Case Study: Rockwell Automation

Blending SAFe Agility with CMMI Process Discipline to Deliver Faster, Smarter Outcomes

Executive Summary

ICON Agility Services helped Rockwell Automation unlock the power of value-driven delivery by combining SAFe's agile framework with the Capability Maturity Model Integration (CMMI). Through targeted coaching and organizational alignment, Rockwell achieved measurable improvements in project delivery, cost efficiency, and team engagement.

- Coached project and agile leaders to deliver consistent business outcomes.
- Matured Quarterly Portfolio Reviews (QPRs) for strategic oversight and governance.
- Aligned initiatives with business priorities via PI Planning.
- Reduced IT base cost from 80% to 60%.

About Rockwell Automation

Rockwell Automation is a global leader in industrial automation and digital transformation, with well-known brands including Allen-Bradley, FactoryTalk, and LifecycleIQ Services. With 27,000 employees serving customers in over 100 countries, Rockwell empowers industries to be more productive and sustainable.

The Challenge

- Leadership dissatisfaction with the business value delivered.
- Teams lacked predictable and consistent delivery patterns.
- Limited engagement from product management.
- Agile teams were misaligned, reducing effectiveness in cross-domain planning.

The Solution

Organize Around Value & Scale Agile Effectively

- Established 4 Agile Release Trains (ARTs) aligned to value streams.
- Facilitated PI Planning to align vision, risks, and iteration plans.
- Led ARTs from PI 6 through PI 9 with strong execution support.
- Drive Predictable Value Delivery
- Boosted ART predictability to nearly 80%.
- Stabilized team velocity and cadence across programs.
- Strengthen Engagement & Performance
- Coached cross-functional teams (Sales, HR, Finance, Tech).
- Integrated product managers into lean-agile practices.
- Hosted ART Syncs, Product Owner CoPs, and "Coach the Coach" sessions.

- Advance Agile Maturity
- Conducted assessments and implemented team improvements.
- Launched and facilitated Rockwell's first fully remote PI Planning and I&A events.
- Build Capability Through Certified Training
- Delivered SAFe training for Scrum Masters, Product Owners, and Product Managers.
- Fostered internal communities of practice and agile forums.
- Implement Scalable Tooling
- Utilized Jira to manage epics, features, and user stories at scale.

Results

Value Stream-Aligned Execution

- Deployed 4 ARTs that aligned with strategic priorities and streamlined planning.
- Transformation Acceleration
- Transitioned from traditional project methods to SAFe-aligned agility.
- Predictable Delivery at Scale
- Achieved nearly 80% ART predictability across multiple teams.
- Enterprise-Wide Engagement
- Enabled 100% of Product Management to adopt agile principles, speeding up delivery.

Testimonial

"Our ICON coaches helped us facilitate critical global meetings and Agile ceremonies including PI Planning and Communities of Practice, increasing engagement of team members in virtual organizational programs with leaders throughout the pandemic."

— *Rockwell Automation Representative*

Lessons Learned & Key Takeaways

- Align Teams to Value: Clear structures around value streams enhance delivery focus.
- Improve Predictability: Stable team cadence drives reliable value delivery.
- Boost Engagement: Agile thrives when leadership and product managers are all-in.
- Combine SAFe + CMMI: This pairing strengthens process rigor without sacrificing agility.
- Elevate Organizational Performance: The right agile framework boosts both speed and sustainability.

Call to Action

If your organization is struggling with traditional project management or facing roadblocks in scaling agile, ICON Agility Services can help. Start your transformation journey today with expert coaching, proven frameworks, and a tailored approach to your business goals.

👉 Contact us to get started: https://www.iconagility.com/contact