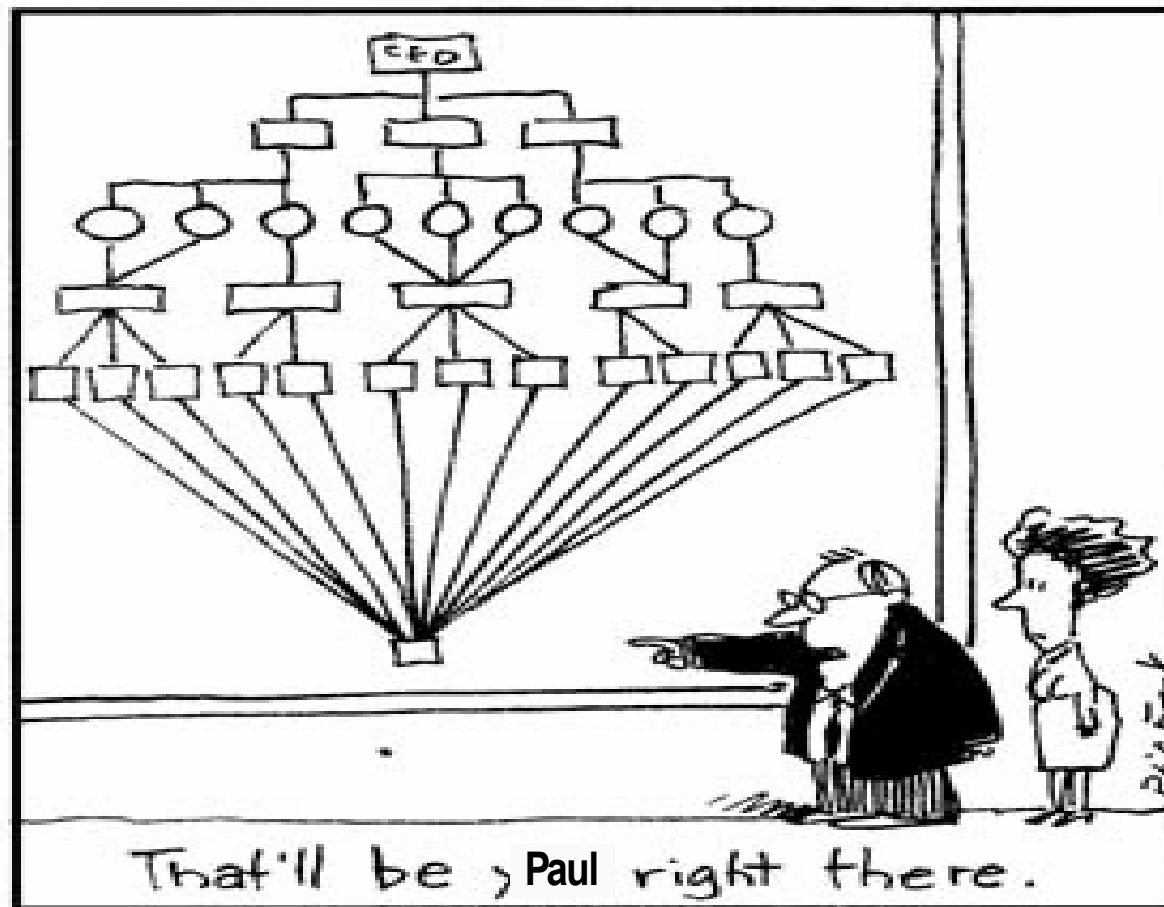


# Implementing Process Improvement





## Implementing Process Improvement

**Does Size Matter  
or Was Yoda  
Right?**

# Yoda



With the Force  
size matters  
not, do or do  
not, there is  
no try!



# The Question

Does the size of the organization  
change any of the fundamentals  
associated with the  
implementation of CMMI?



# Agenda



- ◆ The Fundamentals
- ◆ Application to Large Organizations ( $\geq 500$ ) and Medium Organizations (100-500)
- ◆ Application to Small Organizations (1-100)
- ◆ Conclusions



# Fundamentals



- ◆ Which of these are drivers?
  - Need to Change
  - Costs
  - Competitive requirement
  - CEO/CIO attended seminar where CMMI was mentioned



# Fundamentals



ANSWER:  
ALL ARE



# Fundamental - Change

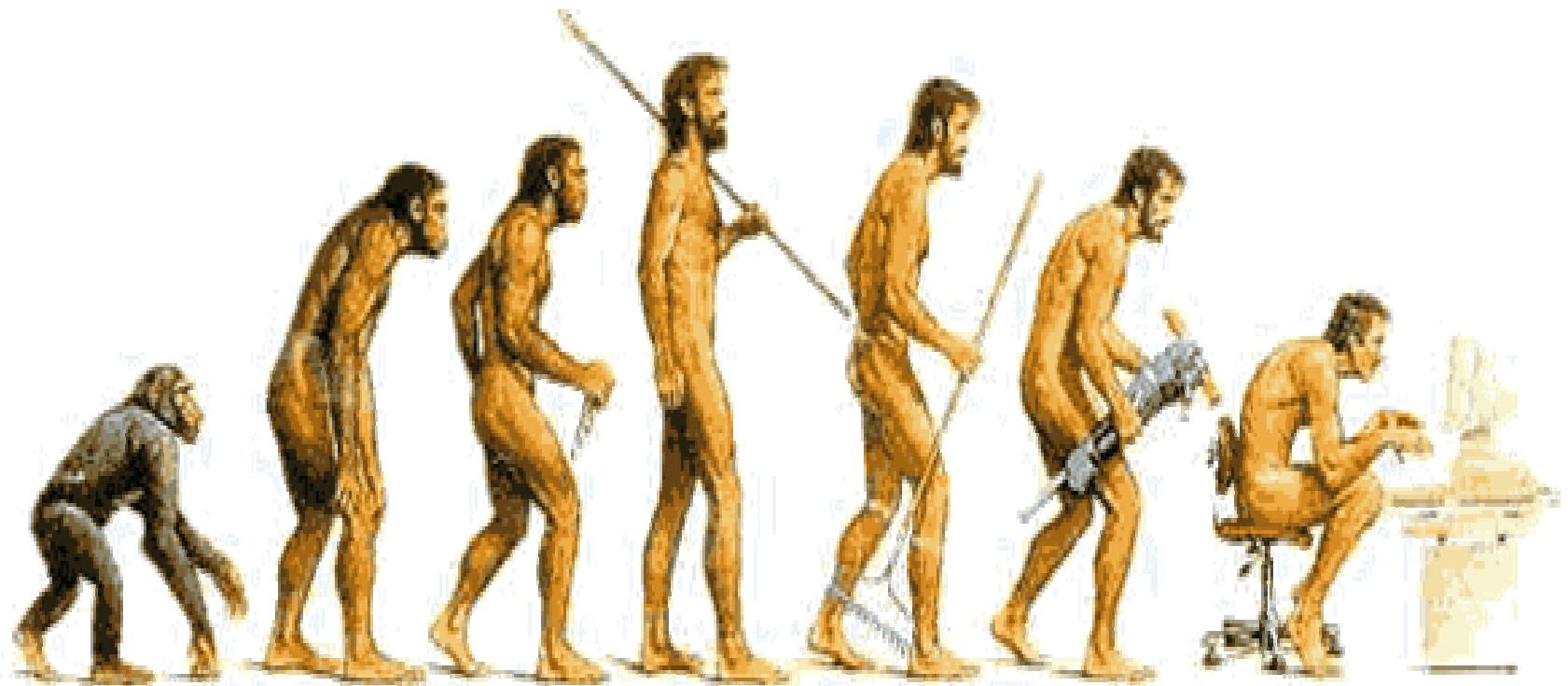


It is not necessary to change.  
Survival is not mandatory.

*W. Edwards Deming (1900-1993)*



# Fundamental - Change



# Fundamental - Change

- ◆ Less than 30% of those companies that were in the Fortune 500 in 1980 remain in the Fortune 500 today.
- ◆ Their success became their failure because they didn't see the need to change...to adapt to a new world order...until it was too late.
- ◆ There is no “status quo.” That is an illusion. You are either getting better faster than the competition, or you are getting worse faster.

# Fundamental - Expense\*

- ◆ 175,000 IT projects are attempted annually at a cost of more than \$250 billion
- ◆ Over 31% of all projects are canceled at a cost of \$81 billion
- ◆ Over 50% of all projects exceed their original estimates by almost 100%
- ◆ Rework is 40% or more of the cost of software development projects

Source: The Standish Group CHAOS Report

\* Projects Only/Does not include Maintenance or Enhancement efforts



# Fundamental - Requirement



- ◆ Federal Contracts
- ◆ State Contracts
- ◆ Local Contracts
- ◆ Banking
- ◆ Pharmaceuticals
- ◆ Automotive



# Fundamental – CEO/CIO



Without management support,  
you are finished before you  
start

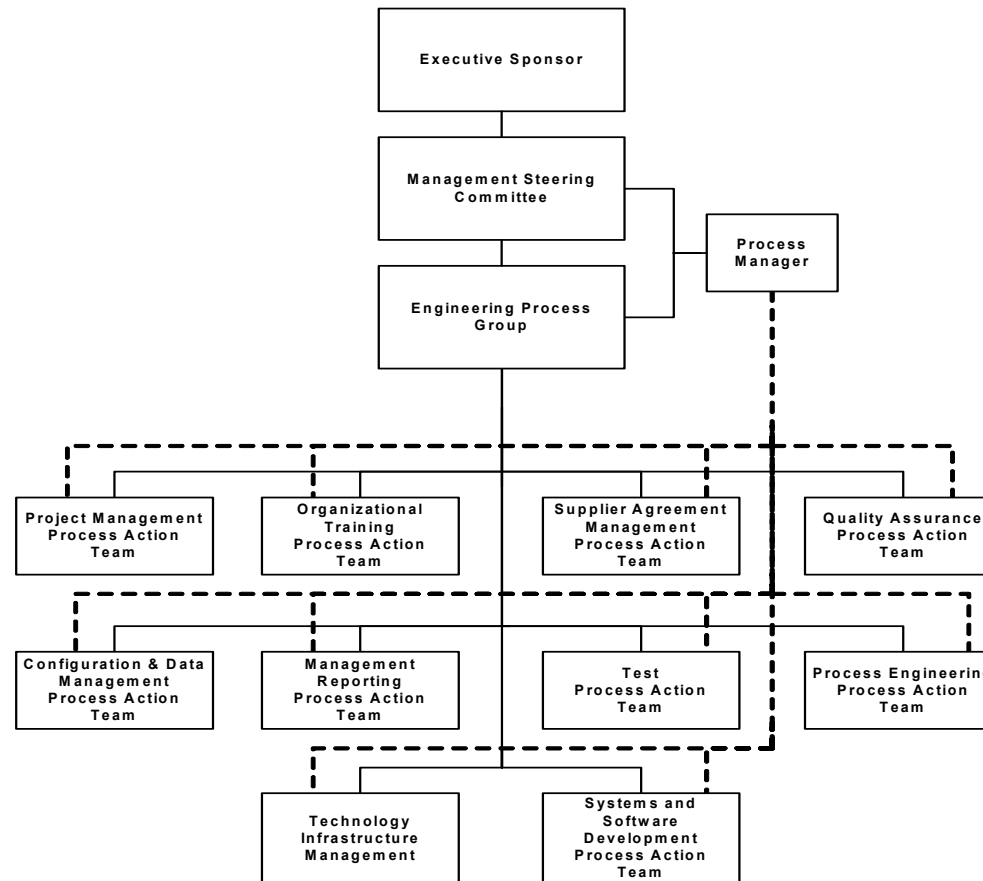
# Fundamentals

- ◆ Infrastructure of successful Process Improvement efforts:
  - Masochistic Target of Opportunity (MTO), AKA “The Process Person”,
  - Sponsor – preferably one with authority and spine
  - Money – training, reference materials, newsletter, trinkets, etc.
    - Hint – quality IS NOT free

# Fundamentals

- ◆ Infrastructure of successful Process Improvement efforts:
  - Plan – how to “Git er don”
  - Acolytes and Test Subjects – MTO’s in training and pilot projects
    - Without Acolytes you are finished after you start
  - Incentives – two approaches
    - Beatings will continue until moral improves
    - Reward system for achievement that covers more than the CIO

# Fundamentals - Infrastructure







# Fundamentals - Infrastructure



- ◆ **Management Steering Committee**
  - Provides executive leadership, support, and guidance
- ◆ **Engineering Process Group— Composed of process area leads and senior managers**
  - Provides operational direction, supervision and leadership, technical guidance, and process stewardship
- ◆ **Process Action Teams – Composed of Process Leads and Process Team Members**
  - Accomplish process development, mentoring, and deployment



## Large/Medium Organizations ( $\geq 500$ ) & (100-500)



- ◆ In general, anyone NOT seen these fundamentals apply?
  - Single division/business units
  - Corporate across multiple divisions/business units
  - Projects within divisions/business units
  - Departments within divisions/business units



# Small Organizations (1-100)



- ◆ Do these fundamentals apply?
  - Change –
    - 90% of small business fail – one trick pony?
    - For a small team in a large/medium organization – single focus or general (robotics/development) – technology drive
  - Costs
    - Small business – cash is king (see failure stat)
    - Small team – can you say “overseas or outsourced”

# Small Organizations (1-100)

- ◆ Do these fundamentals apply?
  - Competitive requirement –
    - Small business - SBA programs and set-asides
    - Small team – Other teams want you, consolidation
  - CEO/CIO Support
    - Small business – much closer to the problems, but less latitude to solve them
    - Small team – don't have CEO/CIO but managers are expected to think like them



# Small Organizations (1-100)



- ◆ Do these fundamentals apply?
  - MTO
    - Small business, Small team – who's responsible
  - Sponsor
    - Small business, Small team – both need buy-in
  - Money – nuff said

# Small Organizations (1-100)

- ◆ Do these fundamentals apply?
  - Plan
    - Small business, Small team – try without one
  - Acolytes and Test Subjects
    - Small business, Small team – need buy-in from doers
  - Incentives
    - Small business, Small team – only time that “keep your job” may actually be single reason



# Conclusion



- ◆ Understanding that Scope of Work and Level of Effort to accomplish the work are not the same as Fundamental principles that apply to the work - Size does not matter!
  - Build an overpass, build the Golden Gate Bridge



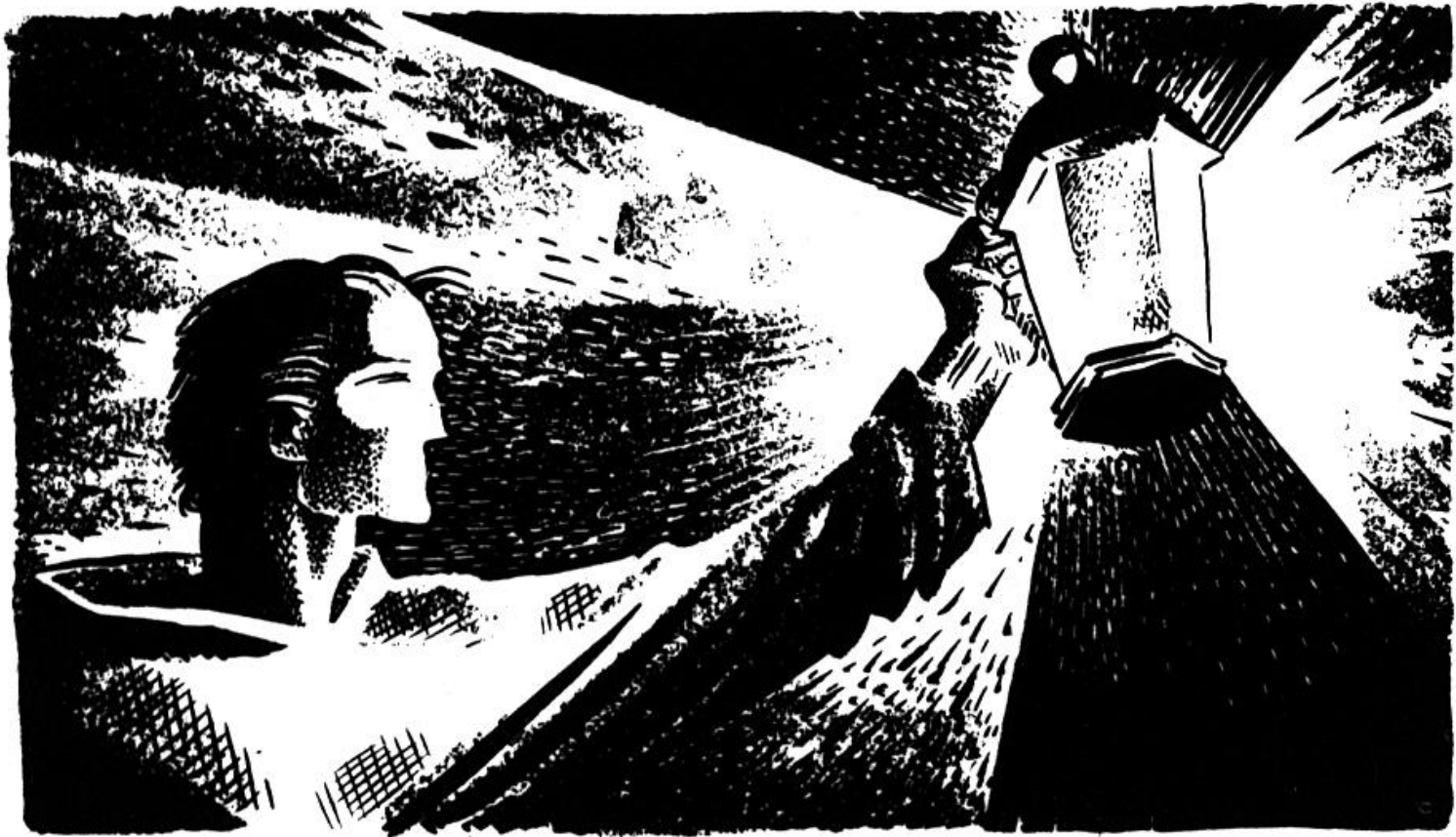
# Counter Opinions?



- ◆ Speak now or I will assume you are:
  - In agreement
  - Assimilated
  - Numbed by information overload
  - Don't care – its Reception time



Process Improvement should be the  
light at the end of the tunnel, not a  
train coming at you





# Contact Information



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