



The Art of The Possible

Personal Delivery Experience

CIO Seminar

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INTRODUCTION

- *recognised that big improvement was needed*



➤ **Accenture**

- Global footprint
- \$20+ billion revenue and 200,000+ people

➤ **Critical Issue**

- Some (very) material losses
- High satisfaction but high rework

➤ **Root Causes**

- Inconsistent delivery + lack of preventative governance
- No common “goodness” definition
- Poor sharing
- *“Issue management rather than risk mitigation”*
- Required outside help

MOBILISATION

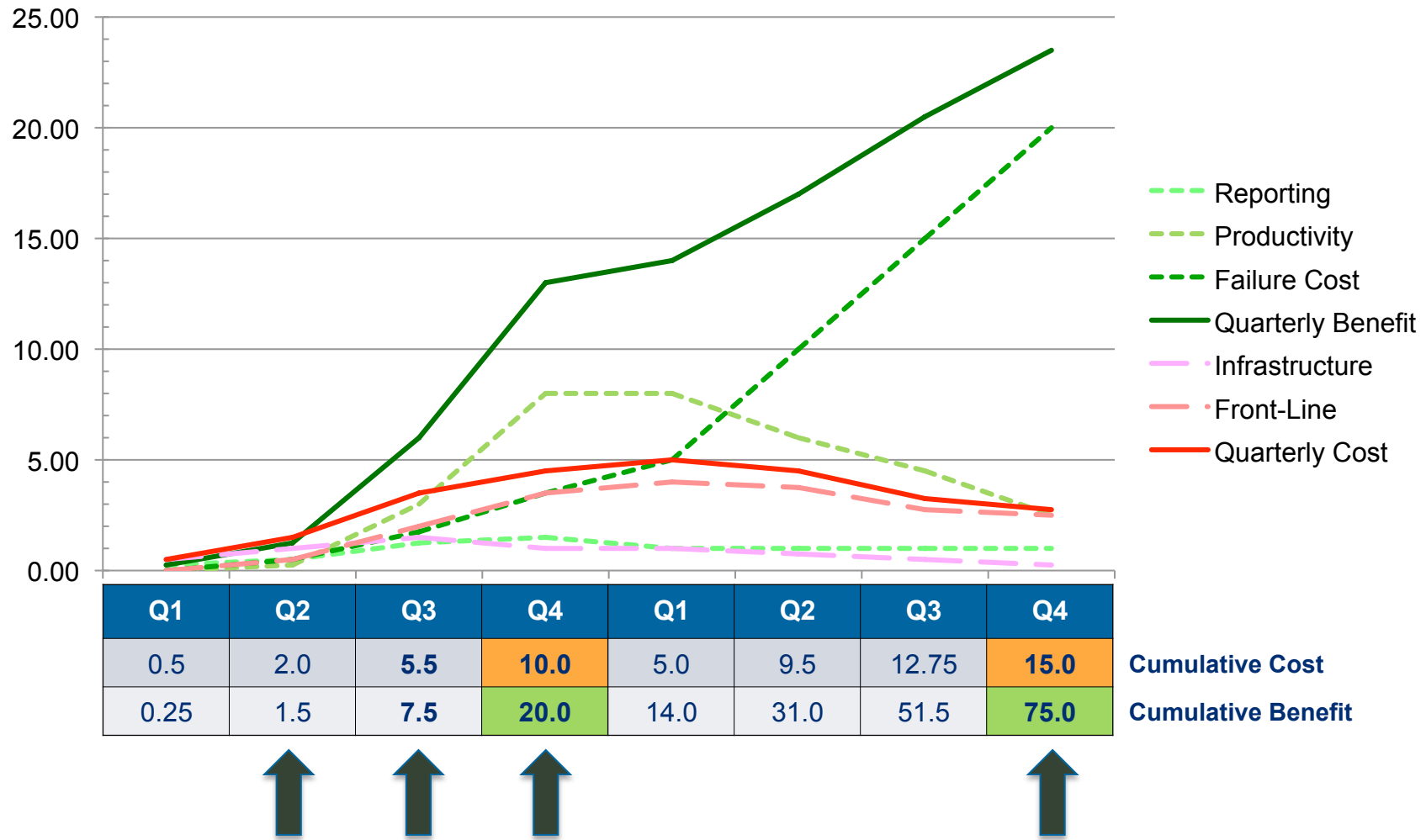
- deep understanding of the challenge



- ✓ **Strategic significance**
- ✓ **Major investment** – people, money and effort
- ✓ **Senior leadership attention and inspection**
- ✓ **Partner with external experts**

INVESTMENT CASE

- control and manage ROI performance



INVESTMENT CASE

- control and manage ROI performance



	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Infrastructure	0.5	1.0	1.5	1.0	1.0	0.75	0.5	0.25
Front-Line Support	0.0	0.5	2.0	3.5	4.0	3.75	2.75	2.5
Quarterly Costs	0.5	1.5	3.5	4.5	5.0	4.5	3.25	2.75
Cumulative Annual Cost	0.5	2.0	5.5	10.0	5.0	9.5	12.75	15.0
Reporting Benefits	0.25	0.5	1.25	1.5	1.0	1.0	1.0	1.0
Productivity Improvement	0.0	0.25	3.0	8.0	8.0	6.0	4.5	2.5
Failure Cost Reduction	0.0	0.5	1.75	3.5	5.0	10.0	15.0	20.0
Quarterly Benefits	0.25	1.25	6.0	12.5	14.0	17.0	20.5	23.5
Cumulative Annual Benefit	0.25	1.5	7.5	20.0	14.0	31.0	51.5	75.0



SOLUTION

- *plan for success*



➤ Define “*Goodness*” and implement

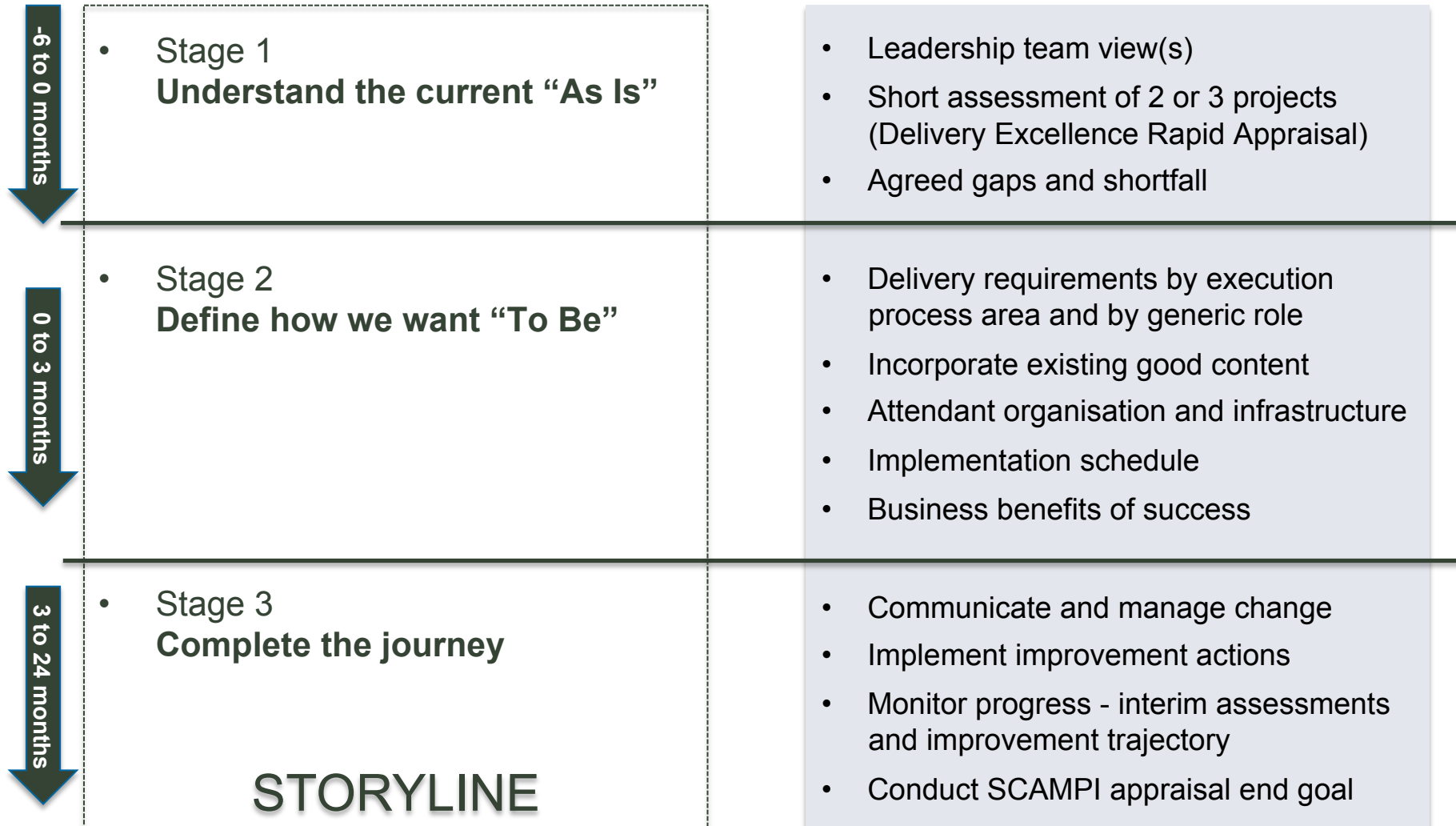
- Credible CMMI framework
 - One way of working
 - Objective calibration
 - Common language
- Financial business case
- Identify the gaps
- Deliver the plan

➤ Drive Behaviour and Organisation Change

- Clear “*value proposition*”
- Management accountability
- Coach and check
- Early warning and intervention
- Shift the culture

ROAD MAP

- *keep the message simple*





RESULTS

- demonstrate beneficial outcomes

- **Financial Services Group** – phase one
 - \$3b revenue and 13,000 people
 - 3 years - CMMI level 3
 - Tripled predictability + quadrupled discipline
 - Reduced failure costs by nearly two thirds

- **Technology Group** – phase two
 - \$12b revenue and 110,000 people
 - 2 years – CMMI level 3 plus CMMI level 5
 - Doubled predictability + almost doubled discipline
 - Reduced failure costs by one third
 - Only one material surprise

LESSONS LEARNT

- *there is a better way*

- **Be Confident and Bold**
 - Strong business case for change
 - Significant Improvement is achievable
 - Avoid non-credible pilots

- **Reuse CMMI Success**
 - Define “*one way of working*”
 - Calibrate and pursue improved performance
 - Use expert help and support

- **Manage the Change**
 - Detailed and considered plan
 - Provide infrastructure – internal and external
 - Deliver business value

The Art of The Possible



- **INTRODUCTION** – *recognise that improvement is needed*
- **INVESTMENT CASE** - *control and manage ROI performance*
- **SOLUTION** – *plan for success*
- **ROAD MAP** – *keep the message simple*
- **RESULTS** – *demonstrate beneficial outcomes*
- **LESSONS LEARNT** – *there is a better way*



Document Control



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Approval and Review Panel						
Owner	Role	Own ¹	App ²	Rev ³	AddS ⁴	
Mark Smith	Director	<x>				
Andrew Griffiths	Director		<x>			
Andrew Griffiths	Director			<x>		
Graham Dick	Director				<x>	

Note: A single owner is mandatory. At least one approver and one reviewer must be identified with an 'x'

Change History				
Version	Status	Date	Author	Details of Change
V0.1	Draft	09/11/10	Mark Smith	Initial draft for internal review
V0.2	Draft	10/11/10	Mark Smith	Draft with extended content
V0.3	Draft	11/11/10	Mark Smith	Draft simplified for presentation format

¹ Owner

² Approver

³ Reviewer

⁴ Additional Stakeholder