



NUMBER **SIX**[®]

Process Deployment: Strategies for Introducing Process Change





Background

- **Number Six is a small consulting firm headquartered in Vienna, VA with satellite offices in Illinois, Indiana, North and South Carolina, Missouri, Florida and Ohio. Number Six brings together the teams, methods, and processes necessary to resolve risk, define requirements and manage assets throughout the lifecycle.**
 - **www.numbersix.com**
- **Yvonne Nabors – 12 years consulting experience helping clients develop and deliver IT processes. This presentation shares some of the experiences and lessons learned from a variety of process initiatives.**



Agenda

- **Presentation Scope**
- **Process Initiative Planning**
- **Process Acceptance Maladies and Recommended Treatments**
- **Ideas for Building Process Acceptance**

- **Q&A**



Presentation Scope

- **Share ideas about how to effectively introduce new processes or process change into an IT organization.**
 - **Get employees to embrace and assimilate processes (institutionalize)**
 - **Establish an environment where process compliance is sustainable**

“There are 2 parts to a software organization: mechanism and organism. Mechanism is the process, tools, task assignment, project plans, etc. Organism is the people, how they feel, what motivates them and how they work together.”

Phillip Armour, Number Six Software



Process Initiative Planning

Three planning activities that influence the capability of the organization to embrace process for the long term.

- 1. Cultural Assessment**
- 2. Communicate the importance of process in a meaningful way**
- 3. Treat process initiatives like a project**



Process Initiative Planning

1. Cultural Assessment – the heart of an organization

- Addresses skills, competencies, values, beliefs and motivations of people
- Determines deployment pace and approach
- Identifies “key influencers”
- Not the same as the “As-is” state of process and technology

“Changing the software development process often means affecting the fundamental beliefs and values of the individuals involved and changing the way they perceive their work and its value. It is a cultural change, and often political or philosophical as well.”

Phillippe Kruchten, The Rational Unified Process: An Introduction



Process Initiative Planning

2. Communicate the importance of process in a meaningful way.

- Sponsors, managers, customers, users, etc. need to understand why some level of process is critical to their organization.

So how are you communicating the importance of process to them?



Process Initiative Planning

3. Treat process initiatives like a project

- Identify requirements
- Estimate and schedule
- Identify and manage risk (specifically, plan for resistance)
- Develop a deployment plan



Common Process Acceptance Maladies

➤ *Documentaphobia*

- “Takes longer to fill out the paperwork than to fix the problem.”
- “Process adds unnecessary overhead.”
- “An army of resources is needed to maintain the documentation.”

➤ *Process Changeosis*

- “Been doing it this way for 20 years and it got the job done.”
- “I’m comfortable with the current process so your way will take me longer.”

➤ *Complexity Syndrome*

- “I’m overwhelmed. The process is too complex, too hard, too many steps, takes too long.”
- “I just want to code.”



Recommended Treatments

- **Seek out the root cause of underlying acceptance issues**
 - Loss of power, control, position – job security
 - Don't understand why the process is necessary
 - Fear of the unfamiliar, change
 - Conflicting vision, goals, strategies
 - Sometimes it is actually the process that is the problem!
- **Build immunities and change resilience**
- **Expect and plan for new strains of resistance**



Ideas for Building Process Acceptance

All I really needed to know about getting employees to embrace and assimilate processes I learned from being a parent.

- The “Real” Why
- Practice what you preach
- Be consistent
- Remember *When*

Ideas for Building Process Acceptance

- **Build a process initiative team that includes representatives from a variety of stakeholders, key influencers and process resisters.**
 - **Building a team with only positive, agreeable stakeholders is as risky as including resisters.**
- **Encourage people to constructively challenge the process. This leads to process improvement ideas and more buy-in when ideas are recognized.**
 - **Challenging the process is not necessarily an indication of non-compliance.**

Ideas for Building Process Acceptance

Post Deployment

- **Give more attention to those accepting and following the process versus those resisting. Do what you can, especially with key influencers, but be willing to give them less attention than they may want.**
 - Trying to turn around the 5-10% that are not going to embrace the process no matter what you do is a waste of time.
 - Non-compliance lists, integrating with performance appraisals, high visibility by management are counter productive.
- **Ensure auditing is perceived as a coaching function and not policing.**



➤ **Questions?**

➤ **Thank You!**



References

1. www.numbersix.com contains the following Number Six presentations:
 - a. *Organism and Mechanism: Team Development in Software*. Phil Armour
 - b. *Making Process Real: Practices and Pitfalls to Implementing a SD Methodology*. Ken Clyne
 - c. *Process Fortifies Software Projects Against Failure*. Buff Colchagoff
2. *The Rational Unified Process: an Introduction, Second Edition*. Kruchten, Philippe. Boston: Addison-Wesley, 2000.