



Achieving Organization Business Benefit with Smart PM

Practical PM and CMMI

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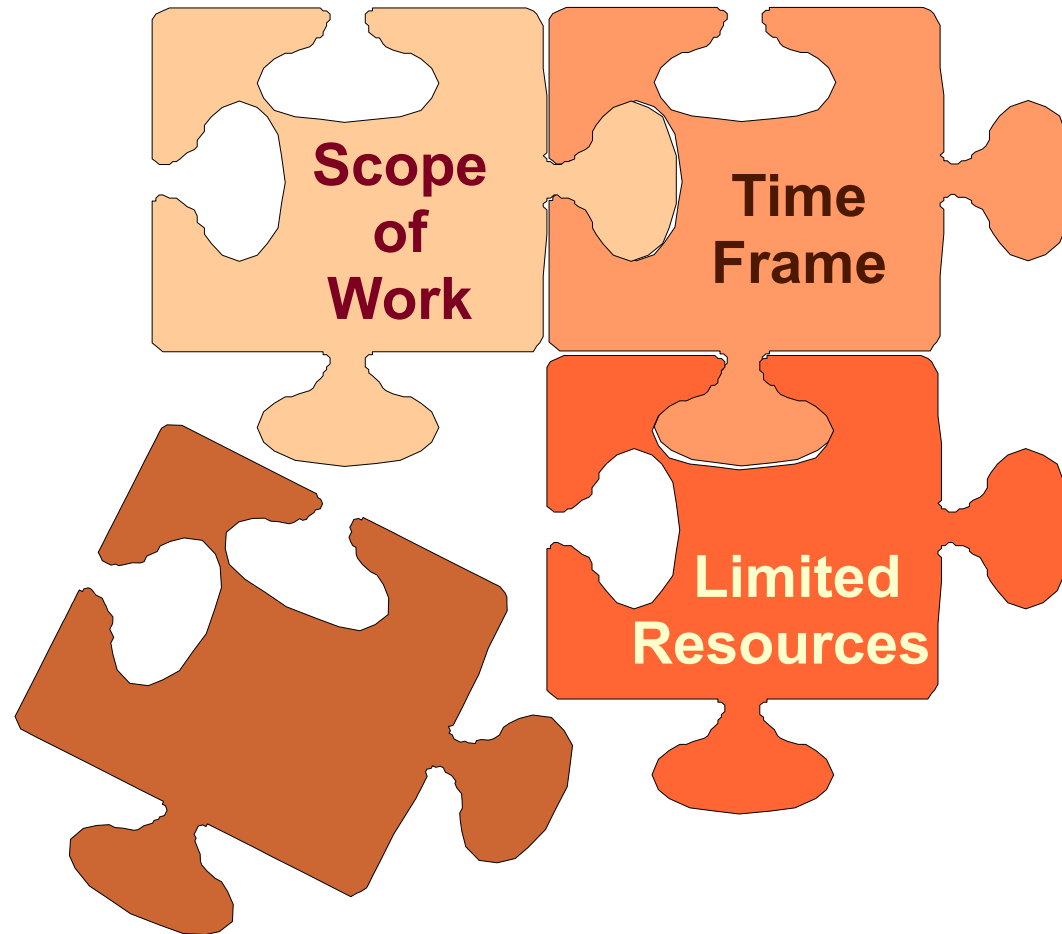
About Smarterware

- ▶ A subsidiary of Samart Telcoms PCL, under Samart Group of Companies
- ▶ Established in 2007
- ▶ Expertise in ISO 27001 & ITIL
- ▶ Certified CMMI Level 3 in 2008
- ▶ Corporate vision
 - Being a highly recognized software company reputable in **successfully delivering** software products and services as a **value creation** to its client businesses

Products & Services

- ▶ **Turn-key** software application development
- ▶ Software solution & operation services for utility **industry**
- ▶ Software **product implementation** & maintenance
- ▶ **Compliance-related** solutions (e.g. CMMI, ITIL, ISO 27001, Log Management)
- ▶ **E-learning content** development

Are you working on a project?



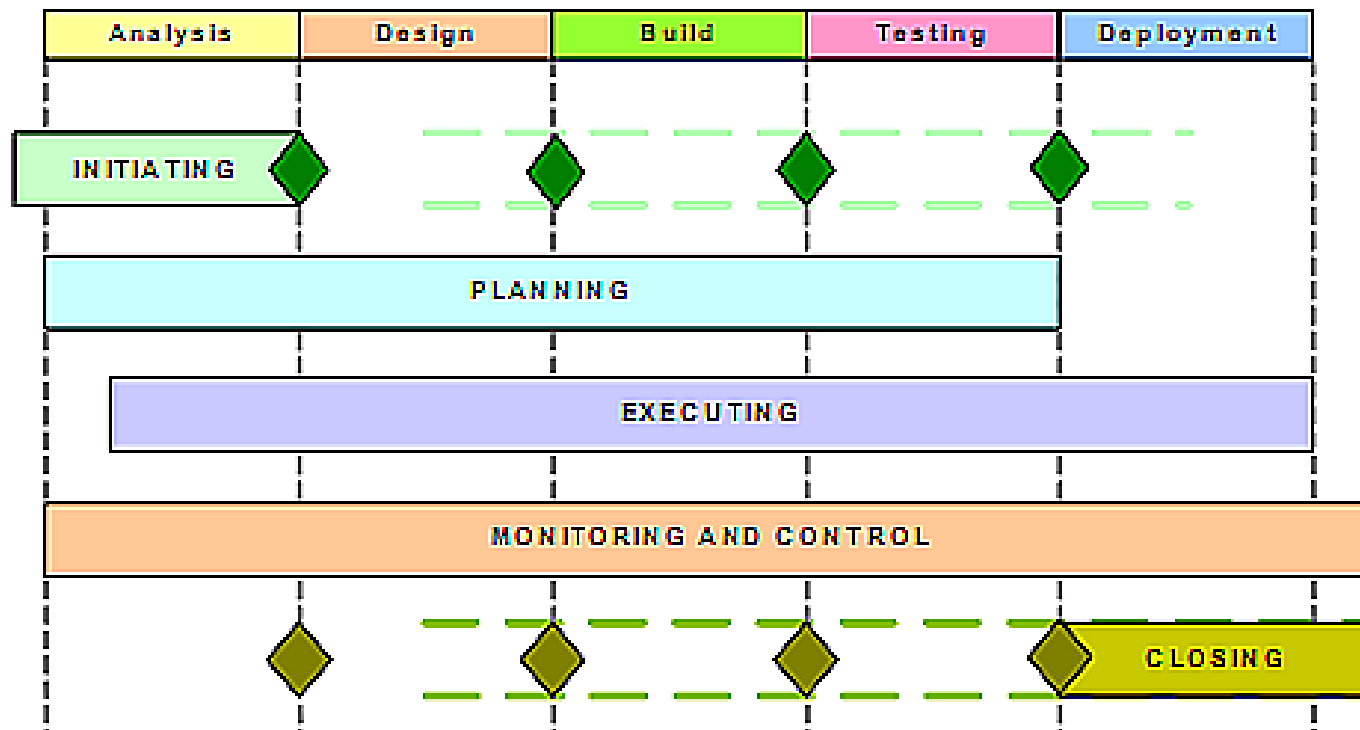
CMMI ML2 Process Areas

- ▶ REQM Requirements Management
- ▶ PP Project Planning
- ▶ PMC Project Monitoring and Control
- ▶ SAM Supplier Agreement Management
- ▶ MA Measurement and Analysis
- ▶ PPQA Process and Product Quality Assurance
- ▶ CM Configuration Management

CMMI ML3 Process Areas

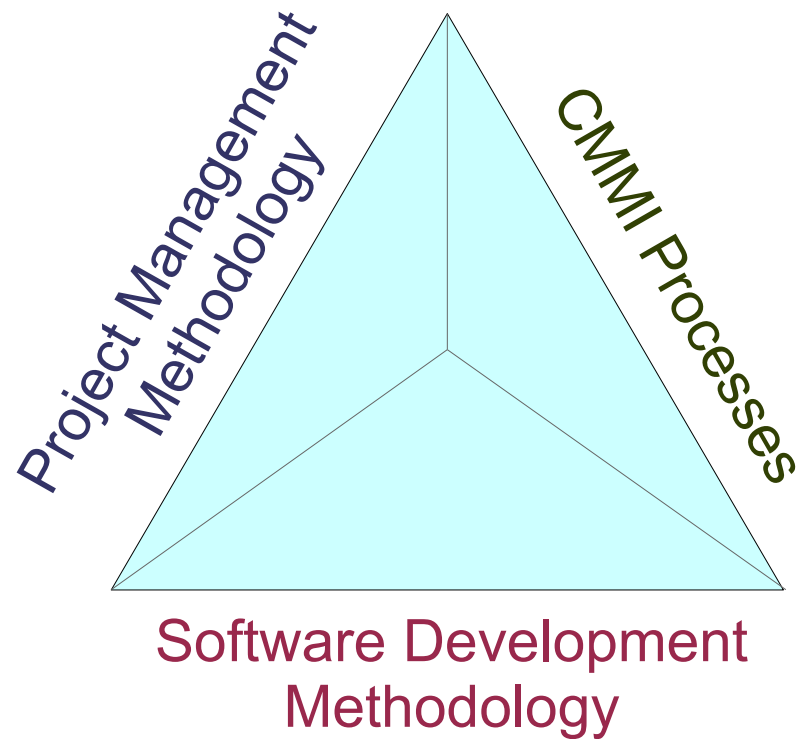
- ▶ RD Requirements Development
- ▶ TS Technical Solution
- ▶ PI Product Integration
- ▶ VER Verification
- ▶ VAL Validation
- ▶ OPF Organizational Process Focus
- ▶ OPD Organizational Process Definition + IPPD
- ▶ OT Organizational Training
- ▶ IPM Integrated Project Management + IPPD
- ▶ RSKM Risk Management
- ▶ DAR Decision Analysis and Resolution

Interface between project management processes to software engineering lifecycle phases



SOURCE: Sharma Sriram and Bansri Mohan Rath, "Implementation of PMBOK along with CMMI – QCG Experience," Wipro Technology, International SEPG Conference 2007, Austin, USA, 2007.

Integration of key components



How PMBOK supplements CMMI

- ▶ Project Charter (or Initiation)
- ▶ More guidance and details on
 - Planning
 - Management and Control
 - Human Resource Management
 - Quality Assurance
 - Risk
 - Procurement
- ▶ Close Project & Accepted Deliverables

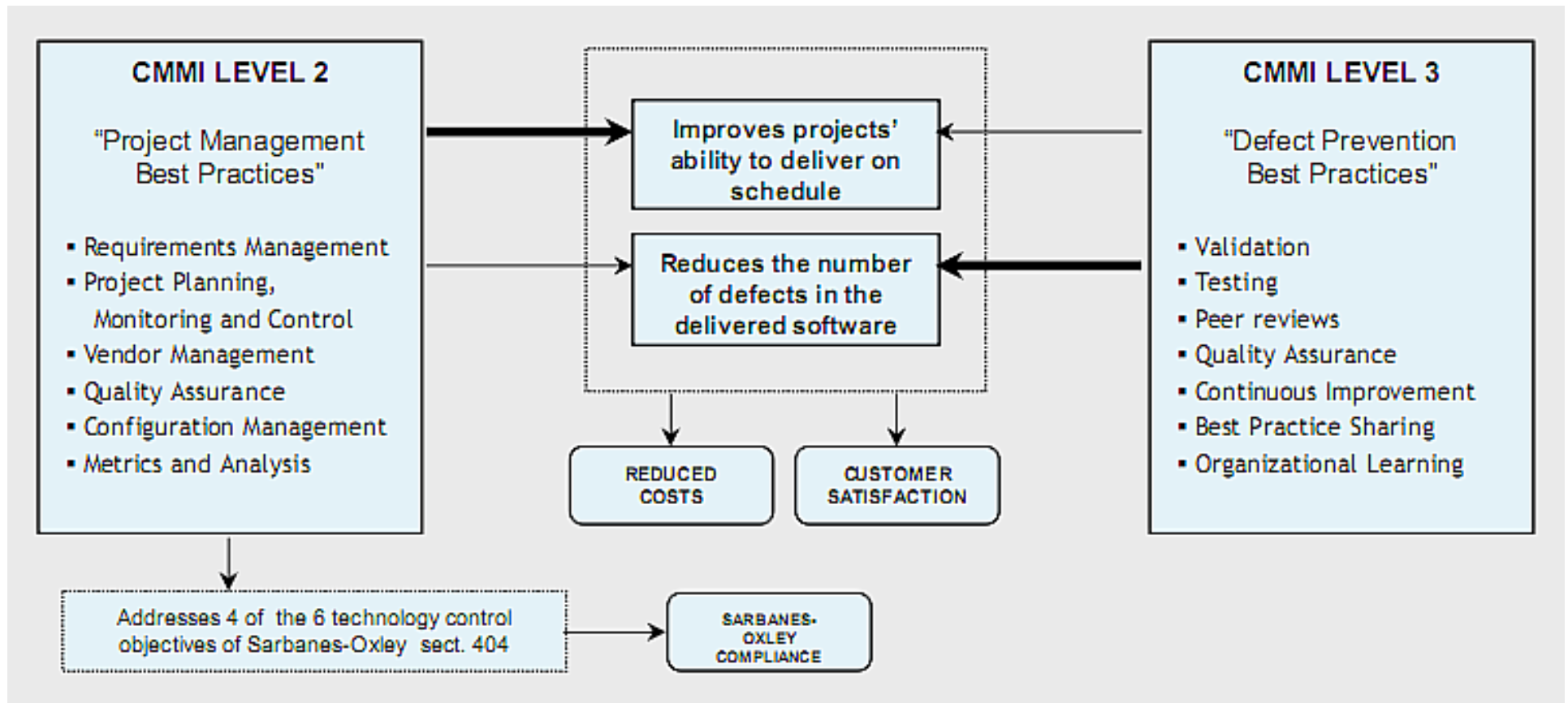
SOURCE: Wayne Sherer and Sandy Thrasher, "Contrasting CMMI and the PMBOK," CMMI Technology Conference & User Group, 2005.

How CMMI supplements PMBOK

- ▶ Engineering best practices
- ▶ Organizational process management
- ▶ Data management
- ▶ Decision analysis

SOURCE: Wayne Sherer and Sandy Thrasher, “Contrasting CMMI and the PMBOK,” CMMI Technology Conference & User Group, 2005.

CMMI impact on project performance



SOURCE: James Tower, "IB Technology Examples of CMMI Benefits," JPMorgan Investment Bank Technology, 2004.

What were the most positive aspects?

- ▶ Delivery on time
- ▶ Within budget
- ▶ Satisfaction of our customer
- ▶ Improved morale among the team
- ▶ Important decrease in rework
- ▶ Dramatic decrease in defects ratio
- ▶ Feel more professional
- ▶ 4:1 ROI

SOURCE: Richard Basque and Paul (Gilles Charron), "A day in the life of a project manager: When CMMI-DEV makes Paul's world go round," Project Management Institute, SWITZERLAND Chapter, 2009.

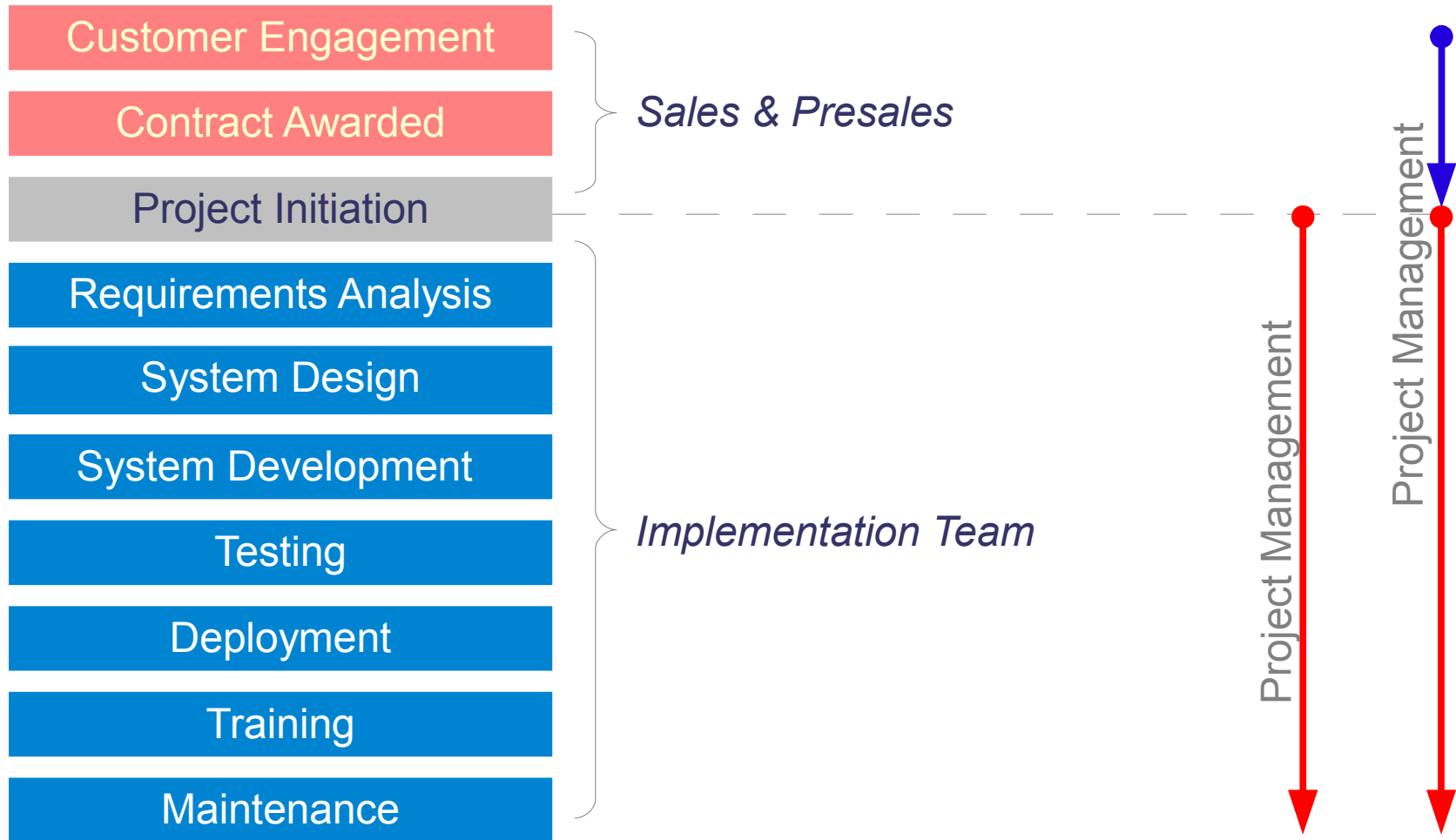
What were the most negative aspects?

- ▶ Initial **stress to change** our way of working
- ▶ First project took more time than planned
- ▶ Some **people left** because they did not agree to change
- ▶ Took some time for our **customer to accept** a more disciplined change request process

SOURCE: Richard Basque and Paul (Gilles Charron), "A day in the life of a project manager: When CMMI-DEV makes Paul's world go round," Project Management Institute, SWITZERLAND Chapter, 2009.

CMMI – Project Management Experience sharing with Smarterware

First, earlier involvement of project management



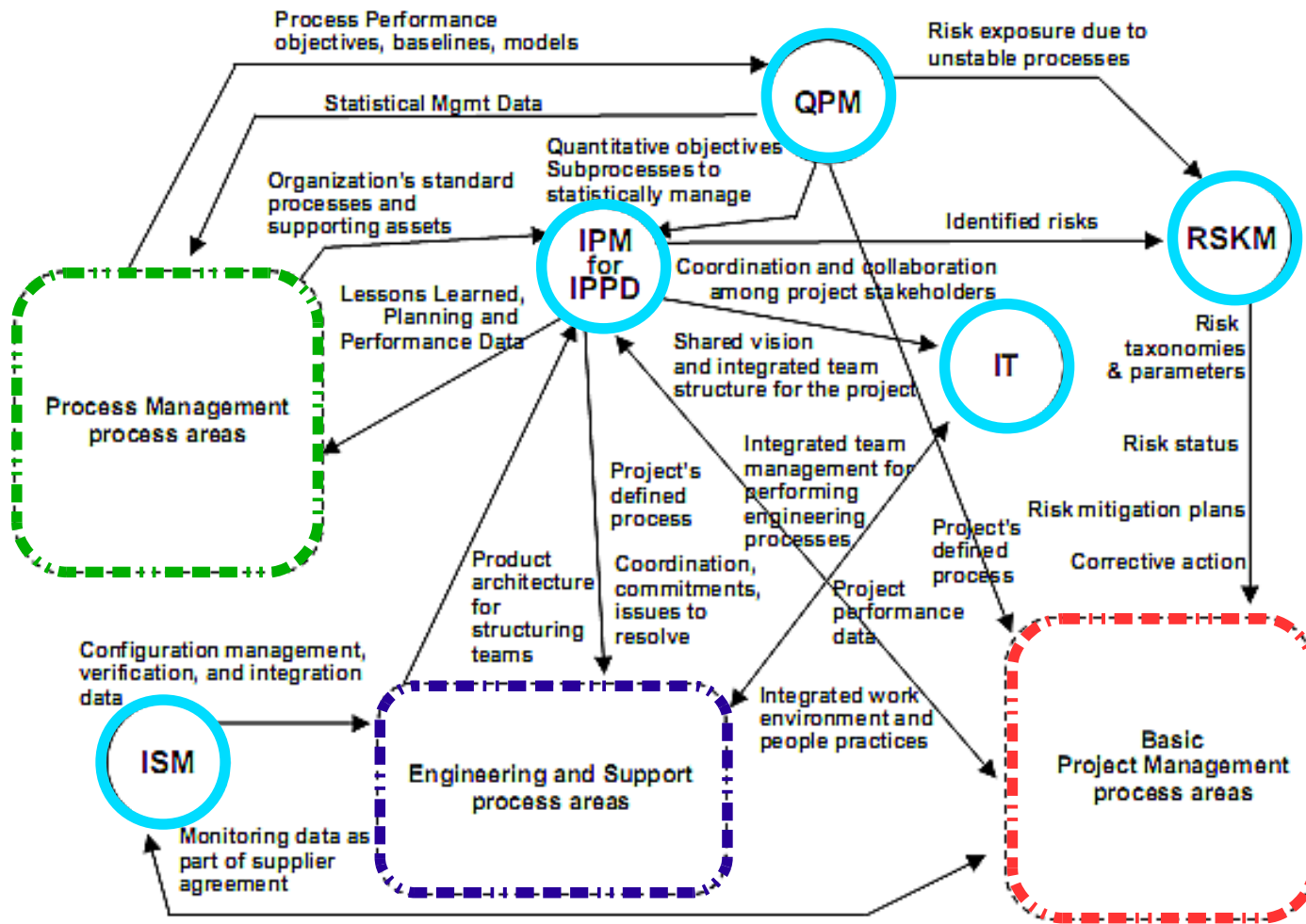
What else have been changing?



Other project management issues

- ▶ Iterative Planning
- ▶ Financial Plan
- ▶ Progress Reports
- ▶ Minutes of Meeting
- ▶ Timesheets
- ▶ Lesson Learned

CMMI: Advanced project management



IPM: Integr. Project Mgmt.
RSKM: Risk Mgmt.
ISM: Integr. Supplier Mgmt.
IT: Integr. Teaming
QPM: Quant. Project Mgmt.

SOURCE: Peter Kolb, "CMMI: Specific Goals and Practices," Software Engineering for Outsourced and Offshore Development, ETH Software Engineering, 2005.

The final thought..

Excerpted from

The Four Dharmas of Project Management

By

Bas de Baar
“The Project Shrink”

The truths

- ▶ Projects are all about humans, so problems in projects are **people problems**
- ▶ PMs should be using all **three parts of their brain** (left, right, and heart)
- ▶ Understanding the **“Turnings of the Wheel of Dharma”** can guide you through with all project management myths



First turn: Flow of stakes

- ▶ Stakeholders have stakes
- ▶ Stakeholders communicate their expectations by means of **requirements** to the process or product
- ▶ Project management should **make every stakeholder a winner** by accepting requirements that satisfy individual stakeholders and **do not conflict** with the general process or the product
- ▶ Project management should give **continuous feedback** to the stakeholders on the state of the stakes
- ▶ Based upon this feedback, the **expectations might change**, and in this way a new cycle begins

The psychology

- ▶ Project management is all about **keeping everyone happy**
- ▶ The trouble is that **no one tells you** what the stakes are
- ▶ You have to guess, negotiate, anticipate, and manipulate to get **past the requirements** and directly through to the **fears and wishes** of people
- ▶ Software project management is more about **psychology** than technology

The project potion

- ▶ Analyze the **stakeholders**; their interests and expectations
- ▶ Analyze the **products** (technical stuff)
- ▶ Determine the potential **risks** that might exist
- ▶ Create a project using three main tools
 - Strategy (steps, sequence, and time frame)
 - Organization
 - Feedback

Second turn: Structure for resilience

- ▶ **Social interactions**; divide and concur
 - The **power** structure
 - Hierarchical control and planning (vertical dimension)
 - The **task** structure
 - Actual production chain (horizontal dimension)
 - The **information** structure
 - How, what, and when information is provided
- ▶ Resilience to cope with change
 - Having an **open and flexible mind**, and having the proper social network

Third turn: Global pool

▶ Economic clustering

- **Work moves** around; **talent also moves** around

▶ Social clustering

- People are cuddling up next to each other, as their **social needs** can only be fulfilled in relationship to others

▶ How projects emerge

- Why should the organization **pick you as a PM?**
- Why should people want to **work on your project?**

Fourth turn: Flexible mind

- ▶ Change is the **norm**
- ▶ You need to **become agile**, flexible as you have never been before
- ▶ You need a brain that can use **many mental models** to look at reality
 - Self-aware – **why you do** what you do
 - Emphatic – **why others are doing** what they are doing
 - Holistic – you are aware of **what triggers what**, can mix and match from different world views

Thank you!

Have a successful project implementation..

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