



LIVE WEBINAR · FOR TRANSFORMATION LEADERS

Building a **Change Capability** Inside Your Transformation Office

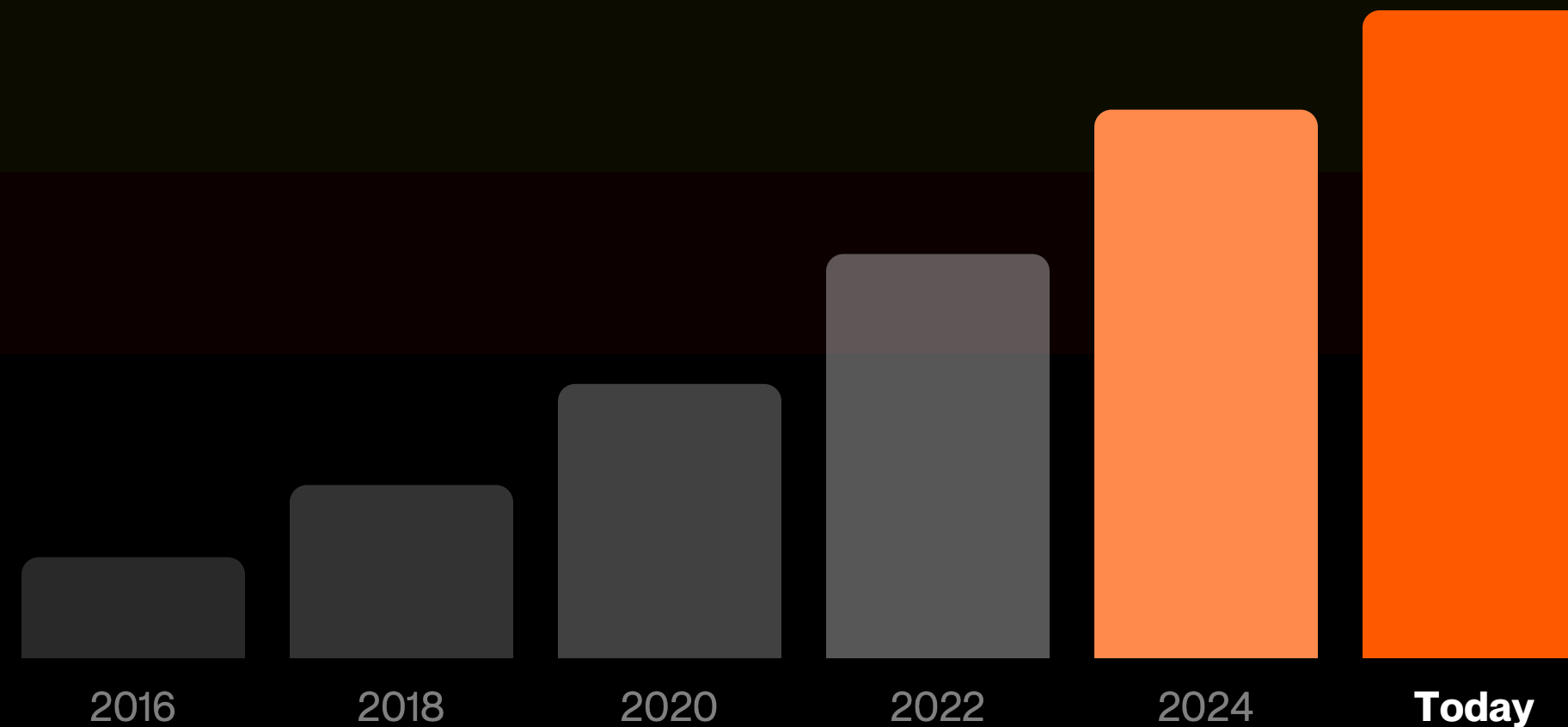


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CEO & Founder, Tigerhall · Chair, Executive Council for Leading Change

THE RISE OF THE TRANSFORMATION OFFICE

Everyone Is Building a Transformation Office



+140%

Growth in transformation-leader appointments in just two years (BCG)

70%

Of companies in major transformations now appoint a Chief Transformation Officer (Gartner)

#1

Fastest-growing role in the C-suite (PwC)

THE CONTEXT

Because There Is No More Business—as—Usual, It's Change—as—Usual

27

Change impacts per employee, per year

Something new lands every second week — a tool, a process, a reporting line.

7/10

Change initiatives fail to deliver

Rarely on the technical build — on adoption, the part with no owner after go-live.

3x

The time cost of skipping change work

You can run an integration without change management — it just takes 3x as long.

THE DISCONNECT

More Transformation Offices, More Change — No Change Capability

THE TRANSFORMATION OFFICE OWNS

✓ Strategy & roadmap

✓ PMO & delivery

✓ Value tracking

? Change & adoption — the part success depends on



MEANWHILE, IN HR

Change management — borrowed per project

Part-time, pulled off to other priorities

Stood down at go-live

Read as a people-program — first cut, never at the delivery table.

A transformation office succeeds only if adoption happens — yet the adoption capability usually reports somewhere else entirely, or is non-existent.

THE PROBLEM

The Bolt—On Pattern

Change management is brought in late, staffed ad-hoc, and stood down at go-live — right when adoption should be taking off.

01

Roadmap gets locked

Strategy is set with no adoption plan and no readiness data

02

Change is borrowed from HR

A part-time resource joins mid-flight, pulled in when things go sideways

03

Comms push to go-live

SharePoint PDFs, email blasts, and town halls carry the launch

04

Team stands down

Go-live message sent; reinforcement was never budgeted

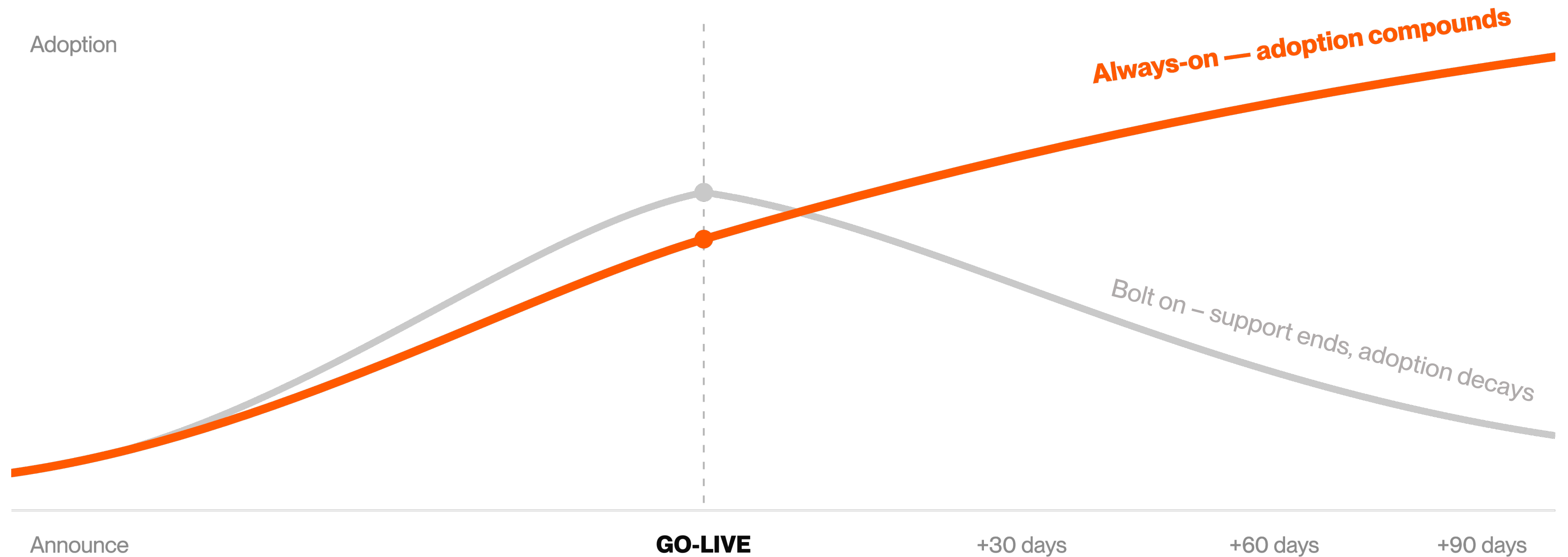
05

Adoption stalls

People fall off the curve within weeks — and nobody is watching

THE PROBLEM

The Go—Live Cliff



The gap between the curves is where transformation value is won or lost — after go-live, exactly when bolt-on support has left the building.

• LIVE POLL

Do You Have a Change Capability Inside Your Transformation Office Today?

A Yes

B Not yet — planning on building one

C No, and we're not planning on building one

AGENDA

What We'll Cover Today

- | | | |
|----|-----------------------------|---|
| 01 | The Maturity Model | Four stages from ad-hoc to always-on — and where you are today |
| 02 | The Operating Model | Mandate, rhythm, engine, measurement — the four pillars in practice |
| 03 | The First 90 Days | A build plan with the team and budget you already have |
| 04 | Running the Function | Where it sits, who to hire, how to resource, manage, and measure it |
| 05 | What Good Looks Like | Stories and results from organizations running always-on change |

01 — The Maturity Model

From Bolt—On to Built— In

Four stages of change maturity — and the operating-model decisions that separate them.



THE MATURITY MODEL

Four Stages of Change Maturity

STAGE 1

Ad—Hoc

Change borrowed per initiative — often from HR. No shared method, no memory.

STAGE 2

Project—Based

Dedicated roles and a consistent method — but scoped and funded project by project, ending at go-live.

STAGE 3

Embedded

A standing function inside the transformation office. Structured intake, portfolio view, tiered support across every initiative.

STAGE 4

Always—On

A system, not just a team: continuous delivery in the flow of work, automated reinforcement, AI-scaled production, live adoption data feeding portfolio decisions.

↑ WHERE THIS SESSION TAKES YOU

The Maturity Matrix

	1 · AD-HOC	2 · PROJECT-BASED	3 · EMBEDDED	4 · ALWAYS-ON
Mandate	Borrowed from HR	Funded per project	Standing function in the TO	Enterprise charter, owns adoption
Timing	Called in when resistance shows	Joins after design, exits at go-live	In intake, before roadmap locks	Continuous — runs long after go-live
Delivery	Email blasts, town halls	Training events, SharePoint PDFs	Role-based journeys per initiative	Personalized, in the flow of work
Measurement	None	Attendance and open rates	Adoption by team, reviewed weekly	Live data that triggers intervention
Scaling	Whoever is available	Consultants per initiative	Tiered service + champion network	AI and systems that compound

THE MATURITY MODEL

Three Traps That Keep Teams at Stage Two

01

The HR reporting line

Parked under HR, change is read as a people-program, not a delivery function — first cut in a restructure, easily swapped for a training role.

02

Project-by-project funding

Each initiative buys its own change support, so nothing compounds — method, data, and relationships dissolve at every go-live.

03

Tier-one-only coverage

Manual delivery caps capacity at two or three flagship programs — the rest of the portfolio ships with no change support at all.

SELF-ASSESSMENT

Five Questions to Locate Your Stage

-
- Q1** Does change have a seat in portfolio and roadmap reviews — before initiatives are approved?
-
- Q2** Is there a structured intake — every initiative assessed and tiered for change support?
-
- Q3** Can you see change saturation — which teams are absorbing how much, right now?
-
- Q4** Does anyone measure adoption 90 days after go-live — and act on what they find?
-
- Q5** Could your change function survive a budget cycle without a flagship program attached?

Fewer than three yeses: you're operating at stage one or two.

• LIVE POLL

How Many Questions Did You Answer Yes To?

0

1

2

3

4

5

02 — The Operating Model

What the Capability Is Made Of

Four pillars — and the specific mechanics that make each one real.



THE OPERATING MODEL

Four Pillars of an In—House Change Capability

01

A Permanent Mandate

Charter, reporting line, and a tiered service model that covers the whole portfolio.

02

An Always-On Rhythm

Structured intake, saturation-based sequencing, and a weekly adoption review.

03

A Scalable Activation Engine

Personalized journeys in the flow of work, a champion network, and self-serve models for the business.

04

A Measurement Capability

Behaviors defined in the business case, tracked through stage gates to value realization.

PILLAR 01

A Permanent Mandate

The capability survives budget cycles because it belongs to transformation delivery — not to any single program.

01

Reports into transformation — not HR

Charter = adoption, not comms

Funded as infrastructure, no end date

THE TIERED SERVICE MODEL

TIER 1 · FULL SERVICE Flagship programs

ERP, M&A integration, AI rollout — your team embedded end-to-end: strategy, journeys, measurement. The top ~10% of initiatives.

TIER 2 · GUIDED SELF-SERVE Significant changes

New processes, tools, re-orgs — initiative leads run the playbook with your kits, templates, and coaching. Roughly the next 30%.

TIER 3 · STANDARDS & OVERSIGHT Everyday changes

Policy updates, small rollouts, vendor-led work — covered by standards, templates, and light review. The long tail, finally covered.

One standing mandate, three depths of support — 100% of the portfolio covered instead of two flagships only.

PILLAR 02

An Always—On Operating Rhythm

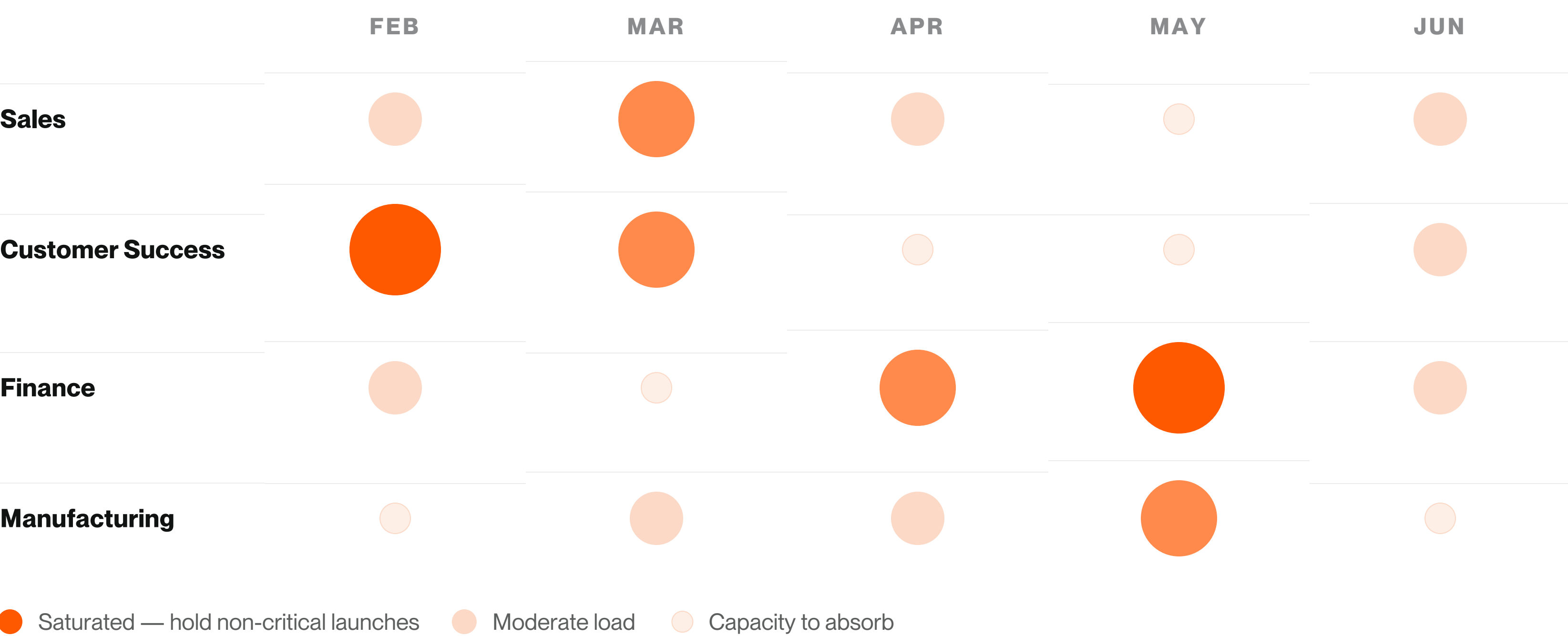
Proactive isn't a mindset — it's a cadence. Fixed mechanisms that run whether or not anything is on fire.

02

	BEFORE	GO-LIVE	AFTER
Bolt-on	Joins late, after the roadmap locks	Comms and training push to launch	× Team stands down — nobody watching adoption
Always-on	Intake & tiering · readiness baseline · saturation sequencing	Role-based journeys live in the flow of work · reinforcement pre-configured	Weekly adoption review · 30/60/90 checks · automatic re-engagement

"Air traffic control" for change: the rhythm governs everything landing on the field. If a team is saturated in February and clear in April, the non-critical launch waits — and for behaviors used twice a year, reinforcement runs for years, on a schedule.

The Change Saturation View

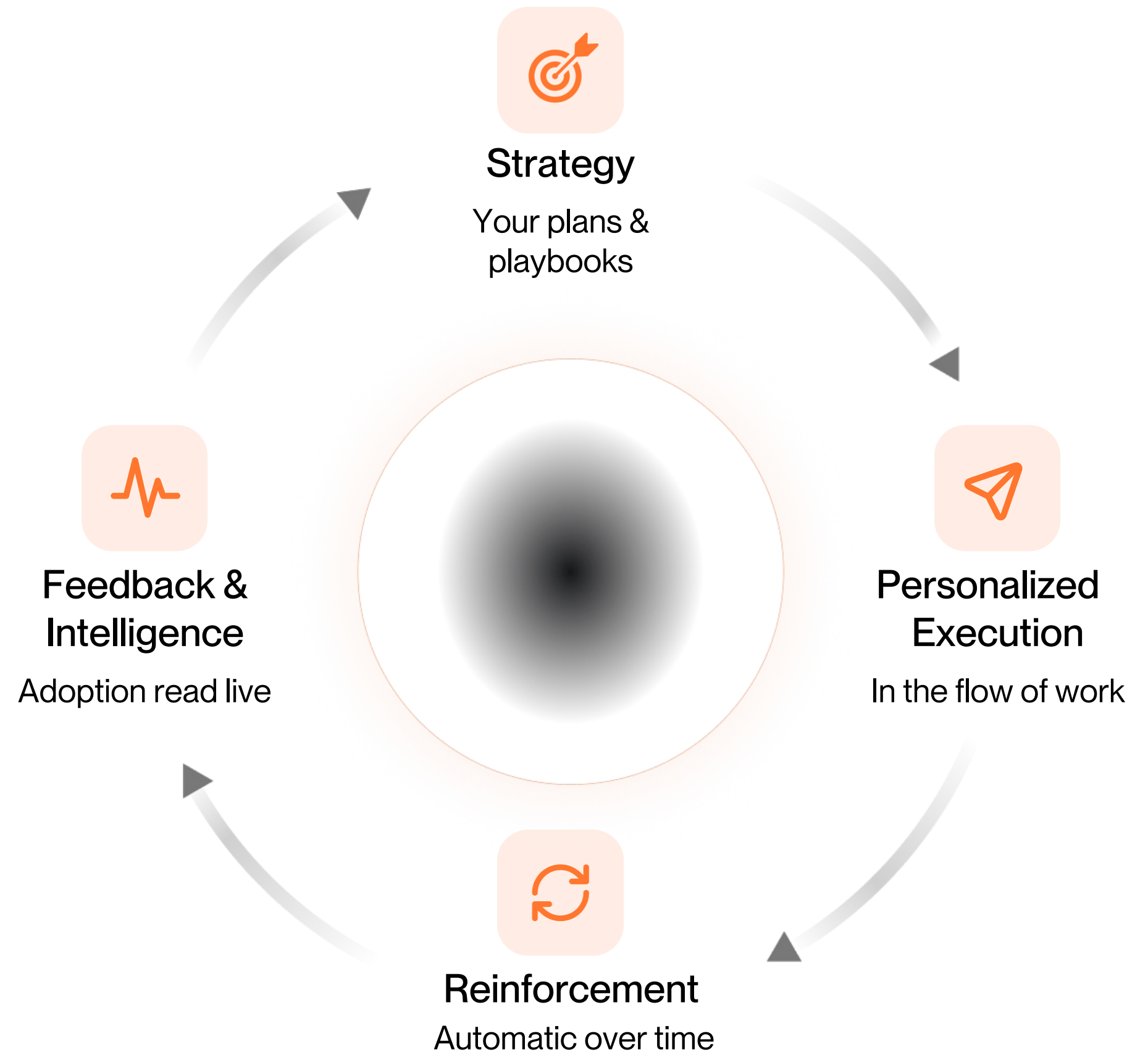


PILLAR 03

A Scalable Activation Engine

Change is adopted at the personal level — the engine reaches a depth of personalization that is humanly impossible to deliver manually.

03



Every turn of the flywheel compounds — each launch makes the next one faster.

PILLAR 04

A Measurement Capability

Behaviors and adoption metrics are defined in the business case up front — then tracked through stage gates to value realization. If the data doesn't trigger an intervention, it's reporting, not measurement.

04

ADOPTION BY TEAM · DAY 60 POST GO-LIVE

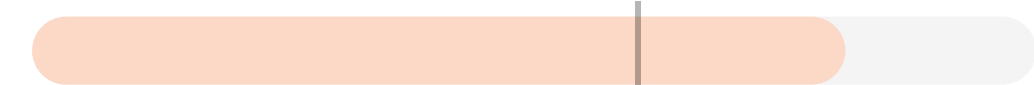
| target 60%

Sales



92%

Finance



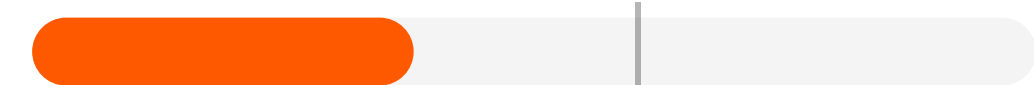
81%

Operations



74%

Customer Success



38%

Customer Success dropped below target — a re-engagement journey is assigned automatically. No steering committee, no wait.

Defined in the
business case



Tracked at 30
/ 60 / 90 days



Reported at
every stage
gate



Tied to value
realization

PILLAR 04 · IN PRACTICE

The Adoption Cohort Loop

HIGH ADOPTION

Leave them alone

Behavior is embedded. No reminders, no content — don't spend their attention or your credibility.

MEDIUM ADOPTION

Light-touch nudges

Periodic reinforcement and peer proof points, delivered in the flow of work.

LOW / DROPPED OUT

Automatic re-engagement

Falling out of the target behavior triggers tailored guidance — "we noticed you haven't approved a request in seven weeks; here's help."



People move between cohorts automatically as behavior changes — sustainment is configured once, at go-live, and runs for as long as the behavior matters.

03 — The Build Plan

The First 90 Days

Standing up the capability with the team and budget you already have.



THE BUILD PLAN · DAYS 0–30

Stand Up

Secure the mandate and build the evidence base.
No hiring, no tooling decisions yet.

EXIT CRITERIA

**Charter signed · portfolio inventory live ·
proving ground selected**



Write the one-page charter

Scope, reporting line into transformation, the metric: adoption — signed by the transformation officer.



Inventory of the change portfolio

Every live and planned initiative, mapped to the teams it hits and when — your first saturation view, even in a spreadsheet.



Baseline readiness where it matters

Sentiment and capability for the most-impacted groups — the before-picture your results will be judged against.



Pick one proving ground

One in-flight initiative running the full new model end-to-end — visible enough to matter, contained enough to control.

THE BUILD PLAN · DAYS 31–60

Operationalize

Install the mechanisms and run the proving ground the new way, end to end.

EXIT CRITERIA

**Intake running · weekly review held 4x ·
proving ground live in the flow of work**



Launch intake and tiering

Every new initiative gets an impact assessment and a support tier — full service, self-serve kit, or oversight.



Start the weekly adoption review

Thirty minutes, same day every week — who's adopting, who's stalling, what ships this week in response.



Run the proving ground end-to-end

Role-based journeys delivered in Teams, Slack, and mobile — reinforcement windows configured before go-live.



Recruit champions from the data

Early engagement shows you who the real champions are — enlist them before you need them.

THE BUILD PLAN · DAYS 61–90

Prove & Scale

Turn the proving ground into the standard — and the evidence into a standing budget line.

EXIT CRITERIA

**Results published to leadership · rhythm
portfolio-wide · reinforcement
automated**



Publish adoption next to milestones

Proving-ground results against the day-30 baseline, on the same page as budget and timeline — in the leadership review.



Extend the rhythm to the portfolio

Every initiative through intake, every impacted team on the saturation view, every launch sequenced.



Automate the reinforcement loop

Cohort triggers replace manual follow-up — re-engagement runs itself while your team works the exceptions.



Hand self-serve kits to the business

Initiative leaders run tier-two and tier-three changes with your playbooks — your team consults instead of executes.

THE BUILD PLAN

Scaling Capability Without Headcount

Even 50-person change offices describe themselves as strapped. Headcount doesn't compound — systems do.

PRODUCTION

AI drafts the journeys

Strategy documents become role-specific trails in days — your team edits and approves instead of writing. Change managers stop making PowerPoints.

DELIVERY

Systems carry the cadence

Assignments, nudges, and re-engagement run on triggers — nobody sends ten thousand reminder emails or chases completion lists from IT.

MONITORING

Data watches the portfolio

Saturation and adoption dashboards flag the teams that need attention — a two-person function covers the enterprise.

What Changes for Your Change Team

TODAY: PRODUCER		TOMORROW: ORCHESTRATOR
Content	Writes decks, emails, and training by hand	Edits and approves AI-drafted journeys
Coverage	Two or three flagship programs	The full portfolio, through tiers and kits
Follow-up	Chases reminders and completion lists	Works the exceptions the system flags
Standing	Pulled in last-second when things go sideways	At the portfolio table, shaping sequencing

04 — Running the Function

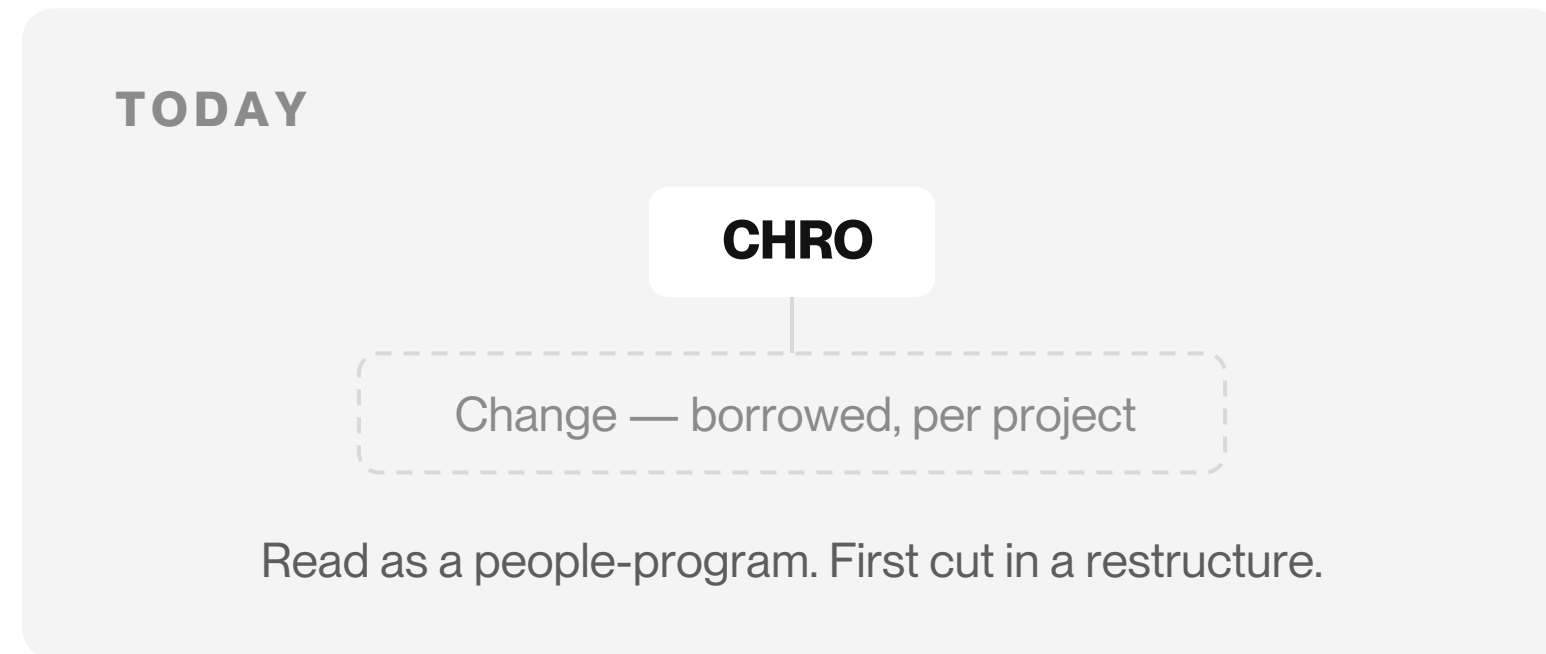
Hiring, Resourcing & Managing It

The org-design decisions: where it sits, who you hire first, and how you measure the team.



RUNNING THE FUNCTION

Moving Change Out of HR — Without a Turf War



01

Reframe the language

"Adoption for value realization" and "delivery risk" — business outcomes, not warm feelings.

02

Make it an ELT decision

Sponsored by delivery — not released by HR. The reporting line is the mandate.

03

Move behind a win

One visible initiative, publish the before/after — then move the box.

04

Rotate with the business

Operators cycle through the change team and back — credibility compounds.

RUNNING THE FUNCTION

The First Three Hires

Hire orchestrators, not producers — the system does the production. And look inside first: strong operators from the business beat external practitioners on credibility.

HIRE 01

Change Strategy Lead

A senior practitioner who runs intake, tiering, and sequencing — and holds their own in portfolio reviews with delivery leaders.

Look for: operator credibility over certification count

HIRE 02

Change Intelligence Analyst

Owns the saturation view, adoption cohorts, and the before/after evidence. Your ROI story lives or dies on this role.

Look for: data fluency — thinks in cohorts, not campaigns

HIRE 03

Activation Lead

Builds the enablement model, runs the champion network, and coaches initiative leaders — the multiplier into the business.

Look for: a teacher's instinct — scales others, not themselves

RUNNING THE FUNCTION

Manage It Like a Delivery Function

WEEKLY · TEAM

Adoption review

Thirty minutes across live initiatives: who's adopting, who's stalling, what intervention ships this week.

MONTHLY · TRANSFORMATION OFFICE

Portfolio & saturation review

The saturation view drives sequencing: what launches, what waits, which teams need relief before the next wave.

QUARTERLY · ELT

Outcomes against baseline

Adoption, speed, and savings versus the day-30 baseline — the review where the standing budget line gets defended.

+ One standing rule: every initiative post-mortem scores change effectiveness — so failed adoption gets diagnosed, not blamed on "a whole bunch of stuff."

RUNNING THE FUNCTION

How to Resource It: People Where They Compound

	HEADCOUNT MODEL	TECHNOLOGY LEVERAGED MODEL
Core team	10–25 FTEs producing and chasing manually	2–6 senior orchestrators on a platform
Surge capacity	Consultants bought per initiative, \$1–35M	Champion network + business rotation
Everyday changes	Unsupported — team is maxed on flagships	Business is enabled to self-serve
Budget shape	Salaries + external services, cut every cycle	Platform line + senior salaries, funded as infrastructure

The framing that wins the budget conversation: "ten more hires, or a system." And treat spikes as flex capacity — when two projects land at once, the platform absorbs the surge, and the FTE recs you don't open are the ROI.

RUNNING THE FUNCTION

How to Measure a Change Team

PROVE THE CAPABILITY WORKS

- **Adoption rate** at 30 / 60 / 90 days post go-live, by team
- **Time-to-adoption** — days from go-live to target behavior
- **Portfolio coverage** — % of initiatives with change support, by tier
- **Saturation managed** — launches re-sequenced before teams overload

PROVE IT MATTERS TO THE BUSINESS

- **Initiative success rate** — supported vs. unsupported initiatives
- **Time-to-value** — weeks from go-live to business-case benefit
- **External spend avoided** — consultants and services replaced
- **Team hours freed** — 70–80% of content and distribution time

Set success metrics at intake, before launch — retrofitted KPIs convince no one. Full business-case math: our webinar "**Proving the ROI of Change Management.**"

RUNNING THE FUNCTION · FROM A PRACTITIONER

Building the Change Office for Scale

How the change leader of a 70,000-person frontline enterprise designs for scale — in her words.

01 Run "air traffic control" for change

Govern the full portfolio of change hitting the field — what lands, where, and when — not just the projects your team delivers.

03 Use the system as flex capacity

When two projects land at once, the platform absorbs the spike — no hire-and-regret cycle. The FTE recs you don't open are the ROI.

02 Shift from deploying change to enabling it

"There is so much we cannot do — and shouldn't do." Keep delivering the flagships; build the organization's change activation muscle through technology for everything else.

04 Resolve the personalization paradox with AI

"Personalized and scalable are at odds with each other — until you use AI." Make the function data-centric, personalized, and scalable at once.

05 — The Proof

What Good Looks Like

Build stories and results from organizations running change as an always-on capability.



WHAT GOOD LOOKS LIKE · OPERATING MODEL

6 Signals You're Running Always—On Change



Change sits in every stage gate

No initiative is approved without an adoption plan and defined target behaviors.



Saturation drives sequencing

Launch dates move to protect saturated teams — a portfolio decision made on change data.



100% of the portfolio is covered

Tiers, enablement, and standards reach every initiative — not just two flagships.



Adoption runs like a delivery standup

A weekly review across live initiatives ships an intervention every week — not a quarterly report.



Champions exist in every function

Recruited from engagement data and equipped with ready-made content — reach without headcount.



The business runs everyday change itself

Initiative leaders are enabled by technology — your team consults on the strategic tiers.

WHAT GOOD LOOKS LIKE · MEASUREMENT & ROI

You Can Answer These On Demand — and Prove the Return

FOUR QUESTIONS, LIVE DATA

- Where is adoption, by team, **right now**?
- Is **time-to-adoption** shrinking initiative over initiative?
- Which teams will be **saturated next quarter**?
- Is each initiative **realizing the value** in its business case?

THE RETURN WHEN IT WORKS

3x

Initiative success rate vs.
unsupported

6x

Value lands ahead of plan, not
behind it

85%

Less manual change workload
for the team

\$0

Consultant surge spend — and
the FTE recs you never open

Full business-case math: our webinar "**Proving the ROI of Change Management.**"

TAKEAWAYS

What to Take Back to Your Office

01

Make change a permanent function of the transformation office.

A one-page charter around adoption, a reporting line into delivery, a tiered service model covering the whole portfolio.

02

Replace reactive support with fixed mechanisms.

Structured intake, a saturation view that drives sequencing, a weekly adoption review, reinforcement planned at go-live.

03

Scale with AI and systems, not headcount.

AI drafts the journeys, triggers carry reinforcement, data watches the portfolio — your team applies judgment.



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