

Implementing Licensing— A Journey

Andy Roth
Director, Global Technologies
Cenduit LLC

Implementing Licensing--A Journey

- Introduction
- Personas
- Points of Interest
- Checklist
- References

Introduction

- Tekelec Background

Tekelec solutions enable service providers to both manage and monetize the explosive growth in mobile data traffic and multimedia applications. Our solutions analyze the subscriber's quality of service, set policies to improve their experience, and provide operators with the real-time information they need to dynamically make adjustments to networks and devices. Our company enables billions of people and devices to intelligently connect to the Web, talk, and text over any network.

Introduction and Business Drivers

In this presentation we will talk a bit about the softer side of implementation

- For us, licensing started slowly and then picked up speed
 - Was seen as something we needed to do but not prioritized
 - Seismic shift to software centric business made it important

Drive out cost

- Eliminate HW Processing
- Minimize Touch Points

Efficiencies

- Make us "Easier to do business with" → Pricing, Quoting, Fulfillment

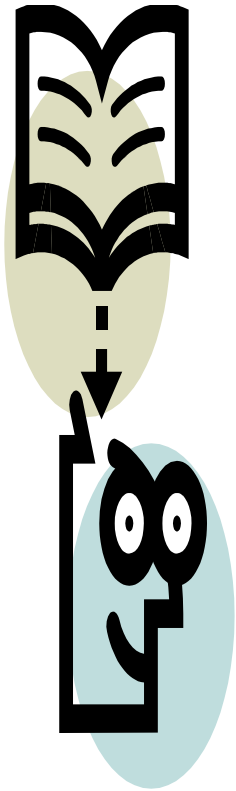
Business Realities

- HW to SW orientation
- Emerging markets
- Regional threats

Personas

Remember . . . This is a human endeavor

Personas



- According to Jung: “The persona is also the mask or appearance one presents to the world”
- We use personas to caricature the personalities you will find in your journey to implementing licensing.
- None of these personas represent real individuals BUT...
- There is a little bit of every one of these in each of us
- Now that we have made HR and Legal happy . . .

Chris the Cruise Director

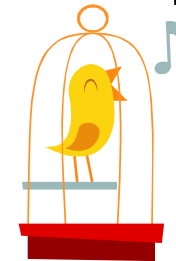
- Chris creates vision for how the project should progress
- He keeps others motivated
- He always looking for new ideas to keep everyone engaged while trying to manage the Captain (aka the Executive Sponsors)
- Chris is always driving forward
- BUT may get wrapped up in the adminstrivia and lose sight of the big picture
- Might be your Project Manager—Dangerous if he is your License Czar



Tina the Recalcitrant Teenager

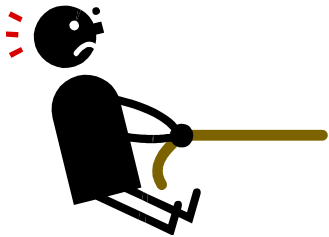


- Tina always finds fault with what is proposed
- She digs in her heels and argues from a position not issues
- Raises lots of issues but offers no solutions
- Constantly reminds us that is “Not how we do things”
- Probably very productive and knowledgeable in her discipline
- Tina can be a real drain on the team
- BUT may sometimes be your canary in the mine
- Likely to be an assigned SME or lead from a core discipline
- A real management challenge but could be turned into a real ally once she “gets it”



Wally the Wallflower

- Wally seldom participates in discussions
- He probably has a lot of knowledge
- He likely represents a key contributing discipline but brings little to the table
- You'll have to invest time to find out why



- Too Busy
- Lack of Confidence
- Directed not to participate

- You may have to escalate
 - Beware of potential backlash and passive aggressive reaction
 - You might just get stuck with him



Alex the Adventurer



- Alex sees lots of opportunities
- Action driven and drives to keep going
- Finds a path through the maze and knocks down obstacles



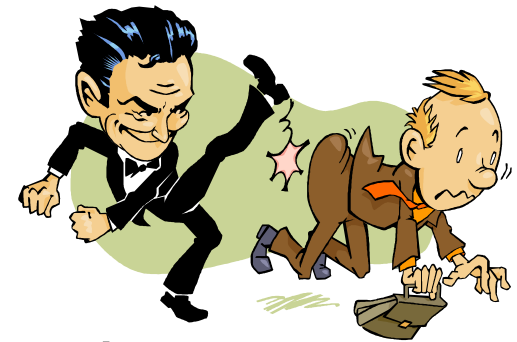
- Alex will be one of your most prized contributors
- BUT he may get frustrated if others do not understand or the project does not progress consistently



Tommy the Impatient Toddler

- *Are we there yet?*

- No interest in details
- Often interrupts discussions
- Changes his mind . . . often
- May [probably will] be your executives



- You will have to deal with Tommy all the time
- BUT if you're careful you can learn how to manage him and it may teach you to be more concise



The Scope Creep

- This is your project's bogeyman
- Not a person but a real force nonetheless
- Licensing effort is a magnet
 - It is a big project and sheer gravity will attract other things that “Need to be done *while the patient is open*”
 - Licensing will uncover **many** other business issues that you have to change to make it work
- Acknowledge his presence
- Put him on a diet
 - Make and enforce rules on when to feed him
 - We had to set priorities and an evolution plan



General People Aspects

We have talked about some personas. Let's not lose sight of reality

People **want to go a good job**

Nobody comes to work wanting to mess up

Elicitation, Analysis and Design/Specification skills are rare

People are VERY busy

- Seldom will get anyone assigned full time
- Licensing will be difficult if it is a collateral duty for everyone
- There is no substitute for focus

Personal trust and relationships are everything

When the going gets tough

- Ask why people act the way they do
- Understand their demons
- Address their favorite radio station: WII-FM



Points of Interest

Sights Along the Way

Points of Interest—The Tower of *Babble*

- You **MUST** have common terminology and a crisp vocabulary

Write it down!

Terms get overloaded very easily—How many of you have rigorous definitions for

- System
- Product
- Solution
- Customer
- Node

This is the only way you will accomplish shared understanding

At the same time establish common metrics

- Pricing
- Capacities



Points of Interest—The Traffic Circle

If you are not careful you will wind up in many circular discussions

Making the transformation is hard work

- There are many decisions to make
- You will upset the world of many people

You need to develop and enforce crisp decision making rules

- Specify when to lock a decision down
- Specify what constitutes a reason to revisit a decision

Use a moderator/facilitator—either as a person or a role

Be action oriented

- Meetings are to inform or achieve a goal
- Force all work to have a specific deliverable
- This is not the time to contemplate your navel

Have one Voice as a Tie breaker for each discipline



Points of Interest—The Accident



- Implementing licensing touches every part of the company
 - You will affect politics, jobs, roles, assignments, self perceptions
- You will find lots of *Rubbernecker*s who pop in and out of meetings (Remember Tommy, Tina, and Wally?)
- Wrecks often happen at Traffic Circles
 - Don't let discussions get away from you
- Have a Constable handy
- At the same time, don't let others who are not fully on board intentionally snarl traffic



Points of Interest—The Railroad Crossing

- You will get stuck waiting for trains to pass
 - Deliveries will get delayed due to other work
 - Have strong support to get focus on the project
- You will get stuck waiting for decisions



- Adopt an action oriented approach
 - If you can't get a decision, make them for others based on good data and rules
 - Then challenge others to defend why your decision is wrong
- Agile, rapid prototyping is well suited to this work



Points of Interest—Rush Hour Traffic Jam

There will be a tendency to want to tie everything together to make sure process flows work well—This will drive you to try and glue everything to everything else

Decouple everything you can

- **Highly Cohesive—Loosely Coupled**

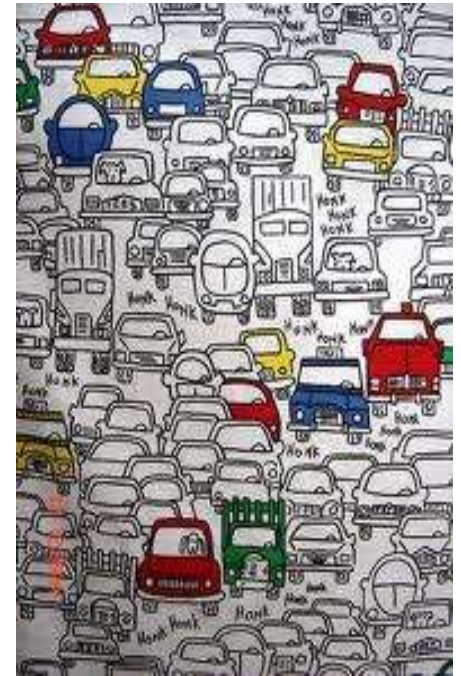
Embed as much as you can in rules, not process

Separate and bound functional areas as much as you can

- Decouple Pricing from fulfillment—Price to make money
- Decouple Licensing Technology from Pricing—License to protect IP and Revenue based on your compliance philosophy
- Decouple Architecture and deployment from Licensing—Licenses control what was sold, not how it is used.

Build a foundation model that shows interfaces between these areas

Analogous to Objects with Private data and Public interfaces



Points of Interest—The Messy Glove Box

You will collect a lot of data: PowerPoint decks, Word documents, spreadsheets, project plans. Find a way to organize these *Scraps of Paper*

- Single Source is key
 - Every piece of information should exist once and only once
 - Requirements
 - Use Cases
- Build a road map
 - Use a tool to capture your requirements
 - Be able to identify where every piece of data
- Try to build an early vision of your data repository
 - Even SharePoint can need to be reorganized
- Use Version control



Baggage Claim

We all have emotional baggage, biases, and agendas

Symptom	Fear	Pride	Confidence	Knowledge
Not Invented Here	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
I've always done it this way	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
My job will change	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
There is no other way to do it				<input checked="" type="checkbox"/>
My boss, my <x> won't go for it	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
When all you have is a hammer			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Checklist



• Find a Kick butt BA

• Find a Kick butt PM

• Ensure an Executive Champion and get them involved

• Ensure you have One Voice per discipline

• Build Personal Relationships

• You can't tackle everything at once....decompose

• Clear crisp guidance and direction..use your delegation disciplines

• Clear crisp vocabulary. Especially with merged or cross Business Unit or Product issues

• Decide on an attack plan. Greenfield and uncover constraints or start with limits and figure out what you can do...gets back to clear guidance

• You need a clear vision of what success looks like. It can be changed as you learn more but set expectations.

• Need leadership—not management

• You need one voice—Have you heard this before?

• Separate enforcement and management in terms of licensing

• Rules, rules, rules

• Decision making discipline

Recommended References

- Heart of Change
 - John P. Kotter and Dan S. Cohen
 - ISBN 1578512549/978-1578512549
- The Decision Model
 - Barbara von Halle and Larry Goldberg
 - ISBN 1420082817/978-1420082814
- Getting to Yes
 - Roger Fisher, William L. Ury and Bruce Patton
 - ISBN 0143118757/978-0143118756

Thank you

Contact me

andyroth@bellsouth.net

919-380-2038