Assorted Chocolates & Cookies in a Multi-Model Box

Presentation

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# Assorted Chocolates & Cookies in a Multi-Model Box

Agenda

- Multi-Model Process Transformation - WHAT

- Ten Commandments for Multi-Model Transformation - HOW
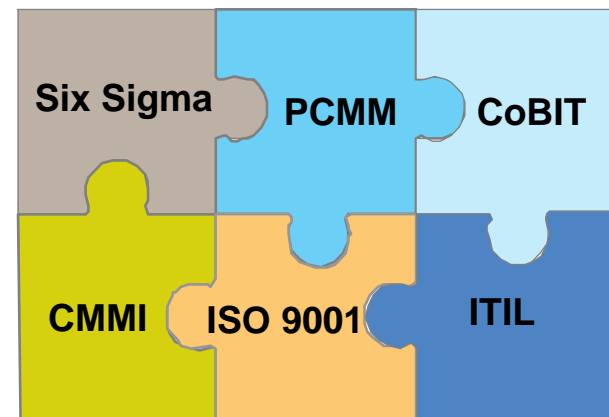
- A Real Life Example – The Result!

Multi-Model Process Transformation - WHAT

Multi-Model Transformation is Characterized by a Harmonized and Unified Approach to Process Improvement through Implementation of Multiple Models

Incremental Process Improvement Initiatives
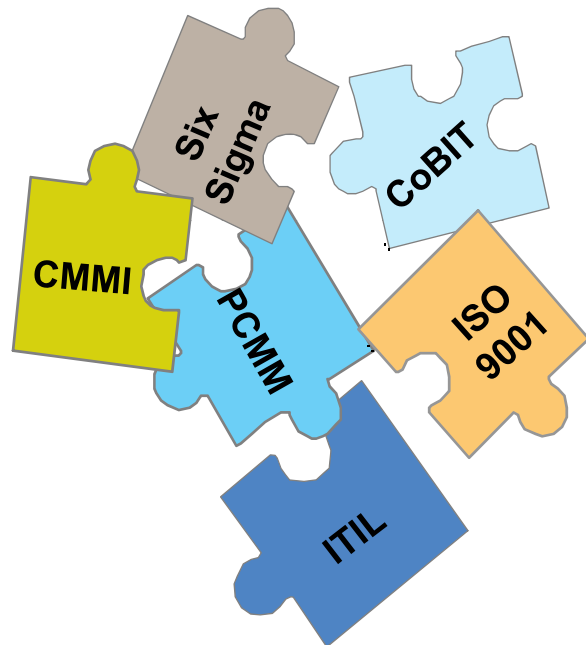
Multi-Model Process Transformation

PCMM – People Capability Maturity Model
CMMI – Capability Maturity Model Integration
ISO – International Organization for Standardization
ITIL – Information Technology Infrastructure Library
COBIT – The Control Objectives for Information Related Technology

- Multi-Model Transformation is :
  - Implementation of various models under one common program
  - Consistent across every building block of the organization
  - Derived from the primary root and applied up to the tertiary roots

Source: Adapted from Process Improvement in Multimodel Environments published in 2008 by SEI

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Multi-Model Process Transformation - WHAT

Such Transformations May Contain Three Common Element Types...

Good Practice Elements

- Defines what an organization must improve in any particular area
- Serves as requirements on organizations' processes
- Lends model-agnostic feel to multi-model transformation

Improvement Methods

- Effects the organization's needed changes
- Helps master the organizational change management
- Guides the formation of change enablement agents and roles

Institutionalization Elements

- Applies a unified and common set of goals and practices
- Offers basis for institutionalization
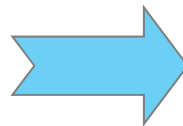- Promotes effective communication across organization

Source: A Unified Process Improvement Approach for Multi-Model Improvement Environments by Pat Kirwan, Urs Adelfinger, Hans Sassenburg, Andre Heijstek

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Multi-Model Process Transformation - WHAT

...And Multi-Model Approach Seeks to Address the Key Challenges of a Distributed, Global and Ever-Changing Business World

Incremental Process Improvement : Key Challenges	Multi-Model Transformation : Key Benefits
• Scattered mushrooming of Improvement initiatives within the organization	• Unified 'Single' Program
• Conflicting and competing resource needs	• Organization-focused Vs Model-focused
• Duplication of improvement process areas	• Reduction in overall cost
• Long term benefit sustainability is low	• Sustainable benefit and higher ROI
• Uphill Change Management	• Robust processes; sans duplication
	• Simpler and effective change management
	• Better program governance

ROI - Return-on-Investment

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- Multi-Model Process Transformation - WHAT

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Ten Commandments for Multi-Model Transformation - HOW

Commandment # 1 : Enunciate a Clear Process Strategy Linked to Business Goals

A Simple Illustration

Goal

- Provide sustainable competitive advantage to our business through efficient deployment of people, process and technology

Strategic Imperatives

- Culture for Innovation, excellence in solution and service delivery to create and sustain <u>competitive advantage</u>
- Process Orientation, cost-minded and people-focused to drive <u>efficiency</u>
- Organizational reuse and automation to drive <u>efficiency</u>

Process Strategy

- Benchmark IT processes against industry standard
- Adopt best-practices models for Workforce Management, Solution Delivery and Service Delivery
- Drive organization reuse and automation through deployment of new processes on appropriate tools

Commandment # 2 : Establish A Target Profile for Process Transformation

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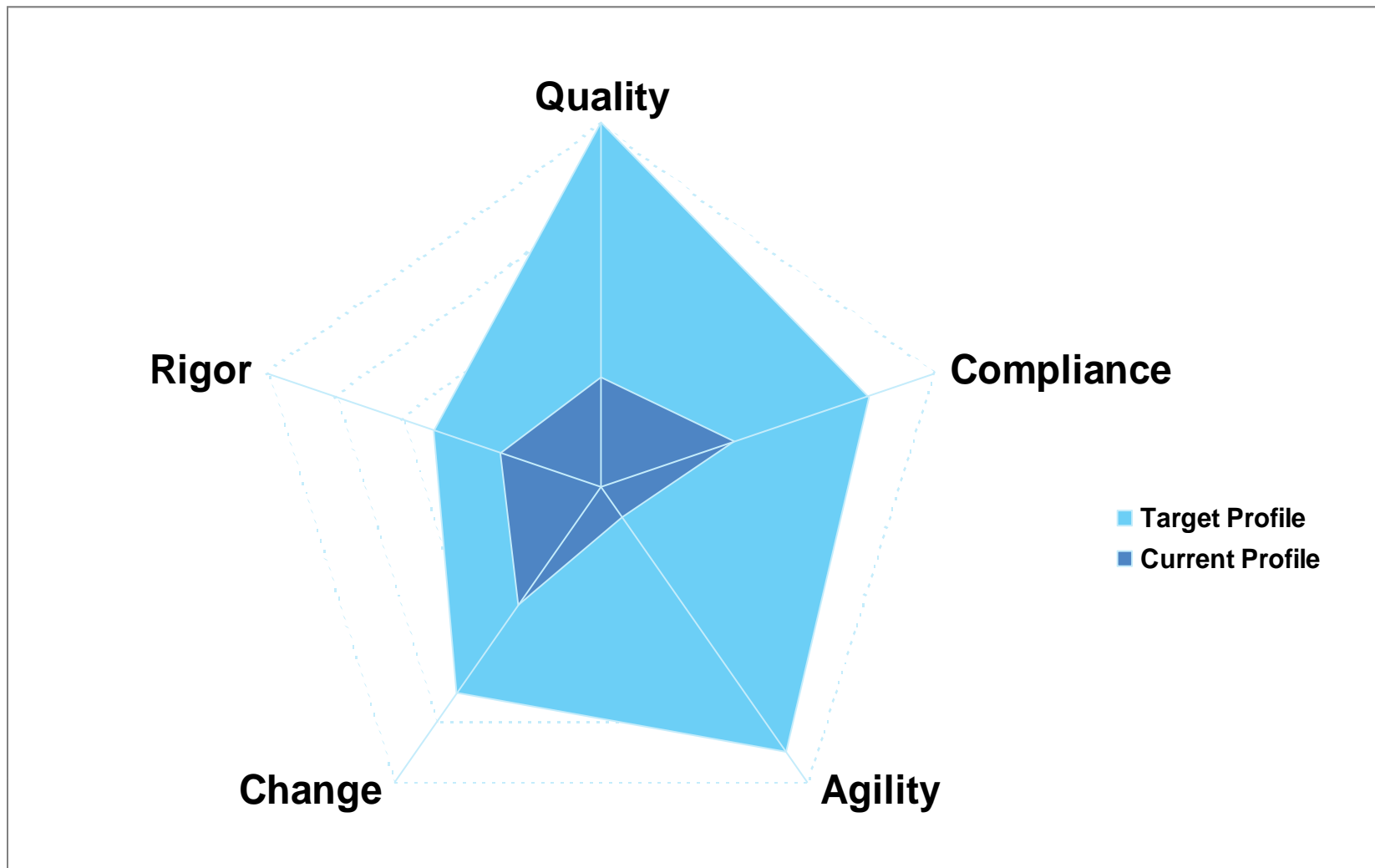
Ten Commandments for Multi-Model Transformation - HOW

Commandment # 3 : Adopt A Decision-Making Framework
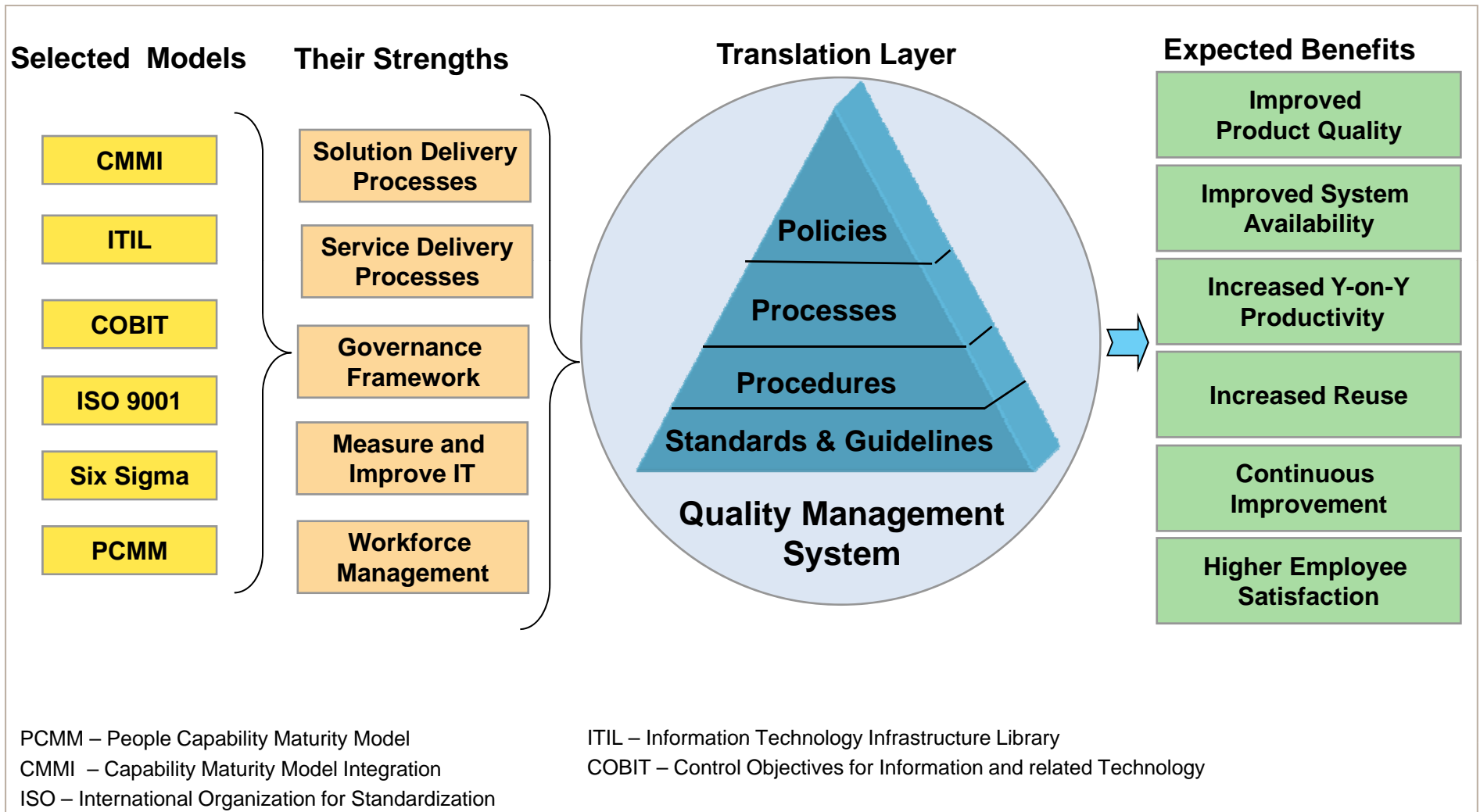
Selection Criteria	CMMI	ITIL	PCMM	Six Sigma	ISO	COBIT
Organizational Objectives	Low	High	Low	Very high	High	High
IT Requirements	Very high	High	Low	Very high	High	Medium
Prescriptive/Descriptive	High	Very high	High	High	High	High
Improvement Method	Medium	Medium	High	Low	Low	Very high
Stability of process changes	High	High	High	Very high	High	High
Analysis Techniques	High	High	Medium	Very high	High	High
Adaptability	Low	High	High	Medium	High	High
Good Practice Elements	Very high	Very high	Very high	Very high	Very high	Very high
Institutionalization Elements	Very high	High	Very high	High	Very high	Medium

Legend: ● Very high ◗ High ◐ Medium ◔ Low ○ Very low

Adapted from A Taxonomy to Compare Software Process Improvement Frameworks, 12th International Conference on Software Quality and
A Unified Process Improvement Approach for Multi-Model Improvement Environments by Pat Kirwan, Urs Adelfinger, Hans Sassenburg, Andre Heijstek

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Ten Commandments for Multi-Model Transformation - HOW

Commandment # 4 : Create A Translation Layer in the Form of a Quality Management System

Selected Models
- CMMI
- ITIL
- COBIT
- ISO 9001
- Six Sigma
- PCMM

Their Strengths
- Solution Delivery Processes
- Service Delivery Processes
- Governance Framework
- Measure and Improve IT
- Workforce Management

Translation Layer

Policies
Processes
Procedures
Standards & Guidelines

Quality Management System

Expected Benefits
- Improved Product Quality
- Improved System Availability
- Increased Y-on-Y Productivity
- Increased Reuse
- Continuous Improvement
- Higher Employee Satisfaction

PCMM – People Capability Maturity Model
CMMI – Capability Maturity Model Integration
ISO – International Organization for Standardization

ITIL – Information Technology Infrastructure Library
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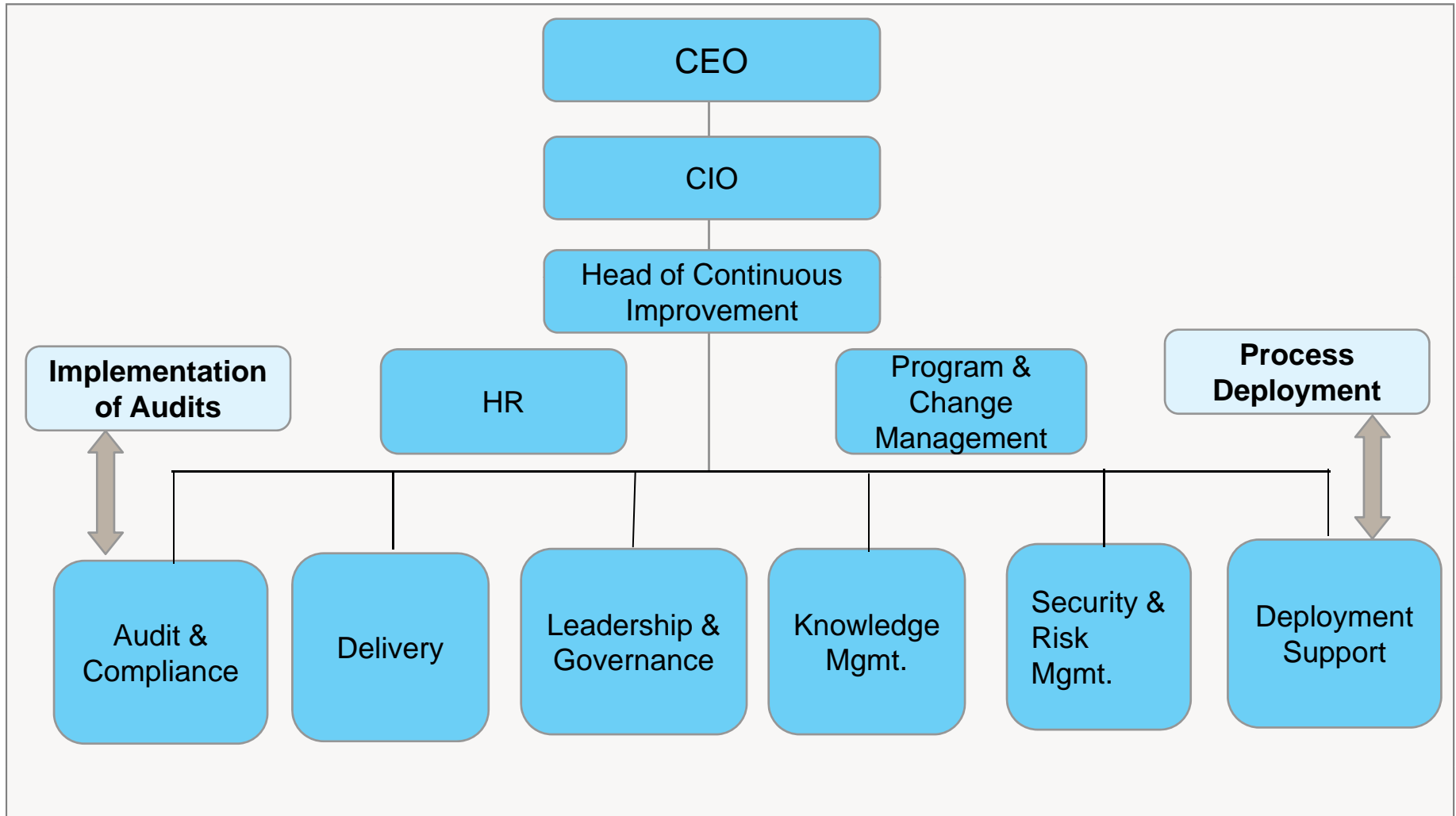# Ten Commandments for Multi-Model Transformation - HOW

Commandment # 5 : Translate The Quality Management System Definition into Practitioner's View

Process Assets Library (PAL)

Business Unit	Initiatives	Communities

View All Site Content

- Home
- Phases
- Procedures
- Roles
- Documents
- Quick Reference

- SDLC Workflows
- Glossary
- Governance Site

Recycle Bin

Initiatives > Quality Management System (QMS) > Roles

Role Name	Description	Responsible For
Business Analyst (BA)	BA acts as a liaison between Business Customers and technical staff. This role works closely with Business Customers and End Users to identify, analyze and document the needs of the business and participate in the plan for optimally addressing the needs via project solution.	Define Business Requirements Create System Requirements Create Functional Specifications Perform Analysis Activities
Business Architect	Leads the development of content on projects and roadmaps (the "what's") by clearly connecting the business strategy, objective and needs (the "why's") with the solutions and costs (the "how's" and "how much") through business capabilities.	Perform Project initiation Activities Update the Project Plan Prepare and Revise Project Estimates
Business EVP / Signatory	Strategic Council member is ultimately responsible for the execution of the project, its outcomes and will be measured on cost and achievement of benefits.	Perform Project Initiation Activities Perform Analysis Activities
Business Lead	Individual from the business who champions the project, provides guidance, direction, and support to the project team.	Perform Project Initiation Activities Perform Analysis Activities
Business Portfolio Manager	Provides oversight of business segment portfolio, working in conjunction with the IT Portfolio Manager. Defines the pipeline of projects from the segments, assists the Project Initiation phase of the project (Business Case development, Identifying resources)	Perform Project Initiation Activities Perform Analysis Activities Update Unified Project Plan
Business Project Manager	Works with the IT PM to manage the overall project and its deliverables. This person acts as the single point of contact for the project, controls the planning and execution of the project's activities and resources to ensure that established cost, time and quality goals are met.	Prepare Project Plan Prepare Orientation Materials Train Project Team Members Conduct Customer Training

Links to Procedures grouped by Role

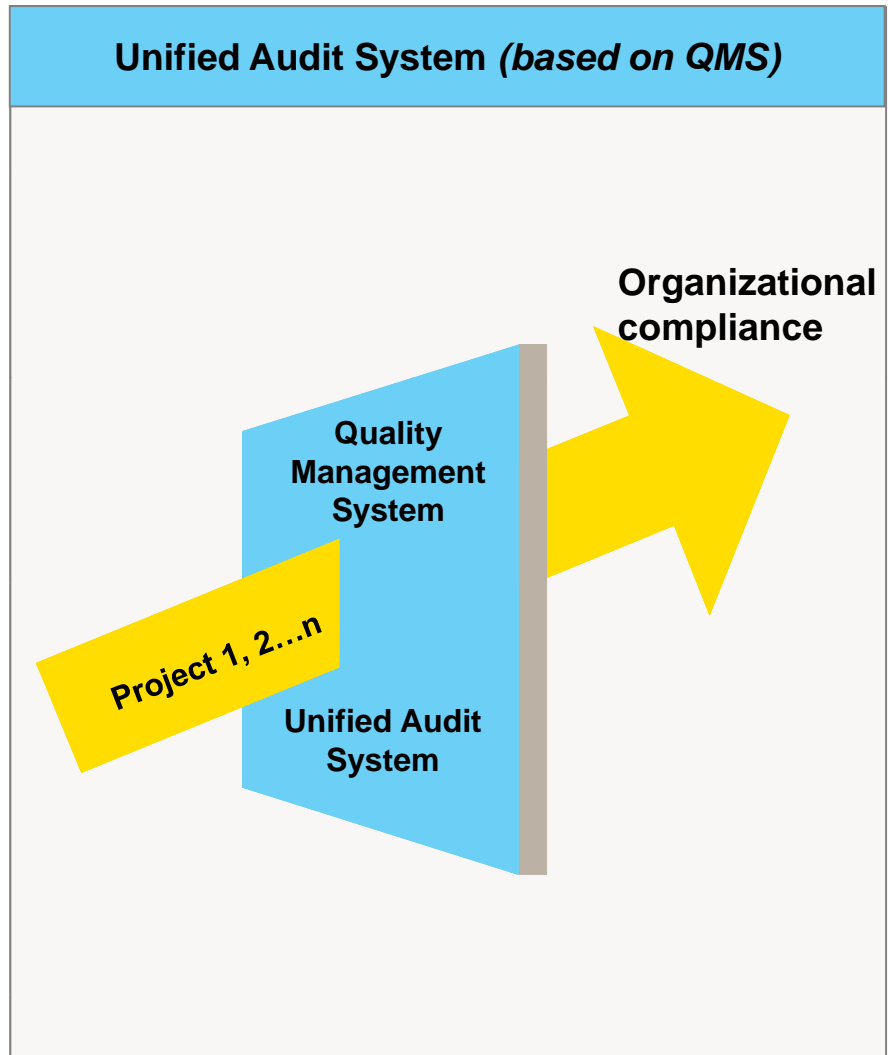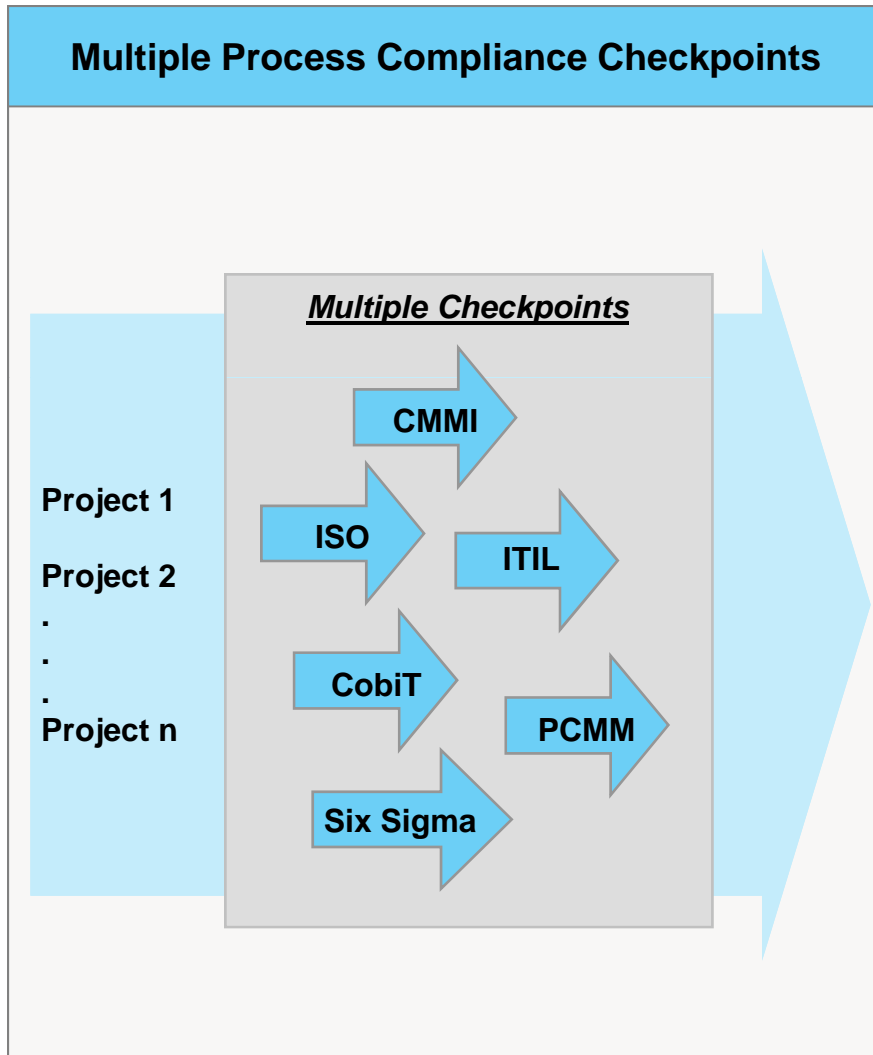# Ten Commandments for Multi-Model Transformation - HOW

Commandment # 6 : Form an Integrated Deployment Structure to Support Process Enablement

HR-Human Resources; CEO- Chief Executive Officer ; CIO – Chief Information Officer

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Ten Commandments for Multi-Model Transformation - HOW

Commandment # 7 : Adopt A Common Evaluation Model

Multiple Process Compliance Checkpoints

Multiple Checkpoints

CMMI

ISO

ITIL

CobiT

PCMM

Six Sigma

Project 1

Project 2

.

.

.

Project n

Unified Audit System *(based on QMS)*

Organizational compliance

Quality Management System

Unified Audit System

Project 1, 2…n

Ten Commandments for Multi-Model Transformation - HOW

Commandment # 8 : Accelerate the Deployment by Leveraging Technology

- Quality Management System
- Technology
- Metric Driven Reporting
- Organizational Templates & Best Practices
- **Digitized Quality Management System**

- Collaboration tools and techniques
- On-Demand distributed development platform
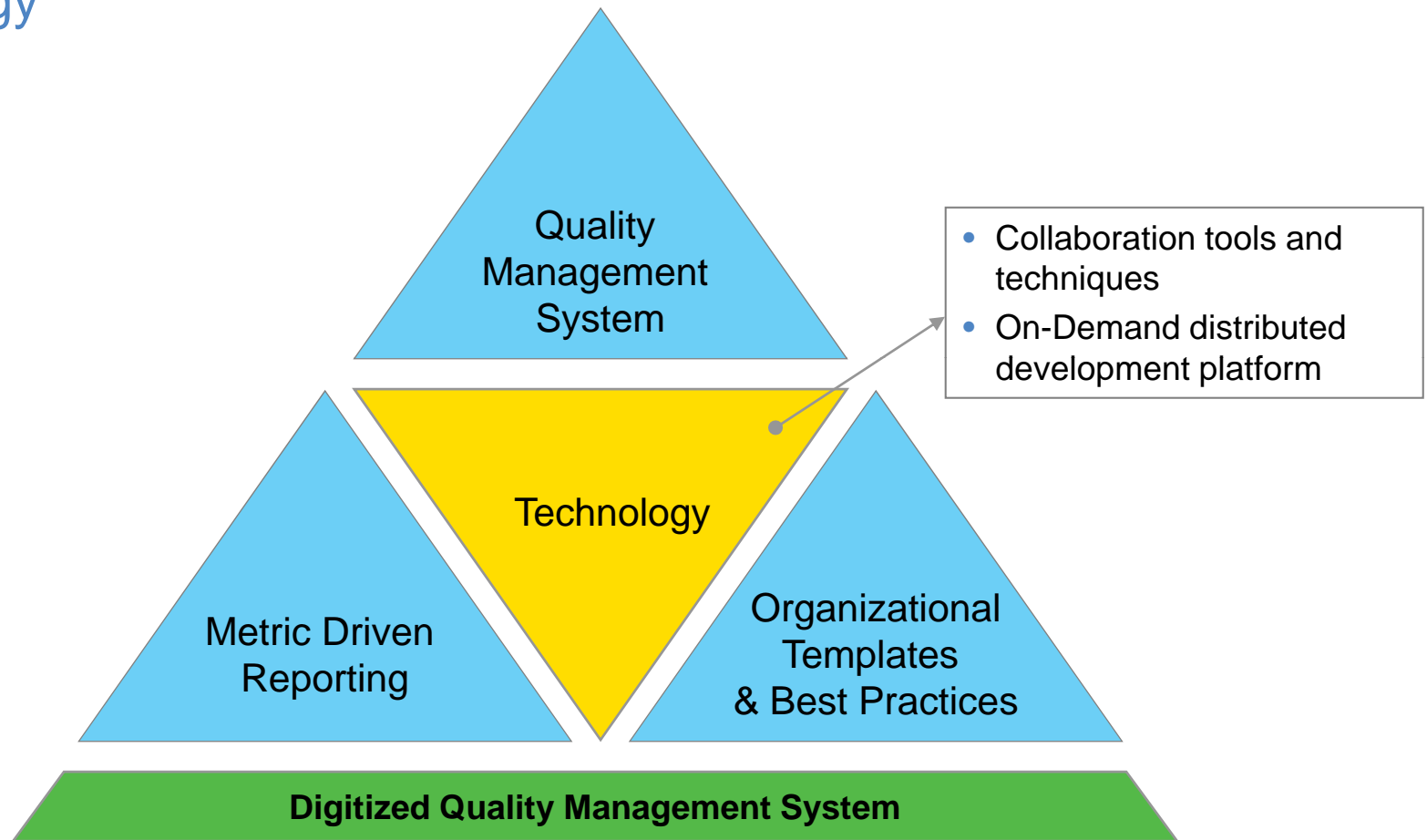
Ten Commandments for Multi-Model Transformation - HOW

Commandment # 9 : Brand Your Transformation Journey

- Create a strong brand name for the journey

- Articulate Vision, Mission and Goals for your program

- Market the brand within the organization

- Identify a motivational sponsor

- Demonstrate senior leadership commitment

- Identify charismatic evangelists to drive internalization

- Create a dedicated Change & Communication team

- Conduct periodic Change Readiness Assessments

Ten Commandments for Multi-Model Transformation - HOW

Commandment # 10 : Communicate, Communicate, Communicate!

Communicating Change During Transformation Journey

Who
- Identify Change Leader and Change Sponsors
- Communicate the change to every layer in the organization

Why
- Communicate the intent of the change program
- Communicate the drivers of change and pitfalls of what if we don't change!!

What
- Communicate what is changing
- Avoid common communication, as it fails during acceptance of change

When
- Communicate from Day 1 of transformation program
- Communicate through out the journey at various milestones

How
- Use every possible channel of communication, to ingrain the idea of change
  - Leadership Town-halls, Newsletters, Forums, Intranet, Posters

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A Real Life Example – The Result!

A True Story of Embarking on a Multi-Model Journey to Meet The Organizational Goals...

Vision
• To be the most highly recognized IT organization in the region and among the industry peers.

IT Goals
• To attain mature solution delivery processes that can deliver high quality, high value and cost effective solutions enabling faster time to market. • To attain an effective and efficient service management processes to support the delivered solutions. • To have highly skilled and engaged workforce with an ability to address business priorities. • To have best in class tools and technology solutions to support the business. • To be innovative in their business and technology solutions. • Make continuous improvements to the processes using a structured methodology.

Approach
• Define a wave-based multi-model process improvement journey to achieve the IT Goals.

A Real Life Example – The Result!

...That Followed All The Ten Commandments

S.No.	Ten Commandments	Specific Highlights
1	Enunciate a clear process strategy linked to business goals	Adopted a Balanced Scorecard approach to craft the process strategy
2	Establish a target profile	Business-IT Leadership team established the profile
3	Adopt a decision-making framework	CMMI, ITIL, Lean Six Sigma were selected as the models for process improvement
4	Create a translation layer in the form of a quality management system	Created the IT Quality Management System
5	Translate the definition into practitioner's view	Quality management system with role-based views created and enabled via workflow
6	Form an integrated deployment structure	Established the quality group as a custodian of IT Quality system and enabling deployment
7	Adopt a common evaluation mechanism	Leveraged an integrated evaluation mechanism
8	Accelerate the deployment by leveraging technology	Adopted new tool-set comprising of solutions for project management, testing and service delivery
9	Brand your transformation journey	Branded as 'IT Effectiveness' program
10	Communicate, communicate, communicate!	Designed a focused Communication strategy and ensured an engaged communication rollout

TMO – Transformation Management Office

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A Real Life Example – The Result!

...And has Reaped Commendable Results for Business!

Results
• Business perceives IT as strategic partner through better, faster and cost effective delivery of products.
• Finance validated savings as a result of the ongoing multi-model transformation program.
• A new and centralized Quality Management System provides the operating process for IT.
• On-going management of organizational agility by rolling-in new initiatives under Transformation Management Office for single-unified rollout.
• 'Consistency in purpose' culture has been generated at all levels in the organization.

Thank You

For further details, please contact:

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