



Purpose: the hidden hierarchy in SAFe





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Purpose: the hidden hierarchy in SAFe

“

The essence of a visionary company comes in the translation of its core ideology and its own unique drive for progress into the very fabric of the organization—into goals, strategies, tactics, policies, processes, cultural practices, management behaviors, building layouts, pay systems, accounting systems, job design—*into everything that the company does.*

Jim Collins &
Jerry Porras

| Built to Last, p201

Chart 1.B
Ratio of Cumulative Stock
Returns to General Market
1926—1990

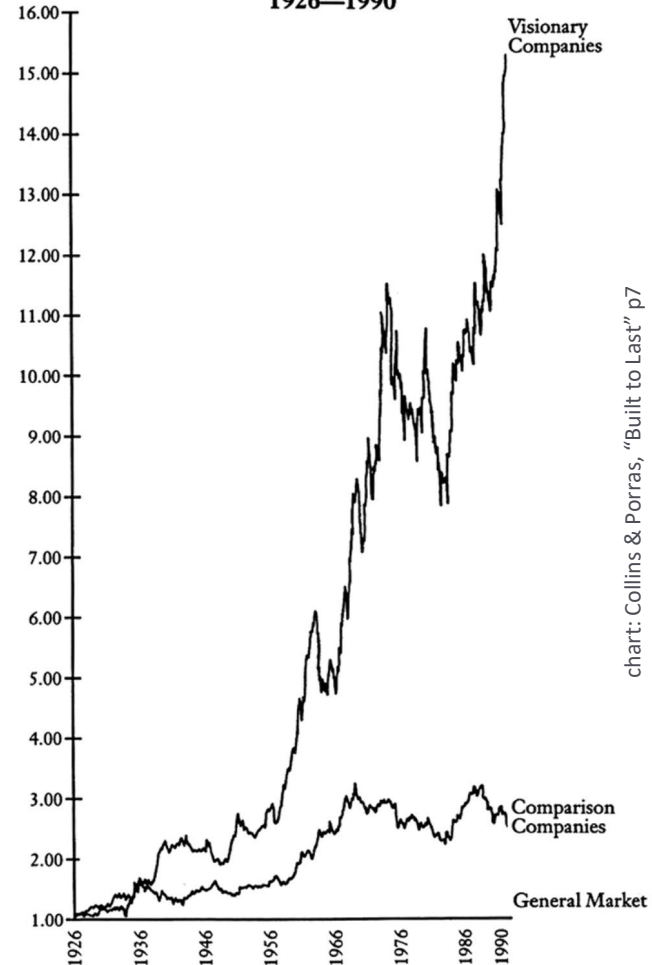
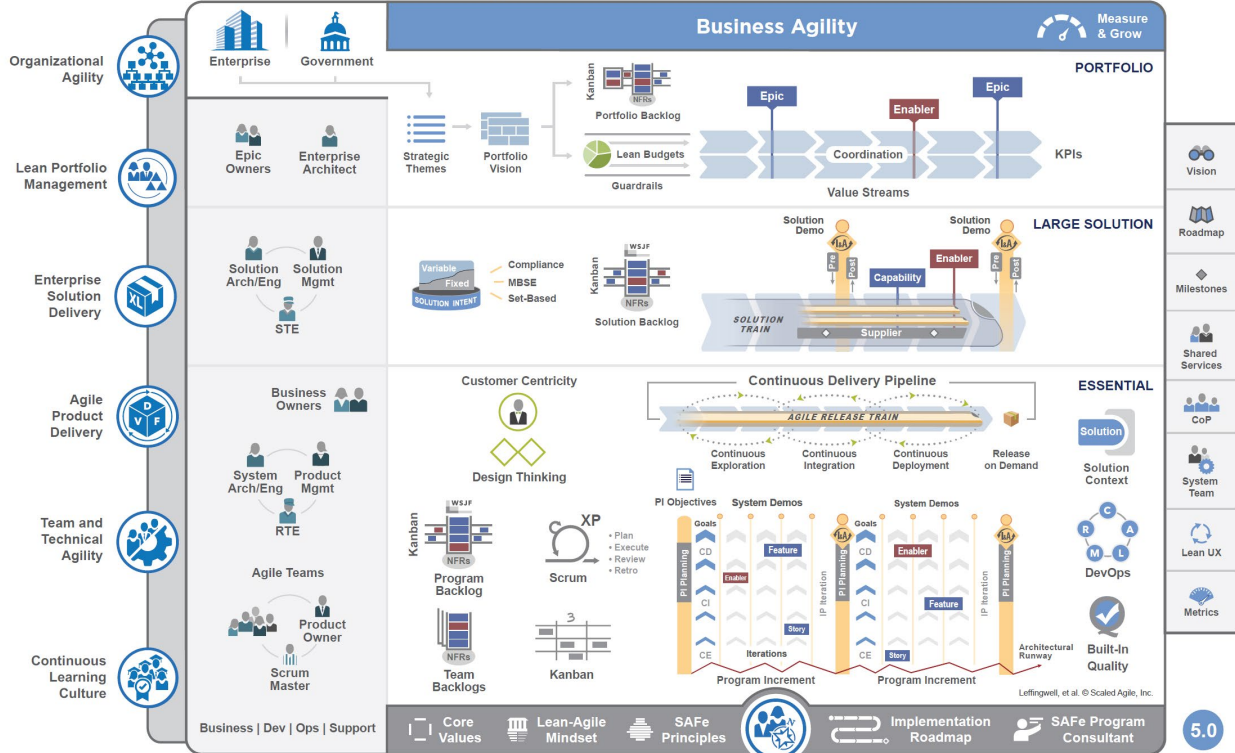


chart: Collins & Porras, "Built to Last" p7

Where is purpose?

SAFe® for Lean Enterprises



Explicit hierarchies in SAFe

Steering

WHO



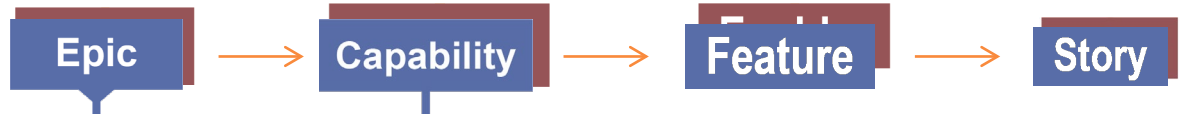
Org

HOW



Work

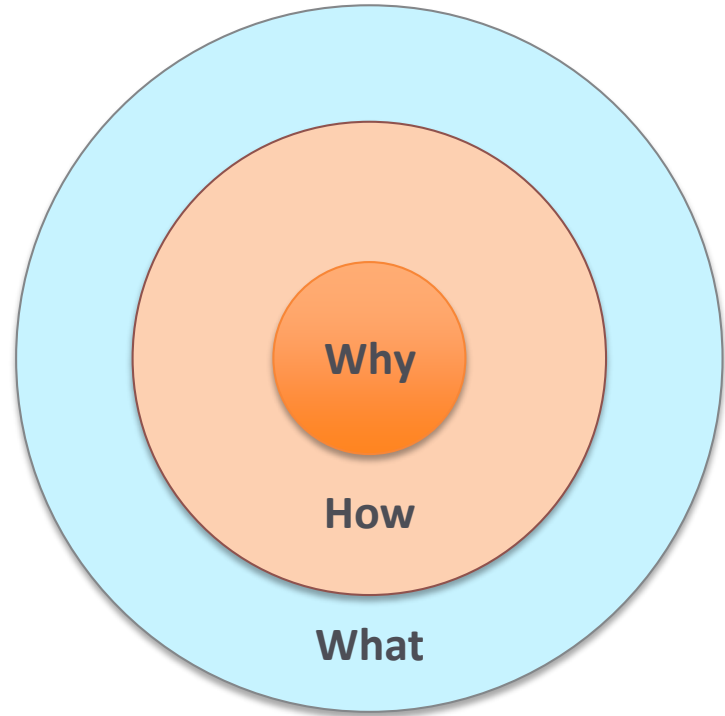
WHAT



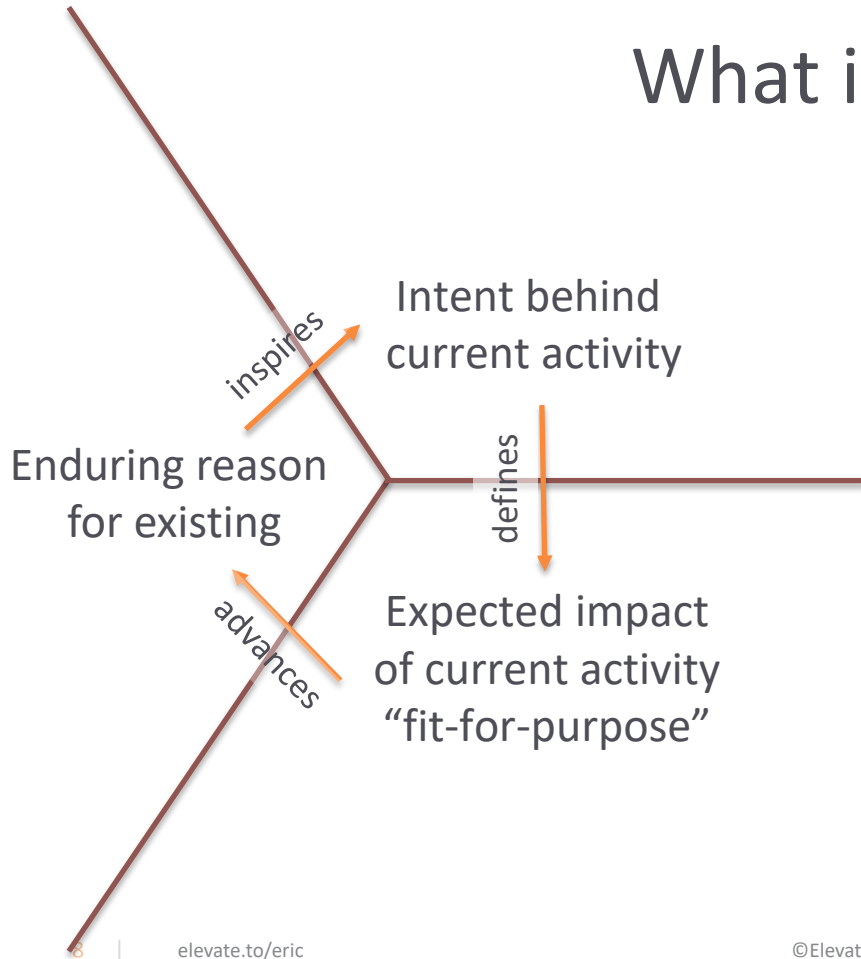
What about Why?

Achievement happens when we pursue and attain **what** we want. Success comes when we are in clear pursuit of **why** we want it.

– *Simon Sinek*



What is purpose?



Example: Etsy.com

Keep Commerce Human

<https://www.etsy.com/mission>

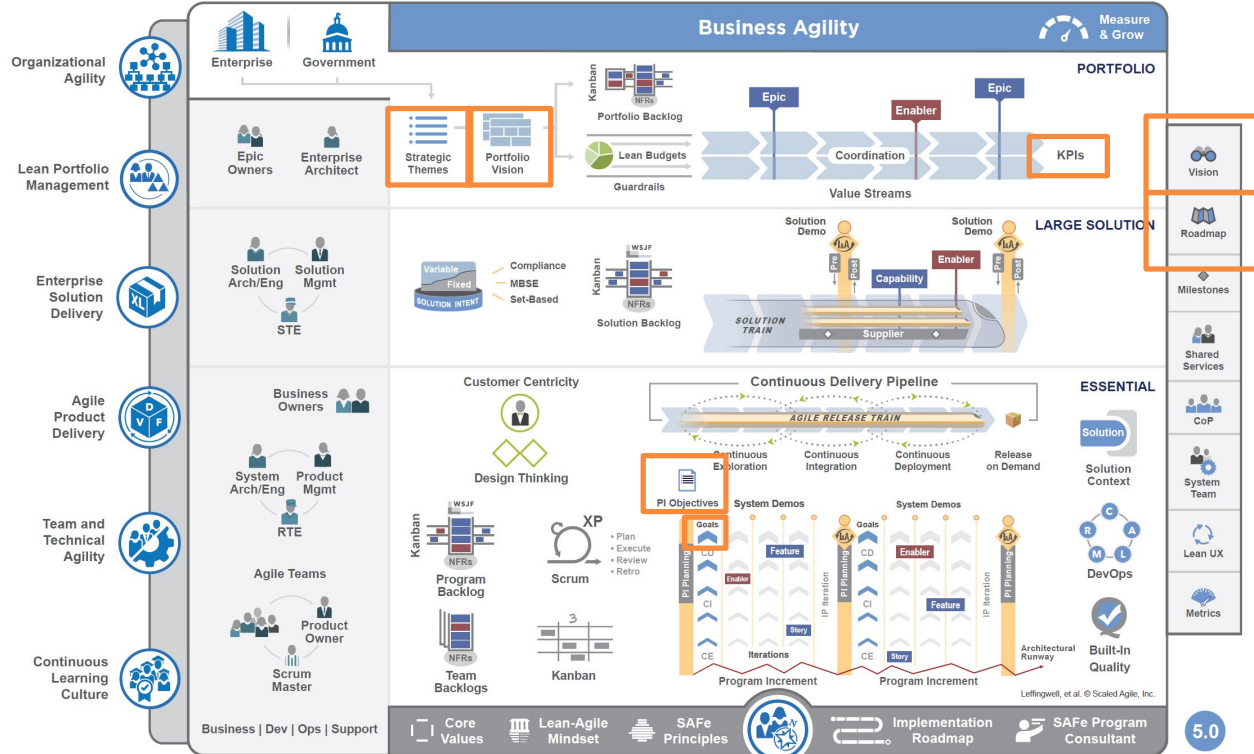
Human Connections: "listing videos give sellers the ability to showcase their products in a unique way"

"As of 8/3 ~700,000 videos were uploaded
Next Up: **Leverage the sellers' making process to build buyer engagement**"

Quotes from 2020 Q2 earnings presentation – accessible from <https://investors.etsy.com/financials/quarterly-results/default.aspx>

Purpose in SAFe

SAFe® for Lean Enterprises



Purpose in SAFe

Purpose

WHY



Outcome

SO WHAT



Why?

The purpose of purpose

Purpose of purpose: why should you care?

Purpose enables easy steering



Backlogs and organizations resist change

Steering

Desires change



??

Org

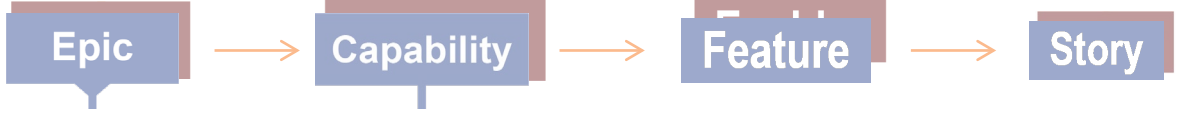
HOW

Resists change



Work

WHAT



Purpose simplifies change

Steering

Desires change



Purpose

Provides vision



Outcome

Anchors path



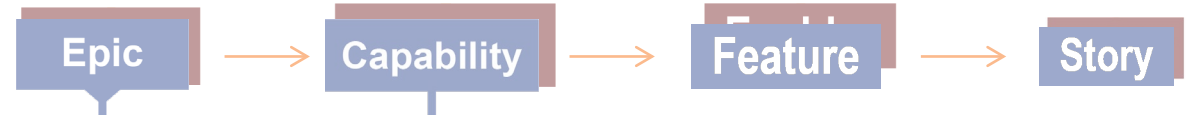
Org

Adapts shape

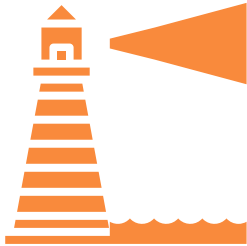


Work

Refocuses



Purpose of purpose: why should you care?



Purpose reduces micromanagement



The number of highly educated specialists working in the business enterprise is bound to increase tremendously. And so will the level of workmanship demanded of those specialists.

Peter F. Drucker - "The Essential Drucker" p113
Excerpted from The Practice of Management (1954)



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Peter F. Drucker - "The Essential Drucker" p113
Excerpted from The Practice of Management (1954)



The number of highly educated specialists working in the business enterprise is bound to increase tremendously. And so will the level of workmanship demanded of those specialists. The tendency to make the craft or function an end in itself will therefore be even more marked than it is today. *But at the same time, the new technology will demand much closer coordination among specialists.*

Peter F. Drucker - "The Essential Drucker" p113
Excerpted from The Practice of Management (1954)



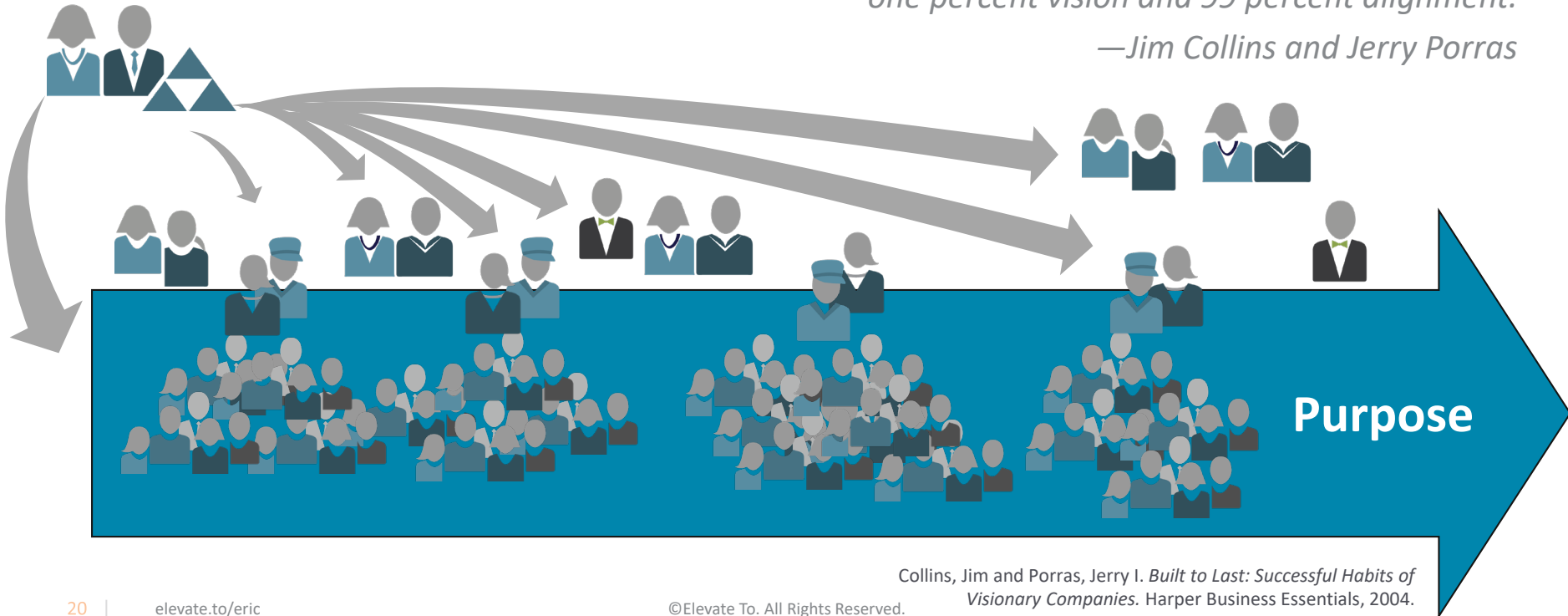
The number of highly educated specialists working in the business enterprise is bound to increase tremendously. And so will the level of workmanship demanded of those specialists. The tendency to make the craft or function an end in itself will therefore be even more marked than it is today. But at the same time, the new technology will demand much closer coordination among specialists. And *it will demand that functional men and women even at the lowest management level see the business as a whole and understand what it requires of them.*

Peter F. Drucker - "The Essential Drucker" p113
Excerpted from The Practice of Management (1954)

Purpose reduces micromanagement

Building a visionary company requires one percent vision and 99 percent alignment.

—Jim Collins and Jerry Porras

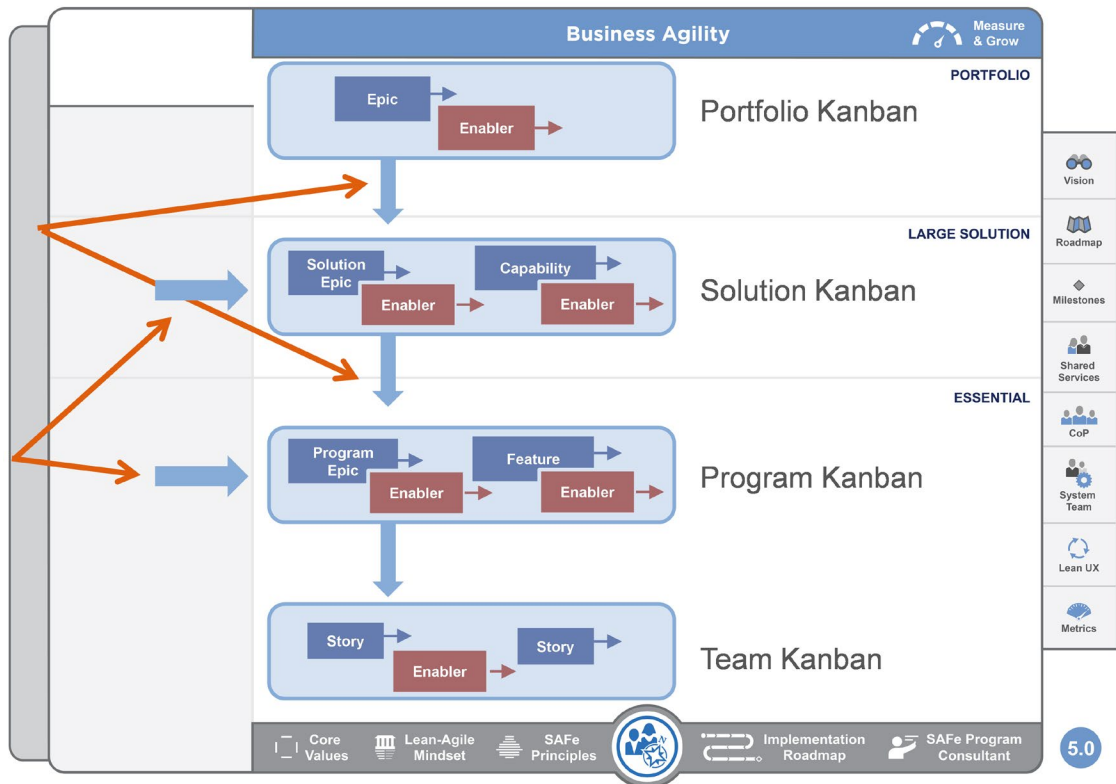


Purpose of purpose: why should you care?

Purpose enables “no”, driving focus



Purpose enables “no”



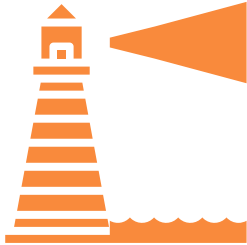
Does this serve our purpose sufficiently to be worth the disruption?

Does this serve our purpose sufficiently to prioritize over portfolio work?

Purpose of purpose: summary

Purpose enables easy steering

- Pulls people towards the future state
- Creates alignment across the organization
- Overcomes org and backlog momentum



Purpose enables “no”, driving focus

- Provides a filter for what’s important
- Offers permission to challenge “how” and “what”
- Allows micro-prioritization in local backlogs



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Purpose reduces micromanagement

- Provides a goal for large groups to pursue
- Provides clarity on required collaboration
- Gives permission to self-organize across silos



How?

Connecting to purpose

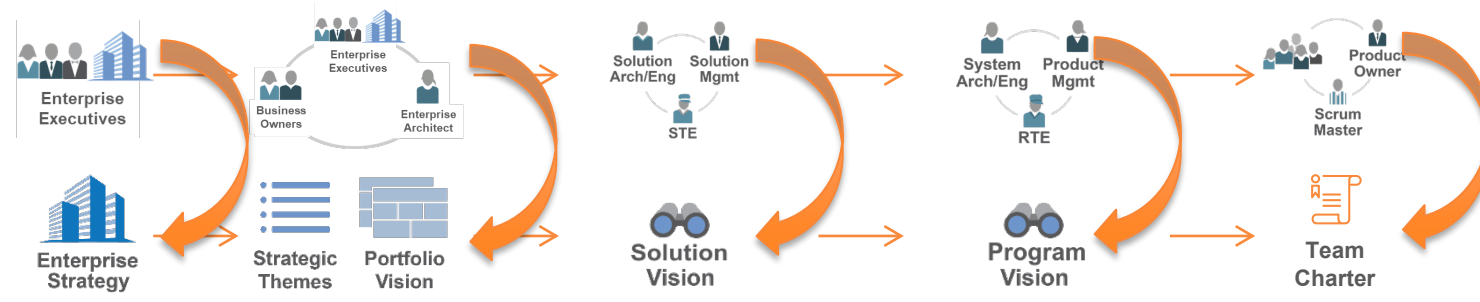
Steering hierarchy provides purpose

Steering
Purpose

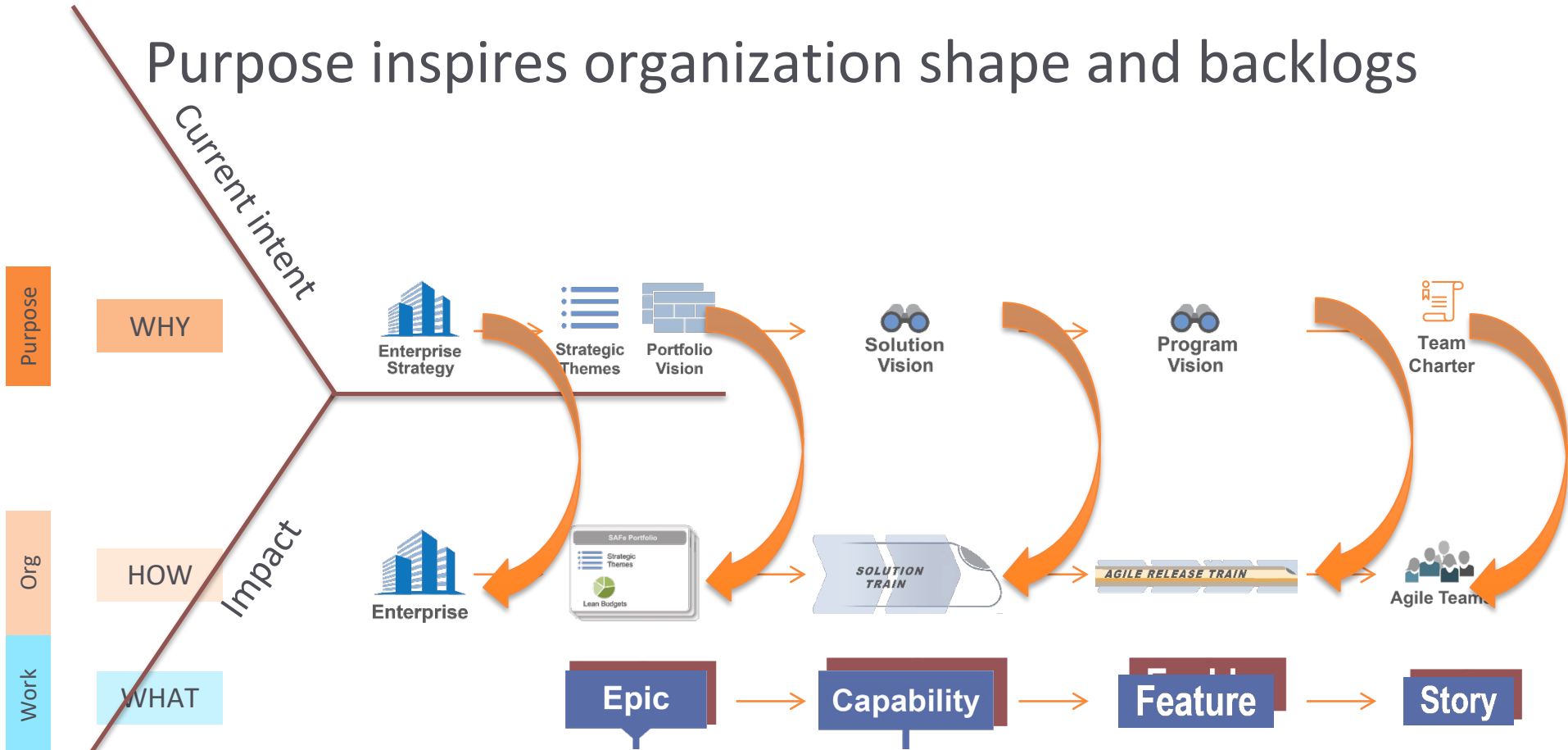
WHO
WHY

Current intent

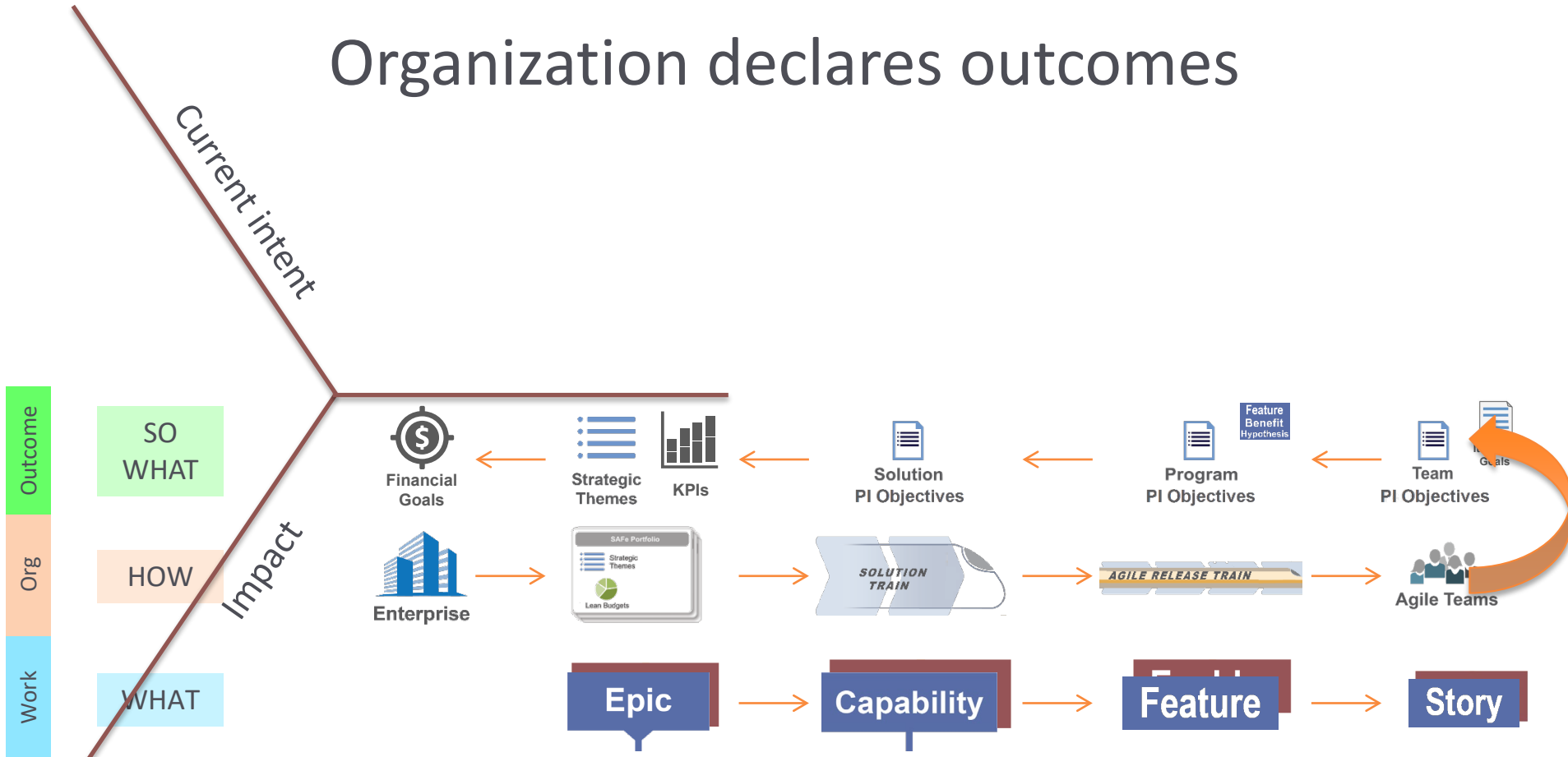
Impact



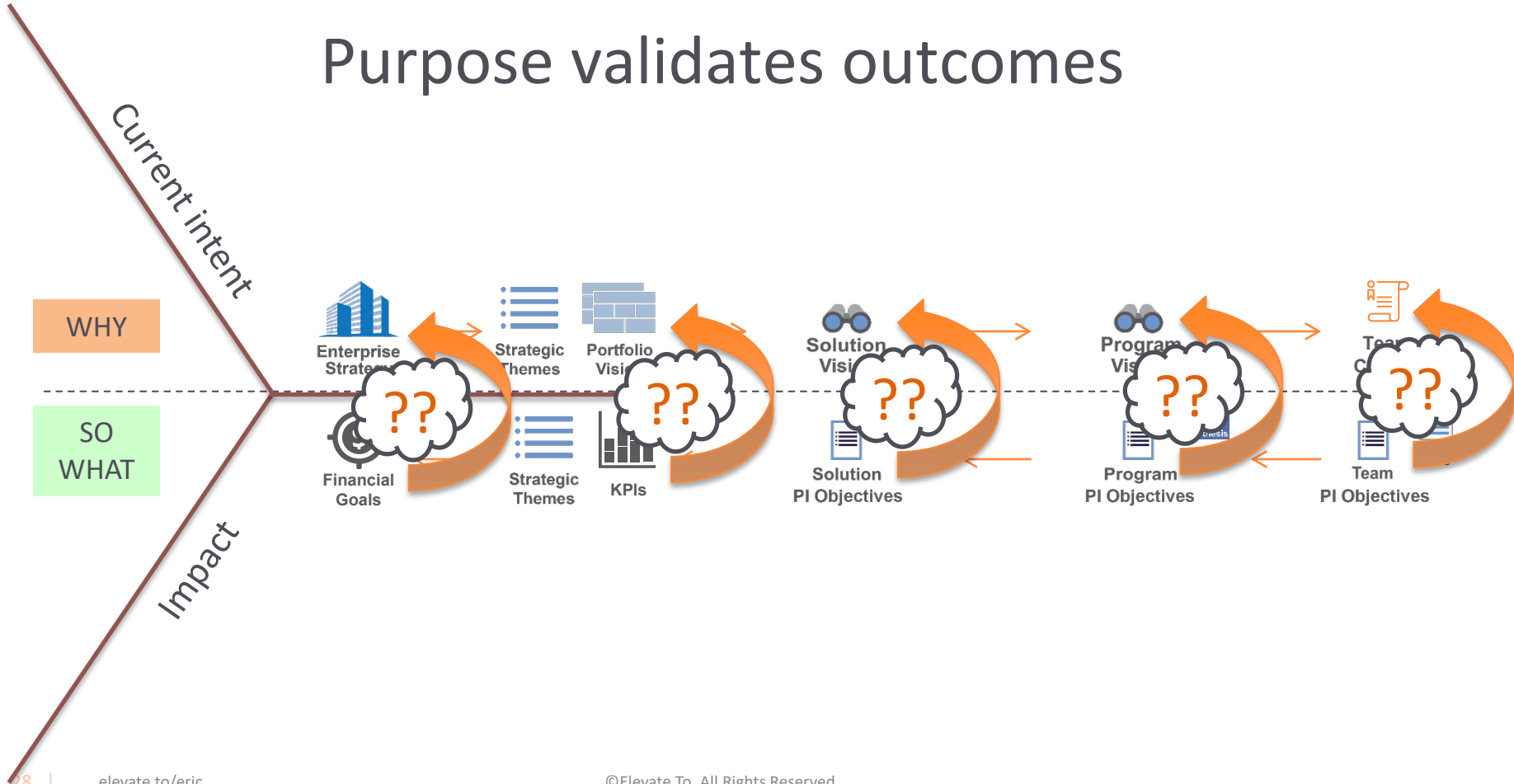
Purpose inspires organization shape and backlogs



Organization declares outcomes



Purpose validates outcomes



Purpose amplifies all ten principles

#1 Take an economic view

#2 Apply systems thinking

Connection to overall purpose drives clarity of economic impact and encourages a full-system perspective

#3 Assume variability; preserve options

#4 Build incrementally with fast, integrated learning cycles

Keeping purpose attached to the work encourages rapid exploration of different ways to achieve the goal

#5 Base milestones on objective evaluation of working systems

#6 Visualize and limit WIP, reduce batch sizes, and manage queue lengths

Decomposition inventory sprawl is easier to manage because purpose connects dependencies

#7 Apply cadence, synchronize with cross-domain planning

#8 Unlock the intrinsic motivation of knowledge workers

People are motivated by purpose and are more likely to connect to diverse peers sharing similar purpose

#9 Decentralize decision-making

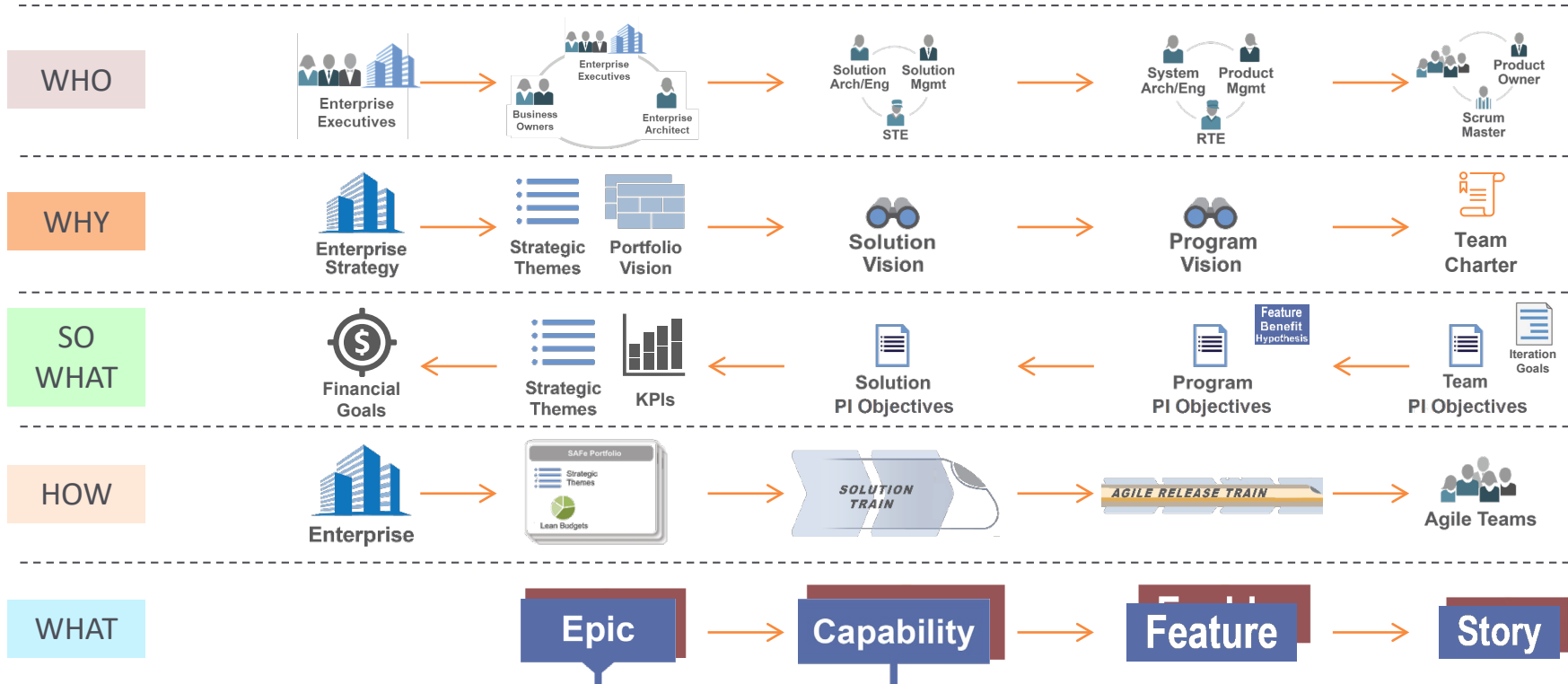
#10 Organize around value

Shared purpose can be a powerful design consideration for value stream identification, enabling aligned local perspectives

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What?
Your turn. Get to it!

Summary of hierarchies



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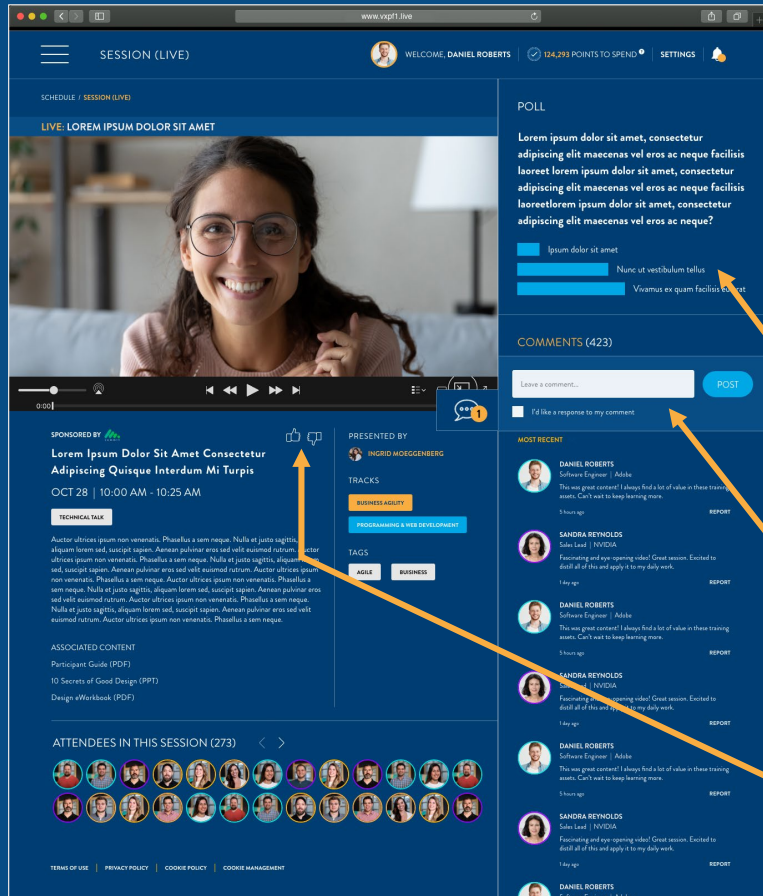
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Thumbs up or down

Thank you!