

## CASE STUDY B: FACILITIES MANAGEMENT WORKPLACE TRANSFORMATION ( 1,500+ EMPLOYEE IMPACT )

### The Challenge

A government department faced a critical transformation challenge: modernizing regional operations across the state while introducing hybrid ways of working and activity-based work environments. This affected 1,500+ employees across multiple divisions, involved site management and resourcing decisions, minor works and upgrade of facilities projects and cultural resistance to abandoning traditional workspace models, with potential displacement during maintenance works. The depot strategy needed more than a facilities project; it required change leadership to navigate the human complexities of workplace transformation.

### Julia's Change Leadership Approach

#### Phase 1: Strategic Alignment & Executive Engagement

- Secured Executive Director endorsement by presenting a compelling business case that balanced operational efficiency with employee experience.
- Developed comprehensive workplace change strategy addressing: location optimization, site consolidation, hybrid working models, activity-based working adoption, and facilities management transformation
- Conducted detailed stakeholder analysis across all impacted divisions and levels
- Built coalition of senior leaders committed to modeling new ways of working

#### Phase 2: Impact Assessment & Change Capability Building

- Identify project team, and key resources (operational leaders, change lead and analyst) to scale delivery
- Led end-to-end impact assessments across all regional depot locations considering operational requirements, and strategic priorities.
- Created comprehensive communication and engagement plan with tailored messaging for diverse stakeholder groups

#### Phase 3: Deployment & Adoption Support

- Guided delivery of consistent, people-focused change experience across multiple depot transformations, including minor works, construction and mangling of ways of working change impacts
- Implemented self-managed workspace booking system with user adoption programs
- Coached operational leaders through resistance and supported them to lead change with authenticity
- Facilitated workshops helping teams transition to hybrid and activity-based working models
- Managed changes while maintaining operational continuity and service delivery

#### Phase 4: Sustainability & Continuous Improvement

- Established feedback loops and continuous improvement mechanisms
- Measured adoption rates and operational performance against baseline
- Coached leaders to sustain new ways of working through policy, behavior modeling, and accountability
- Documented lessons learned and scaled best practices across remaining depot transformations

### Measurable Outcomes

- 85%+ adoption rate of hybrid and activity-based working within 6 months
- Zero operational disruption during construction and minor works program
- Significant cultural shift from resistance to embrace of modern work practices
- 20% productivity improvement in hybrid-enabled teams due to improved work-life integration

### What Made the Difference

Julia recognized that this transformation would fail if treated solely as a facilities project. She positioned it as a strategic change program requiring executive sponsorship, detailed impact analysis, and human-centered deployment. Her change leadership approach; Secured Executive Buy-In Early; Balanced Strategic Vision with Operational Reality; Measured What Mattered:

This case study demonstrates Julia's ability to lead enterprise-scale workplace transformation affecting 1,500+ employees across multiple locations, delivering not just infrastructure change, but cultural adoption and sustained behavioral shift. It's change leadership at scale: strategic, human-centered, and results-driven.