How to Use the People CMM to Develop Effective Managers

SEI Webinar Series
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Palma Buttles, Ph.D.
Senior Member of the Technical Staff
Software Engineering Institute

Gian Wemyss
Senior Member of the Technical Staff
Software Engineering Institute
Presenters Bio’s

**Dr. Palma Buttles-Valdez** is a Senior Member of the Technical Staff at the Software Engineering Institute. At the SEI, she is a member of the People Capability Maturity Model team where she develops courses, delivers training and provides consulting services. Palma holds a Ph.D. in Anthropology from The University of Texas at Austin. She has been active in the field of Anthropological Archaeology for over 20 years and Process Improvement for 10 years. Palma is an SEI-authorized Instructor for the Introduction to People CMM, Intermediate Concepts of People CMM, and a candidate SCAMPI with People CMM lead appraiser.

**Gian Wemyss** is a Senior Member of the Technical Staff and the Team Lead for the People CMM Initiative at the Software Engineering Institute (SEI)/Carnegie Mellon University. He assists organizations in successfully addressing their critical human capital issues through the use of the People Capability Maturity Model®. His work also includes the identification, development, and application of practices that result in the rapid, affordable, and sustained transition of innovative software engineering management technologies developed at the SEI. This includes work on interpretive guidance for users of CMMI®, and the development of a disciplined transition planning method for technology transition and change management practices. Gian has over 15 years experience in organizing, designing and facilitating courses and workshops to help organizations develop transition plans for new and innovative technologies.
Polling Question 1

How did you hear about this webinar?

- Email invitation from the SEI
- SEI Website
- Website with webinar calendar (ie www.webinar-directory.com)
- Social Media site (LinkedIn, Twitter)
- Other
Objectives

In order to build workforce capability, organizations must develop managers that take responsibility and authority for managing, developing, and motivating the individuals who are under their direction. This presentation will discuss:

- organizational management
- the manager, from a People CMM perspective
- typical barriers to effective management
- preconditions for effective management
- organizational roles in an People CMM-based improvement program
- maturity levels and management “tools”
Organizational Management

Executive Managers
• fulfils a management role at a high level
• primary focus is the long-term vitality of the organization
  • often C-level executive

Managers
• responsible for planning, directing, monitoring and controlling the people and their work.
  • senior managers
  • middle managers
  • line managers
  • workgroup leaders
  • etc…
People: Growing Contributors to Organization Success

Organizational Value: Tangible and Intangible

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<table>
<thead>
<tr>
<th>Year</th>
<th>Tangible Assets</th>
<th>Intangible Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1982</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>2006</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>Current/Future?</td>
<td>?</td>
<td>?</td>
</tr>
</tbody>
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Source: Kirchoff 2006

"""the greatest [influence on program success and failure are]...people and the things they do individually and in teams that lead to program success or failure.""" CMU/SEI-2009-SR-023.
Who’s Managing the Organization’s Assets?

“Our greatest asset is our People”

Yet, many organizations leave the management of their greatest asset, to “managers”, who have limited experience, skills, or information to be effective managers.

Managers impact

- performance
- retention
  - people leave manager first, company second
- unit’s bottom-line
- morale
- perception of the organization
  - manager represents the company
Polling Question 2

What are some of the management problems your organization has/is facing?

- Managers are selected based on technical competency, not for their “people” skills
- Managers do not feel prepared for their management duties
- Organization\employee surveys continually rate management low
- Managers avoid performance management activities
- Schedule and cost issues are a constant issue in getting the work done and creating satisfied customers
- No management issues are present in my organization
Manager: A People CMM Perspective

A manager:

- accepts stewardship of a resource
- provides technical and administrative direction and control to individual performing tasks
- develops and optimizes the conditions affecting success
- plans, resources, and controls work within their responsibility

“Modern organizations can’t succeed unless the people they employ agree to contribute to their mission and survival”

Denise M. Rousseau (2004), Professor Carnegie Mellon University
Typical Barriers to Effective Management

• Managers often fail to take personal responsibility for the management and development of the workforce.

• No time to manage the organization’s most valuable asset, its people.

• Displacement; managers expect HR to perform basic workforce practices.

• Ritualistic, it’s the way we have always done it.

• Workforce practices considered overhead and are inconsistently performed.

• No training to manage people.

• High potential, but not management potential.
Preconditions for Developing Effective Managers

- Executive commitment
- Defined roles and responsibilities
- Responsibility and authority
- Measurable performance objectives
- Tools and resources
- Partnership with HR
- Training and development
- Manager buy-in
The People CMM: Introduction

The People CMM is a roadmap for implementing workforce practices that continuously improve the capability of an organization’s workforce. The integrated system of workforce practices enables organizations to:

- attract, develop, organize, motivate, and retain the workforce required to build their products and deliver the services
- set priorities for improving workforce capability
- align workforce development with strategic business objectives
- develop effective managers that take responsibility for managing, motivating, and developing the workforce toward the organization’s goals and objectives

Curtis, Hefley, & Miller (2009)
Roles in the People CMM

Change might be initiated by a single source, however, it must be **accepted**, **internalized**, and **institutionalized** by all affected parties to become effective and lasting.
People CMM “What, Not How”

Practices describe “what” activities and actions should be performed by managers, individuals, and the organization. It is up to the organization to decide “how” the practices are implemented. How factors include:

- **Organizational Culture**
- **Industry**
- **Government vs. Private**

Two Types of Practices: “The What”

**Implementation**

Describe the activities or procedures that should be performed by managers, individuals, in workgroups or units, or by the organization.

**Institutionalization**

Practices that help to institutionalize the implementation practices in the organization’s culture so they are effective, repeatable, and lasting.
The Institutionalization Factor

Will they do it?
Commitment to Perform
Policy and process support

What they do
Implementation Practices

Can they do it?
Ability to Perform
Managers have the ability to perform their roles and responsibilities

Are they doing it?
Verifying Implementation
Verify compliance to policies and addresses noncompliance

How are they doing it?
Measurement & Analysis
Status and effectiveness

Verifying Implementation Practices
Managers implement
Correcting Misaligned Values and Behaviors

The organization needs to ensure they are reinforcing the behaviors and values of managers that reflect the organization’s expressed values, business goals and objectives.

Expressed
Management values that are communicated in writing and/or or verbally; policies, organizational values, vision statements, and organizational communications.

Demonstrated
The actual behaviors of managers.

Reinforced
The actual behaviors and actions of managers that are reinforced through rewards and positive and negative sanctions.
Polling Question 3

The behaviors and actions of my organizations managers reflect the expressed value, mission, goals of my organization.

- True
- False
## People CMM: Focus on the Manager

<table>
<thead>
<tr>
<th>Maturity Levels</th>
<th>Focus (on the Manager)</th>
<th>Process Areas (Manager's Tools)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Optimizing</td>
<td>Manage capability and performance while continually looking for improvement opportunities</td>
<td>Continuous Workforce Innovation Organizational Performance Alignment Continuous Capability Improvement</td>
</tr>
<tr>
<td>4 Predictable</td>
<td>Manage workforce capability quantitatively while looking for improvement opportunities in the competency framework</td>
<td>Mentoring Organizational Capability Management Quantitative Performance Management Empowered Workgroups Competency-Based Assets Competency Integration</td>
</tr>
<tr>
<td>3 Defined</td>
<td>Manage and develop the workforce with a focus on the competencies required to perform the work today and for the strategic future</td>
<td>Participatory Culture Workgroup Development Competency-Based Practices Career Development Competency Development Workforce Planning Competency Analysis</td>
</tr>
<tr>
<td>2 Managed</td>
<td>Take responsibility for managing and developing the people under their direction</td>
<td>Compensation Training and Development Performance Management Work Environment Communication and Coordination Staffing</td>
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## Manager Responsibilities and Tools

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<th>Maturity Levels</th>
<th>People CMM Threads</th>
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<tr>
<td></td>
<td>Developing Individual Capability</td>
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<td>Continuous Capability Improvement</td>
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<td>Training and Development</td>
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Polling Question 4

The maturity of my organization’s managers can be best characterized as...

- Maturity Level 1
- Maturity Level 2
- Maturity Level 3
- Maturity Level 4
- Maturity Level 5
The Mature Manager repeats success

Unit Level Managers are responsible and accountable for:

- managing and developing their employees
- stabilizing the environment in which work is performed
- managing performance
- staffing against committed work

Managers reduce barriers that hinder performance:

- Work overload
- Poor communication
- Environmental distractions
- Unclear performance objectives or feedback
- Lack of relevant knowledge and/or skills
- Issues of inequity
The Mature Manager is supported by a Mature Organization

Unit Level Managers are responsible and accountable for:

• managing the unit’s current and strategic competencies needs.

• linking development of the workforce to strategic business objectives.

• managing and balancing performance with career development and competency development activities.

• ensuring the workforce has access to the information needed to participate in decision making activities.

• coordinating the performance of interdependent work into workgroups.

• developing the knowledge, skills, and process abilities for the management competency.

![Diagram showing various management activities and their interconnections]
The Mature Manager is Quantitative and Empowers

**Unit Level Managers are responsible and accountable for:**

- quantitatively managing the capability and performance of the workforce and their competencies.
- predicting capability and capacity for performing work.
- looking for opportunities to integrate competency-based processes to facilitate development of products and services.
- empowering workgroups to perform some of their own workforce practices.
- managing multiple empowered workgroups.
The Mature Manager is Innovative and Continues to Improve

Unit Level Managers are responsible and accountable for

• ensuring performance is aligned across workgroups within the unit.

• ensuring employees focus on improving their personal work process and share these with their workgroup and unit.

• encouraging and rewarding innovative workforce practices.

• supporting and reinforcing behaviors that support an adaptable culture.

Continuous Capability Improvement  Organizational Performance Alignment  Continuous Workforce Innovation
Polling Question 5

Does your organization define “Management” as a skill or competency

- Yes
- No
Polling Question 6

Does your organization have a pre-defined Management track for managers that includes:

- Training and development of management skills
- Recruitment criteria for potential managers
- Succession planning for management
- Performance management criteria specifically for management activities
- No, my organization does not have a pre-defined Management track for managers
A Manager’s Toolkit

Managers need to be trained on the organization’s workforce related policies, processes, and practices including:

- detail roles and responsibilities
- process interdependencies (HR, Training, etc.)
- support (HR, Facilities)
- who, what, and when

Manager’s Toolkit

- focus on implementation
- One-stop for forms, how-to guidance, additional resources
  online, interactive, hard copy, desk reference

Why give someone a job without the proper tools
<table>
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<tr>
<td>Palma Buttles, Ph.D.</td>
<td>+1 512-751-3676</td>
</tr>
<tr>
<td>Senior Member of the Technical Staff</td>
<td><a href="mailto:pjbj@sei.cmu.edu">pjbj@sei.cmu.edu</a></td>
</tr>
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<td></td>
</tr>
<tr>
<td>Gian Wemyss</td>
<td>+1 412-268-8138</td>
</tr>
<tr>
<td>Senior Member of the Technical Staff</td>
<td><a href="mailto:rgw@sei.cmu.edu">rgw@sei.cmu.edu</a></td>
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Upcoming Introduction to the People CMM

Course Dates

2009 Dates
December 8 - 10, 2009 (SEI Pittsburgh, PA)

2010 Dates
May 4 - 6, 2010 (SEI Pittsburgh, PA)
July 13 - 15, 2010 (SEI Arlington, VA)
October 5 - 7, 2010 (SEI Pittsburgh, PA)
December 1 - 3, 2010 (SEI Pittsburgh, PA)

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