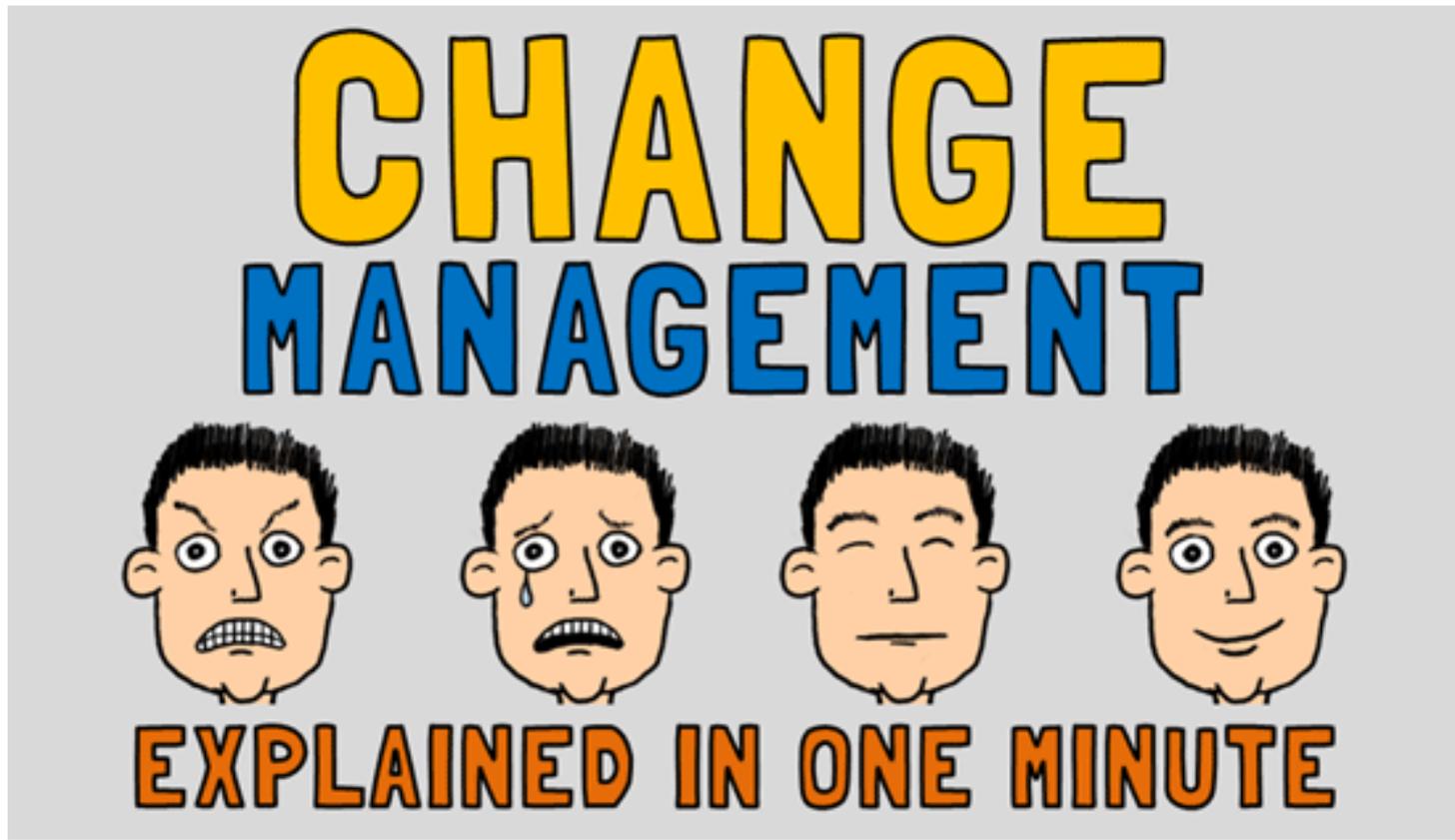


Change Management and Workplace Transformation



“The Secret of Change is to focus all of your energy, not fighting the old, but on building the new.”

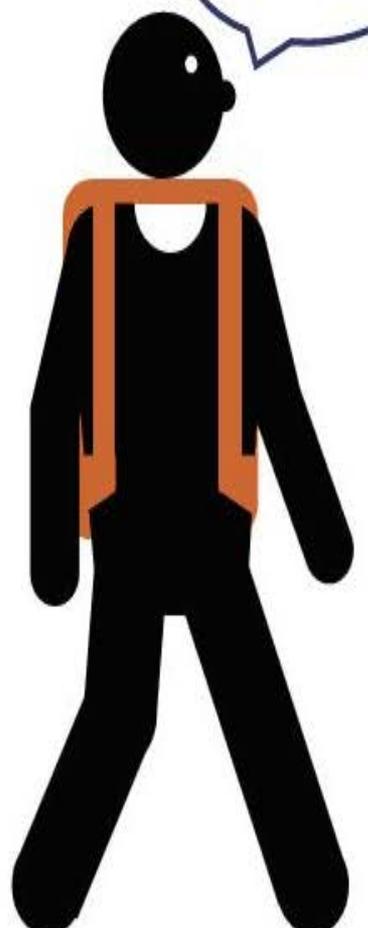
- Socrates

Write me

Call me

Email me

Text me



Traditionalist
1922 - 1942

Baby Boomers
1943 - 1960

Generation X
1960 - 1980

Millennials
1980 - 2000

From...Push To...Pull
Frame the Issue

people impact
workplace

*“They’re not employees,
They’re People”*

- Peter F. Drucker
Harvard Business Review

Workplace
impacts
people

Workspaces

- Space Standards
- Features & Performance
- Office Environment

Human Performance

- Internal Communication
- Organizational Growth
- Culture Improvements

Business Processes

- Performance Measures
- Staff Work Patterns

Effective Workplace

Real Estate

- Location
- Site & Building Attributes
- Financing Goals

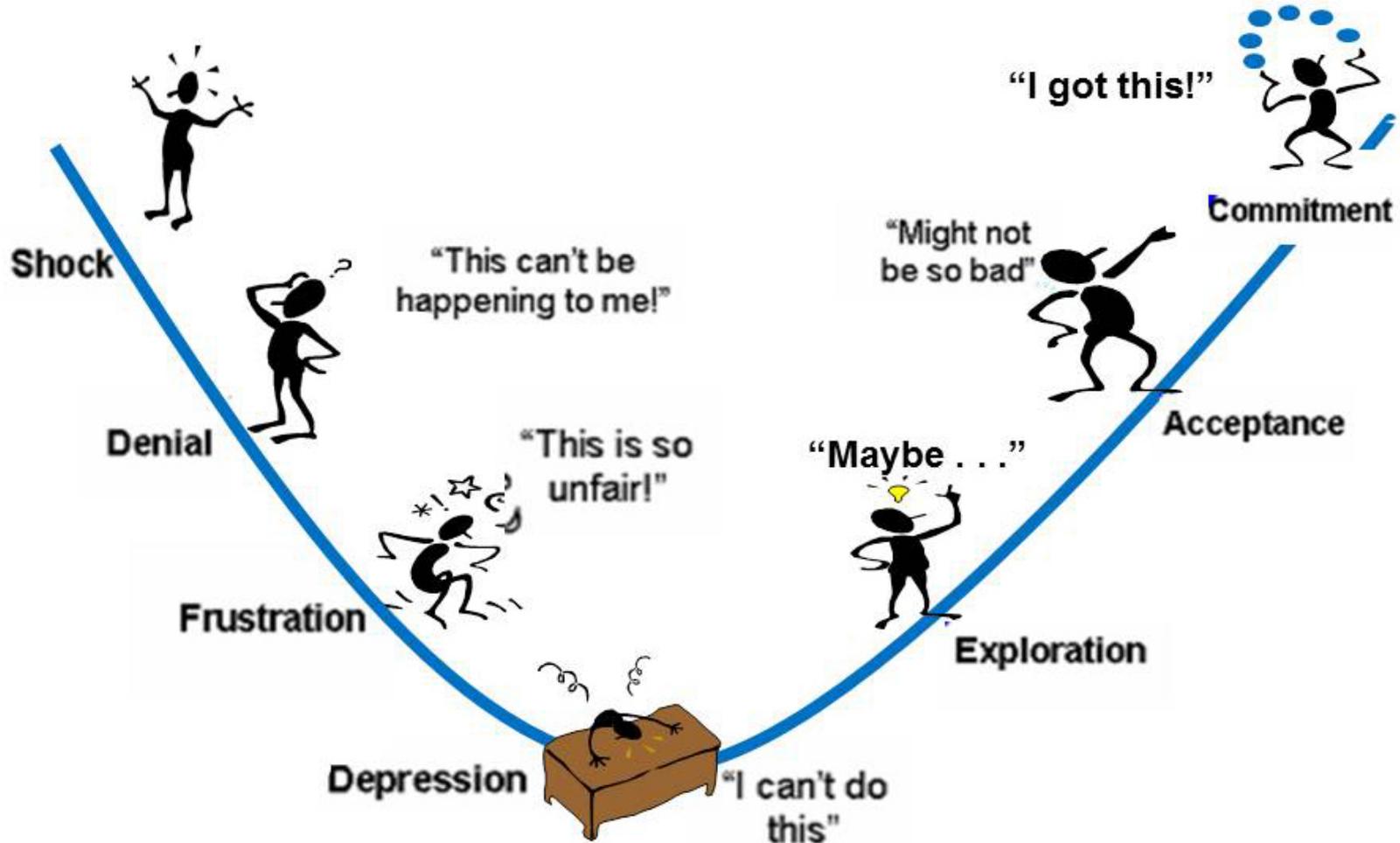
Supplies & Equipment

- Furniture
- Fixtures and Equipment
- Support Services

Technology / Telecom

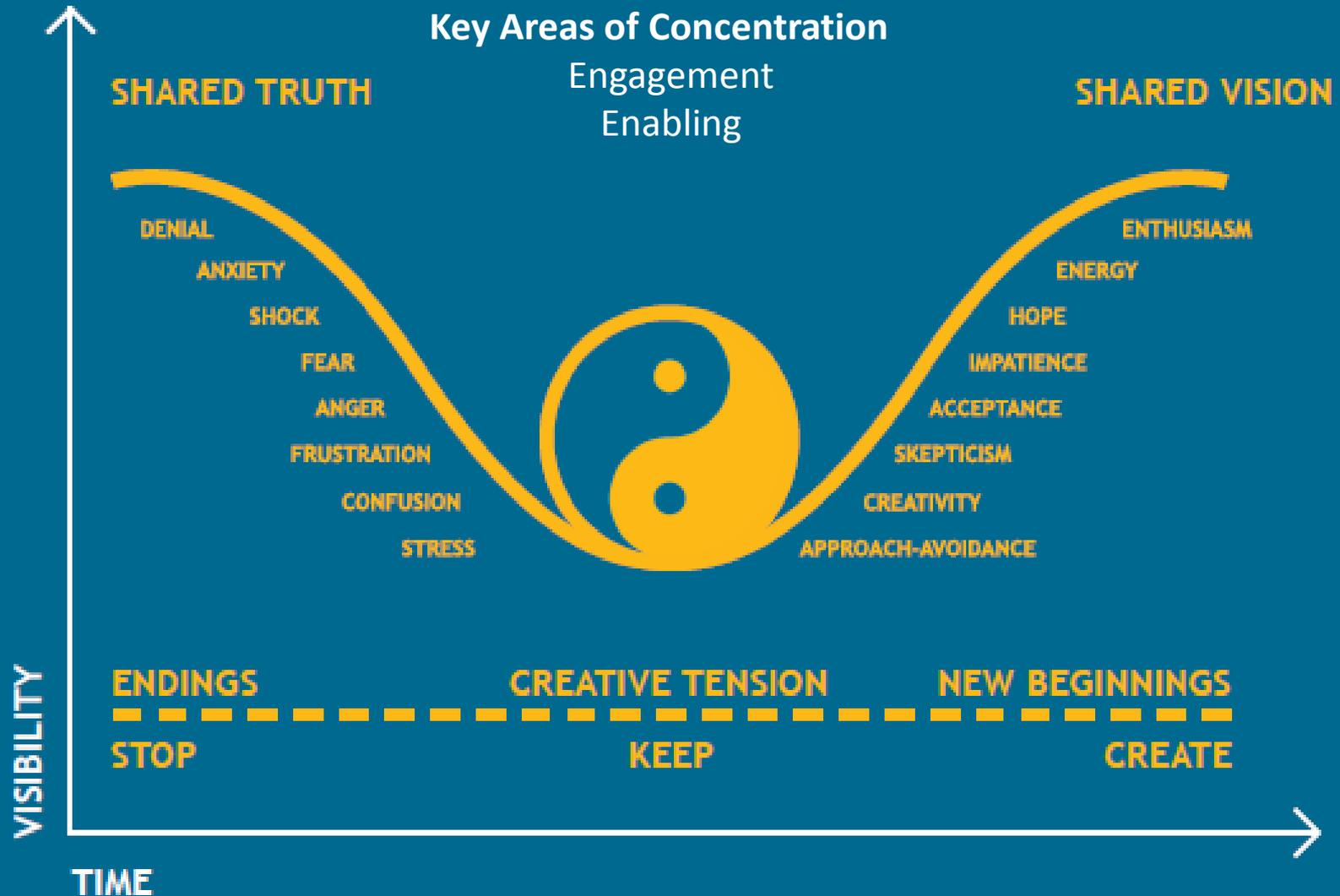
- IT Infrastructure
- IT Services
- Telecommunications

Change Continuum



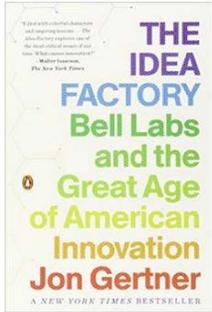
70% of all major change efforts in organizations fail because organizations do not take the holistic approach required to effect that change.

Change Continuum Loop



Source: William Bridges, *Managing Transitions*; John Fischer, *Stages of Transition*; Peter M. Senge, *The Fifth Discipline Fieldbook*; BHDP Architecture, *Strategic Tools Deck*

- 1925 Data Networking (think Fax Machine)
- 1939 First Binary Computer
- 1947 The Transistor
- 1947 Cellular Telephone Technology
- 1954 Solar Cells
- 1957 Laser
- 1962 Digital Transmission and Switching
- 1962 Communications Satellites
- 1963 Touch-Tone Telephone
- 1969 Unix Operating System and C Language
- 1979 Digital Signal Processor (DSP) (or converting analog to digital...)

Facts about Change

- Organizations implement changes to **increase the effectiveness** of their businesses
- Change can be **complex** and often **painful** and **chaotic**
- Coping with change can be **difficult** for an organization, both as a group and as individuals

*“Change is a threat when done to me,
but an opportunity when done by me.”*

or stated another way.....

*“Change is disturbing when it is done to us,
Exhilarating when it is done by us.”*

*Rosabeth Moss-Kanter
Harvard Business School*

*It's all about **CHOICE***

Seven Secrets to Success

Getting *Everyone*
on the Same Page

1. **Partnership** (in practice...not just theory)
2. Recover from Inevitable Mistakes
3. Operate with *Joint* guidelines, boundaries, and processes

Getting the
Organization
on Board

- ← 4. **Involve the frontline**

Human Side (politics
& conflicts)

5. **Engage** in One Agenda
6. Navigate Conflict

Work on
behavior varies
over time

- ← 7. Never just Check the Box...***you need to train, maintain,
and sustain***



Modified from Original Source: Fenwick Koller
Associates • Ron Koller • Rick Fenwick • Deb Nystrom

Organizations and People Change at Different Speeds

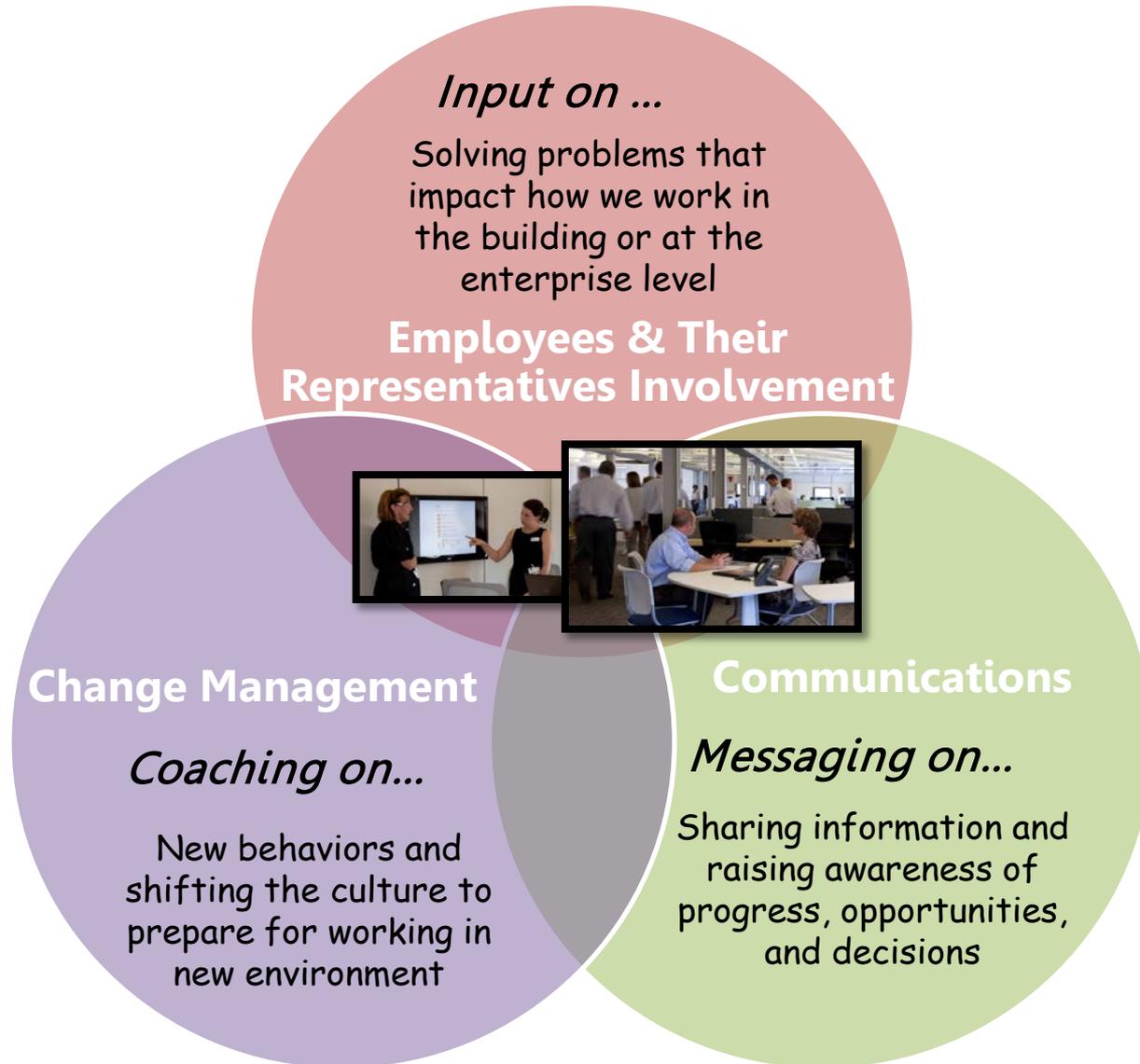


- Recognize speed limits of different organizational elements
- Prevent slow elements from blocking quick ones
- Prevent quick ones from tearing up slow ones

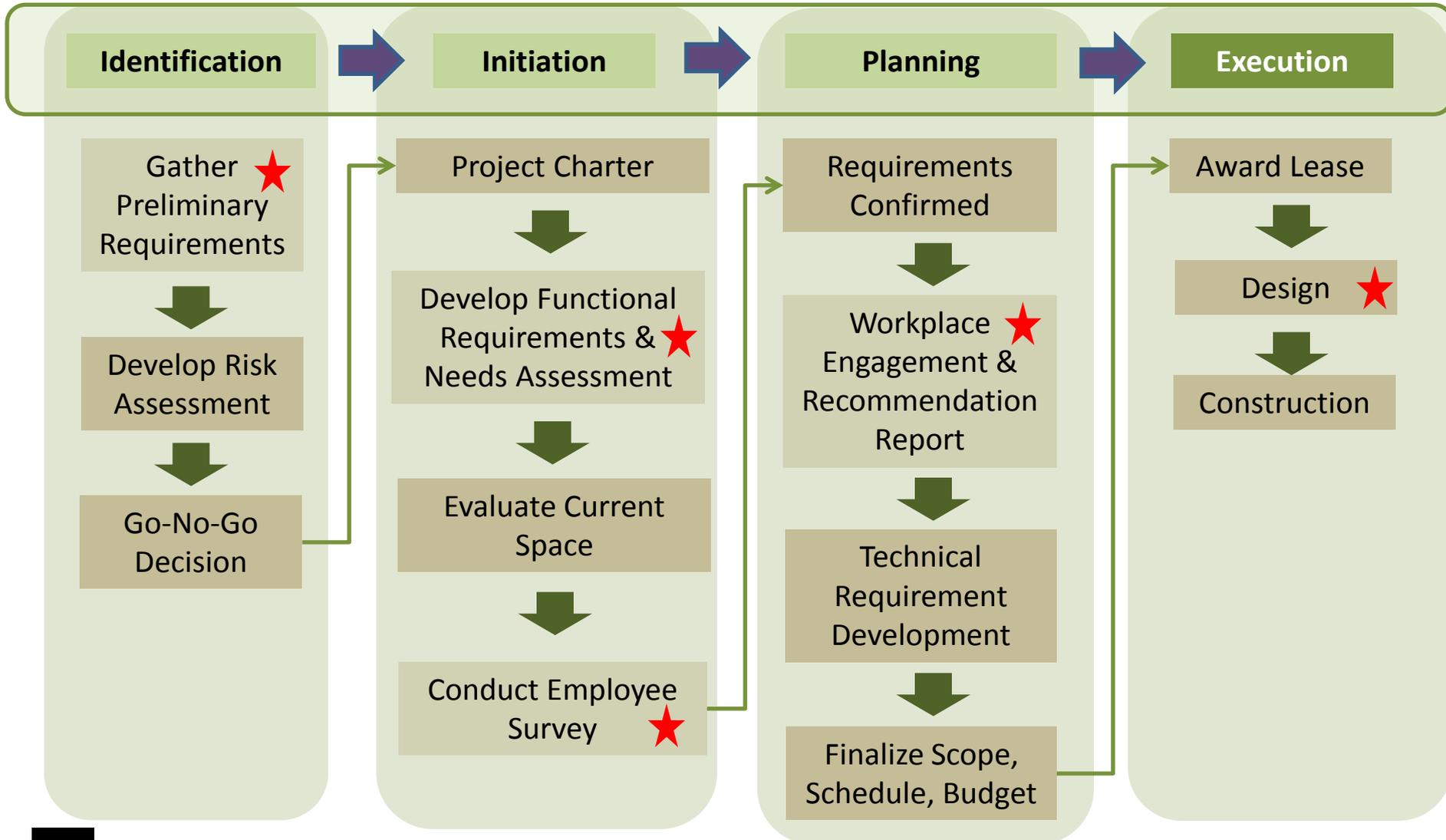
“Have you ever noticed. Anybody going slower than you is an idiot. And anyone going faster that you is a maniac.”

- George Carlin

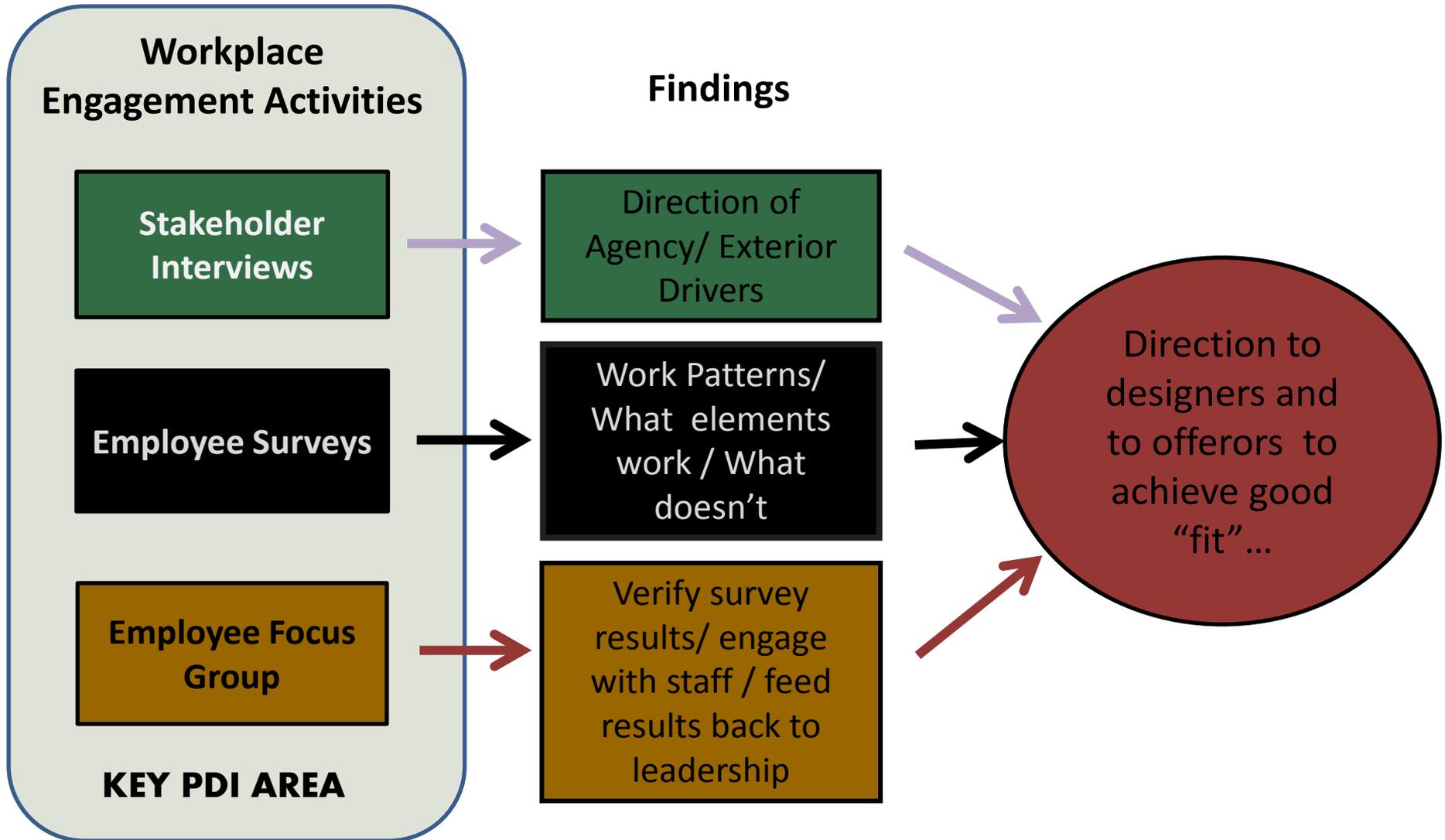
Involvement in Change Management



Owned & Leased Space Project Lifecycle



Workplace Engagement



Employee Involvement & Change Management

The Distinction



Employee Involvement

Find meaningful opportunities to engage employees and their representatives in providing input, make decisions or problem solve when decisions have already been made.

Goals:

- Rational, fair process
- Benefit from employee perspective and experience
- Lead to situation where: *“We can all live with the outcomes.”*



Change Management

Prompt new behaviors and practice among the workforce for successful transformation.

Goals:

- Recruit, train, and manage a cadre of Change Champions – forming a cohort
- Develop tools and guidance docs for Change Champions
- Develop and deliver awareness training

Encourage Practice in a Variety of Areas

Place

The physical work environment

Use low/no-cost options to maximize space and promote work flexibilities

Try different workspace configurations

Repurpose private offices into common meeting space or rooms

Letting go of private offices and assigned workspaces

People

The physical work environment

Increase flexible work modes (e.g. telework, desk sharing, hoteling, etc.)

Become proficient in latest technology

Establish relationships and build communities with dispersed colleagues

Letting go of traditional ways of working

Work

Business processes to manage the new ways of working

Give dynamic feedback on job performance

Focus on results and performance

Streamline existing processes that rely on face-to-face interaction

Letting go of our attachment to physical "stuff" (printers, files, pen/ink signatures)

Communication

The message used to inform and engage

Establish ongoing forums for communication

Facilitate team and stakeholder discussions

Recognize and celebrate progress; motivate and inspire

Encourage creativity, sharing, and support

Letting go of privately held information

Provide Guidance notes/tools for each activity....Measure results and obtain feedback

Must provide the support to increase the comfort level around transformation efforts

An Example:

Increase Flexible Work Modes



Variety of Training

- By Groups (Op Divs)
- By Perspective (Mgmt, Supervisor, Employee)

Variety of Delivery Methods

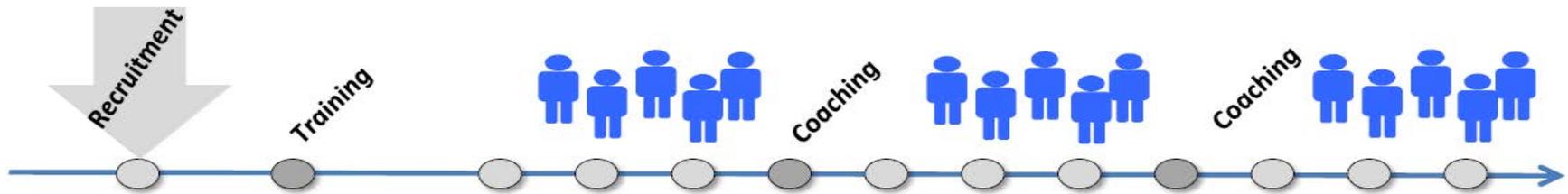
- In person, On line, Hard Copy



- Online Support
- Encourage Feedback
- Surveys and Focus Groups

Change Champion Effort – Prime Area for PDI

Involvement and participation of the Union Representative in the Change Champion Effort is highly beneficial



1800 F Transformation Tactics

Information Dissemination

Preparation

Organization

Education

Support

The program: 10 weeks before move

- 1 What can I control?
- 2 How do I give up on paper and documents?
- 3 What's my space like?
- 4 How can I move and keep the job going?
- 5 What are the flexible working options?
- 6 How is the working environment different?
- 7 What are the 'rules' for working in the new space?
- 8 How can we make our rules work?
- 9 What's sad and what's exciting about moving?
- 10 How do I keep calm?

GSA U.S. General Services Administration



The Change Champion will...

- Enable employees and their representatives to **incorporate choice** effectively.
- Be the **spokesperson** and **promoter** of the **Transformation process** – ways of working as well as culture and business impacts
- **Be a guide** in planning for and navigating the transformation process
- Keep your organization focused on the end goal, even when times are tough
- Provide **feedback** to leadership for clarifications and resources needed
- **Collaborate** with peers, leadership and other Change Champions to share ideas, resources, and lessons learned from the journey



Employee Engagement Plan

Employee Involvement	Resources and Stakeholders	Actions
Identify the opportunities for input	<ul style="list-style-type: none"> Managers Training, Surveys 	<ul style="list-style-type: none"> Select initial topics Update topics w/town hall, other data
Conduct Town Halls	<ul style="list-style-type: none"> Communications, Change Managers, & Project Team 1800F Managers Training Unions 	<ul style="list-style-type: none"> 1st Town Hall Feb 28th Complete Town Halls by April 30th
Socialize Employee Involvement	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Engage with Program Owners Include in 1800F Communications
Partner with Union Leaders	<ul style="list-style-type: none"> Unions Communications 	<ul style="list-style-type: none"> Co-Develop Town Halls Review Topics Ongoing involvement in employee activities
Conduct other Activities for Involvement	<ul style="list-style-type: none"> Town Halls, Unions, Program Owners Communications 	<ul style="list-style-type: none"> Conduct Activities <ul style="list-style-type: none"> Focus Groups Survey Furniture and IT “Labs”
Distill the input and feedback to/from the project team	<ul style="list-style-type: none"> Change Champions Communications 	<ul style="list-style-type: none"> Coordinate input and feedback with: <ul style="list-style-type: none"> Project Teams Unions Develop and Share FAQs
Conduct Training	<ul style="list-style-type: none"> Communications, Change Managers Unions 	<ul style="list-style-type: none"> Select initial topics Update with feedback
Share Timeline and Document Progress	<ul style="list-style-type: none"> Communications, Change Managers, & Project Team Town Halls Unions 	<ul style="list-style-type: none"> Engage with Program Owners Include in 1800F Communications Update all regularly

Project Pilot(s)

Pilot and test thoughts in multiple and small ways.....get feedback, learn and improve!



Not just space...

Shredding Contract Pilot → Digitized Files → Paper Reduction

Allows to learn first, develop process, and expand...



Why pilot?

Try new things?

How do you know if you are going to like it?

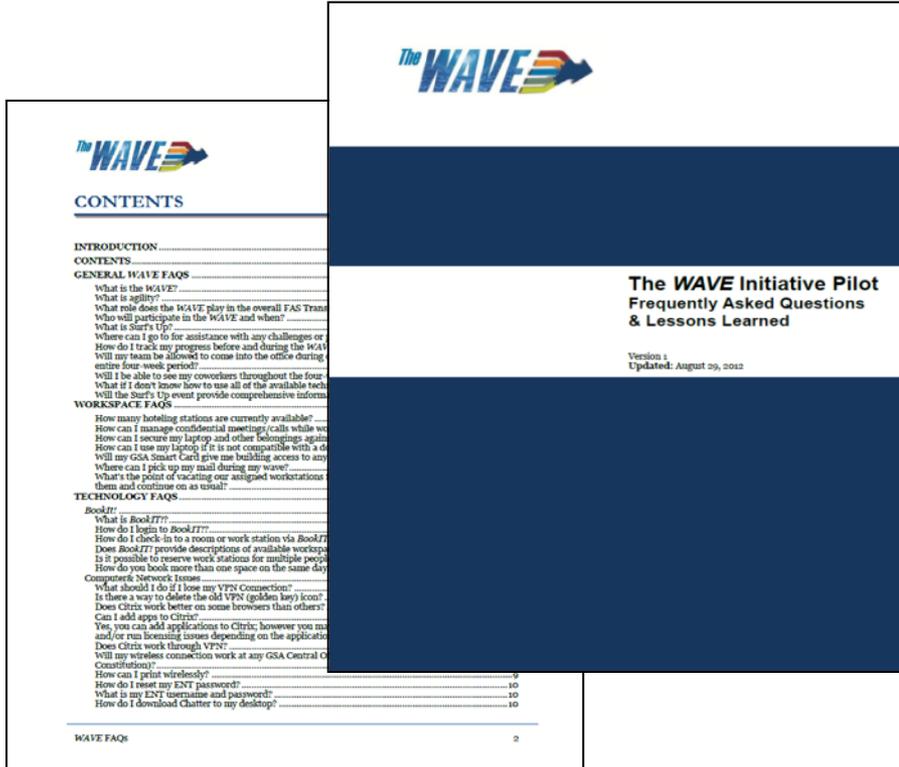
Doesn't mean you have to change now....

...but why not try something different

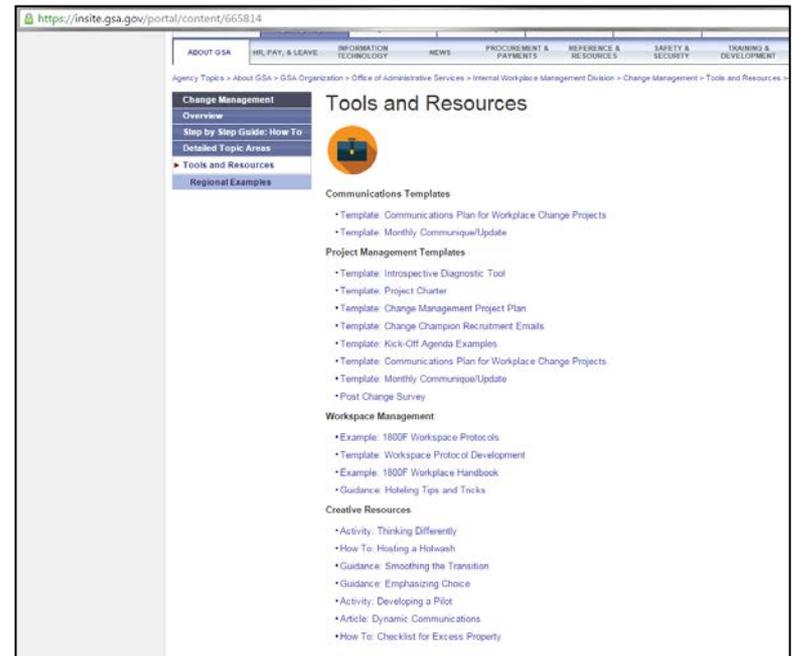
...learn....improve

...you will find out what works and what doesn't

Communicate and Educate

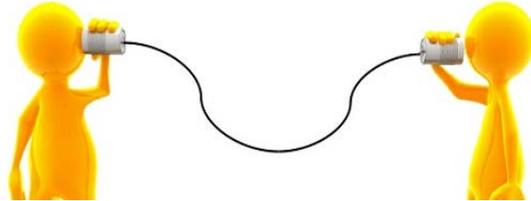


FAQs and Communications



Websites, Training

Communication Plan and Strategy



COMMUNICATE, COMMUNICATE, COMMUNICATE

- Work together to develop and implement a communication strategy
- Develop a Communication Plan
- Multi-faceted
 - Educate - - Inform - - Decide
 - Collect Feedback and Input
 - Timing matters
 - Digital, Printed, In-Person
- Who should be involved?
 - All tiers of Employees
 - Unions
 - Change Champions



ONE
RESULT...



Thank-you

Charles G. Hardy, CCM
Chief Workplace Officer
US General Services Administration
charles.hardy@gsa.gov