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Transitioning to the CMMI: *what they never told you*

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This presentation contains information
that may not be suitable for all
audiences.

Audience Discretion is Advised

“ Changing from any one legacy system to another can be a high risk, error prone undertaking

“Our planning often overlooks or underestimates the “human factor” when undertaking change

“ The “human factor” is a big key to successful change

Keys

” 3 helpful Mindset TOOLS

- *WIIFM*
- *Pain Management*
- *Mapping*

” 6 Practical Tricks & Tips

- *Tricks they use*
- *Tips you can use*

“ WIIFM

- *What's In It For Me?*
 - *how's it benefit me*
 - *why should I buy it*
- *Must be answered from **their** perspective*
 - *ego recognition*
 - ❖ *private or public*
 - ❖ *natural leader among peers*
 - *financial rewards*
 - ❖ *money, gifts, travel*

“WIIFM – con’t

- *internal standard*
 - ❖ *it’s best for the company*
 - ❖ *pride in workmanship*
- *Listening, observing and asking will clue you in to each person’s WIIFM*
- *Sometimes, no matter what, a person has no WIIFM*
 - *management challenge*
 - ❖ *special projects, peer pressure*
 - ❖ *2x4*

” Pain Management

- *Change happens only when the pain of maintaining the status quo exceeds the pain of change – think root canal*
- *Pain, or even a threat of it, is a great motivator*
- *Tools to regulate the pain levels*
 - *audits and findings*
 - *appraisals and benchmarking*
 - *strict adherence to Policies and Procedures*

” Mapping

- *Mapping*
 - *is knowing who is friends with whom*
 - ❖ *lunch buddies, car pool partners, “chatter” buddies, etc.*
 - *is tracking who influences whom*
 - ❖ *formally – bosses, auditors, etc.*
 - ❖ *informally – SMEs, networks*
- *Charts the formal and informal relationship network*

” Mapping – con’t

- *Knowing relationships gives insight into*
 - *who can best apply pressure*
 - *who can informally pass along information – both ways*
 - *who can best persuade*
- *Use these relationships to effectively use the information network*
- *Mapping relationships relies heavily on Observation*

Keys

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Tricks

Let 'em Eat Herring



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A **Red** herring that is!

“ Example:

- *Agenda is about schedule end date*
- *Diverter asks why SQA takes so long to schedule audits*
- *Whole meeting goes off to discuss the problems with SQA*
- *Everyone got hooked*

“ Diversion was successful

” Keep your FOCUS on meeting’s purpose

” Refocus discussion when it goes astray

*” **Interrupt** “this is interesting but not why we’re here” ...repeat as necessary*

*” **Yell** “**Hey**, this is interesting but not why we’re here” or “**Hey**, we have a decision to make”*

”If all else fails, adjourn the meeting

” Afterward get with the diverter (and the

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Tricks

Gimme the Checklist

” Example:

- *Project wants to start calculating ROI by using their current PCR system to track rework*
- *Nothing is currently in place, so whatever is done is an improvement*
- *Intent of ROI, its purpose and the definition of rework in this context given to SW staff*
- *Staff explores scenarios, then asks for checklist – think AFRs*

” A checklist

- *Can not convey intent – just compliance*
- *Generally does not require critical, evaluative, thinking*
- *Does not provide an environment for the exercise of discretion and good judgment*
- *Tends to translate everything into binary*

” Adopting and embracing the CMMI is not translatable into binary

” Do not get hooked into trying

*” Emphasize what we intend to **accomplish***

*” Get the users to write Pols and Pros – make
the process inclusive using Process Working
Groups, think jury pool*

“Expect that they will have to exercise judgment, discretion and thoughtful analysis – “they are college grads, engineers, and we pay them well” – James H

“Remind them they will live with the results (now is the chance to get it done right)



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Tips

You've GOT to Love Puppies

“ You say tomayto

“ I say Tomahto

*Let’s call it a “Puppy” and FOCUS on
the real question – whether or not to
put it in the salad*

” Rise above the semantic noise

”Don’t focus on immaterial details

” Deflect semantic issues by switching to neutral, “straw man” words – “puppies” and “stuff” seem to work well.

” Get folks focused on the message’s intent, what it’s trying to say...NOT how it says it.



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Tips

You Can Understand and Disagree

” Understand = comprehend
” Understand = grasp concept

” Agree = concur
” Agree = accept

Understand <> Agree

Understand = Agree → CONFUSION

- ” Stop using accept interchangeably with understand*
- ” Let people know about your usage up front and at the beginning.*
- ” Get them to do the same...things go faster and smoother*
- ” Enables discussion to focus on either resolving disagreement or imparting knowledge – and then, maybe, resolving disagreement*



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Tips

A Rose by Any Other Name



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Tips

Isn't a Rose!!

“ If it grunts like a pig...

“ If it smells like a pig...

*Calling it a rose wouldn't lead me to give
a dozen to my wife!*

“ Euphemisms and abstractions in language can lead to waste of lots of time

ta

- w h
- one company uses “confusion” for “conflict”

“ Euphemisms that muddy the “Sender-Message – Receiver” paradigm increase the risk and the likelihood of confusion

“ It’s possible to be tactful, diplomatic and clear speaking all at the same time.

Tips

Pavlov Got Guppies to Respond

“You always get what you reward (or punish)

” Be generous with rewards

- *public praise*
- *gifts – movie tickets, lunch “chit”, etc.*

” Also, be aware of and sensitive to the possibility of unintended consequences

- *Does rewarding your “go to” guy*
 - *facilitate getting things done*
 - *glorify level 1 “hero worship”*
- *Spring Cleaning at Insurance*

“ People are the ones who make or break projects; they are the key to success

“Use the Mindset tools as an overarching framework within which to understand their motivation and understand how they operate

“Keep the tips, tricks and gottchas in your tool kit to use when needed for overcoming obstacles, making breakthroughs and moving forward