

Create the Spirit of Big Room Events at the Large Solution and Portfolio Levels



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This is us.

*About 6 months ago, we faced
a problem at one of our
customer projects that kept us
awake day and night...*





- ✓ A big company with a few thousand people

How do we get an overview of the whole company?

How do we get everyone aligned on the overall priorities???

- ✓ Several products, markets and conflicting initiatives



- ✓ Many people involved in decision making



*But – hey! We already know
an event in SAFe that masters
the art of working together
with a lot of people!*



The slide features a teal background with white wavy lines and orange triangles. The top section is a solid teal bar. The middle section is white with the title text. The bottom section is teal with white wavy lines and orange triangles.

PI Planning – The heartbeat of SAFe

The PI Planning is one of the key characteristics of SAFe

- ▶ “I met a great team of highly energized engineers who fought for their content, while having the **greater goal in mind.**”
- ▶ “The interdisciplinary mix lead to a rich variety of discussions. And it allowed **broad problem-solving.**”
- ▶ “**Management’s commitment** to support the development team was evident from their participation in PI planning. They also got to hear the challenges first-hand.”
- ▶ “It was an amazing chance to get **many people aligned** in shortest time.”

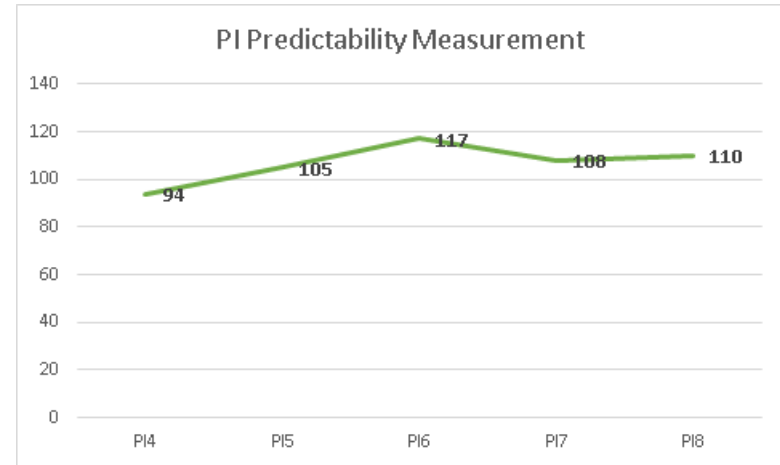
The PI Planning is our tool of choice for...

- Creating alignment
- Engaging in complex decision-making
- Identifying dependencies and fostering cross-team and cross-ART collaboration
- Providing the opportunity for 'just in time' and 'just the right amount' of requirements, design, architecture and user experience guidance
- Matching demand to capacity and eliminating excess WIP



... and it increases business outcomes!

- ▶ Improved problem predictability measures
- ▶ Gain management trust & support
- ▶ Increased employee motivation
- ▶ Fewer defects
- ▶ More efficient dependency management
- ▶ Less overhead



What are its success factors?

#1 Take an economic view



#2 Apply systems thinking



#6 Visualize and limit WIP



#9 Decentralize decision-making



Seems like a success pattern – so let's use it for our complex strategic problems as well!

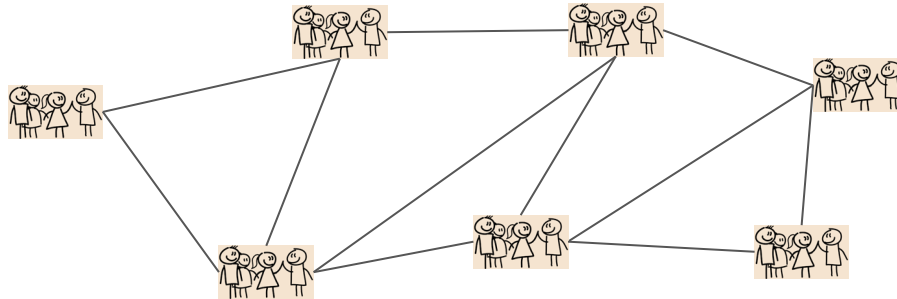
Some solutions need >1000 knowledge workers





Dunbar's Number

- ▶ “Dunbar's number is a suggested cognitive limit to the number of people with whom one can maintain stable social relationships.”¹
- ▶ Effective m:n communication is restricted to a group max 12 units
- ▶ Numbers larger than this generally require more restrictive rules, and enforced norms to maintain a stable, cohesive group.



1. https://en.wikipedia.org/wiki/Dunbar%27s_number



Big Room Ranking on Portfolio Level

The challenges on portfolio level



Let's maintain the success factors of the PI planning!

#1 Create one shared (business) vision and alignment on goals

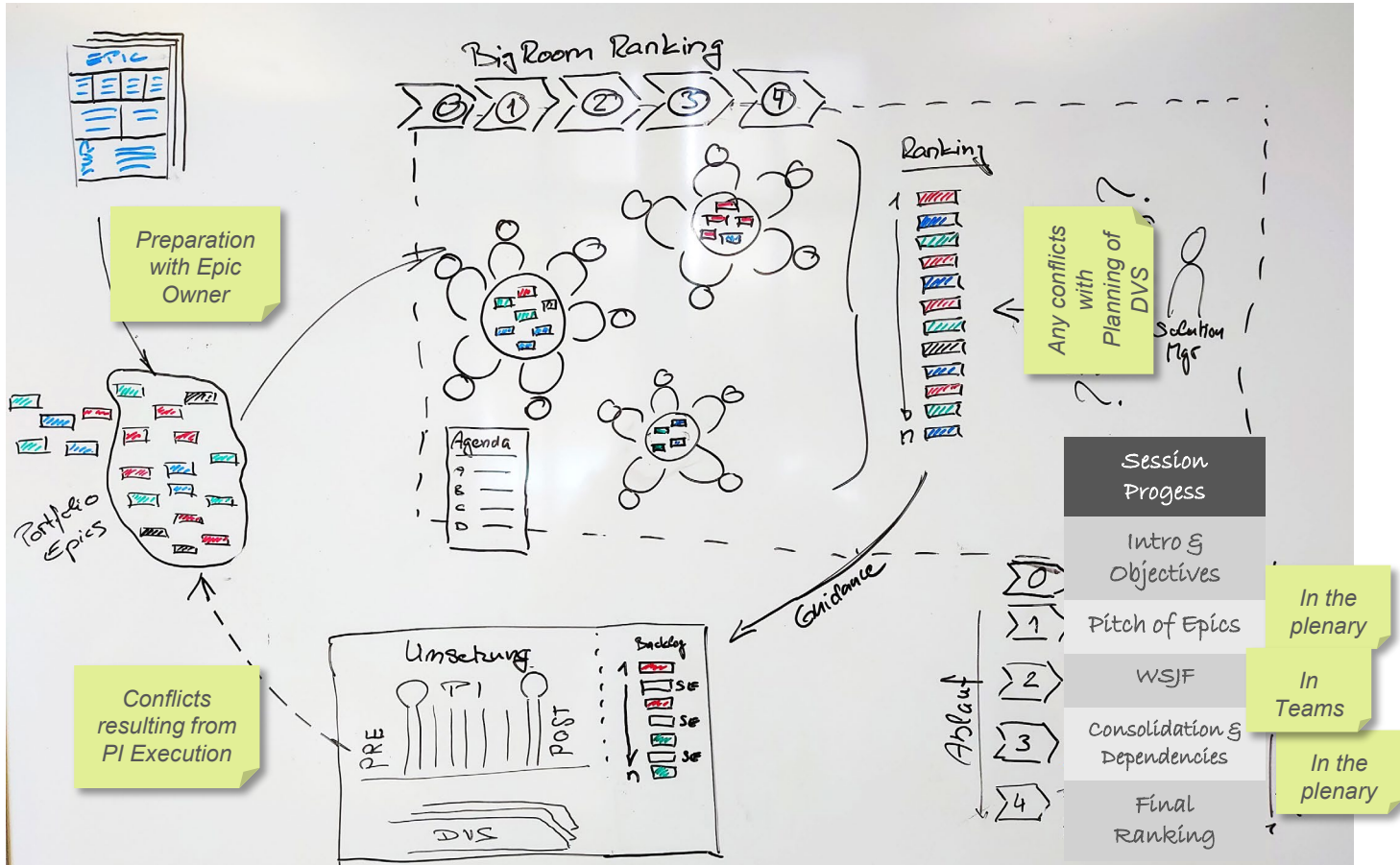
#2 Apply systems thinking with cross-functional teams and understand the dependencies between strategic trade-offs

#6 Visualize things

#9 Decentralize decision making

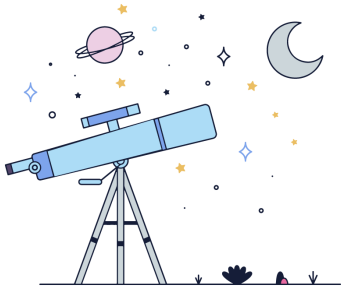
***Simple to understand,
but difficult to
master...***

How the Big Room Ranking works



Preparation & Input

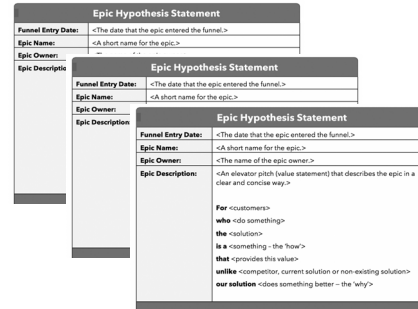
And again: Setting the event on the calendar forces the system to improve the input for the session



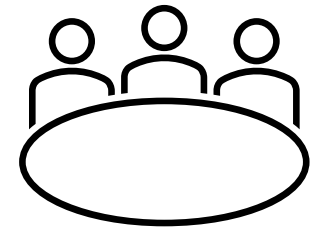
Communicate a
clear Vision



Set the
Guardrails



Describe the
Portfolio Epics

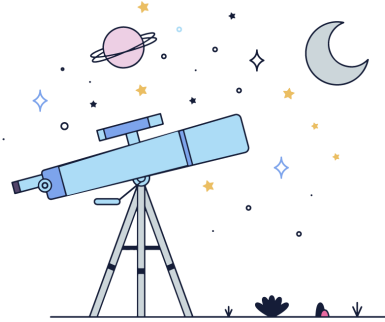


Gather the right
People

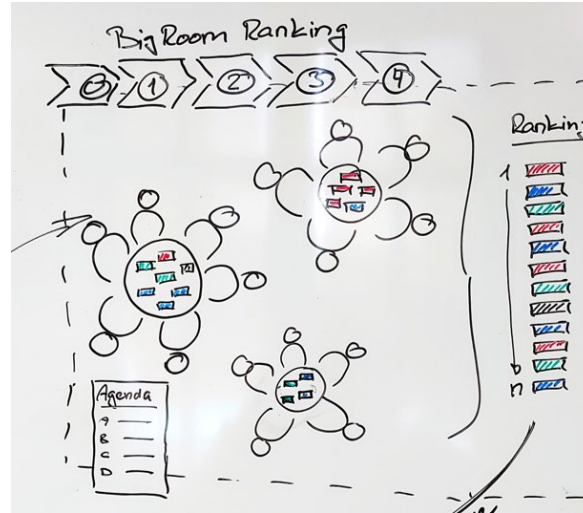
What it looks like in practice...



#1 Take an economic view and #6 Visualize and limit WIP



Communicate a
clear Vision



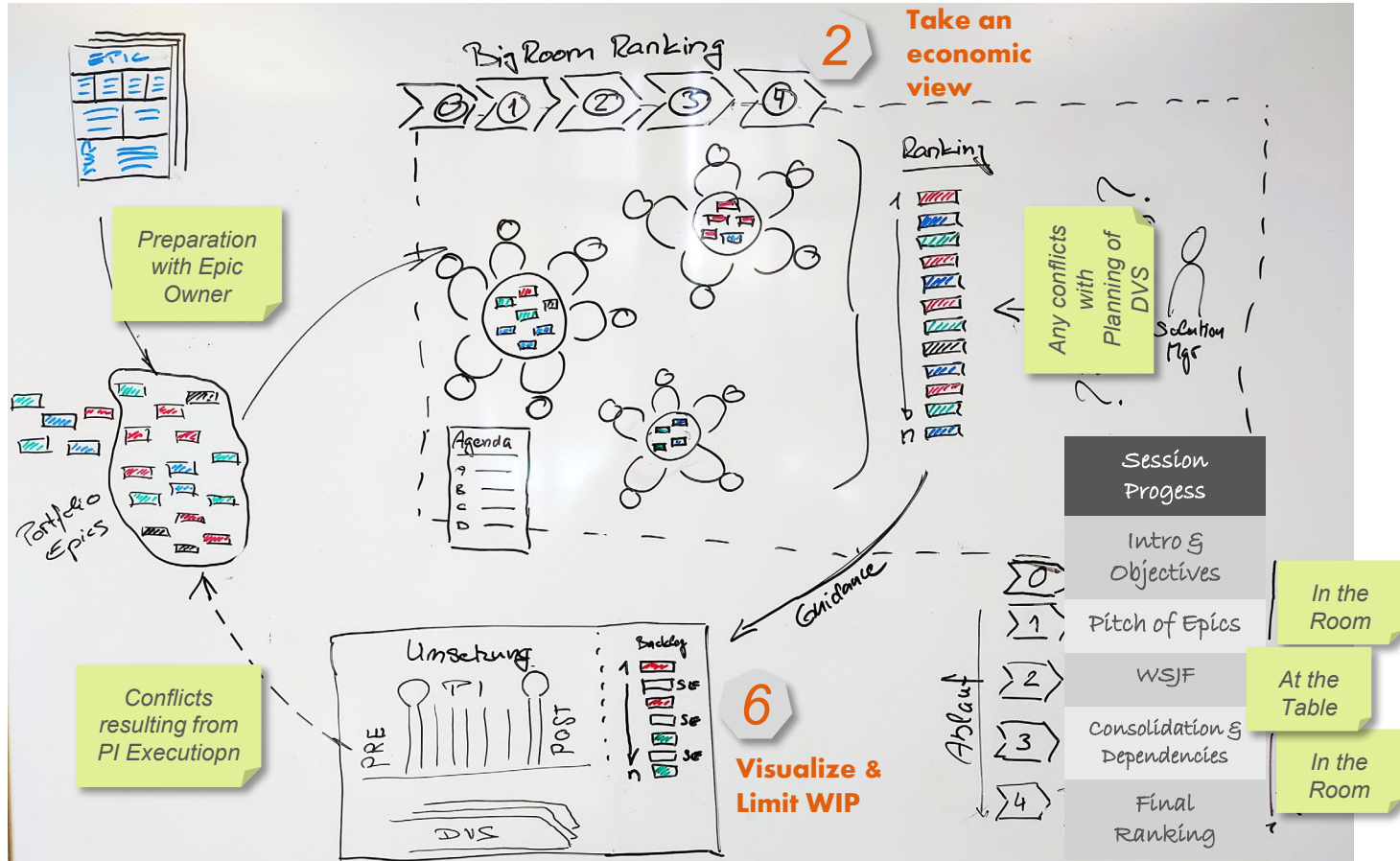
$$WSJF = \frac{BV + TC + RR/OE}{\text{Job Size}}$$

Cross-DVS
Priorization

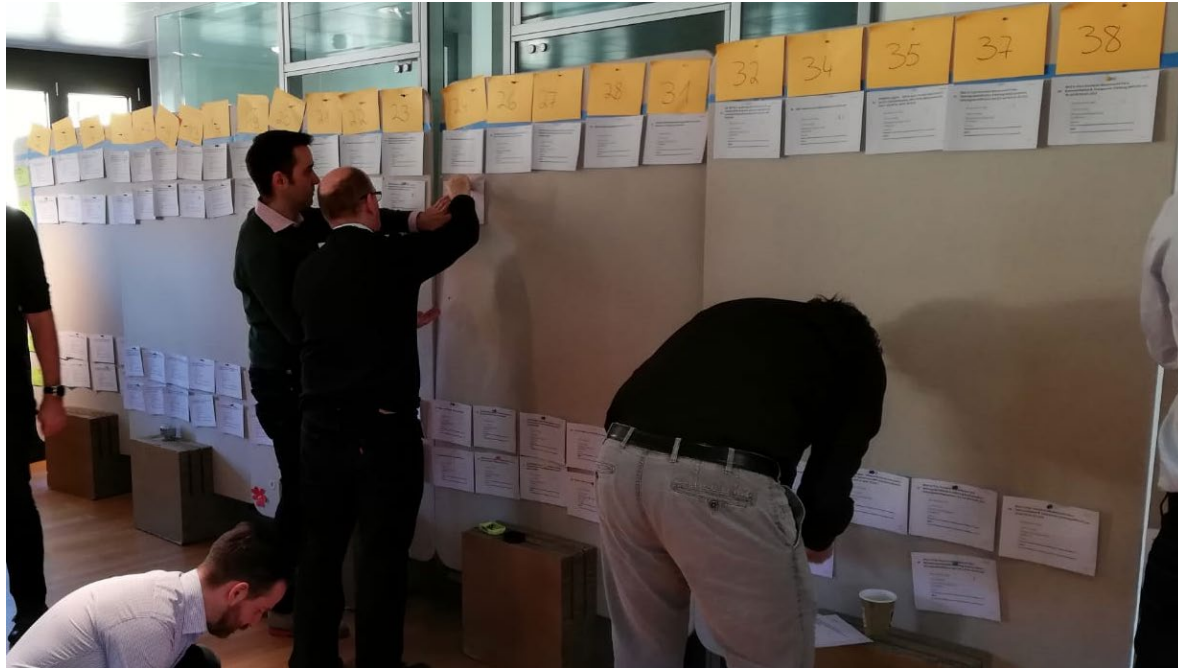


Strategic Fit

How the Big Room Ranking works

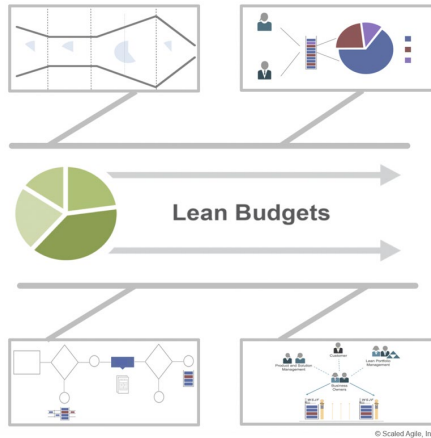


#1 Take an economic view and #6 Visualize and limit WIP



#2 Apply systems thinking and #9 Decentralize decision-making

The Portfolio defines Guardrails and Portfolio Epics
Solution & Product Management defines Solution & Product Epics



Set the
Guardrails

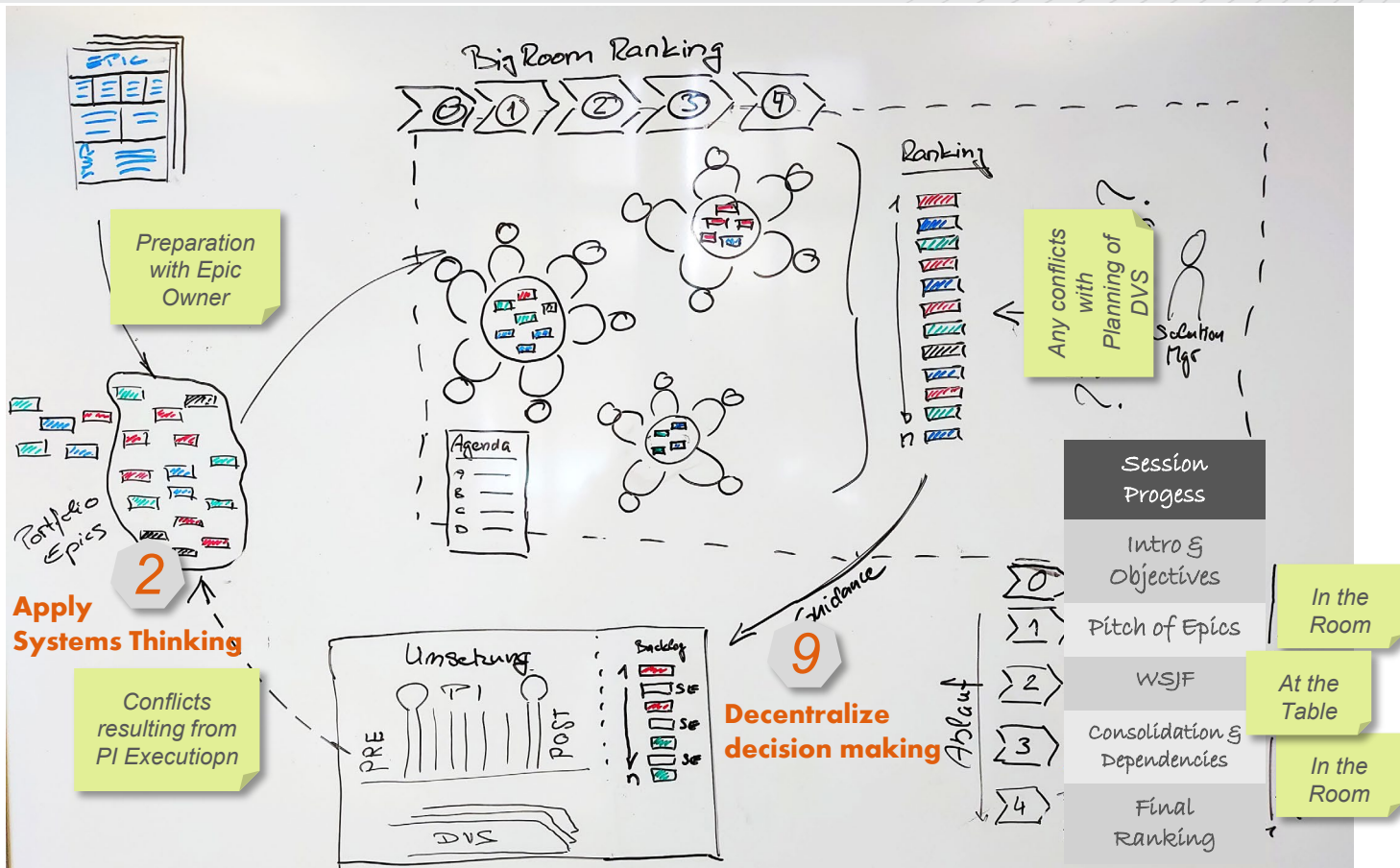
Epic Hypothesis Statement	
Funnel Entry Date:	<The date that the epic entered the funnel.>
Epic Name:	<A short name for the epic.>
Epic Owner:	
Epic Description:	

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Epic Owner:	<The 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'>

Describe the
Portfolio Epics

How the Big Room Ranking works



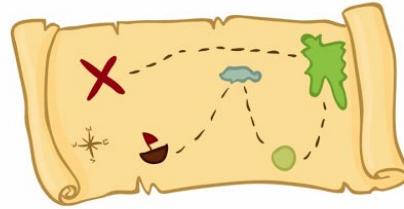
#2 Apply systems thinking and #9 Decentralize decision-making



#2 Apply systems thinking and #9 Decentralize decision-making - Results



Everyone is aligned on the overall ranking



Ranking can be mapped onto the portfolio roadmap

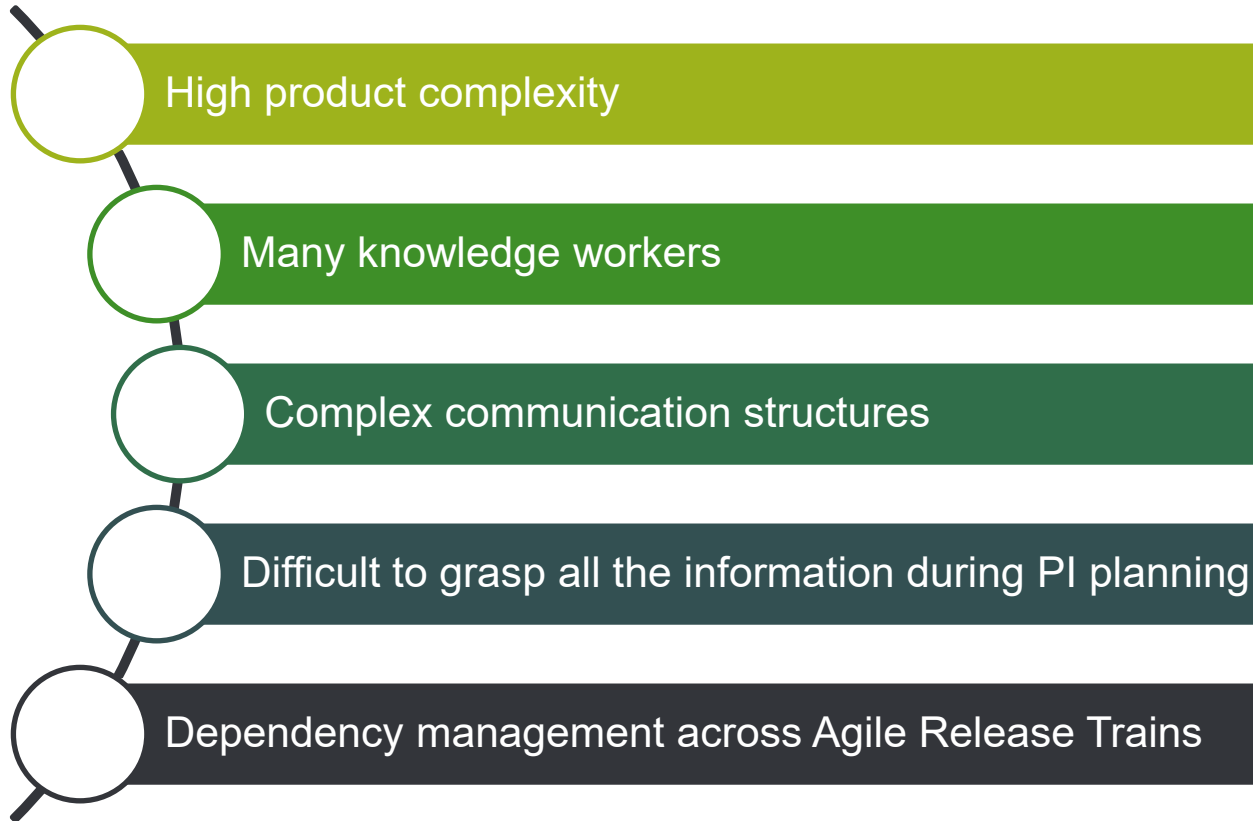


Ranking of features from portfolio epics must be integrated with each ARTs feature ranking and feature roadmap



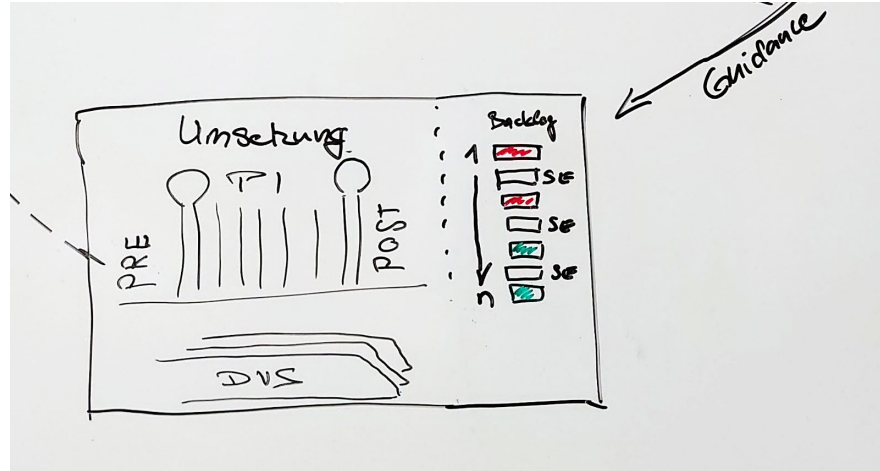
PI-Planning on Large Solution Level

The challenge on large solution level



Input

Remember this result from our big room ranking?

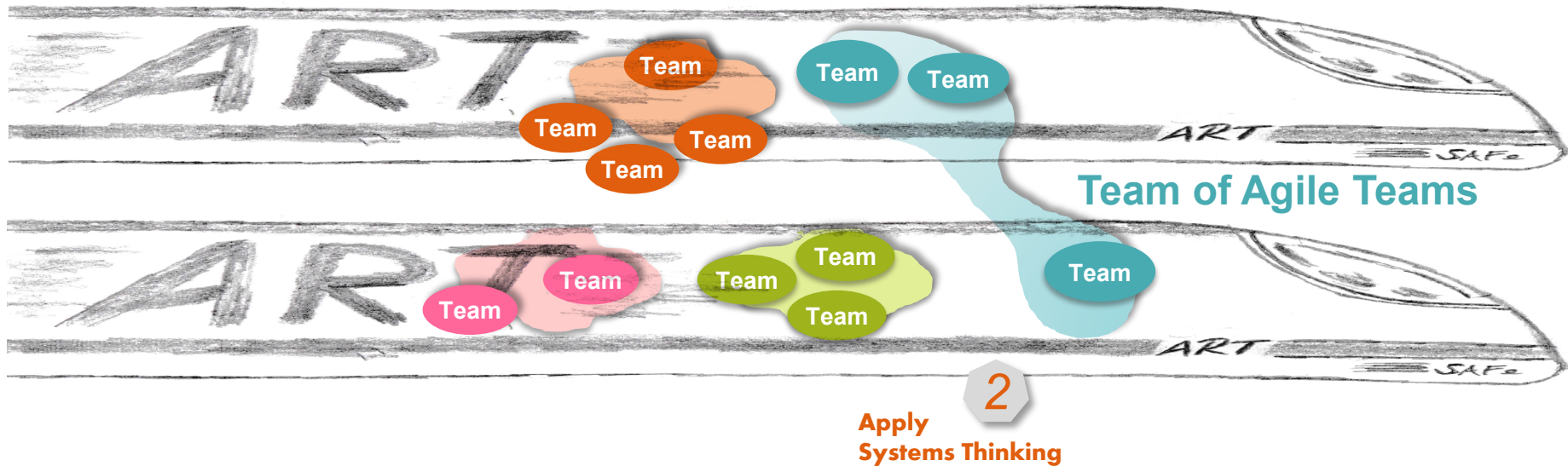


Solution Management has integrated the global and the local priorities into one prioritized backlog, which is used for the upcoming PI planning.

Preparation: Communication & Collaboration Design

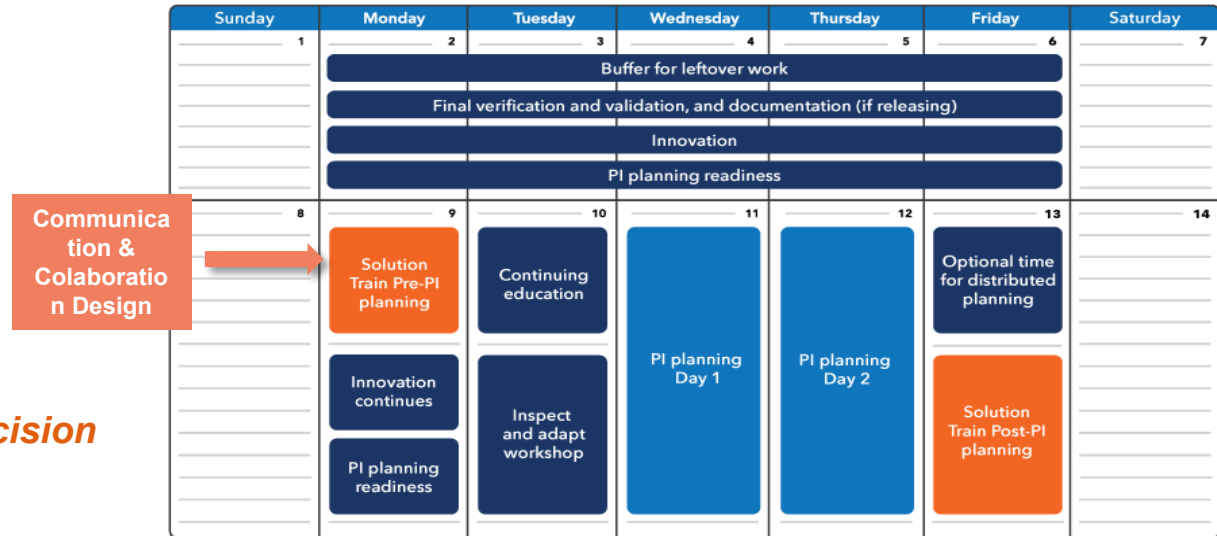
1. Understand team-dependencies
2. Design and coordinate communication structures in alignment with the upcoming capabilities during Pre-PI-Planning
3. Let teams decide on pull-events to find the most efficient meeting pattern for every capability dependency

Scaling within & over the limits of Dunbar's number



How it works...

1. Design of the breakout sessions during Pre-PI Planning by team representatives
2. Similar to the Scrum of Scrums, teams meet during the breakout sessions to discuss their dependencies within their capability
3. This way, we only need to discuss the capability-overarching dependencies in the plenary



This is decentralized decision making to the max!

Pre – PI Planning:

How to design communication during PI-Planning

Each Scaled Agile Team can design its communication matrix according to the specific needs of the work at hand and individual preferences

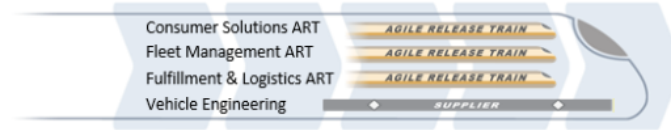
Scaled Agile Team A	Breakout 1	Breakout 2	Breakout 3
Representatives		Capability 2	
Team internal	Capability 1	Capability 3	
All team members (all together)			Capability 4

This is decentralized decision making to the max!

Communication design influences geographical distribution, room design, and communication infrastructure for the PI Planning


On the Solution Board, we can focus on the critical dependencies

Autonomous Delivery Program Solution Planning Board

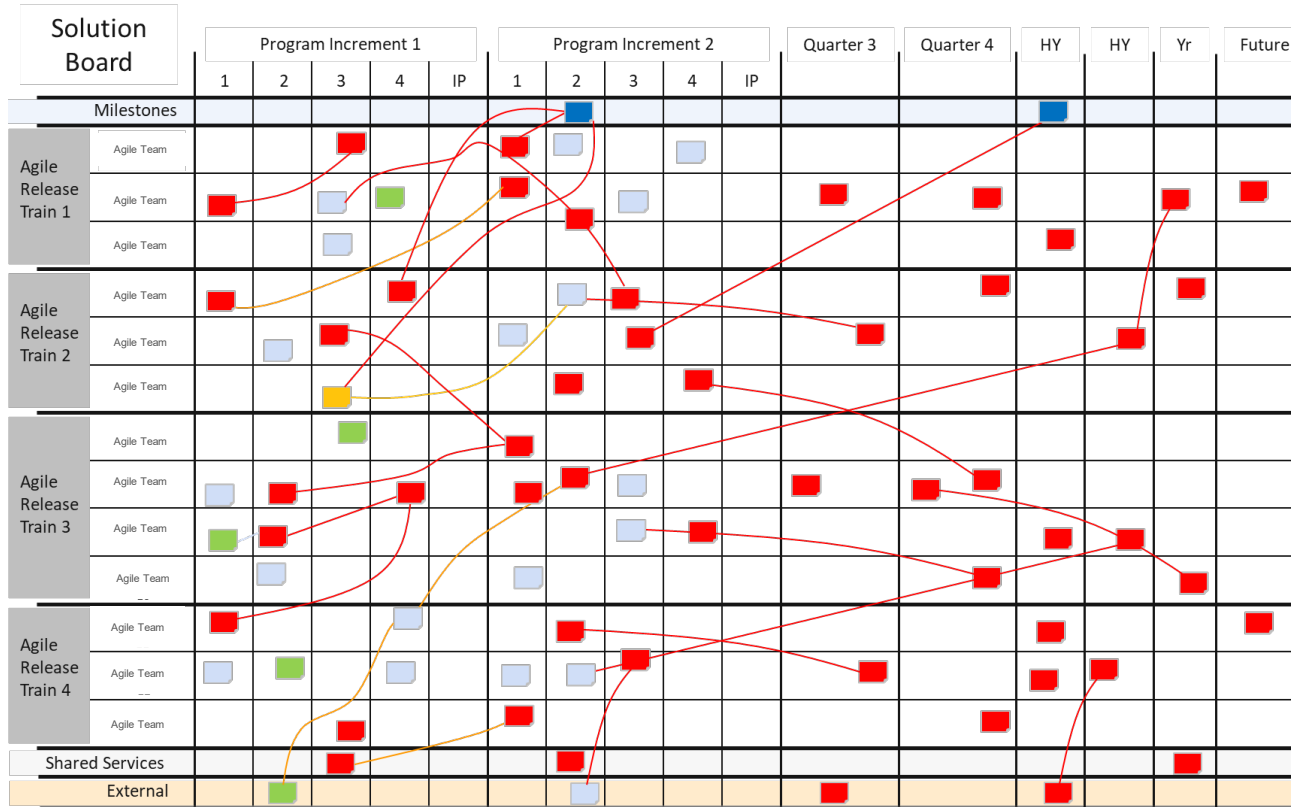


	Iteration 1.1	Iteration 1.2	Iteration 1.3	Iteration 1.4	Iteration 1.5 IP	PI 2 >>
<i>Milestones</i>		Yellow		Yellow	Yellow	Yellow
Consumer Solutions ART	Blue	Blue	Blue	Blue		
Fleet Mgmt. ART		Red	Red	Red		
Fulfillment ART	Red	Red	Blue	Blue		
Vehicle Eng. (Supplier)	Red			Red		

Blue Capability **Red** Significant dependency **Yellow** Milestone / Major event

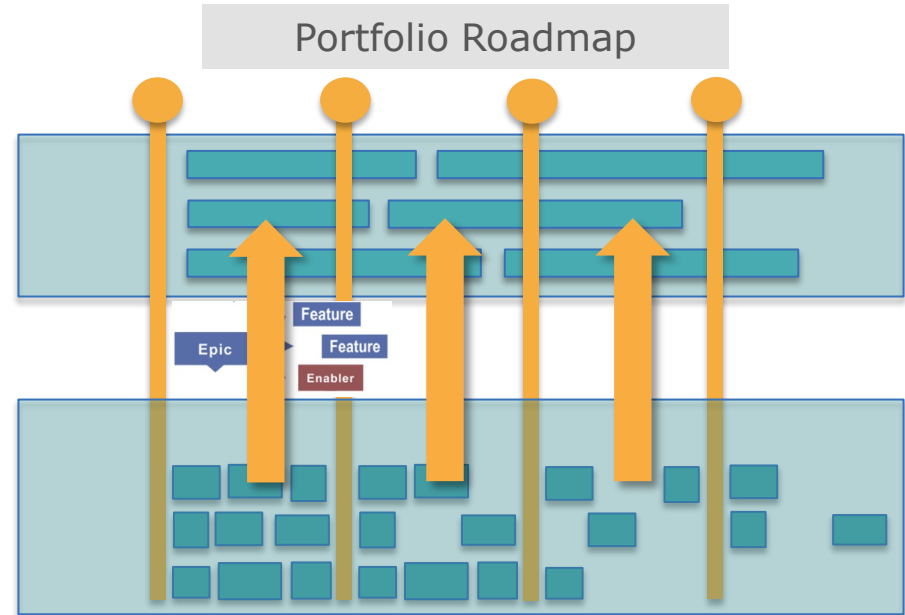
 Red string – A dependency requiring work to be completed by another ART before the capability can be completed

What it looks like in practice...Solution Roadmap



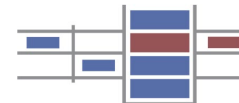
Roadmap Consolidation in Post-PI Planning

- ▶ The output of PI Planning has a significant impact on the roadmaps
- ▶ We let the ARTs redefine the feature roadmap at the end of the PI Planning
- ▶ During Post-PI Planning one of the most important activities is to consolidate the feature roadmaps to a redefined solution & portfolio roadmap
- ▶ With this the new process cycle can begin



9

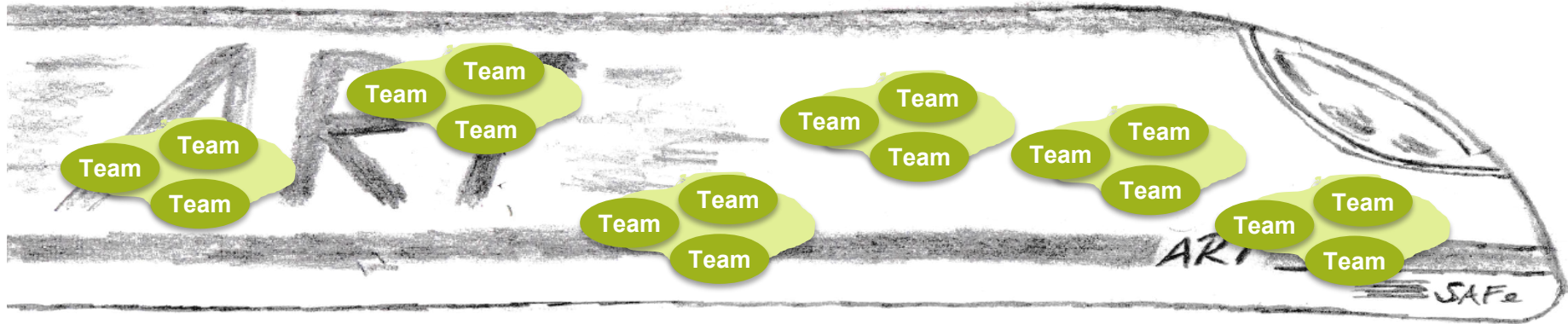
**Decentralize
decision making**



Program Kanban

This pattern works exceptionally well

... Also for Large ARTs that fall in between ART and Large Solutions!



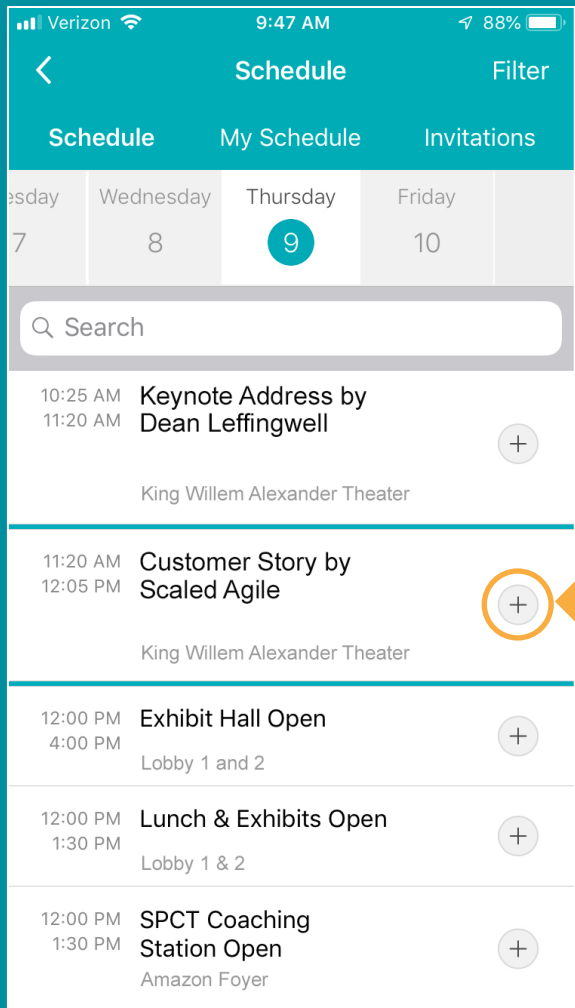
▶ Visit us at our booth to find out more about Large ARTs!

Questions



Thank you!

Presentation downloads coming soon at
europe.safesummit.com/presentations

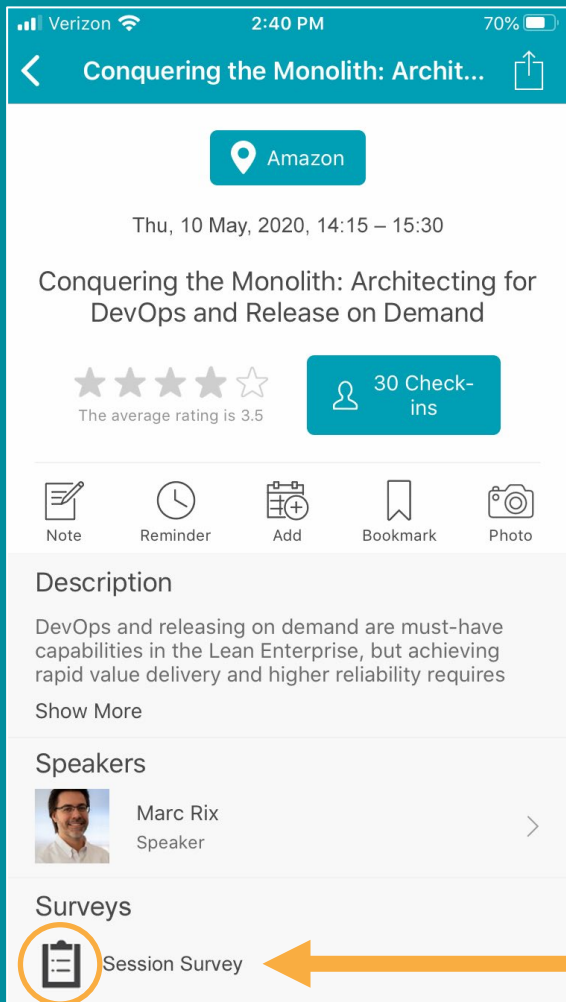


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- 2 Tap plus sign next to session title to check in
- 3 Choose star rating at top of screen

Continues...



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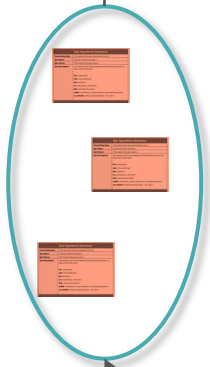
You'll be taken to the survey in a web browser

Big Room Ranking

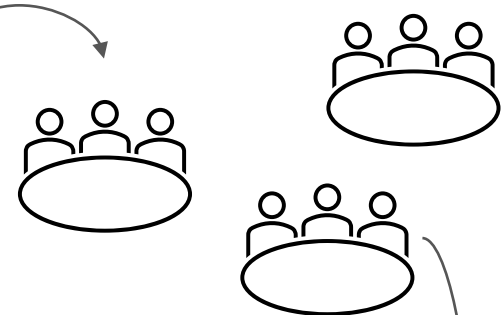
Prepare Epics

Epic Hypothesis Statement	
Funnel Entry Date:	<The date that the epic entered the funnel.>
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Epic Owner:	<The 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'>

Filter Portfolio Epics



0	Intro & Goals
1	Epic Pitches
2	WSJF Breakouts
3	Consolidation & Dependencies
4	Final Ranking



Guidance for Execution in Trains



Ranking



Check for Dependencies & local Priorities