



# Principle #10

## Organize Around Value

### Last But Not Least

Scott Green, SPC5

[scott.green@iconagility.com](mailto:scott.green@iconagility.com)

[@scrumcalifornia](#)



**Scott Green, SPC5** – has worked as a developer, team lead, project manager, program manager and product owner for 25 years. He has also used agile, scrum and SAFe for 20 of those years. I currently coach business agility at large enterprises around the world using the Scaled Agile Framework.

# SAFe Lean Agile Principle #10

## Organize Around Value



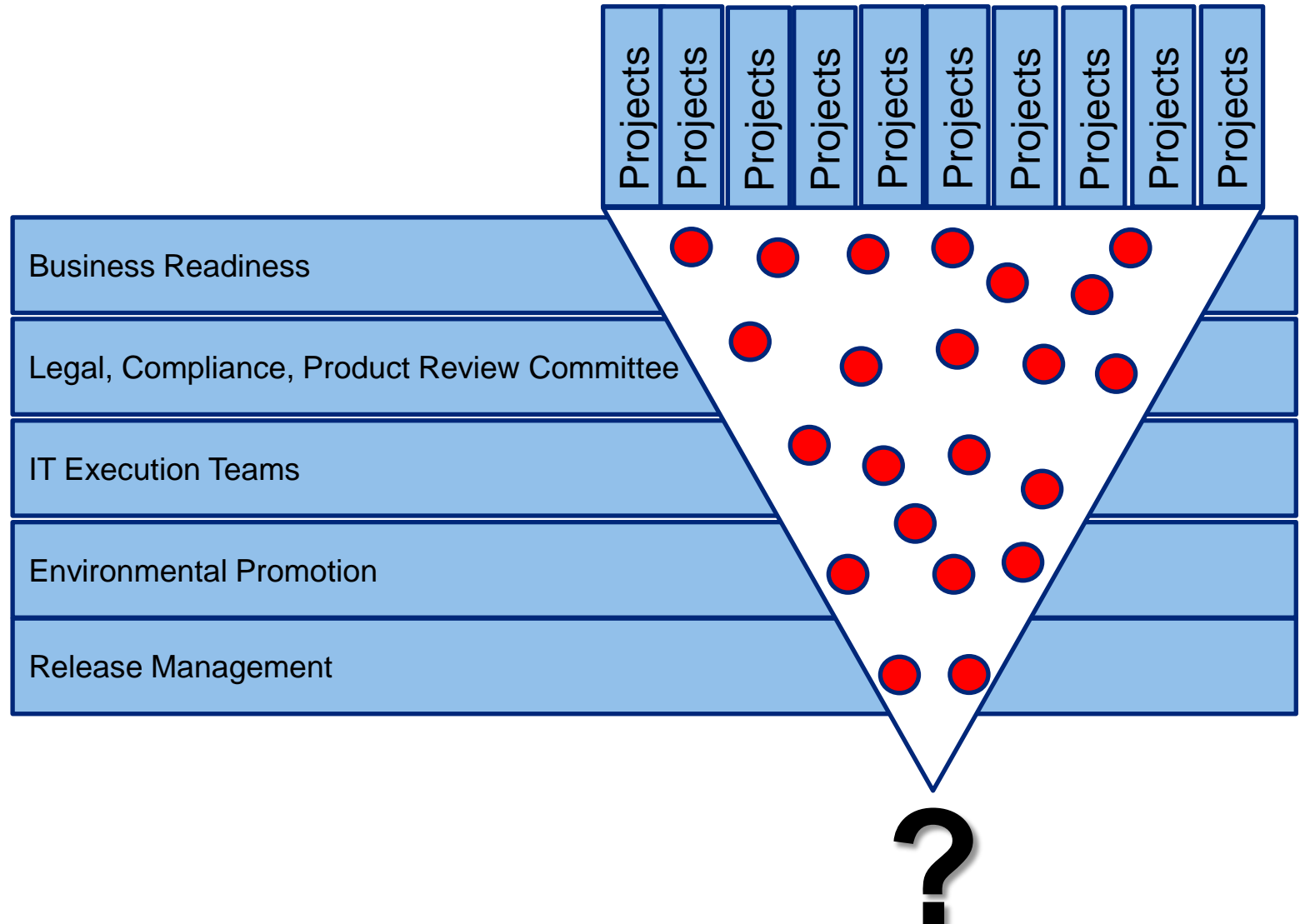
- New to SAFe 5.0
- Reminds us to challenge the hierarchy operating system built for stability
- Sometimes doesn't get the attention it deserves :)
- The most common anti-pattern in SAFe implementations today is ignoring this principle

# Where are we now?

Classically we have cut costs by reducing people in components or capability in an attempt to become more efficient. However this has resulted in the local optimization of a component and the cost of the system.

We are forced into a kind of shell game moving and prioritizing our work based on non-economic variables.

This introduces wait time as people move from project to project in what I like to call “Project Plinko”

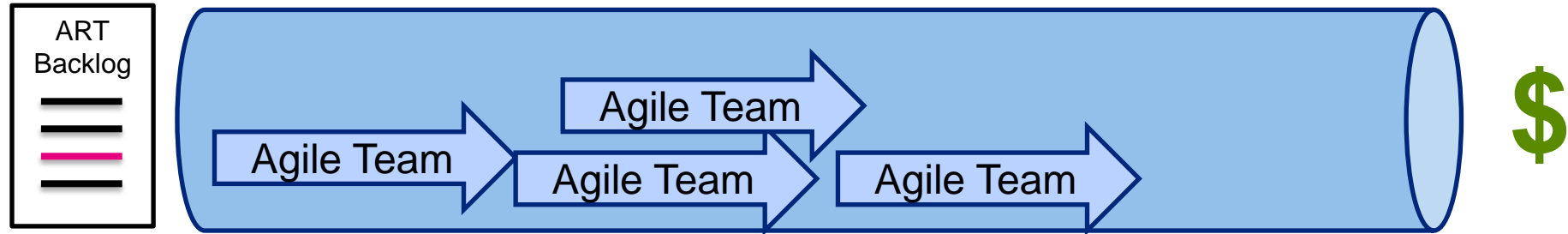


# Where we need to be....

But now with clear guidance from Principle #10 “Organize Around Value”

We start to focus on building pipelines of value based on our operational value streams and focused on our customer value.

Now with a single visible backlog we align all decisions to an economic framework with customer centric decisions measured and evaluated objectively in production

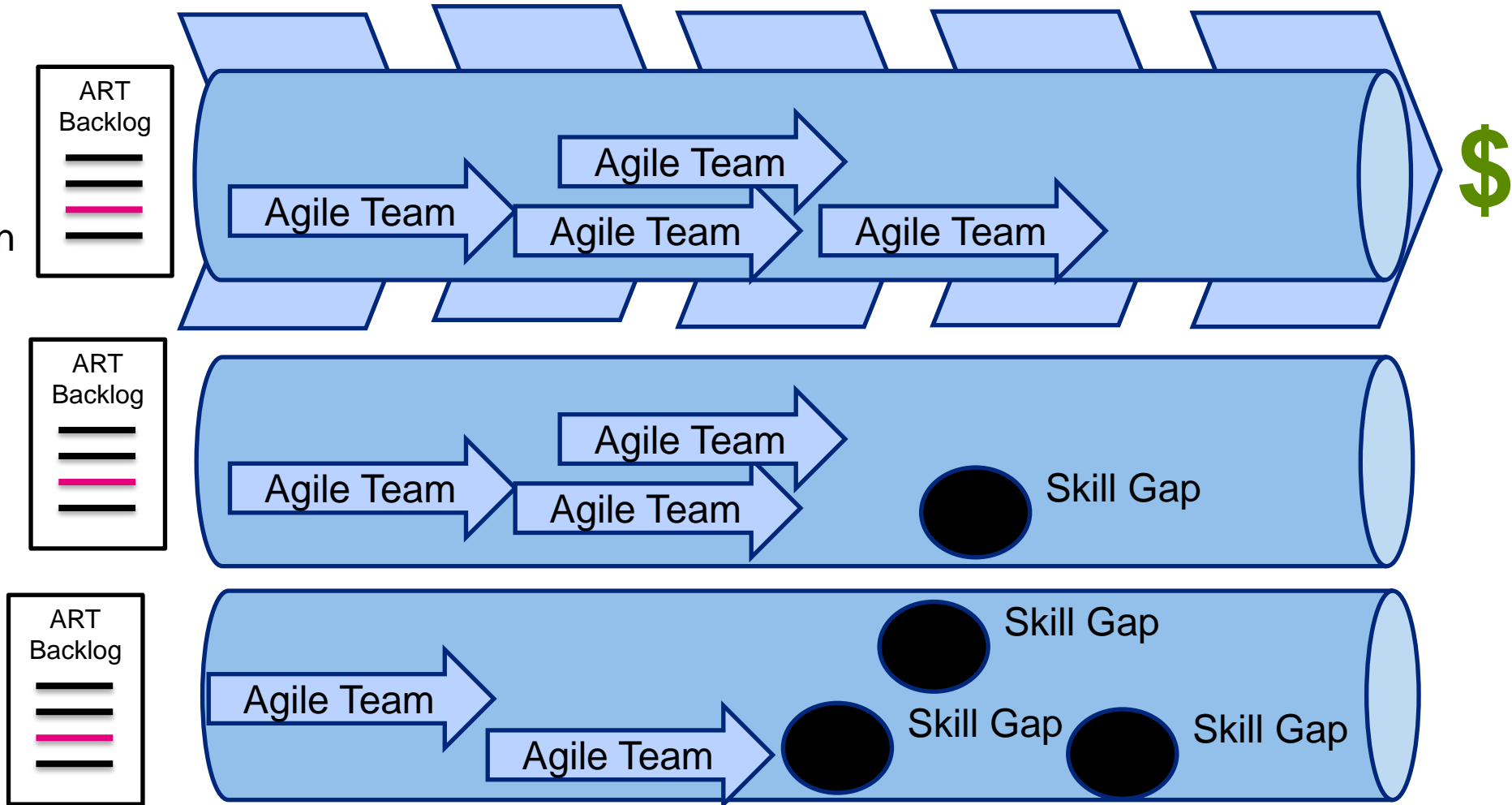


# Another hidden benefit

As we build and plan ART launches we will inevitably find holes in our pipelines.

These gaps have been hidden from us by moving resources and assigning capacity while ignoring context switching penalties.

Now with alignment we gain clarity on gaps and resource planning for our ART plan

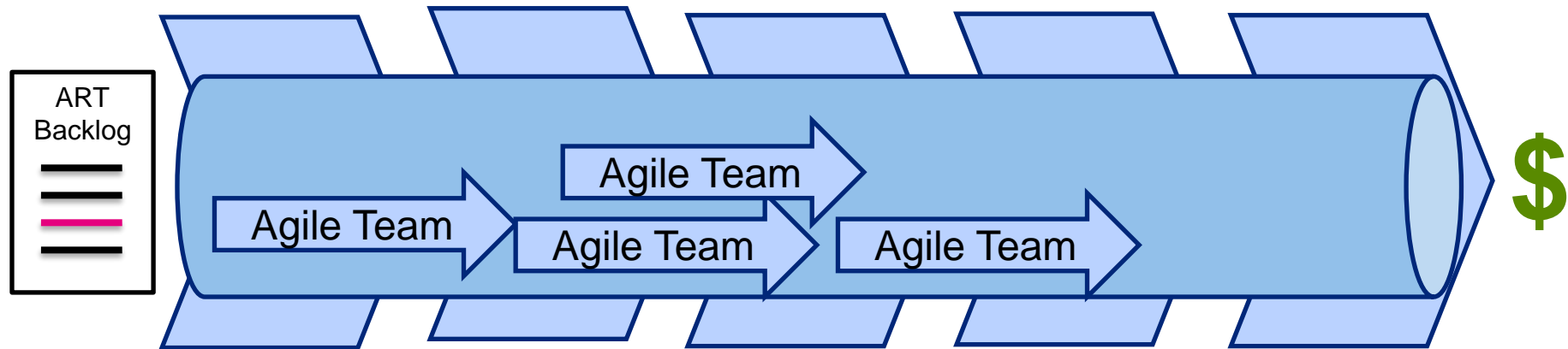


# Supports Feature level WSJF

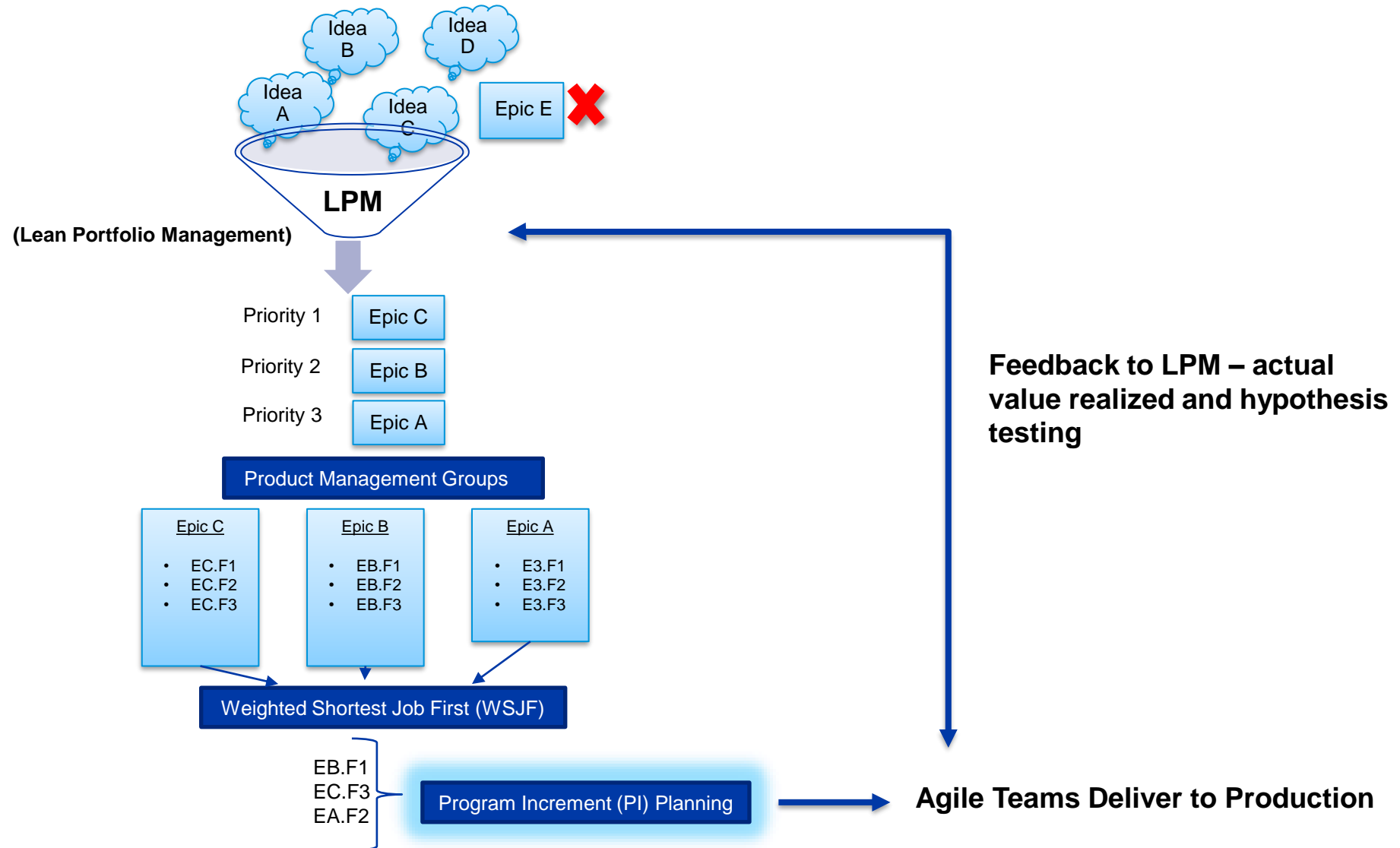
## Flow Principle 18: Local Priority Principle – Priorities are inherently local

*The Principles of Product Development Flow – D. Reinertsen*

*Guides us that using WSJF at too high a level can cause low priority features of high priority epics to be prioritized ahead of high priority features of lower priority epics. These decisions are empowered when our ARTs are aligned around value, and increases the power of WSJF at the feature level.*

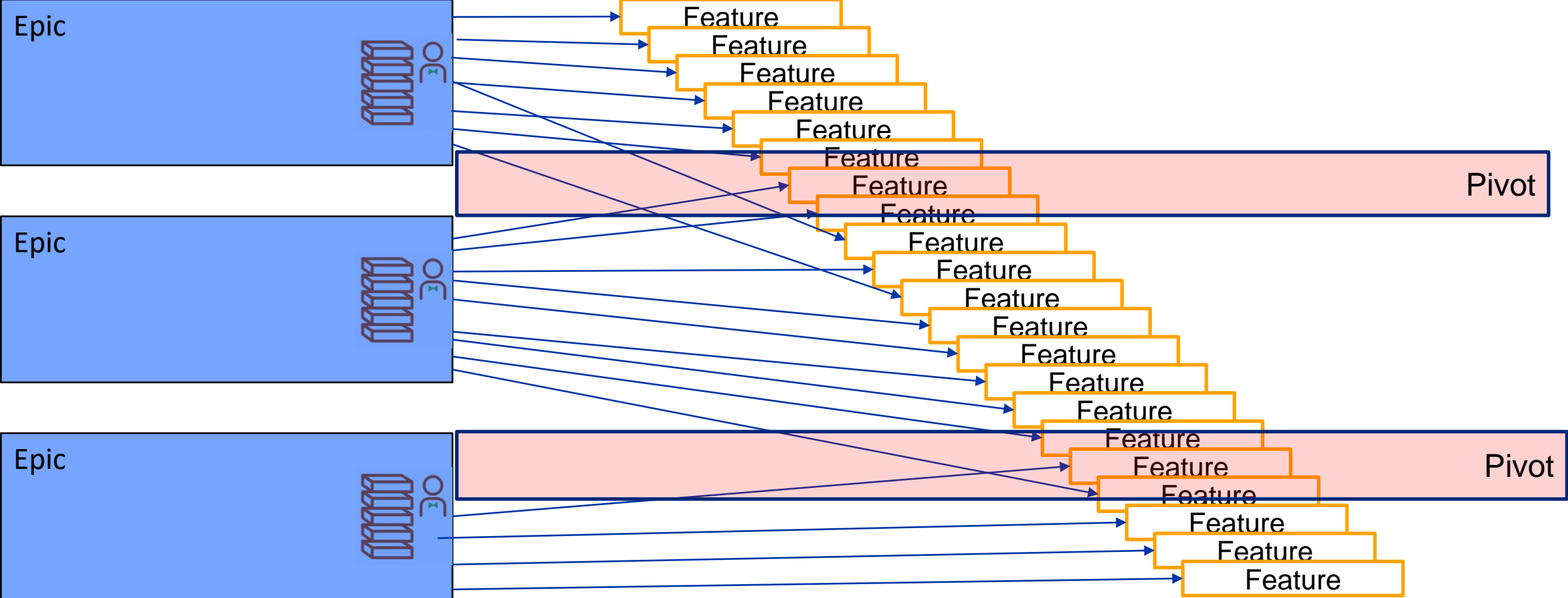


# LPM Portfolio prioritization feeds ART prioritization when aligned

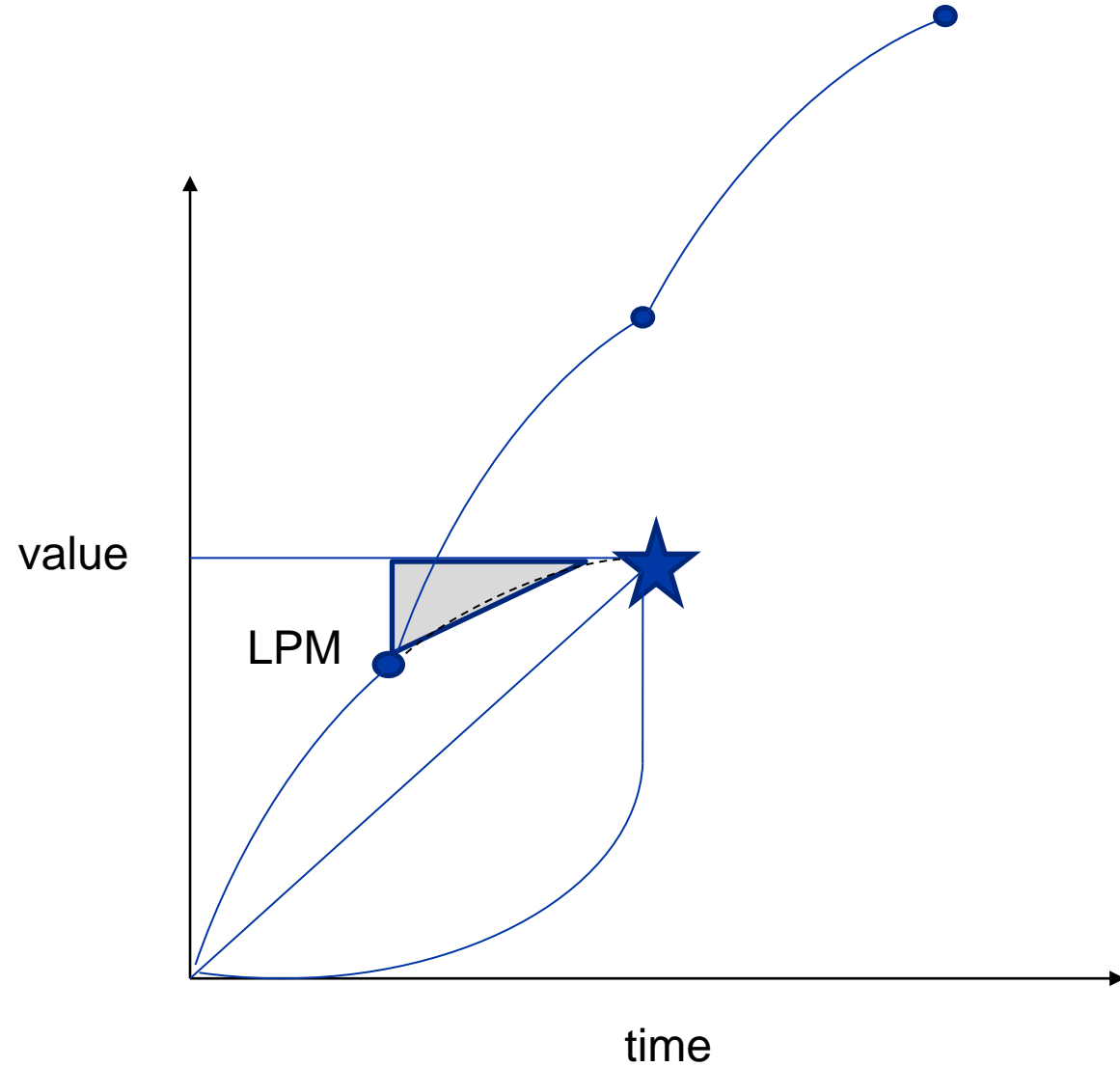




# Alignment empowers lean innovation accounting



# Another view of Aligned Value decisions





# Discussion

# Thank You

Visit our website at  
[www.iconagility.com](http://www.iconagility.com)