



Change That Sticks: *Culture and Adoption Strategies*

Your Guides:



Angela Head

Principal Org Change Management



Doug Greer

Managing Director, TBM Services

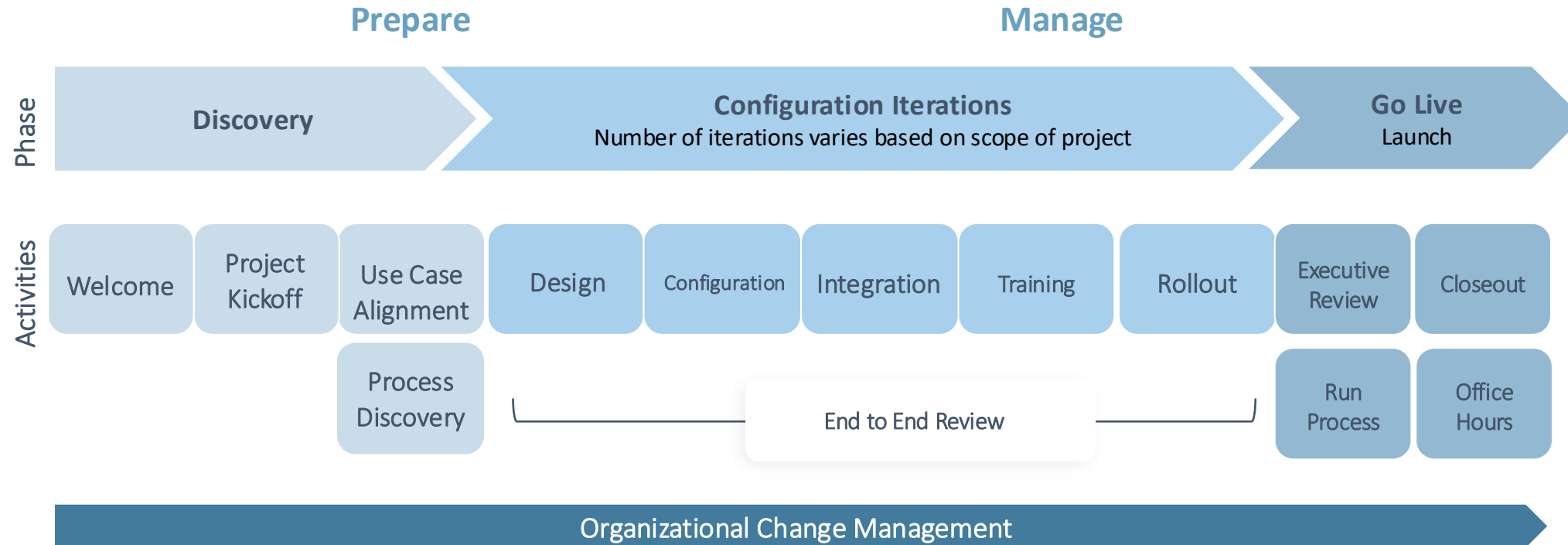
Agenda

- Why change fails to stick
- Bringing your people along on the journey
- How we get there
- The results
- Key takeaways
- Kickstarter for making your change stick

Why Change Fails to Stick

Why Change Fails to Stick

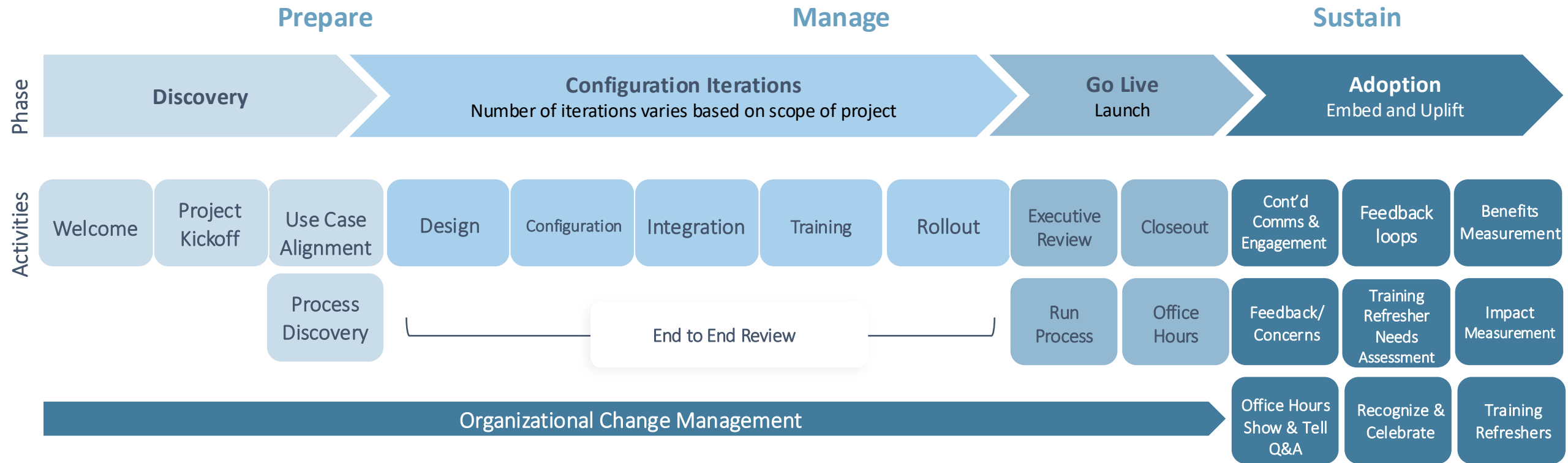
We plan for the launch—but **not** the **adoption**



- Tools over people
- Talk > action
- Vague 'why'
- No clear behavior shift
- Launch...then move on
- Leaders not aligned
- No reinforcement
- No buy-in. No adoption

Thinking with the End in Mind

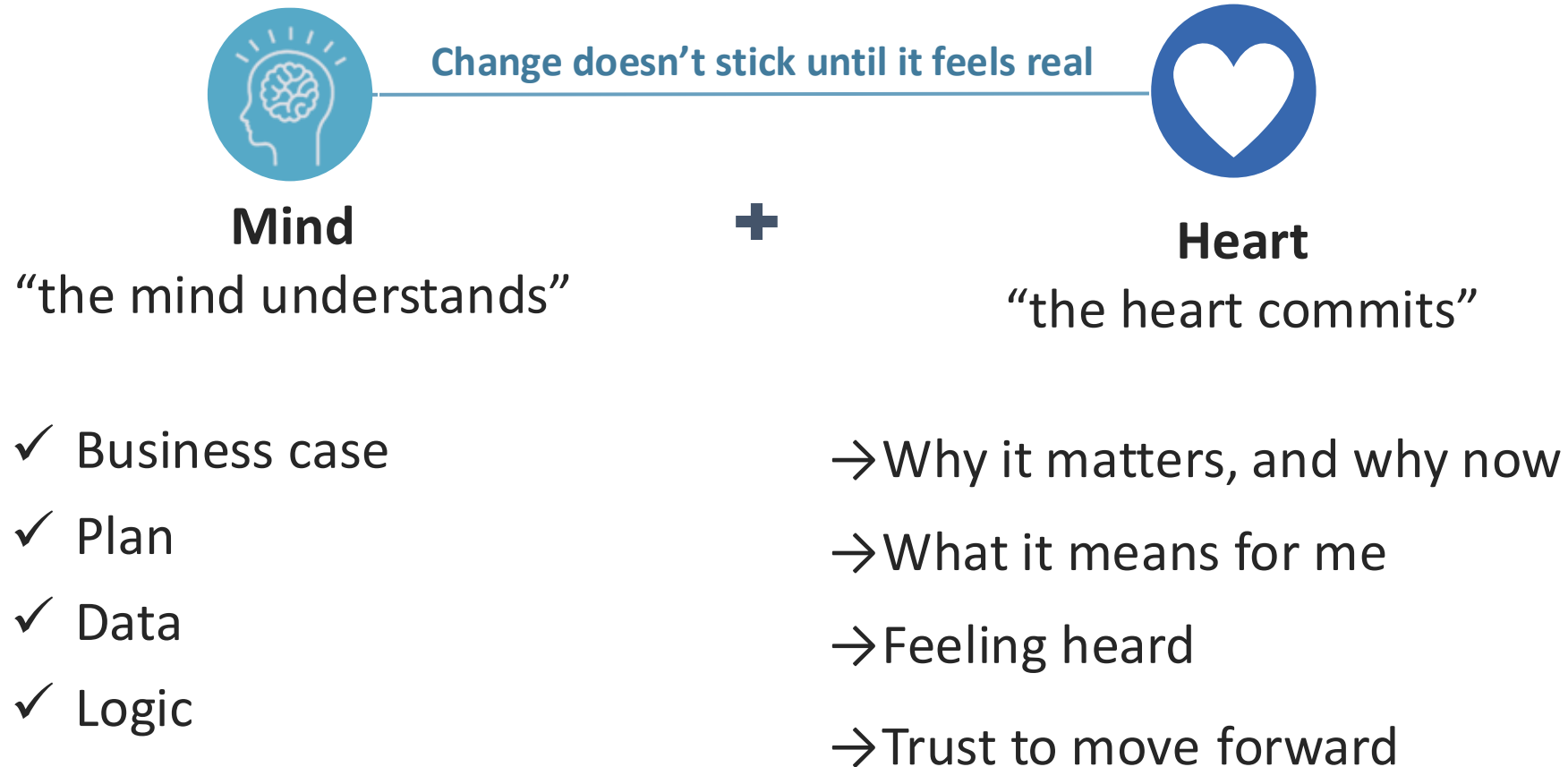
We **plan** for **adoption**—not just the launch



✓ Reinforcement mechanisms in place to **sustain and scale the change**

Adoption requires engaging Hearts and Minds

Adoption is **emotional**, not just logical



People are the Engine of Change

Research and our own experience shows that **we need to equip our leaders and proactively involve our people to be successful in our change efforts.**

Handling Change Matters

Nearly all organizations (99%) have undergone a major enterprise-wide change in the last three years, with only one in three initiatives being successful.

Gartner (2019)

33%

Change fatigue has increased massively, with the volume and pace of change being overwhelming, and with higher attrition rates.

Gartner (2022)

Successful change is about involving People

PROSCI showed that when people are part of a well-managed change process, they're more engaged, with initiatives 7 times more likely to meet objectives.

Prosci (2023)

7x

Organizations who proactively involve their people will decrease levels of change fatigue and attrition rates. And it will increase their chance of change success.

Gartner 2022

Leaders play a key role

In 2023 more than 75% of employees have placed increased importance on leader support, while many (73%) are not equipped to lead change.

Gartner 2023

73%

More than half of transformation value ~55% is lost during implementation, making execution and adoption the primary drivers of ROI.

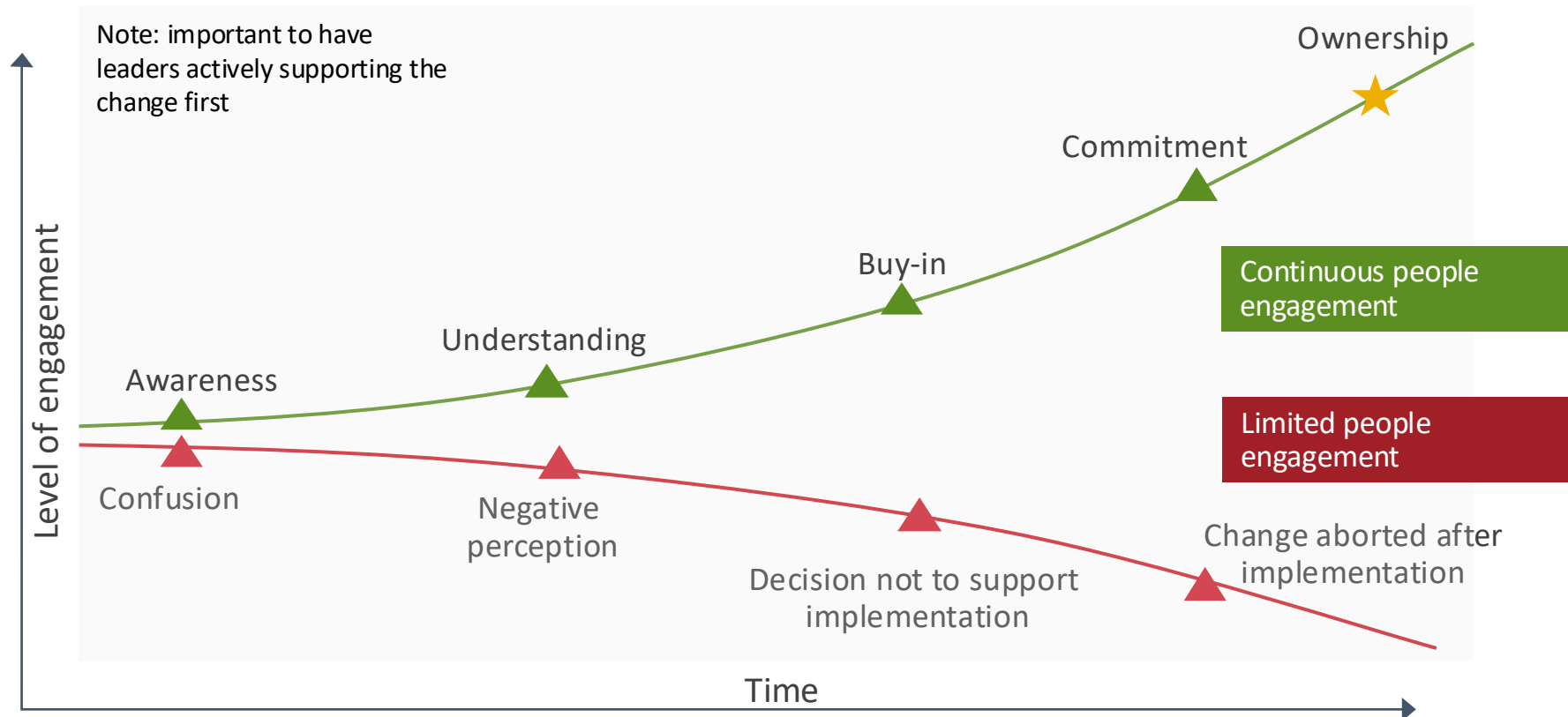
McKinsey 2021

Organizations don't change...people do!

Create **commitment** with leaders, middle management, and employees.

To drive the adoption of new ways of working by people

To embed the behavior change leading to realization of the benefits



When you want to change an organization, you need to focus on people.

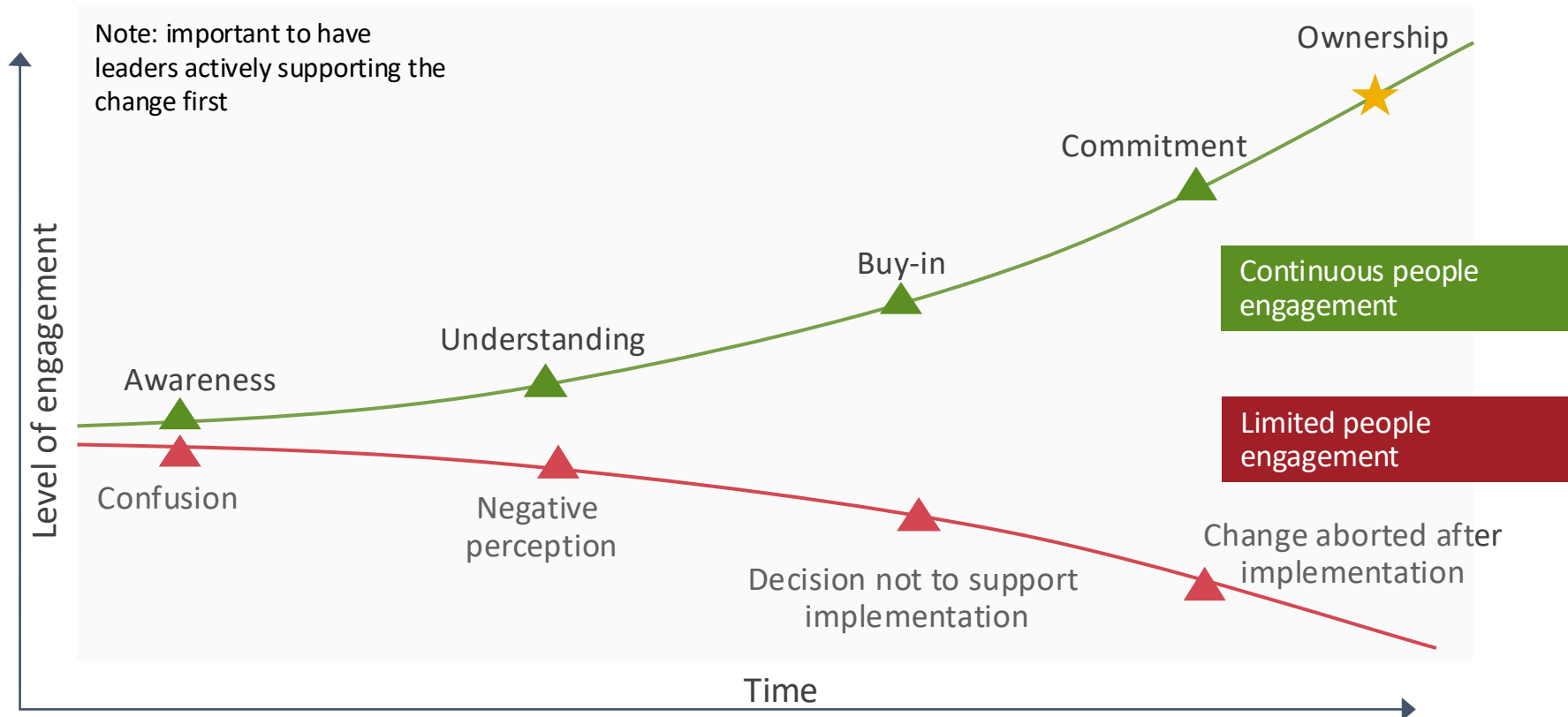
Only **when people fully adopt the intended new ways of working** you will achieve the desired outcomes and business benefits. This involves changing their behaviors by helping them move up the commitment curve, and not just by e.g., bringing a new system, process or organizational structure to life.

Organizations don't change...people do!

Create **commitment** with leaders, middle management, and employees.

To drive the adoption of new ways of working by people

To embed the behavior change leading to realization of the benefits

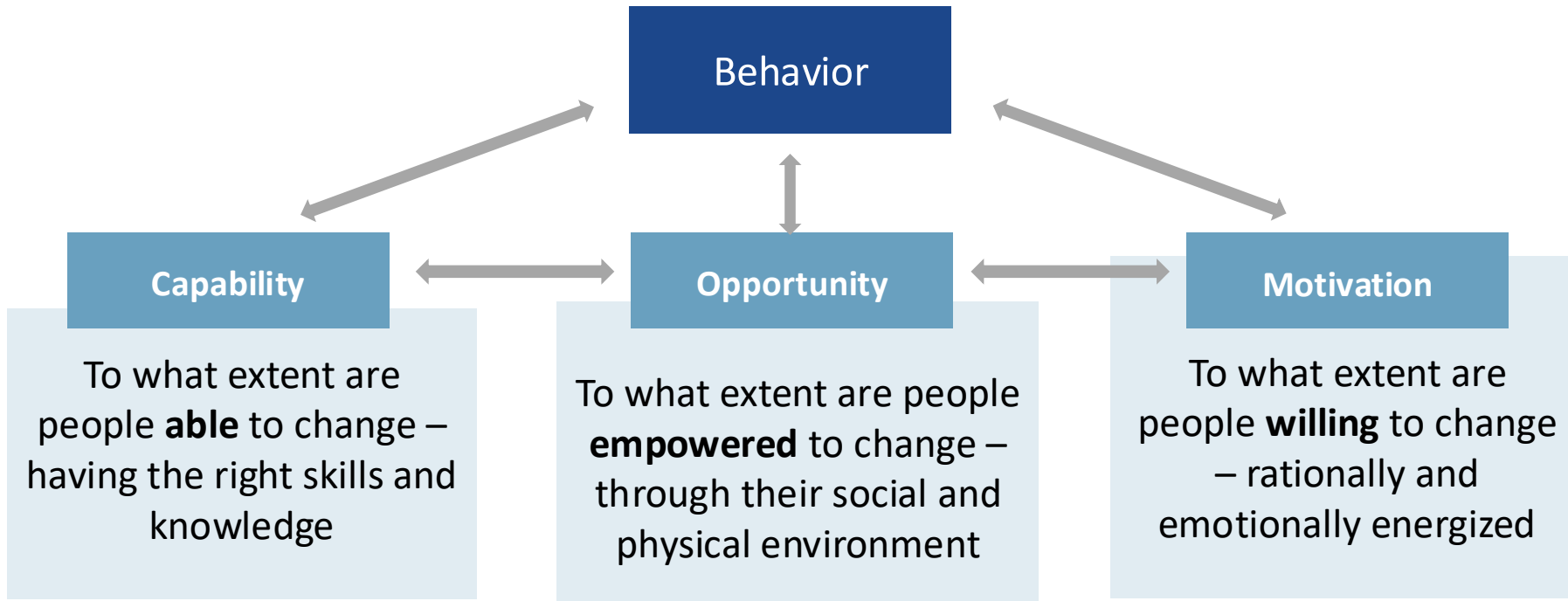


In order to do that, a **robust focus on the people side of change** (i.e., Change Management) is needed with:

- **Executive Leaders** actively supporting the change
- **Implementers** making the change real in day-to-day interactions
- **People Leaders** helping their team to transition to a new way of working

The Three Drivers of Lasting Change

These drivers will help you determine how to change behaviors and how to analyze where existing behavior is coming from.



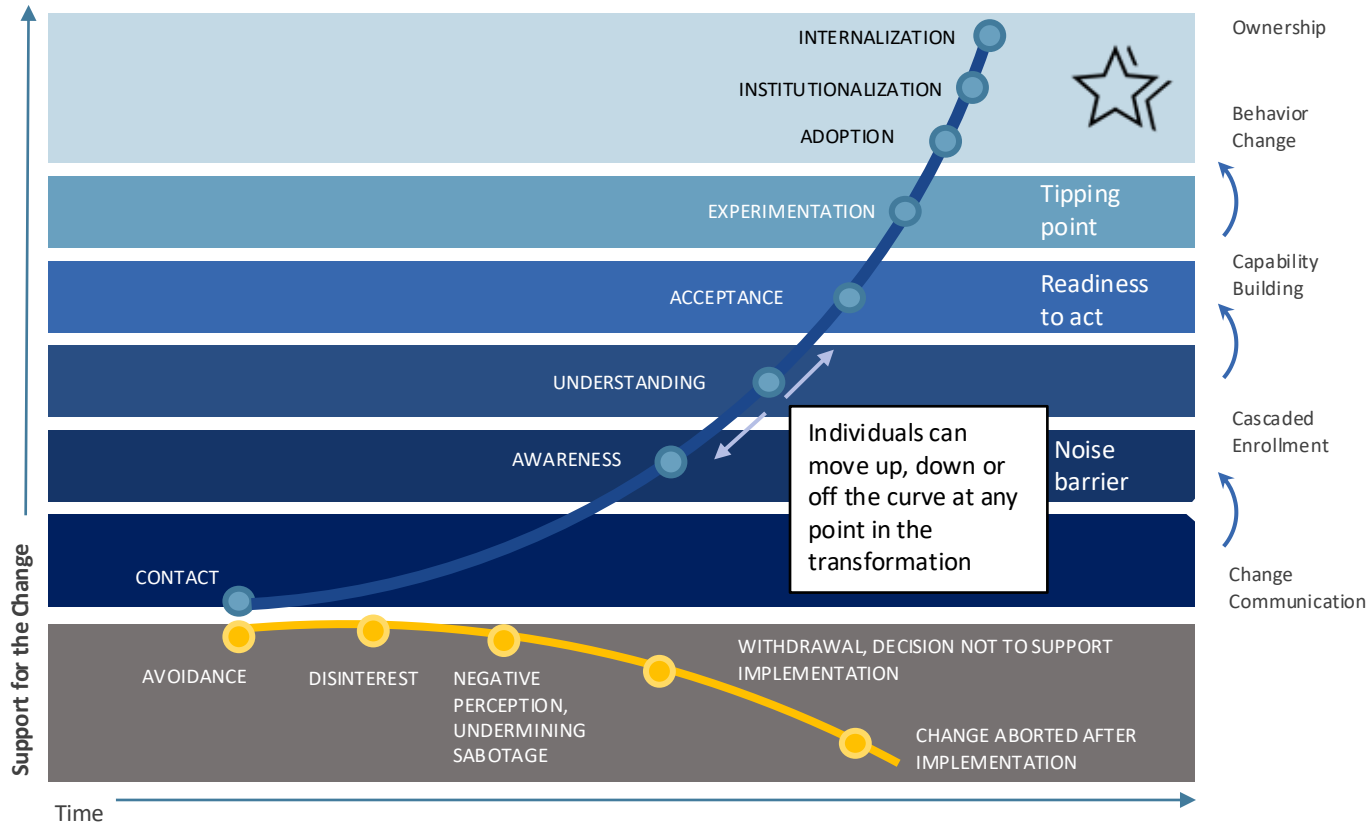
COM-B Model by Michie et al. (2011)

How it works together

- > 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

Create the Environment for Commitment

True transformation is about changing how **people think, work, and connect**. Real change happens when individuals embrace new behaviors, moving up the commitment curve to fully align with a shared vision.



ACHIEVING THIS REQUIRES:

- ✓ Active Leadership – Setting the tone and leading by example
- ✓ Empowered Implementers – Bringing change to life through daily actions
- ✓ Engaged People Leaders – Guiding teams through transition, fostering alignment and resilience

Change isn't just about new processes or tools – it's about **inspiring** people to think differently and try out new things.

An engagement plan will drive commitment of impacted populations

Engagement Builds Commitment Over Time

What People Experience

- First awareness that change is coming
- Limited details
- No behavior change
- Realize change may affect them
- Still unclear on specifics
- Behavior unchanged
- Beginning to grasp what change means for them
- Weighing pros/cons
- Able to evaluate how the change affects them personally and begin weighing its value
- Believe the change has value
- Willing to try
- Still mostly theoretical
- Begin to try the change
- Early behavior change start
- Testing waters
- Change becomes part of daily work
- Behavior continues to shift
- Testing impact over time

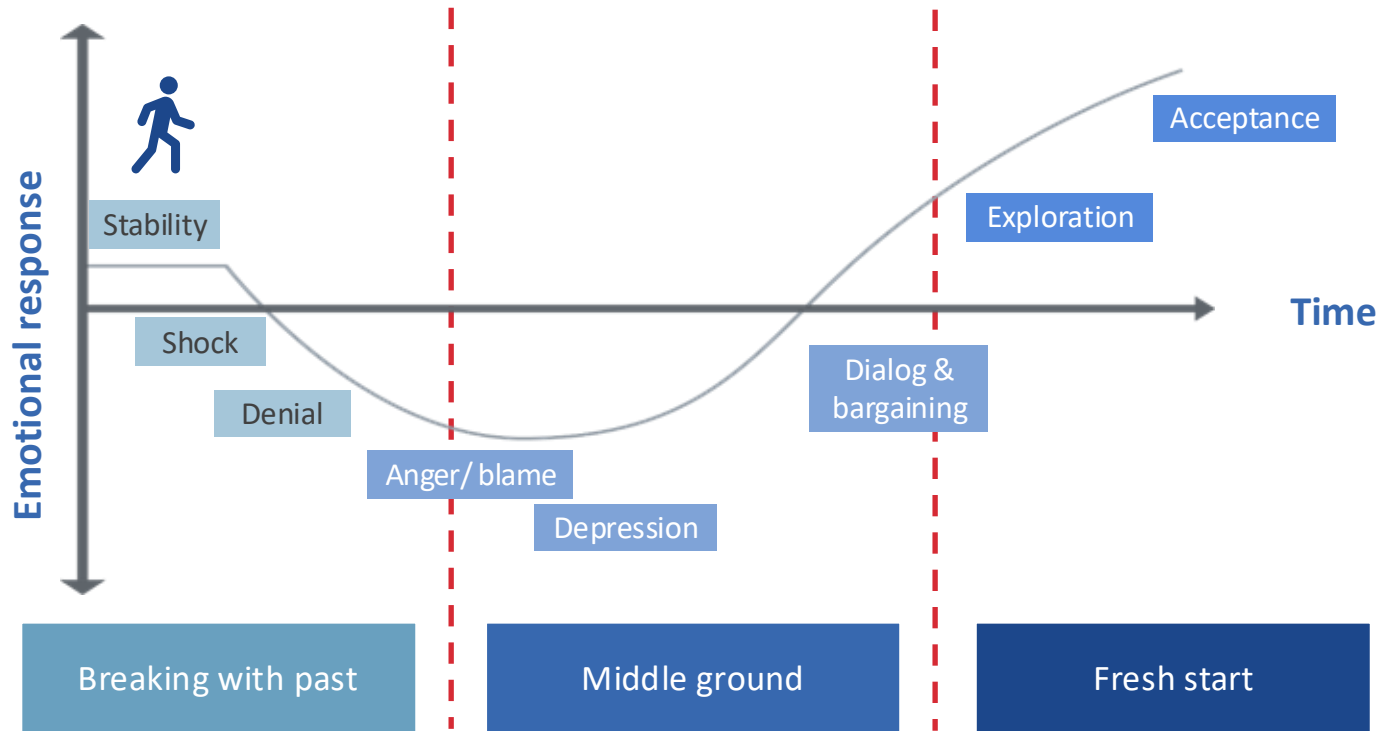
Focus on these elements to move populations up the commitment curve

- Share the "why" behind the change (case for change, vision, guiding principles)
- Keep it simple and high-level
- Communicate a clear picture of what's changing
- Use consistent messaging via leadership, comms, or intranet
- Provide role-specific impacts
- Host Q&A sessions, small group discussions
- Share success stories or demos
- Enable private conversations (e.g., manager 1:1s, roundtables)
- Address concerns and reinforce benefits
- Support with resources & tools
- Use pilots or trial groups
- Recognize early adopters
- Run readiness checks, offer help desk support
- Continue weekly updates & feedback loops
- Celebrate progress



Change is an Emotional Journey

It often is the **transition, not the change itself**, that people resist



Change Curve by Dr. Elisabeth Kübler-Ross (Routledge, 1969). Used with permission.

Personal transition

The change curve describes the personal, emotionally-driven process individuals experience in moving from the current state to a new way of working.

It can be distinguished by 3 phases:

- **Breaking with past** – Separate from a reality with which they had comfort to be able to move forward. This rarely happens without some resistance.
- **Middle ground** - This is the difficult stretch between leaving the old way behind and not yet seeing the new one clearly. During this period, people often feel exposed and unsettled.
- **Fresh start** – We may pause or step back, but we begin to face and engage with the future state and the new ways of working. Often nervously, we begin to find our way forward.

How we get there

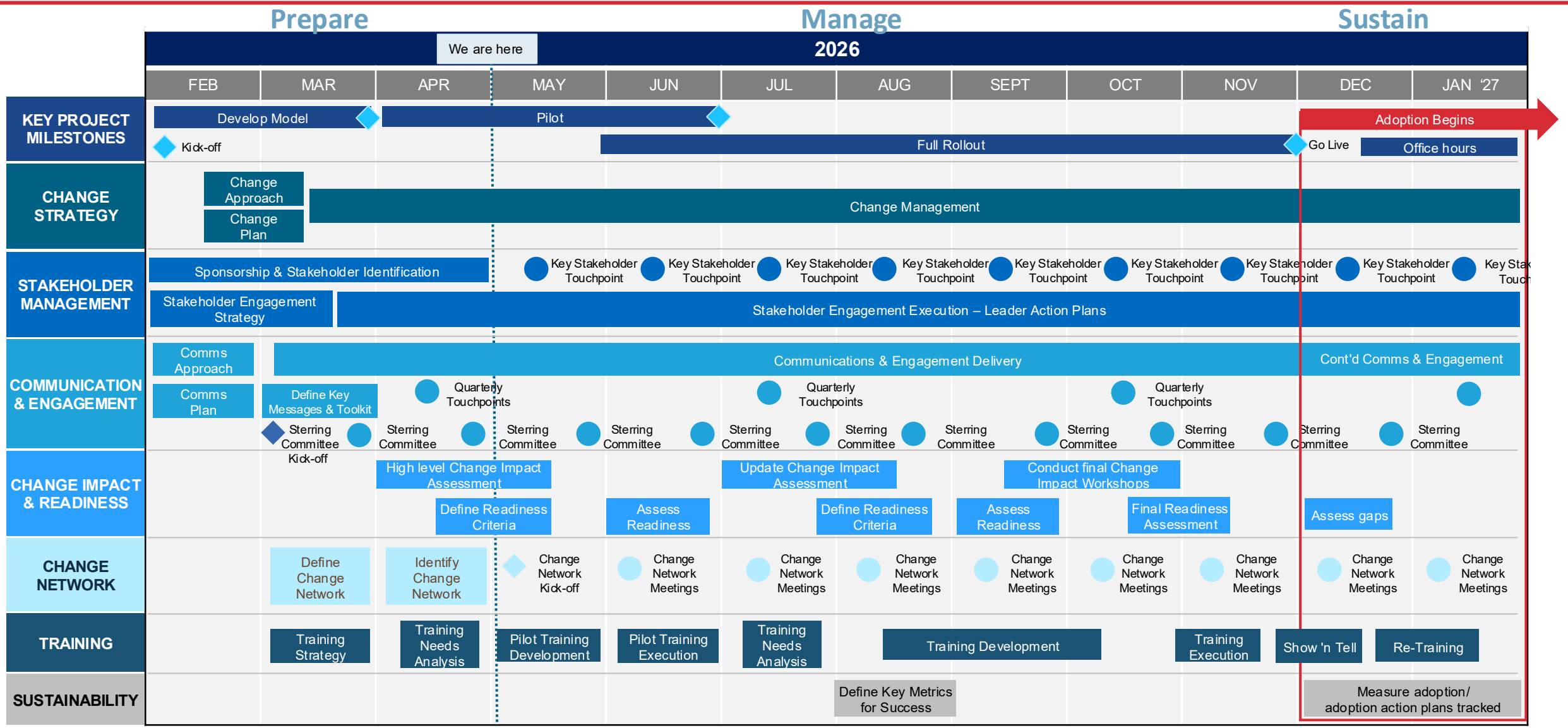


Key Change Management Activities

End-State Driven

- ✓ Executive alignment, sponsorship, and visible leadership
- ✓ Strategic communications and stakeholder engagement
- ✓ Role-based training and capability building
- ✓ Change impact assessment and readiness planning
- ✓ Stakeholder mapping and influence strategy
- ✓ Culture and mindset alignment
- ✓ Change champion network enablement
- ✓ Resistance management and feedback loops
- ✓ Performance metrics and adoption tracking
- ✓ Reinforcement mechanisms
- ✓ Coaching and leadership enablement
- ✓ Sustainment and continuous improvement planning

Planning with the End in Mind



Change Approach focusing on the People Side of Change

Prepare

Discover

Understand the Landscape

Find your starting point – understand where you are, why change is needed, and what success looks like.

Sponsorship



Stakeholder Mapping



Case for Change



Ensure 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)

Manage

Design

Architect the Change

Map the path – craft a clear plan that aligns leadership, engages stakeholders, and drives action.

Adoption Strategy



Leadership



Comms & 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

Prepare/Implement

Mobilize the Change

Execute with purpose – build readiness, remove barriers, and deliver results with clear KPIs.

Adoption Prep & Barrier Removal



Training and Onboarding



Mission Control



Adoption KPIs Execution & Adoption Risk Management

Launch Preparation Check(s)

Training and/or Onboarding Needs Assessment, Planning, Execution

Resistance Management

--Continued Execution--

Sustain

Embed and Uplift

Make Change Stick

Lock in progress – reinforce change and sustain momentum.

Adoption Measures



Course Corrections



Sustain Momentum



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

Feedback Loops

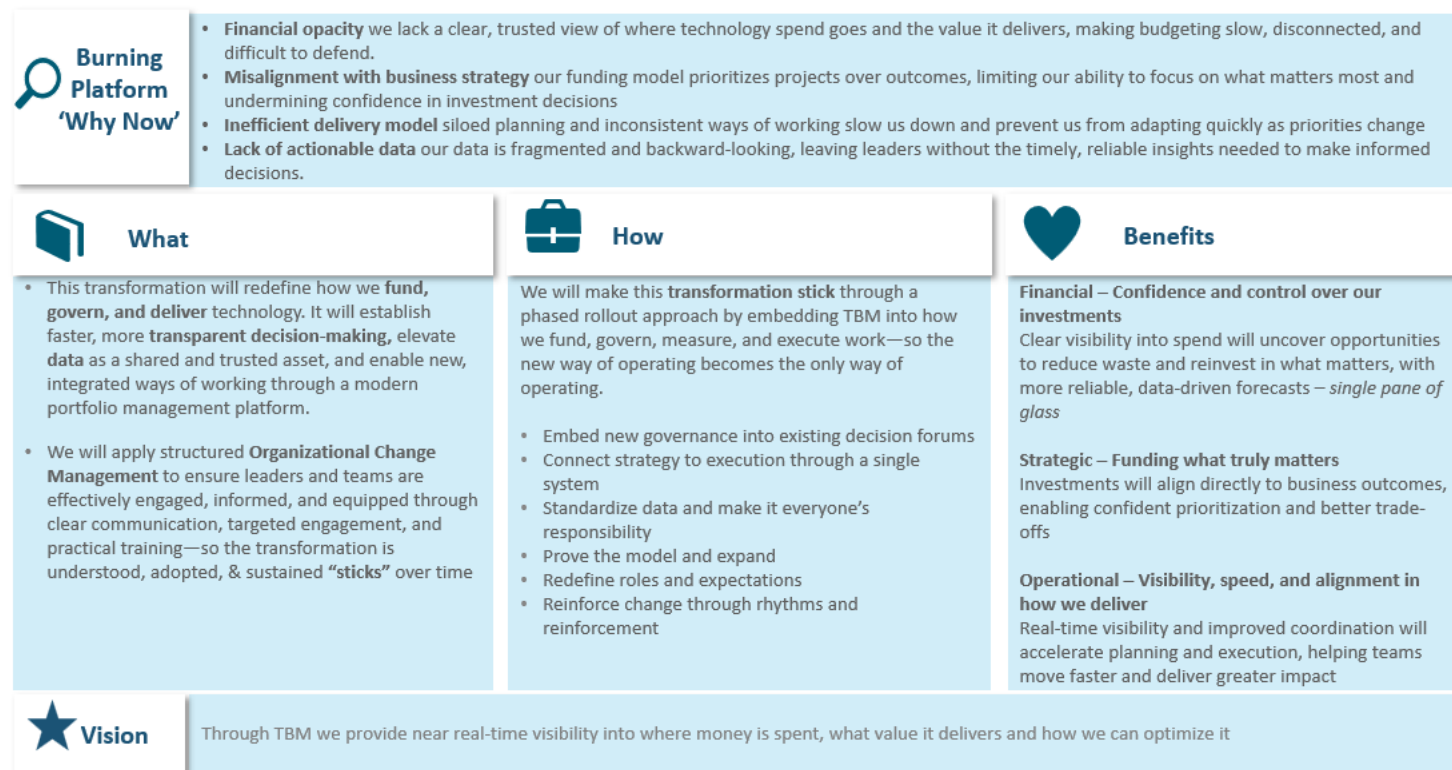
Training Refresher Needs Assessment, Planning & Execution

Quick Wins, Benefits and Impact Measurement

Continuity Handover to Client

Vision and Case for Change

Why it matters. What's changing. How it works. What's in it for us.



A clear, compelling **Case for Change** that people understand and believe

Communications Activities

What we say, who hears it, when it lands

Program Communication Audiences

1 During Design: keep key audiences informed with targeted and regular information. Not all audiences need information during design.

Design
Governance Audiences
• ICS Managing Director (Visionary Sponsor)
• ICS (Executive Sponsor)
Program Audiences
• Core Team
• Workstream Leads
• SMEs
Stakeholder Audiences
• Senior Leaders (ICS,)
• All IVM Program Stakeholders
• Mid-level Finance

2 During Implementation: expand to include all audiences for the Program, segmenting for impact, timing and support needs.

Implementation Additions
ICS Audiences
• Senior Leaders
• Mid-Level Leaders
• End Users
Finance Audiences
• Senior Leaders
• Mid-Level Leaders
• End Users
Business Audiences*
• Senior Leaders
• Mid-Level Leaders
• End Users

*Includes stakeholders in Engineering, Finance, HR, Training, Comms

regoc consulting

Communication Delivery Channels and Timing

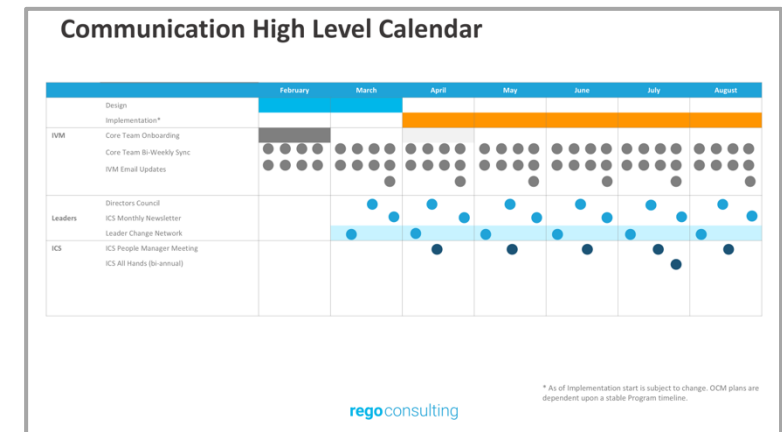
1 During Design: use select channels and obtain feedback on effectiveness using pulse checks.

2 During Implementation: expand to include all audiences for the Program, segmenting for impact, timing and support needs.

Goal: Create and solidify baseline awareness on the ADNAIR model, moving leader audiences to Desire.

Design & Implementation			
	Channel Type	IVM Program Use	Frequency
Improve Value Delivery Channels	ICS Monthly Newsletter	• IVM Program highlights and updates; links to content	Per Improve Value Delivery Plan
	Directors Council	• Updates and key messages / talking points and shareable content for Portfolio Directors about IVM Program	Monthly
	Sponsor Updates	• Updates and key messages / talking points for Jason and Devan about IVM Program	As requested during Jason/Devan weekly 1:1
IVM Program Channels	IVM Program Updates	• IVM Program specific announcements, updates; links to SharePoint site content	Monthly
	IVM Core Team Sync	• Status, announcements, team-building, recognition, reminders, key links	Bi-Weekly
	Leader Change Network	• Updates and key messages / talking points, toolkit material cascade and shareable content for leaders	Monthly
Corporate Channels	SharePoint/ Intranet	• Hub for sharing relevant program content	Monthly
ICS All Hands Channels	IVM Updates	• Announcements, updates for specific audiences in ICS	Bi-Annually (Jan & July)
ICS People Manager Meeting	IVM Updates	• Updates and key messages / talking points for People Managers about IVM Program	Monthly

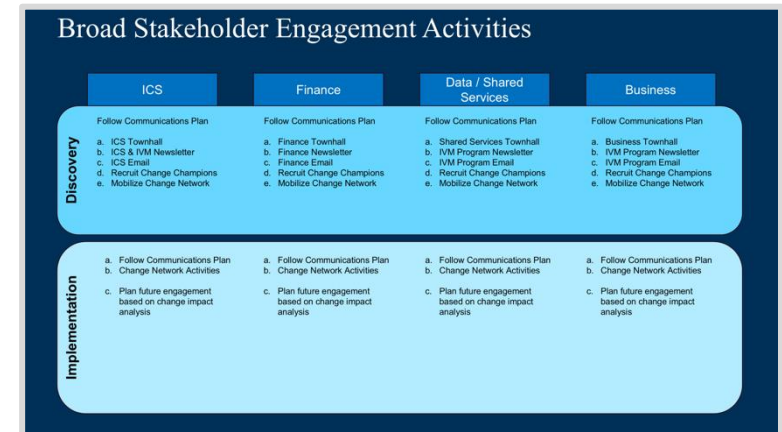
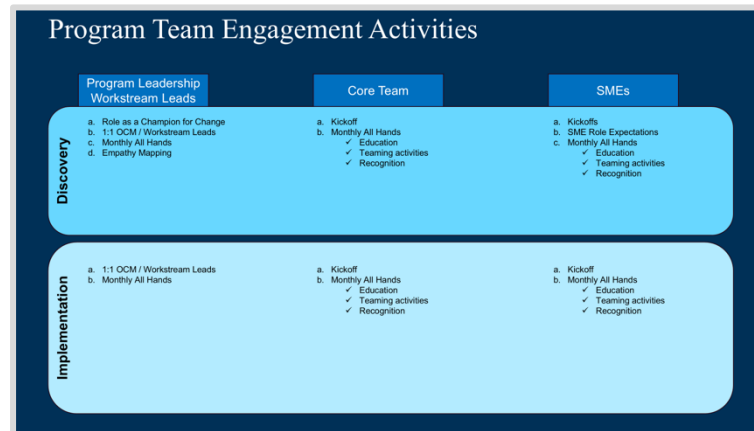
regoc consulting



Consistent messaging across every touchpoint and channel

Stakeholder Engagement Activities

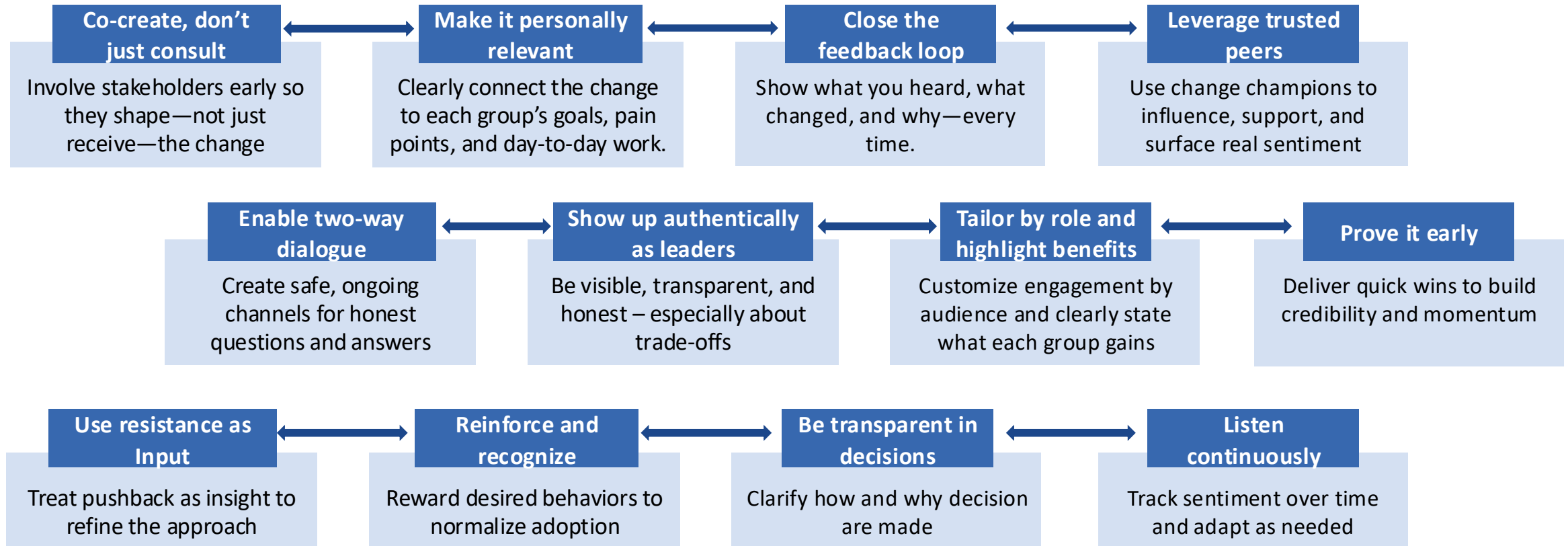
How we bring people into the change



Change anchored in what drives **people to act**—not just what needs to happen

Stakeholder Engagement Techniques that Drive Adoption

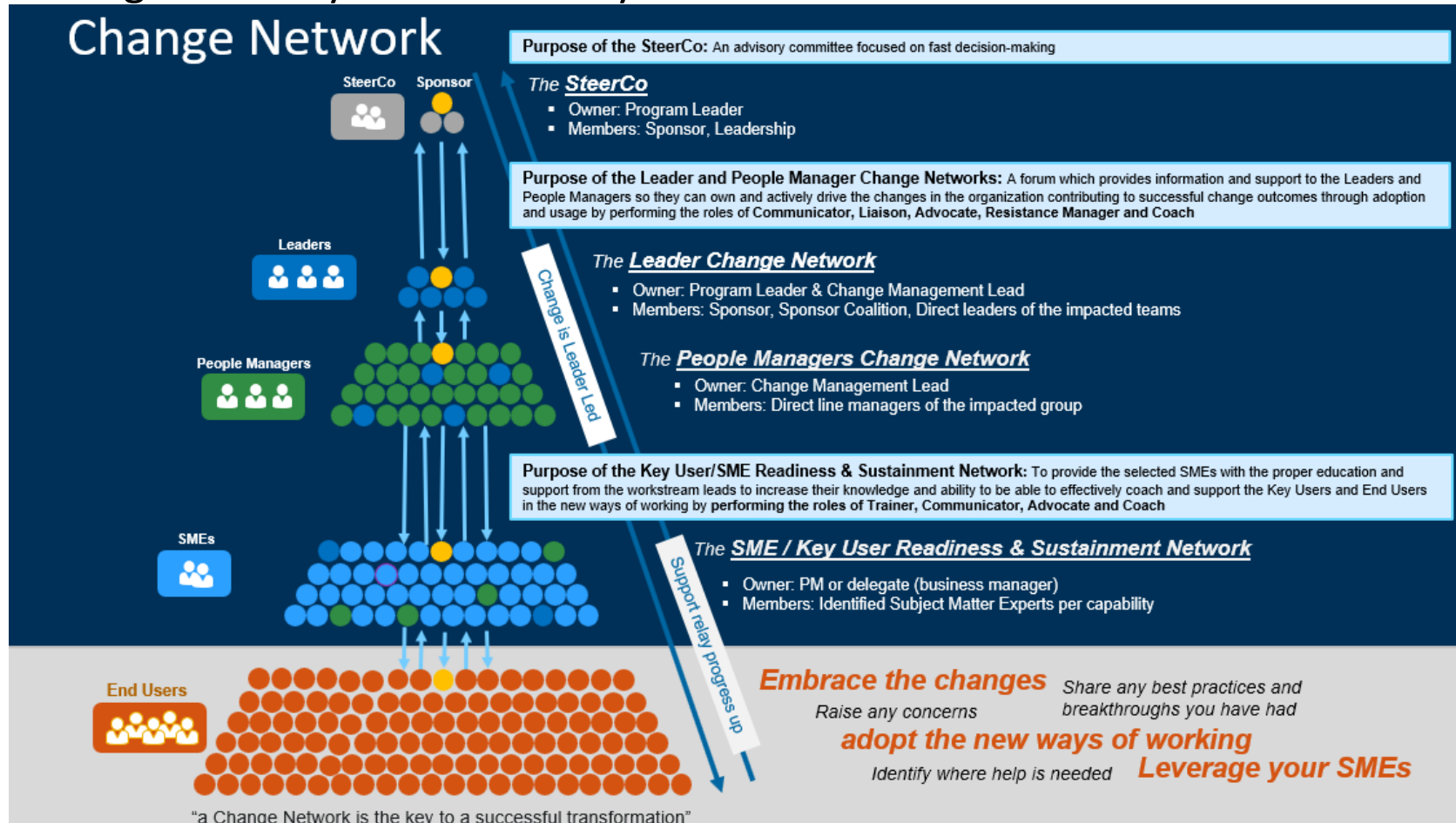
Driving adoption and trust comes down to making stakeholders feel **heard, prepared,** and genuinely **part of the outcome** – not just recipients of change



Change anchored in what drives **people to act**—not just what needs to happen

Activating the Change Champion Network

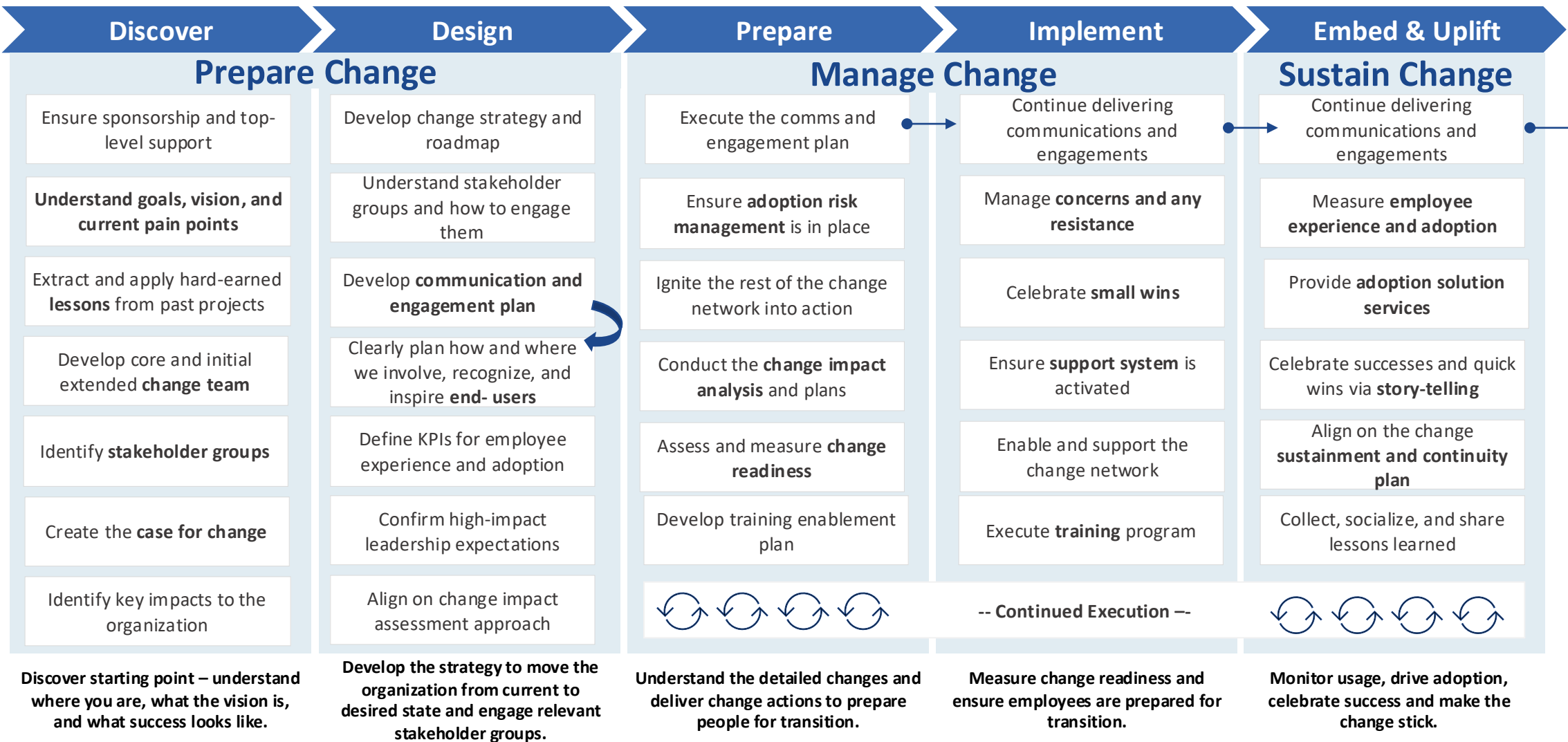
You don't drive change alone—you activate a system



Leadership aligned and actively championing the change

Putting it All Together

Guiding organizations through transformational change



The Results

Don't Just Manage Change — Make It Stick

- ✓ A clear, compelling **Case for Change** that people understand and believe
- ✓ **Leadership** aligned and **actively championing** the change
- ✓ Change anchored in what drives **people to act**—not just what needs to happen
- ✓ **Consistent messaging** across every touchpoint and channel
- ✓ Teams equipped with the **knowledge** and **ability** to **adopt** new ways of working
- ✓ Reinforcement mechanisms in place to **sustain and scale the change**

Key Takeaways

Key Takeaways

Change that sticks doesn't happen by accident—it's designed!

Start with the end in mind



Define the behavior and plan
for adoption – *not just the
rollout*

Engage both hearts and minds



People need to understand it
and feel it

Reinforce until it becomes habit



Adoption happens through
consistency, *not
communication*

Kickstarter for Making Your Change Stick!

Case for Change - Overview

➤ What is a Case for Change?

A Case for Change is a tool used to clearly articulate the rationale behind a change initiative. It serves as the foundation for the Elevator Pitch, helping to explain the change in simple, impactful terms. It is co-created with program leaders. The Case for Change is the big idea behind the transformation, its purpose *and* benefits

➤ Why do we use it?

- The purpose of the Case for Change is to build consistent understanding and recognition of the reason/need/urgency for change across all stakeholders
- To align all stakeholders on the reasons for the change and create a consistent, compelling message for those impacted.
- The Case for Change brings alive the change opportunity and imperative, and inspires people to action

Case for Change - Overview

> When should we use it?

It is typically used during the Prepare stage of the Change Management process to define key messages and develop the Elevator Pitch. This pitch is then used to communicate the change across the organization.

> How do we use it?

Guides the creation of the Case for Change by clearly defining:

- The burning platform (why the change is necessary)
- The solutions (what will be done)
- The approach (how it will be achieved)
- The benefits (what the outcome will look like for customers, employees, and the organization)
- The vision (what the future will look like when we are done)

Once developed, this content is used to craft a short, 3–5-minute Elevator Pitch that communicates the essence of the change initiative.

The Case for Change can be expressed through different media, formats and channels – but it must consistently and coherently demonstrate the rationale for change and inspire those impacted by the change.

Vision and Case for Change – what, why and how?

What is it?	<ul style="list-style-type: none"> The Case for Change is the big idea behind the transformation, its purpose <i>and</i> benefits
Why use it?	<ul style="list-style-type: none"> The purpose of the Case for Change is to build consistent understanding and recognition of the reason/need/urgency for change across all stakeholders The Case for Change brings alive the change opportunity and imperative, and inspires people to action
Key Steps	<ul style="list-style-type: none"> Leadership needs to align on the answers to 4 generative questions that target motivating factors <ul style="list-style-type: none"> Why change? What's changing? Why now? What are the benefits? When these answers are unified and anchored in a bold vision, they become more than messaging – they become momentum. No matter how you communicate it—presentations, conversations, or campaigns—your Case for Change should be consistent, coherent, and inspiring, giving people both the logic to understand and the motivation to act.

Case for Change - Template



Burning Platform 'Why Now'

- XXX
- XXX
- XXX

0. Guidance Before You Start:

Use words that are easy to understand
Avoid jargon and acronyms
Be specific and tangible where possible

1. Consider the following questions:
Why do we need to change? / What is the trigger for this initiative?
What customer or internal pain points are we currently experiencing?
What happens if we don't change?
How is this linked to the business strategy?



What

2. Describe what is going to change / be implemented (consider strategy, governance, processes & systems, people skills/behaviors and performance elements).

- XXX
- XXX
- XXX



How

3. Describe how the change is going to be implemented. Think about different phases and high-level milestones, who is going to be involved.

- XXX
- XXX
- XXX



Benefits

4. Indicate what the Qualitative outcomes Will Be for Customers and Employees (and/or Other Key Stakeholders)

- XXX
- XXX
- XXX



Vision

5. Prepare a Vision statement of what the future looks like—paint a vivid, tangible picture of success so people can clearly see what will be different, how it will feel, and the role they play in making it real.

Case for Change – TBM Example



Burning Platform 'Why Now'

- **Financial opacity** we lack a clear, trusted view of where technology spend goes and the value it delivers, making budgeting slow, disconnected, and difficult to defend.
- **Misalignment with business strategy** our funding model prioritizes projects over outcomes, limiting our ability to focus on what matters most and undermining confidence in investment decisions
- **Inefficient delivery model** siloed planning and inconsistent ways of working slow us down and prevent us from adapting quickly as priorities change
- **Lack of actionable data** our data is fragmented and backward-looking, leaving leaders without the timely, reliable insights needed to make informed decisions.



What

- This transformation will redefine how we **fund, govern, and deliver** technology. It will establish faster, more **transparent decision-making**, elevate **data** as a shared and trusted asset, and enable new, integrated ways of working through a modern portfolio management platform.
- We will apply structured **Organizational Change Management** to ensure leaders and teams are effectively engaged, informed, and equipped through clear communication, targeted engagement, and practical training—so the transformation is understood, adopted, & sustained “**sticks**” over time



How

We will make this **transformation stick** through a phased rollout approach by embedding TBM into how we fund, govern, measure, and execute work—so the new way of operating becomes the only way of operating.

- Embed new governance into existing decision forums
- Connect strategy to execution through a single system
- Standardize data and make it everyone’s responsibility
- Prove the model and expand
- Redefine roles and expectations
- Reinforce change through rhythms and reinforcement



Benefits

Financial – Confidence and control over our investments

Clear visibility into spend will uncover opportunities to reduce waste and reinvest in what matters, with more reliable, data-driven forecasts – *single pane of glass*

Strategic – Funding what truly matters

Investments will align directly to business outcomes, enabling confident prioritization and better trade-offs

Operational – Visibility, speed, and alignment in how we deliver

Real-time visibility and improved coordination will accelerate planning and execution, helping teams move faster and deliver greater impact



Vision

Through TBM we provide near real-time visibility into where money is spent, what value it delivers and how we can optimize it

Developing an Elevator Pitch

A few clear statements can have a big impact on “winning hearts and minds”

We want people to **know**

The facts about the business, strategic direction and (economic) environment



We want people to **feel**

The business is in safe hands, and we have a solid vision and strategy we can be proud of



We want people to have clear actions to **deliver**



Thank You For Attending Rego University

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!
Don't forget to fill out the class survey.



Phone

888.813.0444



Email

info@regoconsulting.com



Website

www.regouniversity.com

Questions?



Surveys

Please take a few moments to fill out the class survey.
Your feedback is extremely important for future events.

