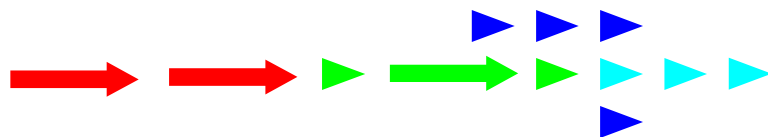


# Seven Essential, Counter-Intuitive Steps for Successfully Implementing the CMMI

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# Seven Essential Steps = CMMI

- Motivation
- (1) Despite the Presentation Title...
- (2) Collect Seemingly Useless Measures
- (3) Confirm or Strengthen What You Already Do
- (4) Introduce New Capability Nobody Cares About
- (5) If You Don't Like It, Deploy It Anyway
- (6) Defer Until Later ... Your Good Ideas
- (7) When You are "Done", Make it Clear...
- Key Principles

# Why Even Consider Adopting the CMMI?

- Reasons you are supposed to select
  - Reduced risk
  - Increased quality
  - Increased profit due to reduced rework
- Reasons many executives actually select
  - Your customer decided to require it
  - It's becoming increasingly recognized by your legacy customer base
  - It's becoming increasingly recognized by your intended future customer base
  - One of your competitors has started marketing their CMMI adoption and/or Maturity Level

# (1) Despite the Presentation Title, Do *\*Not\** Implement the CMMI

- Implement your *Business Model*
  - Value to yourself
- Implement your *Mission Model*
  - Value to the world
- Use the CMMI to fill gaps

## (2) Collect Seemingly Useless Measures

- Baseline measurements are important even if, for now, you are mostly measuring 'noise'
- It is much easier to prove improved performance when you can show 'before' and 'after' measurements

## (3) Confirm or Strengthen What You *\*Already\** Do

- Since you are already a functioning business, you are clearly doing some things effectively
- Identify areas of considerable overlap between the model and your current activities
- Then, with a few minor tweaks you will likely be both effective *\*and\** compliant (i.e., more reliably and repeatedly effective)

## (4) Introduce New Capability Nobody Cares About

- In other words, find 'non-controversial' areas for your initial improvements
  - Few people care passionately about, for example, document labeling (or other boring aspects of configuration management)
  - Conversely, people are often extremely passionate about their personal views on project management

## (5) If You Don't Like It, Deploy It Anyway

- Basically, your newly developed process material is never going to be perfect, so you're never going to be perfectly happy
- And it doesn't matter anyway, because no matter how good it is, people will complain regardless
- Rapid deployment ==  
    rapid feedback ==  
        rapid improvements ==  
            **rapid success**



## (6) Defer Until Later the Vast Majority of Your Good Ideas

- It's entirely possible the Executives want the Maturity Level Rating as soon as possible
  - Marketing certainly does
- Stay with essentials—especially when just starting
- If people want more guidance, let them ask
  - Demand-driven process improvement is actually *\*very\** effective

## (7) When You are "Done", Make it Clear You are Just Getting Started

- There is no "done"
- It's called "Continuous Process Improvement" for a reason...
- **This is a lifestyle, not an end-state**
- When some of the key people start thinking you have succeeded, you can be confident you've made a good start

# Key Principles

- In any area of uncertainty or debate, check the model
- It is impossible to implement the CMMI, you have to interpret
- Trust your instincts, when it feels like what you are doing makes no sense, that's probably because it truly doesn't make any sense – revisit and reinterpret



## Contact Information

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