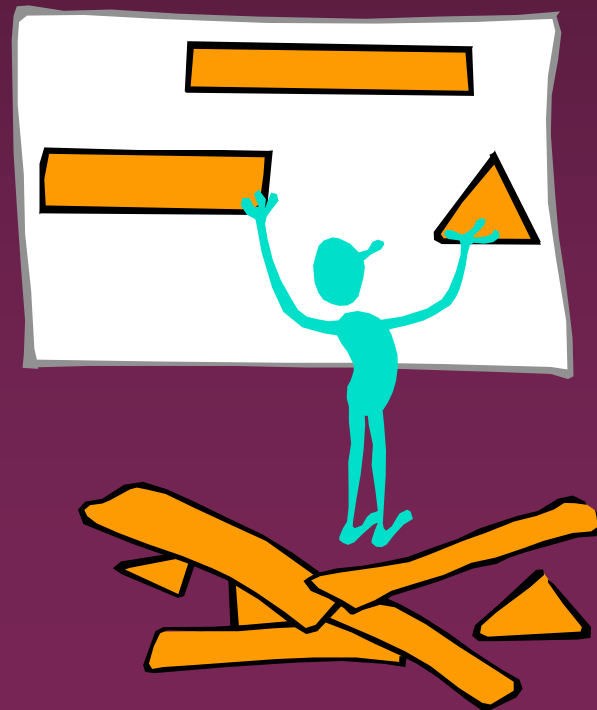


Seven Things New Managers Must Do in the First 90 Days

JoAnn Hackos
Marty Williamson

Information Process Maturity Model (IPMM)



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Reason for the IPMM

- Moving beyond chaos
- Moving beyond the heroism of talented and dedicated individuals
- Moving toward a repeatable, reliable process

Immature organizations

- Significant differences in process
- Reactionary and crisis-oriented
- Quality compromised to meet unrealistic budgets and schedules
- Dependent on individual effort
- Unpredictable quality in the product

Mature organizations

- Organizational commitment to process
- Roles and responsibilities well defined
- Significant management of the process
- Quality continually monitored
- Realistic budgets and schedules
- Continuous innovation to avoid bureaucracy

Key practices

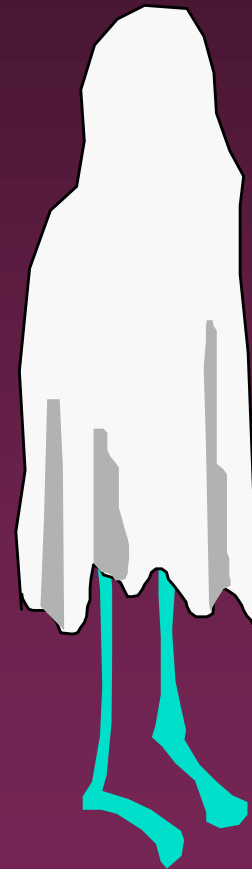
- Organizational structure
- Quality assurance
- Planning activities
- Estimating and scheduling
- Hiring and training
- Information design and innovation
- Cost controls
- Quality management

Levels of Process Maturity

- Level 1: Ad Hoc
- Level 2: Rudimentary
- Level 3: Organized and Repeatable
- Level 4: Managed and Sustainable
- Level 5: Optimizing

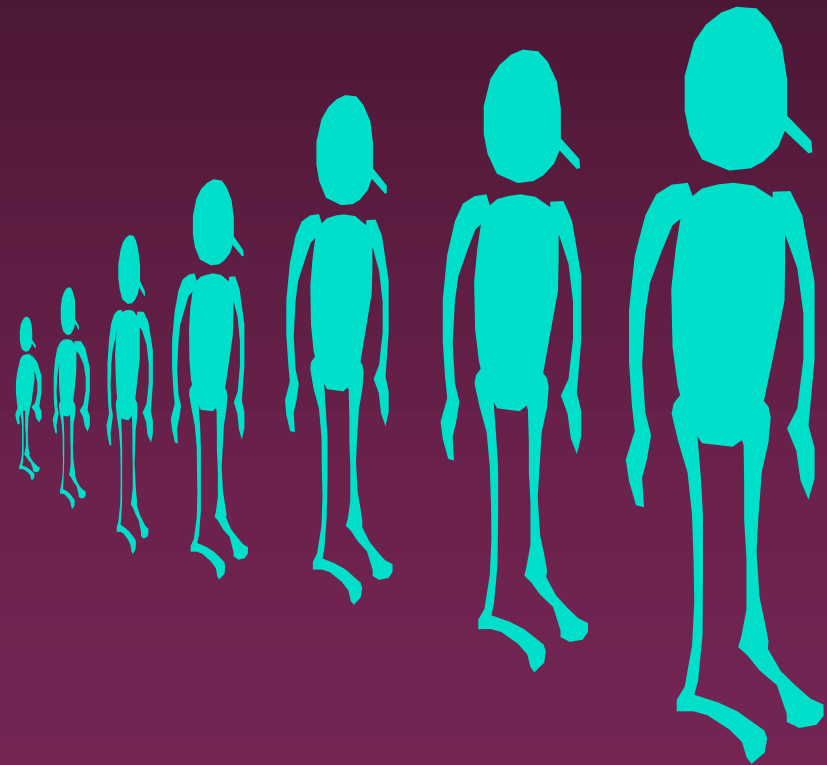
Level 0: Oblivious

- Anyone can write; anyone can teach
- Accuracy is all we need
- No one reads the manuals anyway
- They'll learn it on the job



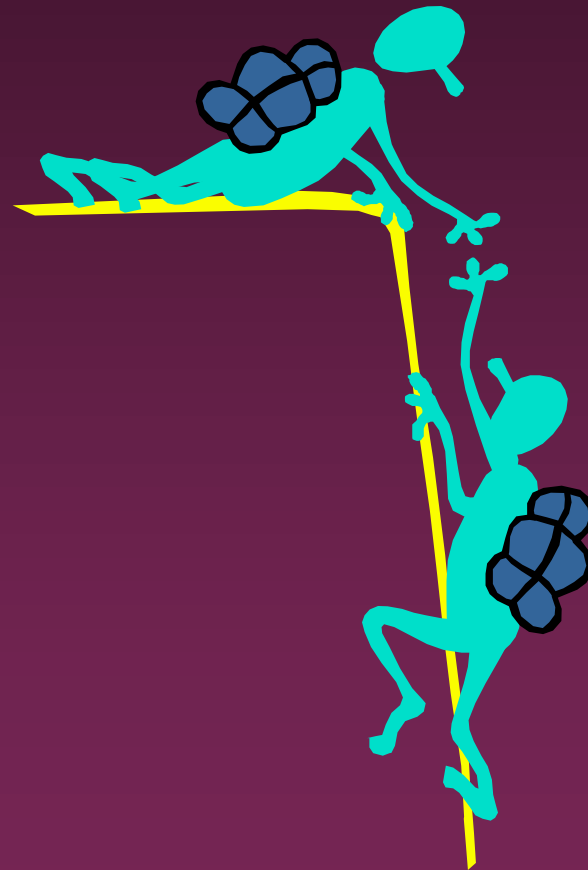
Level 1: Ad Hoc

- Writers and trainers manage their own work
- Style standards are not enforced
- Standard process is not followed
- Technical experts are in control



Level 2: Rudimentary

- Management in place
- Style standards begun
- Process standards begun
- When the going gets rough, standards are abandoned



Level 3: Organized and Repeatable

- Projects are managed
- Standards and processes are followed
- New designs are introduced
- Time is available for improvement



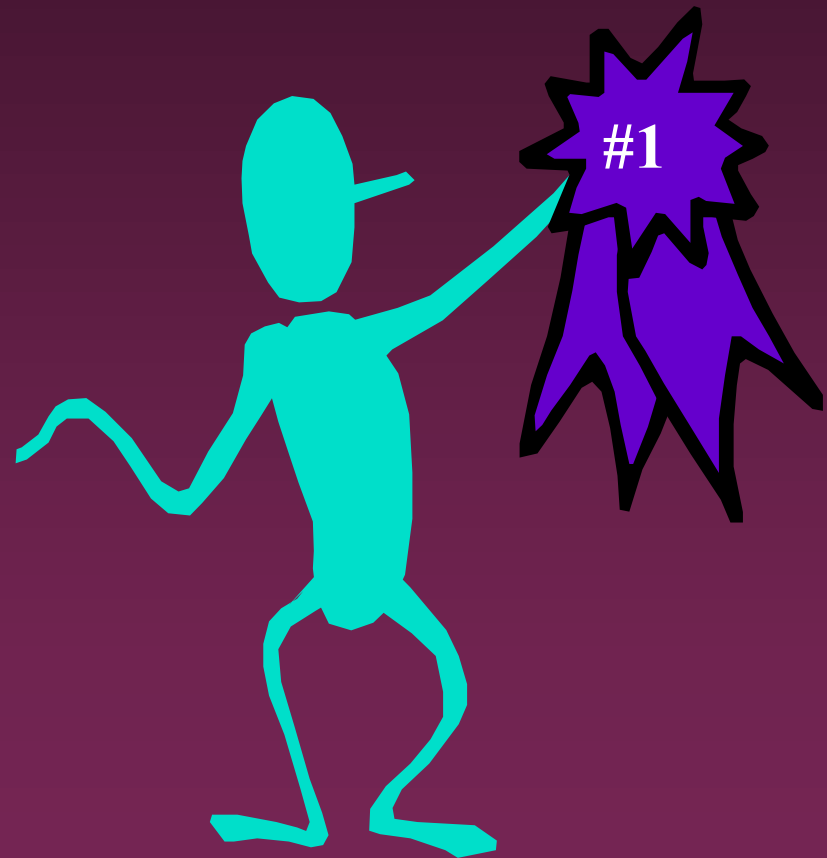
Level 4: Managed and Sustainable

- Processes are always followed and improved upon
- Innovation is closely linked to customer needs
- Time is available for quality
- Bureaucracy is defeated



Level 5: Optimizing

- A continually improving organization
- Quality measurements are in place
- Innovations are part of the process
- Everyone is on the team



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