



Scaling PLM Development & Rollout: Insights from our PLM Journey



Paul Kaiser

**Moog PLM
Program Director**



Josh Kite

**Sr Transformation
Consultant**





Industrial Group



Products, solutions and services to solve precision control challenges in applications such as:

- Industrial automation machinery
- Energy, oil and gas
- Test and simulation
- Mobile
- Medical
- Marine
- Technology focused sports
- Autonomous robotics

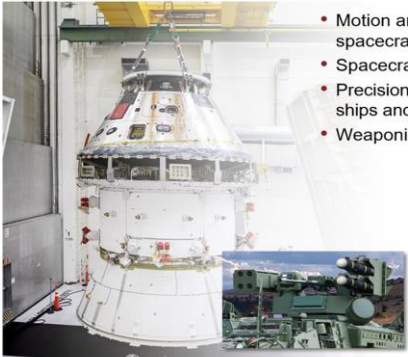


Aircraft Group



- Integrated flight control systems
- Critical control applications and products
- Platform integration
- Manufacturing
- Aftermarket services
- Avionics

Space and Defense Group

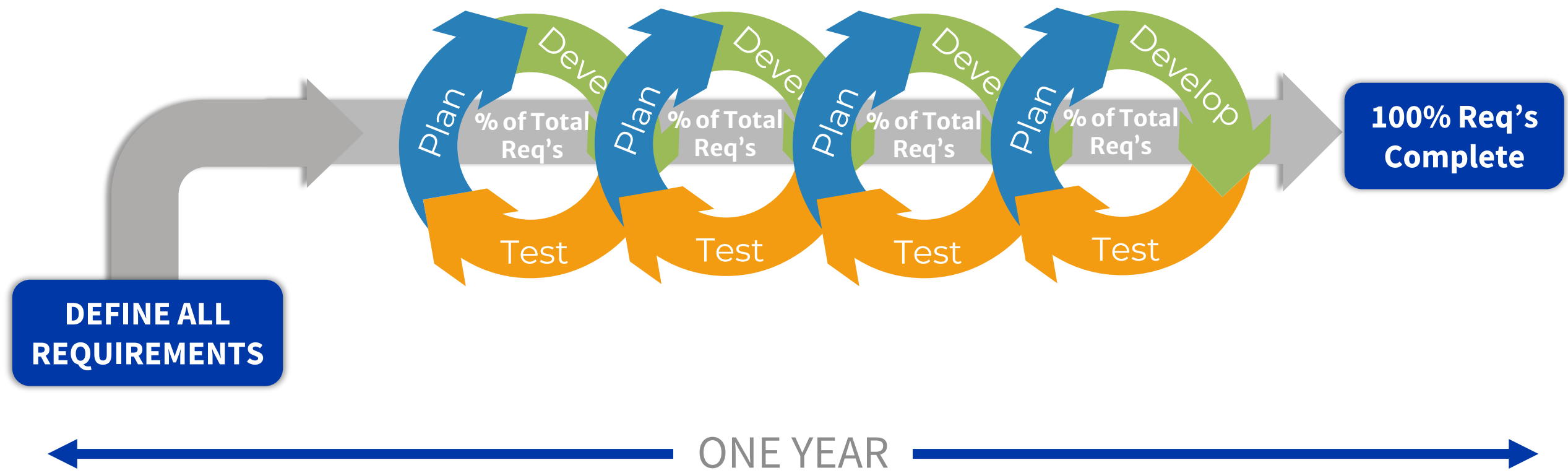


- Motion and fluid control solutions for launch vehicles, spacecraft, and human exploration
- Spacecraft avionics and payload electronics
- Precision motion control for military ground vehicles, naval ships and missiles
- Weaponization of air, land and sea platforms

MOOG

History: 2017 Project Management

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What if we Miss a Requirement?

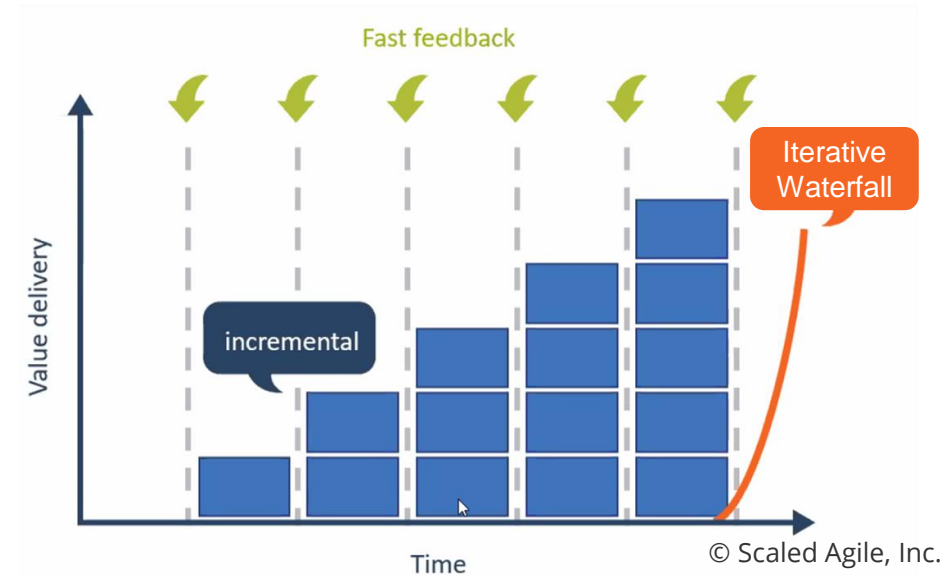
What if Business Needs Change after Requirements are Locked?

History: 2018 A Case for Change

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Objectives for Continuous Improvement

1. Fast Feedback from the Business
2. Incremental Business Value Delivery
3. Scalability, Adaptability & Sustainability
4. Good fit with Moog Culture & Corp Objectives

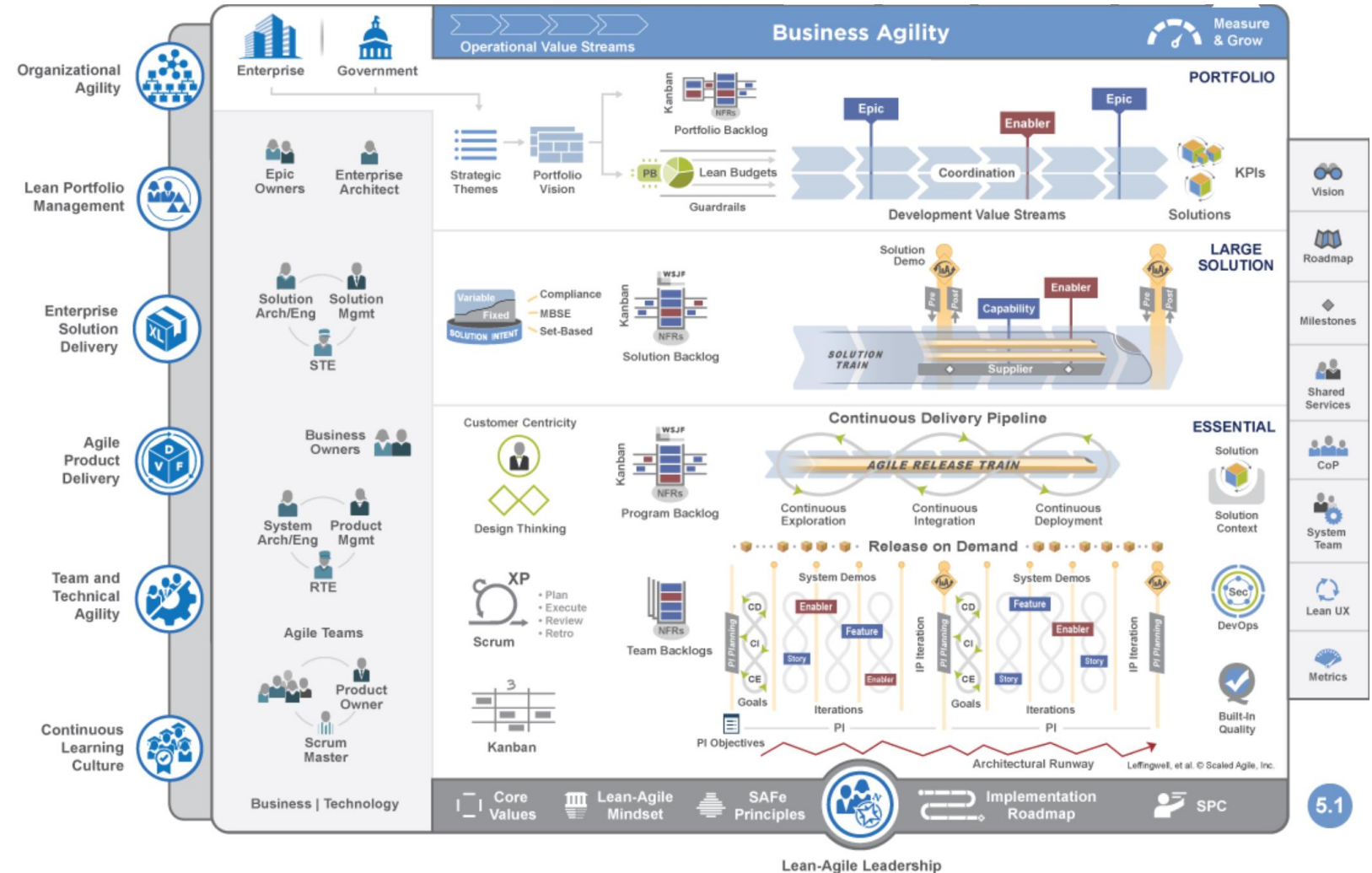


Scaled Agile Framework® (SAFe®) met our Objectives

Brief Summary: Scaled Agile Framework® (SAFe®)

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- Scrum
- Agile Teams
- Agile Release Train (ART)
- Program Increments



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History: Humble Beginnings

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Introduce SAFe®

Trained Staff in SAFe®

Large team divided by disciplines and skills

Adopt Agile Tool

Requirements imported into an agile tool as a large backlog

Adopt Program Increments

- Adopt SAFe® program increments
- Struggled with SAFe® process rigor

Constant Change

Without a compass the team used interpretation and theoretical knowledge to guide

Change Fatigue

Lack of role clarity and clear direction eroded team communications & led to process ambiguity & team confidence challenges

Time to Rethink

- Increase team confidence
- Eliminate ambiguity
- Improve communications
- Increase predictability
- Update the vision

2021 Program Relaunch

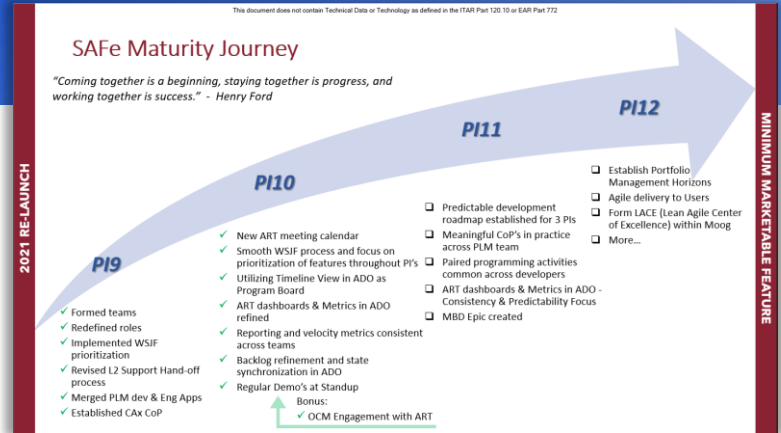
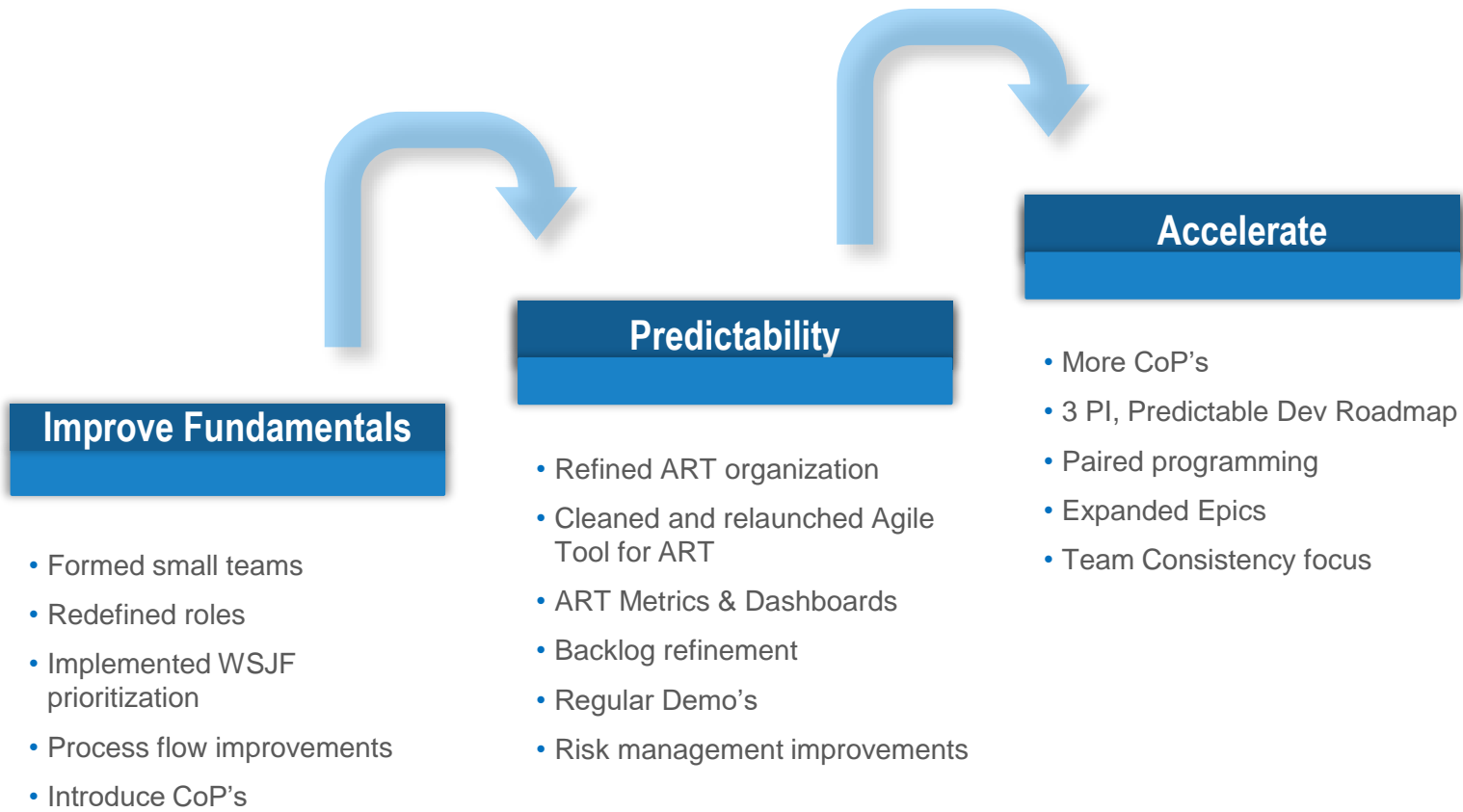
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Team Maturity Roadmap

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“Coming together is a beginning, staying together is progress, and working together is success.” - Henry Ford



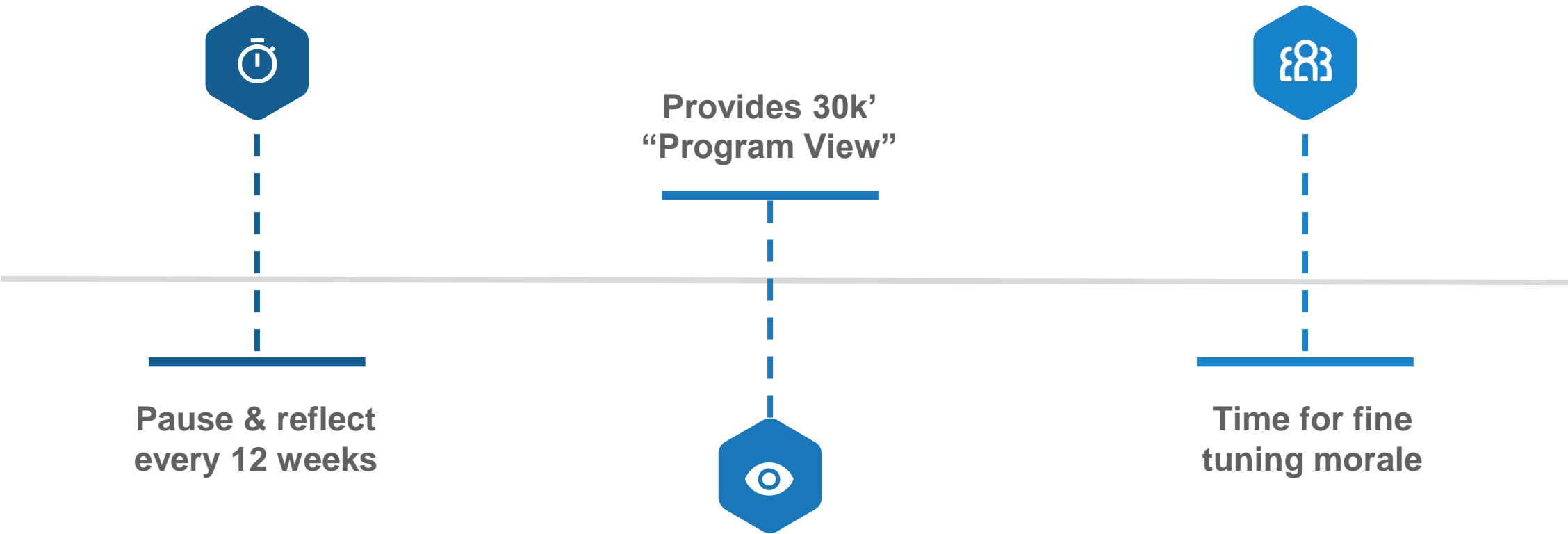
**Example*

Show Your People Where They are on Their Adoption Journey

PI Planning, It's Not Just Planning

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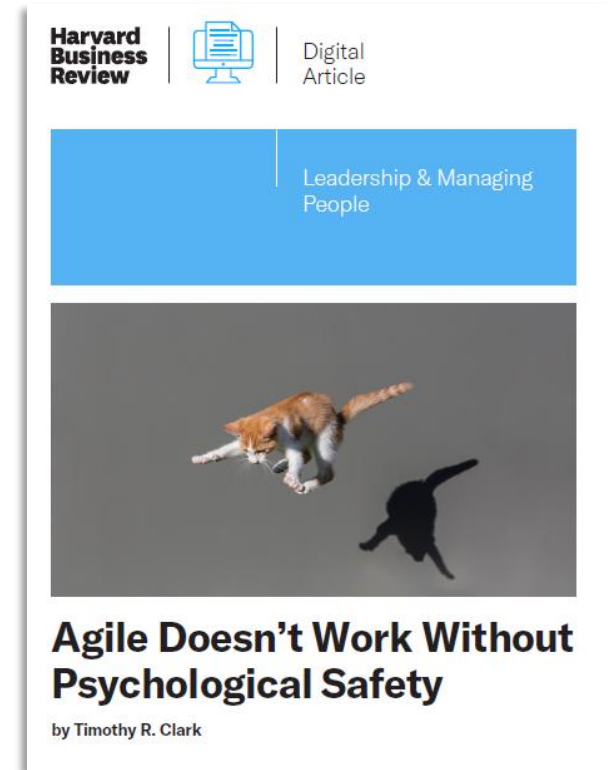
“In leadership you’re always looking for organic teachable moments. PI’s bake that opportunity in every 12 weeks.”



Individuals and Interactions Over Processes and Tools

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- Psychological Safety: #1 indicator of team effectiveness
- Functional Hierarchy
 - Titles Matter to People
- Project Roles
 - What are FO's and SO's?
 - Make Role Titles your own

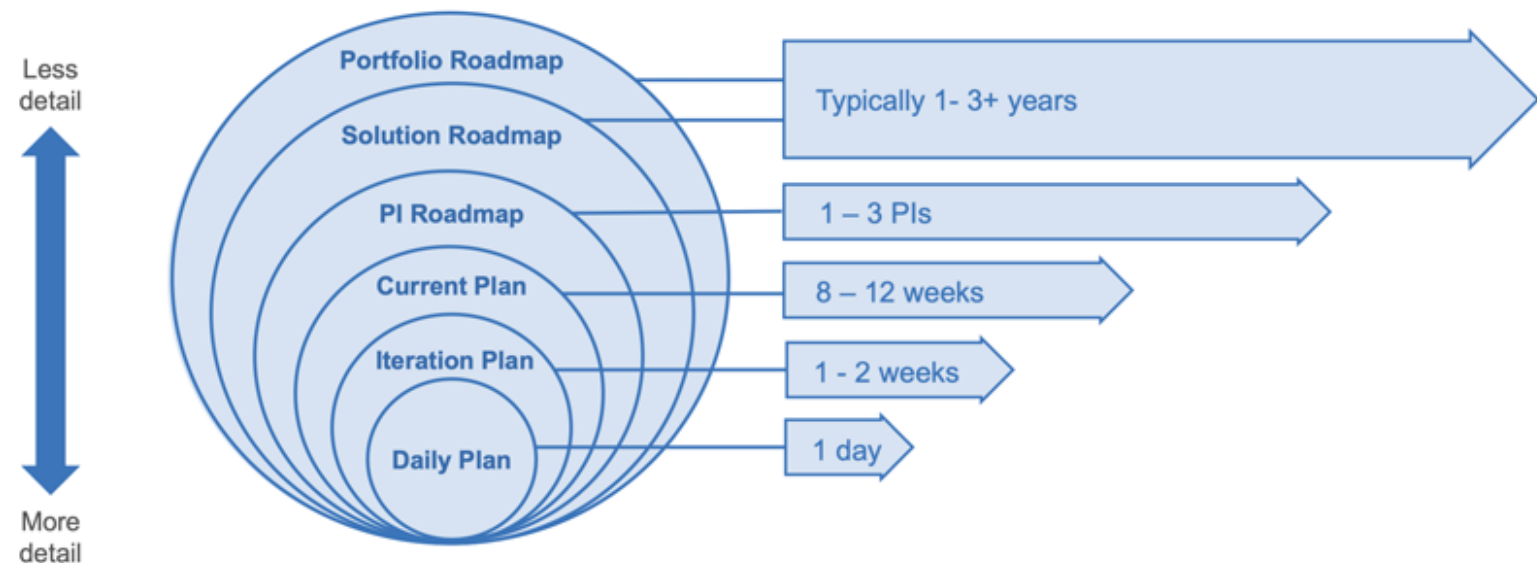


"SAFe® is a Cultural Implementation"

Unlock Innovation
Empower Your People & Let Them Lead

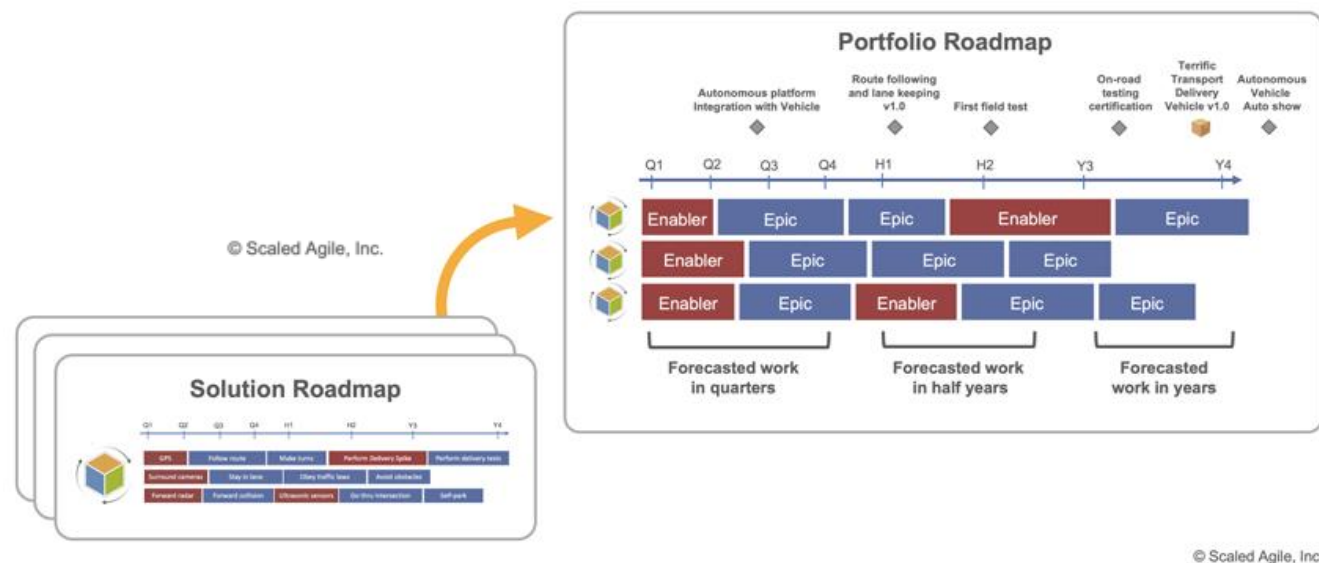
Visions and Roadmaps

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- Build a vision and roadmap
- Refine requirements just in time
- Greater detail for near term
- Directional for long term
- Allows for new information and pivots

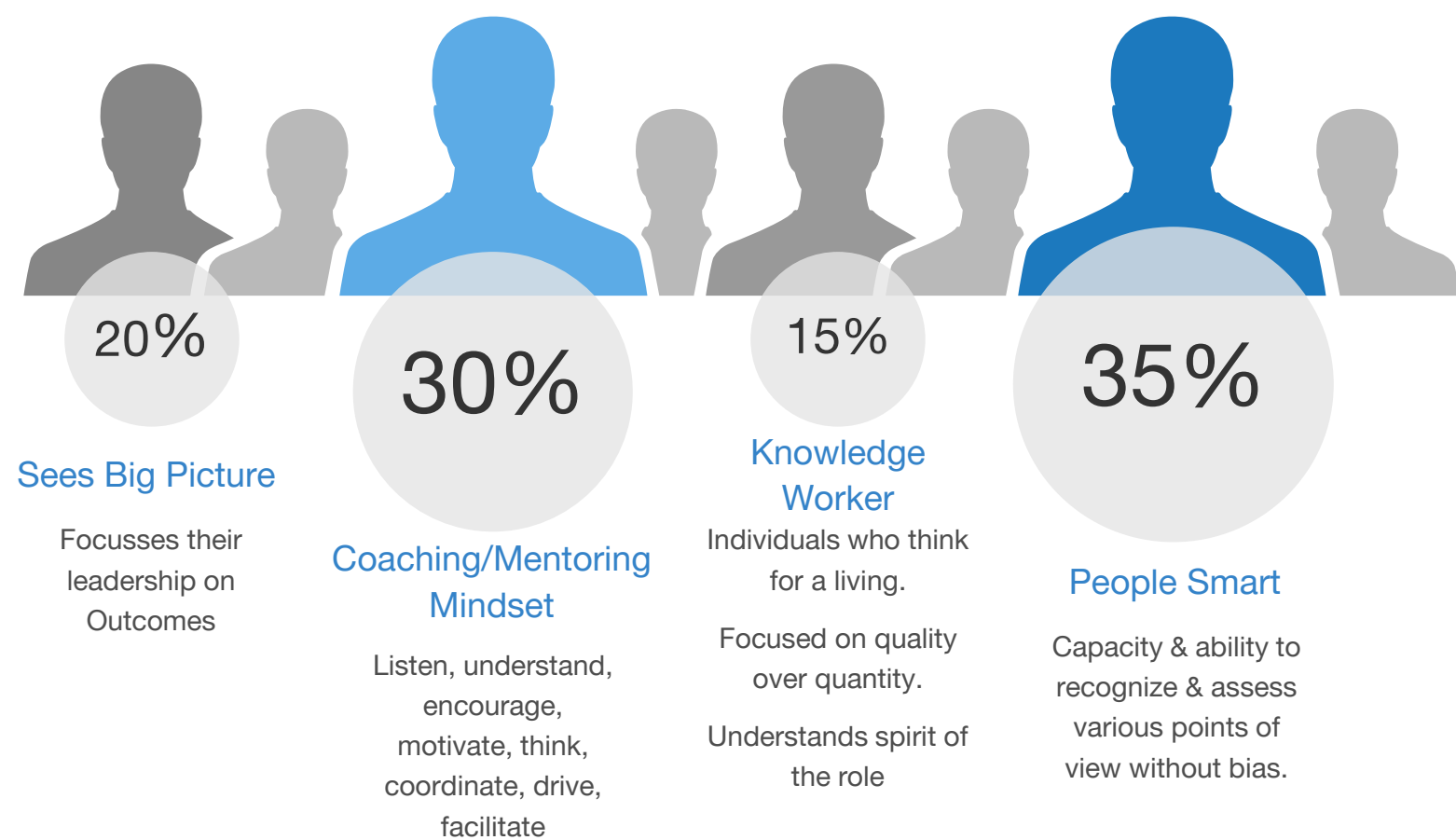
Improve your organization at a sustainable pace.
Watch for transformation fatigue!



Build a Vision for the Solution AND the Improved Organization!

Release Train Engineer (RTE) – the Sustaining Coach

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A Servant Leader for the ART – Choose Wisely

SAFe®: A Framework, not a Methodology

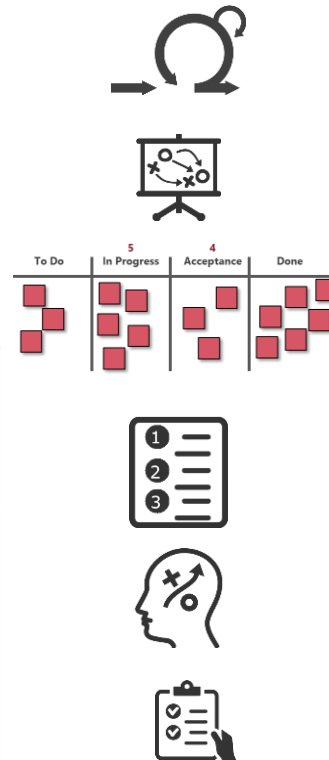
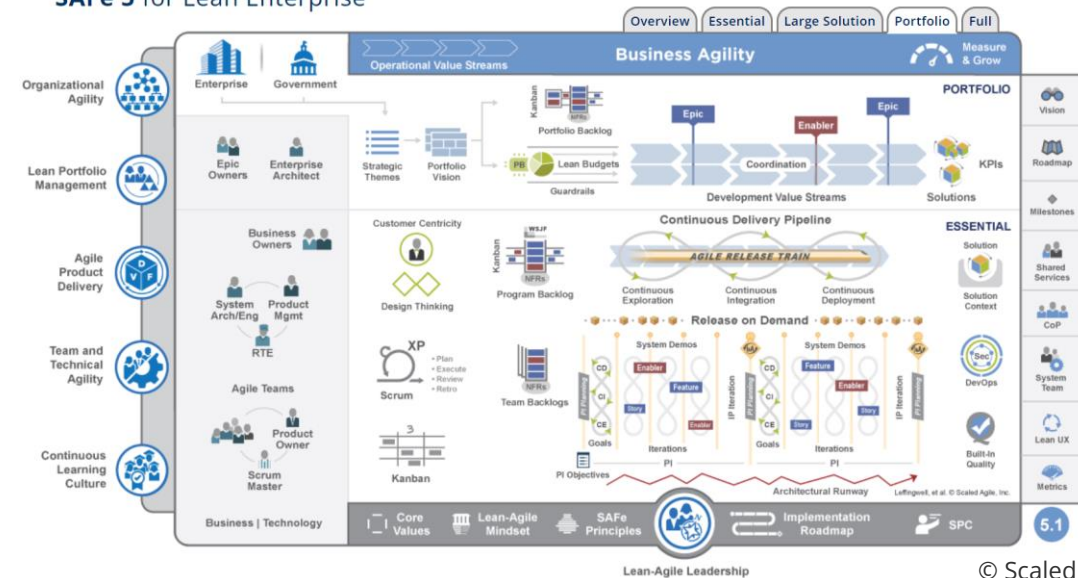
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- Like a giant toolbox
- Use what makes sense
- Add in practices over time as needed

We found value in:

- Scrum & 2-week sprints
- PI Planning
- Visualizing all work
- Force ranked prioritization
- Retrospectives
- User Stories & Features & Epics

SAFe 5 for Lean Enterprise



Use only what you need and base changes on core principles

Our Next Steps

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- Supporting our RTE with mentorship from Agile Rising
- Continual training & education:
 - Targeted training individuals, new hires, new teams, refreshers, etc.
- More Scale – SAFe® in more departments and at higher levels
- Multi-year and multi-quarter roadmaps for next 10 years of innovation
- Transition to a PLM Sustaining organization
- Move towards Lean Portfolio Management

Remember:

- Individuals and interactions over processes and tools
- Leaders lead the way
- SAFe® is a framework - make it your own
- Revise and re-plan on a cadence

Have a Plan:

- People and culture first
- Kickstart your journey with a coach
- Roadmap your ART's maturity - create a chain of successes
- Incrementally increase scope with maturity
- Increase scale to return more value
- Keep improving

Let's continue the conversation

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- Come find us; let's continue the conversation!
- We'd love to hear your experiences and lessons learned
- Reach out - Stay in touch:

Paul Kaiser

PKaiser@Moog.com

LinkedIn.com/in/kaiserpaul

Josh Kite

Josh.Kite@AgileRising.com

LinkedIn.com/in/jwkite

