Scenario number 3 – Software Development Integrated Billing

The chart below represents a large health care billing company that has recently merged four divisions. Their primary billing software is now operational and they are in the process of creating a unique integrated billing system intended to separate them from the industry, thus giving them a leg up on the market. The new software is being developed by the Senior Director Integration Strategy.
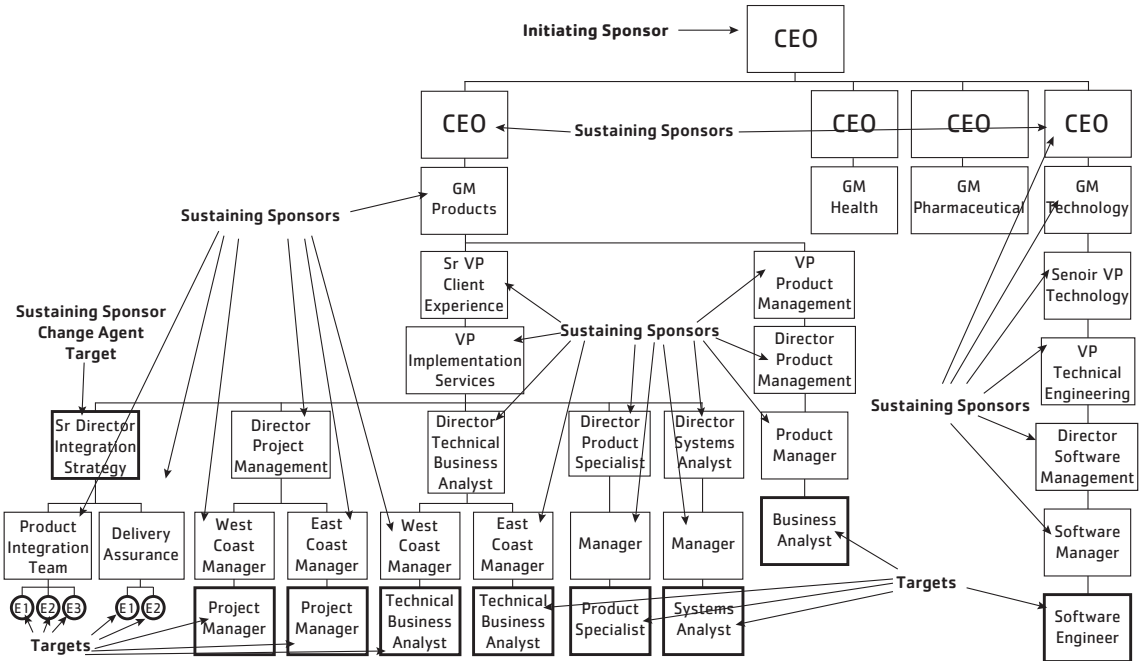
Figure 13: Scenario 3
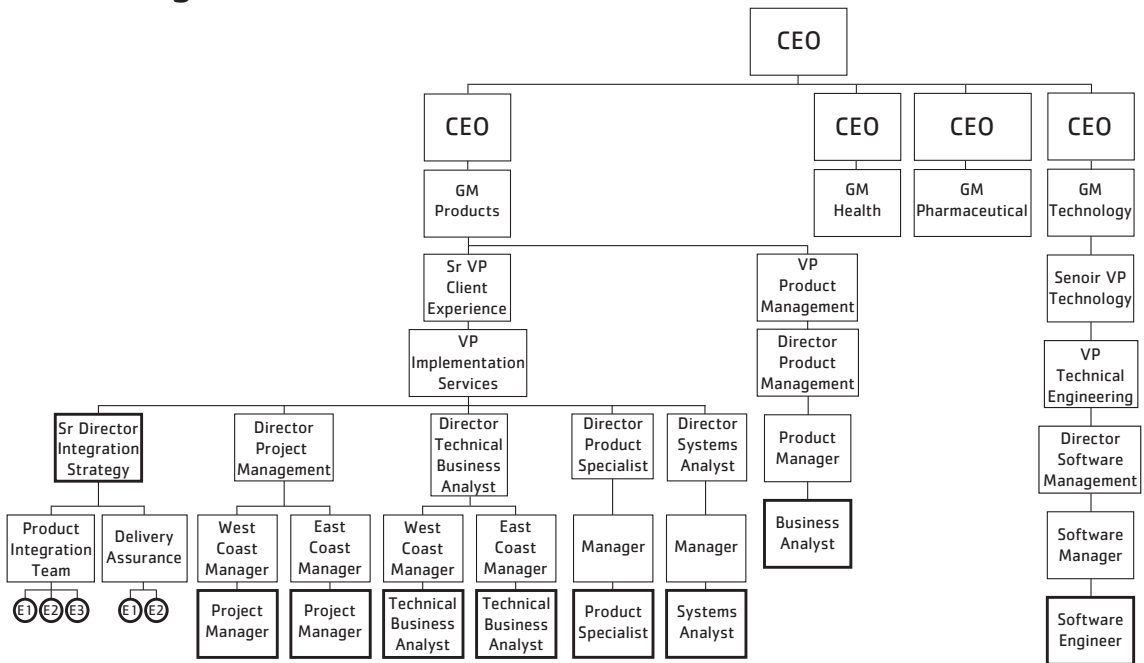
The chart above identifies who is working to create the new software and shows the authority structure in the organization, up from each identified person.

Once again, the key question is: Who is the Sponsor of the work?

Figure 14: Scenario 3 SATA Map

In this case, sponsorship is complicated: A large business unit named "Products" creates the product specifications; however, the engineers developing the software operate under a completely separate business unit. Thus, the Initiating Sponsor is far removed from the actual work and may or may not be kept in the loop as to what is happening.

The Senior Director Integration Strategy is working with a large cross section of people to create the product specifications. He must dedicate time to inform the Sustaining Sponsors above those people about the ongoing time commitments needed to be successful or misalignment with other tasks could easily occur. The VP of Implementation has a large ongoing task to align the rest of the organization to the product. Notice, the only Change Agent I have identified on the chart is the Senior Director Integration Strategy. That is because he is the one who is clearly working with other groups to get things done. In reality, though,

many will do the same in a project this large. Understanding what SATA role you play moment by moment and paying attention to the systemic dynamics are critical to get work done well and to maintain system health.

The GM of Products and the CEO over all the business units are at critical *systemic pinch points,* in conflicts over resources or alignment.

For example, if the Business Analyst two layers below the VP of Product Management is conflicted about which task is more important, the core software system or the one in development, then only the GM of Products can break the tie. The same is true for the Software Engineer five layers below the CEO of Technology. Only the CEO of all the business units is positioned in the system with the legitimate authority to break the tie. Not knowing either of those two facts could lead to competing resources and lack of alignment for weeks, months or, potentially, even years.

For this scenario to be successful, the goals have to be clear to all: *why* they are creating this product, *what* specifics they are working to create, and *when* it needs to be up and running in the marketplace to stay on top of the competition. Lack of clarity of goals here means the development process could continue for years. Implementing with clarity of goals, outlined in Chapter 2, will provide both clarity of alignment throughout through the system and enable work completion more easily.

On a project like this, it is key to make sure that all socio-technical components are in place and working effectively (see the check list on page 36).

Employees can be in multiple SATA roles!

Both of the last two scenarios have people such as the Initiating Sponsors in multiple roles. That is so because the roles are definitional. You can have as many as four SATA roles and a few as one. Everyone is in at least one role. If you have no employees reporting to you, the maximum you can be in is three roles (Change Agent, Advocate, and Target).

In Appendix D, I have the several additional SATA workplace examples including implementing lean, expanding a program at a non-profit, leveraged buying in a corporation, and fundraising at a church.