TIGERHALL

WEBINAR

Building Organizational Change Maturity

How to build an organization that can change and transform continuously



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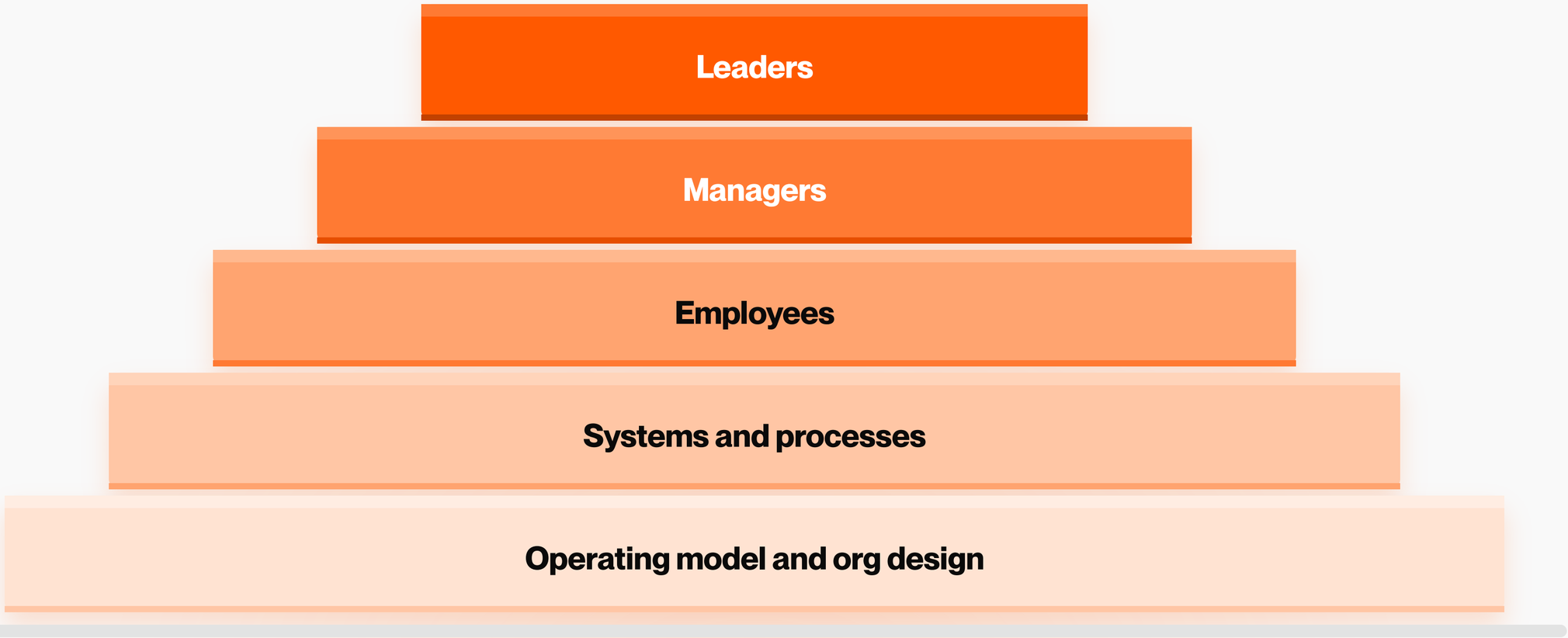

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THE ORGANIZATION

5 layers of the organization



THE ORGANIZATION

5 layers of the organization



THE ORGANIZATION

5 levels of organizational change maturity



5 LEVELS x 5 STAGES

The Organizational Change Maturity Matrix

LEVEL	1 · Ad hoc	2 · Emerging	3 · Structured	4 · Scaled	5 · Always-on
LEVEL 5 Part of the operating model					
LEVEL 4 Built into systems and processes					
LEVEL 3 Employees are empowered					
LEVEL 2 Managers are multiplying					
LEVEL 1 Leaders are leading					

5 LEVELS x 5 STAGES

The Organizational Change Maturity Matrix

LEVEL	1 · Ad hoc	2 · Emerging	3 · Structured	4 · Scaled	5 · Always-on
LEVEL 5 **Part of the operating model**	Capability sits with a few people; funded project by project	Split ownership; maturity baselined; one framework, one budget	Accountabilities in roles; business-number metrics; heat map sequences the year	Embedded change leads; business impact in the cadence; capacity planned with headcount	A competitive advantage; assessed regularly; in the leadership model
LEVEL 4 **Built into systems and processes**	Own meetings, if any; no adoption data; closes at go-live	On a business cadence; weekly leading indicators; reviewed next to KPIs	Leaders present adoption; real behavior measured; sustainment tracked	Owned by the business; linked to business metrics; drift auto-detected	Business owns the numbers; outcomes correlated; visible over years
LEVEL 3 **Employees are empowered**	Same announcement for all; rumors as feedback; nobody speaks up	Personas tailored; always-on feedback; early issues thanked	Feedback updates personas; flows beyond managers; champions on data	Peer stories as standing channels; multi-source data; flow of work	Personalized at scale; two-way data lanes; adapts so nobody is overwhelmed
LEVEL 2 **Managers are multiplying**	Hear with their teams; no feedback channel; used to push FAQs	Own version of every change; feedback channel; see their team's load	Teams own the how; team data with alerts; can slow or sequence	Clear accountability; collision load per manager; fatigue is their job	Run change as routine; data drives sequencing; scored on sentiment, load, capacity
LEVEL 1 **Leaders are leading**	Parrots and cascade scripts; no data; unrecognized	Own stakeholder group; see their team's data; change goals in reviews	Personal why; adoption tied to business performance; promotion criterion	In their own words; own live adoption targets; exec hiring and onboarding	Seek out enablement; report adoption like revenue; compensation tied to it



THERE IS NO SUBSTITUTE FOR

A CEO who believes the ability to change and transform is a competitive advantage.

POLL

Does your CEO see the ability to change as a competitive advantage?

A Yes, and acts on it.

B Says so, but doesn't act on it.

C No.

D Not sure.

How to Move Up the Maturity Matrix

What you do as a CTrO at each of the five levels: the five stages to place yourself and the five steps up the curve.

1 Leaders are leading

2 Managers are multiplying

3 Employees are empowered

4 Built into systems and processes

5 Part of the operating model

THREE THEMES

Key Drivers at Every Level



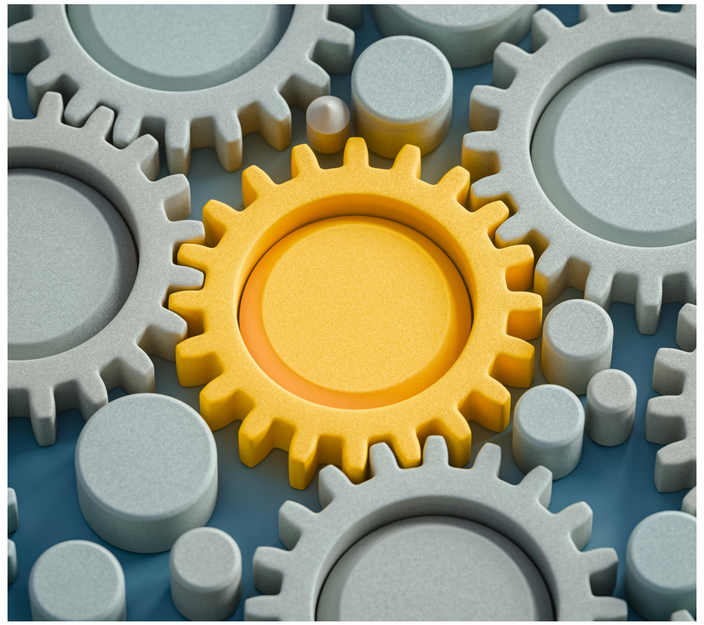
Ownership and Involvement

Who carries the change, how many people it depends on, and how they are involved.



Data

What you can see, how early you see it, and whether it counts like a business number.



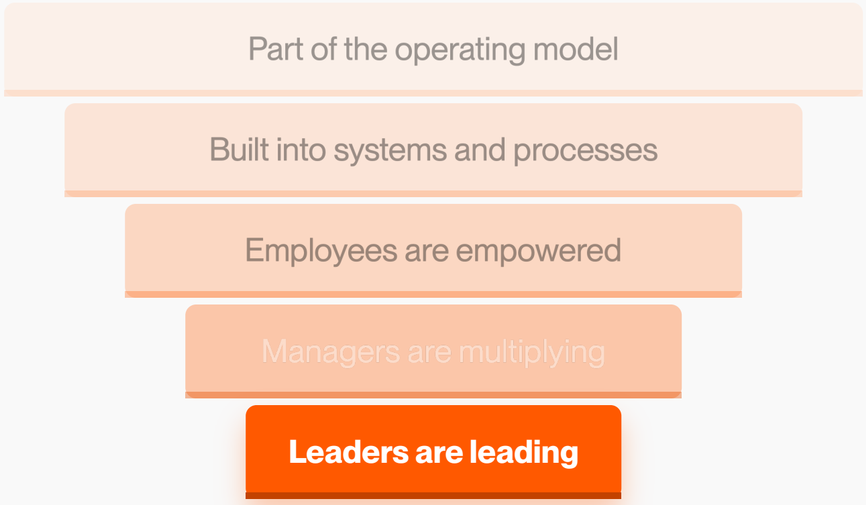
Operating Model

Transformation run like finance or marketing: an always-on function, not a project.

LEVEL 1 OF 5

Leaders are leading

Leaders own the why, sponsor visibly and are incentivized and rewarded for their ability to transform the organization.



LEVEL 1

Leaders are leading

Leaders own the why, sponsor visibly and are incentivized and rewarded for their ability to transform the organization.

STAGE 1

Ad hoc

- Change is handed to the transformation office
- Leaders announce, then move on
- Sponsorship is a name on a slide

STAGE 2

Emerging

- A few leaders sponsor visibly
- Mostly their own initiatives
- Depends on personality, not process

STAGE 3

Structured

- Every tier 1 initiative has a named primary sponsor and secondary sponsors
- One sentence: what, for whom, by when
- Defined weekly sponsor actions

STAGE 4

Scaled

- Leaders track adoption in their own area
- They answer employee questions directly
- Change goals sit in their reviews

STAGE 5

Always–on

- Change is part of the leader's job and determines who's hired, fired and promoted
- Change and transformation metrics are part of leaders' measurement systems
- Compensation and financial incentives are tied to change and transformation outcomes

POLL

Level 1 · Leaders are leading. Which stage are you at?

- A — Stage 1 · Ad hoc
- B — Stage 2 · Emerging
- C — Stage 3 · Structured
- D — Stage 4 · Scaled
- E — Stage 5 · Always-on

LEVEL 1 · LEADERS ARE LEADING

What it takes to move up



OWNERSHIP AND INVOLVEMENT

People, not parrots

Leaders are their own stakeholder group, with their own why and their own concerns. Lead with the results they care about, like any other audience.



DATA

Put the data in their hands

Be clear on what's expected, track it, and give leaders numbers on their own team. Most leaders are numbers-driven.



OPERATING MODEL

Make it how they're measured

Leading change is part of performance reviews, and of who gets hired, promoted and let go.

LEVEL 1 · LEADERS ARE LEADING

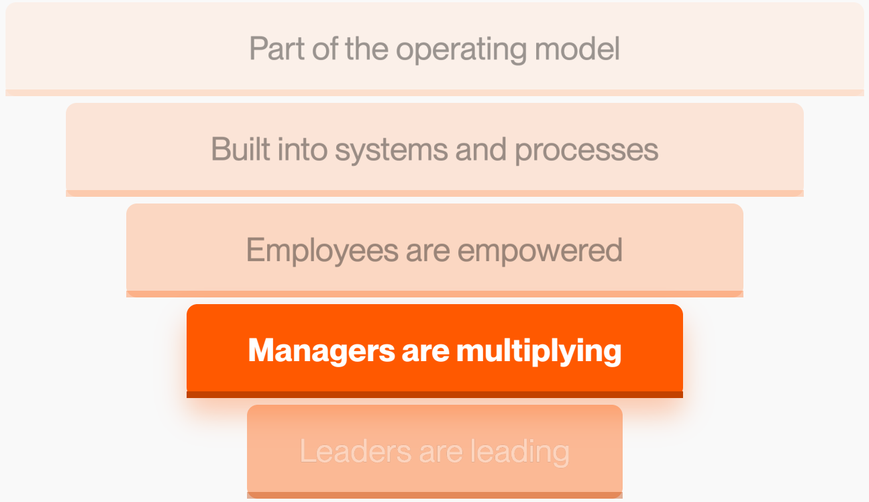
5 steps up the curve

	1 Start today	2 Build the habit	3 Make it standard	4 Make it structural	5 Fully embedded
Ownership and involvement	Stop treating leaders as parrots: no cascade scripts to repeat	Treat leaders as their own stakeholder group, with their own concerns	A personal why for each leader, led by the results they care about	Leaders engage their own teams, in their own words, not from your script	Leaders own transformation and actively seek out enablement from the TO
Data	Define the observable behaviors you expect leaders to drive	Show leaders raw data on their own team, next to their peers	Correlation between adoption and change metrics and business performance metrics	Leaders own adoption targets for their area and see them live	Leaders report adoption like revenue, in their own reviews
Operating model	Recognition for change and transformation leadership exists	Change goals in every leader's performance review	Leading change as a promotion criterion	"How we run change here" in exec hiring and onboarding	Compensation tied to transformation goals

LEVEL 2 OF 5

Managers are multiplying

Managers translate every change for their teams, because they have the content, the data and the time to do it.



LEVEL 2

Managers are multiplying

Managers translate every change for their teams, because they have the content, the data and the time to do it.

STAGE 1

Ad hoc

- Managers hear news with their teams
- They forward the email
- No time, content or data

STAGE 2

Emerging

- Some managers step up on their own
- A cascade deck is the only support
- Results vary team by team

STAGE 3

Structured

- Managers are briefed before their teams
- Conversation kits for every change
- Their own journey, ahead of employees

STAGE 4

Scaled

- Managers see team engagement and sentiment
- They act on the data
- Change shows up on their scorecards

STAGE 5

Always–on

- Change is routine and data-driven with their teams
- They manage their team's change load and capacity just like they manage work load and capacity
- Managers coach each other

POLL

Level 2 · Managers are multiplying. Which stage are you at?

- A — Stage 1 · Ad hoc
- B — Stage 2 · Emerging
- C — Stage 3 · Structured
- D — Stage 4 · Scaled
- E — Stage 5 · Always-on

LEVEL 2 · MANAGERS ARE MULTIPLYING

What it takes to move up



OWNERSHIP AND INVOLVEMENT

Their own personas

Managers are their own group, with several personas inside it. Don’t feed them scripts to repeat.



DATA

Use them where they’re human

Technology can push messages and answer FAQs. Managers are best used to collect feedback and have the hard conversations.



OPERATING MODEL

Score sentiment, load and capacity

Hold managers accountable for team sentiment and for making space for change, not for adoption numbers.

LEVEL 2 · MANAGERS ARE MULTIPLYING

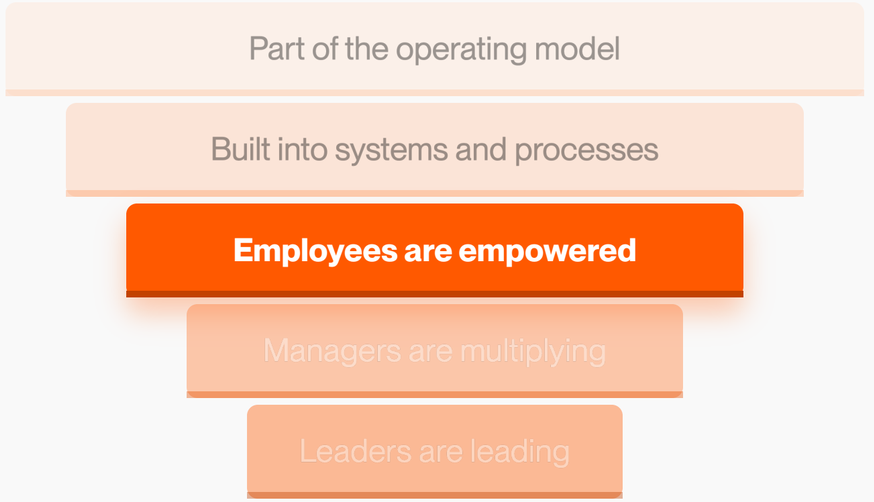
5 steps up the curve

	1 Start today	2 Build the habit	3 Make it standard	4 Make it structural	5 Fully embedded
Ownership and involvement	Managers as their own audience, with their own version of every change	Find your multiplier managers and make them the voice of the next rollout	Let teams own the how: leadership decides what, teams decide how	There's clear ownership and accountability for parts of transformation success	Managers run change with their teams as routine, just like they run the operations
Data	Open a feedback channel just for managers	Show managers where their team is in each change	A team data view with alerts, for every manager	Change collision load per manager: how much is hitting the team, and when	Manager data, feedback, sentiment and capacity are key in sequencing roll out plans
Operating model	Decide where managers add human value, and automate the rest	Show managers their team's change load, and when it hits	Managers can slow or sequence what hits their team	Managing change fatigue is part of the manager role	Sentiment, load and capacity on the manager scorecard, not adoption

LEVEL 3 OF 5

Employees are empowered

Employees help shape the change, talk openly about it, and get faster at adapting each time.



LEVEL 3

Employees are empowered and involved

Employees help shape the change, talk openly about it, and get faster at adapting each time.

STAGE 1

Ad hoc

- Change is announced, not discussed
- Feedback arrives as rumors
- Resistance is the only signal

STAGE 2

Emerging

- Occasional surveys
- A handful of volunteer champions
- Input rarely changes the plan

STAGE 3

Structured

- Employees help design major changes
- A change network meets regularly
- Every channel is two-way

STAGE 4

Scaled

- Personalized change in the flow of work
- Relevant by role, location and language
- Input visibly shapes the plans

STAGE 5

Always-on

- Employees adapt quickly each time
- Issues are raised early and safely
- Teams co-own how change lands

POLL

Level 3 · Employees are empowered. Which stage are you at?

- A Stage 1 · Ad hoc
- B Stage 2 · Emerging
- C Stage 3 · Structured
- D Stage 4 · Scaled
- E Stage 5 · Always-on

LEVEL 3 · EMPLOYEES ARE EMPOWERED

What it takes to move up



OWNERSHIP AND INVOLVEMENT

Persona–based and personalized approach

Nobody can absorb everything at once. Segment, personalize, and manage change at that scale.



DATA

Always–on feedback channels

Beyond managers, people can share what's working and what isn't, all the time.



OPERATING MODEL

Data–driven and adaptive

Change adapts to what each person needs, so nobody is overwhelmed. Feedback feeds the personas.

LEVEL 3 · EMPLOYEES ARE EMPOWERED

5 steps up the curve

	1 Start today	2 Build the habit	3 Make it standard	4 Make it structural	5 Fully embedded
Ownership and involvement	Segment by persona: nobody can get everything at once	Tailor what each persona sees and when	Feedback updates the personas and the plan	Peer stories and champions as standing channels, not per project	Change is personalized at scale, for every person
Data	Always-on feedback channels, open all year, not per project	Employee input visibly shapes plans, and people can see that it did	Feedback flows in continuously, beyond the manager line	Multiple data points feed personalization – demographics, workflow actions, response data	Data lanes are two-way and embedded inside business applications and processes
Operating model	Safe to say “this isn’t working”; early issues are thanked publicly	A change network that meets regularly	Champions picked on data, not volunteers (voluntolds)	Change delivered in the flow of work, all year round	Change adapts continuously, so nobody is overwhelmed

LEVEL 4 OF 5

Built into systems and processes

Change runs on always-on data and feedback loops, and adoption shows up in the same reviews as the business numbers.



LEVEL 4

Built into systems and processes

Change runs on always-on data and feedback loops, and adoption shows up in the same reviews as the business numbers.

STAGE 1

Ad hoc

- No adoption data
- Success means going live on time
- Nobody checks what happened next

STAGE 2

Emerging

- Some initiatives track usage
- Reporting is manual, after the fact
- Each team measures differently

STAGE 3

Structured

- Standard metrics for every initiative
- One intake process
- A portfolio view of all changes

STAGE 4

Scaled

- Adoption and sentiment reviewed monthly
- They sit next to the business KPIs
- A saturation heat map drives sequencing

STAGE 5

Always–on

- Always-on feedback loops
- Journeys adapt to behavior
- Drift caught and reinforced automatically

POLL

Level 4 · Built into systems and processes. Which stage are you at?

- A Stage 1 · Ad hoc
- B Stage 2 · Emerging
- C Stage 3 · Structured
- D Stage 4 · Scaled
- E Stage 5 · Always-on

LEVEL 4 · BUILT INTO SYSTEMS AND PROCESSES

What it takes to move up



OWNERSHIP AND INVOLVEMENT

Part of how the business runs

Change sits in the same cadences, scorecards, KPIs and OKRs the business already uses.



DATA

Embedded in systems

Delivered where people work, measured on real behavior, and connected to business metrics so you can see the needle move.



OPERATING MODEL

Always-on sustainment

No project ends. You keep seeing how things change over time.

LEVEL 4 · BUILT INTO SYSTEMS AND PROCESSES

5 steps up the curve

	1 Start today	2 Build the habit	3 Make it standard	4 Make it structural	5 Fully embedded
Ownership and involvement	Join forces with the leader of the most change saturated function	Put adoption on the agenda of an existing business cadence	Business leaders present adoption for their own area	Adoption in the business reviews, owned by the business leader	The business owns the numbers; the center owns the standards
Data	Leading indicators reviewed weekly, not at 90 days	Deliver change inside the tools people already work in	Measure real behavior in the workflow, not completions	Connect to enterprise systems: behavior linked to business metrics	Correlate adoption with outcomes and watch the needle move
Operating model	Adoption, sentiment and leading indicators reviewed next to the financial KPIs	Keep measuring after go-live, not just at launch	No project close-out: sustainment tracked for every change	Drift detected and reinforced automatically	You can see how behavior changes over weeks, months, quarters and years

LEVEL 5 OF 5

Part of the operating model ahd organizational design

Change is built into structure, roles, funding and cadence, so it keeps working when people leave.



LEVEL 5

Part of the operating model

Change is built into structure, roles, funding and cadence, so it keeps working when people leave.

STAGE 1

Ad hoc

- Capability sits with a few people
- It leaves when they do
- No budget line, no defined role

STAGE 2

Emerging

- A central team exists
- Funded project by project
- Tier 2 and 3 changes go unsupported

STAGE 3

Structured

- One framework, one language
- Templates by change type
- A change gate in investment approvals

STAGE 4

Scaled

- Change leads embedded in the business
- Change in the operating budget
- Accountabilities written into roles

STAGE 5

Always–on

- Change capacity planned with strategy
- Maturity reassessed every year
- Capability survives turnover

POLL

Level 5 · Part of the operating model. Which stage are you at?

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LEVEL 5 · PART OF THE OPERATING MODEL

What it takes to move up



OWNERSHIP AND INVOLVEMENT

Built into People processes and Org Design

Leading change decides who you hire, promote and let go. It's in onboarding and performance management.



DATA

Embedded Business Impact Reporting

The language is business impact, reported in the business cadence.



OPERATING MODEL

Proactively Planned as Part of a Permanent Cadence

Change load and sequence are planned like budget and headcount, as part of regular planning.

LEVEL 5 · PART OF THE OPERATING MODEL

5 steps up the curve

	1 Start today	2 Build the habit	3 Make it standard	4 Make it structural	5 Fully embedded
Ownership and involvement	Split ownership: the center owns standards, tools and data; the business owns the change	Draft decision rights: who can launch, stop and sequence an enterprise change	Change accountabilities written into roles for sponsors, managers and owners	Change leads embedded in the business, with a dotted line to the center	Change capability in the leadership model and promotion criteria
Data	Baseline your maturity on the 5×5	One set of change metrics across the whole business	Internal maturity benchmarks developed and reviewed regularly	Business impact of change reported in the business cadence	Maturity assessed every year, with targets, like any other capability
Operating model	A dedicated leader/team at the center reporting to the CEO	A standing budget, not project by project	A change heat map is used to sequence and plan the year	Change capacity planned next to budget and headcount	Change maturity is seen as a competitive advantage; the capability survives turnover

YOUR 5×5 ACTION PLAN

From First Tactics to Fully Embedded

1 Leaders are leading

2 Managers are multiplying

3 Employees are empowered

4 Built into systems and processes

5 Part of the operating model

YOUR 5×5 ACTION PLAN

From first tactics to fully embedded

LEVEL	1 · Start today	2 · Build the habit	3 · Make it standard	4 · Make it structural	5 · Fully embedded
LEVEL 5 **Operating model** People processes · business-level data · planned					
LEVEL 4 **Systems and processes** Same cadences · embedded in systems · sustained					
LEVEL 3 **Employees are empowered** Persona-based · always-on feedback · adaptive					
LEVEL 2 **Managers are multiplying** Own audience · used where human · scored on sentiment					
LEVEL 1 **Leaders are leading** Not parrots · data in hand · measured on it					

YOUR 5×5 ACTION PLAN

From first tactics to fully embedded

LEVEL	1 · Start today	2 · Build the habit	3 · Make it standard	4 · Make it structural	5 · Fully embedded
LEVEL 5 **Operating model** People processes · business-level data · planned	Split ownership; baseline on the 5×5	Decision rights; standing change budget	Accountabilities in roles; heat map sequences the year	Embedded change leads; capacity planned with headcount	In the leadership model; a competitive advantage
LEVEL 4 **Systems and processes** Same cadences · embedded in systems · sustained	Join the most saturated function; weekly leading indicators	Adoption on a business cadence; keep measuring after go-live	Leaders present adoption; measure real behavior	Business-owned reviews; linked to business metrics	Business owns the numbers; outcomes correlated over years
LEVEL 3 **Employees are empowered** Persona-based · always-on feedback · adaptive	Segment by persona; always-on feedback channels	Tailor by persona; input visibly shapes plans	Feedback updates personas; champions on data	Multi-source data; change in the flow of work	Personalized at scale; adapts so nobody is overwhelmed
LEVEL 2 **Managers are multiplying** Own audience · used where human · scored on sentiment	Own version of every change; feedback channel	Multiplier managers; see their team's load	Teams own the how; data view with alerts	Clear accountability; collision load per manager	Change as routine; sentiment, load and capacity on the scorecard
LEVEL 1 **Leaders are leading** Not parrots · data in hand · measured on it	Define the behaviors; no cascade scripts	Own stakeholder group; see their team's data	Personal why; leading change as promotion criterion	Own live adoption targets; exec hiring and onboarding	Report adoption like revenue; compensation tied to it

THREE THEMES

Key Drivers at Every Level



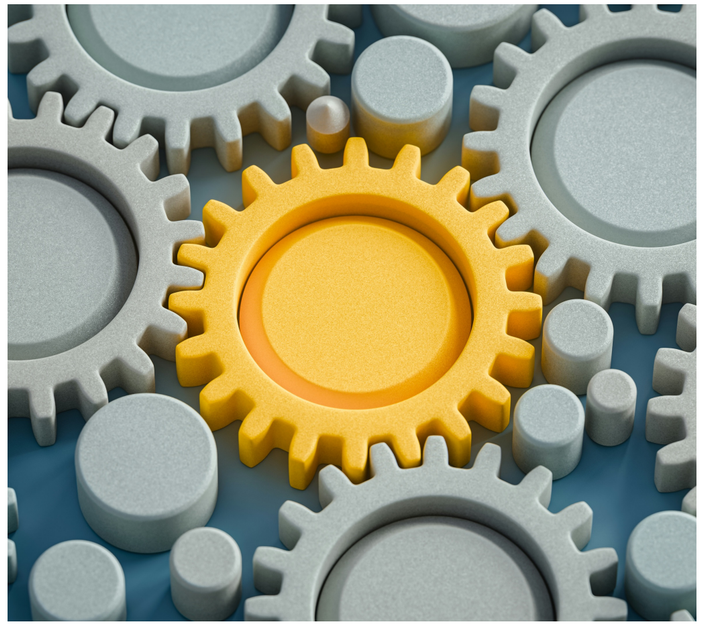
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Operating Model

Transformation run like finance or marketing: an always-on function, not a project.



Be the ocean.

TIGERHALL



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