

Transition to Automated Ground-based Measurements

RA-V Workshop Day 3 People Change

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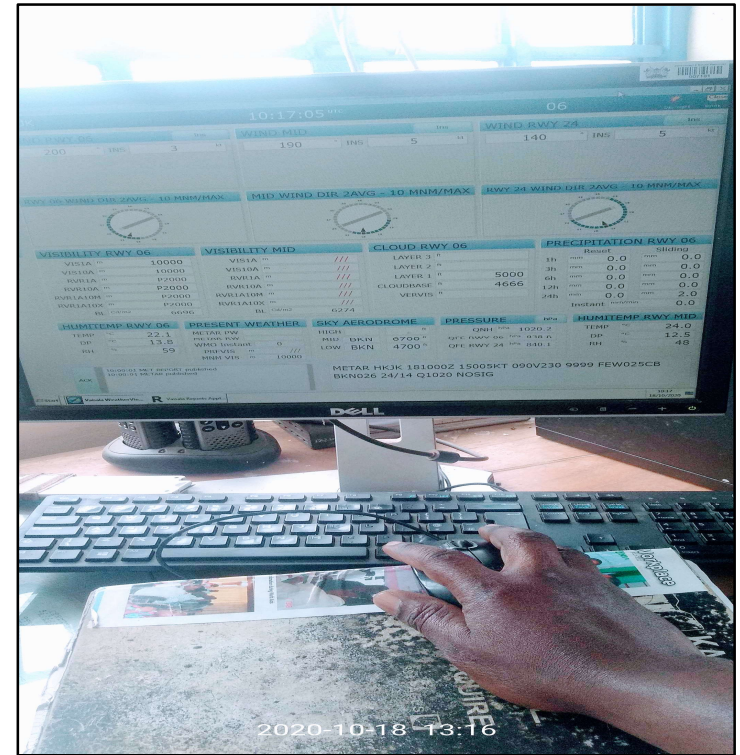
World Meteorological Organization

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A Compendium of Topics to Support Management Development in National Meteorological and Hydrological Services

ETR-24



People Change and Change Management

What's coming

- Introduction to change management and people change
- Resistance to change and why its natural
- Planning to succeed
- Share our experiences!



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People Change

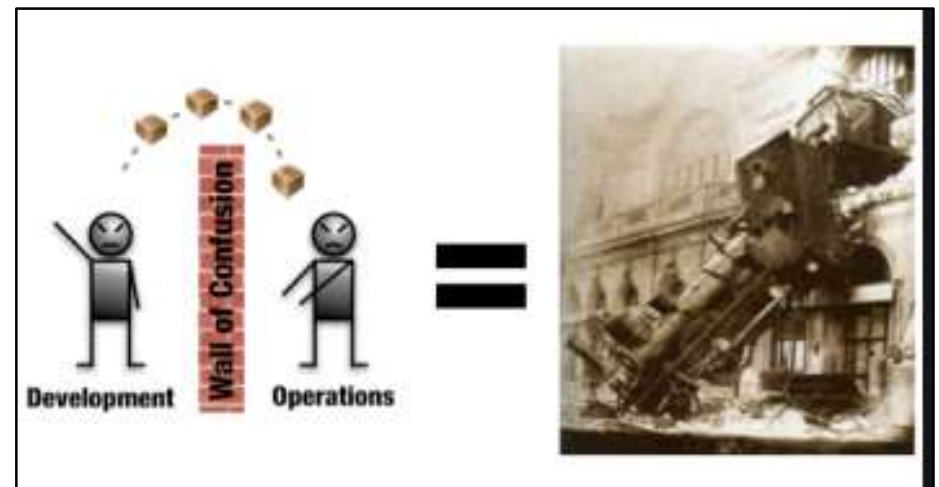
Change management focuses on the wider impact of changes on individuals and teams and how they adapt to and embrace those changes.

Why?

We all want our efforts to make a sustained impact!

Without people change our technical work can be wasted. AND we (in this forum) tend to be technically focused

It will work more quickly and easily



People Change

- Projects are often associated with organizational change.
- In general, project management focuses on the use of a set of tools and methods to achieve a specific objective of technical change.
- Change management focuses on the wider impact of changes on individuals and teams and how they adapt to and embrace those changes.
- Sometimes, change management might simply be considered a part of the project and the responsibility of the project manager.



Change and the individual

- For an organization to change, the individuals within that organization also need to change.
This means that individuals need to be convinced from the start that any change will benefit them as well as the organization(Organization culture change).
- Various descriptions can be discovered in the compendium.

https://library.wmo.int/doc_num.php?explnum_id=5647



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Change and the individual

- People change takes time and needs to consider different phases.
- This can be helped by using a method such as 'ADKAR'.

<https://www.prosci.com/hubfs/3.images/web-page/adkar-overview/ADKAR-Illustration.svg>

- Today we will consider two key parts
- Why you might encounter resistance (Note $V=IR$ 😊)
- How to plan for great training

Resistance

Organizational change need to be planned, adequately resourced and implemented in such a way that it does not cause resistance from the people it affects.

Resistance to change is a normal human reaction and should be anticipated and managed.

Resistance can be both **internal** and **external**.
(Users suspicious of new technology etc.)

The extent of any resistance to change will mainly depend upon:

- The purpose, scale and speed of the change
- The impact of the change on individuals
- Experience of how previous changes were carried out

Some causes of change and how to respond

Surprise and uncertainty

- People feel change has started without warning and feel uncertain about its implications

Response: Be open about the possibility of a change at an early stage, explain purpose, benefits and keep people informed throughout the change.

Loss of control

- Managers/Supervisors may feel that they are losing control of their area of responsibility and what they do at present is not valued

Response: get people involved in the planning and implementation of the change so they fully understand how they might be affected

Increased workload

- People involved in planning or implementing the change may be overwhelmed in carrying out their normal duties and taking on extra responsibilities.

Response: Re-allocate some tasks/change priorities so that a few people can dedicate more effort to the change process

Training

Training in the new system is vital and will be welcomed by everyone!

How to make a good training plan and other people change plans. Not just the technical system, but how we are going to use it. It all needs planning and training

1. What people are available?

Which teams will be involved in the implementation

2. Are they prepared and trained?

Make a Skills inventory, **Plan** communication about change, **Plan** Training modules

3. Will they be needed to work same hours?

What is the spatial extend of the automation?

Are there additional stations?

Are they fully or semi-automatic?



Quick Preview of how to do this relating to the Tender Spec

AWS Tender Specifications:Lifecycle_Management

Air Temperature

ID	WMO Tag	Functionality	Requirement Heading	Requirement	Test	Importance
17	T.MST.1	Maintenance/Support/Training	Calibration Instructions	Each instrument should be provided with a paper and electronic (pdf) copy of clear calibration instructions.	Inspection	Very Important
18	T.MST.2	Maintenance/Support/Training	Calibration Equipment	If requested, a proposal should be provided for equipment to execute calibrations.	Inspection	Very Important
19	T.MST.3	Maintenance/Support/Training	Training	Customer technicians should receive training onsite or at a location designated by the NMHS, on calibration, installation, maintenance, software, QC/inspection [if appropriate] and operational procedures for the instrument.	Inspection	Very Important (Regional Input)

Here's a simple example of a line in the Tender Spec – ID 19

And we can see here that the Tender Spec is about much more than the hardware!

It's a People Change 😊 - 'receive training'

So, thinking further

When and how

Who gets the training

Does the training match their skills

Who will do the training next time

And just as important your people see this and feel they are part of the transition!



Key Considerations

What is the extend and speed of the change?

- Transformation/Realignment
- Incremental/Big bang depending on the level of the technological advancement of the NMHS and resources available

What is the impact of change on individuals?

May result in re-designation (after some training),
relocation (in case of opening new stations),
or even redundancy

Share our experiences...

Mike's example.

Even after years of technical change and projects in the UK we still miss people change tasks.

For example, we recently found that our new AWS system implied changing the process for our field thermometer checks.

We had to find a replacement that was agreed by the central team and engineers.

Humphrey's example.

In our first phase of station automation, most observers felt threatened by automation for fear of job losses hence never embraced it.

There was poor communication as process drivers never actively engaged the on-site personnel in the automation leading to minor issues that could easily be fixed by the personnel on site shutting down AWS operations.

Can you share an experience?



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Thank you Merci



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