

# SWAG (Solid Waste Agency of Gotham)

Gotham City

## GoTrash

**Part I : December 13, 2020**

**Part II : January 10, 2021**

**Part III : January 31, 2021**

### 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

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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=/](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.

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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:



## Design

### Strategic change plan

Phase	Description	Objectives
1	Preparing for change	<ul style="list-style-type: none"><li>➤ Define change management strategy</li><li>➤ Prepare change management teams</li><li>➤ Develop sponsorship model</li></ul>
2	Managing change	<ul style="list-style-type: none"><li>➤ Develop change management plans</li><li>➤ Take actions and implement plans</li></ul>
3	Reinforcing change	<ul style="list-style-type: none"><li>➤ Collect and analyse feedback</li><li>➤ Diagnose gaps and manage resistance</li><li>➤ Implement corrective actions</li><li>➤ Celebrate successes</li></ul>

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.

## Coach

### 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.

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)

## Communication strategy

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

### Management

The following tables explain the key points and their roles

<i>Communicate progress, risks and issues</i>	<b>Communicating on progress, risks and issues means gathering the information from every stakeholder through the appropriate channel</b>
<i>Measure risks and potential issues</i>	<b>Measuring risks and potential issues means knowing the extent of the change and where resistance might occur</b>
<i>Engage in issue resolution, removal of obstacles</i>	<b>When facing an issue, engaging the stakeholders involved will help resolve the issue</b>
<i>Provide success metrics</i>	<b>Providing clear success metrics will help stakeholders understand their target</b>
<i>Celebrate success</i>	<b>Celebrating success as thresholds to reach help maintaining the morale</b>

*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.

## **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 a 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.

The program of this event will be the following:

Schedule	Events
9:30 AM	Breakfast
10:00 AM - 12:00 PM	Introduction
12:00 PM - 2:00 PM	Lunch
2:00 PM - 4:00 PM	Conference
4:00 PM	Snack
4:30 PM - 6:00 PM	Conference
6:30 PM	Aperitif

## 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

By conducting this communication plan, we expect the following results:

- Installation of GoReport application by 90% of police officer
- Ensure protection of GoDrones by all police agents
- Equip 100% of trash cans in police offices of Gotham with GoCaptors

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:

Audience	Message
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.

The communication with police will be conducted through these channels:

- Live Events
- Meetings
- Posters
- Resources on SWAG website

Every channel will be updated weekly.

The live events will be conducted by communicators teams.

The press releases, posters and resources on SWAG website will be conducted by writers and designers teams.

Posters will be placed in every police office board.

The live events and meetings will be conducted at every police office orally and will be a reminder of and website resources.

There will be a dedicated email address for gathering feedback. Those emails will be processed daily to identify most common inquiries and prepare a relevant response.

The suggestions will be transferred to the implementation team.

## 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.

### **Communication plan**

People don't like change because it is uncertain. It means for them the possibility of losing control.

That's why we need to educate officials. We need to bring them together to make sure everyone is moving in the same direction. From a communication point of view, everyone should stick together and hold the same speech. Coordination of different parties is important.

In order to achieve that, we will use the following communication channels:

- Intranet
- Discussion forums

It is necessary for the city hall employees to canvas every communication channel available to the citizens:

- Forums
- City hall and SWAG website feedbacks

- Flyers around the main spots (train station, shopping mall, city hall)
- Posters and billboard ads in the city and on the road
- Articles in the news informing the citizens on the main steps of the change and its goal
- Setup a website to live track the changes and get daily information on what's going on
- Offer documentation on every aspect of the change:
  - Available on the website
  - In every mailbox

Finally and most importantly, we need to communicate daily and as often as possible to make sure the citizens stay engaged. In order to keep the change up to date, it is also key to gather feedback from citizens to get their point of view and evaluation of the situation.

## Train

### Management training plan

There are usually 4 steps occurring while implementing a change:

- Denial: stakeholders refuse to accept the change because they do not have enough information to fully embrace it
- Resistance: stakeholders, now informed, need help to better understand and set the change in motion
- Exploration: stakeholders need direction to know their role and involvement
- Commitment: stakeholders need praise and encouragement to keep on applying the change on the long run

For the city hall management team, the training plan is divided as follows over the course of a week:

- Meetings (1 ½ days)
- Teachings (2 ½ days)



➤ Interviews (1 day)

Each part of the training plan has a specific role and offers different results :

- Meetings allow managers to learn information about the change:
  - Details of the change
  - Goals of the change
  - Roles of the stakeholders
  - Timeframe of the change
  - Support from the change managers
- Teachings allow managers to learn:
  - How to train others and their team specifically
  - Best practices to prevent change resistance from stakeholders
  - How to explain the stakeholders' roles and what is expected of them
  - How to help improving the team spirit and keep the team committed
- Interviews allow managers to:
  - Get support on specific points
  - Make sure the information is perfectly clear and understood

General communication:

The management team must understand the crucial importance of communication within the change. As city-hall decision makers, their engagement and embracing of the change will reflect on every employee. The following elements are the core of the communication plan :

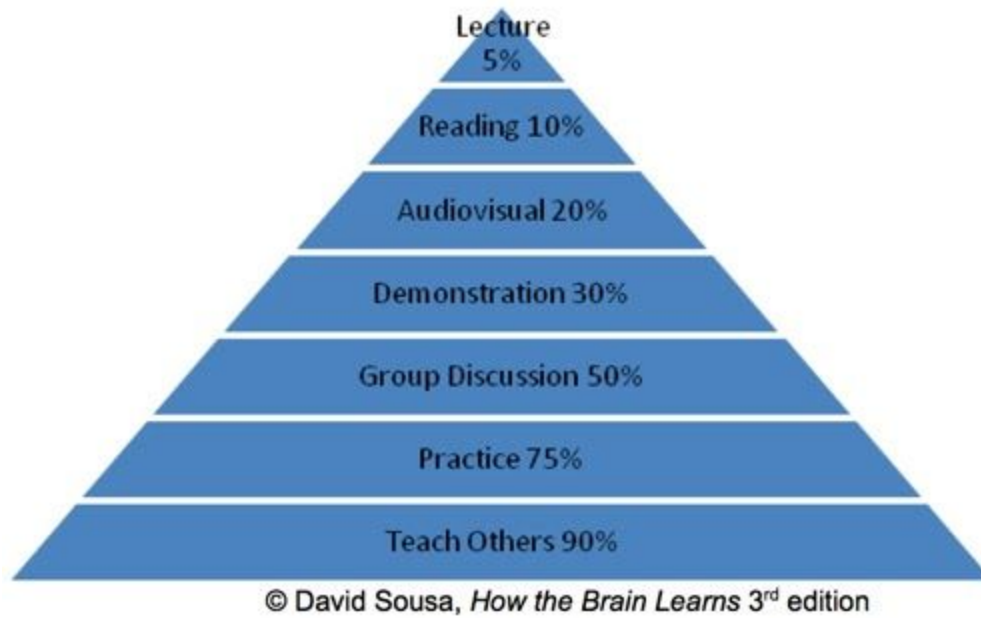
- Communication must flow easily between stakeholders
- Using appropriate communication support is encouraged
- Getting feedback is required in order to adapt
- Lead by example by embracing the change
- Internal communication is key

## Training plan

During change, employees have to be trained to use new applications and processes. It will take time and money, but it is an absolute necessity for success.

In order to do that, a support team will be built. This team will be composed by the most experimented employees. They must have strong technical skills. This team will be called the SMEs, the Subject Matter Experts. Their task is to understand and appropriate new tools, then build new processes to revise or redefine how work is and should be done.

But this team is not professional formers. This is where coaches come in.



According to David Sousa's *How the Brain Learns* (3rd edition), practice and teach others are the best way to learn something. What we offer is to juggle with all these elements. A coaches team will develop processes to help SMEs to lead training sessions according to Life Cycle Engineering SMEs and the Life Cycle Institute following this example plan:

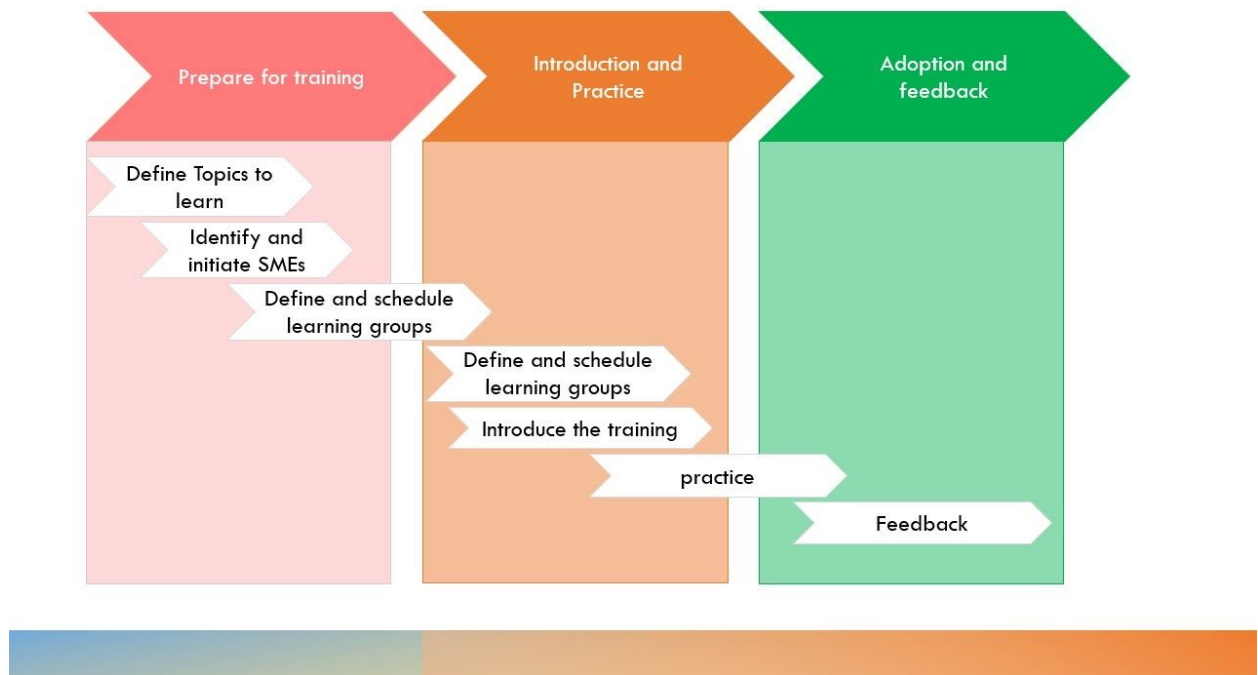
LO:	<ol style="list-style-type: none"><li>1. <b>Define</b> the roles and responsibilities involved in the Receiving process.</li><li>2. <b>Describe</b> elements of a safe loading dock experience.</li><li>3. <b>Identify</b> shipment recipient and delivery point.</li></ol>	
<b>Material</b> <ol style="list-style-type: none"><li>1. Receiving process map</li><li>2. Picture of unsafe loading dock</li><li>3. Example shipping documentation</li><li>4. Map of facility</li></ol>		
<b>Activity</b> <p><b>LO#1:</b> Step through process map with class. Ask participants to highlight the steps where they are listed as "A", "Accountable" or "R", "Responsible" on the responsibilities matrix for the process.</p> <p><b>Material #1</b></p> <p><b>LO#2:</b> Project a picture of an unsafe loading dock. Ask participants to describe what is unsafe in the picture and what could make the dock a better place to receive a shipment.</p> <p><b>Material #2</b></p> <p><b>LO#3:</b> Separate participants into groups or partners. Each group or partner gets an example of shipment documentation. There can be several different examples for the groups to review. Participants answer the following questions:</p> <ul style="list-style-type: none"><li>• Is this shipment for this site? How do you know?</li><li>• Should this shipment be unloaded in the storeroom? How do you know?</li><li>• What is the location of the shipment? Where is that location in the facility?</li></ul> <p><b>Material #3, 4</b></p>		
<b>Process</b> <ul style="list-style-type: none"><li>• Groups/partners report their findings and the answers to the rest of the class.</li><li>• Brainstorm a list of things warehouse personnel can do to keep the loading dock safe and obstacle-free for deliveries.</li></ul>		<b>Time</b> 20 min

Every SME will be able to lead a training session autonomously with the coaches' help. The training sessions should not be frozen. They must be flexible to be able to adapt them to the situation or the audience if necessary. After that, SMEs will remain available as support for any questions from their colleagues in the event of particular problems.

After each employee is trained to new processes and tools, we will set up small formations to reinforce them if some points are forgotten or unclear. Finally, after each training session,

employees will be asked to fill up a survey. It is important that we have their feedback to improve the quality of the training sessions.

### Training diagram



## Measure

### Metrics for measuring change management

When the change has started and is being implemented, we need to know what can be done to mitigate the issues we may encounter.

We need clear, understandable and reachable metrics so all stakeholders can measure the change efficiency.

Before explaining how and why specific metrics are chosen, here are the metrics and their roles, which are divided into 3 categories:

- **Organizational performance:**
  - Performance increase
  - Dedication to the change
  - KPIs
  - Speed of execution
- **Individual performance:**
  - Employee feedback
  - Employee satisfaction survey
  - Behavioral change
- **Change management performance:**
  - KPIs
  - Speed of execution
  - Training participation and attendance
  - Performance improvement
  - Training tests and effectiveness measurements

Those 3 categories help measure the change on different levels and combined offer good and accurate metrics.

We need to:

- Measure the change on an individual level
- Measure the change on the “company” level
- Measure the change on the actual activity level
- Demonstrate the value of applying the change
- Measure the overall outcome
- Measure the outcome of different tasks

## How and why to measure the impact of transformational change

According to McKinsey Global Institute, “harnessing big data in the public sector has enormous potential”. But most organizations, small and large, don’t collect them. Data is everywhere. It is better to collect bad or irrelevant data than no data at all.

Once we do that, we have to answer two seemingly simple questions:

1. Are we collecting the right data?
2. What do we do with it once we have it?

These two questions can be solved through another one, more general: what matters most?

This is where metrics and Key Performance Indicators (KPIs) come into play and give a clue but it is not an end in itself. We all have a personal definition of success. That is why it is crucial to start discussing with all stakeholders to determine what KPIs are important and reflect the strategic objectives of the organization. Then the fun part can begin: building surveys, scheduling focus groups, reporting on data that has been historically collected, ...

The main goal to measure the impact of transformational change is to know if it is a success.

According to Michael Hammer, an American engineer, management author, and a former professor of computer science at the Massachusetts Institute of Technology (MIT), 70% of change projects fail. But is it really as simplistic as that? And on what criteria is this statistic based on?

Many change projects change on their road and become different than stakeholders have imagined in the beginning. As Charles Darwin said: “It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change.”

For evaluating success, we have to adopt a simple, but flexible framework:



For each stage, we will answer a series of questions to assess our readiness to move to the next stage.

Stage	Questions
Diagnosis and Solution Design	<ul style="list-style-type: none"> <li>➤ Did we clearly describe the problem?</li> <li>➤ Did we uncover the root causes?</li> <li>➤ Do we have a clear picture of the future state?</li> <li>➤ Did we create a holistic solution to address the underlying cause?</li> </ul>
Planning and Resourcing	<ul style="list-style-type: none"> <li>➤ Is our project plan achievable?</li> <li>➤ Do we have the right level of resources with the right skills?</li> <li>➤ Is our project approach flexible and adaptable?</li> <li>➤ Do team members understand their roles and accountabilities?</li> <li>➤ Does our plan incorporate management of change and communications?</li> </ul>
Execution	<ul style="list-style-type: none"> <li>➤ Are we executing to plan?</li> <li>➤ Are stakeholders and project team members fulfilling their commitments?</li> <li>➤ Are we reviewing the plan monthly and identifying</li> </ul>

	<p>what's working or not?</p> <ul style="list-style-type: none"><li>➤ Have we adjusted and communicated the plan we warranted?</li></ul>
Realizing the Future State	<ul style="list-style-type: none"><li>➤ Do we see high engagement in implementing the new approach?</li><li>➤ Do we see evidence of new behaviors?</li><li>➤ Has the organization consistently implemented the new process?</li><li>➤ Are we seeing evidence of progress on leading indicators?</li></ul>

The process takes time, often years, and a lot of work but it helps to stay focused on the goal. Not all parts of the project will be a success. We will learn from both successes and failures. An organization should not be a frozen entity. It must be flexible and adapt to the environment and to change.



## How can we get the feedback of 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 :

- First, 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
- Secondly, 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
- We need to collect productivity statements. It's necessary to get some datas to check whether the new system meets the requirements well. A good change needs to improve the productivity of the employees. If we cannot see an increase in productivity, the changes aren't meaningful

Moreover, we can collect data from citizens to ask if their administration works better after these changes. If the citizens witness a better organisation 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 the productivity. If the changes can do that, people will be enthusiastic and eager to use the new system.

## Celebration of implemented changes

After the implementation of any change by S.W.A.G., it is very important to reinforce them with celebration. To do so, we must follow some steps. We first need to identify clearly successes we had on the project. Then we will identify the stakeholders who participated for every success and give them awards for their achievements. Those awards will be given according to some rules.

First of all, the concerned group will get an expression of acknowledgement at the following meeting. Then they will be public. All the S.W.A.G. employees and all sponsors will be informed that a group or individual have successfully achieved a change objective. Management and supervisors will be engaged in that award.