



SITUATION: When a major telecommunication company undertook a software process improvement effort using SEI-CMMI* as its business performance model, it scheduled 2 years for project completion. To make the project more manageable, the IT department was divided into organizations based on director. Eighteen months into the project, one organization recognized that it could not achieve mandated L2 maturity using traditional transformation methods. With only 6 months remaining in the initiative, they chose to reboot their portion of the project using the Change Delivery product by Change Delivery Group.

SOLUTION: Change Delivery was ideal for this in-flight project because our robust Change Delivery product delivers measurable process improvements and related culture changes in large complex projects using an iterative, structured, and rapid approach.

RESULTS: This group of 350 IT specialists and 5 managers beat industry odds by exceeding executive mandates within the timeframe of the initiative. They assessed as L3 via SCAMPI B 6 months after the project was reorganized. The performance of this team was a factor in enabling the entire 1700 person IT organization to be appraised as a L2 organization via SCAMPI A 12 months after project completion.

SEI-CMMI L1-L3 in a Large Telecommunication Company

Objective

- Assess as L2 via SCAMPI A within 2 years

Challenge:

- Project preceded by 18 months of failure
- Organization assessed at L1 at time of Change Delivery project start
- Relatively large, complex organization of 350 IT specialists in 5 teams led by 5 different directors
- IT specialists located in multiple geographic areas

Approach:

- Weekly rollout of 16 process and culture change increments in parallel by each of five sub-projects
- Progress measured and tracked weekly across all sub-projects by fully staffed PMO
- Culture and process change in sub-projects managed by one core Change Delivery team and one steering committee

Overcoming Barriers

B1 Size of organization, diversity of software engineering responsibilities

- Workaround found by creating teams based on manager*

B2 Rules rewarding organization change resistance: Addressed by

- Including "validators" in workshops and rewarding 100% operator feedback on all processes/work products*

B3 Introducing new rules to overcome each instances of change resistance (varied by sub-project)

B3 Diverse experience of members on core change team: Addressed by

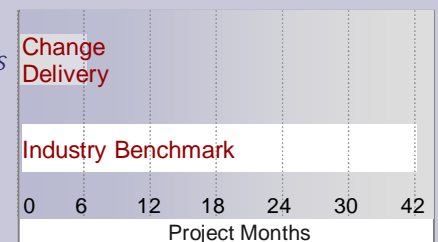
- Continuous/JIT learning on Change Delivery method*
- Creating a "safe zone" in which core team members of change team received unconditional support*
- Rewarding change team for non-compliance with client culture*

Results

- Assessed as fully L2 and substantially L3 *5 months from CD project start via SCAMPI B*
- Assessed as L3 *6 months from project start via SCAMPI B*
- Ratings 20 basis points higher* in all applicable KPAs than average of IT department as a whole
- Assessed as L2 via SCAMPI A along with all other groups in 1700 member IT organization

Industry Benchmark for SEI-CMMI L1-L3

- 36-42 months



*SEI-CMMI is the Software Engineering Institute Capability Maturity Model. Maturity is measured from L1 to L5 with L1 being baseline. Ph. 303-523-5541

