



The Challenges of Maintaining Management Commitment

“It is not just about the Tools”

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Summary

Problem / Opportunity

Financial institutions are strong on Financial Management, however, they are not strong on Engineering principles demanded by some mature tools. Tools such as DOORS, a Requirements Management Tool, provide significant benefits to a project or an organisation depending on how well it is implemented.

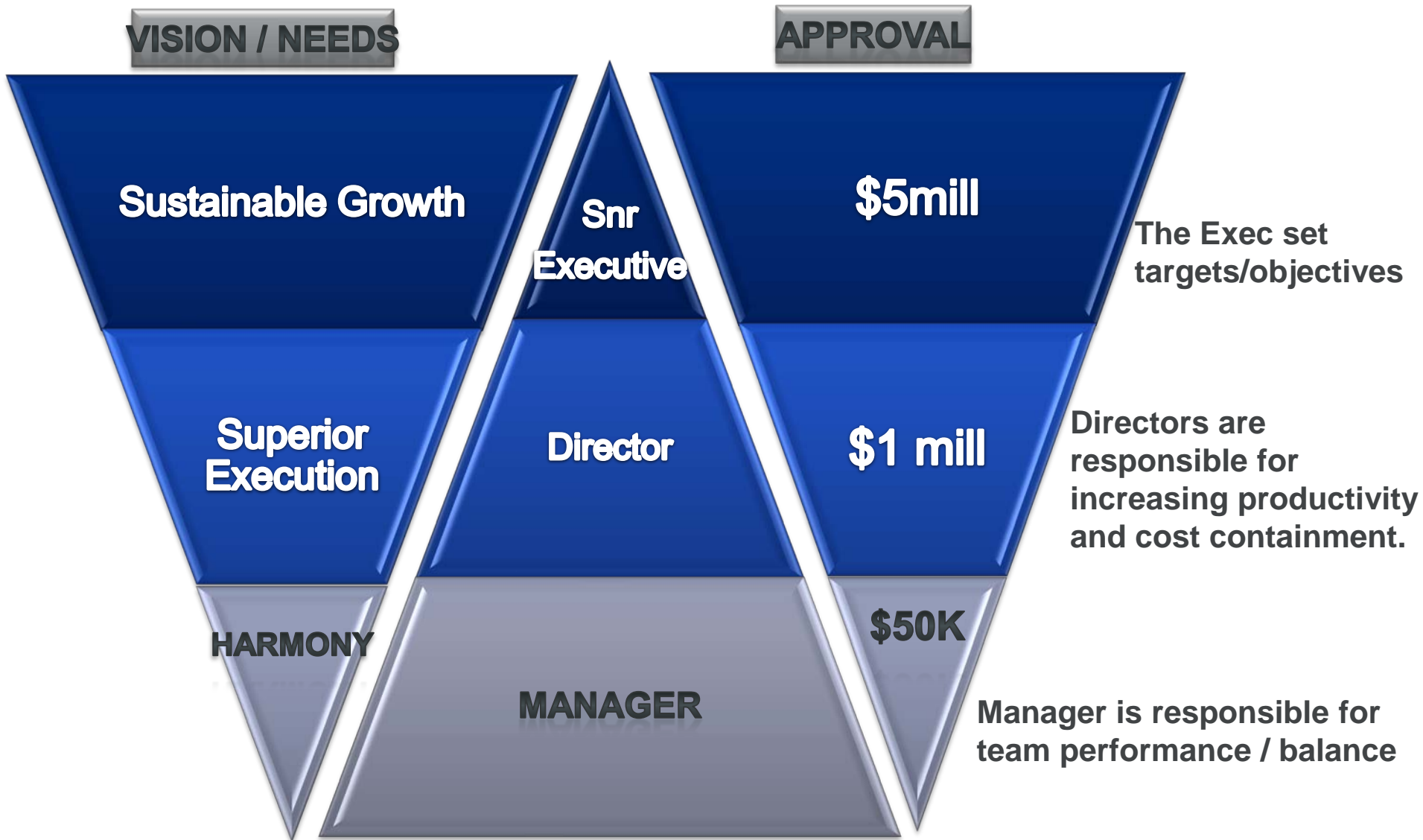
Common Themes

People, People, People – some get it, some don't !
Accountability for Implementation v Control of the Users

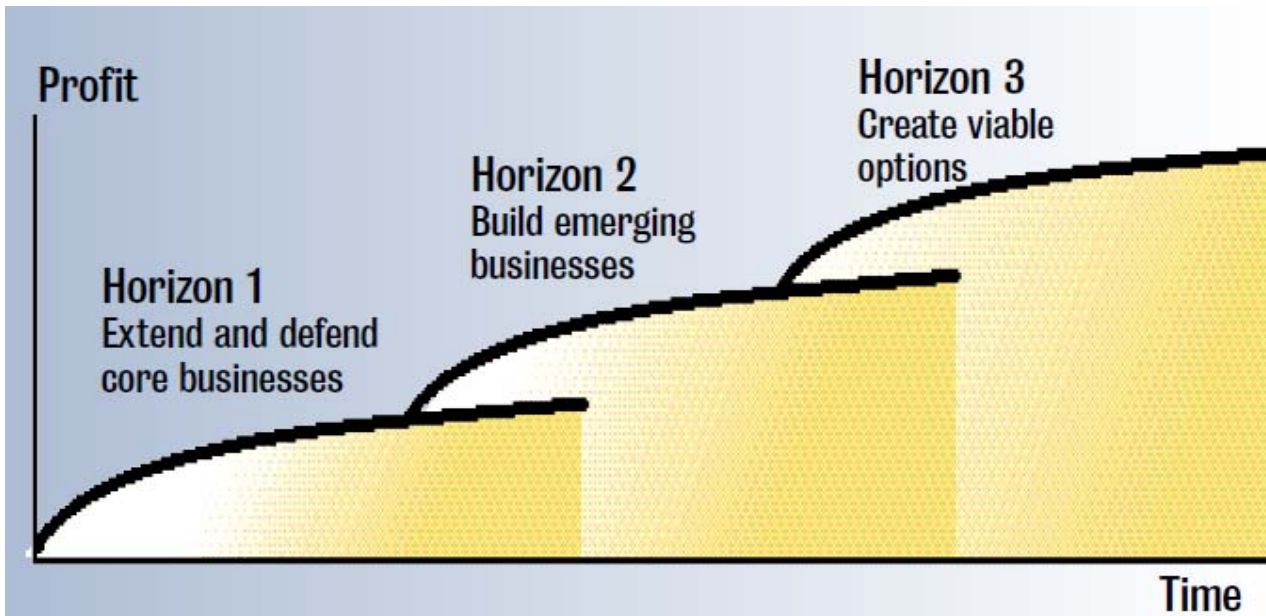
What we will Discuss Today

The importance of 'Ownership' within the context of Change Management (behavioural change), when deploying mature tools.
Areas to focus on if your deployment is to be deemed successful.

Scene Setting ...



Sustained Growth models I've seen used by Snr Exec's include the '3 Horizon Model' as depicted here, whilst it incorporates short term views, the main vision of the Executive is longer term.

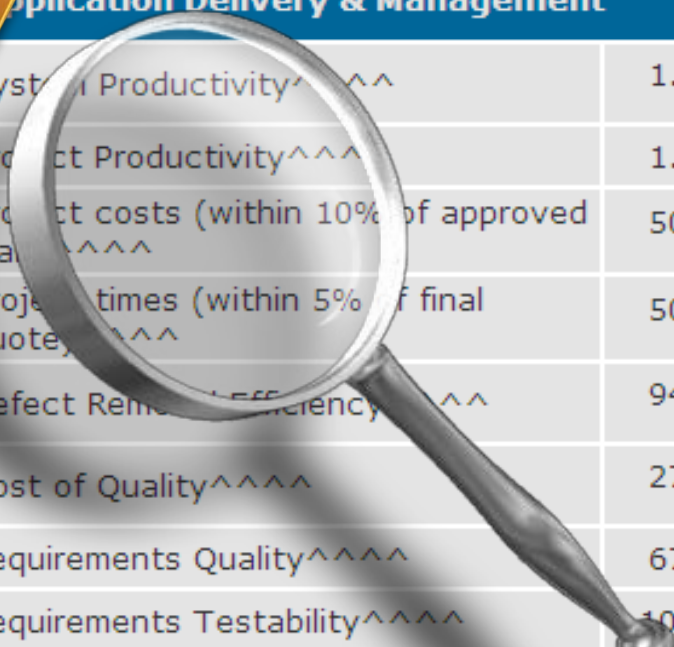


The internal challenge for the organisation is that Directors and Mgrs are fixated on existing business performance.

Management challenge		
Shore up competitive positions and unlock remaining potential in the core businesses.	Build capabilities and fuel growth in new businesses.	Identify and nurture options.
Productivity	Positional Advantage	Insight / Foresight

Why are they fixated on existing business, it's usually because they are measured and rewarded based on performance depicted on a monthly Scorecard for instance.

Productivity ... Project Costs ... Project Times ... Efficiency etc



	Current month	YTD	Full year target	Last year	Current month status	YTD status
Application Delivery & Management						
System Productivity ^{^^^}	1.42	1.42	1.40	-	●	●
Project Productivity ^{^^^}	1.18	1.18	1.25	-	●	●
Project costs (within 10% of approved plan) ^{^^^}	50%	50%	90%	-	●	●
Project times (within 5% of final quote) ^{^^^}	50%	50%	90%	-	●	●
Defect Removal Efficiency ^{^^}	94%	94%	92%	-	●	●
Cost of Quality ^{^^^}	27%	27%	<25%	-	●	●
Requirements Quality ^{^^^}	67%	67%	75%	-	●	●
Requirements Testability ^{^^^}	100%	100%	75%	-	●	●

Whether it be through adverse performance, or a 'surplus' year, or previous relationship, or by chance, good Tool vendors always find a way to get to the right Director/Mgr to promote possible solutions to team based problems, or organisational problems Here is an example of ALM research provided ...

Rational® software

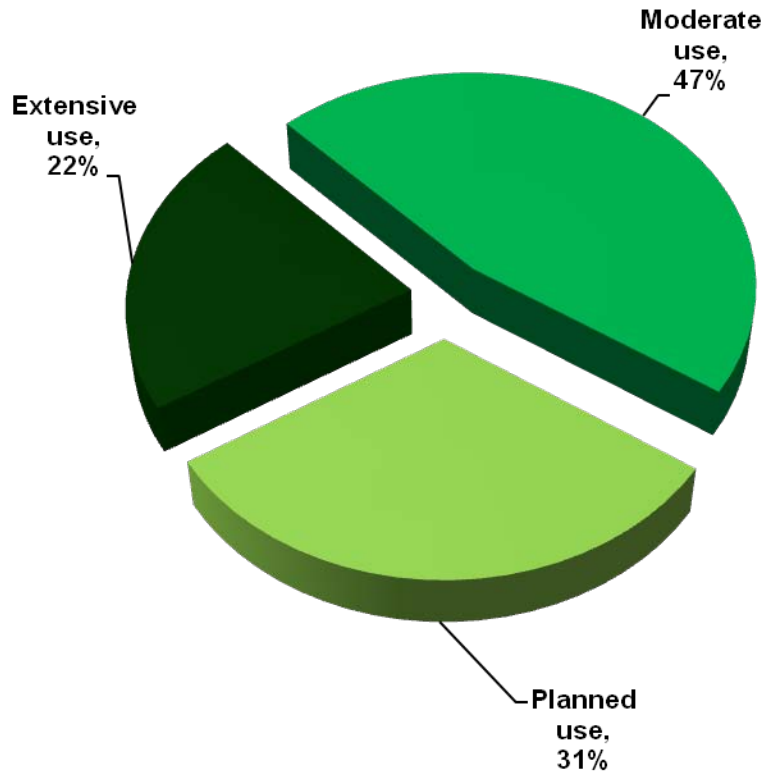


Application Lifecycle Management Software Research

Research tells me I'm not alone in this quest for Productivity improvement and ALM seems to be well used

Usage of application lifecycle management software (ALMS)

(Prompted, n=163)



Extensive use

Deployed throughout the application development cycle.

Moderate use

Used in some stages of the application development cycle.

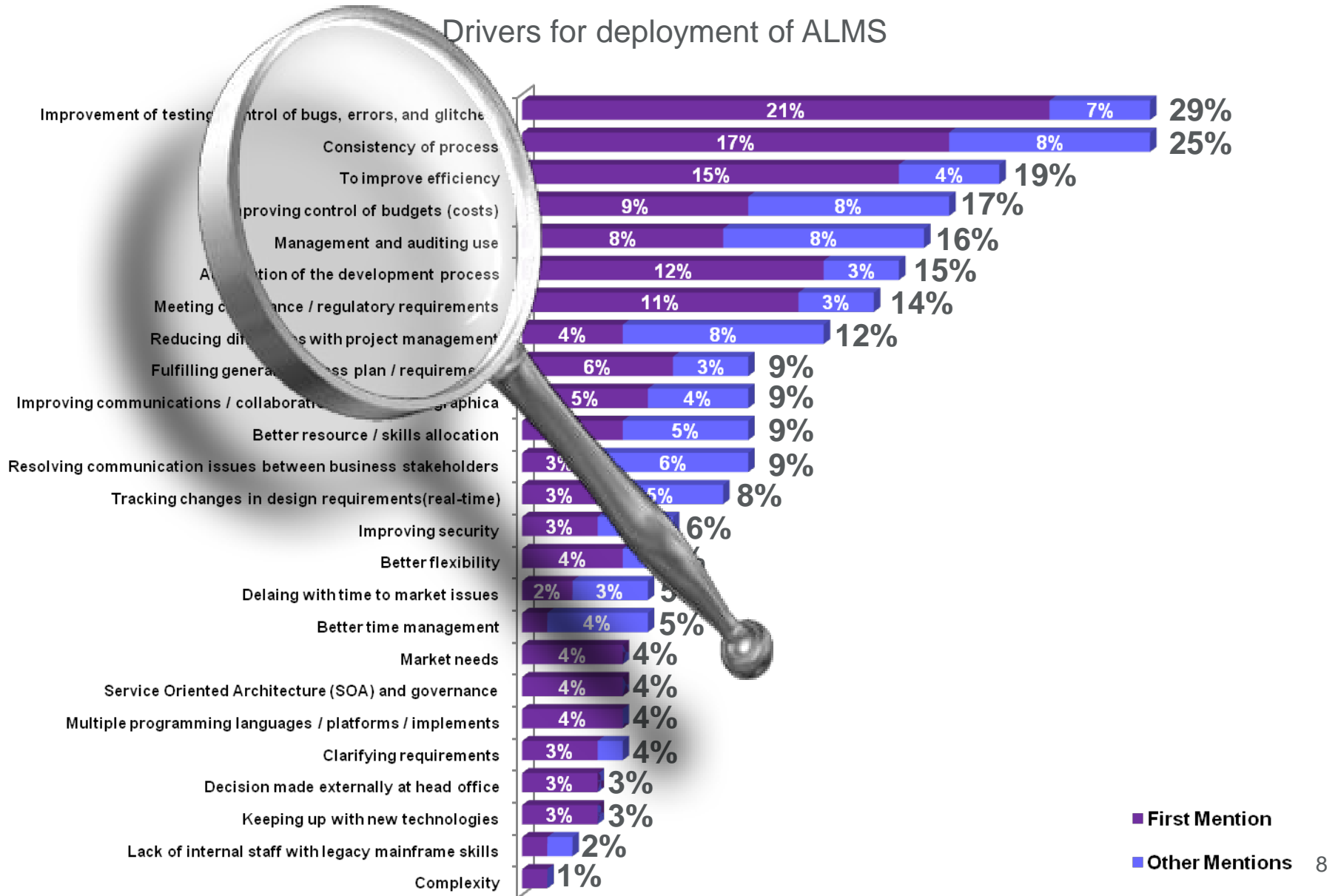
Planned use

Not currently in use, but usage is planned in the future.

..... In fact, everyone is either already using it, or planning to use it !!!

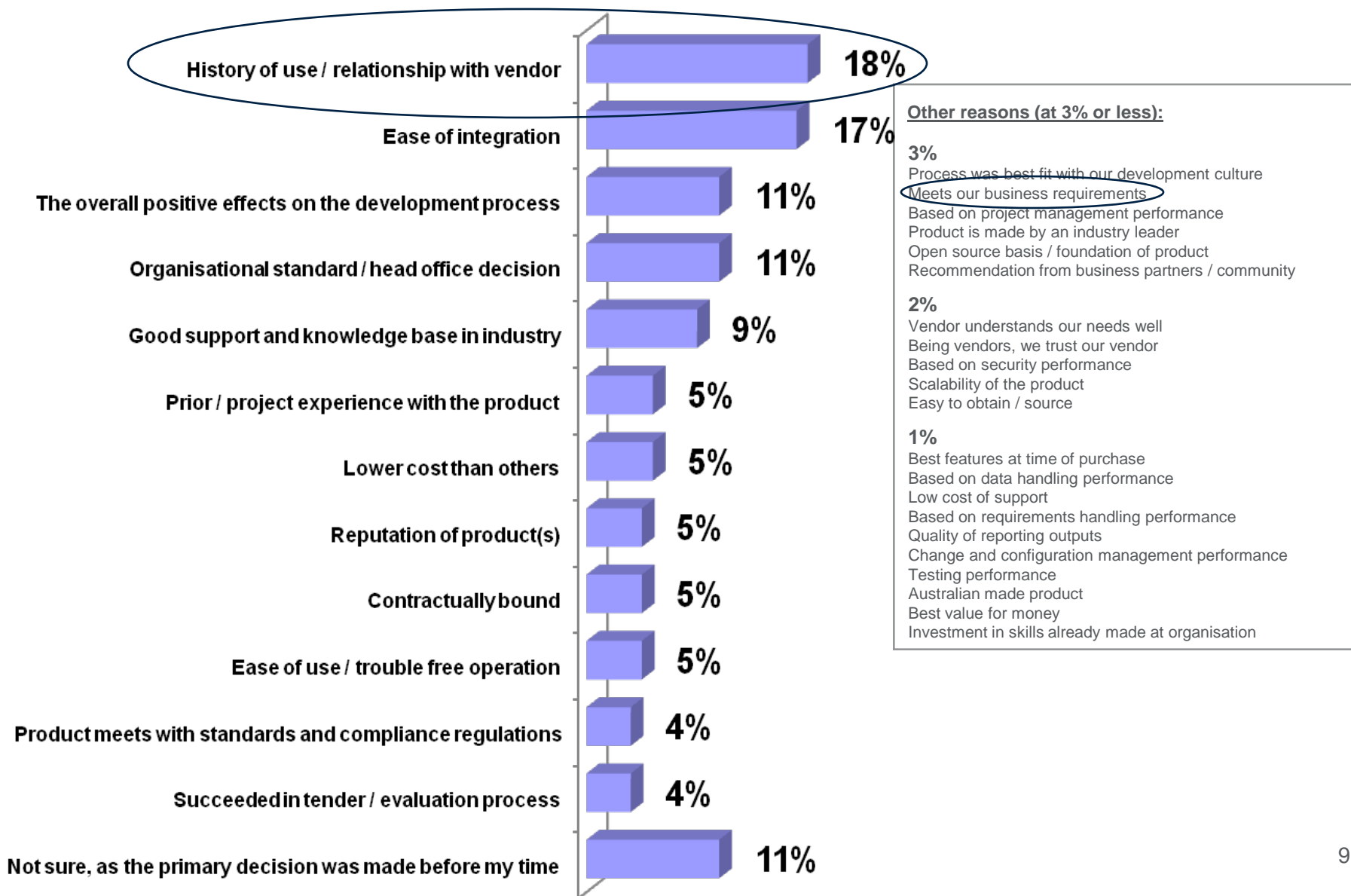
Hey , look at this, lots of people have the same issues (improvement of testing, Consistency, Improve Efficiency, improve budget control, Automation of Development Process etc) !!

Drivers for deployment of ALMS



This research says that the existing 'relationship with the vendor' is the main reason for the choice of provider, is that true ?

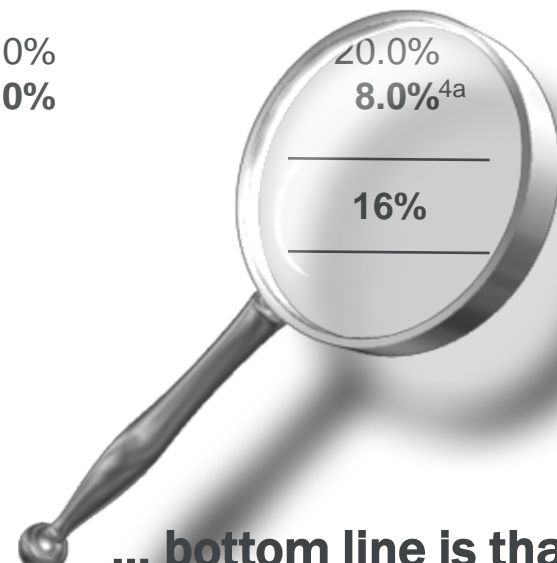
Main reason for choice of primary vendor of ALMS



Example of some of the justification numbers that parade around the stakeholders, which generate excitement and demand

Cost Reduction	Indicative initial results	Anticipated future results
Rework		
Reduction in rework cost	15.0% ^{1a}	30.0% ^{1b}
Reduction in project delivery cost	2.5% ^{2a}	5.0% ^{2b}
BA requirements efficiency		
Improved BA efficiency	10.0%	30.0%
Reduction in project delivery cost	1.0% ^{3a}	3.0%
Impact on downstream phases		
Design & Build efficiency improvements	10.0%	20.0%
Reduction in project delivery cost	4.0%	8.0% ^{4a}

Anticipated reduction in project delivery cost



- Additional (Unmeasured) Value Benefits**
- Improved project solutions quality:**
due to improved requirements quality
 - Reduction in 'scope reduction'**
due to improved project efficiencies

... bottom line is that the Vendors do a great pre-sales and sales job.

So the 'Burning Platform' story rolls out to cover off the basics of a business case to fund the purchase and implementation aspects

50%



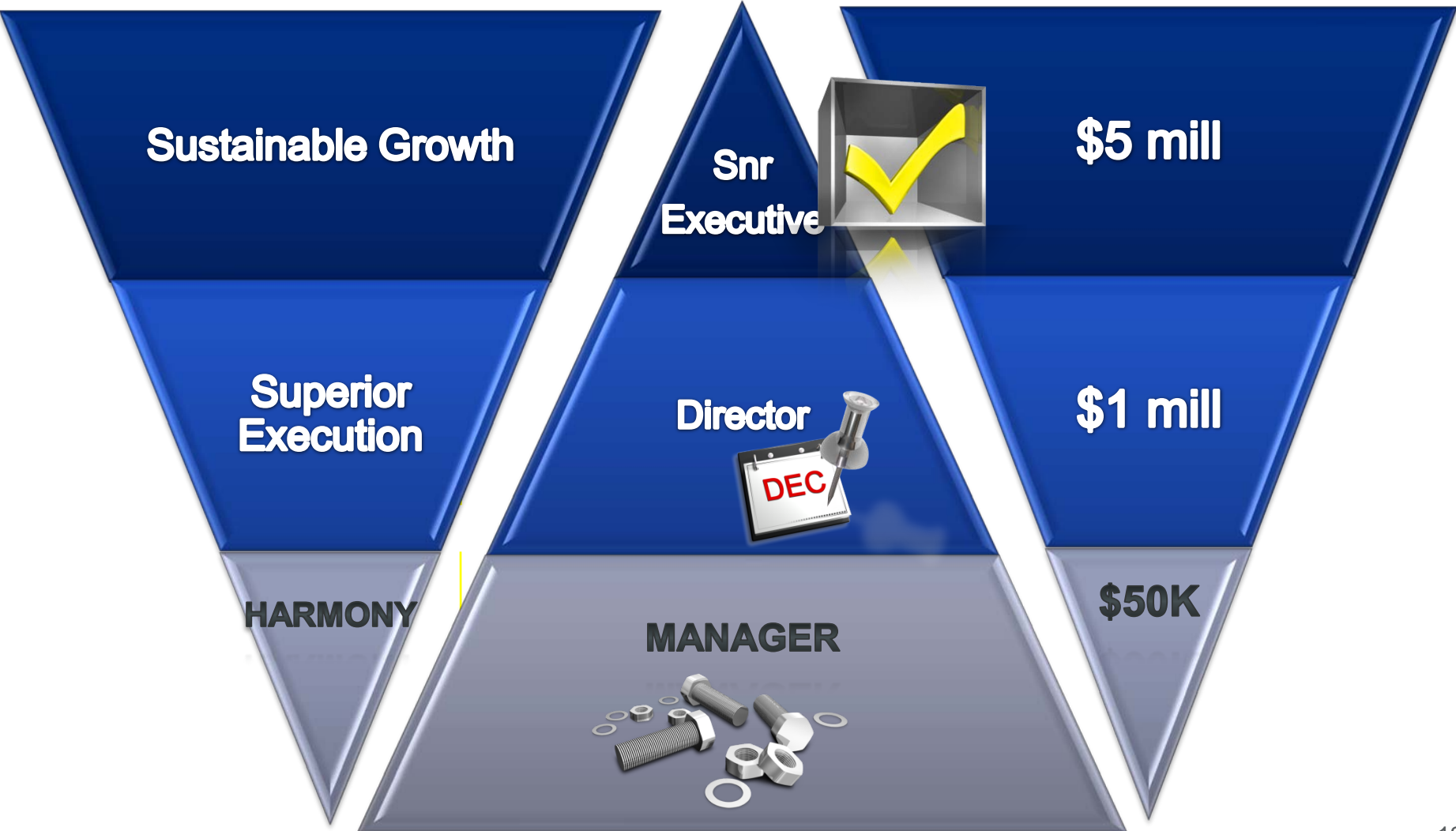
50%



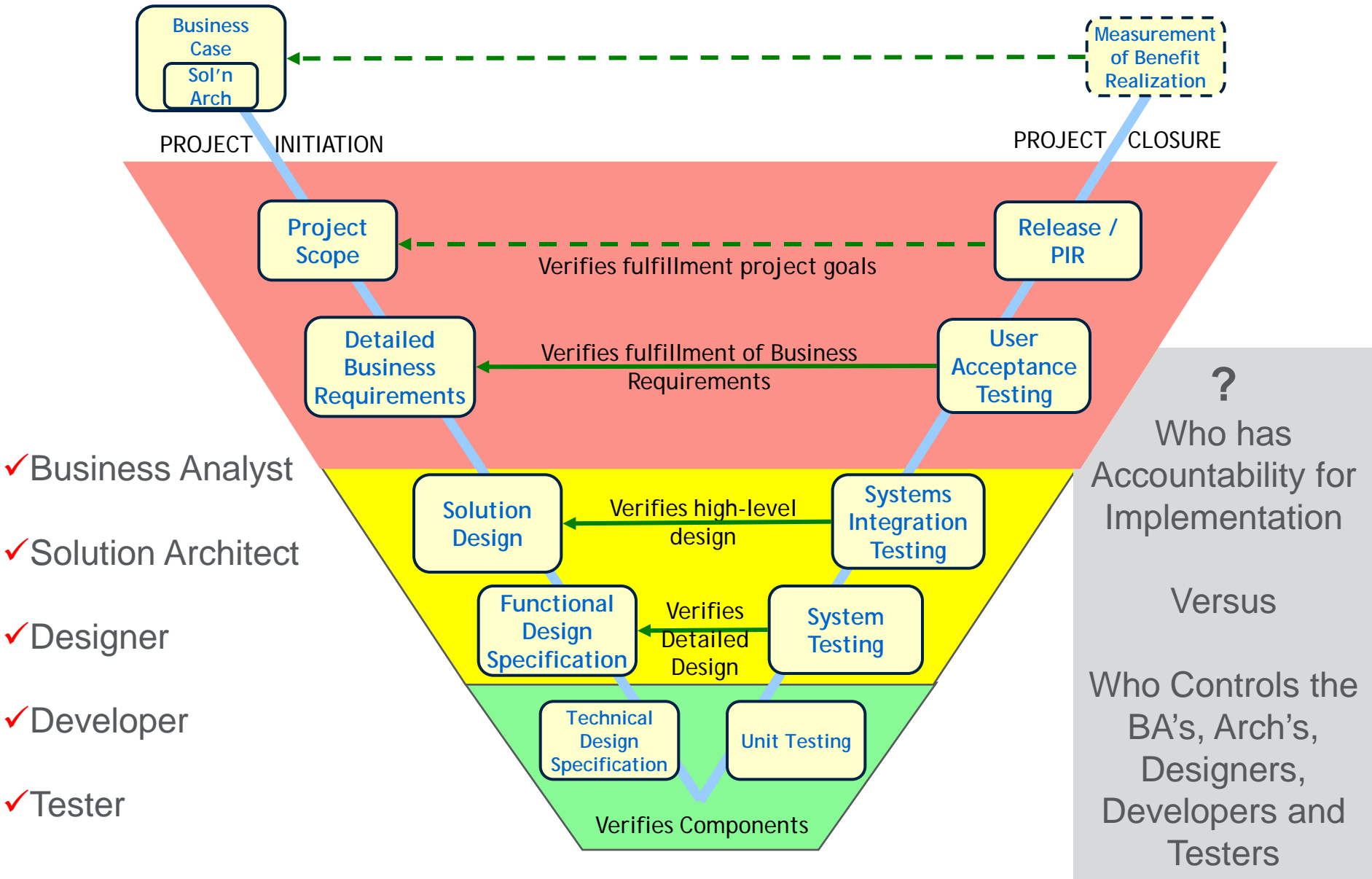
BOTTOM LINE :

The tool(s) purchase equate to approx 50% of the total implementation cost and the benefits will be derived from aggregated effort and *behavioural shift in all users.*

Remember this slide ... Tool(s) cost >\$1m plus Implementation cost >\$1m, approval sits with Snr Exec .. After months of analysis and getting buy-in approval is granted .. However they restrict approval to Tool procurement and suggest the Implementation be carried out as a BAU function ... ???!

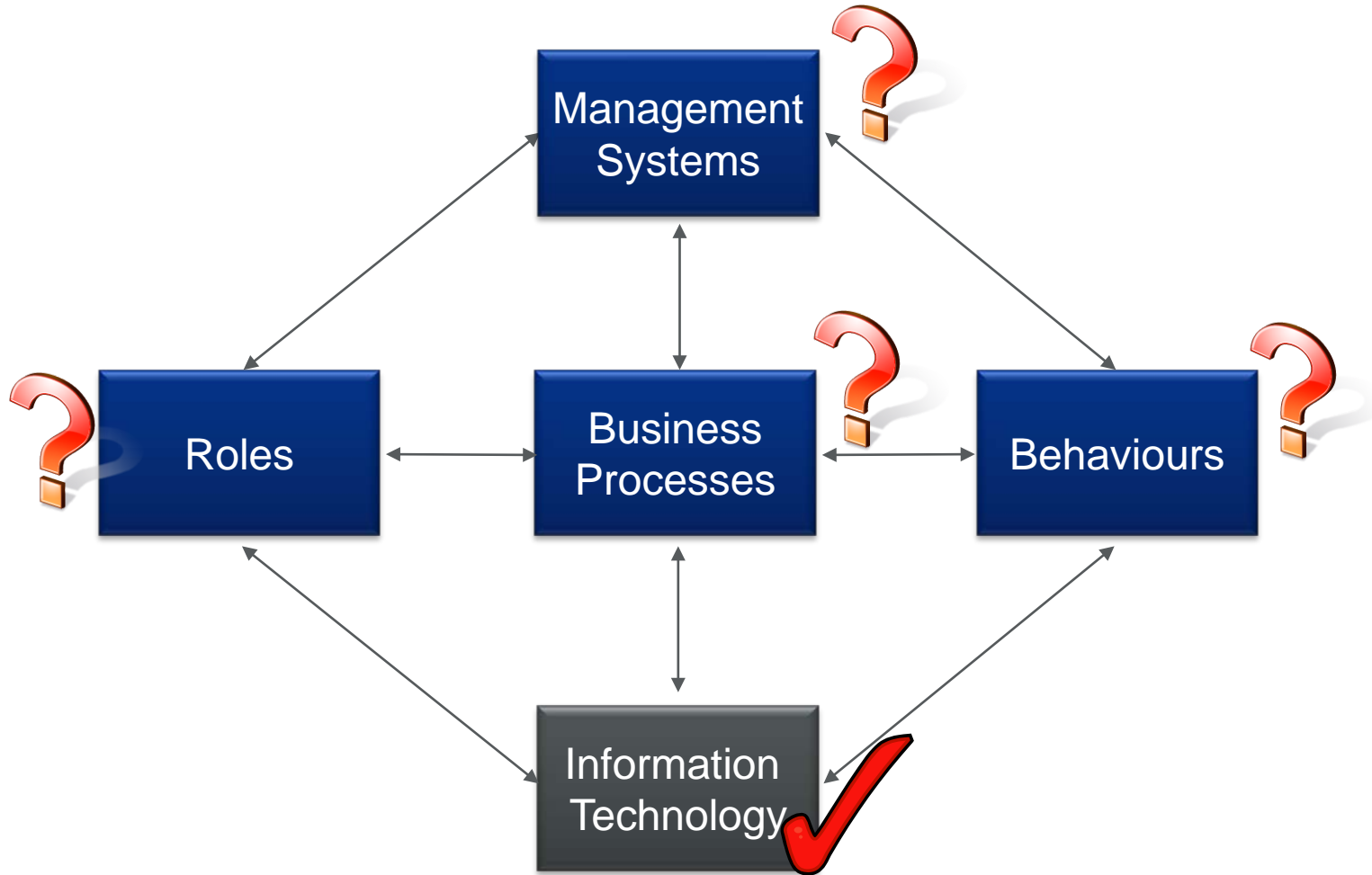


So who is impacted by the implementation of DOORS, and how do you best manage the change to their work processes, techniques, and comfort zone?



KEY MESSAGE : It's not just about the TOOLS !

To implement the tools you need to complete all dimensions of the Change



What I really have to achieve is



What you don't want is the Head to Head



V



Is a 'bottom up' approach going to work ?

Does your Exec 'own', or 'buy-in' ?

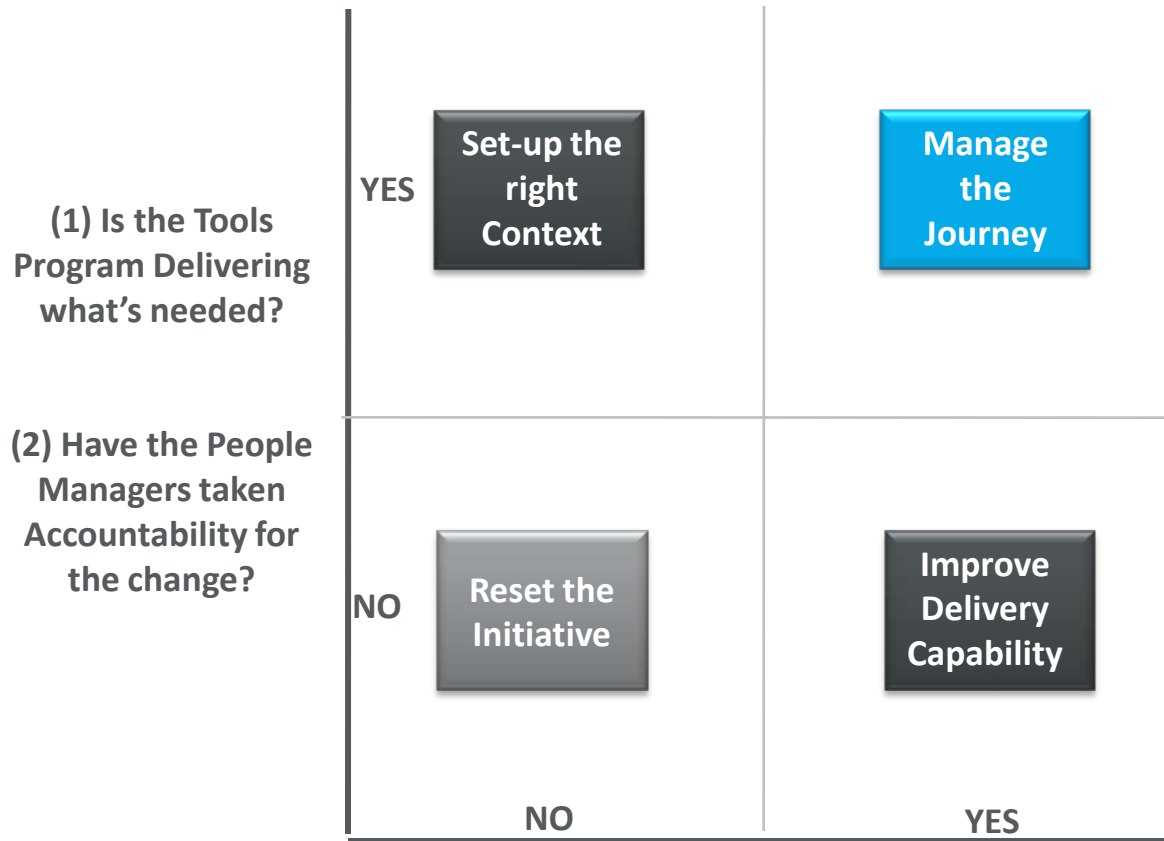
Do your users 'resist' or 'sabotage' where they prefer another vendor's tool ?

It is important to manage their mindset if you want to be successful.



Level of Ownership	Mindset & Actions
Ownership	Will put skin in the game and publicly get others on board
Support	Will request involvement and make contributions
Buy-in (in principle)	Will perform tasks as necessary as long as it does not adversely impact them
Resistance	Consciously or subconsciously avoiding the change
Apathy	Is not affected by the change but may be available for consultation
Sabotage	Perceives initiative as conflicting with personal agenda and putting in place barriers to success

To ensure absolute clarity and progression with your stakeholders, it is important to diagnose their current state and adjust your approach to embed the new behaviour, roles, processes and Management Systems.



- (1) Are your Stakeholders aligned to the Initiative?
- (2) Do the Implementers have Control of the Users?

Have you heard these one's before ?

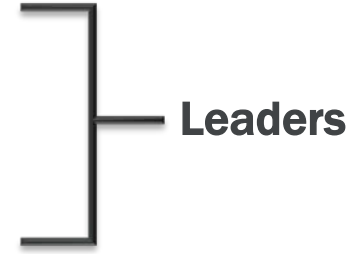
- I don't have time for training.
- Thanks, but I'm busy on projects
- I'm committed but I don't have funding
- I've used them before, I don't need training
- But this doesn't apply to me, I'm a contractor
- But the other tool is better
- It's too hard to use
- I'm a business person, this is not relevant to me
- Who is paying for my non productive time while training
- I'll use it when everyone else uses it

To eliminate some of the excuses for not moving to the tools, and to get the right level of sponsorship and communication, turn the communications from ‘technical’ to be more ‘business’ or ‘outcome’ focused.....



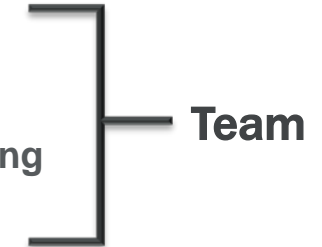
1. Set-up the right Context

- 1.1 Buy-in vs. **Ownership**
- 1.2 Deliverables vs. **Outcome**
- 1.3 Implement for vs. **Help Implement**



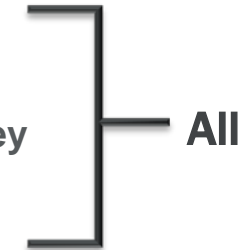
2. Improve Delivery Capability

- 2.1 Certainty vs. **Ambiguity**
- 2.2 Report-up vs. **Manage-up**
- 2.3 Left-to-right vs. **Right-to-left planning**
- 2.4 Formal vs. **Informal project team**



3. Manage the Journey

- 3.1 Change process vs. **Change journey**

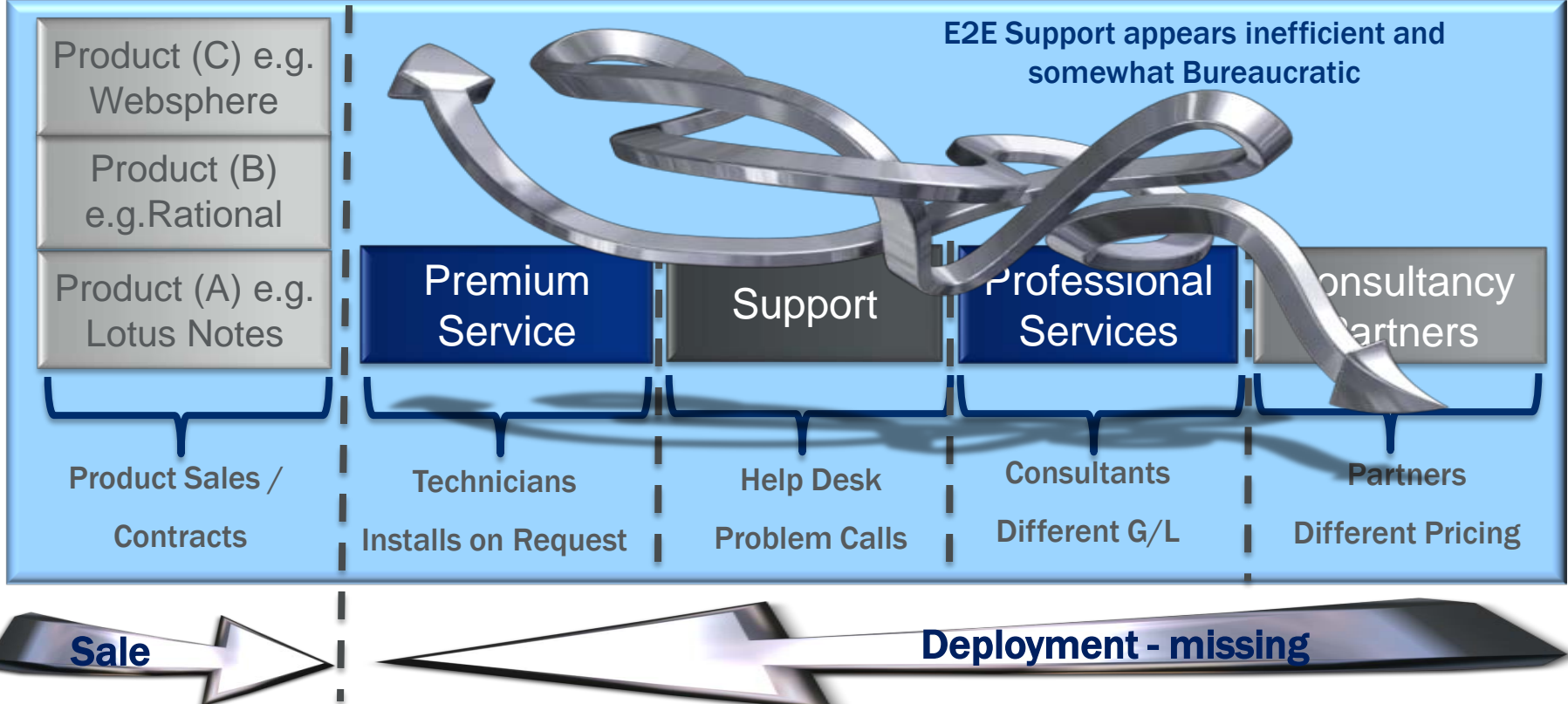


Adopting and demonstrate the following behaviours fundamentally shifts the Tool Project team from a 'Delivery' to an 'Advisory & Support' Mindset

Behaviour Distinction	From	To
Buy-in vs. Ownership	Do they understand us?	<i>Are we doing what they need?</i>
Deliverables vs. Outcome	What do we need to do?	<i>How will we know when we're done?</i>
Implement for vs. Help Implement	We'll do it for you	<i>We'll help you do it</i>
Certainty vs. Ambiguity	We can commit when we have certainty	<i>We can commit in ambiguity</i>
Report-up vs. Manage-up	We report up and manage down	<i>We manage up and manage down</i>
Left-to-right vs. Right-to-left planning	We plan forwards towards our objective	<i>We plan backwards from our objective</i>
Formal vs. Informal Project Team	Teams are defined by allocation of responsibility	<i>Teams are defined by whoever takes accountability</i>
Change process vs. Change Journey	We follow the procedure in a specific sequence	<i>We listen to the context for what's required</i>

So what role can the Tool vendor play in the successful implementation? A big one if they have a Customer focus and provide an E2E implementation service

Example of Vendor Structure (Silo's)



An organisation that is new to a 'tool based' process requires a higher level of support than that offered by the individual parts of the vendor organisation. A new client should receive a 'horizontal' service from the vendor, not the current 'vertical' approach which in my experience to date has impeded the success of the deployment.

A new client is looking for;

- Direction setting
- Configuration suitable to their current maturity
- Guidance on Role changes, Process Changes, Management Systems, and Behaviour needs

Wrap Up

Implementing DOORS (like any tool) is a change

Makes it a people issue as much as a tool issue

People have had years to grow accustomed to desktop tools like Word & Excel

This applies to both analysts, PM's, designers, testers and project stakeholders

Even where analysts accept DOORS, stakeholders (often key individuals) don't want to change

But to achieve success, there has to be some adjustments made

No Change is easy

The people who have to adapt / adjust are rarely the ones who get the benefits

Managers want what DOORS can offer but the grassroots must wear the pain

The real value of DOORS is across groups/silos so there are organizational challenges

Need both carrots and sticks go ensure things move in the right direction

Implementing Change can be like using a leaky bucket

Need to continually plug the leaks

Need to keep the faith that using a leaky bucket is better than the alternatives

Management needs to be seen to be supporting/owning the initiative

Maintaining Management Commitment

Visibility of the situation has to be provided so there is an understanding of the issues

Any successes/wins should be shared and promoted internally

Vendors should remain engaged and provide management confidence