

# ONE DISCOVERY PLACE

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Discovery



**Enhancing organisational engagement?**

A well maintained functional and safe building?

Generating cost efficiencies?

**Supporting innovation and collaboration?**

**Enhancing employee wellbeing  
and health?**

What does  
success mean  
to you?

Innovative processes and systems?

Exciting and useful lifestyle services?

**Employees and managers understand, support and value what you  
do?**

A beautiful and clean environment?

**Enabling employees to do their best work possible?**



# The journey and lessons learnt along the way

- Change Management – what and why
- 1 Discovery Place Change Context
- Change Management Delivery Results



CHANGE MANAGEMENT –  
WHAT AND WHY

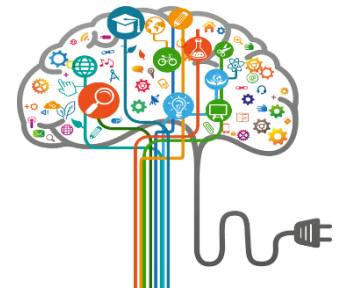
# What is Change Management?

- Change management is the process of developing a **planned approach** to change in an organisation.
- Typically the objective is to **maximise the collective benefits** for all people involved in the change and **minimise the risk** of failure of implementing change.
- The discipline of change management deals primarily with the **human aspect of change**.
- Change management can be either **re-active**, in which case management is responding to changes; or **proactive**, in which case management is initiating the change in order to achieve a desired goal.

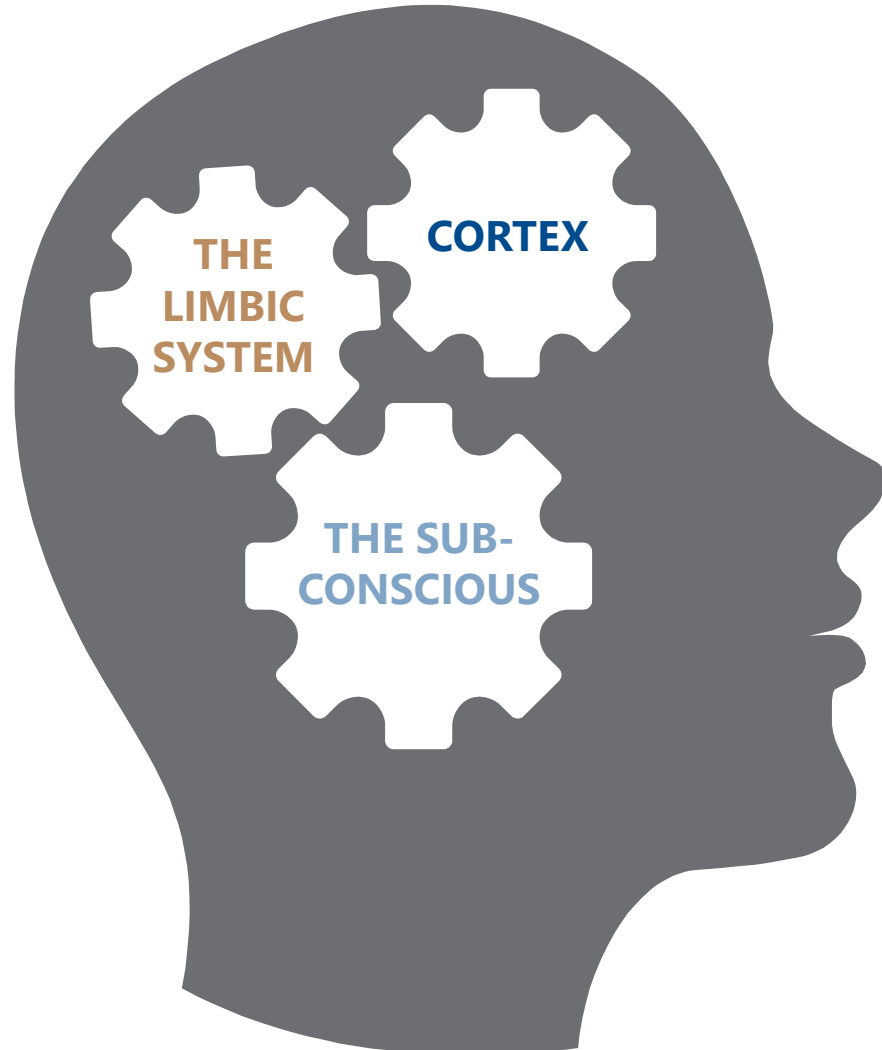
# Why Change Management

- Studies estimate that up to **80%** of successful project implementation is directly related to **people related issues\***.
- On average, about **20%** of the time and effort is spent on developing a plan to address these issues\*.
- The plans that are developed are often not informed by understanding of human behaviour, and are insufficient and ineffective in addressing resistance.

\*Studies conducted by Harvard, McKinsey, Oxford Leadership Journal



# Why can't people just change? It is not personal?



The brain **hardwires** everything it can – it is a pattern making machine to **save energy**

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The brain is not made to think, it is made to **survive** – it is a threat seeking machine to **ensure survival**

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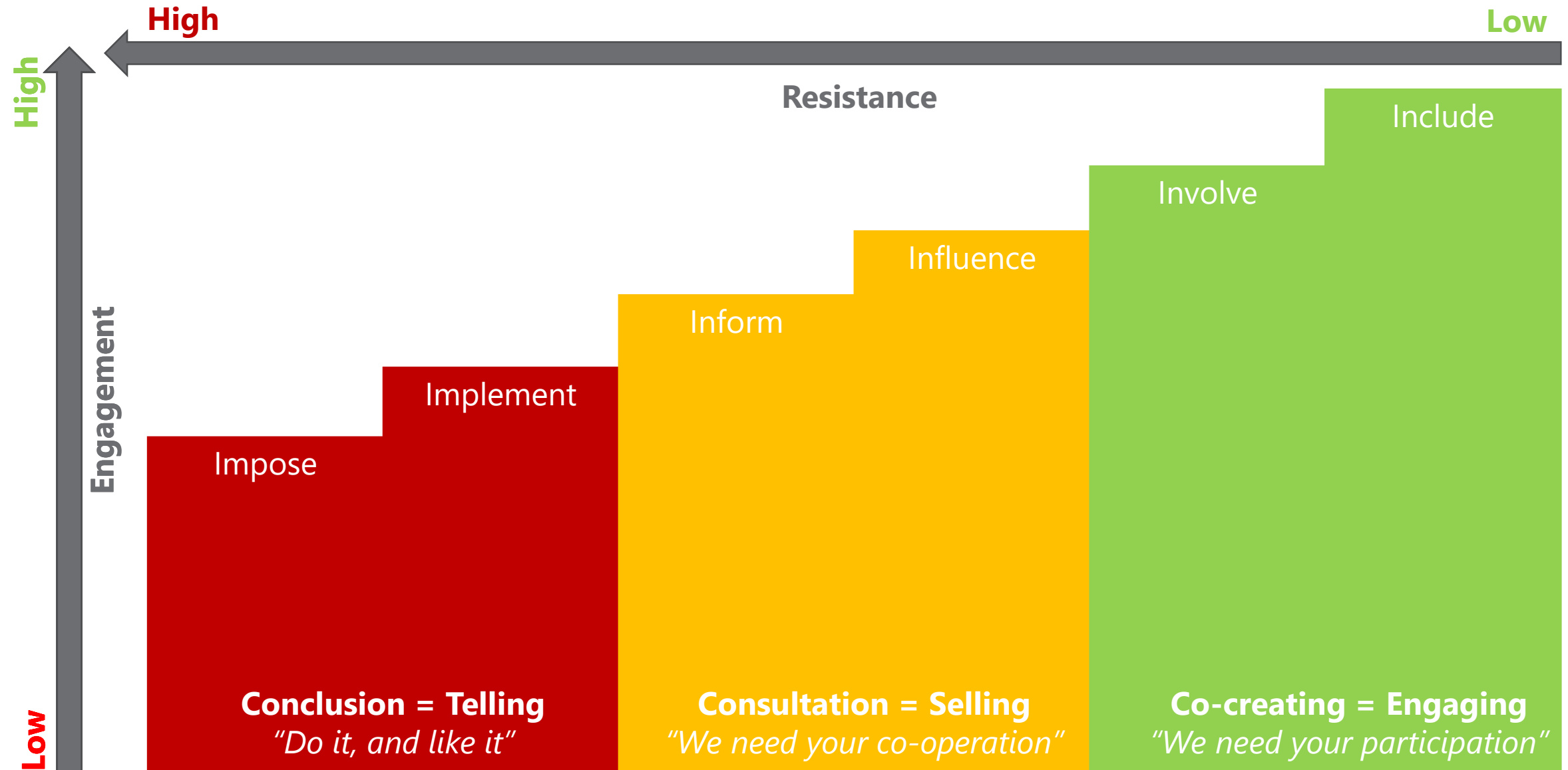
When under **threat** the fight or flight response kicks in – this stops high energy and slow **thinking (rational thought)**

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The threat response is also triggered when the following is threatened:

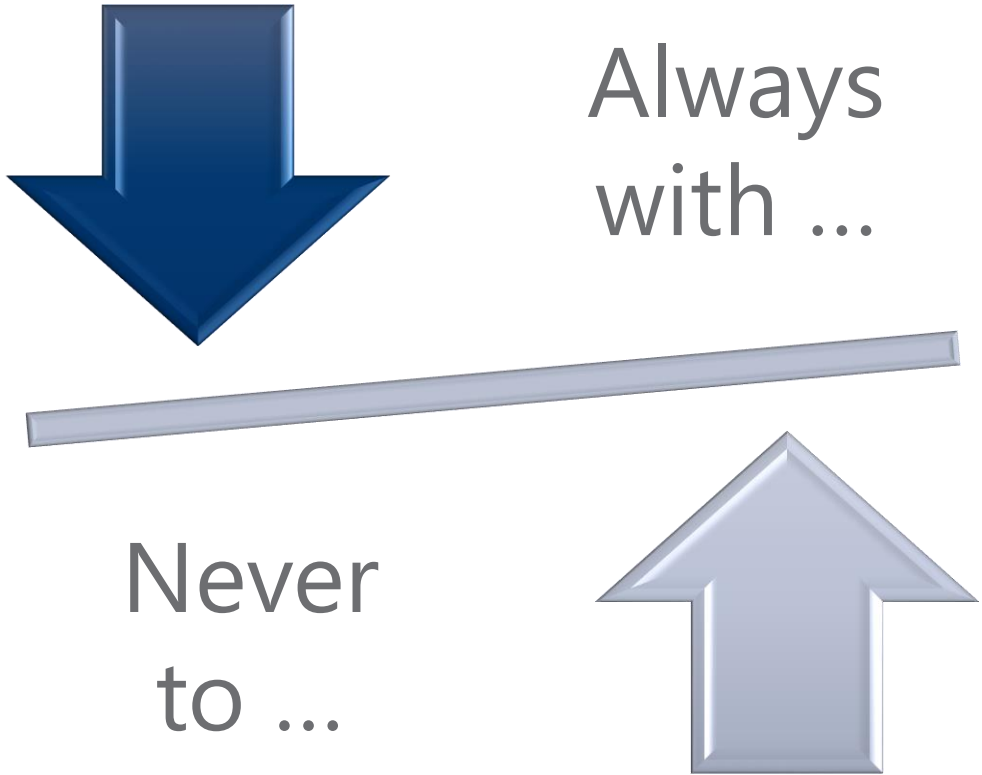
- **Status**
- **Certainty**
- **Autonomy**
- **Relatedness**
- **Fairness**

# Strategies for change





# Change Management Approach



1 DISCOVERY PLACE –  
CHANGE CONTEXT

- The decision to **consolidate** all of our premises into 1 Discovery Place was based on Discovery's commitment to keeping our people together, and to creating open spaces that align to our values.
- Discovery's global headquarters in Sandton was developed in a **joint venture** by two of South Africa's leading property companies, Growthpoint Properties Limited and Zenprop Property Holdings.
- Discovery is the main tenant, having entered into a **15-year lease arrangement**. Discovery participated in the design of the building.
- Employee relocation started in **October 2017**
- Change Management effort started **March 2017**

# What Changed (in summary)?



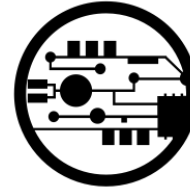
**Less offices**  
(and no corner offices)



**Less physical storage**  
(on workspace floors)



**Less meeting rooms**  
(more shared Agile spaces)



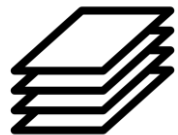
**Improved technology**  
(eg flooded wifi, Skype for Business)



**More walking**  
(to common amenities, printers etc)



**Agile neighbourhoods and furniture**



**PaperLESS**  
(less printing, more scanning and electronic storage/sharing)



**Relocation disruption** over 16 weeks  
(approximately 500 employees per weekend)



# 1DP Strategic and Change Management Imperatives



Improved Innovation and Collaboration



Improved Employee Wellbeing and Engagement



Generating Cost Efficiencies



Attracting and Retaining Talent

- **Business imperative:** Implementing innovation and realising intended project benefits
- **Social imperative:** Valuing humanity through thoughtful management of the impact of work experiences

CHANGE MANAGEMENT DELIVERY -  
THE RESULTS

# Cost of getting it wrong (people factor)

## Tangible Cost

- **Calculated @ R64mil**



## Intangible Cost

- **Customer Service:** Employees cannot access systems, customers not aware, address list not updated
- **Staff Engagement:** Disruption, dissatisfaction, frustration
- **Productivity Loss:** Don't know where to park, cannot print, cannot find documents, don't understand facilities, general way finding

# Three Phase Change Management| Summary



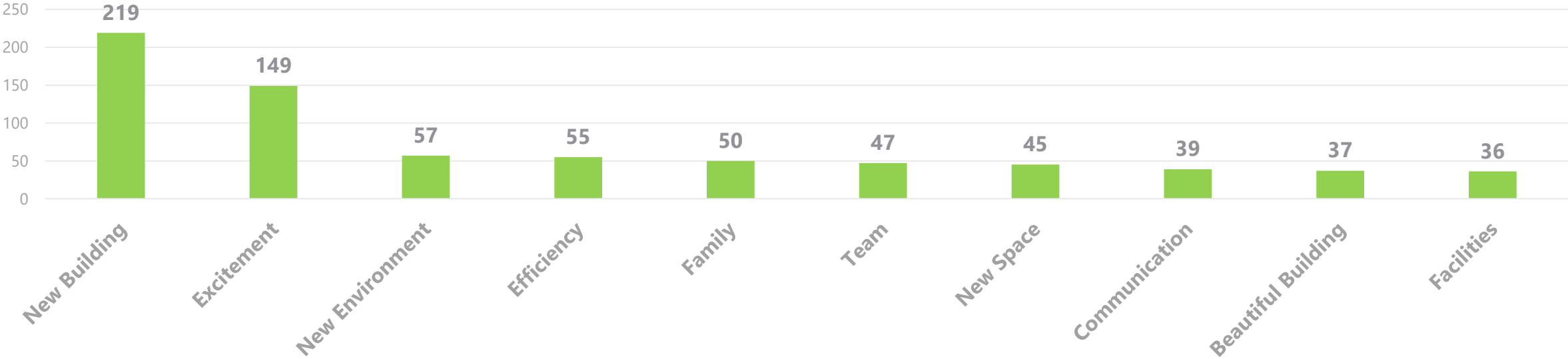


# Change Management Delivery Areas

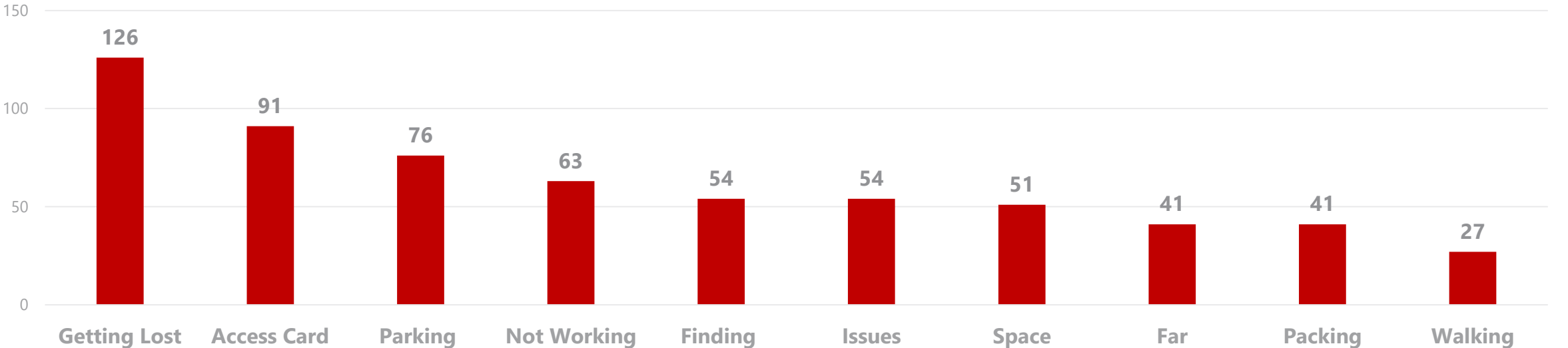


	Delivery Area	Measurement	Result
1	All employees are sufficiently aware, informed and enabled to move	Business readiness assessment – all green	Achieved (BR assessment all green)
2	Efficient and effective move to 1DP	Minimal disruption to staff and other stakeholders	Achieved (Post occupancy survey feedback)
3	Accurate risk management	All people, process and technology risks identified and mitigating action in place	Achieved (Risk metric audited by Group Risk)
4	Enhanced organisational engagement	Improved engagement metric to space as an enabler of performance	2% average increase in results (Health and Bank not relocated at measurement time)
5	Project teamwork and morale	At least 80% optimism and confidence	Achieved (89% measured in morale survey)
6	Stakeholder satisfaction	Client survey indicating at least 80% satisfaction with key move metrics	Achieved (86%/91% measured in post occupancy survey)

## Enjoyed Most (top 10)



## Enjoyed Least (top 10)





# Change Management Dashboard

Stakeholder Group	Introduction	Agile	Paperless	Technology	Relocation
Senior/Top Management	90%	50%	50%	50%	80%
Middle Management	100%	100%	80%	60%	60%
Employees	100%	90%	90%	90%	70%
Change Leads	100%	100%	100%	100%	90%
Move Champions	100%	100%	100%	100%	90%
HR Community	100%	100%	100%	-	100%
IT Community	100%	100%	-	100%	100%
PA Community	100%	80%	80%	80%	80%

## Some key numbers



Approximately **6600+** Business Engagement Conducted (excluding project meetings)



**5000+ employees** went through structured orientation (101 tours)



Approximately **3762** questions answered via 1DP Mailbox

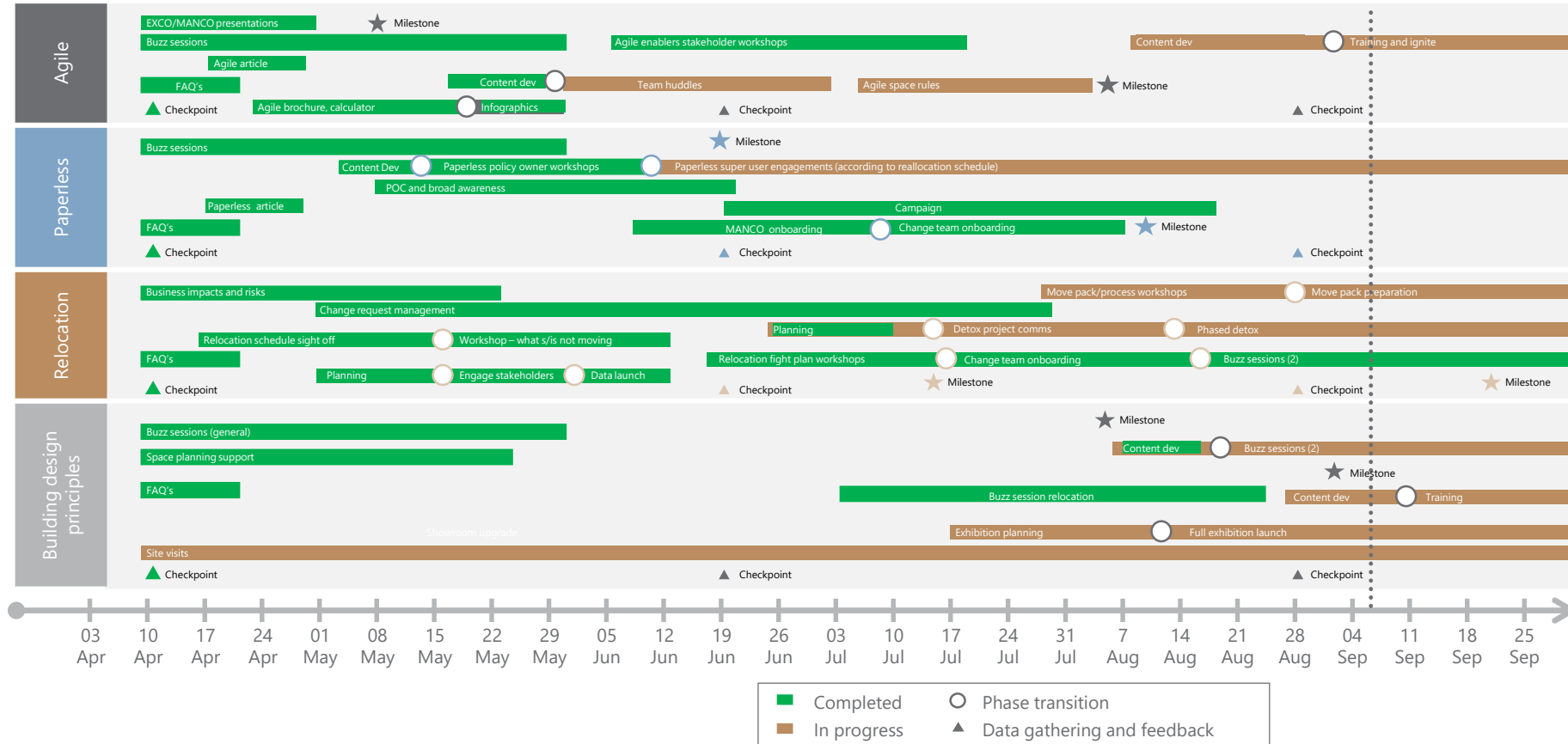
# Stakeholder Governance (face-to-face only)



Stakeholder Group	Introduction	Agile	Paperless	Technology	Relocation
<i>Senior/Top Management</i>	EXCO Presentation x 1	EXCO Presentation x 1 Holdings Presentation x 1	EXCO Presentation x 1 Walkthrough x 1	EXCO Presentation x 1	EXCO Presentation x 1 Holdings Presentation x1
<i>Middle Management</i>	MANCO Presentation x 1 Buzz Session 1	MANCO Presentation x 1 Buzz Session 1	MANCO Presentation x 1 Buzz Session 1	1DP Orientation Buzz Session 1	MANCO Presentation x 1 Buzz Session 2 Relocation Comms
<i>Employees</i>	Buzz Session 1	Buzz Session 1 Agile Workshop	Buzz Session 1 Campaign	Buzz Session 1 1DP Orientation	Buzz Session 2 1DP Orientation Relocation Comms
<i>Change Leads</i>	Presentation x 1	Presentation x 1 Change Meetings (monthly) Agile Workshop	Presentation x 1 Change Meetings (monthly)	Presentation x 1	Presentation x 1 Change Meetings (weekly from 12 weeks)
<i>Move Champions</i>	Presentation x 1	Presentation Change Meetings (monthly) Agile Training Workshop	Presentation x 1 Change Meetings (monthly)	Presentation x 1	Presentation x 1 Change Meetings (weekly from 12 weeks)
<i>HR Community</i>	Presentation to DP EXCO x 1	Presentation to DP EXCO x 1	Presentation to DP EXCO x 1	-	Presentation to DP EXCO and HCM Forum x 2
<i>IT Community</i>	Presentation to Management Team x 1	Presentation to Management Team x 1	-	IT Meetings (bi-monthly)	IT Meetings (weekly)
<i>PA Community</i>	PA Forum (20 representatives) x 1	PACE Community PA Forum presentation x 1	PACE Community PA Forum presentation x 1	PA Forum presentation x 1	PACE Community PA Forum presentation (monthly)
<i>Building Committee</i>	Presentation x 1	Monthly updates	Monthly updates	-	Monthly updates



# Key Initiatives Timelines



# Our Measured Achievements

97%  
Customer  
Satisfaction

31tons  
Paper  
shredded

Increased  
employee  
engagement

Increased  
employee  
health and  
wellness

17%  
reduction in  
printing

Increased  
collaboration

Over R1mil  
donated  
items

Only 1 box  
lost, 30min of  
operations

# The immeasurable...



We learned

We had fun

We ensured balanced decisions

We helped make a vision, a reality