



**“Underlying” the Solution**

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## **BOILS DOWN TO:**

- ▲ Time-to-Market vs. Process Discipline
- ▲ Can Peaceful, Productive Coexistence Be Achieved?

# AGENDA

THE TECHNOLOGY  
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- ▲ Context
  - ▲ What are the
    - ▼ challenges?
    - ▼ realities?
    - ▼ perceptions?
  - ▲ Enter Agile
  - ▲ Gloves are Donned
  - ▲ Wrong Fight?
- ▲ It's All A Big Misunderstanding
  - ▲ Anger Management
  - ▲ Reconciling TTM w/CMMI
  - ▲ How to "Underlay" Process Discipline
  - ▲ What we did

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# CONTEXT

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- ▲ Because software can be quickly changed, the Market *expects* software quickly.
- ▲ Software development and technology have changed a lot, but Software discipline techniques still carry a legacy that has hardly changed.
- ▲ Proliferation of small and boutique software companies who can respond to market demands:
  - ▼ was made possible by the simplification and affordability of software development,
  - ▼ create niches in technologies and capabilities,
  - ▼ bring upon themselves the need for discipline.
    - Often "Unwelcomed?"

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## WHAT ARE THE CHALLENGES?



- ▲ Playing with the “big dogs”.
- ▲ Adopting disciplined processes that don't stifle
  - ▼ Productivity,
  - ▼ Creativity, or
  - ▼ Profitability.
- ▲ Operating without disciplined processes inhibits
  - ▼ Scalability,
  - ▼ Predictability, and
  - ▼ Controlability.
- ⇒ Agreeing on what is “disciplined” !

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## WHAT ARE THE REALITIES?



- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>▲ Small organizations often win work because of their<ul style="list-style-type: none"><li>▼ Expertise</li><li>▼ Flexibility / Responsiveness</li><li>▼ Ability to respond to change</li><li>▼ Ability to deliver quickly</li><li>▼ Low overhead = Better rates</li></ul></li></ul> | <ul style="list-style-type: none"><li>▲ Process discipline can [when misapplied]<ul style="list-style-type: none"><li>▼ Blur the value-proposition between competitors</li><li>▼ Curtail nimbleness</li><li>▼ Slow maneuverability</li><li>▼ Lengthen delivery lead times</li><li>▼ Increase overhead, rates, and costs.</li></ul></li></ul> |
|---|--|

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# WHAT ARE THE PERCEPTIONS?



- ▲ **By Developers:**
  - Process discipline
    - ▼ Blurs the value-proposition between competitors
    - ▼ Curtails nimbleness
    - ▼ Slows maneuverability
    - ▼ Lengthens delivery lead times
    - ▼ Increases overhead, rates, and costs.
- ▲ **Of Legacy Process Disciplinarians:**
  - ▼ Require
    - “Practices”,
    - “Sub-Practices” and
    - “Typical Work Products”
  - ▼ “Waterfall” and “SDLC” are “best practices”
  - ▼ “Management” methods and “Development” methods are inseparable.
  - ▼ Process Trumps Profit

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# ENTER AGILE



- ▲ The minimum, most unobtrusive approach to developing software that produces a quality product when the customer expects to get it, at the price they expect to pay.

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## AGILE, 2



- ▲ The purpose of agile development is to allow for better productivity.
- ▲ The enemy of productivity is heavy-handed process controls.
- ▲ True, some developers pursue agile development thinking they can shed controls, checks, and balances necessary to make good products.
  - ▼ *This is far from what lightweight is about.*

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## AGILE, 3



- ▲ If this were true, then lightweight developers would be operating under a modus operandi that reads:
  - ▼ “produce quality software in the absence of any process” .
    - This would be absurd.
    - Lightweight supporters do not agree with this.
- ▲ It's not the absence of process that makes a development method lightweight.
- ▲ It's the absence of unnecessary or obstructive processes that makes a method lightweight.

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# AGILE ALLIANCE PRINCIPLES



- ▲ **Satisfy the Customer** thru valuable software
- ▲ **Changes happen**, harness them for the customer's benefit
- ▲ Deliver **working product frequently**
- ▲ The **business must work with the developers**
- ▲ Hire **motivated people, support them, let them work**
- ▲ **Face-to-face beats paper**
- ▲ **Working software is the best** measure of progress
- ▲ If it's **not sustainable, it's not agile**
- ▲ Agility depends on **continuous attention to technical excellence & good design**
- ▲ **Simplicity is key** to maximizing work not done
- ▲ **Self-organizing teams** produce the best technical results
- ▲ **Regularly reflect on becoming more effective, and tune and adjust.**

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# AGILE ALLIANCE, 2



## ▲ Manifesto:

“We value:

Individuals and interactions *over* processes and tools  
Working software *over* comprehensive documentation  
Customer collaboration *over* contract negotiation  
Responding to change *over* following a plan

That is, while there is value in the items on the *right*, we value the items on the *left* more.”

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## GLOVES ARE DONNED



- ▲ “How can you call that a disciplined process?! You don’t even have a PDR!”
  - Actual quote from a Software QA “Professional”, Feb. 2002
    - After being introduced to eXtreme Programming [while the 12 practices of XP were still on the screen]
  
- ▲ Lurk in any Agile-oriented email/list group...

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## WRONG FIGHT?



- ▲ Early software projects were
  - ▼ big,
  - ▼ slow, and
  - ▼ geographically dispersed
  
- ▲ Early projects were characterized by
  - ▼ layers of bureaucracy
  - ▼ designed around project management methods that also built tanks, planes, and ships.
  
- ▲ Based on manufacturing work-flow and controls.

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# IT'S ALL A BIG MISUNDERSTANDING



- ▲ *Software development paradigm shares very little with the manufacturing paradigm.*
- ▲ As an industry, process discipline methods have not shifted commensurate with changes in the technology.
- ▲ Defense and similar large-scale old-style projects shaped much of what is known today about process discipline.
- ▲ Compared to today's technologies and the speed to market, these legacy projects provide a very limiting pool of experience.

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# ANGER MANAGEMENT



- ▲ Needs of Development:  
Discipline at the Pace of the Project
  - ▼ stay productive,
  - ▼ control costs, and
  - ▼ keep people motivated.
- ▲ Needs of Company: Working Product

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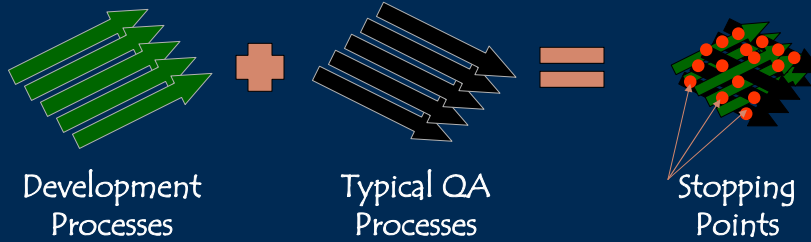


# RECONCILING TTM w/CMMI

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- ▲ Ordinary implementation of discipline in development environments.



- ▲ Discipline is super-imposed onto development processes.
- ▲ Add a layer of effort not in-line with productivity.

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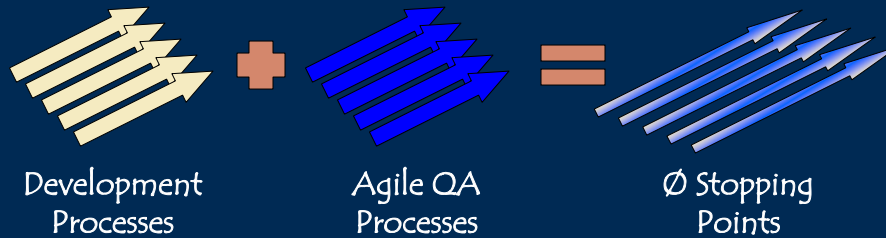
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# RECONCILING TTM w/CMMI, 2

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- ▲ Preferred implementation of discipline in development environments.



- ▲ Discipline is integrated into and aligned with development, increasing development productivity.
- ▲ Contributes to capacity and value of company.

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# HOW TO “UNDERLAY” PROCESS DISCIPLINE



- ▲ In smaller OU's it's about developer “buy-in” right?
- 1. Map Reality to CMMI
- 2. Developer interview scripts
- 3. Of course, don't forget all those warm fuzzies like leadership sponsors and commitments.

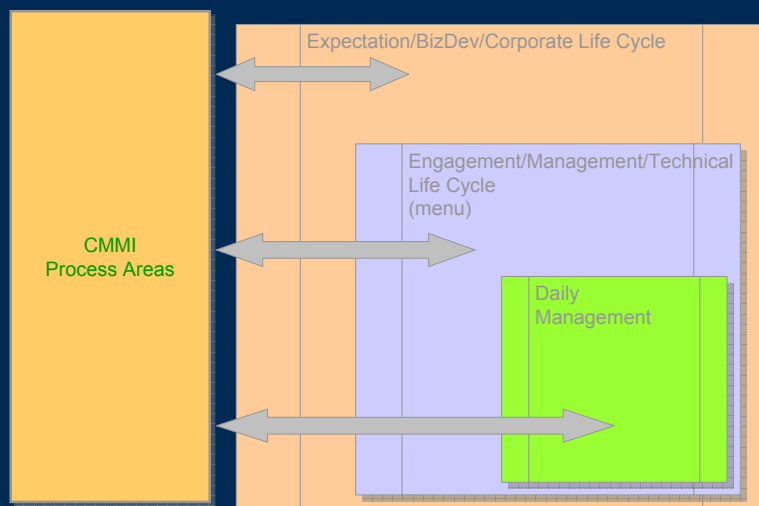
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## 1. MAP REALITY TO CMMI



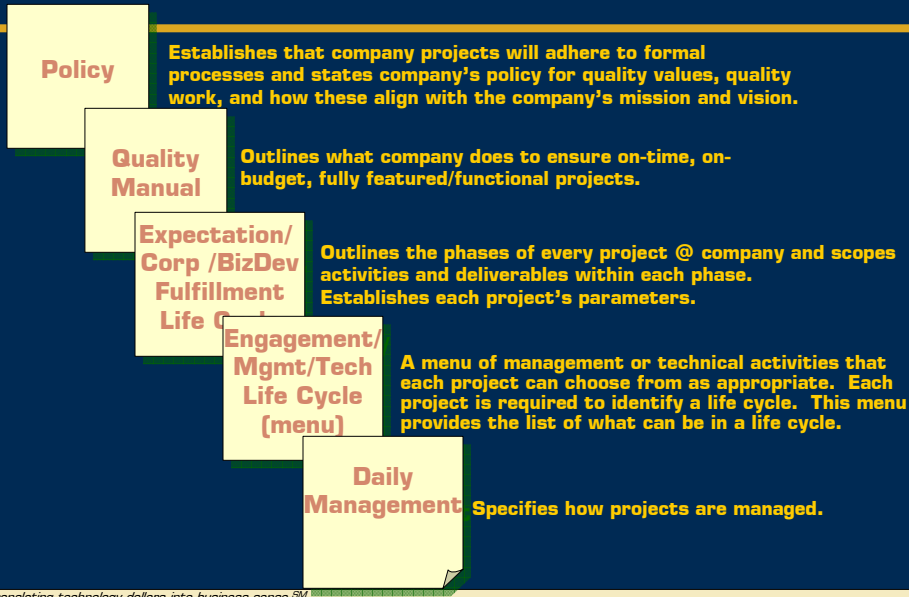
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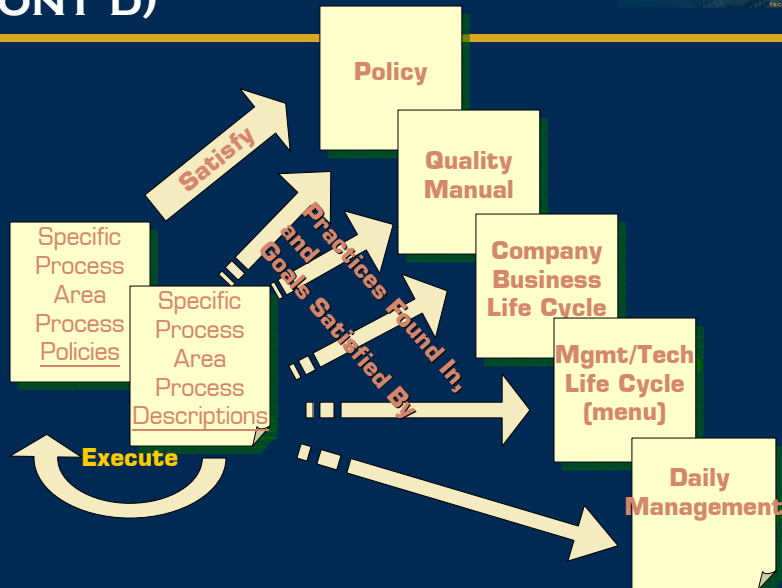
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# PROCESS FLOW-DOWN



# PROCESS FLOW-DOWN (CONT'D)

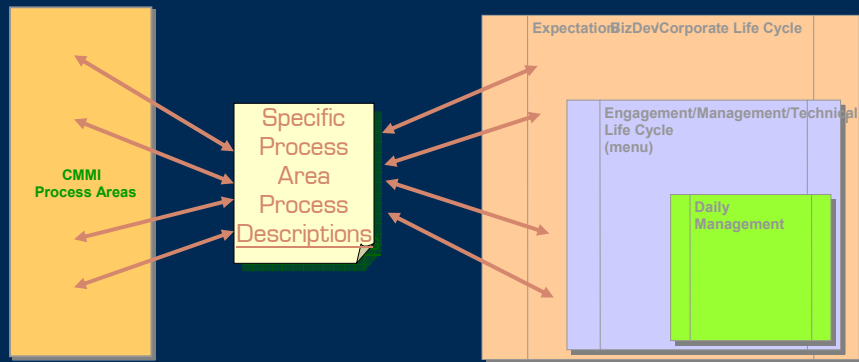


## KEY FEATURE

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



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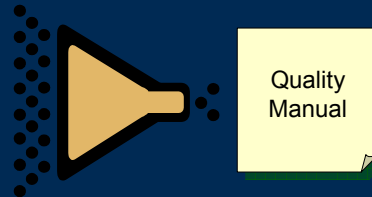
## WHAT'S IN THE QUALITY MANUAL?

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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



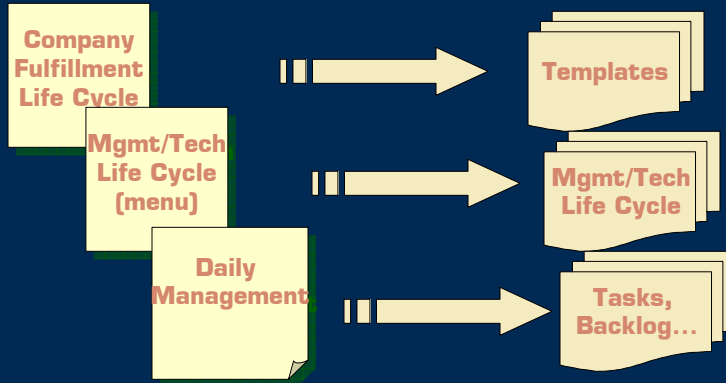
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# WORK-PRODUCT GENERATION



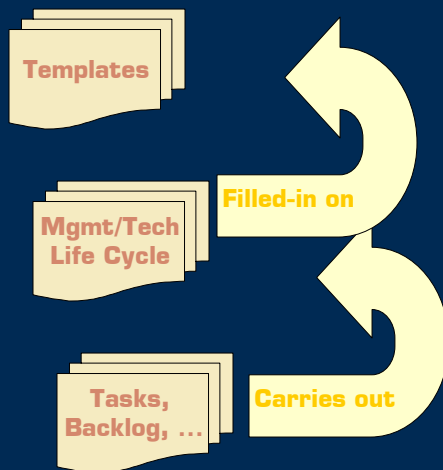
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# WORK-PRODUCT INTERACTIONS



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# COMPANY'S PROJECT LIFE CYCLE



**Fulfillment  
Life Cycle**

**Phase 1:  
Initial Analysis  
& Response**

**Phase 2:  
Planning/Kick-Off**

**Phase 3:  
Follow-Through**

**Phase 4:  
Close-Out**

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# PHASE 1 CONCEPTS



**Phase 1:  
Initial Analysis  
& Response**

**Phase 2:  
Planning/Kick-Off**

**Phase 3:  
Follow-Through**

**Phase 4:  
Close-Out**

- ▲ Get from RFP to Award and/or from Award to Start
- ▲ Provides a business basis for going forward
- ▲ Provides requirements against which to manage the initial activities
- ▲ Scopes the project before details are known
- ▲ Breaks out of the Catch-22 of "when does the project start?"
- ▲ Allows for minimal mock-ups or prototyping/engineering analysis to obtain project requirements agreement.

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# PHASE 2 CONCEPTS



- Phase 1:  
**Initial Analysis  
& Response**
- Phase 2:  
**Planning/Kick-Off**
- Phase 3:  
**Follow-Through**
- Phase 4:  
**Close-Out**

- ▲ Identifies the project's:
  - ▼ Type
  - ▼ Management or Technical Life Cycle
  - ▼ Major Product and Document Deliverables
  - ▼ Major Tasks
  - ▼ Assignments, Roles and Stakeholders
  - ▼ Resources, Tools and Assets
  - ▼ Plans
  - ▼ Project Monitoring Events
  - ▼ Milestones
  - ▼ Required Training
  - ▼ Measures & Analyses

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# PHASE 3 CONCEPTS



- Phase 1:  
**Initial Analysis  
& Response**
- Phase 2:  
**Planning/Kick-Off**
- Phase 3:  
**Follow-Through**
- Phase 4:  
**Close-Out**

- ▲ All detailed engineering and provisioning of the solutions and products
- ▲ Execution of the entire Management or Technical Life Cycle
- ▲ From Design through Delivery and Installation
- ▲ Can be iterative with Phase 2
- ▲ All phases of the daily process through Closure

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# PHASE 4 CONCEPTS



- Phase 1:  
Initial Analysis  
& Response**
- Phase 2:  
Planning/Kick-Off**
- Phase 3:  
Follow-Through**
- Phase 4:  
Close-Out**

- ▲ Opportunity for Lessons Learned
- ▲ Final Administrative Checks
- ▲ Customer Feedback
- ▲ Final PPQA Checks & Audits
- ▲ Final CM Audits

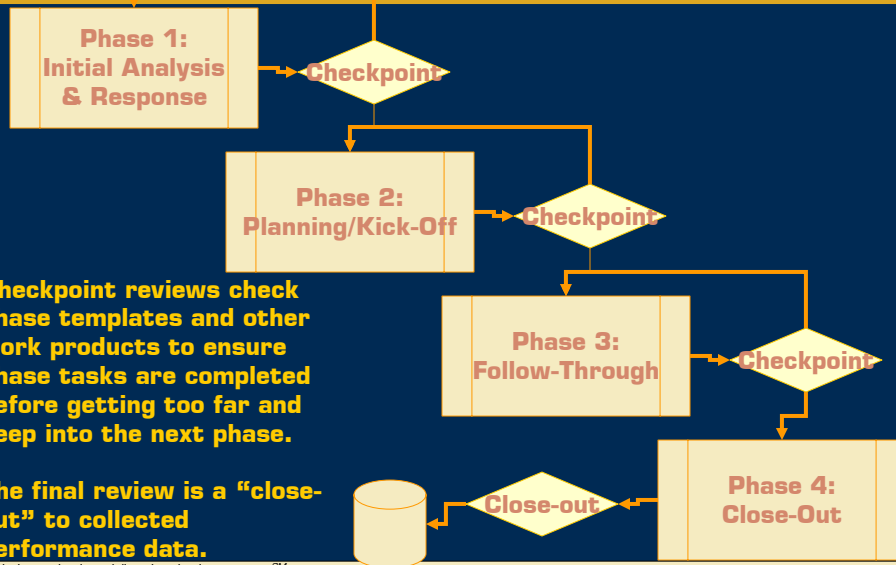
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# PPQA CONCEPTS IN BUSINESS LIFE CYCLE



Checkpoint reviews check phase templates and other work products to ensure phase tasks are completed before getting too far and deep into the next phase.

The final review is a "close-out" to collected performance data.

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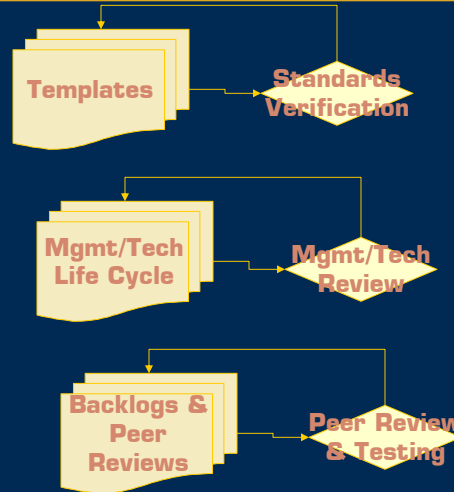


# PPQA CONCEPTS IN WORK PRODUCTS

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- ▲ Standards Verification performs process checks against company's own standards
- ▲ Engineering Reviews perform integrity checks on designs, analyses, and solutions
- ▲ Peer Reviews & Testing perform product checks on code and code-based work



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# ALL OTHER PROCESSES

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- ▲ All other practices within process areas have been distributed into and made seamless with company planning and engineering activities.
- ▲ Some practices are performed once and passed through with each project review.
- ▲ Some practices are addressed by merely including an item on a meeting agenda.

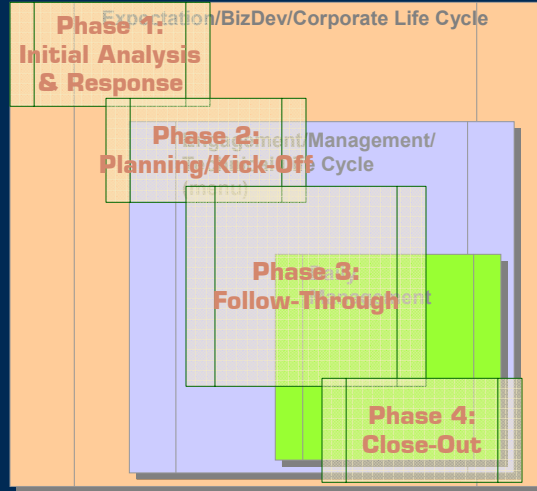
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# LIFE CYCLE OVER-LAY



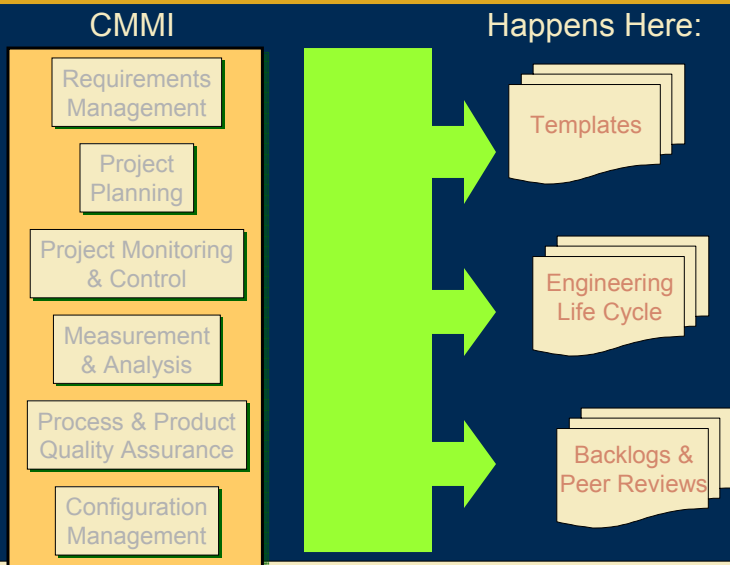
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# SUMMARY



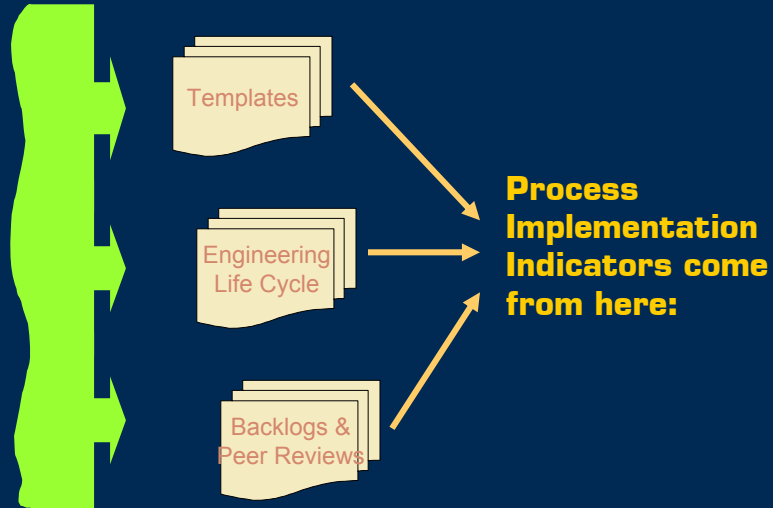
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## AT THE APPRAISAL



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## 2. DEVELOPER INTERVIEW SCRIPTS



- ▲ CMMI “speak” is frequently foreign to developers.
- ▲ Competent developers will likely be implementing CMMI practices.
  - ▼ Only -- not using “our” language.
- ▲ Each practice [ostensibly] is intended to avoid some aspect of risk of failure.

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## DEVELOPER INTERVIEW SCRIPTS, 2



- ▲ Not performing a practice poses a risk.
- ▲ What are the developers doing to avoid that risk?
- ▲ If a practice = X, and
- ▲ Not performing a practice = -X,  
then
- ▲ Ask developers, what are they doing to not get -X?
- ▲ This will effectively elicit the practice.

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## 3. WARM FUZZIES



- ▲ **Management Commitment**
  - ▼ Time [chargeable, inside normal schedule]
  - ▼ Resources [tools, dedicated internal champion]
  - ▼ Purpose
  - ▼ Value proposition
  - ▼ WIIFM
  - ▼ Noise abatement
  - ▼ Changes must have intellectual validity
  - ▼ Remember Bagel's Law

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## CMMI with Scrum

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## SCRUM FEATURES



- ▲ 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
- ▲ GP 2.2, 2.3, 2.4, 2.7
- ▲ [RD, TS, PI, IPM, RISK, DAR]

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# 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
- ▲ GP 2.2, 2.3, 2.4, 2.6, 2.7
- ▲ [RD, TS, PI, VAL, VER, IPM, RISK, DAR]

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# 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
- ▲ GP 2.2, 2.3, 2.4, 2.7
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# 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 use 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
- ▲ GP 2.2, 2.3, 2.4, 2.7
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# 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
  - ▲ GP 2.2, 2.3, 2.4, 2.6, 2.7, 2.8, 2.9, 2.10
  - ▲ [RD, TS, PI, IPM, RISK, DAR]

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# PEER REVIEW AND WP 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
  - ▲ GP 2.6, 2.7, 2.9, 2.10, 3.2
  - ▲ [RD, TS, PI, VAL, VER, IPM, RISK, DAR]

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# 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
  - ▲ CM
  - ▲ GP 2.6, 2.7, 2.9, 2.10, 3.2
  - ▲ (RD, TS, PI, VAL, VER, IPM, RISK, DAR)

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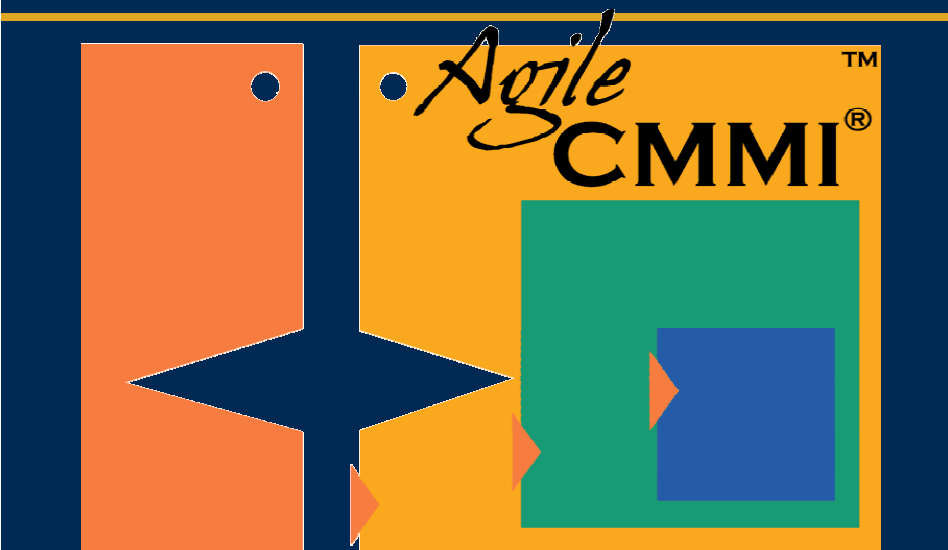
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