

Case Study

Being First, Inc.

THE CASE:

Parks Canada Agency

National Historic Sites

The Canadian National Parks Agency is transforming itself and refreshing its brand to appeal to the changing demographics of its visitors. All levels of management are engaged in this renewal process as they refocus their priorities and create the mechanisms for effective oversight of their national treasures.



Being First enables clients to achieve breakthrough results from transformation.

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VISION RENEWAL AND TRANSFORMATION

Challenges

A clear vision for the future has emerged as the overarching challenge facing Parks Canada. When considering the expansive geography that falls under the oversight of this agency, clarifying which issues carry highest priority becomes a formidable task. Coupled with declining visitation, changing demographics and leisure patterns, and a tight business environment, Parks Canada had to re-brand the Agency to ensure its continued relevance to Canadians—to connect to the “hearts and minds” of every visitor.

Increasing threats to the country’s natural and cultural heritage along with market place competition have challenged Parks Canada to be able to deliver on its conservation, education, and visitor experience mandate. Leaders recognized that in order to establish a more compelling vision for the Agency, they needed to develop the leadership capability to fulfill their mandate. It was also clear from satisfaction surveys that the culture of the Agency needed to fully support and engage managers and employees. Being First was engaged to help sort out these challenges and provide a common process to oversee the transformation.

Solutions

An executive Transformation Leader was identified to lead the entire renewal effort. A Renewal Team was established to oversee this work and the leadership development it required. The Renewal Team was trained in *The Change Leader’s Roadmap (CLR)* and assisted by *Being First* to get decisions made, and change infrastructure and process in place: re-prioritize 100 projects into 7 key change initiatives, establish a change governance structure, create cross-team reporting and communications which would enable change teams to handle inte-

gration requirements across various initiatives.

The Executive Team used *The Change Leader’s Roadmap* to help them build the case for change, strengthen leadership capability to lead the Renewal efforts, and develop a clear vision for the future. Once the vision was in place, prioritizing the broad initiatives of the Agency became manageable, meaningful, and foundational in shifting the Agency’s culture.

Results

Over the past two years, Parks Canada has re-affirmed the Agency’s vision in business unit workshops across the country, launched its re-branding effort, and completed several priority initiatives. They are working towards their vision—“connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.” There is greater focus on increasing the relevance of their protected heritage places through all of the Agency activities.

Work is underway to revamp the Agency’s governance structure, increase employee engagement and communications, and to support the ongoing leadership of the Renewal efforts. Using the *CLR*, the Renewal Team tracks change initiative progress through an “Air Traffic Control” integration and coordination process, and attends more proactively to the human dynamics within each change effort.

The Agency continues to narrow its list of priorities and looks at ways to horizontally integrate change activities across the organization. They are addressing new areas of concern which reflect their commitment to the vision. The *CLR* continues to be used as the navigation system for the road ahead and is supporting the Agency to reach their desired destination.