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REFERENCE GUIDE
SCALED AGILE FRAMEWORK® FOR LEAN ENTERPRISES

Dean Leffingwell
with Richard Knaster, Inbar Oren, and Drew Jemilo

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Fabrice Bernhard,Benoît Charles-Lavauzelle

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roles activities and artifacts that constitute the Framework along with the foundational elements of values mindset principles and practices Education Training Key to Success The practice of SAFe is spreading rapidly throughout the world The majority of Fortune 100 U S companies have certified SAFe practitioners and consultants as do an increasing percentage of the Global 1000 enterprises Case study results visit scaledagileframework com case studies typically include 20 50% increase in productivity 50% increases in quality 30 75% faster time to market Measurable increases in employee engagement and job satisfaction With results like these the demand from enterprises seeking SAFe expertise is accelerating at a dramatic rate Successful implementations may vary in context but share a common attribute a workforce well trained and educated in SAFe practices This book along with authorized training and certification will help you understand how to maximize the value of your role within a SAFe organization The result is greater alignment visibility improved performance throughout the enterprise and ultimately better outcomes for the business   *SAFe 4.5 Reference Guide* Dean Leffingwell,2018   **SAFe 4.0 Reference Guide** Dean Leffingwell,2016   <u>SAFe 5.0 Distilled</u> Richard Knaster,Dean Leffingwell,2020-06-05 SAFe 5 0 The World s Leading Framework for Business Agility Those who master large scale software delivery will define the economic landscape of the twenty first century SAFe 5 0 is a monumental release that I am convinced will be key in helping countless enterprise organizations succeed in their shift from project to product Dr Mik Kersten CEO of Tasktop and author of the book Project to Product Business agility is the ability to compete and thrive in the digital age by quickly responding to unprecedented market changes threats and emerging opportunities with innovative business solutions SAFe 5 0 Distilled Achieving Business Agility with Scaled Agile Framework explains how adopting SAFe helps enterprises use the power of Agile Lean and DevOps to outflank the competition and deliver complex technology based business solutions in the shortest possible time This book will help you Understand the business case for SAFe its benefits and the problems it solves Learn the technical organizational and leadership competencies needed for business agility Refocus on customer centricity with design thinking Better align strategy and execution with Lean Portfolio Management Learn the leadership skills needed to thrive in the digital age Increase the flow of value to customers with value stream networks Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details   *SAFe 4.0 Distilled* Richard Knaster,Dean Leffingwell,2017-04-04 SAFe The World s Leading Framework for Enterprise Agility SAFe 4 0 Distilled is the book we ve all been waiting for It breaks down the complexity of the Framework into easily digestible explanations and actionable guidance A must have resource for beginners as well as seasoned practitioners Lee Cunningham Sr Director Enterprise Agile Strategy at VersionOne Inc To succeed in today s adapt or die marketplace businesses must be able to rapidly change the way they create and deliver value to their customers Hundreds of the world s most successful companies including Hewlett Packard Enterprise AstraZeneca Cisco and Philips have turned to the Scaled Agile Framework SAFe to achieve agility at scale and maintain a competitive edge SAFe 4 0 Distilled Applying the Scaled Agile Framework for Lean

Software and Systems Engineering explains how adopting SAFe can quickly improve time to market and increase productivity quality and employee engagement In this book you will Understand the business case for SAFe its benefits the problems it solves and how to apply it Get an overview of SAFe across all parts of the business team program value stream and portfolio Learn why SAFe works the power of SAFe s Lean Agile mindset values and principles Discover how systems thinking Agile development and Lean product development form the underlying basis for SAFe Learn how to become a Lean Agile leader and effectively drive an enterprise wide transformation *SAFe 4.5 Distilled* Richard Knaster,Dean Leffingwell,2018-07-20 SAFe The World s Leading Framework for Enterprise Agility Philips is continuously driving to develop high quality software in a predictable fast and Agile way SAFe addresses this primary goal and offers these further benefits reduced time to market improved quality stronger alignment across geographically distributed multi disciplinary teams and collaboration across teams to deliver meaningful value to customers with reduced cycle time Sundaresan Jagadeesan SW CoE Program Director Philips To succeed in today s adapt or die marketplace businesses must be able to rapidly change the way they create and deliver value to their customers Hundreds of the world s most successful companies including Intel Capital One AstraZeneca Cisco and Philips have turned to the Scaled Agile Framework SAFe to achieve agility at scale and maintain a competitive edge SAFe 4 5 Distilled Applying the Scaled Agile Framework for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase productivity quality and employee engagement In this book you will Understand the business case for SAFe its benefits the problems it solves and how to apply it Get an overview of SAFe across all parts of the business team program value stream and portfolio Learn why SAFe works the power of SAFe s Lean Agile mindset values and principles Discover how systems thinking Agile development and Lean product development form the underlying basis for SAFe Learn how to become a Lean Agile leader and effectively drive an enterprise wide transformation Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details **Large-Scale Agile Frameworks** Sascha Block,2023-08-17 The book Large Scale Agile Frameworks provides practical solutions for cross team and cross functional prioritization of requirements and documentation for enterprises It reflects the interplay of current technology trends such as cloud computing and organizational requirements for microservices Organizations are increasingly required to align their IT strategy with customer needs for customer centric and service oriented products and services The book analyzes the unique requirements of a differentiated software service offering and shows how agile principles are effective in addressing these issues The book also highlights the importance of large scale agile development and provides guidance to organizations on how to transform their structure towards agile prioritization The book covers various appropriate models methodologies and agile tools and provides recommendations for cross functional prioritization of requirements It also considers the need for IT security and shows how it can be integrated into the overall agile development process **Proceedings of the XVI International symposium Symorg 2018** Nevenka

Žarkić-Joksimović,Sanja Marinković,2018-06-12 **Agile Processes in Software Engineering and Extreme Programming – Workshops** Rashina Hoda,2019-08-30 This open access book constitutes the research workshops doctoral symposium and panel summaries presented at the 20th International Conference on Agile Software Development XP 2019 held in Montreal QC Canada in May 2019 XP is the premier agile software development conference combining research and practice It is a hybrid forum where agile researchers academics practitioners thought leaders coaches and trainers get together to present and discuss their most recent innovations research results experiences concerns challenges and trends Following this history for both researchers and seasoned practitioners XP 2019 provided an informal environment to network share and discover trends in Agile for the next 20 years Research papers and talks submissions were invited for the three XP 2019 research workshops namely agile transformation autonomous teams and large scale agile This book includes 15 related papers In addition a summary for each of the four panels at XP 2019 is included The panels were on security and privacy the impact of the agile manifesto on culture education and software practices business agility agile s next frontier and Agile the next 20 years **Right to Left** Mike Burrows,2019-08-15 Do you see in digital technology the opportunity to meet customer needs more effectively Do you recognise that this may have profound implications for how your organisation should work Do you want to help bring that about Regardless of whether you consider yourself a technologist if your answer to those questions is e yese you are what we refer to in this book as a _digital leader _ If you can see yourself as a digital leader aspire to be one or think that sometime soon you might need to become one then this book is for you Or perhaps you re here primarily to feed an existing interest in Lean and Agile Whatever your current level of knowledge this book is for you too especially if you re interested also in organisation design and leadership You will find here both an accessible guide to the Lean Agile landscape and through the Right to Left metaphor a helpfully challenging perspective on it The book s digital scope might not coincide exactly with yours but it s rich with authentic examples not only of Lean Agile practice but of right to left needs based and outcome oriented thinking too Topics covered in Right to Left all viewed through a lens that puts needs and outcomes ahead of solutions Lean Agile and Lean AgileKey frameworks team level scale independent and scaledGovernance and strategyLeadership and organisation **Systems, Software and Services Process Improvement** Murat Yilmaz,Paul Clarke,Richard Messnarz,Michael Reiner,2021-08-26 This volume constitutes the refereed proceedings of the 28th European Conference on Systems Software and Services Process Improvement EuroSPI 2021 held in Krems Austria in September 2021 The 42 full papers and 9 short papers presented were carefully reviewed and selected from 100 submissions The volume presents core research contributions and selected industrial contributions Core research contributions SPI and emerging software and systems engineering paradigms SPI and team skills and diversity SPI and recent innovations SPI and agile SPI and standards and safety and security norms SPI and good bad SPI practices in improvement SPI and functional safety and cybersecurity digitalisation of industry infrastructure and e mobility Selected

industrial contributions SPI and emerging software and systems engineering paradigms SPI and recent innovations SPI and agile SPI and standards and safety and security norms SPI and good bad SPI practices in improvement SPI and functional safety and cybersecurity digitalisation of industry infrastructure and e mobility virtual reality The conference was partially held virtually due to the COVID 19 pandemic   **Unlocking Agile's Missed Potential** Robert Webber,2022-08-02 UNLOCKING AGILE S MISSED POTENTIAL Agile has not delivered on its promises The business side expected faster time to market but they still experience the long delays of bloated releases Engineers thought they would be given time to build the product right the first time but they are rushed under pressure to deliver new features within impossible schedules What went wrong The culprit is feature based waterfall release planning perpetuated in a vain attempt to achieve business predictability Agile didn t address the business need for multi year financial predictability The Agile community s answer was the na ve response The business needs to be more Agile Waterfall release planning with fixed schedules undercuts a basic tenet of Agile development the need to adjust content delivered within a timebox to account for evolving requirements and incorporation of feedback Agile without flexible content is not Agile This book introduces a novel solution that enables product teams to deliver higher value within shorter cycle times while meeting the predictability needs of the business Organizations today want product teams that break down walls between product management and engineering to achieve schedule and financial objectives Until now they haven t had a way to implement product teams within the rigid constraints of traditional organizational structures The Investment planning approach described in this book supports small development increments planned and developed by product teams aligned by common schedule and financial goals It uses Cost of Delay principles to prioritize work with the highest value and shortest cycle times Investments provide a vehicle for collaboration and innovation and fulfill the promise of highly motivated self directed Agile development teams This book is for engineers product managers and project managers who want to finally do Agile the way it was envisioned This book is also for leaders who want to build high performance teams around the inherent motivational environment of Agile when done right Foreword by Steve McConnell author of More Effective Agile A Roadmap for Software Leaders Construx Press 2019   Leading SAFe (Scaled Agile Framework) 4.0 Dean Leffingwell,2016 9 Hours of Video Instruction Leading SAFe 4 0 LiveLessons 2nd Edition provides an in depth exploration of version 4 of the Scaled Agile Framework SAFe and how to lead a Lean Agile transformation by leveraging SAFe and its underlying principles of lean systems thinking agile development and product development flow By applying SAFe across the enterprise software dependent organizations can improve time to market productivity quality and employee engagement making them more agile in the marketplace and more competitive in their industries Praise for the first edition of Leading SAFe LiveLessons This was my first introduction to the SAFe framework and although overwhelming it is well put together and full of hands on exercises and videos to enforce the concepts This course takes you through the entire framework from Team to Program and details the activities involved in each level Dean adds a

few extras toward the end that cover leadership and team motivation Excellent course to have as a reference as my organization goes through this transformation 5 out 5 Ranking Keisha Harris Courtesy of FrontRowAgile Description The goal of this course is to equip you with the knowledge necessary to lead a Lean Agile transformation at enterprise scale Your guide will be Chief Methodologist Dean Leffingwell the creator of the framework In his signature pragmatic style Dean leads you through eight key lessons where you ll get high level overviews as well as specifics where you most need them exercises to test yourself on what you ve learned and at the end of the course clear cut steps you can take to start your journey of transformation After watching this video you can expect to have an understanding of the Scaled Agile Framework Lean thinking and embracing Agility how to apply SAFe s Nine Lean Agile principles how to plan execute and implement an Agile Release Train how to build really large systems in a lean and agile manner how to build and operate an Agile Portfolio the leadership skills necessary to achieve the next level of enterprise performance and how to better lead this next generation of knowledge workers About the Instructor Widely recognized as one of the world s foremost authorities on software and systems development Dean Leffingwell is an author entrepreneur and software development methodologist His two best selling books Agile Software Requirements Lean Requirements Practices for Teams Prog **Intelligent and Sustainable Engineering Systems for Industry 4.0 and Beyond** Tulsi Pawan Fowdur,Dragorad A. Milovanovic,Zoran S. Bojkovic,2025-02-21 The Fourth Industrial Revolution Industry 4 0 aims to significantly improve the flexibility versatility usability and efficiency of future smart factories However the concept of Industry 4 0 is not only limited to the factory but also encompasses the entire life cycle of the product that is from production and suppliers to end users Industry 4 0 delivers seamless vertical and horizontal integration down the entire value chain and across all layers of the automation pyramid Industry 4 0 has its roots in a project for the high tech strategy of the German Government back in 2011 which led to the progression of cyber physical systems into cyber physical production systems CPPS CPPS can make intelligent decisions through real time communication and cooperation between manufacturing entities Smart Factory which is based on CPPS and artificial intelligence AI is one of the key associated initiatives of Industry 4 0 This enables flexible production of high quality personalized products with mass efficiency Another important aspect of Industry 4 0 is sustainable engineering systems that can help make its processes align with the United Nations Sustainable Development Goals UN SDGs Sustainable and intelligent engineering systems such as 5G Industrial IoT robotics and automation renewable energy logistics and even intelligent waste management can be the main enablers of Industry 4 0 This is a multidisciplinary book and is meant for anyone with a basic engineering background interested in acquiring a solid foundation in the fundamental concepts and state of the art research trends in Industry 4 0 It explores the application of AI and machine learning as well as sustainable engineering systems which can be the main drivers for Industry 4 0 and beyond and have a significant impact on the UN SDGs Systems Analysis and Design Alan Dennis,Barbara Wixom,David Tegarden,2020-11-17 Systems Analysis

and Design An Object Oriented Approach with UML Sixth Edition helps students develop the core skills required to plan design analyze and implement information systems Offering a practical hands on approach to the subject this textbook is designed to keep students focused on doing SAD rather than simply reading about it Each chapter describes a specific part of the SAD process providing clear instructions a detailed example and practice exercises Students are guided through the topics in the same order as professional analysts working on a typical real world project Now in its sixth edition this edition has been carefully updated to reflect current methods and practices in SAD and prepare students for their future roles as systems analysts Every essential area of systems analysis and design is clearly and thoroughly covered from project management to analysis and design modeling to construction installation and operations The textbook includes access to a range of teaching and learning resources and a running case study of a fictitious healthcare company that shows students how SAD concepts are applied in real life scenarios **The Lean Tech Manifesto: Learn the Secrets of Tech Leaders to Grasp the Full Benefits of Agile at Scale** Fabrice Bernhard,Benoît Charles-Lavauzelle,2024-05-07 The powerful new method for streamlining digital product development accelerating delivery and scaling innovation all in just one year Whether you re a production manager or CEO The Lean Tech Manifesto provides what you need to dramatically improve operations and get ahead of the competition This groundbreaking book written by the celebrated leaders of Theodo shows how to combine Lean strategy with the speed and scale of digital for optimal efficiency You ll learn how to Create a culture of problem solving and knowledge sharing Scale up even when faced by a major increase in demand Deploy faster implementation Measure client satisfaction Improve teamwork between product devs and ops Recruit good developers and keep them Fabrice and Beno t are famous for being among the first tech founders to successfully put Lean methodology to practical use and their company is a Deloitte Fast 50 company and the FT 1000 list The Lean Tech Manifesto is a major step toward solving your greatest challenge getting ahead of the competition without the need for massive investments in staff and resources which always result in higher levels of organizational confusion and waste *SAFe 4.0 Distilled* Richard Knaster. Dean Leffingwell,2017 **SAFe 4.5 Distilled** Dean Leffingwell,2018 SAFe The World s Leading Framework for Enterprise Agility Philips is continuously driving to develop high quality software in a predictable fast and Agile way SAFe addresses this primary goal and offers these further benefits reduced time to market improved quality stronger alignment across geographically distributed multi disciplinary teams and collaboration across teams to deliver meaningful value to customers with reduced cycle time Sundaresan Jagadeesan SW CoE Program Director Philips To succeed in today s adapt or die marketplace businesses must be able to rapidly change the way they create and deliver value to their customers Hundreds of the world s most successful companies including Intel Capital One AstraZeneca Cisco and Philips have turned to the Scaled Agile Framework SAFe to achieve agility at scale and maintain a competitive edge SAFe 4 5 Distilled Applying the Scaled Agile Framework for Lean Enterprises explains how adopting SAFe can quickly improve time to market and increase

productivity quality and employee engagement In this book you will Understand the business case for SAFe its benefits the problems it solves and how to apply it Get an overview of SAFe across all parts of the business team program value stream and portfolio Learn why SAFe works the power of SAFe s Lean Agile mindset values and principles Discover how systems thinking Agile development and Lean product development form the underlying basis for SAFe Learn how to become a Lean Agile leader and effectively drive an enterprise wide transformation Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details   Leading SAFe Scaled Agile Framework 4.5 LiveLessons Dean Leffingwell,2017 9 Hours of Video Instruction Leading SAFe 4 5 LiveLessons 3rd Edition provides an in depth exploration of version 4 5 of the Scaled Agile Framework SAFe and how to lead a Lean Agile transformation by leveraging SAFe and its underlying principles of lean systems thinking agile development and product development flow By applying SAFe across the enterprise software dependent organizations can improve time to market productivity quality and employee engagement making them more agile in the marketplace and more competitive in their industries With the release of SAFe 4 5 this course brings you up to speed on the latest advances in the Framework The newly configurable and newly named SAFe 4 5 for Lean Enterprises is the result of research from hundreds of implementations customer and community feedback and advances made in the knowledge bases SAFe is built on As you learn more you ll find SAFe 4 5 to be leaner more Agile and more supportive of faster innovation and learning than any of its predecessors Moreover SAFe 4 5 can now be configured to match your organization s needs SAFe Version 4 5 allows companies to Innovate and test ideas more quickly using the Lean Startup Cycle and Lean User Experience Lean UX Deliver much faster with Scalable DevOps and the Continuous Delivery Pipeline Simplify governance and improve portfolio performance with Lean Portfolio Management LPM Configure SAFe to the enterprise context Implement SAFe more quickly and more successfully with the Implementation Roadmap Praise for the previous edition of Leading SAFe LiveLessons This was my first introduction to the SAFe framework and although overwhelming it is well put together and full of hands on exercises and videos to enforce the concepts This course takes you through the entire framework from Team to Program and details the activities involved in each level Dean adds a few extras toward the end that cover leadership and team motivation Excellent course to have as a reference as my organization goes through this transformation 5 out 5 Ranking Keisha Harris Description The goal of this course is to equip you with the knowledge necessary to lead a Lean Agile transformation at enterprise scale Your guide will be Chief Methodologist Dean Leffingwell the creator of the framework In his signature pragmatic style Dean leads you through nine key lessons where you ll get high level overviews as well as specifics where you mos

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