

6 Tactics

for Growing Enterprise
Change Capability



Contents

6 Tactics for Growing Enterprise Change Capability	3
10 Industry Innovators	4
6 Tactics	5
1 – Align With Your Culture	6
2 – Deploy on a Key Initiative	8
3 – Build a Change Network	10
4 – Go Where the Energy Is	12
5 – Integrate With Existing Competencies	14
6 – Treat Growing Your Capability Like a Change	16
Conclusion	18

6 Tactics for Growing Enterprise Change Capability

We're living in a time of bigger, faster, more complex, more cross-functional change than we've ever experienced. Organizational agility and the ability to adopt new programs, new systems, new processes, and new ways of working matters. Being effective at change management is necessary for organizations to successfully change and grow.

When you embed change management into the organization, you create consistency and a common approach to change management based on years of industry best practices. People from the top of the organization to the front line gain individual competencies and everyone in your organization speaks the same change language. As a result, employees transition through changes more effectively and you see the project results you desire.

We've gathered insights from 10 organizations about growing enterprise change capability.

Learn about what change management looks like in these organizations and the steps they're taking to grow their change capabilities.



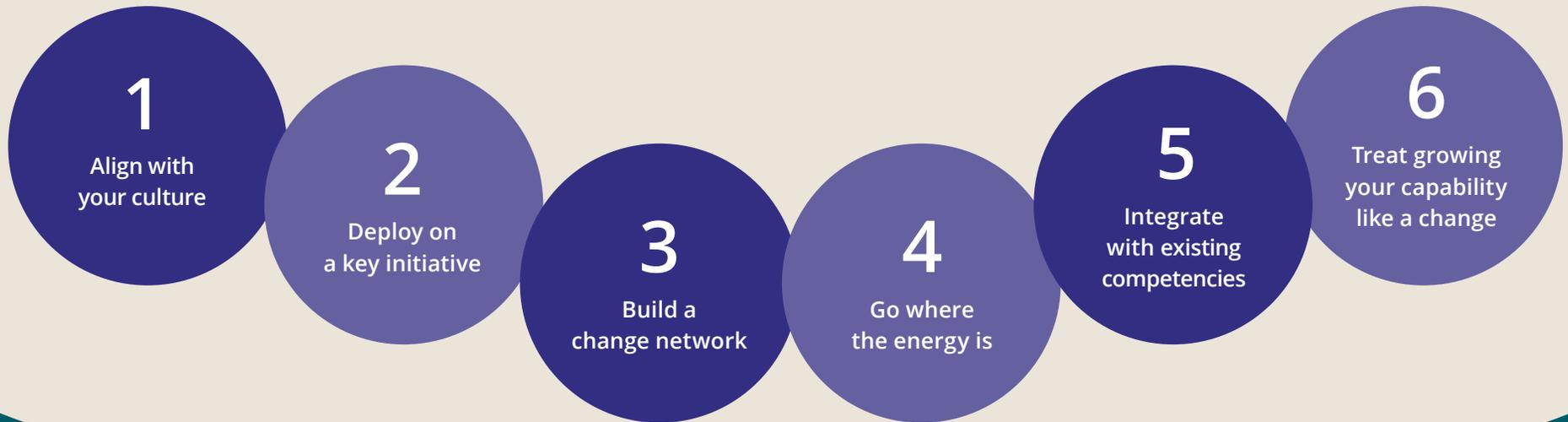
10 Industry Innovators

These 10 industry innovators shared how they're weaving change management into the fabric of the organization. The customers reflect a diverse mix of industries, revenue and size, and faced a variety of change management challenges.

Company	Industry	Revenue	Number of Employees	Key Business Challenge Around Change Management
 Electronic Components and Services	Electronics	\$28B	18,000	The organization identified the need for continuous process improvement and lean initiatives at the enterprise level. Yet there was a pattern of significant resistance and no real structured approach for dealing with the people side of projects.
 Transportation Department	State Government	\$1.3B	3,000	Funding was decreasing and the population was growing, but the organization was still tasked with meeting the state's transportation demands. So it embarked on a significant business process improvement initiative that required widespread adoption from employees experiencing change fatigue.
 Web Services	Software	\$3.3B	10,000	The company embarked on a cultural transformation with a portion of the organization adopting an unassigned seating model. Plus the IT team struggled with resistance when managing IT projects.
 Clothing Store	Retail	\$16B	141,000	The retailer faced one of its biggest changes in almost two decades: strategic unification of the brand operating model. Yet it historically managed change in siloes.
 Hospital System	Healthcare	\$3.7B	24,000	Huge, disruptive changes included forthcoming healthcare reform and implementing a new ERP system across all 11 hospitals. But they struggled with change management buy-in.
 Home Fixtures	Manufacturing	\$600M	3,000	Lingering effects of the recession demanded introducing substantial changes related to operating more efficiently. However, change management was a low priority for the company.
 Canadian Municipality	Municipal Government	\$1.9B	3,000	The organization mandated a new strategic vision for each individual's role in driving client satisfaction. It was a fundamental shift in this public institution, for everyone from leaders down to the front line.
 Canadian Bank	Financial Services	\$38B	78,000	The company lacked enterprise-wide change standards. Instead, employees, contractors and consultants deployed change management using methods based on their best knowledge and experience.
 Global Biopharmaceutical Company	Pharma	\$6B	5,000	The company experienced significant merger and acquisition activity, plus met resistance after implementing SAP, and found themselves in a purely reactive mode.
 Security Systems	High-Tech	\$10B	57,000	Significant changes included separating the company from a larger business entity, and from there dividing into three major business segments. But they lacked an enterprise-wide change methodology.

6 Tactics

As we engaged these 10 industry innovators to understand their change challenges and aspirations, the following six tactics emerged for growing enterprise change capability:



Universal Themes, Unique Applications

The themes that emerged are universal across the six organizations and typical for enterprise change management, but each organization brought the theme to life in its own particular way. “Universal theme, unique application” is one of the most important conclusions of the

work, and it provides a foundation for organizations embarking on their own change capability journey. We’ve included examples of how these 10 trailblazers and others uniquely apply these important strategies in their organizations.

1 Align With Your Culture

Organizational culture and value systems contribute to the unique environment of an organization and affect the way people interact with each other. Culture should therefore be an important consideration in your strategy for building change capability and how you uniquely deploy it in your organization. You will want to position and deploy enterprise change management differently if for example your organization is traditional and practical versus innovative and forward-thinking.

But you also have an important opportunity beyond simply aligning with your culture to get the buy-in and change results you're hoping for.

Because of its importance to and visibility on key organizational initiatives, your enterprise change management efforts can help cultivate your cultural environment and even shift it if company leaders see the need to do so. You should position enterprise change management accordingly—as a powerful initiative with benefits that far surpass the project level.

”

Our HR and Organizational Development teams are well-versed in the psychology of change. But our project managers are more clinical, more check-the-box and 'let's move on.' In our change management strategy, we needed a balance between psychology and pragmatics, with a practical, task-driven approach laid out for the project managers.



1 Align With Your Culture



Hospital system

In a community hospital with a strong cultural value of taking care of people, we positioned change management as a way to help our internal people during change.



Pharmaceutical company

This Lean Six Sigma shop, where measurement is king, used ADKAR® Model measurement as the entry point to change management.



Manufacturing company

This culture of discipline in projects and processes ensured they delivered change management as a disciplined practice.

“Our organization is a value-based culture where we sincerely care about the impact our actions have on one another. The ADKAR Model gave us a structured way to pay attention to the ‘softer side’ of change and to exercise compassion during change, in a repeatable way.”

Change Management in Action:

Cultural considerations

Here are several other examples of how different organizations align enterprise change management with culture, based on curated input from real practitioners.

The culture is:	So we position enterprise change management:
Mission-driven, value-based and people-focused	By inviting collaboration, communicating consistently and respectfully, and connecting to organizational philosophy
Process-oriented	As people-oriented to drive results efficiently and quickly
Evolving	As a gentle approach to encourage key results
Risk-averse and focused on cost	As a risk reducer and project ROI improver

2 Deploy on a Key Initiative

In the early phases of building enterprise change capability, visibility of your change management efforts is especially important to show your organization what change management looks like. Both employees and executives can quickly see the value of change management in your organization, which will help build momentum and support.

The particular initiative you attach to as you demonstrate the impact of change management is important. Initiatives with visibility, executive support and available resources are typically good candidates. Look for projects where results are highly dependent on adoption and usage. Be thoughtful in selecting your initiative. And then focus on how you can capture and share the effort and impact to leverage this success to continue to gain buy-in.

”

Due to budget constraints amid a growing state population, our organization embarked on a significant business process improvement initiative particularly focused on customer service and efficiency. This effort would be transformational for us internally and externally. Process improvement already had momentum in our organization, so we were ahead of the game when we brought change management to the initiative.



2 Deploy on a Key Initiative



Transportation company

They embedded change management in a widespread process improvement project.



Hospital system

The organization deployed change management in an electronic health record system implementation.



Web services company

This company applied change management to a high-impact open workspace initiative.

“ We had disruptive change on the horizon so we elected to send our HR directors and organizational development consultants to Prosci training. From there, our new change practitioners sought and gained buy-in from the IT team and key stakeholders to apply change management to an enterprise-wide ERP implementation. Ultimately, the project was considered the best technical implementation in the organization's history. ”

Change Management in Action:

Aligning with a key initiative

Here are a few more examples of how different change managers we've talked to deploy change management on a key organizational initiative.

The key initiative is:	This initiative is a good choice because:
Agile transformation	It's a hot topic for all business lines right now
Continuous improvement projects	Change management is simple to deploy and visible
Implementation of a new trade order management system	It's a highly visible initiative and inclusive of our most difficult audiences within the organization
An SAP deployment	This initiative affects the entire company and has high visibility, plus a high cost and potential loss of ROI if not fully adopted

3 Build a Change Network

Building change capability requires continued efforts to gain buy-in for change management and expose the organization to its benefits. This requires more than just a couple of change management proponents. It requires a network of advocates who can help extend the message, generate awareness and understanding of change management, boost credibility, and build a sense of purpose for your efforts. Our recent Best Practices in Change Management study revealed that 45% of participants leveraged a change agent network.

Change agent networks are universally important, but they look different from one organization to the next. They may include one particular role such as practitioners from every department, or a mix of individuals, such as business unit leaders, change practitioners and the executive team. However you create one, know that networks matter. They help amplify the impact you're bringing to the organization and help keep your change management momentum going.



”

After sending several leaders from our Learning and Development team to Prosci Change Management Certification, we developed a Community of Practice for change. The core group identified 35 people around the organization who were especially impacted by change and showed an interest in change management. The larger team then developed a 12-month roadmap and curriculum for change management.

3 Build a Change Network



Security company

This company built a change pioneer network that included the heads of numerous transformation programs.



Retail company

This retailer built a change management community of practice with reps from autonomous units to drive change consensus.



Bank

The bank developed a Center of Excellence with federated communities of practice in each business unit to localize change management.

“ We developed a Change Agent Network comprised of cross-functional business leaders, key stakeholders, core process leaders, and project managers. The team serves as a change management governing body, working group, and sounding board for change-related decision-making. We are the true drivers of change in our organization. ”

Change Management in Action:

The change network

Here are several other examples of key groups that make up change networks in different organizations.

Our network groups are:

Business analysts, project managers, directors and executives with high accountability

Representatives in the field who are demanding improvements

Project managers and change agents in the lines of business

A group of individuals from all offices, who take part in key initiatives and “blaze the trail” for the coming changes

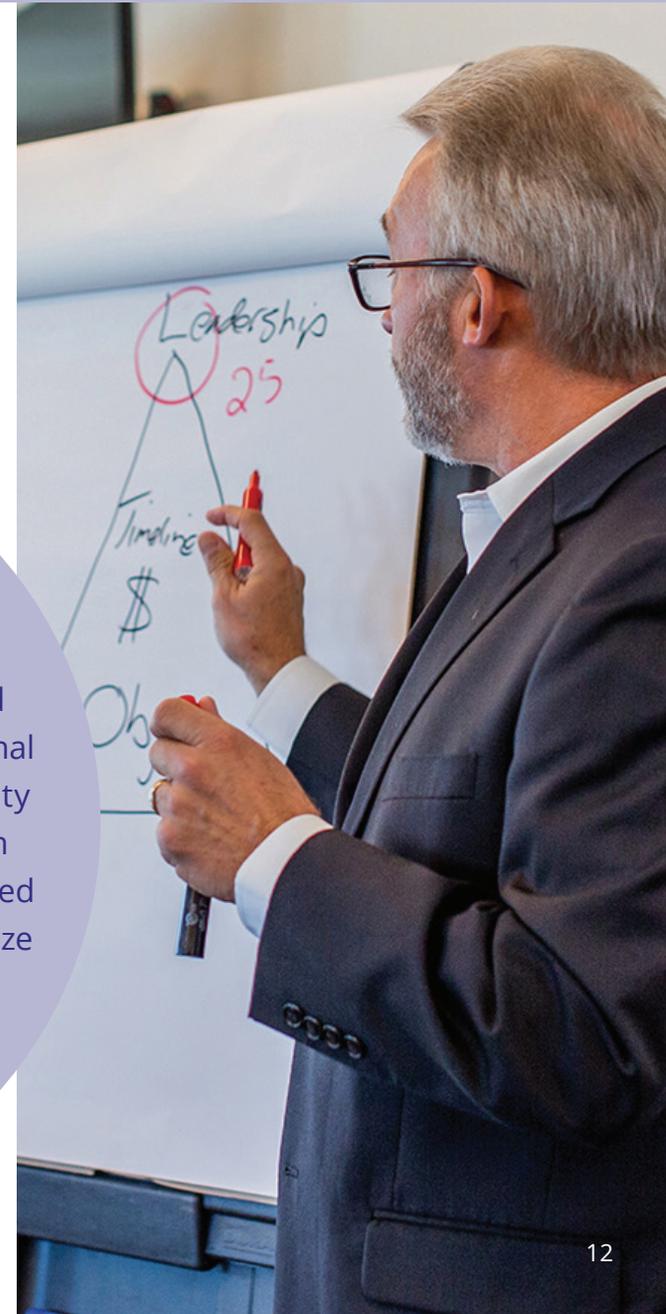
4 Go Where the Energy Is

Building enterprise change capability isn't an exercise in pushing out change management. Rather, to do it effectively, it's important to identify areas of the organization ripe for change management and to align change management with those areas and initiatives. Senior leaders who understand the why of change management, and early adopters and passionate go-getters, are good candidates to tap into. Build awareness and desire with those specific teams and the demand for change management will likely follow.

Through demonstrating the success of change management and aligning with key places in the organization, you can foster a pull for change management from those areas or levels instead of pushing it out to them. In addition, this elevates change management to more of a collaborative effort by the organization, which will contribute to your success.

”

Our IT Project Management Office elected to do tactical change management on internal IT projects. This gave the organization visibility into how change management operated in the project environment. From there it helped drive adoption, and we were able to formalize the capability in the organization.



4 Go Where the Energy Is



Web services company

The company stood up a change management practice in IT, followed by change management self-service and strategic partnerships.



Security system

They identified change management as a business process and not an HR process, and attached change management to localized process initiatives.



Bank

This bank aligned with a small, centralized Community of Excellence committed to supporting business unit communities of practice.

“We were in the process of establishing a business system that integrated and standardized how we operated. We had also developed a new leadership framework that included change leadership as a core competency. We wove these two constructs together, positioning change management as a business process. Change management quickly garnered support from top executives, given our growing focus on business process improvement.”

Change Management in Action:

Following the energy

Here are a few more examples of how different change managers leverage the energy and momentum that exists in various areas of the organization to help build change capability.

Examples of energy that practitioners leverage to help build change capability include:

A business process improvement team and their initiatives

An organizational philosophy that includes seizing opportunities to do things better

Small change management wins that demonstrate the value of change management

Learning and development programs, because they are forward-thinking

5 Integrate With Existing Competencies

Change management is fundamentally a methodology that we apply to our projects. But it's also an individual skillset or competency demonstrated in various places in the organization. We can integrate change management competency—as a need or even a requirement—into models, frameworks, job roles or profiles. In fact, many organizations are adding some aspect of “change” to their existing competency models and development work. But they have left a gap in terms of providing the actual training, tools and skills that people really need.

By looking for opportunities to develop change management competencies beyond change practitioners, we weave change management into the fabric of the organization. We also develop change leaders who can help grow and sustain change management as a practice.

”

Our organization identified the importance of change management as a core competency. So we invested resources in developing a competency model that mapped out which change management skills we wanted different organizational roles to have. For managers it was about facilitating change. We wanted our executives to be good at driving cultural change. And for the C-suite team it was about leading change.



5 Integrate With Existing Competencies



Hospital system

The organization identified change leadership as a critical competency across three leadership levels.



High-tech company

The company integrated change management into the organization's project management boot camp and workbook.



Web services company

They included "leading change" in the organization's new leadership competency model.

“ Our organization deepened our focus on leadership development. We established a leadership blueprint with nine competencies used to rate performance and talent. One of those competencies is leading change, which has helped us build momentum for our change management practice. ”

Change Management in Action:

Change management as a competency

Here are several other examples of how different change managers integrate existing competencies in the organization with their strategy for enterprise change management.

In our organization, the competency that serves as an anchor for building change capability is...

Company-wide continuous improvement efforts

An employee development training program

An enterprise-wide leadership core competencies model

A lean transformation program that has successfully implemented a change mindset

6 Treat Growing Your Capability Like a Change

Growing change capability is in itself a change to your business model and organization. It is also a change that impacts how each person shows up and engages in change. To effectively build and deploy change management at the enterprise level requires a thoughtful approach, focused intent, and structured change management.

Training about the what and why of change management isn't enough. When building enterprise capability, you should apply the

ADKAR Model just as you would for individual projects, and in a way that uniquely fits your organization. Create *awareness* about bringing change management into the organization. Generate *desire* for change management as an enterprise-wide capability by focusing on what's in it for the employee. And make sure that employees have the *knowledge* to embrace change management and the *ability* to change, and that you have a plan in place to *reinforce* why and how you're building change capability.



”

When we first decided to bring in change management as an enterprise capability, we dove right into training, sending 30 employees to Prosci's 3-day certification training. Over time, the organization grew resistant to change management because we failed to build awareness and desire for it across the organization. So we rebooted our strategy and applied the ADKAR Model to enterprise change management, and gave people enough time to understand the 'why.' People then started jumping on board, which spilled on down to our projects with positive results.

6 Treat Growing Your Capability Like a Change



Transportation company

The company looked inward first, treating building change capability as a change to manage.



Municipal government

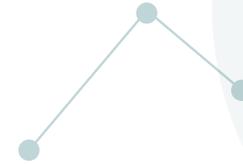
Change leaders built awareness and desire for change management as an enterprise practice.



High-tech company

Change managers organized an executive roadshow to build sponsorship for enterprise change management.

“Budget cuts elevated the importance of operational efficiency in our organization and ensuring we got the expected ROI on any project investments. So it made perfect sense to develop our enterprise change capabilities. To get the most from that investment, we made the strategic decision to apply change management principles to the notion of bringing change management into the organization. This was critical to getting the support we needed from key stakeholders to develop our change management practice.”



Change Management in Action:

Building change capability with change management

Here are a few more examples of how different organizations deploy enterprise change management using change management strategies.

We treat our enterprise change management journey like a change by:

Using the ADKAR Model and change management tools to approach enterprise change management

Maintaining a focus on how individuals benefit from the organization adopting enterprise change management

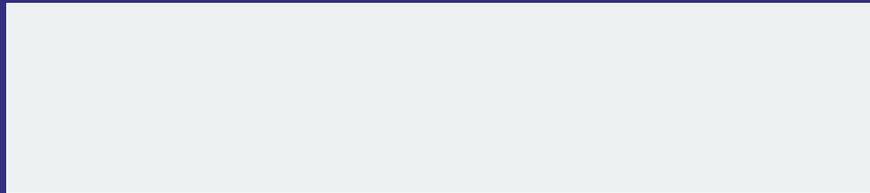
Building a strong network of sponsors for enterprise change management and making sure they're visible

Remaining transparent about our enterprise change management initiative through regular, effective communication

Growing Enterprise Change Capability: Applying the Themes to Your Situation

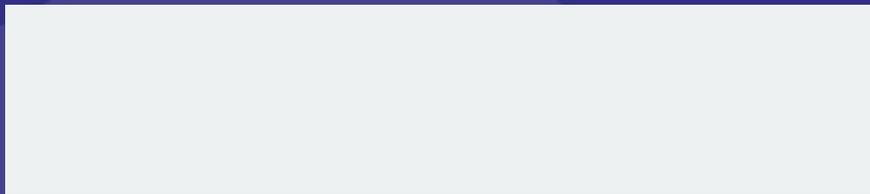
1 – Align With Your Culture

What aspects of your culture can you pull forward in your approach to enterprise change management?



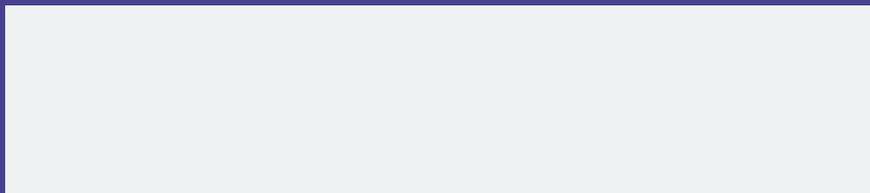
2 – Deploy on a Key Initiative

Can you think of several key initiatives in your organization that would be good choices for deploying change management on?



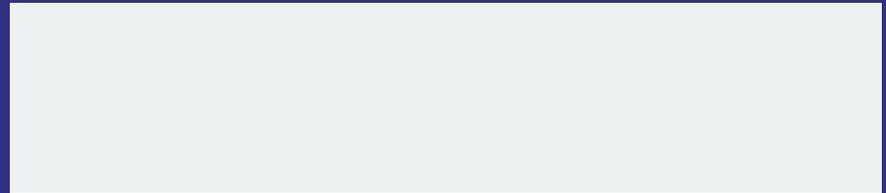
3 – Build a Change Network

Which individuals and teams would you include in your change network to help you generate awareness for enterprise change management and build your enterprise change capability?



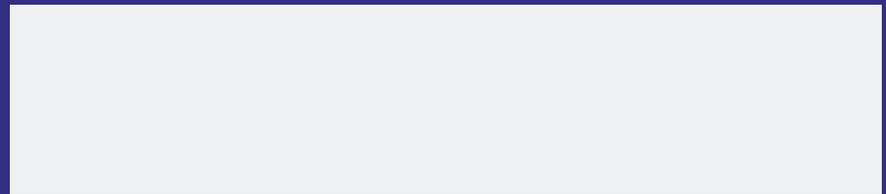
4 – Go Where the Energy Is

Can you identify three places in your organization where energy already exists that can help foster a pull for change management?



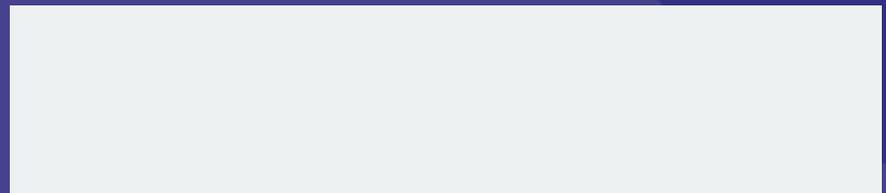
5 – Integrate With Existing Competencies

Which competencies in your organization can serve as an anchor for building change capability?



6 – Treat Growing Your Capability Like a Change

What are some ways that you are using change management methodology to build your enterprise change capability?



Conclusion

These 10 industry innovators building change capability have revealed six common tactics related to cultural considerations, aligning with key initiatives, building change networks, going where the energy is, integrating with existing competencies, and treating change capability like a change. They have also helped us understand their unique approaches for effectively applying these strategies in the organization.

Growing Enterprise Change Capability:

Universal Themes, Unique Applications



Advancing Your Change Maturity

Consider these six universal tactics and how you should uniquely apply them in your environment when you're ready to advance your organization's change maturity. By doing so, you're moving beyond applying change management project by project to embedding change capability as a core competency of your organization.

Got Questions?

Contact Prosci at solutions@prosci.com or +1 970 203 9332.

FOLLOW US: [in](#) [twitter](#) [f](#) [youtube](#)