

# 01.

## THE OPPORTUNITY

**bringing together multiple agencies ‘under one roof’, breaking down silos and demonstrating the benefits of being part of a group; part of something bigger**

As part of a broader global strategic agenda to enhance collaboration between all of its agencies to better service their clients and people, a decision was made to co-locate more than twenty media agencies and departments from across the Sydney CBD, within a new and contemporary workspace.

Leveraging the catalyst for transformative change that such a co-location provides, our client was seeking to explore how a well considered workplace re-design and the introduction of shared spaces | facilities could enable a more agile, collaborative and flexible workforce, while acknowledging and respecting the unique aspects of the group’s individual brands.

The opportunity was to prepare people, across the group for a co-location adventure; improving the way people engaged, operated and connected.

Together, the aim was to harness individual talents and passions to create a thriving community. Create a sense of belonging and support happier and healthier employees.

The desire was to celebrate individual brands, while acknowledging the things that unite people; recognising that they were stronger together.

## 02. OUR APPROACH

### **defining how people will work together and share the new workspaces and preparing them for the co-location adventure**

The move to new premises created significant and varied change for employees, including:

- the introduction of new building protocols and policies, including shared customer spaces
- the impact on people's daily routines and commute
- leaders needing to adapt to empower staff and build | strengthen a culture of sharing, trust, cooperation, collaboration and connectivity
- establishing new ways of working – creating a consistent and egalitarian set of behavioural protocols and processes
- creating a new customer | user experience, and
- coming to grips with one touch technology

Puzzle was initially engaged to develop a change strategy and roadmap to support the transition. To do this, we built an evidence baseline, which involved a staff sentiment survey, stakeholder interviews and a desktop review of relevant background materials.

Our goal was to ensure that the change program created a positive change experience and supported staff through the change process - particularly those transitioning from a traditional workplace into a more dynamic, flexible and collaborative working environment.

Based on our approach and the strength of our change strategy and plan, Puzzle was then re-engaged by the organisation to implement the change management plan.

Puzzle provided the following services:

- developed the visual identity for project, including communication templates for PowerPoint presentations and e-newsletters
- developed the communication strategy, scripting for the all staff assembly to launch the project, and the timeline infographic (a simple visual to help people understand the critical project timeline and the ways they would be supported and engaged through the process)
- designed and facilitated a 'communication protocols' workshop with the Executive team
- developed and maintained a dedicated online portal, featuring information about the new building, key timelines, the neighbourhood, day one activities etc.
- provided recommendations for a comprehensive employee engagement program and facilitated team discussions about the ways in which they wanted to be engaged in the project
- developed and facilitated a 'Ways of Working' workshop for senior leaders and Executive, to help gain consensus on how spaces would be shared and to set the boundary conditions for the team workshops
- developed and facilitated a series of team 'Ways of Working' workshops, informed by the leader session
- provided ongoing change and communication strategic counsel to support the internal change resource

### **overcoming challenges is just how we roll**

Practical completion for the new building was delayed, thwarting Puzzle's ability to run the onsite team Ways of Working workshops as originally planned, in a 'progressive dinner' sort of structure. Essentially a 'roaming' workshop, combining site and service familiarisation, building tour, as well as discussion around being good neighbours. An awesome idea!

In the wake of this challenge, the Puzzle team quickly redesigned the workshop and created a 'virtual' experience, where people could still explore the spaces and settings, learn about the experience team services, desired user experience, as well as the 'good neighbour' behaviours, and ways to create social and professional connection.

The content and outcomes from the workshops were incorporated on the project web portal that we created, so that staff who were unable to attend the session didn't miss out.

# 03.


## THE RESULTS

### **staff felt well prepared for the transition to new premises and ways of working**

A formal post-move review was not undertaken, however, anecdotal feedback indicated that staff felt well prepared, and Puzzle's support was appreciated by the client.

Our client appreciated having a 'safe pair of hands' and valued us being at the end of the phone for advice and critical friend support at a moments notice.

The project highlighted our high level of change and communication strategic thinking, as well as are ability to develop creative solutions and ideas when delivering change support.



This was just one of our 1,200+ workplace adventures. We'd love to help you with your next adventure!

contact us

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