

Five steps for managing workplace change

Change management is a key element in any workplace transformation, and organizations that proactively manage workplace change are better positioned to support rapid change often required from the business. By creating heightened awareness of the relationship between strategic business objectives and workplace change, CRE executives will improve employee buy-in, minimize workplace disruptions and more importantly, accelerate the rate of change in the organization.

This paper outlines the five crucial steps for planning and managing workplace change initiatives.

1. Create shared need

Your first step in the change management process includes identifying potential change scenarios, assessing the capacity and readiness of the organization for that change and developing a business case. A strong business case can help you communicate the need for the change. Establish teams to lead the effort, manage the project, mobilize business units and create the communication plan.

Sprint Nextel's workplace mobility program

The Sprint Powered Workplace has two components: A dynamic campus model and a work anywhere model. Company surveys reveal that work anywhere employees are 18 percent more productive and 86 percent are satisfied with the program.

Sprint Nextel has successfully reduced its portfolio from 180 sites (three million square feet) to 120 sites (one million square feet). Through reinvestment in tools and training, the company is realizing \$100 million in net savings through 2009 and \$60 million in annual savings thereafter.

The company uses a quarterly balanced scorecard to report outcomes by financials, process, customer satisfaction and learning and growth.



2. Shape a vision

Identify leaders at every level of the organization and invite them to participate in the design and change process. That way, employees are involved in developing solutions that best support your business objectives, leading to higher worker engagement and adoption of the change.

3. Mobilize commitment

Data collected on current work styles can be compared to benchmark industry standards to further drive the need for change. You can model various scenarios and choose the solution that best fits your goals. An effective method is to organize functional “blitz teams” to implement decisions. This is the stage where the business units involved in the workplace change can “make it their own,” structuring solutions that will fully support the ways they need to work in the future, thereby mobilizing full support and enthusiasm for the pending changes.

At this point your communication team ramps up, creating messages in a variety of channels to drive the initiative. Input from user groups through focus sessions and surveys eliminates the perception of “top-down” decision making. Everyone has a voice in the outcome.

4. Monitor progress

Measure results against your key diagnostics to assess progress towards major goals. Establishing a balanced scorecard of several metrics will ensure greater success. An integrated dashboard allows a quick view of the key strategic initiatives and performance against targets. Surveys and focus groups can help you measure qualitative targets such as employee satisfaction and improved recruitment and retention. You can assess bottom line results through utilization statistics and other financial data.

5. Make the change last

Ongoing performance management is the key to lasting change and ensuring that the change is integrated into your company culture. This is a crucial step. As employees adapt to new ways of working, their needs may change. Building in a method for evaluating your program with ongoing metrics will identify weak areas and minimize any downside to unanticipated new issues. Periodically revisit the initiative and realign it to business drivers.

Jones Lang LaSalle's Workplace Solutions

No other firm has more experience in designing, implementing and managing successful workplace programs, than Jones Lang LaSalle. While some firms only offer a design solution, Jones Lang LaSalle provides the full range of services required to develop a program that realizes its full potential.

For more information on how Jones Lang LaSalle can help you improve flexibility and meet future workplace needs, please contact:

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