Enterprise Agility in SAFe Hands

BCS CMSG Conference

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Enterprise Agility

Applying IT disciplines to internal non-IT functions to deliver timely value to the business
What is Enterprise Agility?

SAFe

ESM

ITSM

Governance
The Key Components

- Governance
  - Directs, Evaluates and Monitors to achieve a common goal
- Enterprise Service Management
  - Enables specific internal business functions
- ITSM
  - Archetypes for internal business functions
- SAFe
  - Scales agility to an enterprise level
Why?

Is it...

- Because we have a framework and we are going to use it

Or

- IT isn’t the only part of the enterprise that struggles to deliver at business cadence
IT is not the real barrier to delivering business value
Where is it appropriate?

- HR
- Facilities management
- Finance
- Legal
- IT

All areas where legitimate functional cadence is out of step with business cadence

All Areas where point solutions degrade business value
Synchronicity and Predictability
An E2E perspective

- Personnel able to function in their job when the business needs them
- Including everything they need to work
- Funds available to support business imperatives
- Flexible contracts allowing quick decisions
- IT embedded in all of the above
Do Lean- Agile Principles Apply?

- Take an economic view
- Apply systems thinking
- Assume variability and preserve options
- Build incrementally with (fast) integrated learning cycles
- Base milestone on objective evaluation of working systems
- Visualise and limit queue lengths and manage queue lengths
- Apply cadence and synchronise with cross domain planning
- Unlock the intrinsic motivation of knowledge workers
- Decentralise decision making
Collaborate and Communicate

6 Degrees of James Finister

Town Hall or keep it small

Common Media

#HumanOps
Who is in charge?

Is probably the wrong question to ask HAL
Issues

- Agile experts are fixated on devs
- Delivery experts still lack the big picture
- Skills and attitudes
- Collaboration and communication
- Recognising the e2e customer story
- The catalogue, SLAs and KPIs
- The day job
- Governance
Enterprise Agility Takeaways

1. Business cadence challenges more than just IT services
2. Understands E2E Customer journey is key
3. Frameworks are not the complete answer
4. Intelligent scaling
5. Automation at scale
6. Collaborate using highly connected individuals
7. Governance really is the one ring to rule them all