public sector workplaces: change management case studies

August 2003
the context for change

- operates in some form in most countries across the globe, driven by political demand and priorities
- huge scope of services / activities involved at local, regional, national and even global levels
- accountability is high, so value for money and risk management key
- priority considerations include the rationalisation, ownership and management of property
- new thinking around financing and running of property projects e.g. PFI

- strong agenda of change and reform exists and desire to adopt many private sector philosophies
- new working practices and work-life balance considerations present important challenges and opportunities
- desire to improve standards and benchmark, often internationally
- desire to modernise historic culture and image of tradition and bureaucracy
- aligning the workspace with the organisational vision
strategic briefing

from a single option…

…to multiple choices to match tasks / needs
strategic briefing
strategic briefing
“change

to the fearful - it is threatening because it means that things may get worse.

to the hopeful - it is encouraging because things may get better.

to the confident - it is inspiring because the challenge exists to make things better.”
no matter how good the office or building design, the layout, the furniture, the technology or equipment...
...only when people can work in harmony with the physical environment...
...can the benefits of change be fully realised.
aligning the workspace to the vision

progress

long-term vision?

move to new workspace

pilot space

progress achieved with traditional interventions, ignoring the real workplace opportunities
progress achieved using decant space and ‘new office’ as a real catalyst for change
Workplace change management: an appropriately structured programme of activities and interventions, developed to encourage and support the smooth and natural transition to new working environments and new ways of working.

- Processes:
  - Awareness
  - Understanding
  - Engagement
  - Commitment
  - Ownership

- Emotions:
  - Denial
  - Resistance
  - Realisation
  - Acceptance
  - Enthusiasm

Recognising the key stages of change that people need to go through:
the 7 key change management questions / steps

1. what is the desired outcome?
   the vision - and not just the physical outcome, but culture, working practices and behavioural aspirations

2. what is the present state?
   the diagnosis - physical environment, but also culture, history, context, wider organisational changes

3. what is the difference between 1 and 2?
   the scope, extent and nature of change

4. are there blockages / resistance? is there positive energy / motivation
   are there bad experiences, misconceptions? is there management commitment / any champions?

5. are the ‘changers’ willing and capable?
   what is the mood of staff

6. is the change feasible / realistic?
   are you taking on too much, is the culture ready, what are the risks?

Based on the responses to above, then….

7. design the right change programme of activities, interventions and support
   - or return to 1 to review or refine, as necessary
what is the workplace change you want to manage?

smoother move to new or changed workspace

what is the scope / nature of change?

what is the capability?

significant and sustainable organisational, cultural and business transformation

Is your vision just about the workspace or the business / organisation?
the change curve

- ownership / evolution
- excitement / commitment
- acceptance / enthusiasm
- understanding / engagement / curiosity
- resistance / cynicism
- awareness / denial / indifference
- comfort / complacency

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The change curve illustrates the evolution of different stages in the process of change.
case studies

Her Majesty’s Treasury, London
Ministry of Defence, London
Her Majesty’s Treasury

central London building
building redevelopment project (PFI)
1,100 people
completed Summer 2002
as a part of the broader initiative of a ‘joined-up’ government

team working openness communication interaction collaboration flexibility
the new environment will act as a catalyst and enabler, actively supporting the organisational and cultural changes within the Treasury

<table>
<thead>
<tr>
<th>Securing the necessary resources</th>
<th>Attraction and retention of the best people through a better working environment</th>
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<tr>
<td>Managing people and business effectively</td>
<td>New workspace and technology supports team-working, interaction and collaboration</td>
</tr>
<tr>
<td>Using information effectively</td>
<td>Open environment supports knowledge sharing; filing and storage strategy targets information access and retrieval</td>
</tr>
<tr>
<td>Better two-way communication</td>
<td>New workspace supports enhanced communication and information flow within and between directorates</td>
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As with many other organisations these days, we primarily study, generate and communicate knowledge. Looking to the future, the Treasury is investing in new working environments designed to better support us in a variety of tasks.

In practical terms, the New Treasury Building and this pilot feature technology solutions that support mobility, and workspace solutions that support individual concentration and analysis, and others that encourage communication and exchanging knowledge with colleagues.

The new workspace will also entail a slight shift in culture and behaviours for all of us. These protocols are the result of internal discussions and are intended as guidelines, to help us all get the best out of our new working environment.

pilot space protocols

Introduction
- Introduce pilots into organisations to add value, improve productivity, and encourage social interaction.
- By spending time in the pilot space, the Treasury can gain valuable insights into what works in these environments, and make informed decisions about the future of its workspace.
- This pilot space is a test bed for new ideas and technologies, and will be evaluated on a regular basis to determine its success.

How the office works

- Useful reference papers are kept on desks, however, please be mindful of avoiding accumulation of unnecessary clutter over time.
- Long conversations at desks may be distracting to those working around us, so please consider moving to the informal meeting areas when appropriate.
- All shared spaces, including Alternative Workplace Settings (AWS's), meeting rooms and informal meeting areas, should be completely cleared when you move to another space (including coffee cups, discarded pens and papers etc).
- It is important that you do not feel that you have to be seen at your desk to be working; you are encouraged to use the different spaces provided.

Noise

- Conversational 'buzz' is inevitable in every office environment and indicates a high level of interaction, which is openly encouraged. However, there are a number of ways to strike a balance between the need for concentration and interaction:
  - Being aware of your voice level should help avoid having to shout across the office as well as having to whisper to people.
  - Divert phone calls to cordless phones and move to an AWS if your conversation requires more confidentiality or concentration.
  - Please divert desk phone to voicemail (where applicable) whenever you are not available to answer calls.
  - Remember to modify your mobile's ringer tone and volume as appropriate when in the office.
  - No use of phones or answering machines on 'speaker' facility in the open plan.

HM Treasury

Housekeeping and support

- Staff are expected to maintain a clean and tidy environment, and are responsible for their workspace.
- All shared spaces are to be kept tidy and presentable.
- Catering staff will be available to clear any debris or spills.

Shared spaces

- Single Person AWS's are not bookable; they are for individual concentrated and confidential working.
- Four-Person AWS's are bookable through Outlook by anyone in the pilot on a 'first come first served' basis.
- To book a time slot, please type in your name and extension, and topic of the meeting.
- Remember to cancel the booking if the meeting is cancelled, so as to free the facility for your colleagues.

HM Treasury

Informal Meeting/Copy Area

- You are encouraged to use the informal meeting area in preference to your desk for your more informal meetings. Please consider the café in the basement as another informal meeting area (and you can still keep in touch with the new cordless phones which will work there).

HM Treasury

Catering

- Catering can be ordered through the existing channels. Items will be cleared from meeting rooms, but please clear catering items from four-person AWS's and leave them in the kitchen for collection.

HM Treasury

Indicative Layout

- 70 people
- Decant building
- 1 year trial of furniture, technology, support services, catering, protocols
new workspace
a day in the life..

1. 9.00am collect phone
2. 9.10am at desk to check emails and post
3. 9.30am coffee and ad hoc meeting
4. 10.00am in an AWS for concentrated working
5. 12 noon at desk to check emails
6. 1.00pm formal meeting in booked room
7. 2.30pm follow-on discussion
8. 3.30pm meeting elsewhere
scenarios..

You are trying to concentrate on writing an important document. Two people nearby bump into each other and start a ‘corridor conversation’ which distracts you.

What do you do?
delivering the cultural change at HM Treasury

- user groups
- communications strategy
- roadshow presentations
- people’s panel
- filing and storage reduction
- ‘one horseguards’ newsletter
- intranet site
- new building site visits
images of 1 Horse Guards Road
Ministry of Defence

central London building
building redevelopment project (PFI)
3,000 people
to be completed Summer 2004
project vision

**a better building**
clean, bright, airy; new furniture and equipment, more responsive services, and more adaptable open plan workspace supporting more communication and collaborative working

**better equipped**
an infrastructure supporting more flexible working including single flat screen PC with easy access to the internet, OGDs, information up to Secret and EDRM providing quicker access to information and easier knowledge sharing

**better processes and working practices**
leaner and more efficient organisation working together to deliver common defence goals; working more flexibly and informally across team boundaries to tackle projects
pilot space

- 100 people
- decant building
- 3 year trial of furniture, technology, support services, catering, protocols
new space

A typical bay
generic plan
(indicative layout
only - level 6 south
east corner)
new elements

- new furniture (desks, chairs, storage)
- new meeting rooms
- new support services
- new vending machines
- new facilities:
  - restaurant
  - gym
  - library
  - business suite
- new technology:
  - flat screen PCs
  - access to internet and OGDs
  - remote / mobile access
  - electronic filing system
- new protocols
communications strategy / plan

- the rationale, role and key principles of communications for HOME
- stakeholder groups and the change community
- key messages and nature of communication activities
- timetable, key events and milestones
- communication channels and media options

WHO

WHAT

WHEN

WHERE
media

web site, newsletters, video, stress balls, t-shirts, posters, conference, presentations, workshops, drop-in centres
media

the award-winning web site...
**>home programme**

further activities for **>home:**

• creation of the building and local protocols
• visits to the ‘working model’ space
• induction tours of the new environment
• welcome book to the building

re-structuring of the delivery model with **>homeLife**
and **>homeLeadingChange**
change can be a positive experience if managed well

people need to be motivated to embrace changes

people need the right level and style of communication, involvement, preparation and support - both before and after the change

just think about how we handle change in our everyday lives
workplace change:

“it’s a journey, not a destination”

setting and managing expectations

creating an appetite for on-going development