

# Implementing Process Change in a Software Organization – An Experience Based Study

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**Abstract.** No matter how much better our software process becomes, it would not bring us much benefit without being adopted by the targeted process users. Based on the author's recent industrial working experience at Motorola Global Software Group (GSG) as an organizational technology deployment champion, with the implementation of Motorola's Enterprise Project Management System in GSG during 2001 - 2003 as a background story, this paper presents a study on the real world challenges in implementing process change in today's software organizations. Upon reflection of the good practices and the do-differentlies, the paper provides some strategic as well as practical recommendations on dealing with the challenges, and points out the key success practices for software process change management.