CONNECTED SAFETY TECHNOLOGY ADOPTION

blacklinesafety

FIVE ESSENTIAL STEPS TO EMPOWER WORKERS AND DRIVE SUCCESSFUL CHANGE MANAGEMENT

It's no secret that improving safety programs and other aspects of operational performance involves changing how things are done in the workplace. And many organizations are increasingly turning to technology and digital tools through the IIoT (Industrial Internet of Things) to drive that change.

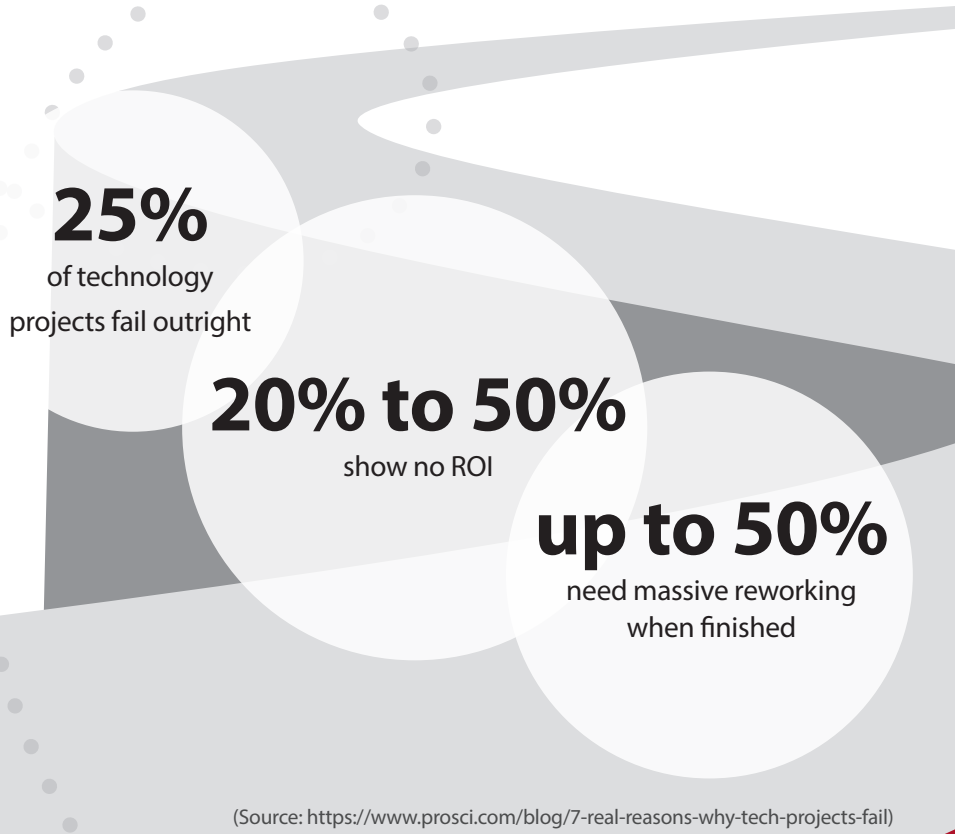
What's less known is that, increasingly, health, safety and environment (HSE) managers must now focus on change management as a core component of their work in order to set their IIoT programs up for success.

Since new technology often involves asking individuals to do their jobs differently, or requires them to learn new skills, employees are greatly affected by these types of changes. A human-centered change management approach, one that puts the individual and their motivators at the forefront of new technology adoption, is crucial for long-term success.

ROAD MAP TO CHANGE SUCCESS

Cloud-connected IIoT safety devices—like gas detection and lone worker wearables, and area gas monitors—are becoming standard as workplaces transform digitally. They can link employees with live monitoring, enable real-time information sharing, collect vital location data, support more informed decision-making, and facilitate faster emergency responses. Advances in automation including data visualizations, compliance reporting and analytics also mean less time gathering information and more time acting on it to improve.

But they also mean procedures, policies, behaviors and expectations related to safety in the workplace need to change. In this paper, we'll explore the basic tenets of change management, introduce the five essential steps for connected safety rollouts to succeed, and illuminate these concepts with case studies—all grounded in the latest best practices and research.



(Source: https://www.prosci.com/blog/7-real-reasons-why-tech-projects-fail)

TABLE OF CONTENTS

A PRIMER ON CHANGE MANAGEMENT

DEFINITION

Change management is the application of a structured process and tools to enable individuals or groups to transition from a current state to a future state, such that a desired outcome is achieved. It's a process for engaging employees, building support, and managing resistance once a change has been identified.*

Change management as a discipline has emerged, evolved and matured over the past 25 years in part due to the acceleration of new systems, processes and practices from technology adoption in the workplace.

Offering an enabling framework for managing the people side of change; if managed right, the organizational impact can be profound.

CHANGE MANAGEMENT IMPACT ON YOUR ORGANIZATION*

WITHOUT CHANGE MANAGEMENT

Employees feel surprised and besieged by change

Failed project results

Extended project timelines

Additional project costs

Low adoption and usage

WITH CHANGE MANAGEMENT

Employees feel prepared, equipped and supported

6x MORE Likely to meet project objectives

5x MORE Likely to stay on schedule

2x MORE Likely to stay on budget

People-dependent ROI achieved

* Source: https://www.prosci.com/change-management

A PRIMER ON CHANGE MANAGEMENT

CHANGE MODEL: PROSCI'S ADKAR FRAMEWORK

One of the mostly widely used and recognized models for change management is the ADKAR model developed by PROSCI, a leading, global change management consulting firm.

ADKAR stands for:

A – **Awareness** of the need to change and why the change is happening

D – **Desire** to want to participate in and support the change

K – **Knowledge** of how to operate the change in the future state

A – **Ability** to operate the change and apply the knowledge

R – **Reinforcement** to maintain the change

The following table illustrates change objectives and their alignment with the ADKAR model in the context of introducing connected IIoT safety devices in the workplace.

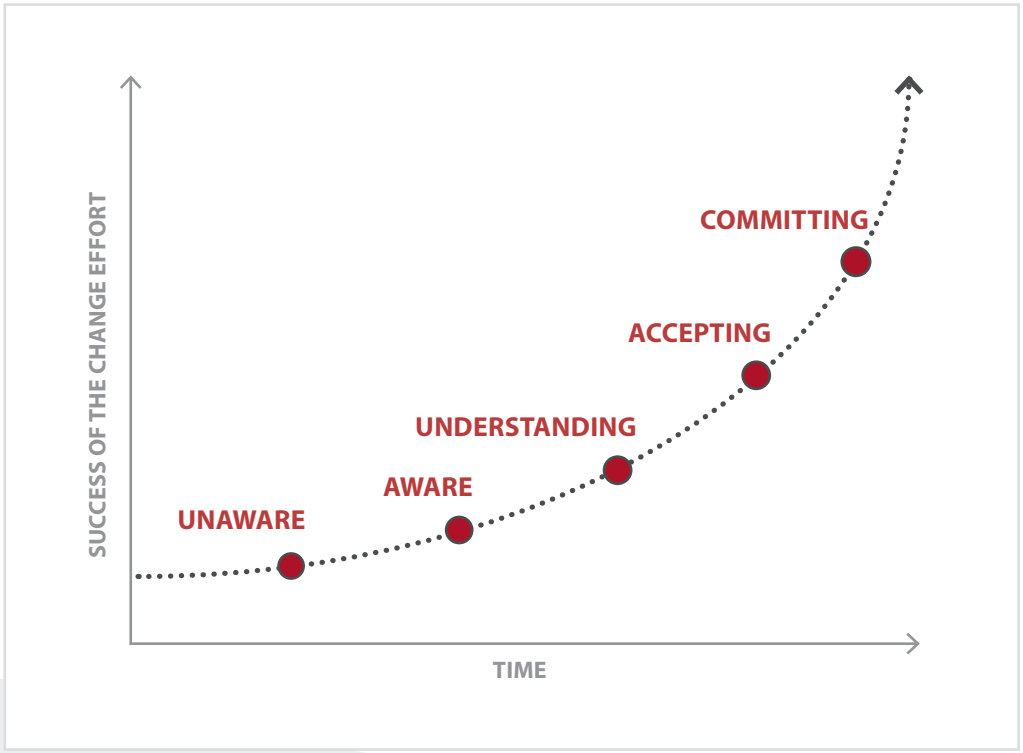
CHANGE OBJECTIVE	ADKAR ALIGNMENT
Leaders and employees understand that connected safety devices lead to faster incident response, greater compliance and deliver automated analytics to help improve and get ahead of incidents.	**Awareness**
Employees want to participate in and support the change by signing up for training or volunteering to trial the technology.	**Desire**
Employees know how the devices and associated analytics will impact their daily work and what they will have to stop, start or continue to do, for example, bump and calibrating their devices on a daily basis.	**Knowledge**
Employees have received the training related to the technology and are confident they can perform successfully in the future state.	**Ability**
Employees know where they can get more information, provide feedback or have questions answered.	**Reinforcement**

A PRIMER ON CHANGE MANAGEMENT

CHANGE GOAL: NAVIGATING THE COMMITMENT CURVE

For changes to be successful, organizations must prepare, equip and support individuals moving through changes so that they successfully adopt the new technology. Without adoption, changes will not be successful and will not deliver the desired outcomes.

The goal is to move individuals up the commitment curve—from unaware to aware to understanding to accepting to committing.



A REAL CONNECTION FOR CANADA'S ENERGY INDUSTRY

The Connected Worker Program by one of Canada's largest energy producers uses technology to improve frontline worker safety, productivity and efficiency by providing access to real-time information.

As part of the program, the company implemented a phased rollout of Blackline Safety's G7 gas monitors, which included device setup, training and field usage support.

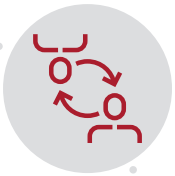
Said a company representative "This technology maintains our top-tier safety culture by protecting our workers from hazardous atmospheres and using geolocation to locate and quickly respond to emergency situations."

The hands-on rollout, training and field trials proved invaluable in helping workers understand the value of the connected work technology and securing buy-in.

FIVE ESSENTIAL STEPS FOR SUCCESSFUL CHANGE MANAGEMENT

STEP 1: ALIGN ON CHANGE APPROACH

It is critical that the overall change approach is not only agreed to but communicated to those involved to ensure standardization across the organization, especially for those operating in multiple countries and languages. This will not only support alignment, but also help to build capacity and understanding of the frame of reference for the change.



✓ UNDERSTAND THE RATIONALE FOR THE CHANGE

- Identify both internal and external change drivers—is it commitment-driven related to organizational goals and processes or driven by compliance requirements (e.g., new legislation, new safety protocols, policies)?

✓ DEFINE THE CHANGE

- Clarify what the desired future/new state looks like—for example, 100% of employees willingly wear connected safety devices when working in 'at risk' situations
- Build executive alignment around this future/new state and its impacts

✓ IDENTIFY STAKEHOLDERS

- Understand needs and interests
- Identify key influencers
- Evaluate and assess potential impacts
- Determine roadblocks and challenges
- Uncover points of resistance—for example, privacy concerns and data use are high when it comes to new technology
- Identify potential mitigations (i.e. pilot new technology before full roll-out, soft launch, involve stakeholders in more meaningful ways during implementation, etc.)

DEVELOP CHANGE POSITIONING/COMMUNICATION

- Outline benefits and value
- Identify drawbacks
- Set parameters for use—for example how the technology and data will be used and managed
- Decide on timing—when to introduce, go-live—consider what else is happening for the organization that may align / compete with or support this initiative
- Answer the five Ws (who, what, where, when, why) along with the high-level how

CREATE CHANGE STRATEGY

- Define what a successful go-live looks like—for example, on the people side, this could include new behaviors, new processes or policies, level of adoption/utilization
- Frame the strategy within the five levers for managing change
  - Communications
  - Coaching
  - Resistance management
  - Training
  - Sponsorship/leadership alignment
- Develop and action the detailed implementation strategies

DEFINE TRANSITION TO BUSINESS

- Assign owners for ongoing sustainment
- Define support at go-live and post go-live during transition and afterwards
- Ensure business owners take accountability for monitoring and continuous improvement as this will set the foundation for the next technology change

FIVE ESSENTIAL STEPS FOR SUCCESSFUL CHANGE MANAGEMENT

STEP 2: VOCAL AND VISIBLE LEADERSHIP

Executives and frontline managers must be vocal and visible in identifying, managing and socializing how the changes caused by new safety technology affect their organization's stakeholders and business systems and why it's important. Information on how the new technology will work, what it will replace, and what new roles or opportunities may arise is also needed.

They must be front and center supporting people in the organization through their transitions from the current state to the future state, conveying a sense of urgency, and understanding what is needed to influence each person to embrace and adopt the change. In this way, organizations can significantly increase the chances of project success and their project investments paying off.

Leadership Best Practices:

- **Communicate the need for change** – why the new connected safety technology is being introduced and how it will improve safety outcomes to build support and understanding among employees.
- **Frequent and open communication** – ongoing clear articulation and reinforcement of the rationale for change; keep employees updated regularly during the change process and continue to show progress.
- **Surface resistance** – operate from the premise that people resist for good reasons and bring concerns to the forefront and address them to build trust and credibility in the change process and ensure employees feel listened to. Understand impact from both an individual and business unit perspective.
- **Engage frontline managers** – a key audience and seek ongoing opportunities to involve them and feel valued and included.
- **Provide training and support** – ensure employees receive sufficient training on how to use the new technology and provide ongoing support as they adjust to new work processes. This can help mitigate concerns or resistance to change.
- **Monitor performance** – regularly evaluate your roll-out's effectiveness. This can help identify any areas for improvement and ensure that the technology is meeting safety objectives.
- **Celebrate successes** – recognize the contributions of employees in making the change a success. This can help maintain momentum and encourage further innovation and change.

FIVE ESSENTIAL STEPS FOR SUCCESSFUL CHANGE MANAGEMENT

STEP 3: BUILD YOUR CHANGE NETWORK

A Change Network (also known as change agents, change advocates, ambassadors, champions, or catalysts) is a selected group of individuals representing various parts of an organization that will be affected by a change. Typically, these are people are passionate about making a difference and they take on additional responsibility to ensure your new technology adoption succeeds.

These generous volunteers can cheerlead, rally and inspire their coworkers to get excited about the change. It's vital to involve them in the change process from the beginning, including the selection, planning and implementation stages. This can help them feel more invested in the change and provide valuable feedback on how to make the technology work best for their teams.

Change champions play a vital role:

- Represent their teams' needs and interests and act as a conduit (between project team and stakeholder groups) to solicit feedback and communicate changes.
- Expand reach of the project team and leaders and enable employees to successfully receive and sustain the changes introduced through the new ways of working.
- Help mobilize across all your locations to help you implement (or grow!) your program.
- Increase participation and enhance program impact as people are more likely to get on board when recruited by peers with a message that resonates.
- Organize and lead training and campaigns at their specific locations—no one knows the local culture better than they do.

KNOW WHO TO APPROACH

Ideally, when building a change network, you'll want a diverse group to ensure all your people, departments and locations are represented. After all, what works well in head office may not resonate with employees at global locations, manufacturing plants, call centers or retail outlets. Your change network composition should also reflect the cultural nuances of specific locations, which can differ by region and by country. Consider asking your Employee Resource Groups (ERGs) leads to help you recruit change agents, since they will represent a broad range of coworkers with diverse passions and interests.

Engaging union representatives is also critical to help them understand how the technology is being monitored, how the data will be used and who has access.

FIVE ESSENTIAL STEPS FOR SUCCESSFUL CHANGE MANAGEMENT

STEP 4: INVEST IN IMPLEMENTATION

With any technology, a user's initial impression and experience are key indicators for how much—or how little—they'll use it. First impressions matter.

That means implementation is arguably the most critical phase of your change management strategy for IIoT success and it's important to invest in that success up front.

The following is an example of Blackline Safety's implementation process, which incorporates change management best practices.

BLACKLINE SAFETY'S ONBOARDING & IMPLEMENTATION PROCESS

1 | INTRODUCTION

Your Client Implementation Coordinator (CIC) will work collaboratively with you and your team to gain a complete understanding of your organization, goals and your criteria for success.

2 | ACCOUNT DESIGN

Your CIC will work with you to set up and configure your Blackline Live account to meet your business needs and align to your organizational procedures, protocols and practices.

3 | TRAINING & TESTING

Your CIC will work with you and your team to establish requirements for training. After training is completed, devices and portal configurations can be tested in a non-live operation setting.

4 | FEEDBACK & ANALYTICS

Your CIC will address any feedback you may have and make any necessary changes. They will review the data insights collected in Blackline Analytics to help you maximize the value you get from your solution.

5 | GO-LIVE

Your CIC will work with you to ensure your business is ready to Go-Live. On your Go-Live date, your system functionality will transition to live operations with alerts managed according to your Emergency Response Protocol.

6 | AFTER GO-LIVE

Customer Care will be available 24/7 for technical support and the Client Success team will provide ongoing account management to ensure you get the most out of your products and services.

FIRST IMPRESSIONS MATTER

CLIENT IMPLEMENTATION COORDINATOR SETS TECHNOLOGY UP ON RIGHT PATH

Jasmine Bonds
Client Implementation Coordinator, Blackline Safety

What does a Client Implementation Coordinator do?

As a Client Implementation Coordinator, my goal is to ensure the seamless roll-out and successful adoption of Blackline Safety connected safety solutions. I provide end-to-end support to guide customers through their onboarding journey and ensure our Blackline Live software portal and devices are set up to meet organizational business needs. It's a comprehensive and tailored approach to help customers maximize their investment in our products and services and derive long-term value.

What do you think is the most important factor for a successful deployment?

Implementation is often simply comprised of a communications plan, where executive leaders or project managers communicate to the organization that there's change coming (typically on short notice). But it needs to be so much more than communicating what is changing. If people don't understand why the change is required, this can cause problems incorporating the new technology into practice in a workplace. So, it's making sure employees understand the why and then involving them through the change process.

What are the biggest obstacles to overcome with employees?

Introducing wearable connected technology in the workplace can provide numerous benefits such as improved worker safety, real-time visibility of workers, predictive/proactive safety, streamlined safety processes, and worksite efficiency. However, as with any technology, there are concerns about data security, privacy and access—these are biggest concerns. The good news is these concerns can be mitigated by:

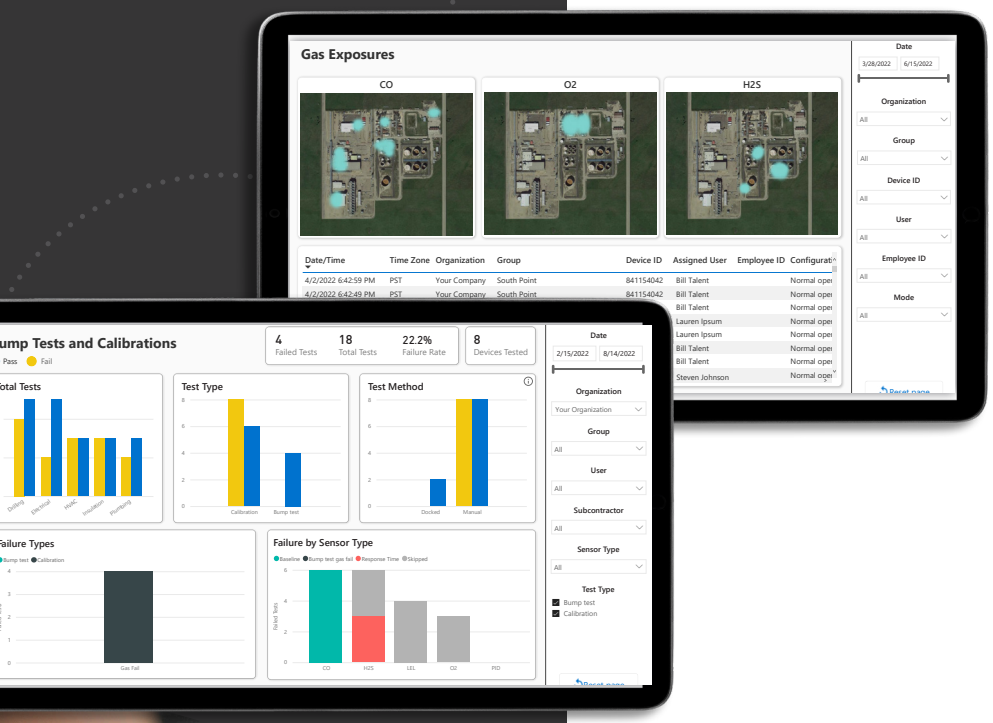
- Creating an Acceptable Use Policy, or an agreement with a union, that limits use of the data for safety purposes only, with legal consequences, including dismissal, if managers access info for any other use.
- Planning for how to store and use the large amounts of data collected. The plan should be developed in collaboration with the company's legal, human resources and information technology departments.
- Implementing controls that allow safety professional to monitor employee safety anonymously via a pool of shared devices.
- Limiting access to only necessary personnel managed through strict user access controls.
- Proactive education and communication to help employees feel secure that the ultimate objective of the data is to keep them safe.

PRO TIP: PRIORITIZE TRAINING!

Aim for a mix of options to meet diverse business needs:

- Self-serve training including how-to videos, webinars, guides and online support material
- Virtual instructor-led training
- Train-the-trainer, which allows businesses to train personnel at their convenience
- On-site training of all personnel at a location of your choice
- Utilize your change network to assist with training (informal and formal)

FIVE ESSENTIAL STEPS FOR SUCCESSFUL CHANGE MANAGEMENT



STEP 5: CLOSE THE GAPS WITH DATA

You've put in the work, you've gone live, and now the final step is to measure adoption and determine how effective your change approach and strategy have been in introducing your new safety technology.

Helpful in determining adoption is the data that flows directly from the use of the technology itself. Most IIoT devices have automated analytic and reporting features that can provide vital data on usage, compliance and trends.

Connected wearable gas detectors, for example, will tell whether they are being regularly bumped and calibrated, whether devices and cartridges are being maintained on a regular basis and whether they have the most up-to-date firmware. And this information can be further broken down by location, team or date range.

Over time, the data analytics from these devices can help identify safety trends and put proactive safeguards in place to better protect your people.

You also might want to consider post-training evaluations, employee engagement and change network surveys, and post-implementation one-one-one or group conversations as additional ways to gather feedback on change adoption and acceptance, the adequacy of support and what is needed as transition to the business occurs.

CASE STUDY: NiSAFE @ NiSOURCE

REDEFINING SAFE AND RELIABLE SERVICE FOR THE UTILITY INDUSTRY

NiSource Inc. is one of the largest fully regulated utility companies in the United States, serving nearly four million customers across six states and employing an estimated 7,500 people, 3,000 of whom are front line workers.

These workers are primarily field-based performing activities like responding to gas leaks, fixing or installing meters, and replacing pipeline. These actions carry a degree of risk including irate customers, unsafe city locations, falls and other accidents, exposure to high voltage and dangerous gases. Often, they work alone and in areas where cellular coverage is unreliable.

That's why NiSource invested heavily in it's NiSAFE (Security/Awareness/Foresight/Empowerment) program. The program entailed the purchase and deployment of close to 3,000 connected G7 lone worker and gas detection wearables from Blackline Safety, paired with 24/7 live monitoring thought Blackline's Safety Operations Centre, as an additional safeguard to keep their frontline workers safe.

During the NiSAFE implementation process, NiSource identified these best practices that set the change up for success:

- Leveraged "Super Users" who trialed the technology, collected input, and helped with change management.
- Began discussions early with leaders, who would ultimately be the ones pitching the new technology to employees.
- Ensured sustained reiteration of the benefits of the connected wearables to employees and ensured messaging came direct from leaders.
- Gathered, listened and responded to feedback in a timely manner.
- Engaged with Blackline Safety on configuration and sensitivity settings to ensure employee concerns around data privacy, access and security were addressed.

We envision a future in the utility industry where emerging technology that reduces exposure to risk becomes mainstream, bringing a new definition to delivering safe and reliable service to our customers.

READY TO LEARN MORE?

Contact us to discover how we can introduce connected safety technology into your workplace.

NORTH AMERICA TOLL-FREE 1.877.486.8889 | sales@blacklinesafety.com

EUROPE/UNITED KINGDOM PHONE 44.1787.222684 | eusales@blacklinesafety.com

INTERNATIONAL PHONE 1.403.451.0327 | sales@blacklinesafety.com

blacklinesafety