

***It's a #*\$!>% Mess:
How to Leverage
Today's Process into
Tomorrow's
Initiatives***

**Raytheon Missile Systems
Terri Bryant and Lety Santillan**

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Author Contact Information

Terri Bryant

Enterprise Process Group

Raytheon Missile Systems

Tucson, AZ

trbryant@raytheon.com

520.794.5929

Leticia C. Santillan

Enterprise Process Group

Raytheon Missile Systems

Tucson, AZ

Leticia_C_Santillan@raytheon.com

520.794.2338

Does this look Familiar???



Process for the Sake of Process Helps No One!

Users Perspective on Process

- Too many conflicting processes
- No consistency among directives and processes
- My functional organization tells me one thing, but my program another
- Waste of time and money
- Process gets in the way of “real work”
- What does this process stuff really do anyway?
- I am behind schedule and don't have time for process stuff



With So Much Process, When Can I Get My Work Done?

Program Manager's Perspective on Process

- Too Expensive
- Too much process, not enough budget!
- I don't need to use process, I make this company money without it!
- What does this process stuff really do anyway?
- I am meeting schedule and budget, process just gets in the way!
- Why does the organization tell me to use process without paying for it?
- My Customer is not going to pay for process work!



I Am Meeting Schedule and Budget, Process Just Gets in the Way!

EPG's Perspective on Process

- Conflicting initiatives
- All things for all people
- Continuous new direction
- Flavor-of-the-day response
- Passive sponsorship



Continual “Redirection” Leads to Confusion and Ineffectiveness

Our Moment of Courage: What Did Not Work

- Our Customer created a new set of requirements for certain types of programs.
- Our Company decided to create Corporate-Level Initiatives to answer our Customer's needs.
- Our Organization created a whole new set of directives to answer the need, without leveraging all the efforts that had already been created as part of AS9001, CMMI...etc.



A Process Created in Isolation is a Waste of Time

What Did Not Work

- Silo Processes
- No Big Picture
- New initiative = new process
- Poor Communication
- No Accountability
- Unorganized Deployment
- No common agenda, too many hidden agendas
- Assumed compliance



Creating New Process for Every New Initiative Costs Too Much

Our Success Stories

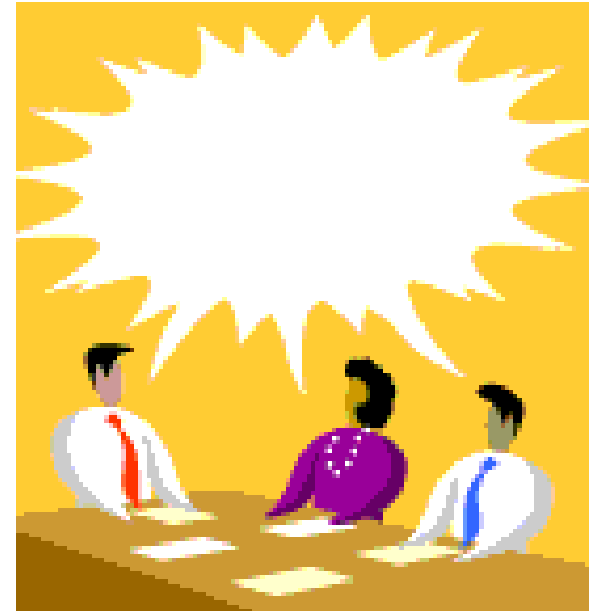
- The new directive system looks beyond initial charter
- Synergy by using an Enterprise-wide Change Review Board (CRB)
- The organizational horsepower to make decisions!
- All new initiatives now have a place where all interested parties can come together and knowledge share/ collaborate.



When We Leverage Off What Already Exists, We Do It Better

What Did Work

- No new initiative without CRB reviewing it
- Enterprise wide vision and voice
- Leveraging of existing process and infrastructure
- Strong communication plan
- Accountability at all levels to ensure successful deployment



Knowledge Sharing Across the Enterprise

Questions??

Thank you for your participation

Presentation Outline

- I. Introduction
- II. Scene/Act
 - a) User Perspective
 - b) Program Perspective
- III. What did not work
 - a) Courage/RDS system
- IV. What did work/success
 - a) Visibility into deployment
 - b) Programs using PD, Tailoring, Gates
 - c) RDS work in Progress
- V. Lessons Learned
- VI. Questions