

Workplace Change Management

Best Practices and Lessons Learned

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Discussion Topics

1

KEY ELEMENTS OF THE CHANGE PROCESS

2

BUILDING YOUR CHANGE TEAM

3

WORKPLACE ENGAGEMENT PROGRAMS: SETTING UP FOR SUCCESS

4

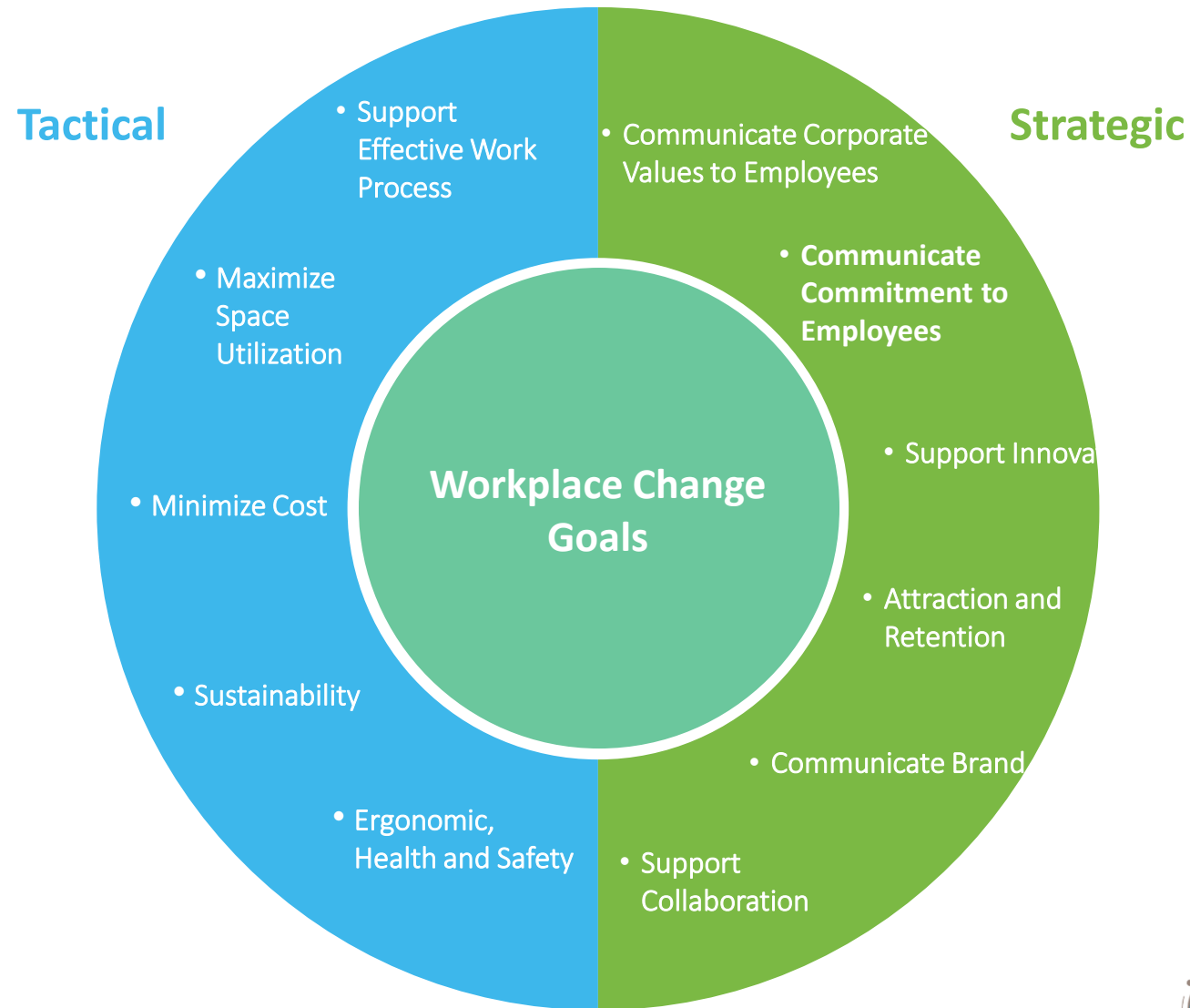
TIPS AND TRICKS



There is no “office of the future.”
There is only change.

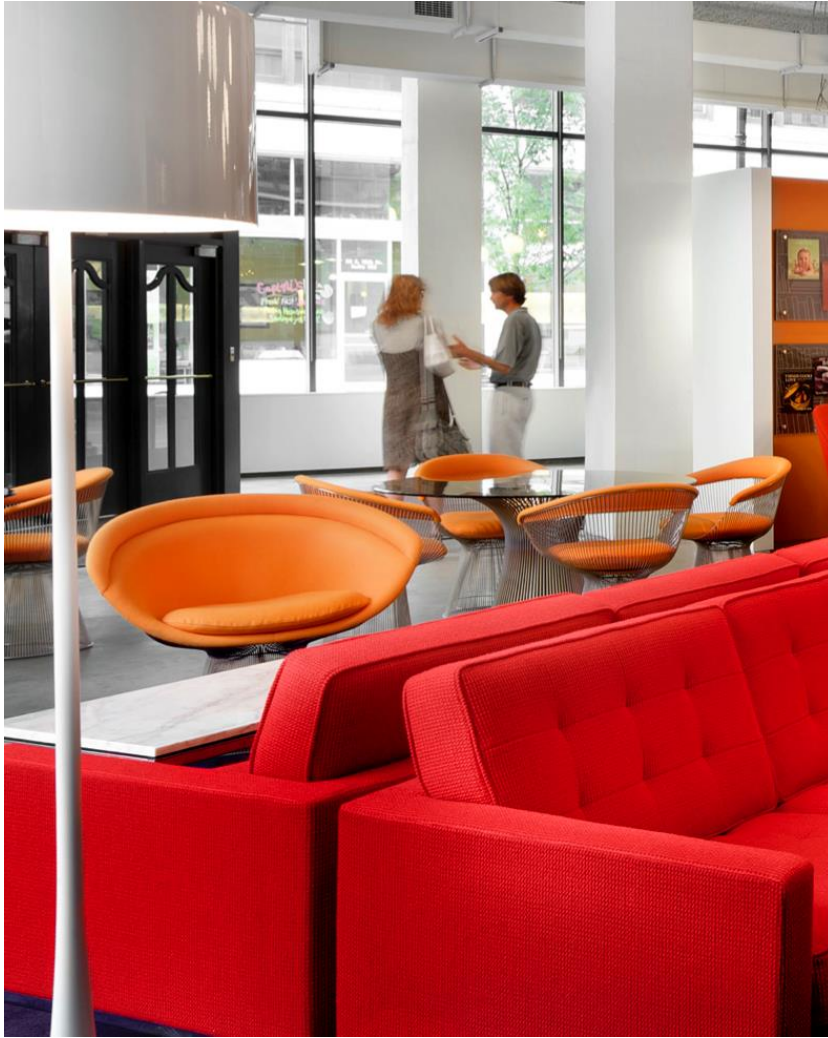
Source: Knoll, Inc.

Why Organizations Undergo Workplace Change



Source: Proprietary Content, Knoll, Inc.

Goals of Supporting Workplace Change



- › Ease anxieties of people affected by the change
- › Reinforce behaviors and practices desired in the new environment
- › Resolve conflicts in habits, attitudes and organizational culture
- › Accelerate the adjustment process and minimizing disruption to normal workflow
- › Maximize the return of physical investments

Source: Knoll, Inc.

Change is a Process, Not an Event



The Change Process is Iterative



Source: Proprietary Content, Knoll, Inc.

Clarify Project Scope: Include ALL that is changing

New Spaces + New Desks = New Workstyles, New Habits

- Coffee/water locations
- Copiers/Printers
- Technology (does everyone get the same?)
- Bathrooms
- Adjacencies: who sits next to whom?
- Scheduling: who can book a meeting room?
- Privacy: where to go to make personal calls?

Human Behavior is the MOST IMPORTANT part of any change!



Clarify Project Scope: Include ALL that is changing



New Location = New Routines

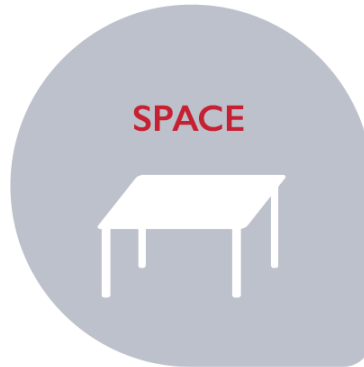
- Commute
- Parking
- Security Protocol
- Restaurants
- Day care
- Services: doctors, dentists, dry cleaning, grocery stores, florists, etc.



Human Behavior is the MOST IMPORTANT part of any change!

Change management should consider 4 elements

- How well does the space currently support our mission?
- What space elements might need to change to meet our future goals?
- What is driving our need for workplace changes?



- What elements of our human capital strategy, culture, and policies need to change as the work space changes?

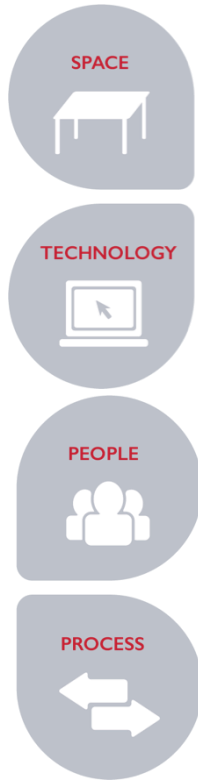
- What do we need to have to enable our in new of working?



- How might our work flows change as we work in space with new technologies?
- What opportunities might we open up?

The Clearing, Inc. Proprietary Information

With the breadth of change in mind, how will this impact the people?








**Where
are we
today?**



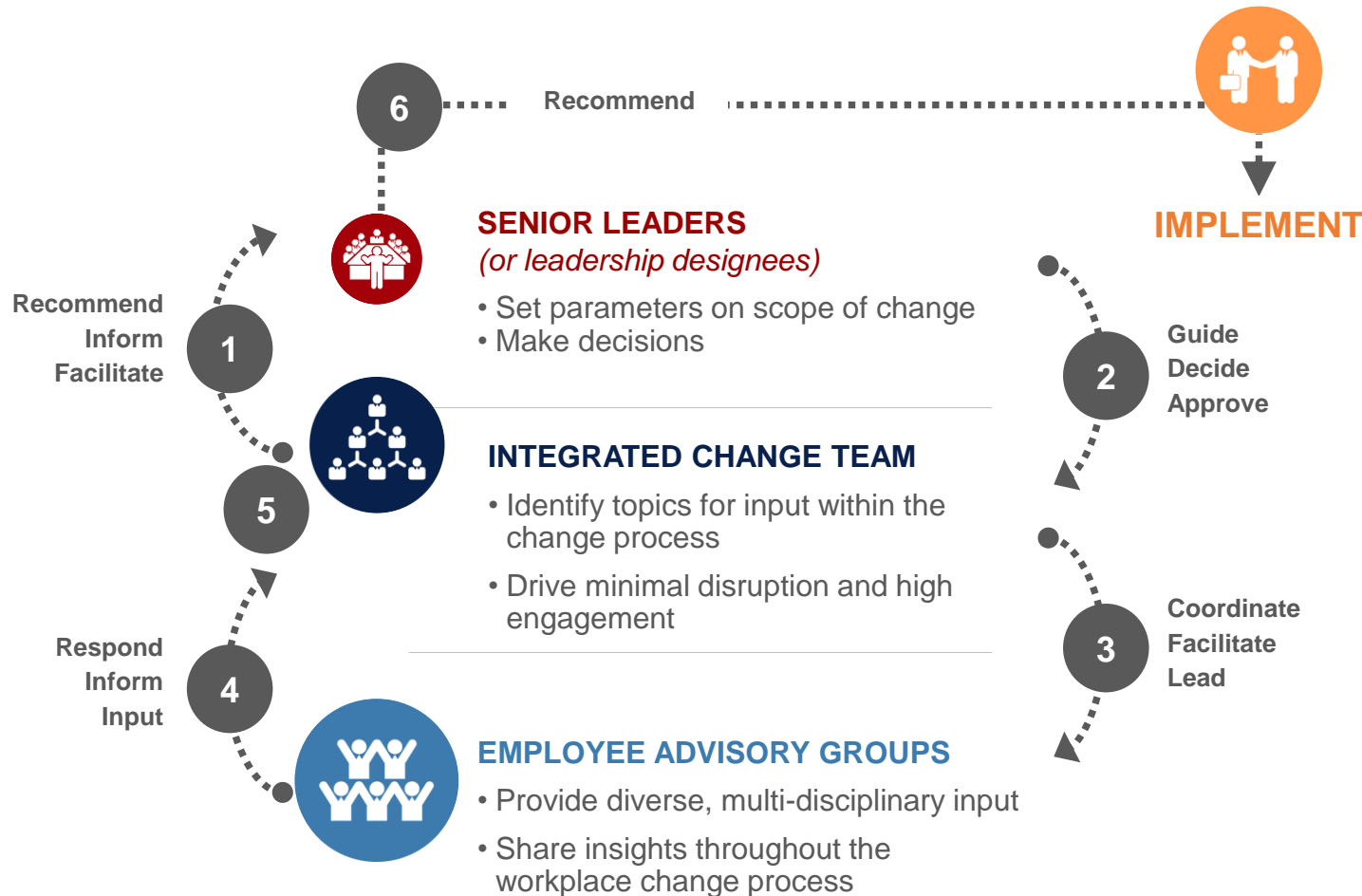
**Where do we
need to be?**

The Clearing, Inc. Proprietary Information

With the breadth of change in mind, how will this impact the people? (EXAMPLE)

KEY SHIFTS	WHERE ARE WE TODAY?		WHERE DO WE NEED TO BE?
	LOCATION <i>(Tactical Logistical)</i> 	My current routine is familiar, convenient	Embrace the unknown, neighborhood amenities, learning
	SPACE ALLOCATION 	My space based on tenure and rank	Our space for achieving outcomes/results
	DESIGN AND STRATEGY 	Limited options; single purpose, inflexible spaces	Variety, innovative nooks, functionally focused and agile spaces
	TECHNOLOGY 	Limited, tethered, untapped capabilities	Wireless, mobile, functional, intuitive
	CULTURE AND PRACTICE <i>(Behaviors and Mindset)</i> 	Physical location; “a place I go to everyday”	Tools, resources, colleagues, and community that help “me” deliver on the mission

Define and Build the Change Team and Decision Structure

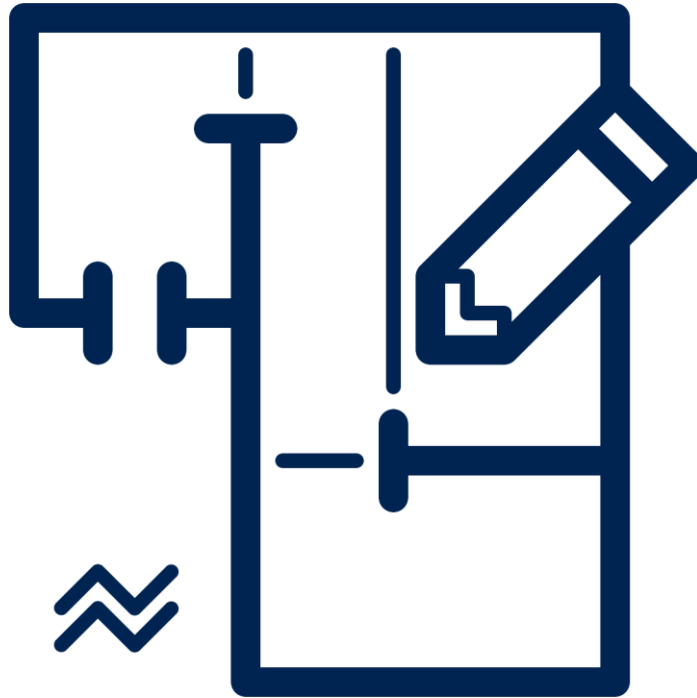


Process Overview

- 1 Define topic for engagement & decision-making
- 2 Give initial guidance & parameters
- 3 Set agenda & frame opportunity for input
- 4 Capture insights & recommendations
- 5 Synthesize input to make recommendations
- 6 Make decisions and communicate vision



Implementation



IMPLEMENTATION GUIDING PRINCIPLES

- Co-creation Leads to Ownership
- Input and Involvement within structured activities; the time invested accelerates adoption
- Ongoing Dialogue, Not Just Communication

IMPLEMENTATION PRACTICAL PROGRAM GUIDE



WORKPLACE STUDY

Surveys

Town halls

Building tours

Focus groups

Leadership interviews

Visioning sessions



WORKPLACE DESIGN

Showroom tours

Chair fair

Open houses

Articles on workplace trends

Online comment boards/FAQs



BUILD OUT / INSTALLATION

Working groups

Records management & clean-out events

Showcases

Interactive intranet sites



MOVE / TRANSITION

Pre-move preparation

New space orientations

Trial runs led by Change Champions

Peer-to-peer coaching

Day-in-the-Life journals/stories



SPACE ADOPTION

Training

Webinars

Celebration or neighborhood events



FEEDBACK COLLECTION

Post-occupancy surveys

Interviews

Observations



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Evaluation: Who cares and what do they care about?

- **Identify** your Audience for the results when planning your project - what is **important** to your decision-makers?
- **Define** “success” criteria for project, **then** outline how you will provide data on those items.
- **Collect** **actual**, not anecdotal evidence. Ask for specific feedback, not broad judgments.
Example: do not ask if users “like” their workplace.




Final Thoughts

- Invest your change energy wisely
- Trendy words come with baggage
- Communicate sooner rather than later
- Commitment to the outcomes through participation
- Make new mistakes, not the same mistakes as others
- With every project, you're only going to get 90-95% right; new spaces will lead to new behaviors, which will require new elements and support over time.

Remember: Change is On-Going



Source: Proprietary Content, Knoll, Inc.



“A great workplace is about more than real estate. It’s about **empowering people and making them feel connected** to the company—to our brand and culture.”

—FACILITY EXECUTIVE

Source: Knoll, Inc.



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Knoll is Knoll Office, KnollStudio, KnollTextiles, KnollExtra, Spinneybeck, FilzFelt, DatesWeiser, Edelman Leather, and Holly Hunt.



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We believe that our clients can solve problems, drive change, and make an impact utilizing the fewest, most exceptional people and within the constraints of finite resources and time.