

(When to) ROCK Your Tessitura World



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This is Erin



This is Allison



Launching Change

Question

- Why **this** change?

Question

- Why this change **now**?

Question

- **Who** decided on this change?

Question

- What **team** will support the change?

Question

- What **tools/systems** for what use?

Common Pitfalls

Scope

Too broad/ambitious
Scope

Change implementation
without a clear definition
of success

Resource/Buy In

Change from above/forced
change

Right change, wrong
resources

Team too busy for follow
through

Business Alignment

Action without
confirmed/measured
business value

Lack of definition around
change goals or adoption
expectations

Lack of executive support

Scalability



Individual

- Daily workflow change
- Productivity/personal organization shift
- Small-scale or isolated impact data clean up

Departmental

- Business process change, single department
- Change in Departmental goals or structure

Interdepartmental

- System change in tangential department
- Upgrade Maintenance

Organizational

- System replacement
- Web redesign
- Hierarchy/Roles & Responsibility Restructure



Considerations

How long have we been on the system?

How much staff turnover have we had in that timeframe?

How much has our business evolved since we went live?

What's the degree of customization we're dealing with?

Have we kept up with implementing new functionality available?

System health is about **Trust** and **Optimization**

System Health Check

Trust and Optimization



1

Reports
don't match
up to
anything

2

3

We're OK.

4

5

Essential
and
Integrated
across
depts

System Health Check

1. When I look at Tessitura, I know what I'm looking at.
2. Reports are accurate and complete.
3. The Finance Team is happy.
4. List dropdowns make sense.
5. Tessitura data is uncluttered.
6. We manage duplicates!
7. Tessitura is the Database of Record.

8. Things feel harder than they should be.

System Health Check

Trust and Optimization



1

Reports
don't match
up to
anything

2

Unused
functionality

3

We're OK.
(Duct-Tape
and Post-Its
behind the
scenes)

4

Some
silos?

5

Essential
and
Integrated
across
depts

Staffing health is about **People** and **Process**

Staffing Health Check

People and Process



1

No one knows what is (supposed to be) happening with Tessitura

2

We lost a Superuser and now we're lost!

3

We're ok. We're fine.

4

We've got some folks interested in Tessitura, and they're pretty good at it

5

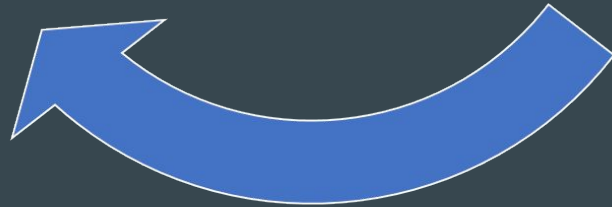
The Right People are doing the Right Tasks at the Right Time... and they know how to do them efficiently

Staffing Health Check

1. Do I feel like I'm working harder than I should be?
2. Training at my organization has a champion.
3. Collaboration across departments is a thing.
4. Onboarding to Tessitura takes more than an hour.
5. Internal processes are written down.
6. More than one person understands why [insert thing here] is necessary.
7. I save to excel a lot.
8. I wish we were using...

System

Staffing





Exercises:

Structured Brainstorming

Planning Lifecycle



Brainstorming

- * Defining the Landscape
- * Start, Stop, Continue

Assessment

- * Estimating Value
- * Assessing the Impact
- * Sizing Estimation (S,M,L,XL)

Prioritization

- * More Important than
- * MoSCoW

Metrics

- * **Goal/Question/Metric**

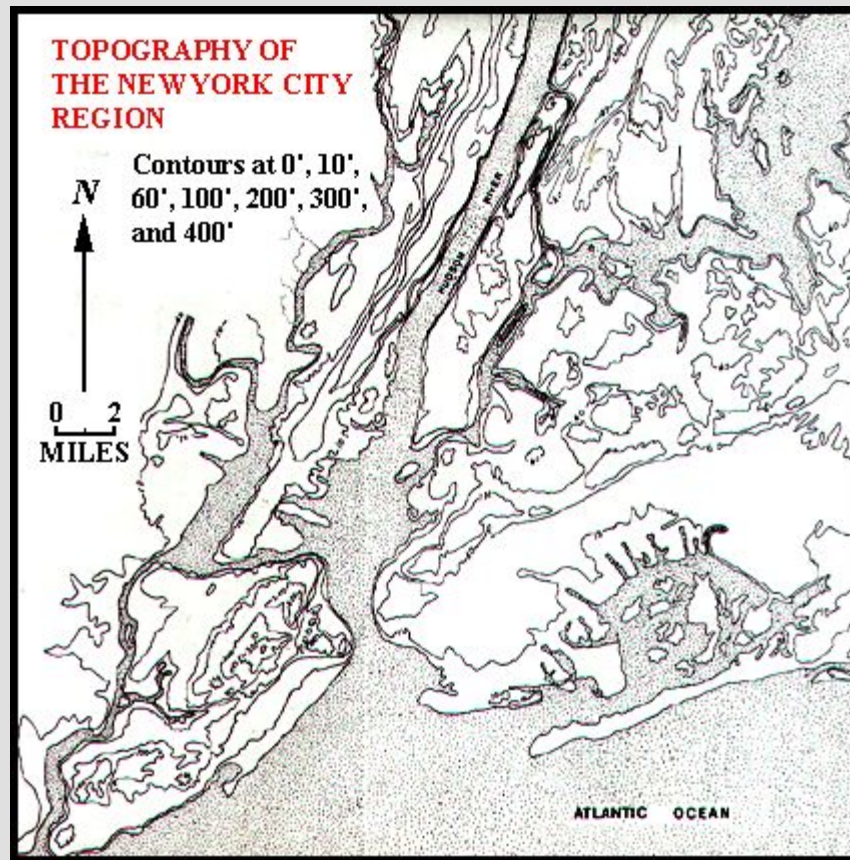
Planning

- * Resources
- * Budget
- * Schedule
- * Tools

ACTION

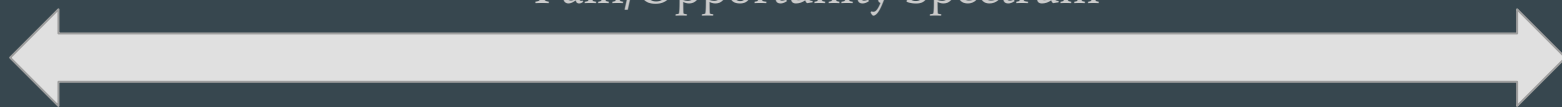
- * GO!
- * Do!
- * Act!
- * Now!

Defining the Landscape



Brainstorm Prompt

Pain/Opportunity Spectrum



1

I'm dying
a slow,
painful
death by
virtual
papercuts

2

I would
not sing
the
Tessitura
Mission
statement
for this.

3

Meh

4

I'd swipe
right...

5

RAWK!
It's like a
latte and
kittens
without the
unattended
children!

Use Case:

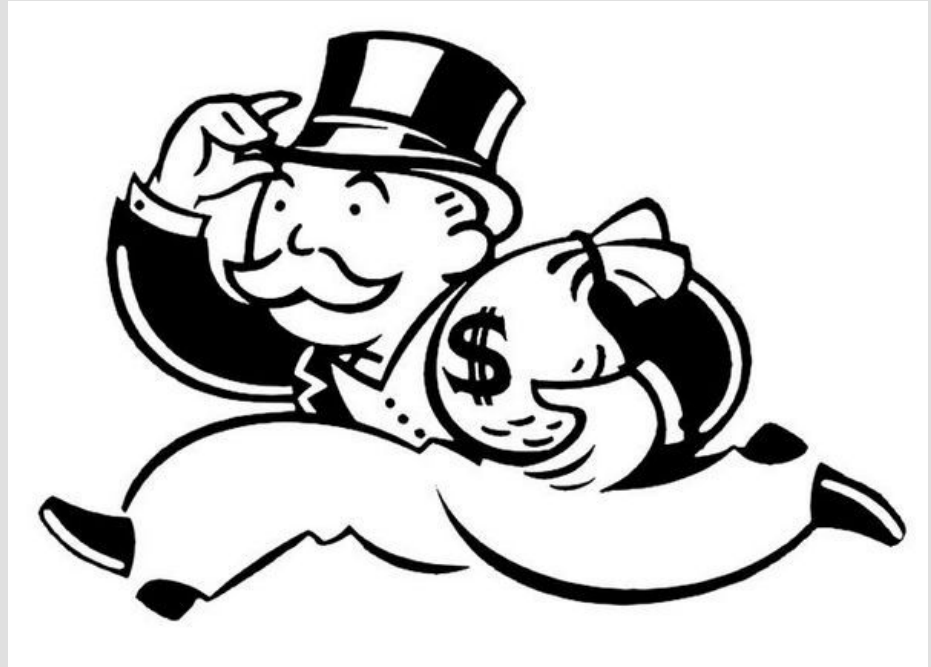
Tessitura Implementation, Theatre Development Fund

The logo for Theatre Development Fund (tdf) consists of the lowercase letters 'tdf' in a bold, white, sans-serif font. The letters are closely spaced and have a slightly irregular, hand-drawn quality.

Theatre
Development
Fund

A Not-For-Profit Service Organization for the Performing Arts

Estimating Value



Use Case: Brooklyn Academy of Music

The Basic User Story

As a _____
Type or Person or System User

I/we can _____
What action(s) do you want to be able to perform in the system

So that _____
Why is this new or changed capability of importance to you?

Because _____
Why should this be important to the whole organization?

Save time?

Better customer experience?

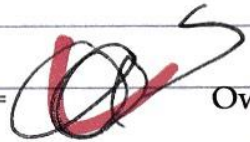
Earn money?

Use Case: Brooklyn Academy of Music


Conditions of Satisfaction

- What small number of things must be true about how the above is done in order for this to be successful?
 - Is there a particular time by which this must be done?
 - Are there size, frequency items that are important?
 - Do you have a particular layout?
 - Do you have examples of data that meet the requirement?
- How do we know that we are done?

Use Case: Brooklyn Academy of Music

Rel: 22	Repair Sales by Date W/O Comps (BAM)	ID:
Story: As as Marketer, I can look at the % Of Goal Column in this report and see precentage based on all performances regardless of whether they are currently on sale, so that I have a complete understanding of how close we are to making our revenue goal. Because we need to understand on a daily basis if we are going to have dificulty making earned revenue budget Goals.		
COS: The Bottom Precentage on this report should match the bottom line precentage on the Dail Sales Summary (BAM) report give the sa filtering paramaters.		
Status: Ready Release Planning		
Card 1 of 2	P=, S= 	Owner = Lily Friedman

SPRINT #65



Assessing the Impact



Assessing the Impact



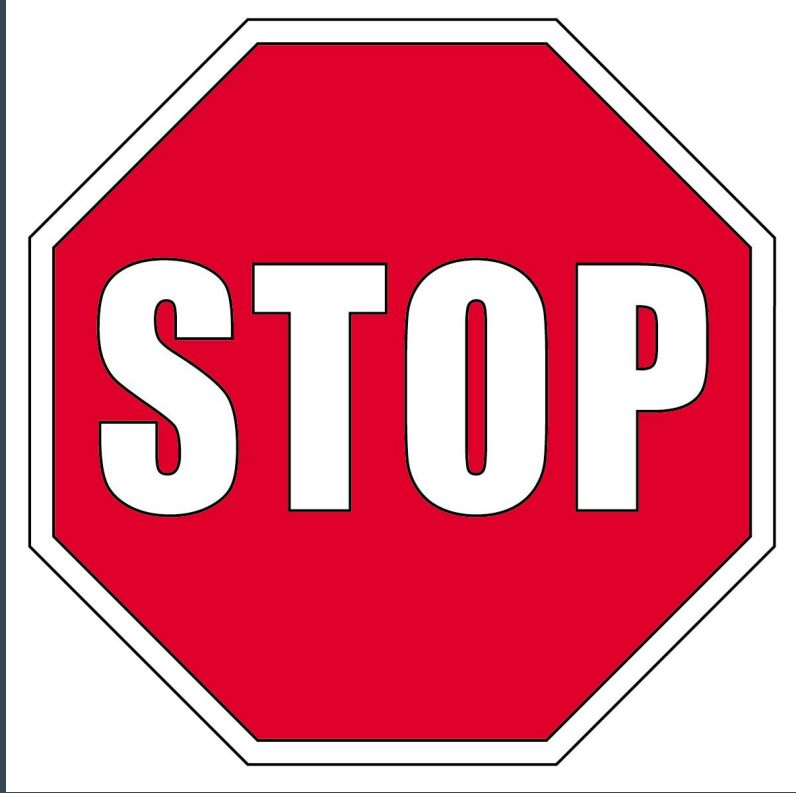
Change item:

Who would be impacted?

What systems are touched?

What workflows would need to change?

What reports or analytic tools would need updates?





Use Case: Fundraising Reimplementation, 92nd Street Y

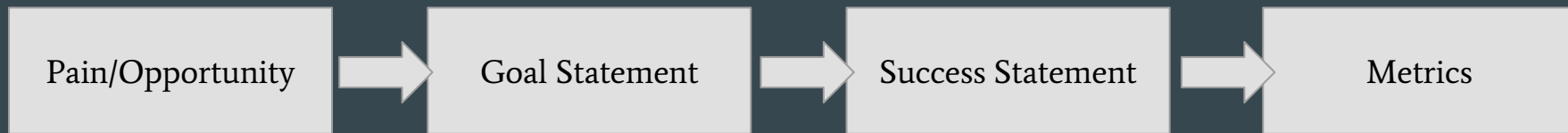




METRICS FOR SUCCESS

**Measurement data helps
assess the starting point, helps
you chart your progress, and
validates when the effort has
reached completeness.**

Goal/Question/Metric Framework:



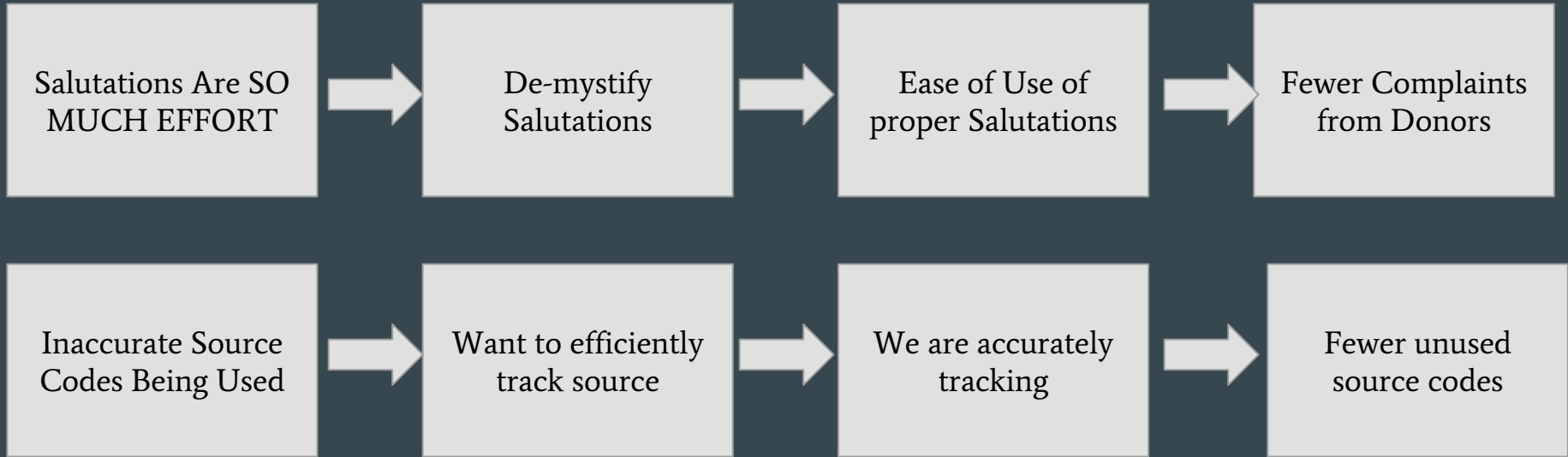
*State the pain point
or opportunity*

*Create a goal
statement that
addresses the need*

*Define the success
criteria*

*Subjective (provide
a measurement
scale) or Objective
(track data)*

Tessitura Examples



(When to) Rock Your Tessitura World

Necessity

Reports are “wrong”

Business evolves or
leadership changes

No one knows what to do
or when or why...

Opportunity based

New functionality released

One and DONE

Continuously

Always looking for
efficiency

Keeping up with the
releases

Leveraging STANDARD
functionality

DECISION!

Let's do the thing.



Q&A

Thanks!



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Bibliography

Bibliography & Resources

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Wikipedia Use Case Definition: https://en.wikipedia.org/wiki/User_story,

Start, Stop, Continue Tutorial: <https://www.forbes.com/sites/groupthink/2016/02/02/start-stop-continue-tutorial/#fd6ce5327980>

Prioritization Exercises: <https://foldingburritos.com/product-prioritization-techniques/>

Basili, G. Caldiera, "Goal Question Metric Paradigm," *Encyclopedia of Software Engineering*, John Wiley & Sons, Inc., 1994