



The Right Way to Change



Change has always been part of life, yet many still have difficulty with this reality. Difficulty accepting change may stem from a simple desire to stay within a comfort zone or the presence of a turbulent history of failed attempts. If the latter is the case with organizational change, any new attempts at change must account for the historical obstacles that arose with the aim of creating plans for a new change process that addresses these obstacles. While identifying and planning on how to address obstacles to change, some considerations should include preparations for any required resources, ensuring sponsorship and addressing resistance.

Conversely, if an organization has a history of successfully implementing change, there is good reason to be optimistic that new changes will also be successful, as long as the past processes are leveraged. Regardless, organizations should only undergo change when the reasons and timing are right and the proper tool set is in place to make change successful.

This month we start with a story of successful change in Iraq. In *Good News From Iraq*, CAPT Steven Lucks (Ret.) discusses changing the infrastructure of Iraq with the help of developing a data control system that requires software, computers, supporting electronics, and participation from multiple organizations in multiple countries. Next, Nelson Perez and Ernest Ambrose relate their story of successful software process improvement in *Lessons Learned in Using Agile Methods for Process Improvement*. We conclude our theme article section with Deb Jacobs' ideas for controlling change in *Controlling Organizational Change: Beyond the Nightmare*. In her article, she proposes several out-of-the-box ideas to implement change.

As we move to our supporting sections, Harvey Reed and COL Fred Stein (Ret.) introduce net-centric conversations as a way to track agility information among software systems in *Net-Centric Conversations: the Enterprise Unit of Work*. In *A Unified Service Description for the Global Information Grid*, Dr. Yun-Tung Lau identifies linkages between existing service description standards used within the Global Information Grid (GIG) and Department of Defense frameworks with the intent to provide an end-to-end picture of a service module and its role in a GIG enterprise. Next, Joe Schofield discusses a process to estimate the number of latent defects remaining in software. His discussion in *Beyond Defect Removal: Latent Defect Estimation With Capture-Recapture Method* can be leveraged to decide how to proceed with a software product, including planning for rework.

With any change, there will be impact and, as a result, some resistance and decline in productivity. As we change, let's do it for the right reasons. Consider a few things before you implement any change to your organization.

- What will be the pros and cons if the change is or is not implemented? Are the pros worth the cost?
- How many people will be impacted by the change? How many of them will even comply with the change? How long will it take them to adjust to the change?
- How long will you be in your position? Will your replacement just change everything back again? Will the employees change everything back again even before your replacement has a chance to?

When we implement change, let's take time to weigh the value of the change against the headaches and problems it may cause, then try to do what really is best.

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