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Managing Futures: Working towards the Future You Need

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May 19, 2023

Managing Futures: Working towards the Future You Need

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Managing Futures: Working Towards the Future You Need

NOTSL Spring 2023 Meeting, May 18, 2023

Jennifer M. Eustis

University of Massachusetts Amherst

The Galactic Empire

Goal was to run the galaxy. The Empire was driven by fear, repression, and control. The Death Stars being a prime example. It waged an all out war against the Rebel Alliance. Its military rule and aggressive expansion came to an end with the Battle of Endor.





Rebel Alliance

Goal was to restore the republic. The Alliance was driven by a Declaration of Rebellion. It waged a war of attrition against the Empire, finally prevailing after the Battle of Endor where it forced the Empire to surrender and sign the Galactic Concordance.

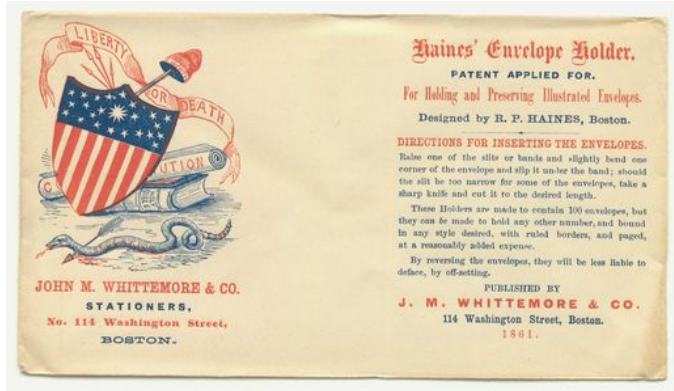
Expectations from Those Outside the Governing Bodies

A person living under The Galactic Empire's rule expects to be:

- controlled
- ruled by fear by the military
- limited in regards their freedoms and rights
- potentially hunted by and living on the run from the Empire

Past actions were fairly predictable. People had good reasons to expect these actions.

Expectations From Within the the Governing Bodies



Fail and Die

A rebel or representative of the Empire expects to:

- instill fear in others
- operate in the shadows
- gain more power or freedom
- die if the mission fails



Expectations

Information Gathering

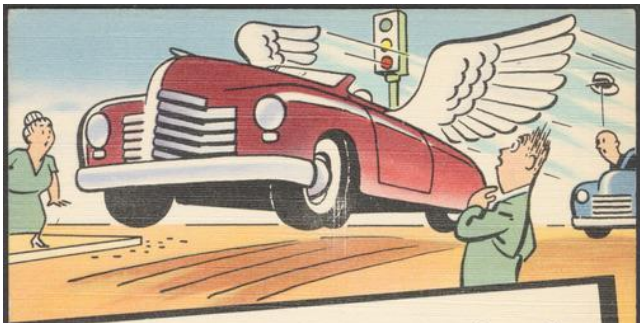
Communication

Workflows & Policies

Ethics, Values, & Culture



Expectations



*Yes, you can expect
the **Impossible!***

A few minutes after AMPCO is installed on your motor the improvement in power, performance and quiet operation is unbelievable! The AMPCO unit supplies a constant, metered spray of vapor lubricant into the upper cylinder area—where crankcase oil can't reach.

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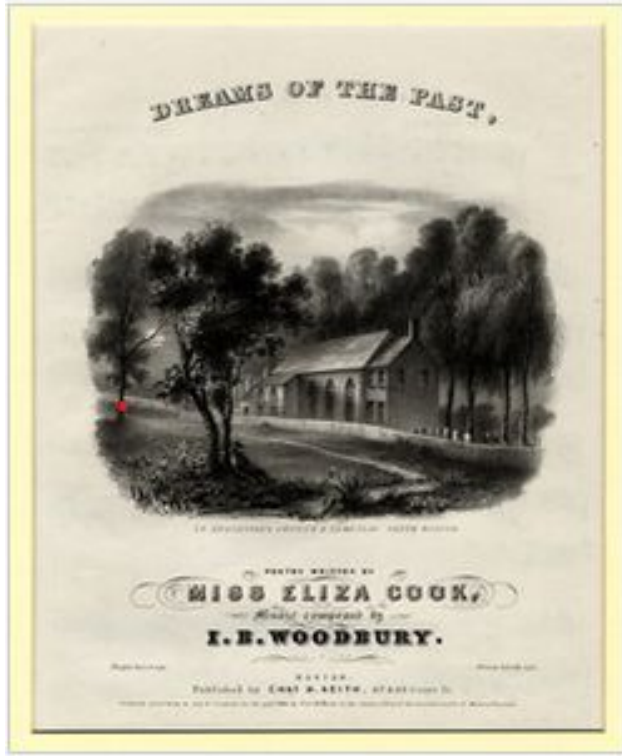
INSURES POWERFUL PERFORMANCE!

Expectations are beliefs or feelings that something will occur sometime in the future.

**Expectations are are
quantitative & qualitative.**

**Expectations have
intensity and can have
direction.**





Expectations are informed by past experiences and biases.

More importantly, you want expectations to mirror what happens. You want good reasons for those expectations to be fulfilled.



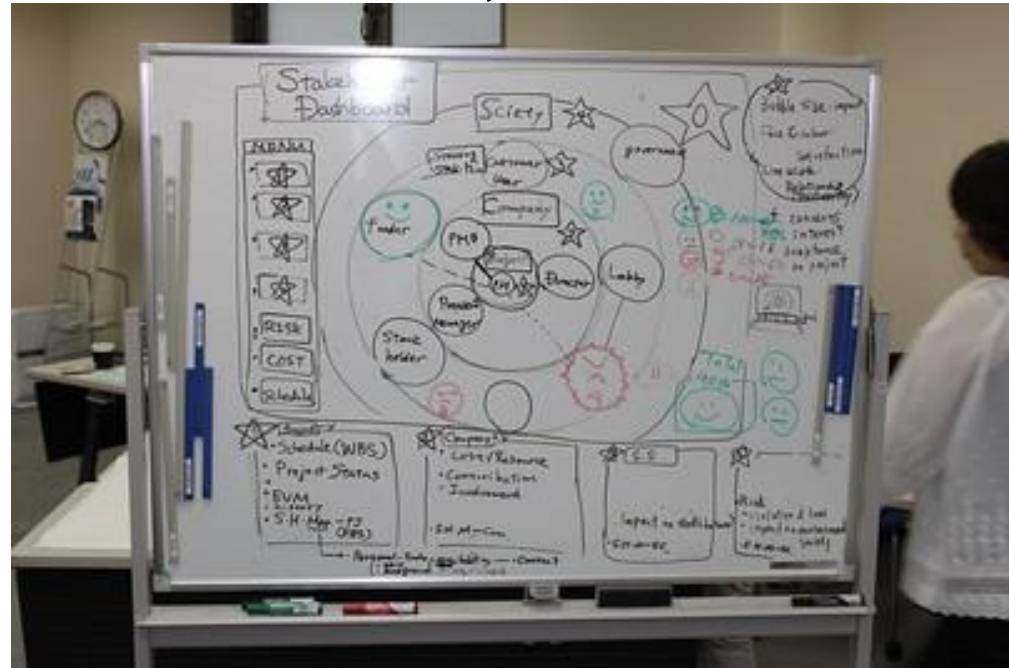
Information Gathering

Searching the Past to Uncover Your Narratives

Different Stakeholders and Functional Project Teams

Identify Your Stakeholders where each functional team has a mix of:

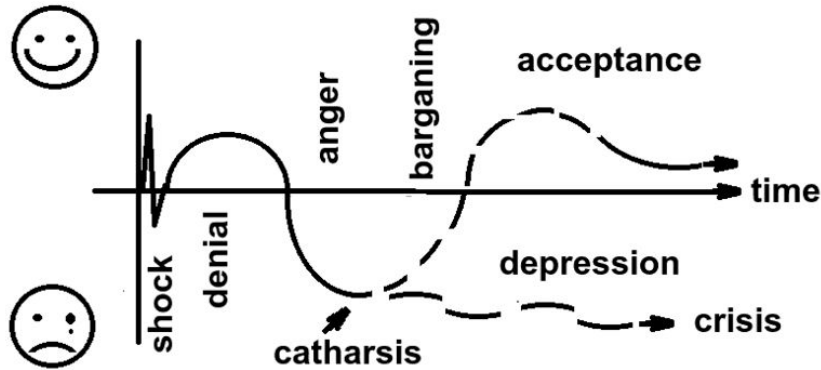
- Decision Makers
- Financers
- Influencers
- Critical thinkers



Don't forget your community of users and colleagues in your organization that will be affected by the migration project

For each stakeholder group, identify a set of expectations

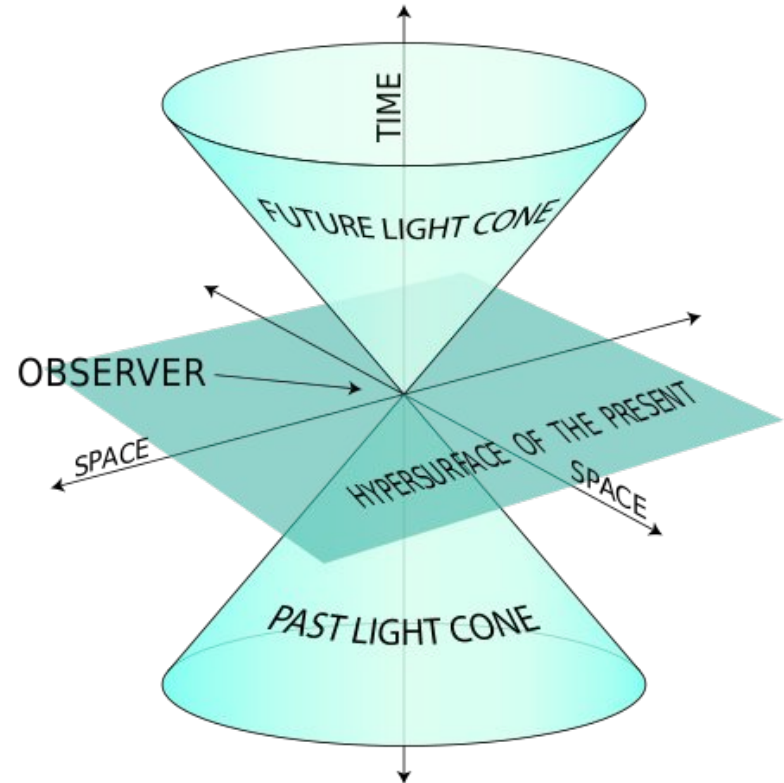
Through the narratives told, tease out the following about expectations:



- Intensity
- Number of times aspects of a narrative is told
- How it is being told (1st or 3rd person), using present or past tense?
- Is there 1 overarching expectation about the project?

Consider the Dimensionality of Those Expectations

Expectations are influenced by the past and present. Seeing expectations through a multidimensional lens helps understand the complexity of feelings and beliefs.



The subtlety of Expectations: Goal Oriented

Having dimension added allows to conceptualize direction and intentionality in relation to expectations.

With the overarching expectations, develop a core set of expectations that affect both people and processes with a specific goal in mind, ie. provide good reasons so that expectations can be fulfilled.

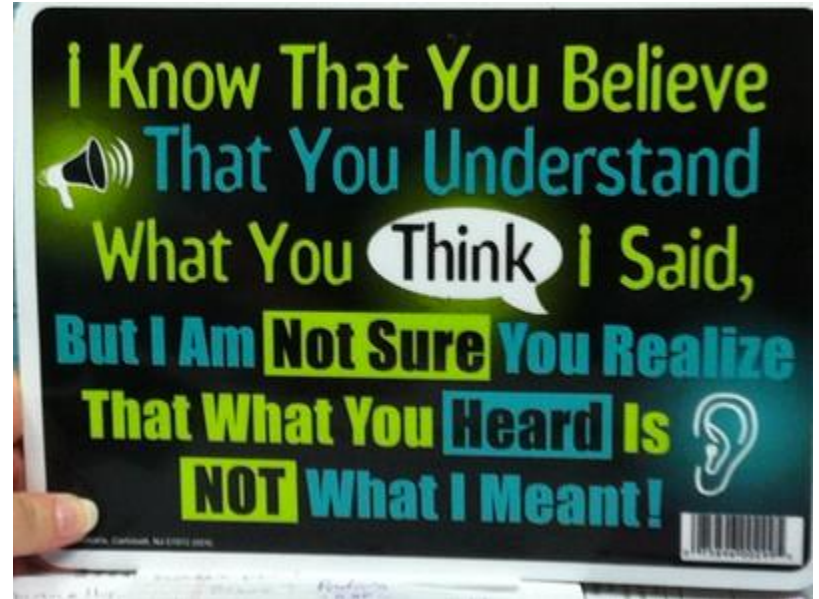


Providing Direction

The Art of Communicating

Communication

Communication might be one of the hardest things to continually get right all the time.



Balancing Communication & Input

- Surveys
- Individual One on One
- Emails
- Email lists
- Blogs
- Focus Groups



Refining Your Plans Through Communication

People know where to begin and where you're headed.

Communication occurs at the same time as information gathering. As you gather more information, your communication becomes more nuanced and better directed. It also provides a starting point from which to work.



Transforming communications

Communicating Expectations Using Good Reasons

People want to know why, how, and when.

It's more than just developing a plan that outlines the migration steps. Intentions has to clarify the shared expectations for the project. What are the good reasons? The expectations you communicate should mirror your project plan, communication plan, your goal, and your principles.



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Freight Trains | Engineers, conductors, service, conductors, train operators, baggage, baggage claim, baggage check-in
Trucking | Truck drivers, truck operators
Barge Lines | Deck hands, harbor men

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A High Level View of a Migration

“Strategies for Success”: Phases of an ILS Migration.

Here’s an example of a typical plan outline. The focus in on the process and steps that need to be taken before the launch.

This is a great plan.

What is implied? Let’s Break this Down with the steps of selecting a platform and the pre-migration planning.



The phases of ILS migration

Platform Selection: Identify Expectations To Craft Into Your Project and Communication Plans

Platform Selection

You are thinking of a new ILS. Begin developing your project and communication plans

01

Gather Information

Why are you considering a new ILS? What are the expectations during this phase?

02

Be Honest

Communicate the information you have not the one you think you need or want.

03

Communicate

Clarify why a new ILS is being considering. Provide updates on information, the process, and what to expect at this stage..

04

Project of Projects: Identify Expectations for Project Teams

Plan for Project Teams

Clarify how the project teams contribute to the plan.

01

Gather Information

Find the narratives for each plan and expectations. Find any conflicting expectations. Continue to evaluate and adapt.

02

Re-affirm Direction & Intention

Who's in charge? Who's making decisions? How does communication travel between the overall project manager and the project teams

03

Communicate

To various stakeholders. Tailor communications to the different groups

04

Pre-Migration Planning: Setting Up Procedural Expectations

Project Plan

Detail milestones and policies.

01

02

Gather Information

Work on learning how to migrate your data. What does functionality look like in the new system?

Provide Direction & Intention

Start communicating the why, how, and when. Communicate any shared expectations in terms of the process.

03

04

Communicate

Throughout the process, remember to communicate both the process and people.

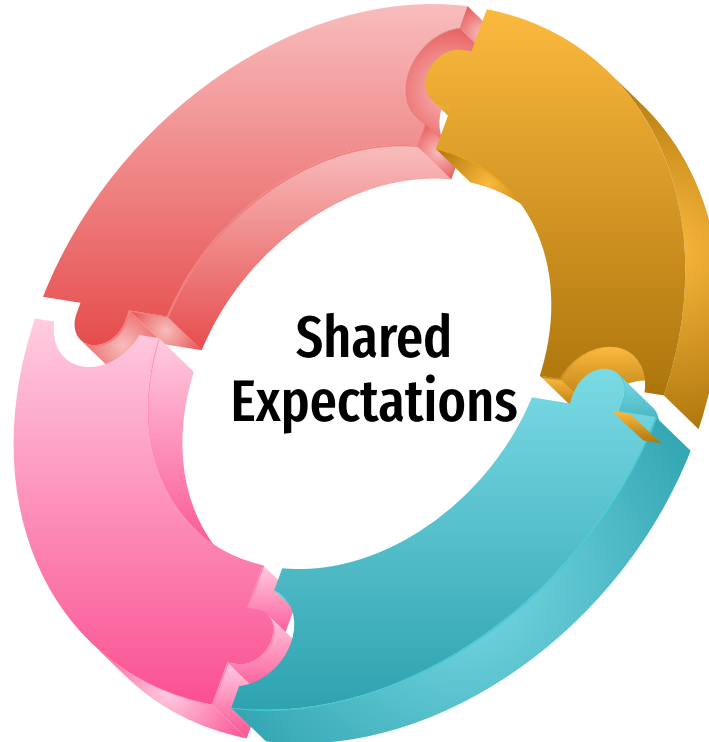
Set Expectations that allow to be Goal Directed

Transparency & Honesty

Be honest about expectations. Ensure people know shared expectations

Simplicity

Tools are great. However, don't let tools run you. Use what allows everyone to stay informed, be clear on expectations, and to be able to follow the plan and know how, why, and when they fit in.



Unity In Direction & Intention

Focus on the shared expectations for the project and project teams. Make sure this information is available.

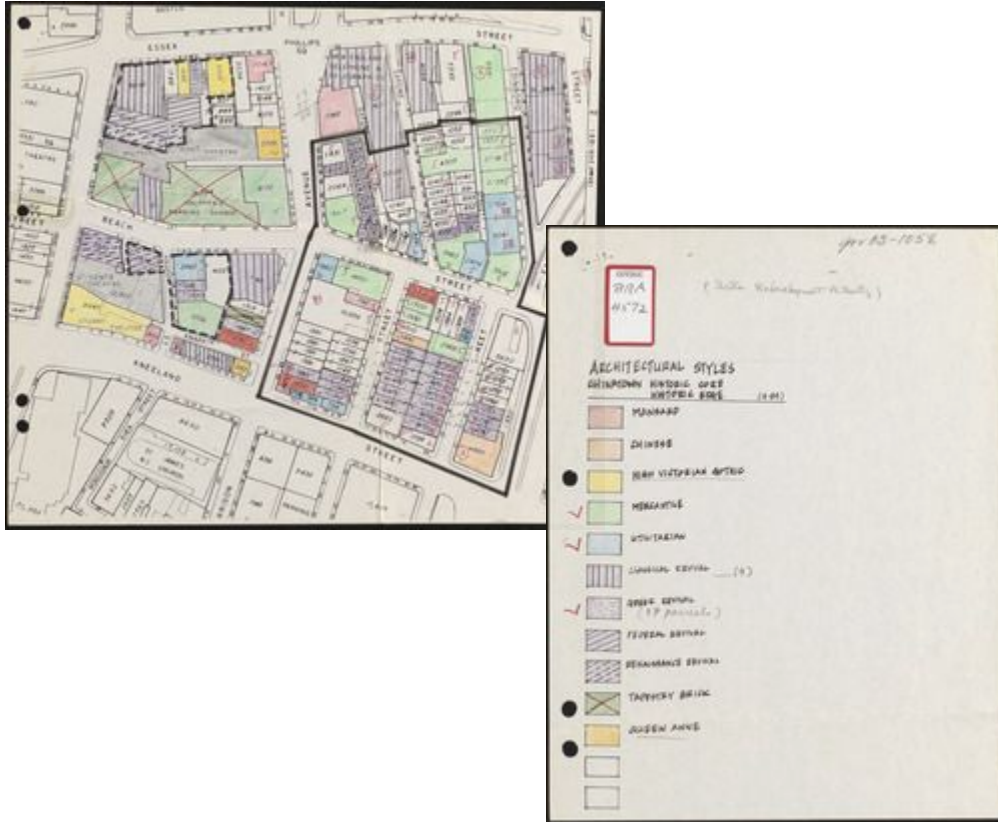
Adaptability

Continue to gather information. Alter course when necessary. Make sure people know to expect this and to expect what happens when changing course.

Processes

Procedural Expectations

The Migration Project



The project manages and coordinates projects teams.

The Project must incorporate:

- Overall scope
- List and scope of project teams
- Timeline (Schedule)
- Milestones
- Risks & Challenges
- Budget
- Sequence of events
- Expectations of the Project and project teams

This plan and those of the smaller functional project teams will provide the procedural expectations.

Project Policies

Policies to beat the Tories!

★ **price controls on basic food and household fuel** ★ restore the 10p tax band and the full value of the state pension linked to earnings ★ **a Trade Union Freedom Bill to repeal anti union laws** ★ **end to privatisation and post office closures** ★ *a wealth tax on the super-rich* ★ *a windfall tax on energy, bank and supermarket monopoly profits*

★ **Bring back the troops**



Communist Party
www.communist-party.org.uk

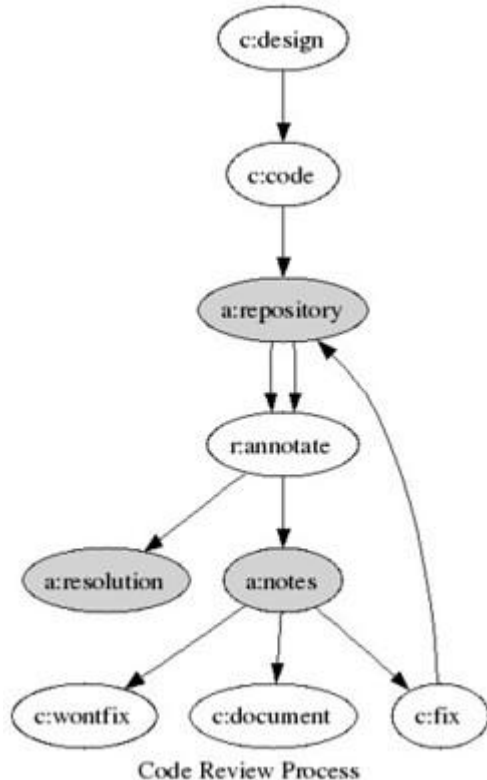


Young Communists
www.ycl.org.uk

Procedural expectations should allow everyone working on the project to know:

- Where to find information
- What step (or milestone) has been reached and what the next steps are
- Who's making decisions
- What to do if roadblocks are encountered
- Your role in the migration
- What will happen at each step or milestone
- What are the functional areas being considered

Project and Project Team Tasks



Based on your policies, figure out workflows on how to fulfill your project and project teams' expectations.


You are looking at what you need to do for your job, not how you did it in your old system - Function, not method.

Make sure expectations between what people need meets what they want from the new system.

People

Project Norms

Creating Shared Expectations



~~THE AUTHOR:~~
Bill Auld

is not only an eminent teacher of Esperanto and the author of the unique "FIRST COURSE in ESPERANTO" and other textbooks, but he is also a distinguished poet and editor in Esperanto. His views on the cultural value of Esperanto are especially significant and convincing.

The Cultural Value of ESPERANTO

It's a well known fact that by learning a second language one can gain access to a second culture. This has always been a fundamental argument used to justify, for example, language teaching in schools. By learning a foreign language, a man may acquire two cultures: one native and one foreign. The extent to which he actually acquires the foreign culture will, of course, depend on many factors, including, for example, how well he manages to get to know the language concerned, and how much time, if any, he spends among people whose native language it is.

It is sometimes thought that Esperanto lacks this dimension. To some people, the fact that Esperanto seems to lack a national or geographically localized base suggests that it fails for any kind of indigenous culture does not exist among Esperanto speakers. Such a supposition is too false by half. If it were true, then communication by means of Esperanto would inevitably break down at all levels beyond the crucial and simplest expression achieved by polite English or by using the few words of schoolbook French that it is most of us remember from our childhood years. Since this is not what actually happens - as everyone may confirm for himself by attending, for example, an international conference where Esperanto is used - then the truth must be somewhat different.

Esperanto leads to many cultures --including universal

And it is this. In learning Esperanto, a man may have access to at least two cultures, one national and one universal, whose roots and bases are to be found within himself, and he may also gain access to a very large number of other national cultures. I should like to deal with these points separately, and I shall begin with the second of them, as its significance is perhaps easier to grasp.

From input and communication working together, you can create a shared set of expectations in terms of how you want your community of stakeholders to work together.

Five Colleges Shared Principles

Shared resource: The Five College libraries collections make up a single and shared library resource.

Best practices: In an agile manner, standardize, streamline and improve best practices.

Alignment: FOLIO is an opportunity to align multiple systems and create a more unified presentation of Five College library data; enabling more seamless access to collections.

Additional functionality: Once core functionality is established, improvements, and additional functionality can be explored and prioritized.

Communication: Commitment to transparent communication throughout all stages of the project.

Respect one another: When we debate and discuss differing opinions, we will always show respect to individuals. All of us will end up compromising on some aspects of the design or the project work. We recognize that this is hard work and time consuming. Many of us may be pushed outside of our comfort zone; however, we will remain respectful to one another. These guidelines are forward-looking and will guide Five College Library cooperation beyond the FOLIO implementation.



Workflows Centered On People: What are your project ethics?

Shared principles are a good start. It's necessary to create a community of expectations.

Silent agreements should be clearly communicated.

Workflows need to incorporate time for people to do what's asked of them.

How do you want people to collaborate and communicate?



Expectations Clarifying Needs and Reasons



Communicate where expectations can be found. Provide mechanisms for feedback.

Use tools that people understand.

Make sure that people understand, have a voice in, and accept shared expectations.

Goal doesn't change. However, the reasons behind how to reach this goal might. Be clear on those changes and ensure policies include language on how to handle change.

Putting It All Together



Process

Humanize the process. Make sure you have time to complete projects, know what to do, how, and when, and where to find support.

Statement of Principles

Revise or create a statement of shared principles.

Project Norms

Revise or create project norms that clearly outline your organization's ethics and culture

Communication Plan

Revise or create a communication plan which says what tool(s) is used and what type of information can be found where.

Feedback Mechanisms

Continue to gather information along the project.

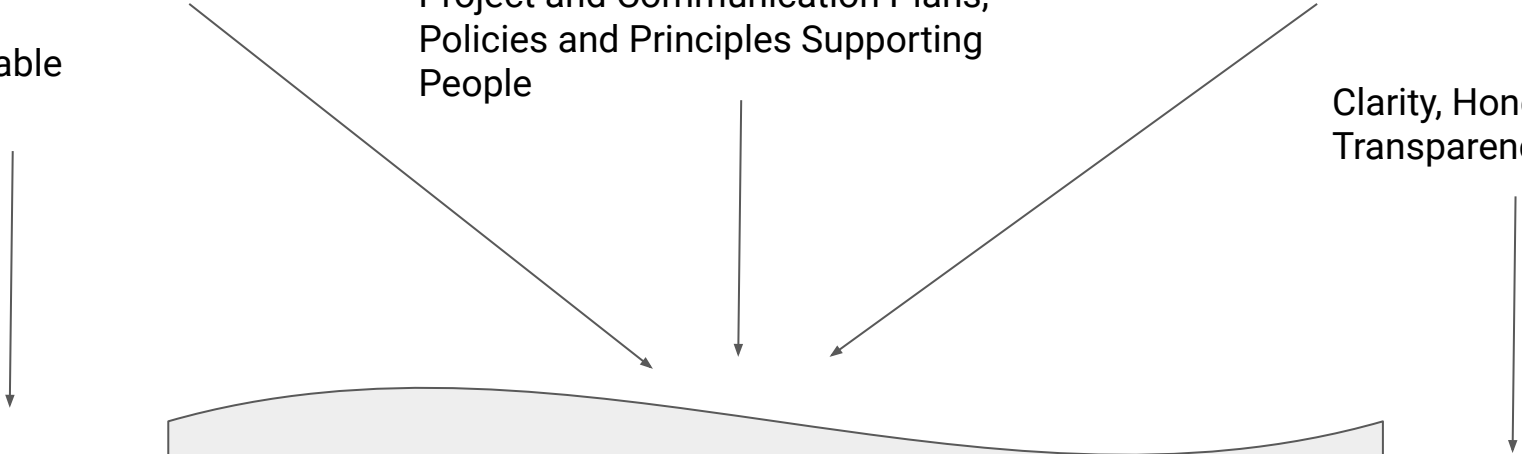
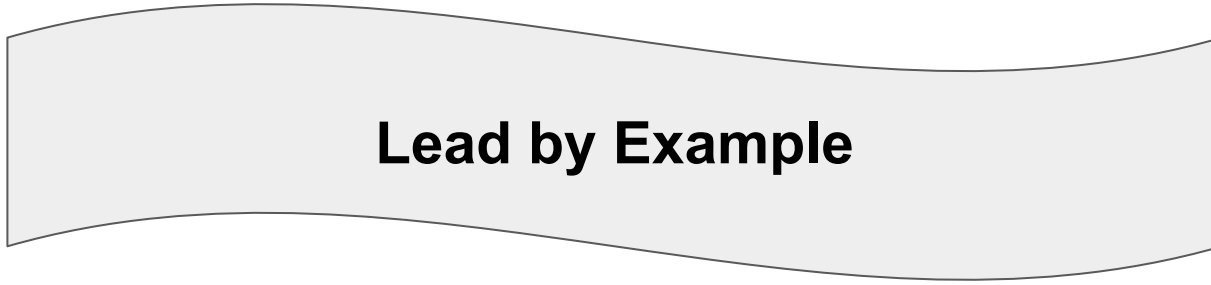
Lead by Example

Project and Communication Plans,
Policies and Principles Supporting
People

Clarity, Honesty, and
Transparency

Predictable
Actions

Expectations Are Fulfilled



Thank You

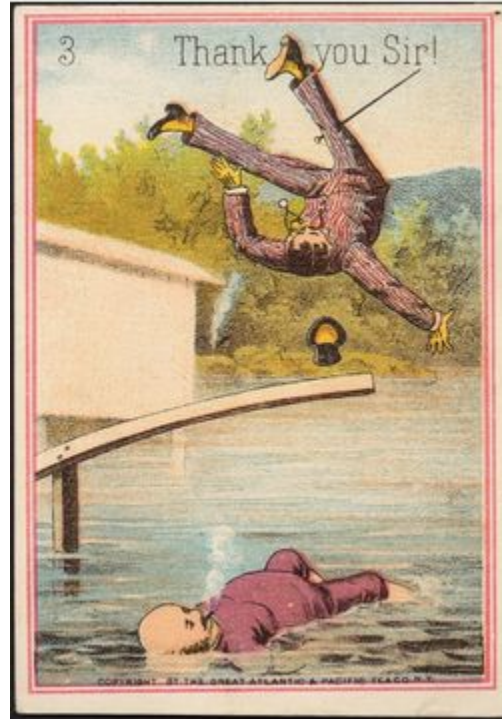


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