



The Other Half of Clarity Organizational Turning Implementation into Adoption with Organizational Change Management (OCM)



Your Guide:
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Learning Objectives

By the end of this session, participants will:



Recognize the Adoption Challenge:

Understand why Clarity
go-live $\neq$ Clarity
adoption



Know what drives adoption:

Identify the behaviors,
people, and leadership
factors that make
change stick



Take action:

Apply practical OCM
strategies to accelerate
adoption and sustain
the new way of working

Agenda

- From Implementation to Adoption
- Understand What Changes for People
- The Adoption Engine
- Making the Change Stick
- A New Definition of “Done”

The Other Half of Clarity

Organizational Change Management (OCM): Turning Implementation into Adoption

The Question After Go-Live

Clarity can be implemented successfully → and still not be adopted.

CLARITY IS LIVE

BUT...

ARE WE WORKING DIFFERENTLY?

What adoption looks like:

- ✓ Teams maintain Project and portfolio data consistently
- ✓ Leaders use Clarity to make decisions
- ✓ New roles, governance, and processes become routine
- ✓ Workarounds and old habits disappear

The Other Half of Clarity

Implementation creates the platform. OCM creates the conditions for adoption.

CLARITY Implementation

Technology architecture

Configure the platform

Build workflows and integrations

Migrate and structure data

Test and deploy

Enable users

Go live

CHANGE Adoption

People-side architecture

Change roles and behaviors

Build understanding and commitment

Prepare leaders and stakeholders

Create capability and confidence

Reinforce new ways of working

Measure and sustain adoption

Clarity gives us the platform. OCM makes it work.

Where Adoption Gets Lost

We plan for the launch → but not always for what happens next.

IMPLEMENTATION

Discovery → Design → Build → Test → Go live

ADOPTION

Prepare → Engage → Enable → Reinforce → Sustain

Common adoption barriers:

- Focus on tools over people.
- Talk > action.
- A vague “why.”
- No clear behavior shift.
- Launch... then move on.
- Misaligned leaders.
- No reinforcement.
- No buy-in. No adoption.

Start With the End in Mind

Don't define success as 'Clarity is live.' Define the behavior that must become normal.

BEFORE

What are people doing today?

- Spreadsheet workarounds
- Inconsistent data
- Decisions outside Clarity

AFTER

What should people do differently?

- Clarity is the source of truth
- Leaders use Clarity to make decisions
- People follow standard processes

SUSTAINED

What should become routine?

- New behaviors become routine
- Workarounds disappear
- Adoption is measurable

The real definition of done: the new way of working becomes normal.

Adoption Requires Hearts and Minds

Do people understand the change → and feel committed to it?

MIND

+

HEART

The mind understands:

- Why the way of work is changing
- What is changing
- How it will work
- What success looks like

The heart commits:

- Why the change matters
- How it affects me
- Feeling heard
- Trust to move forward

For Clarity, adoption means more than knowing how to use the tool.

It means choosing to work differently.

Understanding enables change. Commitment drives adoption.

The Three Drivers of Clarity Adoption

What people need to actually make a behavior change:

CAPABILITY

Can they do it?

Knowledge

Skills

Practice

Job aids

MOTIVATION

Will they do it?

Benefits

Trust

Relevance

Leadership

OPPORTUNITY

Can the environment support it?

Process

Systems

Governance

Time

Capability without motivation
People can do it, but won't

Motivation without opportunity
People want to, but can't

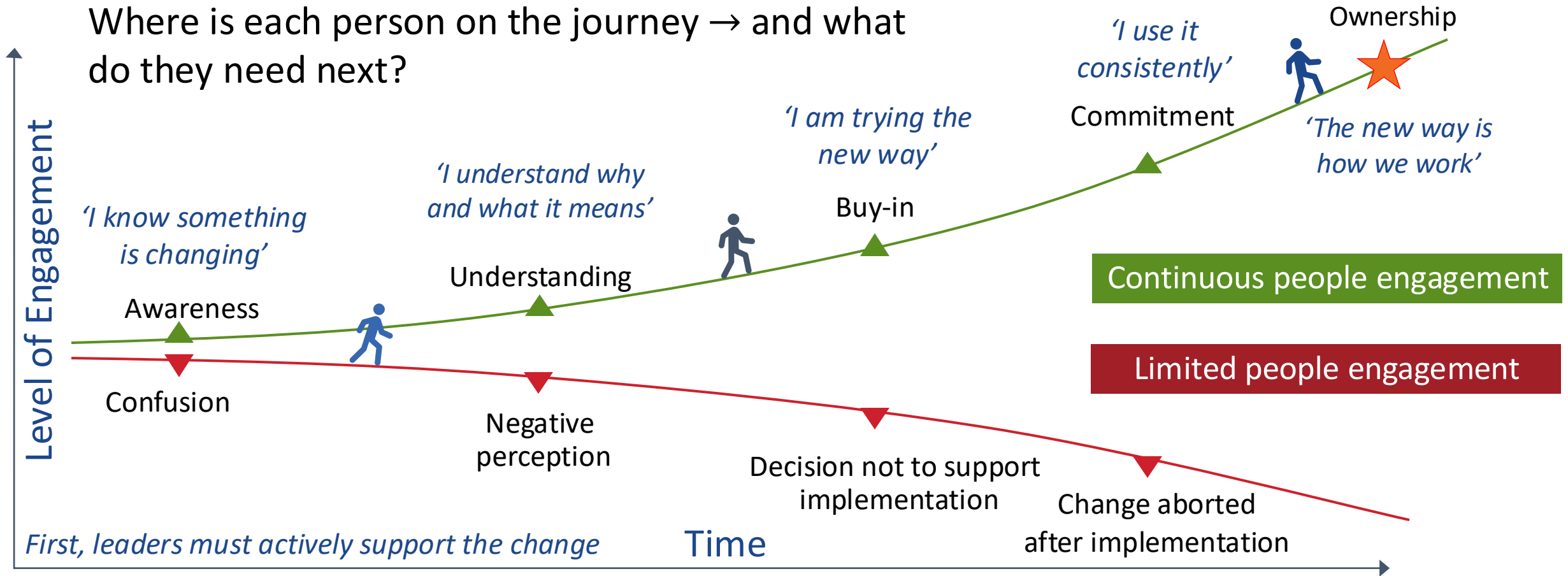
Opportunity without capability
People try, but fail

If one driver is missing, adoption stalls.

COM-B Model by Michie et al. (2011)

People Don't Adopt Clarity All at Once

Where is each person on the journey → and what do they need next?



Different people need different interventions at different points in the journey.

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Leaders Are the Adoption Engine

People don't move through change alone. Leaders create the conditions for adoption.

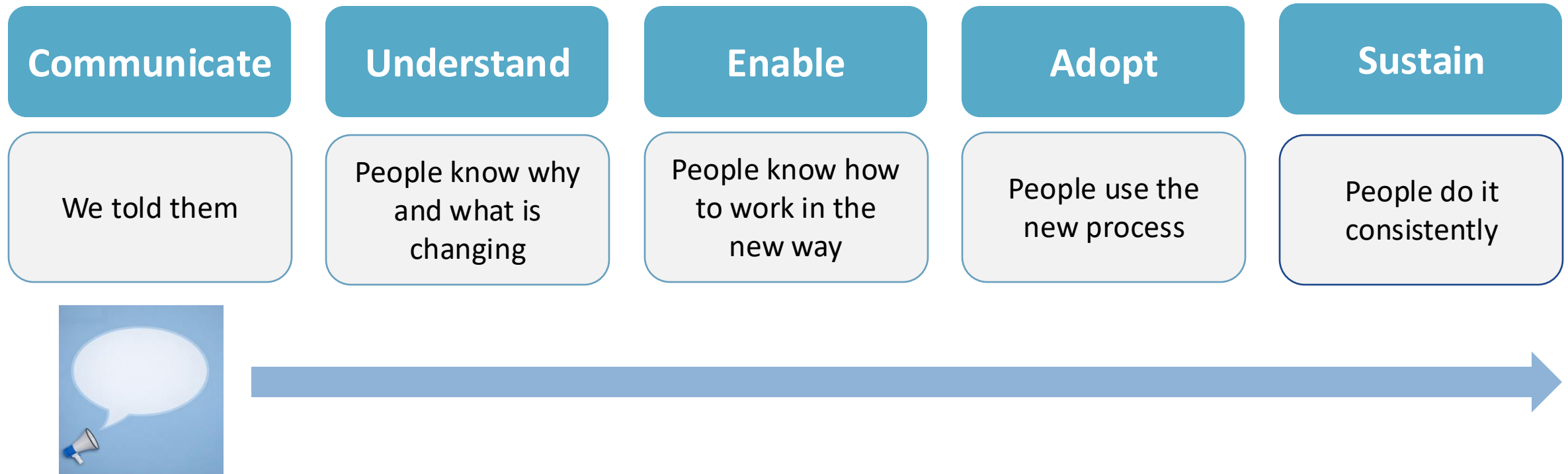
- **LEADERS** create understanding and commitment
- **LEADERS** influence capability, motivation, and opportunity
- **LEADERS** help people move forward → and prevent backsliding
- **LEADERS** make adoption visible, expected, and reinforced



If leaders treat adoption as optional, the organization will too.

Communication Alone Is Not Adoption

Knowing what is changing doesn't mean people will change.



Communication is one lever of adoption → not the adoption strategy.

Design the Adoption Journey Around Clarity

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Prepare

Discover

Understand the
Landscape

Manage

Design

Architect the
Change

Sustain

Prepare & Implement

Mobilize the Change

Embed and Uplift

Make Change Stick



In the next slides,
we will explain
these four stages.

Clarity Adoption Journey: Discover

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Prepare

Discover

Understand the
Landscape

Find your starting point →

- Understand where you are
- Why change is needed
- Define success

Sponsorship



**Stakeholder
Mapping**



Case for Change



Secure Sponsor and Top-Level Support
(i.e., Change Network)

Common Ground Assessments
(i.e., culture assessment, leadership data)

Change Connectors
(i.e., applying previous lessons learned)

Change Spark
(i.e., case for change, *why* alignment)

Stakeholder Mapping
(i.e., stakeholder identification and analysis of those impacted and involved)

Change Management Hub
(i.e., knowledge management for continuity)

Clarity Adoption Journey: Design

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Manage

Design

Architect the
Change

Map a clear adoption path →

- Align leadership
- Engage stakeholders
- Drive action

**Adoption
Strategy**



Leadership



**Communication
& Engagement**



Engagement Strategy

(i.e., employee recognition and end-user strategy)

**Employee Experience and
Adoption Success Criteria / KPIs**

Leadership as a Force Multiplier

(i.e., leadership performance expectations)

Change Impact Assessments

Communication and Engagement Plan

Add-on: Sparkle Plan

Clarity Adoption Journey: Prepare and Implement

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Manage

**Prepare &
Implement**

Mobilize the Change

Execute with purpose →

- Build readiness
- Remove barriers
- Deliver results with clear KPIs

**Adoption Prep
& Barrier**

Removal 

**Training and
Onboarding**



**Mission
Control**



**Track Adoption KPIs and
Manage Adoption Risks**

Conduct Launch Preparation Check(s)

**Training and/or Onboarding Needs
Assessment, Planning, Execution**

Resistance Management



Ongoing Execution



Clarity Adoption Journey: Embed and Uplift

Sustain

Embed and Uplift
Make the Change Stick

Lock in progress →

- Reinforce change
- Sustain momentum

Adoption Measures



Course Corrections



Sustain Momentum



Provide Adoption Solutions

(e.g., feedback, concerns, Q&A, office hours)

Maintain Feedback Loops

Training, Refresher Needs Assessment, Planning and Execution

Measure Quick Wins, Benefits, and Impact



Ongoing Execution



Continuity Handover to Client

A New Definition of “Done”

Clarity isn't “done” when the system is live. It's done when the new way of working becomes normal.



Clarity gives us the platform.

OCM turns implementation into adoption.

The other half of Clarity is the people side of the change.

Questions and Conversations

Where is your Clarity adoption opportunity?

? What behavior do you most need to see change?

? What is the biggest adoption barrier today?

? How will you know Clarity is truly being adopted?

Questions?



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