The change comes from the inside! Divide and Conquer:

A Top Down and Bottom Up Approach

OST®

CMMI LEVEL 5 | ISO 9001:2008

Agenda

- Purpose

- Background

- Let's talk about Change

- Our Change Management Plan

- Change Management Team

- Conclusions

Purpose

- 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
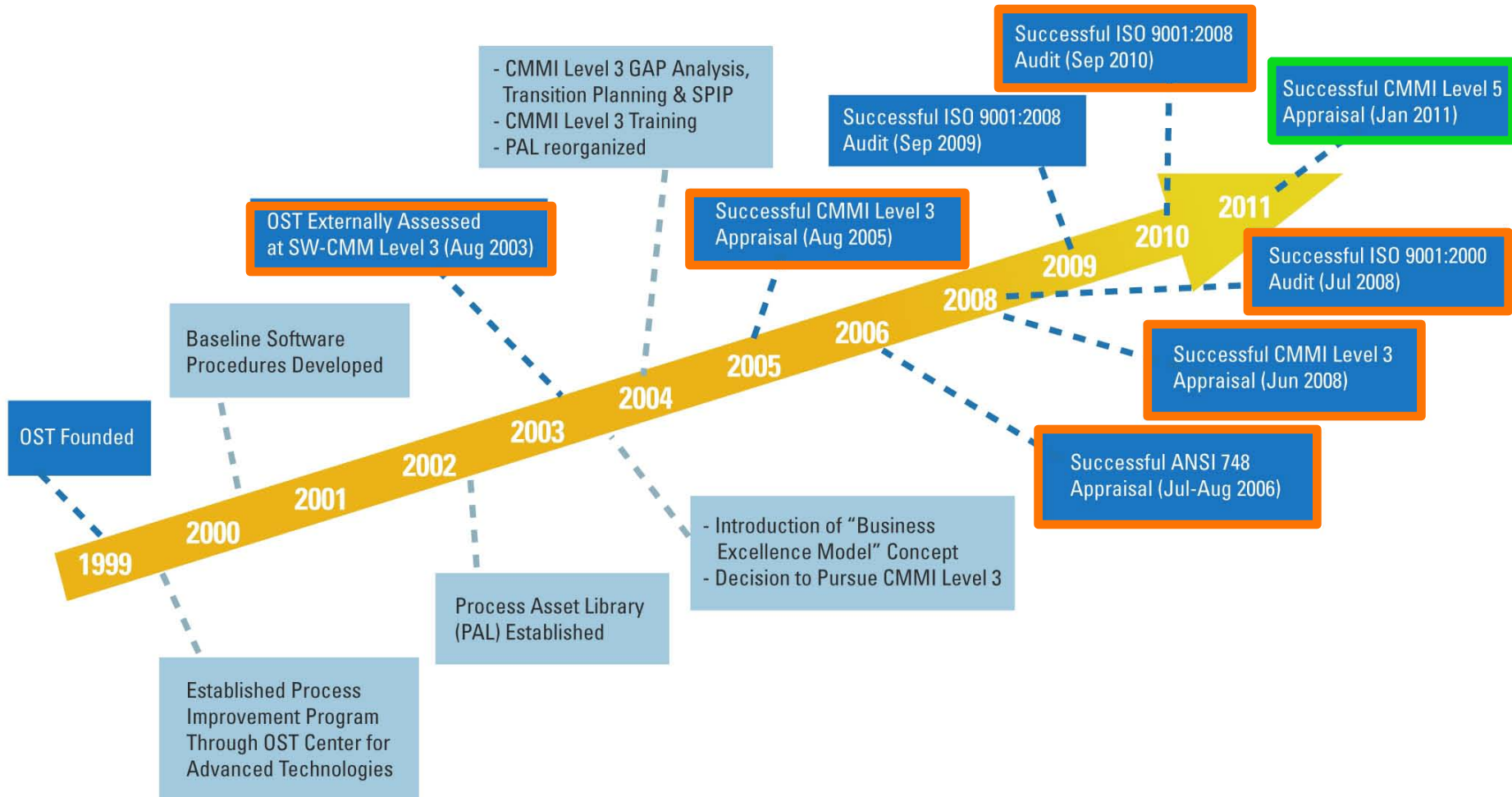   - What to do with detractors?

Background – Who we are

- 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
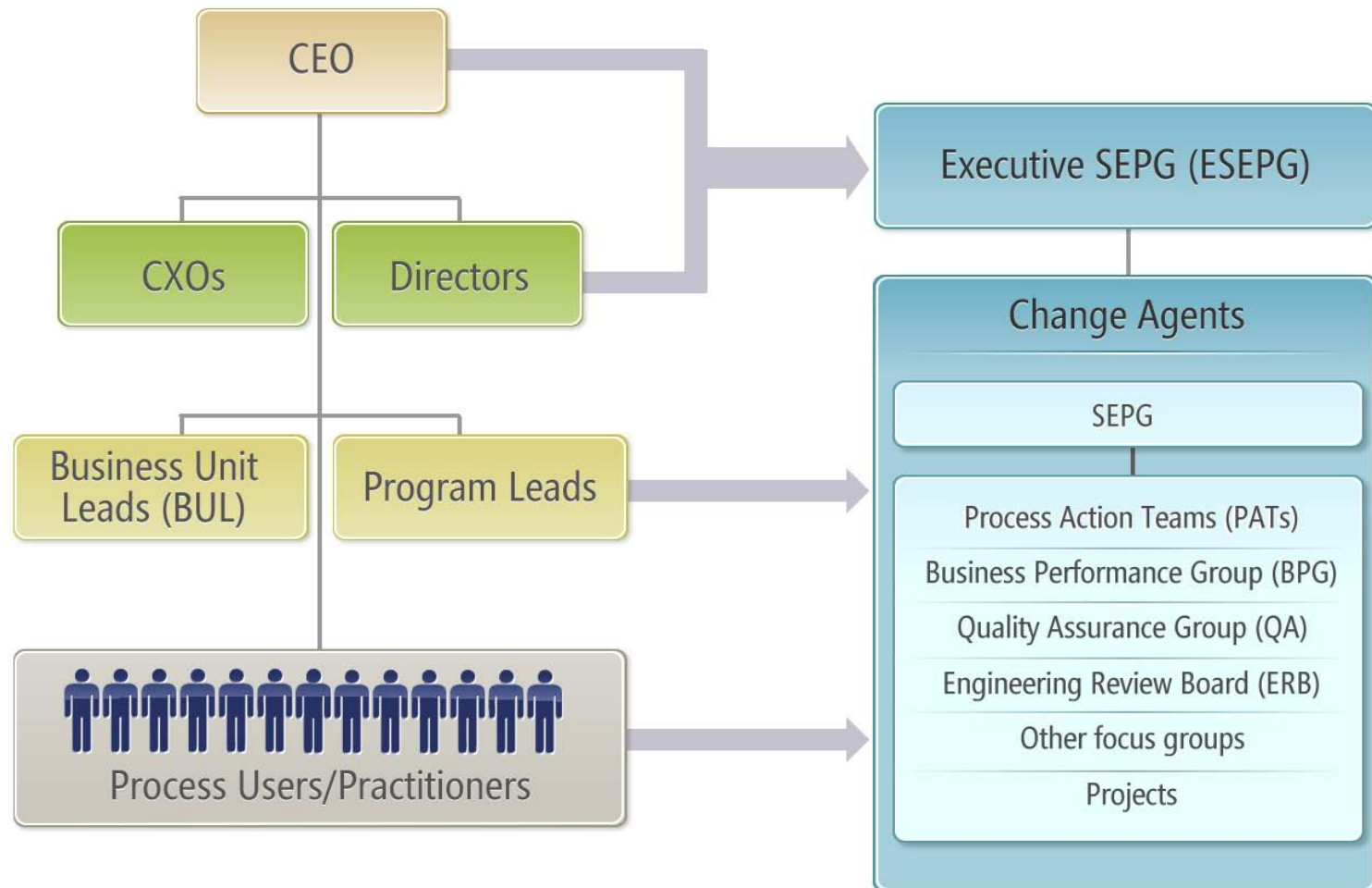
- ANSI 748 compliant

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CORE COMPETENCIES

Managed Services

Integrated IT Solutions

OST Process Improvement
CMMI LEVEL 5
ISO 9001:2008

Management Consulting

Research, Development, & Engineering

OUR CERTIFICATIONS

PMI.   CMMI.   IEEE

(CISSP)   ITIL IT Service Management   EVM ANSI/EIA 748   QAI WORLDWIDE

Offices Located: DC, Virginia, Maryland, Pennsylvania and Washington.

Background- Our Process Improvement Structure
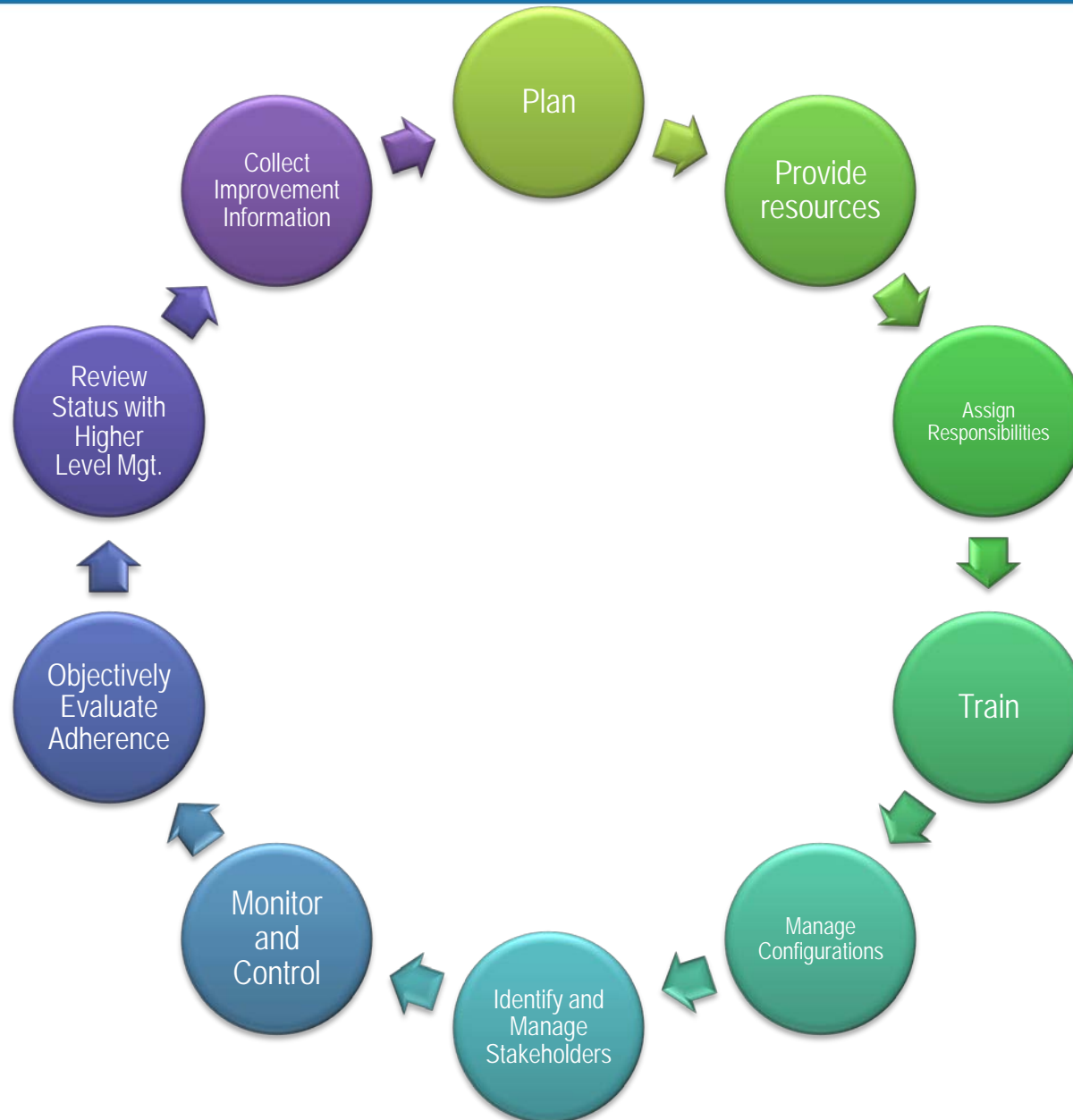
What is change?

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- ◄ 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
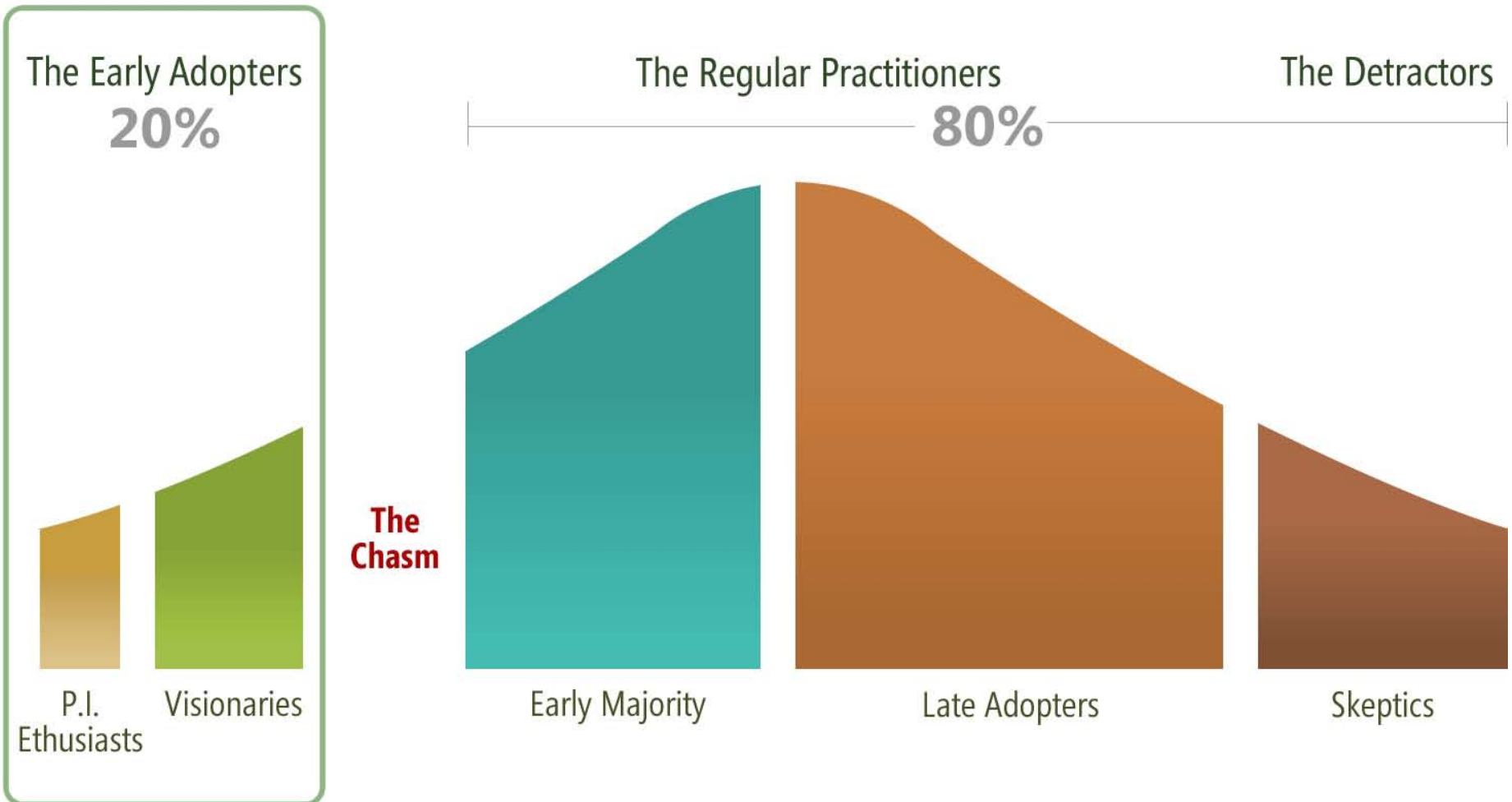
Change Management Plan

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 → Plan

◄ Crossing the chasm -

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- 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

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* 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

Change Management- Did it work?

- **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

CELEBRATE!!!

◄ People, process, and technology impact quality

◄ Process is a sequence of steps performed for a given <u>purpose</u> (IEEE)

◄ Process changes have the most impact

People

Technology

Process
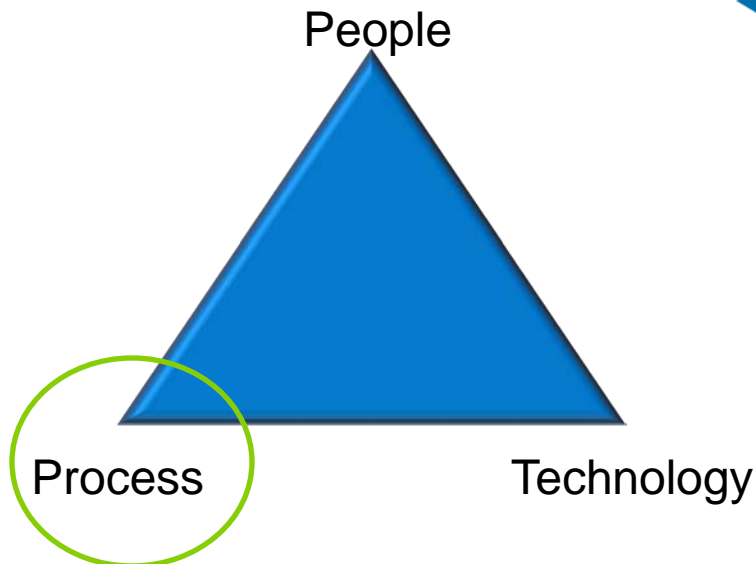
Conclusion- A Suggested Roadmap

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

Summary

- ✓ What is Change and how can a small business achieve PI 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?

Any Questions?

Appendix- Reference Material

- *Crossing the Chasm*: Geoffrey A. Moore, Collins Business Books essentials,revised Edition, 2002. ISBN 13: 9780060517120 ISBN 10: 0060617123

- **Gauging acceptance of software metrics: Comparing perspectives of managers and developers**, *Medha Umarji,.*
  http://www.spamcast.libsyn.com/index.php?post_category=Measurement