

SWAG (Solid Waste Agency of Gotham)

Gotham City

GoTrash

December 13, 2020

Overview

We have decided to implement a vast change plan in order to renew and reorganize the city's garbage collection system.

Goals

1. **GoTime:** a time manager application
2. **GoGPS:** GPS trackers on trucks
3. **GoTablet:** a tablet for all employees
4. **GoDrones:** drones for surveillance
5. **GoCaptors:** captors on all trash cans
6. **GoReport:** an application for reporting incidents and asking for sanitation services
7. **GoWork:** a monthly reporting of the performance

Needs

In order to make the best capture of the need of change at SWAG, we developed the following SWOT analysis

SWOT analysis

SWOT ANALYSIS



The diagram was created with <https://www.canva.com/>

Considering this analysis, we deduce these necessary changes :

Gotham needs to be better organized and cleaner. The process has to be clearer and must follow standards. The relationship with the Police (and with Batman) must be appeased.

Identify

To identify all the stakeholders on the project, a stakeholders map was used. The map offers the ability to gather all the parts involved in the change and to see their relationships.



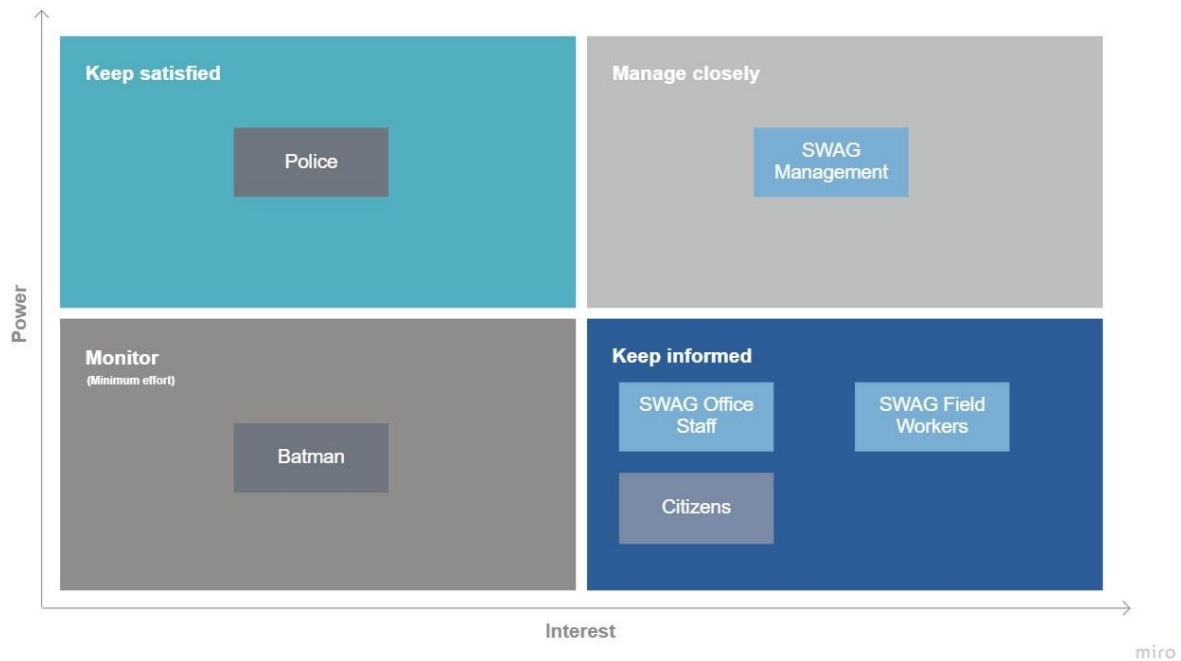
miro

The map was created with Miro (https://miro.com/app/board/o9J_lEH3En4=/)

The next step is the division of the stakeholders into two categories, internal and external.

Here, the SWAG team and the Change Management team are part of the internal stakeholders, whereas the Security team and the citizens are part of the external stakeholders. Even though everyone is involved in the change, not all will be affected the same and participate or offer the same involvement.

This allows us to handle the prioritization :



Strategic change plan

Phase	Description	Objectives
1	Preparing for change	<ul style="list-style-type: none">➤ Define change management strategy➤ Prepare change management teams➤ Develop sponsorship model
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 gaps and manage resistance➤ Implement corrective actions➤ Celebrate successes

According to Prosci's organizational change management process, we are going to set up three phases to carry change.

During phase 1, we have defined that the change will impact everybody in Gotham City on different levels. We have to build several teams: IT, communication and formation. The first group of people who are going to be impacted are employees. They are the key for change to be a success.

During phase 2, the communication is the critical part. We have to introduce to every group our strategy and what is going to change. We are going to plan training employees to use the new tools and processes. We also are going to encourage citizens to use our applications. Finally, we are going to be very close to the police to explain to them what we do. We have to be resilient and positive in order to fight resistance and aversion.

During phase 3, we have to listen to the feedback of the employees in order to improve our processes and our technologies. We have to continue communication and reward successes. Commitment of everybody is very important for this project to be successful.

Sponsors for changes

Employees impacted by change want to hear why a change is important from a leader at the very top of their organization. To do that, we will act as a sponsor.

In other enterprises, we noticed that the change was more appreciated when sponsors followed up the project. In addition, we need to justify the changes for the employees.

So we need explain the arguments for which the change appears :

- 1 - the changes appear to simplify the life of the citizens and employees. They didn't have to worry about the appointments ;
- 2 - The employees will be able to see the working times in real time to see the balance of their vacation ;
- 3 - The citizens can have more benefits about the security of the town because the police can intervene more quickly with the GPS trackers ;
- 4 - Drones can improve the security of the citizens because we can watch the state of the city in real time and the police will be able to see more quickly when a problem appears in the city.
- 5 - The manager can improve the working times of the employees and help citizens save money.
- 6 - The citizens can immediately signal a problem in the city through the application.

In sponsor quality, we need to focus on the advantages of the changes to convince the citizens and employees to accept the changes.

We need to work with the manager of each team to manage to communicate the advancement of the project. Every employee needs to know the status of the changes.

We need to insist these changes are not to track the employees but just to save money for the city optimizing the working time, to improve the security of the city and to improve the quality of work and quality of services.

Role of management

1 – Communicator

The communication must come from the top. Every step of the change should be explained so the employees understand and take part of the change.

As an employee, we should be able to answer the following questions:

- What does this change mean to me?
- What's in it for me?
- Why should I get on board?
- Why are we doing this?

The communication should come from the direct supervisor and flow from top to bottom.

What does this change mean to me? Explain the change from the employee point of view.

What's in it for me? Explain what the employee will benefit from implementing the change.

Why should I get on board? Explain to the employee his key role in the change and how his involvement will ripple and effect the change.

Why are we doing this? Explain the core principle of the change and how it will benefit every actor in its own way.

2 – Advocate

Before implementing the change to everyone, the management (both managers and supervisors) must embody the change.

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The employees' involvement and perception rely mostly on the way the management supports and advocates the change.

Specific and targeted methods can be applied to improve the management engagement.

3 – **Coach**

The Prosci ADKAR Model describes in five different parts how a successful change can occur at the individual level:

- Awareness of the need to change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors
- Reinforcement to sustain the change

These five steps need to be addressed in order to implement a successful change.

4 – **Liaison**

The management team has a significant role to play, much like in an Agile environment. They can rely from top to bottom and bottom to top feedbacks, statistics and reports on the change progress.

5 – **Resistance Manager**

The management team has to believe the most in the change for it to progress successfully.

Answering these questions can help prepare the management team:

- Is the management team aware of what is expected of it?
- Does the team understand the specific actions and behaviors needed from them to support the change effort?
- Did the change management team provide them with the necessary skills and tools to successfully lead their part through the change?

(cf: Prosci's Change Management Process for Managers and Supervisors)