Tools of the Change Warrior

Change is hard, especially when you are leading.

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Overview

Why Change? It is all about improvement and thus it is always about change.

The role of TSP Coaches is to coach team members, team leaders, teams, management, and organizations through continuous improvement.

This presentation is an overview of some of the “soft” skills needed.
“I made that!”
An Example CMM Rating Chart

Software Project Planning
Responses
The Grieving Cycle

http://changingminds.org/disciplines/change_management/kubler_ross/kubler_ross.htm
Culture Change

A culture is a self reinforcing system.

A culture is a group of people sharing a “system of belief”.

The longer the history, the deeper the roots of those beliefs.

Culture change is about changing how people behave.

It is changing their “minds”.
Many people don’t consider “no” or “later” an option. It’s just “that’s how it is”. Assumptions change without renegotiation or replan.

Examples of known potholes:
- Design bandwidth
- Overloaded CM
- Goals, reqs, design “too slow”
- Known new reqs, requests coming

Lack of integrated end to end development process/Planning process:
- Participating orgs are often viewed as “not connected”
- Entry/exit of phases is not understood
- There is no end to end plan (or replan)
- Existing plans don’t encompass all work

Lack of process compliance:
- Process not right
- Schedule pressure

Events occur in large stressful bunches (Bow Waves)
- Design starts before reqs, code before design
- Process isn’t repeatable
- Defects happen & found late

“Prove you can’t” culture - cannot say “no”

Tertiary effects:
Management doesn’t have enough time to work improvements, oversee the process. People are in a highly fragmented work mode (interrupt driven, not very productive) Priorities seem to constantly shift. (“Nothing is stable, even for a day.”)
Planning process deteriorates; inadequate consideration of
- Contingencies/Risks
- Impact Analysis
- Commitments being made or missed
Marketing and engineering relationship is put under great stress.

Many people don’t consider “no” or “later” an option. It’s just “that’s how it is”.
LACK OF AGREED TO COMMITMENT PROCESS
- entry/exit of Goal - Req - Design phases is not understood? agreed? documented

Marketing uses early ideas of release content as base for business case

PLANNING ISSUES

goals don’t have enough detail (or detail is too late)
requirements written from slideware
goals are perceived differently at each stage
improper implementation doesn’t match original intent
Marketing/Engineering don’t agree on when “commitments” are made
reqs “late” to designers
design responds “late” that “can’t be done”

MARKETING DOES NOT TRUST ENGINEERING

“Marketing tries to slip things in”
“Engineering doesn’t divulge slips / changes until last minute”
“Engineering doesn’t respond in time critical manner”
“Marketing doesn’t respond in time critical manner”

TERTIARY EFFECTS
Marketing and engineering relationship is put under great stress.
Communication breakdowns.
Business case assumptions are consistently invalid.
Marketing is starting to go outside Xerox for software.
Exacerbates the other problems.
Responses
Tool Summary 1

CMMI

Audits

Grieving Cycle

System Thinking

Culture
Some other cool stuff…
Launch Meeting 4 Example

Team Member: *I estimate that task to take 100 hours.*

Team Leader (coming out of chair, loudly, with passion): *You’re killing us!*
Giving Feedback

Some elements of giving feedback that can help you be heard.

• Within yourself, if possible, remove judgment

• Concisely tell what you perceived

• Concisely tell what possible meaning you draw from your perception

• Concisely tell how you feel about that perception

• Listen

The Response

TSP Coach: Before we review and change estimates, I want to ensure we get through the whole list.

The TSP Coach waited a few minutes, until the team was going through stuff at a reasonable pace, privately took team leader out of room.

TSP Coach: The way you rose out of your chair and raised your voice made me wonder what was up for you?

TSP Coach: I would like to give you some alternative suggestions for achieving your goals. Are you open to them?
Typical EV Chart for this Organization

Cumulative Earned Value

- Cumulative Planned Value
- Cumulative EV
- Cumulative Predicted Earned Value
- Baseline Cumulative Plan Value

Weeks
“Management works *in* the system. Leadership works *on* the system.”

Stephen Covey
Special Event with Management Team

1. “Is it okay to finish early?”

2. “Do not be as soon as possible – be as sure as possible!”

3. A plan for setting expectation
Expectations of Excellence

1. Build a product the customer will truly appreciate.
2. Quality is key.
3. Create a plan that makes an “as sure as possible” commitment.
4. Variance Happens – understand variance and use data and process to minimize.
5. Minimize late surprises.
6. Use data to guide continuous improvement (Customer Satisfaction, Quality, Predictability, Productivity)
Tools Summary - 2

Survival Rules

Receiving and Giving Feedback

Pilots as a tool for cultural understanding

Cognitive Dissonance

Story Telling

Setting Expectations
Satir Change Model

Performance

Old Status Quo
Chaos
Integration And Practice
New Status Quo

Time

Reference: Gerald Weinberg, Quality Software Management Volume 4
Proactive Tools

Framing / Re-framing

Model the Change You Want to See

Backward chaining
## A Sampling of Change Tools

### Sense making
- Sense making
- Audit
- Pilots as cultural probes
- Types of Teams
- Mars and Venus
- System Thinking

### Understanding Change
- Change models
- Grieving Cycle
- Positive Change Cycle

### Language of Change
- Framing
- Setting Expectations
- Meme
- Metaphor / Story Telling
- Giving/Receiving Feedback
- Truth telling
- Socratic questioning
- Appreciative Inquiry

### Personal Management
- Be the Change
- “Circle of control, of influence, of concern”
- Courage
- Compassion
- Patience
- Listening
- Congruence

### Strategies for Change
- Pearl
- Embrace and Extend
- Model Based
- 12 O’Clock High
- Linking Initiatives
- Building Coalitions
- Back chaining

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I get up every morning determined to both change the world and have one hell of a good time. Sometimes this makes planning my day difficult.

E. B. White (1899 - 1985)
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