

2007 SEPG Conference Austin, Texas

**”Smart @ Model,
Dumb @ Change”**

D. Brantly



Wachovia – Quick Facts

- Fourth largest bank holding company in the United States based on assets. Third largest U.S. full-service brokerage firm based on client assets.
- 110,000 Employees
- 3,400 financial centers and 737 retail brokerage offices.
- 5,200 automated teller machines.
- Headquarters: Charlotte, NC



Pass or Fail

We should judge (and others will judge) the success of a change effort NOT by how well we understand a model, but how well we use that knowledge to bring about meaningful, necessary and measurable improvements.



Agents of Change

“What makes a Change Agent different from someone who just raises hell and makes life difficult for everyone else?”

The difference lies in their sense of responsibility for the change itself and care for the people who must live with it.”

– Cathy Perme (C.M. Perme and Associates)



Change Agent

- Responsible for bringing about successful change in an organization.
- May or may not have authority to bring about change, but has the responsibility for the outcome.
- Requires the continued support of both management and staff.
- Must be able to communicate at all levels, to establish and maintain positive relationships with all affected parties, and to understand and work with ever-evolving and conflicting priorities.

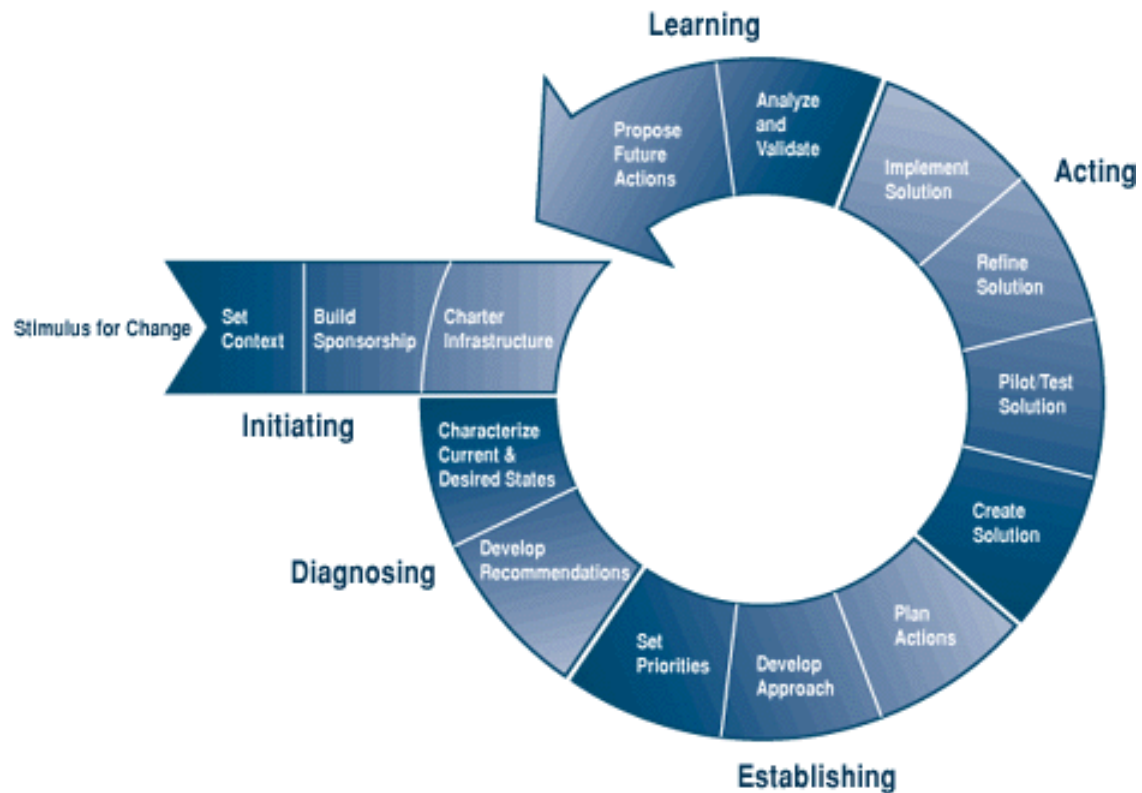


Why is Just Knowledge of the CMMI not enough?

- In CMMI-Dev-v1.2 (136,196 words), how many times does the word “Resistance” occur?



Change Agents & Continuous Process Improvement (CPI)





Not Getting Enough Resistance?

TRY HARDER!!

An expression of resistance offers a great opportunity to have a meaningful conversation about change.



The Value of Personal Relationships in Business

Your success as a Change Agent is directly related to your abilities in building and maintaining relationships with people that you dislike or with who you have disagreements.



Do you know where your Sponsor is?

- Exercise ...



Politics is not necessarily a Negative word

- Experience at Xerox in 1983
- The book “Office Politics”
 - Ignore
 - Participate In
 - Be cognizant of
- Having the skill of successfully dealing with politics is a key requirement for establishing and maintaining relationships, gaining consensus and commitment to an ongoing or planned change effort in your organization.



SEI Class Offerings that can Help

- 3 Required Classes for Xerox SEPG Members back in the mid-90s.
 - Introduction to the SW-CMM
 - Managing Technological Change (MTC)
 - Consulting Skills Workshop
- Regardless of the ‘Model’ being utilized, the skills instructed in the MTC and Consulting Skills Workshop classes are vital in surviving as a Change Agent.



Managing Technological Change

- Identifying overt and covert resistance and using this resistance effectively (Changing covert to overt!)
- Obtaining and communicating the commitment of key stakeholders
- Minimizing conflicts with the organization's culture
- Managing the transitions an organization goes through when implementing a change
- Change agent characteristics and skills.



Consulting Skills Workshop

- ‘Contracting’ (and ‘Re-Contracting’) with your Sponsor
- Entering into consulting relationships where roles are clearly defined, where outcomes are mutually understood
- Demonstrating “authenticity” as a key consulting behavior
- Understanding the uses and abuses of data, data gathering methods, and feedback of data.



Overt and Covert Resistance

- Have you ever had a meeting where a new initiative was met with:
 - Blank stares?
 - Gentle nods of the head?
 - Staring down at a paper or at a laptop?
- Is this commitment, or is this covert resistance?
- How do you test, how do you turn covert resistance to overt resistance?



11 Forms of Resistance

1. **Give me more detail:** Continual requests for more information; no matter how much you give, it's never enough (appraisal interview experience).
2. **Flood you with detail:** More and more information is provided that you understand less and less.
3. **Time:** They never have enough time to meet with you, meetings that you do have are continually interrupted by calls or by people who “drop by”.



11 Forms of Resistance

4. **Impracticality**: The person keeps reminding you that they live in the **Real World**.
5. **I'm not surprised**: No matter what bizarre and unexpected things happen in a project, they claim they are not surprised.
6. **Attack**: You are attacked with angry words, a red face, pounding on the desk, pointing a finger in your face, and punctuating the end of every sentence. (John E)
7. **Confusion**: They claim to be continually confused, even after you have explained things two or three times.



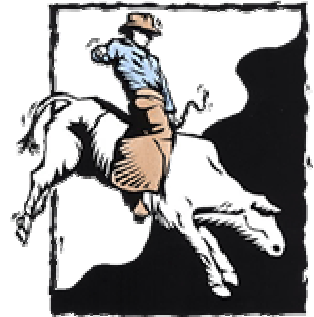
11 Forms of Resistance

8. **Silence**: No reaction or response, even when you push hard for concurrence or objections.
9. **Intellectualizing**: The person wants to discuss theory after theory about why things are the way they are.
10. **Compliance**: They totally agree with you and eagerly wants to know what to do next. No reservations are ever expressed; the implication is that whatever you do is fine.
11. **Pressing for solutions**: They want to rush headlong into solutions, without spending the time necessary to clearly identify and analyze the problem(s).



Example Change Agent Skills

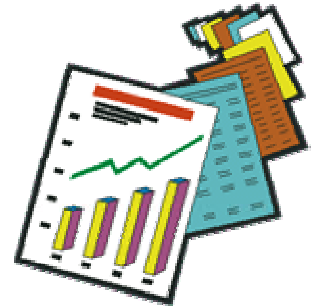
- Ride the bull
 - You may go through some difficult times when instituting a change, but hold on tight, be persistent.
 - “If ya ride the bull, you’re going to get some bruises!”
- Know when to step back
 - Important that the organization, not just the change agent is passionate about the change
- It’s not about you doing all of the work
 - Be a catalyst and provide support
 - The organization needs to make the change happen





Example Change Agent Skills

- Don't underestimate the power of brochures and posters
 - Constant reminders keep awareness of the change at a high level
- Training “on the cheap”
 - Lunchtime seminars
 - Newsletters
- Promotions
 - Lollipop tree
 - Questions – Donuts



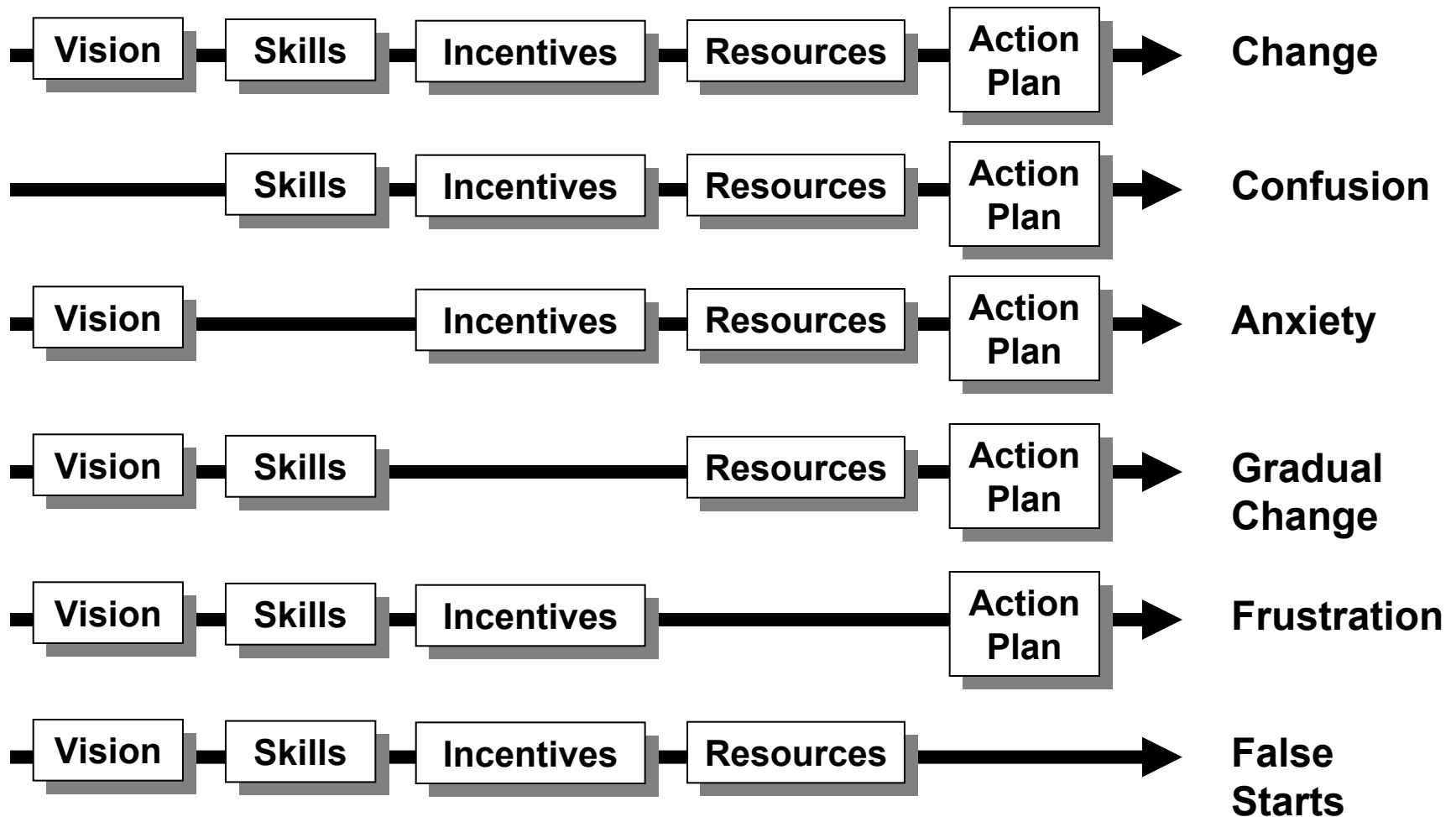


Measuring/Advertising Success

- Document the Improvement Strategy and Plan!
 - Gain Sponsor Commitment!
 - Monitor and Publicize Progress!
- Reward and Recognition
 - You don't have to spend a fortune
 - Little things mean a lot
- Example Posters
 - “Turtles”
 - “Traffic lights”
- Dare to be different! Be Creative!



Change Agents & Managing Complex Change





DO:

- Gain expertise in the applicable model(s).
- Build and maintain relationships.
- Seek out and respond to resistance.
- Document and gain commitment to an Improvement Strategy and Plan.
- Manage the effort as a project.
- Engage with your Sponsor!

DO NOT:

- Take resistance personally.
- Ignore relationship challenges.
- Work in a vacuum.
- Become a model ‘Geek’
- Hesitate to be creative in your approach.
- Wait for your Sponsor to tell you what to do.
- Ignore help from others.



Summary

- As a Change Agent sometimes you think that it's just a matter of survival and the opportunity to seek shelter!
- Being a Change Agent is not for the timid or shy.
- By bringing a bit of creativity and a lot of determination and patience, you can prevail!
- Being a “Target” at least ensures that you get a lot of attention. ;-)
- Resistance is why Change Agents are needed!
Learn to deal with it, learn to use it!



Q&A



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