

The Technology Strategy Companysm

My Agile Life with CMMI

TECHNOLOGY

BUSINESS

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TRANSLATES

Imagine living an agile lifestyle with CMMI as your mother-in-law.

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What the Abstract Said

Imagine living an agile lifestyle with CMMI as your mother-in-law.

What, with the constant pestering for improving yourself and providing better quality for her grandchildren. Not to mention always on your back about how much you spend on wasteful endeavors.

Is she really a pest or does she just not understand you?

Doesn't she see that you are improving yourself? That your quality does improve? That your cost variances and efficiency of resources are tighter than any of your friends? Or *her* friends' children for that matter?

“Oh! Look at how so-and-so's son-in-law bought his wife a big diamond! I bet *he* doesn't lead an agile lifestyle!”

Yeah, so what! And exactly how does that big diamond contribute to improvement, quality or productivity? Huh? HUH?!

So, you figure, if your CMMI mother-in-law is going to be looking over your shoulder all the time, you might as well show her how you are addressing improvements, quality, efficiency and productivity. It just might not be exactly as she's used to seeing it.

So, in this session, “My Agile Life with CMMI”, we'll show you how Agile and CMMI can live together and gain the approval of your no-longer over-bearing mother-in-law.

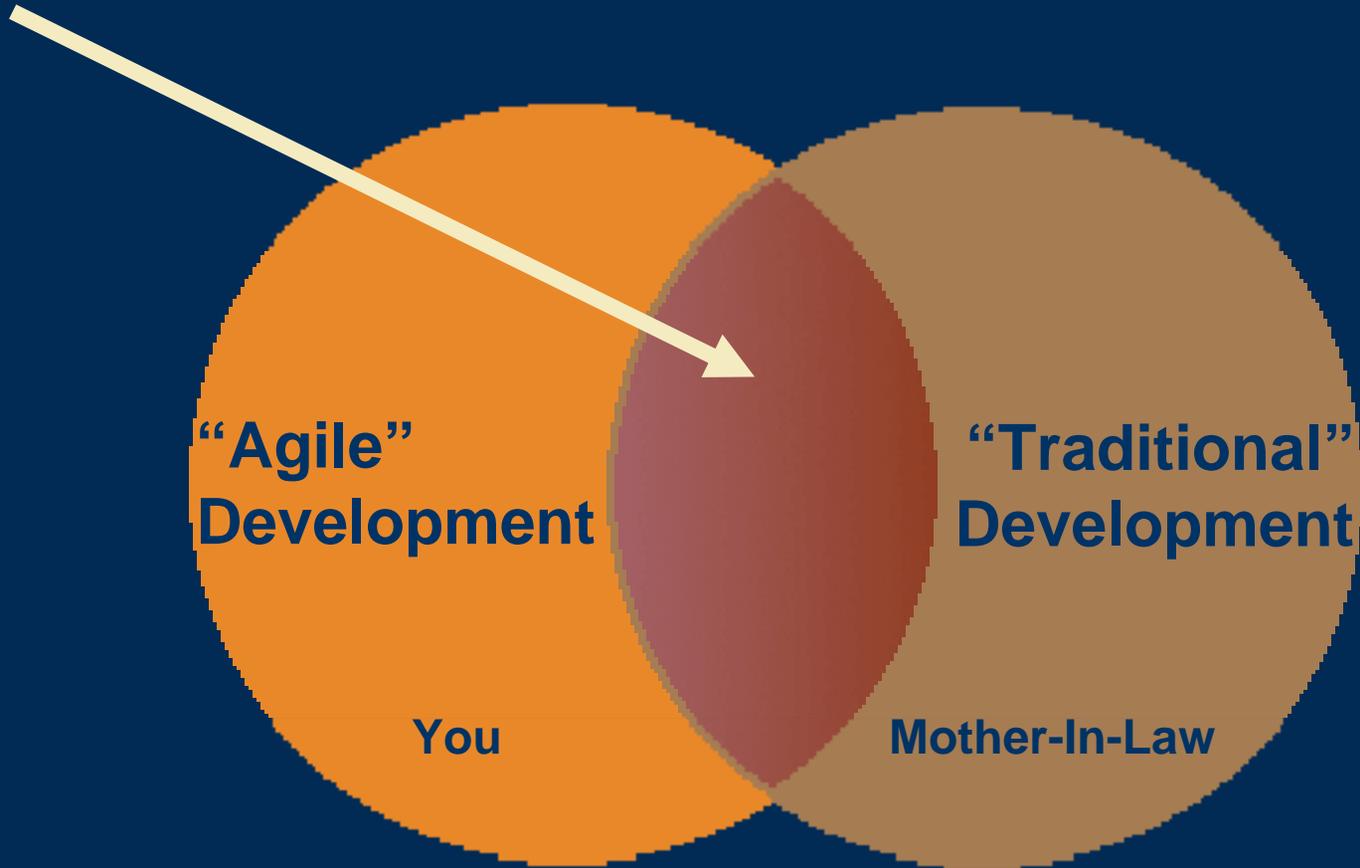
Topics

- ▲ How this session works.
- ▲ What are we looking at?
- ▲ What are we looking for?
- ▲ Generating a shared understanding.
- ▲ Exercising the shared understanding.
- ▲ The Take-Away.

How this session works

- ▲ Few slides.
- ▲ A few words on each slide.
- ▲ Lots of discussion.
- ▲ **Session Purpose:**
To generate dialogue and deeper appreciation as a user group for real-life implementation.

What are we looking at?



What are we looking For?

▲ Can this be possible?

▲ If so, how?

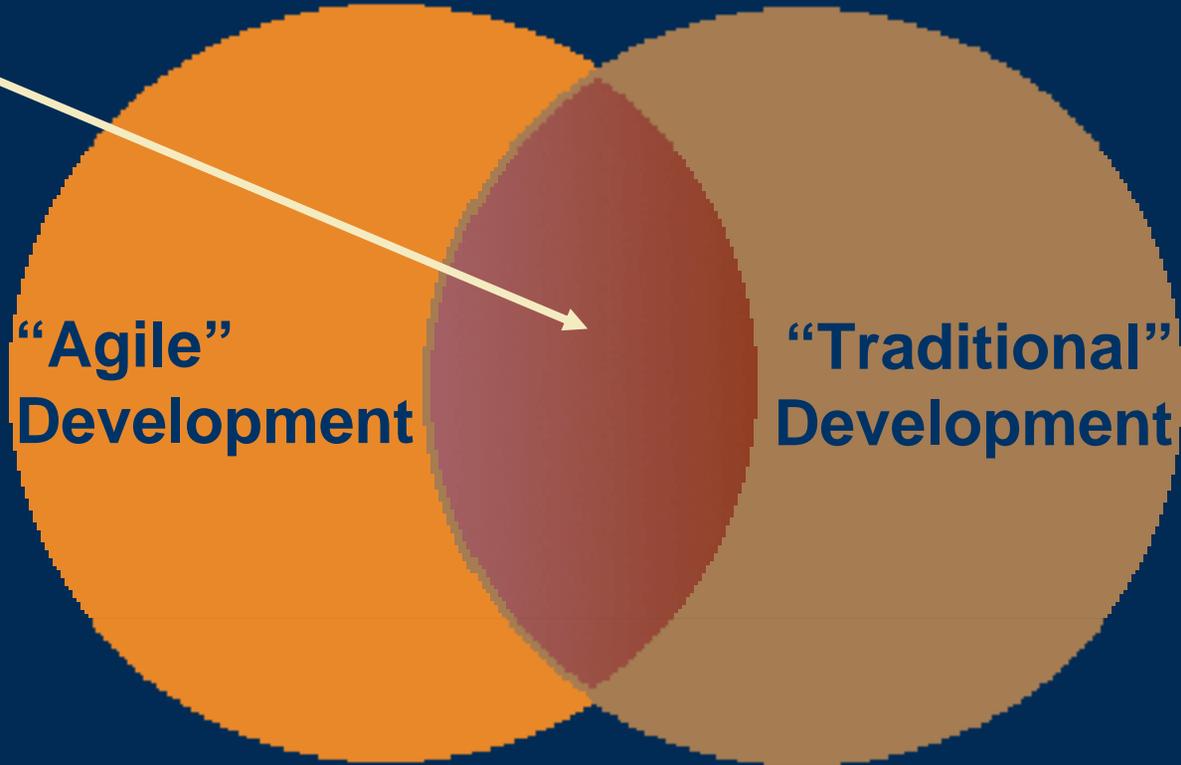
▲ If not, why not?

▲ What happens here?

▲ Conflicts...

▲ Synergies...

▲ Distinctions...



**"Agile"
Development**

**"Traditional"
Development**

Quick Poll ...

Can this be possible?

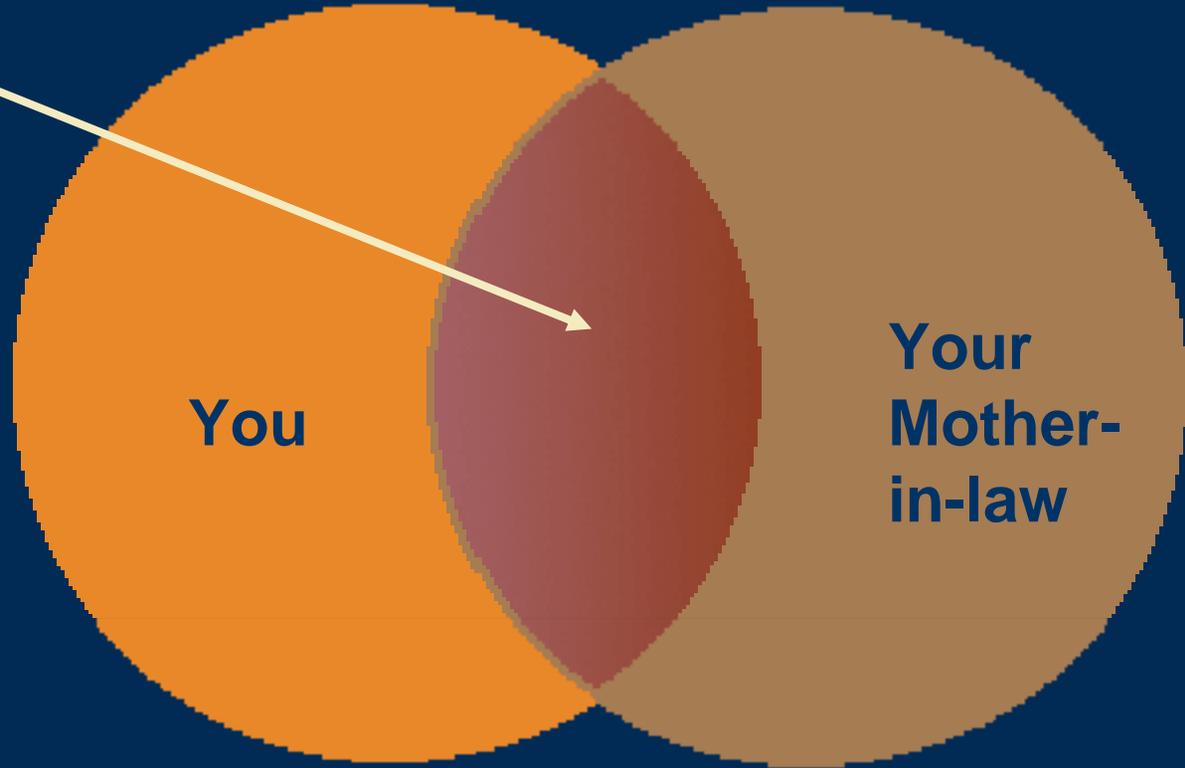
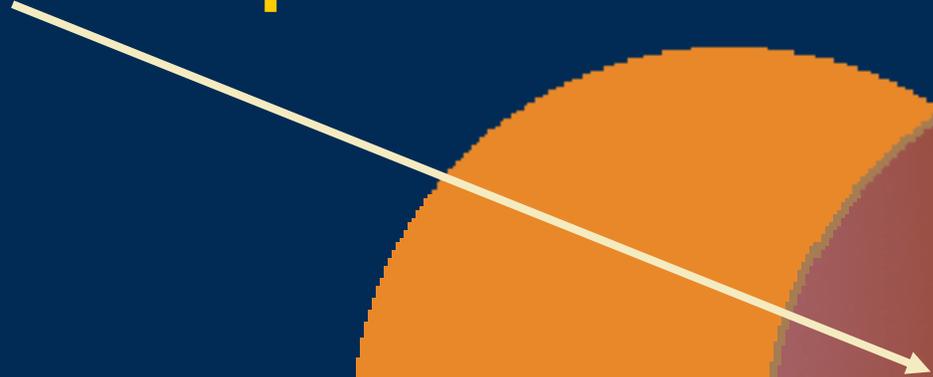


**“Agile”
Development**

**“Traditional”
Development**

Quick Poll ...

Can *THIS* be possible?



You

Your
Mother-
in-law

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Generating a shared understanding

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What's that?

Your Mother-in-Law's Way

▲ How your M-i-L wants you to live.

- ▼
- ▼
- ▼
- ▼
- ▼
- ▼

▲ How you want to live.

- ▼
- ▼
- ▼
- ▼
- ▼
- ▼



Share Goals?



Shared Understanding

Ask critical questions:

- ▲ Does your M-i-L have any of *your* experience to base *her assumptions* about your approach?
- ▲ Does your M-i-L have any of *your* proof that what you're up to will work?

Suppose...

- ▲ Your Mother-in-Law wasn't as fixated on ***path*** as much as she was on ***results***.

- ▲ Suppose you could ***demonstrate*** results and even ***account for the value*** in how you attained them.
 - ▼ How would this change things?

 - ▼ (this is where you come in again)



Generating a shared understanding

▲ How do we characterize “Traditional” and “Agile”?

▼ (this is where *you* come in)

▲ Traditional

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- ▲
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- ▲
- ▲
- ▲

▲ Agile

- ▲
- ▲
- ▲
- ▲
- ▲
- ▲
- ▲
- ▲



Share Goals?



Shared Understanding



Ask critical questions:

- ▲ Does CMMI favor one over the other?

- ▲ Can we separate CMMI from development?

Suppose...

- ▲ CMMI was about *process management*, not *development processes*.
- ▲ Agile could account for *non-development* activities.
 - ▼ How would this change things?
 - ▼ (this is where you come in again)

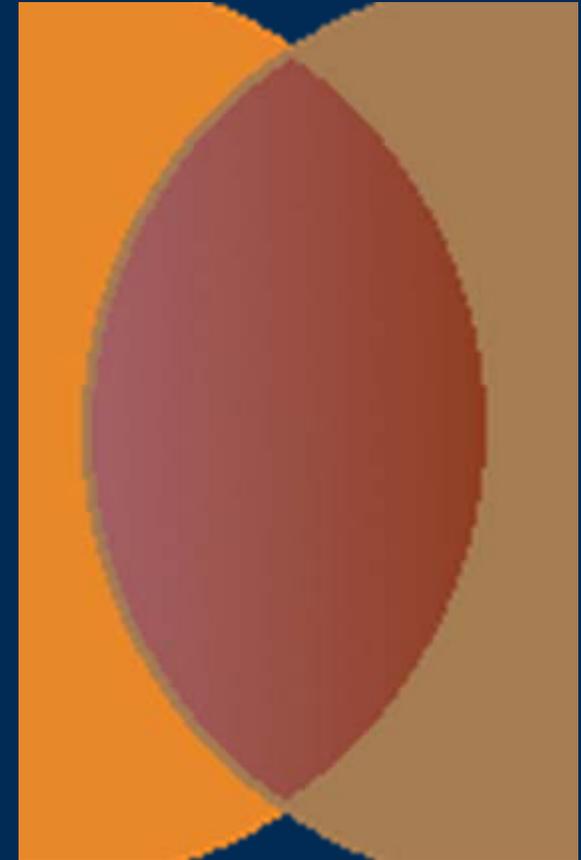


Understanding Your M-I-L

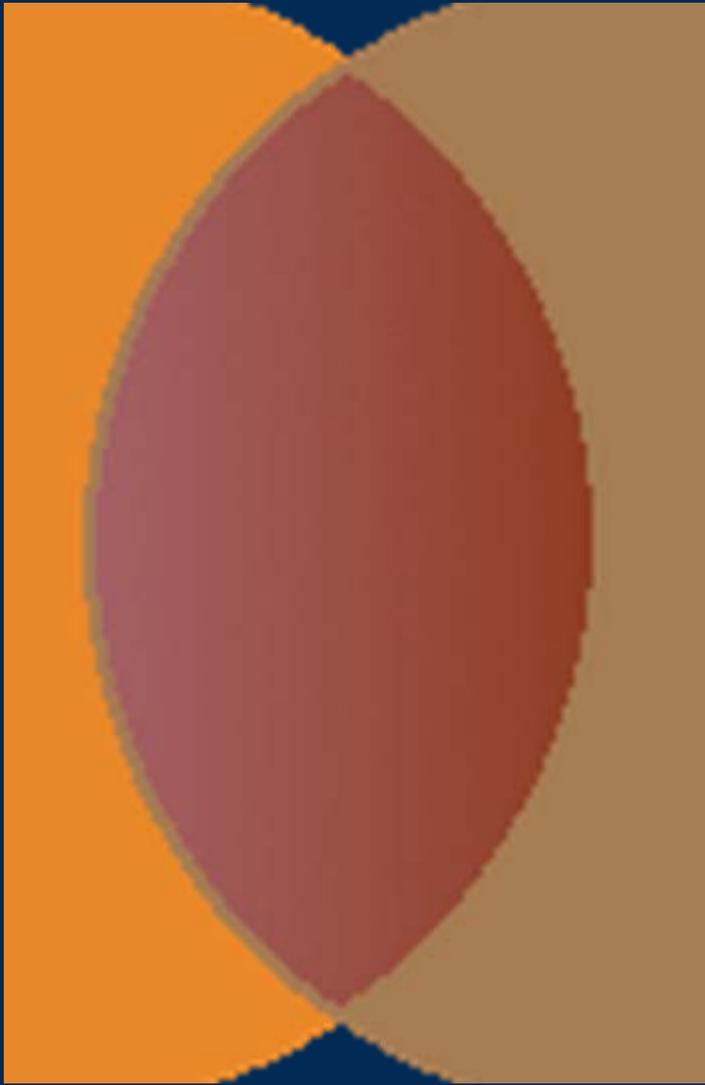
- ▲ Keys to understanding (or communicating, or getting along with) your mother-in-law:
 - ▼ You both want the same thing.
 - ▼ Your approaches might be different.
 - ▼ Acknowledging that your contexts are different.
 - ▼ You can't always/only do things "her" way, or the way "others" do things.
 - ▼ You have more in common than not.

shared understanding (you)

▲ What do we get at the intersection of Agile & CMMI?



shared understanding (me)



- ▲ 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?

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Exercising the shared understanding

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

Scrum Components

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

Product Backlog and Planning

- ▲ 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

- ▲ 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

- ▲ 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

- ▲ 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
- ▲ RD
- ▲ TS
- ▲ PI
- ▲ IPM
- ▲ RSKM
- ▲ DAR
- ▲ GP 2.2, 2.3, 2.4, 2.7

Daily Team Meetings

- ▲ 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

Peer Review and Inspection

- ▲ 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

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

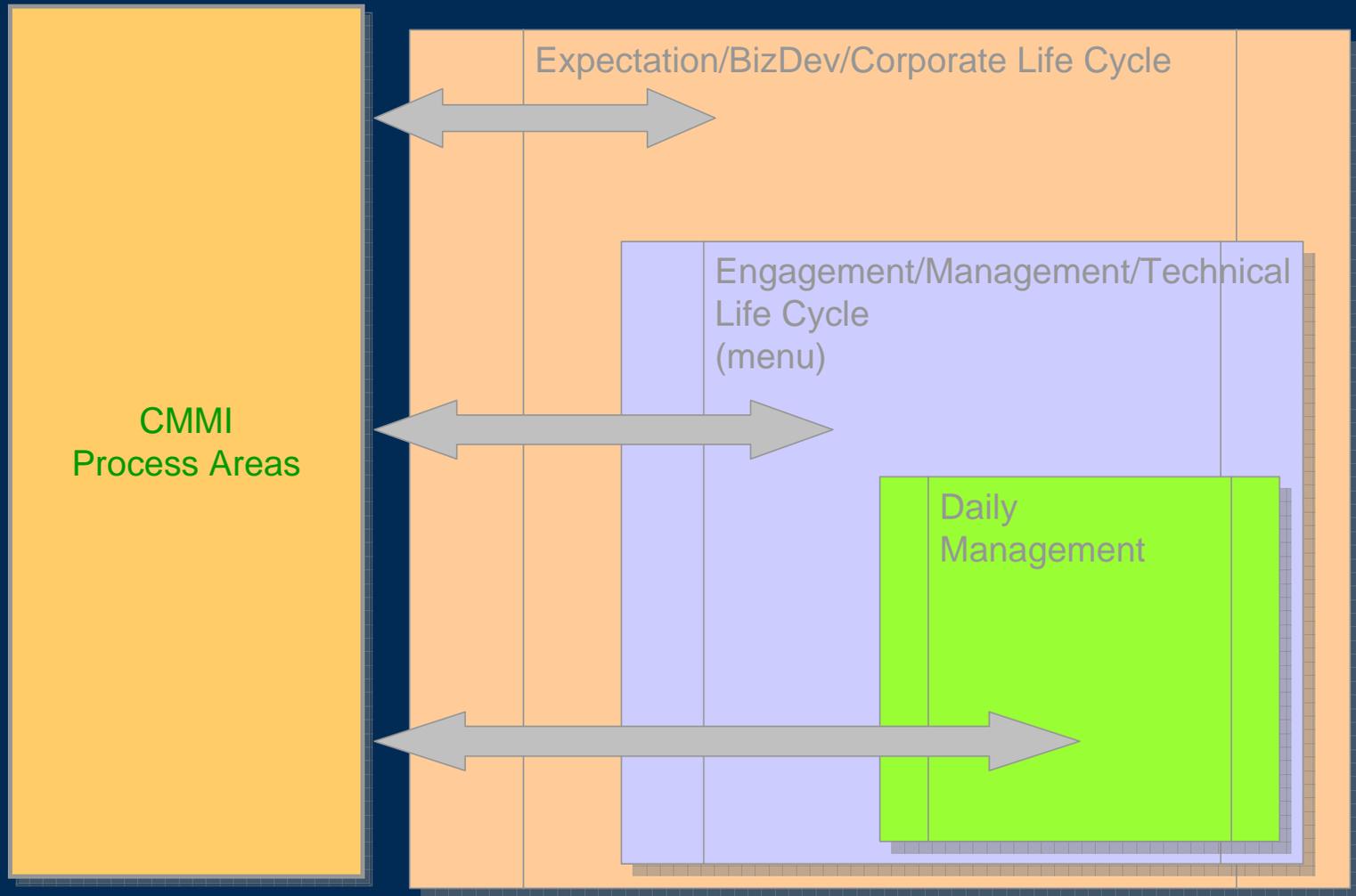
Keys to Making CMMI “Agile”



- ▲ 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!)

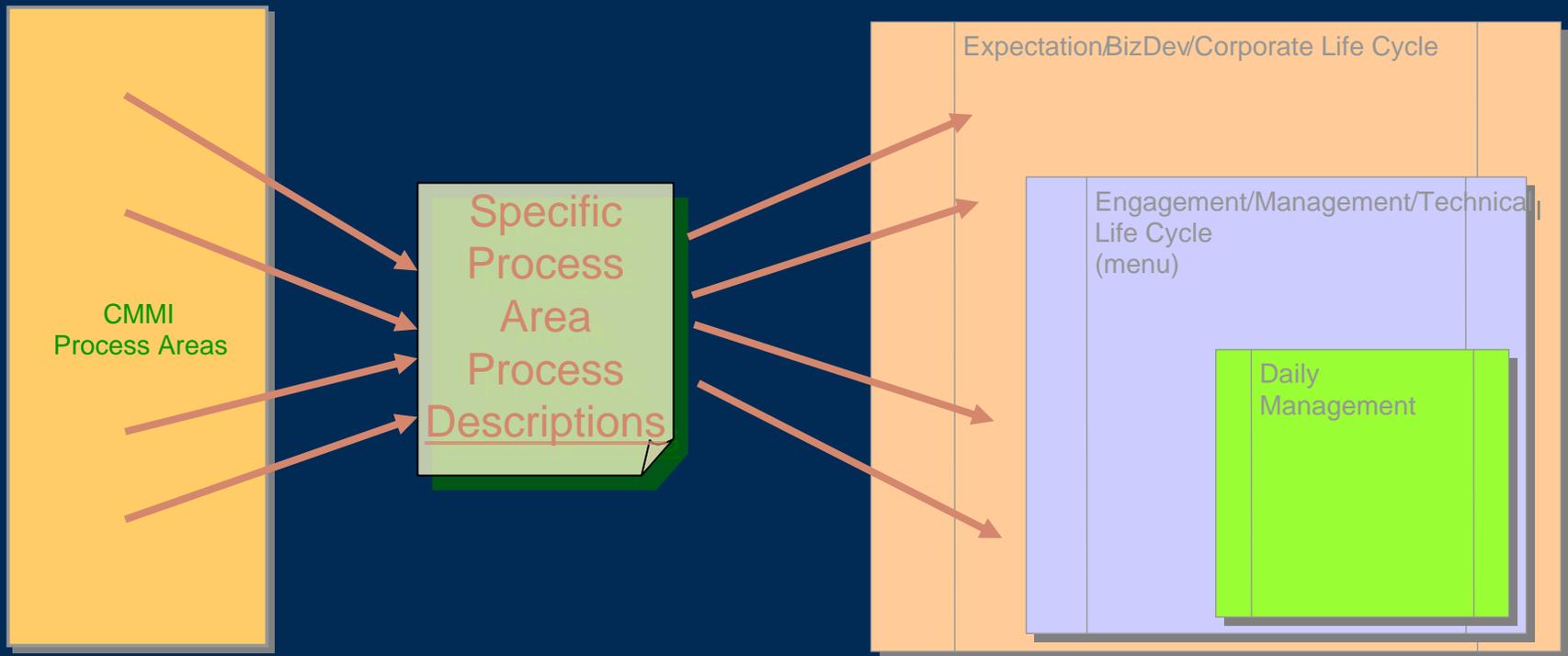
*Jim Collins, *Good to Great*

How We Made it Work

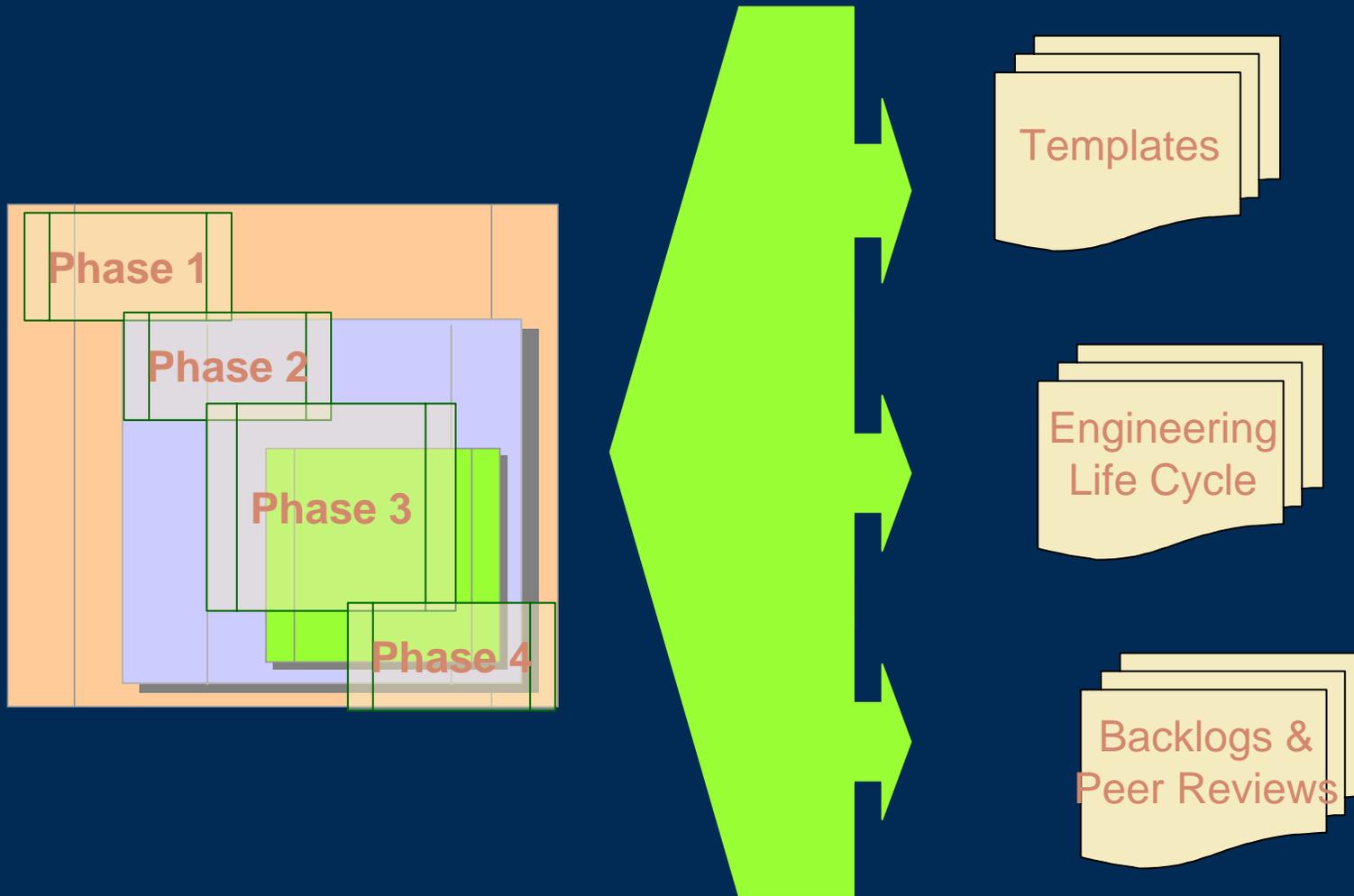


How We Made It Work (...)

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



Real Work *Happens* in Real Work Products



If A=B and B=C...

CMMI

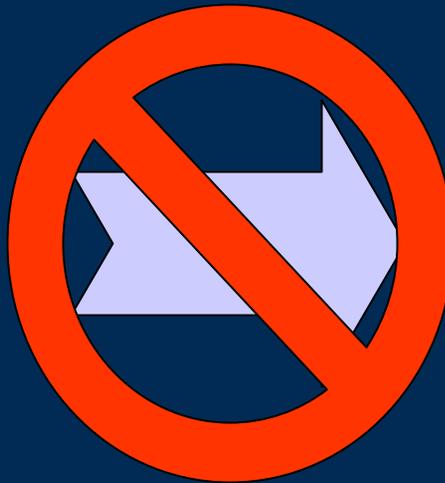


Happens Here:



What DOESN'T Work

Specific
Process
Area
Process
Descriptions

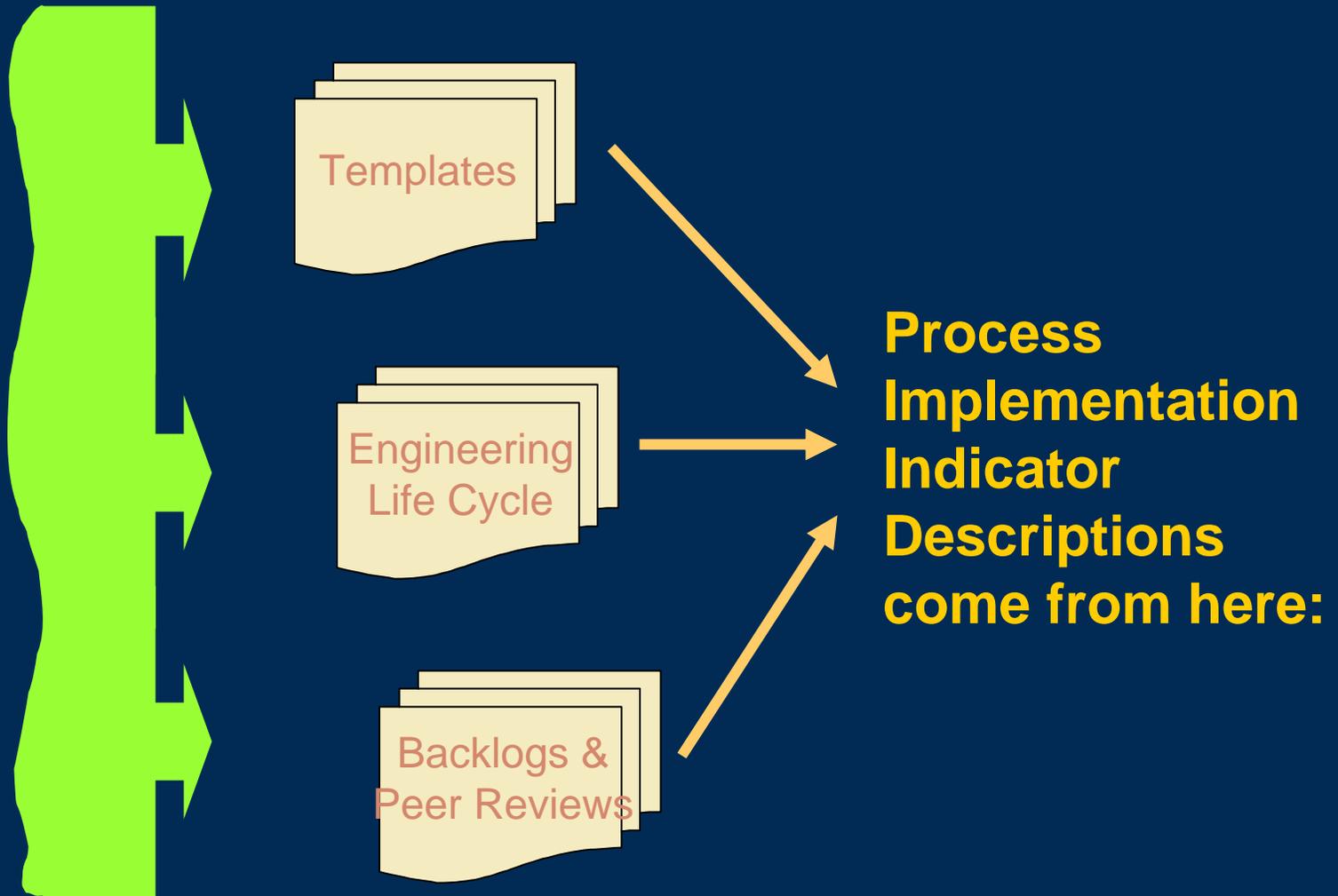


Templates

Engineering
Life Cycle

Backlogs &
Peer Reviews

the All-Important SCAMPI



Conflicts & Synergies (You)

▲ Conflicts

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- ▼
- ▼

▲ Synergies

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- ▼

Conflicts & Synergies (me)

▲ Conflicts

- ▼ Traditional Auditing is inherently non-Agile™, can it be made to be agile?
- ▼ FAR are inherently neither Agile™ nor agile.
- ▼ Not all development teams are/can be disciplined.
- ▼ Tenacious persistence of paradigm perceptions.

▲ Synergies

- ▼ Both want the SAME THING.
- ▼ Disciplined teams lead to successful implementation.
- ▼ Institutionalization is natural.
- ▼ Customer-focused is a GOOD thing.
- ▼ Profit/ROI-focused is a GREAT thing!

Distinctions (you)



Distinctions (me)

- ▲ Neither CMMI nor Agile work in every situation and shouldn't be forced to.
- ▲ Narrowing-down each OU's reality takes work & time.
- ▲ CMMI can't be done *to* projects, it's done *by* projects and projects are done by *people*.
- ▲ People are the critical commonality...

Take-Away

- ▲ Agile and CMMI are after the same thing.
- ▲ How each OU pursues that is unique and people-based.
- ▲ If CMMI sticks to managing processes and Agile incorporates practices as tasks, they get along.
- ▲ Reality trumps authority and bureaucracy
EVERY TIME.

Questions?



It's QUESTION TIME !!



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