



Making Change Leadership Viral

Creating a Movement

Annual Sharing Day 2013

OD Means Business



Presenters



Mary Kingsley

- Global Talent Solutions, Global Talent & Learning
- Support Change Leadership architecture and community
- Coach change champions



Pam Jennings

- Director, Change Leadership & Management, Business Transformation
- Responsible for helping the company implement the ADP Change Leadership strategy and integrate the strategy into ADP's Business Transformation Approach
- Support key strategic change projects, more recently within the Business Transformation group

ADP: A More Human Resource

- End-to-end Human Capital Management
Selection to Retirement



- 600,000 Clients
- 53,880 Associates
- US: 29,941
- Non-US: 23,939
- More than \$10 billion in FY14

OUR PATH

1. Change Leadership Model
2. Creating & Igniting Community
3. Integrating Change Leadership
into the Corporate Fabric

CHANGE LEADERSHIP MODEL

Context - ADP's Transformation Plan



SIG

● Simplify

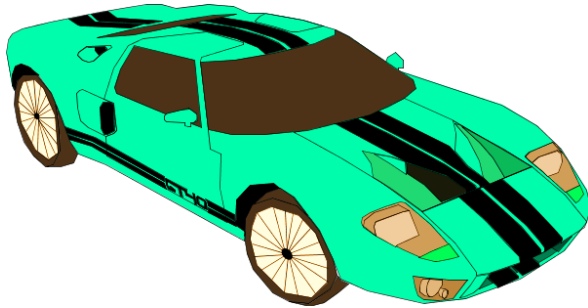
● Innovate

● Grow

ADP's Transformation Movement

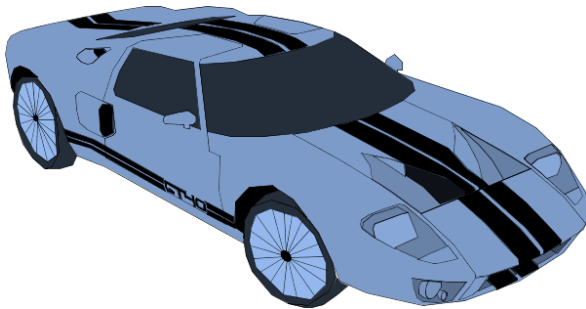


ADP's Change Leadership Movement



ADP Change Leadership & Change Management

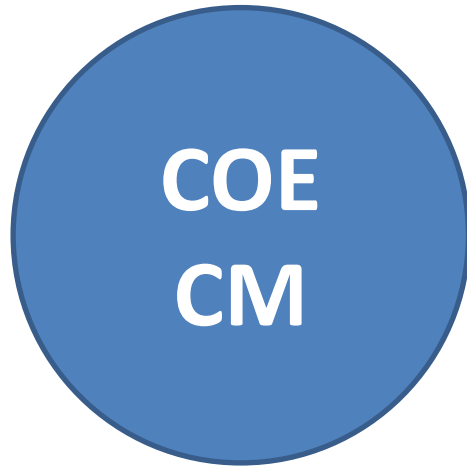
- Defined / driven by Global Talent & Learning
- Supporting Human Capital Strategy
- Powered by attraction



ADP Way

- Business-driven initiative
- Methodology evolving to support SIG

Change Models: Change Leadership



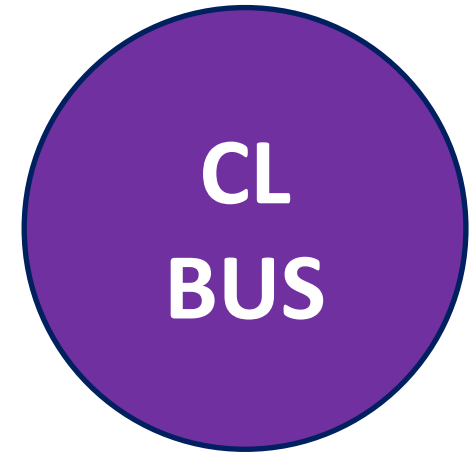
Center of Excellence

- Common Tools & Practices
- **Change Management** Focus
- Business Owned Implementation



Change Management Office

- Common Tools & Practices
- Project Owned Implementation



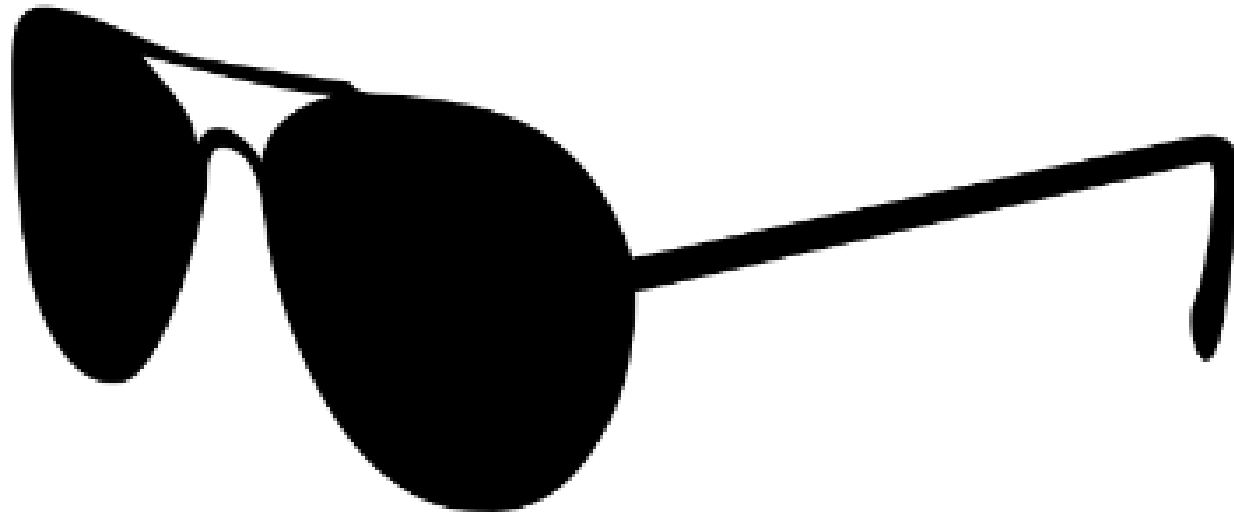
Change Champion Approach

- Common Tools & Practices
- **Change Leadership** Focus
- Business Owned Implementation

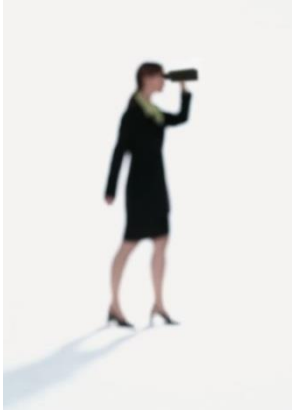


CIA
DECLASSIFIED

Creating Change 'Agents'

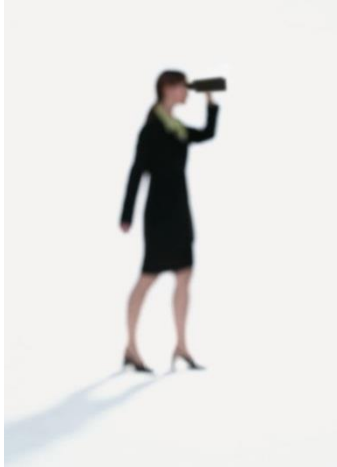


Change Champions



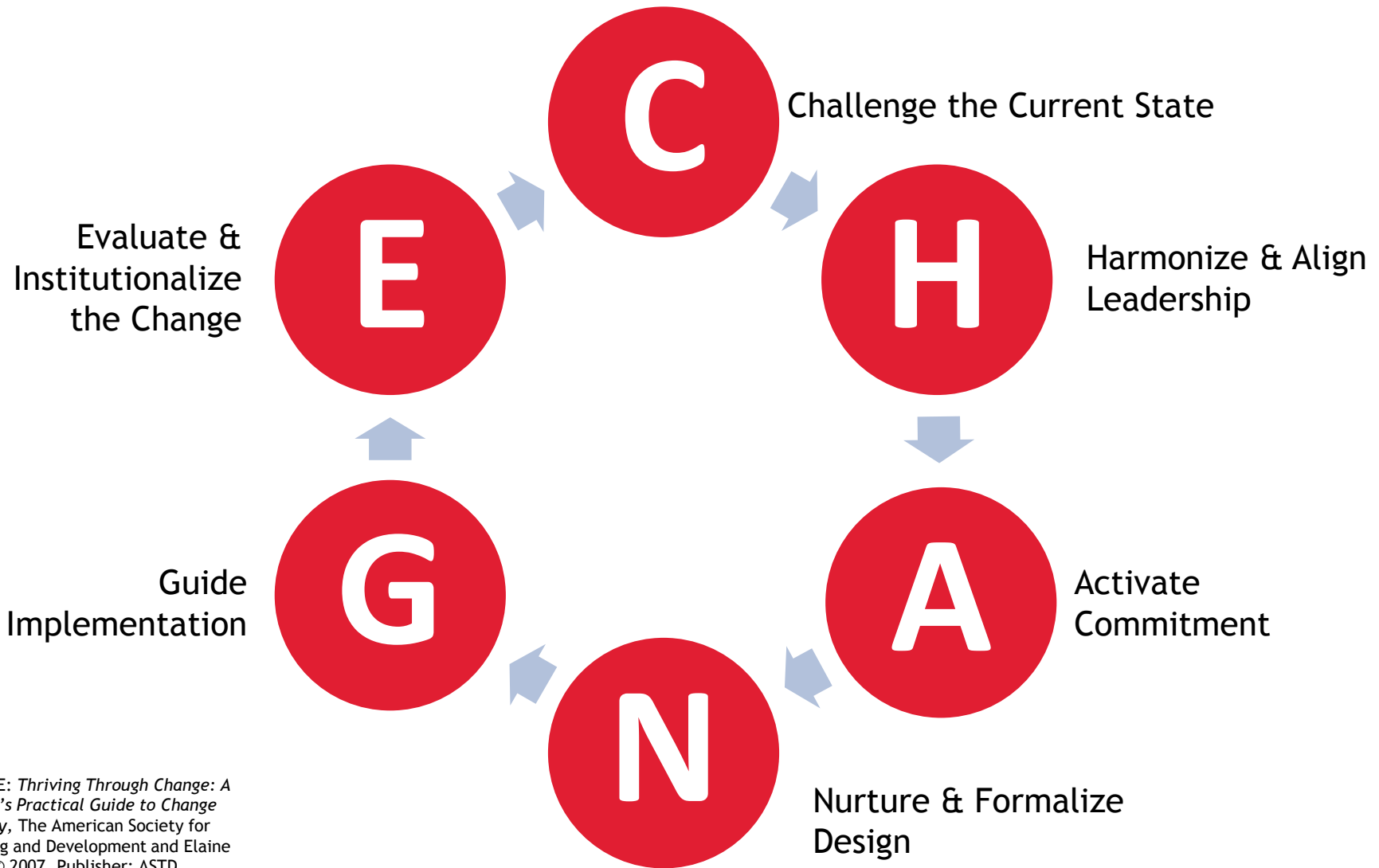
- Change Champions lead the focus on change dynamics...
- ...through the lens of the ADP CHANGE Leadership Framework
 - Encouraging a disciplined approach to change leadership & management activities for the change effort
 - Working with team members to identify and document the impact of change on the organization and specific stakeholder groups (both risk and opportunity)
 - Working with the rest of the change team to develop the change story, communications strategy, and messages for all stakeholder groups and those affected by the change

Change Champion Key Competencies



- Ability to collaborate and build credibility
- Strong influence skills and ability to win support
- Strong consulting skills
- Appropriately challenges thinking and actions
- Strong communication and facilitation skills

ADP CHANGE Model



SOURCE: *Thriving Through Change: A Leader's Practical Guide to Change Mastery*, The American Society for Training and Development and Elaine Biech © 2007, Publisher: ASTD

The Change Intelligence Academy (CIA)

Introduction

- CIA Change Champion Workshops
- CIA Executive Briefings

Orientation

- Webinars
- CIA Case Files
- Toolset & Approach



Application

- Architecture & Design Support
- Process Support
- Coaching & Advisory

Inspiration

- Thought Leadership
- Articles
- Multi-Media Content



CREATING & IGNITING COMMUNITY

Taking the Community Social



HOME PRODUCTS FUNCTIONS BUSINESS UNITS INSIDE ADP BROWSE ALL HELP ASSOCIATE PORTAL



Search



ADP Change Leadership and Change Management



Following in 1 stream

Leave this group

Overview Content People Projects Reports Calendar

Actions About Share Manage

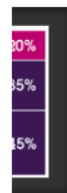
ANNOUNCEMENT: Wanted: Case Files of the CIA Show Details

ABOUT THE CIA

- [Apply for Your CIA Change Champion Certificate](#)
- [CIA Change Champion Certificate Requirements](#)
- [CIA Briefing Document](#)

NEXT EVENTS

- [CIA Change Champion Workshop - San Dimas, CA USA](#)
2/17/15 8:30 AM
- [CIA Change Champion Workshop - Sao Paolo, Brazil](#)
2/24/15 8:30 AM
- [CIA Change Champion Workshop - Sao Paulo, Brazil](#)



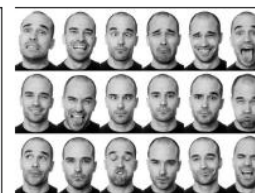
Change



Project Management and Change Leadership: A Marriage Made in Heaven?



Earn Your CIA Change Champion Certificate



Body Language and Change: Sit Up Straight, You SLACer!!



Mission Accomplished

Edit

ASK THE COMMUNITY

Type your question

Ask it

JOIN THE DISCUSSION

Filter by Categories & Tags

- [Re: Change Quotes and Quotables](#)
- [Re: What will you take away of most value from today?](#)
- [Where is the perfect SPONSOR for my project?](#)
- [Re: How do you keep change at the forefront?](#)

ADD YOUR VOICE: ADP CHANGE LEADERSHIP AND CHANGE MANAGEMENT



Add your voice, your tools, your questions, and your expertise to this community for change practitioners, leaders of change, and associates involved with or interested in transformational change at ADP.

The ADP Change Leadership and Change Management community is designed for associates like you who have a passion and business need to find one another, connect, share, and learn. Peer and expert support is easily at your fingertips or the other end of a phone, helping you to translate your learning into practical, real-time application to succeed

Igniting Passion



CIA Team-Facilitated Webinars

- Changing the Way We Change
- Constructing the Change Program Series
 - Readiness
 - Engagement / Communication
 - Training
- Resilience / Adaptive Mindset
- Leveraging Resistance



The 3 C's of Life:

*choices, chances,
changes*

You must make a
Choice to take a Chance
or your life will never
Change.

Evolving Our Social Community

The screenshot displays the ADP Change Leadership and Change Management website. The top navigation bar includes links for CIA Central, Find an Event, Agency Dialogue, Activity, Content, People, Projects, Reports, More, and Actions. A sidebar on the left features a 'FAVORITES' section with links to 'The Lighter Side of Change', 'A Change of Pace: Change Humor', and 'Change Quotes and Quotables'. Below this is a 'POPULAR BLOGS' section with a link to 'Popular Blogs (more on our Activity page)'. The 'CONNECT WITH US' section lists several individuals with their roles and departments, including Eric Hieger (Sr Dir Talent Solutions, Global Business Transformation), Pamela Jennings (Dir Change Management, Business Transformation), Mary Kingsley (Mgr. Global Talent & Learning, Global Talent & Learning), Jay Caldwell (Dir Talent Solutions, GLP - Talent Management), and Mike Travis (Sr. Director Talent Partner, Global Talent & Learning).

The main content area features a large banner for 'Earn Your Change Management Certificate' and a section for 'WORKSHOP GRADUATES'. Below this, there is a list of articles under the heading 'EXCHANGE INFORMATION & EXPERTISE'. The articles include 'Change Impact Heat Map - Linear scale or otherwise' (2 weeks ago by Amit Bhavsar), 'Change Leadership' (1 month ago by Josep Maria Elias), 'Transparency - what does this mean to you? Is it important? Why? What does it look like in practice in major change?' (4 weeks ago by Eric Hieger), 'Do It Now Service Model' (2 months ago by Stacy Reed), 'SBS Service Change Leadership Webinar: What will you take away of most value from today?' (2 months ago by Mike Travis), 'Where is the perfect SPONSOR for my project?' (2 months ago by Amandine De Gorguetie), and 'Does anyone know of a formal model, theory or concept external to ADP around scoping a change project, specifically around the human element of change?' (2 months ago by Lisa Kolbe).

At the bottom of the page, there is a quote: 'and resilient to accelerate innovation and growth.'

Recognizing Achievement



INTEGRATING CHANGE LEADERSHIP

Leadership Development Programs

- New Managers
 - Change Leadership Dialogue
- New Managers of Managers
 - Change Leadership Overview & Case Study Activities
- High-Potential Senior Directors and Above
 - Change Leadership Principles and Tools Incorporated into Business Simulation and Action Learning Teams
 - Change leadership coaching offered

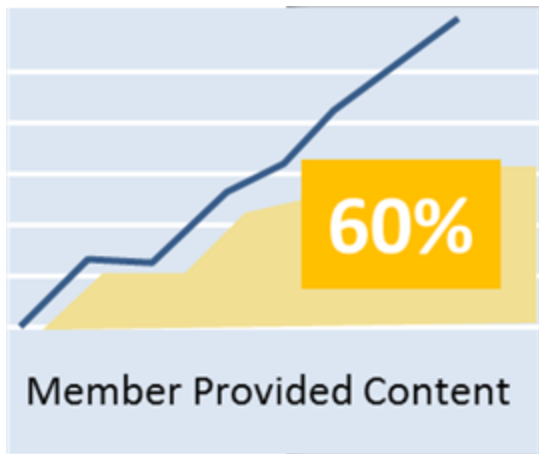


Change Leadership Statistics (1/4)



- CIA Change Leadership Community is ranked consistently as the top Group in ADPworks
- Membership is closing in on the top 2 business unit sites
- Team is sought out to advise other online community teams

Change Leadership Statistics (2/4)

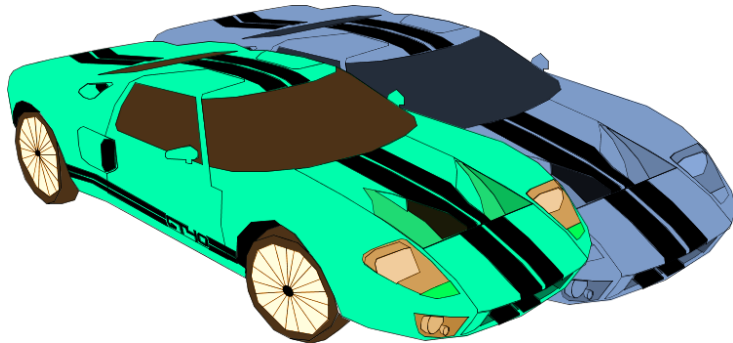


- Case Files of the CIA
 - Monthly call attendance has increased from about 45 to more than 80
 - Now scheduling multiple calls in a month
 - Recordings available
- Community members add blogs, discussions, humor, quotes, comments
- Community members are starting to ask each other for assistance

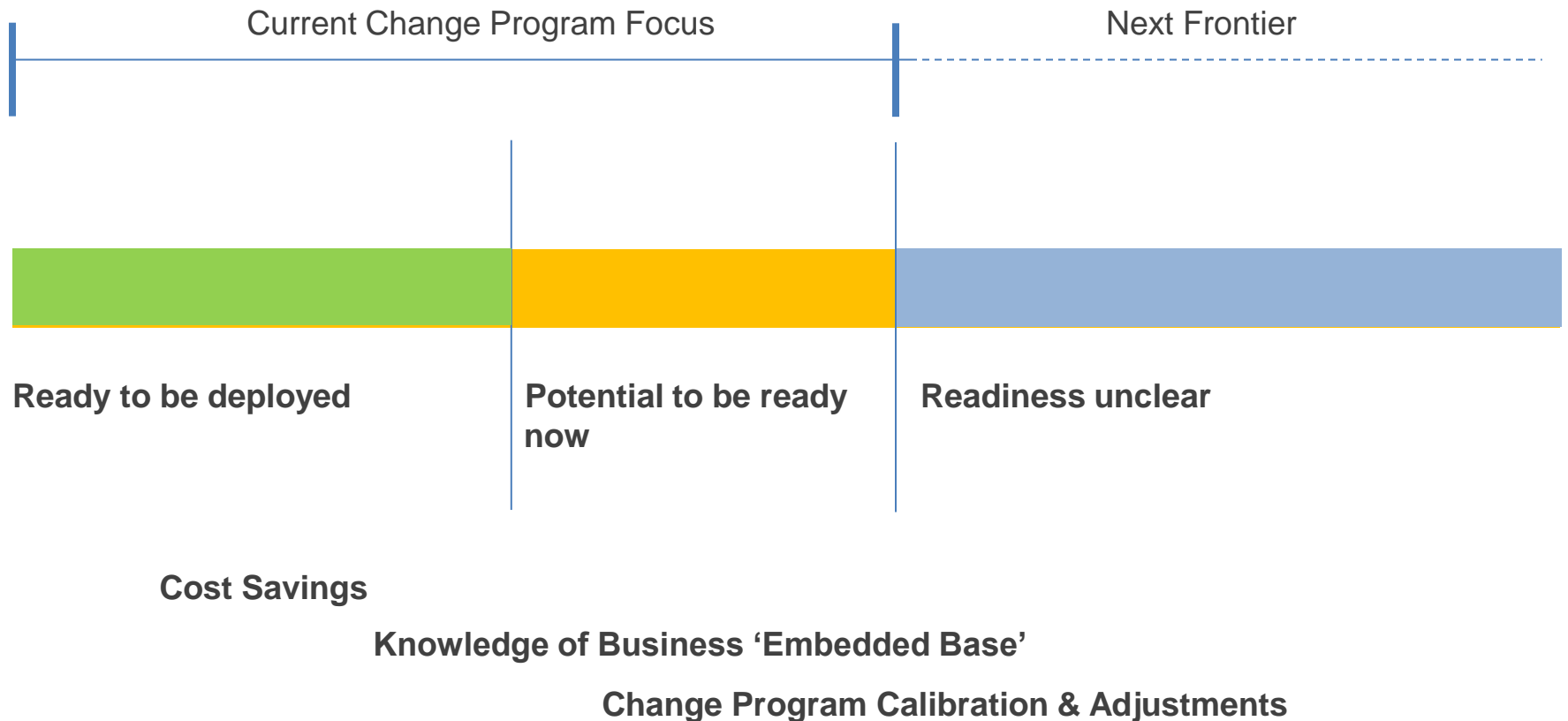
Change Leadership Statistics (3/4)

- CIA Methodology has been integrated into ADP Business Transformation methodology
- Reports to Executive Committee member
- Aligned to key enterprise transformation initiatives

**BUSINESS
TRANSFORMATION**



Change Leadership Statistics (4/4)





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