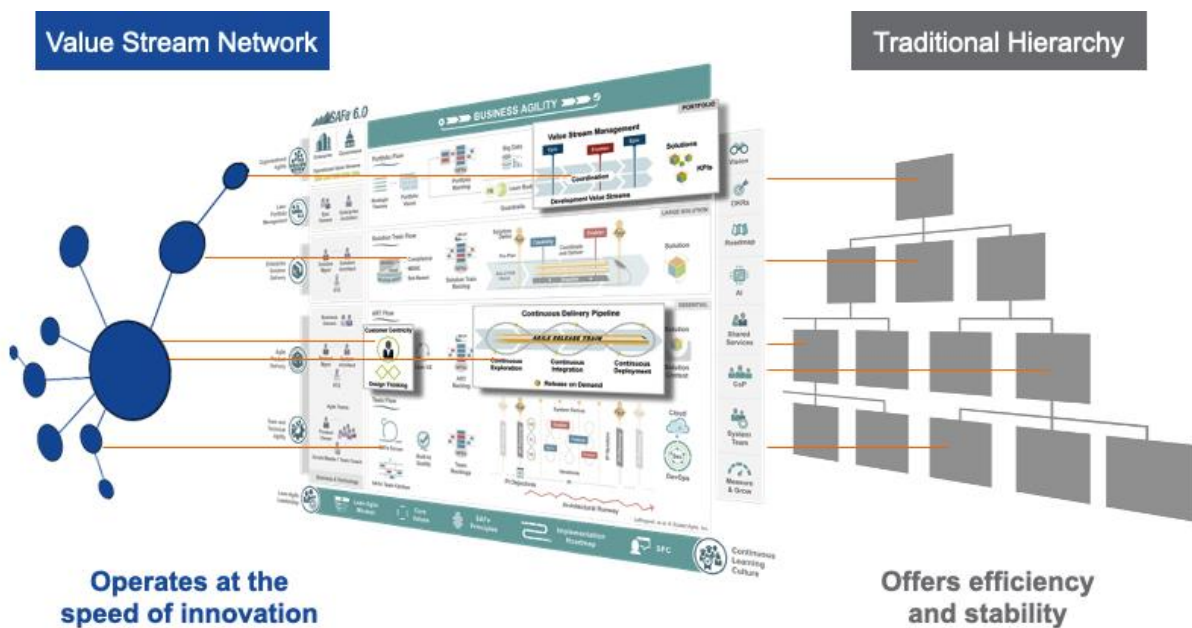
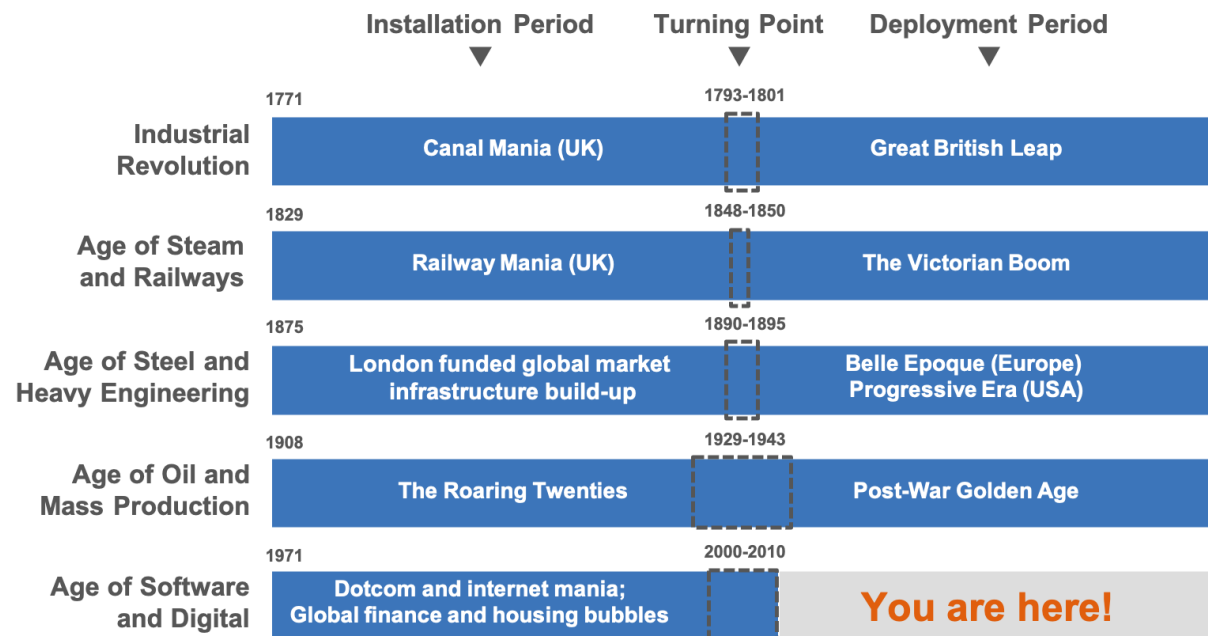
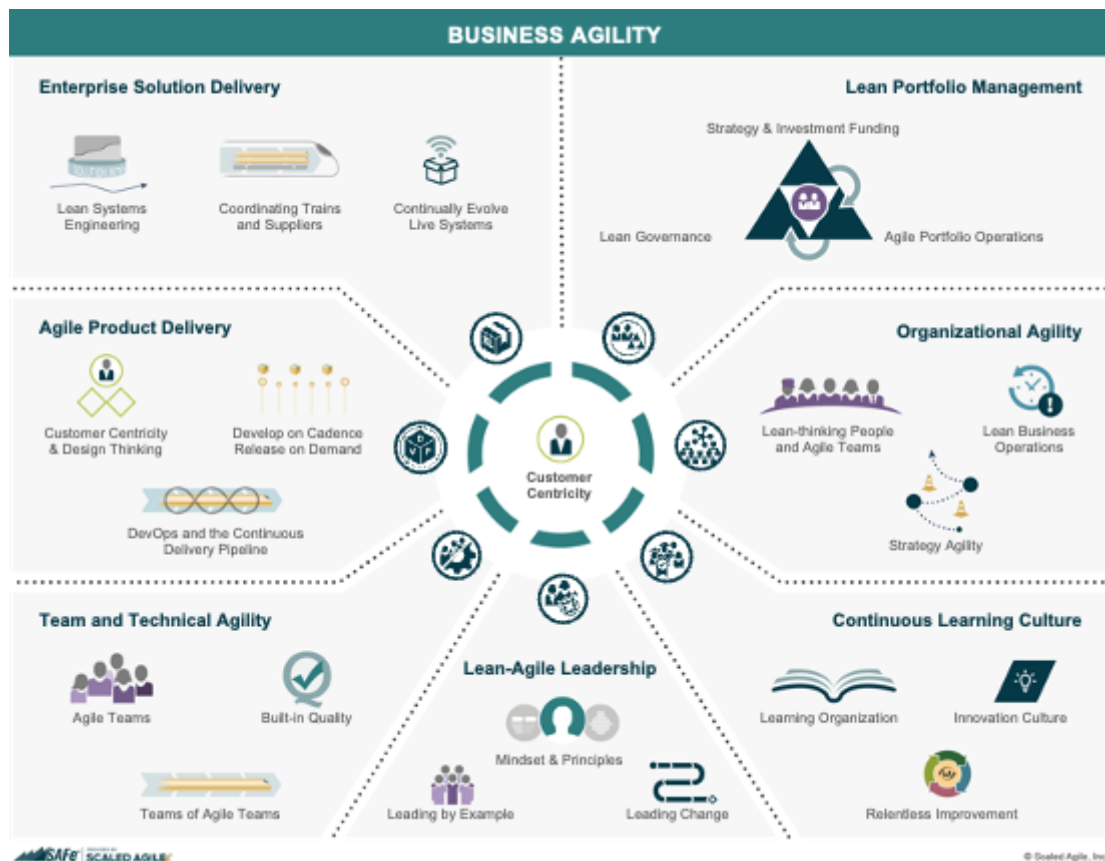
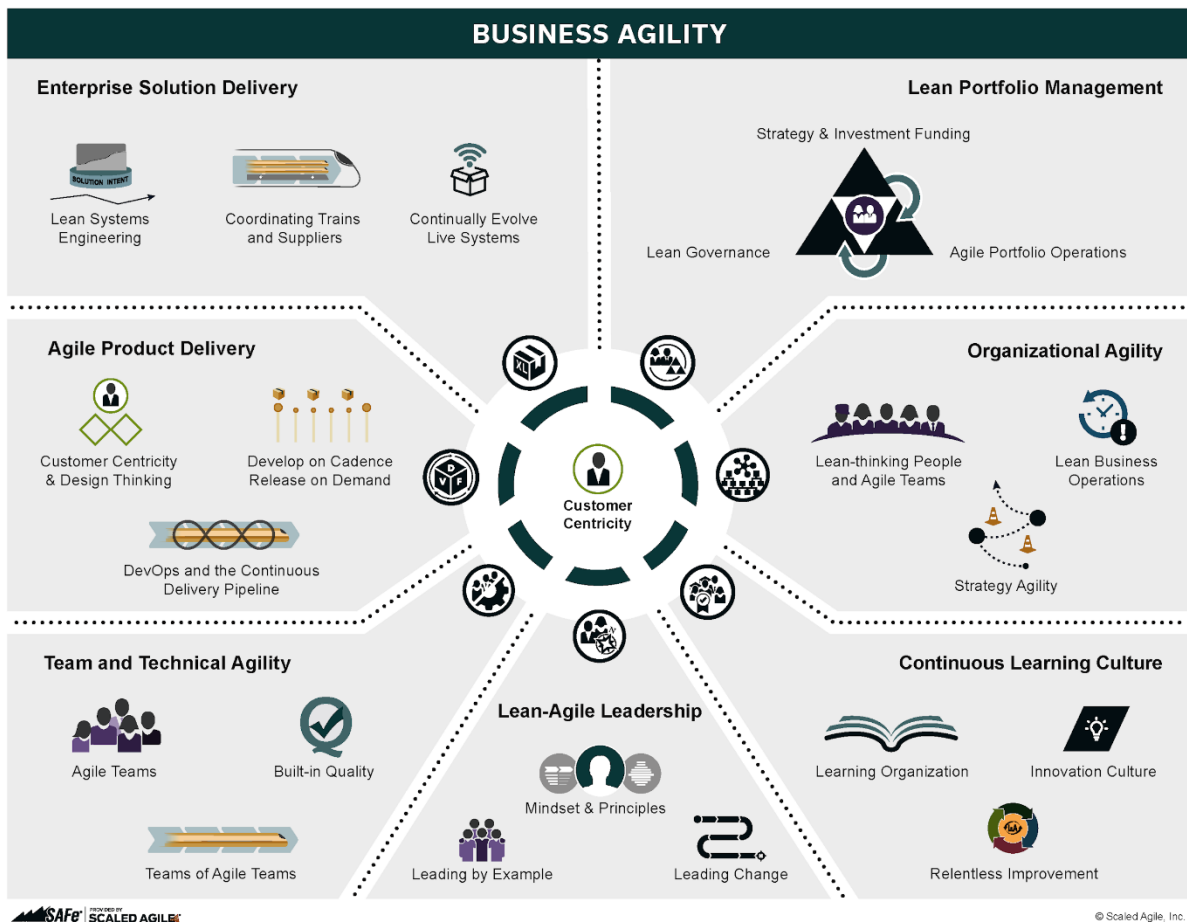


Chapter 1: Thriving in the Digital Age





We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

#1 Take an economic view

#2 Apply systems thinking

#3 Assume variability; preserve options

#4 Build incrementally with fast, integrated learning cycles

#5 Base milestones on objective evaluation of working systems

#6 Make value flow without interruptions

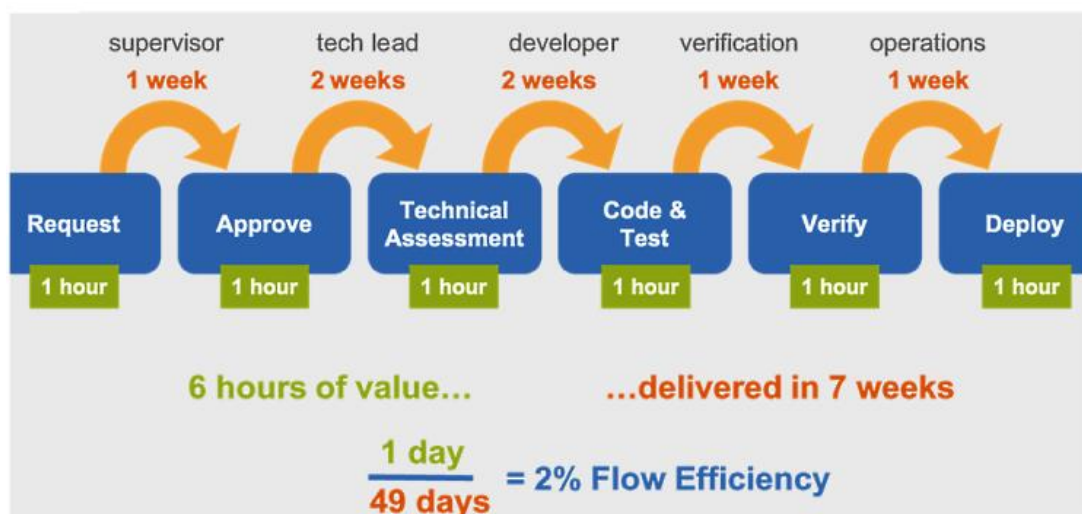
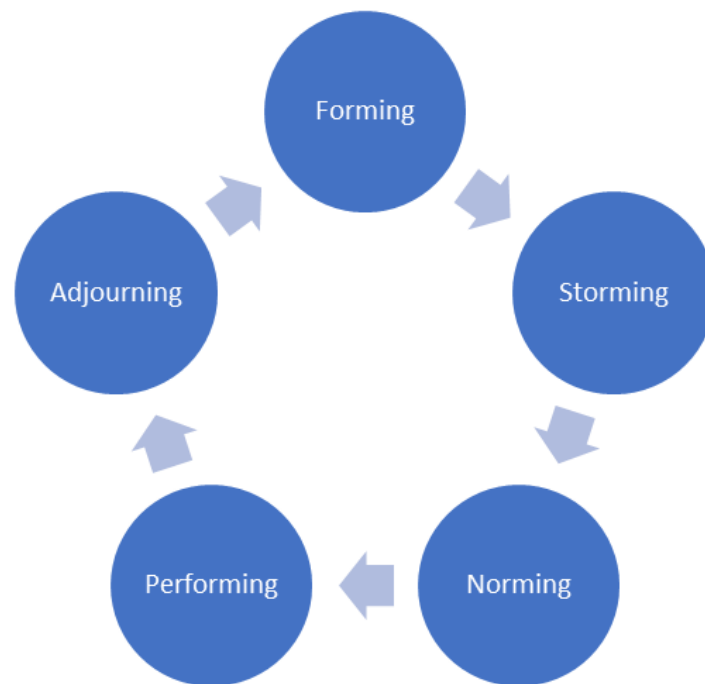
#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

Chapter 2: Building the Team





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Scrum Master / Team Coach

- Facilitating PI planning
- Supporting iteration execution
- Improving flow
- Building high-performing teams
- Improving ART Performance

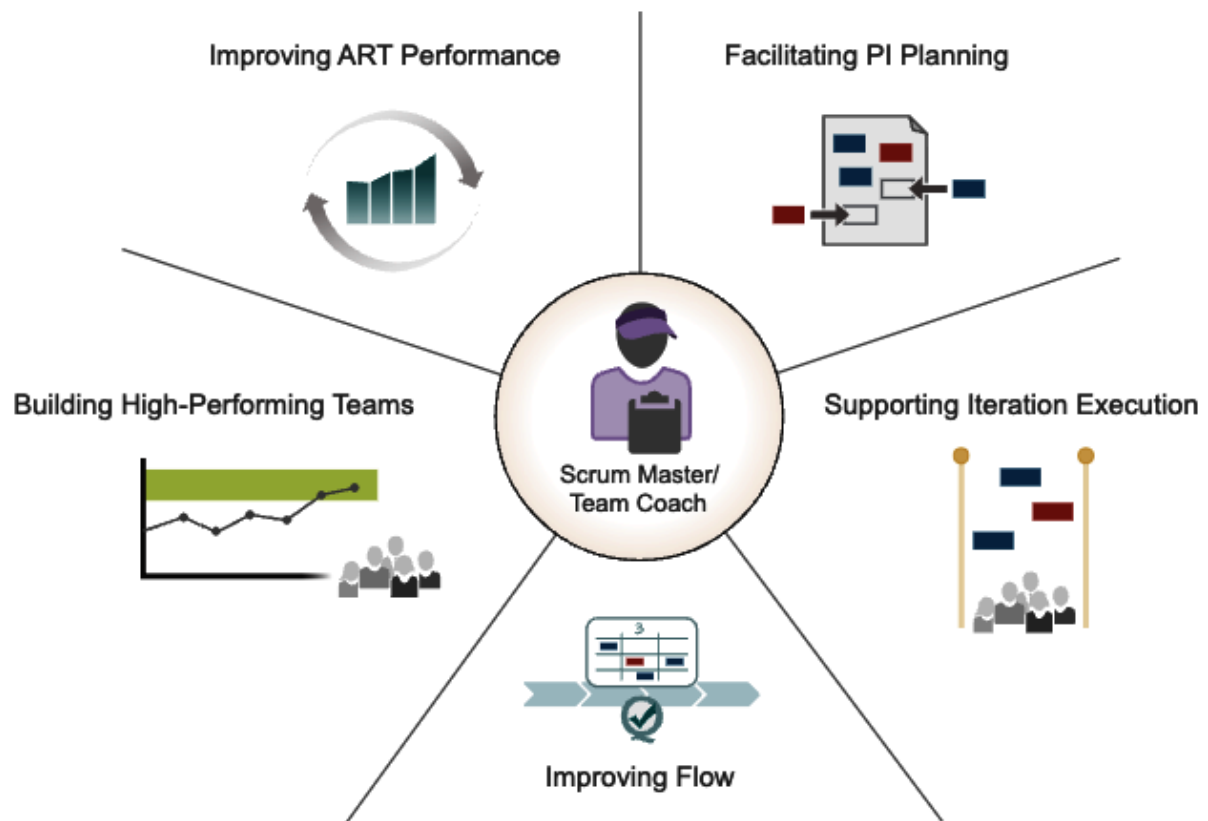


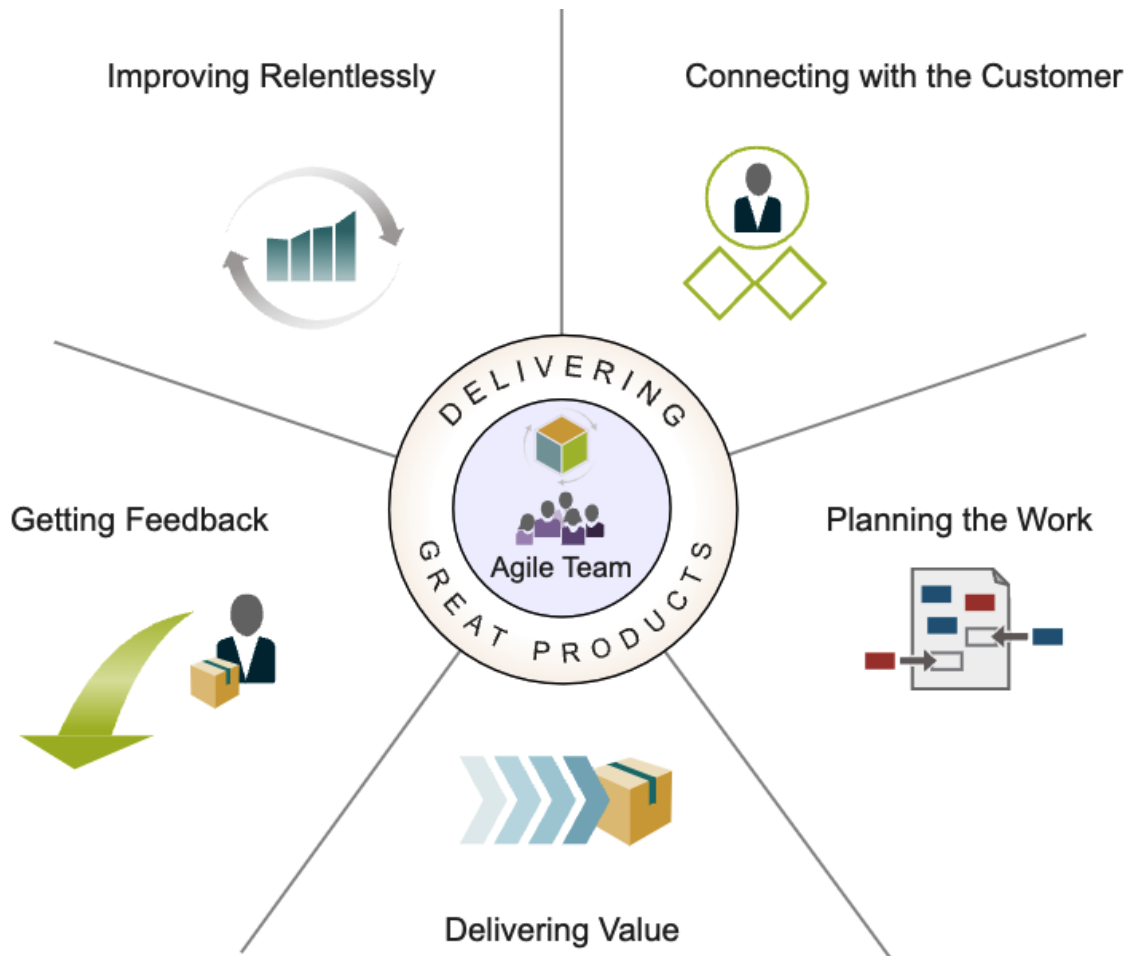
Product Owner

- Connecting with the Customer
- Contributing to the vision and roadmap
- Managing and prioritizing the team backlog
- Supporting the team in delivering value
- Getting and applying feedback

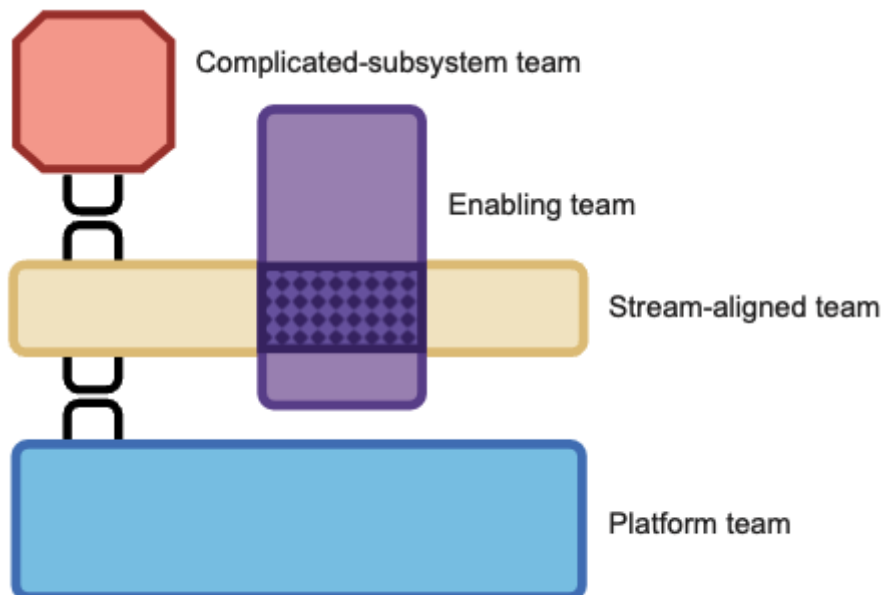
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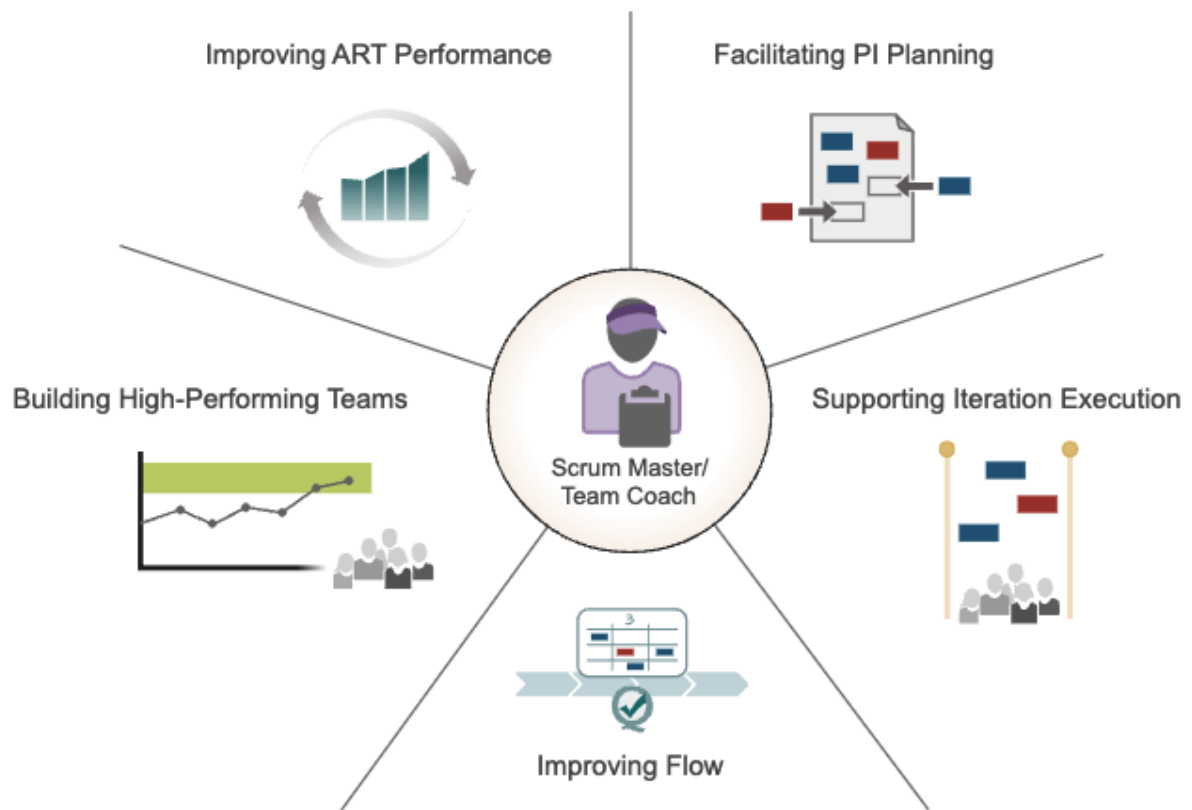
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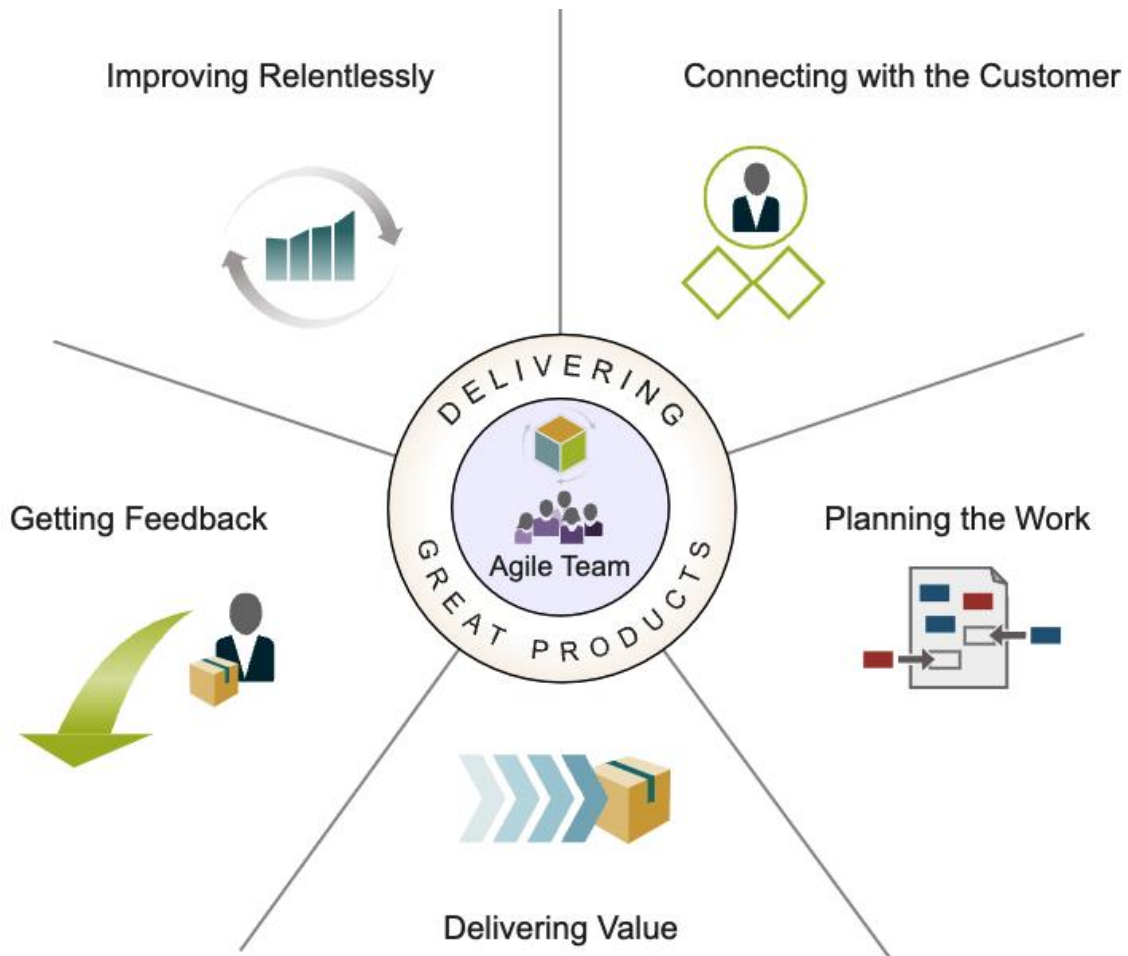


© Matthew Skelton and Manuel Pais from *Team Topologies*

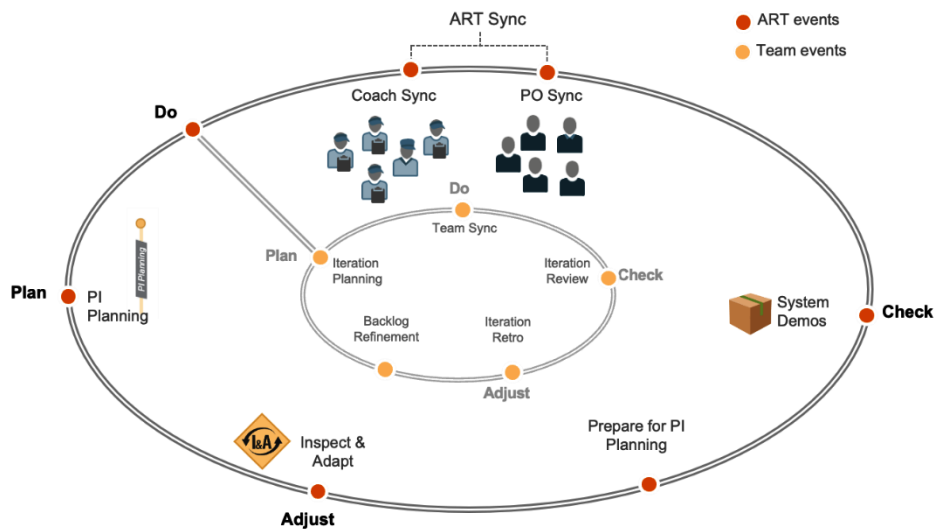
Chapter 3: Day to Day with a SAFe® Team



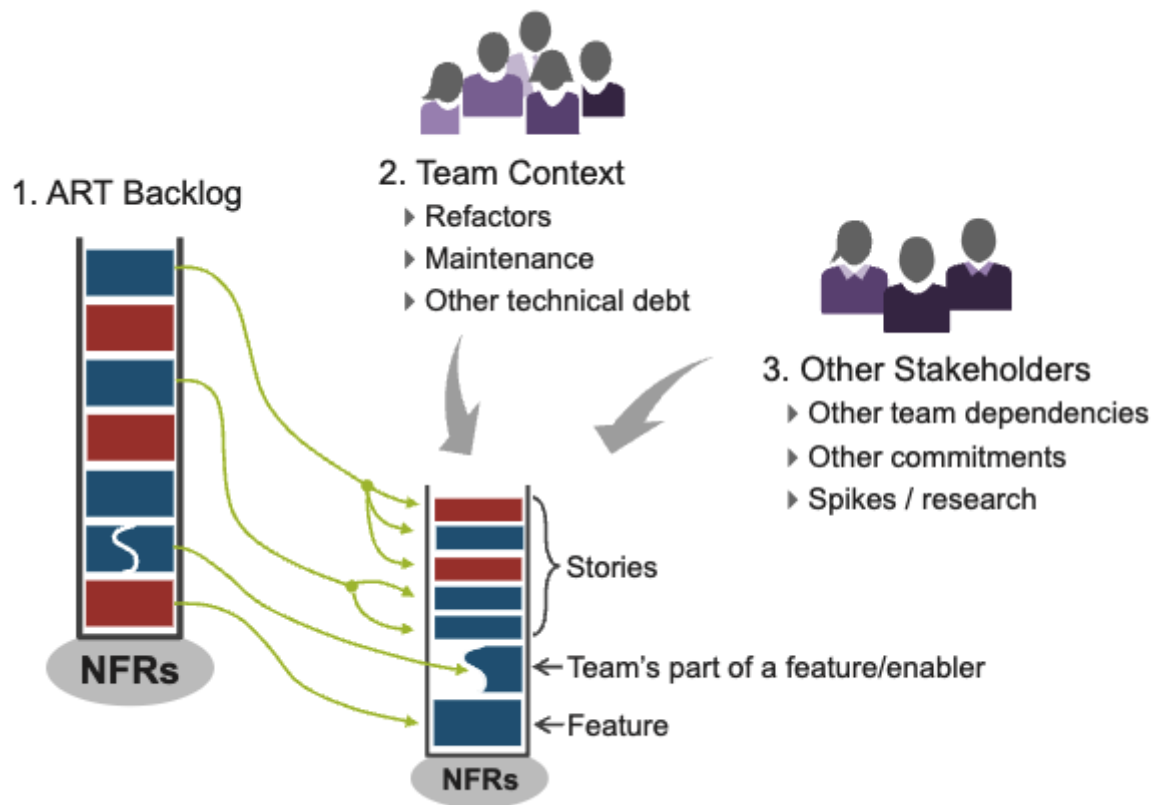




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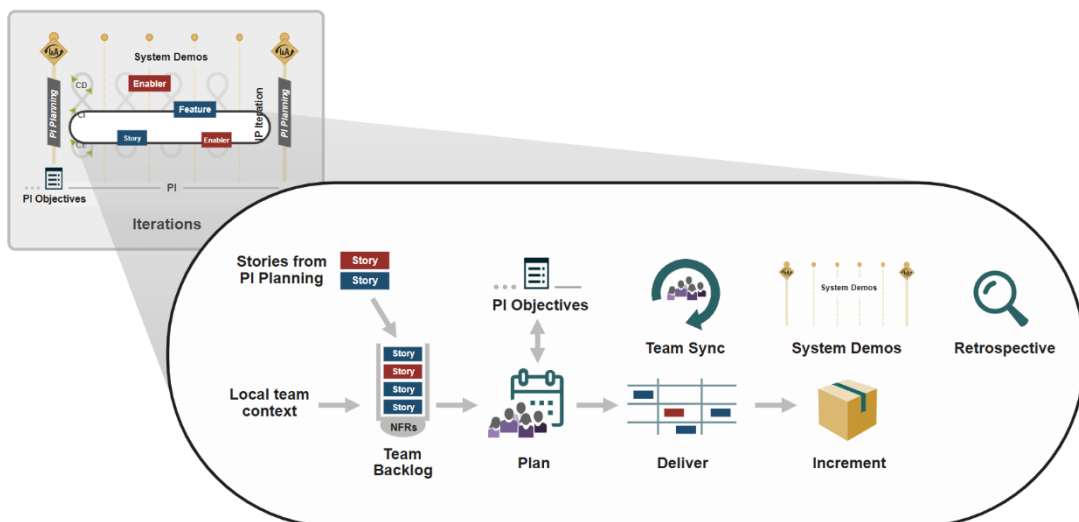
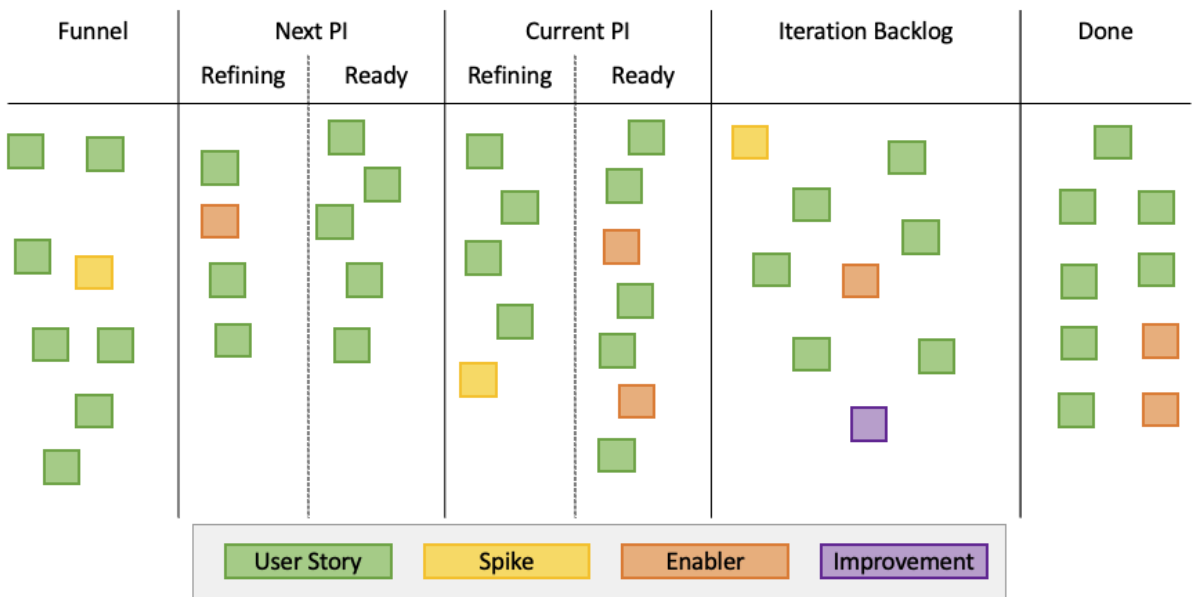
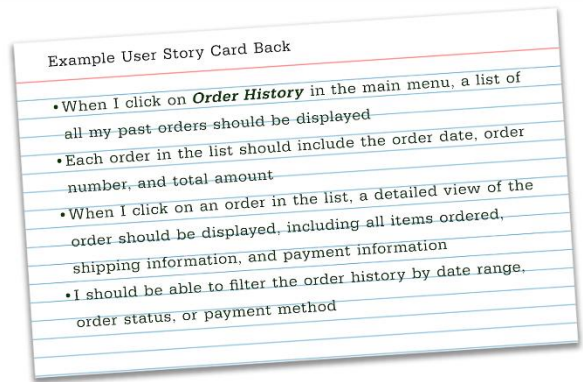
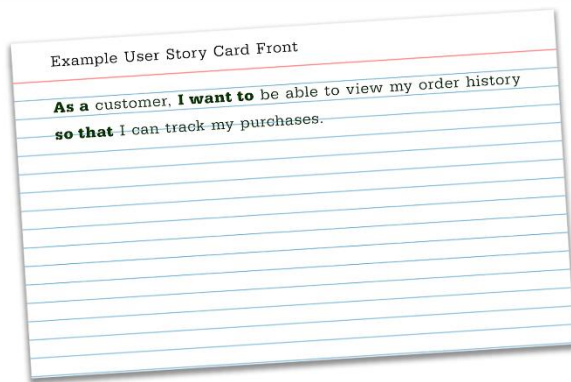
Chapter 4: Team Backlog Management



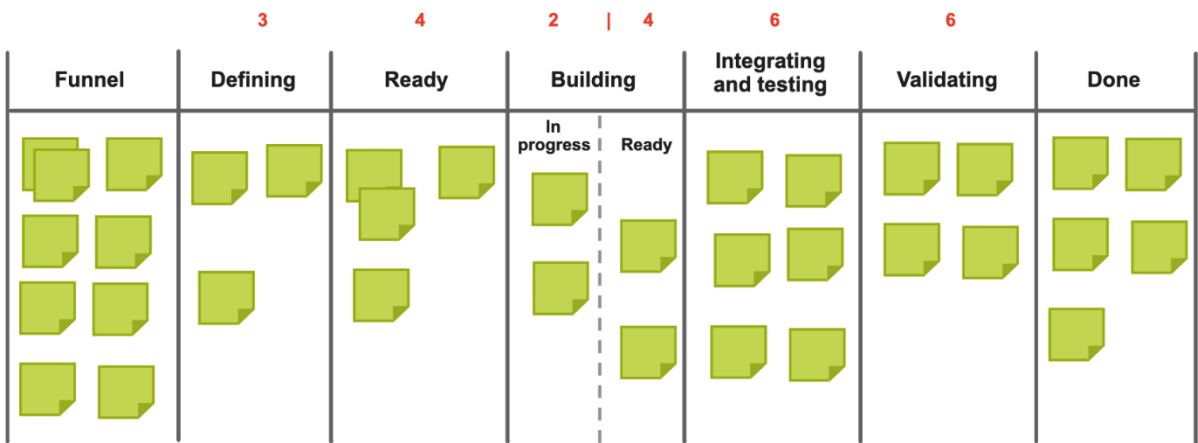
As a <user>,

I want to <requested functionality or goal>,

So that <the why, reason, or expected benefit>



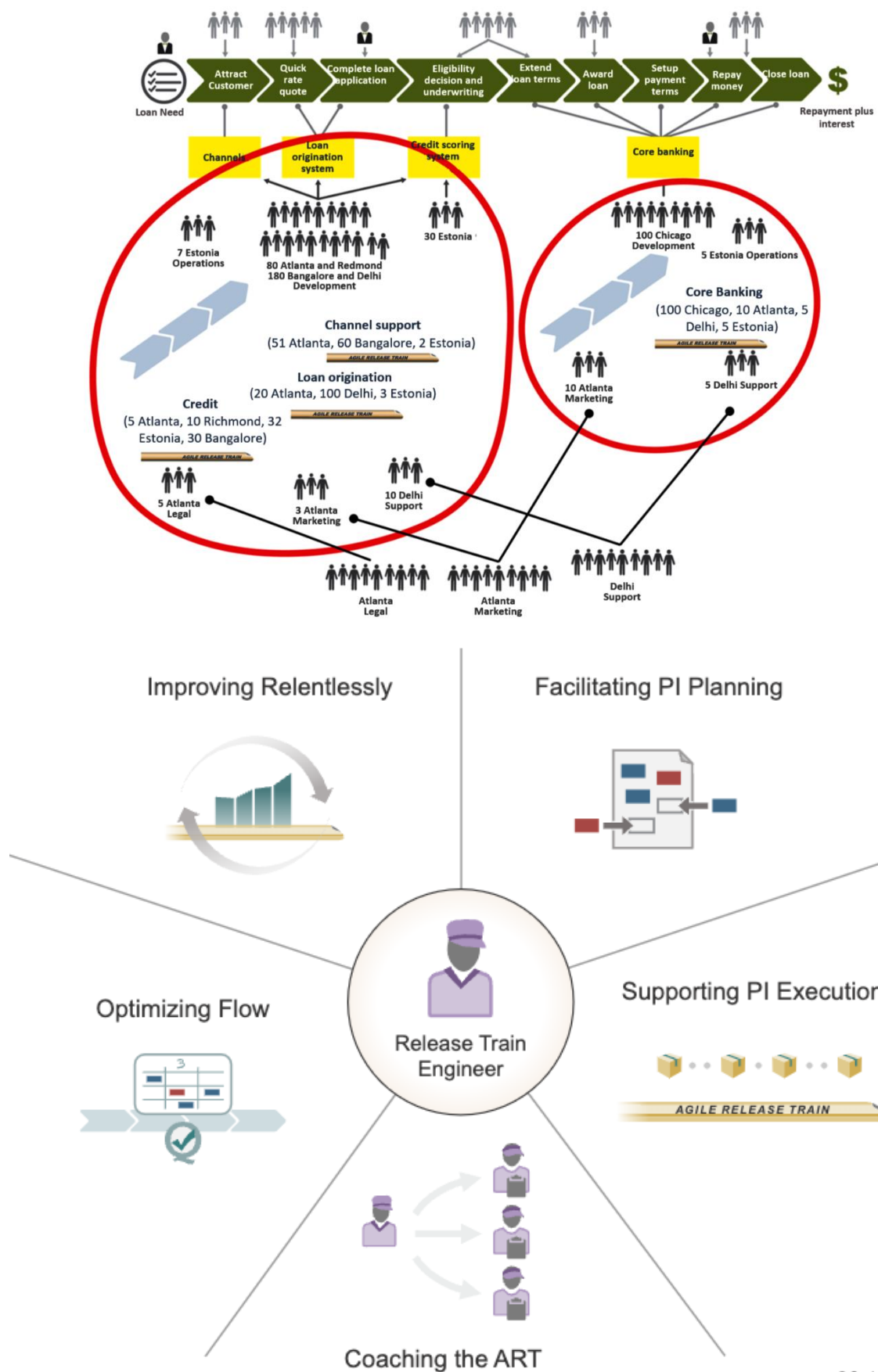
Chapter 5: Team Iteration Events

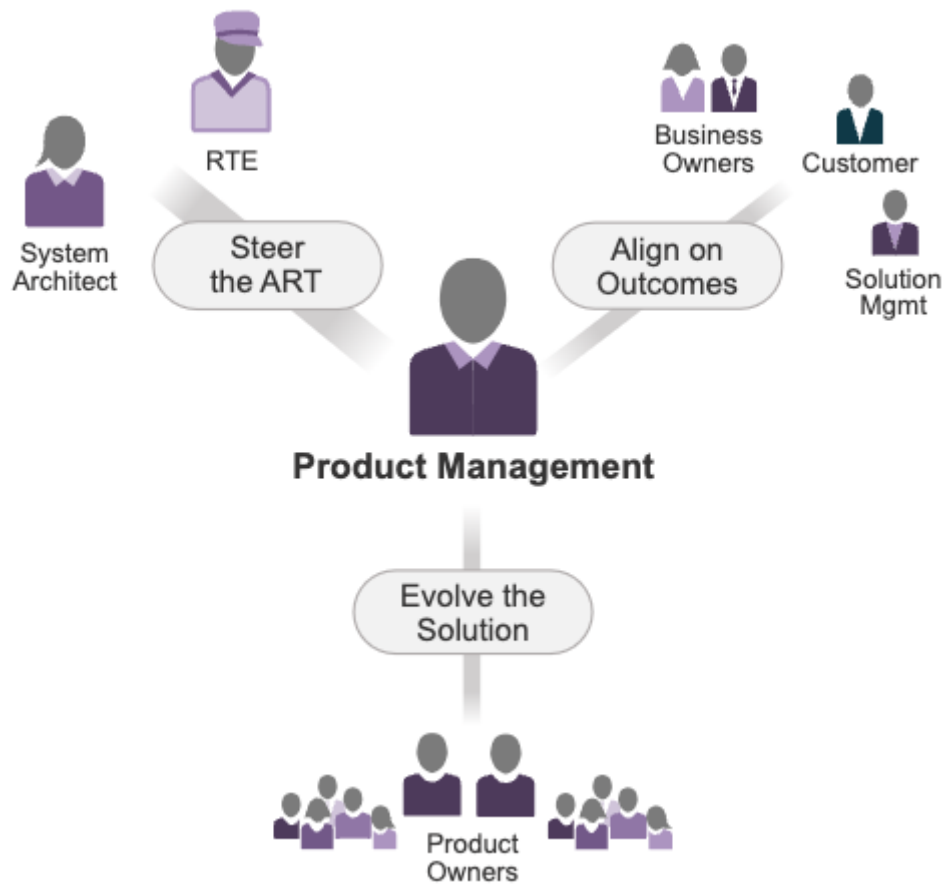


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Figure 4. An example team Kanban system

Chapter 6: Agile Release Trains

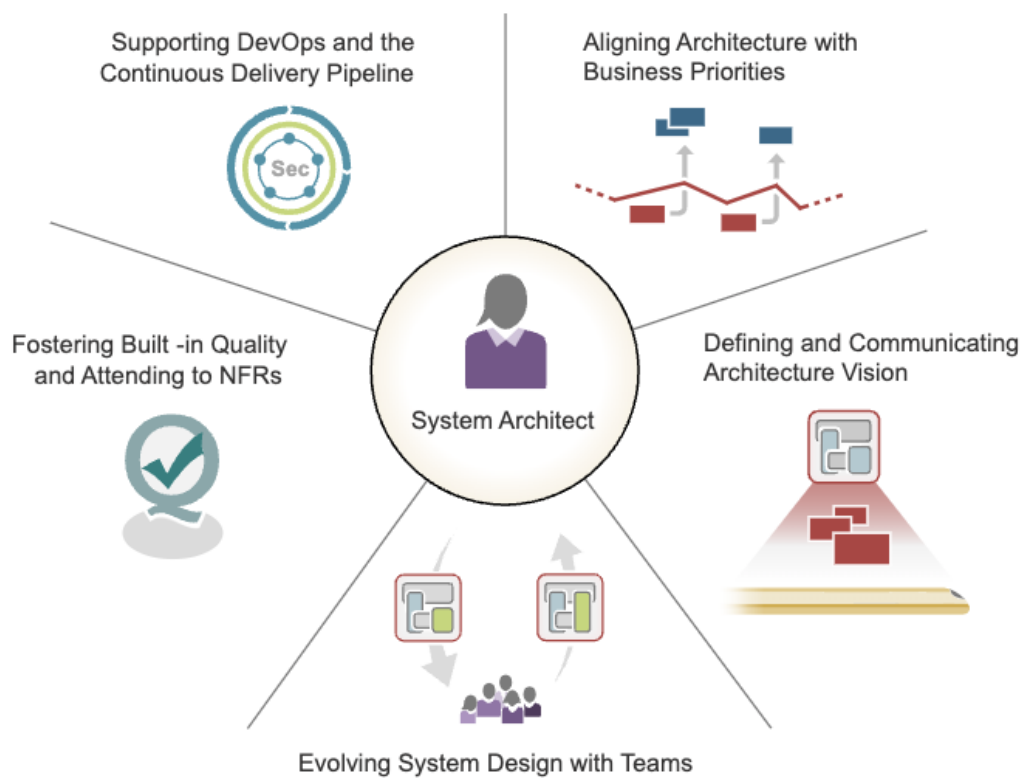
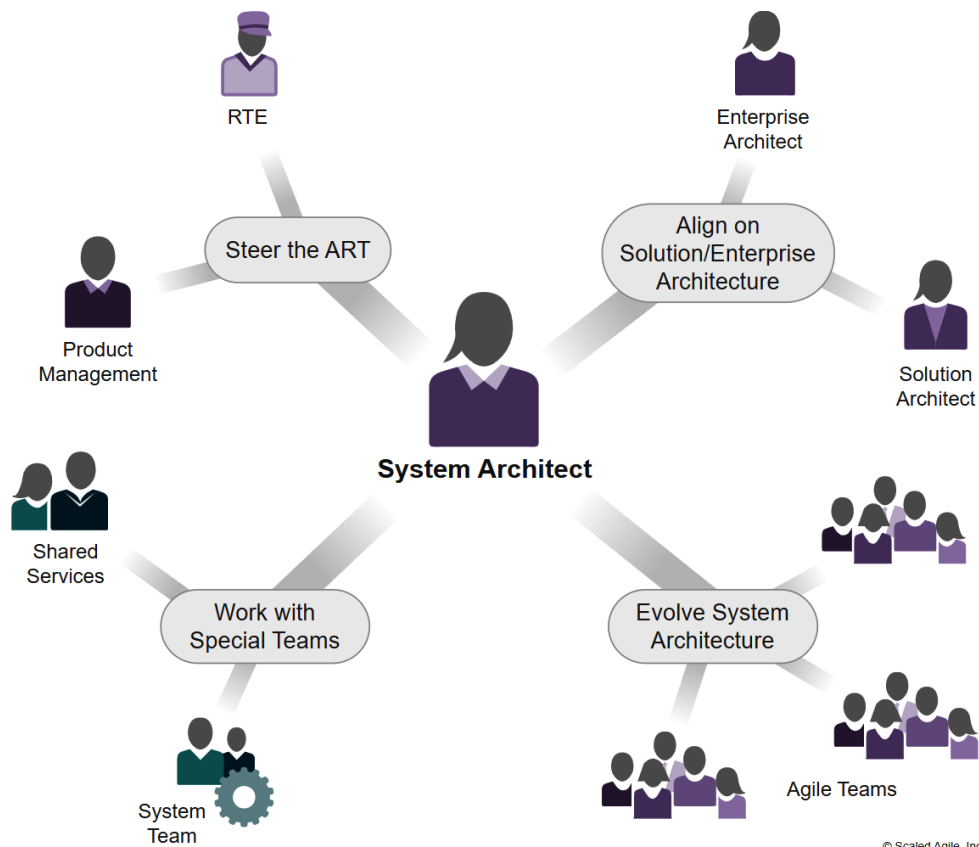


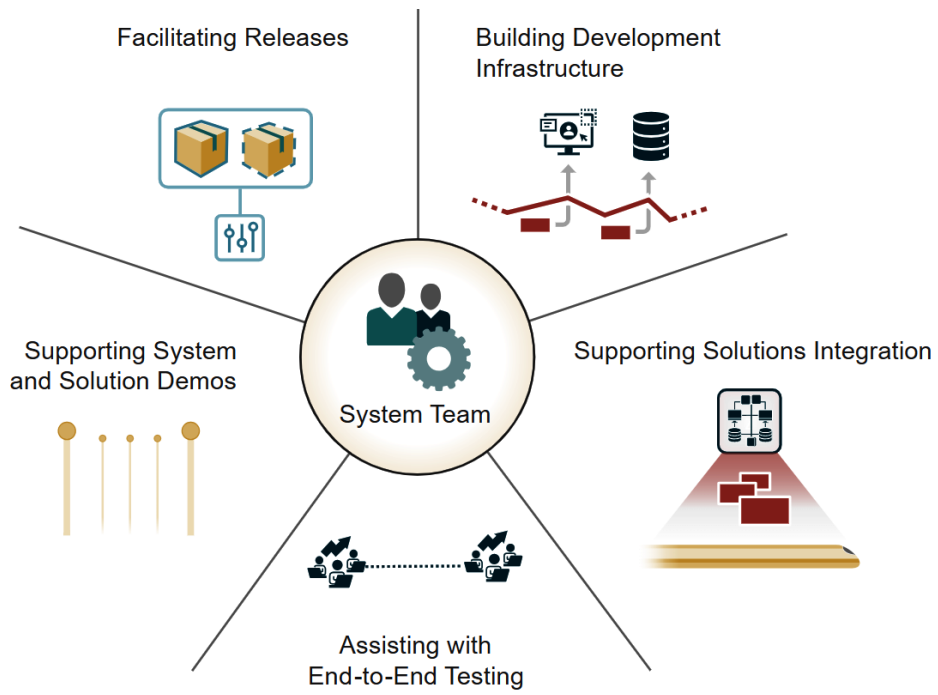


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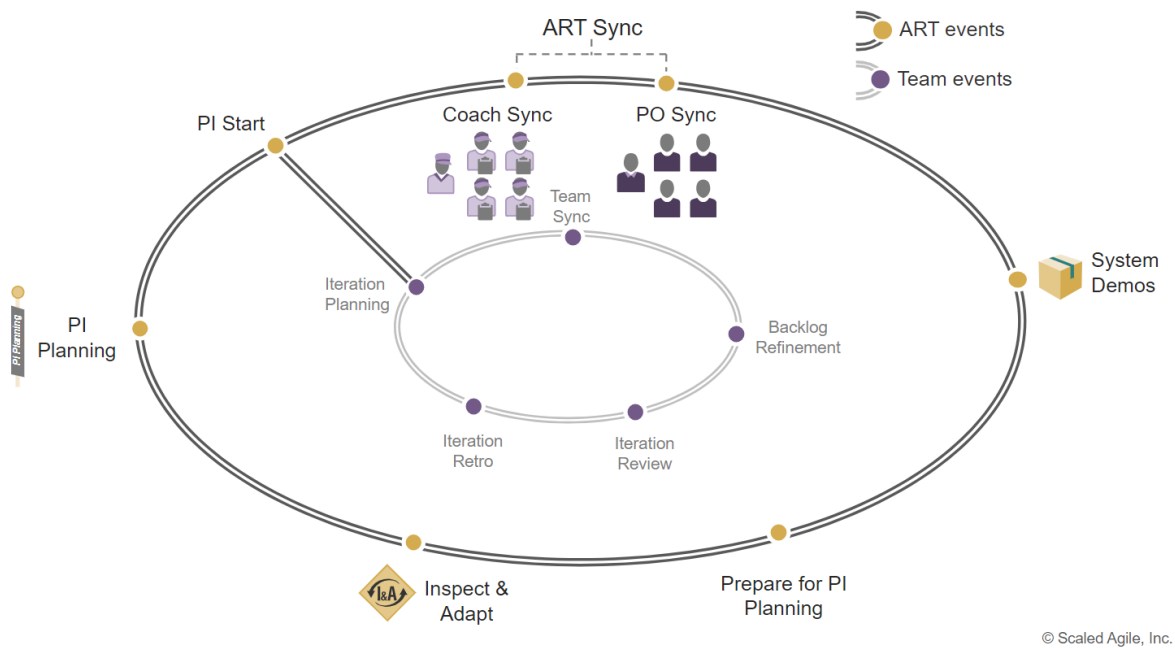
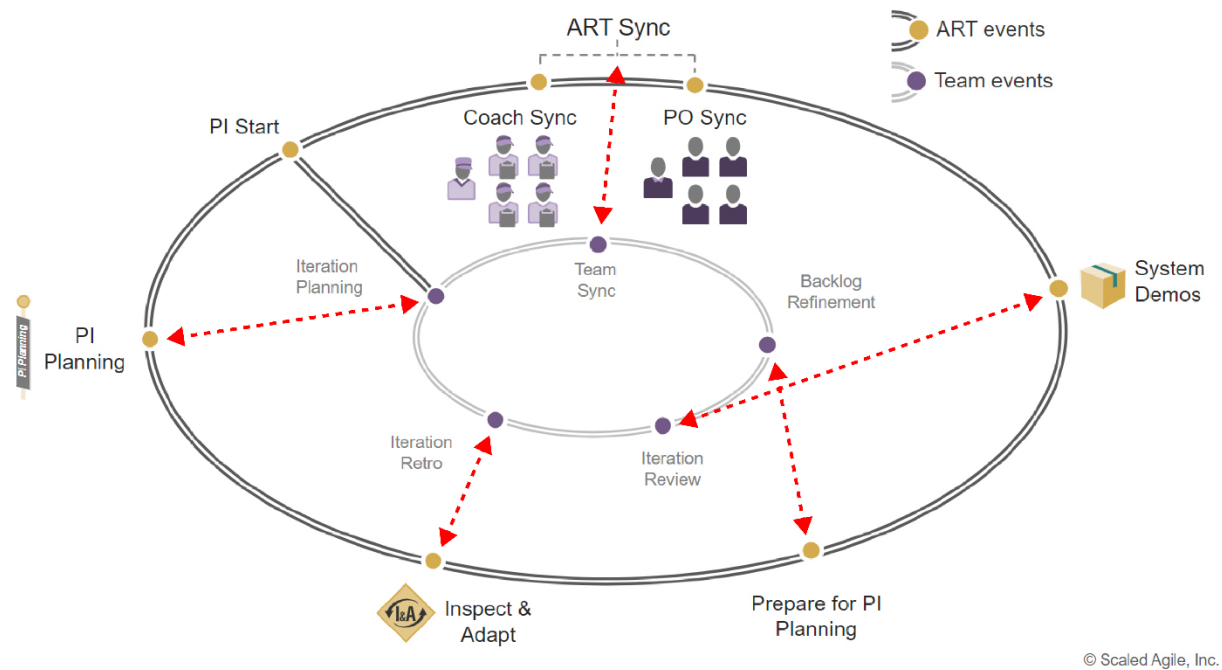


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Chapter 7: Release Trains Day to Day



Continuous Delivery Pipeline

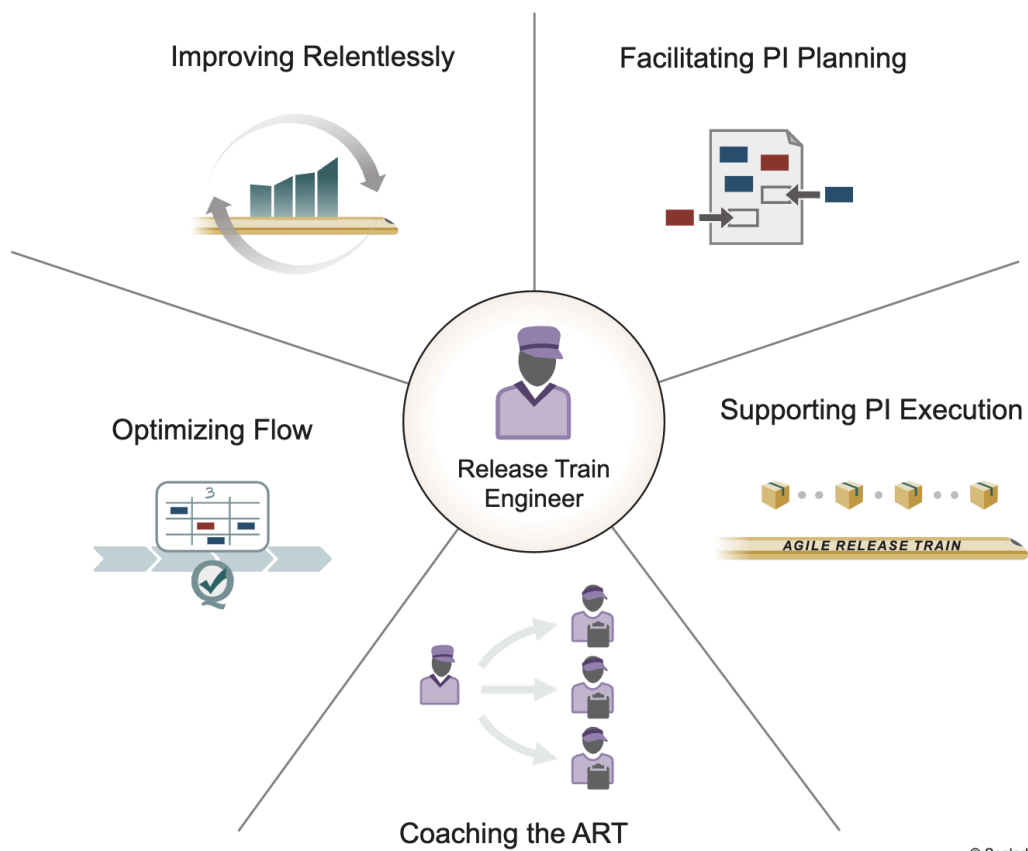
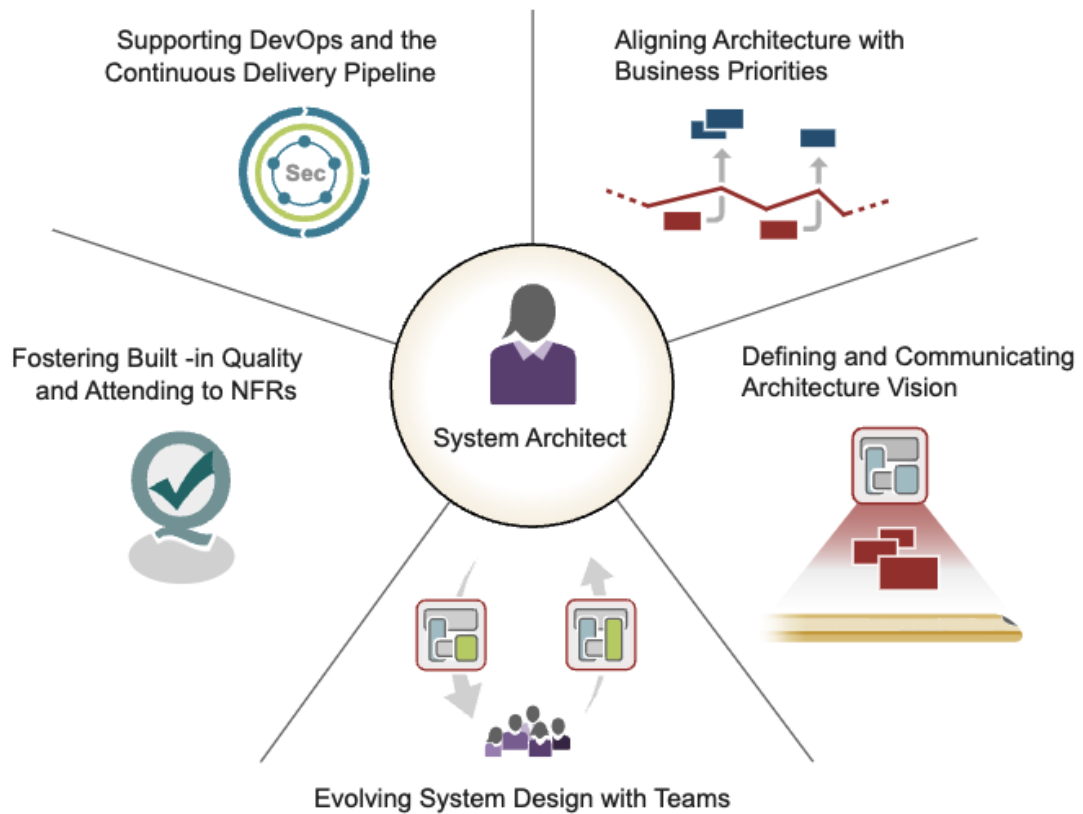


 **Release on Demand**

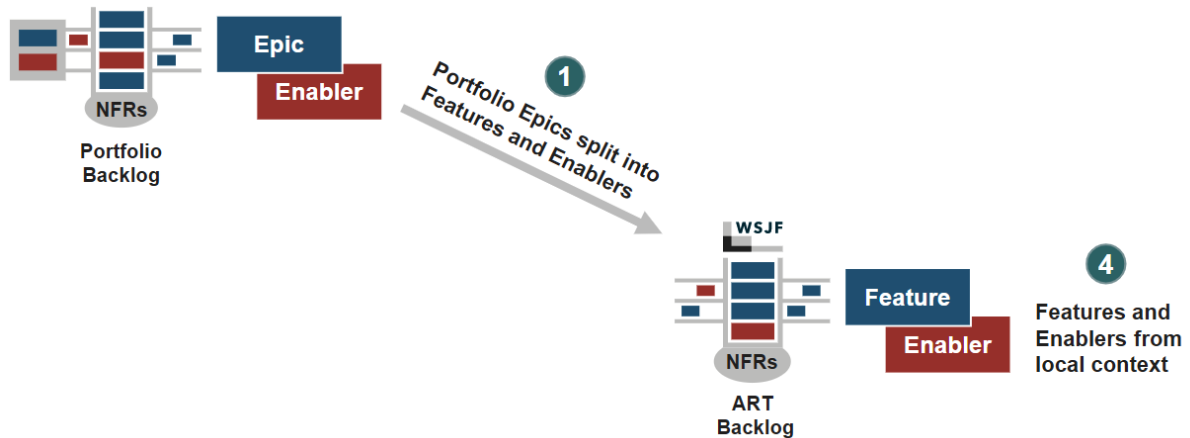
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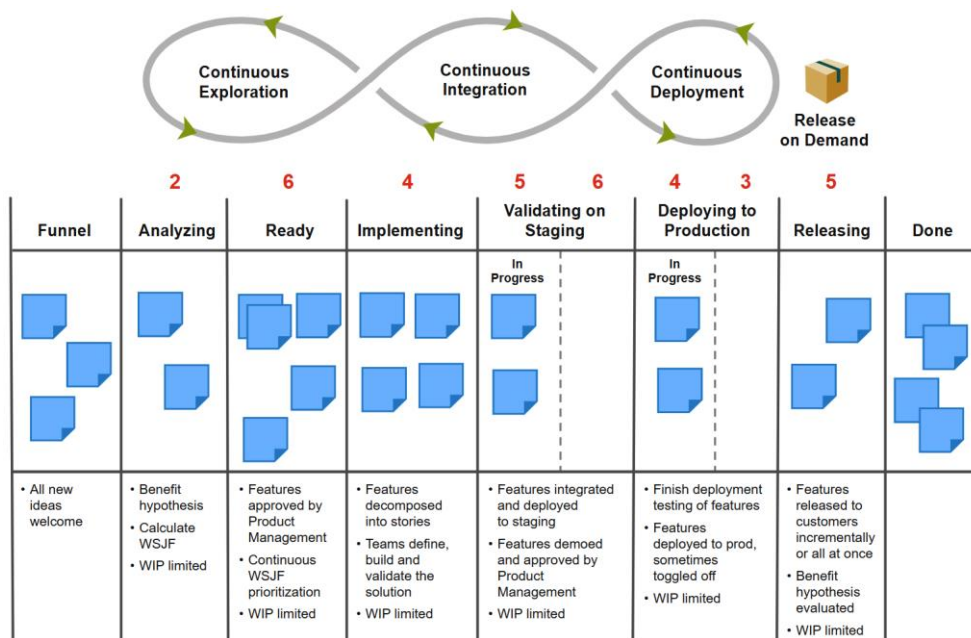
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Chapter 8: ART Backlog Management

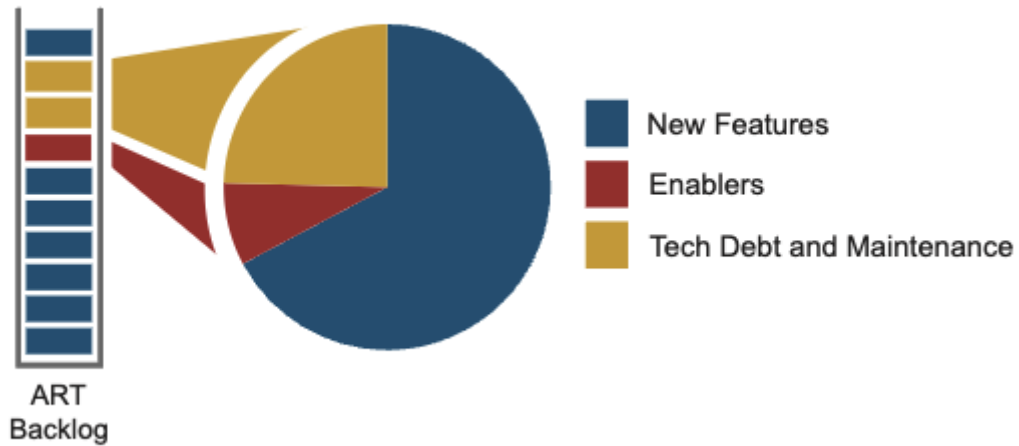


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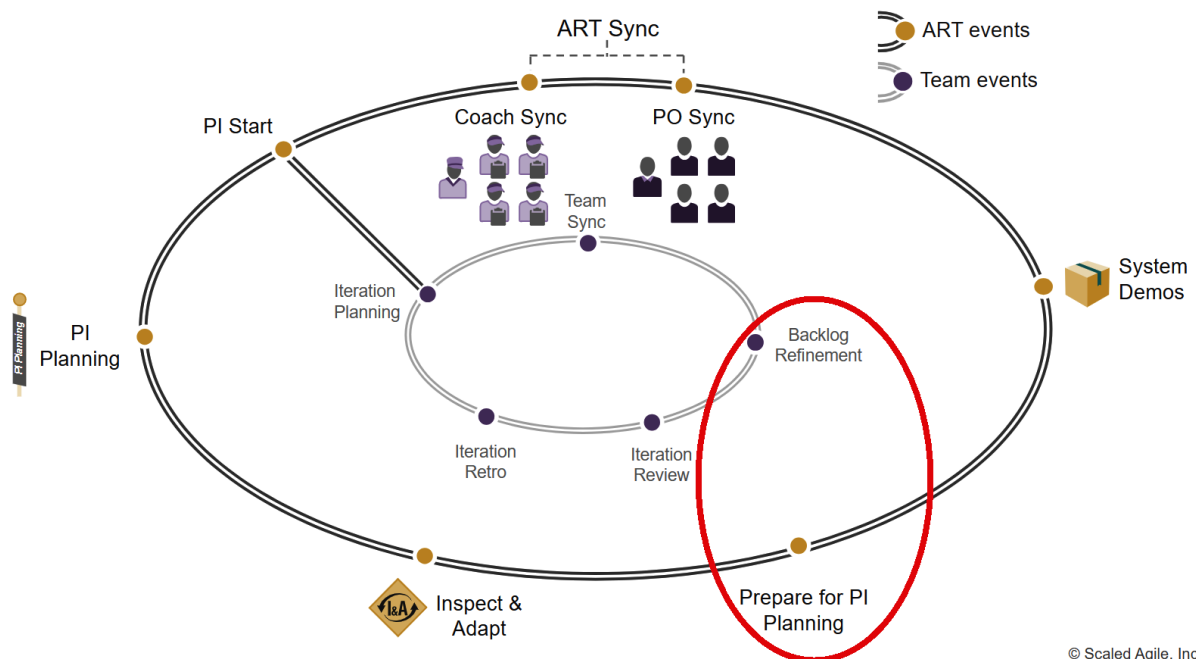
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Capacity Allocation for this PI



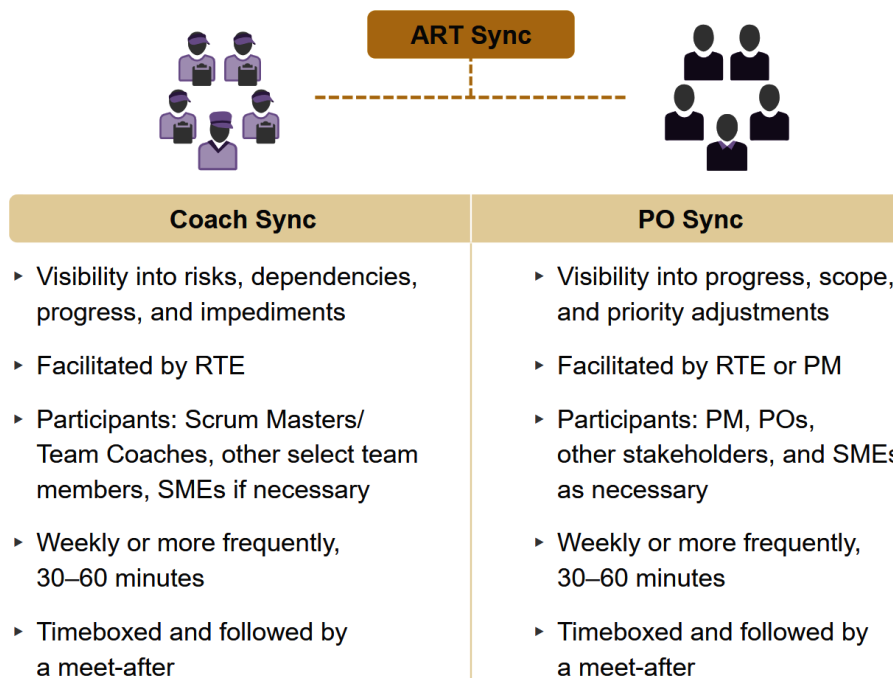
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$$WSJF = \frac{(\text{User Business Value} + \text{Time Criticality} + \text{RROE})}{\text{Job Size}}$$

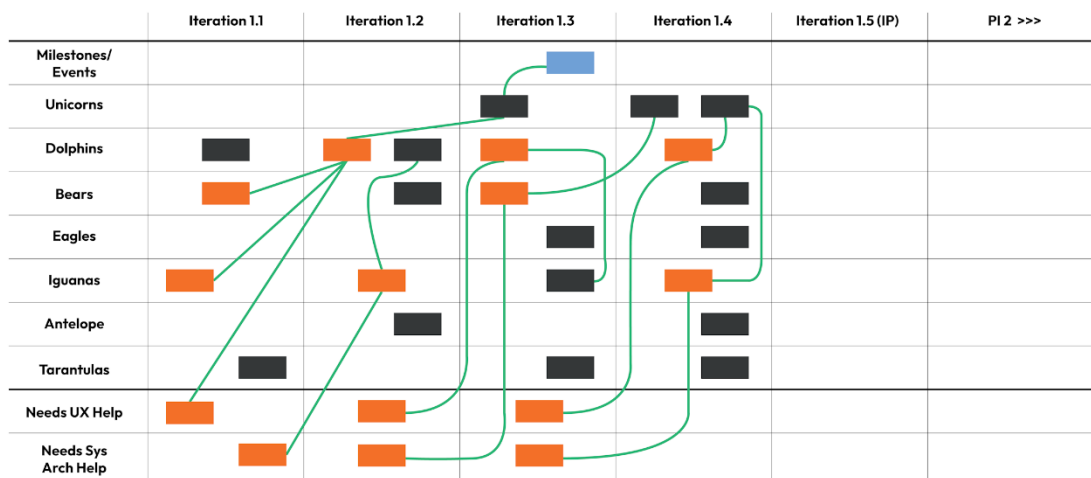


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Chapter 9: Iteration Events for the Train



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Dark grey = Features

Orange = Significant Dependency

Blue = Milestone/ Event

Green String = A dependency requiring stories or other dependencies to be completed before the feature can be completed

Chapter 10: PI Events

Day 1 Agenda

8:00-9:00	Business Context
9:00-10:30	Product/Solution Vision
10:30-11:30	Architecture Vision and Development Practices
11:30-1:00	Planning Context and Lunch
1:00-4:00	Team Breakouts
4:00-5:00	Draft Plan Review
5:00-6:00	Management Review and Problem Solving

Day 2 Agenda

8:00-9:00	Planning Adjustments
9:00-11:00	Team Breakouts
11:00-1:00	Final Plan Review and Lunch
1:00-2:00	Program Risks
2:00-2:15	Confidence Vote
2:15-???	Plan Rework?
	Planning Retrospective and Moving Forward

THE FUTURE

I can't believe that we
are actually shipping
software every day. In
a few short months we
have been able to shift
away from those painful
quarterly release. Can't
wait for what's next
-George

to: Betty - CEO

Iteration 1.1

MARCH 8 - MARCH 21

CAPACITY

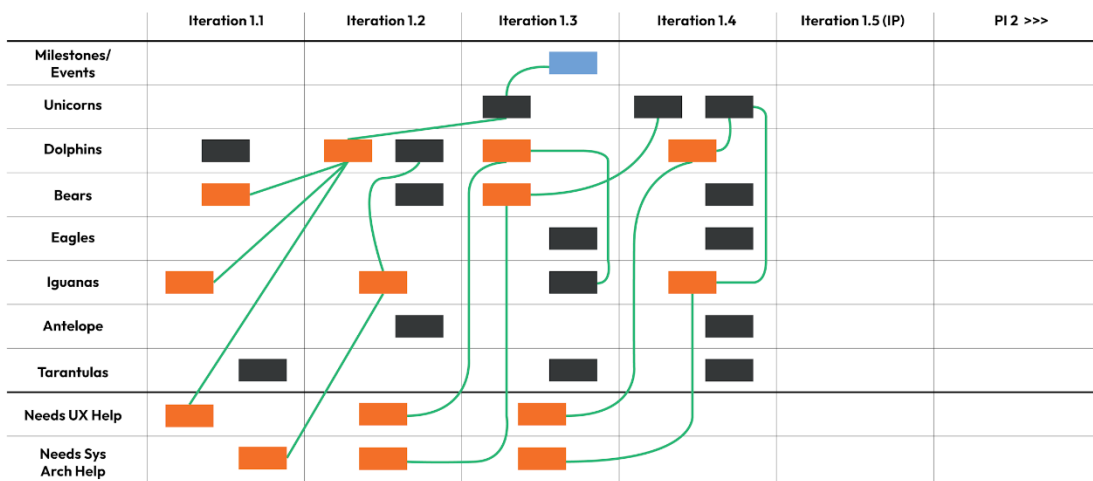


LOAD



PLANNED LEAVE:

ITERATION HEADLINE:



= Features

= Significant
Dependency

= Milestone/
Event

Green String = A dependency requiring stories or other dependencies to be completed before the feature can be completed

ART RISKS	RESOLVED	OWNED
	ACCEPTED	MITIGATED



No confidence



Little confidence



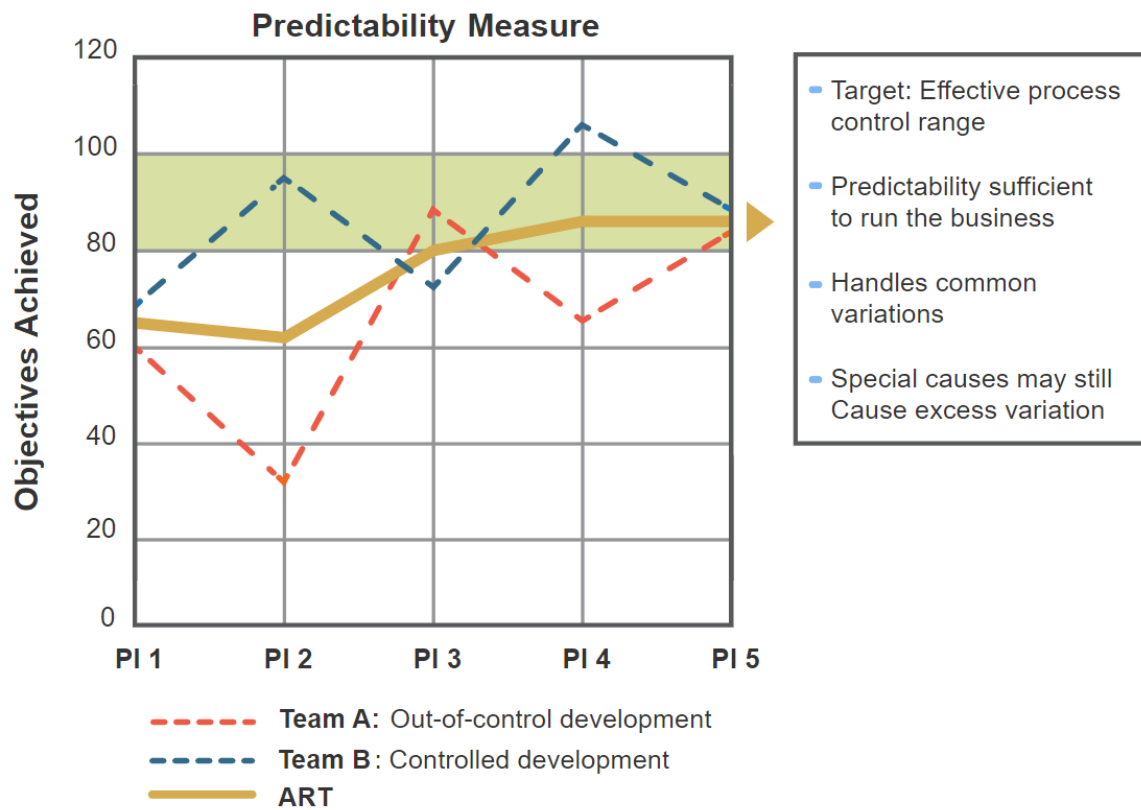
Good confidence



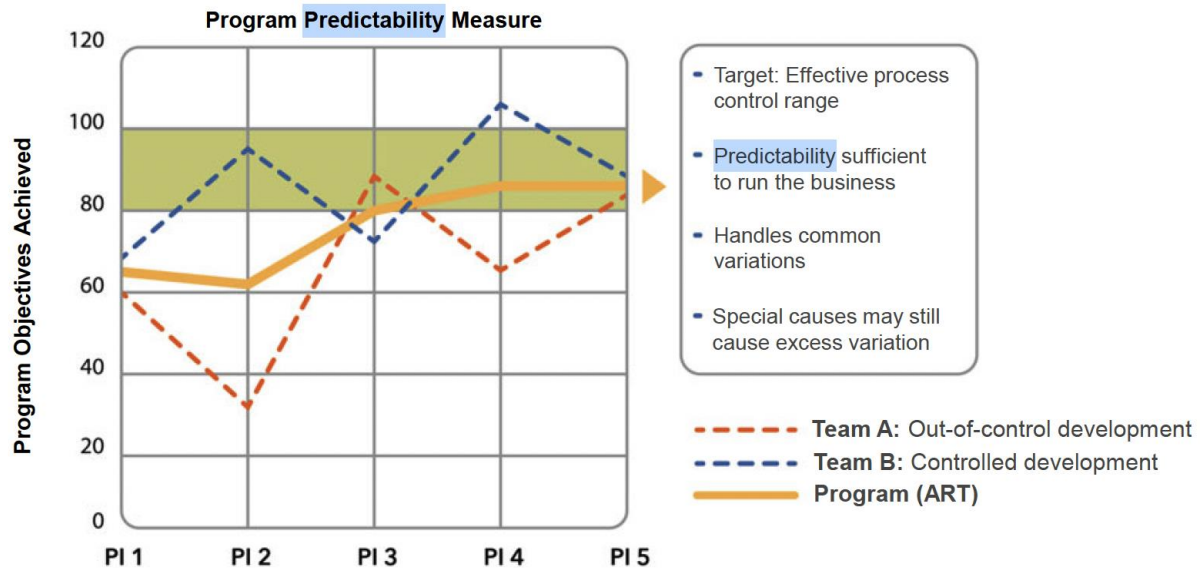
High confidence

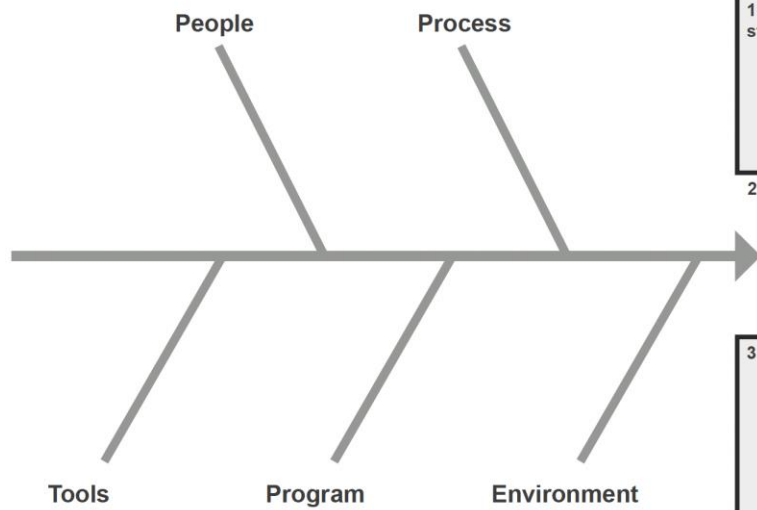


Very high confidence



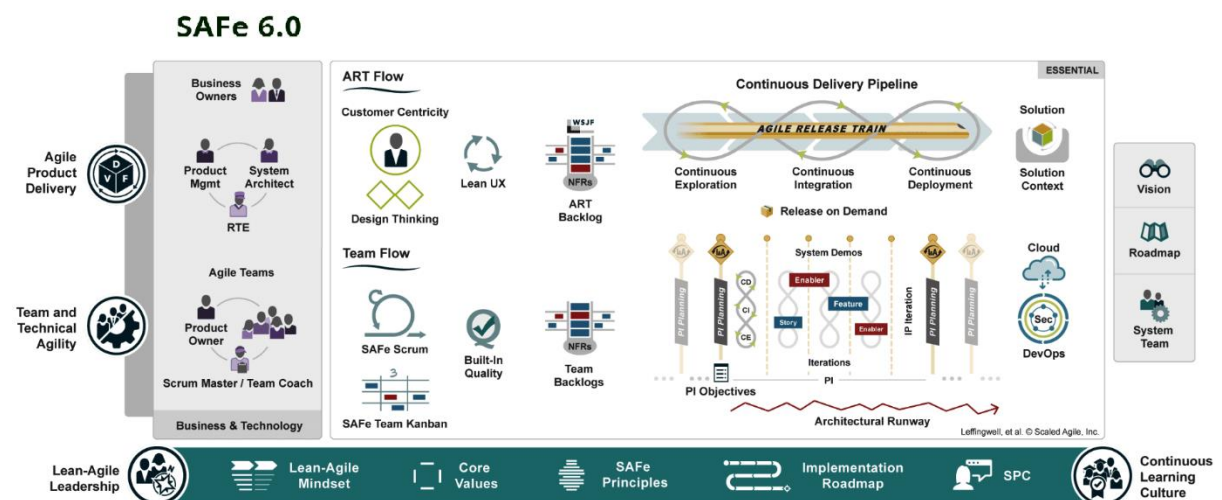
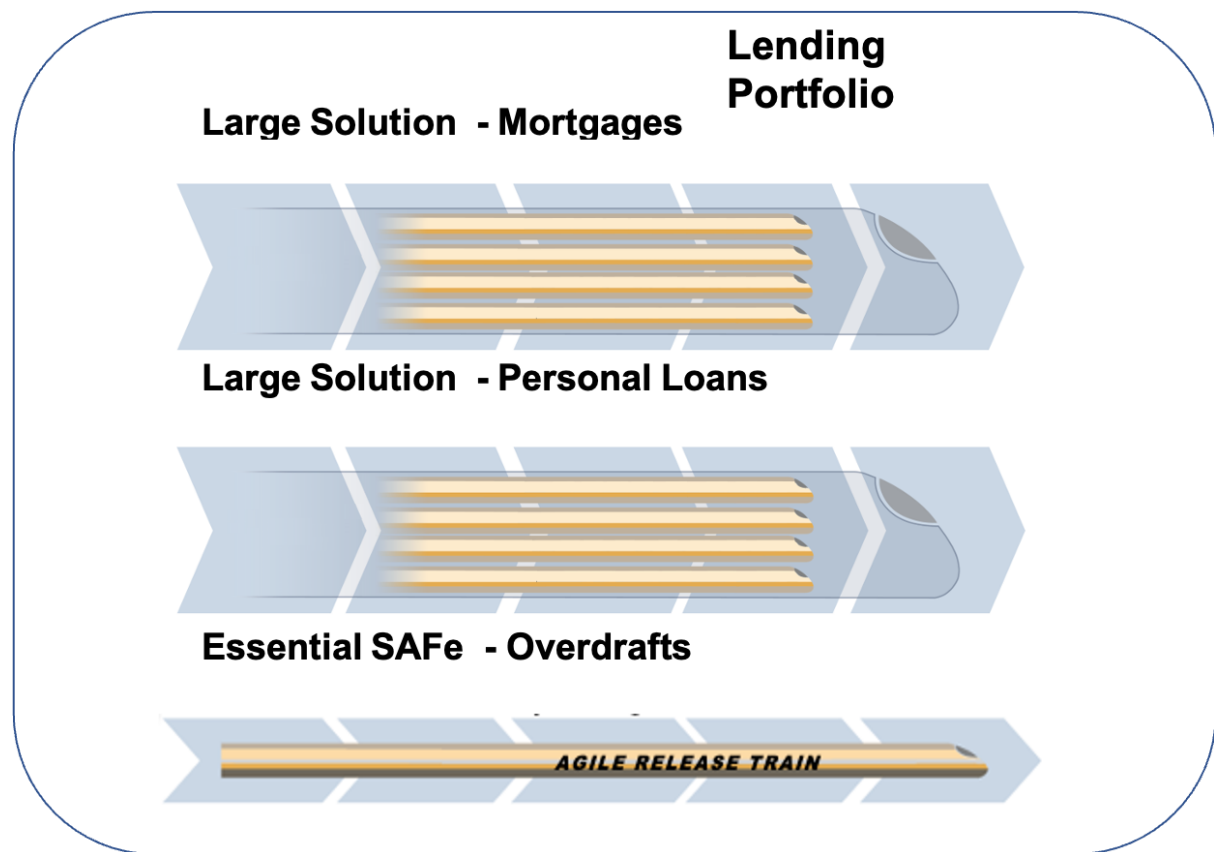
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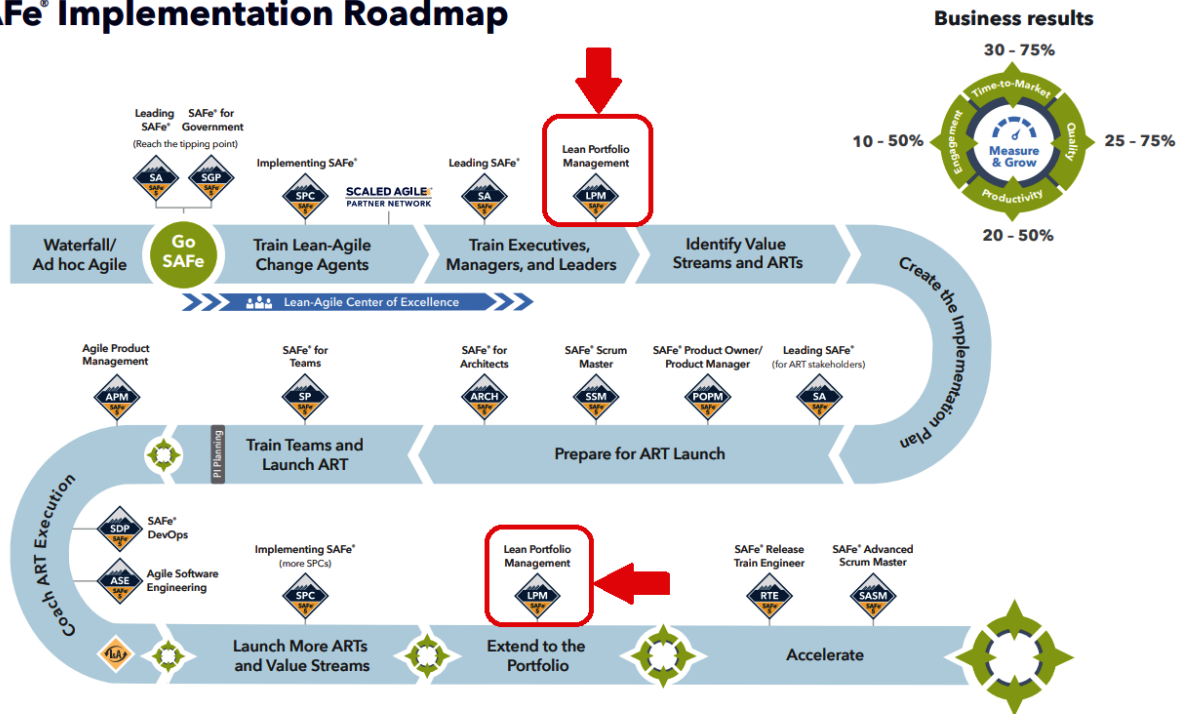
1. Original problem statement	4. Restate problem
2. Root-cause analysis	5. Brainstorm solutions
3. Biggest root cause	6. Identify improvement backlog items

Chapter 11: Enterprise Strategy



Chapter 12: Building Your Portfolio

SAFe® Implementation Roadmap



SAFe® | PROVIDED BY **SCALED AGILE®**

Portfolio Canvas

Portfolio Name:

Date:

Version:

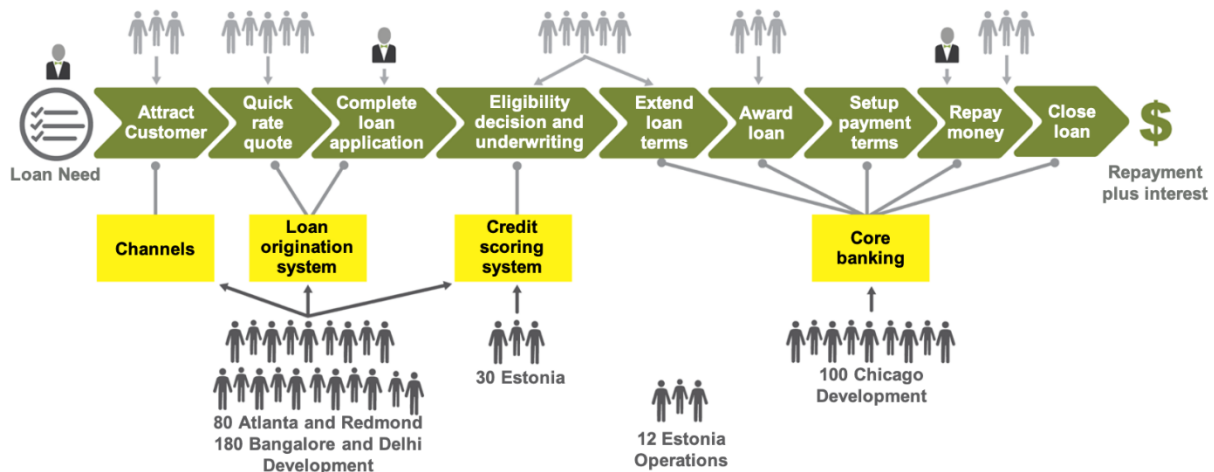
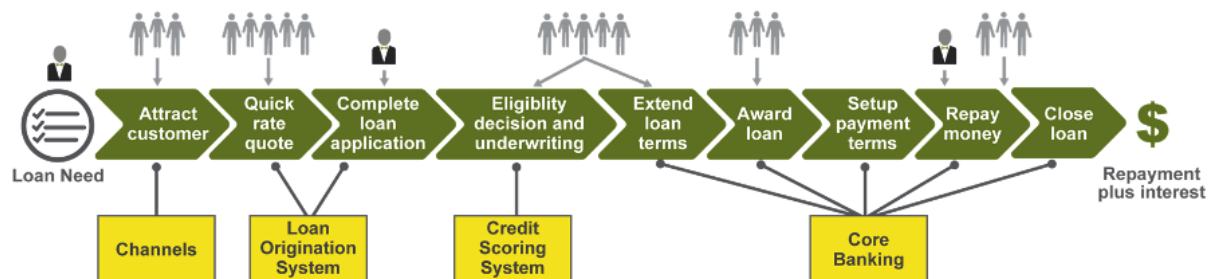
Value Propositions 📦						
Value Streams 📋	Solutions 📦	Customers 👤	Channels 🚚	Customer Relationships ❤️	Budget 📊	KPIs / Revenue 💰
Key Partners 🔗		Key Activities ✅		Key Resources 📁		
Cost Structure 💰		Revenue Streams 💰				

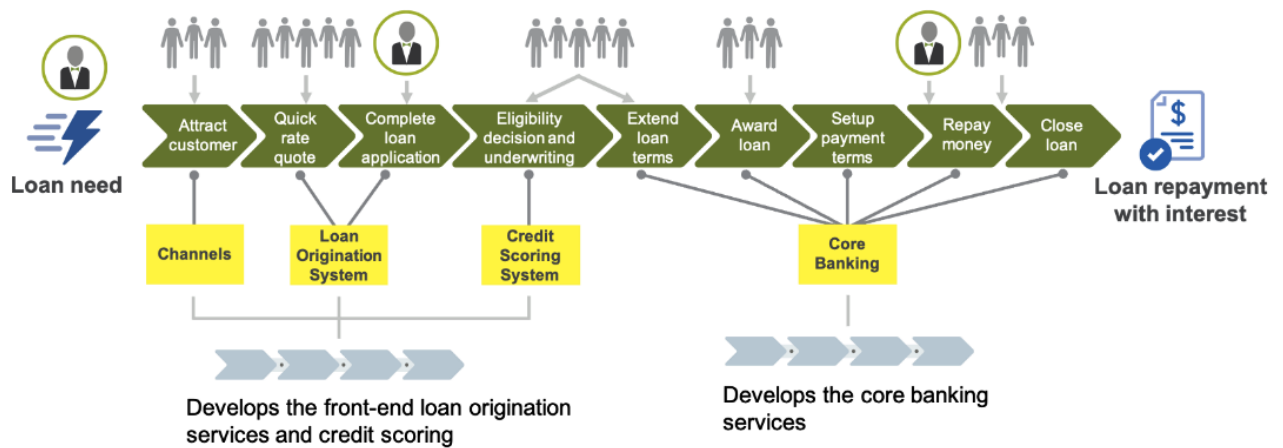
The Portfolio Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>).
 This work is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.
 To view a copy of this license visit: <http://creativecommons.org/licenses/by-sa/3.0>.

TOWS Strategic Options Matrix

	External Opportunities (O)	External Threats (T)
	1. <input type="text"/>	1. <input type="text"/>
	2. <input type="text"/>	2. <input type="text"/>
	3. <input type="text"/>	3. <input type="text"/>
	4. <input type="text"/>	4. <input type="text"/>
Internal Strength (S)	SO How can your strengths be used to exploit and maximize opportunities?	ST How can you apply your strengths to overcome present and potential threats?
1. <input type="text"/>		
2. <input type="text"/>		
3. <input type="text"/>		
4. <input type="text"/>		
Internal Weaknesses (W)	WO How can your opportunities be leveraged to overcome weaknesses?	WT How can you minimize weaknesses and avoid threats?
1. <input type="text"/>		
2. <input type="text"/>		
3. <input type="text"/>		
4. <input type="text"/>		

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Multiple, smaller Value Streams can be realized by a single ART

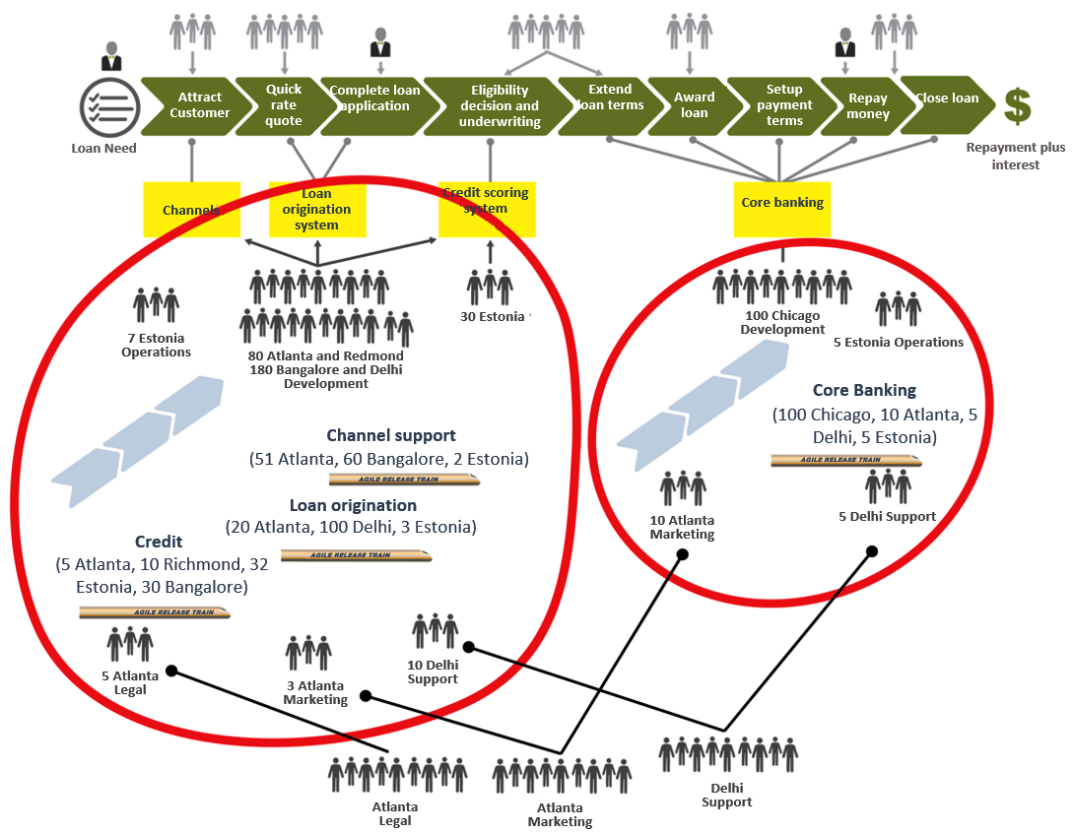


Some Value Streams fit well within the limit, and can be realized by a single ART

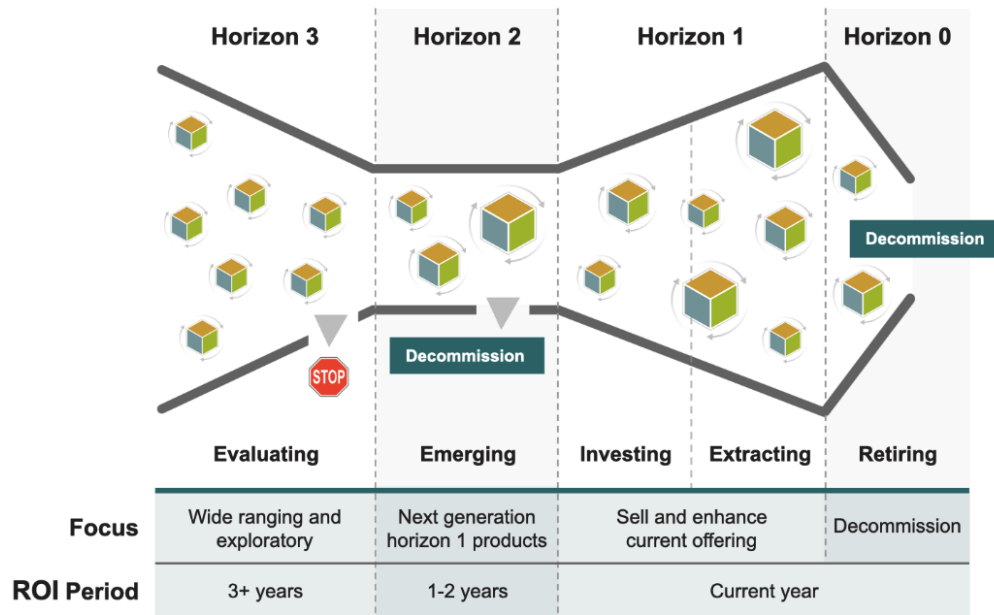


Larger Value Streams require multiple ARTs in a Solution Train

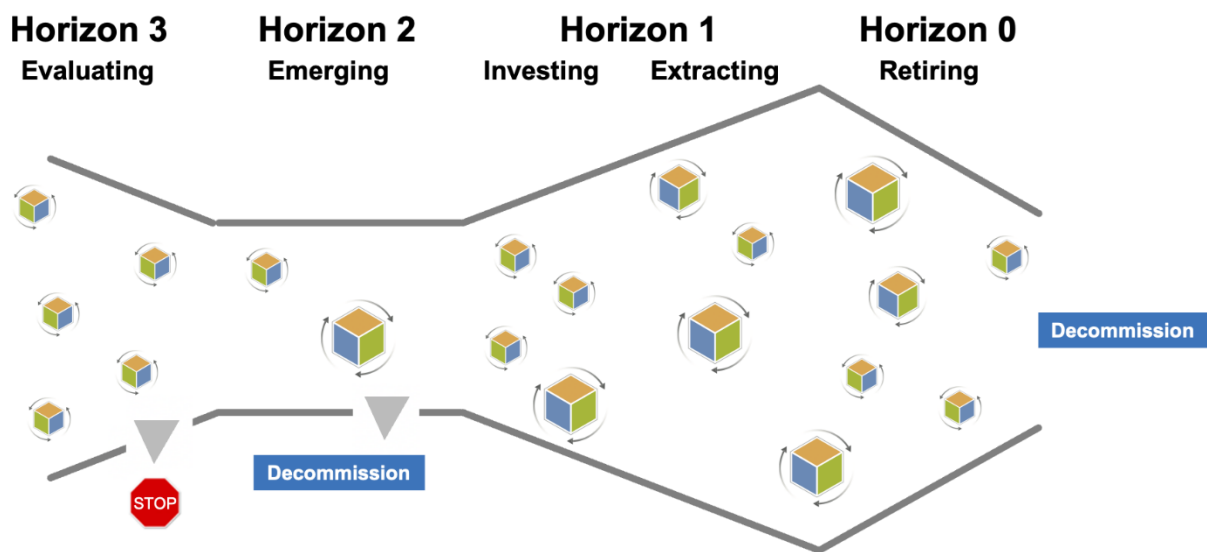


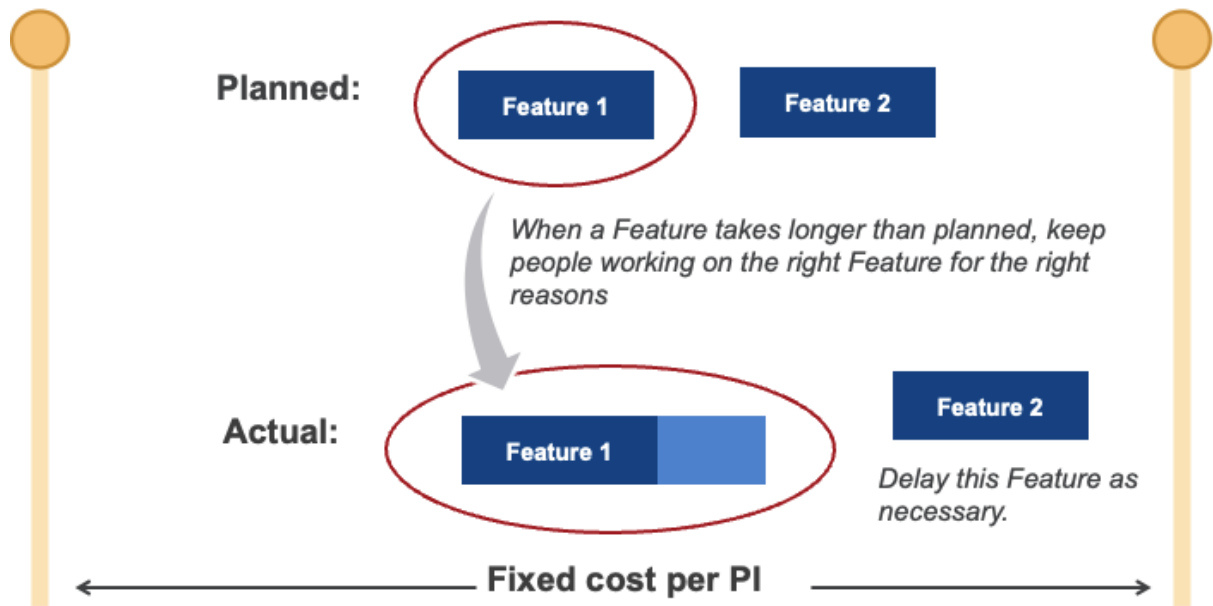


Chapter 13: Establishing Lean Budgets

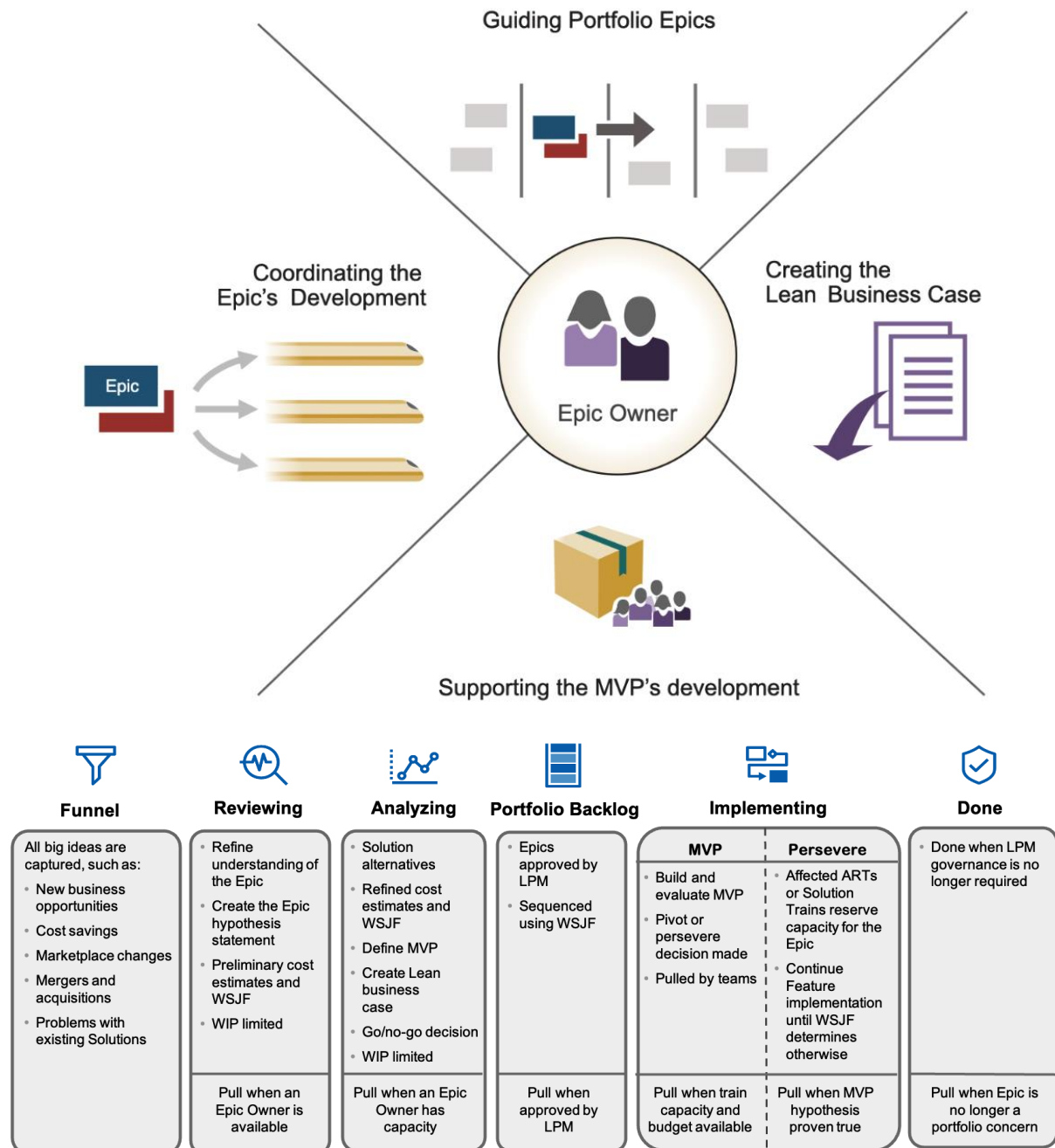


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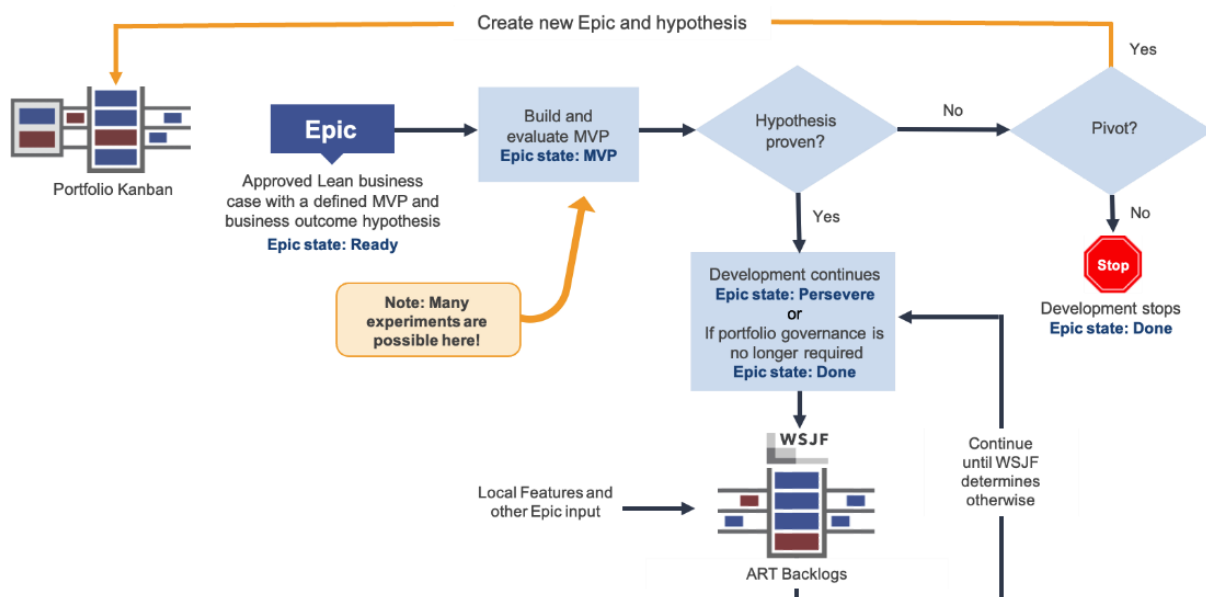
Chapter 14: Portfolio Backlog Management



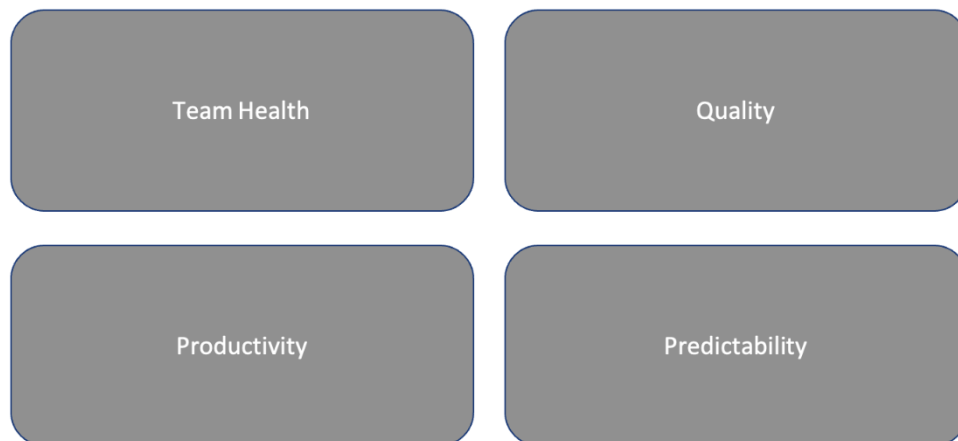
Epic Hypothesis Statement	
Funnel Entry Date:	<The date that the epic entered the funnel.>
Epic Name:	<A short name for the epic.>
Epic Owner:	<Name of the epic owner.>
Epic Description:	<An elevator pitch (value statement) that describes the epic in a clear and concise way.> For <customers> who <do something> the <solution> Is a <something – the 'how'> that <provides this value> unlike <competitor, current solution or non-existing solution> our solution <does something better – the 'why'>
Business Outcomes:	<The measurable benefits that the business can anticipate if the epic hypothesis is proven to be correct.>
Leading Indicators:	<The early measures that will help predict the business outcome hypothesis. For more on this topic, see the Innovation Accounting advanced topic article.>
Nonfunctional Requirements (NFRs):	<Nonfunctional requirements (NFRs) associated with the epic.>

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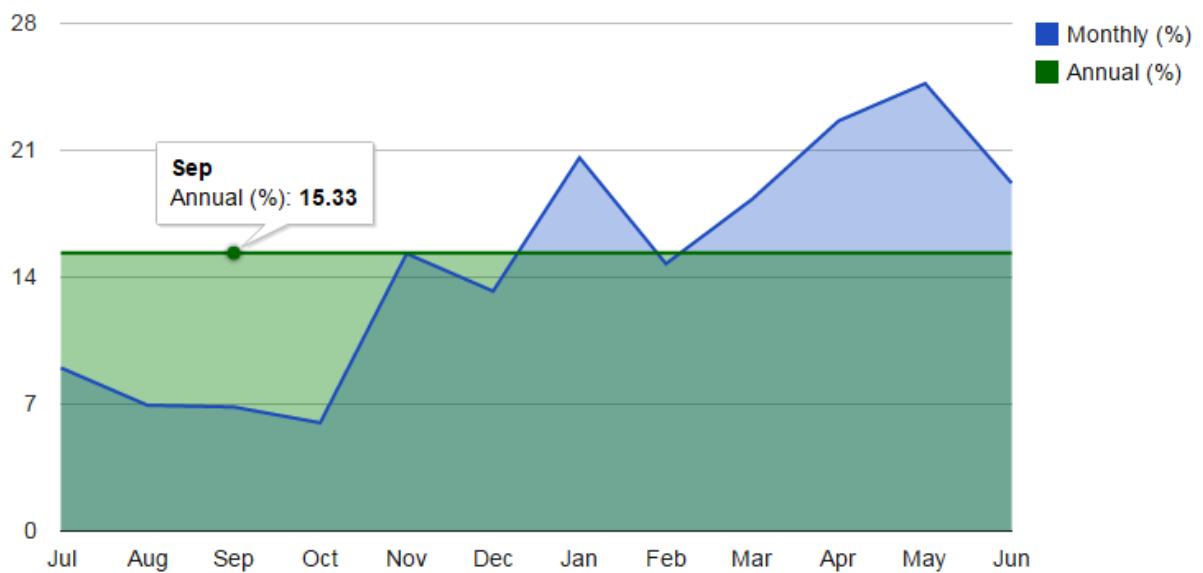
SAFe Lean Startup Cycle



Chapter 15: Measuring Progress



Annual employee turnover rate calculated monthly



COST OF A SOFTWARE BUG

\$100

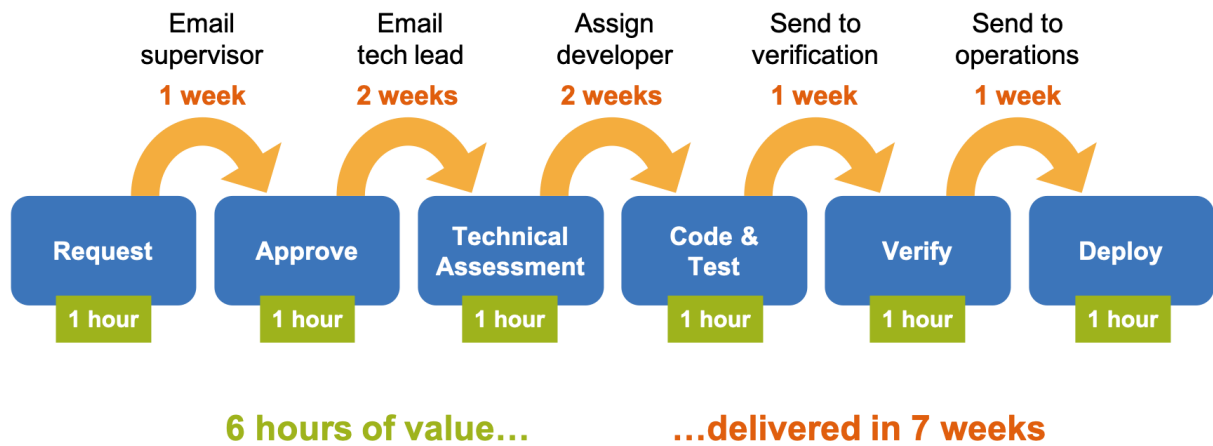
If found in **Gathering Requirements** phase

\$1,500

If found in **QA testing** phase

\$10,000

If found in **Production**



Chapter 16: Leadership Alignment

