



THE CHANGE ACTIVATION MATURITY MODEL

Communication Pillar

Pillar 1 of 5 · Tigerhall Webinar Series

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FIRST THINGS FIRST

Your reaction key

Tell me what you think anytime. Hit these in the React menu at the bottom of your screen.



That's us

You've just described my org



Painfully yes

Too close to home



We've got this

This is going well for us



Not really

That's not our reality

Q&A panel is open the whole session. Drop questions any time!

REACT ON ZOOM

There's more change happening at my organization right now than a year ago.

REACT

❤️ That's us

😂 Painfully yes

👍 We've got this

😬 Not really

REACT ON ZOOM

I've sent a change announcement I knew half the company wouldn't read.

REACT

❤️ That's us

😂 Painfully yes

👍 We've got this

😬 Not really

ANSWER ON ZOOM CHAT

Who was the group you knew wouldn't read it? And why?

SECTION 1

Understanding Change Activation

Change management builds the plan.
Change activation makes the plan real.

SO WHAT IS CHANGE ACTIVATION?

The ability to turn strategy into action across the organization.

Communication, capability building, feedback, measurement, and sustainment working together to ensure change is:

Understood

Adopted

Sustained

REACT

At your organization, is change a project or a capability?



A project. It starts and it ends.



A capability. It's always running.

WHEN PROJECT-BASED CHANGE BECAME ALWAYS-ON

Change Activation closes the gaps Change Management wasn't designed to

	WHAT CM PLANS FOR	HOW CA IMPROVES THE PLAN
PLAN	A comms roadmap sequenced to project milestones	Audience journeys that continuously respond to each group's rollout stage
DELIVERY	The big announcement, cascaded through town halls or managers	Role-based messages, delivered when and where they are needed
SIGNAL	A survey after the rollout or at specific milestones	Engagement and adoption data measured and analyzed in real time
GOAL	An on-time go-live	Sustained adoption

WHAT'S THE DIFFERENCE?

They're not rivals. They ask different questions.

CHANGE MANAGEMENT

**“What will we say,
to whom, and when?”**

IN OTHER WORDS

How do we launch?

CHANGE ACTIVATION

**“Did it reach this person,
did they act on it, and what
do we change next?”**

IN OTHER WORDS

How do we get adoption?

REACT

Does that distinction land for you?



Yes



Not sold yet

SECTION 2

The Change Activation Maturity Model (CAMM)

THE MODEL

The Change Activation Maturity Model (CAMM)

Assess how effectively your organization delivers on transformation or change. CAMM benchmarks the systems, processes, and behaviors behind execution to pinpoint weak links and highlight areas for improvement.

1

Understand

where you sit across the five dimensions of change activation

2

Diagnose

what's holding your execution back: manual work, consultant dependency

3

Identify

how to overcome the weak points to speed up change activation at scale

4

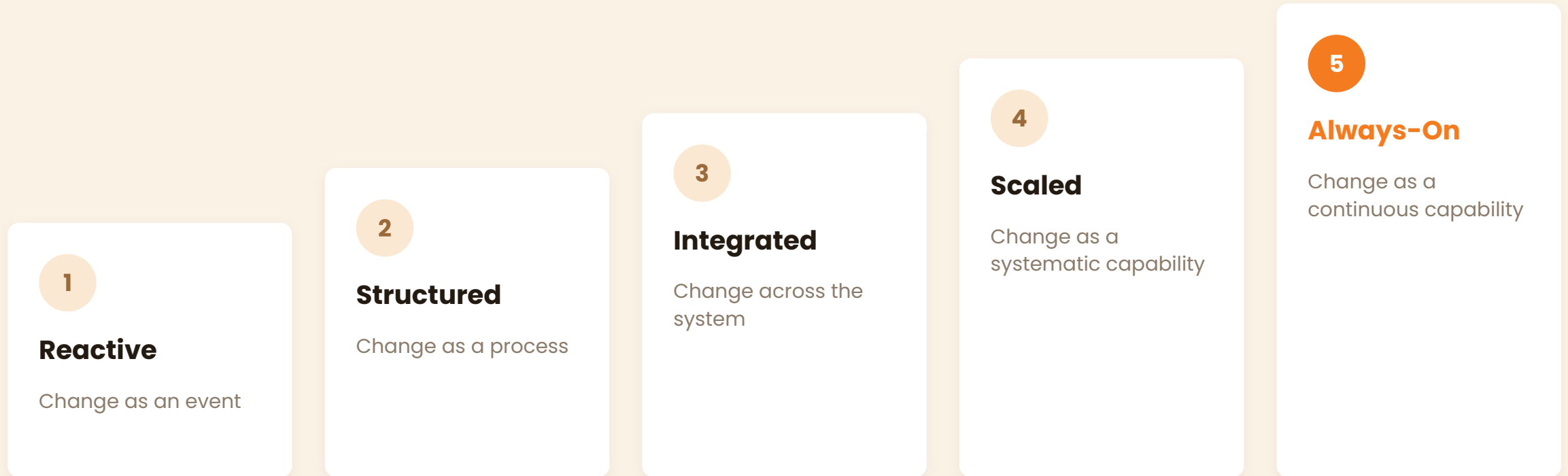
Modernize

your change approach, from manual and episodic to systematic and always-on

THE MODEL

The maturity stages of change activation

Getting to Stage 5 across every dimension is a gradual process, starting with knowing which stage you're operating at now and why.



ZOOM CHAT

Based on CAMM results, what % of organizations are running change in reactive mode?

Share your guesses in the chat.

The answer: 46%

Stage 1 — Reactive



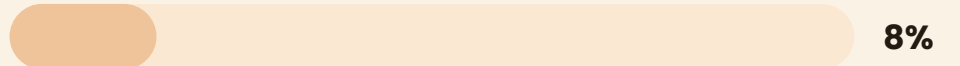
46%

Stage 2 — Structured



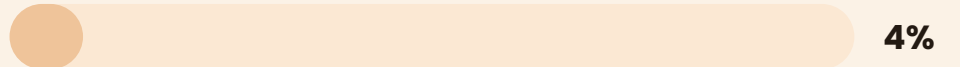
41%

Stage 3 — Integrated



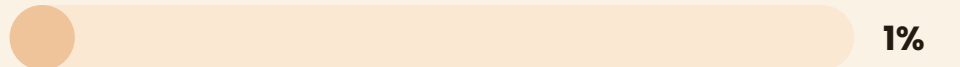
8%

Stage 4 — Scaled



4%

Stage 5 — Always-On



1%

87%

sit in the two lowest stages of
change activation maturity

Only 13% have crossed the Stage 2... but they didn't get there by working harder.

Stage 2 teams are already some of the hardest-working you'll meet.

ZOOM CHAT

If you took the assessment, what stage did your organization land on?

Type 1 to 5.

Haven't done it? It takes two minutes at tigerhall.com/camm.

HOW THE MATURITY STAGES ARE DETERMINED

The five dimensions of change activation

Your maturity stage is an average of your position across these dimensions.

1	Communication	Does the right message reach the right audience at the right time?	TODAY
2	Capability Building	Do people have the tools, knowledge, and confidence to work in new ways?	
3	Feedback Loops	Do leaders know what's happening on the ground?	
4	Measurement	Does activity translate to adoption and outcomes?	
5	Sustainment	Do new behaviors stick after the initiative ends?	

POLL

Which dimension does your organization most struggle with?

A Communication

B Capability Building

C Feedback Loops

D Measurement

E Sustainment

SECTION 3

Today's Focus: Communication

Why is Communication the first pillar?

Any guesses? Type your answer in the chat!

A successful transformation starts with successful communications.

Everything depends on comms!

Capability building requires people to know what they're being upskilled for. Feedback requires people to know what to respond to.

POLL

How are change communications created and delivered in your organization?

- 1 Mass emails and static town halls, on an ad-hoc basis
- 2 Manually personalized comms for broad audiences (managers vs. teams)
- 3 Partially automated comms targeting specific audiences
- 4 Fully automated, audience-based journeys tied to rollout stages
- 5 Dynamic journeys that adapt based on real-time behavior

Your response is anonymous.

MARK YOUR NUMBER

Your poll answer is your maturity level in Communication.

1

Reactive

Mass emails, ad-hoc

2

Structured

Manually
personalized

3

Integrated

Partially automated

4

Scaled

Automated journeys

5

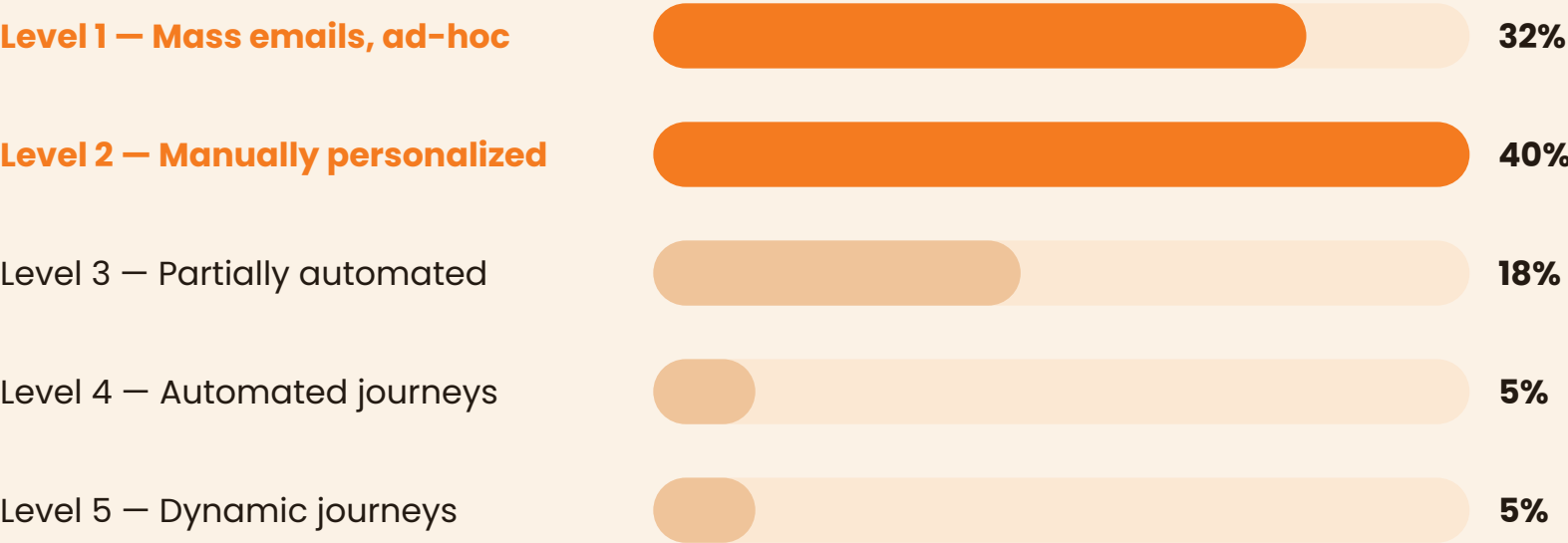
Always-On

Adapts in real time

Keep your level in mind. The rest of the session is how you climb from wherever you are.

POLL REVEAL

Here's where the market actually sits



72%

create and deliver change
comms manually.
Only 10% reach Level 4 or 5.

**Comms has the lowest maturity across dimensions, yet the biggest possibilities:
transformation teams applying AI will find the most intuitive use cases here.**
What that means for you: there are big wins up for grabs.

Let's define what “good” looks like

	NOW	IDEAL STATE
Everyone knows what's changing for them	“The system goes live on March 1”	Pre-launch: what's changing on March 1 for you. At launch: Five things to do today. Post-launch: how your day-to-day looks now.
Messages arrive when people need them	Announcements reach everyone at the same time, at random moments	Comms deliver by rollout stage, and nudges fire based on what people are actually doing.
You see where comms land and what’s being optimized	No way to know whether people absorb or retain the information	You know in real time who's engaging, and the next send is refined for those who aren't.

SECTION 4

The AI Playbook for Comms

How to improve your communication level now with the tools and capacity you already have.

HOW “GOOD” IS ACHIEVED

What the top 10% do differently to land their change comms

01

Segment

From one-size-fits-none blast messaging to targeted, role-based communication.

02

Sequence

The right messages deliver to the right people at the right time to ensure relevance.

03

Sense

Messaging, format, and timing refine based on real-time data.

REACT

Before we get into the how: how much of your change efforts involve AI today?



Already using it



Not yet

SETTING UP FOR SEGMENT-SEQUENCE-SENSE

Start with context you already have

AI personalizes well when it understands the change, and everything it needs is already sitting on your desktop or sharepoint.

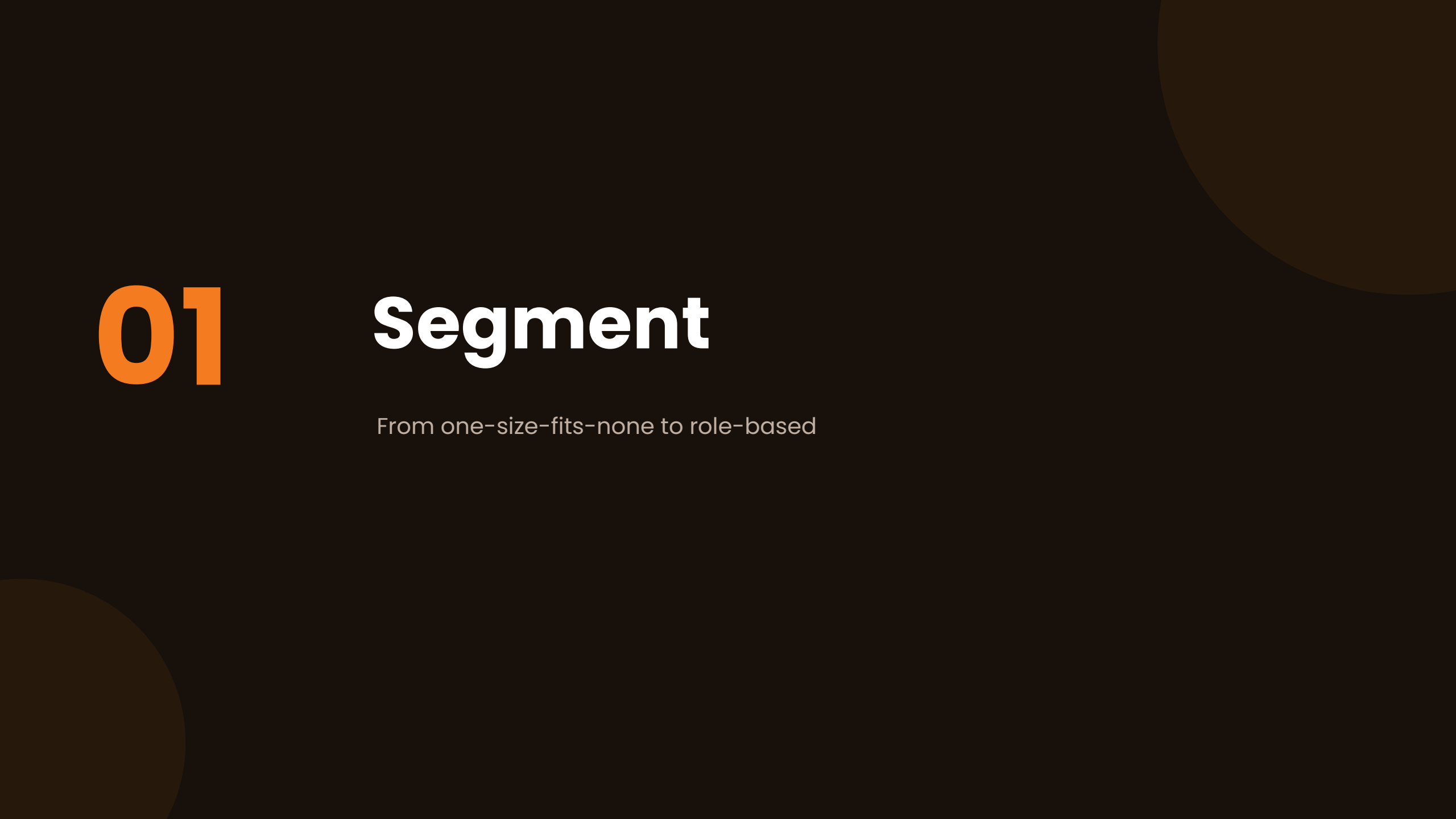
Feed your strategy assets into a company-approved AI and ask for a one-page brief: **what's changing, for whom, by when, and what each group has to do differently** — which becomes the foundation for every output moving forward, so you don't need to reprompt every time.

WHAT TO FEED IT

- Strategy deck
- Town-hall transcript
- Change impact assessment
- Project plan
- FAQ and policy docs

SCREENSHOT THIS PROMPT

"Here's our strategy summary, town-hall transcript, and change impact assessment. Build a one-page brief: what's changing, for whom, by when, and what each group has to do differently."



01

Segment

From one-size-fits-none to role-based

SEGMENT — WHAT IT MEANS

First step to landing the message: find out who's receiving it.

- An audience can be cut many ways: by role, by sentiment, by behavior, by how much the change lands in their daily work.
- Knowing your audiences — how they work, how they feel about the change, and what they do about the change — hones your personalization.
- This section takes the common “leader vs employee” split just one step further to enable more fine-tuned communications.

SEGMENT — BY SENTIMENT

Expanding on the leader-employee split

Building off the personalization that most orgs are already doing, segment your audiences further by sentiment.

CHAMPIONS VS SKEPTICS

Split those receptive to the initiative from those harboring concerns.



- Use AI to map your distribution list to change impact assessment responses

- The teams experiencing the most change impact are your likeliest skeptics

SEGMENT — BY IMPACT TO ADOPTION

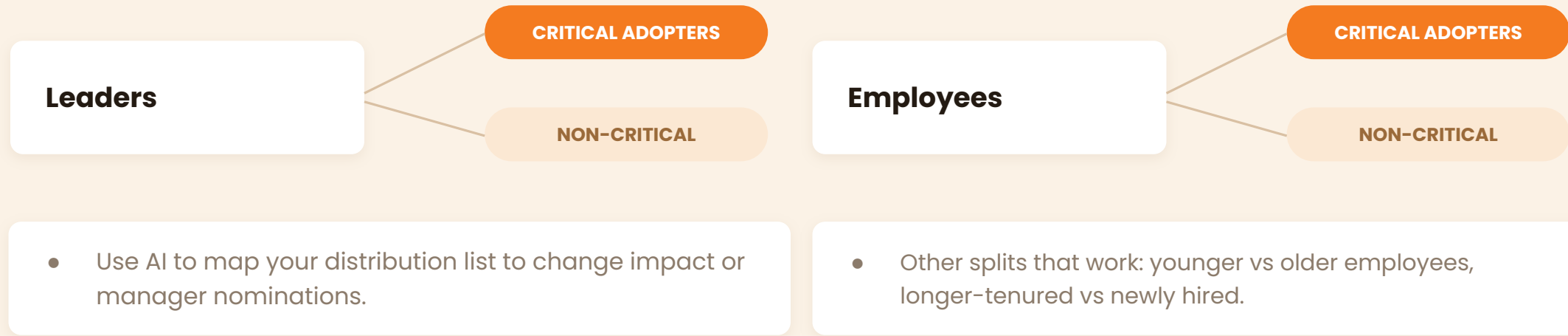
Segmenting by employees' impact on adoption

CRITICAL VS NON-CRITICAL ADOPTERS

Critical adopters could mean employees who:

- Own the workflows that matter most to the initiative
- Are most vocal and/or influential in the organization

Converting this cohort first gets potential resistance out of the way and cultivates strong voices that activate peers.



CHAT

If you segment today, how many audiences do you typically use?

Type the answer in chat, from 1-100+.

02

Sequence

Right message, right audience, right time

SEQUENCE — WHAT IT MEANS

Personalize what gets sent and how, based on the needs and preferences of the audience.

BY AUDIENCE

Give every audience a version of change they can see themselves in.

BY FORMAT

Package your comms in formats that fit your audience's preferences and routines.

BY STAGE

Evolve the messaging as the rollout moves from pre-launch to launch to reinforcement.

SEQUENCE — BY AUDIENCE

Translate change for every audience

AI drafts a version for each audience you just mapped, and your role shifts from drafting to reviewing.

LEADERS · CHAMPIONS

"Your team switches over on March 1. Here are the talking points for Monday's standup."

LEADERS · SKEPTICS

"The timeline is the top concern we're hearing. Here's what the pilot showed, and the buffer added for month-end."

EMPLOYEES · CHAMPIONS

"You know the new flow best. Drop your favorite shortcut in the team channel this week."

EMPLOYEES · SKEPTICS

"The paper log stays until April. Here's exactly what changes for your shift on day one."

SCREENSHOT THIS PROMPT

"Draft this update for each of our four audiences. Address the skeptics' top concern directly and give champions one action to amplify."

SEQUENCE — BY FORMAT

Give people the format they prefer

Experiment with different types of media if your AI supports it (NotebookLM, Synthesia).

EMAIL

For quick references

Written records containing dates, links, and step-by-step instructions.

"March 1: what changes for you on Monday @ Launch"

PODCAST OR VIDEO

For consumption on the move

Bite-sized episodes that fit between meetings or on the commute.

"The new order screen, explained in 1 minute"

SCREENSHOT THIS PROMPT

"Turn this update into a short email and a 60-second podcast script for the same audience."

SEQUENCE — BY STAGE

Keep activation relevant through the rollout

The same shift team hears from you three times, and each message has a different job.

PRE-LAUNCH

"Handover moves into the new system on March 1. Watch this video now to see what that will look like."

PREPARE

AT LAUNCH

"Today's the switch. It takes five minutes at shift start, and the paper log stays as backup this week."

ACT

POST-LAUNCH

"Most handovers went digital this week. One shortcut your peers really like are the saved-templates tab. Check it now!"

REINFORCE

SCREENSHOT THIS PROMPT

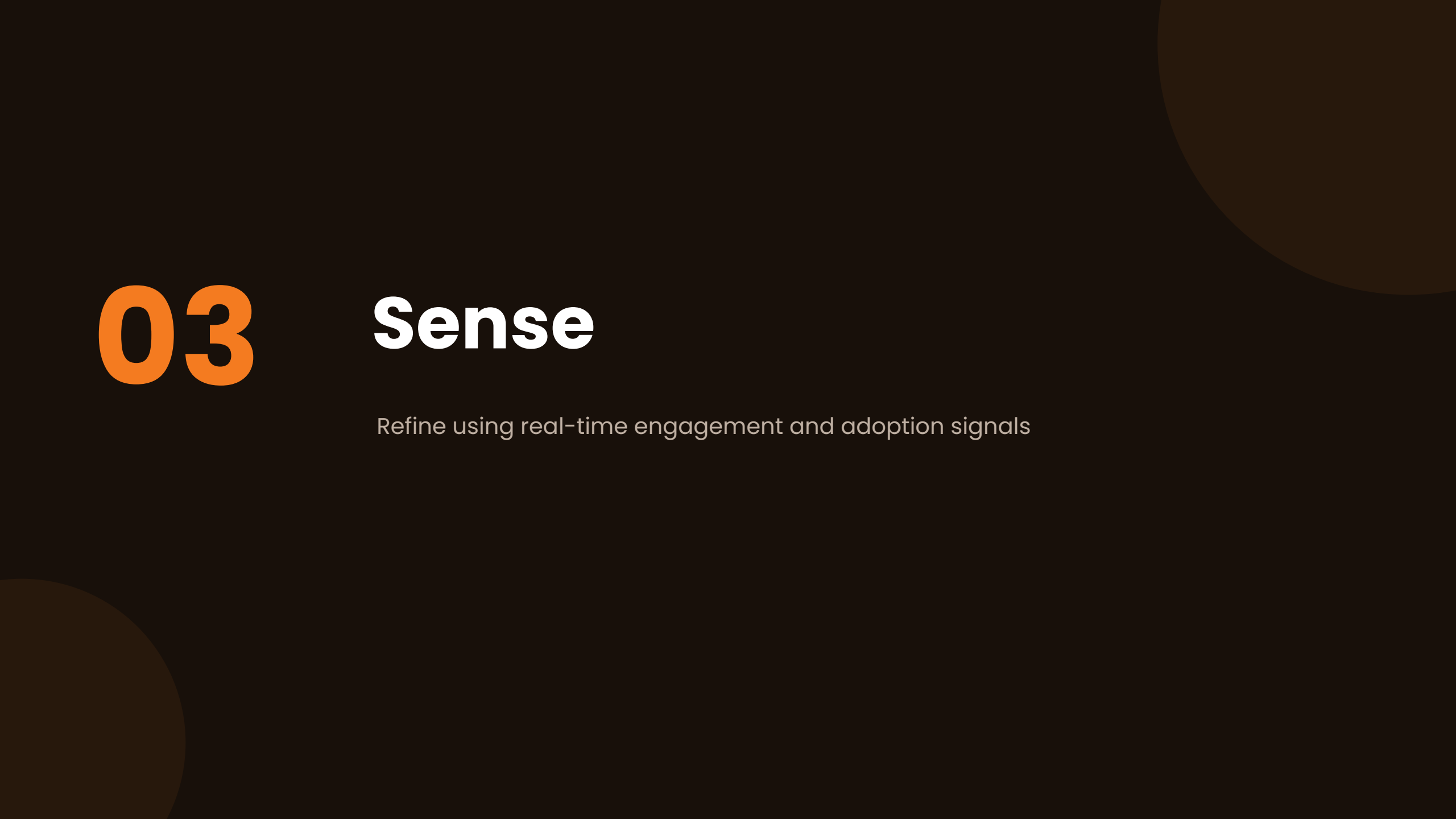
"Write the pre-launch, launch-day, and reinforcement versions of this message for the same audience, each under 100 words."

SHARE

Has anyone tried drafting comms with AI?

Where was it most helpful, and what did it get wrong?

Raise your hand to share!



03

Sense

Refine using real-time engagement and adoption signals

SENSE — WHAT IT MEANS

Reveal more with the data you already have: start learning what works and what doesn't.

- Opens, clicks, views, reactions, even comments — they already flow through your email tool and Teams.
- Read together, those numbers show which audiences, formats, and send times are landing.
- In this section, we use A/B testing to enrich those same existing data points, building deeper understanding of your audience to refine future decisions.

SAME DATA POINTS, MORE INSIGHTS

A/B test a single comms you're sending out to learn more about what works.

TEST 1 • TIMING

AUDIENCE: FRONTLINE WORKERS

WATCH: OPENS & CLICKS

A Tuesday, 8:40am · start of shift

B Thursday, 2:00pm · post-lunch lull

TEST 2 • FORMAT

AUDIENCE: DIGITAL-NATIVE COHORT, E.G. EMPLOYEES AGED 21–35

WATCH: OPENS & FEEDBACK

A Email version

B 60-second video

Each result sharpens the next send and becomes institutional knowledge you can use to craft repeatable playbooks.

SHARE

**What data do you use today to
measure effectiveness of your
change comms?**

Raise your hand to share!

HOW “GOOD” IS ACHIEVED

What the top 10% do differently to land their change comms

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Messaging, format, and timing refine based on real-time data.

CUSTOMER STORY

99.3% activation across a frontline workforce

SECTOR

Energy

WORKFORCE

Largely frontline, spread across sites and shifts

The approach

SEGMENT

Rather than one message to everyone, the most influential employees were split out into 7 segments and enabled to reach their peers.

SEQUENCE

Each of the 7 groups got its own message at its own moment, in the format that fits how they work — podcasts for night-shift crews. When a one-pager doc ran too technical, the team re-cut it as a podcast the same day to push completion numbers up.

SENSE

Engagement and sentiment were read in real time, and reinforcement was aimed at the groups whose numbers lagged.

99.3%

Activation
vs a 65% threshold

93%

Proficiency score
vs a 75% target

81%

Adoption speed
vs 70% expected

6 → 1

Systems merged
into one platform

Generic AI writes. Tigerhall's Specialized AI activates.

GENERIC AI

A brilliant writer

- Drafts and edits comms per initiative
- Requires repeated prompting and context-sharing of your people, initiatives, and rollout stages
- Stops at creation, leaving targeting, delivery, tracking, and adjustment with you

TIGERHALL'S TRANSFORMATION AI

Purpose-built for change

- End to end in one place: draft, review, deliver, track, and optimize
- Supports 33+ built-in, verified translations
- Retains and applies change context autonomously
- Personalizes messaging, timing, and format to your stakeholders at scale

Tigerhall's AI segments, sequences, and senses continuously — across every initiative at once.



THANK YOU

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Take the assessment: tigerhall.com/camm