Foreword

It is a delight for me to provide an introduction to this work. Despite our efforts to make the CMMI V1.2 documents complete, there is always great value in a guide like this. So although our release may not *require* a survival guide, you are in for a treat from these two. SuZ and Rich are two of the most creative folks in process improvement and have combined their talents to produce a wonderful, readable how-to approach to both the use of CMMI and the general conduct of process improvement.

In this book they provide a holistic, helpful, and humorous distillation of their experiences, tools, techniques, and observations. They step outside the traditional process improvement box and discuss the critical psychological, social, and management issues that must be overcome to be successful with CMMI in any environment, large or small. Their concept of survival is anchored in business value, practical strategies, and useful tools. For these reasons, the *CMMI Survival Guide* can be used by everyone from the executive suite to the delivery staff.

As I write this, I am conscious of the exceptional progress applying CMMI around the world. Currently 62 percent of more than 1,500 appraisals are conducted at development sites outside the United States. We have seen translations of all or parts of the CMMI model into Japanese, Chinese, French, Dutch, German, and Portuguese. This international expansion, crossing cultures and business environments, increases the need for the flexible, business-driven approach in the *CMMI Survival Guide*.

In addition to the international expansion, CMMI is expanding coverage of organizational needs for process discipline. Those who find they are providing services or acquiring technology rather than doing engineering development are finding that some adjustment in CMMI is needed to capture the best practices in their day-to-day environment. Two CMMI "constellations" are being developed to address these needs, and others likely will follow. Because this book focuses on the process improvement initiative and its successful outcome, it is equally valuable regardless of which constellation of CMMI is used.

We have just completed version 1.2 of CMMI based on well over 1,000 comments and suggestions. The three themes that drove this update were to

- Simplify the material
- Expand the coverage to include hardware elements, and provide basic coverage of key practices across the work environment
- Increase the confidence in appraisal results

We are extremely pleased that *CMMI Survival Guide* uses V1.2 as its basis.

For the last ten years it has been my pleasure to work with SuZ and Rich, both with improvement teams and at many conferences around the world. They have seen the challenges that change agents face within the organization and as advisors from afar. Change is never easy, but these two can help you prevent having "speed bumps" turn into "road closures" on your improvement journey!

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Mike Phillips
CMMI V1.2 Program Manager
The Software Engineering Institute
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