



Let's Solve



A Larsen & Toubro
Group Company

PoV

LTI Capability Maturity Framework

A journey from “compliance” to a “culture of beliefs”.

Author: Vishnupriya Lele



Today, the world is rapidly changing with various emerging technologies, new ways of working, diverse stakeholders and more stringent clauses and regulations. Against this backdrop, staying on top of all deliverables and ensuring excellence is challenging enough. But what happens when an organization scales up rapidly, at the same time foraying into newer domains/technologies/lines of business? How does it keep up with the challenges of higher delivery performance, maintaining customer focus? Is it enough to just be compliant to all the applicable industry standards? Or do we need more?

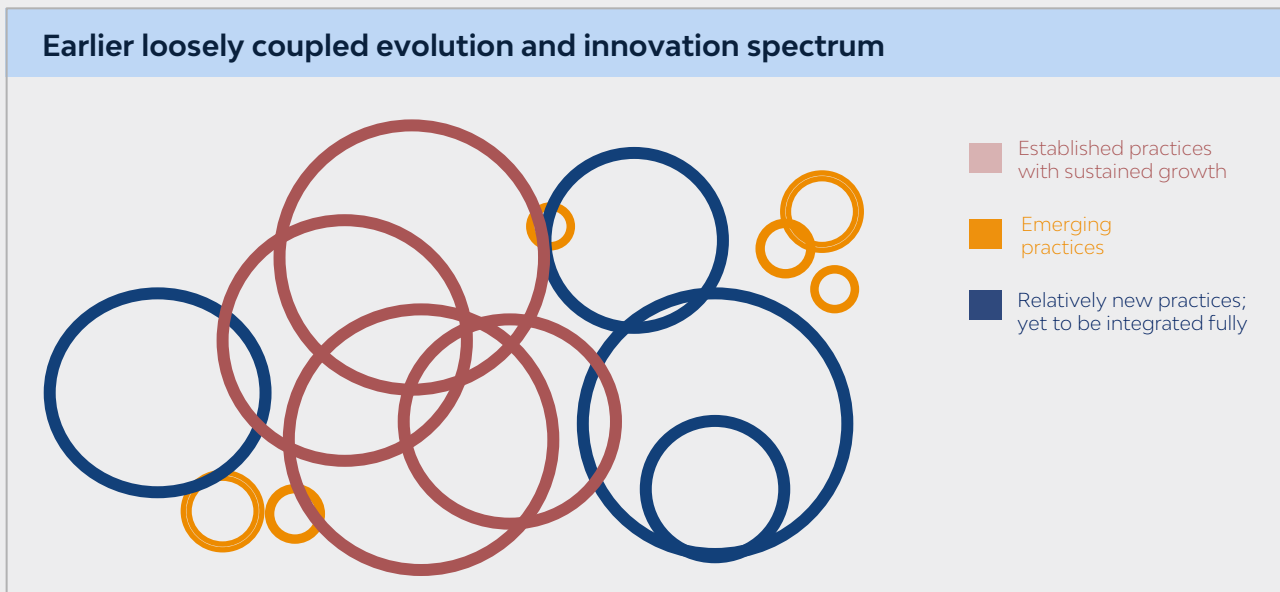
We started mulling over how such a sustained delivery performance and continual customer focus can be designed. Our deliberation over this point led us to our own version of the Capability Maturity Framework (CMF) – a tailored model that brought in benefits on a scale we did not expect.

Here is a brief insight into our experience.

Precursor

As a rapidly growing IT major, determined to meet the increasing demand of the business, many of our new practice units were established in a relatively short amount of time. With this, a large number of people joined LTI, leading to primarily two types of challenges:

1. Pockets of process excellence - The newer process units' focus revolved around delivery with very little time to mature their processes. Whilst older units had strong process management practices, they didn't tie cohesively with other newer units. This led to significant challenges in the delivery of some of our large complex programs.



2. Innovation in silos – Innovations/Best Practices were prevalent in all units; however, they were not being leveraged to deliver their full potential.

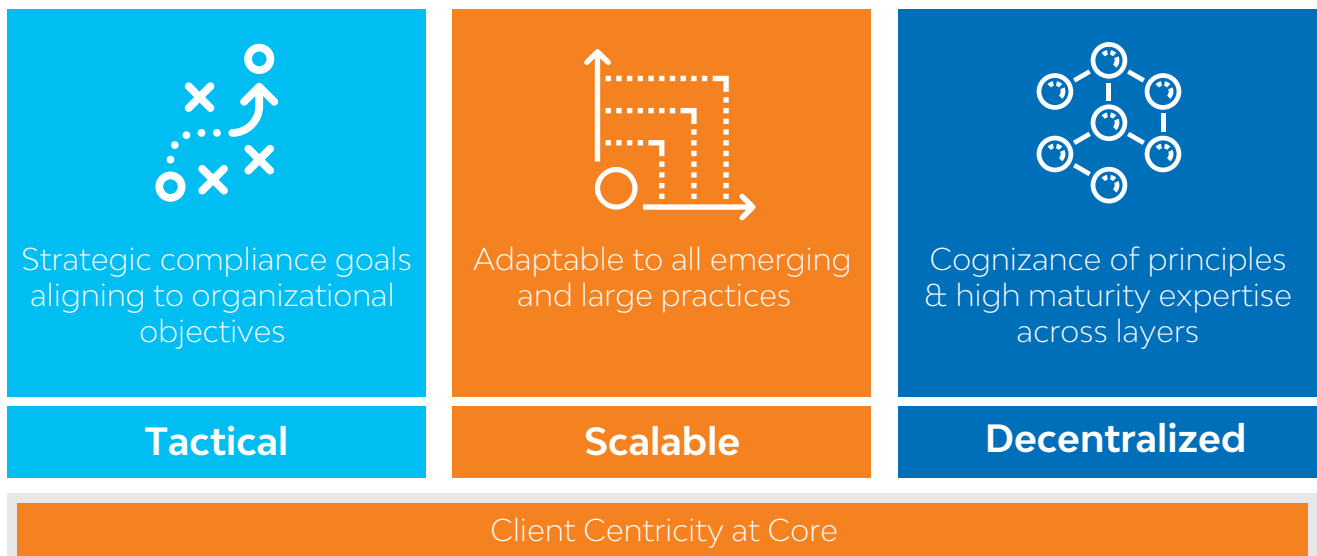
Clearly, we needed a system that integrates discipline and mutual growth across organization.

Genesis of the framework

LTI's beliefs ground on a philosophy of "Abiding by Fundamentals" while "acting together". Our people initiative - Mission Ubuntu - promotes the spirit of 'I am because we are' and strives to nurture the curious minds globally by transforming employees, and in turn, reassuring excellence.

We combined our LTI beliefs with the time-tested benefits of the CMMI framework, which eventually evolved as the LTI Capability Maturity Framework.

The Capability Maturity Framework (CMF) is a system that has "compliance" as an essential component of business strategy, while also realigning people, processes, and technology by the organization vision. CMF drives the delivery of common strategic goals based on improvement and greater operational efficiency, that can evolve, are agile, and can adapt and change, making Delivery Excellence through quality assurance - a way of life.



The framework extends CMMi philosophy beyond projects and compliance, democratizing the Capability Maturity Model to multiply the benefits of the framework.

Watts Humphrey's (American pioneer in software engineering who was called the "father of software quality) CMM model started in the defense domain, where the key in defense is discipline. CMF is a solution that knits the fundamentals into day-to-day activities than a later explicit measure. Along with discipline, CMF also integrates the prediction-driven strategy and collaborative goals into the core fabric of the company. So, being disciplined and collaborative, yet strategic - what are we talking about...?

A cultural change?

LTI CMF - CMMi power unleashed

Simple things are difficult to follow unless they become habits!

It typically takes 21 days for an individual to form a habit, but what does it take for an organization to form a habit? At least a couple of years (maybe?)

Charles Duhigg - a Pulitzer-prize winning American journalist and non-fiction author- coined this phenomenon as Habit Loop (ref "Power of Habits"), which he describes as a neurological pattern that governs any habit. It consists of three elements: a cue, a routine and reward. The heart of this habit is mental, emotional and physical routine and the apt reward marks the routine as memorable.

The cue for us is a structured way of structured way for doing simple things on regular basis (i.e. a routine or discipline) with a common organization-level strategic vision and objective. We devised the framework and instituted rewards centered around this cue.

The framework is formulated in such a way that each layer inherits its role from the organization strategy and every activity is monitored through continuous and prediction-based assessments, collectively. In turn, it enforced the discipline of collaboration, which not only increased the amount of sharing, but also broke barriers of unhealthy competition. We introduced staggered improvement goals and recognition platforms to recognize returns even during the journey and keep the motivation high.



The differentiator is the way the framework is built up across layers, rolling up goals from projects, portfolios to BU, and finally to one organization. This also induced strategizing through statistical analysis and predictive thinking even at the lower layers. The senior management and the leadership have played an instrumental role in these exercises.

The outcome

The framework was deployed in 2018 and the benefits reaped over last two years have been huge.

1. Design thinking and Agile are now integral to the way of working.
2. Agile integration of emerging practices into QMS. Rigor in rolling out new services & transformation of mature practices.
3. 10-fold improvement in project management leveraging high maturity solutions.
4. Increase in accuracy of organization process baselines and metric benchmarks for emergent technologies.
5. ~20 large breakthrough solutions have been identified from various business units through joint contribution of project teams and senior management.
6. Shift in client expectations from delivery excellence to innovative ways of working.
7. We are slowly moving towards identification of IPs at an account or even project level. and this sets the trend for forthcoming years.

Epiphany

This intentional shift in the existing way of working is critical to our collective betterment; but a determined effort can deliver benefits in abundance. These are the levers which drove the outcomes -

- Alignment of every single element of the organization to the business strategy
- Higher collaboration towards common goals
- Discipline

Culture shift is observed - Self-assessment, collaboration and high maturity is now a habit! We now see habits turning into beliefs, giving rise to collaboration to form a closely-knit organization.

Do we ask for more?

*LTI CMF has been recognized as the best practice by HM high maturity lead auditor during CMMi re-appraisal in 2019.

Also, a whitepaper on LTI CMF bagged the "Special Commendation" reward at Chennai SPIN conference.

About the Author



Vishnupriya Lele

Process Specialist, Process Excellence Team, LTI

As a process specialist, Vishnupriya is responsible for organization process definitions and reengineering. She is passionate about bringing in innovative and optimal solutions, backed by a strong experience, working in projects from various domains and IT quality assurance. She has been instrumental in the design and implementation of LTI's proprietary Capability Maturity Framework.

LTI (NSE: LTI) is a global technology consulting and digital solutions Company helping more than 400 clients succeed in a converging world. With operations in 31 countries, we go the extra mile for our clients and accelerate their digital transformation with LTI's Mosaic platform enabling their mobile, social, analytics, IoT and cloud journeys. Founded in 1997 as a subsidiary of Larsen & Toubro Limited, our unique heritage gives us unrivalled real-world expertise to solve the most complex challenges of enterprises across all industries. Each day, our team of more than 30,000 LTItes enable our clients to improve the effectiveness of their business and technology operations and deliver value to their customers, employees and shareholders. Find more at <http://www.Ltinfotech.com> or follow us at @LTI_Global.