



# **CMMI and Leadership**

**Galina Knopman**  
**Comskil, Inc.**

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# Agenda



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Comskil – Who We Are**
- **CMMI (Capability Maturity Model Integrated)**
- **Leadership**
- **Summary**
- **Q&A**

# Comskil – Who We Are

# Comskil – Who We Are



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Opened Comskil, 1997**
- **Expanded Comskil as an SEI Partner, 2000**
- **Expanded Comskil to include coaching, 2008**
- **Comskil's Capabilities:**
  - CMMI Appraisal ratings, instruction, and process improvement
  - Leadership Coaching
  - Team and meeting facilitation
  - Organizational Development and strategy
  - Life Coaching
- **Comskil's Business Model:**
  - Comskil is a team of consultants with diverse talents and skills

# Academic Background Summary

HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Woods Hole Oceanographic Institute**
  - Sea Semester
- **Temple University B.A. in political science**
- **Columbia Technical Institute**
  - Certificate in Electrical and Electronic Drafting
- **University of Maryland, courses toward MA in Computer Science**
- **Software Engineering Institute**
  - Authorized Lead Appraiser (CMMI Development Model)
  - Authorized Instructor (CMMI Development Model)
- **Georgetown University Leadership Coaching Cohort**
  - International Coach Federation (ICF) credentialed program
  - Graduate in April 2009
- **Technical certifications**



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

# CMMI

# CMMI



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- Capability Maturity Model Integrated (CMMI), developed by the Software Engineering Institute (SEI), Carnegie Mellon University, partially funded by DARPA
- A model of the software and systems development industry best practices
- Describes “what” must be done, not “how” to do it
  - Capture the repetitive tasks to free up creativity
  - Define roles and responsibilities
  - Define expectations
  - Document the culture
- Benefits are many
  - More predictable budgets
  - Schedules and product quality
  - Happier customers
  - Lower attrition
  - Higher morale
  - Less re-work – and all these results early if implemented wisely
  - Reduces the learning curve for new employees and reduces new employee cost

# CMMI and Leadership



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **CMMI and Leadership Coaching go “hand-in-hand”**
  - CMMI just doesn’t work as well without an effective leader at the helm
  - Lead by example
- **CMMI is an opportunity to bring your company to the next level when embracing organizational change**



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

# Leadership

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Manager versus Leader**

- Managers' manage
- Without inner development, we will be managers and not leaders
- Leaders inspire by their presence and example

# Leadership Attributes



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Leadership Attributes**

- Integrity
- Clear vision
- Presence: emotional and physical
- Ability to stay rooted and centered during adversity
- Communicates a clear, concise, and understandable message
- What else?...

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. *What skills do I need to learn to become an effective leader?***

**A. Skill development is important BUT**

- Inner personal development is essential
  - Self-awareness, centeredness
  - Empathy, compassion, receptivity, honesty, integrity, listening and hearing, responsiveness not reactivity
  - Awareness around distinctions, the more aware, the more distinctions

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Distinctions are finer differences**

Example: When drinking a glass of wine, my son noticed (when he was in college) alcoholic percentage and sweetness, whereas, the oenologist (wine making scientist) will notice “the nose”, appearance, aroma, complexity, character and finish...

- **Leaders have *distinctions* around ...?**

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

***Q. Are there key words that we, as leaders, should tune into or pick up on?***

**A. Ways for a Leader to respond:**

- Listen with heart, respond with backbone
- Clearly and respectfully state requests and expectations
- Clearly convey appreciation; counsel, don't punish if communicated expectations not met

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

***Q. Is it good to see the big picture without many details?***

**A. A leader sees both the big picture and the immediate details**

- Business
- Personal
- Environmental
- Global short and long term ramifications

# Leadership Potential

HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. *If I read faster will that help?***

**A. Refining one's skill's is always good however;**

**– Leaders read with purposeful intent:**

- Academics and knowledge is good - wisdom, heart, and intuition make a leader
- Know your facts, speak your facts from your heart and soul
- Congruency between knowledge, beliefs, and actions

**– Leaders don't know everything**

- Leaders know what they don't know (Jahari's window)
- And know who to call or what to do when they don't know

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

***Q. Delegating more effectively, how much to delegate?***

**A. Think of delegating in terms of developing each individual who is part of your leadership team**

- What do they need to grow to achieve their potential?
- This should be a two-way dialogue
  - How do they see themselves achieving their potential, and how do you see them?
  - What would they like to work on in themselves and what would you like to help them with as leaders?
  - What are they comfortable doing without your supervision and what are you comfortable trusting them to do?

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. *When is it all right to not do something? We always want to be proactive – when is it better to wait something out and see how it plays instead of doing it right off the bat?***

**A. I would coach you around the concept of always wanting to be proactive and I am curious about:**

- What does it mean to be proactive?
- What does being proactive offer you?
- What does it feel like when you are proactive?
- What triggers you to be proactive?
- What does it feel like when you are not?
- What are your concerns about not being proactive?
- What is at risk?
- What outcome would you like to see?

# Leadership Potential

HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. *When are you taking on too much versus jumping in the fire? What situations make it all right to “jump in the fire” and what situations make it all right to take more time?***

**A. I am curious about:**

- What outcome/goal would you like to see? What do you need to do to achieve your outcome/goal?
- What types of activities do you spend your time on each day?
- What is too much for you?
- What do you consider critical and why? What is not critical and why?
- How do you define “a fire”?
- What does it feel like to not jump in?

# Leadership Potential



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. *How do different personalities impact leadership ability?***

**A. Any personality type can evolve into a leader**

- Personality assessments will explain the type of work that a person will be most fulfilled in – not their leadership ability
- Developmental theories explain that leadership corresponds with stages of self-awareness not with personality type
- Self-awareness enhances leadership ability
  - Understanding your personality type, can help your leadership evolution

# Leadership Attributes



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Who do you admire as a leader or who has inspired you to be a better person?**
  
- **What distinguishes them as a leader?**

# Leadership Coaching



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **A process intended to support leadership development by diminishing interference**
- **Identify goals**
- **An introspective look at your present and future goals**
- **Self-observations:**
  - What is working for you and what is not?
  - How did you get to who you are today and how does or doesn't it serve you?
  - How can you get to where you'd like to be?
  - What are you willing to change about yourself today?

# Leadership Coaching



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

**Q. Is everyone coachable ?**

**A. Yes, if you're motivated to**

- The responsibility for being “coachable” is on the coachee – we can’t “make” another person change or grow
  - It can be an option for an employee and a choice they have to make
  - It is imperative that the coachee commit to the process and be willing to do the work
- **Coaching is most effective when people are:**
- In transition
  - Desire different outcomes
  - Feel stuck

# Role Play Scenarios



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Scenario 1: As a leader, how would you handle the issue?**
  - Issue 1): xxx
- **Scenario 2: What is it like to be coached?**



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

# Q&A and Discussion

# Summary



HELPING YOU ACHIEVE YOUR STRATEGIC BUSINESS GOALS

- **Manager versus Leader, manager manages, leaders inspire**
- **Expertise, achievement, AND self-awareness**
- **Implementing CMMI into your organization, is an opportunity to learn and grow as individuals, as a team, and as an organization**
- **Leaders are present with congruency between knowledge, beliefs, and actions**
- **Leaders are genuine and authentic**



**Comskil is a woman owned small business headquartered in Bethesda, Maryland since 1997**

- **Galina Knopman, President**
  - SEI authorized lead SCAMPI appraiser
  - SEI authorized Intro to CMMI and SCAMPI instructor
  - Leadership Coach
  - Life Coach
  - Team and meeting facilitator
- **Fifteen consultants with an average of over 25 years relevant experience**

- <http://www.comskil.com>
- **301.896.0698**
- [galina@comskil.com](mailto:galina@comskil.com)

**Comskil, an SEI Partner and ICF Member**

