

Change Management



Introduction

In response to numerous problems with the City of Gotham's rubbish collection, SWAG decided to implement some changes to allow for more efficient street cleaning. We were asked to manage the transition from the old to the new system so that it would be as smooth as possible, similar to the changes that were made to the Metropolis city traffic plan. Therefore, we have planned several points to implement these changes. Firstly, we have carried out a study of these changes, in order to determine how best to implement them.

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

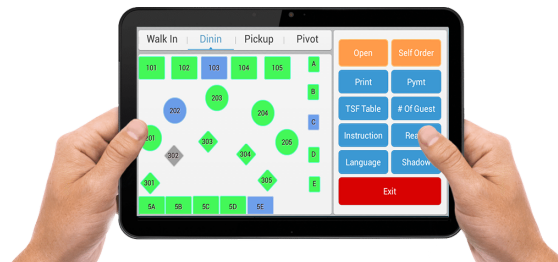
- **The Time Manager** application will be extended to enable planification/HR follow-up on working teams (instead of using excel sheets, or paper versions). This should result, if used properly, in a fairer schedule for those who work night shifts.



- **GPS Trucks:** 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.



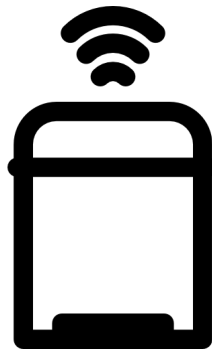
- **Tablet :** All the employees (office staff and field workers) will be equipped with an electronic device (tablet) so that they can instantly report their work/needs/requests to the Central. It should make reactions faster than driving back to SWAG warehouses every time they need something.



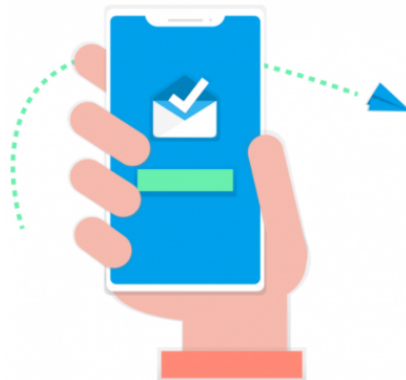
- **Drones** will be used to make surveillance in the various neighborhoods, in order to check up on the state of garbage collection and cleanness of the streets.



- **Connected Trash** : 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.



- **App report** : 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.



Before change: Preventive approach



Acknowledge the need for change:

Why do we need to change?

There are several problems with the waste management in Gotham, as the citizens find the city dirty. There is also a problem with the SWAG employees, as the cleaning process is not clear, and the organisation is below the expectations of Gotham's inhabitants. So there is a need to simplify the process to make it clear to every SWAG employee.

There is also a problem with the police and Batman, because they have to clean up after them, and SWAG employees can't handle the amount of work generated by these interventions.

What are the key objectives?

- Simplify the waste collection process
- Make communication more effective between the field and headquarters teams
- Collect more data in the city, so that we can react in real time
- Centralise data at central level to make decisions more easily
- To have more means to monitor the company's performance

What are the benefits of the change for the organisation?

- Increased speed of execution and reaction
- Centralization of the decision-making process with more data to make relevant choices
- A tool for monitoring company performance

How will this affect people positively?

For the citizens of Gotham :

- A more efficient waste collection system
- Clean streets

For employees :

- A more efficient process
- Fairer schedule for those who work night shifts
- A simplified decision-making process

SWOT Analysis Gotham Change



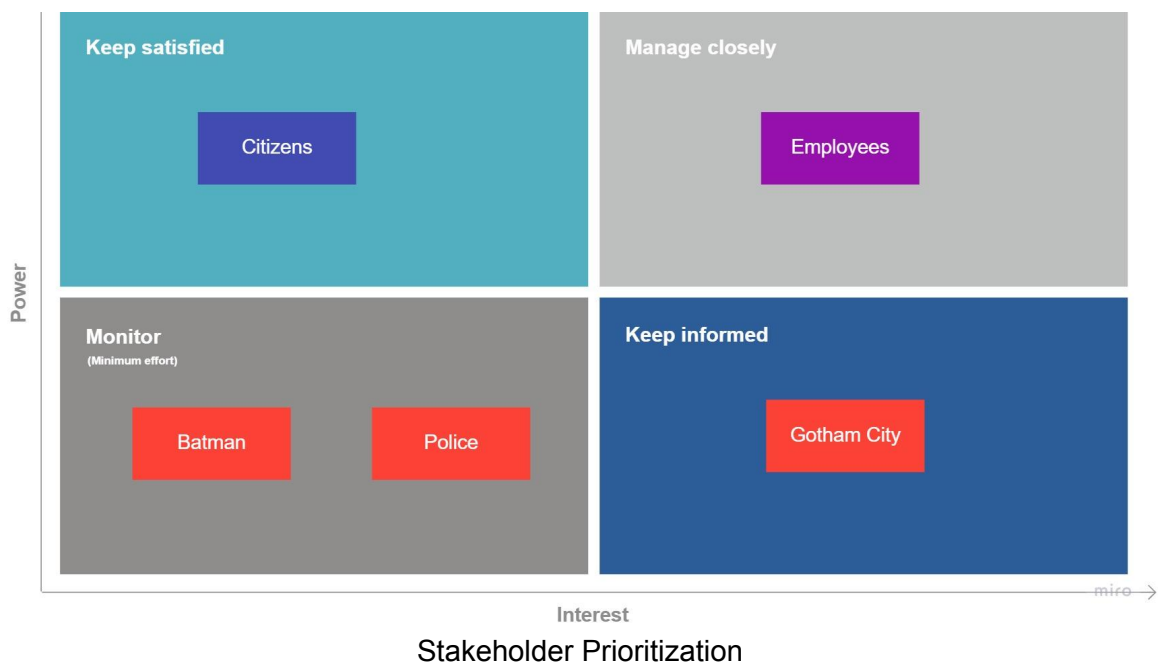
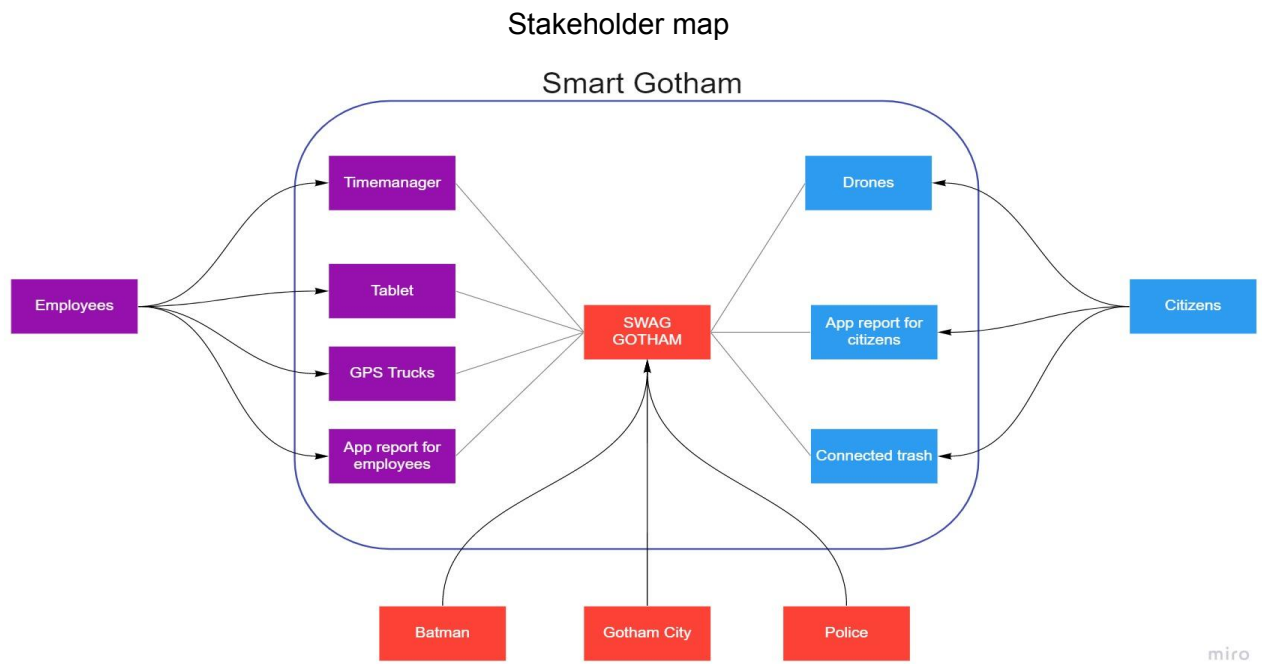
SWOT Analysis Matrix

Identify Stakeholders

Gotham's stakeholders bring together all the actors involved, directly or indirectly, in its economic life. It will include, among others, customers, suppliers and employees.

Stakeholders are therefore all persons with an interest in the company. Two main types of stakeholders can be distinguished:

- Internal stakeholders: managers, employees (Batman , Top managers , managers , employees)
- External stakeholders: suppliers, customers, local authorities, States, NGOs, etc. (citizens of the city of Gotham , the city of Gotham , the police , the sponsors , the change management team ..)



Design

Prosci

Phase	Description	Objectives
1	Preparing for change	<ul style="list-style-type: none"> → Define change management strategy → Prepare change management team → Develop sponsorship models
2	Managing change	<ul style="list-style-type: none"> → Develop change management plans → Take actions and implement plans
3	Reinforcing change	<ul style="list-style-type: none"> → Collect and analyse feedback → Diagnose gap and manage resistance → Implement correctives → Show and celebrate successes

Phase 1: Change is going to affect the whole city of Gotham and everyone living inside. We have to create several teams, IT team, communication team, training team.

The first impacted will be the employees and managers of SWAG, they need to understand the project, as they are the key to the changes to come.

Phase 2: Communication is the most important point, we need to inform everyone of any upcoming changes, we need to make training plans for all employees, we also need to be close to the police and communicate with them as much as possible.

There will be resistance to change, we will have to be considerate and take the time to explain our actions, things need to be the smoothest possible.

Phase 3: We must listen to the feedback of the employees to be as pocket as possible of their needs so that it is engaged to the maximum on the project, we must show the success and recompense them to encourage them.

Everyone must feel important and involved in the project to succeed.

Phase 1: Prepare Approach

Defining success	Defining Impact	Defining Approach
What are we trying to achieve?	Who has to do their jobs differently and how?	What will it take to achieve success?
Optimize garbage collection in gotham	All SWAG developers and terrain employees	- Formation for terrain employees: <ul style="list-style-type: none"> • how to use tablets? • how to monitor drones
Monitor garbage collection efficiency	By learning a new process to achieve a common goal: clean the streets	Convince developers to develop a new and better solution
		Convince citizens to use our connected garbage cans

Phase 2: Manage Change

Plan and Act	Track Performance	Adapt Actions
What will we do to prepare, equip and support people?	How are we doing?	What adjustments do we need to make?
Create efficient approvisionnement tools for connected garbage trucks, tablets and drones	Are the developers happy with their work, are the deadlines reachable?	Change system in function of the simulations outputs
Encourage developers to surpass themselves for time manager	Create a tool to supervise performances before and after our solution deployment	Get feedbacks from terrain worker simulations
Find out exactly why the current system doesn't work as intended	Simulate garbage collection in different scenarios	Get feedbacks from developers and filter their ideas
Train terrain worker with daily simulations		

Phase 3: Sustain Outcomes

Review Performance	Activate Sustainment	Transfer Ownership
Now, where are we?	What is needed to ensure the change sticks?	Who will assume ownership and sustain the outcomes?
are the equipment's sufficient	Keep simulations and formations for all terrain workers	Keep the dev team to save formation's budget low
are the results close or far from the simulations	Keep a developers team to update and maintain time manager	Keep the project at home to remain close with the gotham's officials
What is left to do?	maintain drone and trucks fresh.	
Find out exactly why the current system doesn't work as intended	Fast replacement for broken tablets.	

Coach

Change management wears many hats. Their role is dependent on the project, organization and overall change capability of the leaders and people within the company.

Coaching is one approach in a change practitioner's toolkit. It is among the most misunderstood and yet powerful tools that a change practitioner can use to develop sustainable change capability in the people of an organization.

ADKAR

Personal coaching with AKDAR

- **A**wareness to the need of change
- **D**esire to participate and support the change
- **K**nowledge on how change will occur
- **A**bility to implement change on daily basis
- **R**einforcement to keep change in place

Those five steps are very needed to be implemented individually for a successful change.

Sponsor

The organizational power to legitimize the change with sponsors, sponsors need to be change leaders and not just managers. While managers focus on planning and short-term horizons, devise processes and structures and solve problems, sponsors establish direction for the future, communicate through vision, and forge aligned, high-performance teams.

A huge sponsor has capability to engage and commit others to the change, people need to trust in the project by the power of sponsors.

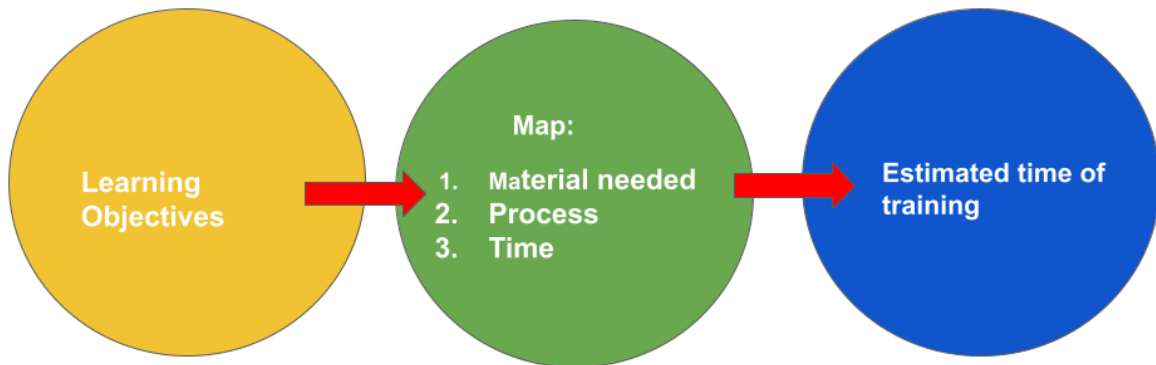
Committed sponsors will also be a key for success we have plan to search for sponsors:

- We need to approach the city hall, they need to become or main sponsor, people believe in their city for change
- We need to commit the citizens of Gotham by proposing some crowdfunding with different types of rewards
- We also need to focus on the richest man's/womens in Gotham, Bruce Wayne is a very good example he sponsor a lot of benefic project for the good of the city

TAKE OUT YOUR TRASH BATMAN



Training Plan



The 5 steps of the training plan

The way to build a plan follows successive, logical and chronological steps:

Step 1: Assessment of the situation :

At this stage, the aim is to analyze the current situation of the company, of the different departments and of all the employees in terms of the knowledge and skills required to carry out the current and future missions and projects, according to the company's strategy. And then proceed to measure the gaps.

To successfully complete this step, we must:

- Collecting a wide range of information from all the actors involved in the plan
- Consult the personal training requests in the professional interview forms with the employees
- And, do not forget to analyze the evolving requirements inherent to the company's environment.

2nd step: Definition of objectives, axes and priorities

At this stage, it is necessary to define the objectives of the plan as well as the determination of the major axes and priorities of training, taking into consideration the fundamental requirements of the projects and missions in relation to the company's strategy.

It is also necessary to take into account the urgent and important needs of the employees in order to improve the performance and productivity of all stakeholders.

Step 3: Expressing the need for training

The next step is to express and translate competency needs into training needs.

At this stage, we begin to formalize and effectively build our training plan.

Step 4: Implementing the plan

This is the operational phase of the plan. It is implemented and monitored.

The important elements to be included in the plan are the following:

- Reporting the training objectives
- Review the quantitative and qualitative assessment of the previous plan
- Make an inventory of training needs
- Define the main lines of the plan, taking into consideration: operational objectives, changes in the business and the skills to be acquired
- Define the evaluation process: satisfaction form, measurement of the impact of the training,
- Define the training program: Specify the title of the training, its type, the objective, the employees concerned, their workstation, the training dates and the allocated budget.

Step 5: Evaluate the plan

This is the evaluation stage of the plan in relation to the objectives, axes and priorities defined beforehand.

- What did we achieve?
- What were our winning strategies?

- What did we not achieve?
- What levels did we reach?
- Why or why not?
- How do we catch up?

Programme de formations						
Type de formation	Titre	Objectifs	Parties prenantes	Durée	Budget	Méthode de financement
Formation au coaching par les managers	Formation "Time Manager"	Connaître l'utilité de l'application timemanager et savoir comment l'utiliser	Employés	3 heures	Aucun	Aucun
Formation pratique et atelier	Formation GPS Trucks	Comprendre le concept de GPS et de localisation et savoir utiliser les camions équipés de cette technologie.	Employés	10 heures	2500€	SWAG
Présentation	Tablette pour les rapports	Acquérir les compétences nécessaires à l'utilisation de la tablette pour le reporting	Employés	2 heures	Aucun	Aucun
Formation pratique et atelier	Drones de la SWAG	Connaître les bases du pilotage des drones Comprendre l'utilité des drones pour les GAFI Piloter un drone en toute sécurité	Employés	16 heures	5000€	SWAG et sponsors
Conférence (Physique et virtuel)	Smart Gotham : Poubelle connectée	Présentation et explication de l'importance de la poubelle connectée. Explication de l'utilisation de la poubelle connectée	Citoyens / Ville de Gotham	3 heures	4500€	Ville de Gotham et sponsors
Conférence (Physique et virtuel)	Smart Gotham : App Report	Présentation et explication de l'importance d'App Report Explication de l'utilisation de App Report	Citoyens / Ville de Gotham	4 heures	4500€	Ville de Gotham et sponsors

Communication Plan

Communication strategy

Means of communication have to be adapted to the target in order to be efficient.

Management

The following points explain the key points and their roles

Communicate progress, risks and issues

- Communicating on progress, risks and issues means gathering the information from every stakeholder through the appropriate channel

Measure risks and potential issues

- Measuring risks and potential issues means knowing the extent of the change and where resistance might occur

Engage in issue resolution, removal of obstacles

- When facing an issue, engaging the stakeholders involved will help resolve the issue

Provide success metrics

- Providing clear success metrics will help stakeholders understand their target

Celebrate success

- Celebrating success as thresholds to reach help maintaining the morale

Publicly acknowledge and thank teams and contributors

- Acknowledging individual merit is a boost and represents a goal to reach, the public part help bring all the stakeholders around

Engage in feedbacks and improvement efforts

- Gathering feedbacks help to keep the change up to date and keeping stakeholders involved and interested

To start with, an introduction will take place to present the role of the change management team, its goals and its methods.

This introduction will consist of a series of meetings, gathering the entire management team.

During the first meeting, the change management team will explain how the whole communication strategy will be implemented, for all stakeholders.

The next meetings will take place during the following days, in order to:

- Teach the management team the methods to increase efficiency and team spirit
- Teach the management team how to introduce and explain the communication strategy to the employees
- Explain the role and necessity of feedbacks to gather information and keep the communication strategy up to date
- The use of specific communication supports to increase engagement within the teams

To finish with, one on one interviews will take place with every manager, in order for them to be able to ask questions, to get specific information regarding any point that is not perfectly clear.

1st Step Employees

All employees will be invited to an event.

Its purpose is to provide them general information about the changes which will be set up in the next few months. Specific details that directly concern each employee will be delivered by their respective manager.

This event has to be an inspiring and pleasant moment. That's why it will be hosted by a local celebrity, like a humorist or a popular announcer. It will take place in the Congress Palace of Gotham.

A whole day will be devoted. A breakfast buffet will be proposed to welcome all employees just before starting the conference. For lunch, a meal will be organized. It has to be tasty, light and alcohol-free. We want them to stay wide-awake for the afternoon. A snack will be served at 4 o'clock pm. Finally, an aperitif will stand in the hall at the end of this day. At this moment, alcohol will be served like wine, sparkling wine and beers.

Each employee will have to register their presence at the reception. A personal badge will be delivered to them with a bag filled with some goodies like a pen, some stickers, a brochure, discount coupons for some shops and today's program.

The information campaign will be cut in 4 steps:

1. Every manager will inform their own teams several weeks in advance.
2. Posters will be put up in cloakrooms, work councils, unions and all auspicious places.
3. Every week, an email in the form of a newsletter will be sent to all employees until this event.
4. Self-service flyers will be available at the reception of the office.

2nd Step Police

As any Gotham cityzens, the upcoming changes are going to impact police officers' lives. Then, to make the change process as smooth as possible for them, we need to include police officers as targets of our communication strategy. Let's present a summary of the plan.

The communication with Gotham police will be done considering these audience segments :

- The Major
- The Office
- The Agents

Through the upcoming changes, SWAG will become the most advanced company in the use of technologies for the cleanliness of the city.

These are the key messages for the different segments:

Major

Changes are upcoming and we expect police majors will encourage their forces for massive adoption of the new tools and protection of infrastructures deployed by SWAG.

Officer

Gotham is improving its cleanliness and you are involved. Use the GoTrash in the office.

Agent

You are the keeper of safety in Gotham. SWAG expects you will report messes in the city with GoReport and protect the GoDrones.

3rd Step Citizens

In order to apply these changes, we must oppose the resistance to change. All humans want to stay in their comfort zones.

To remedy this, we must educate the citizens to these changes:

1. Explain all the changes to the citizens
2. Explain why this change must occur
3. Show what will this change bring to the citizens
4. Put forward the benefits of these changes.

But now, the question is: how can we prove that?

- First, we need to make marketing communication happen in the town. We can make an advertisement displayed on publicity screens into the streets.
- Secondly, we can print some flyers and distribute them in the citizens' letter boxes.
- Finally, we can organize events to demonstrate new technology to the citizens.

This last point is crucial because the change will impact all citizens in the city. We must communicate about that. All citizens must be informed about every change!

Humans like to see concrete things, so organizing workshops to show a concrete example about change will be appreciated by the population. We must communicate about these workshops and organize these events preferably when the majority of the citizens aren't at work.

Despite all communications, most critics will come from a percentage of citizens who don't want the actual system to change. People will find conspiratorial arguments to attack the idea of change. We will have to be careful about these citizens and we must counteract these arguments by demonstrating the opposite.

In spite of our work, the changes will take a long time to be applied to the town due to people's capability to learn being long.

Measure

How to demonstrate the effectiveness of Change Management

Using the established definition of success, the exact combination of metrics can be chosen to measure change success in relation to the relevant goals. For a more detailed analysis on progress, these metrics can be changed as a project moves through three distinct lifecycle stages: early, middle and late.

In addition to selecting a framework of appropriate metrics, how they correlate with the definition of success should also be identified.

Organizational Performance

- Early Stage Performance Metrics could be: 'Objectives Set' and 'Change or Business Readiness'.
- Mid Stage Performance Metrics could be: 'Progress to Plan', 'Performance Against Deliverables', 'Adherence to Schedule' and 'Key Performance Indicators'.
- Late Stage Performance Metrics could be: 'Benefit Realisation', 'ROI', 'Project Success', 'Objectives Met', 'Performance Improvement', and 'Results and Outcomes'.

Individual Performance

- Early Stage Performance Metrics could be: 'Buy-in and Commitment', 'Awareness', 'Understanding', and 'Individual Readiness'.
- Mid Stage Performance Metrics could be: 'Adoption', 'Engagement', 'Participation'.
- Late Stage Performance Metrics could be: 'Usage', 'Compliance', 'Proficiency', 'Results and Outcomes'.

- Feedback from employees / citizens (intercom implementation)
- SWAG employee satisfaction (e.g. choosecompany)
- Activity of the helpdesk

Change Management Performance

- Early Stage Performance Metrics could be: 'Applying Approach', 'Dedicating Resources', 'Scaling and Customizing'.
- Mid Stage Performance Metrics could be: 'Activity Completion', 'Communication Deliveries', 'Training Delivery/Attendance'.
- Late Stage Performance Metrics could be: 'Activity Effectiveness', 'Communication Effectiveness', 'Training Effectiveness', 'Sustainment Effectiveness', 'Collection of Feedback', 'Compliance and Usage Audits', 'Results and Outcomes'.

Organizational KPI

Monthly Report => Performance Analysis

- Tons of waste collected
- Number of garbage cans installed and operational
- Number of missions completed per day
- Reaction time to an emergency
- Number of reports/requests made on the app (tablet)
- Rate of coverage of the drones
- Incident reporting by citizens and requests for internship of garbage collectors

Individual KPI

- Notifications used on the notification site
- Incident reporting by citizens
- Number of reports/requests made on the applications
- Number of calls to the help desk

How can we get feedback from employees ?

After the changes, it's very important to collect the feedback of every employee impacted by the new system.

To do that, we need to collect some statistics data usage to understand the changes. We need to track if employees use the new system and get the satisfaction rate of the new system.

Below, you can find the major points to be sure that the new system is perfect :

1- We need to integrate a survey on each page of the new app. This survey should be very simple - with smileys per example. If the user selects an angry smiley, we need to ask why the employee is not satisfied.

2- We need to organize events after all changes to ask each employee about his experiences on the new system. This event should be 'cool' and not be perceived as a constraint by the employees. We can organize these events with activities such as bowling.

Moreover, we can collect data from citizens to ask if their administration works better after these changes. If the citizens witness a better organization of their administration, that means the changes are good.

It's important not to forget that the changes exist to simplify the quality of work and productivity.

If the changes can do that, people will be enthusiastic and eager to use the new system.

Impact Change

Impact on citizens

Impact on the lives of citizens with drones that cause visual and noise pollution, we decided to circulate them only during the hours when the least number of people are on the streets. Such as in the morning from 9:30 to 10:30am and in the afternoon if necessary from 2:00 to 4:00pm just before leaving the school kids, so as not to cause any problems during this period.

Impact on SWAG employees

Heavy trash cans that could cause problems to the older character working in the SWAG. Now the garbage cans don't overflow but they get heavier because of the onboard technology, we can put an extra employee with them type trainee or young hired to make two birds with one stone, they will be able to train them at work and at the same time the work will be divided to avoid back pain to the old.

Environmental impact

Environmental impact, we managed to do something positive for the environment thanks to our geo-tracker trucks we could study their movement and optimize the routes as much as possible and thus release less CO2

Sample of survey

Employee Feedback



Listen to Employees and Gather Feedback

It is important to follow-up with employees to understand how the change is working. Many teams fall into the trap of completing their change management checklist without listening to what employees have to say. The feedback you gather will be helpful in developing corrective actions and post-implementation change management activities.

There are a number of different ways to gather employee feedback. The employee feedback template provided below is a formal approach based on The ADKAR® Model.

Employee Feedback Template

Rank the following statements (1=strongly disagree, 5=strongly agree) ☒

Awareness

I understand the business reasons for the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I understand the risks of not changing.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I understand the impact on my day-to-day work activities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Desire

I am personally motivated to be part of the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I look forward to the new, changed environment.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

My peers support the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

My supervisors and managers support the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Executives and key business leaders support the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Knowledge

I have the skills and knowledge to be successful during the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I have the skills and knowledge to be successful after the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Training has been adequate to prepare me.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Ability

I have the ability to perform the new duties required by the change.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I can get support when I have problems and questions.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I have practice at performing in the new environment.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Reinforcement

The organization is committed to keeping the change in place.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I know the consequences of not performing my new activities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

I am rewarded for performing in the new way.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments and improvement suggestions:

Have questions? [Contact us](#) to learn more.

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Celebration of implemented changes

Recognition isn't just about implementing employee programs or distributing expensive gifts, it's about bringing out the best in people and improving S.W.A.G bottom line. Increasingly so, employees expect their workplace to deliver a productive, engaging, enjoyable experience.

To do so, we must follow some steps. We need to clearly identify successes on the project and we need to identify the stakeholders who participated in the success and give them awards for their achievements.

We need to regroup everyone and thanks everybody in the meeting, we need to do that in public like the City Hall, all sponsors will be informed as well for the success of groups or individual people who achieve objectives. The management crew need to be here and engage in those awards.

Legals Issues

Drones are strictly forbidden to fly in city

In fact a huge fleet of drones can badly affect the life of the citizens to their daily routine, it make a lot of noises and visual pollution

Issue with employees monitoring

Broadly, in the US, employee monitoring is legal and mostly unregulated. As an employer-provided computer system is property of the employer, they may listen to, watch, and read employees' workplace communication and, in some cases, personal messages. What's more, an employer's stated policy on workplace monitoring might not be legally binding.

Monitoring is legal but can hurt badly the trust we can have between employees and the change management plan, we need to find very good reason to do that