

Just Getting Started With CMMI

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November 15, 2011





Overview

Change is difficult!

A Harvard Business Review study finds that 2/3 of change initiatives fail to achieve successful results.

Fundamentals of change management are like learning your ABCs.



A

Action-Oriented

Results demonstrate execution and commitment.

Keep the momentum up.

2 - 3 weeks without visible activity causes the effort to flounder.



B Budget Appropriately

Process improvement/change management is a project.

- plan
- budget
- resources





Communicate At All Levels

Others won't know unless you tell them.

Yell out successes.

Acknowledge mistakes.

Provide a visible place for everyone to be informed.





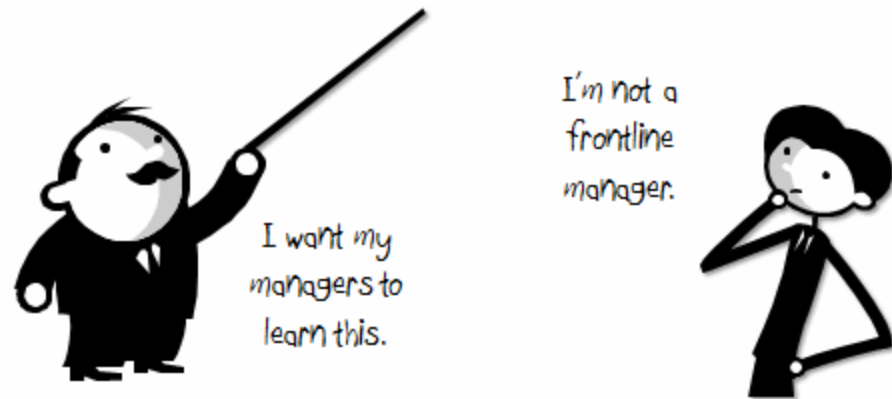
Define the Objectives

Clearly define your objectives.

Make them available to the organization.

Connect them to real problems **and** your organization's business.

This change effort is going to improve our commitment process.



People in your organization know if they are relevant.





Encourage Everyone To Get Involved

Senior Management

Mid-Level Management

Supervisors

Team Leaders

Teams

Staff

Administration





First, Pick Low Hanging Fruit

The first change should be a problem that you believe you can successfully fix and deploy throughout most of the organization.



Targets or goals which are easily achievable and which do not require a lot of effort. (Urban Dictionary)



Pick a strawberry; not a papaya!





Get Management Involved

Cannot be optional for management.

- Executive management must not only sponsor but buy-in.
- They must lead or get out of the way.
- The new process will have to stand on its own (aka culture), but every new change needs support and nurture.

Change efforts must be coordinated. If not, employees become confused and frustrated (and hence angry) because they are being pulled in conflicting directions.





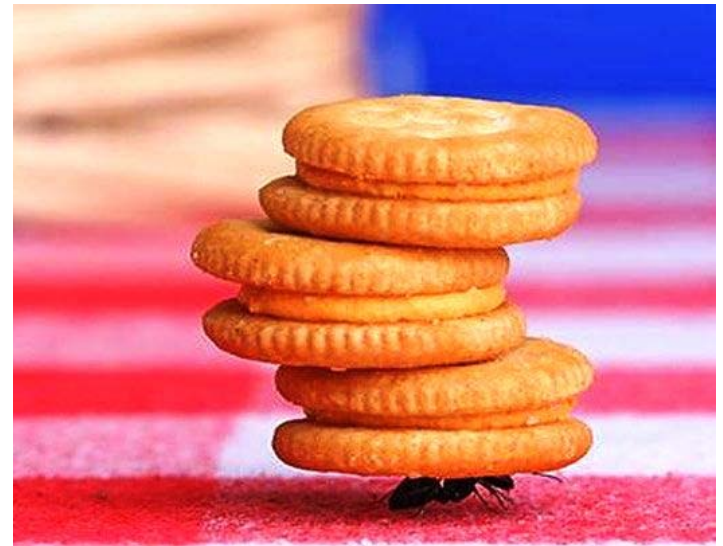
Hard Work

Expect the unexpected.

- Everyone expects that after the kick-off meeting, everything goes smoothly.
- There will be bumps along the way.

Make sure that you plan for the transition and adoption.

The work isn't over until the change is no longer a “difference” but is part of the culture.



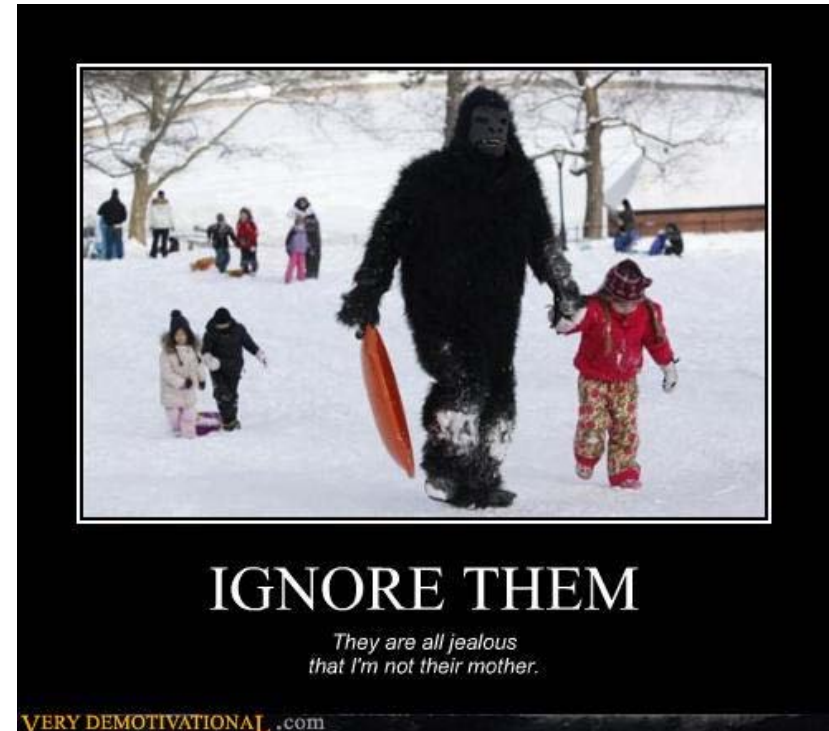


Ignore Those Not Ready to Change

Most employees are quite satisfied with the status quo--20-60-20.

Focus on the 60% in the middle--not on the 20% that will never buy-in.

They will get on the band wagon later or leave.



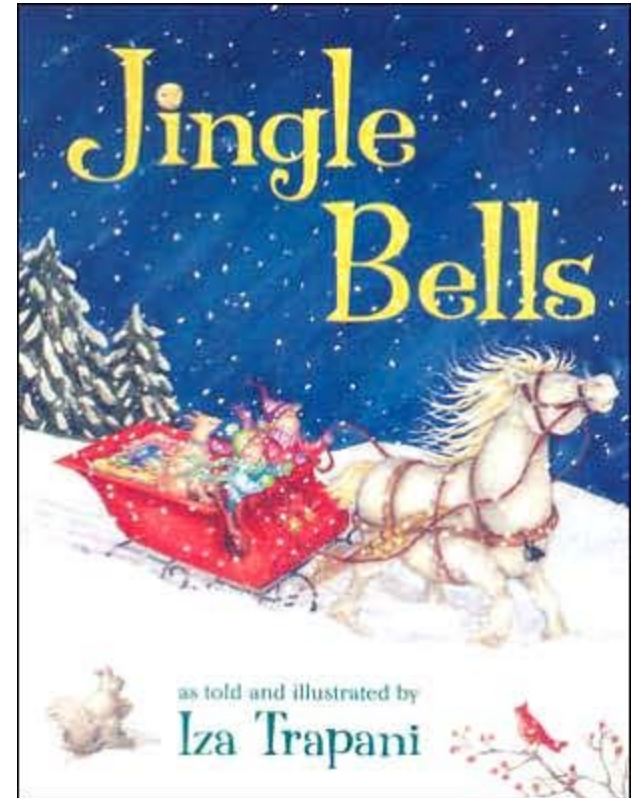


Jingle, Jingle, Jingle

Keep it catchy!

- communication
- project name
- logo
- people

Developing clear and catchy communications that summarize the behavior change which enable people to remember the new behaviors.





Keep It Simple

Remember both you and your organization are learning about change management.

Don't bite off too much.

Create success early.

Try to avoid

- confusion
- lack of clarity
- lack of plan
- poor execution





Leadership

Provide sponsorship from the top.

Identify who is involved and who is responsible.

Get participation from those affected.

Others will look for

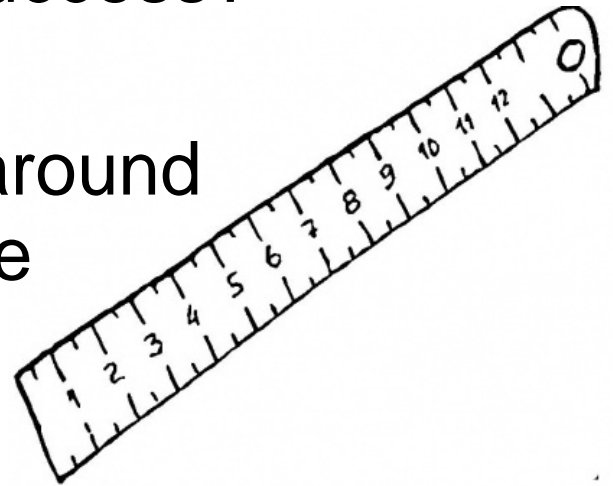
- strength
- support
- direction



Measurement

Managers tend to view events as successful without knowing why---they have no measurements or clear expectations about what the change will produce. Staff see the shortcomings and fewer advances. It's vital for the group to know: How will we know that we have gotten to success?

Establish measurement systems around the desired changes and report the results frequently.



N Never Give Up

Change is continuous.

Listen to the organization.

Trust your instincts.

Persevere!





Openness to Change

Expressing the reasons for change honestly and directly will help people be open to change.



P Plan

Change management and process improvement should be run like a project.

Don't fatigue people with constant small changes.

Choose big impact changes that are important.

PLAN FIRST!

THEN ACT
ACCORDING TO
PLAN!





Rewards and Resistance

Motivate people to change.

Tangible

- bonuses
- promotion

Intangible

- camaraderie
- sense of shared destiny

Anticipate and deal with objections and resistance.

- If they aren't addressed, people will assume they are true.
- Stay flexible. Be willing to modify the process based on people's actions and events.





Survival of the Fittest

The basis of survival of the fittest.

- Adaptability
- Flexibility
- Resiliency

The fittest, usually not the masses.

Align with the true motivations of your people.

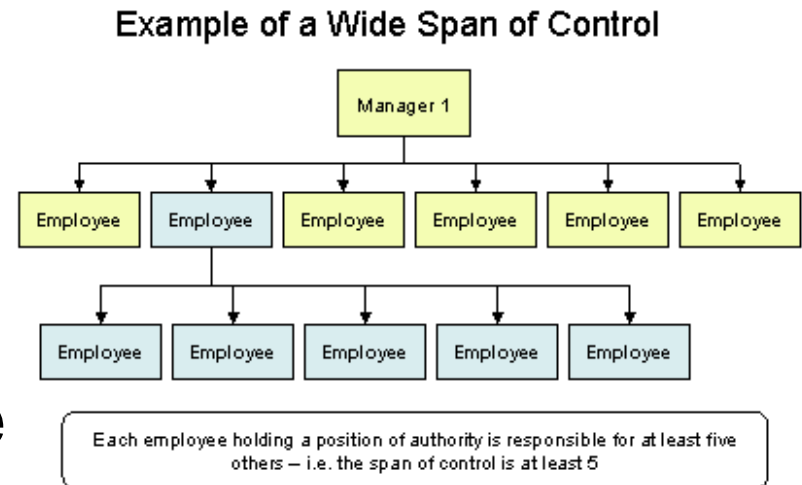




Think About What You Can Change

Lines of authority and control must be respected; you cannot directly change what you do not control.

You can influence those in control, but you cannot force them.

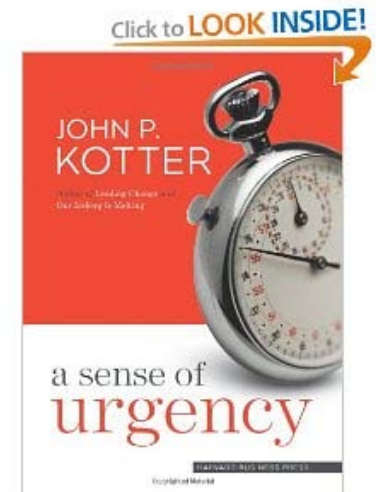


U Urgency of Need

Set the stage by creating urgency and why the change is important -- “unfreezing.”



Urgency does not equal fear. Fear hurts. Urgency helps.





Vision

Focus on the short-term

- 3-6 months

With your objectives on the near-term

- 1 year

But don't forget about the long-term

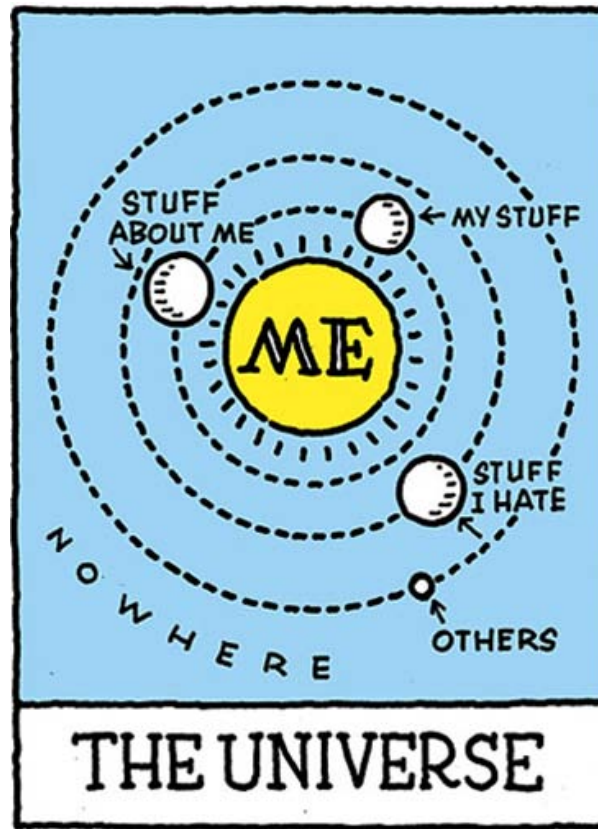
- 3 year
- 5 year



W What's In It For Me?

Relate the change to what people in the organization want.

It is a trust thing.





eXtra, eXtra, eXtra

You will need help

- Communication
- Money
- People
- Tools
- Training



Do not assume that the level of enthusiasm will continue, think about how you will sustain that enthusiasm during the long road ahead.





You

It's not about you; it's about them.

The organization and individuals must be able and willing to learn and take responsibility.

Change for the good of the organization and your customers first, change for profit only second, and change for yourself last.

Acknowledge and allow people to go through the stages of change.

- They will anyway, whether or not you accept it.
- Expecting it allows you to better cope with it, and not overreact to early denial or anger.





Zeal But Not a Zealot

Everyone's buy-in is important to change.

Passion and ownership are key.



A little luck or magic doesn't hurt along the way!



Conclusion

Basically...if you

- define the objectives
- listen to your people
- create a culture of change
- communicate at all levels
- reward success

change can be successful
and as simple as your
ABC's.



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This material is based upon work supported by the Department of Defense under Contract No. FA8721-05-C-0003 with Carnegie Mellon University for the operation of the Software Engineering Institute, a federally funded research and development center.

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