The change comes from the inside!
Divide and Conquer:
A Top Down and Bottom Up Approach
Agenda

- Purpose
- Background
- Let’s talk about Change
- Our Change Management Plan
- Change Management Team
- Conclusions
What is Change and how can a small business achieve Process Improvement Change?

OST’s case study on achieving change

- Our Change Management Plan & transition to a high maturity organization
- Our Change Management team
  - How we defined our 80/20
  - Our early adopters
  - What to do with detractors?
OST, Inc

Washington DC-based, founded in 1999

Core competencies
- Integrated IT solutions
- Managed Services
- Management consulting
- Research, development & engineering

CMMI L5 (CMMI-DEV v1.2)
ISO 9001:2008 certified
ANSI 748 compliant
Background – Our Process Improvement Structure

- **CEO**
  - CXOs
  - Directors
  - Business Unit Leads (BUL)
  - Program Leads

- **Executive SEPG (ESEPG)**

- **Change Agents**
  - SEPG
    - Process Action Teams (PATs)
    - Business Performance Group (BPG)
    - Quality Assurance Group (QA)
    - Engineering Review Board (ERB)
    - Other focus groups
    - Projects

- **Process Users/Practitioners**
What is change?
Change @ OST – A case study

- Wanted to apply lean concepts
  - Use smartly limited resources
  - Use existing framework

- Wanted to get away from the gut-feeling improvements
  - To proven-improvements

- Competitive advantage
Top down - Senior Management’s Support

- They saw the value from the beginning
- Communicated the main message
  - Towards the company’s vision
  - Benefits of the change at different levels
- Maintained the enthusiasm and motivation
- Head of communication channel
Change Management Plan

Plan

Provide resources

Assign Responsibilities

Train

Manage Configurations

Identify and Manage Stakeholders

Monitor and Control

Objectively Evaluate Adherence

Review Status with Higher Level Mgt.

Collect Improvement Information

Adherence

Evaluate

Objectively

Identify and Manage Stakeholders

Monitor and Control

Objectively Evaluate Adherence

Review Status with Higher Level Mgt.

Collect Improvement Information

Plan

Provide resources

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Plan
The 80/20 - Our people
How to define your 80/20 – Bringing change

Crossing the chasm -

The Early Adopters
20%

The Regular Practitioners
80%

The Detractors

The Chasm

P.I. Enthusiasts
Visionaries

Early Majority
Late Adopters
Skeptics

Early Adopters- Change Management Team

- Creation of Business Performance Group (BPG)
  - Group to take process improvement to the next level
    - “Early adopters” from several projects and backgrounds
  - SEPG leaders selected the team
    - Interaction from governance activities, audits, focus group participations

- Characteristics
  - Humble – Attitude counts
  - Hungry
    - Challenge you
    - Ownership
    - Leadership
  - Trustworthy
  - Availability and Commitment

- Got buy-in from respective PMs and Business Unit Leads
  - Before talking to potential members
Change Management Team - From Group to Team

- Invested time for the members to know each other
  - Myers- Briggs – Learn how to work among team members
  - Meet in person as often as possible
  - Build team values

- Let them know about the distinction
  - What they bring to the table
  - Let their peers know
  - Sr. Mgt reinforced the message and kept them motivated

- Gave them authority for their area of work

- Let them take ownership in tasks in their area of interest
  - Sometimes challenged them with other tasks
Change Management Team - Responsibilities

- Transition
- Vision
- Alignment
- Empowerment
- Dialogue
- Congruence
- Anticipation

Change Management Team Responsibilities
Change Management Team - What they accomplished

- Planned and implemented change management action plans
  - Provided feedback from the practitioner’s perspective
  - Ensured *ease of use* and *usefulness* of new processes

- Led by example
  - Implemented on their projects
  - Introduced change to their peers
  - Established the buddy program to ensure understanding

- Became the main channel of communication
  - Gather first source feedback
  - Gained the trust of other peers
  - Are still supporting implementation of L5

*Medha Umarji, Gauging acceptance of software metrics: Comparing perspectives of managers and developers*
Detractors?- What to do

- Identified skeptics
  - Through the feedback provided
  - Their attitude toward process changes

- Analyze their feedback
  - Found the root cause
    - Commonalities- role, activities, concerns
  - Incorporated feedback in the process
  - Establish action plans to get buy-in

- PMs shared concerns
  - Project Managers that had concerns about sustainability
  - Impact on the project constructs
  - Created a group with early adopter PMs and BULs
    - Helped us getting understanding of where others were coming from
Practitioners start driving the change
  ➤ Make requests
  ➤ Provide feedback
  ➤ Provide new ideas

Their language changed
  ➤ Practice interviews- L5 institutionalized
  ➤ Practitioners started inquiring to implement in their projects

Our business outlook changed
  ➤ Strategic and goal oriented
  ➤ Replaced gut feeling with quantitative decision making
What we learned

- If you are having a bumpy road...
  A lot of noise is coming back
  Don’t worry, it shows they are listening

- Don’t assume all resistance comes from being a detractor...
  Most times is miscommunication

- Don’t wait for a fully cooked recipe to share...
  Share a little bit on the way to get feedback and adjust

- Keep your cool and remember your core values...
  People drive the change

- Don’t forget about the middle
**Conclusion - The Pursuit of True Change**

- People, process, and technology impact quality

- Process is a sequence of steps performed for a given *purpose* (IEEE)

- Process changes have the most impact
Conclusion- A Suggested Roadmap

Define the Battle
- Why are you pursuing the change?
- Does it align to your vision?
- Define benefits at all levels
- Get Senior Management’s commitment
- Create a Plan-Use your GPs

Target the Point of Attack
- Find your early adopters- They will become your best sellers and provide feedback
- Create a Change Management Team – for practitioners and PM level
- Find your skeptics- Analyze why and how to bring them over

Assemble and Invasion Force
- Create the “whole product”- processes, solutions, support structure, etc
- Ensure its ease of use and usefulness- Otherwise, who wants it?
- Establish support mechanisms- trainings, buddy programs, etc
- Ensure the outputs provide the expected benefit

Launch the Invasion
- Define and manage channels of communication
- Use your change management team as your “sales force”
- Beat the drums- Sr. Mgt, SEPG, Practitioners
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Any Questions?

Gauging acceptance of software metrics: Comparing perspectives of managers and developers, Medha Umarji.