Risk Management Guide

Risk 1: People don't know why this is happening

What's wrong:

If workers and citizens don't know the reason, they'll resist.

What to do:

Explain today's problems in plain words:

- Wasted fuel and random routes
- Some areas missed, others double-served
- Unfair night shifts
- Hard to report missed pickups
- Money wasted

Show the better future:

- Smarter routes: faster, less gas
- Fair schedules
- Easy reporting in the app
- Cleaner streets with sensor bins
- Easier jobs, not harder

Make it personal:

To drivers: "GPS plans routes for you."

To citizens: "Tap the app to report issues."

Start early. Give time for questions.

Risk 2: People feel left out

What's wrong:

If you decide everything alone, people feel ignored and push back.

What to do:

Build a group of "change champions" from different teams (include skeptics).

Listen and fix real issues (e.g., sensors in winter). Thank people publicly.

Create real feedback loops:

- Weekly coffee chats
- Suggestion box (anonymous OK)
- Reply within 48 hours
- Show what changed because of feedback

Have hard talks: unions, older workers, anyone worried meet them, listen, support.

Risk 3: Training is weak or late

What's wrong:

Great tech fails if people can't use it.

What to do:

For workers (GPS, time app):

- Training during work hours
- Hands-on with real devices
- Small groups for questions
- One-page cheat sheet in the truck

For citizens:

- Short videos (under 60s)
- Demo booths in the community
- A helpline

- Keep phone/in-person options for those without smartphones

Train before launch. Give two weeks to practice.

Staff up support for the first month. One bad support call loses trust.

Risk 4: Messy communication

What's wrong:

Random messages = confusion = anger.

What to do:

Use a simple plan:

Month 1 (Why): leaders → workers → public → Q&A;

Month 2 (How): training updates, pilot stories, fix rumors

Month 3 (Get ready): daily countdown, final training, launch details, celebrate

Tailor the message:

- Workers: how it changes the day-to-day
- Citizens: what changes, when, how to use the app
- Officials: budget, timeline, risks, controls

Use many channels: email, texts/WhatsApp, posters, meetings, social media.

Make it two-way: ask, listen, act and show what you changed.

Risk 5: Everyone stops caring after launch

What's wrong:

Launch is day 1, not the finish line.

What to do (6-month plan):

Month 1: extra support, daily check-ins, fast fixes, celebrate small wins

Months 2 – 3: weekly reviews, refresher training, share metrics, visible leaders

Months 4 – 6: make it the "new normal," update roles, slowly reduce support, document lessons

Track and share numbers monthly:

- App usage
- Route efficiency
- Scheduling satisfaction
- Ongoing problems

Build it into the culture: expectations, hiring, reviews, team stories.

Quick action plan

Weeks 1 – 4:

- Get real buy-in from city leaders
- Map everyone involved (staff, unions, citizens, managers)
- Write the clear "why"
- Form change champions
- Start the conversation now

Weeks 5 – 8:

- Make the comms calendar
- Build training with real user input
- Run a pilot
- Fix what the pilot finds
- Share progress openly

Weeks 9 – 12:

- Train everyone
- Daily updates before launch
- Support ready
- Final tech checks
- Launch

After launch (Months 1 – 6):

- Stay visible
- Fix fast
- Celebrate wins
- Share results
- Keep at it until it's routine

The bottom line

Change fails when we ignore people.

Tech works when people want to use it.

Metropolis forced change and lost. You'll bring people with you.

Learn from them:

- They didn't explain why → You will, clearly and often
- They excluded people → You'll include key voices early
- They trained poorly → You'll train well and early
- They communicated badly → You'll follow a simple plan
- They quit after launch → You'll commit for 6 months