



How does the introduction of CMMI affect Senior Management?

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Motivation

Why another talk on management commitment?



- **Everybody agrees management commitment is a necessary requirement for success**
- **but often it is not clear what exactly this means**
 - Senior management: of course I am committed. I pay for the CMMI intro project
 - Project lead / project member: management is not committed to CMMI because they refused to finance my process improvement activity / decided to release a product with known bugs / ...
 - Abstract answers:
 - change of mind set
 - support cultural change
 - act as example



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- **Typical scenario**

- Senior management decides to improve (software) development processes, e.g. by introducing CMMI
- tells everybody to use CMMI practices
- assumes itself not affected



- **Result**

- Members of organization get inconsistent signals about importance of CMMI and will probably only implement those signals they want to implement
- Process improvement does not happen on a major scale
- Appraisal may fail because of insufficient management commitment

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Management (Definitions from CMMI V. 1.1)



- **Management**

- person who provides technical and administrative direction and control to those performing tasks or activities within the manager's area of responsibility.
- The traditional functions of a manager include planning, organizing, directing, and controlling work within an area of responsibility.

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Management (Definitions from CMMI V. 1.1)



- **Senior management**

- management role at a high enough level in an organization that the primary focus of the person filling the role is the long-term vitality of the organization, rather than short-term project and contractual concerns and pressures.
- A senior manager has authority to direct the allocation or reallocation of resources in support of organizational process-improvement effectiveness.

- **Higher level management**

- Higher level management includes those levels of management in the organization above the immediate level of management responsible for the process.
- In particular, higher level management includes senior management.

Non-financial cost for senior management



- **Emotional**

- accept crises and conflict while introducing process improvement
- fear that expected benefits will not materialize
- fear because of higher visibility and accountability of own work

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Non-financial cost for senior management



- **Behaviour**

- set process improvement goals and follow them up
- set / accept realistic goals for process improvement
 - goal should be process improvement, not CMMI maturity level
 - no „ML x in 3 months“
 - unrealistic goals may slow process because important steps are skipped
- commitment to new processes
 - take defined processes into account when telling employees what to do
 - senior management is one of several sources of requirements
 - accept new processes to include senior management
- no more celebration of „fire-fighting heroes“



Non-financial benefits for senior management



- **Emotional**

- feeling of security
- feeling of control over processes / organization, fewer surprises
- less fire-fighting
- pride
- personal growth

- **External**

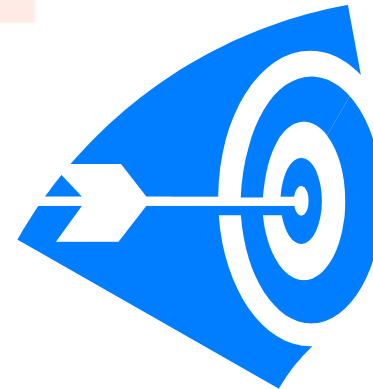
- risk reduction
- improved governance (SOX, Basle II, etc.)

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Track process improvement as goal



- **Setting process improvement goals is obvious,**
- **but tracking is surprisingly often not done seriously**



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Track process improvement as goal



- **Do**

- Track these goals and ask those responsible about progress etc.
 - If you don't, the goals are obviously not important and will be treated as such
 - Use „Carrot and stick“ just like you do for other, e.g. financial, goals
- Treat process improvement project as any other project, using the same reporting mechanisms etc.
- Ask questions such as „How many accepted process improvement suggestions were initiated by dept. X?“
- Make bonus payments dependent on achievement of process improvement goals

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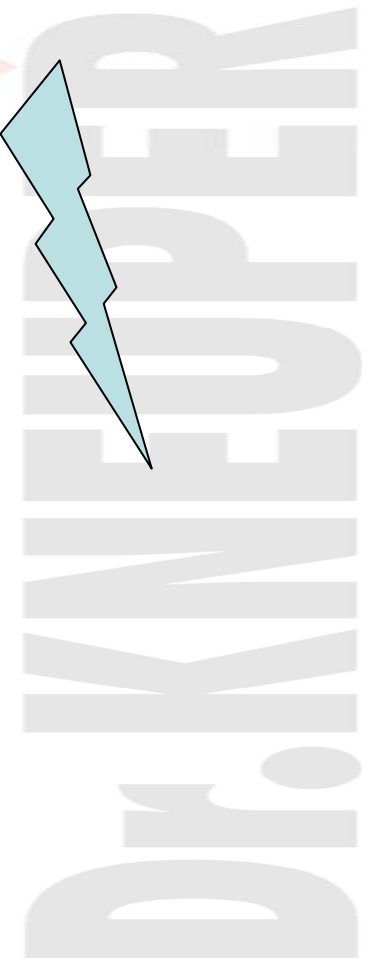
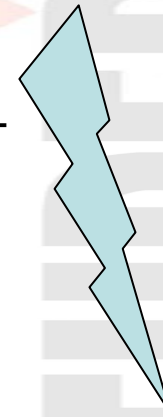
Track process improvement as goal



- **Don't**

- Don't overdo tracking.

- If you keep project leaders busy with status reporting and ad-hoc analyses, reports and metrics, they won't have time for managing the project.
 - This applies to both process improvement projects and „normal“ development projects.



CMMI Requirements on Senior Management



- **GP 2.1: Establish an Organizational Policy**
 - define organizational expectations for the process ...
 - „In general, senior management is responsible for establishing and communicating guiding principles, direction, and expectations for the organization.“
 - clearly communicate expectations



CMMI Requirements on Senior Management



- **GP 2.10: Review Status with Higher-Level Management**

- provide higher-level management with the appropriate visibility into the process
- „These reviews are for managers who provide the policy and overall guidance for the process, not for those who perform the direct day-to-day monitoring and control of the process.“
- Know what is going on and where you need to take action.



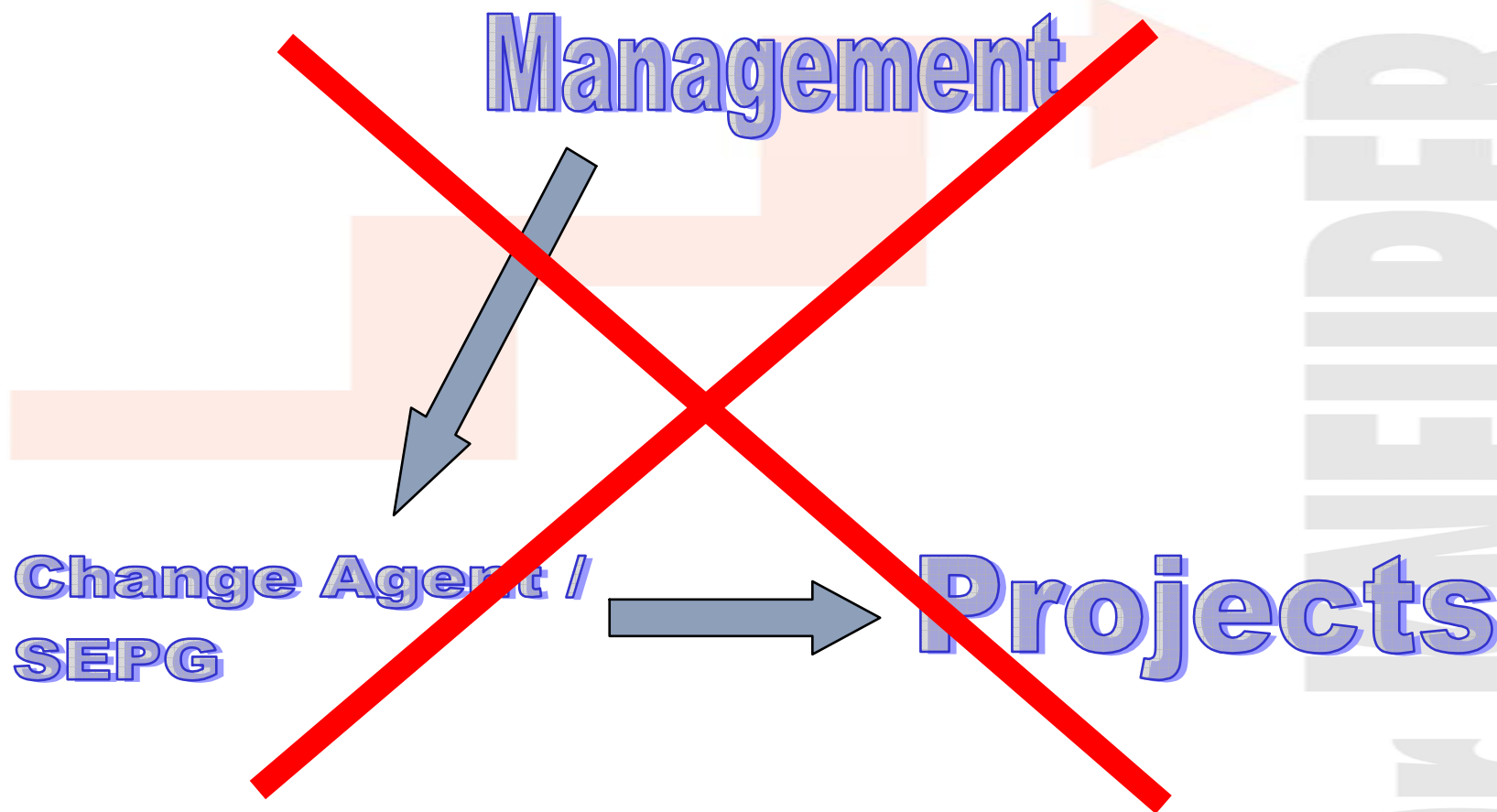
CMMI Requirements on Senior Management



- **Organizational Process Focus**
 - SP 1.2: Appraise the Organization's Processes.
Subpractice 1: Obtain sponsorship of the process appraisal from senior management.
 - OPF, SP 1.3: Identify the Organization's Process Improvements.
Subpractice 1: Determine candidate process improvements.
 - OPF, GP 2.4: Assign Responsibility.
Establish management steering committee to provide senior-management sponsorship

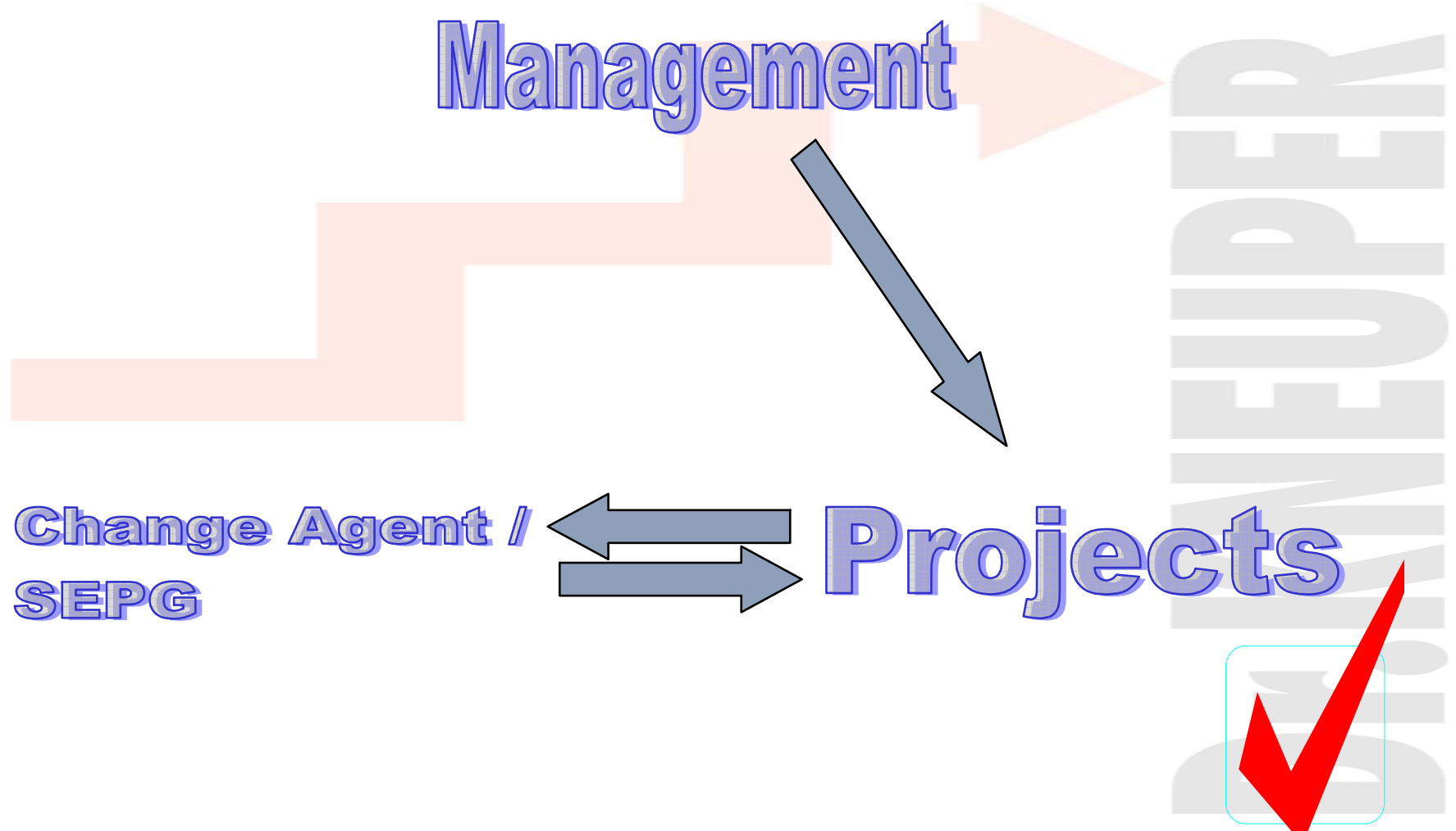


Management commitment Pickerill Triangle



Source: Jay Pickerill „What is this „thing“ called management commitment?“
6. Workshop der GI-Fachgruppe 5.1.1, Kaiserslautern, 1999, Fraunhofer IRB Verlag

Management commitment Pickerill Triangle 2



Summary and Conclusion



- **For SEPG**

- Tell your Senior Management what THEY need to do.
- Don't just talk about the benefits but also about the (non-financial) cost involved.
- Talking about abstract „management commitment“ does not help – provide details of what management needs to do.

- **For Senior Management**

- Accept that process improvement involves a change of organizational culture from senior management down.
- If you are not prepared to do that, don't waste any money on process improvement activities.

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Final Questions



- Any open questions?



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