



***SPI Implementation Barriers:
Then, Now and Future Strategies***

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Session Goals

- Identify key SPI implementation barriers and strategies
 - 1996
 - 2009
- Provide overview of *Accelerating Implementation Methodology (AIM)* process
- Identify *YOUR* key implementation barriers



Survey Demographics: Who We Surveyed

- **83 respondents/SEPGs, solicited from SPINs**
- **85% of respondents were Change Agents**
 - **30% SEPG members**
 - **35% internal/external consultants**
 - **25% support functions**
- **15% Sponsors**



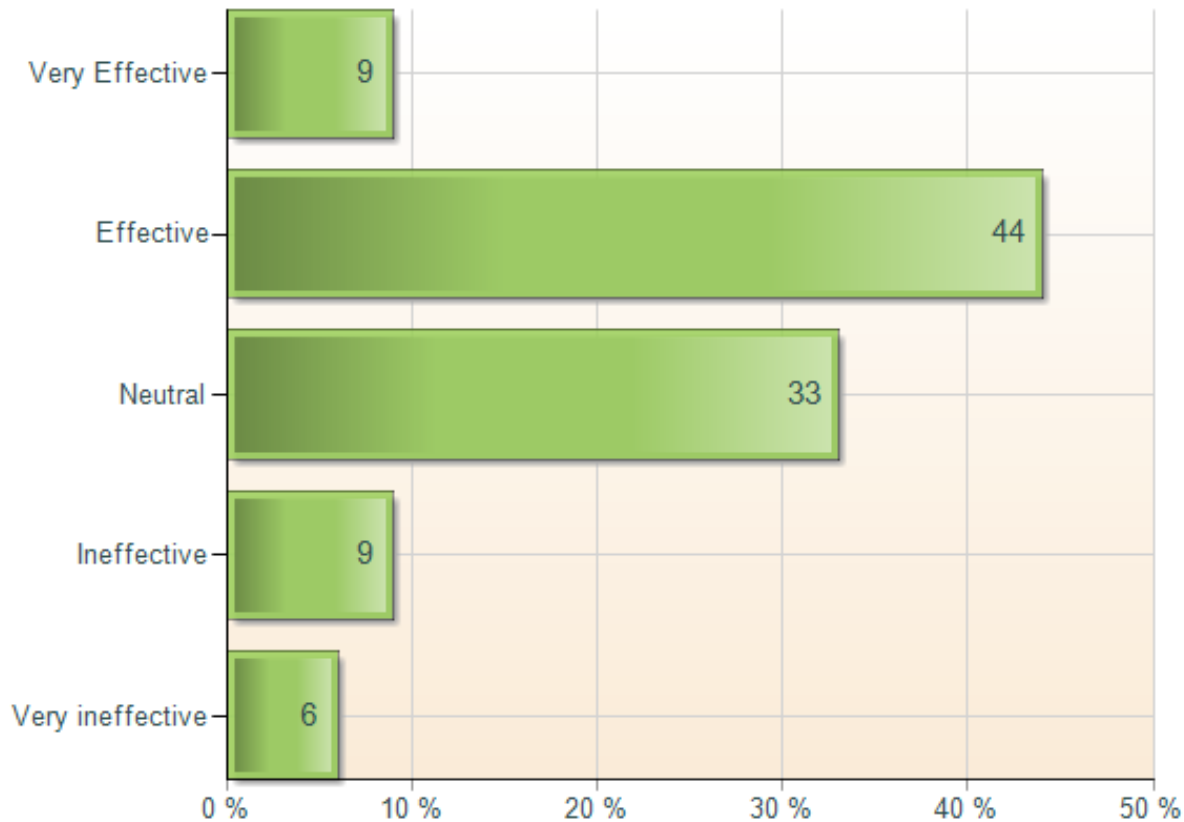
Survey Demographics: Who We Surveyed

- **Most working on complex SPI efforts**
 - **55% consist of more than one entity**
 - **59% more than one location (22% international)**
 - **83% working on more than one process area**
 - **76% projects lasting more than one year**
 - **68% working on SPI more than three years**
- **69% projects in commercial organizations**
- **Respondents represented SEPGs**
 - **Ranging from part time volunteers to 200 FTEs**
 - **Serving organizations from 375 to 15,000**

Our respondents were experienced SPI practitioners working on complex SPI projects

SPI Results: How Effective Has The Effort Been?

How effective has the effort been (or you believe will be) in implementing the improvement recommendations?



Barriers to Implementation in 2009: What Gets in Our Way?

3 = Neutral 4 = Important 5 = Very Important





How Implementation Barriers are Expressed in 2009

“Belief by upper management that strong processes will prevent developing products from being released on a timely basis. A reward system is...based on timely release...with almost no measures of quality.”

“Totally unfunded effort where two people do all the work.”

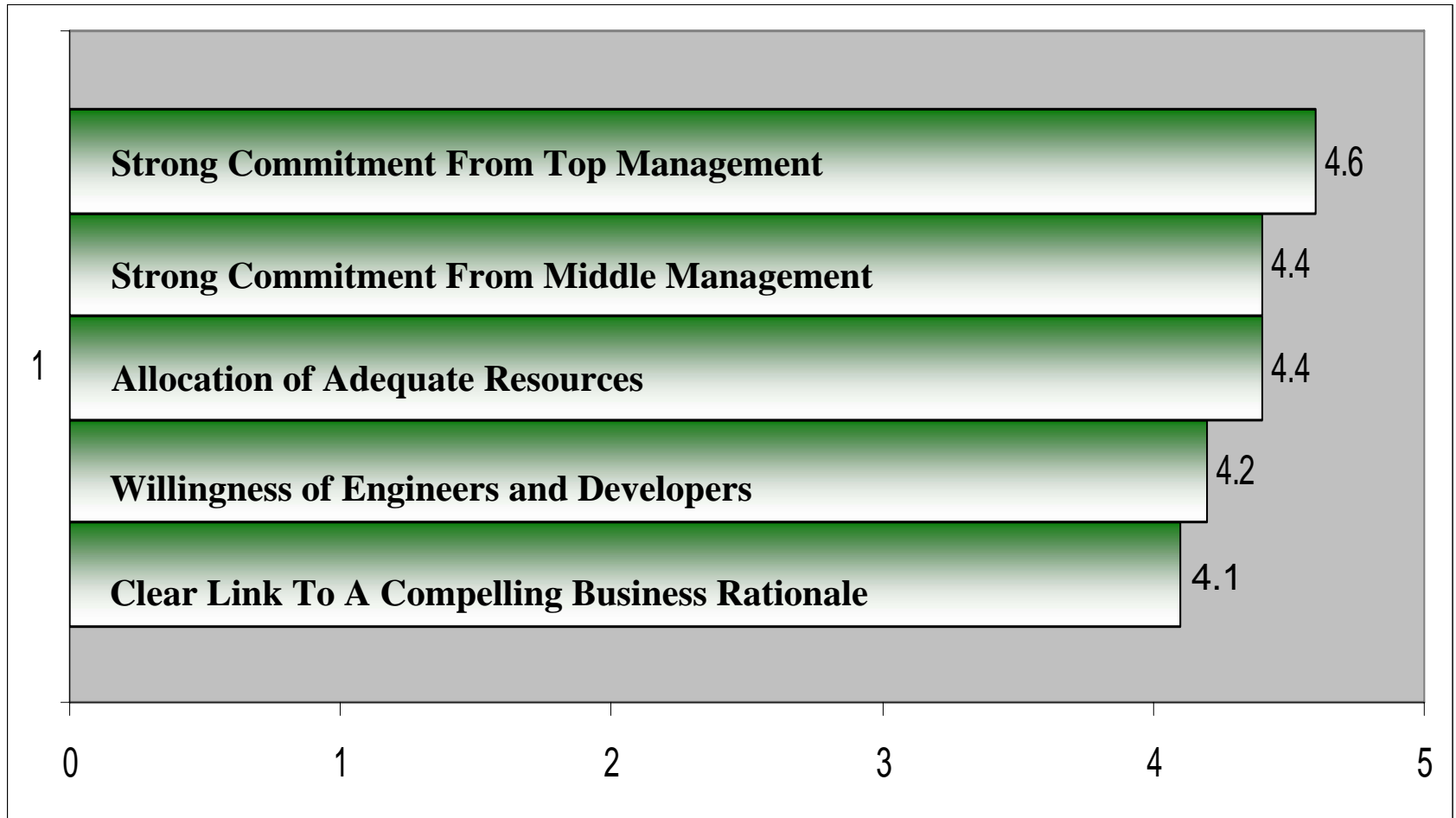
“A misalignment between what management say, do, write down and reward.”

“Management that focus on documented processes, believing that everybody would work according to them if they were written down.”

“Ignorance in the organization of how to effect persistent change.”

Factors for Effective Implementation in 2009: What Helps SEPGs Succeed?

3 = Neutral 4 = Important 5 = Very Important





SPI Implementation Barriers Then and Now: Have They Changed?

1996

Pressure to Meet Schedules

Lack of Middle Management
Commitment

Lack of Key Resources

Unclear Rewards for SPI

Other Organization Changes that
Distract Focus

2009

Pressure to Meet Schedules

Lack of Key Resources

Lack of Top Management
Commitment

Lack of Middle Management
Commitment

Other Organization Changes that
Distract Focus



Implementation Best Practices in 1996*

- **Active Senior Management Monitoring**
- **Tight Link Between Change and Business Goals**
- **Clear Goals at All Levels**
- **Dedicated and Respected Staff Resources**
- **Involvement From Technical Community**
- **Focus on Project Management Processes**
- **Early Definition and Application of Metrics**

*SEI, 1996



Your Strategy and Tactics to Accelerate SPI Implementation Efforts in 2009

Build Management Commitment

- Link improvement to concrete business goals and challenges
- Real and visible management and support at all organizational levels
- Anticipate and manage management turnover at all levels to sustain commitment



Your Strategy and Tactics to Accelerate SPI

Implementation Efforts in 2009

Create and Sustain Urgency and Motivation for Change

- Identify and communicate measures of loss and inefficiency of current operations
- Leverage customer feedback and benchmarks to highlight “as is – to be” gap
- Link SPI efforts directly to reward systems at all levels



Your Strategy and Tactics to Accelerate SPI Implementation Efforts in 2009

Develop Change Agent Skills

- **Don't implement too much too fast. Lead with successful results**
- **Manage SPI as a cultural change, where people work in a different way, not simply better**
- **Provide accessible mentors, coaches and tools**



Why Don't We Use Best Practices for SPI Efforts?

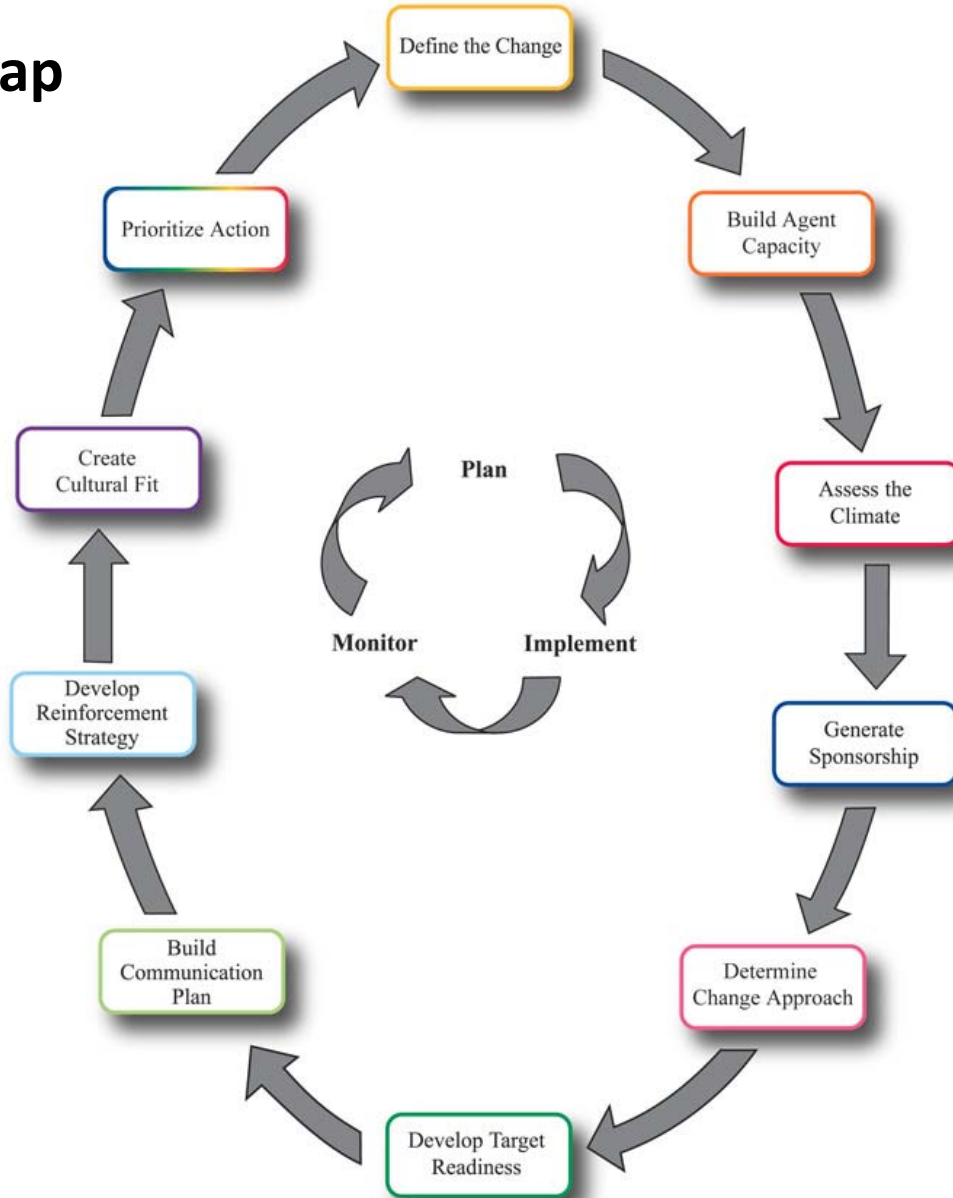
- **Knowing – Doing Gap***
 - **Confusing “what” with “how”**
 - **Substituting “talk” for “action”**
 - **Fear prevents action**
- **Lack of An Implementation Framework That Identifies the Critical Factors of The “Soft Side” of SPI**

**Pfeffer & Sutton, 2000*



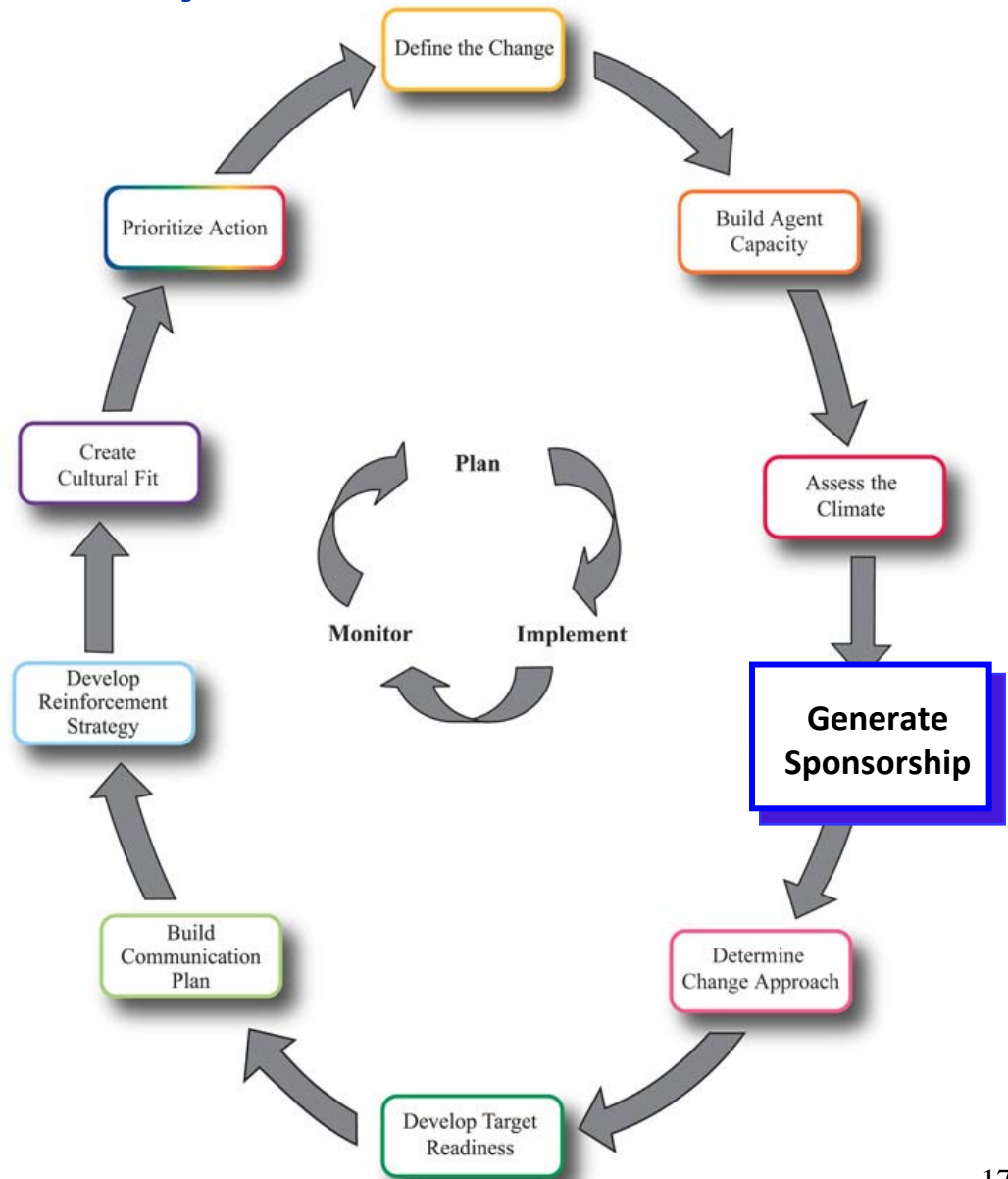
**Were any of these SPI Barriers
and Tactics Predictable?**

The Road Map



Accelerating Implementation Cycle: Road Map & Tools

- ➔ Identify High ROI Sponsor Behaviors
- ➔ Cascade Commitment Down/Across Organization





Sponsorship Paradox

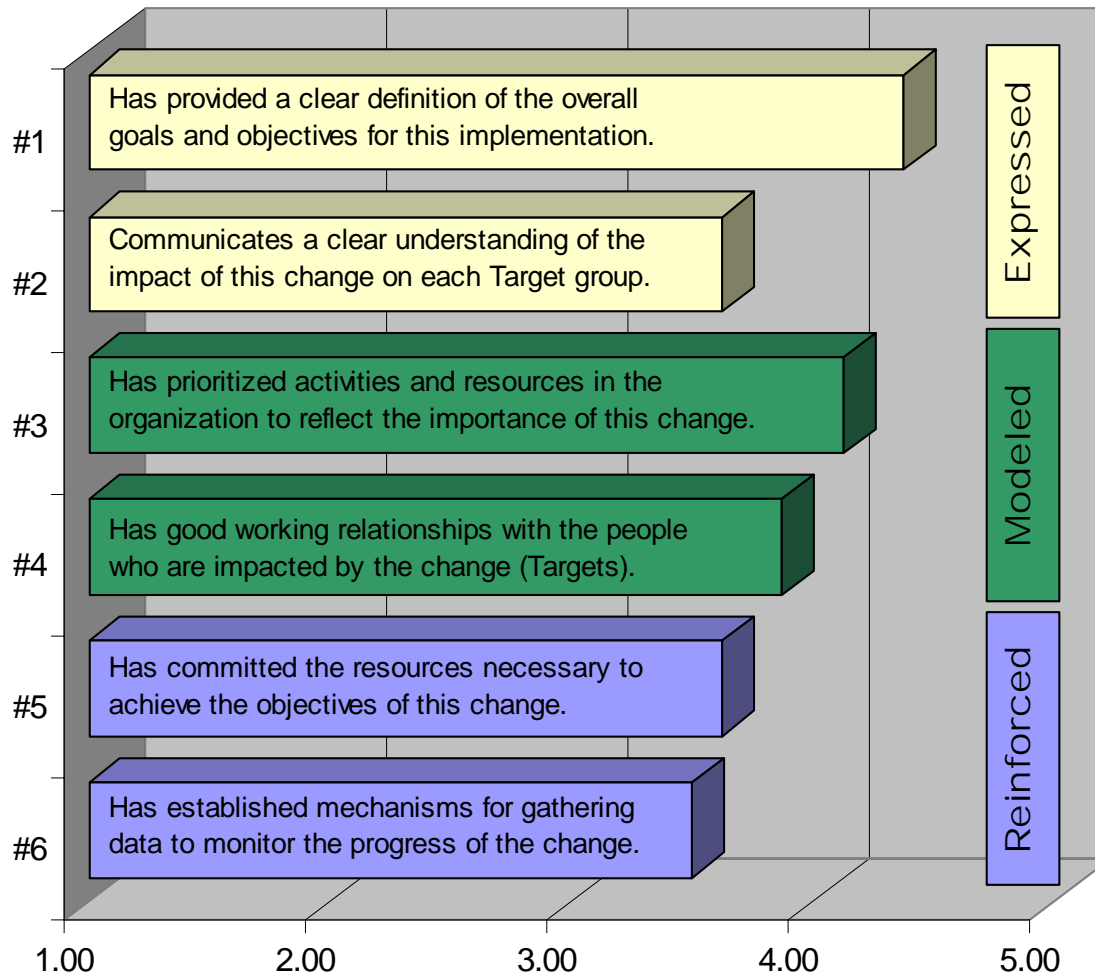
You can't expect to sustain top executive support without producing consistent bottom-line results...yet consistent results are unlikely without sustained top executive support.

Tools to Accelerate Change

Sponsor Assessment

Type	Purpose	Leverage Points
Survey <ul style="list-style-type: none"> •30 Questions •Agree/Disagree •3 Section Scores •1 Total Score 	Assess level of commitment <u>demonstrated</u> by key sponsors. Build job description for key sponsors.	<ul style="list-style-type: none"> •Generate specific behaviors/actions to improve demonstrated commitment •Emphasize value of reinforcement and modeling (walking) strategies •Can be used as part of 360-degree feedback process •Provides vehicles to assess level/type of Sponsor commitment at all organizational levels.

Assessment Section Results



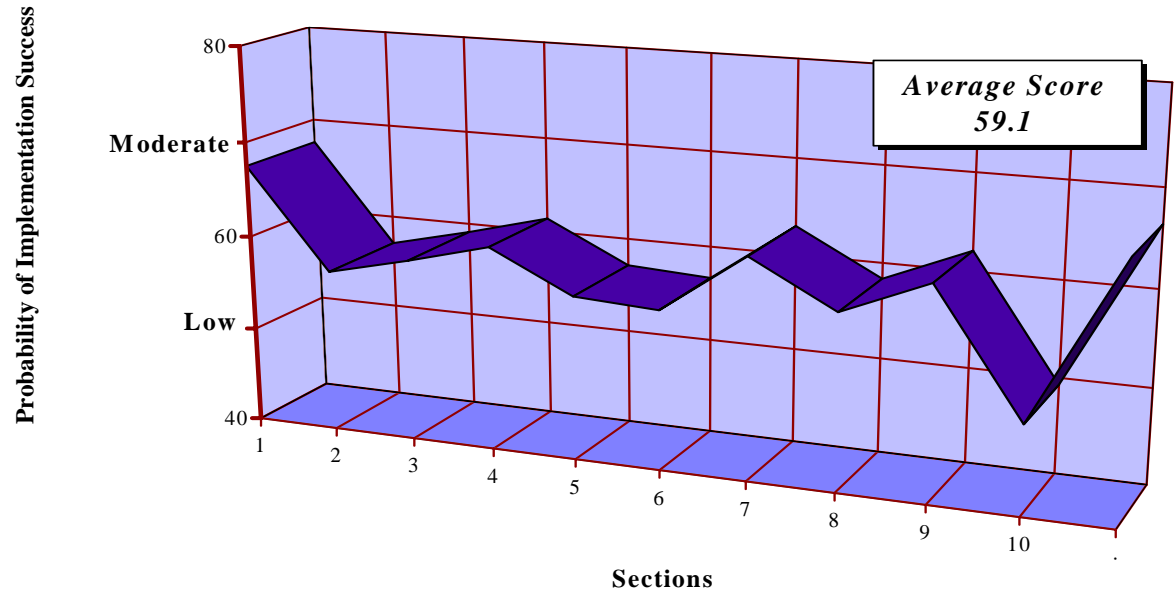
Where Do We Begin?

Sample Company

Implementation History Profile

Composite

445 Respondents - June, 2003



Section 1: Structure	67.5
Section 2: Stress	57.1
Section 3: History	59.1
Section 4: Sponsorship	61.4
Section 5: Target Ready	57.2
Section 6: Cultural Fit	56.7
Section 7: Agent Capacity	63.0
Section 8: Reinforcement	58.3
Section 9: Communication	62.1
Section 10: Involvement	49.3
• Belief	66.4



**Implementation Tactic That Will Give
You The Highest ROI:**

**Align The Reward Systems For
Everyone**

Reinforcement Management Tactics

Tangible

- Salary increase
- Good wages
- Awards
- Bonuses, commissions
- Prizes (trips, etc.)
- Stock/profit Sharing
- Perks

Tasks

- Assignment of new duties/roles
- Relief from unpleasant duties
- Relief from repetition
- Varied duties
- Preferred equipment

Development

- Access to training
- Increased visibility
- Project control
- Professional recognition

Responsibilities

- Increased input
- Influence over goals/tasks
- Access to information
- Supervise more people
- High level input
- Larger interdepartmental role

Control

- Exemption from policies
- Personal control over time
- Job security
- Relief from threat of dismissal
- Reduction in supervision

Recognition

- Public, positive
- Public, negative
- Private, positive
- Private, negative

Personal

- Increase benefits
- Cafeteria style benefits
- Longer breaks
- Increase vacation
- Time off with/without pay

Intrinsic

- Challenge of a difficult task
- Interesting work
- Being part of a team
- Doing your very best
- Appreciation
- Solving an important problem



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