



BAE SYSTEMS

Enterprise Transformation Approaches and Enablers

Approaches to Managing People and Processes

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BAE SYSTEMS North America

**Corporate Director, Program Management
and Engineering**



Tendencies of People

- **Styles**

- Creative – Single use
- Structured – Multiple Uses

- **Positive recognition**

- Creative – “Heather, job well done, congratulations!”
- Structured – “The process really worked, who wrote it?”

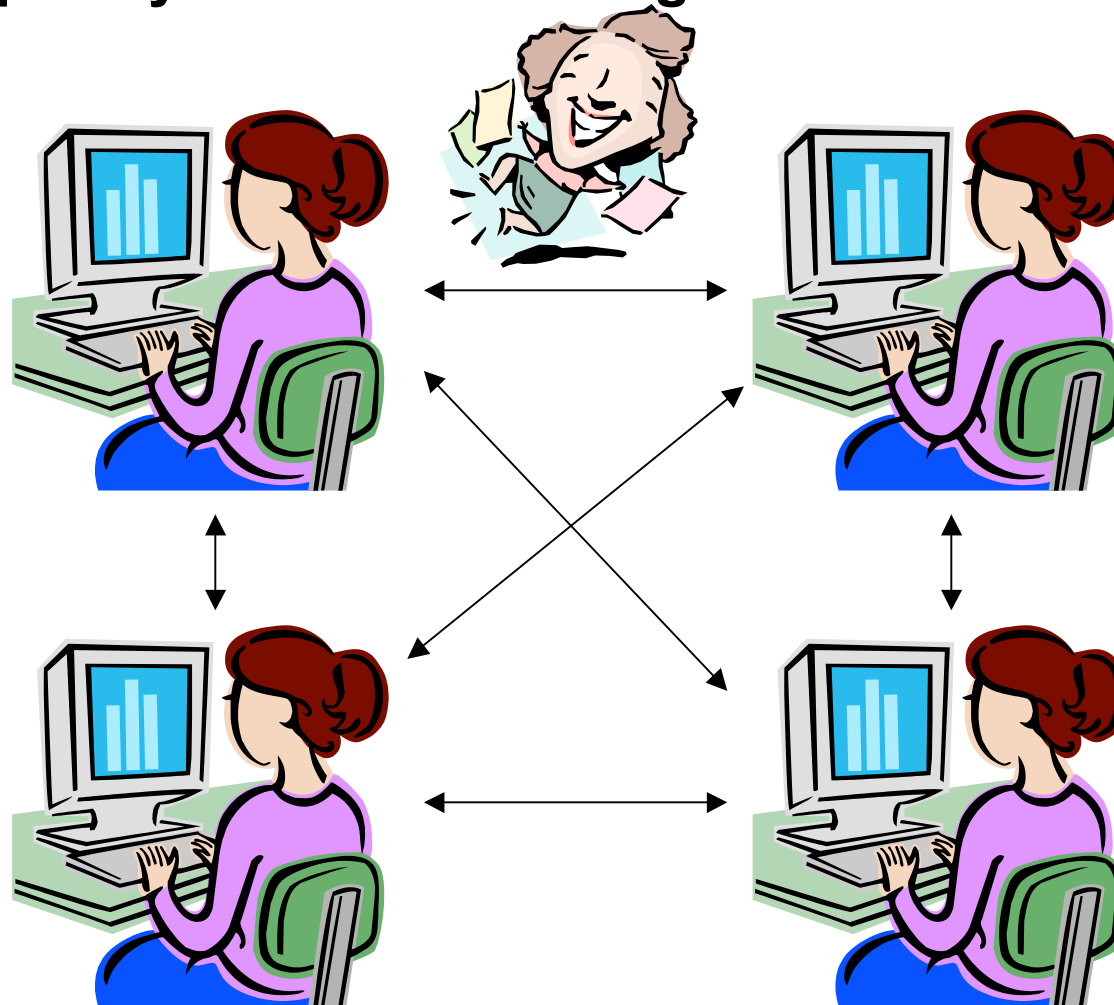
- **Negative recognition**

- Creative – “{{{HEATHER}}}, next time, let’s try this ...
- Structured – “The process is really broken, we’ll never use that again!”

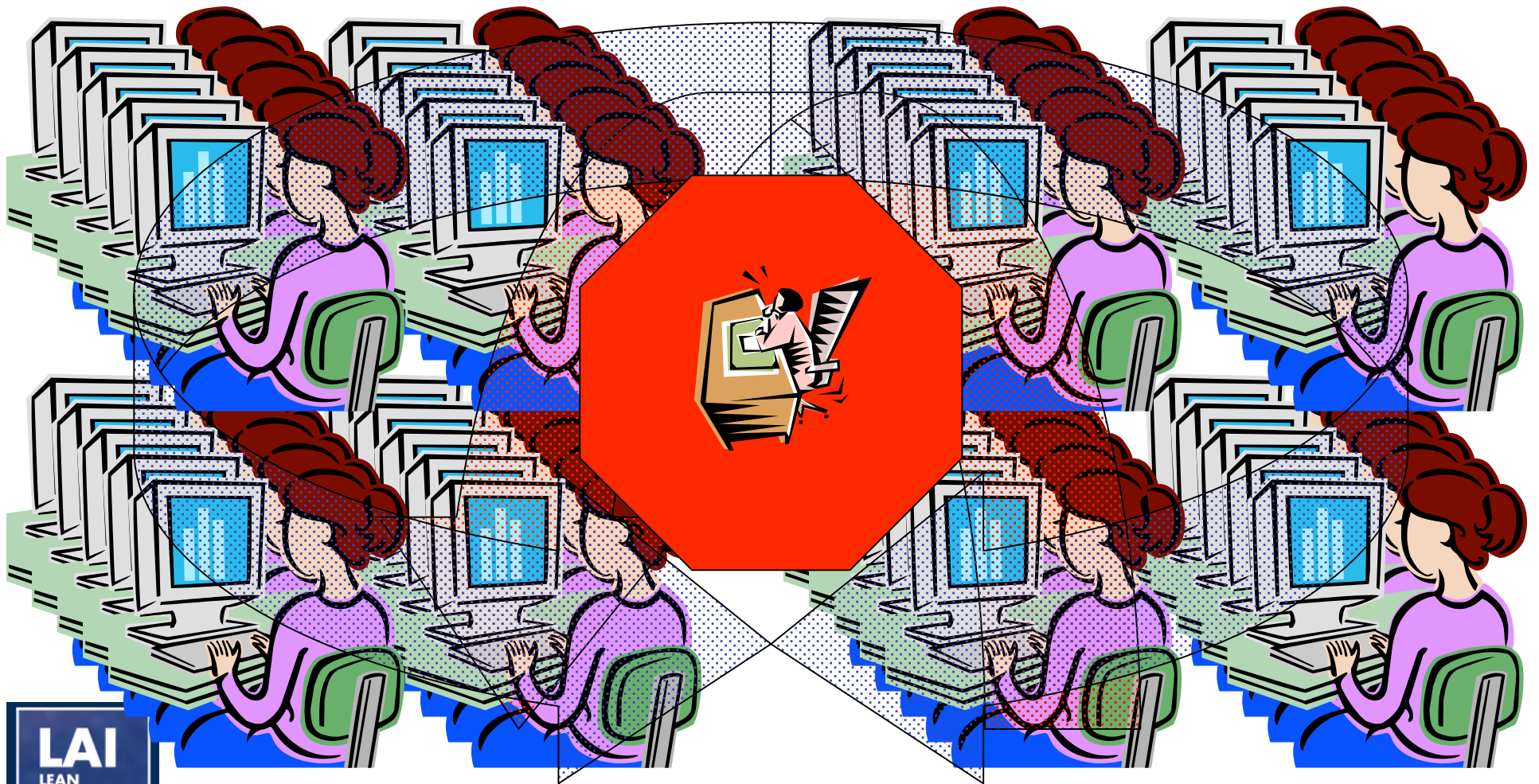
- **Behaviors**

- Creative – Proud, sense of ownership
- Structured – Muted in the grander scheme of things

Complexity – Small-sized Organization



Complexity – Mid to Large-sized Organization



Styles

- **Creative Styles found in small-sized organizations**
 - Unique process development
 - Short term process development
 - Rapid adaptation
 - High degree of value-added
 - One or few time use
- **Structured Styles found in mid to large-sized organizations**
 - Universally applicable process development, that is not universal
 - Rigid commonality
 - Long term process development / even longer approval cycle
 - Long term / slow adaptation
 - Low degree of perceived value-added
 - Multiple uses / if anybody uses it

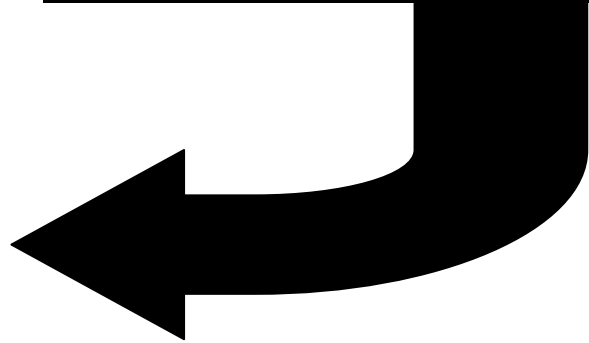
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Assimilation of Styles



Short term process development
Rapid adaptation
High degree of value-added
Universally applicable process development
Flexible commonality
Multiple Uses



Why Assimilate?

- **Small-sized organization solutions**

- Leadership vision towards growth potential
- Complacency will eventually limit future growth
- Investment in structure now will pay dividends in the future

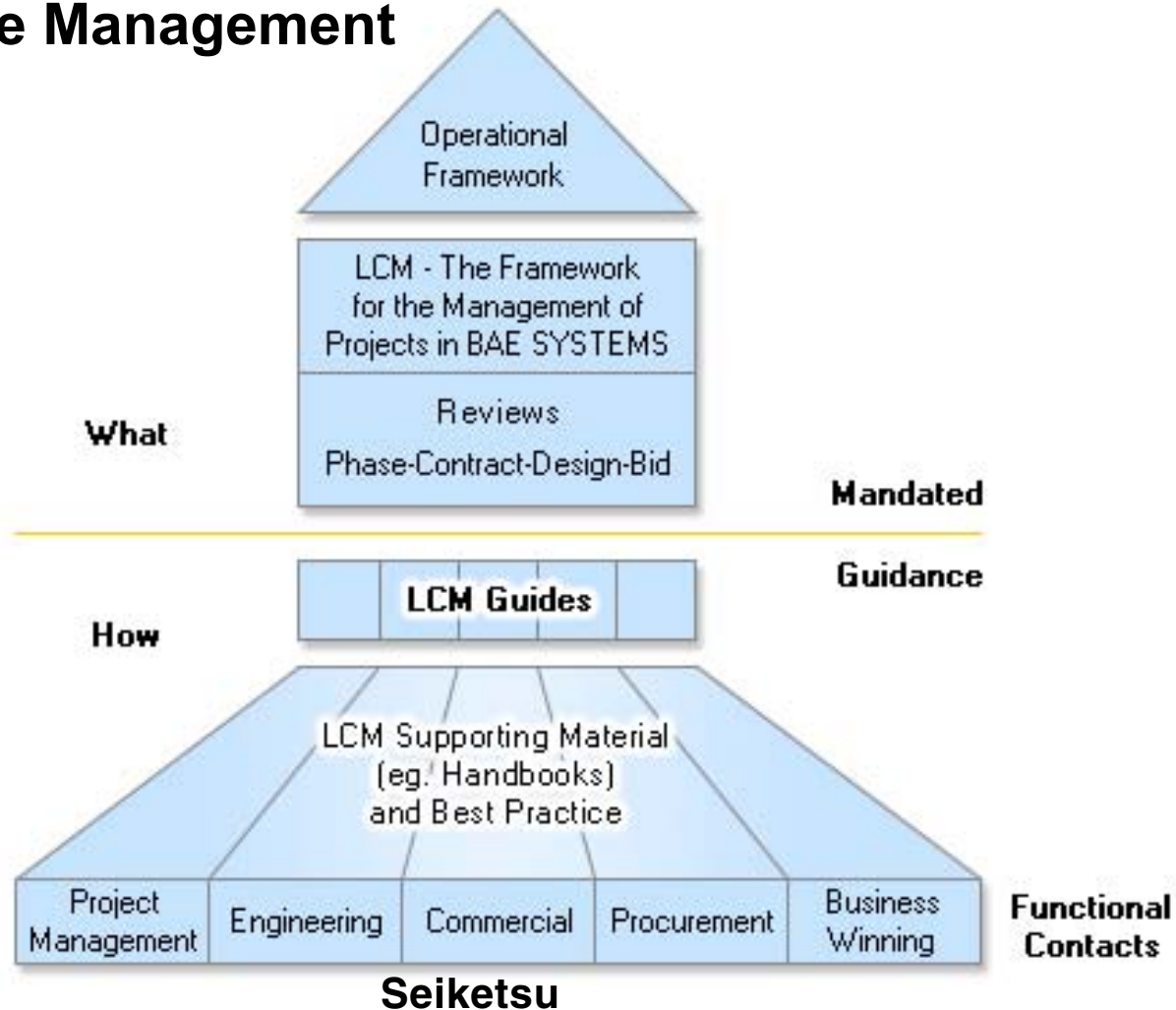
- **Mid to large-sized organization solutions**

- Firm support through top Sr. Leadership position
- Hierarchical connectivity down through process implementation
- Documentation via clear auditable policy
- Provide multi-faceted communications
- Checks and balances through value-added metrics
- Recognize adaptability but penalize disregarding behaviors
- Remain creative but within commonality boundaries

Lean Thinking

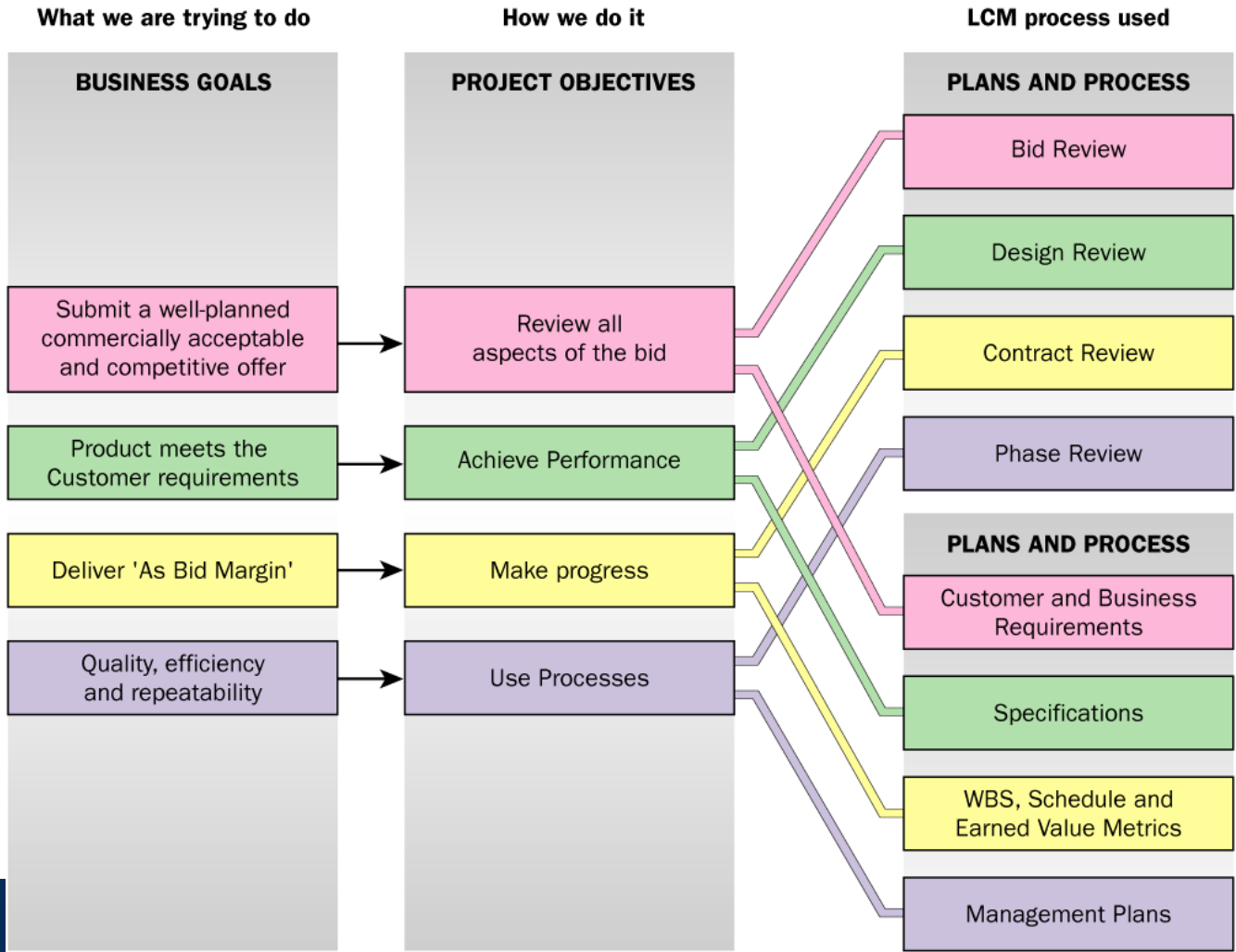
- **Process Stability**
- **Clear Stop and Start Points for each Process**
- **Organizational Learning**
- **Audit and Problem Solving**

Lifecycle Management



Establish a Policy and Framework

Lifecycle Management

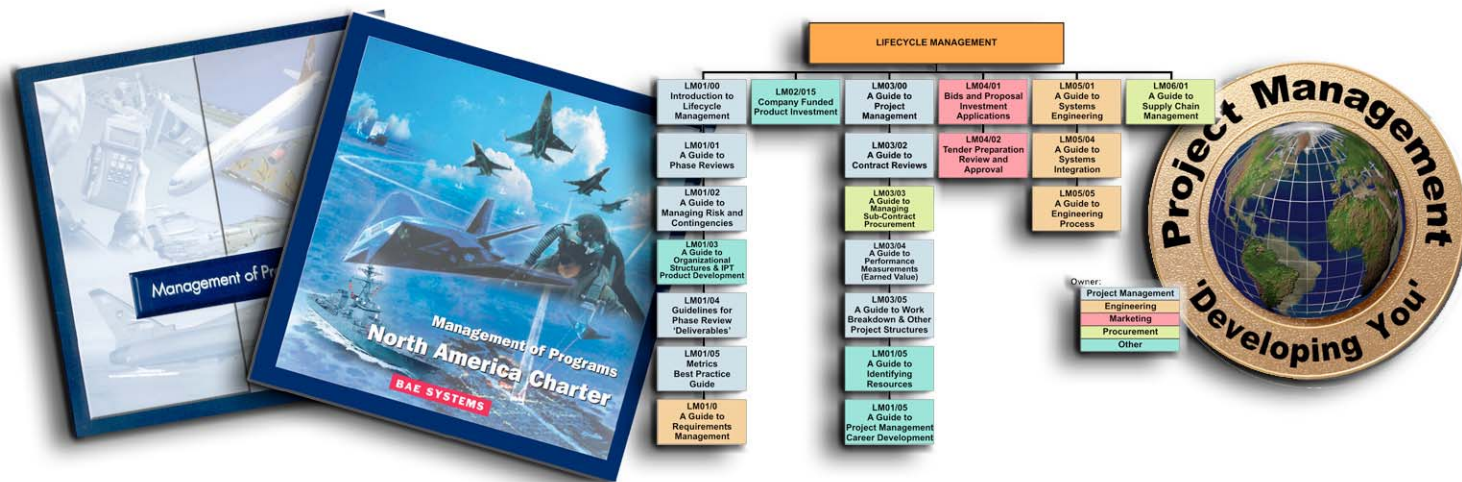


- ✓ Process Stability
- ✓ Clear Start and Stop Points
- ✓ Audit and Problem Solving



LCM mapped onto Project and Business Objectives

Relationship amongst Project Management Charter, PM Process, PM Career Development ...



Seiketsu

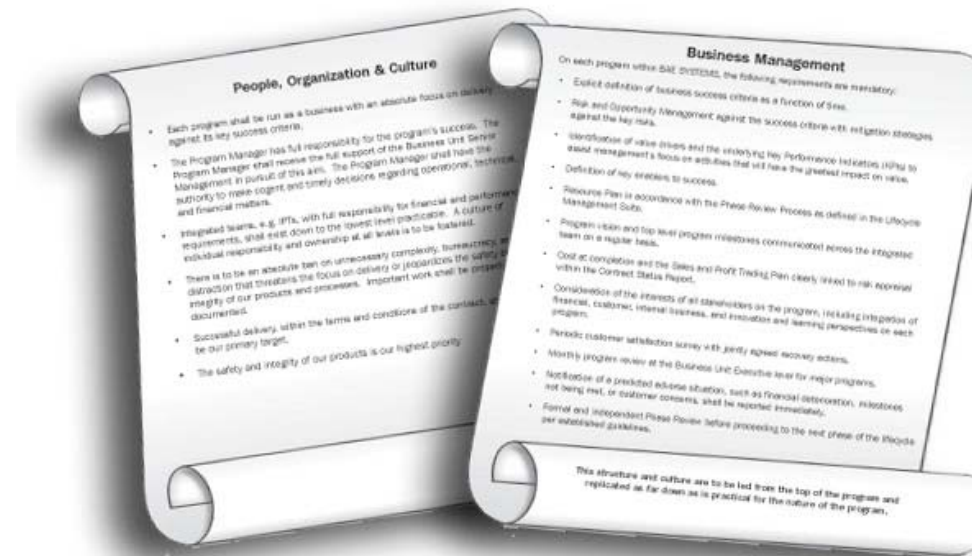


Establish the Rules, Guidance for flexibility, and Career Development paths within the Framework

Relationship amongst PM Charter, PM Process, PM Career Development ...

- **PM Charter**

- Defines the establishment of a PM framework and process that is supported by Sr. Leadership. Directs the utilization of Lifecycle Management.



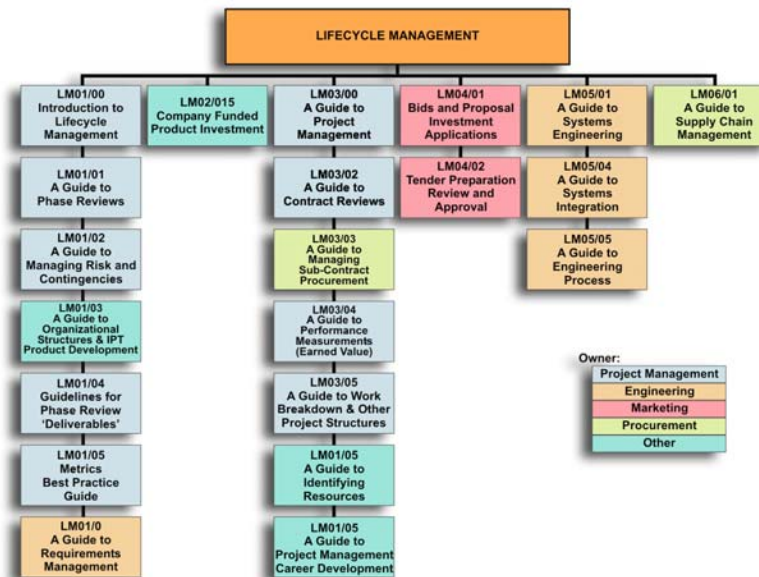
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What policies need to be in place?

Relationship amongst PM Charter, PM Process, PM Career Development ...

- **PM Process (Lifecycle Management)**

- The documented procedure for managing projects. Rooted in PMI/APM - based core PM competencies. Continuous process improvement required to perform consistently at world-class levels.



Seiketsu

Relationship amongst PM Charter, PM Process, PM Career Development ...

- **PM Career Development**

- Based upon APM/PMI core competencies.
- Directly aligned to support the PM Maturity Levels.
- Supports the LCM processes and the CMMI and PM Maturity Models.



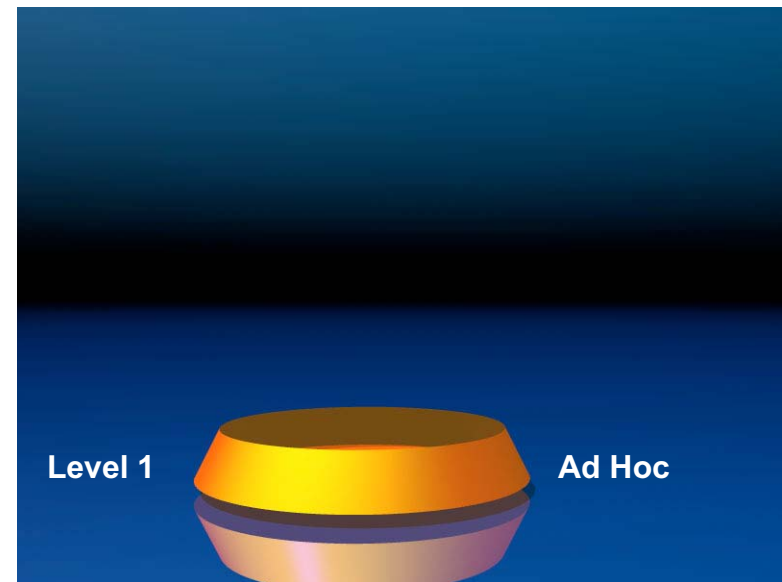
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How does career development play into mix?

PM Capability Maturity Levels

Level 1

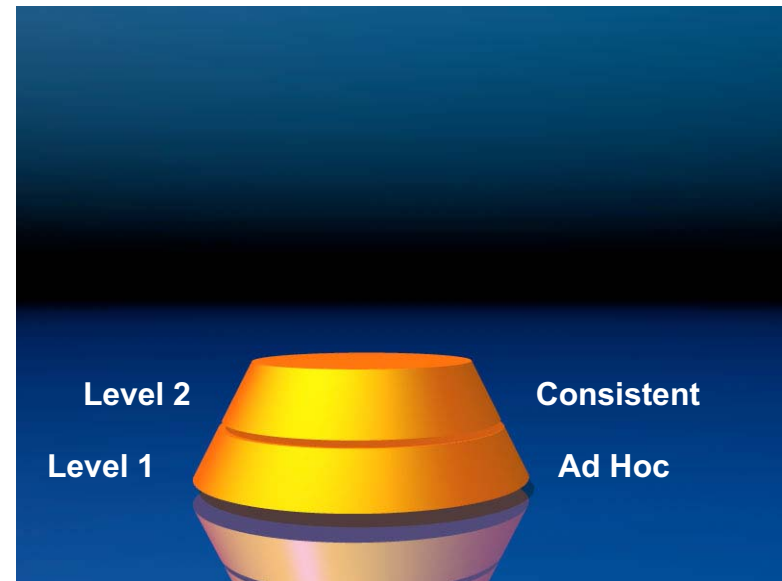
Ad Hoc - Defined, individualistic, not discernable, with little organizational support.



PM Capability Maturity Levels

Level 2

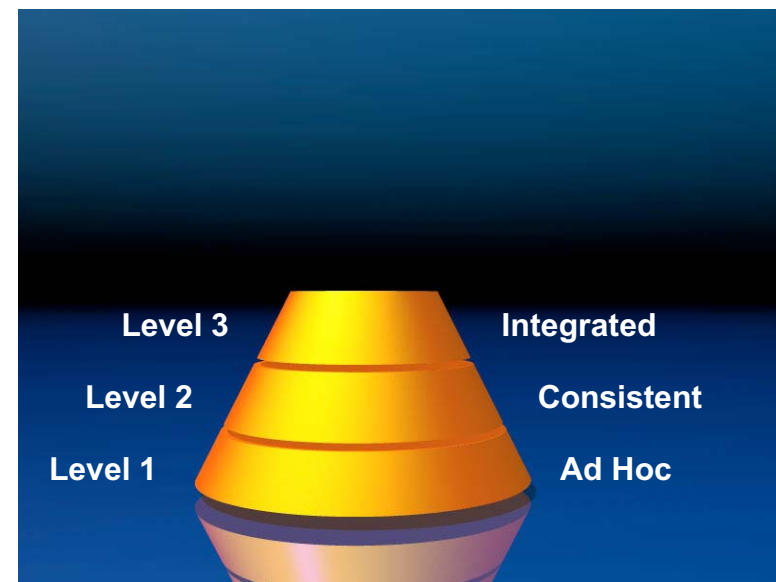
Consistent - Organizational support for disciplined approach policies. Respectable processes across programs.



PM Capability Maturity Levels

Level 3

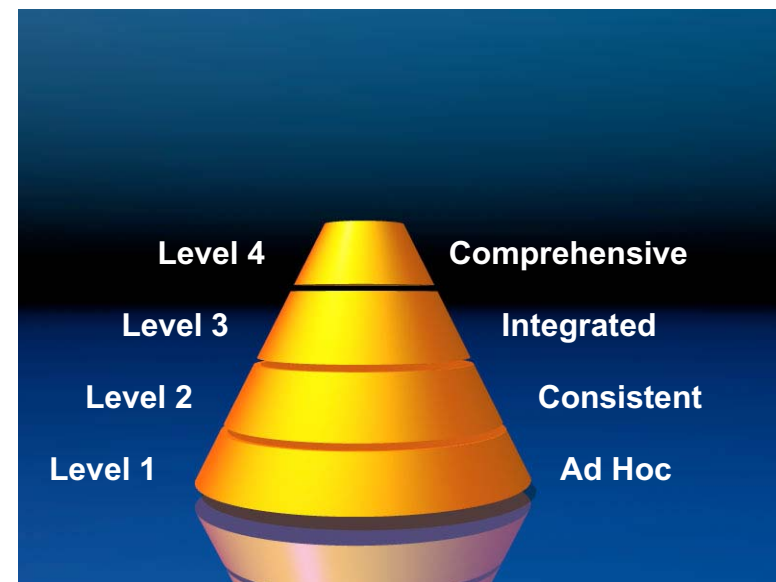
Integrated – Tailored to enhance specific aspects of the PM Process. Including: initiating, planning, executing, controlling and closing.



PM Capability Maturity Levels

Level 4

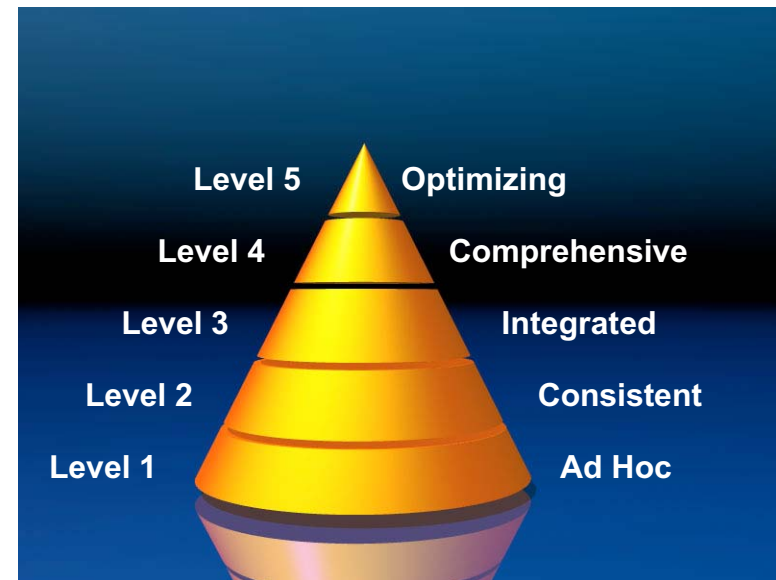
Comprehensive – Fully implemented throughout organization. Quantitatively managed. Reduced variation, tools and techniques deployed. Internal/external stakeholder partners. Linkage to IBP - Integrated Business Plan.



PM Capability Maturity Levels

Level 5

Optimizing – Continuous process improvement. Common failures eliminated.



PM Capability Maturity Levels



Level 5 – Optimizing - Continuous process improvement. Common failures eliminated.

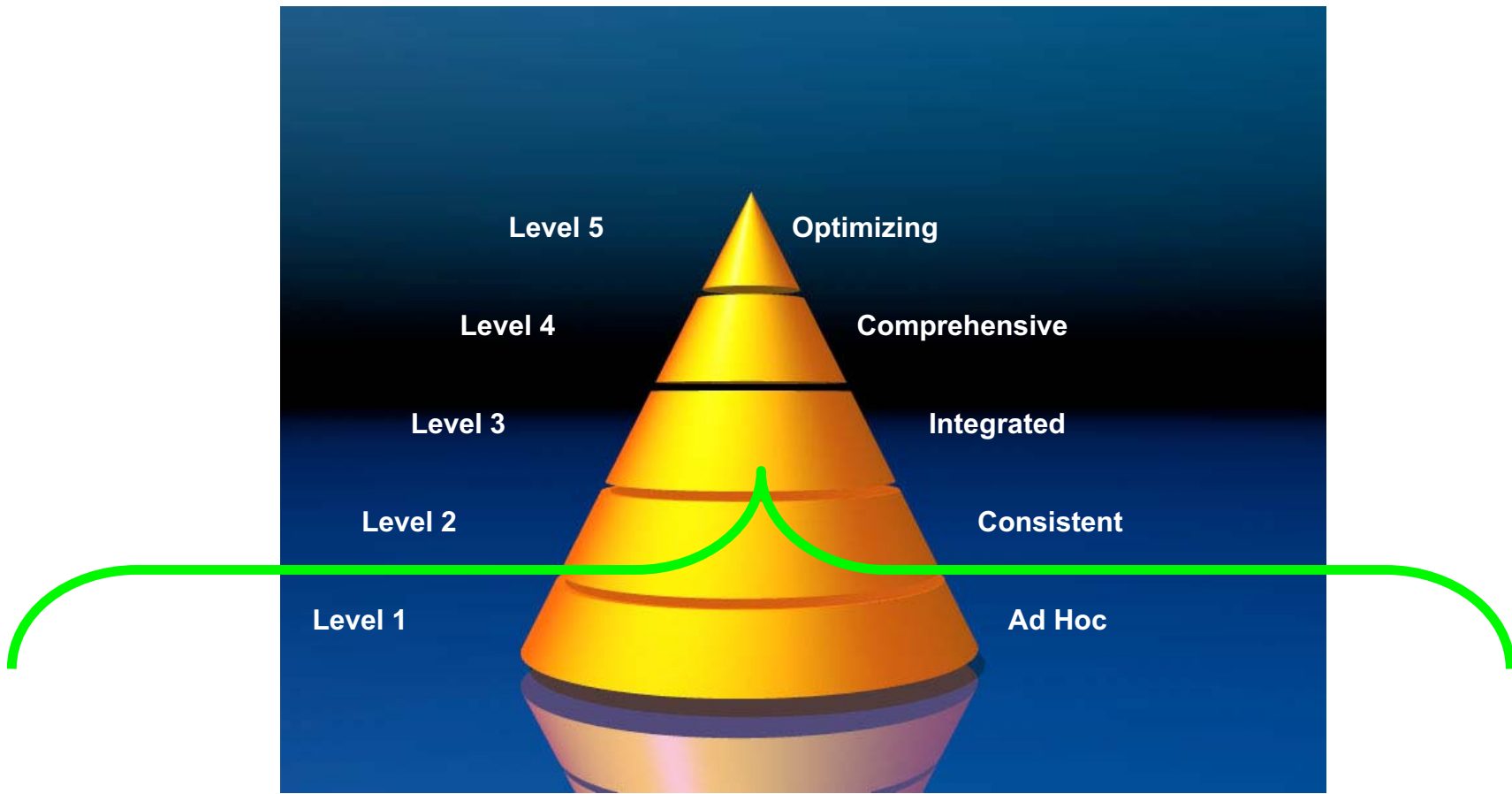
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Level 2 – Consistent - Organizational support for disciplined approach policies. Respectable processes across programs.

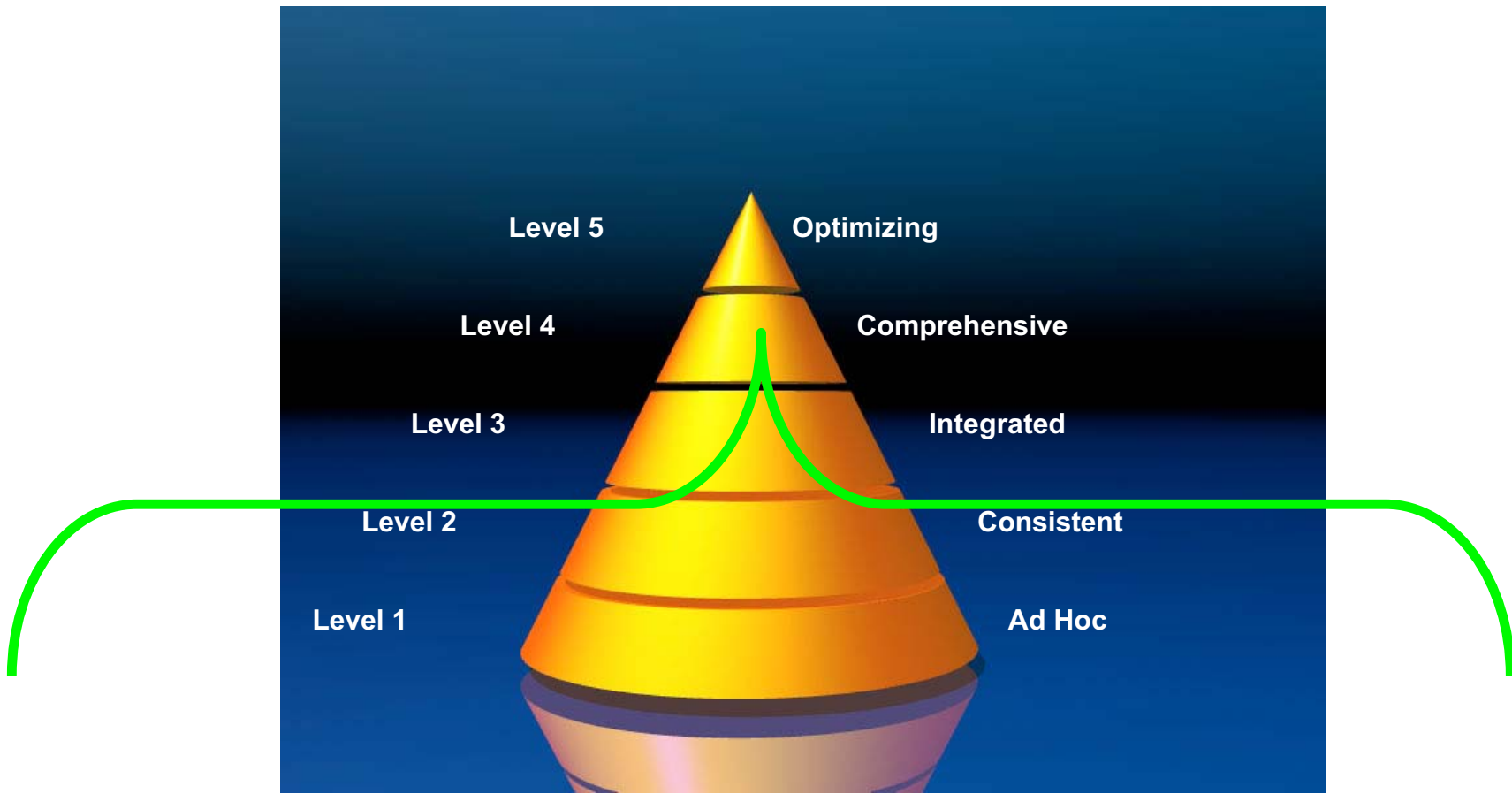
Level 1 – Ad Hoc - Defined, individualistic, not discernable, with little organizational support.

CMMI Project Management PA Focus



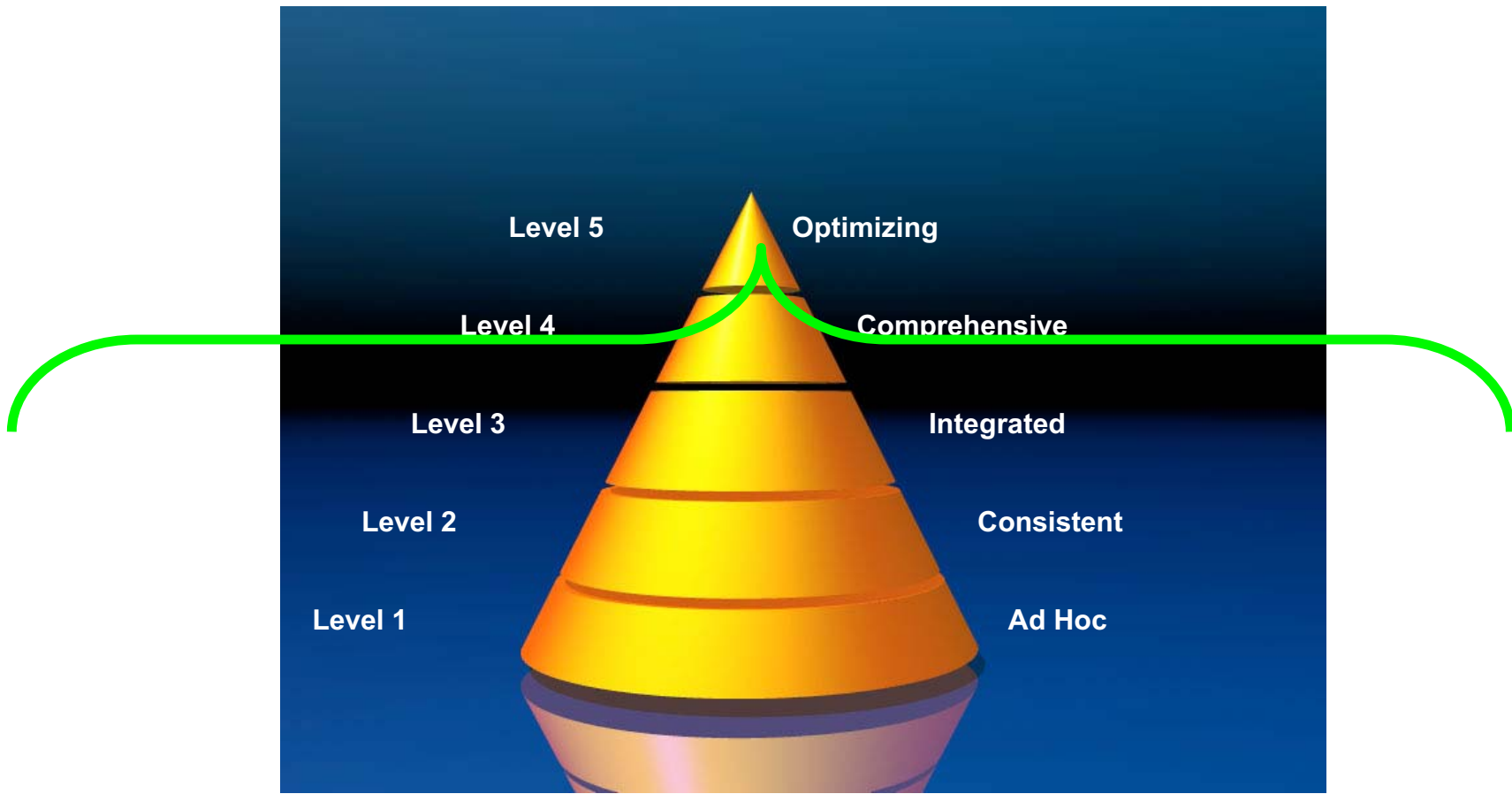
Project Management PA Focus brings-up the maturity level of the entire organization

CMMI Project Management PA Focus



Project Management PA Focus brings-up the maturity level of the entire organization

CMMI Project Management PA Focus



Project Management PA Focus brings-up the maturity level of the entire organization

People and Processes Summary

- **Find the right style mix of creativity and structure**
 - Allow for flexibility and change
 - Promote the style focused on the future
 - Eliminate the impediments
- **Determine the structure and style for success**
- **Establish a success-based policy and framework**
- **Support the framework with rules, guidance, and career development options**
- **Focus on achieving higher levels of Project Management Maturity**
 - Take advantage of the enablers
 - Eliminate the blockers

Thank-you for your time and attention.

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