

שיפור תהליכים אפקטיבי עם CMMI?

ד"ר תמי זמל

ה CMMI פותח כמודל לשיפור תהליכים להנדסת תוכנה ומערכת במטרה לקצר לוחות זמנים, לשפר איכות המוצרים ולהקטין עלויות פתוח ותחזוקה. המודל אומץ על ידי ארגונים רבים בגדלים שונים ובתחומים מגוונים בארץ ובעולם.

ככל שיפור תהליכים בארגון, שיפור באמצעות ה CMMI הינו אתגר המלווה פעמים רבות בקשיים. במקרים רבים השיפור נכשל או נמשך זמן רב מהמתוכנן ואינו משיג את המטרות שהוצבו..

ההרצאה תאפשר לכם ללמוד מנסיונם של ארגונים מולטי דיסיפלינארים שאמצו את מודל ה CMMI כאסטרטגיה לשיפור תהליכים. במהלך ההרצאה תוצג גישה לשיפור תהליכים, יוצגו מכשולים ואיך להמנע מהם וכן גורמים שיכולים להאיץ את מהלך השיפור ולהביא להשגת התוצאות הרצויות.

Effective Process Improvement with the CMMI

Dr. Tami Zemel

Tangram Hi-Tech Solution

- All-inclusive process improvement and organizational development services
- Accelerates process improvement by combining in-depth knowledge of engineering, management, and organizational development skills
- Specializes in small and large global hi-tech companies
- Works in synergy with the organization employees to institutionalize stream-lined processes that fit the organizational needs
- **Helping you to improve your processes to optimize your business results**

Tangram's Clients



חיל מודיעין



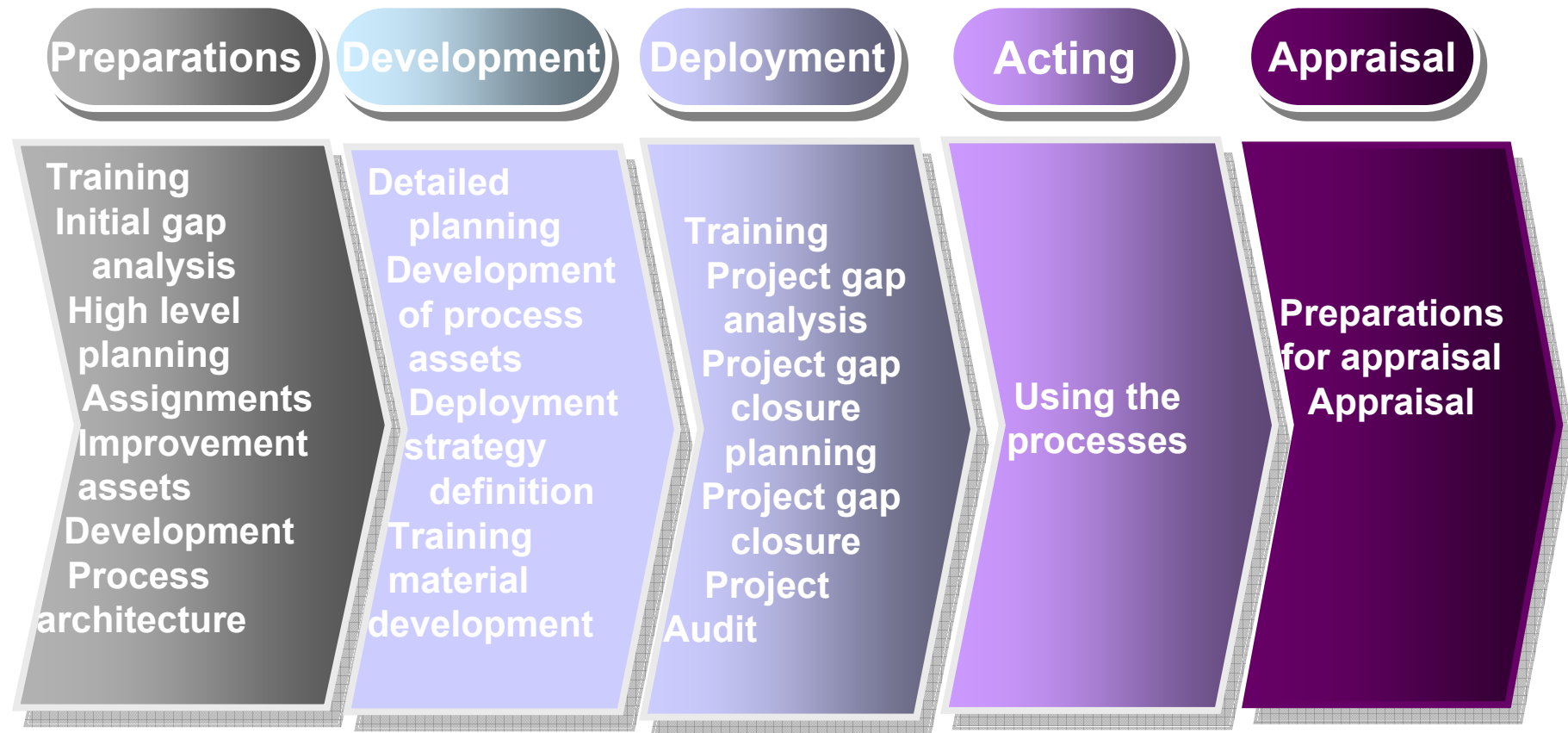
Innovative Compliance



Consequences

- Process Improvement pains can be reduced when All phases of the process improvement life cycle are carefully planned and senior management sponsor the program

Process Improvement Life Cycle



Preparations

- Initial Analysis
- Planning
- Assignments
- Process architecture

Preparations - Initial Analysis

- Don't
 - Skip this activity
 - Start with a formal evaluation
- Do
 - Focus on a subset of the process areas
 - Analyze with potential change agents
 - Listen to the practitioners
 - Analyze using SCAMPI B method

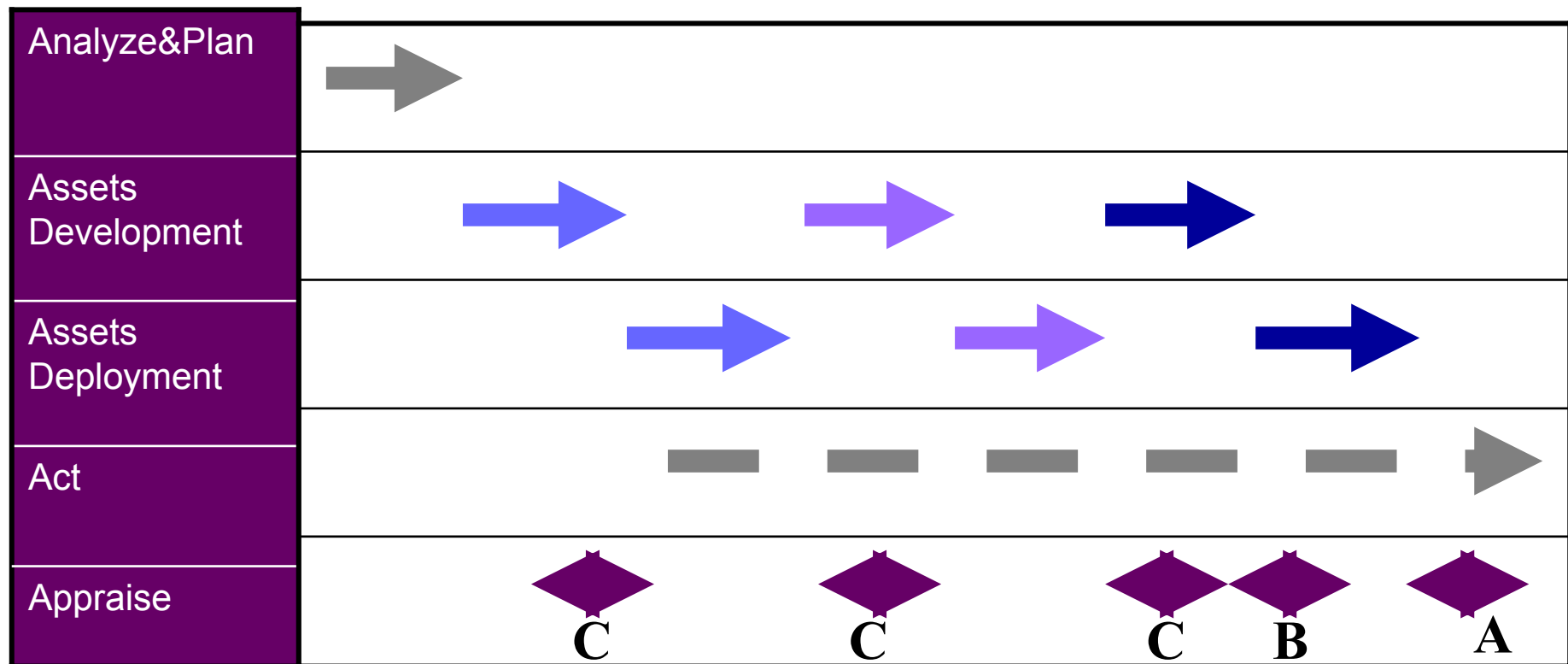
Preparations - Planning

- Don't
 - Skip this phase
 - Target too long or too short schedule
- Do
 - Improve incrementally
 - Define scope
 - Specify an organizational structure to support
 - Work with Process Action Teams (PATs)
 - Assign a program manager
 - Look for early wins

PLAN AHEAD

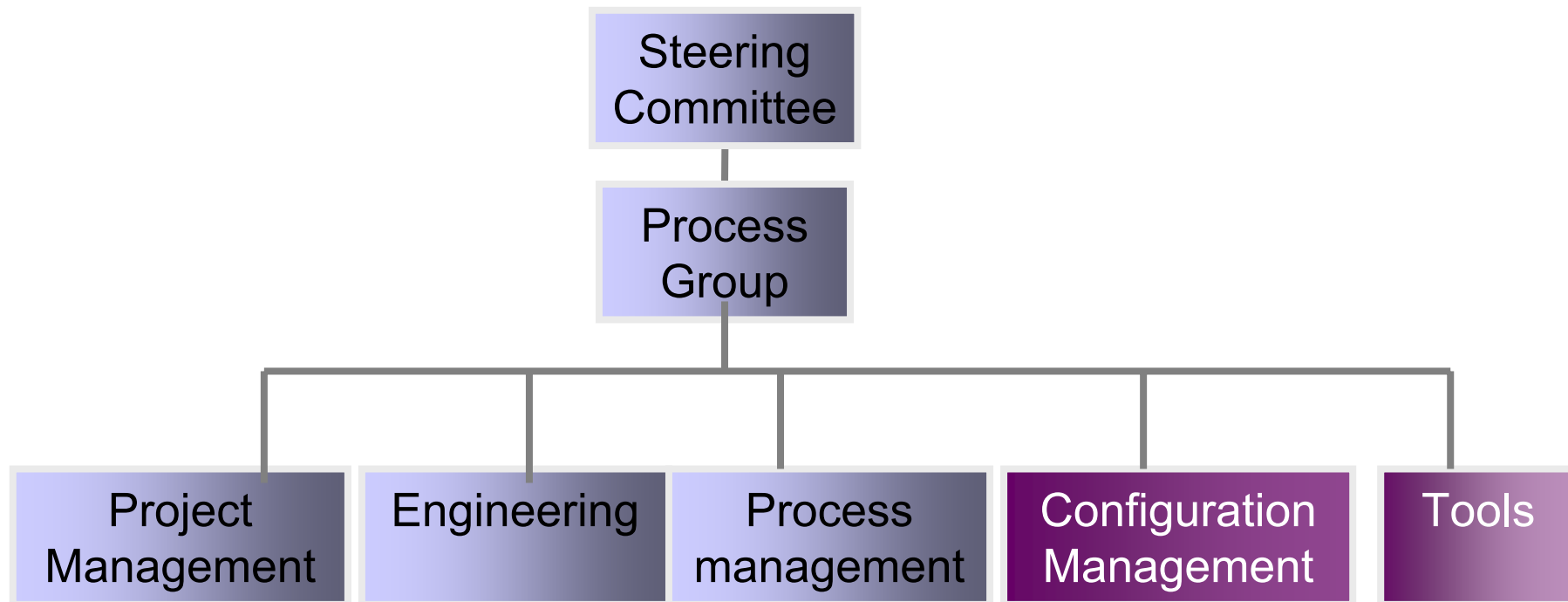
Planning - Incremental Process Improvement Schedule

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
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Planning - Program Structure

PAT- Process Action Team



Assignments - Program Manager

- Don't
 - Assign a part time, overloaded program manager
- Do
 - Full time or major task program manager
 - Assign the ultimate process improvement program manager

Assignments - The Ultimate Program Manager

- Leader
- Committed
- Good human skills
- Persistent
- Marathon Runner
- Deliverableable

Assignments

Process Action Teams (PATs)

- Don't
 - Assign those who are “Available in Dizengohf”
- Do
 - Assign leaders and experienced employees
 - Ensure their availability
 - Provide training to PAT members
 - Assign PAs to PATs either according to categories or organizational structure

Development

- Don't
 - Throw away every thing
 - Specify too complex processes
- Do
 - Ensure fitness to the organizational needs
 - Reuse existing process assets
 - Define lifecycles first
 - Try to minimize number of process assets
 - Develop efficient process assets
 - Use PATs effectively
 - Check Process assets using SCAMPI C before deployment

Development - Define Lifecycles First

- Understand the needs of the organization
 - Tailor made products, Product lines, Customization, Large/Small Products
- Lifecycles
 - Organize the work done, Synchronize the other processes

Development Effective Process Assets

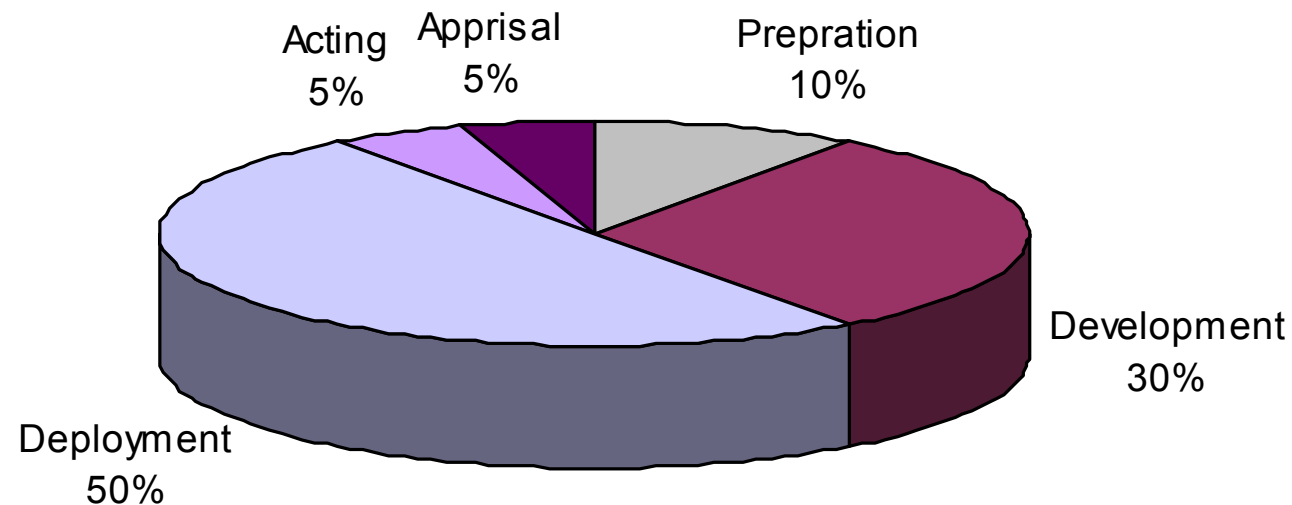
- **Simple**
- Prefer tools (but process first)
- Prefer **forms** on templates
- Combine forms into **Ongoing Forms** when possible
- Use **Half Cooked** templates
- Use **standards and common methods** as guidelines

Do Not Re-Invent the Wheel

Deployment

- Don't
 - Underestimate the required effort
- Do
 - Define deployment strategy
 - Pilot if required
 - Provide training for employees and for all levels of management
 - Use different training methods
 - Work with PPQAEs
 - Check progress using SCAMPI B

Deployment Typical Effort Distribution



Deployment Training Methods

- Formal
- On-the-job
- Self learning
- All of them

Tell, Show, Involve, (Confucius)

Deployment Process and Product Quality Assurance

- Identify gaps
- Plan gap closure
- Resource person
- Timely feedback
- Periodically Audit processes

No PPQAE, No Deployment

General Resistance

No Resistance; No Change

- Sources of resistance
 - Fears of the unknown
 - Fears to loose status
 - Fears to loose place of work
 - Failures of previous changes
 - No energy to learn new things
 - Conservative and conformist culture

Out of a fear of the unknown, People prefer suffering that is familiar

General Senior Management

- Commitment & Sponsorship
- Responsibility for deployment

General - Sponsorship

- Sponsorship is not
 - I'll support you as long you will not bother me ...
- Sponsorship is
 - Commitment
 - Involvement
 - Support specially during crisis
 - Assigning the best people
 - Acting as role models

Senior Management should Walk the Talk

7.5 Tips

1. Aim High Start Small
2. Use the Model
3. Be ready to change plans
4. Be creative in finding solutions
5. Ensure senior management commitment and involvement
6. Communicate program purpose and status
7. Monitor progress

7.5 Restart

The Bottom Line

**Improve the Organization's
Business Results!**

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- Thank you for your participation
- For more information:

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Insanity: doing the same things over and over again and expecting different results
Benjamin Franklin/ Albert Einstien