

## 7<sup>th</sup> Annual INCOSE Great Lakes Regional Conference

### *Leadership Through Systems Engineering*

*Aerospace | Commercial | Defense | Health Care | Manufacturing | Academia*

#### **Randy Iliff, *Aligning Cultures - The Ironic Art of Successfully Managing Product Development Projects***

**Abstract:** Corporate cultures tend to be either strongly development oriented or strongly production oriented. That culture determines how the totality of the business is viewed, and often becomes the biggest road block to overall success.

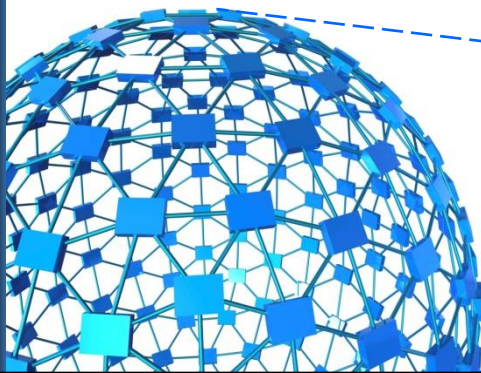
No developmental project can ever hope to succeed in an environment that expects a perfect plan on day one and equates future changes with cost of poor quality. Gaining understanding and support for the "development difference" is critical to success. The "ironic art" comes in when you find yourself negotiating with stakeholders for permission to actually help them.

Our objective is to successfully align cultures, objectives and expectations across the entire organization. That alignment must extend from enterprise level down through project management into development process tailoring and finally appear in daily task execution. Cultural alignment must be true to the nature of the work itself, efficient in conduct, and offer a basis for continuous improvement. Perhaps most important to achieving success is that everything must "feel" logical and comfortable to the stakeholders or you will never be given permission to help them.

Anyone, at any level of the organization, can change things for the better. During this presentation you'll learn powerful techniques that will help you:

- See any endeavor as a mix of fixed and variable task types
- Explain why each has different, and actually opposite, needs for success
- Position development and production as natural allies, not competitors
- Shift the discussion to ROI, not simply cost reduction
- Defend effective methods against well intentioned but ultimately harmful change
- Gain permission for development tasks to reveal their true potential

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**GLRC 2013: *Leadership  
Through Systems Engineering***

