

Do's and Don'ts of Process Improvement

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Tutorial

Acknowledgments

Terms like these are often used in the following material:

CMMI[®] Framework

IDEALSM Model

Capability Maturity Model IntegrationSM and IDEALSM are service marks of Carnegie Mellon University

[®]CMMI is registered in the U.S. Patent & Trademark Office

“Primary” Lessons Learned

- **Secure Senior Management Sponsorship**
- **Treat SPI like a Project**
- **Engage Internal Staff.**

OK, what now?

- Yeah, but what do we **DO**?
- And is there anything we should **AVOID** doing?

Caveat

- **Weinberg's Organizational Dichotomy**
 - No two organizations are entirely the same
 - No two organizations are completely different
- **Weinberg's Law of Raspberry Jam**
 - The broader you spread it, the thinner it gets
 - This tutorial covers 30 specific **Do's** and **Don'ts**
 - Hope for about a 20% “raspberry jam” rate
 - The rest are intended for “a friend of yours.”

Do's and Don'ts

- **Senior Management**
- **CMMI**
- **Process**
- **Measurement**
- **Behavioral Change**
- **Reviews**
- **Message from our Sponsor.**

Do's and Don'ts: Senior Management

“Sponsorship” is nice,
Proactive Leadership is better!

- **Don't** Treat the Level as the Goal
- **Do** Establish “Alignment Principle”
- **Do** Take Time Getting Faster
- **Do** Align the Reward System
- **Do** Ask Different Questions
- **Do/Don't** Lead by Example

Don't Treat the Level as the Goal - 1

- **What are you really trying to achieve?**
 - **What is the business imperative?**
 - **How do your customers evaluate your products?**
 - **Why do potential customers keep buying your competitor's products?**
- **Which would be better:**
 - **Achieve Level 2, but NOT the business objectives**
 - **Achieve the business objectives, but NOT Level 2?**
- **So what's the REAL goal?**

Don't Treat the Level as the Goal - 2

- **Maximize the VALUE, not the LEVEL!**
 - **Problem:** Focusing on the level establishes conflict between the SPI project and the engineering project
 - **Solution:** Focusing on the business imperative produces harmony
 - Well, at least it reduces the conflict!
 - Lends credibility to the SPI program
 - Changes discussion from “if” to “how.”

Do Establish “Alignment Principle” - 1

- **First Rule of Project Management:**
 - Faster, Better, Cheaper – pick two
 - The third will be the independent variable
- **First rule of process improvement:**

Faster, Better, Cheaper - pick ONE!

- If you could improve in only 1 area, which would it be?
 - Which “number one priority” is really on top?
 - Remember Deming’s “constancy of purpose”?

Do Establish “Alignment Principle” - 2

- **Medtronic Example:**
 - “Achieve an annual, sustainable 10% reduction in field reported defects without degrading current levels of cost, schedule, and functional variance”
- **Align business, project, and SPI goals**
 - SPI becomes “Software/System Project Improvement”
- **Communicate this broadly**
- **Focus with a passion!**

Do Take Time Getting Faster - 1

- **Recognize the tune of the ritualistic dance**
- **Why would your customer believe 6 months when they don't believe 8?**
 - **Do YOU believe it?**
 - **Have you seen the plan?**
 - **Is it credible?**
 - **Remember: A wish is NOT a plan!**
- **How will the troops respond to this goal?**

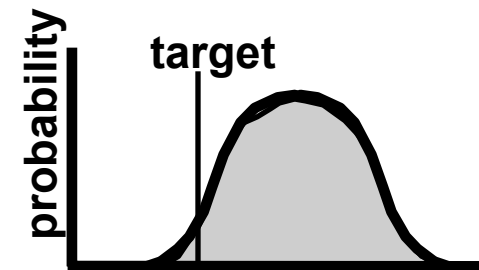
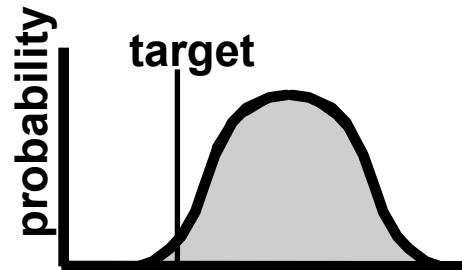
Do Take Time Getting Faster - 2

- **Despite what they SAY, most customers WANT predictability - they want to believe**
 - **Applies equally well to:**
 - **Internal customers (Product Mgt / Marketing)**
 - **External customers**
- **Prerequisite to getting faster:**
 - Enhance the credibility of your current estimates!**
 - **The troops want to be believed**
 - **It's a matter of professional integrity**

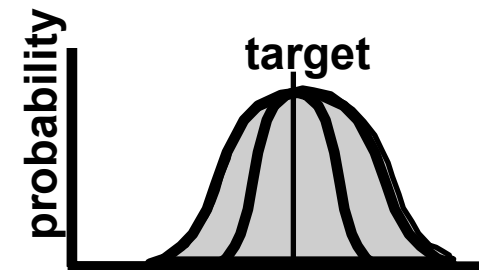
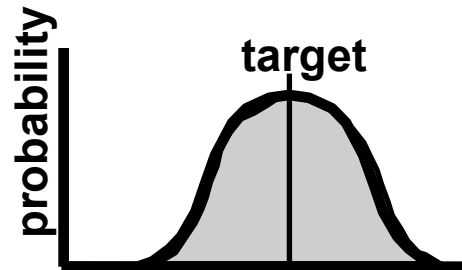
Change the tune of the ritualistic dance

Improving Capability

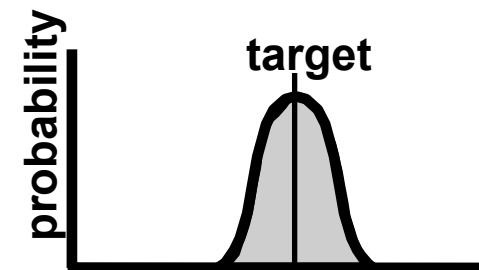
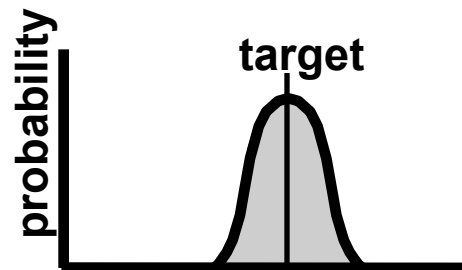
Improve predictability



Improve control



Improve performance



Do Align the Reward System - 1

- **What behavior do you reward today?**
 - **Who received the last few achievement awards?**
 - **Why did they receive them?**
 - **Why do people *perceive* they received them?**
 - **Perception is reality to the perceiver**
 - **Are the reward system and the Alignment Principle aligned?**

Do Align the Reward System - 2

- **The behavior you reward is the behavior you get**
 - Stop rewarding process arson and fire fighting
 - Start rewarding disciplined planning & execution
- **Not all rewards are monetary**
 - Atta-boys
 - Success stories published
 - Executive recognition
 - Promotions
- **But money's nice too!**



Do Ask Different Questions - 1

- **What do you ask about in project reviews today?**
 - Is the project on schedule?
 - Is the project on budget?
 - Whose fault is it?
 - Why don't I see anybody in here on Saturday?
- **Do you ask any questions related to process or process improvement?**

Do Ask Different Questions - 2

- **The power of the executive question:**
 - **Management can:**
 - **Influence behavior by asking different questions**
 - **Change behavior by insisting on getting the answers!**
- **Try asking:**
 - **Is SPI helping us achieve our alignment principle?**
 - **What improvements are you piloting?**
 - **What SPI suggestions have you made recently?**
 - **What's painful about the current way of doing things?**

Do/Don't Lead By Example - 1

- **What are YOU as senior management doing to become more process disciplined?**
 - **Are any of your processes documented?**
 - **Does anyone verify that you are following them?**
 - **Are you trying to improve them over time?**
- **Are you sending the message, “Do as I say, not as I do”?**

Do/Don't Lead By Example - 2

- **Consider documenting the Organizational Commitment Process first**
 - “How does your organization commit to doing work on behalf of a customer?”
 - **Involve peers in Marketing/Product Management**
 - **Pilot the process**
 - **Have PPQA verify adherence**
- **Demonstrate your personal commitment to process discipline and process improvement**

**Sponsorship is nice;
*proactive leadership is better!***

Exercise

- **Do's** and **Don'ts**: Senior Management
 - **Don't** Treat the Level as the Goal
 - **Do** Establish “Alignment Principle”
 - **Do** Take Time Getting Faster
 - **Do** Align the Reward System
 - **Do** Ask Different Questions
 - **Do/Don't** Lead by Example
- What now?
 - Which would help your organization the most?
 - What are you going to do when you get back?
 - Are there other Senior Mgt **Do's** and **Don'ts**?

Do's and Don'ts

- Senior Management
- CMMI
- Process
- Measurement
- Behavioral Change
- Reviews
- Message from our Sponsor

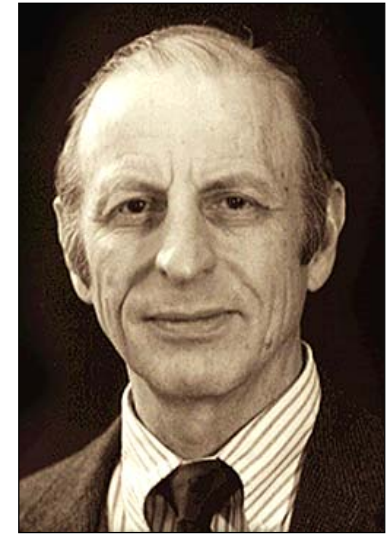
Do's and Don'ts: CMMI

**“All models are wrong;
some models are useful”**

- **Don't** Treat the CMMI as the Bible
- **Don't** Train the Masses on CMMI
- **Do** Become a Stronger Level 1
- **Don't** Skip Over Maturity Level 2
- **Don't** Use Appraisals for Diagnosis
- **Don't** Use the Continuous Representation
Don't Use the Staged Representation

Don't Treat the CMMI as the Bible - 1

- **Does Watts really look that much like Moses?**
 - **The CMMI is a good book but it's not THE good book!**
 - **1000+ suggested changes submitted**
- **It's just a model!**
 - **Goals - sound engineering/management principles**
 - **Practices - one way to accomplish the goals**
 - **Subpractices - insight into the practices.**



Don't Treat the CMMI as the Bible - 2

- **Don't** have one policy per process area!
 - Apply the CMMI with your brain in “**ON**” position
 - Consider policies for:
 - Project Management Stuff
 - Engineering Stuff
 - Process Stuff
 - Write the policy **LAST**
- **Look elsewhere for additional guidance**
 - IEEE standards, ITIL, ISO, Baldrige
 - Books, periodicals, employees, Dilbert, etc.

Don't Train the Masses on CMMI - 1

- **Have you heard the expressions:**
 - Here we go again?
 - The next silver bullet?
 - Yet another flavor of the month?
 - This too shall pass?
- **Have you ever read the CMMI stuff like a novice?**
 - “Technical data package”?
 - “Organizational Process Focus”??
 - “Instantiation”???
 - “Constellation”????

Don't Train the Masses on CMMI - 2

- **What should you do?**
 - Train the SEPG on the CMMI
 - Train Process Action Teams on relevant portions
 - Train the unwashed masses on their processes
 - And **DON'T** call it “the CMMI process!”
 - Consider providing CMMI orientation after:
 - Initial value has been proven and momentum established
 - People start asking how you got so smart
- **Translate CMMese into local jargon**
 - In order to influence behavior, people have to understand it!

Do Become a Stronger Level 1 - 1

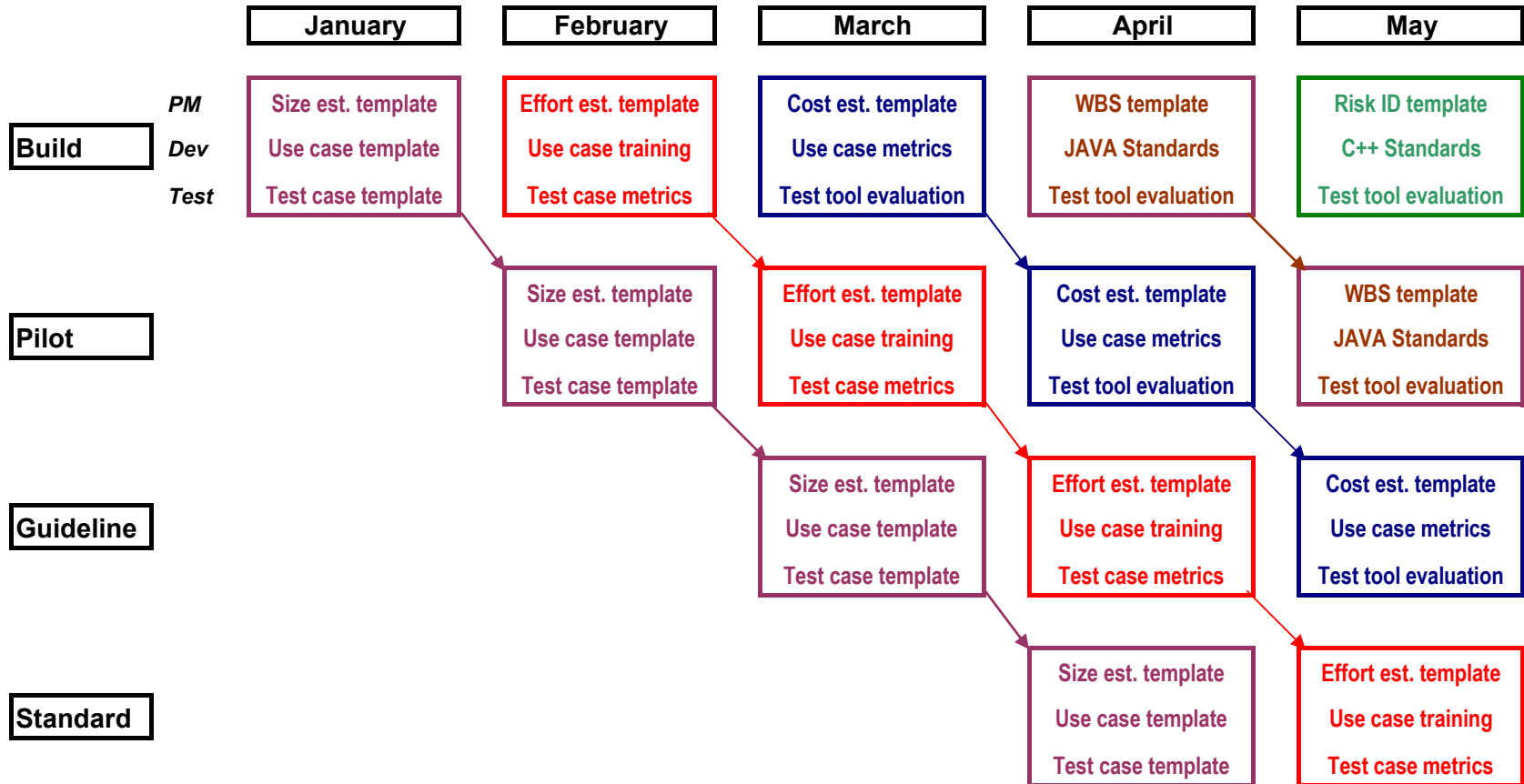
- **How many Process Action Team do you have?**
 - **Do you have one PAT for each of the Level 2 PAs?**
 - **Is your “process pain” equally distributed?**
 - **Can projects absorb all of these concurrent changes?**
- **Are you treating the projects as *your customers*?**
 - **Are they actively involved in establishing SPI requirements and priorities?**

Do Become a Stronger Level 1 - 2

- **Treat every level, even level 1, as a continuum**
 - **Improve in a few areas to gain experience, credibility, momentum, and process discipline**
 - **Provide one or two improvements per target audience**
 - **It's OK to improve in non-CMMI areas**
- **Pilot changes to get it “righter”**
 - **Not every change is an improvement**
 - **Not every improvement will be initially embraced**
 - **If you build it, they might not come!**

**It's the education, not the degree,
that makes you smarter.**

Do Become a Stronger Level 1 - 3



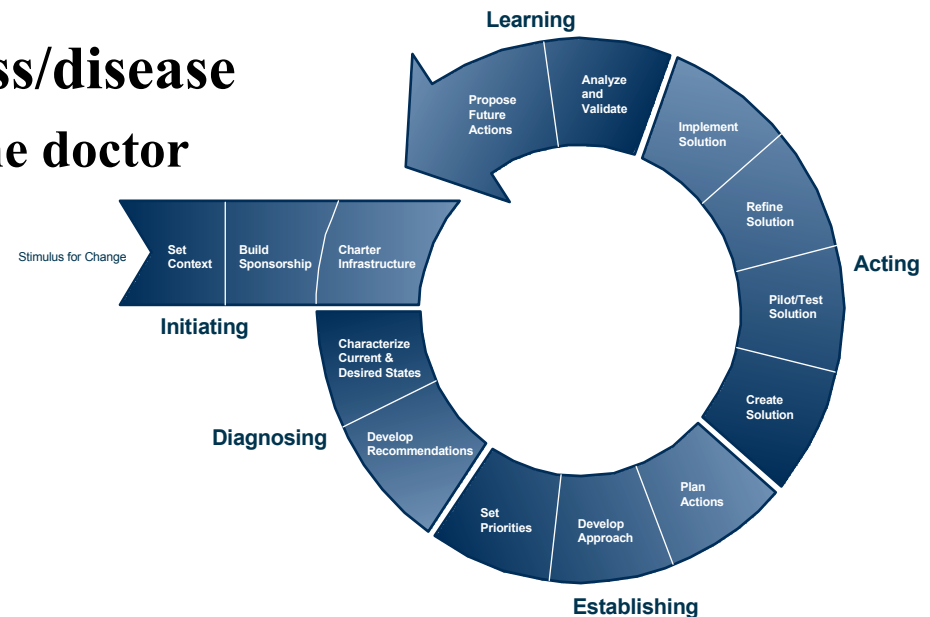
Don't Skip Over Maturity Level 2

- **Level 2 approach:**
 - Document the “as is” practices
 - Use the CMMI to *supplement* existing good practices
 - Provides a basis for sharing good practices
- **There is no "CMMI Level 2 In-a-Box"**
 - It's not the process documentation, Stupid!
 - The process documentation is **NOT** the process

**Believe it or not,
it's a BEHAVIORAL model!**

Don't Use Appraisals for Diagnosis - 1

- **Diagnosis implies sickness/disease**
 - Nobody enjoys going to the doctor



- **An appraisal should be more like a health check**
 - Many people do enjoy going to the health club
 - Let's treat the patient like they are already healthy
 - Assume that the patient wants to get even healthier
 - "Seeking opportunities to make the organization even better than it already is."

Don't Use Appraisals for Diagnosis - 2

- **It's not about levels, it's about capability**
 - **Don't** confuse tactics with strategy
 - **Alignment Principle speaks to strategy**
 - **Process improvement is nothing more than one tactical approach to achieve strategic business objectives**
 - **“When the map & terrain disagree, believe the terrain”**
 - **Appraisal view**
 - The process documentation is the map
 - The process as performed is the terrain
 - **Outsourcing view**
 - Their maturity level is the map
 - Their results are the terrain.

Don't Use the Staged Representation

Don't Use the Continuous Representation

- **Staged representation**
 - Prescribed ordering with proven results
 - Organizational change model
- **Continuous Representation**
 - Feel the pain/fix the pain
 - More granular level of information
 - Encouragement to consider quantitative management in any/all process areas
- **Don't** use *either* – **Do** use *both*.

Maturity Level 2 Example

	Staged at Maturity Level	1/1/06 Mini Appraisal	1Q06 Plan	2Q06 Plan Act	3Q06 Plan	4Q06 Plan Act
Project Mgt:						
PP	2	2	2	2	2	2
PMC	2	1	1	2	2	2
SAM	2	0	1	1	2	2
Engineering:						
REQM	2	1	2	2	2	2
Support:						
CM	2	2	2	2	2	2
PPQA	2	2	2	2	2	2
MA	2	0	0	1	1	2

Maturity Level 3 Example

	Staged at Maturity Level	1/1/06 Mini Appraisal	1Q06 Plan	2Q06 Plan Act	3Q06 Plan	4Q06 Plan Act	1Q07 Plan	2Q07 Plan Act	3Q07 Plan	4Q07 Plan Act	
Process Mgt											
OPF	3	1	1	2	2	2	2	3	3	3	
OPD	3	0	1	1	1	2	2	2	3	3	
OT	3	1	1	1	1	2	2	2	3	3	
Project Mgt											
PP	2	2	2	2	3	3	3	3	3	3	
PMC	2	1	1	2	2	2	3	3	3	3	
SAM	2	0	1	1	2	2	2	3	3	3	
IPM	3	0	0	0	0	1	1	1	2	3	
RSKM	3	1	1	1	1	1	1	2	2	3	
ISM	3	0	0	0	0	1	1	2	2	3	
Engineering											
REQM	2	1	2	2	2	2	3	3	3	3	
RD	3	1	2	2	2	2	2	3	3	3	
TS	3	1	1	1	1	1	1	2	2	3	
PI	3	1	1	1	1	1	2	2	2	3	
VER	3	1	1	1	1	1	2	2	3	3	
VAL	3	0	0	1	1	1	2	2	3	3	
Support:											
CM	2	2	2	2	2	2	3	3	3	3	
PPQA	2	2	2	2	3	3	3	3	3	3	
MA	2	0	0	1	2	2	2	2	3	3	
DAR	3	0	0	0	1	1	1	2	2	3	

Do's and Don'ts

- Senior Management
- CMMI
- **Process**
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Do's and Don'ts: Process

It's NOT the process documentation, Stupid!

- **Don't** Over-Engineer Processes
- **Don't** Target Mega-Projects First
- **Do** Think “Good” Not “Best” Practice

Don't Over-Engineer Processes - 1

- **The "accordion effect" may be unavoidable**
 - **Start with very little process documentation in place**
 - **Develop 4 big honkin' binders**
 - **It becomes shelfware**
 - **Devolve RDC versions**
 - **"Decomplexification."**
 - **TRY to do it right the first time**
 - **Preflight checklist**
 - **Think "Thin to win!"**
 - **Experienced practitioner's cheat sheet**
 - **PPQA/PPQA's review checklist.**

Don't Over-Engineer Processes - 2

Process documentation vs. Procedures/work instructions vs. Training material

- **Don't give Process Action Teams too much time**
 - Parkinson's Law is sure to creep in
 - Have "good case examples" for guidance
- **Use 4 roles to develop process documentation:**
 - Facilitator (SEPG)
 - Content providers (process executors)
 - Scribe (technical writer)
 - Reviewers (other process executors).

Don't Target Mega-Projects First

- Many groups build the “standard process” to address their largest projects
 - Theory is: easier to eliminate than to add
 - **Problem:** Projects have to “justify” scaling down
- Build a thin process layer for medium projects
 - Justify changes as the first 2” binder fills up
 - Provide ability to tailor up/down to accommodate need for more/less complexity, coordination, control

**The process should serve the projects
not vice versa!**

Do Think “Good” not “Best” Practice

- **Avoid religious warfare for a 2% improvement**
 - At least until maturity level 4 and 5
 - “Just because I’m different doesn’t mean I’m wrong”
 - Consistency is good, but weigh the cost/benefit
 - Consider “content standards” vs. standard templates
 - Especially for the journey to maturity level 2
- **Don’t exercise stupidity in the name of consistency!**

Exercise

- **Do's and Don'ts: CMMI and Measurement**
 - **Don't** Treat the CMMI as the Bible
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Exercise

- **What now?**
 - Which would help your organization the most?
 - What are you going to do when you get back?
 - Are there other CMMI or Measurement **Do's** and **Don'ts**?

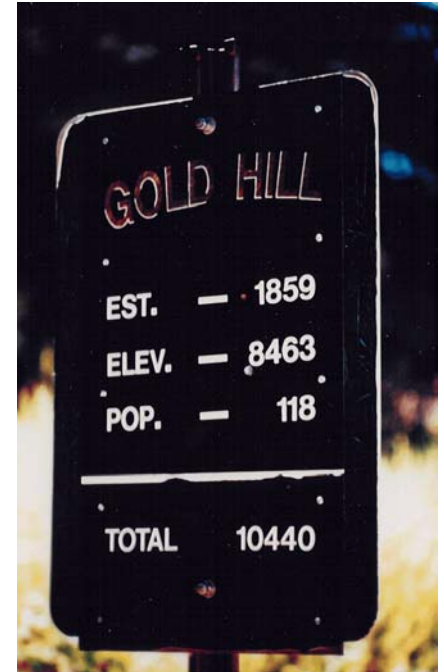
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Do's and Don'ts: Measurement

“In God we trust,
all others bring data”

- **Do** Employ Basic Measures NOW!
- **Don't** Collect Data You Don't Use
- **Do** Enhance Data Integrity
- **Do** Capture Healthy Measures



Picture by Bill Riddle
(Used with permission)

Do Employ Basic Measures NOW! - 1

- **You don't have a current baseline?**
 - **Start now or you'll be saying the same thing in 2 years**
 - **Do you remember saying it 2 years ago?!**
- **What to measure?**
 - **Look to**
 - **The Alignment Principle**
 - **The goals of the process improvement program**
 - **Defects, effort, schedule.**

Do Employ Basic Measures NOW! - 2

- **There is no physics in software**
 - You can't say, "It can't be done"
 - You should be able to say, "We can't do it"
 - "But here's what we can do..."
- **Management's gut is bigger than yours every time!**
 - Schwartz's Law:

"Gut size and estimates are inversely proportional."

Don't Collect Data You Don't Use

- **Do you have “write-only” databases?**
 - **Do you use your:**
 - **Historical data to improve your estimates?**
 - **PPQA, inspection and risk data to detect trends?**
- **Use it or lose it!**
 - **Data collection is an expensive investment**
 - **There is no ROI if the data is not used**
- **Don't conduct appraisals if nothing is to change**
 - **Same for Employee Satisfaction Surveys, etc.**
- **Better yet - USE THE DATA!**

Do Enhance Data Integrity

- **Track actuals at the same level you estimate**
 - **Don't throw darts in the dark**
 - **Track actuals to motivate corrective action**
- **Providers of data must be consumers of the data**
 - **WIIFM?**
- **Adopt Grady's Rules of Data Etiquette**
 - **Private vs. public data**
 - **Don't misuse the data.**

Do Capture Healthy Measures - 1

- **87% of Americans who establish New Year’s resolutions have one related to health**
 - **(And 72% of statistics are made up on the spot!)**
 - **There is no universally-accepted “health index”**
 - **But there are indicators of health**
 - **Blood pressure**
 - **Weight**
 - **Body Mass Index**
 - **Time to run a mile/5K/10K/marathon**
 - **Beers per fortnight**
 - **Number of trips to the doctor**
 - **Therapeutic**
 - **Preventative**
 - **Etc.**

Do Capture Healthy Measures - 2

- **Ensure consistent weighings over the year**
 - Same ~~digital~~ digital scale
 - Same day of the week
 - Same time of day
 - Same level of clothedness
 - Before working out
 - After the purge and before the gorge
- **Bottom line on software measures:**

**Two thirds of all projects have lousy metrics;
The other half just doesn't care!**

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Do's and Don'ts: Behavioral Change

**If it isn't helping the projects succeed,
the SEPG is failing!**

- **Do Eliminate Low-Value-Added Tasks**
- **Do Pilot Early and Often**
- **Do Make Friday SPI-day**
- **Do Become a Learning Organization**
- **Don't Ignore the Adoption Curve**

Do Eliminate Low-Value-Add Tasks

- **Seek and eliminate some useless administrivia**
 - The plate is only so big!
- **Do this early and make some friends**
- **Helps avoid the "process weenie" tag.**

Do Pilot Early and Often

- **Don't debate issues in the ivory tower**
 - Wastes a lot of time
 - Chances are, both sides are wrong!
- **Run “alpha pilots” to test competing theories**
 - Seek feedback from the process executors
 - Value vs. overhead/disruption
 - Skills and cultural fit
 - Toolability
 - Tailoring suggestions
- **Run “beta pilots” to demonstrate readiness.**

Do Make Friday SPI-day

- **If you allocate part-time SEPG/PAT members:**
 - **Less than 20% is useless**
 - **Remember the Law of Raspberry Jam**
 - **The broader you spread it the thinner it gets**
 - **Don't spread it out - allocate a full day for SPI work**
 - **Friday is a lousy day - pick Wednesday instead!**
 - **Hold SPI people accountable for:**
 - **Achieving their SPI milestones and deliverables**
 - **Renegotiating their SPI commitments**
 - **Make it part of their performance review.**

Do Become a Learning Organization - 1

- **Most organizations are Learning Organizations**
 - Most are Forgetting Organizations as well
 - Do post mortems really capture “lessons learned?”
- **Evolve “lessons identified” into “lessons learned”**
 - Conduct “phase transition reviews”
 - **At the end of each phase, ask:**
 - What went right; why?
 - What went wrong; how could it have been avoided?
 - What problems escaped from previous phases?
 - **Review “lessons identified” for the upcoming phase**
 - From your last project
 - From other projects
 - **Incorporate changes and recommit to the plan.**

Do Become a Learning Organization - 2

- **The flip side of every assumption is a risk**
 - **And the flip side of every risk is an opportunity!**
- **Every problem is a risk that was overlooked**
 - **How can you gain better foresight next time?**
 - **Establish triggers indicating, “Here we go again!”**
- **Learn from other projects**
 - **Each project exploits organizational knowledge**
 - **Each project contributes as well**
 - **Flag data from “less than successful” projects**
 - **“Those who study history are bound to repeat it!”**

Don't Ignore the Adoption Curve

- **You will NOT convert the unwashed masses**
 - Don't waste cycles on the late majority/laggards
 - Target the innovators and early adopters
 - Prove the value and capture the early majority
- **Senior management must exercise “tough love”**
 - Apply pressure on the late majority
 - Apply sanctions on the laggards

**Ultimately, compliance becomes part of the
“salary continuation program.”**

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Do's and Don'ts: Reviews

- **Do Implement Value-Added PPQA**
- **Do Evolve PPQA's Role**
- **Do Reinvigorate Your Peer Reviews**

Do Implement Value-Added PPQA - 1

- **Invest your best and brightest**
 - Train them to serve as project coaches/mentors
 - Consult on the selection of process elements
- **Initially focus on process adoption not compliance**
 - Assist projects in adopting the process and deriving the intended value
 - Ask about the value of the process - and LISTEN!
 - Solicit feedback on administrivia/improvements
 - Are there resources/skills issues to be addressed?
- **Serve as the projects' liaison to the SEPG**
 - Help them Obiwan, you're their only hope!

Do Implement Value-Added PPQA - 2

- **The first two audits of a new process are freebies**
 - **First one is “understanding”**
 - **Second one is “alignment”**
 - **Third one is for real**
- **Differentiate non-compliances by severity**
- **Use a 4-point scale**
 - **Fully(100), largely(80), partially(40), not (0) compliant**
 - **Sets up a consulting discussion**
- **Perform trend analysis**
 - **Identify opportunities for sampling.**

PPQA – Example Trend Charts - 1

Estimation Process 3/2006	Ave	A	B	C	D	E	F
Size estimate	80	80	80	40	80	100	100
Size-based effort estimate	77	100	100	80	0	80	100
Bottom-up effort estimate	100	100	100	100	100	100	100
Effort estimate reconciliation	67	100	80	0	40	100	80
Effort estimate assumptions	80	100	80	80	40	80	100
Cost estimates	100	100	100	100	100	100	100
Non-personnel costs	67	N/A	80	N/A	80	40	N/A
Cost estimate assumptions	100	100	100	100	100	100	100
Score	85	97	90	71	68	88	97

PPQA – Example Trend Charts - 2

Estimation Process	Ave	12/05	1/06	2/06	3/06
Size estimate	76	N/A	71	76	80
Size-based effort estimate	71	N/A	65	72	77
Bottom-up effort estimate	98	100	95	98	100
Effort estimate reconciliation	64	N/A	60	65	67
Effort estimate assumptions	89	97	92	87	80
Cost estimates	98	94	96	100	100
Non-personnel costs	79	80	88	80	67
Cost estimate assumptions	100	100	100	100	100
Average		94	83	85	84

Do Evolve PPQA's Role

- **Level 1 => Level 2: PPQA instills process discipline**
 - Assists with process adoption
 - Compliance based on “fear of the audit”
- **Level 2 => Level 3: PPQA detects process erosion**
 - **Sampling is fine! Selection based on:**
 - **Most critical items**
 - **Systemic problems**
 - **New/modified process**
 - **New process executer**
 - **If major non-compliances, then conduct full audit.**

Do Reinvalidate Your Peer Reviews

- **Softer, gentler approach**
 - Peer review objective: phase containment of defects
 - “Defect” implies that the author is defective
 - “Saves” and “escapes”
- **Inject defects to gauge review effectiveness**
 - Initially, don’t tell ‘em
 - Once you’ve got a baseline of performance, tell ‘em
 - After improvement is noted, stop injecting defects
 - But don’t tell ‘em you’ve stopped!
 - Hawthorne effect will sustain improved performance
- **Make the review team co-responsible for the quality of the work product.**

Exercise

- **Do's and Don'ts: Behavior and PA Specific**
 - **Do** Eliminate Low-Value-Added Tasks
 - **Do** Pilot Early and Often
 - **Do** Make Friday SPI-day
 - **Do** Become a Learning Organization
 - **Don't** Ignore the Adoption Curve
 - **Do** Implement Value-Added PPQA
 - **Do** Evolve PPQA's Role
 - **Do** Reinvigorate Your Peer Reviews
- **What now?**
 - Which would help your organization the most?
 - What are you going to do when you get back?
 - Are there other Behavior or PA **Do's** and **Don'ts**?

Do's and Don'ts

- Senior Management
- CMMI
- Measurement
- Process
- Behavioral Change
- PA Specific
- **Message from our Sponsor**

Do Participate in Your Local SPIN

- **Why participate in your SPIN?**
 - Learn from others' experience
 - Get consultation on your issues
 - Provide consultation on their issues
 - Expand your network
- **All this for one low price of admission!**

Questions?

- **Do's** and **Don'ts** articles
 - Sent via email on (or about) the first of every month
 - No salesman will ever call
 - Free – and worth every penny!
- Send me an email or visit my website

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