

A large, dark wooden Trojan horse sculpture stands prominently against a dramatic sky at sunset. The horse is constructed from many vertical wooden planks, with visible horizontal bands of rope or twine around its body. The sky is filled with soft, golden clouds, and the sun is low on the horizon, creating a warm, orange glow. In the foreground, a low wall with a rope railing is visible, suggesting the sculpture is in a public park or museum setting.

SAFe Havens & Trojan Horses

Eddie Kenny

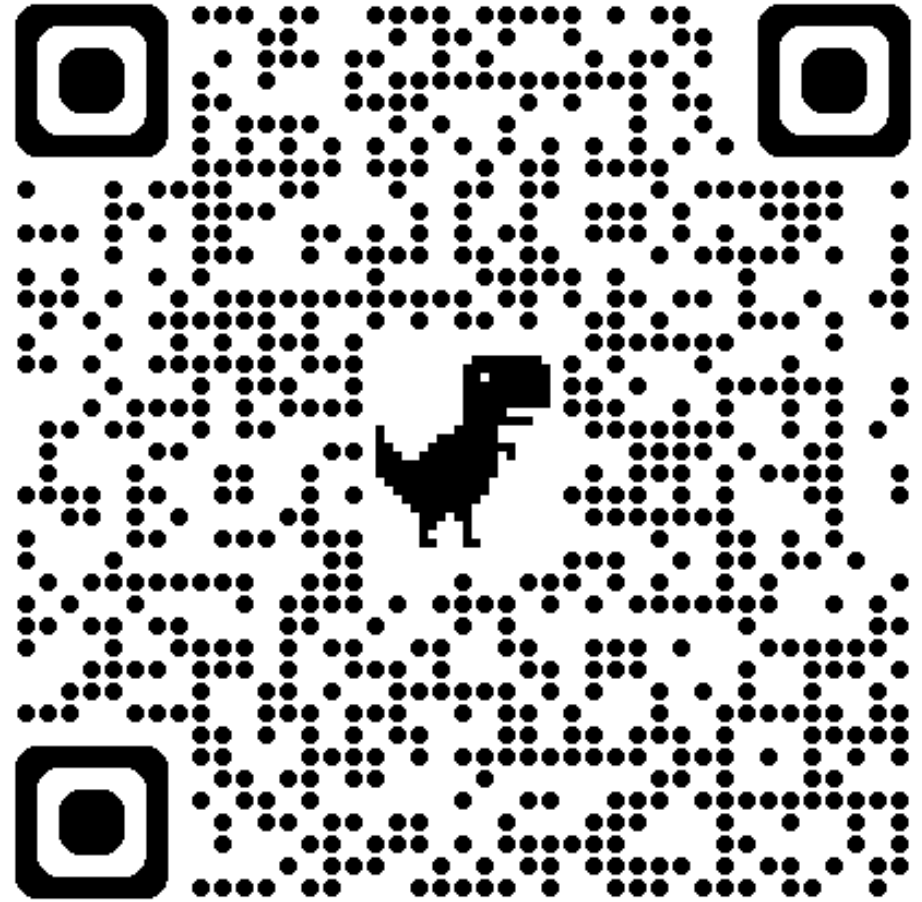
EDDIE KENNY – “AGILE COACH”

Working with Agile since 2004 using XP, Scrum, Lean, Kanban & Scaled Agile.

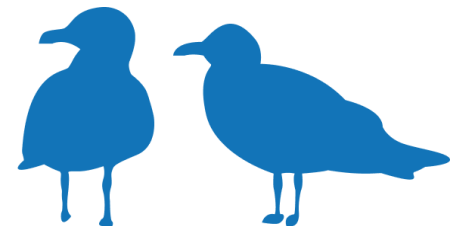
Passionate about continuous learning & continuous improvement

Coach teams, scrum masters, product owners, leaders, other coaches, organisations and little humans.

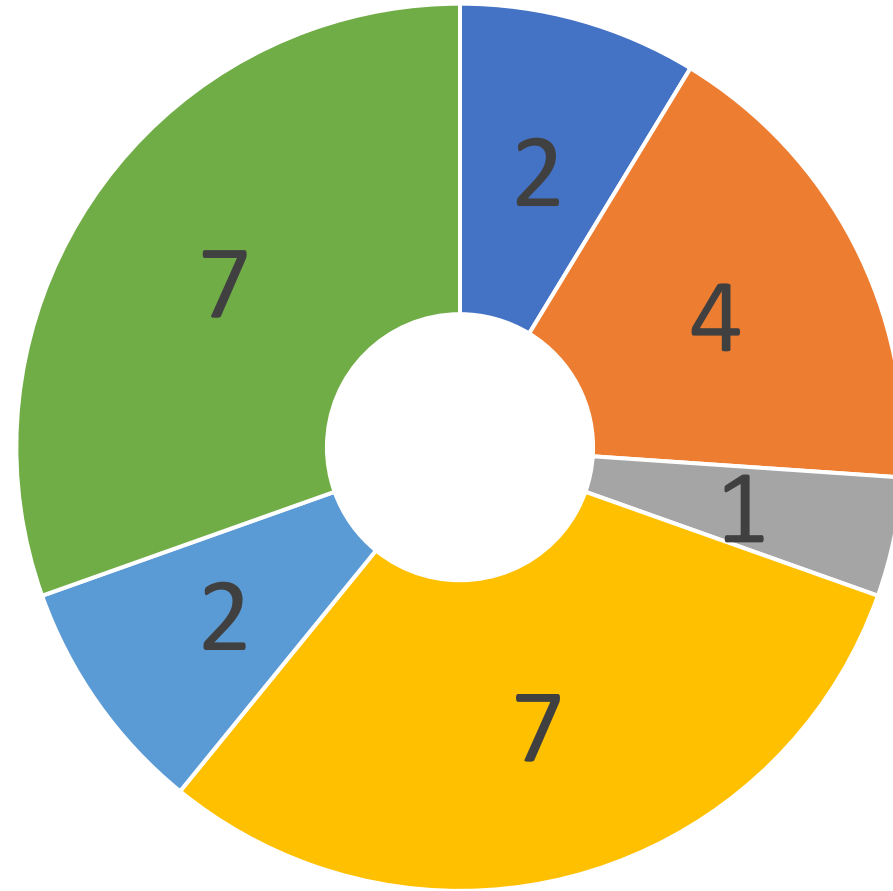
Co-founder of the Lean Agile Brighton conference.



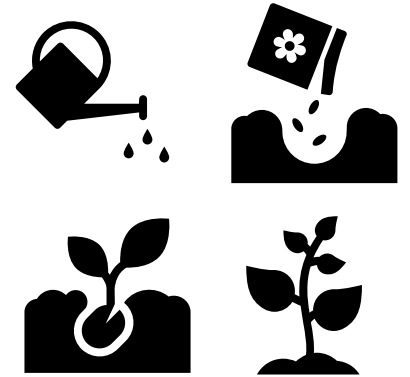
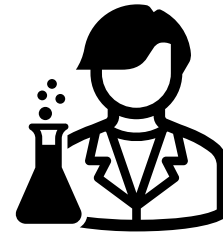
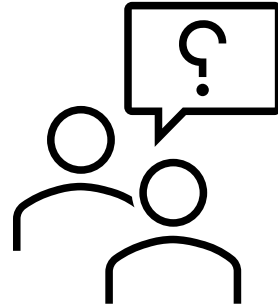
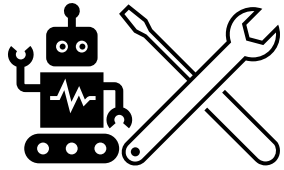
LEAN AGILE
BRIGHTON



YEARS I HAVE SPENT WORKING IN VARIOUS METHODOLOGIES



■ WATERFALL ■ XP ■ DSDM ■ SCRUM ■ LEAN & KANBAN ■ SAFe



WF

XP

DSDM

SCRUM

**LEAN &
KANBAN**

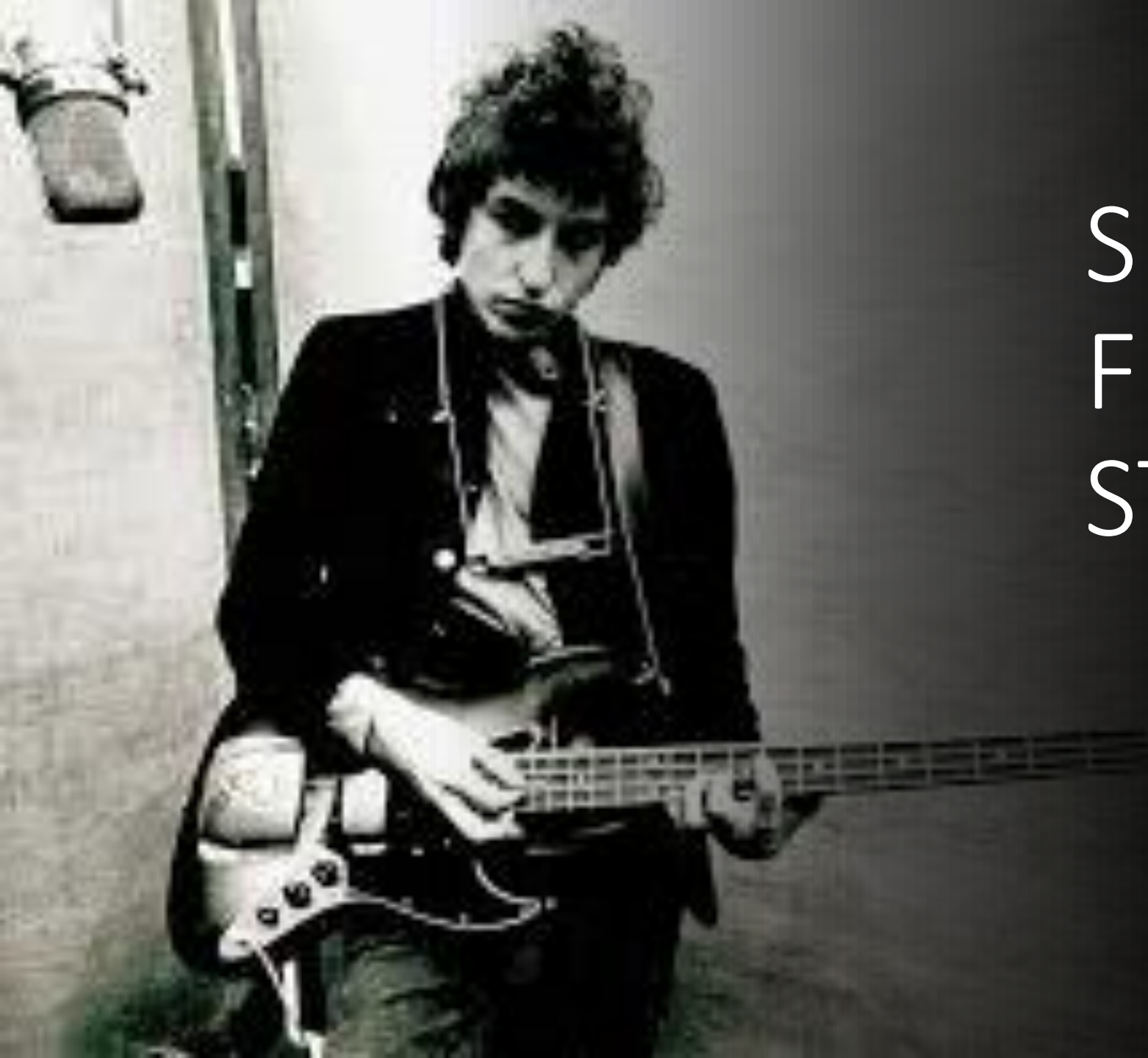
SAFe





—
DISCLAIMER:

I AM NOT
TELLING
YOU TO DO
SAFE



SHELTER
FROM THE
STORM









Conservatives

BUSINESS AGILITY

Organizational Agility



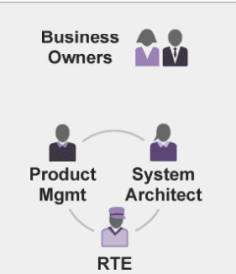
Lean Portfolio Management



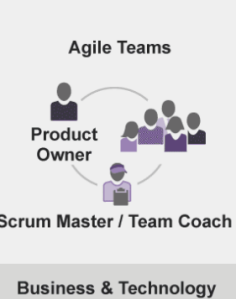
Enterprise Solution Delivery



Agile Product Delivery



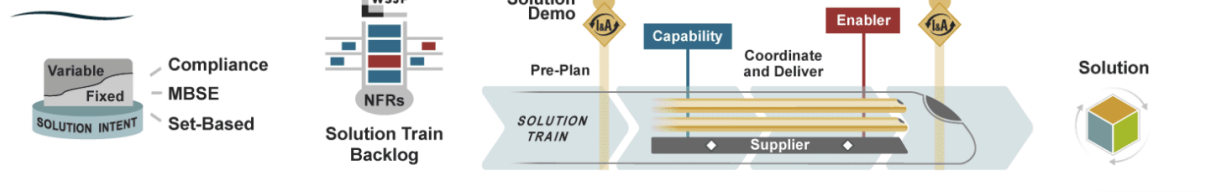
Team and Technical Agility



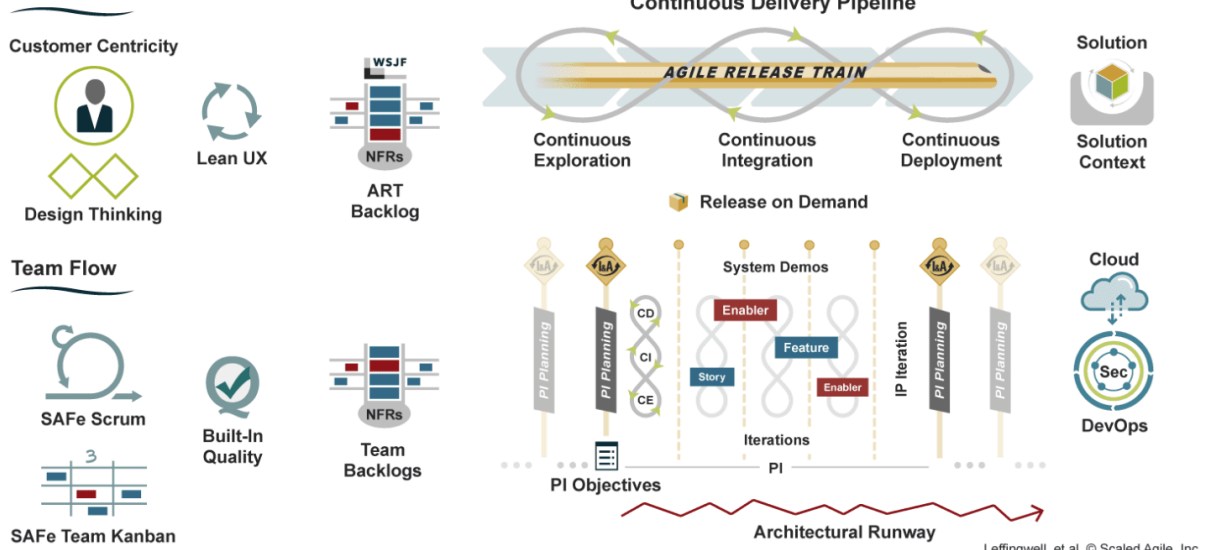
Portfolio Flow



Solution Train Flow



ART Flow



Lean-Agile Leadership



Lean-Agile Mindset



Core Values



SAFe Principles



Implementation Roadmap



SPC



Continuous Learning Culture

- Vision
- OKRs
- Roadmap
- AI
- Shared Services
- CoP
- System Team
- Measure & Grow

Leffingwell, et al. © Scaled Agile, Inc.



FACTS

MYTHS



Things people hate about SAFe

Over emphasis on training & certifications

Appropriation of other people's work/ ideas

Too easy for orgs to adopt SAFe and not change their ways of working

It's just not agile!

Too many roles/ made up roles

Implementation roadmaps

Fixed planning cycles

Too much jargon

Too prescriptive

Intense planning days

Planning too far in advance

Things people like about SAFe

Training &
Certifications

Big Room
Planning (PI
Planning)

Continuously
updated

Cross team
collaboration

Helps manage
dependencies

Common
vocabulary

Opens doors

Connect
strategy to
execution

Brings people
together

Builds continuous
improvement in

Focus on
business
Context

SAMe™



<https://www.linkedin.com/events/acceptingbottlenecks-bugs-andbs7191954887713198080/theater/>

SAMe

In reality
people don't
actually have
to do
anything

Takes the
stress out of
having to do
change

Still have a model that
you can use to claim
you are doing agile

Don't
change
anything

You can just
do the same
thing

Just renaming
things

Don't look at
bottlenecks
in the system

Don't address
dependencies

Appreciate
the status quo

Take small steps ...
in a circle

Three reasons why Equal Experts doesn't recommend the SAFe framework



- SAFe doesn't accelerate delivery speed
- SAFe doesn't satisfy product demand
- SAFe doesn't create adaptive architectures

<https://www.equalexperts.com/our-services/scale/>

<https://www.equalexperts.com/blog/our-thinking/problems-with-safe-framework/#:~:text=Equal%20Experts'%20advice%20is%20'don,doesn't%20satisfy%20product%20demand>

EE

An autocracy, full of top-down approvals and cross-team handoffs. You need to lead with context, but SAFe leads with command and control.

Teams were just given solutions to build. There was no autonomy with so many dependencies. PI planning would overrun beyond two days, and people didn't have the psych safety to vote down deliverables

SAFe is a gigantic, chaotic, three-legged race you want to avoid

Emphasizes outputs instead of outcomes, and assumes three months of unchanging market conditions and user needs

Release trains were functional areas, not value streams, so with no end-to-end ownership of user journeys we had a lot of dependency problems.

SAFe didn't create a product-led culture, control scope, or manage overheads

Adopting SAFe was supposed to improve the flow of work, but there was no change.

You need to be product-centric, but SAFe is project-centric.

WHO'S TO
BLAME?





“SAFe is designed for
enterprises and governments
at scale”



AGILE AT SCALE



JUN 26, 1930



JUL 7, 1930



JUL 24, 1930



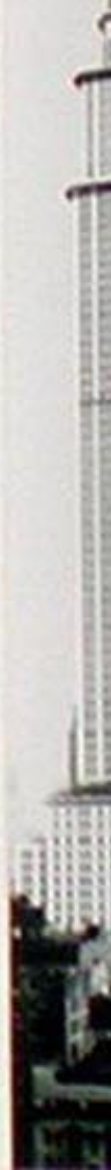
AUG 18, 1930

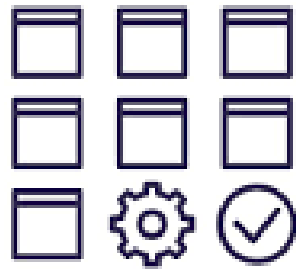
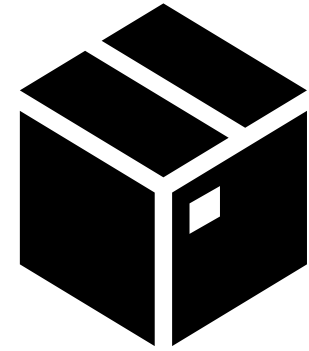
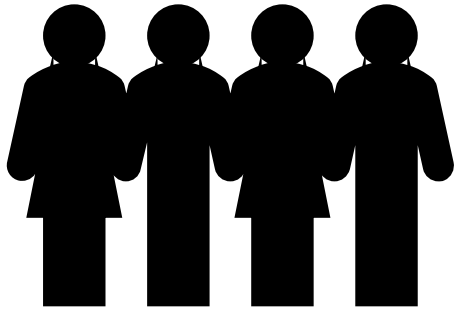


SEPT 8, 1930



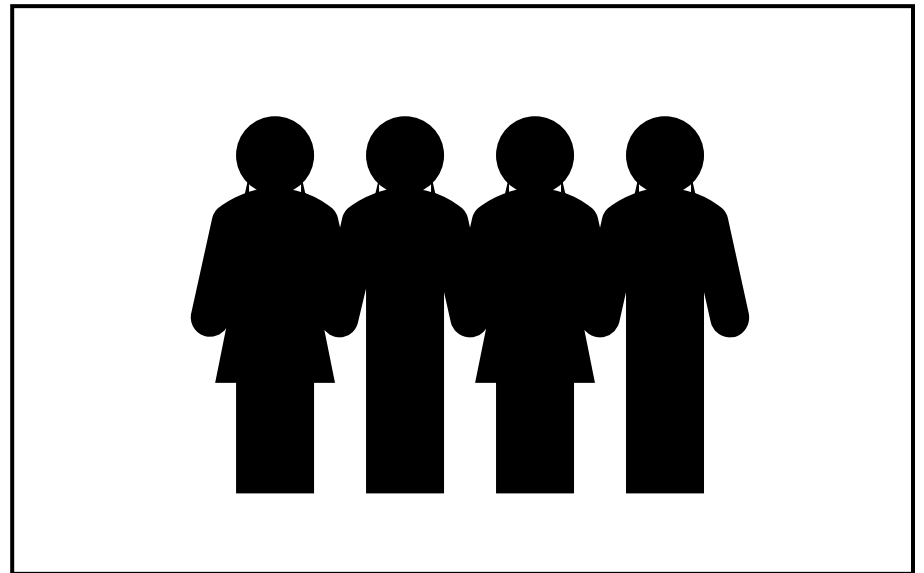
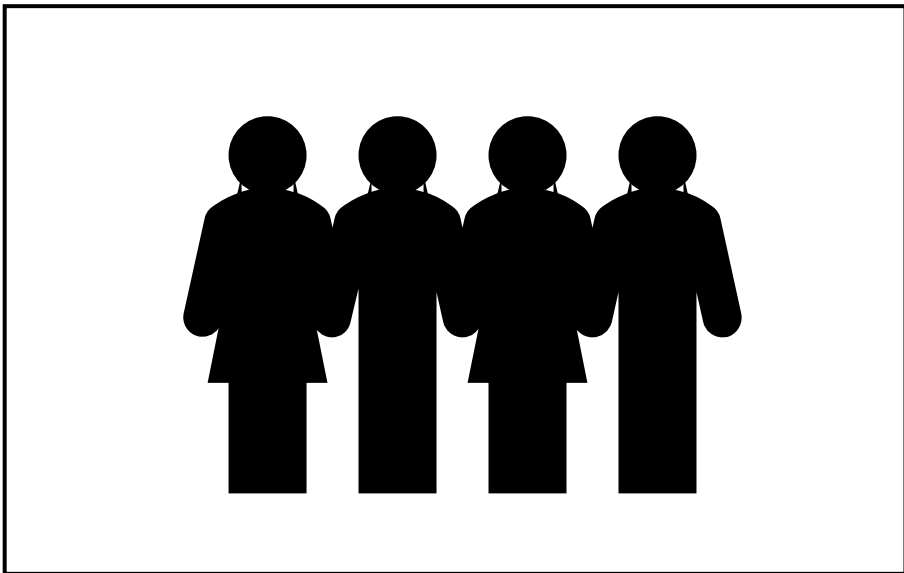
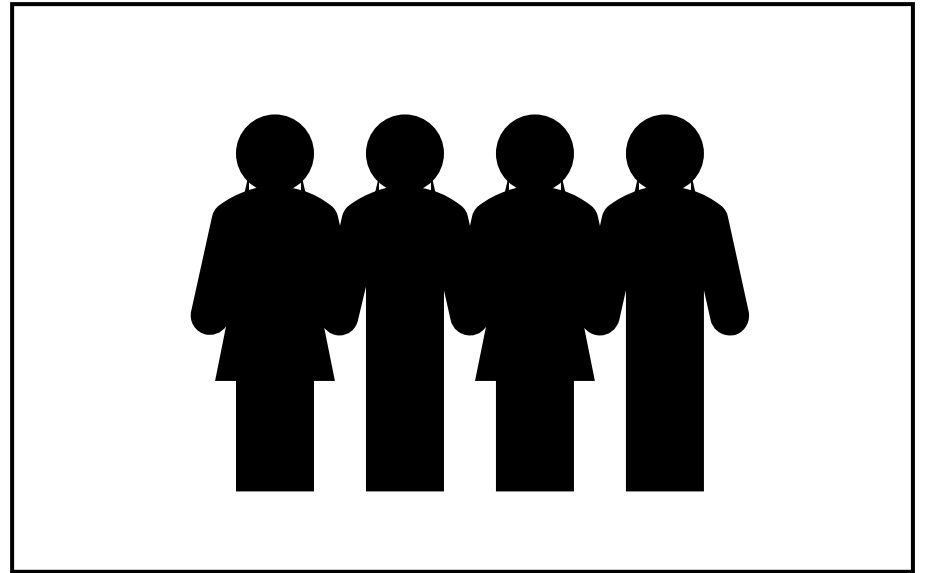
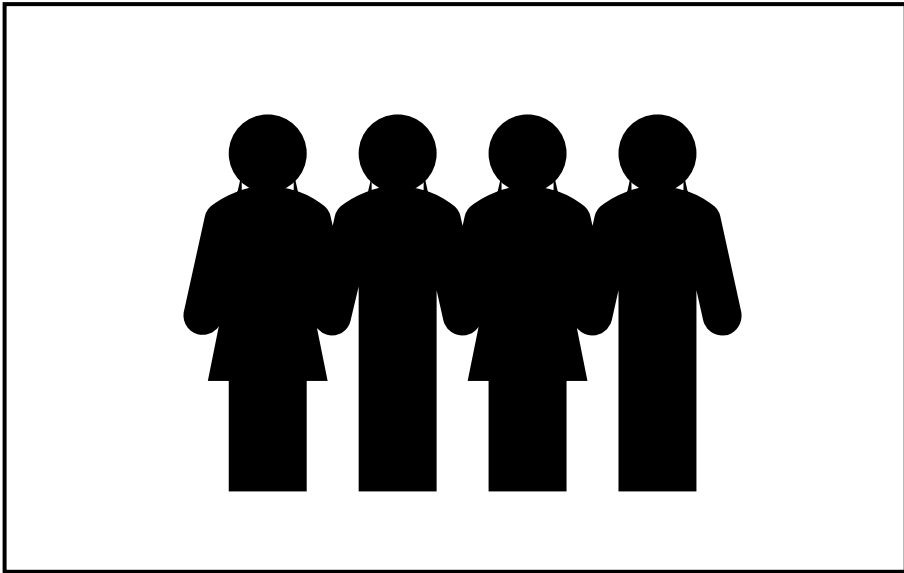
N

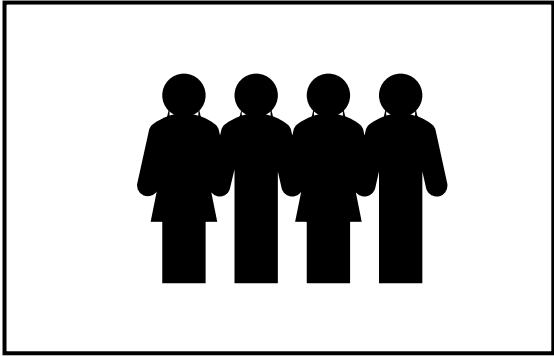
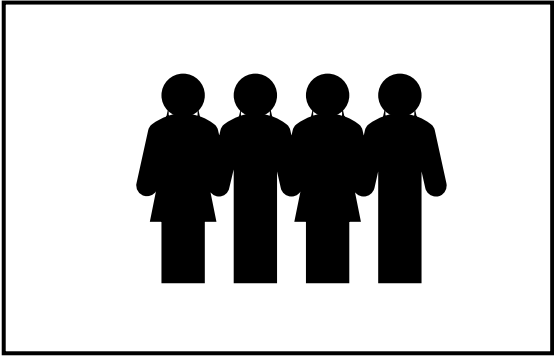
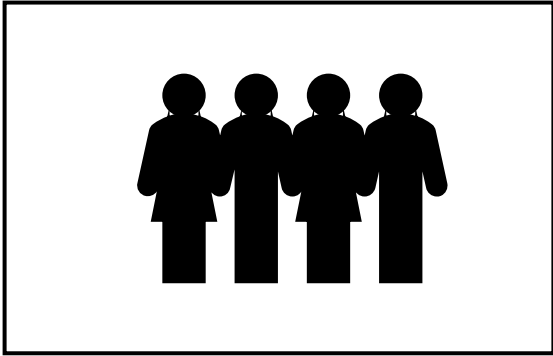
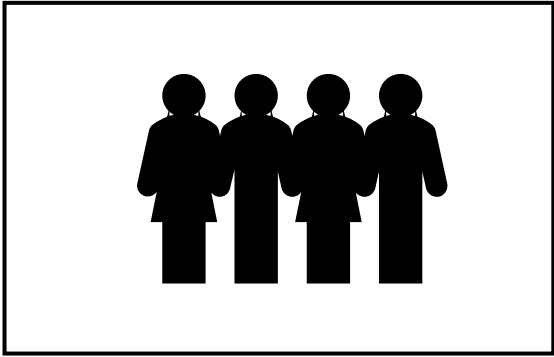
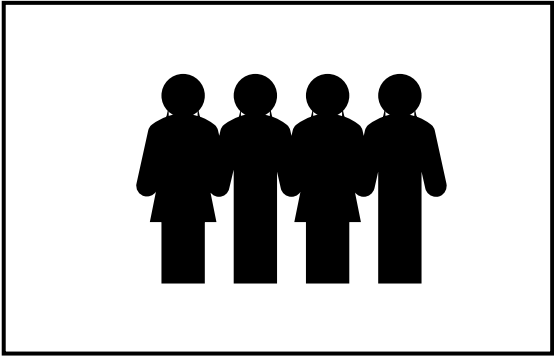
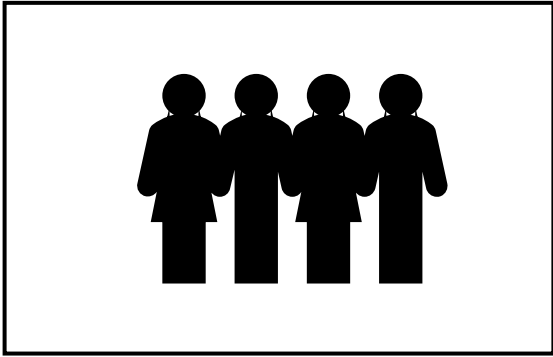
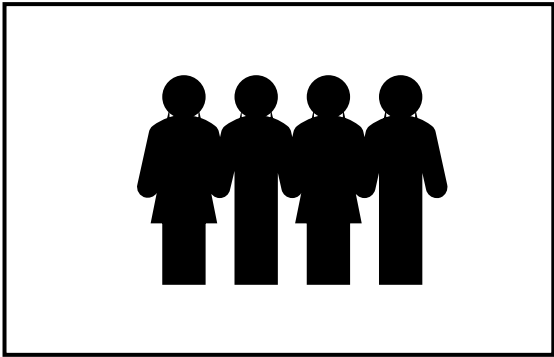
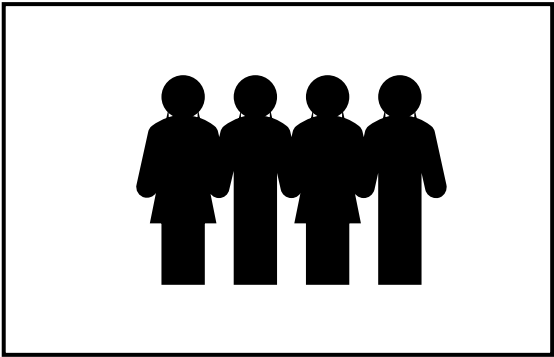
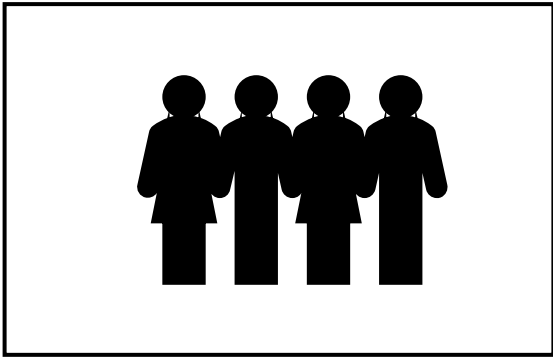


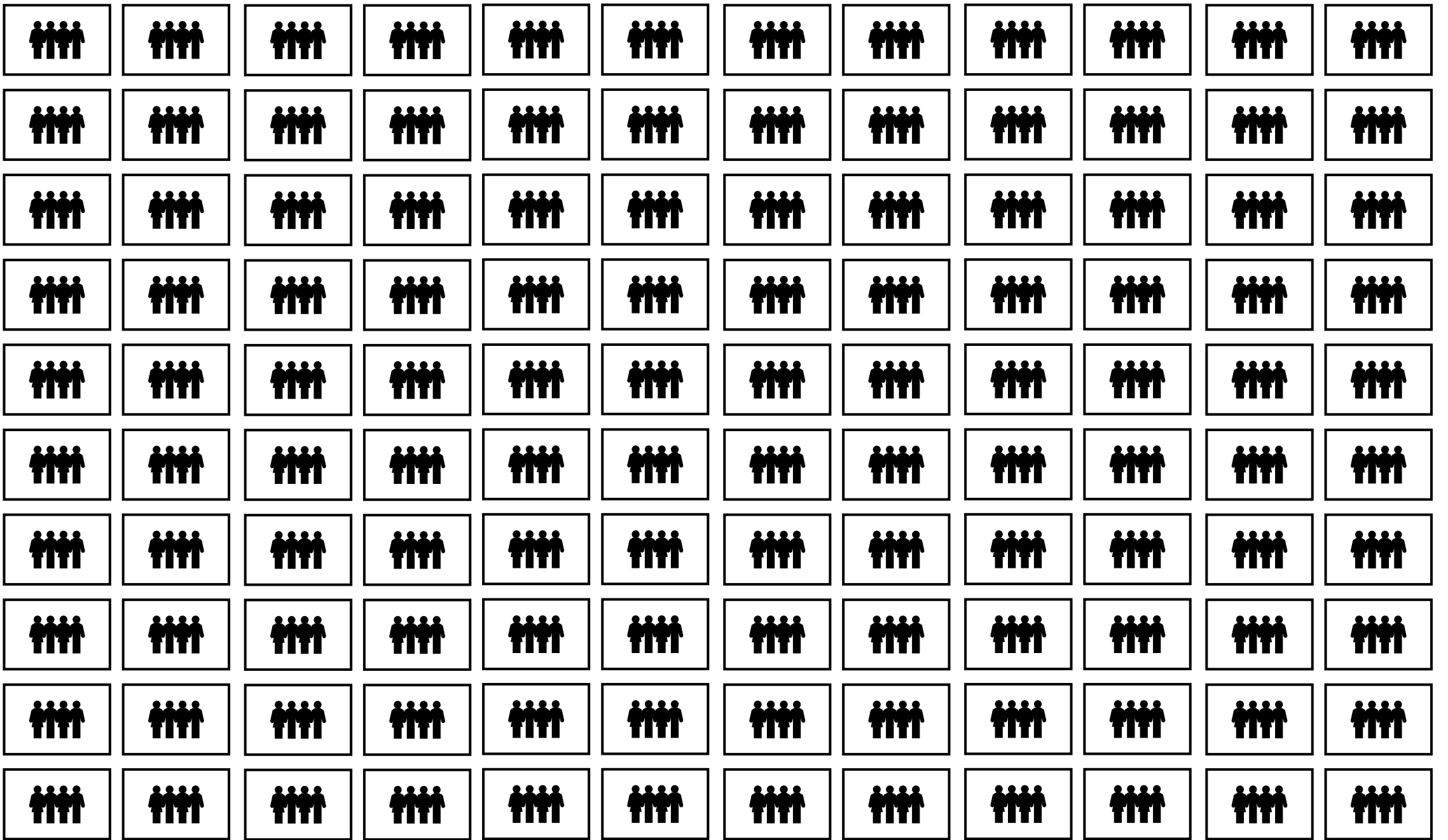


KANBAN









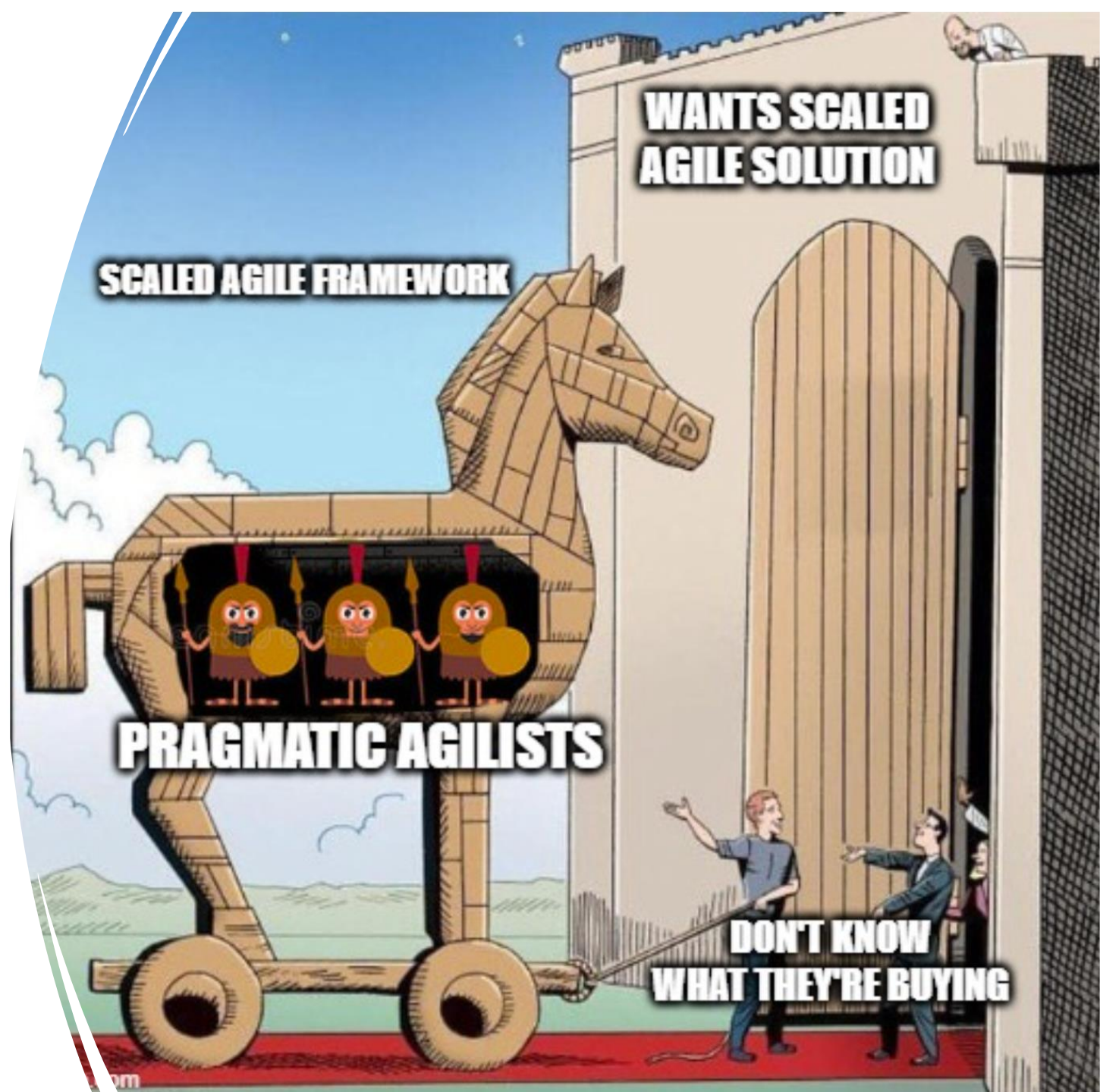
LARGE ENTERPRISES ALREADY HAVE...

- Command & control culture
- Hierarchies
- Dependencies (lots of them!!)
- Monoliths
- Projects
- Yearly planning cycles



So when they
say they want
SAFe ...

Give 'em Agile

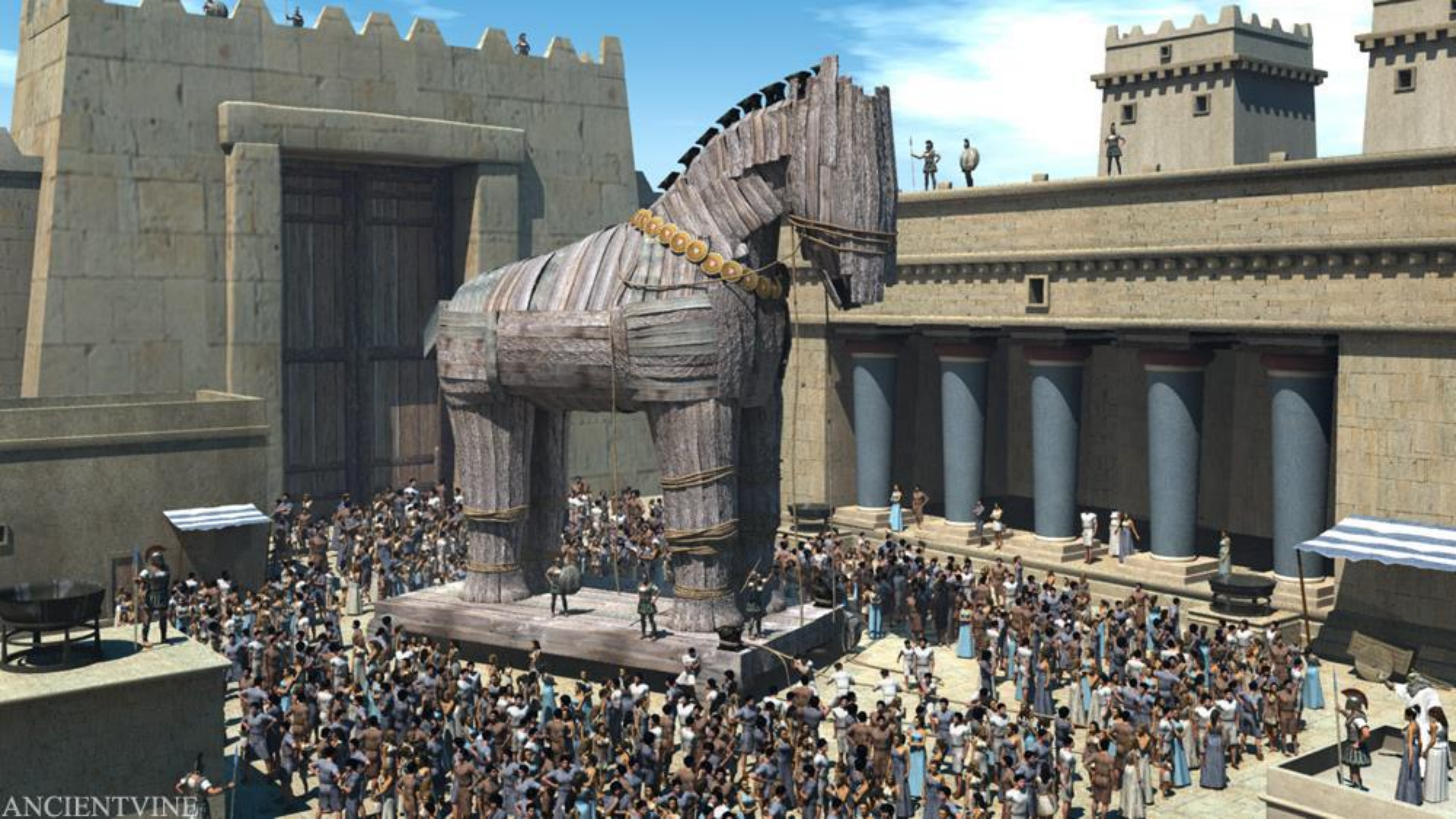


+
○ ●

“They won’t know
the difference
anyway!”

<https://dannorth.net/in-praise-of-swarming/>





BUSINESS AGILITY

Organizational Agility



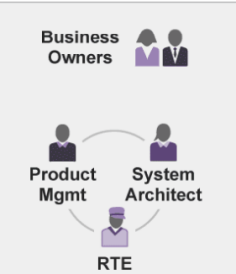
Lean Portfolio Management



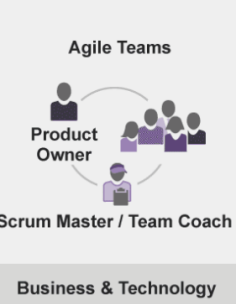
Enterprise Solution Delivery



Agile Product Delivery



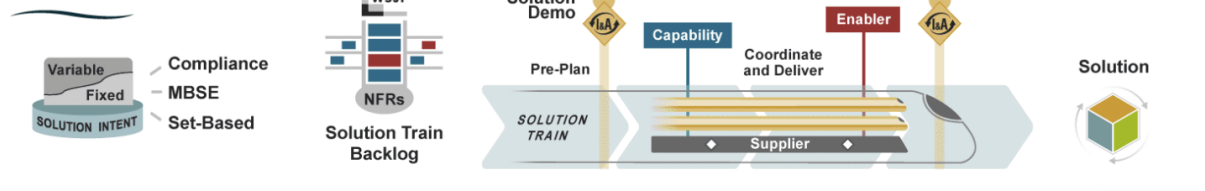
Team and Technical Agility



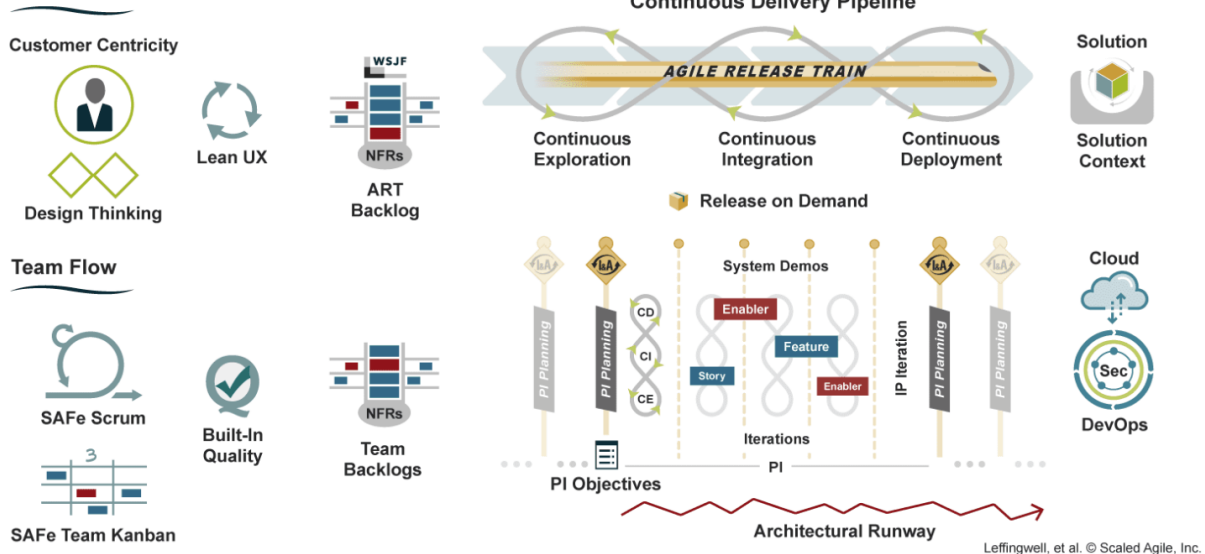
Portfolio Flow



Solution Train Flow



ART Flow



PORTFOLIO

LARGE SOLUTION

ESSENTIAL

- Vision
- OKRs
- Roadmap
- AI
- Shared Services
- CoP
- System Team
- Measure & Grow

Lean-Agile Leadership



Lean-Agile Mindset



Core Values



SAFe Principles



Implementation Roadmap



SPC



Continuous Learning Culture

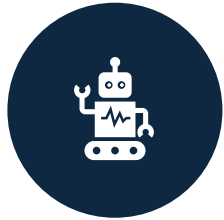
Leffingwell, et al. © Scaled Agile, Inc.



(APPREHENSIVELY)
I made my family disappear.



Trojan Horses



XP/ SCRUM/
KANBAN?



SCRUM OF
SCRUMS?



RELEASE
PLANNING?



INNOVATION?



FLIGHT
LEVELS



TEAM
TOPOLOGIES?



FLOW
METRICS



BUDGETING &
PLANNING



CI/CD



OKRS

TAKEAWAYS

- **Be courageous**
- **Be lean within the framework**
- **Empower yourself to be a real change agent!**



Meet people
where they are,
not where you
want them to be.

Meet people
where they are,
just don't leave
them there.



t

h

a

n

k

y

o

u



Eddie Kenny 

Enterprise Agility Coach (ICE-EC Certified Expert in Enterprise Coaching)

<https://www.linkedin.com/in/eddiekenny/>

