

VITS 96

BPR - sic transit gloria mundi

or

What else is new in management?

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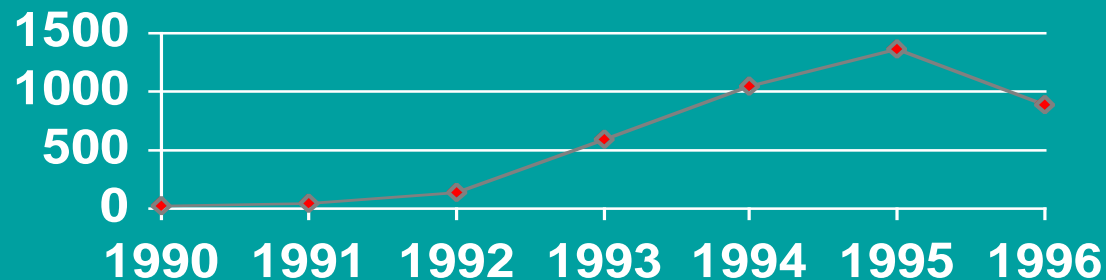
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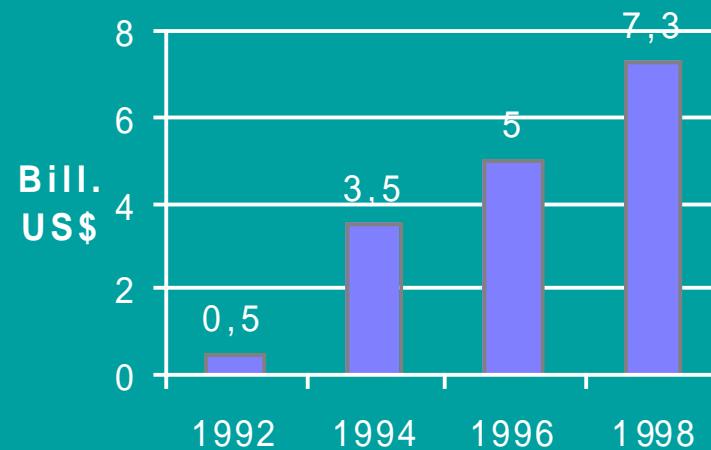
BPR - what about it ?

- News from the gurus:
 - Hammer: New book “Beyond ...”
 - Davenport: Reengineering is over !
- BPR consultants wanted ?
- Where are the success stories ?



And why ?

- Overhyped
- Too many failures
 - Over-emphasis
 - Tool happyness
 - One size fits all
 - Downsizing
- Maturity



BPR Consulting market
Source: Industry Data

Searching the horizon

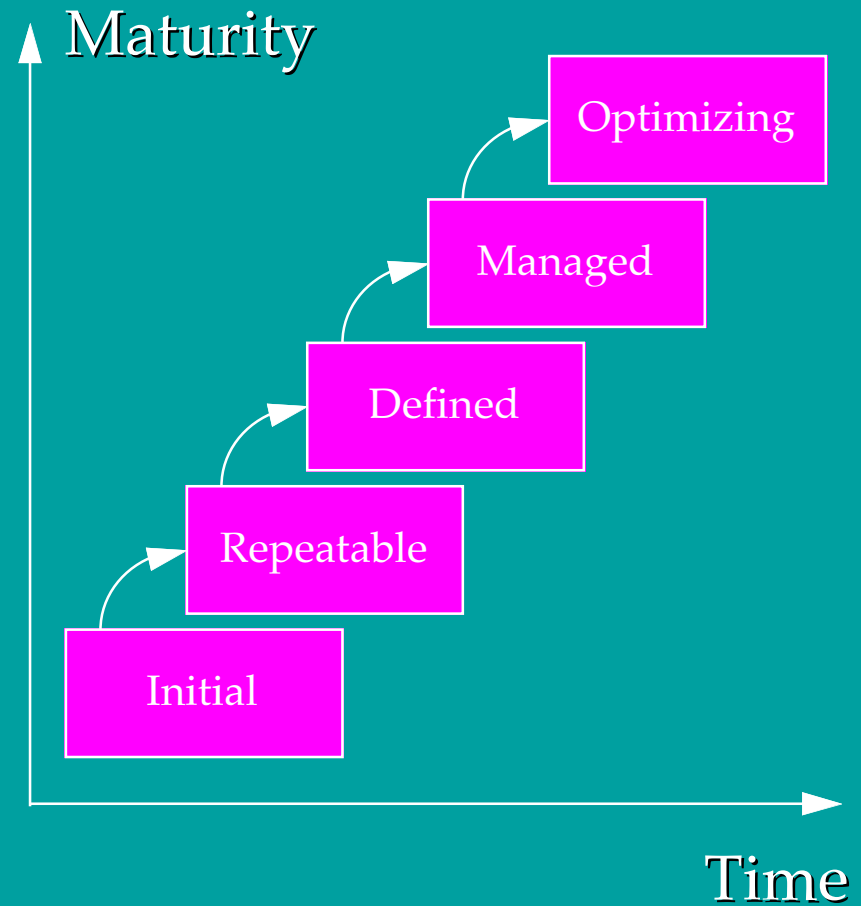
- Knowledge management
 - Sharing knowledge
 - Accessibility and distribution
 - Resource based strategy
 - Core competencies
- CMM - Capability Maturity Level

CMM background

- Developed by SEI at CMU
- Certification of software contractors for US government
- Software initiatives and related processes
- 5 levels of maturity
- Key process areas

CMM characteristics

- Planning
- Documentation
- Monitoring
- Repeatability
- Improvement
- Fixed sequence



Maturity Levels	Focus On	Key Software Process Areas (Institutionalized)	Results
Optimizing	<i>empowering individuals</i>	<ul style="list-style-type: none"> ◆ Process change management ◆ Technology change management ◆ Defect prevention 	
Managed	<i>empowering objects</i>	<ul style="list-style-type: none"> ◆ Software quality management ◆ Quantitative process management 	
Defined	<i>organization</i>	<ul style="list-style-type: none"> ◆ Peer reviews ◆ Intergroup coordination ◆ Software product engineering ◆ Integrated software management ◆ Training program ◆ Organization process definition ◆ Organization process focus 	
Repeatable	<i>individual project</i>	<ul style="list-style-type: none"> ◆ Software configuration management ◆ Software quality assurance ◆ Software subcontract management ◆ Software project tracking and oversight ◆ Software project planning ◆ Requirements management 	
Initial	<i>individual</i>	<ul style="list-style-type: none"> ◆ None 	

Initial - General aspects

- Lowest level of maturity
 - No formal software development processes or procedures
 - Unclear project scope
 - Reactive project management
 - No visibility, outside information upon request or at end of the project
 - Immature according to model
- Lowest level of maturity
 - No methodological approach used for process management
 - Unclear objectives / strategy
 - Reactive process management
 - No visibility, outside information unavailable
 - Immature according to model

Repeatable - General aspects

- Basic project management mechanisms - milestones, decision points, deliverables
- Information available to outside at defined points
- Basic process management mechanisms - milestones, decision points, delivery points
- Information available to outside at defined points

Repeatable - Key process areas

- Software Project Planning
- Software Project Tracking and Oversight
- Software Subcontract Management
- Software Quality Assurance
- Software Configuration Management
- Process Planning
- Process Monitoring and Oversight
- Choice of Consultant Assistance
- Quality Assurance
- Integrated change

Defined - General aspects

- Focus on organizational structure of software development team
- Understanding of distribution of work and responsibility
- Improved management capability of risk assessment and proactivity
- Understanding of organizational setting required to achieve common goals, often focus on self-managing teams
- Understanding of activities and workflow
- Capability of assessing risk for process derivation, proactive adjustment

Defined - Key process areas

- Organization Process Focus
- Organization Process Definition
- Training programs
- Integrated Software Management
- Software Product Engineering
- Intergroup Coordination
- Peer review
- Organization Process Focus
- Organization Process Definition
- Training programs
- Integrated change management
- Change management practice
- Process Coordination
- Peer review

Managed - General aspects

- Progress and problem measurement
- Quantitative decision making
- Ability to predict outcomes
- Anticipation of risk before project start
- Organizational processes are closely monitored for derivations and progress
- Decision making upon quantitative data
- Outcome determined upon premises and process repeatability
- Identification and assessment of critical success factors for organizational processes before implementation

Managed - Key process areas

- Quantitative Process Management
- Software Quality Management
- Process Management
- Process Performance Indicators

Optimizing - General aspects

- Explorative analysis of new development approaches
- Revision and/or replacement of in-effective processes
- Complete visibility into the process
- Experimental, iterative design of new organizational processes for CPI and/or quantum leaps
- Iterative redesign of ineffective processes through ongoing identification of current process pathologies
- Complete monitoring of organizational performance measures

Optimizing - Key process areas

- Defect prevention
- Technology Change Management
- Process Change Management
- Process Operations Management
- Technology Change Management
- Making Change Constant

BPR, TQM and CMM

- Techniques used close to TQM
- Definition/ documentation - ISO 9000
- Integrated part of quality initiatives
- No direct guidance
- CMM-BPR similar to TQM-BPR
- BPR not before level 3