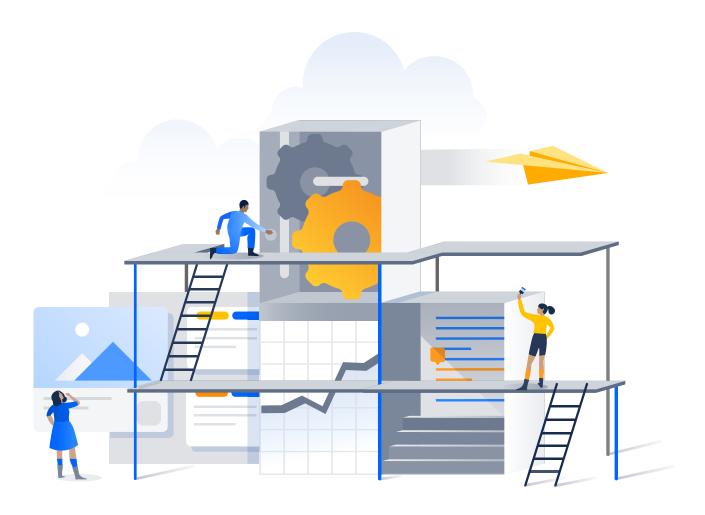
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Scaled Agile Frameworks in a Nutshell

Overwhelmed with the various frameworks out there that all claim to be the best for scaling agile? This eBook explains in short, simple terms how each of the frameworks come together to help you decide what's right for your organization.

Table of Contents

- 3 Introduction: What to know about scaled agile frameworks
- **4** SAFe
- 5 Hybrid Model
- 6 Lean Startup
- **7** LeSS
- 8 Disciplined Agile (DA)
- **9** Spotify
- 10 Scrum@Scale
- 11 Value Engineering
- 12 Conclusion



STEVE ELLIOTT Head of Jira Align

Introduction: What to Know About Scaled Agile Frameworks

Agile is an umbrella term for a set of iterative product development frameworks. With these methods, product development evolves through the collaborative effort of self-organizing and cross-functional teams and their customers and end users. It encourages adaptive planning, exploratory development, fast delivery, and continuous improvement. Rapid and flexible response to change is at the heart of the system.

Initially focusing strictly on empowering teams to be able to develop products and solutions faster and more efficiently, the tremendous success in doing business this way led to large enterprise-level organizations scaling the practice to meet their needs, even extending beyond the product organization. In 2011, Dean Leffingwell codified SAFe, the Scaled Agile Framework, in order to help bring the success that small teams have enjoyed with various agile methodologies such as Scrum or XP, but scaled to the enterprise. Using Jira Align, SAFe provides comprehensive guidance through the structure of Portfolio, Large Solution, Program, and Team Levels, connecting teams with vision and strategy.

Scaled agile methodologies are not limited to SAFe, though it is the most widely used framework in most large enterprise organizations. Other frameworks have been developed and implemented very successfully at scale. These include Disciplined Agile Development (DAD), LeSS, Scrum@Scale, Spotify, Lean Startup, hybrid combinations of these, and more.

Jira Align gives customers the flexibility to choose any of these frameworks, or create a model that picks and chooses the techniques and practices they find work best for them. We created this short guide to help you get a sense of which frameworks might be the right choice for your organization to further explore as a solution for your agile transformation.

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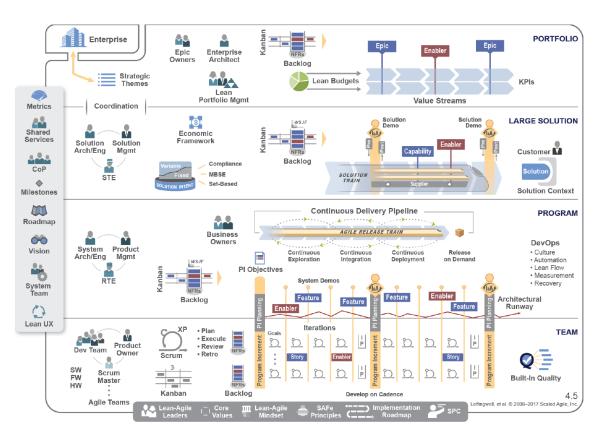
SAFe

Developed by Dean Leffingwell, the Scaled Agile Framework is a structured approach that helps large enterprises kick off their agile transformations.

The most widespread approach to scaling agile for enterprises, SAFe has helped many global companies realize the benefits of Agile while retaining some organizational structure.

SAFe operates at four distinct levels:

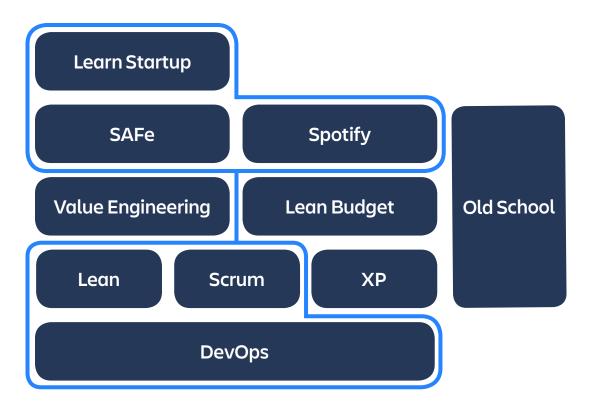
- Essential SAFe: the building blocks and simplest starting point for SAFe implementation.
- Large Solution SAFe: for developing complex solutions, but without the need for portfolio management.
- Portfolio SAFe: aligns execution with strategy by organizing development around value streams.
- Full SAFe: the most comprehensive version of the Framework that supports enterprises building and maintaining large integrated solutions.



Hybrid Model

Enterprise organizations need the flexibility to tailor their model based on a body of organizational best practices that change over time.

While doing this, it is important to enforce a few key guard rails to meet compliance and process requirements. Sometimes this involves merging traditional Waterfall practices with an Agile methodology or merging two or more Scaled Agile methodologies.



The end result is a framework customized to suit the specific needs of an enterprise product delivery team. As with the selection of any new framework or methodology, fit-to-purpose is important and Jira Align enables that flexibility.

Lean Startup

The Lean startup movement is underway in many of the world's best organizations. The basics are simple and focus on the following six principles:

Entrepreneurs are everywhere

You don't have to work in a garage to be in a startup.

Entrepreneurship is management

A startup is an institution, not just a product, so it requires management, a new kind of management specifically geared to its context.

Validated learning

Startups exist not to make stuff, make money, or serve customers. They exist to learn how to build a sustainable business. This learning can be validated scientifically, by running experiments that allow us to test each element of our vision.

Innovation accounting

To improve entrepreneurial outcomes, and to hold entrepreneurs accountable, we need to focus on the boring stuff: how to measure progress, how to setup milestones, how to prioritize work. This requires a new kind of accounting, specific to startups.

Build. Measure. Learn.

The fundamental activity of a startup is to turn ideas into products, measure how customers respond, and then learn whether to pivot or persevere. All successful startup processes should be geared to accelerate that feedback loop.

These principles are directly from Eric Ries's book *The Lean Startup*. You can learn more about these principles here. Jira Align was built around the principles of *The Lean Startup*, *Lean Enterprise* and *Lean Portfolio* to enable rapid ideation and innovation with continuous short feedback loops.

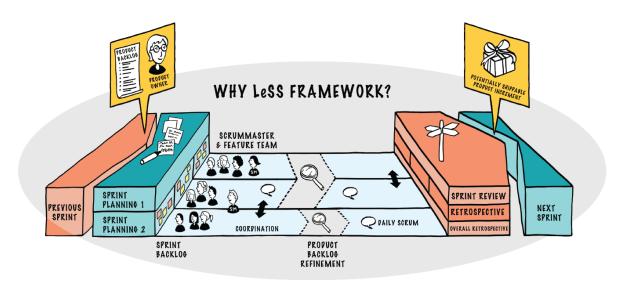
The following books are a great start for folks in interested in driving a Lean enterprise:



LeSS

LeSS is Scrum applied to large-scale development.

Based on the idea that providing too many rules, roles, and artifacts, while asking the organization to tailor it down, is fundamentally flawed, LeSS suggests scaling frameworks should be minimalistic to drive success. LeSS is divided into 2 levels: regular LeSS for 2-8 teams and LeSS-Huge for 8+ teams. These levels are built using teams as the organizational building block.

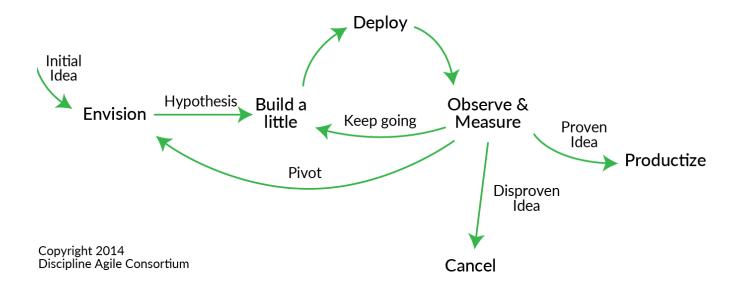


LeSS teams follow typical rules of Agile with members consistently spending all their time on the same team. With LeSS, management plays a smaller role. The product owner drives the direction of the team and while the team determines how they will deliver what the product owner requests. The key principle of LeSS stress is you cannot scale Agile successfully to the organization if you don't follow the principles correctly first.

Disciplined Agile (DA)

Disciplined Agile Delivery (DAD) is a people-first, learning-oriented hybrid Agile approach to IT solution delivery first developed by Scott Ambler and Mark Lines.

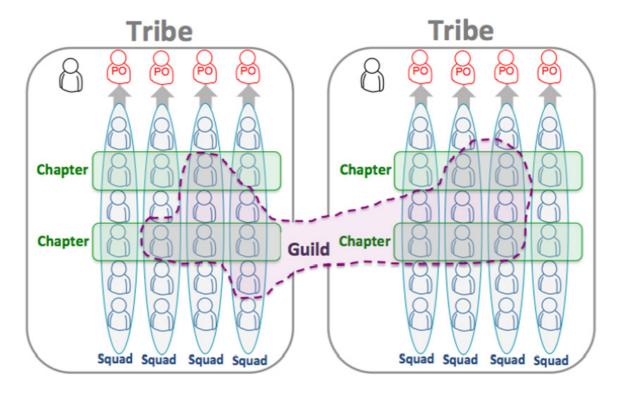
Based on their experiences designing the framework for IBM, DA is designed to cover the full end-to-end lifecycle from project initiation to delivery. The foundation of the Disciplined Agile framework, there are three phases of DA: Inception, Construction, and Transition.



DA is considered more flexible and easier to scale than other methods. DA recommends companies to scale Agile based on key factors that deliver the greatest customer value. Unlike other scaling methodologies, DA focuses on a full delivery lifecycle based on consumable solutions, including the working software and documentation.

Spotify

Spotify is people-driven, autonomous framework for scaling Agile. It stresses the importance of the culture and networks.



Spotify uses Tribes, Squads, Chapters, and Guilds. The foundation of the framework is the Squad, which acts like a Scrum team. The Squad self organizes, and determines the best way to work, from Scrum Sprints to Kanban to a hybrid approach. The Squad is single-product, single-project focused. A product owner prioritizes and manages the backlog for the Squad while an Agile coach works with them to accelerate transformation.

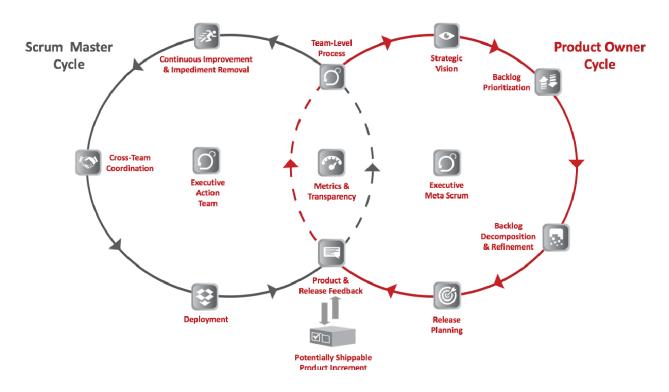
A Tribe is a group of Squads that is working on a common area. The Tribe is co-located with the Squad and limited to 100 people.

The Chapters are part of a Squad and are a group of team members working together. Last is the Guild, a group of people with shared interests.

Scrum@Scale

Scrum@Scale is an extension of the Scrum framework from one of the co-creators of scrum Jeff Sutherland.

Scrum@Scale is generally adopted by organizations that have already implemented Scrum successfully at the team level and are looking to implement the framework throughout the organization.



The main goal is to align growing organizations around one common and shared set of goals. Coordination is managed through a Scrum of Scrums, which is comprised of Scrum Masters from each team, and a MetaScrum, made up of product owners.

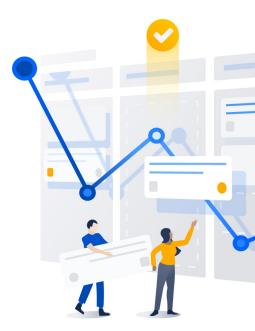
Value Engineering

Value Engineering is simply the use of a hypothesis to drive how blocks of work are funded in tranches.

Value is measured with rapid feedback loops and continuously compared with cost incurred. This information is leveraged regularly to drive investment and pivots.

In the modern economy, the biggest risk is the failure to create something that delivers value to users. Value Engineering / Lean thinking allows an enterprise to rapidly discard ideas that do not deliver value or will not be adopted sufficiently quickly so we don't waste our resources on them. However, the principles behind the Lean Startup can be applied to all kinds of activities within the enterprise, such as building internal tools, process improvement, organizational change, systems replacement, and programs.

Value Engineering consists of building a customer centric hypothesis that includes a definition of MVP and often is accompanied by a Lean canvas. Often the OTM (one metric that matters) is often used to build the value statement for the hypotheses. Value Engineering with rapid feedback loops enables a virtuous cycle of innovation in which "Run" activities enable growth. "Growth" activities fund innovation and the "Transform" actives are then operationalized to drive new "Run" activities. With Value Engineering / Lean thinking an enterprise can:



- · Adopt a mindset in which all our ideas are hypotheses
- · Safely explore opportunities in conditions of extreme uncertainty
- Invest the minimum amount of effort to obtain the maximum amount of learning
- · Create a clear vision and a shared understanding of the problem
- Make decisions on information gleaned from fast, inexpensive experiments
- Pivot or fold on bad ideas faster
- Engage customers early to act as co-creators of value
- · Focus on learning rather than revenue
- Focus on user engagement over quick financial gain

To learn more on driving a hypotheses approach for lean portfolio management backed by innovation accounting check out Lean Enterprise by Jez Humble, Joanne Molesky and Barry O'Reilly.

Conclusion

We hope that you found this summary of scaled agile frameworks a useful snapshot to use on your journey into agile transformation.

From SAFe to Spotify, there are plenty of factors to take into consideration as you get your enterprise ready to scale for success and select – or develop – the framework that works best for your company.

Jira Align is the only fully federated solution that supports all scaled agile frameworks. Request a demo at atlassian.com/software/jira/align today to see your favorite framework in action!





About Jira Align

Jira Align delivers the most comprehensive software solution available for scaling Agile to the enterprise. Jira Align transforms the way organizations enable and manage Agile productivity across their enterprise, portfolios, programs, and teams by aligning business strategy with technical execution.

We work with your existing tools (Jira, Rally, TFS, etc.) and bring together Agile and non-Agile teams in one intuitive and open platform.

Need top to bottom visibility for your scaled Agile teams? Visit atlassian.com/software/jira/align for more information, or contact us to get started today.

