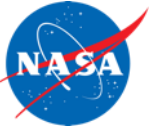# Approaches to Managing IT Change

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Space Administration

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- **Workforce:**
  - 30% Civil Service / 70% Contractor (~17k / ~60k employees)
  - Average age of CS workforce is ~49
- **Culture:**
  - 10 Centers, 10 Cultures
    - Manned Spaceflight Centers (JSC, MSFC, KSC)
    - Research Centers (ARC, AFRC, LARC, GRC)
    - Science Centers (JPL, GSFC)
  - Expectation that management will engage with employees on impacts of change
  - Positive: Commitment to public service, to Agency mission
  - Negative: "We will wait you out"
  - Preference for highly customized solutions vs commercial off the shelf
- **Pace of Change:**
  - Spacecraft take years to plan, build, launch, and operate
  - We have missions launched in the 70's that are still flying and need to be supported

- **Change Management in Information Technology (IT)**

  - Pace of change
    - Very fast compared to other projects!
    - Government slower than industry
    - Cybersecurity pressure is increasing
    - Release cycle is getting shorter and shorter (weeks or months, not years)

  - Culture
    - Customer expectations for the availability of IT tools is very high
    - We expect access to the same tools we have at home

  - 3 years is a key number
    - Typical Chief Information Officer (CIO) tenure
    - Typical refresh cycle for a computer

Different changes, Different approaches

- **Innovation Led**
  - New ideas, new ways of doing business, opportunities to operate better
  - Example: Digital Transformation initiatives

- **Situation Led**
  - Something happens where you have to respond
 - Example: The Pandemic and shift to Work From Home (WFH)

- **What's Common?**
  - Senior champion engagement
  - Communication!
    - The Why!
    - The vision, the benefits
    - Messages: We're in this together, be part of this!
  - Do it WITH me, not TO me -- include stakeholders and customers in the change
  - Let people process how they feel

- **What's Different?**
  - Timeframe
  - Flexibility / choice in making changes based on stakeholder feedback
  - Doing it WITH me may be a lot harder
  - Benefits may be harder to express

Use Cases
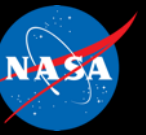
- SpaceBook & Microsoft Teams

- Both communications efforts to introduce employees to a new tool

- Different stages of the lifecycle – one being developed in house with stakeholder participation, one a commercial product being rolled out

- Dramatic difference in time scale

- Differences in ability to make changes to implementation based on stakeholder feedback

Use Case: Innovation Led

- **Example: SpaceBook**
  - In-house pilot being developed to be a social intranet for employees at local facility

  - Long time scale (6 months each, phases I & II) – users involved in the development and the rollout
    - Project was more serial
  - Need was at the "nice to have" level – phased into the redesign of the Center intranet
  - Senior Champions were from the business side, not just IT
    - Center Director's office, Chief Knowledge Management Officer
  - Business Case & communications plan identified vision & benefits for different customer segments
  - Identified early adopters and key stakeholder communities
  - Developed new resources for communication
    - Performed targeted outreach and shared what we learned from prior groups
    - Paper prototyping
    - Blog
  - Success locally, not so successful expanding Agency-wide

- **Example: Increasing O365 Teams Adoption at the start of the Pandemic**
  - Commercial tool available to employees for communication and collaboration across the Agency

  - Short timescale driven by urgent business need
    - Project was more parallel
    - Developed local training program, didn't wait for the Agency
  - Champions were from IT, not business
    - This meant we had to do more educating on the "why"
  - Relied on existing resources
    - Knowledge of stakeholders, audiences
    - Use of Business Relationship Managers
    - Use of existing communications vehicles & processes
  - While we couldn't change the "how" of implementation, we could change the "how" of outreach
    - Doing it "With them" required a change in messaging – we're on your side to make this work
    - Tried harder to reach everyone
      - More & larger sessions to accommodate people's schedules, Recordings made available
      - Extensive FAQs

Summary

- **Know your audience**

- **Leading change requires listening to your stakeholders and helping them get there**

- **Situations require you to move quickly, but you still need to follow all the change steps**

- **Adapt where you can to help people through the change**

- **Answer to feedback, good or bad, is always "Thank you!"**

Questions?