

## AT&T: telco quality at Internet speed.

AT&T is one of the largest telecommunication companies in the world. It provides the full range of wired and wireless networking services to individuals and businesses, including infrastructure in the Cloud and IoT. Additionally, it operates one of the US's largest media distribution networks through its DirectTV, HBO, Warner Media, and CNN wholly-owned subsidiaries. The AT&T Israel R&D Center employs around 50 scrum teams, and is involved in strategic product development, cross-company technology transformation, as well as emerging technologies and innovation.

### The challenge

AT&T's evolution from a traditional telco company into a software and media company places it in a different playing field technology-wise. In addition, the Israel R&D Center, being remote from the company's market and headquarters, faces unique challenges. Responding to these challenges means that AT&T Israel must continuously examine the way it operates and adapt accordingly.

### AgileSparks solutions

AgileSparks partnered with AT&T Israel ten years ago when AT&T Israel decided to embrace the Agile development spirit. We jointly reached many milestones throughout the years:

- Initially, reorganized the whole R&D organization as Scrum teams.
- Constructed an Agile leadership training program to realign leadership mindset, principles and practices to the Agile values.
- Scaled Agile using SAFe and the implementation of Feature Teams.
- "Shifted Left" by transitioning quality responsibility to the developers.
- Launched the "from Work to Impact" initiative: Shifting team emphasis from getting work done to continuously seeking to impact the customers and on the business.
- Ongoing support in the company's ALM tooling: initially Rally, and currently Jira.
- Promoted organizational effectiveness such as meeting effectiveness, high-performing teams, employee engagement, remote work, Continuous Improvement etc.

### Results

As a result of this work, the AT&T Israel R&D Center is recognized for its advanced software development methods throughout AT&T, and its role in core product delivery and cutting-edge initiatives.

Across all teams and projects, delivery speed has increased considerably, from months to days, without hurting quality - which is a top concern for the organization. Coverage of automated tests has risen sharply, and in many projects, it is close to full.

While those changes have improved R&D effectiveness and efficiency, it also benefited developers greatly, who are proud to have an opportunity to play a central role in the organization, master state-of-the-art technologies, and experiment with working methodologies that continuously challenge our comfort zone. As a result, the Israeli R&D Center is more attractive to developers and can bring in top talent, which helps it become better yet, which is a terrific virtuous cycle to be in.



***We have become a better Software Machine, delivering value faster than ever."***

Nataly Kremer,  
General Manager,  
Vice President  
Software Delivery