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Anyone who has spent a significant amount of time working toward organizational and process high maturity knows that it is never an easy or short-term endeavor. This issue of **CROSSTALK** focuses on High Maturity Organizational Characteristics. The complexities of creating and sustaining a High Maturity Organization never cease to amaze me. There are many ways to achieve High Maturity and this issue focuses on many of the perspectives from people who have worked in the software industry for many years.

Gerald Weinberg sometimes called the Father of Agile, focuses on Agile and the often-elusive definition of Quality. When it comes to software, what is Quality and how good is good enough?

Barry Boehm, Richard Turner, Jo Ann Lane, and Supannika Koolmanojwong focus on the fact that high maturity processes are not one size fits all in their article, "High Maturity is Not a Procrustean Bed." Due to the complexity of high maturity processes and tools it is tempting for many organizations to try and make their process a one size fits all for high maturity projects, this approach can be problematic however there are ways to determine which process, or processes best fit a particular project.

In his article, "Disciplined Learning: The Successor to Risk Management" Alistair Cockburn, investigates the idea that traditional Risk Management is focused on avoiding failure and not delivering success. He investigates how Disciplined Learning may add to the probability of success of programs.

Capers Jones provides insight into proven methods of achieving excellence in software development in his article, "Achieving Software Excellence." He also explores the definition of what software excellence really means.

"Improving Software through Metrics while Providing Cradle to Grave Support" was written by Jennifer Walters and Kevin MacG. Adams. This article focuses on the benefits of metrics collection over the lifecycle of the system. Above are examples of the articles in this issue of CrossTalk Magazine. As I write this article I just walked out of a CMMI® High Maturity SCAMPI B appraisal. It was very interesting and informative. It reminded me once again that High Maturity is an involved and difficult process. I have consistently found that the more we learn about processes and all of the aspects of software process improvement the more able we are to lead our organizations/projects to provide high quality software on schedule, at a reasonable cost. I hope you enjoy this edition of **CROSSTALK** Magazine and always continue to learn.

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