

## SITARA CEP : 2

# Applying The Fifth Discipline as a Leverage Tool for Process Improvement

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Presented by:  
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*This Book Belongs To ...*

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## Tutorial Objectives:

1. Factors that influence the creation of a learning software organization will be described
2. In depth understanding of the relationship between the 5 core disciplines of Systems Thinking, Personal Mastery, Mental Models, Shared Vision & Team Building to accomplish larger organizational objectives within the scope of process improvement initiatives will be explored.

## Tutorial Abstract:

Application of the concepts of “The Fifth Discipline” by Peter M. Senge, as an effective leverage tool to exploit the benefits from implementing the People-CMM and Software-CMM frameworks in learning organizations is examined in a holistic manner. Peter Senge’s seminal work is coupled with field experiences from implementing the Software Capability Maturity Model (SW-CMM) and People Capability Maturity Model (P-CMM) frameworks in leading multinationals to provide insights into how to create and sustain a successful process culture. This tutorial describes how to exploit the synergy among the two reference frameworks of the CMM and concepts such as, Systems Thinking, Personal Mastery, Mental Models, Shared Vision & Team Building to accomplish larger organizational objectives. The central message of The Fifth Discipline is that organizations work the way they work, because of how people and other constituencies in it think and interact. Only by improving this collective thought, can we change deeply embedded policies and practices for the better. And, only by improving the interaction among all constituencies can shared visions and shared understandings, with new capacities for coordinated action, be established. This notion is pretty new for most of us.

The two CMM frameworks provide ample scope to define the stakes in the ground while providing for a boundary to operate. Organizations have confused the real intent behind the CMM by assuming that Level 5 was to be the ultimate. They have failed to understand that it might sometimes not be possible to be there at all because of the business model! It requires Statistical Process Control to be in place for an organization to be at level 4. If an organization has a simplistic delivery process with predictable inputs, and a predictable process with zero-known defects at every given process step, with almost no process variation, then, is it possible to have SPC instituted? Again, if process & product attributes such as non-compliance and defects are viewed in binary terms without ever having to define a grey scale of measurement, then what is the meaning of variance when a random variable is no longer random but can assume one of two values? It is challenging to think that while we redesign the manifest processes of our organizations, we must consider business objectives. This also requires a redesign of the internal structures of our "mental models." But anything less will fall short of the changes required. Companies that have "reengineered themselves" around horizontal processes often discover that they "have little or no experience in actually operating in such an environment," says Michael Hammer. "Radical change in how work is done inevitably leads to the definition of new jobs with new skill requirements, which in turn demand new kinds of people." Other skills and ideas from diverse topics such as Family Therapy, Organizational Paradigms and MBTI will be explored to gain a full perspective to the topic of effective change management