Been There, Done That, Got the Banner

Is Best Practice Complacency Taking Over?

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Survey – Who Has a Banner?

- Does your organization currently have one or more?
  - ISO Certification/Registration, CMMI Maturity Level, or similar

- What is your Sustainment Status?
  A. Our organization has sustained the “banner” through re-certifications, re-appraisals
  B. Our organization has sustained the execution and compliance, but not the formal “banner”
  C. We have not sustained some or all of our previous levels of execution and compliance
USA – ISO Certs & CMMI Appraisals

ISO 9001
Quality Management

ISO/IEC 27001
Info Security Mgmt

ISO 14001
Environmental Mgmt

CMMI Appraisals

ISO Data from The ISO Survey – 2011, www.iso.org

CMMI Institute - Maturity Profile Reports, March 2013
Leaders vs USA

ISO 9001
Quality Management

ISO/IEC 27001
Info Security Mgmt

ISO 14001
Environmental Mgmt

CMMI Appraisals

ISO Data from The ISO Survey – 2011, www.iso.org
CMMI Institute - Maturity Profile Reports, March 2013
Benefits Attained?

More Business

High Quality

Faster

On Time

On Budget
Definition:
Self-satisfaction, especially when accompanied by unawareness of actual dangers or deficiencies.
6 Warning Signs of Complacency

1. If it’s too hard, then lower the bar
2. Shiny New Thing! (or Stray Dogs)
3. We are Soooooo Good!
4. Zombie mode
5. We tailored it OUT (then begged forgiveness)
6. Dust on the Process Assets

10/11/2013
#1 – It was too hard, so we lowered the bar

- Scenario: Started in one area. Success. Celebration.
- Assumption: Success will spread - like the flu
- Reflection:
  - No continuation plan
  - Too “hard” to make Every Project in Every Area adhere to Everything
- Result:
  - Reduced required process adherence to a poorly defined mess
  - Process ambivalence
Moral: Be consistent – same rules, same implementation

ANALOGY

- Does a football coach only have 25% of the players run laps?
- Is it OK if only some of the chemical plants treat all of their wastewater?

POSITIVE EXAMPLE

- All major programs included in the beginning
  - Involved in process & assets development
- Full rollout to all
- Equal/balanced support
  - No Haves vs Have Nots
#2 – Shiny New Thing

- **Scenario:** Processes rolled out to all. Inclusive. Banner! *(Learned from # 1 !)*
- **Assumption:** Projects should know what to do
- **Reflection:** Resources redeployed to a *Shiny New Thing*
- **Result:**
  - New project teams are lost
  - Infrastructure not in place to maintain/oversee processes
  - Stagnant within a year of initial success
ANALOGY

- After successful dieting, what do you have to do in order to not regain weight?

- After training and completing a triathlon, how much exercise is needed to retain that level of conditioning?

POSITIVE EXAMPLE

- Multi-functional team to lead effort to CMMI ML3
- Post-appraisal, Quality Dept. takes ownership
  - Integrates CMMI activities into existing Quality program
  - One owner for Lean Six, ISO9001, and CMMI
#3 – We are SOOOO Good!

- **Scenario:** Long series of perfect internal audits
- **Assumption:** Must be excellent institutionalization
Moral: Remember, it’s about CONTINUOUS IMPROVEMENT

ANALOGY

POSITIVE EXAMPLE

- Internal audits are not adversarial
- Checklists used, but approach, scope, and sample varies
- Threads are followed to dig deeper
- Drives improvement actions

*Shouldn’t your QA department coach like personal trainers?*

Photo by www.localfitness.com.au
#4 – Zombie Mode

- **Scenario:** Rote execution of process steps (ex: Pretty risk charts)
- **Assumption:** Process is great!
- **Upon Further Review:**
  - Risks aren’t meaningful
  - Detail doesn’t aid analysis
  - New risks get identified shortly before impact dates
- **Result:** Missing the value of the process
EXAMPLE RISK STATEMENT

- “Many of the key project personnel are matrixed with other programs. This could cause delays in producing and reviewing work products.”
  - Risk rated Medium
  - Raised 6 mths before impact
  - 2 mths after impact, not fully resolved

WITH THOUGHT

- 3 different key positions
  - Test engineer, software engineer, CM manager
- Should be 3 risks
  - Each position likely has different probability, impact, and mitigation actions
#5 – We Tailored it OUT

- **Scenario:** Increase in skipping processes under the guise of Tailoring
- **Assumption:** Tailoring is being used appropriately
- **Upon Further Review:**
  - Evading proper processes
  - Tailoring misuse, blissful ignorance
- **Result:** Gaming; disintegration of process standards; difficult enforcement
Moral: Tailoring isn’t a Get out of Jail free card

ANALOGY

- White Lies
- Cheating on the diet
- Easier to beg forgiveness than get permission first

POSITIVE EXAMPLE

- Pre-defined tailoring options worksheet

<table>
<thead>
<tr>
<th>Tailoring Area</th>
<th>Tailoring Options</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usage mode</td>
<td>• Internal Improvement</td>
<td>Quality and productivity goals</td>
</tr>
<tr>
<td></td>
<td>o Supplier Selection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Process Monitoring</td>
<td></td>
</tr>
<tr>
<td>Collection of Evidence</td>
<td>o Discovery</td>
<td>Evidence previously identified</td>
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<tr>
<td></td>
<td>o Managed Discovery</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Verification</td>
<td></td>
</tr>
<tr>
<td>Planned Outputs 1</td>
<td>o Unit Specific Findings</td>
<td>Per SOW</td>
</tr>
<tr>
<td></td>
<td>• Final Report</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Recommendations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Action Plan</td>
<td></td>
</tr>
</tbody>
</table>

10/11/2013
Scenario: Plans, processes, procedures are obsolete and unchanged
Assumption: Update before next assessment
Reflection:
- No WIIFM, No cultural change
- Hard to find, so not used
- Perception that documents were just to satisfy auditors
Result: Lost benefits; Wasted time
Moral: Process Assets aren’t like Scotch – older isn’t better

ANALOGY
- Who checks the dates on milk at the store to find the freshest?
  - We are conditioned to value the new and recent
  - And distrust the old
- Are your processes like Version 1 software?

POSITIVE EXAMPLE
- Wiki-style process libraries
  - Graphical process flows
  - Easy to change (but controlled)
  - Users can contribute examples and lessons learned
  - Hyperlinks
  - Search
- PMP – More index, than Plan
  - Links to subordinate docs
How to Re-energize

- Where are your pain points?
  - External and Internal impacts
- Observe, Ask, Listen, Measure
  - Use Lean Six Sigma, Root Cause Analysis, Revisit best practices
- Focus on behaviors
  - It is easy to see in behavior whether there is commitment to the processes
Get Back to Success

- Management nurtures a process culture
- Less crisis management
- Performance more closely matches estimates
- Easy to onboard or shift employees/roles
- Our Standard Processes are truly the way we do things around here
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