Boost your Portfolio with SAFe® and Lean UX
SAFe®
Design sprint
Lean startup

A Big Friendly Giant journey through agility
Special Thanks!

To

Rachel Jolin Dubois
co-author of the Kracow version of this presentation

Jérôme Froville
My pair worker on this new version
Thank you!

Agile Cambridge Organizers
Sponsors
my company Pôle emploi
Bonjour!

I am Cécile Auret

I am a change agent and SAFe® Program Consultant 4.0.
You can find me on LinkedIn
https://www.linkedin.com/in/auret/
I belong to a team of internal agile coaches and trainers.
Who is Pôle emploi?
The French national employment agency: caught between *government influence* and *competition*
36 billion euros paid to our beneficiaries in 2015
5,1 millions
job posts published on pole-emploi.fr

4 millions
visits on our website ... on a daily basis!

57,000
employees fully dedicated to our beneficiaries
A potential for a lot of silos...
... and a long history leading to complex systems

1,600 employees in the IT division
+ outsourcing
+ support functions
Deep roots in project based portfolio

- IPMA certifications
- Many project managers

In 2015, a portfolio management...
- Done on a **yearly basis**
- Success = low deviations from the plan
- Consisting of **projects** of different sizes, ranging from 50 to 5,000 man days

Still, we deploy 4 releases into production per year using project based methods
A bit of our lean-agile journey

- **2003**: XP practices, Iterative approaches
- **2010**: SCRUM, Kanban
- **2012**: Lean early stages, Cultural barriers
- **2013**: Scrum spreads (internet teams), Lean yellow belts
- **2014**: Core system redesign agile project: stopped
We have **difficulties** using **agile** with **big projects** and when there are **lots of dependencies**

We must find a way of **scaling agile**!
Scaling agile
SAFe® changed our lives!

- Strategic program launch
- Launching 5 more trains
- Top management chooses SAFe® for strategic programs
- Piloting SAFe® on strategic program
- Middle management buys-in

SAFe® is a registered mark of Scaled Agile, Inc.
SAFe® in one big picture

http://www.scaledagileframework.com/
SAFe® in one big picture
SAFe® in one big picture
SAFe® PI planning drives alignment and collaboration
# PI Planning SAFe®: the Agenda

<table>
<thead>
<tr>
<th>Jour 1 : 27/01</th>
<th>Jour 2 : 28/01</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8h00</strong></td>
<td><strong>8h00</strong></td>
</tr>
<tr>
<td>Café d'accueil</td>
<td>Café d'accueil</td>
</tr>
<tr>
<td>Contexte métier – 30’</td>
<td>Rappel ajustements à faire suite aux arbitrages – 30’</td>
</tr>
<tr>
<td><strong>9h00</strong></td>
<td><strong>9h00</strong></td>
</tr>
<tr>
<td>Vision du produit / de la solution – 60’</td>
<td>Vision du produit / de la solution – 60’</td>
</tr>
<tr>
<td>Mode sécours – Cécilia 20’</td>
<td>Mode sécours – Cécilia 20’</td>
</tr>
<tr>
<td>BPM – Christophe et Julien C. 20’</td>
<td>BPM – Christophe et Julien C. 20’</td>
</tr>
<tr>
<td>Diagnostic – Laurent B. 20’</td>
<td>Diagnostic – Laurent B. 20’</td>
</tr>
<tr>
<td><strong>10h00</strong></td>
<td><strong>10h00</strong></td>
</tr>
<tr>
<td>Vision de l'architecture et des pratiques de développement – 30’</td>
<td>Vision de l'architecture et des pratiques de développement – 30’</td>
</tr>
<tr>
<td><strong>11h00</strong></td>
<td><strong>11h00</strong></td>
</tr>
<tr>
<td>Consignes de déroulement de la réunion – 30’</td>
<td>Consignes de déroulement de la réunion – 30’</td>
</tr>
<tr>
<td>Déjeuner</td>
<td>Déjeuner</td>
</tr>
<tr>
<td><strong>12h00</strong></td>
<td><strong>12h00</strong></td>
</tr>
<tr>
<td>Travaux par équipe 1ère tour – 3H</td>
<td>Travaux par équipe 2ème tour – 2H30</td>
</tr>
<tr>
<td><strong>13h00</strong></td>
<td><strong>13h00</strong></td>
</tr>
<tr>
<td><strong>14h00</strong></td>
<td><strong>14h00</strong></td>
</tr>
<tr>
<td>Revue des premiers plans – 60’</td>
<td>Revue des plans finalisés – 60’</td>
</tr>
<tr>
<td><strong>15h00</strong></td>
<td><strong>15h00</strong></td>
</tr>
<tr>
<td></td>
<td>Risques sur le programme – 60’</td>
</tr>
<tr>
<td></td>
<td>Pause – 15’</td>
</tr>
<tr>
<td></td>
<td>Vote de confiance – 15’</td>
</tr>
<tr>
<td><strong>16h00</strong></td>
<td><strong>16h00</strong></td>
</tr>
<tr>
<td></td>
<td>Mini rétro de la réunion et prochaines étapes – 10’</td>
</tr>
<tr>
<td><strong>17h00</strong></td>
<td><strong>17h00</strong></td>
</tr>
<tr>
<td>Revue des plans par le management et arbitrages – 30’</td>
<td></td>
</tr>
<tr>
<td><strong>18h00</strong></td>
<td><strong>18h00</strong></td>
</tr>
</tbody>
</table>

SAFe® is a registered mark of Scaled Agile, Inc.
PI Planning SAFe®: a Team Board

- **PI Objectives**
- **Enabler**
- **Dependency**
- **Story**
- **Planned Feature**
- **End to end testing**
- **Improvement story**
- **Risks (already moved to risk board)**
PI Planning SAFe®: the Program Board

Sprints as rows
Teams as columns
Dependency
Dependency link
Planned Feature

SAFe® is a registered mark of Scaled Agile, Inc.
PI Planning SAFe®: the risks Board

- To do
- Owned
- Mitigated
- Accepted
- Resolved

SAFe® is a registered mark of Scaled Agile, Inc.
SAFe® solves our dependency management problem...

...but!
The tool you just released is very pretty...

but we don’t need it!
So, what should we improve?
end-users
focus
We’ve tried to solve this for a while

- User centric design awareness campaign
- Ergonomist team created
- First UI designers recruited
- UX PM certifications
- Innovation games
However, we need to improve

- We use them too late in the process, after requirements specifications
- We use them independently, missing a coordinated and holistic approach
- Their usage is still too sporadic among our PMs and POs

UX needs to scale!
Added Lean UX techniques here!
We adapted GV* Design Sprint

* GV – Google Ventures
GV* Design sprint in one slide

A process for answering critical business questions through design, prototyping and testing of ideas with end-users

Before

Understanding
Diverge
Decide
Prototype
Validate

After

Several techniques suggested for each step, alternating between individual and group work

* GV – Google Ventures
We use Design Sprint at the train level
Our customization of the Design Sprint

Expand to 3 weeks
- Integrated in the global cadence at scale
- More flexible timebox to support culture change
- Longer decision making process

Adapt content
- Longer focus groups
- Retrospective included in the sprint
Multidisciplinary team: the UX group

- Ergonomist
- UX/UI Designer
- Product Manager
- Business expert
- Business owner
- Technical Lead
- Data analyst
- And of course... 2-3 end users

From silos to task force!
Sample results at the end of week one

- **Business objectives**: 91 objectives
- **Personae**: 5 Personae
- **Usage scenarios**: 21 usage scenarios
- **Detailed user scenarios**: 2 scenarios
- **Mockups**: 17 mockups
- **Focus group**

Sample results at the end of week one
Sample pictures of cross functional workshops

Work in small group doing paper based prototypes
Focus on End-Users’ validation

Here are some end-user validation techniques we have used:

- Data analysis
- “in situ” end-users interviews & field researches
- Focus groups
- 5 seconds tests
- Usability tests
We are taking the Design Sprint to the portfolio level

It is particularly useful to **validate business hypothesis** earlier and eventually decide for a No Go.
Design sprints help resolve 3 problems

- Useful, Usable, and Used tools
- Better maturity of our inputs
- Earlier validation of our business hypothesis
Validating business hypothesis early...

...that’s Lean startup!
Move one step further

- Using the Design Sprint, we verify our hypothesis early with users on prototypes...

...we want fast feedback from actual usage of the new solution
Lean Startup
Lean startup in one slide

- Focus on learning about the users (the real problems they have) by experimenting and analyzing feedback
- All hypothesis you make have to be verified
- MVP is the less expensive product now for learning
- The feedback loop has to be the shortest one
Example on one of our epic

- Experiment with 2 branches
- Experiment with 10 branches
- Generalize
During the development ... keep the focus on End-Users’ validation

Here are some end-user validation techniques we have used:

- Sprint demos
- **Accessibility** compliance (RGAA)
- End-users’ feedback on prototype
- Experimenting online end-users’ testing (Testapic)
- More **usability tests**

Usability tests in our lab
Experiment – sample screen equipped with Testapic
In production... keep the focus on End-Users’ validation

Here are some end-user validation techniques we have used:

- Traffic and usage tracking, analytics
- Heatmap
- Net Promoter Score
- Online end-users’ surveys
Sample traffic analysis
Sample results from monthly users’ surveys
In my PO experience, it is the first time that stakeholders thank us and smile at the end of every demo!
Summary and conclusion
Our journey so far...
The problems we solved

- Management of **dependencies** and **alignment** on big agile projects and programs
- Our ability to develop software that are more **useful**, **usable** and **used**
- Developed the ability to **pivot** and abandon a project before it even started
The additional benefits

- **Broken silos** among the IT group and with the business
- Initiated a company culture shift *away from* the "I know what they need" mindset
- Learned how to **unblock** stalled initiatives
Our current status

SAFe®
7 trains running

Lean startup with Design sprint
4 experiments including 2 in progress

Lean Startup – next steps
1 experiment in progress

SAFe® is a registered mark of Scaled Agile, Inc.
Our current status

- UX dedicated team created (business)
- IT reorganization - Product centered
- UX studio created (IT)
Culture change

Better overall performance
  Satisfaction
  Value delivered

Where are we heading to?
We continue with SAFe® 4.5
We continue with SAFe® 4.5
Combination of SAFe® and Lean UX fuels innovation and agile at scale!
Thanks!

Any questions?

Cécile Auret
cecile.auret@pole-emploi.fr
https://www.linkedin.com/in/auret/
Credits

- SAFe® pictures by Scaled Agile Framework®
- ppt templates by Showeet.com, SlidesCarnival and Adioma
- pictures by unsplash.com, icon8, gv.com, theleanstartup.com
- Presentation reviewed by Shane Harrison, Didier Drouin, Michel Levaslot, Jean-Marc Peaucelle and Jacky Louachi