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?
<table>
<thead>
<tr>
<th>Expected discipline trends over the next five years</th>
<th>Participants expect to see more organizations centralize the change management function in a permanent CMO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2 – Establishing CMO</td>
<td></td>
</tr>
</tbody>
</table>
Organising

- Responsibilities of the CMO
- Acquiring the right people
- Size of the CMO
- Success criteria
- Governance Model
- Interaction and integration with PMO
Responsibilities of the CMO

- Career path
- Overview of changes
- Integrate PM & CM
- Build best practice
- Track progress
- Training
- Governance model
- Method, tools & templates
- Provide support
- Resource centre
- Success stories
- Common language
# Responsibilities of the CMO

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance model</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Method &amp; tools</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Provide support</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Resource Centre</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Success stories</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Common language</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Training</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Track progress</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Build best practice</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Integrate PM &amp; CM</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Overview of changes</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Career path</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Participants could choose more than one option

<table>
<thead>
<tr>
<th>Category</th>
<th>Does live</th>
<th>Should live</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMO</td>
<td>32%</td>
<td>22%</td>
</tr>
<tr>
<td>HR</td>
<td>30%</td>
<td>5%</td>
</tr>
<tr>
<td>IT</td>
<td>20%</td>
<td>2%</td>
</tr>
<tr>
<td>BUs/ Ops</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>Strategy/Transform...</td>
<td>19%</td>
<td>24%</td>
</tr>
<tr>
<td>OD</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>Corp/Shared</td>
<td>17%</td>
<td>5%</td>
</tr>
<tr>
<td>C-Level</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Independent</td>
<td>6%</td>
<td>4%</td>
</tr>
</tbody>
</table>
1. Communication skills.
2. Change Management competency.
3. Flexibility.
4. Interpersonal skills.
5. Understand the business.
Size of the CMO

- 1 employee: 12%
- 2-5 employees: 46%
- 6-10 employees: 21%
- 11-20 employees: 10%
- Over 20 employees: 10%
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
Governance Model

**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
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-to-face communication more
## Change Management Office Maturity

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>Typical Characteristics</th>
<th>Typical Consequences</th>
</tr>
</thead>
</table>
| 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 |
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
</table>
| 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
- When you cannot call your mom