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Applying TSP for Services: Seven Key Lessons Learned

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TSP Symposium
September, 2011
Atlanta GA, USA

The Impetus

What inspired this presentation?

Coaching of Services is Different!

This presentation is a summary of the 7 key things we learned!

But first, what is “services”?



Services

A service is an intangible, non-storable product (e.g., operations, maintenance, logistics, and IT).

Services imply on-going relationships governed by service agreements.

Services are delivered through the operation of a service system.

Services are simultaneously produced and consumed.

Services have a different business rhythm.

Product _____ **Develop** _____ | **Deliver**

Service **Develop** | _____ **Deliver**

Service _____ **Deliver**

[CMMI SVC Overview]

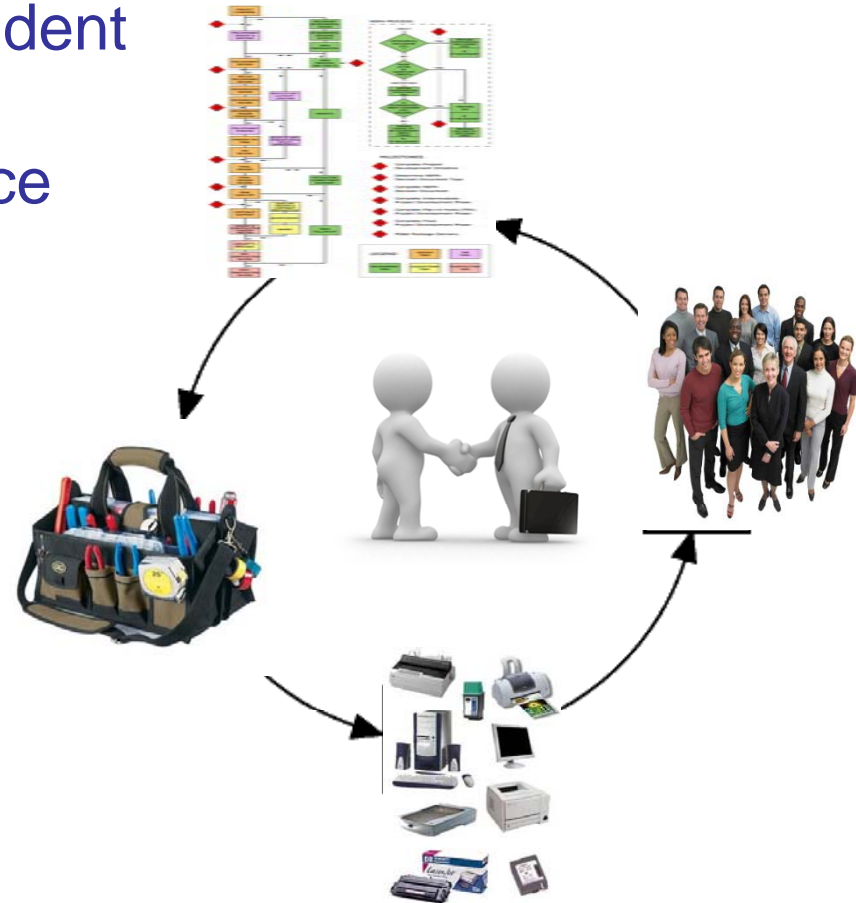


Understanding the Service System

Applying TSP for Services

- An integrated and interdependent combination of component resources that satisfies service requirements.

- *work products,*
- *processes,*
- *facilities,*
- *tools,*
- *consumables, and*
- *human resources.*



Motivating Management Goals

Caution!

- Our experience shows services groups
 - Typically are a group of individuals (not a team)
 - Do not share any explicit set of goals and measures
 - Often all the stakeholders are not clear
 - Sometimes the stakeholders are not motivated for improvement
 - Managers have a challenge articulating goals
 - Have challenges with data privacy
- The challenge is getting unifying goals that motivate both management and the team!



Motivating Management Goals

Advice

- take more time on launch preparation
- Get the true stakeholders
 - Who does the team leader report to?
 - Who does the team leader get the most phone calls / emails from?
 - Is the identified stakeholder impacted by how well or poorly the team does?
- Be prepared to ask lots of questions to help determine the unifying goals
 - How are you impacted?
 - What are your wishes?
 - Explain what and how things have gone wrong in the past.

Example Goals

- **Decrease time between Problem Call and Resolution**
- **Tell the story with Data**
- **Do Good Work**
- **Decrease complaint phone calls to Manager**
- **Make commitments you can keep**



Customizing Role Managers

The role specification provide guidance for people filling their principal responsibilities

Caution!

- specialized for software development ☹️
- For your particular service, are **current** roles:
 - Satisfactory?
 - Required?

What roles are needed
to manage a service?



Customizing Role Managers

EXAMPLE

TSP Role Managers	Reviewed for Services	New TSP Services Role Managers
Customer Interface	Modify	Service Level Agreement
Design	Canceled	Capability & Availability
Implementation	Canceled / Modify	Supplier Agreement
Test	Canceled	
Planning	Modify	
Quality	Modify	
Process	Modify	
Support	Modify	

Advice

- May varies for each service type
- Customize each service type



Managing a Service Organization

Caution! Identify the appropriate level for management

What makes sense to manage?



- A service (a customer call)
- A set of services (calls per period)
- The service system (call service system)

Advice

- * May change for each service type
- * Consider the length and the impact of a single service delivery



Managing a Service Organization

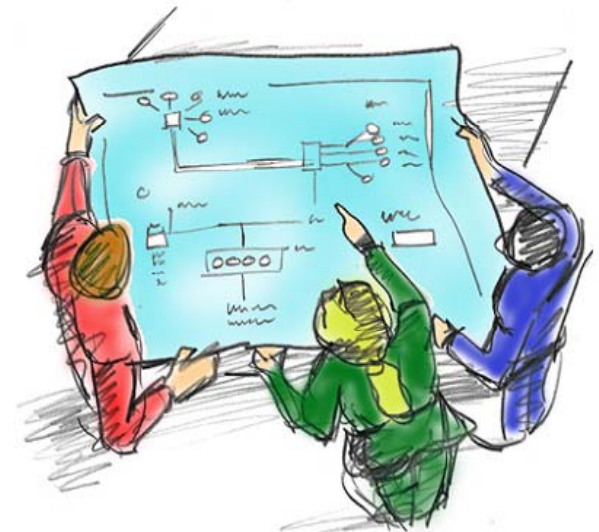
Applying TSP for
Services

Caution! What are you going to manage?

Advice: Understand the service, metrics and characteristics.

Determine:

- What the project is
 - A service delivery vs. all of them
- What the cycle is
- What the process is
- What the metrics are (EV?)
- What the quality plan is



Managing Firefighter Teams

Caution!

There is a myth that a firefighter department cannot plan their work load. (service teams too)

- I cannot predict my daily load;
- We cannot know:
 - who is calling today
 - the nature of the call

The nature of my work is unpredictable



Managing Firefighter Teams

Advice: Understand the service system

- Analyze historic data and identify:
 - Work load for each service
 - Turn around of the service
 - Resource capability and availability
 - Continuous or sporadic delivery
- **Mayor achievements:**
 - Work as a team
 - Reduce turn around time
 - Load balance and life balance



Motivating Ownership of Quality

Applying TSP for
Services

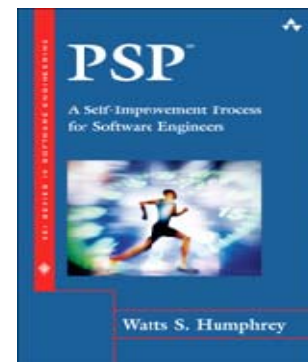
Caution!

The organization's definition of quality often does not apply to day to day work.

Employees may not understand how to deliver high quality services

Will NOT be trained in PSP and thus NOT

- have personal measures of quality
- Understand cost of quality
- Have internalized the responsibility for quality



Motivating Ownership of Quality

Applying TSP for
Services

Advice: Requires extra coaching

- Define what quality means to them
- Define quality goals
- Elaborate a personal definition of quality
- Define quality metrics

Coach the team:

- To own quality
- Change the focus from
 - Incident resolution
 - Incident prevention



Process evolution

Caution! Meeting 3 will take looonger.

- For at least the initial launch, our experience shows services groups
 - often have a “process flow” that does not match how they do the work
 - work as individuals in different ways
 - do not have experience in defining a detailed process that has
 - the right level of abstraction
 - a useful, useable measurement framework
- The impacts of this are
 - looong meeting 3 when defining the process
 - a process that is too detailed and not useable in planning and tracking
 - a frustrated team
- Yet, getting a good agreed to defined process is the biggest opportunity for service teams!



Process evolution

Advice

- On day 1, let the team go in great detailed discussion filling a white board and flip charts
- During the break between day 1 and start of day 2, work with the process manager to build a usable process from the details.
- This can produce
 - a nice abstracted process
 - Checklists
 - A great start
- Think PSP 0
 - If there is not a clear process, record time and make lots of notes in the comment field
 - A process will emerge!

Fundamentals!

- **Think PSP0**
- **Read PSP Chapter 13 again and again**



Improvement will Happen

- **Caution!** This can be Frustrating!
- **Advice**
 - Be patient
 - Be helpful
 - Be persistent
 - Short cycle such that there is quicker time between
 - Checkpoint
 - PM
 - Relaunch



The 7 Key Lessons

- Help management create motivating unifying goals
- Customize role managers to fit the service
- Managing a service team with data that works for the team!
- Firefighting teams *can use* data to predict and manage.
- Motivate ownership of quality
- Nurture the team to evolve their processes
- Have Patience ...but push it.... Improvement will happen



¿Questions?




One Last Thing

We learned that services is different and that it required more coaching.

What if we applied these same lessons to coaching software teams?





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Gracias

