



Many organizations adopt SAFe® principles to scale up and scale out their agile transformation to support faster deployment and time to market challenges. The principles offer sound guidance but many organizations are struggling to adopt them. Some organizations see the benefits of applying SAFe® but want to know more about what it is and what it requires from their organization before starting this journey. This simulation will help to understand the challenges of scaling up new agile ways of working, what SAFe® is and how your organization can use it to support and enable your agile transformation.

## A simulation based on SAFe®

by GamingWorks

- Translate strategy into execution and shifting from output to outcome
- Aligning end -to-end teams and creating buy-in from business and technical stakeholders
- Creating an agile organization with supporting practices and cultural values
- Dealing with changing and sometimes conflicting business priorities

# About Fly4You

Fly4You is a young airline company. Promoting and selling flights to young travellers.

Recently they have released their new website with booking functionalities but this was not a huge success. Some features did not work and some were too late. This is putting the company at risk.

To enable them to be 'fit-for-the-future' the management team had a meeting and came up with a transformational roadmap. A series of new services were planned for the coming months.

The CEO also decided to mitigate the risks of the past and scale up the IT capabilities. To do this he has asked a SAFe® expert to start implementing SAFe® principles into the organization.

## The goals of this initiative are:

- Faster deployment of new services
- Less errors and rework
- More happy employees
- More business and customer value

# About this simulation

In this 4 round simulation a team of 8 students will work in different roles within Fly4You. Their job is to translate the business goals and milestones into working products to achieve the business goals set by the CEO. However just like reality. There are conflicting business demands and goals from the various business line managers. Too many demands for available resources. The IT organization also needs to make investments to scale up and enable business agility using new technologies. At the same time as realizing the business goals the team has to adopt these new 'scaled agile ways of working' causing even more demands on scarce resources.

In order to achieve these goals the team will follow a step by step plan based on the principles of SAFe®.

# About SAFe®

SAFe is the World's leading framework for scaling Agile across the enterprise. Used by hundreds of the world's largest organizations, SAFe sustains and drives faster time-to-market, dramatic increases in productivity and quality, and improvement in employee engagement.

SAFe is designed to help businesses continuously and more efficiently deliver value on a regular and predictable schedule. It provides a knowledge base of proven, integrated principles and practices to support enterprise agility.

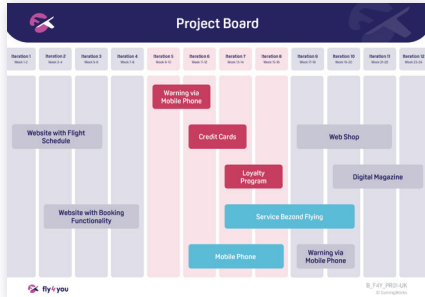
However as we have seen in the past with the adoption of other Industry best practices and frameworks. There are challenges associated with resistance to change, changing the culture to embrace new mindsets and behaviors, translating theory into practice with end-to-end stakeholders. Gaining the promised benefits of SAFe® requires these challenges to be part of the adoption roadmap.



# The structure of the simulation

## Round 1

The business has formulated a fairly traditional plan-board containing the 'projects' that they want to run in the upcoming months.



Since the organisation wants to deliver value as quickly as possible, this is not going to work. Therefore the team will start exploring the business goals, milestones and other information available from the team and translate this into two **Strategic Themes**.

These Strategic Themes will give guidance and structure to the upcoming months of work.

## Round 2

In this round the team will receive a Program Kanban filled with new Features and Enablers.



This board was the result of a meeting with the Business Owners, Product Manager and the Architect.

They all brought in great new ideas and demands for IT solutions, but the question we have is "Are they all relevant at this moment?". "Which Features and Enablers are nice to have, but are not related to our Strategic Themes?"

Therefore, in this round, the team will take the following actions:

- Analyse the Features and Enablers.
- Prioritize them based on the Strategic Themes

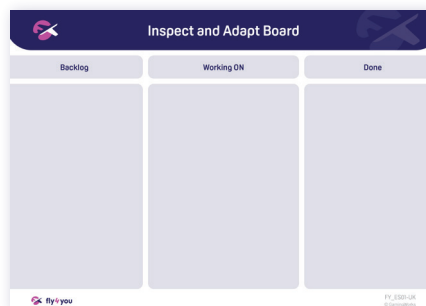
This will result in a clear picture of the most relevant work that needs to be done in the coming 8 weeks.

## Round 3

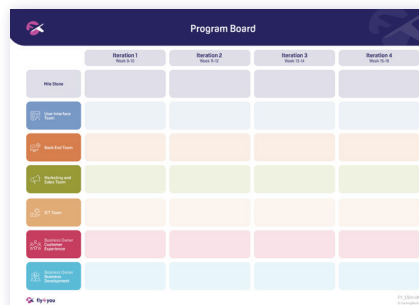
Now it is time to start the PI Planning. The teams will be confronted with many new terms, just like in reality when we adopt new ways of working. 'PI Planning', 'Systems or platform teams', 'Features and enablers', 'program board', but what are they and HOW do you effectively use them? Now it is time to start.

The whole team works together as one team to prepare the work for the next 8 weeks (4 sprints) by performing the following steps:

- Analyse the lessons learned from the previous period and use them to improve the process. **Inspect and Adapt board:**



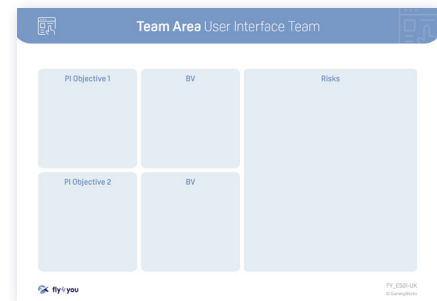
- Organize the PI Planning
- Discuss and decide how to deal with the System Team.
- Analyse the Features and Enablers and define Stories (User, Business, Enabler, System) that are needed to fulfill the Features and Enablers.
- Plan the Stories on the Team Boards of all stakeholders involved.
- Plan the Features and Enablers on the Program Board.
- Link all the Features and Enablers to show the relations between them.



On a regular basis the team will synchronize to make sure all teams are aligned to deliver optimal value at the end of each sprint.

During this round the team not only plans the new work, but also has to deal with rework from the previous 8 weeks. They must work with the business to align the new activities with the daily work of the business.

After the teams have planned all the work for the next 4 sprints, the team will define the **PI Objectives** and the business will share the **Business Value** for each of these objectives. They also define the **Risks** and risk status.



At the end of this Round 3, the team will use the Inspect and Adapt Board to support the reflection of this PI Planning to explore and define lessons learned.

## Round 4

After the 3 rounds the work is planned and ready to be built and deployed. In this simulation we will not build any stories.

In round 4 we will run **4 Sprints**. In each sprint the facilitator will bring in some **Events, Feedback, Issues, Challenges** to the team.

The team will have 20 minutes to discuss how to deal with them.

In this exercise the team will learn how SAFE® principles can help to be fast, flexible and error free and deliver value to business and employees.

### Reflections

Between each game round the team will reflect on key challenges adopting new ways of working such as leadership commitment, prioritization of scarce resources, resistance to new roles and responsibilities and ways of working, translating principles into behaviors.

At the end of the day we will reflect back and capture key lessons learned at an individual level (what can I take away in my role) and at a team or organizational level (what do we need to take away and apply).

# Learning Outcomes

## General outcomes

- How can we organize digital transformation programs?
- What are the key elements of a SAFe® approach?
- How can SAFe® principles benefit the organization?
- What is the impact of this way of working for an organization and how can we deal with this?
- How to involve all stakeholders when 'implementing' this way of working?

## Specific outcomes

- How to define a Strategic Theme?
- How to prioritize Features and Enablers on a Program Backlog?
- How to prepare for a successful PI Planning?
- How to execute a PI Planning?
- How to involve Business roles in this process?
- How to prepare a Program Board?
- How to work with multiple teams focussing on the same outcomes?
- How to be flexible and scalable when building new systems and services?
- How to implement a SAFe® 'culture' in an organization?

## Who is this simulation for?

This simulation is for managers and team leads to learn what SAFe® is all about and how to use it?

This simulation is also for employees who work in teams and want to learn how to apply SAFe® principles in their own work.

Before starting a SAFe® program or training, this simulation can be used to create a basic overview of what SAFe® is all about. This will increase the success rate of the program or training.

When finished a SAFe® training this simulation can support transferring knowledge from training to day to day work. Students can apply the theory into a realistic and safe learning environment to bring the knowledge to the level of understanding and applying.

## Details about this simulation

Duration: **1 full day**

Groupsize: **9-10 students**

No specific knowledge required.

This simulation is available in an online and classroom version.

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This simulation is designed and built by GamingWorks BV. GamingWorks also is the creator of Apollo 13, MarsLander and The Phoenix Project simulations. Each of these simulations can be used to support your digital transformation programs.

More information please contact your local partner or GamingWorks directly: [www.gamingworks.nl](http://www.gamingworks.nl)