The building blocks to a successful process improvement initiative

Andrew Griffiths
t: 07760 266660
e: andrew.griffiths@lamri.com
Objectives

- Outline some of the “hidden” parts of the process change minefield
- Briefly examine an approach that helps

I only have 45 min!
This is what we want
Why do the initiatives fail?

- A lack of clear, business led objectives
- Failure to build a strong political coalition for driving change
- Failure to build and communicate a clear vision
- Permitting the continued existence of roadblocks to the vision
- Competing PI initiatives
- The early declaration of success
- Not keeping senior management engaged
- Failing to recognize that key skills for transforming teams are sales and marketing
Who is touched by changing tools or process?

- End Users
- Line Management
- Executive Management
- Project Sponsor
- The delivery team
- O&M
- Finance
How receptive are they?

REMEmBER - this spread applies to the team AND external stakeholders
Add in delivery pressure and the curve is worse!
Communicating the change is a complex “sale”

End Users

Sounds OK
But....

Line Management

Sounds OK
But....

The delivery team

Lets do....

Executive Management

This is different and...

Finance

This is different and...

Project Sponsor

Sounds OK
But....
This selling does not end!

Executive Management

"Looks like a wayward project to me!"

Finance

"All the projects cost more... but"

Project Sponsor

"Lots for so early! How many more?"

Risks & Issues

Jan Feb Mar Apr

End Way Iterative

100 75 50 25 0
But what can I do about this?
Plan to change

- Establish a sense of urgency
- Create a coalition
- Develop a clear vision
- Share the vision
- Empower people to clear obstacles
- Secure short term wins
- Consolidate and keep moving
- Anchor

Kotter’s eight phases of change - John Kotter 1990
Establish a sense of urgency - expose issues

- Establish a sense of urgency
- Create a coalition
- Develop a clear vision
- Share the vision

Appraisal Planning ➔ Baseline Appraisal ➔ Initial Action Planning

- Engage Sponsor
- Executive / Senior Management
- Report Results
- Present back in business improvement terms
- Commitment to Change
- Communication
- Secure short term wins

Outline Plan

Present back in business improvement terms

Engage Sponsor

Executive / Senior Management

Report Results

Commitment to Change

Communication

Secure short term wins

Outline Plan
Create a virtuous circle

- Disciplined delivery approach gives top management confidence in CMMI initiative
- Top management commit: they own CMMI and it becomes part of programme management
- Top management commitment enables a disciplined delivery approach by providing a strong escalation route for the PI team – giving it "teeth"

- Empower people to clear obstacles
- Create a coalition
- Consolidate and keep moving
Mobilise the PI team

Business Goal 1
Business Goal 2
Business Goal 3

Process Improvement Team

Support Champions (Direction to support consulting)

Champion Team 1
Champion Team 2
Champion Team 3
Champion RM
Champion PMO
Champion Deploy

Share the vision & sell our success

From the line

Empower people to clear obstacles
Extends the coalition
Consolidate and keep moving

Use “the grape vine” when this is working you are moving!
Drive the programme objectives

PI Team tracks improvement through its lifecycle, assuring delivery of improvement on schedule and to quality.

Business Goal 1
Business Goal 2
Business Goal 3

Direction from SNR/EXEC Management

Appraisal Report

Workpackage

Plan

Each champion produces a process improvement action plan with the solutions to the improvement requirements. Improvement is implemented in the workstream closing the gap. Verified by PI Team.

Create a coalition
Consolidate and keep moving
Anchor
It's not just about the gaps

Ability to Deliver

Delivery Unit

Business Units

Initiative 1

Initiative 2

Initiative 3

Initiative 4

Initiative 5

Initiative 6

O&M Unit

www.lamri.com

you make the change | we make the difference
Focus all your improvement efforts
Provide a Process Life Support Environment

- Have Policies
- Regularly review process with senior management
- Provide resources, Assign responsibilities
- Train people
- Configuration manage processes
- Quality assure/audit process execution

<table>
<thead>
<tr>
<th>Initiate Project</th>
<th>Run Project</th>
<th>Close Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use Processes Library</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan to do process / monitor execution of this plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify/involve relevant stakeholders</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Process Life Support Mechanism
PI Team drives establishment
Make the PI Initiative transparent to Executive and SNR Management

Progress By Workstream

<table>
<thead>
<tr>
<th>Team 1</th>
<th>Team 2</th>
<th>Team 3</th>
<th>RM</th>
<th>PMO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key
- Red indicates problems in need of urgent action
- Amber indicates potential problems or problems in recovery
- Green indicates all is well
- Blue indicates plan delivered

- ↑ indicates status improved since last weeks report
- → indicates status the same as last weeks report
- ↓ indicates status worsened since last weeks report

High Priority Gaps

Medium Priority Gaps

Low Priority Gaps

KEEPING a sense of urgency
KEEPING coalition
Empower people to clear obstacles

www.lamri.com
Make the PI Initiative transparent to Executive and SNR Management

Progress By Workstream

<table>
<thead>
<tr>
<th>Team 1</th>
<th>Narrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team 2</td>
<td>Narrative</td>
</tr>
<tr>
<td>Team 3</td>
<td>Narrative</td>
</tr>
<tr>
<td>RM</td>
<td>Narrative</td>
</tr>
<tr>
<td>PMO</td>
<td>Narrative</td>
</tr>
</tbody>
</table>

Red indicates problems in need of urgent action
Amber indicates potential problems or problems in recovery
Green indicates all is well
Blue indicates plan delivered

This can be an uncomfortable place to be!

HOWEVER - with the transparency comes power

www.lamri.com you make the change | we make the difference
This approach helps you to

- Have clear business led objectives
- Continuously engage with senior management
- Build a strong political coalition
- Communicate a clear vision
- Remove roadblocks to the vision
- Align/Stop competing PI Initiatives
This won’t solve everything

- You still need your wits and political savvy
- You need to be able to sell the idea of change (or someone on your team who can!)
- You must remember that management commitment can wane - you need strategies to manage them
Any questions?