

# How To Implement a CMO

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## How To Implement a CMO

Prosci Advisors **Daniel Graham** and **Brittany Clark**

June 26, 2024

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Agenda

- Introductions
- Recap: Designing a CMO (Oct 2022 Webinar)
- Implementing a CMO (Best Practices)
- Real-Life Scenarios (Overcoming Obstacles)
- Q&A

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## Meet your Webinar Team



**Daniel Graham**  
Engagement Leader



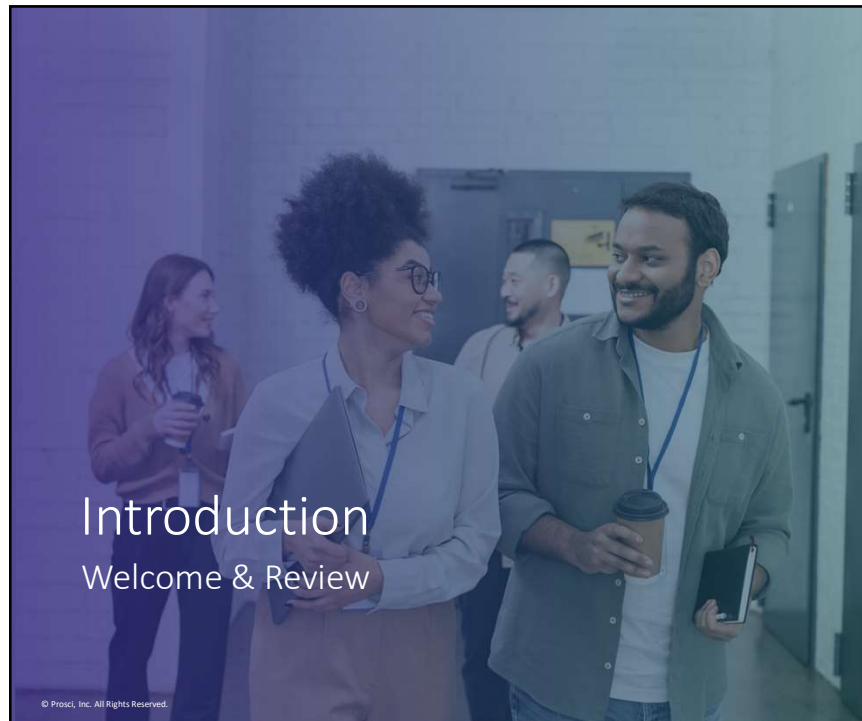
**Brittany Clark**  
Principal Change Advisor

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**Introduction**  
Welcome & Review

- **Introductions**
- Recap: Designing a CMO (Oct 2022 Webinar)
- Implementing a CMO (Best Practices)
- Real-Life Scenarios (Overcoming Obstacles)
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# How To Implement a CMO

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## Introduction

### What exactly is a “Change Management Office” (CMO)?

A Change Management Office (CMO) is a **functional group** focused on change management within an organization. The CMO provides a **structured support system** for change management activities, enhancing the effectiveness and efficiency of change efforts. It **acts as a central point of contact and resource**, delivering value and creating credibility for the change management capability journey by demonstrating the commitment of senior leaders.

### Other names you might call a CMO

- Organizational Change Management
- Change Management Center of Excellence
- Enterprise Change Management
- Change Management Team
- Strategic Change Management
- Change Management Specialists
- People Change Management
- Change Management Division
- Change Management Network
- Change Practice
- Change Excellence
- Change Enablement
- Change and Culture Team
- Change Integration
- Change Hub
- Strategic Change Unit
- Change Specialists Group

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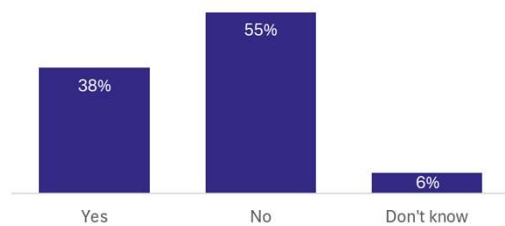
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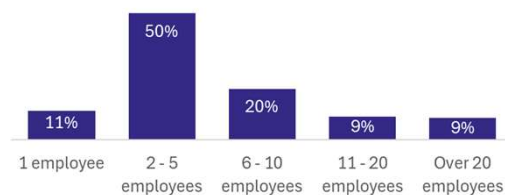
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## CMO Data & Research

### Have a CMO or group



### # of employees in the CMO



### Where the CMO resides



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SOURCE: *Best Practices in Change Management, 12<sup>th</sup> Edition*

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**Recap: Designing a CMO**  
Delivered by Tim Creasey on Oct 19, 2022

- Introductions
- **Recap: Designing a CMO (Oct 2022 Webinar)**
- Implementing a CMO (Best Practices)
- Real-Life Scenarios (Overcoming Obstacles)
- Q&A

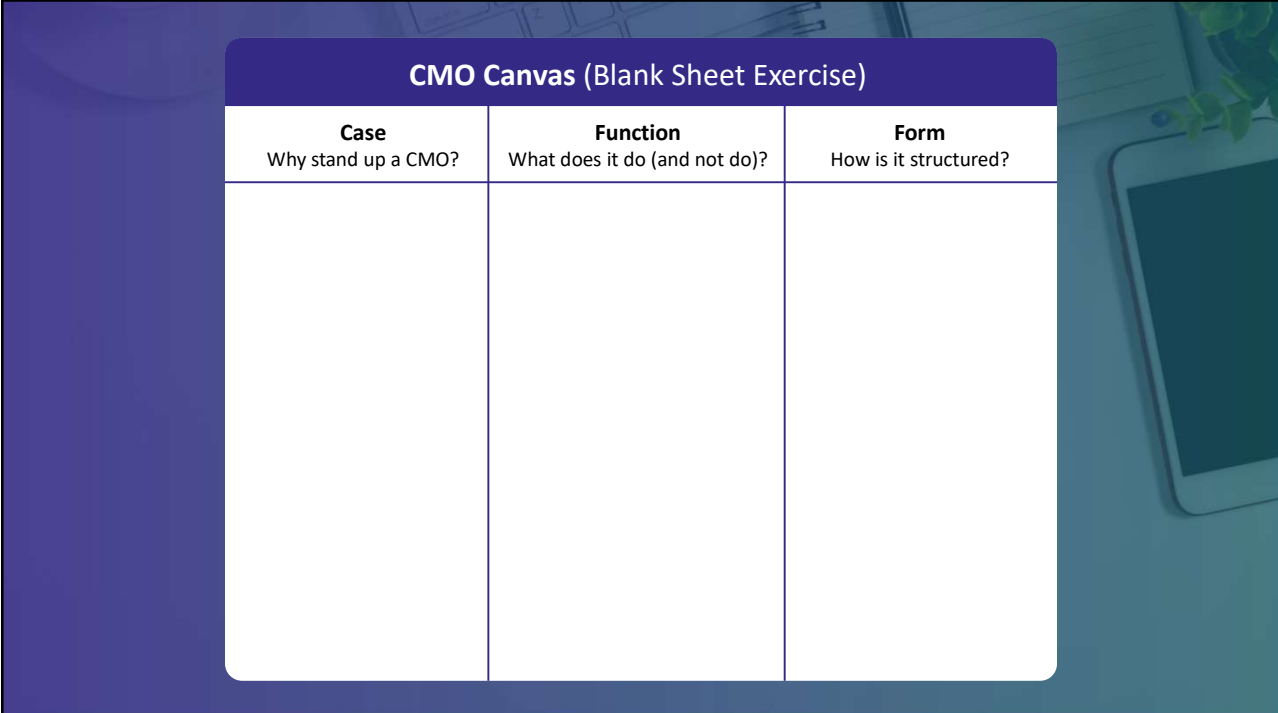
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**CMO Canvas (Blank Sheet Exercise)**

<b>Case</b> Why stand up a CMO?	<b>Function</b> What does it do (and not do)?	<b>Form</b> How is it structured?



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## Case for the CMO

Why stand up a CMO?



Project Success Rate



Saturation and Portfolio Visibility



Consistency and Standardization



Legitimacy and Credibility



Priority Seat at the Leadership Table



Organizational Capability Driver

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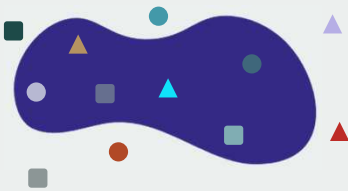
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## Function of the CMO

What does it do (and not do)?

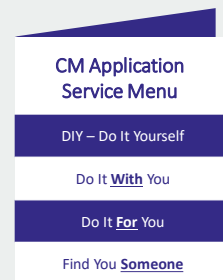
What's In Scope / Out of Scope?



Work Focus / Mix



Service Support Approach



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## Form of the CMO

How is it structured?

### Centralization vs. Decentralization

Centralized



Hybrid



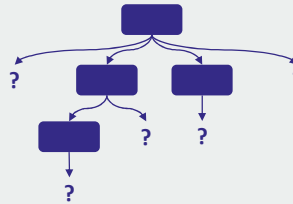
Decentralized



### Size / # of Employees



### Location within organization



### Composition

- Skills
- Experience
- Level

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## Watch the Full Webinar



### How To Design A Change Management Office (CMO)

[prosci.com/resources/webinars/how-to-design-a-cmo](https://www.prosci.com/resources/webinars/how-to-design-a-cmo)

Join Tim Creasey in this engaging webinar to learn how to design and build a CMO from the ground up, or improve an existing structure, to achieve your enterprise change management goals.

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## Implementing a CMO

Taking the next step to build your CMO

- Introductions
- Recap: Designing a CMO (Oct 2022 Webinar)
- **Implementing a CMO (Best Practices)**
- Real-Life Scenarios (Overcoming Obstacles)
- Q&A

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## CMO Design & Implementation

**Case:**  
Build the "Why?"

- What problem does having a CMO solve?
- What benefits does the organization gain?

**Function:**  
Capture Requirements

- What does it do?
- What does it NOT do?
- What does process integration look like?

**Form:**  
Design the CMO

- Where will it "live"?
- Who is in the CMO?
- How will the business interface with it?

**Prepare Approach**

- Define Success
- Define Impact
- Define Approach
- **CM Strategy**

**Manage Change**

- Plan and Act
- Track Performance
- Adapt Actions
- **Master CM Plan**

**Sustain Outcomes**

- Review Performance
- Activate Sustainment
- Transfer Ownership
- **CM Closeout**

Design → Implementation

**CMO Canvas (Blank Sheet Exercise)**

Case	Function	Form
Why stand up a CMO?	What does it do (and not do)?	How is it structured?

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Prepare Approach

Define Success

What are we trying to achieve?

Define Impact

Who has to do their job differently and how?

Define Approach

What will it take to achieve success?

Change Management Strategy

2

Manage Change

Plan and Act

What will we do to prepare, equip and support people?

Track Performance

How are we doing?

Adapt Actions

What adjustments do we need to make?

Master Change Management Plan

3

Sustain Outcomes

Review Performance

Now, where are we? Are we done yet?

Activate Sustainment

What is needed to ensure the change sticks?

Transfer Ownership

Who will assume ownership and sustain outcomes?

Change Management Closeout

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## Prepare Approach

- **Activities**
  - Success: Align objectives and CMO goals
  - Impact: Identify who is impacted and how
  - Approach: Develop a clear strategy & allocate resources
- **Insights**
  - Engage stakeholders early and often
  - Sponsorship is critical
  - Customization is key
- **Challenges**
  - Not finalizing design before moving to implementation
  - Continued Sponsor Support
  - Resource constraints and resistance

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## Manage Change

- **Activities**
  - Plan and Act: Develop plans and prepare resources
  - Track Performance: Monitor progress and establish feedback loops
  - Adapt Actions: Address resistance and reinforce changes
- **Insights**
  - Integrated Approach
  - Continuous Communication
  - Data-Driven Decisions
- **Challenges**
  - Sustaining engagement during change saturation and exhaustion
  - Persistent resistance management
  - Balancing resources


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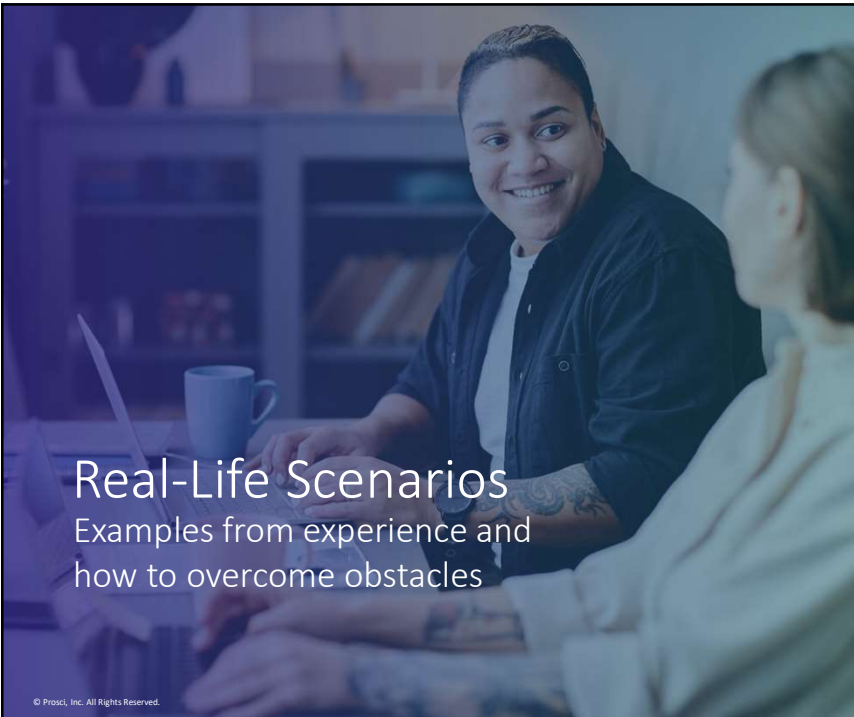


## Sustain Outcomes

- **Activities**
  - Review Performance: Assess and measure outcomes and adoption
  - Activate Sustainment: Identify gaps and resolve, then reinforce change
  - Transfer Ownership: Document processes and celebrate success
- **Insights**
  - Continuous Improvement
  - Ownership and Accountability
  - Role Clarity and Long-Term Support
- **Challenges**
  - Sustaining momentum and enthusiasm
  - Ongoing resource allocation and staffing
  - Residual resistance

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## Real-Life Scenarios

Examples from experience and how to overcome obstacles

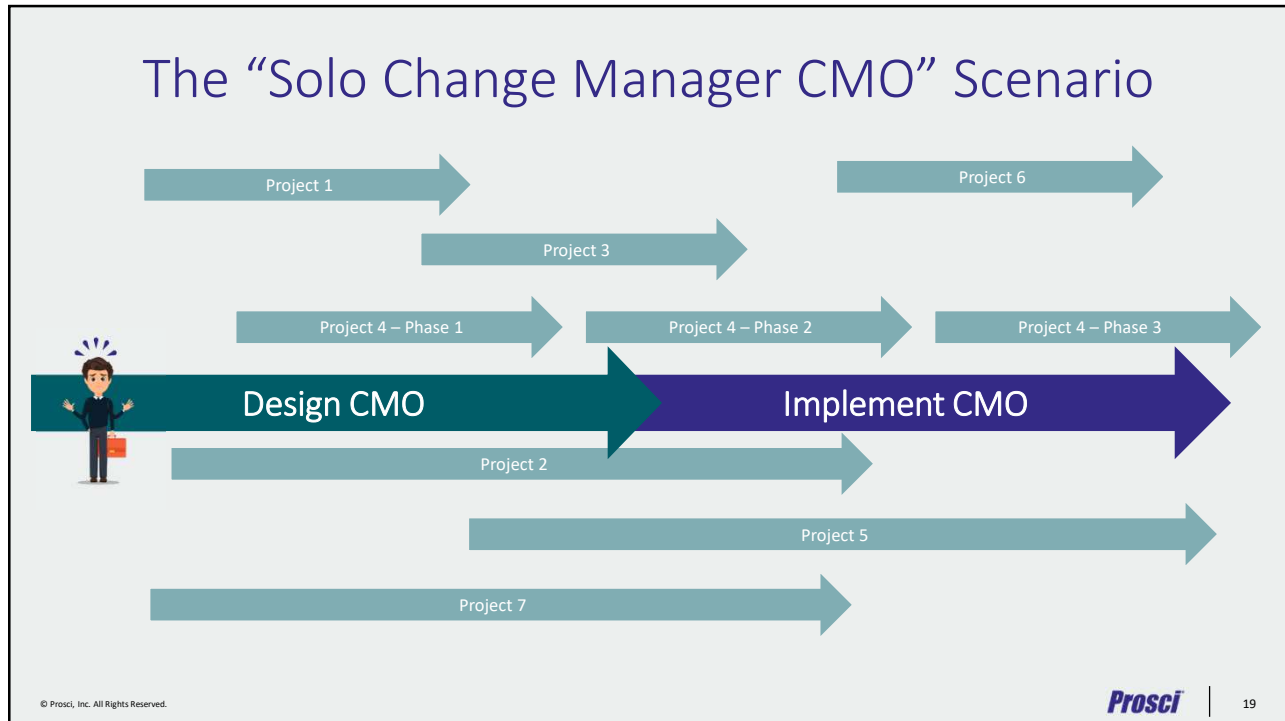
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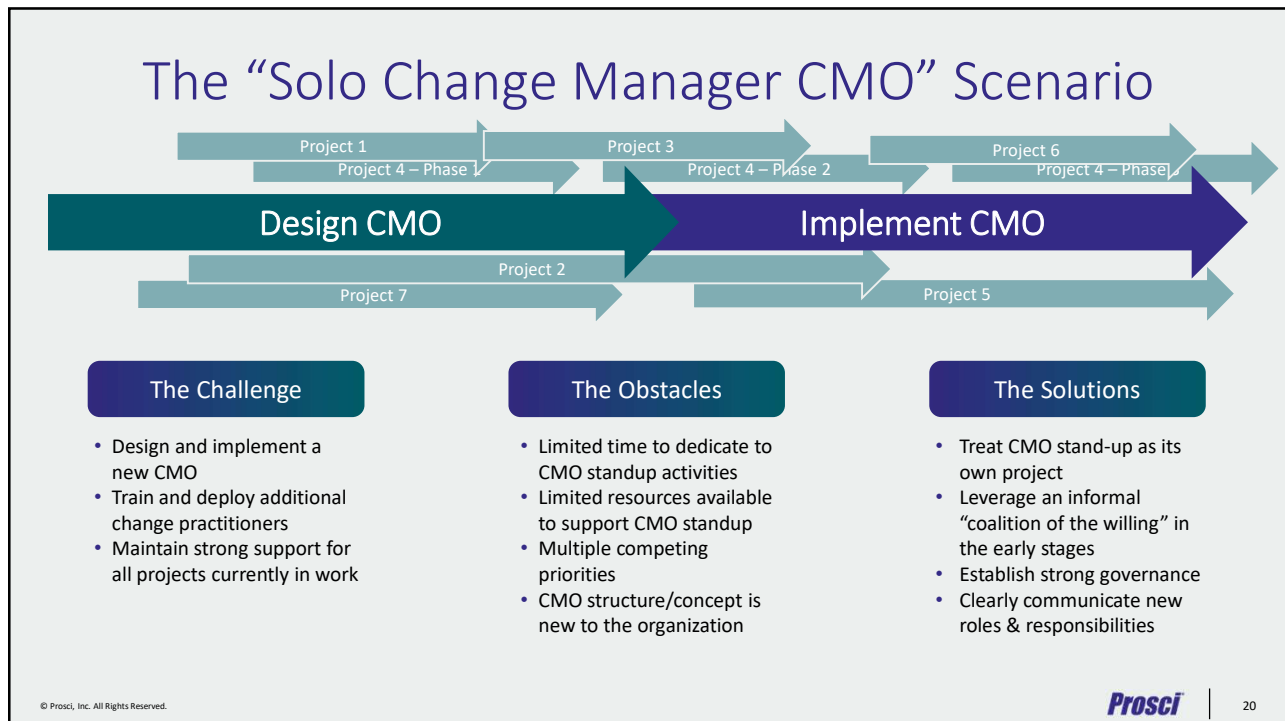
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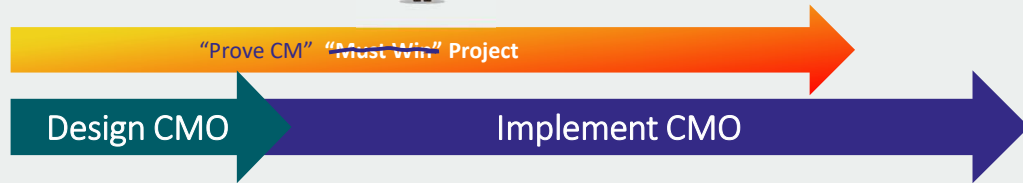


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## The “Prove Change Management” Project Scenario



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## The “Prove Change Management” Project Scenario



### The Challenge

- Deliver strong change management support for a critical, “must win” project
- Leverage the project to demonstrate the value of CM to the organization
- Stand up a CMO in parallel with the project work

### The Obstacles

- Insufficient time for complete CMO design before implementation
- The need for CM / “Case for Change” is not understood
- Time and resources are focused on the project, not on CMO-related work

### The Solutions

- Clearly communicate risks
- Be creative about acquiring additional time/resources
- Leverage project resources for early CMO use (e.g. tools and templates)
- Communicate more during the implementation phase

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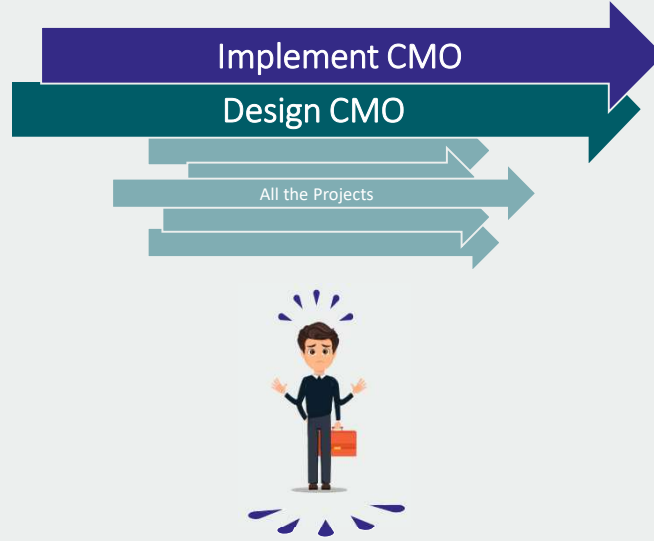
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## The “We Need a CMO Right NOW!” Scenario



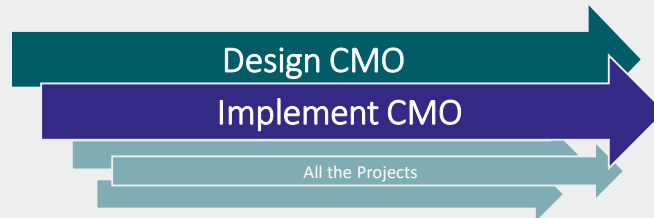
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## The “We Need a CMO Right NOW!” Scenario



### The Challenge

- Leadership wants a CMO established immediately
- No consideration has been given to CMO design, success criteria, or organizational readiness
- Maintain strong support for all projects currently in work

### The Obstacles

- Limited time & resources
- CMO design must happen in parallel w/implementation
- The CMO Case for Change is not defined or understood
- Organizational readiness is low; not ready to integrate effectively with a new CMO

### The Solutions

- Identify clear objectives and success criteria for the CMO
- Define metrics that convey value to the organization
- Conduct “CM for “CM”
- Align stakeholders around an iterative approach; demonstrate value early

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Questions?

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