BGIS

WORKPLACE SOLUTIONS

Guiding cultural and behavioral change to embrace a mobile workplace program

Product Line:	**Product:**	**Measures/ Technology:**	**Industry Sector:**
Workplace Solutions	Workplace Change Management	Change Management Framework and Implementation	All industries

A financial services provider with diverse lines of business was preparing to implement a new workplace concept for their large enterprise. Pilot feedback showed the client that team members and people managers needed training to adopt flexible work practices, so BGIS developed a scalable change management frameowork to support the transition.

Background

Our client had implemented a small pilot mobile workplace program with 200 employees. Their change approach was focused heavily on communication. As they prepared to broaden the program to 3000 employees across several diverse lines of business they wanted their change management solution to be more engaging, provide consistent messaging and be flexible enough to be adapted to the needs of each project. BGIS's Workplace Solutions team was asked to develop and implement a Change Management framework designed to align key stakeholder, assess change risks remove barriers to adoption and facilitate the transition to a new workplace environment.

Our Solution

Working closely with the client's Real Estate and Human Resources team, BGIS's Workplace Solutions team developed a Change Management Framework that included a process to engage all stakeholders, assess change risks and develop a change, communication and education approach for

Key Benefits

The client's change management framework provides a consistent approach that responds to the unique line of business needs. They have reported that employee satisfaction remains consistent throughout the transition because people managers and employees are equipped with the information and skills they need to be successful.

each project.

Our approach drew upon change management best practices, including the principles of the Prosci ADKAR model to structure the change framework. It included a tool to assess 15 dimensions of change risk to be able to tailor the change approach to the unique needs of each line of business. The change framework was designed to support leaders beyond the move in day with coaching & reinforcement activities to help ensure that the change was institutionalized and all of the intended benefits were realized.
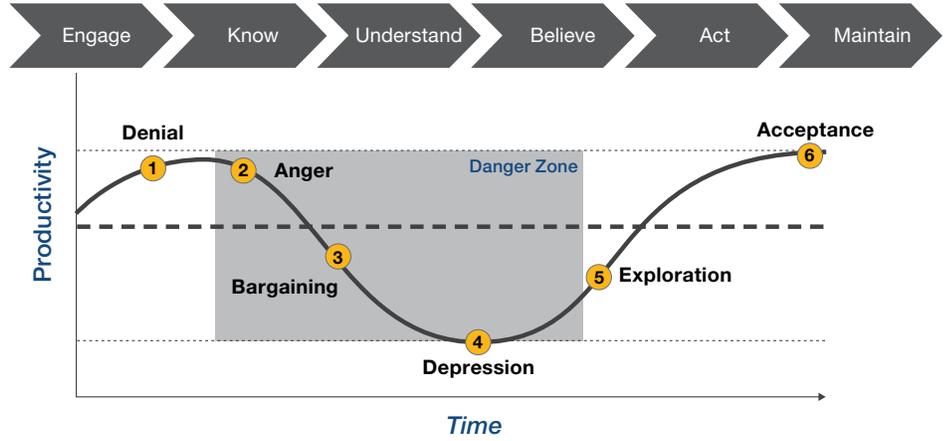
Key Players

The BGIS Workplace Solutions team consulted with stakeholders from the clients' Human Resources, Real Estate, Technology (IT) and Change Management office to develop a scalable framework. The team then worked with the line of business leaders and the real estate team for each project to deliver tailored change management implementation support for each project.

Closing Remarks

Mobile & activity based workplace transitions are not standard real estate moves. Key stakeholders from across the organization need to be engaged because they often hold policies and practices that need to be changed in order for employees to successfully adopt new work practices.

Employee engagement that begins early reduces resistance and increases change adoption in the long term. Unlike traditional real estate moves, the first three months after the move are a critical time to reinforce behaviours changes and build new habits. In many cases it is a cultural transformation that requires partnerships between Real Estate, HR, Technology and often other stakeholders.

Engage → Know → Understand → Believe → Act → Maintain

Productivity / **Time**

Denial — 1, 2 Anger, Danger Zone, 3 Bargaining, 4 Depression, 5 Exploration, 6 Acceptance

Performance			Strategy	Change	
1	2	3	4	5	6
Measure	Engage		Create	Deliver	Sustain

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I was very impressed with how the change was managed. My team completed our annual employee satisfaction survey 2 weeks after our move and I was pleasantly surprised that there was no negative impact considering how big the change we were asking them to make was.

- Senior Director,
Client Technology Leader "