

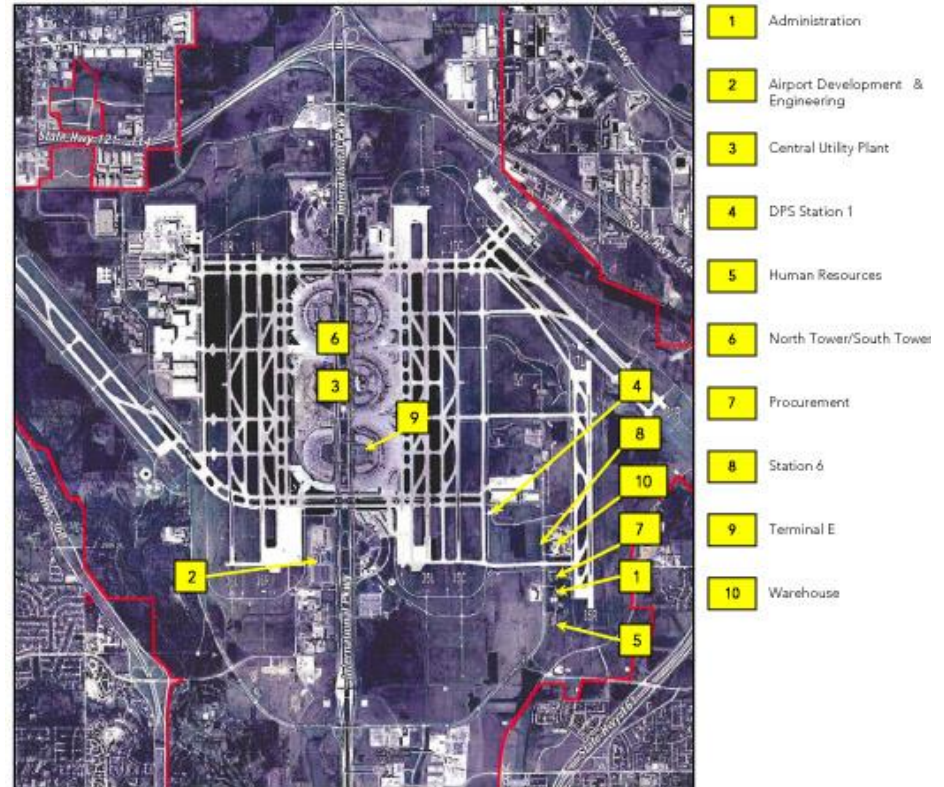
DFW AIRPORT HEADQUARTERS

**CHANGE
MANAGEMENT
STRATEGY**

MAY 2015

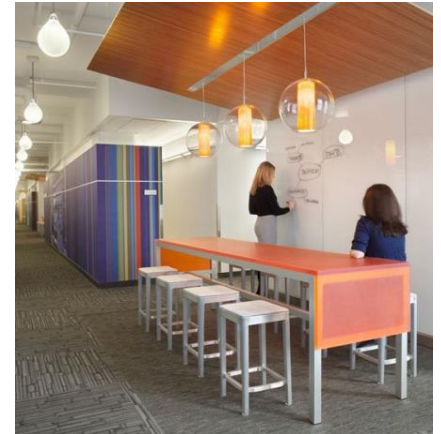
REASONS TO MOVE

- ❑ Decentralized campus in 10 separate facilities
- ❑ Aging facilities



THE PROMISE

- Increase employee engagement and morale
- Increase efficiency and productivity
- Reduce costs
- Incorporate sustainability and new technology

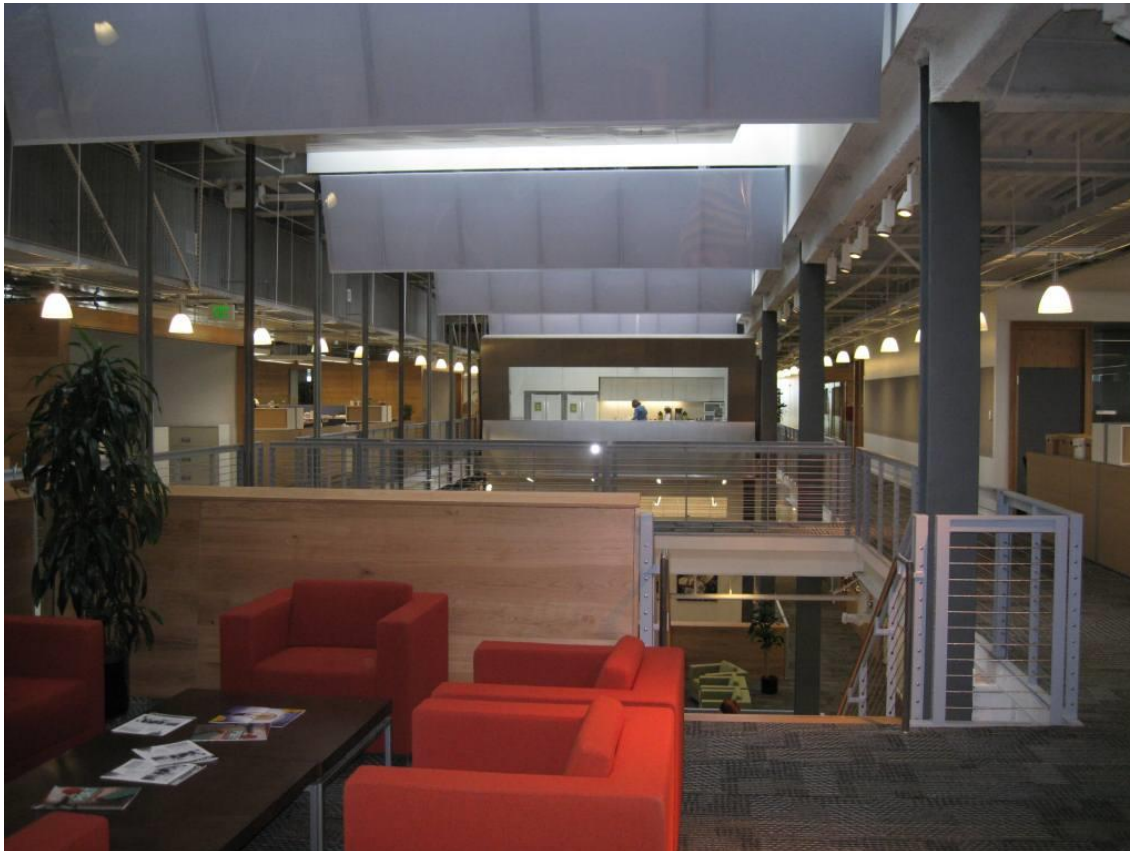


GUIDING PRINCIPLES

- ❑ Create a **positive image**
- ❑ Follow **Universal Office Planning**
 - ❑ Smaller personal space
 - ❑ Larger common space
 - ❑ Multi-purpose public space
- ❑ Inspire **creativity and collaboration**
- ❑ **Organize space by job function**, working relationships and organizational structure
- ❑ Provide **access to natural light**
- ❑ **Consistency** across departments and at all levels

PORT OF PORTLAND

Main lounge



PORT OF PORTLAND

Break Area



PORT OF PORTLAND

Outdoor Area



DELOITTE UNIVERSITY

Main lounge



Open stair with reclaimed wood ceiling
Variety of seating types

DELOITTE UNIVERSITY

Meeting Area



DELOITTE UNIVERSITY

Outdoor Area



THE FACTS

- Even good change is hard
- You need a plan!

"I welcome change,
as long as nothing
is altered or different."

Quotesaday.com

WHY CHANGE MANAGEMENT?



2007 Copyright Prosci and Bill Cigliano

RESEARCH FINDING

The **number one obstacle** to success for major change projects is **employee resistance** and the ineffective management of the people side of change.

* Data from 327 companies undergoing major change projects.

THE FIVE BUILDING BLOCKS FOR SUCCESSFUL CHANGE

Awareness
Desire
Knowledge
Ability
Reinforcement



GREATEST CONTRIBUTORS TO SUCCESS

☆ Effective sponsors who:

- Show support both privately and publicly
 - Ensure that the change remains a priority
 - Tell a compelling story for why the change is happening
- Buy-in from frontline managers and employees**
- Continuous and targeted communication delivered in a variety of ways**

GREATEST CHANGE MANAGEMENT OBSTACLES

- Employee and staff resistance**
 - Fear of the unknown
 - Opposed to moving outside comfort zone
- Middle-management resistance**
 - Perceived loss of power and/or limited input in the project
- Poor executive sponsorship**
 - Executive sponsors don't play a visible role in supporting the program or shift their support too soon after project initiation
- Limited time, budget, resources**
 - Change projects are overshadowed by daily activities and responsibilities
- Corporate inertia and politics**
 - Organizational culture pushes back against the change initiative










Source: "Change Management" by Jeffry M. Hiatt and Timothy J. Creasy

CHANGE MANAGEMENT TEAM

- ❑ Be a champion and advocate for the change
- ❑ Ask questions, anticipate and address potential issues
- ❑ Manage the process
- ❑ Communicate



COMMUNICATION

Vehicle	Icon	Suggested to deliver this type of Information:
Intranet Site		Milestones such as groundbreaking, project status, background, benchmarking information
Video		Training, employee testimonials
Email Blast / Newsletter		Employee highlights, milestones
Town Hall Meeting		Project Status, Generate excitement
Manager's Forum		Coaching to reduce resistance, project status
Surveys		Feedback
Advocates Team		Training, generate excitement, subject matter experts
Tools & Resources		Job aids for equipment operation
Incentives		Completing deadlines, encouraging collaborating and new behaviors

CONTESTS

Street Name



Café Area



FREQUENTLY ASKED QUESTIONS

How many electrical outlets are in my cube?

**Why can't I have my microwave? Heater?
Mini fridge?**

Is there a FedEx dropbox?

How many refrigerators are on each floor?

Is there motorcycle parking?

Can we take our holiday decorations?

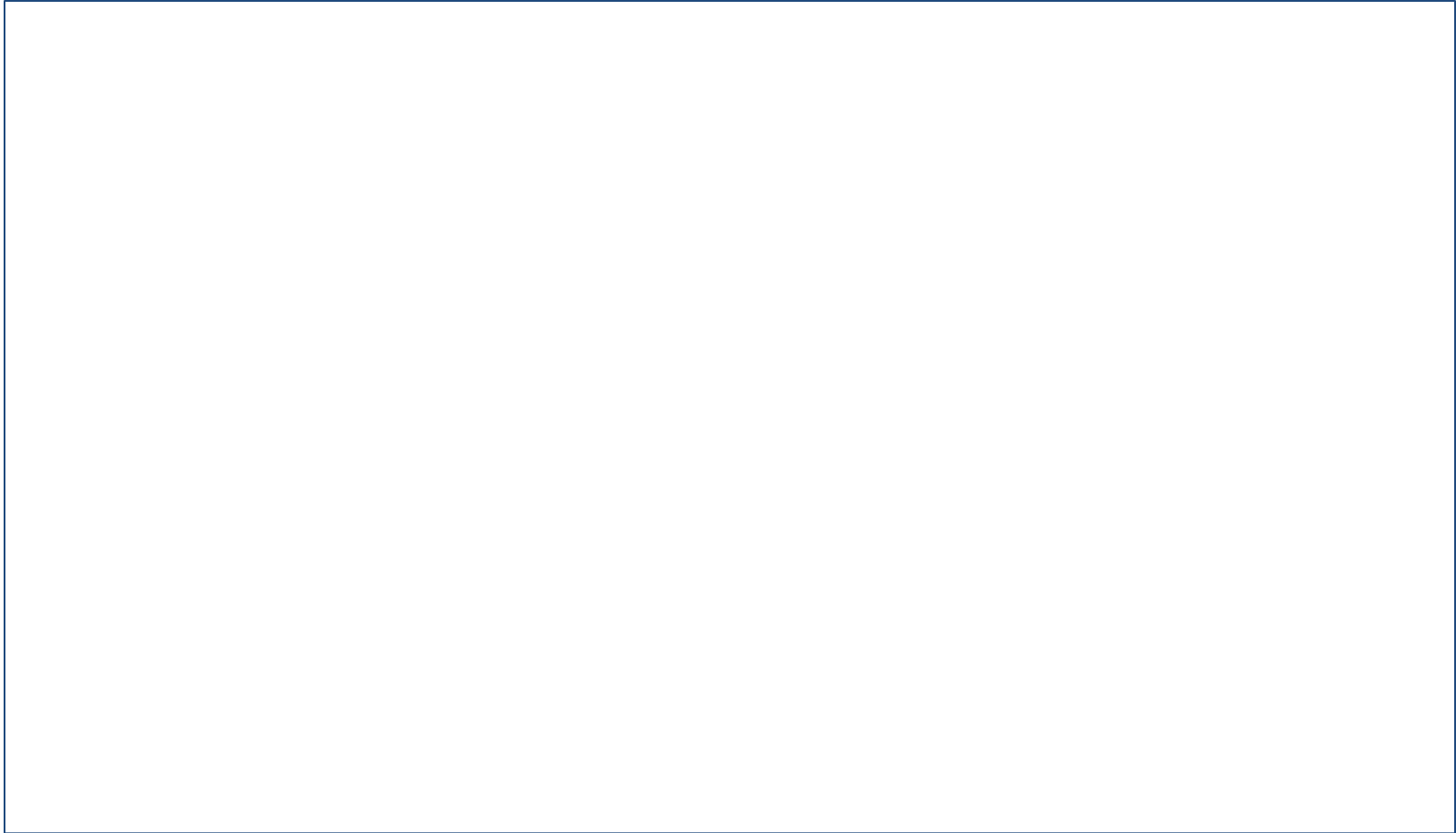
How many restrooms and how many stalls in each?

What about e-cigs?

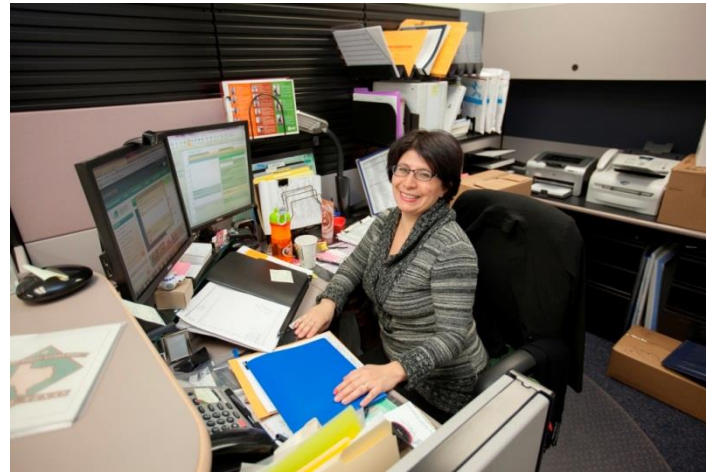
Will I have to wear pantyhose?



ETIQUETTE VIDEO



MOVE COORDINATORS



DAY ONE



GIFT BAG



Badge Holder



Lanyard



Journal



Phone Charger



FINISHED PRODUCT











LESSON LEARNED

Follow the lead of Disney and ...



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