

# SEI – Symposium 2012

*Today we learn,  
not only earn,  
a living!*



**Powered by Business  
Improvement, Nedbank**

## Presenters

- John Bourhill - Certified TSP Coach, Nedbank
- Barry Dwalotzky - Director & CEO, Joburg Centre for Software Engineering



MAKE THINGS HAPPEN

**NEDBANK**

GROUP TECHNOLOGY











# Opening thought!

“The *illiterate* of the twenty first century will not be those who cannot read and write but those who cannot **learn**, **unlearn** and **relearn**. ”

*Alvin Toffler*





# Climbing the ladder of success





# The End

**Any Questions???**

Email:  
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Also on  
Facebook and LinkedIn.



**With special thanks to Patricia Maqetuka  
our Nedbank executive TSP sponsor.**





# Very END

Waka Wake – (This time for Africa)





# Who am I?

**John Bourhill – Certified TSP Coach**

**Experienced:** Manager, Leader, Analyst, Help desk, Developer/Programmer, Designer, DBA, Systems programmer/analyst, Operator and Technical Specialist.

Mentor, facilitator, trainer ...  
40 years expertise in IT.



**A Dinosaur – and a  
merchant of possibilities**







# Meet the TSP CoE



Wild  
Frontier

Sasabona Mlanganye





# Role players & partners

**S.E.I.**

**J.C.S.E.**

- **Pilot**
- **Training and phased roll-out**
- **Growth and development of coaches ...**





# Who is Nedbank?

**Group Technology - Fred Swanepoel - C/O**

**PMDA - Ray Naicker - *Divisional executive***

**Business Improvement – Tamasin Bossert**

**TSP Centre of Excellence**



**Specific purpose : Build & support high-performance software teams.**





# Background info



## Past experiences + CMMI history

### Evolution of Process Capability

5  
4  
3  
2  
1

Level	Process Characteristics	Predicted Performance
Optimizing	Process improvement is institutionalized	
Managed	Product and process are quantitatively controlled	
Defined	Software engineering and management processes defined and integrated	
Repeatable	Project management system in place; performance is repeatable	
Initial	Process is informal and ad hoc; performance is unpredictable	





# Business Improvement

Maximize productivity & performance.

Step change in business value and customer experience delivered by IT

1

Create a low cost IT operating platform

*Decrease IT spend with R500m by 2015*

2

IT-enabled Business Process Reengineering

*Identify and capture end-to-end business enablement opportunities*

3

Improve time to market

*Double the innovation output for the same costs*  
*Reduce time to market by 50%*

4

Leverage new technologies

*Technology trend scanning and experimentation in collaboration with business*

Robust, flexible IT architecture enabled by S

Strengthened business IT collaboration

Improved delivery capabilities

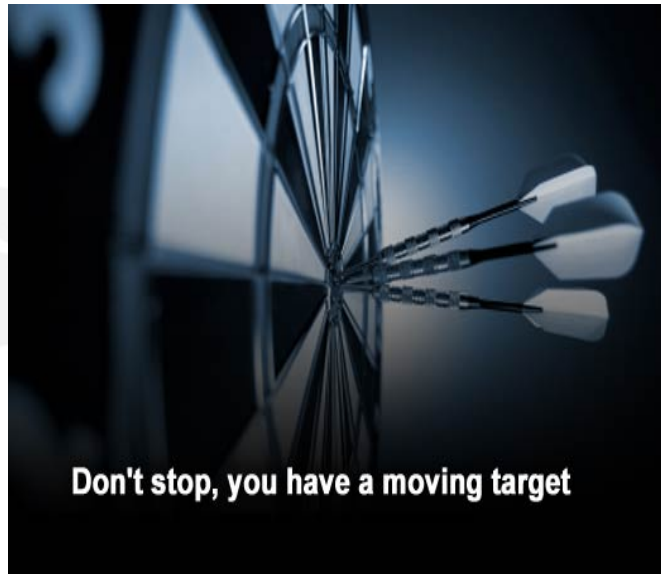
Standardised delivery processes





# Baby Steps: PSP

## My own PSP journey & learning



Don't stop, you have a moving target



*J. McCreath*  
“What do you mean we can't finish on time?  
Do you want history to say that  
Rome wasn't built in a day?”



# Why be a coach?



Our belief's are 'the truth'.

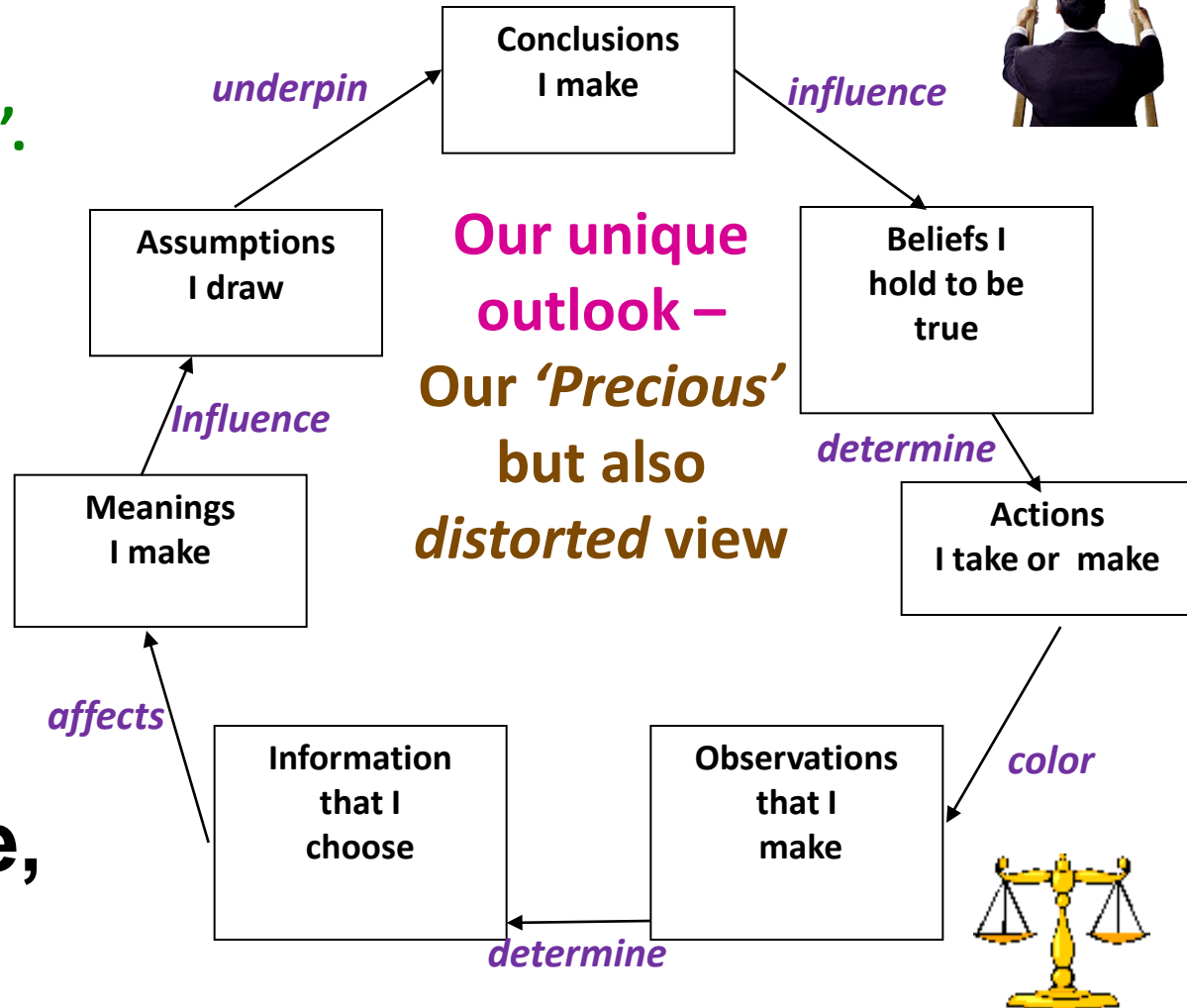
The truth is 'obvious'.

Beliefs are based upon  
'reality' → accurately  
depict 'real' information.

Thoughts are based upon  
this 'reality'.

What you believe,  
you become!

Beliefs make or destroy possibilities!





# TSP Pioneering steps

## Pilot & getting going

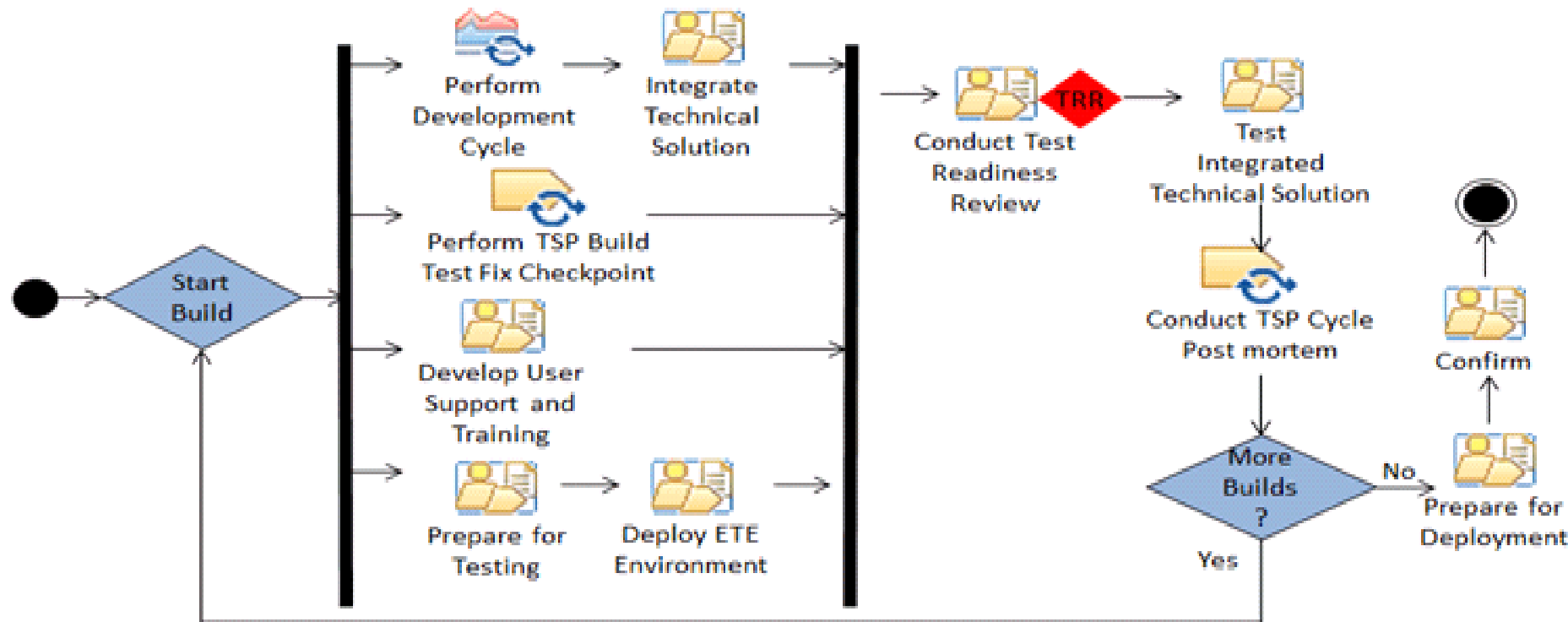






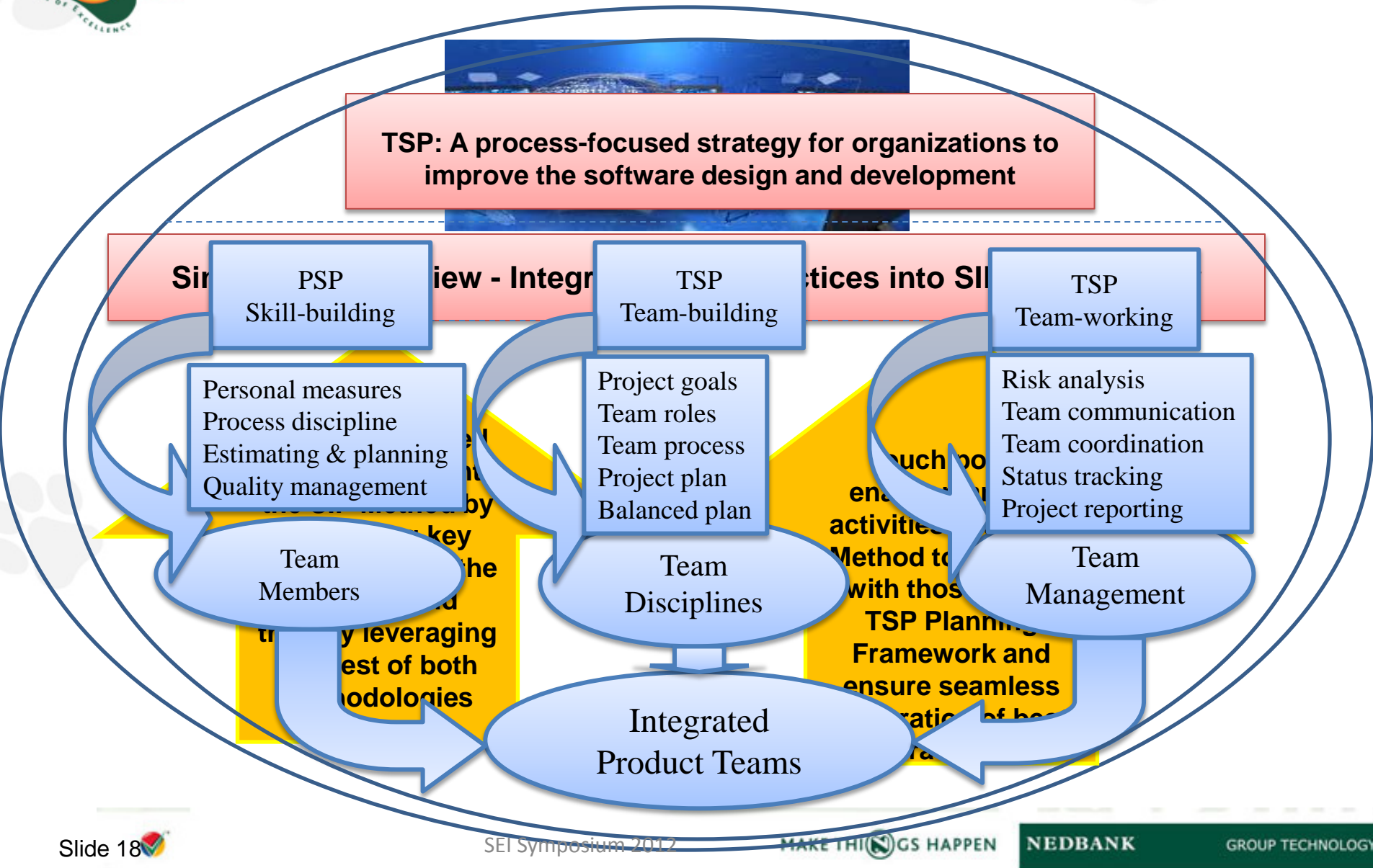
# Stepping out: Integration

## Build, Test, Fix Phase





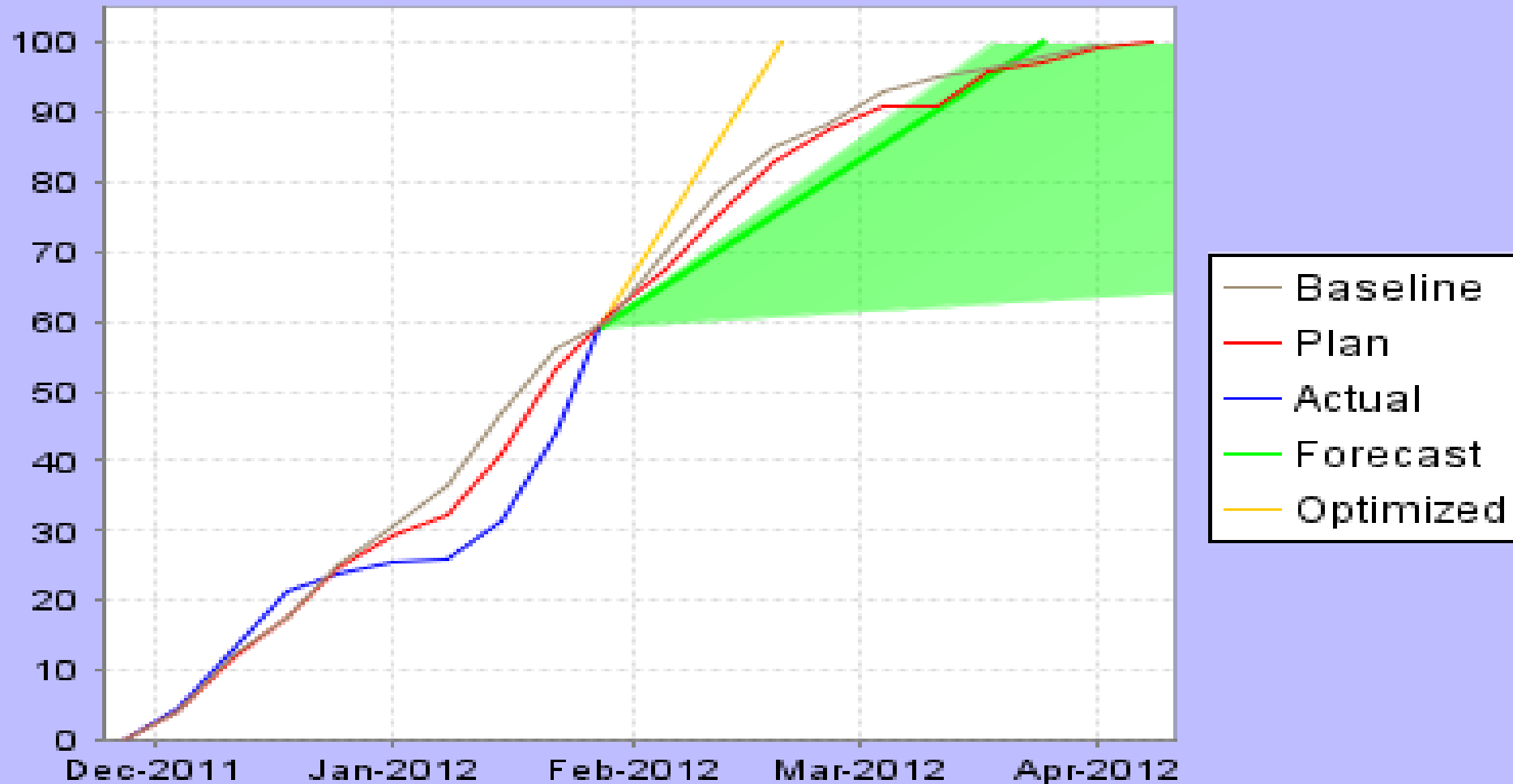
# TSP & IBM Lifecycle





# TSP measures & targets

## Earned Value (%)





# Success story

**Now GT has authentic data that shows:**

- ❖ **Current progress status of projects not analysed before**
- ❖ **Early detection & correction of problems**
- ❖ **Data establishing foundational baselines for improvements over the next iterations of TSP implementation**
- ❖ **Defect removals before code delivery at testing stages, significantly improving quality of code delivered to Prod**
- ❖ **Productivity improvements.**





# Supporting TSP Statistics : Phased Roll-Out

- Implemented TSP in 48 projects to date
- Expect another 50 projects to undergo TSP implementation next year

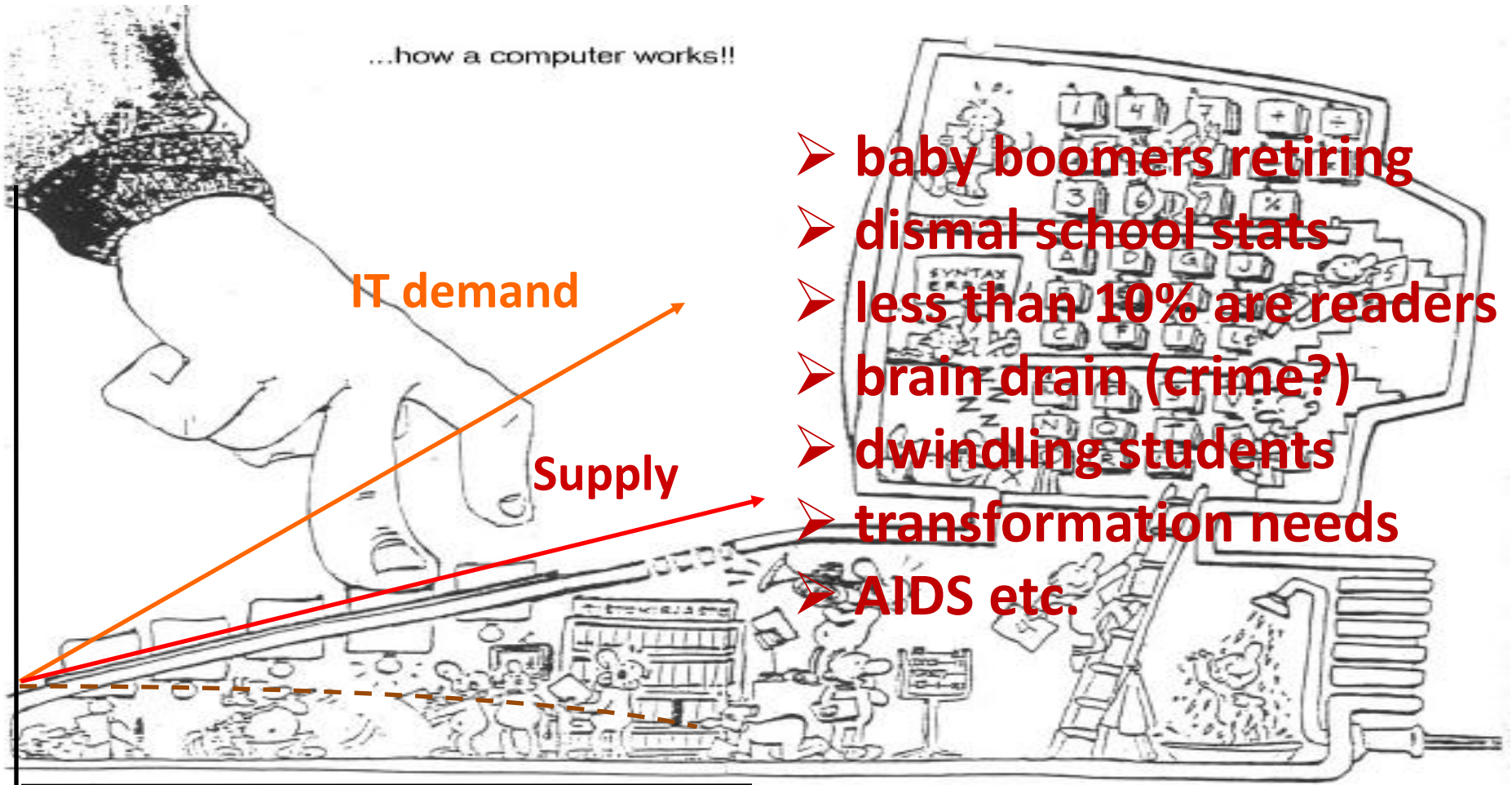


Adapting metrics to suit the latest technological advancements



# Need for Coaching

War on talent is no longer just a buzzword!



➔ Have to do more with less!



# Products of coaching

## ❖ Long-Term Excellent Performance

Meet the high objective standards of the coaching agreement discipline

## ❖ Self-Correction

Make any necessary adjustments and not become dependant on others

## ❖ Self Generation

Observe others and self in action, practice and strengthen new ways to improve.

Source – “Coaching: Evoking Excellence in Others” James Flaherty





# Why change is tough!

To **HAVE** something different  
→ **DO** something different  
→ **BECOME** something different!

**Habits are hard to break!**

Human beings are:  
> Reaction machines  
> Reality Building machines.

Our brains always look for patterns and connections!

Source – “Quiet Leadership” David Rock



*I give up...*





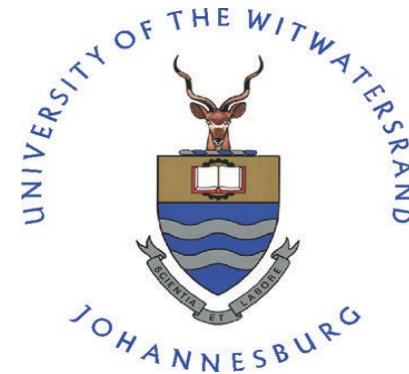


# Reaching out





# Joburg Centre for Software Engineering (JCSE) at Wits University



**Nedbank's key strategic partner in our  
successful TSP Journey**



## JCSE: Who are we?

- The Joburg Centre for Software Engineering (JCSE) is a three way partnership between government, academia and industry
- Based at Wits University, the JCSE runs various programmes and facilities positioning it as a focal point for the software development sector in South Africa and Africa



# JCSE Goals



- **Improving processes: Promoting international best practice in Software Engineering within an African context**
- **Promoting investment: Establishing a business friendly environment that attracts investment in the local Information and Communication Technology (ICT) industry**
- **Encouraging innovation: Applied research, technology incubation and IP development**
- **Building capacity and skills: Educating experts to lead Africa's software development sector**



# How do we achieve our mission?

- Offering various courses to industry
- Housing start-up companies in our pre-incubator facility
- Hosting industry forum meetings including the Gauteng SPIN Architecture Forum and Agile Forum meetings
- Conducting applied research
- Promoting the adoption of the Capability Maturity Model Integration (CMMI®), Team Software Process (TSP), Personal Software Process (PSP) and People Capability Maturity Model (P-CMM) in Africa





# Our TSP milestones

- **Successful launch of TSP pilot as a national pilot initiative in 2009**
- **Successful completion of TSP Trainings:**
  - ~220 people trained in PSP Fundamentals
  - 75 people trained in Leading Development Teams
  - 50 people attended TSP Executive Sessions
  - 20 people trained in TSP for Team Members
- **TSP coach capability development:**
  - 6 certified TSP coaches
- **TSP training capability development:**
  - 4 certified PSP Instructors



# Our TSP journey and way forward : 2012-2014

- TSP adoption across various organisations in addition to the existing ones
- Continued focus on TSP implementation, training and coaching across various organisations already on TSP journey
- Enhancement of TSP coach and trainer capabilities
- TSP user group sessions and road shows across South Africa



# TSP user feedbacks: Key highlights based on our surveys

- Teams are able to see the bigger picture within a project
- TSP has enabled common understanding and shared vision
- Team members consider TSP a significant value adding process as it enables early visibility of the gaps as well as mechanisms to improve individual tasks, planning, estimation and review etc,
- Team members feel empowered by having ownership of the team plan
- Most of the team members participating in the TSP program have found the experience to be enriching with regards to their individual growth and capability development
- TSP has enabled formation of gelled teams



## Other key milestones..contd

➤ The JCSE is working with the South African Government on developing an ambitious employment creation scheme, called “the Thousand Jobs Strategy”. This strategy is based, in part, on TSP adoption. Work started in 2012 to implement this strategy in Johannesburg, Cape Town and Durban.



# Looking towards the future!

How can we prepare for a better potential future?

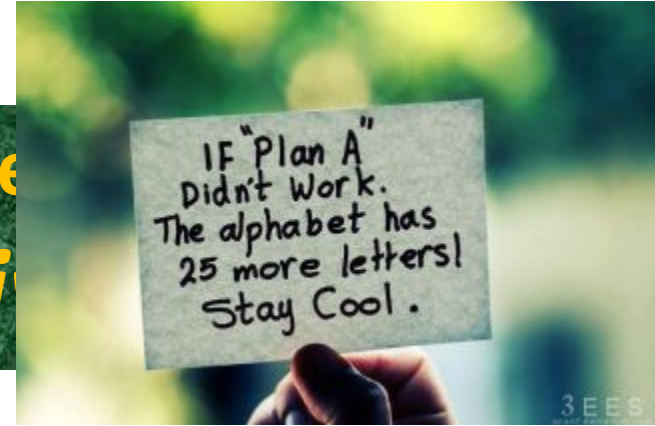






# Transformation Leadership

**Value proposition :** An environment  
*where people can thrive*



**Change is inevitable so make it a competitive edge**  
**Manage: risks - costs - agility - customer value**  
**Embrace past failures and learn from mistakes**  
**The right people with right skills in the right jobs!**





# The 'F' word

Be **F**lexible → adaptable, prepared, able to cope...







# Use tools & current skills



**More effectively!**





# Where are we going

Practice makes perfect?



***Perfect Disciplined practice makes perfect!***

The gap between what we know and do  
*only changes when our behavior does!*



**“Behavior is driven by beliefs.  
Therefore show results that are  
inconsistent with beliefs”**

**Gene Miluk**





# Save the Rhino







# Spare

