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An Executive's Perspective on Building Change Capability
Agenda:

<p>Why change capability matters?</p> 	<p>Q&A with Bryan Fontaine</p>  <p>Executive Change Advisor for Prosci former EVP for Bose Corporation former VP of Manufacturing at EMC</p>	<p>Your questions</p> 
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Why change
capability
matters?



Q&A with Bryan
Fontaine



Executive Change Advisor for Prosci
Former EVP for Bose Corporation
Former VP of Manufacturing at EMC

Your questions

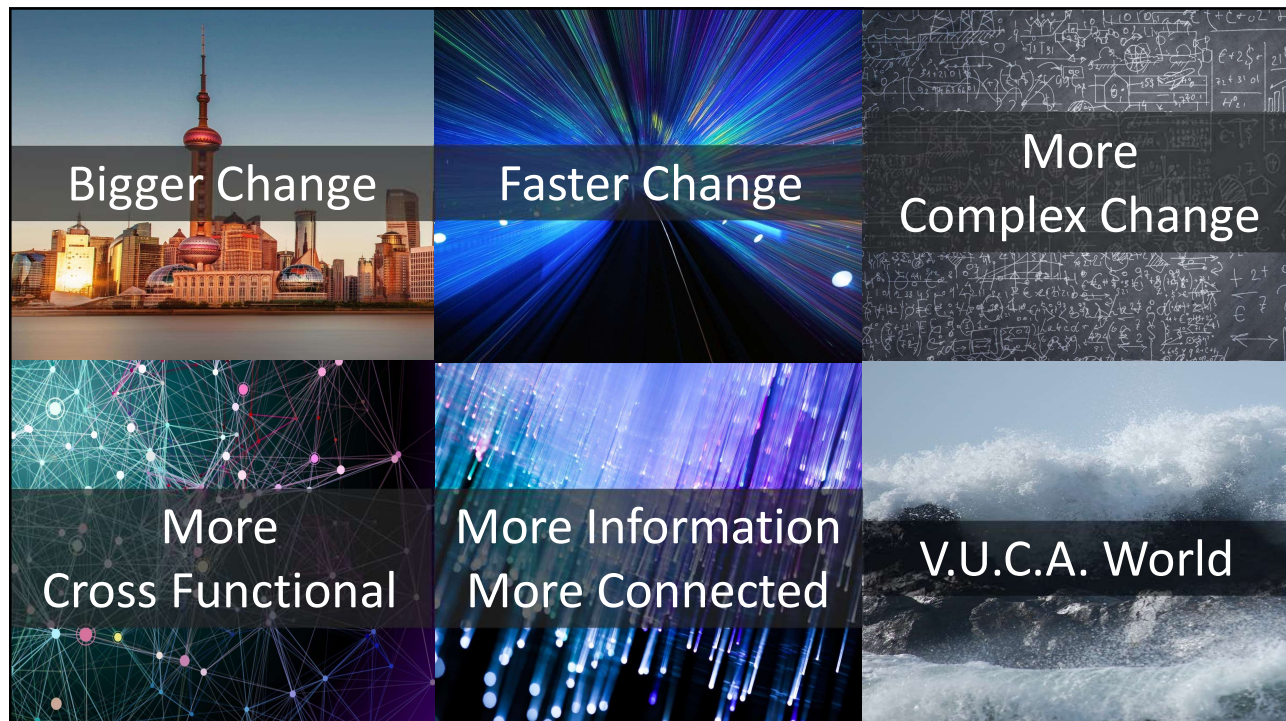


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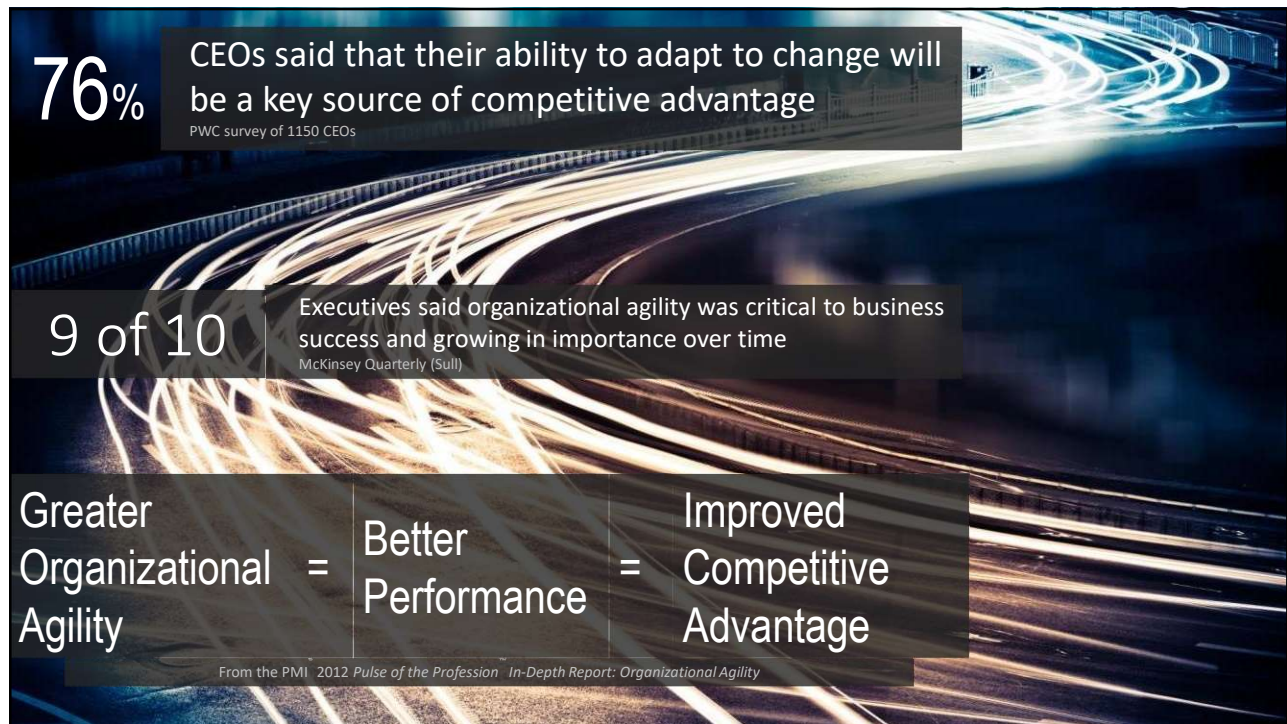
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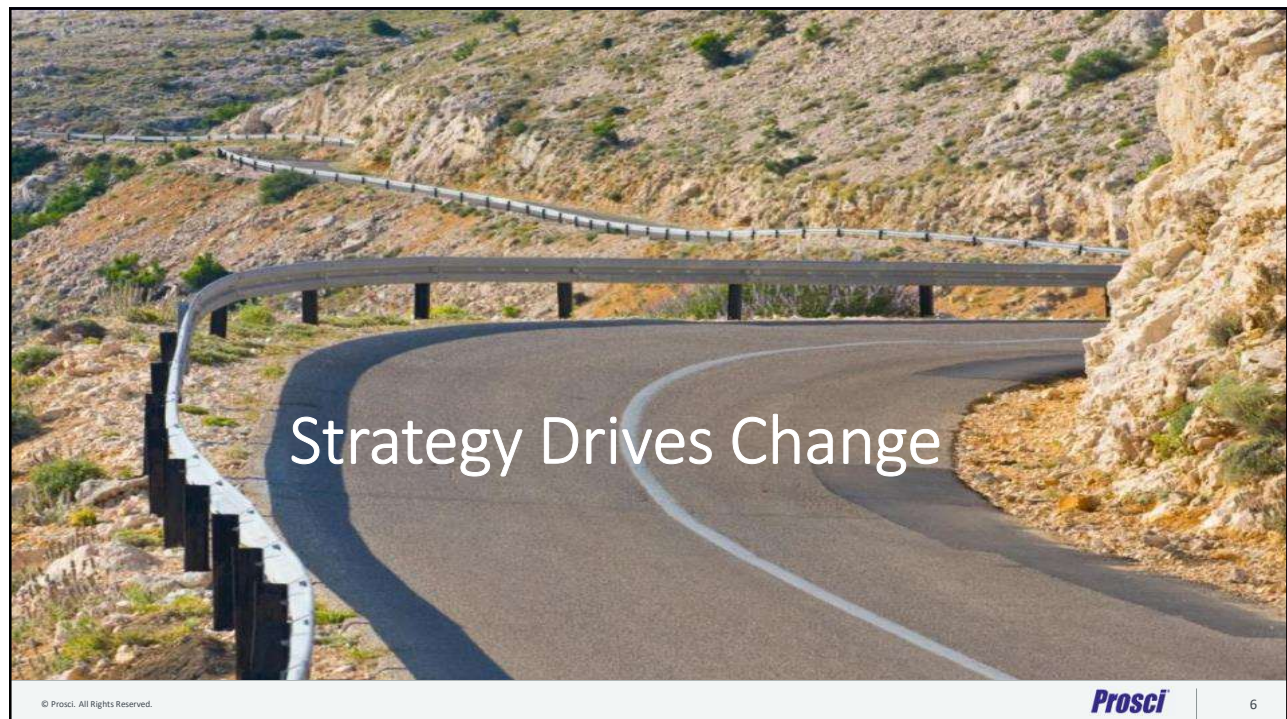
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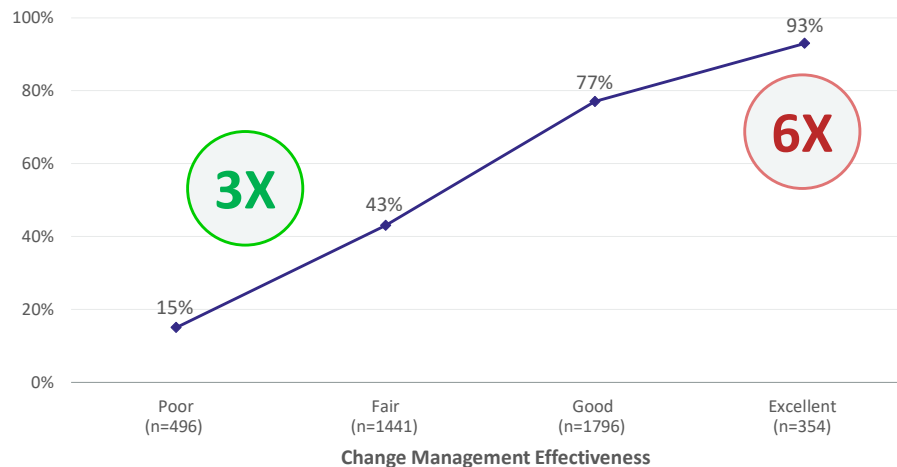
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Why Change Management Matters

Percent of Study Participants Who Met or Exceeded Objectives



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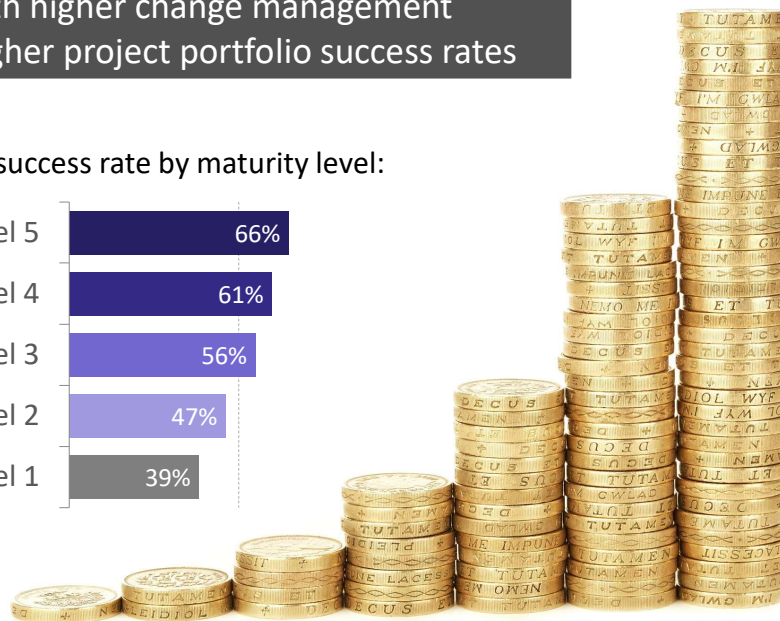
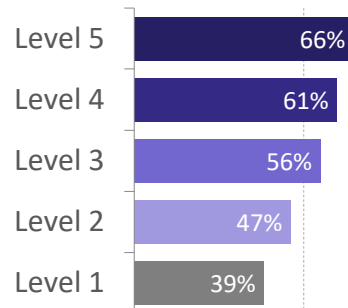
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Organizations with higher change management maturity have higher project portfolio success rates

Project success rate by maturity level:



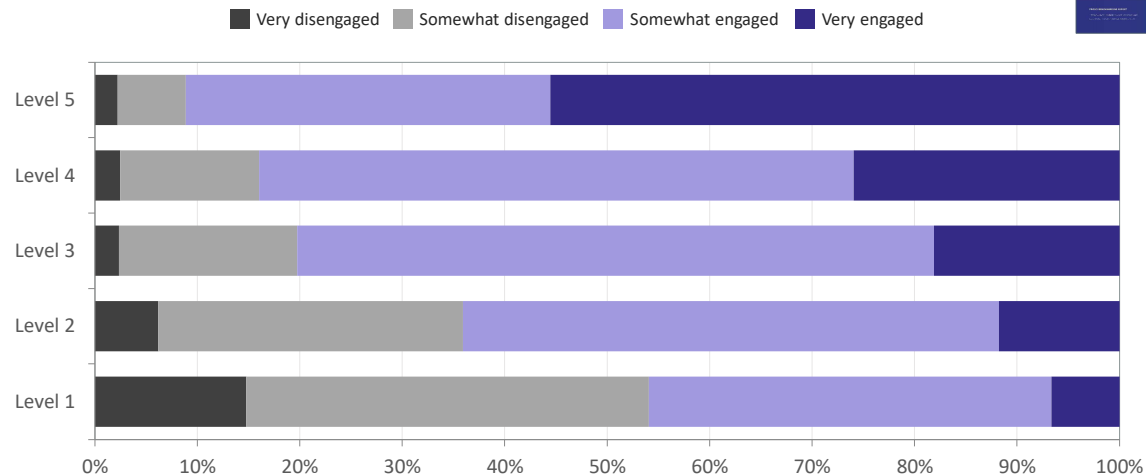
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Change Maturity Drives Employee Engagement



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Research Findings on Change Success

Top Contributors to Change Success



1. Active and visible executive sponsorship



2. Dedicated change management resources



3. Structured change management approach



4. Employee engagement and participation



5. Frequent and open communication



6. Integration and engagement with project management



7. Engagement with middle managers

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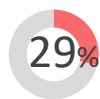
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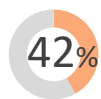
In all 10 of Prosci's studies,
active and **visible sponsorship**
was the **#1** contributor to success

Sponsorship correlates with **project success**

Percent of projects that met or exceeded objectives based on sponsor effectiveness



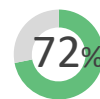
Very
ineffective
sponsors



Ineffective
sponsors



Moderately
effective
sponsors



Extremely
effective
sponsors

Source: Prosci Best Practices in Change Management, 2018 edition

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Who wants change?

Who wants *to* change?

Who wants *to lead the* change?

Who wants change?


Who wants *to* change?

Who wants *to lead the* change?


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Why change capability matters?




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Bryan Fontaine

Executive Change Advisor with Prosci
Former EVP, Global Operations at Bose
Former VP of Manufacturing at EMC

Q&A with an Executive Sponsor of Change Capability Building

- 35 years of leadership experience in high-tech and consumer industries
- Primary sponsor for building enterprise change management capability at Bose
- VP of Manufacturing at EMC where he drove significant enterprise change

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What brought you to the conclusion that your organization should invest in growing change management capabilities?

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How did you approach the changes you were working on as an enterprise change management journey?

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How did you get change management on the radar at the executive level?

Follow On Question:

What objections did you need to overcome at the leadership level?

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How do you set expectations and coach other executives to fulfill their role as sponsors?

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Can you talk to the 'go see' sessions that you conducted with your early change practitioners?

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At the executive level, how do you reinforce and sustain the energy and support for change management?

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If you were given the opportunity to start over, what adaptations would you make to your approach?

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Bryan Fontaine
Executive Change Advisor with Prosci
Former EVP, Global Operations at Bose
Former VP of Manufacturing at EMC


What advice would you share with change practitioners who are trying to gain executive support and approval for change management?

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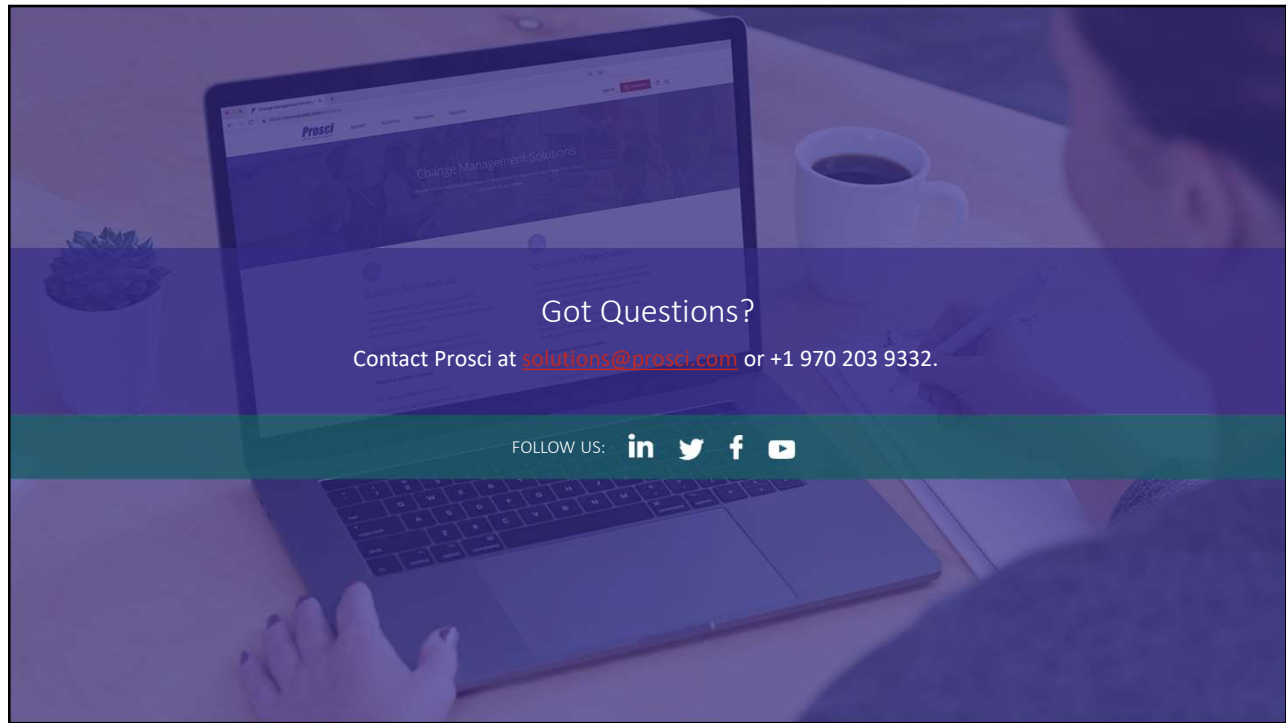


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