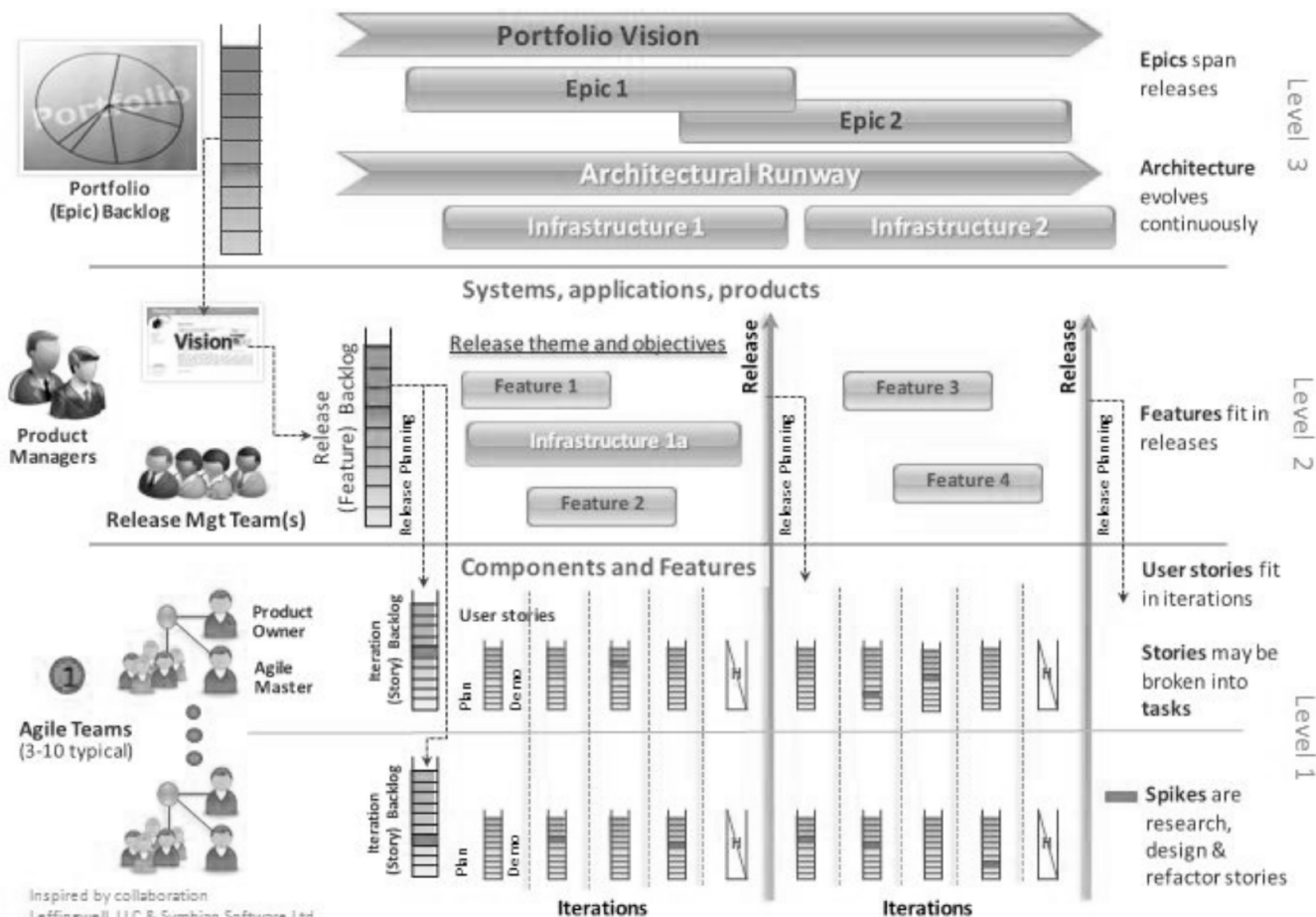
1. Leadership &
SAFe/Lean/Agile

2. SAFe Leadership Program

3. Outro

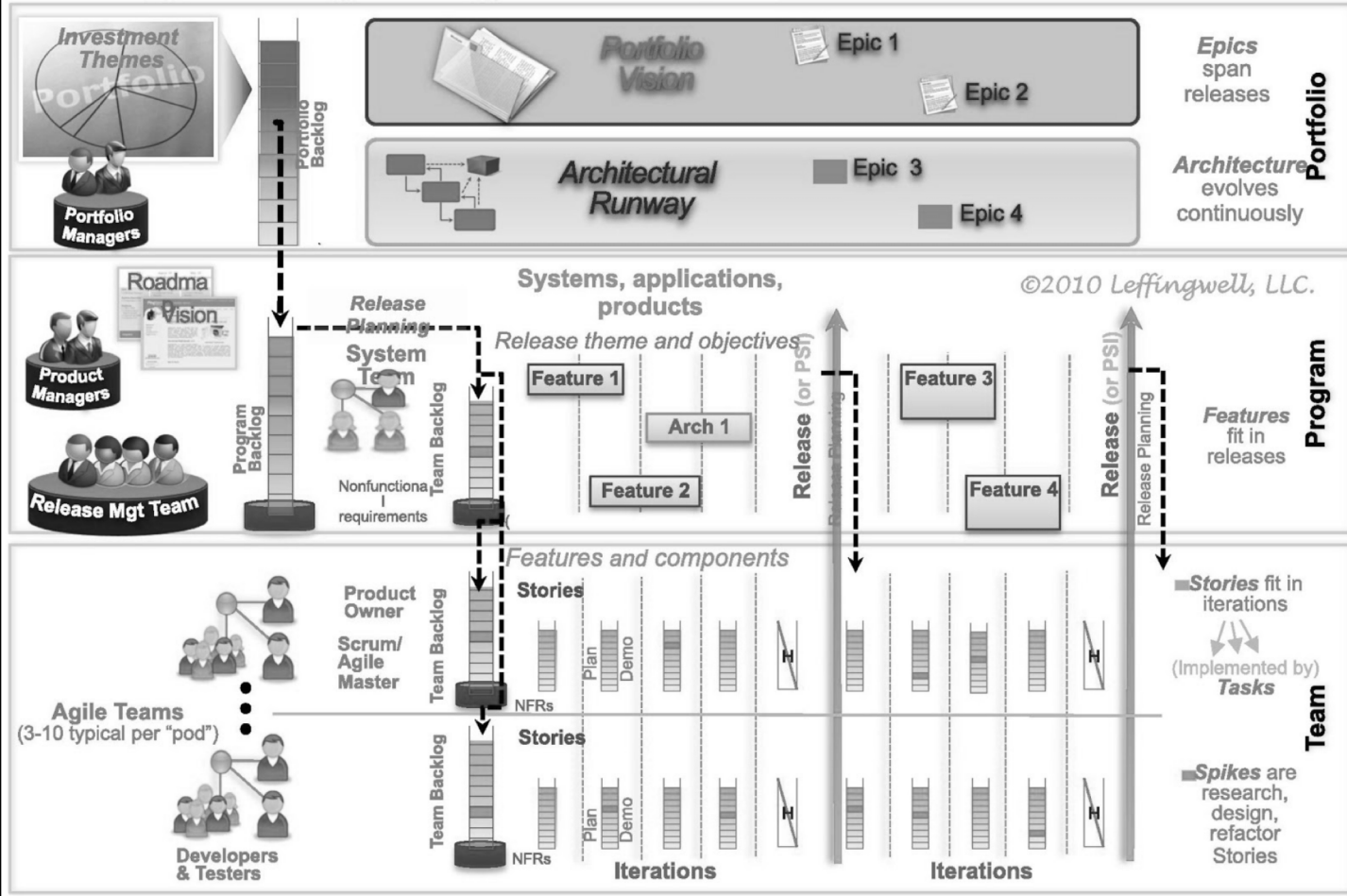
SAFe & LEADERSHIP

The Agile Enterprise Big Picture

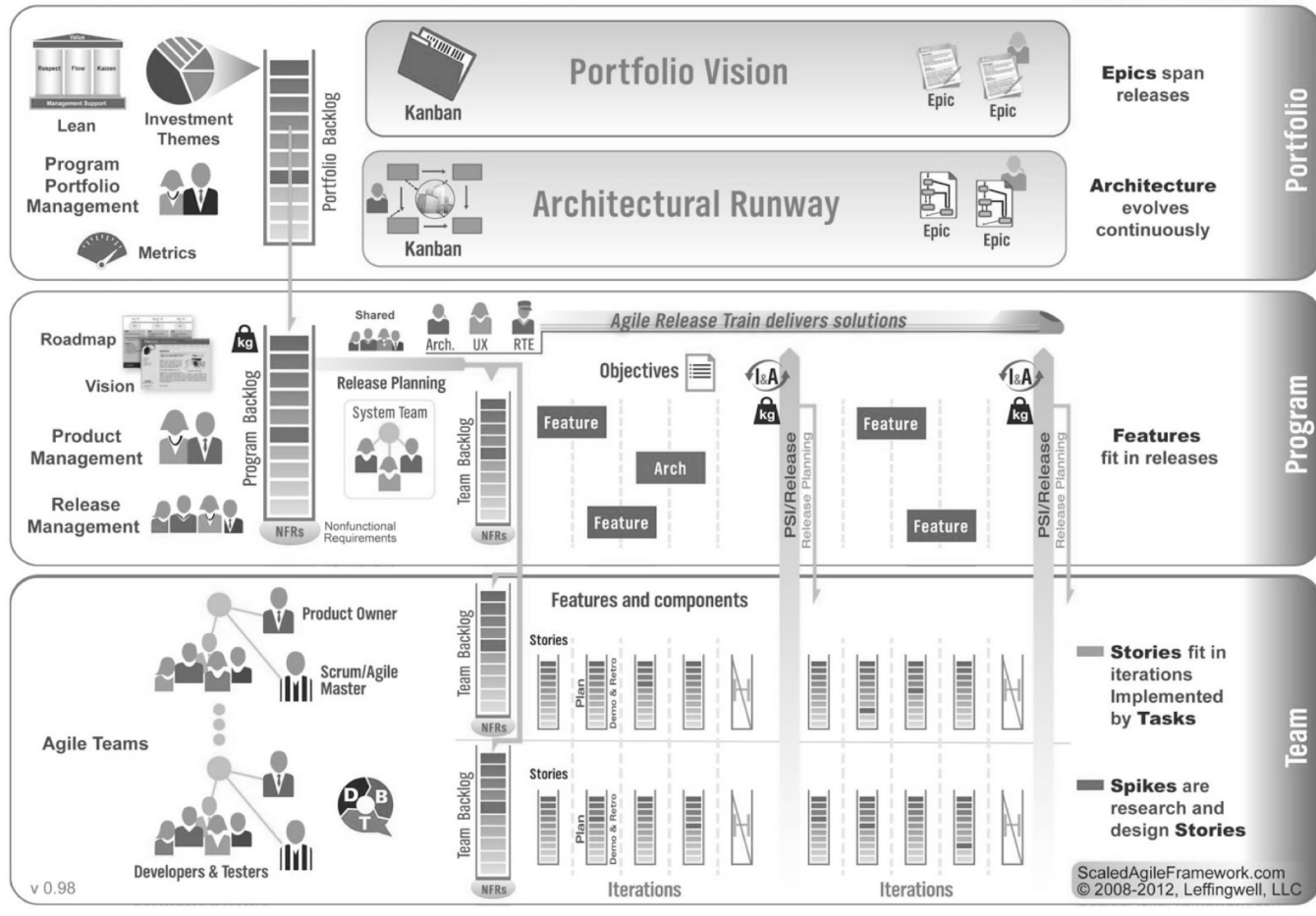


The Agile Enterprise Big Picture

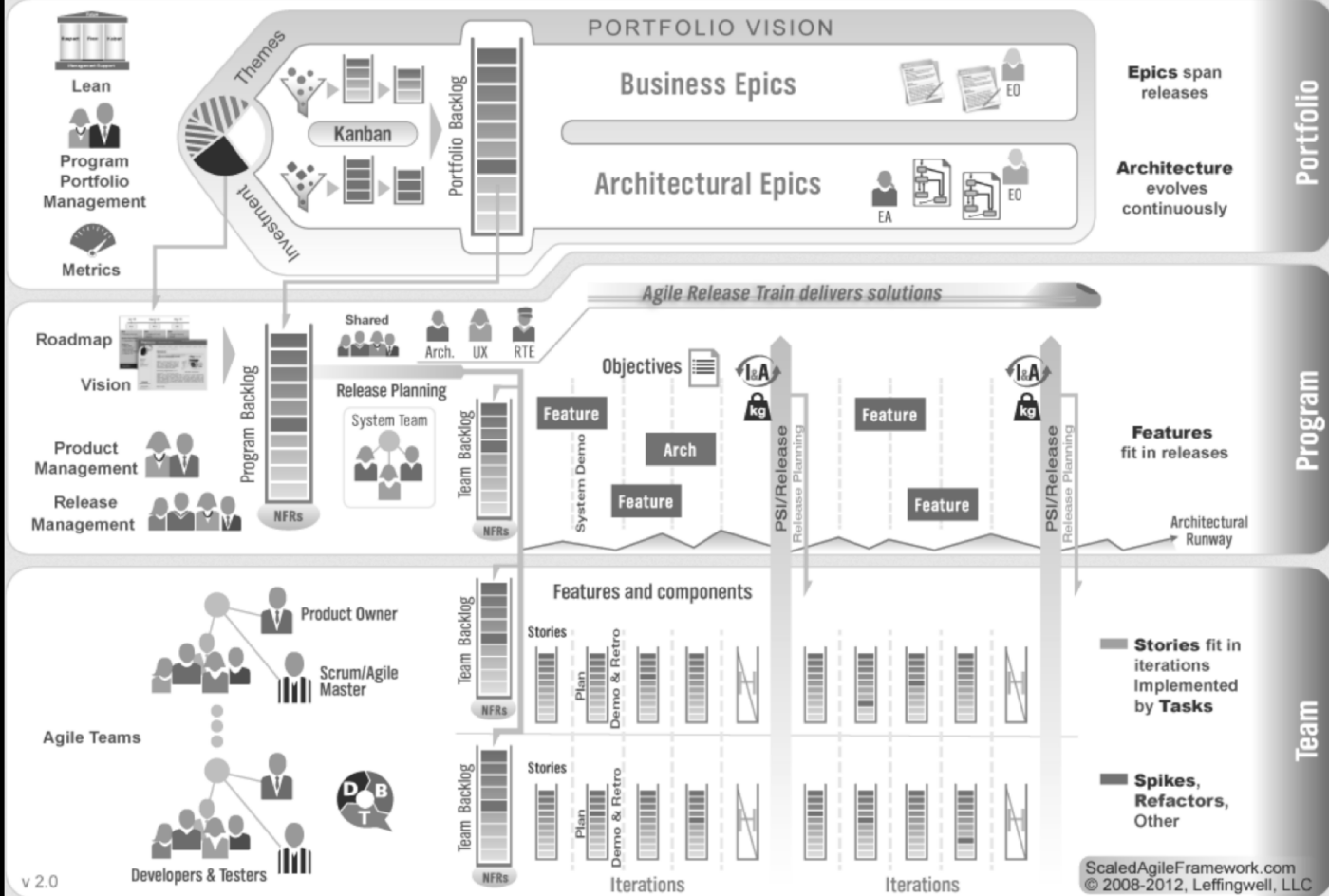
For discussion, see www.scalingsoftwareagility.wordpress.com

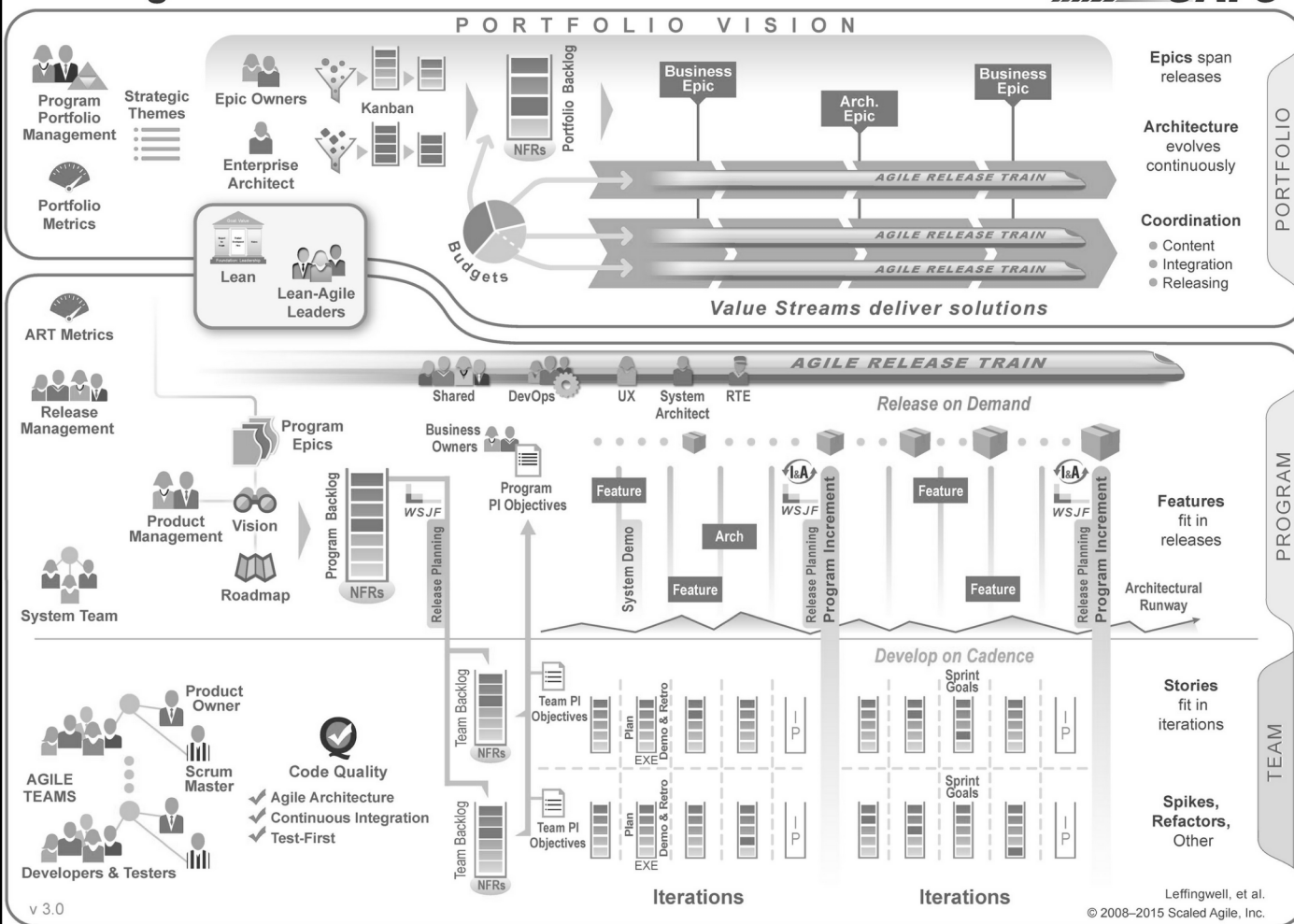


Scaled Agile Framework™ Big Picture



Scaled Agile Framework™ Big Picture





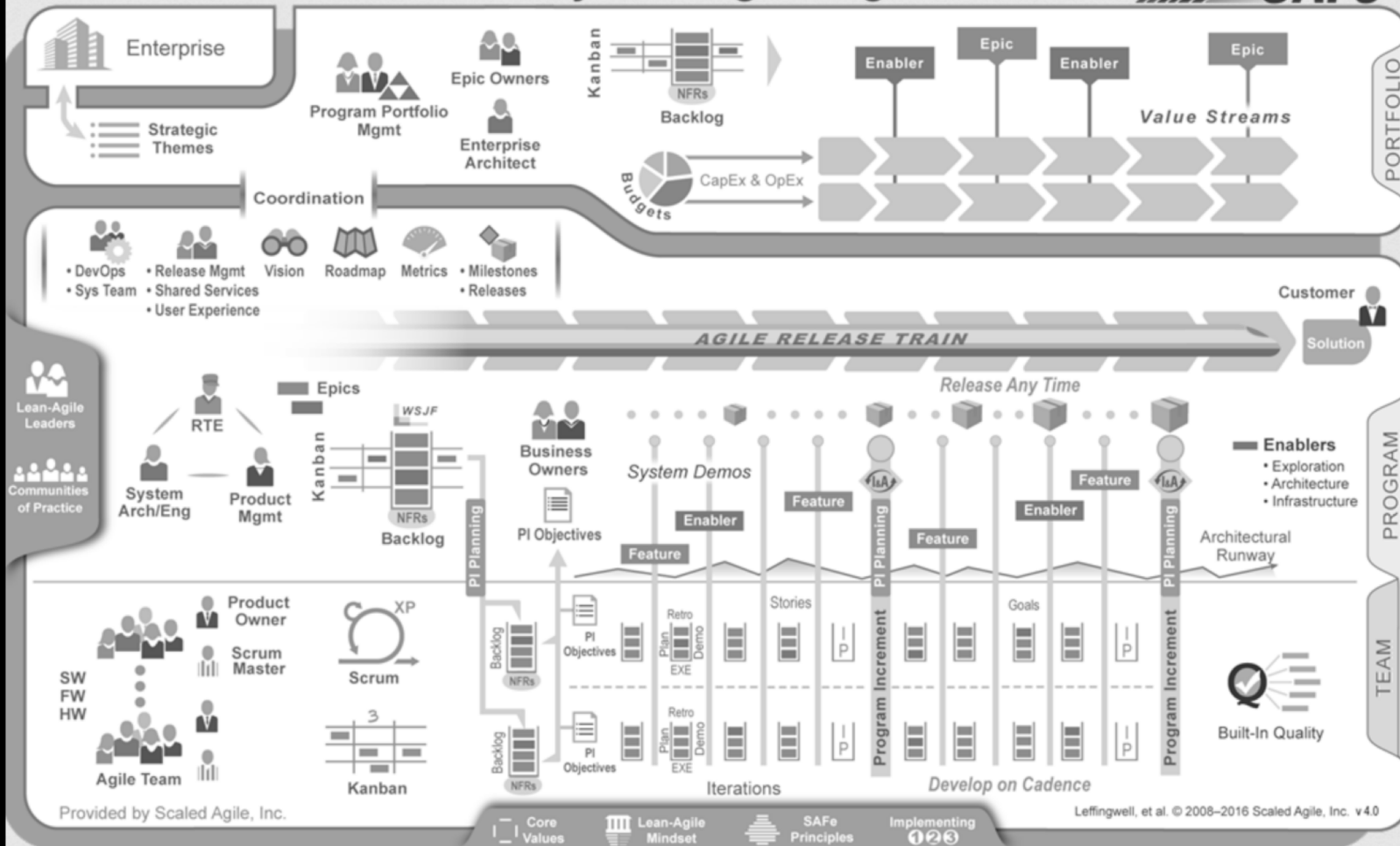
SAFe® 4.0 for Lean Software and Systems Engineering

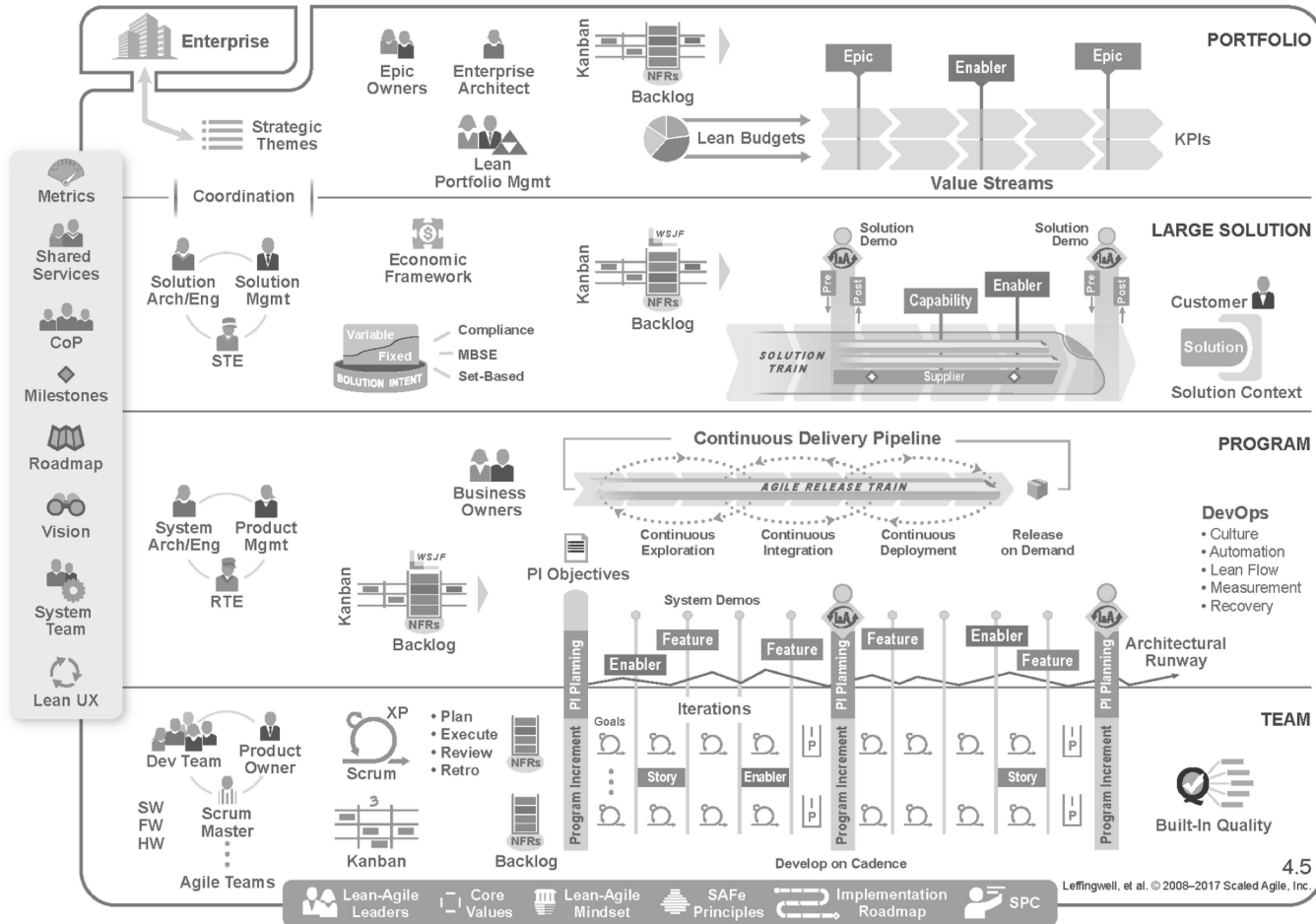


PORTFOLIO

PROGRAM

TEAM





SAFe® for Lean Enterprises 5.0

Select Configuration

Overview

Essential SAFe

Large Solution SAFe

Portfolio SAFe

Full SAFe

Business Agility

Measure & Grow

Organizational Agility

Lean Portfolio Management

Agile Product Delivery

Team and Technical Agility

Continuous Learning Culture

Enterprise Government

Epic Owners Enterprise Architect

Strategic Themes Portfolio Vision

Kanban Portfolio Backlog Lean Budgets Guardrails

Epic

Coordination

Value Streams

Epic

PORTFOLIO

KPIs

Vision

Roadmap

Milestones

Shared Services

CoP

System Team

Lean UX

Metrics

Business Owners

System Arch/Eng Product Mgmt RTE

Agile Teams

Product Owner Scrum Master

Customer Centricity

Design Thinking

Kanban WSJF NFRs

Program Backlog

Team Backlogs

XP Scrum Plan Execute Review Retro

3 Kanban

Continuous Delivery Pipeline

AGILE RELEASE TRAIN Continuous Exploration Continuous Integration Continuous Deployment Release on Demand

PI Objectives

System Demos

System Demos

PI Planning Goals CD CI CE Iterations

Enabler Feature Story

IP Iteration

PI Planning Goals CD CI CE Iterations

Enabler Feature Story

IP Iteration

PI Planning

Architectural Runway

Program Increment

Program Increment

Leffingwell, et al. © Scaled Agile, Inc.

ESSENTIAL

Solution Solution Context

DevOps C R A M L

Built-In Quality

Business | Dev | Ops | Support

Core Values

Lean-Agile Mindset

SAFe Principles



Implementation Roadmap

SAFe Program Consultant

5.0

Lean-Agile Leadership

- Organize and reorganize around value
- Identify queues and excess Work in Process
- Continually focus on eliminating waste and delays
- Eliminate demotivating policies and procedures
- Inspire and motivate others
- Create a culture of relentless improvement
- Provide the space for teams to innovate

Mindset & Principles

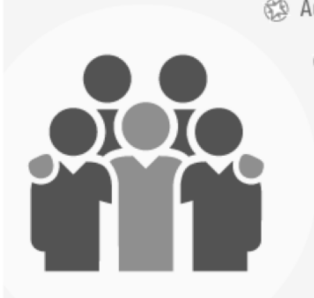


Core Values

Lean-Agile Mindset

SAFe Principles

Leading by Example



- Authenticity
- Emotional Intelligence
- Lifelong Learning
- Growing Others
- Decentralized Decision-Making

Leading Change



LEADERSHIP IS A
CRITICAL FACTOR

Polls

Poll in Progress

00:00:18

Attendees are now viewing questions

0 of 0 (0%) voted

1. Leaders are aware of their own deeply held beliefs, attitudes, and assumptions related to Lean-Agile/SAFe

True

(0) 0%

More true than false

(0) 0%

Neither true nor false

(0) 0%

More false than true

(0) 0%

False

(0) 0%

2. Leaders routinely use SAFe principles and practices to carry out their responsibilities

True

(0) 0%

End Poll

TIME FOR A POLL!

SO, HOW DO WE
CHANGE THIS?

Lean-Agile Leadership in SAFe

Featuring Scaled Agile's New Leadership Development Initiative



Dr. Steve Mayner

SAFe Fellow @ Scaled Agile, Inc.

SCALED AGILE 

© Scaled Agile, Inc.

Let's go back to January 2020...



Culture is Still a Thing

*“The highest-ranked challenges to adopting and scaling Agile continue to be related to organizational culture. General organizational resistance to change, **inadequate management support and sponsorship**, and organizational culture at odds with Agile values remain in the top 5 challenges. A new choice this year, **not enough leadership participation**, also ranked in the top 5.”*

Digital transformation was the hot topic driving change



Leaders need new skills for the digital age

A study published by MIT Sloan School of Business in January 2020 shows many leaders are unprepared to lead their organizations in the digital economy.



9%

Our organization already has leaders with the skills we need to thrive in the digital economy.



12%

Our organization's leaders have the right mindset to embrace the changes we need to make to thrive in the digital economy.



13%

Our organization is ready to compete in the digital economy

Business Agility requires technical agility **and** a business-level commitment to product and value stream thinking.

And it requires requires that **everyone involved in delivering business solutions** use Lean and Agile practices.



And then this happened...



CORONAVIRUS (COVID-19)



Never did we
imagine that
business agility
would be an
absolute survival
criteria.

Leadership has never been more important



Business Agility Survey

81

Enterprises

176

Collective
Experiences

20

Countries

Air Transport
Aerospace
Automotive
Banking

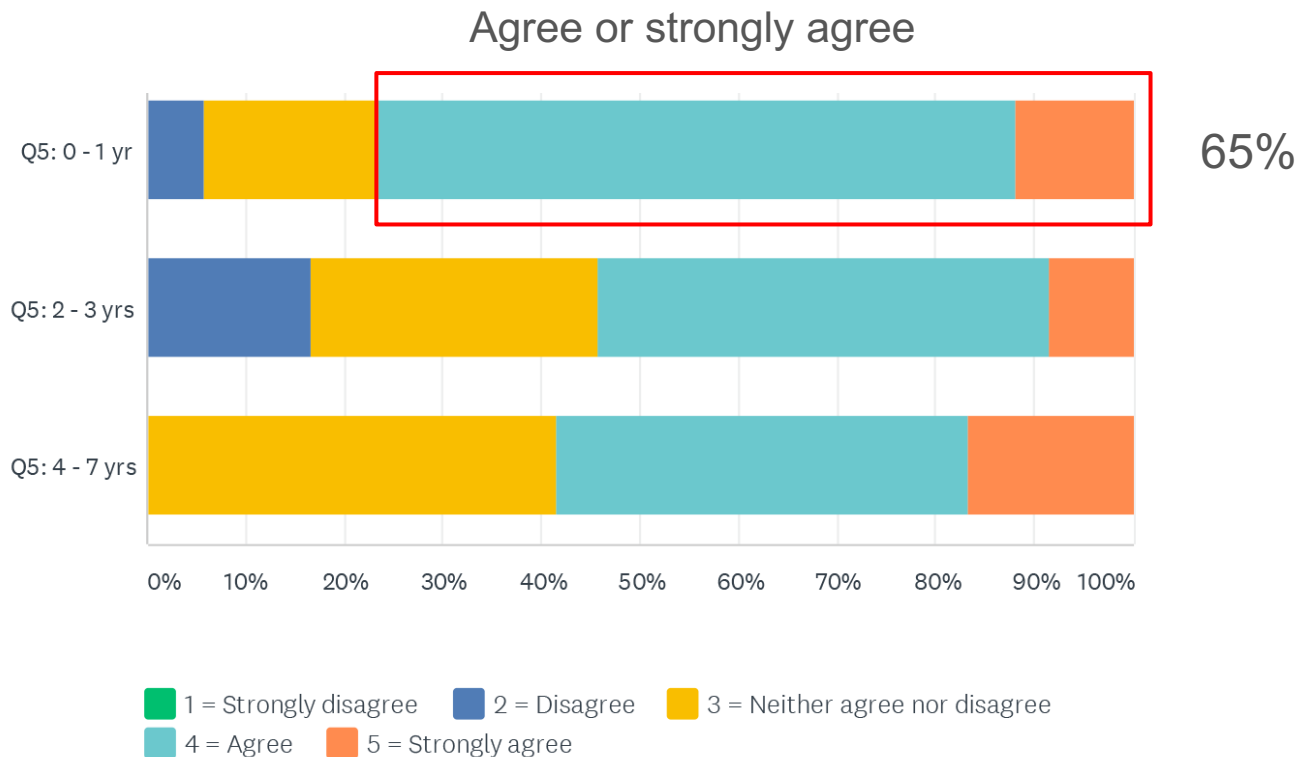
Defense
Education
Finance
Government

Healthcare
Insurance
Manufacturing
Oil & Gas

Pharmaceuticals
Retail
Technology
Telecommunications



Lean-Agile leadership has played a key role on our organization's journey to business agility



What they said about leadership



Exemplify what you teach and expect from others

Unfortunately, our management still returns to "firm" leadership and orders when they are challenged

Bringing trust to the teams. The ability of the people to self organize.

Employees could see the leader actually being and doing agile.

Leading by example and provide a safe environment to experiment without fear of blame culture.

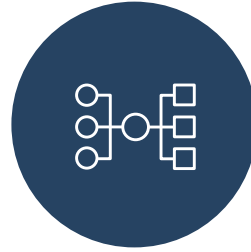
Leadership challenges and opportunities



SAFe Adoption



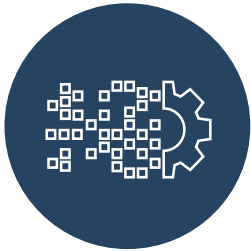
Next Gen Initiative



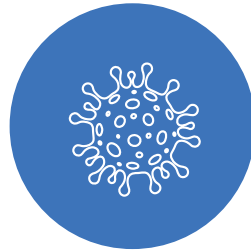
Mergers & Acquisitions



Declining Market Share



Digital Transformation



Crisis Response



Problems with Product Delivery

The paradox of expertise

The more successful individuals and organizations are in their industry, the harder it can become to see the need for new learning. The best leaders are insatiable learners who continually ask themselves “am I learning as fast as the world is changing?”



Bill Taylor
Author, Co-founder of Fast Company

Six Distinct Leader Experiences

In testing...

- ▶ **Leading by Example**

Future modules

- ▶ Building High-Performing Leadership Teams
- ▶ Accelerating Change Leadership
- ▶ Optimizing Value Stream Networks for Flow
- ▶ Thriving in Disruption
- ▶ Succeeding as a SAFe Business Owner

Leading in the Digital Age



Scaled Agile's leader development program designed to equip executives and senior leaders with the competencies needed to navigate fast-moving disruptions and technology driven opportunities in the Digital Age.

Program highlights

- ▶ Independent modules that can be delivered separately or as a series
- ▶ Participants bring real work from their context to use in learning activities
- ▶ Four-week commitment per module
 - Initial two-hour kickoff
 - Independent work spread out over two weeks
 - Single day facilitated group working session
 - Two-week period for taking action/follow-up
 - Closing two-hour recap
- ▶ Focus on proven practice over theory
- ▶ Supported with case studies and examples from executives in the Global 2000
- ▶ Based on guidance from global thought leaders and empirical research

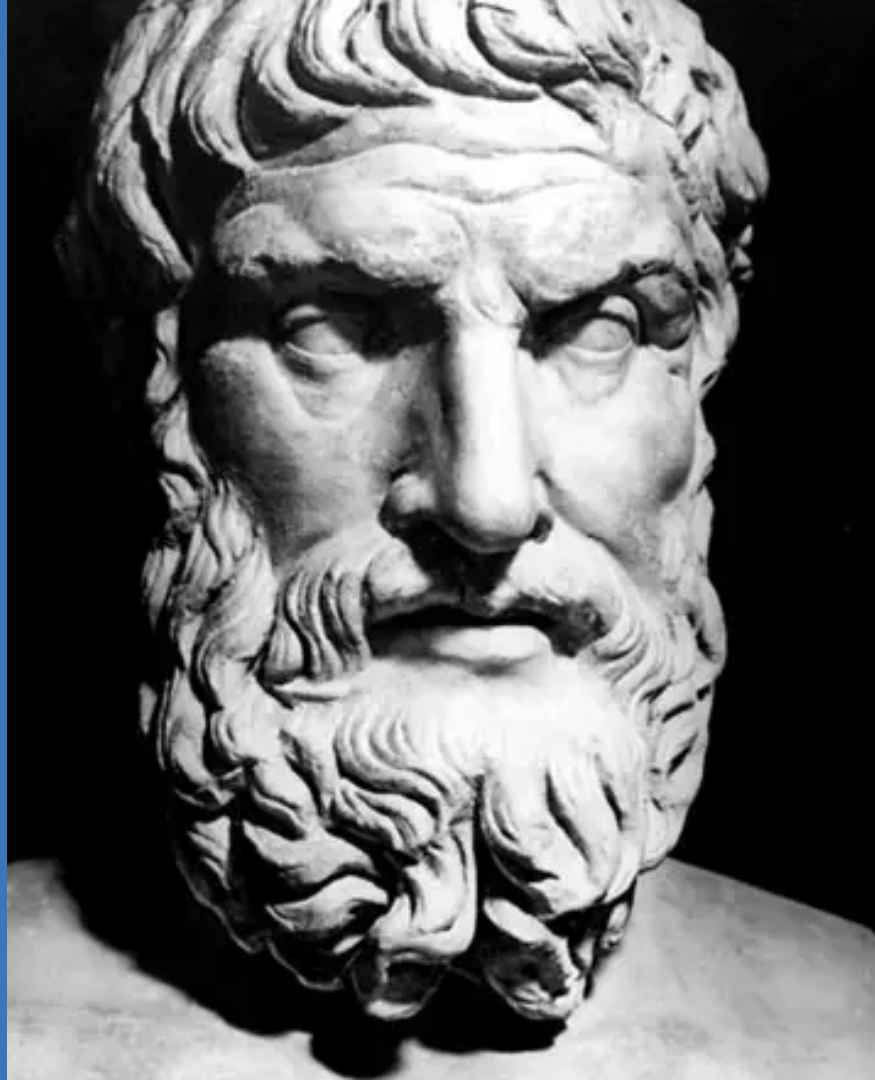
Typical Module Calendar

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
September	20	21	22 Today's Kickoff	23	24	25	26
				Self-Paced e-Learning			
	27	28	29	30	1 October	2 Facilitated Group Session 9:00a – 5:30p	3
	Self-Paced e-Learning						
	4	5	6	7	8	9	10
	Taking Action						
	11	12	13	14	15	16 Closing Session 10:00a – 12:00p	17
	Taking Action						
	18	19	20	21	22	23	24
	25	26	27	28	29	30 Feedback Session 9:00a – 11:00a	31

Make it your business
to draw out the best in
others by being an
exemplar yourself.

Epictetus

*Greek philosopher
Influencer to Marcus
Aurelius, Roman Emperor*



**What you do has
far greater impact
than what you
say.**

Dr. Steven Covey



One of the most common complaints we hear from Agile teams in SAFe implementations is that their leaders are not modeling the mindsets, behaviors, and practices that they are expecting the rest of the organization to follow.

This “do as I say, not as I do” approach erodes trust, lowers employee engagement, and creates a formidable barrier to business agility.

Dr. Steve Mayner
SAFe Fellow

Module 1 – Leading by Example

Getting Started

- Making the case for change
- Changing leader mindsets and behaviors

Working Session

- Be an insatiable learner
- Be authentic
- Develop emotional competence
- Act with courage

Taking Action

- Two-weeks of focused application
- Final check-in with cohort for accountability

Pre-alpha tests complete... first Alpha test in progress






Experience a preview of Leading by Example!

Tomorrow

3:00 PM – 3:30 PM (CST)



Dr. Steve Mayner
SAFe Fellow

Join Steve for


Leaders as Insatiable Learners

The Secret to Lean-Agile Leadership and a Continuous Learning Culture

Steve will be available for a Meet the Speakers session at 3:55pm CST

Leading by Example: Be an Insatiable Learner

START COURSE DETAILS




Click the **Start** button to begin.
You can also review specific topics by selecting from the list below.

INTRODUCTION

- Session One - Be an Insatiable Learner
- THE IMPORTANCE OF BEING AN INSATIABLE LEARNER
 - Why do leaders need to be insatiable learners

Session 1: Be an Insatiable Learner



Why it matters

Leaders who are insatiable learners create the environment for a Continuous Learning Culture to thrive in their organization. This fuels the enterprise's ability to dynamically transform itself as needed to anticipate and explore opportunities that create competitive advantage.

Questions

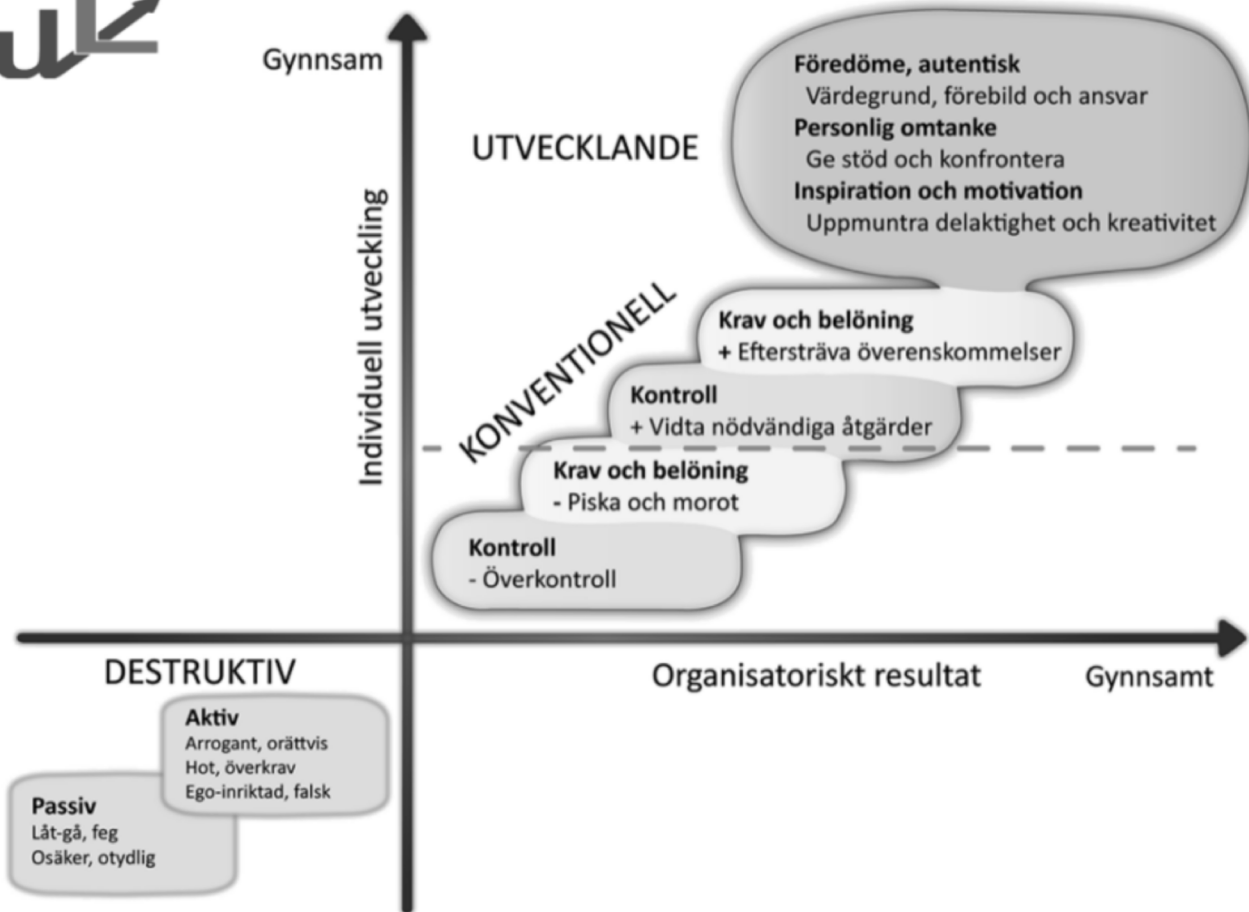


 steve.mayner@scaledagile.com

 [@stevemayner](https://twitter.com/stevemayner)

 [linkedin.com/in/stevemayner](https://www.linkedin.com/in/stevemayner)

OTHER TOOLS



QUESTIONS?

SEE YOU ALL
IN SLACK!

WE ARE MOVEMENT



TWITTER: @wearemovemnt
LINKEDIN: We-Are-Movement
INSTAGRAM: wearemovemnt
FACEBOOK: wearemovemnt
WEBB: www.wearemovement.se
EMAIL: info@wearemovement.se