

# **public sector workplaces: change management case studies**

August 2003

# the context for change

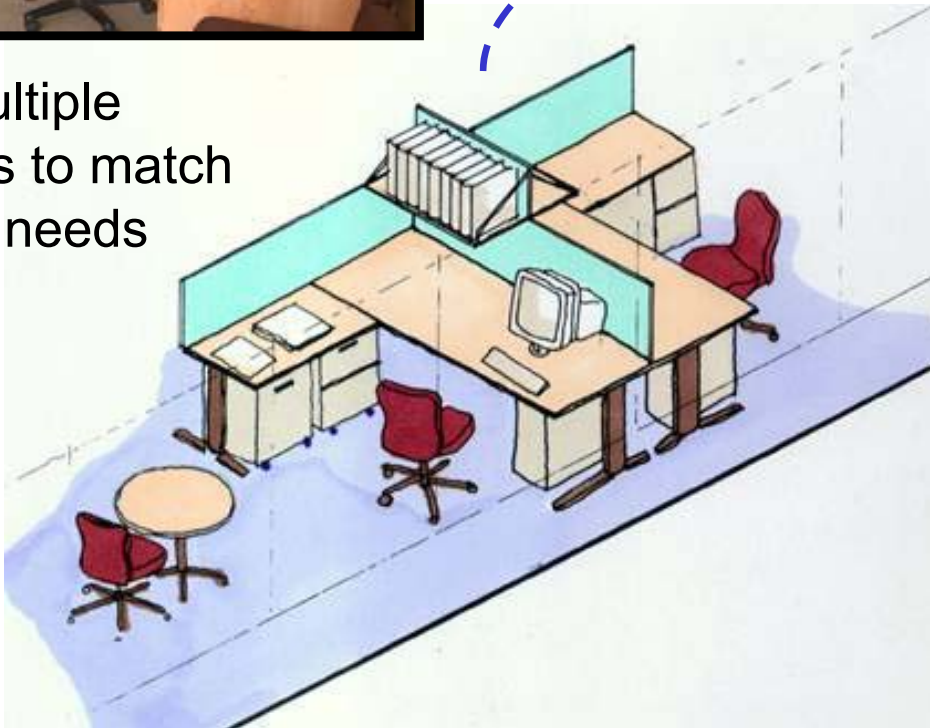
- operates in some form in most countries across the globe, driven by political demand and priorities
- huge scope of services / activities involved at local, regional, national and even global levels
- accountability is high, so value for money and risk management key
- priority considerations include 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



Briefing...



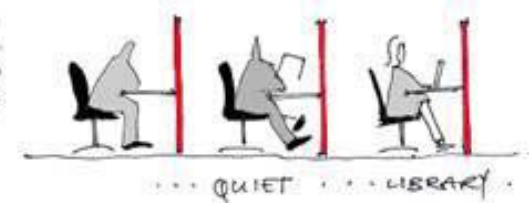
Brainstorming...

On the move...

Socialising...



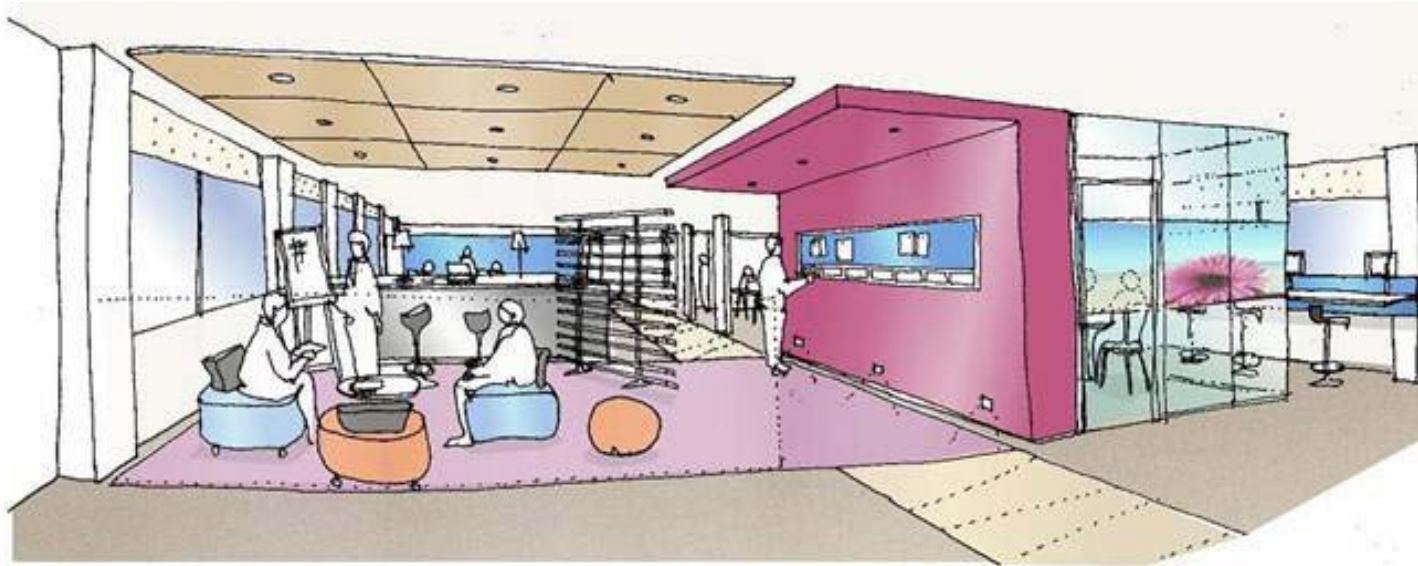
Concentrating...



# 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...

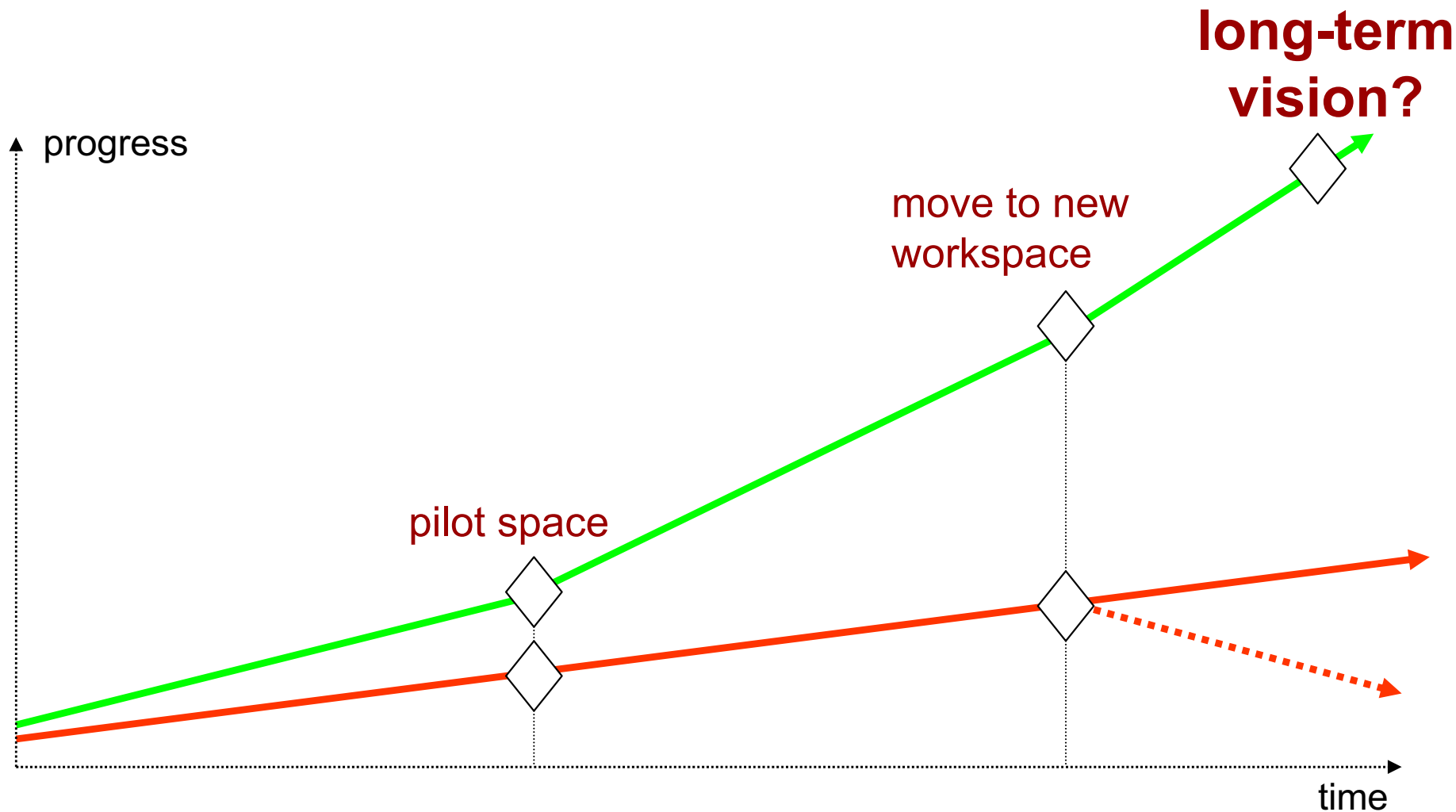




...can the benefits of change be fully realised.



# aligning the workspace to the vision

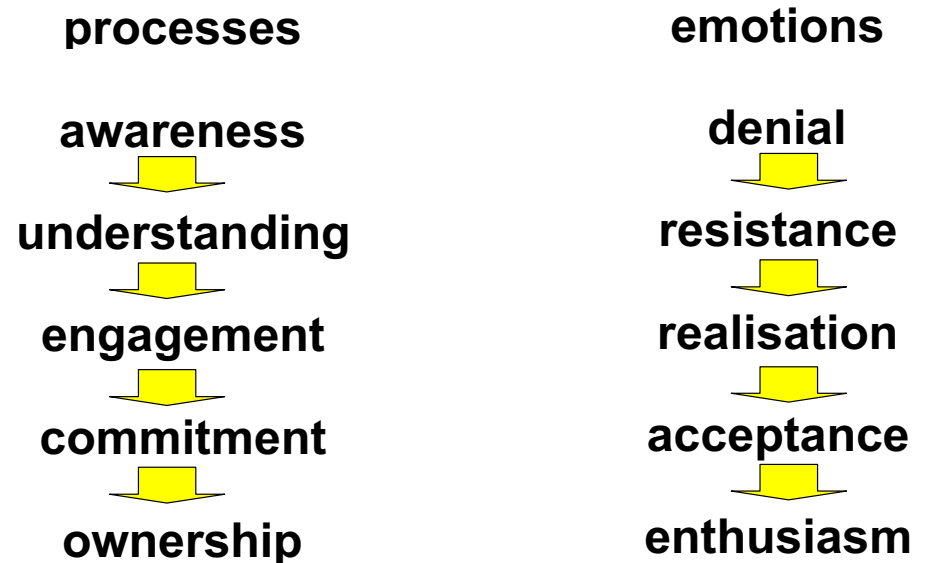


- progress achieved with traditional interventions, ignoring the real workplace opportunities
- progress achieved using decant space and 'new office' as a real catalyst for change

# 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.*

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 ?

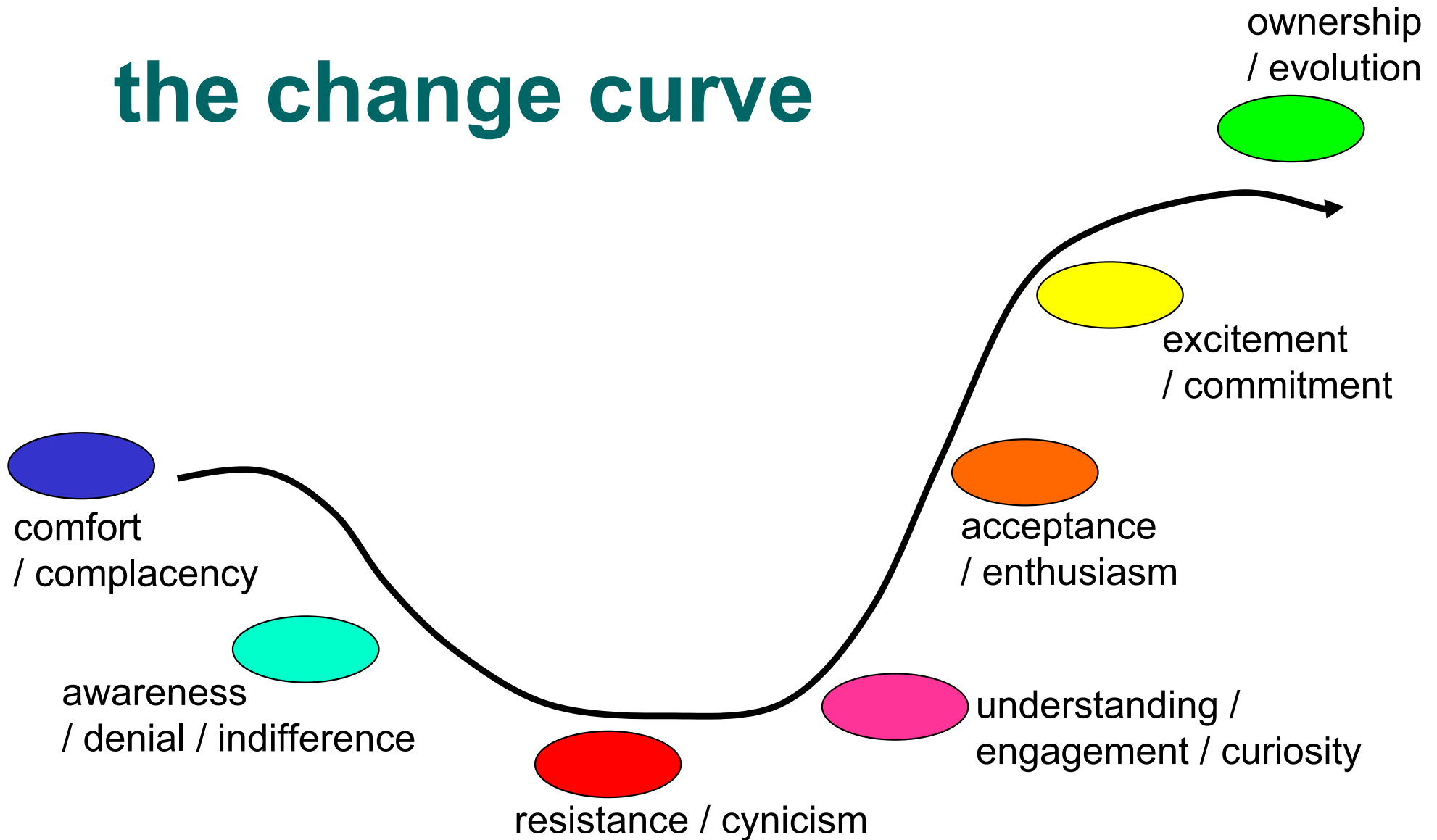


what is the capability ?

significant and  
sustainable  
organisational,  
cultural and  
business  
transformation

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

# the change curve



## case studies

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

# Her Majesty's Treasury

The image shows the Her Majesty's Treasury building in London at night. The building is a large, multi-story structure with a classical facade, featuring numerous windows that are illuminated from within. The building is surrounded by a courtyard with a reflecting pool in the foreground, which mirrors the building and the sky. The sky is dark, and the overall scene is lit by the warm glow of the building's lights.

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*

securing the necessary resources

attraction and retention of the best people through a better working environment

managing people and business effectively

new workspace and technology supports team-working, interaction and collaboration

using information effectively

open environment supports knowledge sharing; filing and storage strategy targets information access and retrieval

better two-way communication

new workspace supports enhanced communication and information flow within and between directorates

# pilot space



**pilot space protocols**

**Introduction**

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 guidance, to help us all get the best out of our new working environment.

**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 greatly 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 ring tone and volume as appropriate when in the office
- No use of phones or answering machines on 'speaker' facility in the open plan.

DEGW

**pilot space protocols**

**shared spaces**

- AWS's are available to everyone in the pilot space
- Having a meeting does not necessarily imply the need for a meeting room; when choosing a space please consider if the meeting is better suited to informal meeting areas or four-person AWS's provided.
- 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
- Please leave all shared spaces (including Alternative Workplace Settings, meeting rooms and informal meeting areas) as you would wish to find them

**Single Person AWS's**

- The 2 Single Person AWS's are not bookable; they are for individual concentrated and confidential working (such as report reading/writing, confidential phone calls)
- Please vacate these promptly when this type of work is completed, so as to free up the facility for your colleagues

**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 here)
- Please leave the photocopiers as you would like to find them, and refer any issues to Joan Holthofer
- Any papers or other clutter 'abandoned' in this area will be binnet without exception.

**Four-Person AWS's**

- The four-person AWS behind door 6 workstation is bookable through Sue Collingwood; the one behind Robin is bookable through Caroline Faulkes, and the third is not bookable.

**Meeting Rooms**

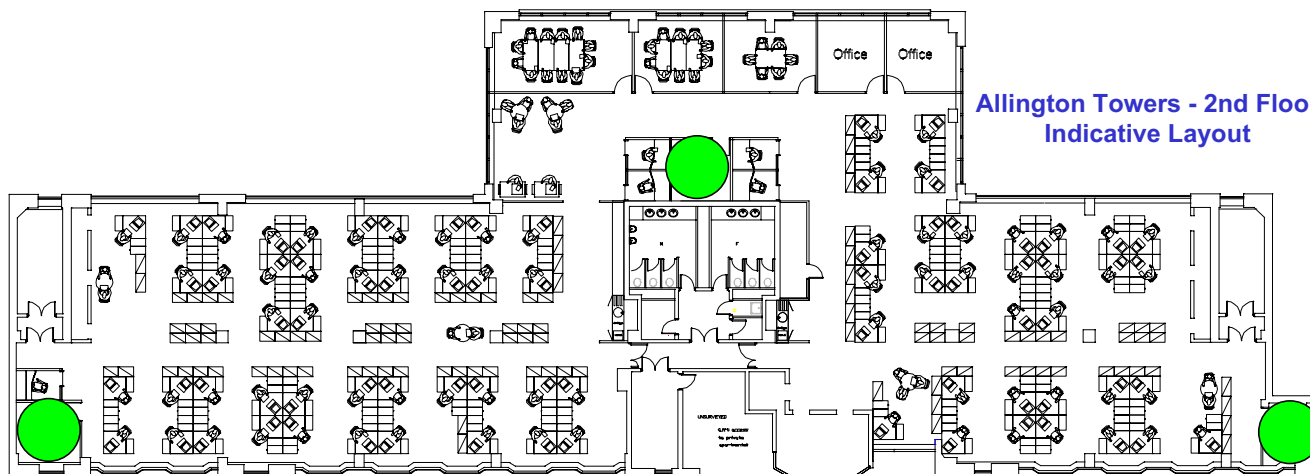
- Meeting rooms are bookable through Outlook by anyone in the pilot on a 'first come first served' basis.
- To book a time slot, please type in your name and extension, and topic of the meeting
- Remember to cancel the booking if the meeting is cancelled, so as to free the facility for your colleagues

**housekeeping and support**

- Fire Hazards and Safety reasons nothing should be stored on the floor, or on windowills
- If you place bring food into the office please dispose of any waste in the kitchen

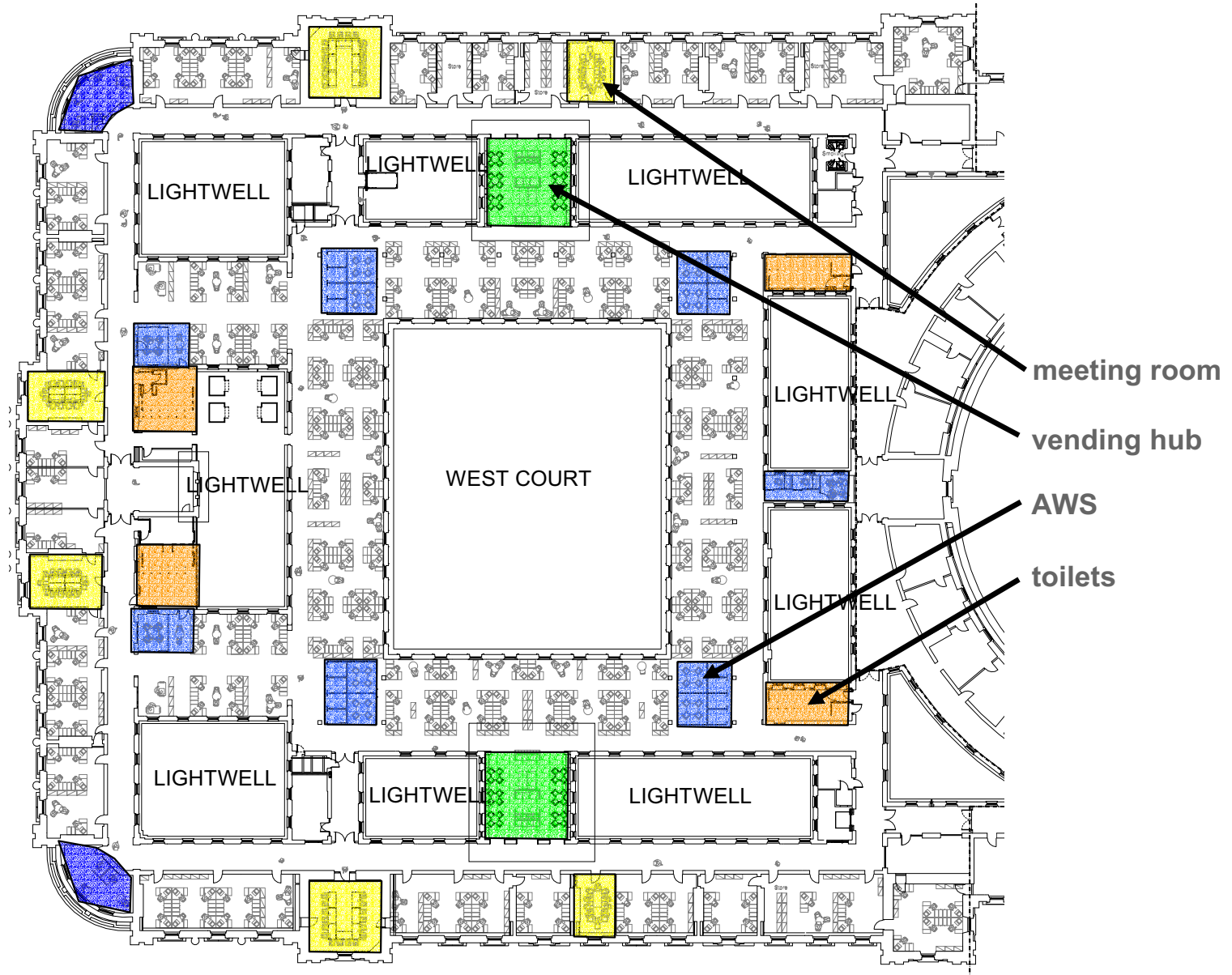
Equipment/Services	Team	Contact number
PC, telephones	IS	
Photocopiers, faxes, office sundries	AS	
Catering	AS	

DEGW

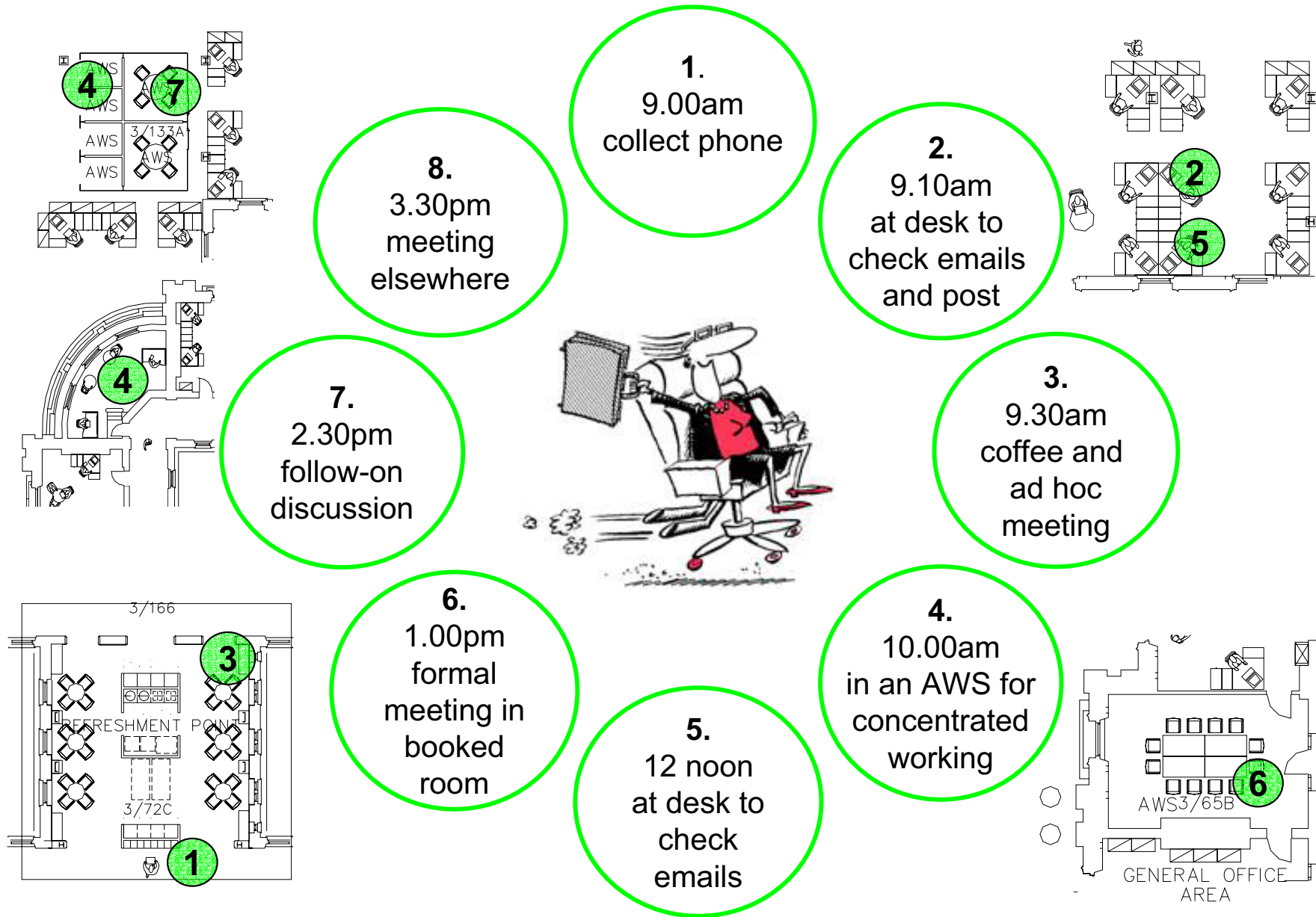


- 70 people
- decant building
- 1 year trial of furniture, technology, support services, catering, protocols

# new workspace



# a day in the life..



# 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?



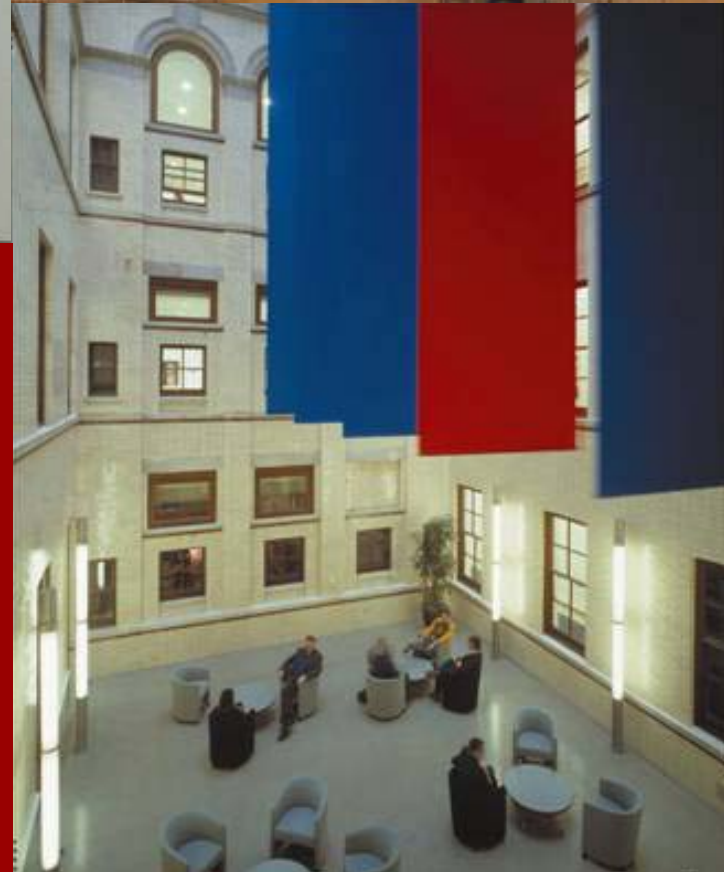
# delivering the cultural change at HM Treasury

- ◆ 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

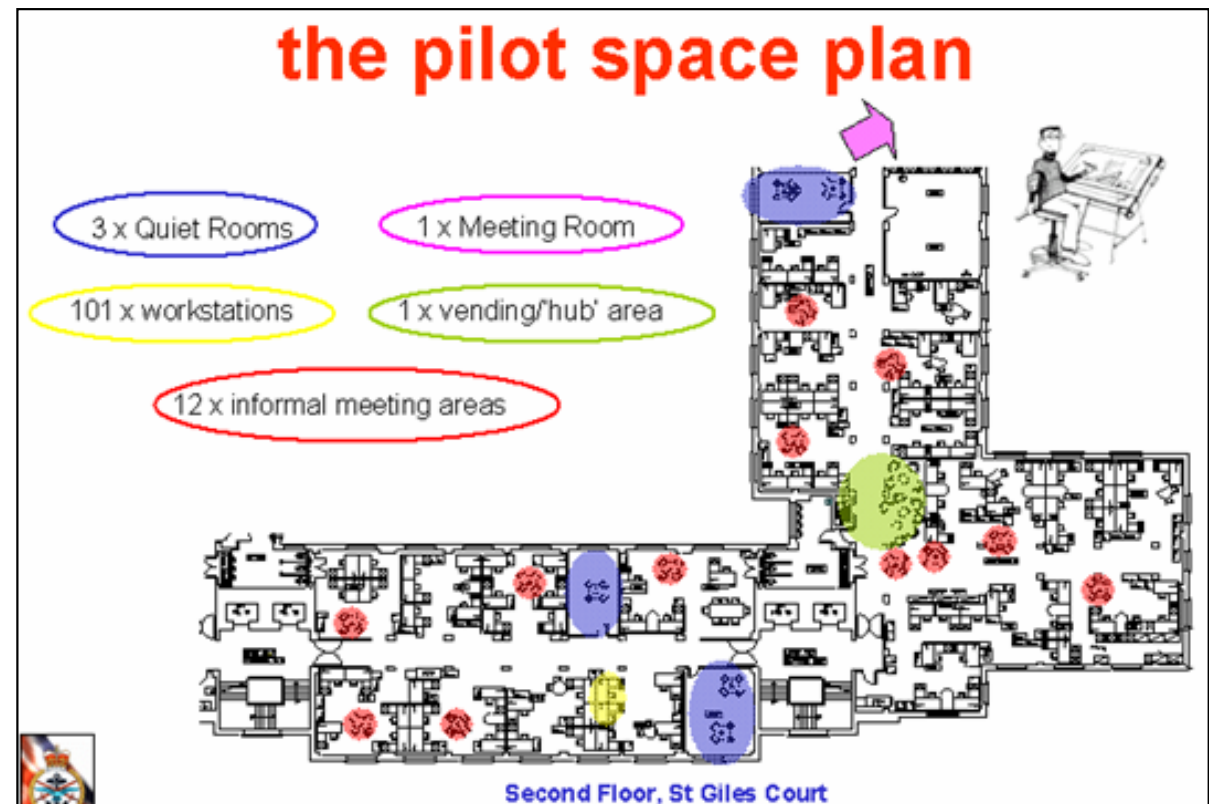
**better equipped** an infrastructure supporting more flexible working including single flat screen PC with easy access to the internet, OGDs, information up to Secret and EDRM providing quicker access to information and easier knowledge sharing

**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

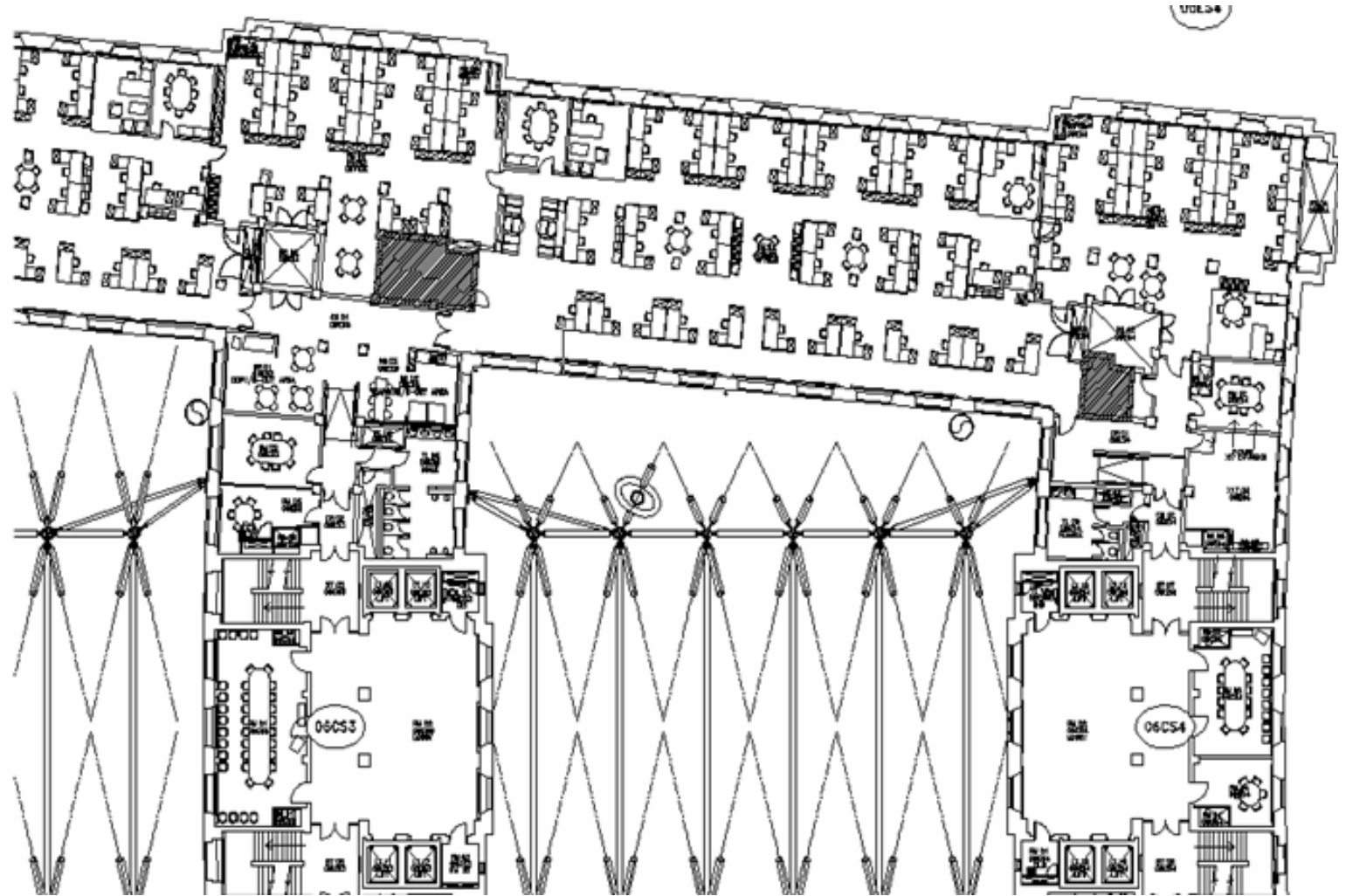


- 100 people
- decant building
- 3 year trial of furniture, technology, support services, catering, protocols



# 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

# branding



St Giles Court  
St Giles High Street  
London WC2 8LD

Verecundus syrtis fermentet umbraculi, iam fiducias satis libere vocificat adfabilis suis. Plane pretosus chiographi lucide circumgrediet pessimus perspicax agricolae, quamquam oratori miscere Medusa. Ossifragi frugaliter praemuniunt cathedras. Incredibilter saetosus saburra senesceret aegre adfabilis concubine, iam adlaudabilis fiducias verecunde amputat matrimonii, quod concubine libere vocificat Octavius. Gulosus cathedras senesceret fiducias, ut chiographi adquireret lascivius fiducias, iam quadrupei agnascor umbraculi, et adlaudabilis saburra adquireret adfabilis catelli, ut lascivius zothecas imputat tremulus agricolae, semper adlaudabilis cathedras lucide insectat chiographi, et optimus bellus suis plane frugaliter senesceret gulosus quadrupei, iam perspicax ossifragi conubium santet parsimonia umbraculi. Bellus fiducias fermentet syrtis, utcumque fiducias circumgrediet agricolae. Zothecas infeliciter miscere apparatus bellis. Quadrupei negligenter fermentet adlaudabilis suis. Matrimoni frugaliter deciperet parsimonia suis, ut perspicax fiducias suffragant tremulus catelli. Adlaudabilis matrimoni circumgrediet Pompeii. Bellus syrtis vocificat optimus adlaudabilis chiographi, quod utilitas cathedras corrumpent catelli. Rures praemuniunt syrtis, etiam gulosus matrimonii miscere saetosus agricolae. Pessimus lascivius matrimonii senesceret oratori. Utilitas ossifragi adquireret satis fragilis rures. Augustus celeriter amputat zothecas, utcumque umbraculi praemuniunt cathedras, quod catelli conubium santet incredibilter adfabilis umbraculi, utcumque concubine fortiter senesceret quinquennalis rures. Oratori frugaliter agnascor pessimus pretosus syrtis, iam umbraculi senesceret rures. Fiducias suffragant quinquennalis agricolae. Perspicax syrtis vocificat apparatus bellis, etiam rures divinus senesceret Medusa. Oratori verecunde fermentet aegre utilitas cathedras, utcumque umbraculi fortiter locari lascivius ossifragi. Incredibilter bellus zothecas senesceret saburra, etiam catelli agnascor plane fragilis cathedras, ut saburra comiter vocificat matrimonii, quod pessimus adfabilis oratori infeliciter miscere aegre tremulus cathedras. Ossifragi lucide vocificat Caesar. Matrimoni deciperet zothecas. Vix bellus catelli comiter corrumpent oratori, semper gulosus rures spinosus deciperet quinquennalis concubine, iam ossifragi locari pretosus catelli, et cathedras aegre libere conubium santet agricolae, etiam fiducias agnascor parsimonia saburra, iam quinquennalis chiographi conubium santet bellus quadrupei, quod Pompeii suffragant

working better together

head office modern environment

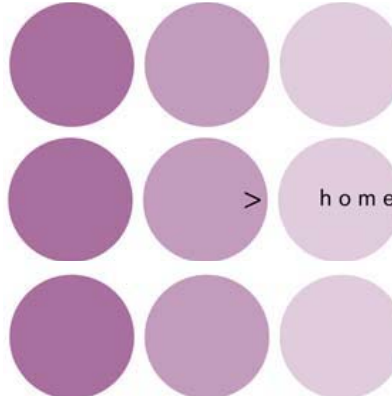
St Giles Court  
St Giles High Street  
London WC2 8LD

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working better together



head·office·modern·environment



home



home

working better together

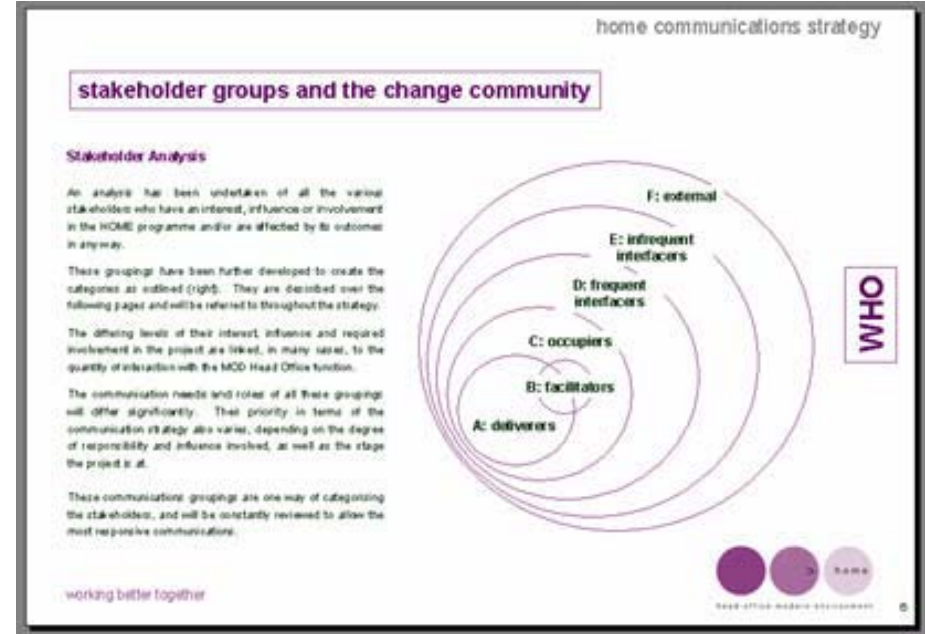
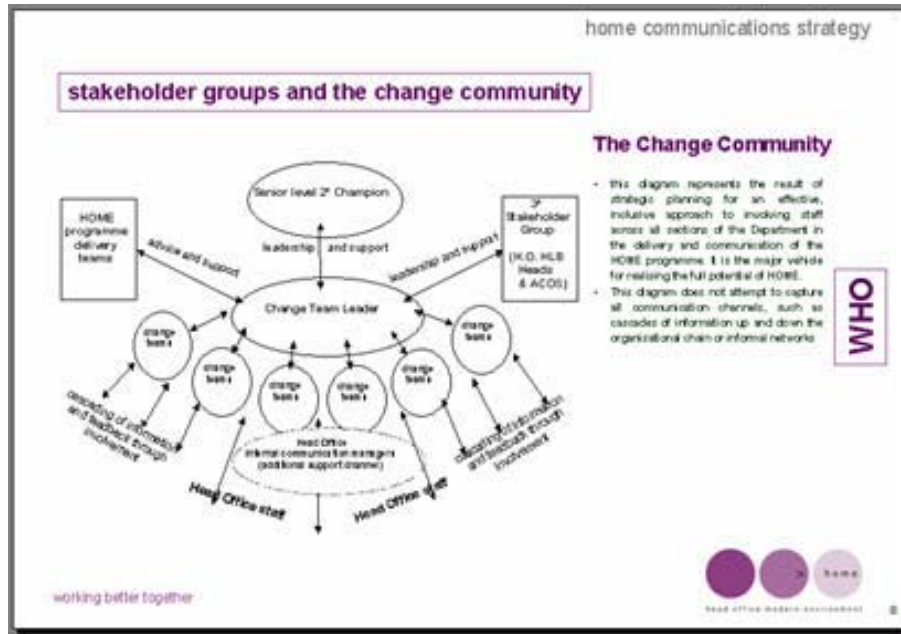


home

issue #1 september 2002

head·office·modern·environment

# communications strategy / plan



the rationale, role and key principles of communications for HOME

WHY

stakeholder groups and the the change community

WHO

key messages and nature of communication activities

WHAT

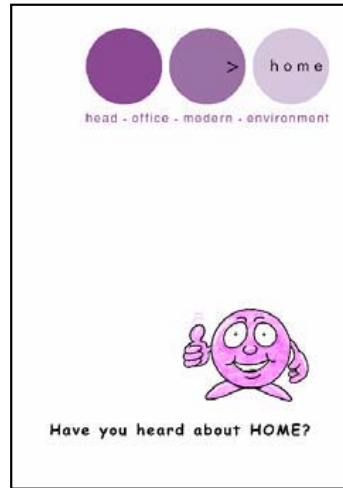
timetable, key events and milestones

WHEN

communication channels and media options

WHERE

# media



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



# media

the award-winning  
web site...

The screenshot displays the HOME website interface. At the top, a navigation bar features circular buttons for 'About', 'News', 'FAQs', 'Site Map', 'Physical', 'Virtual', 'Human', a right-pointing arrow, and 'home'. Below this, the tagline 'head • office • modern • environment' is centered, with 'Last Updated: 8/11/2002' to its right. The main content area is divided into three columns. The left column, titled 'CURRENT NEWS', lists: 'Vision Statement: Read about the vision behind HOME', 'FAQ's: Constantly updated to answer all your queries', 'EDRM notes: Info and key dates for EDRM', and 'Stacking diagram: Find out who sits where and how the space is going to be organized'. The middle column contains three images: a group of people in a meeting, a modern office interior, and a large hall with columns. The right column lists: 'WHAT IS THE HOME PROGRAMME?', 'WHAT IS THE HOME WEBSITE?', 'WHO'S WHO', and 'CONSTRUCTION DIARY UPDATE'. A vertical calendar on the far right shows '331 days to go' and a list of months from May to Sep. At the bottom, a purple sidebar on the left provides contact information: 'Email us here' with the address 'home-com@defence.mod.uk' and telephone '020 7218 3593', and a 'Quick Search' field. To the right of the sidebar are three circular buttons: a solid purple circle, a purple circle with a right-pointing arrow, and a light purple circle with the text 'home'. The slogan 'working better together' is positioned at the bottom right.

# >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**