

# Human-Centered Organizational Change Management



A Case Study by Chad L. Smith, Ed.S., CMS.

# Human-Centered OCM

Relationships

Leadership

Stakeholders

End-Users

Gamification

Community

Swag



# Project at a Glance

- BigQuery to Teradata Migration
- 14 lines of business
- 1,000+ employees
- Widespread disengagement
- low training participation
- Leadership opposed punitive actions for training noncompliance
- Needed creative, intrinsic, and community-driven engagement strategies



# Initial Challenges

A project propped up with duct-tape:

- **Unexpected**  
43% training attendance at kickoff
- **Communications Channels**  
Over Reliance on email & virtual hub (Confluence)
- **Metrics**  
No adoption/engagement tracking
- **Current Resistance**  
High - Manager friction over LOB priorities



# Initial Challenges

- **Communication Style**  
Technical, lengthy comms (Cognitive overload)
- **Training**  
Poor training scheduling, 1 SME
- **Resistance Tracking**  
No resistance tracking mechanism
- **Engagement**  
Jr. OCM analyst leaning into carrot or stick incentives
- **Measurement of Success**  
No shared definition of success

# Community Structure

Created business-line & company-wide support channels

Change Champion program established

Champions surfaced resistance early

Fostered open communication & collaboration among all stakeholders



# Strategic Scheduling

- Early adopters showcased as success stories
- Pushback met with alternative resources
- Maintained schedule integrity to protect training quality

# Strategic Gifting

- Weekly swag scavenger hunts
- Solved technical challenges for rewards
- Attendance required for eligibility
- Inclusive & anonymous participation

# Success Metrics

- Defined success measures with leadership
- $\geq 65\%$  training attendance
- $\geq 65\%$  engagement
- $\geq 80\%$  End User Satisfaction Score
- $\geq 80\%$  Net Promoter Score
- $\geq 95\%$  comms deliverables completed  
On-time
- $\geq 90\%$  comms deliverables completed
- $\geq 95\%$  Milestone on-time Completion
- Deliverables completed within 7 days of approval

# Resistant Mitigation

Extra rewards:  
higher-value gift  
cards, PTO day

Limited rollout to  
small resistant  
groups

Balanced fairness  
with engagement  
needs

*Senior leadership; "This project went from noncompliance to success, I didn't think it would happen."*

## Final Change Management Update

### Metrics

- 100% Milestone Completion
- 100% Comms Deliverables
- 98% Awareness Deliverables
- Project Deliverables from Submission to Approval - 4 days

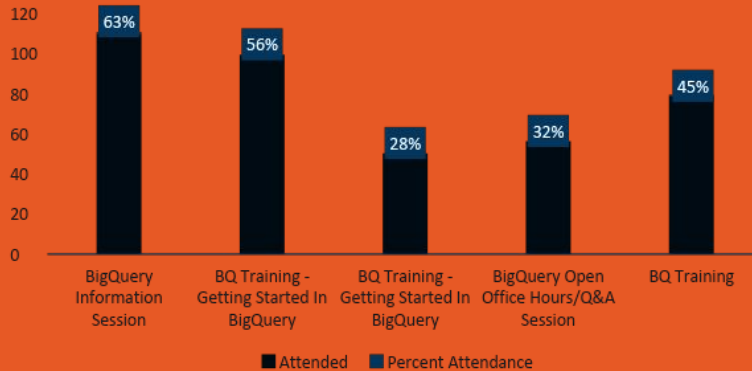
### Communications Rate

- 67% Engagement Rate
- 33% Email Open Rate
- 100% WebEx Read Rate

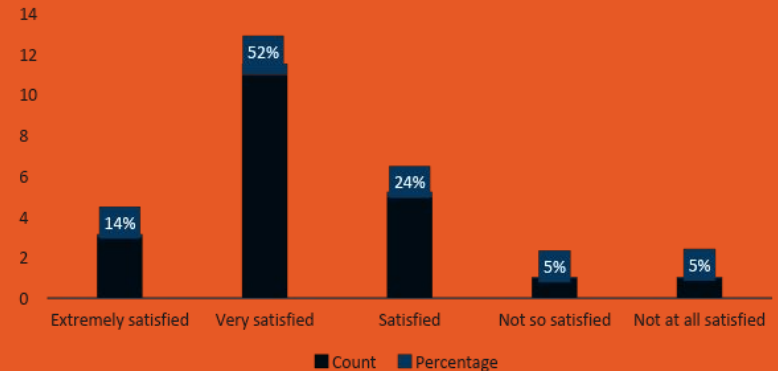
### Training and Usage

- 69% attendance training sessions
- 78% attendance initial training sessions
- 35% Q&A sessions
- 90% End User Satisfaction

#### Attendance



#### Basic Training Survey



# 92%

## Net Promoter Score



Technical questions are trending down with each training

# Lessons Learned

Sequencing matters – early wins build momentum

Incentives drive participation

Transparency builds trust & reduces friction

Human-centered OCM is highly effective



# Future Implementations

Align stakeholders early

Measure success transparently

Sequence wins with receptive teams

Leverage gamification & incentives

Create peer-led champions

Tailor communications to user needs

Plan for resistance & adapt quickly