



Winning the Future with Change Leadership

Public Seminar

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 - Register and “attend” at least on seminar
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Who am I?

- Started Breakpoint Consulting in 2010 (customers in Huntsville, Montgomery, and Ozark Alabama, Boston, Colorado Springs, Petersburg (VA), San Antonio, San Diego, and St. Louis)
- V2.0 Certified Lead Appraiser
- Part of original CMMI model team
- Founding member of NDIA CMMI Working Group
- Technical Chair of CMMI Technology Conference and User Group (2001 - 2009)
- Presented CMMI Technical Papers in Alabama, Amsterdam, Atlanta, Cadarache', Pittsburgh, Salt Lake City, Seattle, and Washington D.C.
- B.S. in Aerospace Engineering and M.S. in Operations Research
- Led 4th V2.0 Benchmark Appraisal in the world, and 3rd Multi-Model Benchmark Appraisal

(At Least) Three Significant Problems

The understanding of the potential power of Change Leadership is marginal across both industry and academia

Leadership does not trust the tools of change

Lack of understanding of the nature of organizational change

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- The understanding of the potential power of Change Leadership is marginal
 - Low level of acceptance, recognition, or definition
 - Poor knowledge base
 - Accountability for leading change
 - Leadership does not trust the tools of change
 - Risk aversity for unfamiliar things
 - Trust in “what got me here”
 - Self-fulfilling history (unsupported, poorly defined efforts resulting in waste and confusion)
 - Lack of understanding of the nature of organizational change
 - Processes and procedures
 - Knowledge / creativity
 - Technology

Especially when her/his job is on the line

Outline

- The risks of being unprepared for change
- It's all about change
- Quality Framework and mechanism purgatory
- The view of the CEO
- Rules learned the hard way
- From anti-patterns to synergism to symbiosis
- From operational risk to competitive advantage

The risk of ignoring change

- Change is happening, and it will never stop
- Technology
 - Ever-decreasing half-lives

- **Being unprepared for change can cause lost sales, destroy a brand name, or even threaten a company's existence**

- Sometimes they tell you, most often they don't
- Society and culture
 - New customers and new markets
 - Rate of change is high and increasing

It's all about change (2 of 2)

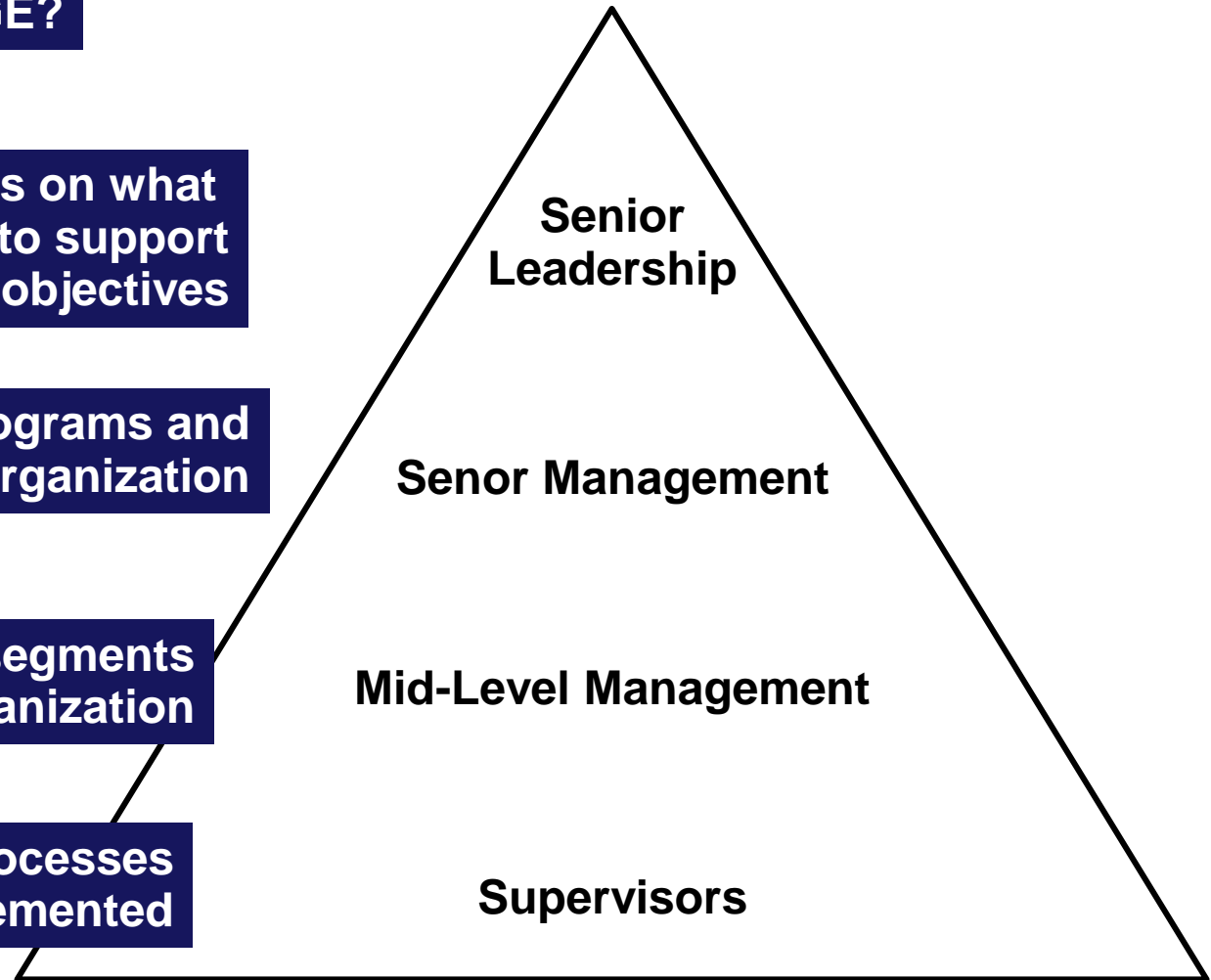
FOCUS ON CHANGE?

Lead visioning and decisions on what will be changed, and when, to support company goals and objectives

Develop improvement programs and manage change across the organization

Implement change across segments of the organization

Ensure new processes and technologies are implemented



Quality Framework and mechanism purgatory

- First of all, the customer often dictates the quality model(s) to be adopted
- Probably the most common frameworks in DoD industry are ISO-9001/2015, ASI 9100, and CMMI
- Improvement mechanisms include Six Sigma, Lean Thinking, Simulation, Optimization, and statistical process control/analysis
- Lack of guidance on how to adopt more than one framework and presents problems:
 - Being true to what the company's mission or purpose
 - Dealing with the processes and procedures of different standards so as to not confuse the workforce
- Senior Leadership therefore will often attempt to lessen exposure by “cookbook” implementation of each standard

The view of the CEO

- Sees coming change as threatening
- See actions taken to respond as risky
- Trusts people, some data, and her/his gut
- Does not trust ISO, ASI, the CMMI, Six Sigma, Lean Thinking, or any of this
 - Will often direct to “low hanging fruit” or find other ways to sanitize the improvement effort so that it does not affect “anything important”
- Is not committed to the idea that “process is what we actually do” (process being process/procedure, knowledge/creativity, and technology)

Rules learned the hard way

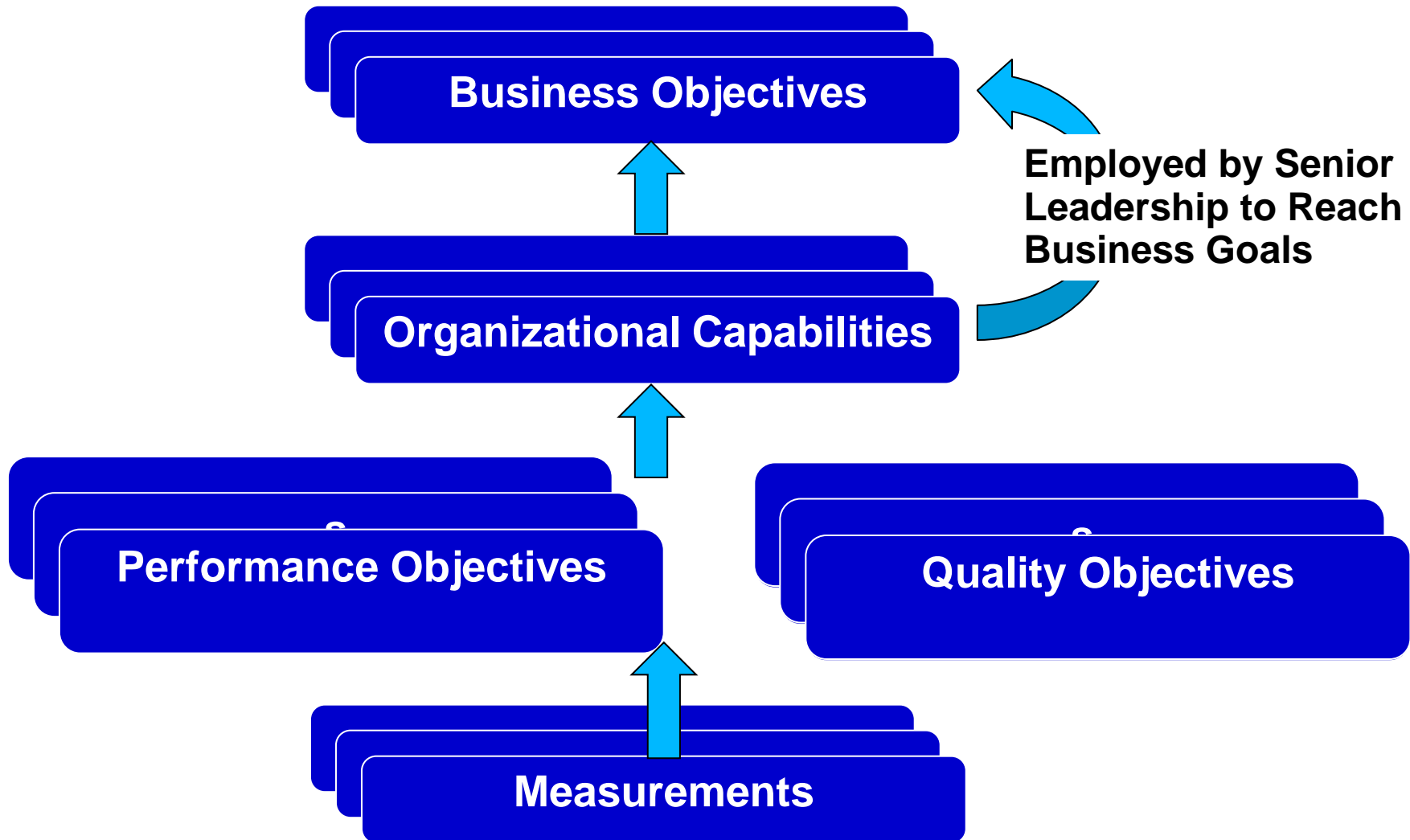
- Actually perform your processes as a normal way of doing business
- Tie all standards/quality frameworks together with the appropriate CMMI viewpoint(s)

IT'S WHAT THE CMMI WAS BUILT FOR

- Tie corporate capabilities to business objectives
- Express the goodness of those capabilities in terms of their PERFORMANCE
- Therefore (and the point of the V2.0 of the CMMI):

The achievement of business objectives is directly dependent on the performance of business capabilities

Alignment of Improvement with Business Objectives



From anti-patterns to synergism to symbiosis

- I have seen:
 - ISO, ASI, and CMMI implementations that were implemented in an overlapping way as three different standard process
 - These same standards adopted as a single integrated process, driven by the right CMMI viewpoint(s)
- Standards that support each other through CMMI integration are synergistic
- Opportunities revealed by such integration leads to a positive symbiotic relationship

From operational risk to competitive advantage

- Don't "just" aim to stop the misuse of improvement frameworks and mechanisms
- Don't "just" aim to educate Senior Leaders so they may lean to trust improvement frameworks and mechanisms as a normal part of doing business
- Aim to make Change Leadership a mature, high-value process, and therefore:

Make Change Leadership a
COMPETITIVE ADVANTAGE

How to foment change in Senior Leadership?

- Be straight-forward when you have her/his trust
- Goal setting and capability-building are already happening
 - Don't forget that capabilities can be bought as well
- Piggy-back the (annual) goal setting session, and attempt to:
 - Tie the performance of capabilities to the achievement of goals
 - Try to define improvement programs to improve the performance of those capabilities
 - Don't forget that it's all process/knowledge/technology

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QUESTIONS?