

Employee Buy-In Champions of Change

Transparency is key
to teamwork.

BY KRYSZYNA LAGOWSKI

Could anything be more vital to a strong telematics program than the people involved in its implementation? It's imperative to get stakeholders, from managers to drivers, buying into the plan.

For Jean-Sébastien Bouchard, VP of Sales at ISAAC Instruments, that means having someone internally who's responsible for the project. "Fleets need to have an internal main point of contact for everything going on, and to follow up with project planning," he says. "There's also a selling job that needs to be done with drivers."

Today's telematics customer has to show transparency to their employees. "For example, every driver should know how many hard brakes occurred over the past week, yesterday or in real time," says Bouchard. "The driver is the one holding the steering wheel. He's the person who can change things. If he's not aware of problem behaviours, how can you expect him to change? That real-time interaction is what will make your company progress – you have to show transparency, tell the driver what he is doing wrong so he can decide to make it better."

Champion

That's why there needs to be a champion, a team who's going to champion the effort. "This should include senior leadership," says Kimberly Clark, Telematics Product Leader at Element Fleet Management.



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"They're going to be responsible for assisting if there's any change management pushback in the organization."

A comprehensive communications plan should be part of any change management strategy. "You need to tell your impacted drivers why the organization is doing this," says Clark. "You can put it in the policy, but then put it into words, from someone influential in the organization, the goals, the data being collected and changes expected of them."

"It's really important to be clear and up front with drivers, to ease any anxiety, and the management team. Whenever there's change in an organization, employees appreciate communication and clarity. Doing that up front ensures that

no one's guessing why this device is going into vehicles."

Peer mentality

One of the biggest, most impactful applications of telematics data about a vehicle comes from the individual who's driving it. "If you make that data visible to everyone, you can take a peer mentality to improve performance among drivers," says Harvey Smith, Director of Product Development at ARI. "Once you know where you rank within a certain company, you've got two tendencies – you either want to improve, or you don't. Most people will want to improve."

Bouchard agrees, and says people want their job and their work environment to be the best. "The majority of people appreciate a transparent process, and the fact that everyone's trying to improve," he says. "People are proud of their job, and want to do it well. If my key performance indicator (KPI) as an employee is a clean truck, being punctual, then that becomes part of my job. And I want to do my job so that my boss recognizes me as a good employee." 🌐