CMMI on the Cheap

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Setting the Stage

- A little about me:
  - USAF, retired
  - 15 years CPI experience
  - Variety of organizational experiences
  - Never say die
 - Think outside the container

# Getting Started – a Basic Plan

- What's your goal?
    - CPI
- Who's your management champion?
    - Your boss
- How are you going to approach this effort?
    - Document your process management lifecycle
- You have no money. How do you get started?
    - Just start. PIT team 1 hr per week.
- How do I turn the CMMI-x into SOIs and SOPs?
    - CMMI Goals and Practices become Policy (SOI)
    - Your org SMEs provide inputs for SOPs
- What should be my first process to document?
    - What's your biggest headache?
    - What consumes the most time?
    - Where's the most rework?

CPI is a continuous process but...
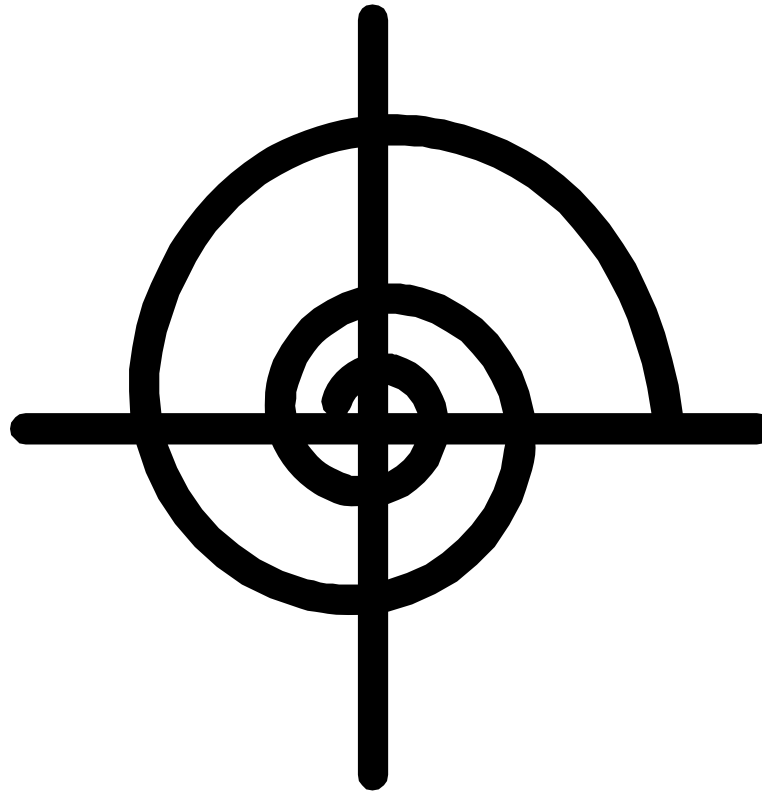
this continuous process
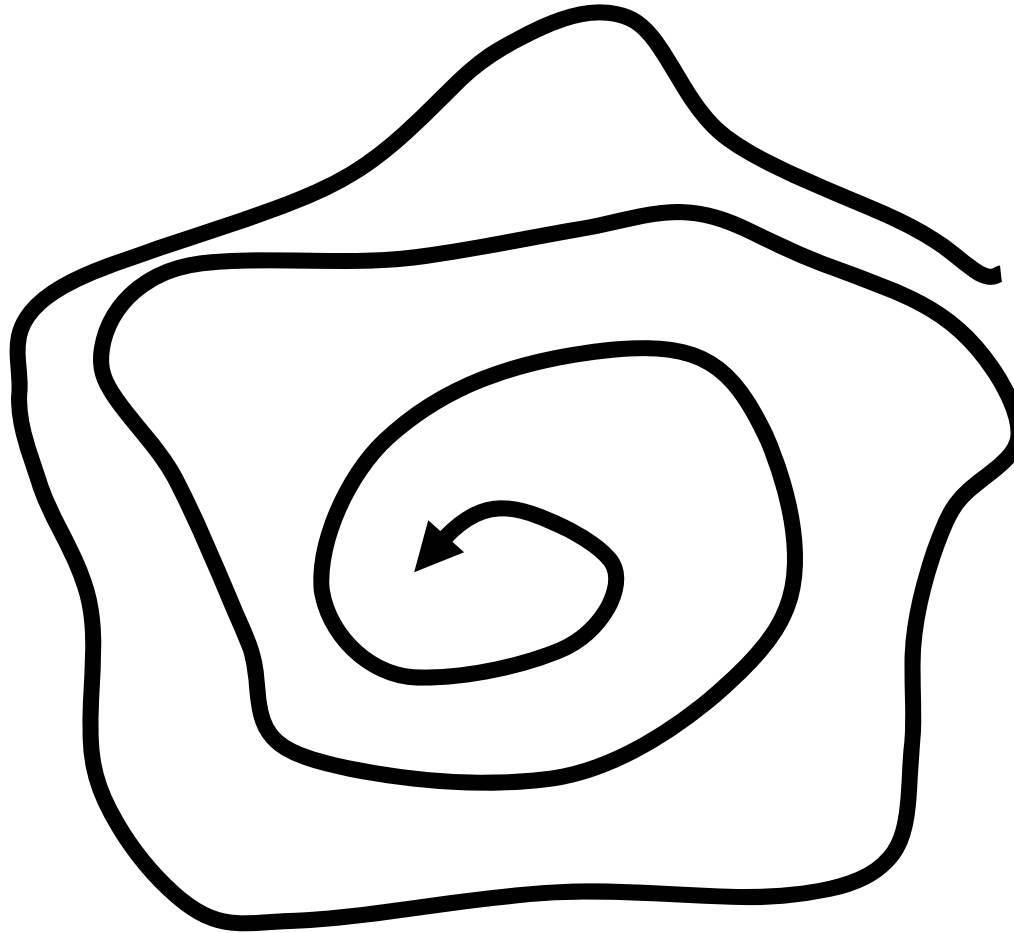
Find the Right Leader

Describe your interest in CPI

- ☐ A. CP who?

- ☐ B. I'm doing this because I was told to.

- ☐ C. I had nothing else to do today.

- ☐ D. My boss is interested in it so I am, also.

- ☑ E. I live for this stuff. I want to ensure everyone's getting the best bang for the buck.

Find the Right Leader

What's your aptitude for this?

- ❑ A. I have a PhD in Process Improvement. I KNOW how it's done. I don't need any more training.

- ☑ B. I can hardly spell CPI but I understand the basic concepts and want to help the office improve things. I love to learn. Learning is a life-long endeavor. I see pros and cons in nearly everything.

- ❑ C. CMMI is the only useful CPI tool. We should use it, stick to it, and never deviate. Since the CMMIs are frameworks, they are much more useful than Lean, 6-Sigma, or ISO 9000 combined.

Find the Right Leader

How accurate do you want your processes?

- ❑ A. What we have now is acceptable. We don't need to improve anything.

- ❑ B. All but me are clueless. I'll have to write the processes for everyone else.

- ❑ C. We can make it better. Why publish a flawed process? I'd rather take longer and get it perfect the first time.

- ✓❑ D. I guess something around 80% accurate is good. Every time we go through this process, we'll improve it a tad. Over time it will approach perfection.

Find the Team Members

Why are you on this team?

- ❑ A. I volunteered. My regular job is boring and I wanted something different.
- ❑ B. My boss made me. He said I had the most free time of anyone.
- ❑ C. I volunteered because I hate my boss and will do anything to get away from him, even for just an hour or 2.
- ✔ D. Are you kidding? I jumped at the opportunity to do this. I live for this stuff. I hate to see wasted money and effort. Let's get started.
- ✔ E. My boss appointed me because she said I was the person that seemed best to get things done right the first time. I figure I was just doing my job. Everyone should do it this way.

Find the Team Members

Which of these is your philosophy?

❑ A. We get the job done now. Don't fix what ain't broken.

☑ B. There's always room for improvement.

❑ C. Before we can start, we need to measure so we'll know how much we've improved.

❑ D. Before we begin we need a very thorough, well thought out plan, identifying everything we're going to fix and in what order, along with a cost and schedule.

Find the Team Members

How should we begin?

- ❑ A. Measure first. Then fix for improvement of the measure.

- ❑ B. Start with the process that causes the most and biggest headaches.

- ❑ C. Find the easiest process to fix first so you can get a quick success.

- ❑ D. Start with the process that is used the most, hence will yield the most improvement.

- ❑ E. It really doesn't much matter. You can pick one of the above or just start anywhere. The only bad strategy is to not start at all. Sooner or later you'll want/need to improve it all.

Find the Team Members

What's the best model to use?

❑ A. Lean 6-Sigma because you have to measure before you can improve. This also leads to the best solution.

✓❑ B. The one that works for you.

❑ C. CMM(s) or CMMI(s) because they give you a roadmap such that you can identify what processes you need.

❑ D. ISO because it will lead you to the greatest overall improvements.

What's the single greatest reason most CPI efforts fail?

Lack of ~~appropriate~~ management support.

Why does management support dwindle?

- They knew this was going to be a long-term investment because you told them.

- They understand that we NEED these process improvements.

- They understand that when "complete" they'll be saving mega-bucks.

However...

- They get a "bill" each month.

- They have no or inadequate insight into any progress.

- The few visible improvements just don't justify the expense.

- This has become a cash cow.

How do you avoid this?

Management insight on both a:

- micro scale &

- macro scale.

How can you do this?

Come back next year to find out.

Summary

- Devise a (flexible) plan.

- Get started…don't procrastinate.

- Find the right leader.

- Assemble the right team.

- Keep management informed of (small) progress.

- Never stop. The path will be bumpy but over time you'll get better and better.

- As the French psychologist Émile Coué said, "Every day, in every way, I'm getting better and better." So it is with CPI.

Additional "Cheap

- The Software Engineering Institute: w
- Sw Process And Measurement (pod)
  www.spamcast.libsyn.com/
- SSC San Diego Process Asset Librar
- Tao Xie's Software Engineering Rese
  http://people.engr.ncsu.edu/txie/seres
- How to ask questions the smart way:
  http://www.catb.org/~esr/faqs/smart-
- Virtual SPIN: http://linkedinspin.ning.
- Dilbert: dilbert.com ← Dilbert works in y
  Have a
- Practical SW & Sys Management (me

- Your favorite search engine. ←
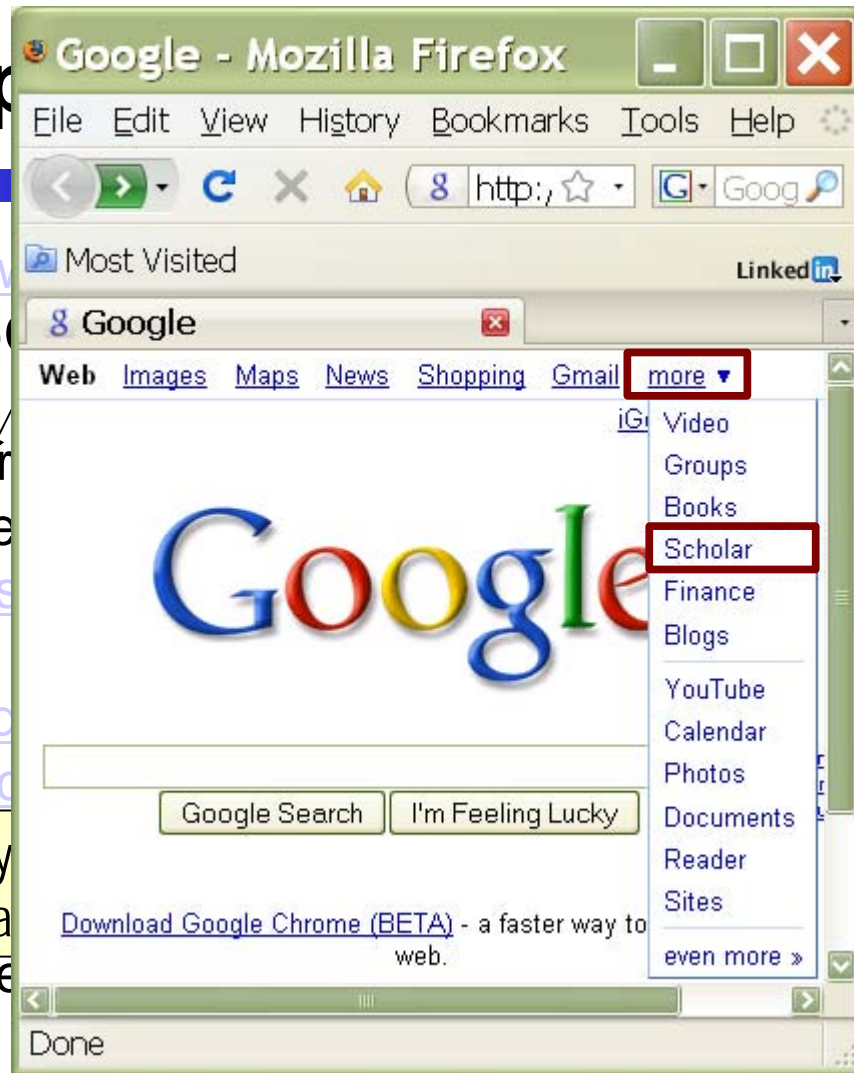
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