

How To Stand Up A Change Management Office

www.prosci.com/webinars

Contribute to pre-webinar discussion in your questions pane:
What are the attributes of a vibrant professional community?

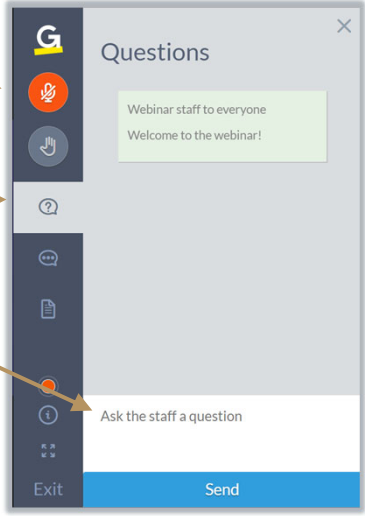
Webinar content begins at:
:02 after the hour

“Audio” Controls

- All attendees are in listen-only mode
- Auto-detection of your default audio settings using VoIP (Computer audio) only.

Click the **“Question”** icon in the menu to talk with us.

- Technical difficulties
- Questions about Prosci solutions
- Connect with an Account Manager
- Answer the pre-webinar discussion question
- Answer question prompts during the webinar



© Prosci, Inc. All Rights Reserved. **Prosci**

0



How To Stand Up a CMO
(Change Management Office)

October 19, 2022

Tim Creasey, Chief Innovation Officer

Prosci
PEOPLE. CHANGE. RESULTS.™

CHANGE MANAGEMENT
11th Edition
Prosci
Best Practices in Change Management
HIATT - CREASEY

1

How To Stand Up A Change Management Office

www.prosci.com/webinars

How To Stand Up a CMO

CASE Why stand up a CMO?

FORM How is it structured?

FUNCTION What does it do (and not do)?

TIPS What do experts recommend for standing up a CMO?

© Prosci, Inc. All Rights Reserved.

Prosci

2

2

CMO Canvas (Blank Sheet Exercise)

CASE <i>Why stand up a CMO?</i>	FORM <i>How is it structured?</i>	FUNCTION <i>What does it do (and not do)?</i>


Prosci

3


How To Stand Up A Change Management Office

www.prosci.com/webinars

CMO at ACMP 2014



© Prosci, Inc. All Rights Reserved.



© Prosci, Inc. All Rights Reserved.

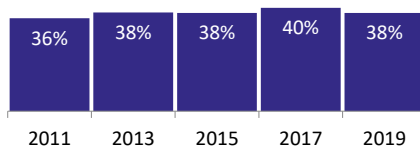
4

Do you have a CMO or functional group?

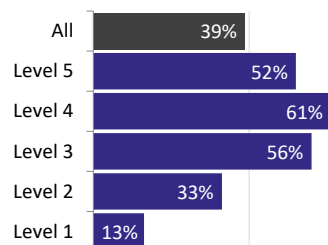


Prosci Research 11th Edition

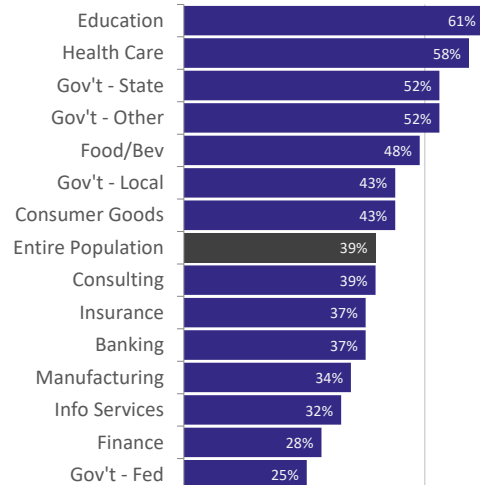
Overall



By Maturity Level



By industry



© Prosci, Inc. All Rights Reserved.

Prosci

5

5

How To Stand Up A Change Management Office

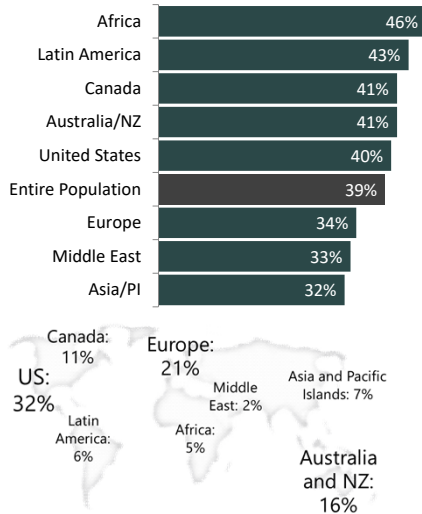
www.prosci.com/webinars

Do you have a CMO or functional group?

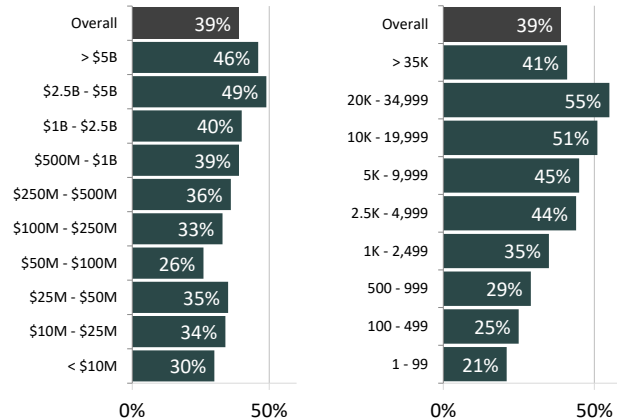


Prosci Research 11th Edition

By Region



By Revenue and Employees



© Prosci, Inc. All Rights Reserved.

Prosci

6

6

Names of the CMO



Prosci Research 11th Edition

A title using the words "change management":

- Organizational Change Management
- Change Management Center of Excellence
- Enterprise Change Management
- Change Management Team
- Strategic Change Management
- Change Management Specialists
- People Change Management
- Change Management Division
- Change Management Network

A title using the word "change" including:

- Change Practice
- Change Excellence
- Change Enablement
- Change and Culture Team
- Change Integration
- Change Hub
- Strategic Change Unit
- Change Specialists Group
- A title using one of the following words related to change: transition, improvement, strategy, transformation, execution, or excellence.

© Prosci, Inc. All Rights Reserved.

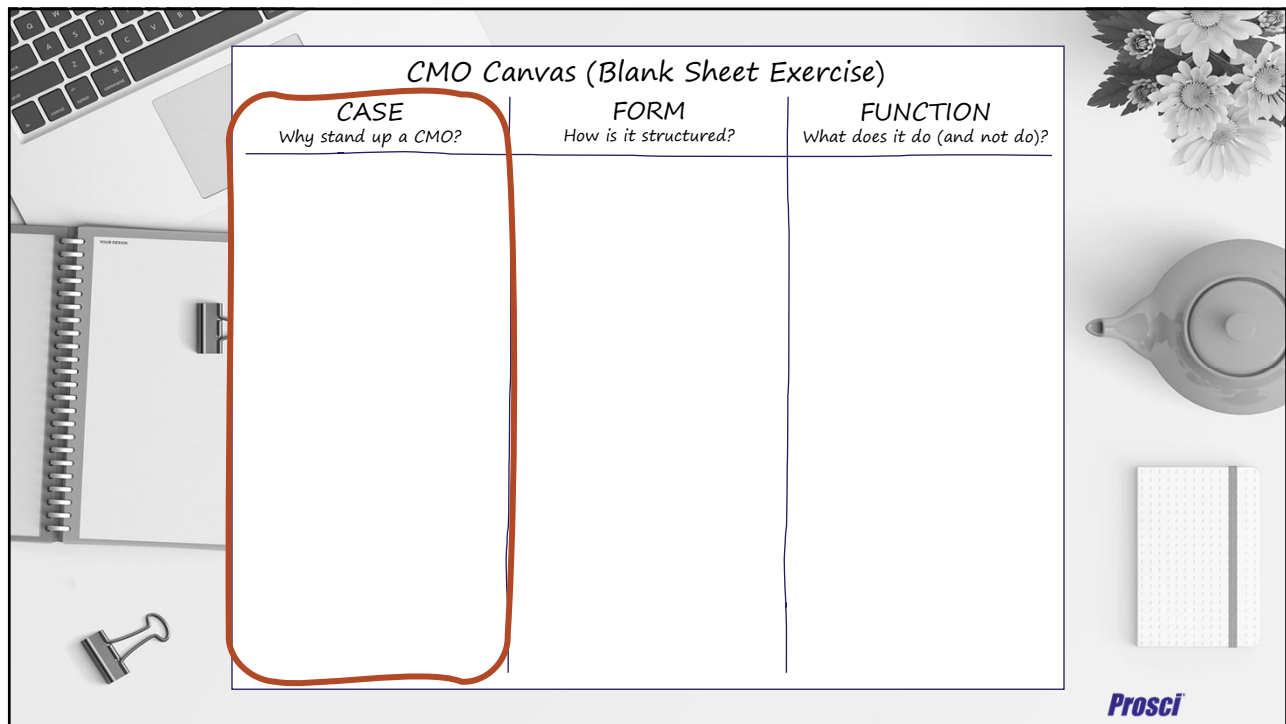
Prosci

7

7

How To Stand Up A Change Management Office

www.prosci.com/webinars



The diagram shows a 'CMO Canvas (Blank Sheet Exercise)' overlaid on a grayscale image of a desk with a laptop, a spiral notebook, a paper clip, a teapot, and a small notepad. The canvas is a large rectangle divided into three columns by vertical lines. The first column on the left is outlined with a thick orange border. The columns are labeled as follows:

<i>CASE</i> Why stand up a CMO?	<i>FORM</i> How is it structured?	<i>FUNCTION</i> What does it do (and not do)?

The Prosci logo is located in the bottom right corner of the canvas area.

8



9

How To Stand Up A Change Management Office

www.prosci.com/webinars

We need better change management to...

- Accelerate and deliver the people-dependent portion of project ROI/value.
- Improve how quickly, how many, and how effectively people adopt the solution.
- Reduce the costs and risks of poor adoption like resistance, conflict, and frustration.
- Increase the likelihood of meeting project objectives, on time and on budget.
- Achieve both more productive AND more human centric change outcomes.

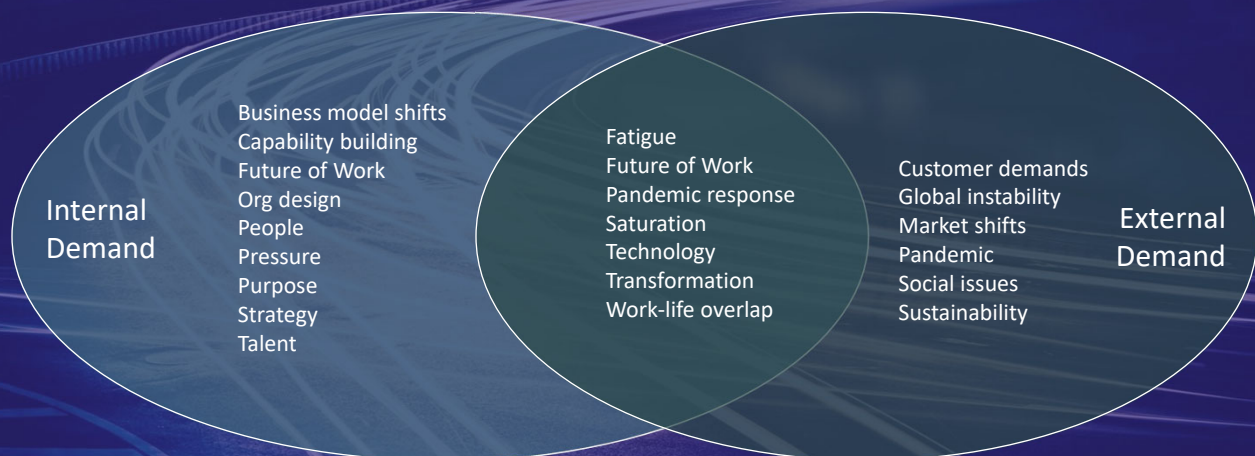
We need increased organizational agility to...

- Meet the current and expected velocity of change.
- Reduce the impact of saturation and fatigue.
- Create critical differentiation and competitive advantage.
- Improve portfolio success rate.
- Be Future Ready.
- Build a culture of change.

Prosci

10

Increasing Demand for Change & Transformation



Prosci

11

How To Stand Up A Change Management Office

www.prosci.com/webinars

Contribution of the CMO

Project Success Rates	Legitimacy and Credibility	Consistency and Standardization
<p>“We should stand up a CMO because it increases likelihood of success of all the other changes we are trying to implement and sustain over time.”</p> <p>“Drive readiness, adoption and proficiency in a standardized way across the enterprise”</p>	<p>“We need to legitimize the practice of change management and get visibility across the organization.”</p> <p>“Creates a functional home for ‘ownership’ of raising CM capabilities across org.”</p>	<p>“We need a consistent way to successfully manage large, strategic changes in our organization, and build organizational capability.”</p> <p>“We need to find best practices and a standardized method for driving change in the business.”</p>

© Prosci, Inc. All Rights Reserved.

Prosci

12

12

Contribution of the CMO

Saturation and Portfolio Visibility	Priority Seat at the Leadership Table	Organizational Capability Driver
<p>“We are at a crossroads within our organization that is saturated with change and need a clear view of the impact on our people.”</p> <p>“We are burning out our valued employees by not considering them in project implementation.”</p>	<p>“We do not have a strategic orientation for managing the many changes we are deploying.”</p> <p>“We need this to ensure our organization has the ability to respond to the growth/changes.”</p>	<p>“We need to achieve project outcomes while building change competencies.”</p> <p>“Creates value in the organization by creating a capability multiplier.”</p>

© Prosci, Inc. All Rights Reserved.

Prosci

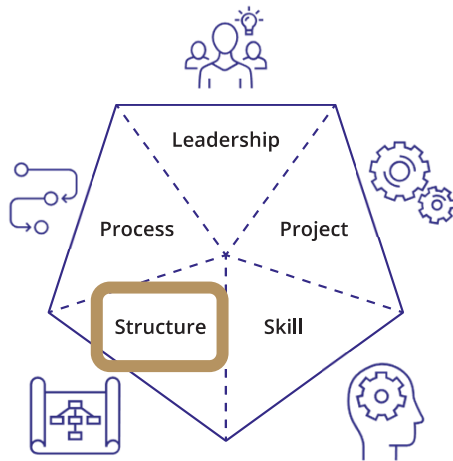
13

13

How To Stand Up A Change Management Office

www.prosci.com/webinars

Role of the CMO in the ECM Strategy Map



	Leadership e.g., sponsor, screening committee, Change management reviews
	Project e.g., pilots, tiers, departments, regions, triggers
	Skill e.g., Who needs to know what? training, coaching, tools
	Structure e.g., organizational footprint, CMO networks, job roles
	Process e.g., project launch, performance management, improvement

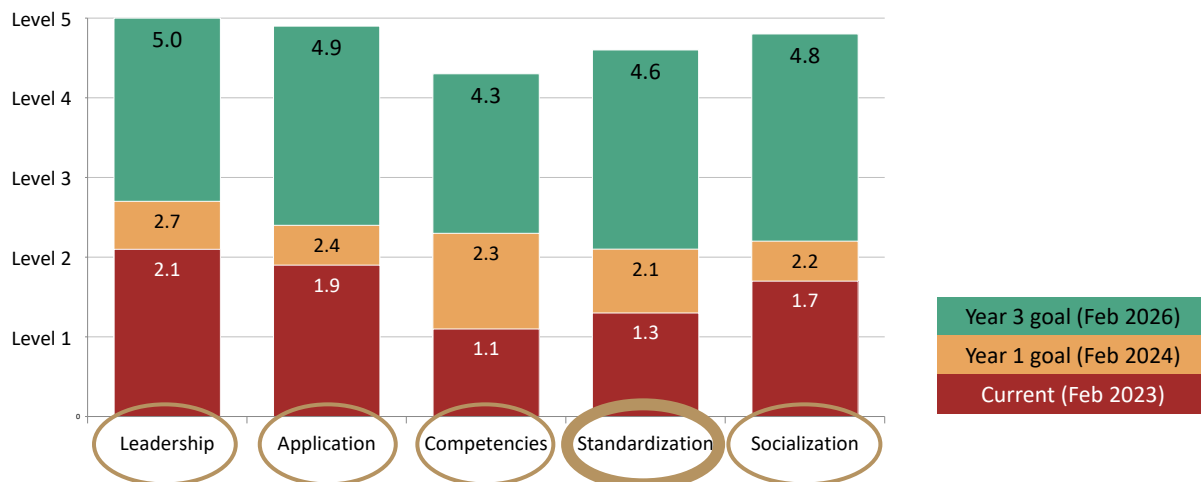
© Prosci, Inc. All Rights Reserved.

Prosci

14

14

Role of the CMO in the Change Management Maturity



© Prosci, Inc. All Rights Reserved.

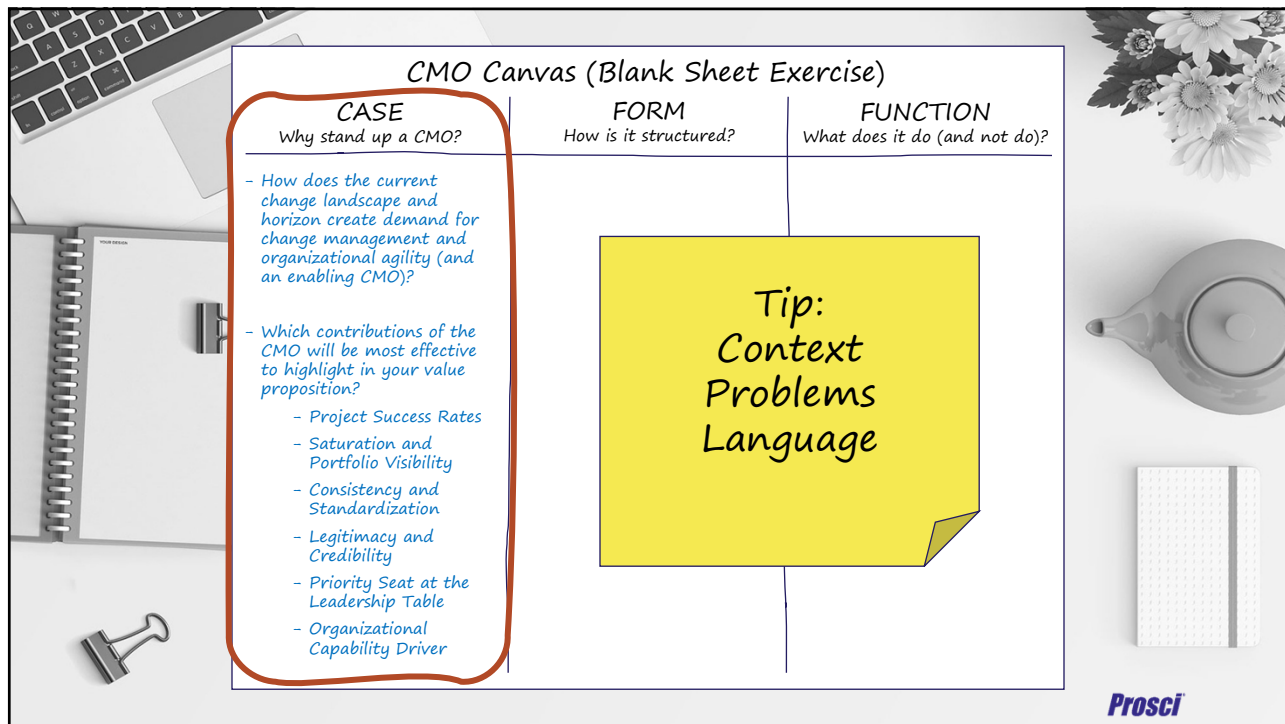
Prosci

15

15

How To Stand Up A Change Management Office

www.prosci.com/webinars



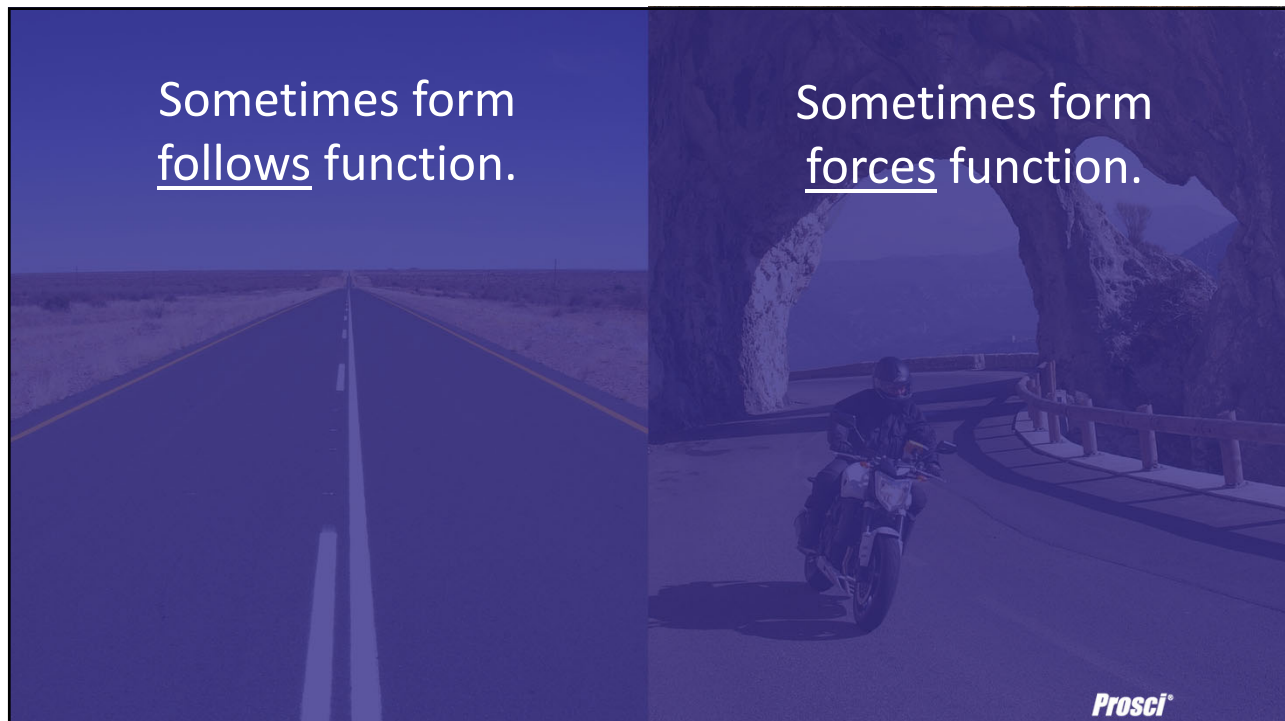
The diagram is a 'CMO Canvas (Blank Sheet Exercise)' presented as a worksheet on a desk. It is divided into three columns: CASE, FORM, and FUNCTION. The CASE column is highlighted with a red border and contains a list of questions and contributions. The FORM and FUNCTION columns are currently empty. A yellow sticky note is placed in the center of the canvas.

CASE Why stand up a CMO?	FORM How is it structured?	FUNCTION What does it do (and not do)?
<ul style="list-style-type: none">- How does the current change landscape and horizon create demand for change management and organizational agility (and an enabling CMO)?- Which contributions of the CMO will be most effective to highlight in your value proposition?<ul style="list-style-type: none">- Project Success Rates- Saturation and Portfolio Visibility- Consistency and Standardization- Legitimacy and Credibility- Priority Seat at the Leadership Table- Organizational Capability Driver		

Tip:
Context
Problems
Language

Prosci

16



The slide features two side-by-side images. The left image shows a straight road stretching into the distance, with the text 'Sometimes form follows function.' overlaid. The right image shows a motorcycle navigating a sharp curve on a road lined with trees, with the text 'Sometimes form forces function.' overlaid.

Sometimes form follows function.

Sometimes form forces function.

Prosci

17

How To Stand Up A Change Management Office

www.prosci.com/webinars

CMO Canvas (Blank Sheet Exercise)

<i>CASE</i> <i>Why stand up a CMO?</i>	<i>FORM</i> <i>How is it structured?</i>	<i>FUNCTION</i> <i>What does it do (and not do)?</i>

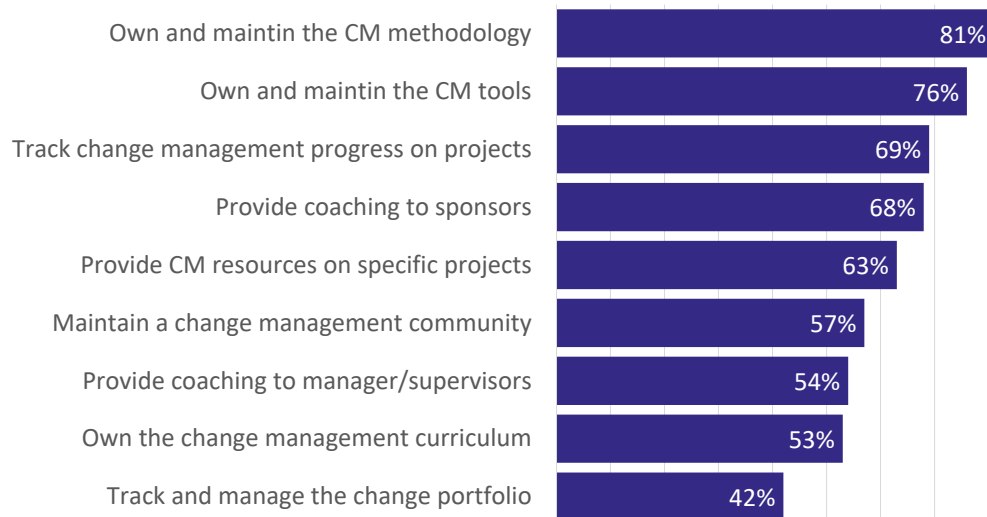
Prosci

18

CMO Responsibility Benchmark Data



Prosci Research 11th Edition



© Prosci, Inc. All Rights Reserved.

Prosci

19

19

How To Stand Up A Change Management Office

www.prosci.com/webinars

Responsibilities of the CMO

Project Application ~40%	Organizational Capability ~30%	Practice/Practitioner ~20%	Portfolio ~10%
Project Application <ul style="list-style-type: none"> Manage intake and distribution of change support requests Enable DIY solutions with guidance, tools, and templates. Coach/Consult leaders and project teams for smaller initiatives. Do/Develop change strategies and plans for larger initiatives. Broker/Connect to vendors and SMEs. 	Org Capability <ul style="list-style-type: none"> Build understanding and awareness of CM. Establish and execute ECM strategy and roadmap. Build capabilities throughout organization. Create communities and enable change agent networks. Foster a culture of change. 	Practice/Practitioner <ul style="list-style-type: none"> Build, deploy, and maintain a standard CM methodology. Own a repository of CM tools, templates, and examples. Capture, document and share best practices and guidance. Facilitate communication and collaboration among practitioners. Identify opportunities to integrate into other change frameworks. 	Portfolio <ul style="list-style-type: none"> Formalize intake process for the change portfolio. Foster prioritization of effort, initiatives, and resources. Drive alignment on strategic change landscape. Track performance and provide dashboards. Provide data and perspective on change saturation.

© Prosci, Inc. All Rights Reserved.

Prosci

20

20

CMO Service Spectrum

DIY – Do It Yourself	Do It With You	Do It For You	Find You Someone
Equip	Coach/Consult	Do/Develop	Broker/Connect
CMO provides:			
<ul style="list-style-type: none"> Tools, templates, examples Training and education 	<ul style="list-style-type: none"> Facilitation and guidance Thoughtful questions 	<ul style="list-style-type: none"> Plans and deliverables Experience and expertise 	<ul style="list-style-type: none"> Vendor management Quality control
Applicability:			
<ul style="list-style-type: none"> Small changes Low complexity changes Few groups impacted 	<ul style="list-style-type: none"> Small to medium Medium complexity Few groups impacted 	<ul style="list-style-type: none"> Medium to large Medium complexity Many groups impacted 	<ul style="list-style-type: none"> Large to transformational High complexity Many groups impacted
Time and Cost Implications:			
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

© Prosci, Inc. All Rights Reserved.

Prosci

21

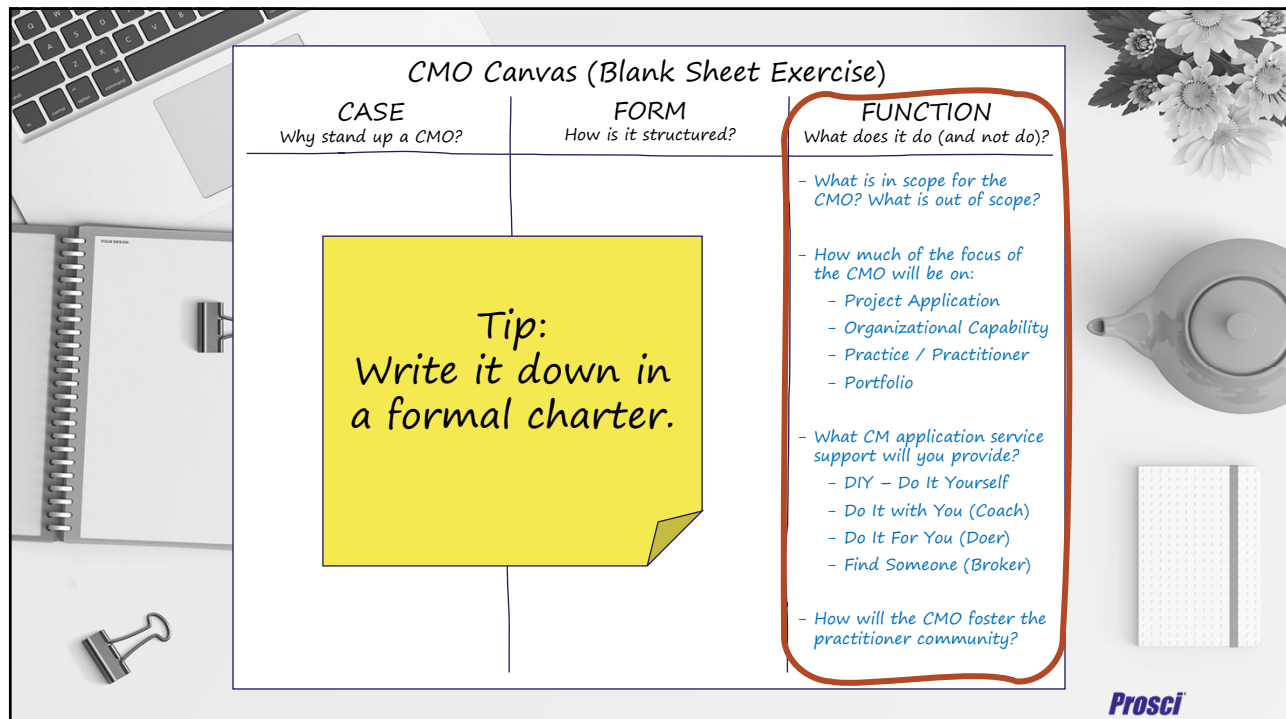
21

How To Stand Up A Change Management Office

www.prosci.com/webinars



22



23

How To Stand Up A Change Management Office

www.prosci.com/webinars

CMO Canvas (Blank Sheet Exercise)

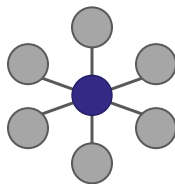
<i>CASE</i> <i>Why stand up a CMO?</i>	<i>FORM</i> <i>How is it structured?</i>	<i>FUNCTION</i> <i>What does it do (and not do)?</i>

Prosci

24

Centralization vs. Decentralization

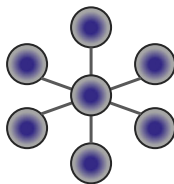
Centralized



Pros:

Cons:

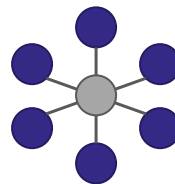
Hybrid



Pros:

Cons:

Decentralized



Pros:

Cons:

Which approach is right for you?

© Prosci, Inc. All Rights Reserved.

Prosci

25

25

How To Stand Up A Change Management Office

www.prosci.com/webinars

Centralization vs. Decentralization Decision Criteria

			
Cultural leaning			
Geographic distribution			
Where is the sponsorship			
Need for standardization/flexibility			
Common/varied maturities			
Where are CM resources coming from			
What already works here			
Where are you on your ECM journey			
Other?			

© Prosci, Inc. All Rights Reserved.

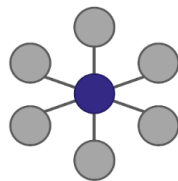
Prosci

26

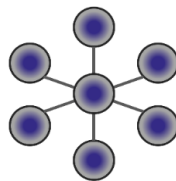
26

Plot the preferred structure for your organization along the centralized - decentralized spectrum.

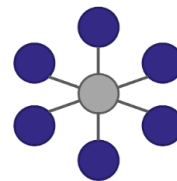
Centralized



Hybrid



Decentralized



--	--	--	--	--

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

© Prosci, Inc. All Rights Reserved.

Prosci

27

27

How To Stand Up A Change Management Office

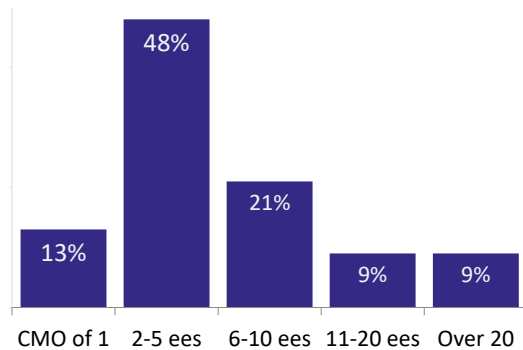
www.prosci.com/webinars

Size and Composition



Prosci Research 11th Edition

Over 60% of CMOs were made up of 5 or fewer employees



Having the right skillset is essential, especially at the start of the CMO. Hire well and early. A strong external hire that has real life CM experience can help balance and elevate a team of newly certified practitioners.

- + Change Agent Networks
- + Communities of Practice
- + Alliances and Partnerships

© Prosci, Inc. All Rights Reserved.

Prosci

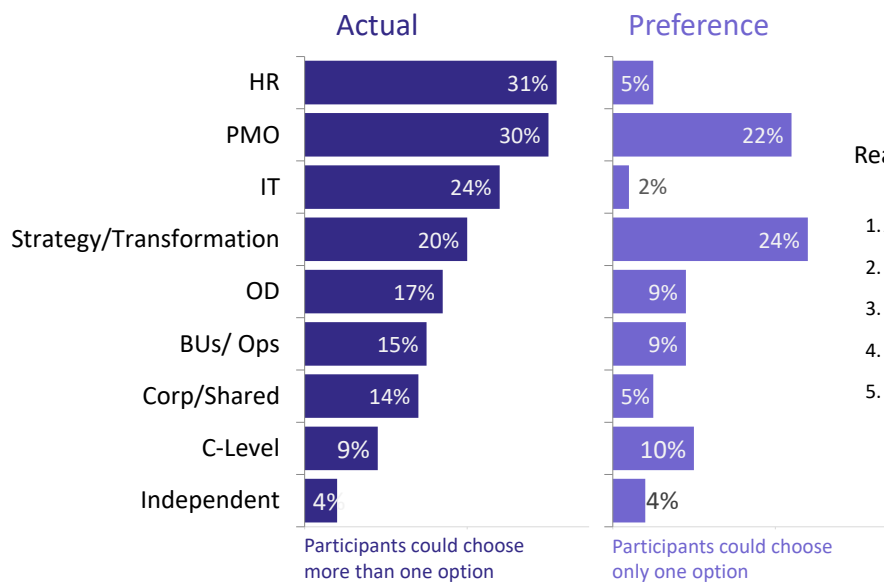
28

28

Location: Actual and Preference



Prosci Research 11th Edition



Reasons for your current location:

1. Alignment with function or objectives
2. Existing resources or position of influence
3. Initiation or leadership directive
4. Politics and historical reasons
5. Perception of change management

© Prosci, Inc. All Rights Reserved.

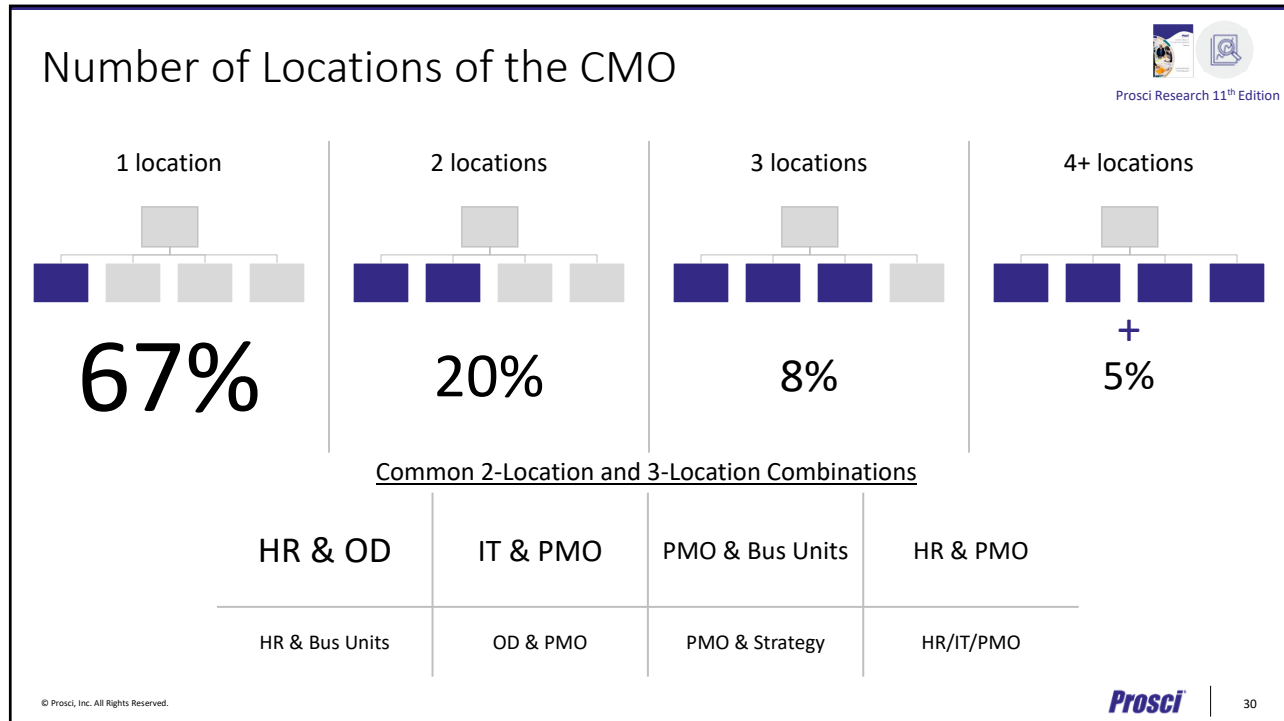
Prosci

29

29

How To Stand Up A Change Management Office

www.prosci.com/webinars



30

Advantages of Various Locations

Prosci Research 11th Edition

PMO <ul style="list-style-type: none"> Provides access to projects CM aligns with the purpose of the PMO Provides easier integration into project methodology CM can be integrated more effectively into project plans and infused earlier PMO has wide cross-organizational reach and representative perspective PMO has an established reputation and credibility 	Strategy/Transformation <ul style="list-style-type: none"> CM can be aligned with the strategy and direction of the organization CM can be attached to planning Provides proximity to executives and access to visible and important changes Supports an enterprise perspective Has influence, credibility, and visibility CM can become part of the culture and mindset of the organization 	C Level / Executive Level <ul style="list-style-type: none"> Ensures adequate sponsorship for impact and leadership with clout, power and authority Allows access to the sponsors of change Has influence, credibility and visibility Provides a strategic view and gets readings on the pulse of the organization Supports cultural and mindset changes Provides proximity to budget control and resource decisions 	HR <ul style="list-style-type: none"> Synergizes with HR's purpose and focus on employees HR has enterprise scope and reach Supports alignment with skill development, training, roles and responsibilities
OD <ul style="list-style-type: none"> Supports alignment, integration and collaboration with current OD functions OD is involved in numerous changes and strategic efforts Location supports an organization-wide reach and perspective 	Within Business Units/Ops <ul style="list-style-type: none"> Have the most knowledge of affected areas and proximity to the user base Supports building organization-wide change management capability Allows for enhanced sustainment of change Provides insights for understanding company culture 	Corporate Shared Services <ul style="list-style-type: none"> Provides a common offering available to all projects Has enterprise reach and scope Supports the ability to share resources to manage the peaks and valleys of change management requirements during projects 	Independent <ul style="list-style-type: none"> Protected against being hindered by internal politics and agendas; it is objective and impartial Allows change management to be applied on various changes across the organization or enterprise

© Prosci, Inc. All Rights Reserved. Prosci

31

How To Stand Up A Change Management Office

www.prosci.com/webinars

CMO Location Decision Criteria

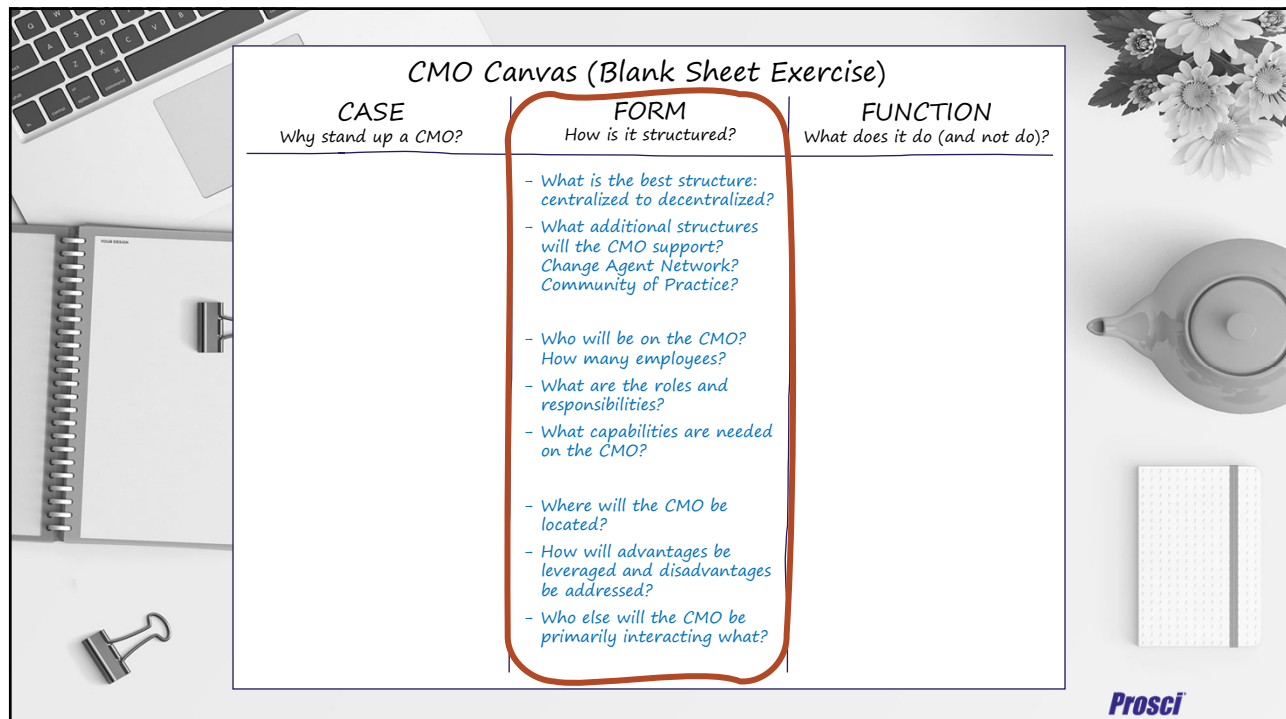
	PMO + O -	HR + O -	Option 3 + O -	Option 4 + O -	Option 5 + O -
Cross-organizational reach					
Access to projects/changes (early)					
Reputation, credibility, respect					
Alignment of purpose					
Alignment with direction and culture					
Proximity to executives					
Quality of sponsorship for change capability build					
Other?					

© Prosci, Inc. All Rights Reserved.

Prosci

32

32



CMO Canvas (Blank Sheet Exercise)

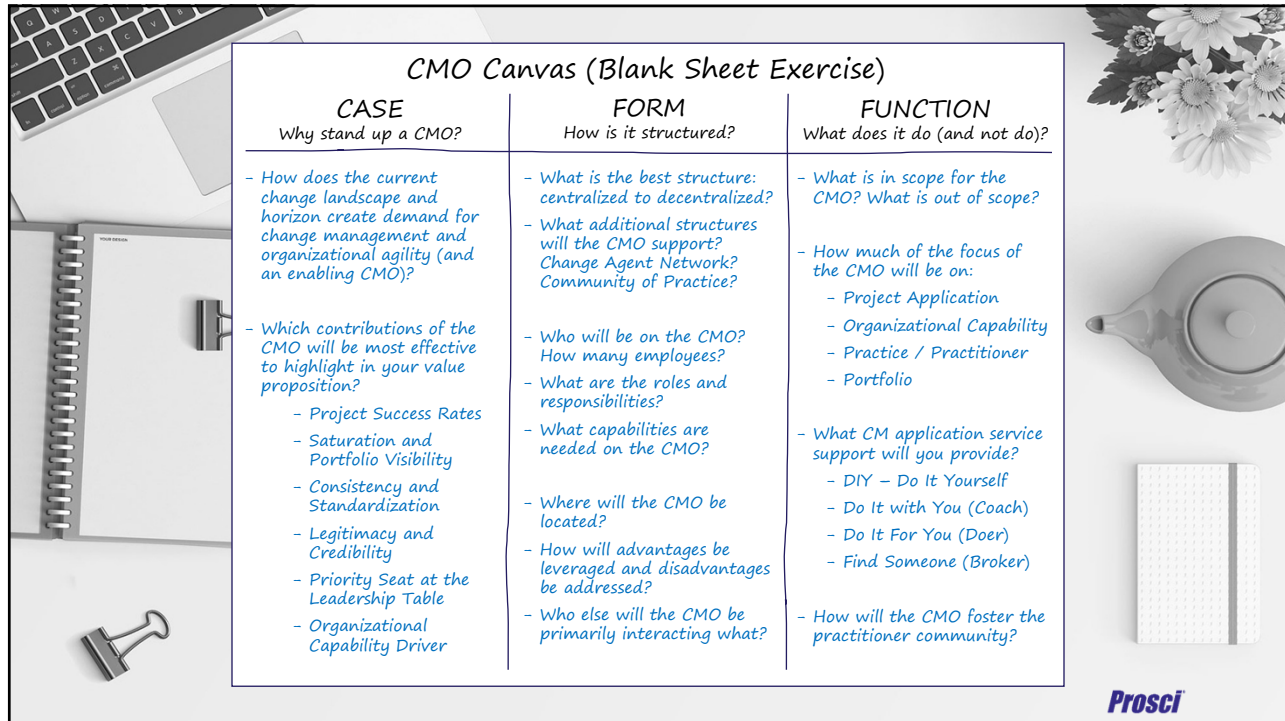
CASE Why stand up a CMO?	FORM How is it structured?	FUNCTION What does it do (and not do)?
	<ul style="list-style-type: none"> - What is the best structure: centralized to decentralized? - What additional structures will the CMO support? Change Agent Network? Community of Practice? - Who will be on the CMO? How many employees? - What are the roles and responsibilities? - What capabilities are needed on the CMO? - Where will the CMO be located? - How will advantages be leveraged and disadvantages be addressed? - Who else will the CMO be primarily interacting with? 	

Prosci

33

How To Stand Up A Change Management Office

www.prosci.com/webinars



CASE Why stand up a CMO?	FORM How is it structured?	FUNCTION What does it do (and not do)?
<ul style="list-style-type: none"> - How does the current change landscape and horizon create demand for change management and organizational agility (and an enabling CMO)? - Which contributions of the CMO will be most effective to highlight in your value proposition? <ul style="list-style-type: none"> - Project Success Rates - Saturation and Portfolio Visibility - Consistency and Standardization - Legitimacy and Credibility - Priority Seat at the Leadership Table - Organizational Capability Driver 	<ul style="list-style-type: none"> - What is the best structure: centralized to decentralized? - What additional structures will the CMO support? Change Agent Network? Community of Practice? - Who will be on the CMO? How many employees? - What are the roles and responsibilities? - What capabilities are needed on the CMO? - Where will the CMO be located? - How will advantages be leveraged and disadvantages be addressed? - Who else will the CMO be primarily interacting with? 	<ul style="list-style-type: none"> - What is in scope for the CMO? What is out of scope? - How much of the focus of the CMO will be on: <ul style="list-style-type: none"> - Project Application - Organizational Capability - Practice / Practitioner - Portfolio - What CM application service support will you provide? <ul style="list-style-type: none"> - DIY – Do It Yourself - Do It with You (Coach) - Do It For You (Doer) - Find Someone (Broker) - How will the CMO foster the practitioner community?

Prosci

34

Tips from Prosci Expert Advisors

Email solutions@prosci.com to learn about Advisory Services



1. Secure a strong leader with vision and influence.
2. Connect the case for the CMO to the organization, its strategy, and its pain points.
3. Define what is in scope, out of scope, resourcing models, and how to engage the CMO.
4. Invest in or build a holistic approach with repeatable processes, tools, and templates.
5. Cast a broad net including Change Agent Networks and partners like HR, OD, and PM.
6. You don't need the final answer out of the gate; iterate toward your future state.
7. Don't oversell CM; leverage tangible success stories to gain commitment.

© Prosci, Inc. All Rights Reserved.

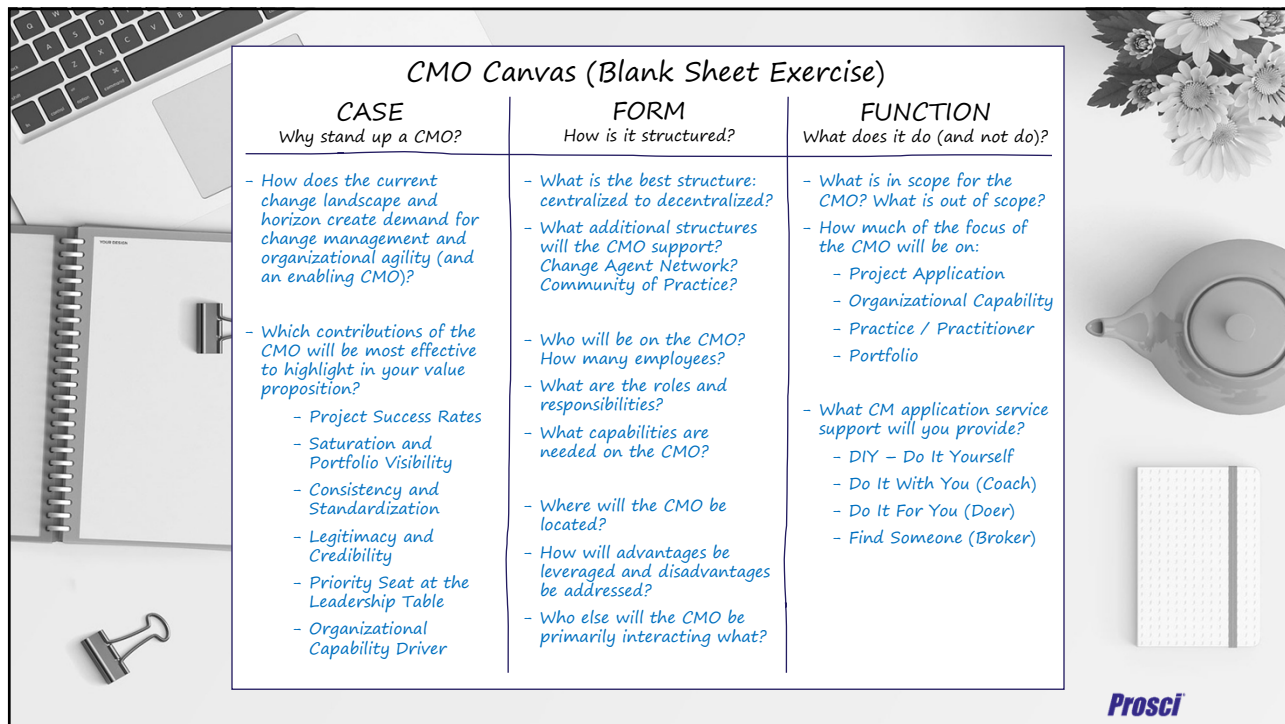
Prosci

35

35

How To Stand Up A Change Management Office

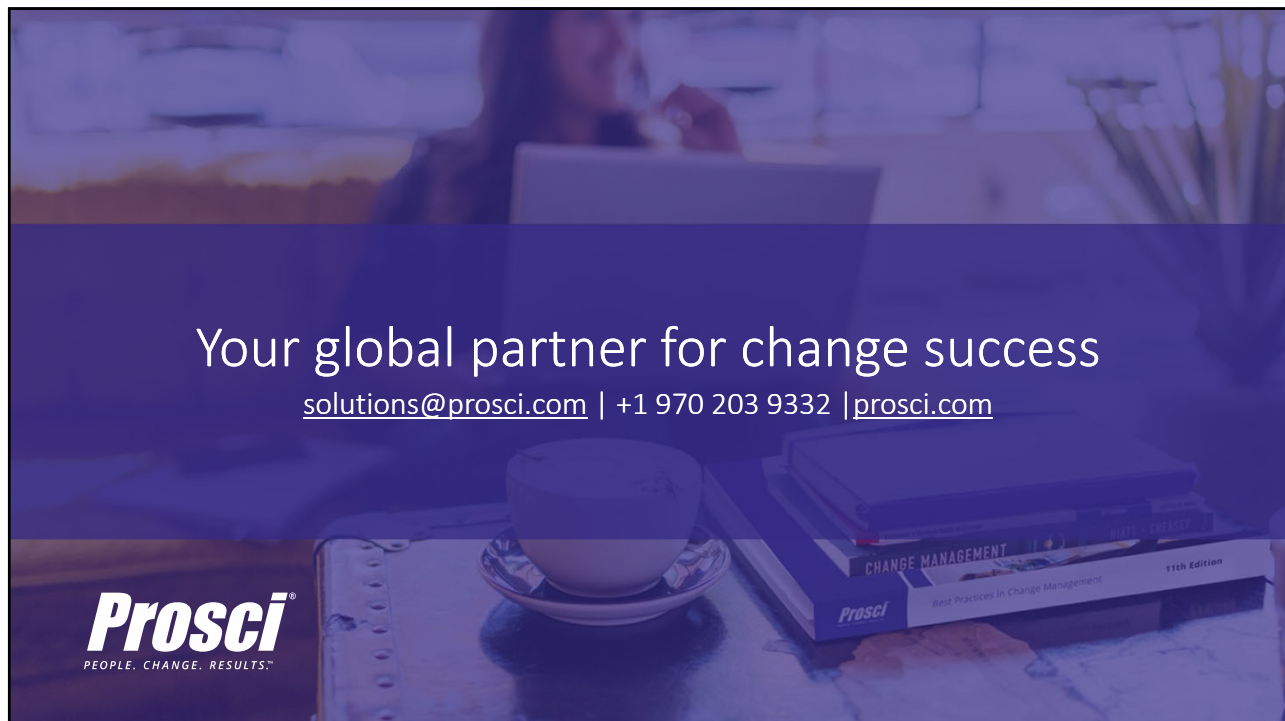
www.prosci.com/webinars



CASE Why stand up a CMO?	FORM How is it structured?	FUNCTION What does it do (and not do)?
<ul style="list-style-type: none">- How does the current change landscape and horizon create demand for change management and organizational agility (and an enabling CMO)?- Which contributions of the CMO will be most effective to highlight in your value proposition?<ul style="list-style-type: none">- Project Success Rates- Saturation and Portfolio Visibility- Consistency and Standardization- Legitimacy and Credibility- Priority Seat at the Leadership Table- Organizational Capability Driver	<ul style="list-style-type: none">- What is the best structure: centralized to decentralized?- What additional structures will the CMO support? Change Agent Network? Community of Practice?- Who will be on the CMO? How many employees?- What are the roles and responsibilities?- What capabilities are needed on the CMO?- Where will the CMO be located?- How will advantages be leveraged and disadvantages be addressed?- Who else will the CMO be primarily interacting with?	<ul style="list-style-type: none">- What is in scope for the CMO? What is out of scope?- How much of the focus of the CMO will be on:<ul style="list-style-type: none">- Project Application- Organizational Capability- Practice / Practitioner- Portfolio- What CM application service support will you provide?<ul style="list-style-type: none">- DIY – Do It Yourself- Do It With You (Coach)- Do It For You (Doer)- Find Someone (Broker)

Prosci

36



Your global partner for change success

solutions@prosci.com | +1 970 203 9332 | prosci.com

Prosci
PEOPLE. CHANGE. RESULTS.™

CHANGE MANAGEMENT
Prosci
Best Practices in Change Management
11th Edition

37