

# The Last Phase of Process Change - Deployment

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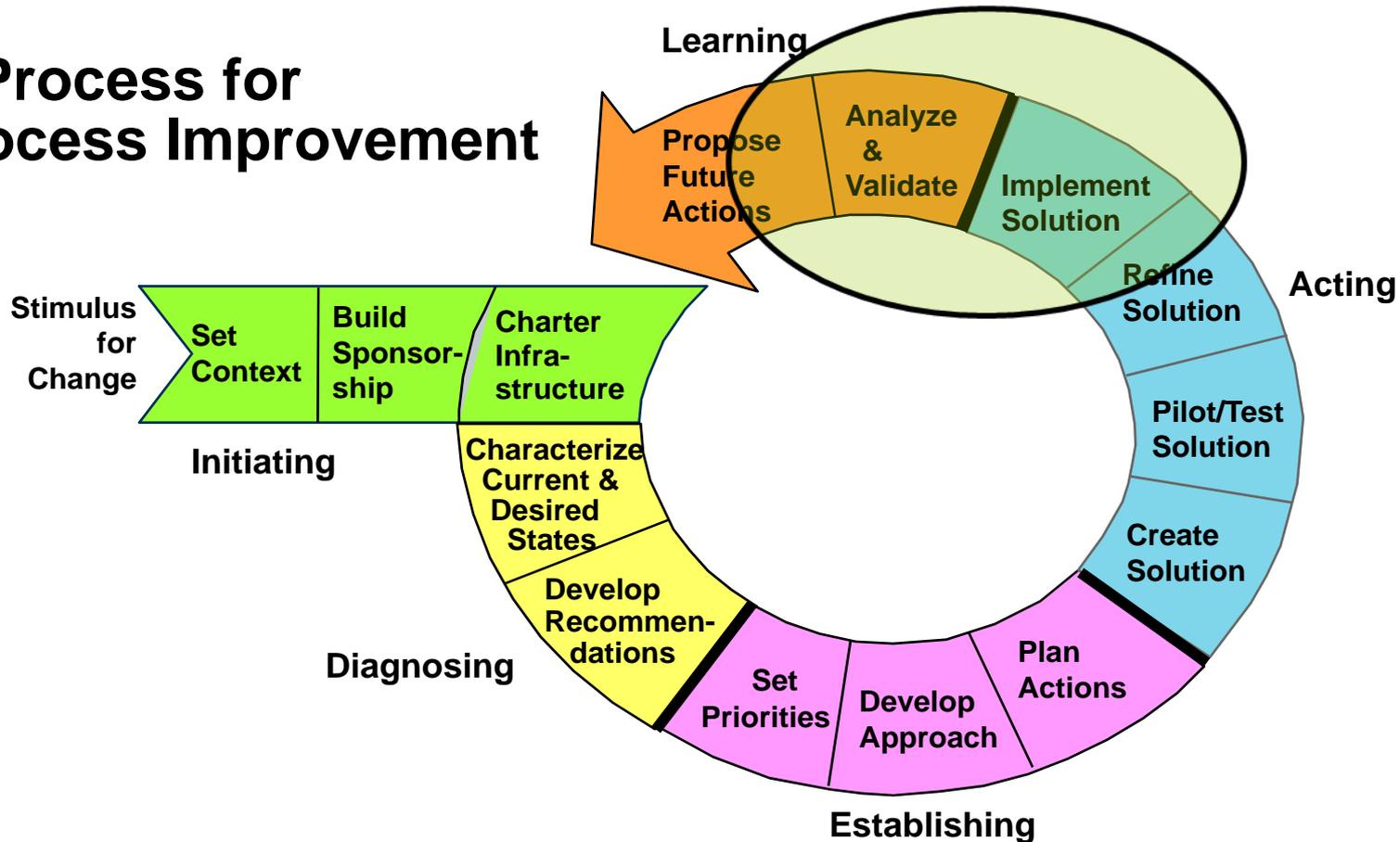
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# The IDEAL<sup>SM</sup> Model



## A Process for Process Improvement



<http://www.sei.cmu.edu/ideal/ideal.html>



# Topics

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The New Process Is Ready (or Is It?)

Planning the Implementation

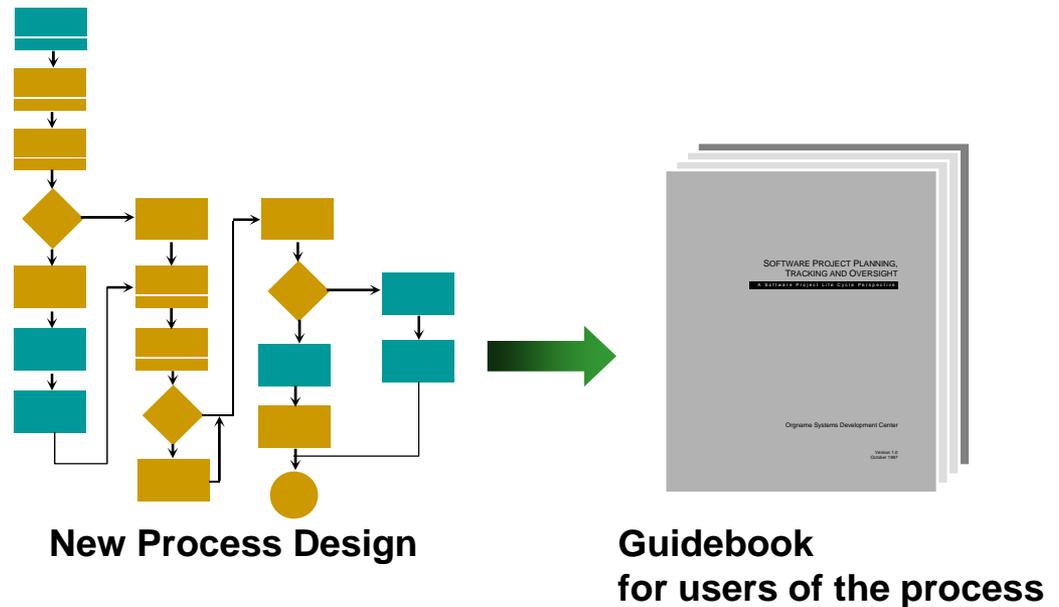
Implementation of the Change

Measuring Success

# A New or Changed Process



You've worked hard to put together a new process description.

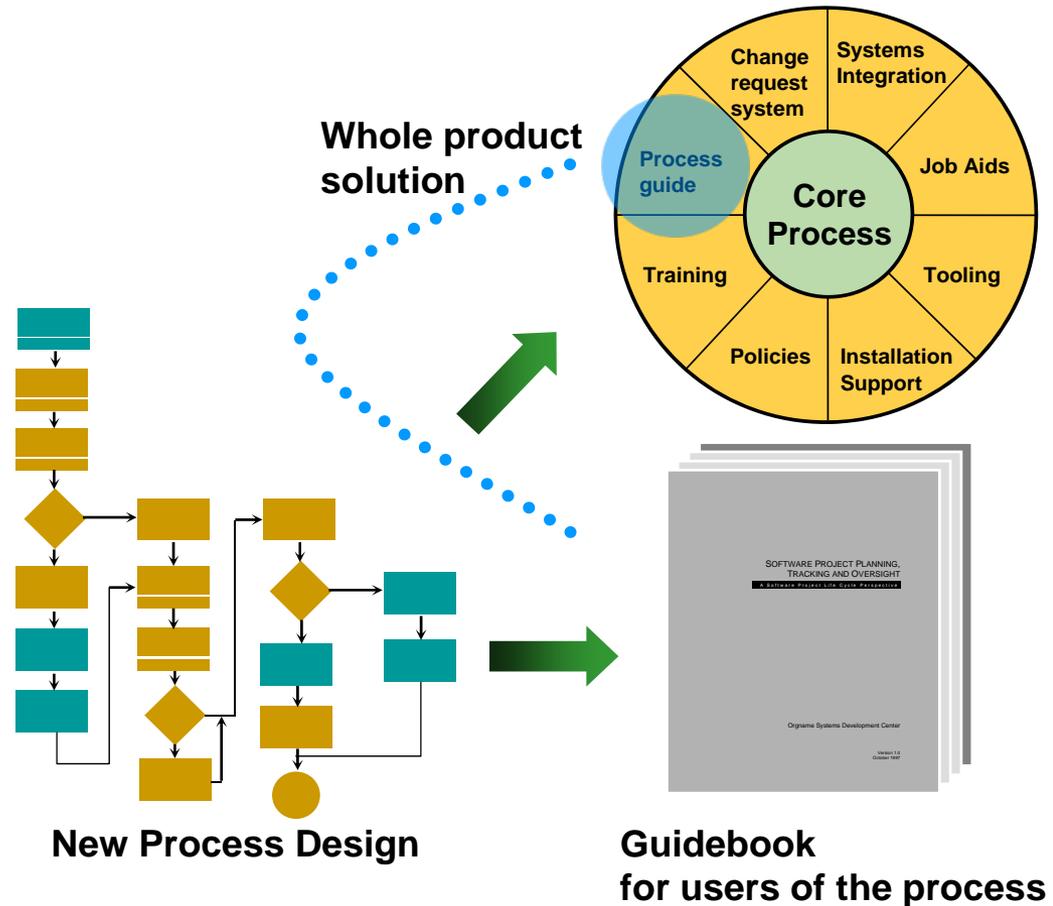


# More is Needed for Implementation



The process description is the start; developing support mechanisms facilitates adoption.

Changing the way people do their work is your ultimate goal.



# Whole Product Solution

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An effective, easy-to-understand process document is developed that provides guidance for those who will participate in the new process.

Additional support products and services are developed that will assist broad adoption of the new process.





# A Process is a Product...

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When you develop new processes (process guidebooks and support mechanisms), you are building products.

Think of yourselves as product developers.

When you are developing products for the marketplace, it's crucial for you to understand the characteristics and habits of your customers.

What can you do to get the customer of your products (those within your organization) to want and use what you have produced?



# Topics

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# Key Components of the Plan

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Implementation Schedule  
Communication Approach  
Introduction of the Change  
Implementing the Change  
Measurement



# Implementation Schedule Factors

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Business Drivers – the business objectives that are driving the change

Business Considerations – organizational factors that impact the schedule

- Fiscal year
- Business cycle
- Important project milestones
- Other changes occurring in the organization

Process Group Resources – resources needed to support the implementation of the change



# Communication

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## Types of Communication

- Introductory
- Directive
- Progress

## Communication Format – The 4 P's \*

- Purpose – why the change
- Picture – what will it be like after the change
- Plan – what is the plan
- Part – what part do I play

## Who Communicates

- Senior Management
- Management Team
- Change Agent
- Peers

\* From William Bridges' "Managing Transitions"



# Introducing the Change

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## Kick-off Meeting

- Management Presents
- Use the 4 P's presentation format
- Attended by
  - Management team
  - all affected by the change

Other communication methods that can be used before implementation starts

- Email
- Newsletters
- Memorandum
- Project Meetings

# Topics

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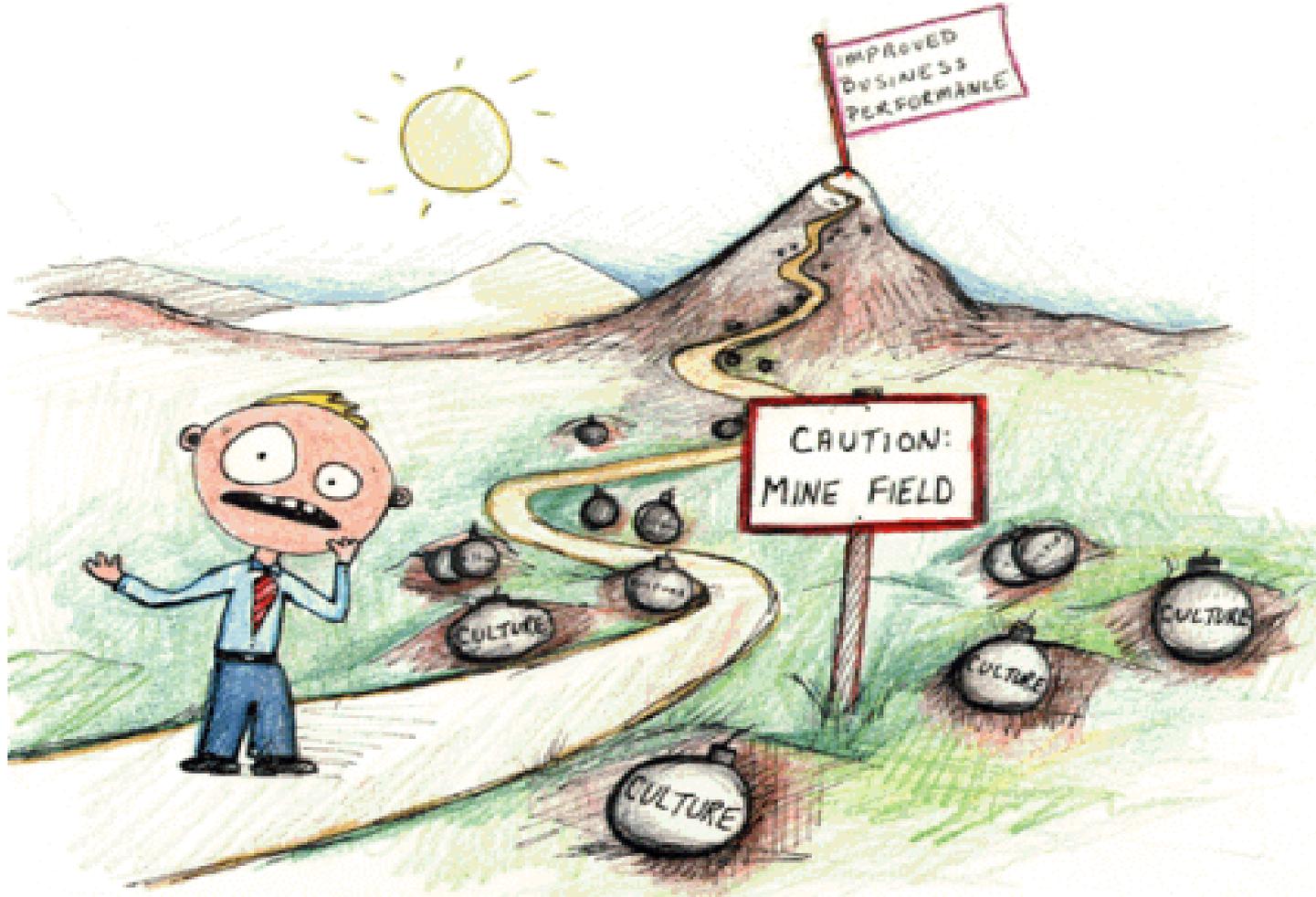
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# But Getting There Means CHANGING!



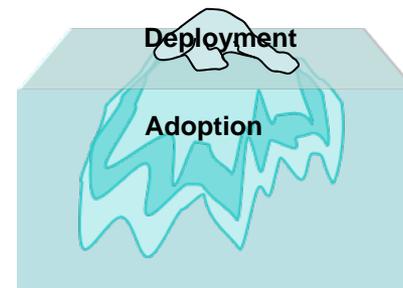
# Implementing the Change

How is your organization structured to implement a new process?

Who are the players?

- Management Team – directs the change
- Change Agents – facilitate the change
- Adopters – have to change the way they do their work

What needs to be done to make the change successful?



# Understanding Organizational Characteristics



“A flock isn’t a big bird” \*

Organizations are complex entities that are not easily characterized.  
However, leverage points and barriers can be identified.

Ask:

What changes in our organization have been successful? Why?

What changes in our organization were not successful? Why?

\* Mitchell Resnick’s “Turtles, Termites, and Traffic Jams”

# Change Agent



## Role

Help adopters of a change to be successful in making a change

## Purpose

Facilitate the adoption of a change across an organization

## Tasks

Work with adopter to make a change

Evaluate the effectiveness of the support mechanisms

Keep management team apprised of progress



# Management Team

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## Role

Direct the change

## Purpose

Provide the vision and purpose for the change

## Tasks

Provide resources for the change

Communicate the need for the change

Monitor the progress of the change effort



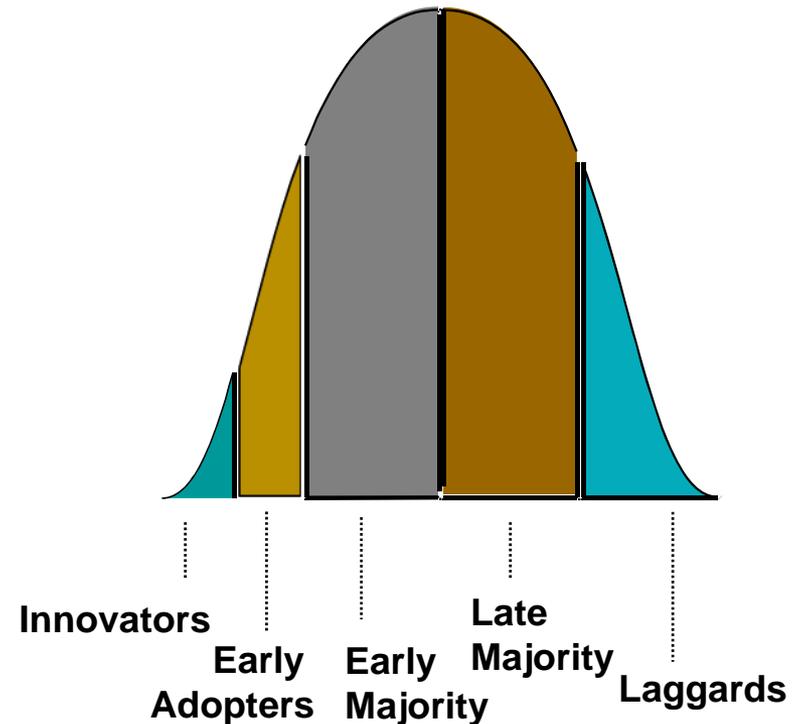
# Understanding Adopter Change Characteristics



Adopters of the new process have to change the way they do their work.

Each reacts to change differently.

Understand that reasons for resistance to change varies from person to person and therefore requires different implementation support mechanisms and approaches.



Adapted from Everett Rogers' "Diffusion of Innovations"



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# Measuring Success



Measurable performance improvement through improved processes.

Three areas are useful for measuring adoption:

Adoption *diffusion (breadth)*

How far across the organization the adoption of the change has reached

Adoption *infusion (depth)*

How deeply embedded into the practices of the organization is the new process

Adoption *business success*

Return on Investment data that determines if the effort to adopt the change was worthwhile

Reference

Suzanne Garcia and Richard Turner's "CMMI® Survival Guide"





# Contact information

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*Managing Transitions: Making the Most of Change*, William Bridges, Addison-Wesley, 1991

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