

NDIA CMMI Technology
Conference & User Group

Denver, CO



**A Change Agent in a
Level 1 Organization:
How to Survive in a Hostile
Environment**



Agenda

- Introduction
- L1 Organization = Hostile Environment?
- Understanding Resistance
- Challenges to Change in L1 Organization
- How to be a Change Agent in a L1 Organization
- Creative Ways of Measuring/Advertising Success
- Summary

ABB

- Leader in power and automation technologies
- Enable utility and industry customers to improve performance while lowering environmental impact
- The ABB Group of companies operates in more than 120 countries and employs approximately 120,000 people
- ABB became the first company in the world to sell 100,000 robots
- A vast majority of products at ABB have software and hardware components



ABB's Organizational Structure

- Power Technologies
 - Power Systems
 - Medium-Voltage Products
 - High Voltage Products
 - Transformers
 - Utility Automation Systems
- Automation Technologies
 - Automation Products
 - Manufacturing Automation
 - Process Automation



- ABB Software Process Initiative (ASPI)
- ASPI is composed of members from 2 ABB Corporate Research Centers (CRCs):
 - United States: Raleigh
 - Sweden: Vasteras
- Responsible for: Development of appraisal and improvement methodologies, evaluation and deployment of pilots within ABB for CMMI transition, PSP/TSP, etc.

L1 Organization = Hostile Environment? - 1

- Why might a level 1 organization be considered a Hostile Environment?
 - L1 Organizations don't plan or monitor well
 - Firefighting is the norm – TENSION!
 - No time for instituting change



ABB

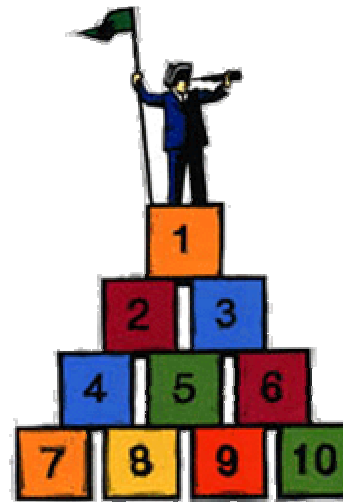
L1 Organization = Hostile Environment? - 2

- Why might a level 1 organization be considered a Hostile Environment?
 - Heroes are key to success
 - The change may be seen as a threat



L1 Organization = Hostile Environment? - 3

- Why might a level 1 organization be considered a Hostile Environment?
 - Middle managers – Top-10 or none
 - Changes/improvement efforts typically don't make the top-10 list



Managing Resistance - 1

Why People Resist

- Maintain Status Quo and avoid transition state
- Protect individual and organizational
 - Values
 - Emotions
 - Ways of operating

When Does Resistance Increase?

- Low perceived need
- Implies poor past performance
- High level of disruption
- Low reward / high cost
- Negative consequences
- Irreversible outcome
- Doubt about success
- Fear of unknown
- Unclear expectations
- and Low involvement

Managing Resistance - 2

How People Resist

- “Can’t do it!”: Skill (Training Issue)
- “Won’t do it!”: Motivation (Management Issue)

2 Types of Resistance

- Overt
- Covert



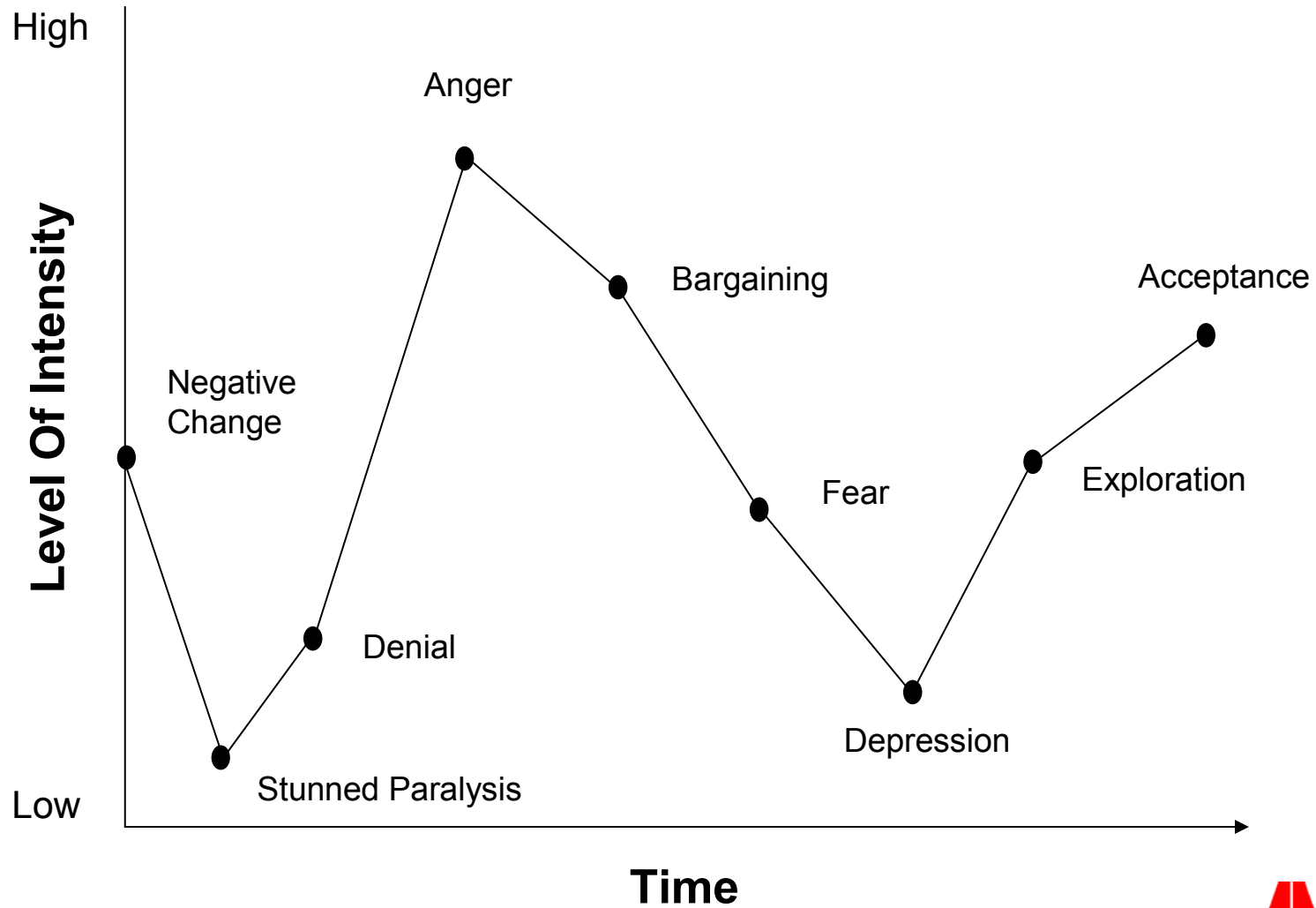
Forms of Resistance - 1

- **Give me more detail:** Continual requests for more information; no matter how much you give, it's never enough (appraisal interview experience)
- **Flood you with detail:** More and more information is provided that you understand less and less.
- **Time:** They never have enough time to meet with you, meetings that you do have are continually interrupted by calls or by people who “drop by”.
- **Impracticality:** The person keeps reminding you that they live in the **Real World**.
- **I'm not surprised:** No matter what bizarre and unexpected things happen in a project, they claim they are not surprised.

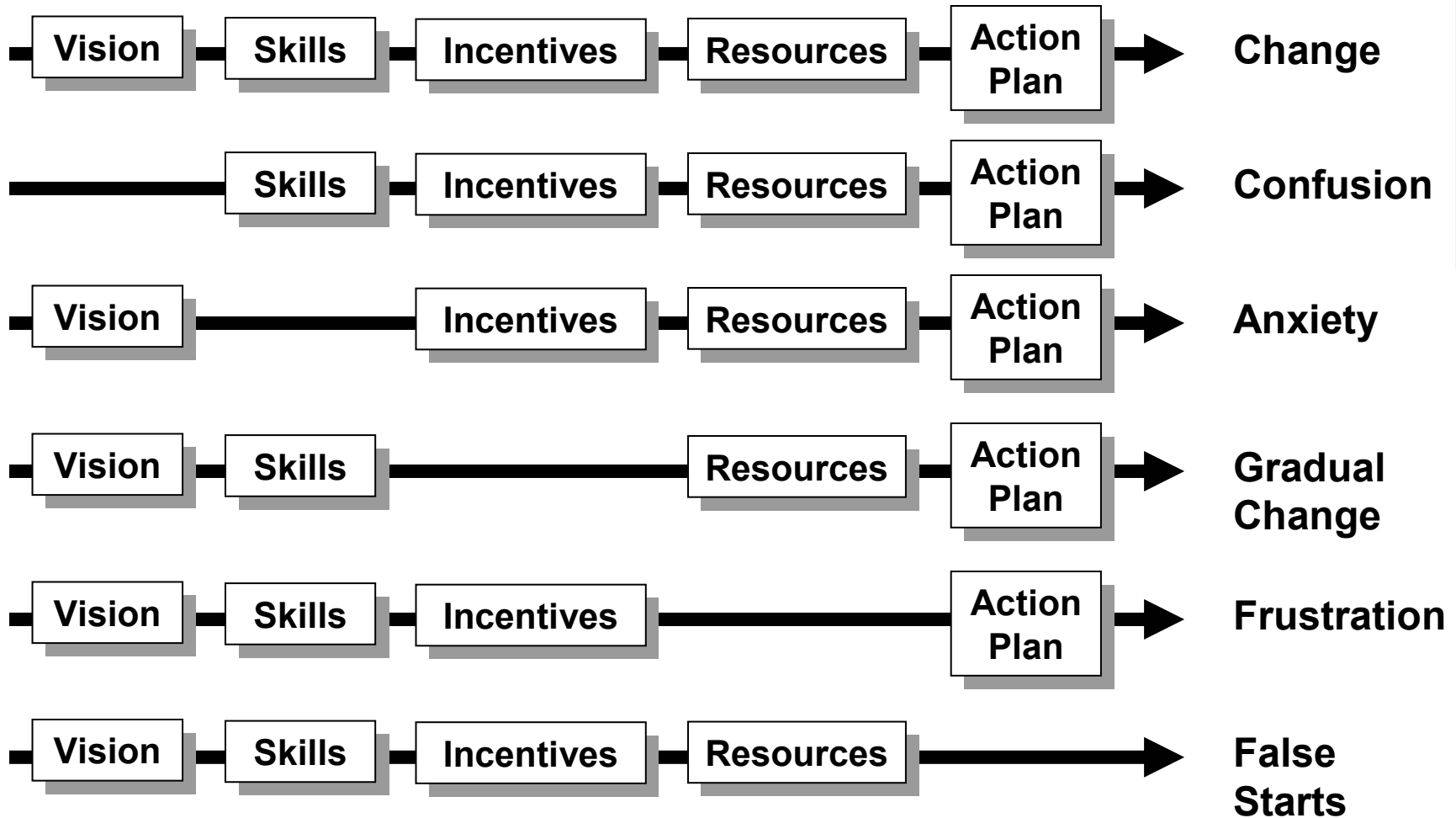
Forms of Resistance - 2

- **Attack:** You are attacked with angry words, a red face, pounding on the desk, pointing a finger in your face, and punctuating the end of every sentence.
- **Confusion:** They claim to be continually confused, even after you have explained things two or three times.
- **Silence:** No reaction or response, even when you push hard for concurrence or objections.
- **Intellectualizing:** The person wants to discuss theory after theory about why things are the way they are.
- **Compliance:** They totally agree with you and eagerly wants to know what to do next. No reservations are ever expressed; the implication is that whatever you do is fine.
- **Pressing for solutions:** They want to rush headlong into solutions, without spending the time necessary to clearly identify and analyze the problem(s).

Reaction Pattern to Change viewed as Negative



Managing Complex Change



Challenges to Change in L1 Organization - 1

■ Resources

- Lack of sufficient resources leads to frustration in bringing about change
- Budget for instituting a change should be established and supported just as the budget for a development project



Challenges to Change in L1 Organization - 2

■ Training

- Not a high priority for Level 1 organizations
- But training is typically a key component in rolling out any change

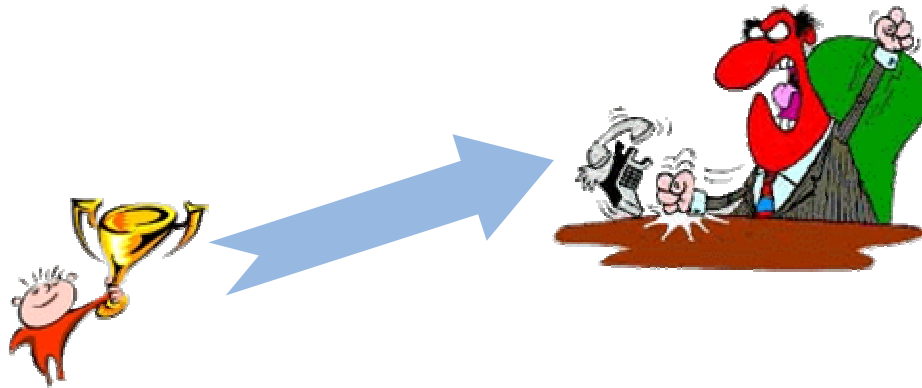


■ Sponsor

- A level 1 sponsor presents one of the biggest challenges
- The sponsor must support and “own” the change before the organization will accept the change

Challenges to Change in L1 Organization - 3

- Don't reward bad behavior - even the sponsor's!
 - "Managers Behaving Badly"
 - Rewarding/Responding to bad behavior encourages/perpetuates it!
 - Sponsors that rule by intimidation, cursing, and general instability are not in support of positive change



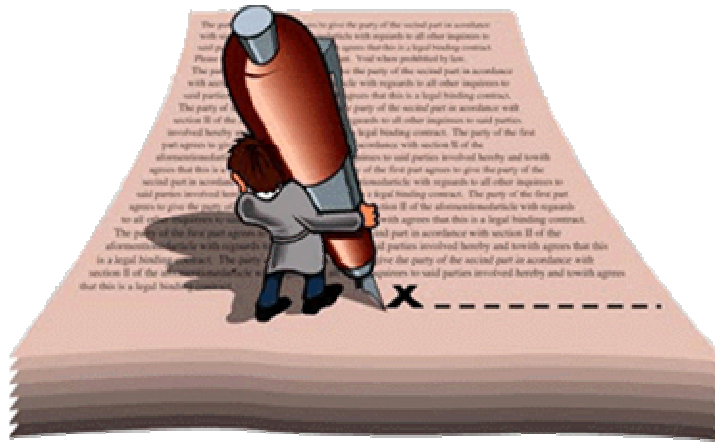
How to be a Change Agent in a L1 Organization - 1

- “Contract” with your Sponsor
 - Understand the Sponsor’s expectations of the change effort
 - Understand what the change effort needs from the Sponsor in order to be successful
 - Create a “contract”
 - Reach a common understanding with the Sponsor of his/her expectations and also what is required from the Sponsor.
 - Does not necessarily result in a formal/legal ‘contract’
 - However, the resultant commitments should be documented and approved (e.g., include in Process Improvement Plan)



How to be a Change Agent in a L1 Organization - 2

- “Re-Contract” with your Sponsor
 - “Re-Contracting” is necessary when support from your Sponsor is less than committed. (the improvement effort is being negatively impacted)
 - It is the responsibility of the Change Agent to have a meeting with the Sponsor to resolve/re-negotiate.
 - Usually the Sponsor needs only a reminder.
 - Offer to “ghost write” drafts of communications if this would be helpful.

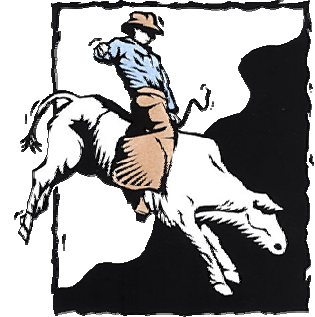


How to be a Change Agent in a L1 Organization - 3

- The lifeguard approach
 - Let the organization move forward on their own
 - Make sure they follow the rules
 - Jump in if the effort is floundering
- Demand (at least) Level 2 behavior from those responsible for change
 - “Practice what you preach”



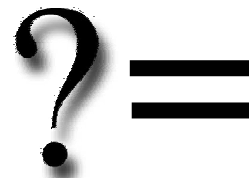
How to be a Change Agent in a L1 Organization - 4



- Ride the bull
 - You may go through some difficult times when instituting a change, but hold on tight, be persistent.
 - “If ya ride the bull, you’re going to get some bruises!”
- Know when to step back
 - Important that the organization, not just the change agent is passionate about the change
- It’s not about you doing all of the work
 - Be a catalyst and provide support
 - The organization needs to make the change happen

How to be a Change Agent in a L1 Organization - 5

- Don't underestimate the power of brochures and posters
 - Constant reminders keep awareness of the change at a high level
- Training "on the cheap"
 - Lunchtime seminars
 - Newsletters
- Promotions
 - Lollipop tree
 - Questions – Donuts
 - PowerPoint presentation cycling in the main lobby



Creative Ways of Measuring/Advertising Success - 1

- The importance of low-hanging fruit
 - Pick the fruit while it's ripe
 - Share with others
 - Don't take credit for the tree or the fruit
 - Make a pie when appropriate
 - Set it on the window sill to cool so that all of the neighbors can enjoy
 - Open up a fruit stand



Creative Ways of Measuring/Advertising Success - 2

- Reward and Recognition
 - You don't have to spend a fortune
 - Little things mean a lot
- Posters
 - "Turtles"
 - "Traffic lights"
 - Dare to be different!



Wrap-up/Summary

- Being a Change Agent is sometimes just a matter of survival and the opportunity to seek shelter!
- However, the toughest jobs are also the most rewarding.
- Being a Change Agent is not for the timid or shy.
- By bringing a bit of creativity and a lot of determination and patience, you can prevail!
- Being a “Target” at least ensures that you get a lot of attention. ;-)

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