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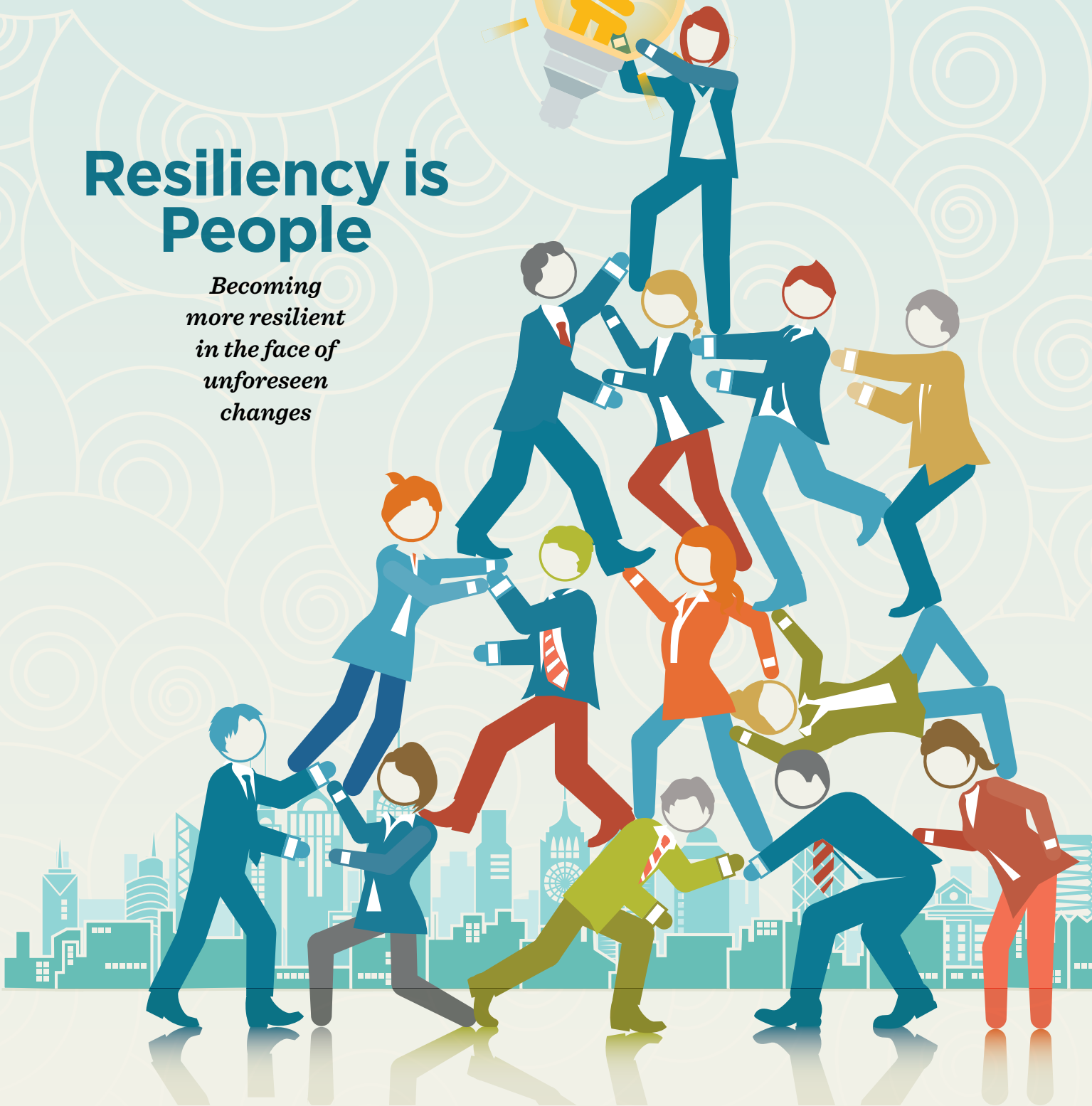
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& MOBILITY



Resiliency is People

Becoming more resilient in the face of unforeseen changes



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RESILIENCY

Learning to deal with unforeseen change is all about resiliency. But how do we become more resilient?

By Ron Steedly, CAPP, MEd

LET ME START BY SAYING I LOVE MY TITLE for this article. It reminded me of a dramatic scene in a 1973 movie involving green wafers that looked like Wheat Thins or Triscuits. Full disclosure, I was not compensated by Mondelēz International to name-drop their products.

To be sure, the world is changing at a rapid pace. I'm talking about the perfect storm of VUCA (volatile, uncertain, complex, and ambiguous) and a rapid pace. This past year with COVID-19 and its unforeseen effect on everything worldwide is an excellent example that VUCA is here to stay. Change, the VUCA way, seems to be the next normal, so we need to learn to deal with it. Did you catch that? Change is the next normal so how do we manage constant change?

Personal Experience

Please take a moment to think about a personal VUCA or other change event you made it through. Jot down what it was about and what you did to get through it. It may have been easy or hard, but you did it. Ask yourself why. The answer is probably that you wanted and were willing to put in the work. The converse is also valid—why we have not been successful. This has everything to do with our comfort zone and our willingness to push and extend its boundaries.

I remember back in the day, when the current state and future state were, for the most part, definable and the change necessary to move from the current state to the future state was doable and manageable. In my opinion, that situation rarely exists anymore. Planned change is too slow and if we do it that way, we will always be behind. We need to be agile and take action. I know it is frustrating when our current state, desired future state, and the required change in between are all on a sliding scale, but that seems to be the case more often than not.



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IS PEOPLE

Change is the next normal.
So how do we manage
constant change?



Successful Change

According to Wikipedia:

Change management is a collective term for all approaches to prepare, support, and help individuals, teams, and organizations in making organizational change. Drivers of change may include the ongoing evolution of technology, internal reviews of processes, crisis response, customer demand changes, competitive pressure, acquisitions and mergers, and organizational restructuring.

I find it ironic that management consulting company McKinsey and Company, which developed a change management model in 1982, recognizes that 70 percent of change initiatives fail. Why is that? It is not about the model or the process. It has everything to do with the people. Our desire to resist rather than embrace change in our exponentially changing world affects us on a personal level through our physical and mental wellness. On a business/organizational level, it limits our ability to adjust, thereby affecting our desired outcomes.

We experience events when we come out on the other side better than when we started. When I say “we,” I mean as people. When we do it as people, we do it collectively as an organization. So how did we manage to come out better dealing with this change?

Change Adoption and Resiliency

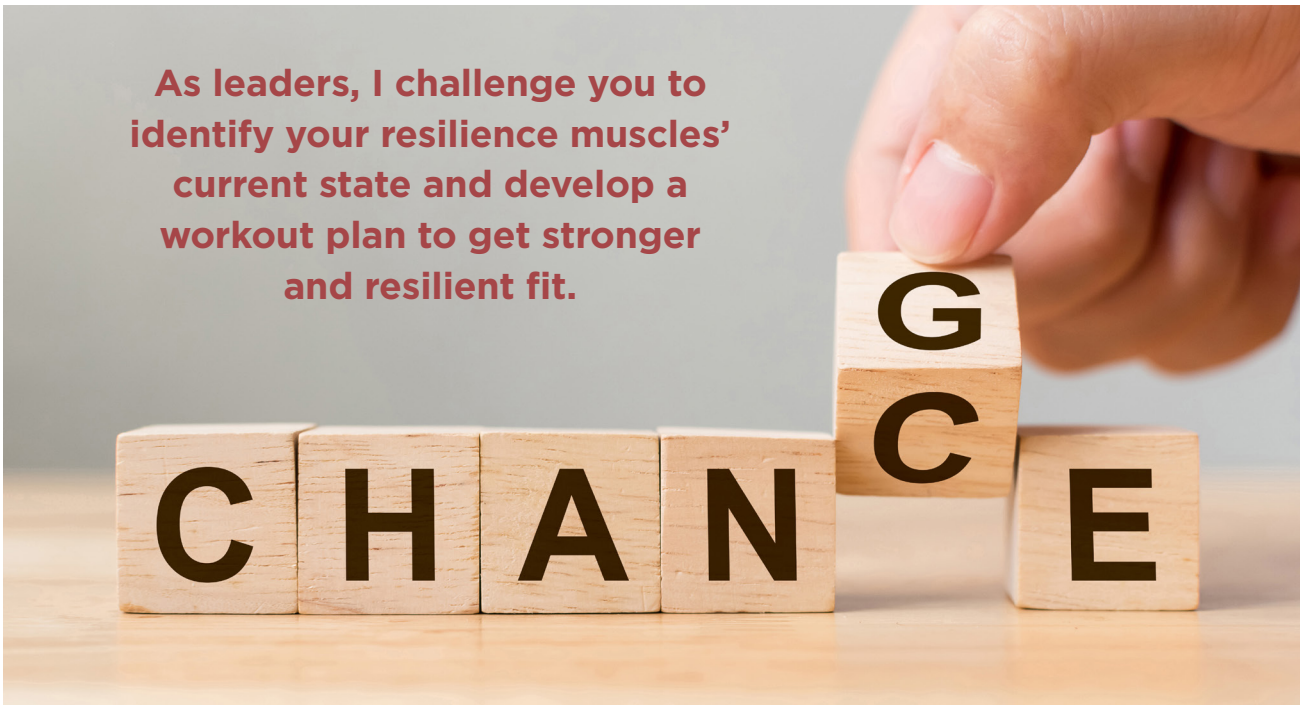
Change is difficult, and our innate nature is that we do not want to change. I wrote [an article awhile back for The Parking Professional](#) that addressed adopter groups and how they respond to change. These groups are:

- Innovators.
- Early adopters.
- Early majority.
- Late majority.
- Laggards.

We all fall into one of these depending on the change and our willingness to do it. It is important to know we have all fallen into all of these groups at one time or another. So how can you be a laggard one day and an innovator the next? Well, it depends on what it's about and your willingness to embrace the change. It's all about the mindset. It is all about resiliency.

We all have our working definition of resiliency. Many likely include words and phrases from these examples I pulled of the Internet:

- The capacity to recover quickly from difficulties (Google dictionary).
- Psychologists define resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress—such as family and relationship problems, serious health problems, or workplace and financial stressors. (apa.org).



As leaders, I challenge you to identify your resilience muscles' current state and develop a workout plan to get stronger and resilient fit.

- Resiliency is the ability to overcome challenges of all kinds—trauma, tragedy, personal crises, plain 'ole life problems—and bounce back stronger, wiser, and more personally powerful. It's important because this is what we need to do when faced with life's inevitable difficulties. (resiliency.com).
- Resilience is the psychological quality that allows some people to be knocked down by the adversities of life and come back at least as strong as before. (psychologytoday.com).

The Aha Moment

Let me break it down for you how I did for myself when I had my aha moment:

- My current state is excellent and I do not need an unplanned future state.
- I have a new current state due to some unexpected change (regular or VUCA) to my current state.
- I have an unplanned need for a future state (same as my old current state or different and better).
- The gap between the new current state and the desired future state requires change, and change equals stress.
- Dig deep using my “resilience” skill set to get to my new desired future state.

My aha moment was realizing resilience is required to help people deal with the unexpected and the unplanned change needs of life. If that skill set helps with the unexpected and unplanned changes, it can surely help when expected and planned.

Here's the good news. We have all been resilient at one time or another. The skill set necessary to be resilient is in every one of us. We need to intentionally identify the traits, characteristics, skills, etc., that make one resilient and exercise them. They become muscle memory and easier to call on when we need them. We then need to decide to use those muscles more often than not.

As leaders, I challenge you to identify your resilience muscles' current state and develop a workout plan to get stronger and resilient fit. Commit to becoming a certified resilience fitness trainer and train those in your care to be resilient fit. Our organizations can be resilient if each member is resilient before we need it. The best part is we do not need to do this alone. Take care of those in your care, and the organization will automatically be cared for by all.

Resiliency is people, so let's tap into what is already there and succeed together. ♦



Resiliency as Innovation

RESILIENCY IS JUST ONE OF THE SKILLS parking and mobility professionals will need as the industry recovers from COVID-19 and advances forward—and it'll be a long-term requirement for success.

Ron Steedly, CAPP, MEd, will present on resiliency as part of a panel of industry professionals during IPMI's summer Mobility & Innovation Summit, June 29-30, online. No matter where you are or what your position is in the industry, it's your chance to collaborate with the brightest minds in mobility, transportation, and parking. Connect with innovators, start-ups, and industry veterans as we tackle the toughest challenges and prepare you and your organization to rethink the way people get from place to place to stay ahead of demands and trends.

Topics include resiliency along with:

- The Mobility Landscape and the Role of Transit and Parking.
- Pilots, Data, and Real-Life Outcomes at the Curb and in our Facilities.
- Pushing the Envelope on Electric Vehicles: Planning, Design, and Operational Impacts.
- Closing the Gap: Innovation in the Mobility Space Meets Policy & Regulatory Frameworks.
- Frictionless Parking: Smoothing out the Edges for a Seamless Mobility Experience.
- Integrating Data for Effective Collaboration: APDS Outlook and Applications for our Industry.

Members can take advantage of early-bird rates through June 7: \$79 for one person and \$199 for teams of up to five from the same organization. Get all the details, start writing down your questions for chat, and save your seat—[click here](#).



RON STEEDLY, CAPP, MEd, is manager of transportation services at Texas A&M University. He'll present on this topic during the summer [IPMI Mobility & Innovation Summit](#), online, June 29-30, and can be reached at rsteedly@tamu.edu.