The Importance of Technical Agility

A Cornerstone to Successful SAFe Implementation

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Inbar Oren - オーレン インバー

- A developer, team lead, pro ager
- Helping enterprises with Ag
- 奥入證 - 神道夢想流杖道
- Family at scale

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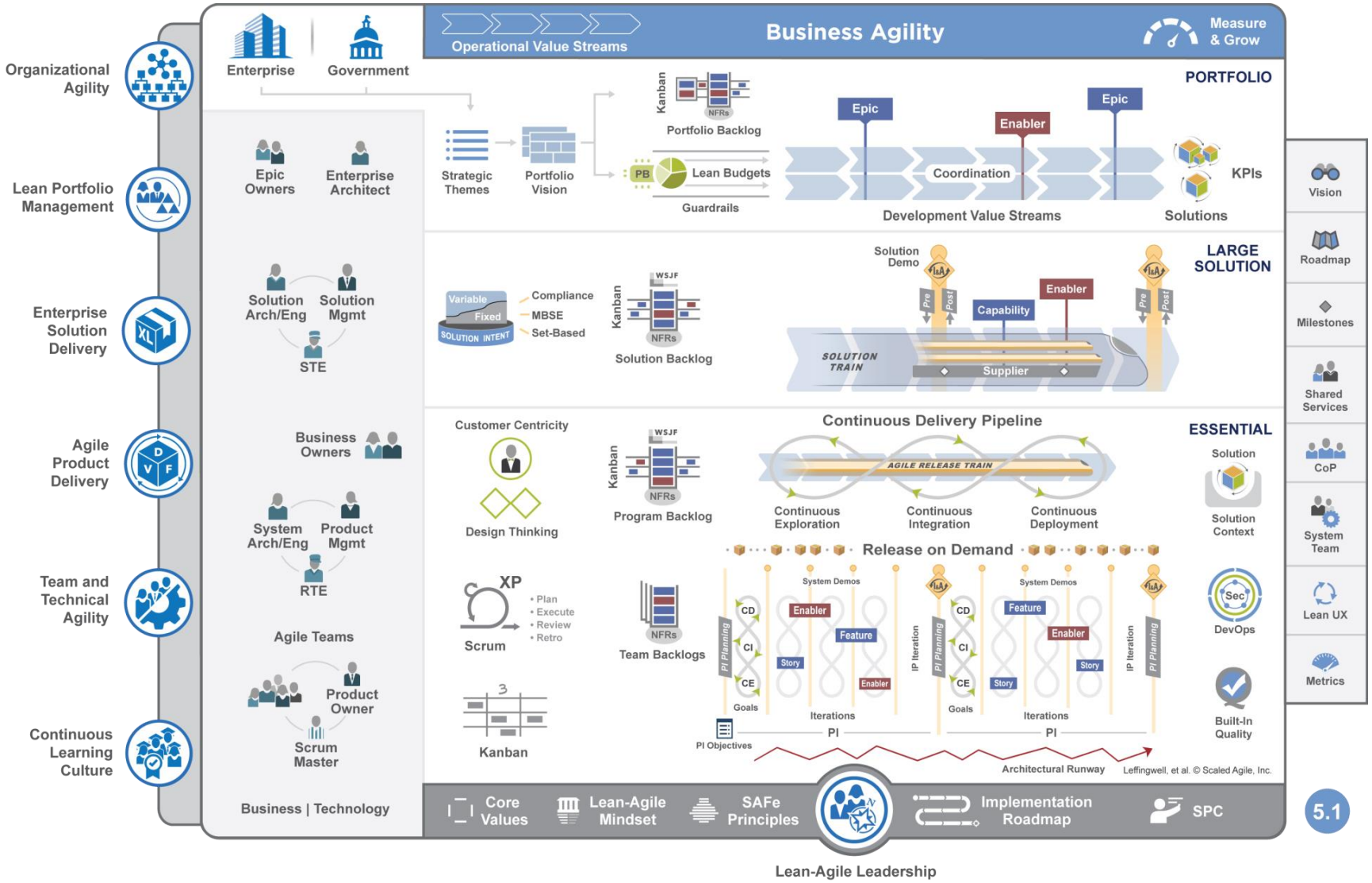
The Scaled Agile Framework (SAFe®) Big Picture



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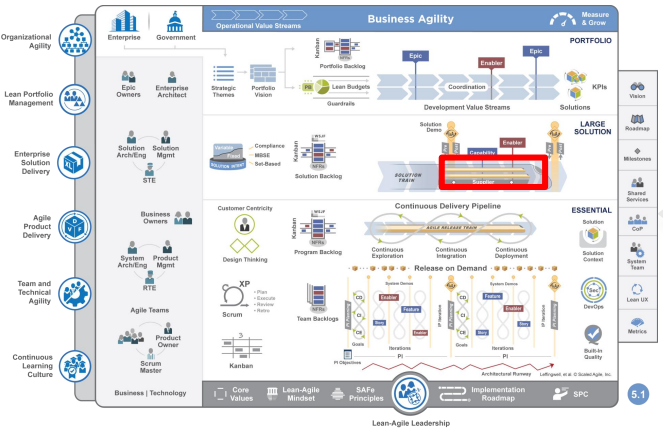
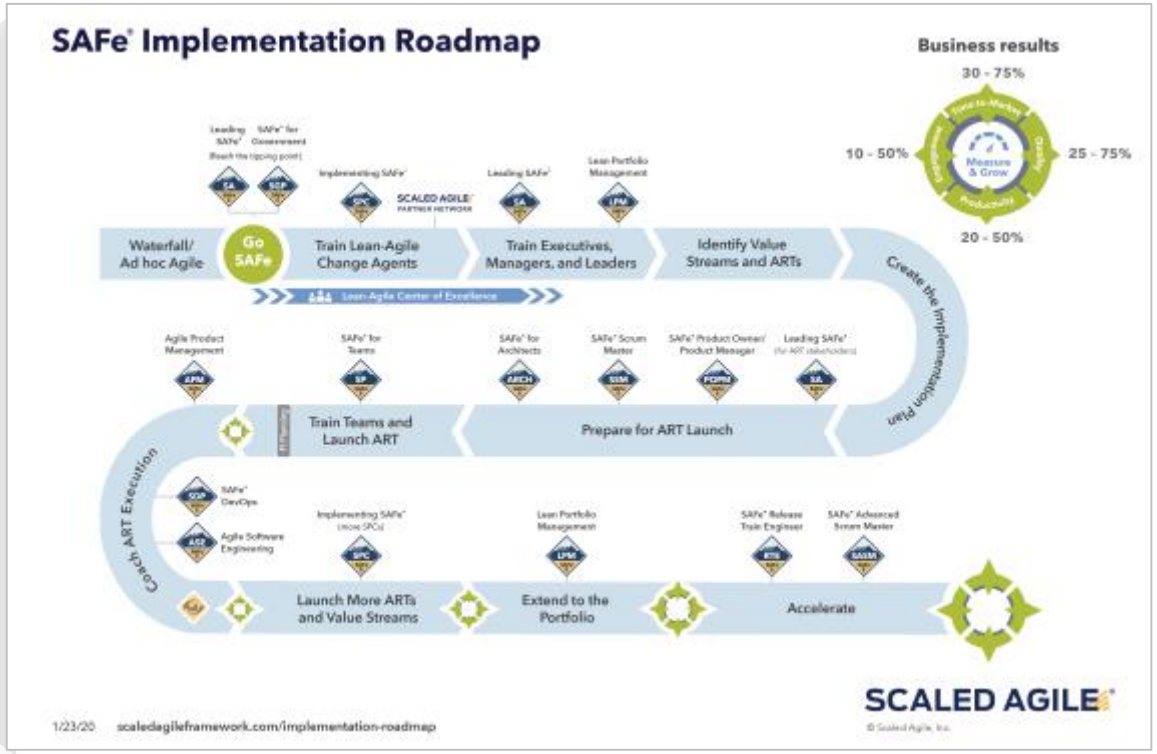
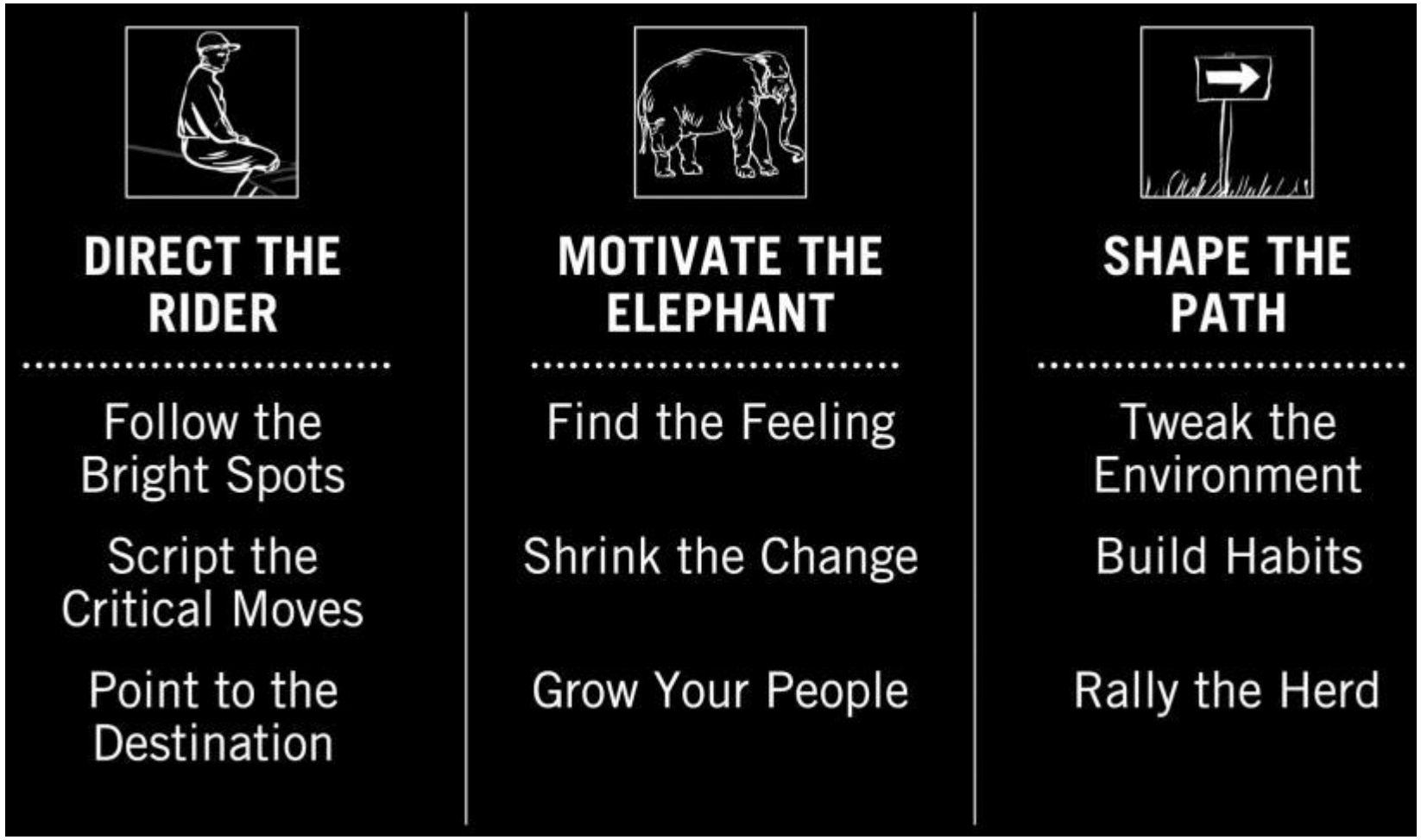
The SAFe® Implementation Roadmap

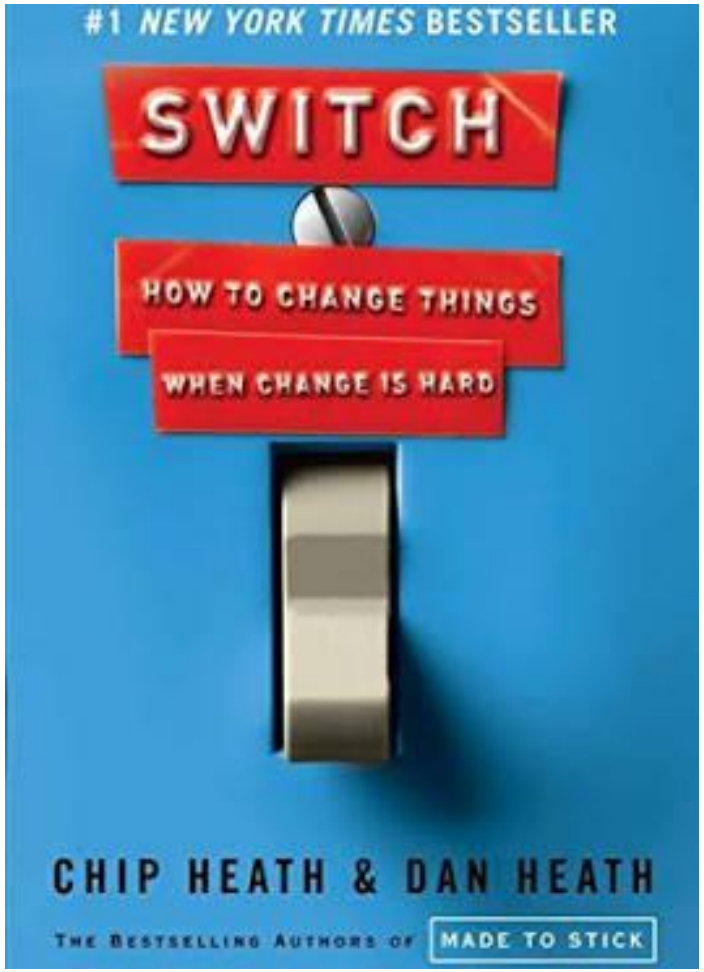




scaledagileframework.com/implementation-roadmap

Why an Implementation Roadmap?





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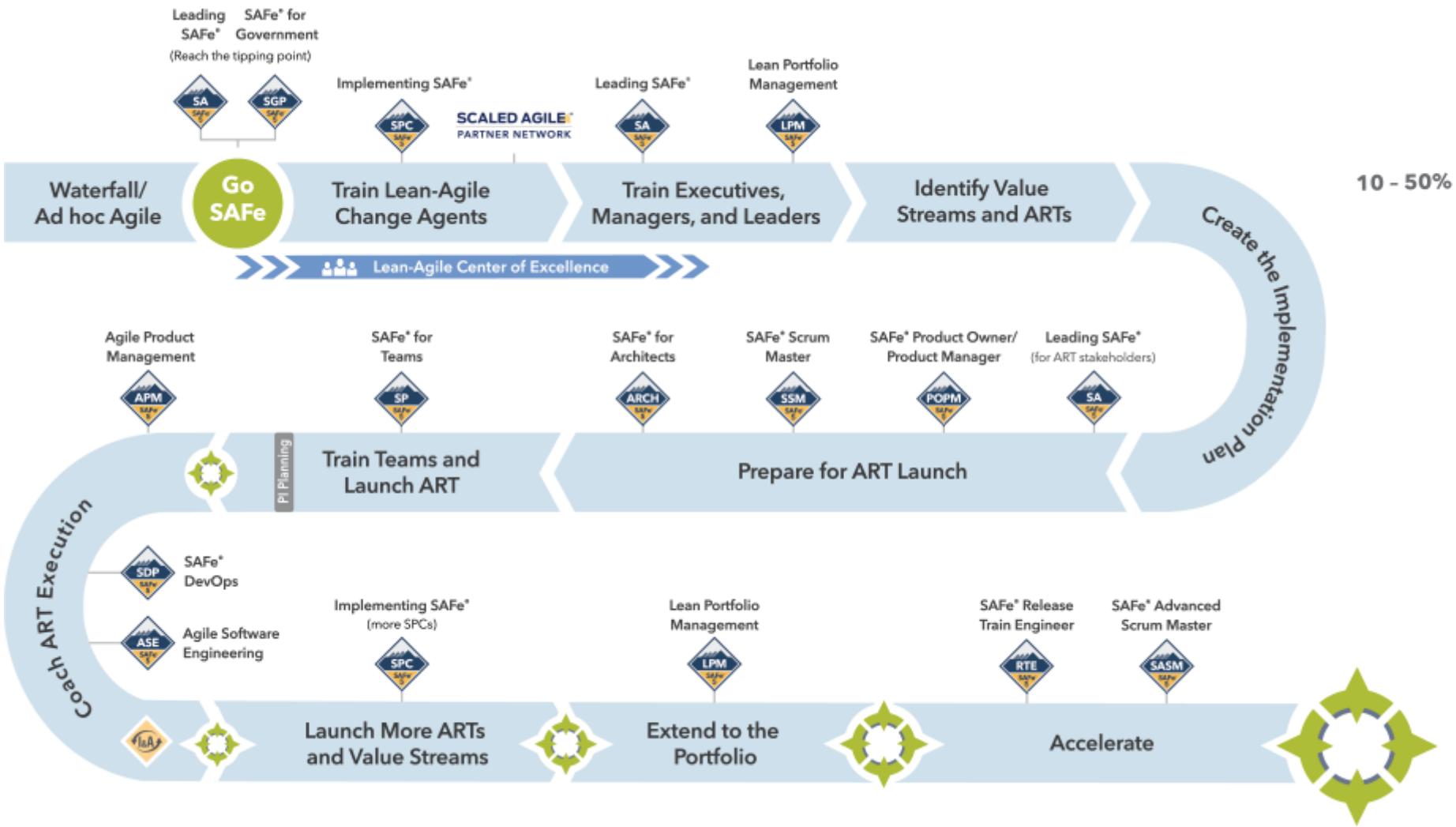
SAFe® Implementation Roadmap



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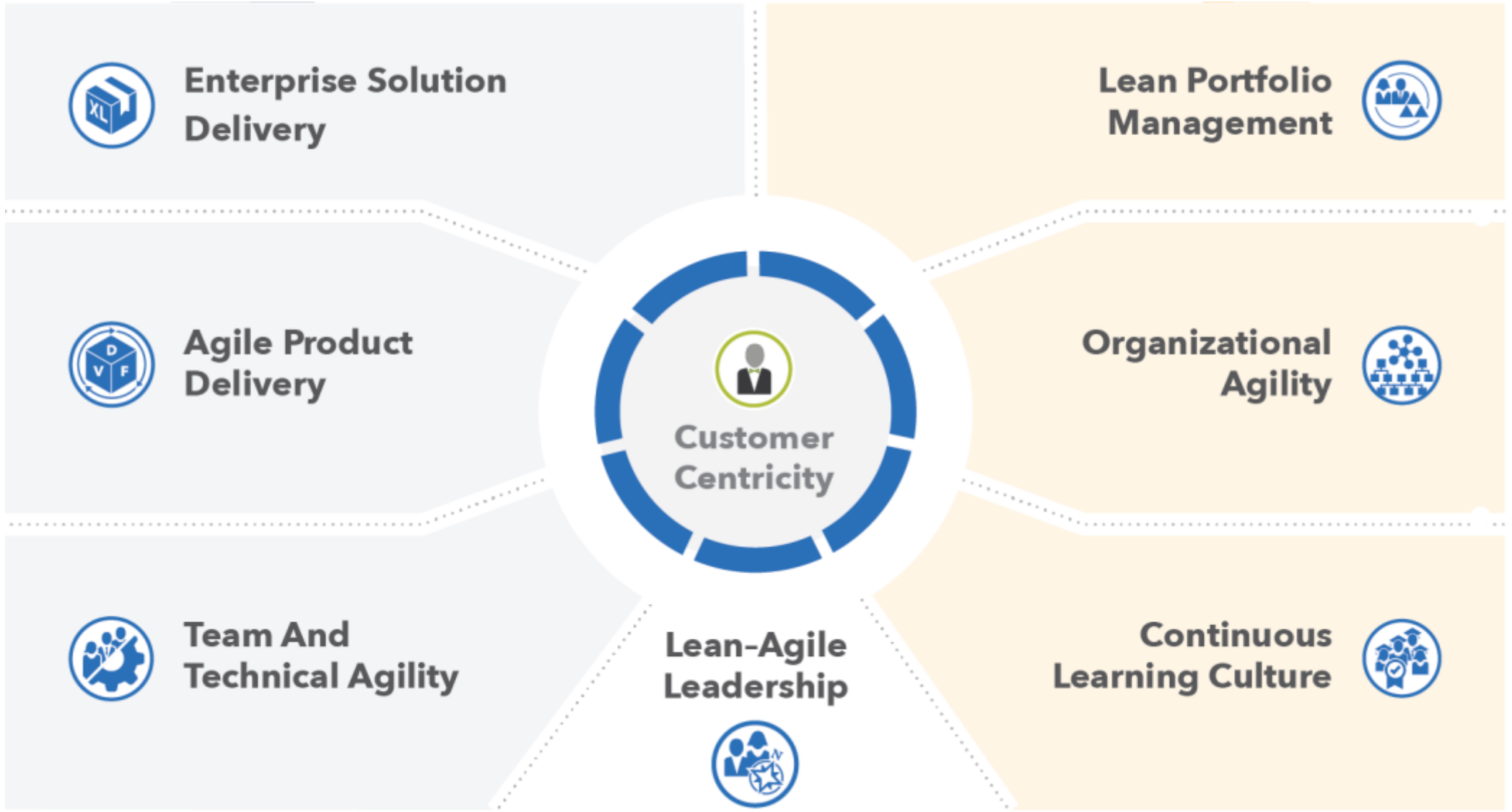
The Seven Core Competencies of Business Agility



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Team and Technical Agility

- High-performing, cross-functional Agile Teams
- Teams of business and technical teams build Solutions
- Quality business Solutions delight Customers

Agile Teams

Teams of Agile Teams

Built-In Quality

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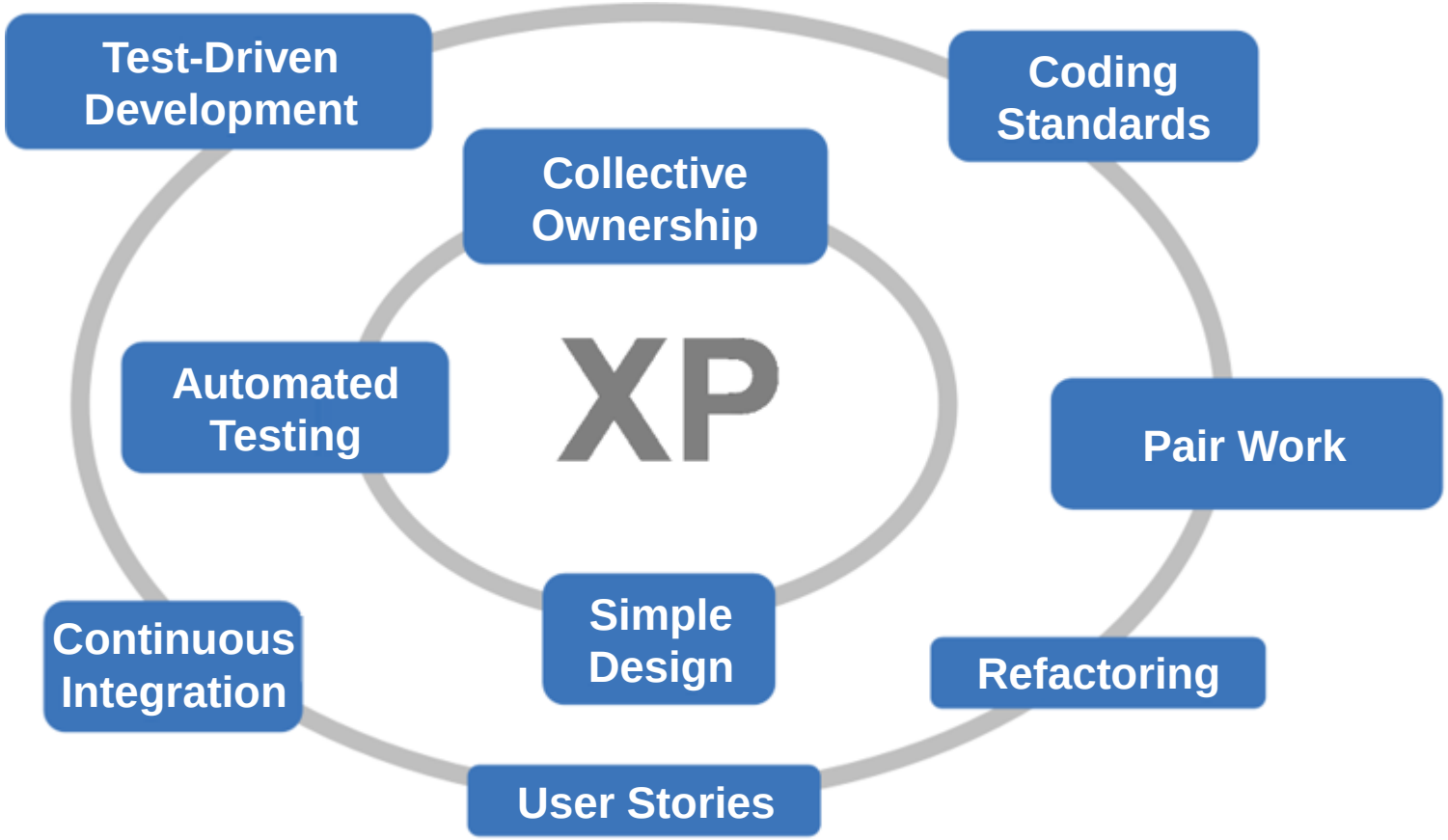
Quality practices provides the basis for Technical Agility

Examples of quality practices inspired by eXtreme Programming (XP)



Adapted from xprogramming.com

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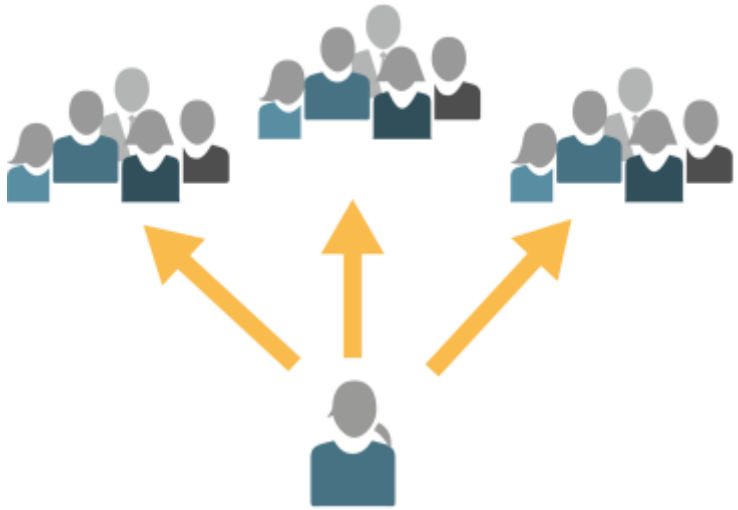
Emergent design and intentional architecture

- Every team deserves to see the bigger picture
- Every team is empowered to design their part
- Emergent design - Teams grow the system design as user stories require
- Intentional architecture - Fosters team alignment and defines the Architectural Runway
- A balance between emergent design and intentional architecture is required for speed of development and maintainability



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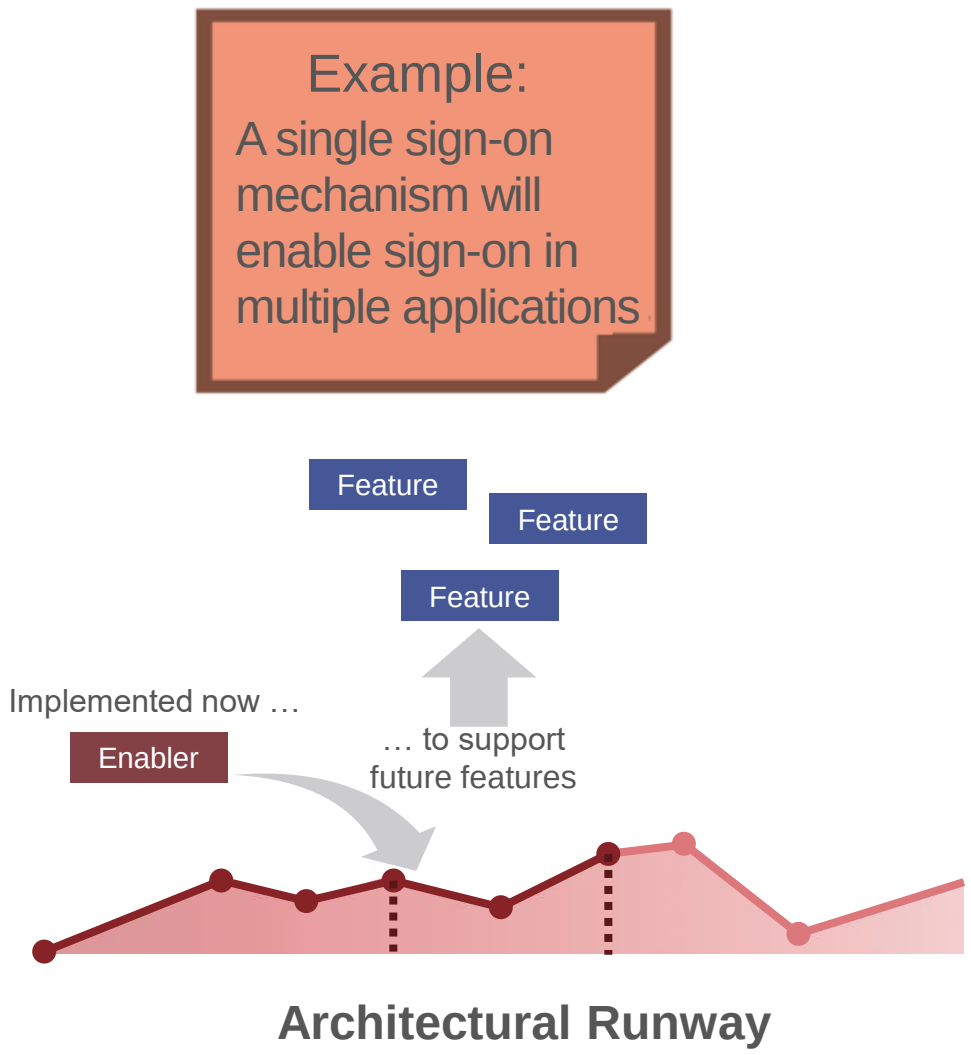
Architectural Runway

Architectural Runway is existing code, hardware components, marketing branding guidelines, etc., that enable near-term business Features.

- Enablers build up the runway
- Features consume it
- Architectural Runway must be continuously maintained
- Use capacity allocation (a percentage of train's overall capacity in a PI) for Enablers that extend the runway



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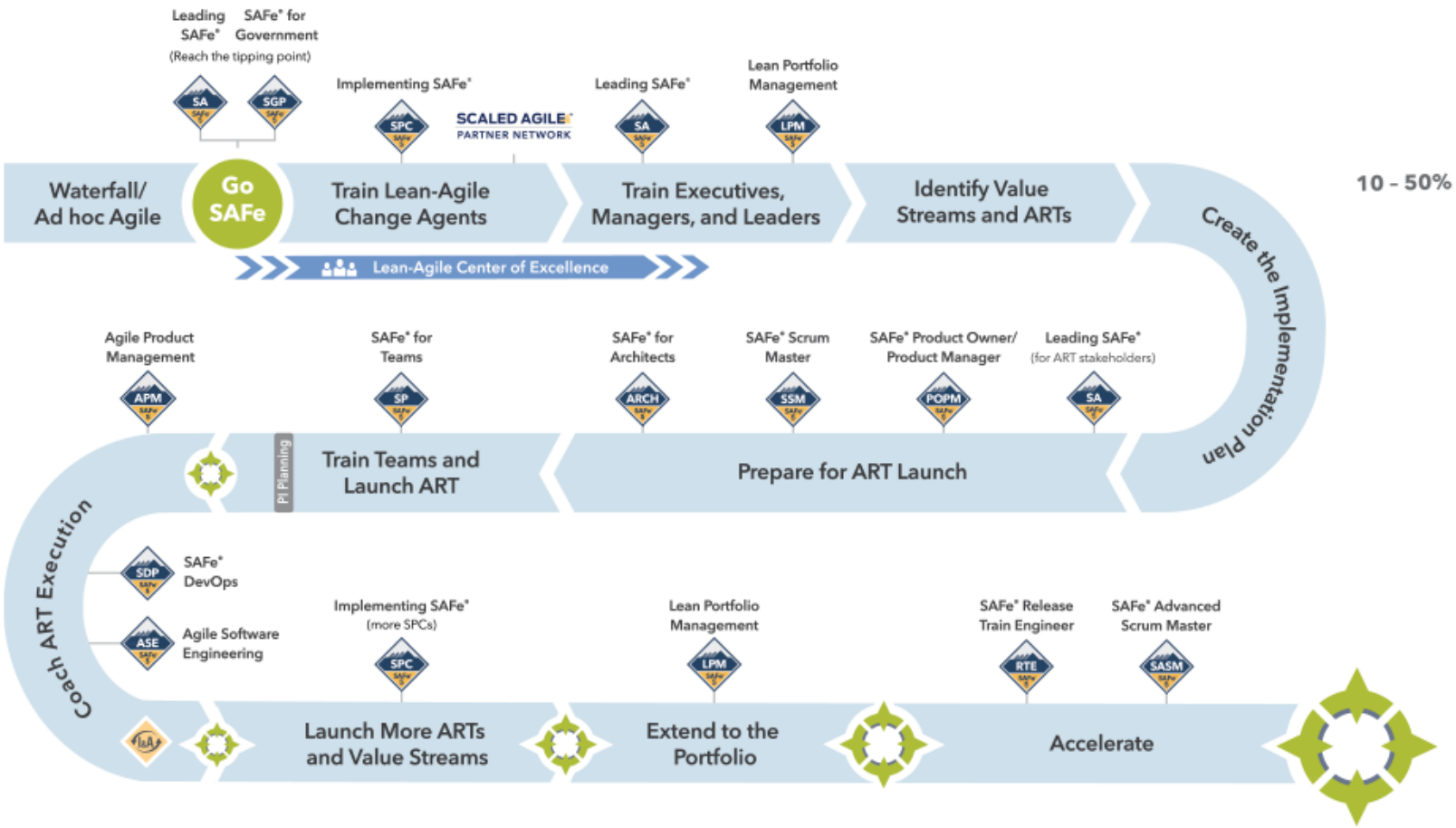
Don’t forget Technical Training



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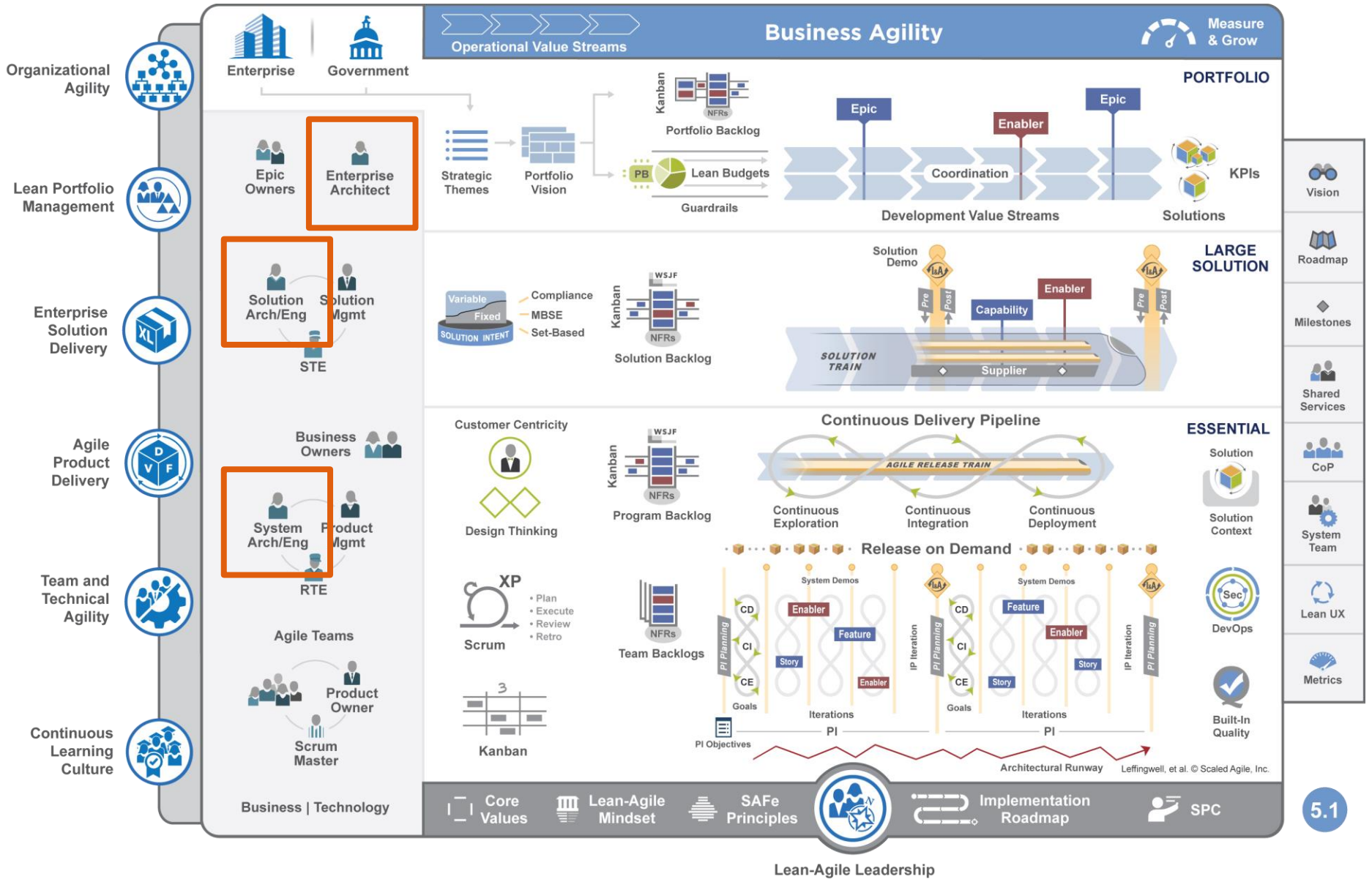
Architect roles on the SAFe Big Picture



Enterprise Architect

Solution Architect

System Architect

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Architect roles and responsibilities in SAFe

Enterprise Architect Across Value Streams	Solution Architect Across Systems	System Architect Single System
▸ Aligns architecture with business strategy ▸ Provides strategic technical direction across ARTs & teams ▸ Collaborates with Lean Portfolio Management ▸ Guides and supports Architectural Runway strategy ▸ Promotes modern technical and DevOps practices ▸ Synchronizes architecture functions across ARTs & teams	▸ Plans the Architectural Runway for a full Solution ▸ Actively supports design and steering of Continuous Delivery pipeline ▸ Establishes and supports definition of Non-functional Requirements ▸ Partners with System Architects to elaborate Capabilities and Features ▸ Fosters Built-in Quality for the entire Solution	▸ Plans the Architectural Runway ▸ Actively supports design and steering of CI/CD pipeline ▸ Establishes and supports definition of Non-functional Requirements ▸ Partners with Solution and Enterprise Architects to elaborate Epics, Capabilities, and Business Capabilities ▸ Fosters Built-in Quality for the ART's systems

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Only management can change the system

"It is not enough that management commit themselves to quality and productivity … They must know what it is they must do.

Such a responsibility cannot be delegated."

—W. Edwards Deming

"…and if you can't come, send no one"

—Vignette from Out of the Crisis, W. Edwards Deming

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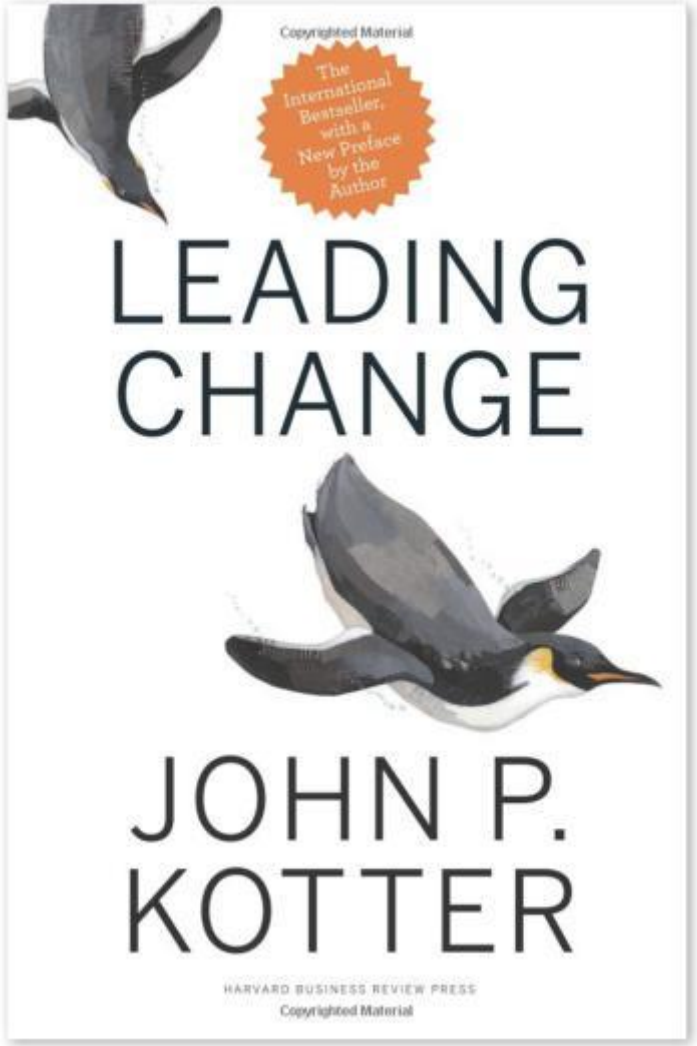
Keys to leading successful change

- Establish a sense of urgency
- Create a powerful guiding coalition
- Develop the vision and strategy
- Communicate the vision
- Empower employees for broad-based action
- Generate short-term wins
- Consolidate gains and produce more wins
- Anchor new approaches in the culture



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