Real Property Services
Change Management for Workplace Transformation
Overview of approach, tools and techniques to support organizations and their employees’ success through the transformation of their workplace

Suesan Danesh, Workplace Solutions
2017 RPIC Forum on the workplace
April, 2017
The Nature of Workplace Change

Workplace transformation in the Government of Canada represents a significant change across many key enabling areas of our work, including, but not limited to following:

- The design of our workspaces - flexibility and choice, human-centered and “WELL”.
- The technology we use – mobility as the key common characteristic.
- The processes that support our work – from paper-based to digital.
- The culture of our organisations – built on trust and employee empowerment; innovative and results-based.
- The behaviour of employees – self-reliant, collaborative, engaged, and focused on knowledge work.
Integration as a key to success

For workplace transformation to be successful, all enablers of the modern workplace have to be integrated into the transformation activity.

1. A target level of maturity aligned to the vision in information technology, information management, human resources, security, occupational health and safety, and people management, is essential.
2. A plan for workplace transformation must include filling the gaps where the maturity level for success has not been reached in any of the key enabling areas.
3. This integrated plan includes projects that will change key areas and help us transform the workplace; their timelines must be considered and aligned. Departments must allocate financial and human resource efforts to achieve maturity targets. These targets are essential to aligning workplace performance with its design. They also help the organisation and its employees understand the reason behind change and its benefits.

Why does integration matter to change management?

Employees see the workplace as a place (space, tools and processes) where they invest their knowledge and apply their abilities to successfully deliver results. Seeing that these are considered part of workplace change, contributes positively to employee adoption and buy-in.
Why change management?

Because we want the change to be successful for our employees.

- Project management is not enough to ensure success. It focuses on delivering projects on-time, on-budget, and it implements structural and tactical change.
- Change Management addresses the people side of the change, e.g. the number of updated computers (tactical) versus the number of competent users (people).
- There is documented correlation between projects that meet or exceed project objectives and the degree to which their change management program was effective.

*Change management = maximising the benefits of change projects*
What is change management?

It’s building ADKAR in the people involved in or impacted by the change

ADKAR must exist to achieve a successful change.

Change management strategy and activities ensure that ADKAR is built through all phases of project delivery, not just at the beginning or the end.
Change management tools

To build each block, you need a set of tools. What could those tools be?

- How do you create awareness?
- How would you build desire for something new? How do you motivate people to participate?
- What about knowledge? How do people know how to do something?
- How do you build a new ability, or a new competency?
- How can we reinforce change?

Diagram:
- **Building Blocks of CHANGE**
  - Awareness
  - Knowledge
  - Ability
  - Desire
  - Reinforcement
  - Guidance / How to
  - Reward / recognition
  - Pilots
  - Training / skills development
  - Showing benefits (WIIFM)
  - Leadership messages
  - Competition / gamification
  - Communications
Managing workplace change

The top 5

1. **Vision**: Clearly articulating a vision for the workplace that is aligned to the vision and the benefits of the organisation.

2. **Leadership**: Demonstrating active and visible leadership (champions and ambassadors), supporting the vision and the aspects of change throughout the change initiative life-span.

3. **Engagement**: Engaging employees by way of activities, meaningful consultations and discussions at all levels on the issues that matter most.

4. **Managers as change agents**: Empowering and equipping managers and supervisors to support their employees through the change.

5. **Experience**: Creating opportunities for employees to experience the change through pilots, pathfinders and demonstration—seeing is believing, experiencing is knowing.
Change management playbook

**Pre-planning**
- Assessments
- Change management Strategy
- Change management Team

**Planning**
- Governance
- Change management, Communications, Engagement plans

**Implementation**
- Communications
- Engagement
- Training

**Measurement**
- Change management assessment
- Pre - Post Occupancy
Pre-planning “plays”

- Maturity / readiness assessment
- Change, stakeholder and impact analysis
- Change Management team structure, roles and responsibilities, skills & competencies
Sizing the change and understanding the landscape

- Impact Assessment
- What is changing?
- What is the impact of these changes?
- How many people are impacted?
- Change Management Strategy
- What is the organization’s change culture?
- Organizational attributes
- Change Competency
- Readiness Assessment
- Change Inventory
Planning “plays”

- Governance and committee model
- Sample plans for:
  - Communications
  - Engagement
  - Training
  - Reinforcement
- Sample approaches for key activities such as information management/ paper clean-up campaign, pathfinder space demonstration program, move program.
Implementation “plays”

- Employee Communications
  - Examples of:
    - Key Messages
    - Vision statement
    - Discussion panel
    - Newsletter and blog post topics
    - Welcome Guide
- Engagement toolkits for ambassadors and managers (e.g. meeting-in-a-box)
- Sample training program for managers as change agents
- “Day in the Life” scenarios
Communications model: Three categories of key messages

Category 1 - Vision
- Articulating the vision and the principles
- Why the change is needed

Category 2 – Objectives for specific changes & WIIFM*
- What improvements will be achieved through the change(s)
- What’s in the change for employees / stakeholders

Category 3 – Tactical information / details
- The who, what, when, where and how of the change
Determining the ratio and the order of key messages in each category

Champion launches the change project

Project Director status update

Move message
Measurement plays

• Change management assessment: How is the “people” change going? Are your Change Management activities delivering ADKAR?
• Pre- and Post- Occupancy Evaluation: are employees and the organization realising the benefits?
• Advice and guidance: what are the best ways to address gaps, resistance, and reinforcement?
Public Services and Procurement Canada’s Workplace Solutions Change Management Services

- Change Management: advices, guidance, support and trouble shooting
- Change Management Playbook*: strategies, tools, examples and best practices
- Project-specific Change Management services
- Training and development
- Change Management Community of Practice

* The Workplace Change Management Playbook is a living document and will continue to evolve as new tools are developed and best practices are shared
Keep in touch!

Suesan Danesh
Manager, Change Management Unit, Workplace Solutions, PSPC
Suesan.Danesh@tpsgc-pwgsc.gc.ca
613-462-1902
@suesanpd