

# Change Management

January 2014, Erik Juliussen

# Head Quarter FM

## Portfolio:

11 Properties  
Offices, conference centre and museum  
70.000m<sup>2</sup>  
85%/m<sup>2</sup> owned  
15%/m<sup>2</sup> leased  
2500-3000 headcounts

## Service lines:

Reception  
Front desk  
Telephony and Switchboard  
Building related services  
Office related services  
Mail  
Security  
Chauffeur  
Fitness, Massage osv.  
Intern service  
Building service  
Space planning

## Headcount:

109 FTE



## In House Facility Management 29 FTE

Head of Facility Management

Book keeper  
2 FTE

Head of Front Office

Head of Back Office

Head of Security

Reception

2 FTE

Front Desk

2 FTE

Telephony and Switchboard

4 FTE

Building related services

3 FTE

Office related services

3 FTE

Archives Management

2 FTE

Mail

3 FTE

On Site Security

4 FTE



Outsourced Services 80 FTE

Canteen  
24 FTE

Cleaning  
24 FTE

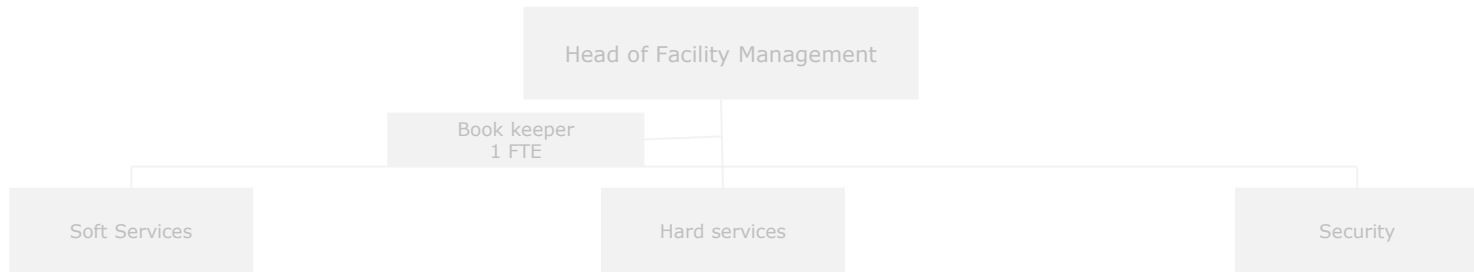
Fitness  
4 FTE

Maintenance  
15 FTE

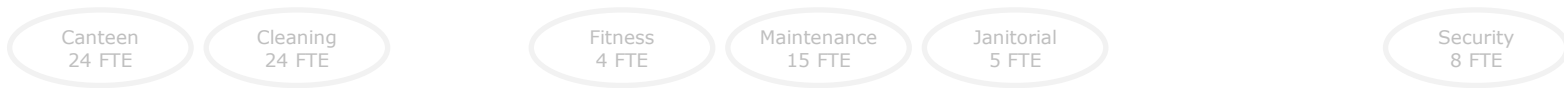
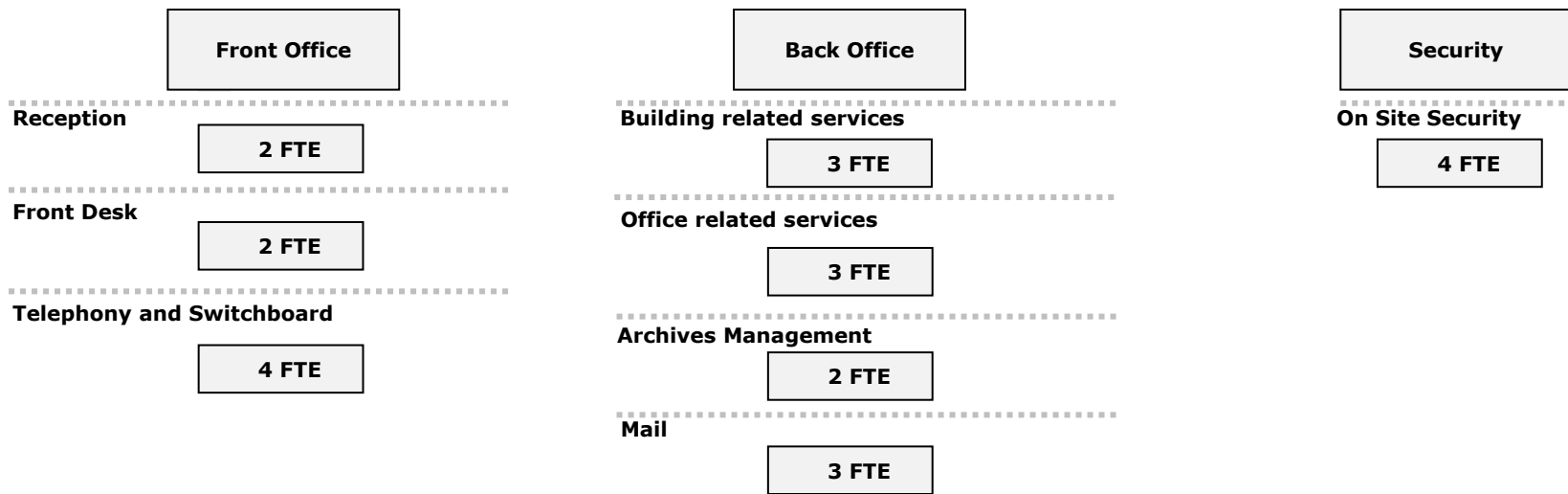
Handymen  
5 FTE

Security  
8 FTE

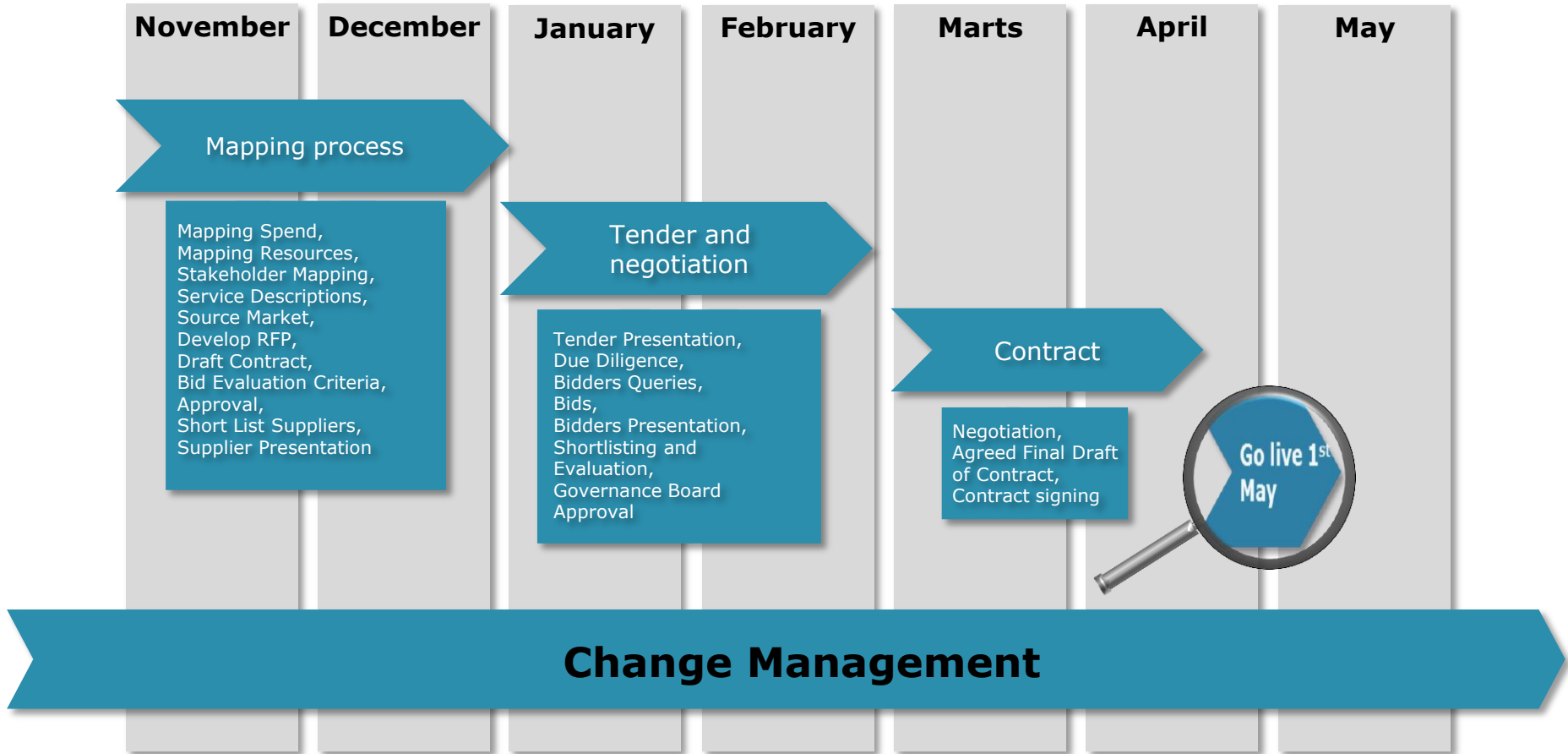
## In House Facility Management 5 FTE

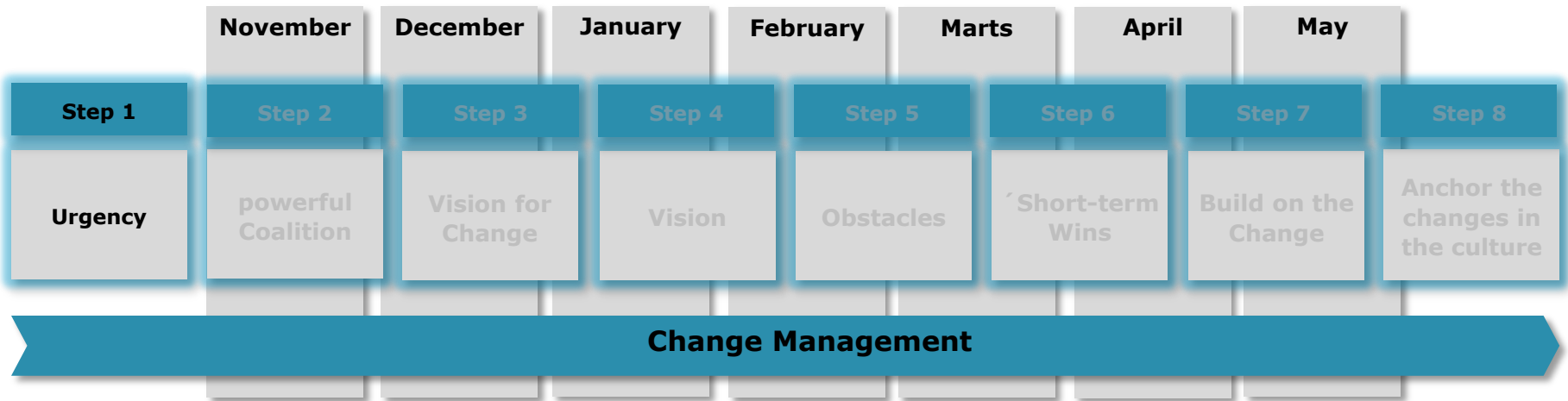


## Transferred employee 24 FTE



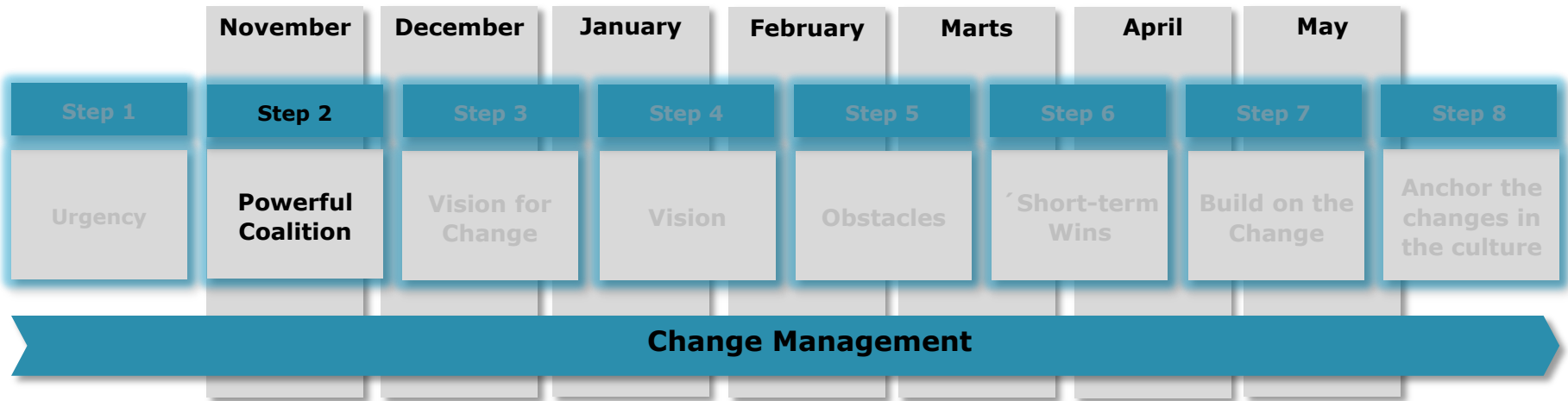
# Timeline





***"Create sense of urgency that motivate people to change"***

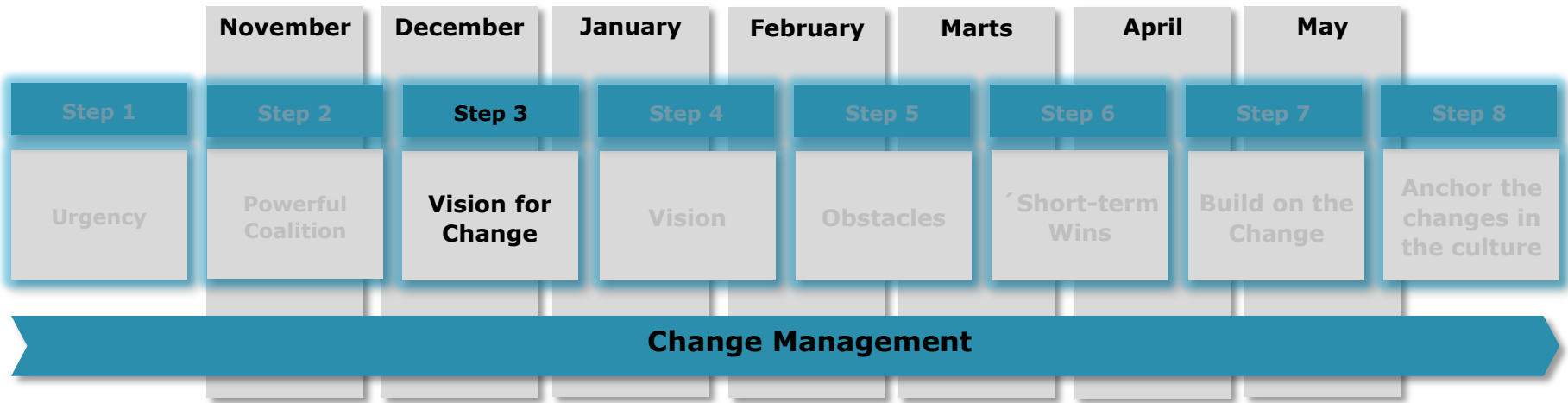
- Explaining and realizing the benefit of the change
- Creating and developing opportunities
- Clear communication and information procedure
- Convincing the major supporting group and motivating them
- Value creating and inspiring proposal for the change



***"convince people that change is necessary"***

- The team as a whole should reflect enough Power so that those left out cannot block progress
- All relevant viewpoints should be represented so that informed intelligent decisions can be made with strong trust and commitment
- The group should be seen and respected by those in the firm so that the group can enhance their credibility
- Recognize the opportunities and build the capacity of leading the change

# Vision for Change



***"A clear vision can help everyone understand why you're asking them to do something"***

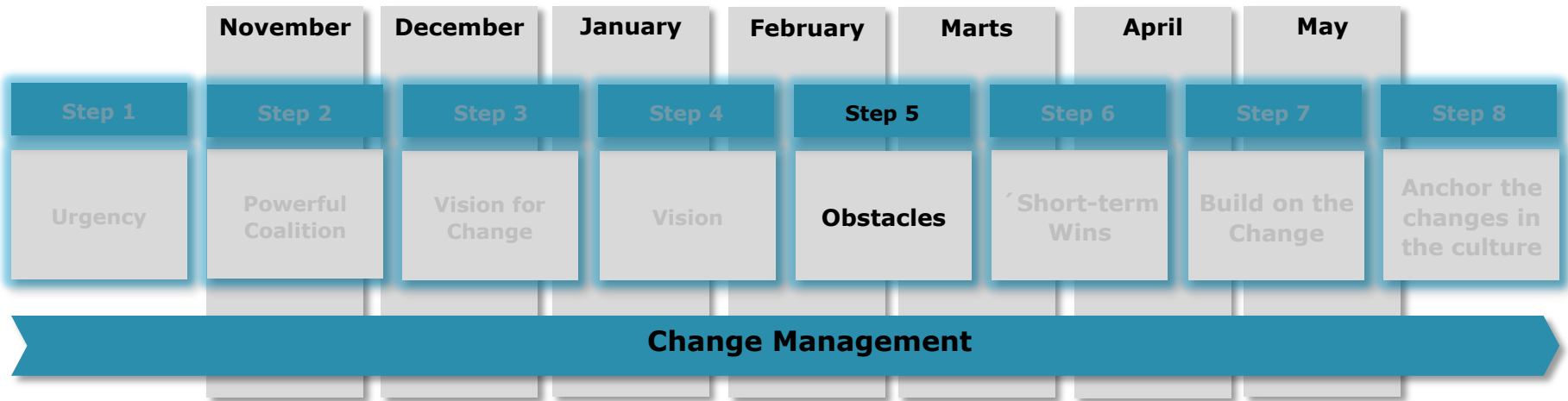
- They convey a clear picture of what the future will look like and should be imaginable
- The goal should be realistic and attainable for the vision
- It should be focused and proper enough for providing guidelines for decision making process
- Vision should be flexible with the space of expansion as per requirement





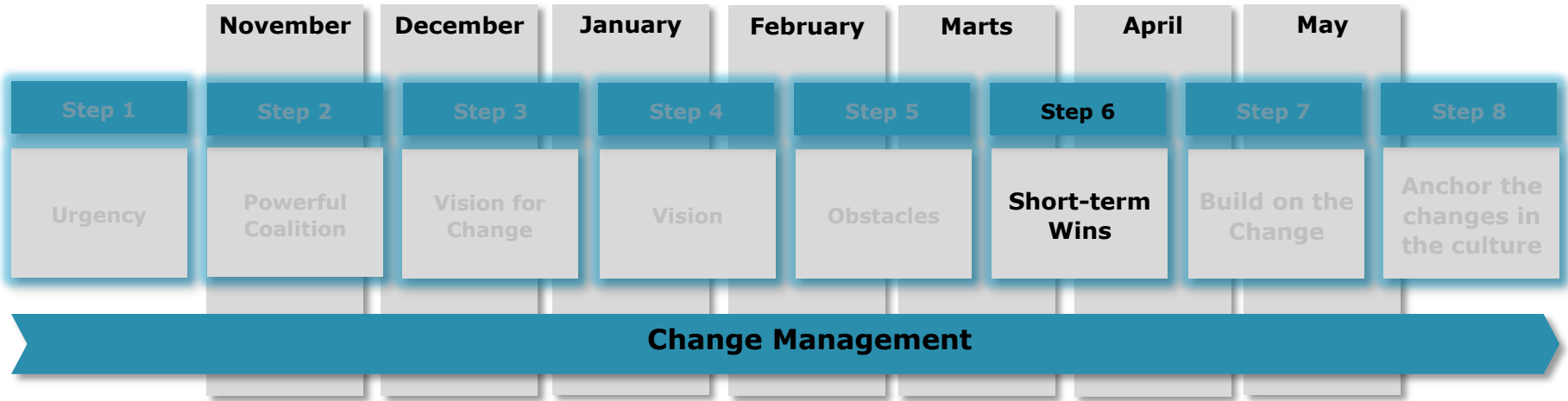
***"Communicate the vision frequently and powerfully"***

- Communication should be done in simple and formal language which should be understandable and usable
- Ideas should be able to be spread by anyone because there are various parties to whom it should be repeated again and again
- Two-way communication is always more powerful than one-way communication



***"Staff wants to get busy and achieve the benefits that you have been promoting"***

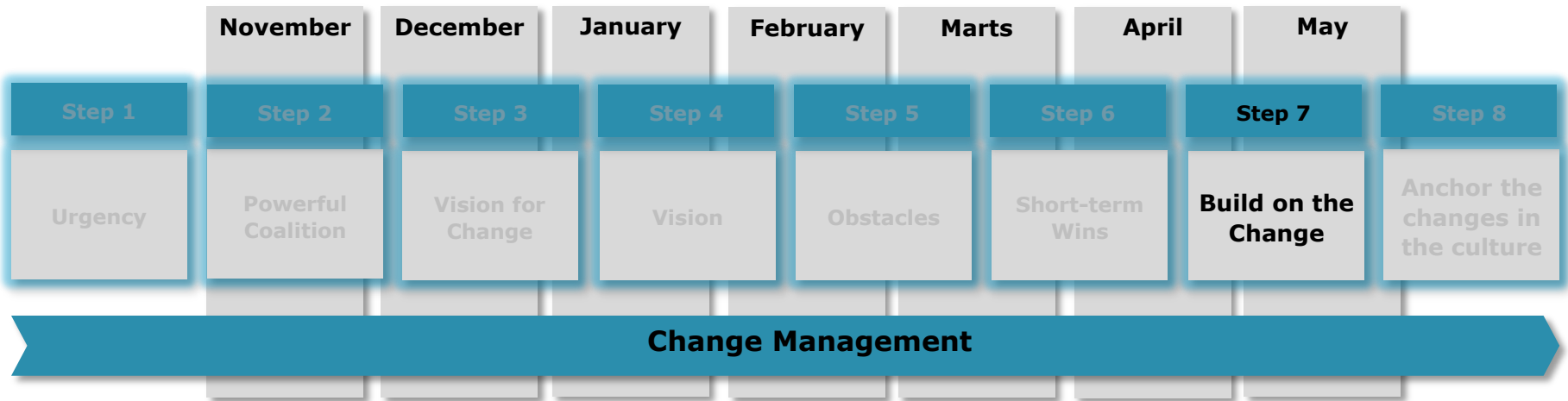
- Gain consistent feedback, recognize and reward people for the implementation of change
- Determine the compatibility of the change vision with the organizational structure, performance and other functionalities
- Immediate action to remove obstacles that block the change



***"Taste of victory early in the change process"***

- Implement only small changes whose result can be obtained quickly
- Select cost effective targets that can be easily obtained
- Analyse targets to avoid failure
- Recognize the people who help to meet the targets through the rewards

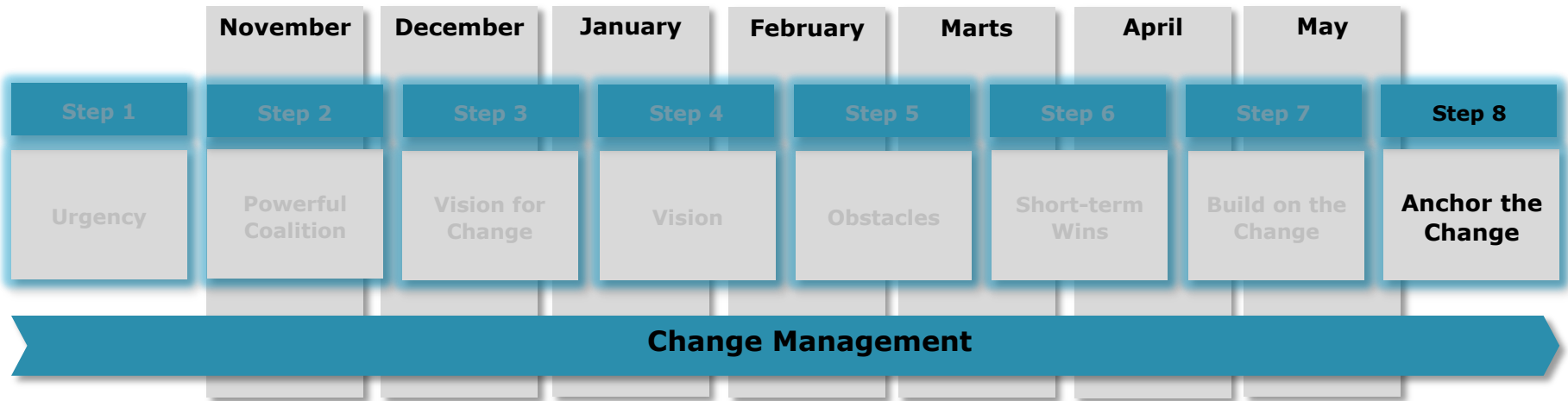
# Build on the Change



***"Victory is declared too early – Quick wins are only the beginning"***

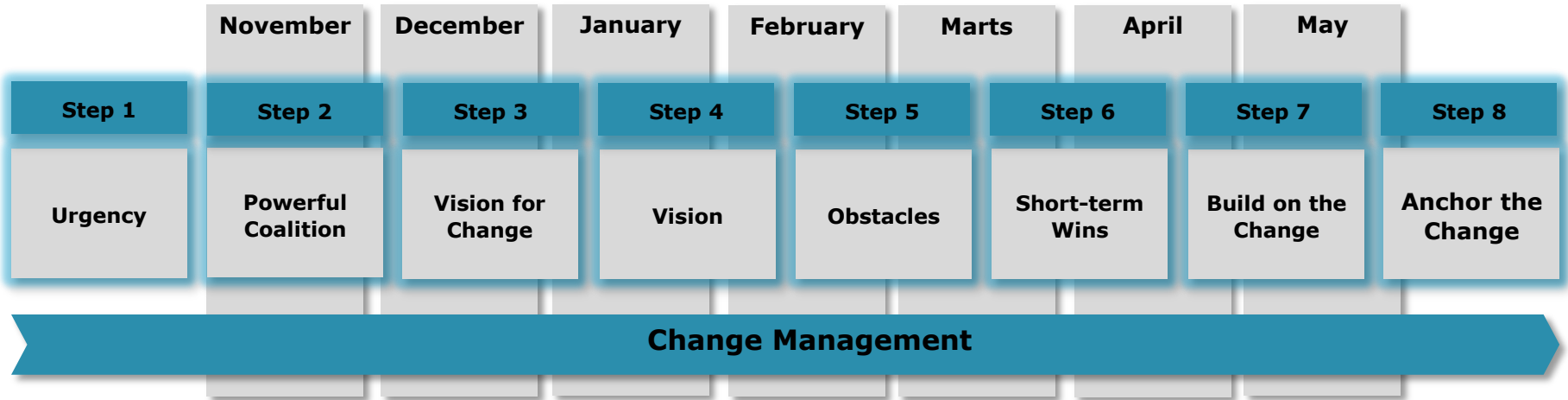
- After successful implementation of the change in the organization, analyse what worked and what did not
- Develop new goals to maintain and continue the change growth in the organization

# Anchor the Change



***"Make the Change to the culture of the organisation"***

- Conduct a discussion program with the employees about the progress timely
- Explain the importance of change ideals and values when hiring the people and conducting the trainings
- Develop new policies and processes that reinforce the value of change



- Motivating and inspiring
- Aligning people
- Establish a direction
- Honest dialog
- Set objectives
- Make measurements
- Develop people
- Communication, communication, communication

# Questions

