Integrating Cultural Change Management Program with Smart Workplace Transformation and Refurbishment Project Schedule

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Abstract Amongst the current trends in commercial real estate and workplace solutions sector, smart, agile, or digital workplaces that provide flexible and smart working environments have become more important and preferred solution. Globally many companies have been transforming their workplaces into agile workplaces to exploit the benefits including, but not limited to reducing real estate footprint, sustainable & energy efficient operations, improving employee motivation & efficiency, and therefore reducing operational costs. The workplace transformation has a significant impact on employee performance and engagement due to the cultural change it brings along. This cultural change must be well managed across all phases of the project to ensure the success of the workplace transformation. This success criterion is an important performance indicator which, is generally measured as user experience upon completion of the project. To effectively manage this process, cultural change management activities should be integrated with the project, design & construction schedule and linked with the project activities. The objective of this research is to provide a framework program for the cultural change management activities that need to be managed as part of the office transformation and refurbishment projects and integrating them with the project schedule. A focus group study method has been conducted to achieve the objectives of the study. Detailed findings, key change management activities and the framework program have been provided in this paper.

1. Introduction

Over the last 20 years, there has been a rapid and substantial change in the way that the employees work and the way that the organizations conduct their business. Major developments in technology and the economy had a significant impact on this change. As the work style evolves and changes, workplaces also evolve to accommodate these changes. Especially with the rapid development of technology and global concerns such as economy, environment and sustainability have enabled the development of a new type of workplace that is flexible, agile, productive, user friendly, technological and smart. Businesses started realizing the advantages and importance of transforming the workplaces into an environment that reflects technologies, new & modern work styles and user preferences such as collaboration culture [1].

The evolution of the workplace and work culture has brought several challenges, concerns and risks related with the human factor due to the major change it involves; such as risks related with the end-user satisfaction from project

management success point of view, and productivity issues from a business success point of view.

When a Smart Workplace Transformation Project is being executed, the project manager and the organization should take the impact of the changes in the work environment, work model and organizational culture into account, to ensure the transformation project can be successfully completed. To manage and deliver the projects with the highest user satisfaction, workplace transformation project phases can be supported and improved by the implementation of cultural change management which also eliminates or reduces the associated risks.

2. The Objective of the Study

The objective of this study is to integrate the change management activities with the Smart Workplace Transformation Project.

The study focuses on the integration of 'Change Management' activities such as work pattern surveys, workshops, training sessions with the smart workplace project management process, rather than the type of technologies utilized to transform a traditional office into a digital or a smart workplace such as room finding & scheduling system, smart building management system, etc.

3. Methods

To achieve the objectives of the study, the evolution and the need for smart workplaces have been reviewed, benefits of the smart workplaces have been summarized, the need for the cultural change management program has been discussed and integration of the change management program with the project program has been achieved by conducting the focus group method. Finally, the outcomes of the study have been summarized in the conclusion section of this study.

3.1. Agile, Digital or Smart Workplace

In one of the pioneering researches [2] on the evolution and the future of the workplace, the agile workplace has been defined as a workplace "that is constantly transforming, adjusting and responding to organizational learning" [3]. Bell and Joroff [3] also pointed out that, agility in this context means continuous improvement of the work and associated infrastructure, not only the usage of the technology or the physical environment i.e. the building itself.

This workplace transformation and evolution have been significantly impacted by various factors, such as the needs and the behavioral differences of the generations like millennials and generation X. This human factor has acted as a catalyst over the evolution of the workplace. Over the last 2 decades, a vast number of research and studies have been conducted to identify the behaviors of each generation group and how to adapt the workplace to meet with the needs of different generations. Some of the researches focused on millennials, considering that the millennial workforce was anticipated to reach up to 50% of the workforce by 2020 [4], which led the designers and businesses to put more focus and priority on adapting the workplace to meeting the needs of the millennial workforce. On the other hand, recently there are arguments against this trend claiming that the workplace should be designed for all generations [5], not just for millennials or upcoming new generations. These studies highlight the importance of designing the workplace in a way that drives the interaction and knowledge transfer between the generations to enhance the productivity of the workforce.

As the Industrial Age has transitioned into the Digital Age, the technology element of the agile workplace has developed even more rapidly. While 'Agile Office' term has been commonly used by the academic world and industry, 'Digital Workplace' and 'Smart Workplace' concept or terminology has also started being used for describing 'digitally and technologically enhanced agile workplaces'. This is mainly due to the breakthrough developments in the wireless communication technologies, digitalization of documents and processes, and developments in collaboration tools and technologies such as, high tech audio-visual tools, internet of things as well as intelligent systems & equipment such as Smart Building Management Systems, that control the building in a way to provide a functional and comfortable office environment, which in turn improves the employee experience. Utilization of these smart technological tools and equipment, together with the agile workplace principles led to the design of workplaces being transformed into digital or smart workplaces.

'Digital Workplace' term is typically used to describe the workplace as a set of tools that are transforming towards a digital environment. Deloitte [6] defines the DWP as - "The digital workplace encompasses all the technologies people use to get work done in today's workplace – both the ones in operation and the ones yet to be implemented". Following this definition, they refer to tools & technologies such as HR and business applications, instant messaging and emails, social media and virtual meeting tools. Robertson [7] on the other hand, widens the definition of digital workplace as 'holistic set of tools, platforms, and environments for work, delivering in a coherent, usable and productive way' by adding the 'environment' into the description. In several research studies, authors such as Bakar et al [8] and Williams & Schubert [9] generally focused on the technology part of the digital workplace as some of the technology companies and software developers are using this term to describe their products or services such as IBM [10], Microsoft [11] and many others. Therefore, 'Digital Workplace' term may

be confused with technology-based work platforms, products or services, in other words, the software and application-based solutions. Perhaps 'Smart Workplace' would be a better way to describe the technologically enhanced agile offices as it refers to the agility of the physical workplace, efficiency-driven processes and extensive use of smart and highly developed technology.

Regardless of which terminology is used, in a broader context, a smart workplace describes not only some high-tech tools or systems, but a holistic perception of flexible, adaptable, technologically enhanced work environments and processes that promotes productivity, collaboration and innovation.

3.2. Benefits of Smart Workplaces

Economic developments over the last 30 years have given rise to the emergence of ideas and initiatives, such as environmentalism, sustainability and cost-efficiency, to name a few, which have contributed to the acceleration of the workplace evolution. This evolution and transformation have not only enabled workplaces to become more efficient and productive, but also helped with the introduction of a new type of business and workplace models such as co-located offices where several different companies share the same office or common parts of the office, and where the workplace is designed to support maximum agility and utilization of technology. While the workplace and technology were evolving and transforming into a new model, these developments have encouraged many businesses to start harnessing the benefits of agile & smart workplaces. Gartner's research [3] - one of the earliest comprehensive studies in this area – pointed out that some of the multinational companies have already started transforming their offices in the late 1990s and early 2000s.

While many of the technology and multinational companies quickly adapted and implemented the agile/digital/smart workplace designs and standards, some industries or companies haven't shown the same level of willingness or agility to implement the new smart workplace concept due to various different reasons such as, financial status, culture or size of the company. However, more & more companies are now realizing the benefits of the agile/digital/smart workplaces, where it becomes a viable business case, especially linked with corporate responsibilities and ideals such as sustainability, environment, productivity and profitability. Benefits of smart workplace include;

- Increased employee productivity [12]
- Increased employee satisfaction [13]
- Talent Retention & Talent Attraction [14]
- Improved employee motivation and engagement [15]
- Increased efficiency by easy access to information and retaining company know-how resulting with significant cost savings and increased profits [16, 17]

- Footprint reduction & sustainability as a result of the optimized space as well as fewer building materials and less initial capital investment
- Cost savings from the lease, maintenance and operational costs
- Increased health and wellbeing and reduced absenteeism by flexible working and working from home [18]
- Improved processes and employee skills by using digital tools and high-tech equipment which also boosts creativity & innovation
- Better customer service and client satisfaction by highly engaged and motivated employees

According to the studies by Deloitte [6], Avanade [17], Van der Voordt [19], further potential benefits can be summarised as;
- Higher problem-solving capacity
- Positive image for the employer
- Improved accessibility
- Better teamwork
- Breaking down silos in the organization by collaboration

While the majority of the studies focus on digital technologies needed for creating a digital workplace, it is also equally important to provide necessary physical infrastructure, environment and 'look and feel' for the smart workplaces. This could be achieved with an effective 'smart workplace design' and an effective 'project management' that, harmonize all those technological and physical elements as an integral part of the workplace.

3.3. Cultural Change Management for Smart Office Transformation

While the work and the workplace are transforming, the workforce is also changing. As baby boomers and generation X are retiring, millennials are taking over the majority in the workforce. According to a report by Pew Research Center [20] based on the US Labor Force statistics, millennials have become the largest generation in the US workforce in 2016 by reaching up to 56%. This transformation comes with challenges. The major challenge is that organizations and people cannot change as quickly as technology or the workplace.

The differences between the generations such as, the level of skills and knowledge and familiarity with the technology or the way of doing business, create difficulty with developing a workplace design suitable for a multi-generational workforce. This difficulty significantly increases during workplace transformations. Employees may have a different level of interests, concerns or hesitations for the upcoming changes. In addition to the emotional challenges of employees, a smart office transformation requires - time, a major cultural change to accommodate all the changes in the way of conducting

business, the technologies used in the workplace and finally, how the people collaborate. Employees are expected to develop new skills while they are coping with emotional stress and this is where Change Management comes into play.

Figure 1 represents the Change Curve model developed by Elisabeth Kubler-Ross [21] which illustrates the emotional reaction of people upon experiencing a life-changing event. Once the change starts, then the frustration and depression cause a major plunge of performance and competence within the organization due to the emotional reaction that the employees experience.

To avoid or reduce the impact of the negative emotional reaction that employees experience when they hear about the upcoming change i.e. the workplace transformation, a change management process needs to be implemented. Change management helps with the simultaneous development and implementation of the new work processes, necessary skills, technological tools, physical environment and the new work culture needed to make a productive start in the new workplace.

One of the critical success factors of the smart workplace transformation project is to achieve maximum employee experience and satisfaction at the end of the transition. Therefore, employee's engagement, contribution, collaboration and buy-in are vital for a successful implementation. This can be also achieved by the change management process.

Prosci [22] defines change management as 'processes, tools and techniques to manage the people side of the change to achieve its required business outcomes'. It is about managing employee engagement and adopting organizational changes in a systematic way. A common method used for organizational change management is ADKAR model which is an acronym for each milestone of the process, i.e. "Awareness, Desire, Knowledge, Ability and Reinforce", developed by Jeff Hiatt at Prosci. Hiatt & Creasey [23] define ADKAR method as a model framework to look into managing individual changes and individual transitions. As the smart workplace transformation is more than just an organizational change, it needs to be integrated with the phases of the transformation program and customized to address the challenges arising from a complete change of the work environment. Therefore, the 'workplace cultural change management' efforts should be integrated with workplace transformation project processes and phases.

For this purpose, 5 milestones of ADKAR change management model have been integrated and overlapped with the 5 basic phases of a workplace transformation and fit-out project. Figure 2 illustrates ADKAR model and the 5 simple phases of a workplace transformation and fit-out project overlapped with Kubler Ross Change Curve Model to apply them to the Smart Workplace Transformation project.
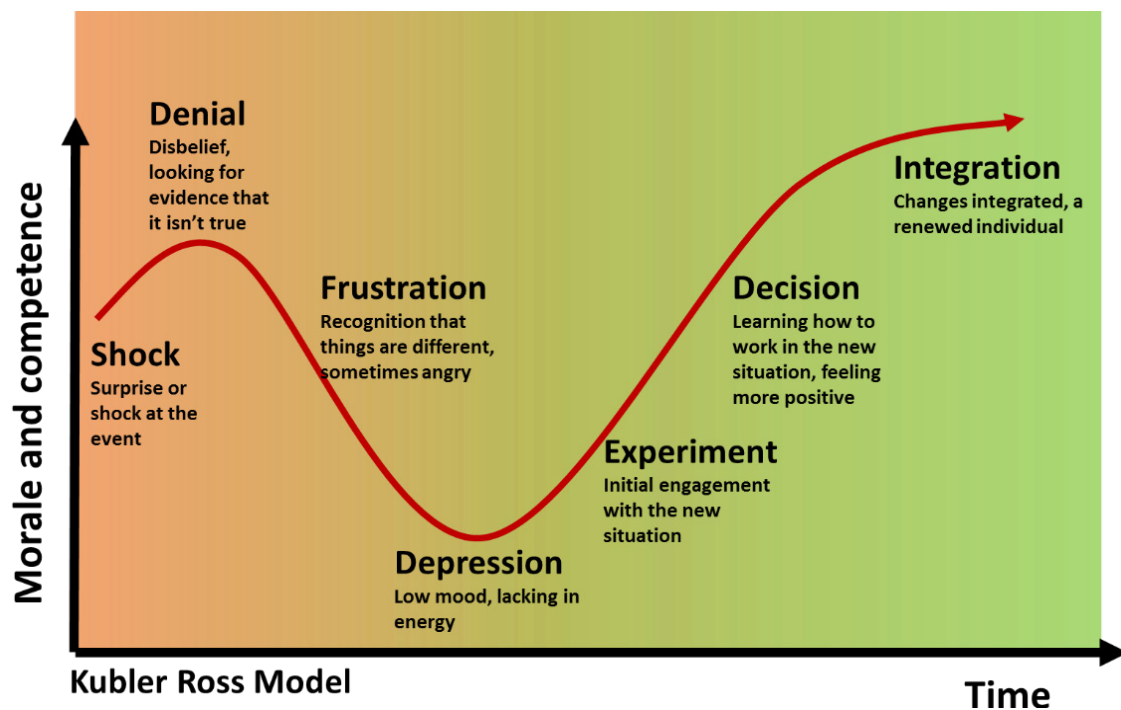
Figure 1. Kubler-Ross Change Curve Model
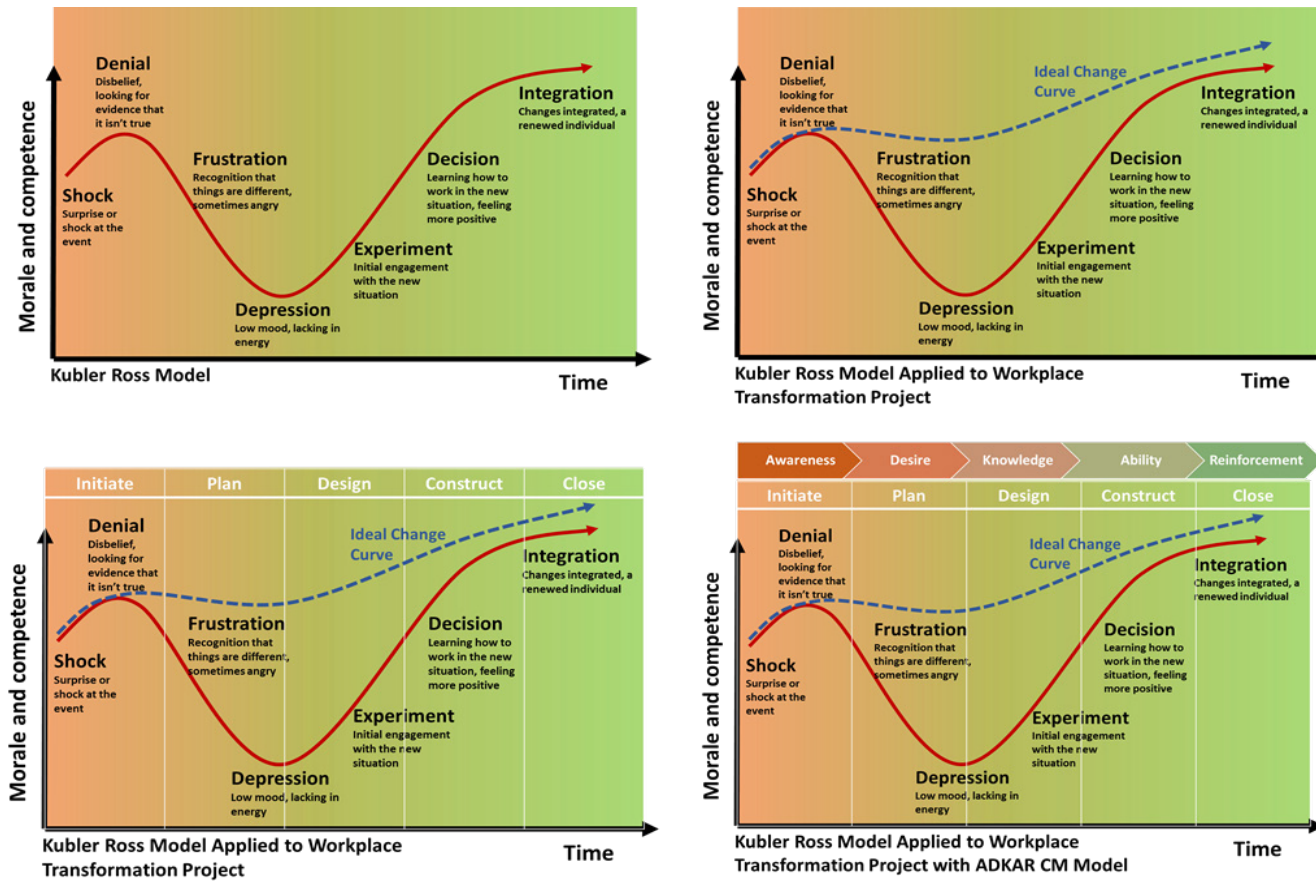
Figure 2. Kubler Ross Change Curve Model applied to Smart Workplace Transformation (Developed by Author)
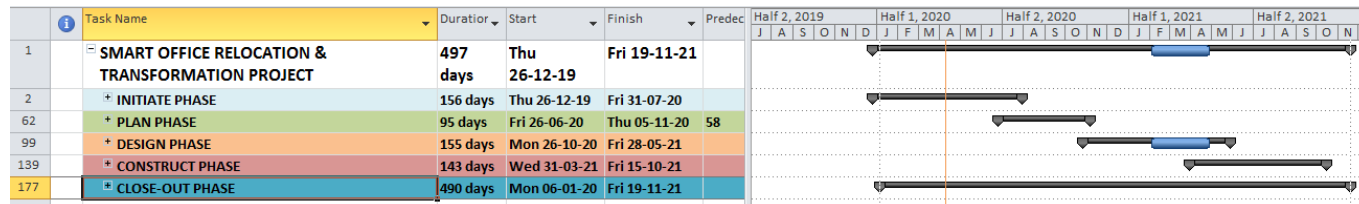
Figure 3. Phases and summary tasks of a Digital Workplace Transformation project program. Subtasks are collapsed due to the size of the program. (Developed by Author)

3.4. Methodology

In order to achieve the objectives of the study, a focus group method has been used. However, in order to conduct the focus group session, the framework of the model has been adapted. This framework is based on the model explained in the Change Management section of this study, which consists of the integration of ADKAR Change Management model with Kubler Ross Change Curve Model and with the 5 basic phases of a fit-out project as illustrated in Figure 2.

For integration purposes, the main project schedule is based on a real-life example of comprehensive office relocation and a smart workplace transformation project schedule. The project schedule has been prepared in Microsoft Project. The schedule for each phase of the project has been highlighted in a different color in Figure 3.

Including the real estate market search period, all process is anticipated to take approximately 500 days. The duration of the project hasn't been considered as a challenging area and optimization of the schedule could be an area for a future study.

Following the creation of the main project schedule, change management activities have been identified for each phase in accordance with ADKAR milestones which need to be achieved at each phase. These change management activities and their purposes have been illustrated in Figure 4. In order to integrate the change management activities with the work program, the focus group interview has been organized.

Phase	Activity	Purpose
Awareness / Initiate	**Leadership Engagement**	Communicate Need for Digital Workplace & Change Management
	Awareness for Leadership about the DWP project management process	Provide awareness to leadership team on how the DWP project shall be managed
	Develop Basic CM Plan	Define Key stages & activities, success criteria
	Utilization Study	To determine current use of the workplace, tools & equipment
	Employee work pattern survey	Understanding current work pattern and DW requirements
	IT Systems Assessment	Evaluation of current IT systems platforms & tools and GAP analysis
	Employee Town Hall	Communication with Employees creating initial awareness Engagement
Desire / Plan	**Key Stakeholder Engagement**	Involve Leadership team for each stage of the project
	Select and Onboard Change Champions	Selection of the OCC team to engage/ onboard on R&R ad project next steps
	Employee Engagement	Employee engagement to the project
	Employee Envisioning / Deep dive about DWP	Share potential changes, benefits and uses of DWP with employees
	Onboard Change Champions	Onboarding Change Champions for their role
	Deployment of survey results	Identify organization's needs
	Benchmark	Discover best practices in the market and benchmark
	Employee Envisioning Surveys	Collect feedback from employees about their dream workplace
	Define Vision	Definition of vision
Knowledge / Design	**Scope Definition Meetings**	What and How would be the new workplace setup Special needs by organization
	Communication Plan Announcement	Kick-off engagement of the organization
	Setup Communication Tools	Special mail address, Newsletter
	Design Activities	Action Plan definition with Main initiatives, Positive campaign
	Design IT and Technologic Tools	Design the tools, equipment, systems, platforms
	Design Review Meetings	Review designs with teams
Ability / Construct	Setup Communication Tools	Special mail address, Newsletter
	Cultural Interventions	Go Digital (Paperless), Digital Trainings, Move Training
	Welcome Pack	Provide a welcome kit for engagement and also with needed information to a smooth transitions
	Implement IT Systems	Implementation of IT systems & platforms
	Move Day Activities	Develop Plan for move day organization
Reinforce / Close	Learnings and Critical points	Identify key learnings & action plans
	Post Move Survey	Measure employee satisfaction
	Hypercare for new tools & equipment	Support employees for the new system & tools
	Reinforce messages & Make it sustainable	Start Operation & Continue Reinforcing messages,
	CM toolkit for Continuous Development & Onboarding	Toolkit developed for future onboarding of new employees and new leaders

Figure 4. Change Management activities identified for Digital Workplace Transformation (Developed by Author)

3.5. Focus Group Study

Focus group method has been an increasingly popular qualitative research method not only in academia, but also in business as well [24]. The focus group has been defined by Krueger and Casey [25] as 'a carefully planned series of discussions designed to obtain perceptions on a defined area of interest in a permissive, non-threatening environment'. The use of the method dates back to mid-1920's however, it has become more popular within the last 20-30 years [26]. This is because the focus group method provides advantages such as;

- Being an efficient way of collecting a large amount of data in a short time [25, 26, 27]
- Ability to collect particular opinions, attitudes or different perspectives of participants [28]
- Ability to enable the researcher to attain in-depth insights into the researched topic [27]
- Ability to obtain information about their expert opinion from the participants

Therefore, the focus group method has been identified as the most suitable method for this study in order to obtain expert opinion on the identification and integration of change management activities.

Another important point in the focus group method is the size of the group. In his research, Masadeh [24] has reviewed and summarized suggestions of some authors and scientists and advised that the number of people in a focus group could be between 4 and 12 and in some cases, it could be even between 10 to 31 depending on the type and purpose of the study. In terms of the duration of the focus group session, Masadeh [24] also summarized the opinions of various researchers varying between 30 minutes to 3 hours.

It is obvious that the subject and the objectives of the research should be the main drivers determining the number of participants and the duration of the focus group session for the effectiveness of the study and quality of the data.

4. Findings and Discussion

In order to achieve the objectives of the Focus Group for this study and to collect reliable and quality data, 5 professionals have been identified and invited to a 1 hour 30 minutes session, who have been responsible for managing workplace fit-out projects, designs, facility management operations at multinational companies as well as managing the fit-out operation as general contractors, who have been involved in and experienced with workplace transformation and fit-out projects. Selected participants have also been involved in the change management activities in such projects. Therefore, all participants have experience with the subject. Therefore, participants of the focus group have been invited were;

- A Project Manager at a multinational real estate company,
- A Facility Manager of a multinational real estate company
- Workplace Designer & Design Manager of a multinational real estate company
- General Manager of a contractor company whose expertise is fit-out and delivery of workplaces for multinational companies
- Construction Manager and Director of the same contractor company

Upon development of the detailed project schedule, the change management activities have been integrated with the project schedule as a draft version in order to use the time efficiently during the session. Figures 5-8 illustrate the part of the work schedule and the integrated Change Management (CM) activities. Then the focus group session has been organized where the author of this study acted as the moderator. Following the introduction, participants have independently shared their opinions and perspective on the project schedule, advised the CM activities for each phase, recommended necessary changes in sequence and timing of CM activities and any additional activities that might have been needed.

During the session, the participants have stressed the importance of implementing the change management process during a smart workplace transformation project especially involvement at the earliest stages of the project. This is because the important strategic decisions are made and communicated at the earlier stages and a structured change management program or strategy would significantly support the initial activities and increase the effectiveness of the transformation from the beginning. It has been also highlighted that employee engagement at the planning and design phase is very important in order to achieve buy-in of the employees. Getting the employee buy-in would significantly improve the success of the change management process therefore the success of the smart office transformation.

ID		Task Name	Duration	Start	Finish	2020 Q4	2020 Q1	Q2	Q3	Q4	2021 Q1	Q2	Q3	Q4
1		**SMART OFFICE RELOCATION & TRANSFORMATION PROJECT**	497 days	Thu 26-12-19	Fri 19-11-21									
2		**INITIATE PHASE**	156 days	Thu 26-12-19	Fri 31-07-20									
3		**REAL ESTATE & FEASIBILITY**	156 days	Thu 26-12-19	Fri 31-07-20									
4		Planning Study Kick Off & Feasibility Funding	15 days	Thu 26-12-19	Wed 15-01-20									
5		**CM - Leadership Engagement**	2 days	Thu 26-12-19	Fri 27-12-19									
6		Awareness for Leadership about the project management process	2 days	Thu 26-12-19	Fri 27-12-19									
7		**CM - Develop Basic CM Plan**	5 days	Mon 30-12-19	Fri 03-01-20									
8		**Real Estate Broker & Site Selection**	81 days	Mon 30-12-19	Mon 20-04-20									
23		**Go vs NoGo Decision**	22 days	Mon 17-02-20	Tue 17-03-20									
27		**Employee Townhall Meeting - Initial Communication**	5 days	Wed 18-03-20	Tue 24-03-20									
28		**Negotiations With Landlords**	25 days	Mon 11-05-20	Fri 12-06-20									
31		**Due Diligence / Technical Assessment**	87 days	Thu 16-01-20	Fri 15-05-20									
32		**Utilization Study Update**	25 days	Thu 16-01-20	Wed 19-02-20									
33		Utilization Study	10 days	Thu 16-01-20	Wed 29-01-20									
34		Utilization Study Analysis	7 days	Thu 30-01-20	Fri 07-02-20									
35		Space Programming	8 days	Mon 10-02-20	Wed 19-02-20									
36		**Employee work pattern evaluation**	25 days	Wed 25-03-20	Tue 28-04-20									
37		Employee Work Pattern Survey receipents identified	5 days	Wed 25-03-20	Tue 31-03-20									
38		Employee work pattern survey	10 days	Wed 01-04-20	Tue 14-04-20									
39		Employee work pattern Analysis & Repo	10 days	Wed 15-04-20	Tue 28-04-20									
40		**Test Fits**	53 days	Wed 26-02-20	Fri 08-05-20									
43		**Seismic Assessment**	87 days	Thu 16-01-20	Fri 15-05-20									
46		**MEP Due Diligence**	82 days	Thu 16-01-20	Fri 08-05-20									
49		**Legal Due Diligence**	82 days	Thu 16-01-20	Fri 08-05-20									
52		**IT Scope Definition & Cost Estimates**	89 days	Thu 16-01-20	Tue 19-05-20									
53		IT Due Diligence - Status Assessment	30 days	Thu 16-01-20	Wed 26-02-20									
54		Definition of ICT Requirements	25 days	Thu 27-02-20	Wed 01-04-20									
55		Digital Workplace Envisioning (IT)	15 days	Wed 29-04-20	Tue 19-05-20									
56		**Alignment, Decision & Approvals**	34 days	Mon 15-06-20	Fri 31-07-20									
62		**PLAN PHASE**	95 days	Fri 26-06-20	Thu 05-11-20									
63		**Design Brief development & Scope Definition**	40 days	Wed 22-07-20	Tue 15-09-20									
68		**STEERING TEAM MEETING - CONCEPTUAL DESIGN PRINCIPLES & INPUTS**	0 days	Fri 26-06-20	Fri 26-06-20				26-06					
69		**Sourcing (Architect)**	35 days	Wed 16-09-20	Tue 03-11-20									
76		**DWP PLAN PHASE**	95 days	Fri 26-06-20	Thu 05-11-20									

Figure 5. Change management activities integrated with project schedule - Summary of Activities 1-76 (by Author)

62		**PLAN PHASE**	95 days	Fri 26-06-20	Thu 05-11-20
63		**Design Brief development & Scope Definition**	40 days	Wed 22-07-20	Tue 15-09-20
68		**STEERING TEAM MEETING - CONCEPTUAL DESIGN PRINCIPLES & INPUTS**	0 days	Fri 26-06-20	Fri 26-06-20
69		**Sourcing (Architect)**	35 days	Wed 16-09-20	Tue 03-11-20
76		**DWP PLAN PHASE**	95 days	Fri 26-06-20	Thu 05-11-20
77		**Key Stakeholder Engagement**	40 days	Fri 26-06-20	Thu 20-08-20
78		**Business & Project Plans**	25 days	Fri 26-06-20	Thu 30-07-20
82		Prepare Project Charter	10 days	Fri 31-07-20	Thu 13-08-20
83		Present Charter for Approval	5 days	Fri 14-08-20	Thu 20-08-20
84		**Leadership Interviews**	20 days	Fri 03-07-20	Thu 30-07-20
85		Set Up Leadership Interviews	5 days	Fri 03-07-20	Thu 09-07-20
86		Leadership Interviews	10 days	Fri 10-07-20	Thu 23-07-20
87		Prepare & Align Steering Team Meeting Slide Deck	5 days	Fri 24-07-20	Thu 30-07-20
88	✓	**STEERING TEAM MEETING - PROJECT KICK OFF MEETING**	0 days	Mon 03-08-20	Mon 03-08-20
89		**PLAN STAGE OCM**	50 days	Fri 31-07-20	Thu 08-10-20
90		Select and Onboard Change Champions	10 days	Fri 31-07-20	Thu 13-08-20
91		OP OCM Onboarding / Training	15 days	Fri 14-08-20	Thu 03-09-20
92		**Organisation Engagement & Employee Envisioning Sessions**	15 days	Thu 03-09-20	Thu 24-09-20
93		Organisation Engagement & Employee Envisioning Sessions	13 days	Thu 03-09-20	Tue 22-09-20
94		Employee Envisioning / Deep dive about DWP	2 days	Wed 23-09-20	Thu 24-09-20
95		New Workplace Culture Vision	10 days	Fri 25-09-20	Thu 08-10-20
96		**Branding & Internal Project Marketing**	20 days	Fri 09-10-20	Thu 05-11-20
97		Project Branding by MKT & OCM	15 days	Fri 09-10-20	Thu 29-10-20
98		Employee Townhall	5 days	Fri 30-10-20	Thu 05-11-20
99		**DESIGN PHASE**	155 days	Mon 26-10-20	Fri 28-05-21
100		**Conceptual Design**	155 days	Mon 26-10-20	Fri 28-05-21
101		Draft Design Brief Prepared	7 days	Mon 26-10-20	Tue 03-11-20
102		**Conceptual Design**	15 days	Wed 04-11-20	Tue 24-11-20
103		**DESIGN PHASE**	148 days	Wed 04-11-20	Fri 28-05-21
104		**DWP DESIGN STAGE**	148 days	Wed 04-11-20	Fri 28-05-21
105		**DESIGN STAGE OCM**	148 days	Wed 04-11-20	Fri 28-05-21
106		Communication Plan development & Announcement	5 days	Wed 04-11-20	Tue 10-11-20

Figure 6.   Change management activities integrated with project schedule - Summary of Activities 62-106 (by Author)

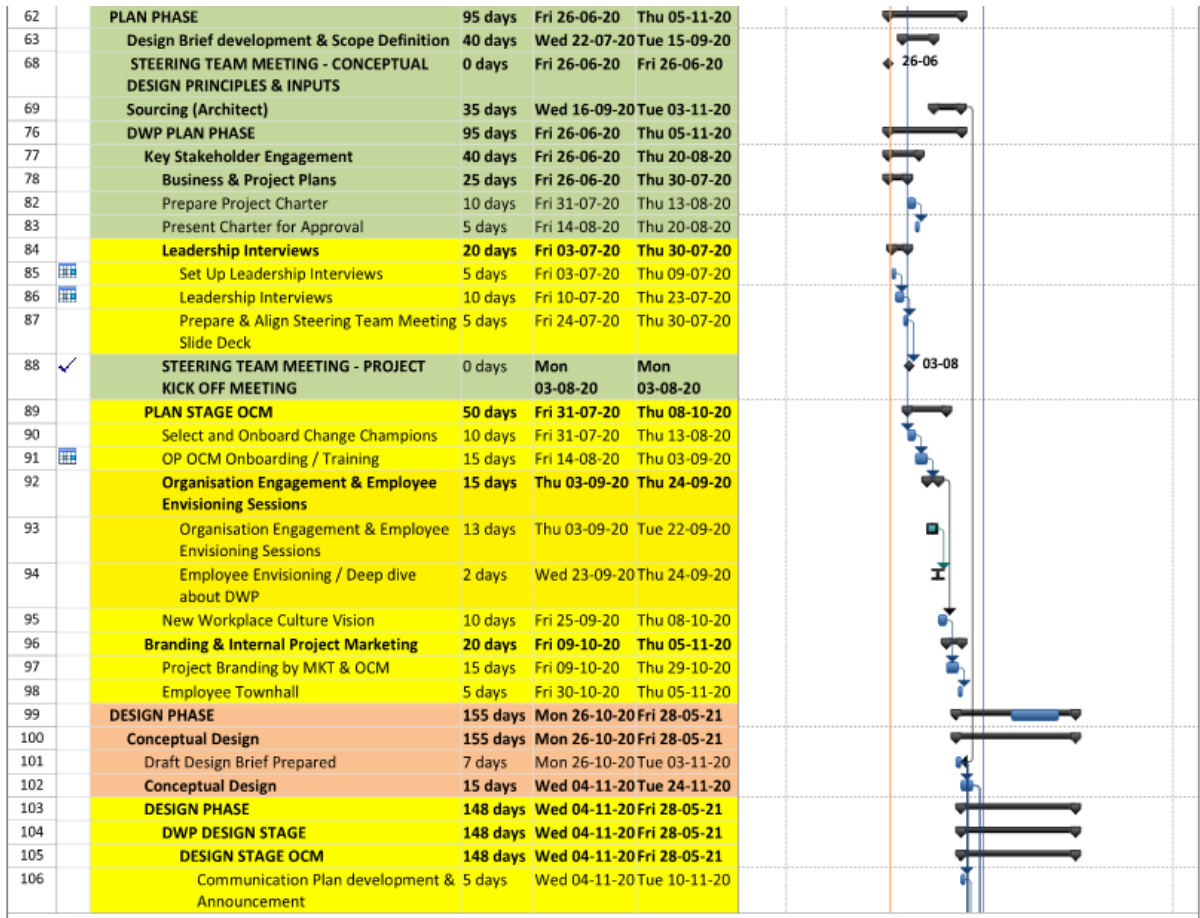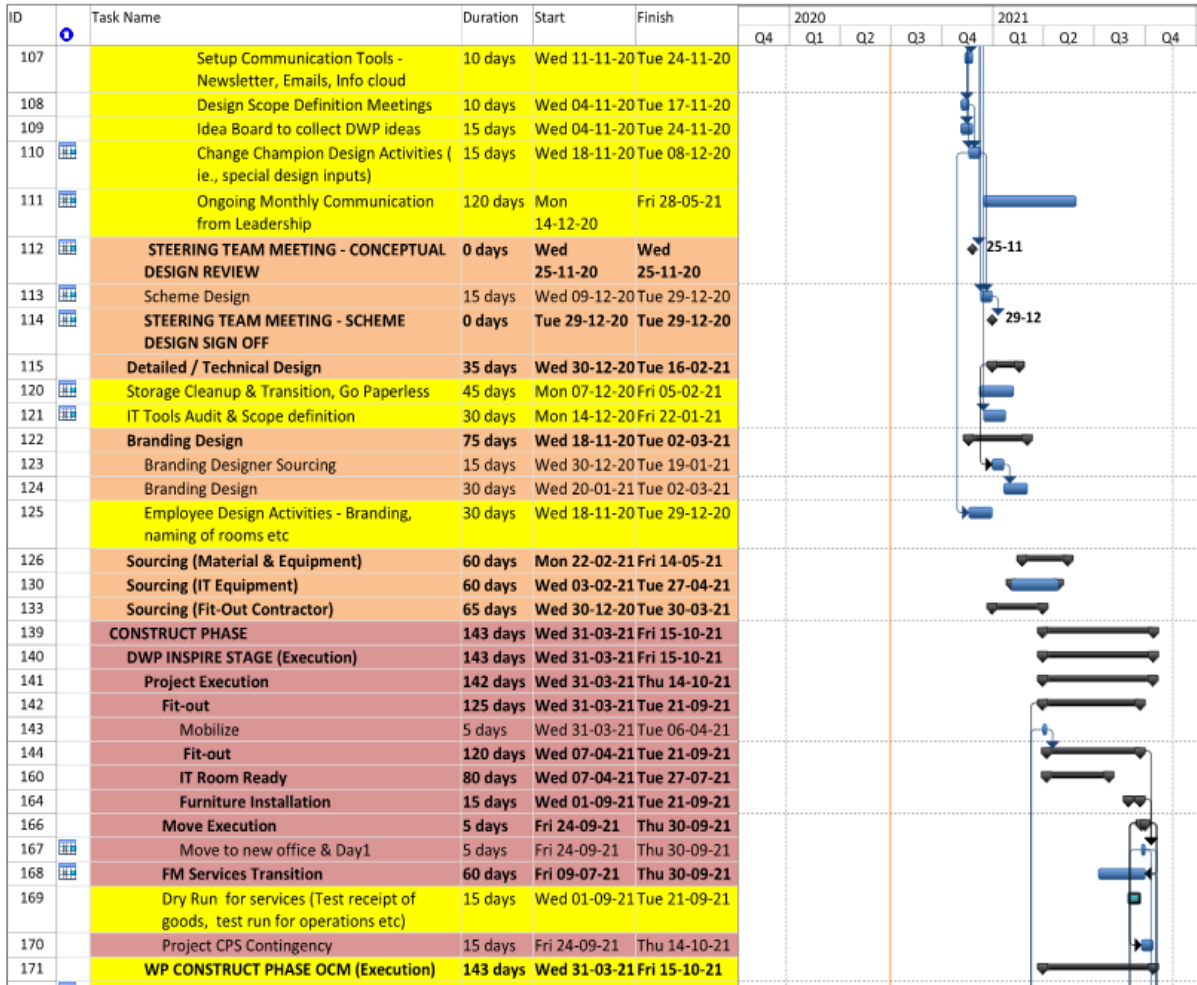| ID		Task Name	Duration	Start	Finish
107		Setup Communication Tools - Newsletter, Emails, Info cloud	10 days	Wed 11-11-20	Tue 24-11-20
108		Design Scope Definition Meetings	10 days	Wed 04-11-20	Tue 17-11-20
109		Idea Board to collect DWP ideas	15 days	Wed 04-11-20	Tue 24-11-20
110	▦	Change Champion Design Activities (ie., special design inputs)	15 days	Wed 18-11-20	Tue 08-12-20
111	▦	Ongoing Monthly Communication from Leadership	120 days	Mon 14-12-20	Fri 28-05-21
112	▦	STEERING TEAM MEETING - CONCEPTUAL DESIGN REVIEW	0 days	Wed 25-11-20	Wed 25-11-20
113	▦	Scheme Design	15 days	Wed 09-12-20	Tue 29-12-20
114	▦	STEERING TEAM MEETING - SCHEME DESIGN SIGN OFF	0 days	Tue 29-12-20	Tue 29-12-20
115		Detailed / Technical Design	35 days	Wed 30-12-20	Tue 16-02-21
120	▦	Storage Cleanup & Transition, Go Paperless	45 days	Mon 07-12-20	Fri 05-02-21
121	▦	IT Tools Audit & Scope definition	30 days	Mon 14-12-20	Fri 22-01-21
122		Branding Design	75 days	Wed 18-11-20	Tue 02-03-21
123		Branding Designer Sourcing	15 days	Wed 30-12-20	Tue 19-01-21
124		Branding Design	30 days	Wed 20-01-21	Tue 02-03-21
125		Employee Design Activities - Branding, naming of rooms etc	30 days	Wed 18-11-20	Tue 29-12-20
126		Sourcing (Material & Equipment)	60 days	Mon 22-02-21	Fri 14-05-21
130		Sourcing (IT Equipment)	60 days	Wed 03-02-21	Tue 27-04-21
133		Sourcing (Fit-Out Contractor)	65 days	Wed 30-12-20	Tue 30-03-21
139		CONSTRUCT PHASE	143 days	Wed 31-03-21	Fri 15-10-21
140		DWP INSPIRE STAGE (Execution)	143 days	Wed 31-03-21	Fri 15-10-21
141		Project Execution	142 days	Wed 31-03-21	Thu 14-10-21
142		Fit-out	125 days	Wed 31-03-21	Tue 21-09-21
143		Mobilize	5 days	Wed 31-03-21	Tue 06-04-21
144		Fit-out	120 days	Wed 07-04-21	Tue 21-09-21
160		IT Room Ready	80 days	Wed 07-04-21	Tue 27-07-21
164		Furniture Installation	15 days	Wed 01-09-21	Tue 21-09-21
166		Move Execution	5 days	Fri 24-09-21	Thu 30-09-21
167	▦	Move to new office & Day1	5 days	Fri 24-09-21	Thu 30-09-21
168	▦	FM Services Transition	60 days	Fri 09-07-21	Thu 30-09-21
169		Dry Run for services (Test receipt of goods, test run for operations etc)	15 days	Wed 01-09-21	Tue 21-09-21
170		Project CPS Contingency	15 days	Fri 24-09-21	Thu 14-10-21
171		WP CONSTRUCT PHASE OCM (Execution)	143 days	Wed 31-03-21	Fri 15-10-21

Figure 7. Change management activities integrated with project schedule - Summary of Activities 107-171 (by Author)

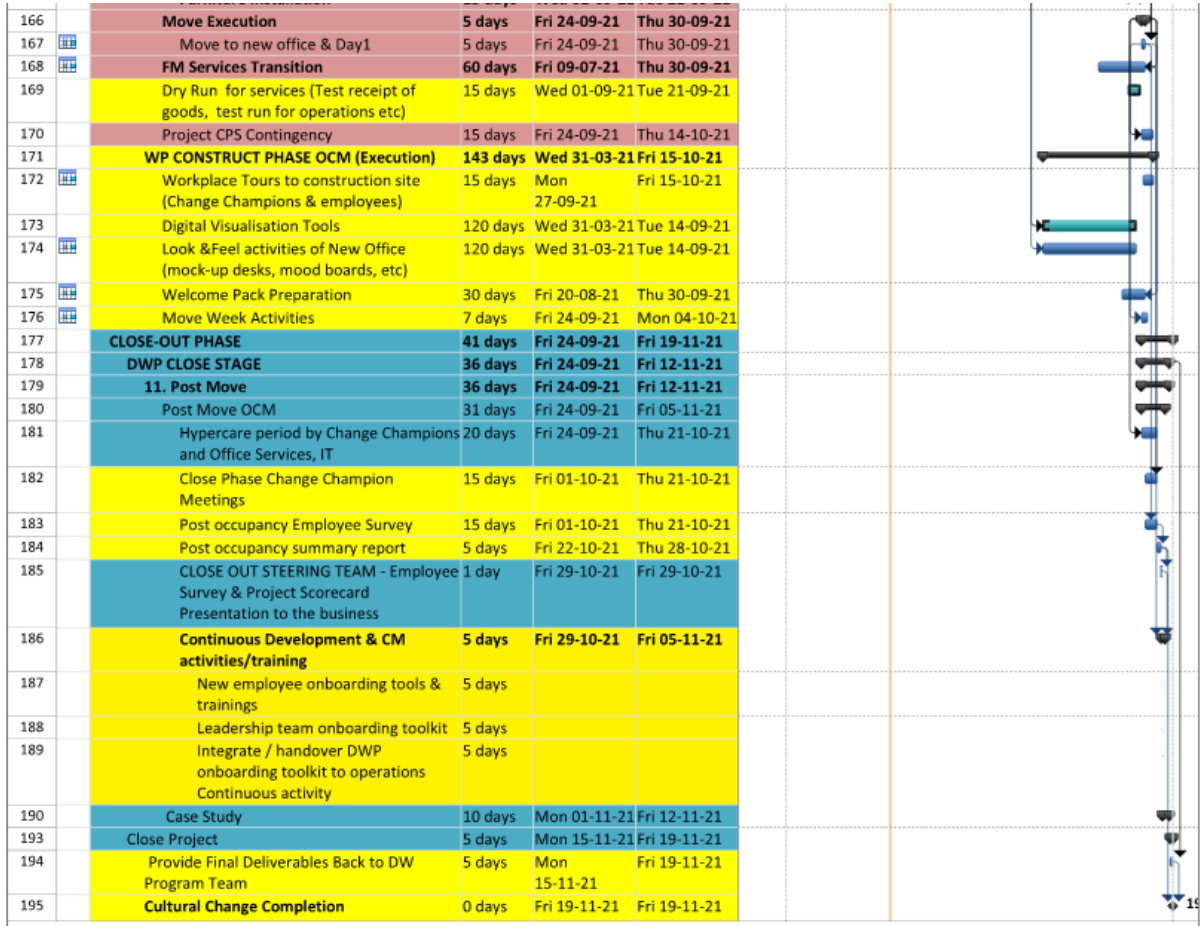| #		Task	Duration	Start	Finish	
166		**Move Execution**	**5 days**	Fri 24-09-21	Thu 30-09-21	
167	▦	Move to new office & Day1	5 days	Fri 24-09-21	Thu 30-09-21	
168	▦	**FM Services Transition**	**60 days**	Fri 09-07-21	Thu 30-09-21	
169		Dry Run for services (Test receipt of goods, test run for operations etc)	15 days	Wed 01-09-21	Tue 21-09-21	
170		Project CPS Contingency	15 days	Fri 24-09-21	Thu 14-10-21	
171		**WP CONSTRUCT PHASE OCM (Execution)**	**143 days**	Wed 31-03-21	Fri 15-10-21	
172	▦	Workplace Tours to construction site (Change Champions & employees)	15 days	Mon 27-09-21	Fri 15-10-21	
173		Digital Visualisation Tools	120 days	Wed 31-03-21	Tue 14-09-21	
174	▦	Look &Feel activities of New Office (mock-up desks, mood boards, etc)	120 days	Wed 31-03-21	Tue 14-09-21	
175	▦	Welcome Pack Preparation	30 days	Fri 20-08-21	Thu 30-09-21	
176	▦	Move Week Activities	7 days	Fri 24-09-21	Mon 04-10-21	
177		**CLOSE-OUT PHASE**	**41 days**	Fri 24-09-21	Fri 19-11-21	
178		**DWP CLOSE STAGE**	**36 days**	Fri 24-09-21	Fri 12-11-21	
179		**11. Post Move**	**36 days**	Fri 24-09-21	Fri 12-11-21	
180		Post Move OCM	31 days	Fri 24-09-21	Fri 05-11-21	
181		Hypercare period by Change Champions and Office Services, IT	20 days	Fri 24-09-21	Thu 21-10-21	
182		Close Phase Change Champion Meetings	15 days	Fri 01-10-21	Thu 21-10-21	
183		Post occupancy Employee Survey	15 days	Fri 01-10-21	Thu 21-10-21	
184		Post occupancy summary report	5 days	Fri 22-10-21	Thu 28-10-21	
185		CLOSE OUT STEERING TEAM - Employee Survey & Project Scorecard Presentation to the business	1 day	Fri 29-10-21	Fri 29-10-21	
186		**Continuous Development & CM activities/training**	**5 days**	**Fri 29-10-21**	**Fri 05-11-21**	
187		New employee onboarding tools & trainings	5 days			
188		Leadership team onboarding toolkit	5 days			
189		Integrate / handover DWP onboarding toolkit to operations Continuous activity	5 days			
190		**Case Study**	**10 days**	Mon 01-11-21	Fri 12-11-21	
193		**Close Project**	**5 days**	Mon 15-11-21	Fri 19-11-21	
194		Provide Final Deliverables Back to DW Program Team	5 days	Mon 15-11-21	Fri 19-11-21	
195		**Cultural Change Completion**	**0 days**	Fri 19-11-21	Fri 19-11-21	

Figure 8. Change management activities integrated with project schedule - Summary of Activities 166-195 (by Author)

5. Conclusions

The processes and cultural change management activities may differ from one project to another depending on whether the project will be a workplace relocation or a transformation within the same premises. Also, the scope of the project, the number of process changes and the extent of the technology transformation and implementation will have an impact on the extent of the change management activities.

Although the cultural change management activities may be added or removed or shifted in between the phases, the model can be considered as a framework program for the smart workplace transformation project. The time spent on the activities may raise concerns in terms of the overall delivery date of the project, however, optimizing the duration needed for each activity may be another study area. On the other hand, focus group pointed out that if the Change Management activities start on a timely manner and are coordinated in parallel to the project activities, the time impact wouldn't be cause for concern and the benefits of implementing change management would exceed the cost or time impact. Further advice based on the experience has highlighted that successful implementation of the change management significantly increased the scores received from user experience surveys.

One of the most important outcomes of the focus group session has been the advice from the Facility Manager to implement the final phase of the change management process as an integral part of continuous development plans of the facilities operation. All projects need to be closed out once their lifecycle ends, however, it has been found out that the change management process should not end with the project closure and further CM activities should be part of the standard operating plans of the company to ensure the transformation is sustainable.

This initial report aims to provide the preliminary outcomes of the research. A forthcoming detailed report is anticipated to provide further details on the outcomes of the research and details of the model.

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the research.

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Conflict of Interests

The author declares no conflict of interest.

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