

Loto-Québec supports its teams and leaders to build a long lasting capacity to change

Context

To facilitate adopting the changes brought about by its numerous projects and to build on its internal expertise on change management, Loto-Québec was looking for a new internal approach and a robust, simple, and proven toolkit with which to navigate it. The organization had become increasingly more aware that the ability to adopt change is an important indicator of success and that well-coordinated efforts were needed between the various existing actors, including both support teams, acting as change agents and managers. Loto-Québec enlisted Brio to design and deliver development and training programs for all of its targeted groups of people.

Approach

To help build the capacity to change and empower support teams and managers, Brio Conseils designed for Loto-Québec a training framework and content aimed at fostering a shared approach and practical tools in order to manage the human component of change. This complex initiative involved bringing together all clienteles using a common language and frame of reference, while taking into consideration the range in backgrounds and internal levels of change management expertise. Using Loto-Québec's existing expertise and concrete experience as a foundation, Brio created a series of experiential learning workshops aiming at integrating the cycle for managing change and addressing employee concerns. Brio worked closely with the client throughout the process to develop, test, and adjust the approach, and improve the implementation aspects while transferring Brio's expertise to the internal teams to ensure their complete autonomy in disseminating knowledge, setting up structure and mechanisms, as well as addressing concerns.

Results

Since the start of the project, all managers and change agents at the Société des Casinos and in several Loto-Québec groups have received training. Using a common



frame of reference made it possible to clarify roles related to change management, and ensure that all change agents and managers were aware of their responsibilities in managing the human component of the change. This particular area is currently being followed up on and routinely assessed in all of the client's projects.