



Change *by Design*

Change is the new normal.

Change is constant. All we know is that it change happening faster and with more uncertainty.

The conventional approach to workplace change has concentrated on controlling chaos and handling resistance until things return to normal. So how do you harness change as a force for improvement and innovation? How do you create an organization where change is part of your DNA?

Change comes from the desire to be better.

Workplace change has the power to inspire people to transform organizations and take them to the next level.

For most people and organizations, change does not come easily. They become rooted in comfortable behaviors and processes over time. Yet change is the basis for growth. Change is driven by the desire to increase innovation and improve effectiveness.



Change is a terrible thing to waste.

High-level emotional appeals to the organization's purpose and future vision can ease the temporary discomforts of location and workplace change.



ORGANIZATIONAL CHANGE

New vision, values, behaviors
and rewards



WORKPLACE CHANGE

New space allocation, space types,
furniture systems and technology



LOCATION CHANGE

New surroundings, commute, and
seating arrangements

“Change management has been in existence for half a century. There are 83,000+ books on it. Yet 60-70% of organizational change efforts fail.”

— HARVARD BUSINESS REVIEW

Change programs are often focused on what is being communicated, assuming that if we inform people of change, they will ultimately embrace it.

While communication strategies are important, more complex initiatives that aim toward new ways of working within an organization require co-creation and engagement to sustain change.



Degrees of Change

ENGAGEMENT
Co-create and engage employees by soliciting input and feedback and then make decisions based on their input.

UNDERSTAND
Develop a communication strategy rooted in vision and then share it with employees.

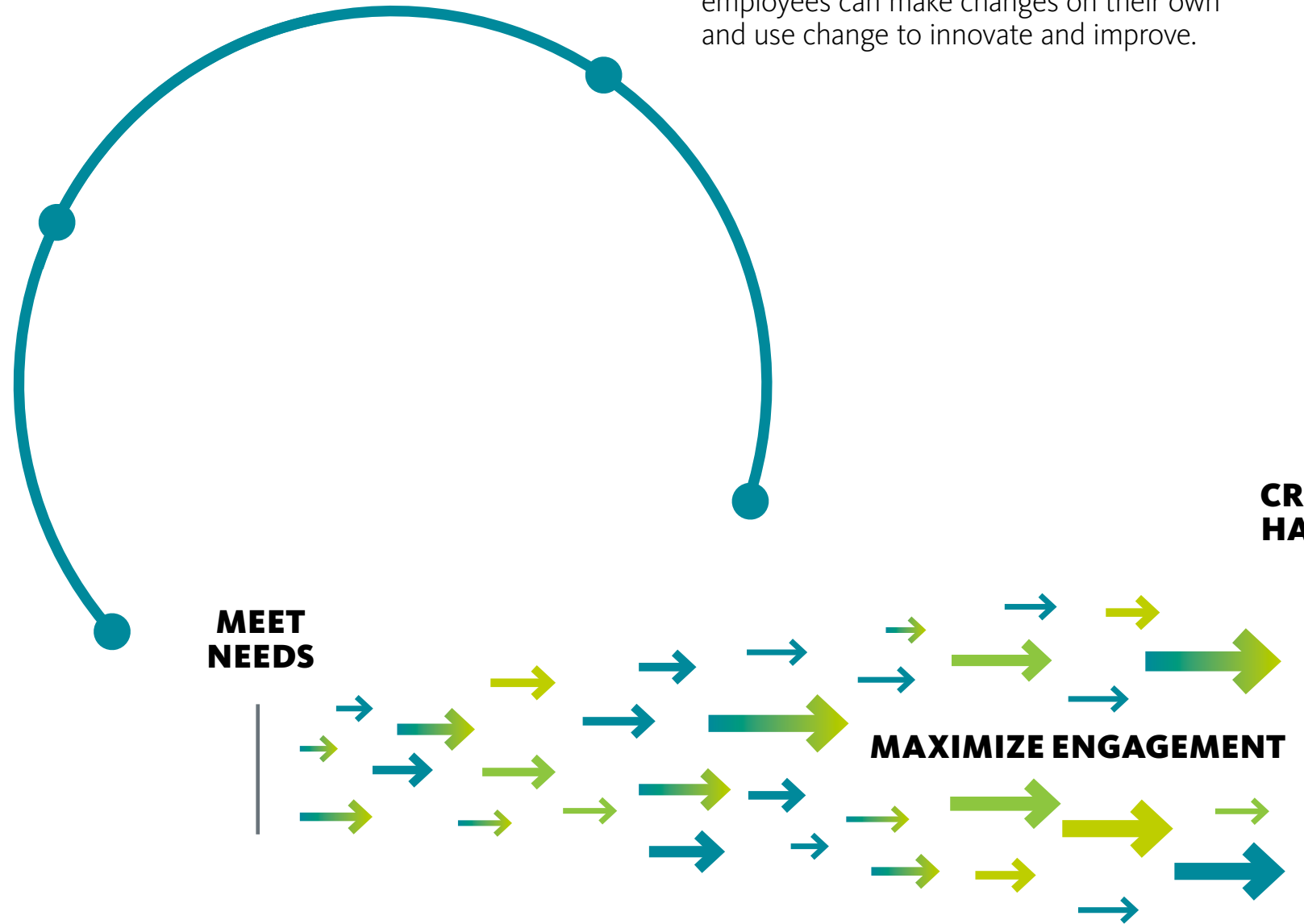
OWNERSHIP

Empower and inspire new behaviors so employees can make changes on their own and use change to innovate and improve.

CREATE HABITS

MEET NEEDS

MAXIMIZE ENGAGEMENT



*Gensler's Change by Design*SM

Courtesy of a global, networked economy, change now happens faster and with less warning or pattern than ever before. Change by Design is our method for forging organizations that are ready for and resilient in the face of change.

Change Management

Focus-groups—"buy-in"

Cultivate "change champions"

Urgency

SharePoint, posters, and email

Status reports

ROI/Metrics report (moment in time)

Rules and processes

ChangeByDesignSM

Co-creation—"all in"

Engage everyone

Cause and purpose

Informal networks and buzz

Visualized change, posted in space

Feedback loops (continuous)

Framework for continuous change



The right work environment is an incredible tool for facilitating change. But it is not the only change agent.

Spaces don't cause

collaboration

knowledge sharing

teaming

greater interaction

happy coincidences

innovations

creative thinking

on their own.

At its core, change is a human issue. It's about emotional, behavioral, and cognitive needs.

Ways of working

Behaviors + bad habits

Cultural shifts

New processes

Team synergies

Space types

Relocation

Private or open

Amenity + support space

Technology

people \neq space

Change by DesignSM Approach

It's a marathon, not a sprint.

Organizational, spatial, and behavioral changes take time to percolate and manifest. Though short-term failures may arise, the lessons learned from such temporary setbacks are critical to long-term success. After all, change is about taking risks -- calculated risks. But with the right communications strategy and a consistent approach, you can drive home to employees the opportunities for growth and bolster your chances for successful change.

With Change by Design, we build sustained programs that look beyond the near term.

It's not how you look; it's who you are.

Thomas Jefferson said, "If you want something you've never had, you must be willing to do something you've never done before." To produce different results you need to work, think, and exist differently. A new work environment is an effective lever for such behavioral change, but it isn't automagical. New ways of doing and even being are required to activate all that collaboration, knowledge sharing, teaming, interaction, innovation, creative thinking, and unexpected meeting up.

With Change by Design, we deliver protocols, processes, technology, experiences, and ongoing practices so the "new you" can endure beyond the New Year's resolution.

Make it fun. Make it stand out.

Celebrate and perpetuate change. Nobody is going to raise their hand when asked, "Who doesn't want to be smarter, faster, or feel better about what they do?" Today, brand building is not about stamping a logo on everything. Instead, it's about building a movement and giving people ways to affiliate and spread the word. All successful change is social change, and it cannot be managed solely from the top.

With Change by Design, we help you put in place self-sustaining social strategies to build the brand and the buzz.



Confidential Client

“A revolution doesn’t happen when people adopt new tools and work in new environments, it happens when people adopt new behaviors.”

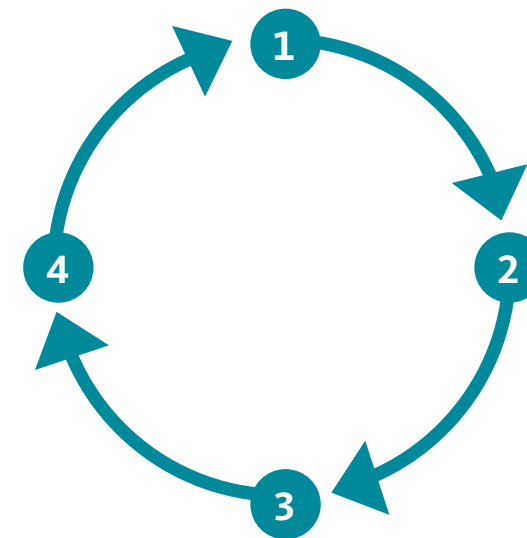
— CLAY SHIRKY

ADAPTABLE

nimble and flexible to tackle ongoing change

RESPONSIVE

ready to respond with in-place networks, tools and know how



CURIOUS

seeking what’s next and what’s new

LEARN + IMPROVE

continually learning and improving while sharing key insights and outcomes

You can manage change to better inform employees. Or you can leverage change to inspire employees and transform your organization. With change comes opportunities for innovation and creativity.

The key to sustaining change is to make it part of your organizations' dynamic culture.



30%

Only 30% of business executives indicate that change programs are a success today.

— MCKINSEY & CO



48%

Of people believe their companies don't have the necessary capabilities to ensure that change is sustained.

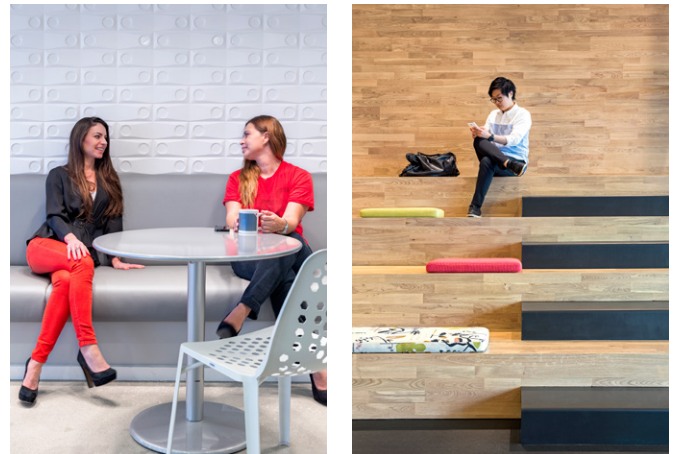
— GALLUP



50%

No matter how hard organization's leaders advocate for change, when more than 50% of employees refuse to participate, it's unlikely that change will happen.

— GALLUP



As an enabler of change, culture remains stubbornly under-leveraged.

45% agree that critical capabilities are not in place to sustain change

Only **54%** of organizations are capable of sustainable change

60% think culture is more important than strategy or operating model

— GALLUP

25%

Only 25% of organizations are able to keep the momentum going over the long term.

— WILLIS TOWERS WATSON



87%

Of companies train their managers to manage change; however, only 22% report that their training is effective.



Paul Hastings, New York, NY

Gensler Consulting

Our Consulting practice works closely with our Workplace designers to deepen their understanding of how employees use space, how a company's processes and goals can be facilitated by their workplace, how evolving technologies impact work styles, and how interaction within different industries can be supported to facilitate collaboration and the cross pollination that leads to innovation and improved employee satisfaction. Expanding on that idea, we believe in research, and value design that is performance-based and data-driven. We are educated in aesthetics, and certainly appreciate beauty, but a space that doesn't mesh with the needs of its users is a missed opportunity. To support this approach, we spend more on research than any of our peers, and engage in ongoing studies to understand the changing needs of all our client industries. Our ongoing Workplace Surveys have mapped the changes in work styles for over a decade.

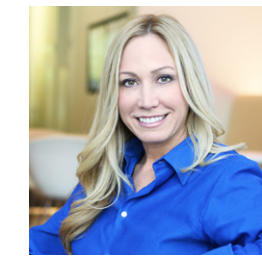
Consulting Services

- Workplace Strategy
- Workplace User Analysis
- Organizational Strategy
- Working Wellbeing
- Change Management

About Gensler

Gensler believes in the power of design to positively affect people, organizations and communities on many different levels. We listen—to our clients, to their clients and employees, and to the multiple stakeholders involved in any project. Our process is interactive and truly client-centric because we know that the more collaborative we are, the more value clients gain from the power of design. For 50 years, Gensler has been a pioneer in creating great places that enhance the quality of work and life.

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