
Preface

Organizations cannot select to adopt an improved process solution and toolset, such as IBM® Rational Unified Process® (“RUP®”) and IBM Rational solutions, purchase some licenses, have a weekend conversion, and then re-boot the company Monday morning. Organizations are made up of people, and most people are slow to change and react to change in different ways. This book provides the readers with a roadmap to implement a process solution and tooling based on how the industry has learned to do it best. It includes the text of the book combined with links to www.upmentors.com, where you can download actual sample implementation documents (not merely templates) and tools so the readers can have a significant jump-start to work they will need to do, avoiding re-invention of the wheel.

Why I Wrote This Book

During more than a decade of assisting companies with implementing new process solutions and technology, I have had the opportunity to see what works and what does not. I have been privileged to have colleagues who have been doing the same and have been able to benefit from their combined successes and challenges in the industry. This has provided a solid knowledge base of what the industry has learned works best through some tough lessons that you will not have to repeat.

This book is a hands-on roadmap for anyone looking to introduce an improved process solution and tools to an organization based on industry best practices. The process for implementing RUP and IBM Rational solutions (or any process solution and development tools) in an organization differs from that for introducing them to a project team or working group. This book will provide clear guidance to producing the right-sized supporting material to allow decision makers to make decisions, allowing the organization to move forward with an implementation of an improved process solution as well as champion the effort throughout its lifecycle.

The industry has shown that organizations can only absorb so much change in a given time period; therefore, planning, executing, and managing a new software process and tool initiative requires delicate transition and strategic as well as tactical change management. One of the strengths of the guidance in this book lies in the real-life practical experiences of actual implementations on which it is based. Another strength is how it fits into the value-add proposition of other great books in this space, such as *The Rational Unified Process Made Easy*¹ and *Adopting the Rational Unified Process*.² This book was not written to teach you what IBM® Rational® Method Composer (RMC) or RUP is or what it contains (i.e., the key points involved in planning and managing iterative projects, the fundamentals of component design and software architecture, and the proper employment of use cases). Per Kroll and Philippe Kruchten cover that content in their book, mentioned previously. This book is about how to get a process solution such as RMC\RUP in your company and manage the organizational change that will be needed to drive success through return on investment from it.

The Rational Brand of IBM recently released IBM Rational Method Composer, or “RMC,” a significant evolution of the product previously called the IBM Rational Unified Process, or “RUP.” In Chapter 1, “Evaluating Process Solutions,” I begin this book on guidance for evaluating process solutions. I would like to note that throughout the book, I provide guidance on implementing RMC (as a product) as well as RUP. Many companies have already started down a path of implementing RUP in their organizations and will not upgrade to RMC immediately. I have no doubt that once the merits of RMC are reviewed, the vast majority will upgrade to RMC; however, I will address both since this is a new product, and RUP will still have a significant portion of the market as the transition to RMC occurs over the course of time.

Who Should Read This Book?

This book is targeted specifically to the primary audience, which includes Process Architects, Process Engineers, Project Managers, Executives, Functional Managers, and Consultants.

The book is also going to be very useful to:

- All members of a software development team who would like to learn best practices for how RUP and the IBM Rational solutions can be implemented.
- The secondary audience, which includes anyone who is interested in introducing process and tooling to an organization to make process and/or quality improvements.

Structure and Content of This Book

The book is divided into 10 chapters. Each chapter has a “Chapter Return on Investment (ROI)” and overview that will provide you with what you will learn from that chapter. Next, I have listed the Chapter ROI from each chapter to give you a preview of the book’s content.

¹ Per Kroll and Philippe Kruchten, *The Rational Unified Process Made Easy: A Practitioner’s Guide to the RUP*. Boston, MA: Addison-Wesley, 2003.

² Stefan Bergstrom and Lotta Raberg, *Adopting the Rational Unified Process Success with the RUP*. Boston, MA: Addison Wesley, 2004.

Chapter 1: “Evaluating Process Solutions”*Return on Investment:*

- What are some candidate process solutions for your company?
- What are Rational Method Composer (“RMC”) and Rational Unified Process (“RUP”)?
- What are some of the “Agile” methodologies?
- How to evaluate candidate process solutions.

Chapter 2: “Your First Steps Toward Implementing RUP and IBM Rational Solutions”*Return on Investment:*

- The potential value that RUP and IBM Rational solutions deliver to your company.
- Common problems RUP and IBM Rational solutions solve.
- How to begin selling the executives on this process solution and tools and simultaneously create awareness and excitement.

Chapter 3: “Assessing Your Organization and Building Your Business Case for Change”*Return on Investment:*

- Baseline your current level of capability through assessment.
- Objective method for collecting data for ROI calculations.
- How to write an ROI assessment.

Chapter 4: “Implementation Team”*Return on Investment:*

- How to build and structure your implementation team.
- Who should be part of the team?
- Implementation team staffing curves.
- Implementation team models.

Chapter 5: “Setting Up Pre-Integrated and Process-Aligned Tooling”*Return on Investment:*

- How many tool licenses are you going to need?
- How much integration and process alignment are you going to need?
- Do you need an SLA for these tools?

Chapter 6: “Implementation Approach”*Return on Investment:*

- Industry proven, battle-hardened approach to implementing RUP and IBM Rational solutions.
- How to choose pilot projects and how many will you need.

- Moving from pilots to a program-level implementation.
- How to take an initial process usage model, validate what works and what needs refining, and add lessons learned from pilot project and publish models for adoption at a program level.

Chapter 7: “Transitioning to a Program Approach”

Return on Investment:

- How to leverage lessons learned and adoption models from the pilots you ran.
- Guidance for setting maturity level goals for both process and tool utilization.
- Mapping an “end state” of quantity and quality.

Chapter 8: “Funding Model”

Return on Investment:

- What are the components for funding that you will need to consider?
- How to create a funding model that takes your key inputs and returns a proposed budget amount.
- How to take your funding model and build an executive-level presentation around it.

Chapter 9: “Training and Mentoring Models”

Return on Investment:

- The significant differences between training and mentoring.
- Training curriculum—open enrollment courses vs. goal-oriented project- and domain-specific courses.
- Transitioning from an implementation pilot project mentoring model to a full program-level approach mentoring model.
- What makes a good candidate for a mentee (mentor-in-training) and what will it take to become a “solo” mentor?

Chapter 10: “Is Your Implementation Complete?”

Return on Investment:

- Have you reached the quantity of coverage targeted?
- Have you reached the quality where maturity of the organization will continue through Continuous Process Improvement over the next few years?
- Have you reached “enough” ROI for your stakeholders to call your implementation a success?

The book also includes three appendices: Appendix 1, “Executive ROI Overview,” Appendix 2, “Detailed Appendix for Executive ROI Overview,” and Appendix 3, “Maturity Level Goals—Sample Tasks.”

How to Read This Book

The best approach to reading this book is to read the Chapter ROI and overview of each chapter to give you an understanding for the implementation roadmap. Next, read the book from start to finish. Before moving on to the next chapter, if there are links to sample artifacts or tools included, explore them with a high-level overview at a minimum. By merely exploring the examples in the links, you can gain a deeper understanding of what the text of the chapter is trying to convey.