Making CMMI Happen
The Lamri Transformation Process
Version 2

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Change is Hard
Why use the Lamri Transformation Process

The crux of a CMMI Journey is all about changing the way people work.

A not untypical mix of:
- some reluctance to change,
- a hectic work load,
- different cultures because of growth,
- change fatigue

Often results in:
- an organization that even with a strong steer from the senior leadership team will be resistant to change

The LTP provides a structured approach to changing the way you work.

It brings focus, transparency, objectivity and drive to the business of change so you achieve the change you want.
Change is Hard

• 15 out of 100 organisational change initiatives succeed\(^1\)
• Many initiatives struggle with:
  – False start: can't get going after appraisal, or go in wrong direction
  – Hype and disappointment: promises much and does not deliver
  – Shocks: showstoppers emerge just before SCAMPI A
  – Fog: no objective view of progress between SCAMPI’s
  – Death march: key milestones keep slipping, costs mount
  – Backwater: improvement gets no focus from top management

*Lamri has worked with many clients in those places.*
*Our consultants have been there themselves!*

The LTP has been designed to help you stay away from these places!
Lamri Transformation Life Cycle

**Baseline**
- Baseline Appraisal(s)
- Diagnosis of business problem
- Outline benefits case

**Mobilise**
- Charter
- Governance
- Planning & resourcing
- Quality management
- Transition strategy

**Transform**
- Appraisals
- Progress reporting
- Implementation tracking
- Benefits tracking
- Risk/Issue/Change Logs

**Transition**
- Ways of working
- Training materials
- Deployment materials
- Process establishment strategy

**Design**
- Outline performance indicators
- Strategic options
- Process architecture
- As is - process
- To be - process

**Change**
- Stakeholder identification
- Engagement plan
- Training strategy
- Developing leaders & teams
- Culture change
- Communication & involvement
- Assess impact of change
- Education and training
- Readiness for change
- Learning & development
- Manage performance
- Monitor & evaluate
- Transition and handover
Why use the Lamri Transformation Process?

The Lamri Transformation Process has been built from experience delivering CMMI driven transformation projects in many diverse organisations. The LTP delivers:

<table>
<thead>
<tr>
<th>Simplicity</th>
<th>Single currency to define and measure improvement – “gaps”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>No surprises</td>
<td>Weekly technical assurance means no surprises in appraisals.</td>
</tr>
<tr>
<td>No hiding place</td>
<td>Weekly feedback on progress.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Every improvement is clearly owned within the business.</td>
</tr>
<tr>
<td>Visibility and profile</td>
<td>Straightforward, exec level reporting makes it obvious who’s improving and shines a spotlight on issues</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Builds internal CMMI-driven improvement experts</td>
</tr>
<tr>
<td>Reality</td>
<td>Enhances and augments what’s there already and proves all improvements in real projects</td>
</tr>
<tr>
<td>Culture change</td>
<td>Process improvement is a process. The LTP team exemplifies process based working.</td>
</tr>
</tbody>
</table>
What is the Lamri Transformation Process?

The Lamri Transformation Process is a coherent package of services, with a reusable toolset. Approach the LTP as a package or a service menu.

<table>
<thead>
<tr>
<th>Path finding</th>
<th>In collaboration with sponsor, define improvement approach and routemap of appraisals.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal</td>
<td>Official SCAMPI C, B and A appraisals to establish baseline, measure progress and objectively evidence achieved improvement.</td>
</tr>
<tr>
<td>Action planning</td>
<td>Define gaps following appraisals and support solution identification.</td>
</tr>
<tr>
<td>Improvement assurance</td>
<td>Process assurance managers embedded in the business perform objective assurance of change and mentor people to make and adopt the improvements.</td>
</tr>
<tr>
<td>Training</td>
<td>Certified instructors deliver official SEI CMMI courses, senior management briefings and master classes.</td>
</tr>
<tr>
<td>Health checks</td>
<td>Focused project and process reviews (audits) augment internal quality assurance and check that improvements are being adopted.</td>
</tr>
<tr>
<td>Communication</td>
<td>Multi-channel approach including guides tailored to the business, focus lunches, posters.</td>
</tr>
<tr>
<td>Change leadership</td>
<td>LTP Manager coordinates and focuses the PAMs and reports status</td>
</tr>
</tbody>
</table>
How to use the Lamri Transformation Process?

**Challenge**

*How rich do you want the LTP to be? How much external support do you need? Ask these questions, however remember that a lighter LTP won’t mean a cheaper journey if you stall…*

<table>
<thead>
<tr>
<th>Criticality</th>
<th>A richer LTP reduces the risk of failure. How important are your improvement objectives (appraisal results and better operational performance)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal staff</td>
<td>Be realistic about internal staff. Are there enough? Do top management listen to them? Are they capable (CMMI expertise AND change management)? How much can you do internally?</td>
</tr>
<tr>
<td>History</td>
<td>Does your organisation have a track record of successfully delivering business improvement? If not then a new approach and richer LTP is beneficial.</td>
</tr>
<tr>
<td>Culture</td>
<td>Change is easier in hierarchical organisations, with uncomplicated power structures and top down leadership…if you have a clear mandate…and leadership remains constant.</td>
</tr>
<tr>
<td>Maturity Gap</td>
<td>Difference between existing level of process establishment and the level of maturity to which you aspire</td>
</tr>
<tr>
<td>Heritage</td>
<td>Complex portfolio of systems? History of “integrating” different organisations?</td>
</tr>
</tbody>
</table>
Brining this together

Scope of Change

Challenge

Available investment
How to use the Lamri Transformation Process
Two examples

Lamri has partnered clients using light and rich implementations of the LTP. The key is matching the approach to your organisation…

<table>
<thead>
<tr>
<th>The light touch</th>
<th>The challenging environment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accenture Financial Services</strong></td>
<td><strong>Another Client</strong></td>
</tr>
</tbody>
</table>

- • Track record of managing major internal change.
- • Internal CMMI experts sell CMMI to Accenture clients.
- • Leadership is top down and authoritative. Blockers ARE removed.
- • Established processes (used by staff).
- • Struggling programme.
- • Previous improvement initiatives failed.
- • Frequent change of management team.
- • Complex organisation (over 50% of resources were partners not client employee staff).
- • Processes shelf ware (staff do not use).

Note: these statements relate to the situation BEFORE the LTP!

Lamri provided a path finding service, developing a global appraisal plan. Lamri conducted all the SCAMPI A appraisals. Lamri provided the additional training required and some limited point process improvement and CMMI expert guidance to support FS’s journey.

Lamri managed the change, with the LTP manager reporting to the client Director of Business Improvement and Quality. A team of between 3 and 6 process assurance managers provided the full range of LTP services.
The Lamri Transformation Process elaborated

• Example appraisal routemap.
• Ongoing process assurance.
• Gaps and improvement register.
• Reporting.
The Lamri Transformation Process elaborated
Appraisal routemap

The appraisal routemap is based on the improvement objectives of the business.

**Government department**
Lamri is currently defining an improvement routemap for a major government department using the following steps:

- Identify the needs of Engineering’s stakeholders.
- Identify the main blockages to meeting these needs.
- Prioritise the areas of CMMI that will address the blockages.
- Present an improvement routemap, including appraisal schedule.
The Lamri Transformation Process elaborated

Example appraisal routemap

SCAMPI APPRAISALS

May 08 Jun Jul Aug Sep Oct Nov Dec Jan 09 Feb Mar Apr May Jun

- SCAMPI 1000
  - OPF (B)
  - OPD (B)
  - PP (B)
  - PMC (B)
  - SAM (B)
  - RE-OM (B)
  - CM (B)
  - PPOA (B)
  - MA (B)

- SCAMPI 2000
  - Global gaps for PP, PMC, CM, SAM and RE-OM (B)
  - MA (B)
  - PPOA (B)

- SCAMPI 3000
  - PP (B)
  - PMC (B)
  - RE-OM (B)
  - SAM (B)
  - OPF (B)

- SCAMPI 4000
  - CM (B)
  - RE-OM (B)
  - SAM (B)
  - OPF (B)

- SCAMPI 5000
  - OPF (B*)
  - OPD (B*)
  - PP (B*)
  - PMC (B*)
  - SAM (B*)
  - RE-OM (B*)
  - RD (B*)
  - CM (B*)
  - PPOA (B*)
  - MA (B*)

Optional SCAMPI A appraisal
TBC by management

Notes on the next page...

Shows indicative dates for the appraisal interviews - see the timeline for more precise dates.

(C) SCAMPI C – light touch appraisal to establish a baseline or check progress.

(B) SCAMPI B – for SCAMPIs 2000, 3000 and 4000 this will be progress check on the improvements made – the expectation is that a good proportion of the gaps for this process area will be closed – this is particularly important to maintain the lead appraiser’s confidence…

(B*) SCAMPI B – “final B”.

What will SCAMPI 5000 – the “final B” tell us?

- SCAMPI 5000 will confirm that:
  - The practices now followed in organisation meet the requirements of the CMMI process areas within scope.
  - If organisation were to seek success in a formal SCAMPI A appraisal, organisation would need to collect further evidence of the practices now being operated (i.e. more data points).
- Other than the number of data points needed to show institutionalisation, this appraisal will demand evidence that was equivalently rigorous to that demanded by a SCAMPI A.
- A SCAMPI B appraisal does not confer a maturity level that can be published on the SEI internet site.
The Lamri Transformation Process elaborated

Example appraisal routemap

• The appraisal roadmap is taken from a current Lamri client.

• The client wants to achieve CMMI Level 2 using the Continuous representation of the model for interim appraisals. The client may conduct a staged appraisal at level 2 in 2009.

• The acronyms relate to CMMI process areas e.g. CM = Configuration Management.

• The schedule on the next slide presents “how it hangs together” – the blend of appraisal, gap fixing and roll out activity.
The Lamri Transformation Process elaborated

Example appraisal routemap

HOW IT HANGS TOGETHER

- SCAMPI 1000
- SCAMPI 2000
- SCAMPI 3000
- SCAMPI 4000
- SCAMPI 5000
- SCAMPI 6000

CMMI project launched

Gap fixing workshops
- Senior management reviews
- Measurement objectives
- Policy
- PPQA
- NA

Pilot PP and PMC
Pilot CM, SAM and REGM

Establish Manage Processes

PPQA audits

Roll out using Organisational Process Focus (OPF)

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Ongoing process assurance

The core role in the LTP is the process assurance manager (PAM)

- Coaching.
- Briefings.
- Process adoption workshops.
- Supporting development of assets.
- Bringing experience of what’s worked in other organisations.

Supports managers and practitioners through the change. Builds domain knowledge.

The PAM is a change agent with deep technical skills in CMMI and process.

Provides the technical assurance that enables objective status reporting.

Through operating the weekly gap closure process, the PAM provides weekly feedback, identifies mentoring needs and rapidly expedites culture change.
The Lamri Transformation Process elaborated

**Weekly process for closing gaps**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00</td>
<td>Evidence to mailbox</td>
</tr>
<tr>
<td>15:00</td>
<td>CMMI progress meeting</td>
</tr>
<tr>
<td>12:00</td>
<td>Filenotes issued</td>
</tr>
<tr>
<td>17:00</td>
<td>Status report finalised</td>
</tr>
<tr>
<td>10:00</td>
<td>Status report issued to SLT</td>
</tr>
</tbody>
</table>

The subject of emails containing evidence must be in the standard format:

```
[GAP ID] [PROCESS AREA ID] [BUSINESS AREA] evidence of closure
```

For example:

D003 PP PMO evidence of closure

The evidence must be emailed to:

cmmigap@organisation.com

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A gap is:

• A granular and atomic requirement for change that can be prioritised and fixed separately.
• A specific project actionable item.
• Defined at a level that allows demonstration of continuous (usually weekly) improvement.
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**Gaps**

**Practice:** e.g. SP1.1 Estimate Scope of the Project
Establish a top-level work breakdown structure (WBS) to estimate the scope of the project.

**Finding:** WBS are not being used to begin the planning of projects.

**Gap:** Develop a work breakdown structure (WBS) for each project.

This must be broken down into manageable workpackages, which will provide the basis for estimating the required effort for the project.

Each focus project will provide evidence.
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**Improvement register**

- **References**
  - model for guidance
  - appraisal for rationale
  - Enables status reporting

- **References**
  - Provides a detailed schedule
  - Used to create filenotes for each project or business area
The Lamri Transformation Process elaborated
Weekly reporting - example

<table>
<thead>
<tr>
<th>Progress By Workstream</th>
<th>High Priority Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team 1</td>
<td>Team 2</td>
</tr>
<tr>
<td>Narrative</td>
<td>Narrative</td>
</tr>
<tr>
<td>Team 2</td>
<td>Team 3</td>
</tr>
<tr>
<td>Narrative</td>
<td>Narrative</td>
</tr>
<tr>
<td>Team 3</td>
<td>RM</td>
</tr>
<tr>
<td>Narrative</td>
<td>Narrative</td>
</tr>
<tr>
<td>RM</td>
<td>PMO</td>
</tr>
<tr>
<td>Narrative</td>
<td></td>
</tr>
</tbody>
</table>

Red indicates problems in need of urgent action
Amber indicates potential problems or problems in recovery
Green indicates all is well
Blue indicates plan delivered

↑ indicates status improved since last week's report
→ indicates status the same as last week's report
↓ indicates status worsened since last week's report

Key

- Target Closure
- Actual Closure
- OS
- Late

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Weekly reporting - example