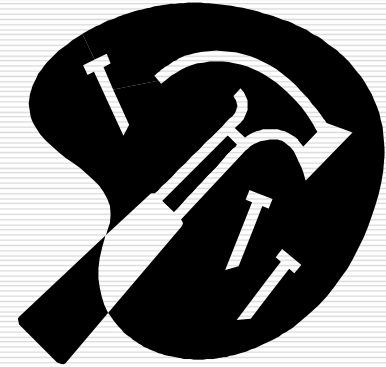
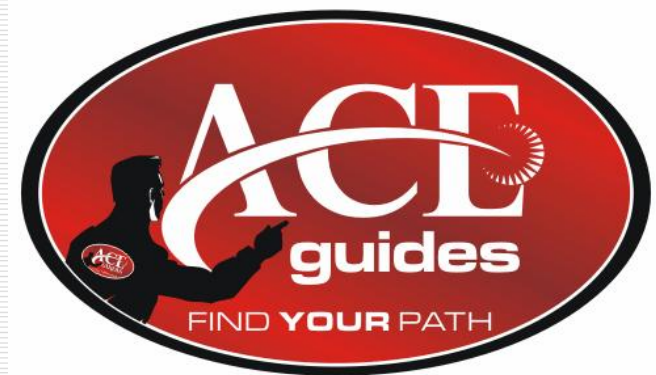


“When the Only Tool You Have
is a Hammer,
Every Problem Begins to Look
Like a Nail”

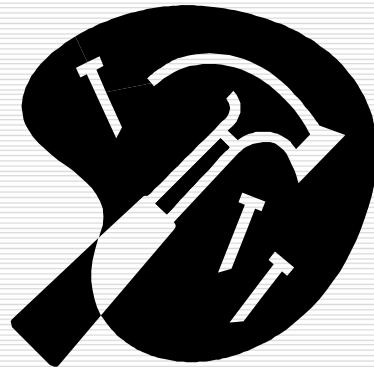


Sam Fogle
ACE Guides, LLC



-
- Tools? You mean like a hammer?
 - If it ain't broke, don't fix it. But if it IS, you'll probably need a tool.
 - I watched that danged exercise video 15 times and I ain't lost a pound.

Tools? You mean like a hammer?



DEFINITIONS*

- **Work:** something on which exertion or labor is expended; a task or undertaking
- **Tool:** anything used as a means of accomplishing a task or purpose

Tools help us accomplish our work

What tools does your organization use?

*Definitions from Dictionary.com

What tools do you need?

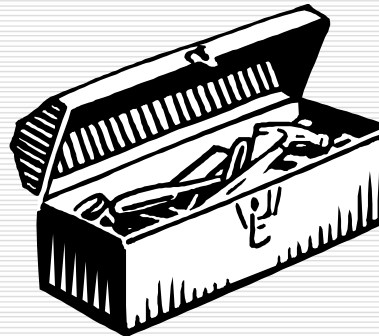
Does your organization have a good set of tools to do its work?

- Well, we get the work done so I guess so
- We don't know of any other tools that would help, so I guess so
- We do a reasonable job of keeping up with what is available, and investigating new tools, so I guess so

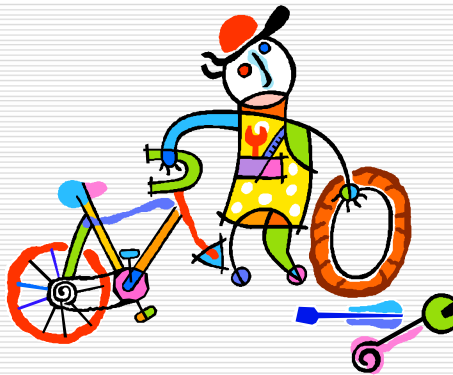
What does it get for us?

What does moving up a CMMI level get you?

- A nice certificate to hang on the wall
- Bragging rights
- Ability to bid on some new work
- NEW TOOLS



It ain't broke, don't fix it.
But if it IS,
you'll probably need a tool.



We are in a Level **1** organization and we hear these type of complaints:

- “Our project managers never seem to be able to live within the budgets we give them.”

Project Planning - estimating

We are in a Level 1 organization and we hear these type of complaints:

- “Projects seems to be on track until the last minute (90% complete!) and then there is a train wreck.”

Project Planning – documenting plans

Measurement and Analysis – analyzing measures

Project Monitoring and Control – monitoring progress

Our organization has moved up to Level 2, but now we hear these type of complaints:

- “Every project has its own custom processes, but new projects don’t know which ones to adopt, or whether to create their own.”

Organizational Process Definition – developing standard processes, tailoring guidelines

Integrated Project Management – defining project’s process

Our organization has moved up to Level 2, but now we hear these type of complaints:

- “It seems that for every project that gets into trouble, we can look back to one or two critical choices that were made too hastily.”

Decision Analysis and Resolution

Our organization has moved up to Level 2, but now we hear these type of complaints:

- “It seems that a lot of the issues we discover in testing are simple mistakes that the author couldn’t see because they were too close to the work.”

Verification – Peer Reviews

We are now proudly Level 3, but people are still complaining:

- “We keep ‘improving’ our processes, but how do we know if they are good enough.”

Organizational Process Performance – establishing a quantitative understanding of process performance

We are now proudly Level 3, but people are still complaining:

- “Our PMs do a great job of planning and tracking their projects and integrating their plans, but even if things are on plan today, they still worry whether they will be able to meet their project’s end goals.”

Quantitative Project Management

Level 4 is great, but do you think that shut them up?:

- “We understand our processes and what we can expect from them, but it seems that we keep having to fix the same type of problem time-after-time.”

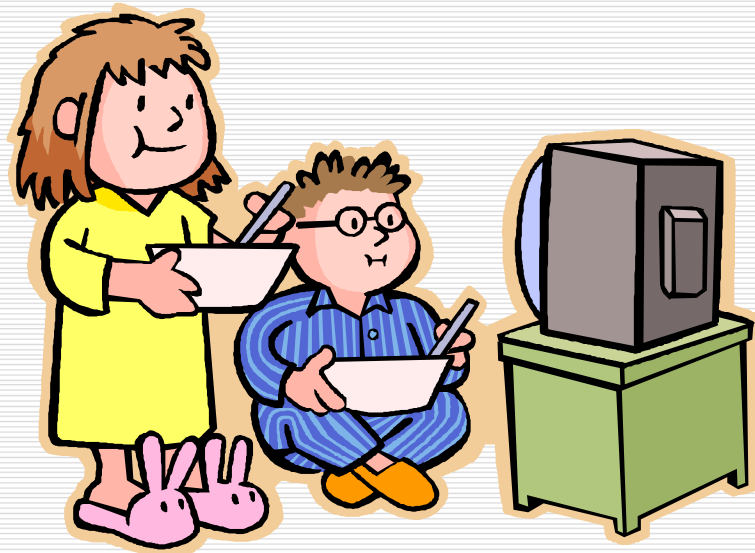
Causal Analysis and Resolution – stopping defects before they occur

Level 4 is great, but do you think that shut them up?:

- “Our processes are very stable. In fact they are so stable they haven’t changed in years. I can’t believe that there aren’t ways out there to do some of the things we do.”

Organizational Innovation and Deployment –
incremental and innovative improvements

I watched that danged
exercise video 15 times
and I ain't lost a pound.



Performance Levels – Cost & Benefits

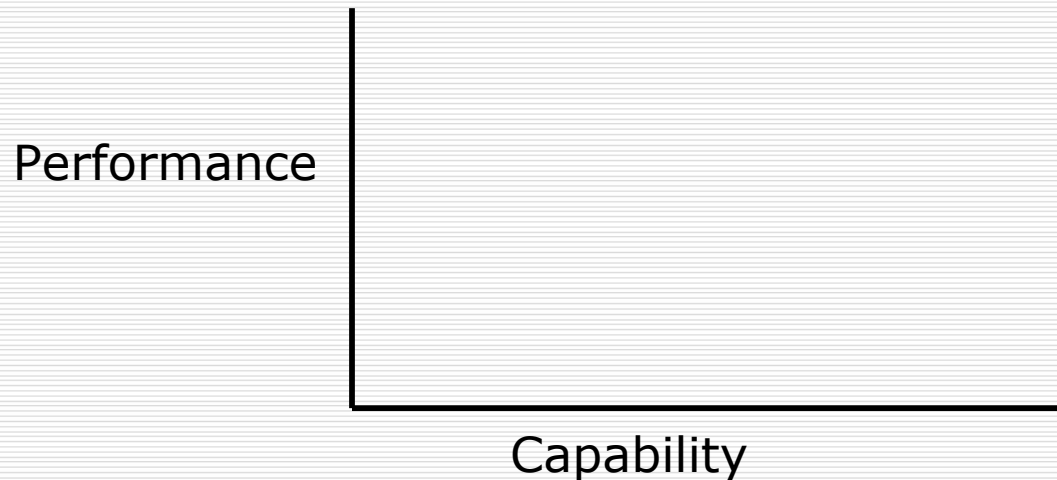
	Cost	Benefits
Get the Rating	X	<ul style="list-style-type: none"> • Certificate • Bragging • Able to bid • Capability (tools)
Improve the Organization	X+Δ	<ul style="list-style-type: none"> • Above plus • Improved performance

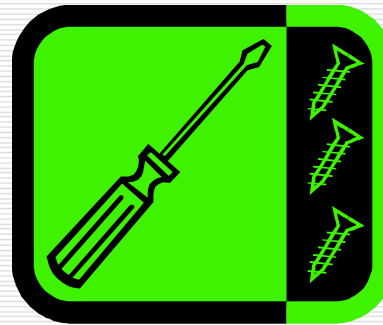
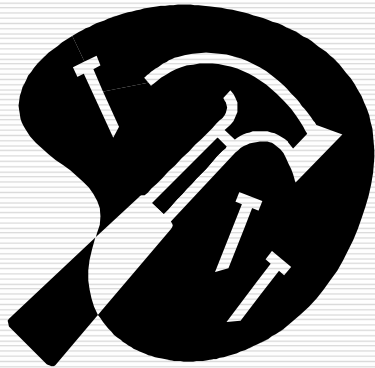
Performance Theme

“Investigation, Measures and Lessons Learned about the Relationship between CMMI Process Capability and Project and Program Performance.”

Process Capability = you have demonstrated that you have and can use the tools that characterize a level

Project and Program Performance = You have adopted and effectively use those tools





Questions ?

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