

Process Improvement in a Multi-Model World

2009

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Measurement

Description

- **Process Improvement in a Multi-Model World**
- **September 15, 2009**
11:00 am - 12:30 pm Eastern Time
- Model based process improvement typically has centered on a single model or framework as the lynch pin to control software process improvement within an organization. The use of a model or framework is an excellent means of reducing random activity unfortunately one model does not cover the whole organization. Process improvement has matured to a point where the span of control needs to be extended which suggests the use of more than one model (e.g. CMMI and ISO, ITIL, Business Process Re-engineering and CMMI). This webinar with Tom Cagley will discuss how to manage process improvement in a complex, multi-model environment.
- **Learning Objectives:**
 - Why embrace a multi-model environment
 - How managing a multi-model process improvement initiative is different
 - How control change in an environment being changed by many groups with different points of view.



Why Change

NEED



Macro Categories:

1. Performance issues
2. Regulations and mandates
3. Business issues and “burning platforms”

Why is need important?

Because **it** constrains how we approach change, how fast we will change, how much we will spend to change and how much impact we must have to succeed.

Affecting Change

Change Equation
(Gleicher, Beckhard, Harris)

$$D \times V \times F > R$$

D – Dissatisfaction

V – Vision of the Future

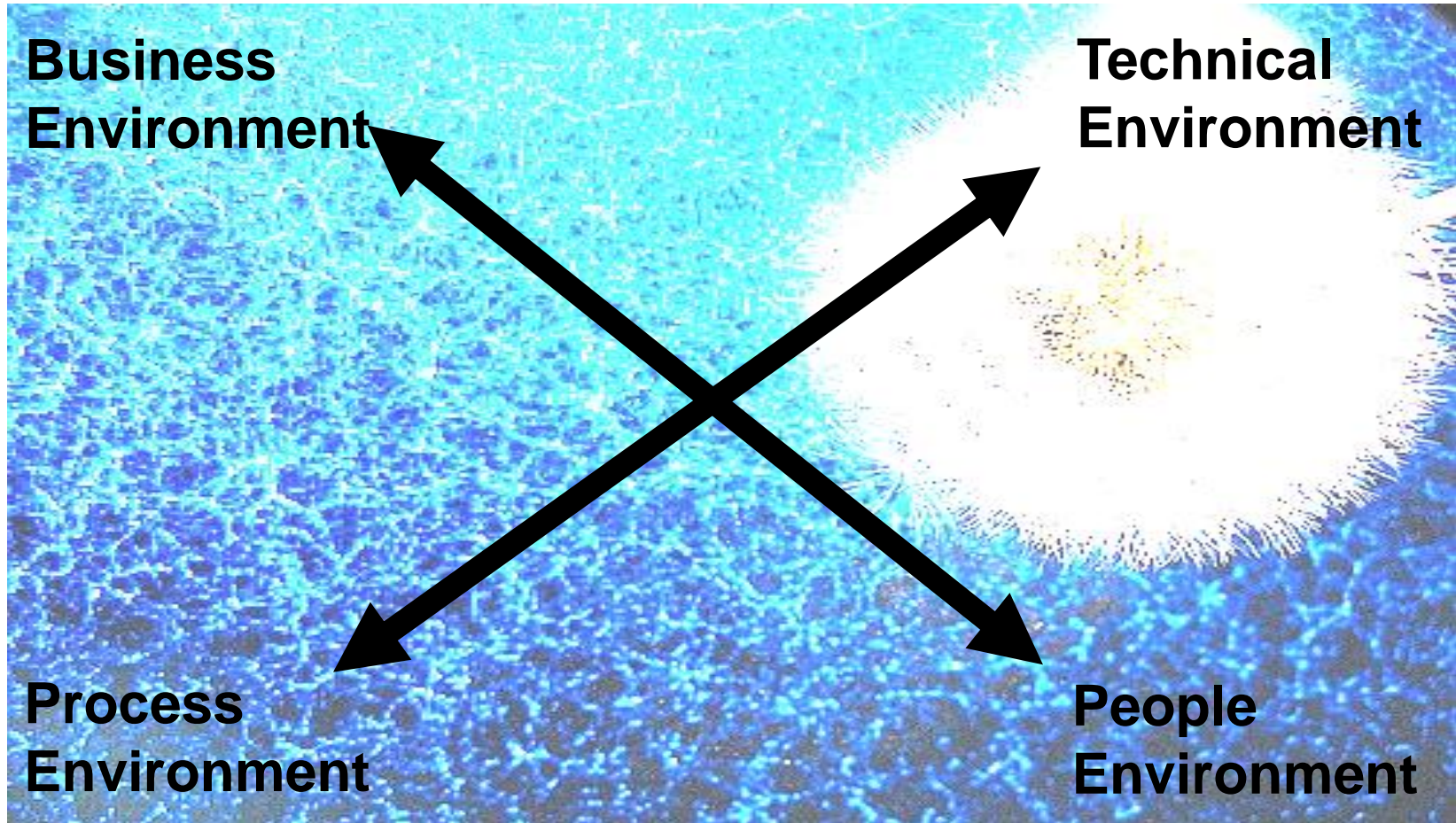
F – First Steps

R – Resistance to Change

- Change can happen when all three components combine in an organization to outweigh the resistance to change.
- Models help us organize to deal with resistance but our world has constituencies and needs.
- Multiple models are required to create lasting organizational change.



Lay Of The Land . . . Complexity



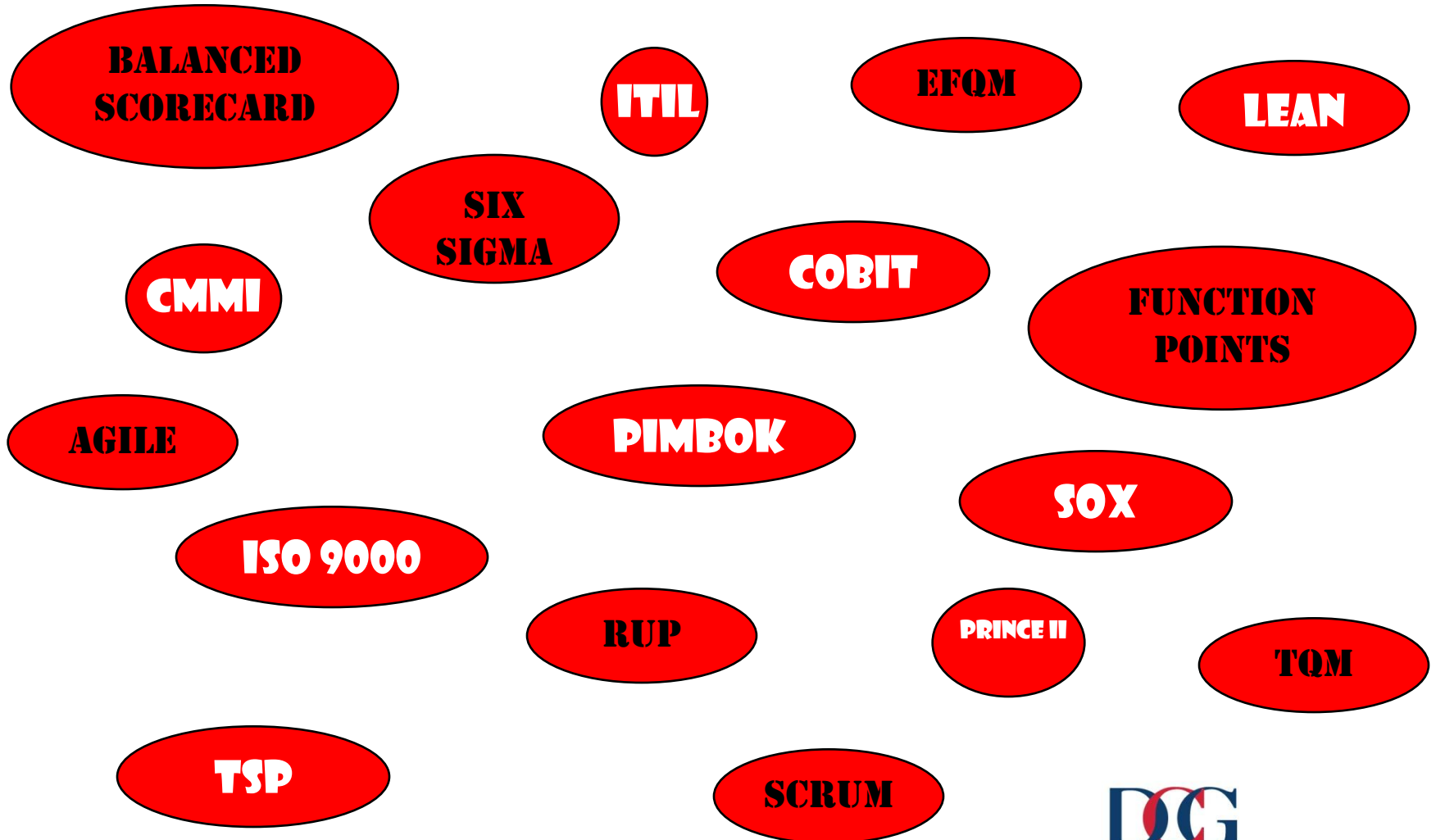
Complexity Impacts Change In IT

- Business risks associated with process improvement are high
- Proliferation of multiple models
- Different structures and terminologies
- Conflict between different improvement programs
- Difficult to recognize commonality
- Cost of maintenance, audits and assessments
- Lack of sustainability and institutionalization
- Improvement potential not achieved

Complexity can make change difficult or present and opportunity

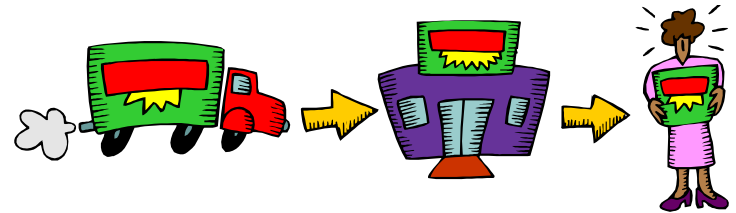


Models, Methods And Tools Everywhere

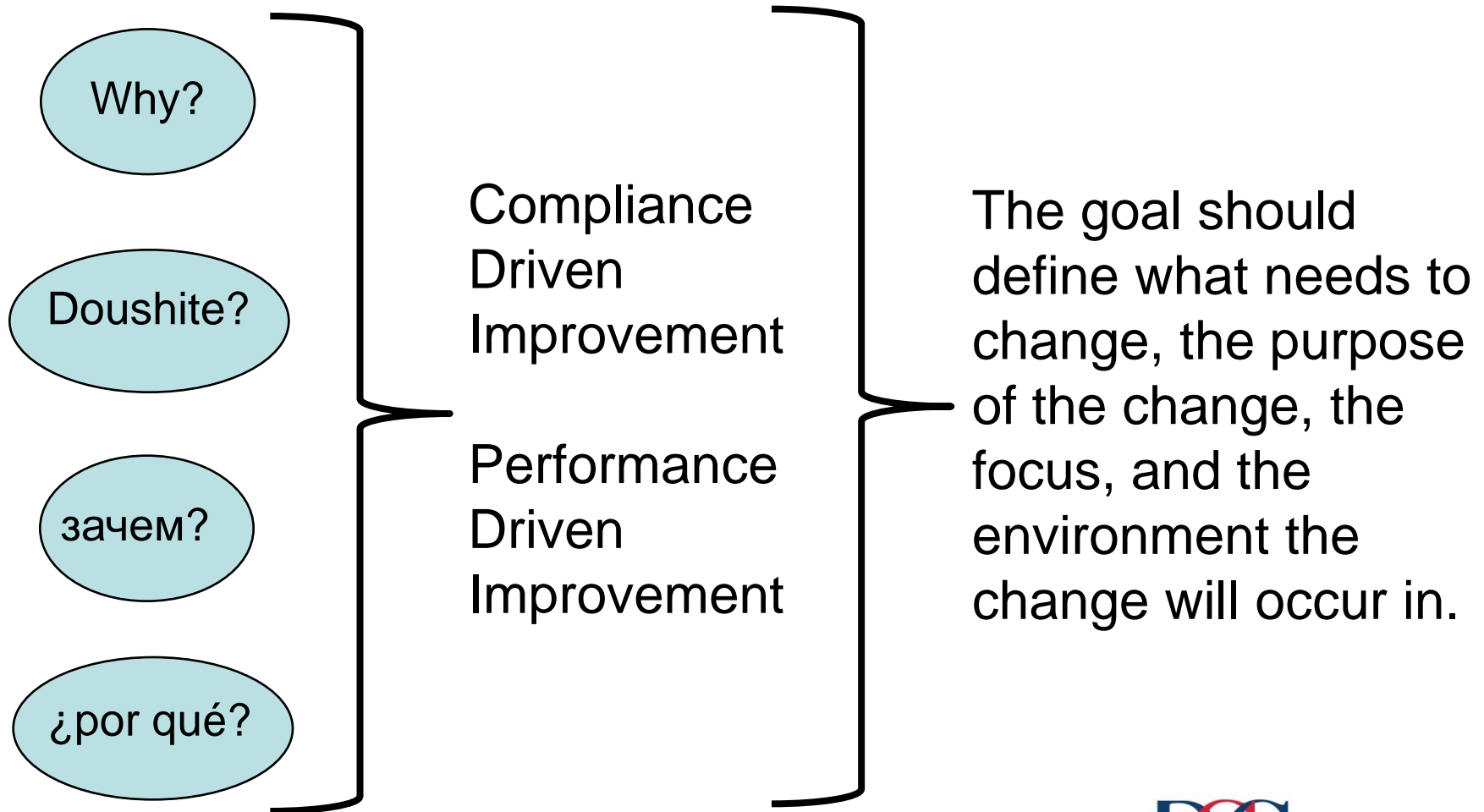


An Approach

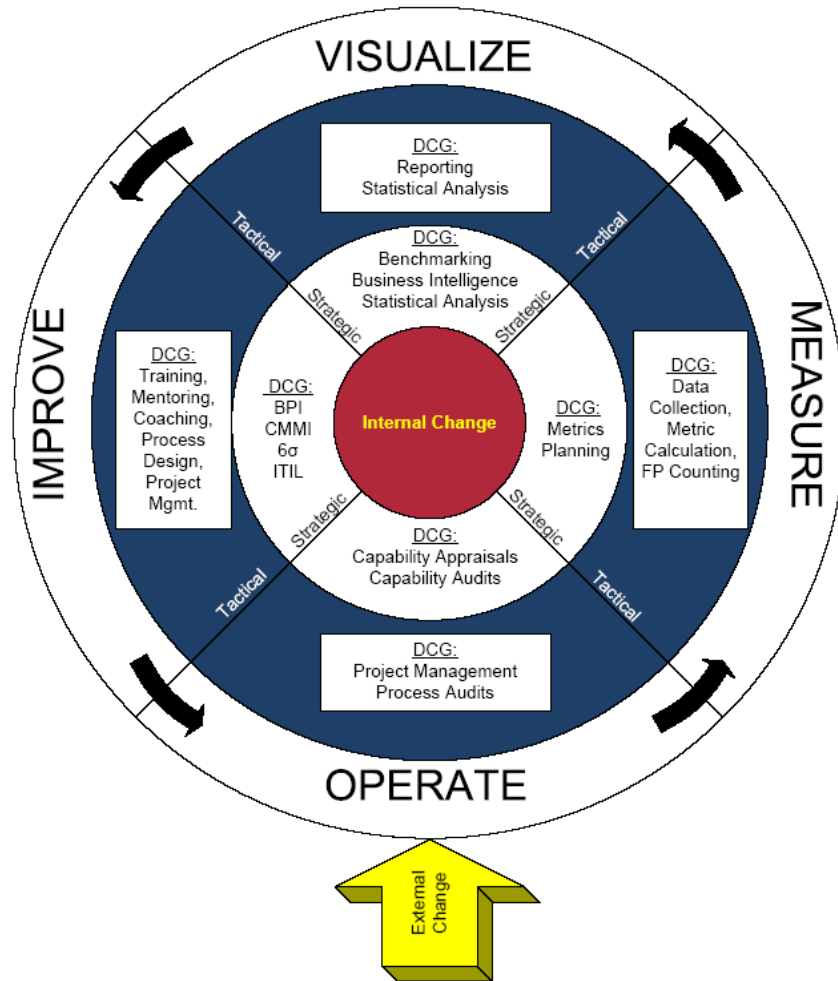
- Define your goal and approach
- Get a map
- Plan your route
- Choose your team
- Take action
- Get feedback
- Refine your route



Define Your Goal: Why Revisited



Define Your Goal: Targeting

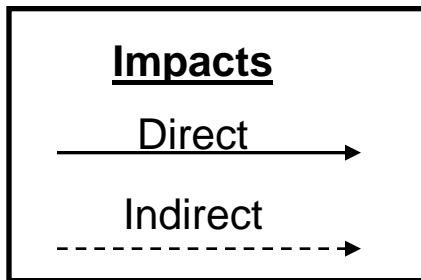
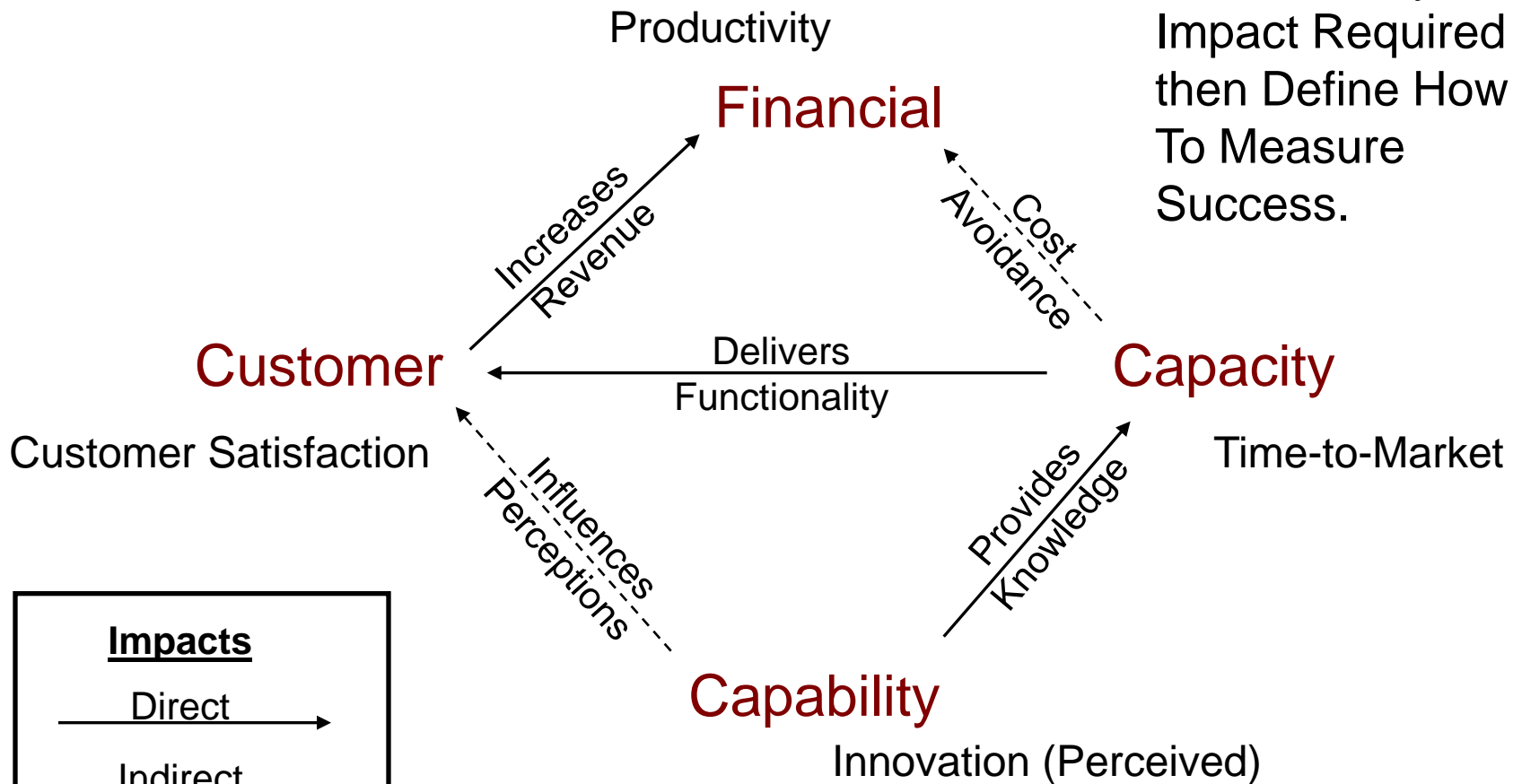


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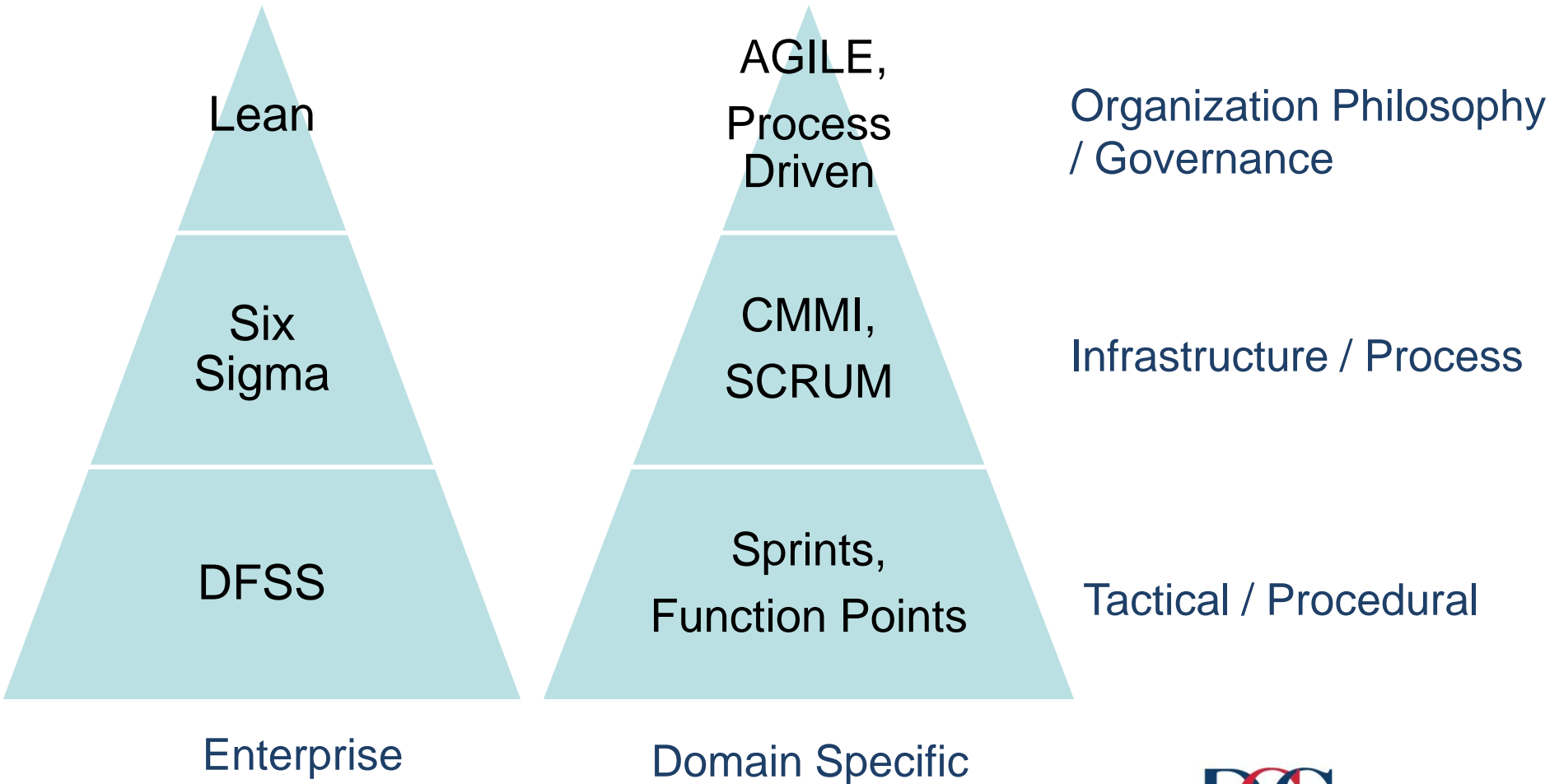
- Targeted change
- Focused value benefits
- Delivers best practices
- Leverages feedback
- Develops consensus

Define Your Goal: Success Based On Impact

Goal: Identify Impact Required then Define How To Measure Success.



Get A Map: Choose A Framework (Or Two)



Get A Map: Linking The Frameworks

- Take a page out of WEB 2.0's playbook with tagging (use crowd sourcing to map to your life cycle or internal process and check with commercial maps).

CMMI Tags

PP GP2.3 Provide Resources

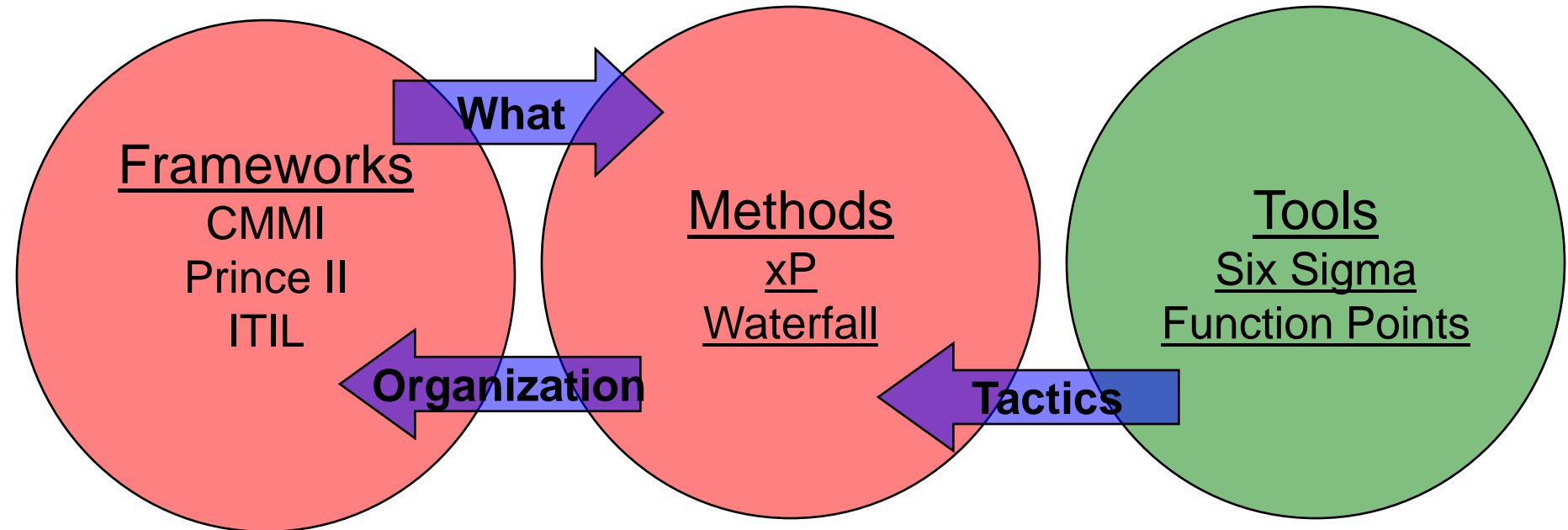


PO7.3 Staffing of Roles

COBiT Tags



Get A Map: Integrate Frameworks, Methods and Tools



Get A Map: Combining Models Yields

- A unified approach
- Less organizational conflict
- Lower maintenance cost via a common approach to sustainability
- Common terminology
- Less risk

You are here



Get Feedback: Measurement

Business Related Measurement
Delivery Cost
Time To Market
Customer Satisfaction

Measure the impact of IT on the business

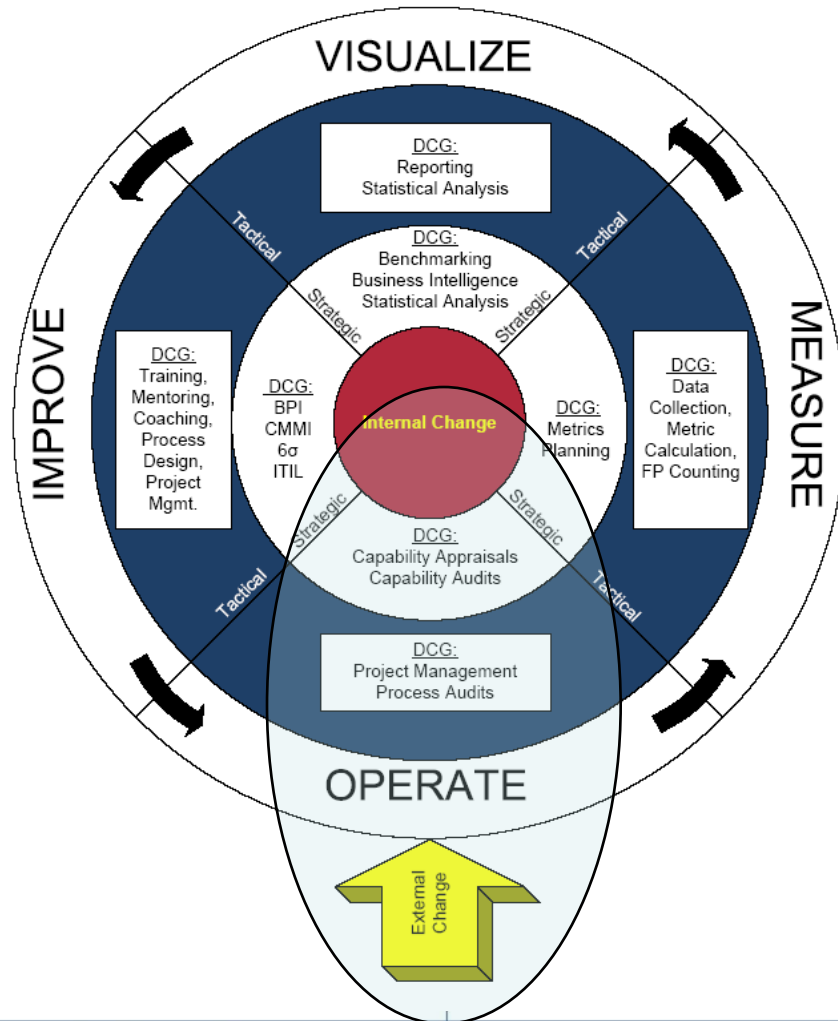
Process Related Measurement
Effectiveness
Integration
Compliance

Identify trends and monitor progress in delivery & support

Project Related Measurement
Project Tracking
Estimating
Change Management

Effectively utilize measurement in a pro-active format

Refine Your Route



Process improvement is a never ending journey . . . Resist the urge to ask, “are we there yet?”

Measure then refine your course.

A Case Study

Large software development firm, hierarchical culture and one very large project and many smaller

Mixed SCRUM/XP (recent addition) and Plan Based project environment

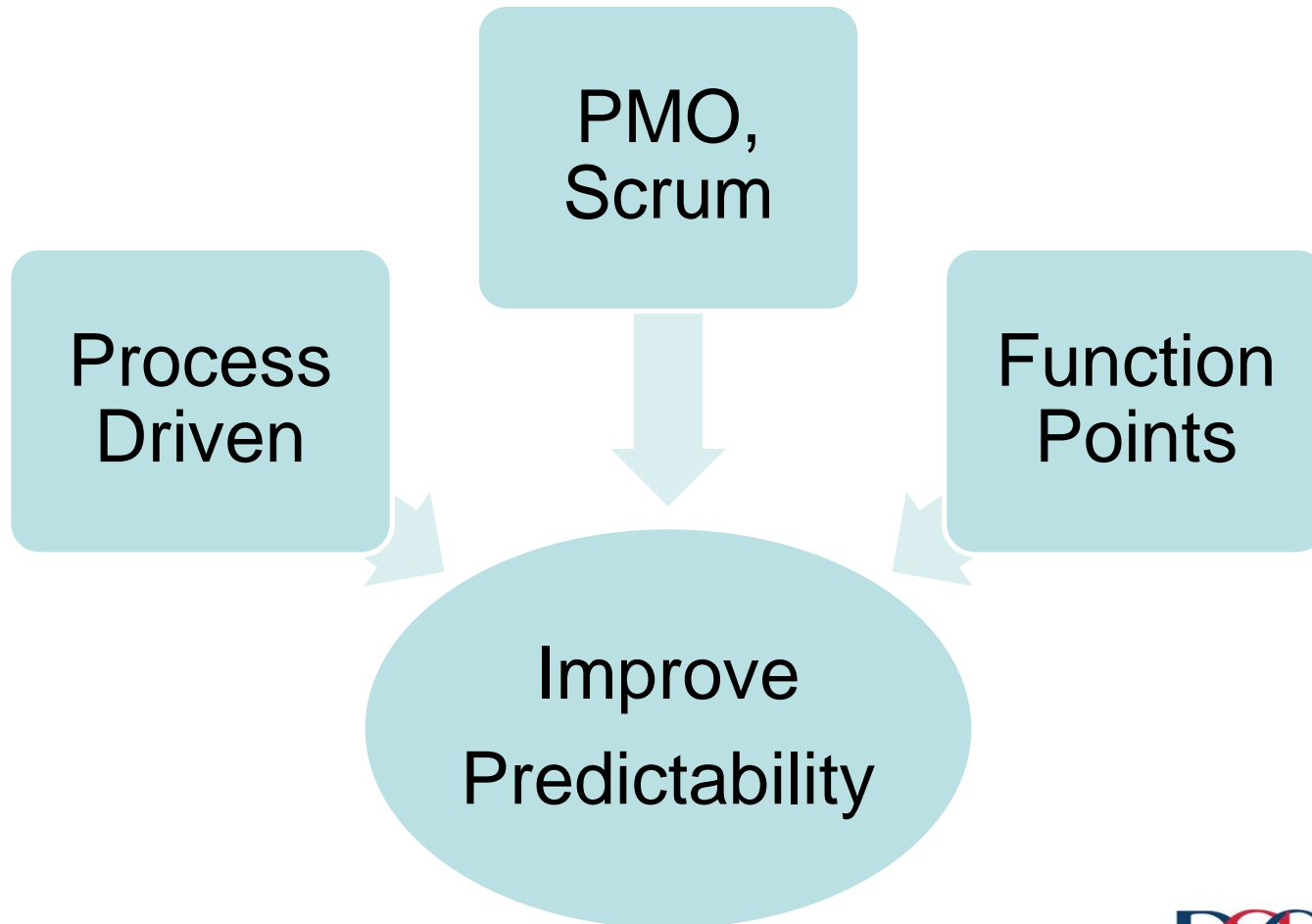
Strenuous budgeting process with tax accruals

Significant discovery was required to define, design and develop the large project

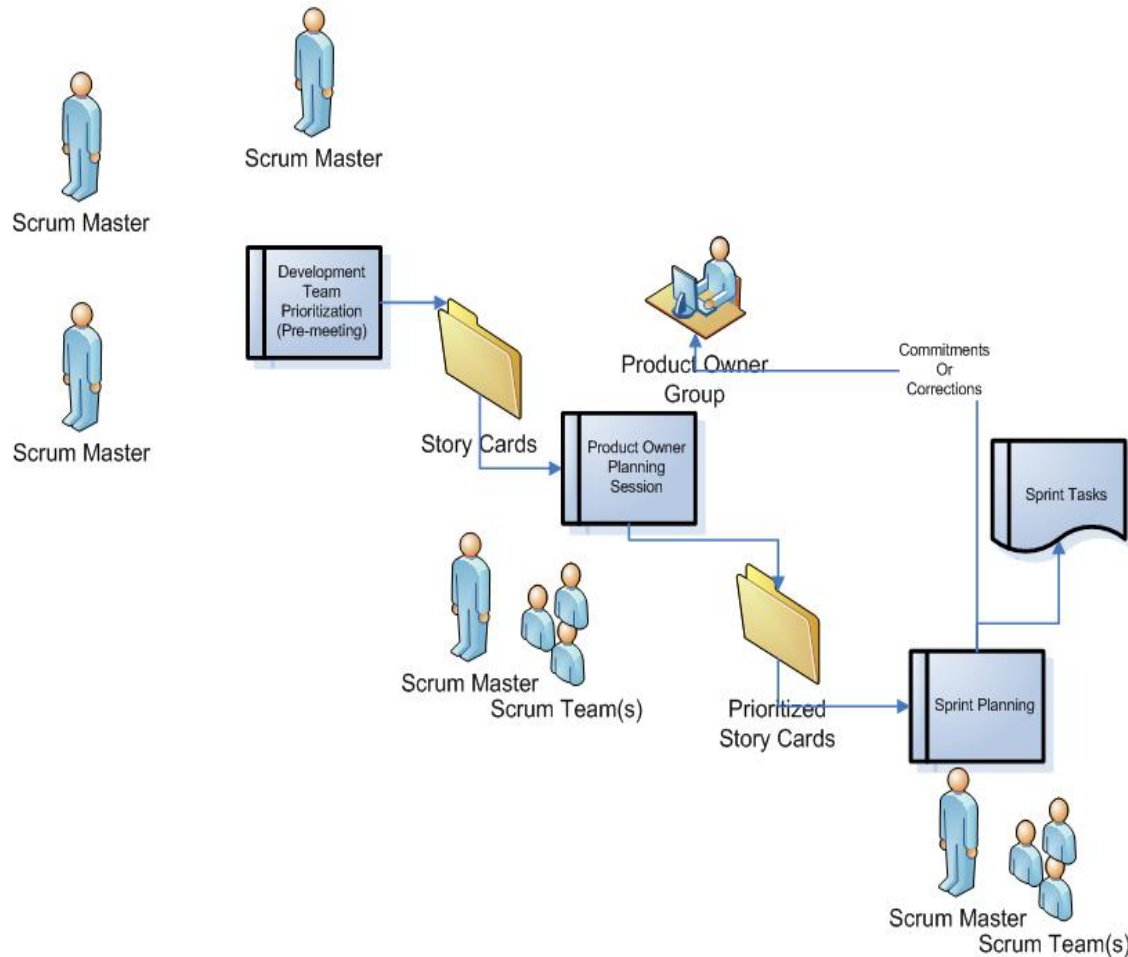
Experienced based estimation based on bottom up task planning – questionable on the large project!



Decisions On Direction!



The Answer



Techniques Used

- QEFP for sizing backlog
- QEFP for sizing items added during sprint planning
- Planning Poker

Impact

- Improved product owner satisfaction
- Increased perception of consistency
- Reduced number of stories escaping sprints



Summary

- The business environment is complex.
- Change requires enough force to overcome resistance.
- Models are a tool to overcome resistance.
- More than one model is typically needed to span all of the areas touched by process improvement.
- A process is needed to synchronize and manage change in a multi-model environment.

Everything should be made as simple as possible, but not one bit simpler
- Albert Einstein

