

Workplace Trends
British Museum London
8 November 2005

Workstyle Change

Dr Alexi Marmot

Director, AMA London

Themes

- Why change?
- Golden rules for successful change
- Tools for workplace/workstyle change
- Demonstrating successful transformations
- Space as an organisational change catalyst

Why change?

- **REACTIVE** - because you have to
 - external events
 - legislative change
 - merger or acquisition
- **PROACTIVE** - to alter and improve

Why workplace/workstyle change?

- Lease end
- To achieve cost reduction and greater productivity
- Increased interaction, collaboration
- Hopes for creativity, cross-silo working
- Greater openness and flexibility
- Alignment of values between workplace and organisation

What's included in workplace/workstyle change?

- New location, building or refurbishment
- Co-location of groups - or separation
- Altered balance of enclosure and space ownership
- Knowledge management, storage policies, EDMS
- Technology change
- Flexible working/remote working
- Look and feel

Can change be managed?

Change is inherently

- Turbulent
- Messy
- Chaotic
- Unmanageable.

Just **jump in** and **grapple** with it!

Lessons from 411 change programmes

Success comes from:

- Active, strong, visible sponsorship
- Messages from CEO and immediate supervisors

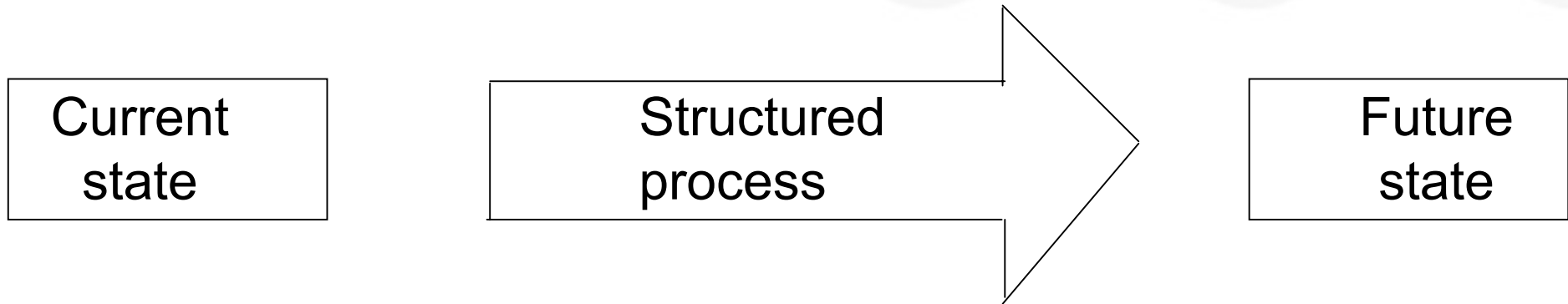
Main obstacles:

- Employee resistance
- Lack of awareness, comfort with status quo, fear of unknown
- Inadequate senior sponsorship

- Change Management Learning Center, 2005, Best practices in change management

Change process

- Unfreeze, change, refreeze
- Can we afford 'frozen' workplaces in between major change?



Lessons from 411 change programmes

What would they do differently next time?

- Dedicate **more resources** to change management
- Start change management activities **earlier**
- Not treat change management as an afterthought

- Change Management Learning Center, 2005, Best practices in change management

Lessons from 411 change programmes

Effective change communications strategies:

- Purposeful
- Planned
- Welcomed by recipients - no junk mail

- Change Management Learning Center, 2005, Best practices in change management

Know the people

- **Go!**
- **Oh?**
- **No!**

- Devise strategies to help each in supporting change

Skillset for successful change

- Political
- Analytical
- People skills
- Systemic thinking
- Business understanding

Skillset for successful change

- Political
- Analytical
- People skills
- Systemic thinking
- Business understanding

Tools

- **Clear goals allied to business goals** - measurable outcomes
- **Right decision structure** - board, steering group, champions, everyone involved
- **Enough resource** - (people, time, £)
- **Project identity, name**
- **Learning time** - visits, case studies, literature
- **Analysis of current state versus future aspirations**
- **Links forged with other initiatives**

Tools - continued

- Future workplace/workstyle designed, board approval
- Pilot projects implemented, evaluated
- Communications plan: videos, drawings, 3D flythroughs, day in the life of..., photomontage, webcams, websites, newsletters, site visits, emails, text messages, cascade messages to teams, etc
- Pre-move training, passports
- Celebrate key stages: tidy Fridays, topping out, building handover, day of move/new workstyle - party, press releases, VIP openings
- Welcome packs
- Post occupancy evaluation

Examples

- Introducing flexible working in a major corporation
- New ways of working
- Unified workplace/workstyle after merger
- Ending solo offices in government workplaces
- Cross department working in a one-stop-shop

Workplace as a catalyst for organisational change

- Overt, obvious messages of new, desired behaviours
- Many claims made for the power of workplace change
- Some 'proof'
- Management literature generally overlooks workplace issues

Integration

Workplace/workstyle change that ignores work process change is a missed opportunity

Thank you

