

Turning Your Staff into Change Champions

*Creating Bottom-Up Support for
your Organizational Initiatives*

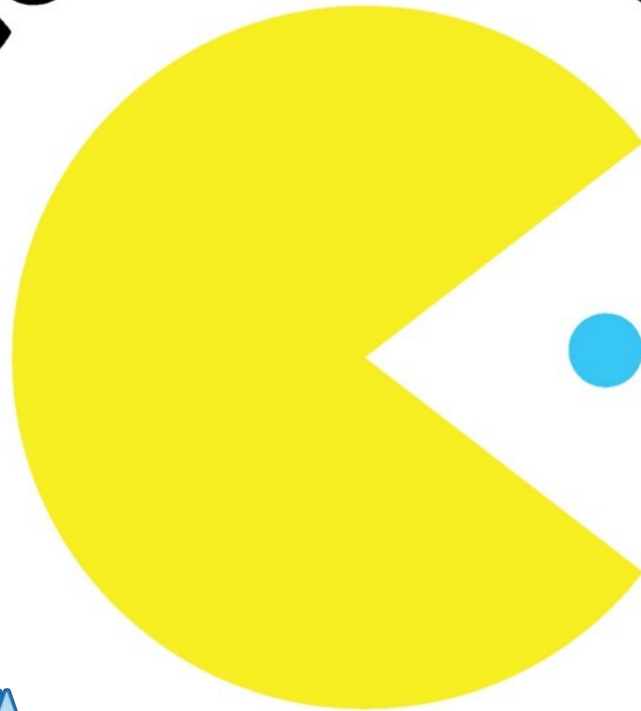
Today

- Culture & People
- This Is About You
- Making It Real

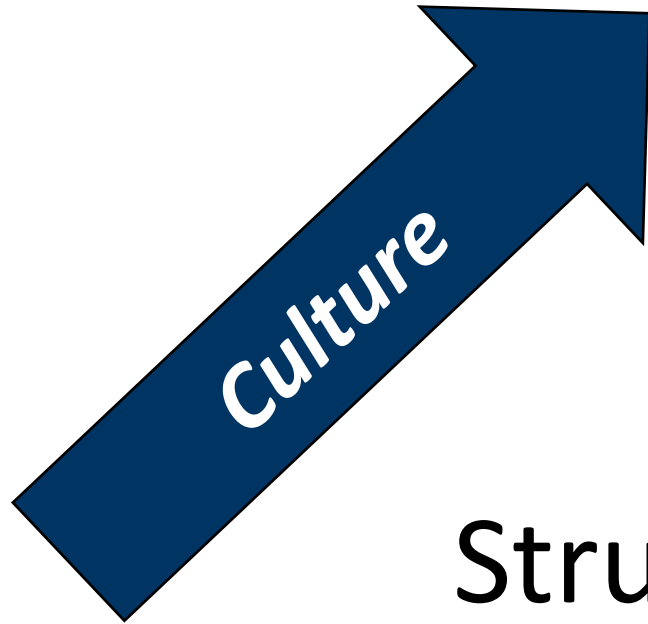




CULTURE!



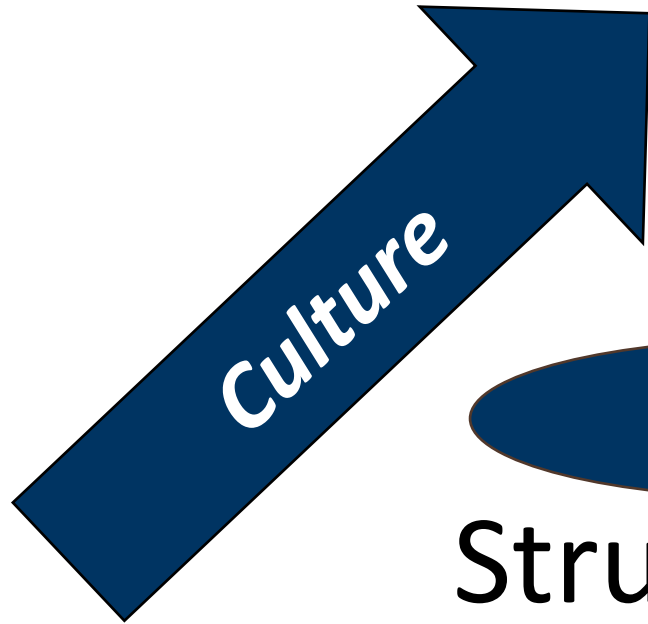
Culture & People



Technology
Process
People
Structure
Strategy



Culture & People



Technology

Process

People

Structure

Strategy



Culture & People

207 Firms over 5 years - Performance

	Disengaged / Defensive Culture	Engaged / Constructive Culture
Revenue	166%	
Share Price	74%	
Net Income	1%	



Culture & People

207 Firms over 5 years - Performance

	Disengaged / Defensive Culture	Engaged / Constructive Culture
Revenue	166%	682%
Share Price	74%	901%
Net Income	1%	756%

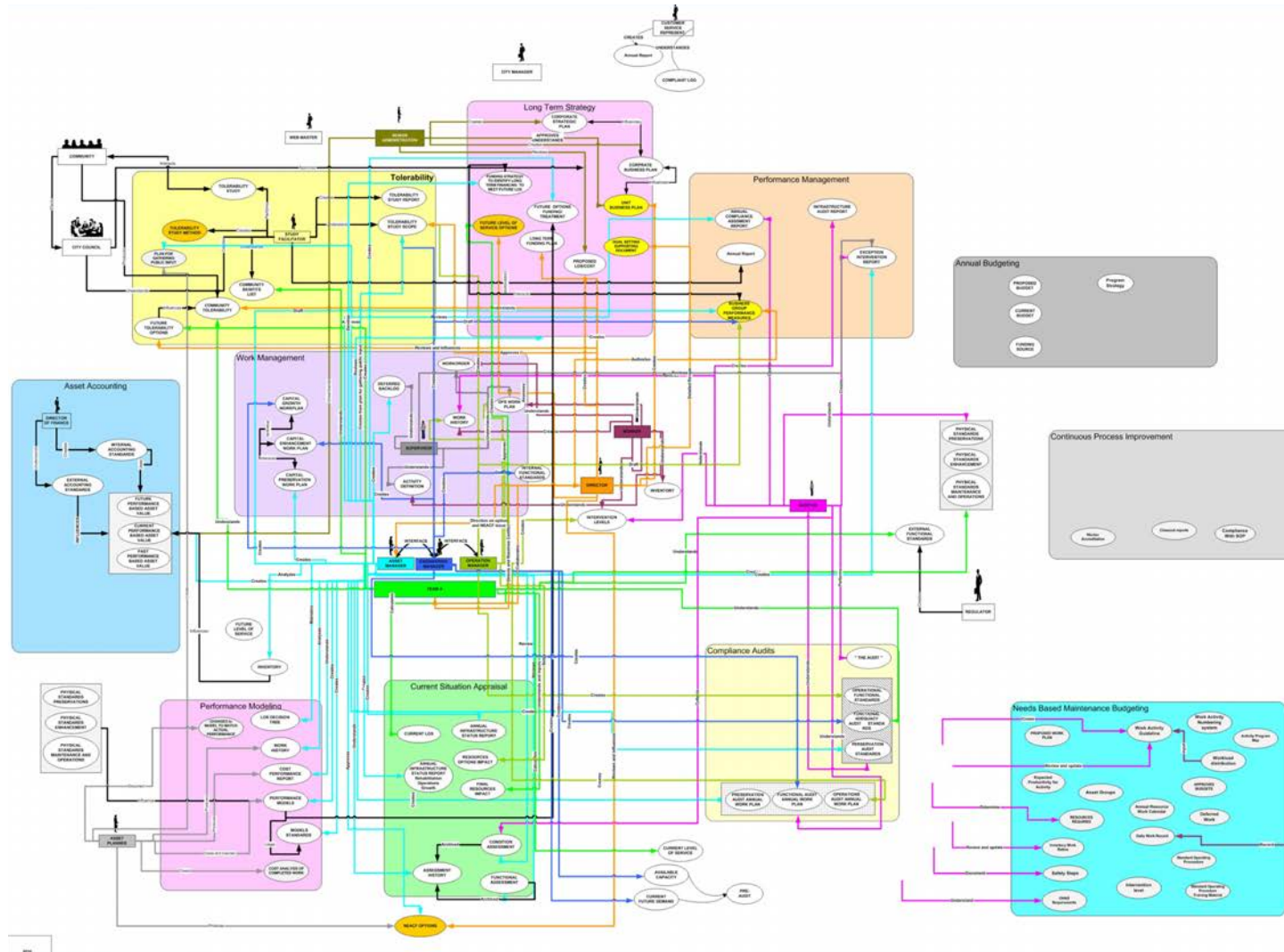


Culture & People

- People Want Purpose
- Start With Why
- What's In It For Us?
- Integration
- Celebrate Successes
- Keep It Simple



Culture & People



This Is About You

- Do You Have A Vision/Plan?
- Have You Communicated It?
- Do You Have Integrated Teams?
- Have You Made Clear Assignments?
- Are There Collective Responsibilities?
- Do You Expect Clear Reporting?
- How Do You Manage Change?



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Do You Have A Vision/Plan?

	2018	2019	2020
People	Form Team	Roles & Jobs	Team Leads Org
Data	Basic In Hand	New Sources	Performance Data
Governance	AM Policy	AM Strategy	Public Reporting



Do You Have A Vision/Plan?

Good Leaders create a Vision, articulate the Vision, passionately own the vision and relentlessly drive it to completion.

- Jack Welch, CEO General Electric



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Have You Communicated It?

			Target Group	Channel	Key Message	Involved Parties other than Communication	Timing																			
							May				June				July				August				September			
							7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17
Management Walkabout (MWA)																										
Management Walkabout (cont'd)																										
4. Roles and Responsibilities																										
Involved Party																										
Roles																										
Responsibilities																										
CEO			Role Model	• Communicate Vision &																						
5. Critical Success Factors																										
• There must be alignment in CEO and 1st tier management present																										
• CEO and 1st tier management must be open to staff suggestions and feedback																										
• CEO and 1st tier management must reach out to staff to create an environment that is informal and trusting																										
• CEO must allocate sufficient time																										
• All questions must be answered, either at the walkabout or as a follow-up																										
• Required follow-up actions must be taken up by the relevant parties																										
6. Effectiveness Measurement																										
• Number of staff reached																										
• Average 'contact' frequency per staff																										
• Staff satisfaction with the meeting																										
Attendee database																										
Frequency of walkabout																										
Staff surveys / interviews																										
feedback																										
Observation																										
7. Frequency																										
• Once a month																										
8. Logistics Required																										
• List of Attendees and their background																										
• List of issues raised by staff																										
• Meeting room																										
• Refreshments																										



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Do You Have Integrated Teams?



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Have You Made Clear Assignments?

Work Assignment		Field Party # 3			
START: 3 AUG. 1986		Acting Chief of Party: <i>G. Fox, EA 2</i> Rodmen: <i>N. Meath, PRiley (EA 3)</i> Chainman: <i>S. Dye, CN</i>			
DATE	PROJECT	TYPE OF WORK	SCOPE OF ASSIGNMENT	— STATION — BEGINNING OF JOB	REMARKS
<i>Feb. 6, 1987</i>	<i>Topography.</i>	<i>Profile Levels.</i>	<i>Alice Peninsula.</i>	<i>Intersection of Hill & By Roads to W.</i>	<i>Following Rice's Jct</i>
<i>Feb 7, 1987</i>	"	"	"	<i>Sta 65+96.1 @ #4</i>	<i>Continu. work.</i>
<i>Feb 8, 1987</i>	<i>Bldg #20 Aviation Operations</i>	<i>Bldg. Layout.</i>	<i>Base "S" Comm. Bldg.</i>	<i>Approx. Airstrip Sta. 30+00</i>	<i>Includes revetment</i>
<i>Feb 9, 1987</i>	<i>Hill Road.</i>	<i>Ditch X Sections.</i>	<i>Railroad Bridge to NNW @ shore.</i>	<i>Hill Road Traverse Sta. 15+09.61</i>	<i>Interva. change.</i>

STRATEGIC ASSET GOVERNANCE MANAGEMENT



Strategic Asset Management Committee

TERMS OF REFERENCE

1.0 ESTABLISHMENT

- 1.1 The Strategic Asset Management Committee (SAMC) was established by the Vice-Chancellor to ensure the University's asset management practices and its investment into physical infrastructure supports the strategic planning objectives and is consistent with best practice.
- 1.2 The Terms of Reference have been developed to reflect the SAMC's role in ensuring that asset management and investment supports the University's *New Directions Strategic Plan 2013-2015*.



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Are There Collective Responsibilities?



Who is responsible for ensuring that **the group as a whole** achieves its mission and overarching goals?

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Do You Expect Crisp Reporting?

ID	Project Name	Overall Status	Detailed Project Status					Monthly Status Report Available	Charter Available	Project Update	Potential Risks / Issues
			Project On Schedule	Project Cost	Project In Scope	Project Resources	Confidence Level				
1	Parking Systems Implementation Project	Green	Yellow	Green	Green	Green	Green	Yes	Yes	RFP for Licence Plate Recognition camera technology finalized. Options for release as a joint RFP with the City of Calgary are being explored.	Stage 2 - Vehicle LPR RFP has been circulated and awaiting final comments. As a result of continued extensive effort in providing customer support services for the pav
2	LED Street Light Conversion	Yellow	Red	Green	Green	Red	Yellow	Yes	Yes	Report with the model and all the details has been finalized. NOTE: There is no capital profile associated with this project but it is an intent to	0
3	Smart Bus/Fare	Green	Green	Green	Yellow	Yellow	Yellow	Yes	No	We are working towards finalizing the RFP to circulate for comments. The contracting delays in getting the Program Manager on board will in turn delay the release of the RFC and subsequent RFP.	1.Level of integration of Civic Cards with the project , 2. Requirements Gathering , 3. Project Governance , 4. Project Charter has not been finalized
4	Electric Bus Pilot	Green	Green	Red	Green	Yellow	Yellow	Yes	No	Field testing is ongoing in Edmonton. Final Report is due to TC on June 22, 2016.	1.Budget: Project will be over-budget due to higher than anticipated infrastructure costs for set up at Mitchell Garage and the cost of the contract exceeding initial budget projections. Project will be over-budget by less than \$100k. 2.Missing Project Charter
5	Westwood Garage	Yellow	Yellow	Green	Green	Green	Yellow	Yes	Yes	Budget Bylaw 17078 was Approved by Council March 3, 2015 (Profile 12-66-1413) for construction of the NETG (Westwood Transit Garage Replacement). Total Project Budget \$200.95 M. Project Tender Close has been revised to April 26, 2016. Anticipated to be possession date of September 2018.	1. A Bus propulsion strategy or alternative fuel report is due to the GM's office on May 2016, 2. Potential Risk on Schedule Delay, 3. Risk of the inclusion of Electric buses to the scope, 4. Issues on including employee platform, 5. Corporate Procurement and Supply Services
6	Regionalization	Green	Green	Green	Green	Green	Green	Yes	No	Interim reports were received by both St. Albert and Edmonton. Approval was given to provide a more detailed analysis of a report throughout the Metro Edmonton region. The report will be brought	
7	Anaerobic Digestion Facility	Green	Green	Green	Green	Green	Green	Yes	Yes	Project is in detailed design phase. All procurement is complete integration PSA, which will be awarded in April. Site preparation is completed. Operating approval from AEP is expected by the time main construction will begin.	

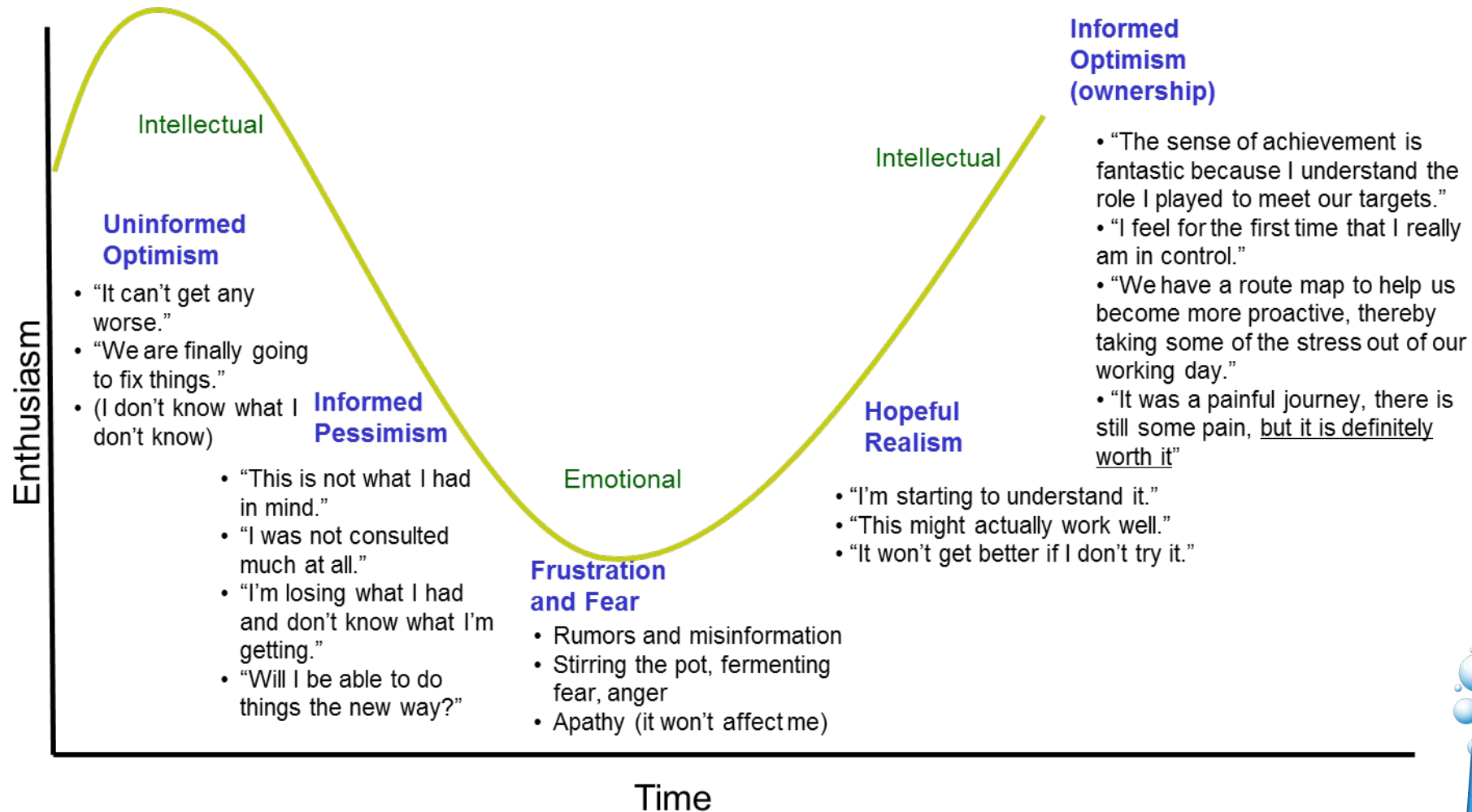


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How Do You Manage Change?



How Do You Manage Change?

Vision + **Skills** + **Motivation** + **Resources** + **Action Plan** = **Change**

[Dashed Box] + **Skills** + **Motivation** + **Resources** + **Action Plan** = **Confusion**

Vision + **[Dashed Box]** + **Motivation** + **Resources** + **Action Plan** = **Anxiety**

Vision + **Skills** + **[Dashed Box]** + **Resources** + **Action Plan** = **Resistance**

Vision + **Skills** + **Motivation** + **[Dashed Box]** + **Action Plan** = **Frustration**

Vision + **Skills** + **Motivation** + **Resources** + **[Dashed Box]** = **Delays**

Making It Real

- Talk To Your Team About Your Vision
- Create Their “Why” With Them
- Create An Integrated Team
- Co-create the Strategy
- Reporting Accountabilities



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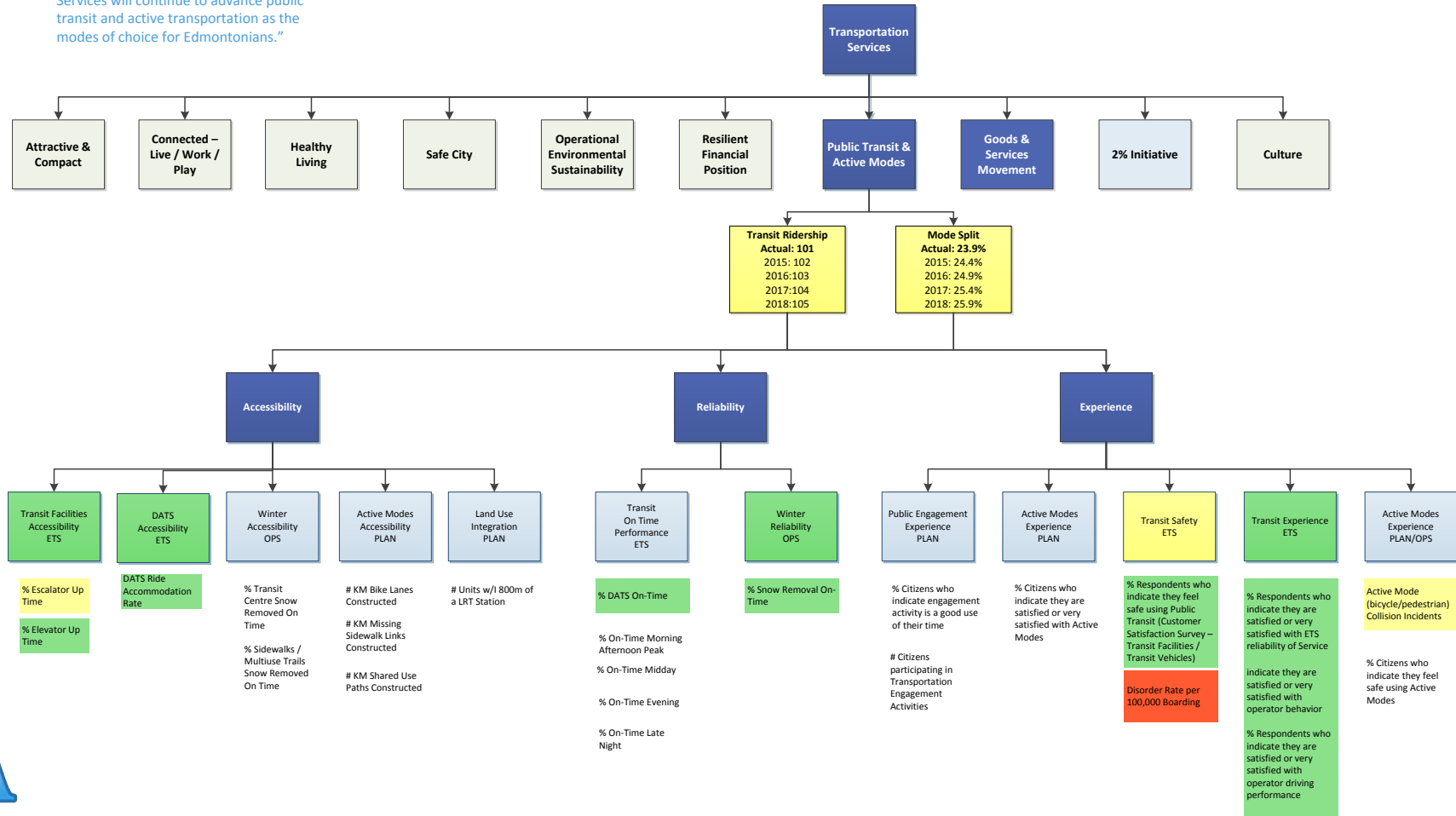
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Making It Real

“By providing citizens with alternatives to single-occupant vehicles that provide an accessible, reliable, competitive and enjoyable experience, Transportation Services will continue to advance public transit and active transportation as the modes of choice for Edmontonians.”

Transportation Services Departmental Strategic Scorecard





Thank you!
Questions?

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