



Atlanta SPIN

Software Process Improvement Network

The Atlanta SPINnaker

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Leveraging Lean Philosophies in your CMMI Implementation Tony Timbol

After our January meeting, we can safely add the “Neither snow, nor rain, nor gloom of night...” motto to the Atlanta SPIN chapter. Thirty nine intrepid souls turned out in the worst weather of the season to hear Tony Timbol discuss the incorporation of lean philosophies into CMMI implementations.

Tony’s an accomplished speaker with a wealth of experience - and for those of you who read the bios, yes he’s an actual rocket scientist. He worked on the first space shuttle back in 1981. Tony immediately connected with the audience. He has clearly “been there and done that” in a lot of the same places and situations that we see every day.

After a quick level set on CMMI implementation concepts, Tony dove into the heart of his presentation. He suggested that the most valid way to look at a CMMI implementation was as a social engineering project in the technical world. As he so ably put it;

“...CMMI is about change, and people hate change. Technical people especially

hate change.”

The bulk of the presentation consisted of a side by side look at a “by the book” CMMI implementation and a “lean” CMMI rollout. Various tools and techniques were highlighted, most leveraging readily available social networking tools. The combination of the broader base of the tools with some changes in the ground rules for approval and interaction pushes the implementation closer to the end user participants affected by the change. The approach breaks the traditional hierarchical model of a CMMI project down into a more interactive process.

“Lean” implementations leverage a number of modern social media and networking tools to increase involvement in the change process and reduce redundancy in the implementation. The increased involvement and greater “voice” in the change process through improved communication also helps decrease resistance to the change. The

Continued on Page 2

Next Meeting: February 20, 2008

Why Lessons Learned Aren’t (And What You Can Do About It!)

Presented by Bruce Duncil, President and Principal Consultant
Alderon Consulting, Inc.

Time: 6:00 PM—8:30 PM

Location: La Quinta Inn & Suites, 6260 Peachtree-Dunwoody Road,
Atlanta, GA 30328

Inside this issue:

January Meeting 1
Synopsis

On the Boardwalk 2
with Fred Haigh Editor-in-
Chief—SPINnaker

Sponsor Spotlight: 3
Borland

About Atlanta SPIN 4

On the Boardwalk: Fred Haigh, Editor-in-Chief, SPINnaker



The Boardwalk is a regular feature of the SPINnaker. Our board members take this opportunity to give you some insight into their views about being on the SPIN Board of Directors.

What experience do you have in the software development lifecycle or technology?

I have been involved in all aspects of software development for more than 30 years. I have been in contract administration, PMOs, developed software, defined requirements, been a Test Manager, Network Operations Manager, and Manager Process and Quality. For the last 5 years I have been a consultant with several companies in Atlanta focusing on process improvement implementations.

What process improvement related activities have you personally been involved with?

I got involved with software process improvement in 1996. As

Manager of Process and Quality in a company in Sandy Springs. We had dabbled with ISO, RUP and some other methodologies and finally settled on CMM as the right methodology to help us improve our software development capabilities. We contracted with an implementer and developed a program called COMPASS. It was designed to get our company of about 60 developers to CMM level 3. Additionally, I have worked in and have certifications for ITIL and am a Six Sigma Black Belt.

How did you get involved in Atlanta SPIN?

I discovered Atlanta SPIN in 1999, when we were investigating the right process improvement methodology to use. I started going to meetings. That was the same year that Atlanta SPIN hosted the SEPG conference in Atlanta. It was a great opportunity for me to find out about CMM and the activities of SPIN. I started attending meetings on a regular basis in 2002.

What benefits have you personally derived from participation in SPIN?

I have been able to meet a lot of great folks at SPIN meetings. By sharing stories about experiences I have been able to learn a lot about how other companies have used CMMI and other process improvement programs. Another great thing about SPIN is the speaker program. There are some of the best speakers and topics in the southeast here at the SPIN meetings. As a SEI authorized instructor, I need to be continually active

Continued on Page 3

Leveraging Lean Philosophies in your CMMI Implementation - Continued

potential payoff is a quicker, more successful CMMI implementation.

Bringing it all home to those on the SPIN board, Tony asked about several of the ways in which the board gets things done. In every case, the tendency of the board was to use a more lean approach than a traditional approach.

As always, the discussion that followed the presentation was quite spirited. Tony's experience in the field really shone through as he fielded questions ranging from how to sell lean implementations to senior leaders ("Monetize the pain. Pitch from your metrics") to high

risk areas to keep an eye on ("Culture can be a killer"). He pointed out in the Q&A session that an accurate evaluation of your own organization is the key factor; you may have to adopt the "standard model" if you're part of a very hierarchical company.

Although wrapped around a CMMI implementation, the approaches laid out in Tony's presentation could be adapted in whole or part to any change initiative. If you're getting ready to make some changes around your office, check out Tony's presentation on the "Meeting Information" page of our website. You might just wind up hating change a little less!

Spotlight on Sponsors: Borland



The Spotlight is a regular feature of the SPINnaker. This feature helps you understand who our sponsors are. Maybe you or your company would like to [sponsor Atlanta SPIN](#).

Borland (www.borland.com) delivers application development organizations best-of-breed solutions that address the complete application lifecycle. In doing so, Borland is helping organizations achieve Software Delivery Optimization, aligning the people, processes, and technology required to maximize the business value of software-transforming software development from an art form into a managed business process.

Borland solutions are aimed at all phases of the application delivery lifecycle - plan, define, design, develop, and test - with an integrated platform aligning core functionality for the specific roles within the application lifecycle - manager, analyst, architect, developer, and tester. This comprehensive offering, addressing the broadest set of application delivery capabilities, positions Borland to help align software development organizations with the goals of the enterprise.

Complex systems, changing business objectives, and distributed teams - all point to the need for a solution that minimizes risk by transforming software development into a managed business process. Borland Core SDP is a process- and roles-centric platform for application lifecycle management, enabling IT organizations to transform their software development into a managed business process. Role-optimized solutions tightly integrated into a common platform deliver control and visibility at each step of the application lifecycle while ensuring constant alignment with overall

On the Boardwalk: (Continued)

in attending lectures and other educational opportunities to keep active in process improvement. Attending SPIN meetings has enabled me to satisfy that SEI requirement and keep my instructor authorization.

What motivated you to join the Atlanta SPIN Board?

I wanted to be closer to the “action” and felt that I had something to offer the group. I joined the board in 2004. As a board member I have had a number of responsibilities including Webmaster, Chair of the Speakers committee, coordinating resources and meetings. Just recently I accepted responsibility for the newsletter.

What do you hope to achieve by participating on the

Atlanta SPIN Board?

I would like to see Atlanta SPIN be recognized as the best SPIN in the country, or even the world. We have pioneered or been a frontrunner in a number of activities. A goal that we have talked about often is bringing another SEPG conference to Atlanta. That is very challenging. Another related goal is to host a Southeast Regional Conference similar to the SEPG. These are truly stretch goals but even if we don’t achieve them, our other programs will benefit from the effort. We will constantly strive to have the best speakers, increase membership and attendance at meetings, and attract strong sponsors. Working together with SEI, we are getting message out that Atlanta SPIN is in front of the pack.

Atlanta SPIN Board of Directors

Director	Role
Abi Salimi	President
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The Atlanta SPINnaker
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Contributors to this issue:

- Will Bracker

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They Make Our Efforts Possible!

Platinum SPONSORS**Gold SPONSORS****And our 19 Contributing Members!****Process Improvement Sites:****Software Engineering Information Repository**

<http://seir.sei.cmu.edu>, has over 30,000 registered users and is a forum used to contribute and exchange information about software engineering improvement activities, including CMMI.

The CMMI Process Improvement Yahoo! discussion group

http://groups.yahoo.com/group/cmmi_process_improvement/ is a forum used to contribute and exchange ideas about CMMI-based improvement.

BSCW Shared Workspace <https://bscw.sei.cmu.edu/pub/bscw.cgi/0/79783> is a forum used to contribute and exchange CMMI-related materials.

Information courtesy of SEI Customer Relations. Find out more about SEI Membership online at
www.sei.cmu.edu/membership
customer-relations@sei.cmu.edu

About Atlanta SPIN, Incorporated

www.atlantaspin.org

The Atlanta SPIN organization was chartered in 1991. This group has been a force for software process improvement in the Atlanta area since then. The organization has a growing membership list that currently numbers 850+ members. The group typically meets every third Wednesday of the month. Our meetings typically attract audiences of 40 – 50 people. These meetings provide a forum for like-minded people, interested in learning from others and sharing their own experiences. There is time allowed before and after the meeting for networking among the participants, including a review from the audience of any job openings that are available. The Board, through its work with Sponsors, ensures that food and drinks are also available at no cost to the membership.