

No Pain; No Gain

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What Happens Frequently During Deployment?

- Takes longer time than expected
- Expected benefits from the change are not achieved
- Frustration of the employees
- Disappointment of the process asset developers
- Organizations give up

The Catalysts



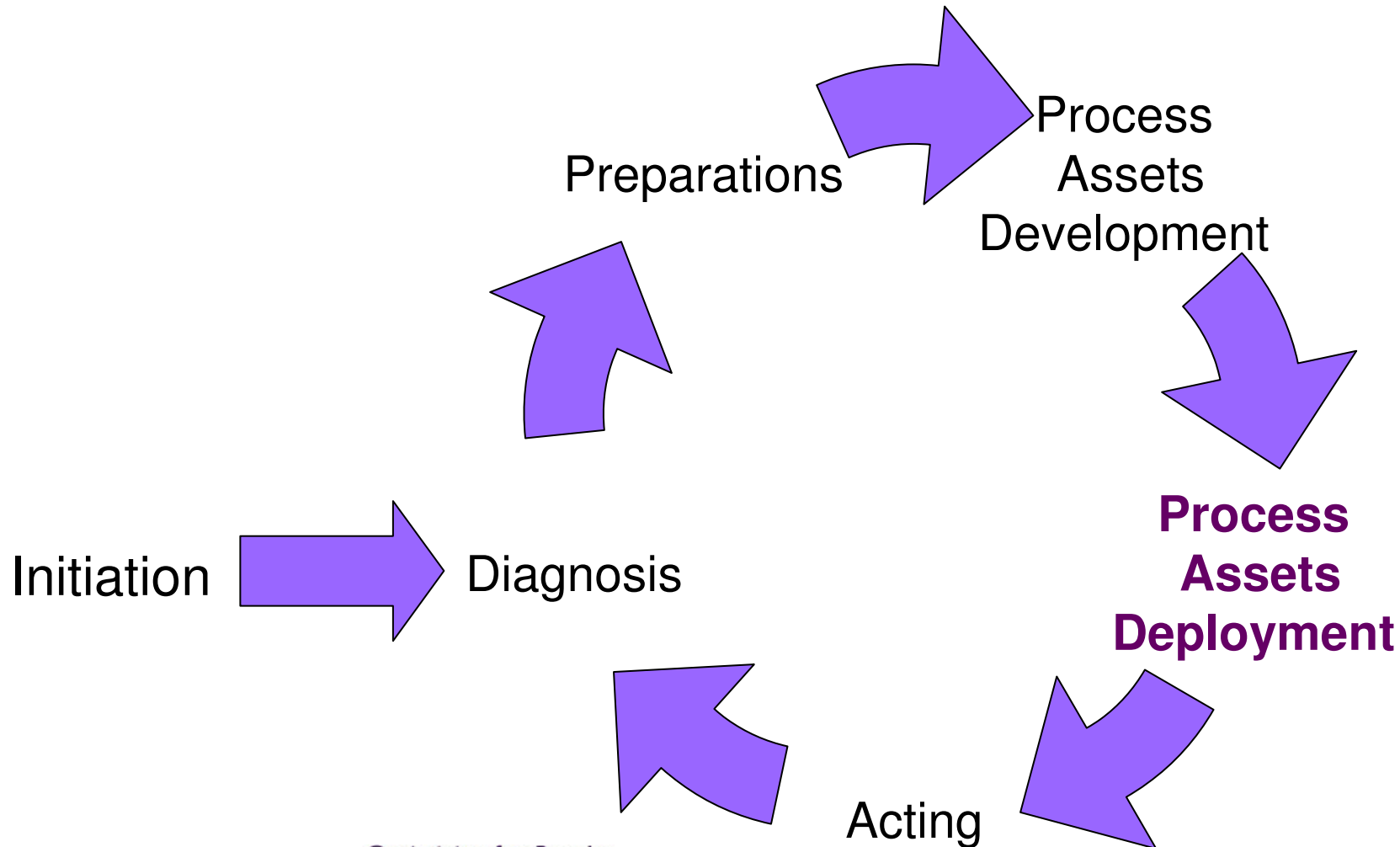
Content

- Process Improvement Life Cycle
- Deployment Challenges
- Deployment Catalysts

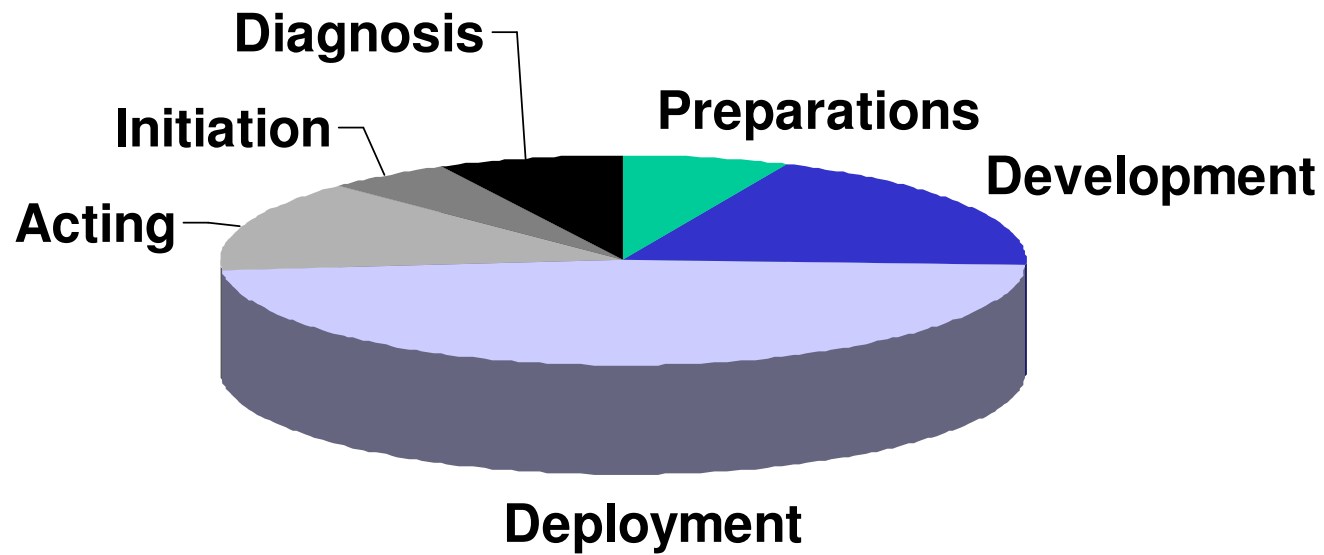
Process Improvement Life Cycles

- Plan Do Check Act
- 6 Sigma's DMAIC Model
 - Define, Measure, Analyze, Improve, Control
- SEI's IDEAL Model
 - Initiating, Diagnosis, Establishing, Acting, Learning

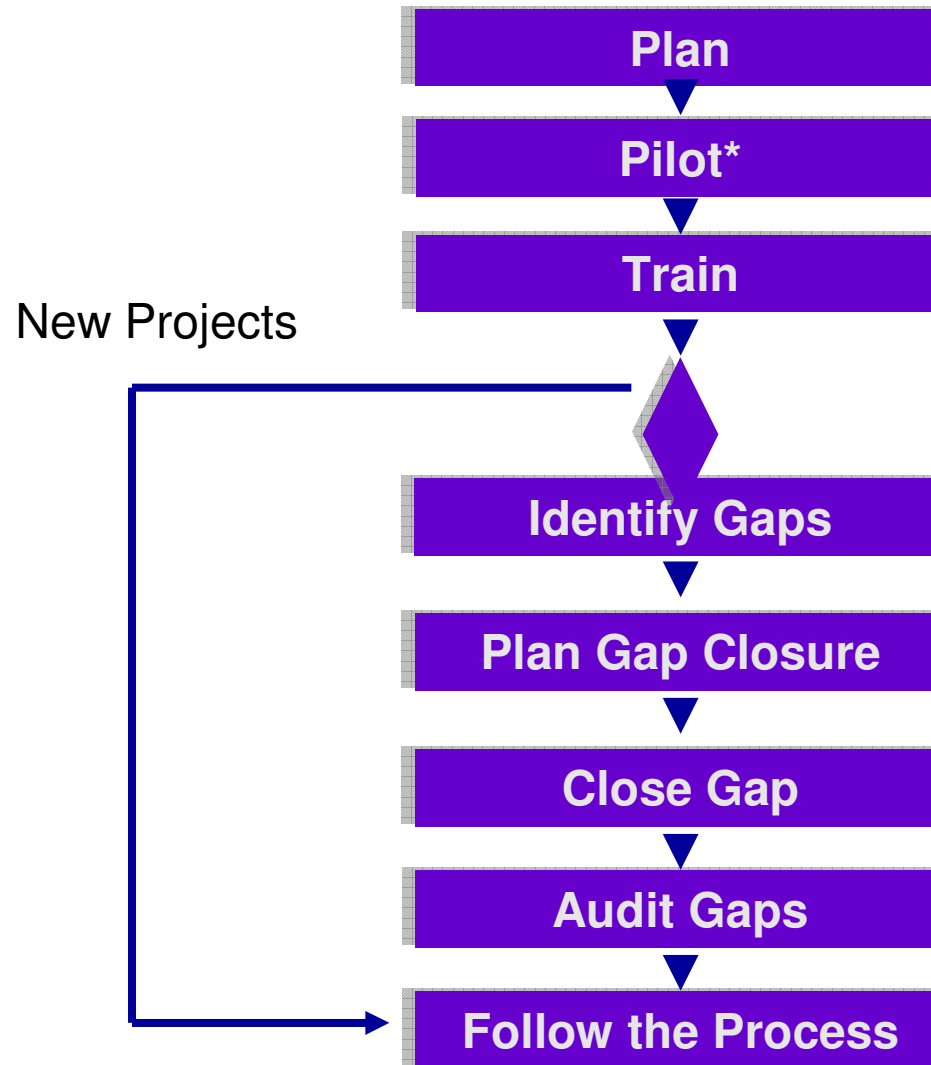
Process Improvement Life Cycle



Energy Distribution



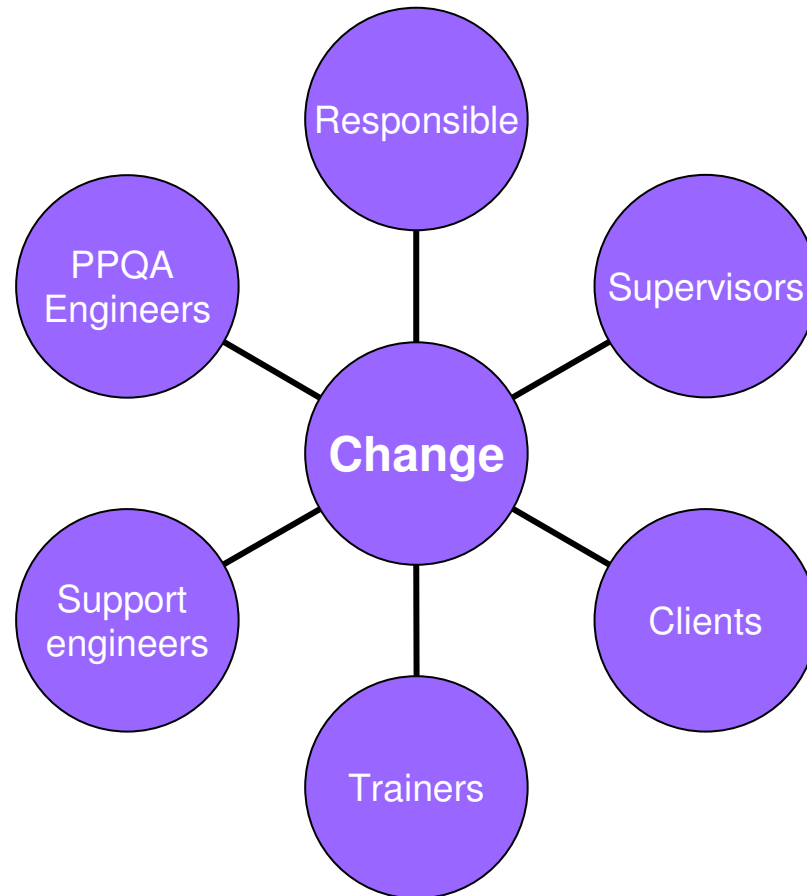
Deployment Activities



Deployment Challenges

- Larger Number Of Relevant Stakeholders
- Longer Period
- Turning Point

Impacted Relevant Stakeholders



Turning Point

- More than a plan
- More than a development/acquisition of a process asset
- The real change – continuously from now on

Practitioners Have To Leave Their Comfort Zone, Forget Old Habits And Methods And Learn And Use New Ones

The Catalysts



Optimizing for Results

1. Planning Ahead

- Deployment strategy

Approach, number of changes, level of change, pilot usage

- Coordination with other changes within the organization
- Guidelines for gap closure planning

Existing projects, new projects

- Detailed planning

Resources, responsibilities, schedule and risk list.

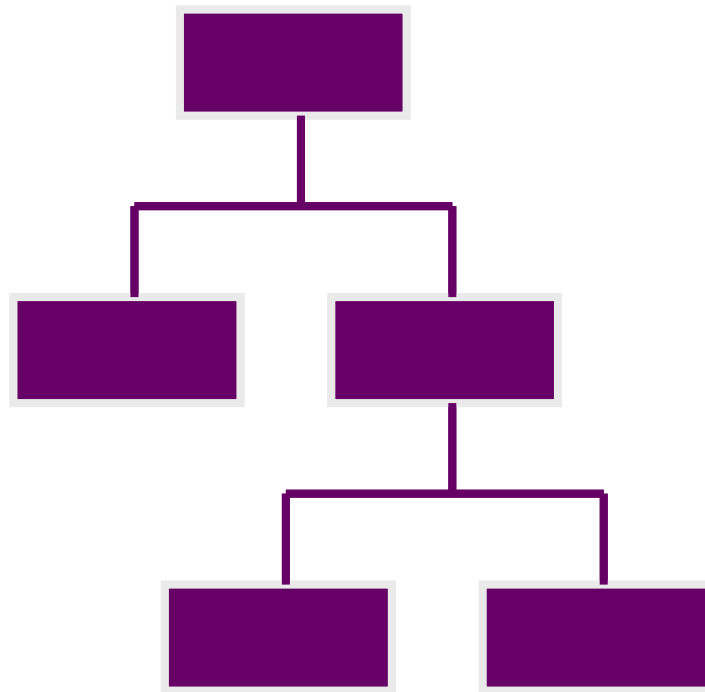
- Budgeting

Learning curve, special deployment budget

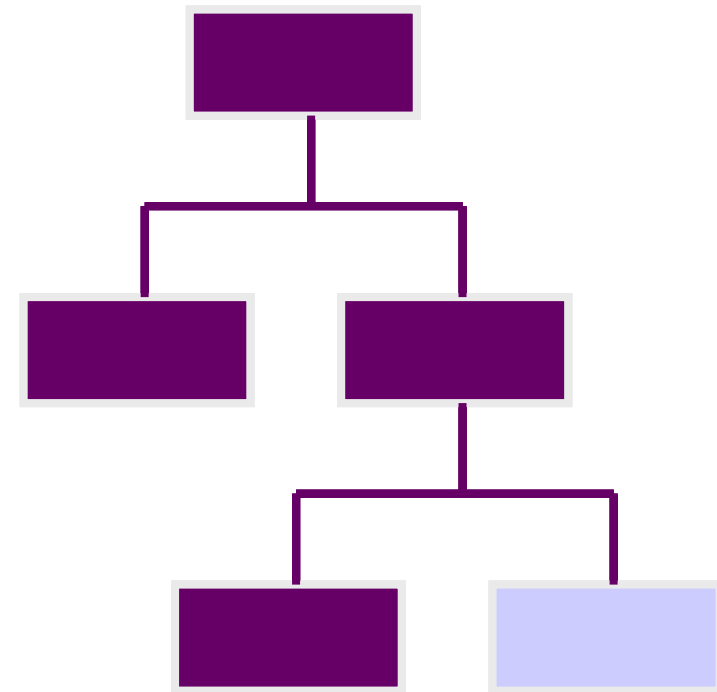
- Basis for progress monitoring

Deployment Approaches

- All at Once



- “Salami”



Approach Examples

- Risk management
 - All types of projects (development, maintenance, services)
- Requirement management tool
 - Development projects first

Changes

- Number of changes
 - Too many changes at once
 - Frequent changes
- Level of change
 - “Crawling” before “walking”
- Quick wins
 - Best motivators

Aim High, Start Small, Run Fast!

Budgeting

- Quality is free only at the long run
- Consider effort, schedule and organizational energy
- Don't forget
 - Training time
 - Trainers' time
 - Learning curve

Pilots

- Depends on type of change
 - High risks, limited knowledge, scope
- Choose the right candidate
 - Size, schedule, employees
- Ensure learning the lessons
 - Improve, avoid mistakes

Pilots Provide Great Examples

Why Me

- Too small
- Too big
- Not this version
- After ...



- Representative
 - Not too big nor too small
- Innovators & early adaptors
- Willing
- Deliverable employees

Those Who Really Want Do Better Than Those Who Able



2. Responsibilities

2. Responsibilities

- Managers
 - Accountable for the deployment, walk the talk
- Process Group (PG) and Process Action Teams (PATs)
 - Coordination, monitoring, update infrastructure
- Process and Product Quality Assurance Engineers (PPQAEs)
 - Identify gaps, support gap closure planning, audit after gap closure
- Senior Management
 - Commitment and support



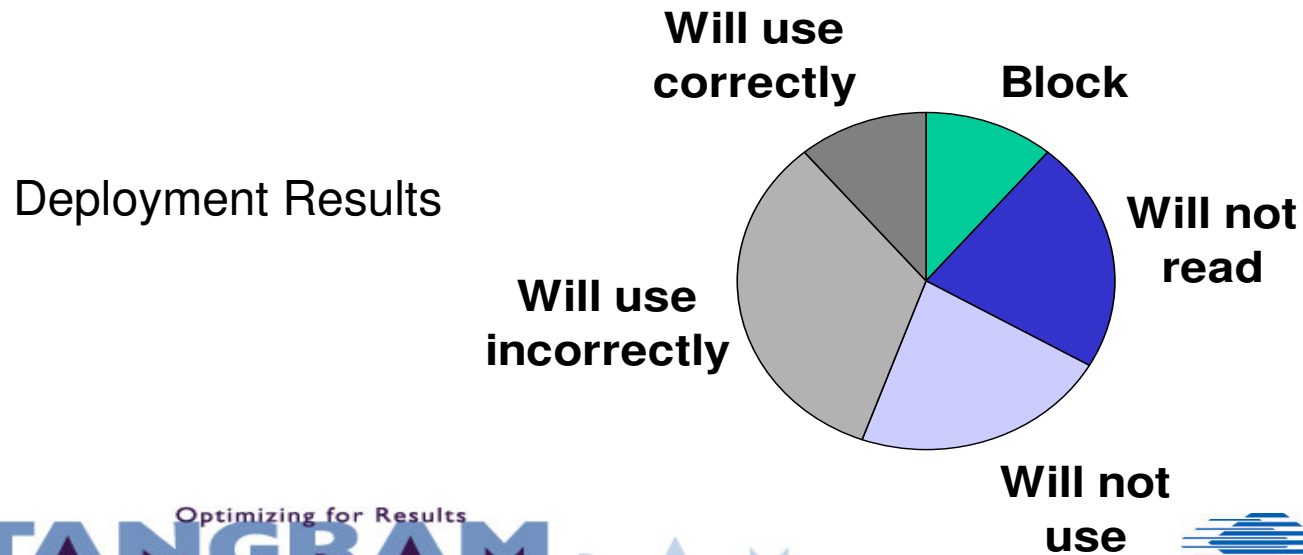
3. Telling, Showing, Involving (Confucius)

Telling - e-mails

From: PM_PAT [mailto:PM_PAT@Bestco.com]
Sent: Friday, March 14, 2008 7:15 PM
To: 'PMs'
Subject: New PDP Template

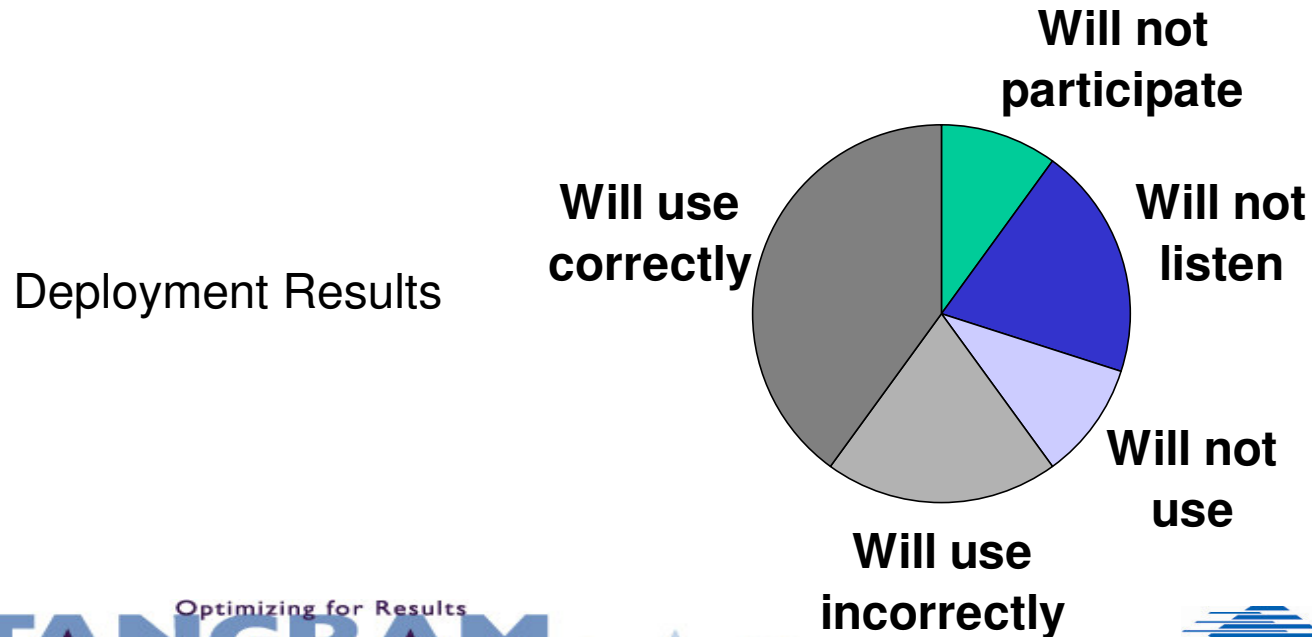
Hi All,
Finally, a new PDP template was approved.
Starting April 1 please use it
If you have any question don't hesitate to ask us by e-mail.

Sincerely yours,
The PM PAT members



Showing - Formal Training

Whom: Practitioners and relevant stakeholder
When: After the approval of the process assets
How: Project Managers Training
Who: Trainers
Content: Why, When, Who, How, Benefits



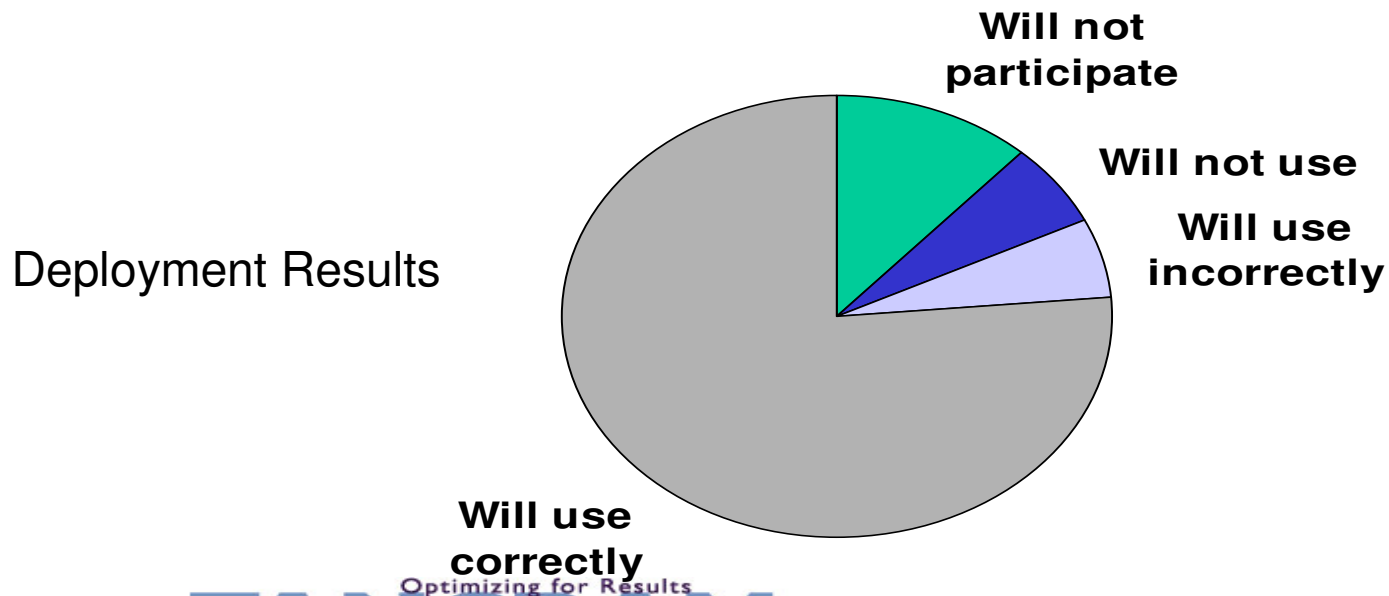
Involving – On the Job Training

Who: All Practitioners and relevant stakeholders if required

When: Just on Time

Whom: Process and Product Quality Engineers

How: On the Job training



3. Telling, Showing, Involving (Confucius)

- Training Types
 - Formal, OJT, Self Learning, Mixture
- Training Levels
 - Basic, Advanced, Specialized
- Training Audience
 - Practitioners, Managers, Relevant stakeholders



4. Organizational Development Methods

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- Dealing with resistance
 - No resistance; no change
- Reward system
 - Support for the new processes

Resistance

↓ Reasons for resistance

- ↓ Fear of the unknown
- ↓ Fear of losing status
- ↓ Fear of losing place of work
- ↓ Energy
- ↓ Caring
- ↓ Previous failures

↑ Tools to reduce resistance

- ↑ Communication of the motivation for the change
- ↑ Empathy
- ↑ Training
- ↑ Testimonies
- ↑ Rewards

To Fly , We Have To Have Resistance

Maya Lin



5. Closing the Loops

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- Process and product quality assurance engineers
 - Resource person, timely feedback
- Progress Monitoring
 - Dashboards, status meetings, steering committee
- Lessons learned
 - Process, deployment

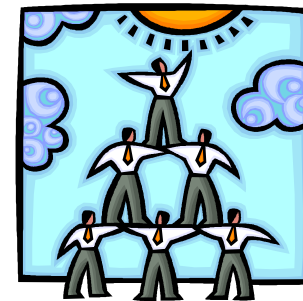
Progress Monitoring

- Prepare a list of projects
- Update and measure progress
- Report to senior management

Project	Preliminary Audit	Gap Closure Planning	Gap Closure	Audit
P1	Green	Green	Green	Green
P2	Green	Green	Red	Red
P3	Green	Red	Red	Red
P4	Red	Red	Red	Red
P5	Green	Green	Green	Green
P6	Green	Green	Green	Red

Summary

- Some pain at the beginning enables gain at the end
- Where there is a will, there is a way



- Thanks and see you at SEPG 2009
- For more information:
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