Fly SAFe & high!

Flight Levels Systems Architecture as a collaboration assessment tool

SAFe SUMMIT
PRAGUE, CZECH REPUBLIC

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Agenda

1. Introduction to Flight Levels and the Flight Levels Systems Architecture (FLSA)
2. How to implement a Flight Levels Systems Architecture
3. Impact on the SAFe Implementation Roadmap & Cases/ Examples
4. Summary

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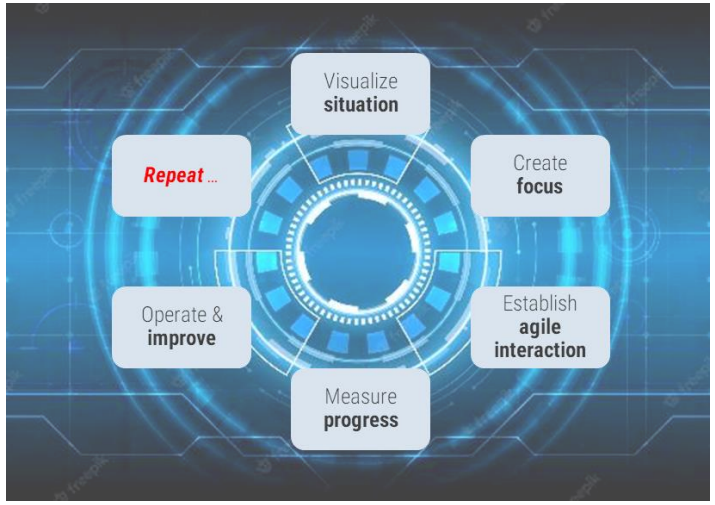
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Introduction to Flight Levels

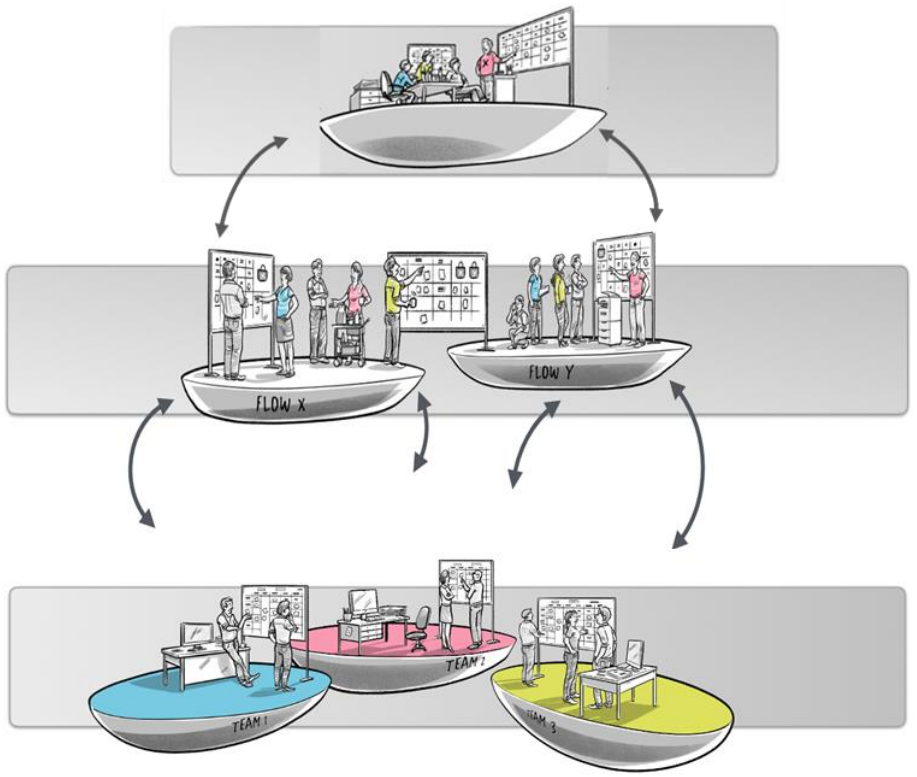
Flight Levels – Key concepts

Flight Levels is a **Thinking Model** *) that shows ***a systems architecture*** connecting all (agile) teams ...

- by means of **5 activities**
  - **visualize** situation
  - **create** focus
  - **establish** agile interactions
  - **measure** progress
  - **initialize** improvements



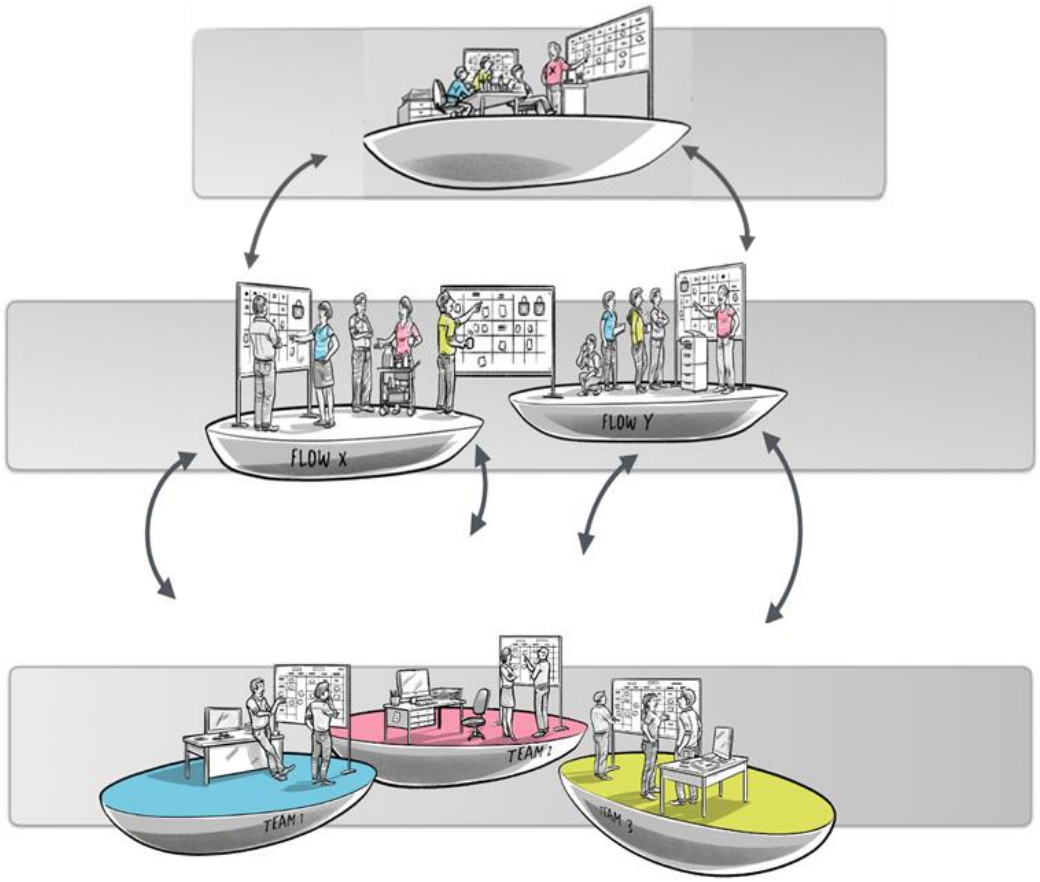
- on **3 Flight Levels** across an organization.



*) created by Klaus Leopold – LEANability.com

Flight Levels – Key concepts

The organization/enterprise is a system of **3 levels** with linked and dependent goals:

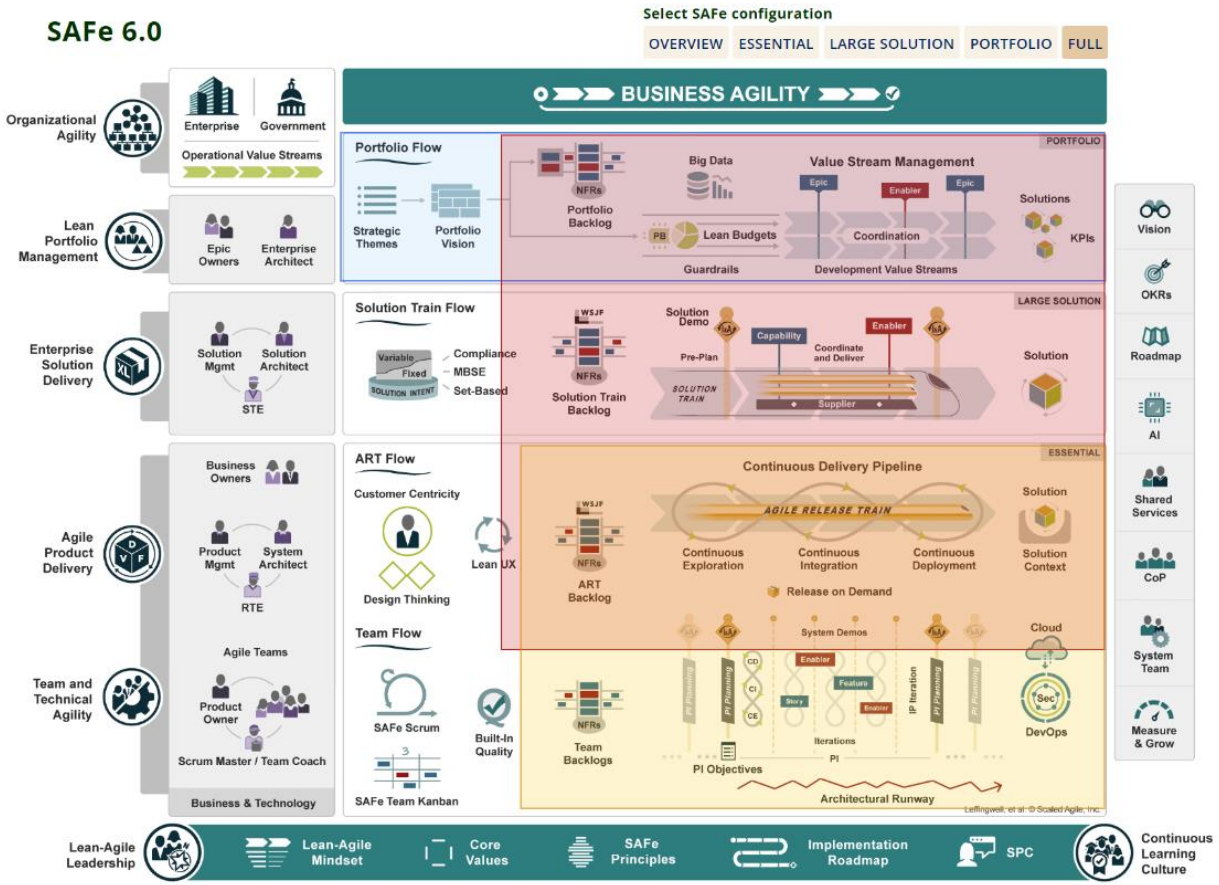


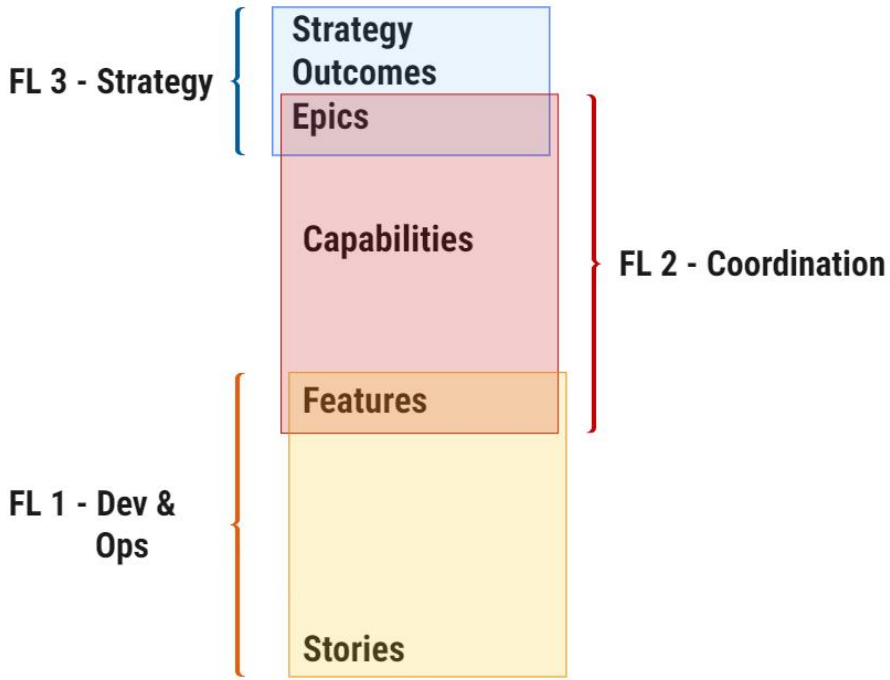
- **Flight Level 3** (FL3): **Strategy** – The North Star, that provides direction and priority.
- **Flight Level 2** (FL2): **Coordination** – The link between FL3 and FL1.
  - **Portfolio**: Coordination between multiple Value Streams & suppliers
  - **Entire Value Stream**: Coordination across all teams
- **Flight Level 1** (FL1): **Development and Operations** – Teams and individuals who get the job done, develop & maintain the solutions, and help customers

Flight Levels – Key concepts

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Where to find the Flight Levels on the SAFe Big Picture …





Flight Levels Systems Architecture (FLSA)

The ***Flight Levels Systems Architecture (FLSA)*** is a tool for improving ***Organizational Agility*** and collaboration by using ***Systems Thinking*** to assess how (agile) teams and working systems interact with each other.

The FLSA helps ***to identify issues*** that impact organizational performance, and ***provides an overview*** and understanding of processes, people, and work systems ***to better coordinate between teams***.

It can help identify issues such as:

- **Lack of alignment** between different levels (SAFe configurations) of the organization
- **Communication breakdowns** between teams and other entities (like Essential SAFe and Shared Services, etc.)
- **Duplication of efforts** or **conflicting priorities**
- **Lack of visibility** into **work being done at different levels** of the organization
- **Inefficient decision-making** processes (BO/line management engagement, Shared Services, …)

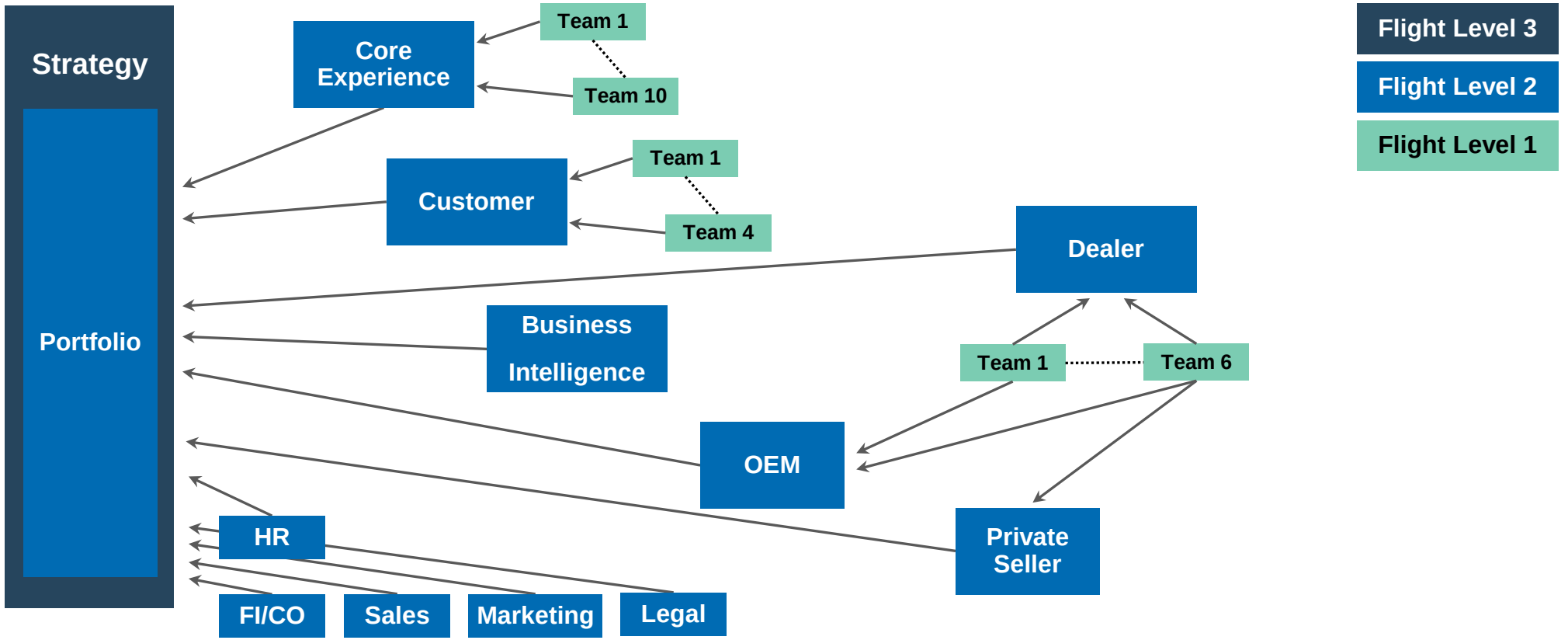
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How to implement a Flight Levels Systems Architecture

Flight Levels Systems Architecture - Implementation

1. Visualize: Define the Flight Levels and determine which teams belong to and interact with each level.

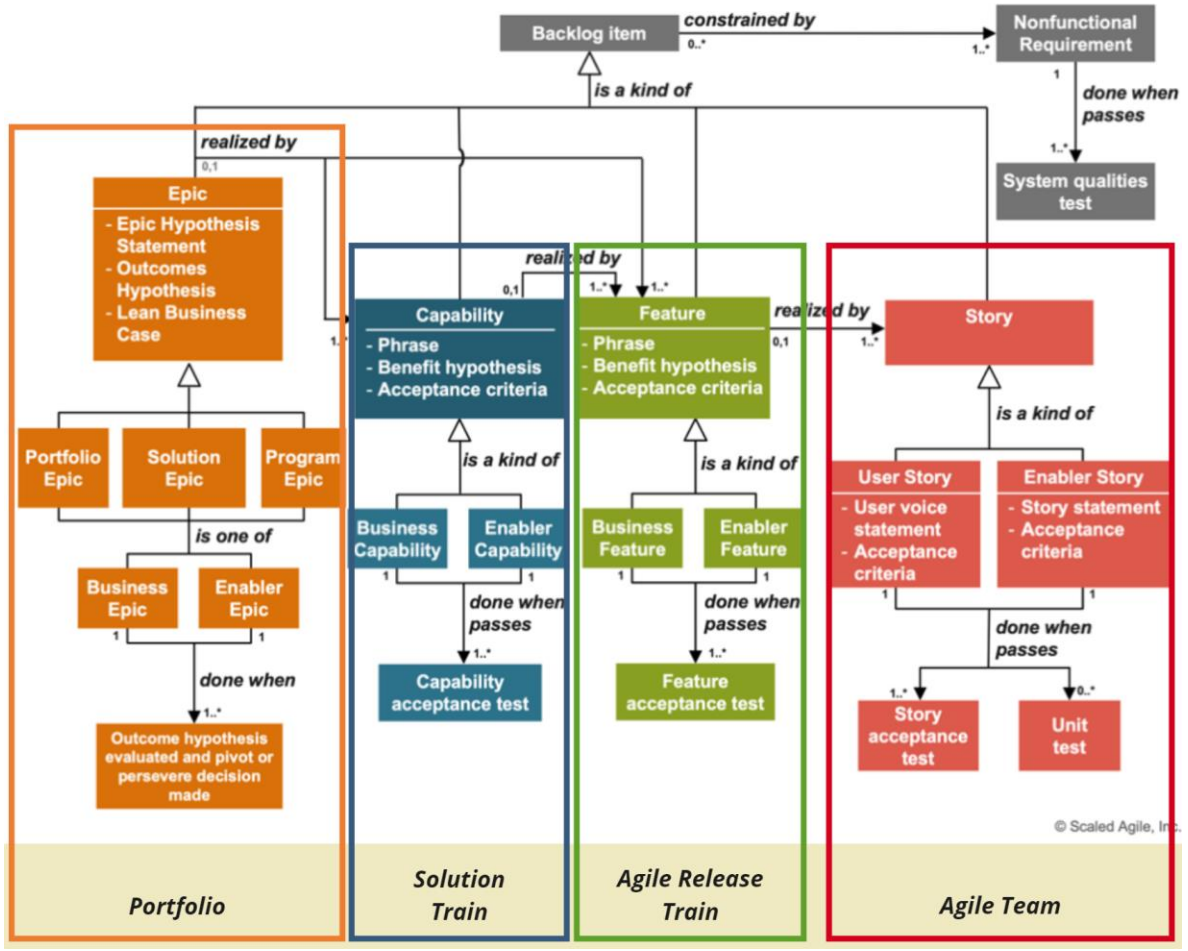
   Work Systems Topology: conceptually shows which Flight Level 1, 2, and 3 boards are necessary for an organization and how these working systems interact with each other.



Flight Levels Systems Architecture - Implementation

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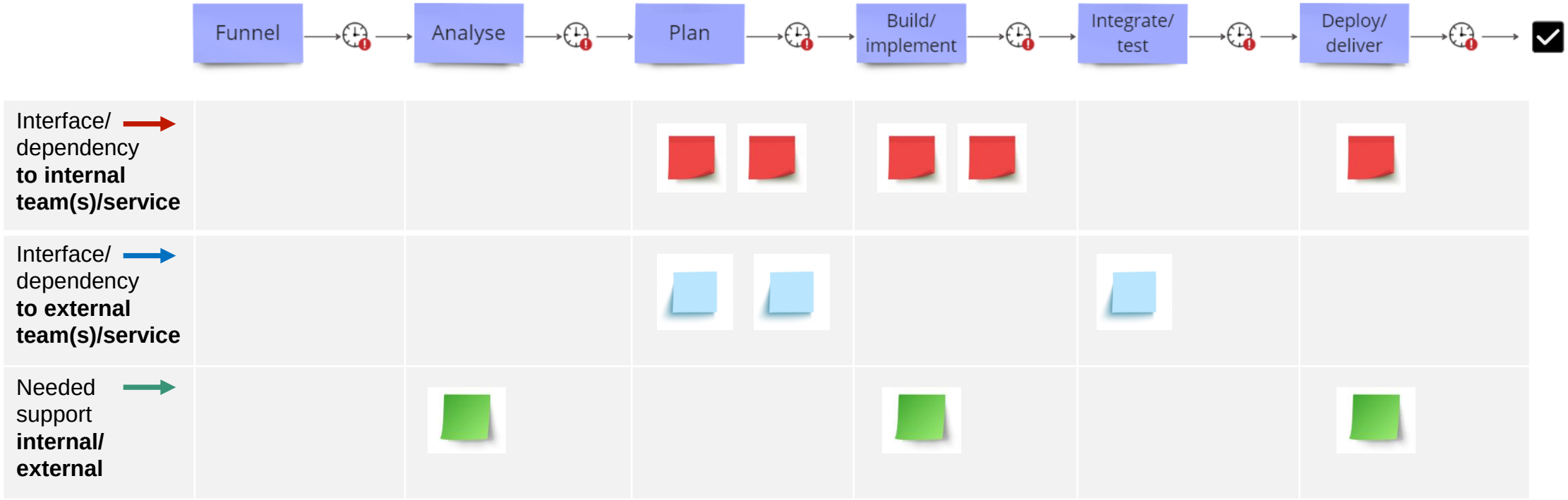
2. Create focus: Clarify the (SAFe) Requirements Model
   - **Clear for** ARTs and agile Teams
   - **What about** existing projects/ programs, Shared Services with a different (current) model?



Flight Levels Systems Architecture - Implementation

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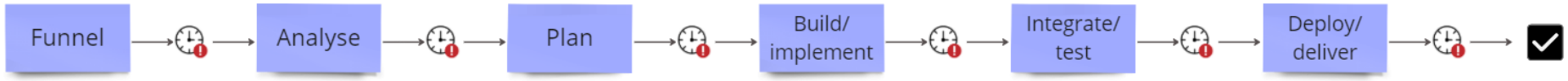
3. Establish interactions: Assess collaborations (FL1: generic Value Stream Mapping)
   - Interactions based on generic Value Stream steps
   - External dependencies



Flight Levels Systems Architecture - Implementation

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3. Establish interactions: Assess collaborations (FL1: generic Value Stream Mapping)
   - Flow efficiency
   - Delays
   - Built-in quality



Process time (hrs.)		3.0		1.0		40.0		8.0		8.0		60.0
Delay time (hrs.)	variable		140.0		8.0		40.0		160.0		8.0	356.0
% Complete & Accurate		70%		70%		80%		80%		90%		28%

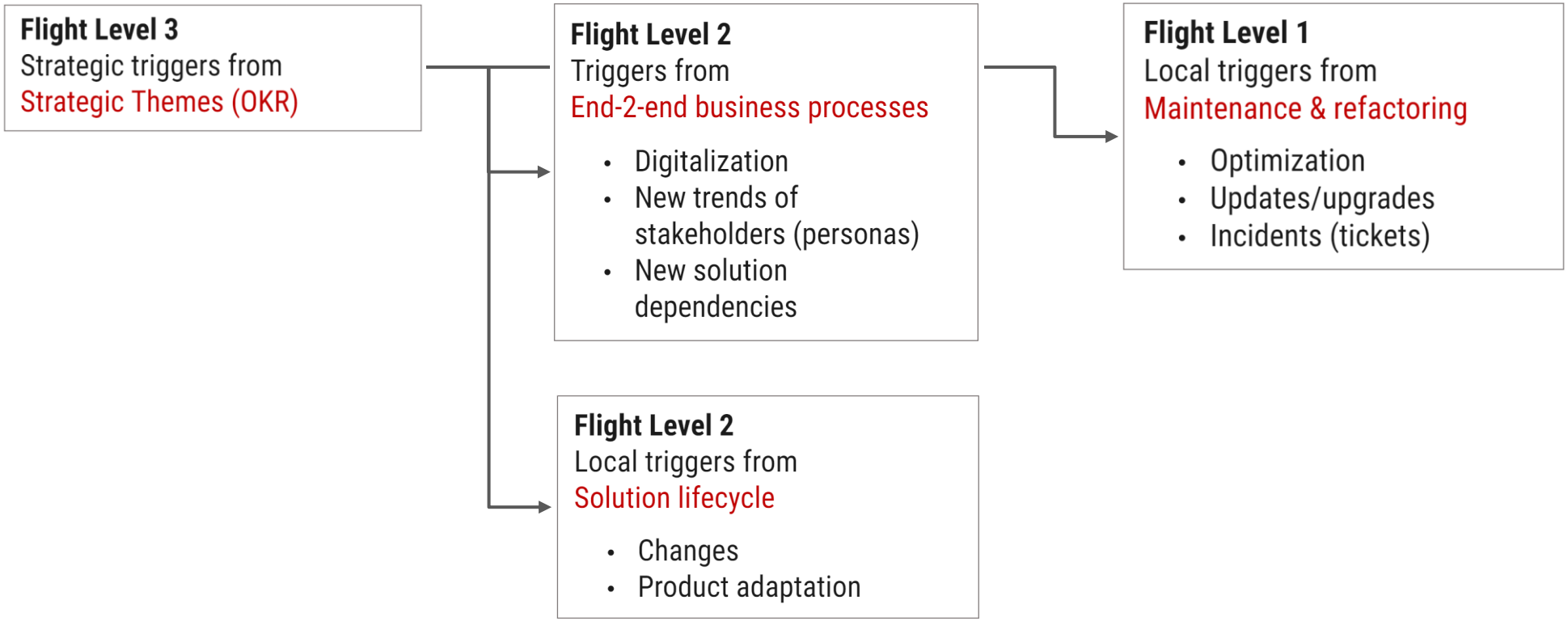
Flow Efficiency = 15%

Flight Levels Systems Architecture - Implementation

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3. Establish interactions: Assess collaborations

→ Triggers

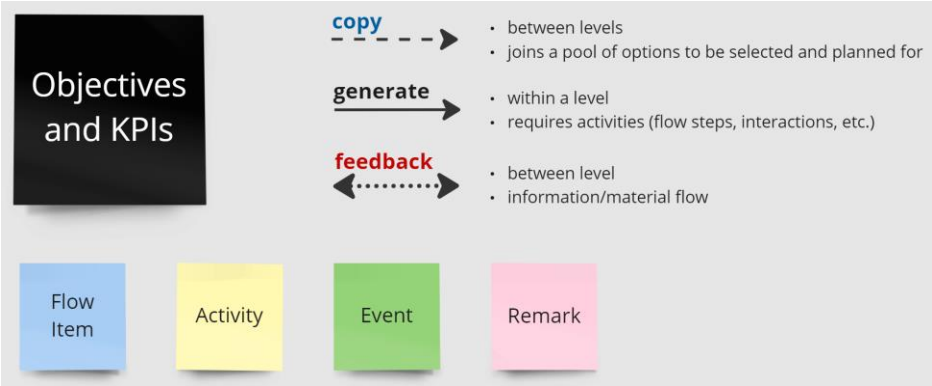


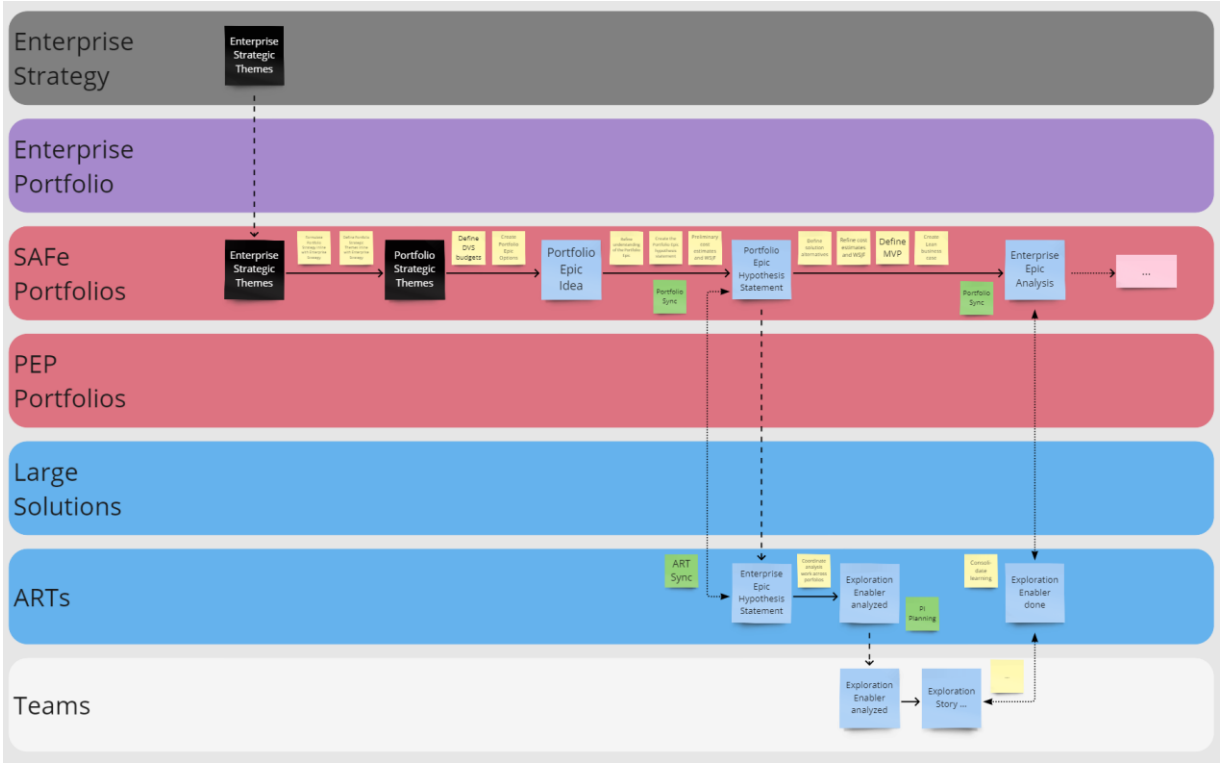
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3. Establish interactions: Assess collaborations

   → FL3/FL2/FL1: Flight Routes of demand items & Kanban systems

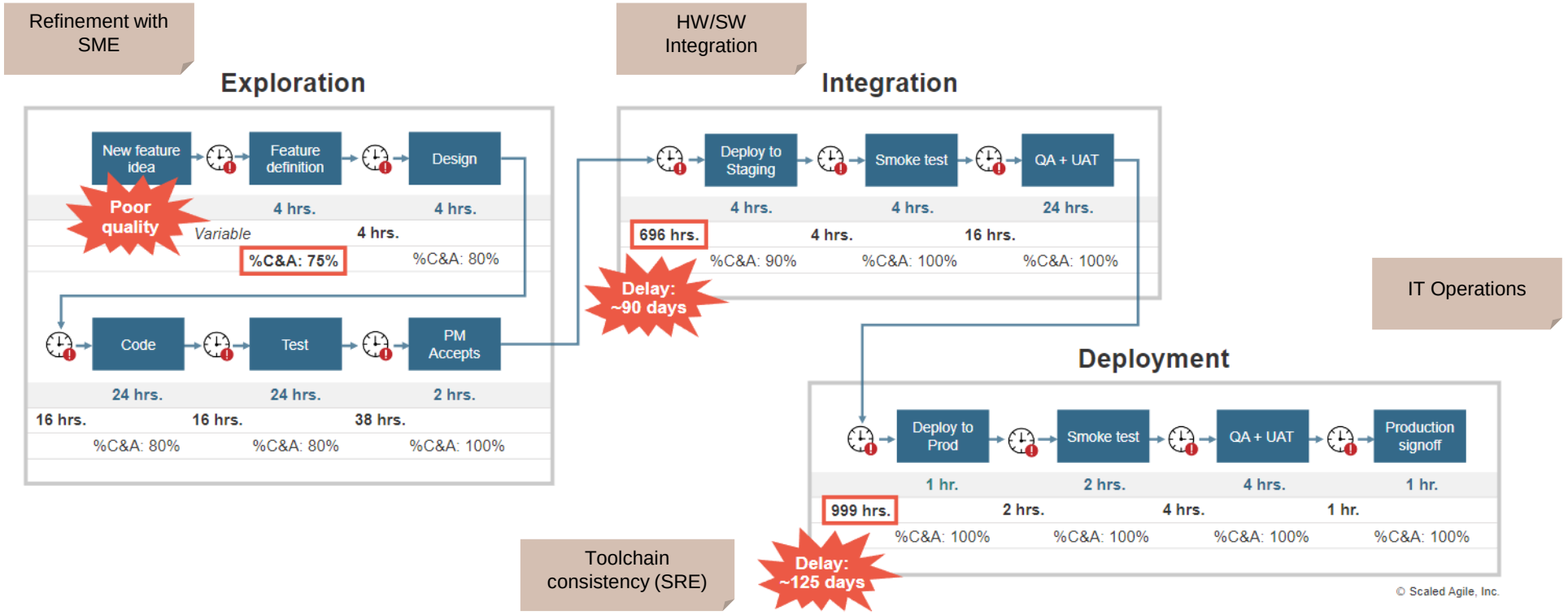




Flight Levels Systems Architecture - Implementation

4. Measure progress: Identify weaknesses

   → FL2: Coordination & Value Stream Mapping



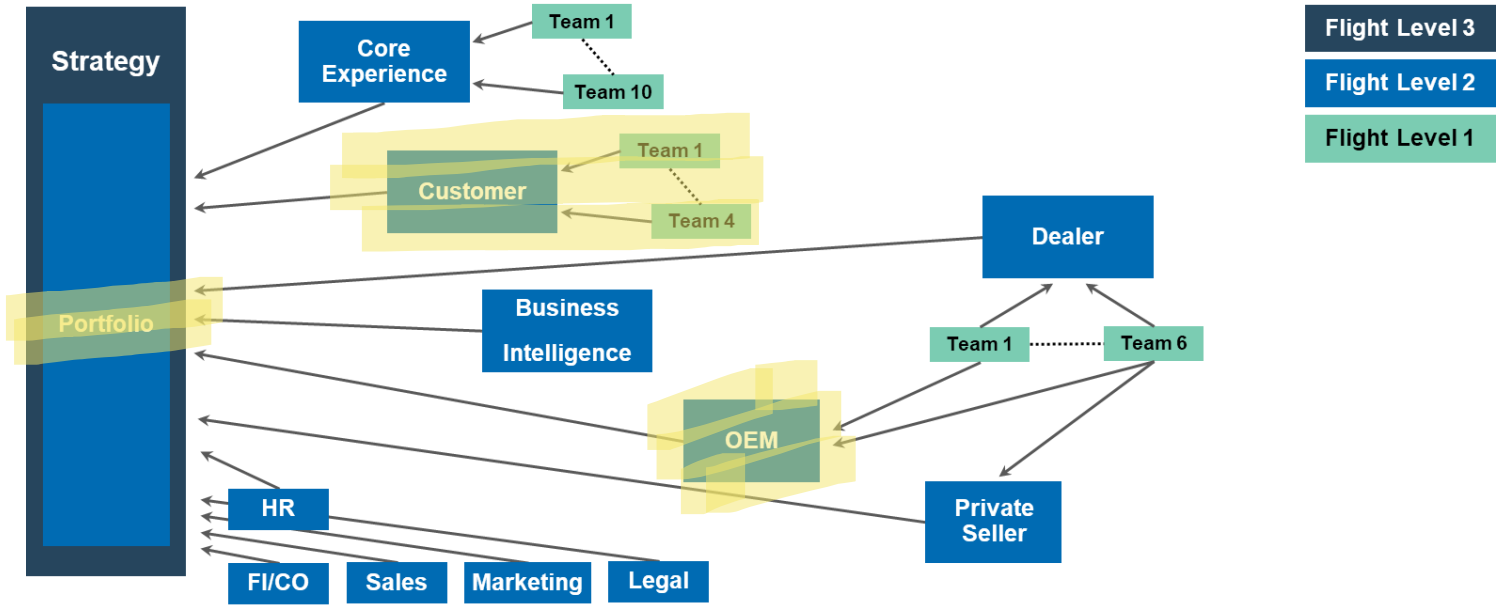
Flight Levels Systems Architecture - Implementation

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5. Initialize improvements: Continuously improve

   → Inspect & Adapt (I&A)

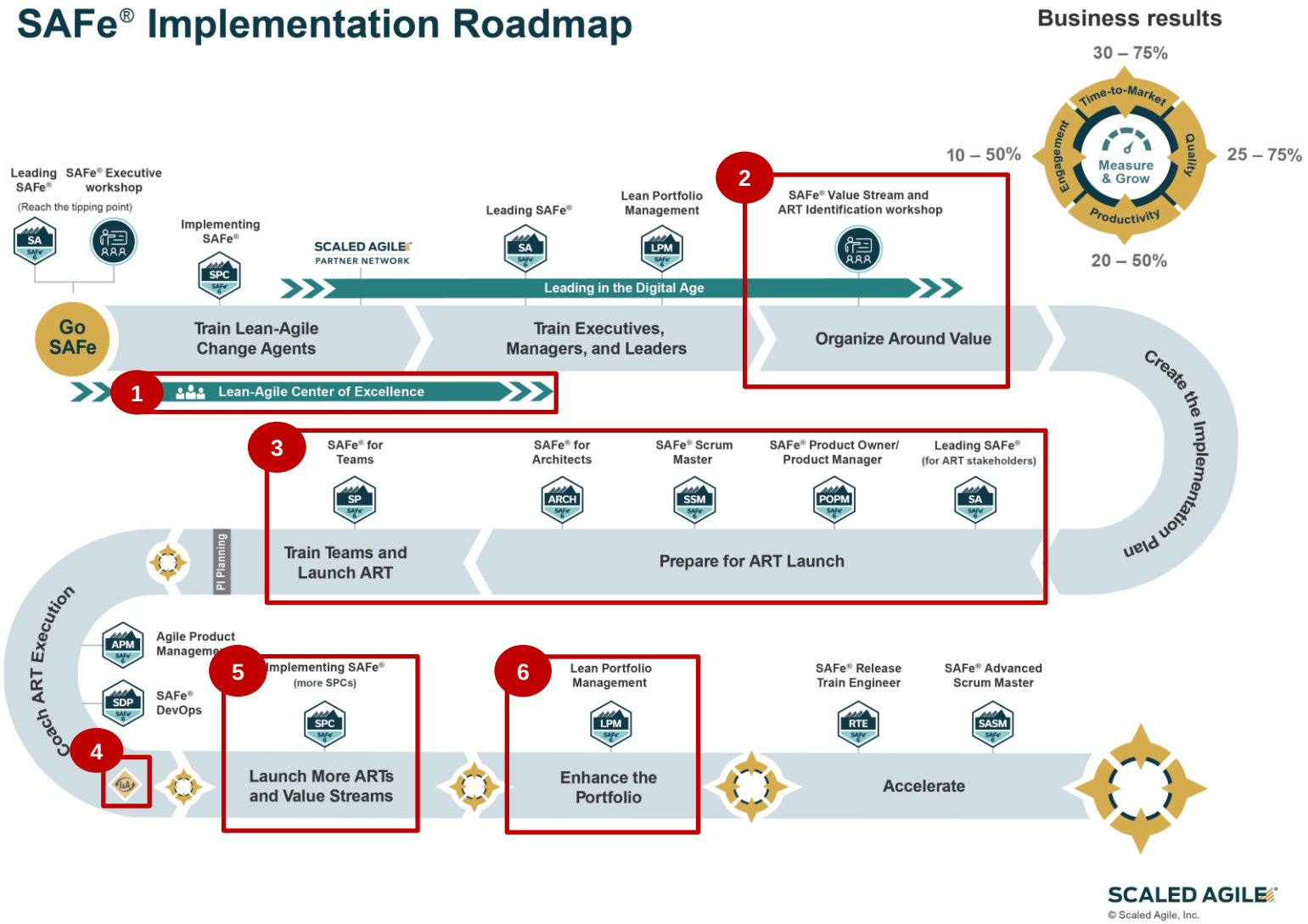
   - Flight Levels Systems Architecture is a continuous improvement process
   - Value Streams should regularly assess collaboration (Inspect & Adapt) and make adjustments as necessary (SAFe principle #10).



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Impact on the SAFe Implementation Roadmap & Cases/Examples

SAFe Implementation Roadmap – FLSA Cases



SAFe Implementation Roadmap – FLSA Cases

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1. LACE: Evidence for the need to change (collaboration and alignment)
   → What's working well? What's NOT? Where are the gaps?

2. Value Stream Identification (People are heard and understood)
   → Existing wins and problems (transparency) = starting line
   → Interfaces/dependencies between identified and launched Value Streams, Shared Services and other entities in the organization are transparent/visible at an early stage on the SAFe Implementation Roadmap

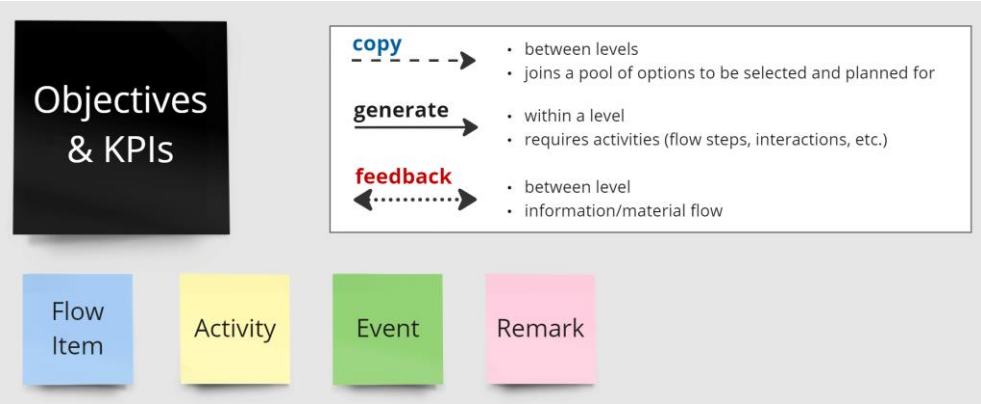
3. Prepare for ART Launch
   → Include affected people for PI preparation and PI Planning
   → Organize and invite for ART Sync in an economical way (needed interaction to achieve ART Sync goals)

SAFe Implementation Roadmap – FLSA Cases

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4. Inspect & Adapt
   → Prototypical Kanban boards are a good starting point (enhance them based on interactions)

5. Launch more ARTs and Value Streams
   → Flight Routes show interaction duplicates or “white spots” along the flight of the backlog items
   → Backlog items: “Copy” and “generate” indicates needed (agile) interactions



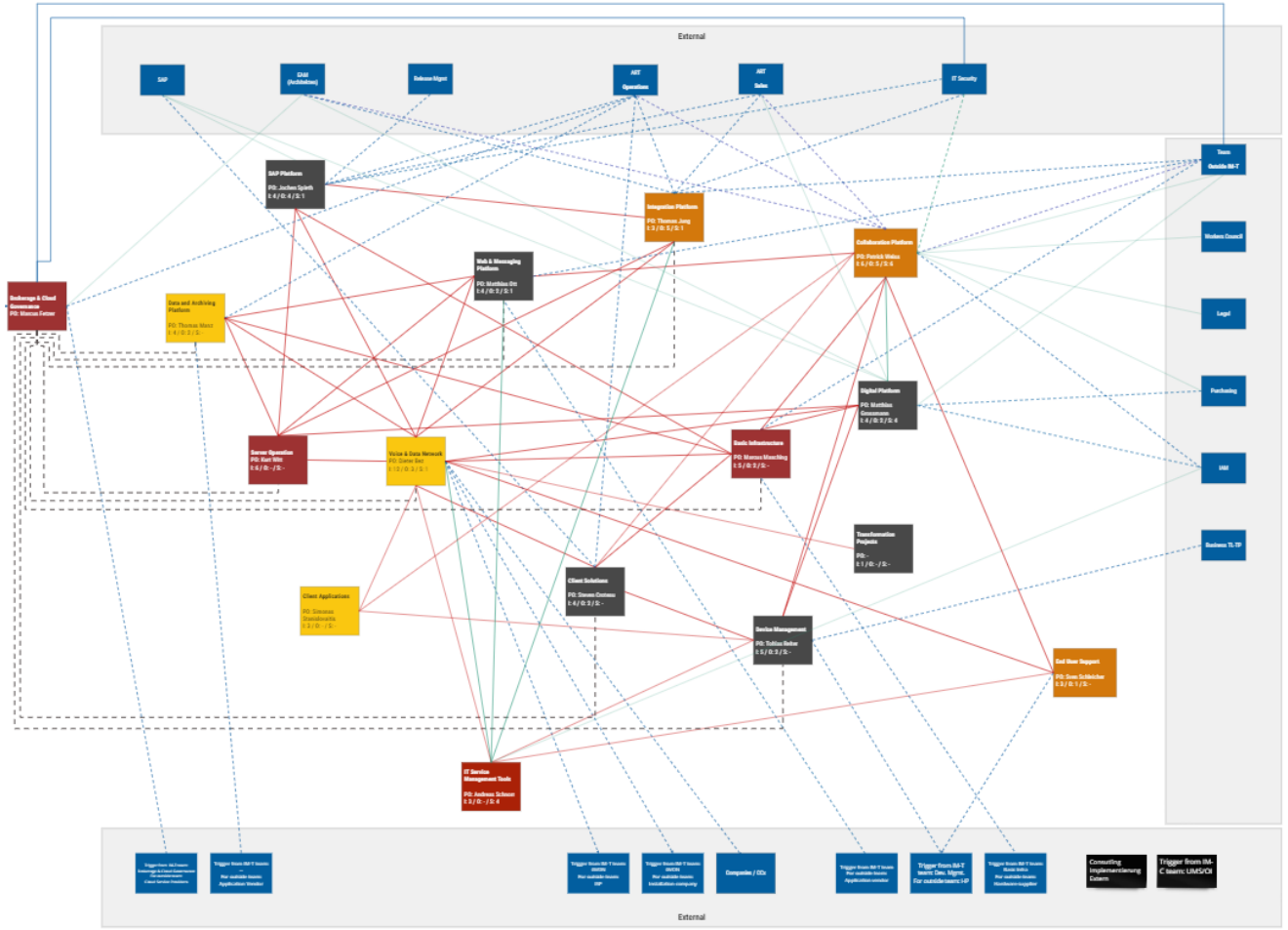
6. Multiple portfolios
   → How to deal with flow scenarios?

SAFe Implementation Roadmap – FLSA Examples

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Example FLSA Case #2: Generic Value Stream analysis before Value Stream Identification

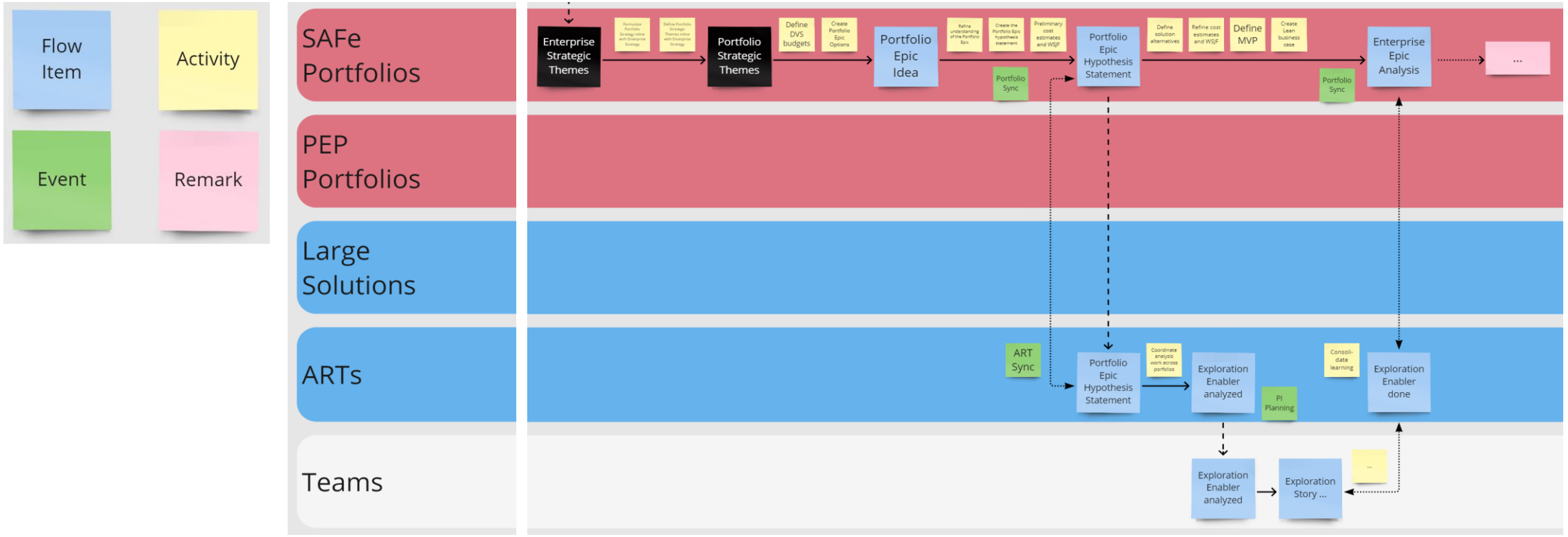
Interface/dependency to internal team(s)/service	
Interface/dependency to external team(s)/service	
Needed support internal/external	



SAFe Implementation Roadmap – FLSA Examples

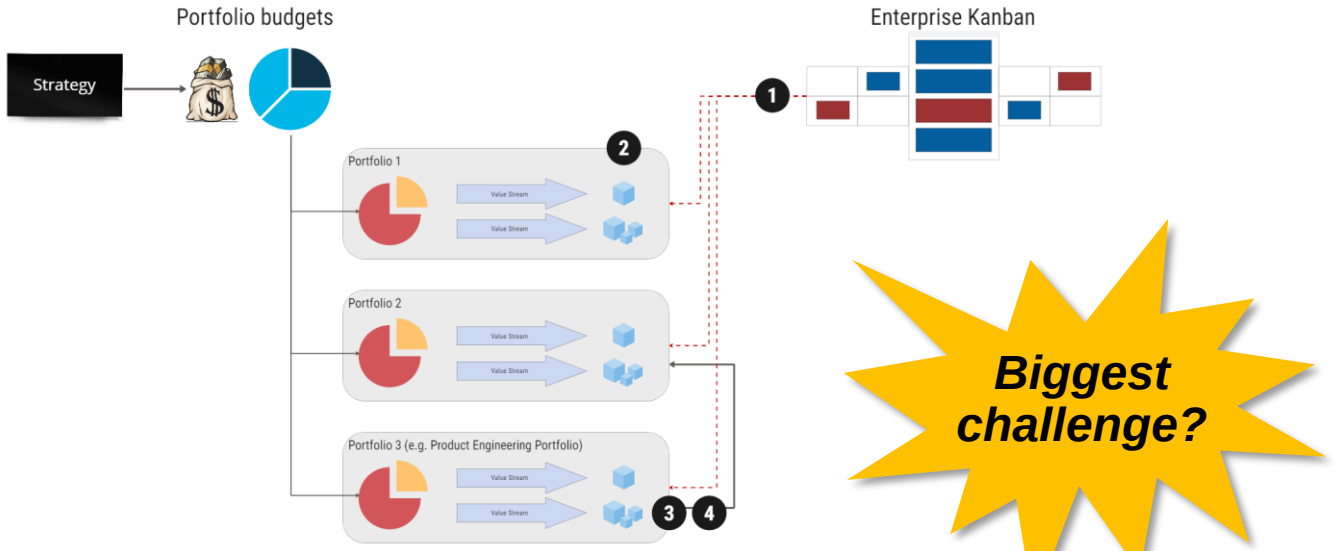
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Example FLSA Cases #3 & #5: Prepare for ART launch & enhance the portfolio



SAFe Implementation Roadmap – FLSA Examples

Example FLSA Case #6: Multiple Portfolios, Enterprise Kanban & Flow Scenarios



Biggest challenge?

1

Flow scenario: **Enterprise Epic**

- **Trigger**: Epic derived from Enterprise Strategic Theme(s)
- **Threshold evaluation**: Epic is above threshold and hence an Enterprise Epic
- **Impacted levels**: a SAFe Portfolio with multiple Agile Release Trains (ART)

2

Flow scenario: **Portfolio Epic**

- **Trigger**: Epic derived from Portfolio Strategic Themes
- **Threshold evaluation**: Epic is below Enterprise Portfolio threshold and hence a Portfolio Epic
- **Impacted levels**: A Portfolio with multiple ARTs (suppliers incl.)

3

Flow scenario: **Significant cross-portfolio dependency**

- **Trigger**: A Product Engineering Portfolio (PEP) project needs something significant from ARTs
- **Threshold evaluation**: Project exceeds Enterprise threshold; it requires review and approval through the Enterprise Portfolio
- **Impacted levels**: One or multiple ARTs in one or multiple Portfolios (incl. the PEP Portfolio)

4

Flow scenario: **Small cross-portfolio dependency**

- **Trigger**: A Product Engineering Portfolio (PEP) project requires something small from ARTs
- **Threshold evaluation**: Project is below Enterprise and Portfolio threshold
- **Impacted levels**: One or multiple ARTs (suppliers incl.)

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Summary

Flight Levels Systems Architecture - Summary

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Conclusion

The ***Flight Levels Systems Architecture*** helps organizations on the ***SAFe Implementation Roadmap*** as a ***collaboration assessment tool*** to identify and address issues (communication, coordination and alignment).

Benefits

It helps organizations ***to identify weak points*** in collaboration and ***create a common overview*** to better coordinate efforts between teams in creating value increments.

Call to Action

Implementing a Flight Levels Systems Architecture in your organization promotes ***Business Agility*** and collaboration, and continuously assesses and improves ***more effective and efficient Value Streams*** for ***better outcomes***.



SCAN ME

Your questions?

Additional material

Miro board

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