

(A few of the)
Things I Wish Someone Had Told
Me When I Began

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Before we start ...

- There is a paper. Perhaps some subjects are too substantial to be condensed into a TED-like talk (hint: look in a library building). Perhaps it's just my ambition that is too substantial!
- You, happiness, brain, French, coffee, mirror, choice, patient, data, mobile.

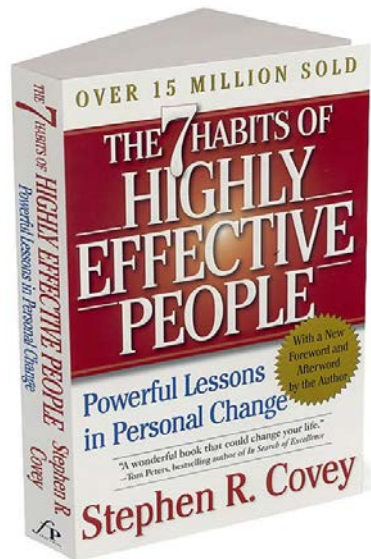
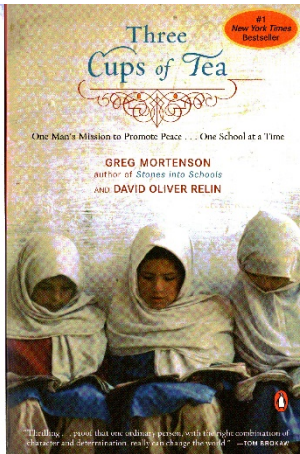
You should not have to suffer

- A lot is known about how to help organizations improve.
- There is a huge body of experience in this room!



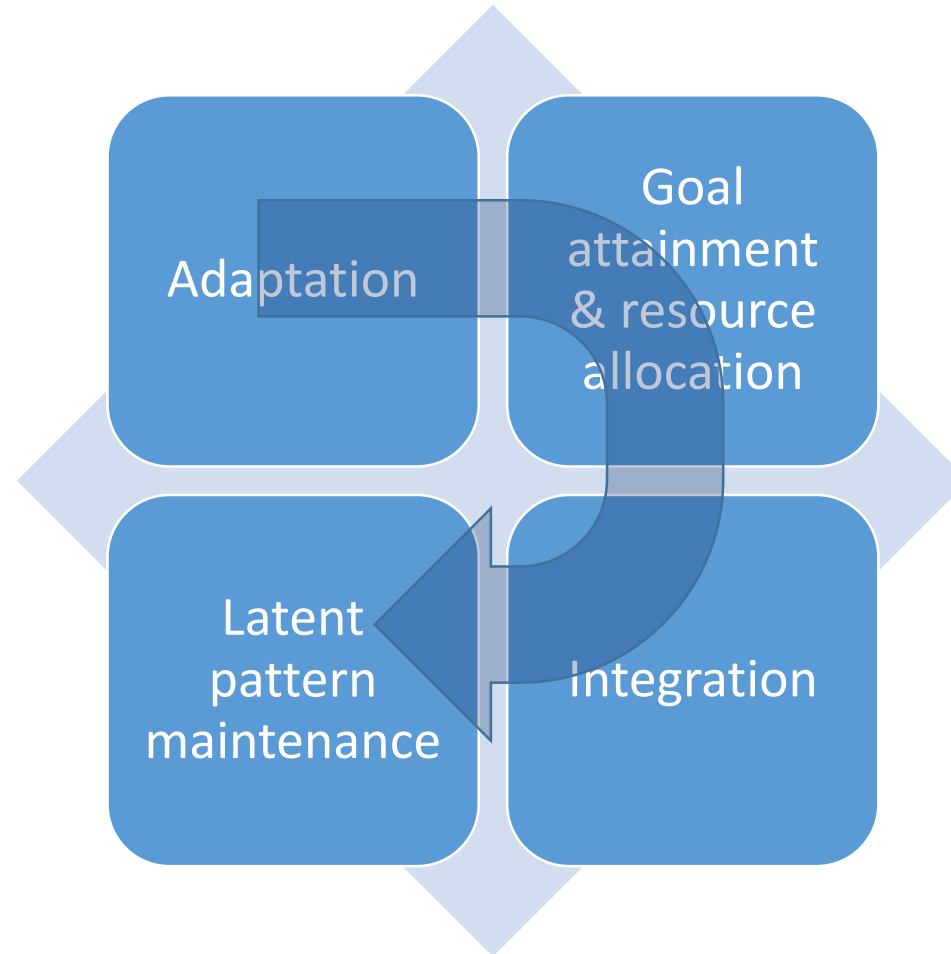
I. We do things for reasons

- The reasons matter.
- Frame of reference.
- Listen first. Place of narrative, stories.

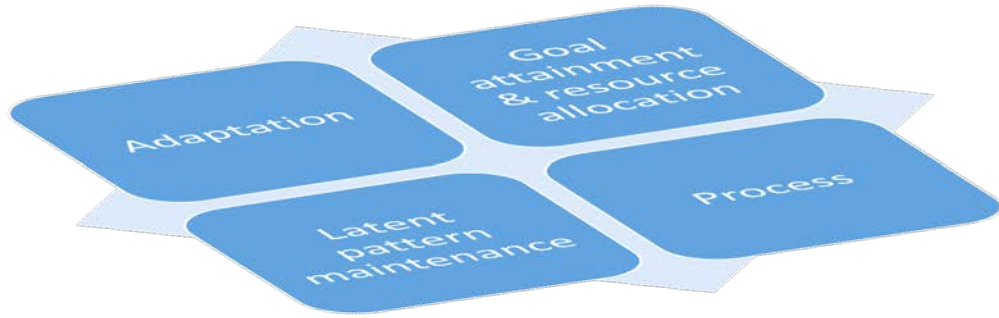


“Habit 5: Seek First to Understand,
Then to be Understood”

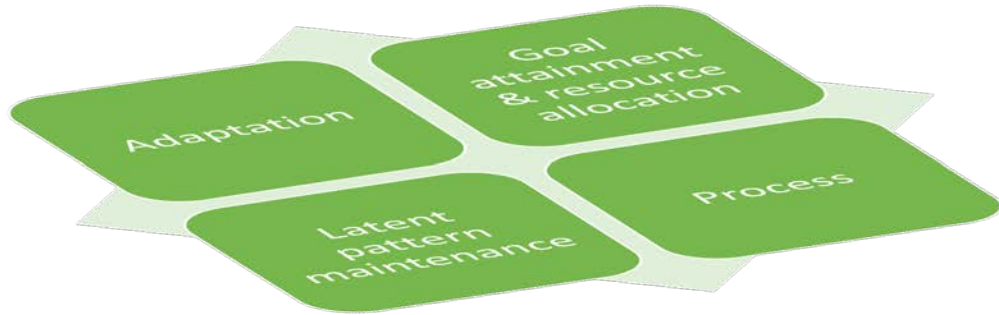
II. If we want to help organizations improve, seems like we should start by learning how organizations work



AGIL!



ENTERPRISE



GROUP, TEAM



INDIVIDUAL

Do I have to accept every model?

- Are some models better than others? How would I decide, select?
- My own personal rule: Prefer those based on theory.



III. Can I learn from your experience?



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Does what you are hearing fit?

“Well, that depends.”

“Depends? Depends upon what?”

“How alike or different we are.”

“With respect to what?”



(Some of the more important)

Factors

1. *Goal/mission*: what you seek, how you are paid
2. *Strategy*, one of three:
Operational excellence, product leadership, total solution
3. *Size*: information processing view
4. *Environment*: uncertainty, turbulence
5. *Technology*: routine or not, uncertainty of solution
6. *Leadership style*: producer, entrepreneur, manager
7. *Climate*: developmental, internal process, rational goal

**What is
being
optimized?**

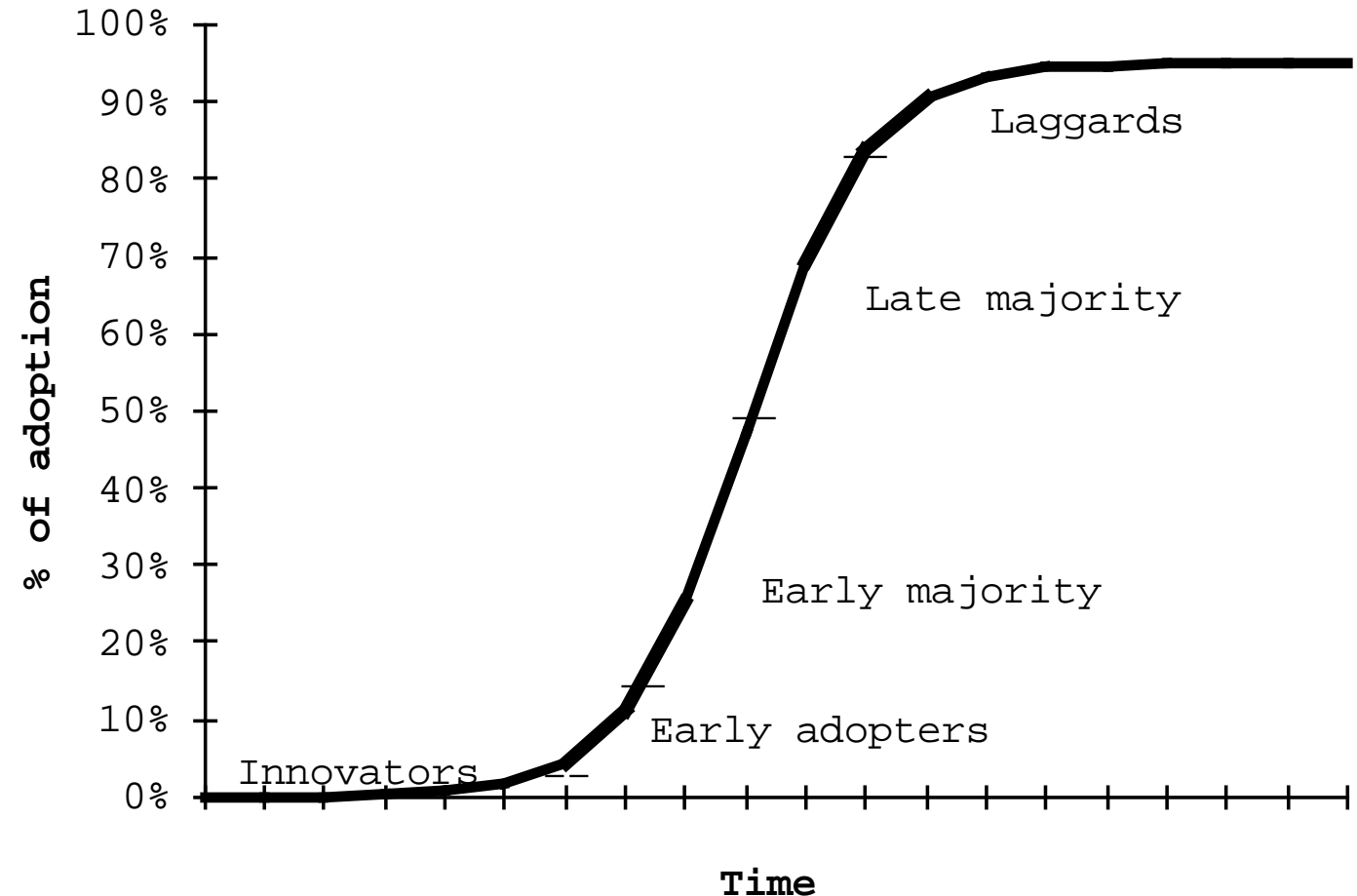
From: *Strategic Organizational
Diagnosis and Design: The
Dynamics of Fit*, third edition, by
Richard Burton and Børge Obel,
2004

**This answers the question:
“OK, one size does not fit all. How many sizes are there?!”**

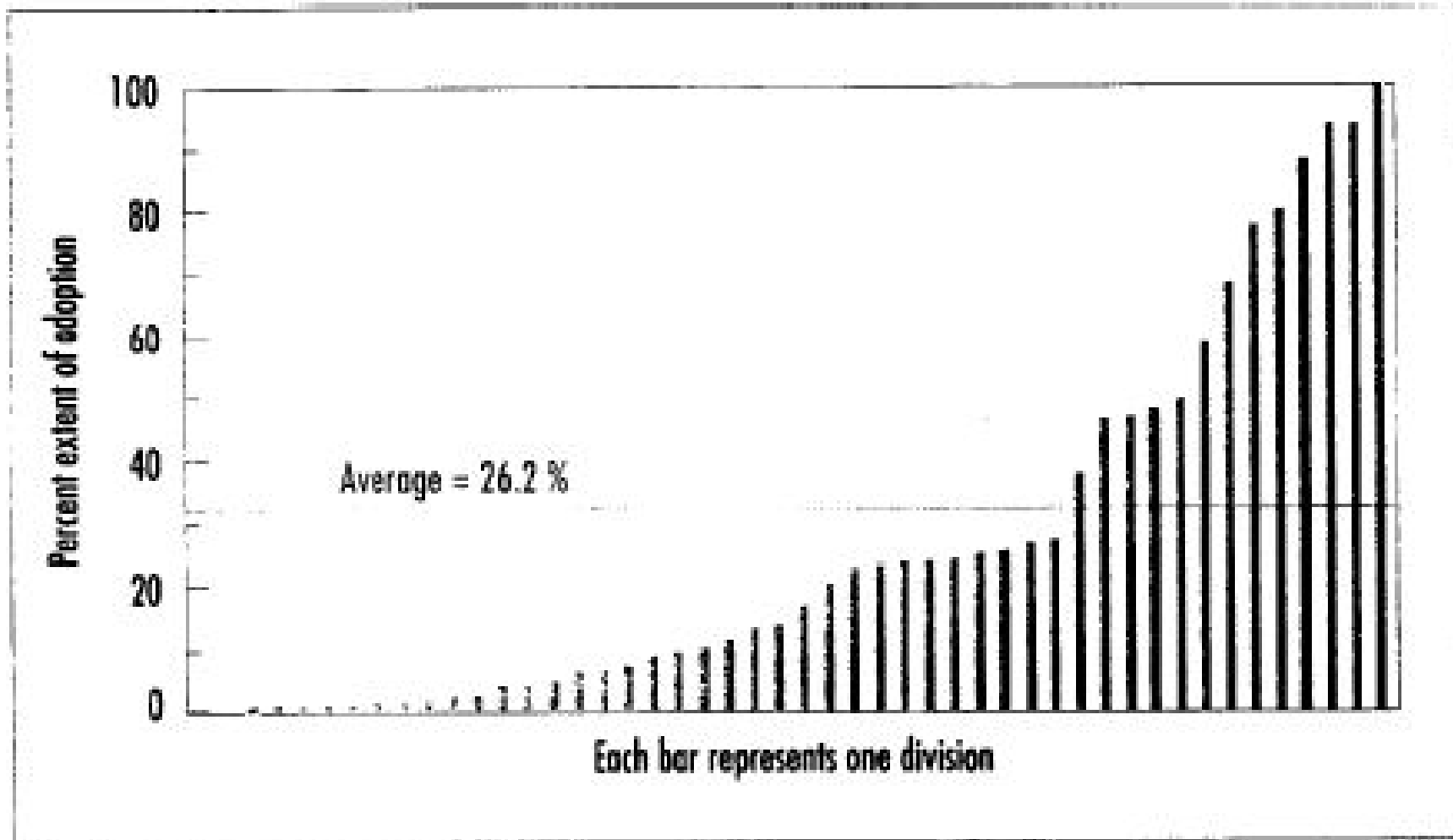
IV. “All I can think about is the resistance to this change!”

Sometimes “resistance” is the appropriate response – to a change to which the org is allergic.

Pattern of adopting new technology



HP's experience with software inspections



**15 years.
1000s trained.
Corporate
funding +
local
champions**

Source: "Key lessons in achieving widespread inspection use," by Grady & Van Slack, *IEEE Software*, July 1994, 48-57.

Take aways

1. We change for reasons: listen first, despite the natural inclination to present.
2. At what level are the improvements aimed? Where in the (AGIL) action cycle am I? The speaker?
3. Do I have to accept every model?
4. Can I learn from the speaker's experience? Yes, if your situation is like the speaker's. "Like" is pretty well known.
5. Where am I along the new technology adoption curve? The speaker?