**Cultural Implications and Evolution Needed for Continuous SETRs in DMM Environment**

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**Table Topic: Cultural Implications and Evolution Needed For Continuous SETRs in DMM Environment**

**1. What mindset shifts would be required to implement continuous SETRs in a DMM Environment?**

1. **PMs:**

* People like what they are used to.
* We need 3 things for transformation: education on the tools (CAMEO e.g.), direction, & expectations.
* “Reduce the PM’s cortisol”
* They have a fear of doing it “right” and “the old way”
* In order for them to change, they have to know what in it for them.
* Ask them - What decisions are you making and what data do you need
* They need to understand the why before they can be encouraged to try another way.
* The leaders and the worker bees get it, but the PMs in the middle have to ‘get stuff done’ and they want to produce the way they know how - they don’t have time to change.
* “FEAR” themes:
  + Resistance to change, fear of the unknown, fear of change, fear of different results, not invented here (I didn’t come up with that), etc.
* We can convince them not to be afraid because this is a continuous process where the PMs can REDUCE program risk and we can use real time information to make better decisions.
* A lot of people want to have the answers when being asked questions in the reviews - the PMs want to have the answers. If they try something new, they aren’t as prepared and might look like they are operating at a lower level.
  + The leadership needs to be supportive to not be hard on the folks doing something new. Support! And have leadership learn to ask better questions - “show me the trend data” etc.
* Engineers don’t want to be wrong - the insecurity of this mentality adds to this reluctance.
* We need to create a desire for the change - how can we refuel while moving??
* They have to see the tool as useful!!
* Declare the disadvantage to doing it the old way and then prove the importance of the new and current way of doing digital - having the live data.
* They value having the old data. How can we still have that?
* Don’t just tell them ‘they have to use MBSE’ but give them more clear direction.
* Small changes.
* Focus on simple user interfaces - make it easy to use. Some of our leaders are not up to date on the tools and some of the tools are not quite there yet being super easy to use. When starting to use it, they still will want to revert to what they know.
* MORE VALUE OUT OF IT THAN EFFORT TO PUT INTO IT.
* Be more cognizant to the timing of the change. Change coming when you’re doing a new program = more risk. You already have a lot of risk and then add a new way of doing things. If it begins to fail, it’s the first thing to get dropped.
* CRAWL first. Introduce it in a small scale. It takes a while to trust the tools.
* Classic change management - you have to explain WHY. How will it benefit you, the group, the program, etc.

**ii. Leadership:**

* Leadership must understand why the new tools will help, support the change, they have to explain how it will help, having leadership buy in and support is absolutely critical for success.
* Leadership needs to understand the BIG outcomes. How is the program improved, the people, risk reduction, etc.
* The whole reason we are doing DMM is to field capabilities faster - doing cont. SETRs will impact the mission - leaders need to understand this.
* Leaders have to value the change. They need to take stock of their current behavior and why it’s not getting them to the mission objectives.
* Peer accountability!!!
* Find the reason why they may be reluctant to change and address that.
* VALUE!! Understand all around what the value is and get everyone on board.
* Once you set an expectation high, people get excited and you get buy in, but then people back down - it takes a culture change to keep the momentum.
* Groups of dependencies - “allowing anyone to throw the flag”
* Lead by example.
* Push support from their leadership - make it not an option if the updates keep coming continuous. PUSH/PULL.
* Ensure there is a path for a long term strategy. Build it sustainably. This is not a short term change.
* Incentivize the right behaviors from the workforce.
* Leaders need to have updated expectations. They will be getting different answers. The engineers will be changing how they prepare as well. Leaders should ask questions differently.
* TRAINING.
* Change is a way to show that we are being proactive - if that is something they value then they will want to adopt the change.
* Ensure stakeholders are on board too.
* Leaders should remove blockers.
* Leaders need a different perspective. It is a culture shift and not an engineering tool.

**iii. Contracting**

* A change in deliverable requirements - this is just a different way to check the box.
* PK must adopt and embrace AGILE concepts.
* PK must adapt their culture to do new ways of contracting.
* PK leaders need to understand and adopt.
* SECOND THAT - explain it to them in their terms.
* Include what’s in it for them.
* Continuous SETRs will reduce “too late” events and reduce contracts efforts.
* The pace is different. Smaller companies may have some trouble vs, larger companies.
* PK should use real-time data and not force contractors to produce CDRLs that are not required by law.
* PK needs to be willing to accept the risk. And support from their leadership to do this.
* Rewarding the good behaviors within PK to promote a culture shift from within.
* Create an incentive and motivation.

**iv. FM**:

* Adopt more AGILE concepts, be more flexible,
* Show them the numbers from the models and compare.
* The value is in the why - what’s in it for them?
* How can they trust/ learn to trust the ASOT.
* Support from leadership!!
  + Overall theme.
* Change management, value proposition, risk.

**2. What skillsets would be required?**

**i. Education**

* Needs to be a mastery of their craft in order to change things - know the law. CORE training.
* Empowerment. Leadership can empower the new people to challenge the status quo. Create an open environment to allow everyone to be engaged.
* Feedback loops! Be able to change and improve and ensure a way to have everyone provide input and grow it together. Own it and build it sustainably.
* Transparency and visibility.
* And integrate feedback from end users.
* How do you think like a systems engineer?

**ii. Training**

* Role based training - what is in it for them and specific to their needs
* Help them understand how personal change actually happens
* DMM
* People are more effective if they learn character skills over cognitive skills (be proactive over a technical skill)
* It’s not the tools, it’s a way of thinking/working/etc. framework.
* Openness and trusting environment. Relational vs transitional. Behaviors.
* Collaborative efforts. In an AGILE team, you learn this.
* AGILE training. (Seconded!!) Thirded!!
* Change management / culture change.
* Risk identification - and mitigation
* Cross-functional training - can create an open and safe space and perspective to harmonize! Bring in more innovative ideas.
* How to brief from a model. And how to read a model to get how the data is important to them.
* Build trust in the data and model - examples to prove this out.
* Tell stories of success in DMM to encourage people.
* When you learn it, you should have to teach it.
* This isn’t going away. Keep up or get left behind.

**3. How do we break down the "grading our homework" mentality when it comes to reviewing deliverables for SETRs?**

* Create a culture for a working relationship built on trust, create and maintain important professional boundaries. Establish expectations. Shared responsibility and shared ownership. Open communication. It’s a collaboration.
* Behavioral shift and cultural shift that things don’t have to be perfect.
* Relational vs transactional.
* We are all working towards a common goal, we are a team. SECOND
* Shared data, raises the technical evidence of the govt performers. The strength that the govt engineer brings is a wealth of experience outside that one company. Create good synergy. Seeing the data real time, decreases feedback loops time, decreases risk? Hugely successful.
* Fail faster - reward discomfort.
* Not you vs us but it is OUR DATA.
* Incentivize people to create this change, cannot be downgraded.
* Measure twice, cut once. Include another perspective.
* Have an integrated digital environment - get rid of CDRLs. Create that level of trust.