

This book answers two very important questions. The first is “What is the difference between the CMM and the CMMI?” and the second is “How will adopting the CMMI effect the organization?” The first question is of importance to those who have already adopted the CMM as a means of improving their software process. The second is of importance in managing the organization as it moves through successive stages of change that are produced from the adoption of the CMMI.

Both of these questions are important but the latter is by far more important because it gives management an insight into how the organization will change and therefore provides both a way to measure the change on a daily basis as well as manage it. Managing change in an organization is a difficult task. This book provides a guide to that change at an incremental level that is well thought out and based on the experience of many organizations.

It does not attempt to say how the activities of the CMMI should be implemented, for that is dependent on each organization’s individual circumstances and business objectives. Rather it provides a view of the organizational dynamics that will come into play as the organization changes in an individual area. It illustrates how an individual improvement in one area affects not only that area but other areas that are related to it as well.

It allows all concerned people to set their expectations from the start of adopting the CMMI as a process improvement paradigm whether they have already adopted the CMM or not. By setting the expectations it also allows all concerned to know if the activity that is evaluated at a certain level continues to be functioning at that level on a routine basis rather than having to wait for a formal evaluation. In the same way it allows people the ability to evaluate a change that has been implemented to see if the process and organizational dynamics have met the expectations laid out in this book. This is important because all implemented changes will not produce an actual improvement.

This book also allows management to understand how the adoption of the CMMI and the resulting changes will change the way that the software process must be managed. One of the most difficult tasks for the management of any organization is to change how they manage. Just as the software process has evolved to a given state, so too has the management of the process evolved. Just as the existing software process has become ingrained in organizational behavior, so too has the management become ingrained in the organization. The CMMI may be an excellent approach to process improvement but it gives no real indication of how management must change to get the most out of the ever evolving process that adopting the CMMI will produce. Here at last is a guide for managers as well as for technologists.

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