

"What is the most significant challenge from using >1 model in the same improvement effort" (grouped answers)	"What is the most significant challenge from using >1 model in the same improvement effort" Note: entries with fewer than 5 scores are included in this list, but are in <i>italicized Times New Roman font</i> ; these entries are not included in the summary views	scores	<5 scores?
alignment with business	alignment with biz needs	22	
alignment with business	alignment with biz drivers	19	
alignment with business	alignment with biz drivers	16	
alignment with business	biz goals and direction change; political changes occur; difficult to keep pace	4	
change mgmt (general)	inability to change as org; multiple models = mult resistance	25	
change mgmt (general)	practitioners feel there is too much process action and resist	21	
change mgmt (general)	setting priority; too busy	21	
change mgmt (general)	commitment to improve	20	
change mgmt (general)	employee attitude`	20	
change mgmt (general)	resistance change via models	20	
change mgmt (general)	getting buy0in from practitioners	19	
change mgmt (general)	culture/mentality change	16	
change mgmt (general)	takes time to determine which processes can affect the org	15	
change mgmt (general)	time to implement & integrate	14	
change mgmt (general)	process burnout	13	
change mgmt (general)	too busy, too much to do	13	
change mgmt (general)	<i>too much change at one tiem</i>	10	4 scores
change mgmt (general)	culture hange	9	
change mgmt / strategy - enterprise view	enterprise process deployment	19	
change mgmt / strategy - enterprise view	difficult to maintain enterprise wide viewpoint	15	
change mgmt / strategy - enterprise view	disconnects between operational & dev groups	14	
change mgmt / strategy - enterprise view	<i>applying same multi-model approach across biz sectors that don't speak the same language</i>	12	3 scores
communication	communication	17	
measurement	integrating/defining measurements	13	
measurement	lack of measurement dat	11	
misc	integrate itil and cmmi for individual certification	17	
misc	implementing six sigma projects quicky, esp smaller projects	16	
misc	lack of defined process to feed into cmmi/six sigma	16	
misc	diminishing credibility of single model approach	14	
proj portfolio mgmg	too many top priorities; no portfolio mgmt	19	
relevance	relevance	11	
separate model ownership	approaches to implementation are silo'd	25	
separate model ownership	models compete, no desire to integrate	23	
separate model ownership	turf - diff team owns each model : "mine is most importatn"	23	
separate model ownership	getting model advocates to work together in coopeartive, producutive mannger	22	
separate model ownership	groups that do things their own way and have no interest in chaning	22	
separate model ownership	model implementations led by separate groups	22	
separate model ownership	each model has its own sponsor; religious wars	21	
separate model ownership	models perceived as competitors	20	
separate model ownership	coordination of ownership driving diff modesl	19	
separate model ownership	different perspectives	17	
separate model ownership	factional thinking; my model is best	17	
separate model ownership	ownership issues between process groups	17	

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separate model ownership	each group of proponents for a model doesn't consider what the other models are trying to achieve	16	
separate model ownership	organizational culture; respect between internal groups override process goodness	13	
sr. mgmt sponsorship	exec support	22	
sr. mgmt sponsorship	financial sustainment	18	
sr. mgmt sponsorship	mgmt attention, support	17.5	
sr. mgmt sponsorship	executive sponsorship, skepticism, ROI	17	
sr. mgmt sponsorship	mgmt and experts support	14	
sr. mgmt sponsorship	mgmt buy-in	14	
sr. mgmt sponsorship	<i>lack of mgmt sponsorship/interest</i>	7	1 score
sr. mgmt understanding	understanding the benefits & goals of each model	24.5	
sr. mgmt understanding	execs see models as competing	24	
sr. mgmt understanding	not understanding that there is more synergy than differences between cmmi & six sigm	24	
sr. mgmt understanding	grasp of multi model integration	19	
sr. mgmt understanding	no sr mgmt support/understanding	18	
sr. mgmt understanding	mgmt team understanding about how to use mult models	17.5	
sr. mgmt understanding	convincing mgmt that there is no silver bullet	17	
sr. mgmt understanding	diagreement about what models to use when, in our lifecycle dev model	16	
strategy determination	bring all of the ideas into 1 vision	22	
strategy determination	integrating various models already established	17	
strategy determination	knowing where to start	17	
strategy determination	ensure & sustain end to end integration	16	
strategy determination	deciding on which models cover	15	
strategy determination	implementing in a lean way - all adds value, not just satisfy std reqt	15	
strategy determination	strategize the synergy of mult models in the background before deploying	11	
technical connections; similiarities & differences (learning them, reconciling them)	having to understand the ins & outs of mult models	25	
technical connections; similiarities & differences (learning them, reconciling them)	significant time to understand similarities & diffs	24	
technical connections; similiarities & differences (learning them, reconciling them)	not able to see how cmmi and six sigma can be cominbed in a large environment	22	
technical connections; similiarities & differences (learning them, reconciling them)	awareness of models and what each offers	21	
technical connections; similiarities & differences (learning them, reconciling them)	interpret each model, understand and align	21	

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technical connections; similarities & differences (learning them, reconciling them)	ability to manage duplicate or similar elements in diff models	19	
technical connections; similarities & differences (learning them, reconciling them)	alignment with other process models	19	
technical connections; similarities & differences (learning them, reconciling them)	lack of alternative model understanding	19	
technical connections; similarities & differences (learning them, reconciling them)	confusion about what applies from each module and how to manage the overlaps	18	
technical connections; similarities & differences (learning them, reconciling them)	interpretations between ISO and CMMI (listed specific examples)	16	
technical connections; similarities & differences (learning them, reconciling them)	common terminology, process relationships	10	
technical connections; similarities & differences (learning them, reconciling them)	confusion over which proess model covers which specific area	9	
training & resources	resources to bring it all together and train the org	21	
training & resources	training participants in how to get most from models	21	
training & resources	insufficient (human) resources to integrate	18	
training & resources	training in each model	18	
training & resources	identifying & training resources	15	
training & resources	training	15	
training & resources	training - having the org have to learn diff appraoches	13	
training & resources	training & resources	13	
	(10+ participants opted out of the exercise)		