

# **Integrated System Framework (ISF<sup>®</sup>) for Excellence**

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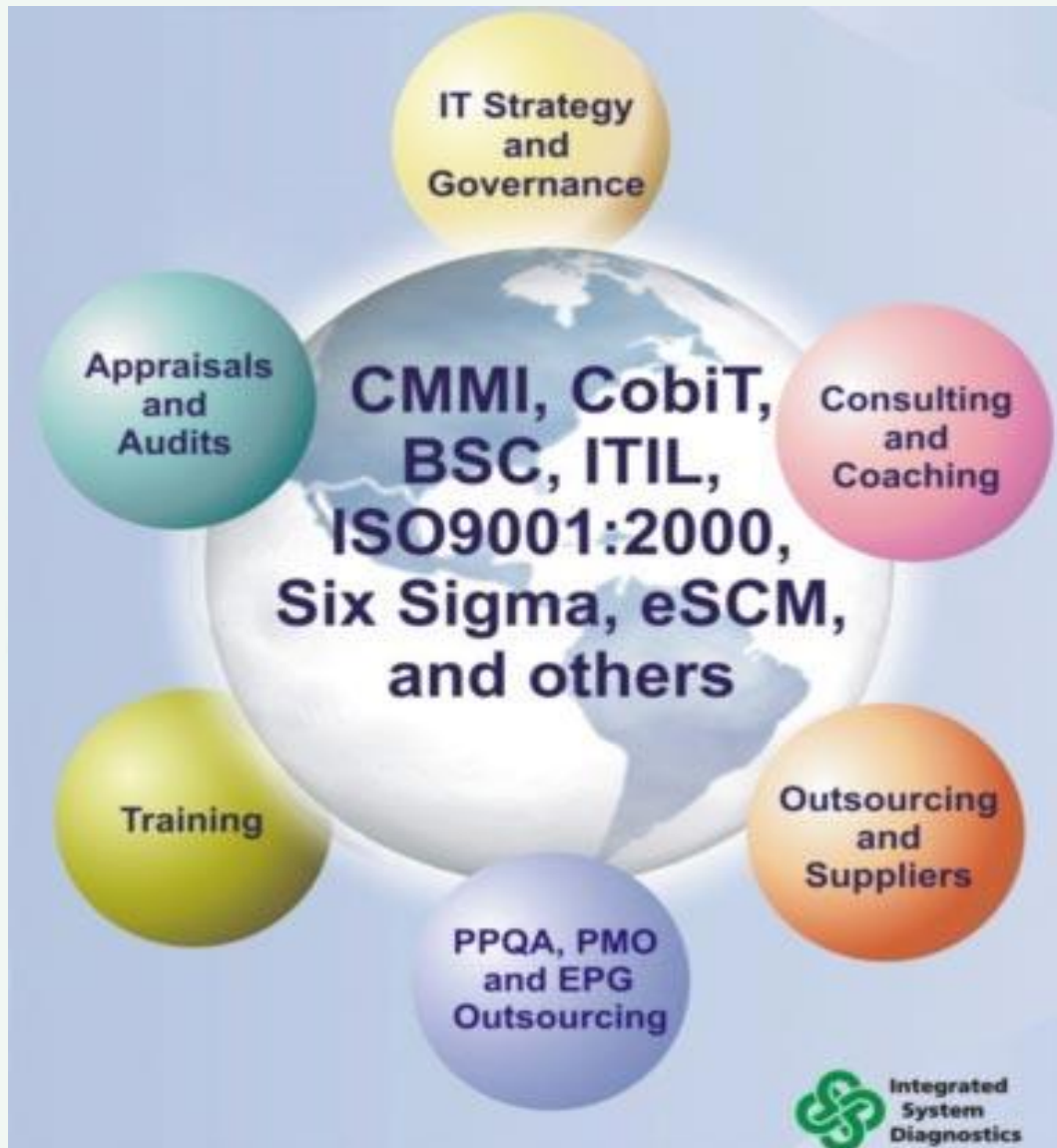
*Presentation to the 7<sup>th</sup> Annual CMMI<sup>®</sup> Technology Conference*

# ISD - Where We Operate



- ISD Offices world wide
- Cape Cod, MA
- Melbourne, FL
- Lisbon, Portugal
- Sao Paulo, Brasil
- Hong Kong, China

# ISD - What We Do



# Agenda

- “ **What is the current problem state?**
- “ What is the correlation between business needs and improvement frameworks?
- “ What is the Integrated System Framework (ISF) and how will it help?
- “ Next steps? Questions?

## Opening Thoughts – “Frameworks Enterprise” – The quest for a “single model” is lost

- “ Process standardization and improvement efforts are expanding across the entire enterprise.
  - . Process models and frameworks are proliferating to focus on different domains/disciplines within an enterprise.
  - . The impact and implementation is global.
  - . Compliance requirements levied by customers using these frameworks is driving costs in the opposite direction of management desires.
  
- “ Domain and business area specific reference models and frameworks
  - . Directly address process needs of specific sub-communities on both the client and provider sides.
    - “ Can cause sub-optimal investments in process
    - “ Can cause counter productive implementations
    - “ Produce large expense side inefficiencies
  - . *Can* be successfully integrated into an enterprise improvement effort.

## ISD - Who We Are

Integrated System Diagnostics (ISD) is a multinational company dedicated to process improvement, quality and performance management.

ISD is one of the largest *Software Engineering Institute (SEI) Partners* and has been working together with the institute in researching, developing and delivering services (consulting, training and audits) related to several best practice models (SW-CMM, CMMI, People CMM) and appraisal methods (CBA-IPI, SCE, SCAMPI).

ISD is also an *IT Services Qualification Center (ITSqc) Partner* for delivering services (consulting, training and audits) related to eSCM-SP and eSCM-CL (IT-Enabled Sourcing Capability Models).

*SEI and ITSqc are entities of Carnegie Mellon University*

*SEI – Software Engineering Institute*

*ITSqc – IT Services Qualification Center*

# Sponsor's Appraisal Nightmare

## Scenario – Organization X

- ISO9001 certified
- ISO20000 certified
- CMMI Level 3
- CobiT oriented

This organization will go through:

- 5 to 7 appraisals / audits a year
- 10 to 14 appraisals / audits in 2 years
- 25 to 35 appraisals / audits in 5 years

“ **Imagine a company with 5 organizations like this one!**”

# Organizational, Strategic, and Operational Challenges Magnify the Problem

- “ How is the organization defined
  - . How to identify/communicate with stakeholders
  
- “ Multi-national and Multi-geographic
  - . Norms, culture, and values
  - . Languages, time zones, locations
  
- “ Operational/Time Constraints
  - . Business pressure
  - . Management pressure
  - . Stockholder pressure
  
- “ Many affected groups
  - . Large scope and risk adds complexity, which leads to longer deployment.
  - . Outsourcing impacts more groups, adding more points of potential failure.+
  - . Different targeted groups
    - “ adds to cultural and legacy complexity.
    - “ exhibit varying levels of process maturity.



Some slide content adapted from Paul Byrnes' INCOSE 2000 presentation 8



# Improvement Program Risks Magnify the Problem

Risk	Factors
Insufficient senior management commitment	<p><b>Caused by turnover or mergers</b>  <b>Based on disillusionment with results</b>  <b>Resulting from shifting investment priorities</b>  <b>Due to inadequate resource allocation</b></p>
Middle management resistance	<p><b>Overriding pressure for project performance; Incentives on delivery, not quality</b>  <b>Doubt about seriousness of senior leadership</b></p>
Inappropriate improvement goals	<p><b>Level 5 in 1 year</b>  <b>75 business units to be assessed by year end</b></p>
Unrealistic expectations	<p><b>The great productivity gap related to managing change</b>  <b>The technology adoption curve and change management awareness</b>  <b>Lack of motivation for or continuous focus on process improvement</b></p>
Crash implementations	<p><b>No plans or long-term perspective, and lack of following through on improvement efforts</b>  <b>Termination of activities before they are institutionalized</b></p>

Slide from Paul Byrnesq2<sup>nd</sup> ISD Customer Conference presentation

## Common Goals – Current Issues

Common Goal	Sub-Goal	Current State, Issues
Ensure results	<p>Contribute directly to business improvement</p> <p>Comparable across companies/organizations</p>	<p>Benchmark events less so than interim events</p> <p>More so when externally driven needs and teams (benchmarks)</p>
Optimize value to sponsors	<p>Support business objectives</p> <p>Optimize cost and minimize disruption</p>	<p>Multiple requirements must be satisfied</p> <p>Can be more costly without changes in approach</p>
Ensure appraisal reliability	<p>Create repeatable processes . standardize</p> <p>Make results predictable and differences explainable</p> <p>Results independent of team composition</p>	<p>Too many improvement frameworks??</p> <p>Benchmarks (if any) not standard</p> <p>Objectivity an issue for both outsourcer and service provider</p>

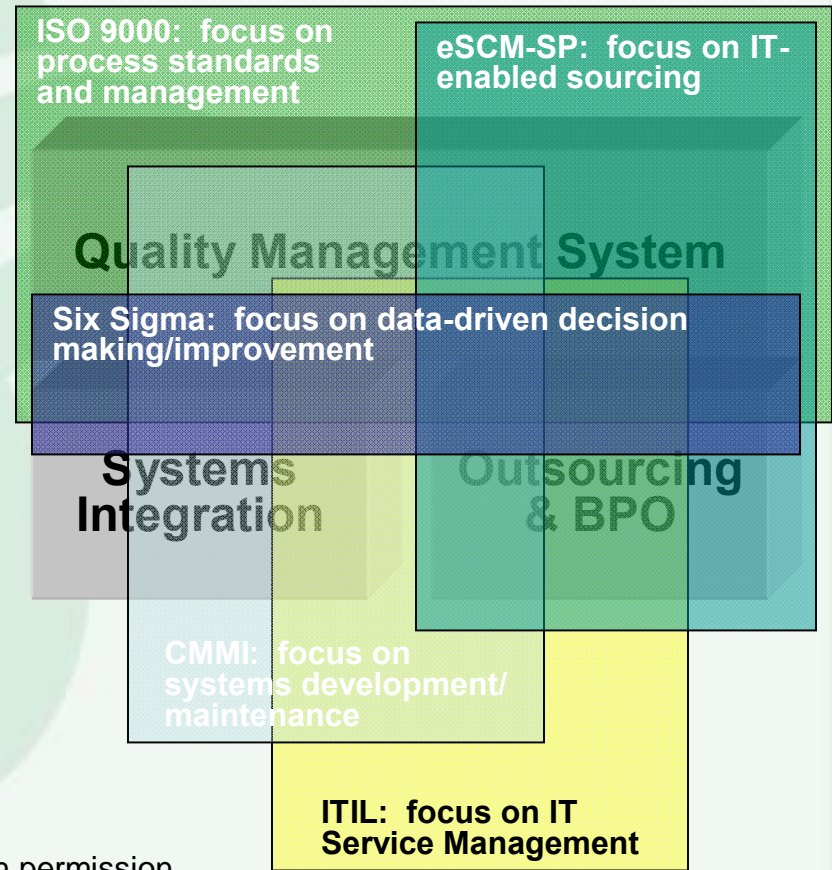
Slide adapted and updated from presentations by Mr. Byrnes while managing the appraisal project at the SEI.

## Purpose and Objectives

- ❧ Address a global, systemic enterprise problem of implementing, managing, maintaining, and complying with multiple process models, frameworks, and methods.
- ❧ The Integrated System Framework<sup>®</sup> provides one part of a technical solution to client requirements for
  - ❧ Optimizing cost to effectively demonstrate ongoing process adherence to multiple standard models.
  - ❧ Leveraging process investments across the enterprise to increase effectiveness of process improvement efforts.
  - ❧ Increasing synergy across business areas to improve process implementation efficiency
- ❧ Contribute to the professional model based process improvement community and positively influence its future.

# Overlap of Key Models

- “ Most standards/models have content overlap
  - Often based on Total Quality Management (TQM) and Deming’s plan-do-check-act principles
  - Some core topics show up in most models
- “ Each industry standard/model has a sweet spot or particular area of focus. For example:
  - CMMI is particularly focused on systems development and maintenance
  - eSCM-SP is focused on IT-enabled sourcing
  - COPC is focused on customer care
  - ITIL is focused on IT Service Management



Source: Accenture. Used with permission

# Business Model Integration: EDS view



Source: EDS. Used with permission

## Comparative Model Coverage (Example)

	eSCM-SP	CobiT	ISO 9001	BS 15000	CMMI	COPC
Knowledge Management	●	◐	◑	◑	◐	◐
People Management	●	◑	◑	◐	◐	◑
Performance Management	●	◑	◑	◑	◐	◑
Relationship Management	●	◑	◑	◑	◐	◐
Technology Management	●	◑	◐	◑	◐	◐
Threat Management	●	◑	◐	◑	◐	◑
Contracting	●	◐	◐	◐	◐	◐
Service Design & Deployment	●	◐	◑	◑	◑	◑
Service Delivery	●	◑	◑	◑	◐	◑
Service Transfer	●	○	◐	○	○	○

● = fully   ◑ = largely   ◐ = partially   ○ = not covered

Slide courtesy of ITSqc at Carnegie Mellon University

# Agenda

- “ What is the current problem state?
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# IT Governance Areas



IT strategic alignment and execution . know your business and align with it

IT Performance Management . manage your performance qualitative and quantitatively



Innovation Strategic Projects . select and manage the right projects and add value to the organization

Risks and Operations . manage your risks and operations and take preventive and corrective actions in incidents



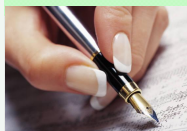
Structured and Facts-Based Decision . take decisions appropriately (time and discipline)

Suppliers and Sourcing . use the best balance between insourcing and outsourcing, and manage your external and internal suppliers



Resource Management . minimize costs and make the best use of all resources

Management Process and Systemic View . continuously improve your value chain and grow!

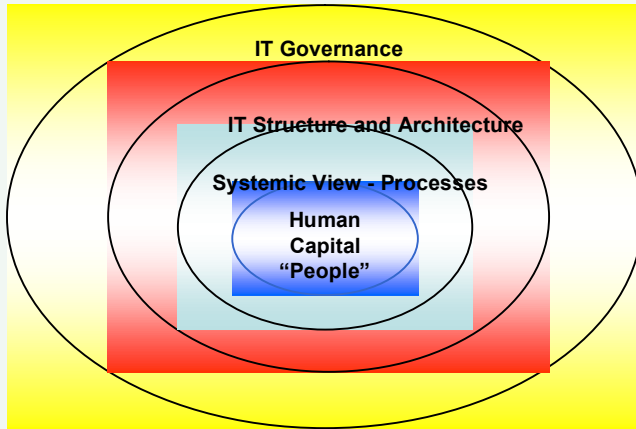


People Management . cultivate, manage and retain your talents



# Do not Reinvent the Wheel!

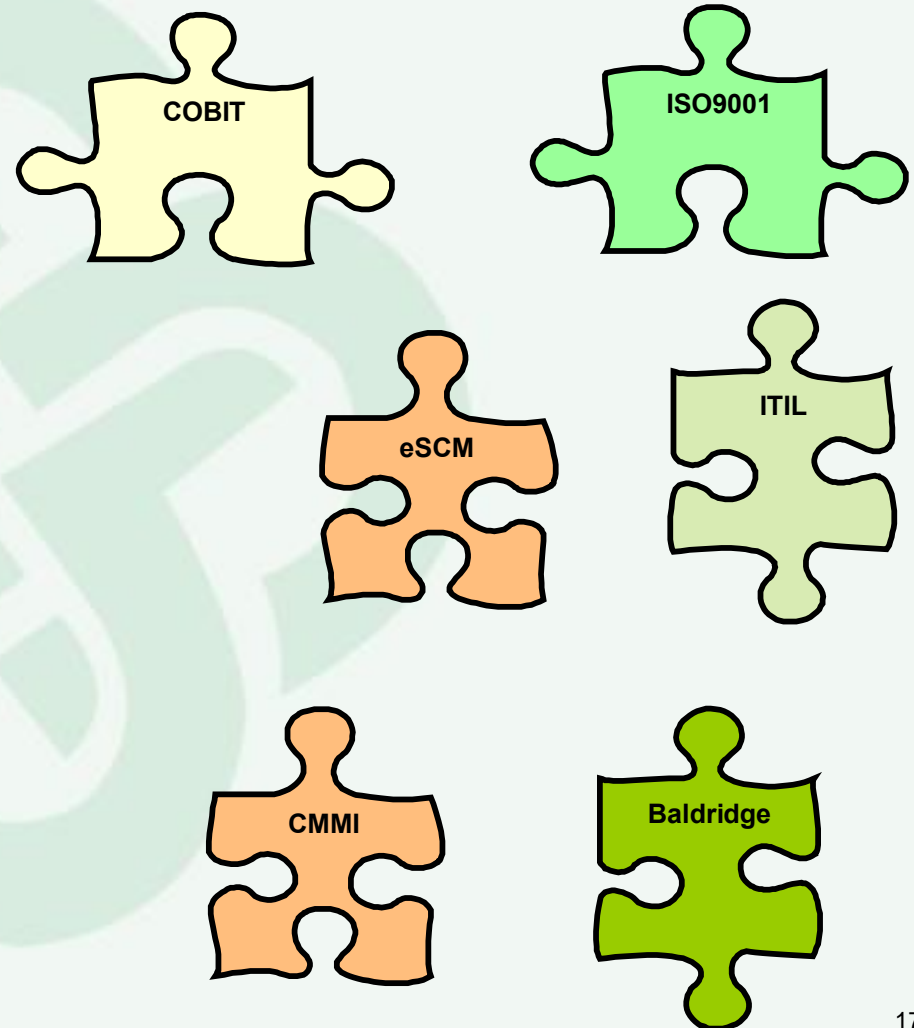
## IT Governance Architecture



## IT Governance themes

- IT strategic alignment and execution** . know your business and align with it
- IT Performance Management** . manage your performance qualitative and quantitative
- Innovation Strategic Projects** . select and manage the right projects and add value to the organization
- Risks and Operations** . manage your risks and operations and take preventive and corrective actions in incidents
- Structured and Facts-Based Decision** . take decisions appropriately (time and discipline)
- Suppliers and Sourcing** . use the best balance between insourcing and outsourcing manage your external and internal suppliers
- Resource Management** . have the lower possible cost and make the best use of all resources
- Management Process and Systemic View** . continuously improve your value chain and grow!
- People Management** . cultivate, manage and retain your talents

## World of Best Practices

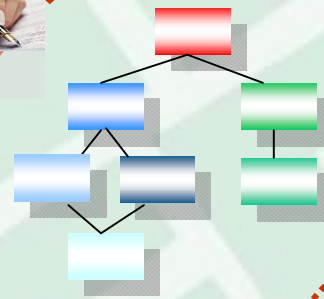


# for Excellence – Bringing It Together

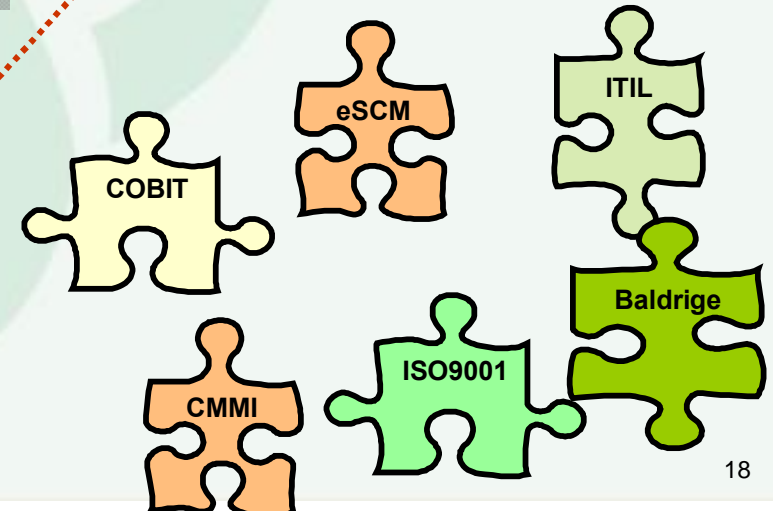
## IT Governance Themes

	<b>IT strategic alignment and execution</b> . know your business and align with it
	<b>IT Performance Management</b> . manage your performance qualitative and quantitative
	<b>Innovation Strategic Projects</b> . select and manage the right projects and add value to the organization
	<b>Risks and Operations</b> . manage your risks and operations and take preventive and corrective actions in incidents
	<b>Structured and Facts-Based Decision</b> . take decisions appropriately (time and discipline)
	<b>Suppliers and Sourcing</b> . use the best balance between insourcing and outsourcing and manage your external and internal suppliers
	<b>Resource Management</b> . have the lower possible cost and make the best use of all resources
	<b>Management Process and Systemic View</b> . continuously improve your value chain and grow!
	<b>People Management</b> . cultivate, manage and retain your talents

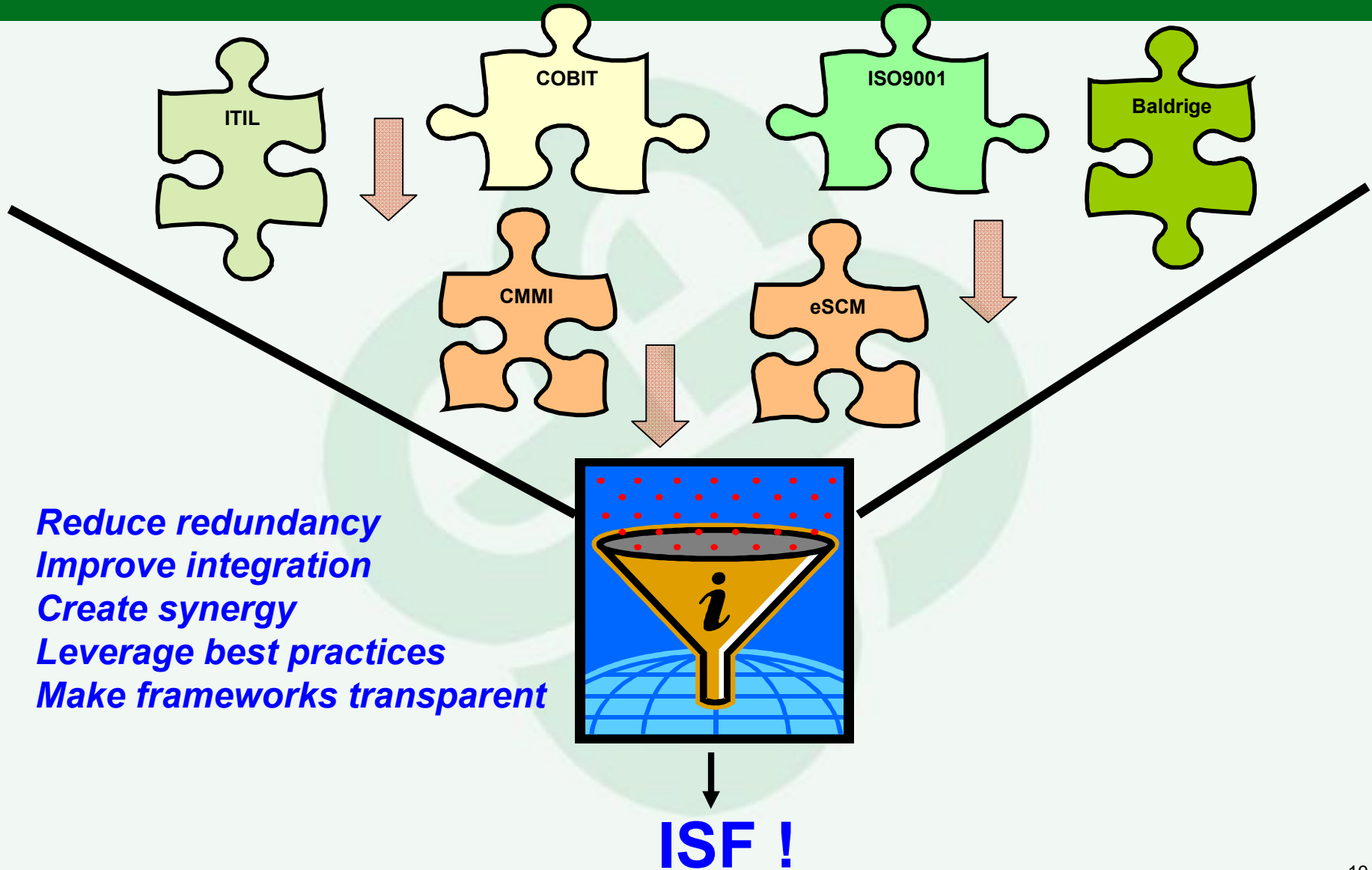
### ISF for Excellence



### World of Best Practices



# Need to Put the Pieces Together !!



# Agenda

- “ What is the current problem state?
- “ What is the correlation between business needs and improvement frameworks?
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# Challenge - How Do We Integrate All the Models?

**Most of the models, frameworks, and best practices share a common set of principles, process areas, and practices**

- “ *Senior Management Commitment*
- “ *Leadership*
- “ *Customer Focus*
- “ *People Focus*
- “ *Systemic View Focus*
- “ *Management by Process*
- “ *Decisions Based on Facts*
- “ *Learning*
- “ *“Win-Win” Partnership*



# for Excellence – Relationship View

## ORGANIZATIONAL EXCELLENCE & QUALITY

Baldrige

ISO9001:2000

## CONTROL & GOVERNANCE

CobIT

### PEOPLE

### SERVICES & RISKS

### SOLUTIONS & VALUE

eSCM

People CMM

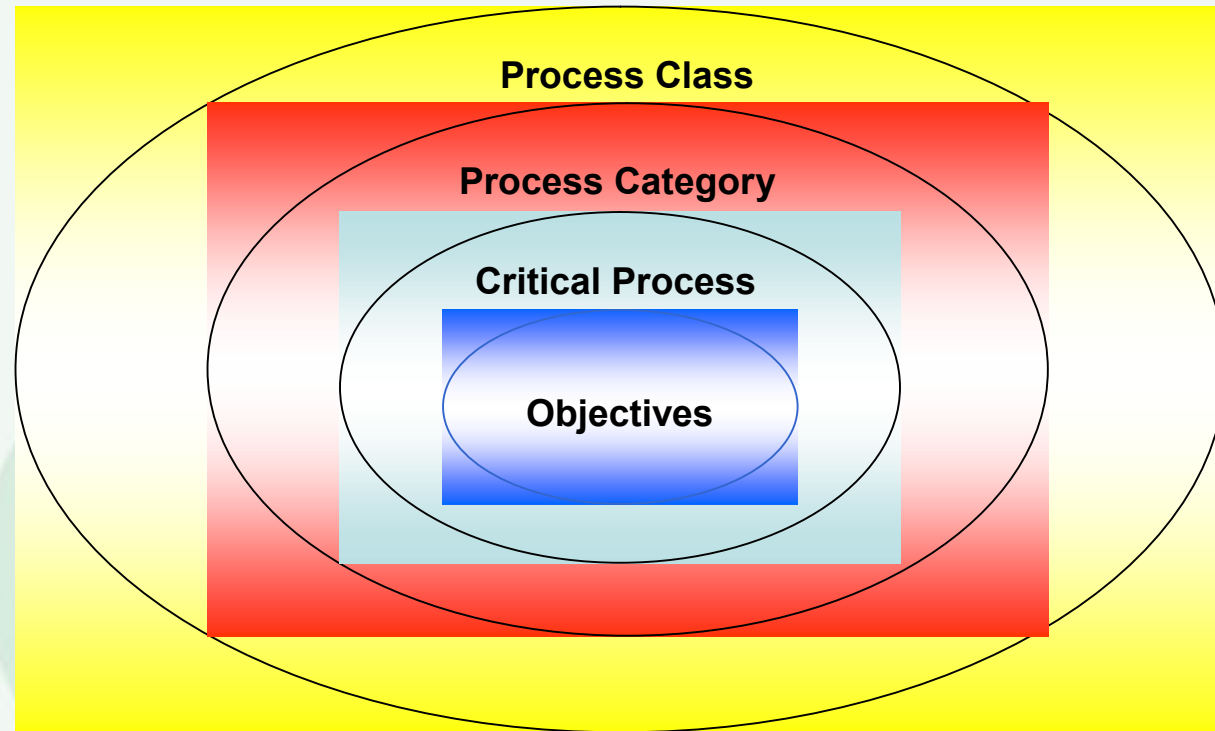
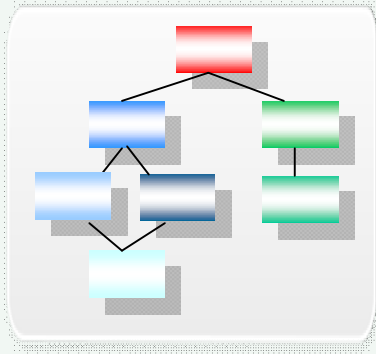
ITIL (ISO20000)

CMMI – DEV

## PROCESS IMPROVEMENT

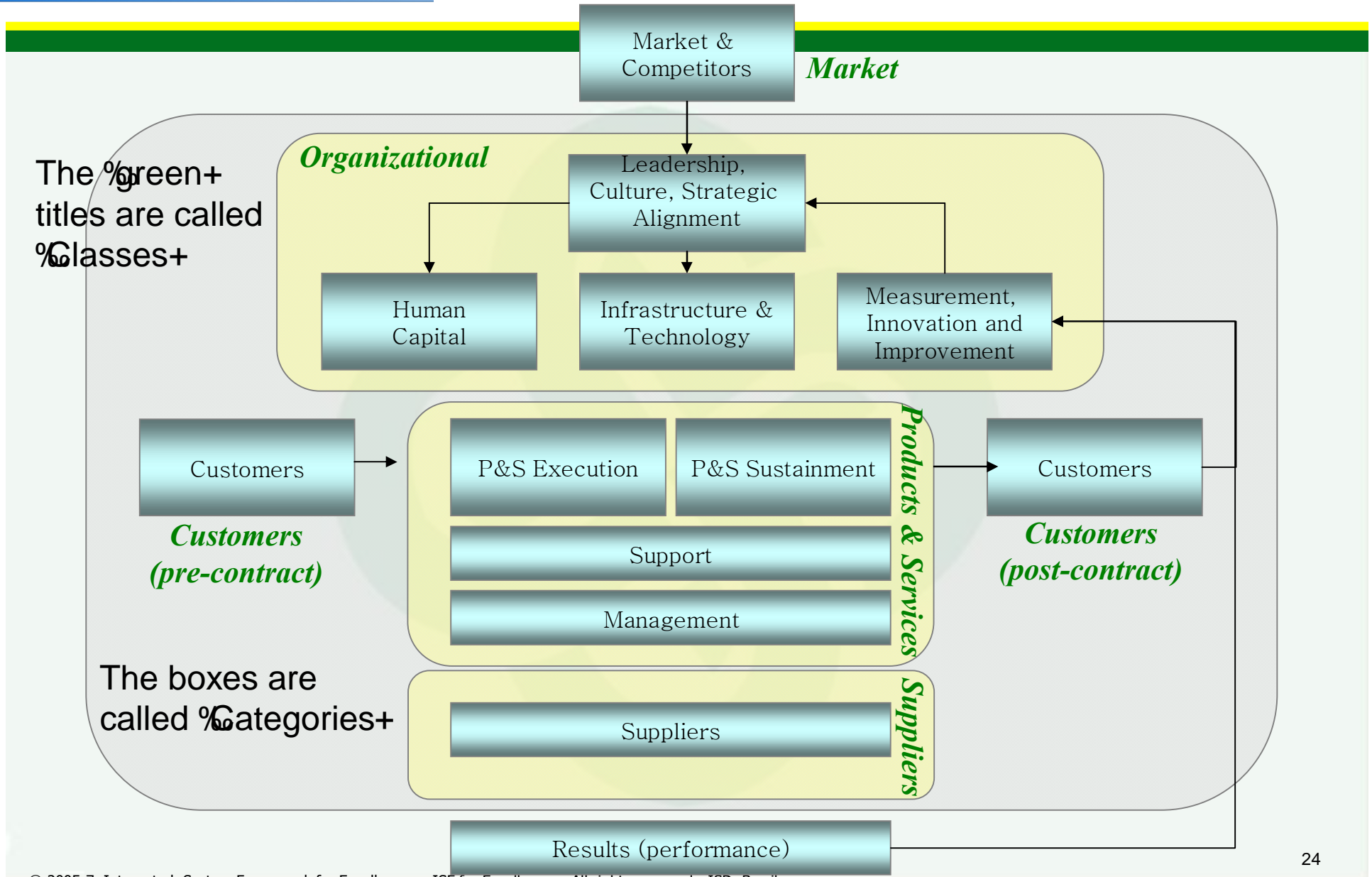
Six Sigma/IDEAL<sup>sm</sup>

# SF for Excellence Architecture



For each process "class" and "category" there will be an unique set of "CPP" (critical process for the performance) that will address (map) all the models and best practices minimizing or eliminating redundancy and respecting the overlaps.

# for Excellence – Systemic View

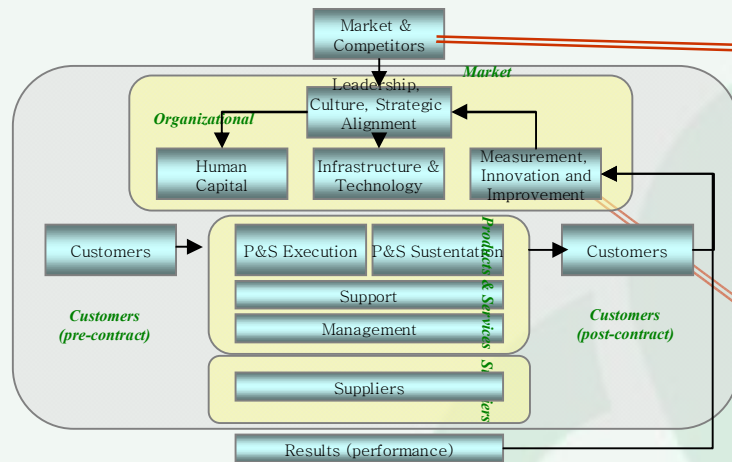


The green titles are called **Classes**

The boxes are called **Categories**



# SF for Excellence – CPP Examples



## Category: Market and Competitors

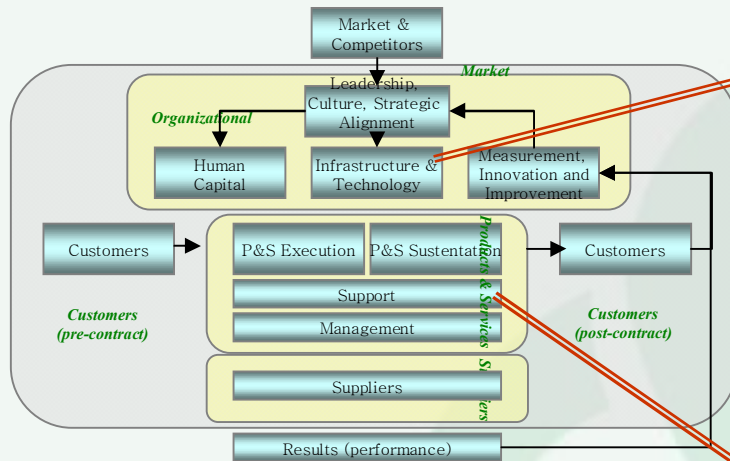
- ✿ Benchmarking
- ✿ Brand Management
- ✿ Market Knowledge
- ✿ Stakeholders Management

## Category: Measurement, Analysis and Improvement

- ✿ Measurement and Analysis
- ✿ Performance Management
- ✿ Continuous Improvement Management
- ✿ Process Assets Management
- ✿ Innovation and Performance Management
- ✿ Causal Analysis and Resolution
- ✿ Knowledge Management

Critical Process Performance (CPPs) streams are similar to the concept of process areas.

# SF for Excellence – CPP Examples



## Infrastructure and Technology

- ☞ Capacity Management
- ☞ Continuity Management
- ☞ Availability Management
- ☞ Security Management
- ☞ Portfolio Management
- ☞ Infrastructure Management
- ☞ Financial and Cost Management

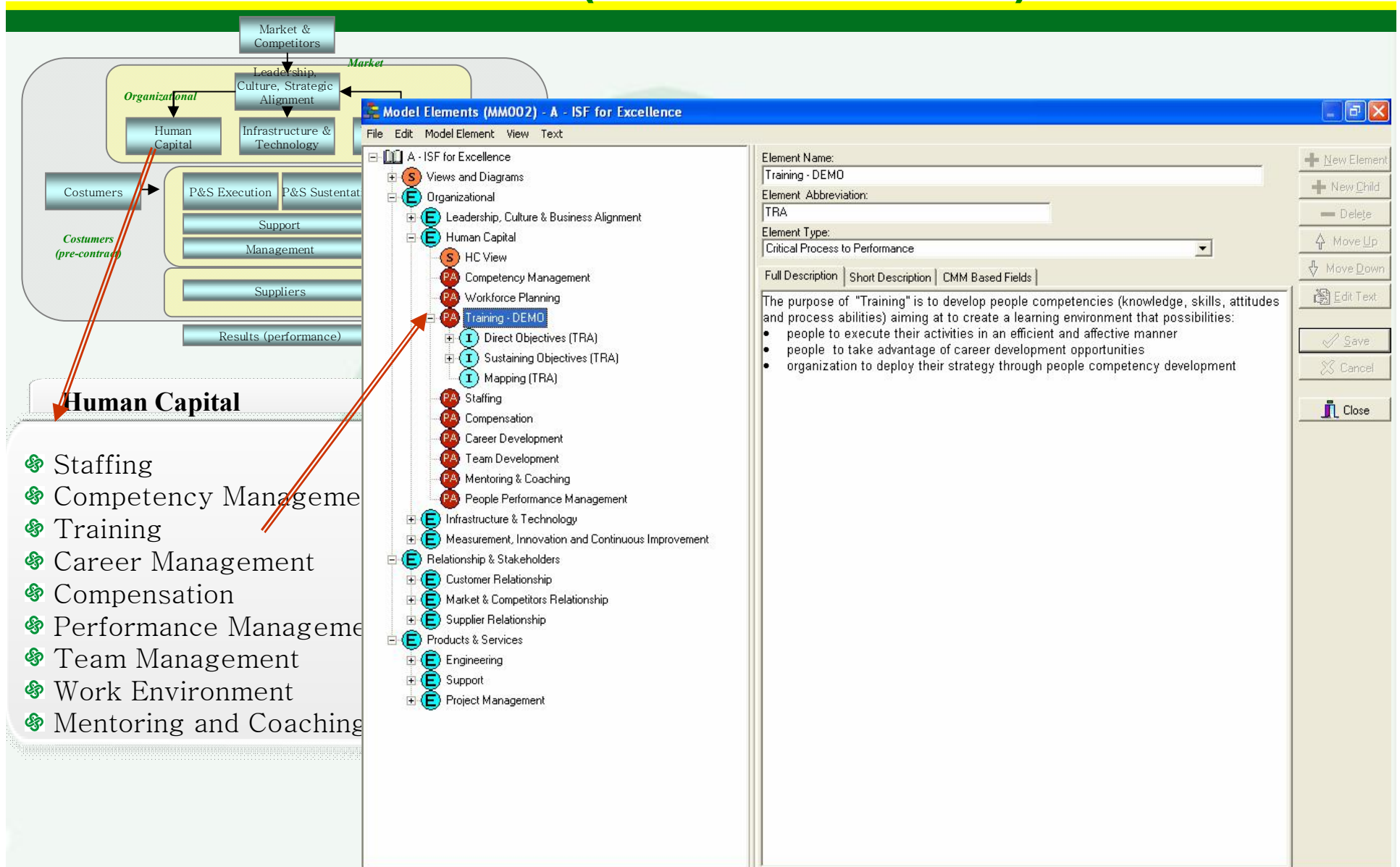
## Support

- ☞ Incident Management
- ☞ Problem Management
- ☞ Configuration Management
- ☞ Release Management
- ☞ Change Management
- ☞ Quality Assurance Management

Critical Process Performance (CPPs) streams are similar to the concept of process areas.

# HOW TO EVALUATE YOUR PERFORMANCE AGAINST THE ISF?

# for Excellence – Automated Tooling (Model Wizard™)



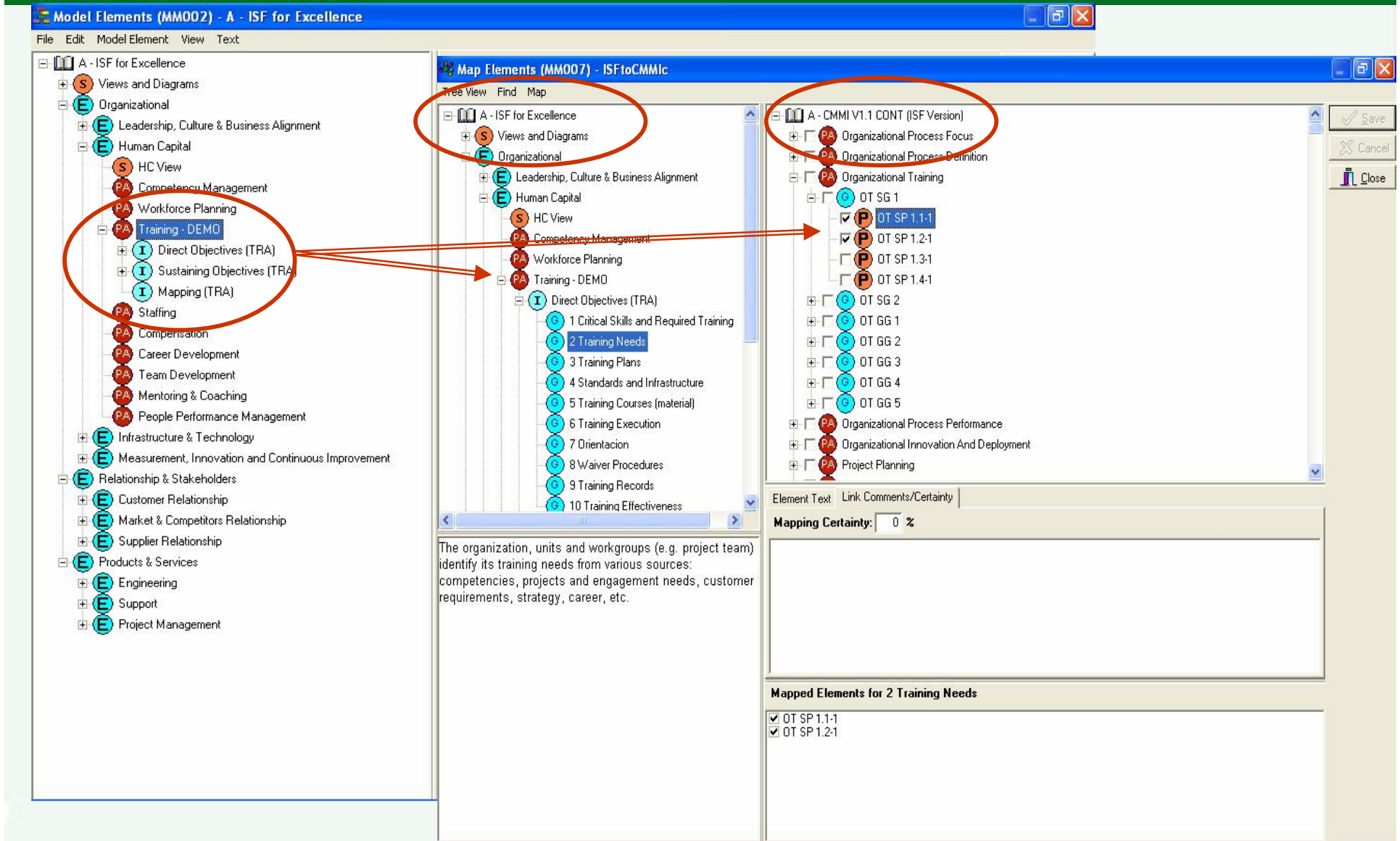
The screenshot displays the Model Wizard software interface. On the left, a hierarchical diagram shows the structure of the model, with 'Market & Competitors' at the top, leading to 'Organizational' and 'Market' categories. Below 'Organizational', there are boxes for 'Human Capital', 'Infrastructure & Technology', 'P&S Execution', 'P&S Sustentat', 'Support', 'Management', 'Suppliers', and 'Results (performance)'. A 'Costumers (pre-contract)' box is also visible. The main window shows a tree view of 'Model Elements (MM002) - A - ISF for Excellence'. The tree includes categories like 'Views and Diagrams', 'Organizational', 'Leadership, Culture & Business Alignment', 'Human Capital', 'HC View', 'Competency Management', 'Workforce Planning', 'Training - DEMO', 'Direct Objectives (TRA)', 'Sustaining Objectives (TRA)', 'Mapping (TRA)', 'Staffing', 'Compensation', 'Career Development', 'Team Development', 'Mentoring & Coaching', 'People Performance Management', 'Infrastructure & Technology', 'Measurement, Innovation and Continuous Improvement', 'Relationship & Stakeholders', 'Customer Relationship', 'Market & Competitors Relationship', 'Supplier Relationship', 'Products & Services', 'Engineering', 'Support', and 'Project Management'. The 'Training - DEMO' element is selected, and its details are shown in the right-hand pane. The details include the element name 'Training - DEMO', abbreviation 'TRA', and type 'Critical Process to Performance'. The full description states: 'The purpose of "Training" is to develop people competencies (knowledge, skills, attitudes and process abilities) aiming at to create a learning environment that possibilities:'. Below this, a list of possibilities is provided:

- people to execute their activities in an efficient and affective manner
- people to take advantage of career development opportunities
- organization to deploy their strategy through people competency development

On the bottom left, a list of elements is shown with a green icon:

- Staffing
- Competency Management
- Training
- Career Management
- Compensation
- Performance Management
- Team Management
- Work Environment
- Mentoring and Coaching

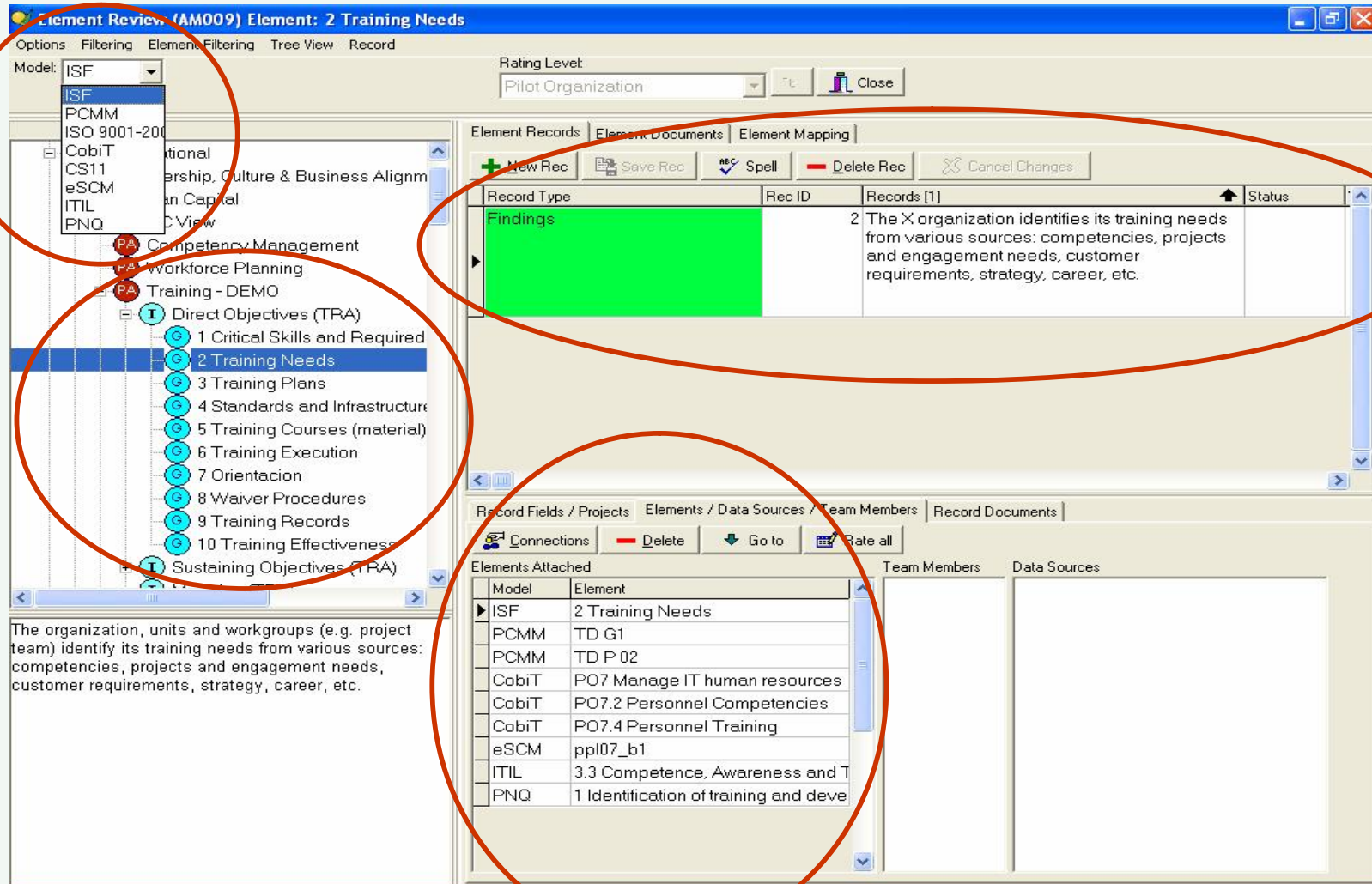
# for Excellence – Automated Tooling (Model Mapper™)



The screenshot displays the Model Mapper™ software interface, showing the mapping of elements between two models: 'A - ISF for Excellence' and 'A - CMMI V1.1 CONT (ISF Version)'. The interface is divided into several panes:

- Left Pane (A - ISF for Excellence):** A hierarchical tree view showing various organizational elements. A red circle highlights the 'Training - DEMO' element under 'Human Capital'.
- Middle Pane (Map Elements (MM007) - ISFtoCMMI):** A tree view showing the mapped elements. A red circle highlights the 'A - ISF for Excellence' root, and another red circle highlights the 'Direct Objectives (TRA)' element. A red arrow points from the 'Training - DEMO' element in the left pane to the 'Direct Objectives (TRA)' element in the middle pane.
- Right Pane (A - CMMI V1.1 CONT (ISF Version)):** A tree view showing the mapped CMMI elements. A red circle highlights the 'Organizational Process Focus' element. A red arrow points from the 'Direct Objectives (TRA)' element in the middle pane to the 'OT SP 1.1-1' element in the right pane.
- Bottom Pane:** A text area containing the following text: "The organization, units and workgroups (e.g. project team) identify its training needs from various sources: competencies, projects and engagement needs, customer requirements, strategy, career, etc." Below this text, there is a section titled "Mapped Elements for 2 Training Needs" with a list of checked items: "OT SP 1.1-1" and "OT SP 1.2-1".

# for Excellence – Automated Tooling (Appraisal Wizard™)



The screenshot displays the 'Element Review (AM009) Element: 2 Training Needs' window. The interface includes a menu bar (Options, Filtering, Element Filtering, Tree View, Record), a 'Model' dropdown set to 'ISF', and a 'Rating Level' dropdown set to 'Pilot Organization'. A tree view on the left shows a hierarchy of elements, with '2 Training Needs' selected. The main area contains a table of 'Element Records' with one record highlighted in green. Below this is a section for 'Elements Attached' with a table listing various models and their associated elements.

Record Type	Rec ID	Records [1]	Status
Findings		2 The X organization identifies its training needs from various sources: competencies, projects and engagement needs, customer requirements, strategy, career, etc.	

Model	Element
ISF	2 Training Needs
PCMM	TD G1
PCMM	TD P 02
CobiT	PO7 Manage IT human resources
CobiT	PO7.2 Personnel Competencies
CobiT	PO7.4 Personnel Training
eSCM	pp107_b1
ITIL	3.3 Competence, Awareness and T
PNQ	1 Identification of training and deve

# Agenda

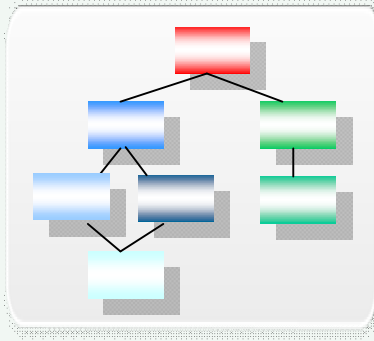
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- “ What is the Integrated System Framework (ISF) and how will it help?
- “ **Next steps? Questions?**

# ur “System Approach”

4 important system components:

- “ Process Model
- “ Appraisal Method
- “ Improvement Approach
- “ Automated Tooling

ISF<sup>®</sup> . Meta-Model Framework



Comprehensive Appraisal Method (CAM<sup>sm</sup>) . Integrated Appraisal Method



Enterprise Process Improvement/Appraisal Life Cycle Implementation Model

Appraisal Wizardi and Model Wizardi . Operational Tool Suite



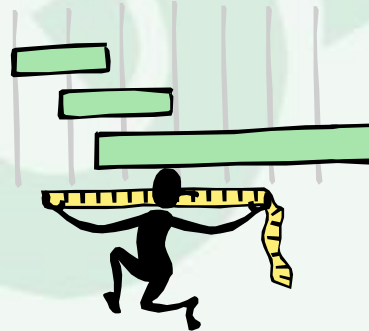


# System Component Positioning

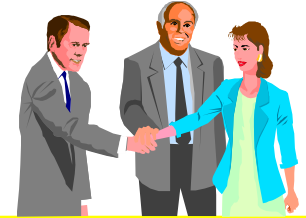
System Component	Positioning
The Integrated System Framework <sup>®</sup>	<ul style="list-style-type: none"> <li>✦ Is a conceptual vehicle to relate an organization's process architecture to multiple standard models; and</li> <li>✦ Helps to maintain and measure process compliance across multiple models simultaneously.</li> </ul>
The Comprehensive Appraisal Method (CAM <sup>SM</sup> )	<ul style="list-style-type: none"> <li>✦ Provides a integrated, tailorable, rigorous, extensible, model-neutral appraisal method for use across models</li> <li>✦ Is suitable for conducting Process Assurance, Project Progress Tracking, Enterprise Process Oversight, and Formal Benchmark compliance determinations/audits.</li> </ul>
Appraisal Wizard <sup>TM</sup> /Model Wizard <sup>TM</sup> V7	<ul style="list-style-type: none"> <li>✦ Provides robust support for operationalizing the conceptual framework, and</li> <li>✦ Enables conducting Process Assurance monitoring and Formal Benchmarking compliance activities in an effective, efficient, automated manner.</li> </ul>
Enterprise Process Improvement/Appraisal Life Cycle Implementation Model	<ul style="list-style-type: none"> <li>✦ Provides a framework for integrating often disparate internal process management activities [e.g., quality audits, project process status reporting, gap analyses, interim appraisals, benchmark assessments]</li> </ul>

## Near Term Plans

- ❧ ISF has been in joint development between ISD Brasil and PUC (a Brazilian University) since mid-2006.
- ❧ ISF V0.5 full scale pilot(s) with several base models and maps Q2/3 2007 (partial to full AW tool and CAM method support)
- ❧ ISF V1.0 initial release with more base models and approved+maps Q4 2007/Q1 2008 (full AW tool and CAM method support)



# Issues, Directions, and Opportunities



<p><b>Issues</b></p>	<ul style="list-style-type: none"> <li>❖ Distribution and/or importation/integration support for models (IP questions, permissions; not a technical issue)</li> <li>❖ Definition, coordination, acceptance, and maintenance of the model maps (more a political than technical issue)</li> </ul>	<p>Status: ISD had obtained rights to distribute CMMI models, eSCM, and ISO in Appraisal Wizard</p> <p>Status: ISF itself, although ISD registered, is expected to be in the public domain.</p>
<p><b>Directions</b></p>	<ul style="list-style-type: none"> <li>❖ Continue technical development and piloting with current interested parties (e.g. CMU ITSqc; global clients with current CMMI and ISO requirements; SSCI)</li> <li>❖ Continue to investigate and develop solutions to legal and political issues in collaboration with specific large influential clients, industry groups, and stewards</li> </ul>	<p>Status: Engaged 3 global clients already regarding pilot appraisals and development tasks (adding client specific models of concern to ISF).</p> <p>Status: Discussing collaboration in an SEI SPRC (Europe) initiative.</p>
<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>❖ Direct sponsorship and collaboration</li> <li>❖ Collaboration invitations from Consortium / Industry Association / Government working groups</li> <li>❖ Participation in independent AW user group with subcommittees</li> <li>❖ Creation and/or participation in a new cross community consortium</li> </ul>	<p>Status: Joined the new Enterprise SPICE initiative as part of Steering Group and Development team.</p> <p>Status: SSCI sponsored AW User Group meeting scheduled for November 2007. Follow on ISD sponsored AW User Group meeting scheduled immediately afterwards.</p>

# Closing Thoughts

<p>Process standardization, modeling, and improvement efforts are expanding.</p>	<ul style="list-style-type: none"> <li>❖ Process models and frameworks proliferation will continue.</li> <li>❖ Independent model/framework bodies/owners are not really interested in giving up their space.+</li> <li>❖ The enterprise cost impacts are significant</li> <li>❖ Increased customer drivers for compliance is driving costs higher when lower is desired.</li> </ul>
<p>Domain and business area specific reference models and frameworks</p>	<ul style="list-style-type: none"> <li>❖ Directly address process needs of specific sub-communities.</li> <li>❖ Do have positive impacts within their constituencies and niche areas.</li> <li>❖ But Can cause sub-optimal investments in process, cause counter productive implementations, and produce large expense side inefficiencies</li> </ul>
<p>Mechanisms being developed and implemented by ISD accept and address reference model realities and synergies</p>	<ul style="list-style-type: none"> <li>❖ ISF®, appraisal life cycle model, Appraisal Wizardi and Model Wizardi V7, and CAM<sup>SM</sup>.</li> </ul>
<p>The models <i>can</i> be successfully integrated to improve enterprise performance.</p>	<ul style="list-style-type: none"> <li>❖ Improve both the quality and efficiency of enterprise process improvement (standardization, implementation, management oversight, appraisals)</li> </ul>

## for Excellence Benefits

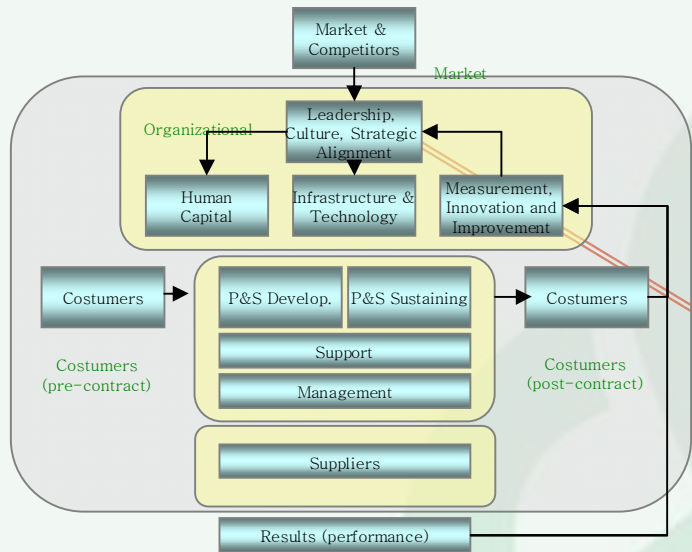
<p><b>Operationalize an Enterprise Improvement Strategy</b></p>	<p>Provides an enterprise strategy to implement best practices from multiple models.</p>
<p><b>Reduce compliance costs</b></p>	<p>Leverages the commonalities among models to reduce overall costs of compliance.</p>
<p><b>Increase efficiency</b></p>	<p>Appraisals can be conducted using multiple models simultaneously.</p>
<p><b>Provide a unified implementation approach</b></p>	<p>Provides management a common, unified roadmap to achieve high maturity, high performance goals.</p>



## Back Up Material

- “ For Enterprise SPICE, see the following web site, under %initiatives/Enterprise SPICE
  - [www.spiceusergroup.org](http://www.spiceusergroup.org)
  
- “ For Sarah Sheard's current contact info:
  - Principal, Third Millennium Systems LLC; [sheard@3MilSys.com](mailto:sheard@3MilSys.com)
  
- “ For ISD technical papers or AW download demo
  - <http://www.isd-inc.com/>
  - <http://members.isd-inc.com/resources.papers/>
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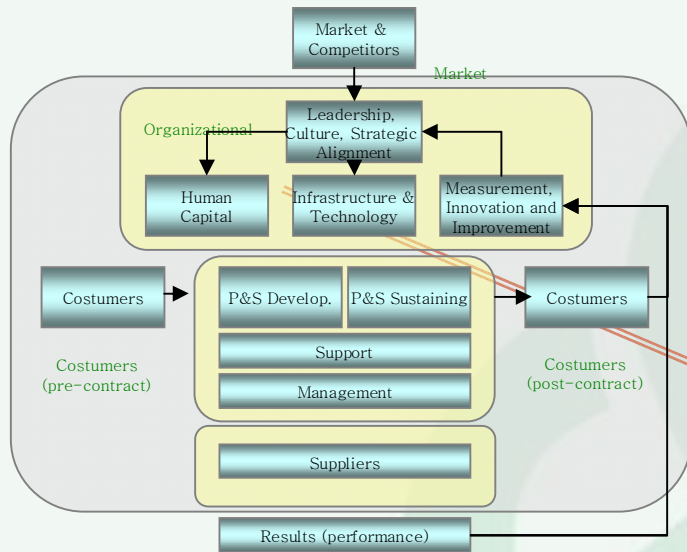
# For Excellence – CPPs Examples by Category



## Leadership, Alignment e Culture

- ☞ Social Responsibility and Ethics
- ☞ Leadership
- ☞ Governance
- ☞ Strategic Planning
- ☞ Strategic Execution
- ☞ Culture of Excellence
- ☞ Decision and Analysis Resolution
- ☞ Audits

## For Excellence – CPPs Examples by Category

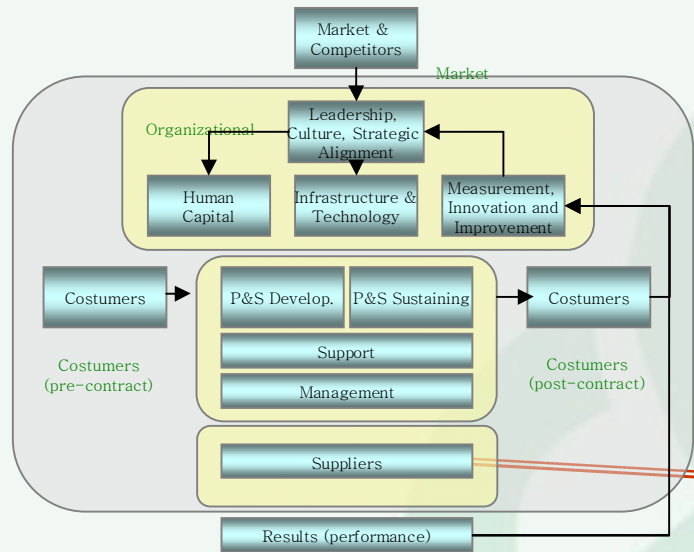


### Human Capital

- ✿ Staffing
- ✿ Training
- ✿ Career Management
- ✿ Compensation
- ✿ Performance Management
- ✿ Team Management
- ✿ Work Environment
- ✿ Mentoring and Coaching



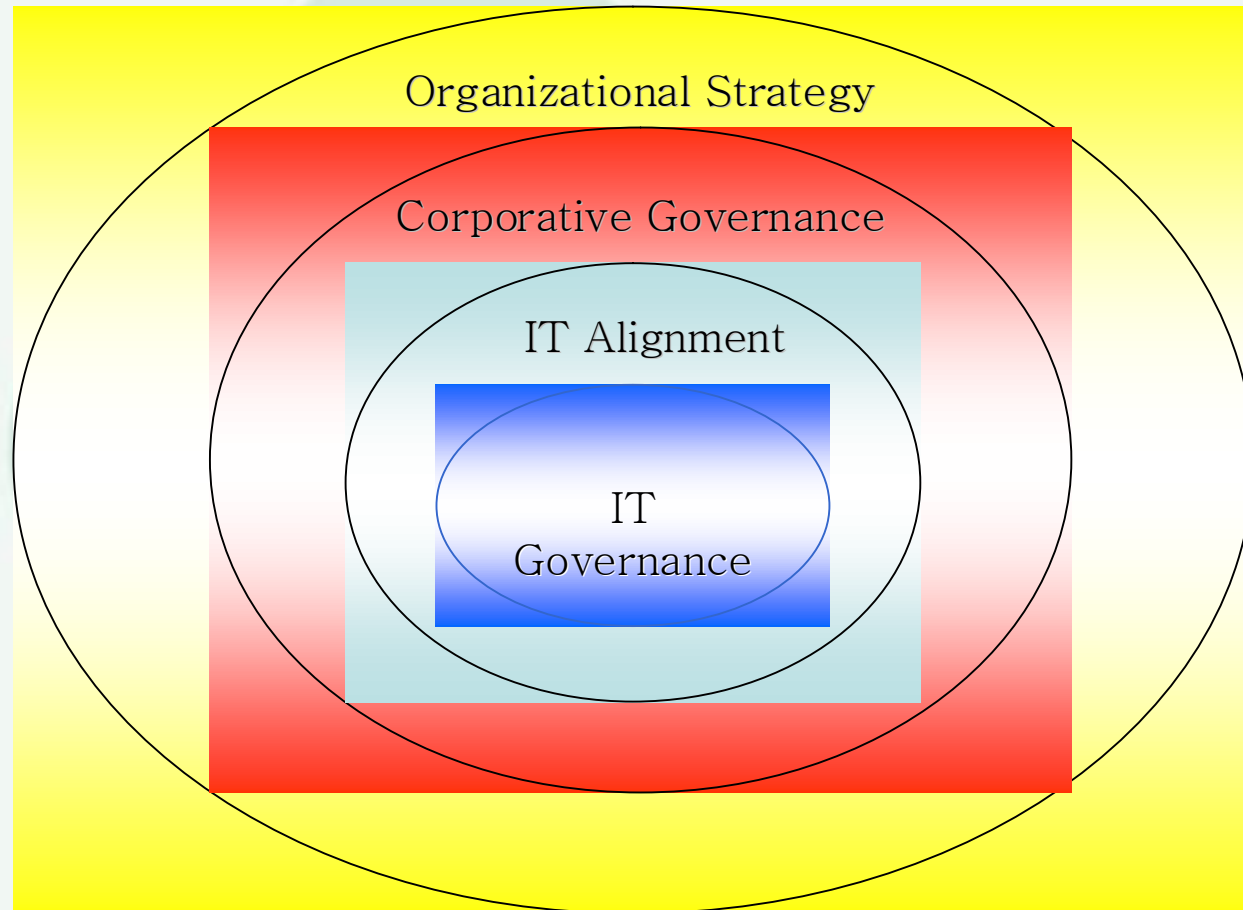
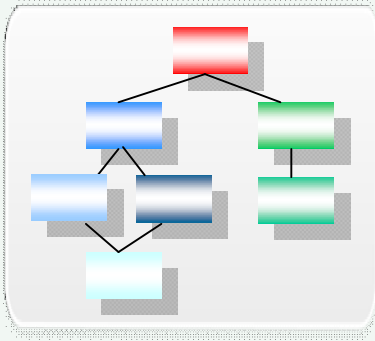
# for Excellence – CPPs Examples by Category



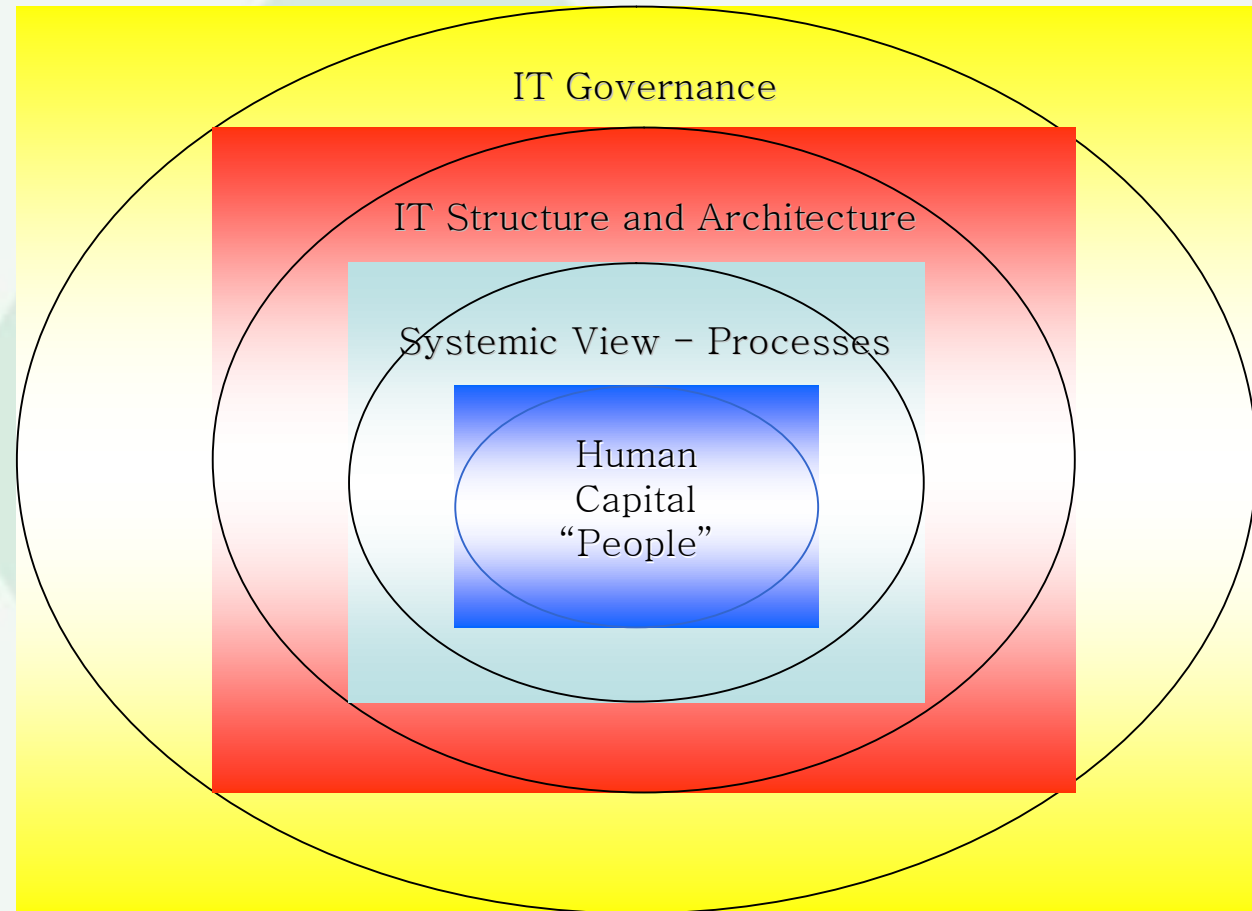
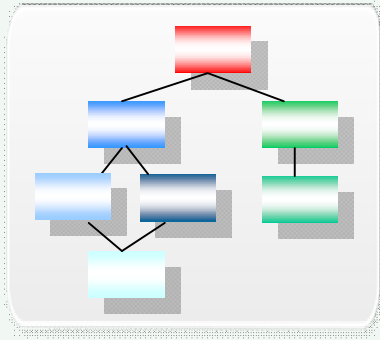
## Suppliers Management

- ✿ Sourcing Strategy
- ✿ Opportunity Analysis
- ✿ Sourcing Planning
- ✿ Supplier Selection
- ✿ Supplier Management
- ✿ Quantitative Supplier Management
- ✿ Transition

# Organizational Architecture



# IT Governance Architecture



# Some important definitions

## PURPOSE OF AN ORGANIZATION

Maximize shareholders wealth

## CORPORATIVE GOVERNANCE

Control mechanisms and incentives so that the agents of a company may have an adequate behavior aligned with the shareholders needs

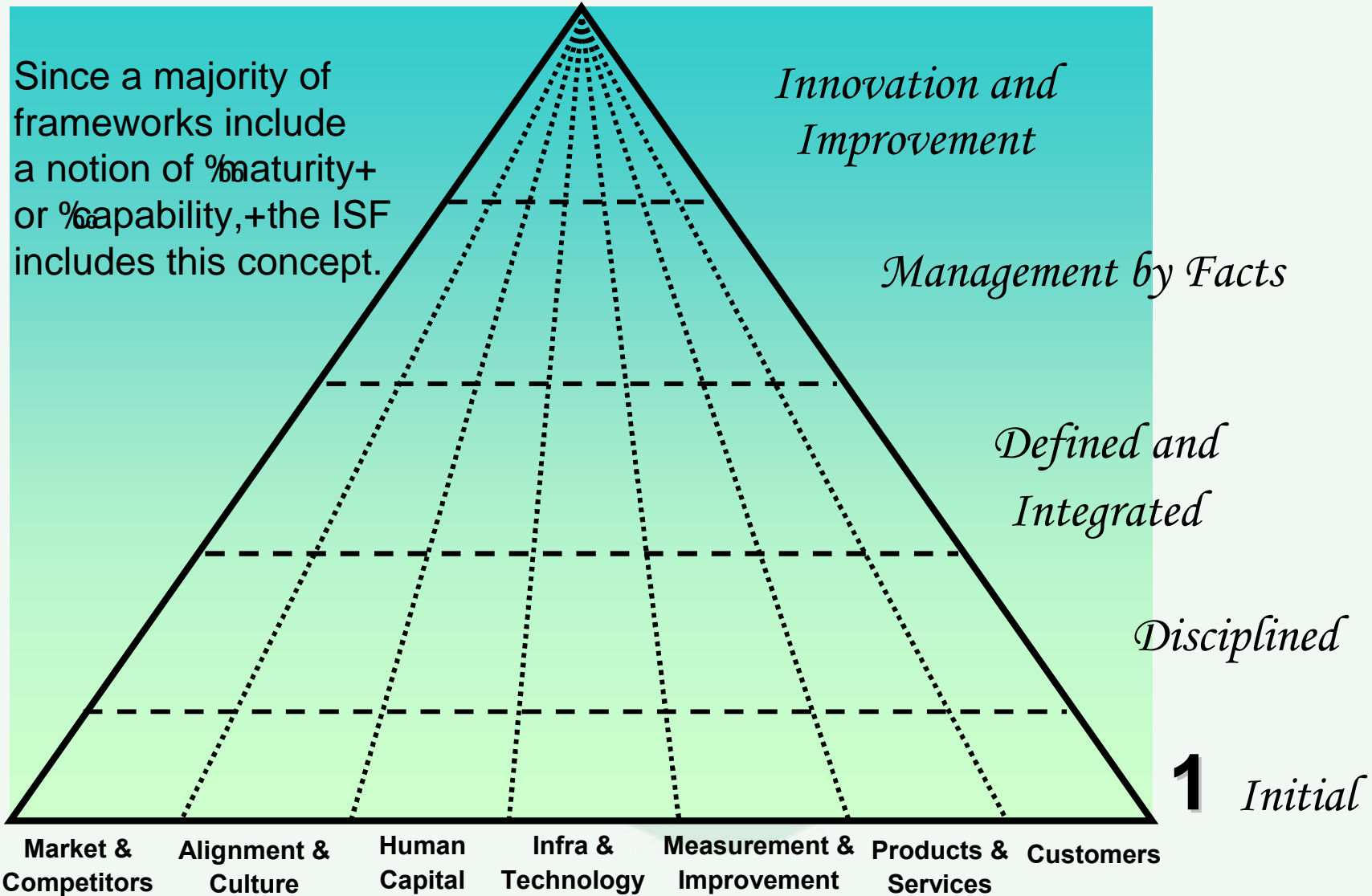
## INFORMATION TECHNOLOGY GOVERNANCE

- 1) Decision rights and responsibilities framework which encourage IT adequate behavior
- 2) Consists of leadership, structure and processes to make sure that IT will add value to business and organizations' strategies in a controlled (risks) and effective (ROI) way

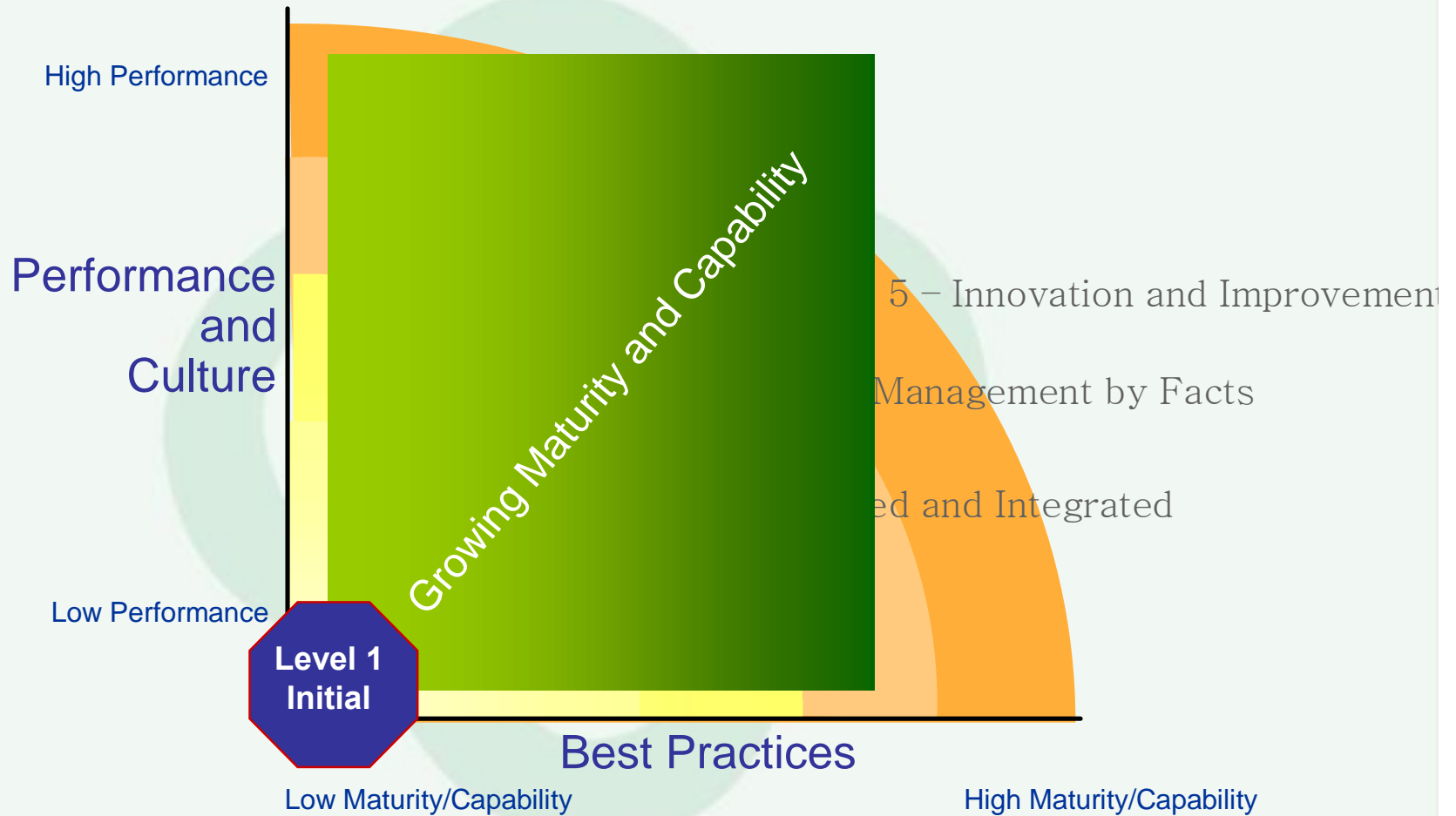
## SUMMARY

IT will help the organization to maximize shareholders value, having, for such a purpose, adequate behavior

# Excellence – Maturity/Capability Levels

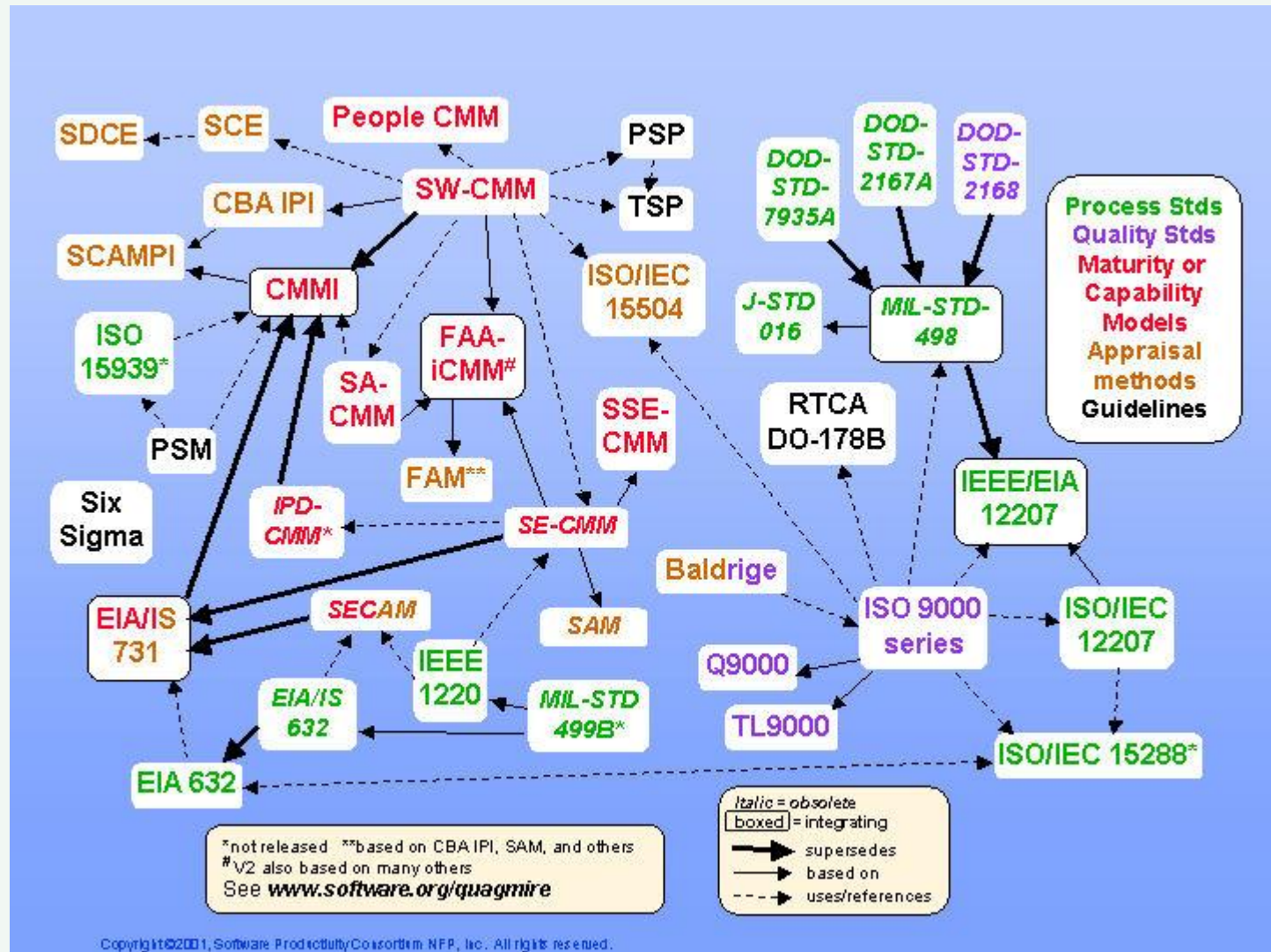


# Excellence – Maturity and Performance

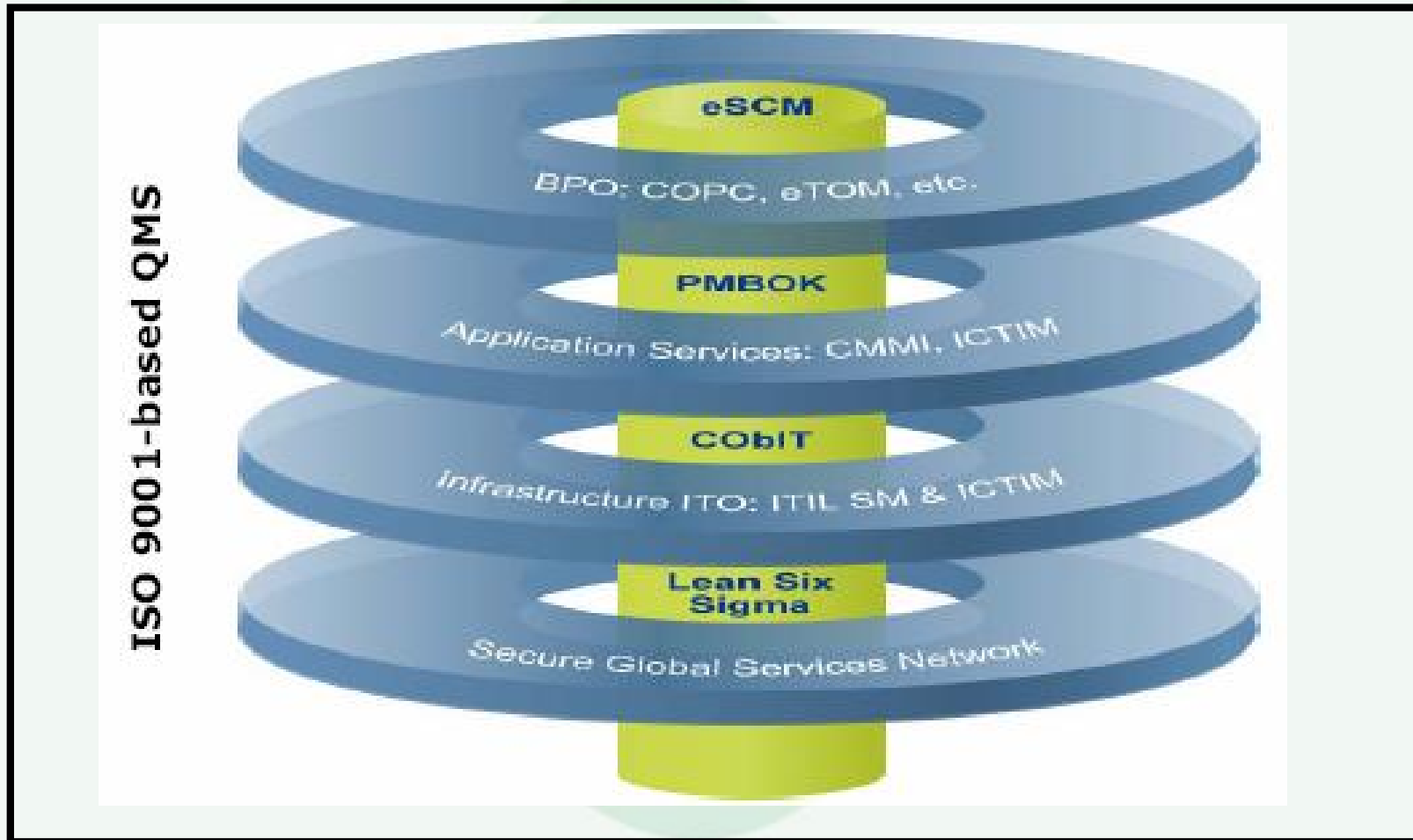


# 'Frameworks Quagmire' Revisited

From: *The Frameworks Quagmire, A Brief Look*, by Sarah Sheard of SPC, now SSCI



# Business Model Integration: EDS View



Source: EDS. Used with permission



# MI<sup>®</sup>-Based “System Architecture”

## Process Management

Organization  
Process Focus (OPF)

Organization Process  
Definition (OPD)

Training Program (OT)

*Organization Process  
Performance (OPP)*

*Organization Innovation  
and Deployment (OID)*

## Project and Supplier Management

Project Planning (PP) and Project Monitoring and Control (PMC)

Supplier Agreement Management (SAM)

Integrated Project Management (IPM) and Risk Management (RSKM)

*Quantitative Project Management (QPM)*

### Pre-Development Processes

Concept Exploration  
System Allocation  
(RD, TS)

Proposal Management  
Project Initiation (PP)

### Product Mgt.

Requirements Mgt.  
and Development (RD)

Product  
Engineering (TS, PI)

Verification, Validation,  
(VER, VAL)

### Post-Development Processes

Tailoring  
Environment  
Conversion  
Installation  
Operation  
Support  
Maintenance  
Retirement

## Integral Support Processes

Quality Assurance (PPQA), Config. Management (CM), Measurement and Analysis (MA), Decision Analysis and Resolution (DAR), *Causal Analysis and Resolution (CAR)*