Overcoming Resistance to Change – best practices, including Standards and Frameworks, to use when implementing software process improvement

Bob Aiello
Editor-in-Chief
CM Crossroads

Bob Aiello

M.A., Industrial Psychology (NYU)   B.S., Computer Science (Hofstra)

- 25+ years experience SPI in NYC financial services firms
- Hands-on support of Configuration Management (CM)
- responsibility for related SOX compliance using Cobit 4.1
- SME on Standards and Frameworks for a government agency (DC)
- Vice Chair of the IEEE 828 Standards working group (CM Planning)
- Recently elected to the IEEE Software and Systems Engineering Standards Committee (S2ESC) Management Board.

Editor-in-Chief at CM Crossroads with many published articles on CM, Process Improvement as well as Standards and Frameworks including IEEE, Cobit 4.1, ITIL v3, and Agile (Agile Journal)

http://www.linkedin.com/in/BobAiello

cm//crossroads
The configuration management community

Everything that I am about to tell you

- Implemented in large scale situations

- Written about (and my readers write back!)

- My users got my home phone number

Problems/Goals (examples)

- Release Management is broken
- Testing is poorly done resulting in defects
- Loss time due to miscommunication
- Poor requirements/application does not work
- Lost source code
- Can't build a release that is in PROD now

cm//crossroads

The configuration management community

Consider the root cause

Why is this organization in trouble?

Consider the root cause as a key diagnostic tool

- Poor communication
- External stress
- Corporate culture
- Fear (Deming says, "drive out fear"
- Competition undermining teamwork

My favorite
   Management by Objectives – my bonus depends on meeting MY objectives

Frustration and stress

- We know we have a problem but we can't find a solution that works

  or

- We know what the solution is, but we can't get others to cooperate

  or

Fill in the blank _____

Even good teams often demonstrate "blocking" behavior.

- * Resistance to change
- * the crossed arms behavior
- * "that's just not our process"

- "People just don't want to change"

Industrial Psychology - tools

Imagine if you were developing the cockpit of an airplane and mistake meant crashes

Life Support system and your loved one is one it

Police/Fire/EMS (this is how I relax!)

So how do other fields handle similar tasks

Paradigm shift

- Instead of resenting the problem (and giving up)
- We change our toolset to deal with the real problems directly

Tip # 1 – Listen to the Rhythm

Can you step into the situation

- Boss A – Why is taking so long?
  (this was just her explanatory style)

- Boss B – Nasty and she believed
  "People are more honest when they are
  angry"

  Can you diagnose?

Kurt Lewin

- Social Psychology
- Organizational Psychology

Simple model for Change

Unfreeze – Move - Freeze

Kurt Lewin

* * Unfreeze (get the team to consider another way to do things)

* * Move (establish a new way to do things

* * Freeze (locking the current process in place)

How do I get things moving ?

- Unfreezing can be difficult (well that's whole point!)

- Event – such as a disaster

- Federal Law (e.g. SOX)

- Outside (competitive) Forces

- Senior Management sponsorship (except when the manager leaves)

Techniques for bringing about change

Leon Festinger – Cognitive Dissonance

- "uncomfortable feeling caused by holding two contradictory ideas or views simultaneously"

- Rationalization occurs because your constructs are at odds with each other.

You want your release process to run smoothly but you won't consider another way of doing things. You can use dissonance to get them to unfreeze!

Festinger would say...

You want XXX, but you continue to operate in a way that leads to the same problems.

Use cognitive dissonance as a tool (point out the inconsistencies)

Another example…

So what exactly do other organizations do?

How is this organization different than other similar organizations

Recently – I found a competitor that was using Cobit to support IT Controls

- Seeking out best practices…

IEEE 12207 Lifecycle

Umbrella lifecycle that is a comprehensive starting point

Primary life cycle processes

- Acquisition process

- Supply process

- Development process

- Operation process

- Maintenance process

12207 continued

Supporting life cycle processes

- Audit process
- Configuration Management
- Joint review process
- Documentation process
- Quality assurance process
- Problem solving process
- Verification process
- Validation process

12207 **Organizational processes**

- Management process
- Infrastructure process
- Improvement process
- Training process

IEEE 828 CM Planning

- Describes the plan's purpose, scope of application, key terms, and references

- SCM management - (Who?) Identifies the responsibilities and authorities for accomplishing the planned activities

- SCM activities - (What?) Identifies all activities to be performed in applying to the project

IEEE 828 CM Planning

- SCM schedules - (When?) Identifies the required coordination of SCM activities with the other activities in the project

- SCM resources - (How?) Identifies tools and physical and human resources required for execution of the Plan

- SCM plan maintenance - Identifies how the Plan will be kept current while in effect

How do I find out what other organizations do?

Standards and Frameworks are wisdom learned from other professionals

For example, Cobit 4.1 Configuration Management control practices says…

How do I find out what other organizations do?

ITIL v 3 says,

Configuration Management System (CMS)

CMDB

Defining your processes

- Tasks

- Roles & Responsibilities

- Test your own process for compliance

Freeze in good behaviors

After you have established the right processes you need to automated them using a workflow tool

- Provide visibility to Senior Management

- Make sure that things don't regress

Call for reinforcements

CM Crossroads

www.cmcrossroads.com

Agile Journal

www.agilejournal.com

Community & Best practices

Questions and Answers

Q & A

www.cmcrossroads.com and www.agilejournal.com

cm//crossroads

The configuration management community