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## CASE STUDY: IMPLEMENTO

### PLANNING FOR A SUCCESSFUL TRANSITION

A major mining company in South Africa was upgrading its head office requiring that departments move into temporary accommodation and then move back after refurbishment. The move out of the office did not go well. Land grabs, furniture appropriation and storage space claims left a department divided, uncooperative and vengeful for several months. Retribution and revenge were planned for the move back to the refurbished offices.

This is classic territorial change stuff, easily laughed off but actually taken very seriously. The second move went much better. It became an opportunity for team leaders to look after their teams, for fairness and respect to be re-established as the norm and for a workplace to be created that represented professionalism and efficiency.

How did this come about? We used the Implemento framework to engage staff who felt strongly about what had happened in the first move and used that negative energy to move things forward. When asked what could go

wrong with the second office move they quickly came up with all that had gone wrong before and a few new twists as well. When we asked them how they would recover if it was headed that way, we discovered a range of actions necessary to get things right in the first place.

The move was a huge success. Staff had been involved and their legitimate complaints listened to and acted on. Managers moved in first to prepare the space for their staff and to ensure that everyone played by the rules. Telephones were tested, personalised cards put on desks, and the managers were there to personally welcome staff into their new workplace and immediately resolve any issues arising. IT staff were on hand to fix problems rather than issue helpdesk tickets. Maintenance staff were there to help with any last minute glitches.

It set the tone for the occupancy of the new office and also demonstrated a more thoughtful way of dealing with potentially disruptive changes in the future.