

Change Management Office

- How to successfully set up a Change Management Office

MORTEN KAMP ANDERSEN

PETER HARBO CLAUSEN

2018

Table of Contents

Executive Summary	3
1. Why set up a Change Management Office	4
2. Seven things to consider when setting up a CMO	9
3. 10 steps to establish your CMO	17
References.....	18

Executive Summary

Success for large-scale strategic projects requires more than an excellent strategy and well-prepared plans. They seldom turn out successful without a dedicated focus and understanding of the people side. This is Change Management. This is where we focus on what the company's culture, people, and behaviours must look like to create the desired results. And it works; you are six times more likely to succeed in your project implementation when you conduct excellent Change Management.

The most effective lever to build change maturity in an organisation is through the creation of a functional group to support Change Management - a Change Management Office (CMO). In this white paper, we lay out the most important considerations and decisions to make in setting up such a function.

In our Change Management Office Maturity Model, we describe four levels of CMO maturity which in turn are linked to the overall Change Management maturity in an organisation and thereby to project success. The four levels are:

- Level 0 - No Change Management Office
- Level 1 - Initial Change Management Office
- Level 2 - Maturing Change Management Office
- Level 3 - Advanced Change Management Office

There are no one-size-fits-all templates or roadmaps for how to create a successful CMO but we do, however, conclude that an organisation should consider and make decisions in seven areas when establishing the Change Management Office:

1. Responsibilities of the CMO
2. Organising the CMO in the organisation
3. Acquiring the right people/competencies
4. Size of the CMO
5. Success criteria
6. Governance Model
7. Interaction and integration with Project Management (Office)

1. Why set up a Change Management Office

Success for large-scale strategic projects requires more than an excellent strategy and well-prepared plans, which have been the traditional focus of senior executives. It also requires a dedicated focus and understanding of the people side - what the company's culture, people, and behaviours must look like to create the desired results. Long-term value is realised only if the people in the organisation act and behave in a new way. This sounds easy, but when it comes to strategy execution, history shows that it is not – it requires a structured approach with a proven set of tools. It requires Change Management.

Today, many organisations are working hard to build Organisational Change Management capabilities and competencies, expanding the benefits of effective Change Management from single projects to a broader level. One key lever to achieve this is the creation of a functional group or department to support Change Management - a Change Management Office.

The CMO is starting to emerge in more and more organisations. It plays a key role in supporting the broader use of Change Management and like the more familiar Project Management Office, it is important in establishing practices to improve the success of projects. Indeed, if an organisation wishes to reach a high level of Change Management maturity, a well-run CMO is a necessity.

1.1 Definition

For an organisation to have a Change Management Office (CMO), it needs to have a unique function with the purpose of providing the organisation with a structured approach and a set of tools and resources to manage the people side of the most critical changes within the organisation. In addition, the function must help build the necessary leadership capabilities and purposely affect the culture, so that the organisation's change capability improves. With that definition in mind, a group of individuals within an organisation who share a passion and perhaps even certifications and tools for Change Management and who meet informally to share experiences is not a CMO; it must be a recognised function within the organisation.

When the time comes to cut the ribbon and break the champagne bottle against the door to inaugurate the newly founded and shiny CMO, the invariable debate arises; what to call it. Although Change Management Office is the most common name, we also see other names such as;

- Change Management Centre of Excellence
- Change Management Division/Function/Team
- Organisational Change Management Office
- Business Change Management Office
- People Change Office
- Change Enablement Centre
- People Change Management Office

1.2 Maturity


CMOs come in different forms, with different maturity levels and focus. Some CMOs are set up with a narrow focus, such as helping projects with communication and training, whereas others have a broader perspective such as supporting all elements of Change Management across the whole business, as well as being part of the strategic dialogue

during the scoping phase of the project.

One way to approach the building of a CMO is to start with the purpose. The ultimate purpose of a CMO is, of course, to support projects in successfully achieving their objectives, but we suggest creating a Vision & Mission Charter for the office. This will define the purpose and objectives of the office and the value it will add to the organisation. By having this document agreed with all relevant stakeholders, it becomes much easier to make other strategic decisions about roles, size and scope. Goals and success criteria should be identified, which is discussed in the next chapter.

Table 1 below shows different levels of Change Management Office maturity and its typical characteristics.

Table 1: Change Management Office Maturity Model

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

Source: proacteur, 2018

Level 0

At level 0 of the CMO Maturity Model, the organisation has not established a CMO nor is it applying Change Management adequately (or at all) on important projects. Change Management may be applied on some projects but a variety of approaches to managing the people side in changes is used. The Change Management efforts are usually carried out by individuals who have a passion for Change Management. The benefits of having a CMO are not reaped and organisational change maturity remains low.

Steps to move from Level 0 to Level 1:

1. Set up a CMO. Use the considerations in the next chapter to assess where in the organisation it should be located, its structure, roles etc.

2. Decide upon a Change Management structured approach, tools and templates. Assess different methodologies and pick one.
3. Initial governance model developed (few projects/few elements).
4. Attend training in Change Management.
5. Apply Change Management on some projects in the organisation. Select a few projects and apply the methodology and evaluate its usability within the context of the chosen structure/method.
6. Celebrate and share early success stories of applying Change Management on projects. Make sure the rest of the organisation knows about the benefits of Change Management by sharing its successes.

Level 1

At level 1 of the CMO Maturity Model, a CMO has been established with considerations for its place in the organisation, and a methodology and set of tools have been selected. The chosen method and tools are applied to some projects and the change team members have the adequate training and business understanding.

Steps to move from Level 1 to Level 2:

1. Train executives and line managers in their change roles in order to move the change competencies to include all roles in change.
2. Assess compliance so the selected methodology, tools and templates are used.
3. Governance model further developed (more projects/more elements).
4. Introduce methodology for all project leaders in the organisation.
5. Set up a process to collect learnings from change initiatives with an aim to create internal best practices.
6. Apply the chosen Change Management method on many projects across the business.

Level 2

At level 2 of the CMO Maturity Model, the CMO is maturing through the use of the standard methodology and tools on many projects company-wide. All relevant roles including executives and line managers have been trained in their Change Management role.

Steps to move from Level 2 to Level 3:

1. Incorporate internal best practices in methodology, tools, processes and tactics to fit the organisational culture, project model and generally 'what works' in the organisation.
2. Further develop and apply the governance model to ensure that all important projects are assigned the appropriate and right Change Management resources.
3. Integrate Project Management model with Change Management model to ensure alignment in method and execution.

Level 3

At level 3 of the CMO Maturity Model, the organisation is experiencing the highest level of project success (assuming Project Management is delivering at an equally high level). A structured Change Management process with custom-fit tools is applied to all important

projects internally, even when sponsors and line managers are performing their change roles as naturally as other elements of leadership and management. The plans and processes ensure a high degree of compliance and that the organisation is ready when the solution is ready.

Connection between a CMO and Change Maturity

In our 2016 white paper "Change Management Maturity - how to improve your maturity level" we conducted a Prosci® Change Management Maturity audit among some of the largest Danish organisations. In the white paper we concluded three things:

1. Danish companies scored on average just over 2.6 on a 5-point scale on Change Management maturity which is on par with the highest ranking countries, but with room for improvement.
2. There is significant value in having a structured approach to Change Management. The companies with a structured approach scored on average 3.3 vs. 2.4 for the ones without.
3. Having a CMO speeds up the maturity process. We found that, regardless of where it is located, a CMO helps with improving maturity in any type of organisation. In our survey, the companies with a CMO scored on average 3.4 vs. 2.3 for the ones without a CMO.

The white paper, which is available for free download on our website, shows a connection between a CMO and Organisational Change Maturity. According to Prosci®, there is a strong connection in all parts of the world to such a degree that 57% of the companies who score 4 on the maturity scale and 73% who score 5 on the maturity scale have a CMO. This makes sense as a CMO is often an important driver of the Change Management maturity.

In general, the use of the Prosci® Change Management Model Audit tool is a very effective way to measure and decide on further actions towards improved maturity on an ongoing basis.

1.3 Prevalence

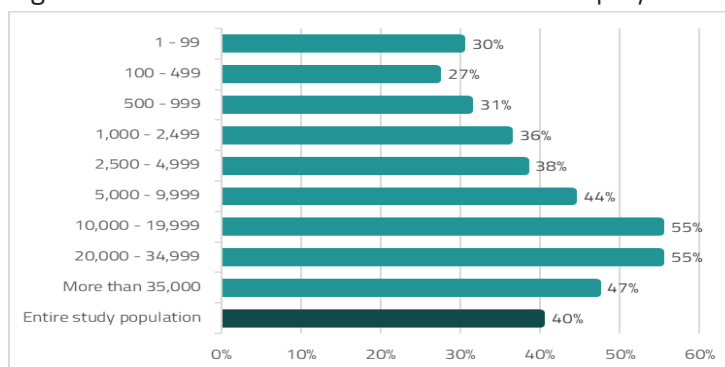
While it is fair to say that the CMO is still new to many organisations and that the prevalence is relatively low compared to the Project Management Office, we do see more of them now compared with five years ago. This is not just a Scandinavian phenomenon. In the 2018 Best Practice report by Prosci®, 40% of the 1,778 participants in the study reported having a Change Management Office, which is up from 38% in 2016.

In Denmark, the number is lower. Actually, of all regions examined by Prosci®, Europe has the lowest percentage of respondents with a CMO of 32%. Coincidentally this is also the percentage represented by the participants from Denmark.

When looking at those numbers, it should be noted that the participants providing input to the Prosci® Best Practice report often come from organisations that, everything else alike, are more Change Management orientated and mature than the average organisation. This probably explains the difference we see between the Best Practice report numbers and the percentage of Danish organisations which we believe have a CMO. We estimate the real number to be close to 10-15%.

The relative low prevalence in Denmark might be explained by the relative size of companies. We can see from Prosci®'s Best Practice survey, that the larger the companies are, the more likely it is that a CMO is present in the organisation. For example, Prosci® has found a strong correlation between number of employees and prevalence of a CMO in an organisation as shown in the figure below.

Figure 1: Prevalence of a CMO vs. number of employees



Source: Prosci®, 2018

1.4 Benefits of a CMO

The importance and the benefits of a CMO are closely related to the value of Change Management itself. We believe that a CMO is instrumental in improving the maturity level and hence the benefits of Change Management within an organisation.

The value and benefits of Change Management are primarily linked to increased project success including meeting the project's purpose, reaping the expected ROI and delivering the project on time and budget. The CMO is a powerful lever to achieve these results.

The CMO benefits can be observed and measured at two distinct levels: enterprise level and project level.

CMO benefits at enterprise level:

- Get a full picture of all ongoing changes in the organisation and allocate appropriate Change Management resources to the right projects. This picture will also give an early indication of change saturation points and it helps to align existing resources within the organisation.
- Improve change capacity in the organisation and thereby reduce change saturation.
- Improve strategy execution and project success rates.
- Total cost of delivery of each change initiative is reduced as the method and tools are more efficient thanks to the change initiatives including communication, risk analysis and planning.
- Create internal best practice with a common set of tools and methods.

CMO benefits at project level:

- Better quality of Change Management efforts on the individual project due to skilled practitioners, use of a common set of methodologies as well as tried and tested tools in the organisation.
- Reduction of cost for external consultants as sufficient resources (according to the governance model) are allocated with the right skills.
- Continued improvement in project success with general implementation time reduced.

Overall, the benefits of a CMO specifically and Change Management generally are significant to any organisation.

2. Seven things to consider when setting up a Change Management Office

We have engaged – and assisted – a number of Danish organisations in their efforts to build internal Change Management capabilities and set up an effective and successful CMO, and the journey has been different every time. There are no one-size-fits-all templates or roadmaps for how to create a successful CMO. We do, however, see the same seven areas, which the organisation must consider and make decisions about.

#1: Responsibilities of the CMO

Although the creation of CMOs is still in its infancy, we have seen several distinct roles and responsibilities beginning to emerge. Not every CMO will have all the responsibilities listed below, as some are reserved for more mature CMOs. Your organisation will have to make decisions about the responsibilities of your CMO based on how change happens in your organisation and how the CMO is positioned.

When looking at Prosci®'s 2018 Best Practice report, speaking with Danish companies about their roles and reading literature and case stories, we can see 12 distinct roles and responsibilities for the CMO. They are in no particular order:

- 1. Establishing and maintaining a governance model.** The governance structure specifies a great part of the ambition level for the CMOs interaction with the organisation. The governance model defines, e.g., the scope of the CMO involvement, the CM requirements towards the organisation etc. For more details see # 6 below.
- 2. Identifying, choosing and owning the methodology and processes.** There are a number of established Change Management methodologies and processes to choose from. The most common ones are the ones developed by Prosci®, LaMarsh, APM Group, Kotter, Bridges and General Electric. Each methodology has strengths and weaknesses, so study them and select the one which fits your organisation and project model best. While we have a strong preference for Prosci®, the most important thing is to choose one methodology and enforce the use of that particular one.
- 3. Providing support for projects.** A key role for a CMO is to provide Change Management support for projects. This can be done either by lending dedicated Change Management resources to individual projects or providing support for the Change Management resources working in the project teams. Which role and how this is most effectively carried out depends upon the structure and general set-up of the Change Management effort, but the allocation of resources is best done through a governance model as explained above.
- 4. Being a resource centre.** Change Management activities are planned and supported by Change Management resources (practitioners) but are effectuated by executive sponsors and line managers. A CMO should also act as a sounding board for senior leaders and project teams on people side issues and as a resource centre for line managers with people issues, for example, how to mitigate resistance.
- 5. Sharing success stories internally.** An effective way to build awareness of Change Management and show the value of it, is to share success stories internally whenever possible, as this will create an awareness of the benefits of Change Management.

6. **Creating common Change Management language, roles and expectations for different levels and roles in the organisation.** Change Management is still a relatively new discipline and most people in an organisation either do not know what Change Management is or they all have different views about what it is. It is an important role for a CMO to create a common language for what Change Management is, and how the people side of change is managed and progresses. We have found ADKAR to be an excellent common language internally as it is both simple and easy to understand as well as it acts as a language for diagnosing and creating actions. While ADKAR is not a definition of Change Management, in our experience, it acts very well as a common language among leaders at all levels.
7. **Ensuring Change Management training.** The CMO will have to ensure that the Change Management practitioners (both inside and outside the CMO) are adequately trained in the selected methodology and tools. In addition, the CMO will also have to ensure that the executive sponsors, line managers and the project team members will be trained in their separate roles for implementing and supporting the changes.
8. **Tracking and reporting on change progress.** Just as an important part of Project Management is to supply the steering committees with progress reports on the technical side of the project, so must Change Management do the same for the people side of the project. Standard dashboards and reporting structures should be developed and implemented to give a consistency to the reporting process on the people side of change.
9. **Creating internal best practice.** Standard methodologies and tools work well in most organisations but they become excellent when they are adjusted and fitted to the organisation, through a process of collecting lessons learned from individual projects, continuous improvements and bringing lessons learned into the next projects. This requires a process and, in our opinion, also discipline, as many forget this continuous step.
10. **Integrating Change Management and Project Management tools and processes.** Other than sharing the overall purpose of their activities, Change Management and Project Management has many overlapping activities during a project. Each brings necessary tools and plans to realise the project benefits. Therefore, it is critical to ensure buy-in from the project team and executive sponsors and to integrate Change Management and Project Management to ensure a smooth alignment.
11. **Maintaining a portfolio overview of all planned and current projects and change initiatives.** By having a portfolio overview of the most important projects, the CMO can help decide which approach is needed for each and provide appropriate support. A governance model is the most effective way to ensure that the most appropriate support is given (see #6).
12. **Establishing a career path for Change Management.** An important aspect of attracting and retaining the most competent change manager in the organisation is to establish a career path in order to ensure transparent and attractive career development within Change Management.

The roles and responsibilities relate to the level of maturity of the CMO. While this is not clear cut, we do see that some responsibilities are more present at more mature levels as shown in Table 2.

Table 2: Roles and responsibilities at different maturity levels

	Level 1: Initial CMO	Level 2: Maturing CMO	Level 3: Advanced CMO
Establishing governance model	✓	✓	✓
Identifying, choosing and owning the methodology and processes	✓	✓	✓
Providing support for projects	✓	✓	✓
Being a resource centre	✓	✓	✓
Sharing success stories internally	✓	✓	✓
Creating a common CM language, roles and expectations		✓	✓
Ensuring internal Change Management training		✓	✓
Tracking and reporting on change progress		✓	✓
Creating internal best practice		✓	✓
Integrating CM and PM tools and processes			✓
Maintaining a portfolio overview of all projects and change initiatives			✓
Establishing a Change Management Career Path			✓

Source: proacteur, 2018

#2: Organising

There are two things to consider regarding how to organise:

- Where to place the CMO in the organisation
- What degree of centralisation of resources should be chosen

For both areas, there are no right answers; we have seen all types of models work well (and not well), so it is a matter of considering all options and selecting the best fit with your organisation.

Where in the organisation

We are often confronted with the question of where in the organisation the CMO is most effectively located. Although close to half the people surveyed by Prosci® argue that it is most effective in the Project Management Office (PMO) or in Strategy, Transformation & Planning (interestingly, 62% are actually located in either PMO or HR), we believe that it is very much down to the individual organisation.

For some organisations, IT may be the most appropriate place whereas HR may be the right place for others. It is, however, most common to start off with one single CMO, rather than in two or more locations, and then later, as the Change Maturity increases, additional CMO locations may be added. Wherever a company decides to locate the CMO,

it should be a place where it can effectively support projects across the organisation, and where it has sufficient support and commitment from one or more executive sponsors. When choosing where to place the CMO, the following criteria should be considered, where can the CMO:

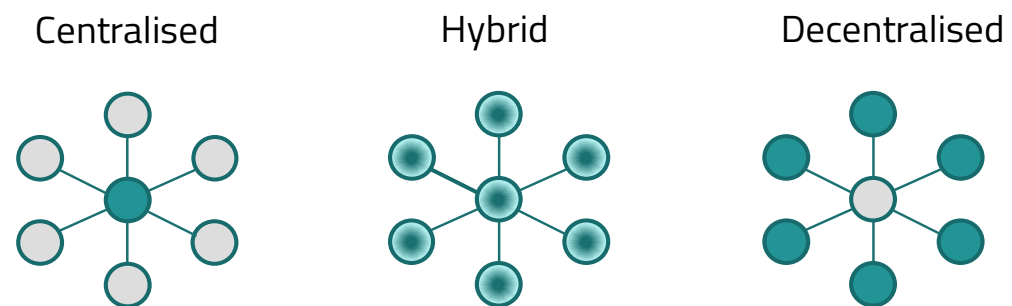
1. acquire the right competencies?
2. have the most influence?
3. access the necessary funds?
4. ensure project involvement in early stage?
5. most effectively get access to relevant executive sponsors?
6. have a wide reach in the organisation?

The weight you put on each of the criteria depends on your context. For example, in some organisations, the fight for resources is the most challenging aspect, so this criterion would have the greatest weight. In other organisations, getting others involved in projects is the major challenge, so having authority is of importance.

Centralised vs. decentralised

Another element regarding organisation is whether the Change Management resources should be centralised or decentralised as shown in Figure 2.

Figure 2: Three types of CM resource distribution



Source: Prosci®, 2017

Centralised: In this structure, the resources are primarily owned and located in the CMO and are lent out to projects and change resources on specific projects. When the project is finished, or the Change Management role is complete, the resources return to the CMO to be allocated to other projects.

The advantages of this structure are; 1) a more optimal allocation of resources, as the best and most experienced resources will be allocated to the most important and critical projects, 2) easier transfer of best practice and learnings from other projects, 3) better compliance with Change Management methodologies, tools and templates and 4) less dependence upon specific people.

Decentralised: In this structure, the resources are hired and owned by either the project itself or the different parts of the organisation. The resources have Change Management competencies but may need support from the CMO to implement the standard methodology and tools. The governance model and portfolio overview typically reside in the central CMO.

The advantages of this structure are; 1) better fit with the project team, 2) creating a greater sense of ownership of Change Management in the project, 3) better access to the steering committee, and 4) less need for dedicated CMO budget/funding.

Hybrid: This structure is, as the name implies, a hybrid of the other two. The benefits are largely the combined benefits of the two other structures but with less impact.

There are several criteria which can be used to help determine which model to use. Perhaps the most commonly used is to align it with the culture in the organisation, i.e. how do you normally staff support to projects; are they owned by the project or by a central function? Other criteria include: wish for standardisation, project model specifications, governance model specification, location of executive sponsors and geographical distribution of organisation.

We do, however, believe that for the decentralised model to be effective, there is at a minimum 3-5 people in the CMO who support the Change Management resources in the projects. A certain amount of critical mass is important.

#3: Acquiring the right people/competencies

A solid methodology and great tools and templates are only valuable if the right people use them and introduce them to the organisation competently. From Prosci®'s Best Practice report (2018), we know that the most important attributes of a great Change Management team member are (in ranked order):

1. **Communication skills.** Change Management is not just about communication, but it is an important thing to be very good at. This includes to be able to communicate effectively with leaders and employees at all levels of the organisation. Being an effective communicator includes skills such as listening well, asking for and acting upon feedback, as well as competencies in both written and oral communication. We all feel we can communicate well but being able to communicate excellently is a skill.
2. **Change Management competency.** This includes having been trained in Change Management and having the necessary experience in both applying the tools and structures to the change project and in managing resistance and coaching employees throughout changes.
3. **Flexibility.** This attribute is less well defined but includes having an open mind and being flexible during times of change. This includes adapting the change strategy and change plans, as reality invariably is different from expectations when the strategy and plans were made. Leaders and project leaders are often pragmatic when implementing the solution – all the more so for the change manager.
4. **Interpersonal skills.** Change Management is about managing the people side of change. It is about communicating, motivating, inspiring and moving people. Gone are the days when leaders could force a change through. Now, it is about building a compelling future that employees can see themselves working in. This requires strong interpersonal skills and being people-oriented, trusted and honest.
5. **Understand the business.** Understanding the business entails having an understanding of the drivers for profit, customer service/experience/loyalty and what the current challenges are in the market and for the company. This will help the change manager understand the business outcome of the project and help in communicating the **WHY** and the **WIIFM**. This will also add credibility towards the organisation.

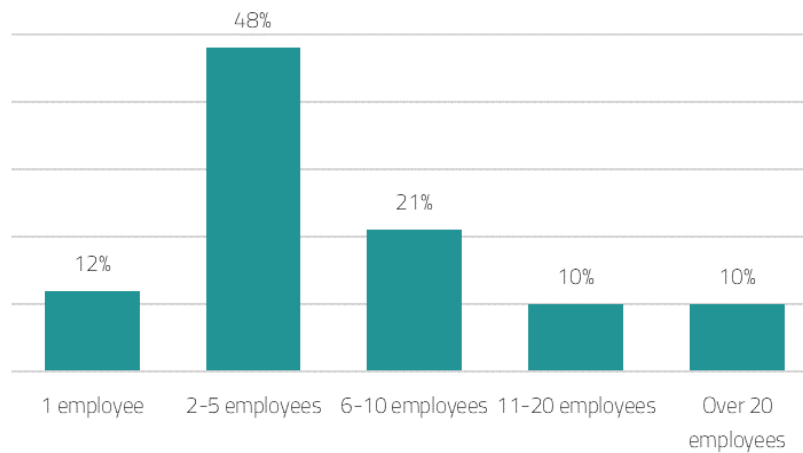
#4: Size of the CMO

The size of the CMO will have to be based on the following two decisions:

- A centralised or decentralised CMO
- The overall ambition for the CMO

In Prosci®'s Best Practice report (2018) the below figure shows that the majority of the organisations with a CMO contains 2-5 employees.

Figure 3: Average FTE in CMO



Source: Prosci®, 2017

This fits well with our rule-of-thumb which is that a CMO, regardless of structure and how it is organised, should be at least 3-5 people to have the critical mass needed for carrying out the roles of a CMO.

#5: Success criteria

It is easy to get bogged down into the day-to-day running of a CMO, executing on projects and supporting managers in the efforts to coach and manage their employees to successfully support them through the change. But the CMO should also identify and work towards some longer term strategic goals for the CMO itself for example to increase the enterprise Change Management maturity level.

Melanie Franklin from Agile Change Management Ltd. suggests the following success criteria for a CMO:

- 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

The list can be a good checklist and inspiration for setting up your own success criteria for your CMO.

#6: Governance Model

One of the perhaps most important things which the CMO can do to improve organisational change maturity is to develop and use a strong governance model. The governance model specifies how and when to apply Change Management on change projects.

The governance model could as an example include three levels:

- **Which projects.** The governance model could prescribe which projects should/must use Change Management actively. Criteria for selection could be for example, change projects with a Total Project Costs > xxxM EUR, change projects which impact > xxx employees, or for all strategically important projects (such as the organisation's Must Win Battles).
- **Mandatory activities.** The projects which meet the above criteria would then be required to do a number of mandatory activities, which for example could include; make a Prosci® PCT analysis, create a comprehensive risk analysis, participate in a 1-hour review meeting with a representative from the CMO etc.
- **Requirements/options.** Finally, the selected projects could then be given certain requirements/options such as to get Change Management resources assigned from the CMO, assign mandatory CM resources (but sourced by the project) and on-going CM review (quarterly/half yearly).

Ideally, Change Management should be intentionally performed on all important projects as it improves the likelihood of project success. What constitutes an 'important project' varies from organisation to organisation. For some, it is about size, for others it is about strategic intent or impact. During the process of building the governance model, internal stakeholders must align on what important projects are in their organisation and how to use Change Management to improve the likelihood of project success.

The governance model will often change over time and in that way be based on the ambition level for the CMO in the years to come.

#7: Interaction and integration with Project Management (Office)

Change Management and Project Management ultimately work towards the same goal; to deliver project results and to realise the intended benefits of the projects, one cannot succeed without the other. If the project (the technical side) is late, wrongly or poorly implemented, it doesn't matter if the organisation is ready and motivated to embrace and use the solution. Conversely, if the change initiatives are managed poorly so the organisation is neither aware of the solution, motivated to embrace and use it, nor trained properly to effectively adopt the solution, then it doesn't matter if the project's technical side is perfectly executed. In both cases, the benefit realisation will be significantly below what is expected. Or simply, Change Management and Project Management must work together to realise the full benefits of the project.

A prerequisite is that both sides (the technical and the people side) of the project have their own focus and KPIs for the outcome of the project. The project team must be held accountable for delivering the right solution on time and within budget while the change team must be held accountable for ensuring that the organisation is motivated and ready to use the solution. A common mistake is to make the KPIs activity based (execute the Change Management plans) rather than outcome based.

We have found that the best results happen (i.e. where organisations have the highest project success) where Change Management and Project Management work well together. In some cases, a combined project/change model has been developed with a complete integration which ensures a smooth interaction between CMO and PMO. In other cases, this is done more informally but with same effect. Use whatever works best in your organisation, but the better the interaction, the better the results.

3. 10 steps to establish your CMO

We suggest using the following 10 step checklist to safely guide you through establishing a Change Management Office.

Table 3: 10-step checklist for setting up a CMO

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 to share the progress of Change Management development to the organisation			

Source: *proacteur*, 2018

In the very beginning of setting up a CMO, the 10-step checklist should be used to plan, follow-up and report on the required activities to the owner of the CMO initiative, e.g. a Steering Committee.

The list should be owned by the CMO Sponsor and the CMO Manager and be used as the guiding document for their common work for building the new CMO.

References

Adams, P. & Straw, M. (2016). The Little Black Book of Change: The 7 fundamental shifts for Change Management that delivers. Capstone

Andersen, M. & Clausen, P. H. (2016). Change Management Maturity - how to improve your maturity level. proacteur White Paper (www.proacteur.com)

Franklin, M. (2015). Change Management Office – Benefits and Structure. Agile Change Management Limited White Paper

Harvard Business Review (2011). On Change Management - HBR's 10 Must Reads on Change Management. Harvard Business Review Press

Hiatt, J. M. & Creasey, T. (2012). Change Management: The People Side of Change. Prosci® Learning Center Publications

McCalman, J., Paton, R. & Siebert, S (2016). Change Management – a guide to effective implementation. Sage Publications Ltd

Palmer, L. (2015) Change Management for Managers: The No Waffle Guide To Managing Change In The Workplace. CreateSpace

Prosci®, Inc. (2017). A Change Management Office Primer. Thought leadership article. www.Prosci.com.

Prosci®, Inc. (2018). Best practices in Change Management – 2018 Edition. www.Prosci.com.

About proacteur

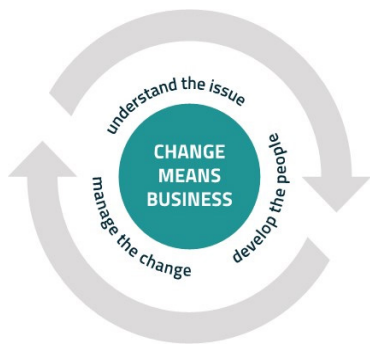
proacteur is a consulting firm that provides evidence-based and best practice consulting services within Change Management. We follow an internationally established and proven change management method that is holistic and takes the complexity of the change into account. This ensures that the change is robust and lasting.

Here is how we do it:

1. Together we make sure we understand the issue
2. We develop the people to fulfil their role in the change
3. We manage the change together with you

We base all decisions on data and strategic indicators to make sure not to lose sight of the targets at hand – whether it is quality assurance in our clients' deliverables, improved production efficiency, or process optimisation.

proacteur was founded in 2006 and has 20 consultants today. Our values, our ambition and our vision have remained unchanged since the beginning; we want to be the best in the Nordic region to help organisations translate strategies into reality and to bring projects to succeed.



For more information please contact:

Morten Kamp Andersen
Partner

t: +45 25 53 27 39
e: mka@proacteur.com
www.proacteur.com

proacteur ApS
Lottenborgvej 24 b
DK-2800 Kgs. Lyngby