



Camping on a Seesaw: GM'S IS&S Process Improvement Approach

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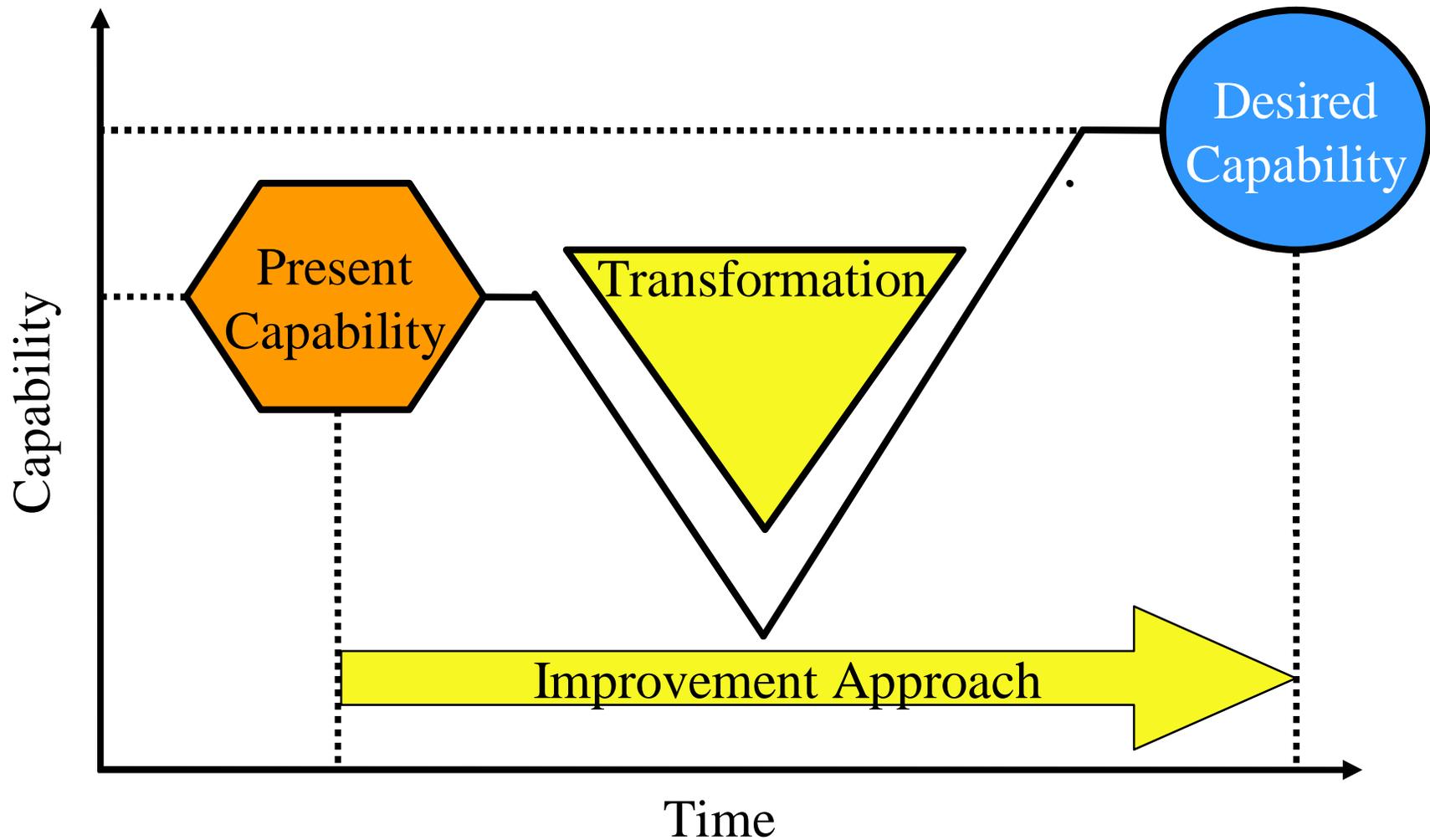
Journey to Excellence



15th SEPG 2003

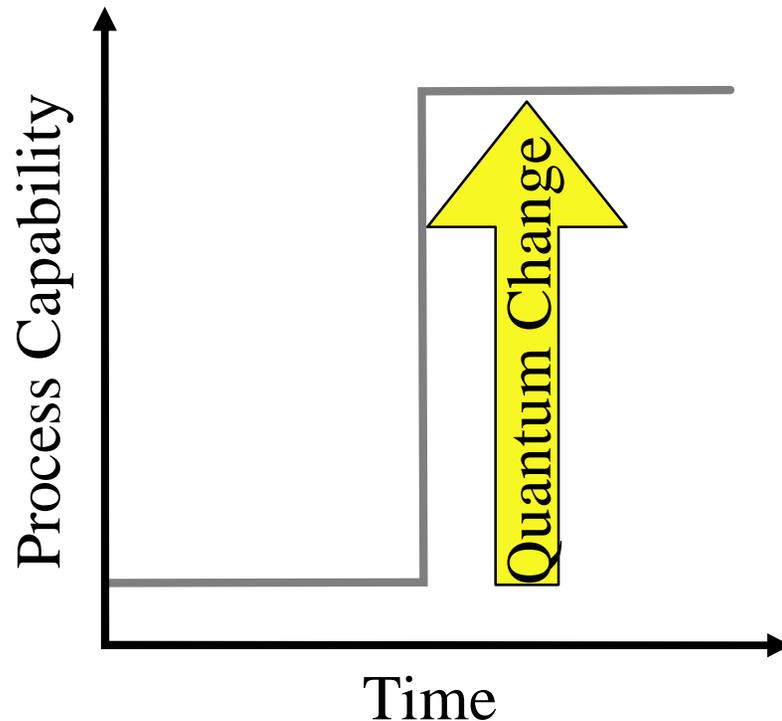


Transitioning to Desired Capability





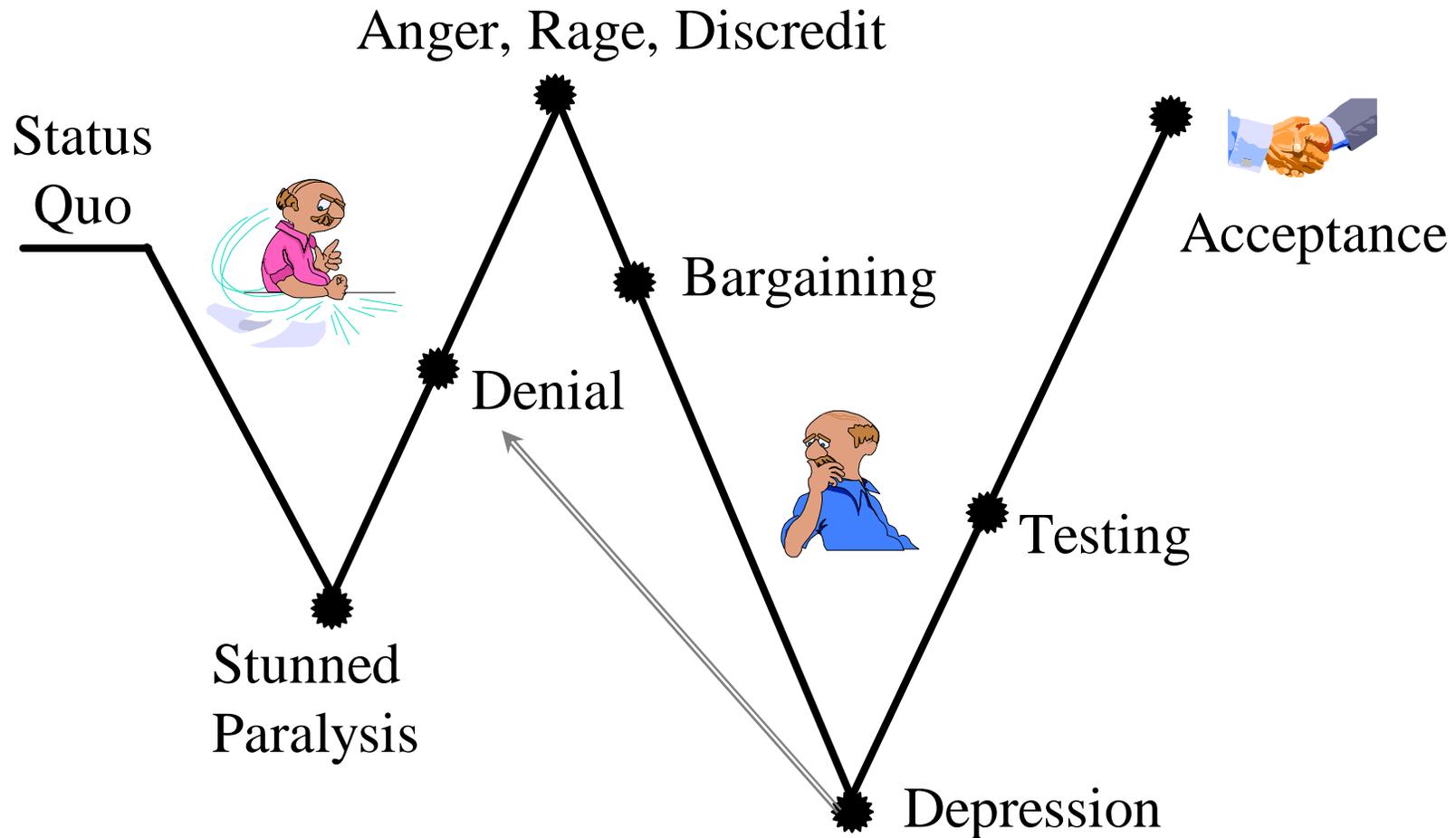
Improvement Approach (1996-2000)



- Focus on Defining System Delivery Process
 - Small, central group
 - Little involvement of practitioners
 - One size fits all mindset
- Single Intervention Guided by Executive Edict and External Consultants
- Expect “Quantum Change” of the Whole Organization

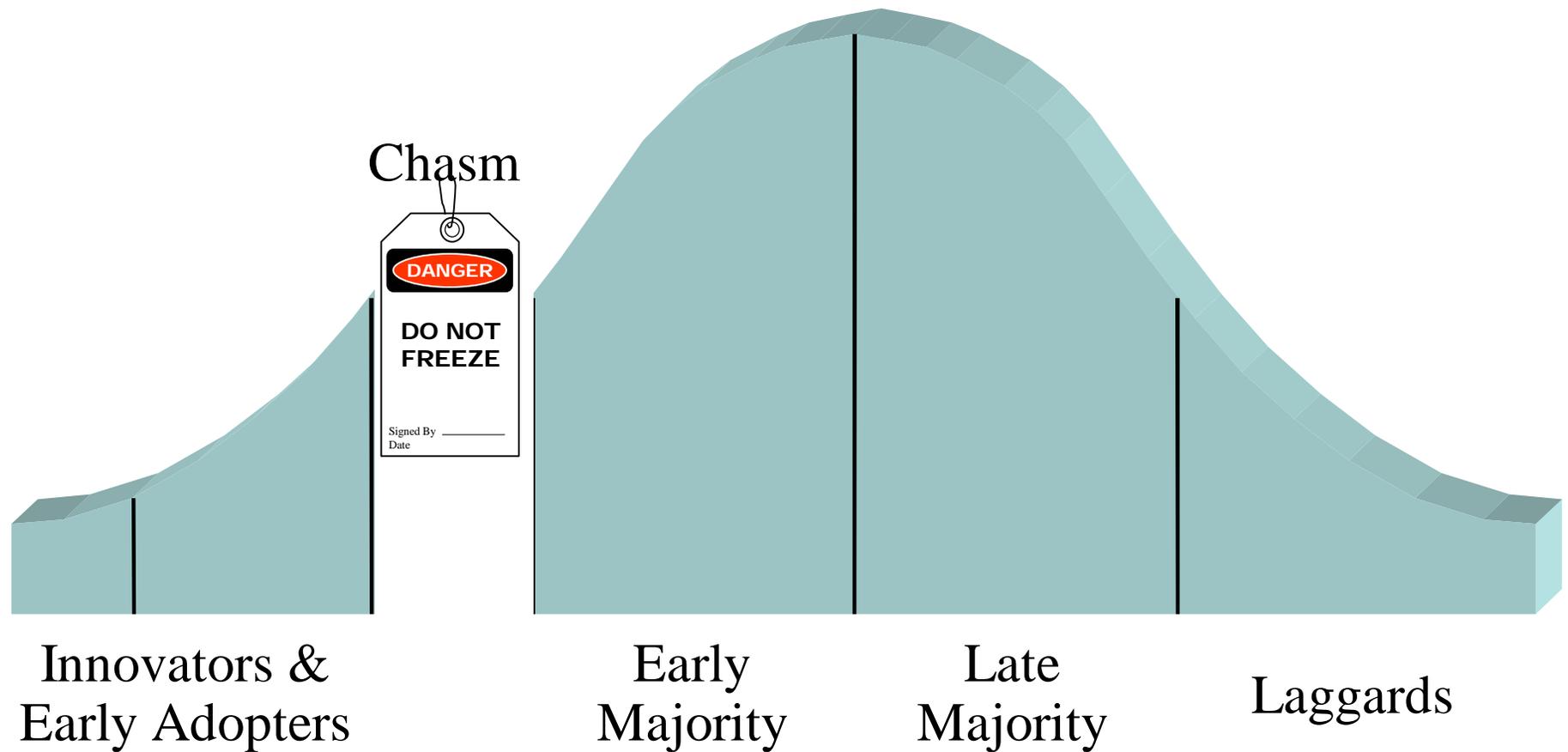


Facing the Music: Rhythms of Organizational Change



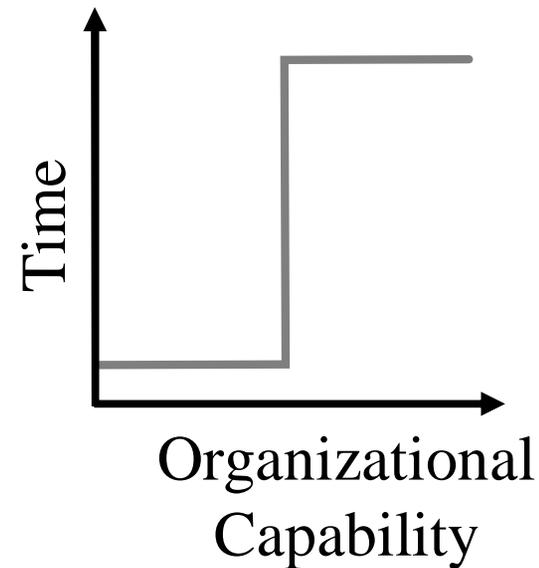
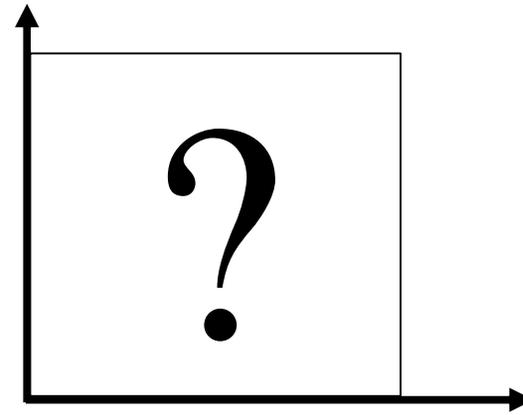
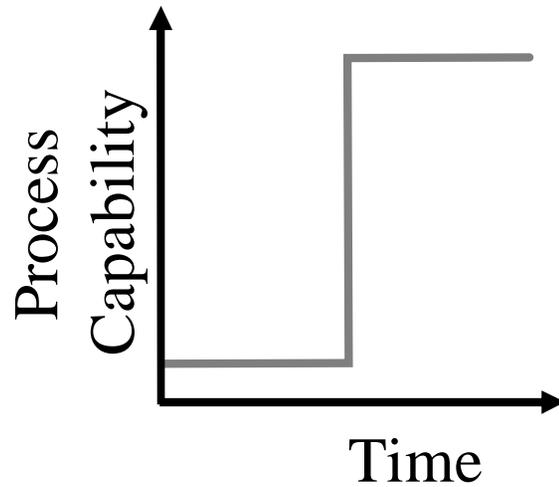


Discovering the Chasm



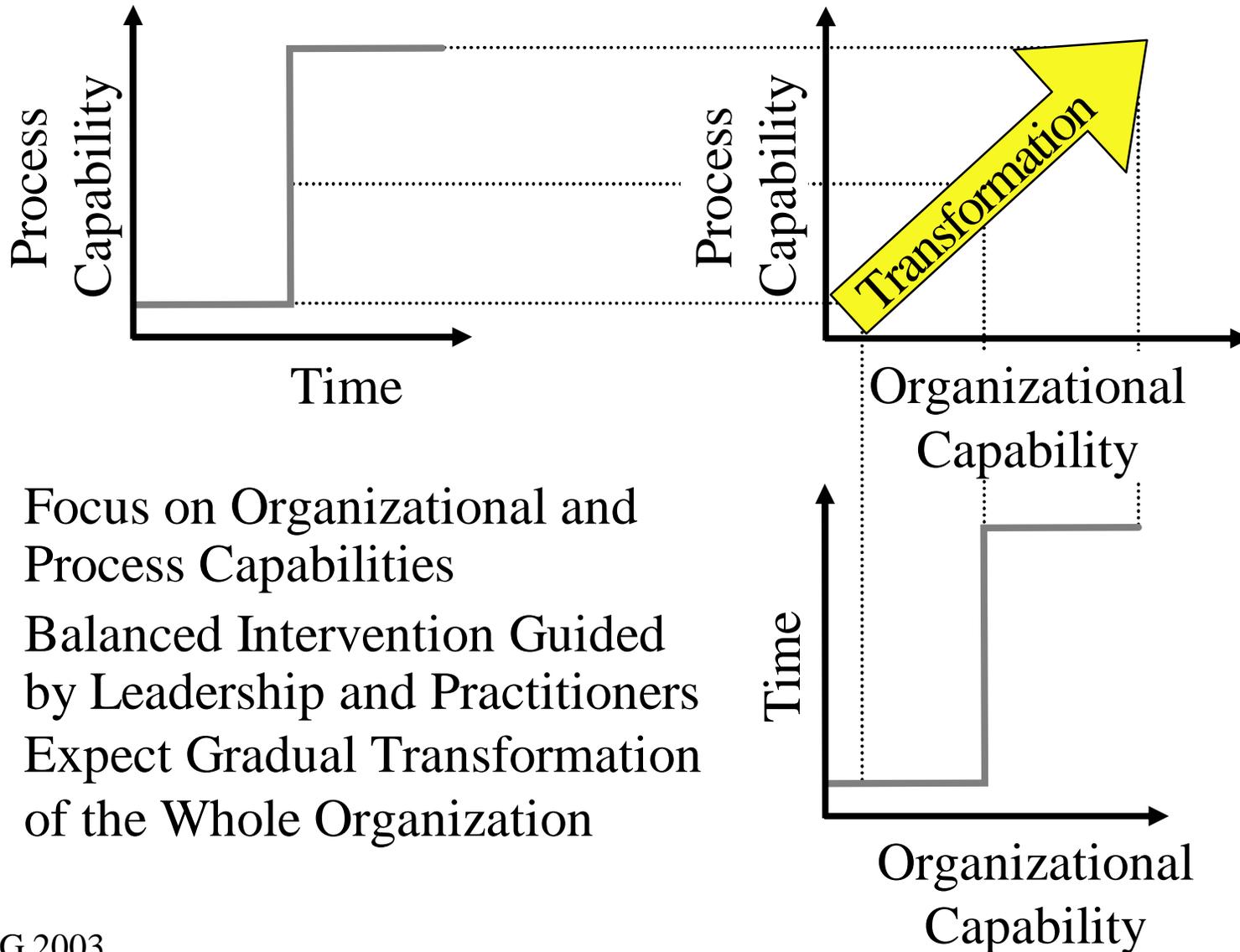


How to Start a Fire? Or Regaining Momentum





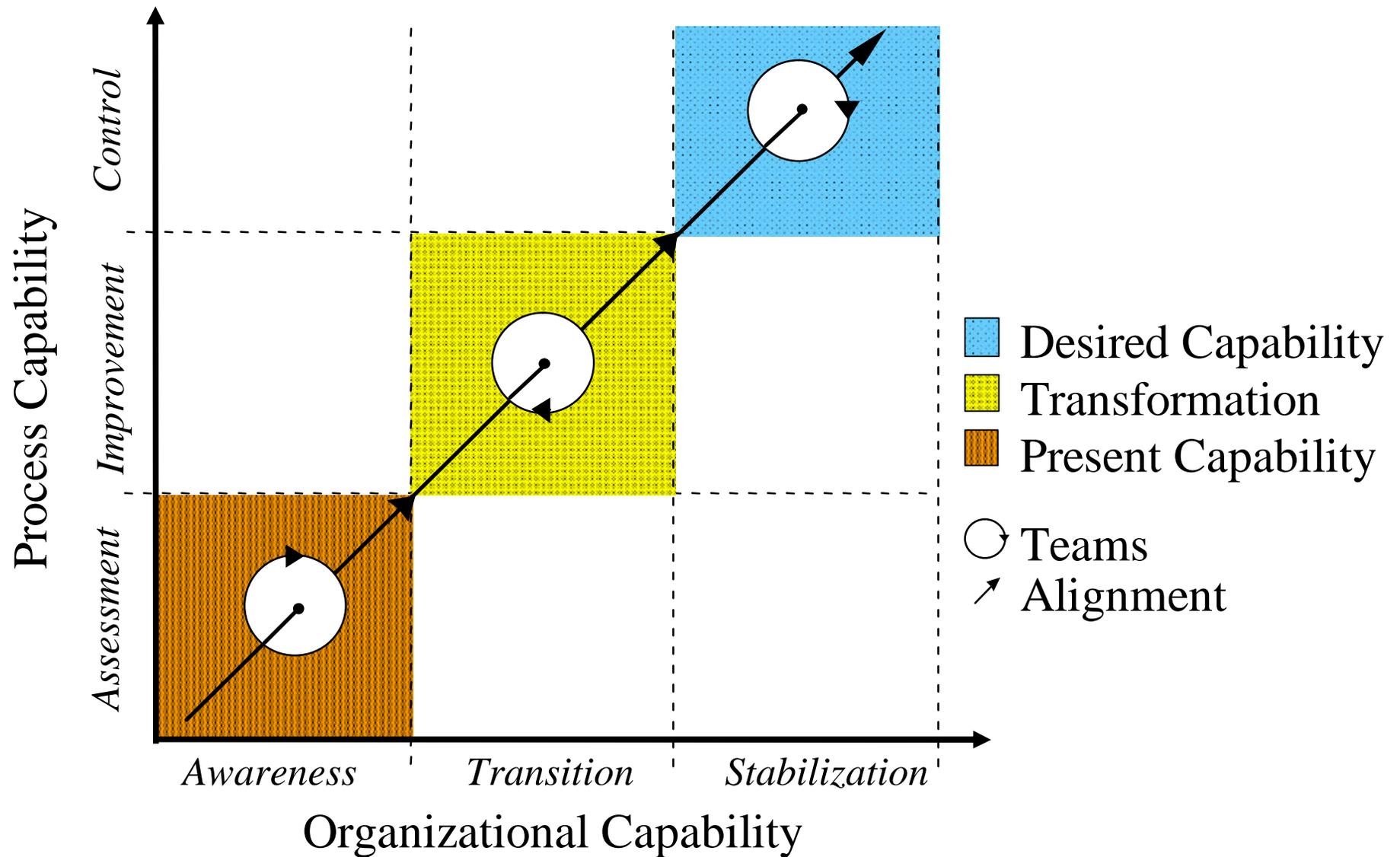
Achieve and Maintain Excellence



- Focus on Organizational and Process Capabilities
- Balanced Intervention Guided by Leadership and Practitioners
- Expect Gradual Transformation of the Whole Organization

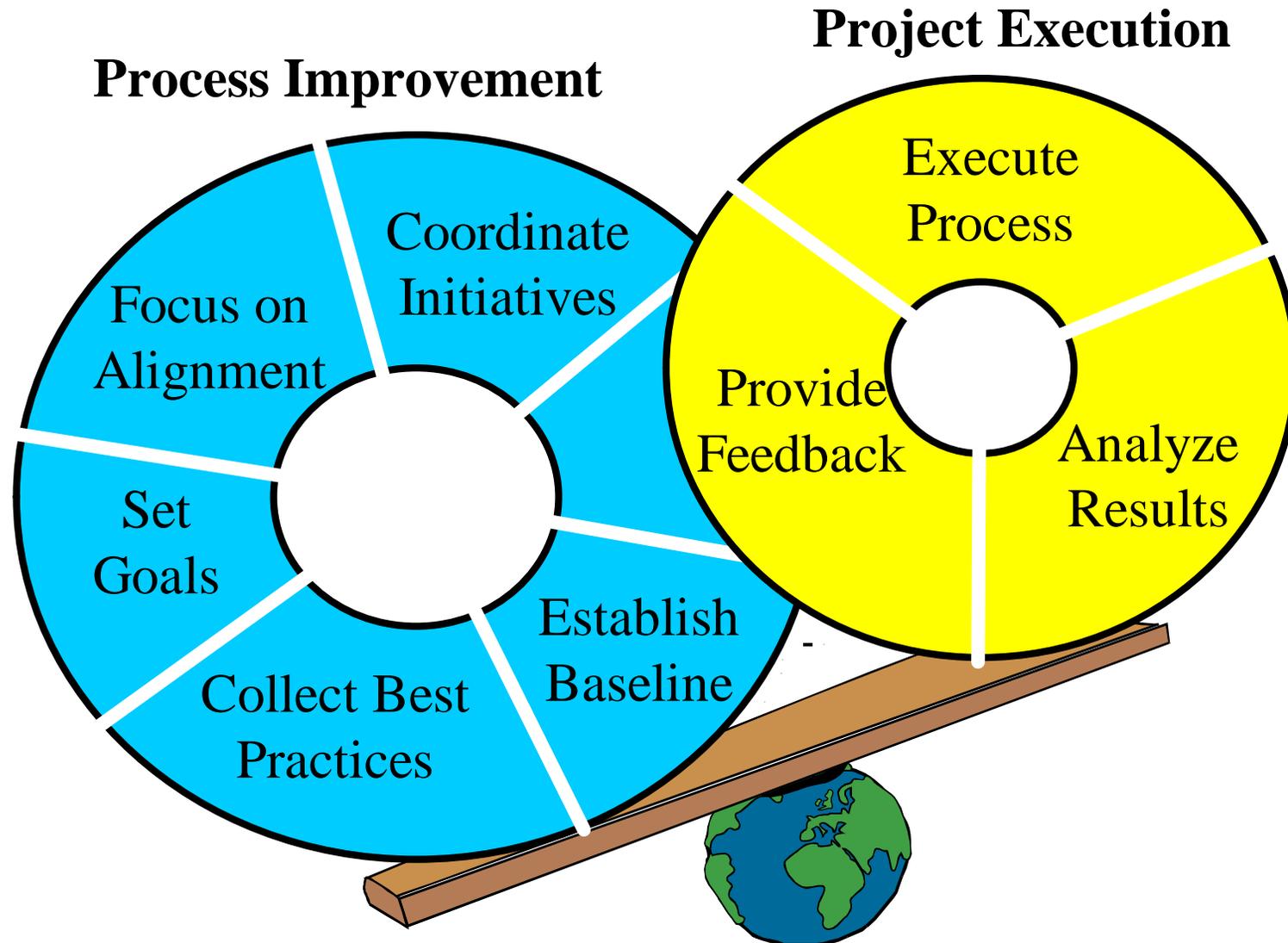


Successfully Crossing the Chasm



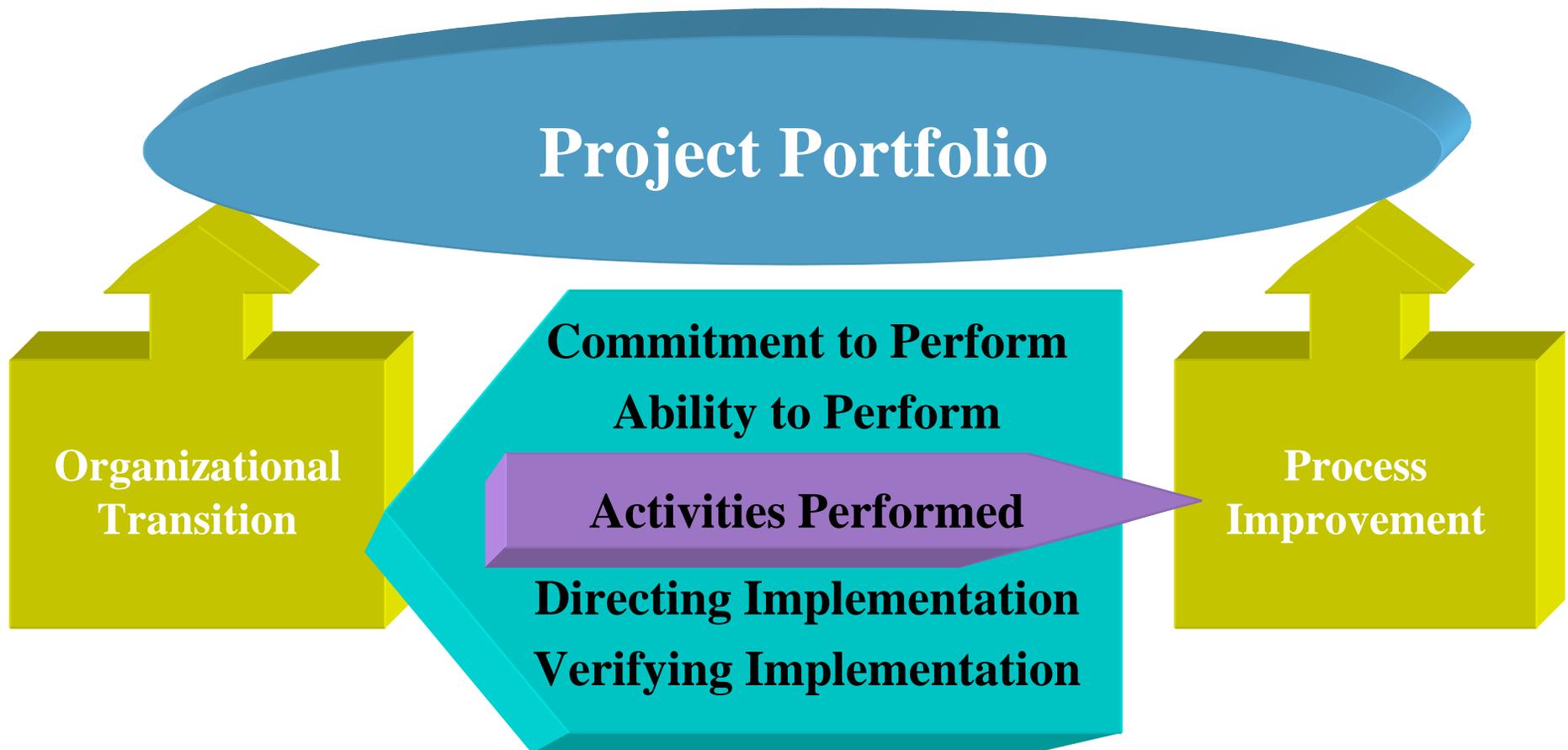


Improvement Approach (2001+)





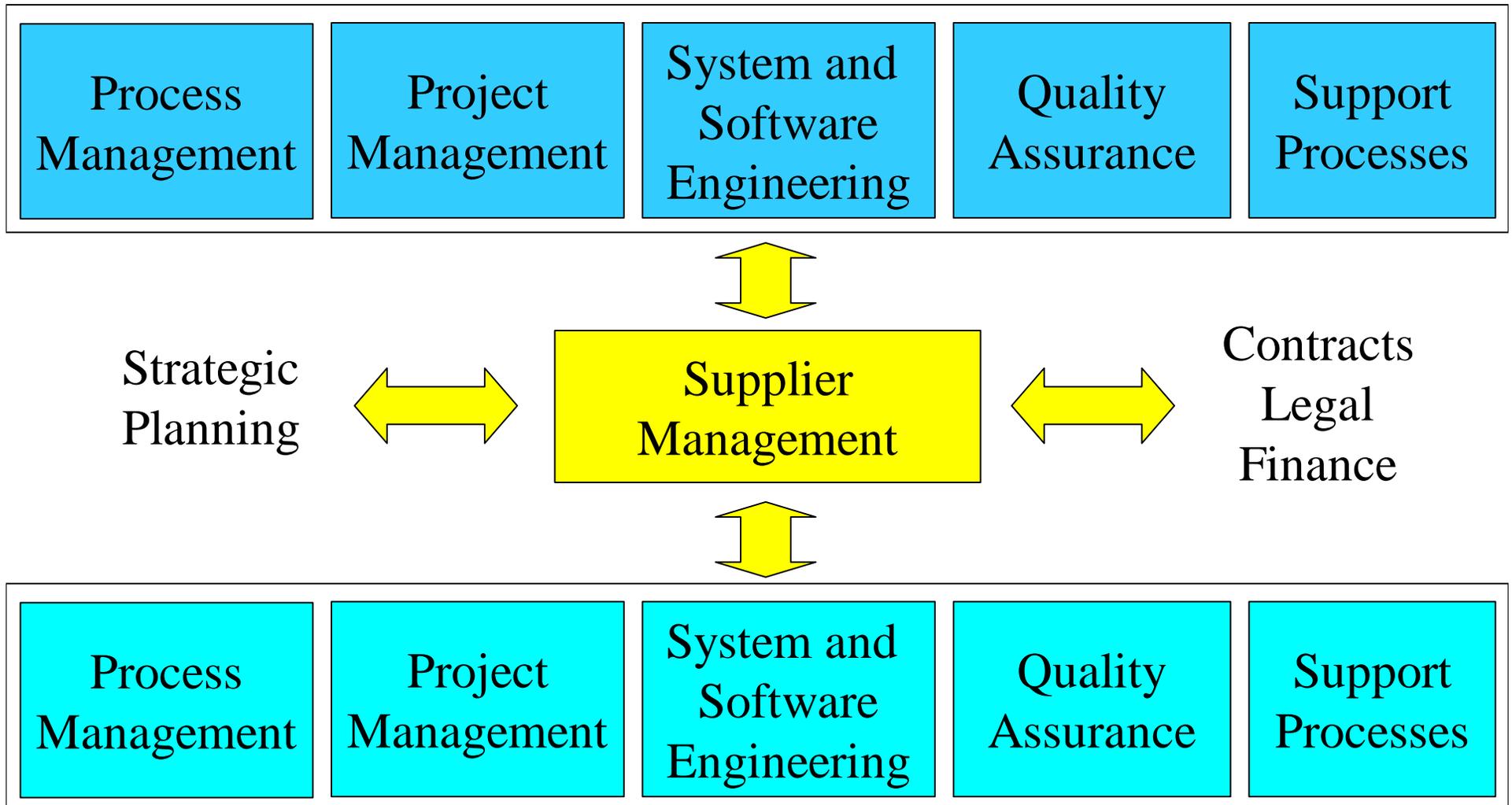
Why CMMI?





Using CMMI in An Outsourced Model

General Motors System Delivery Process



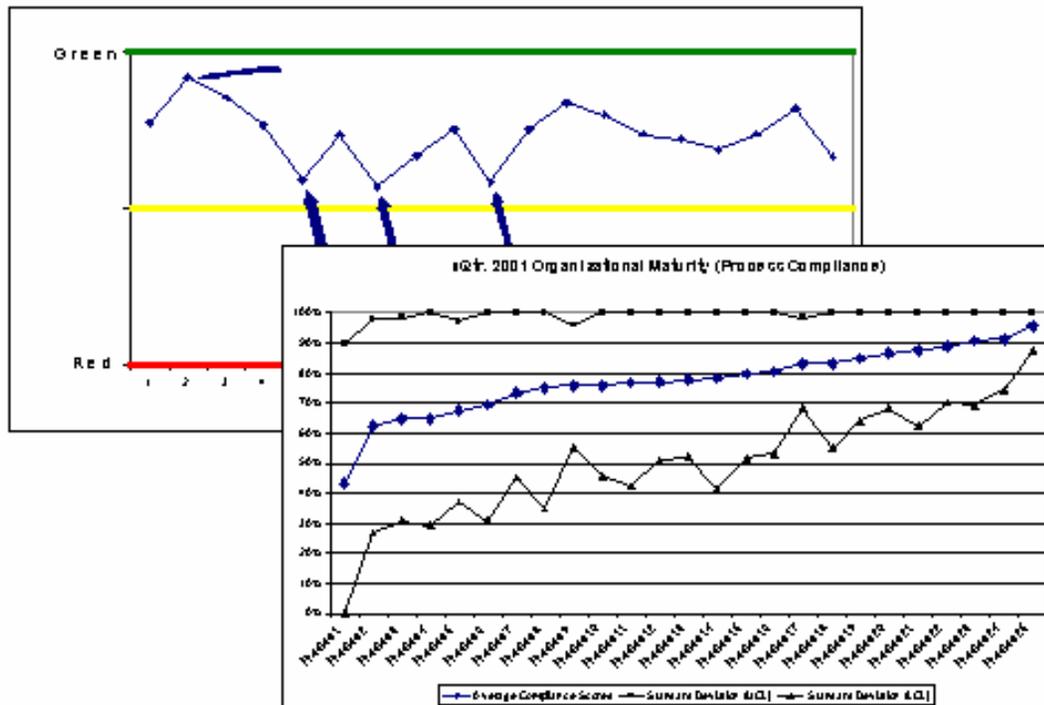


Perform CMMI-Style Assessments To Capture Organizational Baseline(s)

- Measure organizational awareness & compliance to IS&S policies and key IT processes
- 15-25% bi-annual sample of approx. 1700 IS&S employees and strategic project portfolio
- Corporate Program Office/Quality Assurance leads assessments (interviews and deliverable reviews)
- Assessment tool to enable consistent, on-site data capture and real-time data analysis
- Organizations develop and execute six months improvement plans



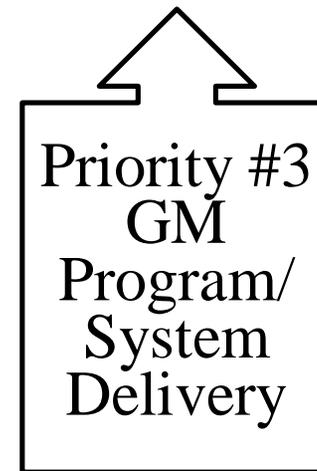
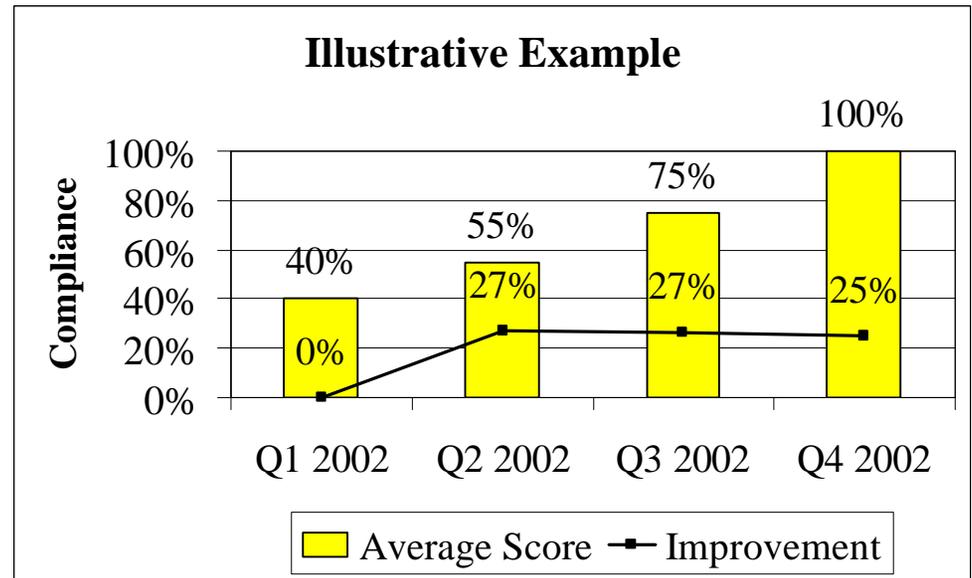
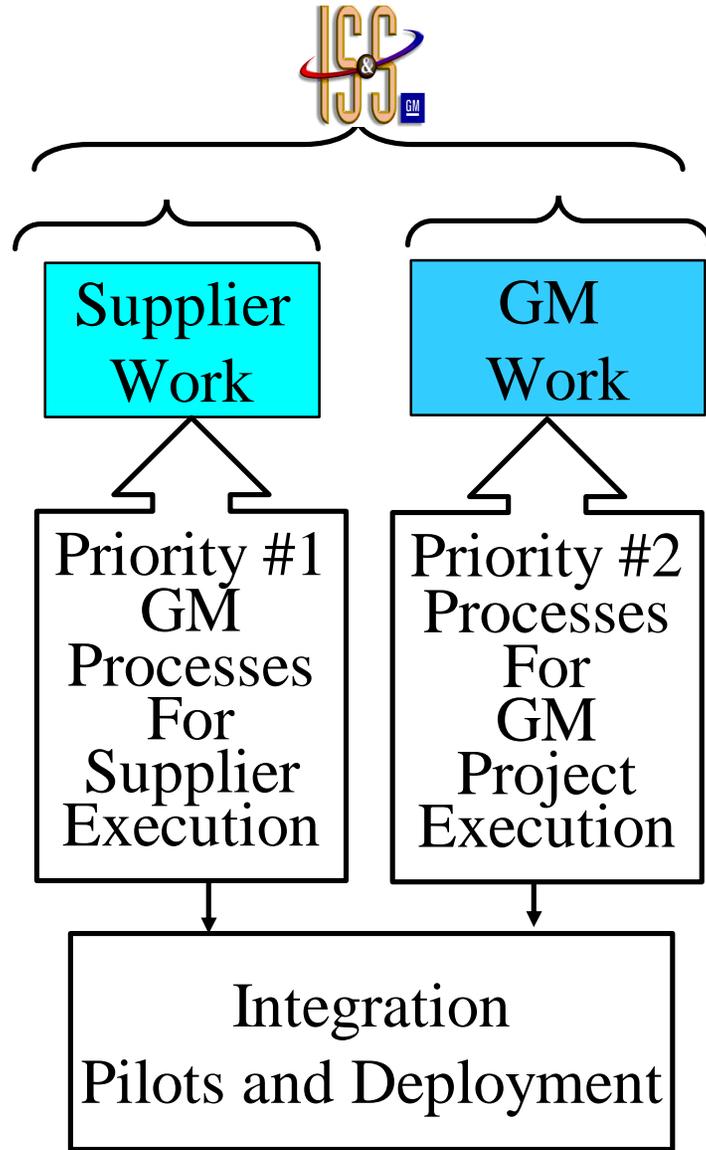
Establish Measurement Program Early



- Combine product metrics and assessment results
- Blend “soft data” and “hard facts”
- Gradually increase analysis capability as you collect improvement data

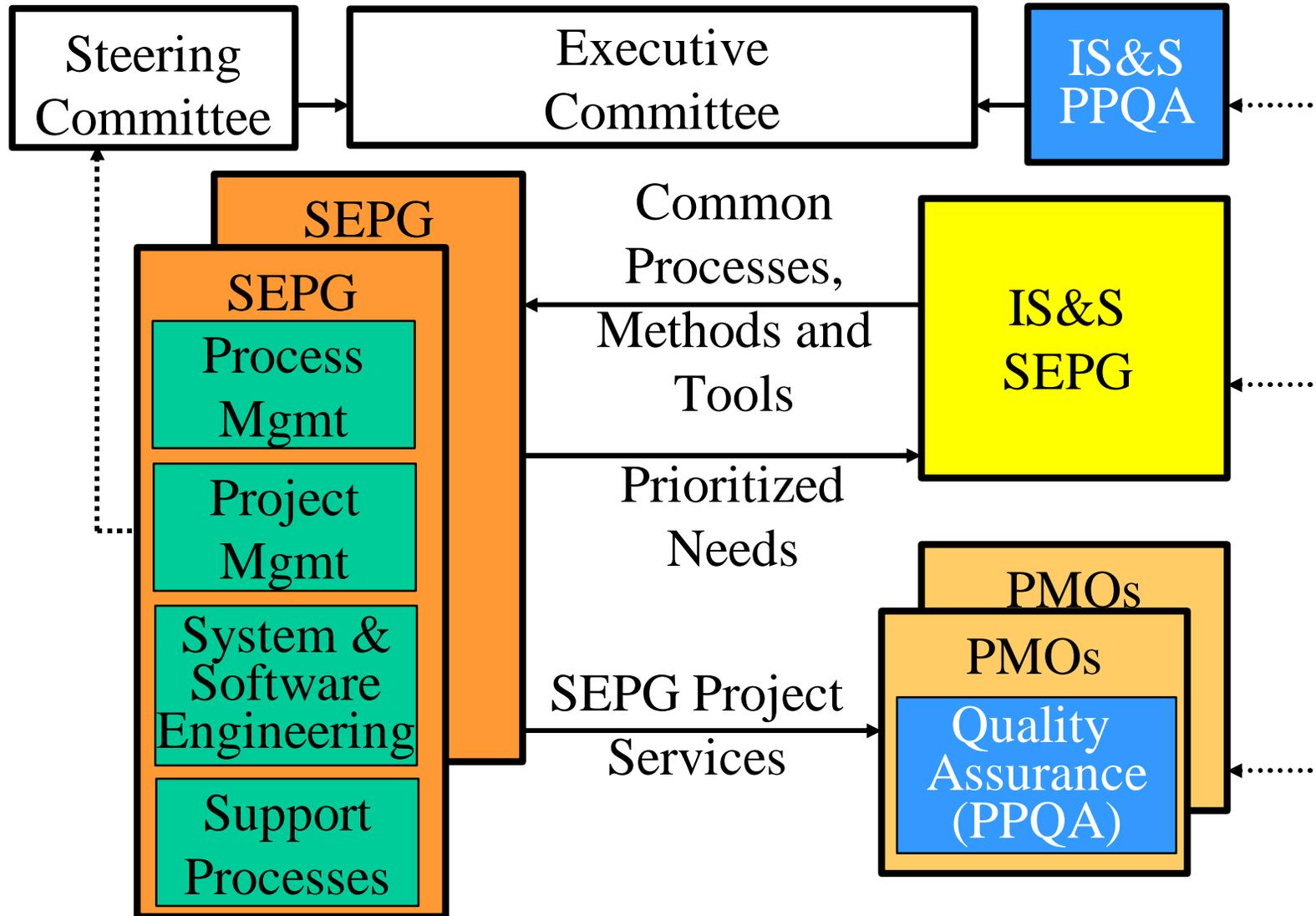


Set Priorities and Aggressive Goals



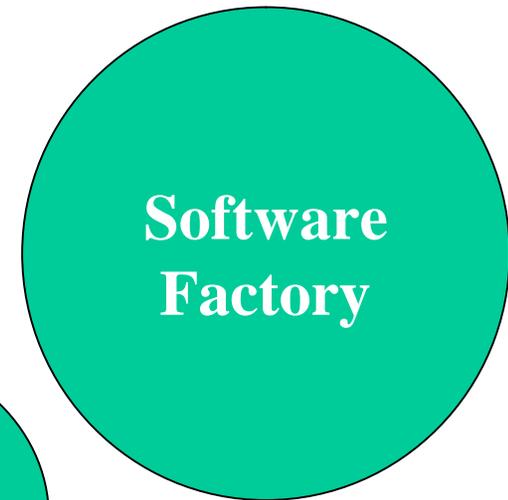
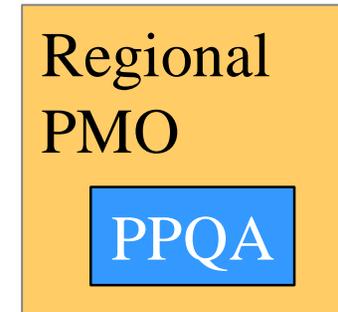
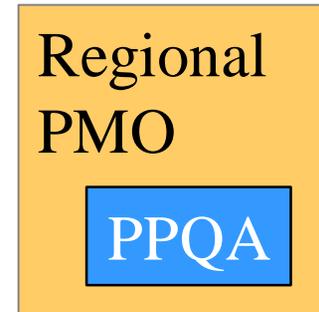
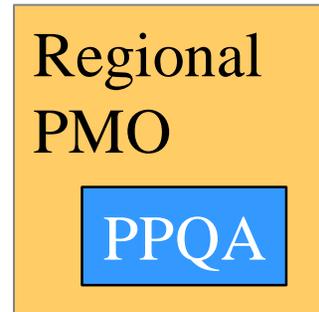


Coordinate Improvement Initiatives



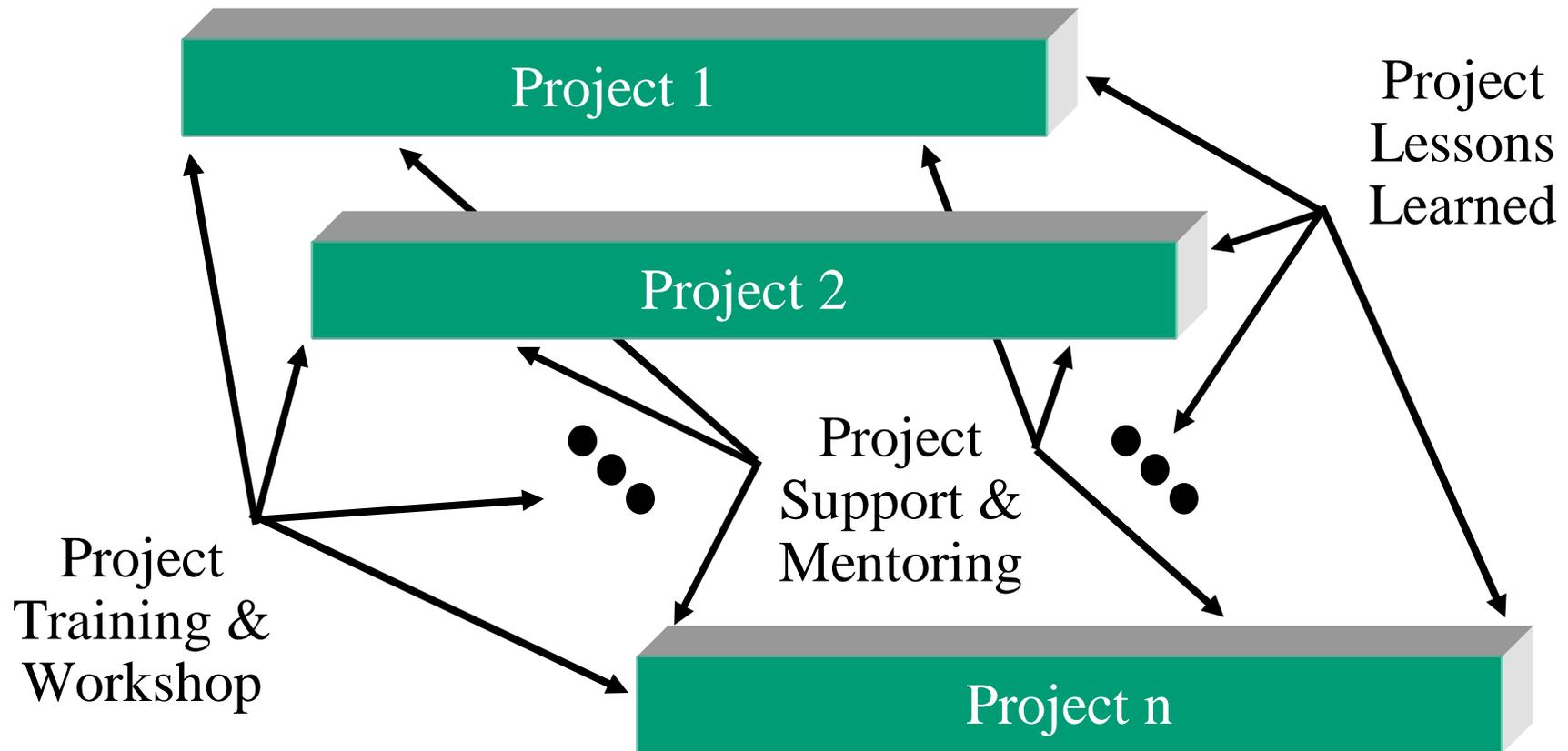


Focus on Alignment



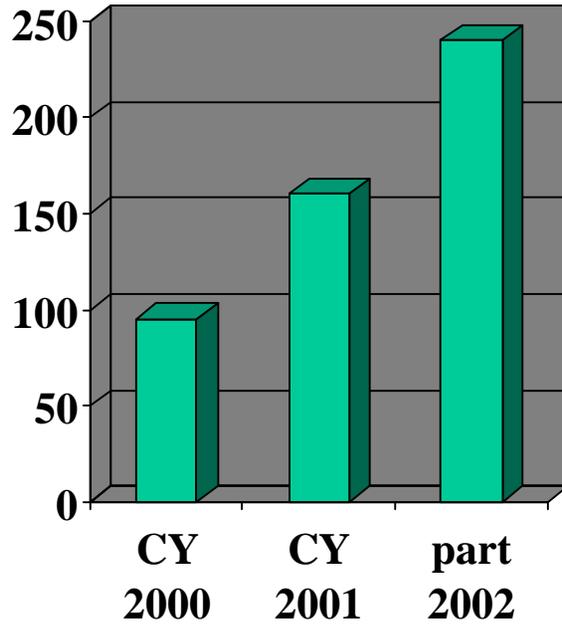


Deploy Processes to Projects

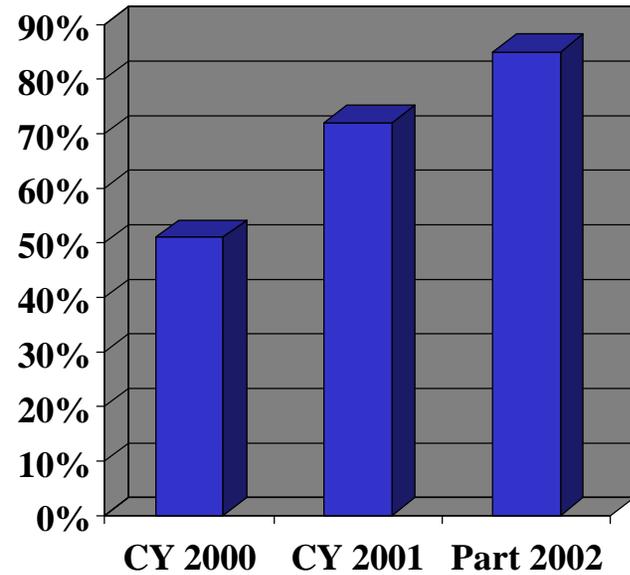




Performance Improvement

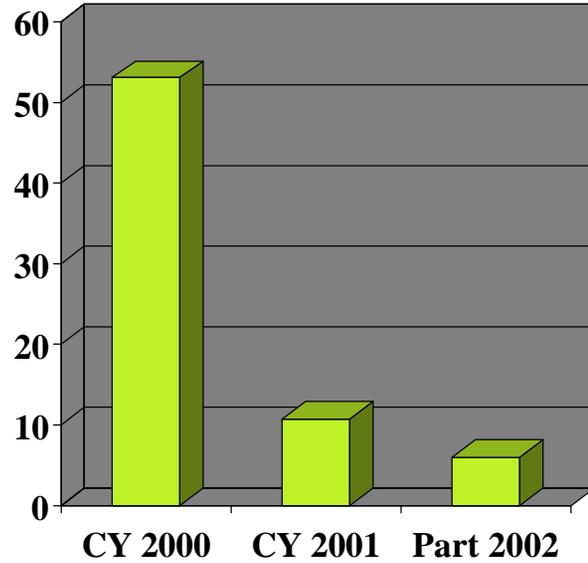


Key Projects Tracked



Milestones Met

Note: Data for 2002 is through August, 2002



Avg Days Late



Lessons Learned

- Remember: This is a journey!
- Riding the wave of change (denial, anger, etc.)
- Whole organization has to prioritize and work together
- Tailor/reveal CMMI according to the organization's capability
- Keeping focus & constancy of purpose
- Metrics & scorecards drive behavior and must evolve with the organization
- Maintain a delicate balance between the drive for improvement and the organizational capacity for change



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