ACMP Standard Review

for CCMP Applicants & Aspiring Change Leaders

Session #4 Formulate the Change Management Strategy

Feb 2022

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Today's Team

Program Architect and Facilitator

ALAN BOSTAKIAN

PhD, CCMP, Prosci, CCA, CTDP, RPT

*Director of Professional Development
at ACMP Ontario
And
Sr. Change Management Consultant
at the City of Toronto*

And thanks to Koya Taiwo, Kaitlin de Graaf, Jeff Kerr, and all other ACMP Ontario team members for continuous support.

Guest Speaker

PEDRO VALIDO

*Head of Transformation for Western Europe at Fujitsu
Strategist at 4theChange*

Breakout Session Leads
(Volunteers for today's session)

DIANE SARAH BÉGIN

CHRL, Prosci, GPHR
*Senior Consultant and Solopreneur
HR, OD, CM and Strategy*

AMINE NOURI

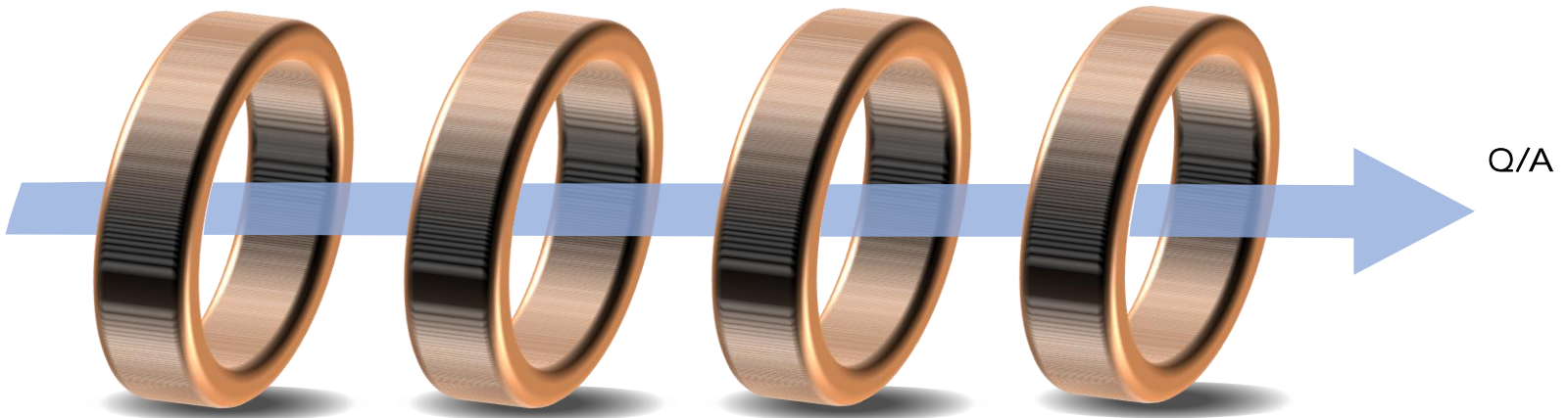**MBA Candidate, York University**

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Today's journey
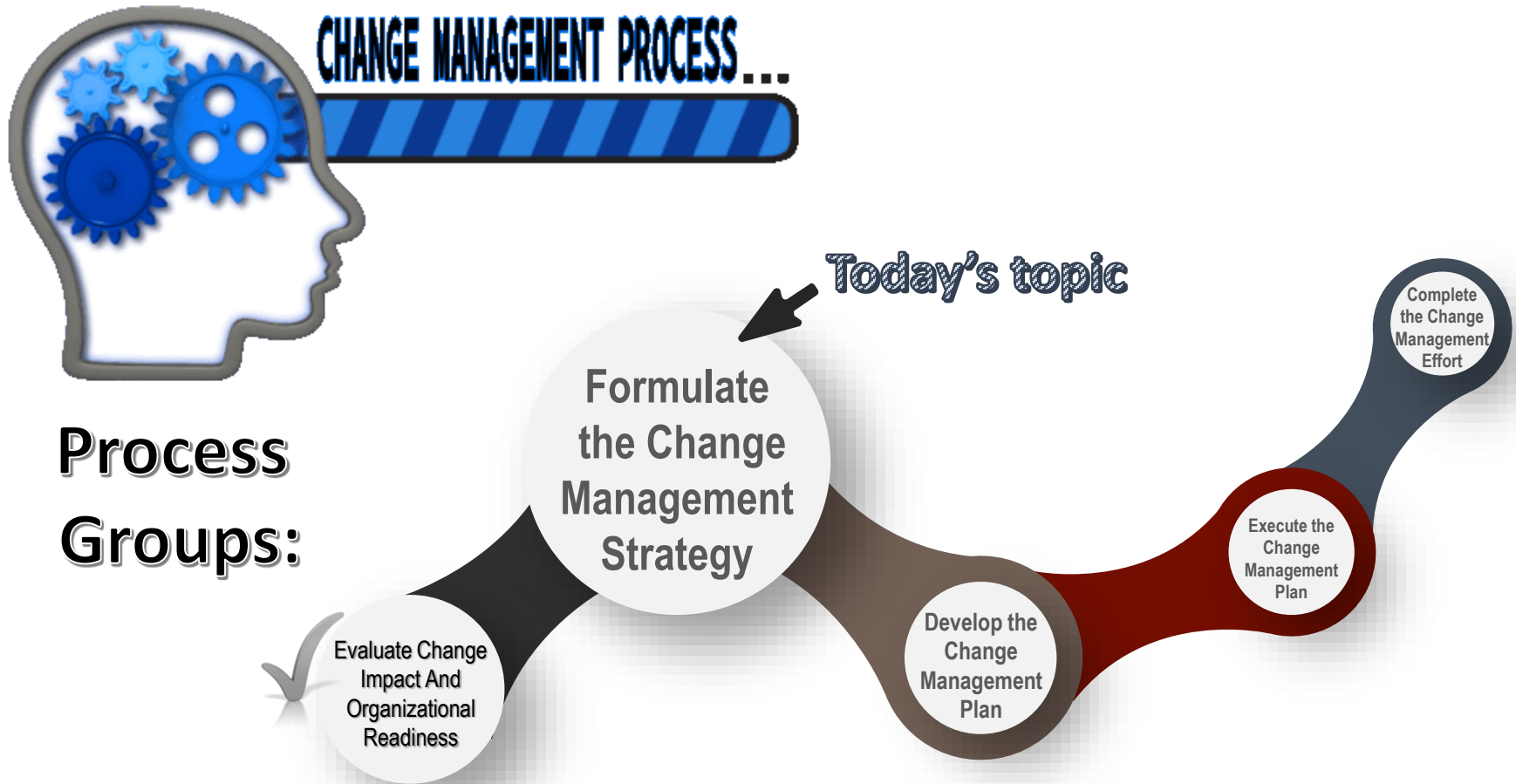
Formulate the Change Management Strategy

The Processes

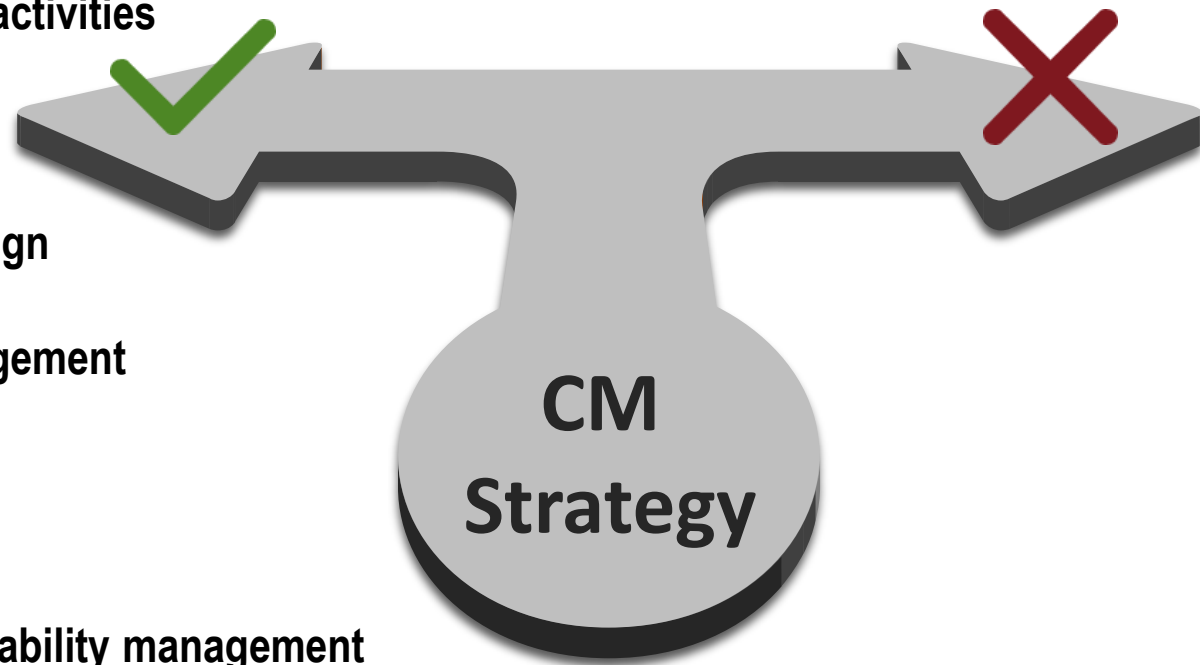Lessons-learned and real-experience examples

Breakout Session

Q/A

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Change Management Process Groups

CHANGE MANAGEMENT PROCESS...

Today's topic

Process Groups:

- Evaluate Change Impact And Organizational Readiness
- Formulate the Change Management Strategy
- Develop the Change Management Plan
- Execute the Change Management Plan
- Complete the Change Management Effort
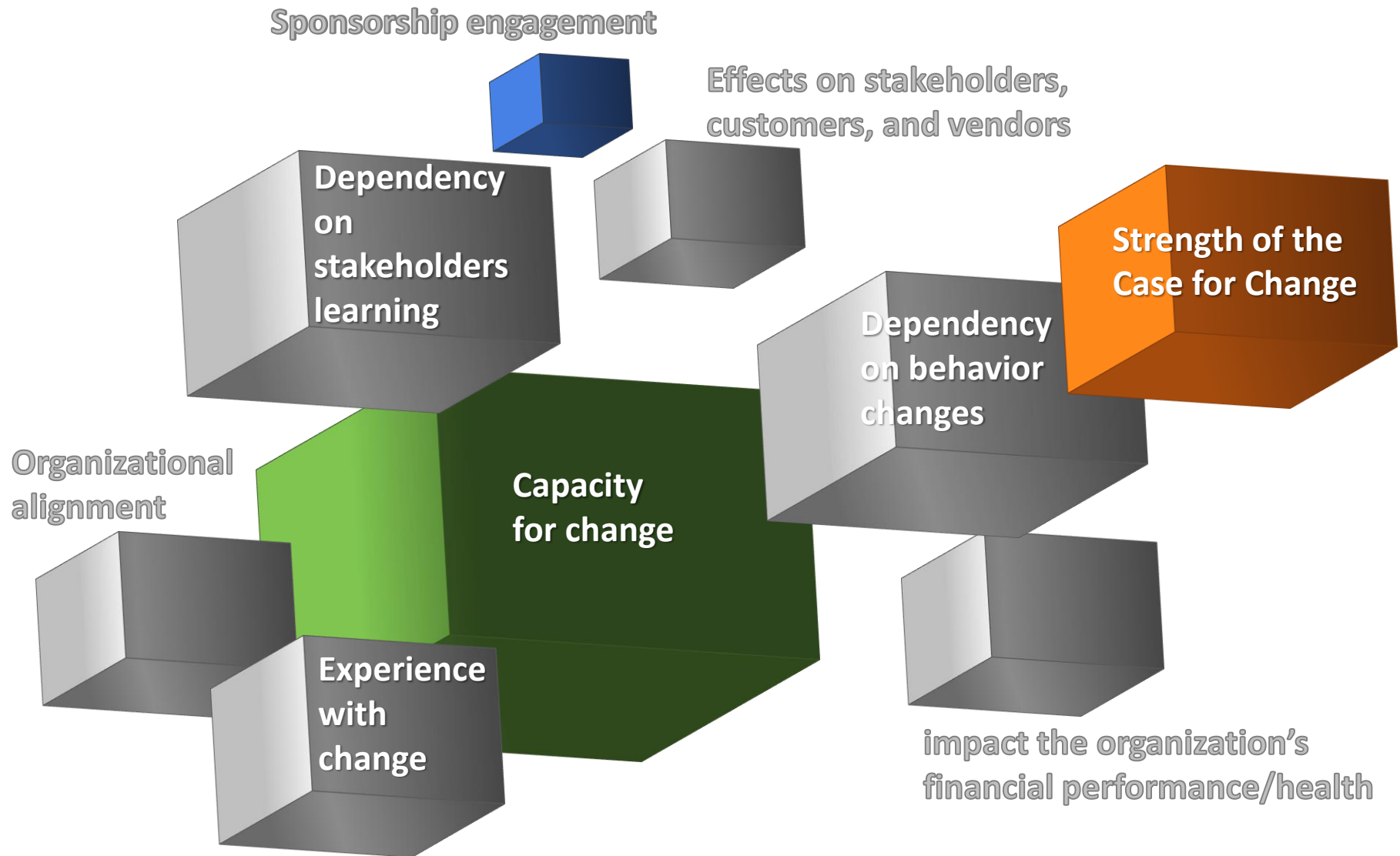
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Change Management Strategy

The CM Strategy states the Case for Change and highlights approaches to develop & deliver in-scope change management workstreams
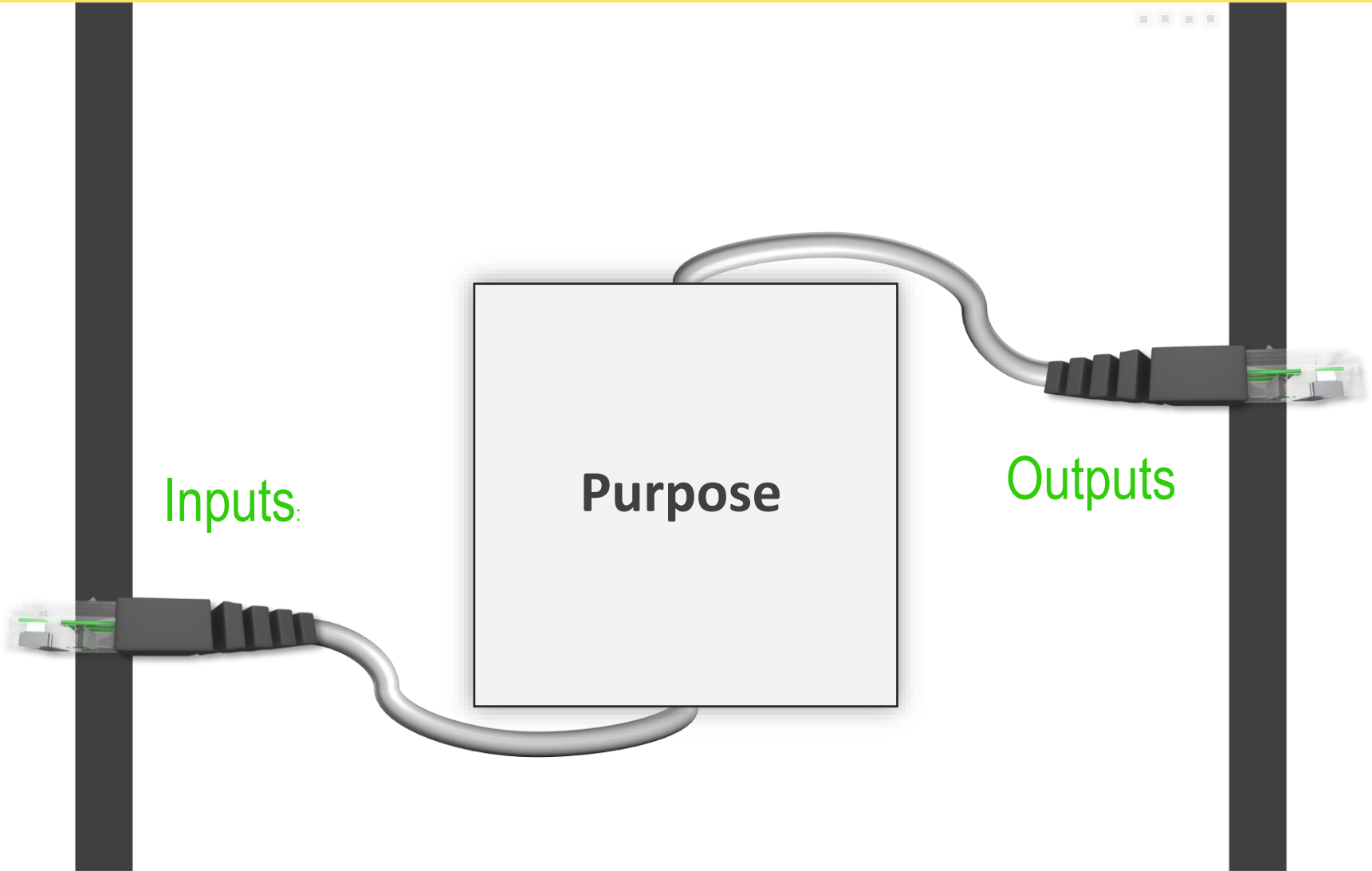
- **Sponsor accountabilities and activities**
- **Leadership alignment**
- **Stakeholder engagement**
- **Communication**
- **Organization and process design**
- **Culture and behavior change**
- **Impact assessment and management**
- **Readiness planning**
- **Learning and development**
- **Performance management**
- **Risk management**
- **Benefit realization and sustainability management**

CM Strategy

Key areas to be addressed in the strategy

Sponsorship engagement

Effects on stakeholders, customers, and vendors

Dependency on stakeholders learning

Strength of the Case for Change

Dependency on behavior changes

Organizational alignment

Capacity for change

Experience with change

impact the organization's financial performance/health

Processes

Inputs:

Purpose

Outputs

7 Processes
(included in the "Formulate the Change Management Strategy" process group)

Process	Purpose (summarized)
Develop the Communication Strategy	Ensure that the organization and its customers/staff understand the rationale for the change, and the stakeholders are aligned
Develop the Sponsorship Strategy	Create a high-level approach for preparing and leveraging the sponsors
Develop the Stakeholder Engagement Strategy	Ensure that individuals or groups impacted by a change and those who can positively affect the overall success of the change are engaged in the change effort
Develop the Change Impact and Readiness Strategy	Define the approach, scope, roles, and responsibilities in undertaking detailed impact analysis and readiness planning
Develop the Learning and Development Strategy	Define the knowledge, skills, and competencies required for stakeholders to adopt the change. Informs creation & delivery of learning & development programs
Develop Measurement & Benefit Realization Strategy	Define success criteria and measures to monitor whether the change is achieving its expected benefits
Develop the Sustainability Strategy	Describe how the change will become part of the organization's normal functioning, and define the approach for embedding the change

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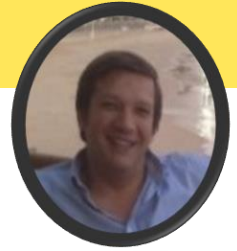
Pedro is sharing example and real experiences about:

Formulating the Change Management Strategy

Case study: Transformation Zone Creation at Fujitsu Western Europe

Pedro Valido, Head of Transformation Cloud, data and DX Fujitsu Western Europe

Back in 2019...

Here is a testimonial from a customer in FY19...

I wanted Fujitsu to help me in my Cloud journey, I asked them for an AWS

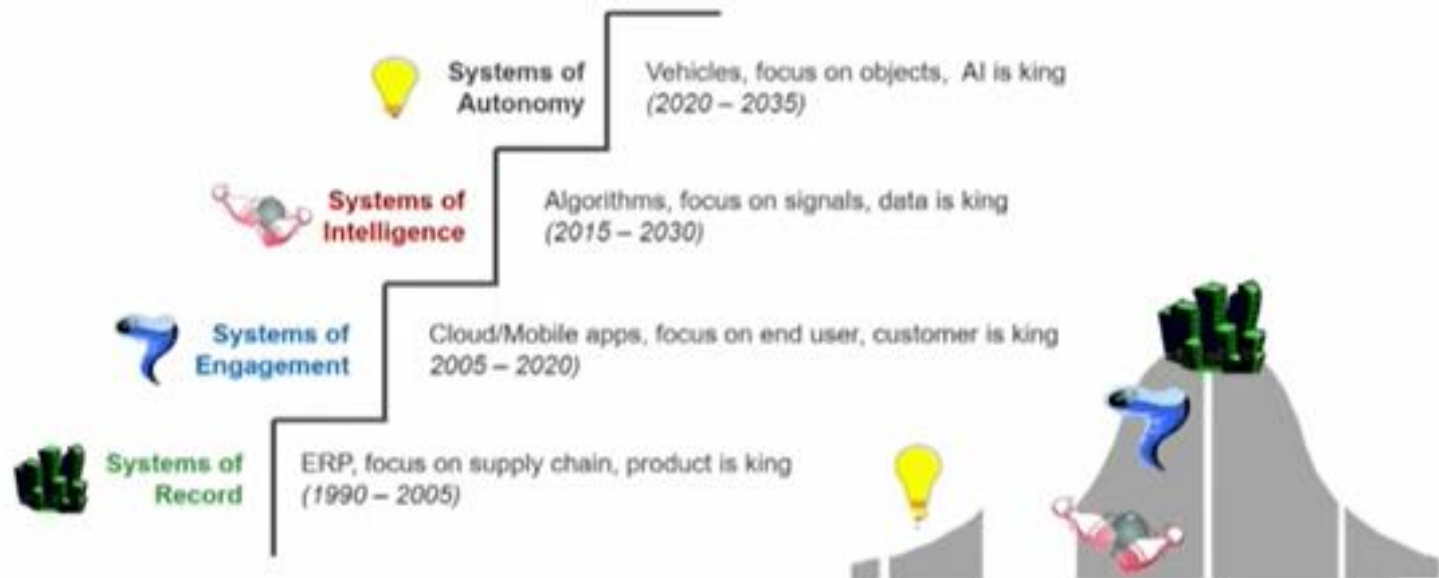consultant to support me. They responded to my request

... 6 months later !

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The Strategic Context

Extract from "Zone to Win", by Geoffrey Moore

The Classic Way of Thinking...

THERE IS PLENTY OF TIME TO CATCH THE NEXT WAVE
ABSORBING DISRUPTIVE TECHNOLOGIES TAKES MORE THAN A DECADE

Systems of Autonomy — Vehicles, focus on objects, AI is king (2020 – 2035)

Systems of Intelligence — Algorithms, focus on signals, data is king (2015 – 2030)

Systems of Engagement — Cloud/Mobile apps, focus on end user, customer is king 2005 – 2020)

Systems of Record — ERP, focus on supply chain, product is king (1990 – 2005)

What's Wrong with Disruptive Innovations?

Three Investment Horizons
Where Established Enterprises Get Stuck

Do well here too

Break-Out Categories

On-board next generation for future growth

Horizon 3 ROI in 36 to 72 mos

Current Categories

Meet Performance Commitments

Future Category Options

Develop options for future growth

Horizon 2 ROI in 12 to 36 mos

Sticking point

Horizon 1 ROI in 0 to 12 mos

Do well here

Disruptive Innovation Model
It's Not a Funnel. It's an Hourglass!

Horizon 3
Horizon 2
Horizon 1

Sustaining Innovations

Disruptive Innovations

The Horizon 2 Challenge
Why Disruptive Innovations are Not Welcome

- J-curves undermine current fiscal year's performance
  - Require overlay sales forces and supply chain adjustments
  - Produce little revenue, typically with very negative cash flow

- Selling motion is much less productive
  - Most open new relationships even in established accounts
  - Must create budget before one can compete to consume it

- Compete directly with Horizon 1 for scarce resources
  - "A" players in Sales, Marketing, and Professional Services
  - Need these people to make the Horizon 1 commitments

This is not an R&D innovation challenge
This is a Go-to-Market challenge

Corporations rarely "catch the next wave"
...and start ups are filling that space
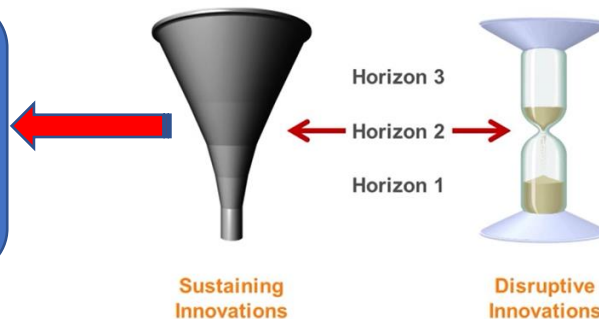
Corporations have a "crisis of prioritization"
Financial pressure on fiscal year
Selling motion
Resource management

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How Teams are organized: the MicroEnterprises

We want / will create small "2 pizza" teams (not more than 9 people) focused on the areas we want to accelerate and bring to more than 10% of Revenue (e.g. AMCS, DBS, ECS).
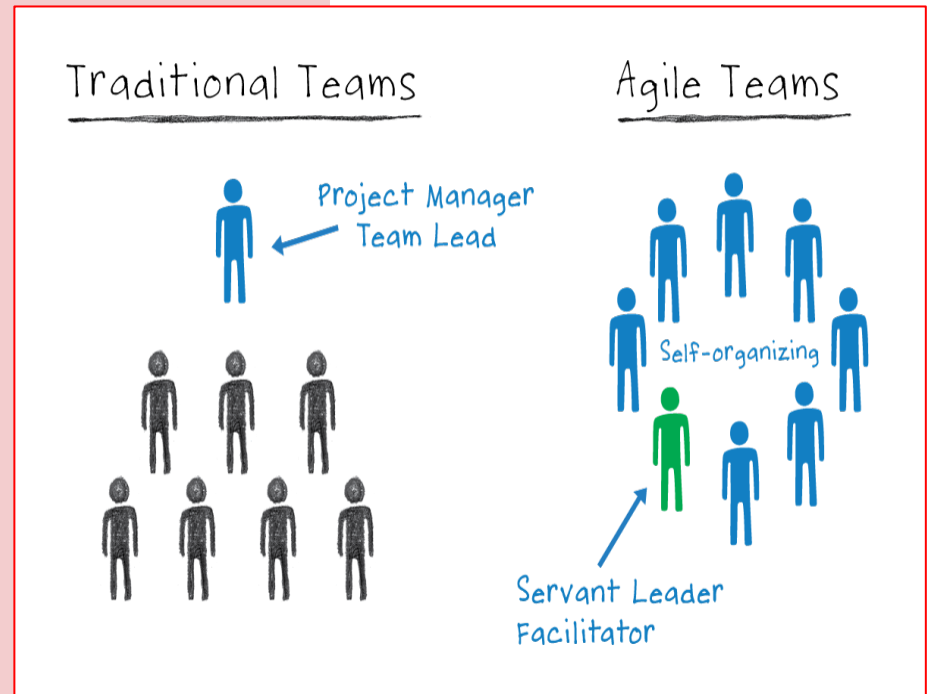
1

These teams (microenterprises) will have 100% directly allocated resources from Sales, Presales and Delivery.

2

These microenterprises will report directly to the country leader.

3

These microenterprises will be lead on of its team members. Chosen on a case by case basis as appropriate.

4

These teams will have delegation of authority for deals, hiring, travel and other that is proven relevant to increase time to market

5

This model was adapted from the MicroEntreprises model in Haier as referenced by the Corporate Rebels

Traditional Teams | Agile Teams

Project Manager Team Lead

Self-organizing

Servant Leader Facilitator

Western Europe Central Support

- Western Europe team is here to support, enable and coach you and your teams

- The type of support you can expect is similar to the external board of a startup: no micro management but advice, coaching and decision support for strategic decisions

WESTERN EUROPE SUPPORT

- DO's:
  - Coaching
  - Strategy guidance
  - Measure and discuss progress towards objective reaching
  - Support for investment decision
  - Structure central programs to help you achieve your objectives
  - Facilitate interaction between countries and cross fertilization
- DON'T 's
  - No weekly pipeline review
  - No micromanagement
  - No approval for basic hiring

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Today's Cloud, Digital and Data Organization

Western Europe
VP Head of Cloud & Digital

Central Organization

Country Organization

Shared Services

Western Europe Head of Transformation	**Western Europe** Digital Solution Centre	**Western Europe** Head of Presales	**Western Europe** ME Finance Lead

Business Lines

Western Europe AMCS Technical Lead	**Western Europe** ECS Product Owner	**Western Europe** DXS Product Owner	**Western Europe** Head of AMCS Presales

AMCS: Application & Multi Cloud Services
DXS: Digital Transformation Services
ECS: Enterprise Cyber Security Services

France AMCS Micro-enterprise		**France** DXS Micro-enterprise
Spain AMCS Micro-enterprise	**Spain** ECS Micro-enterprise	**Spain** DXS Micro-enterprise
Belgium AMCS Micro-enterprise	**Belgium** ECS Micro-enterprise	**Belgium** DXS Micro-enterprise
Netherlands AMCS Micro-enterprise	**Netherlands** ECS Micro-enterprise	**Netherlands** DXS Micro-enterprise
Portugal AMCS Micro-enterprise	**Portugal** Head of ECS	**Portugal** DXS Micro-enterprise
Luxemburg AMCS	**Luxemburg** ECS	**Luxemburg** DXS

The Change Management Strategy

Where do We Start?

"Change management needs the implementation and adoption deeper thinking to understand our audience (the **people** side) before implementing"

Rich Batchelor – Change Enabler and Fun Facilitator

Components of Change Management Strategy

1 Communication Strategy

2 Stakeholder and Sponsorship Strategy

3 Change Impact and Readiness Strategy

4 Learning and Development Strategy

5 Measurement and Benefit Realization Strategy

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1 - Communication Strategy

Topic	Elements
Business rationale or Case for Change	The change in business mix – the Customers experience – the increase of "engagement by empowerment"
Stakeholders	**Central** – Senior Leadership Team & Central Support Team **Country** - Country MD + direct team **Country** - Heads of MicroEntreprises & team members **Country** - complementary to MicroEntreprises
Sponsors	**Central**: VP Western Europe – VP Cloud Data, DX and Data Western Europe; **Country**: Country MD
Identified audiences, audience segmentation, and audience needs	**Audience needs**: trial & share of best practices; new offerings; delivery capability, peer to peer community channel connecting all stakeholders, periodic information, sharing (success celebration), behaviour change and brainstorming events
Identified communication channels and messaging frequency	Central messaging: Through internal comms resources Peer to Peer: "uncensored" and easy through central location
Identified feedback channels and loops	Periodic feedback and review sessions

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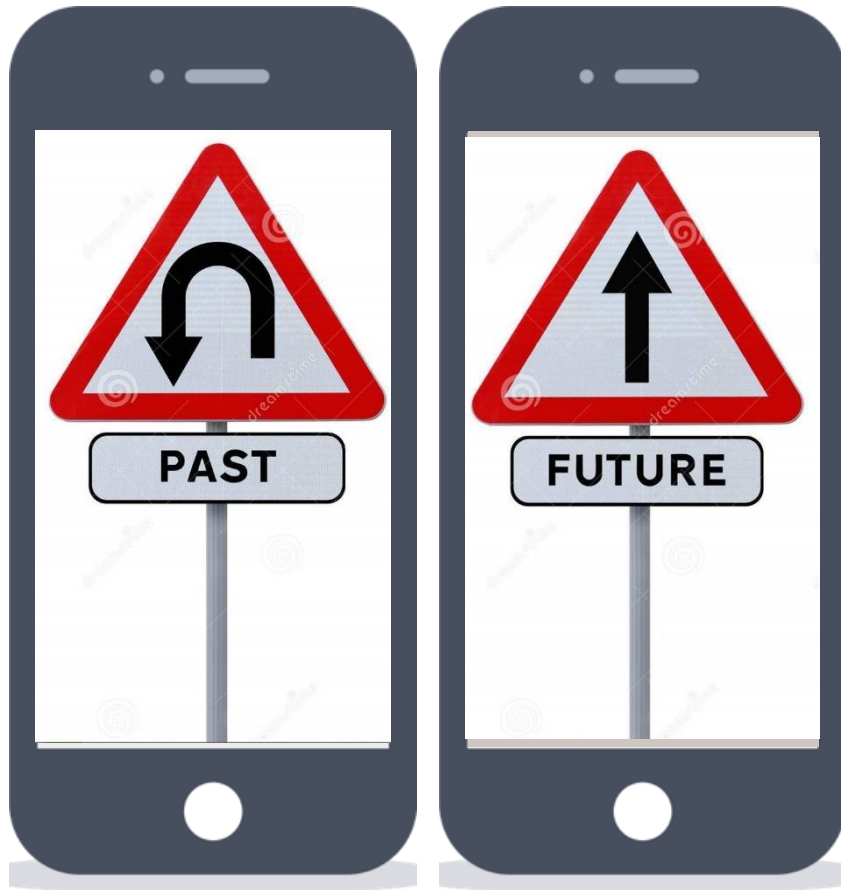
We will deliver on our President's **vision** of building a Digital Transformation company.

Customers will change their perception of us and have us in mind as their **Digital Transformation partner** of choice. We will significantly increase our NPS scores in that area.

We will significantly increase our **speed and agility** as a company. We will be able to better serve our customers, but will also fail faster, improving our ability to learn as a company.

We will be more **rewarding place to work** for our employees, they will feel more **empowered** and with a bigger sense of **purpose**.

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2 – Stakeholder and Sponsorship Strategy

Topic	Elements
Central Sponsor Strategy - VP	Celebrate Successes, Role Model (innovate, empower), Enable Behaviour Change, Profile achievements, Removing Blockers (escalation point) Enable Country MDs, Country leadership teams on the need for change by allocating budget, resources, existing customers, business impact
Central Sponsor Strategy – Central team	**Digital Solution Center** – tech resources, connection to the global organization, promoting collaboration and communication, removing blockers and mitigating risks **Product Owner** – offering guidance, technologic thought leadership **Presales** – deal support **Transformation** – enablement, learning and development, coaching for change, innovation, partner connection, miscellaneous requests, removing blockers, mitigate risks, reviewing change readiness and impact
Country Sponsor Strategy – country MD & team	Allocate further budget, resources, connecting country organization to MicroEntreprises, endorsing the change, reviewing change readiness and impact

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3 – Change readiness and impact Strategy

The First Step was to create the *minimum* Central and Country organizational capability.
Central capability– collaboration effort based on identified minimum needs
Country capability – collaboration effort between VP, Country MD & Team
The initial Governance was set up between Central team and the Country newly created organization, who became part of the Change Agents network. This is the outcome of the elements for change readiness:

Change Readiness and Impact	Owners
Upskilling	Head MicroEntreprises and Transformation
Offerings	MicroEntreprises representative and Digital Solution Centre
Deal Support	Presales and MicroEntreprises business developers
Delivery	Delivery Western Europe and MicroEntreprises delivery
Enablement	Transformation, Offerings team, Country enablement SPOC
Roadmap	Central team ownership, Country MicroEntreprises inputs
Reporting tools	Central team ownership, Country MicroEntreprises inputs
Communications	Internal comms (country/central), External comms (country/central),
Events	In country (collaboration, sharing, business support), External (campaigns, celebration, employee success % visibility)
Funding	Central (VP), country (MD), global partners (Transformation, Marketing, in country)

4 – Learning and Development Strategy

The positioning of the MicroEntreprises is to become the Experts in their field of activity.
For this matter, 2 critical success factors were identified between Transformation (with Central Team expert tech support and in country nominated skills change agents):
- Technical skills (Partner certifications and offerings enablement)
- Soft skills

People development principles: easy access, learn at the point of need, self service, bespoke on request (with quick turnaround)

L&D elements	Owners
Regional Partner choice	VP + Central team, in country strategy review
Partner funded training	Transformation and in country alliance managers
Partner funded certifications	Transformation and in country alliance managers
Offerings enablement	Transformation and in country enablement change agents
Upskilling for deals	Presales, Transformation and MicroEntreprises business developers
Upskilling for delivery	Transformation, Delivery WE and MicroEntreprises delivery
Skills reporting process	Transformation and in country alliance managers
Soft skills	Learning and Development, Sales Operations and HR
Reporting tools	Central team ownership, Country MicroEntreprises inputs

5 – Measurement & Benefit Realization Strategy

Measurement will focus on 3 topics (initial objectives):

- Sales mix
- Customer experience (NPS)
- People engagement levels

We will also measure the various sub-topics that lead to these 3 main topics.

Measurement elements	Owners
Sales mix	VP + Central team, in country strategy review
Customer Experience (NPS)	Central - Voice of Customer team, country - Marketing
Engagement	Central – transformation (dynamic) and HR (quarterly); Country: HR
Tech Skills level	Transformation and in country upskilling change agents
Deal pipeline	Central - Presales, Country - MicroEntreprises business developers
Reporting tools	Central team ownership, Country MicroEntreprises inputs
Retrospectives	Central team ownership, Country MicroEntreprises inputs
New needs identifications	Annual (kick off workshops), Central team ownership, Country MicroEntreprises inputs

Lessons Learned

Two years into the Transformation (April 2020 – February 2022), we captured many lessons learned.
Here are the main ones:

Lessons learned	Detail
No plan survives execution	There will be changes in the plan once you start to execute. Be prepared to build agile projects, don't plan too much ahead, be adaptable (mindset, tools, working principles)
People **really** are at the center of change	For sizeable behaviour and mindset changes, it will take time. Not all will transition at the same time. Be patient, be resilient, adapt continuously. "There are no failures, only feedback"
Engagement	Continuously assess engagement, develop relationships that allow you to measure the pulse of the organization informally
Failure is great!	If people are not failing, they are not trying hard enough. Provide a safety network to provide trial and error opportunities when trying something new. Allow people to "fail", realize improvements and try again
It's a journey, not a destination	The organization being a living organism, many different dynamics will change what was initially planned. There is not "one single way of thinking", "one right opinion", "one single best process". Be prepared to take diversity as an opportunity for improvement.
Leaders role model behaviours	Leadership needs to role model and enable the change you want to see in people.
It's hard, but not impossible	Central team plays a role of supporting and overcoming challenges as part of the extended team
Challenge continuously	Celebrate success, challenge people to think differently, role model the change you want to see in people.

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More Information – Latest Press Coverage

- **João Domingos (VP Fujitsu Western Europe)**

The results of the Transformation Zone, 29/11/2021

How Fujitsu Western Europe are applying Rendanheyi to the benefit of our customers and employees, 23/11/2021

- **Bruno Sirletti (VP Cloud & Digital Business Western Europe at Fujitsu) & Corporate Rebels (Joost Minnaar, co-founder)**

How Fujitsu Is Successfully Reinventing Its Way Of Working

Thank You

Breakout Sessions/ Q&A

You can choose and join ONE 10-minute session from the 2 available options (one of the two breakout sessions):

❑ CCMP Breakout
OR
❑ Standard Breakout

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Next Sessions

Guest Speakers:

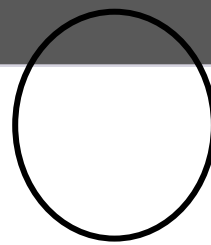|			
✓ Introduction – CCMP, the Standard, and Terms	✓ CM Concepts	✓ Evaluate Change Impact and Organizational Readiness	✓ Formulate the Change Management Strategy
Develop the Change Management Plan **March 28 12(noon)–1pm EST**	Execute the Change Management Plan	Complete the Change Management Effort	ACMP Statement of Change Management, ACMP Code of Ethics
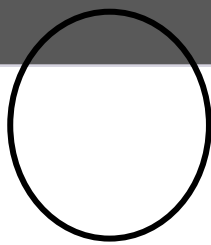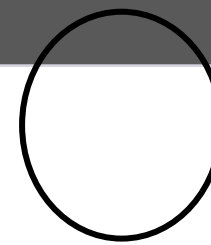
Dima Baltagi, MBA, CICM®, AIM®, Prosci®

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CCMP Breakout Session – 10 minutes

ACMPGlobal.org/events

Get Help with your CCMP Application [Rebroadcast]
Thursday, March 3, 2022
1:00 pm - 2:00 pm ET

Get Help with your CCMP Application [Live]
Tuesday, March 15, 2022
10:00 am - 11:00 am ET

CCMP FAQ
https://cdn.ymaws.com/www.acmpglobal.org/resource/resmgr/ccmp_docs/05-29-21-ccmp-faq.pdf

CCMP Candidate Handbook
https://cdn.ymaws.com/www.acmpglobal.org/resource/resmgr/CCMP_Docs/ACMP_CCMP_Handbook.pdf

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ACMP Ontario collaborates with institutions, QEPs & authors/trainers to get discounts **for ACMP Ontario members** on CCMP prep programs/products

IMPORTANT:
- It's <u>optional</u> to register or order. These are not our products, and not parts of this program.
- ACMP Ontario does not endorse any external program/product. To see your other learning options and the list of Qualified Education Providers (QEP) please go to ACMPGlobal.org
- These programs/products have been listed because they offer 100 or more <u>CCMP exam practice questions</u> and that was considered a good optional addition to our program. Other providers of *CCMP preparation* programs/products that meet the mentioned criteria can contact ACMP Ontario's Director of PD and offer a discount model for our members.

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jtask.com

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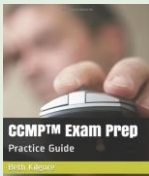
Online CCMP Exam Prep Practice Guide (Digital Download) (A 35-page book)
***ACMP Ontario members** can have access to a <u>PDF version</u> with $5 off the selling price of US$29.99. Promo code: **OntCCMP5** on **kilgoreanalytics.com** website (not amazon)*

CCMP™ Exam Prep
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Standard Breakout Session – 10 minutes

Any questions for our guest speaker?

You can also talk about one of the Poll questions:

- In your organization, do you/they develop ONE overall change management (CM) strategy for a portfolio of multiple projects that are happening at the same time, or it's one strategy per project?
  And Why?

Or you can share your overall experiences/POVs, related to Today's topic (Formulate the Change Management Strategy).

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https://www.acmpglobal.org/page/ACMPStandard

Standard for Change Management©
and
ACMP Change Management Code of Ethics
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