

Final Thoughts On The Testbed and Testbed Course

David Schultz

Future Research Potential

- Other networks have gone the same route as the Testbed.
 - We have seen several examples: from Cadillac version to the grassroots version
 - Learn from them.
 - No need to reinvent the wheel.
- Creation of the LAPS analysis is good
- NWP may not be as fruitful as hoped, but there is good research that can be done with this.
- Applications of the Testbed data are already occurring and continues
 - Forest fire index
 - Health
 - Road weather
- Can't build a world-class resource without world-class support: Testbed partners need to address this!
 - Mesowest gets more support than Helsinki Testbed

Accomplishments

- MetEditor now has data.
- Use of the Testbed Researcher's Interface and MetEditor will ensure further development
- Recognition by the bosses of interest in Testbed course, use of Testbed data, and that more support of Testbed is needed.
- More potential users of Testbed data
- Small research projects are a start, perhaps, to something bigger

After the Testbed Course Ecstasy, the Laundry...

David Schultz

(borrowed and adapted from Susanne C. Moser,
Institute for the Study of Society and Environment, NCAR)

The “Going Home Talk”

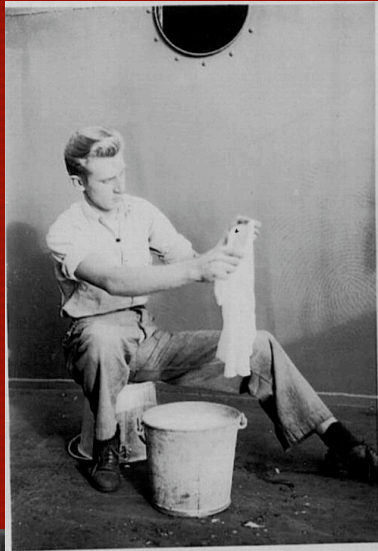
- The ecstasy: Where are you at?
- ... and the laundry:
 - Where is the rest of the world?
 - Likely challenges of practicing your science at your home institution
- Some perspectives on change
- Strategies for next Monday... and for the long haul



After the Testbed Course Ecstasy...

- Where are you?
 - Excitement about what you learned and gained
 - New perspectives and knowledge (theory, concepts, applications)
 - New tools (methods, approaches, skills)
 - New language
 - New friends and colleagues
 - New or renewed commitment to science
 - Motivation and desire to do things differently
 - A little exhausted, a little worried maybe?

... the Laundry



- When you get back home, back to work
 - They weren't here!
 - They did the “laundry” while you were gone (the kids, dishes, garbage ... the meetings, phone calls, never-ending to-do lists ... the way we've always done it)
 - Most of your fellow classmates aren't down the hall (but some may be)
 - The rest of the world probably isn't waiting to change its habits
 - thinking, behavior, incentives, job descriptions, institutions... still the same

... the Laundry (cont.)

- In a week, a month from now...
 - You're alone
 - Isolated geographically, intellectually, institutionally
 - Limited resources
 - Never enough time
 - Wishing for greater depth or experience in knowledge, methods, communication skills



► **YOUR WORK IS MUCH HARDER THAN
YOU THOUGHT IT WOULD BE**

So...

You changed -

You want to change something else -

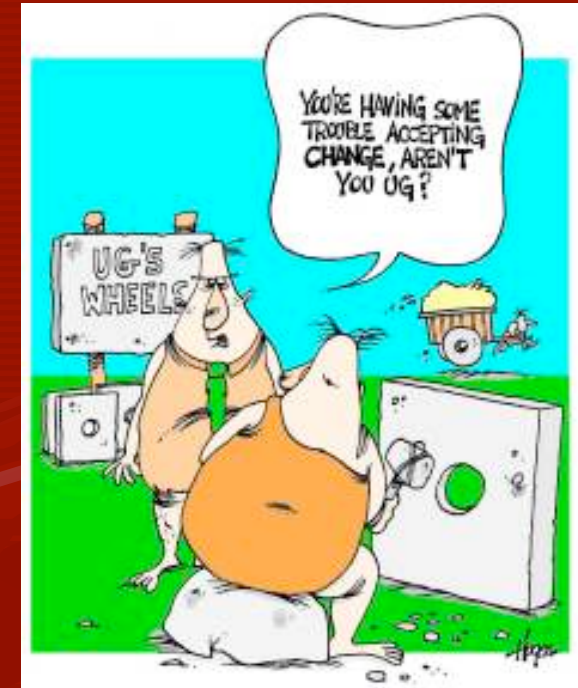
What you want to change may well resist.

This is all NORMAL!

But how to deal with “normal”????

Creating Change

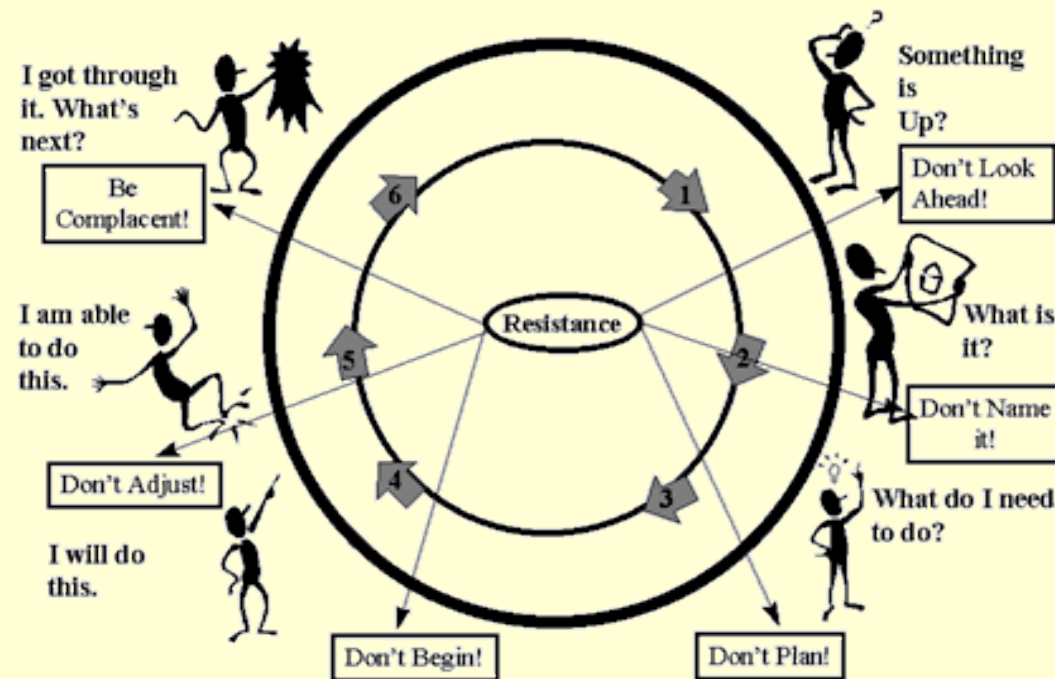
- The two tasks of change agents:
 - (1) Elevate motivation to change
 - &
 - (2) Lower resistance/barriers to change
- Implications:
 - Identify a vision and clear goals
 - Strategically assess leverage points, windows of opportunity, key players, specific needs to implement the change, and likely barriers
 - Take a realistic, but long-term view



Source: Moser & Dilling, forthcoming. Creating a Climate for Change: Communicating Climate Change – Facilitating Social Change. Cambridge University Press.

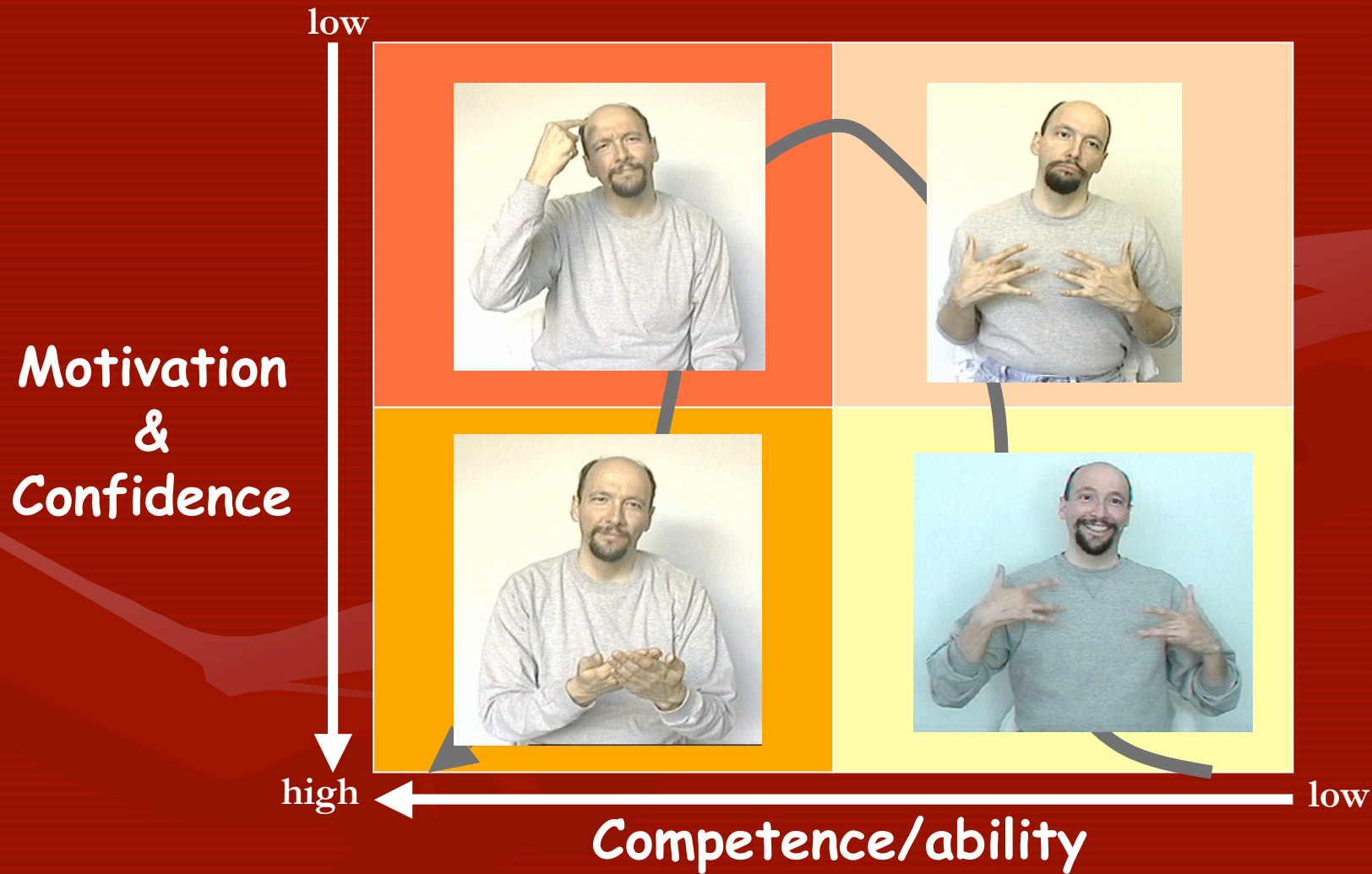
The Cycle of Change: Motivation and Resistance

The Cycle Of Change



Source: Lessons for Living (2006)

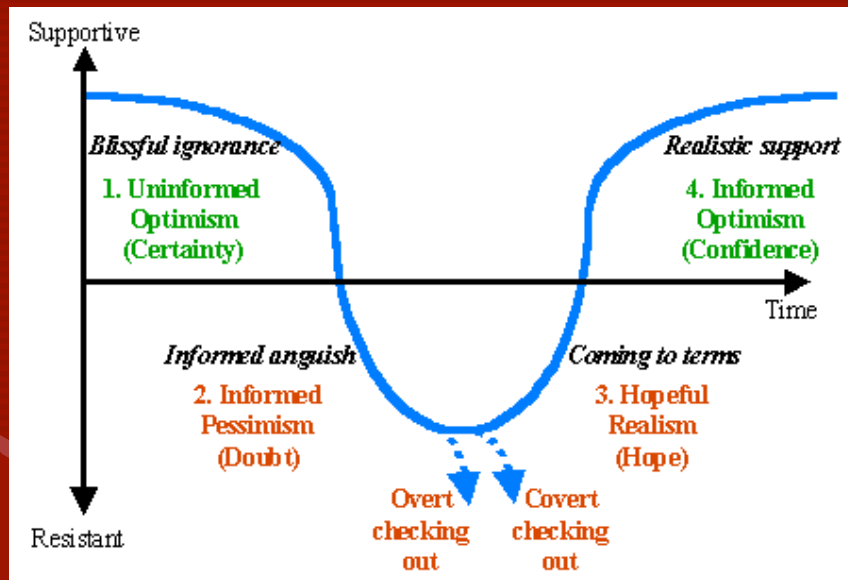
Another Perspective on Change



Source: K. Blanchard & Co., *Situational Leadership*, 2003

Creating Change (cont.)

Response to change



Why change projects fail



First-Order Strategies

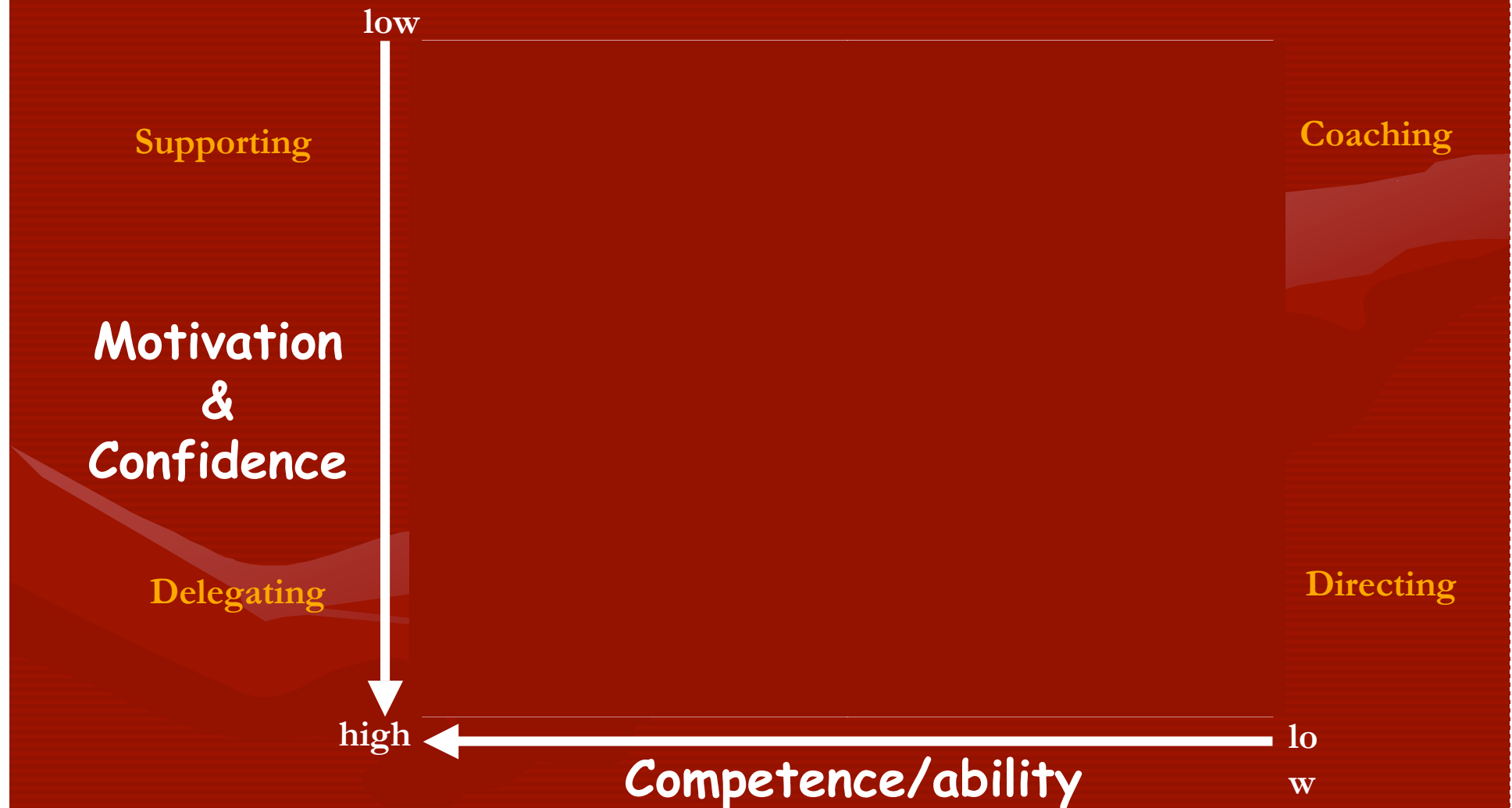
- Before you say anything else: Check in on “the laundry,” thank them for doing it, do some yourself...
- Identify or create a “receptive moment”
- Who are you talking to?
 - Tell them (only) what they need to know
 - Speak in their language
 - Help them see how what you bring will help them
- Offer something to them
- Only then ask for what you need to implement the change
- Offer to check in regularly, report back
- Do this with everyone who needs to be involved in the change



Support for Change Agents

- Build your local team (because you can't do it alone and not all at once)
 - Skills, support, sharing the work, etc.
 - Establish clear rules, timeline, authority, responsibility, accountability
 - Communicate more than you think is needed
- Plant the seeds, let it become everyone's garden
- Continue to build skills
 - Yours
 - Everyone else's
- Make use of your connections, resources, discussion list
 - Maybe a "buddy system," mentoring, ...

Others need what you need... ... and then some



Source: K. Blanchard & Co., *Situational Leadership*, 2003

What Else? – Your Own Ideas

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Bread for the Journey ...

If you focus on results, you will never change.

If you focus on change, you will get results.

Jack Dixon

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- engine analog, no support for basic insides, mesowest more employees than FMI's contribution to support basic programmers.
- No no-interruptions people, multiple tasks...