LEVERAGING FACILITY MANAGERS TO EMBED WORKPLACE CHANGE

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Robyn Baxter, HOK
Vice President, Regional Consulting Leader, Canada

- Leads HOK’s Global Change Management practice, providing leadership and guiding ongoing practice development.

- Leads the Canadian Consulting practice, providing clients Portfolio Planning and Programming, Workplace Strategy and Change Management services

- Workplace strategy and research leader with 30 years of experience developing effective workplace, change and engagement strategies.
Learning Objectives

1. Review the process and players involved in introducing a workplace change
2. Understand the key components of successful change management programs
3. Identify common challenges and triggers to anticipate support requirements and/or additional resources
4. Demonstrate best practices to achieve sustainable workplace change
“The secret of change is to focus all your energy, not on fighting the old, but on building the new.

Socrates
Enhance speed of adoption

Minimize productivity dip & resistance

Embed change competency for lasting results
## Five Critical Components of Change

<table>
<thead>
<tr>
<th>Business Case</th>
<th>Clear Objectives &amp; Scope</th>
<th>Skills &amp; Resources</th>
<th>Defined Benefits</th>
<th>Action Plan</th>
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</thead>
<tbody>
<tr>
<td>Commitment</td>
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<td>Denial</td>
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<td>Confusion</td>
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<td>Anxiety</td>
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<td>Resistance</td>
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<td>Swirl</td>
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</table>
Assess Change & Establish Direction

Develop Change Strategy

Implement Change

Evaluate, Adjust & Reinforce
Assess Change & Establish Direction
External Drivers for change are understood
Leadership is actively engaging in change
Strategic direction - Clear Business Case and Objectives
Structure, tasks and processes in place
Management and Communications of process
Organizational Readiness for change: Culture, Norms, morale
HR Systems support change
Employees change readiness

Assess Change & Establish Direction
Develop Change Strategy
Develop Change Strategy

Integrated Change Team
- Align with other organizational initiatives
- Clear accountabilities & responsibilities
- Planning for life-after-the-project

- Facilities Management & Real Estate
- Project Management
- Client & User Groups
- Human Resources
- Communication
- Architecture & Design
Implement Change

Average rating

- Discussions with my Direct Manager: 8.6
- Emails from my Manager: 7.7
- Intranet Site: 6.5
- Newsletters: 6.4
- Emails from my Director: 6.3
- Town halls / Large gatherings: 5.6
- Emails from my EVP: 5.6
- Posters / Displays: 3.7
- Videos: 3.4
- Other: 1.2

Most preferred

Least preferred
## Measure Results

<table>
<thead>
<tr>
<th></th>
<th>Flexible or Home-Based Workers (overall engagement)</th>
<th>Resident Workers (overall engagement)</th>
<th>My leader supports my ability to do my best work anytime, anyplace</th>
<th>My work environment inspires me to do my best work (new in 2016)</th>
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</thead>
<tbody>
<tr>
<td><strong>2016</strong></td>
<td>89%</td>
<td>86%</td>
<td>88%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td>86%</td>
<td>84%</td>
<td>88%</td>
<td>n/a</td>
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</table>
This project exceeded our expectations, achieving over a 50% shift to mobile work through voluntary participation.

“We have been so successful, we can never turn back.”

Seventy percent of people said they would recommend mobile work to friends and colleagues.

“We were able to reduce our real estate portfolio by 30% and collocate business units that previously wouldn’t fit together, all while maintaining strong employee engagement metrics.”
YOU CAN'T MAKE EVERYBODY HAPPY.
YOU AREN'T A JAR OF NUTELLA.