Group 1-6: What was the most important thing you learned today and why?

Group 1:
- Development is complex and hard, realistic expectations
- Don’t forget operations in the formulation and design
- Careful block upgrades can get a better product and help with budget/schedule
- Evolve and reuse
- The political factor has been, is and always will be big, understand and strategically plan for it
- Wide participation tells the story

Group 2:
- Political System Engineering
  - Stakeholder management
  - Expectation management
  - Success criteria definition
  - Balancing science, engineering, politics
- Similarities of problems within agencies and industries
- Decision making documentation
- Importance of project team and its development

Group 3:
- Humanize NASA, show impact on everyday life
- Challenge requirements

Group 4:
- Importance of political systems engineering / strategy
- Capture and record rationale for design and decision and lessons learned (context)

Group 5:
- NASA historically underestimates importance of political engineering
- NASA needs to focus on core skill retention
- “Ham and Eggs” how do we build the team dynamic to be successful spread across multiple centers?
- Freeze design configuration with respect to the political environment
- Document the “why” of decisions

Group 6:
- Keeping a program sold is hard. Need more than a good tech story, need political SE.
  - We’re not very good at it
- Understanding and managing program influence / interfaces (links) is vital (e.g., political, logistics, technical, etc.)
- “Exaggerating WRT program selling is not a sin” vs. “choose politically realistic objectives” are in conflict, but need to be balanced.
  - Might sell your program under the first, but may poison the well
  - Does our can-do attitude hurt / help us?
**Group 7-11: How will you use what you learned?**

**Group 7:**
- Rollup to PMP / SEMP
- Independent reviews
- TWYF – FWYT
- Political SE
- Pushback on requirements
- Plan for flexible future
- Requirements creep / scope
- Education / outreach
- Flight ops during DDT&E

**Group 8:**
- Reduce the overhead of management gone viral (success stories heard today based on less management overhead) would help today’s projects
- Must allow for political consideration in a technical environment
- In the absence of info, people paint worst scenario
- Maintain ongoing communication cycle
- Incorporate stakeholders in review process
- Tell project managers to be neutral in assessment
- Under promise – over deliver

**Group 9:**
- Documenting the “why’s” and “why not’s” of decisions
- For future reference
- To make smarter change decisions
- Managing political systems engineering

**Group 10:**
- Talk to management about hoops and red tape
- Freedom to innovate
- Keeping interfaces simple event human, not technical
- Maintain continuity, keep teams together
- Making lessons learned a part of the job, not an afterthought
- Outreach: taking stories of today, little nuggets and spreading via tours, speeches, Facebook, Twitter, blogs
- Send Howard Ross’ presentation to T.E.D

**Group 11:**
- Never stop selling!
  - Make sure you have a compelling story
  - Good listening
  - Focus on what you “must do” not what you “can do”
  - Stakeholder buy in
- Develop story driven experiences
  - Its people, adventure
  - Not hardware