

A New Way to See Change Adoption:

Introducing the Change Activation Maturity Model

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The "Invisible" Adoption Gap

Most change managers follow the standard playbooks (stakeholder maps, training plans, etc.), yet adoption still feels like a "black box" once the project launches.

The issue isn't the change method; it's the activation environment—the organizational "plumbing" that either accelerates or bottlenecks your work.



What is **Change Activation**?

Change Management builds the plan; **Change Activation** makes the plan real.

Key Pillars of Change Activation

It is the ability to turn strategy into action by ensuring these five key areas work together consistently: communication, capability, culture, feedback, and measurement

The Shift with Change Activation

Moving from "change as a project" (episodic) to "change as a capability" (always-on).



Introducing the CAMM Framework

The Change Activation Maturity Model (CAMM) is a benchmarking tool used to evaluate how effectively an organization delivers on change initiatives.

CAMM pinpoints weak links in execution (efficiency, consistency, or scalability) to highlight exactly where activation is stalling.

4 Goals of CAMM:

1. Benchmark current levels across 5 dimensions.
2. Uncover hidden costs (manual work, reliance on consultants).
3. Identify a clear path to "Always-On" activation.
4. Modernize traditional, manual change management.



- 5 Dimensions
- 2,000+ Orgs
- 1 Maturity Model

Dimensions	Level 1 - Reactive	Level 2 - Structured	Level 3 - Integrated	Level 4 - Scaled	Level 5 - Always-On
Communication	<input type="checkbox"/> Mass emails and static town halls on an ad-hoc basis Everyone gets the same message at the same time. Usually one-off emails or town halls followed after decisions are made.	<input type="checkbox"/> Manually personalized comms for broad audiences Messages are planned and slightly tailored. For example, separate versions for managers and teams, all created and sent manually.	<input type="checkbox"/> Partially automated comms targeting specific audiences Communication is consistent across initiatives and tailored by role or audience. Messages reach the right people with less manual effort, but they may be partially automated, but content personalization and iteration remain manual.	<input type="checkbox"/> Fully automated audience-based journeys Messages are automatically delivered to specific audiences based on rollout stages, such as pre-launch, go-live, or roll-backout. Timing, targeting, and personalization are automated, but adjustments still require manual intervention.	<input type="checkbox"/> Dynamic audience-based journeys, triggered by real-time behavior Communications self-optimize based on engagement, adoption rate, and feedback. Messaging, format, and timing adjust continuously to each audience, sustaining momentum across multiple initiatives.
Capability Building	<input type="checkbox"/> One-off training events Employees receive one-off training or a single reference guide after the change is announced. It's informational and rarely connected to day-to-day realities.	<input type="checkbox"/> Role-based programs Training is planned by role and delivered in scheduled sessions. Content is mostly generic and not mapped to specific tasks, systems, or process changes. Management of attendance or completion rather than behavior change.	<input type="checkbox"/> Change-specific capability support Skill-building already tied to the transformation itself but remains largely session-based. Employees receive guided, examples, and hands-on practice specific to new tools or workflows. Management of resources and resource access may be partially automated, but coordination still relies on the change team.	<input type="checkbox"/> Continuous in-workflow guidance Guidance and quick-reference resources appear within the tools or processes where work happens, like Microsoft Teams. Employees get timely prompts or walkthroughs based on the role or rollout stage, reducing the need for classroom or one-time sessions.	<input type="checkbox"/> Personalized, always-on support in the workflow Capability support is software and personalized. Relevant tips, stories, or micro-learning surface automatically based on role, behavior, or performance data, building capability continuously to prepare work and evolve through change.
Feedback Loops	<input type="checkbox"/> No structured channels There are no formal feedback mechanisms. Leaders hear feedback anecdotally through managers or hallway conversations, to issues surface only after adoption stalls.	<input type="checkbox"/> One-off or periodic surveys Feedback is collected occasionally either after a rollout or through broad quarterly or annual surveys. Insights arrive late and are rarely specific enough to guide mid-rollout action.	<input type="checkbox"/> Regular targeted feedback collection Feedback is tied to specific initiatives or milestones. Short pulse surveys or manager check-ins are used to capture input more frequently. Results are reviewed manually to identify trends, but the lag between insight and response remains.	<input type="checkbox"/> Continuous feedback channels with automated insights Employees can share feedback anytime through ongoing digital channels. Responses are summarized automatically, giving leaders near real-time visibility into sentiment and adoption. Adjustments happen faster but still rely on human interpretation and follow-up.	<input type="checkbox"/> Real-time feedback and sentiment analysis driving rapid iterations Feedback is integrated into the change experience. Engagement and sentiment data flow continuously, triggering automatic responses—updated content, new guidance, leader alerts—without needing manual analysis. Execution adjusts dynamically as feedback comes in.
Measurement	<input type="checkbox"/> Success = content completion Success is measured by whether training sessions, communications, or meetings occurred. Metrics track activity, not behavioral change.	<input type="checkbox"/> Lagging milestones and KPIs Progress is tracked through project milestones or system switch-over metrics. Adoption data is delayed or incomplete, showing only what happened, not how effectively it's happening.	<input type="checkbox"/> Manual, anecdotal tracking of adoption Participation and behavioral data are connected to results, but tracked manually and fragmented across tools. Insights are built by hand, often weeks after rollout, limiting the ability to steer execution in real time.	<input type="checkbox"/> Automated adoption tracking with near real-time visibility Adoption metrics are automatically captured and displayed in the dashboards. Leaders see progress across teams or regions and where support is needed, enabling proactive course corrections during the change.	<input type="checkbox"/> Real-time analytics linking change activation to ROI Measurement is continuous and correlated across initiatives. Data connects behavior change to outcomes, showing how activation impacts performance, efficiency, and engagement. Leaders have a live view of ROI and can redirect resources instantly to maximize results.
Sustainment	<input type="checkbox"/> Posters, slogans, town halls Reinforcement happens through one-time campaigns using posters, slogans, or launch events. There's no ongoing mechanism to sustain focus once rollout activities end.	<input type="checkbox"/> Leadership reinforcement Leaders and managers reinforce key messages through meetings or internal communications. Reinforcement is top-down.	<input type="checkbox"/> Change champion networks driving behavior Champions and advocates model new ways of working within their teams. Reinforcement is peer-to-peer across the organization, relying on individual follow-through and capacity.	<input type="checkbox"/> Champions embedded, culture visible in daily work Champions are integrated into daily operations. They model and reinforce new behaviors through everyday activities, team discussions, and communication channels, making reinforcement predictable and consistent across the organization.	<input type="checkbox"/> System-driven, continuous reinforcement Reinforcement is automated and data-led. Real-time signals that adoption gaps, triggering relevant content and reminders to keep new behaviors visible at scale. Champions continue to play a supportive role within a system that self-sustains momentum.



Change Activation Dimensions

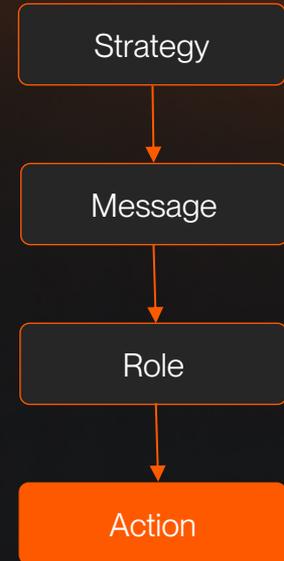
Dimensions	Level 1 - Reactive	Level 2 - Structured	Level 3 - Integrated	Level 4 - Scaled	Level 5 - Always-On
Communication	<ul style="list-style-type: none"> Mass emails and static town halls on an ad-hoc basis <p>Everyone gets the same message at the same time. Usually one-off emails or town halls delivered after decisions are made.</p>	<ul style="list-style-type: none"> Manually personalized comms targeting specific audiences <p>Messages are planned and slightly tailored. For example, separate versions for managers and teams, all created and sent manually.</p>	<ul style="list-style-type: none"> Partially automated comms targeting audiences <p>Communication is consistent across initiatives and tailored by role or audience. Messages reach the right people with less manual effort. Delivery may be partially automated, but content, personalization and iteration remain manual.</p>	<ul style="list-style-type: none"> Fully automated audience-based journeys <p>Messages are automatically delivered to specific audiences based on rollout stages, such as pre-launch, go-live or reinforcement. Timing, targeting, and personalization are automated, but adjustments still require manual intervention.</p>	<ul style="list-style-type: none"> Dynamic audience-based journeys, triggered by real-time behavior <p>Communications self-optimize based on engagement, action data, and feedback. Messaging format, and timing adjust continuously to each audience, sustaining momentum across multiple initiatives.</p>
Capability Building	<ul style="list-style-type: none"> One-off training events <p>Employees receive one-off training or a single reference guide after the change is announced. It's informational and rarely connected to day-to-day realities.</p>	<ul style="list-style-type: none"> Role-based programs <p>Training is planned by role and delivered in scheduled sessions. Content is mostly generic and not inspired by specific tasks, systems or process changes in the initiative. Success is tracked by attendance or completion rather than behavioral change.</p>	<ul style="list-style-type: none"> Change-specific capability support <p>Self-building is directly tied to the transformation itself but remains largely session-based. Employees receive guidance, examples, and hands-on practice specific to new tools or workflows. Management of resources and resource access may be partially automated, but coordination still relies on the change team.</p>	<ul style="list-style-type: none"> Continuous in-workflow guidance <p>Guidance and just-reference resources appear within the tools or processes where work happens, like Microsoft Teams. Employees get timely prompts or walkthroughs based on their roles and rollout stage, reducing the need for classroom or one-time sessions.</p>	<ul style="list-style-type: none"> Personalized, always-on support in the workflow <p>Capability support is selective and personalized. Relevant tips, stories, or process learning surface automatically based on role, behavior, or performance data, building capability continuously as people work and evolve through change.</p>
Feedback Loops	<ul style="list-style-type: none"> No structured channels <p>There are no formal feedback mechanisms. Leaders hear feedback anecdotally through managers or hallway conversations, so issues surface only after adoption stalls.</p>	<ul style="list-style-type: none"> One-off or periodic surveys <p>Feedback is collected occasionally, often after a rollout or through broad quarterly or annual surveys. Insights are late and are rarely specific enough to guide mid-rollout action.</p>	<ul style="list-style-type: none"> Regular, targeted feedback collection <p>Feedback is tied to specific initiatives or milestones. Short pulses to expose or manager check-ins are used to capture real-time insights. Results are reviewed manually to identify trends, but the key messages sought and response remains.</p>	<ul style="list-style-type: none"> Continuous feedback channels with automated insights <p>Employees can share feedback anytime through ongoing digital channels. Responses are captured automatically, giving leaders near real-time visibility into sentiment and adoption. Adjustments happen faster but still rely on human interpretation and follow-up.</p>	<ul style="list-style-type: none"> Real-time feedback and sentiment analysis driving rapid iterations <p>Feedback is integrated into the change experience. Engagement and sentiment data flow continuously, triggering automatic responses—updated content, new guidance, leader alerts—without needing manual analysis. Execution adjusts dynamically as feedback comes in.</p>
Measurement	<ul style="list-style-type: none"> Success = content completion <p>Success is measured by whether training sessions, communications, or meetings occurred. Metrics track activity, not behavioral change.</p>	<ul style="list-style-type: none"> Lagging milestones and KPIs <p>Progress is tracked through project milestones or system switch-over metrics. Adoption isn't displayed or recognized, showing only what happened, not how effectively it's happening.</p>	<ul style="list-style-type: none"> Manual, anecdotal tracking of adoption <p>Participation and behavioral data are connected to results, but tracking is manual and fragmented across tools. Reports are built by hand, often weeks after rollout, limiting the ability to iteratively adjust in real time.</p>	<ul style="list-style-type: none"> Automated adoption tracking with near real-time visibility <p>Adoption metrics are automatically measured and displayed in dashboards. Leaders see progress across teams or regions and where support is needed, enabling proactive course corrections during the change.</p>	<ul style="list-style-type: none"> Real-time analytics linking change activation to ROI <p>Measurement is continuous and contextual across initiatives. Data connects behavior change to outcomes, showing how activation impacts performance, efficiency, and engagement. Leaders have a full view of ROI and can redirect resources instantly to maximize results.</p>
Sustainment	<ul style="list-style-type: none"> Posters, slogans, town halls <p>Reinforcement happens through one-time campaigns using visuals, slogans, or launch events. There's no ongoing mechanism to sustain focus once rollout activities end.</p>	<ul style="list-style-type: none"> Leadership reinforcement <p>Leaders manage reinforcement key messages through meetings or communication campaigns. Reinforcement is top-down.</p>	<ul style="list-style-type: none"> Change champion networks driving behavior <p>Champions and advocates model new ways of working within their teams. Reinforcement is peer-led but uneven across the organization, relying on individual follow-through and capacity.</p>	<ul style="list-style-type: none"> Champions embedded, culture visible in daily work <p>Champions are integrated into daily operations. They model and reinforce new behaviors through discussions and communication channels, making reinforcement predictable and consistent across the organization.</p>	<ul style="list-style-type: none"> System-driven, continuous reinforcement <p>Reinforcement is automated and data-led. Real-time signals flag adoption gaps. Targeted refreshed content and reminders to sustain new behaviors surface at scale. Champions continue to play a supporting role within a system that self-sustains momentum.</p>



Communications

Communication determines whether people know **what to do next**

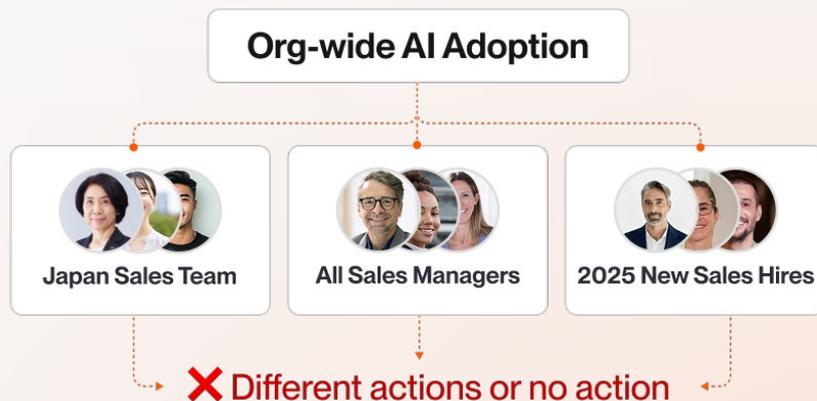
- Communication is how strategy becomes actionable for different roles
- It connects intent to specific behavior
- It answers: What does this change mean for me, right now?



Why Communication Shapes Adoption

Adoption cannot start if people can't see themselves in the change

- People act when messages map to their role and moment
- Generic messages create delay, not alignment
- Silence often looks like resistance later



How Communication Stalls Execution

Adoption stalls when communication stays generic

- Broadcast messages replace targeted guidance
- Timing follows the plan, not what's happening
- Managers reinterpret messages for their teams
- People wait instead of act

Most organizations (**37.1%**) are manually personalizing communications. They want to segment but don't have a strong, reliable system behind it. Comms then easily becomes a capacity drain that doesn't scale across multiple initiatives.



Dimension 1

Communication Maturity –

Maturity determines how predictable adoption becomes

Level	What Communication Looks Like	Adoption Impact
Reactive	Mass emails, town halls	Highly uneven
Structured	Manually tailored messages	Depends on effort
Integrated	Targeted, partial automation	Works for one initiative
Scaled	Automated journeys by rollout stage	Repeatable
Always-On	Journeys adapt to behavior	Predictable





Poll 1: Communications



Dimension 2

Capability Building

Capability building determines whether people can **execute** the change

- Capability is the ability to perform new behaviors in real conditions
- Training is an input, not the outcome
- Capability shows up only when work is happening

✓ Training Delivered

✗ Where execution breaks

Real Work Happens



Where Capability Stalls Execution

Adoption stalls when support ends at training

- High completion rates, low behavior change
- Errors and workarounds after launch
- “They were trained” becomes the explanation



Training completed



Attendance tracked



Materials shared



Why Capability Shapes Adoption

Adoption fails when new behaviors are harder than old ones

- People revert under time pressure
- Old habits win when support is missing
- Adoption slows without visible resistance

Most orgs (**84.2%**) are building capability as a training program, not as an always-on system in the tools where work happens.

That's why adoption still depends on memory, managers, and manual reinforcement.



Dimension 2

Capability Building Maturity –

Maturity defines how fast behaviors stick

Level	What Communication Looks Like	Adoption Impact
Reactive	One-off training	Rapid decay
Structured	Role-based programs	Inconsistent
Integrated	Change-specific support	High effort
Scaled	In-workflow guidance	Faster uptake
Always-On	Adaptive support	Sustained behavior





Poll 2: Capability Building



Feedback Loops

Feedback loops determine how early
you see **problems**

- Feedback is how leaders understand execution reality
- It reveals friction before adoption breaks
- Timing matters more than volume



Why Feedback Shapes Adoption

You can't correct what you can't see in time

- Late insight = expensive fixes
- Silence creates false confidence
- Resistance hardens when ignored



Where Feedback Stalls Execution

Adoption stalls when insight arrives too late

- Issues surface after adoption drops
- Leaders are surprised by resistance
- Change teams react instead of steer

Few organizations (**13.6%**) have continuous or always-on feedback loops. When feedback is infrequent, resistance and adoption issues show up late, leaving very little room for course correction.



Dimension 3

Feedback Loops Maturity – Speed of signal defines speed of correction

Level	What Communication Looks Like	Adoption Impact
Reactive	No channels	Blind execution
Structured	Periodic surveys	Lagging response
Integrated	Initiative pulses	Partial visibility
Scaled	Continuous channels	Early correction
Always-On	Signals trigger action	Real-time steering





Poll 3: Feedback Loops



Measurement

Measurement determines where
and how to **intervene**

- Measurement shows whether behaviors are changing
- It separates activity from adoption
- Measurement enables precision



Why Measurement Shapes Adoption

Adoption slows when execution is debated, not directed

- Green status masks real friction
- Leaders rely on anecdotes
- Pressure replaces clarity

Status: ● Green

Reality: ● Mixed



Where Measurement Stalls Execution

Adoption stalls when reporting is retrospective

- Data arrives weeks later
- Teams argue interpretation
- Intervention comes too late

71.7% of organizations are measuring change with lagging or manual methods.

Course correcting in real time becomes impossible because the data always comes in too late.



Dimension 4

Measurement Maturity – Visibility defines control

Level	What Communication Looks Like	Adoption Impact
Reactive	Activity tracking	No steering
Structured	Lagging KPIs	Reactive
Integrated	Manual adoption data	Slow response
Scaled	Automated dashboards	Proactive
Always-On	Behavior-to-outcome	Optimized





Poll 4: Measurement



Sustainment

Sustainment determines
whether change **lasts**

- Sustainment protects adoption after attention shifts
- It turns new behaviors into habits
- It reduces reliance on reminders



Why Sustainment Shapes Adoption

Most change doesn't fail. It fades.

- Initial uptake declines quietly
- Champions vary by team
- New hires never fully adopt



Where Sustainment Stalls Execution

Adoption stalls after launch

- Reinforcement depends on memory
- Leaders move on
- Old behaviors resurface

Sustainment is often led by leadership/champions (66.4%).

That increases credibility but also fragility.

Sustainment depends on individual follow-through and weakened by turnover.

Only 5% of organizations have a systematic approach to reinforcement.



Dimension 5

Sustainment Maturity – Reinforcement determines durability

Level	What Communication Looks Like	Adoption Impact
Reactive	Posters, slogans	Rapid decay
Structured	Leader reminders	Inconsistent
Integrated	Champion networks	Uneven
Scaled	Embedded reinforcement	Stable
Always-On	Drift detection + reinforcement	Durable





Poll 5: Sustainment



5 Stages of Change Activation Maturity



From Dimensions to Maturity Stages

- Organizations rarely sit in one stage across all dimensions
- A single weak dimension can pull execution down
- Your Maturity stage reflects the overall pattern people experience day to day

The stages show how **predictable change execution** is across the organization.



1

Stage 1

Reactive

Change as an Event
(38.2% of orgs)

What It Looks Like

Change is announced via mass email or an all-hands meeting. People are told what will happen, with little explanation of why or how. Training, if any, is delivered as a one-off workshop. There are no feedback channels, so leaders hear about problems late, if at all. Sustainment ends once rollout does, as reinforcement only happens through posters and slogans.

Why It Matters

In this stage, employees often feel blindsided or disengaged. Adoption lags not because people resist change inherently, but because they don't see themselves in it. Projects may or may not finish, and outcomes rarely stick.

The Cost

High disengagement, wasted investments, change fatigue.

Path Forward to Stage 2

Introduce basic segmentation in communications and establish at least one feedback loop (i.e. pulse surveys).



Stage 2

Structured

Change as a Process
(44.5% of orgs)

What It Looks Like

Leaders have a playbook. Communications are manually tailored and segmented. Training is offered by role, but reinforcement is inconsistent. Feedback comes in through quarterly surveys, often too late to influence execution. Measurement focuses on milestones like training delivery and system go-live.

Why It Matters

While more structured, adjusting when things go off track is still a struggle. The distance between strategy and adoption remains wide.

The Cost

Time lags. Leaders can't course-correct quickly enough, so adoption is uneven and inconsistent.

Path Forward to Stage 3

Move toward automation in communications and near-real-time feedback collection.

Most orgs (82.7%) are in Stage 1 or 2. That's where transformation teams are busiest (manual comms, manual tracking, manual feedback) but with outcomes still at risk. Stage 3 and beyond isn't about stretching the team thinner; it's about creating a more automated, scalable approach.



Stage 3

Integrated

Change Across the System
(11% of orgs)

What It Looks Like

Change initiatives are aligned across departments. Communications are targeted and supported by some automation. Capability building is tied to initiatives, not generic programs. Feedback is collected more often, but still lags behind action. Adoption metrics exist but are tracked manually. Champions and advocates reinforce behaviors within their teams, sustaining change visibly yet inconsistently.

Why It Matters

At this stage, organizations see early wins. Leaders can leverage champions and dashboards, but sustaining momentum is difficult as progress depends heavily on manual effort.

The Cost

Scaling requires huge effort from change teams, creating bottlenecks. Leaders can't replicate success at the same speed across multiple initiatives.

Path Forward to Stage 4

Introduce automation and embed capability building into daily workflows, so change doesn't rely on unsustainable levels of manual effort.



Stage 4

Scaled

Change as a Systematic
Capability (6.3% of orgs)

What It Looks Like

Communications are automated and timed to rollout stages. Capability building is always-on, contextualized, and delivered where people work. Feedback is continuous, with data available to leaders in near real time. Adoption dashboards track progress by initiative. Change is systematically reinforced by peers and integrated into daily operations.

Why It Matters

This is a powerful stage. Change becomes predictable, measurable, and repeatable. Leaders can run multiple initiatives at once and trust that adoption will happen at speed.

The Cost

Complexity. Change and transformation teams still carry the burden of manually consolidating workflows that are scattered across multiple tools and processes.

Path Forward to Stage 5

Consolidate onto a unified platform that integrates comms, capability building, feedback, and measurement.



Stage 5

Always-On

Change as a Continuous
Capability (1.8% of orgs)

What It Looks Like

Change is embedded, not episodic. Communications are dynamic and personalized. Capabilities are developed continuously in the flow of work. Feedback loops are always on, delivering real-time insight into adoption, sentiment, and blockers. Measurement is live, with dashboards proving ROI to executives. Reinforcement is continuous and adaptive. Signals highlight where behaviors need attention, prompting refreshed examples and communication that sustain momentum at scale.

Why It Matters

Change is no longer a project but a capability. Leaders can launch strategies knowing activation will follow, quickly and measurably.

The Outcome

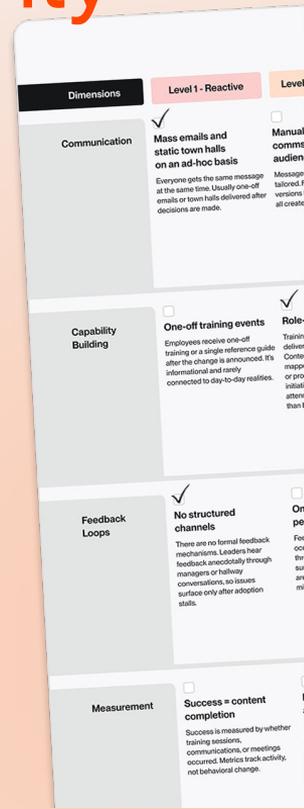
Alignment, adoption, and results at speed and scale.



Calculate Your Organizations Maturity Score

tigerhall.com/camm →

Visit to take the interactive assessment



The Change Activation Maturity Model

A maturity model for transformation leaders to benchmark progress and remove roadblocks to execution.

5 Ways to Leverage Your CAMMM Results with Executive Team

Step 1 → Start with the goal, not the score

- Anchor the conversation on the business outcome or ROI the change is meant to deliver
- Position CAMMM as a risk lens, not a maturity judgment
- “This initiative is expected to deliver X. CAMMM helps us see what could delay or dilute that outcome.”

Step 2 → Call out the weakest dimensions

- Focus only on the 1–2 lowest-scoring dimensions
- Avoid averages or overall stage
- These dimensions show where execution will slow first
- “Our lowest scores are in Communication and Feedback. That’s where adoption risk is highest.”



Step 3 → Translate the gap into execution impact

Connect the low score to what will actually happen during rollout:

- Slower adoption across teams
- More manual effort from the change team
- Delayed realization of benefits
- Higher likelihood of rework or escalation “Without targeted communication and early feedback, adoption will rely on manual follow-ups and local interpretation.”

Step 4 → Call out the weakest dimensions

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- Avoid averages or overall stage
- These dimensions show where execution will slow first
- “Our lowest scores are in Communication and Feedback. That’s where adoption risk is highest.”



Step 5 → Ask for support in business terms

Frame the ask around protecting ROI, not “doing change better”:

- Time
- Budget
- Tools / Change Activation Platform
- Dedicated support
- “To protect the ROI of this initiative, we need support in these areas so activation doesn’t become the bottleneck.”





Tigerhall was Built to Help Orgs Master Change Activation

Deliver **targeted, automated communication** that reaches the right audiences at the right time.

Provide **continuous, in-flow capability support** directly where work happens.

Maintain **always-on feedback loops** that surface adoption, sentiment, and blockers in real time.

Track **measurement and ROI** through live dashboards that connect activation to business outcomes.

Sustain change through **built-in reinforcement** that keeps new behaviors visible and consistent.

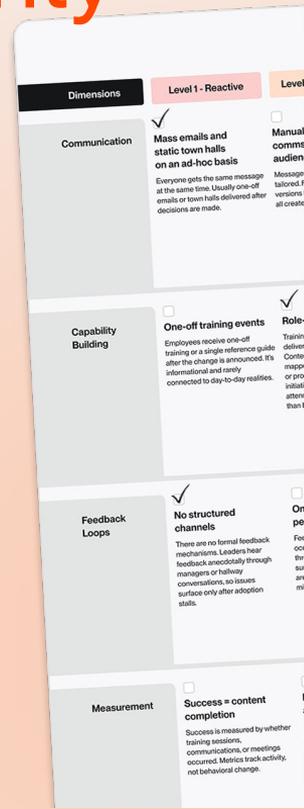
Whether your organization is still building structure or ready to scale multiple initiatives, Tigerhall makes activation faster, easier, and measurable, helping your organization move from planning change to living it every day.



Calculate Your Organizations Maturity Score

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The Change Activation Maturity Model

A maturity model for transformation leaders to benchmark progress and remove roadblocks to execution.



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