



Introducing the Scaled Agile Framework® 6.0

Work Differently. Build the Future.



“To thrive in the digital age you need business agility.

This new way of working requires a new mindset, values, principles, and practices.”

—Dean Leffingwell, Creator of SAFe

What is the Scaled Agile Framework (SAFe)?

- SAFe is a goal-driven framework to rapidly create innovatively new products and services.
- SAFe is the world's leading lean and agile thinking operating framework for enterprise agility.
- SAFe integrates the power of Lean, Agile, Design Thinking, DevSecOps, AI, and Cloud.
- SAFe is a comprehensive operating system that helps enterprises thrive in the digital age.
- SAFe helps to deliver innovative high-quality products and services fast and predictably.
- SAFe helps enterprises, portfolios, large solutions, and product and service teams improve, grow, and respond to change.
- SAFe is used by more than 20,000 international enterprises and more than 1,000,000 practitioners have been trained and certified.
- SAFe is adaptable to product and services ranging from one to hundreds of agile teams.
- SAFe continuously improves on regular basis to ensure enterprises are on the leading edge.
- **SAFe has a large ecosystem of products, services, training, tools, metrics, workers, etc.**

Footnote. *SAFe is often misapplied to manage people like high-precision scope-driven manufacturing systems.*

SAFe: Past, Present, and Future

2011

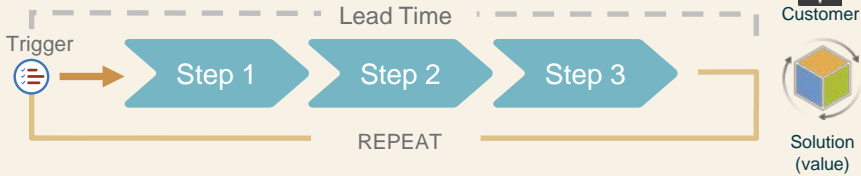
Field experience at enterprise scale

2023...



SAFe Lean-Agile Mindset

Lean Thinking



Principles

- 1 Precisely specify value by product
- 2 Identify the Value Stream for each product
- 3 Make value flow without interruptions
- 4 Let the Customer pull value from the producer
- 5 Pursue perfection

Agile Values

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.

SAFE Core Values

Alignment



Transparency



Respect for People



Relentless Improvement





SAFe Principles

#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

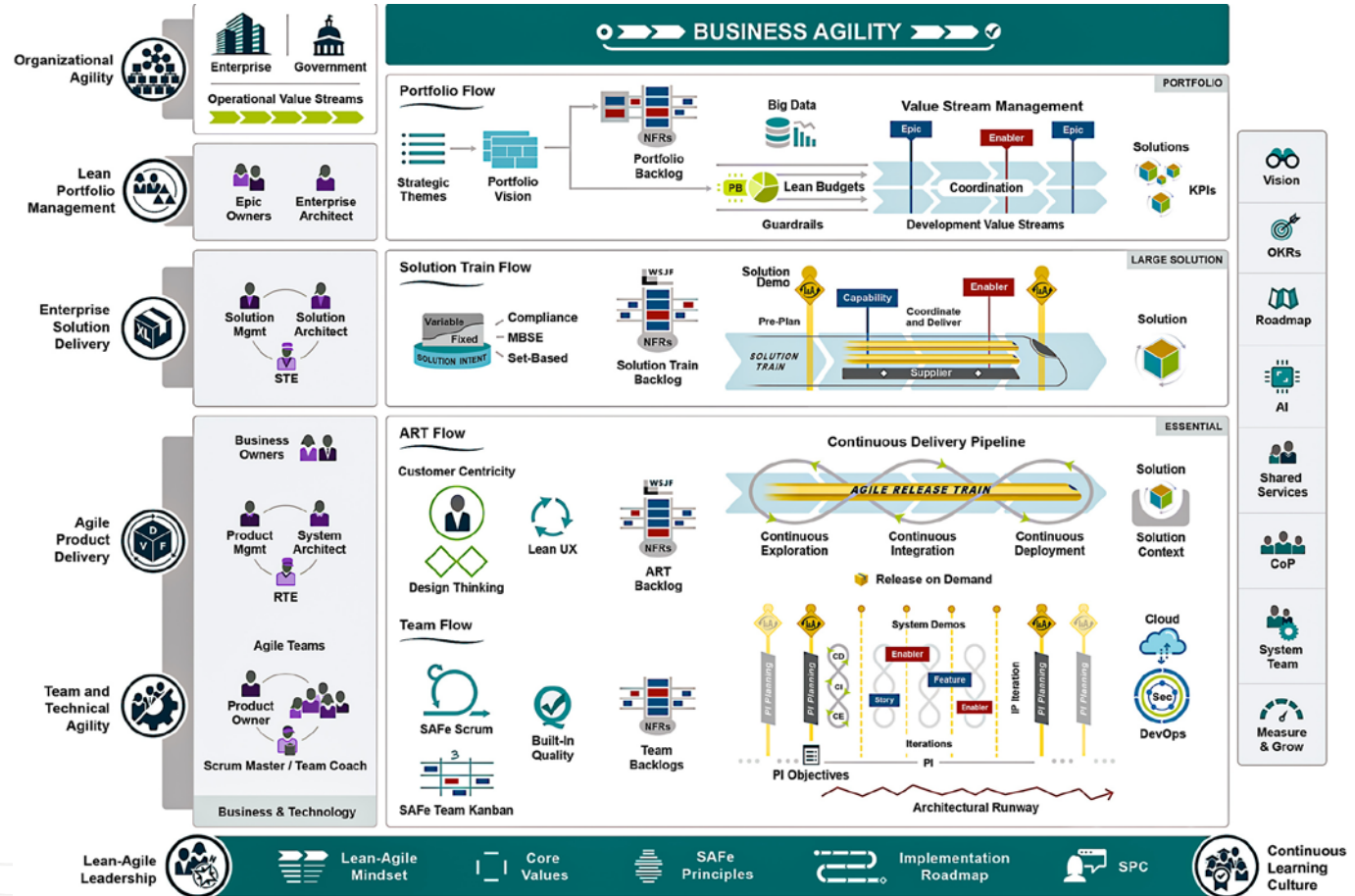
#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

#9 Decentralize decision-making

#10 Organize around value

New practices form new ways of working



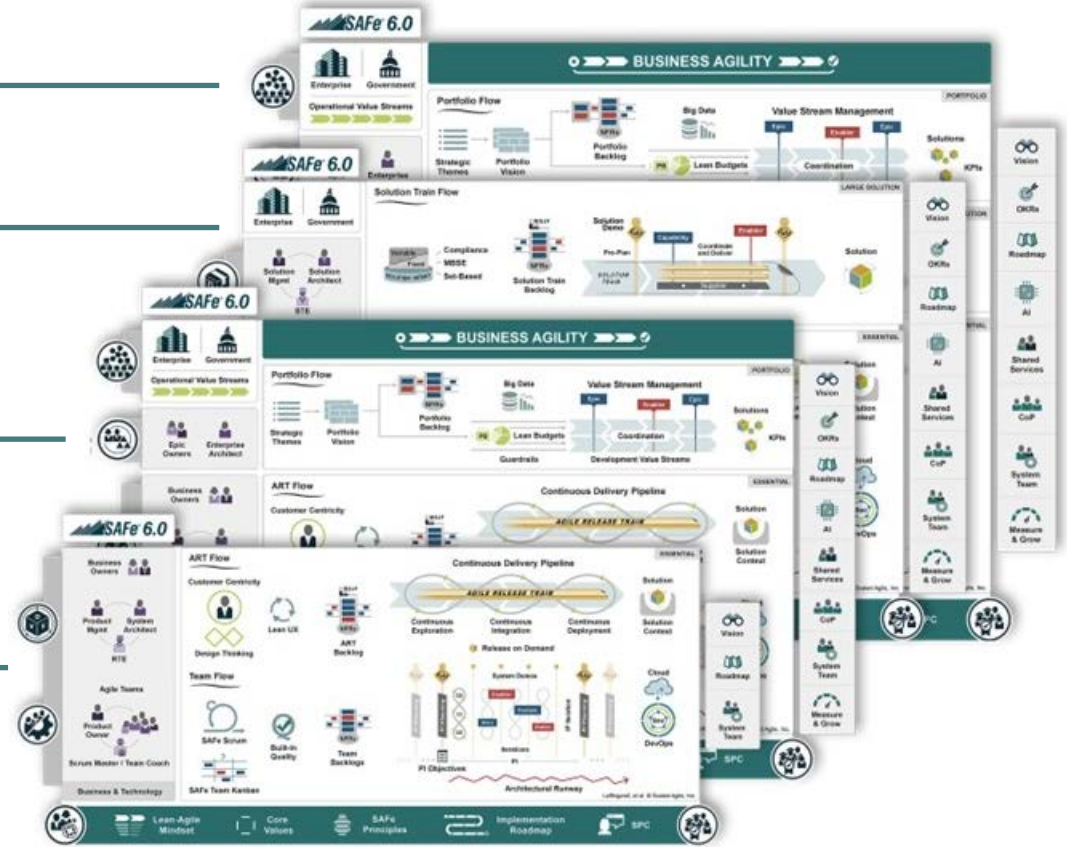
Four configurations provide the right solution for each Enterprise

Full

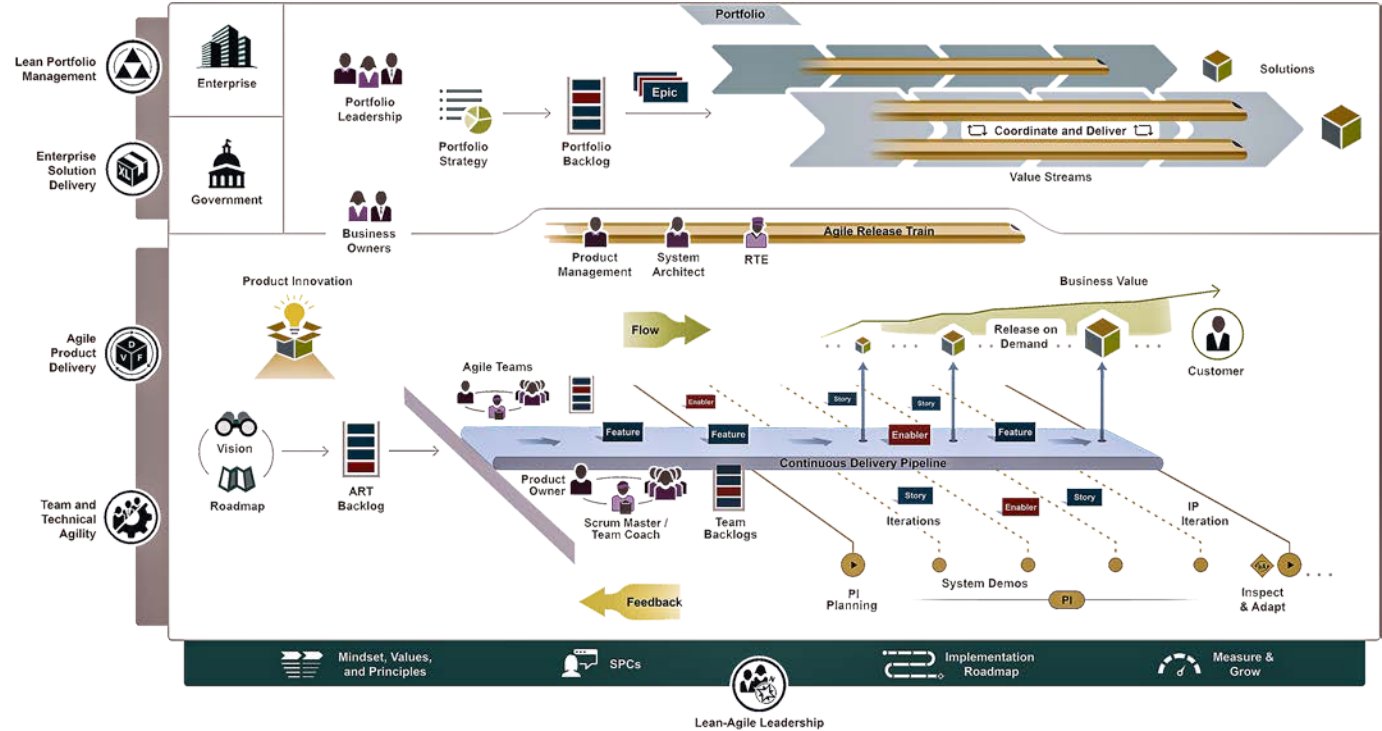
Large Solution

Portfolio

Essential



New SAFe 6.0 Big Picture Simplified and Streamlined for Enterprise Product Development Focus



Apply SAFe's
seven core
competencies to
achieve
business agility



Introducing the Business Agility Value Stream

Business opportunity
emerges

Business opportunity
leveraged



2 – 6 months to Minimum Viable Product

Sense opportunity

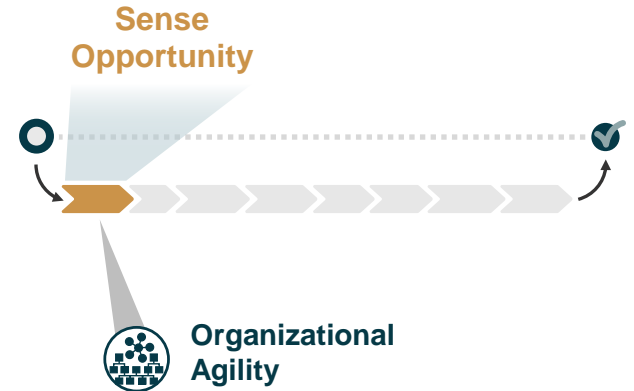
Foster market-sensing activities

- Market research
- Analysis of quantitative and qualitative data
- Direct and indirect customer feedback
- Direct observation of the customers in the marketplace



Take a Gemba Walk

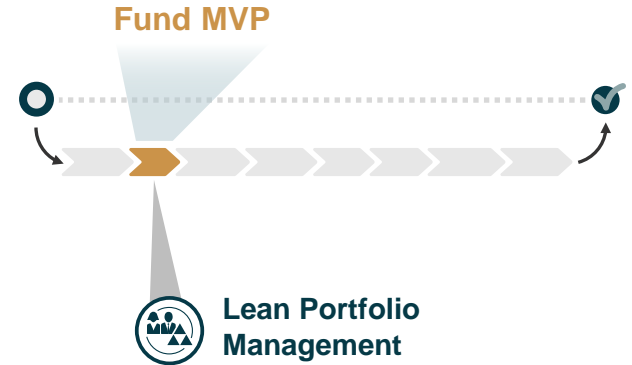
Spend time where your customers perform work and return with current, relevant, and specific information about the realities of their products and services. This will help you identify opportunities for innovative new solutions.



Fund MVP

Quickly respond to opportunities with nimble funding

- Develop the **Lean Portfolio Management** competency and use Lean Budgeting to quickly allocate funds to build a Minimum Viable Product (MVP)—an early version of the solution used to evaluate the primary business hypothesis.



Organize Around Value

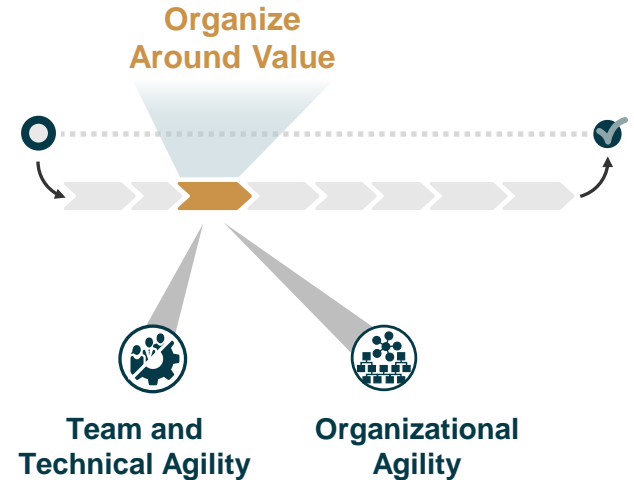
Organize around value to address opportunity and optimize value delivery

- Build technology portfolios of development value streams
- Realize value streams with product-focused Agile Release Trains (ARTs)
- Form Agile teams that can directly deliver value



Build an MVP with existing Agile Teams or Agile Release Trains (ARTs).

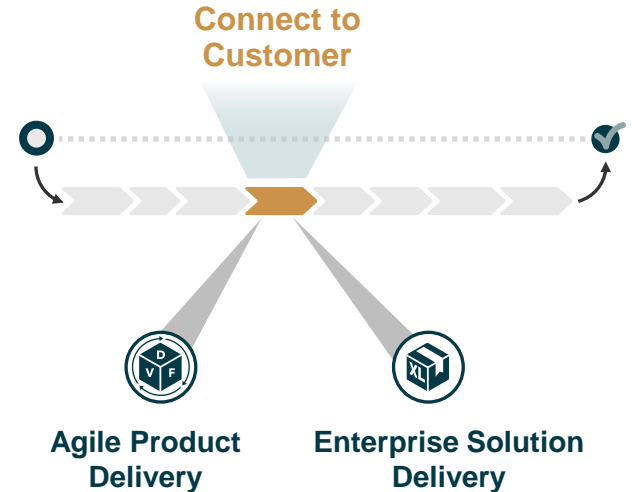
In some cases, creating an MVP may involve modifying existing teams and ARTs or entirely new development value stream may need to be formed.



Connect to Customer

Create positive experiences for the customer throughout the entire customer journey

- A **Customer Centricity** mindset assures a direct connection to the customer
- **Design Thinking** help teams achieve positive experiences by empathizing with the user to design the right solution.

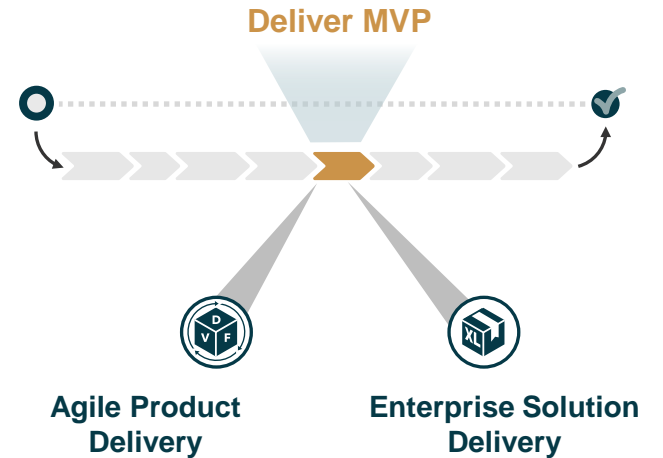


Deliver MVP

Deliver the MVP iteratively and incrementally, following Lean-Agile practices

There are differences in how teams work on an MVP compared to evolving functionality in a mature solution.

- There is more risk and uncertainty. Unknowns may manifest in critical areas, including technology choices, implementation strategy, organizational expertise, deployment, operations, customer acceptance, and business benefits.
- More experimentation and even faster feedback are required. **And that is exactly what SAFe is optimized for.**



Pivot or Persevere

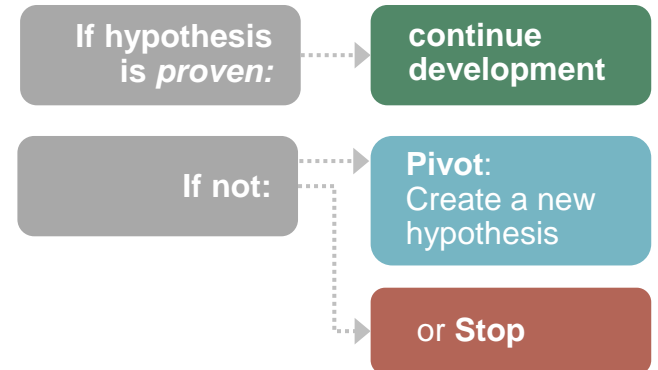
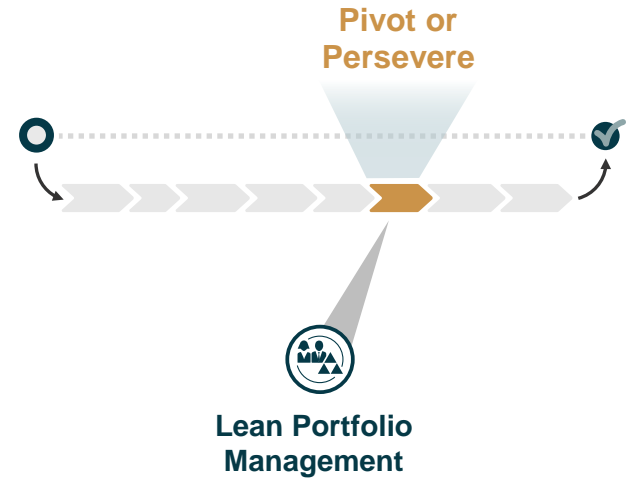
This decision point is a crucial investment milestone

The result of the MVP is a set of facts that support a decision regarding whether to proceed with further development.

- If the hypothesis is disproven, the organization accepts the sunk cost and moves on to other opportunities.
- If the hypothesis proves beneficial, additional funding follows to enable further development.



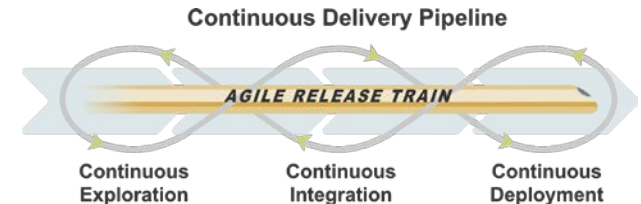
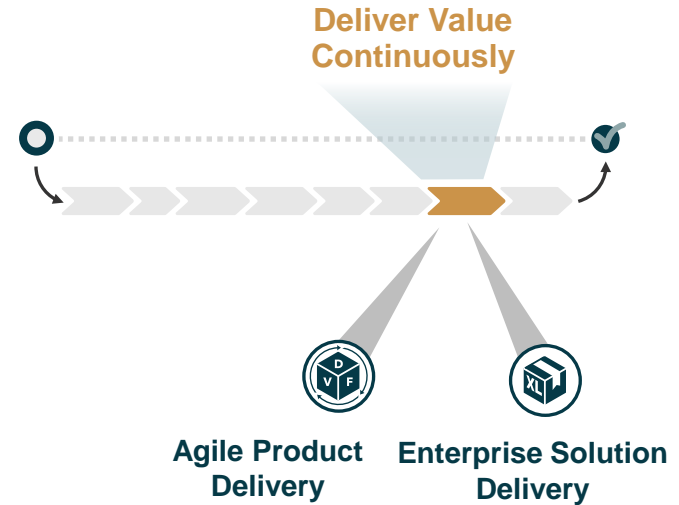
The MVP outcome is not always a simple yes or no. The experiment may yield vital insights that reveal new alternative solutions.



Deliver Value Continuously

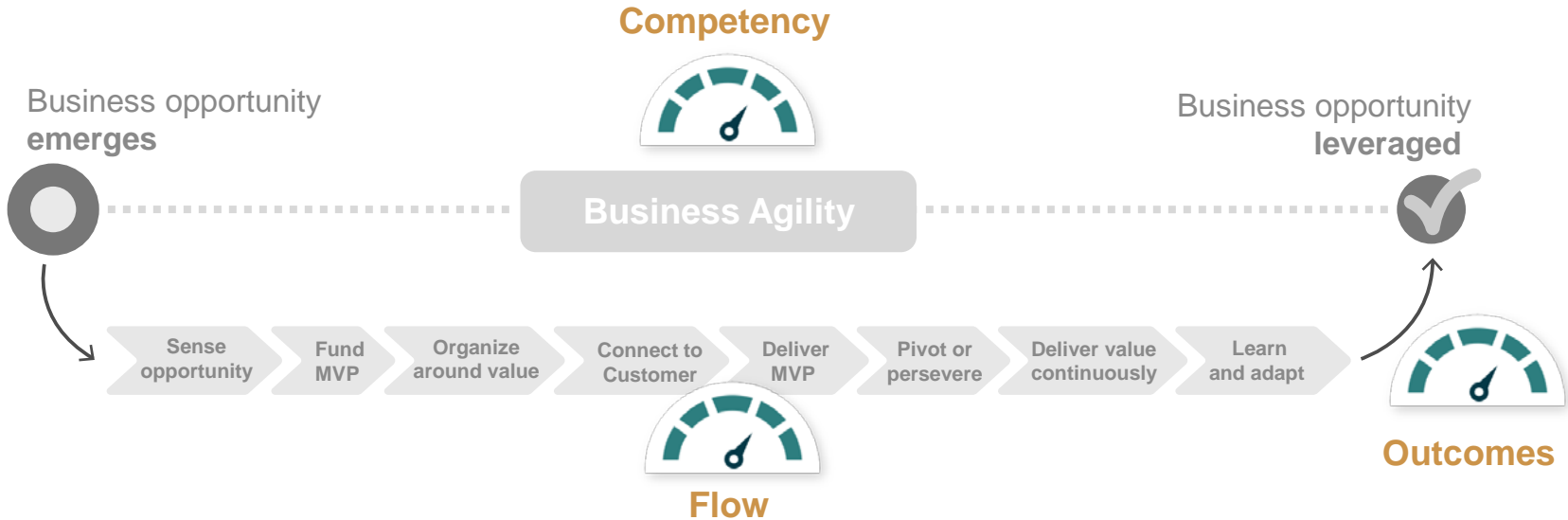
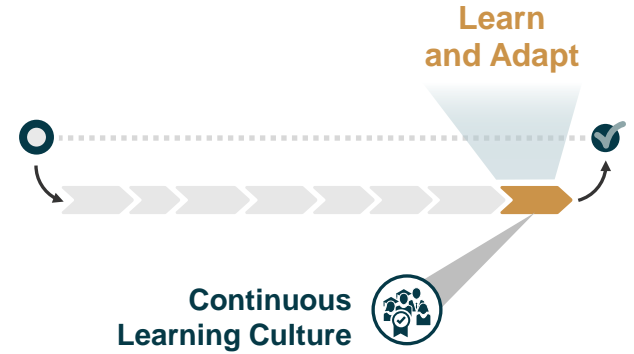
A successful MVP opens the gates to deliver additional solution features

- This process relies on **Agile Product Delivery** that fosters iterative and incremental development powered by the ART.
- Building on DevOps, these practices include optimizing a **Continuous Delivery Pipeline** that ensures a steady flow of value and the ability to release on-demand to meet the needs of customers.
- For some organizations, these solutions represent large and complex applications and cyber-physical systems that require thousands of developers and many suppliers to coordinate their efforts within a **Solution Train**.



Learn and Adapt

Measure organizational competency, product development flow, and business outcomes



Lean-Agile Leadership

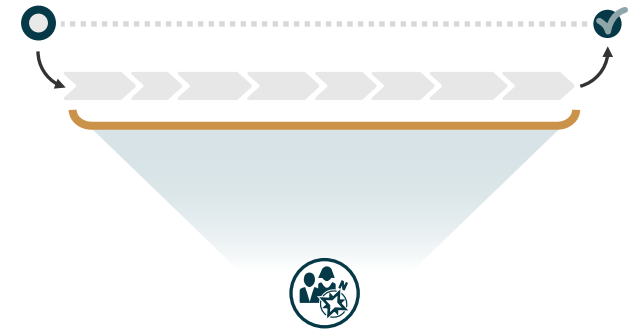
None of this can happen without Lean-Agile Leadership, the foundation of SAFe and the BAVS



“It is not enough that top management commit themselves for life to quality and productivity. They must know what it is that they must do.

These obligations can not be delegated.”

—W. Edwards Deming, *Out of the Crisis*



Lean-Agile Leadership

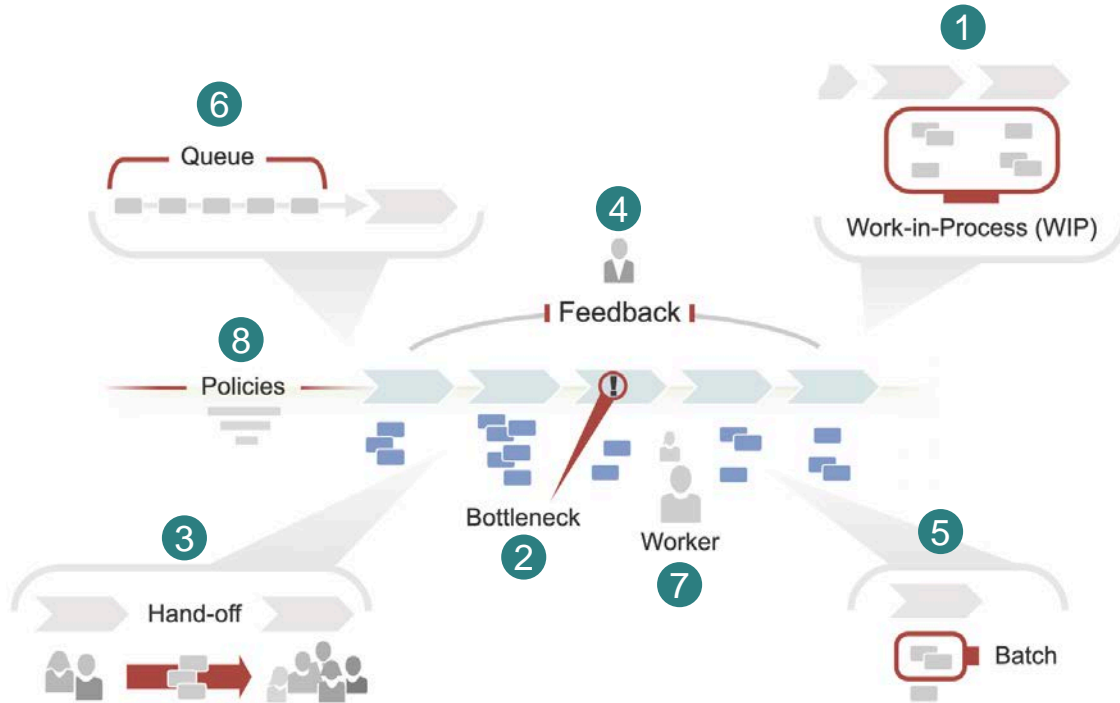
Portrait of W. Edwards Deming.
Photo courtesy of The W. Edwards Deming Institute®.

Eight flow accelerators

1. Visualize and Limit WIP
2. Address Bottlenecks
3. Minimize Handoffs and Dependencies
4. Get Faster Feedback
5. Work in Smaller Batches
6. Reduce Queue Length
7. Optimize Time 'In the Zone'
8. Remediate Legacy Policies and Practices

- Every accelerator offers an opportunity to optimize each flow property
- This is the topic of SAFe Principle #6: “Make value flow without interruptions”

Eight properties of a flow-based system



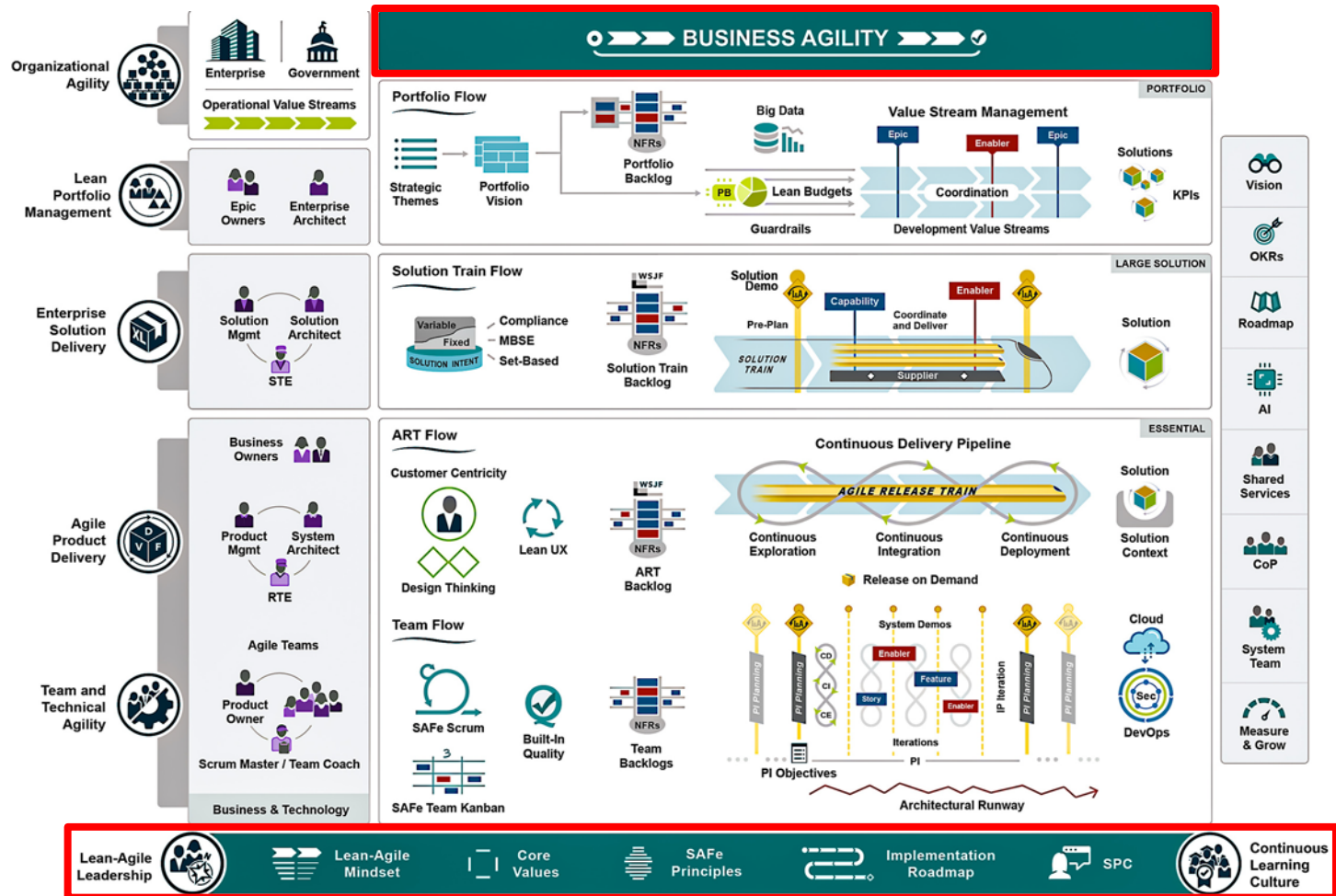
- Flow occurs when there is a smooth, linear, and fast movement of work product through the steps in a value stream
- Flow properties describe the elements that always exist in a flow system

Six themes of SAFe 6.0

- 1 **Strengthening the foundation for Business Agility**
- 2 **Empowering teams and clarifying responsibilities**
- 3 **Accelerating value flow**
- 4 **Enhancing Business Agility with SAFe across the business**
- 5 **Building the future with AI, Big Data and Cloud**
- 5 **Delivering better outcomes with measure and grow and OKRs**

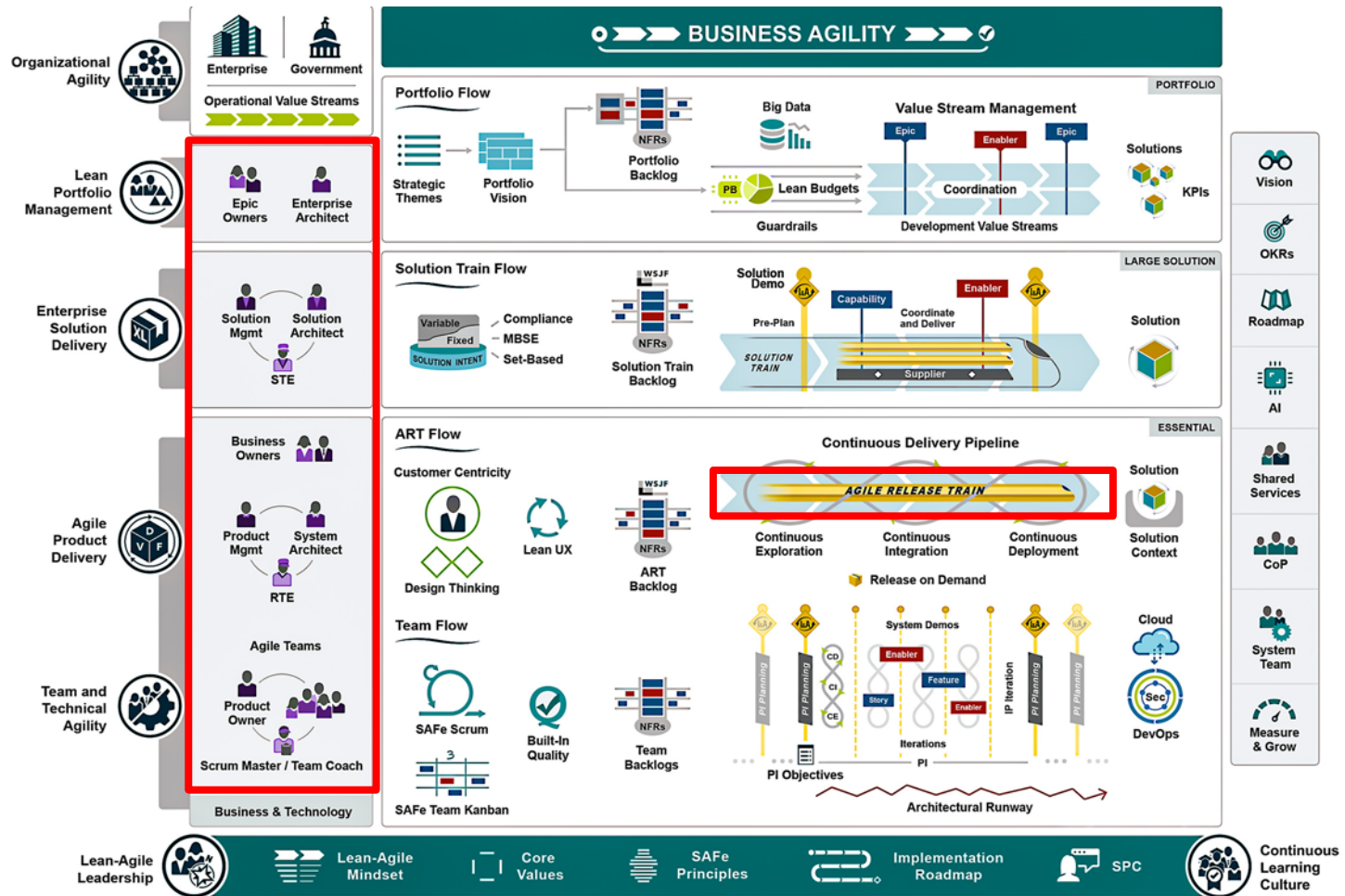
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Strengthening the Foundation for Business Agility



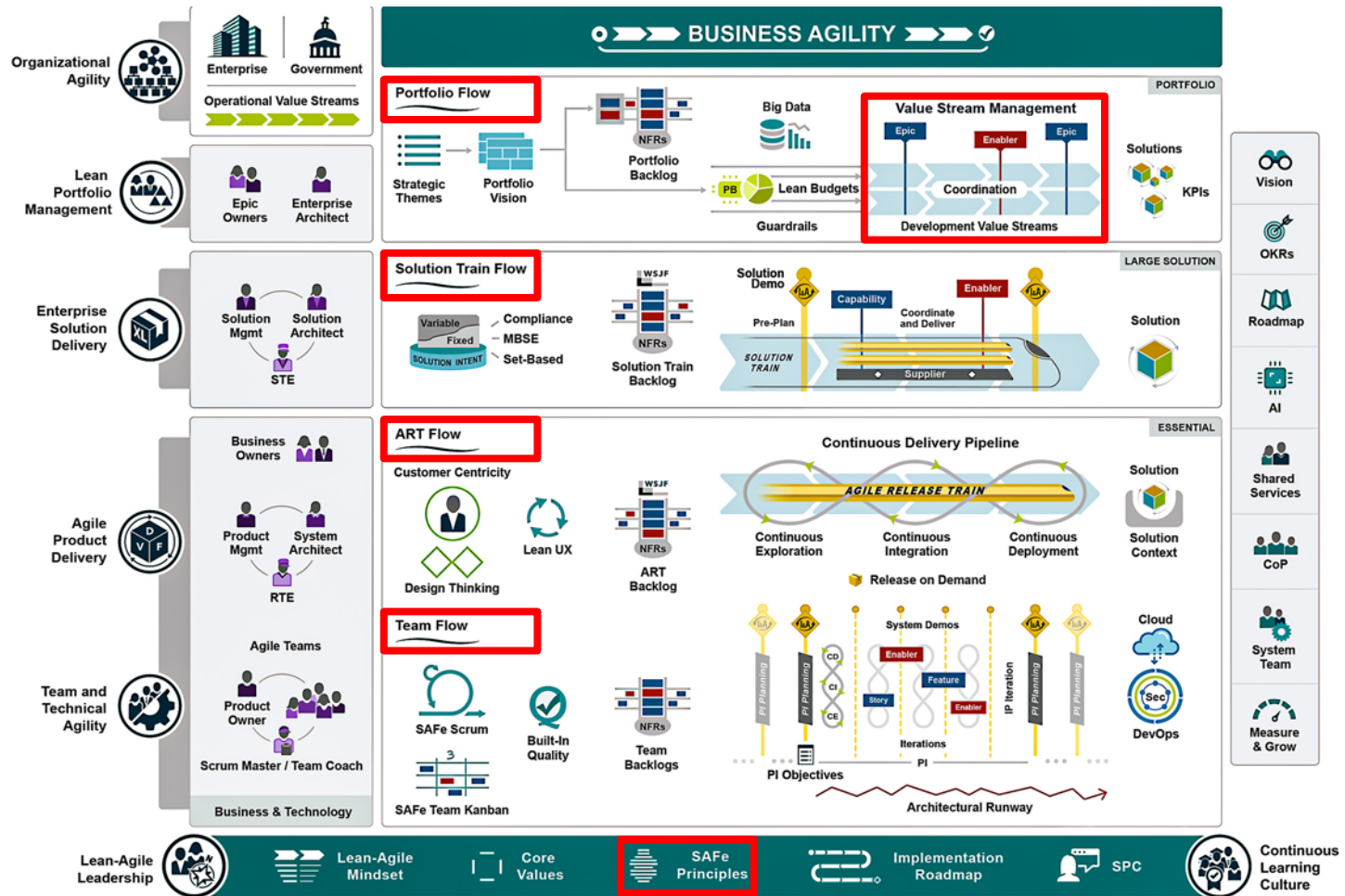
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Empowering Teams and Clarifying Responsibilities



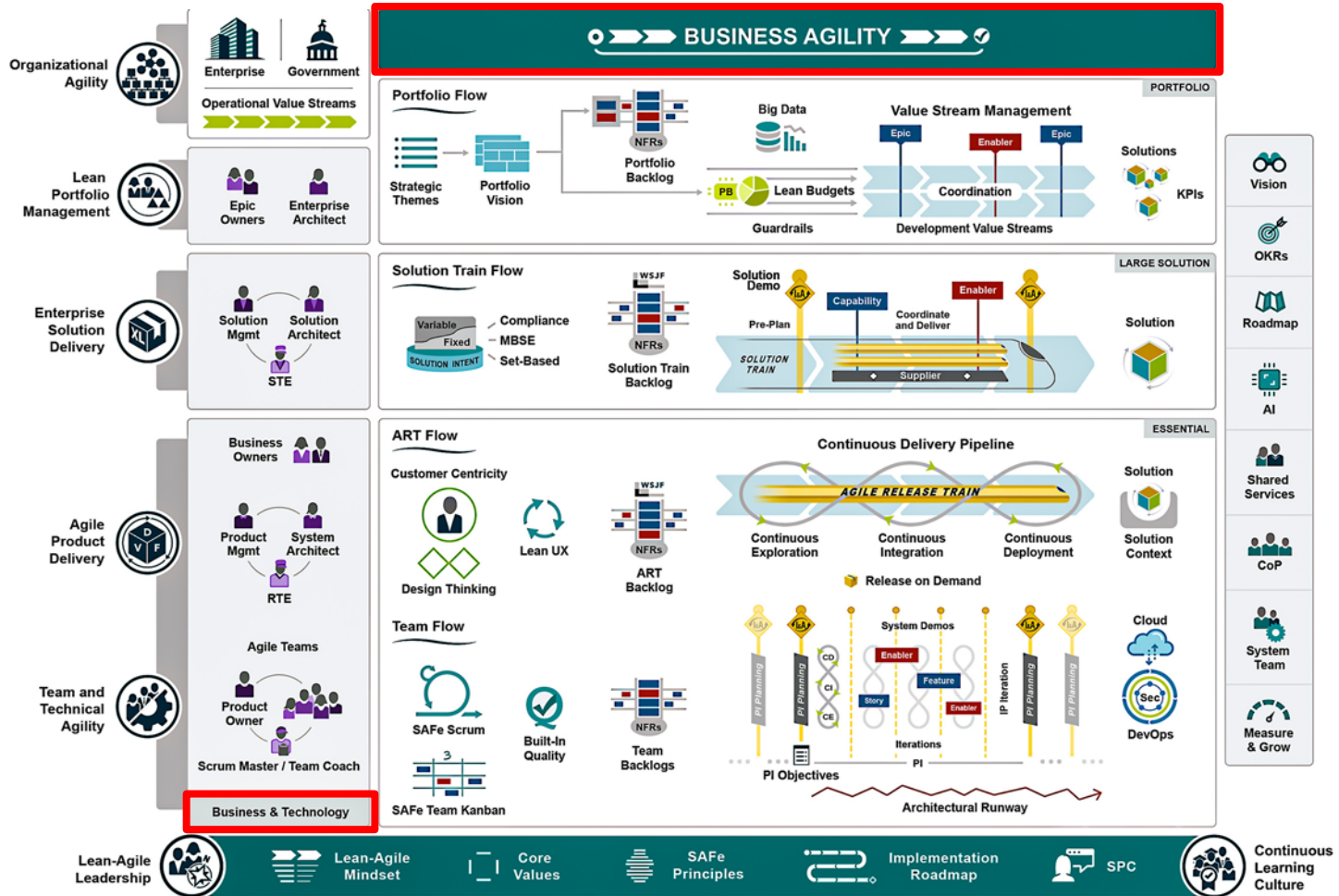
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Accelerating Value Flow



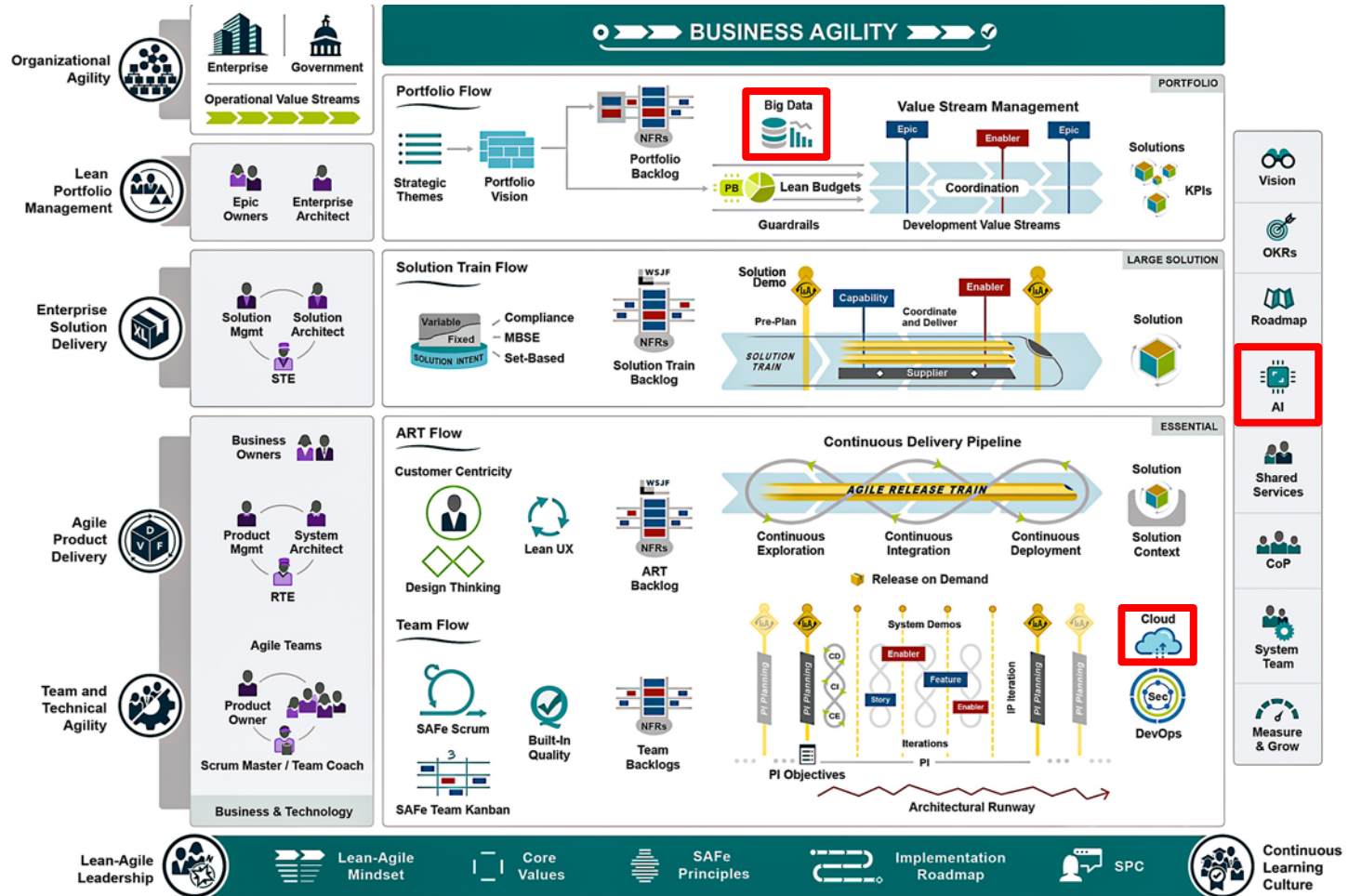
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Enhancing Business Agility with SAFe across the Business

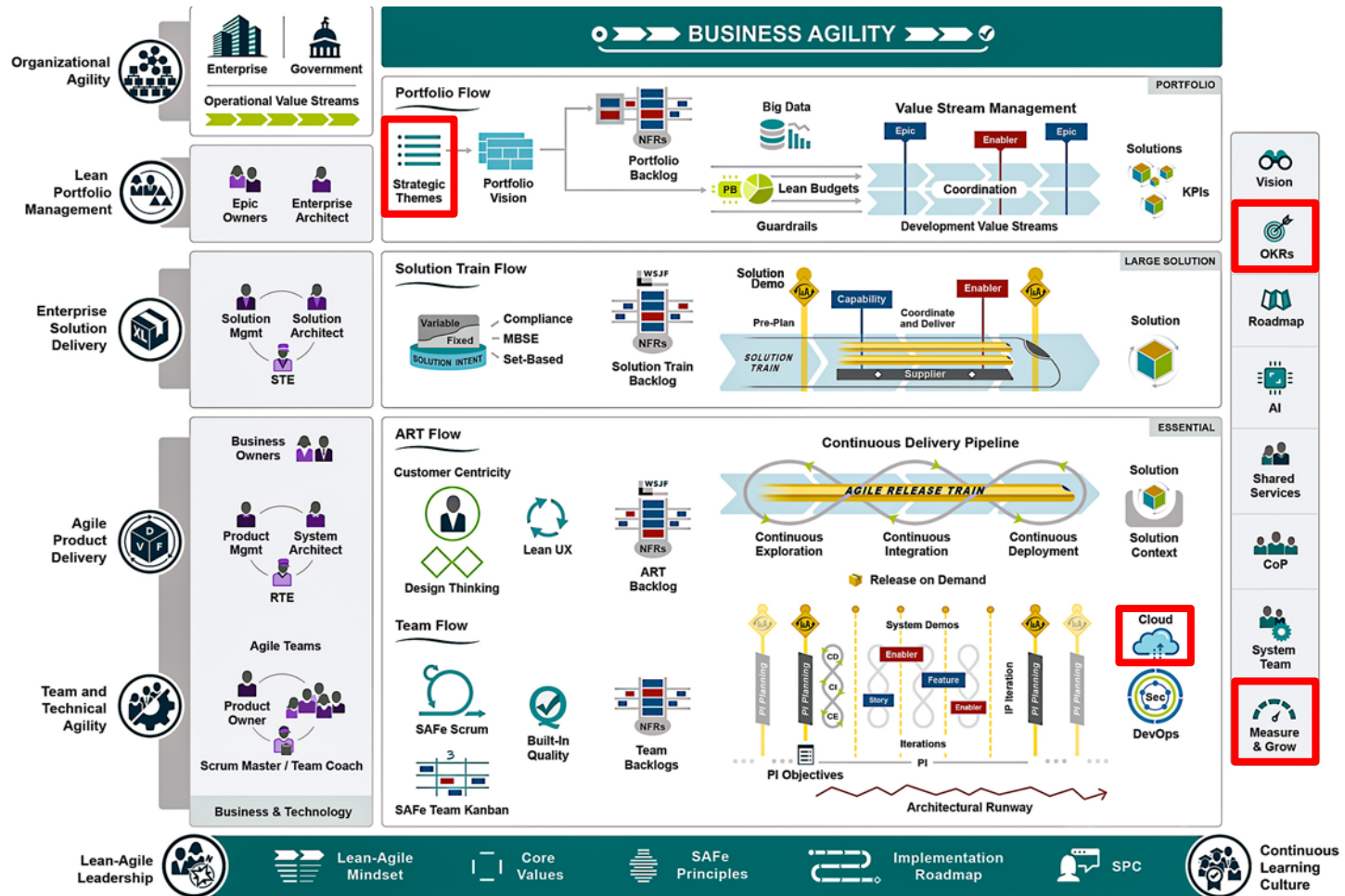


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Building the Future with AI, Big Data, and Cloud



6 Delivering Better Outcomes with Measure and Grow and OKRs

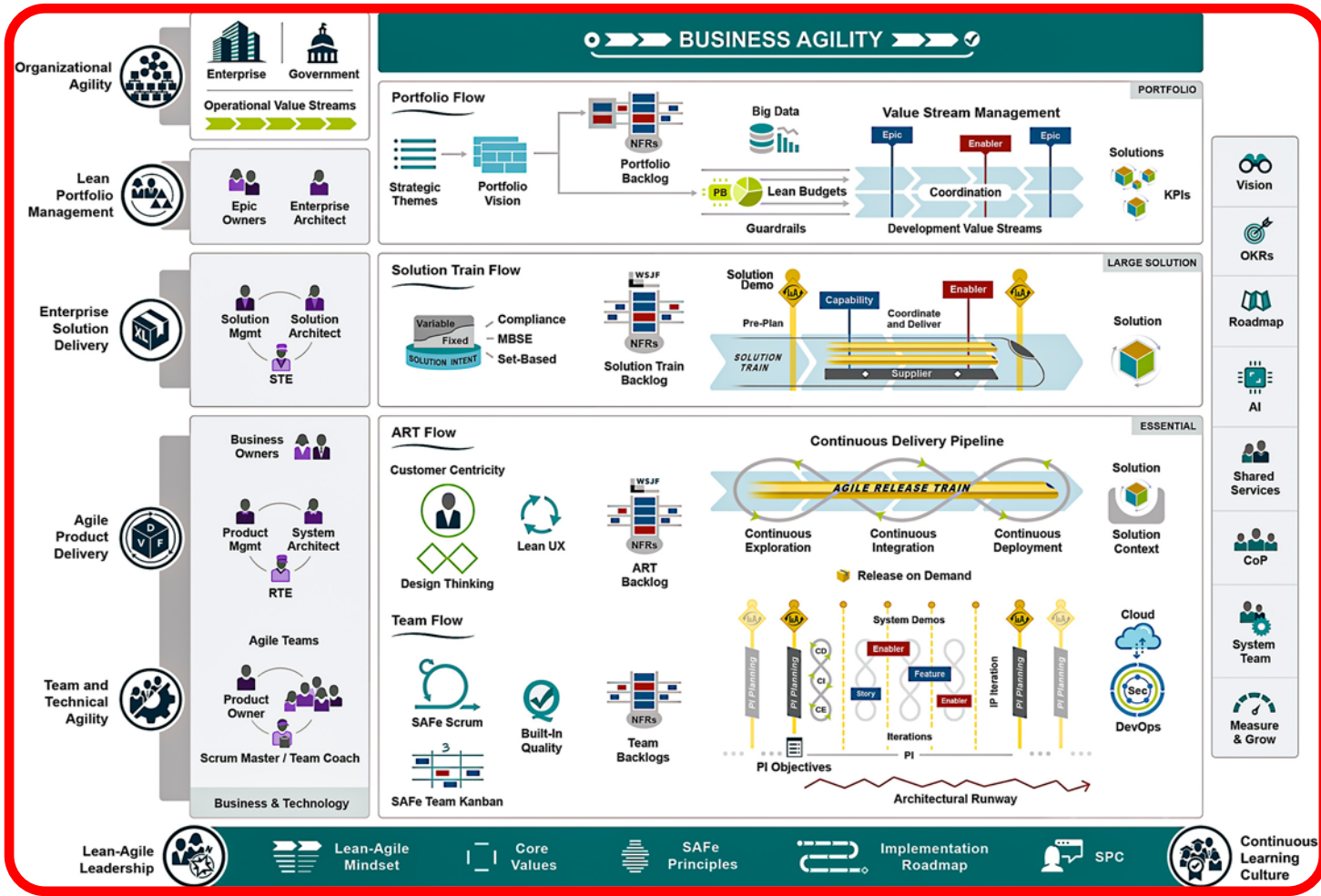


Eight elements of SAFe 6.0

- 1 Proven
- 2 The Levels
- 3 The People
- 4 The Backlogs
- 5 The Cadence
- 6 Quality
- 7 Relentless Improvement
- 8 Value Delivery

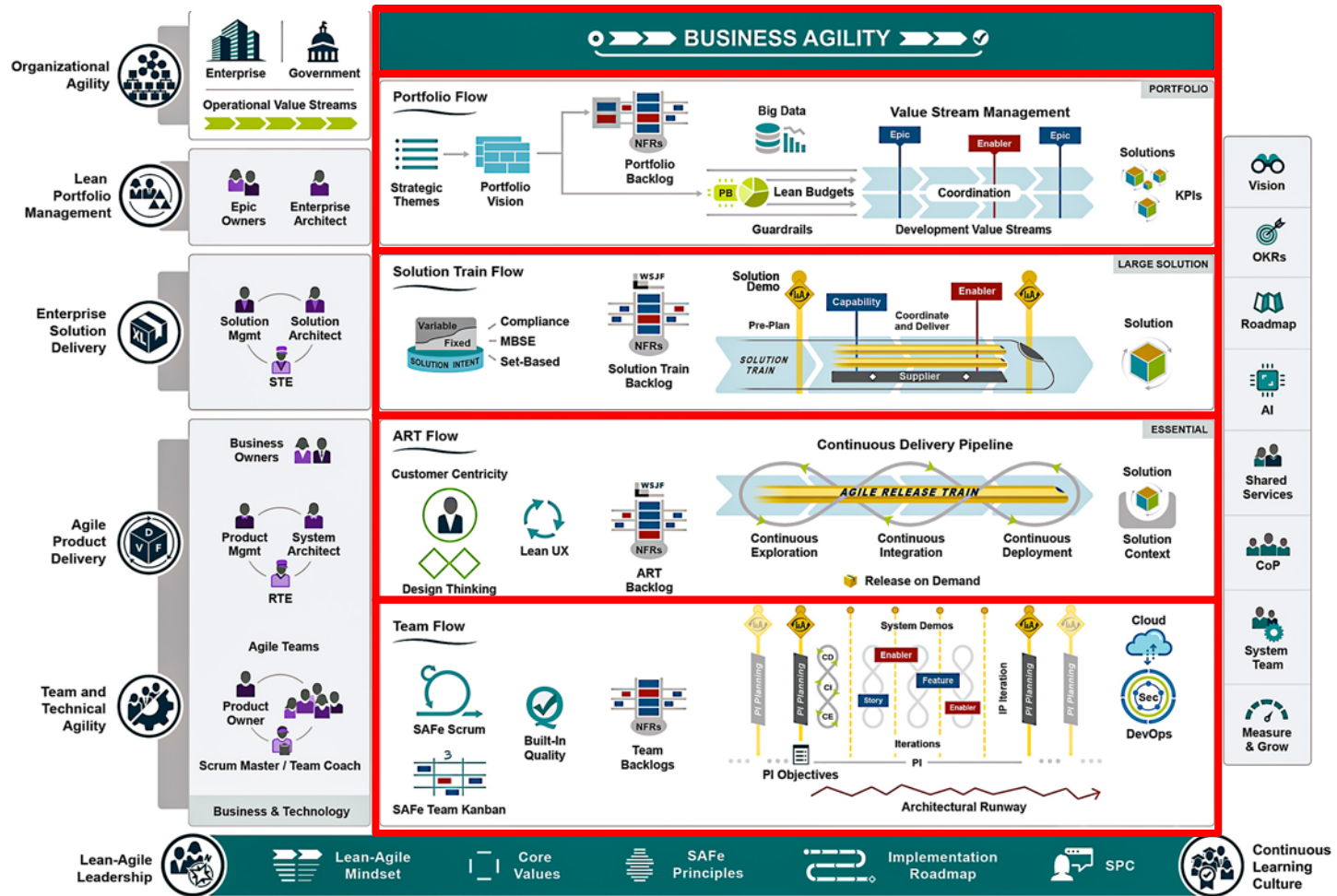
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SAFe is a Proven Framework



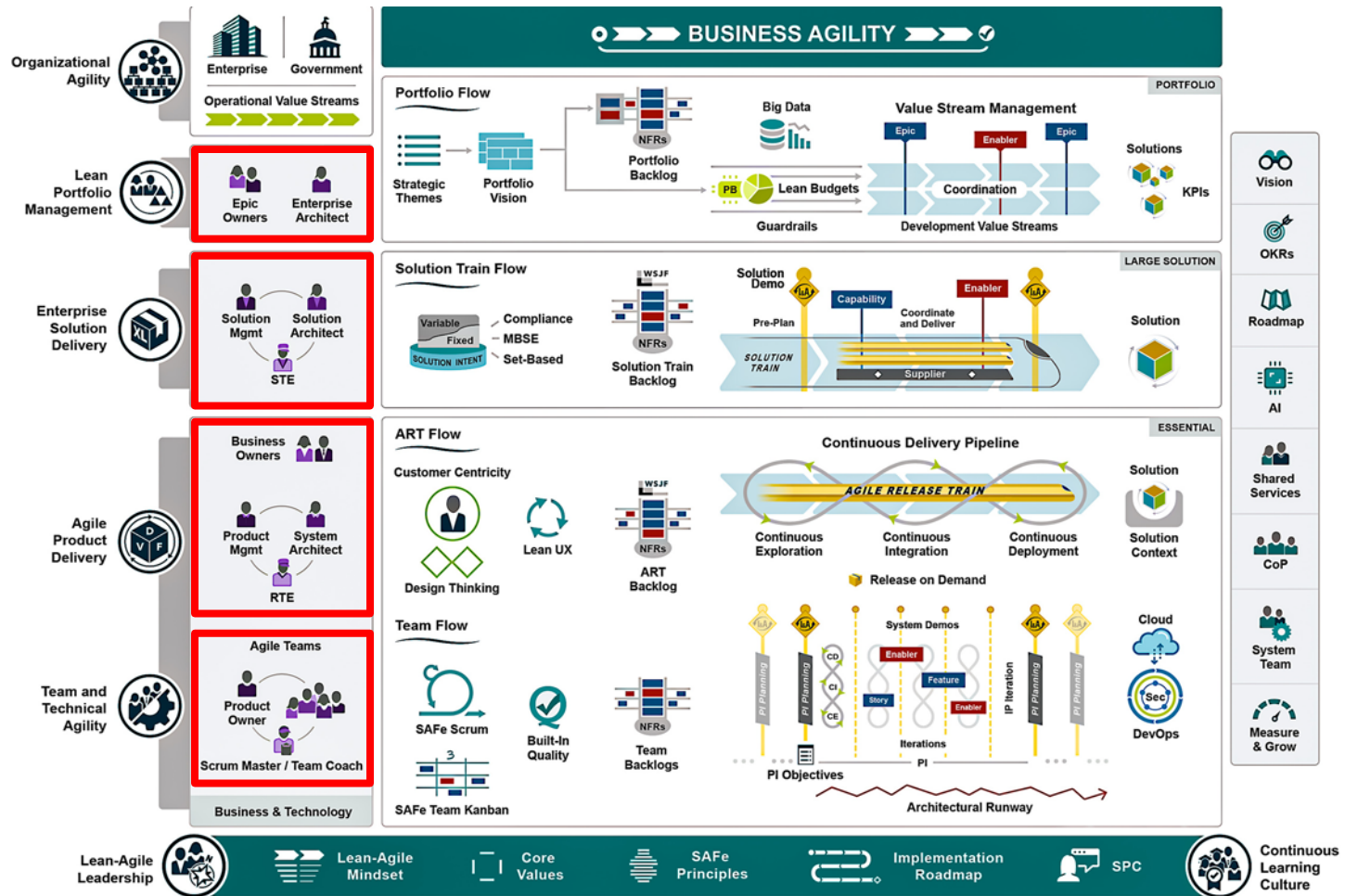
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SAFe is a Multi-Level Framework



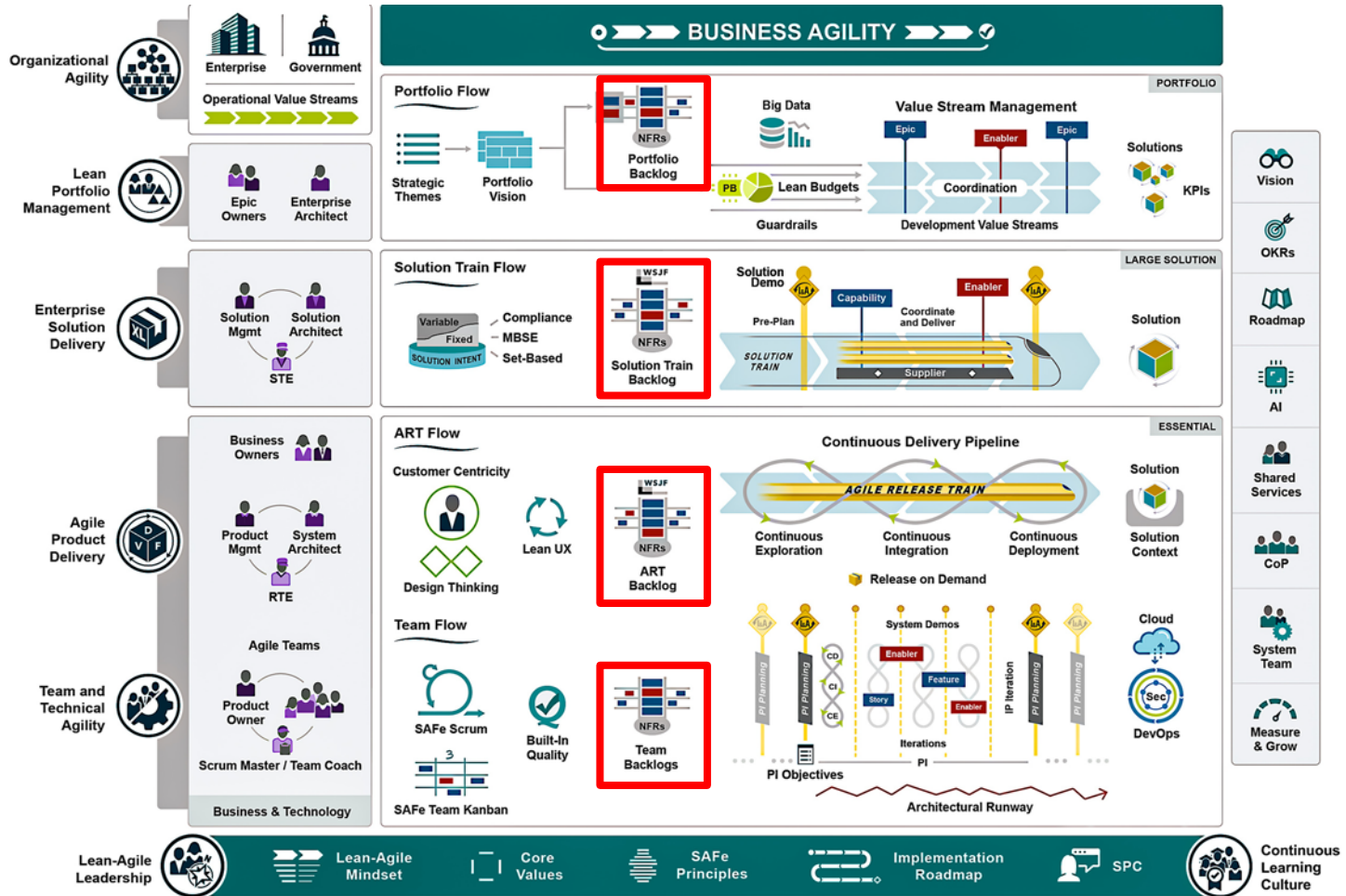
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SAFe has defined roles



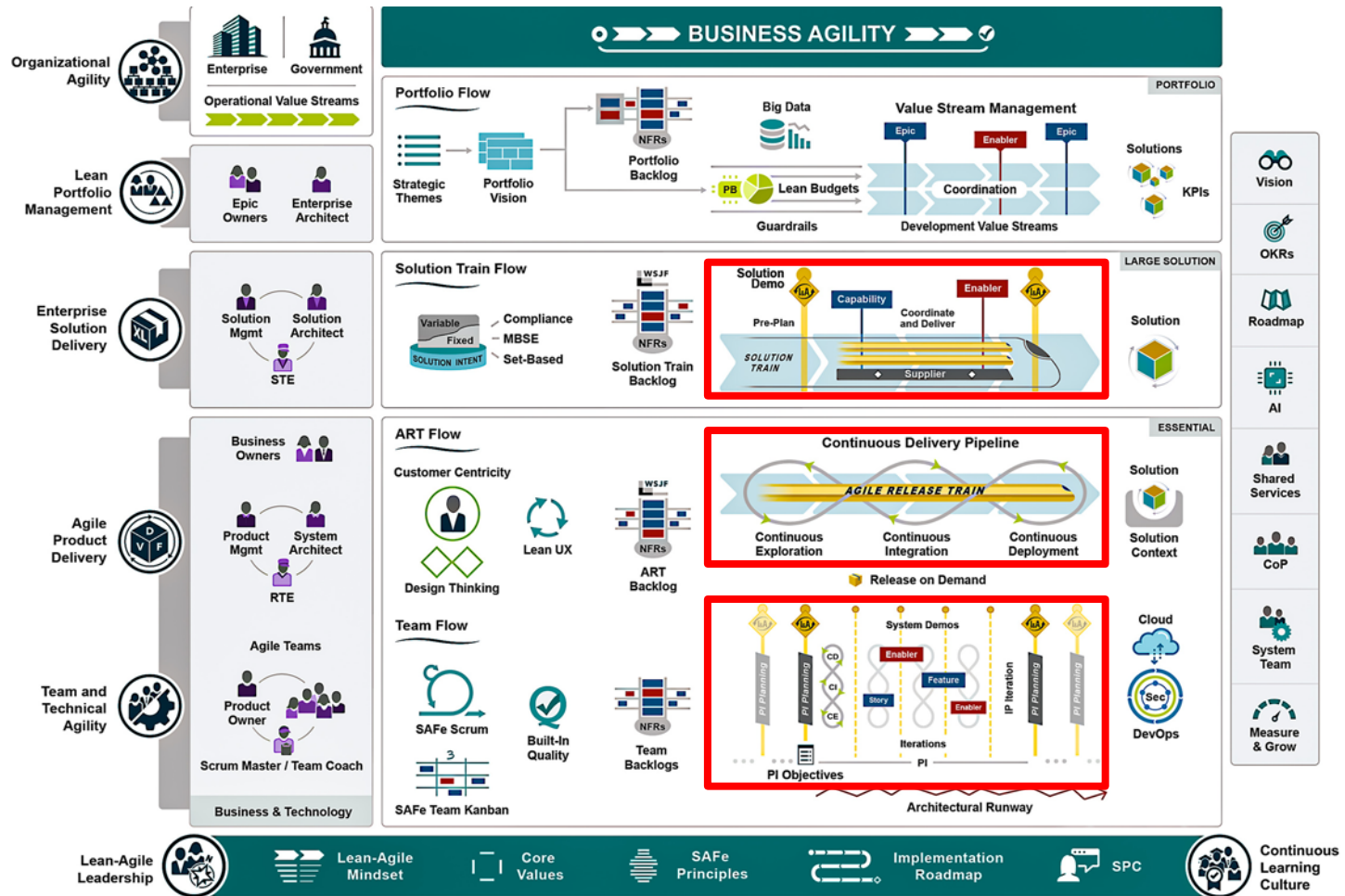
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SAFe has multi-level backlogs



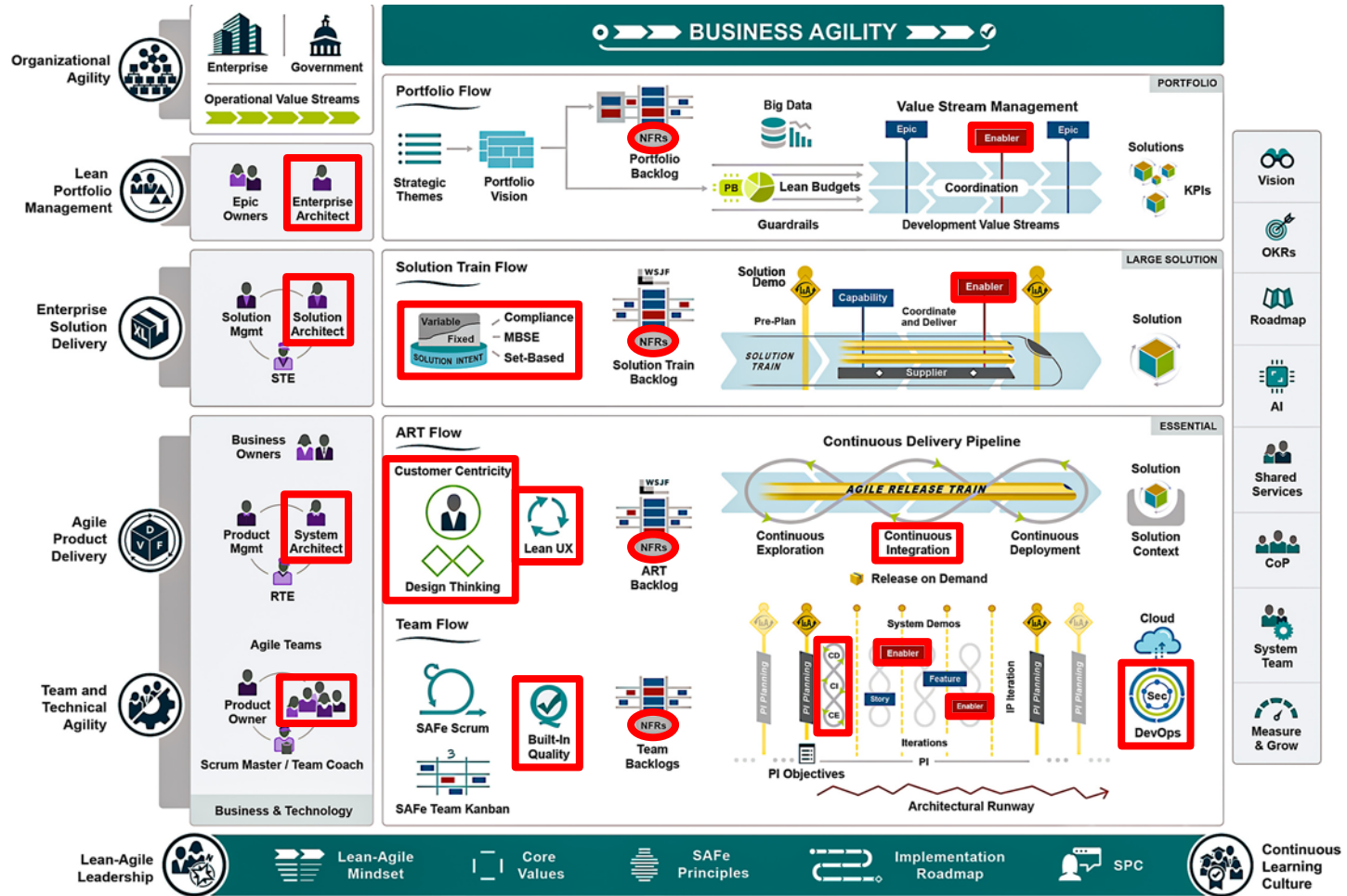
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SAFe teams are synchronized



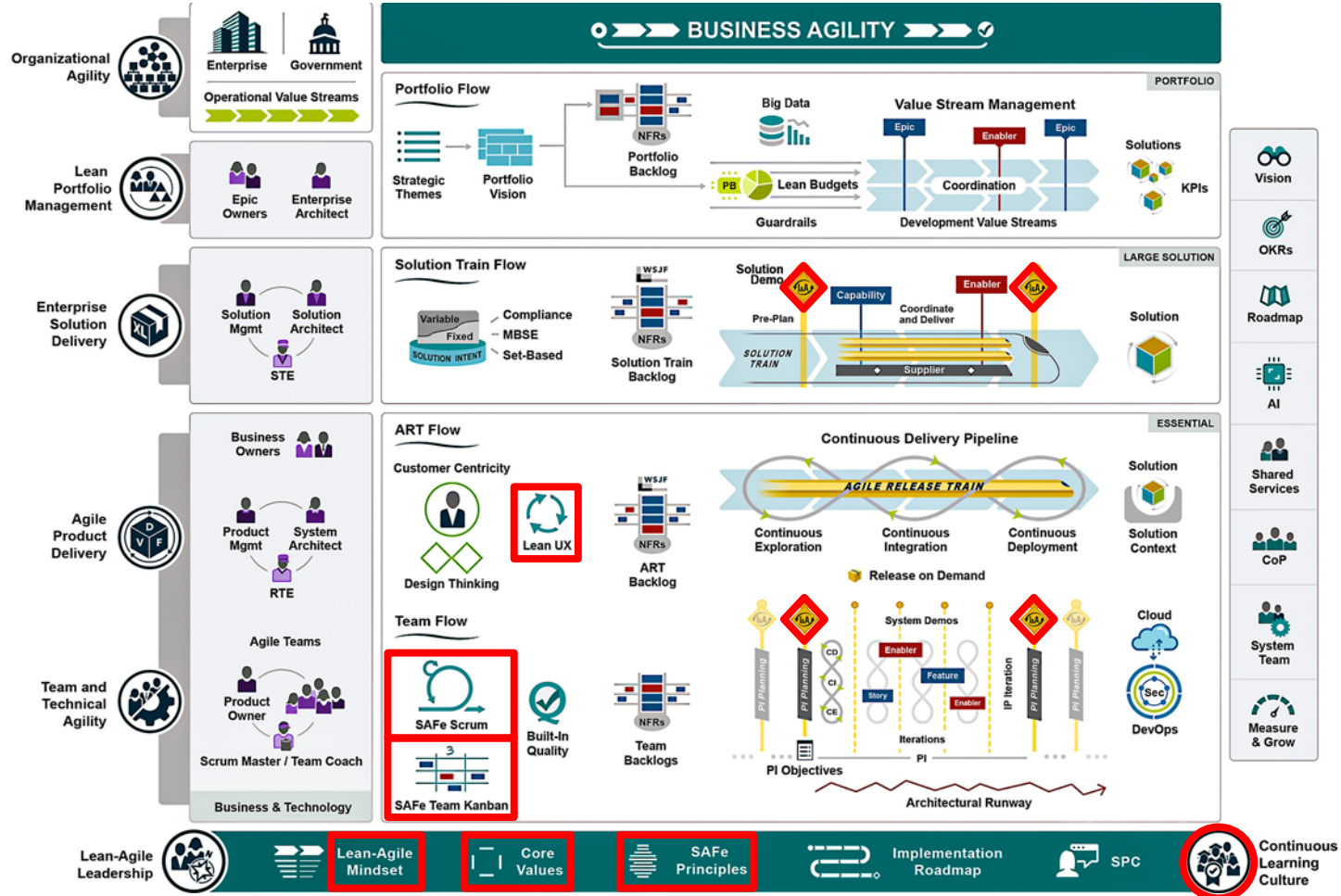
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SAFe has built-in quality



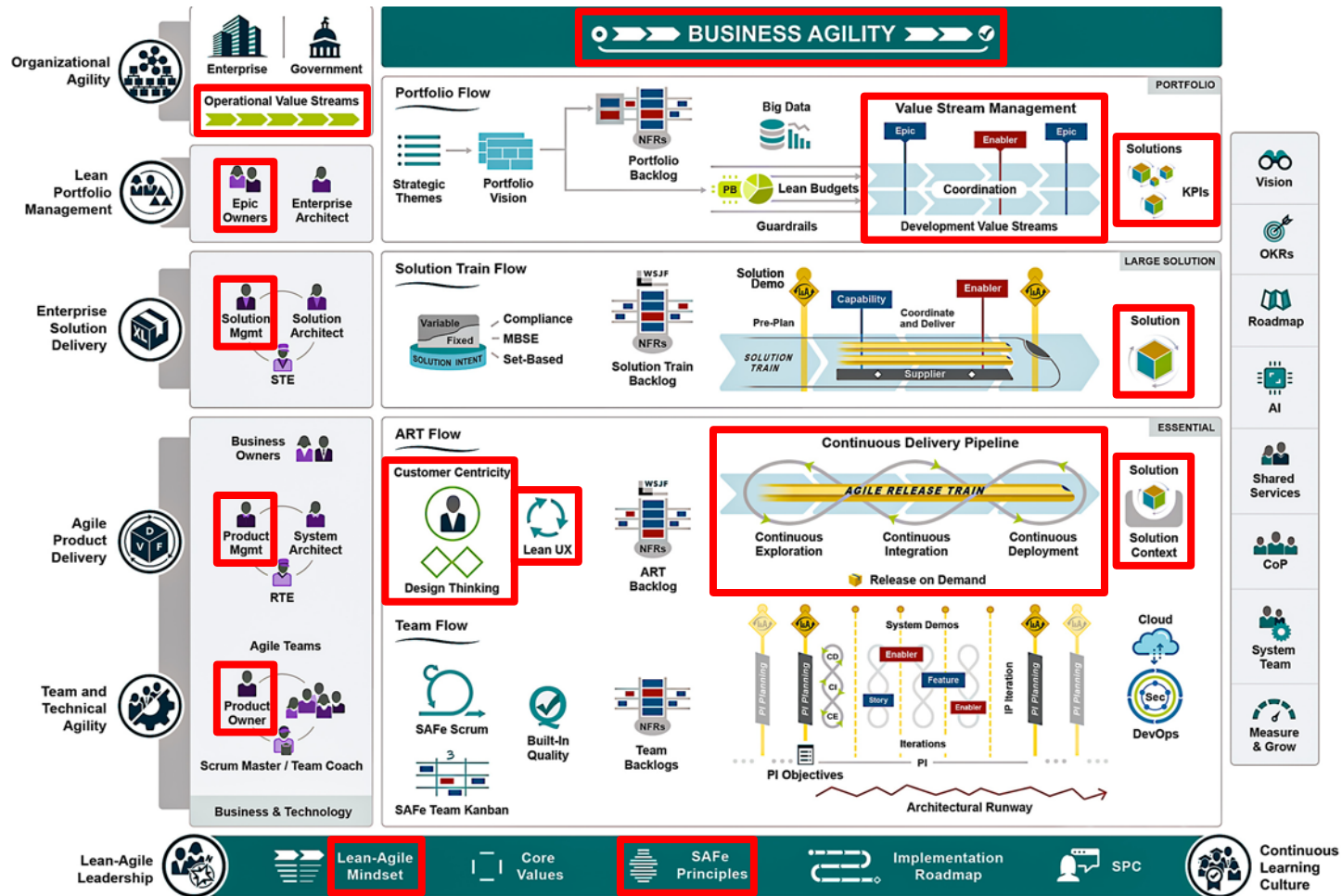
7

SAFe has relentless improvement



8

SAFe focuses on value



NEW AND IMPROVED SAFE 6.0 BIG PICTURE—SIMPLIFIED & STREAMLINED

1 Flatter & Simplistic Big Picture

2 Product Innovation Portfolios

3 Product Value Streams

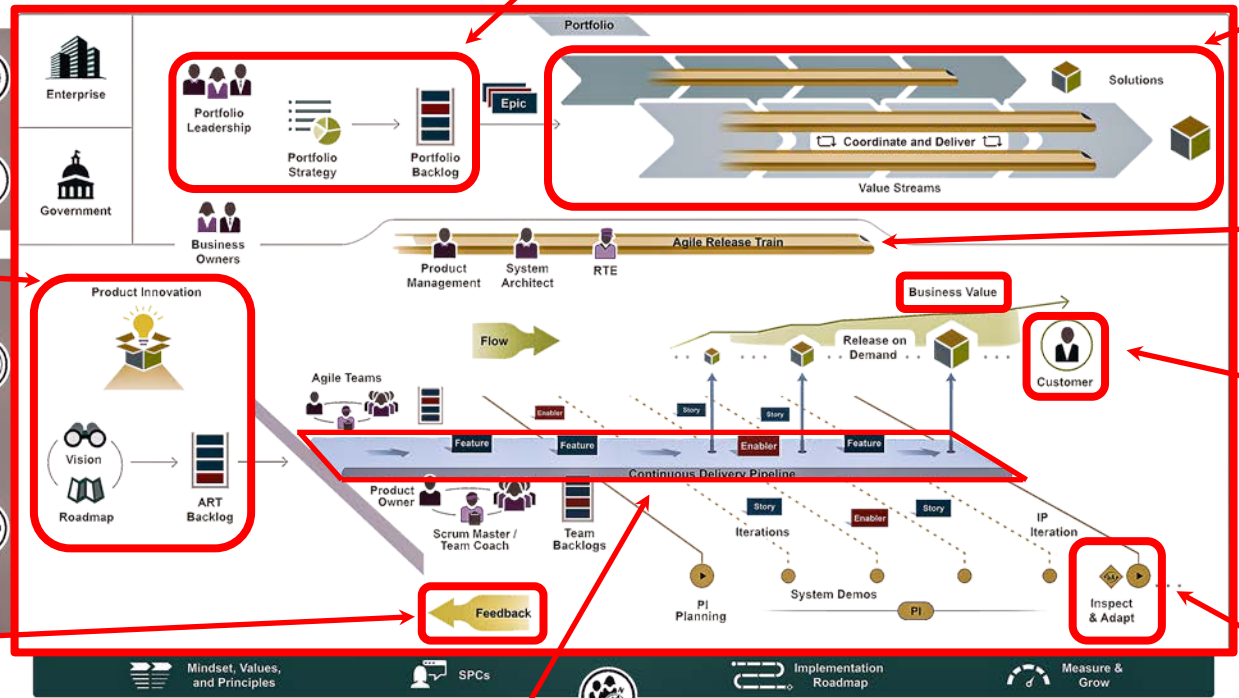
4 Product Innovation Focused

5 Lean-Agile Team of Teams

6 Rapid Customer Feedback

7 Customer Business Value

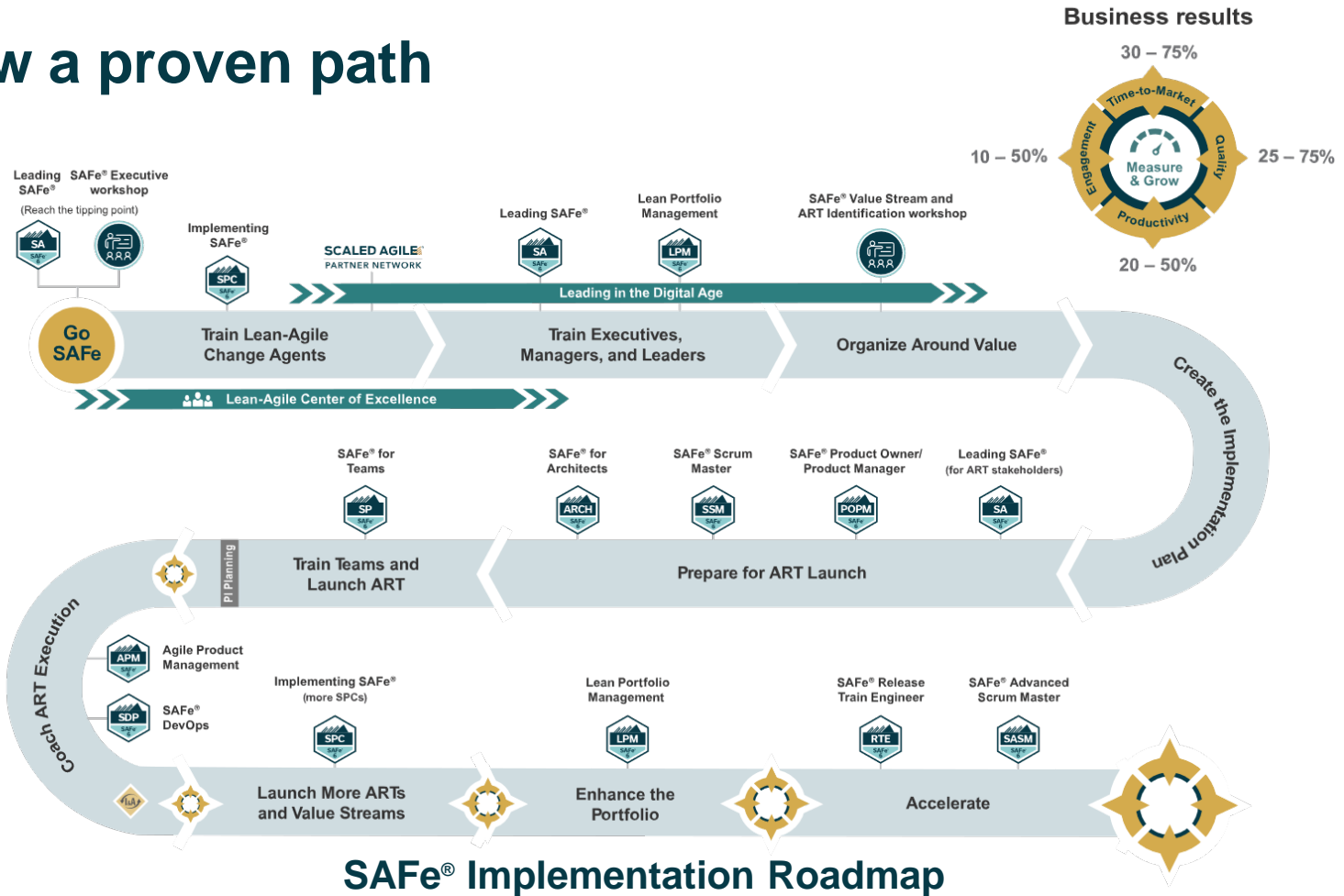
8 Continuous Improvement

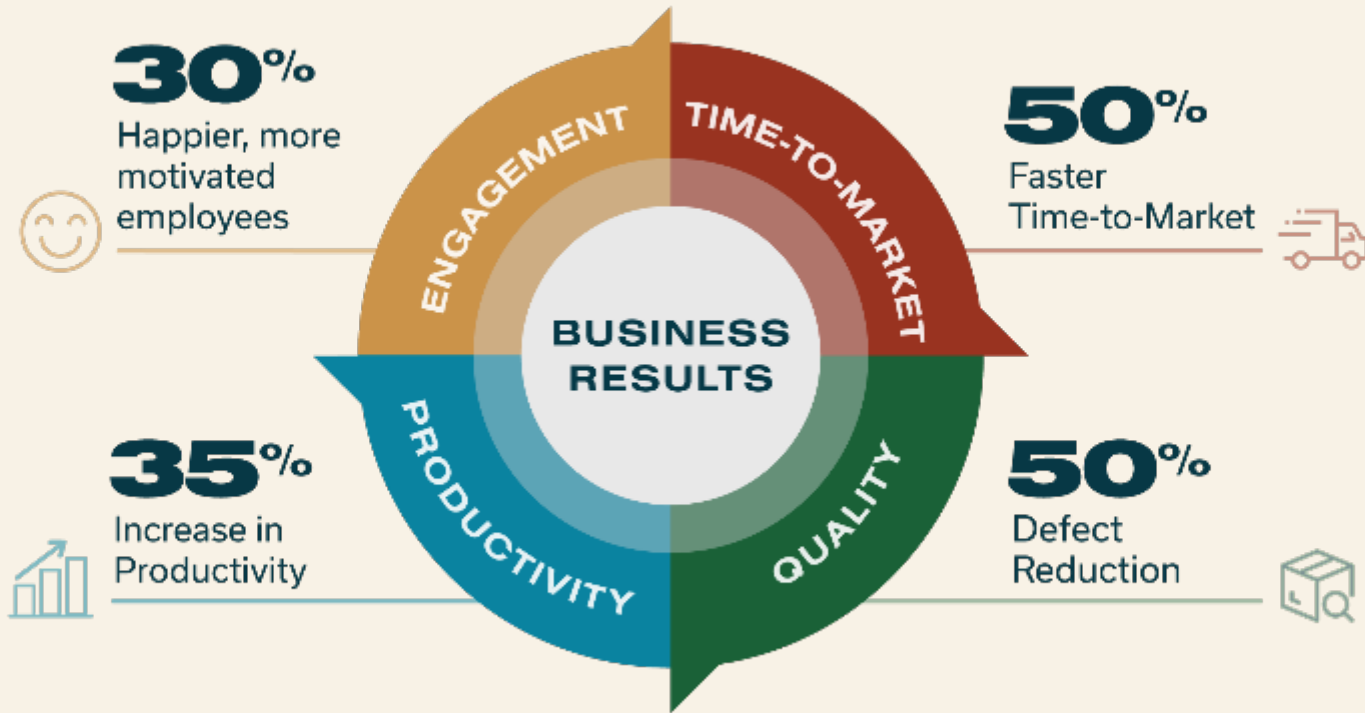


9 CI, CD, DevSecOps

10 Lean-Agile Thinking

Follow a proven path





The world's
most trusted
system for
business agility



A man with glasses and a blue shirt is looking at a tablet held by a woman with curly grey hair and glasses, wearing a brown shirt. They are in an office setting. A dark blue semi-transparent box is overlaid on the right side of the image, containing white text. On the far left, there is a vertical decorative border consisting of a grid of white-outlined squares.

**Work Differently.
Build the Future.**