

Innovate2011

The Rational Software Conference

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Let's **build** a smarter planet.



The Art Of The Possible

Mark Smith,

Change Director, Lamri



INTRODUCTION

- *recognised that big improvement was needed*

Accenture

- Global footprint
- \$20+ billion revenue and 200,000+ people

Critical Issue

- Some (very) material losses
- High satisfaction but high rework
- Existing improvement investment not enough

Root Causes

- Inconsistent delivery + lack of preventative governance
- No common “goodness” definition
- Poor sharing
- “*Issue management rather than risk mitigation*”
- Required outside help – *planning, training & point expertise*



MOBILISATION

- deep understanding of the challenge

Strategic significance

Major investment – **people, money and effort**

Senior leadership attention and inspection

Partner with external experts



INVESTMENT CASE

- *control and manage ROI performance*

	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Infrastructure	0.5	1.0	1.5	1.0	1.0	0.75	0.5	0.25
Front-Line Support	0.0	0.5	2.0	3.5	4.0	3.75	2.75	2.5
Quarterly Costs	0.5	1.5	3.5	4.5	5.0	4.5	3.25	2.75
Cumulative Annual Cost	0.5	2.0	5.5	10.0	5.0	9.5	12.75	15.0
Reporting Benefits	0.25	0.5	1.25	1.5	1.0	1.0	1.0	1.0
Productivity Improvement	0.0	0.25	3.0	8.0	8.0	6.0	4.5	2.5
Failure Cost Reduction	0.0	0.5	1.75	3.5	5.0	10.0	15.0	20.0
Quarterly Benefits	0.25	1.25	6.0	12.5	14.0	17.0	20.5	23.5
Cumulative Annual Benefit	0.25	1.5	7.5	20.0	14.0	31.0	51.5	75.0

Launch

Break Even

2 x ROI

5 x ROI

SOLUTION

- *plan for success*

Define “*Goodness*” and implement

- Credible CMMI framework
 - One way of working
 - Objective calibration
 - Common language
- Financial business case
- Identify the gaps
- Deliver the plan

Drive Behaviour and Organisation Change

- Clear “*value proposition*”
- Management accountability
- Coach and check
- Early warning and intervention
- Shift the culture



ROAD MAP

- *keep the message simple*

-6 to 0
months

Stage 1

Understand the current “As Is”

0 to 3
months

Stage 2

Define how we want “To Be”

3 to 24
months

- Leadership team view(s)
- Short assessment of 2 or 3 projects (Delivery Excellence Rapid Appraisal)
- Agreed gaps and shortfall
- Delivery requirements by execution process area and by generic role
- Incorporate existing good content
- Attendant organisation and infrastructure
- Implementation schedule
- Business benefits of success

- Communicate and manage change
- Implement improvement actions
- Monitor progress - interim assessments and improvement trajectory
- Conduct SCAMPI appraisal end goal



RESULTS

- *demonstrate beneficial outcomes*

Financial Services Group – **phase one**

- \$3b revenue and 13,000 people
- 3 years - CMMI level 3
- Tripled predictability + quadrupled discipline
- Reduced failure costs by nearly two thirds

Technology Group – **phase two**

- \$12b revenue and 110,000 people
- 2 years – CMMI level 3 plus CMMI level 5
- Doubled predictability + almost doubled discipline
- Reduced failure costs by one third
- Only one material surprise



LESSONS LEARNT

- *there is a better way*

Be Confident and Bold

- Strong business case for change
- Significant Improvement is achievable
- Avoid non-credible pilots

Reuse CMMI Success

- Define “*one way of working*”
- Calibrate and pursue improved performance
- Use expert help and support

Manage the Change

- Detailed and considered plan
- Provide infrastructure – internal and external
- Deliver business value



The Art of The Possible

INTRODUCTION – *recognise that improvement is needed*

INVESTMENT CASE - *control and manage ROI performance*

SOLUTION – *plan for success*

ROAD MAP – *keep the message simple*

RESULTS – *demonstrate beneficial outcomes*

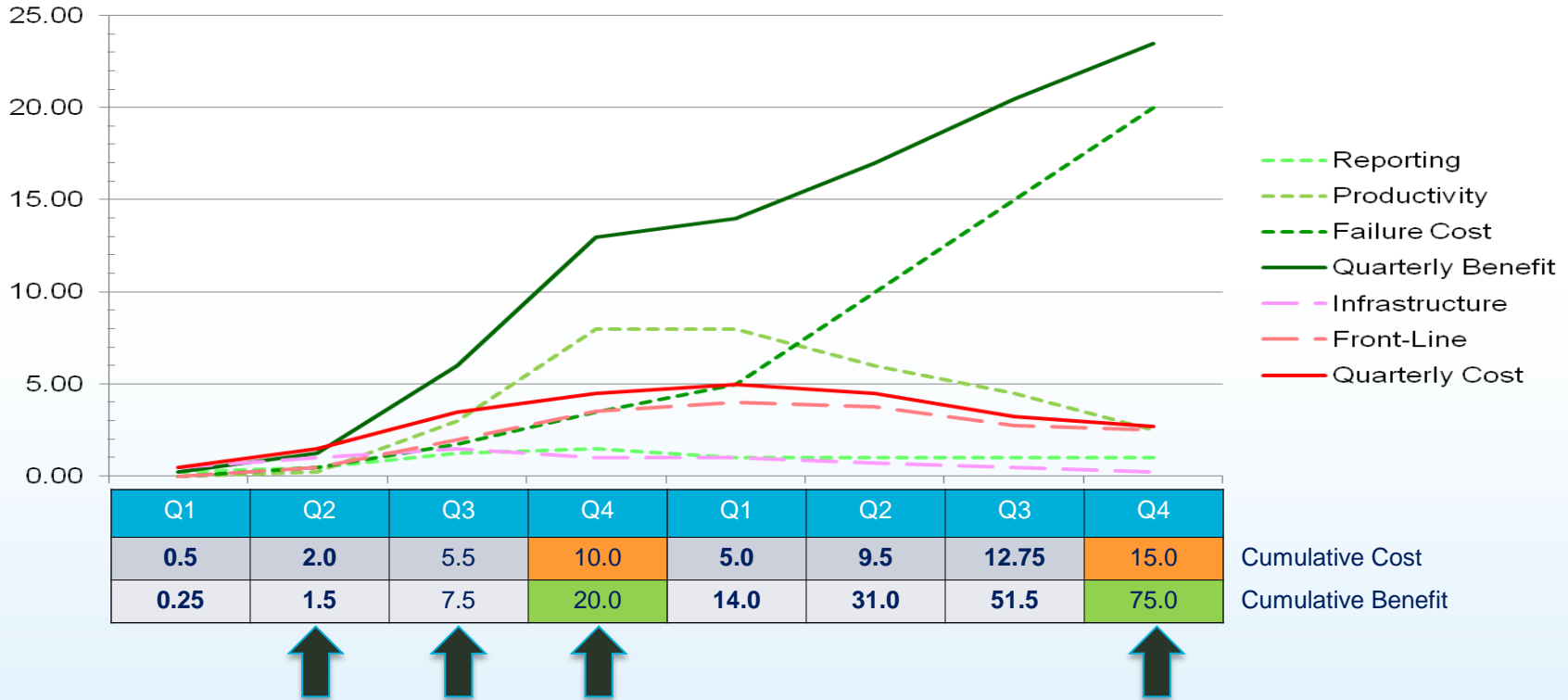
LESSONS LEARNT – *there is a better way*





INVESTMENT CASE

- control and manage ROI performance



Cumulative Cost
 Cumulative Benefit

