

A close-up, low-angle shot of several interlocking metallic gears. The gears are rendered in a light blue/teal color with a metallic sheen. The word 'Management' is embossed on the teeth of one gear, and the word 'Change' is embossed on the teeth of another gear. The lighting creates strong highlights and shadows, emphasizing the three-dimensional texture of the gears.

Management
Change

Change Management Office

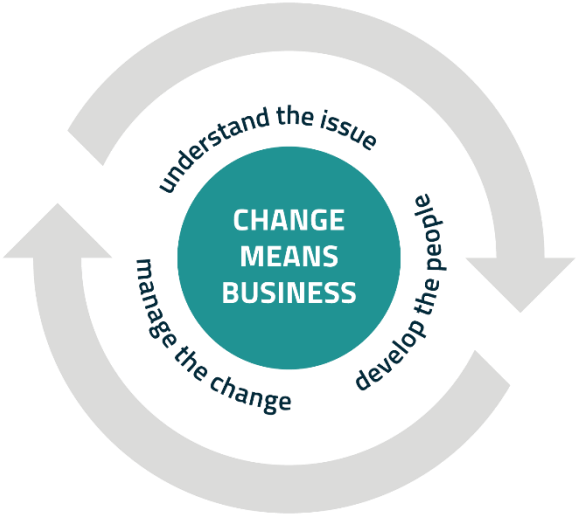
From "I have a dream"

*To actually
walking on the moon*

Introduction



Morten Kamp Andersen
proacteur



Agenda

1. Why creating a Change Management Office?
2. Seven key decisions to make when setting up a Change Management Office
3. Some good advice...
4. Tools and templates
5. Q&A

What is a CMO?



Trend in the discipline

Expected discipline trends
over the next five years

#2 – Establishing CMO

Participants expect to see more organizations centralize the change management function in a permanent CMO.



Responsibilities of the CMO



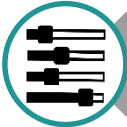
Organising



Acquiring the right people



Size of the CMO



Success criteria

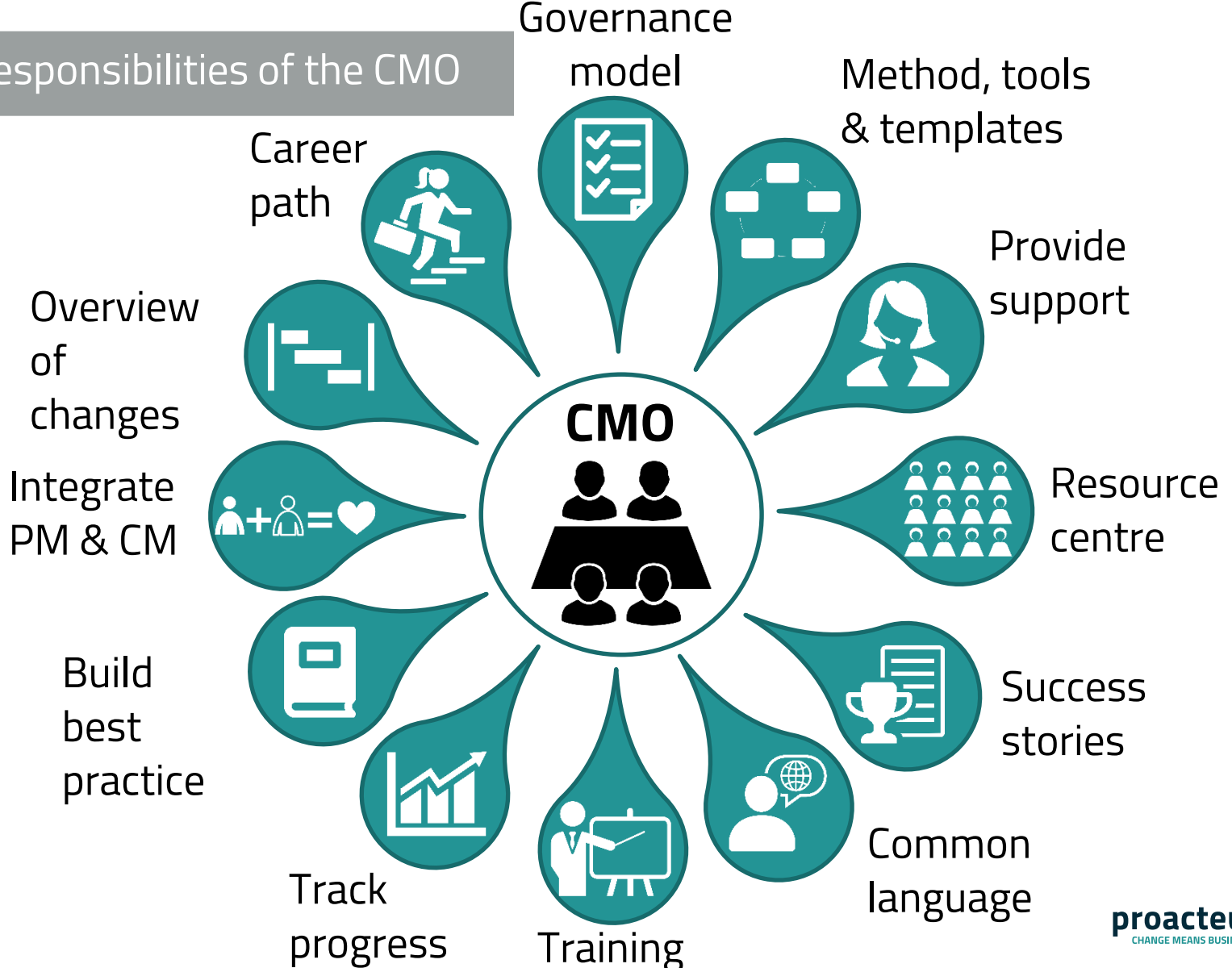


Governance Model















Interaction and integration with PMO

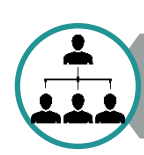
Responsibilities of the CMO





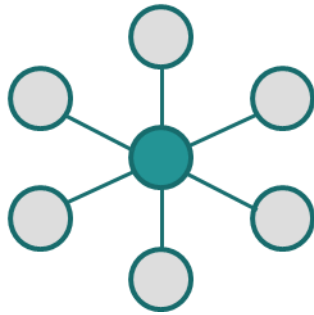
Responsibilities of the CMO

	Level 1	Level 2	Level 3
 Governance model	✓	✓	✓
 Method & tools	✓	✓	✓
 Provide support	✓	✓	✓
 Resource Centre	✓	✓	✓
 Success stories	✓	✓	✓
 Common language		✓	✓
 Training		✓	✓
 Track progress		✓	✓
 Build best practice		✓	✓
 Integrate PM & CM			✓
 Overview of changes			✓
 Career path			✓

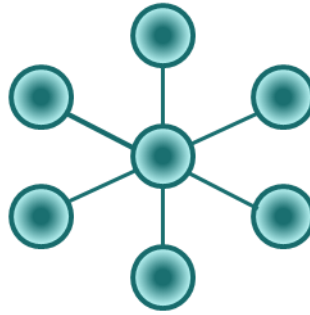


Organising

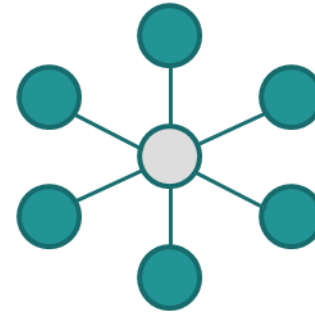
Centralised



Hybrid

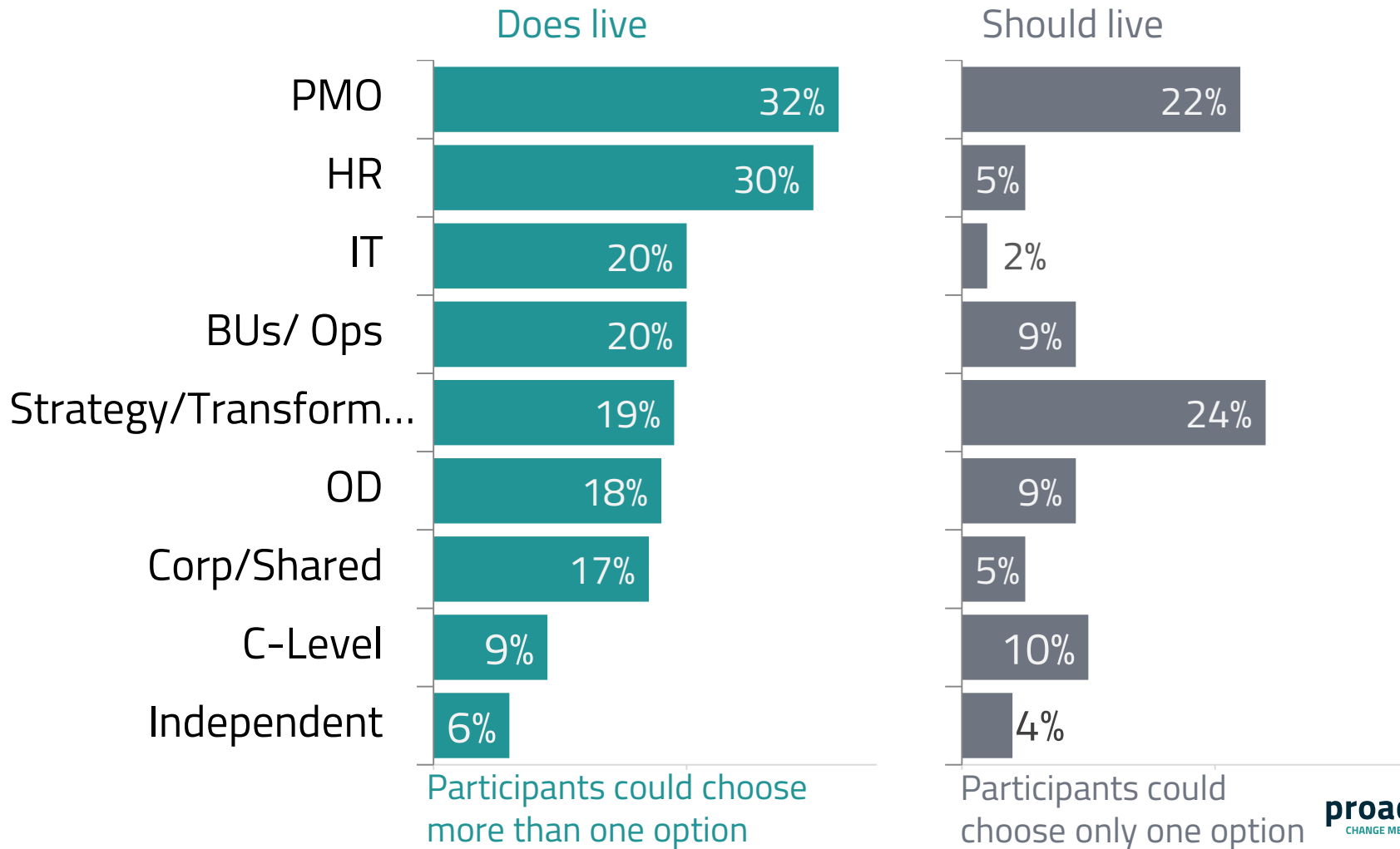


Decentralised



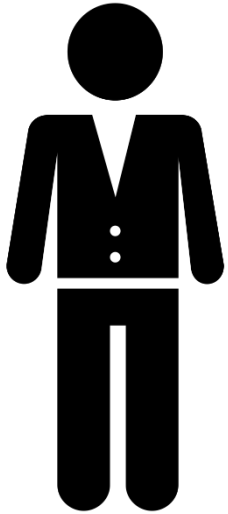


Organising





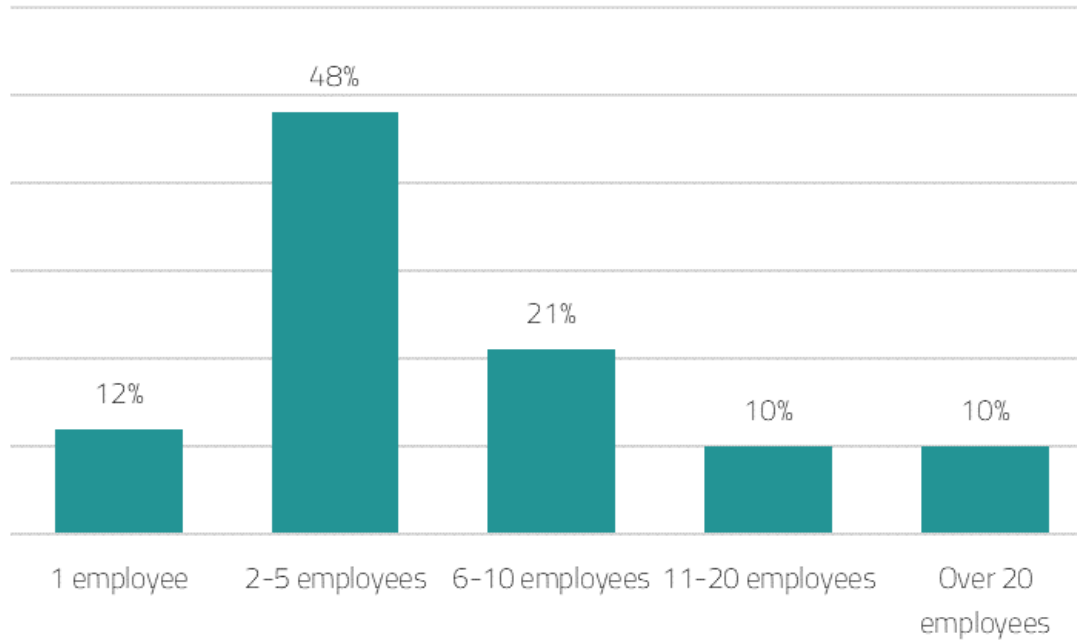
Acquiring the right people



1. **Communication skills.**
2. **Change Management competency.**
3. **Flexibility.**
4. **Interpersonal skills.**
5. **Understand the business.**



Size of the CMO



List of success criteria:

- Sponsor is a board member/director responsible for strategy, change or projects
- Sponsor demonstrates commitment and enthusiasm
- Change information is reported by the CMO to the board on a regular and frequent basis
- The manager of the CMO has experience and knowledge of organisational change, portfolio, programme and project management and strategic planning
- There is a clear set of strategic objectives which is known and understood across the organisation
- CMO staff have high degree of practical experience in running change initiatives and have a strong skill set in project and Change Management methods and techniques
- The CMO defines and owns the organisational change framework and method and provides training in this to all relevant staff
- There are opportunities for those managing and impacting change to influence the way that the CMO operates through forums and regular discussions
- CMO staff builds strong relationships with their stakeholders
- There is clarity over the remit of the CMO versus its key stakeholders including any Portfolio, Project or Programme offices (PMO), the corporate communications function, corporate risk management and audit functions and the learning and development function



Which Projects?

- With TPC > xx mDKK
- With impact on more than xx people
- Strategic important projects
- In specific business areas



Mandatory to:

- Make PCT analysis
- Make Risk analysis
- Participate in review



Requirements/Options:

- Get CM resource assigned
- CM resources mandatory
- On-going CM review (quarterly/half-yearly)



Interaction and integration with PMO

Project Management

Design, Develop and Deliver Solution Effectively



People



Processes



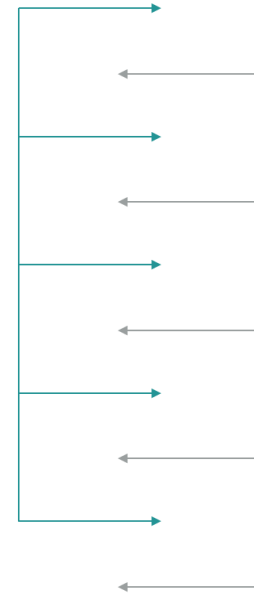
Tools

Change Management

Solution is Embraced, Adopted and Used Proficiently

Project Management Process

Change Management Process





Responsibilities of the CMO



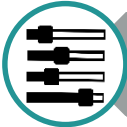
Organising



Acquiring the right people



Size of the CMO



Success criteria



Governance Model




Interaction and integration with PMO

Some good advice...

1. Get executive sponsor buy-in from the beginning
2. Ride on the back of a large project
3. Use face-2-face communication more



Change Management Office Maturity

LEVEL	Typical Characteristics	Typical Consequences
Level 3 - Advanced CMO	<p>High level of CM competency for all roles</p> <p>Standards and tools are fitted to the organisation</p> <p>Complete governance model developed and implemented</p> <p>CM is integrated with PM</p> <p>CM is used on all important projects</p>	Highest project success and -profitability
Level 2 - Maturing CMO	<p>CM competencies at all roles</p> <p>Standards and tools are used on all CM projects</p> <p>Governance model further developed (more projects/more elements)</p> <p>Experience is shared, and best practice is created</p> <p>CM used on many projects</p>	
Level 1 - Initial CMO	<p>CM competencies within CMO only</p> <p>Standards and tools selected and used on some projects</p> <p>Initial governance model developed (few projects/few elements)</p> <p>CM used on some projects</p>	
Level 0 - No CMO	<p>CM is not or inadequately applied</p> <p>No formal CM structure and tools</p> <p>No common CM language or application</p>	Highest rate of project failure due to lack of handling the people side of change

Step	Description	Status		
		Not started	Planned	Finished
1	Identify and appoint the right sponsor - Implicit in this is also the location in the organisation			
2	Identify and appoint the right CMO Manager			
3	Assess the current and to-be CM Maturity Level - Setting the ambition level			
4	Decide upon a location of the CMO, a centralised or decentralised set-up and the size of the CMO			
5	Define the responsibilities for the CMO			
6	Define the success criteria for the CMO			
7	Assess and decide on a structured approach/methodology			
8	Define the Initial Governance Model			
9	Decide on the required Change Management training			
10	Decide on the model to visualise and the share the progress of Change Management development to the organisation			

Change Management Office

- How to successfully set up a Change Management Office

MORTEN KAMP ANDERSEN

PETER HARBO CLAUSEN

2018

Change Management Office - When you cannot call your mom