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**NORTH AMERICA**

*Perform at a Higher Level*

# SEPG North America 2010

March 22–25, 2010  
Savannah, Georgia



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**SEPG** is the premier, global conference series on  
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# CMMI Level 2 for Practitioners Helps You Reach & Maintain CMMI Level 2

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Podcasts > CERT's Podcast Series: Security for Business Leaders

## CERT's Podcast Series: Security for Business Leaders



**CERT**  
Category: Tech News  
Language: English

Free

**PODCAST DESCRIPTION**

	Name	Time	Art
1	Convergence: Integrating Physical...	28:43	B, C
2	IT Infrastructure: Tips for Navigat...		
3	The Value of De-Identified Perso...		
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*CERT's Podcast Series:  
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**Episode List:**

- Mitigating Insider Threat: New and Improved Practices:**  
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07.28.2009 - Featuring Derek Gabbard
- Rethinking Risk Management:**  
07.07.2009 - Featuring Chris Alberts
- The Upside and Downside of Security in the Cloud:**  
06.16.2009 - Featuring Tim Mather
- More Targeted, Sophisticated Attacks: Where to Pay Attention:**  
05.26.2009 - Featuring Marty Lindner
- Is There Value in Identifying Software Security "Never Events"?:**  
05.05.2009 - Featuring Robert Charette
- Cyber Security, Safety, and Ethics for the Net Generation:**  
04.14.2009 - Featuring Rodney Petersen
- An Experienced-Based Maturity Model for Software Security:**  
03.31.2009 - Featuring Gary McGraw
- Mainstreaming Secure Coding Practices:**  
03.17.2009 - Featuring Robert Seacord
- Security: A Key Enabler of Business Innovation:**  
03.03.2009 - Featuring Roland Cloutier
- Better Incident Response Through Scenario Based Training:**  
02.17.2009 - Featuring Chris May
- An Alternative to Risk Management for Information and Software Security**  
02.03.2009 - Featuring Brian Chess

Waiting for www.cert.org...



A group of business professionals in a networking event. A man in a light grey suit and red tie is handing a business card to a woman in a dark blue blazer. Other people in business attire are visible in the background, some holding cards and talking.

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Do you have the knowledge you need?

SEI Training



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# Love and Marriage

Why CMMI® and Agile  
*Need* Each Other

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10/12/2009

# Today's Presenter



- Hillel's been working in process improvement since his first job out of college. He is one of the few CMMI High Maturity Lead Appraisers and CMMI Instructors working with agile teams, and he's an SEI Visiting Scientist. Hillel is the lead author on the SEI's first-ever official publication addressing agile development and is now helping the SEI include agile content in v1.3. His diverse experience base including aerospace/defense and systems engineering, large and small consulting practices, Federal agencies, dot-com operations and financial systems support is probably what gave him the necessary perspective to pioneer how to bring CMMI and Agile together as far back as 2001. He lives in Baltimore with his fabulous wife and four amazing children.



# Polling Question 1

## **How did you hear about this webinar?**

- Email invitation from the SEI
- SEI Website
- Website with webinar calendar (i.e [www.webinar-directory.com](http://www.webinar-directory.com))
- Social Media site ( LinkedIn, Twitter)
- Other



# Based On

## CMMI<sup>®</sup> or Agile: Why Not Embrace Both!

Hillel Glazer, Entinex, Inc.  
Jeff Dalton, Broadsword Solutions Corporation  
David Anderson, David J. Anderson & Associates, Inc.  
Mike Konrad, SEI  
Sandy Shrum, SEI

November 2008

TECHNICAL NOTE  
CMU/SEI-2008-TN-003

Software Engineering Process Management  
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# Contents

Problem Definition  
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There Is Value in Both Paradigms  
Problems Not Solved by CMMI nor Agile  
CMMI – Agile Marriage  
Couples Counseling  
Conclusion  
A Call to Action



# Polling Question 2

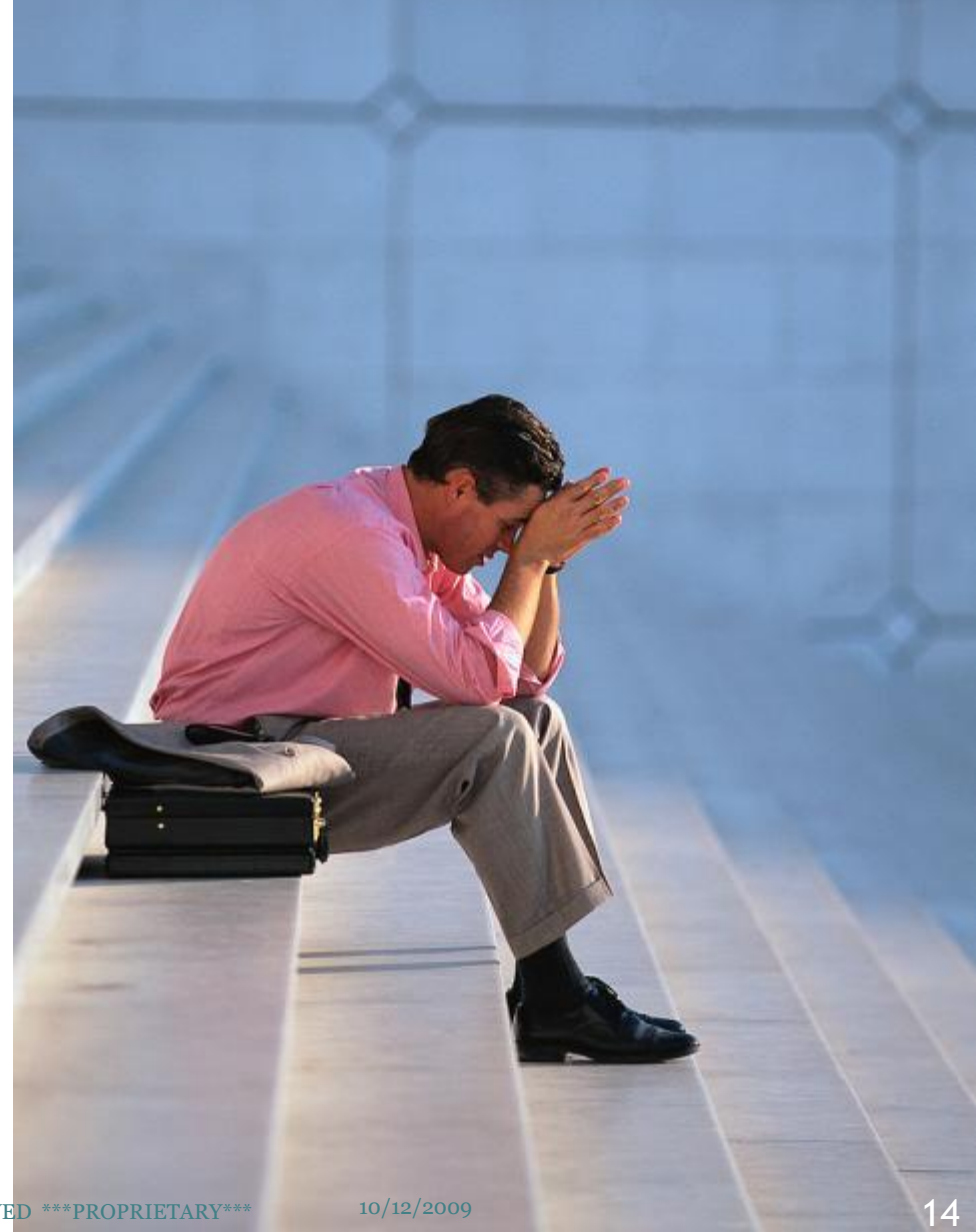
## **Are you currently looking at:**

- Implementing CMMI in an organization already using Agile techniques?
- Implementing Agile in an organization already implementing CMMI?
- Implementing CMMI and Agile together from the start?
- None of these apply to us.

# Problem Definition

Scope of the issue:

# Early Missteps







Inaccurate Information

# Origins from Two Extremes

Why is/was there a problem?

# The Origins of Agile Methods

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A photograph of the Stonehenge monument, a prehistoric structure of large, grey, rectangular stones arranged in a circular pattern. The monument is situated on a lush green grassy field. The sky above is a clear, pale blue. The text "The Origins of CMMI" is overlaid in the bottom left corner in a large, white, serif font.

# The Origins of CMMI

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# Risk

and

# Trust

# Factors that Affect Perception

Not terribly complicated...



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# Misuse (*Model Malpractice*)



# Polling Question 3

**Has a SCAMPI Lead Appraiser, CMMI Instructor or CMMI Consultant ever told you that CMMI and Agile are incompatible?**

- Yes
- No

Lack of

CONCENTRATE  
AND ASK  
AGAIN

Accurate  
Information



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# Terminology Difficulties






# The Truth About CMMI

Coming clean . . .

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CMMI  
is Not an Excuse  
for Over-Engineering

A close-up photograph of a ship's engine speedometer. The dial is circular with a black face and white text. The needle, which is gold-colored, points directly to the 'STOP' position. Other markings on the dial include 'SLOW', 'HALF', 'FULL', 'ASTERN', 'FINISHED WITH ENGINES', and 'DEAD SLOW'. The speedometer is mounted on a brass or gold-colored frame. In the top right corner, there is a small text overlay: '©2009 Entinex, Inc. ALL RIGHTS RESERVED \*\*\*PROPRIETARY\*\*\*' and the date '10/12/2009'. At the bottom of the image, the text 'CMMI is Not an Excuse for Slow' is written in a large, bold, black font.

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# CMMI is Not an Excuse for Slow

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# Central Theme in CMMI





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CMMI is a Model,



**Not a Process Standard**

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Process Areas,  
Not Processes



# SCAMPI Appraisals



# Method & Tool

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## Agnostic



# The Truth About Agile

Well, if we're all coming out...

# Polling Question 4

**Are you familiar with the principles and values of Lean production?**

- Yes
- No

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“Agile” is not an Excuse for Lack of Engineering

# Let's Start with the Agile Manifesto

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“Agile” is not  
an Excuse for Sloppiness

# There Is Value

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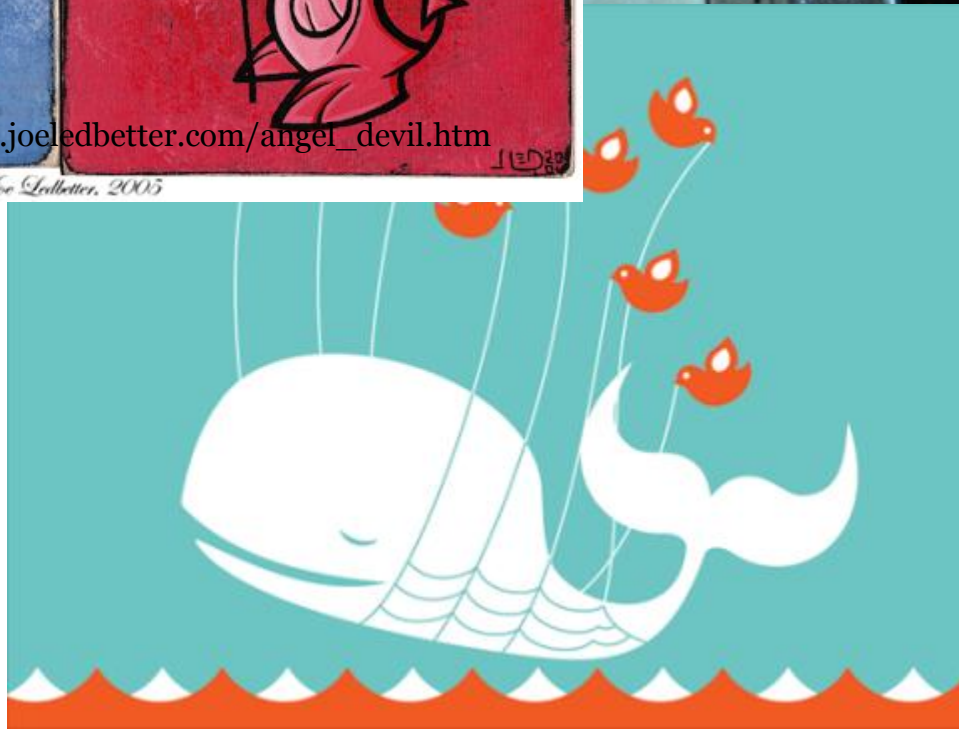
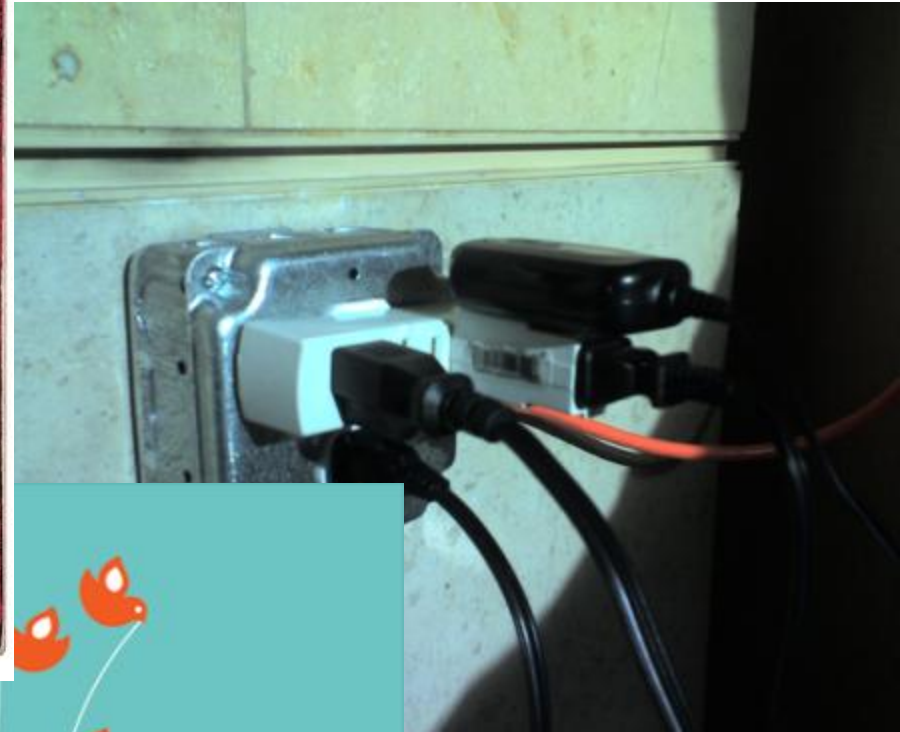


in Both Paradigms



# Problems Solved by Neither

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CMMI

Nor  
Agile

# CMMI - Agile Marriage?

Made in Heaven? Forged in Hell?



# Agile & CMMI Need Each Other?



# Missing from CMMI

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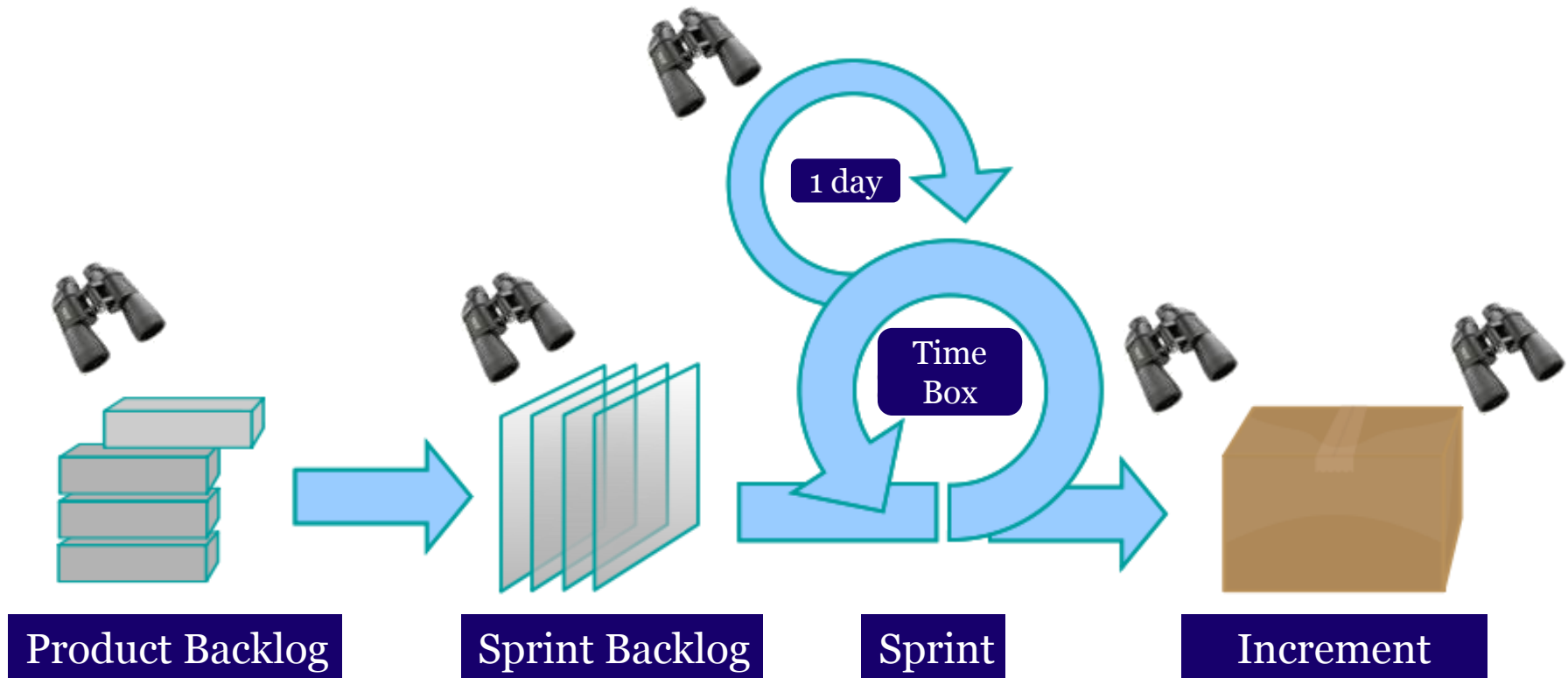


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# Missing from Agile

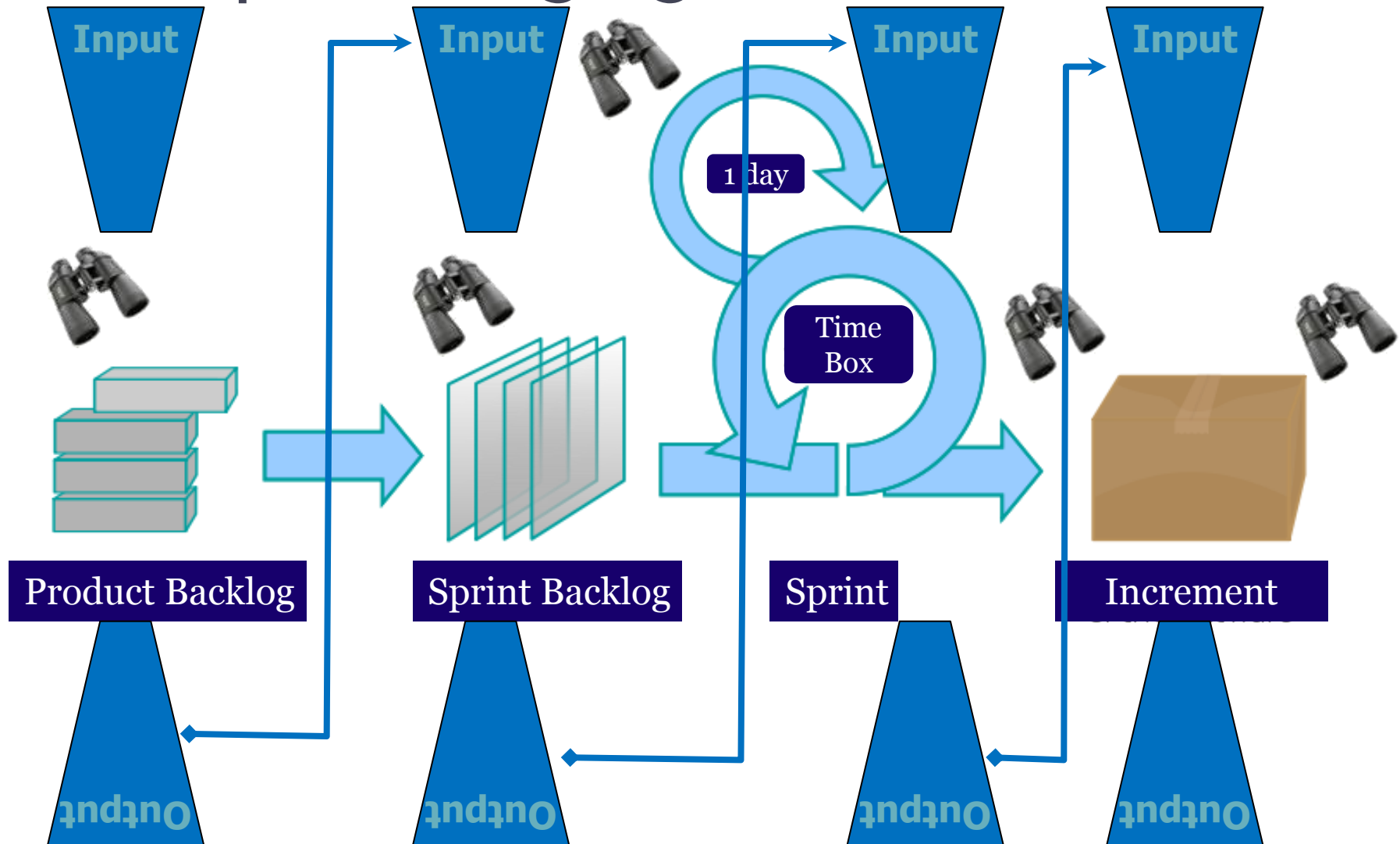


# CMMI Optimizing Agile





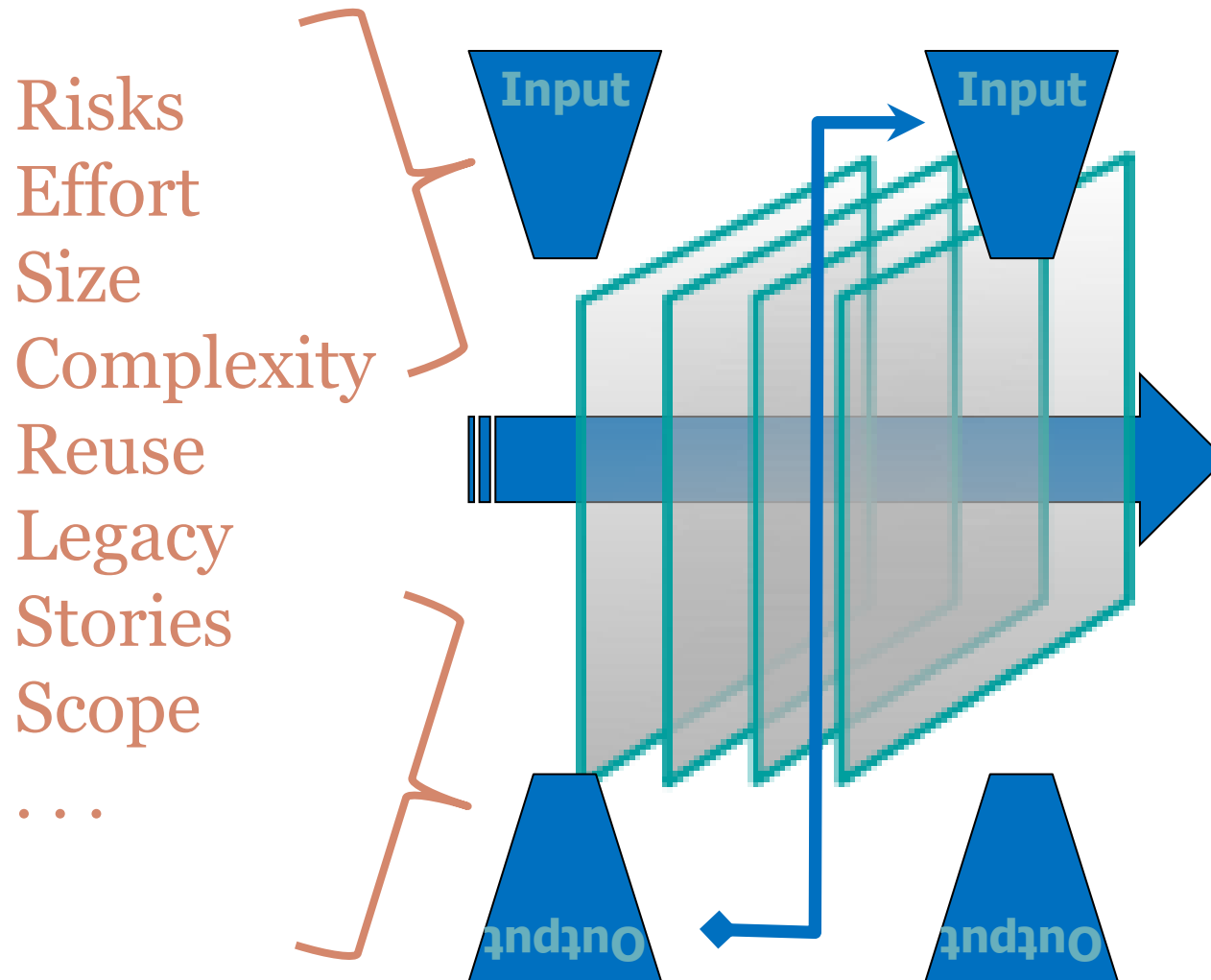
# CMMI Optimizing Agile



# Optimizing Backlog Management

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# Agile Facilitating CMMI

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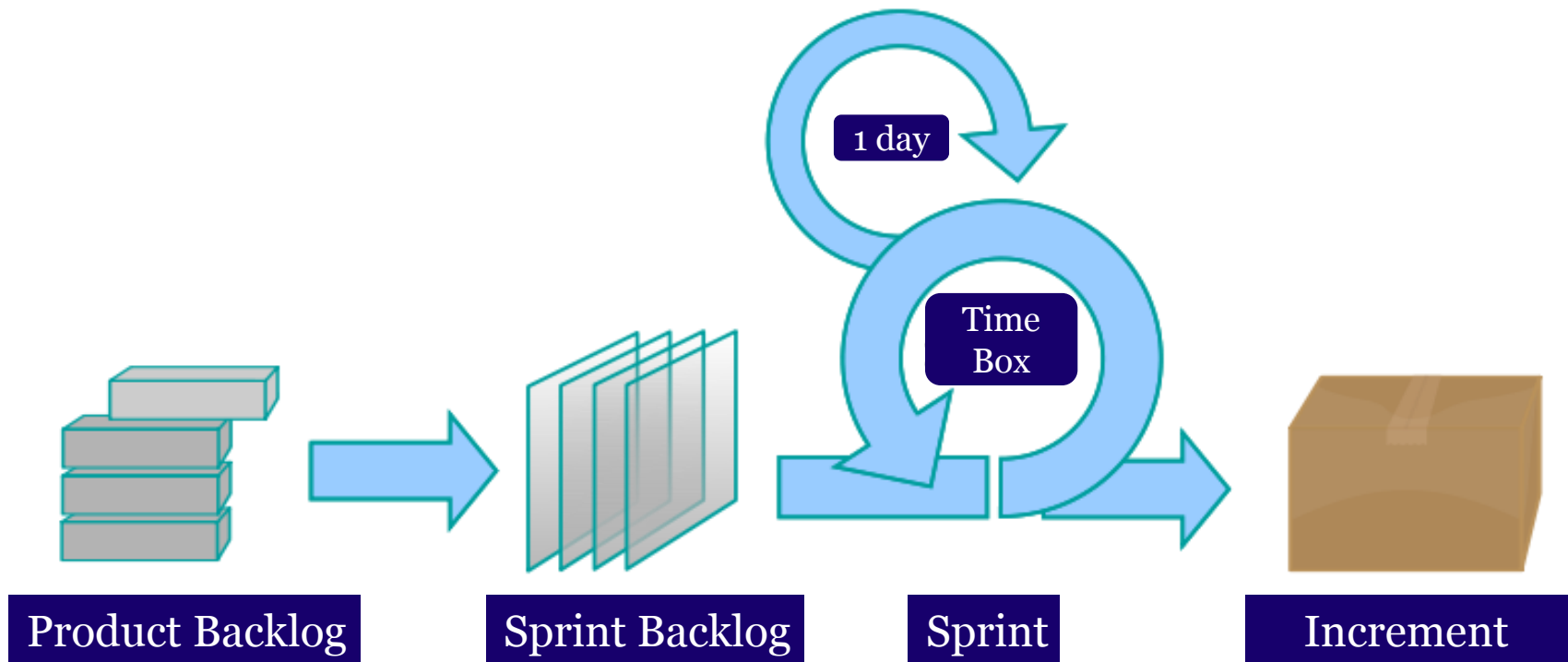
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# Agile Facilitating CMMI



# Agile Facilitating CMMI



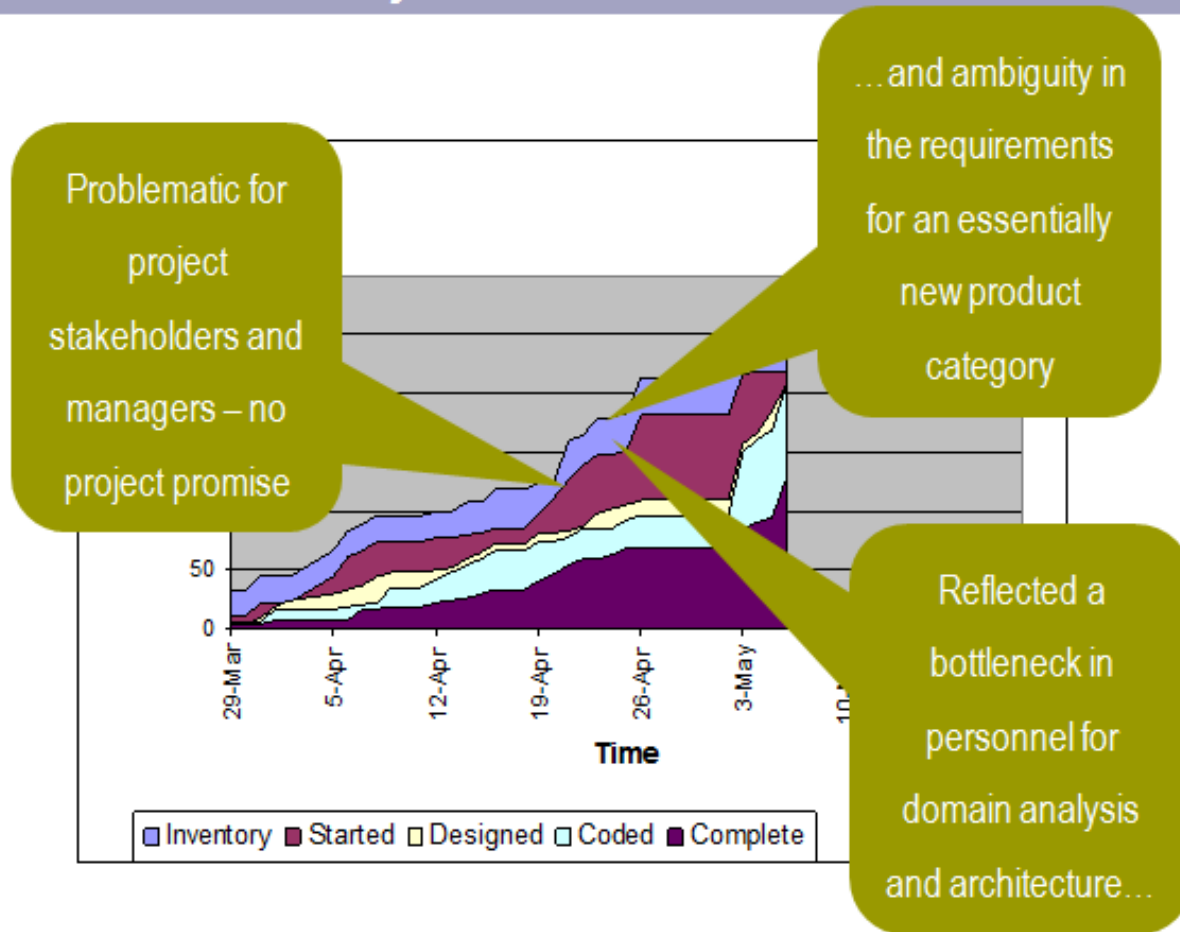
# Simple Agile Tools Leading to High Capability/maturity

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Learn to recognize patterns in WIP Tracking  
such as just-in-time feature identification



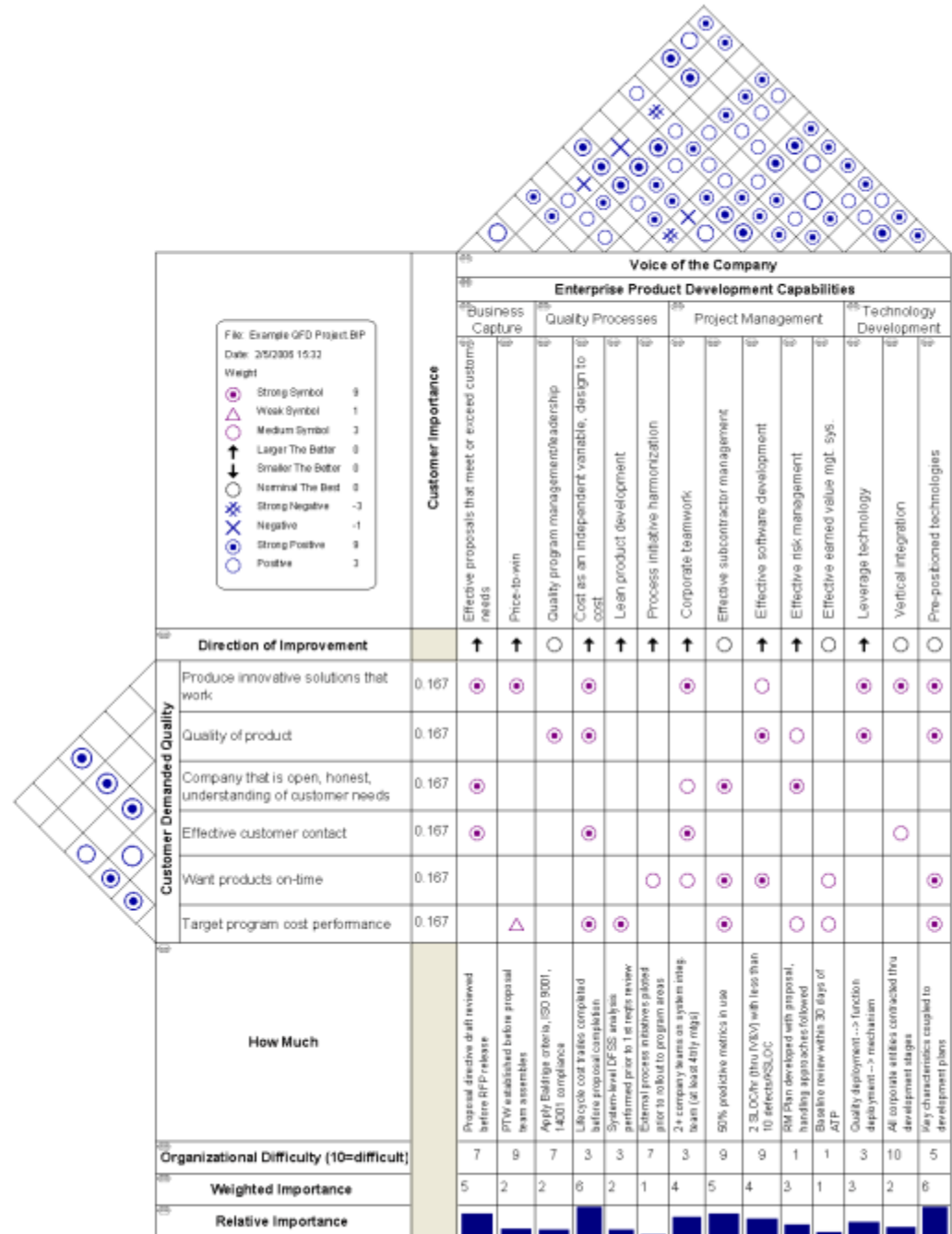
David J. Anderson & Associates  
Management Consulting for Knowledge Workers

SEPG  
2009

# Couples Counseling

Growing Your CMMI – Agile Relationship

# Systems Engineering

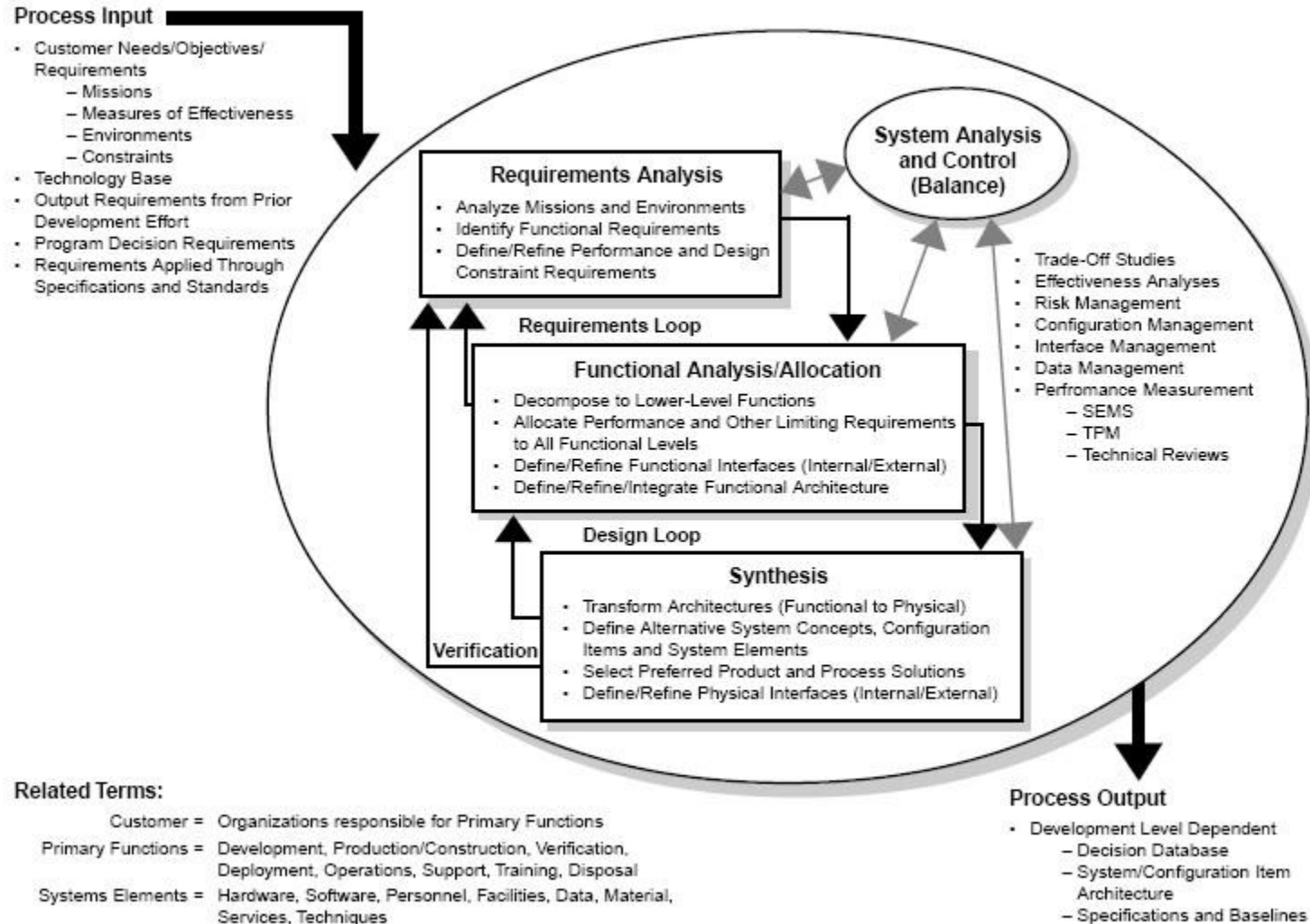




# More Systems Engineering

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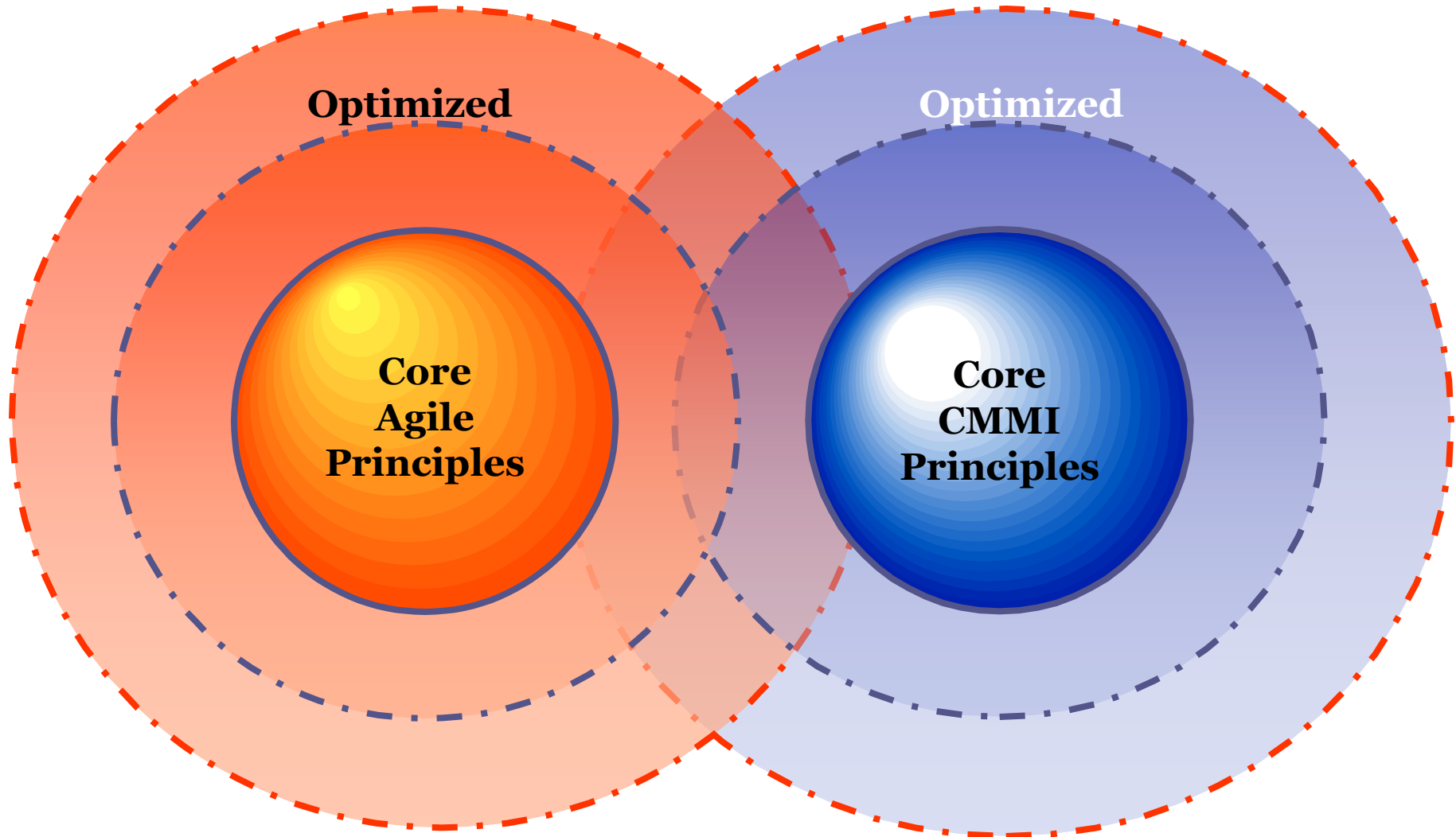
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# SE Applied to Agile + CMMI

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# Polling Question 5

**Do you believe that CMMI and Agile are compatible?**

- Yes
- No
- Don't Know
- Maybe

# A Call to Action

We're all in this together.



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# We Challenge You!

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# For CMMI Experts

# For Agile Experts

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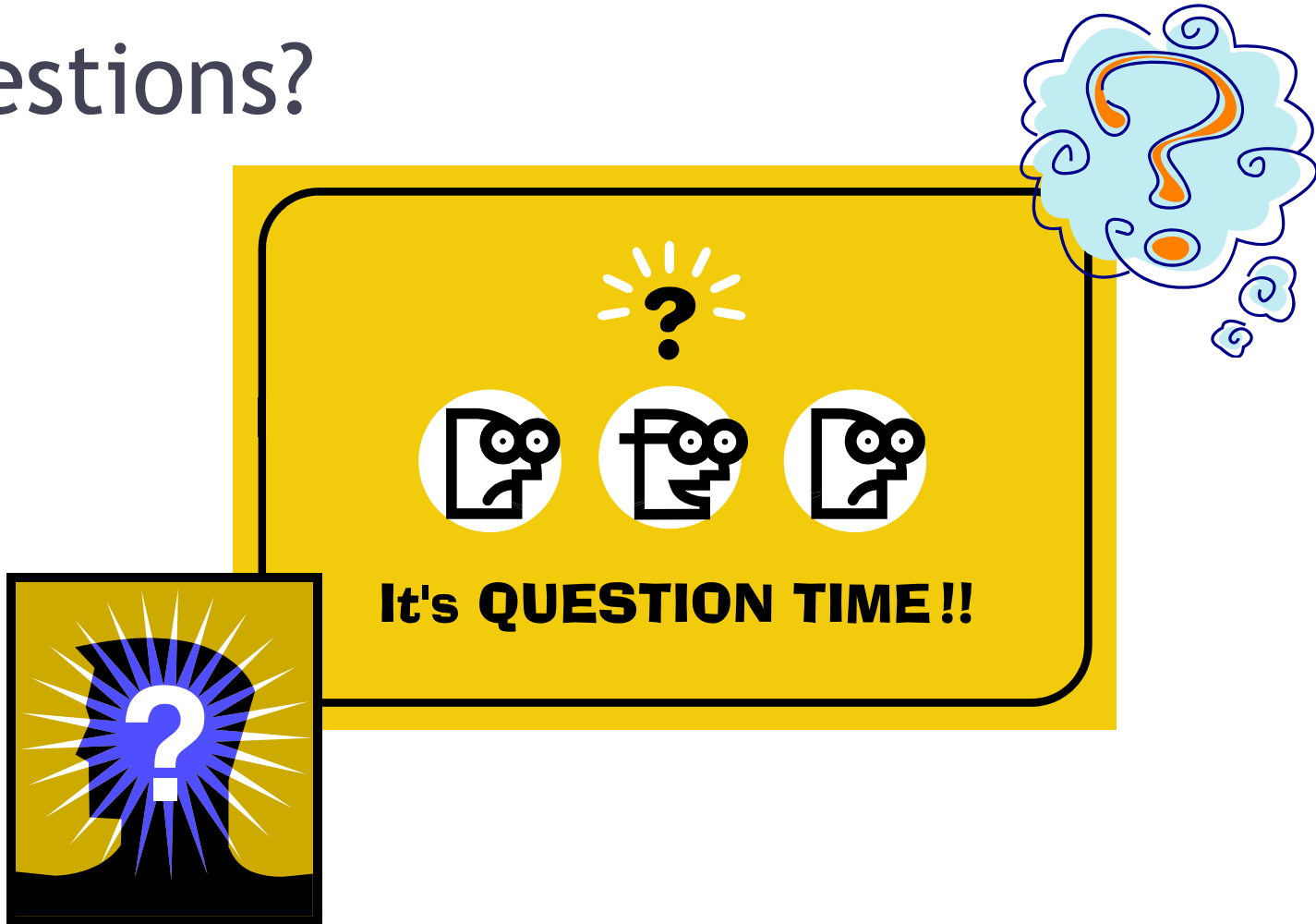
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# If You Do Nothing Else





# Questions?



# Don't forget to write!

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