



# STRATEGY 1

## *Breakout Session 1*

# Clarify Definition and Scope

# Why is this Important?

# What Solutions are Available?

# What Research or Actions are Still Needed?

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# **What are the Highest Priorities? What should be Addressed Next?**

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**Identify a single topic for further discussion;  
this topic becomes part of the list for the 2nd  
strategy session**



# STRATEGY 1

## *Breakout Session 2*



# Clarify Definition and Scope

## 1. Definitions:

- **an approach and framework for integration of improvement technologies**
- **How to bring process implementation to bear to enable the achievement of organizational mission and program objectives in a multi-model environment**
  
- **Scope**
- **Comprehensive, multiply groups and organizations, flexible, scalable, hierarchical, enterprise wide**
- **Impacted by mission, goals and objectives**

# Why is this Important?

- **lays out key guidelines for how we will deploy process in the organization**
- **it will impact productivity and quality**
- **linkage to business strategy will gain senior leadership support & sponsorship**
- **supports optimal resource allocation and efficiencies**
- **and customer relationship, optimal operational efficiency**

# What Solutions are Available?

- Use concepts from business/IT strategy to inform process strategy
- SOA (ideas)
- program management
- Gap fit analysis
- Enterprise Lifecycle Methodology
- external help
- PLA
- use concepts from system interoperability to apply to process interoperability
- requirements for interop for process architecture
- FEA incl. process architecture
- IQMS
- no 100% solution

# What Research or Actions are Still Needed?

- Define approach/model for MM process strategy
- common definitions
- define requirements for integration of models
- provide ROI for process strategy
- key success characteristics/factors of such an approach
- application criteria – when to do it

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# What are the Highest Priorities? What should be Addressed Next?

- ROI
- approach
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**Identify a single topic for further discussion;  
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- **solutions to the strategy approach**



# STRATEGY 1

## *Breakout Session 3*

# Clarify Definition and Scope



# What do we mean by ‘process strategy’? Why is this Important?

It is the overall approach to address all of the elements

- Vision, mission
- Guiding principles
- Management initiatives
- Groups/infrastructure
- implementation
- Etc.

It is business priorities

- at multiple levels (not just the top, not just the bottom)

It is having a refresh/update plan

It is an iteration plan for moving through the design elements/layers

Once you address the overall process strategy, then you address the technologies specifically and their implementation

- this is still part of process strategy, but fits into a bigger context

It is strategic alignment of business goals

- This is an ongoing cyclic thing; and it varies by agency, organization, with time, etc.

It needs to factor in goals, as well as org structure, and other things

It needs to stay high level before everyone gets highly tactical

# What Solutions are Available? What aspects of strategy do we know how to do? (and how)

Methods for tying back to goals

Ways to answer

- What's in it for me/ you/

Operating plans, strategic plans, quality program, MBOs, etc

- These all should be tied together
- If quality initiatives, mbo's etc, not tied in, it creates problems

Fundamental focus: bottom line value

- Dollars or other currency
- But sometimes we focus on cycle time reduction, etc. as the proxy
- Would stay away from return on inv (see pain points in next bullets)

Ability to look at the pain points, where mgmt and techs know we need to improve

- This can overshadow roi, in that it's known, obvious etc

Need implement the measurement system to support all this (meas technologies are known; but they are very hard to implement)

- People think they know what the problem is
- But when we gather the measurement, we verify and also enable progress tracking
- Make sure the measures are correct, valid, etc.s
- Make sure you also have the right analysis techniques

# What Research or Actions are Still Needed?

Need some kind of standardization and common methodology across industry

- Xref: electrical standards – dishwashers, refrigerators, etc all use the same electrical

How / what made the other disciplines standardize -- learn from history and other disciplines

We (the stds community) need to overcome whatever historical/organizational/political/etc barriers that prevents us from talking

- At least enough to make progress on this topic
- Or, create the underlying [principles/underpinnings] that promote commonality in lingo/etc --- allow/enable conversations across time/space -- allow us to do our work more in concert

Figure out how to quantify the global/domestic waste (in dollars/currency) that results from not having a harmonized multimodel approach and also that results from having to deal with [however many] models that we're required to deal with in the first place (see note below)

- Also come up with ways to quantify waste within a company
- And factor into product dev cost
- Xref: subprime mortgage loans constitute x% of .....

Have readier/mgmt-friendly answers (and solutions) about multimodel issues – esp for instance the cmmi/iso audit issue – one does not beget the other – why not?

Map how different features/etc of models address frequently occurring business objectives and problems -- a different kind of mapping and pattern analysis

- And/or create the system for a [coding?] system
- Do in the general sense and within individual models --

Note: fix the prime communications matls (and project scope) to include explicitly the idea of building in interoperability in the models in the first plac e– i.e., treat the problem at the source, and save even more money -- both from design and audit

# What are the Highest Priorities? What should be Addressed Next?

To some extent, all of the previous slide – esp the standardization across technologies

We need to have some kind of combined effort in industry, represented the different technologies, and build a very high level architecture

- Sort of an architectural approach
- For example, what is the unique benefit that iso 26262 brings to the model space (and so on) -- what is the unique benefit of each, [rather than solely focusing on what's common] – which can lead to value contribution
- [this relates to the 5<sup>th</sup> set of bullets on the previous slide]
- [a much richer version of our model element classification]

Guidance on sustaining the process standard past the first implementation and round of audits

- We breathe a sigh of relief and don't worry about it until the next audit
- We need to understand/learn how to maintain the motivation
- [this relates back to mission alignment, measurement & analysis on previous slide; also involvement of mgmt in strategy]

## **Identify a single topic for further discussion; this topic becomes part of the list for the 2nd strategy session**

We need to have some kind of combined effort in industry, represented the different technologies, and build a very high level architecture

- Sort of an architectural approach
- For example, what is the unique benefit that iso 26262 brings to the model space (and so on) -- what is the unique benefit of each, [rather than solely focusing on what's common] – which can lead to value contribution
  - Also, don't make me read 5 manuals to understand that they all have CM in them
- [this relates to the 5<sup>th</sup> set of bullets on the previous slide]
- [a much richer version of our model element classification]

And, will this help organizations define their strategy



# STRATEGY 1

## *Breakout Session 4*

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# Clarify Definition and Scope

Question to group:

Is there merit in establishing a recognition / reward / award structure from industry for multi-model implementation success?

# Why is this Important?

- Supports goals of the organization
- No strategy = no consistent direction, no progress, no measurement
- Gives you the ability to communicate with the rest of the organization (same roadmap)



# What Solutions are Available?

- Requirements development
- Understand your organizational practices and map to relevant models/standards
- Gap analysis (GQM etc)

# What Research or Actions are Still Needed?

- Roadmaps that plots out implementation phases / big steps
- Business case for multi-model solution/strategy – to “communicate/socialize” with top management/Programs and Projects / worker bees
- Strategy alignment between process, training, and technology – conflict resolution / align overlaps
- Process assessment industry has to be more accepting of the multi-model overlaps...

# What are the Highest Priorities? What should be Addressed Next?

- How do we in the community at starting improvement activities with business goals defined – strategy alignment
- How do existing organizations transition/migrate into the multi-model world?
- Technology relationships – what are the redundancies? How to select the right processes,
- Top management education – awareness – about multi-model environments
- Harmonization – improvement of training about best practices within model/standard
- How do we get the common understanding of multi-models
- Need for COP for multi-model understanding / taxonomies

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**Identify a single topic for further discussion;  
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strategy session**

How to align process strategy with measurement, and performance obj



# STRATEGY 1

## *Breakout Session 5*

# Clarify Definition and Scope

# Why is this Important?

# What Solutions are Available?



# What Research or Actions are Still Needed?

# **What are the Highest Priorities? What should be Addressed Next?**

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**Identify a single topic for further discussion;  
this topic becomes part of the list for the 2nd  
strategy session**



**STRATEGY 2**  
*Breakout Session 1*

# Inputs from Session 1

- Possible Solutions – Pros/Cons
- Why Use Different Models?
- **Align Performance Strategy with business Objectives? (our focus)**
- What is each model uniquely good at accomplishing?

# Clarify Definition and Scope

Measureable Business Objectives should be the driver for Performance Improvement Strategy

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# Identify the key topics from Round 1

Provide for each topic:

- Why is this important?
- What solutions are available?
- What is still needed?

# Topic 1: Why is this Important?



# Topic 1: What Solutions are Available?

- Measurable Business Objectives should be the driver for Performance Improvement Strategy
- Enterprise Process Architecture view – No silos
  - At level of measurable business objectives
- Sustainment Plan for Process Strategy
- Run as a Program (PI)

# Topic 1: What Research or Actions are Still Needed?

1. Must have Business Objective to Begin
2. How to educate Management on defining measureable business objectives?
3. Agree with Stakeholders on alignment and measurement to business objectives
  1. Also Indirect Alignment
  2. External Drivers to get into the marketplace
  3. Quality Goals – Customer Satisfaction, Cost ....
4. May not have to align – how to deal with irrational, intangible, un-measureable,
5. Educate Management with Performance strategy and process architecture – How do they align / affect Business Objectives

# **What are the Highest Priorities? What should be Addressed Next?**

- Get the measureable business Objectives
  - How to educate Management on defining measureable business objectives?
- Educate the community – purpose is to improve business performance

# General NEEDS

- Keep it Simple!
- Executive Pitch – Elevator speech on Multi-Model
- Real Case Studies and business cases
- Guide us on all the mappings already out there?
- Multi-Model Thesaurus (Rosetta Stone)
- Annotated Biblio – keep it up to date
- Reference example of a Process Strategy and Architecture
- Best Practices for Suppliers / Clients – Acquisition Model – Development Model And Services? Others?
- Community of Practice forum for Multi-model (Model Neutral)
- “Crosstalk” for this specialty
- Collaborative sharing of performance data (De-ID required?)



**STRATEGY 2**  
*Breakout Session 2*

# Identify the key topics from Round 1

What are the possible strategies that are viable and what are the pros and cons?

solutions to the strategy approach

We need to have some kind of combined effort in industry, represented the different technologies, and build a very high level architecture

How to align process strategy with measurement, and performance obj

Why do we implement multiple models?

# Topic 1: Why is this Important?

- People need to understand if the processes are working for the benefit of the organization
- To enable organizations to achieve competitive advantage without unduly burdening organization for the sake of compliance
  - Leveraging skillset that each business has and to integrate efforts as well as improve ability to meet their business objectives
  - Optimizing value
- Real world necessity
- Addressing the current dynamicity of the current business environment
- Building a resilient organization

# Topic 1: What Solutions are Available and What to Watch For When Implementing Solutions?

- **Some abstract frameworks – aligning attributes**
- **Cross-functional consulting**
- **Cross training**
- **Overlap and synergies of models and conflicts associated**
- **Foundational and advanced practices**
  - **Advanced improvement technologies need to be built on well-implemented foundational practices in order to achieve full ROI/benefits**
- **Solutions may well exist in other domains that can be brought to bear on this problem**
  - **Example: SOA**



# Topic 1: What Research or Actions are Still Needed?

- Need to further explore overlaps and synergies
  - Also determine “waste” - what components are not working?
- Developing a “cookbook” for what is needed to address multiple models
- Need to look at the overlapping of models with the functions
- Need to look at characteristics
- Aim towards common terminology or a base terminology that can easily be mapped to
- Looking at how this will work in the different industries
- Look at projections on ROI, benefits, and real measures – important for sustainability
- Look at methods to connect business benefit and target to multimodel strategy decisions
- Open architecture – not about modeling, but how you implement the model

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# **What are the Highest Priorities? What should be Addressed Next?**

- **Develop a multimodel improvement technology and associated ROI model**
- **Set of heuristics for selecting model combinations**