

Boost your Portfolio with SAFe® and Lean UX

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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/>


A group of meerkats standing on a dirt mound, with a central white circle containing text. The meerkats are in various poses, some standing upright and others sitting or crouching. The background is a blurred, natural outdoor setting.

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

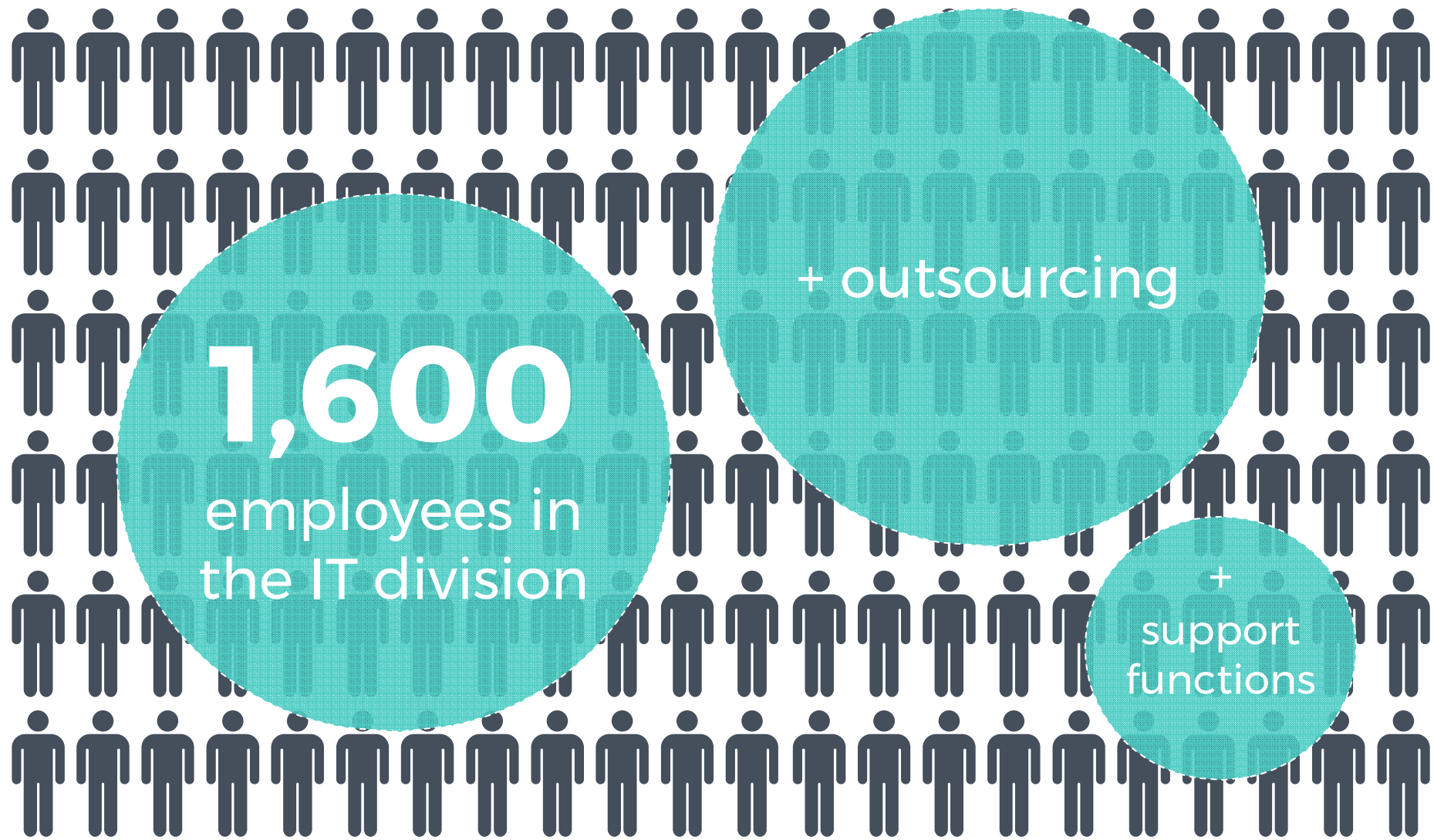
job posts published on pole-emploi.fr

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**

Deep roots in project based portfolio

- ▣ IPMA certifications
- ▣ Many project managers

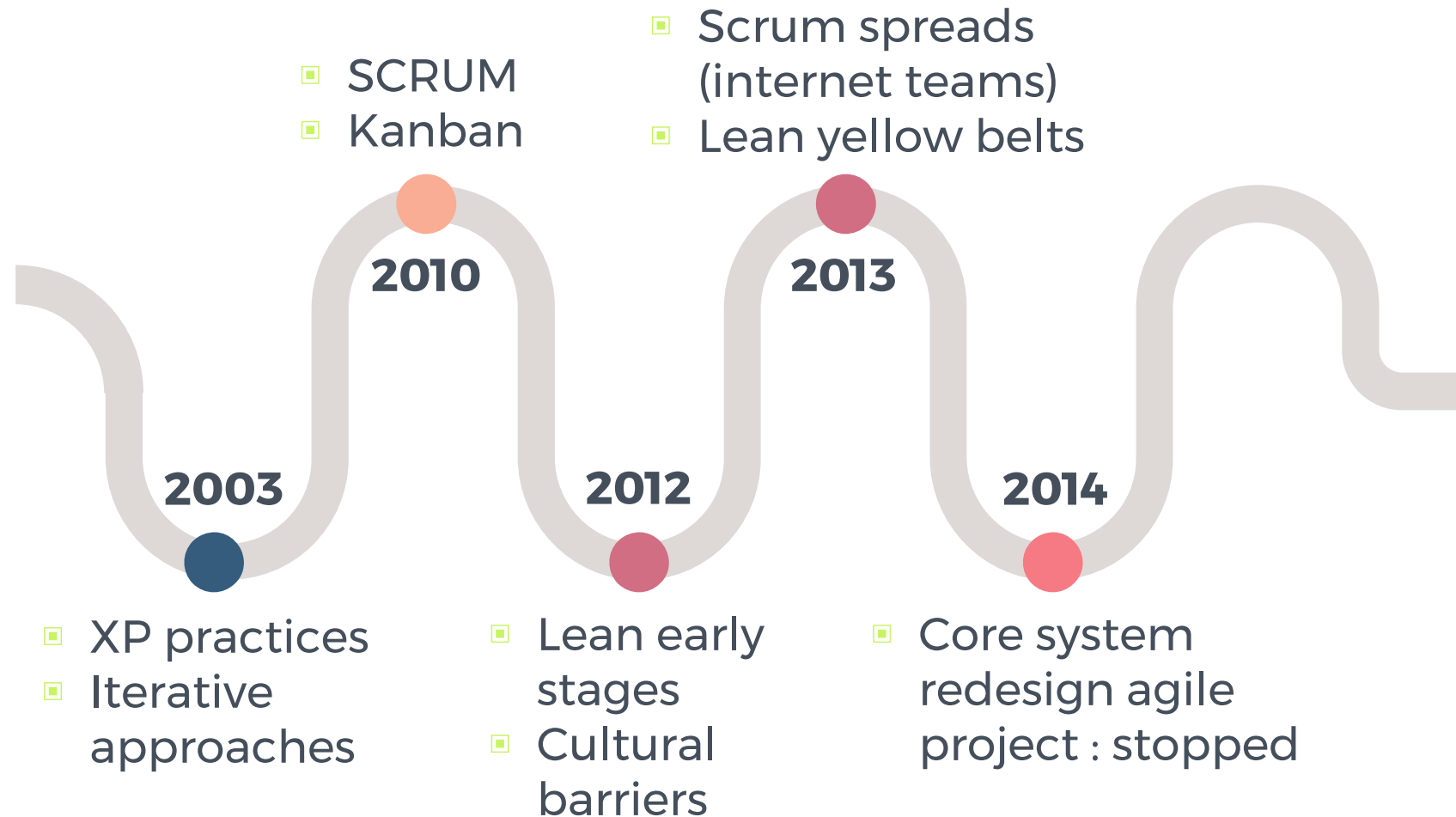
In 2015, a portfolio management...

- ▣ 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

So where do we stand regarding agile?

Still, we deploy 4 releases into production per year using project based methods

A bit of our lean-agile journey



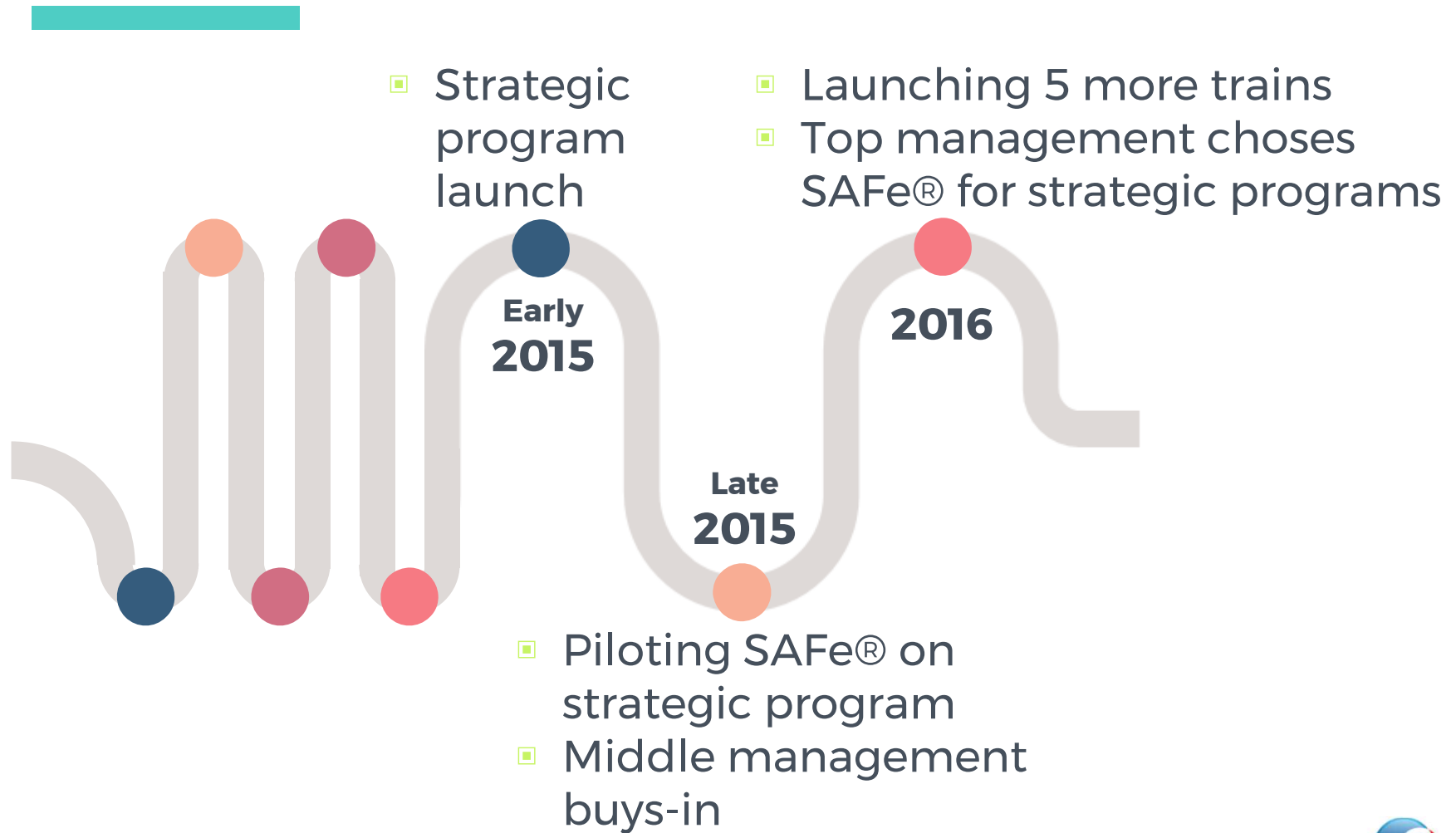
We have **difficulties**
using **agile** with **big**
projects and when there
are **lots of dependencies**



We must find a way of **scaling agile** !

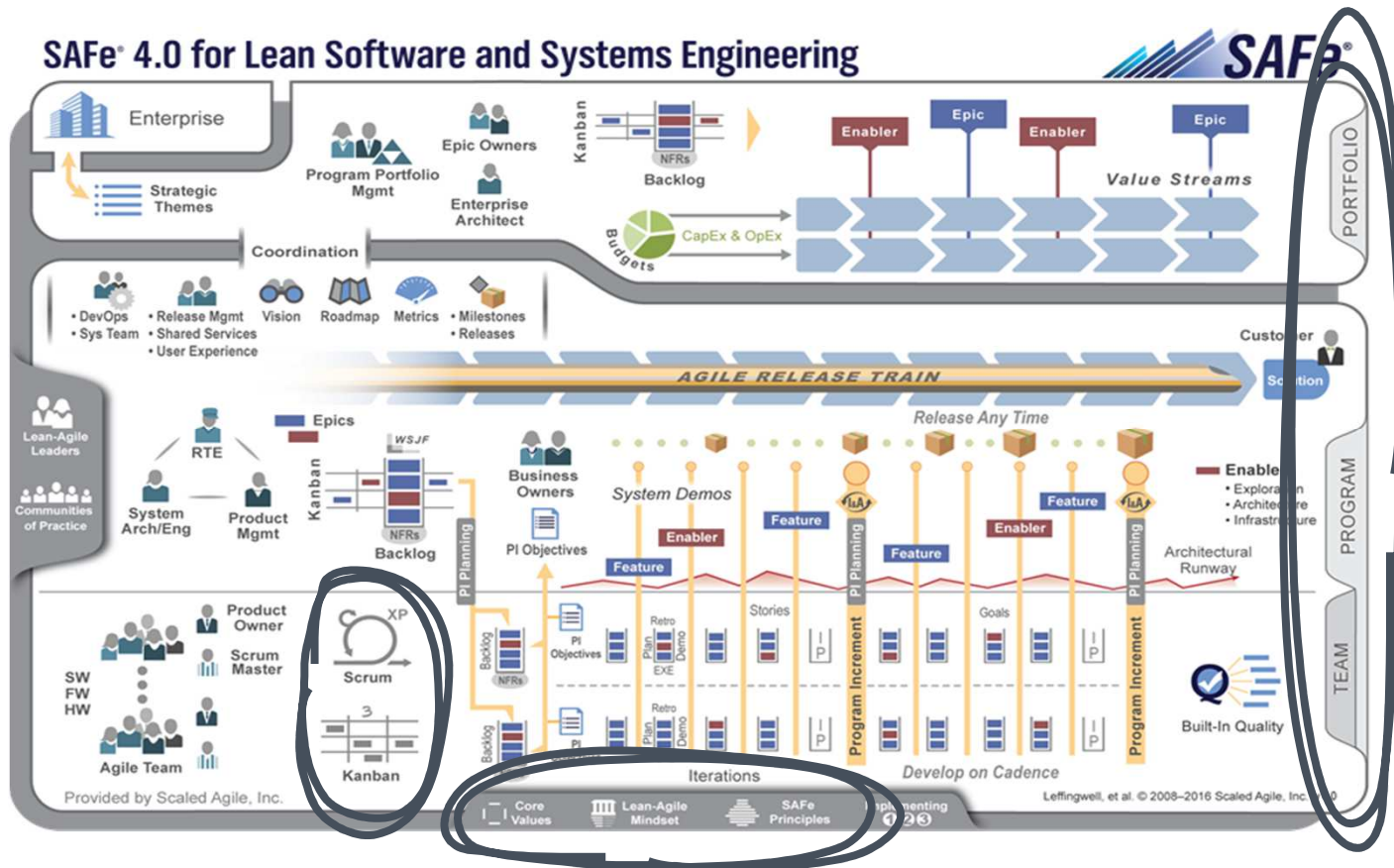
Scaling agile

SAFe® changed our lives !



SAFe® in one big picture

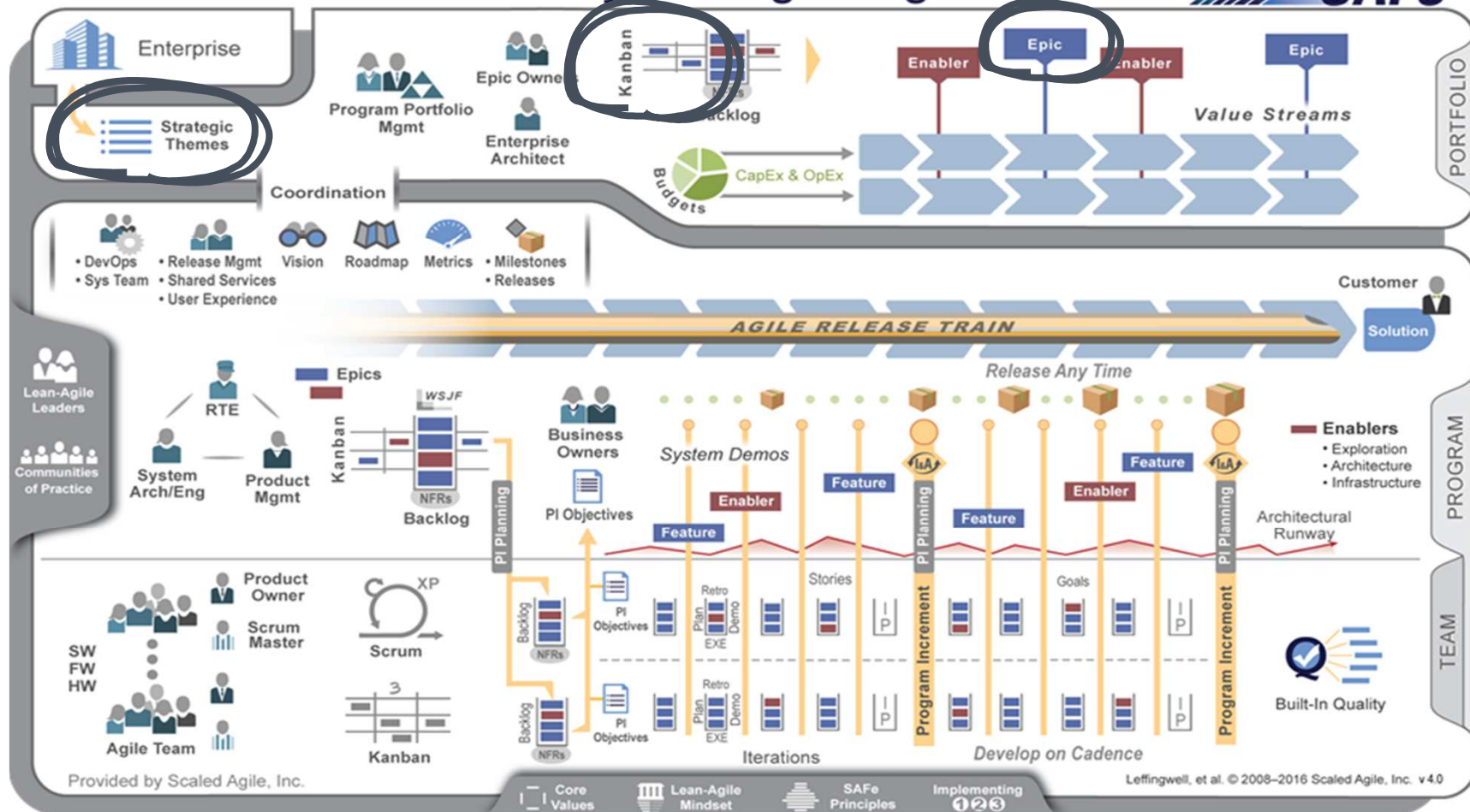
<http://www.scaledagileframework.com/>



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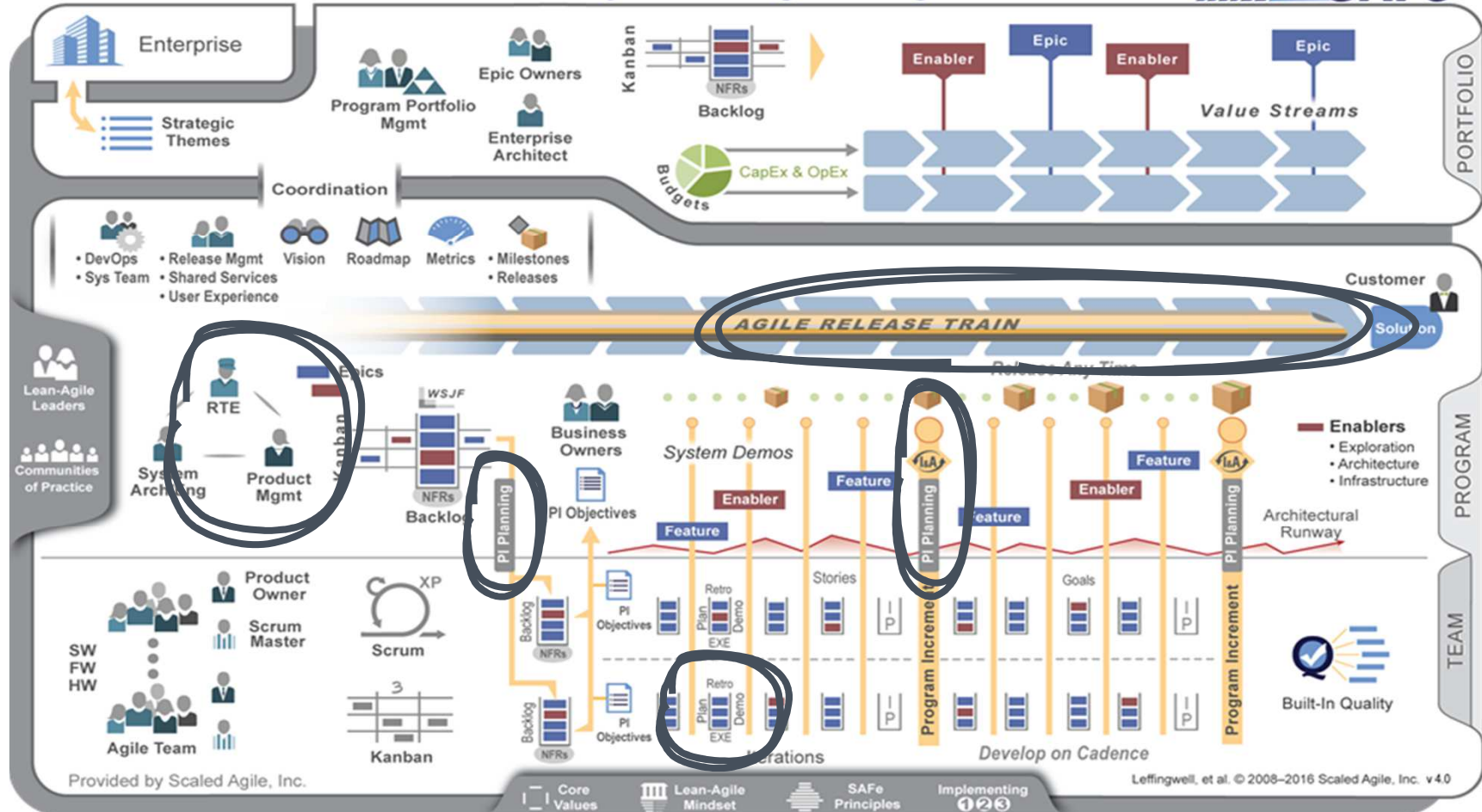
SAFe® in one big picture

SAFe® 4.0 for Lean Software and Systems Engineering



SAFe® in one big picture

SAFe® 4.0 for Lean Software and Systems Engineering



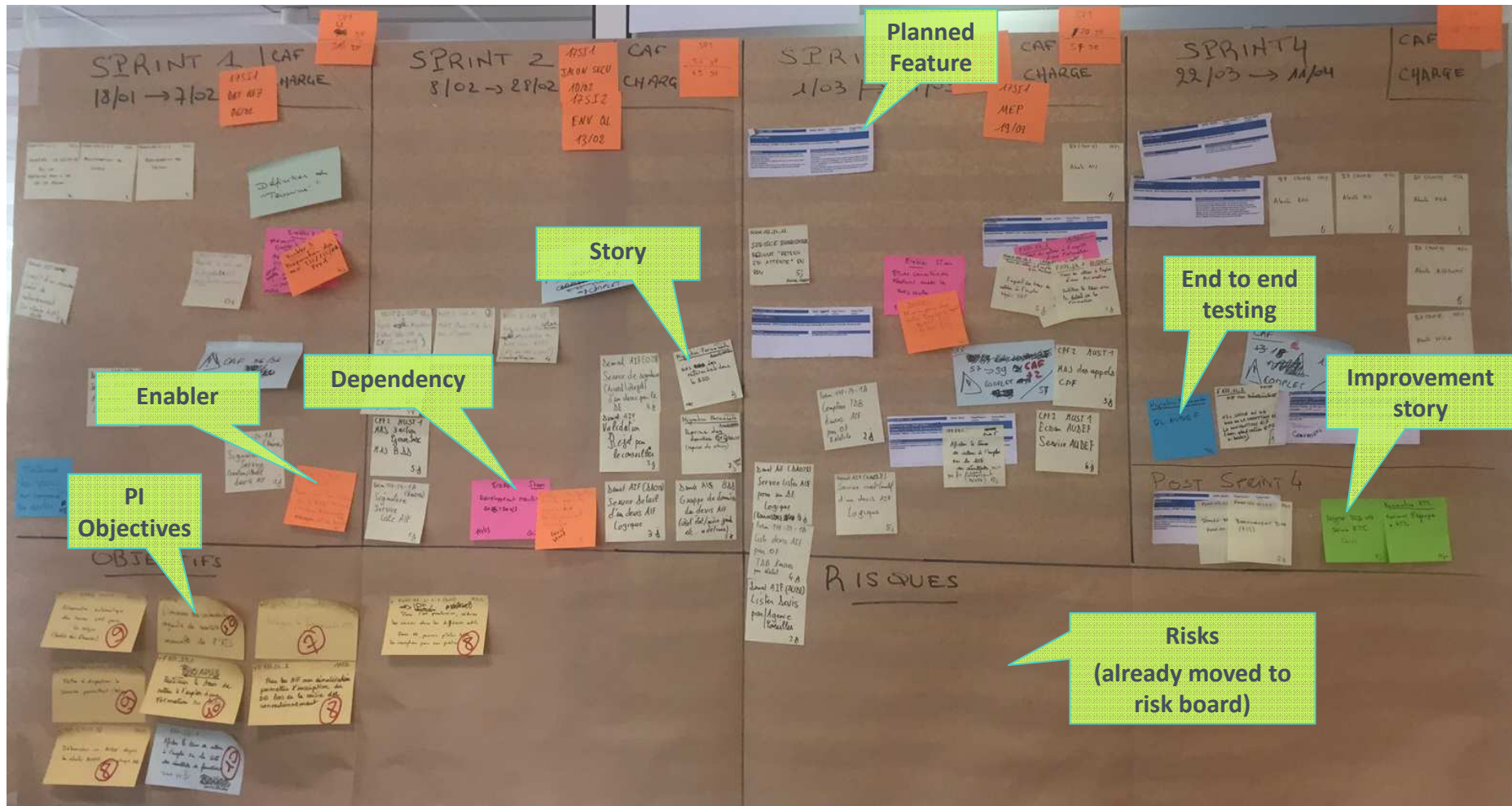
SAFe® PI planning drives alignment and collaboration



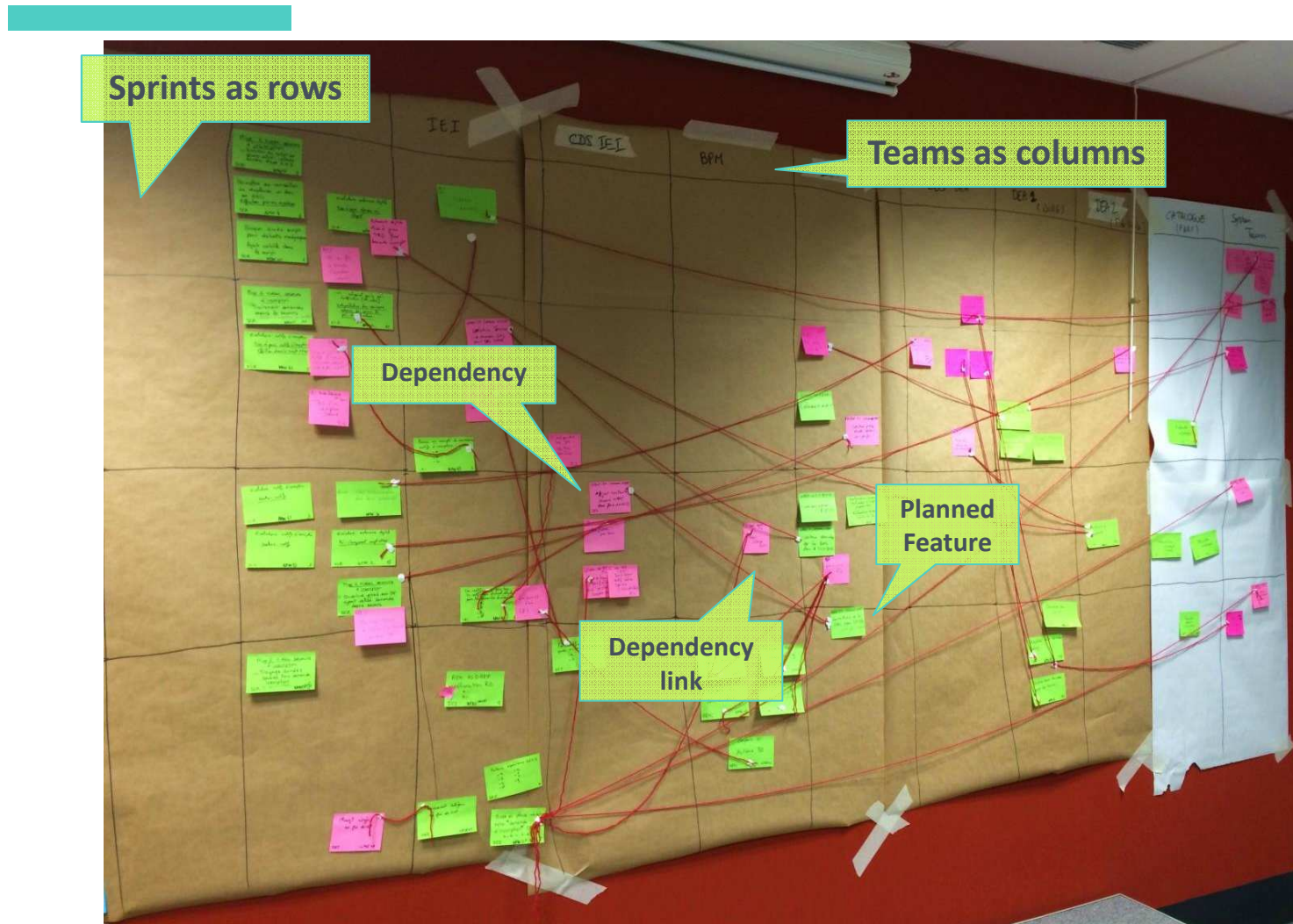
PI Planning SAFe® : the Agenda

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

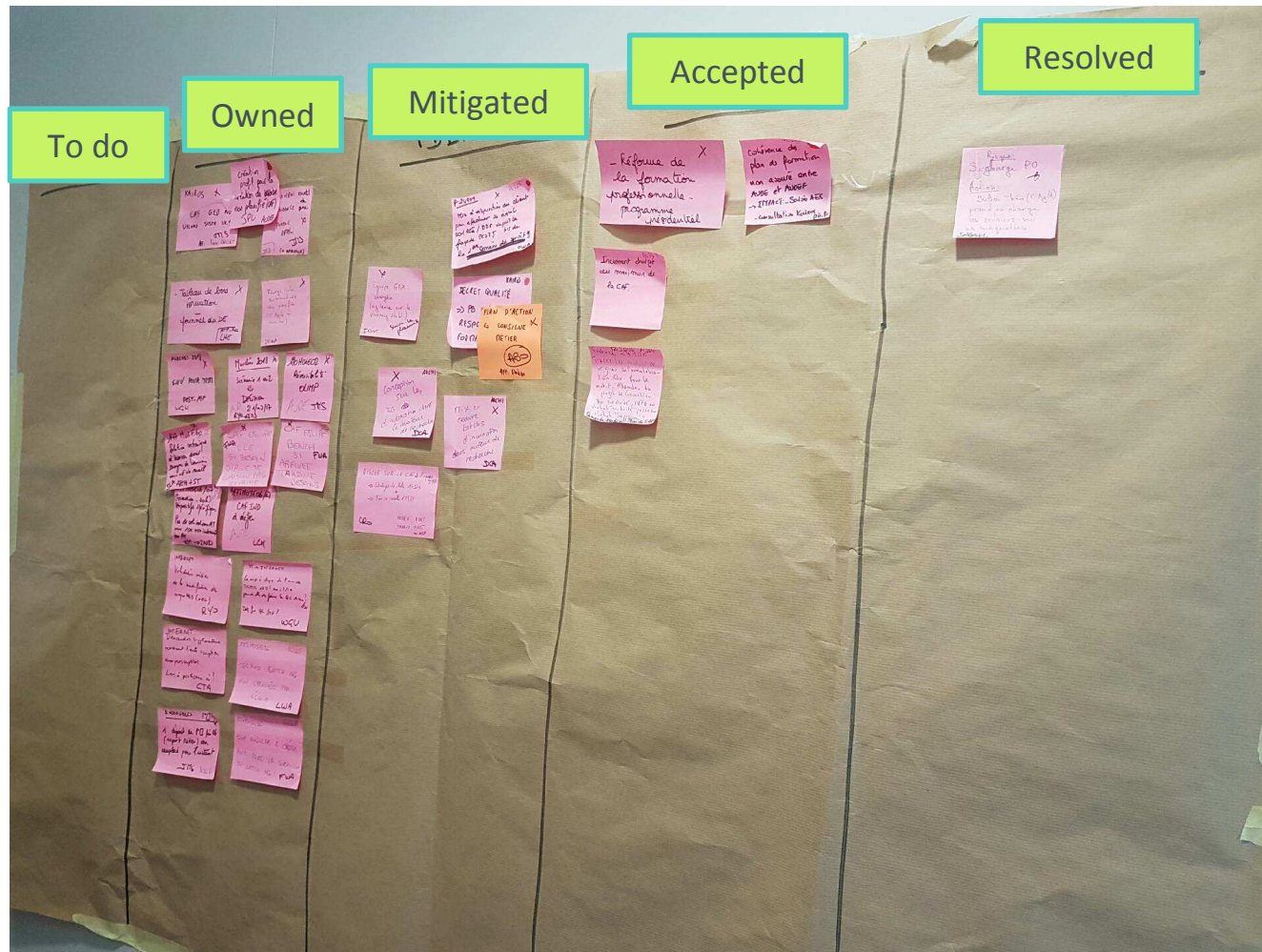
PI Planning SAFe® : a Team Board



PI Planning SAFe® : the Program Board



PI Planning SAFe® : the risks Board



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**SAFe® solves our
dependency
management
problem...**

...but !





**The tool you just
released is very
pretty...**

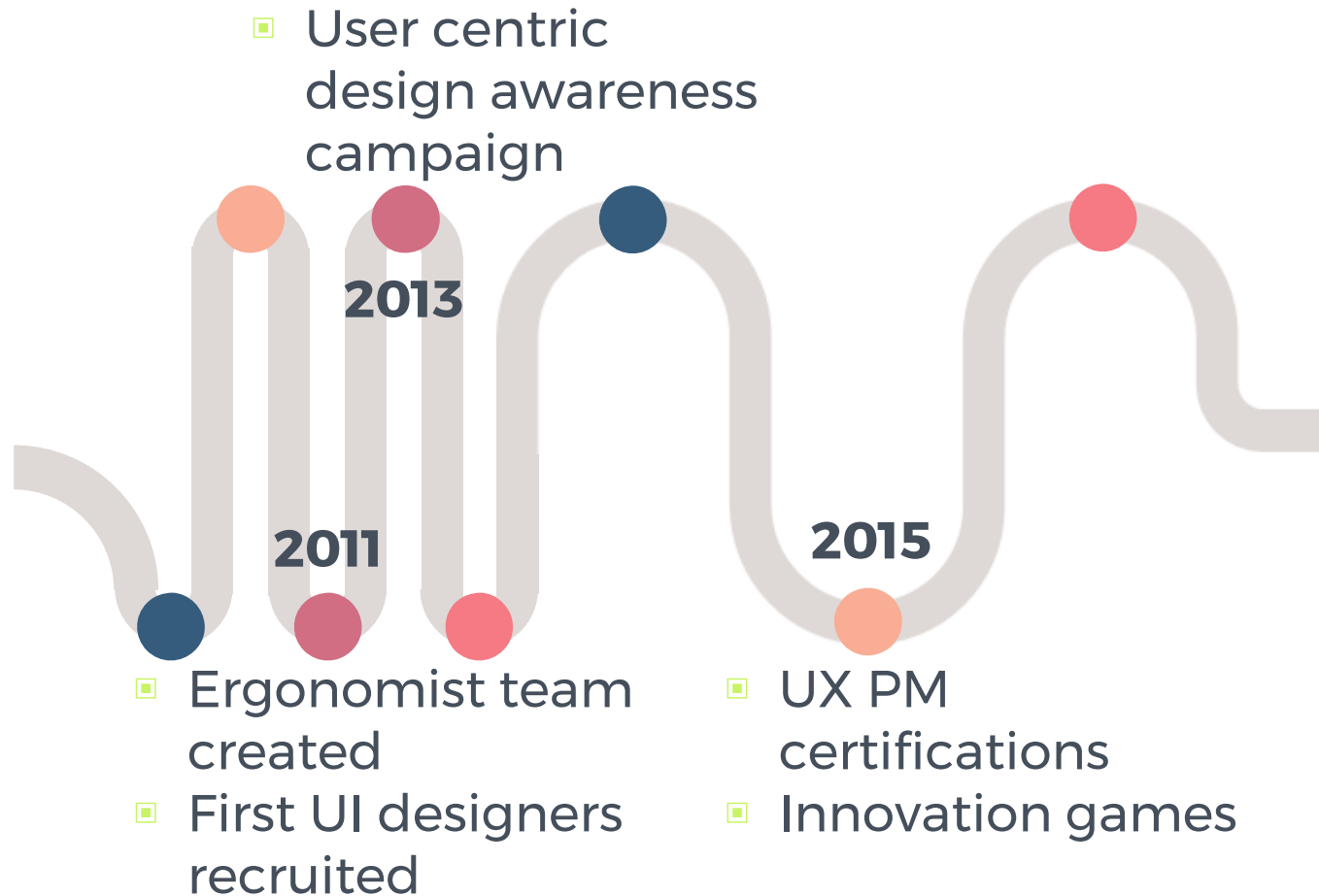
but we don't need it !

**So, what should
we improve?**



**end-users
focus**

We've tried to solve this for a while



However, we need to improve

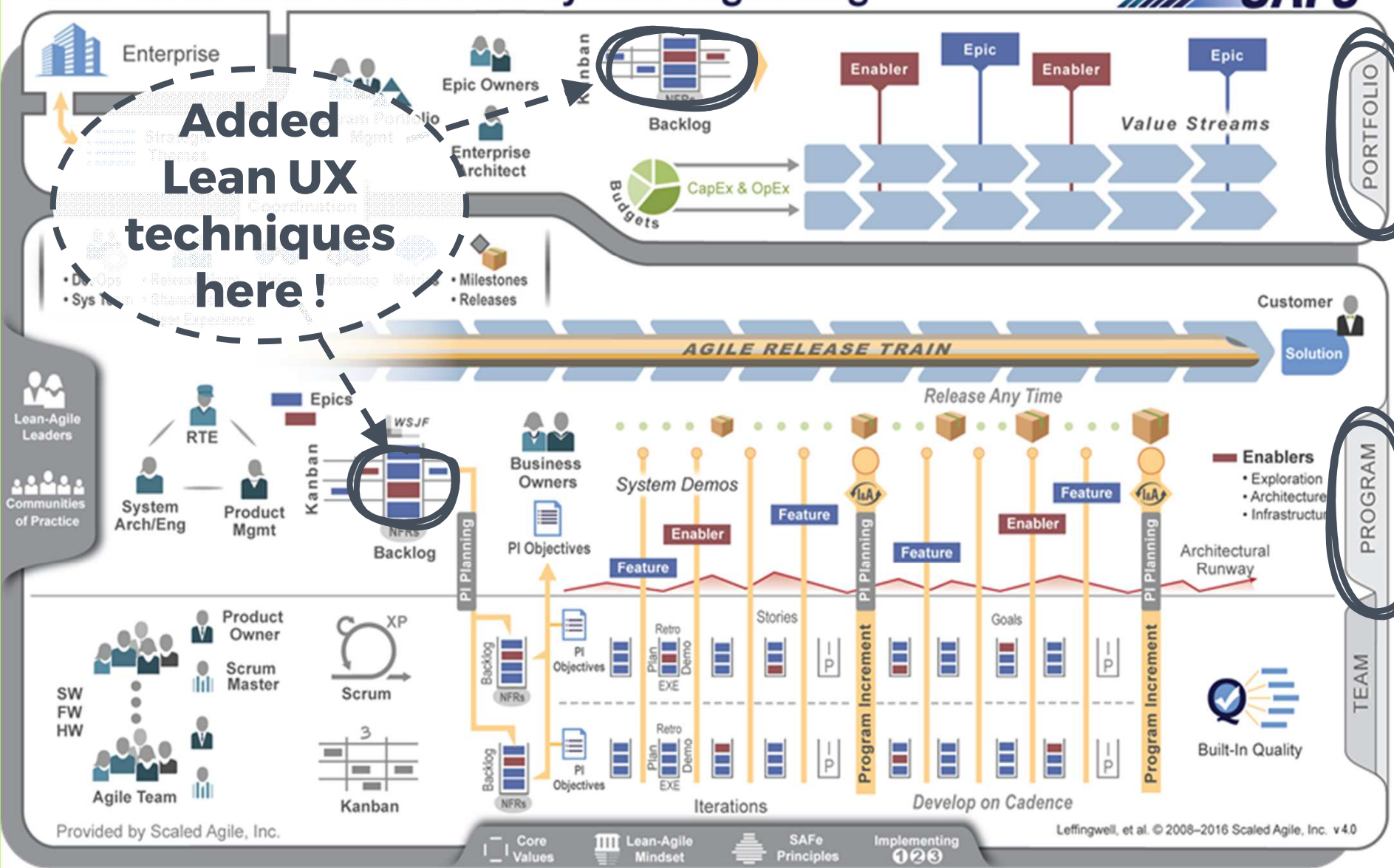
- ▣ We use them **too late** in the process, after requirements specifications
- ▣ We use them independently, **missing a coordinated and holistic approach**
- ▣ Their usage is still too **sporadic** among our PMs and POs

UX needs to scale !

SAFe® 4.0 for Lean Software and Systems Engineering



Added Lean UX techniques here!



Provided by Scaled Agile, Inc.

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We adapted GV* Design Sprint

* GV – Google Ventures

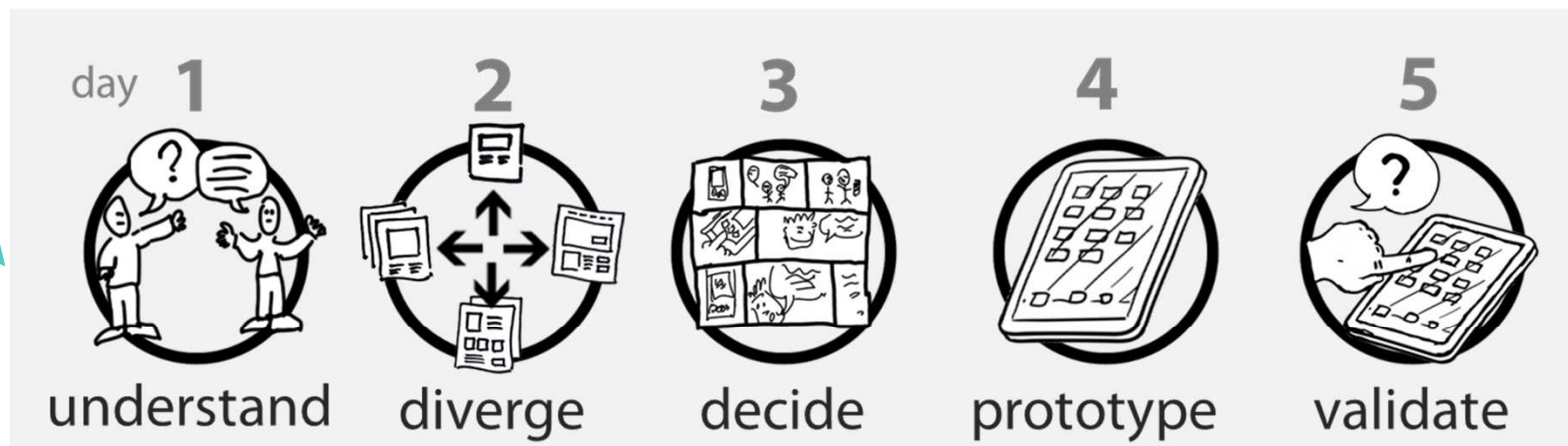
GV* Design sprint in one slide



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

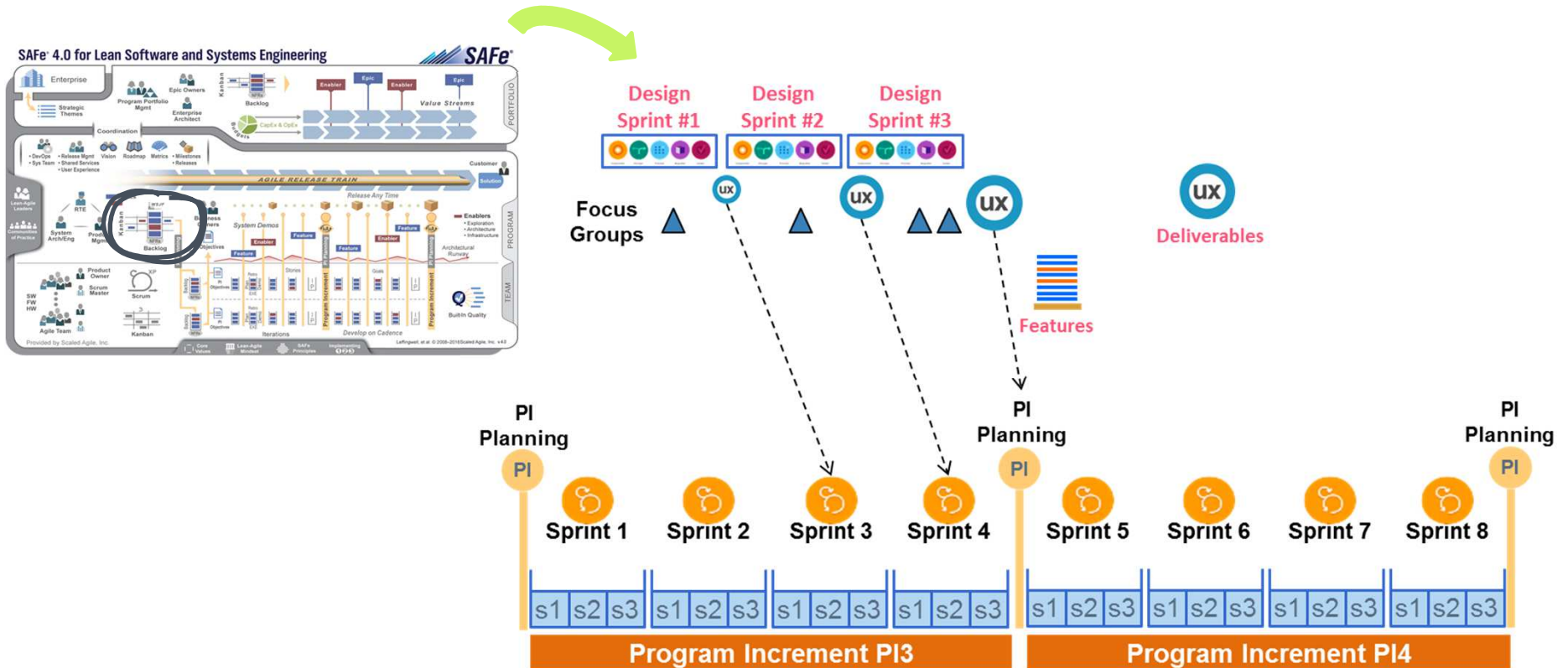
Before

After



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

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



Understand



Diverge



Prioritize



Prototype

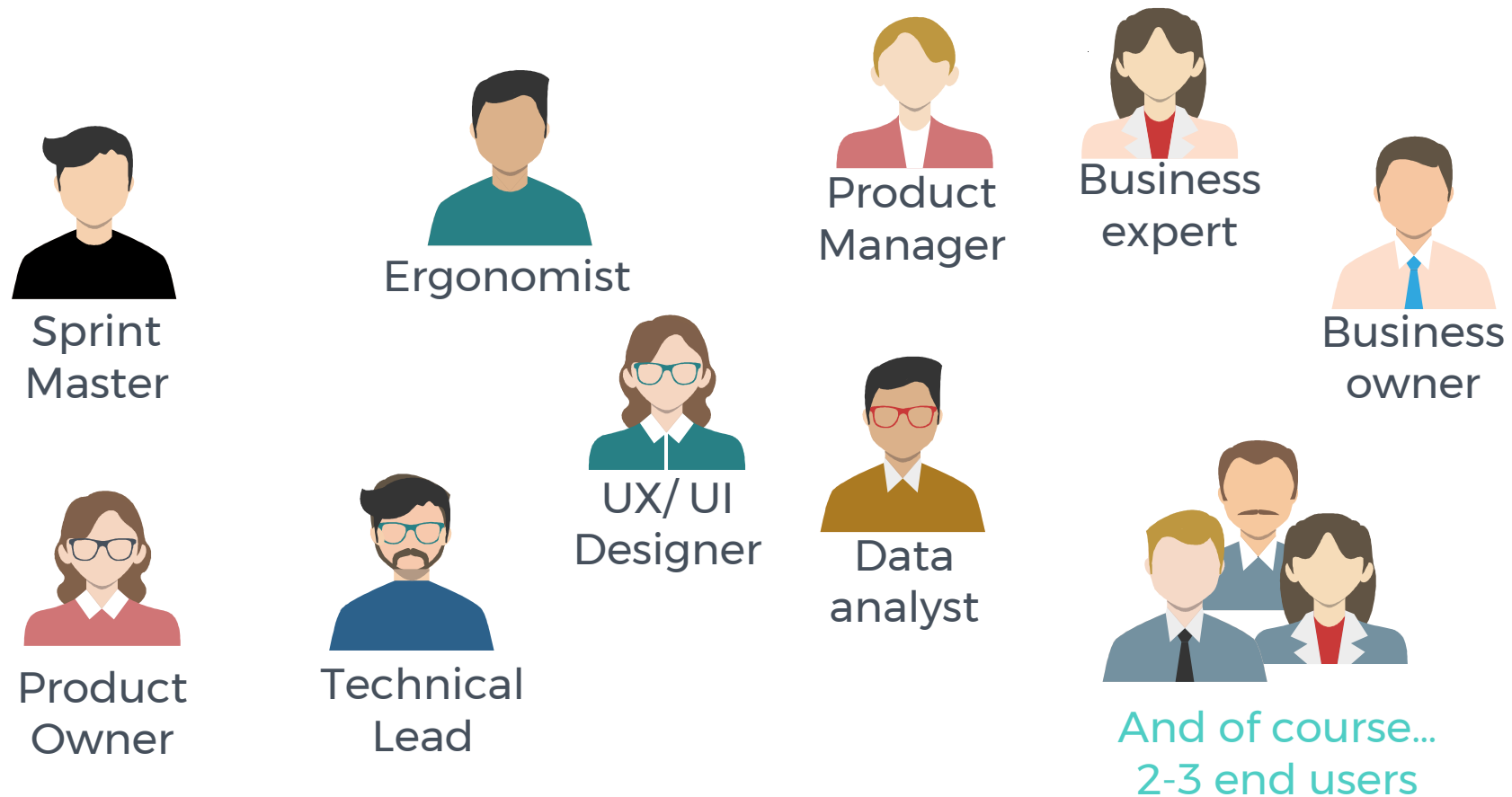


Test



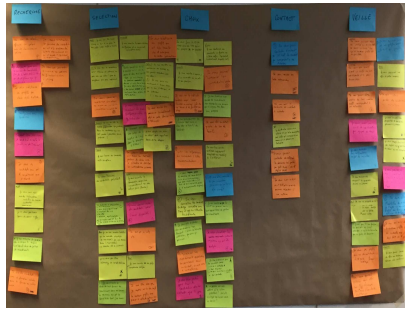
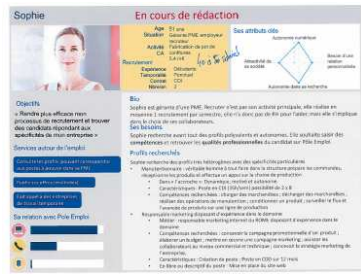
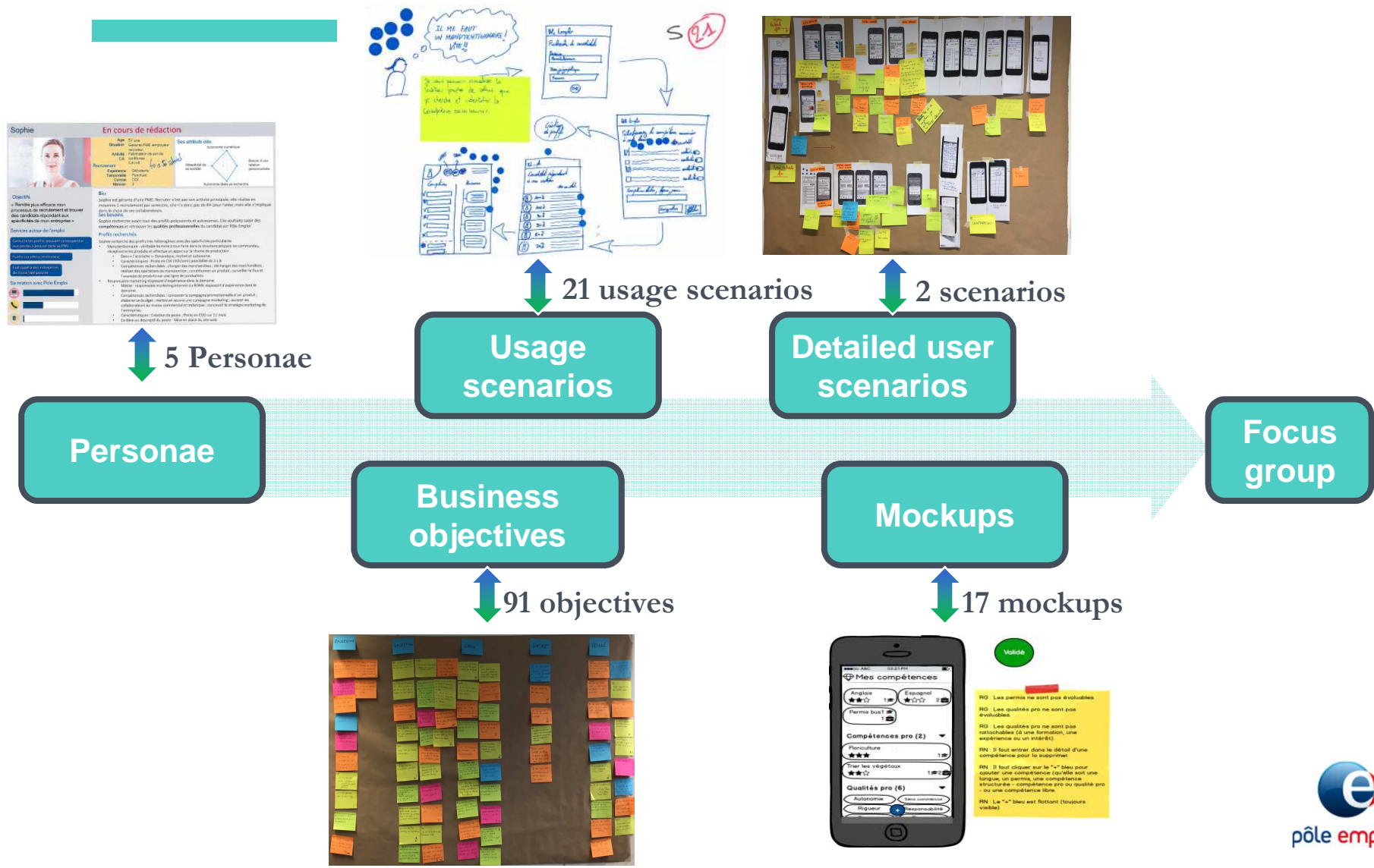
Validate &
Improve

Multidisciplinary team : the UX group



From silos to task force !

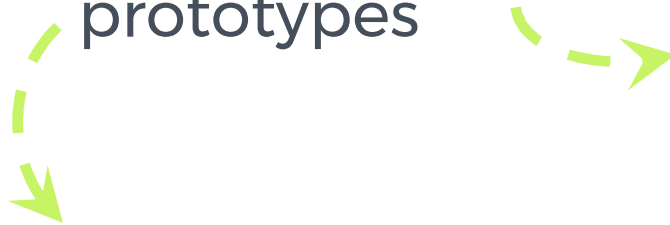
Sample results at the end of week one



Sample pictures of cross functional workshops



Work in small group
doing paper based
prototypes



Focus on End-Users' validation

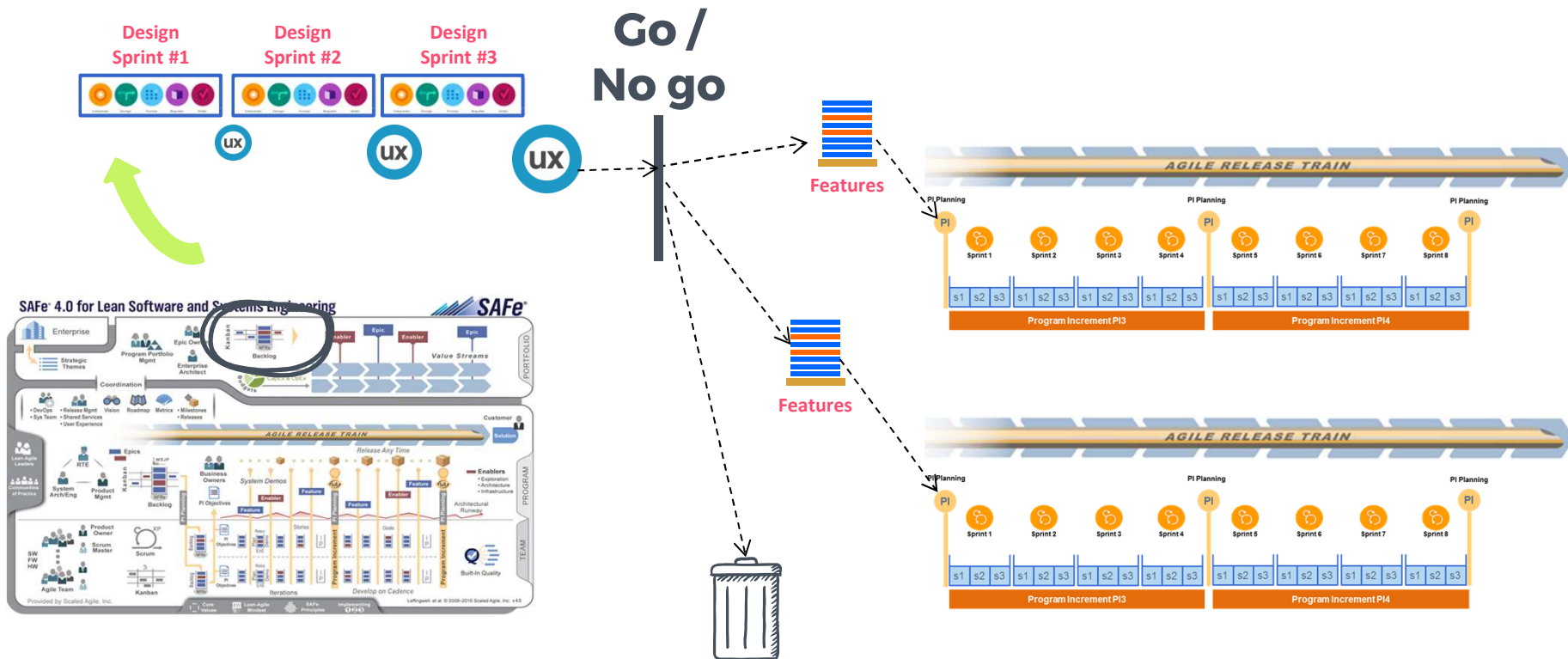
Here are some end-user validation techniques we have used :

- Data analysis
- “in situ” end-users **interviews** & field researches
- Focus groups
- **5 seconds** tests
- Usability tests



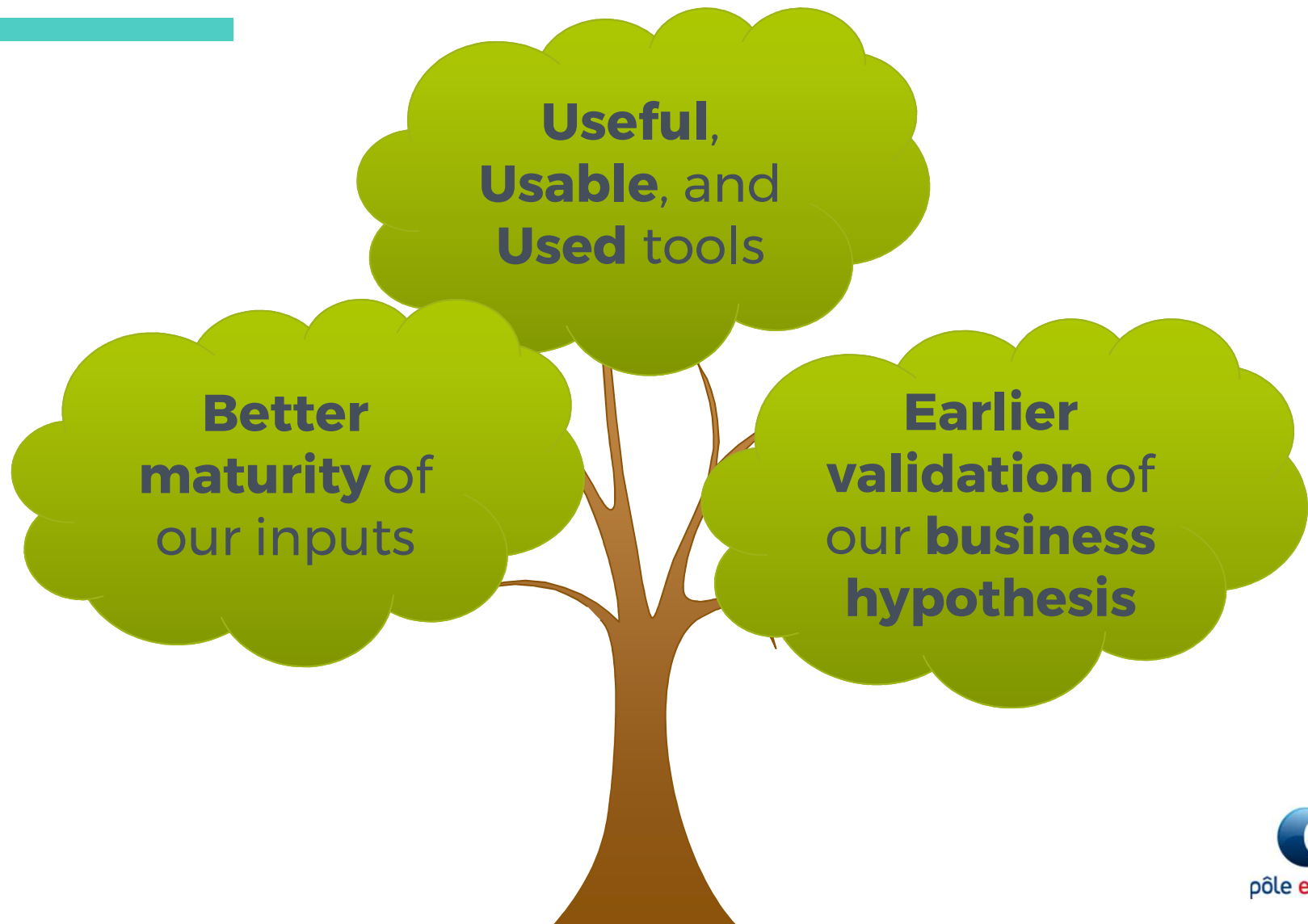
Focus group ↗

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



**Validating business
hypothesis early...**

**...that's
Lean startup !**

Move one step further

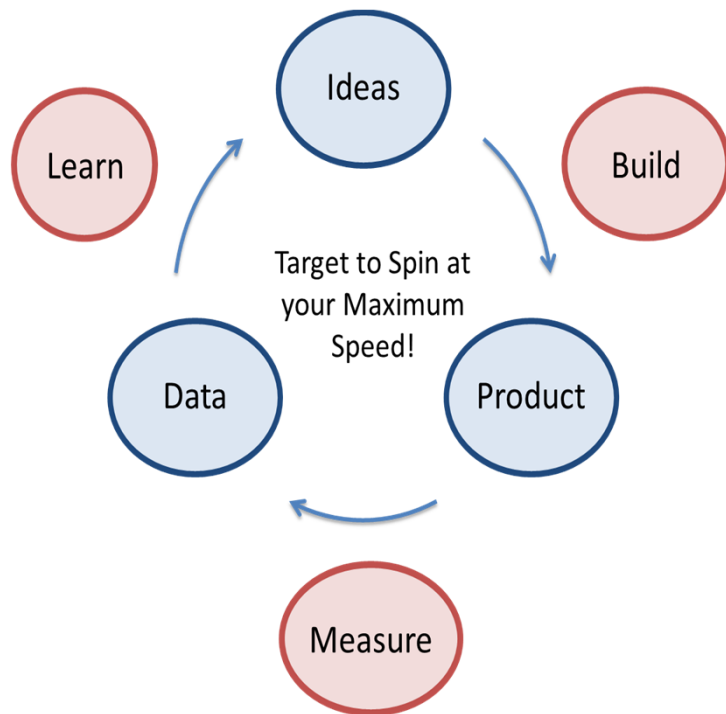
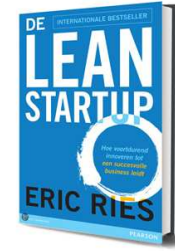
- Using the Design Sprint, we verify our hypothesis early with users on **prototypes**...



...we want **fast feedback** from **actual usage** of the new solution

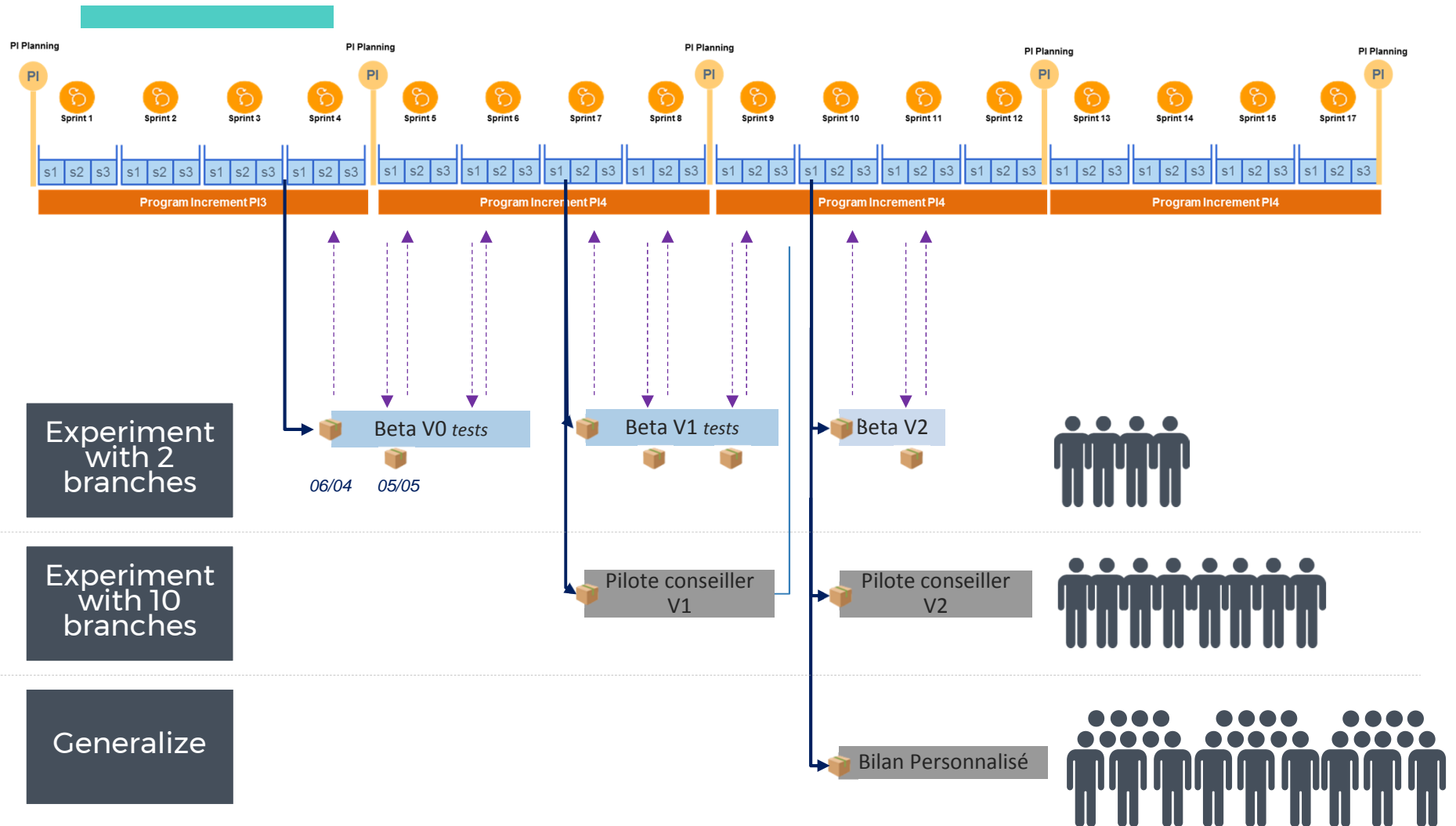
Lean Startup

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



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

Question 1 : Voir la page d'accueil de POLE-EMPLOI. Vous diriez que cette page : (Expliquez pourquoi)

- Correspond tout à fait à vos attentes
- Ne correspond pas du tout à vos attentes
- Correspond plutôt à vos attentes
- Sans avis
- Ne correspond plutôt pas à vos attentes

Écrivez ici votre commentaire sur la tâche, ce qui vous semble efficace, les points d'amélioration...etc.

Nb de caractères restants (50 minimum) 500 / 500

Afficher le scénario du test

- J'ai réussi
- Je n'ai pas réussi
- Je n'ai pas compris

1 2 Tâche suivante →

pôle emploi MENU

10 000 APPRENTIS DANS LA FONCTION PUBLIQUE #apprentisFP POURQUOI PAS MOI ?

CONNEXION RECHERCHER

Entreprise

Pôle emploi à vos côtés pour réussir ensemble !

Vous êtes une **entreprise** ou un **particulier employeur** ? Pôle emploi vous propose un espace dédié !

Candidats, découvrez et utilisez nos services !

550 883 offres d'emploi

Emploi recherché

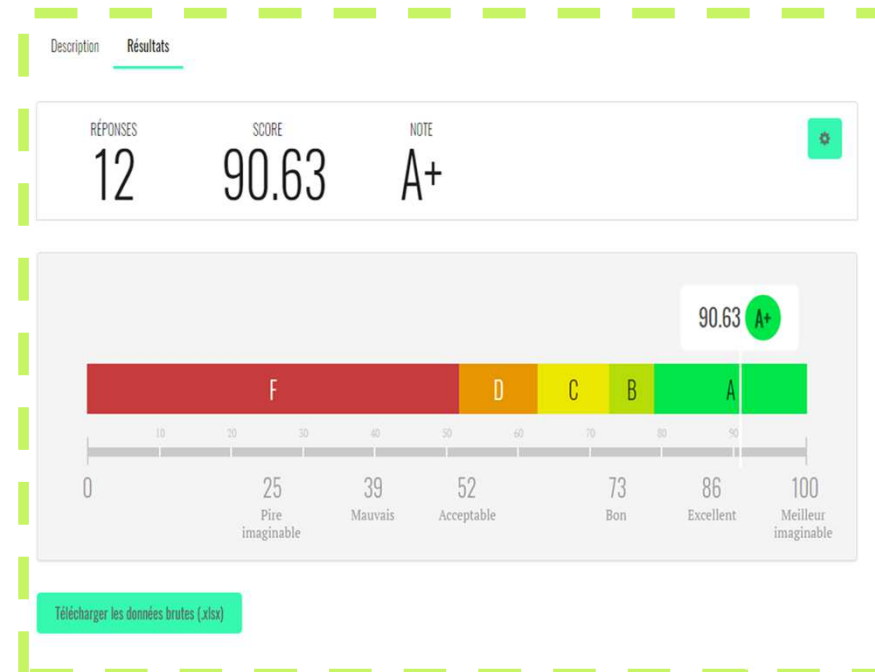
France entière

Inclure les offres de nos partenaires Recherche avancée

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**



Net promoter
score

Sample traffic analysis

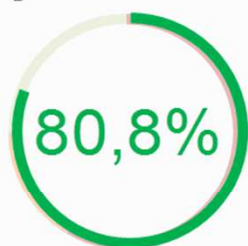


Sample results from monthly users' surveys

Résultats mensuels des questionnaires de masse (MPSI)

Code couleur % de satisfaction globale ■ >= 75% ■ >= 60% ■ < 60%

Indice de satisfaction globale sur le mois



Evolution / mois précédent +2,3 pts

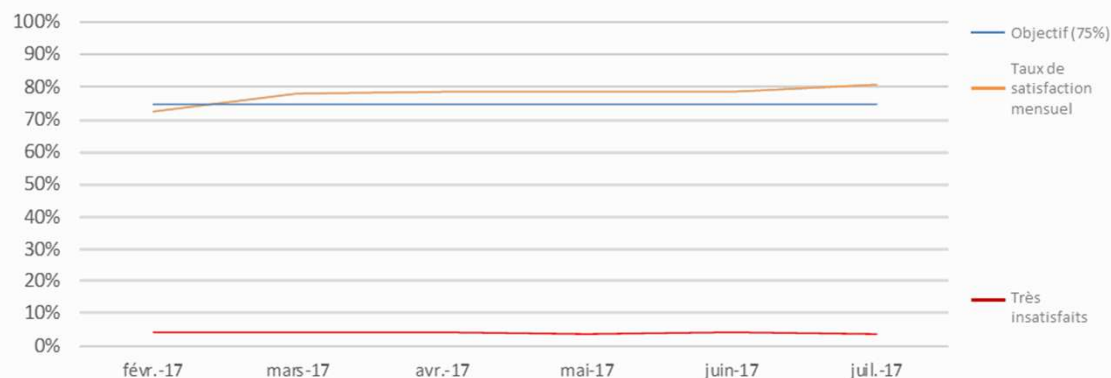
Note globale donnée à l'ensemble du SI

6,5 / 10

Taux d'utilisateurs très insatisfaits

3,8%

-0,3 pts



Évolutions significatives depuis le mois précédent

	Hausse	Baisse
GED DE	+9,0 pts	Environnement de travail -2,2 pts
IOP	+4,6 pts	
SISP2 Portail	+4,3 pts	

Traitement des irritants

Stock d'irritants marquants	dont irritants critiques	Irritants soldés sur le mois
70	27	0

Satisfaction par profil d'utilisateurs, tous outils confondus

CDDE	GDD	CDE	ELD	Agent ZLA	PAG	Ctrlr recherche d'emploi	Psychologue du travail	Agent/Cadre DR	Agent/Cadre DT
81,1%	74,9%	77,5%	80,2%	92,4%	88,0%	79,9%	89,0%	89,0%	89,0%
Répondants 966	248	246	196	97	64	18	44	174	38



**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...

TOYOTA
CUMACA

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

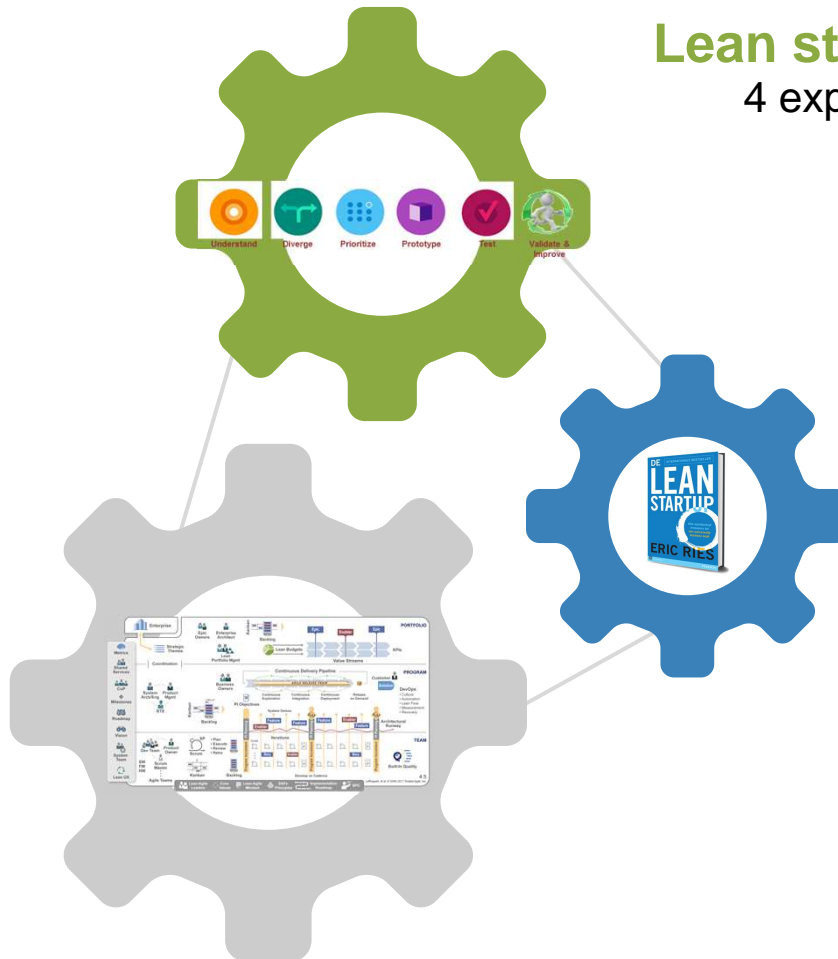
The additional benefits

- **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



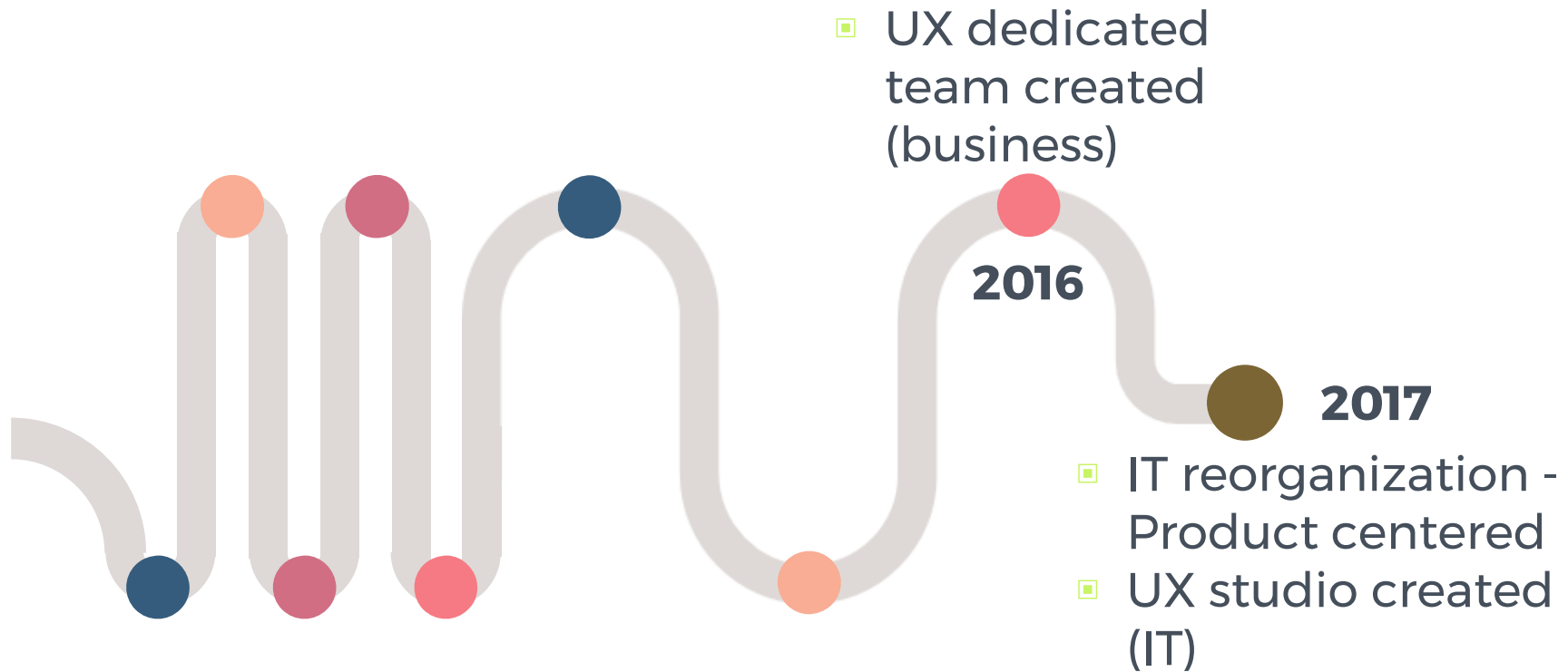
Lean startup with Design sprint
4 experiments including 2 in progress

Lean Startup – next steps
1 experiment in progress



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Our current status





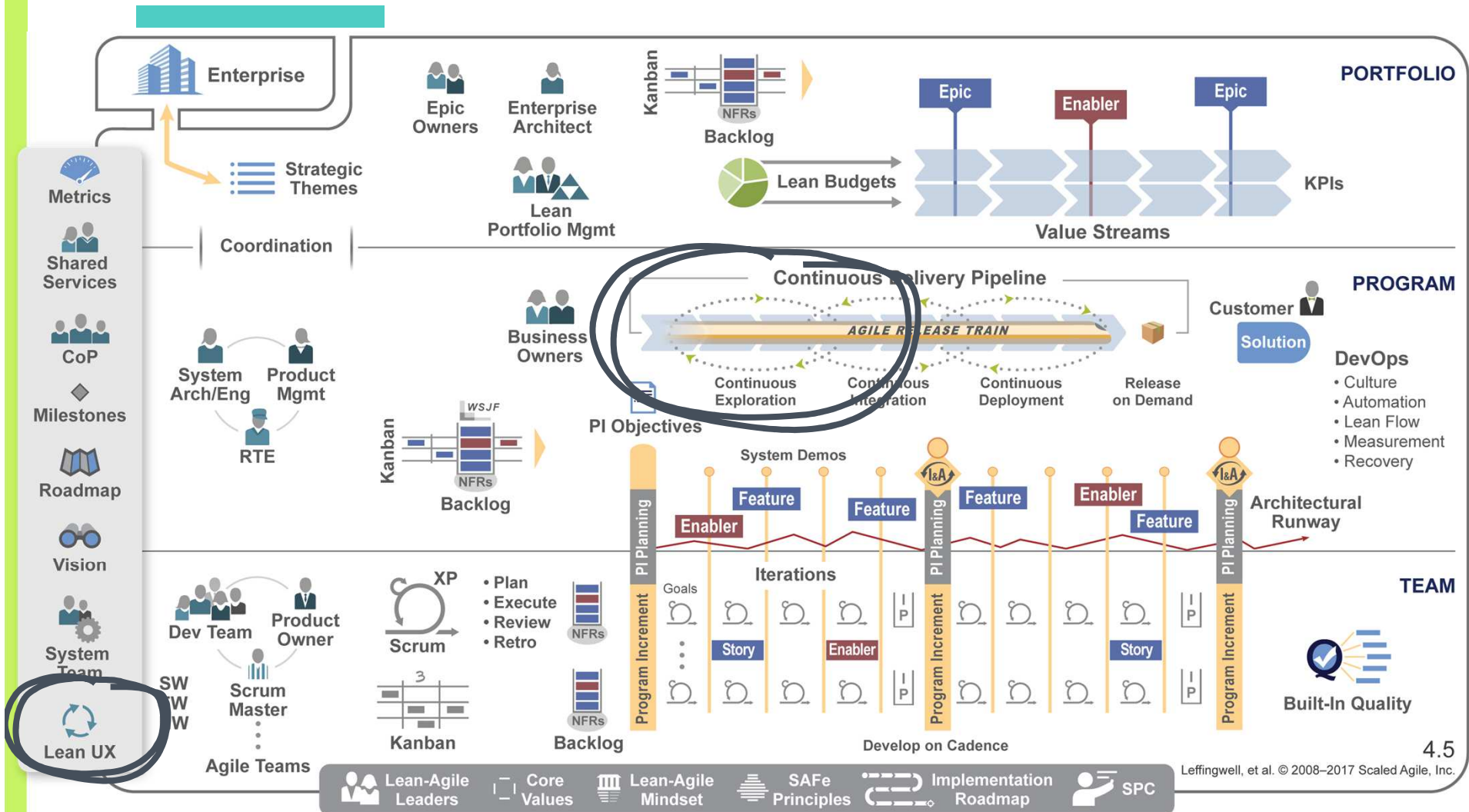
**Culture
change**

**Better overall
performance**

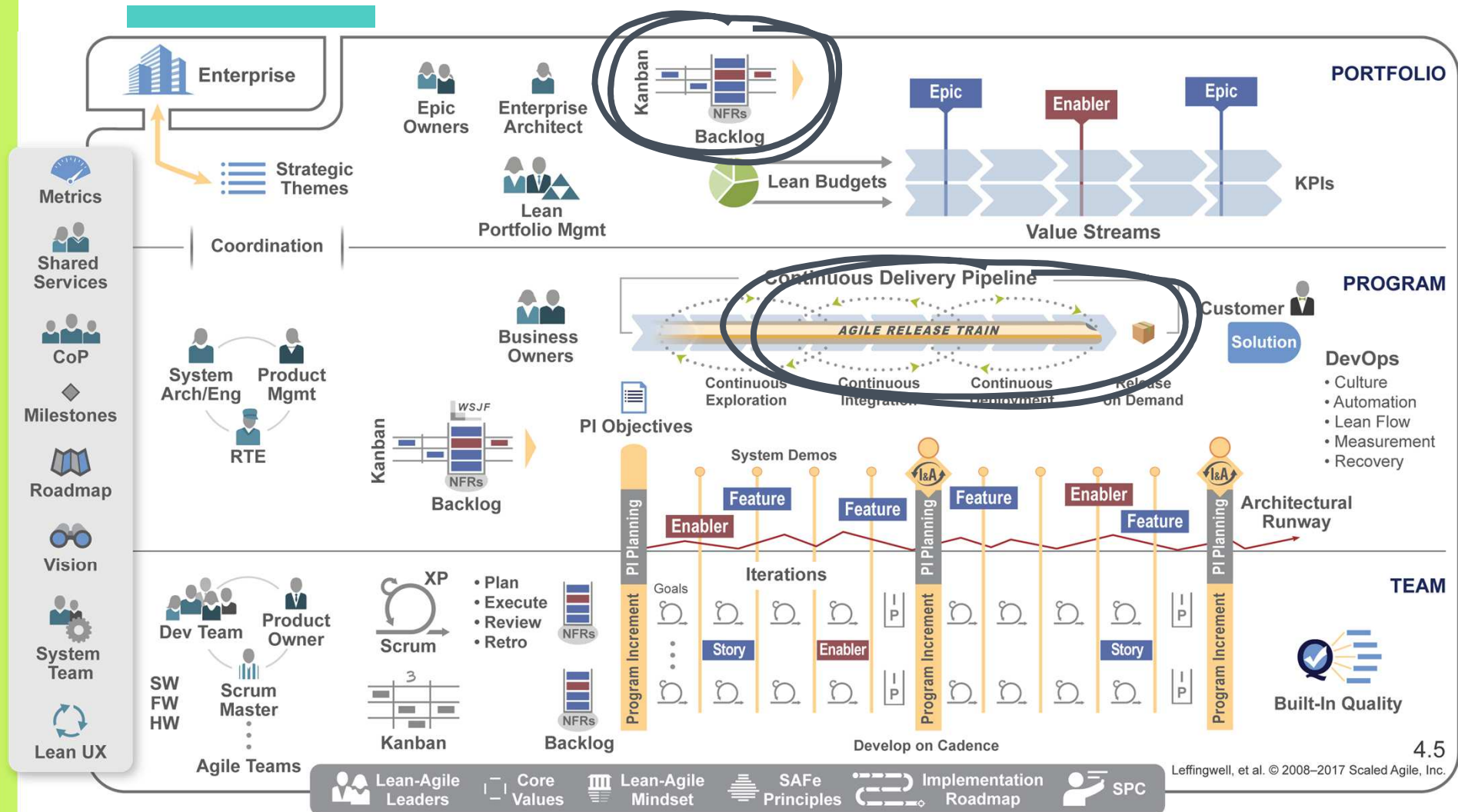
Satisfaction
Value delivered

**Where
are we
heading
to ?**

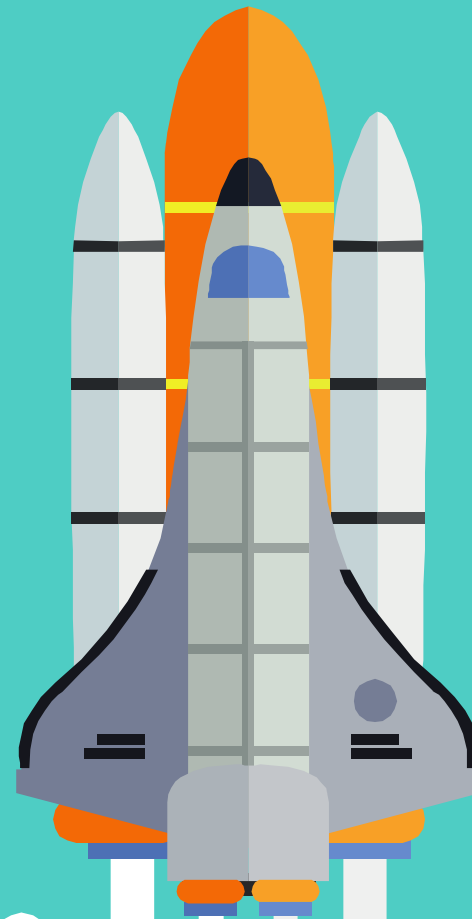
We continue with SAFe® 4.5



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®
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- pictures by unsplash.com, icon8, gv.com, theleanstartup.com
- Presentation reviewed by Shane Harrison, Didier Drouin, Michel Levaslot, Jean-Marc Peaucelle and Jacky Louachi