

OrgaTech / ACCEL wieder auf der SEPG China vertreten

Prozessverbesserungen machen auch vor einer der am schnellsten wachsenden Volkswirtschaften nicht halt. Daher hat sich die SEPG China inzwischen zur wichtigsten asiatischen Tagung zum Thema Prozessverbesserung im IT Bereich entwickelt. Da der Schwerpunkt der Tagung auf der inner-asiatischen Verbesserung liegt, wird nur eine sehr geringe Anzahl nicht asiatischer Top-Experten eingeladen, um zu speziell ausgewählten Themen vorzutragen.

Daher darf sich die OrgaTech / ACCEL mehr als geehrt fühlen, nach dem erfolgreichen Vortrag auf der SEPG China 2007 nun auch für die im SEPG China 2008 eingeladen worden zu sein. Während das Thema 2007 auf die Erreichung unterschiedlicher Qualitätsstandards im Rahmen eines konsolidierten Assessmentprozesses fokussiert war, setzt sich der Vortrag des Jahres 2008 mit unterschiedlichen Qualitätsstandards auf Seiten des europäischen Kunden und des asiatischen Lieferanten auseinander. Ziel des Vortrages ist es zu erläutern, wie die unterschiedlichen Qualitätsansprüche auf beiden Seiten in Summe zu einem harmonischen Gesamtergebnis führen können. Details zum Vortrag können dem nachfolgenden Abstract entnommen werden.

Many software developing and service delivering organizations strive for achieving CMMI Maturity Level 5. There is high commitment on spending the effort on attaining this high maturity – often in order to reach a better market position. However, when looking at organizations using software development and service delivery providers, it becomes evident, that there is a high chance of meeting customer organizations that are sometimes far away from maturity level 5, and face typical phases of acceptance within their workforce. Starting usually as an initiative kicked off by senior management, it takes several project cycles, until the majority of the organization's workforce accepts the benefits. Deployment projects that we assisted on their CMMI roadmap in Europe typically underwent four phases:

- Starting out – first project: everything is regulated top-down; staff is fairly motivated but precarious on what to expect from the new requirement of implementing a quality standard; a lot of good will and early praise towards the CMMI*
- Trying to establish the standard – second project: time pressure and maybe sharing resources across projects results in getting back to old habits and only fulfilling some of the new things from phase one for the sake of the standard, not the project. Team motivation concerning CMMI is at the lowest level in the cycle. Usually very low ratings in internal and external QA reviews!*
- Building up on things learned – third project: there are new efforts of enforcing the standard, management still stick with their requirement and first key players in the project team get more and more convinced of advantages. Still some of the team is skeptical. Review results improve considerably*
- Playing it safely – fourth project: boosted by the good results from project three, working with the CMMI gains more and more acceptance. The team realize that the standard helps them*

The challenge for high maturity organizations that face a customer currently in phase 1-3 on that evolutionary process is finding acceptance for their own excellence. Members of the customer organization who mistrust the approach for process improvement may neither be impressed by maturity level 5 nor supportive in using and improving a joint process model. However, when mastering certain process areas from CMMI-DEV, CMMI-ACQ and CMMI-SVC, the high-maturity organization is capable of managing that challenge. In order to be prepared for meeting customers like those described above, we recommend establishing a sizing mechanism, based on defined indicators that are used to measure the customer's readiness for the impact of meeting a Level 5 organization.

At the end of the day, Maturity Level 5 might fail to deliver advantage in the eye of the customer, if that customer is not ready for such a high maturity and the elaborated processes that go with it. A supplier facing that situation needs to understand the current capability of the customer's organization and help that customer evolve further up on the quality spiral. The defined indicators and sizing approach explained in this presentation are fit for use to calibrate supplier to customer.