

# ***TRANSVERSING CULTURAL ROADBLOCKS***

## ***UNITED SPACE ALLIANCE***



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*United Space Alliance*

# ***Outline***

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- ▶ **Who is USA**
- ▶ **USA Today and Tomorrow**
- ▶ **Future Vision – Post Space Shuttle**
- ▶ **Preparing for the Future**
- ▶ **Organizational Changes - PMO and Enterprise EVMS**
- ▶ **Culture and its Impacts on Implementing Changes**
- ▶ **What are We Doing to Overcome Cultural Barriers?**

# ***Who is USA?***

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- ▶ United Space Alliance (USA) became the prime contractor for the Space Shuttle Program in 1996
- ▶ From training and processing through launch and landing, USA is currently responsible for the day-to-day operation and management of the United States Space Shuttle fleet



# ***United Space Alliance***

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- ▶ Since 1996, USA has:
  - Conducted 38 successful Space Shuttle missions
  - Supported 14 International Space Station increments
  - Trained all NASA astronauts
- ▶ 10,500 employees and 3 prime geographical locations
  - Texas : Johnson Space Center
  - Florida: Kennedy Space Center
  - Alabama: Marshall Space Flight Center



# USA Today and Tomorrow

## Space Shuttle Program



- ▶ NASA prime contractor for end-to-end Space Shuttle operations

## International Space Station Program



- ▶ Round-the-clock International Space Station on-orbit operations

## Constellation Program



- ▶ Major subcontractor on Orion (CEV) and Ares I Stage 1 (CLV) contracts

## Post Shuttle



Current

Future

# ***Future Vision for Space Exploration***

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- ▶ **Termination of Shuttle Program - 2010**
- ▶ **Plan is to complete the International Space Station and then to expand permanent human presence in the solar system to the Moon (2020), Mars (2035) and beyond**

# Community Reaction to Shuttle Program Termination

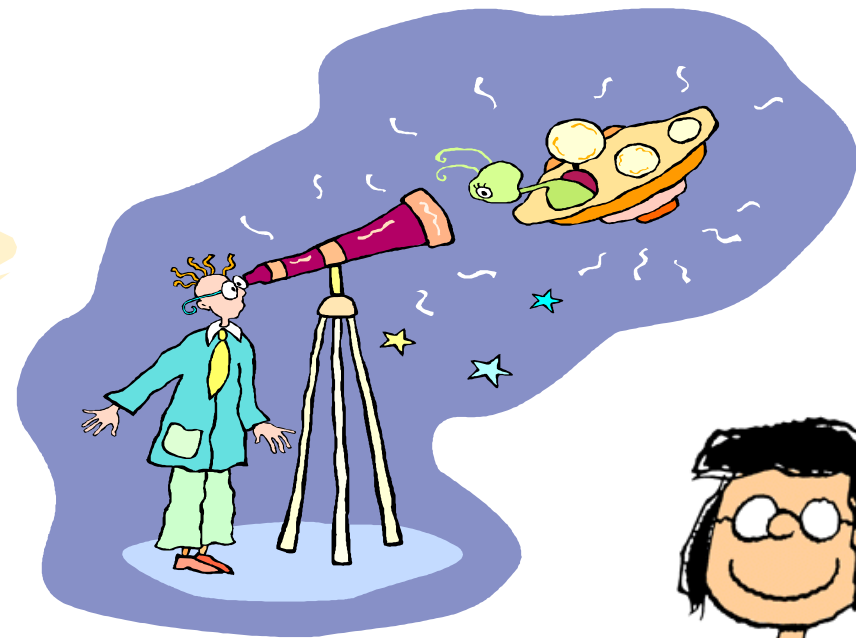
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**Ostrich Affect**



**Startled, but Curious**



**Snoopy Affect**



**Trusting**



## ***What Is USA Doing To Prepare***

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- ▶ **USA has begun an aggressive transformational change initiative designed to ensure the long-term viability of the company beyond the Shuttle Program.**
- ▶ **In comparison to the current primarily “one contract” environment, future work is anticipated to be multiple contracts from multiple customers.**

# ***Shifting Perspectives...***

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- ▶ **For the company of 10,000 employees, this change initiative will result in a multi-year phased implementation plan of specific changes to systems, tools, skills, processes, procedures and culture.**
- ▶ **First of many organizational changes was the creation of a PMO**
- ▶ **Implementation of a EVM System was one of the first major enterprise wide projects**

***“If you want to make enemies, try to change something”***

***- Woodrow Wilson***

# ***The Barriers***

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- ▶ **Internal politics and “culture” are by far the biggest barriers to adopting organization changes and new systems.**
- ▶ **There is a strong resistance to change in most organizations and markets.**
- ▶ **Resistance, many times, stems from the fear of the unknown.**
- ▶ **It is simply human nature, that people will blame the tools and processes to hide their own lack of knowledge and understanding.**

# ***Understanding The Need For Patience***

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- ▶ **Organizational changes can take many months to plan and implement, and cultural changes can take years to take effect.**
- ▶ **Without carefully managing the cultural change required to make PMO a success, the organization can't build its PM capabilities, nor execute those critical projects that move it toward its vision or future state.**

# ***Cultural Focus***

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- ▶ **Louis V. Gerstner, Jr took over a failing IBM in 1993.**
- ▶ **In his book *Who Says Elephants Can't Dance?* (2002), he addresses the changes in strategy, structure and process that were necessary to drive people to create a new IBM.**
- ▶ **He was convinced that above all the other changes he was putting in place, the deeply rooted culture of IBM had to change to survive.**

**“I came to see, in my time at IBM, that culture isn't just one aspect of the game – it is the game” - Louis V. Gerstner**

# ***Cultural Approaches***

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- ▶ **Culture is embodied in the phrase: “This is the way we do things around here.”**
- ▶ **A pragmatic approach – “*The way in which a group of people solves problems and resolves dilemmas*” - Fons Trompenaars**
- ▶ **A philosophical approach - “*Culture is a deeply rooted value or shared norm, moral or aesthetic principles that guide action ad serve as standards to evaluate one’s behaviors*” - Geert Hofstede**
- ▶ **Culture is not concrete, it is surely a potent force that either fosters and supports or impedes and frustrates.**

# ***PMO and EVMS – Overcoming The Roadblocks***

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## **▶ Communication – Top Down**

**"People see only what they are prepared to see" – Ralph Waldo Emerson**

# ***PMO and EVMS – Overcoming Roadblocks***

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## **▶ Policies – Enterprise Wide**

# ***PMO and EVMS – Overcoming Roadblocks***

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## **▶ Training**

- Developed PM Curriculum**
- On-Going Training Plan**

# ***PMO and EVMS – Overcoming Roadblocks***

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## **▶ In-House Consulting**

# Conclusion

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“All progress is precarious, and the solution of one problem brings us face to face with another problem.”  
Martin Luther King, Jr

- ▶ Understand the culture
- ▶ Create game plans to address issues
- ▶ Patience
- ▶ Continue to evaluate and mitigate
- ▶ KEEP THINGS FUN!

# References

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