



CMMI Institute

CONSIDERING SPIRAL DYNAMICS TO SUSTAIN HIGH MATURITY

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TITLE: Agile Coaches

ORGANIZATION: Booz Allen Hamilton

THIS IS US

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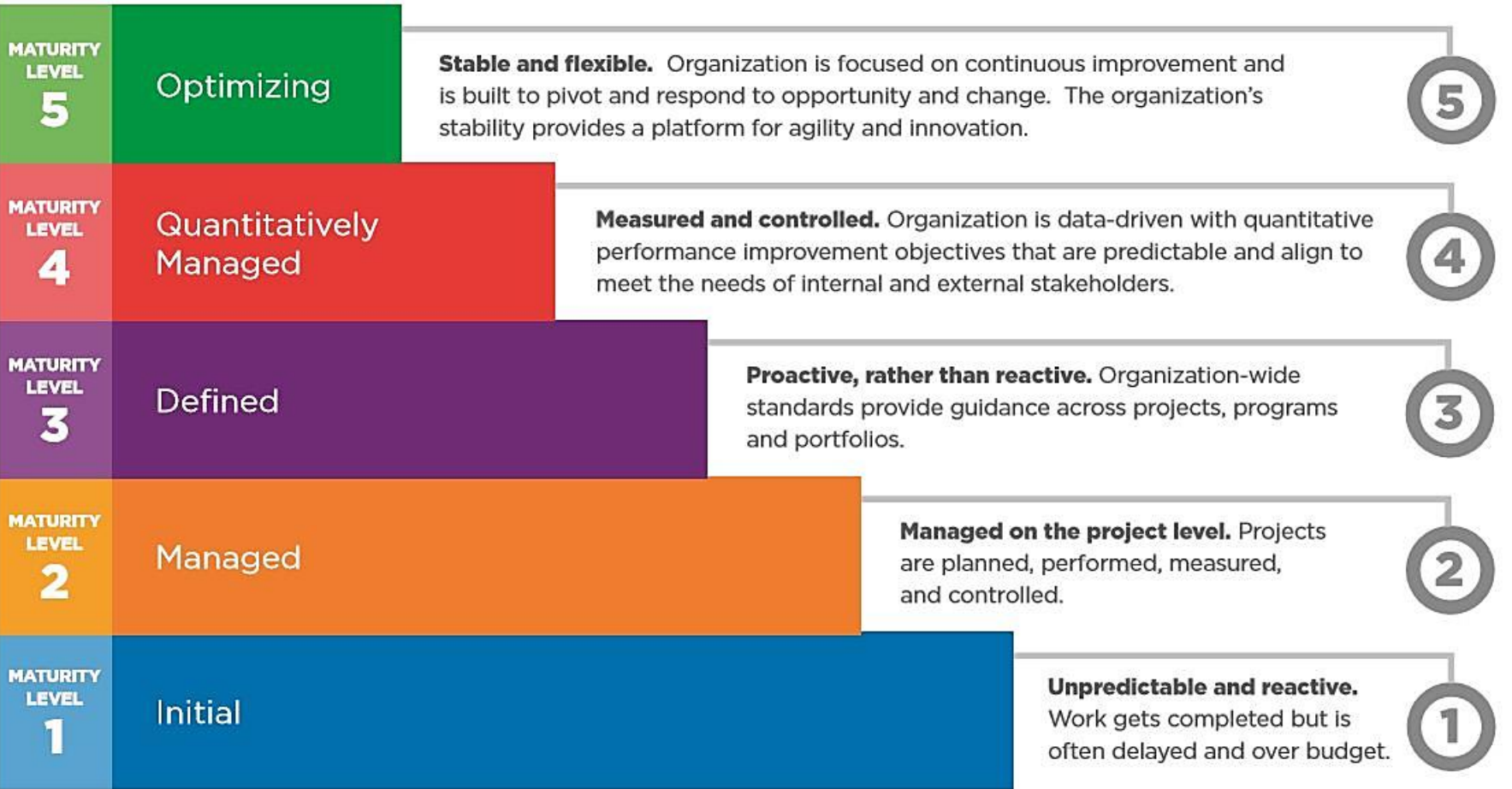


TIM MEYERS



GEORGE BOX

“All models are wrong. Some are useful.”



High Maturity
Values adaptability.
Improvement is a mindset.



Values predictability,
Improvement is an act.

TEAL	Evolutionary	Purpose-driven. Distributed leadership. Self-management. Evolving purpose. An inner rightness and moral compass.
GREEN	Pluralistic	Leadership through consensus and service. Builds a value-based culture. Empowerment of individuals.
ORANGE	Achiever	Goal or task-oriented leadership. Motivated by innovation. Promotes individual performance and entrepreneurship.
AMBER	Conformist	Repeatable process, structure. Paternalistic leadership. Motivated by stability.
RED	Impulsive	Predatory leadership. Driven by fear.

What level feels most resonant for you?

What level resonates for your organization?

What level most resonates with the CMMI model?

Where does organizational improvement live?

Where does predictability and stability live?

Standards?

OBSERVATIONS

- In most CMMI conversations, the distinctions between Amber and Orange are important
- Amber values are well-aligned to achieve Level 3; Orange wants measurement, management abilities of Levels 4-5
- Should tomorrow be a repetition of the past; or are we assuming the future has to look different?
- An organization needs Amber values – rigor – to achieve Level 3 and beyond
- The values that drive defined process are *different values* that drive organizational improvement
- To achieve CMMI level 5 we really need rigor AND an improvement mindset; the organization needs to facilitate the coming-together of these value systems
- Holistically understanding these underlying values, how types of people in the organization are different, and ultimately involving a blend of those perspectives especially in leadership, will be essential for sustained maturity