5 “enemies” of teamwork in SAFe and how to fight them

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Agenda

❖ Introduction
❖ SAFe Teamwork “enemies”
❖ On a way to team effectiveness
❖ Summary
Introduction
What is Scaled Agile Framework (SAFe)?
## Agile Frameworks: SCRUM or SAFe?

<table>
<thead>
<tr>
<th>SCRUM</th>
<th>SAFe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product execution</td>
<td>Product portfolio execution</td>
</tr>
<tr>
<td>1,2 teams</td>
<td>3,4,5 teams working on common products</td>
</tr>
<tr>
<td>10-15 people in total</td>
<td>30-50 people in total</td>
</tr>
<tr>
<td>Direct contact “team - customer”</td>
<td>No direct contact “team - customer”</td>
</tr>
</tbody>
</table>
SAFe Overview
Project Description

- 5 development teams, 1 testing team
- Architecture, Business teams
- Project Management Office (PMO)
- 4 locations
- 50 people

SAFe
5 “enemies” of a teamwork
Enemies

1. Unclear responsible areas
2. Not agreed goals
3. Internal competition
4. Not agreed common rules
5. Restrictions with face to face communication
Unclear responsible areas

- No owners for particular actions
- Not enough information sharing, as unclear who may be impacted
Not agreed goals

❖ No clear team’s understanding of project vision, project priorities

❖ Double efforts due to duplicating goals
Internal competition

❖ Teams do not share real work execution progress

❖ Imbalance between team’s desire to look “good” and necessity to make high quality product
Not agreed common rules

❖ Much time spent on program planning if no agreed format

❖ Unsynchronized team practises lead to additional communication efforts
Restrictions with face to face communication

❖ Difficult to find contact person for specific question quickly

❖ Uncoordinated work as too much efforts to organize daily sync up with all teams
On a way to team effectiveness
3 Major steps to achieve effective teamwork

Step 1: Agree on responsibilities
Figure out, describe and explain responsibilities for key SAFe model roles

Step 2: Make consistent goals
Identify and agree on goals for each SAFe model level - Portfolio, Program, Team

Step 3: Synchronize teams work rules
Establish and document common rules and make easy to follow and clear to everybody
Practices to achieve teamwork effectiveness:
3 main aspects

Step 1: Approve responsibilities

Step 2: Make consistent goals

Step 3: Synchronize teams work rules

SAFe artifacts

Our experience

Lessons learned
Step 1
Agree on responsibilities
Responsibilities

- Make sure that roles do not have overlapping responsibility (e.g. Epic owner, Product owner)

- Avoid additional manager roles which are not included in the original SAFe process (e.g. Development manager, Client/Server manager)
Step 2
Make consistent goals
Responsibilities

SAFe artifacts

Portfolio Backlog

Common goals

Program Backlog

Common rules

Lessons Learned

Our experience

Team Backlog
Goals agreement process

Feature priorities
- Portfolio planning
  - Goals for features delivery

Epic priorities and plan
- Program planning
  - Goals for Epics completion

Backlog Items (BLIs) priorities and plan
- Team planning
  - Goals for BLIs completion
Example of planning sessions schedule and artifacts

**Week 1**
- Feature Owners present/review EPICs with Architects and Sub-teams
- Sub-team collaboration on EPICs and User Story (BLI) draft creation

**Week 2**
- Sub-team collaboration on EPICs and User Stories (BLIs) finalization
- Make Estimates for User Stories (BLIs)

**Week 3**
- Build EPIC completion and System Test plan
- Program Increment objective commitment
<table>
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<th>Common goals</th>
<th>Common rules</th>
<th>SAFe artifacts</th>
<th>Our experience</th>
<th>Lessons Learned</th>
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<tr>
<td>Avoid intra Epic dependencies between teams</td>
<td>Make Product Increment objective in accordance with Epics priorities</td>
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Step 3
Synchronize teams work rules
### Planning. Practices
- One place for Program Increment planning session
- 2 weeks lag between PIs is required for valuable planning

### Execution. Practices
- Regular meeting to sync up on program status (e.g. weekly)
- Regular meeting to sync up on development status (e.g. weekly)

### Delivery. Practices
- Team’s sprint review in addition to sprint demo
- Common demo for all teams for critical functionality
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### Planning. Agree on:
- ✔ Test strategy
- ✔ Quality goals, metrics
- ✔ Definition of Done

### Execution. Agree on:
- ✔ Rules related to common code
- ✔ Tools, equipment, environment

### Delivery. Agree on:
- ✔ Exact delivery time
- ✔ Required documentation
- ✔ Acceptance criteria
Responsibilities
Common rules
Common goals
SAFe artifacts
Lessons Learned

Make team’s progress visible
Create blocking issues management process
Summary

- SAFe overview presented
- Main teamwork “enemies” disclosed
- Established practices allowed to achieve teamwork effectiveness shared
Thank you