

MESSAGE FROM SIM

I see the theme of this issue to be the benefits of achieving process maturity. Thanks to the initial research of Watts Humphrey in the 1980's, and many others who have contributed throughout the years, our field now has a base of solid evidence that proves organizations adopting process maturity through capability maturity models and best practices achieve far greater results than those still living by hit and miss, ad hoc, chaotic efforts.

The article on lessons from the journey to CMM Level 5 introduces SEI's capability maturity model, which was originally developed by Watts Humphrey. To me, his foundational material has not only significantly improved our industry's ability deliver software but has also spawned frameworks for assessing and measuring process maturity in many other areas of our field.

The outsourcing lifecycle imperative article provides a tremendous foundation for achieving maturity in the volatile and problematic areas of IT and business process outsourcing. The St. Gallen article provides evidence, through case studies, of the value of having mature CRM processes. Finally, the article on data deception sensitizes us that stealth invasions can be thwarted with the use of mature operational process maturity from knowledge sources such as ITIL (Information Technology Infrastructure Library) and ITSM (Information Technology Service Management).

Those who claim that rising levels of capability maturity begets bureaucracy apparently find solace in the freedom to shoot from the hip and consequently get shot back. Process maturity enables consistent, repeatable practices that save time and money by structuring our routine work while enabling energy to be placed on creative contribution. Process maturity is like wearing a well-tailored suit rather than a straightjacket. However, if left to the bureaucracy police that often invade our organizations, our fate could be caught up in useless documentation.

The journey to achieving process maturity yields extremely high returns and requires steadfast, focused leadership. Processes need to have enough substance to make them useful and enough flexibility to make them practical.

MISQE is offering the IT practitioner an excellent resource to help us achieve process maturity via the research-based findings in the 36 articles that have been produced to date. SIM greatly appreciates this contribution to our field.



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