



# Using CMMI® to Improve the Enterprise, Not Just its Processes

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# Boeing Space and Intelligence Systems (S&IS)

S&IS is Boeing's center for all intelligence and government / commercial space systems. It is the world's leading manufacturer of geostationary satellites, and has the largest dedicated satellite factory in the world. S&IS' headquarters is in Seal Beach, California.



CMMI® Core Team Located in El Segundo, Southern California

# ABSTRACT: Using CMMI® to Integrate and Improve the Enterprise, NOT Just its Processes

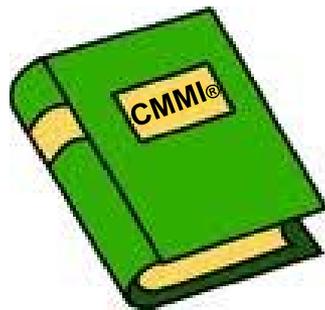
For some, the CMMI® Journey is about defining, executing and improving processes with the end goal of obtaining a CMMI® rating. Taking this approach usually results with good processes, satisfied process teams, a plaque on the wall and no real perceived value.

This presentation covers how we made high value achievements when renewing our CMMI® rating. This included making significant organizational integration improvements, and fostering a culture that recognizes CMMI makes good business sense.

The key was in creating value propositions using the right people, use cases and tools to facilitate efficient information access. Most importantly, we planned big, started small and had a detailed interpretation and implementation strategy of the CMMI® model.

# Agenda

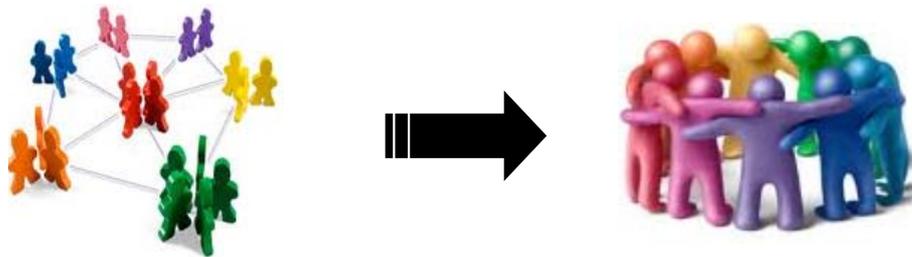
- Background - Transitioned to strategic CMMI® focus
- High leverage areas for value propositions
  - Appraisal preparation
  - Multi-disciplined problems
  - Use cases
- Critical steps in framing value propositions
- Getting MORE value from CMMI®



A Value Proposition is a Proposal that Adds Value

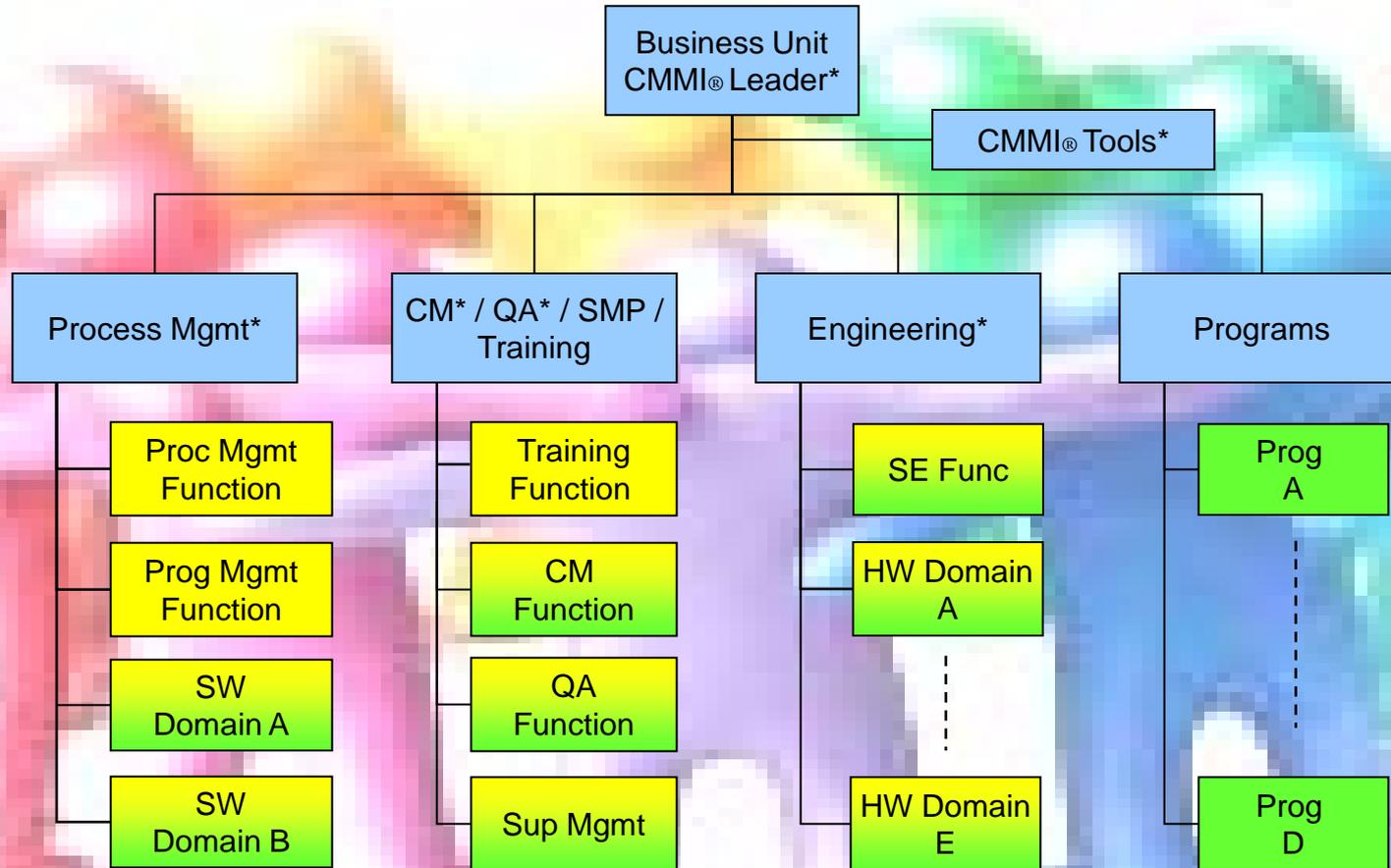
# Where Have We Been on Our CMMI® Journey?

- Started using CMMI® as an improvement tool in early 2000
- Obtained numerous CMM® / CMMI® Level 3 / 5 ratings
- Received numerous RFPs that have CMMI® requirements
- Transitioned focus from tactical to strategic improvements
  - Broad scope
  - Infrastructure
  - Integration



Using CMMI® for the Right Reasons !

# CMMI® Transition Team Included all Product Development and Process Management Stakeholders



CMMI® SMEs / Focus area

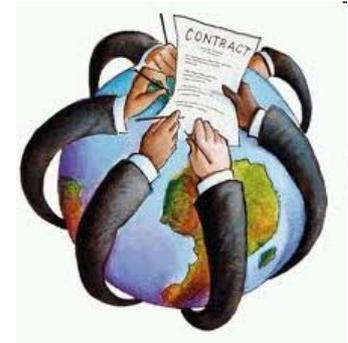
Program Execution

Process Owner

\* Global CMMI® Knowledge

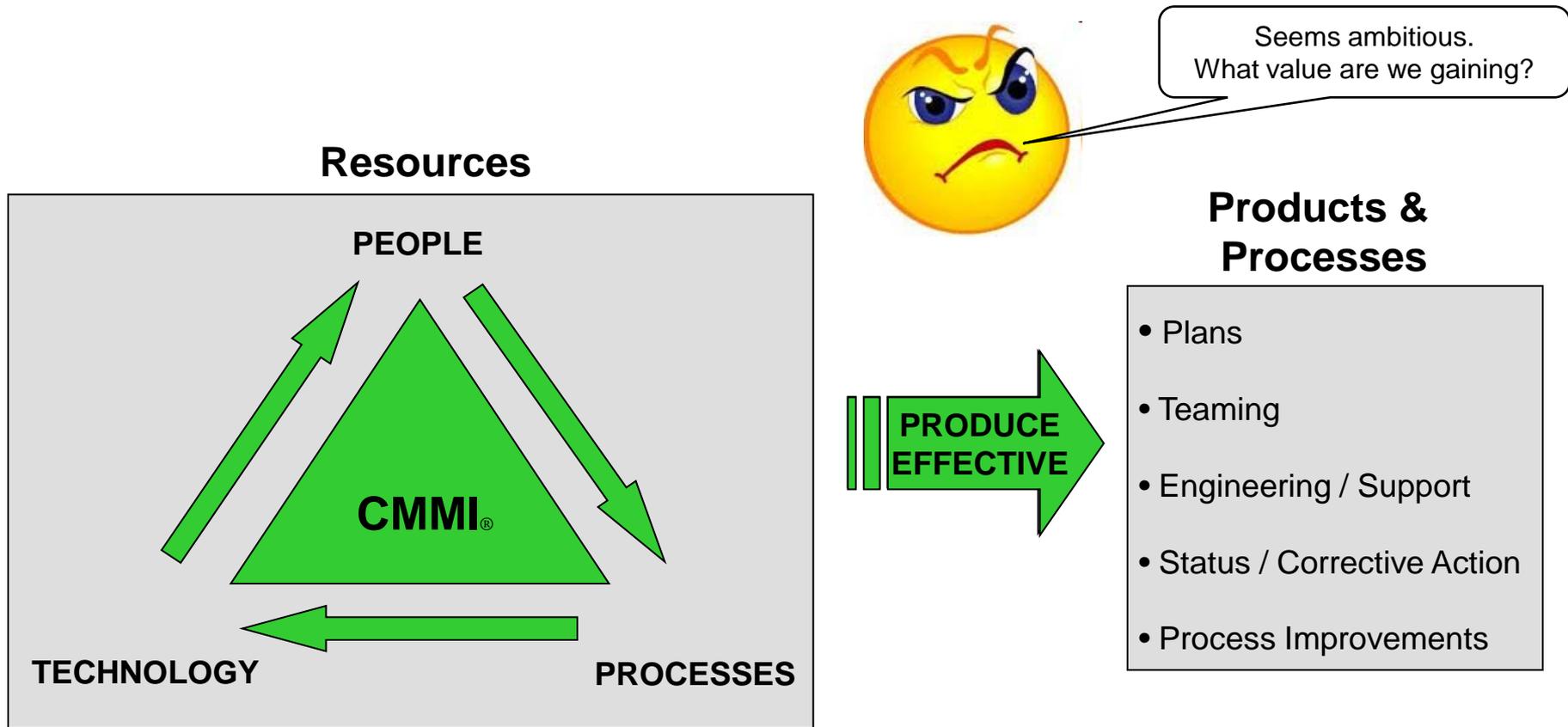
# Situation During our CMMI® Transition

- Very challenging business environment
  - Few new programs
  - Extreme competition
  - Focus on bottom line results - overhead cutbacks
  
- Significant organizational changes
  - Restructuring and realignment
  - New common processes
  - Aggressive improvement initiatives



Climate Focused on Adding Value

# Described CMMI® to New Management Team



Global Nature of Approach Raised Concerns

# Succinctly Communicated Value of CMMI® Transition

## ■ Business Case

- Customers want it, competition using it
- Proven best practices aligned with how we operate
- Supports where we want to go

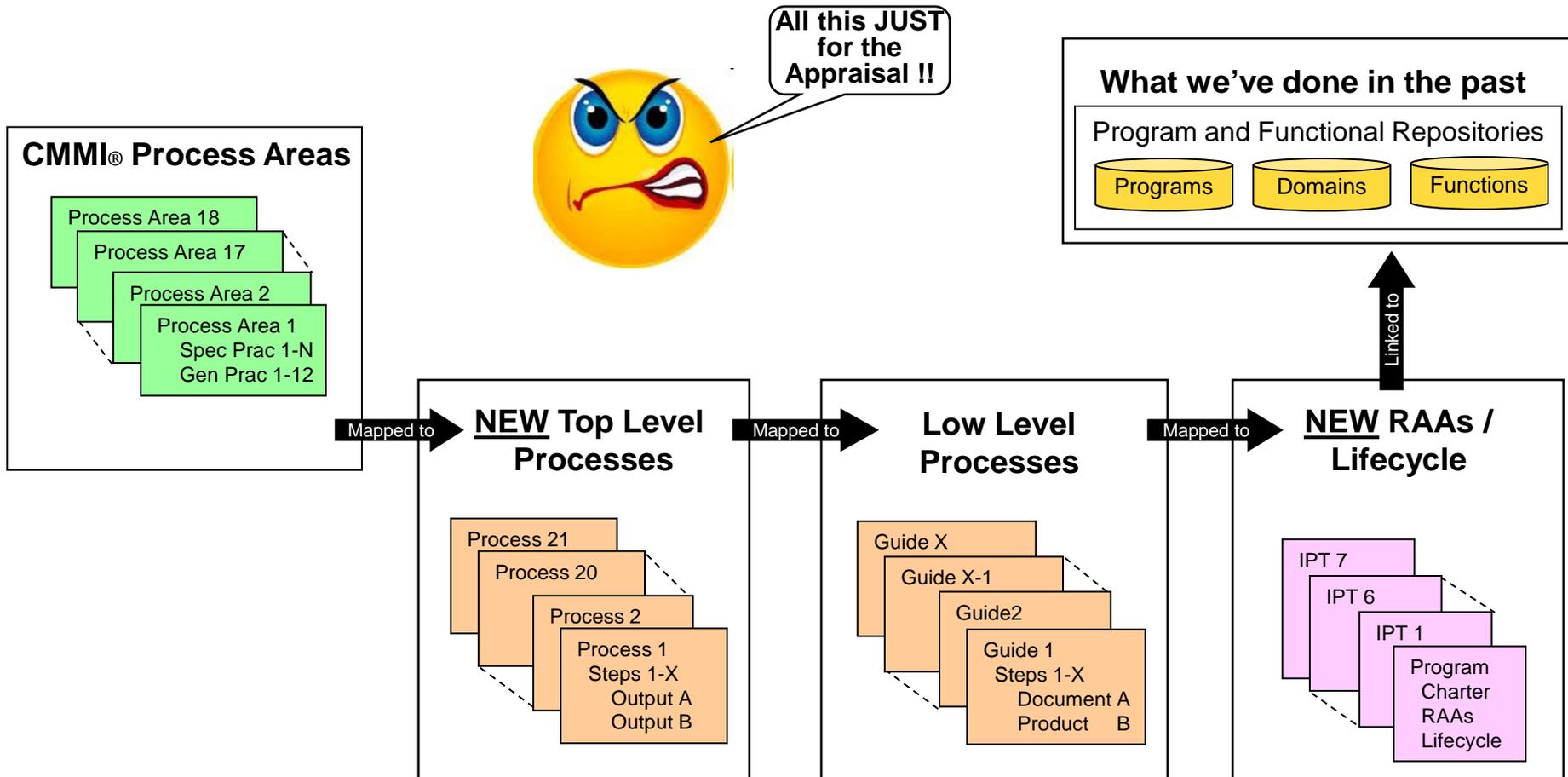
## ■ Examples of Value Propositions

- Shift from tactical to strategic thinking
- Processes that are easier to locate
- Better integration of activities
- Faster access to data

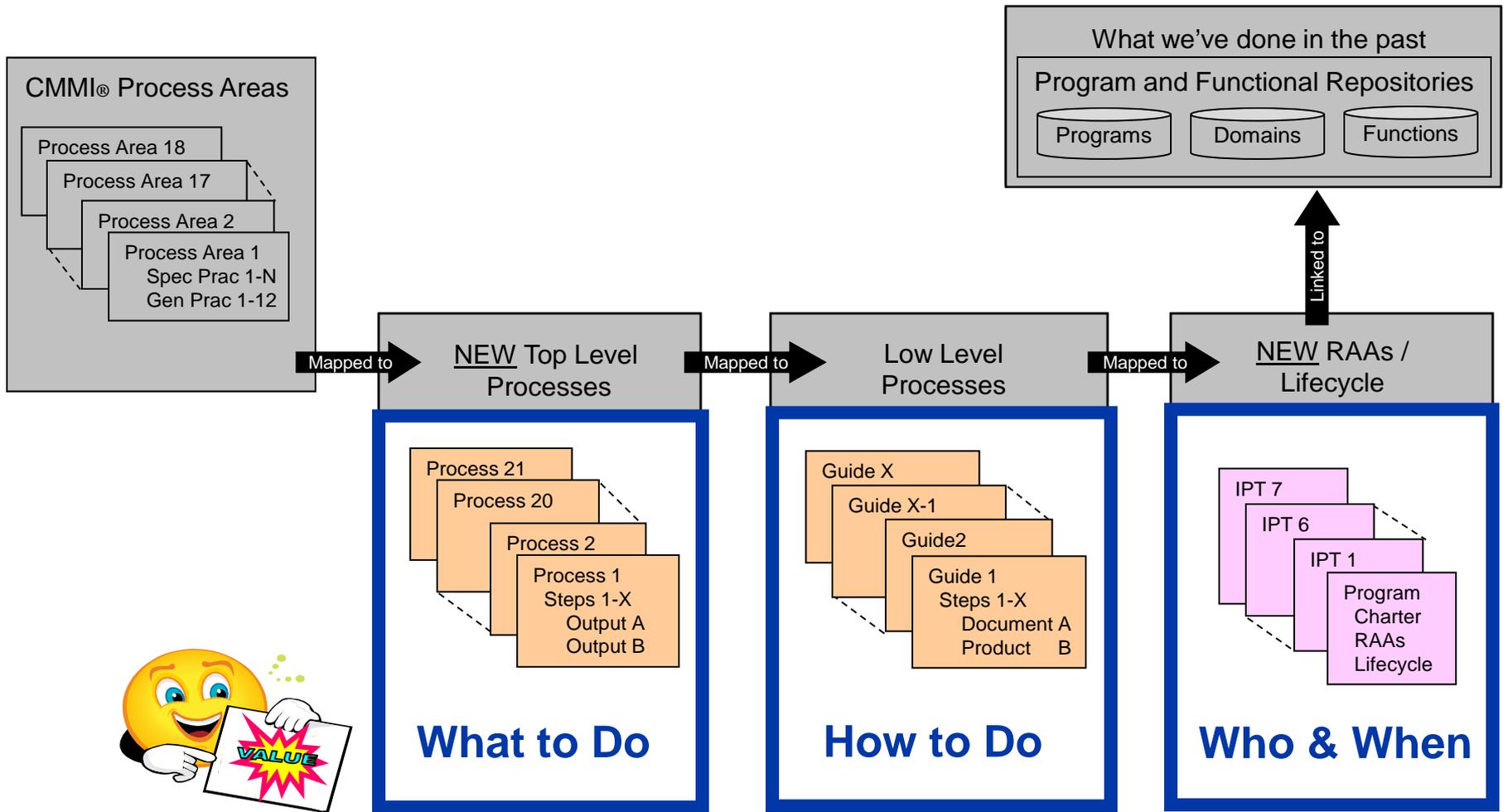


Related CMMI® to our Business and Operations

# Created Value Propositions from Appraisal Preparation

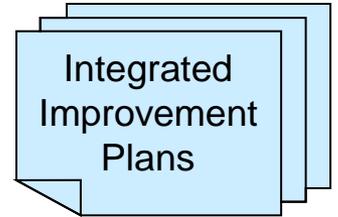
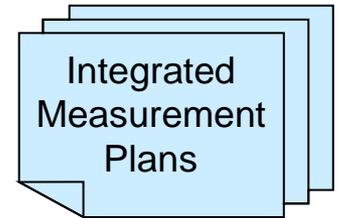
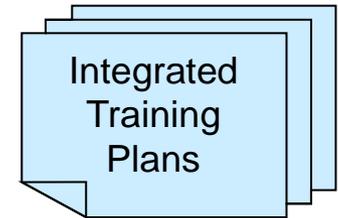


# Appraisal Preparation Value Proposition 1: Enable People to Understand How to do Their Jobs



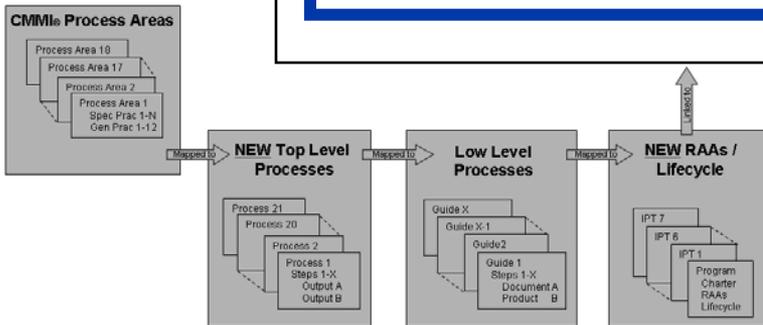
# Appraisal Preparation Value Proposition 2: Use Data Collection to Integrate Critical Activities

- How can we better leverage our training efforts?
- Are we collecting the right measures?
- How can we better focus our improvement activities?



What we've done in the past

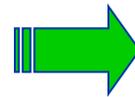
## Program and Functional Repositories



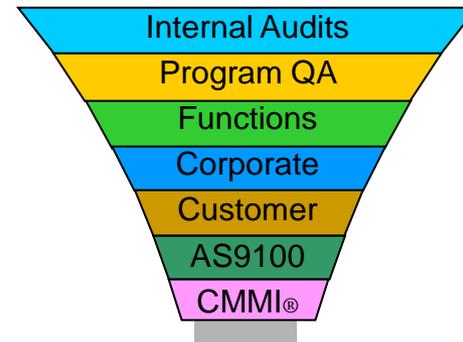
# Numerous Value Propositions Stemmed from Multi-disciplined Problems

## Problem

- Evaluation data not integrated
  - Remove redundancies
  - Ensure comprehensiveness



## Solution



Leverage CMMI®  
PPQA & GP 2.9

Now I know  
where to focus our  
resources



PROCESSES	INTEGRATED EVALUATION ACTIVITY						
	Internal	Programs	Functions	Corporate	Customers	AS9100	CMMI
Process A	Future	Progs 1 - 5 (2008)	Redundant (2010)	2008 Jan	Cust 1 (2009)	2007 Aug	Progs 1-3 (2009)
Process B	2008 Feb	Prog 6 (2008)	Future		Cust 3 (2010)	Future	Progs 3-4 (2009)
Process C	Future	Future	Test (2009)	2010 Oct		2009 Aug	Progs 2-4 (2009)
Process D	Future	Future	Future			Future	Progs 2-4 (2009)
Process E	Redundant (2010 Feb)	Prog 8 (2008)	Future		Cust 2 (2010)	Future	Progs 4-5 (2009)

# Other Value Propositions Based on Simple, High Priority Use Cases



“Value Added !!”

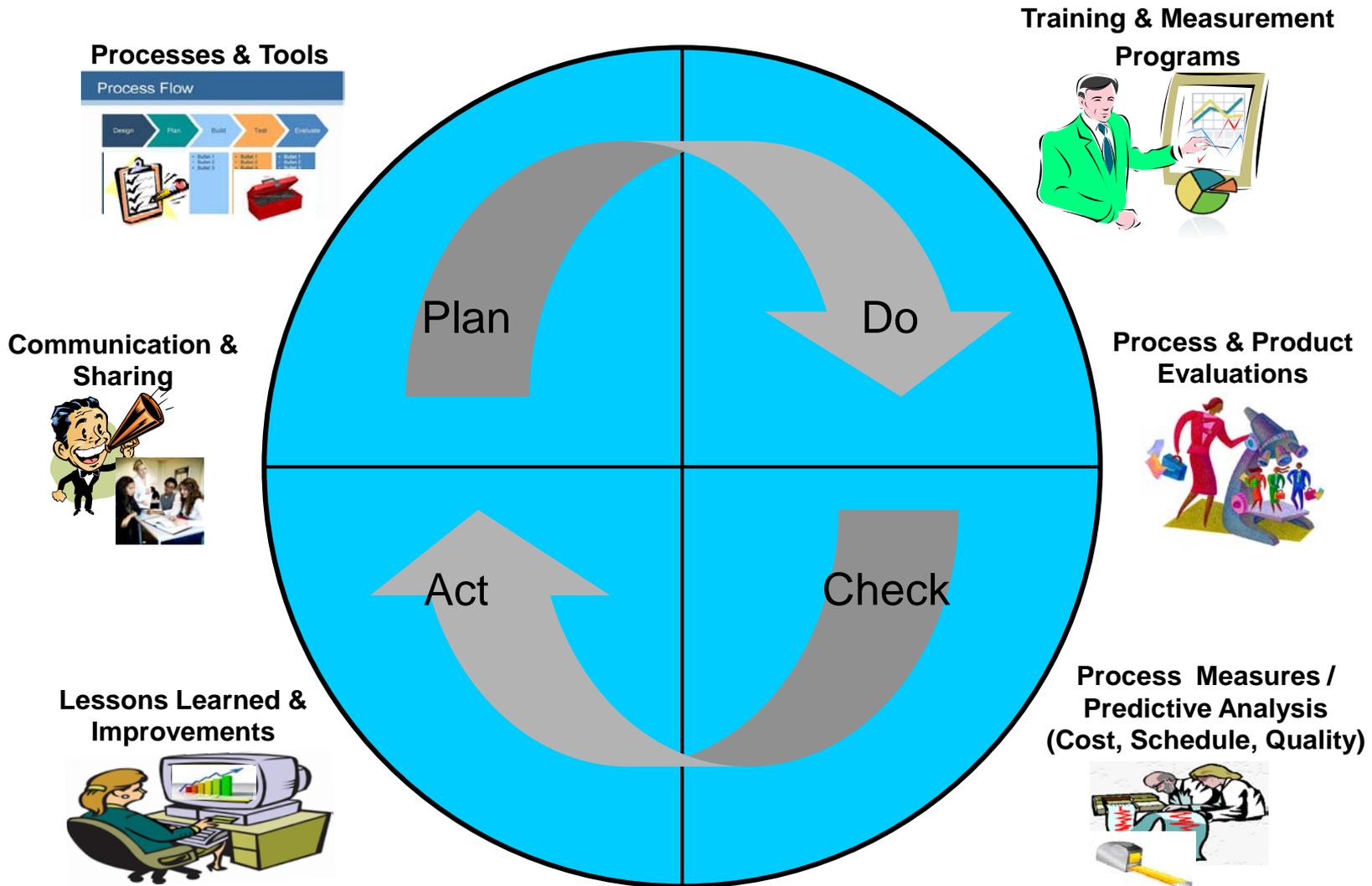
Target Users					Use Case #	Use Case Examples
Prog, Func Practitioner	Process Councils	Process SME	CMMI® SME	Customer		
	X	X	X		1	Are the right processes being deployed?
X	X	X	X		2	How do I do my job?
X	X	X	X		3	Where can I find process related data?
	X	X	X	X	4	How effective is our evaluation program?
			X	X	5	What is our CMMI® approach?

# Framing Complex Value Propositions

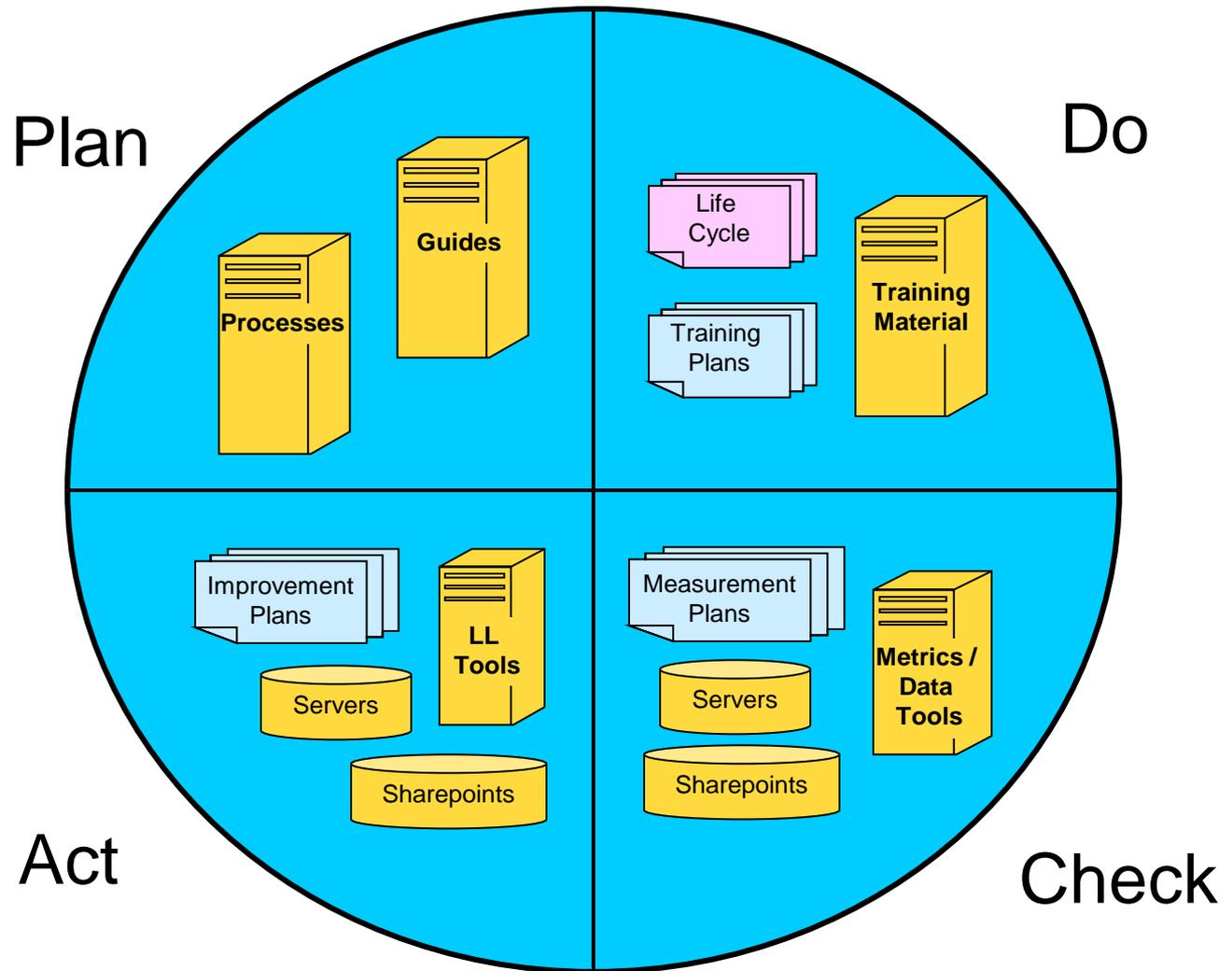
- Communication Challenge
  - CMMI® terminology
  - Broad scope of CMMI® effort
  
- Solution
  1. Translate CMMI® into how we operate
  2. Focus audience on the value proposition's scope
  3. Illustrate the value of the proposition



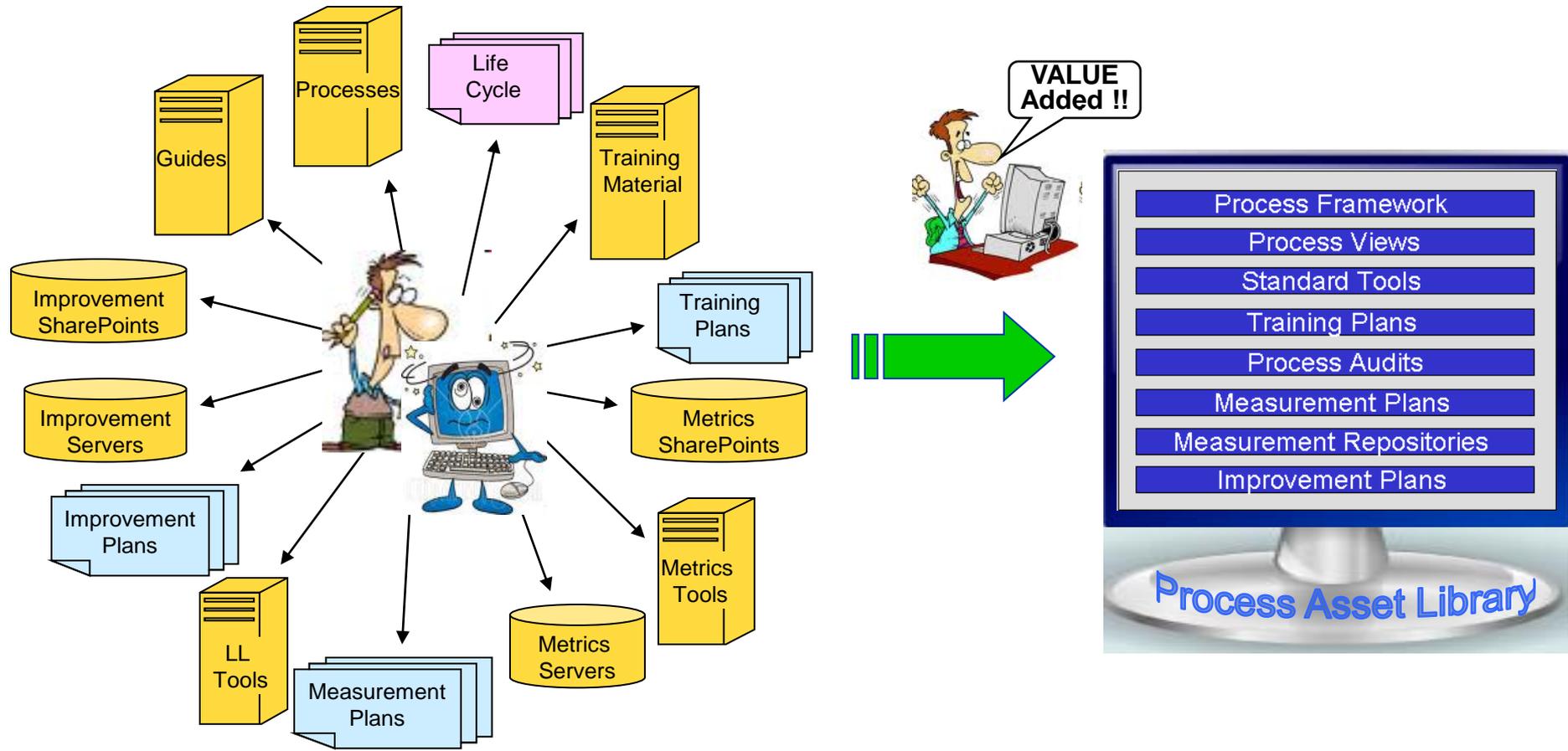
# Step 1 – Translate CMMI®: Process Management in Our Own Paradigm



# Step 2 – Focus the Audience: Large Quantity of Process Management Data



# Step 3 – Illustrate the Value: Turn Chaos into Organized Process Asset Library Views



# CMMI® Accelerated Our Capabilities in a Challenging Environment

- Integrated new processes
  - “What to”, “How to” and “When to” execute
- Defined clear RAAs for operating teams
- Integrated training, measurement and improvement plans
- Provided single portal with global access to process data
- Implemented comprehensive data management approach
- Consolidated process and product evaluation information



All Validated by a CMMI® Level 3 Rating

# Getting MORE Value from CMMI®

- Develop detailed CMMI® implementation strategy
- Involve all stakeholders
- Understand high leverage areas for value propositions
- Frame your value propositions as simply as possible
  - Translate CMMI® using operational scenarios
  - Focus discussions to the audience



**Use KISS: Keep It Simple Strategy !!**

# Creating CMMI Value Propositions

## Questions?

