

The slide features a decorative arrangement of six circles. Three are solid purple and three are hollow white, arranged in two rows of three. The top row circles are positioned behind the main title text.

Managing Configurations is not just Configuration Management

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The slide features a decorative arrangement of five circles. Three are solid purple and two are hollow white, arranged in a horizontal row.

Audience Profile

- | How many present today would consider themselves as 'career' configuration managers?

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We need to break away from traditional paradigms

The World consist of 3 typologies of those who manage configurations

Those who *think* they do manage configurations

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Those who *think* they do manage configurations

Those who *would like* to think they manage configurations

The World consist of 3 typologies of those who manage configurations

Those who *think* they do manage configurations

Those who *would like* to think they manage configurations

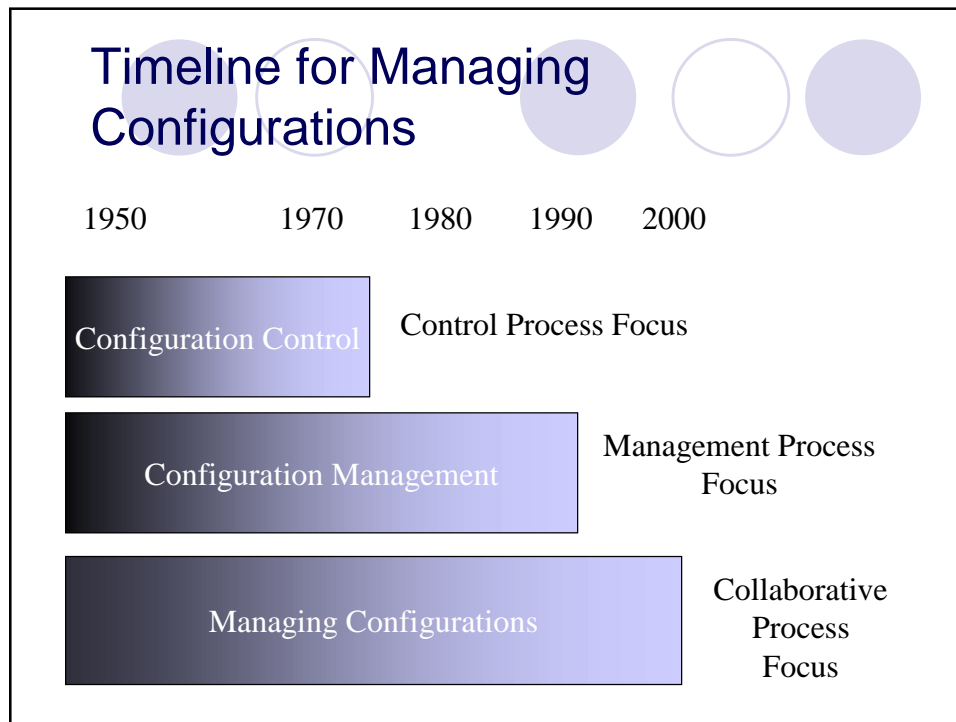
Those who *actually* manage configurations

Perception Issues of CM

- | Configuration Management is little more than change or version control
- | CM is not a 'management' task, it is more often than not a clerical activity
- | CM is a design process that is carried through into manufacture

What actually is a 'configuration'?

- | Arrangement, or parts of something
Collins Dictionary
- | Functional and physical characteristics of a product as defined in technical documents and achieved in the product
ISO 10007



Why is Managing Configurations different to CM?

- | CM is a **process** for managing changes to both product and definitive information. It is often facilitated by the use of tools.
- | Managing Configurations is an **activity** that comprises many processes. Its purpose is to define and manage the configuration lifecycle.

What activities are involved in managing configurations?

- | Requirements Management
- | Design Management
- | Operations Management
- | Test and Validation
- | Content Management
- | Support Management

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**A better question to consider may well be
'what business activities are not involved in
the managing of configurations?'**

Importance of Practice in Managing Configurations

While process is clearly important to the overall coherence of an organization, in the end it is the practice of the people who work in the organization that brings process to life, and indeed, life to process.

Etienne Wenger, 1998.

How do we currently develop our CM people?

- | Train *not* Educate
- | Focus on *Process*, not on *Practice*
- | Seek Best Practice process solutions rather than develop Practice Based solutions
- | Emphasis on short term 'day' courses, not long term education



What must we change?

- | Emphasis on long term development
- | Focus on the whole lifecycle
- | Define the competencies of effectively managing the configuration lifecycle
- | Stop the search for short term *fixes*



Competency Elements in Managing Configurations

- | Strategic
- | Control
- | Technical
- | Commercial
- | Organizational
- | People

Competencies in Managing Configurations - Issues

- | Not just for CM people
- | Anyone involved in managing configurations should possess certain of those competencies
- | That includes those working in:
 - | Requirements Management
 - | Project Management
 - | Quality Management
 - | Operations Management and more.....

Research Findings of Interest

- | Under the 7 major headings, a list of 38 competency topics were identified
- | Of those 38, only 8 were identified as technical
- | Of those 38, 15 were defined within the areas of both *Organizational* and *People*
- | Follow up studies showed that those 15 were the most crucial competencies and the ones where less emphasis was placed in training
- | General emphasis placed on Control (CM) above the management competencies



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