10.5 Process Improvement Mistakes from Top Executives

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Excellence, Ethics and Results

Consulting, Training and On Line Appraisals

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Business and Technology are growing in complexity

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A critical aspect

A large amount of organizations
in the world
are developing systems and software
the same way they used to
30 years ago

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Capability Maturity Model Integration ®

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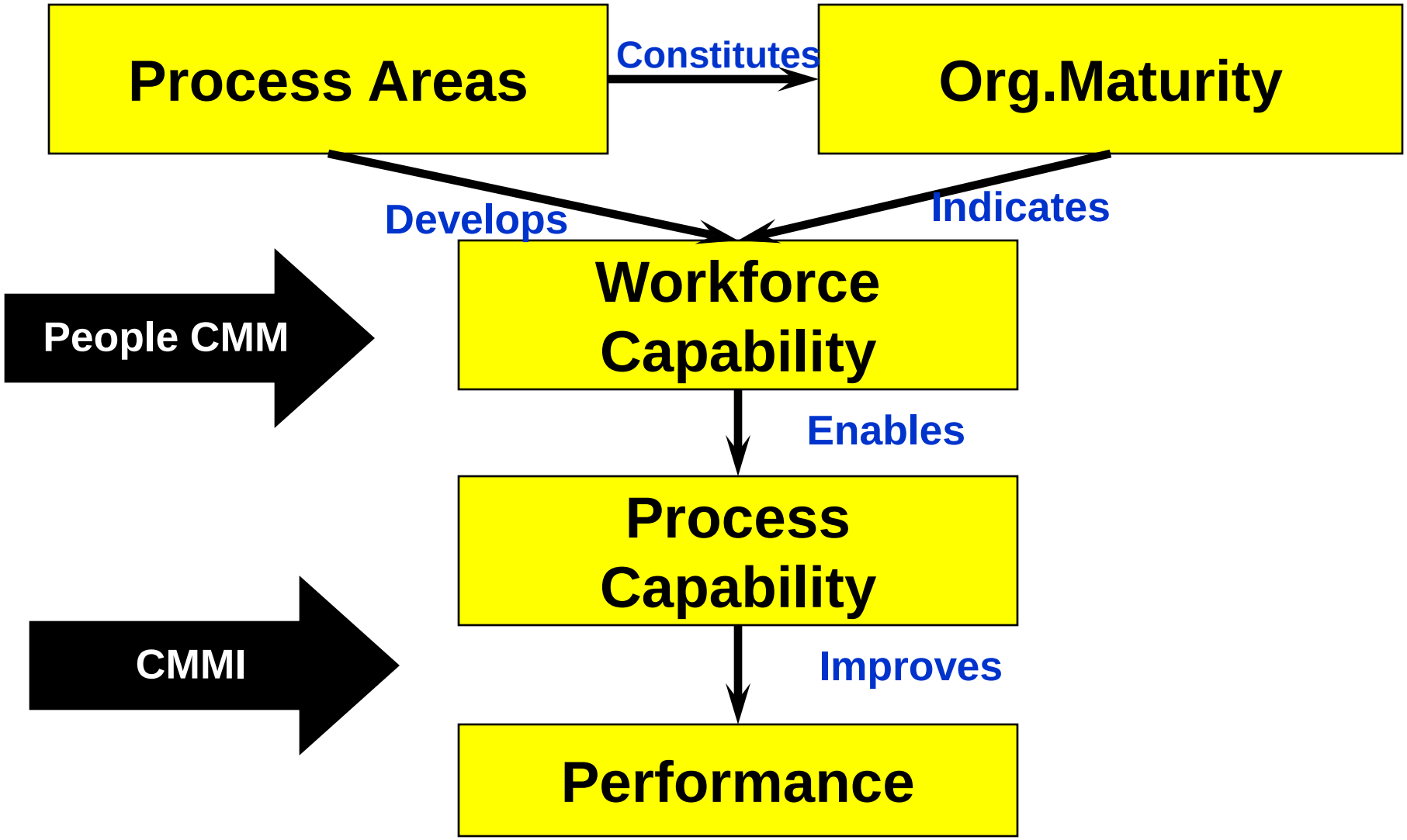
What really matters?



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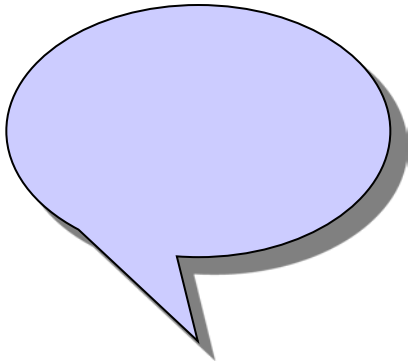

The 10.5 Process Improvement Mistakes from Top Executives

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Mistake Number xxx

“ mistake text….

If the mistake is not new for you, if it happens (or happened) in your organization, feel free to pop up the balloon. You are not alone!!”.

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This is not theory

- ISD is one of the largests SEI partners in the world
- We work with training, consulting, on site appraisals, on line appraisals, and process improvement in general
- These mistakes came from “real life experiences” in more than 500 customers in the last 10 years in many countries
- Any similarity to YOUR company IS NOT mere coincidence!

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Mistake Number 1

Believing that process improvement initiatives are only "documentation" and "bureaucracy." …

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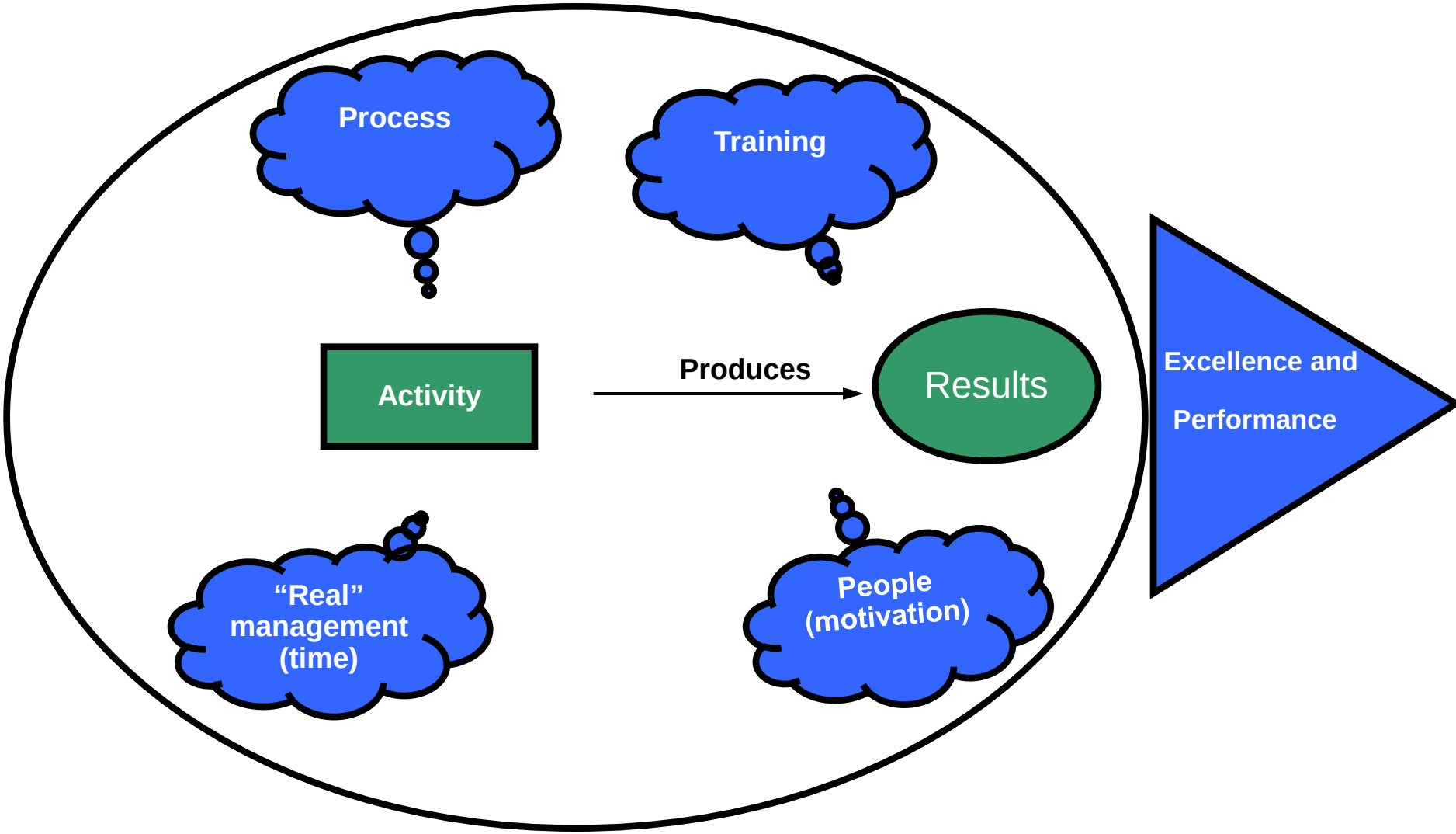

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Mistake Number 2

Handling the improvement program only as a one time project (and not as a continuous monitoring and improvement effort)

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Mistake Number 3.

“Bring me the excellence!”

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Mistake Number 4

Assigning junior or under qualified personnel to perform the Quality Assurance and Process Improvement activities…

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The “ideal” Quality Assurance

- Internal respect
- Management view
- Access to top management
- Knowledge of corporate culture
- Good communication skills
- Proven political skills
- Ability to motivate
- The one that takes the initiative
- The one that “segments the information”
- The one that explains the implication of gaps…

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QA – Bureaucracy or Management Support?

- Bureaucracy – the project manager did not document the rationale for the estimates

- Management Support – Incorrect estimation risk (absence of estimation rationale). It can lead to an error, because of the context of this project (just hired people will be allocated). Potential schedule slippage risk.

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Mistake Number 5

Focusing exclusively on the “timing”, the “speed” to achieve a “maturity level rating”. This kind of manager forgets that the real recognition will come from the actual performance and results…

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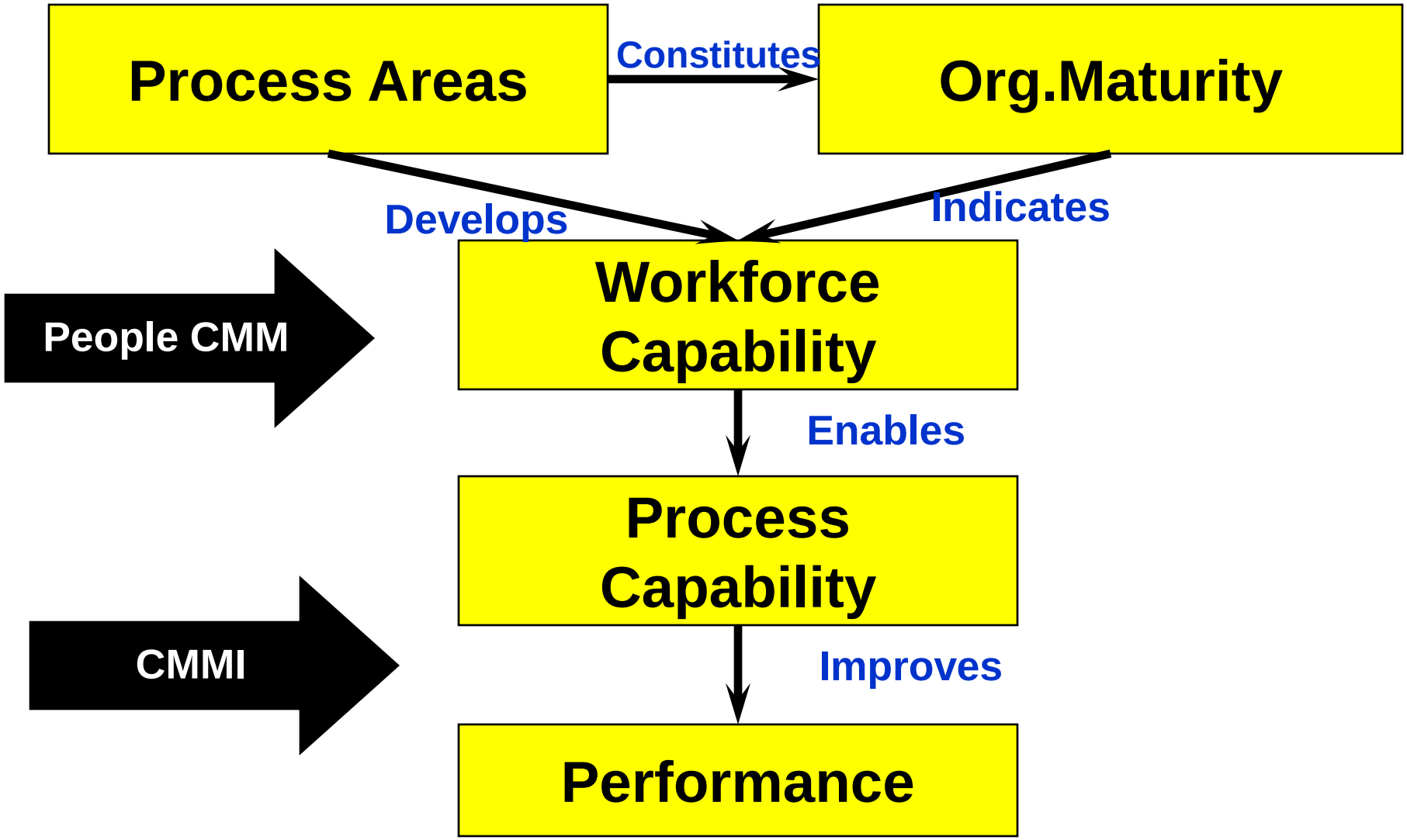
What really matters?



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Mistake Number 6

- Thinking the model wil create problems
- Thinking the model will not solve any of the problems
- Thinking the model will solve all the problems…

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A model, in short:

- Is an instrument
- Is a guide
- Is an excellent source of ideas
- Is a good measurement parameter

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Mistake Number 6.5

On the Supplier Selection Process

- Thinking it is sufficient “to require a maturity or capability level rating”
- Thinking the “maturity or capability level rating” has no meaning or effect
- Thinking the “maturity or capability level rating ” guarantees everything…

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Why it is "half wrong" : Companies must take into consideration:

- Geographic scope
- Appraised projects
- Appraised people
- Appraised processes
- Team independence
- How "fresh" are the appraisal results?
- Is it published at the SEI web site?
- What is the continuity plan?...

- Etc, etc. Otherwise you do not decrease your acquisition risks.

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Why it is “half right” : If Companies take into consideration:

- Geographic scope
- Appraised projects
- Appraised people
- Appraised processes
- Team independence
- How “fresh” are the appraisal results?
- Is it published at the SEI web site?
- What is the continuity plan?...

- Etc, etc. By doing that you increase substantially your chances for success.

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Mistake Number 7.5

System development acquisition strategy based primarily on considering the “price per day or purchased unit”, without a professional analysis of the process capability from the supplier.

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Mistake Number 8.5

To ignore management, organizational, political and economical changes.

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Mistake 9.5

Establishing “false expectations” since the very beginning of an improvement effort.

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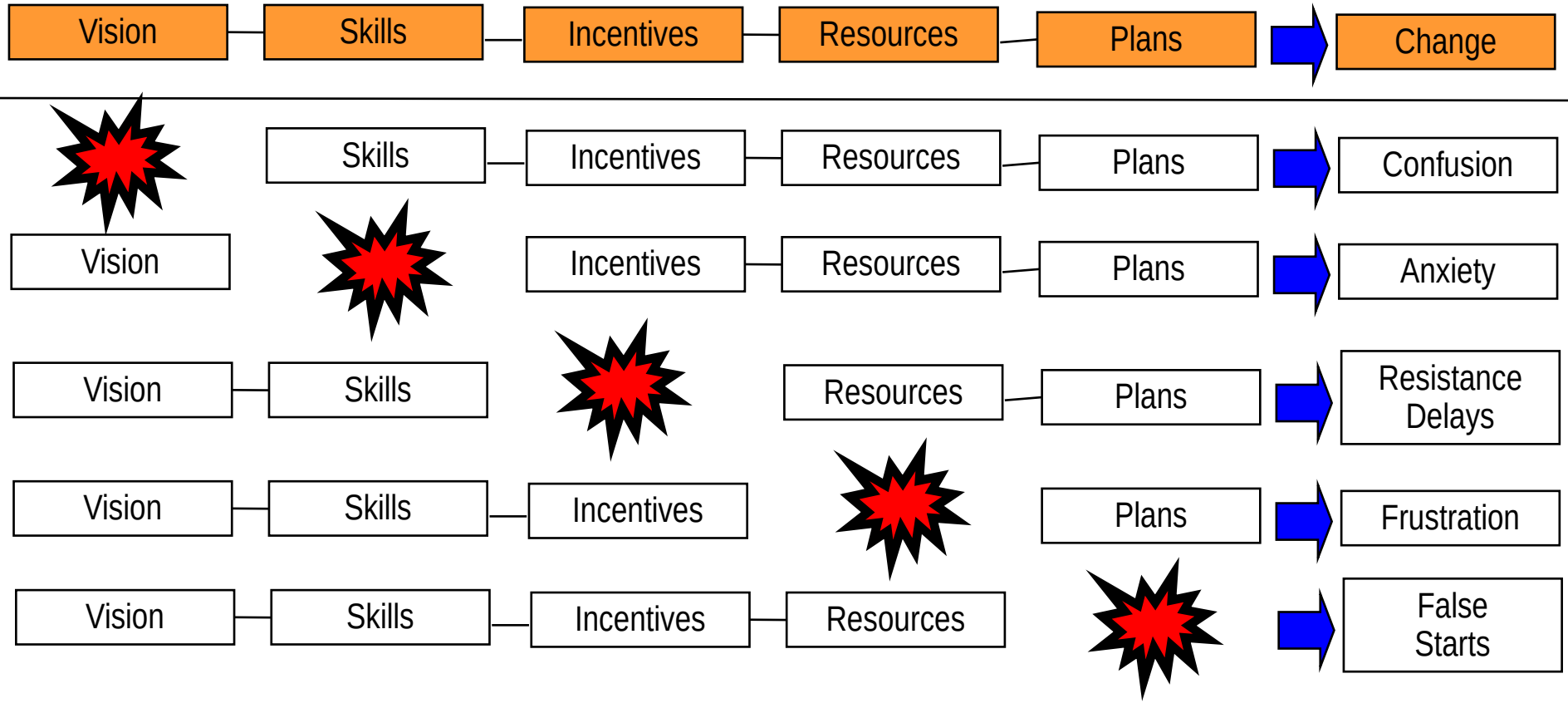
COMMON PROBLEMS IN PROCESS IMPROVEMENT INITIATIVES



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Mistake Number 10.5

To believe there are “only”
10.5 top management mistakes!

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Ignoring these factors may substantially increase the time to improve "maturity", demonstrate excellence and achieve real performance results.

Adequate management of these factors is the way to a succesfull process improvement program.

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Final Message

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Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly.

We are what we repeatedly do. Excellence, then, is not an act but a habit.

Aristotle

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The best way to avoid the 10.5 mistakes!

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Mistake Number 11.5

Focusing only on the “ROI” – Return on Investment…

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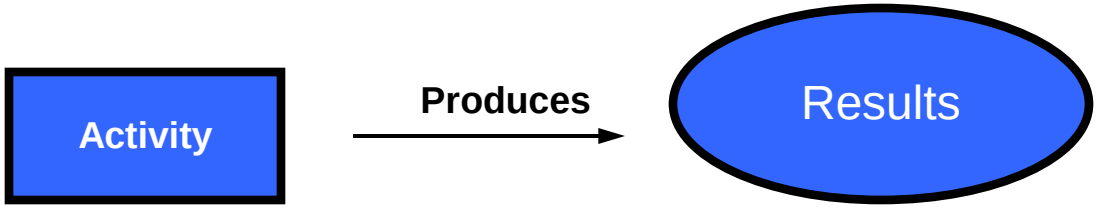

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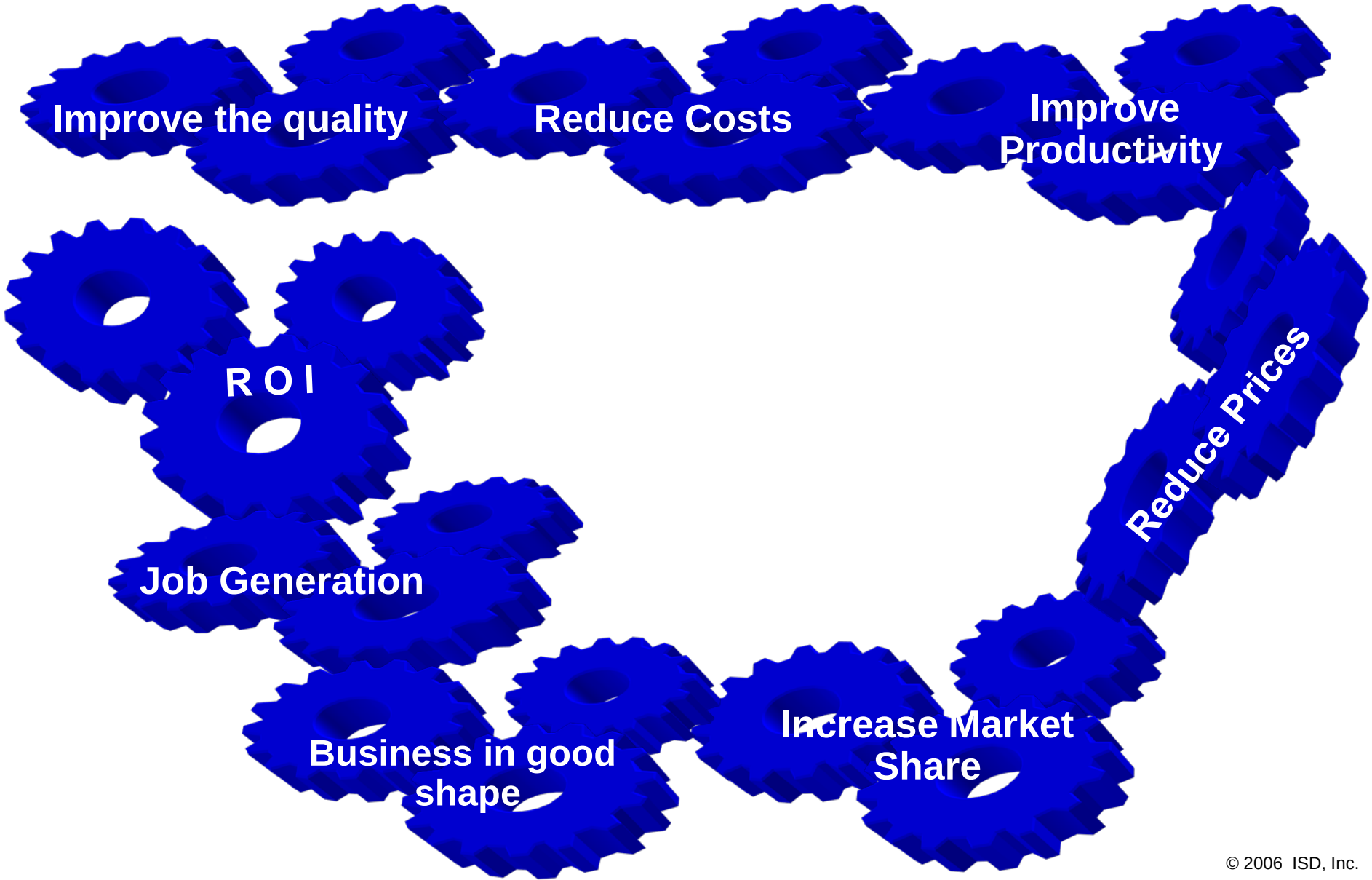
The Deming Chain:



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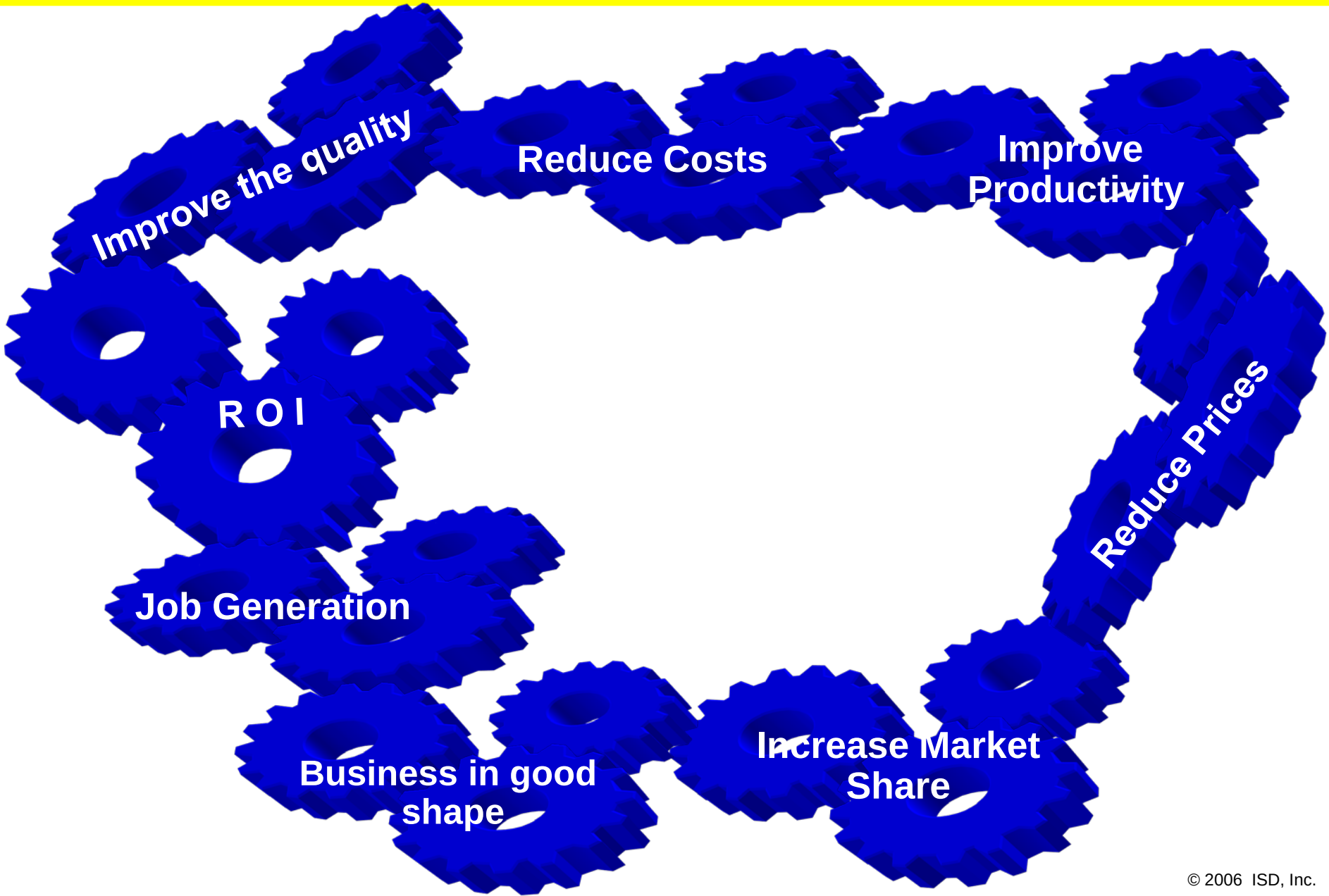

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