



Q/P MANAGEMENT  
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# Dealing with Organizational Change When Implementing a Measurement Program

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# References

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- Q/P Management Group
- Pritchett & Associates

# Presentation Objectives

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- Implementing a Measurement Program may require changes to processes and procedures
- There are certain dynamics that occur when any changes are implemented in an organization, whether positive or negative
- With the appropriate ‘tools’ these dynamics can be managed to minimize the impacts that occur with organizational change

# Implementing a Measurement Program Will Result in Changes for the Organization

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- Projects and processes will now be tracked and measured
- More data collection may be required (effort, defects, function points)
- New processes implemented for capturing data (Quality inspections, Function Point counting)
- Changes in resource allocation
- Changes implemented based on measurement results (tools and methodologies)

# Dynamics of Change - Individual

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- Sense of loss
  - Liked things the way they were
  - Loss of control
- Sense of confusion
  - Usually more questions than answers
  - How will the measures be used?
- Deterioration of trust and a sense of self-preservation (first 2 lead to this)
  - People protect themselves, territories, jobs
  - Teamwork goes away and productivity drops

# Dynamics of Change - Organization

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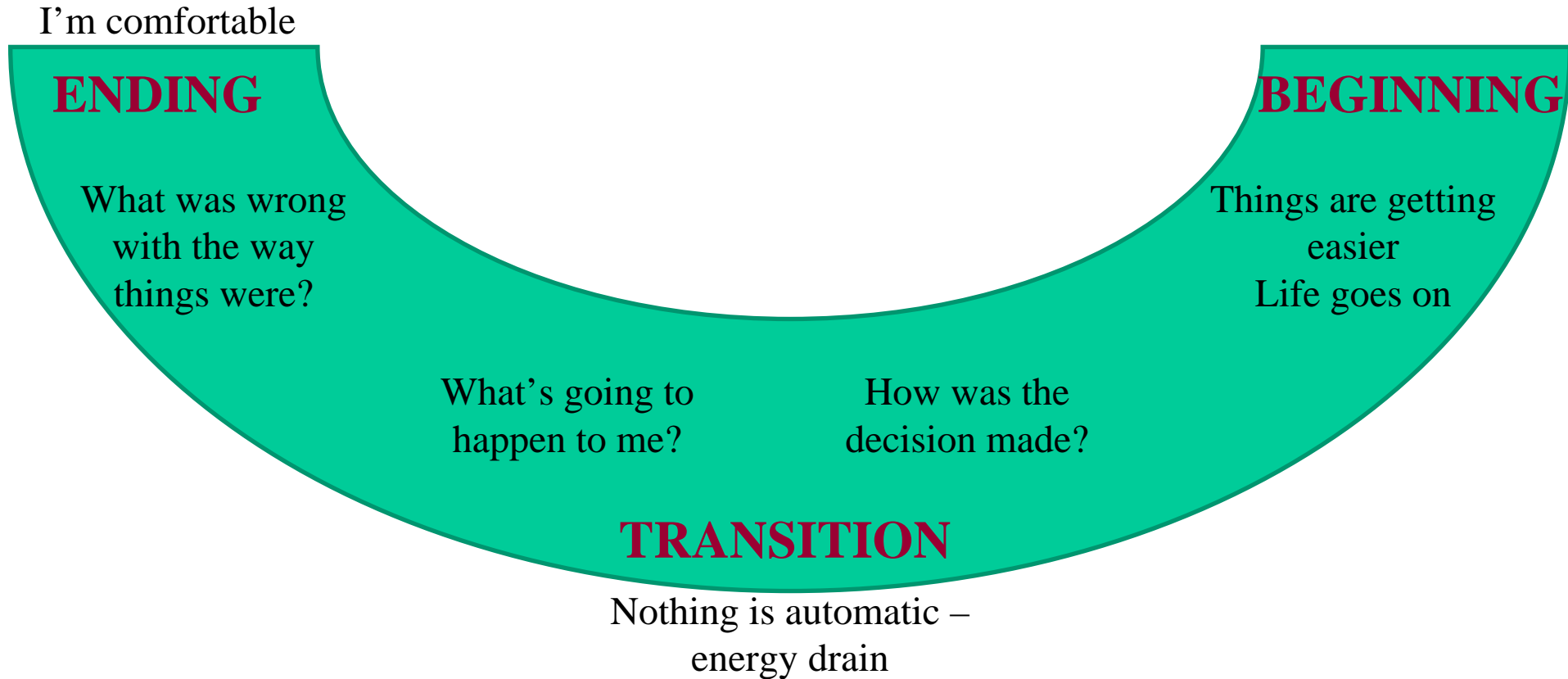
- Communications deteriorate
  - People can handle good and bad news, but not no news
- Productivity suffers
  - Lose momentum as people ‘worry’ about the impacts of the changes
- Loss of teamwork
  - Depending on the measurement implementation, it could erroneously foster competitiveness
- Power/Turf struggles
  - Who owns what data? Who is responsible for the results?
  - What do I need to do to make sure I’m okay?

# Dynamics of Change are Normal

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- These dynamics do not indicate good or bad, just that something is happening
- Organizations can affect how long these predictable impacts remain
- Need to recognize that these dynamics will occur and do what is necessary to address them

# There are 3 Stages of the Change Process



Transition time is when productivity and motivation dip

- Move quickly
- Focus on critical priorities
- Effectively communicate



# Move Quickly

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- Jump in, standing on the edge creates more confusion and worry
  - Once you decide to implement measures start the process
- Don't wait for the perfect measurement program
  - Implement in phases what is most critical and/or available
- Get people involved at the start, encourage participation
  - Identify goals/objectives
  - Understand development processes prior to implementing data collection
- Go looking for bad news right away
  - Identify the supporters and naysayers – either may help with implementation
  - Be flexible and open to feedback

# Focus on Critical Priorities

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- Establish Clear Priorities
  - Document goals/objectives
  - Focus on short-range objectives, but communicate future plans
  - Initially focus on what can be controlled
- Take care of the ‘Me’ issues
  - Until these are taken care of productivity and progress will lag
  - Cannot communicate about these too much
- Have a specific plan and know responsibilities
  - Specific assignments (data collection, reporting, set up)
  - Focus, deadlines, timetables

# Focus on Critical Priorities

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- Close the Management Gap
  - All levels of management on board
  - Actively involved in the process
  
- Monitor and manage
  - Spot issues early
  - Follow up reinforces priorities and importance

# Effective Communication is Critical

- Promise change
  - Things will be different
  - Protect your credibility
- Increase communication
  - Avoid rumor mill
  - Avoid surprises
  - Keep people focused rather than on ‘guessing’ what is going to happen
- Get resistance out in the open
  - Plan sessions to voice issues/concerns
  - Analyze to determine if changes or more communication are required
  - Ask for alternatives

# Expect Resistance and Work Through It

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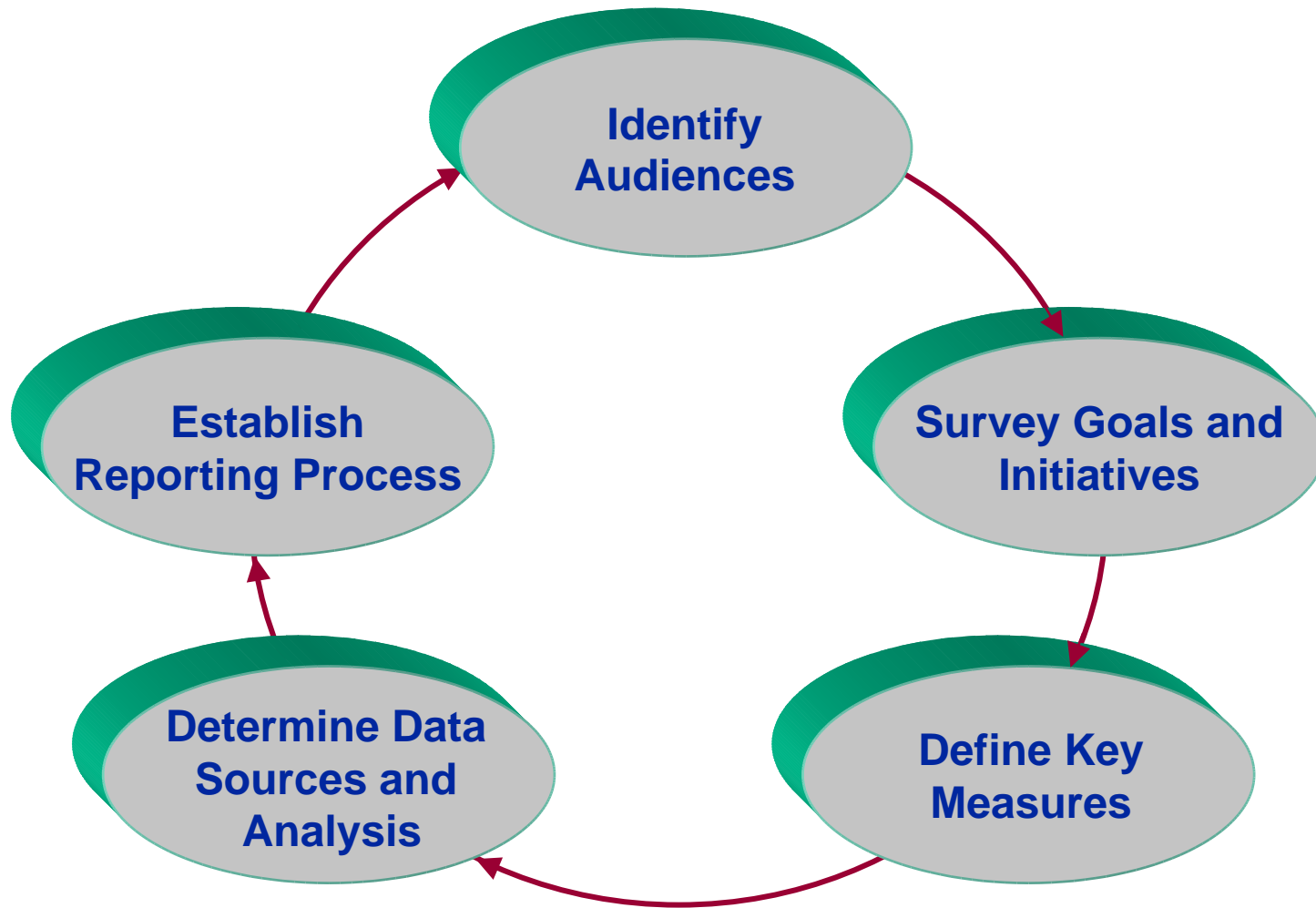
- 20-50-30 Rule
  - Re-recruit the supporters
  - Communicate to the ‘fence sitters’
  - Don’t underestimate the cynics
- Communicate rationale
  - Most resistance is due to lack of understanding
  - Keep at it – it may take more than once
- Seek opportunities to involve people
  - Won’t feel powerless
  - Everyone learns

# Expect Resistance and Work Through It

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- Demonstrate commitment
  - Shows this isn't a 'test'
  - Actions speak louder than words
- Check reward system to make sure it supports desired behaviors
  - Accountability at all levels
- Provide education
  - Train, coach, mentor

# Define and Report Meaningful Metrics



# Identify Audiences

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- Identify all audiences that need information, not just management
- Communicate to all audiences the approach, plan, and purpose of the measurement program
- Obtain senior management support and have them communicate commitment
- Understand what has been done before
- Provide education on measurement



# Survey Goals and Initiatives

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- Schedule workshops for all audiences
- Determine best make up of the workshops to insure open communication
- Involve representatives from all areas – positive and negative
- Prioritize
- Provide feedback of consolidation and prioritization to participants in a timely manner
- Communicate workshop results to all audiences, not just initial participants
- Communicate how workshop results will be used to support measurement objectives

# Define Key Measures

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- Select appropriate number of measures
  - Too much, too soon
  - Not enough, soon enough
- Determine implementation approach – organization, department, pilot
- Involve staff to consider impact of data necessary for the measures

# Determine Data Sources and Analysis

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- Research organization methodologies to determine best data collection points
- Work with impacted areas on data collection mechanisms
- Define and communicate roles and responsibilities for data collection and analysis
- Provide training and education (e.g. FPs, effort tracking, data analysis, form completion)
- Support and monitor data collection activities

# Establish Reporting Process

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- Provide reporting to all audiences
- Communicate and use the data
- Work with audiences to determine appropriate reporting format
- Watch out for incorrect uses of the data
- Provide education on interpreting the reports
- Communicate ongoing measurement plans

# Check for Imaginary Boundaries/Limits

