

THE TECHNOLOGY STRATEGY COMPANYSM

**APLN
DC
JULY 2007**

TECHNOLOGY

BUSINESS

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TRANSLATES**



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Keys to Making Agile & CMMI Compatible

SESSION TOPICS

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TECHNOLOGY

- ▲ The "I" in CMMI
- ▲ What CMMI is and isn't.
- ▲ What CMMI *really* is.
- ▲ How to get yourself *Institutionalized*.
- ▲ Making CMMI Agile.
- ▲ Exercise.

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CMMI, WHY THE “I”?

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TECHNOLOGY

▲ Started out as CMM

- ▼ Capability
- ▼ Maturity
- ▼ Model



▲ Became SW-CMM when SEI introduced

- ▼ SE
- ▼ SA
- ▼ IPD
- ▼ P
- ▼ Security

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CMMI, DON'T TRY THIS AT HOME

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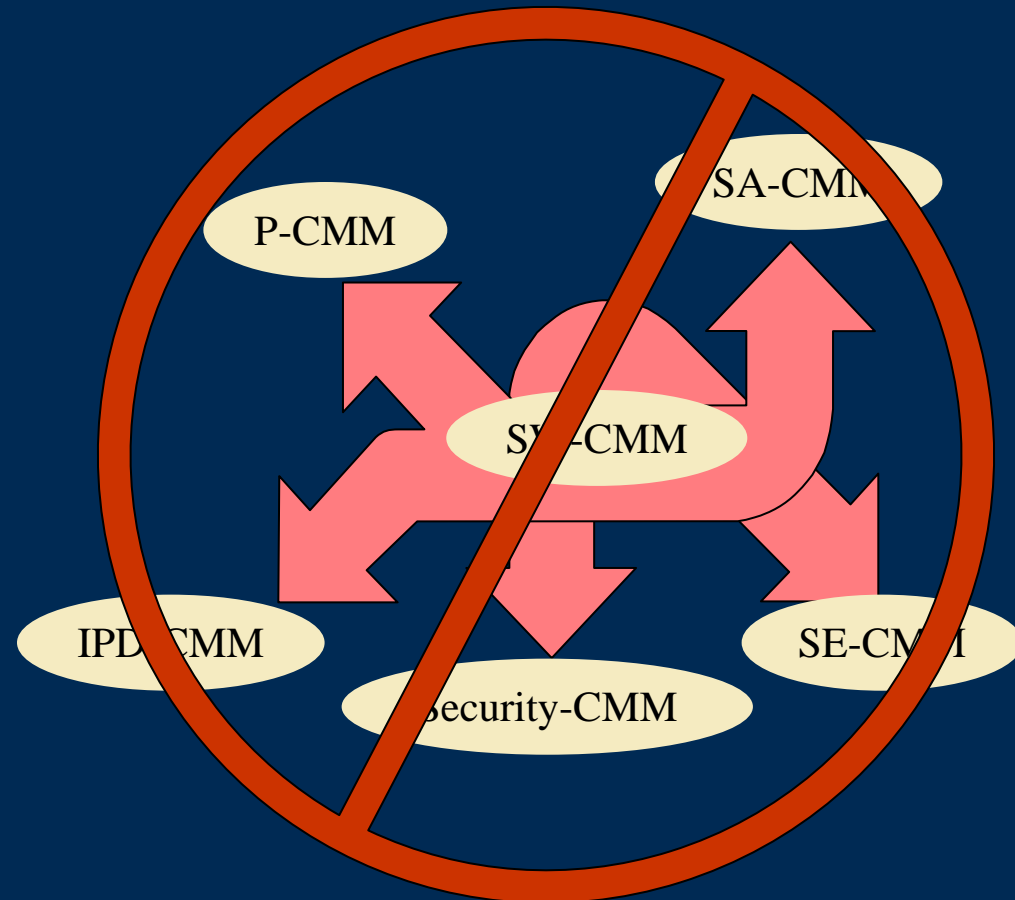


▲ Capability

▲ Maturity

▲ Model

▲ Integration



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WHAT THE CMMI IS AND ISN'T

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Definitions and Misconceptions

CMMI IS A FRAMEWORK

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▲ Not a standard

▲ Not a prescription

▲ IS a description

▲ CANNOT be cookie cutter (and still work well)

▲ Does not require purchase of software or tools

▲ Meant for process **improvement**,
not process **compliance**.



IMPROVEMENT VS. COMPLIANCE



▲ Process Compliance =

Do the process this way.

▲ Process Improvement =

Do things that will make a difference to your company.

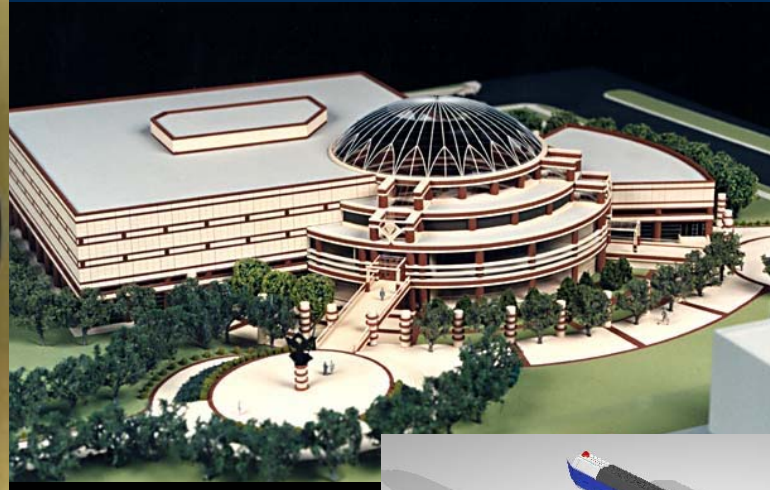
MODELS

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RATIS-EXTRAS: WORKOUT-POSTER + AKTIVGUIDE BER

Men's Health

JUNI 2005 DEUTSCHLAND
ÖSTERREICH & A.S. SCHWEIZ SFR 6,90 www.mh.com

SCHNELLER IN TRANSFORM

10-Minute-Übungen für breite Brust,
flachen Bauch und sexy Ausstrahlung

10 DER 6 FIESESTEN FRAGEN RAUEN-FRAGEN

Sichere Antworten retten Sie

10 SNACKS, DIE IHR LEBEN VERLÄNGERN

10 NEUEN
EX-REGELN

10 lesen, dann ausziehen!

AUFBERATUNG P3-PLAYER S. 132

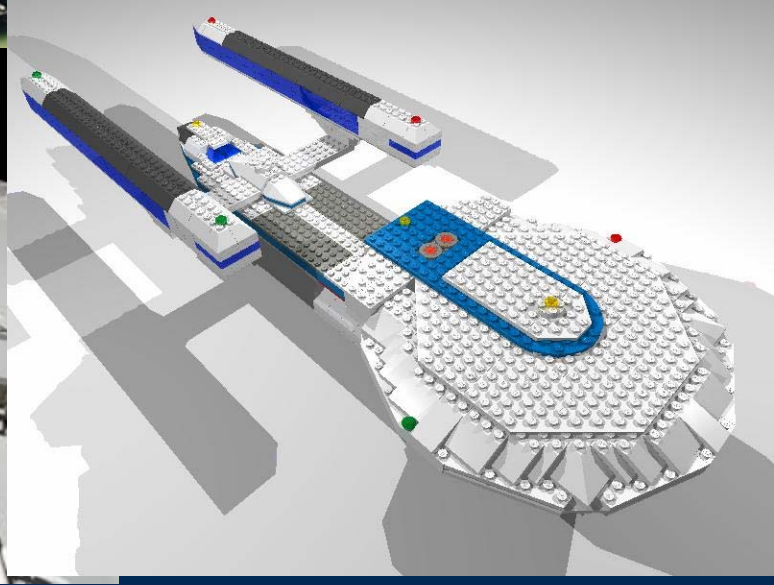
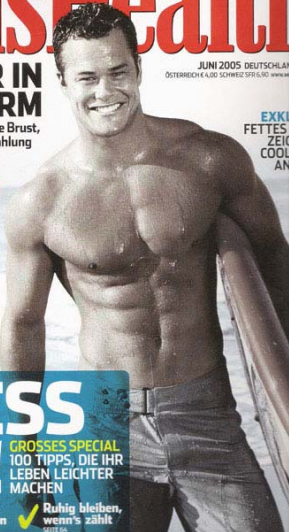
STRESS WEG!

GROSSES SPECIAL
100 TIPPS, DIE IHR
LEBEN LEICHTER
MACHEN

✓ Gelassen
im Job
bleiben

✓ Ruckzuck
abschalten
kann

✓ Ruhig bleiben,
wenn's zählt



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IT IS WHAT IT IS...

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TECHNOLOGY

▲ CMMI is:

A model

for **business process improvement**

for the **management of**

development processes.

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IT'S NOT WHAT IT'S NOT...



▲ CMMI is NOT:

A life cycle

for developing products

for the standards of

development processes.

MODEL PRACTICES VS. YOUR PRACTICES

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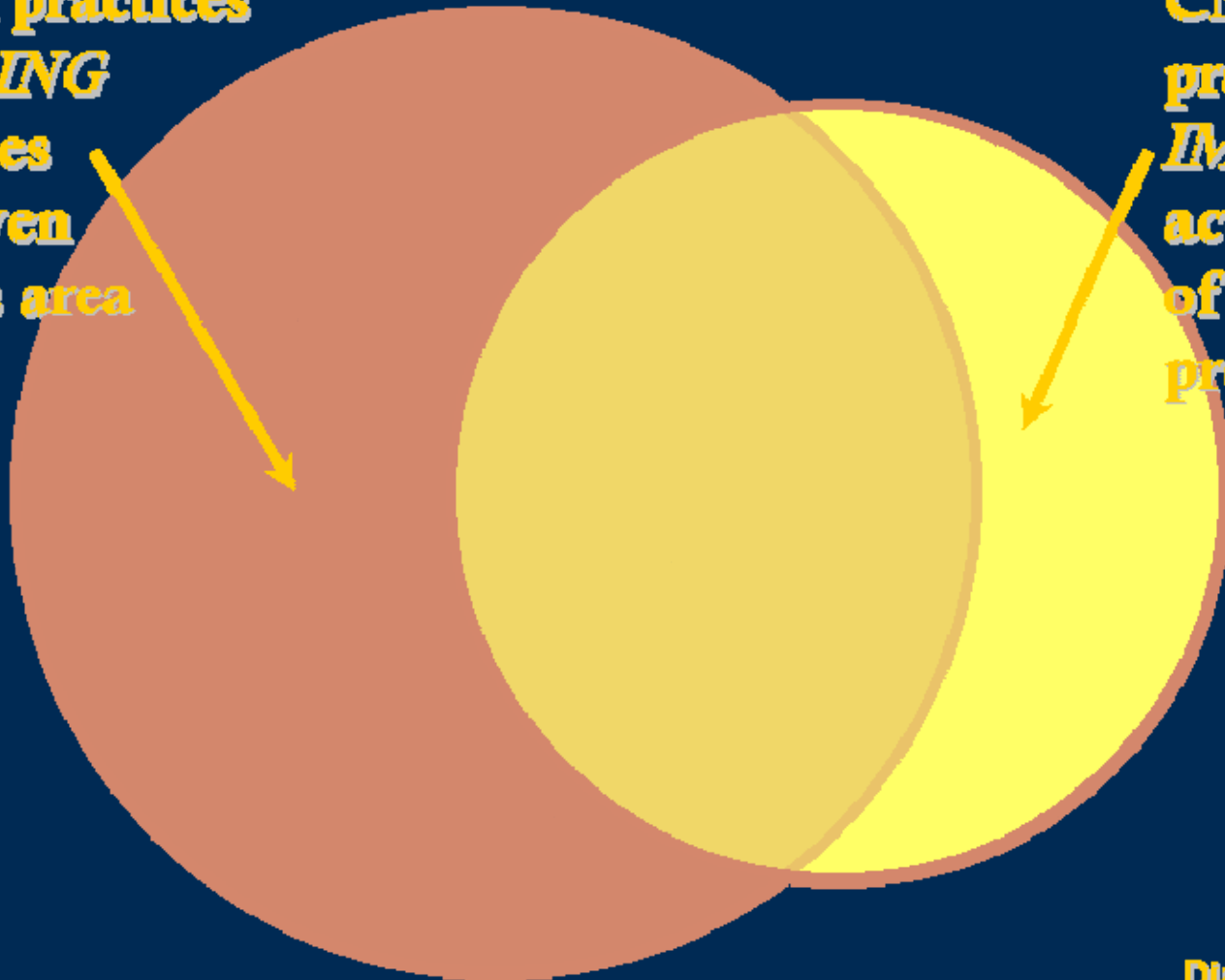


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YOUR practices
for *DOING*
activities
of a given
process area



CMMI's
practices for
IMPROVING
activities
of a given
process area

Diagrams not to scale.

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THE CMMI WAY TO GET *INSTITUTIONALIZED*

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Both:
Not what you think, but
Not as hard as what you think either.

WHAT IS INSTITUTIONALIZATION?



▲ Let's talk about products and projects for a moment.

▲ Imagine you're the PM/PL.

▲ What would be expected of you to manage the product/project?

▼ ...

▼ ...

▼ ...

▼ ...

▼ ...

CMMI COMPONENTS

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▲ Process Areas (PA)

▲ Specific Goals (SG)

▲ Specific Practices (SP)

▲ Generic Goals (GG)

▲ Generic Practices (GP)

Maturity*

Capability/
Institutionalization

*Not strictly speaking

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PROCESS AREAS (PAs)

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- ▲ There are 22 Process Areas in the entire CMMI.
- ▲ Each PA describes:
 - ▼ One set of goals and practices that make up the process area: **Specific Goals** and **Specific Practices**
 - ▼ And one set of practices that are shared across all process areas: **Generic Goals** and **Generic Practices**

SPECIFIC GOALS (SG)

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- ▲ Each Process Area has at least 1 Specific Goal
- ▲ All the Specific Practices are organized by which Specific Goal they help organizations achieve.
- ▲ The Goals are what organizations are *required* to pursue.
- ▲ While the *Practices* are what organizations are *expected* to perform, they can be swapped with alternative practices.

SPECIFIC PRACTICES (SP)

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- ▲ What organizations are "**expected**" to actually *do* in order to achieve a Goal is described in some number of Specific Practices.
- ▲ Most Goals have several practices.
- ▲ The straightest line to achieving a goal is to perform the practices.
- ▲ *The "straightest line" may be a matter of perspective. **Do not assume** every practice is right for you.*

GENERIC GOALS (GG)

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- ▲ Every Process Area has the same Generic Goals with "fill-in-the-blank" differences for each PA.
- ▲ Choice of "Staged" or "Capability" representation determines which Generic Goals are required for a level rating.
- ▲ "Capability Level *N*" implies that you are performing all the SG/SPs in a PA + all the GPs in through GG *N*
- ▲ GGs imply how "*deeply institutionalized*" your practices are...

GENERIC PRACTICES (GP)

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- ▲ GPs in each GG describe what you're doing to "*institutionalize*" the SGs and SPs.
- ▲ @ GG 1 you are barely executing the PA's SPs from project to project.
- ▲ @ GG2 you are making a conscious effort to plan, track, and ensure the success of each PA's SPs. It may look different from project to project, but you're doing enough work each time to get it right.

GP STUFF CONTINUED

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- ▲ @ GG3 you have a single set of defined processes that each project uses and tailors to their specific instantiation. With a single set, you can now start to collect and feed-back improvement data on the processes.
- ▲ @ GG 4 you will be using the data in GG 3 to manage the processes using numbers, not just management oversight. "Quantitatively Managed"
- ▲ @ GG 5 you're able to use computational methods to predict process performance, to anticipate process issues, and to create an environment in which you can really get creative with what you improve, how you improve, and when.

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QUICK MID-STREAM RECAP

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Model Requirements
Growing Maturity
Growing Capability

WHAT'S "REQUIRED"?

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▲ Goals are **REQUIRED**

▲ Practices are *expected* not required

- ▼ You've 'got' to be doing "something" to be achieving a goal.
- ▼ If you don't already have good ideas for how to achieve a goal, the practices are a good place to start.

▲ Everything else is "commentary"

- ▼ Which can be helpful if the goals or practices aren't self-explanatory.

▲ Don't assume you and CMMI use terms the same way.

RATINGS INGREDIENTS, 1

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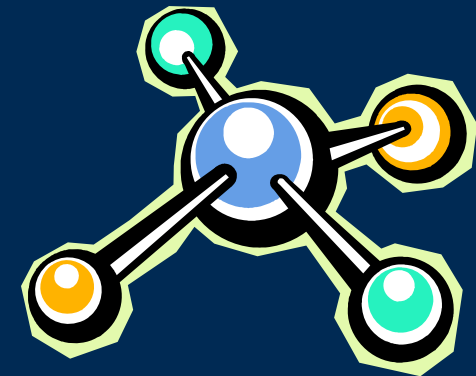
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▲ Maturity Levels (Staged)

▼ Level X =

- All PAs in the LEVEL
- All SGs in the PA
 - ❑ All SPs in the SG
- All GGs in the PA
 - ❑ All the GPs in the GGs



RATINGS INGREDIENTS, 2

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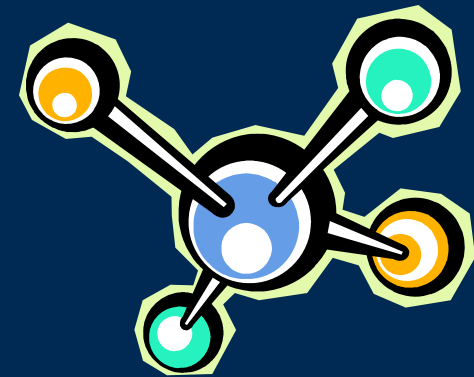


▲ Capability Levels (Continuous)

▼ Level X =

- All GG-Xs in the PAs you've chosen
 - ❑ All the GPs in the GG

- All the SP-Xs in the PAs you've chosen
 - ❑ SPs still do add up to SGs



RATINGS IMPLICATIONS

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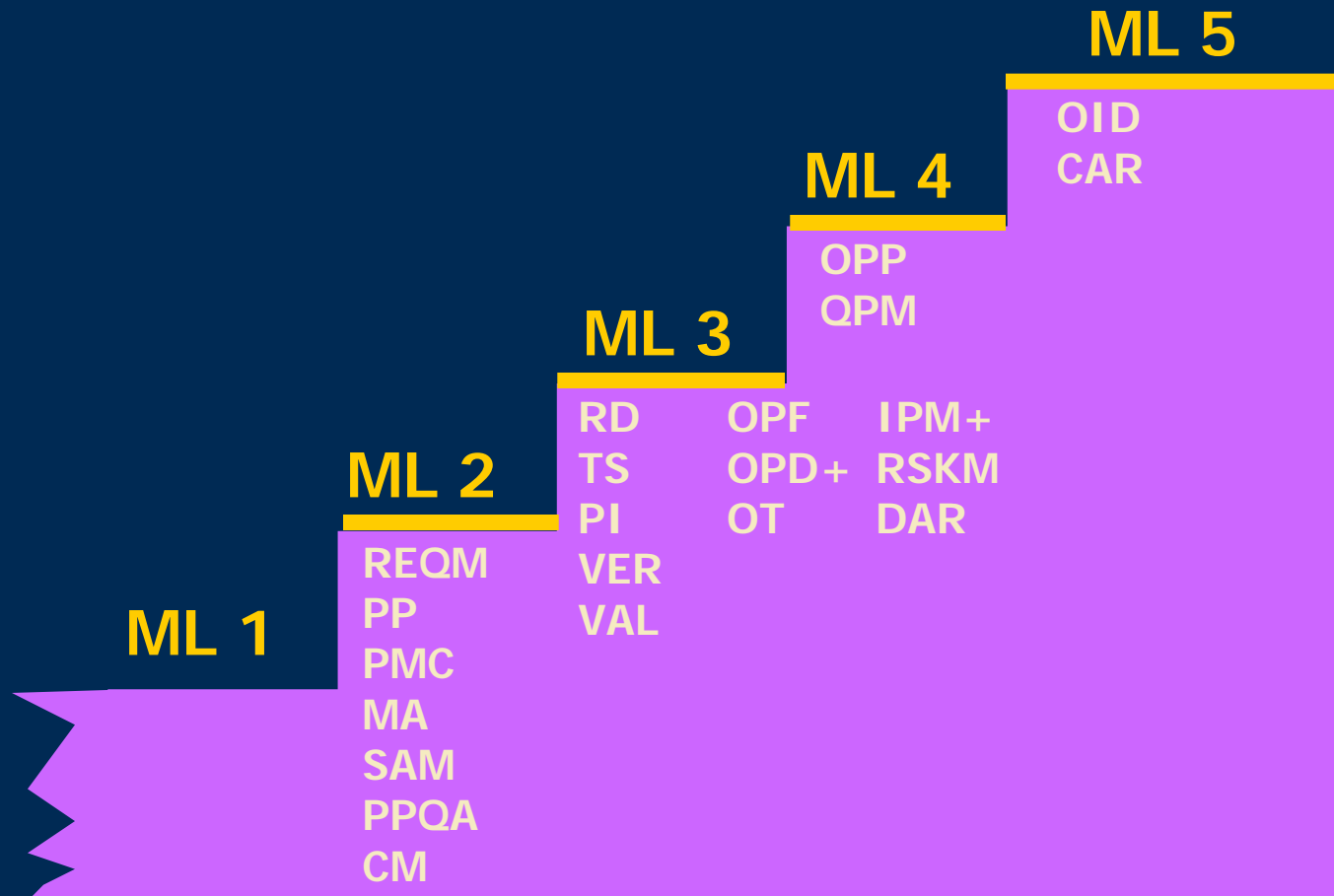
- ▲ Saying "ML" 2, 3, etc. carries clear implications.
 - ▼ People who know, know which PAs and GGs you are performing.

- ▲ Saying "CL" 2, 3, etc. is incomplete.
 - ▼ Must be qualified by stating which PAs you are CLx *in*.

CONFUSING? AN EXAMPLE: (PART 1)



Maturity Levels



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CONFUSING? AN EXAMPLE: (PART 2)

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Capability Levels

PA1

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

PA2

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

PA r

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

CL1

CL2

CL3

CL4

CL5

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

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SETTING-UP AN AGILE CMMI

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**Reality-Based, Scalable, Agile,
Adaptive, Responsive...**

ASSUMPTIONS & APPROACH

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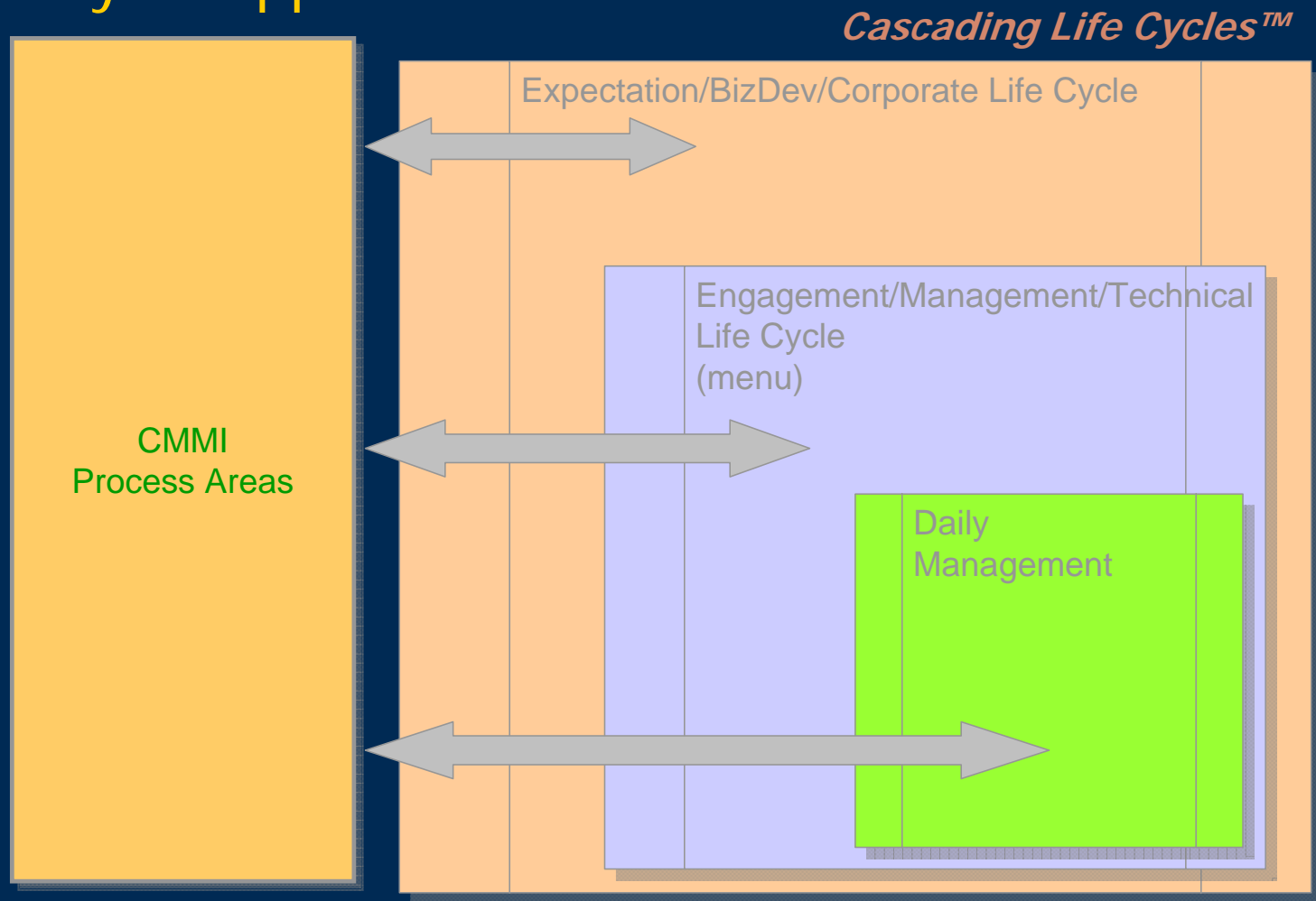
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- ▲ You're already successful.
- ▲ Your people know how to deliver working products.
- ▲ You're doing *something* right!
- ▲ Each CMMI practice seeks to avoid *some* risk.
- ▲ Developers & PMs know how to avoid those risks.
- ▲ If we seek what your people are doing to avoid the same risks, we can map what they're doing to CMMI.
- ▲ Identify your working practices.
- ▲ If there are gaps, you probably could use the improvement.

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INSTEAD...

▲ Life Cycle Approach



KEY FEATURE

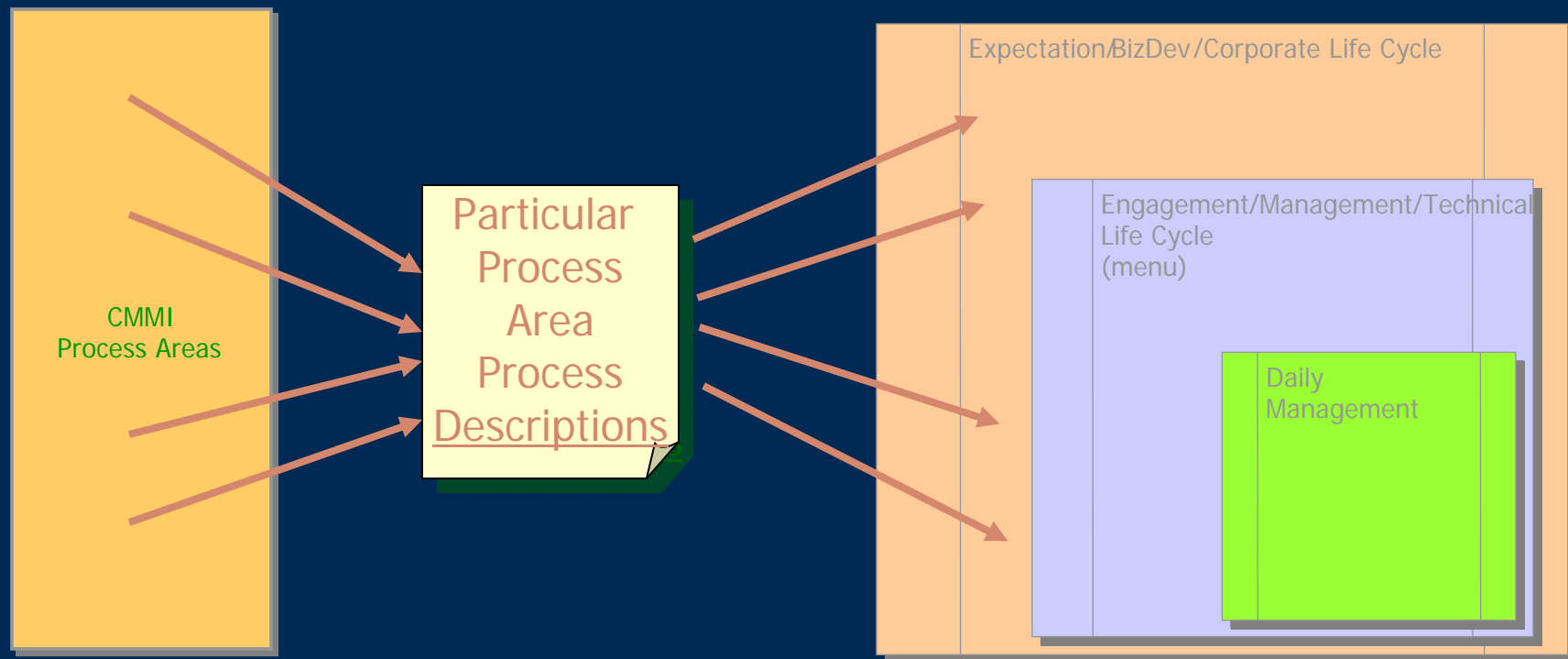
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TECHNOLOGY

- ▲ Process definition/description documents define where in YOUR reality practices take place.



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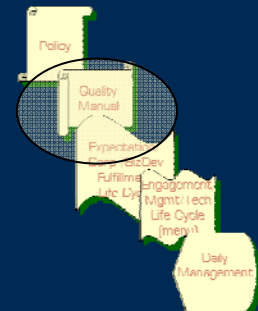
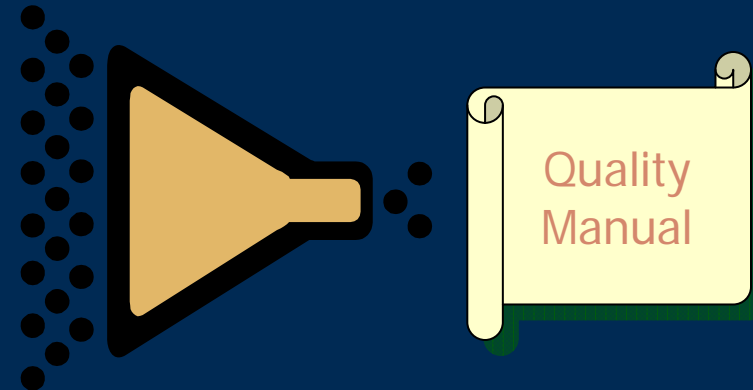
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WHAT'S IN THE QUALITY MANUAL?

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- ▲ **Explains how on each project, all company Processes:**
 - ▼ are planned-out and tailored from a single set of company processes
 - ▼ are assigned as someone's responsibility
 - ▼ are provided resources to be done
 - ▼ are assured of having people trained in them
 - ▼ have their work products configuration controlled
 - ▼ involve relevant stakeholders
 - ▼ are monitored & controlled
 - ▼ are objectively evaluated against applicable standards,
 - ▼ have performance reviewed with higher management, and
 - ▼ incorporate lessons learned for improvement



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SUMMARY 2

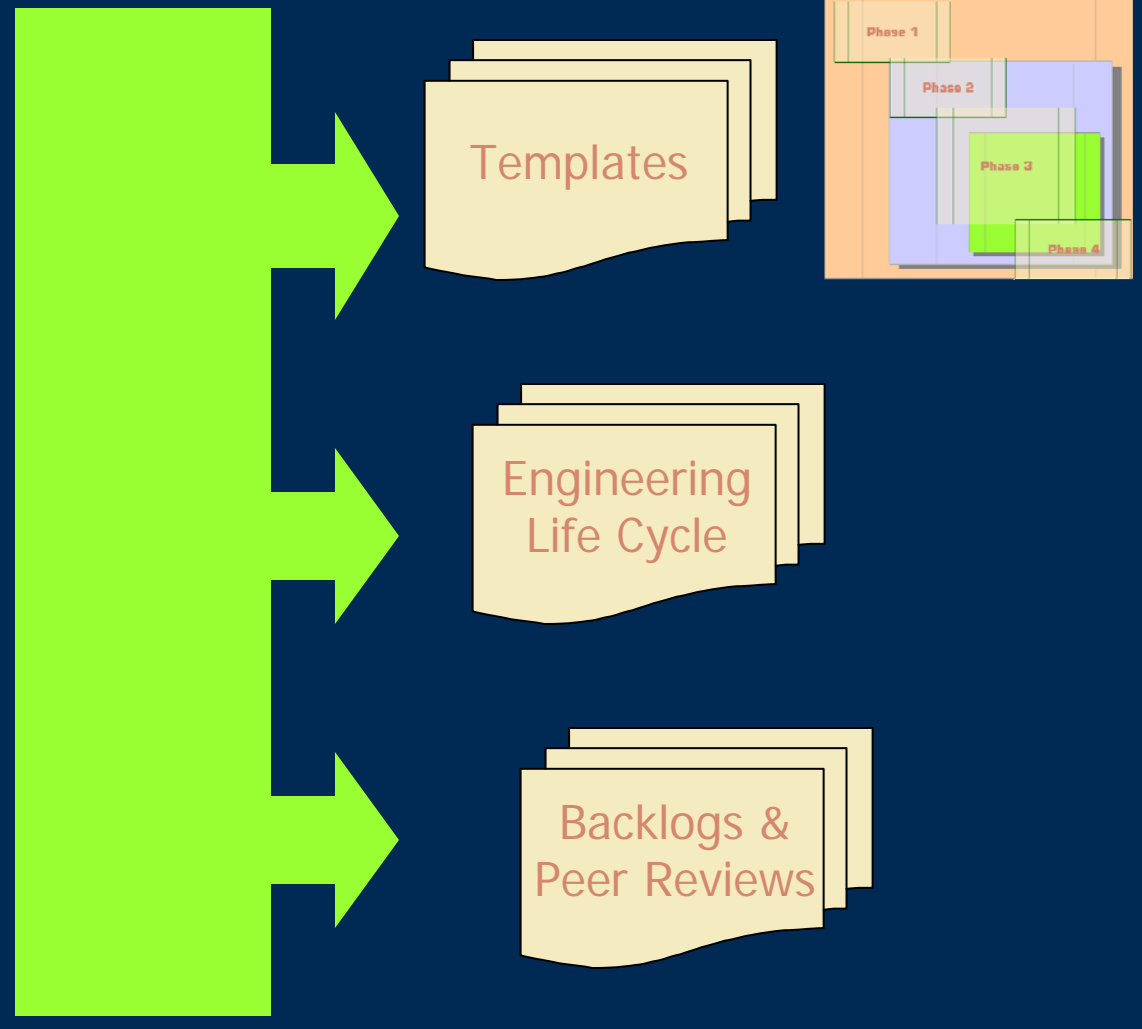
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CMMI



Happens Here:



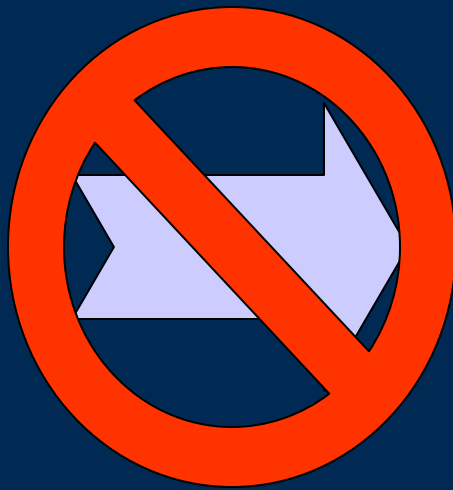
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WHAT'S NOT HERE

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Particular
Process
Area
Process
Descriptions



Templates

Engineering
Life Cycle

Backlogs &
Peer Reviews

AT THE APPRAISAL

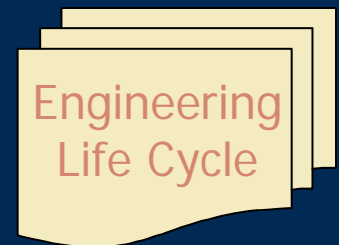
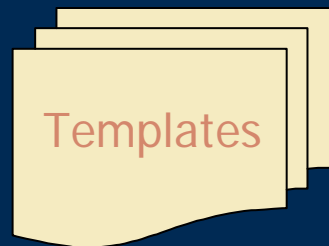
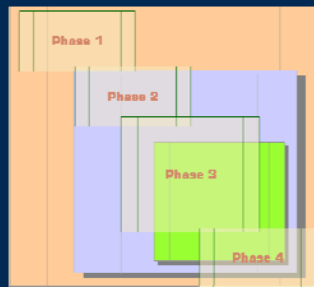
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**Process
Implementation
Indicator
Descriptions
come from here:**

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SILVER LINING?

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▲ Less Disruption and More Productivity Requires:

- ▼ More up-front process design.
- ▼ Deep understanding of Company Context:
 - Technology
 - Processes/Practices
 - Culture
 - Project types and style
 - Customers
- ▼ Deep understanding of CMMI.
- ▼ Deep understanding of SCAMPI process.
- ▼ More work by the appraiser.

▲ Lasting results and *real* ROI require *real* investment and *real* discipline.

APPROACH SUMMARY

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▲ **Process Silos** =
The *ANTI* - Agile

▲ **Cascading Life CyclesTM** =
Using the underlying processes you're already doing and tweaking them (only as needed) to map them to CMMI. Where practices or alternatives aren't done, they are not added as overhead, they're added in line with productive work.

DESIGNED PROCESS VS. APPRAISAL PREP

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▲ Designed Processes

- ▼ Lasting Benefits and ROI.
- ▼ Can be appraised repeatedly without re-inventing evidence.
- ▼ Requires up-front process engineering.
- ▼ Requires expertise in CMMI and company's operations.
- ▼ Can cost more up-front.
- ▼ Establishes foundation of improvement.
- ▼ Appraisal simply looks at ordinary output of processes.

▲ Audited Processes

- ▼ Focused on getting through the appraisal (only).
- ▼ Short-term results.
- ▼ Requires less expertise.
- ▼ Can be cheaper (short term).
- ▼ Each appraisal requires renewed preparations.
- ▼ Staff perceives effort as "make work" w/no value added.
- ▼ Difficult to connect appraisal results to actual improvements.
- ▼ Appraisal looks at data created just for the appraisal.

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AGILE + CMMI

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- ▲ CMMI with Scrum
- ▲ Keys to Making CMMI *Agile*

SUPPOSE...

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- ▲ CMMI was about *process management*, not *development processes*.
- ▲ Agile could account for *non-development* activities.
 - ▼ How would this change things?
- ▲ CMMI practices avoid risks everyone wants to avoid.
- ▲ Agile practices work towards project success and client delight.

AGILE IDEALS?

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- ▲ Empowered development teams.
- ▲ Account for everything that takes time.
- ▲ Manage the processes, not the people.
- ▲ Bureaucracy doesn't work:
 - ▼ Are they incompetent?
 - ▼ Do they lack discipline?
 - ▼ Does Agile work w/either?
- ▲ Go Native! Speak the local language.

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SCRUM COMPONENTS

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- ▲ Product Backlog and Planning
- ▲ Sprint Backlog and Planning
- ▲ Resource Allocation
- ▲ WBS
- ▲ Daily Team Meetings
- ▲ Peer Reviews and Inspection
- ▲ Sprint Review

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PRODUCT BACKLOG AND PLANNING

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- ▲ The product backlog is defined by the **product owner** and managed by the Scrum master.
- ▲ Defines High Level Requirements and sets priorities.
- ▲ Defines high level work break down structure.
- ▲ May define high level release schedule.

- ▲ REQM
- ▲ PP
- ▲ PMC
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.7

SPRINT BACKLOG AND PLANNING

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- ▲ Breaks the product goals down into demonstrable goals. This is usually at the use case level.
- ▲ Tasks are broken down into hour-based estimates, anything over 16 hours was broken down into smaller pieces.
- ▲ The team creates tasks, estimates and determines who is going to do what, everyone commits to the feasibility of the plan.
 - ▼ What can be done in 30 days with the resources we have at our disposal?

- ▲ REQM
- ▲ PP
- ▲ PMC
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ VAL
- ▲ VER
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.6, 2.7

RESOURCE ALLOCATION

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- ▲ Managed by the team, as members commit to getting the work done.
- ▲ Members **can play many roles at the same time:**
 - ▼ Developer, Architect and DBA
 - ▼ Developer, Tester and Requirements Analyst
- ▲ Member are committed to the project and external noise is minimized.
- ▲ The Scrum Master helps alleviate resource contention and noise.

- ▲ REQM
- ▲ PP
- ▲ PMC
- ▲ MA
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.7

WORK BREAKDOWN STRUCTURE

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- ▲ A Product Goal can be broken down into many **use cases**
 - ▼ "The application needs to contain a shopping cart"
- ▲ A Sprint Goal satisfies a use case
 - ▼ "Allow a registered user to put items into their shopping cart"
 - ▼ "Allow a user to update the quantities in the shopping cart"
- ▲ Each sprint goal is **demonstrable, releasable functionality**.
 - ▼ Show that this use case works, and has been tested and could be released as functionality

- ▲ REQM
- ▲ PP
- ▲ PMC
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.7

DAILY TEAM MEETINGS

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- ▲ Quick 15-30 Minute Stand up Meetings.
- ▲ Answer 3 Questions:
 - ▼ What have you done since the last meeting ?
 - ▼ What are you going to do before our next meeting ?
 - ▼ What issues are you having that are impeding progress ?
- ▲ Daily Inspection and Visibility into team progress.
- ▲ Daily Issues Management and Resolution.
- ▲ Daily Project Command and Control within the self managing team.

- ▲ REQM
- ▲ PP
- ▲ PMC
- ▲ MA
- ▲ PPQA
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ IPM
- ▲ RISK
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.6, 2.7, 2.8, 2.9, 2.10

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PEER REVIEW AND INSPECTION

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- ▲ Peer reviews keeps the team members honest.
- ▲ Peer reviews are about **mentoring, not policing.**
- ▲ Complete **checkpoints and tollgates** along the project road map that can be done iteratively and kept **non-invasive.**

- ▲ REQM
- ▲ PMC
- ▲ MA
- ▲ PPQA
- ▲ CM
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ VAL
- ▲ VER
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.6, 2.7, 2.9, 2.10, 3.2

SPRINT REVIEW

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- ▲ The Sprint review is a form of validity check-it is determined that the right product is being built.
- ▲ Covers whether the product was built right because a working version of the product is giving a viewing to the product owner.
- ▲ Product Owner (s) decides if functionally and quality are sufficient to be released

- ▲ REQM
- ▲ PMC
- ▲ MA
- ▲ PPQA
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- ▲ RD
- ▲ TS
- ▲ PI
- ▲ VAL
- ▲ VER
- ▲ IPM
- ▲ RISK
- ▲ DAR
- ▲ GP 2.6, 2.7, 2.9, 2.10, 3.2

KEYS TO MAKING CMMI “AGILE”

THE TECHNOLOGY
STRATEGY COMPANYSM



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TRANSLATES

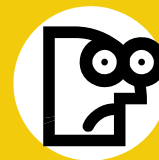
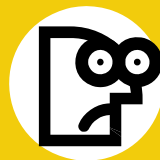
TECHNOLOGY

- ▲ Reality-Based Process Descriptions and Life Cycles
 - ▲ Non-Sequential Process Flows
 - ▲ Non-Prescriptive Process Management
 - ▲ Getting “the right people on the bus.”*
 - ▲ Use “*risk-avoidance-speak*” not “*model-speak*”
 - ▲ Focus on Customer/Productivity/Profit/ROI
(**NOT** process!)
- *Jim Collins, *Good to Great*

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QUESTIONS?

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It's QUESTION TIME !!



DON'T FORGET TO WRITE!

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5 JULY 2007

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