



What Does a CMMI Maturity
level Feel Like?

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What does CMMI level 1 feel like?



Benefits

May be exciting, may be very successful (for a time)

Focus

All about key people (who start fires and fight them)

How does it feel?

- Reactive management – issues dominate agenda
- Constantly shifting priorities
- Rework: Not enough time to do things properly, but enough time to do them again and again
- Confusion
- Processes (which may be sophisticated) are theory – totally disconnected from how people work
- Inflexible – due to need to keep key people in slots
- Things started but aren't finished (90% complete syndrome)

What does CMMI level 2 feel like?



Benefits

Reduce rework, increase predictability

Focus

Control commitments and baseline

How does it feel?

- Meetings start on time and are managed
- People understand own and colleagues' roles
- Less time spent reacting
- Tasks and deliverables are finished off
- Senior management has an objective view of progress at defined points – e.g. major milestones
- Things become calmer

What does CMMI level 3 feel like?



Benefits

Effectiveness improves, success is replicable

Focus

Process is reality, not theory or “add on” to “day job”

How does it feel?

- People have usable processes that describe the tasks they need to perform.
- People go to processes because they help people do their jobs through templates and good examples.
- People use guidelines to adapt the processes to suit the tasks being performed, there is no force fit.
- People see processes being continuously improved – including superfluous process being “managed out”
- People know how their tasks fit into the big picture.
- Management talks about process.

