

Managing Technical Change in Organizations

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An Approach to Managing
Change or Implementing
Anything from Process
Improvements to New Tools



Agenda

- 1) The Challenges of Change
- 2) Understanding your Constituents
- 3) The Change Model: Typical Stages and Chasms to Cross
- 4) Planning your Milestones... "litmus tests"
- 5) Transition Mechanisms that are Leveraged
- 6) Questions



The Challenges of Change

- **Adoption takes way too long!**
- **People, Process, and Tools/Projects: Must address all three!**
- **Change and Entropy: Are they Yin and Yang?**
- **Where are all the Change Agents?**

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Understanding your Constituents

Effective Change Agent Competencies

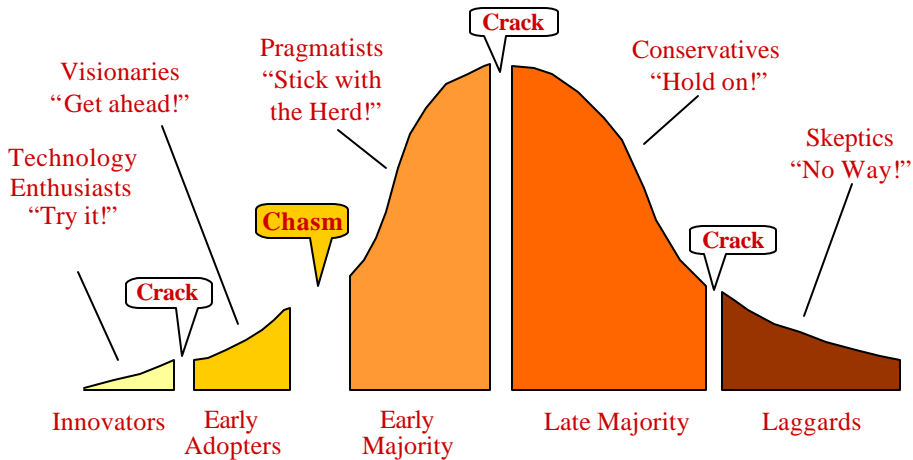
- Organizational Agility
- Dealing with Ambiguity
- Directing Others
- Political Savvy
- Interpersonal Savvy
- Perseverance
- Perspective
- Standing Alone
(“FYI- For Your Improvement” by Michael Lombardo and Robert Eichinger)

Political Savvy Concepts

- **Drip your message**
Sound Bites, Talking Points, and Takeaways
- **Build coalitions**
1on1 meetings, Become a Lobbyist
- **Map out your political landscape**
 (“Political Savvy” by Joel R. Deluca)

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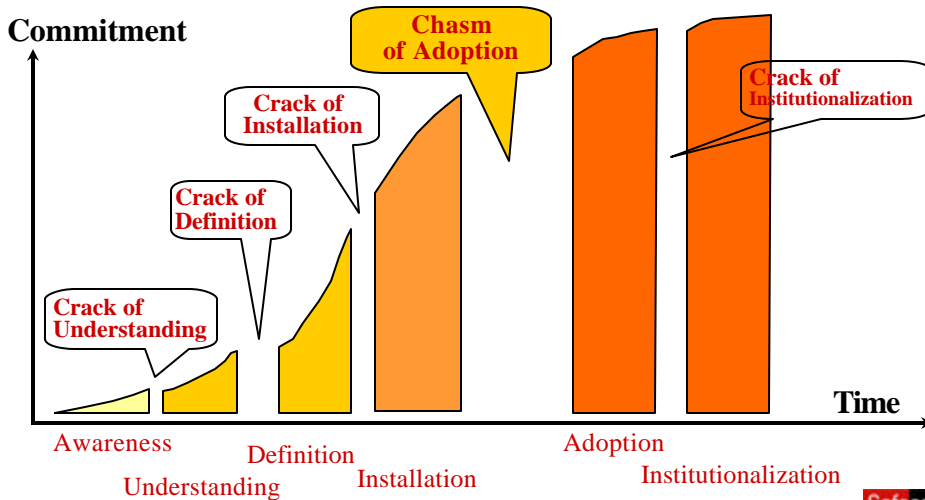
Understanding your Constituents



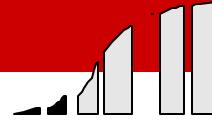
Adapted from *Crossing the Chasm* by Geoffrey A. Moore



The Change Model: Typical Stages and Chasms to Cross



Awareness to Understanding



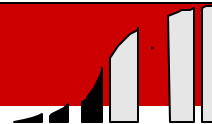
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Awareness To know about it. <i>"What is it?"</i>	The Work Involves conceptual training and gathering information	Barriers <i>"Why is this important to us?"</i> 1.Lack of knowledge 2.No perceived need to change	Leveraging Actions 1.Industry exposure: conferences, trade journals, reference books 2.Independent Audit Results or Assessments 3.Consultant findings
	Move to Understanding Prerequisites to the understanding stage of planning and developing a framework	Crossing Criteria Defined: 1.Scope 2.Deliverables Description 3.Timeframe	People 1. Identify Subject matter experts 2. Identify Champions/ Innovators among staff



Understanding to Definition



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Understanding To understand how it affects you and your organization. <i>"What does it mean to me?"</i> <i>"What does it mean to us?"</i>	The Work Involves planning and developing a framework	Barriers <i>"We don't have enough time/resources for it."</i> 1.Resistance to change 2.Conflicting priorities 3.Too many changes at once 4.Resources diverted by other activities 5.Making unrealistic goals and expectations	Leveraging Actions 1.Goals and expectations 2.Roles/Responsibilities 3.Framework 4.Project Plans 5.Champions act as change agents 6.Management support
	Move to Definition Prerequisites to the definition stage of defining and documenting processes	Crossing Criteria Known: 1. Current State 2. Desired State 3. Roles 4. Approach 5. Resource Commitment	People 1. Involve early adopters in tactical conversations regarding process 2. Solicit feedback from Early/Late Majority staff.



Definition to Installation

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Definition	The Work	Barriers	Leveraging Actions
To define it. "What do we do?" "How do we do it?"	Involves defining and documenting processes. Documents the policies, standards, and procedures	<i>"There's no consistent focus."</i> 1. Lack of framework 2. Lack of change management knowledge: roles, methods 3. Lack of focus 4. Lack of change agent to direct/coordinate 5. Lack of management support	1. Implementation approach 2. Involvement of process users 3. Constraints for size/effort 4. Guidelines to meet needs 5. Planning and tracking to framework 6. Change agent 7. Management support
Move to Installation Prerequisites to the installation stage of piloting and updating processes		Crossing Criteria	People
		Known: 1. Roles for Trial Use 2. Approach for Trial Use 3. Resource Commitment	1. Involve early majority staff that are poised to pilot the process on a project

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Installation to Adoption

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Installation	The Work	Barriers	Leveraging Actions
To identify and correct issues by using it. "Will it work?"	Involves process pilot or preliminary use, postmortems, and updates	<i>"The problems aren't fixed."</i> 1. Lack of monitoring change and issues 2. Lack of change management knowledge: resistance, sponsorship, targets 3. Lack of sustained communication of progress	1. Project-level installation 2. Progress measurement 3. Proactive monitoring and facilitating to manage transition and resistance
Move to Adoption Prerequisites to the adoption stage of active process use		Crossing Criteria	People
		Obtained: 1. Management Authorization 2. User Buy-in 3. Agreement to Use Process	1. Involve late majority to apply process to projects through individual goals and unit goals

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Adoption to Institutionalization

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Adoption	The Work	Barriers	Leveraging Actions
To adopt it as the new way to do business. <i>"Are we meeting the goals?"</i>	Involves active use of the process required for all	<i>"How do we get everyone to use it?"</i> 1. Management not creating the need for change 2. Lack of sustained communication of progress 3. Lack of monitoring	1. Share success stories 2. Share approaches through central repository 3. Compare progress measurements 4. Address compliance issues

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Move to Institutionalization	Crossing Criteria	People
Prerequisites to the institutionalization stage of process use with assurance and corrective action	Known: 1. Approach for Process Assurance in place 2. Approach for Process Corrective Action in place 3. Process feedback loop	1. Non-Supporters mentored in process. 2. Continuous process improvement involves all individuals

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Institutionalization

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To confirm it as the normal way of doing business.	The Work	Barriers	Leveraging Actions
<i>"Is it good enough?"</i>	Involves active use of the process required for all, with assurance and corrective action	<i>"Is it working, or do we need to change it?"</i> 1. Lack of monitoring 2. Lack of evaluation activities	1. Measure process usage and effectiveness 2. Capture lessons learned and improvements for next time 3. Audits and Reviews

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Planning your Milestones... " litmus tests "

DEFINED DATE –

The process is fully defined and documented.

The policy, standard, and procedure (P/S/P) for the process has been created AND approved/reviewed.

INSTALLED DATE–

Training materials have been created AND,

The people have been fully exposed to and trained in the process defined from the previous stage.



Planning your Milestones ... " litmus tests "

ADOPTED DATE –

Process used on all new work.

Individuals are clear in the expectations set by the process

Individuals know where to find all process references
...common/central location.

Templates and Tools exist.

Process checklist used and process feedback provided

INSTITUTIONALIZED DATE –

High degree of proficiency exhibited.

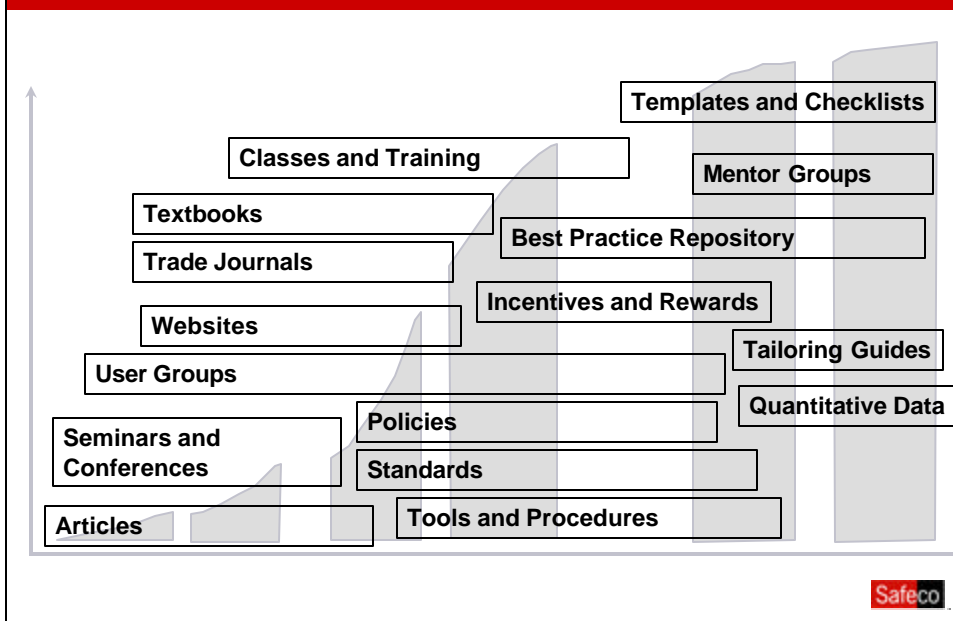
Process mentors are available

Process is auditable

Process is being monitored, measured, maintained, and further improved for efficiency and innovation.



Transition Mechanisms that are Leveraged



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Questions



References

Information from this presentation was adapted from the following sources:

- 1) Michael Lombardo and Robert Eichinger. *FYI – For Your Improvement*. 2000. www.lominger.com
- 2) Joel DeLuca. *Political Savvy*. 1999 EBG Publications.
- 3) Kim Caputo. *CMM Implementation Guide*. 1998. Addison Wesley.
- 4) “Technology Change Management”. Presentation by Lynn Robert Carter, May 2001. Software Engineering Institute, Carnegie Mellon University.
- 5) Geoffrey A. Moore. *Crossing the Chasm*. 2002. Harper Business Essentials.

