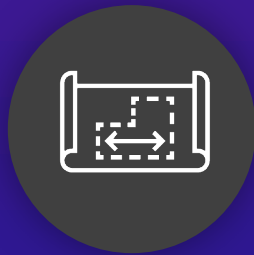


The Path to GIS Success consists of five key components:



Strategy



Governance



Data &
Technology



Engagement



Skills
Development

Engagement: Best Practices & Recommendations

Anika-Aduesa Smart - GIS Director, Los Angeles Metro

Michael Green - Adoption Strategy, Esri



2023 ESRI USER CONFERENCE

Relationships of Program Practice Domains

Strategy, Governance, Data & Technology, Skills Development, Engagement



The Path to GIS Success...

Common Obstacles Along the Way

Hurdles that hinder or prevent success



Common Obstacles Along the Way

Hurdles that hinder or prevent success



Organizational Strategy Efforts



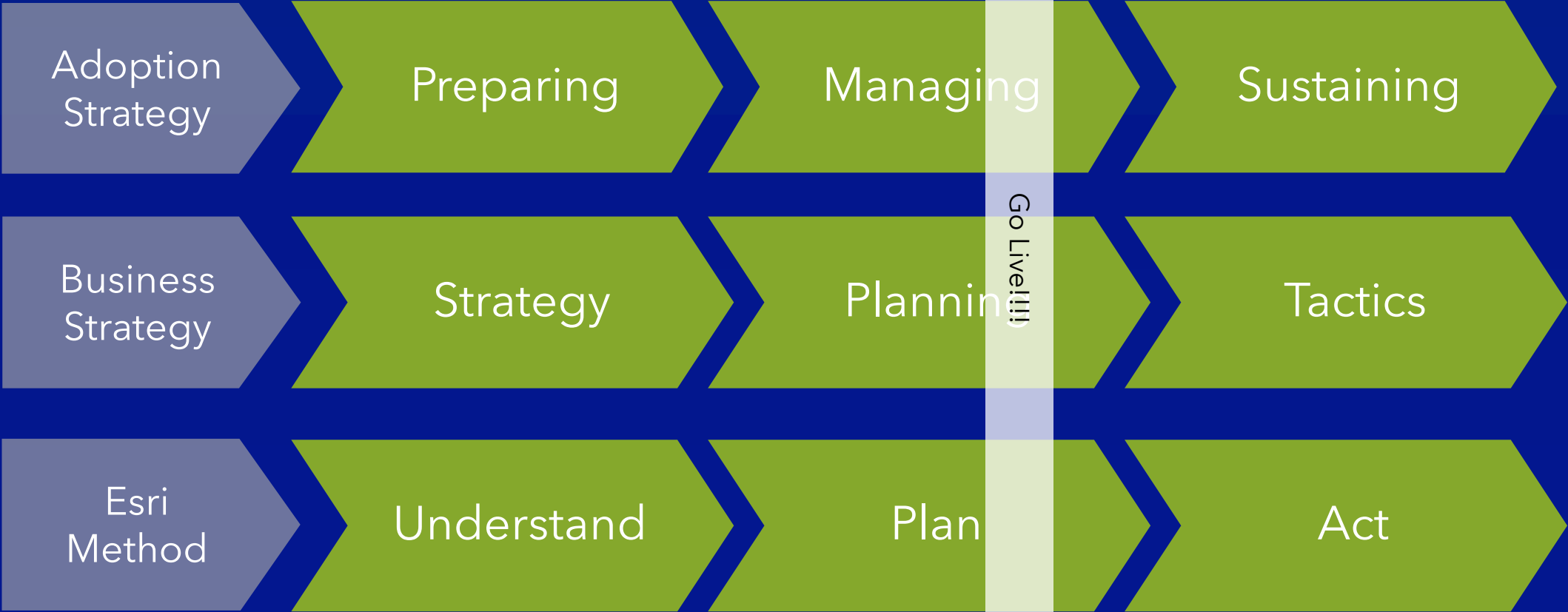
Organizational Strategy Efforts



Organizational Strategy Efforts



Organizational Strategy Efforts



Why Does The Individual Perspective Matter?

Organizations do not change...
individuals do.

ADKAR is a personal change...

Individual Acceptance for Change

Prosci Methodology

- A** wareness
- D** esire
- K** nowledge
- A** bility
- R** einforcement



A D K A R



A D K A R

Engagement Assessment

- How visible AND active is your executive sponsor?
- How do you adapt the defined value of GIS at the organizational, departmental, and individual level?
- Have your Managers allocated the time and budget to support training for expansive GIS?
- What steps are you taking to help users adapt skills with GIS to deliver value on their job?
- Who is accountable for consistent messaging and advocacy to secure acceptance?

Engagement Assessment

- How visible AND active is your executive sponsor?
- How do you adapt the defined value of GIS at the organizational, departmental, and individual level?
- **Have your Managers allocated the time and budget to support training for expansive GIS?**
- What steps are you taking to help users adapt skills with GIS to deliver value on their job?
- Who is accountable for consistent messaging and advocacy to secure acceptance?

Engagement Assessment

- How visible AND active is your executive sponsor?
- How do you adapt the defined value of GIS at the organizational, departmental, and individual level?
- Have your Managers allocated the time and budget to support training for expansive GIS?
- What steps are you taking to help users adapt skills with GIS to deliver value on their job?
- Who is accountable for consistent messaging and advocacy to secure acceptance?

What Can YOU Do?

Best Practices

Adapt to
corporate culture

- Culture and Strategy are related – address them both
- Remove barriers for access

Influence the
recognized value
of GIS

- Change in the GIS Manager role
- Strategize for GIS Team growth

Proactively mitigate
perceived risks

- Remove barriers for access
- Culture and Strategy are related – address them both

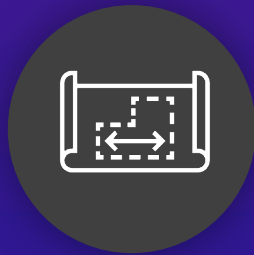
Accountability for
people-oriented
activities

- Create a plan AND be flexible
- Infuse your implementation with People Oriented Activities

The Path to GIS Success consists of five key components:



Strategy



Governance



Data &
Technology



Engagement



Skills
Development

Skills Development: Best Practices & Recommendations

Justin Ogden - Training & Workforce Development Lead

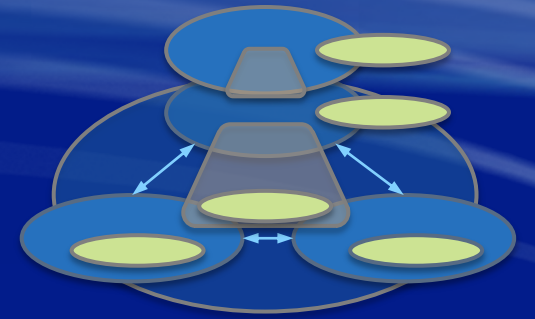


2023 ESRI USER CONFERENCE



Skills Development

- Acknowledge Three Challenges You Face
- Acknowledge Your Perspective
- Equip You with Three Best Practices



ArcGIS Is an Enterprise System

Supporting Hundreds of Interconnected Workflows



- Cross Cutting
- Shared
- Transactional
- Real-Time



Is everyone in your organization leveraging location intelligence?

“If you build it, they will come”

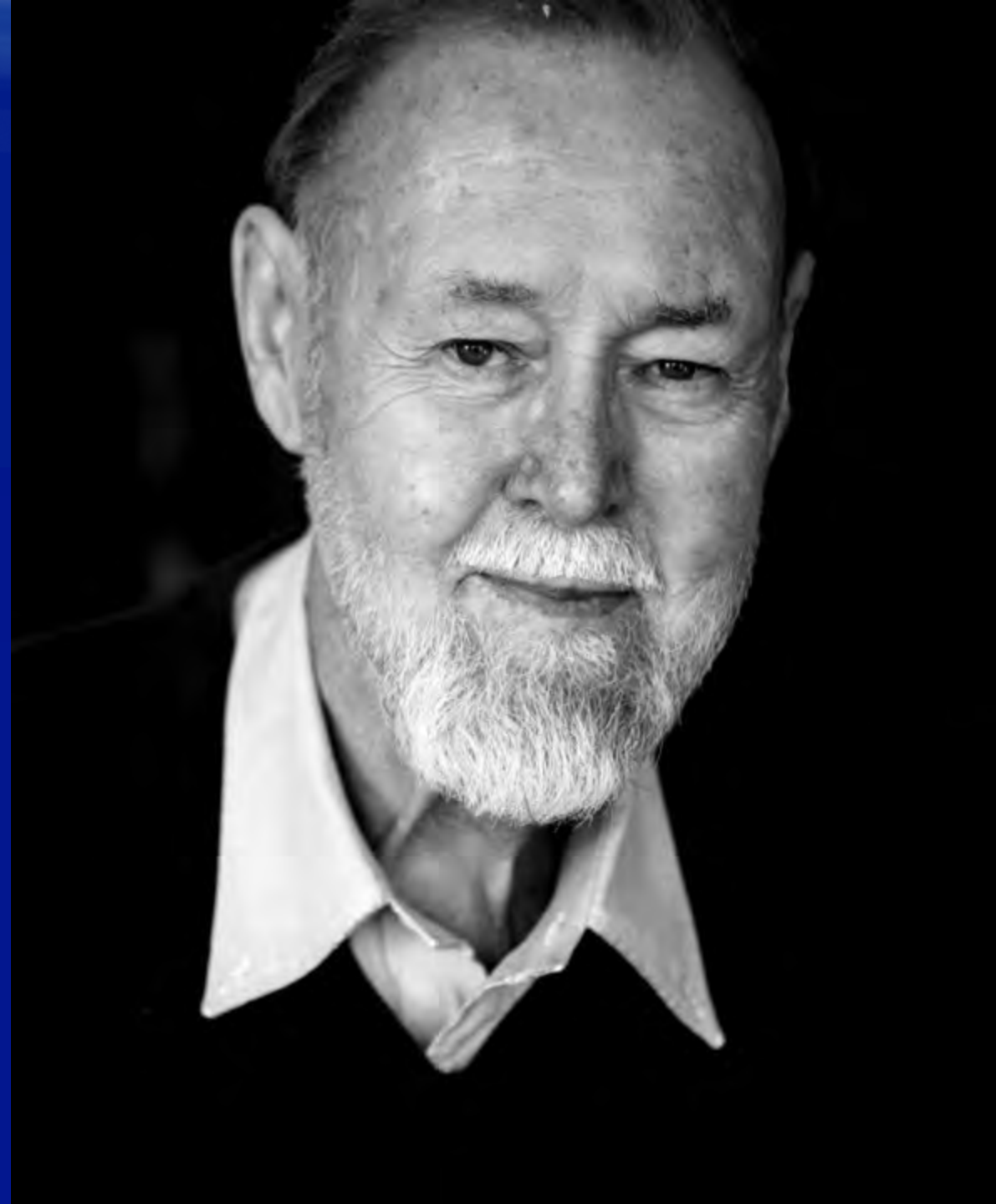
Challenge #1

- Planning is focused on the technology implementation
- People are an afterthought



"A good GIS staff is an invaluable tool for a manager. Money can buy more hardware and software, but even money cannot create the motivation and enthusiasm essential to a successful staff and a successful GIS implementation.

It takes people to build, manage, and maintain a GIS, so part of planning for a GIS is making sure you will have enough staff with the appropriate skills and training."



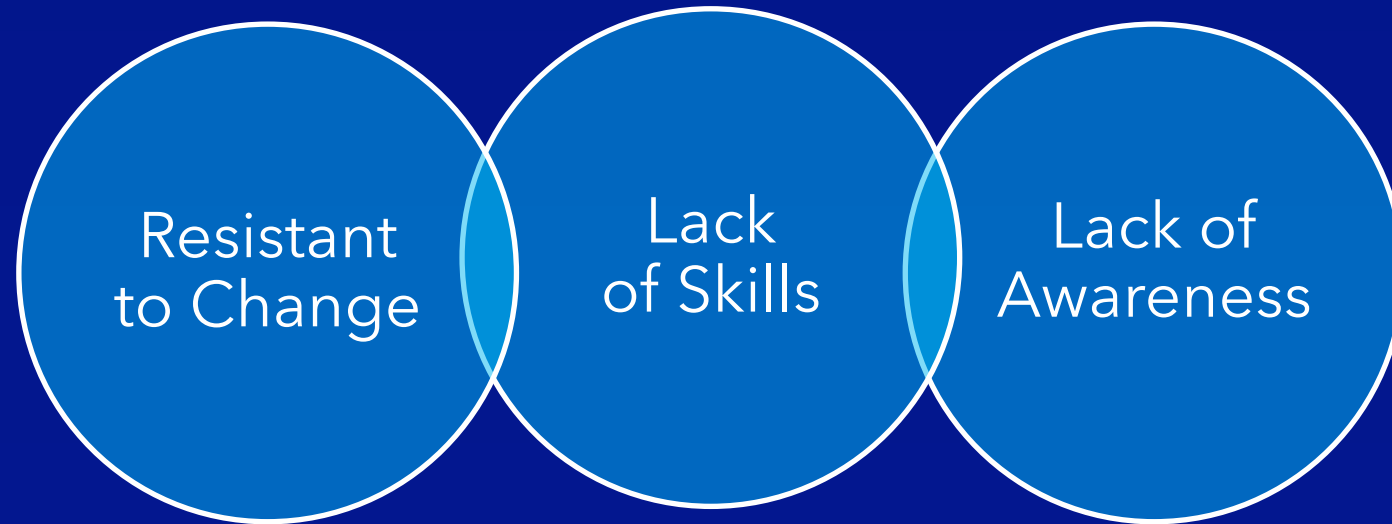
You Encounter Lots of Objections

Challenge #2

- "I thought all you did was make the maps"
- "I had no idea that you had an out-of-the-box solution to do this. We just paid for a custom solution"
- "I don't have time to learn this"
- "We're already paying someone to do GIS for us. We don't need your help"
- "You can't tell me what to do. You're not my boss"
- "Why do things differently. I'm about to retire"
- "What's ArcGIS Pro? Why is ArcMap going away?!"



Lack
of Skills



You Carry a Heavy Backpack

Challenge #3

- Not enough time in a day
- Lots of staff transitions
- You wear many hats
- No budget for training
- Tasked with doing more with less



Acknowledge Your Perspective

Three Acknowledgments

1. You see what others can't
2. Executives need your insights
3. You are not in this alone



Pause to Consider the People Need

Best Practice #1

- Pick one business pattern
- Identify the specific people/roles that need to be using geospatial



The infographic features the Esri logo at the top left with the tagline "THE SCIENCE OF WHERE". The main title "ArcGIS COMMON PATTERNS OF USE" is prominently displayed in the center. To the right, a 3D isometric illustration of a city skyline is shown resting on a stack of horizontal layers, symbolizing the layered nature of geospatial data and applications. Below the title, ten vertical columns represent different business patterns, each with an icon, a title, and a brief description.

Mapping & Visualization	Data Management	Field Mobility	Monitoring	Analytics	Design & Planning	Decision Support	Constituent Engagement	Sharing & Collaboration
Understand locations and relationships with maps and visual representations	Collect, organize, and maintain accurate locations and details about assets and resources	Manage and enable a mobile workforce to collect and access information in the field	Track, manage, and monitor assets and resources in real time	Discover, quantify, and predict trends and patterns to improve outcomes	Evaluate alternative solutions and create optimal designs	Gain situational awareness and enable information-driven decision making	Communicate and collaborate with citizens and external communities of interest	Empower everyone to easily discover, use, make, and share geographic information

Copyright © 2014 Esri. All rights reserved. 10289 10/14

Field
Mobility



Description

Manage and enable a mobile workforce to collect and access information in the field

People

- Field Staff (Biologists, Surveyors, Technicians, etc.)
- Program Managers
- GIS Specialists

Technology

- ArcGIS Online
- ArcGIS Enterprise
- ArcGIS Pro
- Field Maps
- Survey123
- Operations Dashboard

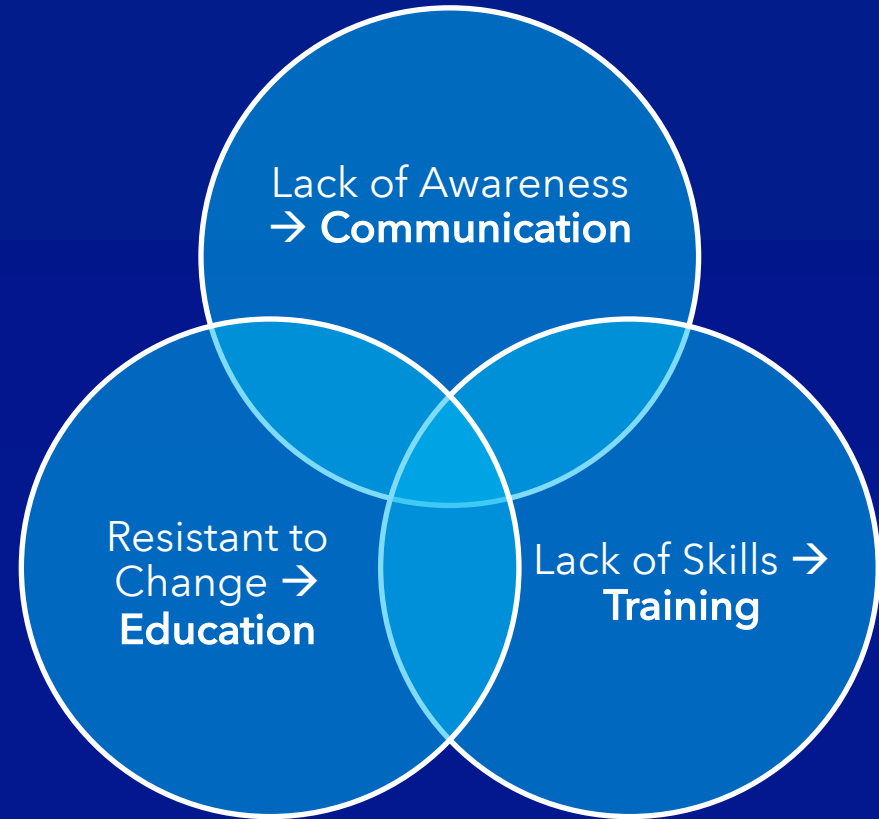
Value

- Improve coordination
- Reduce manual workflows
- Improve accuracy
- Boost productivity and minimize operational costs

Define the Gaps in Skills, Awareness and Desire

Best Practice #2

- Where is the gap today? Where do they need to be?
- Match the resource to the need



Field Mobility



Gaps

- Field Staff (Biologists, Surveyors, Technicians, etc.)
 - Learn the basics
 - Capture data in the field
- Program Managers
 - Discover a dashboard with real-time data feed
- GIS Specialists
 - Create the solutions
 - Manage the data, ensure quality/accuracy

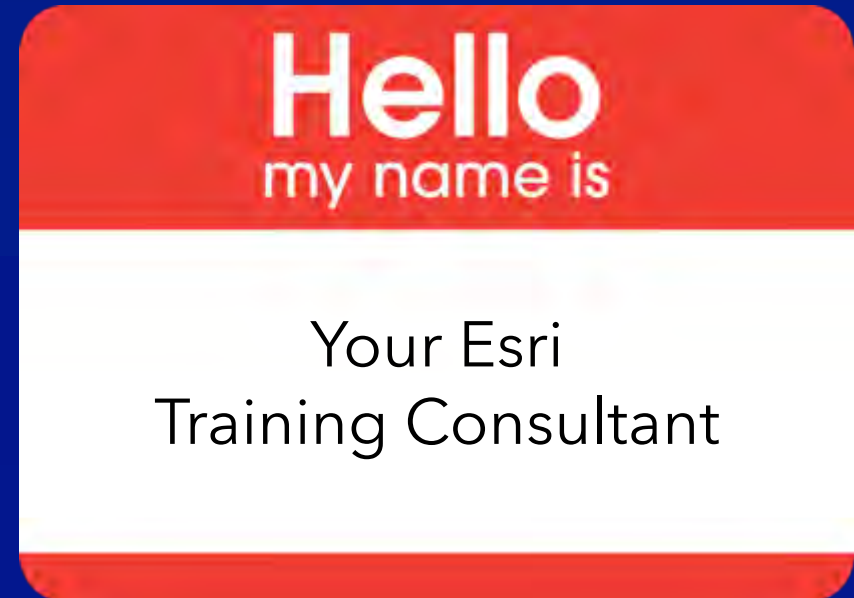
Resources

- Communication:
 - 30-minute meeting with program managers
- Education:
 - 5-minute recording of Field Maps workflow
- Training:
 - Self-paced web course and 2-day instructor-led class

Build a Plan

Best Practice #3

- Work with your Esri training consultant
- Understand your goals, challenges
- Communicate the impact (time, people, money)





Field
Mobility



Steve
Attends
Field
Mobility
Training

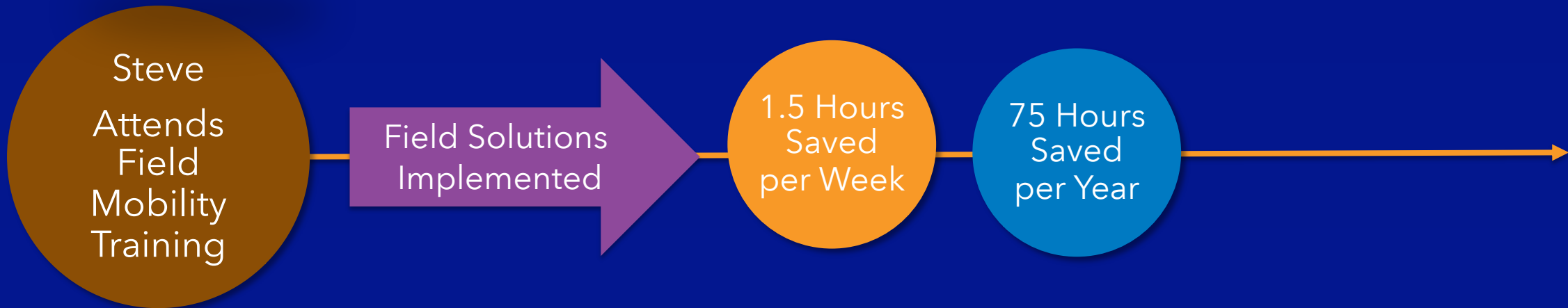




Steve
Attends
Field
Mobility
Training

Field Solutions
Implemented







Your Path Forward

Equip people with skills to have a bigger impact with GIS



Pause to consider the people need



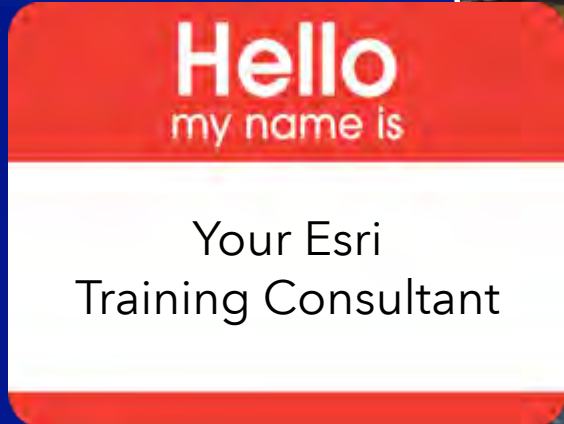
Define the gap
(awareness, desire, skills)



Build out your plan with communication,
education and training to specific roles

Your Path Forward

Equip people with skills to have a bigger impact with GIS



Hello
my name is

Your Esri
Training Consultant



Pause to consider the people need



Define the gap
(awareness, desire, skills)



Build out your plan with communication,
education and training to specific roles



Bringing it All Together

GIS Manager's Summit – Esri International User Conference 2023

Matt Lewin, Director of Strategic Advisory Services
July 2023



Platinum
member

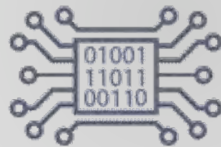
Refresher: The **Path to GIS Success** consists of five key components:



Strategy



Governance



Data and
Technology



Engagement



Skills
Development

Success requires thinking **holistically** about your GIS investment, not as a singular technology but as an **organizational capability**

A well-developed geospatial capability results from the reinforcing interplay of strategy, governance, data and technology, engagement and skills development in a way that drives business value

Strategy...why bother?

Your strategy determines the design of your geospatial capability. It defines your **key choices** in terms of **people, processes and technology** that will best deliver on your organization's business goals.

Without a strategy you're GIS program lacks direction.

A strategy:

- Determines the desired mix of **applications, infrastructure, data environments & practices**
- Is monitored and directed through your **governance framework**
- Defines future **roles, responsibilities and skills requirements**

Governance...why bother?

Governance is the set of **processes, policies and systems** you use to monitor and direct your GIS program and ensure it **achieves the goals of your strategy**.

Without governance you're GIS program lacks accountability.

A governance framework:

- Defines a **decision-making structure** and set of **decision-rights** for key aspects of your GIS program
- Determines the **division of authority** over the key components of your geospatial capability, including your **strategy, technology and data**

Data & Technology...why bother?

GIS and geospatial technology is your key to unlocking the **location intelligence** locked away in your data

Without the right data and technology you're GIS program will fail to deliver value.

The right data and tech:

- Are defined through your strategy and exist to **support the goals of the business**
- Are **architected as an integrated system** connecting maps, apps, data and people with purpose of making better and more informed decisions
- Are **scalable and flexible** to support the changing needs of the business

Engagement...why bother?

Engagement involves cultivating a **culture and mindset** where users are motivated and empowered to solve problems using the **geographic approach**

Without engagement you're GIS program will be stagnant.

Good engagement:

- Makes the **value proposition** of GIS and the geographic approach crystal clear
- **Communicates a clear path** from legacy tools to modern geospatial solutions
- Creates an **environment for people to collaborate** through easy-to-use and secure workflows

Skills Development...why bother?

To use, deliver and support GIS solutions and content, human beings require the **right combination of knowledge and skills** to sustain your GIS program for the long term

Without proper skills development you're GIS program will fall behind and potentially fall apart.

Skill development:

- Ensures your organization has sufficient **human capacity and capabilities** to deliver on the geospatial strategy
- Considers **automation and the role of machine intelligence** in augmenting traditionally human-led tasks
- Is a key component of effective user engagement

How do I get started?



A set of practical tips for starting or accelerating your journey to GIS success...

1.

Build a Case for a Geospatial Strategy

- Start with a strategy, it's the starting point for success
- Engage with **senior leaders and influential stakeholders** with the need for a strategy
- Focus on the value (or lack of value) GIS has delivered to date and how a new direction is needed
- Focus on business value achieved through GIS (not technical features)
- Socialize and build support among users and staff for a strategy

2.

Show Quick Wins

- Your strategy will end up in a plan of action, often staged over several years
- Ensure early and often in your plan you have **visible and high-value wins**, usually quick deploy applications to key business units, creates goodwill
- Capability building and foundational work (i.e. upgrades) are needed, done in parallel
- Celebrate and showcase your early wins, engage leaders and influencers to sell your successes

3.

Formalize a Base Level of Governance

- At a minimum establish a basic governance structure that defines a division of authority over core technology, data and investment decisions
- Prioritize areas where you have the most **urgent governance issues** (often data quality, data ownership, application access, project prioritization)
- Focus on having sufficient governance to oversee and monitor the progress of your strategy
- Policies, procedures, guidelines, KPIs can be developed as your program evolves

4.

Focus on Your Team

- You need a highly-skilled team to be successful
- In the near-term, develop training plans to address urgent skills gaps focused primarily on your current team
- For longer-term capability building, create career profiles and associated **professional development pathways** that align with knowledge and skills requirements defined via the strategy. Include descriptions of roles, responsibilities and requisite skills

Key Takeaways:

There are **5 key components of GIS Success** – strategy, governance, data and technology, engagement and skills development

Your strategy determines the unique configuration of these key components (and others) and creates your organization's **geospatial capability**

Governance is the process by which you **monitor, control and oversee your strategy**

To get **started on your path to GIS success**, start by building a case for your geospatial strategy, ensure you deliver quick wins, focus on establishing a base level of governance, and build up the right team to **sustain your program long-term**

Free Resources

E-books

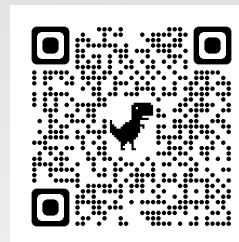
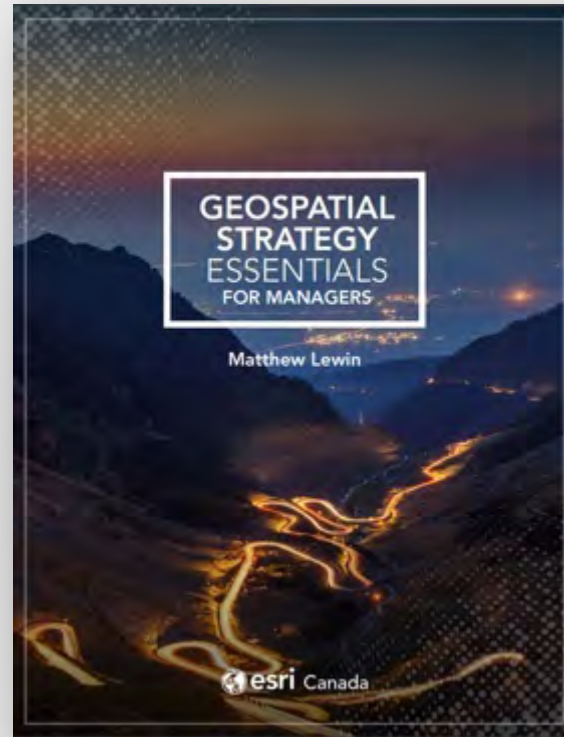
Geospatial Strategy Essentials for Managers Vol 1 and 2

Newsletter

Geospatial Edge

Podcast

Management Perspectives



Find me on LinkedIn to access all of these resources or email me mlewin@esri.ca to discuss how we can help



© 2023 Esri Canada Limited. All rights reserved.
Trademarks provided under license from
Environmental Systems Research Institute, Inc.
Other product and company names mentioned
herein may be trademarks or registered trademarks
of their respective owners. Errors and omissions
excepted.

Survey: Future GIS Manager's Summit Topics

10 minutes

Adam Carnow – Moderator



<https://go.esri.com/GISMStopics>

Wrap Up

10 minutes

Adam Carnow



Guiding Your Geospatial Journey

“The Path to GIS Success”

Vision

Skills Development

Engagement

Data & Technology

Governance

Strategy

New Key Component in 2024:
GIS Program Management



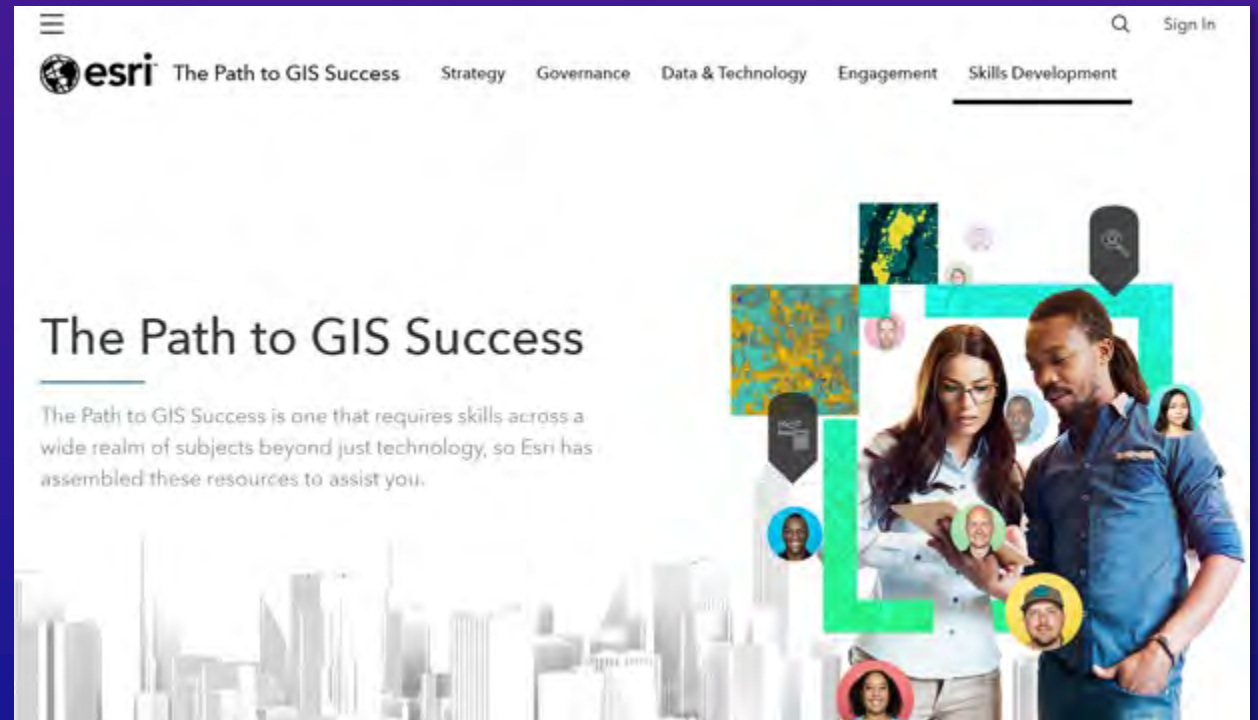
CALL TO ACTION:

How and when will you start
down the Path to GIS Success?

The Path to GIS Success

Resources:

- esri.com/path-to-success
- Path_To_GIS_Success@esri.com



The Path to GIS Success

Resources:

- esri.com/path-to-success
- Path_To_GIS_Success@esri.com
- Esri International User Conference
 - GIS Manager Suggested Events
 - Expo

UC 2023
GIS Manager's
Events & Activities

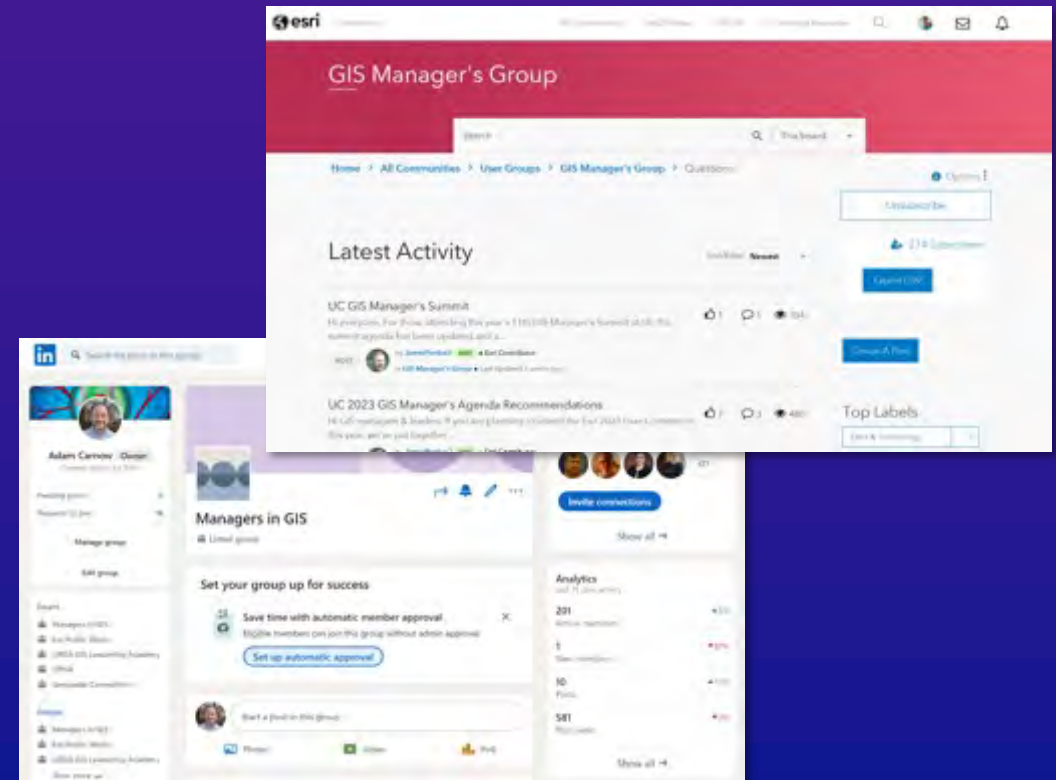


<https://go.esri.com/UC2023GISManagers>

The Path to GIS Success

Resources:

- esri.com/path-to-success
- Path_To_GIS_Success@esri.com
- Esri Global User Conference
 - GIS Manager Suggested Events
 - Expo
- Esri Account Team
- GIS Manager's Group on *Esri Community*
- Managers in GIS *LinkedIn Group*
- SMEs



The Path to GIS Success SMEs



Strategy - Jim Pardue - JPardue@esri.com



Governance - Deepti Kochhar - DKochhar@esri.com



Data & Technology - Jim VanOstenbridge - JVanOstenbridge@esri.com



Skills Development - Justin Ogden - JOgden@esri.com



Engagement - Michael Green - MGreen@esri.com



Matt Lewin - MLewin@esri.ca



esri[®]

**THE
SCIENCE
OF
WHERE**[®]