

Running Head: ORGANIZATIONAL CHANGE PLAN PROPOSAL FOR  
REENGINEERING THE SOFTWARE DEVELOPMENT PROCESS

Organizational Change Plan Proposal for Reengineering the Software Development  
Process

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## Introduction

Summary of Problem. This is a proposal for developing an organizational change plan to transform the current software development processes in use by the Software Engineering organization within Information Technology Services. The company recognizes the need to raise the performance level of the Software Engineering organization to improve the quality, effectiveness, and efficiency of its software development process. Fowler and Rifkin (1990) of the Software Engineering Institute state that “improving the process of software systems development and maintenance is the most reliable way to improve product quality” (p. 3). If consistent and reliable software development processes based on generally accepted industry standards are established, then the company expects to improve customer satisfaction and realize substantial savings by delivering the right product on time with minimal defects.

Proposed Solution. To achieve these objectives, the organizational change plan will address the steps necessary to launch an effort intended to achieve and sustain Capability Maturity Model Integration (CMMI) Maturity Levels 2 and 3 (Capability Maturity Model, 2002) for key areas of the software development process. This change plan will not provide prescriptive remedies for specific software development processes; rather, it will identify the processes necessary to begin the establishment of standardized processes for software development and their continuous improvement. That is, the change plan will not describe how to do a particular stage in the software development life cycle (like analysis, design, programming, or testing). The change plan will describe how to establish processes around determining the most effective ways for the Software Engineering organization to develop software based upon its current technological directions, skills and competencies, and best practices.

Benefits. Although difficult to quantify objectively, benefits of successfully implementing this change plan include higher customer satisfaction and business success due to delivering software that meets the real needs of the business. Benefits also include lower costs due to fewer trial and error attempts to deliver what the business really needs and reduced defect rates. These benefits plan can be achieved cost effectively by augmenting key Software Engineering organization staff members with experts experienced in CMMI implementation. This approach will minimize expenditures on outside consulting while leveraging the expertise and company experience of existing staff and preparing them to operate and perpetuate the CMMI continuous improvement process.

Scope of Proposal. This balance of this proposal outlines the services to be provided, the general approach, resulting deliverables, and time frame for development of the change plan.

#### Proposed Solution

Services Provided. Under the terms of this proposal, key Software Engineering staff members working with CMMI experienced consultants will form a team to develop the change plan. This team will use the results of an assessment of current Software Engineering operations to help prepare the change plan. The change plan will consist of a written document in conjunction with an executive presentation of its contents. The knowledge and expertise the change plan team will develop an overall statement of recommended changes that includes a description of the recommended change process. Additionally, a set of detailed recommendations including an outline the general steps of the change plan as well as specific strategy and recommendations for processes, organizations, training, and other elements necessary to implement the plan.

Approach. The change plan will take a form that generally conforms to Kotter's and Cohen's (2002, p. 7) Eight Steps for Successful Large-Scale Change:

1. Increase urgency
2. Build the guiding team
3. Get the vision right
4. Communicate for buy-in
5. Empower action
6. Create short-term wins
7. Don't let up
8. Make change stick

Deliverable. The resulting deliverable document will consist of these sections:

- I. Executive Summary
- II. History of the Organization
- III. Recommended Changes
- IV. Analysis of the Change Process
- V. Specific Recommendations
- VI. Summary
- VII. Appendices

Timeframe. This work will be completed in an eight week period according to this schedule:

- Weeks 1 – 2: First draft for internal team review.
- Week 3: Second draft for sponsor review.
- Weeks 4 – 6: Third draft for internal review.

Weeks 7 – 8: Fourth and final draft.

### Conclusion

Establishing a process to implement standardized software development processes and instituting a process for continuous improvement is a key aspect for Software Engineering to reduce costs, improve effectiveness, and continue to satisfy its customers as it has throughout its history. The CMMI approach is well established in the industry and has proven to be a model for successfully transforming the process of software development. This endeavor will place the software development operation as well as the company as a whole in a leadership position within its industry. This approach of combining company expertise, CMMI expertise, and a proven formula for change provides a unique combination that maximizes the likelihood of success. We look forward with excitement to partnering with you to achieve these objectives!

References:

Kotter, J. & Cohen, S. (2002). *The Heart of Change: Real Life Stories of How People Change Their Organizations*. Boston, MA: Harvard Business School Press

Fowler, P. & Rifkin, S. (1990). *Software engineering process group guide*. Pittsburgh, PA: Carnegie Mellon University

Capability Maturity Model Integration (CMMISM), Version 1.1. (2002). Pittsburgh, PA: Carnegie Mellon University