

# Implementing SAFe MDO (Intel) test case



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# Agenda

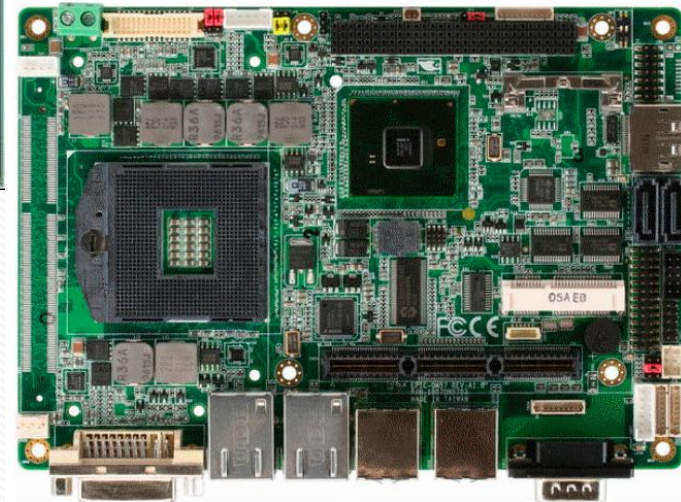
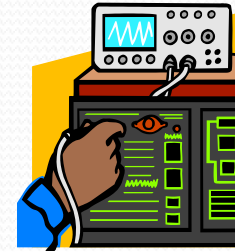
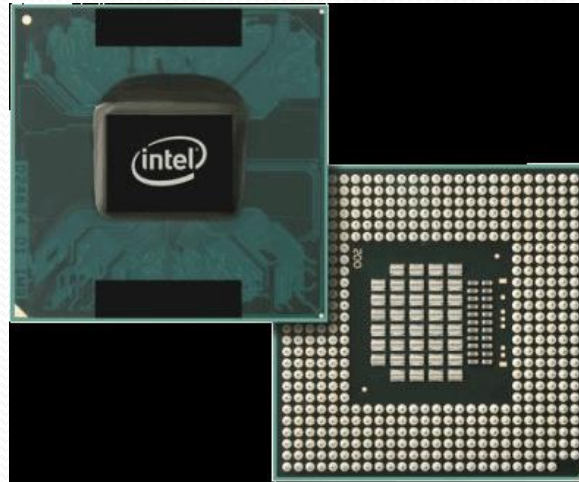
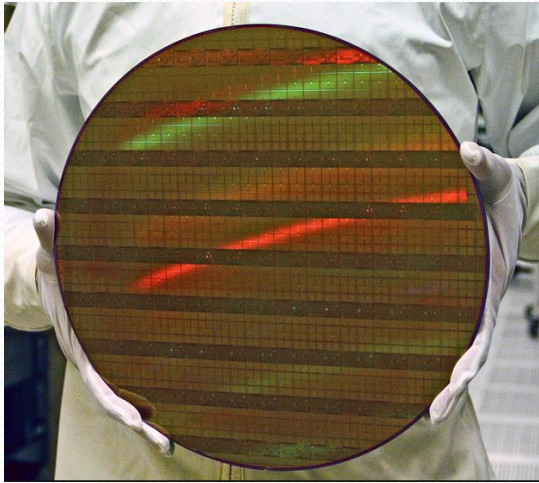
- Who am I?
- Who are we (MDO)?
- What was the motivation to look for system level agile?
- How we did 8 trains within 2 months (with Christmas and New Years in the middle...)?
- Results – RP, Q1 results
- Lessons learned

# Who am I?

- At Intel since 2001
- Product Development Eng.
- Integration team manager
- Agile coach



# Our product – Test Program(s)

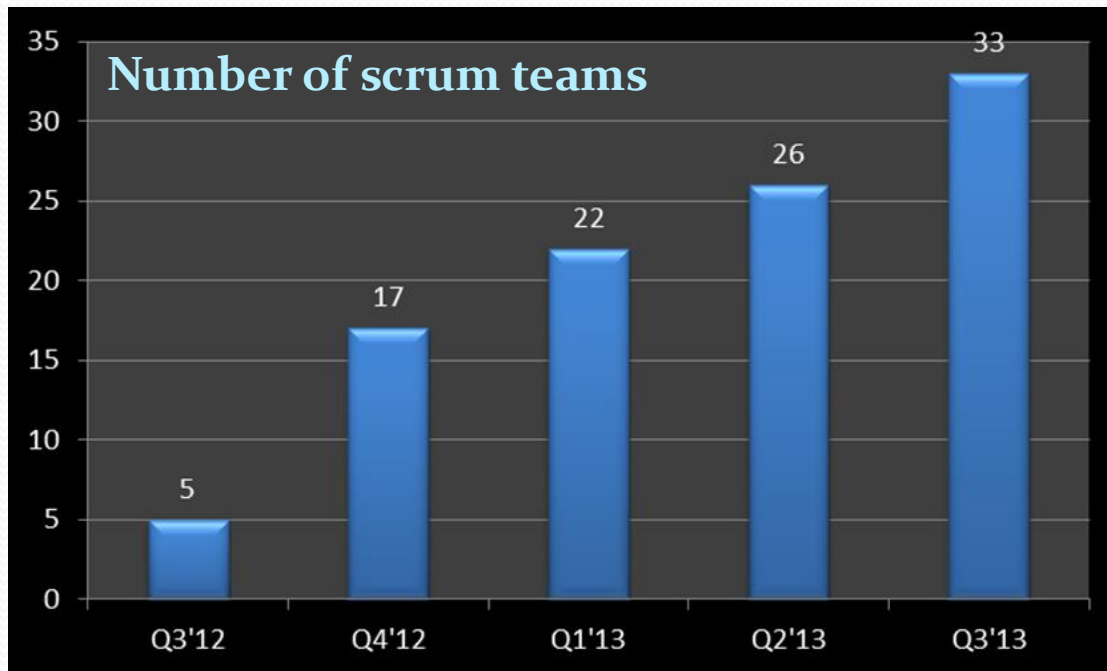


## A Test Program is . . .

- Everything we know about how to manufacture the chip in a software format
- Over 2 million lines of code
- Delivered every 2 weeks

# Our agile journey

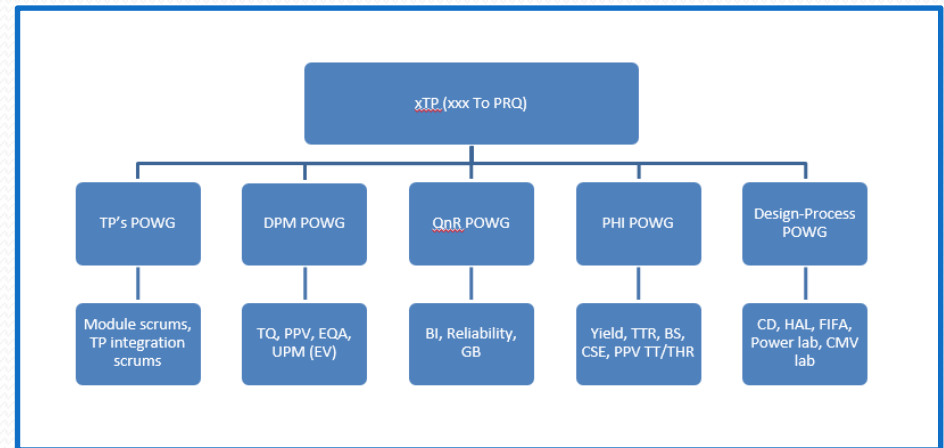
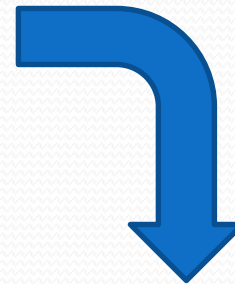
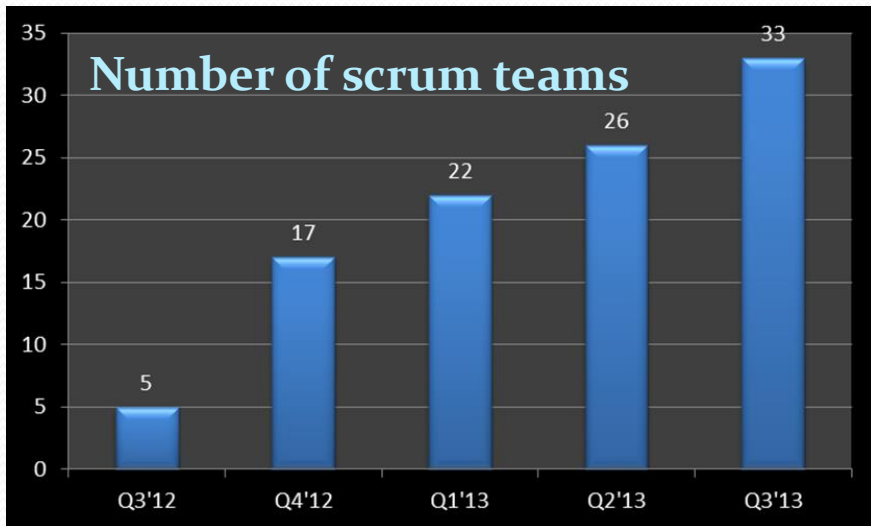
Natural Evolution of our agile efforts





# Scaling up

Natural Evolution of our agile efforts



# MDO – Manufacturing Development Organization

**2013**

**2014**

~170 scrum teams



Product development value stream

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# Why Scaled Agile Framework?

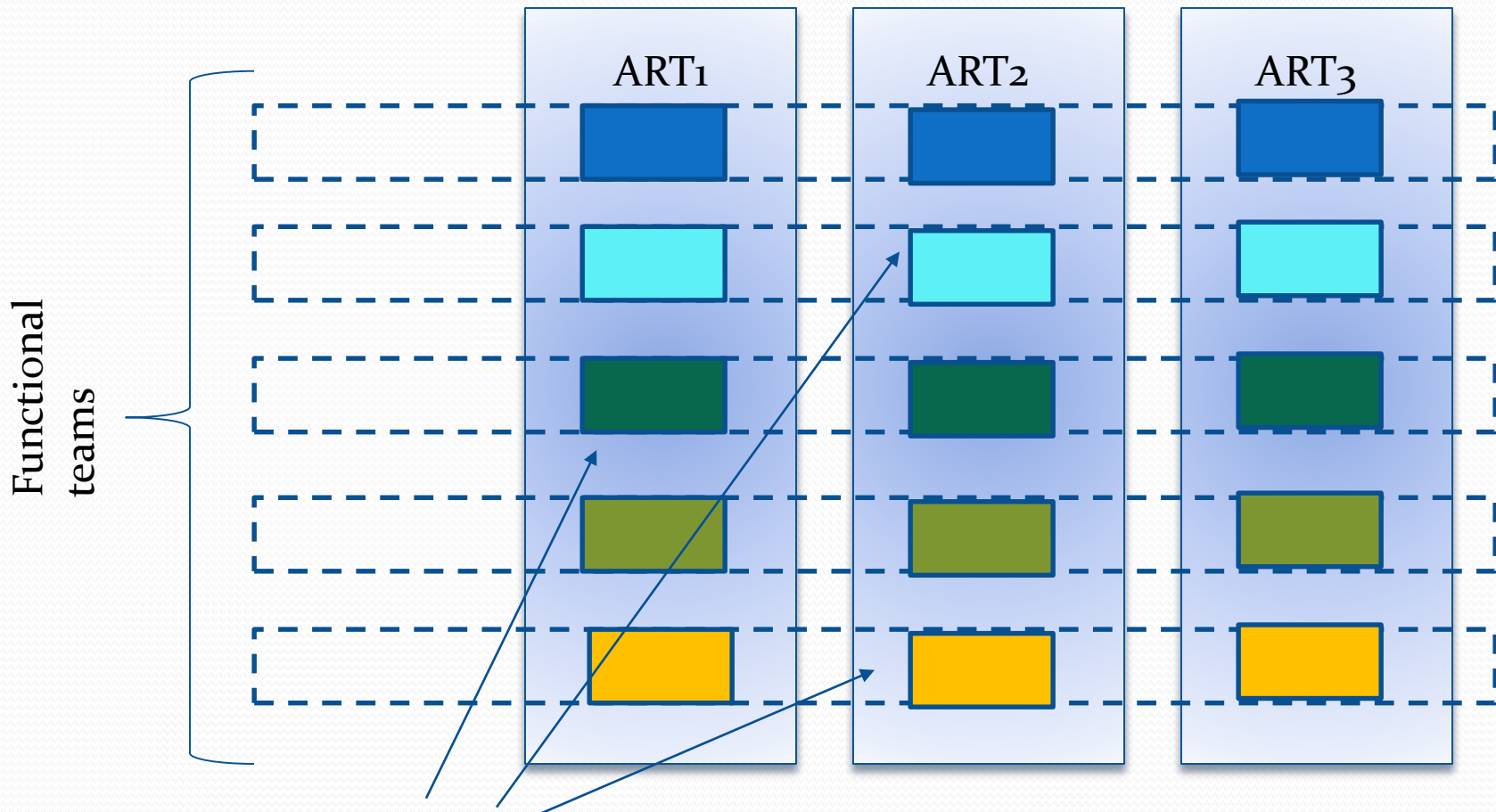
- In an organization as large as MDO we need to standardize the planning and execution process we use to work together to deliver value.
- Scaled Agile Framework (SAFe) is a proven, public framework for applying Lean and Agile product development practices at enterprise scale.
- Good News – this is not a big leap for most of us, just the next step in our lean/agile evolutionary ladder.

**How we did 8 trains  
within 2 months (with  
Christmas and New Years  
in the middle...)?**

# Step 1 – setting the rules

- Scaled Scrum Rules
  - #1 1 Scrum works on only 1 train at a time
  - #2 Train can have 5-15 scrums
  - #3 Train can have a maximum of 2 geos participating
  - #4 Train must have a min 3 hours of time zone overlap 4 days a week

# Step 2 – “finding the kidney”



# MDO ARTs

Train	Intel Products	Sites
Alpha	<b>Guidelines:</b> <ul style="list-style-type: none"><li>• Same business unit</li><li>• 1-2 chips</li></ul>	<b>Guidelines:</b> <ul style="list-style-type: none"><li>• Up to 2 geos</li></ul>
Bravo		
Charlie		
Delta		
Echo		
Foxtrot		
Golf		
Hotel		
India		
Juliet		
Kilo		

# Step 3 – tool & portfolio management

- 90% of MDO already used Rally



STRATEGY

Portfolio Items  
*Largest*

Portfolio Items  
*Larger*

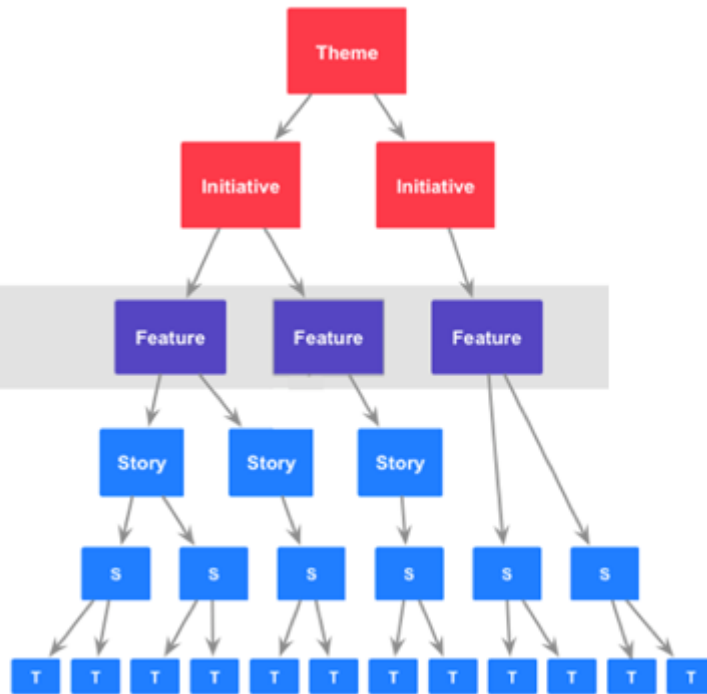
Portfolio Items  
*Large*

EXECUTION

Stories  
*Several weeks*

Stories  
*A week*

Tasks  
*A day*



Type:

Milestone

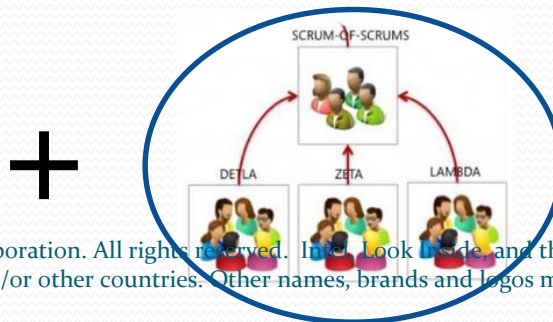
Product

Milestone

Feature

# Step 4 – roles/meeting definitions

- Not all roles and meetings defined on SAFe adopted.
- We focused on:



# Step 5 - Convincing/gaining buy-in





# Teaser



# Executive Leadership

## Manufacturing Development Organization

### *A Message from Mohsen Fazlian*



**TO:** MDO employees  
**FROM:** Mohsen Fazlian  
**DATE:** Jan. 17, 2014  
**RE:** All aboard the Agile Release Train!



MDO: Transforming Designs Into Competitive Products

In WW04, many of you will be participating in our Agile Release Trains (ARTs) for the first time. ARTs help us standardize and scale Agile practices across MDO and link our work to make sure we deliver the maximum business value - on time and of high quality.

For more information on our scaled Agile approach, I encourage you to go to <http://goto/proceff>. The link has several great resources, including names of your local coaches who are ready to answer any questions you may have.

Thank you in advance for your participation, and for doing what it takes to enable MDO to make and meet its commitments.

See you on board!

- Mohsen

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# Training

- Agile coaches (ART's uber-SM's) & (some) BO's



# Communicating to managers/PO's/SM's



Why SAFe @ MDO

## Purpose of the SAFe Intro

Create shared language and understanding within MDO for

**WHY** we are implementing SAFe and

**HOW** SAFe works at team and program levels

So that we will be able to create a shared vision for **WHAT** changes we should do to enable it.

# Communication to the “crowd”

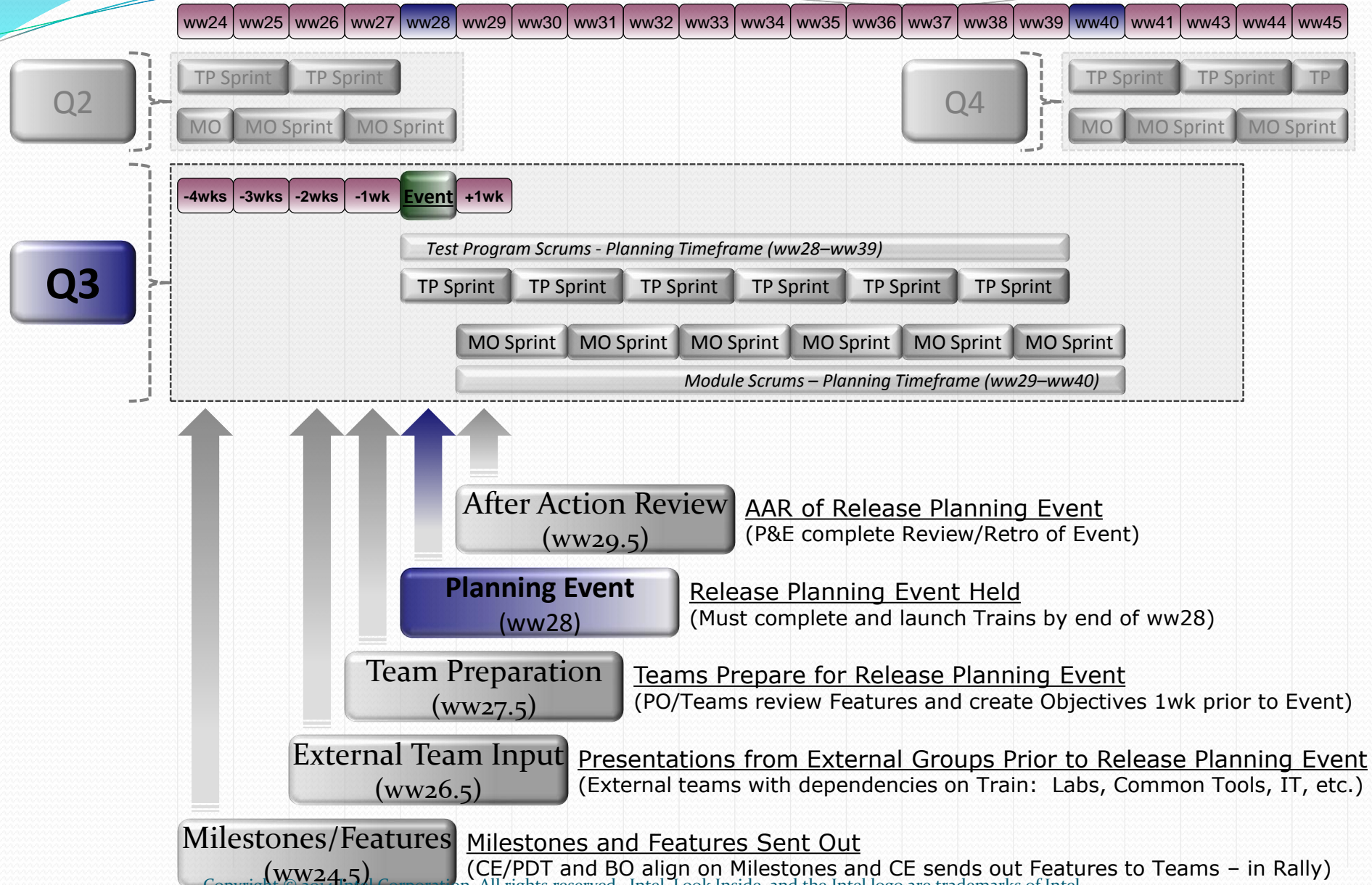


## Why Scaled Agile Framework?

- ▶ In an organization as large as MDO we need to standardize the planning and execution process we use to work together to deliver value.
- ▶ Scaled Agile Framework (SAFe) is a proven, public framework for applying Lean and Agile product development practices at enterprise scale.
- ▶ Good News – this is not a big leap for most of us, just the next step in our lean/agile evolutionary ladder
- ▶ However, participation is not enough we need Unity ***and*** Uniformity – everyone participates and everyone follows the standard to insure we get the maximum benefit.

# MDO – Release Planning Calendar

## Q3'14 – Release Planning Event (ww28)



# Results and learning



# Release planning

- 1<sup>st</sup> RP is A LOT of effort, afterwards gets much easier.
- RP using SAFe recipe helped highlight dependencies and risks (even showstoppers) far in advance of what we saw before.
- **2 day RP is hard** to digest – provided some controlled slack so not everyone has to spend the entire time.
- Program board was very useful for showing in high level we have issues, but too much data on it to make it a real planning tool.

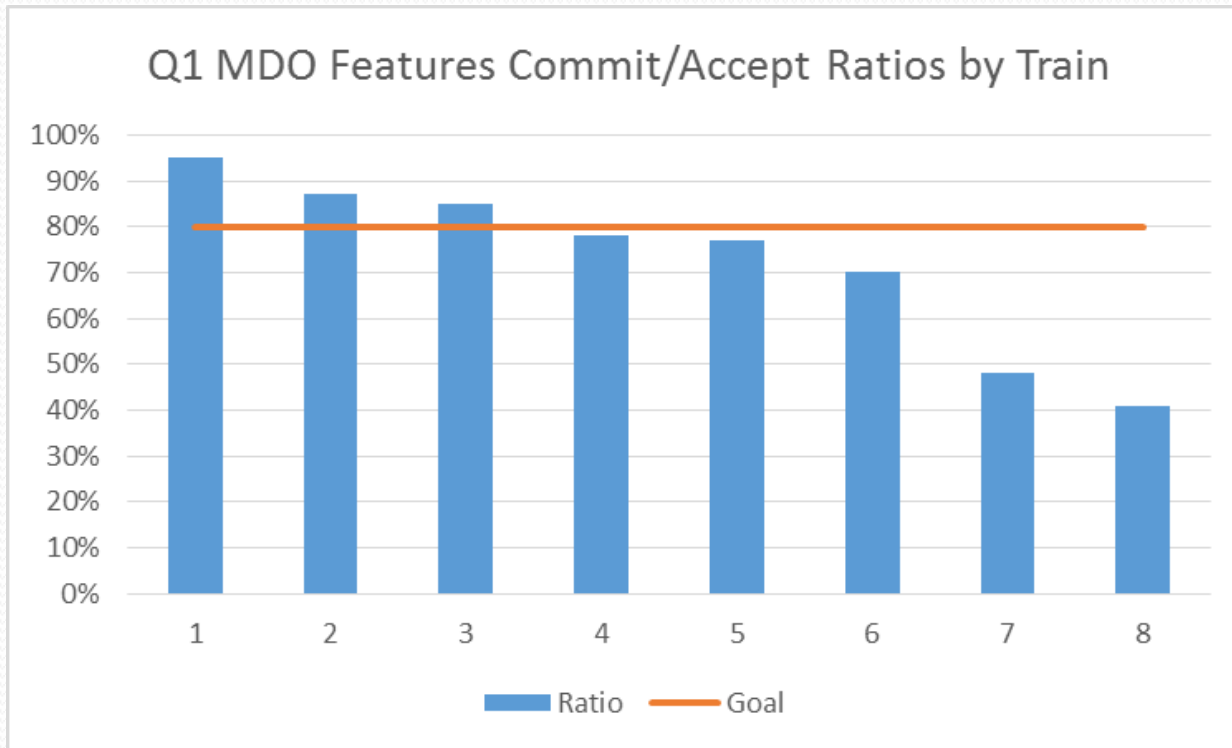




# Lessons learned (cont.)

- Effective RTE has combination of technical background with deeper Agile mindset/experience.
- Having synchronized Agile Coaches that are 15/2500 (0.6%) of the group helps drive across the board learning.
- Business Owners should take full SAFe training.
- Inspect & Adapt is key – “Progress over perfection” – just get started and then learn and adapt.
- **We need Daily SoS** – it’s critical – based on number of dependencies and learning throughout the PSI.

# Q1 Release Results



- Visibility!
- Predictability – on track for 80% goal



Thank  
You