Navigating Change:
Keys to implementing language technology in government

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DISCLAIMER: Opinions in this talk are my own and not those of any part of the U.S. Government

CHANGE

Reasons for resistance to change

- What we're doing works well

www.youtube.com/watch?v=isDqnjvaJiE&feature=youtu.be

Bad week for Mexico tourism capped by mis-translations

By MARK STEVENSON   August 7, 2020

Entire states like Hidalgo and Guerrero apparently got machine translated as "Noble" and "Warrior."

Worse for the VisitMexico.com site, there was systematic and inexplicable re-invention of the names of some fairly well-known tourist towns. The Caribbean resort of Tulum somehow became "Jumpsuit." The nearby lagoon of Bacalar, on the Caribbean coast, was switched to the Gulf coast state of Tabasco.
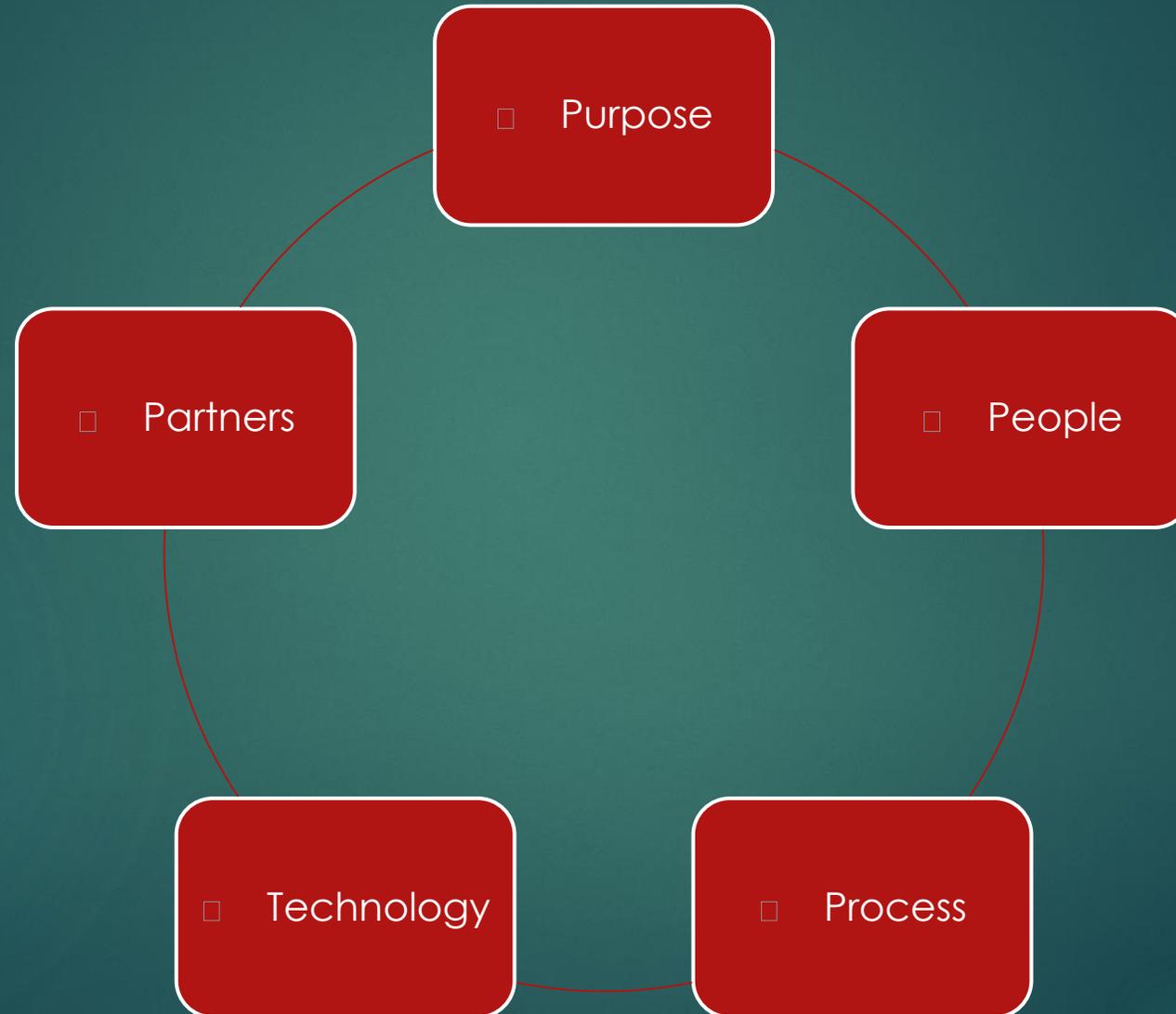
Considerations for change

- Does this align with your organization's strategy?
- What do the users need vs. want?
- Is it work the risk?
- Is the timing right or should it wait?
- Can you plan purposefully?

Keys to navigating change

- Purpose
- People
- Process
- Technology
- Partners

Purpose

- Understand user needs
- Set goals
- Build a business case
- Get stakeholders involved right from the start
- Design a roadmap

People

- Create a skilled team with mix of innovators and yes, dissenters
- Develop champions from user group or mission
- Gain and maintain support from leadership
- Consider TQ

Process

- Start small
- Follow your roadmap
- Be adaptable and flexible
- Capture feedback regularly
- Iterate
- Educate

Technology

- Understand how it fits with your existing solution (or replaces it)
- Understand the hosting architecture
- Anticipate advances and upgrades
- Provide support
- Enlist humans to help improve it

Partners

- ☐ Consider internal vs. external
- ☐ Get to know other roles and responsibilities
- ☐ Cultivate relationships
- ☐ Hold technical exchanges

Summary

☐ People resist change.

☐ Decide whether or not it's right to go forward with change.

☐ If you make the leap, proceed with a purpose, the right people, a process, technology, and partners.

☐ Share your successes…and your failures.

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References

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