



T7 - Digital Transformations

T-DIT-700

Gotham

From Superman to Batman

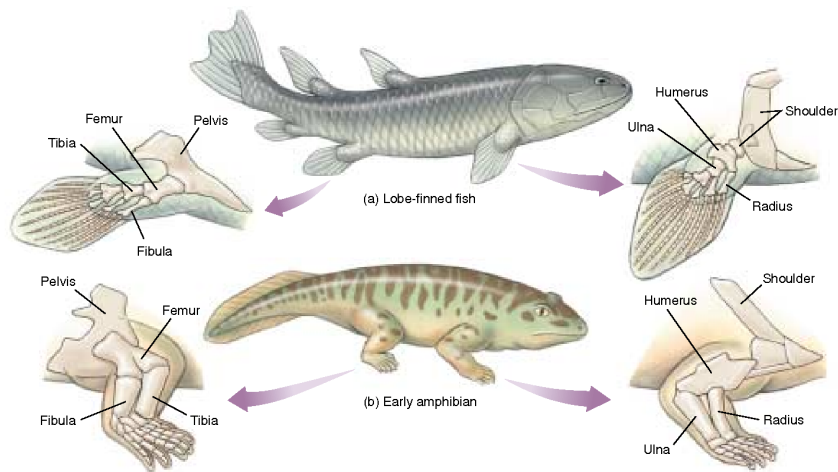


JUST TRASH IT.

Gotham

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 delivery method: Moodle

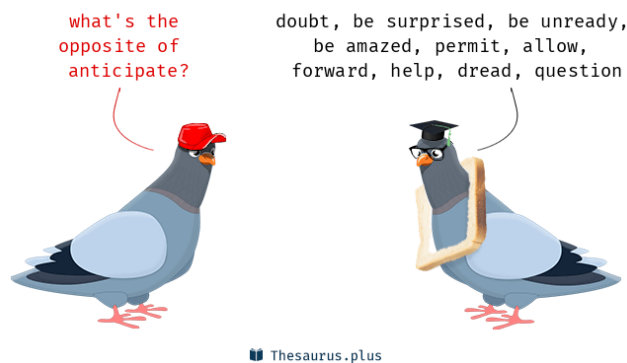
Few businesses can survive without adapting to change...



...Although change can be difficult to handle.

Your task as a member of the change management team is to prepare employees for these inevitable shifts in how things are done.

While the changes may be necessary for the future, you are likely to face certain barriers and challenges. Anticipating these roadblocks can help you avoid them before they become major issues in the implementation of change at the workplace.





EMERGENCY IN GOTHAM CITY

The city hall has decided to implement a vast change plan in order to renew and reorganize its garbage collection system.



Indeed, all the stakeholders seemed quite unsatisfied with the current process:

- Citizens find Gotham dirty and messy
- Employees of SWAG think the process is unclear, the organization is below standards
- Gotham City Hall have tense relationships with the Police (and with Batman) because every time a police/Batman operation is held, the neighborhood is in ruins and SWAG teams cannot immediately absorb the work spike



All in all, everyone is waiting for these changes to happen; but in the light of what happened in Metropolis - where everyone wanted the traffic plan to be modified and where, nevertheless, strikes and social turmoil rolled over the city – Gotham set up a team in charge of accompanying this change.

The decisions about WHAT is going to change have already been made: you do not need to make decisions on the changes. You are tasked with helping implementation of these decisions in the smoothest possible way.



Here is a list of main changes that are going to be implemented over the next months, so that the completed program can be on rails by January:

- The Time Manager application will be extended to enable planification/HR follow-up on working teams (instead of using excel sheets, or paper versions). This should result, if used properly in a fairer schedule for those who work night shifts.
- The trucks will be equipped with GPS tracers, in order to be able to live-map their presence on the city map: thus, the managers can send the adequate team when there is an emergency.
- All the employees (office staff and field workers) will be equipped with an electronic device (tablet) so that they can report instantly their work/needs/requests to the Central. It should make reactions faster than driving back to SWAG warehouses every time they need something.
- Drones will be used to make surveillance in the various neighborhoods, in order to check up on the state of garbage collection and cleanness of the streets.
- The trash cans owned by the citizens will be changed: they will be smaller, but equipped with captors that will send a signal to SWAG when full. This should let SWAG offer a more customized service to citizens.
- An application will be set up to the public to report incidents and ask for sanitation services.
- A monthly reporting of the performance will be organized in order to check up on the various teams and be able to make up quickly for under-performing personnel.

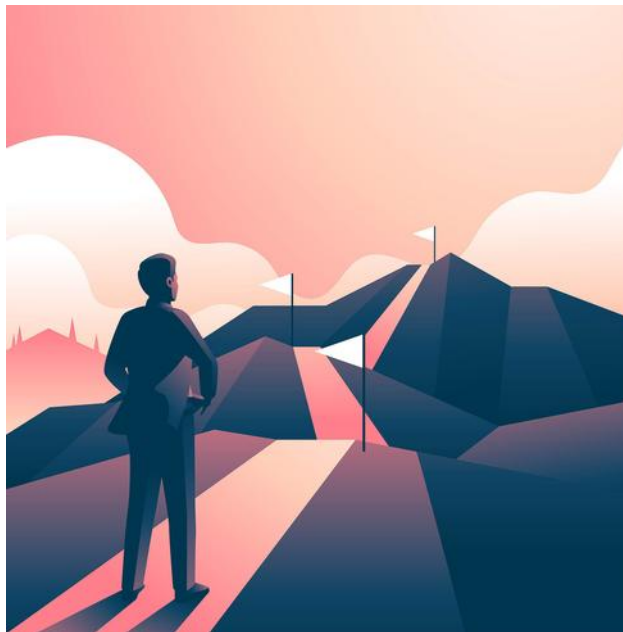
These are the main actions that the city will implement between December and January: nevertheless, nothing has been announced yet to the employees, nor to the citizens.



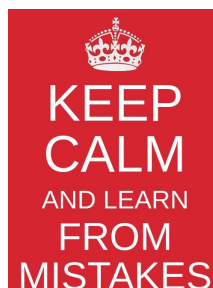
MISSION

Your mission is threefold:

- Prepare the field so that the changes can be implemented smoothly
- Help the stakeholders with the changes in action
- Accompany change resistance once the changes are in place



Metropolis catastrophic example should guide you towards wiser decisions...





DELIVERABLES

First delivery

The first period is dedicated to the preparation of the launch: at this stage, only a handful of people at SWAG know what is going to happen.

What has to be done, in order to smooth out the process and make the announcements welcome for the rest of the stakeholders?

Craft all the elements that you deem necessary for this step of the project.

Second delivery

The second period is when the changes are actually openly announced and explained, to SWAG employees and to Gotham citizens.

What can you do to help the changes start on the right track?

Craft all the elements you deem necessary for this step of the project.

Third delivery

The last stage is when the changes are implemented concretely in the lives of the employees and citizens.

What has to be done to mitigate the issues encountered?

Craft all the elements you deem necessary for this step of the project.



“craft” doesn’t mean “list”, it means “just do it”.

Keynote

At the end of the project, you are to present in a professional setting your global strategy for the mission.

What did you decide to do?

Why did you choose this strategy?

How can you find out the results of your strategy (which parameters can you use to follow up objectively the results)?