



White Paper - Technology Transforms Trucking

Conquer challenges with help from **in-cab** solutions

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Growing pain-free

Technological advances and disruptions in the job market have pushed the transportation industry up against a wall. Let's face it: to remain competitive, carriers have to make major changes.

The trucking industry continues to endure an accelerating driver shortage issue. In 2022, the industry was short 80,000 drivers, according to ATA Chief Economist Bob Costello. He estimates the truck driver shortage to rise to 160,000 by 2030. Pain points range from an aging driver population to difficulties finding new recruits.

To minimize losses and optimize workforce performance, a growing number of carriers are turning to technological tools such as telematics. The implementation of such solutions doesn't always go over well with drivers: after all, you are asking them to relearn to drive, in a way!

And yet, telematics is a major asset for both employers and drivers. If you are considering implementing a fleet management solution, effective organizational change management can help make it easier. Far from being an irritant for your employees, this new way of managing your fleet could even become a major selling point for employee attraction and retention.



Learning the skillfullart of managing change



Managers everywhere will agree: even the smallest change in a company makes waves. Whether it's switching coffee suppliers, moving into a new building, or adopting an innovative new process, the reaction is the same – you will encounter resistance.

If some of your employees are often reluctant to change their work habits, the reason is quite simple. According to Swiss-American psychiatrist Dr. Elizabeth Kubler-Ross, employee reaction in the face of change is quite similar to grief.

Before embracing a new situation, your employees will go through four stages of “grief”: **denial, decompensation, resignation, and integration.** The most progressive will experience these stages in quick succession, while others will put up much more resistance.

One thing is certain: the more deeply the proposed change will upset employees' daily lives, the more support you will have to provide throughout the process.

In the transportation industry, the implementation of telematics tools requires skilled management, because it represents a change in practices. Since workforce is in scarce supply, it is in your best interest to do everything you can to make the change easy for your drivers.

There are several initiatives you can take as a member of management or a team leader to ensure that your employees accept the change as easily as possible. The first step: getting to know every step in the change acceptance curve.



70% of unsuccessful projects are attributable to a **lack of support** throughout the change.



ROI is four times greater with effective change management.



The two main problems are **resistance to change** and a **lack of management commitment.**



Better preparation through an understanding of the change curve

If you wanted to roll out a solution such as telematics throughout your organization, for example, what types of reaction could you realistically expect from your employees?

In the best-case scenario, all your employees would go straight to the integration phase, but that is unlikely to be the case. Your employees won't all be at the same stage at the same time.

After all, a system meant to optimize driver performance is pretty useless without drivers!

The 4 phases of the change curve

01 Denial

The first phase of the curve, denial, is a rejection of change in the shape of a negative, angry or skeptical reaction. At this stage, employees may believe something is being taken away from them. They are not ready to see the benefits of the proposed solution.

Our advice

Listen to your employees' concerns and tell them what advantages they will enjoy by using the new system. Explain what will change as well as what will remain the same across the company.

03 Resignation and acceptance

The next stage involves resignation and acceptance. This is when employees make a choice – refuse or accept the new situation.

Our advice

Reward efforts made in the right direction. Show your employees that they are part of the solution!

02 Bargaining and decompensation

After denial comes bargaining and decompensation. Employees recognize that the change will happen whether they want it to or not, but they don't know where they are in the process. Obviously, efficiency decreases during this phase.

Our advice

Employees in this state need your support. Explain to them in concrete terms what they can do to help the project succeed and present your vision of the company's future. This will help rekindle their motivation.

04 Integration and experimentation

Lastly, employees having gone through each phase each the stage of integration and experimentation. Their energy is renewed and they start to gauge the positive effects of the new practices.

Our advice

Transform employees who have reached this stage into ambassadors for change! Give them a voice and let their enthusiasm convince the more reluctant employees. To avoid seeing these employees slip back, continue to acknowledge their successes.

Now then - How to effectively manage change

By supporting our clients in the deployment of fleet management solutions, our client success managers have noticed that, despite the workforce shortage in the industry, certain companies continue to pursue a business model that does not consider the interests of drivers.

When a new way of doing things is proposed, drivers may react negatively if they believe their working hours or driving methods are under attack. In other words, **what worries drivers is a loss of income.**

By understanding this concern and assessing where your employees are on the change curve, you can easily suggest solutions to get them to buy into the project.

Talk about it!

The mere fact of talking about the change can have a major impact on your employees' attitude. Employees who suddenly learn that they'll be forced to do their work in a new way are more likely to react negatively. If, on the other hand, you talk about the new tool to employees before announcing its implementation, they will feel like they are involved in the decision-making process.

Reassure your employees

The first thing to do is to explain to drivers, dispatchers and office employees that, although the technology behind telemetry tools might seem complex, its use isn't.

Present the technology as a way to help every employee reach their full potential while reducing time spent managing operations.

Of course, telematics makes it possible to implement practices that lower fuel consumption. That's a major advantage for carriers, but there are also a number of positives for drivers.

Well-designed telematics systems **help reduce the risk of accident considerably**, making **driving safer** for employees.

Functions such as the ability to take photos for inspection reports, adaptive workflows and operation automation are also major assets to drivers. By making their administrative tasks easier, telematics helps them spend more time driving!

Our expert's advice:

"After taking part in the implementation of fleet management tools within sixty or so client companies, what I've noticed is that the most successful projects are those where communication is a driving force at every stage of the change."

Encourage their efforts

Alongside the deployment of telematics tools, the implementation of performance-based employee reward programs helps make the transition easier. Thanks to the driving habit analyses and personalized coaching functions high-performance telematics solutions provide, you can easily measure driver improvement.

One good practice involves setting up a monthly listing of top driver performance and rewarding your star employees. The greater your employees' motivation to perform well, the higher the yield of your telematics tools.

These programs work in three ways. They encourage your employees to do better, they give them the feeling of being responsible for their success, and they help you identify potential ambassadors.

Incentive programs can include bonuses, contests, etc. Employees are assured that if they work well, they will be offset. By improving, they could even increase their income!

If you reinvest part of the savings generated by telematics systems into reward programs, you increase fleet performance even more while ensuring employee retention.

Empower your best drivers

Apart from financial incentives, one of the best methods to foster employee buy-in to new programs is probably to give convinced employees a voice.

By analyzing the performance of your drivers, you can identify employees who are doing really well with the new program and offer them a chance to share their experience with colleagues.

The “champions” on your team can rally more employees to the cause by showing them concrete proof of success. This way, you can kill two birds with one stone: you recognize the work of your high-performance employees and help others improve.

Our expert's advice:

“I had the opportunity to see projects where drivers eagerly bought into telematics because they understood they would come out ahead.”



Use technology as a selling point for talent attraction

Once fully implemented, telematics systems can contribute to personnel retention. These systems become a sort of guarantee that drivers are treated at their fair value in your company, particularly when they are combined with reward programs.

This selling point can help both **attract new talent** and **win the loyalty of your current workforce!**

When they learn a carrier uses this type of system, many drivers contact employers directly because they know that good practice is rewarded.

This applies even more so to young drivers, since certain telematics solution providers deal with driving schools across Canada and train students. Once they have their license, these drivers seek out employers who use the tools they already know.

By advertising the fact that you use a telematics system in your job postings, you can be sure you will receive higher quality applications. Experienced drivers with good practices will want to work for you and the next generation of drivers will provide their rating score – that means no nasty surprises!

Think about your employees first and foremost

In the end, large-scale projects such as the implementation of fleet management tools require **full employee cooperation**, both of drivers and office personnel.

Not everyone will appreciate the change, of course, but you can make things easier by managing the process well and being considerate.



Communicate



Reassure



Encourage



Empower



Attract

Fleet management solution – A worthwhile change!



You understand, of course, that the implementation of a fleet management solution doesn't happen overnight. Depending on the size of your fleet and the complexity of your needs, deploying a system can take from three weeks to over a year.

You can see how this can become a tedious process if the transition is suboptimal and drivers believe that they are losing their freedom. In our experts' experience, change is experienced positively in almost all cases, particularly with the help of custom support services, such as ISAAC offers.

ISAAC's solution is a high-performance, easy-to-use system, but what truly sets our approach apart is the role our client success managers play. Once a contract is signed, the assigned sales manager organizes an internal kick-off meeting to hand the project off to the client success managers. The client success managers oversees the entire deployment of the telematics system throughout your company.

Our client success managers sole objective is to help your team go through the change curve quickly and smoothly, from initial doubt to success! These resources are specially trained

in project management and have substantial frontline experience. Their expertise help you leverage the successes they have seen in previous projects.

Our client success managers have a solid command of the organizational change curve concept. They have all the tools to make the implementation process pleasant for everyone!

Why invest in an effective telematics system?



Improvement in driver performance



Up to 5% fleet-wide in fuel savings



Highly accurate data to implement an incentive program for drivers



Together,
we **simplify**
trucking

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Talk to our experts to harness
the full potential of your team

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