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Startup SAFe®!
One entrepreneur's journey supported by SAFe®

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firstroot.co
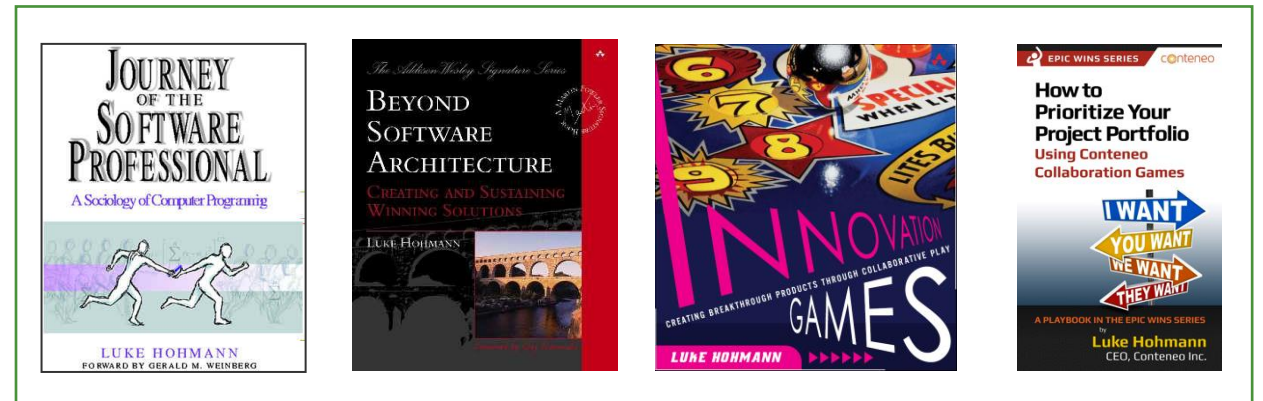
About @lukehohmann

Serial Entrepreneur

conteneo

SCALED AGILE

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Agile Software Development leader

Agile Alliance

Scrum Alliance

Author

JOURNEY OF THE SOFTWARE PROFESSIONAL
A Sociology of Computer Programming
LUKE HOHMANN
FORWARD BY GERALD M. WEINBERG

The Addison Wesley Signature Series
BEYOND SOFTWARE ARCHITECTURE
CREATING AND SUSTAINING WINNING SOLUTIONS
LUKE HOHMANN

INNOVATION GAMES
CREATING BREAKTHROUGH PRODUCTS THROUGH COLLABORATIVE PLAY
LUKE HOHMANN

EPIC WINS SERIES   conteneo
How to Prioritize Your Project Portfolio
Using Conteneo Collaboration Games
I WANT
YOU WANT
WE WANT
THEY WANT
A PLAYBOOK IN THE EPIC WINS SERIES
by Luke Hohmann
CEO, Conteneo Inc.

Philanthropist

Every Voice Engaged

What makes a good start to a startup?

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A compelling problem…

A sufficiently large market…

A desirable, viable, feasible, and sustainable solution…

A caring and competent team…

A pinch of humility…

A kilo of crazy…

What makes a good start to a startup?

A compelling problem… **fighting financial inequality**

A sufficiently large market… **around the world**

A desirable, viable, feasible, and sustainable solution…
a new participatory budgeting app for schools
A caring and competent team… **check, check**

A pinch of humility… **um, yeah**

A kilo of crazy… **remember Innovation Games®?**

What are ways to build your startup?

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Understand your customers

Create sound economic forecasts

Collaborate with your Market

Use Design Thinking

Plan your releases

Use the Lean Startup!

Invest in Architectural Runway

Experiment

Hey… Isn't ALL OF THAT that in SAFe®?

Understand your customers

Plan your releases

Use Design Thinking

Lean Startup!
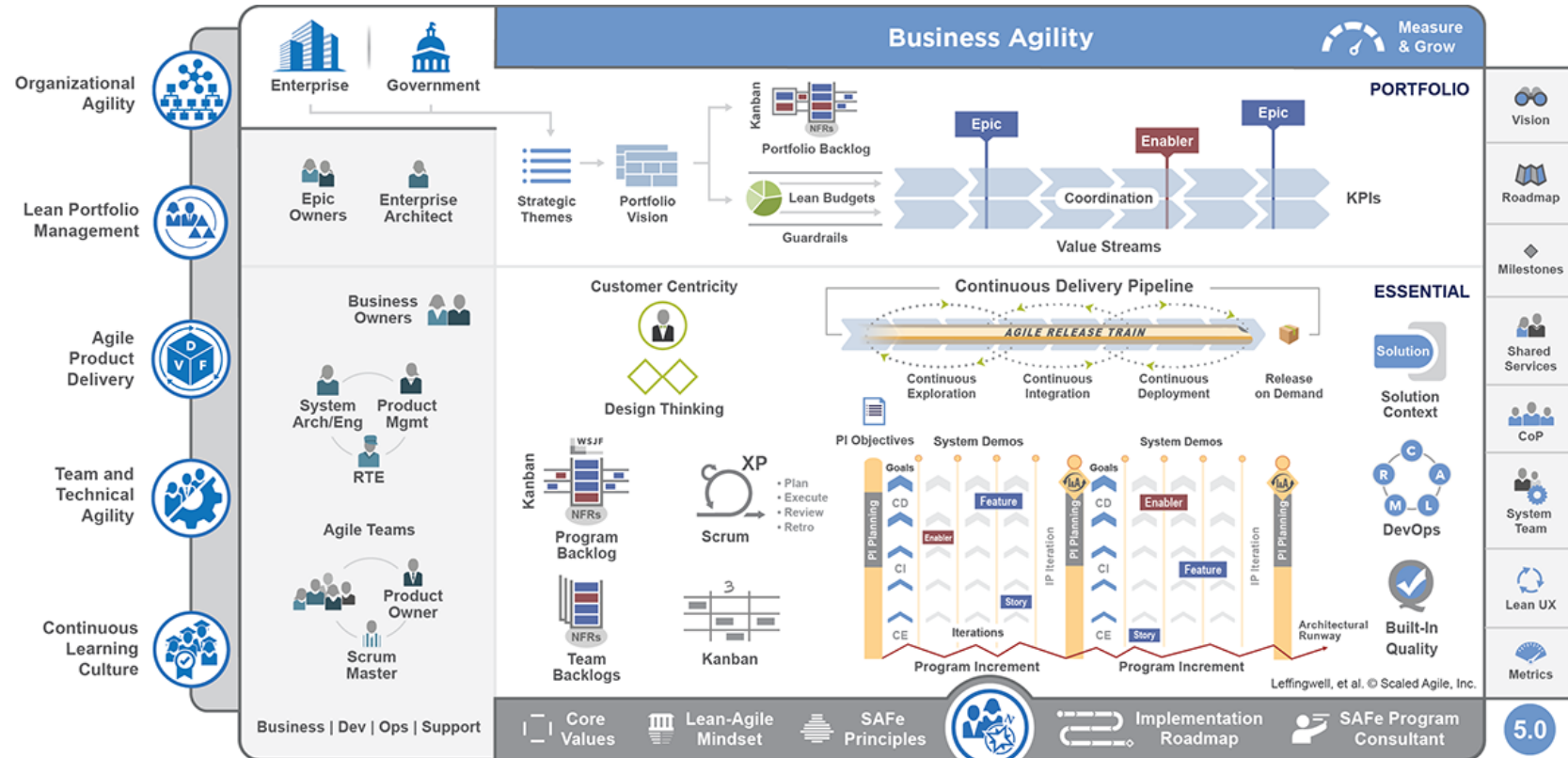
Caring and Competent Teams

Collaborate with your Market

Create sound economic forecasts

Invest in Architectural Runway

Enterprise Solution Delivery
- Apply Lean system engineering to build really big systems
- Coordinate and align the full supply chain
- Continually evolve live systems

Lean System and Solution Engineering · Coordinating Trains and Suppliers · Continually Evolve Live Systems

Lean Portfolio Management
- Align strategy, funding, and execution
- Optimize operations across the portfolio
- Lightweight governance empowers decentralized decision-making

Strategy & Investment Funding · Lean Governance · Agile Portfolio Operations

Agile Product Delivery
- The customer is the center of your product strategy
- Develop on cadence and release on demand
- Continuously explore, integrate, deploy, and innovate

Customer Centricity & Design Thinking · Develop on Cadence Release on Demand · DevOps and the Continuous Delivery Pipeline

Organizational Agility
- Create an enterprise-wide, Lean-Agile mindset
- Lean out business operations
- Respond quickly to opportunities and threats

Lean-thinking People and Agile Teams · Lean Business Operations · Strategy Agility

Customer Centricity — Execution · Strategic · Foundational

Team And Technical Agility
- High-performing, cross-functional, Agile teams
- Business and technical teams build business solutions
- Quality business solutions delight customers

Agile Teams · Teams of Agile Teams · Built-in Quality

Lean–Agile Leadership
- Inspire others by modeling desired behaviors
- Align mindset, words, and actions to Lean-Agile values and principles
- Actively lead the change and guide others to the new way of working

Leading by Example · Mindset & Principles · Leading Change

Continuous Learning Culture
- Everyone in the organization learns and grows together
- Exploration and creativity are part of the organization's DNA
- Continuously improving solutions, services, and processes is everyone's responsibility

Learning Organization · Innovation Culture · Relentless Improvement

Start with Portfolio SAFe®

Full Configuration

Large Solution Configuration

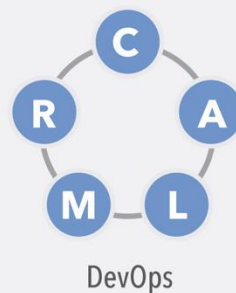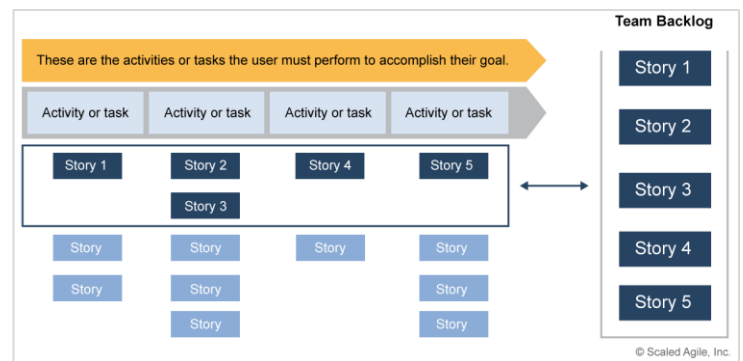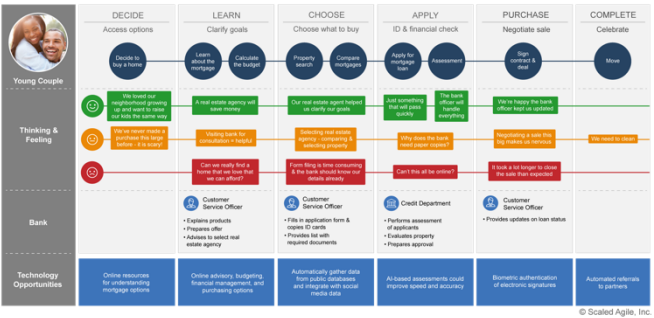Portfolio Configuration

Essential Configuration

Keep

Change

Defer

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BMC

OR

Lean Canvas

Portfolio Vision ➜ Company Vision

Emphasize SAFe® Managed-Investment Contracts

- Use a partner you know and trust

- Give them a fair commitment
  for FirstRoot, it was 6 months

- Establish a cadence that works

- Consider a shorter iteration
  we're running 1-week iterations

- Educate, educate, educate
  - We watched the SAFe ASE videos
  - We gave them pitch decks
  - We produced a PB Process
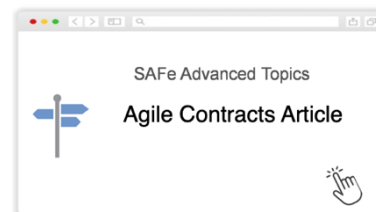
Focus on Agile Product Delivery

Agile Product Delivery is a customer-centric approach to defining, building, and releasing a continuous flow of valuable products and services to customers and users.

Customer Centricity

Design Thinking

Develop on Cadence, Release on Demand

Release on Demand

Customer Centric

Development Centric

Develop on Cadence

DevOps and the Continuous Delivery Pipeline

C

R   A

M   L

DevOps

AGILE RELEASE TRAIN

Continuous Exploraton

Continuous Integration

Continuous Deployment

Release on Demand
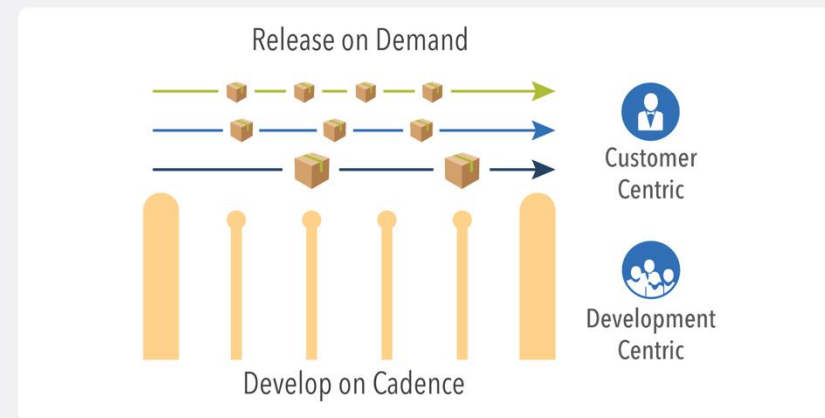
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Keep
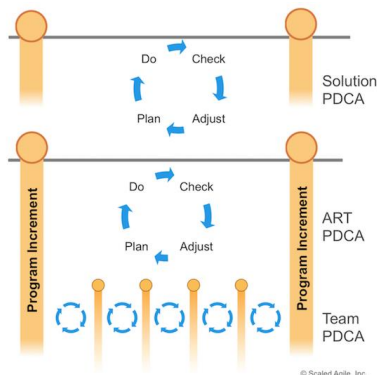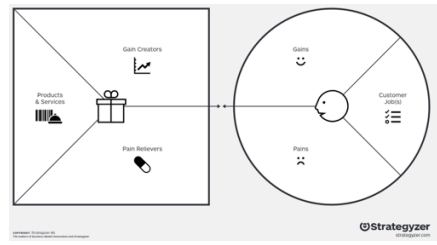
Customer Journey Mapping (Mortgage Loan)

Change

Add

USABILITY TESTING

Implemented now...

... to support future Features

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# Before the Story Map there is a Story

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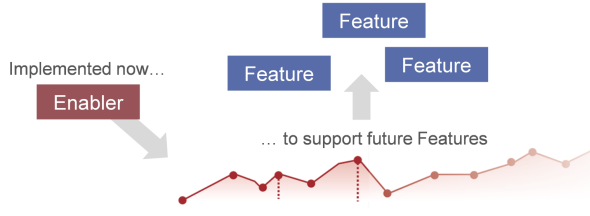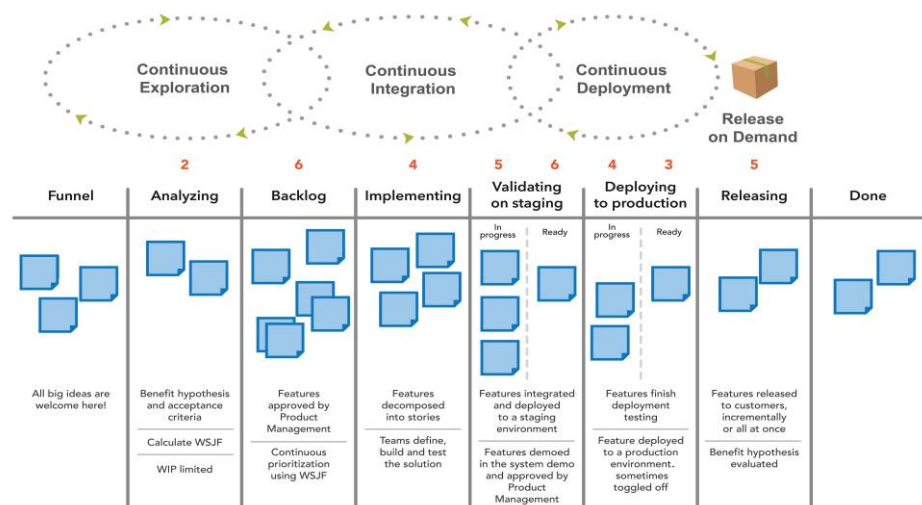
Mrs Laura Stonehouse
Teacher / PB facilitator

SCENARIO
Mrs Laura has spoken with Tilliden team and is very interested, so she presents the idea to the school administrator and agree to proceed with Tilliden PB

USER STORY
Teacher gets the pre-PB process in motion / Teacher loads student list via an Excel file in a web-based portal / Teacher begins with the initial PB setup
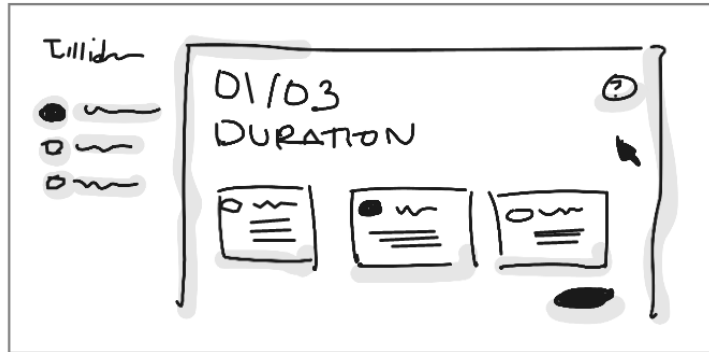
Having established the account, Laura was now ready to initiate the PB cycle. She confirmed with Erica the high-level timeline and received approval to get started.
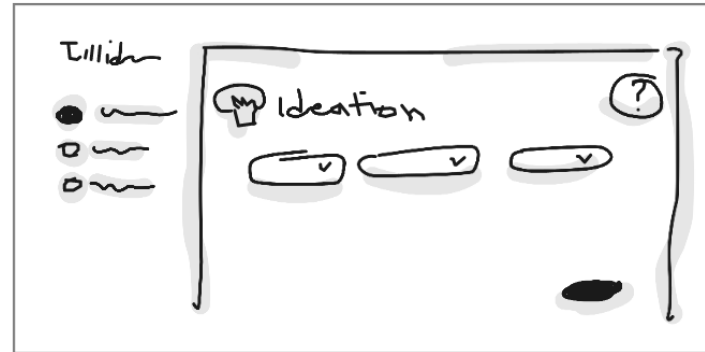
After choosing a PB duration, and the no-proposal-limit option... the last step is to define a PB starting date... this action will send an email to all students inviting them to join the PB and download Tilliden...
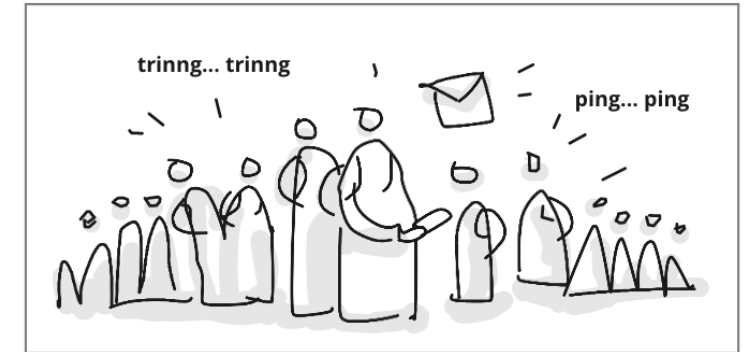
After Laura finished the initial PB setup, students got an email with the official PB invite info... they wondered, talked to each other, some looked up online to learn more... overall, there got excited!

So... the school PB it's on... Laura was approached by several students asking about it, she was very attentive and asked the students to tell other classmates and clarify their questions and concerns too...
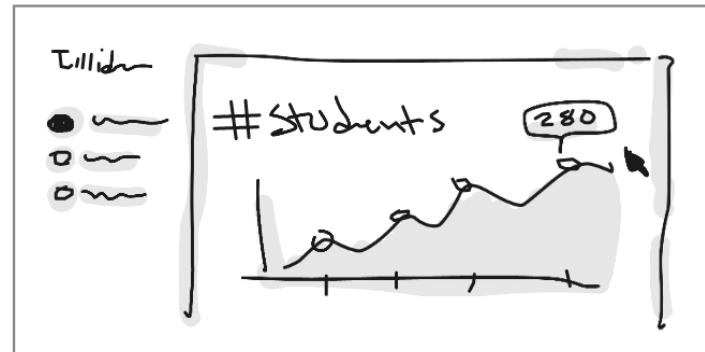
As days went by... 1 week left for the PB to officially start... and Laura was able to see how many students had joined so far in the Tilliden web portal, she constantly talked with Erika about PB progress
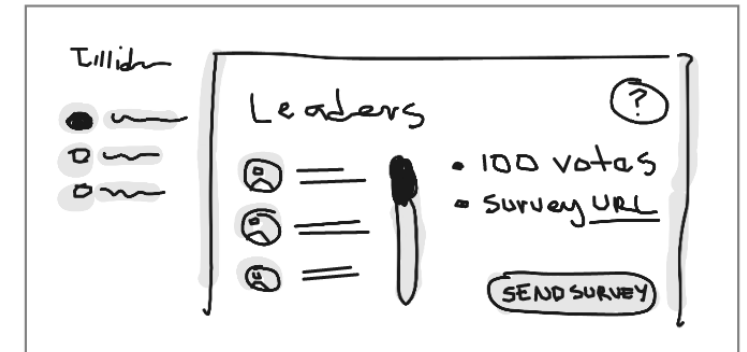
In that final week before starting PB... Laura got a notification in order to proceed with the leadership selection... through the Tilliden web app, she sent a survey for students to vote for their leaders...

Design the vision and the iteration

We design and usability test the vision – this is way more than we need for an iteration and could be considered "BUFD" and does induce risk.
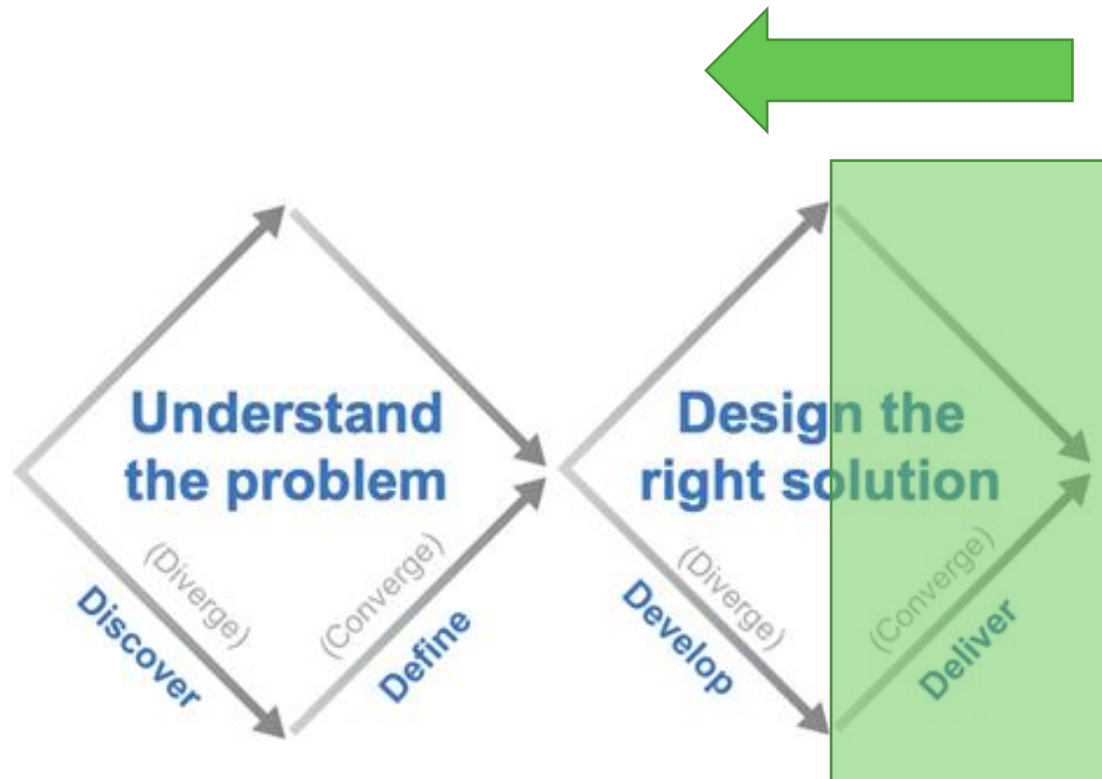
Iteration
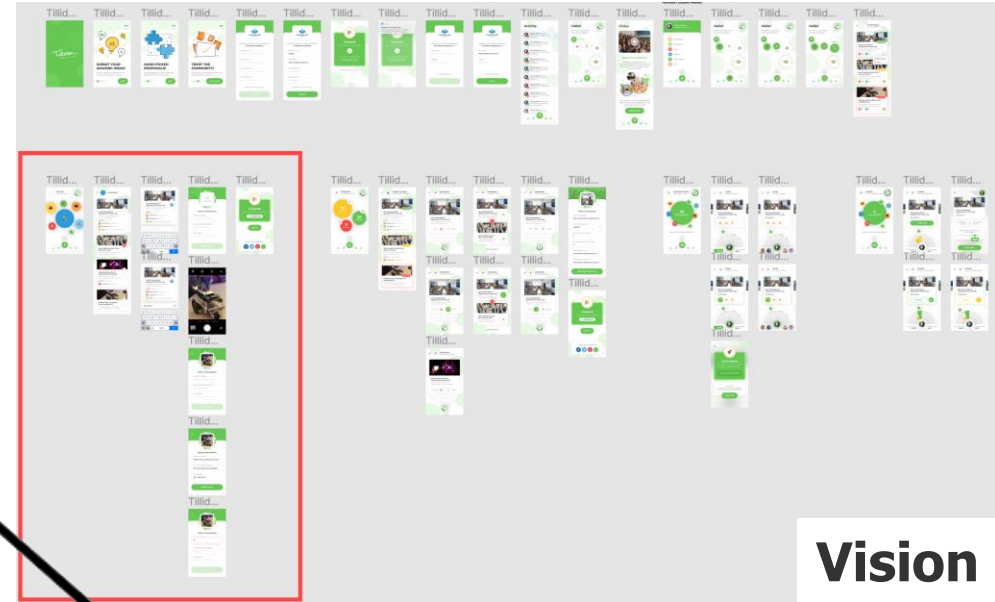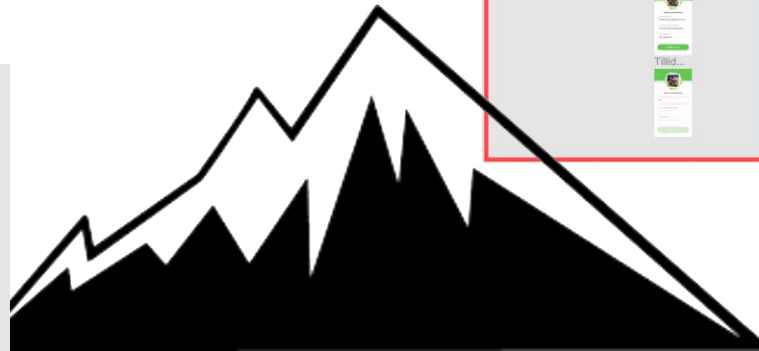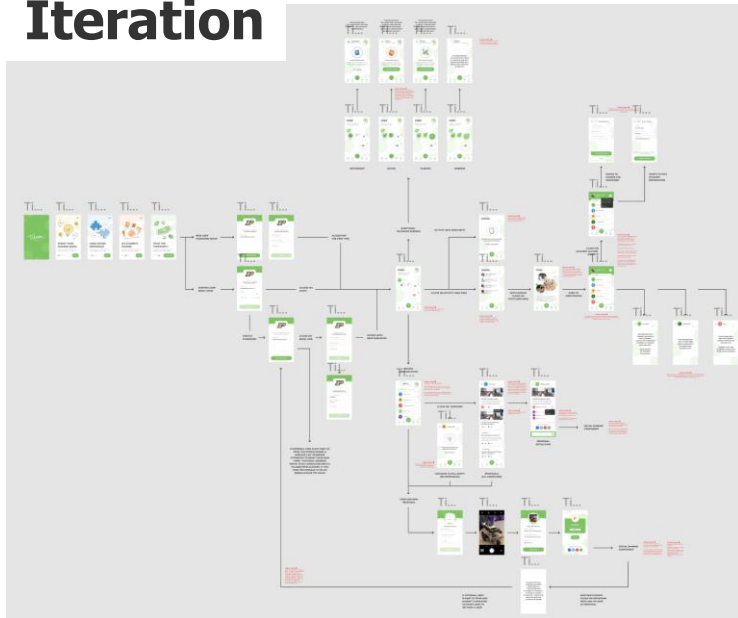
Vision

We scale back and provide lighter-weight, more detailed iteration designs that sometimes change the vision

Improving Through Retrospectives: Aligning Design and Implementation
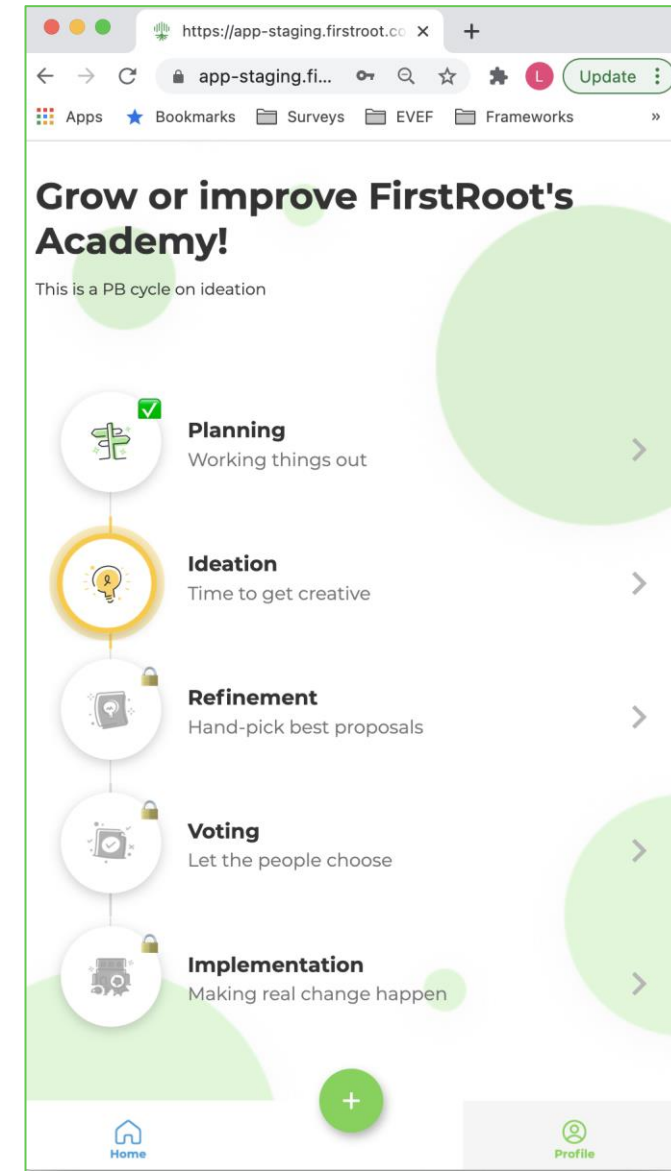

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We found we could increase velocity and improve performance by designing with Flutter in mind!

Home Screen Design

By moving from a graphic image to a list with icons we simplified our implementation and substantially increased usability.
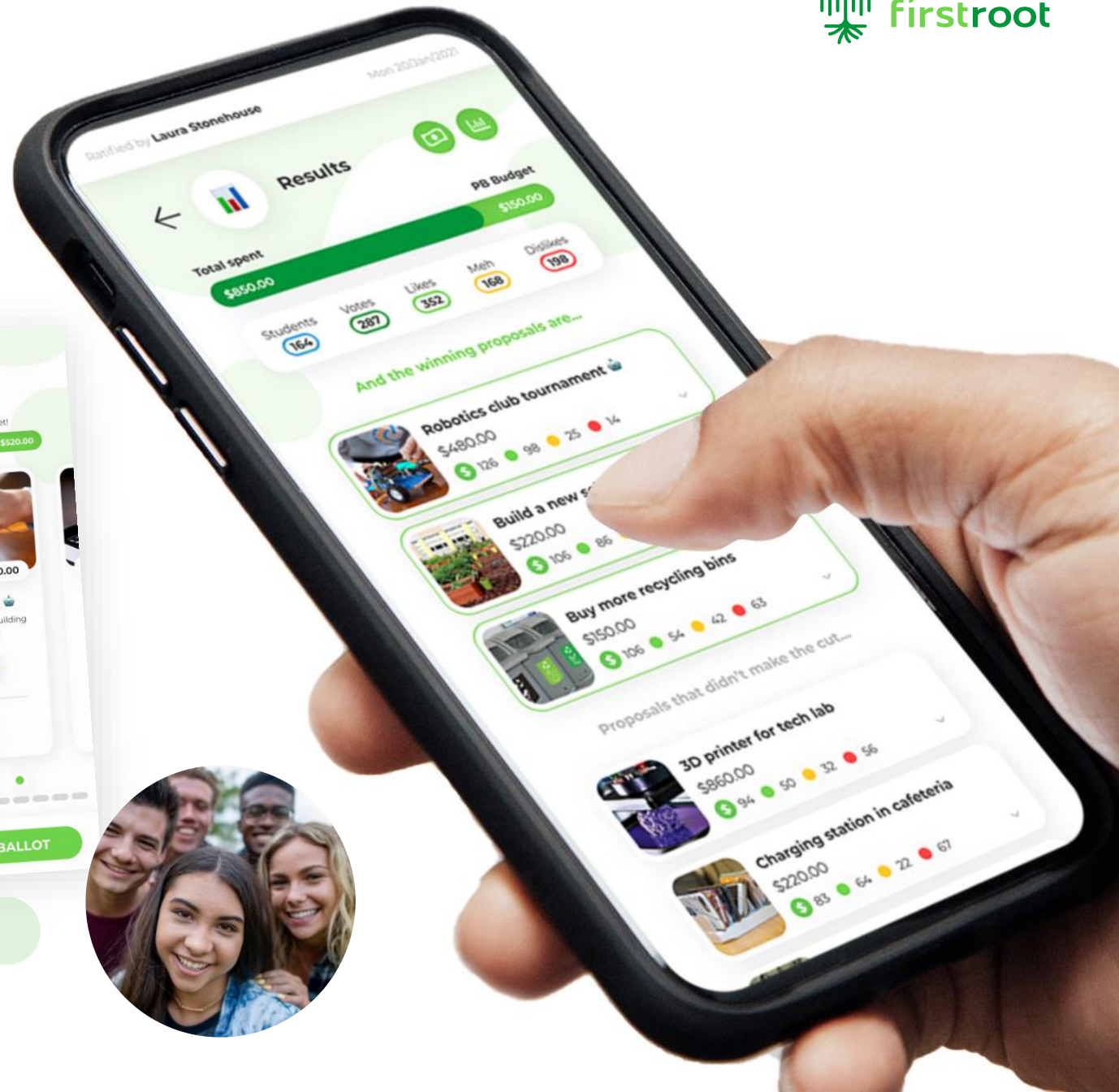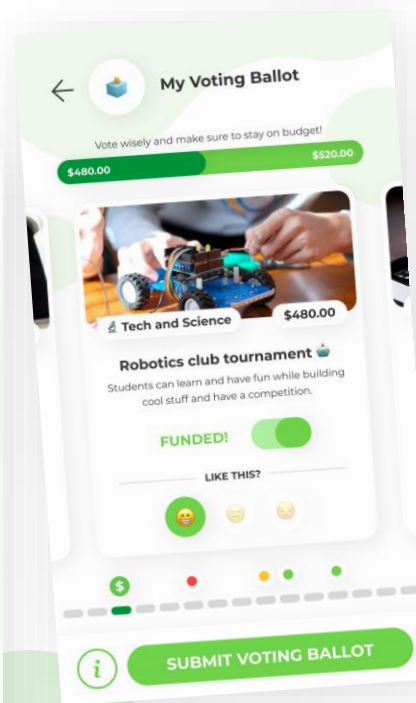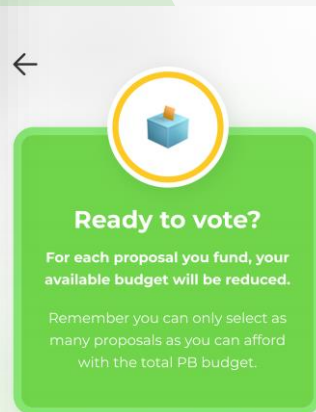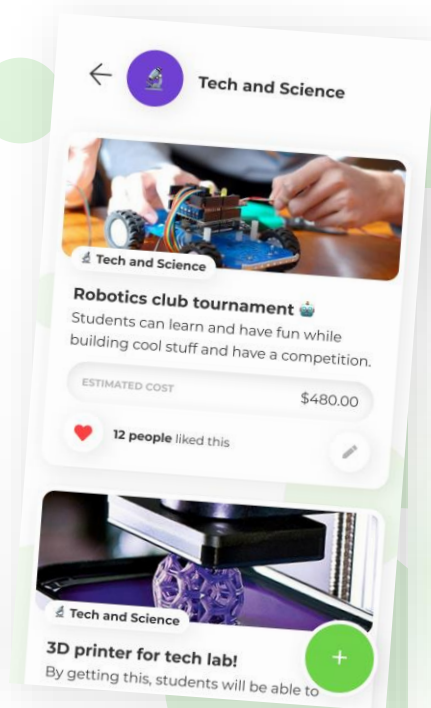
The Student Experience

Ideation

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Ideation
Time to get creative!

- Sports
- Tech and Science
- Music and Arts
- Social and Lifestyle
- Education Resources
- Health
- Other

CREATE A PROPOSAL

ADD PHOTO

Name your proposal*
Something short and catchy!...

Enter a description
What is your proposal about?...

How much will this cost?
$

Select a category
Select an option from the list...

SUBMIT NOW!

Congrats!
You've submitted a proposal for
🔬 **TECH AND SCIENCE**

GO TO IDEATION

LET'S GET SOCIAL!
Share your proposal so you can get more
likes and people interested!

SHARE NOW!

The Student Experience

Refinement and Voting

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When you have no solution it is all runway…

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Start with the uber-architecture

Google Cloud Platform

amazon web services

HEROKU

We chose this!

Microsoft Azure

Feature

Implemented now…

Feature

Feature

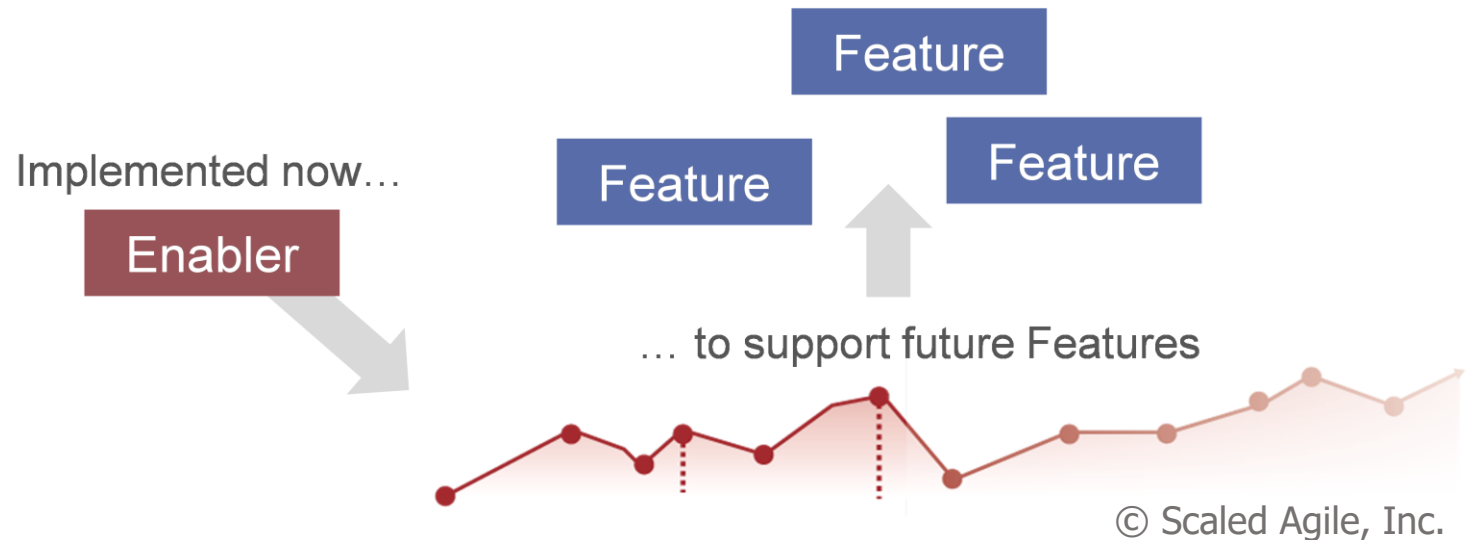Enabler

… to support future Features

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When you have no solution it is all runway…

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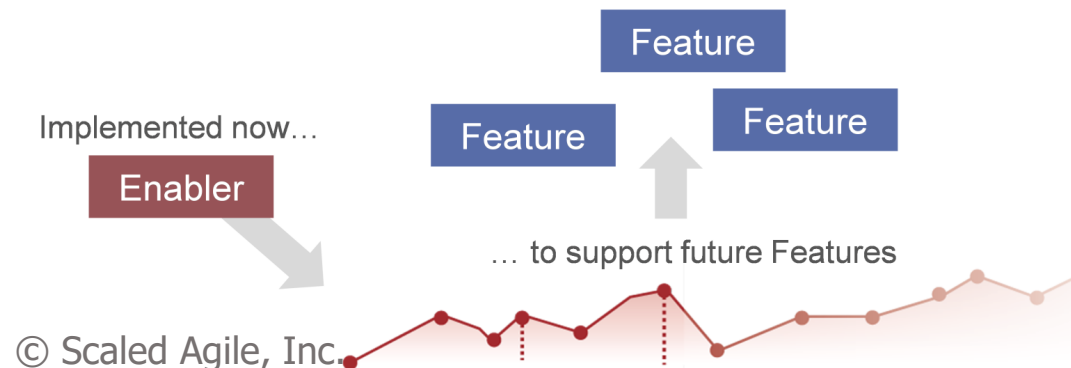
Add the rest – trust your experience

- I18N/L10N

- A cross-platform client

- A gorgeous UI

- An API-driven model

- An Event-Sourced architecture

- Extensible, patterns-based data architecture

- GDPR / FERPA / CCPA compliant

Implemented now…

Enabler

Feature

Feature

Feature

… to support future Features

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We don't have a PI Zero... But we did a LOT!

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Help the team understand the problem domain

Ensure the team is aligned on company mission
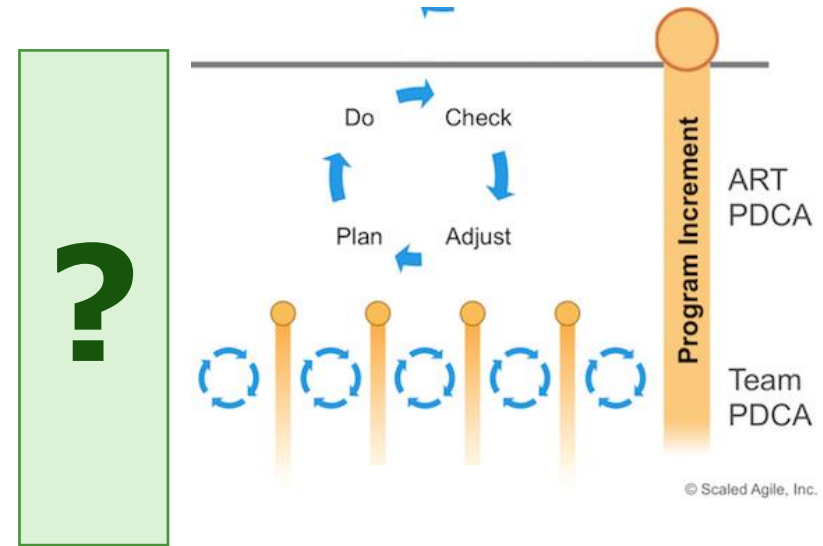
Choose the uber-architecture

Invest in the data model

Spike the data model
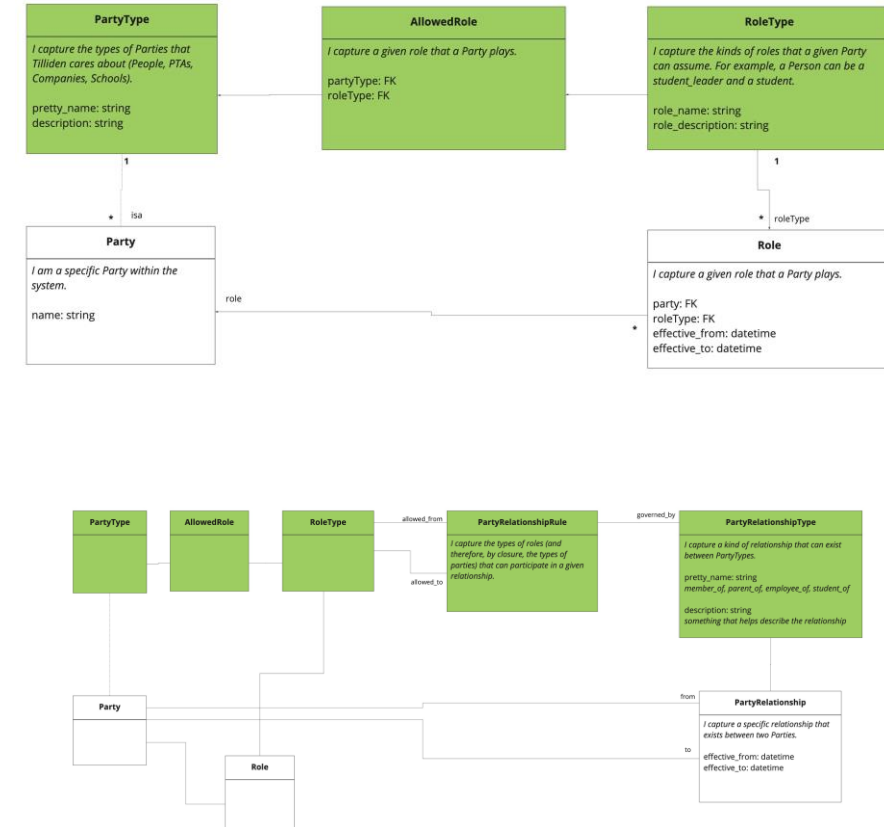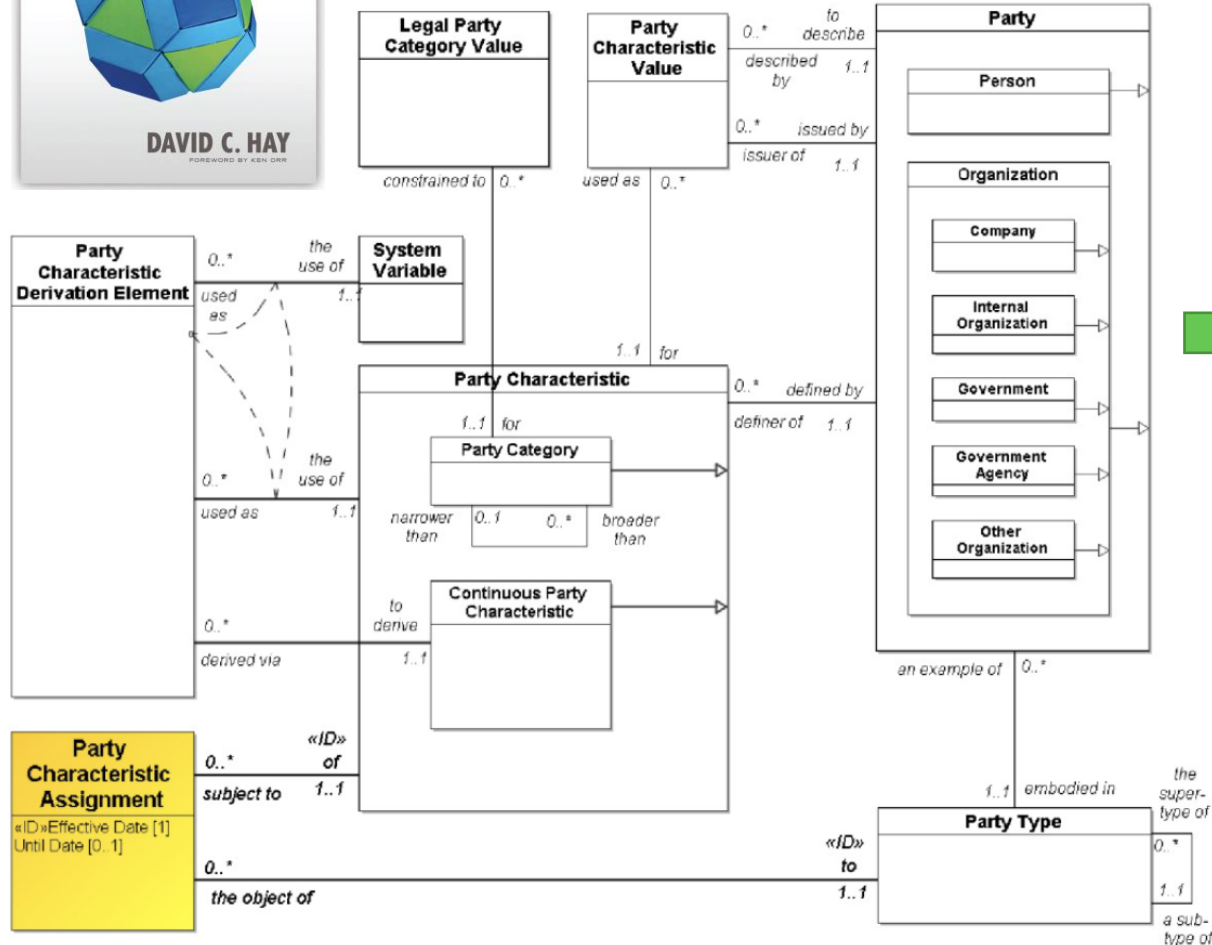
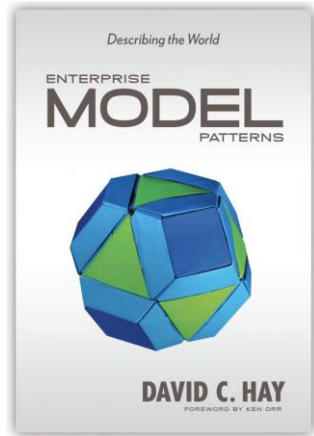Design the vision UX
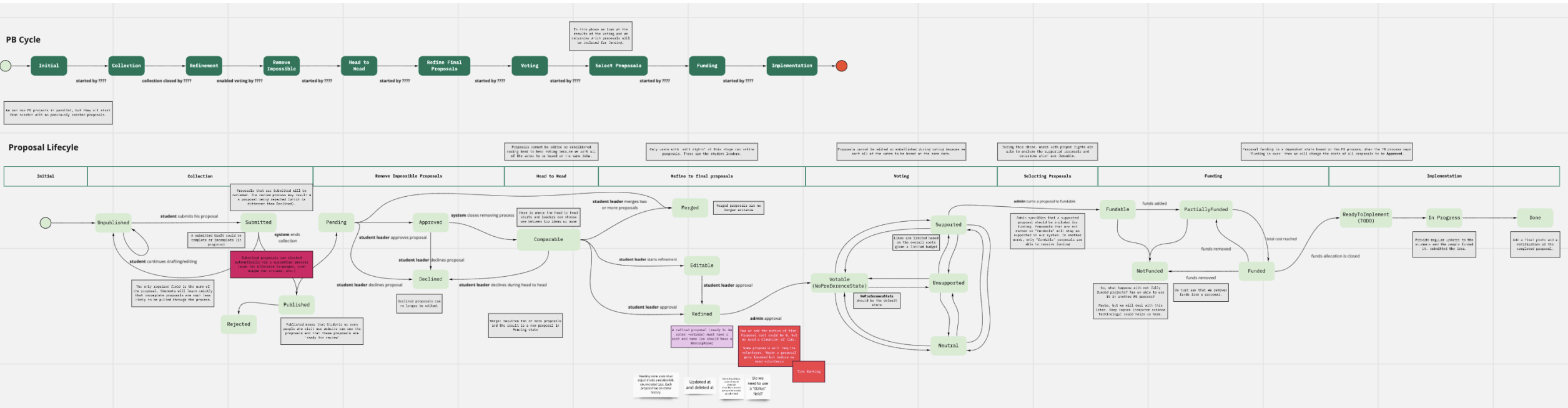
Spike some of the UX

Design the API

Spike the API

?

Do   Check

Plan   Adjust

Program Increment

ART PDCA

Team PDCA

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Notably absent: No "PI Zero"

Patterns!

Custom State Models

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A few more notes...

Startups aren't always easy…

Sunk emotions are harder than sunk costs

- We switched from React to Flutter
- We explored REST, chose GraphQL
- We changed our company name
- We dealt with some nasty performance issues

Our first release was incomplete

- Students could create proposals
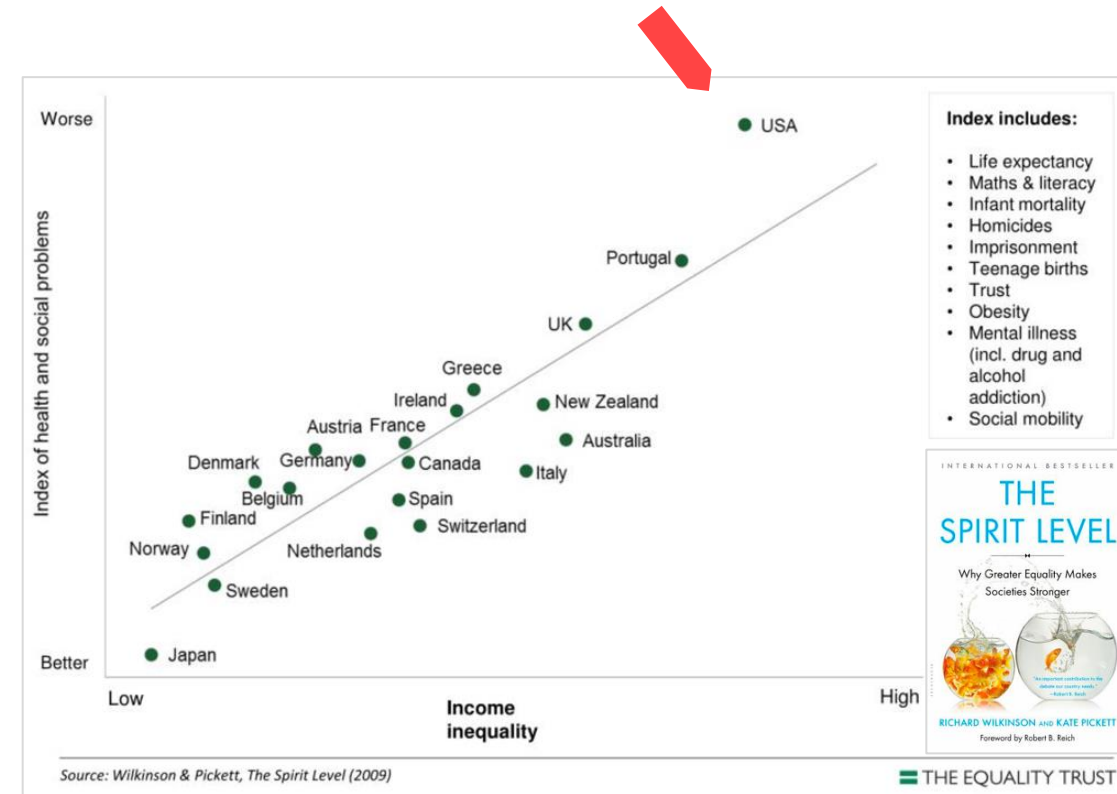- No voting!

CI/CD and Release on Demand!

- Within 3 months our app is complete!

Even our first logo gear was broken!

But they sure are fun!

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- **We know our work matters**

- **We know the students are loving it**

- **We're learning and growing**

- **We're thankful we have SAFe® to help guide our efforts**

The US is one of the world's most unequal countries with many health and social problems

Discussion