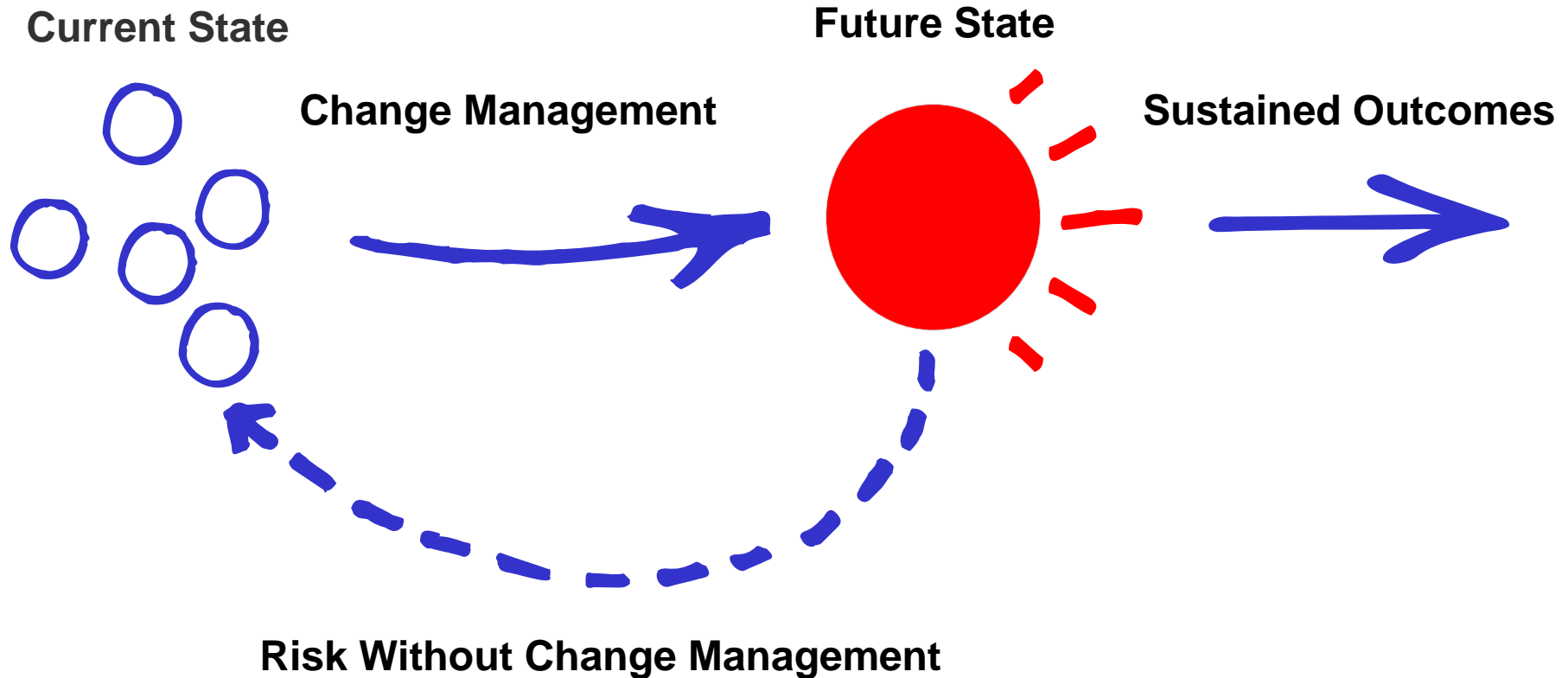# SUITS

Behavioural Change in Local Authorities

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Aims

1. **What is behavioural change ?**

2. **Why is behavioural change important for local authorities in relation to SUITS?**

3. **How do we manage behavioural change?**

Organizational Change

Current State

Future State

Change Management

Sustained Outcomes

Risk Without Change Management

Importance of Organizational Change

Keep Up to Date

An organization (here a LA) may be the need to keep up to date on market trends and technology. Technology is changing at an incredibly rapid pace, and a failure to keep up with it can have devastating effects.

Address Challenges

As an organization continues to operate and the environment it operates in continues to evolve, it may find out that one of the processes it's been relying on no longer works as effectively as it could.

There is more of course: Cost savings; more effectiveness, new business relationships, new regulations etc.

Organisational change in LAs

- Not more difficult than those in the private sector, but different.

- The **unique thing** about the public sector is that change takes place in a fishbowl and the agents of change are neither the biggest nor most aggressive fish in the bowl.

- Change is not simply an exercise in convincing the various stakeholders to get on side; **it is an exercise in negotiation and compromise.**

- Doing what is "right" in government is a **matter of responding to conflicts and negotiating with various interests** much more than it is for a corporate executive trying to implement a strategy.

Reference: Cunningham & Kempling, 2009

The SUITS Objective

"to increase the capacity of local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight"

We want to achieve it

Step by step!

Change management proactively plans for and addresses both

- the technical and   **WP 5**

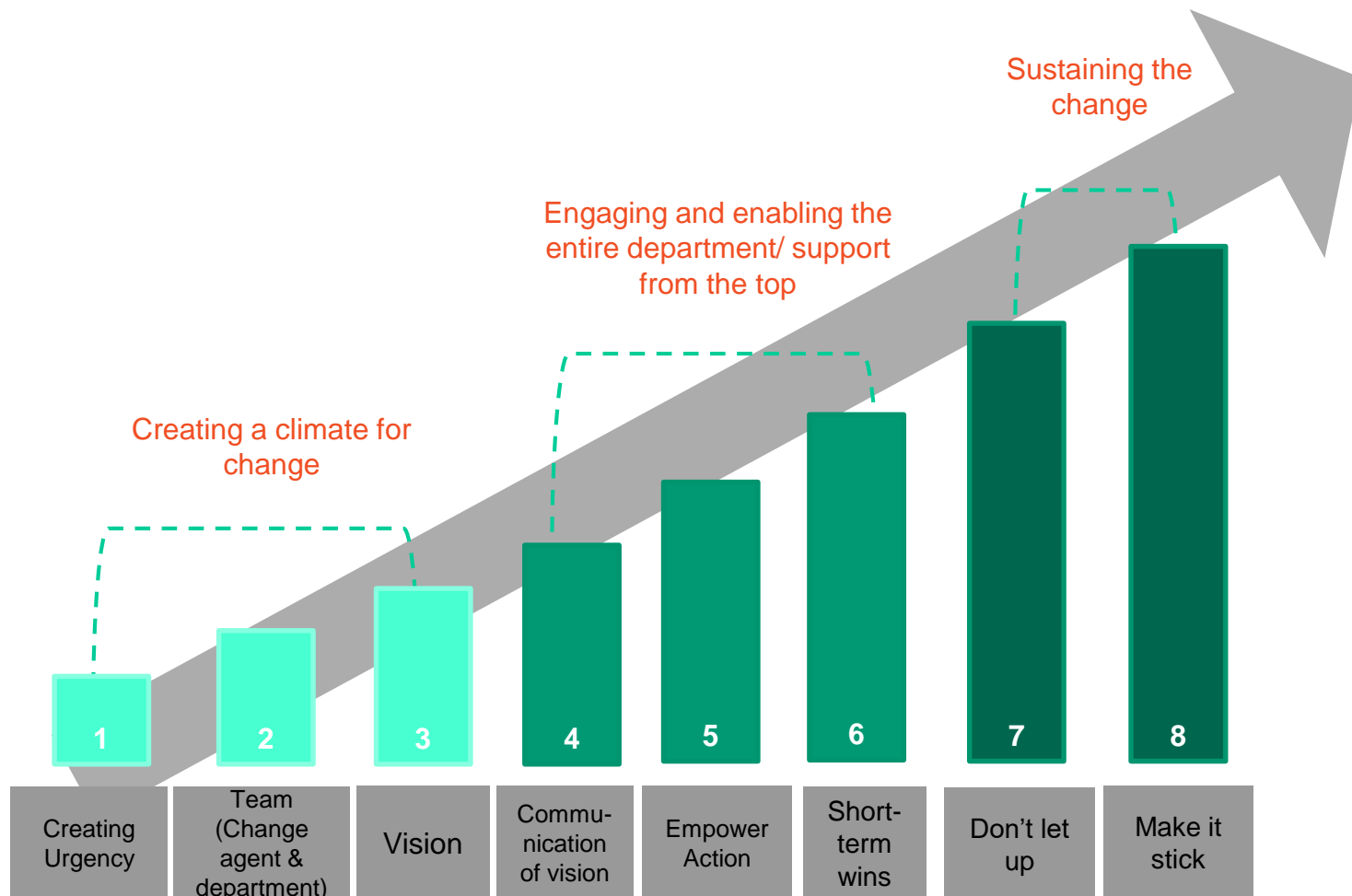- people side of change.

Behavioural change – WP 6

Learning tools

Two Barriers exist when people are involved:

- we do not know (e.g. skills have to be approved)

- we do not want (we have to convince and communicate)

WP 6

Implementation of Behavioural change

Sustaining the change

Engaging and enabling the entire department/ support from the top

Creating a climate for change

1	2	3	4	5	6	7	8
Creating Urgency	Team (Change agent & department)	Vision	Commu-nication of vision	Empower Action	Short-term wins	Don't let up	Make it stick

Reference Kotter 1990

(1) Set the Stage and Create a Sense of Urgency

- Get people's attention! In the **mobility department** first.

- Sell the need for change … sell the pain and the consequences of not changing – what does it mean for the cities if no change happends

- Immerse colleagues in information about the change

- **Discuss ways** to solve the problems local authorities identify with the change

  - Empower people to solve the "problem" – need for **change agents**!

Create a general culture "pro" change

(2) Pull together the guiding team

- **Choose key players**, change agents and their department colleagues
- Credibility and integrity of change agents
- Choose proven change agent who can drive the change process
  - Strong position power, broad expertise, and high credibility
  - Support of the top e.g. major (as time and work has to be allocated)
- Change agent needs both management and leadership skills
  - Management skills control the process
  - Leadership skills drive the change

Who should be involved in the steering and working groups? How often should they meet? Have we given them key people who have position, resources and time to assist the project? Why? Why not?

Change agent (with team) is responsible for:

■ Establishing the definition of a "vision" aligned with expectations, core values, and shared beliefs

■ Informing the department and wider colleagues of this vision

■ Leading the process of:

  ■ Translating values into expected behaviors

  ■ **Establishing trust** and accountability

Vision: A city of short cuts, in which we love to move around.

(Note: not particular SUITS but ‚Mobility And Traffic for a liveable city')

Build on WP 2

(4) Communicate the vision and get understanding

- Provide supportive actions for fear, anger, and resistance
- Encourage discussion, dissent, disagreement, debate … keep people talking
- Tell people what you know—and what you don't know
- Acknowledge people's pain, perceived losses, and anger

- Value resisters
  - Their tough questions can strengthen and improve the change
  - They want to be right—no chance! (20%)
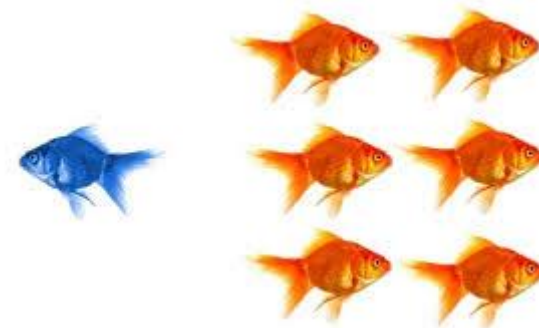
To what extent have we articulated our vision? To what extent is the vision valued by participants in the change? What are the outcomes of the change?

(5) Empower other to act

- Develop a **shared sense** of purpose in the department

- Align structures with vision and goals – does our structure in the department works for achieving SUITS goal?

- Train colleagues so they have the desired skills and attitudes – WP 5

- Align information systems and personnel with the vision and goals

A department cannot be improved from the top only

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(6) Focusing on continuous improvements and produce short-term wins

- **Provide further impetus for change**
- **Provide positive feedback**
  - Further builds morale and motivation
- **Lessons learned help in planning next goal**
- **Provide leadership with evidence of success**
- **Build momentum**
  - Helps draw in neutral or reluctant supporters
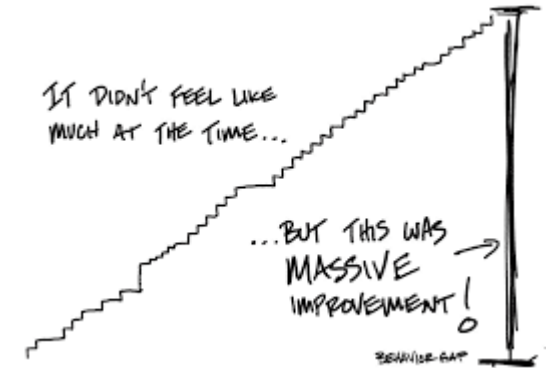
Is there a process of problem solving and continuous improvement? Are problems, benchmarks and best practices discussed and acted upon? Why? Why not?

(7) Don't let up and (8) make it stick

- Acknowledge hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- **Develop long-term goals and plans (Vision)**
- Provide tools and training to reinforce new behaviors
- Reinforce and reward the new behaviors

Sustained Outcomes

Development and implementation of sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight.

Errors to behavioural change

- Allowance for complacency
- Failure to create a sufficiently powerful Guiding Coalition and Change Team
- Not truly integrating the vision
- Allowance for obstacles
- Not celebrating "short-term wins"
- Declaring victory too soon
- Neglecting to anchor changes in the culture

Thank you!

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http://www.suits-project.eu/

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