



change lite

PUZZLE

a fresh approach to change

The **big end of town** knows the importance of change management in delivering successful workspace projects + they have **sizeable budgets** + **large teams** to ensure it is done well.

SME's, on the other hand, often aren't able to realise the **benefits of change management** as the implementation cost is traditionally too high, creating a **barrier to access**.

Change Lite has been developed by Puzzle Partners, Australia's **leading workplace specialists**, to enable SME's to deploy effective change management at an **accessible price**.

change lite

what is change management?

Change management isn't about processes - it's about people.

Humans have an innate resistance to change. Research by Prosci found that 94% of employees experience stress during organisational change, and 75% report a decrease in productivity.

When people feel supported + informed, they're more likely to embrace change.

It's the structured approach an organisation uses to manage people + processes during significant shifts. Change management ensures that everyone is on board, informed + equipped for the journey.

Think of it as the bridge between where you are now + where you want to be.

and why do it?

Higher project success rates

Projects with excellent change management are seven times more likely to meet their objectives than those with poor change management...88% vs 13%.

- Prosci global study 2023

Adoption + usage

Change management directly impacts how quickly people adopt new systems, processes, or work practices. It affects utilisation rates (how many people embrace the change) + proficiency (how well they perform after the change).

Meet project milestones

Project delays are greatly affected by the quality of change management employed. A project with excellent change management is five times more likely to stay on or ahead of schedule than a project with poor change management.

- Prosci global study 2023

Financial returns

In tangible financial terms, projects with excellent change management stayed on or under budget 71% of the time, compared to only 50% with poor change management.

- Prosci global study 2023

Morale + resilience

How an organisation manages change over time has a cumulative effect on morale, culture and future change readiness. Well implemented change results in high levels of engagement, strong morale, and a team with an agile mindset ready to adapt to future change.



engage + enthuse

3 the pillars of project success

01 place

you've got this nailed...

A great designer, a great project manager, a great builder.
The tangible, physical aspects of the project demand attention
+ will invariably receive the most focus.

02 technology

you've got this nailed...

As a critical enabler, IT + AV are a core focus on most projects. Success or failure is visible to all + is a key component of the employee experience + productivity of the organisation.

03 people

maybe you've got this nailed?

As your most important (+ expensive) asset, **your people are a major determinant of project success.**

Are you asking staff to **change their work practices | habits?**

How are you educating, informing + embedding those **new behaviours?**

Do your team **feel they are a part of the change**, or do they feel it is something that is 'being done to them'?

How are you **engaging, informing + enthusing staff** about the change?

Do you have sufficient **internal expertise** in change management to really bring your people on the journey?

Have you got a **planned + structured** approach to communications over the project?

elevate the people pillar

Framework + toolkit

A framework + toolkit to ensure the entire client team is engaged, consulted + activities are aligned

Timeline of activity

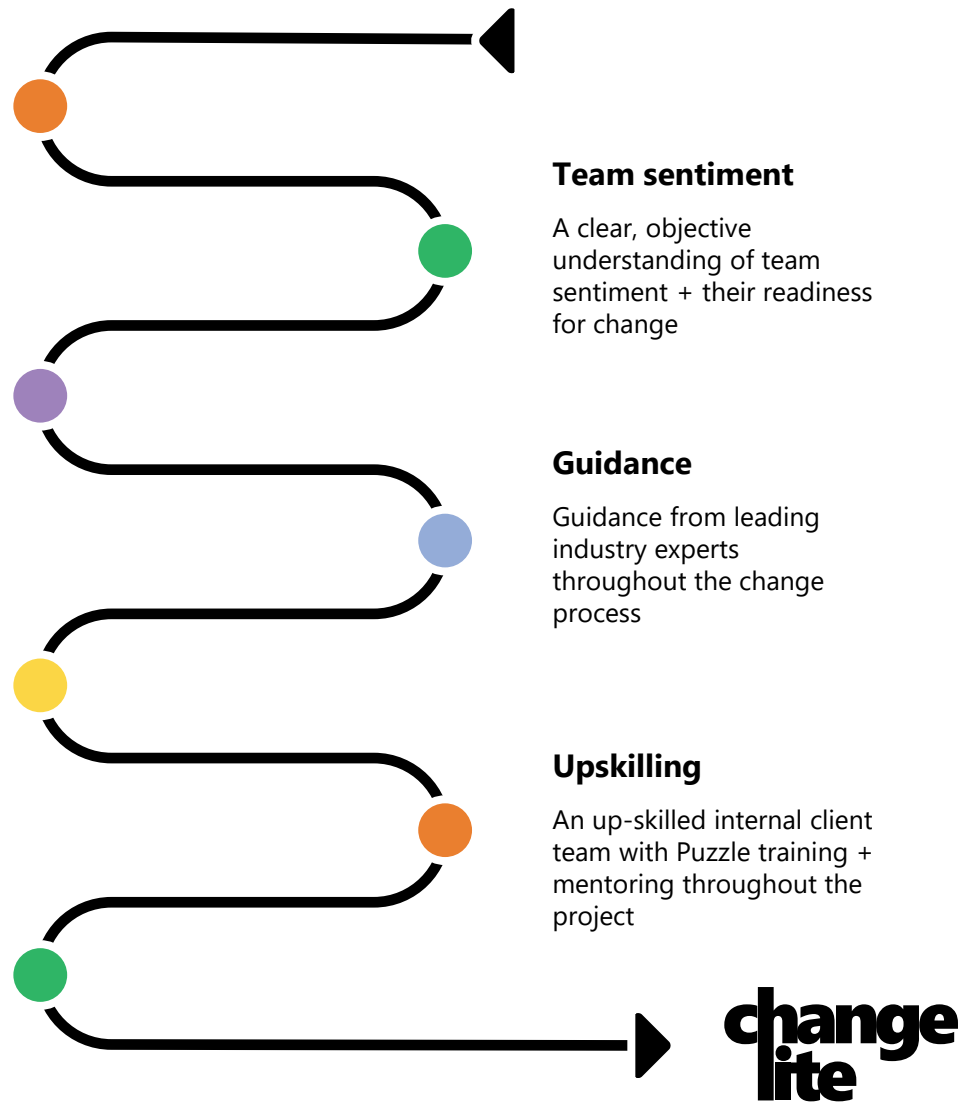
A timeline of activity to ensure the people side of the project stays on track

Tools + resources

High quality, engaging presentation standard tools + resources

Tailored plan

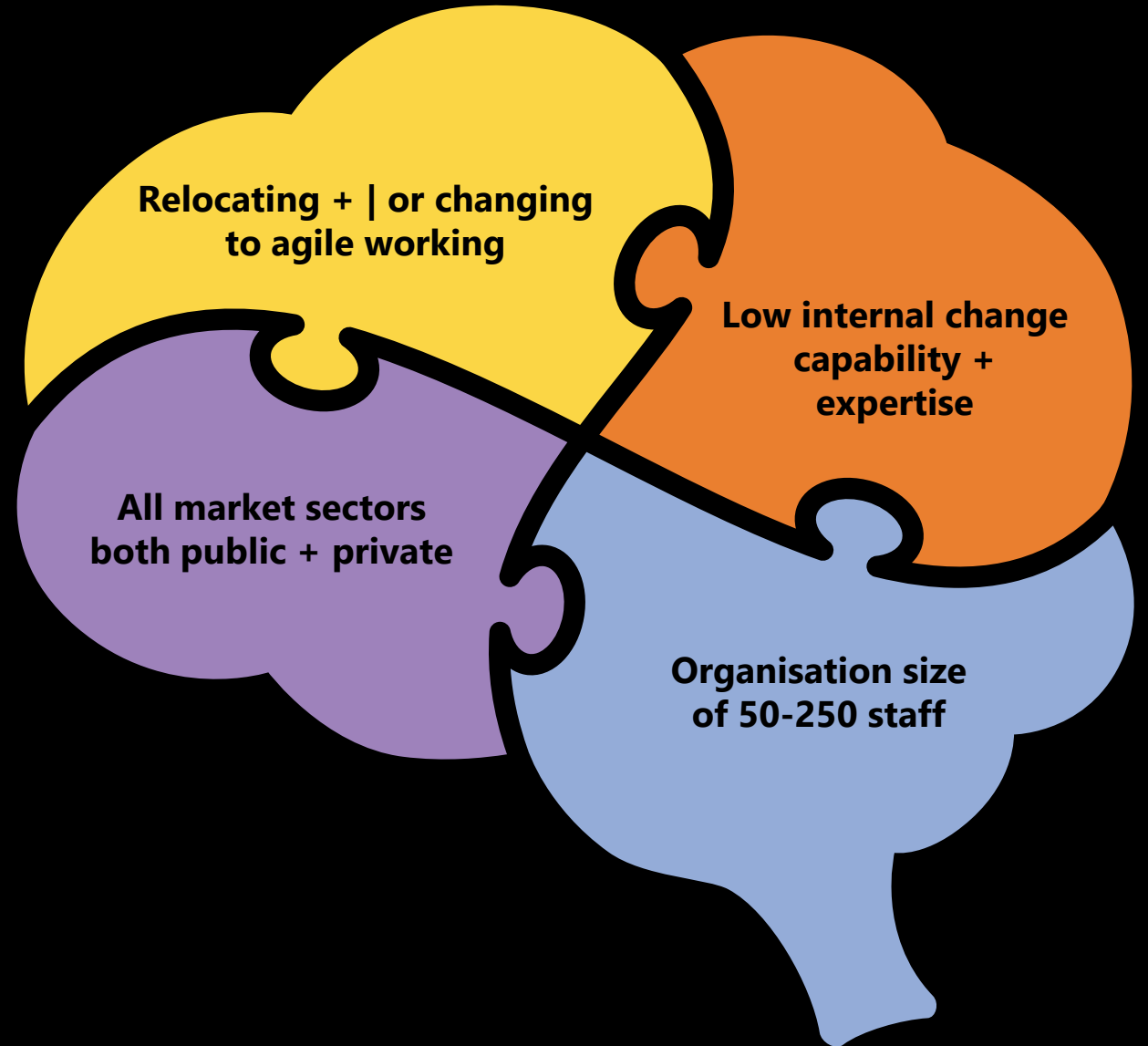
A tailored plan to engage + manage your people





**people
determine
project success**

**is
change
lite
right for you?**





accessible change management for SMEs

the change lite process

			1	2	3
current state investigation	Introductory meeting	- Set the scene, meet the team + provide an overview of the process + toolkit - Discuss + document the background context + drivers for the project, including the key deliverables from the Change Lite program	●	●	●
	Foundation survey	- Deploy online tool to understand employee perspective about what does + doesn't work well in the current space location - Understand aspirations for the future	●	●	●
	Occupancy analysis	- Understand current attendance + space utilisation using available data sources such as booking systems, turnstile data, manual observation, etc. - Tabulate + summarise findings			●
	Leader interviews	- Understand the leader perspective about the workspace things that matter, areas to be focused on in supporting people through the change - Identify risks + opportunities from a leader perspective	1 interview	3 interviews	5 interviews
	Change champions	- Establish change champion team to assist implementation of the change program - Run briefing meeting with the change champion team to outline expectations + provide an overview of the process	●	●	●
	Stakeholder analysis	- Identify stakeholder groups in the organisation - Articulate influence, impact + preferred engagement methods + define efficient + effective communication channels	●	●	●
	Change impact assessment	- Develop change impact assessment by functional area, stakeholder group + operational requirement - Identify risks + opportunities	●	●	●
	Report	Produce a foundation insights report summarising findings from the current state investigation phase	●	●	●
planning	Change plan	Develop + document change plan articulating activities, audiences, timing, risks to consider, communication channels + resourcing needed	●	●	●
	Communications plan	Develop + document communications plan articulating key messages, timing, channels, + spokesperson	●	●	●

continued over >

the change lite process

			1	2	3
implementation	Town hall meetings	Develop draft presentation pack, talking points for all staff town hall meetings (up to a maximum of 2 + designed to be presented by the project sponsor)			●
	Leadership training	- Upskilling leadership team training session - Explore + explain the leadership contribution to the Change Lite process - Tools + actionable insights	●	●	●
	On-demand coaching	- Access to expert ad-hoc advice throughout the change program - Support via email with guaranteed same day response	email	email	assigned change manager
	Staff workshops	- Educate, engage + build enthusiasm with the broader team about the change - Reinforce organisational goals + engage to achieve alignment - Opportunity to gauge feedback + change readiness	1 workshop	3 workshops	5 workshops
	FAQs Tips + tactics	- Provide outline FAQs + draft responses - Provide tailored tips + tactics to consider for key stakeholder groups (such as managers + leaders) supporting others through the change	●	●	●
	Checklists	- Provide checklists for key activities + check-ins - Ensure readiness for change + roles + responsibilities are clearly defined + communicated	●	●	●
	Templates	Provide templates for implementation of communications plan	●	●	●
	Change champion training	Preparing + equipping the change champion team for support on Day 1			●
check-in	Post implementation check-in	- Understand employee perspective about what works well in the new space location, what doesn't + areas for additional focus - Document findings + recommendations		●	●
	Report	Provide summary report comparing new state with foundation report + identifying benefits achieved as well as areas for future focus		●	●

the value in change lite

Build change resilience

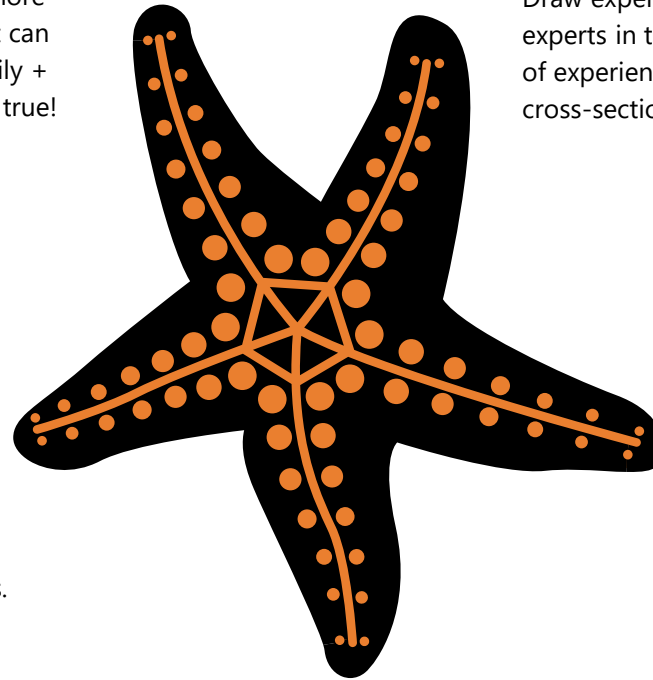
Managing change well builds a more agile + resilient organisation that can roll out future change more readily + successfully. The opposite is also true!

Scalable options

In addition to the 3 tier options, Puzzle can tailor a program to meet specific project requirements. Give us a shout to discuss options for your project

Leverage our expertise

Draw expertise from leading experts in the industry with decades of experience across a diverse cross-section of organisations



Reduce project risk

Stay on program + on budget. Research by Prosci shows projects with good change management far outperform projects with poor change management

Cost effectiveness

Deliver a comprehensive change strategy + program with low investment compared to traditional consultancy models

change experts workplace specialists

our people power



Katherine Divett

Katherine draws on more than 20 years of experience leading teams through transition + transformation to genuinely engage stakeholders, understand the complexities involved in their workspace journey + support them to achieve their strategic aspirations.

As a senior property + operations executive within large corporations, Katherine has led major organisational transitions, from company-wide business model reforms through to innovative property projects, including flexible working.

Katherine's qualifications in Marketing + Communications, Project Management, Change management + Green Building design enable her to work with organisations to create innovative, high performance work environments.



Grace Mellowship

Grace brings more than 14 years' experience managing workplace transition, intelligence + observation studies in complex environments, across multiple industries. She consults across all aspects of workplace projects, including block + stack planning, transition planning + management + managing complex ICT, fit out + human factor dependencies across multiple sites.

Grace provides core training + support for workplace intelligence activities which deliver robust evidence + utilisation data to support workplace strategy. Her data-driven insights provide clarity + innovative strategies for storage challenges being faced by organisations moving to agile ways of working, regardless of project size.

Siân Bowen

20 years Corporate Affairs experience, working in large, complex, publicly listed organisations + communication consultancies. A proven track record of developing integrated communication strategies to enhance corporate reputation + engage employees.



Martha Kernohan

Over 15 years' experience in change management + communications in Australia + Canada, working across multiple sectors. Martha has designed programs to change how doctors manage chronic illness, through to leading large IT + process transformation across APAC.



Uwana Evers

Uwana is a data scientist + research psychologist with expertise in consumer behaviour, personal values, market research, + behaviour change. Uwana loves data (genuinely!) + wrangles datasets to reveal practical insights.



Tony Walsh

Over 30 years' experience in real estate strategy, capital programs + property operations working as a senior executive for blue chip multi-national + medium-sized corporate + public sector organisations in Australia + the UK.



Nikki Zacharatos

With 25 years working in graphic design from ad agencies, design studios to government, she is obsessed by challenging new ways to make a design brief come to life, that is useful, effective + easy on the eye. She ensures that visual communications are compelling, creative + concise.



Katie Dansey

Extensive executive level + operational experience in HR & transformation roles with some of Australia's largest corporates. A qualified executive coach with expertise in leadership, strategy development, performance optimisation, employee engagement, transformation + culture change.

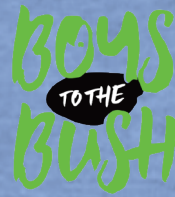


over 80% of our clients come back for more



change for good

For every change lite program delivered by Puzzle, we will be donating \$250 to one of our partner charities.



boystothebush.org.au



**Black Dog
Institute**

blackdoginstitute.org.au



kidsxpress.org.au



DRESS FOR SUCCESS®

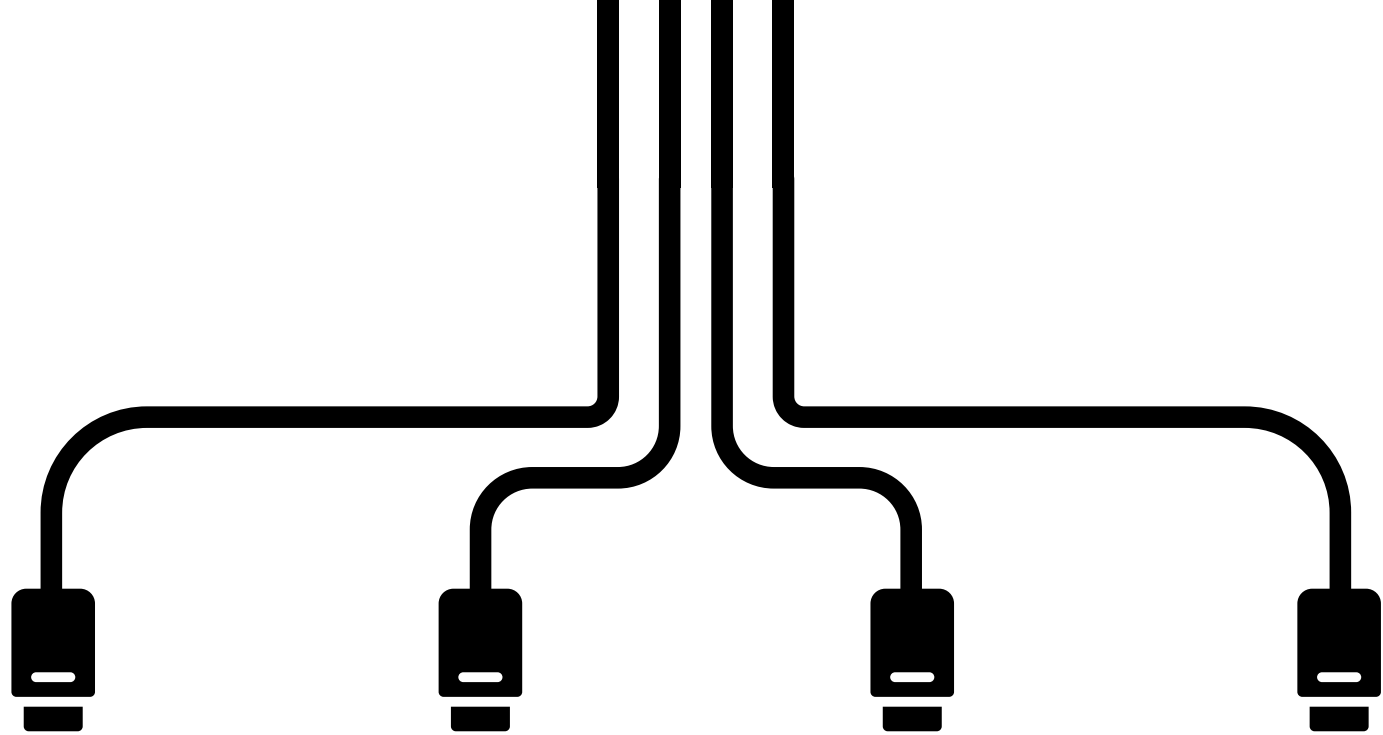
nswact.dressforsuccess.org

RE-LOVE

relove.org.au

optional plug ins

Many clients tap into other
Puzzle service lines to support
their transformation project.
You may want to consider...



Storage audit

Understand exactly what needs to be moved. We can physically measure all current filing + storage, including compactus + shared storage resources + provide a comprehensive storage report.

Piloting + prototyping

Build a program to trial new ways of working, whether physical or behavioural. Puzzle can manage a process to trial, evaluate + report on the changes you are planning to implement.

Storage reduction

Transform the way information is stored, accessed, + shared. Reduce reliance on hardcopy storage through a process that critically evaluates storage requirements + provides solutions to reduce storage footprint.

Transition management

Puzzle can assist with all aspects of the physical move including planning, executing, + reporting. If the requirements are time critical, complex, or high stakes for whatever reason, our expertise will be of value.



change lite

Get in touch to discuss how
Change Lite can support people
through change on your project

1300 478 995

info@puzzlepartners.com.au

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