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

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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

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5,1 millions

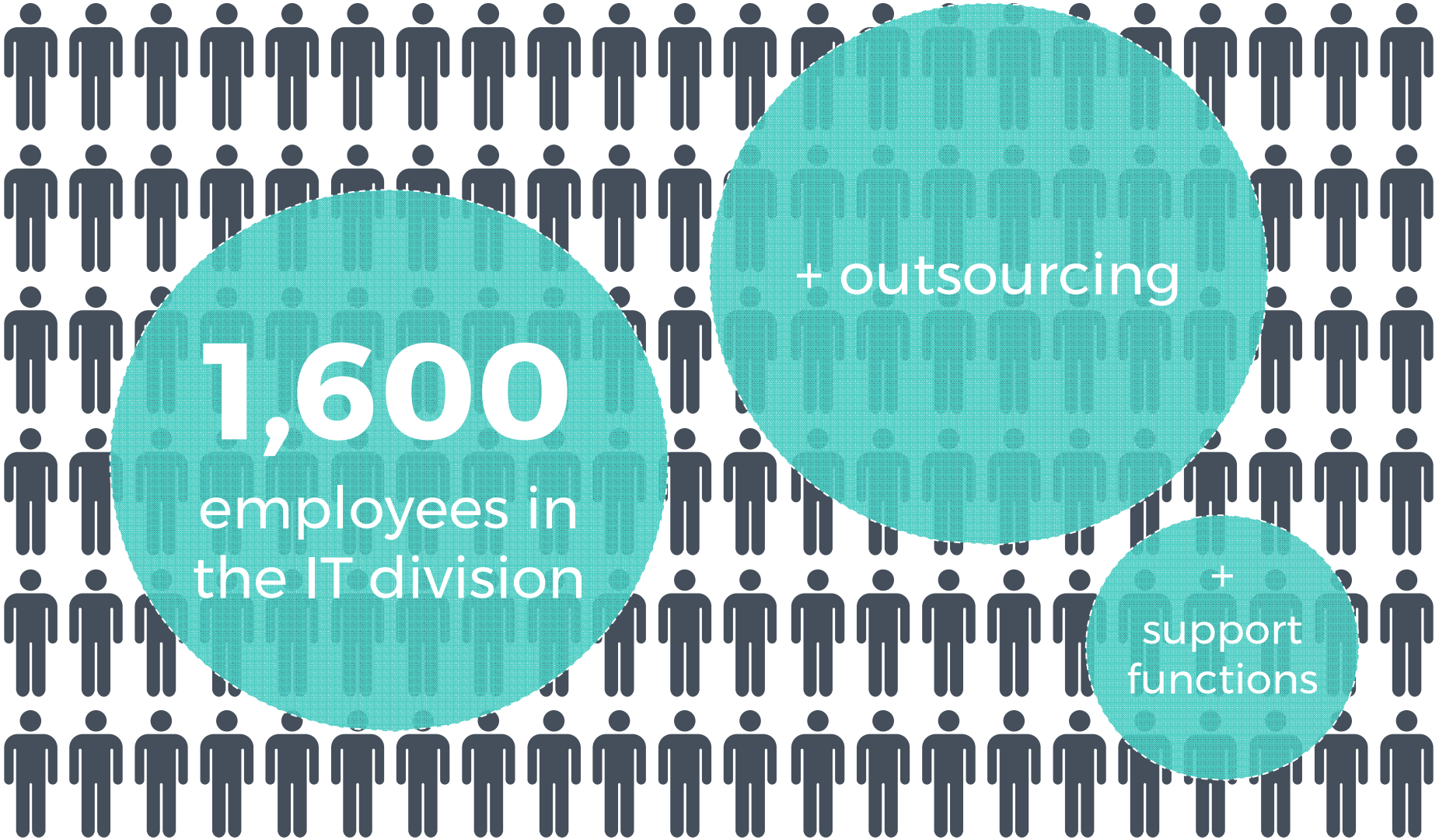
job posts published on pole-emploi.fr

4 millions

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

57.000

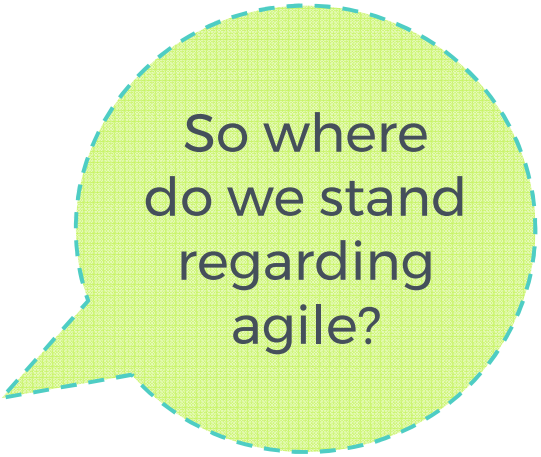
employees fully dedicated to our beneficiaries



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

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

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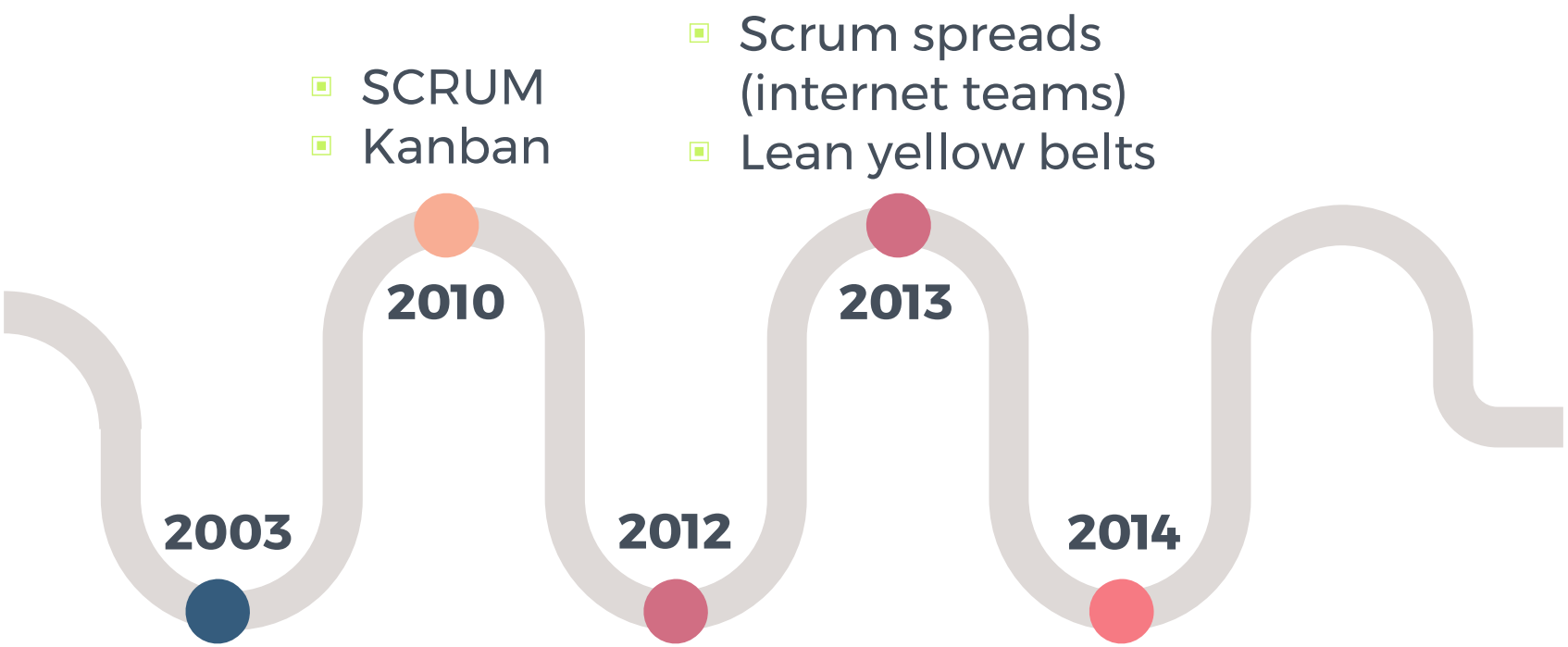
A bit of our lean-agile journey



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

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

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Scaling agile

SAFe® changed our lives !

- Strategic program launch

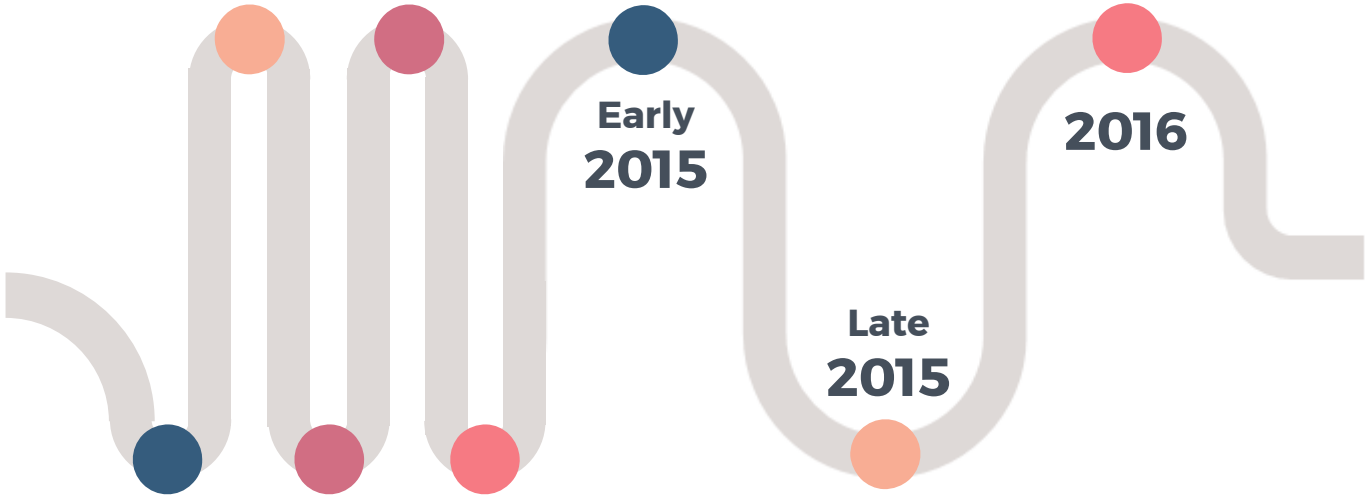
Early 2015

Late 2015

- Piloting SAFe® on strategic program
- Middle management buys-in

2016

- Launching 5 more trains
- Top management choses SAFe® for strategic programs



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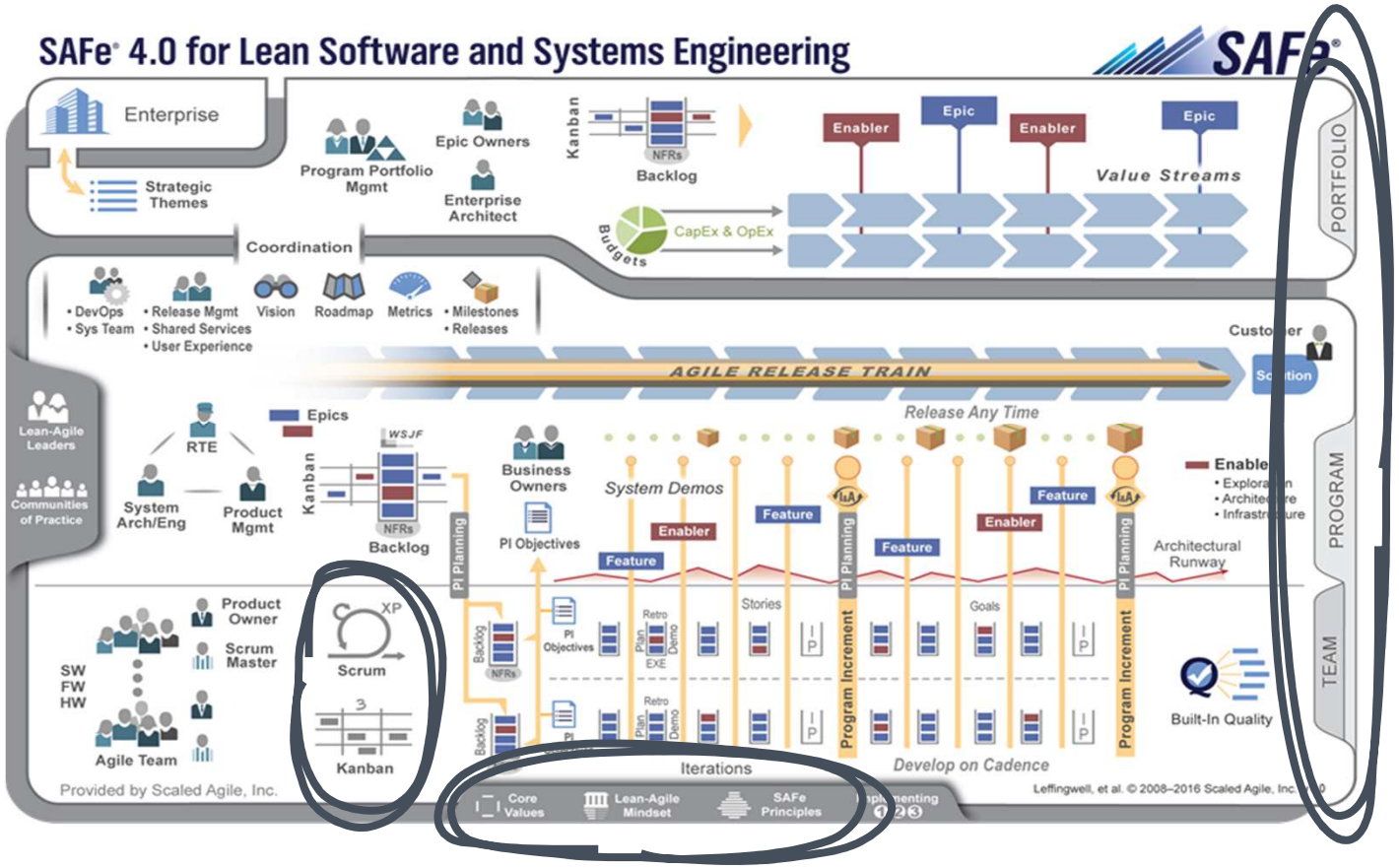
SAFe® in one big picture

http://www.scaledagileframework.com/



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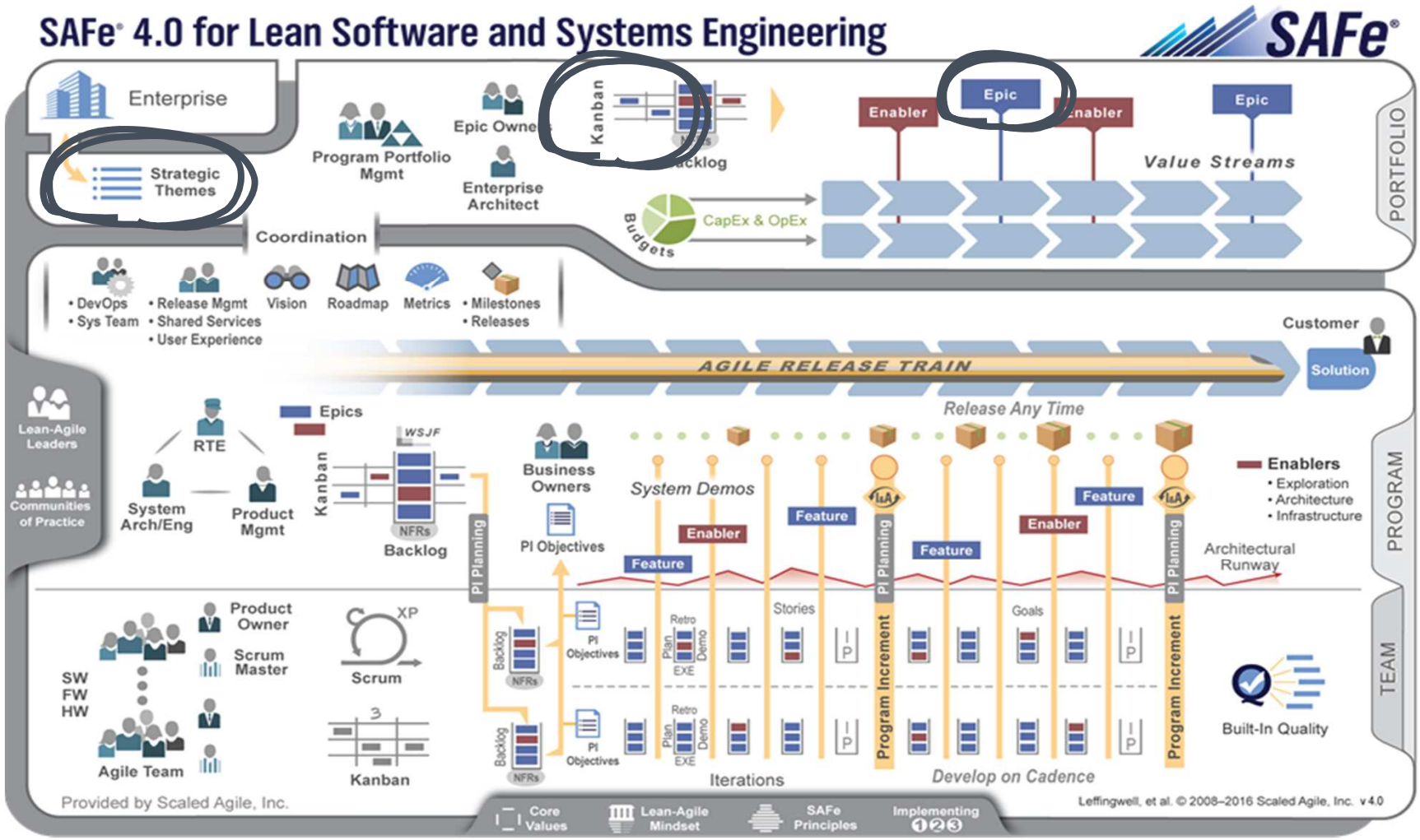
SAFe® in one big picture



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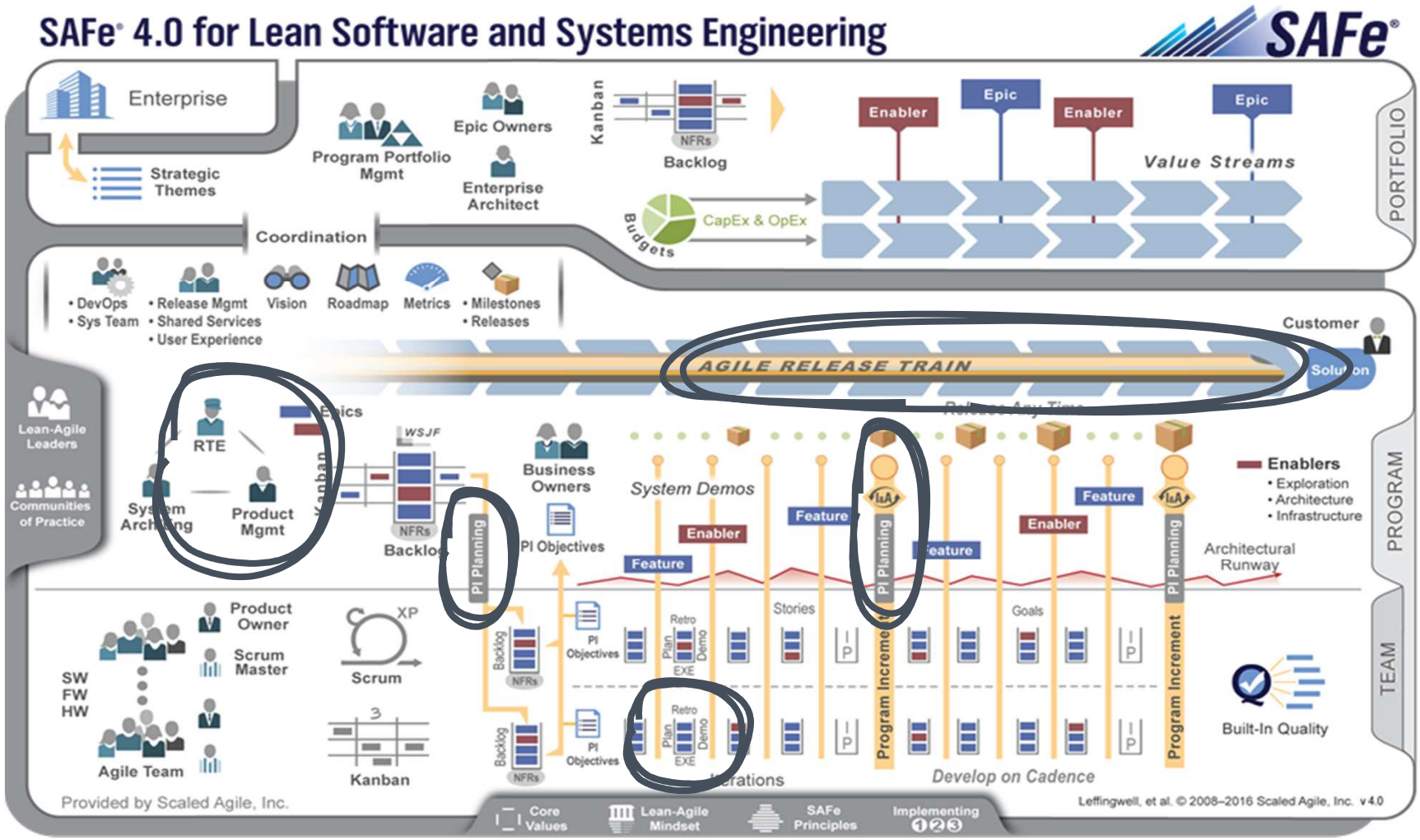
SAFe® in one big picture



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SAFe® PI planning drives alignment and collaboration

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PI Planning SAFe® : the Agenda

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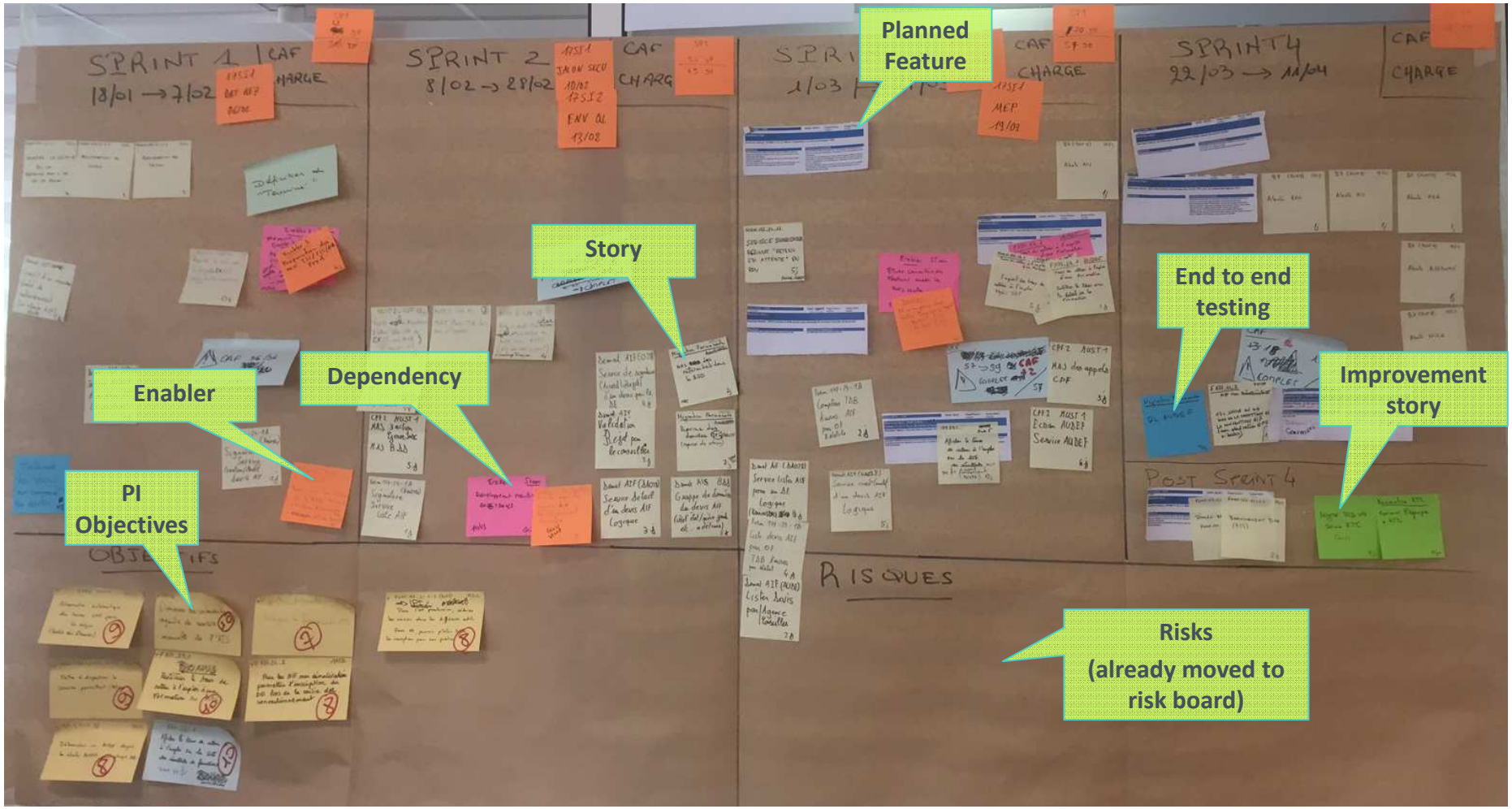
PI Planning SAFe® : a Team Board



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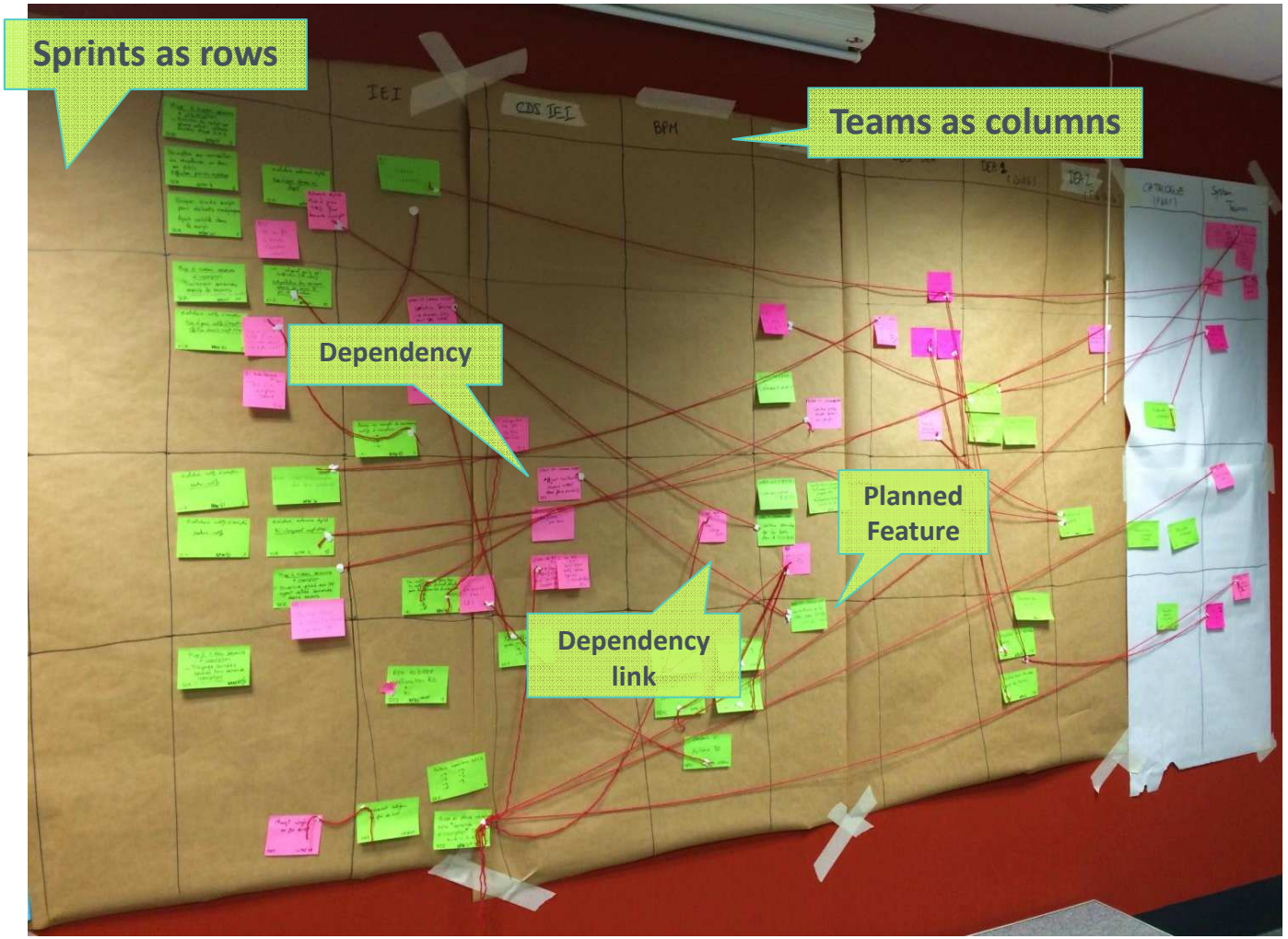
PI Planning SAFe® : the Program Board



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PI Planning SAFe® : the risks Board

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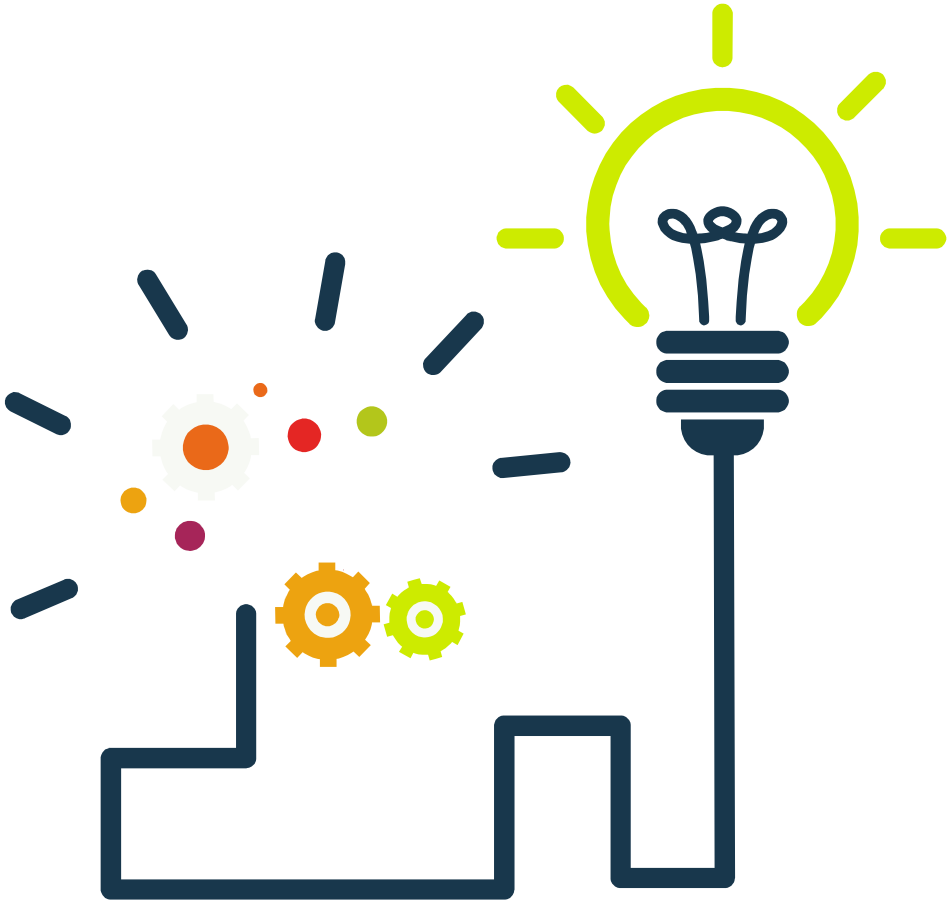
SAFe® solves our dependency management problem...

...but !



The tool you just released is very pretty…

but we don’t need it !

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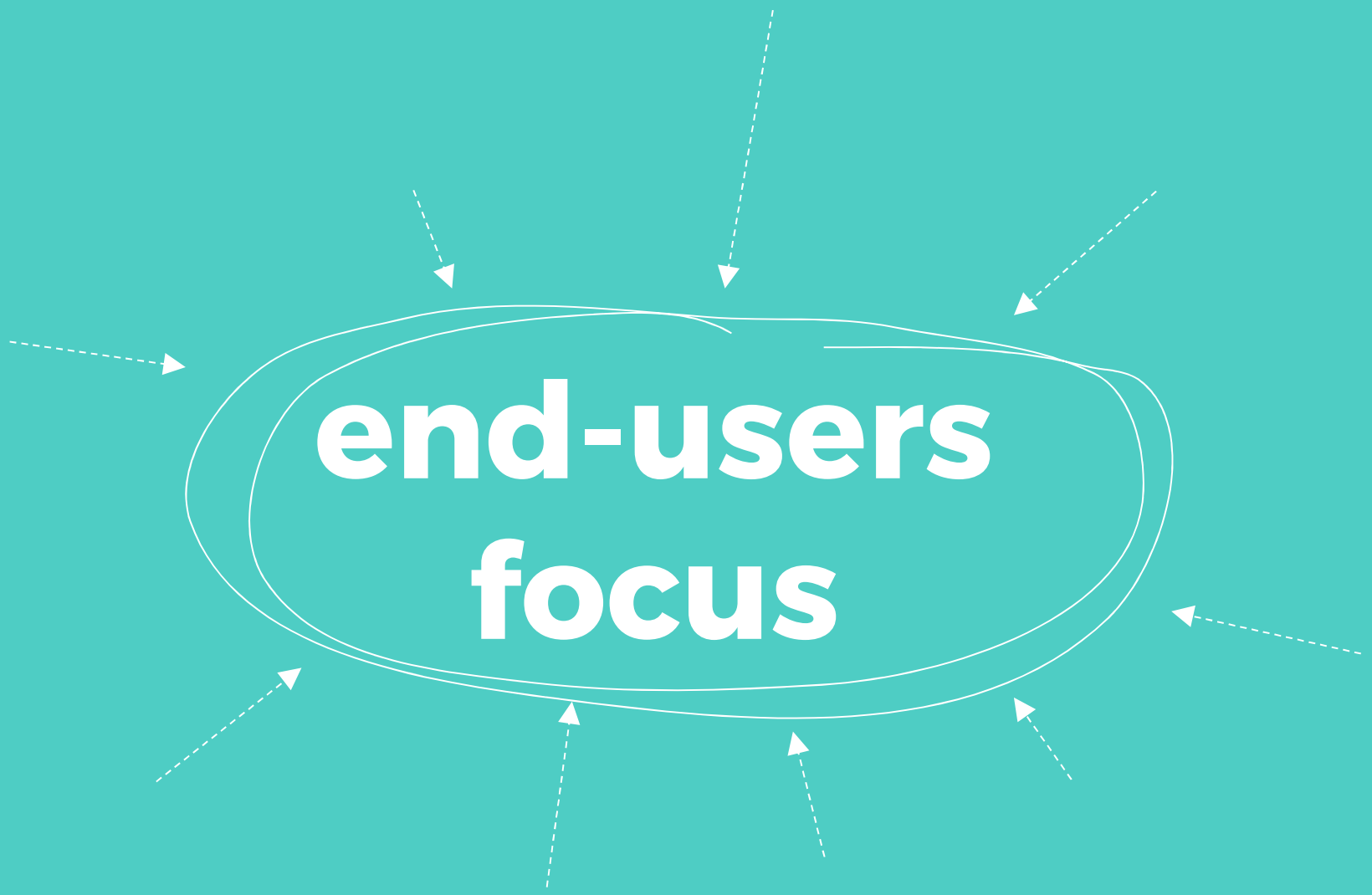
So, what should we improve?



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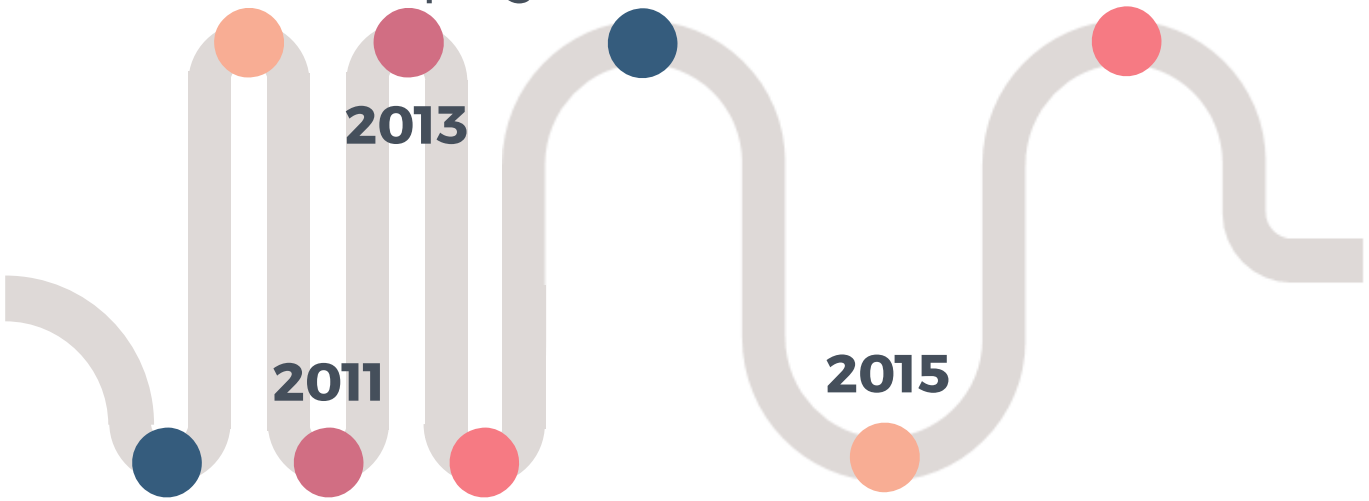
We've tried to solve this for a while



- User centric design awareness campaign

- Ergonomist team created
- First UI designers recruited

- UX PM certifications
- Innovation games

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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 !

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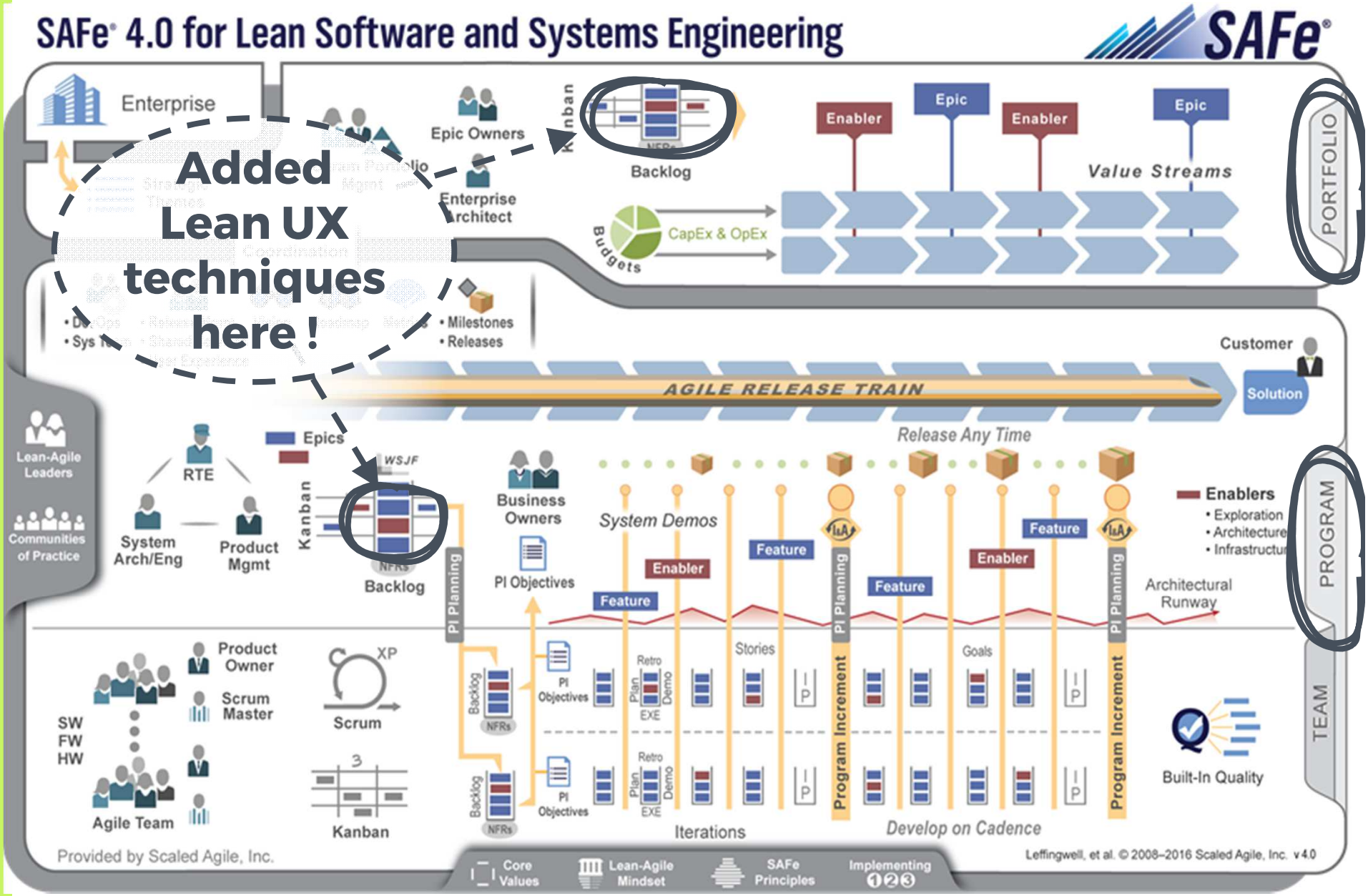

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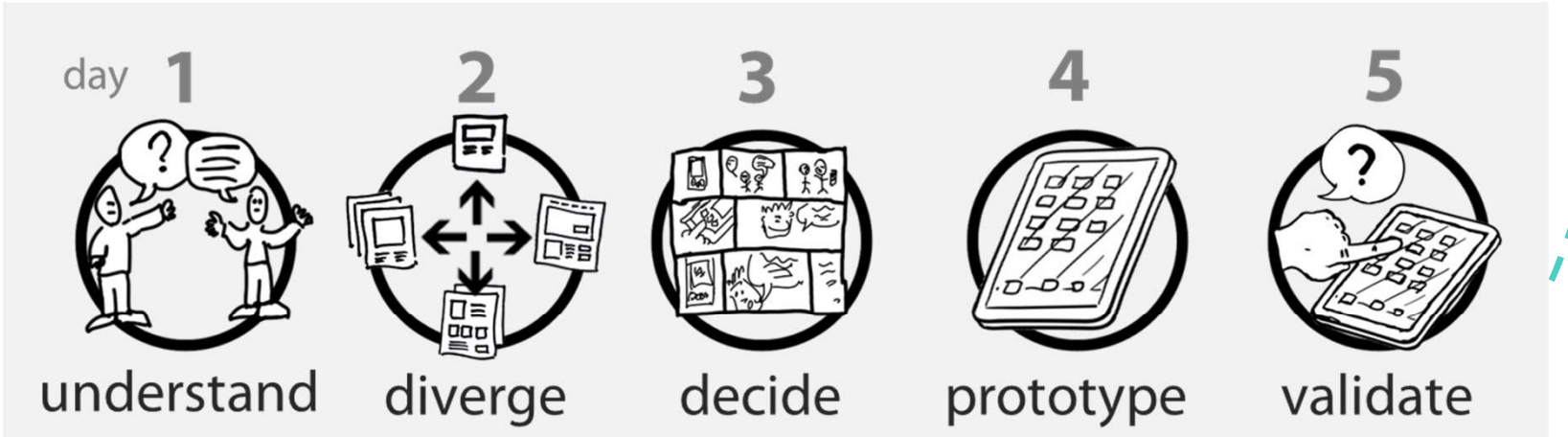
We adapted GV* Design Sprint

* 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

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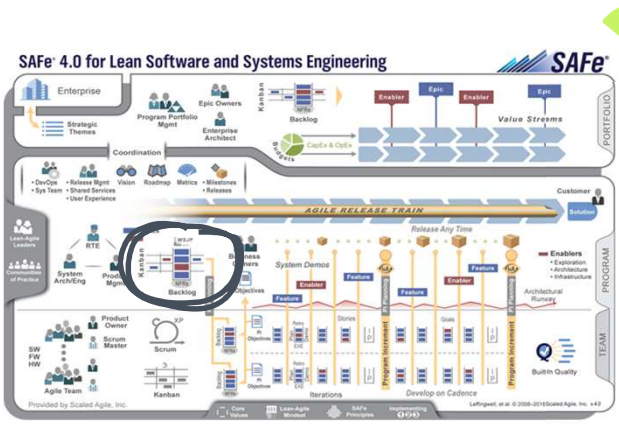
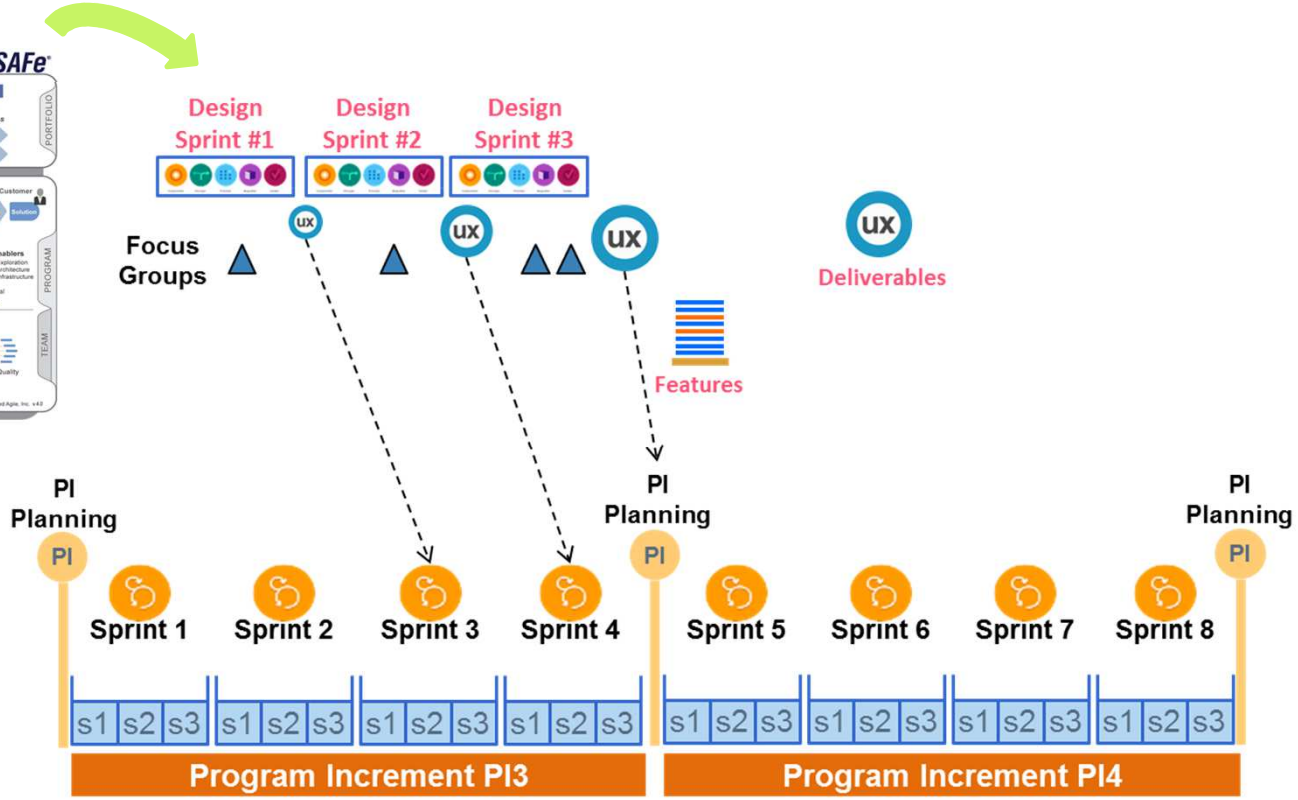
* GV – Google Ventures

We use Design Sprint at the train level





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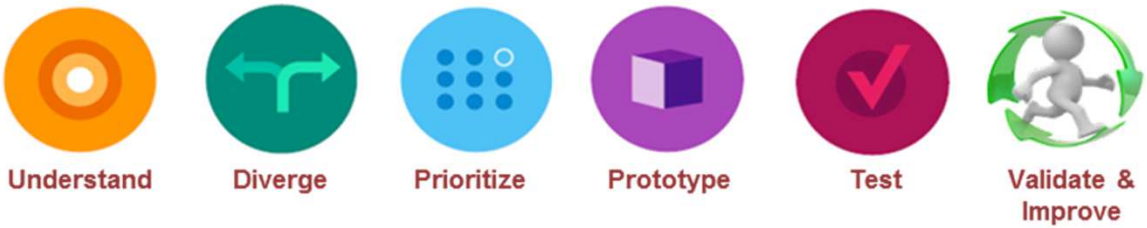
Our customization of the Design Sprint

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



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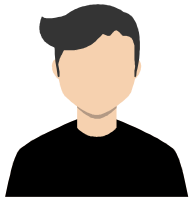
Multidisciplinary team : the UX group

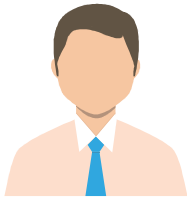


Sprint Master

Ergonomist

Product Manager

Business expert



Business owner

UX/ UI Designer

Data analyst

Product Owner

Technical Lead

And of course…
2-3 end users

From silos to task force !

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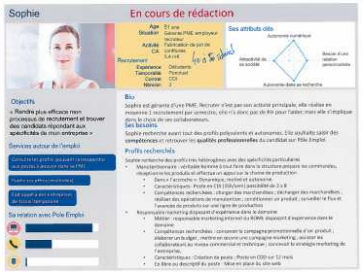
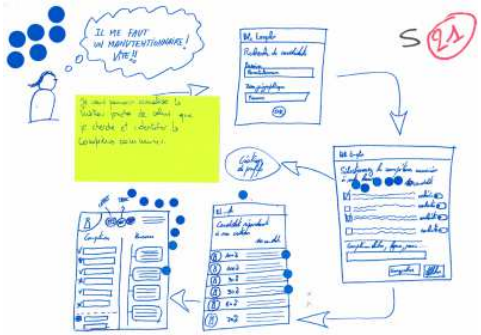
Sample results at the end of week one



5 Personae

Personae



21 usage scenarios

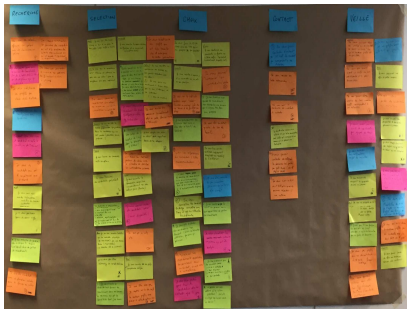
Usage scenarios

2 scenarios

Detailed user scenarios

Business objectives

91 objectives



Mockups

17 mockups

Focus group

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Sample pictures of cross functional workshops

Work in small group doing paper based prototypes

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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

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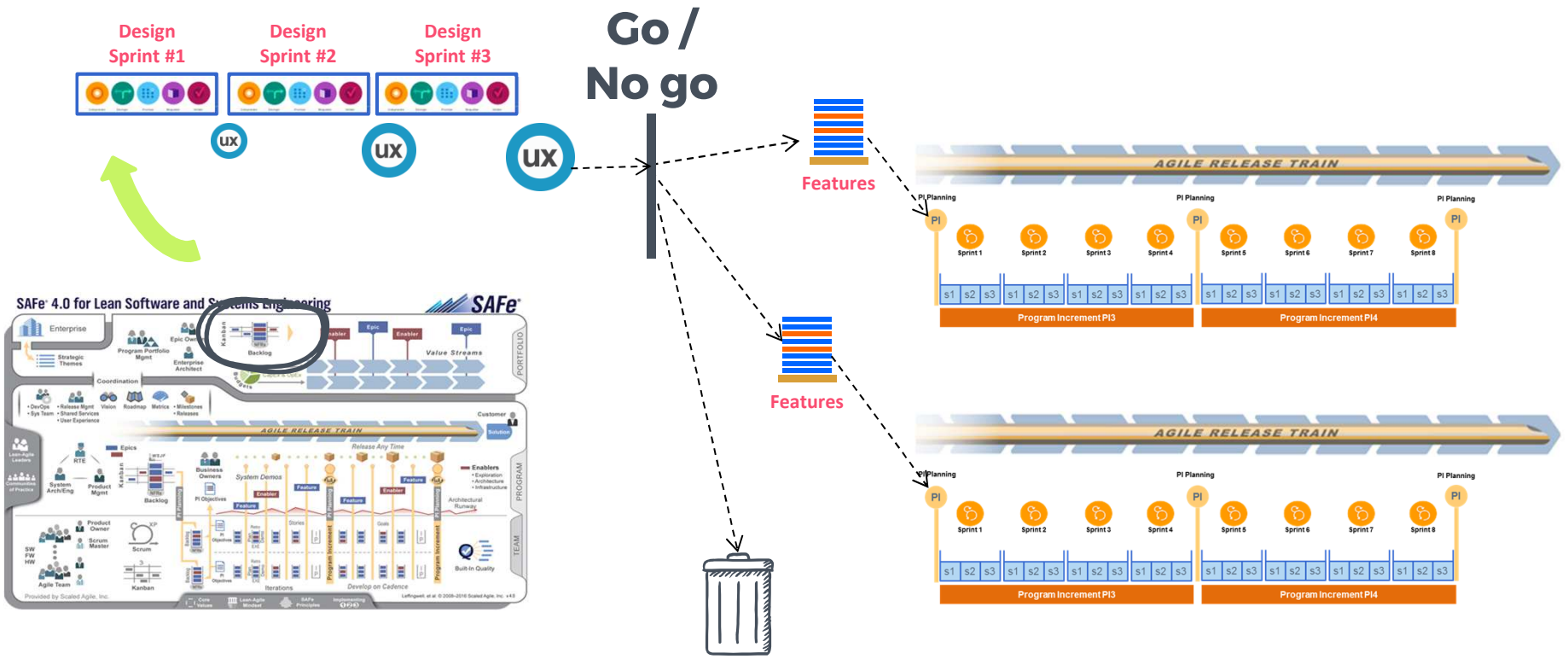
We are taking the Design Sprint to the portfolio level



It is particularly useful to **validate business hypothesis** earlier and eventually decide for a No Go.

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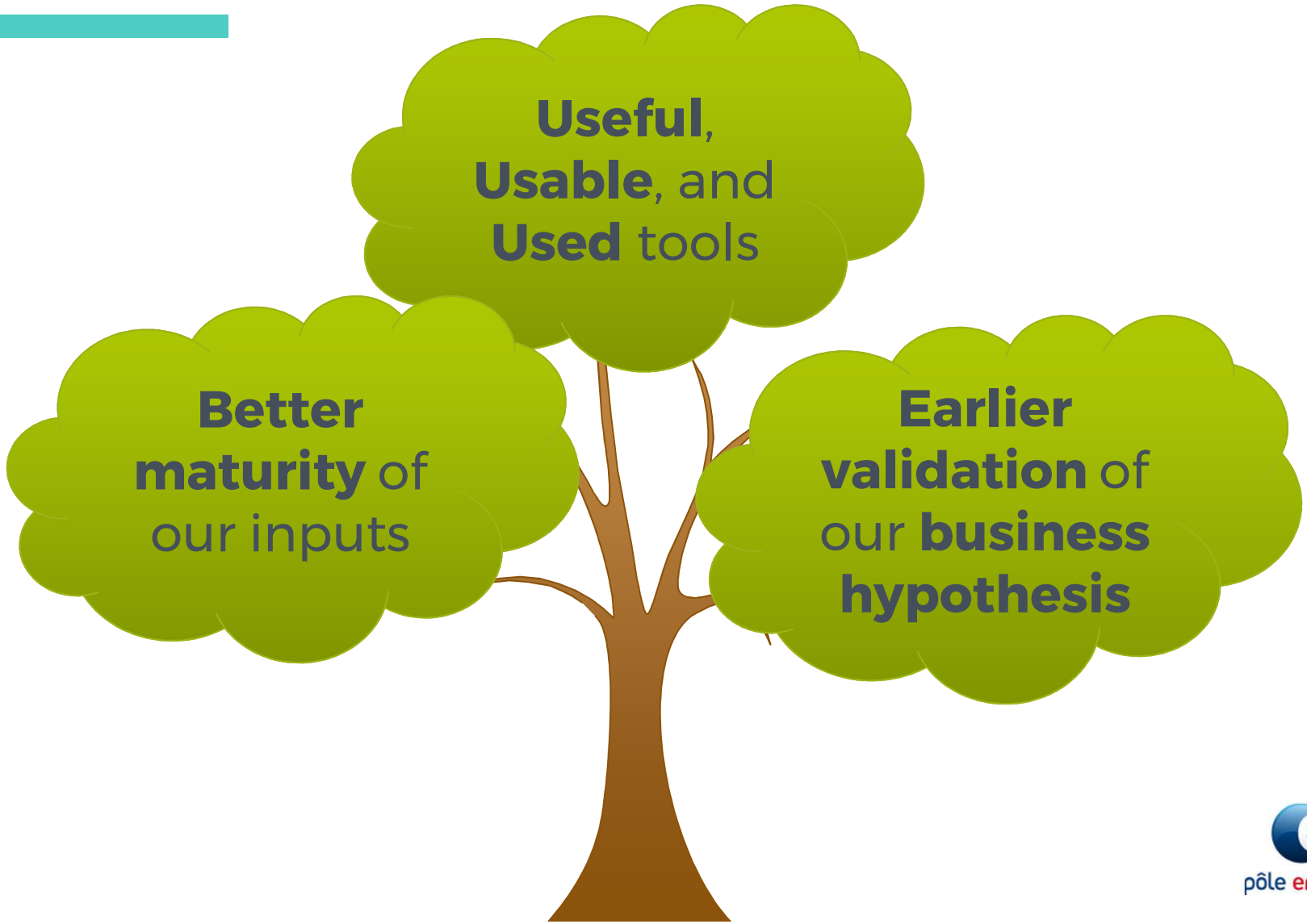
Design sprints help resolve 3 problems



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Validating business hypothesis early…

…that's Lean startup !

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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

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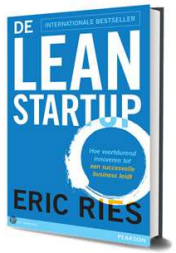
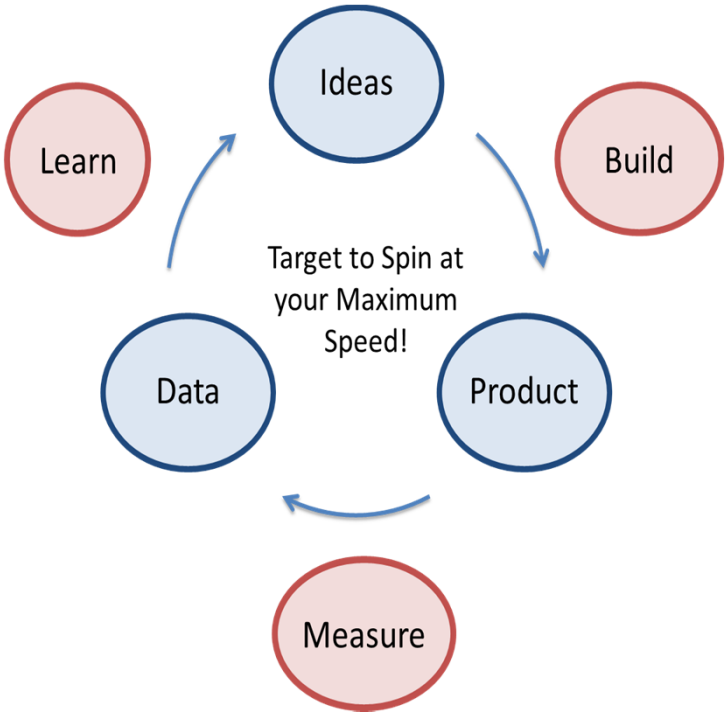
Lean Startup

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

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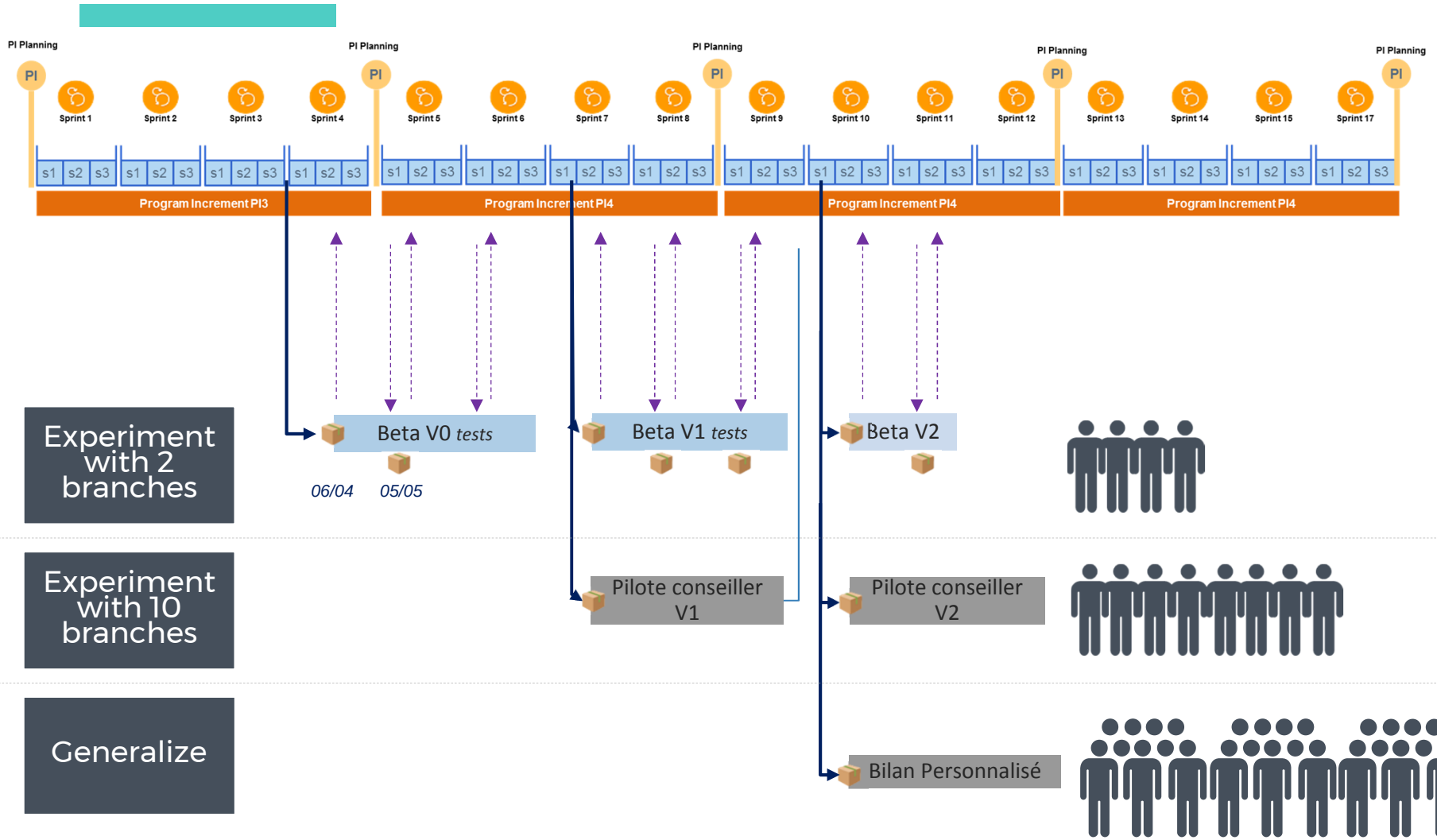
Example on one of our epic



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

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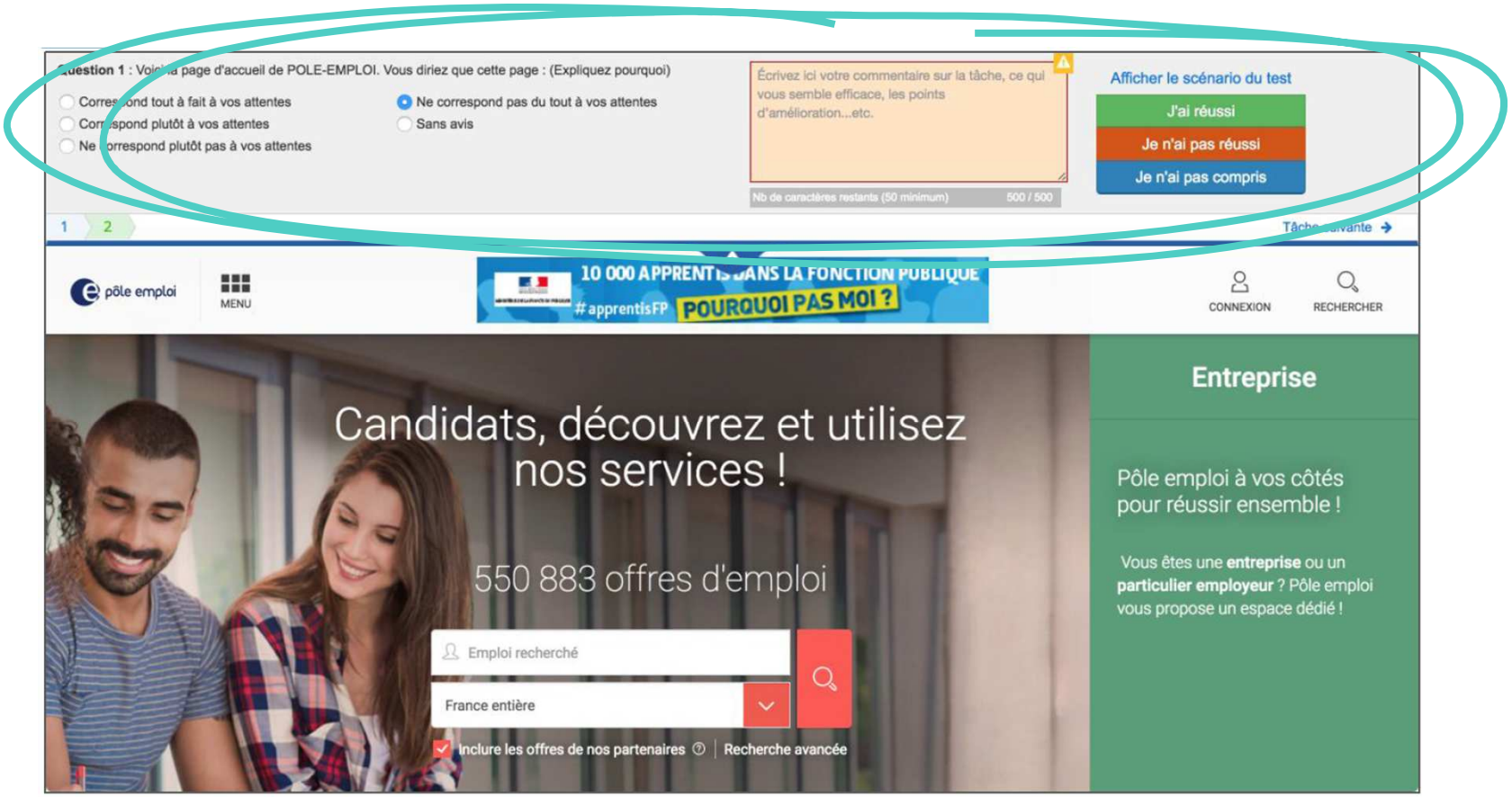
Experiment – sample screen equipped with Testapic



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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

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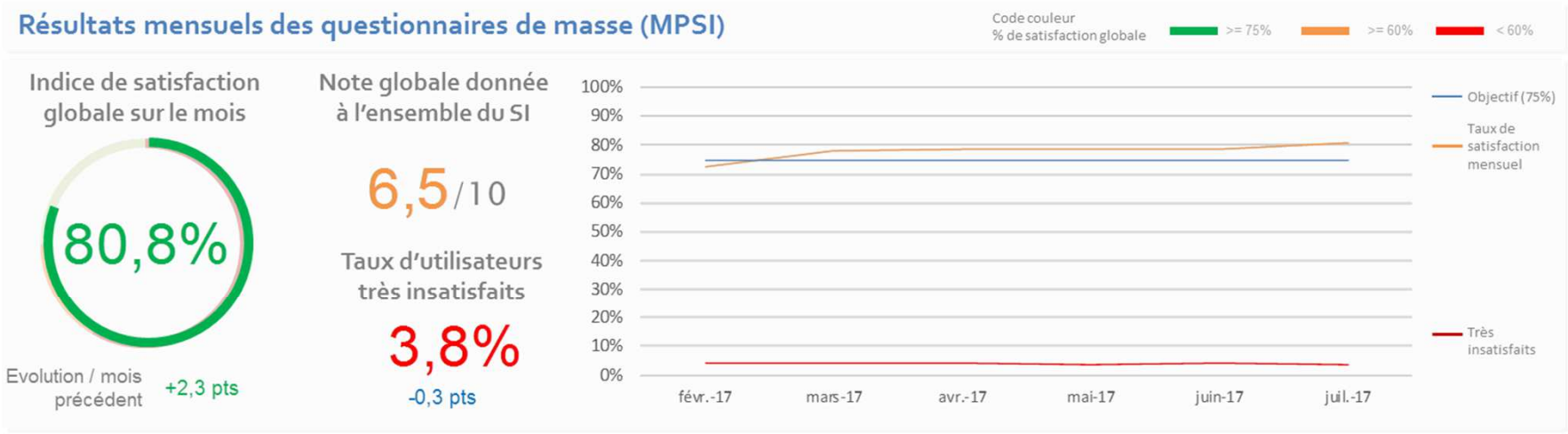
Sample traffic analysis

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 !

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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

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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

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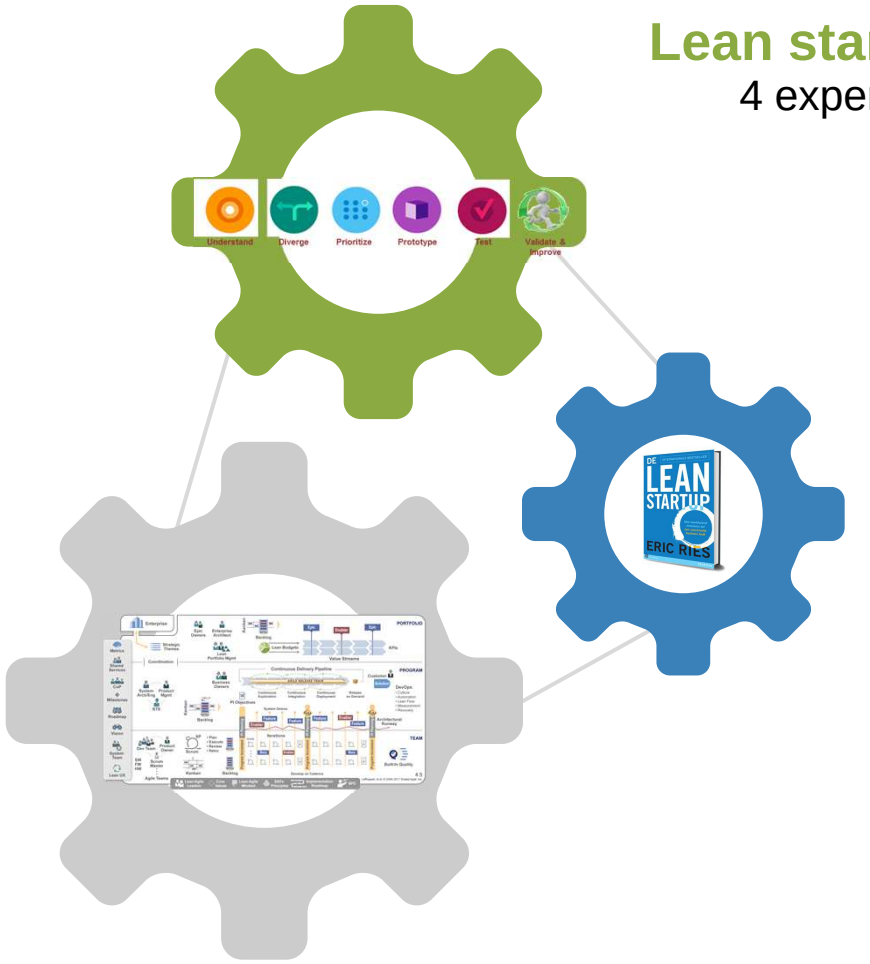
Our current status



Lean startup with Design sprint

4 experiments including 2 in progress

Lean Startup – next steps

1 experiment in progress

SAFe®

7 trains running

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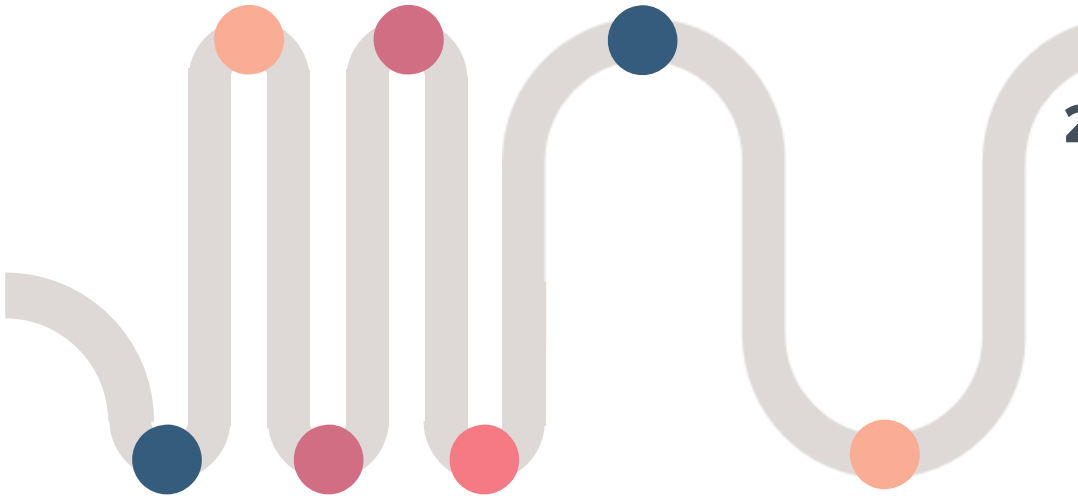
Our current status



- UX dedicated team created (business)

2016

2017

- IT reorganization - Product centered
- UX studio created (IT)

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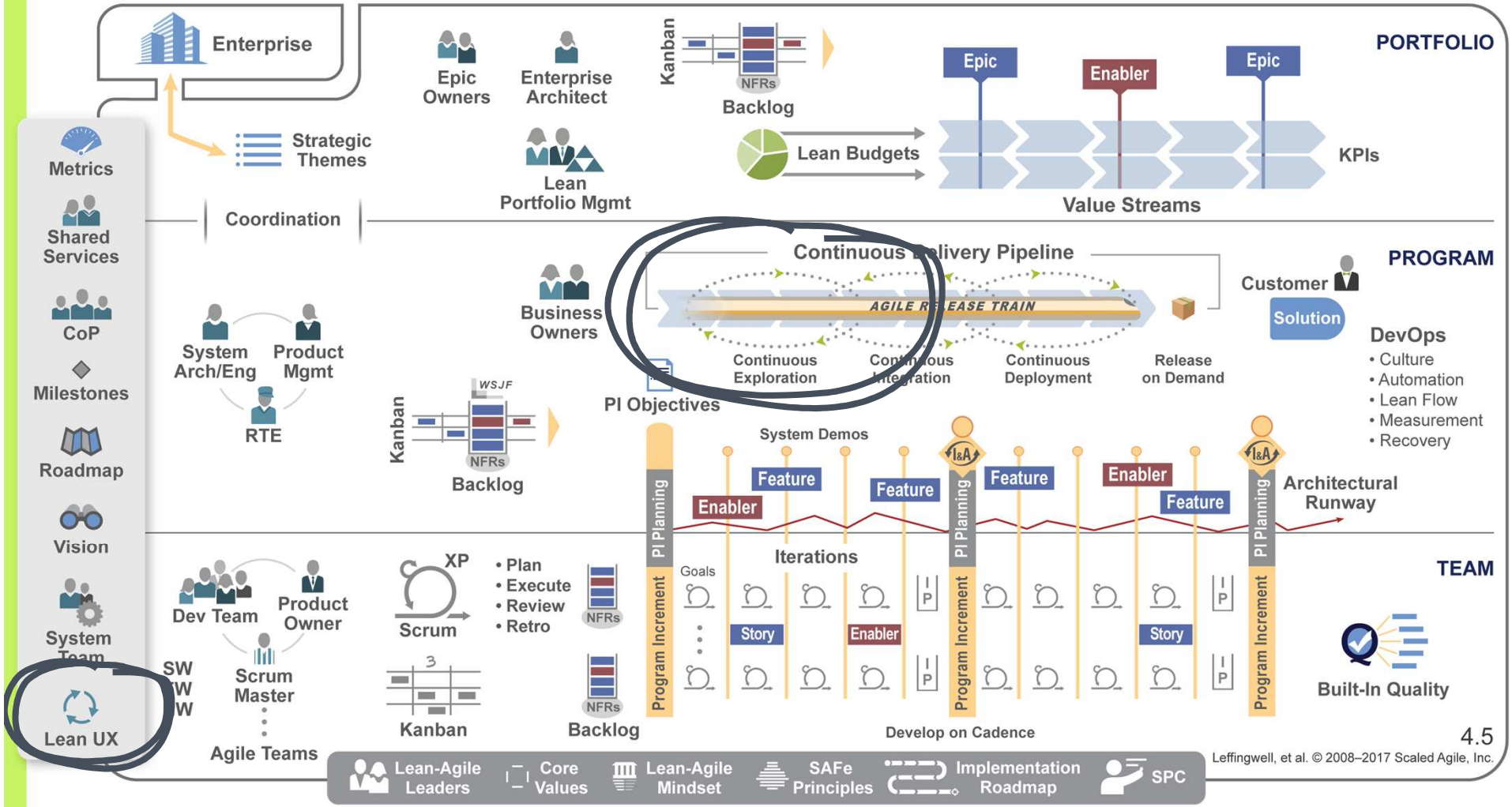
Culture change
Better overall performance
Satisfaction
Value delivered
Where are we heading to ?

We continue with SAFe® 4.5



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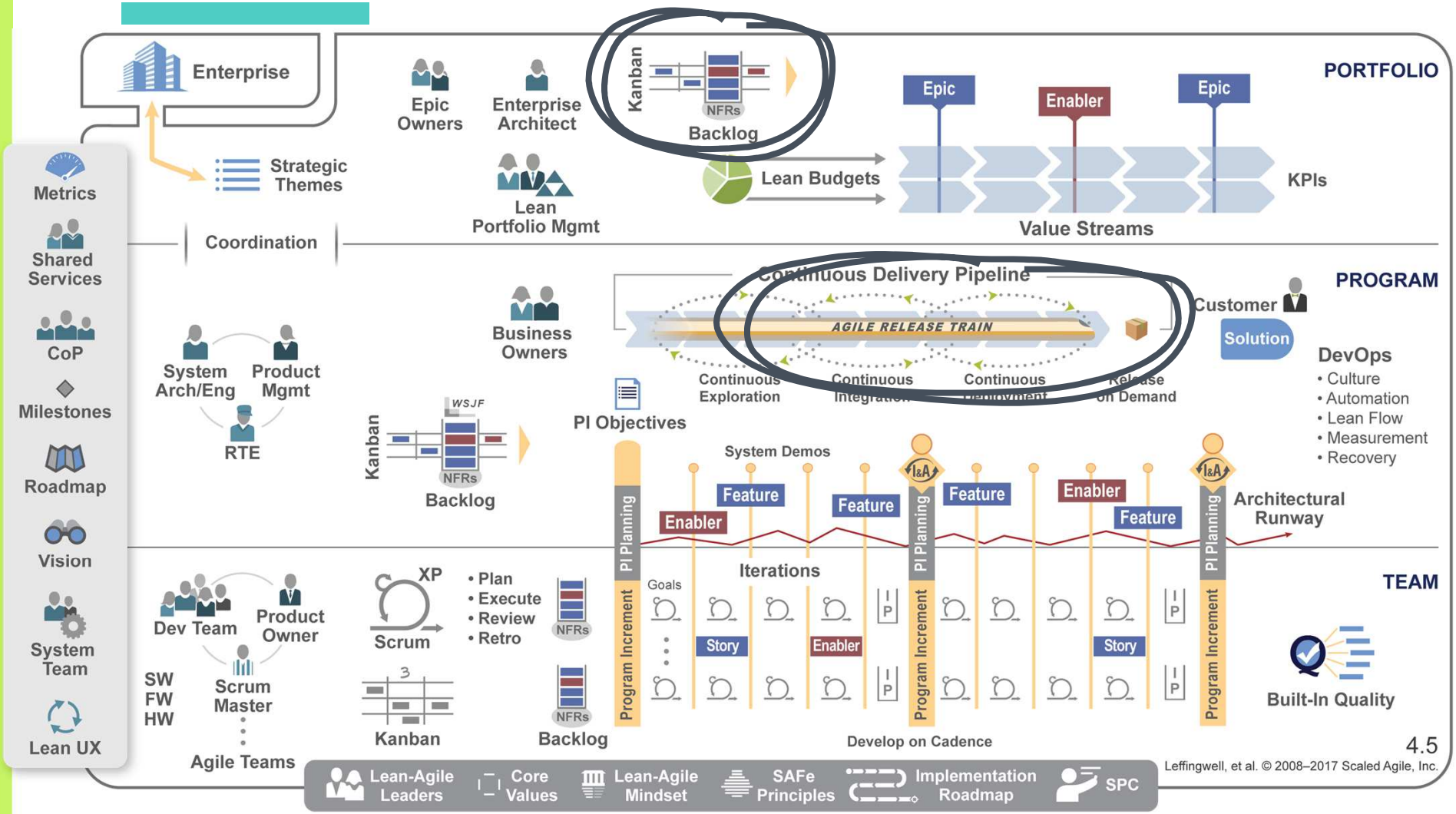
We continue with SAFe® 4.5



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Combination of SAFe® and Lean UX fuels innovation and agile at scale !

Thanks!

Any questions?

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Credits

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- Presentation reviewed by Shane Harrison, Didier Drouin, Michel Levaslot, Jean-Marc Peaucelle and Jacky Louachi

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