

Bridging the Maximo Innovation Gap: Martec's Law Law and the Power of Change Change Agents

Welcome to our exploration of how to close the gap between technological advancement and organizational adaptation. This presentation will show you how to leverage change agents to bridge innovation divides.



Meet the Presenter – Karson Wynne



25+ Years of Transformation Experience

With over 25 years in federal, utility, and industrial sectors, I've had a front-row seat to some of the most complex operational challenges and transformations in North America—from hydroelectric plants and data centers to the vast real estate portfolio of the U.S. government.

My work has centered around **organizational change through technology adoption**, especially using **IBM Maximo** as **IBM Maximo** as a lever for modernization. I've led teams through:

- System overhauls and Maximo upgrades
- Field mobility implementations
- Process standardization across 700+ federal buildings
- Cross-agency change initiatives touching operations, policy, and workforce behavior

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Maximo Nerds

- *Formally - Region 8 NCMMS Program Manager – General Services Administration*
- *IBM Maximo Solution Architect | Maximo Evangelist | Federal & Utility Sector Leader*

Early Career Lessons in Change

Early Career Foundations

Implemented high-voltage controls and SCADA systems at Intel Microchip Plants, eBay's South Jordan Data Centers, the Oil and Gas Industry, a United States Penitentiary, and the Grand Coulee Dam and Power Office.



Bureau of Reclamation Journey

Evolved from electrician to O&M leader. Deployed Maximo-driven maintenance programs across hydro plants.



GSA Leadership

Recently managing Maximo across the entire region. Aligning systems, people, and data across 20+ million square feet in 7 states.



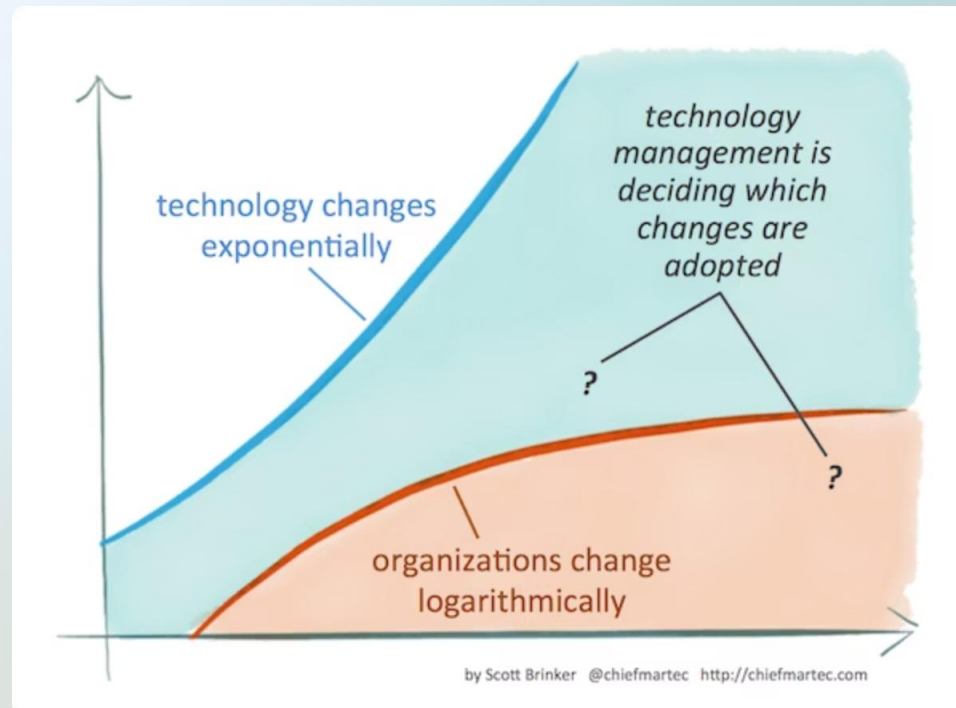
Key Insight

Success depends on people, not just systems. Change requires trust, training, and internal champions at champions at every level.



The Innovation Gap – Martec's Law

The innovation gap grows wider as technology accelerates while organizations adapt slowly.



Technology Acceleration

AI, cloud platforms, and IoT innovations emerge rapidly. Each pushes possibilities further.



Organizational Inertia

Policies, culture, and processes change slowly. Human systems resist rapid transformation.



Competitive Risk

88% of Fortune 500 companies have turned over in recent decades. Adaptation isn't optional.

"It is not necessary to change. Survival is not mandatory." — W.

— W. Edwards Deming

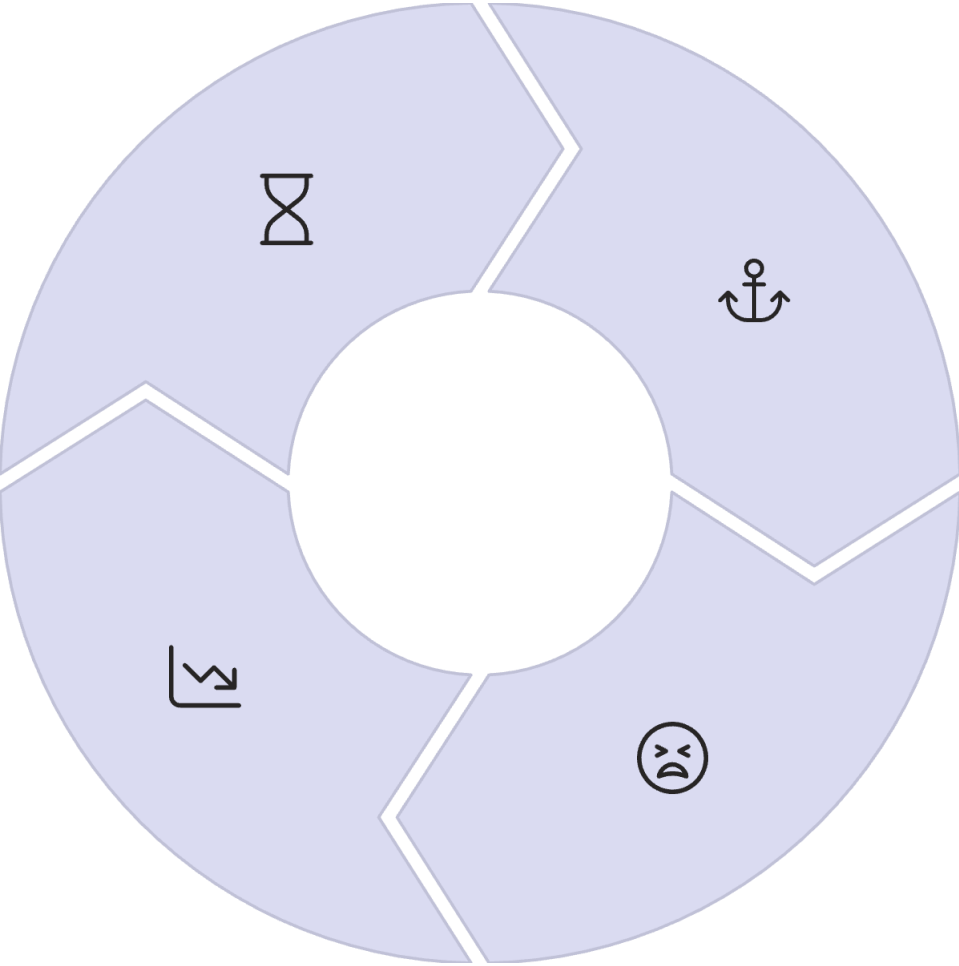
Consequences of the Widening Gap

Perpetually Behind

Teams feel they can never catch up to technology's pace.

Lost Opportunities

Failure to adopt means missing efficiency efficiency and competitive advantages. advantages.



Organizational Stagnation

Legacy systems accumulate; processes become outdated.

Change Fatigue

Employees disengage when new tools arrive without proper adoption support.

When the Gap Forces a Reset

Sometimes organizations can't adapt fast enough to keep pace with technological change. When the gap becomes too wide, a disruptive reset becomes necessary.

- 1


Reorganization
Complete reshuffling of teams and reporting structures.
- 2

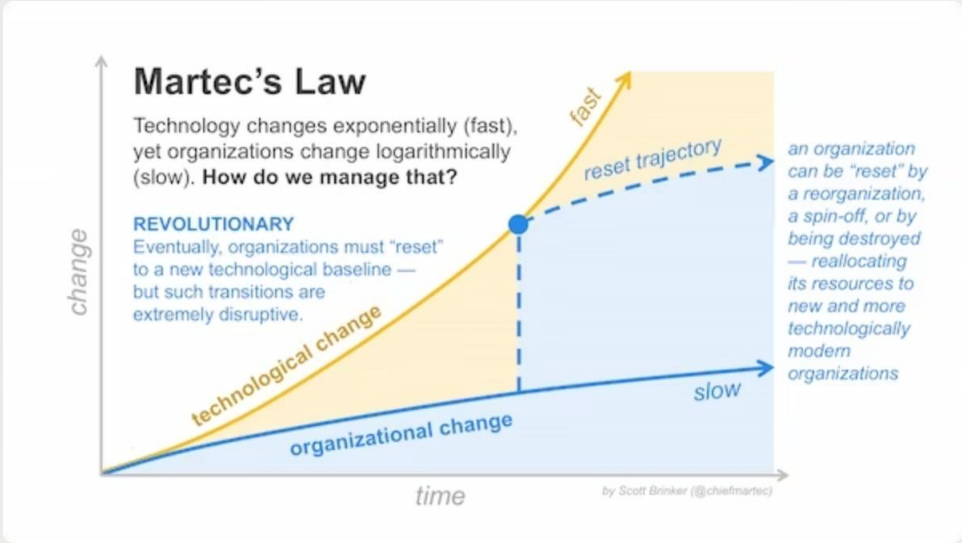
Spin-offs/Acquisitions
Surgical removal or addition of business units.
- 3

Restructuring
Full-scale reimagining of business fundamentals.
- 4

Dissolution
Complete resource reallocation to new ventures.

Would you rather nudge your curve upward today, or face a forced reset tomorrow?

 **Key Insight:** Empowered change agents help organizations avoid these costly, chaotic resets by driving evolutionary change early.





Change Is Hard – Like Pushing a Boulder Uphill

Change requires sustained effort, not a one-time push. It demands courage to start, drive to continue, and passion to believe it's worthwhile.



Courage

Begin the climb even when the path looks impossibly steep.



Drive

Keep pushing forward when every instinct says to quit.



Passion

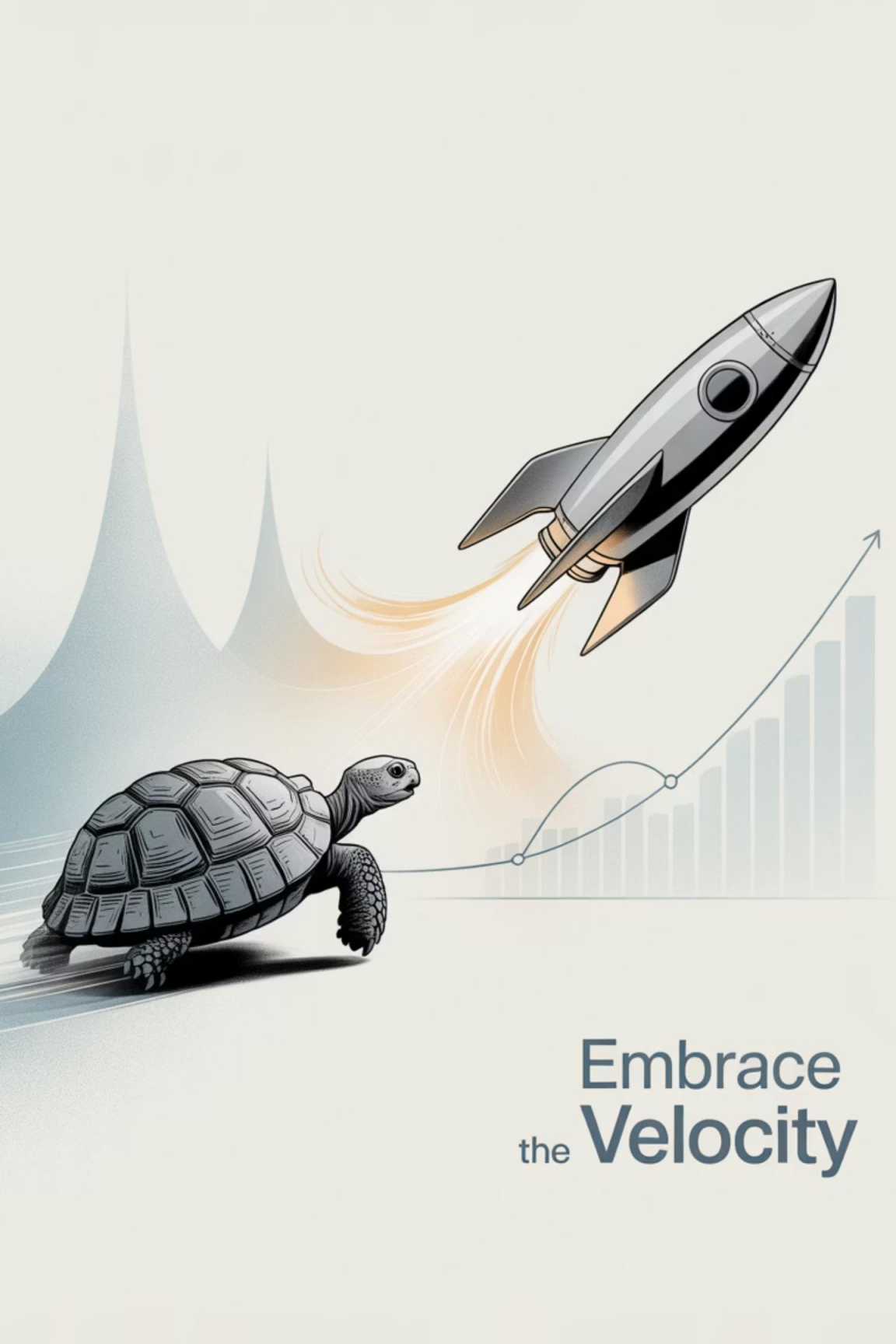
Believe deeply in the value waiting at the summit.



Spirit of Success

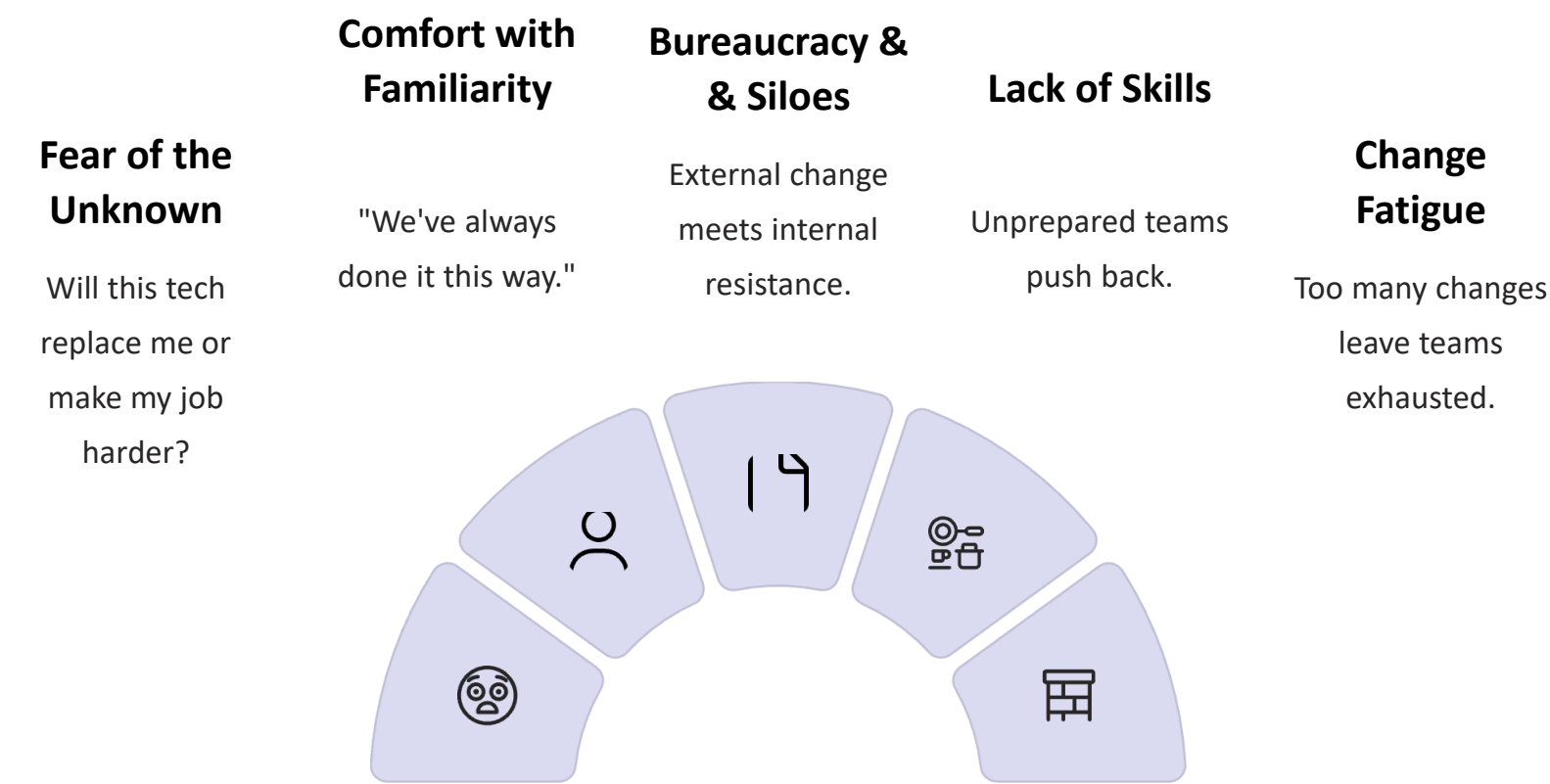
Envision victory when others only see the burden.

If you stop pushing, momentum dies and progress gets crushed. Don't climb alone—**build a team build a team that believes.**



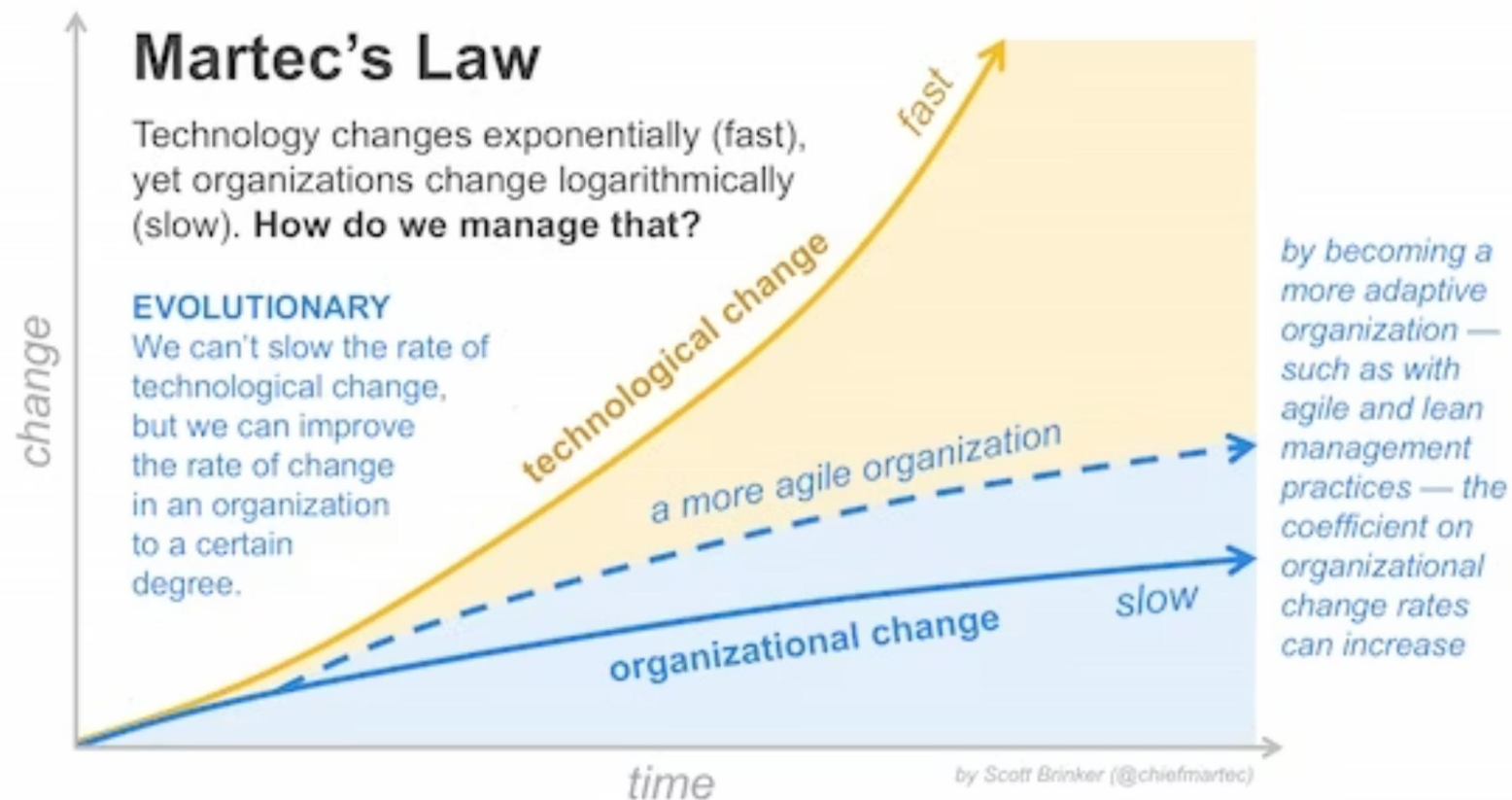
Why Do We Resist Change

Organizations have deeply embedded ways of working. Structure, incentives, and culture and culture favor stability over disruption.



You can't force exponential change on a human system—but you can guide it with Change Agents.

Change Agents: Your Secret Weapon



Bridging the Growing Divide

Technology advances **exponentially** – fast and fast and accelerating.

Organizations change **logarithmically** – slowly and cautiously.

Change agents are the multiplier. They
They translate innovation into adoption.
adoption. They raise the curve.

By building a more agile organization, we can lift our rate of change.

Consider This:

- Who is lifting your curve?

Identifying Change Agents at Every Level in Your Organization



Curiosity & Tech Enthusiasm

They're already exploring new Maximo tools and asking about pilot features.



Respected by Peers

Others seek their guidance willingly, not from obligation.



Positive Communicators

They emphasize possibilities and frame change in relatable terms.



Strategic Problem-Solvers

They see roadblocks as challenges to overcome, not barriers to progress.



Empathetic Influencers

They listen. They coach. They bring others along without pushing.

Look beyond formal leadership. Your strongest agents may be informal leaders—the experienced custodian, the Maximo-savvy admin, or the visionary facilities manager.



What I Learned at Grand Coulee

System Reliability Depends on Process Discipline

Preventive maintenance isn't a suggestion—it's survival. One missed inspection could cascade into catastrophic failure.

Change Requires Credibility

The crew doesn't follow the system—they follow the people who believe in it. Trust must be earned first.

Culture is a Strategy

Building a culture of safety, precision, and accountability was the key to performance. Values drive behaviors.

From hands-on wiring to strategic planning, great systems only succeed when supported by great people—and change is earned, not imposed.

From Electrician to Supervisor

A Career Built on the Backbone of Infrastructure

My time at **Grand Coulee** shaped much of how I lead change today. I began as a **Journeyman Electrician**, working directly on critical electrical infrastructure—transformers, generators, breakers. I learned systems from the inside out.

From there, I rose to **Facility Operations Supervisor**—leading 30+ field personnel at the John W. Keys John W. Keys III Pump-Generating Plant, a key part of the 6,800 MW Grand Coulee complex.

Eventually, I became the **Centralized Planning Supervisor**, where I oversaw reliability strategies, preventive maintenance, and long-term asset planning across one of the most complex hydropower operations in the U.S.

Lessons from Grand Coulee Dam

Change agents emerge from unexpected places. At Grand Coulee, our most effective champions started as hands-on technicians.

They understood both technical realities and human concerns. Their practical knowledge made adoption strategies workable.

Your best change advocates may already be maintaining your assets today.

Columbia Basin Project Economic Contribution

**\$2.66
Billion**



annual crop production value, with another **\$2.67 billion** supported by CBP crops in local animal production and food processing

- Fruit (Orchard & Vineyard)
- Vegetables/Melons/Potatoes
- Hay & Other
- Grain & Dry Beans
- Nursery



**6
Counties**
closely linked to CBP
irrigation


65,900 jobs

employment supported by
CBP nationwide
(45,000 jobs in Washington)



**\$4.0
Billion**

labor income annually
supported by CBP nationwide
(\$2.7 billion in Washington)



**Over 1
million**



recreation visits annually
supported by CBP infrastructure
(not including Lake Roosevelt)



**\$875
million**



tax revenues annually
supported by CBP nationwide
(\$108.3 million in Washington)



8.9 million
**Number of Americans that can be fed by
the amount of food grown in the CBP**

The Power of Change Agents – Why They Close the Gap

Bridging Two Worlds

Change agents operate at the intersection of possibility and practicality.

They translate Maximo innovations into usable daily workflows.

Through mentoring and feedback loops, they accelerate adoption rates.

Peer Influence > Top-Down Push

Memos rarely drive meaningful change in organizations.

When a respected colleague demonstrates real-time benefits, everyone listens.

Small pilots create champions who naturally spread success stories.

They Form a Guiding Coalition

A diverse team of change agents creates momentum across departments.

Together, they generate buy-in and minimize resistance throughout the organization.

No one person can do it alone. You have to support a coalition.

Think back: Who helped your last project succeed? It probably wasn't a title—it was people. Those people are your change agent. Are you one, too.

Outcome – Agility at Scale: When engaged early, change agents make the whole organization more **agile**. They enable faster absorption of change—just like Martec's Law tells us we need. They're not just helpful—they're **essential** for bridging the innovation gap.



Who Are Your Change Agents? Agents?





Every organization has change agents hidden in plain sight. They rarely have fancy titles or corner offices.

The question is:

Have you found them yet?

💡 **Think of 2 names right now.** Who influences your team? Those are your change agents.

Empowering Your Change Agents

	Recruit formally Invite them to champion the change effort
	Provide extra training Give early access to build expertise
	Amplify their voice Listen to their feedback and insights
	Recognize contributions Celebrate their impact publicly



How to Support Them

Give them resources and recognition to amplify their impact.

- Provide dedicated time for innovation
- Create access to decision-makers
- Offer training in change methodologies



What They Need

Remove barriers that prevent them from driving adoption.

- Protection from organizational politics
- Use tools to measure (Maximo) and share successes
- Community of fellow change agents

Embrace Continuous Change



Shift Your Mindset

See change not as a threat but as an ongoing journey.



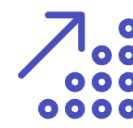
Accept the Pace

We'll never be "caught up" with technology—that's okay.



Redefine Success

Success isn't a destination. It's your ability to adapt.



Foster Adaptability

Organizations that embrace change thrive. Others risk obsolescence.
obsolescence.

Your change agents are the surfboard helping your organization ride the waves of innovation instead of being overwhelmed by them.
by them.

Overcoming Resistance to Change



Communicate the Why

Clearly explain benefits and listen to concerns. Frame changes as solutions to problems people care about.



Involve Users Early

Form committees with end users to design implementation. Create ownership through participation.



Start Small, Win Early

Run pilot projects to limit risk and create success stories. Use real results to convince others.



Provide Robust Support

Offer varied training options and hands-on help during transition. Create safety nets for struggling users.

"I, By" Statement Technique

Once you've identified your change agents, give them clarity and purpose with the Prosci "I, By" Statement technique.

The Formula

"I, [role], contribute to adoption by [specific action]."

Clarifies Responsibility

Each person understands exactly how they fit into the change ecosystem.

Addresses WIIFM

Answers "What's in it for me?" by connecting personal contribution to bigger purpose.

Preempts Resistance

Clear expectations reduce uncertainty—the primary source of change anxiety.

Try drafting these statements with your change agents before your next project launches.

Be the Change (Agent)

Ask Yourself

Could you be the catalyst in your team? Everyone has potential to drive positive change.

Start Small

Volunteer to pilot a new Maximo feature. Small actions create momentum toward bigger innovations.

Support Others

Leaders: Identify and nurture those with enthusiasm for improvement. Mentorship multiplies impact.

Take Action Today

Your journey begins with a single step. What will yours be?

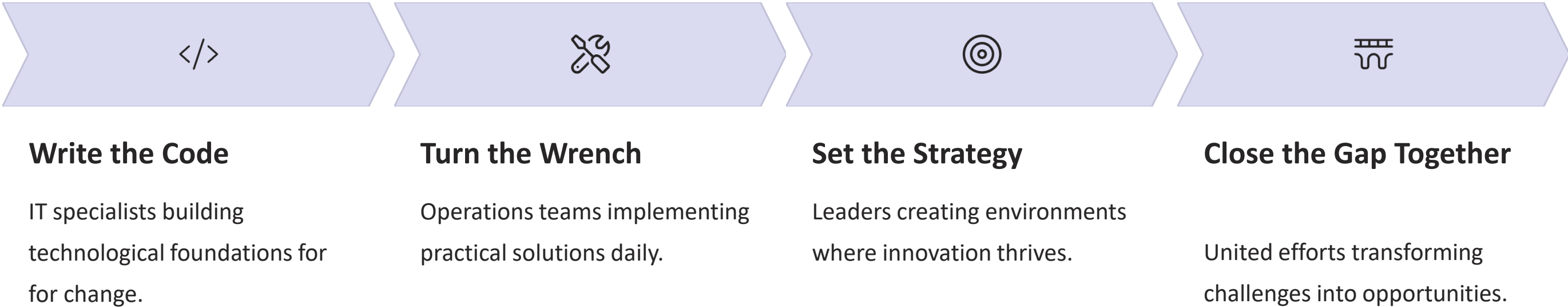


Your Next Steps

1. **Identify Change Agents:** Find potential catalysts within your team. Schedule a conversation with them next week.
2. **Share Martec's Law:** Present the innovation gap concept to leadership. Create urgency around adaptation.
3. **Stay Connected:** Your presence at WMMUG shows commitment. Continue learning from this community of fellow innovators.
4. **Start Small:** Choose one Maximo feature to pilot with your change agent. Build momentum through visible wins.

Thank You for Embracing Change

Your presence today shows commitment to innovation. I'm available during the break to continue this conversation.



Thank you to the WMMUG organizers for this platform. Remember: **Change isn't just inevitable—it's our greatest opportunity.**

The gap closes not when technology slows, but when people accelerate.