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The value of a structured approach around Change Management has been one of the best decisions we have taken. Approaching all countries in our Division in the same way and having the same language has proven to be a strong asset for increasing awareness around change management but also for creating trust and loyalty between our team and the business.



Annemarie Brorsen, Director – Head of Business
Change Management, Sep 2013-Apr 2017

BACKGROUND

DSV Global Transport and Logistics offers transport services worldwide. It employs around 44,000 employees in more than 80 countries. In 2010, one DSV division with 10,000 employees around the world established a Business Change Management (BCM) unit. The vision of this unit was to ensure increasing competitive advantage for the entire division by continuously offering a centralized and strategic approach to project implementation and processes focusing on cost reduction and profit optimization.

The BCM unit spent three years without seeing much adoption and usage of solutions. The team actively chased KPIs, optimized business processes, traveled back and forth to the same locations, and initiated solutions without listening to business needs. BCM leaders recognized the need for structure, one common language, aligned business partnering procedures and more importantly, one common ground. Therefore, they initiated a survey that was sent to the entire DSV division, asking participants to provide feedback on the BCM deliverables and approach to change management. The results

THE CHALLENGE

To increase competitive advantage by improving organizational change management capability, maturity and effectiveness.

THE SOLUTION

- Adopted the Prosci methodology for change management
- Partnered with proacteur to enable easier customization and integration
- Used the Change Management Maturity Model to gauge progress and set direction
- Trained practitioners in change management

convinced them to find a methodology for driving change projects and for aligning their ways of working and their approach with the business needs of the rest of the division.

PARTNERSHIP WITH PROSCI

DSV partnered with proacteur, a Prosci affiliate based in Denmark. Working with proacteur, DSV invested in the Prosci Change Management Practitioner Program and integrated it with DSV's unique culture. With support and knowledge sharing with proacteur, the DSV BCM team has reached new heights in their change capability and are experiencing a higher return on investments.

APPLICATION

Assessing change management maturity

Having decided on Prosci as their methodology, the BCM team completed their first Prosci Change Management Maturity Model Assessment with a score of 2.4 of out 5.0. This assessment provided insights on where the team needed to improve in order to increase their maturity level in five key capability areas: leadership, application, competencies, standardization and socialization. This baseline assessment helped DSV prioritize their initial efforts.

Applying change management on two pilot projects

The first priority for increasing maturity was to create visible wins. Therefore, the change team began their efforts by applying the Prosci methodology on two pilot projects. The preparation and reinforcement change management provided on these projects resulted in a positive return on investment, both in

terms of project success and structuring change management work.

These projects were the first time The BCM team introduced the **Prosci ADKAR® Model** to a project team, and its simple mindset was one of project team's greatest takeaways at the project end. The ADKAR Model proved to be a simple and pragmatic approach for leading their employees safely through times of change. The BCM team received positive feedback from involved managers, directors and executives who have applied the model.

Integrating change management and project management

After the initial successes of change management on these pilot programs, the BCM team began the work of merging the division's project management methodology with the Prosci change management methodology. A year later, a standard emerged that change management was an integrated part of all projects that required more than 20 man-days. This means that any project must have a project manager working closely with a change manager, ensuring that both the technical side and the people side of change is well taken care of.

Merging these two methodologies gave change management a completely new position in the company, providing even more focus on frontline employees, as they are very often the people most impacted by the change.

Growing the BCM team

By providing internal change management practitioner courses, the BCM team enabled close to 50 change practitioners across the business. The BCM team also invited other DSV divisions to participate in the certification programs, bringing greater awareness and increasing change management competencies across the company.

THE RESULTS

Increasing change management maturity score

Using the Prosci methodology as a framework and the Prosci Change Management Maturity Model as a guide, the BCM team was able to create repeatable change management practices aligned with business needs. Over two years, the BCM team's change management maturity level increased from 2.4 to 4.2 (the highest possible score is 5.0).

Bringing change management to the rest of the organization

Not only did the BCM team integrate change management with project management, they also established local BCM teams in 22 countries within their division and introduced the **ADKAR Model** to more than 350 managers. They also trained 26 change practitioners who will offer change management services throughout their and other DSV divisions, bringing change management to more parts of the organization.

In addition, the BCM team added Prosci and the **ADKAR Model** as an optional part of the DSV Global leadership program. The Prosci methodology is now recognized as a valid tool and appointed as the DSV corporate methodology for applying change management.

RESULTS HIGHLIGHTS

- Increased change management maturity from 2.4 to 4.2
- Integrated change management and project management
- Grew change management capability in practitioners and managers throughout the division
- Established Prosci as the DSV common approach to change management
- Experienced increased project success on the two pilot projects

BUILD YOUR ORGANIZATIONAL CHANGE CAPABILITY WITH PROSCI

Over 80% of Fortune 100 companies have worked with Prosci to build their change capability. Our research-based, results-driven methodology is easy to apply. We can equip your organization with the tools to out-change others, remain agile and thrive during bigger, faster and more complex change.

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- Define your organization's goals
- Assess your current state of change management maturity
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- Provide actionable insights to drive your organization forward

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+1 970 203 9332

solutions@prosci.com

www.prosci.com

