

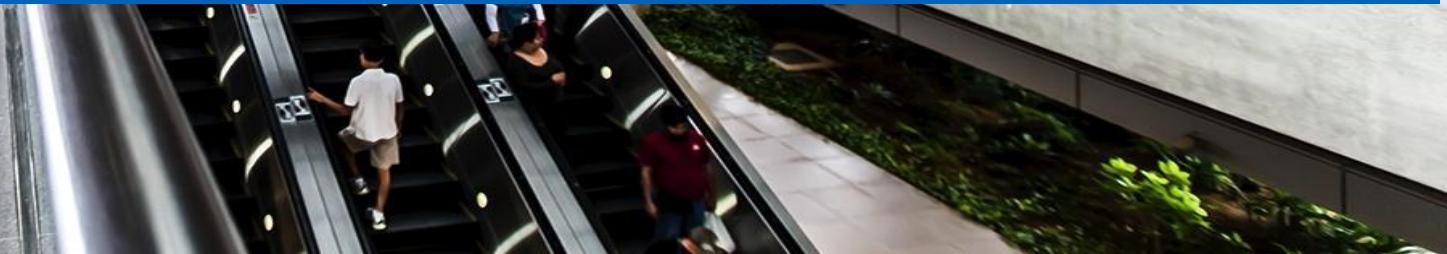
# MOTOROLA SOLUTIONS **D-STREAM**



## Training for PMO and Core Team Members

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# CONTENT

- Welcome to D-Stream
- Supporting Processes & Tools
- D-Stream Checkpoints
- Transitioning from M-Gates to D-Stream
- Conclusion

*Note: This training module replaces the “Streamlined M-Gates Playbook.” For more information, visit the D-Stream Converge Group: <https://converge.motorolasolutions.com/groups/d-stream>*



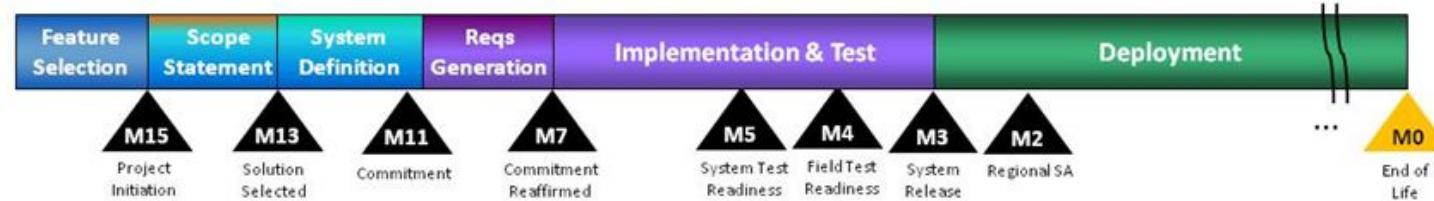
# WELCOME TO D-STREAM!



# What About M-Gates?

- For over 15 years, M-Gates provided a solid framework for project governance, drove a culture of high quality, and provided a common language
- M-Gates were designed as a set of decision points, timed to critical program milestones
- M-Gates became a repository of historical knowledge, gleaned from years of program experience
- Over the years, M-Gates became bloated and repetitive
- As MSI has evolved into a faster, leaner company, M-Gates needs to evolve into a leaner, more flexible framework.

# So we asked you...and you answered...



**Middle M-Gates  
are not always  
aligned to Eng.  
Deliverables.**

*HW Eng.*

**"Only need 3 or 4  
major phases."**

*PMO*

**"M-Gates add more  
cycle time for smaller  
releases due to the  
overhead..."**

*Enablement Eng.*

**"Reduce the number  
of gates and allow for  
flexibility."**

*PdM*

**"Too many gates slow down  
the process for paperwork  
instead of value."**

*Architecture*

# Creating the Culture

INSTEAD OF...

A PROCESS THAT  
DOESN'T FIT

CHASING SENIOR  
MGMT APPROVALS

CYCLES OF REPLANS

GATES THAT SLOW US  
DOWN

WHAT IF ...

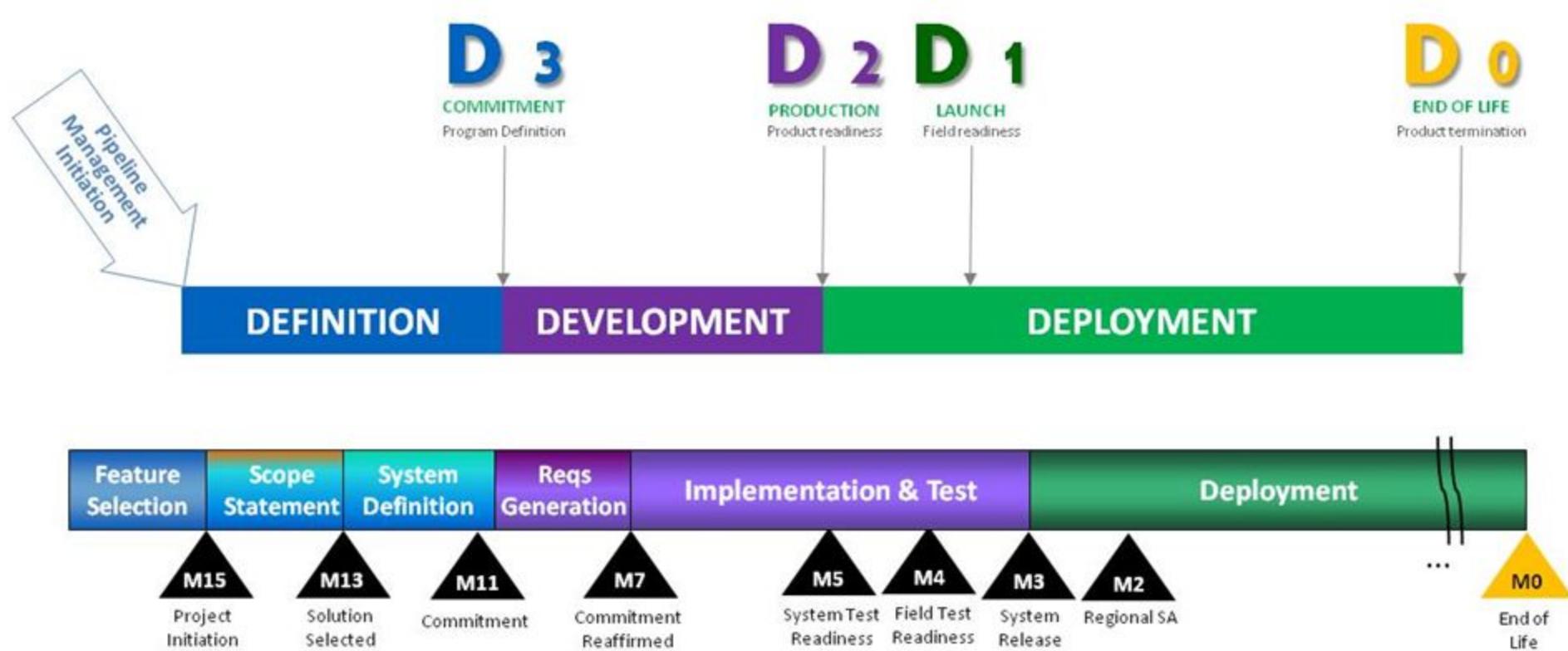
SIMPLIFY AND  
REMOVE THE NOISE

DRIVE DECISIONS AT  
THE RIGHT LEVEL

SINGLE COMMITMENT

A STREAM THAT  
FLOWS

# D-Stream Flow vs Current M-gates Framework



## Drives Decisions at the Right Level

- D3 is the only checkpoint that goes up to the Pipeline Management Team for Approval
- D2 and D1 are owned and approved by the Core Team
- D0 is owned by Product Management, with input from other functions as required

# Single Commitment Checkpoint

- Instead of multiple cycles of estimation, planning, and commitment, D3 is the single approval checkpoint
- Program plan is approved with parameters around scope, funding (including resources), high-level schedule, and deployment plans
- Detailed schedule is approved for the next phase or the next 90 days (minimally)
- Monitoring of the program to ensure it remains within the approved parameters occurs throughout the program, rather than being focused at specific “gates”
- Core Team manages to the parameters. Decisions outside the parameters have an escalation path to the Pipeline Management Team

# Deployment Checkpoints

- D2 provides decision points for the Core Team on production readiness. The program is evaluated to the criteria defined at D3.
- D1 represents regional ship acceptance and field readiness. For many programs, D1 can and should occur simultaneously with D2. There can also be subsequent D1s, as the product is deployed to new regions.
- D0 comes at the end of Deployment, and represents product retirement.

# No “Mid-Term” Gates

- Part of the plan at D3 sets criteria and dates for key deliverables and activities, such as
  - Test Readiness criteria for various test phases (box, beta, SIT, etc.)
  - Supply Chain activities
  - Quality goals
- These activities are not driven by a gate, but instead are scheduled and defined to best fit the needs of the specific program

# D-Stream Principles

- The Core Team is empowered and responsible to own and drive the program
- Do what your program needs – No more, no less
- Be **FLEXIBLE** and **AGILE**

# SUPPORTING PROCESSES & TOOLS



# Supporting Process & Tools Overview

Initiation, Commitment, and Escalation:

*Pipeline Management Team*

Risk Management:

*Risk Management Process*

Supply Chain Planning and Readiness:

*ED44629 Supply Chain Checklist*

Quality:

*QM014 Quality Standard*

Status Collecting and Reporting:

*PM Focus*

# Pipeline Management Team

- The Pipeline Management Team has three primary interfaces with D-Stream:
  - Pipeline Management works with PMO to provide deliverables for Initiation
  - Pipeline Management is the approval body for Commitment
  - Pipeline Management is the escalation body when the program goes outside the parameters approved at Commitment

For details on the Pipeline Management Team and the full Governance Process, see  
MSI Portfolio Prioritization & Execution, at  
<https://converge.motorolasolutions.com/docs/DOC-74376>

# Risk Management Process

- Risk Management is a Systematic Process of identifying, analyzing, and responding to project risk.
- Risk management happens throughout the program, not just at D-Stream checkpoints.
- Risks consist of both threats and opportunities. As we strive to lead change and take responsible risk, we should constantly be assessing our program for opportunities on which to capitalize.

The Risk Management process is detailed at  
<http://compass.mot-solutions.com/go/riskmgmt-pop>

# Supply Chain Planning and Readiness

## **Ensuring Supply Chain readiness is a critical program core team function.**

The Supply Chain Checklist, owned by the Supply Chain Team, is a crucial mechanism to drive and communicate the deliverables and dependencies between the supply chain teams and the rest of the core team. In many cases, items that are critical to supply chain readiness do not fit neatly into the timeframe of a D-Stream checkpoint. Instead, like all key program dependencies, they should be negotiated and planned at D3, and then tracked throughout the program lifecycle.

## **Some programs may set targets for cost reductions to be driven between D3 and D2.**

For a small, short program, there may be no plan to reduce DM or MCPU beyond the D3 commitment. For other programs, the commitment at D3 may be to an acceptable target, but with specific activities and milestones leading to expected lower DM or MCPU targets. These activities and milestones should be tracked as part of the program plan, and reported on at Core Team meetings and Program Reviews if they are off track.

The Supply Chain Checklist is available at

<http://edoc.mot-solutions.com/ASP/ASPJQ142.ASP?vcodDocumento=44629&vTela=1>

# Quality

- The QM014 Quality Standard standardizes quality planning and ship acceptance policy.
- The QM014 Quality Standard intersects at 3 main points with D-Stream:
  - At D3, it provides a framework for *D3.R9: Quality Plan*
  - At D2, it provides a framework for *D2.R13: D2 SA activities complete*
  - At D1, it provides a framework for *D1.R6: D1 SA activities complete*

QM014 – Quality Standard is available at <http://compass.mot-solutions.com/go/444676070>. The Quality Ship Acceptance Checklists and D2/D1 Cover Sheets are available at <https://converge.motorolasolutions.com/docs/DOC-90566>.

# Status Collecting and Reporting

- PM Focus is the tool that supports tracking the status and deliverables of D-Stream
- Within the tool, when the D-Stream model is selected, multiple templates may be available. Select the one most closely aligned with your program characteristics.
- The Gatekeeper tool does not support D-Stream and is being obsoleted (although historical information will be preserved).

Training on PM Focus is available on Converge:

<https://converge.motorolasolutions.com/docs/DOC-57183>

<https://converge.motorolasolutions.com/docs/DOC-57182>

<https://converge.motorolasolutions.com/docs/DOC-60555>

# D-STREAM CHECKPOINTS



# Checkpoints, and other important things

- Checkpoints are used at major program decision points, but they are certainly not the only decision points on a program
- Flexibility and Agility are key philosophies of D-Stream, but some program deliverables are sequential by their very nature. Some deliverables need to happen at T-x in order to keep the program on track. Program milestones should be used to track key dependencies and deliverables.

# Approval Levels

To drive the behavior of making ***decisions at the right levels***, there are three approval levels defined in D-Stream:

**Pipeline Management Team** – The governance and escalation body.  
Key commitment requirements are approved at this level.

**Core Team** – The team that owns and manages program deliverables.

**Functional Team** – Teams that own a single functional area (e.g., Software Engineering, Documentation, or Product Management) and are represented on the Core Team

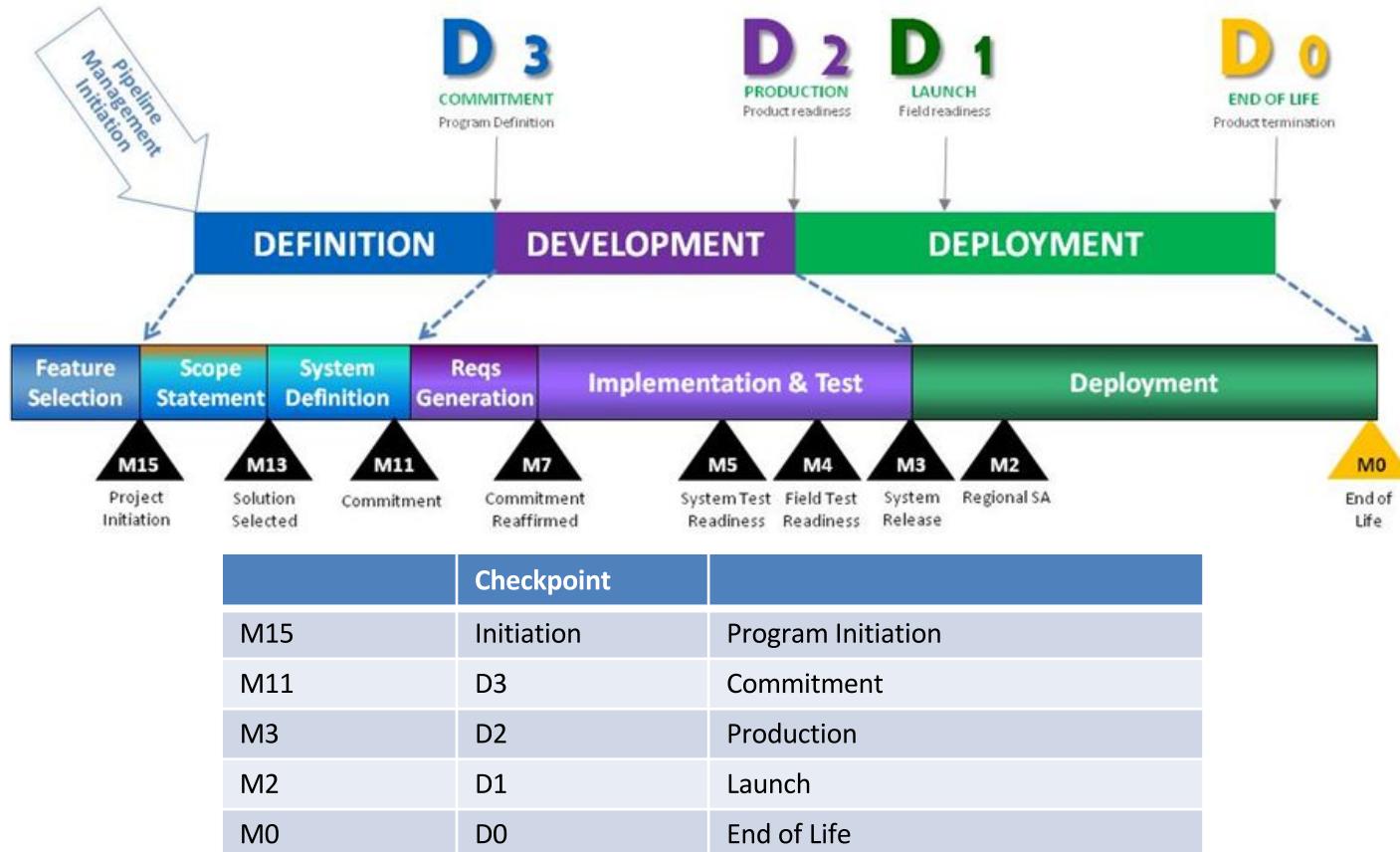
# Checkpoint Summary

Check-point	Name	Overall Approval Level	Objective
Initiation	Program Initiation Approval	Pipeline Management Team	To initiate the project and charter the Core Team to proceed to D3
D3	Commitment	Pipeline Management Team	To formally commit the organization to the Development phase of the project by approving the Core Team's plan to achieve the goals given at Initiation.
D2	Production	Core Team	To ensure the product is commercially ready, meets its stated requirements, contains all committed functionality, and is of sufficient quality that the customer can deploy it throughout their network.
D1	Launch	Core Team	To ensure the product is ready for volume launch, and confirm that the receiving organizations are fully prepared to take over ownership
D0	End of Life	Reduced Core Team	To confirm that all of the necessary steps to complete the retirement of the product have been executed.

# TRANSITIONING FROM M-GATES TO D-STREAM



# Mapping D-Stream To M-Gates



# Notes on Tools

- Gatekeeper has been the primary tool for support of M-Gates
- PM Focus, a replacement for Gatekeeper and other Program Management tools is currently in Alpha use
- Later this year, support for Gatekeeper will be discontinued.
- Ongoing projects will be transitioned to PM Focus, with tool support for automatic transfer of data from Gatekeeper to PM Focus
- PM Focus also supports transitions from the M-Gate governance model to the D-Stream governance model, with data transferred for all completed gates.

# Notes on Tools (cont.)

- PM Focus was developed to support any phase-based governance model through the use of various templates.
- D-Stream is supported in the current Alpha release of PM Focus, and will be supported at launch of PM Focus later this year.
- As new, specialized D-Stream templates become available, PM Focus can easily import and support these new templates.
- D-Stream is tool-agnostic, and PM Focus is largely process-agnostic. While D-Stream and PM Focus were not developed together, the PM Focus team has been proactively supporting D-Stream throughout its development.

Remember, training on PM Focus is available on Converge:

<https://converge.motorolasolutions.com/docs/DOC-57183>

<https://converge.motorolasolutions.com/docs/DOC-57182>

<https://converge.motorolasolutions.com/docs/DOC-60555>

# Programs that have Passed M15

- Skip M13
- Transition at D3
  - Perform only project tasks that are value-added for your program
  - Remove from your plan any tasks that are required for M13, but do not add value
  - The PM, in consultation with the Core Team should make the decision on what tasks to remove from the plan

# Programs that have Passed M13

- Prepare for D3 rather than M11

# Programs that have Passed M11

- Review D3 requirements, and make any necessary adjustments to your project plan
- Review the mapping of M7 requirements to D3 requirements.
- In general, note that D-Stream assumes you have included in your project plan the following (which may have been called out at later M-Gates in that process):
  - Potential follow-up Secure Design Reviews
  - Plan for IA activities throughout the program
  - Supply Chain milestones, which are often measured backwards from planned M3/M2 dates
  - Marketing, Enablement, and Training plans
  - Potential for revisions to the Business Case
  - Plan to secure final contracts and other subcontractor milestones
  - Plan for Customer Touchpoints
  - Plan for various Test Strategies

# Programs that have Passed M7

- Review D3 requirements that relate to Test Strategies and Customer Touchpoints, and make any necessary adjustments to your project plan
- Schedule Test Readiness reviews for independent test phases, as called for in your Quality Plan, at the appropriate times
- Switch to D-Stream at D2

# Programs that have Passed M5

- Programs that have passed M5 are not required to switch to D-Stream, but they may convert if they choose.
- Since M4 has been eliminated, if the PM chooses to convert to D-Stream, review D3 requirements regarding Customer Touchpoints.
- M3 is very closely aligned to D2, and M2 is very closely aligned to D1.
- The Core Team (incl. Quality and Supply Chain members) serves as the approving body for M3/D2 and M2/D1.

# CONCLUSION



# D-Stream Principles

- The Core Team is empowered and responsible to own and drive the program
- Do what your program needs – No more, no less
- Be **FLEXIBLE** and **AGILE**



# What's the Difference?

## BY THE NUMBERS

### M-GATES



### D-STREAM



# Creating the Culture



**SIMPLIFY:** REMOVE THE NOISE IN THE SYSTEM FROM UNNECESSARY WORK AND MISALIGNMENT WITH PRACTICE.

**BETTER DECISION-MAKING:** DRIVES DECISIONS AT THE RIGHT LEVEL. PROMOTES CULTURE CHANGE TOWARD TRUST.

**ONE COMMITMENT GATE:** REPLACES THE MENTALITY OF REPLAN OPPORTUNITIES BETWEEN M13, M11, AND M7.

**THE RIGHT PROCESS:** IF YOU NEED TO WORK AROUND A PROCESS IN ORDER TO BE EFFICIENT, YOU'VE GOT THE WRONG PROCESS.

**COMMONALITY AND BEST PRACTICES ACROSS THE ORGANIZATION:** PRE-TAILORED OPTIONS AND ALIGNMENT TO ACTUAL PRACTICE GIVE US A REPEATABLE PROCESS.

# What's Coming Next

- More Pre-Tailored Checklist Templates
- Assistance with Deliverable Template Modifications
- Support for Scaled Agile

# FOR MORE INFORMATION...

VISIT & FOLLOW THE D-STREAM CONVERGE PAGE

HELPFUL  
RESOURCES

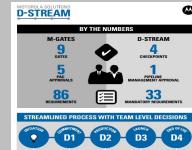
The screenshot shows the Motorola Solutions D-Stream Converge page. At the top, there's a navigation bar with Home, Content, People, Places, My Shortcuts, Help & Support, Following in ~ 1 stream, and Leave this group. Below the navigation is a blue header bar with the D-Stream logo and a dropdown menu. The main content area has tabs for Overview, Content, People, Projects, Reports, and Calendar. On the left, there's a sidebar for D-Stream Administrators and a section for D-Stream Introduction with links to D-Stream Checkpoints Requirements, D-Stream-Introduction, MAPPING D-STREAM TO M-GATES, and D-Stream Mapping to M-Gates. To the right, there's a 'WHAT IS D-STREAM?' section with a 'D-Stream Introduction' link, a 'FAQ (FREQUENTLY ASKED QUESTIONS)' section with a link to 'Leaders Across MSI', and a text box containing several bullet points about D-Stream. A large black arrow points from the 'ASK D-STREAM' section at the bottom to the 'FAQ' section.

ASK A  
QUESTION

HELPFUL RESOURCES AT YOUR FINGERTIPS



DOWNLOAD & READ  
D-STREAM FAQ



DOWNLOAD & READ  
D-STREAM INFOGRAPHIC



DOWNLOAD & READ  
TRAINING PRESENTATION



LISTEN & WATCH  
ONLINE LEARNING

