TIGERHALL

WEBINAR · TUESDAY, AUGUST 18TH

FOR CHANGE, TRANSFORMATION & OCM LEADERS

Proving the ROI of Change Management Internally

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TODAY, IN FOUR MOVES

Agenda

01

What Not to Do

The ROI arguments that feel safe — and land toothless.

02

What the Best Change Teams Do Differently

Project selection, A/B proof points, tactical value realization.

03

The 4 ROI Angles

Risk · Behavior Change Dependency · Speed · TCO.

04

Capturing ROI Through Ongoing Execution

Make measurement part of the operating rhythm, not a post-mortem.

The most common arguments are the weakest ones

Three ways change teams justify themselves today — and why each one is totally toothless in 2026.

WHAT NOT TO DO

Totally Toothless in 2026

Third-Party Research

70% of Transformation Initiatives Fail
MCKINSEY

Change Management Makes Initiatives 6–7x More Likely to Succeed
PROSCI

Change Fatigue Is at an All-Time High
INDUSTRY ANALYSTS

× **Everyone's seen it. No budget has moved.**

Tying It to People Outcomes

- Better morale
- Lower attrition
- Higher retention
- Productivity
- Engagement scores
- Change readiness
- Employee sentiment

× **Reads as HR, not shareholder value.**

Equaling ROI with Adoption Alone

Usage ≠ Shareholder Value

× **Logins prove activity, not impact.**

"

They just have to do it.

— Executives, everywhere, when asked about driving change

WHAT NOT TO DO

And even if they agree it's important...

"

Why do we need you for that?

The existence question. If change just "happens," a dedicated team looks like overhead.

...and right behind it: **"Our leaders should do it. If leaders tell people to do it, they'll do it."**

THE ULTIMATE — AND ONLY — ROI

Speed of Execution

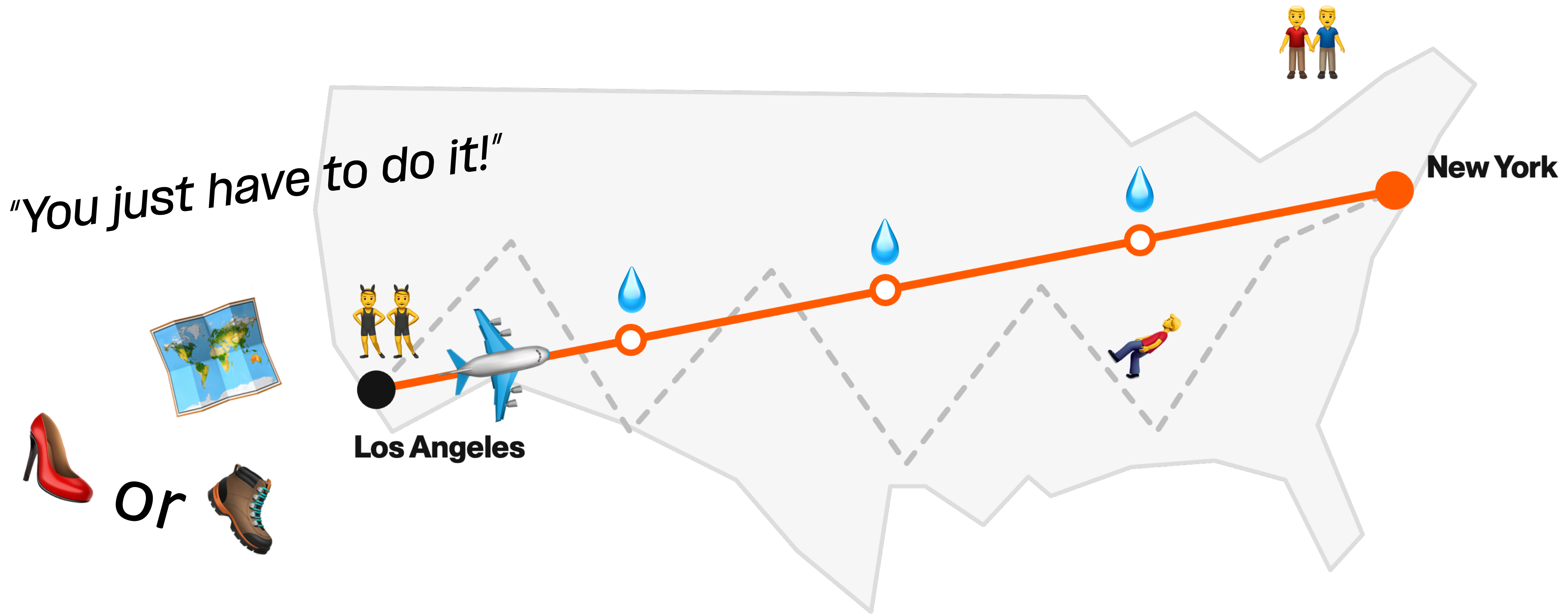
...and tying **your presence** to that speed. Everything else is a proxy metric.

THE ANALOGY

Walking from LA to NY

On their own — arrives eventually. Maybe.

With a change team — guided, measured, fast.



Same destination. The only variable you sell is **arrival time**.

What do the best change teams do differently?

Three habits that separate teams who prove ROI from teams who plead for resources.

01 **BEST TEAMS' HABITS**

They Pick the Right Projects to Begin With

An Existing Business Case with Strong ROI

OCM cases can't exist in isolation — a project without ROI cannot have an OCM ROI.

Initiative Is Critical to the Business

If nobody loses sleep over it failing, nobody will fund the team that de-risks it.

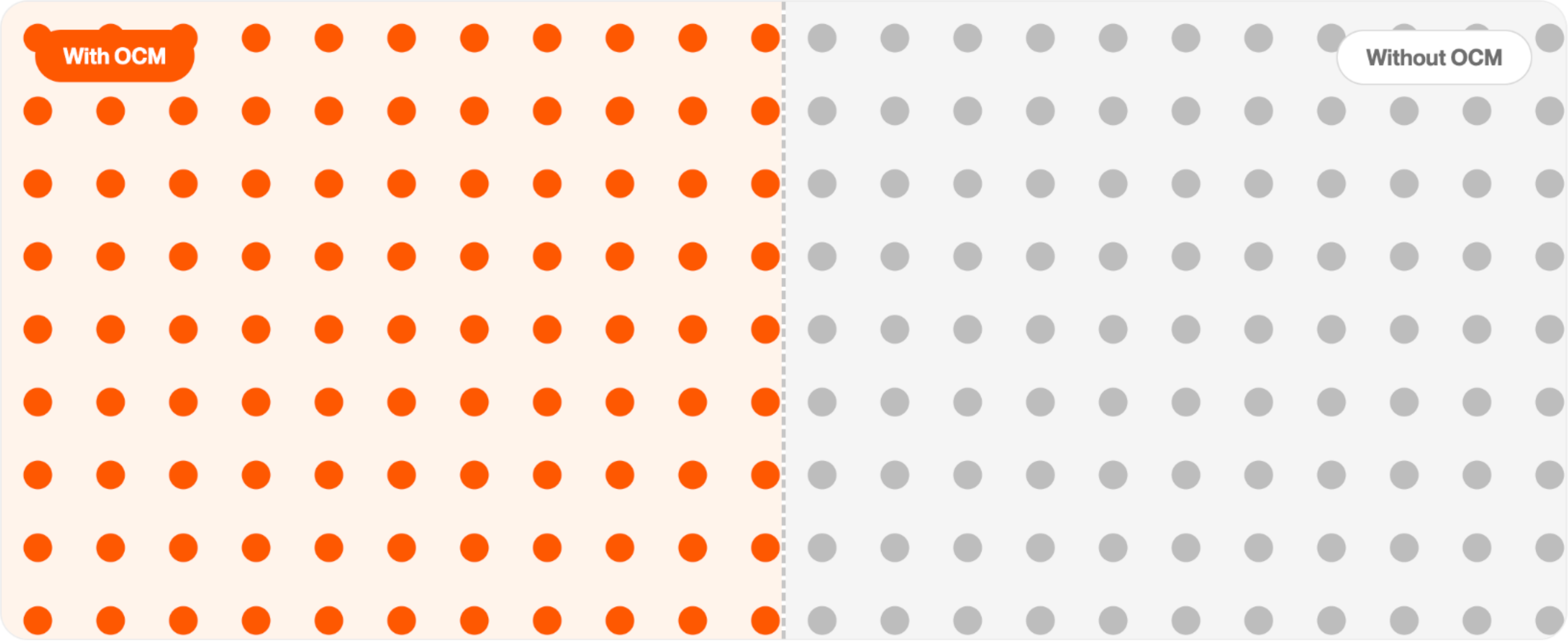
Strong Executive Sponsorship

A named sponsor who owns the outcome — and says your name in rooms you're not in.

Intake Designed with ROI Measurement in Mind

Specific intake criteria to earn OCM support — baselines agreed before you say yes.

They A/B Test to Get Internal Proof Points



Split the impacted population in half. **The delta is your proof point** — internal, undeniable, in your own numbers.

03 **BEST TEAMS' HABITS**

They Focus on Practical, Tactical Value Realization

STEP 1

Name the Specific Behavior

One observable behavior per initiative. "Sellers log next steps in the CRM within 24h" — not "embrace the new way of working."

STEP 2

Attach a Lagging Indicator

Baseline it before you start, target it in the business case. If it can't be counted, pick a different behavior.

STEP 3

Report in Business Language

Dollars, days, and risk avoided. Sentiment scores stay in your working files, not the steering committee deck.

The 4 ROI Angles

1 · Risk

2 · Behavior Change Dependency

3 · Speed

4 · Total Cost of Ownership

READ THE ROOM

Assumptions to Accept — Not Fight

1

Most businesses don’t care about people

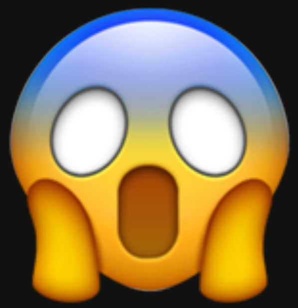
They care about the outcomes people produce. Translate everything into outcomes.

2

Most people don’t understand other people’s jobs

Including yours. Never assume the value of change work is self-evident — show it.

3



Fear, risk and cost drive decision making far more than aspirations do

More than growth, people or aspiration. Meet organizations where they are.

ANGLE 1 THE 4 ROI ANGLES

Risk

" You can do it without — but the risk you're taking is A, B and C."

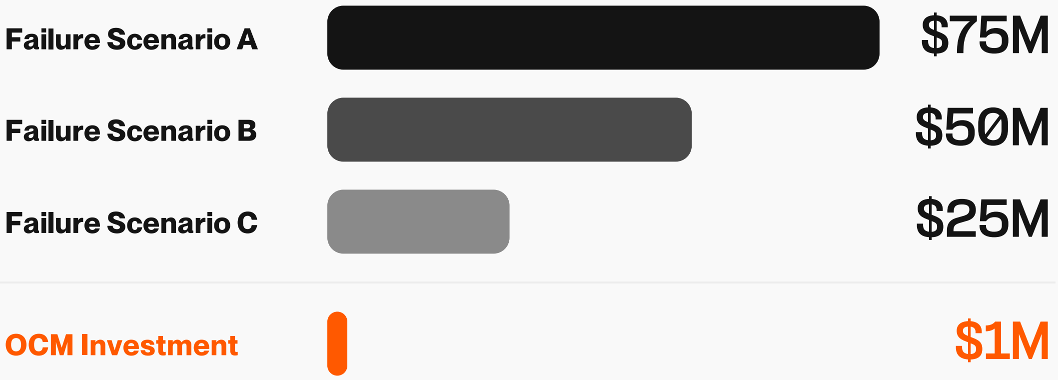
What's at stake?

What does the worst case scenario look like?

What's the cost of failure?

ROI Framing: The Insurance Policy

RISK SCENARIO ANALYSIS — WHAT'S AT STAKE?



The insurance math: $1M premium on a $75M downside

1.3% of the risk

MOST SUCCESSFUL WHEN

- **Big customer impact** if it goes wrong — e.g. supply chain changes
- **Large upfront investment** — e.g. AI investments, acquisitions
- **Reputational risk** — e.g. keeping up with industry shifts

ANGLE 2 THE 4 ROI ANGLES

Behavior Change Dependency

" Counting on everyone 'getting it' from Day 1 — including leaders — is a naïve approach."

How much of the value realization depends on people changing the way they work?

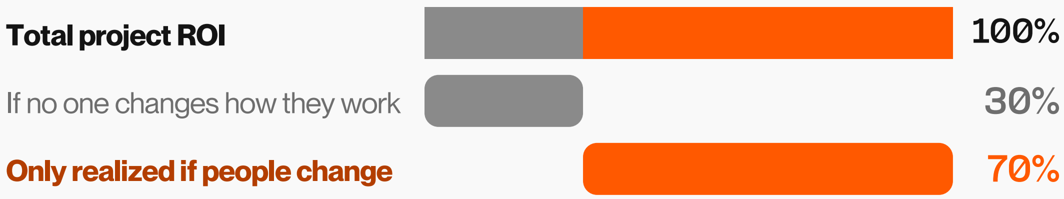
Can people do it the wrong way — or not at all? Is that an option?

What are the downstream effects of people doing it wrong or not at all?

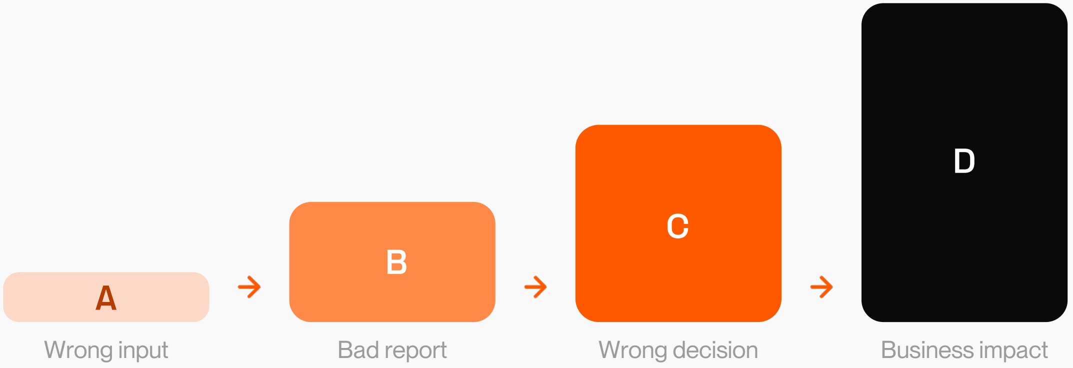
1 · Risk | **2 · Behavior** | 3 · Speed | 4 · TCO

ROI Framing: The Quality Assurance

HOW MUCH OF THE ROI DEPENDS ON BEHAVIOR CHANGE?



COST OF THE DOWNSTREAM EFFECT



The later you catch it, the more it costs: **A < B < C < D**

MOST SUCCESSFUL WHEN

Accuracy of data input is paramount — e.g. CRM or ERP rollouts

Relies on individual understanding & motivation — e.g. new processes, changes to their workday

One wrong step has big downstream effects — e.g. pricing changes, insurance underwriting

ANGLE 3 THE 4 ROI ANGLES

Speed

" Two ways to do this: slow and expensive, or fast and cheap. The choice is yours."

What is every minute, hour, day, week and month of *not* having this in place costing us?

What are we paying for today that we won't have to pay for once this is done?

What benefits will we realize every day of having this in place?

1 · Risk | 2 · Behavior | **3 · Speed** | 4 · TCO

ROI Framing: The Accelerator

THE MATH

Cost of the current state — $400k/mo

Consultants & contractors · Duplicate system licenses · Manual workarounds · Legacy maintenance

+ Unrealized benefits while waiting — $600k/mo

Productivity gains not landing · Savings not banked · Revenue not captured

= Cost of waiting: $1M/mo × 4 months landed earlier with OCM — $4M

÷ OCM investment (team, tools, enablement) — $500k

Value protected ÷ investment = 8x ROI

MOST SUCCESSFUL WHEN

Current state runs on temporary fixes — consultants, outsourcing, staff augmentation

Duplicate systems run in parallel — e.g. ERP shifts, M&A integration

Benefits are locked until the change is done — 99% of transformation

ANGLE 4

THE 4 ROI ANGLES

Total Cost of Ownership

" Just because you're not doing Change Management doesn't mean you won't need to do change management."

Who will do change management in the absence of Change Management — and what is their time worth?

What's the price of the overhead from questions, confusion, errors, retakes and fallouts?

What's the cost of duplication of effort across the organization?

1 · Risk | 2 · Behavior | 3 · Speed | **4 · TCO**

ROI Framing: The Cost Savings

THE SHADOW COST MATH

Leadership time + meeting time + 1:1 time explaining the change

+ Managers, Chiefs of Staff, comms, learning & cross-org teams

+ Coordination overhead — syncs, steering groups, status decks between teams

+ DIY change assets — every team writing its own FAQs, guidance & docs

+ Rework from errors, retakes, questions & escalations

× Average loaded cost per employee-hour

+ Every BU's own consulting firms, contractors, staff augmentation

= What "no change management" actually costs

MOST SUCCESSFUL WHEN

Wide organizational impact — e.g. AI adoption, operating model changes

Cross-org coordination is a failure point — e.g. M&A, leadership changes

Duplicated effort is expensive — every BU hiring its own firms & contractors

THE COMBINED ROI FRAMEWORK

Four Angles. One Story Executives Buy.

ANGLE 1 · RISK

Safer

The cheapest insurance policy on a $75M downside.

ANGLE 2 · BEHAVIOR CHANGE DEPENDENCY

Better

Quality-assured execution — no A→D downstream cascade.

ANGLE 3 · SPEED

Faster

Value lands months earlier — the only ROI executives buy.

ANGLE 4 · TOTAL COST OF OWNERSHIP

Cheaper

Cheaper than the shadow change work you're already paying for.

Capturing ROI Through Ongoing Execution

Measurement isn't a post-mortem. It's part of the operating rhythm — from intake to steering committee.

THE OPERATING RHYTHM

Measure as You Execute — At Every Step

AT INTAKE

Baseline Before You Say Yes

No baseline, no engagement. Capture current cost, speed and error rates on Day 0.

WITH THE OWNER

Define Outcome Metrics Together

Agree the observable behaviors and outcomes with the initiative owner — in writing.

EVERY WEEK

Track Signals in the Flow of Work

Continuous adoption signals from real systems — not an annual survey.

EVERY STEERCO

Report Velocity vs. Business Case

One number leaders track: are we landing value faster than planned — because of us?

TRACKING ROI IN THE FLOW OF WORK

Define the Behaviors — Then Track the Shifts

Example: AI adoption. Define the tiers upfront, tie each to the business case, watch the population move.

Not Started 40%

Hasn't opened the tools this month. Work happens the old way, end to end.

- ✕ No prompts run this month
- ✕ Deliverables produced manually
- ✕ Skips enablement trails

Business case tie: $0 of the productivity gain realized.

Exploring 35%

Uses AI weekly for drafting and summaries — but not yet in core workflows.

- ✓ Weekly drafting & summaries
- ✓ Meeting notes & research
- ✕ Core workflows still manual

Business case tie: ~40% of the per-head gain realized.

AI Practitioners 25%

Daily use inside core workflows — prompts, agents, redesigned processes.

- ✓ Daily use in core workflows
- ✓ Builds prompts & agents for the team
- ✓ Redesigns processes around AI

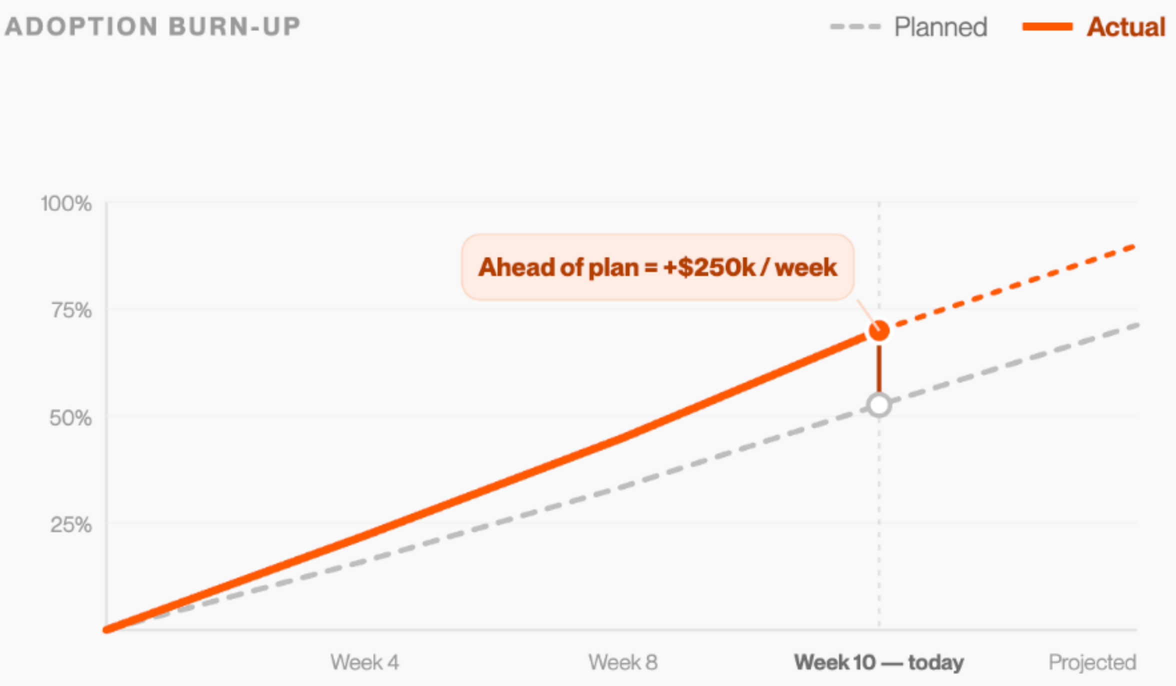
Business case tie: full per-head gain — the tier the case was built on.

→ Same logic for CRM: correct data input → pipeline hygiene → forecast accuracy. Track the behavior, not the login.

TRACKING ROI IN THE FLOW OF WORK

Actual vs. Planned Adoption — Priced per Week

ADOPTION BURN-UP



2 weeks ahead × $500k cost of delay/week **= $1M landed early**

· projected finish: **Week 14, not 16**

READ IT LIKE AN EXECUTIVE

Every week has a price — either way

Agree the cost-per-week with finance upfront — behind plan it's burn, ahead of plan it's value landing early.

Project the finish, don't report the past

The trajectory answers the only question that matters: when does value land?

The lead IS your ROI

Actual above planned = weeks ahead × cost of delay — your team's value, on one chart.

TRACKING ROI IN THE FLOW OF WORK

Make Friends in Finance

They own the dollar signs. If finance hands you the numbers, your ROI story carries **their** credibility — not yours.

Baselines at intake

Current run-rate costs, loaded cost per hour, the benefit lines in the business case — captured on Day 0, from their books.

A cost-per-week they sign off

One agreed number for what a week of delay costs. Once finance owns it, your burn-up chart prices itself — no debate.

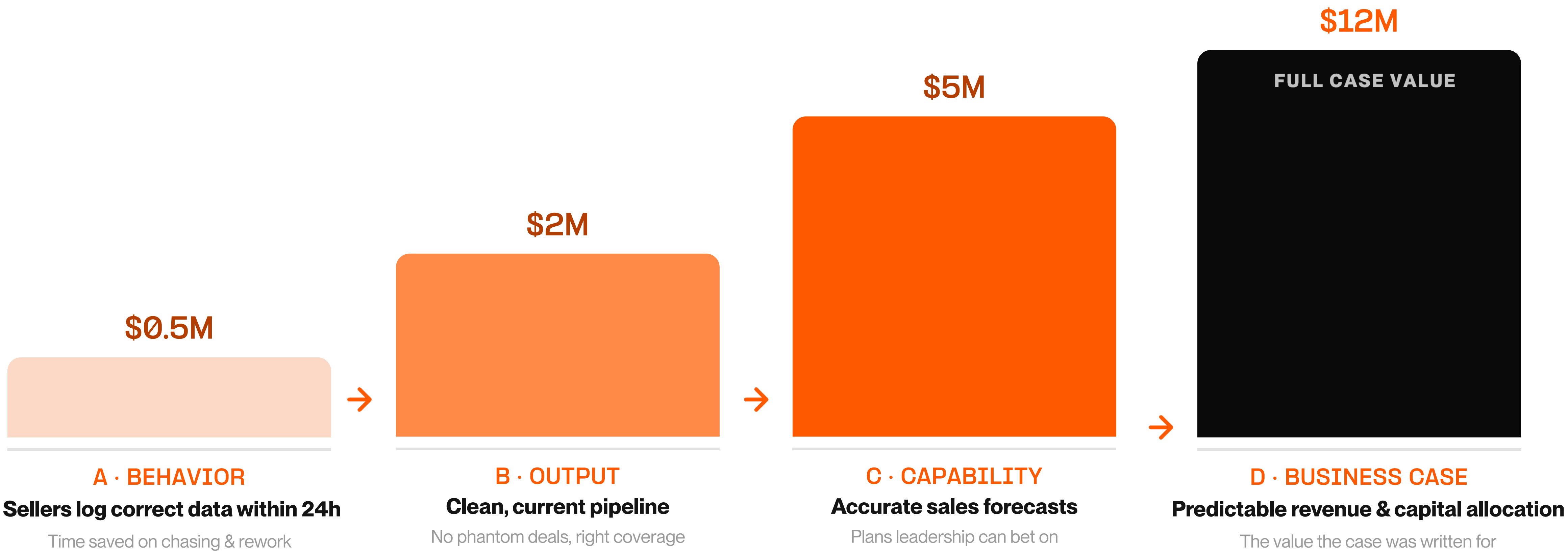
A monthly pull from close

Real dollars from month-end closing, every month — so you report actuals against the case, not estimates.

THE EXAMPLE BUSINESS CASE

One Behavior, a Chain Reaction to the Full Case

CRM implementation: each link is a behavior you defined, tracked live, and priced with finance.



Break any link and the case doesn't land. Behavior tracking IS value realization.

MAKING IT STICK

Ultimate Mindset Shifts

Fewer, Better Projects

~~Spread thin~~ →

Concentrated where ROI exists

Every project you accept without ROI potential dilutes your proof.

More Work Upfront

~~Define as you go~~ →

Outcomes agreed on Day 0

Define behaviors, agree the outcome, set the baseline — then execute focused, quality work.

Directionally Correct Is Fine

~~Perfect & late~~ → **Directional & consistent**

Don't obsess or overthink it. A consistent, directionally correct number wins the room.

IF YOU REMEMBER NOTHING ELSE

Key Takeaways

1 Speed is the only ROI executives buy

Tie your team's presence to speed of execution — everything else is a proxy.

2 Pick projects that already have ROI

A project without a business case cannot produce an OCM business case.

3 A/B test for internal proof points

Half with OCM, half without. Your own delta beats any industry benchmark.

4 Frame it: Safer · Better · Faster · Cheaper

Four angles, one story — and measure it through ongoing execution.

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Thank you! Questions?

Drop them in the Q&A — or reach out anytime.

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