About this deck

- A mid-size company was experiencing rapid growth through multiple acquisitions.
- I was brought in to build organizational change management strategy, capacity, and capabilities so the company would succeed with business integration.
- I completed an organizational change management maturity assessment and created a roadmap to help them quickly establish essential OCM capabilities to support growth.
- This deck is a presentation I made to the Executive Leadership Team presenting the assessment and roadmap.
- Appendix includes tools and supporting information.

Agenda

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Executive Summary

Inputs

- One-on-ones w/ 45 senior leaders, GMs, managers and employees
- Dept / integration changes reviewed high-level needs
- Assessed strategy and function (Kotter Readiness and Prosci Maturity Model)

Key learnings and observations

- Positive energy about company future
- Ambiguity and mixed messaging
- High uncertainty
- Pockets of frustration, resistance and low trust
- Areas of fear and disruption
- Resistance is strong at the leadership and mid-management levels as a certain level of competition exists
- Many cultures, silos emerging as functions and entities work to preserve their identities
- People feel that information is not consistently cascading

What's next - training to increase awareness, understanding and ability

- Build trust among senior leadership team; build transformation leadership and engage in shaping change
- Embed change process into project management
- Build change capabilities Role-based training for three groups:
 - Leaders and people managers
 - Project managers
 - Employees

OCM Maturity Audit Ratings by Capabilities

Access complete Prosci Maturity Audit here.

Leadership - Score 2

Leaders as sponsors actively and visibly communicate, influence and engage people in change.

Application - Score 1

OCM standards applied across multiple projects and initiatives.

Competency - Score 1.2

All doers of change management (sponsors, managers, employees, PMs, CMs, and tech managers know and consistently demonstrate change management principals.

Standardization - Score 1.1

Common OCM vision, approach, process and language. OCM integrated with PM, fixed component to produce change. Triggers identified.

Socialization - Score 2.3

Buy-in, commitment and engagement in building capability and driving change is pervasive. Change management takes change management.



Transformation Capability Roadmap

Crawl (Build)

2023

Land & Stand

Promote vision, urgency
Align and empower leaders
Standardize approach
Organize & empower managers,
advocates, & employees
(training)

Walk (Grow)

2024

Deliver & Embed

Broaden CM across projects, demonstrate and refine competency, measure results and celebrate wins. Run

2025

Assess & Expand

Assess & improve processes.

Increase probability and speed
of benefit capture & risk
management.

Sprint (Elevate)

2026

Sustain & Advance

Exploit CM as competitive advantage; improve ops (CI, BBP); Innovate by eying trends, Proactively change to lead.



Leadership - Elevate Leader Voice

Enable leaders to help employees make meaning of change and engage.



Align and articulate change vision and urgency for senior leaders communicate

Senior Leaders



Mobilize and engage GM council for buy-in, support and feedback.

Identify and mobilize change leaders for CoE

GMs, Functional Leaders



Train and enable sponsors and people managers to lead their people through change

People managers



Application - Sequence & Communicate



- Calibrate change roll-outs to:
 - Promote continuity
 - Mitigate change fatigue
 - Minimize disruption
 - Leverage interdependencies
- Calibrate changes at site level to ensure operations
- Create cadence for reports to:
 - Maintain focus on vision & urgency
 - Focus on & promote accountability for shared goals
 - Manage uncertainty
- Celebrate and highlight successes

Competency – OCM is a Team Sport

We are training for all roles in 3 learning paths (Leaders, GMs, People Managers; Project & Change Managers; People)

Туре	Core Role	Accountabilities
Employee- Facing	Sponsors	ABCs - Promotes adoption and use by A ctively and visibly participating, B uilding coalitions, C ommunicating directly
Roles	People Managers	CLARK – Ensures adoption as a Communicator, Liaison, Advocate, Resistance Manager and Coach
	People	Engage, adopt and use the change
Enabling Roles	Change Manager	Prepares, equips and supports people with integrated strategies and plans, assessing risk, consulting project team on solution
	Project Manager	Prepares the solution for delivery on time and budget designing a solution with adoption and usage in mind integrating inputs from the people-side-of-change

Standardization - Focus on Project and Change

Project Management

Change Management

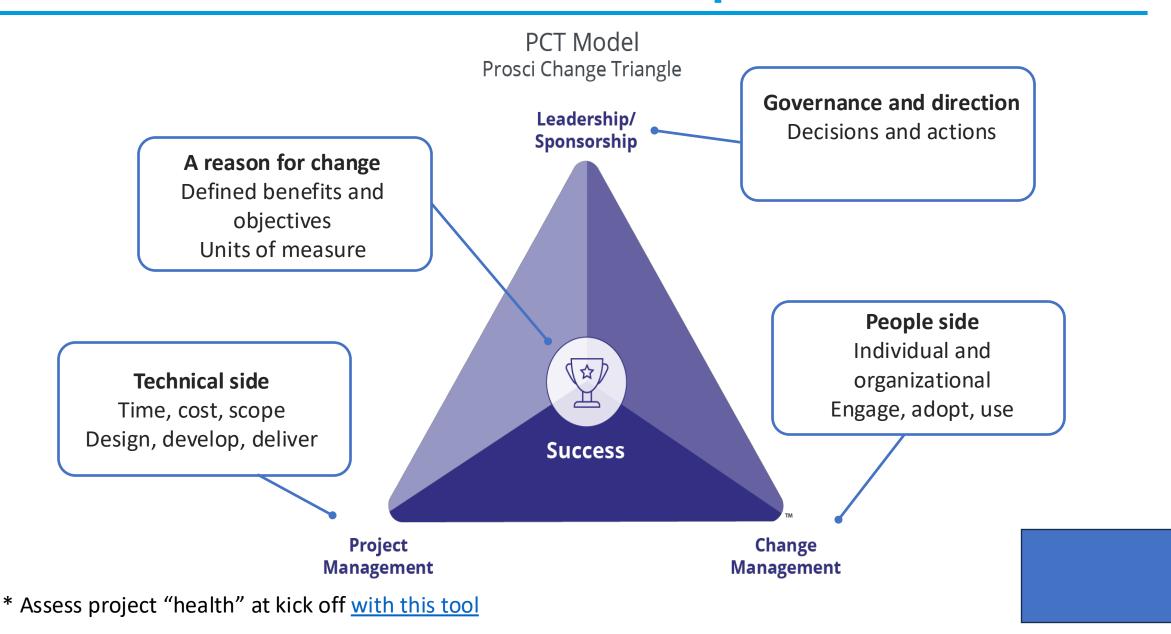
Requirements **Outputs** Specifications

Installation

Results The People Side of Change **Outcomes** Sustainment Realization*

*The Leader's Challenge: Installation or Realization, Conner Partners, 2004

Standardization – PCT Model to Prepare for Success



Standardization - ADKAR on a page

ADKAR operationalizes the process of moving people from awareness to action.

	ADKAR element:	Definition:	What you hear:	Triggers for building:
A	Awareness	Of the need for change	"I understand why"	Why? Why now? What if we don't?
D	Desire	To participate and support the change	"I have decided to"	WIIFM Personal motivators Organizational motivators
K	Knowledge	On how to change	"I know how to"	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A	Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A Gaps Barriers/Capacity Practice/Co
R	Reinforcement	To sustain the change	"I will continue to"	Mechanism Measureme

Socialization – Expand Ways to Align & Engage



"Top-down change is disconnected from today's workflow, and it's slowing organizations down."

— An Open-Source Approach to Change, Gartner, 2019

Pilot Pseudo Open-Source Change

What it looks like

- Dialogue between business and process owners
- Feedback on solution
- Feedback and engagement in rolling out change

Open-source change can

- 1 Increase success 34% to 58%
- Decrease implementation time 33%
- 1 Increase intent to stay 46%

What's ahead – mobilize and prepare



TrainSenior Leaders and GMs

Weeks 1 & 2

Develop (& procure as needed) tools & content

Weeks 2 & 3

Deliver



Train

People Managers, HR, PMs

Weeks 1-2

PMs & HR

Weeks 3-4

People Managers

Reinforcement

Open office hours Week 1



Train

All Employees

Weeks 1 - 3

Online, self-learning

Weeks 3-4

Assess all learning programs

Check-in on project plans

Identify additional needs



Q3-4 Planning

Assess plans, needs, gaps
Design, calibrate, launch Q3-4:

- 1 Change strategy
- 2 Change function

February

March

April

May

- Off-the-shelf and in-house content and delivery methods including self-guided learning on LMS
- Projected investment: \$8,000-10,000

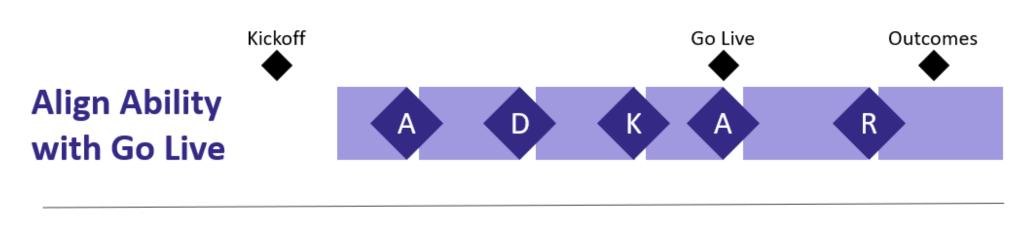
Questions & Discussion



APPENDICES

Apply OCM - Integrate with project process

ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



Unfortunate Reality



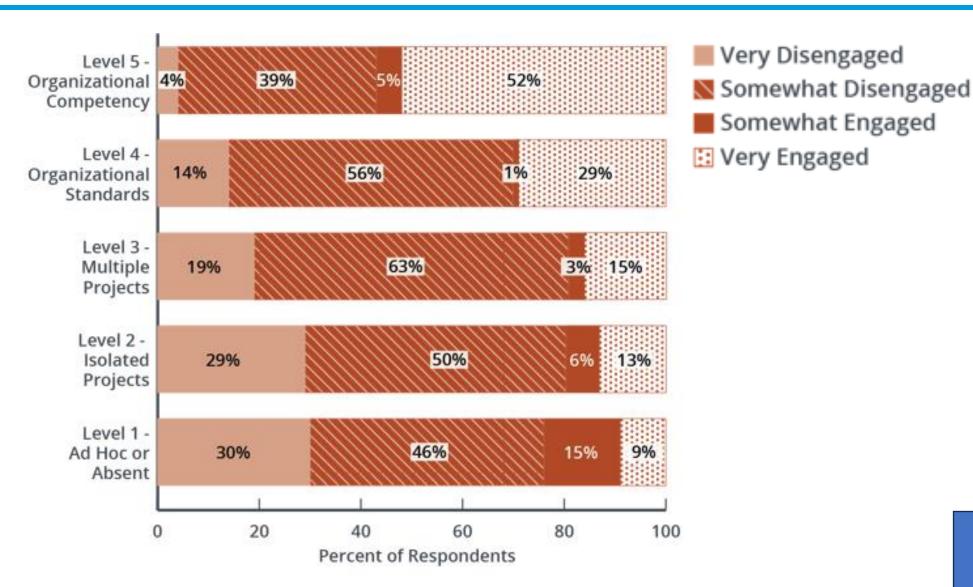


OCM: a critical success factor

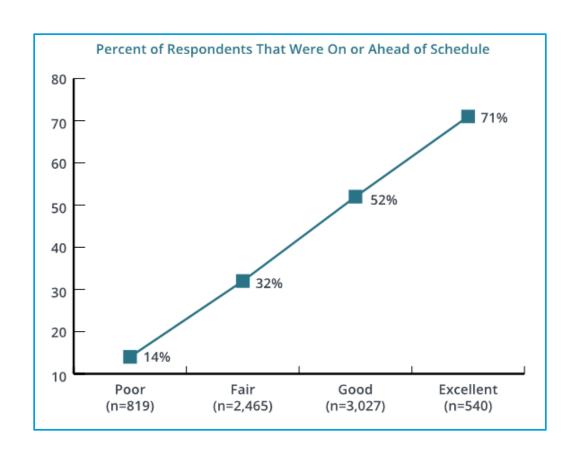
- 70% of M&A fail to achieve intended results (Gartner, 2019)
- 60–70% of all change efforts don't achieve results (McKinsey, '19)
- 90% of change failures are due to people and organization problems that can be prevented with structured change management (Gartner, McKinsey)
- Structured change approach increases likelihood of success by 6X (Prosci)
- Change management maturity drives employee engagement (Prosci)
- Change management maturity drives project success
 - 81% projects on or under budget
 - 71% on or ahead of schedule

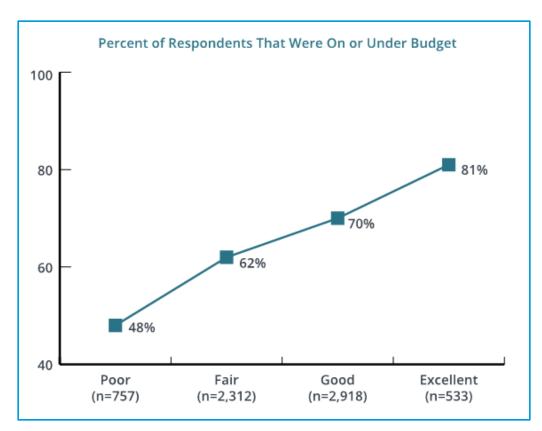


OCM maturity drives engagement



OCM maturity drives project outcomes





We identified the factors that differentiate successful from unsuccessful M&As. Differentiator of M&A Success of M&A Success or Infl.						
			Change Deci	sion Factors		
		Quality of Decision		Decision-Making Process		
\rightarrow		 Alignment of the Change Decision with Or Goal Definition Negative Impact on Employees Minimized 	_		vant Information ement in the Change Decision I Experience with the Change	
				Time to Make the C	Change Decision	
			Change Impleme	entation Factors		
	Controllable Factors	Employee Communications	Infras	tructure	Change Process	
		 ✓ Differentiation of Communications Message ✓ Frequency of Employee Communication ✓ Clarity of Need for Change ✓ Communications Channel Used 	✓ Alignment of Talen ✓ Alignment of Techr ✓ Alignment of Orga ✓ Alignment of Work ■ Alignment of Comm	nology and Systems nizational Culture flows and Processes	 Tracking of Success Metrics Change Implementation Roles and Responsibilities Time to Execute the Change Leader Authority to Adjust the Change 	
		Capability Factors				
		Capability of Managers of Change	Capability of	Senior Leaders	Capability of Employees	
		✓ Managers of Change Having Organizational Knowledge	Leader Deploymen	t to Appropriate Roles	 Retention of Key Employees Employees Having Information About the Change 	
		Managers of Change Having Change Management Skills			Employee Deployment to Appropriate Roles Employee Skills	
\rightarrow			Environmen	tal Factors		
	Uncontrollable Factors	New Competitor Regulatory Actions	Economic Volatility Emergency (e.g., No	atural Disaster)	Scandal Other	

n = 72 mergers and acquisitions.

^{*} Differentiators of M&A success are identified by calculating the frequency of each organizational factor in the most successful mergers and acquisitions and their frequency in the least successful mergers and acquisitions, then analyzing whether the difference in frequency is statistically significant. Please see the Appendix for more details about how differentiators were calculated.

The ability to successfully deliver project objectives is directly impacted by how effectively we manage the people side of change

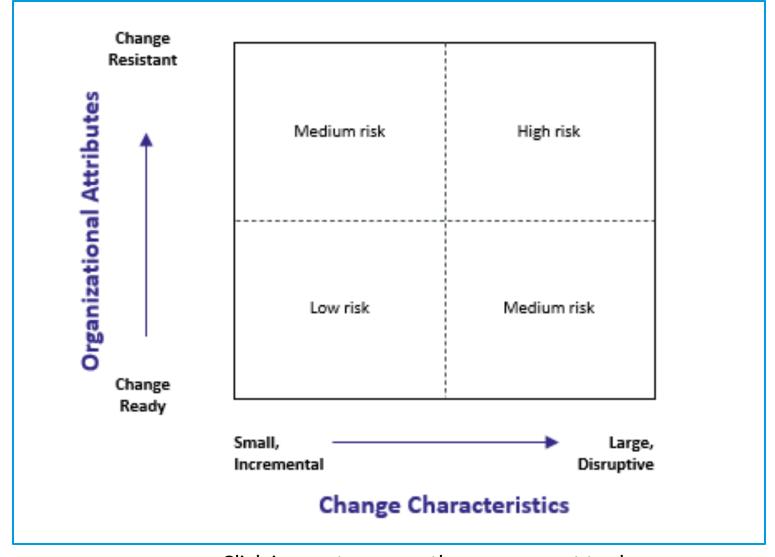
Managing the People Side of Change and Achieving Project Results

Percent of respondents that met or exceeded project objectives



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

Risk Assessment



Click image to access the assessment tool

Change Impact Analysis



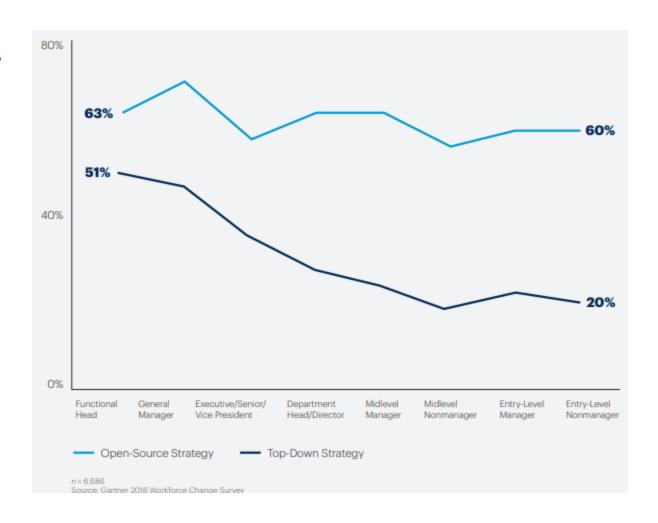
"Top-down change is disconnected from today's workflow, and it's slowing organizations down."

Open Source Change increase change success 34% to 58%

Implementation time can decrease by 33%

Employee engagement can increase by 38%

Intent to stay can increase by 46%





When people change organizations change

ADKAR model responds directly to people's needs as they go through the change curve.

When done well, uncertainty and disruption is minimized.

Projects achieve adoption and business goals faster.

