

Aspects you should consider in your action plan when implementing an improvement strategy

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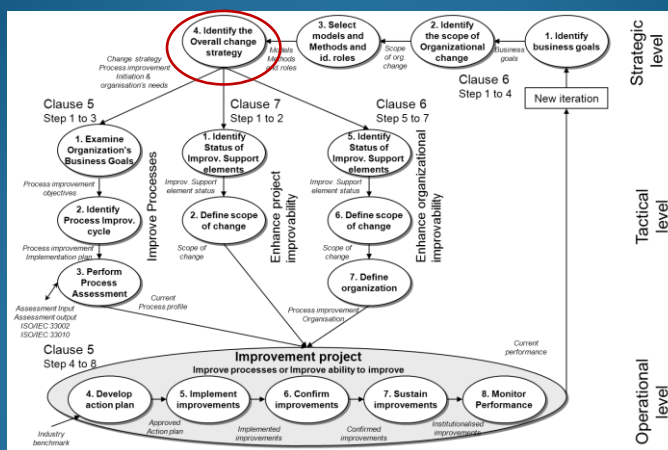
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ISO/IEC 33014 Figure 1 Improvement framework of activities with steps and relations



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Identify your change strategies

ISO/IEC 33014 identifies ten overall change strategies:

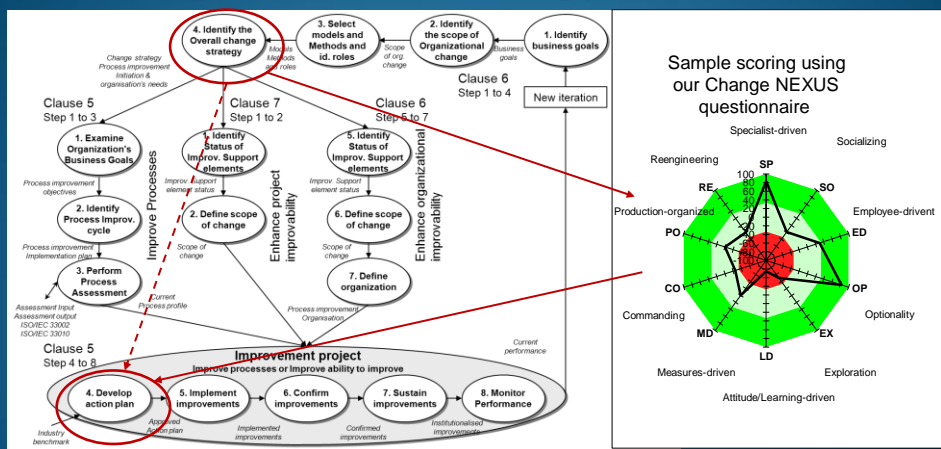
- Attitude-driven (Learning-driven)
- Commanding
- Employee-driven
- Exploration
- Measures-driven
- Optionality
- Production-organized
- Reengineering
- Socializing
- Specialist-driven

See Table 1 (page 468 in the proceedings) for definition and examples

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Missing link from strategy to action



ISO/IEC 33014 Figure 1 — Improvement framework of activities with steps and relations



Our research work (1:2)

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

Original formulation:

- “Leadership of change belongs to one small group of people, typically located at the top of the formal hierarchy”
(Huy: 2001, p. 605)

Reformulation:

- “Ensure that leadership of the change belongs to one small group of people, typically located at the top of the formal hierarchy”.
(Applicable strategy: Production-organized)



Our research work (2:2)

- 32 literature references covered in total
- 665 recommendations for action found
 - 233 selected after review; 16-35 per strategy
- 8 groups of recommendations (aspects) emerged after examination of the first two strategies
 - The aspects remained constant for all the strategies (hypothesis confirmed)
 - The aspects were not orthogonal (never our intention)
 - A recommended action can be assigned to more than one aspect (only few)
- Conclusion: The aspects should be considered for any change or improvement action plan
 - i.e. constitute a framework supplementing ISO/IEC 33014



Research approach: Analytic induction

1. Literature on two strategies examined -> hypothesis
 - Optionality and Specialist-driven
2. Literature on two more strategies examined -> confirmation
 - Production-organized and Socializing
3. Reviews performed -> validation
 - Peers (co-originators of our Change NEXUS)
 - Process Improvement Master-students
4. Literature for remaining strategies examined -> consolidation

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The eight aspects to be considered in an action plan

- Communication
- Culture
- Competences and Training
- Decision-making
- Knowledge acquisition
- Methods and Techniques
- Organizing
- Processes and Plans

See Table 2 (page 472 in the proceedings) for definition and examples

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How we intend the aspects to be used in practice

1. Find the set of overall strategies applicable to your context
2. Select a set of recommendations for action that fit each of the strategies
3. Contextualize and merge the recommendations into a plan for action
4. Check that all eight aspects are covered sufficiently, and ammend your plan as needed

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Example: Optionality + Specialist-driven

Examples of recommendations for Optionality:

- Allow locally perceived needs and problems decide which innovations/changes they should adopt (lit.ref. 13, p.396) {**Methods and Techniques**}
- Ensure that sufficient technical assistance is available to support the different types/groups of adopters (lit.ref. 13 p. 398) {**Competences and training**}
- Create a local pride of ownership of the selected/re-invented/reinterpreted innovation/change (lit.ref. 13 p. 186) {**Culture**}
- For each type/group of adopters establish a process with a series of actions that lead to a decision of the adoption of the innovation/change (lit.ref. 13 p. 168) {**Processes and plans**}

Examples of recommendations for Specialist-driven:

- Shift power to the experts (specialists) by virtue of their knowledge (lit.ref. 4 p. 106) {**Decision-making**}
- Make sure that it is a well-structured problem that needs to be solved (lit.ref. 22 p. 182) {**Knowledge acquisition**}
- Promote communication between communities of practice (lit.ref. 21 p. 69) {**Communication**}
- Hold roundtable conferences where relevant specialists are consulted (lit.ref. 22 p. 194) {**Organizing**}

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Another perspective on the use of the aspects

- The aspects could also serve as a framework for understanding and characterizing existing and new literature on change management
- Analyzing and evaluating the contribution in terms of the eight aspects could provide you with an understanding of:
 - what is the focus of the authors?
 - which aspects are not covered by the authors?
 - how should we compensate for aspects not covered?

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Thank you for listening



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