

**Agile Tour Sophia Antipolis**  
9ème édition – 20 septembre 2019



# **Transformation d'un programme de Transfo!**

## **Using SAFe to drive a transformation program**

Aude FORESI  
Sandra BELLONG

# Merci aux Sponsors !



AMADEUS

# ‘Transformation d’un programme de Transfo!’

Using SAFe to drive a transformation program

Enterprise Agility  
September 2019 Nice

# Agenda

## Using SAFe to drive a transformation program

1. Where do we come from? - History & Why
2. Where do we want to go? - Challenges
3. How did we transform? - Set-up & Impediments
4. Focus on a PIPE - Program Increment Planning Event
5. Focus on our Roles - Product Management Team & RTE
6. What did we learnt? - Inspect & Adapt

# Who are we?

Sandra BELLONG

\_ Head of P&C project management department in Nice since 2015

\_ 20 years @Amadeus, as Product definition, Project manager, Manager, 2 years as Scrum Master

\_ Co-leading the Enterprise Agility program with CEO office and CSS

\_ Certifications

- SAFe Programme Consultant (SPC4)
- Project Management Professional (PMP)
- Professional Scrum Master (PSM/Scrum.org)
- Professional Scrum Product Owner (PSPO/Scrum.org)



# Who are we?

Aude FORESI

- \_ Airlines Agility Leader since 2013
- \_ 7 years @Amadeus, as Process and Methodology Manager
- \_ Release Train Engineer of the Enterprise Agility ART

## \_ Certifications

- RABQSA International Certification
- SAFe Program Consultant (SPC4)
- Certified ScrumMaster
- Certified Scrum Product Owner
- Certified Scrum Professional





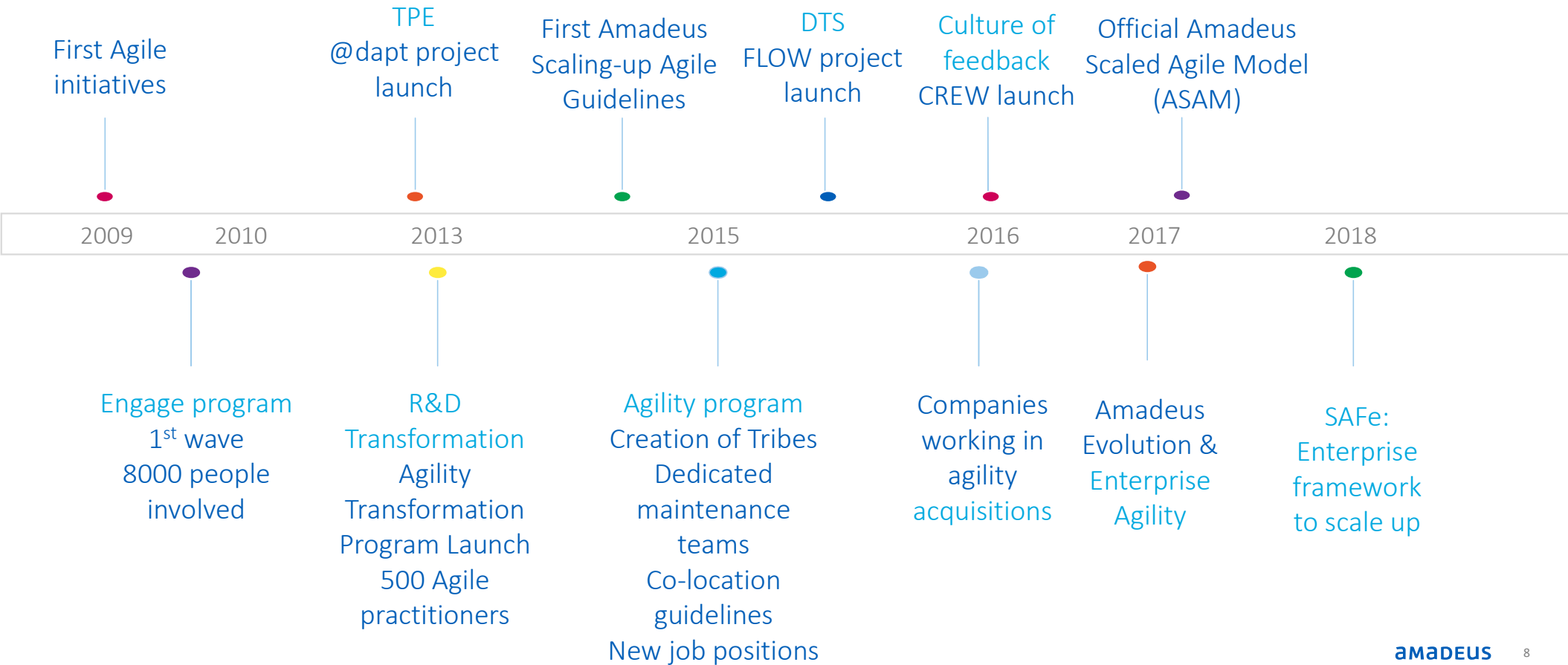
1. Where do we come from?



AMADEUS

# Convergence of all Agile initiatives

Brave, bottom-up, scattered initiatives have been pursuing common objectives





# Why do we have to move Agile?

VUCA	<b>Volatile</b>	The environment demands you react quickly to ongoing changes that are unpredictable and out of your control
	<b>Uncertain</b>	The environment requires you to take action without certainty
	<b>Complex</b>	The environment is dynamic, with many interdependencies
	<b>Ambiguous</b>	The environment is unfamiliar, outside of your expertise

## Mission

‘Enterprise Agility aims at increasing speed and responsiveness to customer needs by optimizing the way of working across our business end-to-end’.

# Agility at Amadeus?

## 4 Agile frameworks in parallel

### Kanban

#### At team level

- Kanban board
- To Do / Doing / Done
- WIP limits
- Etc.

### Scrum

#### At team level

- Product Owner
- Scrum Master
- Development team
- Daily stand up
- Sprint planning
- Etc.

### ASAM Amadeus Scaled Agile Model

#### At teams level

- Several scrum teams = Tribe
- Tribe Scrum master
- Tribe Product owner
- Etc.

### SAFe

#### Enterprise level

- Several tribes working together
- Trains
- Release Train Engineer
- Solution Train Engineer
- PI planning
- IP sprint
- Etc.

## 2. Where do we want to go?



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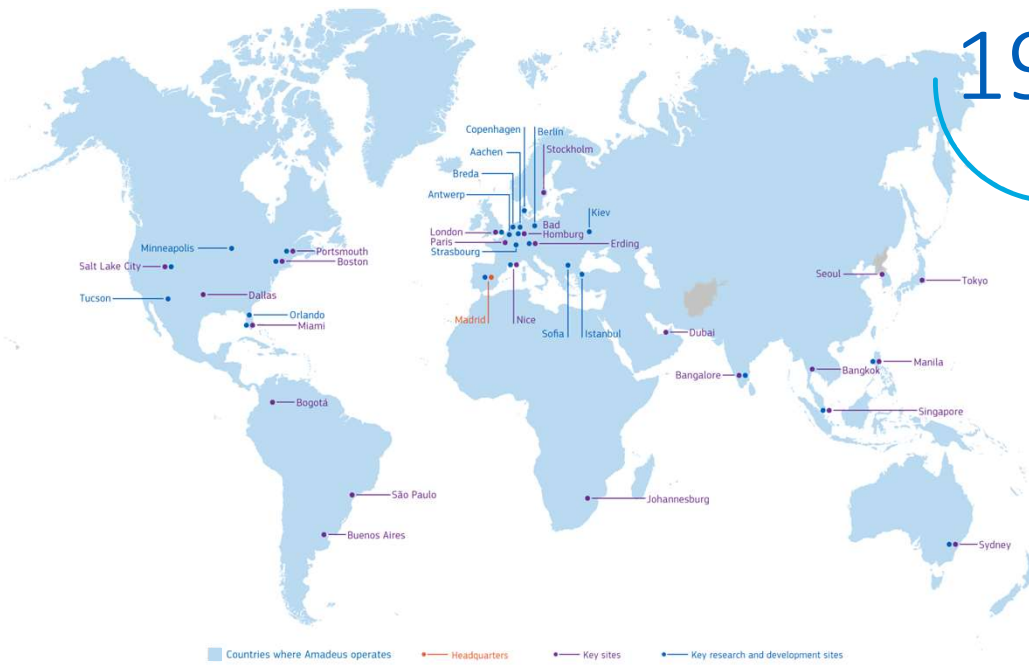
# Our challenges

Traditional and multinational

We work in

190+

markets



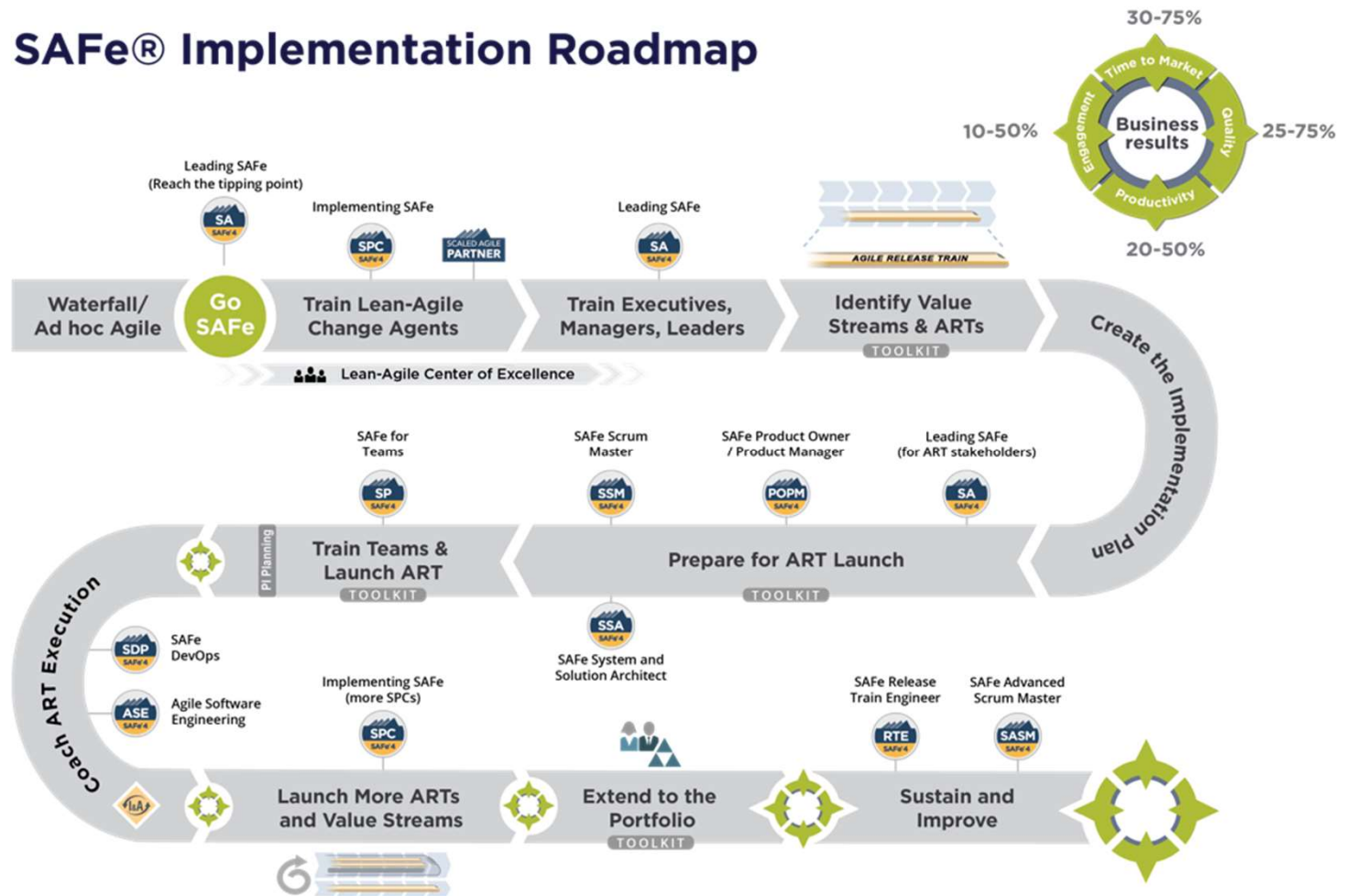
### 3. How did we transform?







# Transform with the SAFe Implementation Roadmap



Leading by example

We made the big jump!



What happened?

~~Weekly status~~

~~Reports~~

~~Global sync~~

~~Governance team~~

~~SteerCo~~

PI Planning Event

LPM

PO sync

System Demo

Scrum of Scrums

SMs POs

RTE Product  
Management

I&A workshop IP Week

# Our SAFe Agile Release Train



**SUSTAIN** our core business and already launched initiatives



**PILOT: DIGITAL**



Representing CEO office, Engineering Community and People & Culture



Agile coach and SAFe certified


# 2

dedicated teams to coach, assess and raise Agile and SAFe maturity


# 1

dedicated transformation team


**TRANSVERSAL**




People & Culture, Communities and Communication




Measurements



Tooling



DevOps



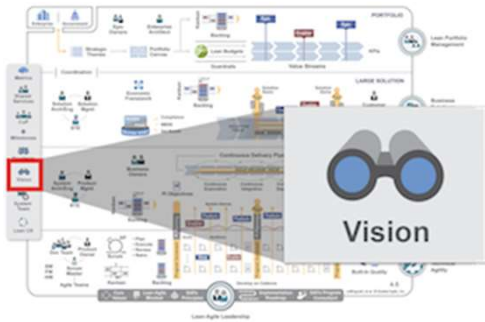
Finance

~ 50 people



# Context & Vision

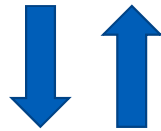
# Lean Portfolio Management



**LEAN PORTFOLIO MANAGEMENT Strategy**



*Every 3 months*



*Synchronization @Unit level*

**LEAN PORTFOLIO MANAGEMENT Execution**

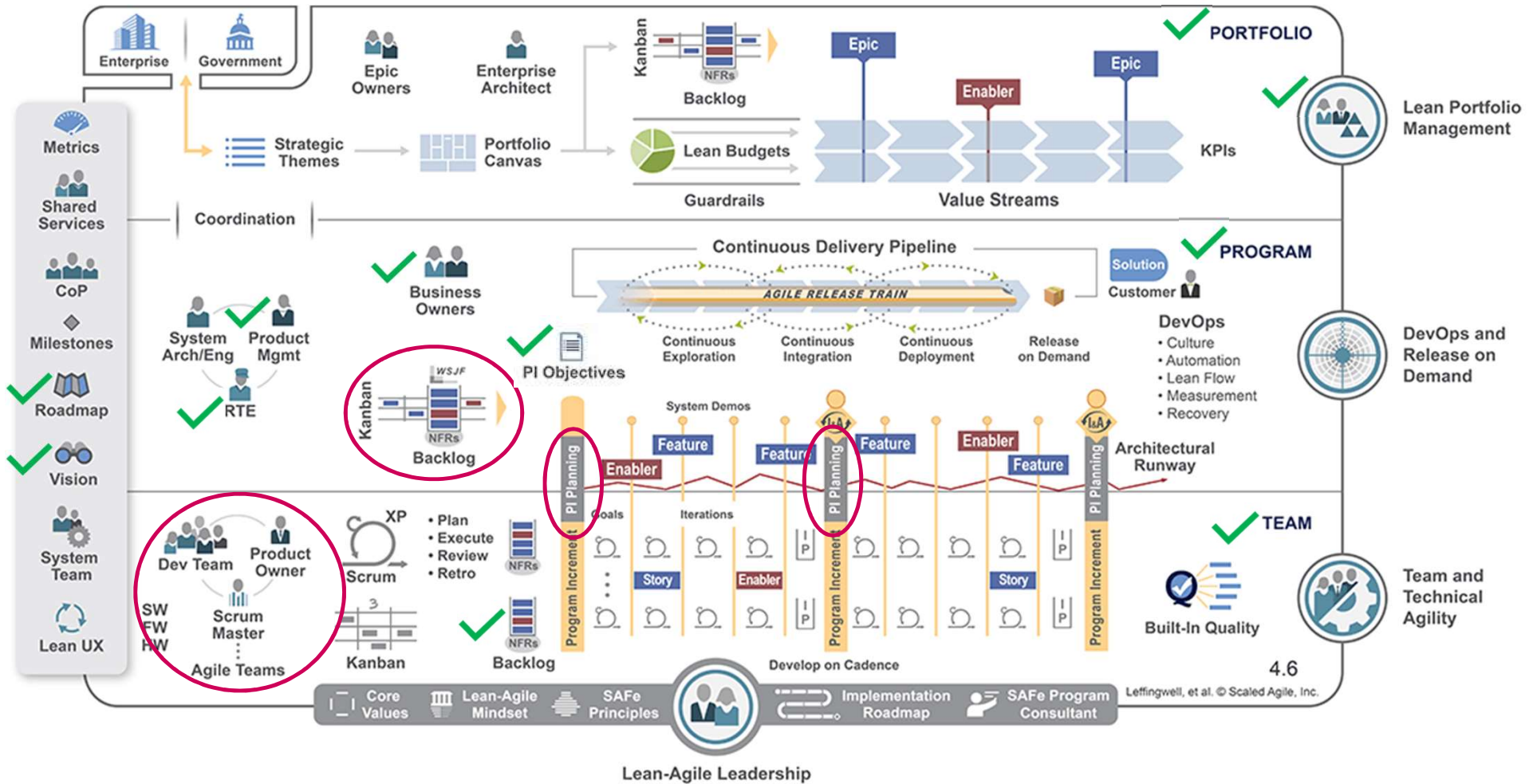


*Every 3 weeks*





# Where are we standing?



## 4. Focus on a PIPE!



# Day 1 – High level agenda

8.30 - 9:00	Welcome Coffee	Paris room
9.00 - 9:30	Setting the stage	Agile zone
9.30 - 10:00	Context & Vision	Agile zone
10:00 - 10:40	PI#2 Objectives Top 10 Priorities	Agile zone
10:40 - 11:00	Break	Paris room
11.00 - 12:00	Planning context, process & logistics	Agile zone
12:00 - 13:30	Lunch	Cantine Terrace
13.30 - 16.00	Team breakouts	Agile Zone
16.00 - 16.30	Overall plan review	Agile zone
16.30 - 17.00	Management review	Agile zone
17.30 - 23.00	Restaurant	Les Terrasses de Syracuse

# Team Break Out Process

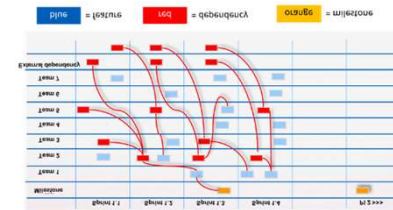
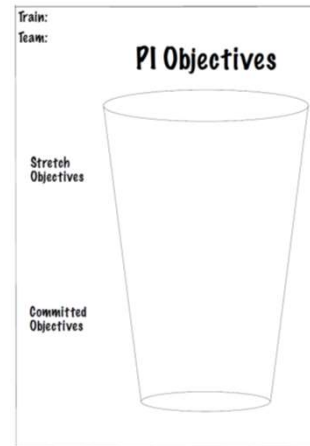
- \_ Commit work you can deliver
- \_ Identify committed objectives
- \_ Agree on dependencies
- \_ Identify and ROAM your risks

**SPRINT**  Velocity:   
Planned:   
Train:  Team:   

<input type="text"/>	<input type="text"/>	<input type="text"/>
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**Risks**  

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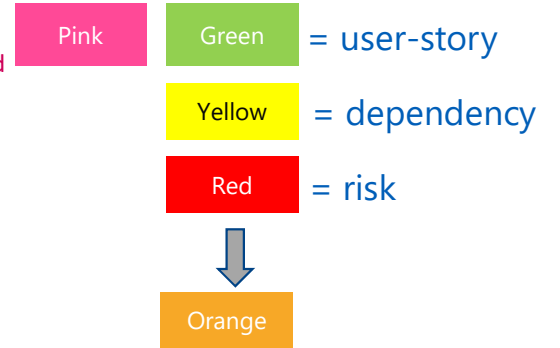


Train:

<b>R</b>	<b>O</b>
<b>A</b>	<b>M</b>

# Team boards

1. Estimate capacity for all Iterations (in advance + vacation + shared planning)
2. Review Backlog Items (Epics) = high level needs
3. Identify & **Size** Team Backlog Items (User Stories)
4. Identify, discuss and address interdependencies
5. Load stories on your Iterations until you run out of capacity



**SPRINT**

Train:  Team:

Velocity:   
Planned:


**Risks**

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**SPRINT**

Train:  Team:

Velocity:   
Planned:


**Risks**

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**SPRINT**

Train:  Team:

Velocity:   
Planned:


**Risks**

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**SPRINT**

Train:  Team:

Velocity:   
Planned:


**Risks**

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# PI#2 calendar

June

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Iteration 1

July

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Iteration 2

August

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Iteration 3

September

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

PI #3

IP week  
Preparing for next PI

Iteration 4



# Day 2 – High level agenda

8.30 – 09:00	Welcome Coffee	Paris room
9.00 – 09:30	Management review feedback Top 10 priorities	Agile zone
09.30 - 12.00	Planning adjustments Business value point	Team rooms
12:00 -13:30	Lunch	Cantine Terrace
13.30 - 14.00	Final plan review	Agile zone
14.00 - 14.05	Program risks ROAMing	Agile zone
14.05 - 15.30	Team & program confidence vote	Agile zone
15.30 - 16.00	Closure	Agile zone
18.30	Summer Party Staff only	Main

## 4. Focus on our Roles



# What do RTE and PM do?

Activity with you!

\_ Make teams of 6-7 people

\_ Open the envelopes and categorize the activities between the 2 roles

\_ Find what Release Train Engineer and Product Management do in their role



# Product Management role

## Main responsibilities



Understand customer needs	Validate solutions
Support portfolio work	Develop program vision
Communicate program vision	Develop program roadmap
Communicate program roadmap	Prioritize the flow of work
Define program increments	Participate in demos
Build an effective Product Owner team	Work with architect to understand enable work

# Release Train Engineer role

## Main responsibilities

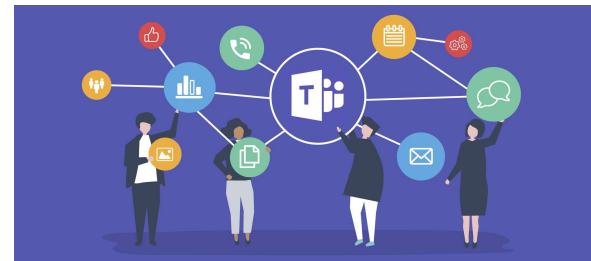


Manage the flow of value	Facilitate PI planning event
Coach leaders, teams and scrum masters	Escalate and track impediments
Facilitate system and solution demos	Drive relentless improvement workshops
Assess the Agility level of Agile Release Train	Foster communities of practice
Establish calendars for iterations and PIs	Assist tracking execution of features
Help manage risks and dependencies	Facilitate synchronization meetings



# A Servant leader first!

and also...a coach, facilitator, guide, Mum sometimes ;-)



## 5. Lessons learnt



# Enterprise Agility Product Management Feedback

- We gain in **cohesion & focus** that gives visibility and transparency to the program
- We **support more** : EXCOM Enablement
- We **go deeper and deeper** in our thinking
- We still have **room for improvement**:
  - Dedication
  - Cadence
  - Metrics
  - Synchronization
  - Demo
  - Tooling/ Digital



## Feedback from I&A session


### What we liked!

- + Cadence being SAFe
- + Good energy
- + Feel alive through our program thanks to SAFe
- + Visibility, Transparency
- ...

### To be improved...

- Dedication
- Roles
- JIRA expert
- Budget
- BU Adhesion
- SAFe implementation process

Where are we today?



We are SAFE  
A small train/boat



Where do we want to go?

Transform 1A answering needs  
and evangelizing SAFe



Thank you!

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