It’s a #$*!>% Mess: How to Leverage Today’s Process into Tomorrow’s Initiatives

Raytheon Missile Systems
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Does this look Familiar???

Process for the Sake of Process Helps No One!
Users Perspective on Process

- Too many conflicting processes
- No consistency among directives and processes
- My functional organization tells me one thing, but my program another
- Waste of time and money
- Process gets in the way of “real work”
- What does this process stuff really do anyway?
- I am behind schedule and don’t have time for process stuff

With So Much Process, When Can I Get My Work Done?
Program Manager’s Perspective on Process

- Too Expensive
- Too much process, not enough budget!
- I don’t need to use process, I make this company money without it!
- What does this process stuff really do anyway?
- I am meeting schedule and budget, process just gets in the way!
- Why does the organization tell me to use process without paying for it?
- My Customer is not going to pay for process work!

I Am Meeting Schedule and Budget, Process Just Gets in the Way!
EPG’s Perspective on Process

- Conflicting initiatives
- All things for all people
- Continuous new direction
- Flavor-of-the-day response
- Passive sponsorship

Continual “Redirection” Leads to Confusion and Ineffectiveness
Our Customer created a new set of requirements for certain types of programs.

Our Company decided to create Corporate-Level Initiatives to answer our Customer’s needs.

Our Organization created a whole new set of directives to answer the need, without leveraging all the efforts that had already been created as part of AS9001, CMMI…etc.

A Process Created in Isolation is a Waste of Time
What Did Not Work

- Silo Processes
- No Big Picture
- New initiative = new process
- Poor Communication
- No Accountability
- Unorganized Deployment
- No common agenda, too many hidden agendas
- Assumed compliance

Creating New Process for Every New Initiative Costs Too Much
Our Success Stories

- The new directive system looks beyond initial charter
- Synergy by using an Enterprise-wide Change Review Board (CRB)
- The organizational horsepower to make decisions!
- All new initiatives now have a place where all interested parties can come together and knowledge share/collaborate.

When We Leverage Off What Already Exists, We Do It Better
What Did Work

- No new initiative without CRB reviewing it
- Enterprise wide vision and voice
- Leveraging of existing process and infrastructure
- Strong communication plan
- Accountability at all levels to ensure successful deployment

Knowledge Sharing Across the Enterprise
Questions??

Thank you for your participation
Presentation Outline

I. Introduction

II. Scene/Act
   a) User Perspective
   b) Program Perspective

III. What did not work
   a) Courage/RDS system

IV. What did work/success
   a) Visibility into deployment
   b) Programs using PD, Tailoring, Gates
   c) RDS work in Progress

V. Lessons Learned

VI. Questions