

# 3 Peaks

on the Ascent to  
Enterprise Change  
Management Success

Bringing successful enterprise change management to your organization is like a journey through mountain terrain with peaks and valleys along the way. To reach the final summit—and make change management integral to your business—you may need to change the way you approach change. Don't be discouraged! To find the direction you need and keep moving toward your goals, ask yourself the right questions at each peak.

## ECM Peaks Along Your Journey

1

“I need a better map and compass. Why can't I see the summit?”

### Peak 1: Starting Out

Ask motivating questions:

- Do we have a sponsor for building change capability?
- What are the benefits of this journey for my organization?
- Are we treating ECM as a change and project in itself?
- Have we defined our desired future state?

“We're making some progress and don't want to fall backward. What's keeping us from our goals?”

2

### Peak 2: On Your Way

Ask energizing questions:

- Have other priorities or unrealistic goals taken us off track?
- Do we have the right specialists on our team with the right role-based skills?
- Is our team equipped to work together efficiently toward common goals?
- Can we track and measure progress to make sure we're heading in the right direction?

3

“We're near the final summit and we're on to other things because we've conquered change management! Or have we?”

### Peak 3: Approaching Your Goal

Ask sustaining questions:

- Are we capable of maintaining what we accomplished?
- Are we fully realizing the benefits of our journey?
- How will we ensure that individuals continue to fulfill their critical roles?
- Have we established the right governance and processes to sustain outcomes?

### Anchor Your Ascent

The ECM ascent—like any successful climb—requires focus, intent and strong anchors. Before starting out:



Define your ambition for what you would like to achieve.



Gauge your current state of change management maturity.



Map out your unique strategy in five capability areas.

*Once you're well-anchored, lace up your boots and climb the peaks!*