

SAFe CASE Study

Tomas Eilsø, Christian Yde



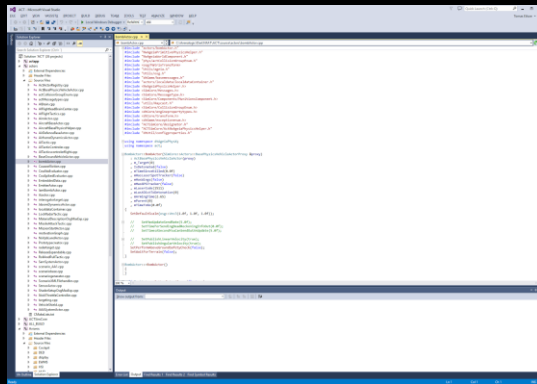


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and ask questions.**





TOMAS EILSØ



CHRISTIAN YDE



THE PRODUCT WE BUILD

About the company...

Det internationale Bell Telefon-Selskab, Kjøbenhavn.

Fortegnelse

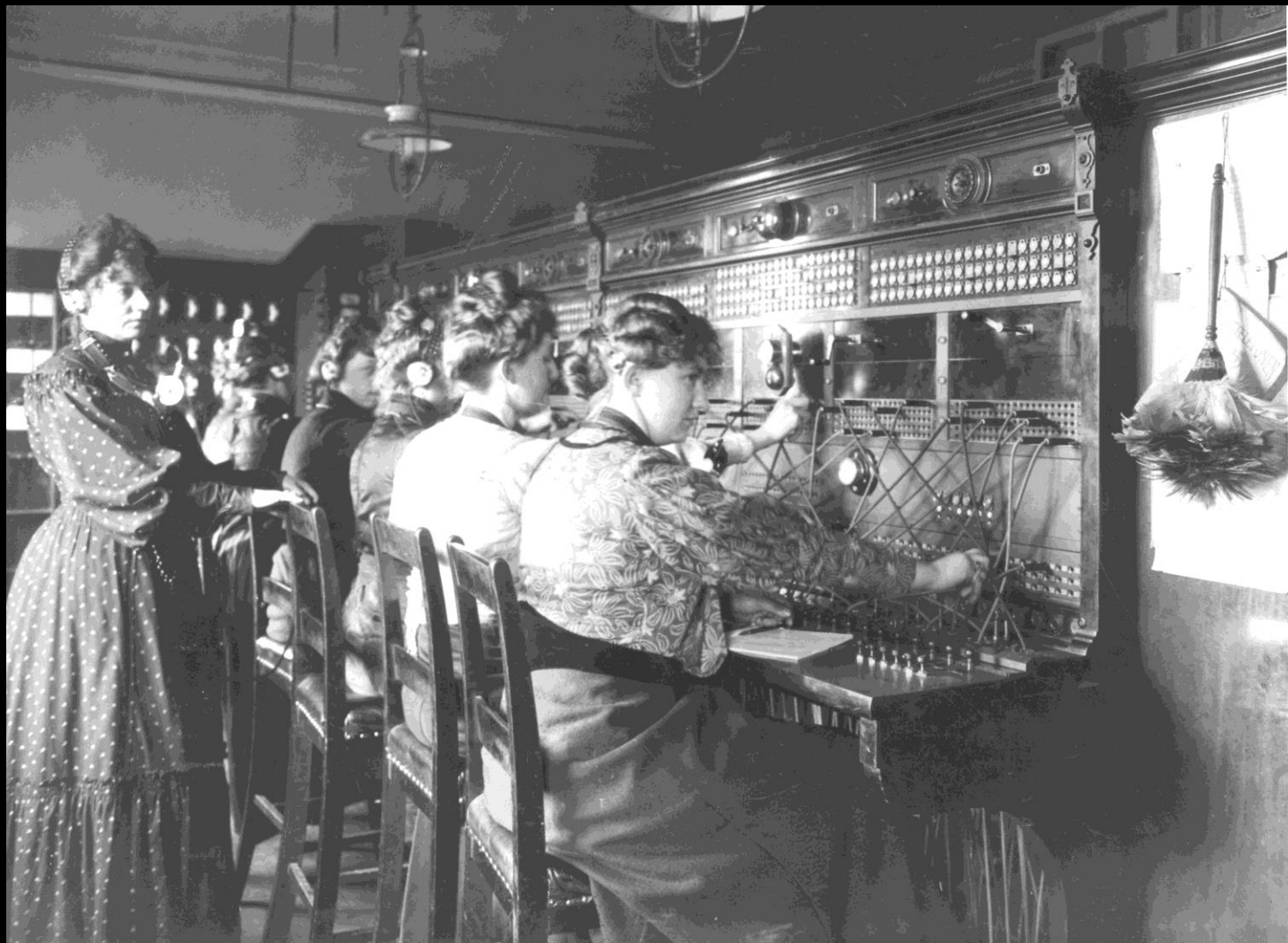
over de med Abonnenter m. Fl. til 1ste April 1951 oprettede		directe Samtale-Forbindelser gennem Selskabets Centralbureau.	
Nr. 1. Privatbanken	Børsen.	Nr. 25. Sophus Philipsson & Co. , Vexellere.	Pilestrade Nr. 1.
- 2. Schmidt & Marstrand , Fabrikanten	Vesterbrogade Nr. 2 C.	- 26. Heckscher & Son , Skilmaglere	St. Annaplaads Nr. 9.
- 3. De danske Sukkerfabriker	Slotsholmsgade Nr. 18.	- 27. J. H. Mannheimer , Grosserer	Kronprindseseg. Nr. 20.
- 4. Aug. J. Wolff & Co. , Annoncebureau	Skindergade Nr. 2.	- 28. Adolf Teier & Goldschmidt , Grosserer	Amagerløv Nr. 8.
- 5. Telefon-Selskabets Contoir	Børsen.	- 29. Telefon-Selskabets Hovedcont.	Ny Adelgade Nr. 1.
- 6. Edv. Heide & Son , de private Assurandører	Holmens Canal Nr. 16.	- 30. Adolf Teier & Goldschmidt , Grosserer	Kvæsthusgade Nr. 20.
- 7. F. Buus , adm. Directeur for Kastrup Glasværk	Vesterbrogade Nr. 26.	- 31. De danske Sukkerfabriker	Helsingørsgade Nr. 22.
- 8. Carl Rerup , Grosserer	Nyhavn Nr. 14.	- 32. Malberg & Mannheimer , Grosserer	Amaliegade Nr. 3.
- 9. Rubin & Bing , Vexellere	Amagerløv Nr. 8.	- 33. Det Kjøbenhavnske Byggeselsk.	Ny Adelgade Nr. 3.
- 10. J. M. Levin & Co. , Vexellere	Østergade Nr. 8.	- 34. Wihl. Thielson , Grosserer	Ny Toldbodgade Nr. 4.
- 11. De danske Sukkerfabriker	Kvæsthusgade Nr. 4.	- 35. J. H. Ruben , Grosserer, Fabrikker	Kronprindseseg. Nr. 5.
- 12. H. B. Cohn , Grosserer	Havnegade Nr. 47 A.	- 36. Thøger From , Grosserer	Rosenborggade Nr. 1.
- 13. Mohr & Kjer , Grosserer	Amaliegade Nr. 12.	- 37. D. B. Adler & Co. , Grosserer	Ved Stranden Nr. 14.
- 14. Petersen, Høller & Høppe , Skilmaglere	St. Annaplaads Nr. 8.	- 38. H. J. Schmidt & Co. , Langeløse	Dampmølle
- 15. De danske Sukkerfabriker	Løngangsstrade Nr. 27.	- 39. Brødr. Teier , Vexellere	Vestervoldgade 133.
- 16. Bjerrø & Romer , Skilmaglere	Lille Strandstr. Nr. 24.	- 40. Hansen & Martins , Grosserer	Østergade Nr. 22.
- 17. Stokkebye & Hvalsoe , Grosserer	Amaliegade Nr. 6.	- 41. Landmandsbanken	Broløgersstrade Nr. 9.
- 18. Chr. T. Lund & Co. , Grosserer	Knabrostrade Nr. 30.	- 42. Den Kjøbenhavnske Sø-Assurandør-Forening	Holmens Canal Nr. 12.
- 19. Theodor Green & Co. , Vexellere	Kongens Nytorv Nr. 3.	- 43. J. S. Salomonsen & Co. , Vexellere	Holmens Canal Nr. 14.
- 20. Alfred Christensen , Grosserer	Tordenskjoldsg. Nr. 16.	- 44. Ritzaus Bureau	Amagerløv Nr. 7.
- 21. Oscar Prior , Grosserer, Dampmølle	Niels Juelgade Nr. 3.	- 45. C. Jacobsen , jun., Brygger	Kjøbmagergade Nr. 26.
- 22. Güssefeld & Rée , Grosserer, Fabrikker	Herluf Trollesg. Nr. 5.	- 46. F. Wolff, Internationalt Bureau	Broløgersstrade Nr. 3.
- 23. Prior & Thorsen , Grosserer	Bredgade Nr. 33.	- 47. E. P. Stokkebye , Grosserer	Raadhusstrade Nr. 5.
- 24. Carl Blad , Vexelmagler	Holmens Canal Nr. 1.		Nytorv Nr. 7.

Desuden ville følgende Forbindelser blive oprettede efterhaanden og saa hurtigt Omstændighederne tillade det.

Marineminiisteriet	Slotsholmsgade Nr. 10	Kastrup Glasværk	Kastrup.
	og Orlogsværket	F. W. Kjørboe & Co., Grosserer	Fredericlegade Nr. 18.
	Contoirbygning.	De forenede Dampmøller	Lille Torvegade Nr. 2.
Güssefeld & Rée, Grosserer, Fabrikkeiere	Kastrup.	L. Jacobsen, Bødkerforretning	Vilders Plads.
A. N. Hansen & Co., Grosserer	Overgaden oven Vandet Nr. 62.	Holm & Wonsild, Skilmaglere	Amaliegade Nr. 35.
V. C. Jessen, Pakhusforretningen paa Larsens Plads	Ny Toldbodgade.	C. K. Hansen, Grosserer	Toldbodveien Nr. 5 og Havnegade Nr. 35.
N. Josephsen, Proprietær, Commissionsair	Ny Toldbodgade.	Chr. Broberg & Sen, Grosserer	Strandgade Nr. 23.
	Alleen Nr. 37 — Kvæstovet.	W. R. Rubow, Grosserer	Blaa Pakhus, Ny Toldbodgade.
Smith & Marstrand, Fabrikanten	Vesterfælledvej Nr. 6.	Aktieselskabet Christiansholms Fabrikker	Christiansholms Ø.
Chr. Hansen, Apotheker, Fabrikant	Vesterfælledvej Nr. 56.	Harry Levin, Grosserer	Frederiksgade Nr. 5.
Julius Schmiedes, Grosser, Tomteskæder	Nansensgade Nr. 8.	R. W. Brøndums Efterfølger, Grosserer, Fabrikant	St. Kongensgade 110.
Chr. Hans, Kjøbenhavns Pakkeseffabrik	H. C. Ørstedesvej 52.	Smith & Mycind, Fabrikanten	Norrebrogade Nr. 70.
D. Løwenier & Co., Fabrikanten	Overgaden oven Vandet Nr. 6, Holmens Canal 7, Theatret og Kohlerts Vej, Amagerbro.	M. J. Ballins Søner, Fabrikanten	Norrevoldgade Nr. 82.
	Alliancavei.	Brødr. Dahl	H. C. Ørstedesvej 48.
Ed. Blad, Fabrikken Alliance	Rolighedsvej Nr. 8.	Det forenede Dampskibsselskab	Industristillingsbygningen.
J. H. Ruben, Grosserer, Fabrikker	Amaliegade Nr. 43.		Kvæsthusgade Nr. 9.
Alfred Christensen, Grosserer	Østergade Nr. 37 — Vesterbrogade 278.		Havnegade Nr. 41.
R. G. Wolff, Kgl. Hof-Biomsterhandler			Havnegade Nr. 43 og Kvæstovet.
			Østervoldes Døssering Nr. 99.
		Telefon Selskabets Contoir, Toldboden	Nordre Toldbodbyg.

Fra omtrent midt i April og indtil videre vil Tjenesten i Selskabets Centralbureau være fra Kl. 8^{1/2} Morgen til Kl. 8 Aften. Udenfor denne Tjenestetid og om Son- og Helligdage kunne Abonnenterne efter Ønske staae indstillede til Samtale, to og to sammen. Telefon-Selskabets Forbindelser med dets Contoirer paa Børsen og paa Toldboden ere til fri Afbenyttelse i Forretningstiden for Selskabets Abonnenter o. fl. mod Forevisning af de omdeelte Adgangskort. Abonnenter paa Telefon-Forbindelser modtages fremdeles paa Selskabets Hovedcontoir, Ny Adelgade Nr. 1 (efter Flyttedagen Nr. 5), samt ved Selskabets Agent, Hr. Grosserer Wm. Bahusson, Graabroedretov Nr. 11.





We build recommendations- and guidance solutions

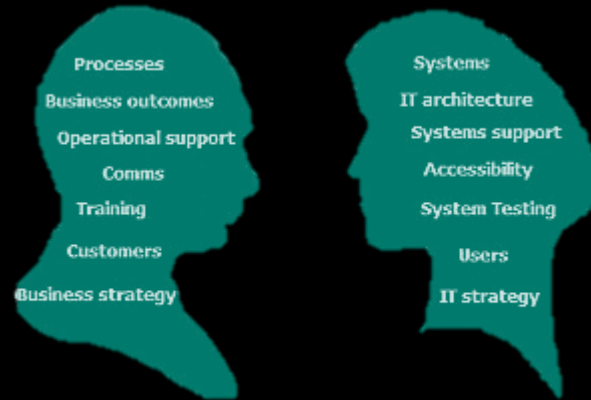
Automated data analysis

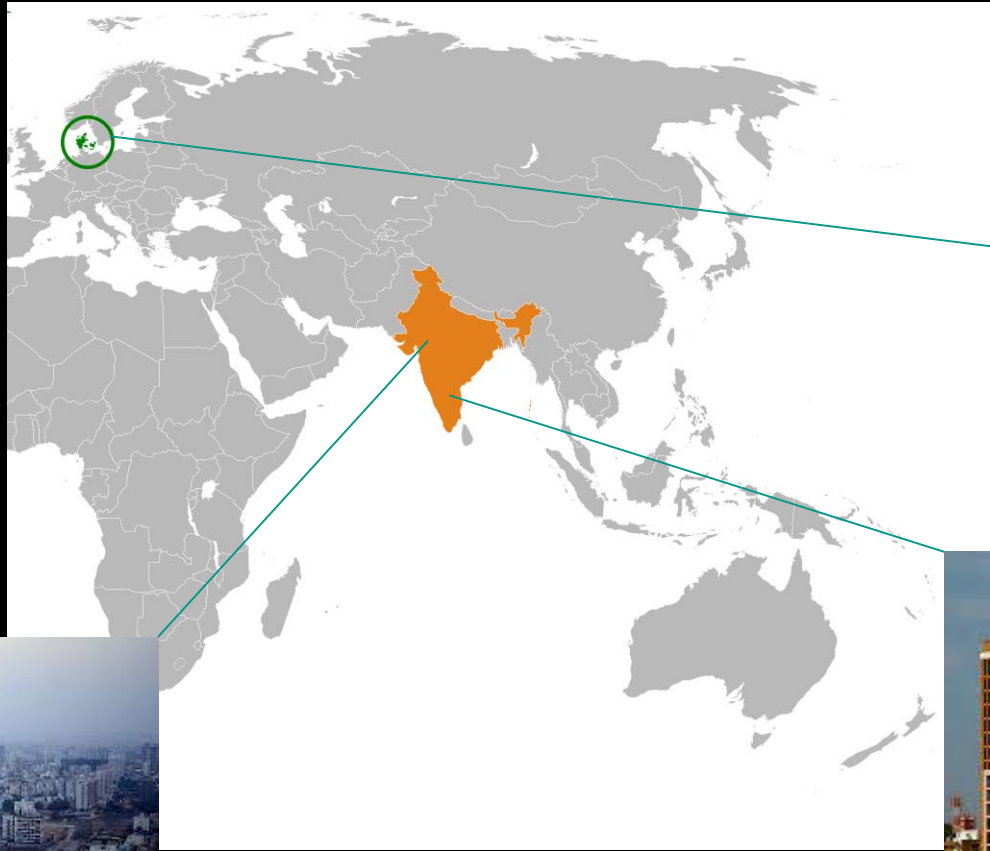
Maintenance and build of an extensive API economy

Intelligent guides and user-interfaces



HOW WE USED TO WORK





Aarhus

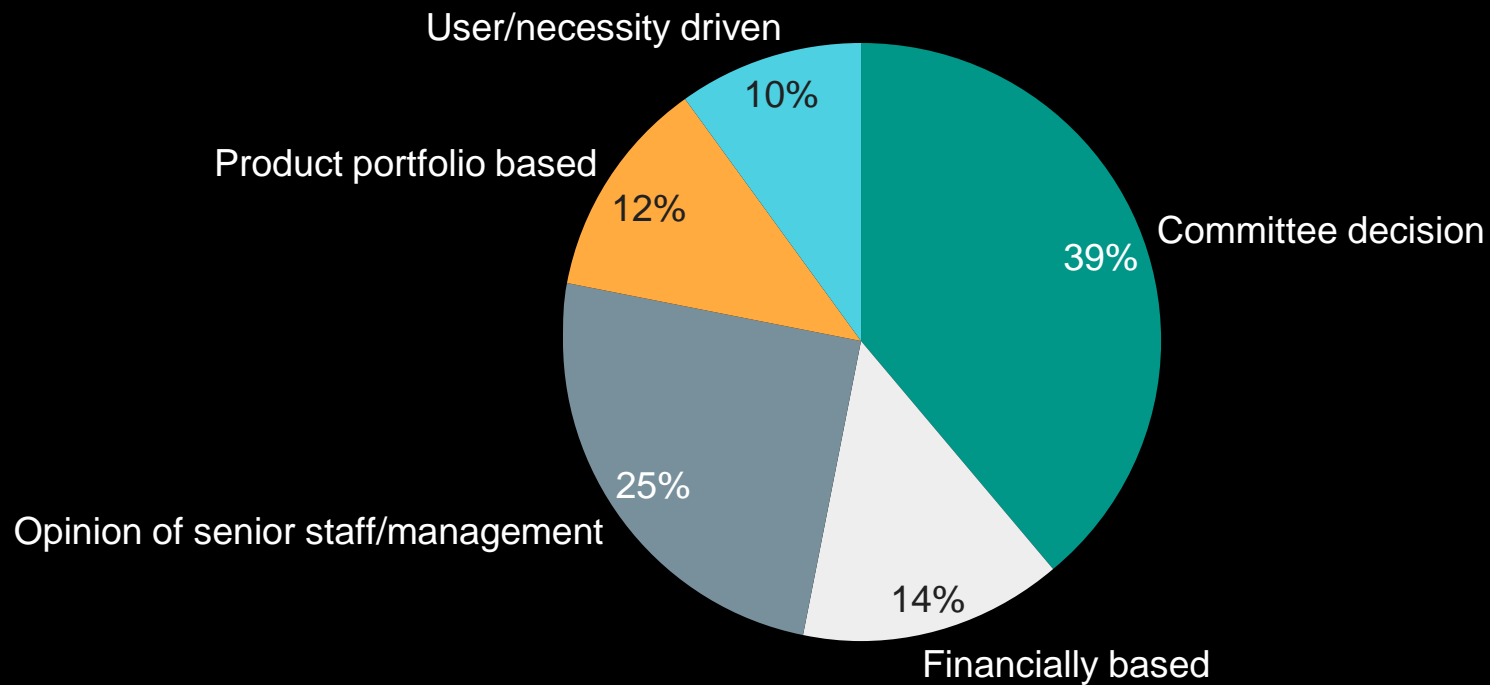
Bangalore



Pune



Scope decision model for a typical project





Focus on:

Control
Stakeholder management
Cost (Reduction)



Thanks, Sir.

"We got it"

"See you soon"

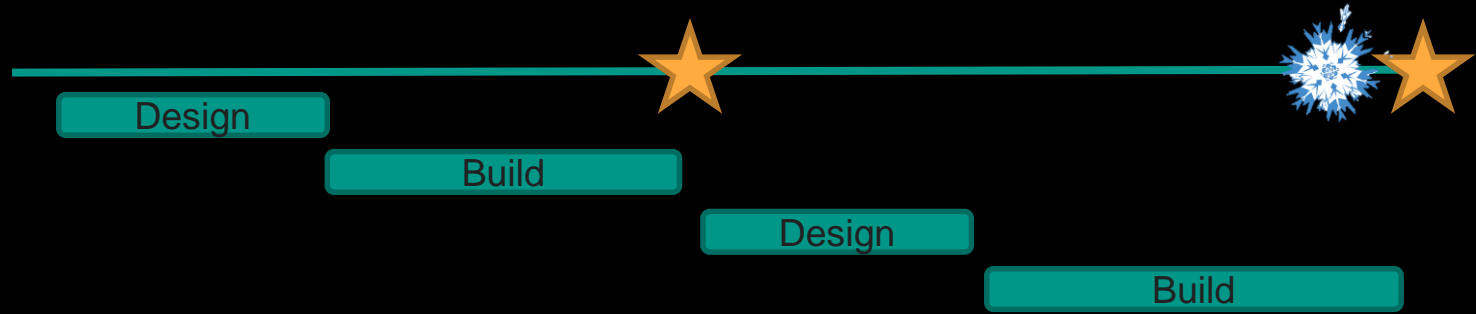


Focus on:

Time
(meeting) Requirements
NOT Failing

What do they think
about my work and
what change did I do

Projects and work are being batched up, because it takes a lot of time and resources to go through stage gates...



... meaning cost of delay and market feedback is either ignored or diluted because people are pre-committed to projects and work tasks to get the cogs turning

How Business Units sees IT



How IT see users



Demand for higher
throughput and quality

IN THE SAME BOAT IT/BUSINESS





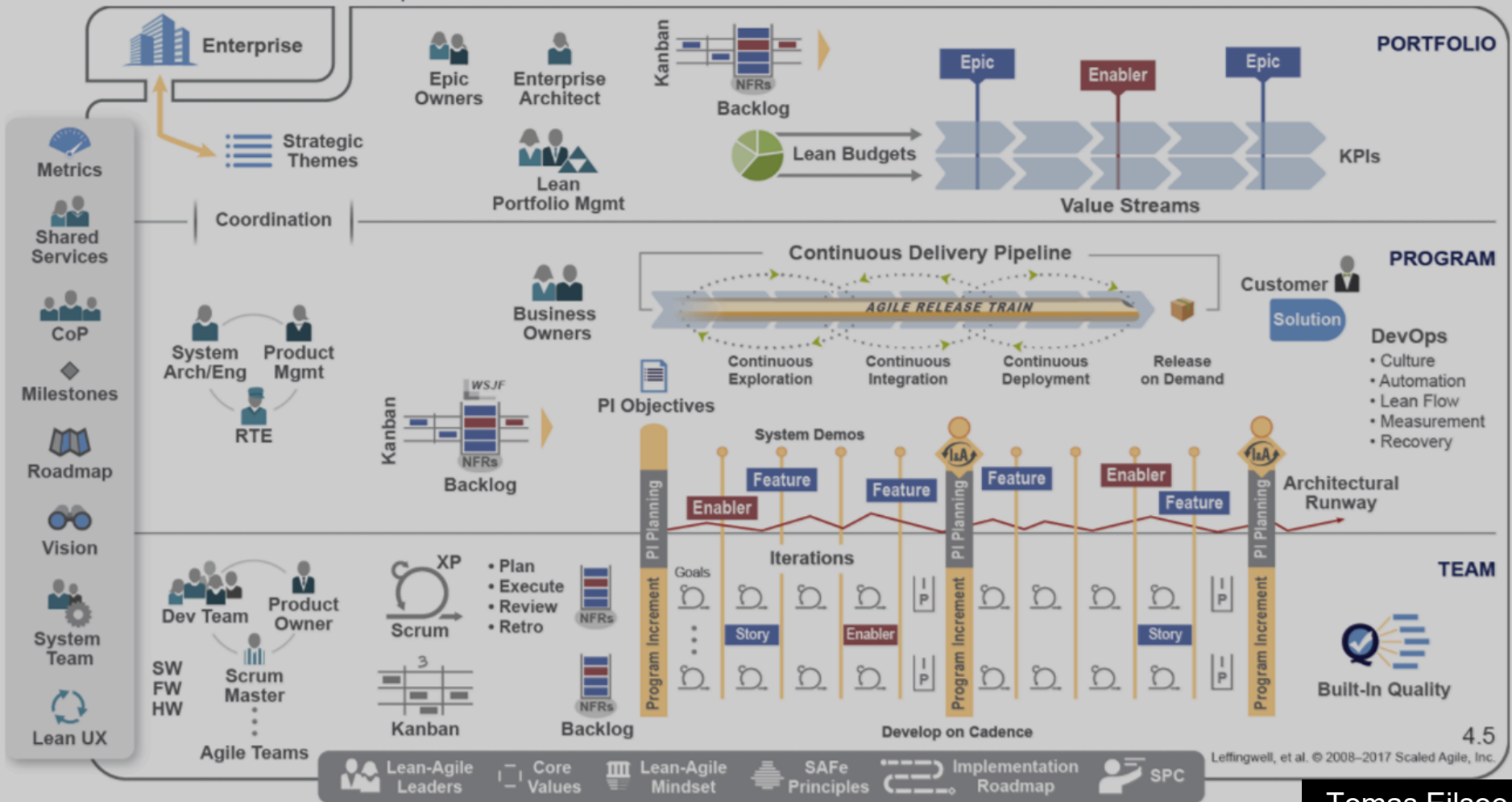
The original goal

Share the knowledge and distribute work-loads

Forster bottom-up innovation and better business
collaboration

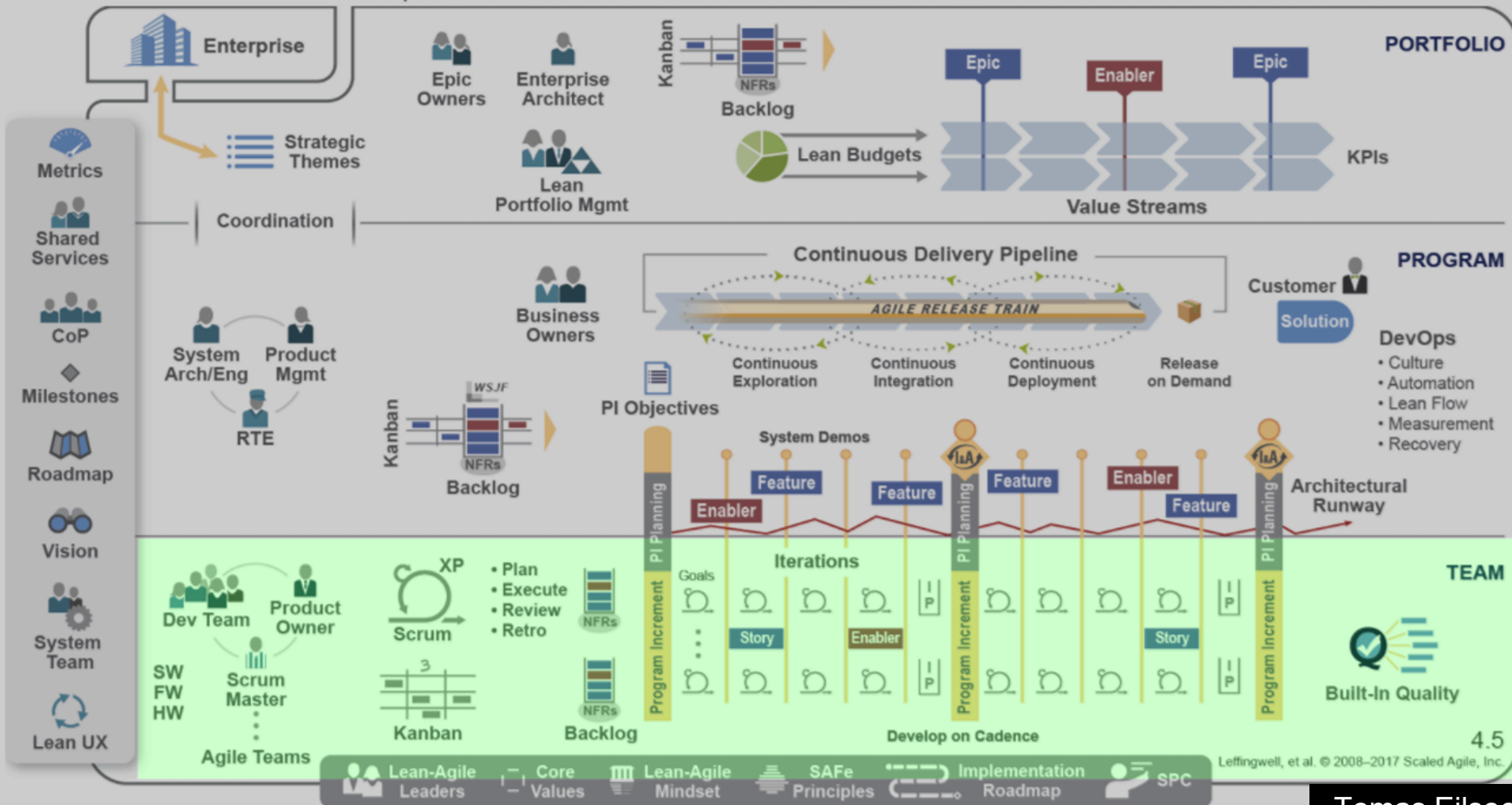
Reduce perceived red tape and free time to allow
(more) interaction

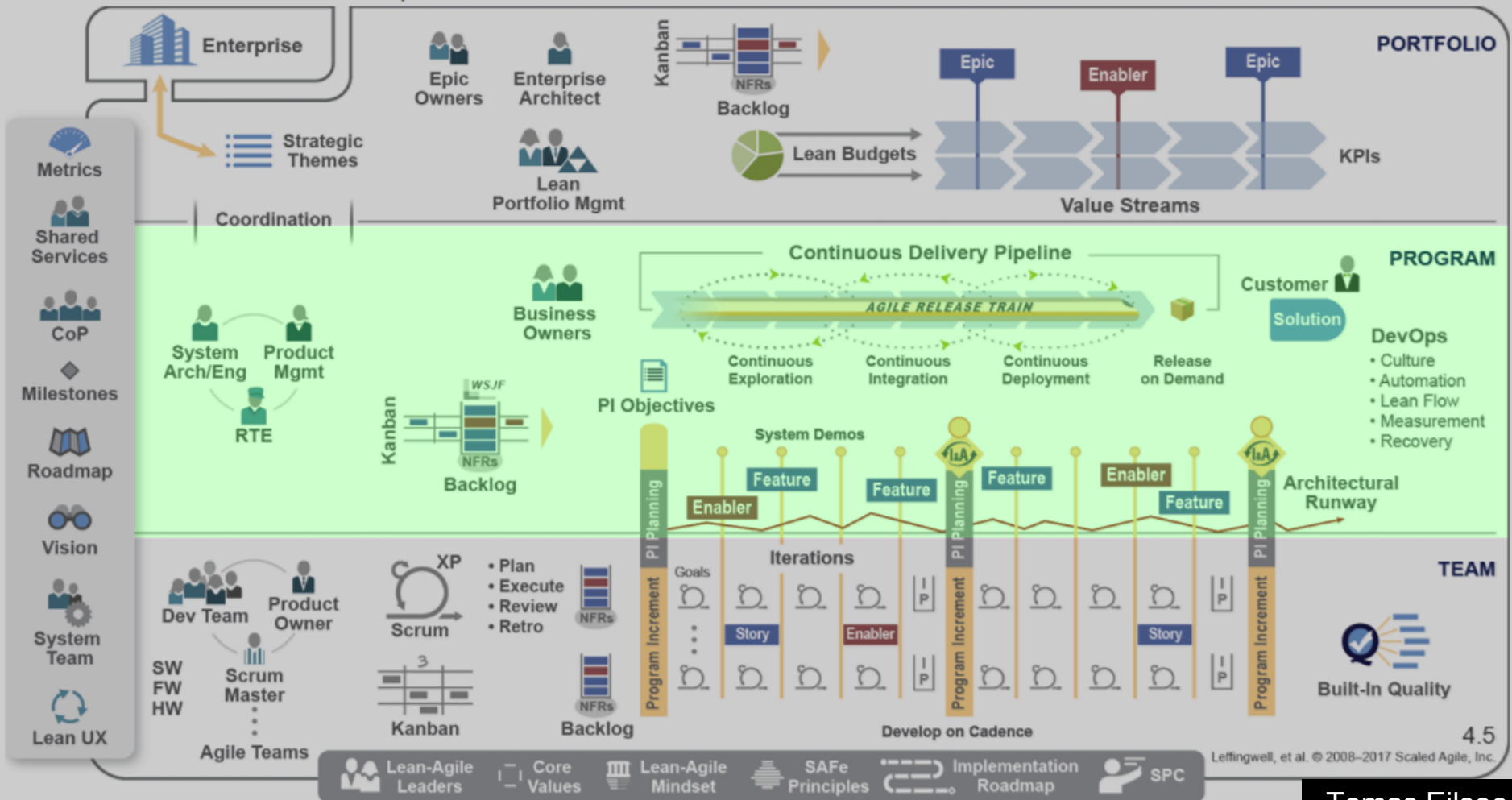
How to do this ?



SAFe® for Lean Enterprises

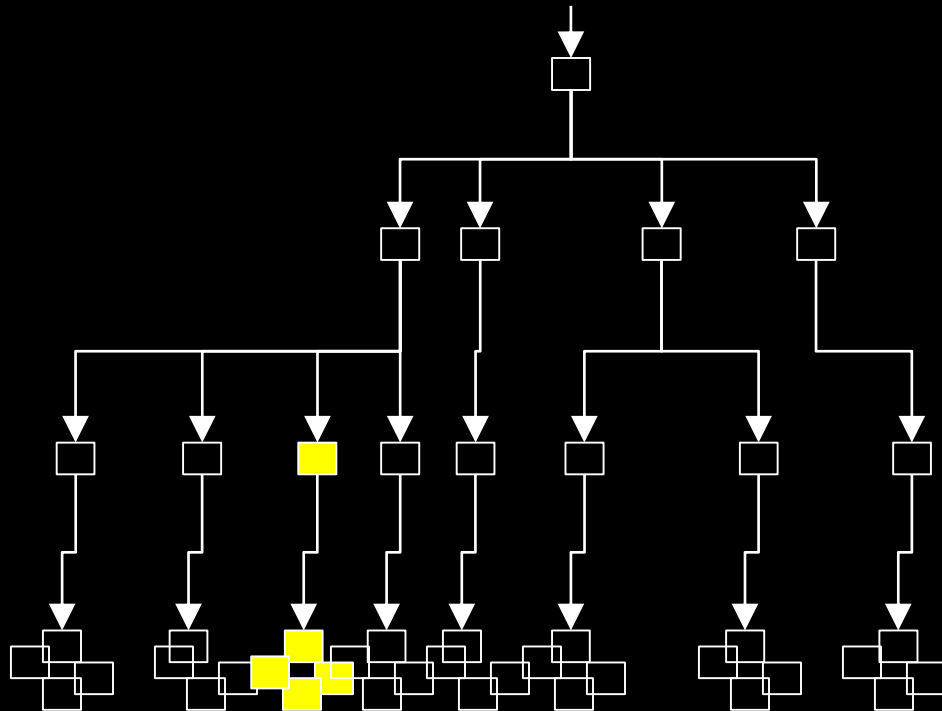
Portfolio SAFe



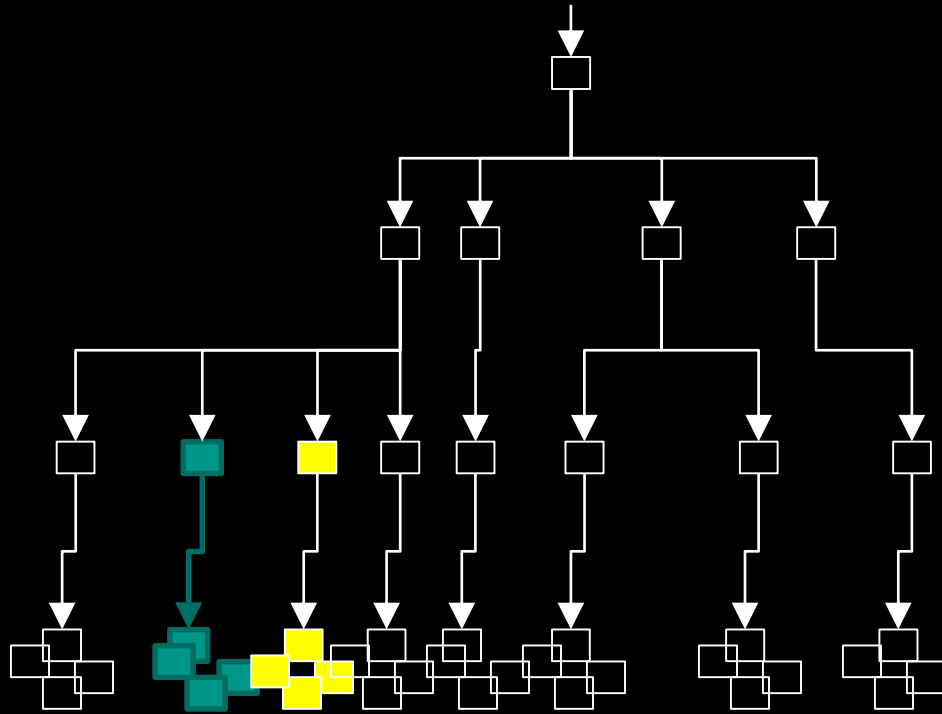




Classical hierarchy of functional departments

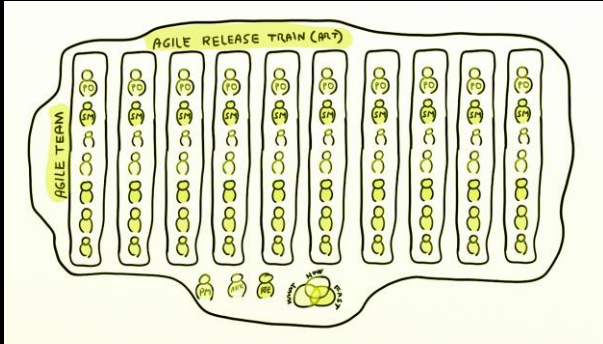


Classical hierarchy of functional departments

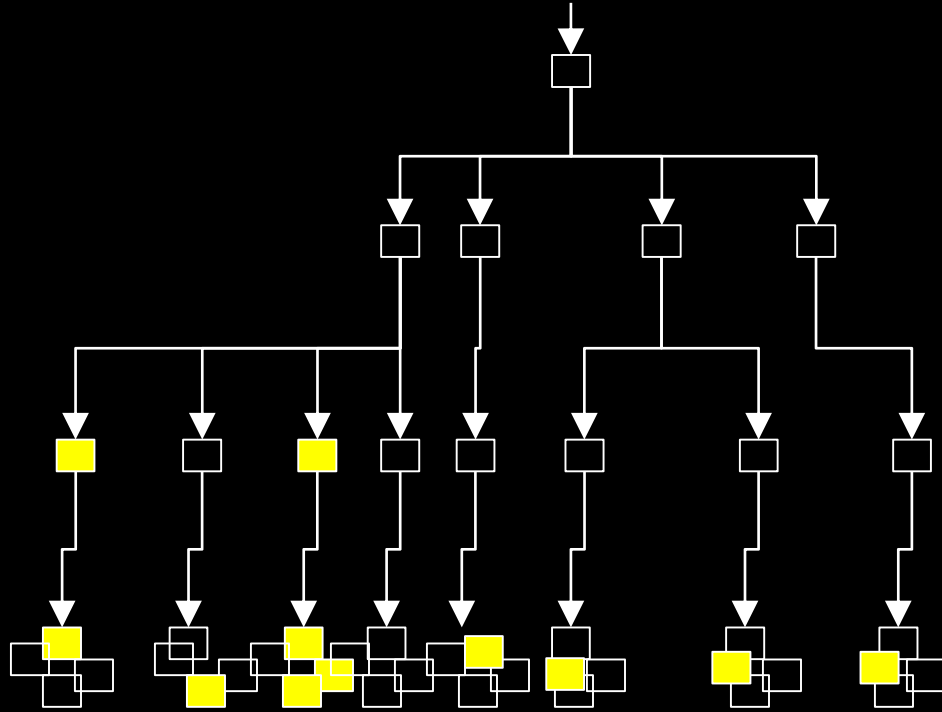


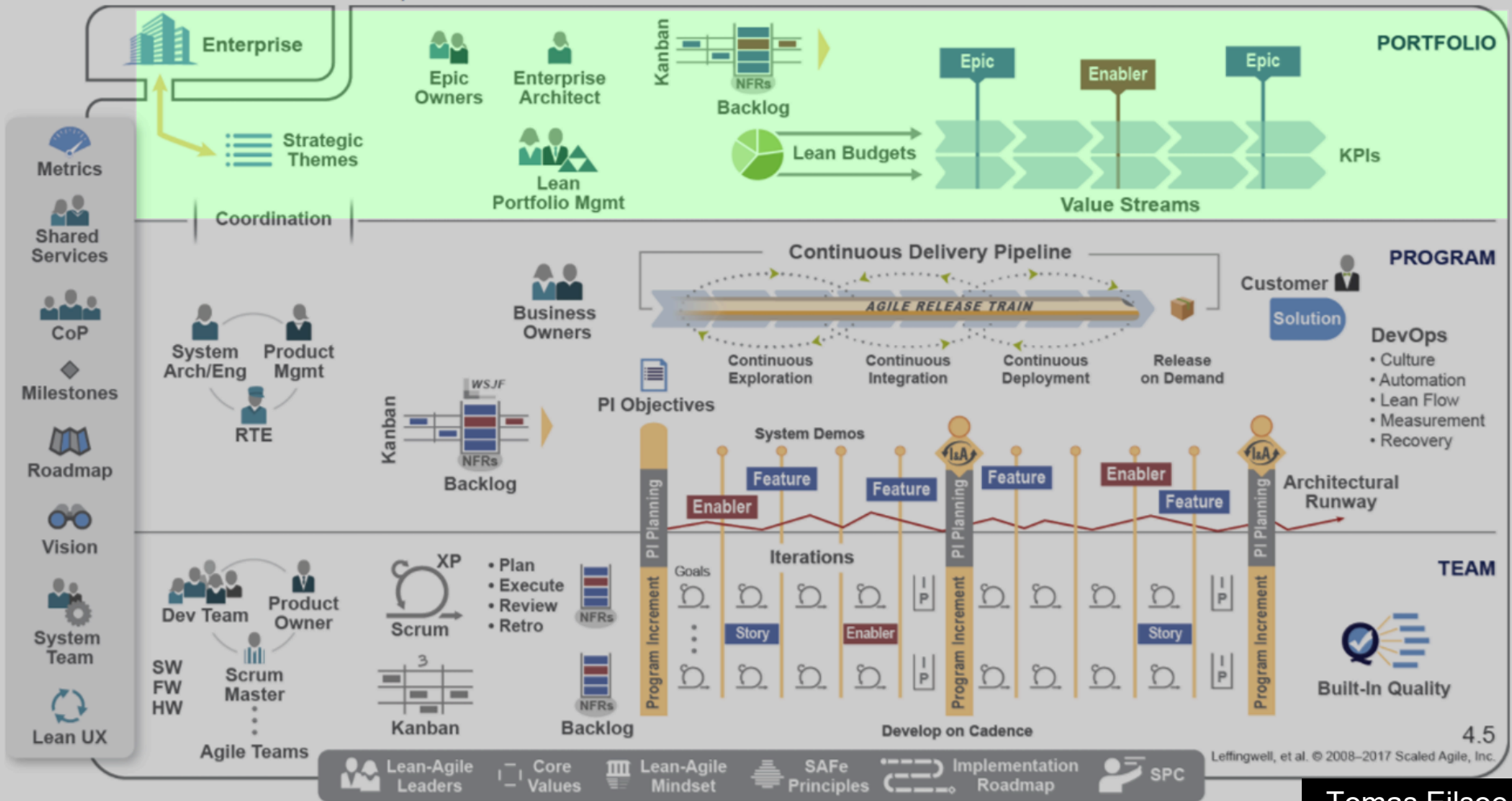
Organize by value stream (Product/Service)

SAFe
cross functional team of teams

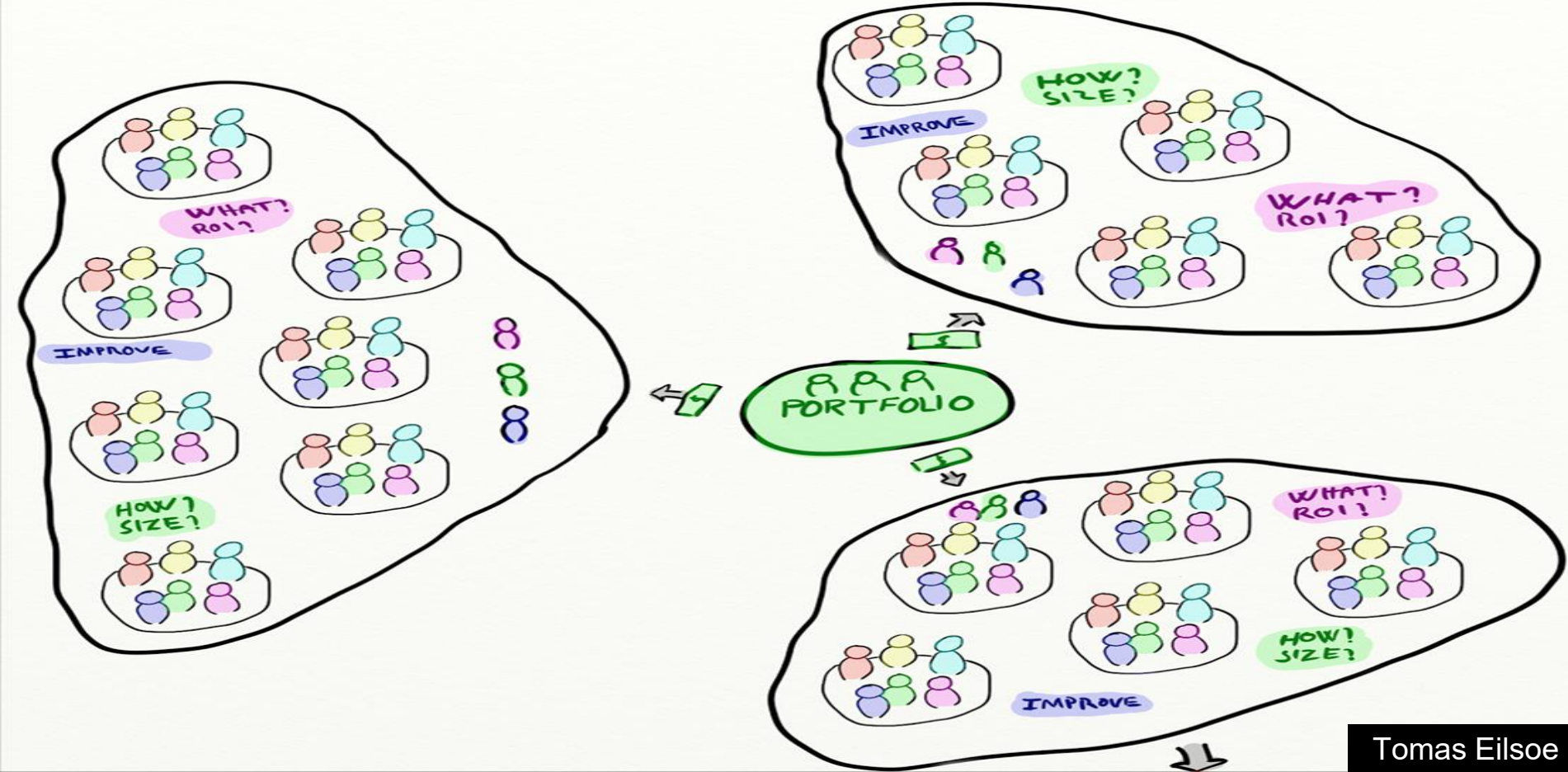


Classical hierarchy
of functional departments





Fund long living teams of teams doing products/services

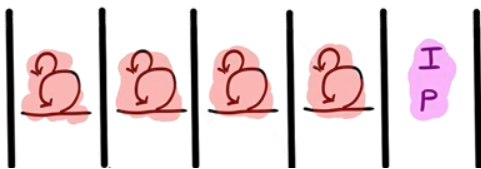


HOW WE WORK NOW

PLAN ON
CADENCE

INCREMENT

RELEASE
ANY TIME



Agile manifesto

“Adapting to change over following a plan”

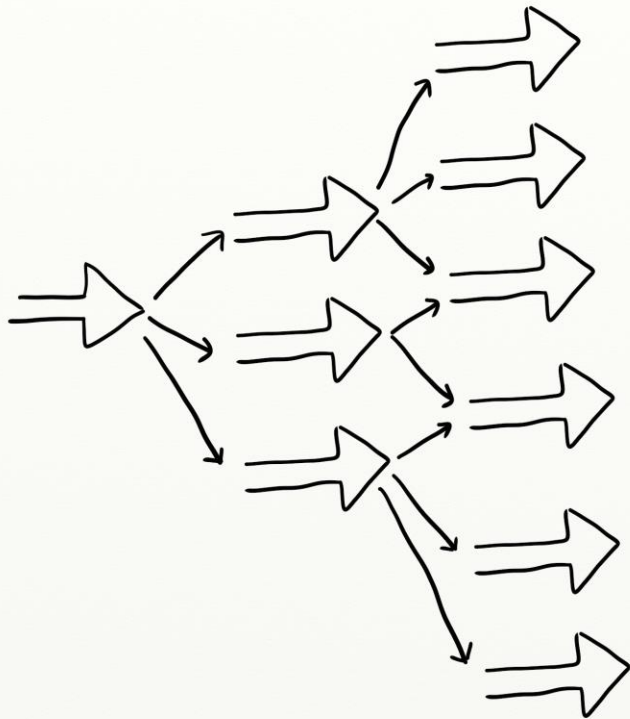


“Plans are worthless but
planning is everything”

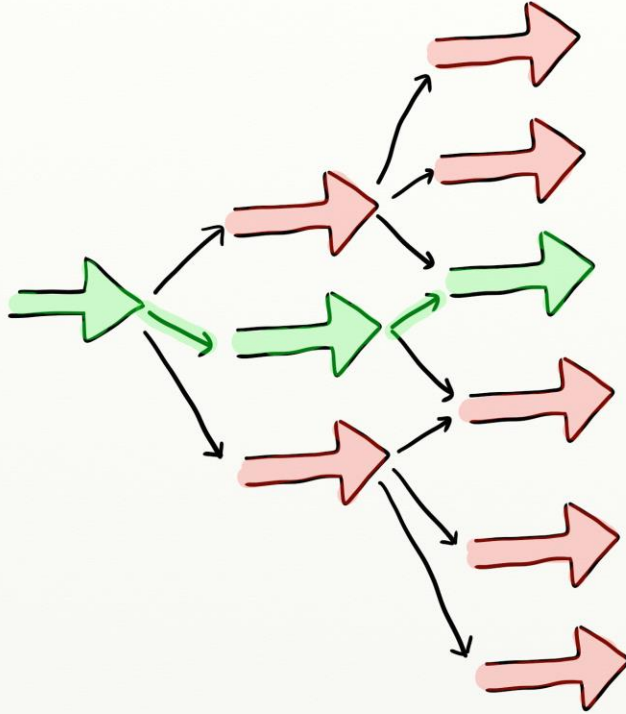
Dwight David Eisenhower
Supreme Commander of the Allied forces World War II

Planning is effective to create **alignment**
and allow for effective **decentralised**
initiative and communication during
execution

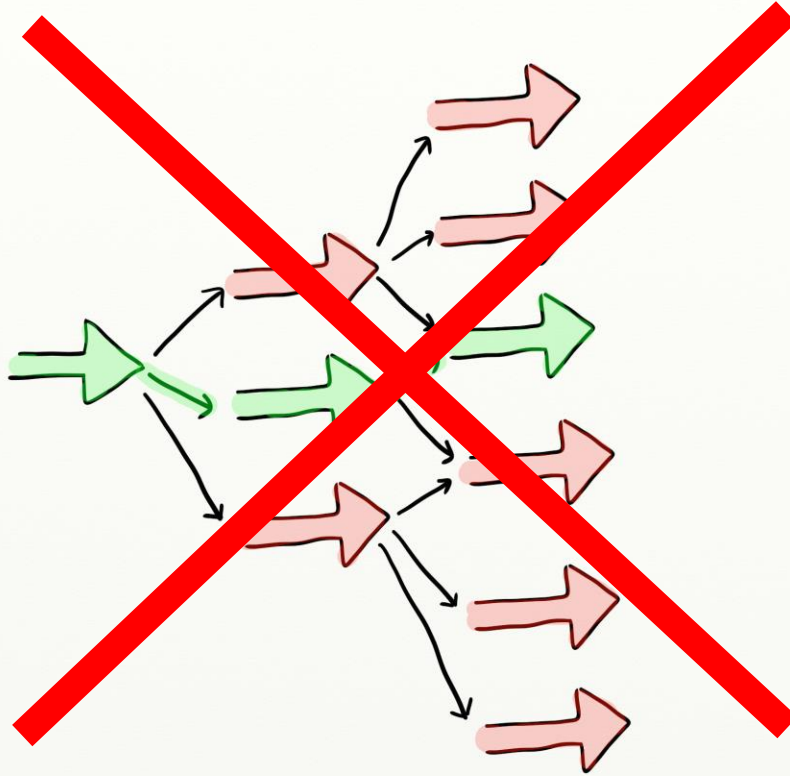
Plans are poor tools for dealing with uncertainty, ambiguity, and confusion



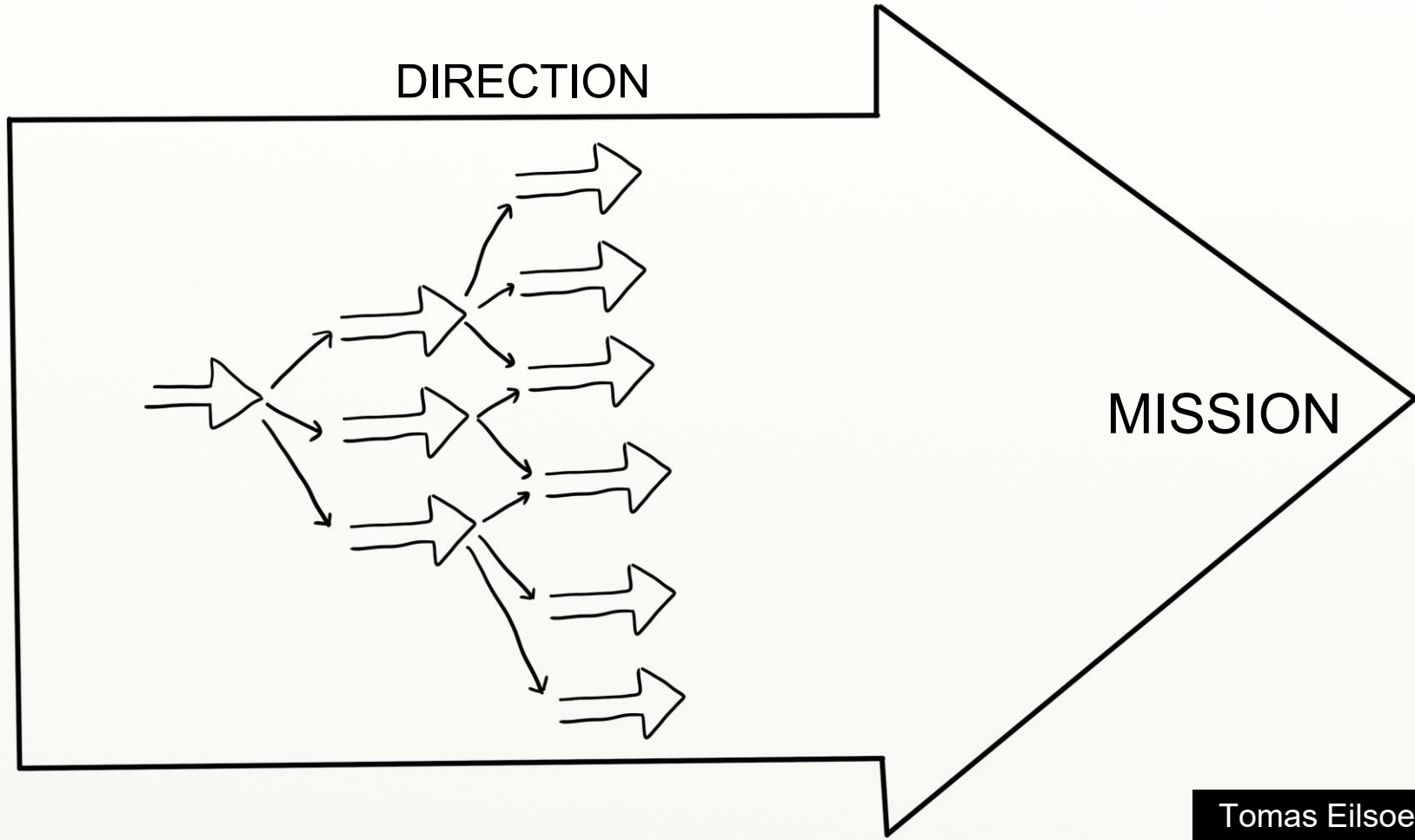
Plans are poor tools for dealing with uncertainty, ambiguity, and confusion



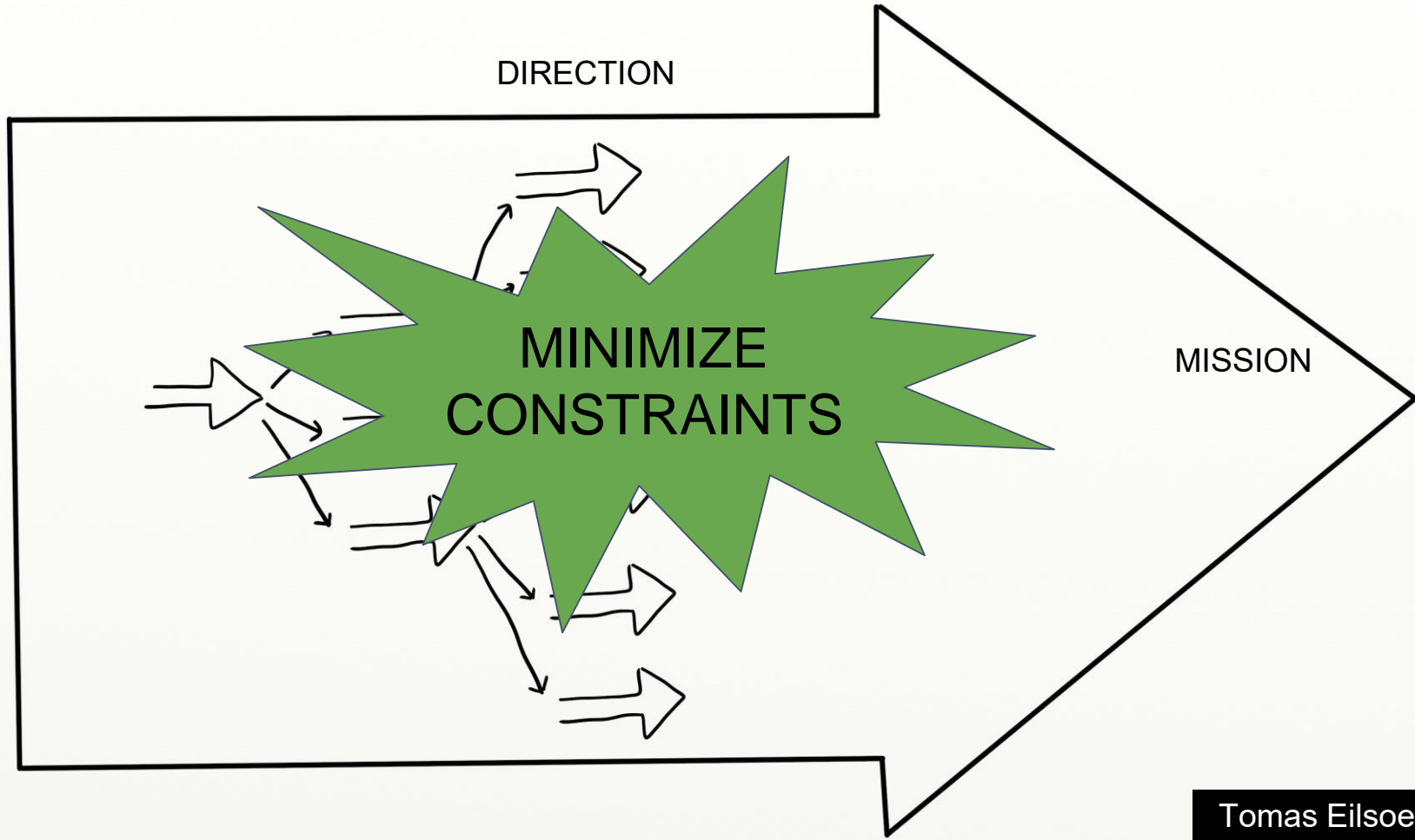
Plans are poor tools for dealing with uncertainty, ambiguity, and confusion

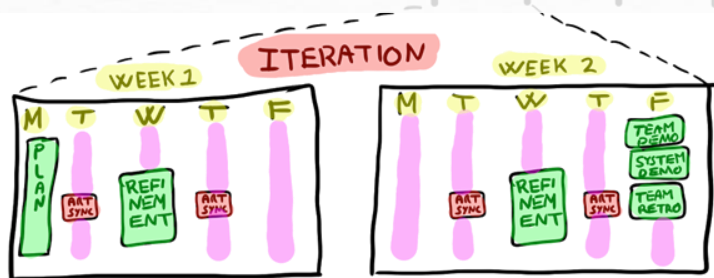


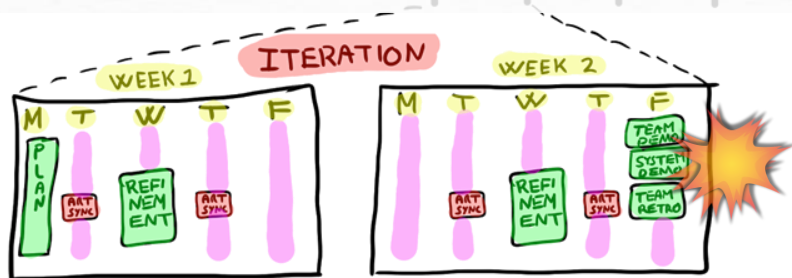
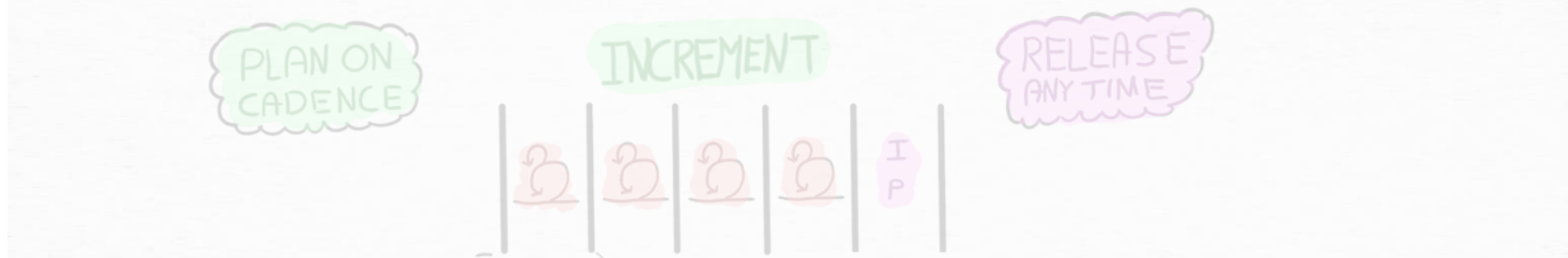
Plans are poor tools for dealing with uncertainty, ambiguity, and confusion

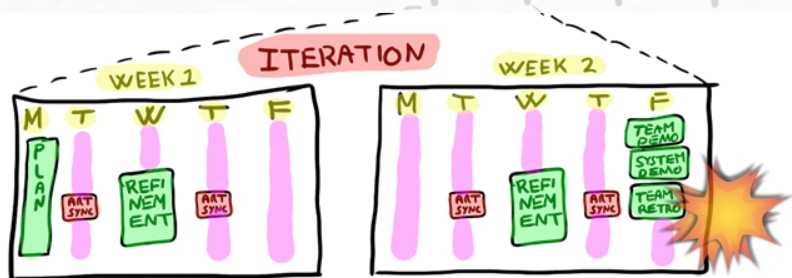


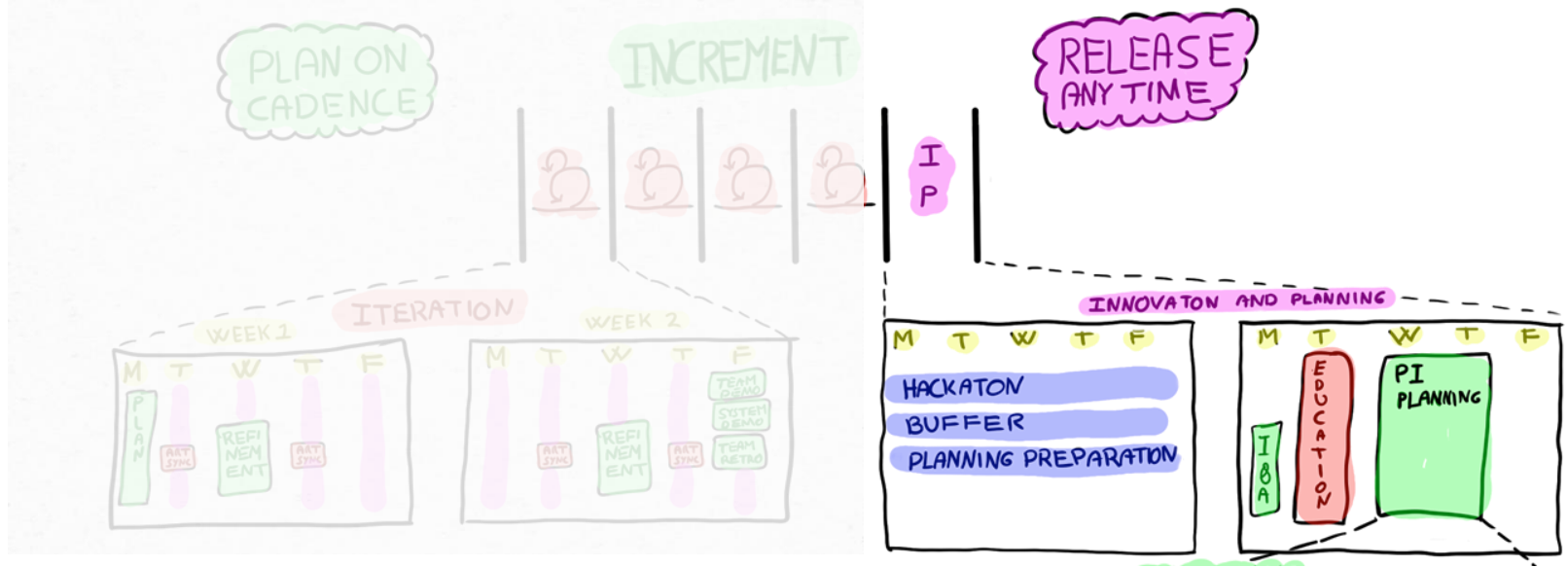
Plans are poor tools for dealing with uncertainty, ambiguity, and confusion

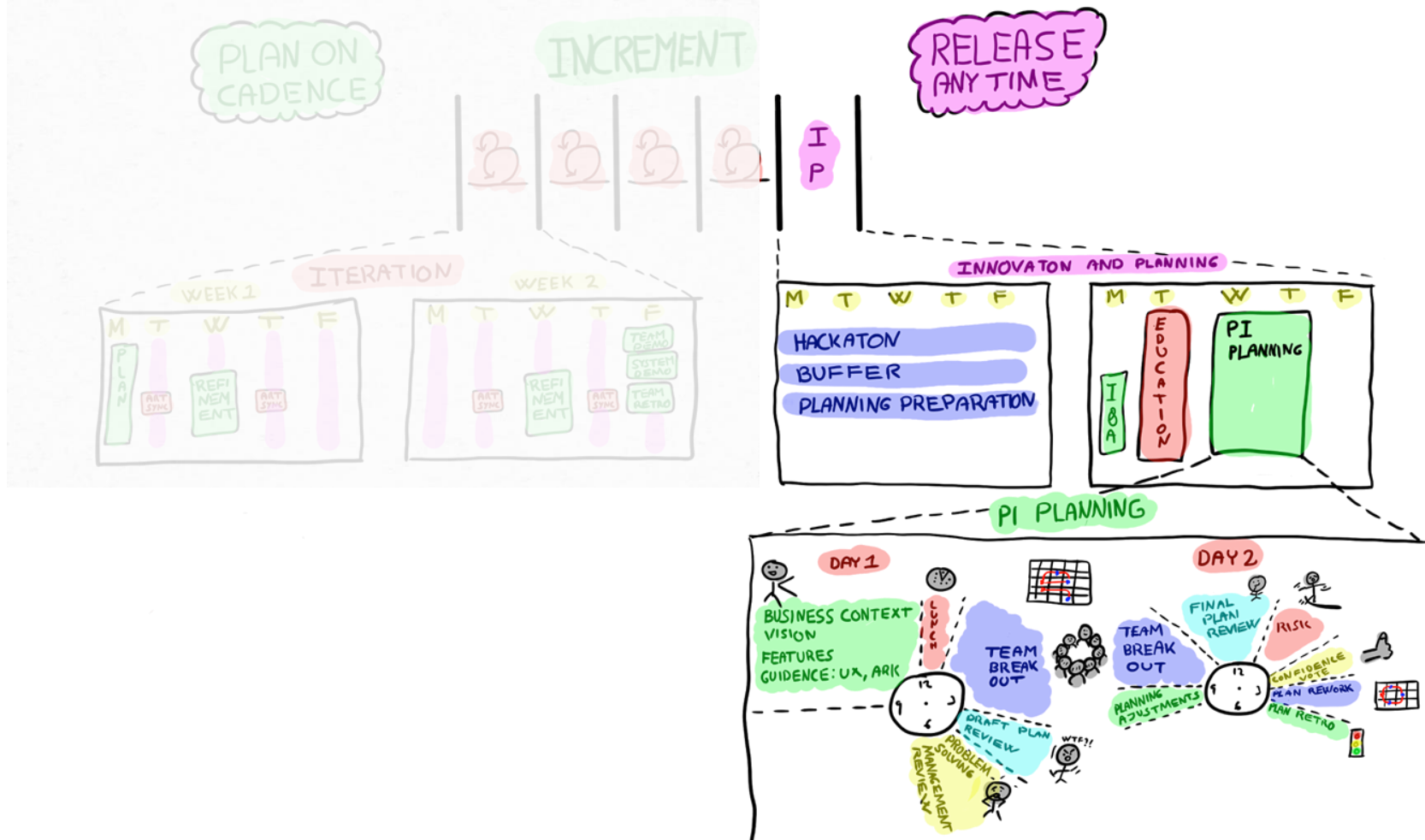


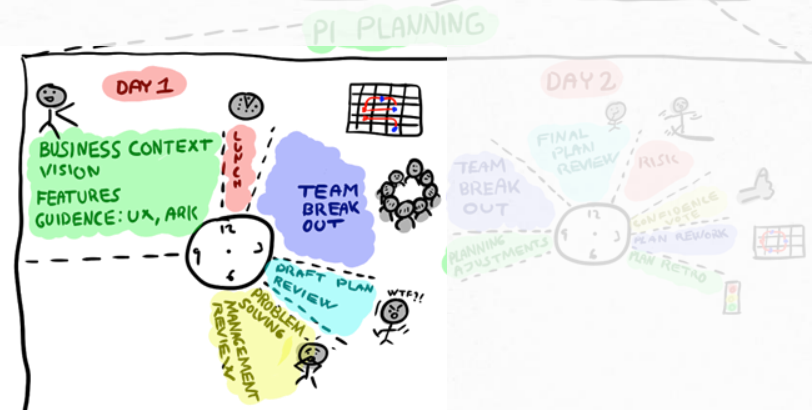
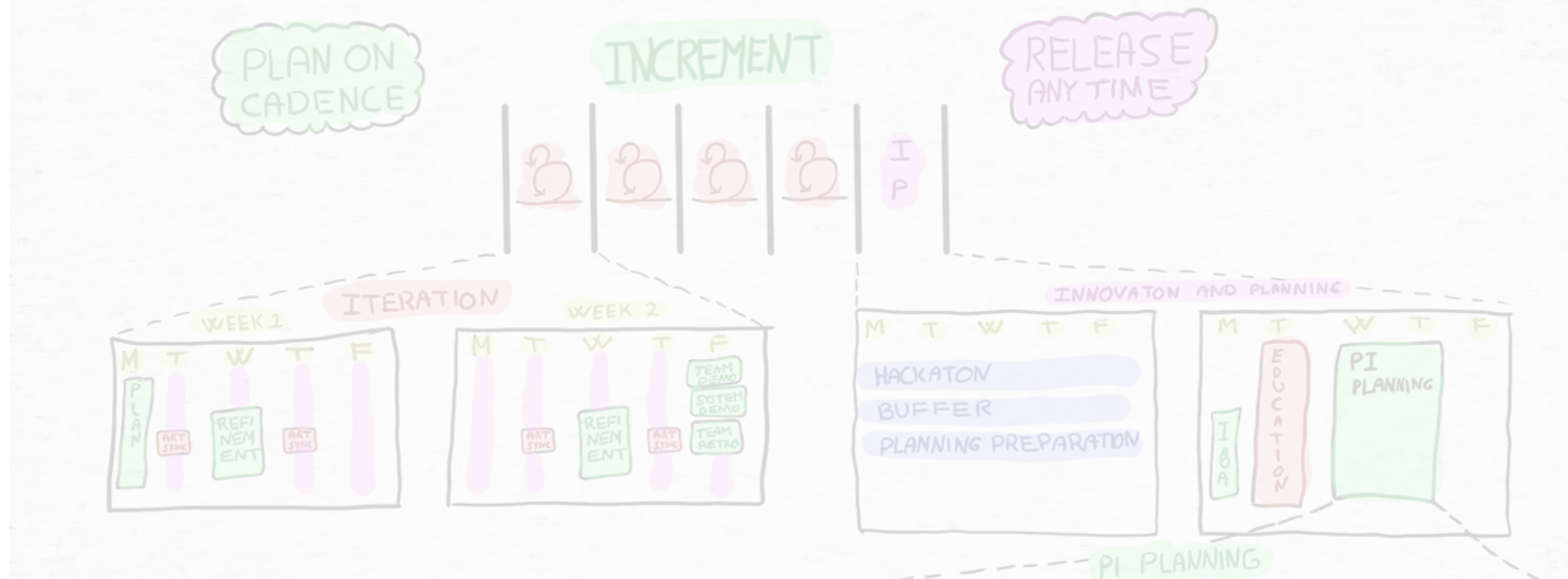


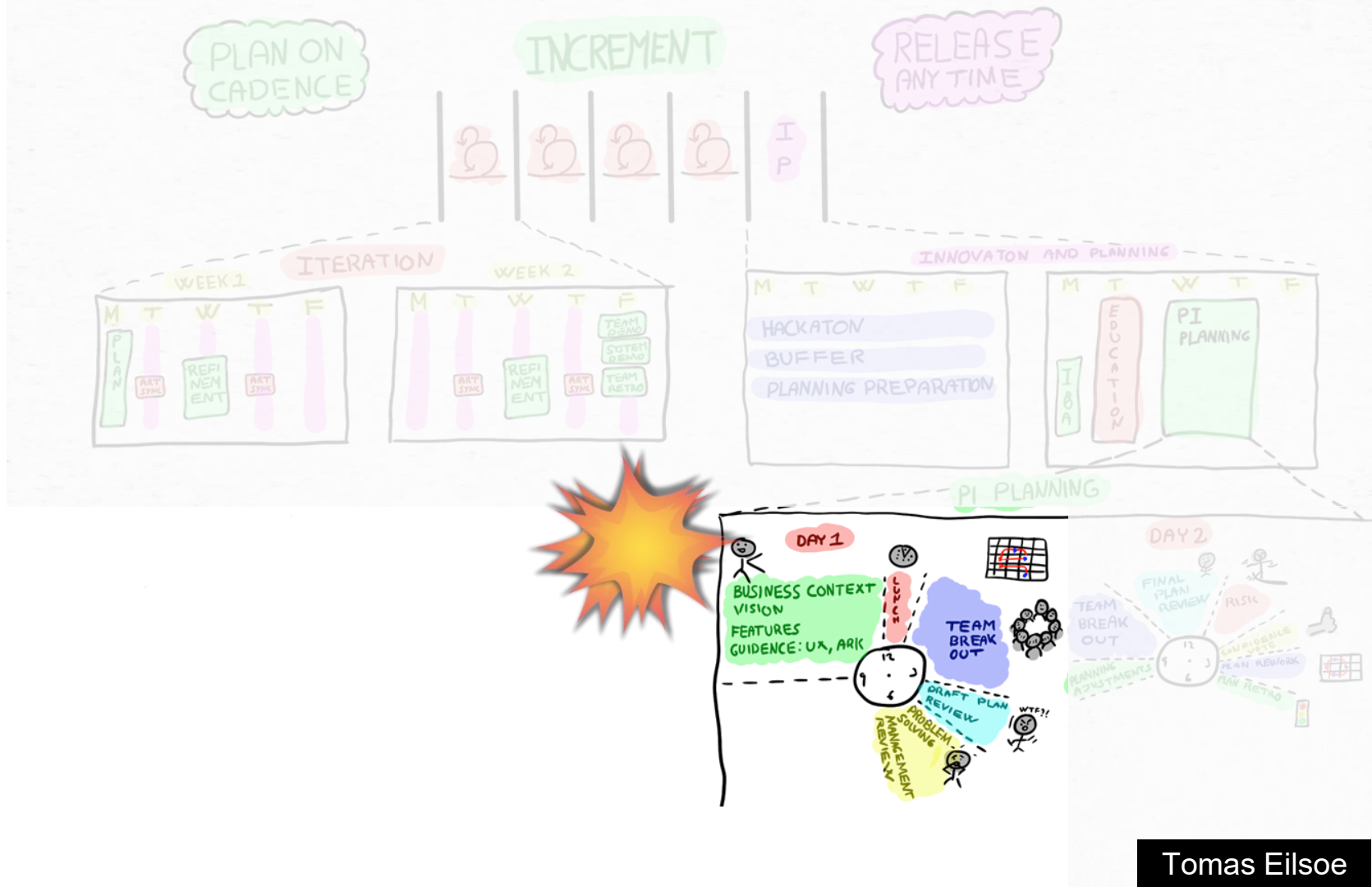












AGILE RELEASE TRAIN (ART)

TEAM

I concentrate on the big picture feature backlog while teams test feature benefit hypothesis using **lean startup** and **lean UX** ideas.

PM

ARK

RTE

WHAT HOW WHY

Question

"Being able to see the customer's previous inquiries and history **helps the customer feel recognized**"

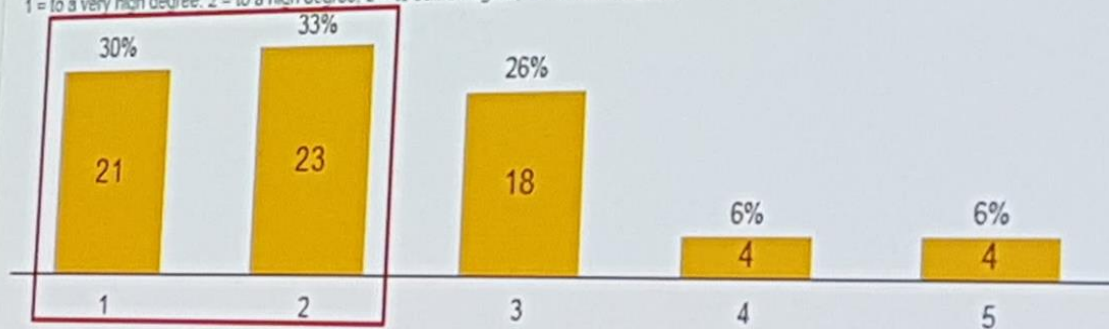
User feedback from Customer Relations Flex (base: 70 customer agents)

1 = to a very high degree, 2 = to a high degree, 3 = to some degree, 4 = to little degree, 5 = to no degree



"Being able to see the customer's previous inquiries and history **helps me to solve the customer's problem faster**"

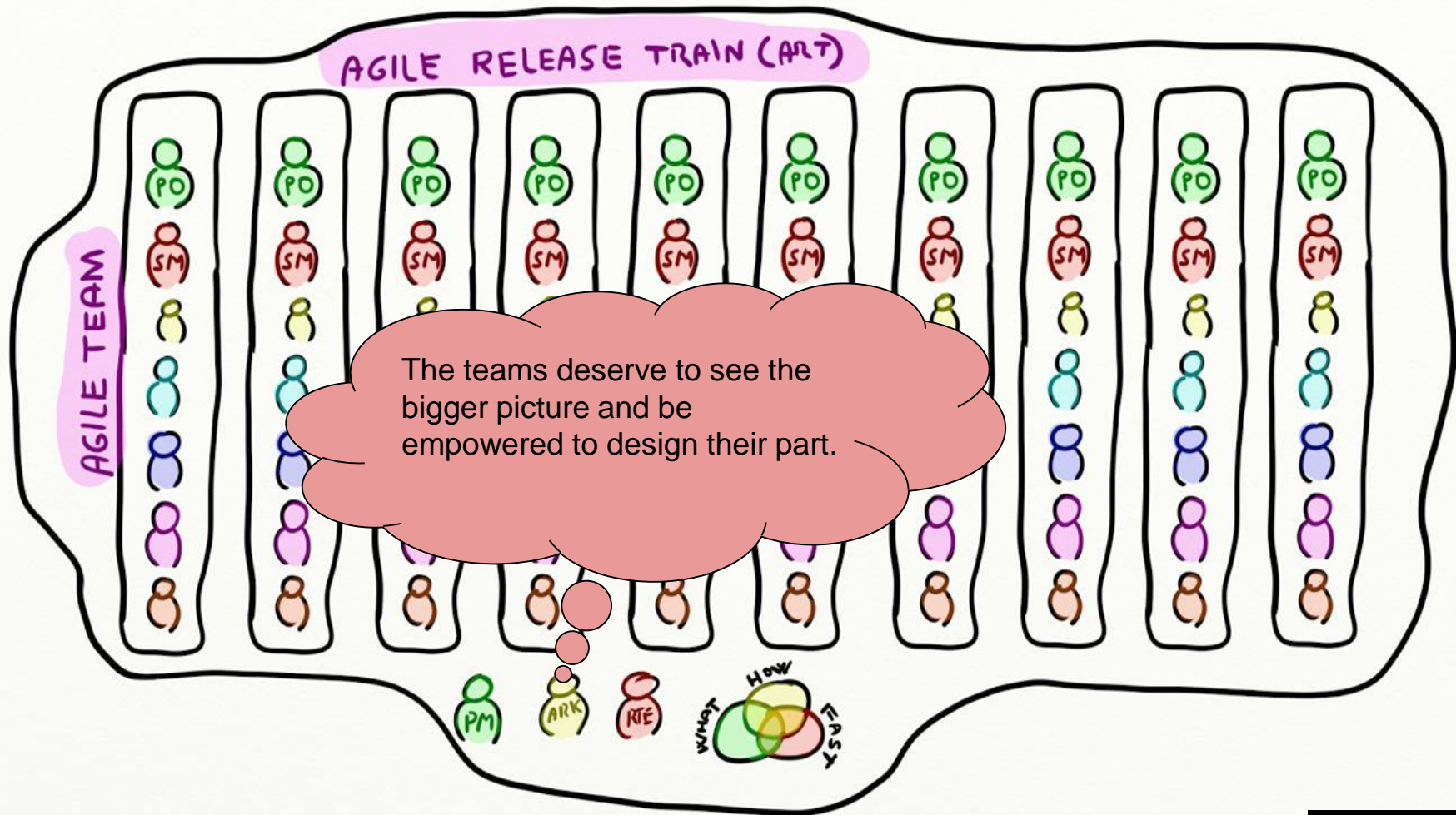
1 = to a very high degree, 2 = to a high degree, 3 = to some degree, 4 = to little degree, 5 = to no degree





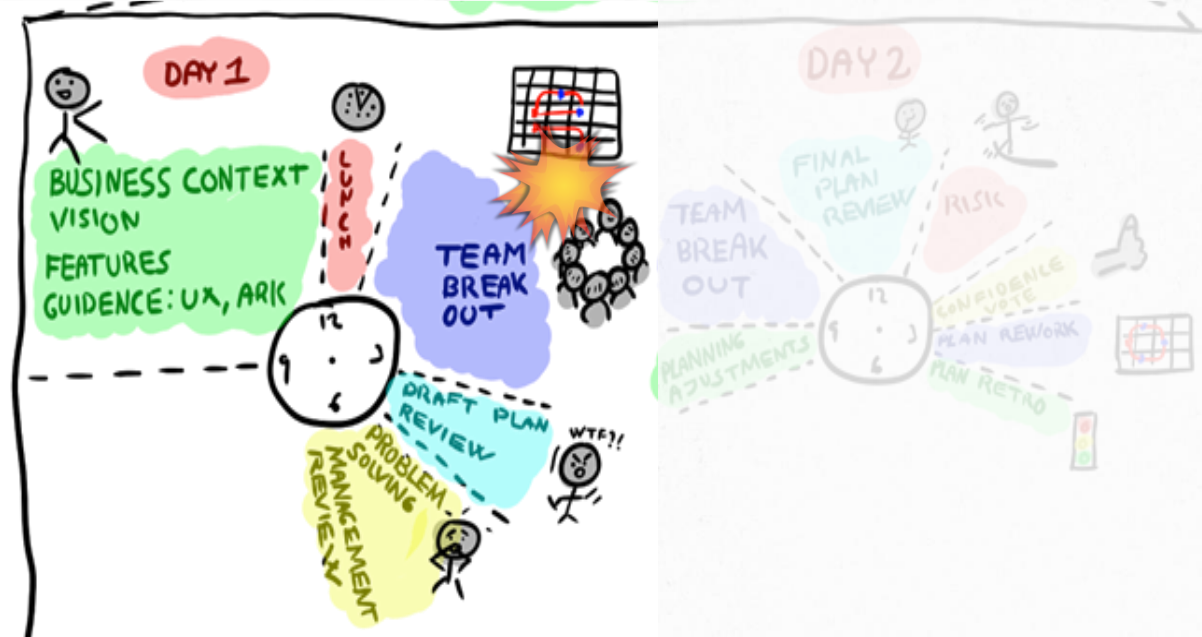






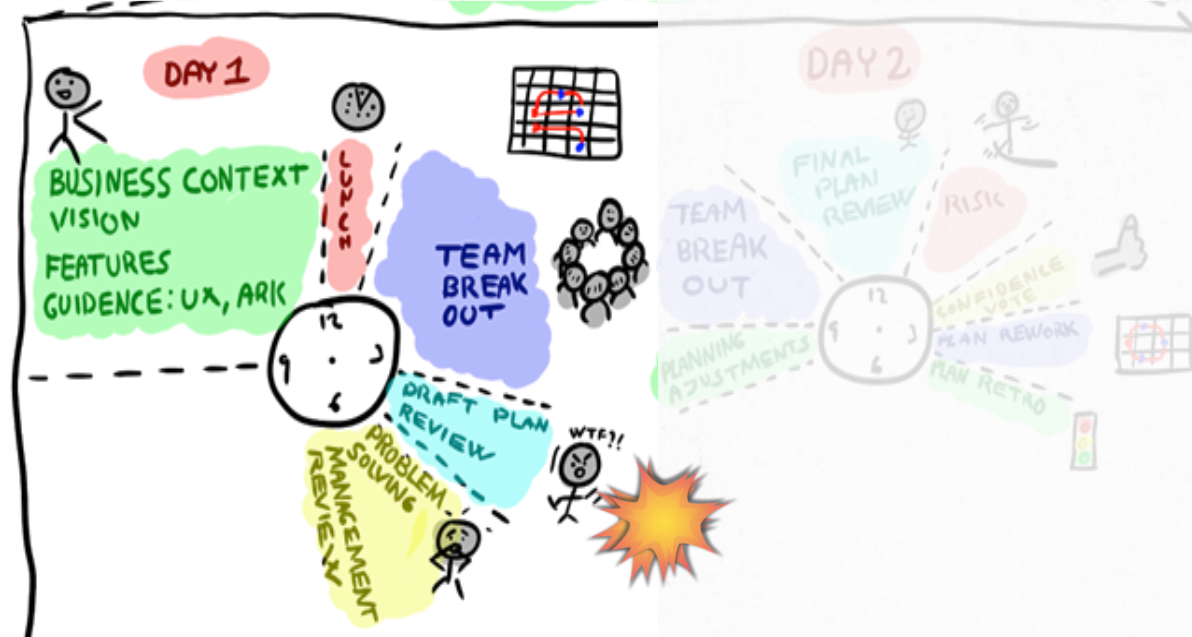


PI PLANNING





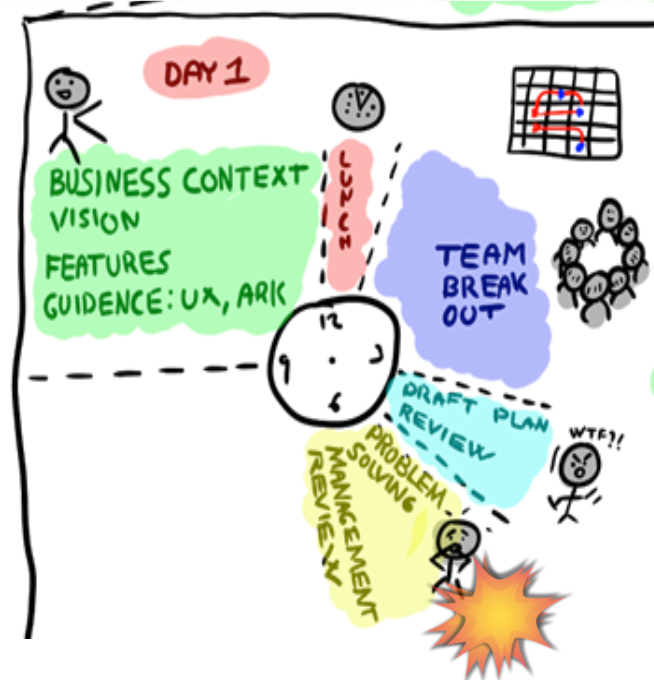
PI PLANNING





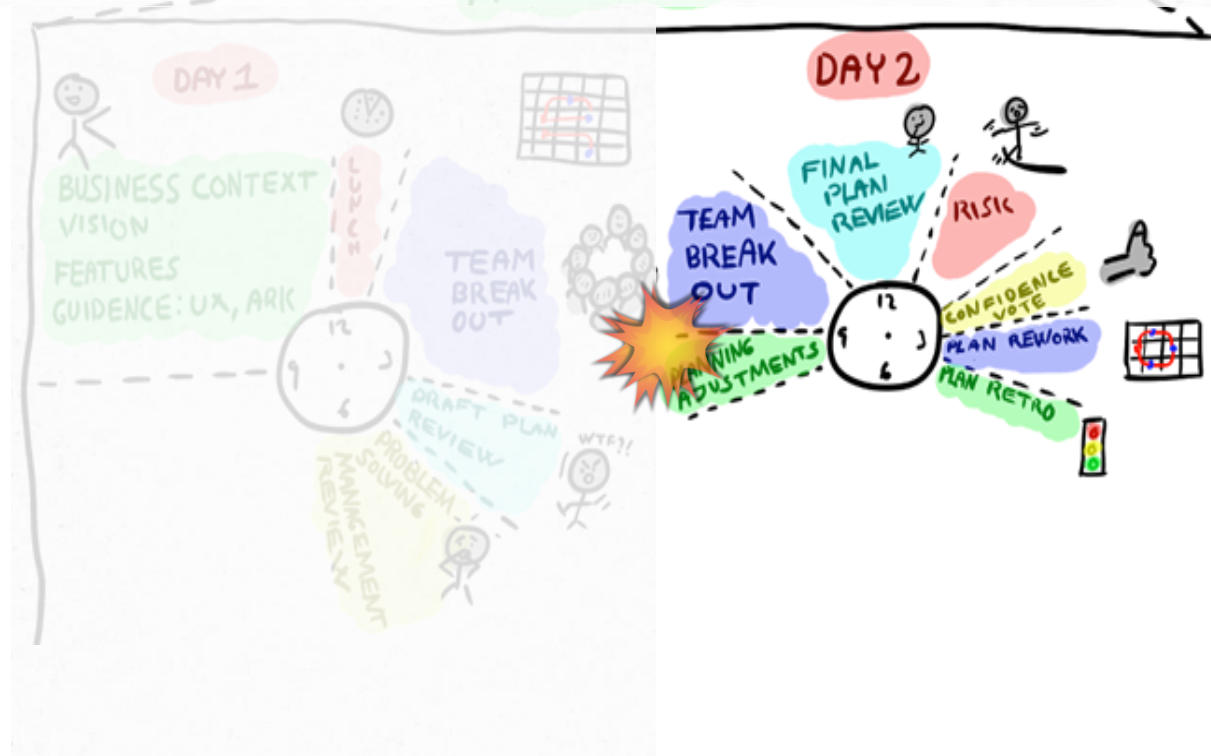


PI PLANNING





PI PLANNING

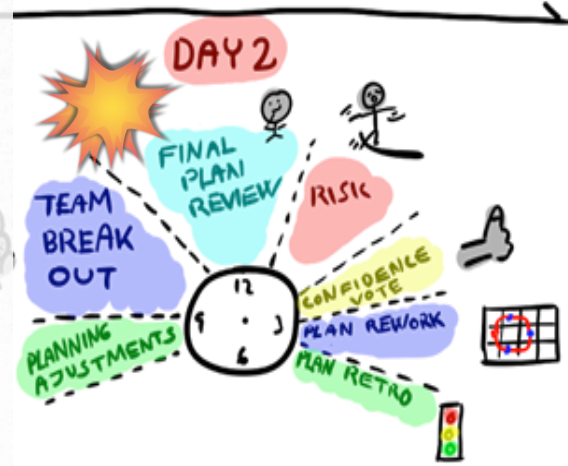








PI PLANNING





Tomas Eilsoe



PI PLANNING

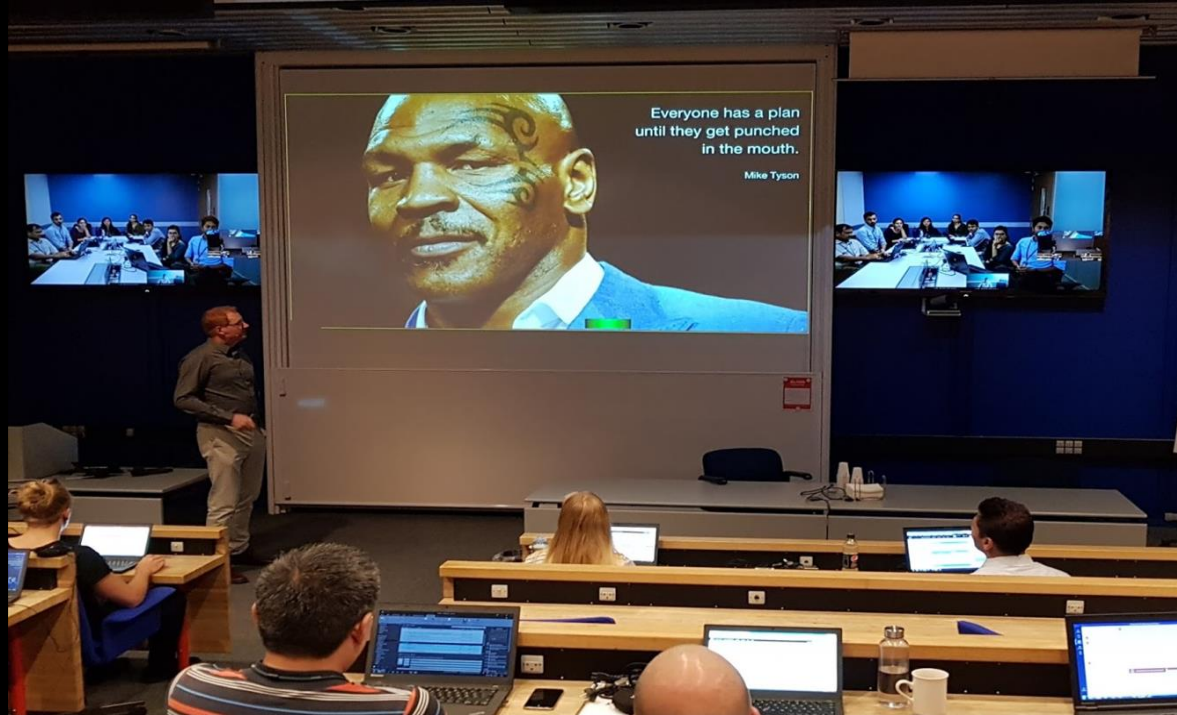




PI PLANNING



Initial Training & Creating self org teams



Sounds easy ?

This room is getting
too hot and lack
oxygen...

STOP: Booking
meeting rooms
"10km" apart

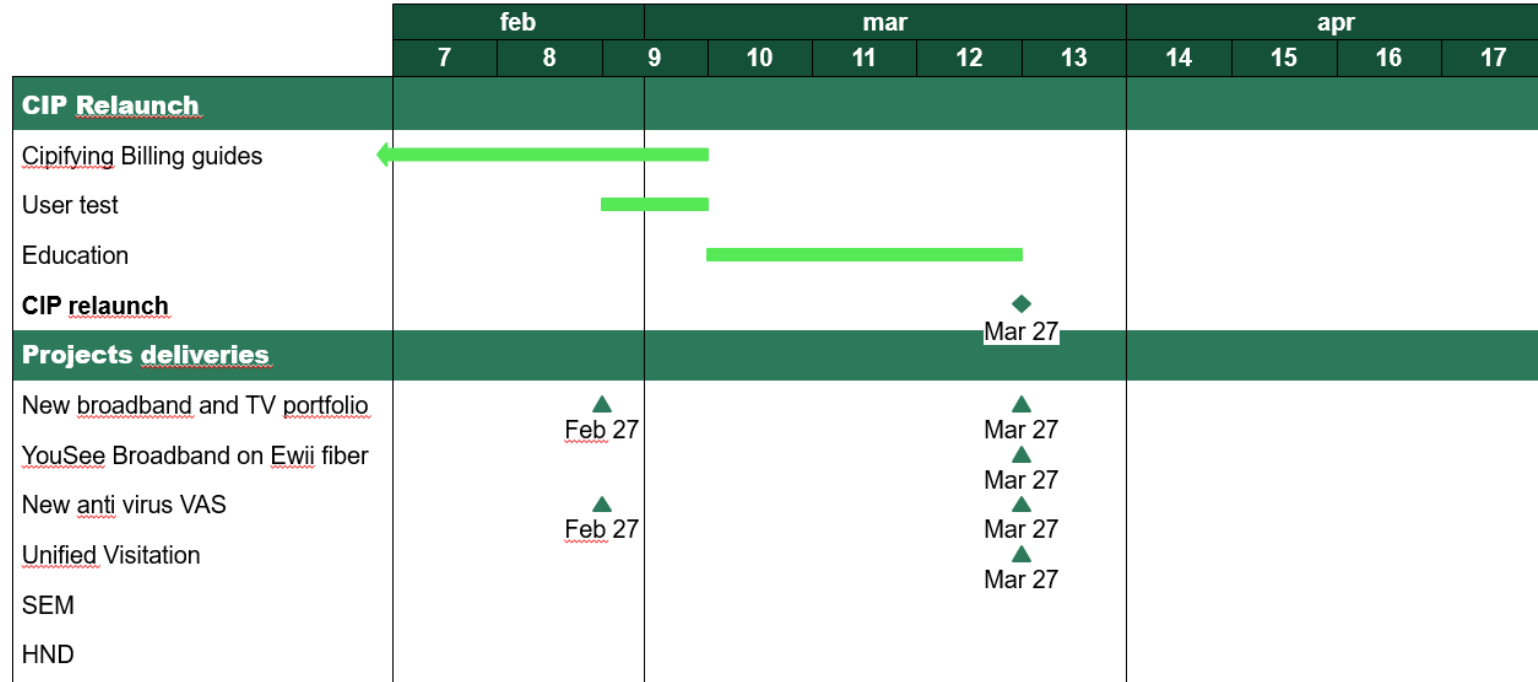


Wonder if we should
tell someone we
can't hear anything?

3 weeks in

This is our "agile" gant chart

Milestones



1½ month in

STOP

AND REALIGN

- Fast feedback
- Requirements -> outcome focused
- Deliver what's possible

3 months in BEST YOUSEE TEAM AWARD

We have provided our frontline agents with **ONE** customer overview across systems in call centers and stores


CIP customer overview from 27/3

The screenshot displays a software interface for customer overview. It features a sidebar on the left with navigation options like 'Kundeinformation', 'Hustandsoverblik', 'Hjælpslog', 'Bemærkningslog', and 'Rens sager'. The main area is divided into several sections: 'Kundeinformation' (Customer Information) with fields for name, address, and phone; 'Hustandsoverblik' (Status Overview) showing a timeline of events; 'Hjælpslog' (Help Log) with a table of support requests; 'Bemærkningslog' (Remarks Log) with a table of notes; and 'Rens sager' (Clean up cases) with a table of open cases. The interface is designed to provide a comprehensive view of a customer's history and current status.

Description of functionalities

- 1 Customer information, UID, account number, address, customer type (COAX) and internet customer number (DSL).
- 2 Customer product overview with drop-down function for technical product info.
- 3 Automatic Customer contact log shows:
 - Latest time and point of contact
 - Name of last agent in contact with customer
 - Latest guides used
 - Latest Q&A in guides via drop-down
- 4 History, notes, and remarks on customer consolidated from eOrdre, RAS, CIP, mBilling, Sales Force
- 5 Open and closed customer cases from FAS, BIER, CUIeOrdre (only open cases), and eTray
- 6 Unified Visitation – Best solution available on the address for existing and new customers
- 7 Mandatory comment field for all agents in call centers – comments about customer dialogue are entered here
- 8 Specific guides in menus for Sales, Retention, Support, Billing & Retail

4 months in
Agile culture emerging



Most features now
originates from
users/developers

Tools are good and
easy to collaborate in

Teams now demonstrate
real progress on System
Demo's

Cross-skilling
kicking in

People are willing
to be vulnerable

6 months in
Outcome focused

Features are defined by outcome hypothesis

Initiative springs from teams, starts and stops things based on what they see working

Short feedback loops

People are having fun – all team members highly motivated

Our takeaways

- SAFe can work great also on smaller scale
- Structured alignment, decentralizing decisions & empowered teams
- Fund long living teams of teams instead of projects
- Lots of Lean & Agile ideas and material -> shared mental models
- SAFe is not an end-state/Goal, but a pragmatic starting point.
- Keep experimenting ! That's also build in.

Place the authority where the information is





Please

**Remember to
rate this session**

Thank you!



Christian Yde

christian.yde@gmail.com
+45 23900478



Tomas Eilsø

mail@tomaseilsoe.com
+45 31722599



Bonus: Fighter pilot tactics for winning in business, conflict and life

1) Organise for efficient OODA loop

- a) OBSERVE, inspect what's important - on cadence
- b) ORIENT, Fast sync mental models local & shared
- c) DECIDE, using implicit knowledge - fast & accurate local initiative
- d) ACT to generate new opportunities, act fast to exploit them

1) Flexibility in execution

- a) Communication
 - i) Act them inform, Direct lateral requests and info, Big picture broadcast
- b) Decentralised control with centralised coordination
 - i) No plan survives contact with the enemy, but planning is effective for aligned execution
- c) Concentration of force (pick your battles - clear priorities)
- d) Optimize the whole with flow & pull
- e) Plan for the unknown, adapt efficiently and fast, leverage reserves/slack

1) The art of collaborating at scale

- a) Lead with mission
- b) Local initiative
- c) Mutual trust

more FIGHTER PILOT TRICKS for scaling agile

Tomas Eilsoe, mail@tomaseilsoe.com, www.tomaseilsoe.com