



**Session #7: Creating a Culture for Change
& Gaining Buy-In**

August 04, 2022





**SUSTAINABLE
FLEET
TECHNOLOGY**

WEBINAR SERIES 2022

Sessions through December 01, 2022



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CONFERENCE & EXPO 2022

Live in Durham NC: August 30 – September 01, 2022

<https://www.sustainablefleetexpo.com/>



SFT Preview Webinar



<https://register.gotowebinar.com/register/2557349022026052622>



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Format

- Q&A at the end
- Submit questions and comments to “Panelists”
- Scheduled for 2:00p-3:00p
- Handout
- Recording



Creating a Culture for Change & Gaining Buy-In August 04, 2022

2:00-2:05 **Rick Sapienza, NCCETC**--Introduction and Welcome

2:05-2:17 **Patti Earley, Florida Power & Light**—Change Management Overview

2:17-2:27 **Erwin Osterroth, City of Medicine Hat, AB Canada**--Sustainable Decision-Making Case Study

2:27-2:37 **Mark Swackhamer, Alvin Texas Ind. School District (Retired)** —Creating & Sustaining Change

2:37-2:47 **Al Curtis, Cobb County GA**—Cobb County Fleet Management Evolution & Change Culture

2:47-? **Q&A**





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Patti Earley
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- Fleet Fuel Operations Manager at Florida Power & Light
- More than 30 years in various fleet management capacities
- Previous experience with South Dakota State University and Sate of South Dakota
- Active NAFA Fleet Management Association Member with her CAFM[®], immediate NAFA Past President, Ambassador for Clean Fuels Alliance America

Change Management for Fleet Sustainability

Patti Earley
August 4, 2022

What is Change?

. . .the act or instance of making or becoming different.

Oxford Dictionaries

Fundamental Reasons for Change

To decrease costs/increase margins

To increase efficiency/productivity

or Both

Change is Constant

Today's business environment is dynamic and competitive.

Technology is driving faster more frequent change.

Creative destruction

Without change your organization will be non-competitive and become irrelevant.

Human Nature to Resist Change

Have you tried brushing your teeth with the opposite hand or cross your arms opposite normal?

People are comfortable with what is known and familiar.

Anything different from the normal routine can be seen as a threat, causing stress and anxiety.

Change Management

“Objective of Change Management is not to eliminate resistance, but to minimize the impact on achieving the desired goal.”

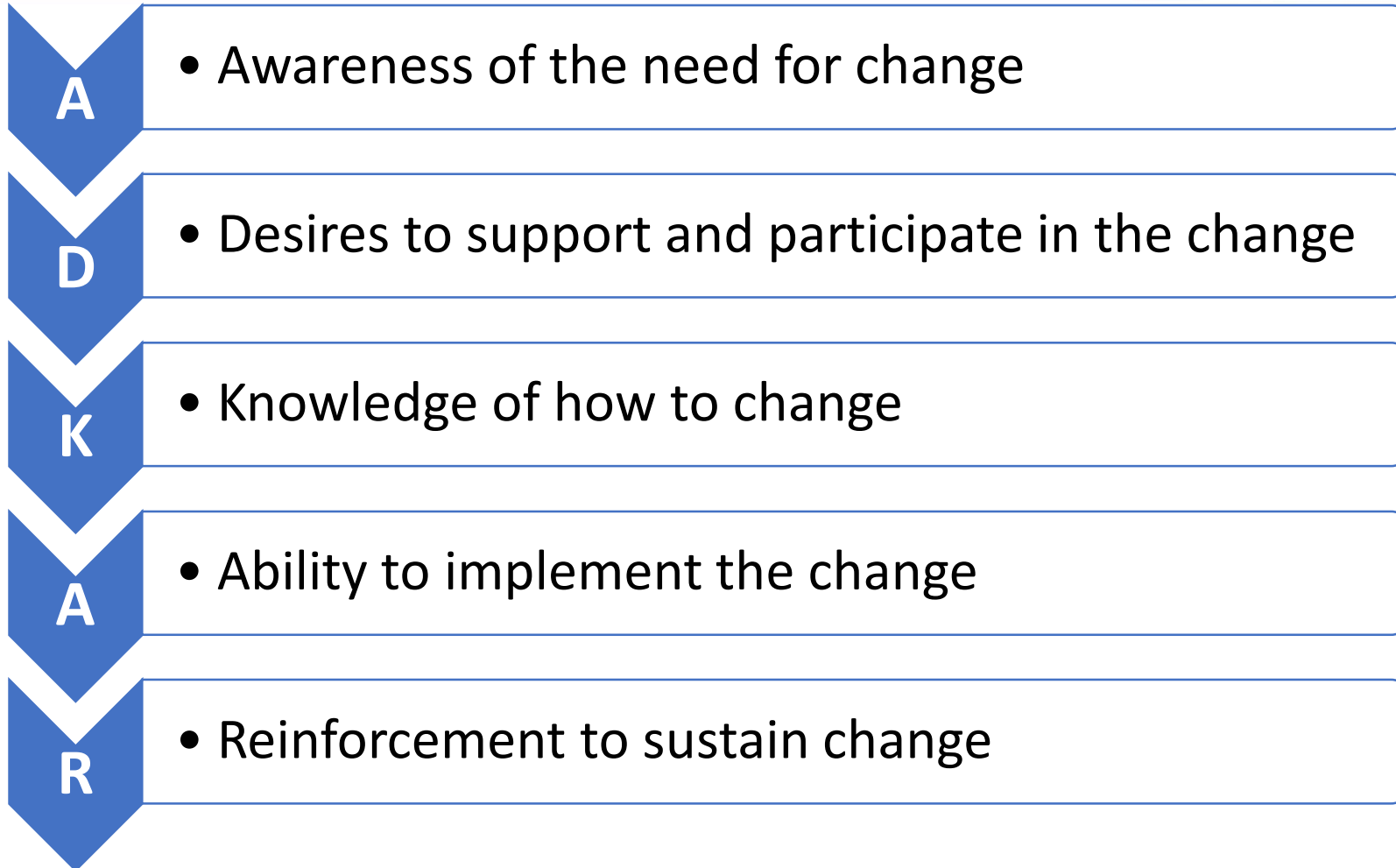
Strategic Sustainability Consulting

Prosci Inc. ADKAR Model

“The secret to successful change lies beyond the visible and busy activities that surround change. Successful change, at its core, is rooted in something much simpler: How to facilitate change with one person.”

Jeff Hiatt, Prosci Inc. Founder”

ADKAR Model



Factors Common to Success

Active and visible sponsorship

Frequent and open communications about change

Structured change management approach

Dedicated change management resources and funding

Employee engagement and participation

Engagement w/ support from middle management

Failure Reasons

Unclear reasons for the change and overall objectives

Failure to move from words to action quick enough

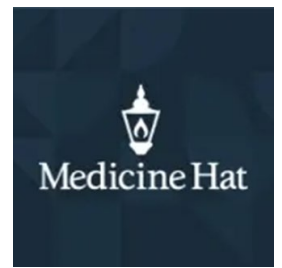
Leaders not prepared to manage w/ sustained change
culture style

Methodology does not suit business

Organization is not prepared for the change

Siloed approach, no regard for ripple effect—quick fix

Set strategic direction, then remain remote



Erwin Osterroth
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- Asset System Manager with the City of Medicine Hat in Alberta Canada
- Lead integrator on the City's Asset Management portfolio within the Corporate Asset Management and Corporate Services division
- Prior experience as a Royal Canadian Electrical and Mechanical Engineer Officer with the Canadian Armed Forces and private industry experience as a mechanical design engineer in the United Kingdom and Montreal
- Active in American and Canadian professional associations with professional designations as Certified Public Fleet Professional (CPFP), Certified Automotive Fleet Professional (CAFM), Certified IT Asset Manager (CITAM), Supply Chain Management Professional (SCMP), Professional Logistician (P.Log), and Project Management Professional
- B.Sc in Mechanical Engineering, an M.Sc. in Engineering Management, and a Master's in Business Administration

SUSTAINABLE DECISION-MAKING PROCESSES
MEDICINE HAT FLEET SERVICES CASE STUDY

Creating a Culture for Change and Buy-In in Fleet Organizations

Sustainable Decision-Making Processes

Medicine Hat Fleet Services Case Study

ERWIN OSTERROTH



City of Medicine Hat Fleet Services

“The is” state

1 x Fleet Manager non-union

21 unionized staff

- 1 x Foreman
- 1 x Admin Assistant
- 1 x Parts technician
- 14 light duty mechanics
- 4 heavy duty mechanics

Lack of a Planned PM program

Lack of a Formal CVI Program

Fleet inventory 1250

Gasoline and Diesel Fleet

“The want to be ” Vision

1 x Fleet Manager non-union

21 unionized staff

- 1 x Superintendent
- 1 x Admin Assistant
- 1 x Supply Chain Specialist
- 14 dual ticket mechanics
- 3 Working Lead-Hands (light, heavy, Transit maintenance sections)
- 1 Transportation Safety Officer/ working Dual Ticket Mechanic

Well-balanced PM Program

Consistent CVI Program

Fleet inventory 750 (right-sizing fleet program)

CNG “Green Fleet” in Addition to the existing Diesel & Gasoline Fleet

OT Timeline: 2 years

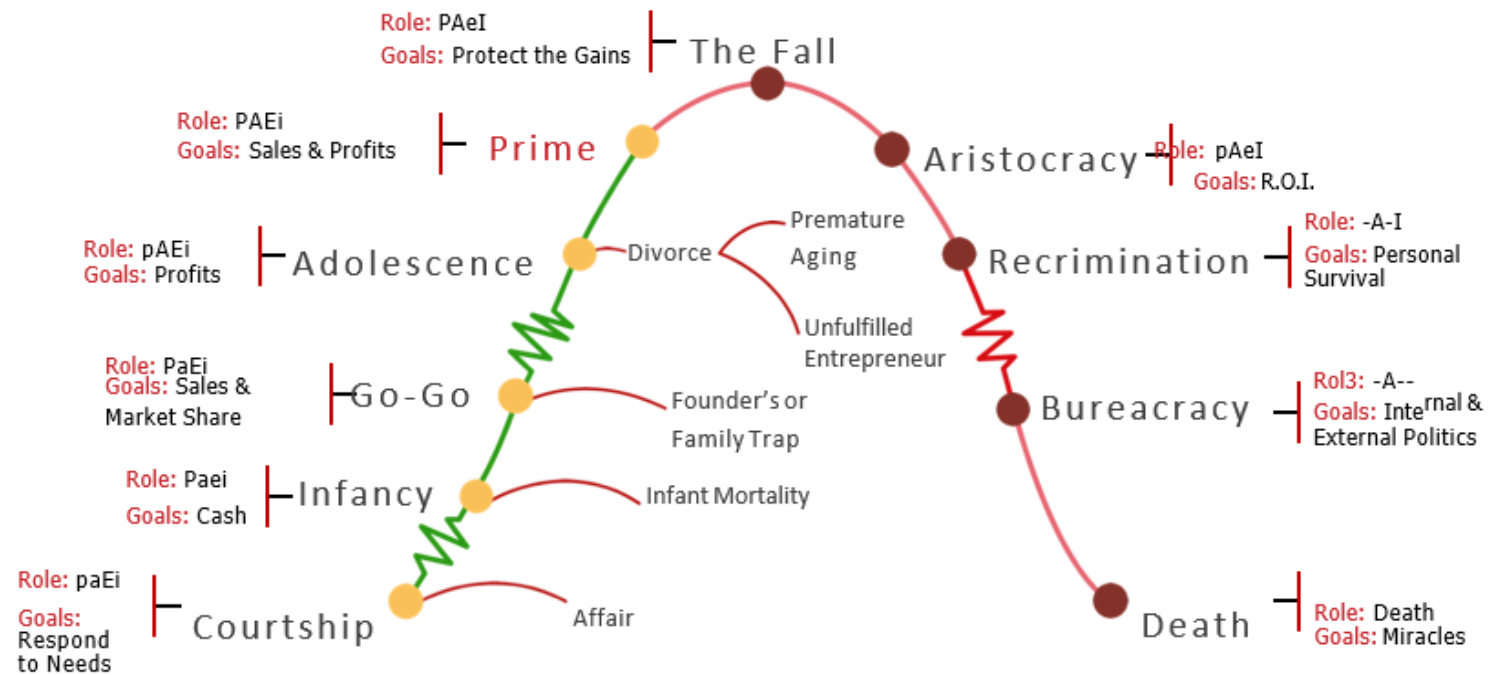
Step 0: Assessing Organizational Energy for Change = $E\Delta$

$$E\Delta = \text{Perceived discomfort from maintaining the status quo} - \text{Perceived discomfort from change}$$

"Nothing happens until the pain of remaining the same outweighs the pain of change"

– **Arthur Burt**

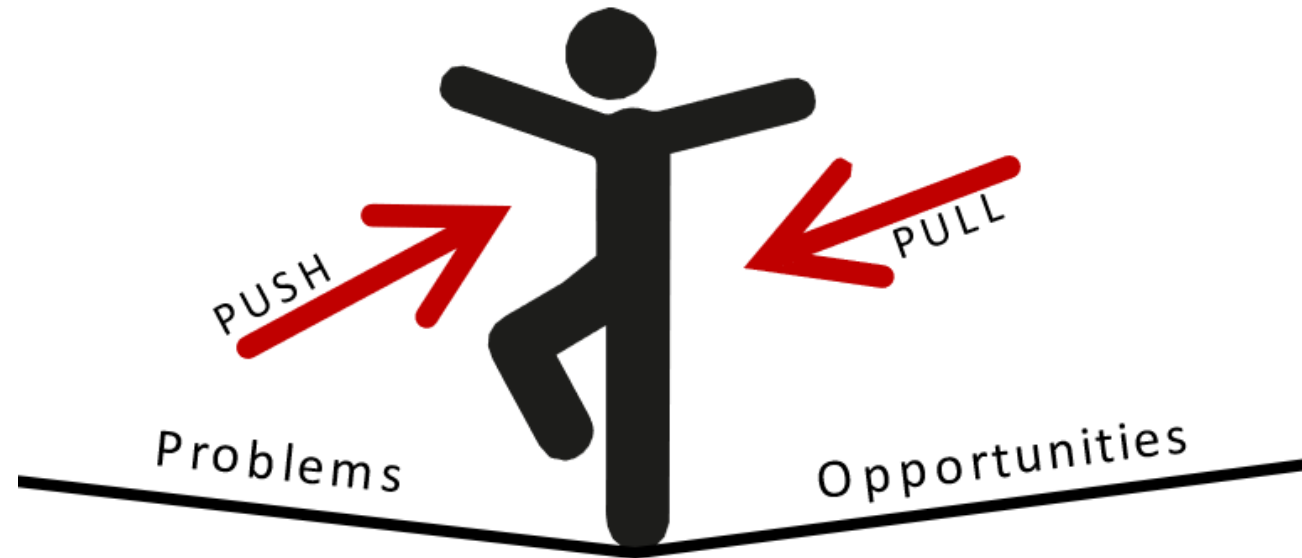
Step 1: Establishing where the organization is at in order to get to PRIME?



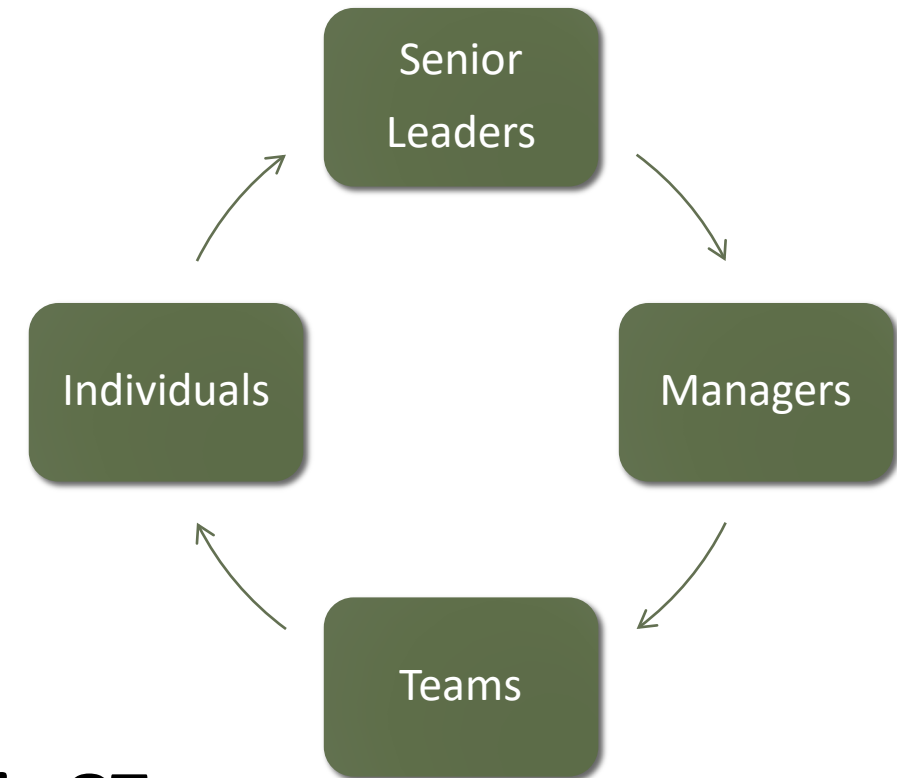
Adizes Model

Step 1: Being in Prime is a Balancing Act

You have to balance:
Efficiency vs. Effectiveness
Control vs. Flexibility



Step 2: Design an Organizational Transformation Roadmap



Success Factors in OT

Step 3 : Identify the OT Framework

Function

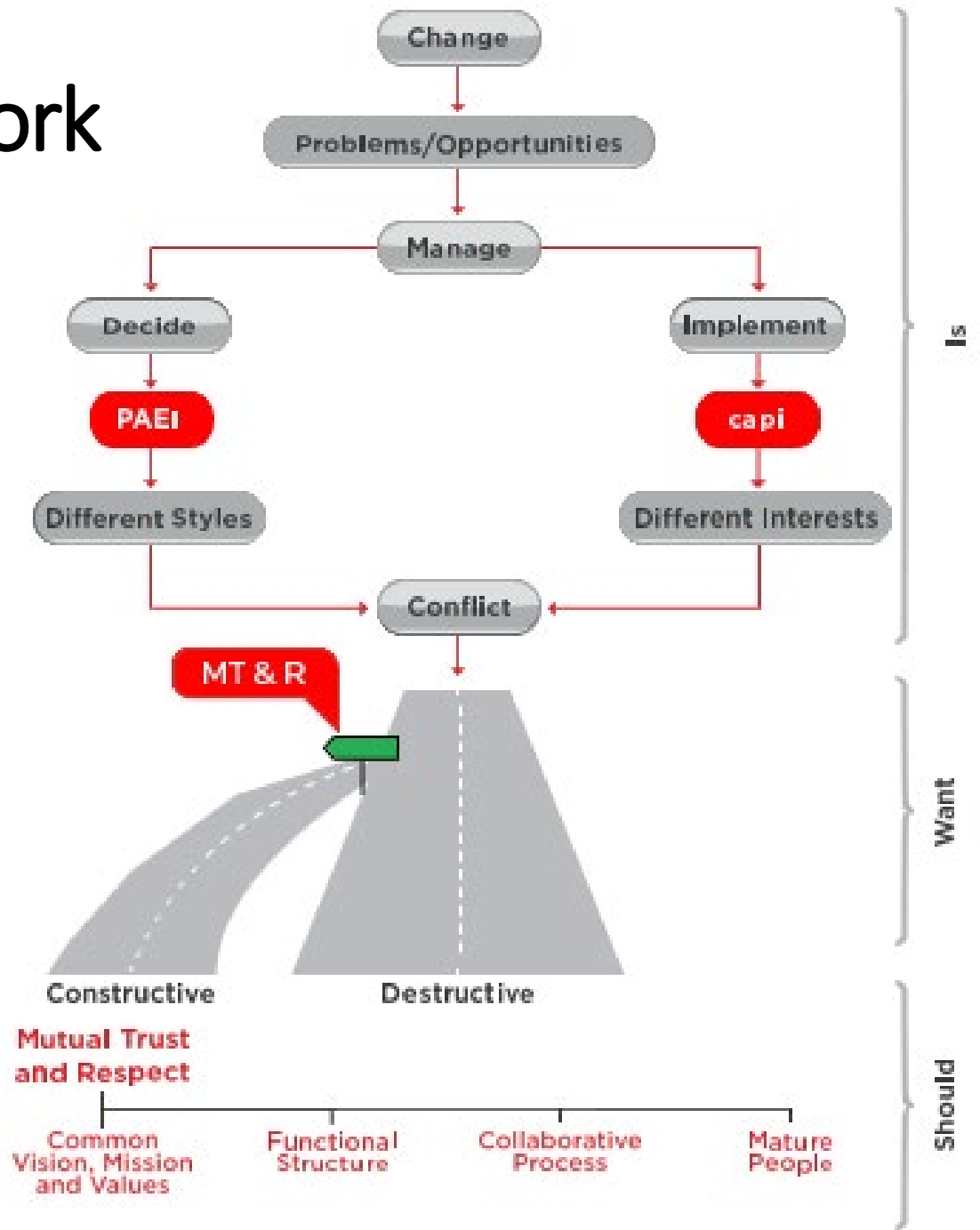
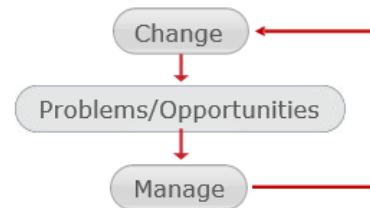
What it does.

Creating an organizational culture/climate that is able to **proactively** and **constructively** identify and address its own **problems and opportunities** without outside intervention.

Form

What it looks like.

Creating a an organizational culture/climate of Mutual Trust and Respect



Step 4: Defining Corporate Priorities: Alignment

What are
Problems and Opportunities ?

Problems and Opportunities

=

PIPs

=

Potential Improvement Points

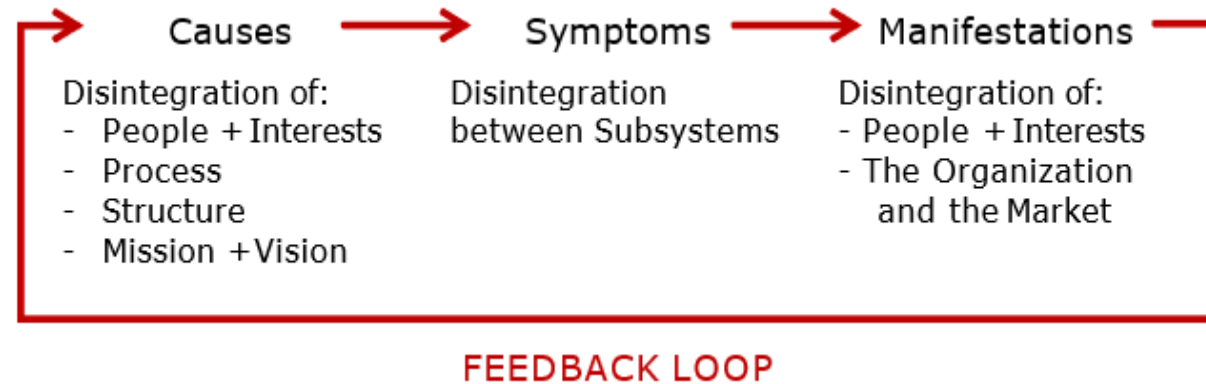
Step 4: Alignment: What creates PIPs?

Things change

Things Fall Apart



DISINTEGRATION

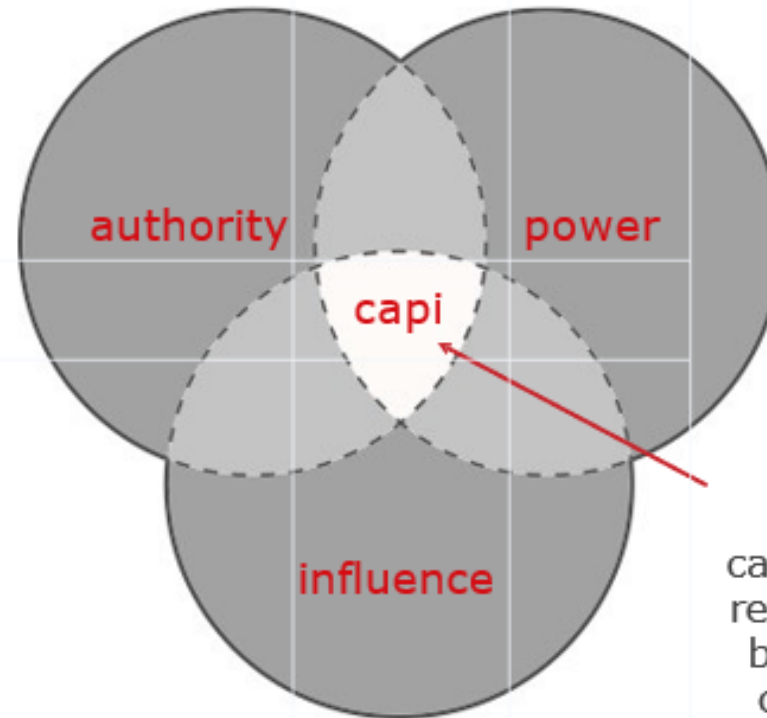


Step 5: Identifying the sources of conflict

1. Definitions (Having a Common Organization Change Language & Consciousness)
2. Perceptions
3. Roles
4. Styles/ Road Map
5. Decision Making framework, processes and procedures
6. Interests (no common vision)
7. Values

Step 6: Assigning Consistently capi

Coalescence in
Authority, Power &
Influence



The legal right to make a decision reinforced by the capability to punish or reward and reinforced by the capability to convince someone that the decision is the most appropriate one.

OT Implementation beyond the myths

- Misunderstanding OT, believing that OT will occur without conflict
- Senior leadership support to Management when conflict arises
- Providing OT framework training to all stakeholders involved
- Senior leadership transferring OT success responsibility to management
- Ensuring corporate objectives are owned by the chain of command
- Having a solid conflict resolution framework to identify gaps and limitations in OT framework or individual sources of conflict
- Ensuring reasonable timelines and objectives are set to be accomplished
- Ensuring human resources maturity level is consistent with staff competencies, skills & education
- Providing a proper rewards and compensation system proportional to the changes sought

Questions?



True Corporate Change Requires a MultiDimensional Hard look in the Mirror

Creating a Culture for Change & Gaining Buy-In



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Creating a Culture for Change & Gaining Buy-In

Change management and lessons learned

- How to receive “buy-in” from your staff
- Rolling out new projects with the path of least resistance
- Creating leaders along the way

Creating a Culture for Change & Gaining Buy-In



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Cobb County...Expect the Best!



Al Curtis

Al.Curtis@cobbcounty.org

70-528-1114

- Fleet Services Director Cobb County GA
- More than 29 years of fleet industry experience in both public and private sectors
- Significant sustainability improvements for Cobb County's fleet with an all of the above approach
- Been recognized as a fleet leader with awards from The 100 Best Fleets and Government Fleet throughout his career
- Recently inducted into the Public Fleet Manger Hall of Fame

Cobb County Fleet Management Evolution Overview

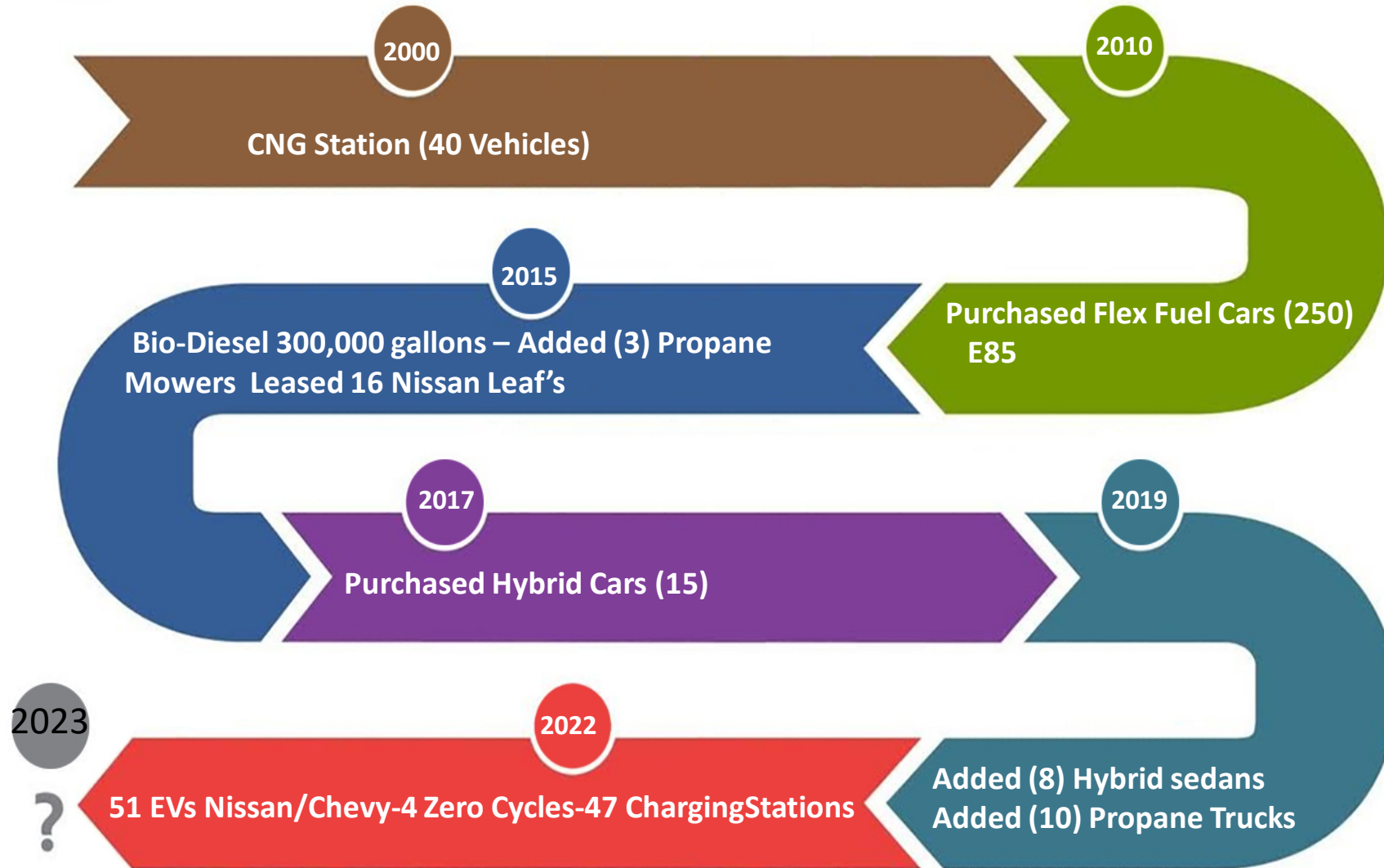
- Appx. 2,500 Vehicles
- Over 10 Million Miles Traveled
- Over 750,000 Residents
- 59 EV's 45 Charging Stations





Cobb County Government

ALTERNATIVE FUEL SOLUTIONS



Fleet Culture Acclimation & Buy-In At Work



Culture Change In Vehicles Services

Then vs Now



HOW FLEET TECHNICIAN ROLES WILL CHANGE IN AN ELECTRIFIED ENVIRONMENT



Technician 2 performs preventive maintenance inspection on a Cobb County Georgia, Chevrolet Bolt.

As the fleet industry moves closer to electrification, knowing how to maintain electric vehicles will be key. Here's what fleet managers need to know about servicing EVs and the training that's required for techs in this new future.

BY AMANDA HUGGETT

The role of the maintenance technician has always been key in keeping fleet vehicles running. But as the environment starts to shift from internal combustion engines (ICEs) and the industry looks more toward alternate fuel and electric vehicles (EVs), what does that mean for the traditional technician?

The good news is that the position isn't going anywhere — though it will need to evolve along with the industry. EVs have very different and unique maintenance needs, and training techs on how to service these vehicles will be imperative going forward.

Bob's Digital Editor Chris Brown spoke to Al Curtis, director of fleet management for Cobb County, Georgia, about the importance of and investment in these new training and service needs, in a video episode of Fast Forward.

Curtis has already transitioned part of the county's fleet to electric vehicles and spoke further about his experience and



Technicians will largely not need to touch any high-voltage components and can focus on standard maintenance on electric vehicles, said Al Curtis, Cobb County fleet technician.

lessons learned in a session at Bob's Fleet Forward Tour stop in Atlanta.

Maintenance Needs: EVs vs. ICE

Curtis noted that his technicians were apprehensive when the county first adopted electrification in its fleet (it started with 16 Nissan LEAFs eight years ago) and wondered if they would get electrocuted. But it's important to note that techs will largely not need to touch any of the high-voltage components, so they can focus on standard maintenance.

"Because these vehicles don't require a lot of maintenance, you go from 200 moving parts in an internal combustion engine vehicle to 20 in an electric vehicle," Curtis explained. "So that's really the nuts and bolts of it: they're going to be doing low maintenance on these vehicles, which definitely is a total cost of ownership plus for any municipality."

The electrical components identify themselves, he said. "They're bright orange, that means don't touch me. Your technicians are going to be not changing any oil. Basically, what they're going to be doing is rotating the tires, topping off the fluids, changing the cabin air filters, then they're off and running."

The other maintenance plus to EVs is that many of the

batteries have a 100,000-mile warranty over 10 years, meaning that many of these high-voltage needs are covered and fleets can keep vehicles longer.

"If the battery cells don't degrade further down, or you're not getting a good sense of charge or your range starts to degrade, you can continue to use the vehicle until the wheels fall off," he added.

Training Needs & Reallocation of Techs

Curtis noted that Ford is investing over \$90 million in training to own tech workforce on both the plant and dealer side to understand the needs of EVs. "They're transforming the automotive technician to electronic technicians," he said. "They're investing in high-voltage training in these people because they know the movement is here. So as we fleets, we need to look at that from a training perspective and make sure that we align our technicians to get some of that training as well," he said.

He also referenced the Department of Energy's announcement that it is launching a pilot program to fund training for lithium battery jobs. "Hopefully with that, we'll get more electrification training here in the States," he commented, noting that many good training programs already exist in Europe and Canada.

But, with the current labor shortage, training technicians may be easier said than done. Even though EVs require less maintenance, that may not mean fleets need fewer techs. "Based on the workforce right now, technicians are hard to come by," Curtis said. "Most municipalities right now are short technicians."

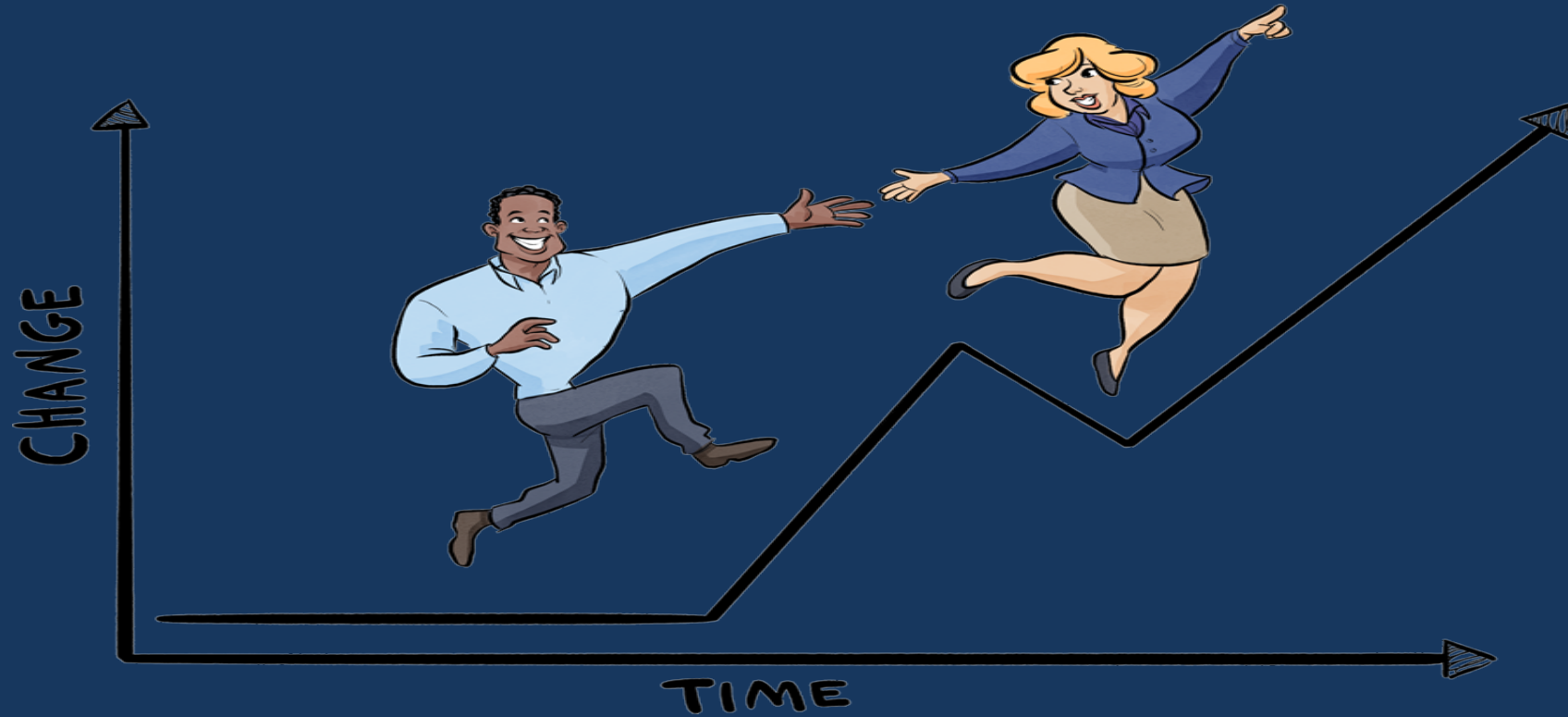
If your fleet does have enough technicians, he recommends reallocating them to learning the heavy-duty side so operations have technicians who can do maintenance on all types of vehicles.

Know Your Price

For fleets without their own in-house shops, Curtis recommended having staff educate themselves on the proper pricing of EV maintenance needs to avoid getting gouged from third-party resources.

"That training aspect for fleets that don't have their own facilities, it's going to be crucial in order for them to stay afloat and maintain their profitability," he said.

Telling your story inspire others



Hands-on experience enables you and to turn efficient change improvement into an inspiring and motivating journey.



oinubybu

Ask the EV Expert

- Employee No Charge to Charge
- Electric vehicle technician training
- Charging station maintenance training/support
- Quarterly video segment on EV's
- Q & A email portal

Fleet Culture Change Adopting Electrification

Opportunities of Electrification

- The cost of EV/PHEV will likely decrease each year moving forward
- EV/PHEV expansion into the light and heavy duty fleet segment
- Improved Battery life
- Improved travel distance up to 400 miles
- Significant expansion of charging infrastructure
- Reduction in charge time as DC Fast charging expands – becoming more similar to regular fueling
- EV batteries and power storage management

Change Challenges of Electrification

- Department culture change management (range anxiety)
- Charging station infrastructure build rate
- Fast charge strategic placement
- OEM build of the truck segment and heavy-duty equipment
- Maintenance Technician Training
- Monitor/maximize EV utilization, charging patterns, project cost / economics



Cobb County...Expect the Best!

Al Curtis

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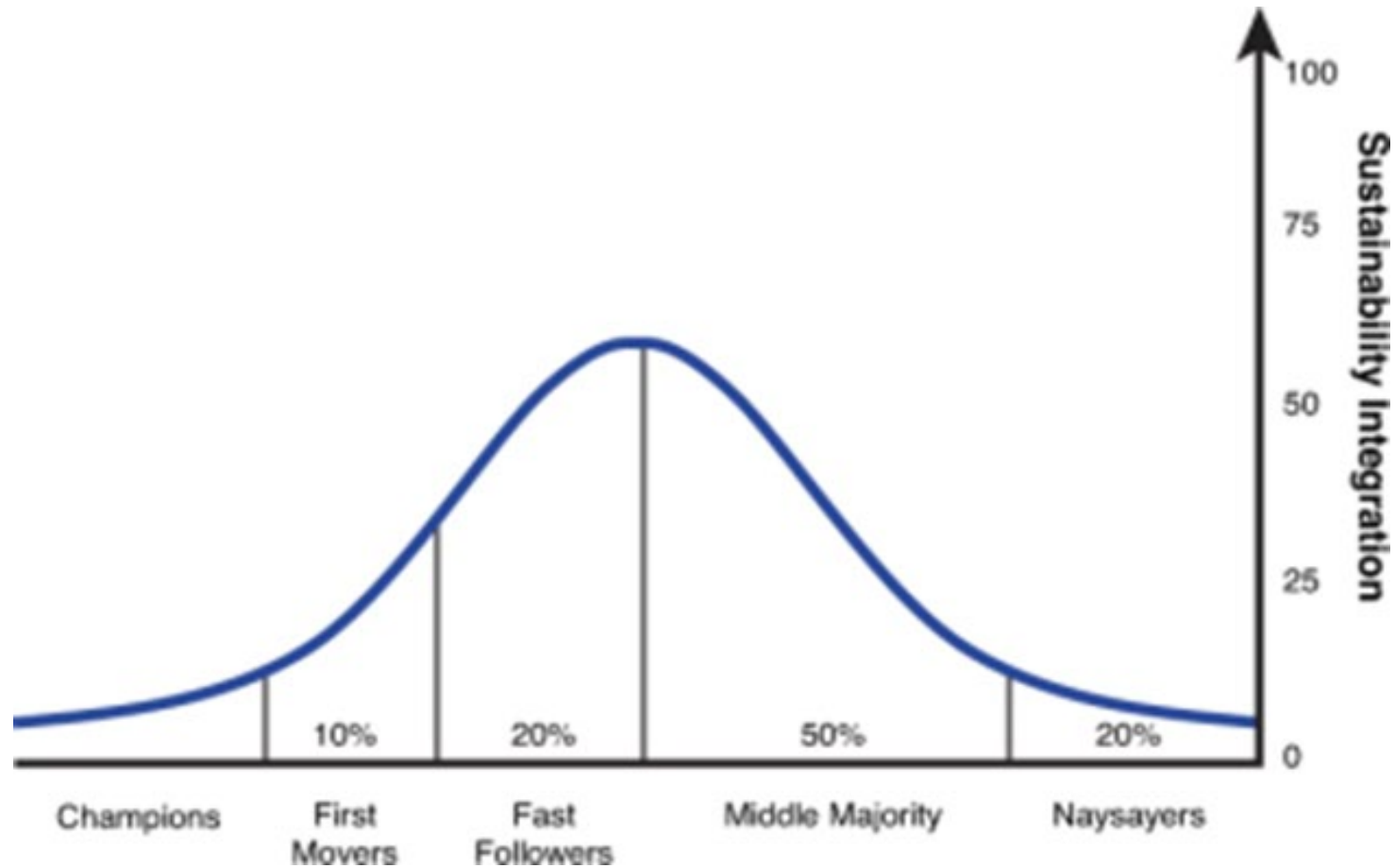
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Organizational Response to Change

All employees are different—personality, skills and response to change.

Acceptance to change similar to adoption of innovation.

Adoption Curve for Sustainability



Leadership for Change

Managing Change

- Planning
- Budgeting
- Organizing
- Correct personnel
- Marketing
- Measuring
- Problem Solving
- Executing core activities well
- Consistently producing reliable results



Leading Change

- Establishing direction
- Aligning individuals
- Motivating
- Inspiring
- Uniting to achieve results
- Driving towards the future

Institutionalize the Change

Long-term change through cultural change

Demonstrate connection between new ways & success

Success must be evident, identified & rewarded

“Throughout my entire career studying leadership and change, I have yet to find an example where a company achieved large-scale change without a cultural transformation.” Dr. John Kotter, *Forbes* (2011)



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