Geospatial Change Leadership

The Value and Challenge of Collaboration

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Landsat 8 (1-8)

- $1B (L8 dev with 5 years of ops)
- 6 years in dev (13 years since L7)
- 40,000+ user community
- Old Biz Model: Sales + Approps
- Biz Model: Appropriations
Landsat Program: 2005

Biggest Barriers

(Aside from a broken L7 and extremely aged L5 and an L8 seven years from launch):

• Too expensive
• Too complicated
• Too massive
Questions

• Natural resource management
• Illicit plant activities
• Climate change
• Post-Disaster evaluation/recovery
• Water consumption by plants
• Historic perspective
• Globally consistent repeat
DATA USERS

- Natural Resource Management: State/Federal Gov’t
- Illicit plant activities: Federal Gov’t
- Climate Change: EO Scientists
- Post-Disaster Evaluation/Recovery: State/Federal Gov’t
- Water consumption by plants: EO Scientists/State/Fed Gov’t
- Historic perspective: EO Scientists/Military
- Globally consistent repeat: EO Scientists/State/Fed Gov’t
Who Uses the Data?

- State Gov’t
- Federal Gov’t
- EO Scientists (includes SMEs)
- Military
Who Do We Want To Use The Data?
Your Geospatial Data

• Same challenge
• Data formats/complexity limit use
• Need: Information
• We hoard this stuff like candy on Halloween – as if we were a kid who didn’t get candy the rest of the year.
Give Them What They want

It’s like saying – you want the Reese’s Peanut Butter Cup?
Who Wants Information

- Corporations with global reach
- Scientists: biologists/hydrologists/ecologists
- Decision-makers
- Nonprofits (e.g., Conservation)
- Teachers
- Outdoorsy people (Hunters/Hikers/Fishers/Campers/Ultra-runners)
- Medical professionals
- Retailers
- Average Jane & Joe
- Other companies
Solution:
Chaos-Order
Collaboration
Chaos

Start-ups (Chaos-tolerant):

• Higher tolerance for risk
  • Tech
  • Financially
  • Quality

• Up-starts are so damn exciting!
Established & Legacy

Order-tolerant:

• Lower tolerance for risk
  • Tech
  • Financially
  • Quality

• Track record – and reluctant to jeopardize it.
Stabilizer KCTM

ENERGY vs TIME

LOST OPPORTUNITY
LOST REVENUE
LOST GOOD PEOPLE
LOST MINDS

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Bridging Chaos & Order

• We need each other.
• Rarely can companies truly have both.
• Engineers self-select
  • Engineers who love whiteboarding work for a chaos start-up.
  • Engineers who want everything de-risked work for an orderly legacy firm
• Leadership that tries to change these paradigms face resistance within their own teams.
Collaboration: Why it’s hard

• The clash of cultures is epic.
  • One team is based on ideas and figuring it out as they go.
  • One team is based on process and structure.

• They frustrate each other to the extreme.
  • As high performers, they distain either the:
    • “Half-baked” “white-boarding” “no accountability”
    • “Bureaucratic” “old school” “roadblocking”
Stabilizer KCTM

ENERGY

TIME

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Secrets To Having It Both Ways

1. The Will
2. The Strategy
3. The Leadership Team
Secret #1: The Will

• For Chaos-Tolerant: it will feel slow
• For Order-Tolerant: it will feel chaotic
• It will be anxiety-inducing – for both teams
• You have the bandwidth
  • Time
  • Funding
Secret #2: The Strategy

• Now that you *KNOW*
• Internal or External?
• Timeline?
• Client demand, or leading the field?
• Revenue?
Secret #3: The Leadership Team

- Leading both chaos/order aspects of the transition is challenging
  - Trying and failing is necessary, but must be managed
  - Processes must be followed, but with less rigor
- Vision must be rock solid & everyone must be on board.
Acquisition Strategy
Internal Teams
Geospatial Change Leadership

• Bridging Chaos-Order is possible.
• We already knew it was hard - now you have a map!
• Individuals who do the work will react similarly.
• Remember the Secrets:
  • The Will (Be prepared to lean into the awkward.)
  • The Strategy (How will it work best for your organization?)
  • The Leadership Team (Vision is critical.)
Thank you for your critically important work.

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