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# Transformation News

*It's insane --- Communication breakdown leads to transformation catastrophes!*

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NDIA Systems and Mission Engineering Conference Special Edition

Tuesday 29 October 2024

**Ford and GE's Digital Transformation:** These companies poured billions into digital transformation, but a large portion was wasted due to poor change management and lack of communication. Employees weren't adequately informed about the "why" of the transformation, leading to resistance and underutilization of new tools.

**Enterprise Resource Planning (ERP) Failures:** Numerous companies have struggled with ERP implementations due to insufficient communication with employees. A lack of understanding about the system's purpose and functionality led to low adoption rates and decreased efficiency.

**Government IT Projects:** Large-scale government IT projects often suffer from delays and cost overruns due to poor communication between agencies, contractors, and end-users. This can result in systems that don't meet user needs or are difficult to maintain.

**Healthcare IT Implementations:** Many healthcare organizations have faced challenges with implementing new electronic health record systems. Poor communication between IT departments, clinicians, and patients often resulted in system failures, data breaches, and decreased patient care.

**BlackBerry's Decline:** Despite being a pioneer in the smartphone market, BlackBerry's failure to adapt to the changing landscape was partly due to poor communication. The company struggled to effectively communicate its vision for the future, leading to a loss of developer support and consumer trust.

**Target's Canadian Expansion:** Target's ambitious foray into the Canadian market was a colossal failure largely attributed to poor communication and execution. Issues with supply chain, inventory management, and customer service plagued the operation. A lack of clear communication between headquarters and Canadian stores led to stockouts, empty shelves, and frustrated customers.



- **Please stand up**
- **Think about a significant business or organizational transformation that you have experienced in the past few years**
- **Please remain standing if:**
  - **There was no resistance across the business or organization**
  - **There was no project delays, cost overruns, or lost productivity**
  - **There was no loss of trust and or decline in employee morale**
  - **There was no communication failures**
  - **There were no misaligned expectations**



# TRANSFORMATIONS ARE HARD

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## Preventing Communication Breakdown: The #1 Killer of Transformation Initiatives

National Defense Industry Association (NDIA)  
Systems and Mission Engineering Conference  
Norfolk, VA

29 October 2024

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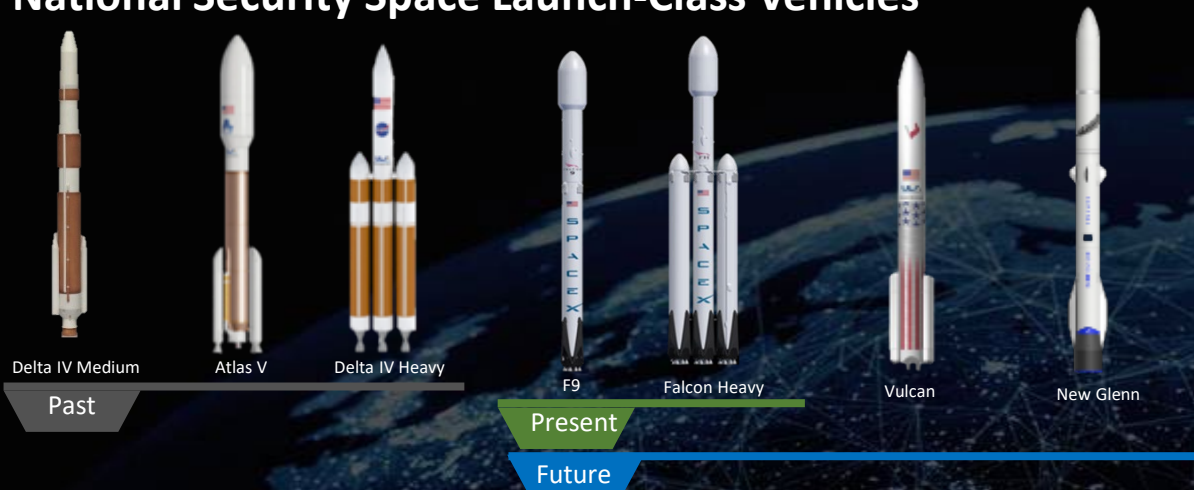


# United States Space Force (USSF) Launch Trends

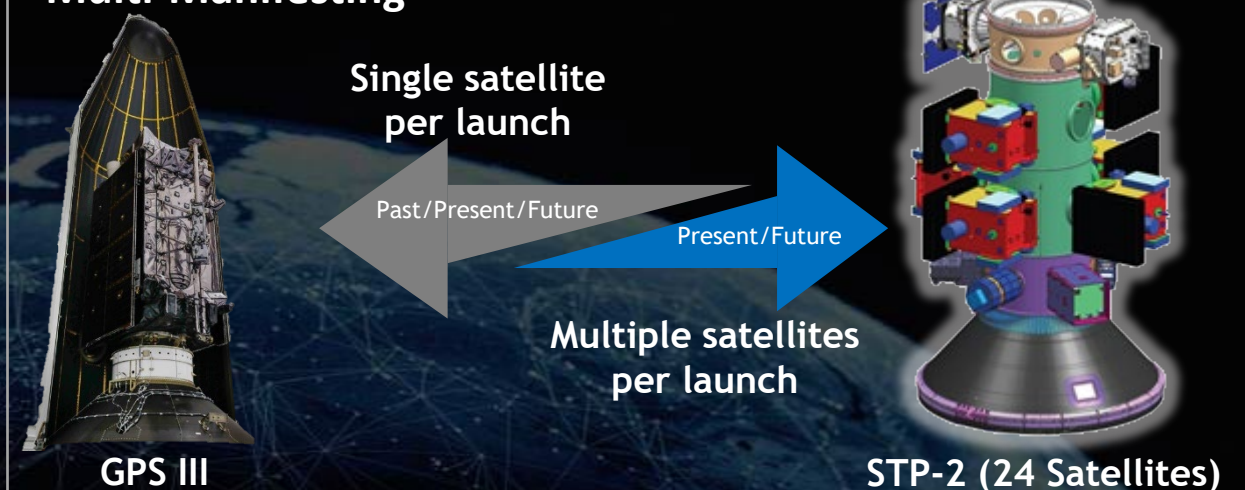
# NDIA 2024

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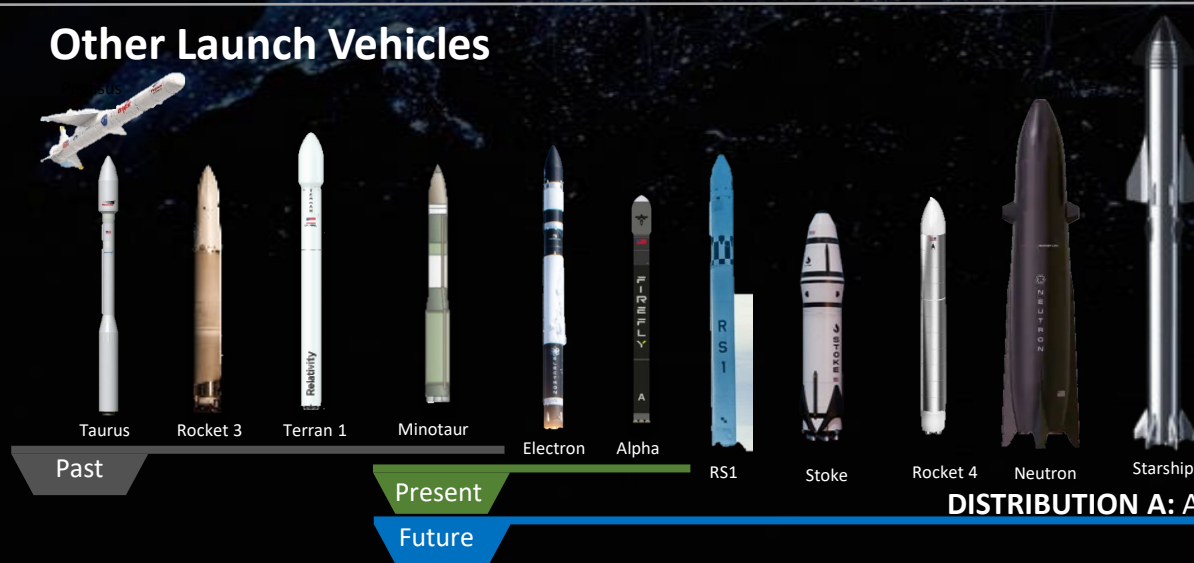
## National Security Space Launch-Class Vehicles



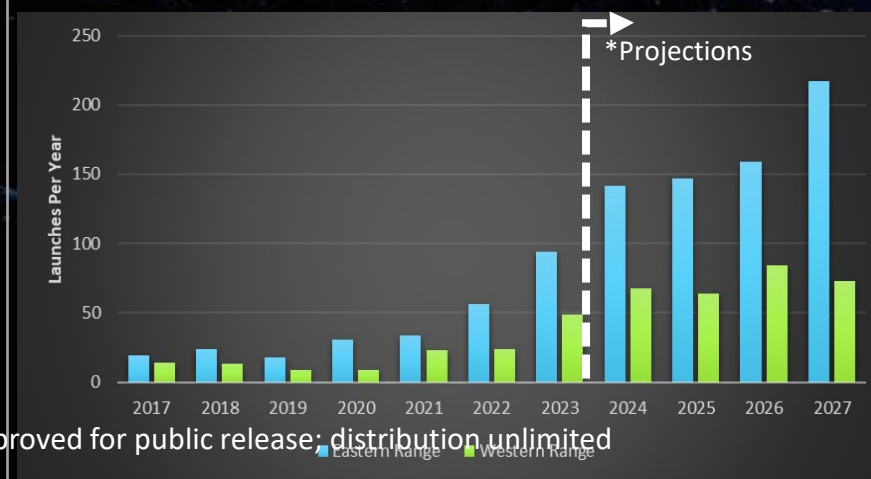
## Multi-Manifesting



## Other Launch Vehicles



## Launch Rate



## Two major ranges

Present / Future

Multiple government, commercial, and allied spaceports

Growth Led by Commercial Systems

- Starlink/Starshield
- OneWeb
- Kuiper
- Many more...

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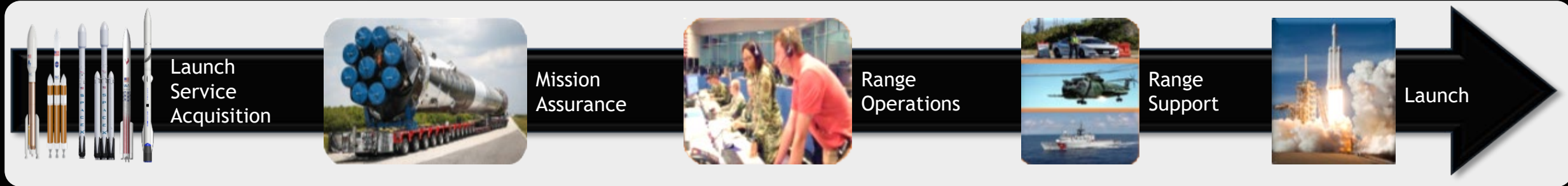


# Assured Access To Space (AATS) is Undergoing Significant Transformation

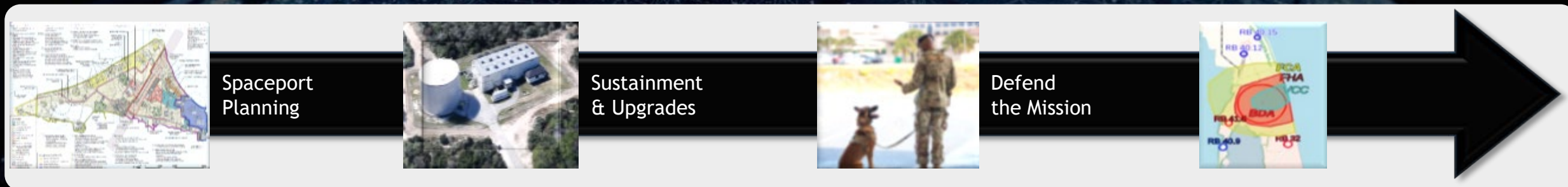
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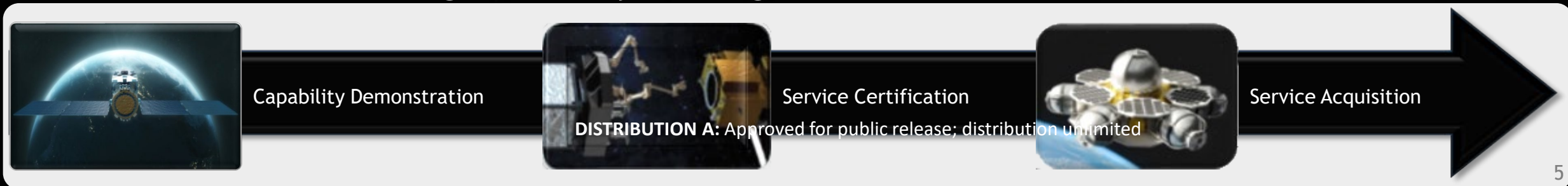
## LOE 1: Responsive and Reliable Launch Capabilities



## LOE 2: Resilient and Capacious Spaceports



## LOE 3: On-Orbit Servicing, Mobility, & Logistics



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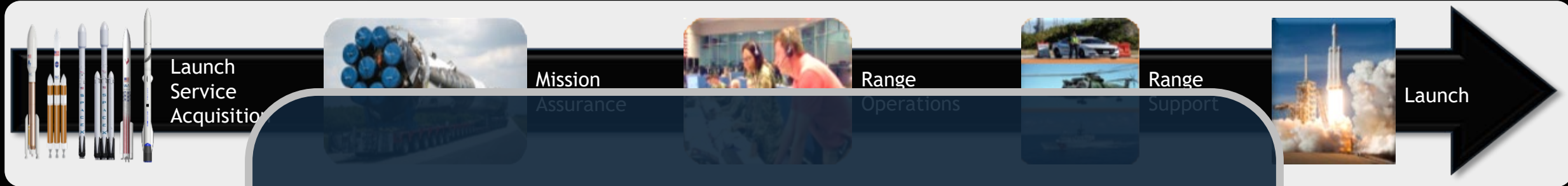


# Assured Access To Space (AATS) is Undergoing Significant Transformation

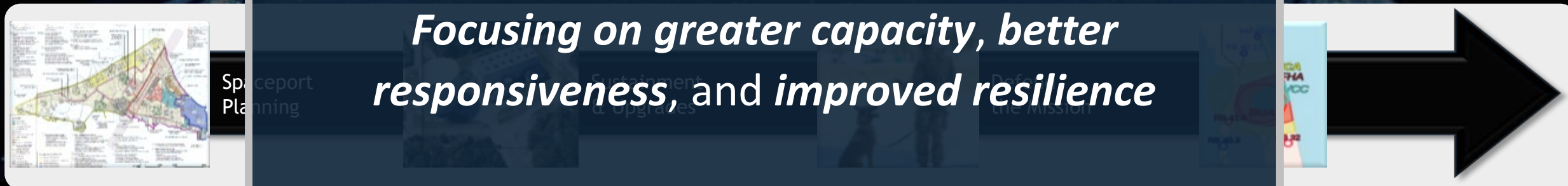
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## LOE 1: Responsive and Reliable Launch Capabilities

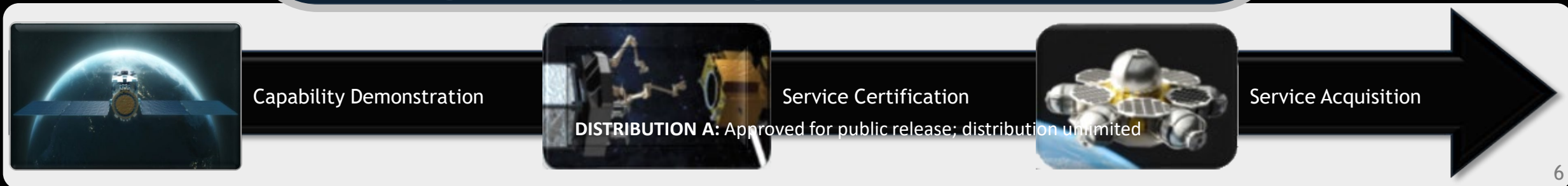


## LOE 2: Resilient and Capacious Spaceports



*Focusing on greater capacity, better responsiveness, and improved resilience*

## LOE 3: On-Orbit Servicing, Mobility, & Logistics



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# AATS Launch Programs

Key Enabler for the Space Domain

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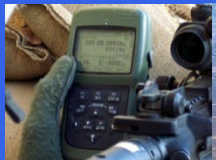
AATS secures our Nation's interest in, from, and to space



Nation's Eyes & Ears



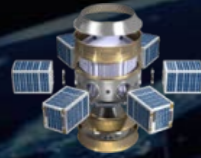
Secure Comms



Positioning, Navigation & Timing



Space Domain Awareness



Multi-Mission Manifesting



Falcon 9



Falcon Heavy



Vulcan



New Glenn

Maximize On-Orbit Capability

>\$90B in On-Orbit Capability Since 2003

Govt Mission Assurance Increases LV Reliability

Electron



Minotaur



Alpha



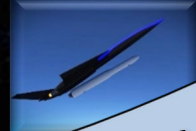
RS-1



Rocket 4

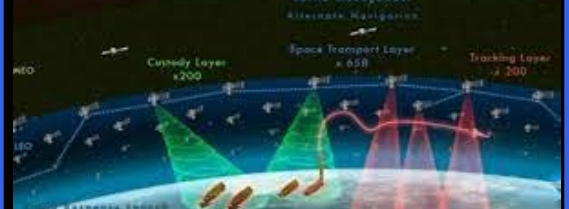
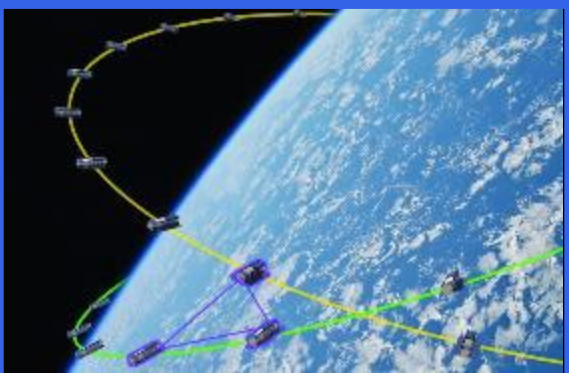


Ravn X



Maximize Responsiveness

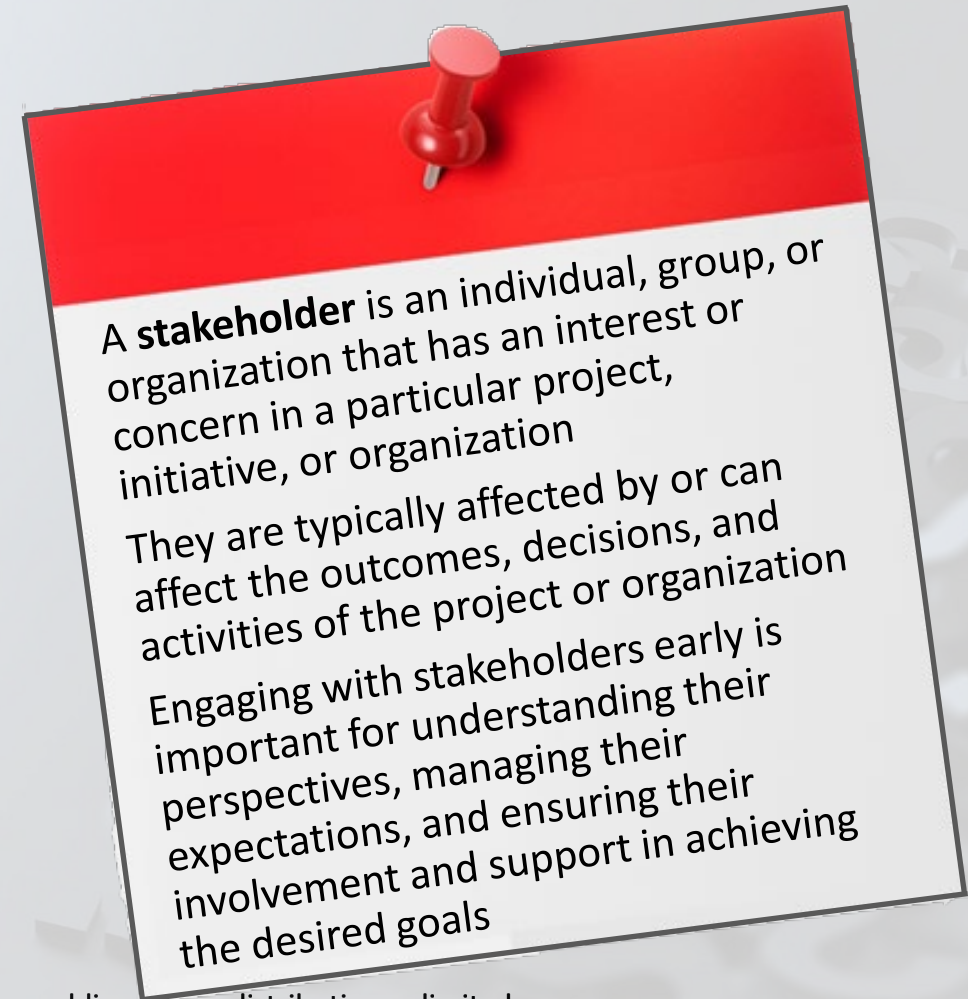
Enables Resilient Space Order of Battle



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**Reliable, Resilient, Responsive Launch is Vital to Great Power Competition**







A **stakeholder** is an individual, group, or organization that has an interest or concern in a particular project, initiative, or organization

They are typically affected by or can affect the outcomes, decisions, and activities of the project or organization

Engaging with stakeholders early is important for understanding their perspectives, managing their expectations, and ensuring their involvement and support in achieving the desired goals

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## Who are your stakeholders?



- What organization are they from?
- What is their “role” with respect to the transformation?
  - Position of power
  - Influence
- What is their current stance on the transformation and where do you need them to be?



What is their “role” with respect to the transformation?



Decision  
Maker



Influencer



End  
User



Competitor



Champion

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**Decision Makers** hold the authority to approve or reject a proposed course of action

They are typically individuals in leadership positions with the power to allocate resources, make strategic decisions, and influence the overall direction of an organization



**Decision  
Maker**



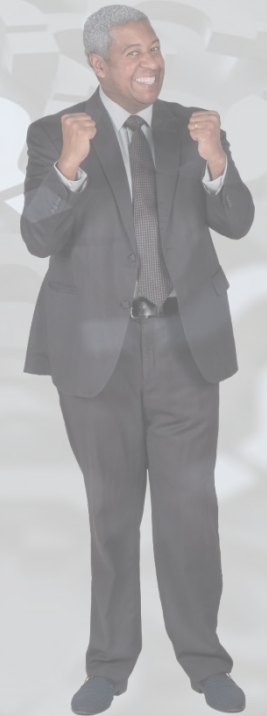
**Influencer**



**End  
User**



**Competitor**



**Champion**

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**Influencers** can significantly impact opinion or trends

While they may not hold formal decision-making power, their ability to shape perception and influence behavior makes them a crucial stakeholder



**Decision  
Maker**



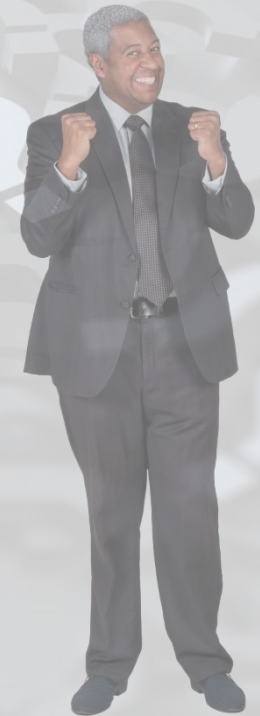
**Influencer**



**End  
User**



**Competitor**



**Champion**

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**End users** will directly interact with the product or service

They are the ultimate consumers of the output, and their satisfaction is crucial for the success of any project or initiative



Decision  
Maker



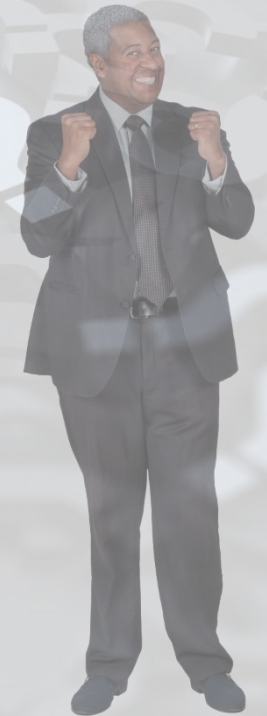
Influencer



End  
User



Competitor



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**Competitors** are people or organizations that may offer an alternative solution or transformation approach

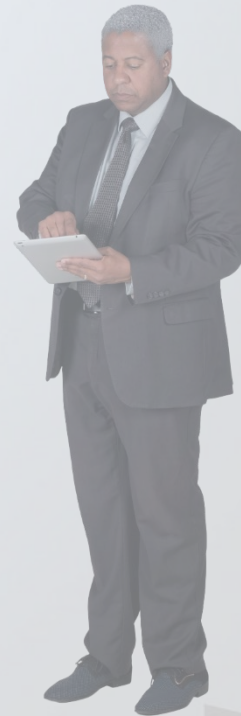
While they are often seen as adversaries, understanding your competitors is crucial for strategic planning and competitive advantage



**Decision  
Maker**



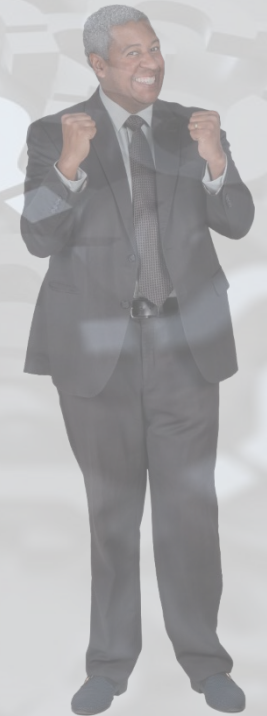
**Influencer**



**End  
User**



**Competitor**



**Champion**

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**Champions** are powerful allies who actively support and promote a project, initiative, or change  
They possess influence, credibility, and enthusiasm, and are instrumental in driving success



**Decision  
Maker**



**Influencer**



**End  
User**



**Competitor**



**Champion**

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Which role or roles require the most attention from you?

What makes the Champion role unique?



Decision  
Maker



Influencer



End  
User



Competitor



Champion

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*"No good idea succeeds simply because it is a good idea.*

*Good ideas must have champions – people willing to believe in them, push for them, fight for them, gain adherents and other champions, and press until they succeed."*

*- Colin Powell*



## What is the role of a champion?

- Provide oversight and authority for action
- Drive transparency and collaboration
- Empower engagement at all levels of the organization
- Establish priorities
- Advocate for resourcing
- Encourage risk taking and recognize effort

*“Pushing” the change as the technology or process leader*



*“Pulling” the transformation as the Consumer*

*Walk* **Believe**  
**the talk**

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## What is their current position on the transformation?

Is it ok that they are here?



Opposing

How can you change their position to supportive?

What is driving their position?

... or do they need to be here?



Neutral

... and how can you influence this movement?



... or here?



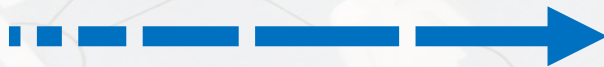
Supportive

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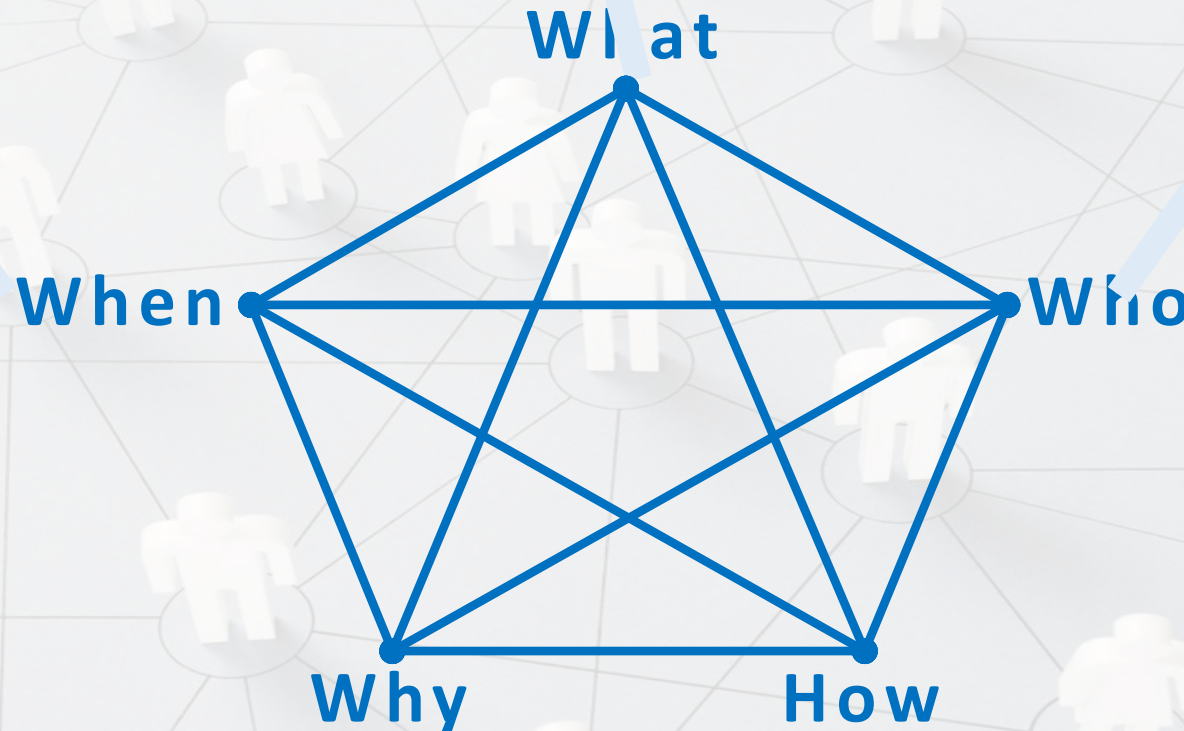
## Timely, Accurate, & Appropriate Communication

Communicate early, often, and in bite size pieces

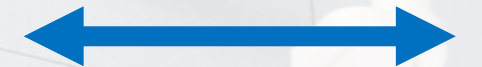


*"If people don't weigh in, they don't buy in"*

- Patrick Lencioni



Replace certainty with curiosity



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# Communication Filter Exercise

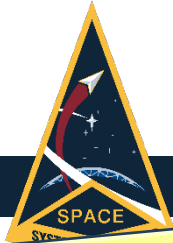
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Engaging stakeholders is crucial for understanding their perspectives, managing their expectations, and gaining their involvement and support in achieving goals

It provides the potential to beneficially fine-tune the transformation

Champions play a crucial role in driving success

Timely, Accurate, & Appropriate Communication

Socialize the change

early – often – bite size pieces

Publicize transformations and reward teams to:

- Demonstrate enterprise interest and commitment
- Spark innovators
- Foster a visible culture of transformation

Regular updates with stakeholders (not just one and done) are critical for vector checking and continued advocacy

Transformational activities are often synergistic and have beneficial intersections that are not immediately obvious

Consider holding an enterprise transformation summit to break silos and promote cross pollination of ideas and innovators

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