P-CMM to implement Agile
December 13, 2010
People CMM and Agile?

- **How mature should you be to work agile?**

- **Going agile? Increase your P-CMM maturity!**

- **Below P-CMM level 3? Then don’t expect long lasting results from agile!**
Overview

- Problems migrating to Agile
- Agile assumptions wrt workforce & management
- Agile P-CMM Roadmap
- Conclusions & more information

Supporting paper:
Can the P-CMM be used to implement Agile in organizations?  
To be published in Software Quality Professional, Dec 2010  
http://asq.org/pub/sqp/index.html
Organizations migrating to Agile often experience difficulties interfacing and supporting Agile teams. They need new ways of managing and steering teams.

- Communication agile teams <-> Line organization
- Work environment
- Supporting & rewarding team culture
- Competencies & Skills
- Share & re-use knowledge across teams
- Management styles
Agile assumes …

- A “Mature” workforce
- A different management style
- Flexibility, adoption to team needs
- Timely solutions, continuously improved

The People CMM contains specific process areas that help organizations to manage the workforce and increase ability to meet Agile demands.

These process areas support roll-out and deployment of agile processes and methods; to be used additional to agile processes and methods.
Agile People-CMM Roadmap

Roadmap:

- P-CMM process areas that an organization can implement as a start, to (using Agile principles) reap quick business benefits
Staffing

To establish a formal process by which committed work is matched to unit resources and qualified individuals are recruited, selected, and transitioned into assignments

- Acquire Agile knowledge & Skills
- Develop soft skills
- Manage team composition
- Maintain a 40hr workweek
Participatory Culture

To allow the organization to exploit the full capability of the workforce for making decisions that affect the performance of business activities

- Empower teams
- Capable of taking decisions
- Know the business goals & strategy
- Coach agile teams in delivering business value
Communication and Coordination

To establish timely communication across the organization and to ensure that the workforce has the skills to share information and coordinate their activities efficiently

- The right information, timely
- Able to communicate & coordinate effectively
- Able to raise impediment
- Able to resolve impediments
Compensation

To provide all individuals with remuneration and benefits based on their contribution and value to the organization

- Rewarding teams
- Rewarding system that stimulates agile behavior
- Public recognition of expertise

Experience with compensation for Agile?
Work Environment

To establish and maintain physical working conditions and to provide resources that allow individuals and workgroups to perform their tasks efficiently and without unnecessary distractions

- Team working spaces
- Rooms for “silent” and “loud” work
- Communication & collaboration tools
- Understanding & acceptance how agile team work
- Flexible and timely solutions
Competency Development

To constantly enhance the capability of the workforce to perform their assigned tasks and responsibilities

• Developing “generalist”
• Skill development by coaching, pair programming, etc
• Give and receive feedback
• Learn as a team: Retrospectives
• Leaning in the organization: Communities, knowledge management, recognized experts, etc
Conclusions

- People CMM usable to migrate to agile
- Roadmap addresses critical workforce issues
  - Staffing
  - Participatory Culture
  - Communication and Coordination
  - Compensation
  - Work Environment
  - Competency Development
More information

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