MSDI and Education

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Content

- Current situation
- Education as a component of MSDI
- People and Change
- Organisational Change
- Delivering Change
- IHO Response
- Summary

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MSDI - Some Challenges!

- HO's organisational structures
- Ho's are traditionally conservative
- Resistance to change
- Lack of understanding of MSDI by decision makers in HO's
- How to adapt to the dynamic geospatial world
- Traditional cartography has given way to desktop and web based map and chart production
- Making a compelling argument to invest
- Investing in people to make change happen

… the biggest challenge

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Why is Education Required?

MSDI is about…

- ✓ Using data and information in a more informed manner
- ✓ Delivering “best practise”
- ✓ Good data management
- ✓ Data sharing and exchange
- ✓ Committed people
- ✓ Sharing knowledge and experience
- ✓ Working together towards common goals
- ✓ Long term programmes of work
- ✓ Contributing to regional, national and local requirements

…so we have much still to learn!

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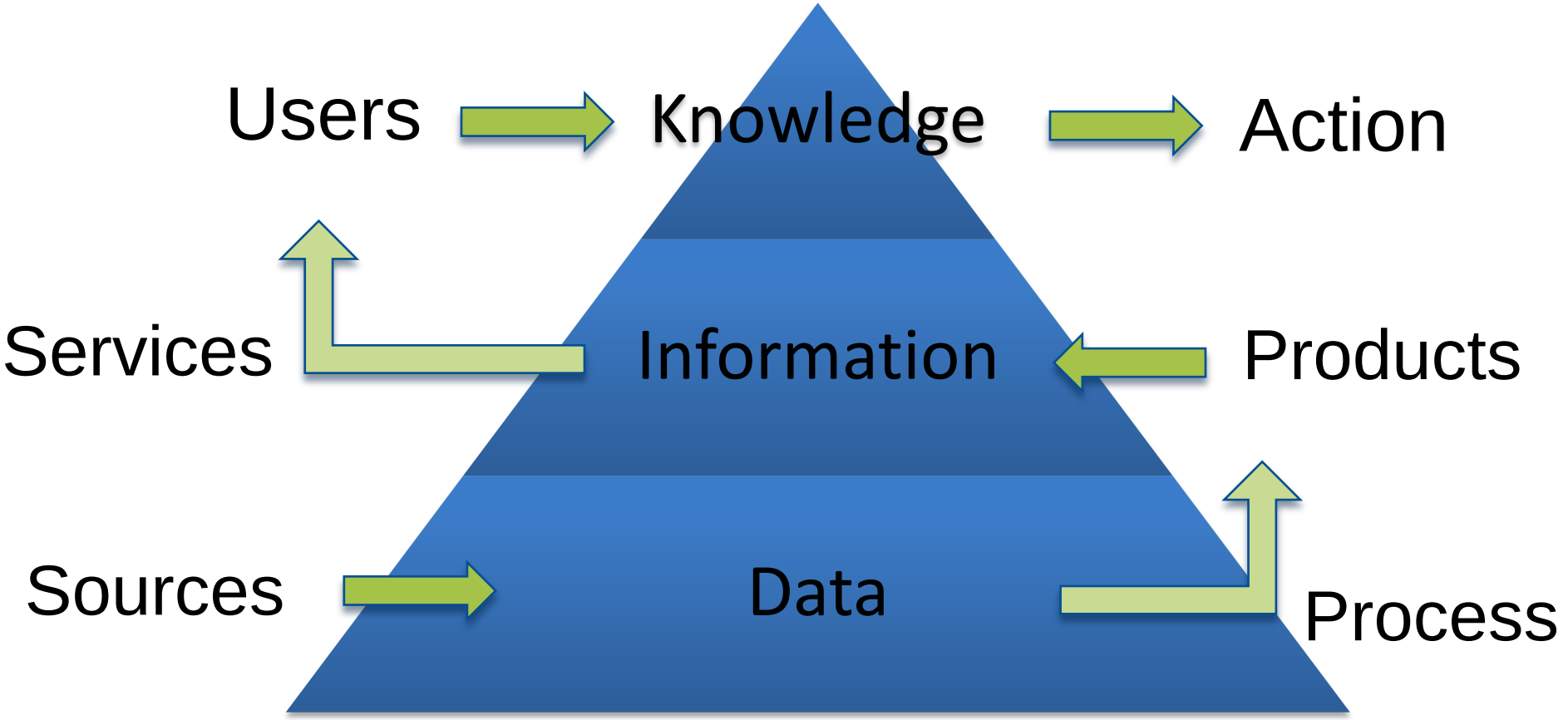
Data - Information - Knowledge



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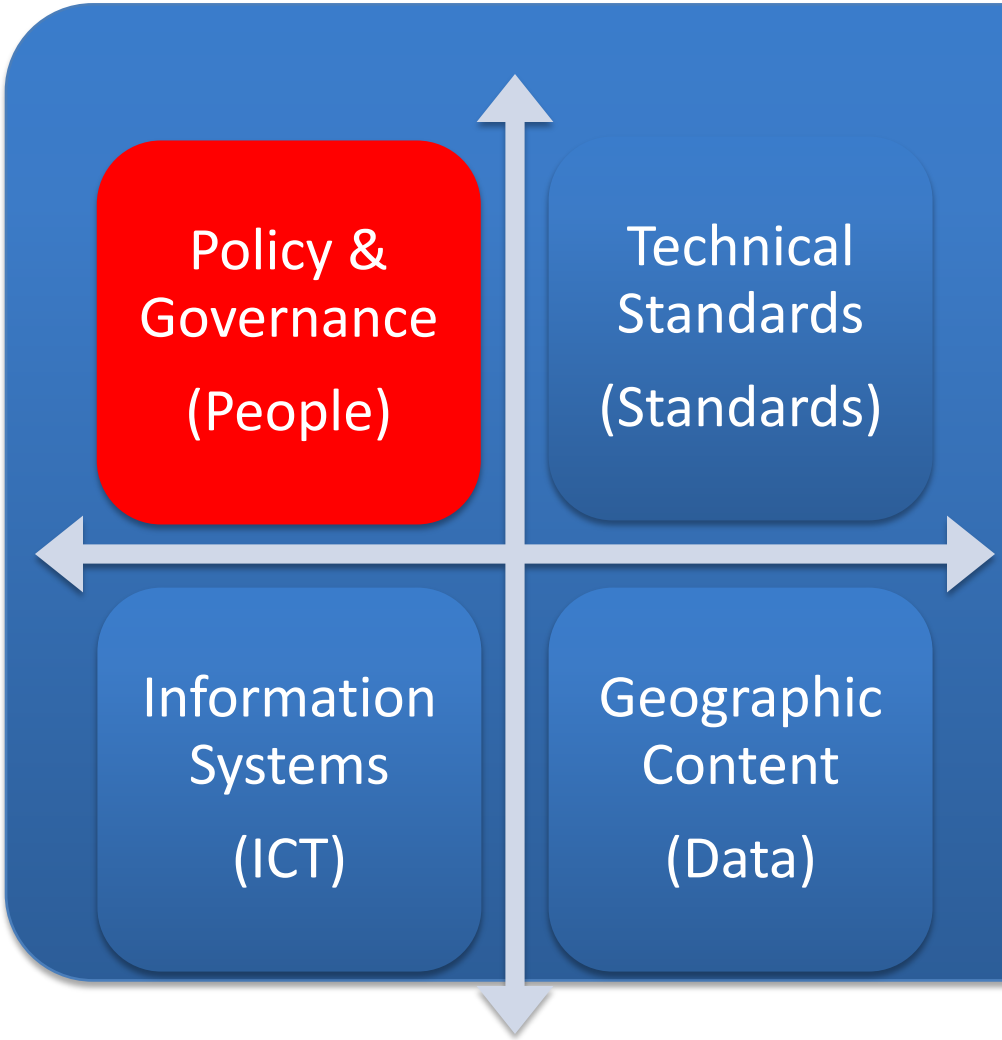
SDI - Components of Change



- Communication
- **Education**
- Management Structure
- Commitment

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People and Change

- People are adaptable…BUT!
- People react to change in different ways
- Aversion to risk is common at an individual and collective level
- The “psychological contract” – people and the organisation
  - Conditions
  - Rewards
  - Holidays
  - Relationships
- Personal standing or prestige
  - Value of the Job
  - Imposition of change

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Human Resistance to Change

People may find it difficult to embrace the changes in thinking and working practises to deliver MSDI because:

- They do not believe the change will work
- They believe the old way is better
- They might fail in doing things differently
- They do not trust the change “agent”
- The old way of doing things works!
- There is little evidence that the “new” way will work
- The pain of change is greater than staying the same

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Types of Human Resistance

- **Active resistance**
  - Being critical and finding fault
  - Manipulation and sabotage of an idea or process
- **Passive resistance**
  - Verbal agreements that fail to deliver
  - With-holding information or resources
  - Gate-keeping: selecting the information you want to hear
  - Lack of knowledge about the changes required
  - Fear of failure
  - Lack of involvement in the process
  - Can’t be bothered!

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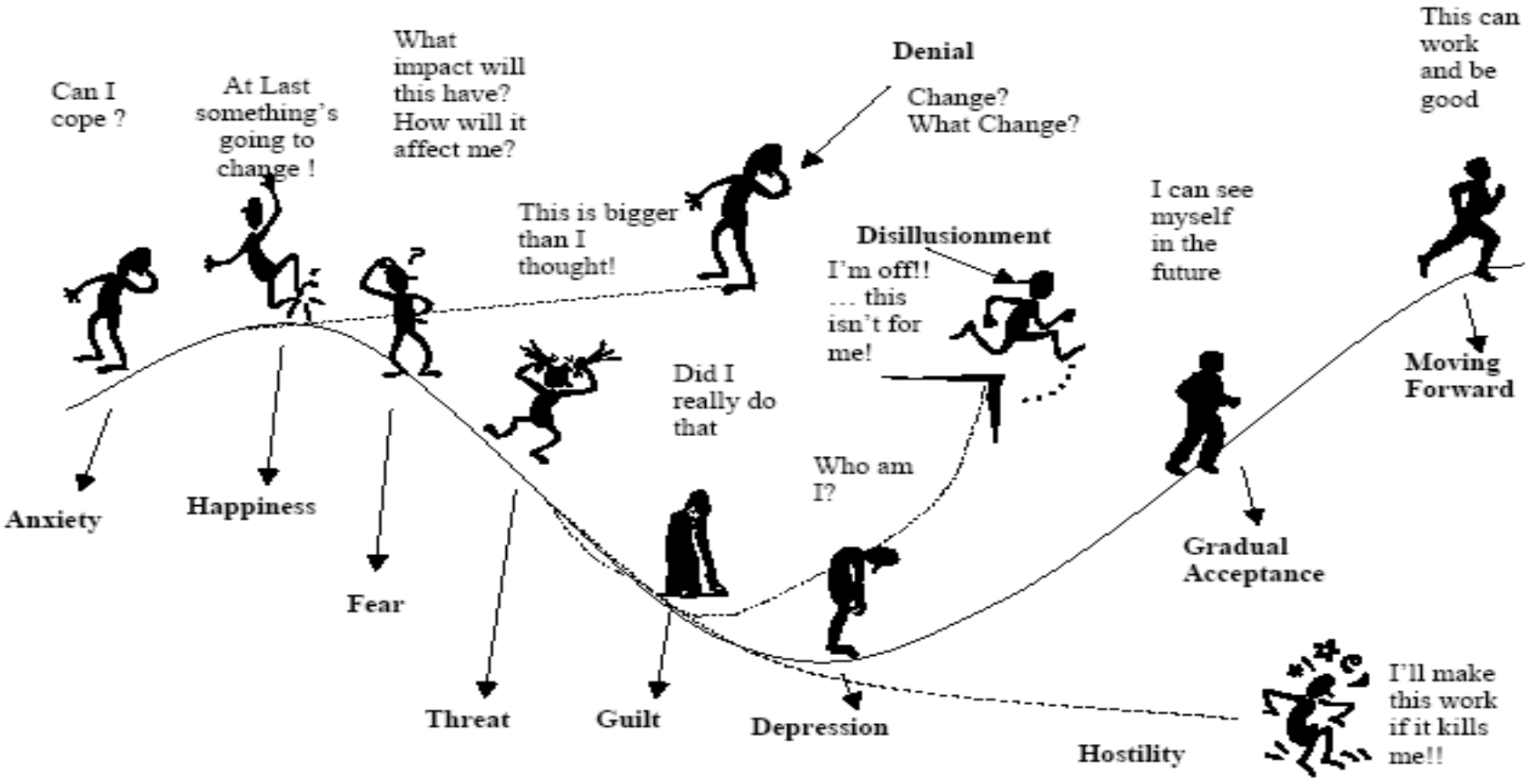
The Process of Transition



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The Human Aspects of SDI

Data Management and the wider issue of developing or participating in MSDI represents both a personal and organisational challenge to HO's. This may be due to:

- The traditional nature of the business of charting
- The focus on product output rather than data issues
- A hierarchical organisational structure

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The Human Aspects of SDI (cont)

- The psychological contract with employees
- A conservative navigational market slow to adapt to the digital age
- Organisational inertia – the case for change has not been made
- Knowledge and skills lacking to develop a good digital infrastructure
- Lack of financial resources to fund change
- The organisation being process driven rather than market/ outcome focussed

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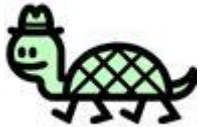
What type of Organisation is your Hydrographic Office?

- Core business unchanged for many years (until now)
- Needs to modernise and overhaul its production processes (spatial and business data management)
- Hierarchical structure (Grade or Rank predominates)
- “Power” comes from position held in organisation
- Risk averse and slow to adapt…
- No real culture or stimulus for Change?

Bureaucratic*...therefore poorly prepared to make MSDI a reality*



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Delivering successful Change (1)

- **Set the Stage**
  - ✓ *Create a sense of urgency* –help others see the need for change
  - ✓ *Pull together a Guiding Team* – with leadership skills, credibility, communications ability, authority, analytical skills and sense of urgency
- **Decide What to Do**
  - ✓ *Develop the Change Vision & Strategy* to make the future a reality

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Delivering successful Change (2)

- **Make it Happen**
  - ✓ *Communicate to get Understanding and Buy-In* – make sure others accept vision and strategic approach
  - ✓ *Empower Others to Act* – remove barriers so that those who want to make the vision a reality can do!
  - ✓ *Produce Short-Term Wins* –create visible, clear successes as soon as possible
  - ✓ *Don't Let Up* – press harder and faster after first success to initiate change after change until vision is reality
- **Make It Stick**
  - ✓ *Create a New Culture* – ensure momentum is maintained by all that replaces old ways of doing things

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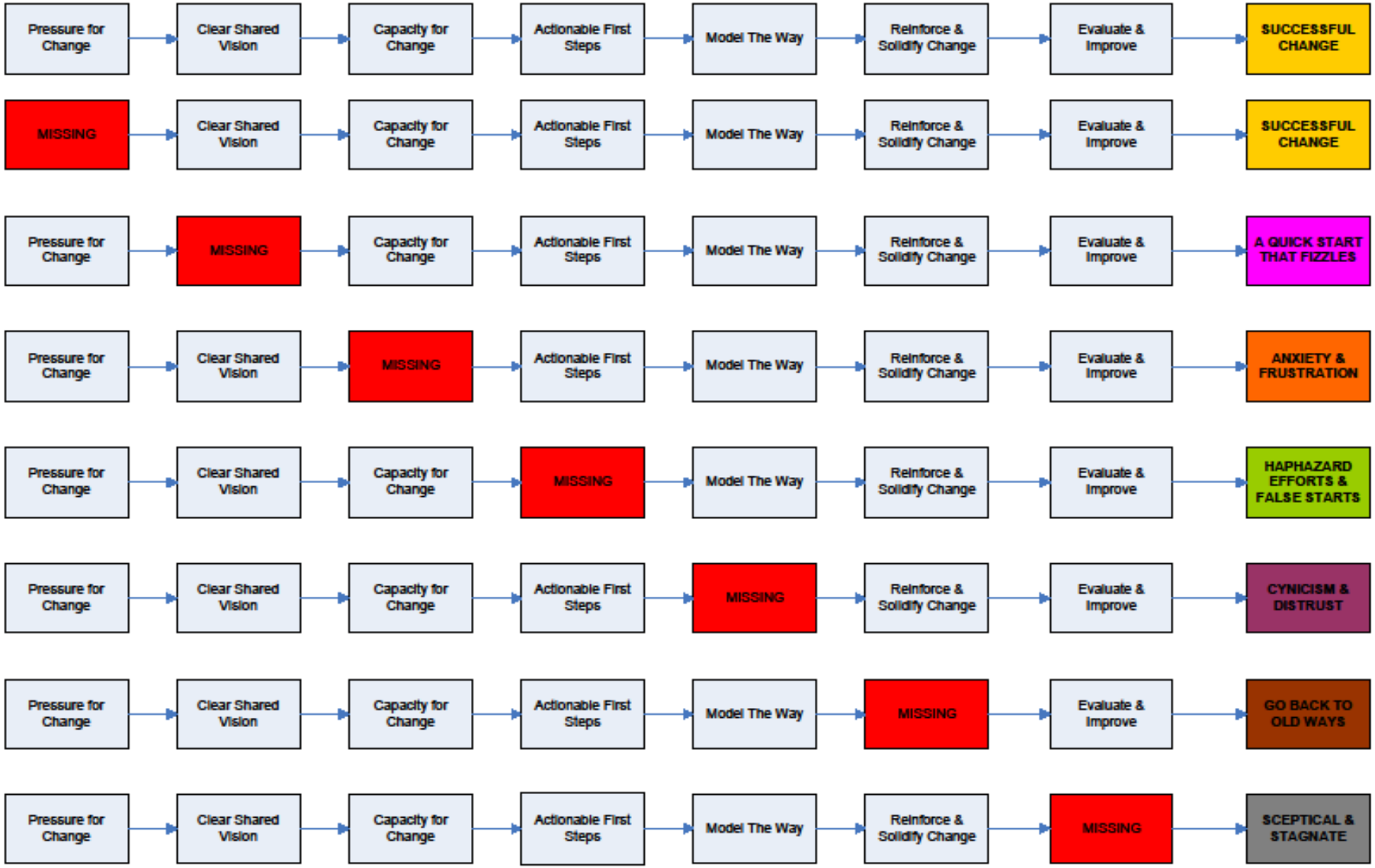
IMPLEMENTING SUCCESSFUL CHANGE



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Check List - Things to Do

- Identify Organisational Culture
- Identify Change required
- Gain Stakeholder and Management Support
- Identify Key Staff to drive forward Change
- Participation will create ownership (The Guiding Team)
- Good Communication is Vital
- Imbue Values and Attitudes to change corporate culture
- Implement the Change with “Quick Wins”
- Training: New Skills will Reduce Resistance

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IHO response to date...

- Training, Mentoring and Coaching in Data Management, Database Design, Data Publishing & MSDI
- Available to all MS's - Directors, Senior Managers, Middle Managers, Practitioners
- Flexible syllabus tailored to user needs
- Delivery through ALL RHC's
- Post learning assessments
- 5-year programme defined [2013-17]

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e-Learning

- Develop an e-learning resource at IHO
  - library of information
  - technical and management papers
  - training programmes
  - specifications and standards reinforcing knowledge gained in the class room.
  - “distance-learning”
- open source solutions e.g Moodle. URL at https://moodle.org/ and http://vimeo.com/moodlehq/overview.

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So why do it?

- We have outmoded data management methods
- We need to adapt to the requirements of today's users
- We must resist perpetuating bad practises
- We may have to do it (e.g. INSPIRE)
- We can succeed together through education and learning!
- We need to avoid being left further behind as a community, technically and managerially
- Because we should all care about this!!!

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Thank You

Any Questions?

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