The HR Playbook for a Successful SAFe Implementation

SAFe Summit 2018
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The History of Agile and HR
The Future of Agile and HR
An HR-aware Implementation Roadmap
Setting the Stage for Success

Implementation Focus

- A burning platform for strategic change.
- Senior executives who ‘know what it is they must do’.
- An adequate pool of change agent expertise.
Setting the Stage for Success

Questions and Challenges

Who should we train as SPC’s, and how do we establish a LACE?

How do we get 2 days from our busy execs?

Who do we need at Leading SAFe?

How do we build the case for change?

What are the challenges of a ‘virtual organization’?
Setting the Stage for Success

The HR Opportunity

- Provide perspective on training, enablement, role and org structure implications.
- Nominate HR reps to equip as SPC’s.
- Identify key stakeholders to inform and equip.
- Lead the change management strategy.

If only we had a seat at the table, we could ...
Planning the Implementation

Implementation Focus

- Identifying Operational and Development Value Streams.
- Identifying supporting ARTs.
- Sequencing and scheduling ART mobilization.
- Mobilizing strategic change program.
Planning the implementation

Questions and Challenges

Who works in these value streams and where are they located?

Who are the critical stakeholders for the value streams, what is their appetite?

Who are the candidates for our ART leadership roles?

How will functional or line management expectations change?

Are there union or other workforce implications to these virtual structures?

What level of role clarity is required for these new ‘Agile Roles’?

What workforce mobilization constraints do we face?
Planning the implementation
The HR Opportunity

- Contribute to stakeholder mapping.
- Locate the functional, organizational and geographic boundaries.
- Identify candidates for ART leadership with aptitude and appetite for Lean Leadership.
- Map titles to roles, typically one to many.
- Assist with both workforce and workspace planning.
- Develop initial agile role descriptions, job cards, and selection guidelines.
- Prepare Learning System for SAFe training strategy.
Launching your first ART

Implementation Focus

- Setting vision and success measures.
- Designing and mobilising ART teams.
- Identifying, prioritising and exploring first PI features.
- Logistics management for training and PI Planning.
Launching your first ART

Questions and Challenges

Who are our Business Owners and what expectations do we set?

Where will the teams sit?

How do we mobilize all these people in 6-8 weeks?

How do we prepare our teams for change?

How do we pick the right ScrumMasters and Product Owners?
Launching your first ART

The HR Opportunity

- Design and facilitate the ART-member selection and onboarding approach, ensuring people are prepared for this new way of working.
- Assist with engaging and setting expectations with Business Owners and other ART stakeholders.
- Work with line or functional management to navigate the separation of duties implied by the virtual nature of the ART.
- Co-ordinate the training.
Stabilising and Scaling
Implementation Focus

- Generating early wins and sharing them.
- Navigating the challenges that come from putting theory into practice.
- Amplifying success patterns.
- Addressing constraints in the system of work.
Stabilising and Scaling

Questions and Challenges

- How good was our fit of “people to Agile Role”?
- How do we do performance management now?
- What do we do with people who aren’t adapting?
- How do we escape the technology trap?
- How do we turn this into BAU?
- How do we avoid burning out our stars?
Promote visibility of early wins.

Iterate formal definition of SAFe roles and career paths.

Conduct experiments evolving enterprise “Reward and Recognition” approach towards team-based performance.

Counsel staff struggling with role clarity and shared responsibility.

Explore formalization of relationship between new behaviors and organisation success.

Introduce Lean|Agile ways of working to the HR practice.

Standardise SAFe training into the enterprise LMS.
Sustaining Strategic Evolution

Implementation Focus

- Introducing Lean Portfolio Management.
- Moving from annual to continuous investment decision making.
- Applying Lean principles at the most strategic levels.
- Moving from “an organisation that decided to evolve” to “an organisation that is continuously improving its ability to evolve”.
- Taking your best and making them better!
Sustaining Strategic Evolution

Questions and Challenges

What do Lean & Agile mean to our way of working now we’ve moved beyond “teams and trains” to our senior executives?

Should we move from “virtual” to “physical” structures?

How do we deal with “problem Execs“?

Can we use ARTs outside technology?

How do we avoid complacency?
Sustaining Strategic Evolution

The HR Opportunity

- Guide the evolution of senior executive performance measurement towards a “shared outcome” model.
- Facilitate the move from virtually organizing around the flow of value to physically organizing around the flow of value.
- Embed “Lean|Agile change agent” as a formal, long-lasting career path instead of an interim transformation support function.
- Embed a culture of “Relentless improvement” in the organization’s approach to role definition, career pathing, performance management and hiring as it evolves beyond “transformation using SAFe” to continuous transformation.
Closing Thoughts

Success with SAFe rests on changing the way people work together throughout your organization, HR have a critical role to play.

The early stages of the implementation rely heavily on experimentation and learning – build HR involvement into the heart of your strategy and make sure they’re part of the learning.

eNPS is a critical feedback tool about the journey of your people, baseline it early and leverage the data.
Questions?

Review this Session

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