RETURN TO
WORK TOOLKIT:

**CHANGE MANAGEMENT FOR
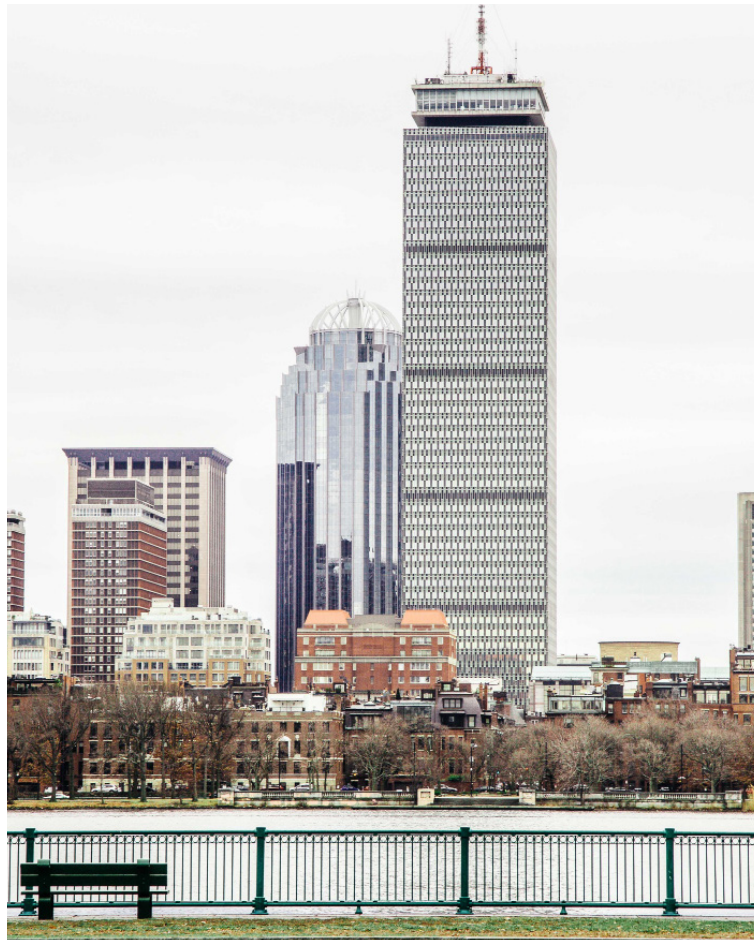THE COVID-19 WORKPLACE**

**The Boston Real Estate**

# COVID
# CONSORTIUM

A knowledge share of current industry best practices and due diligence around workplace design and construction requirements adapting to changes in code and regulatory amendments in the post COVID-19 world.

## OUR
## MISSION

Boston's Real Estate COVID Consortium's mission is to conduct a knowledge share of current industry best practices and due diligence around workplace design and construction requirements adapting to changes in codes and regulatory amendments in the post-COVID-19 world. Its members include professional multiple disciplines of real estate industry, including architecture and interior design, audio visual integrator, code consultants, commercial real estate brokerage, commissioning agents, environmental engineers, general contractors, furniture dealers, MEP/FP engineers and owner's project managers.

## WE ARE
## HERE FOR YOU

Since March 10th, when Governor Charlie Baker made the difficult decision to shut down large portions of Massachusetts, we have all been bombarded with a steady stream of COVID-19 impacts to the real estate industry, best practice guidelines and prognostications. Our mission is to curate this information and distill it down to the best of the best to help simplify & streamline your return to work planning process.

## WE WANT TO
## HEAR FROM YOU

We aim to be a trusted resource for our valued Boston real estate community. If you have any questions or ideas for content, please don't hesitate to reach out to Denise Pied (denise.pied@stvinc.com).

Please note, that although our current focus is limited to standard office space, we plan to cover special considerations for Life Science/Pharma, Healthcare & Academic markets in future publications.

# ISSUE 05 RETURN TO WORK TOOLKIT:
## Change Management for the COVID-19 Workplace

In last week's issue, Stephan White & Chris Lynch demystified the dos and don't s of Enhanced Cleaning Protocols. This week we are stepping back to our first issue and picking up on the topic of Change Management. As our world continues to be shaped and changed by the COVID-19 pandemic, our state leaders have recently socialized their guidelines for a phased return to work process. This issue focuses on the creation of a sound employee change communication plan as the key to a successful implementation of Return to Work strategy.

**Future issues will take a deeper dive to spotlight relevant and timely topics including:**

- Workplace Standards + Furniture
- Technology Considerations
- Long Term Real Estate Strategies
- Coronavirus Legal Advisory Topics

# CONTENT

*Cover Artwork courtesy of SGA and Anthony Delanoix*

# CHANGE MANAGEMENT 101

**The COVID-19 pandemic has pushed the term change management into the common workplace lexicon.**

Change management involves a variety of approaches to prepare, manage, support, and help individuals, teams, and organizations in making organizational change. It focuses on a structured process for the people side of change and how people and teams are affected by the transition. Dr. John B. Kotter, a pioneer in change management, noted that creating a sense of urgency should be the first step in leading change. This urgency has been imposed on us by the pandemic and provides a compelling reason to build a change competency into organizations in order to implement return to work strategies which address both the **psychological and physical needs of employees.**

**Returning to a COVID-19 era workplace will require a great level of sensitivity and action from corporate leaders in order to bring about an emotionally and physically healthy return to work.**

Change management recognizes that **for a change to be successful, individuals within an organization must play certain roles in order to build effective change capabilities.** These core roles are played by **leadership** as the sponsors of the change, by **managers** offering their direct reports support during the change, by **project managers** who design, develop and deliver what is necessary to make the change, and by the **change leaders,** who apply structure to the change and work with and equip others in their change roles.

While a company's project management team is putting in place the physical changes to the office space which will enable social distancing, provide for rigorous cleaning procedures, make available PPE and tools for enhanced germ-fighting practices, the change leaders must begin to prepare the staff for these changes.

**4**

Thank You to this week's lead contributer,

**Eva Hamori**
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CHANGE PRACTITIONER — Prosci CERTIFIED

Prosci 3-Phase Change Management Process

| Phase 1 | Phase 2 | Phase 3 |
|---------|---------|---------|
| Preparing for Change | Managing Change | Reinforcing Change |

**The Prosci ADKAR model is a change framework which outlines what is needed to successfully bring individuals through change.** *See Appenxix for Model Infographic*

Without individual change, there cannot be corporate change. The ADKAR acronym represents the following:

**AWARENESS of the need for change.**
*While everyone is the aware of why changes are being made to their physical workplace and their workplace behaviors, the path forward should be clearly and transparently outlined in messaging by leadership.*

**DESIRE to participate and support the change.**
*Ideally, employees will be ready and willing to participate in whatever procedures have been put in place to safeguard their health and the health of their colleagues. Outliers should be identified and resistance addressed through conversation with middle managers.*

**KNOWLEDGE of what to do during and after the change.**
*Clear communication is key. Procedures must be communicated, documented, enforced and reinforced. A variety of media should be used to educate staff on the new policies.*

**ABILITY to implement required skills and behaviors.**
*Companies should provide their staff with the tools required to be in compliance with new processes, such as providing masks, antibacterial gel and cleaning materials.*

**REINFORCEMENT to sustain change.**
*Compliance with new procedures will be essential to maintaining a healthy workplace. Managers and change champions/ambassadors should be tasked with reinforcing policies and procedures to ensure continued compliance for as long as the new normal is needed.*

# CHANGE MANAGEMENT 101

**Communication of change is crucial to preparing for the 'new normal.'**

- **Develop a Communication Plan** which will take the messaging from preparing for the return to work, through managing the return to work, and then to reinforcing the new workplace protocols.

- **The Plan will serve as a framework and checklist** that outlines the content of the messages, the method of messaging, the deliverer of the message and the timeline for delivery.

- **Clear and transparent messaging from leadership** is a critical part in change management success. Core messages should be delivered by an active and visible leadership and reinforcement of the messaging should be made on an individual basis by managers. Employees should be reminded that the changes being made and the new patterns of behavior which will be required are designed to help to keep them safe in the workplace.

- **Communication should begin as early as possible,** informing the workforce as plans are beginning to be developed. Early knowledge of the steps being taken will help to ease anxiety over the return to work process. Facts will help to overcome fears.

- **Messaging should serve to build a vision of the new normal, while reinforcing corporate culture.** While some things will change, others will remain known and comfortable.

- **One on one communications by managers** should allow for individual concerns and personal issues to surface, allowing for consideration of personalized solutions. It will be important that managers are clear on what the change message is and how it should be consistently delivered.

- **Consider generational and situational differences** in methods of communication as well as how staff will process their return to work. Perhaps older workers may have concern for their high risk status, while younger workers may already have an inherent preference for remote work. Some employees may have additional childcare and eldercare responsibilities, while others may have concerns about their commute on public transportation. Methods of communication may be varied – through personal conversation, email, social media channels, etc. Use of virtual meetings has become part of our new normal and will continue to play an important role as we navigate a hybrid return to the COVID era workplace.

From Organimi.com

**7 Tips for Running Effective Virtual Meetings:**

1. Assign meeting roles
2. Distribute agenda and meeting materials early
3. Spell out how to join the meeting
4. Plan ways to keep participants engaged
5. Have a specific purpose for virtual meetings
6. End virtual meetings with open discussions + questions
7. Facilitate engagement with a welcoming environment

## Surveys and Focus Groups are an effective way to take the pulse of the organization.

As part of a communication plan, businesses may choose to communicate with their staff through the use of surveys and focus group discussions. Surveying employees before, during, and after the transition back to work can serve as a barometer of how the organization is dealing with the changes.

Conducting a **"Return to Work Readiness Survey"** while still planning for the transition will help to identify, quantify, and mitigate concerns. See Appendix for a link a sample survey. It will be important to capture the thoughts and feelings of the staff while they are still working remotely in order to get accurate and useful information.

The communication plan may also include a second survey that should be distributed about a week or two after the staff have returned to work – the **"Working in the COVID-19 Era Workplace"** survey. This survey should only be sent to those who have transitioned back into the physical workplace. A third survey, **"Remote Work in the New Normal,"** may be focused on future remote work plans and remote work technology needs, since it is widely accepted that remote work will now be part of the new normal for many businesses. Staff feedback should help to inform and align that remote work with the corporate culture and goals.

MS Forms, Survey Monkey and Google Surveys are three popular options for creating your survey. Remember the following when crafting your survey questions:

- Keep the survey short and simple
- Be sure that every question adds value to the survey and directly relates to your research goals
- Ask direct questions
- Ask only one question at a time
- Avoid using leading words or leading questions
- Choose the correct response options to provide clear choices for answers
- Provide additional answer choices such as "Other" when necessary
- Provide clear and equal response scales for answers, such as the Strongly Agree to Strongly Disagree scale

Once survey data has been compiled, it can be useful to use Focus Groups to validate and dig deeper into the results.

## A critical part to the successful implementation of any organizational change is the reinforcement of that change.

Sustaining the change to policies, procedures and operational standards will remain crucial as long as the COVID-19 virus is still present. There is no more compelling argument to reinforcing the required new actions than the fact that our lives depend upon it.

There are a variety of ways to reinforce changes – by celebrating successes, quickly identifying and learning from failures, and ensuring compliance with the use of a Change Team and Change Champions, Advocates or Monitors. The use of visual reminders such as signage, communication through frequent updates, core messaging through leadership, and personalized messaging through managers, all help to reiterate that staff must take personal responsibility for the success of the change initiative.

# MEET THE TEAM

## HEAR FROM THE INDUSTRY EXPERTS

STV|DPM has brought together a multidiscipline industry team (Project Management, Construction, Commercial Real Estate Brokerage, Commissioning, Code Review, Design, Environmental Engineering, Technology & Furniture) to conduct a knowledge share of current industry best practices and due diligence around workplace design and construction requirements adapting to changes in codes and regulatory amendments in the post-COVID-19 world. We strongly believe innovative project strategies & checklists around these disciplines could assist our active clients and other Real Estate leaders in assessing new in office & remote work requirements as they bring their employees back to work and going forward. The ultimate goal is to develop a "Toolkit" of best practices resources that could be rolled out as part of ongoing & new project work.

Owner's Project Manager
### Denise Pied
*Vice President, Project Executive | STV/DPM*

Denise is a co-founder of the Boston Real Estate COVID Consortium. Denise leads STV|DPM's Corporate Market sector. Denise has over 20 years of experience leading project teams & advising clients' real estate project delivery strategies.

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Owner's Project Manager
### Sandra Gucciardi
*Director of Business Development | STV/DPM*

Sandra is a co-founder of the Boston Real Estate COVID Consortium. At STV/DPM, Sandra is responsible for client strategy and development initiatives, and assists with the strategic direction to develop new business and product offerings.

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Owner's Project Manager
### Eva Hamori
*Senior Project Planner | STV/DPM*

Eva Hamori is an industry leader in the management of complex client relocation projects. With her experience as a certified Change Management Advisor, she is able to create and implement change strategies which maximize adoption and minimize resistance.

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# WE WANT TO HEAR FROM YOU

If you have any questions for the consortium or ideas for content, please contact **Denise Pied at** denise.pied@stvin.com

## Architect
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*Partner, Director of Interior Design | SGA*

As a Partner and Director of Interior Design at SGA, Gable oversees corporate interiors projects of all scales. She is responsible for design oversight, client relations, business development, mentoring and firm leadership.

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## Audio / Visual
### Phil Muscatello
*SVP, Marketing + Business Dev. | Adtech Systems Inc.*

Philip is an owner of Adtech Systems. He currently serves as VP of Business Development. Philip received his MBA from Boston College and his BA from Saint Joseph's University.

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## Commercial Brokerage
### Adam Meixner
*Senior Partner | 128 CRE*

Adam's focus is on the Office Leasing and Sales sector within the Central 128/95-Mass Pike submarket. Assisting with space acquisitions/dispositions, lease renegotiations/extensions and strategic planning are among Adam's strongest assets when engaged as a Tenant Representative.

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## Code
### Chris Lynch
*Principal | Code Red Consultants*

Chris is a founding principal at Code Red Consultants and is a practicing fire protection engineer and code consultant. He excels at leading project teams and working with clients to ensure that new and existing buildings are safe and code compliant.

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## Construction
### George McCarron
*Project Executive | Lee Kennedy*

George has over 40 years of experience in the construction industry. As a Project Executive with Lee Kennedy, his ability to grasp the needs of the client and communicate with design teams make him an invaluable resource and asset.

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## Commissioning Agent
### Steve Rizzo
*President | Synergy Consultants*

Being involved in the design and construction industry for 45+ years, Steve's expertise is in Building Commissioning and operations for HVAC, Plumbing and Electrical Systems. He specializes in complex medical facilities ranging from Gene Therapy development Labs to Patient Care Facilities.

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## Design Engineers
### Michael Camoscio
*Associate, Senior Engineer | STV Incorporated*

Michael manages multi-discipline projects for several public agencies. Mike leads the mechanical group in STV's Boston office and most recently advised the Convention Center Authority during setup for Boston Hope.

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## Environmental
### Stephan White
*President | PES Associates*

Stephan White is the founder and President of PES Associates, a national engineering and environmental firm with headquarters in Hingham, MA. Throughout his career, he has gained extensive experience in environmental consulting, property due diligence and industrial hygiene.

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## Furniture
### Amy Lalezari
*Partner, Director of Client Solutions | Environments at Work*

Amy has over twenty years of workplace consulting experience. She is passionate about people, well-being, and performance and is dialed into key business drivers, research, and trends impacting the workplace. Her background in design, facility planning, and contract furnishings gives her a unique perspective within the commercial real estate community.

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Furniture
### Tim King
*Project Executive | COP / DIRTT*

Tim King is a construction expert focusing on pre-fabricated, offsite modular construction for Interiors work. With a concentration on the healthcare market, Tim brings pre-fab benefits of speed, flexibility and higher functionality to all market segments.

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MEP Engineers
### Mike Quigley
*COO | WB Engineers*

Michael has 18+ years of experience in the industry, leading projects and people. His natural talent for being able to motivate a team to do great work and address complex scenarios is why he is leading WB's COVID-19 remobilization efforts.

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MEP Engineers
### Ray Doyle
*Managing Principal, Life Sciences | WB Engineers*

Ray is the Managing Principal of WB Engineers + Consultants' office in Washington, DC, and a Practice Leader for Life Sciences. With over 25 years of experience, Ray helps clients find solutions to improve indoor air quality and reduce tenants' exposure to COVID-19.
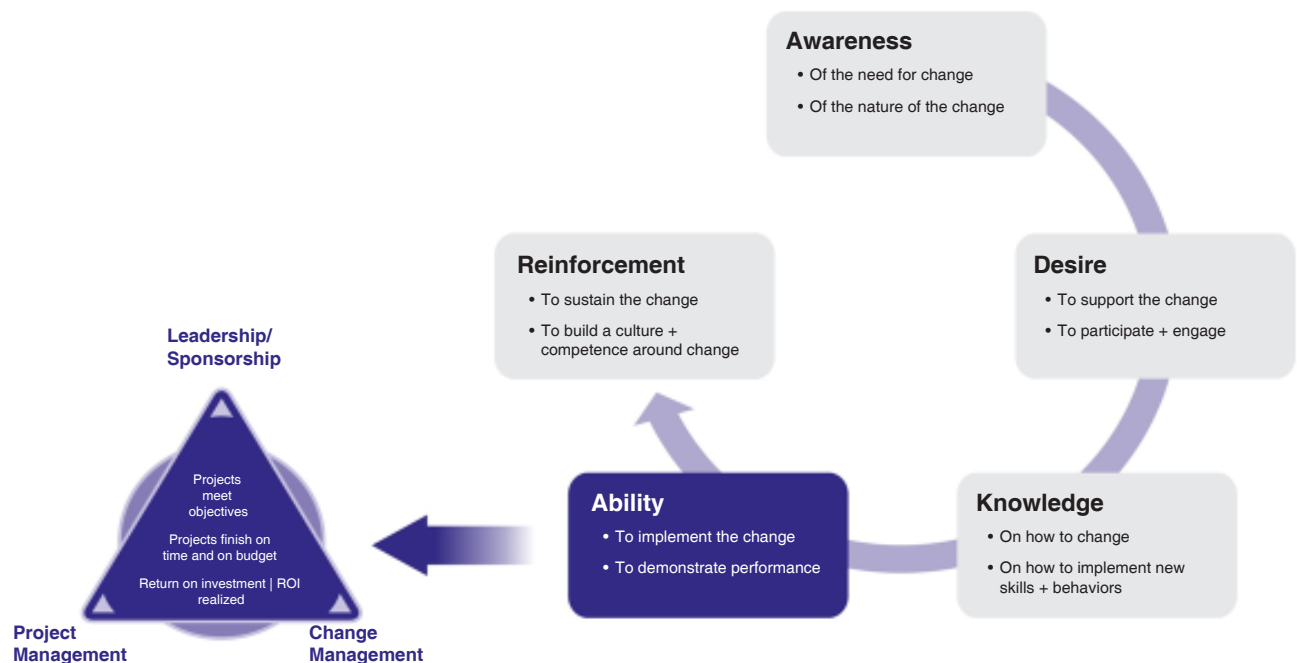
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# APPENDIX

1. Statistics + Sources:
   www.prosci.com >>

2. Return to Work Readiness Survey >>
3. "Les Gore's 6 Things You Must Do to Ace Remote Meetings" >>
4. Prosci ADKAR Model for Change Management

# Prosci® ADKAR® Model



**Awareness**
- Of the need for change
- Of the nature of the change

**Desire**
- To support the change
- To participate + engage

**Knowledge**
- On how to change
- On how to implement new skills + behaviors

**Ability**
- To implement the change
- To demonstrate performance

**Reinforcement**
- To sustain the change
- To build a culture + competence around change

**Leadership/ Sponsorship**

**Project Management**

**Change Management**

Projects meet objectives

Projects finish on time and on budget

Return on investment | ROI realized