

# 6 Tactics for Growing Enterprise Change Capability

Ready to raise the bar in how you manage change in your organization?

## We heard from 10 industry innovators

about how they're building change management into the fabric of the organization. They represent a diverse mix of industries, company size, geographic footprint, cultures and so on. Yet they have similar views about important strategies for building enterprise capability. What's different is how each uniquely applies change management in their organization.

## Universal Themes – Unique Applications

Here are the six tactics that emerged for growing enterprise change capability, along with examples of how each organization uniquely applies these important strategies.

### 1 Align with your culture

**Hospital System**  
A culture of taking care of people. Used change management to take care of its internal community during change

**Pharmaceutical Company**  
Lean Six Sigma shop where measurement is king. Used ADKAR® Model measurement as the entry point to change management

**Manufacturing Company**  
Culture of discipline in projects and processes. Ensured that change management was delivered as a disciplined practice

to improve alignment and acceptance

### 2 Deploy on a key initiative

**Transportation Company**  
Embedded change management in a widespread process improvement project

**Hospital System**  
Deployed change management in an electronic health record system implementation

**Web Services Company**  
Applied change management to a high-impact open workspace initiative

to demonstrate the impact of change management

### 3 Build a change network

**Security Company**  
Built a change pioneer network that included the heads of numerous transformation programs

**Retail Company**  
Built a change management community of practice with reps from autonomous units to drive change consensus

**Bank**  
Developed a Center of Excellence with federated communities of practice in each business unit to localize change management

to build support and momentum throughout your organization

### 4 Go where the energy is

**Web Services Company**  
Stood up a change management practice in IT, followed by change management self-service and strategic partnerships

**Security Company**  
Identified change management as a business process and not an HR process, and attached change management to localized process initiatives

**Bank**  
Aligned with a small, centralized Community of Excellence committed to supporting business unit communities of practice

to create collaborative partnerships to pull change management forward

### 5 Integrate with existing competencies

**Hospital System**  
Change leadership was identified as a critical competency across three leadership levels

**High-Tech Company**  
Change management was integrated into the organization's project management boot camp and workbook

**Web Services Company**  
"Leading change" was included in the organization's new leadership competency model

to embed change management skills in professional development paths

### 6 Treat growing your capability like a change

**Transportation Company**  
Looked inward first, treating building change capability as a change to manage

**Municipal Government**  
Built awareness and desire for change management as an enterprise practice

**High-Tech Company**  
Delivered an executive roadshow to build sponsorship for enterprise change management

to improve outcomes with structure and intent



Interested in learning more about these change management best practices and case studies? [Check out the eBook.](#)