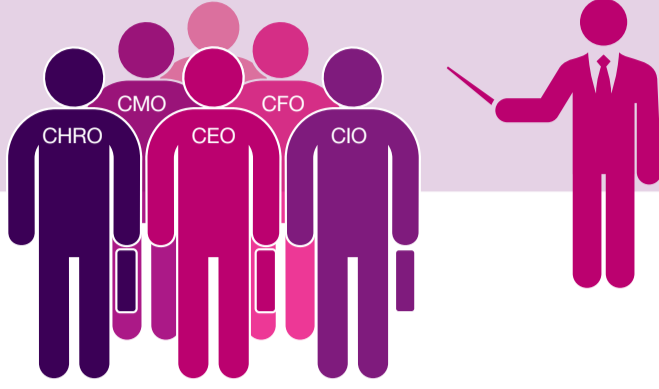


Making Change Work... ...while the work keeps changing

How Change Architects lead and manage organizational change

How do we make change work?



- 88%** believe a major focus over the next five years will be to make organizations more customer centric.
- 77%** of organizations confirm that a major objective over the next 5 years will be to further integrate processes and technologies on a global scale.
- 74%** of respondents said that individuals in their organization are not fully prepared to adapt to an increasingly digital work environment.

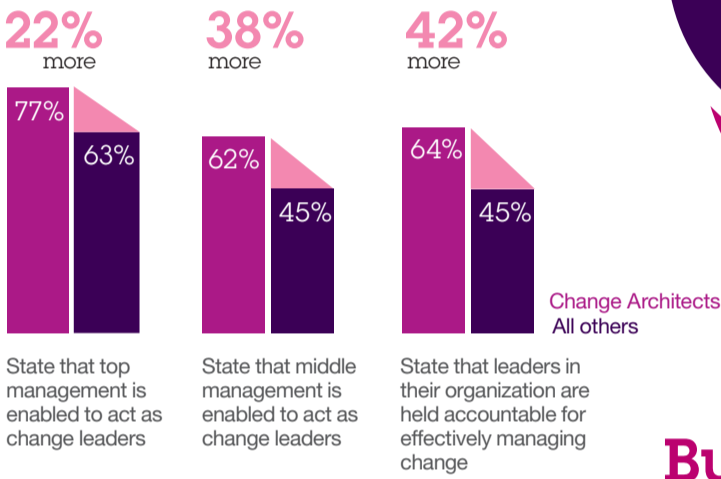
This poses a significant disconnect between the desire of leaders to embrace these shifts and their organizations' ability to do so.

The ability to anticipate, manage and capitalize on pervasive change is often the difference between market leadership and extinction.

Only 20% of respondents are considered successful in managing change. These Change Architects are more successful at dynamically managing projects and know how drive change through key differentiators.

Lead at all levels

Change Architects enable middle management and hold all leaders accountable to drive change



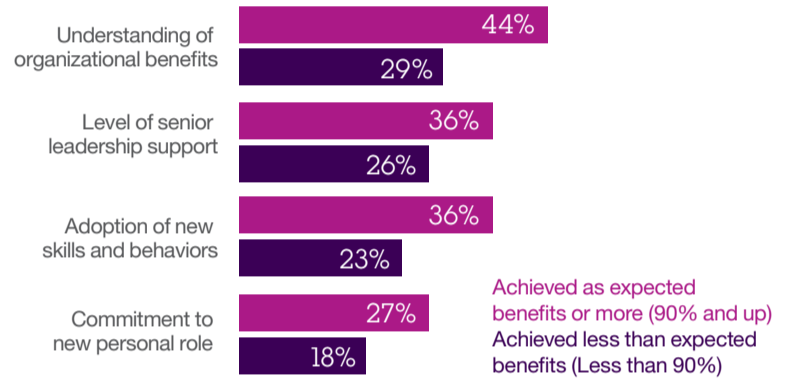
"Change Architects actively engage employees during the ongoing change process."

"Change Architects take advantage of multiple communication channels and seek collaboration across the entire organization."



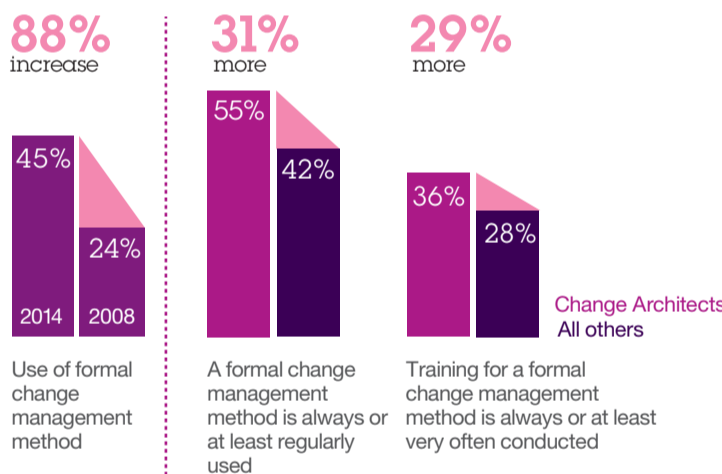
Make change matter

Highly successful organizations include measures for change progress



Build the muscle

Change Architects are more likely to leverage a formal change management approach and train others to use formal methods



"Change Architects use social approaches not only to communicate better with their customers, but also to drive change within their organizations."

"Change Architects systematically build enterprise-wide change capabilities."

Is your organization a Change Architect?

Kick-start your thinking now...

Do leaders, managers and employees in your organization have sufficient change capabilities, methods, tools and skills to manage your organization's transformation agenda?

Do leaders in your organization assign resources to organizational change activities on projects and initiatives?

Do leaders in your organization understand the importance of change-leadership on projects and serve as role models day-to-day?

...to mature through the 5 stages of effectively managing change

	Informal	Emerging	Formalizing	Scaling	Embedded
Build the muscle	No standard approach to manage organizational change	No formal organizational change management method or associated learning	Standard change management method in place	Formal change management training for all relevant roles and change efforts coordinated centrally	All change-relevant roles upskilled by formal training to ensure change capabilities broadly available to manage diverse change activities
Make change matter	No change-specific activities built into project plans and measurements	Change-specific measures as a part of project status	Change management activities and tools consistently applied to specific projects	Enterprise-wide application of a standard change discipline across a transformation portfolio of project	Continuously invest in and integrate change management activities; apply formal methods and tools; regularly monitor adoption of change
Lead at all levels	Rely upon top management to act as change leaders	Leaders coached on fundamentals of change management and change-leadership skills as part of personal goals and development plans	Leaders enabled to create commitment to change among different stakeholders	Leaders at all levels held accountable and strong emphasis on enabling both top and middle managers as change leader	Change is embedded into the corporate culture of the enterprise and as part of every organization member's mindset, behavior and way of working
	Include change-specific criteria in project progress measures and engage leaders in change	Implement change management methods and enable leaders to create commitment among different stakeholders	Create accountability for all leaders to drive change, train all change-relevant roles and build centrally coordinated change capabilities	Define dedicated change management budget and consistently integrate change activities into project plans	

To learn how Change Architects lead and manage change, visit ibm.com/gbs/makingchangework