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**Submission for** [**SmartSheet**](https://www.smartsheet.com/) **from Siemens Real Estate**

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In the context of Corporate Real Estate, the need for change management is an essential service to our customers. At Siemens Real Estate (SRE), our customers are the employees and businesses of the Siemens divisions in the Americas. Siemens has approximately 70,000 employees in the Americas region with over $20 Billion dollars in sales. We often engage with the businesses on opportunities to modernize a traditional closed office environment (cubicle style) to that of a modern, open office. We have branded this Siemens office concept as the “New Way of Working” and have been making the shift over the past 5 years as opportunity arises. When transforming the working mode from a traditional office (cubicle style), to that of an open, flexible working model, active leadership and change management are key success factors to ensure employee concerns are addressed so the “how” and the “why” of the changes are understood.

By using change management techniques, Siemens can best enable the transition from a process-oriented office to a results-oriented mobile office. In the results-oriented office– the focus is on the delivery of work (the results) and flexibility is part of the culture, enabling employees and managers to decide how best to deliver quality work. The office environment is designed to support this culture shift with its open and collaborative space.

When a new project is established to transform to a New Way of Working office, a cross functional team is established. On this team are representatives from Human Resources, IT, Communications and Change Management:



Siemens has recognized early on the transformation of the working mode requires a cultural shift. This is not just a change of office space; it is a business transformation project and needs to be supported by the businesses with a formal change management plan.

The change management starts early with the employees and the business leaders; these are the key stakeholders in the working mode transformation. A business “Champion” is assigned by senior management. This is someone from the business who works with the project team, the management of their business and the key stakeholders of the site to ensure their business requirements are reflected in the new office environment. In additional to the “Champion” there are “Change Agents”. These are persons who lead the change management activities following a programmatic (scheduled/planned) approach to manage change within their business. Every New Way of Working project has a specific change management plan which includes focus groups, surveys, information sessions and orientations.

The ultimate benefit of taking a proactive change management approach is to ensure productivity while the office undergoes a transformation, After the transition to the new environment, change management continues to ensure the employees are adapting the new mode of working and embracing the change.

Here are some the steps in a change management sample plan:

* **Month one** - Work with business executives and local office management to understand the impact of the changes. Conduct informational sessions /interviews with business stakeholders. Nomination of Local Change Managers/Agents as selected by the business.
* **Month two** – Conduct top Management Change Management Workshop. Develop or confirm new procedures based on understanding of the changes occurring to business. Publish revised procedures, as necessary and train employees accordingly.
* **Months three - six** - Continue Change Management process with employees, including additional change management workshops, change agent workshops, focus groups & employee trainings.
* **Post move-in**- Conduct employee survey and share with site management feedback. Address concerns and execute further training as needed.

Neither the cost nor time required to conduct proper change management is material when compared to entire project. The result from executing a formal change management process is ensuring the stakeholders are aligned to the goals of the project and the continued productivity of the organization throughout the change.