

Expanding the Tactical Level in ISO/IEC 33014 to Deal with a Broader Set of Change Initiatives

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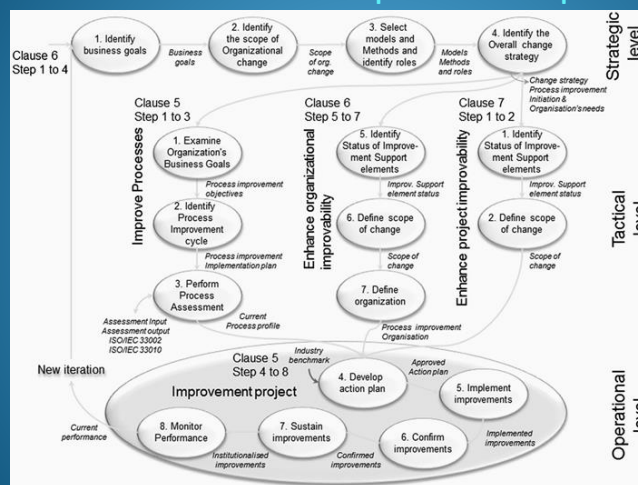
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ISO/IEC 33014 Information technology — Process assessment — Guide for process improvement



ISO/IEC 33014 Figure 1 — Improvement framework of activities with steps and relations
See lit.ref. [42]

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Need for dealing with a broader set of changes

Most needs for changes arise from other sources than assessments e.g:

- Changes in the market, laws and regulations
- New business models or introduction of new technology
- Organizational changes or new ways of working together

Such needs lead to planning and implementing changes in e.g:

- Products and services
- Values streams and tool implementations
- Organizational structures and internal processes

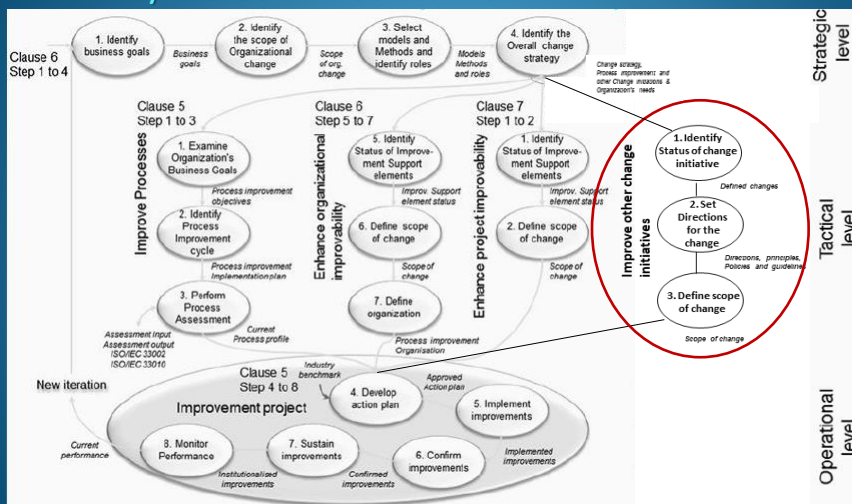
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Our proposed expansion to the tactical level of the ISO/IEC 33014 standard



See lit. ref. [III] Figure 2 in full context

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Our research work (1:2)

- From the change literature referenced in ISO/IEC 33014 we extracted recommendations for action characteristic to the overall change strategies
- We supplemented our review with other relevant change literature
- We modified the original statements in the texts only to make them imperative, e.g:

Original formulation	Reformulation
“Leadership of change belongs to one small group of people, typically located at the top of the formal hierarchy”	“Ensure that leadership of the change belongs to one small group of people, typically located at the top of the formal hierarchy”
Lit. ref. [12: 605]	Applicable change strategy: Production-organized (PO)

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Our research work (2:2)

- 45 literature references covered in total
- 731 recommendations for action found in total
 - 257 selected after review; 17-36 per strategy
 - and 79 recommendations irrespective of strategy
- 9 groups of recommendations (change-aspects) emerged
 - The change-aspects seemed applicable to all the change strategies
 - The change-aspects were not orthogonal (never our intention)
 - A recommended action can be assigned to more than one change-aspect (only few)
- Conclusion: The change-aspects should be considered in any change or improvement action plan
 - i.e. constitute a framework supplementing ISO/IEC 33014

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The nine change-aspects to be covered in a change-charter



Attitude and Behavior



Communication



Competences and Training



Culture



Decision-making



Knowledge acquisition



Maintaining Focus



Organizing



Processes and Plans

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See lit. ref. [III] Table 1 for definitions

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Short definition of the nine change-aspects



Attitude and Behavior

The attitude and behavior that should be exercised or demonstrated by the change manager/team during the execution of the change



Communication

Types of information that should be communicated, to/by whom, when/through which channels



Competences and Training

The competences management and change-team should have before the work on the change is initiated, or which should be built up on the way, as well as competences/education needed by the target audience.



Culture

The culture that should be established / changed / supported in the organization to secure successful change



Decision-making

Decisions and commitments it is important to make or achieve before and during the work on the change, who should make them, when and within what scope; specifically the delegation of authority



Knowledge acquisition

The knowledge that should be obtained / gained / collected before and during the work on the change



Maintaining Focus

How to maintain the direction and progress of the change focusing on objectives, outcomes and other results



Organizing

How the change-team as well as all involved in or affected by the change should be organized / structured



Processes and Plans

Concrete processes and plans that management and change-team establish for the work

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See lit. ref. [II: 150-154] for full definitions of most

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<We/organization/department> will implement a <Change> in order to achieve the <Purpose/goal> covering these aspects:

	Attitude & Behavior <ul style="list-style-type: none"> • We will treat ... •
	Communication <ul style="list-style-type: none"> • We will inform ... •
	Competences and Training <ul style="list-style-type: none"> • We will ensure ... •
	Culture <ul style="list-style-type: none"> • We will engage in ... •
	Decision-making <ul style="list-style-type: none"> • We will delegate ... •
	Knowledge acquisition <ul style="list-style-type: none"> • We will assess ... •
	Maintaining Focus <ul style="list-style-type: none"> • We will check ... •
	Organizing <ul style="list-style-type: none"> • We will structure ... •
	Processes and Plans <ul style="list-style-type: none"> • We will execute ... •

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See lit. ref. [III]
Table 2 for examples

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Future research and validation

- Validate the applicability of the change-aspects in practice
 - test and evaluate them in real-life settings and different change situations
 - further refine their definition and interpretation
 - further refine their usefulness to managers and change-teams
 - further develop the detailed tactical process-steps
- Find a proper way to communicate the concrete recommendations we have extracted from literature
 - assist management and change-teams when generating ideas for their change plans
 - integrate the recommendations in the tactical process steps
 - publish the recommendations to the general audience
- Collect and analyze concrete change plans (change-charters)
 - use change plan assignments (reports) written by students mastering in change management

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Thank you for listening



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