

# CMMI Lessons Learned Discussion CM Working Group

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*Gerard R. Dache  
CMMI Lead Appraiser*

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- Ground rules
- Meet the experts
- Why start – a look at motivations
- Scope, a critical success factor
- Getting started –right way, wrong way
- Documenting processes – too much, too little
- Getting buy-in
  - Executive level
  - Managers
  - Hold-outs
- Appraisal lessons
  - Planning
  - Conducting

- Identify topics
- Vote / prioritize
- Each topic
  - Ask questions
  - Provide answers
- Topic wrap up

- Name
- Organization
- CMM/CMMI experience

## – Issues:

- Contract requirements
- Staying competitive
- Process improvements
- Any others?

## – Questions:

- How does the motivation impact the effort?
- Can you influence / change the motivation?
- How can you influence / change the motivation

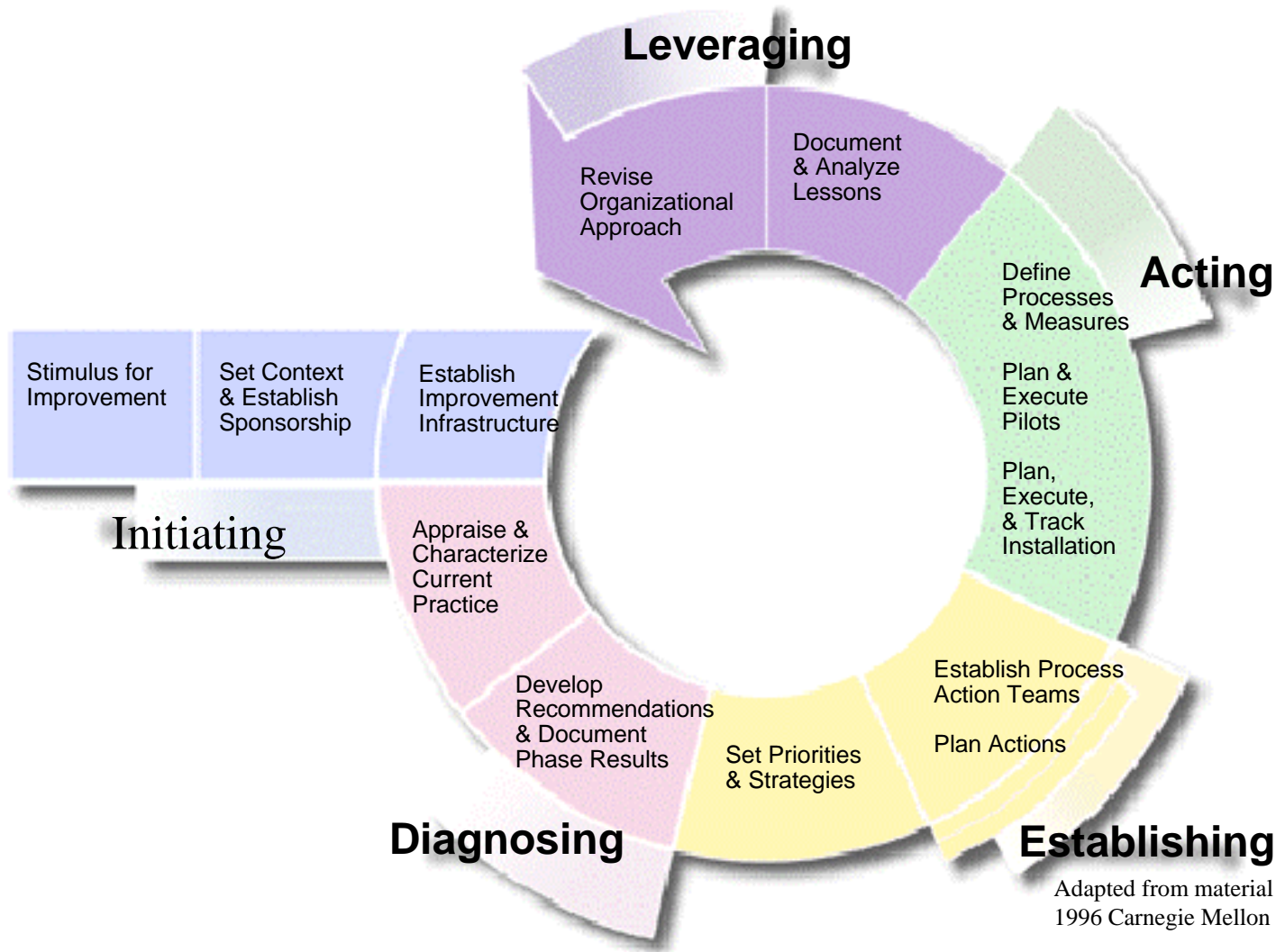
## – Issues:

- CMMI models (SW/SE/IPPD/SS)
- Parts of the organization
  - Locations
  - Divisions
- Virtual organizations

## – Questions

- What factors should I use to scope the effort?
  - Motivations
  - Market demands
  - Organizational culture
  - Buy-in
  - Low hanging fruit

- Issues:
  - Planning
  - Setting expectations
  - Resources
    - Internal efforts
    - Consultants
    - Tools
  - Sponsorship
    - Top-Down
    - Bottom-Up
    - Process improvement champion
- Questions
  - How do I start well?
  - What about the IDEAL model?





– Issues:

- Process Asset Libraries
- SEPG / PAT organizations and functions
- Training
- Web/online collaboration
  - Collaboration tools
  - Online training

– Questions:

- How can I learn from the experiences of others?
- What is the best way to organize and communicate my process assets?
- What tools and methods can I use to leverage technology?
- How do I deal with distributed organizations and locations?

– Issues:

- Over documentation
- Insufficient documentation
- User friendly vs. user hostile documentation
- Document format
- Availability
- Relevance

– Questions:

- How much documentation do I need?
- What do I need to document?
- How do I keep it from becoming shelfware?

– Issues:

- Levels of buy in
  - Executive level
  - Managers
  - Hold-outs
- Styles
  - Authoritative
  - Collaborative
  - Sneaky

– Questions:

- How do I get senior executive buy-in?
- How do I get manager buy-in?
- How do I get those people who are dragging their feet to buy-in?

- Issues:
  - Planning
    - Choosing Lead Appraisers
    - Selecting & preparing appraisal teams
    - Selecting and preparing appraisal participants
  - Training
  - Conducting
    - Managing expectations
    - Managing emotions
    - Managing information
- Questions:
  - How can I best prepare for an appraisal?
  - What should I expect from the process?
  - What are the pitfalls to avoid?

For more information contact:

Gerard R. Dache

Office: 703-813-1900 x7315

Cell: 571-213-5294

[Gerard.dache@psgs.com](mailto:Gerard.dache@psgs.com)