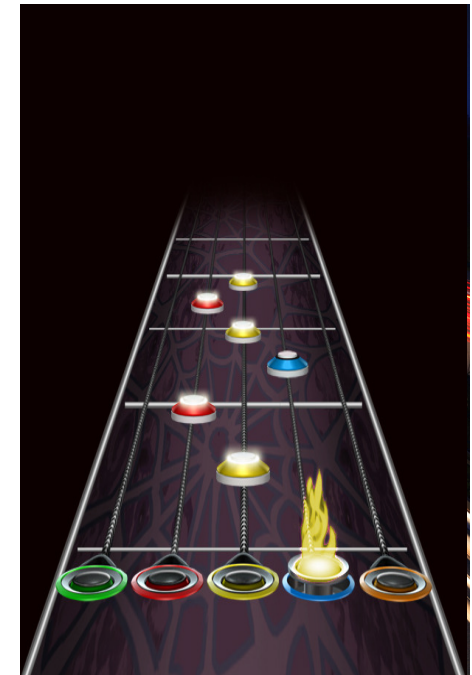




Speed Bumps on the Implementation Highway

Presented by: Dan Wall





SEI Approach - 1

- The TSP introduction approach must be unique for each organization.
- Start with two to four TSP prototype projects.
 - Define the prototype goals.
 - Establish responsibilities.
 - Get started.
- First steps
 - train a few pilot TSP teams and their managers
 - launch the teams
 - gather data and evaluate the results
 - train internal instructors and coaches



Introduction Timeline

- Example timeline
 - based on 9-12 month pilot projects
 - initial results available in 6-12 months
 - final results available in 12-18 months
 - demonstrates TSP benefits
 - rapidly builds high-performance teams

Task	Q1	Q2	Q3	Q4	Q5	Q6
Executive training/kickoff session	X					
Select participants, develop schedule	X					
Train managers, developers, instructors	X	X	X			
Conduct TSP pilots		X	—————			X
Build introduction team		X	—————			X
Plan and initiate roll-out						X —————→



Bump 10- Not Talking

Many other organizations have implemented the TSP

- talk to as many organizations as you can
 - Pick their brains what worked, what didn't
 - Why were they successful or not
 - What results did they achieve
 - How did they train there people
 - Share





Bump 6 – The Right Help

Most organizations do not start with internal coaching and training capabilities

- Pick someone that meshes with your organization
 - Background
 - Philosophy
 - Availability
 - Experience and track record
 - Rapport



Bump 11- Transition Team

You need a transition team, not just one person

- Appoint a transition lead and train them

The transition team is responsible for

- establishing the transition plan
- negotiating this plan
- reviewing the plan with senior management
- monitoring and guiding the transition effort
- leading the dedicated transition resources



● ● ● | Bump 3 – Training

- We all know the SEI recommends that everyone be trained.

We all skimp on it

How many of us actually get everyone trained and keep up with the training of new people?

Launches and your support efforts are much easier if everyone is trained





Required Training

- Executive strategy and planning seminar: 1 1/2 days
- Management training: 2 days
- Required team member training
 - two-week PSP course for software professionals
 - two-day personal process course for other professionals
- Internal instructor/coach training
 - PSP instructor: 5 days
 - TSP launch coach: 5 days



Bump 1 – Sr. Management

Sr. management support is absolutely necessary

- They need understand what is going to happen and how it impacts them
- If it is important to them it will be important to the rest of the organization
- Make sure they stay involved
 - Consider them TSP team

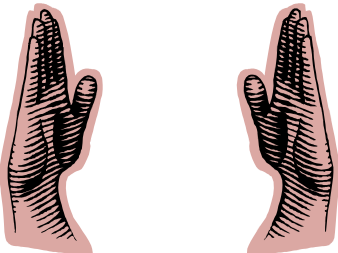


Bump 8 – Measurements

- Again the advice from the SEI is development success criteria ..most don't

Define what success will look like

- Use SMART measures
- Have senior, middle management and project team develop and monitor them





Bump 9 – Technology

- Adapt and use any PI technology that will help you solve your organizations problems as you implement TSP & PSP
 - CMMI PAs, Six Sigma, Lean techniques
- Find the tool set the best fits your needs and use it
 - E.g. SEI Spreadsheet, Process Dashboard, MS Project, DevTrak



Bump 2 – Middle Management

At first appearance they aren't impacted
– but their role changes the most

- They need careful handling and feeding throughout the pilot and more importantly through rollout
- Keep them involved
 - Reviews, roundtables, 1-1s



Bump 4 –Patience

Process Improvement is hard work

- Most senior management wants the results as soon as possible
- Resist the temptation to go fast
 - Everyone needs care and feeding
- Middle Management and Dev teams often like the status quo



● ● ● | Bump 5 – Listen

Often we just move ahead with the plan and don't listen to the people

- What are the problems, what are their concerns
 - Address them as you move forward
 - Involve the organization in the change, not just with the training





Bump 7 – Internal Capabilities

Having consultants on site is great but in the end most organizations can't afford them, plus they don't live with your problems.

- Develop your own internal capabilities to support your organization. They know the people, the culture, the opinion leaders and they have a vested interest in succeeding.
 - Plan ahead for required resources
 - Transition plan for coaches and instructors



Questions





Contact

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