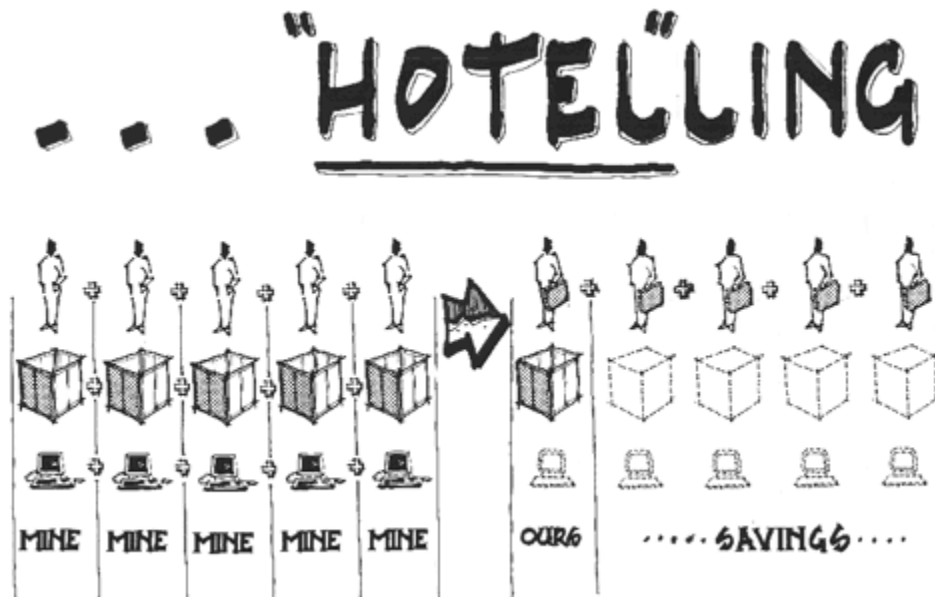# How to Avoid the Seven Deadly Sins of Hoteling Staff

Once the decision has been made to move all or part of your staff to a mobile environment over assigned seating, the following key components are critical to success.

Avalanche!!!

Implementing hoteling is not something you can figure out as you go. A cultural change as significant as this requires a fully integrated plan developed by all disciplines. Once you start the snowball rolling, the path must be cleared or it will bury your opportunity for success. Technology tools must be fully tested and operational, support personnel in place and trained, your Change Management team on board and their communication and implementation plans.

What is good for the Goose is good for the Gander

Key leaders must not only buy in, they must participate. Unfortunately, this group is notoriously the most difficult to integrate. Entitlement is still alive in the upper echelons of the work place. One leader that is a vocal dissenter can scuttle your mission faster than your staff boycotting the strategy.

Involve your Emerging Leaders

Developing an empowered and active Change Management Committee is the linchpin for success. The size of the team should be commiserate with the change effort so that the workload is well distributed and reasonable for each member. Senior Management does not participate, but is informed by an experienced Change Management Leader. This is a perfect tool to test drive your young staff that leadership has pegged as the future of the company.
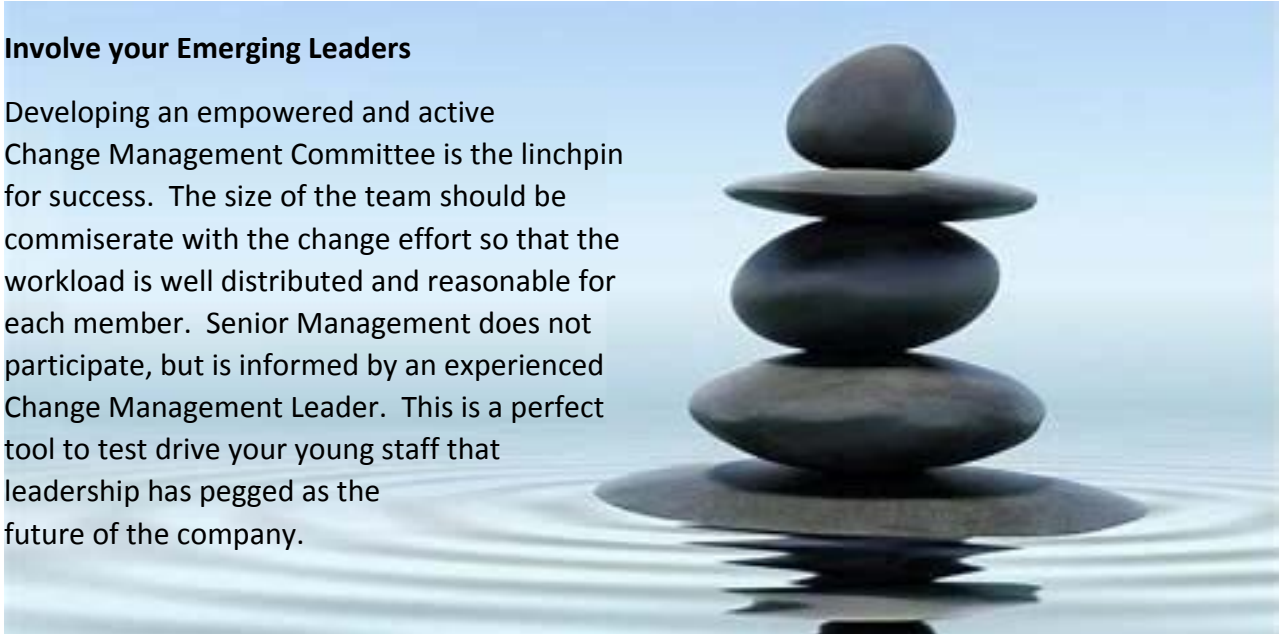
Communicate, Communicate, Communicate

In real estate the mantra is Location, Location, Location. When you are implementing change the need for communication trumps (no pun intended) location in relatable importance. Your Change Management team should develop the communications plan under the direction of an experienced Change Management Leader. Encourage creativity and variety using tools that will speak to the people that will be the most impacted. The delivery tool that you should avoid is email, except for the introduction email from the CEO or key leader of the group or office.

Robust Technology Support

It is no secret that technology is the center of our universe now. Nor is it news that we no longer want to be tethered to network cable to have the world at our fingertips. It is important that you can provide sufficient bandwidth for all of your tools to operate at maximum capacity AND that the technical support team is readily accessible to your staff. Both aspects are equally important to successfully implement a mobile environment.

Variety is the Spice of Life

Make sure your workplace has a variety of space types for people to check into:

- Open Collaboration
- Enclosed Collaboration
- Focus Rooms
- Open Workstations

The space and instructions for use should be easily accessible. It should be clear if the space is reservable or free access.

Big Brother is Watching

Not only do you need to monitor the information that the hoteling system will provide, it is important to have staff that can visually monitor the use of the space. Are staff actually using

the space they reserved? What is the condition of the space at the end of the reservation? Having a published clean desk policy is imperative to enforcement and encouraging staff to use the system properly. The concierge can also be available to assist with check-ins, logistics and be an ambassador for the program.

For more information on this topic you can contact the author, Tracy Voltin at tvoltin@cosourceinc.com