

Managing Change

*Highlights from
Ippolito Fruit & Produce*

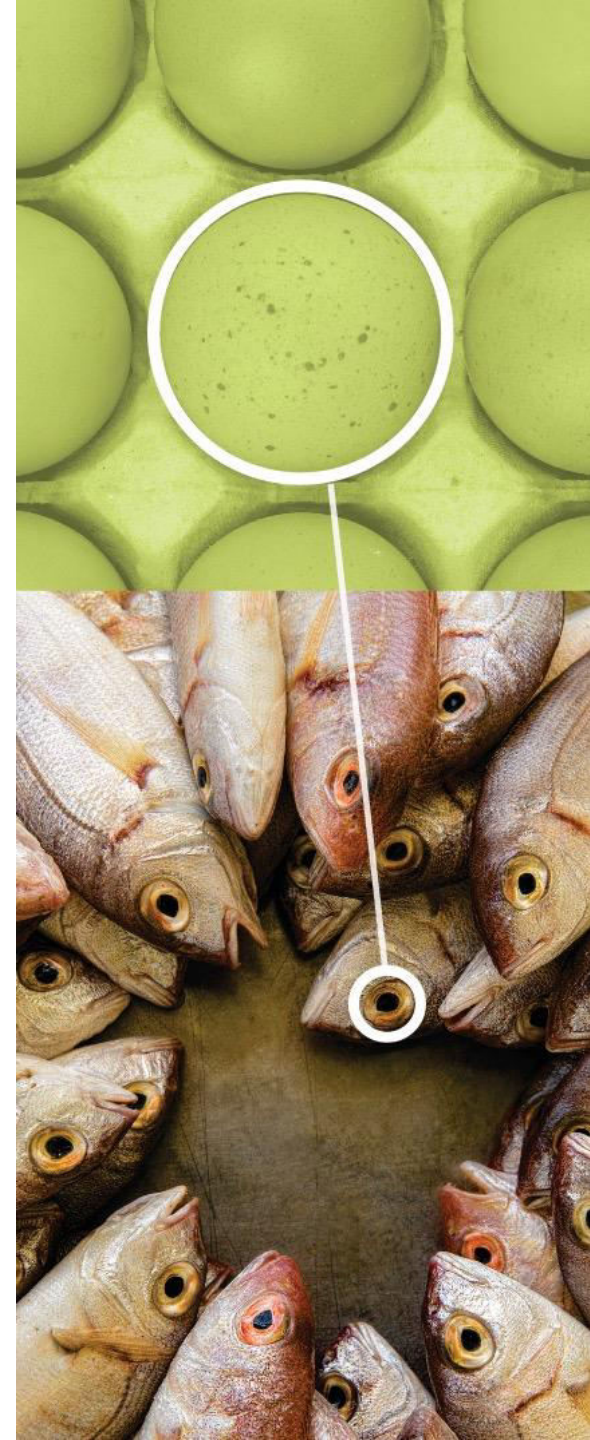
**PROVISION
COALITION**

MAKING FOOD SUSTAINABLY



Overview

- Who is Ippolito Fruit & Produce?
- Ippolito's FLW Journey
 - Influence of change management
- Managing Change as a tool to prevent FLW



Ippolito Fruit & Produce Ltd.



Queen Victoria Products



Conventional

Organic



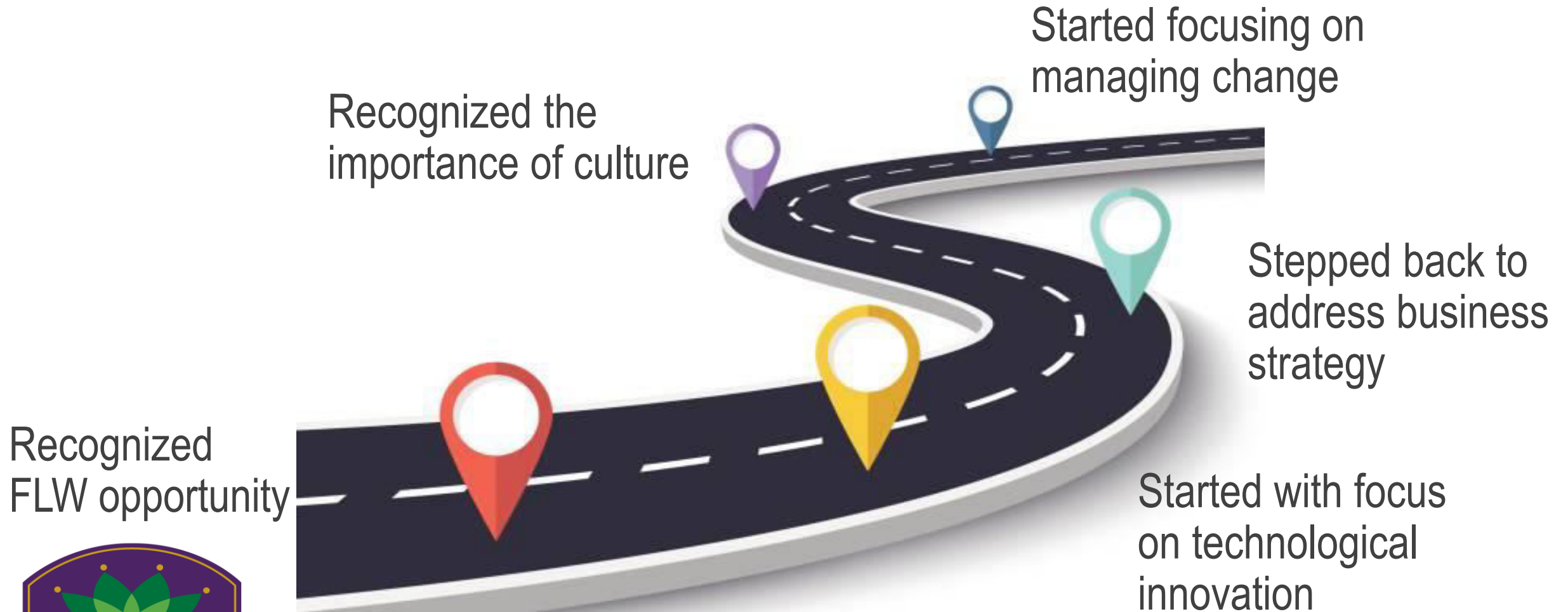
Peel & Re-Seal Packaging

Innovative pull tab opens to product inside and allows consumer to take amount needed and re-seal the film to keep product fresh until next use.

- ❖ Reduction in packaging
- ❖ Extended shelf-life
- ❖ Tamper-evident engineering built into film



Ippolito FLW Journey



FLW Reduction at Ippolito Fruit & Produce Ltd.

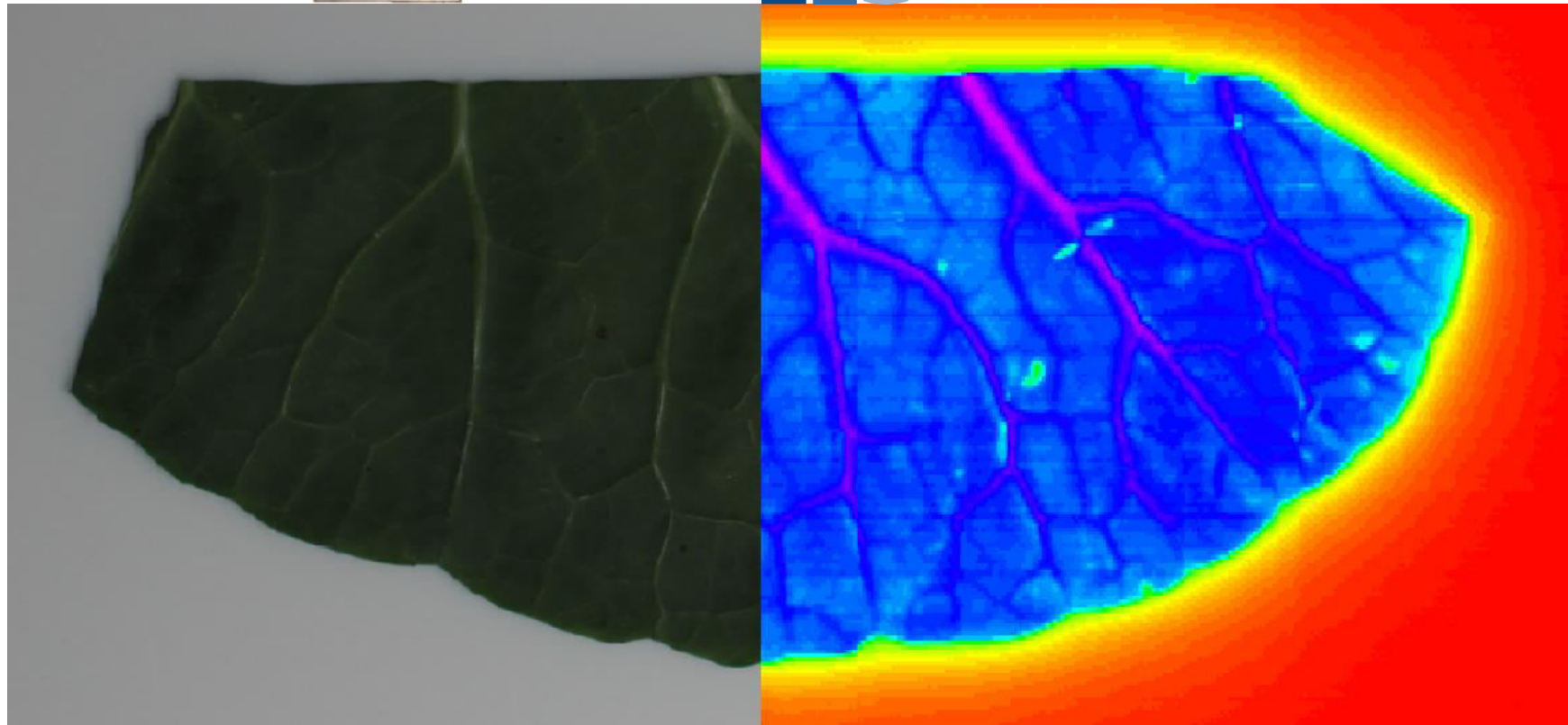
❖ Behaviour change



❖ Technological change



FLW Pilot Project





Doug Alexander
Director of Engineering
Ippolito Fruit and Produce

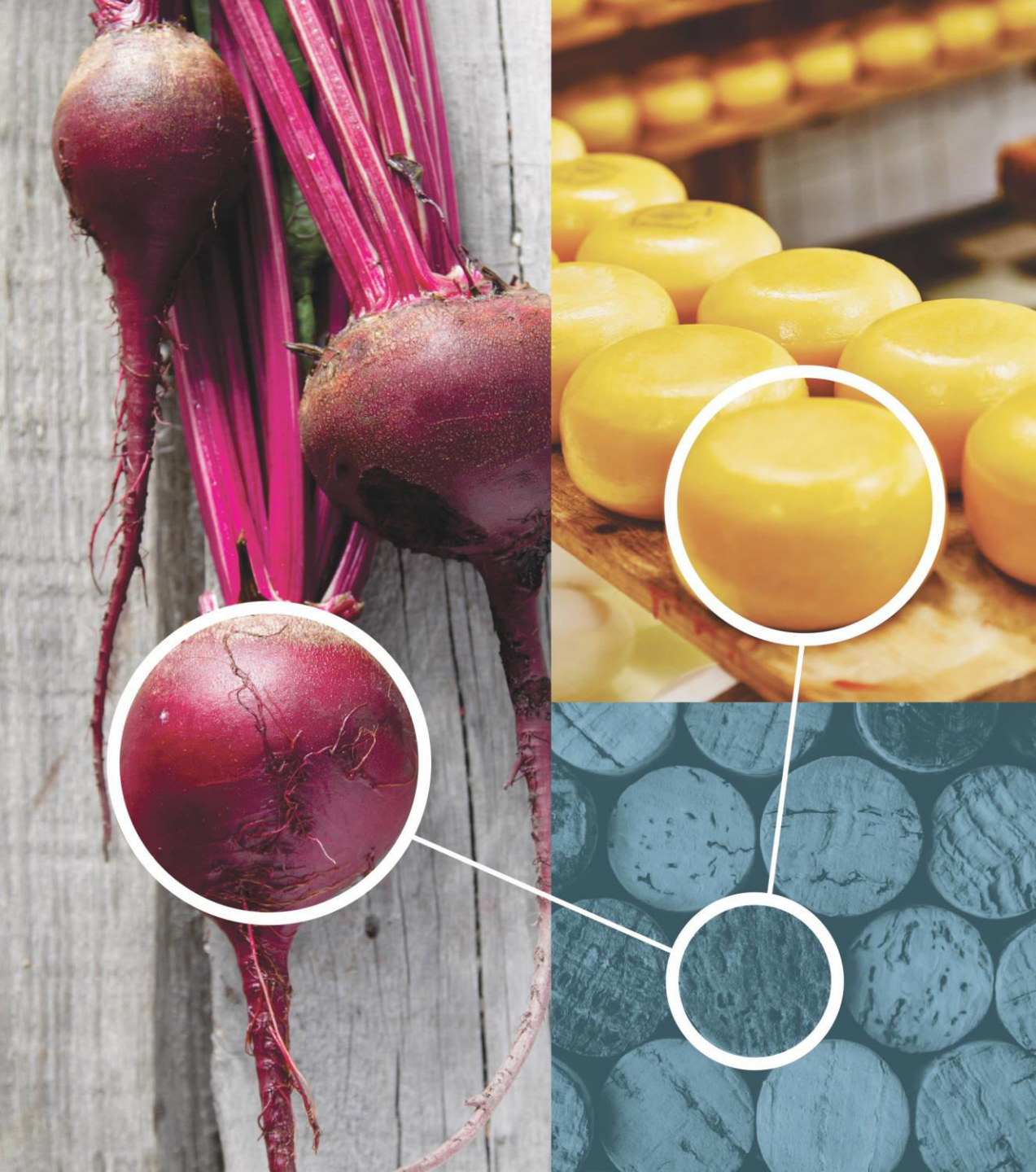


- food waste
- energy/water
- labour
- infrastructure
- transport
- inventory
- disposal costs
- social/env. impacts

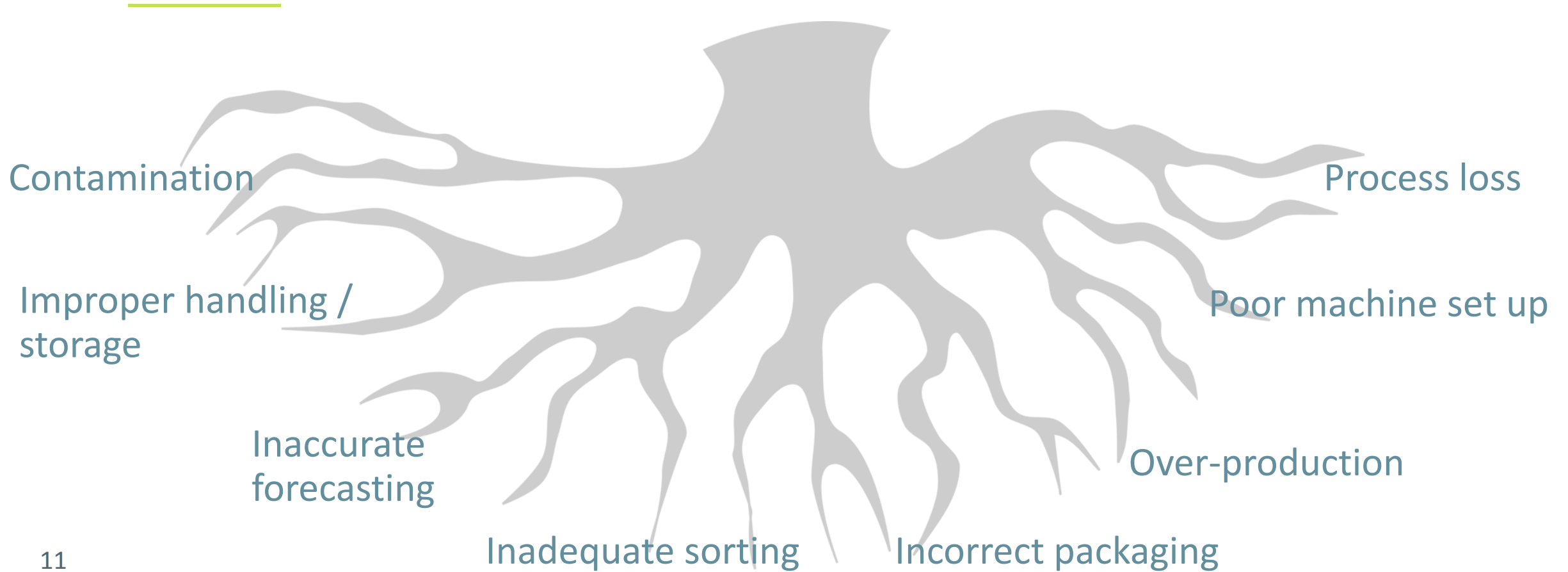


Managing Change

To Prevent Food Loss + Waste



Common Root Causes of FLW



The Change Management Process

A High Level View

Current State

Transition State

Future State

The Change Process

Moving from Current State to Future State



Ultimately requires individuals to move from their own current to their own future

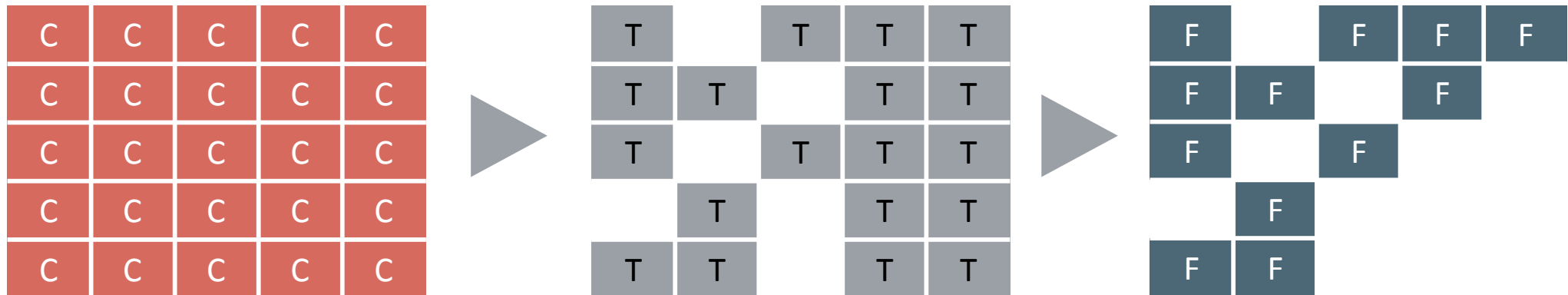


The Change Process

Moving from Current State to Future State



Ultimately requires individuals to move from their own current to their own future



Building Blocks of Change

ADKAR

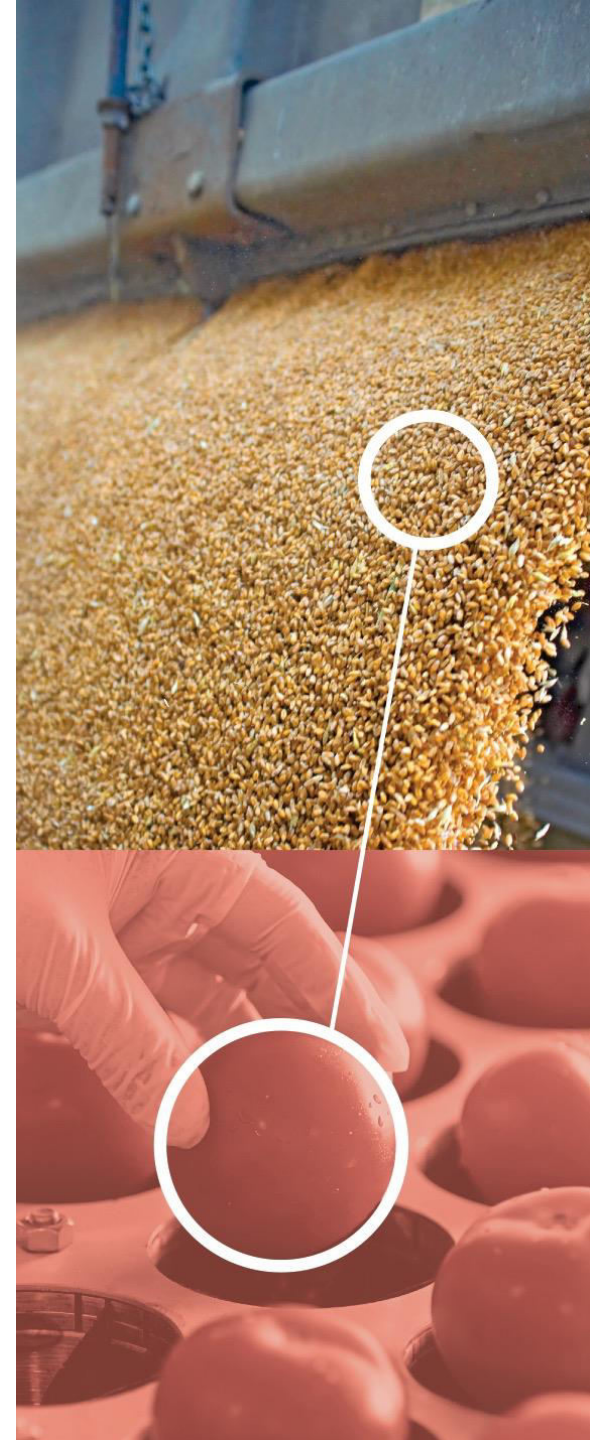
- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement



Building Blocks of Change

Awareness

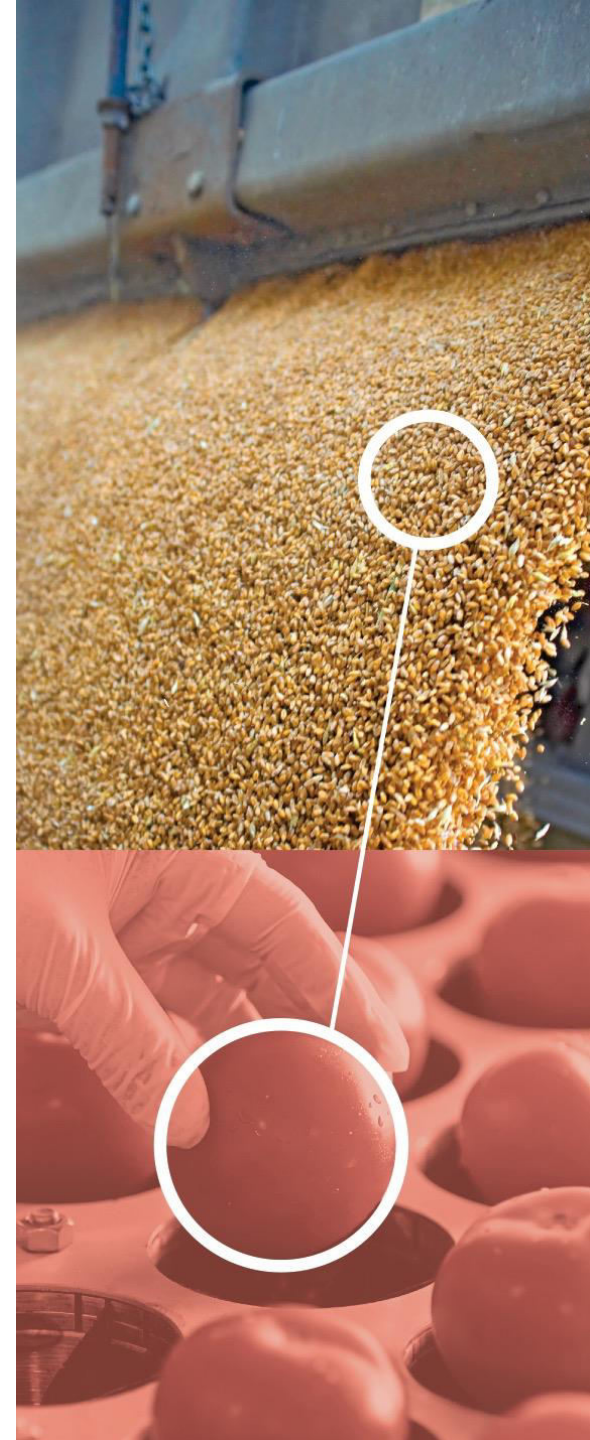
- Change begins with understanding why
 - What is the nature of the change?
 - Why is the change needed?
 - What is the risk of not changing?
- Need to communicate this clearly to employees



Building Blocks of Change

Desire

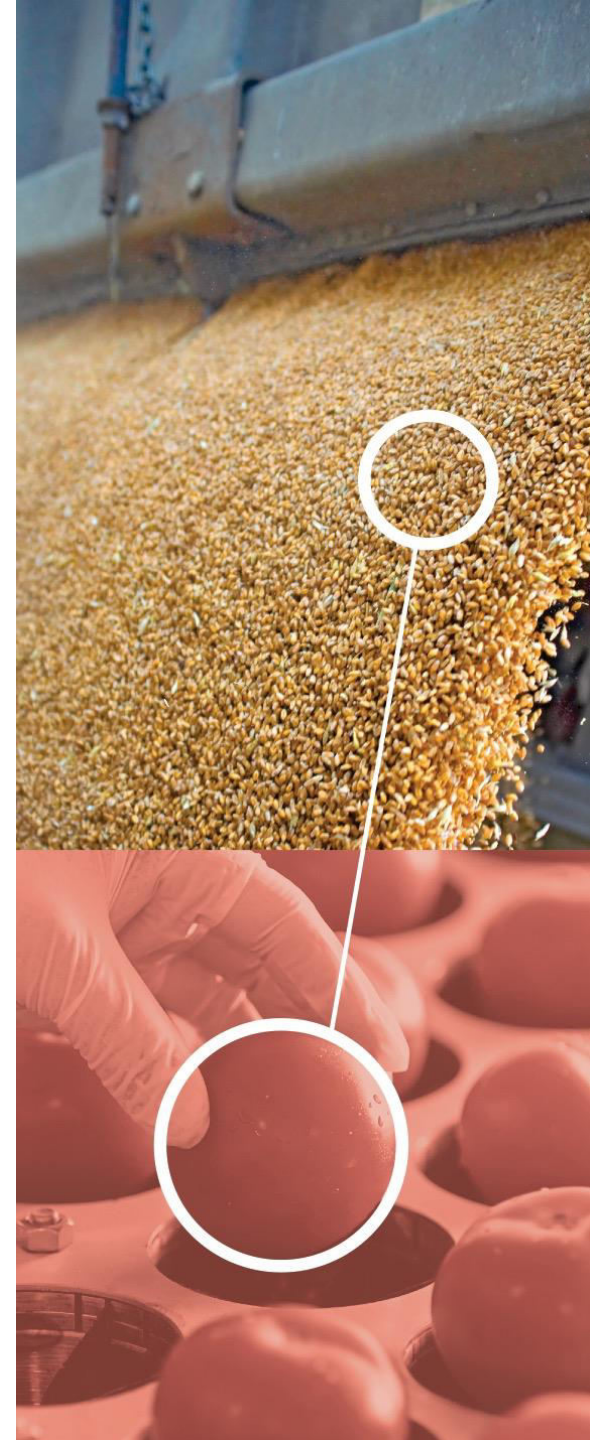
- Change involves personal decisions
 - What's in it for me?
 - A personal choice must be made
 - A decision to engage and participate
- Addressing desire helps to manage resistance



Building Blocks of Change

Knowledge

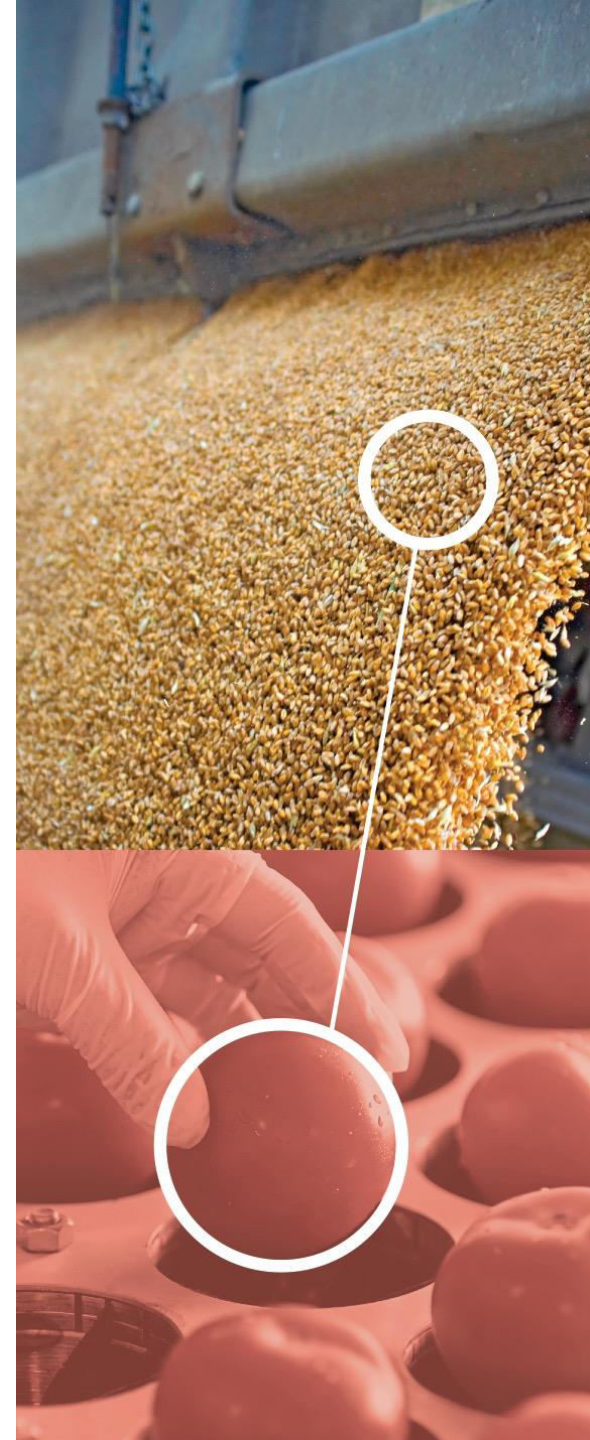
- Change requires:
 - Understanding how to change
 - Training on new processes and tools
 - Learning new skills



Building Blocks of Change

Ability

- Change requires action in the right direction
 - The demonstrated capability to implement change
 - Achievement of the desired change in performance

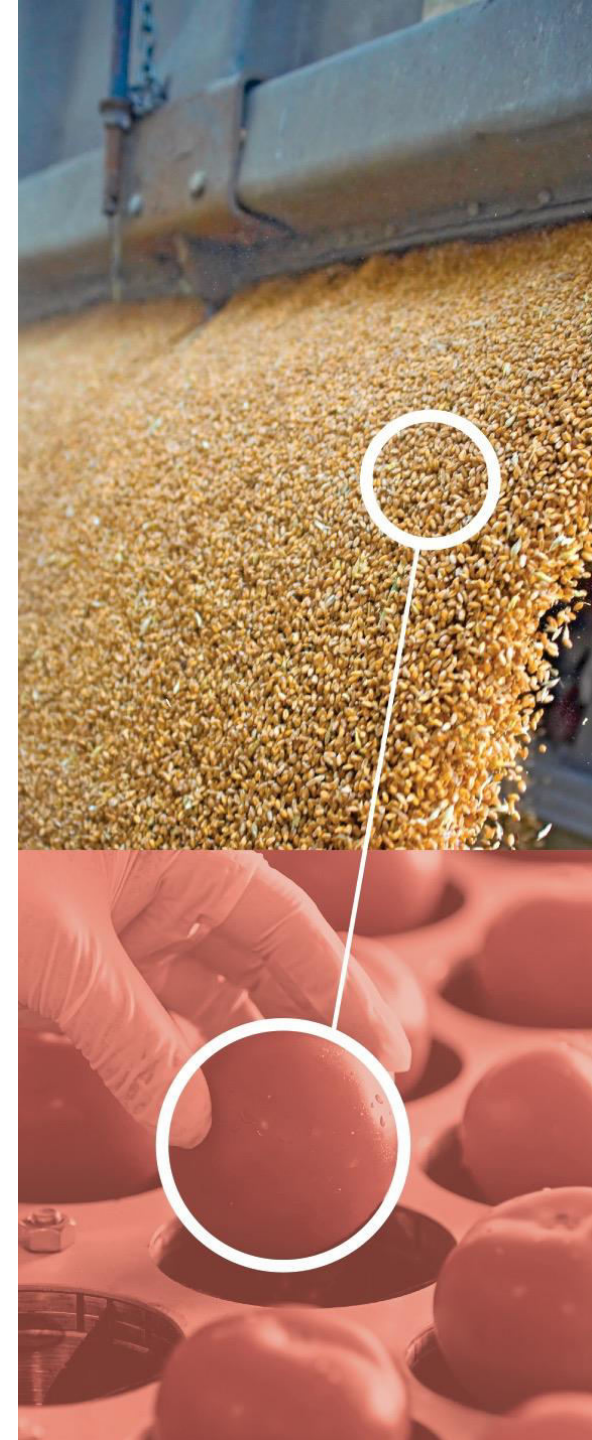


Managing the Change

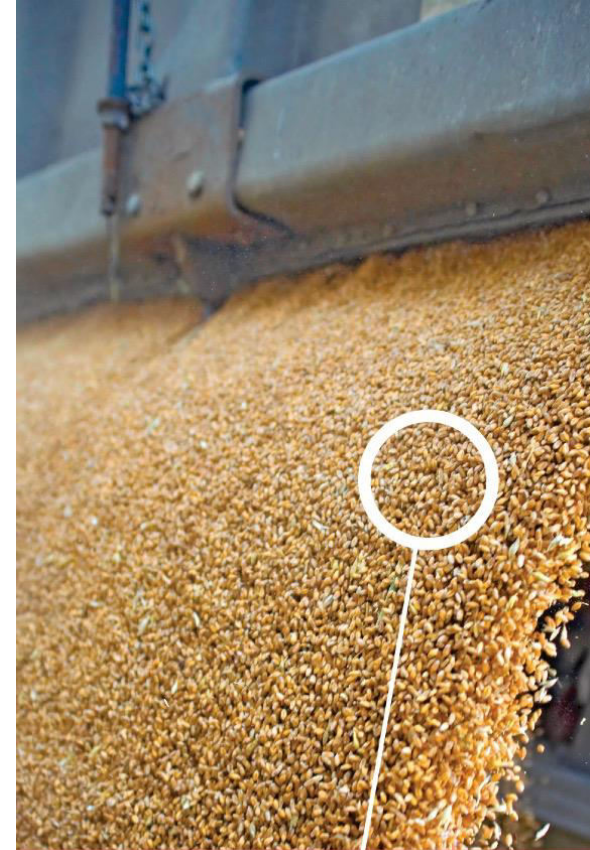
Preparing Yourself For Change



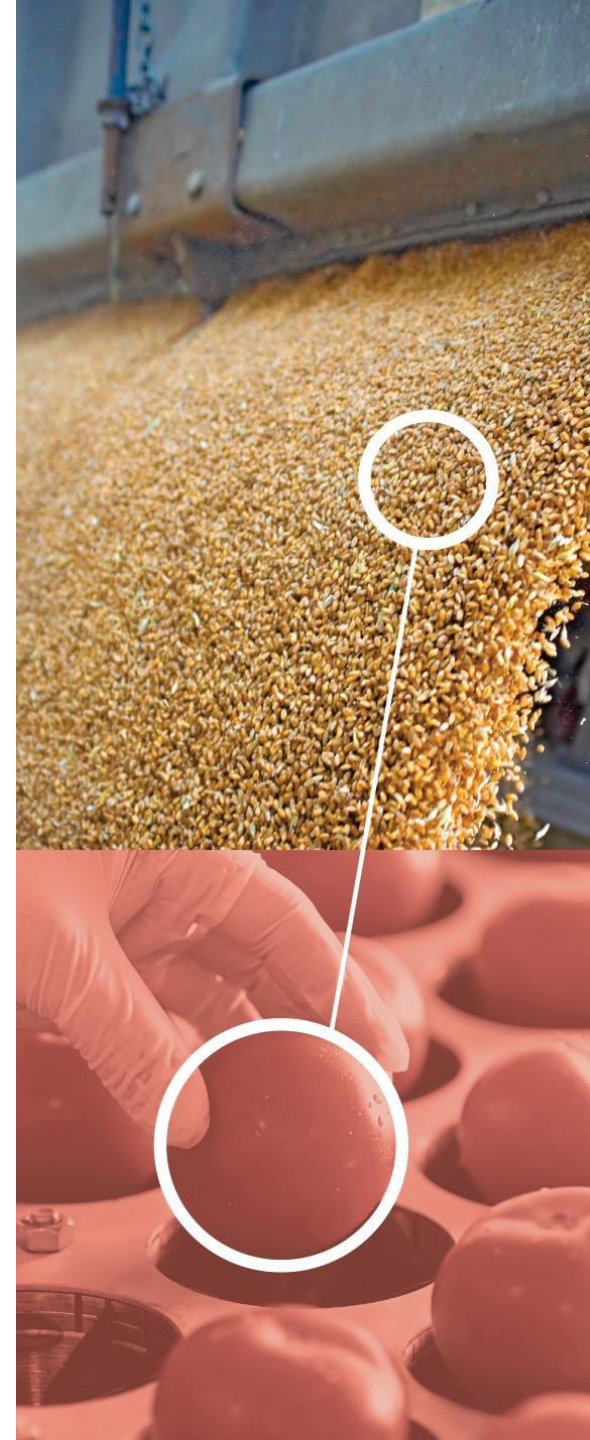
Leading Employees Through Change



Preparing Yourself for Change



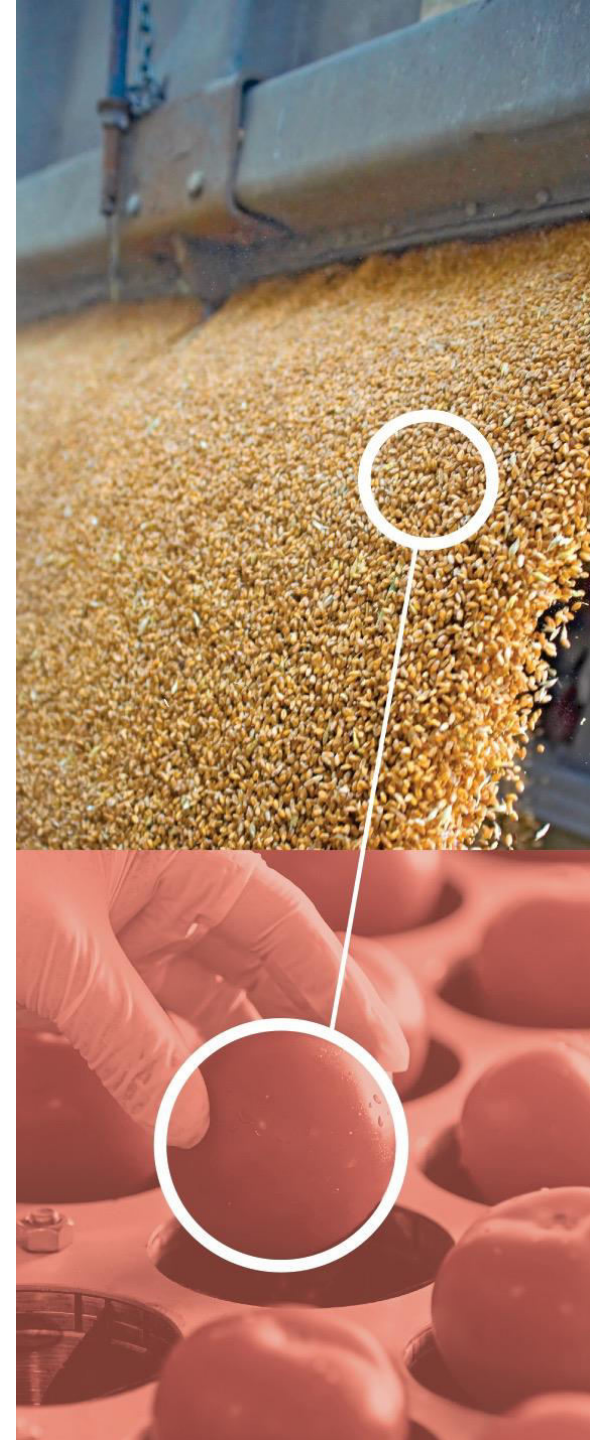
Leading Employees Through Change



Introducing Change to Employees

Create Awareness

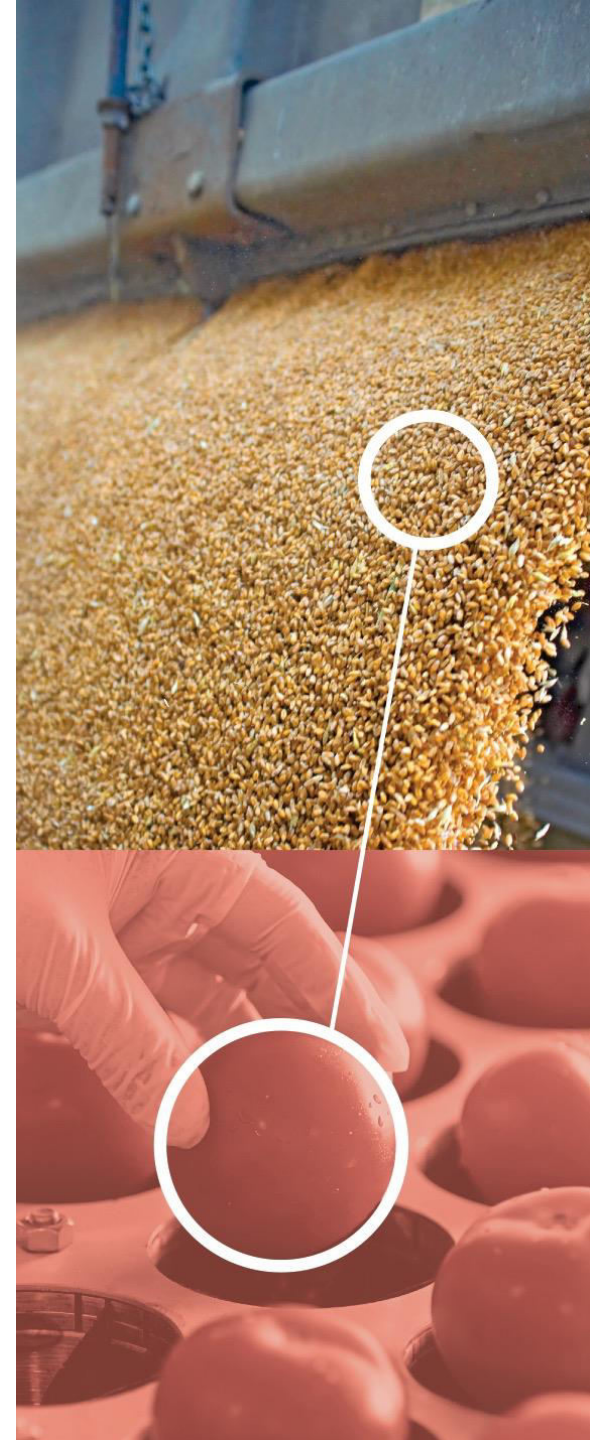
- Be an effective communicator
- Be a strong advocate
- **Action: Develop Awareness Building Plan**
- You cannot over communicate
 - When projects fail, 90% of them can be linked back to communication breakdown



Managing Employees Through Transition

Building Desire

- Be an Advocate
- Manage Resistance



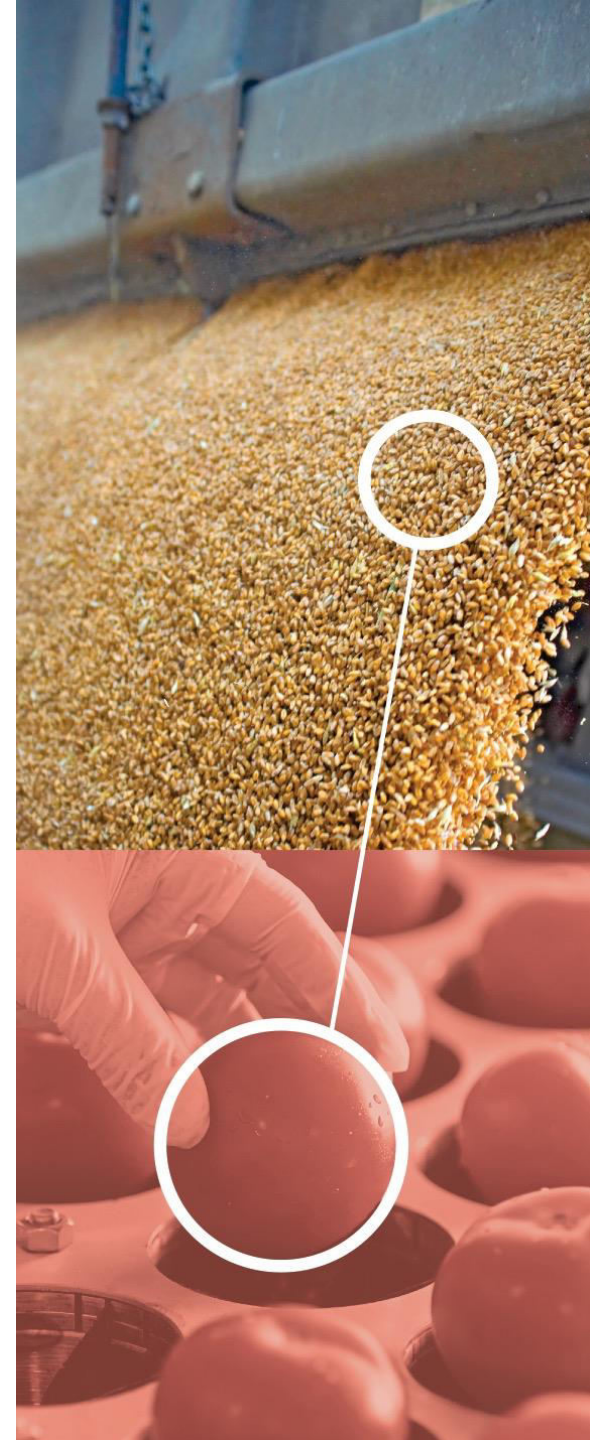
Managing Employees Through Transition

Managing Resistance to Build Desire

3 Groups of Employees

- Advocates – open and willing to change
- Resisters – uncertain and hesitant to change
- Rocks – will not change

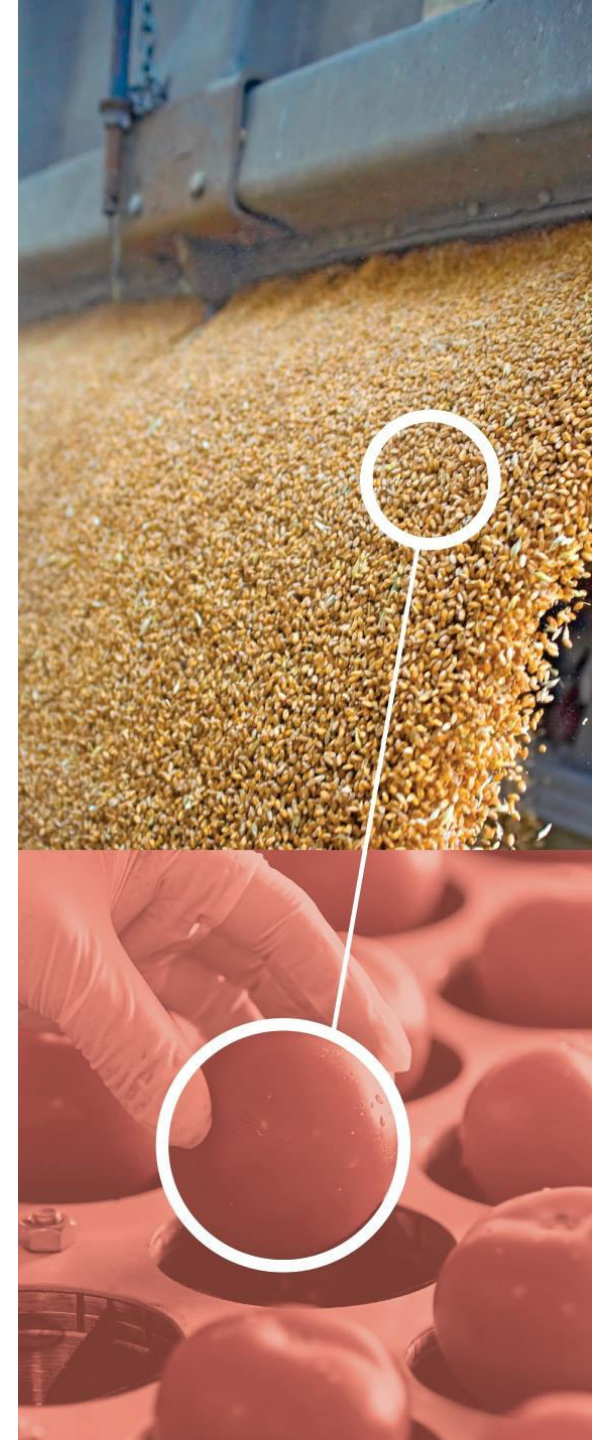
*** ADKAR Profiling will identify which group each employee fits into to create a change development plan.**



Managing Employees Through Transition

Managing Resistance to Build Desire

- Listen and understand objections
- Focus on the “what” and let go of the “why”
- Remove Barriers
- Provide simple, clear choices and consequences
- Create hope
- Show the benefits in a real and tangible way
- Make a personal appeal

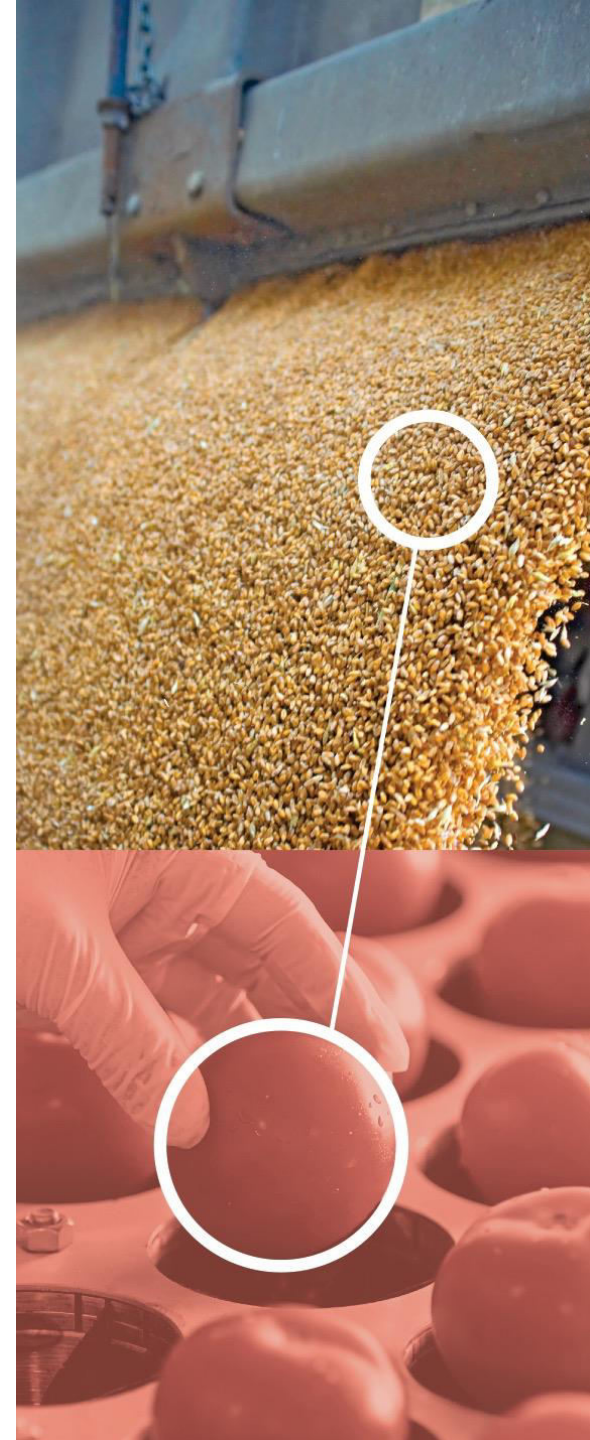


Managing Employees Through Transition

Developing Knowledge

Be a Coach

- Ensure a detailed awareness of their role in change
- Action: Assess training needs
- Complete Training

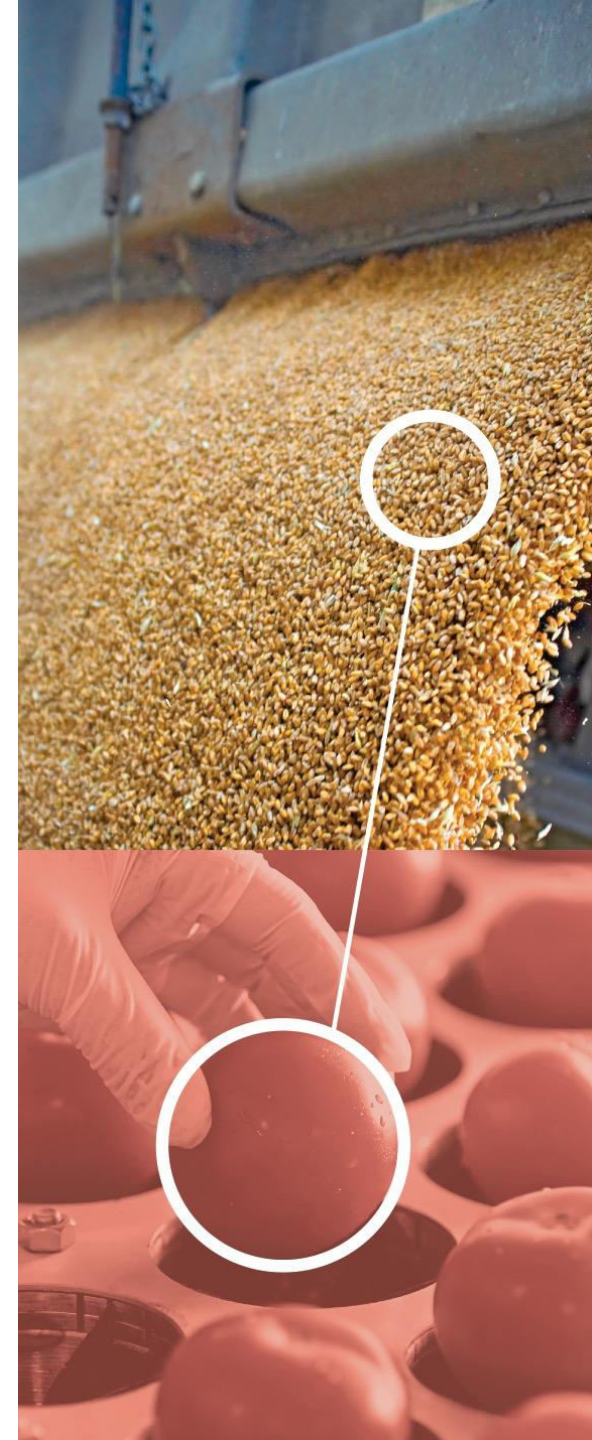


Managing Employees Through Transition

Fostering Ability & Accountability

Be a Coach

- Be Engaged Day to Day
- Performance Monitoring and Feedback
- KPI Dashboards
- Regular Meetings
- Visual Boards
- Action Plans

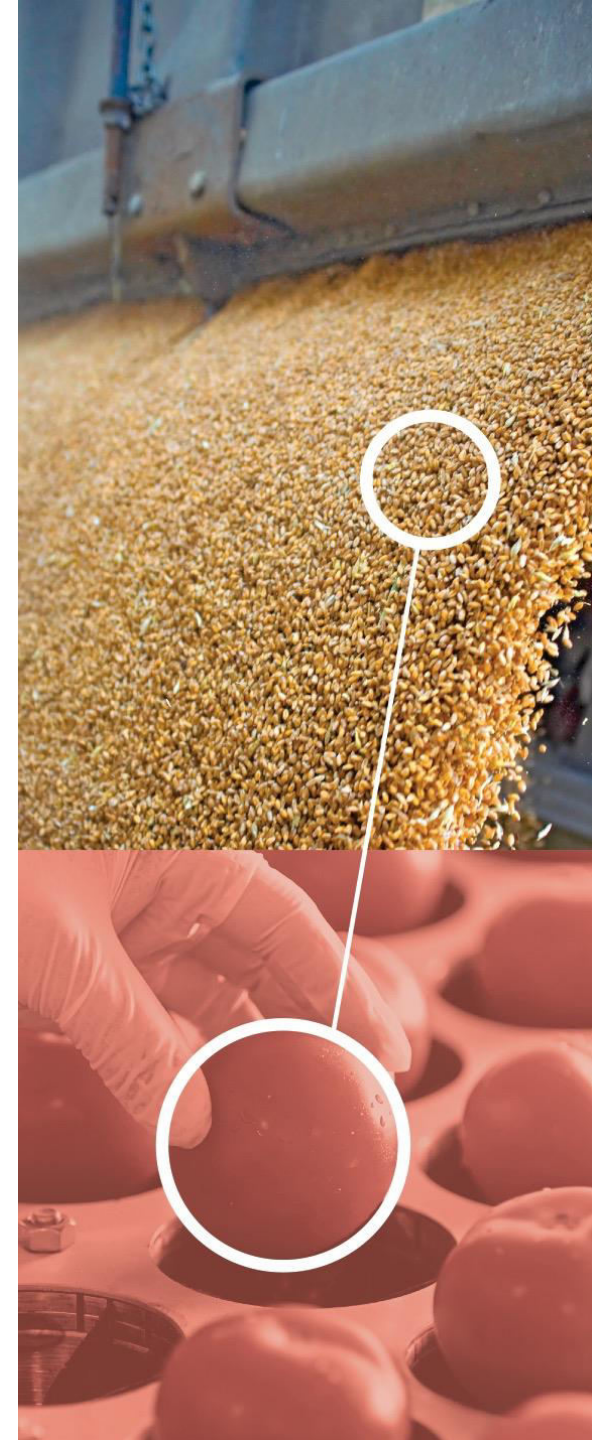


Managing Employees Through Transition

Reinforcing and celebrating successes

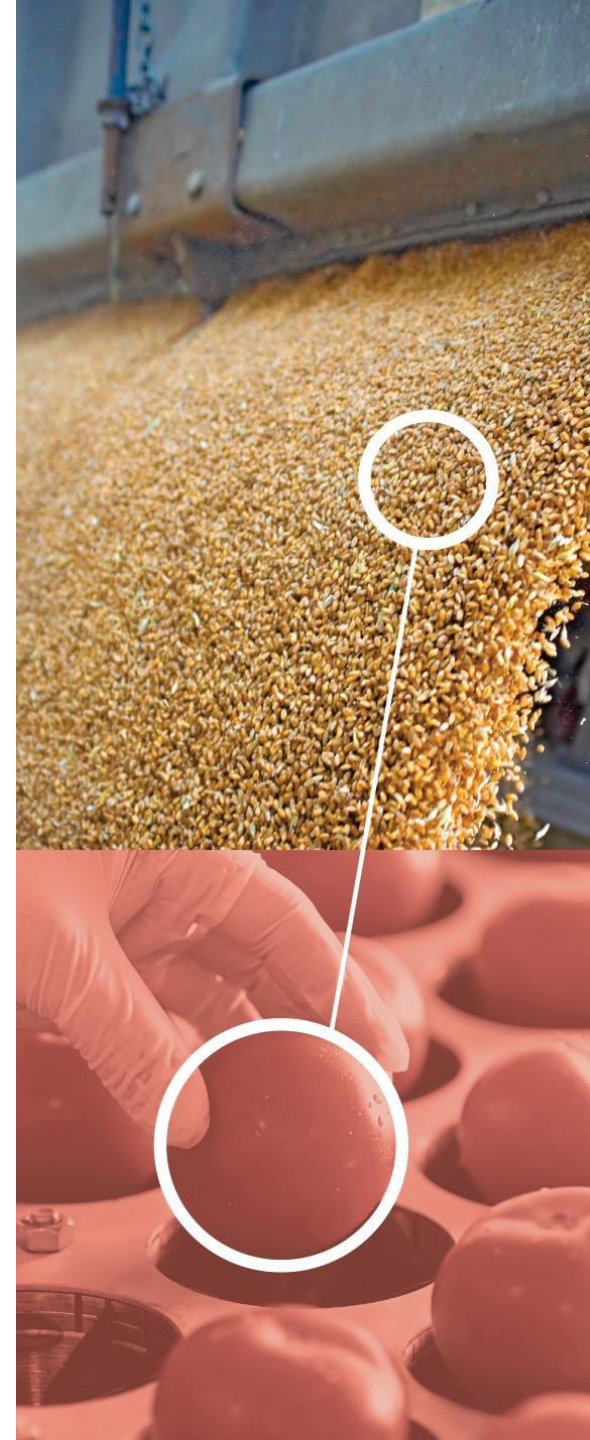
Be a Liaison

- Gather feedback from employees
- Develop accountability systems
 - Performance management
- Audit and identify compliance of change
- Root Cause and Corrective Action
- Recognize, Celebrate and Reward



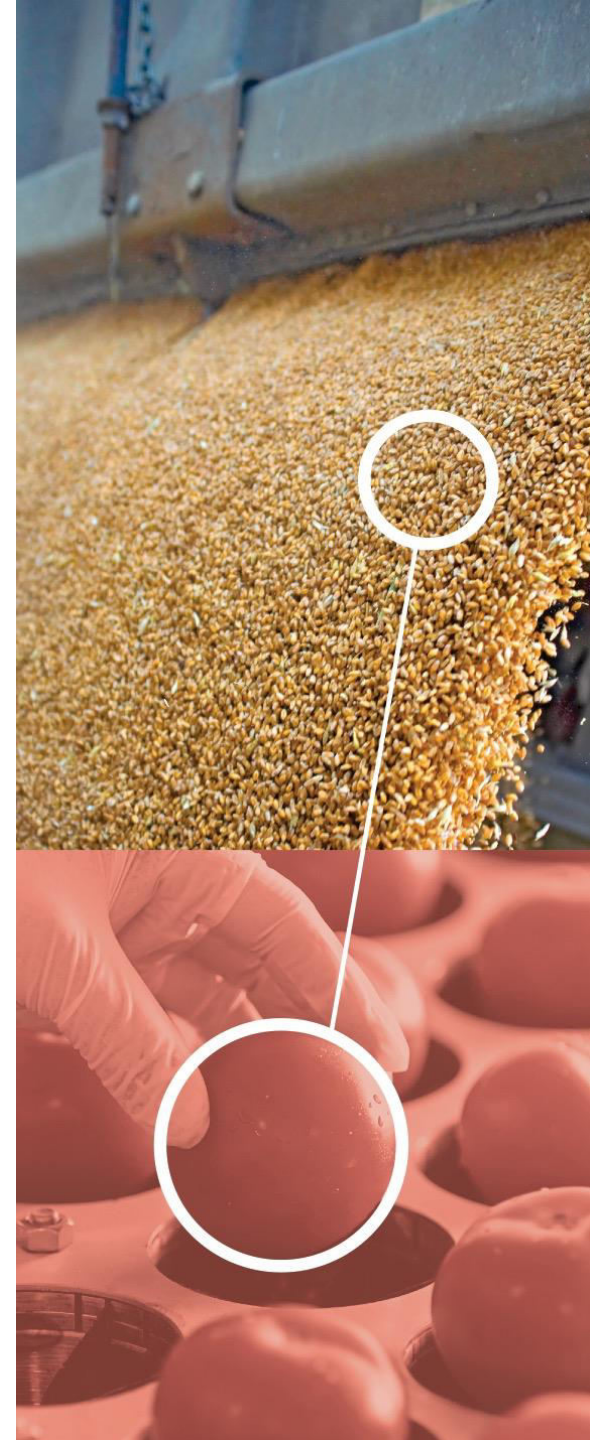
Soliciting Employee Feedback

- **Awareness**
 - I understand the business reasons for the change
 - I understand the risks of not changing
 - I understand the impact on my day-to-day work activities
- **Desire**
 - I am personally motivated to be part of the change
 - I look forward to the new, changed environment
 - My peers support the change
 - My supervisors and managers support the change
 - Executives and key business leaders support the change



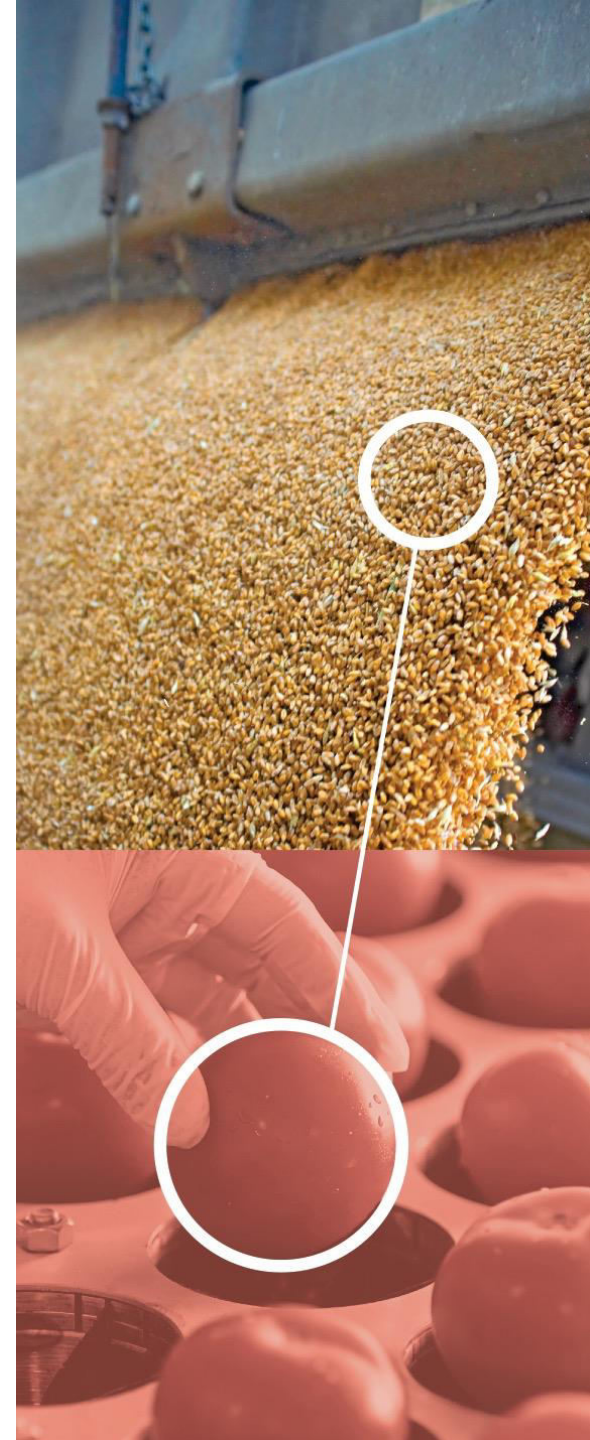
Soliciting Employee Feedback

- **Knowledge**
 - I have the skills and knowledge to be successful *during* the change
 - I have the skills and knowledge to be successful *after* the change
 - Training has been adequate to prepare me for this change
- **Ability**
 - I have the ability to perform the new duties required by the change
 - I can get support when I have problems and questions
 - I have the opportunity to practice at performing in the new environment



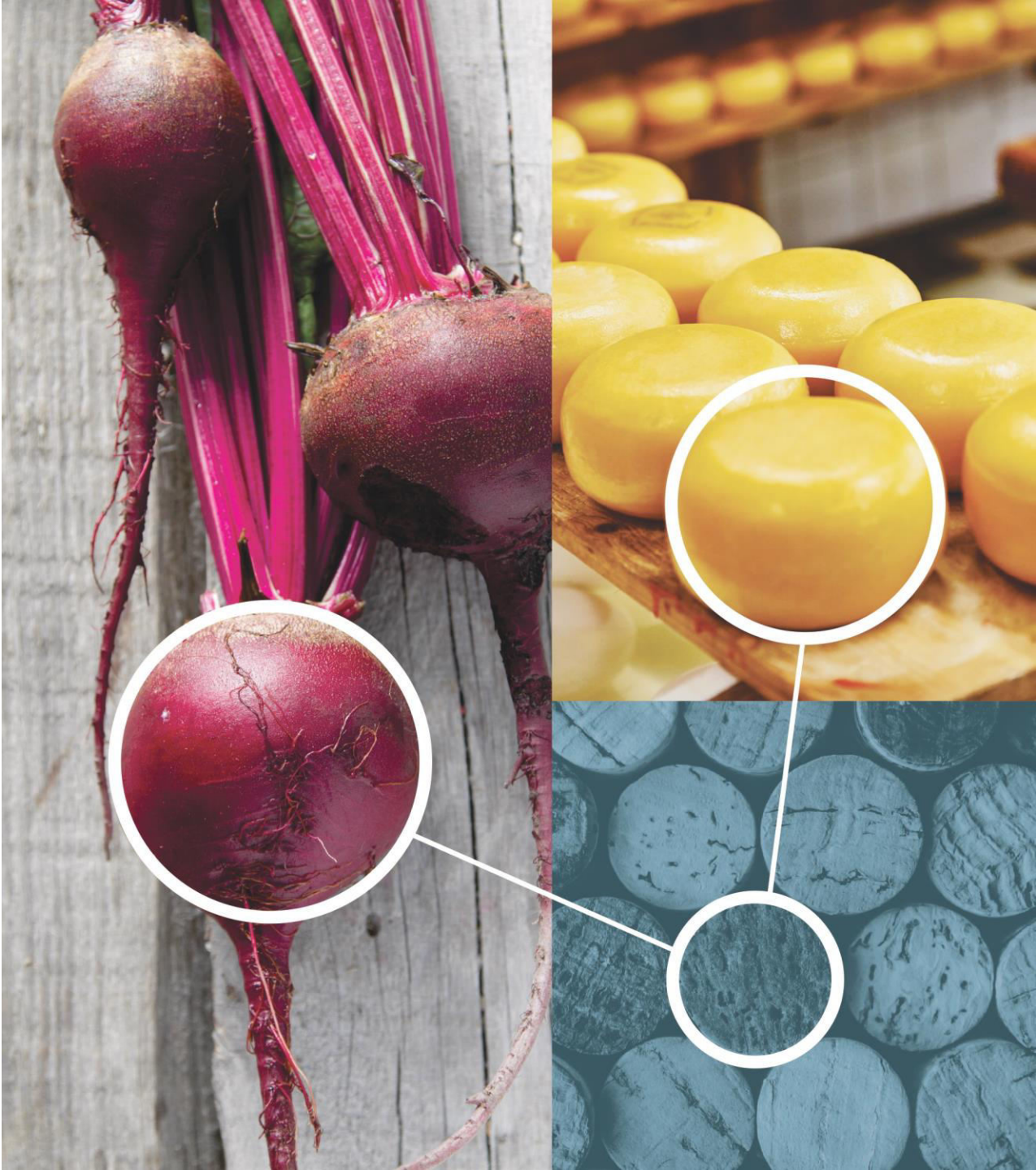
Soliciting Employee Feedback

- **Reinforcement**
 - The organization is committed to keeping the change in place
 - Performance measures and incentive programs are aligned with the change
 - I am rewarded and have been recognized for performing in the new way
- *Solicit improvement suggestions*



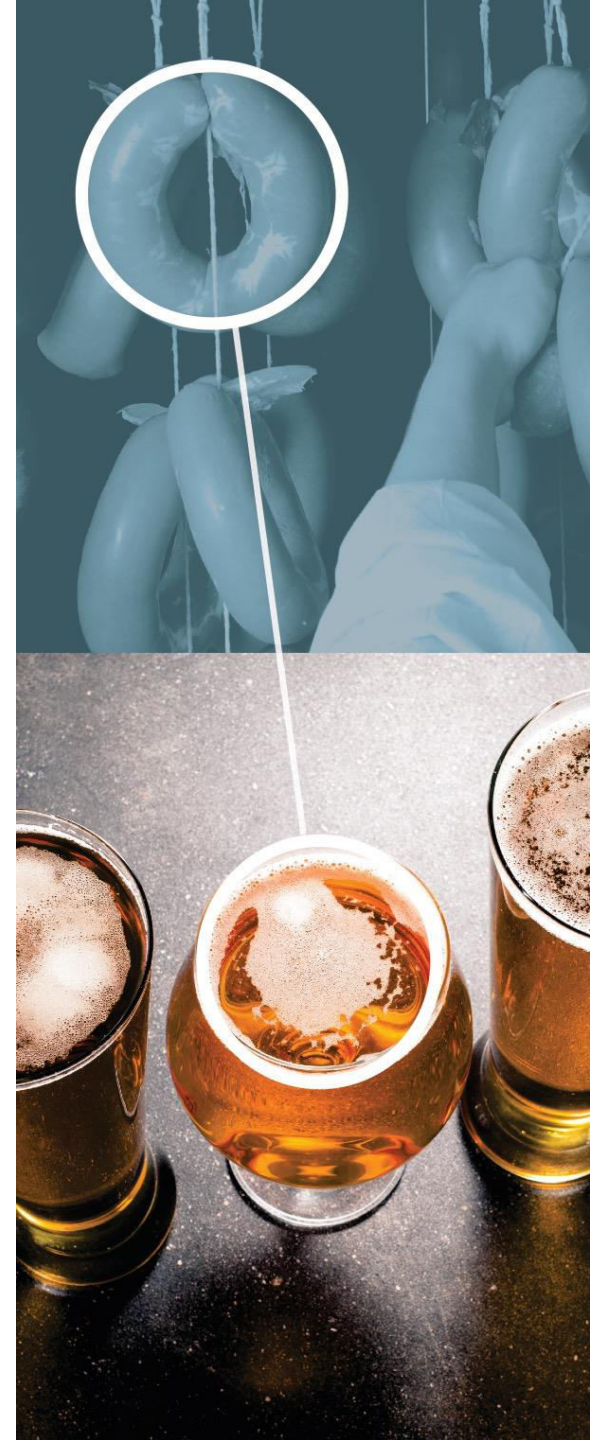
Change Management Planning

Part of Provision's SMS Onsite Support Program



Mentoring & Coaching Program

- Support sustainable business strategy & execution – ensuring purpose beyond profit
 - Change Management planning
 - Communication planning
 - Employee Awareness session
- Support with SMS tools & resource
 - Including FLW Reduction Toolkit
- 90% cost-share



Funding Partners



An agency of the Government of Ontario.
Un organisme du gouvernement de l'Ontario.



A federal-provincial-territorial initiative



Participating Companies



Summary

- Change management process
 - Current state – transition state – future state
- Preparing yourself for change
 - CLARC
- Leading employees through change
 - ADKAR
- Listen for the “change transition” at Ippolito
 - They are in the middle of their change journey!

