

## 20 Strategies That Work for Small Teams

### 1. Start by Changing as Little as Possible

*Leverage what you have. Changing things at the start creates problems. See Case Study in CMMI book (Guidelines for Process Integration and Product Improvement): 30 member org, iterative approach.*

### 2. Keep it Minimal, Simple

*It is much easier to deploy if it's small. It can be more difficult, ie, Lincoln's letter. Small teams need less. Don't include training in process descriptions and procedures.*

### 3. Have the Guts to Accept a Good Enough Starting Point

*It takes guts and discipline, just like agile approaches. It is difficult to accept something that does not address ALL the What If's and Maybe's. Example: Get the engine running, then tune it.*

### 4. Keep Details in Worksheet and Document Templates

*To assist in keeping process descriptions simple, put the details in the work product templates.*

### 5. Combine Work Products

*Many CMMI practices are related. Many times, one document or record can satisfy many practices. Example: project plan with integrated CM plan, QA plan, SM Plan, RM Plan, Measurement Plan, etc.*

### 6. Run Very Organized Workshops and Meetings, Keep Attendance Records (stakeholder involvement metric)

*Take the time to keep it organized, participants appreciate it. Make attendance and participation visible. Use participation as a stakeholder involvement metric.*

### 7. Use Primary and Secondary Tailoring

*Even at ML2, some tailoring may be necessary. Primary tailoring is pre-approved variations (sub-processes) with established decision criteria. Secondary tailoring is more reactive and due to customer micromanagement or uncontrollable circumstances like unanticipated regulatory or corporate requirements that, going forward, may make it into the general tailoring guidelines.*

### 8. Use Live Documentation with distributed access and hyper links (examples: HTML, PDF)

*Make process descriptions and procedures easy to access and use.*

### 9. Use the Continuous Representation

*The CMMI has two representations.... The traditional and more popular Staged Representation and the continuous representation. Same process areas, just organized differently. For example, list the ML2 process areas, then list the PM process areas of ML2, or ENG process areas. Most organizations use both representations without realizing it.*

## 10. Just-In-Time Training

*Due to the multiple roles an individual plays in a small organization, this becomes very important.*

## 11. Use Established Role Definitions and Matrix Management

*Again, since one individual plays many roles and assignments can be quite volatile, defining responsibility by role is more effective. IMPORTANT: Ensure that each role has a backup, even in a very small team where everyone is each other's backup.*

## 12. Use PPQA and CM Staffing Structures that Fit

*The CMMI does not require a separate department for QA and CM. Effective interpretation of the model is very important here.*

## 13. Appropriate use of Consultants and Appraisals

*Use teleconsulting, Use external AT. Always use a trained CMMI professional. CMMI decision trees!*

## 14. Computerized Training System

*Very effective at meeting the essential requirements of the Organizational Training process area. The repository, notification, automatic record keeping, and ease of use make this a very significant opportunity.*

## 15. Use Resources of other Divisions, Departments, Partners, and even CUSTOMERS where Appropriate

*If you are a small organization within a larger company, use process assets from other departments or even customers. Generally they will support these during your deployment.*

## 16. Use Simple Shareware (Blogs, Wikis, email)

*Consider non-traditional solutions that meet the intent of the CMMI practices and goals. The value of email. Wiki: "fast", knowledge management, "What I Know Is". A good way to report status or provide feedback on a process? Also, instead of purchasing MS Project licenses for everyone, have the PM publish schedules in PDF.*

## 17. Use a RASIC in Project Plans

*Example: RASIC within a MS Project file.*

## 18. Use Local Resources (SPIN, ASQ, QAI, AITP, IIBA, etc)

*You have Google; go find your local groups. Get Involved! You will learn a lot and make new friends.*

## 19. Use PMC and RSKM to Obtain Commitment

*The CMMI requires team commitment. Not "silence is golden", but an outward expression of commitment and a record of it. There are very effective strategies for getting this commitment,*

*even when team members are an ocean apart in agreement to requirements and project plans. Invoke the PMC and RSKM processes here.*

## 20. Use GP 2.10 Performance Measures

*Since I believe that this practice is the first to break, take it seriously. Consider it a process improvement project risk and manage it as such (because it is). Example measures to analyze: % of monthly HLM meetings held, # of observations per meeting made by HLM regarding the information shared, Avg # days for escalated issues to be resolved, etc. Make the measures positive, not negative. Ask HLM to set measurement goals.*