

Central Florida Expressway:

1. Precipitating event
2. Notice the sheer volume of change:
 - A new organization
 - Expanded service area
 - Board composition
 - Internal and external engagement/acceptance
3. Notice the resilience of CFX

Resilience

Resilience is a system's ability to accommodate to variable and unexpected conditions without catastrophic failure. Resilience is the capacity to absorb shocks gracefully

- *Resilience acknowledges uncertainty*
- *Diversity, redundancy, efficiency, autonomy, and strength in critical components allow a system to continue to function if the link is broken.*
- *Anticipating and planning are key*

Texas DOT Toll Operations: Strategic Plan

1. Precipitating event
2. Ensuring alignment of team/duties
3. Notice the structured process of instituting plan

Process of Creating Strategic Change

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy (engage others)
4. Communicate the vision early and often
5. Empower broad based action (SOPs)
6. Generate short term wins (Measure performance)
7. Consolidate gains and produce more change
8. Anchor in the culture

-John Kotter

Florida's Turnpike- Express Lane Planning

1. Precipitating event – What was the pain?
2. Alignment of planning team
3. External engagement/communications

Communicating Change: Engagement

1. What are the guiding principles behind the change?
2. What are the lessons learned?
3. What are the trade-offs?
4. Who has given input? Who did you consult?
5. Who are the stakeholders?
6. What channels of communication will you use?
7. Who should carry the message?
8. How will you gauge if the message was heard/understood/internalized?

-Develop a communications plan

What are the Key Ideas?

- Organizations and individuals are resilient
- Consider the process of instituting change
- Communications/ involvement build engagement
- To understand team engagement, understand “*What do people want from work?*”

What do people want from work?

- Meaningful work
- To be trusted
- Desire to contribute
- To participate in the changes that affect them
- Clear expectations
- Fair compensation