



## Masters Forum #19 - Passing the Torch 2 Group Activity

### **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 under estimates importance of political engineering
- NASA needs to focus of 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?



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### **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 even 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