



Cultivating a Culture of Change as a Competitive Advantage

ECLC, September 30, 2025



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Glad to meet you!
About me...

- ✓ Author of “The Strategy Activation Playbook”
- ✓ Former CEO of change design consultancy **XPLANE** and strategy consultant at **Bain & Company**
- ✓ Former senior leader at **Intuit** and other tech companies
- ✓ Advisor to dozens of **Fortune 500** and global **Government, NGO, and Non-Profit** organizations leading change and transformation



Today's Objectives

In an era where disruption is constant, organizational culture—not just capability—determines who thrives. This webinar explores how to overcome resistance and fatigue, embed change readiness as a core competency, and design agile, innovative workplaces that adapt seamlessly to market shifts.

- ✓ Diagnose underlying cultural patterns that cause resistance, fatigue, and silos
- ✓ Design and cultivate change readiness as a lasting organizational competency.
- ✓ Create agile, innovative workplaces that accelerate ROI realization.

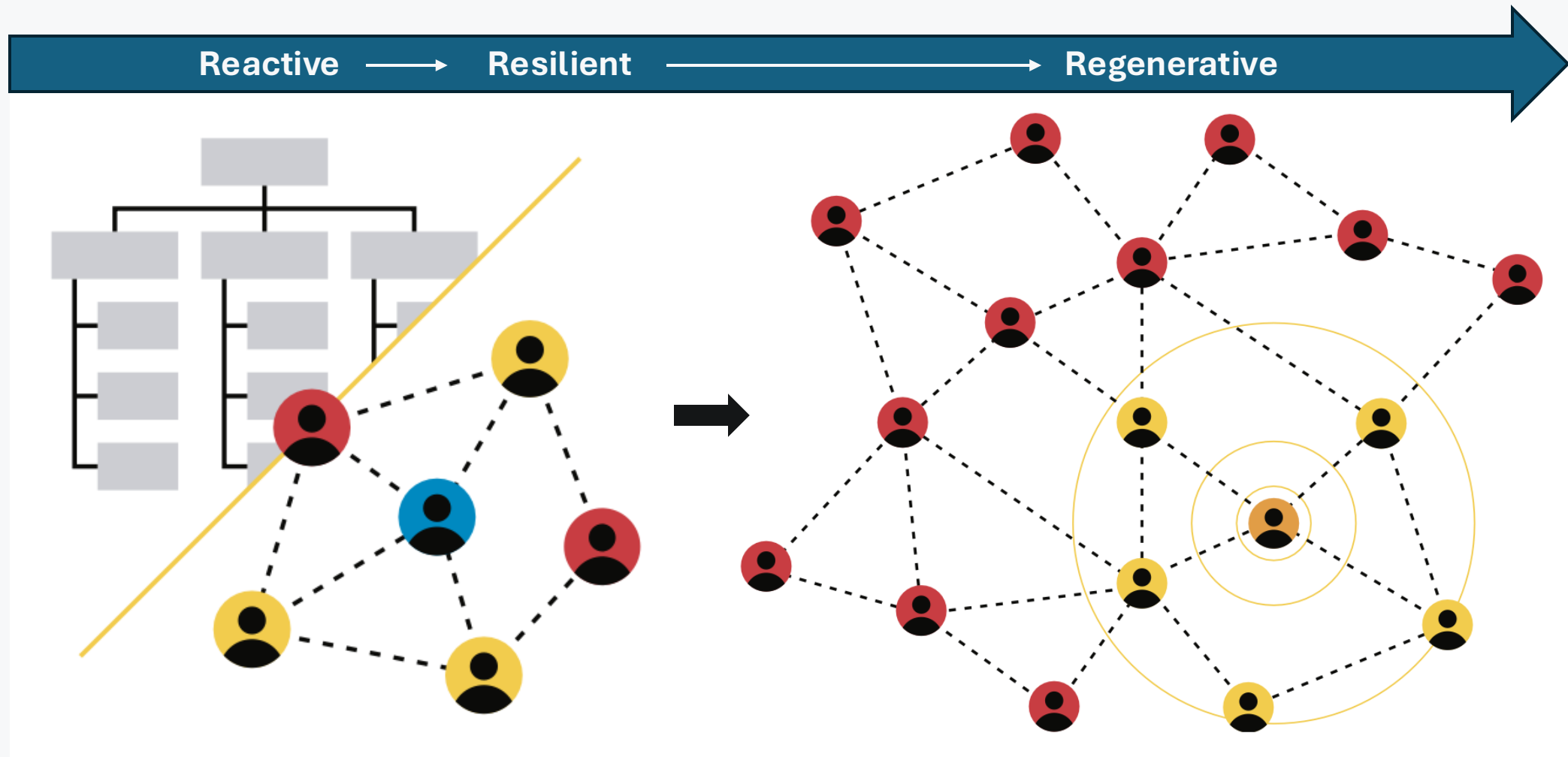


Poll:

Which statement best describes your organization's culture when it comes to embracing change?



The Culture Spectrum



Technology is Driving Exponential Change

Moore's Law

2x compute capacity every **2 years**

For decades, the pace of technological change was largely linear, gated by Moore's Law, which stated that compute capacity would double every two years.



Technology is Driving Exponential Change

Artificial Intelligence

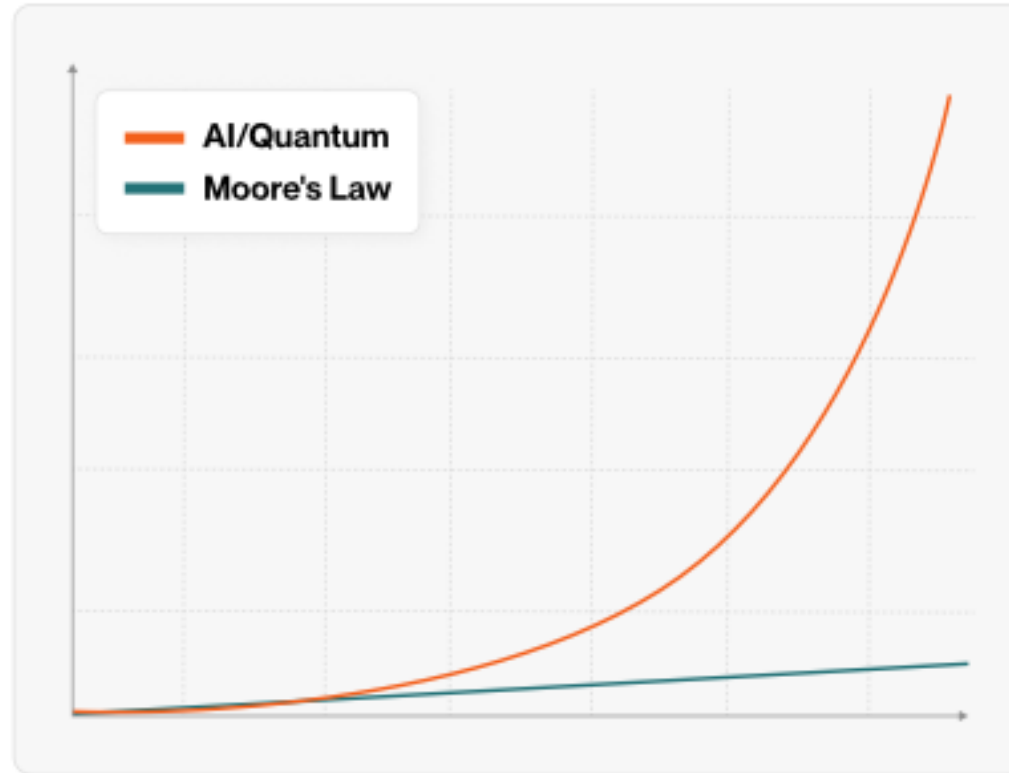
2x compute capacity every **6 months**

Today, with Artificial Intelligence, computational power is doubling every six months.



Technology is Driving Exponential Change

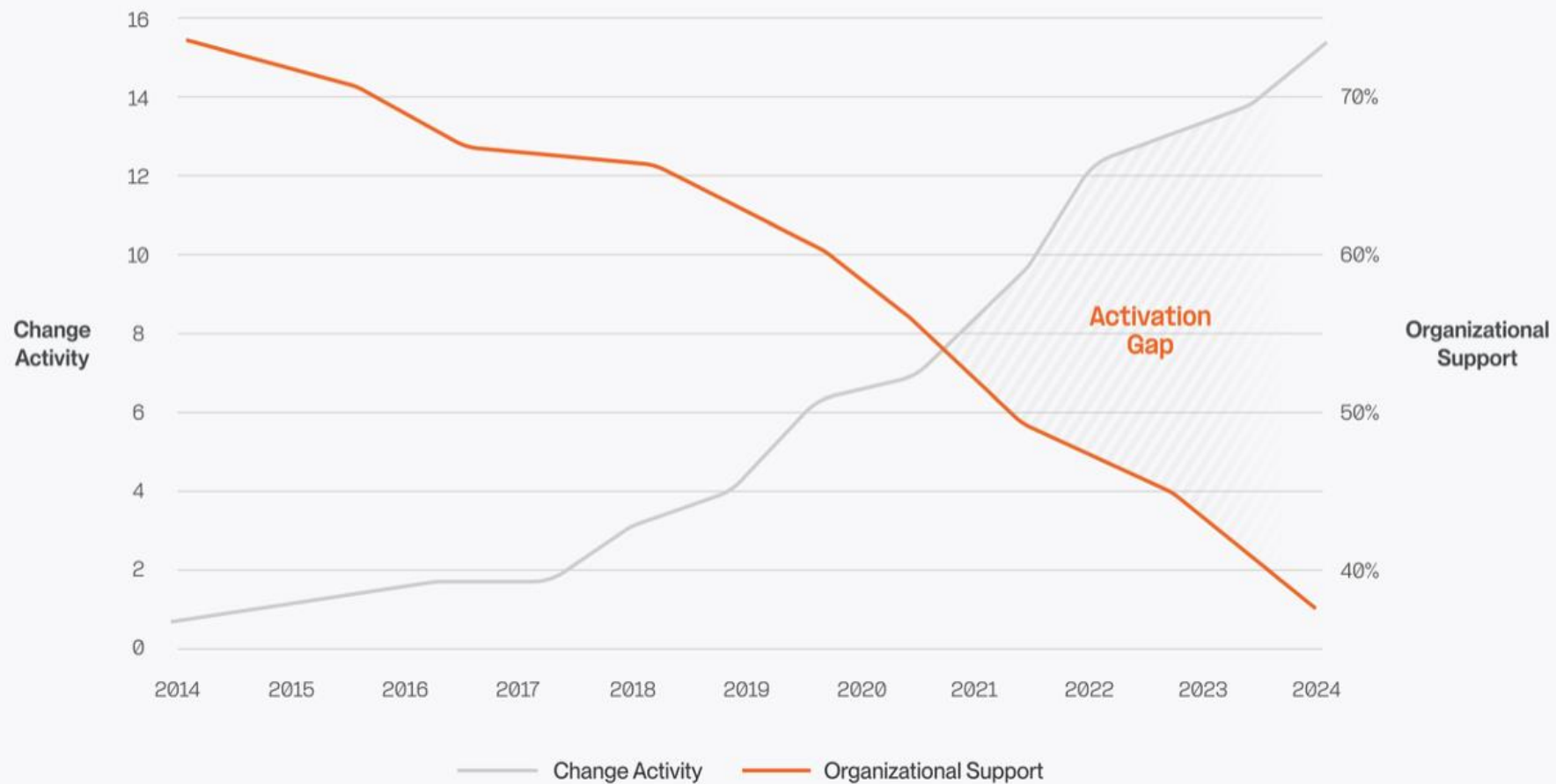
Exponential
not
Linear



Change is no longer linear, its exponential.



Change Activity vs Organizational Support



Research from Gartner



Key Question:

Is your organization structured to thrive in continuous change, or just to survive it?



The Strategic Imperative:

We are in a world of "Always On" change

The successful organizations of the future will be those that make transformation capability a decisive competitive advantage.

We need to change faster than our competitors

Change capacity will become the basis of organizational competition.

Human-centered designs are more important than ever

The people in our AI-enabled processes will either be obstacles or enablers.



“

A culture and capability of
transformation is the competitive
advantage of the next age.



The Goal:

Change Capacity

The volume or bandwidth an organization has to absorb and execute change. A measure of organizational limits or scalability.

Change Capacity is the volume or bandwidth an organization has to absorb and execute change.



The Change Capacity Formula

**Change
Capacity**

The volume or bandwidth an organization has to absorb and execute change

=

**Change
Capability**

The institutionalized systems, skills, and structures that enable change

+

**Change
Agility**

The speed and flexibility with which an organization can respond to change



Change Capability: The Institutionalized Systems

Change capability is the institutionalized systems, skills, and structures that enable change. **This is built as a functional and tool-enabled capability..**

- A permanent, cross-functional Transformation Office reporting to executive leadership, with a clear mandate to drive enterprise-wide initiatives.
- A standardized framework for change activation, ensuring all major initiatives are aligned, prioritized, and supported across the organization.
- Embedded change leadership training and support for initiative owners and business unit leaders to build internal muscle.
- Real-time data dashboards and governance routines for tracking initiative health, risks, and outcomes across the full portfolio.
- A library of playbooks, tools, and repeatable processes that enable faster, more confident execution of complex change efforts.



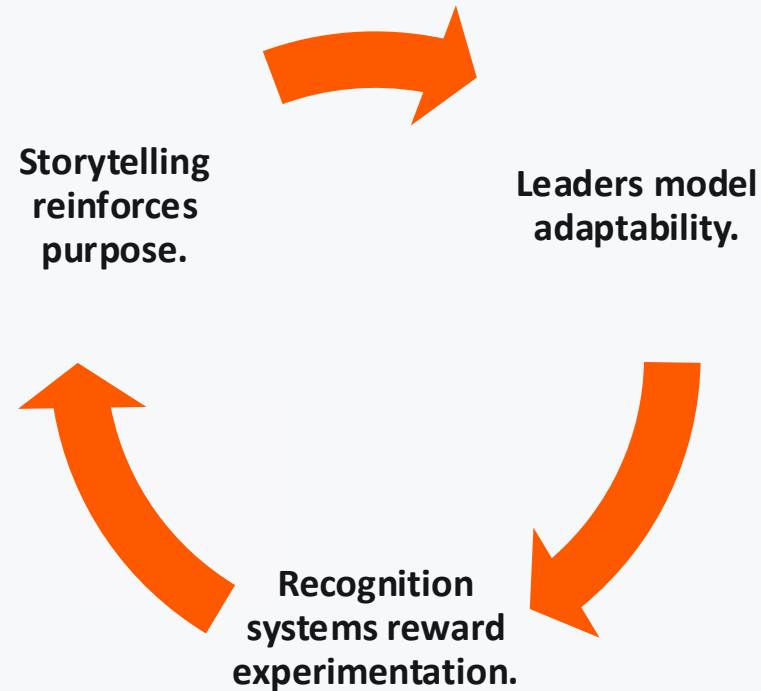
Change Agility: The Speed and Flexibility

Change agility is the speed and flexibility with which an organization can respond to change. **This is cultivated as a culture of transformation.**

- Leaders visibly modeling change behaviors, such as transparency, adaptability, and continuous learning.
- Incentive systems and recognition programs that reward experimentation, risk-taking, and cross-functional collaboration.
- Regular storytelling and internal communications that celebrate successful transformations and normalize iteration.
- Psychological safety embedded in team norms, allowing people to challenge assumptions and share early signals without fear.
- Enterprise-wide change readiness assessments and learning programs that help build emotional resilience and adaptability skills across the workforce.



Change Agility: The Cultivation Flywheel



→ Culture becomes **a system of reinforcement, not resistance**—turning change into momentum.



POV:

If “Capability as an Asset” is
the baseline, then “Culture
as a Catalyst” is the
differentiator



Why?

Once your tools and capabilities are equal, it's the **people inside** that will either be **obstacles or enablers**

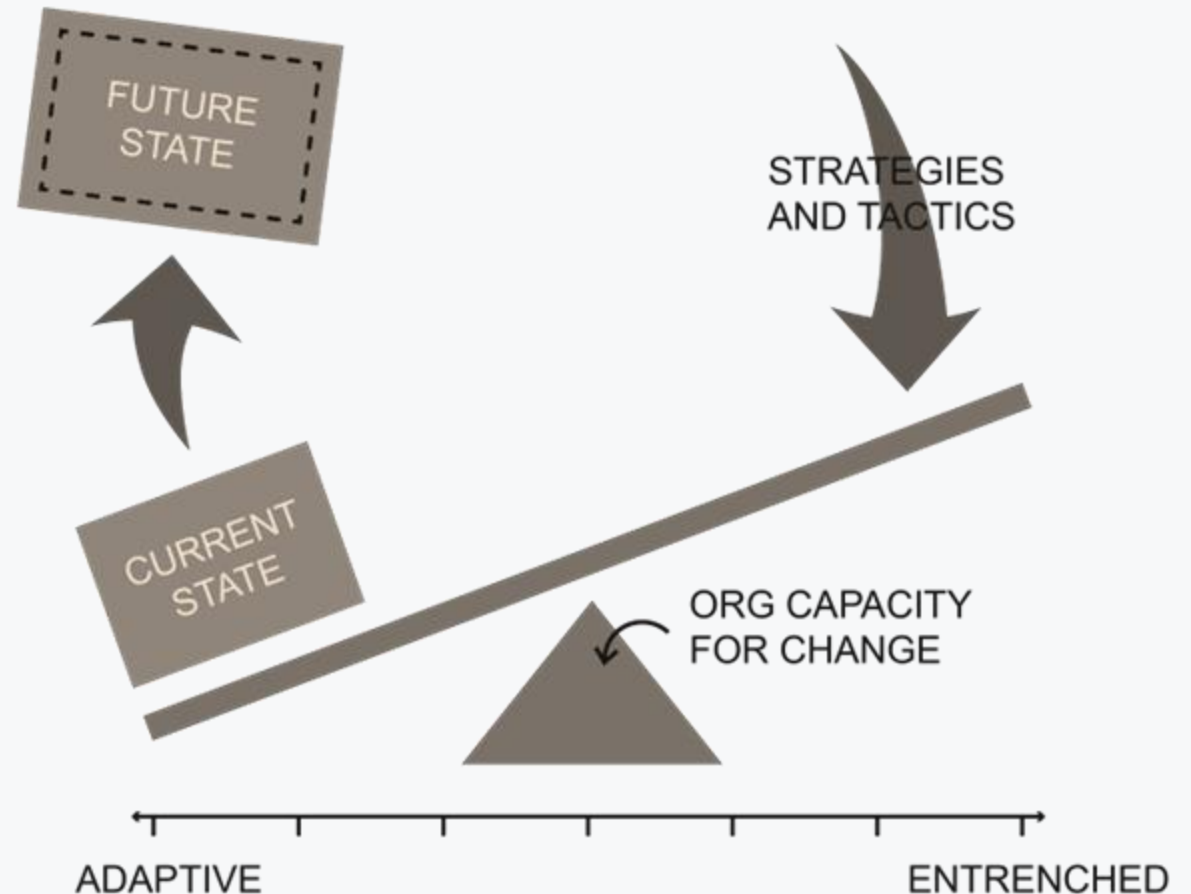
Capability enables change; **culture accelerates and sustains it.**

Culture is the catalyst for activation velocity and **“Activation Velocity” drives ROI**



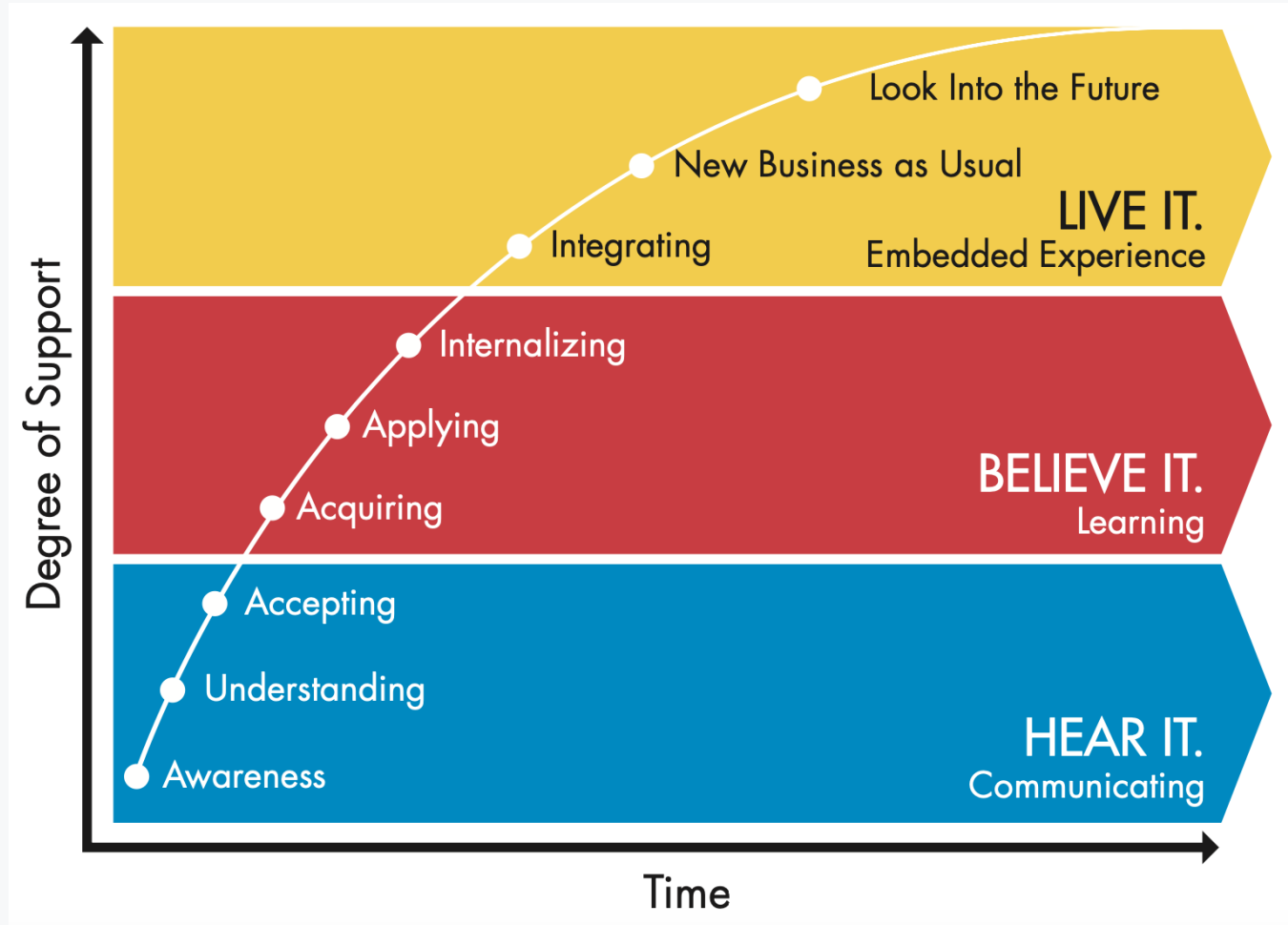
People are the Fulcrum: The Change Lever

The organization's ability to shift from the current state to the future state, and the amount of effort that shift will take, is a function of the people inside...

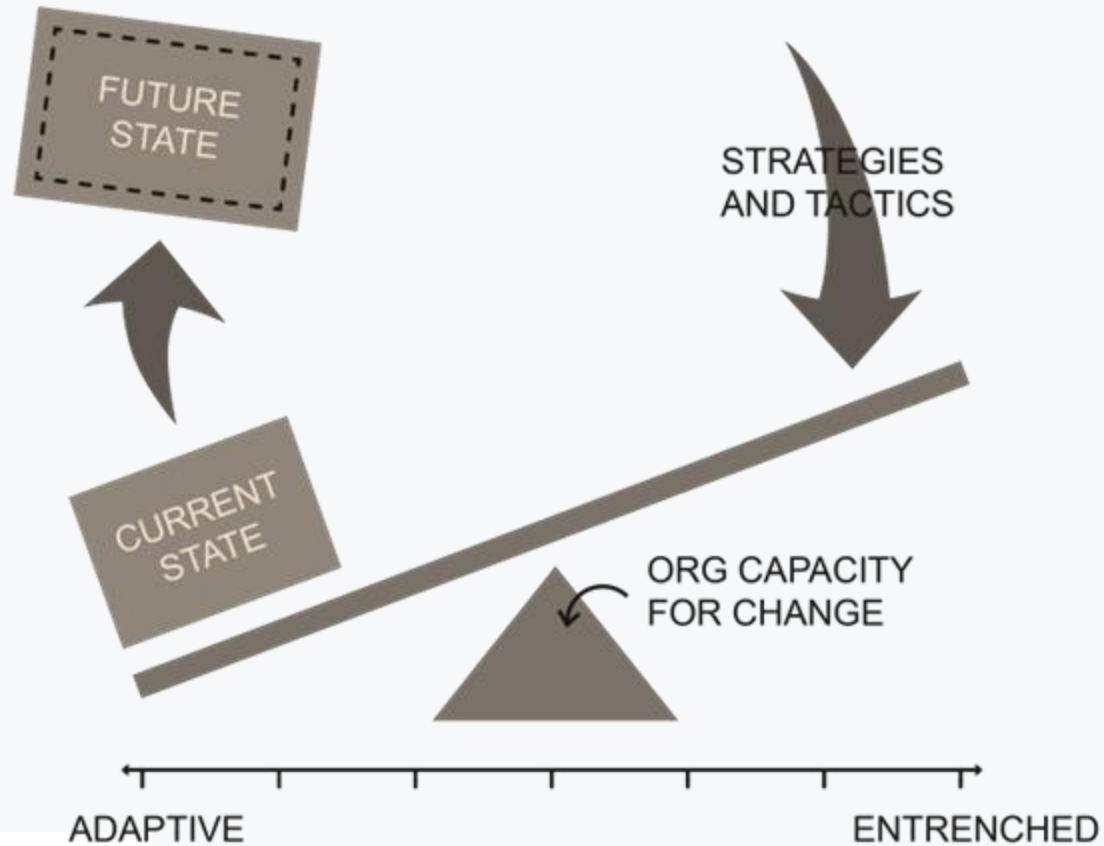


The Activation Curve

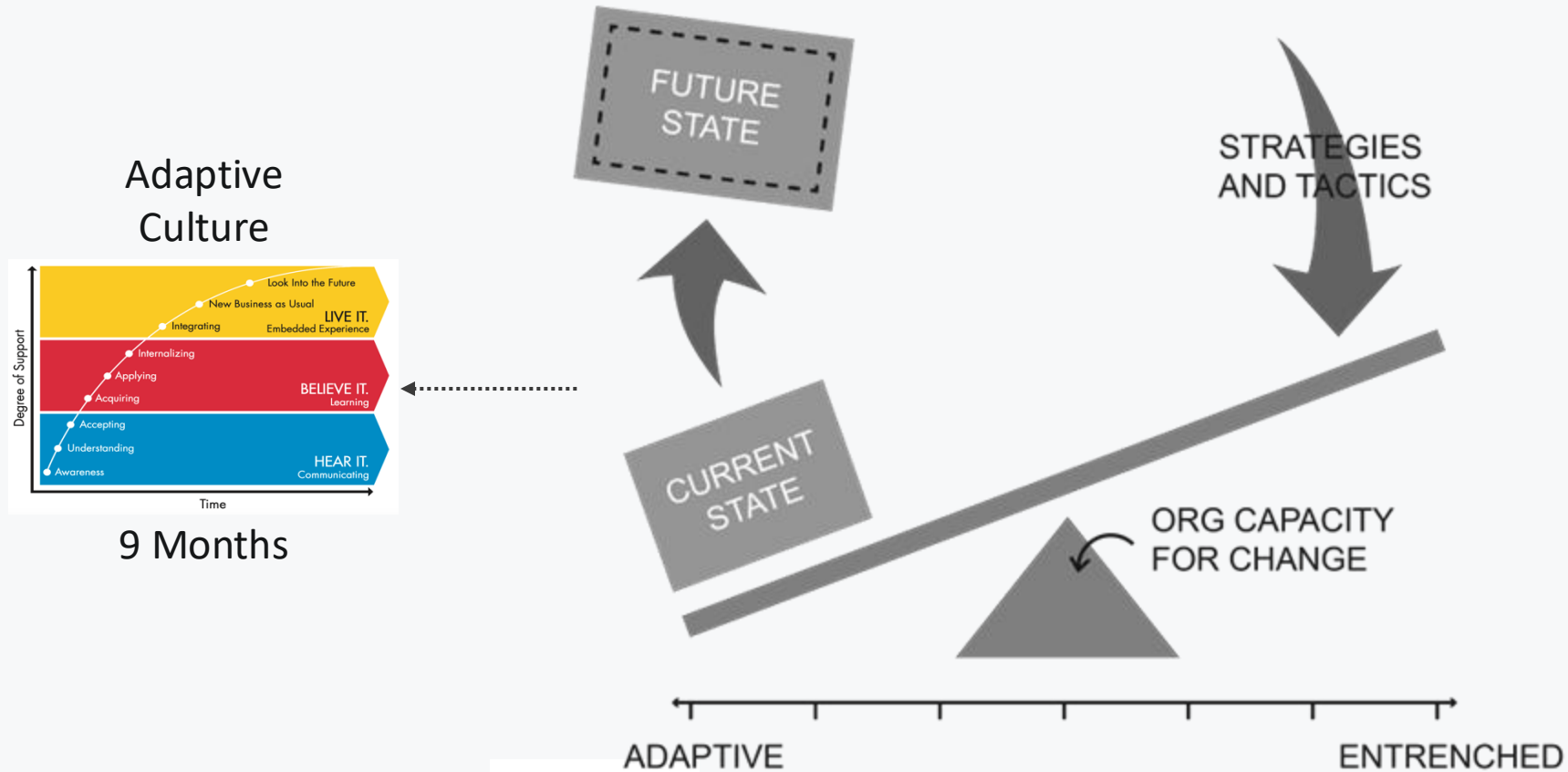
How People Change



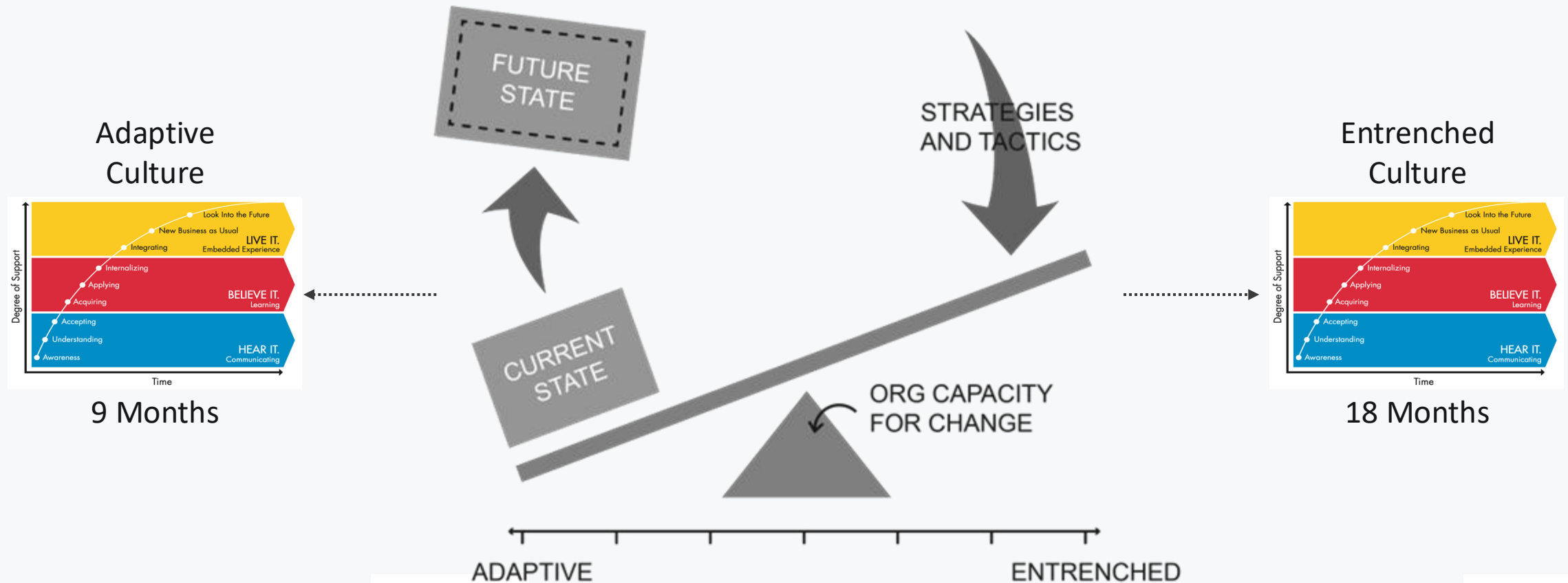
Activation Velocity Matters



Activation Velocity Matters

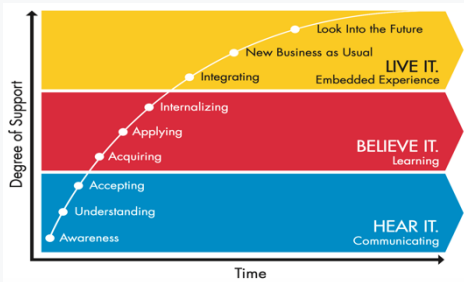


Activation Velocity Matters

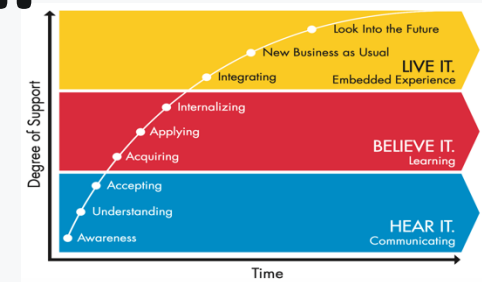


A Tale of Two Cultures...

Entrenched Culture



Adaptive Culture



Attribute

Top-down, siloed, low engagement

Reactive, poor-fair

40%

60%

18 months

+30%

+20%

Cultural Traits

Change Maturity

User Adoption at 6 Months

Utilization

Proficiency Time

Schedule Variance

Budget Variance

Collaborative, transparent, empowered

Proactive, excellent

80%

95%

9 months

On time or early

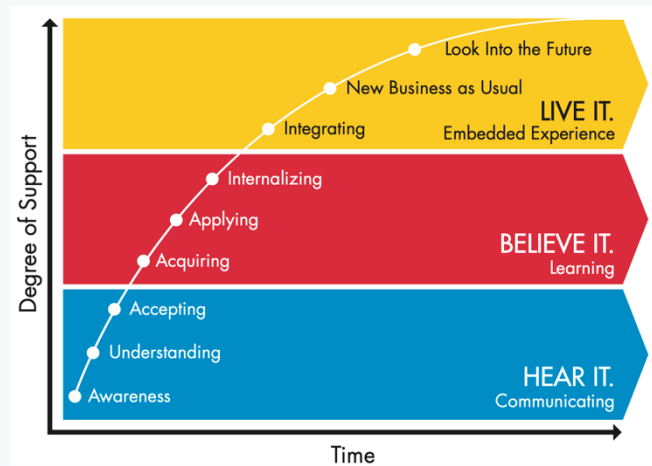
+5%



A Tale of Two Cultures...

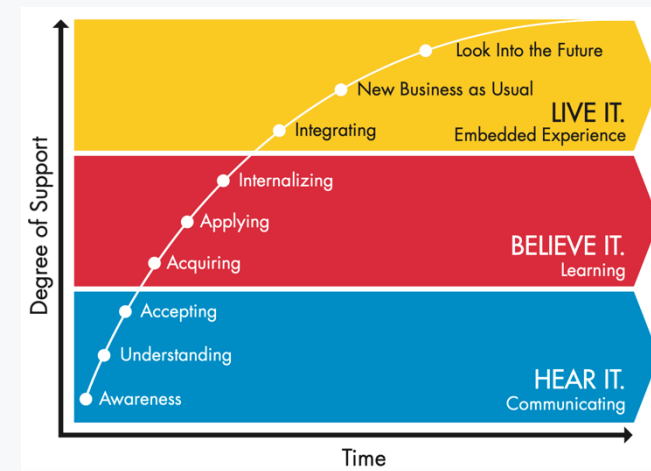
How Culture Accelerates Time-to-Value and ROI in Transformations

Entrenched Culture: 18 Months



Cost \$120M, Benefits \$130M, ROI 8%,
Payback 30 months

Adaptive Culture: 9 Months



Cost \$105M, Benefits \$250M, ROI 138%,
Payback 18 months

**Value Gap ≈
\$73M advantage by Year 3**



POV:

Cultivating a **future-proof**
culture of change is a
design exercise



How?



Diagnose the sources of resistance

Build the foundation for change readiness

Design your high velocity culture

Launch an enterprise-wide transformation effort

Measure, Manage, Improve



Step 1: Diagnose the sources of resistance

Resistance is not a people problem—it's a capacity and culture problem

Source of Resistance	Core Cause	Resulting Behavior	Remedy
Lack of Trust & Transparency	Inconsistent or one-way communication	Skepticism, rumor mills	Two-way communication and visible leadership
Fear of Loss (Status, Control, Competence)	Threat to identity or skill relevance	Passive resistance, defensiveness	Reframe as growth and upskilling opportunity
Misaligned Incentives & Leadership Modeling	Old KPIs reward old behaviors	Cynicism, noncompliance	Align metrics and leader behavior
Siloed Bureaucracy	Hierarchical or territorial structures	Delays, local workarounds	Hybrid governance and local empowerment
Change Fatigue and Overload	Continuous, overlapping initiatives	Burnout, disengagement	Prioritize pace, celebrate wins, build rest cycles, tailor campaigns to unique stakeholders



Step 2: Build the foundation for change

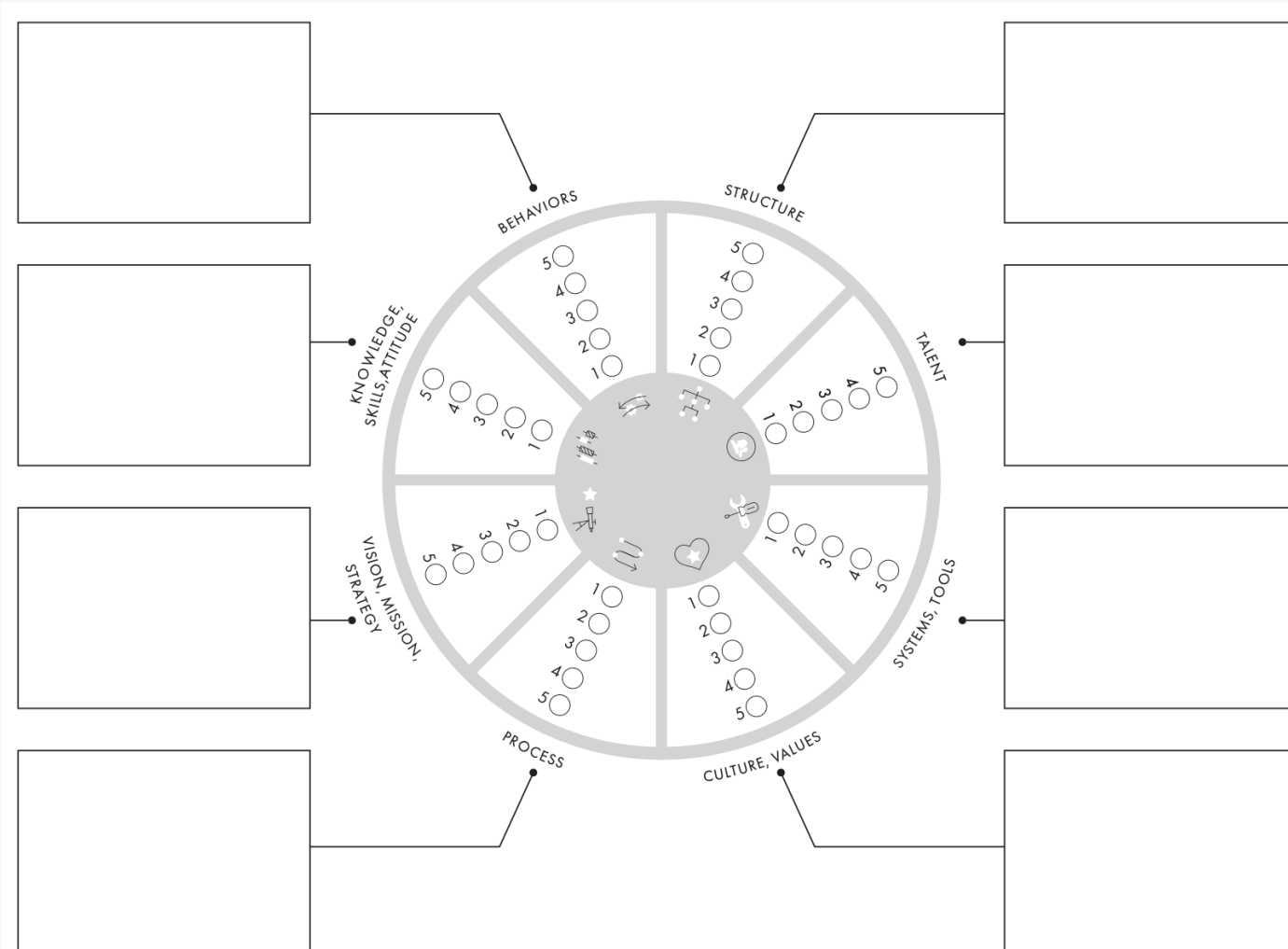
Change readiness is built by trust, empowerment, alignment, and pacing — not by mandates.

- 1) Leader training and leadership modeling.
- 2) Change toolkit of methodology, frameworks, playbooks
- 3) Transformation Office = Connective tissue between strategy and execution, functions and business units

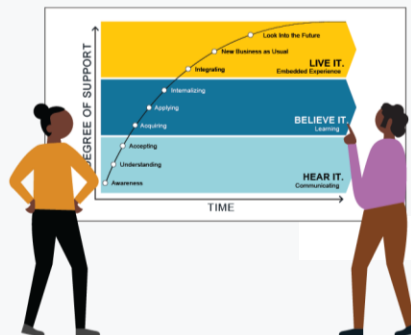


Step 3: Design your high velocity culture

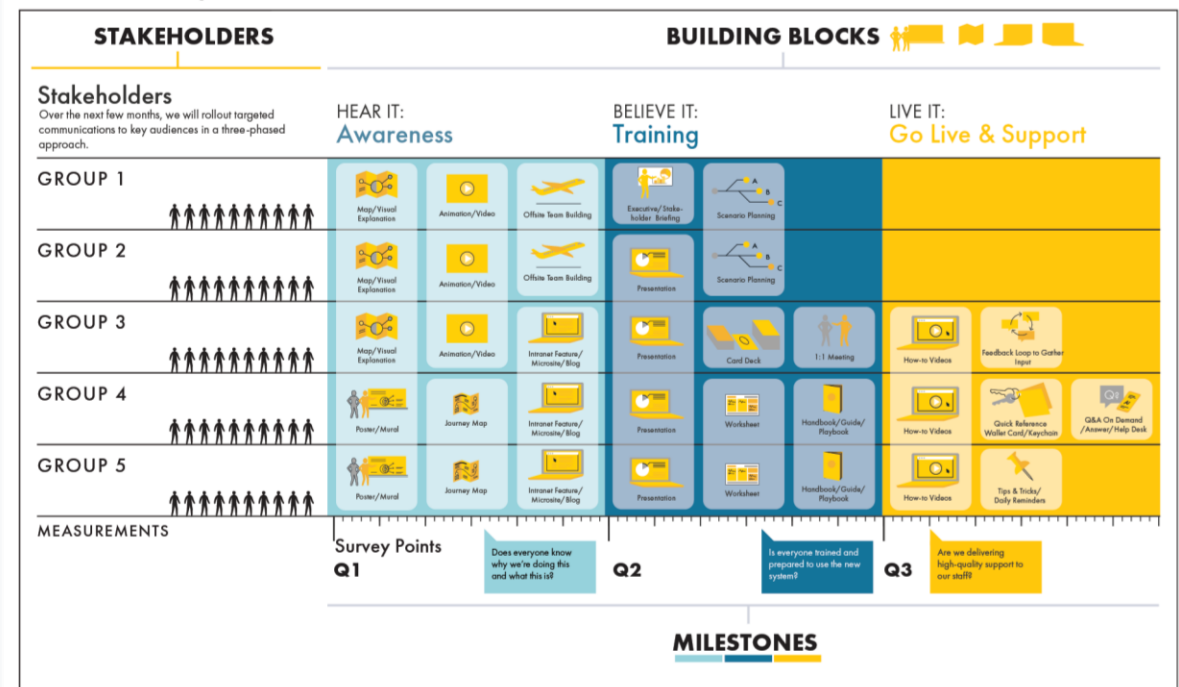
Creating environments that thrive on change, employing system design



Step 4: Launch an enterprise-wide transformation effort



Activation Roadmap



Step 5: Measure, Manage, Improve

Change is “always on”, and so is culture cultivation.

Track cultural metrics such as readiness, fatigue, sentiment.

Measuring Success: KCIs and KPIs

Key Change Indicators

Awareness and Understanding

Employee Sentiment Analysis

Leadership Behavior Adoption

Change Fatigue Indicator

Cultural Maturity Index

Participation in Change Activities

Change Readiness Index

Key Performance Indicators

Initiative Activation Velocity

Strategic Initiative Alignment Rate

Initiative Success Rate

Time to Value

Stakeholder Engagement Effectiveness

Adoption Metrics

Technology Utilization Metrics



POV:

Building a **future-proof
culture of change** is your
most valuable enterprise
“transformation project”



The Business Case is Clear

Culture transformation is a force-multiplier and ROI accelerator for every other initiative you do



Evidence: Key datapoints for your own models

Organization in the top quartile of cultural health are **3× more likely to outperform peers** financially **and 2× more likely to sustain performance** over time (McKinsey)

Companies that improved their “health” (culture, leadership, accountability, learning orientation) **sustained their transformation gains 79% of the time**, versus only 26% for those that focused on systems or process alone (McKinsey)

Organizations that intentionally invest in change-resilient culture show a **47% higher rate of successful initiative adoption** and up to **30% greater employee intent to stay** — preserving both execution capacity and institutional knowledge. (Gartner)

Only 30% of large-scale transformations succeed — but **when leaders also transform culture and ways of working, the success rate doubles to 70%**. Moreover, transformations that integrated culture and behavior change **created 2.5× more value and reached breakeven 6 months sooner** on average. (BCG)



Next Steps

1st Start assessing your culture today.

- Culture Assessment

2nd Evangelize the business case for cultivating a change culture

- Business Case Playbook

3rd Build capability + agility.

- Address resistance by building capacity.
- Reinforce readiness by institutionalizing learning.
- Create competitive advantage through agility.





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<https://tigerhall.com/change-activation/building-a-future-proof-transformation-office>

Sep 4, 2025

Building a Future-Proof Transformation Office

by **Aric Wood**, Chief Strategy Officer

Discussion

