NJ Organization Development
LEARNING COMMUNITY

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

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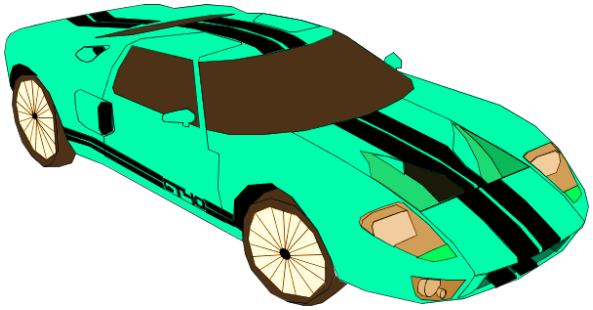
Context - ADP's Transformation Plan

SIG

- Simplify
- Innovate
- Grow

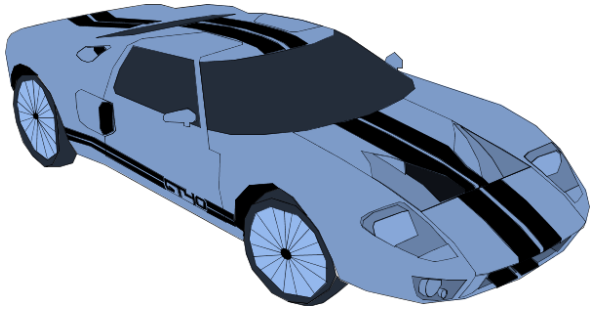
ADP's Transformation Movement

ADP's Change Leadership Movement



ADP Change Leadership & Change Management

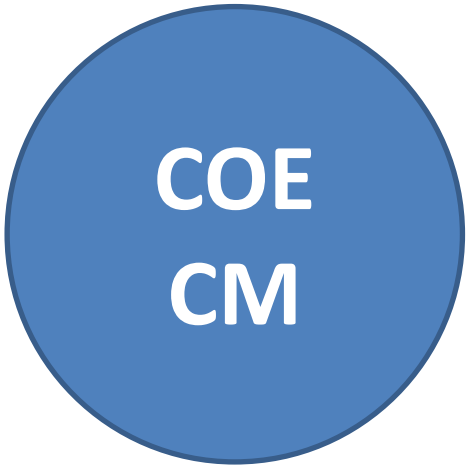
- Defined / driven by Global Talent & Learning
- Supporting Human Capital Strategy
- Powered by attraction



ADP Way

- Business-driven initiative
- Methodology evolving to support SIG

Change Models: Change Leadership

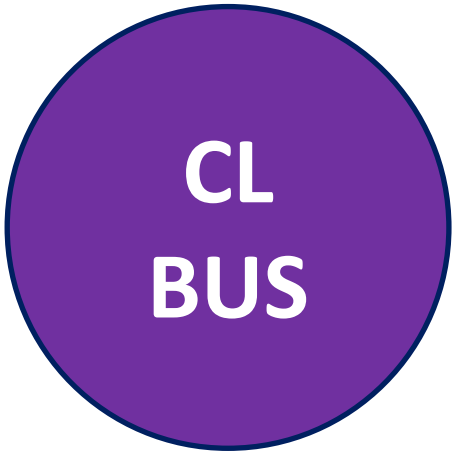


Center of Excellence

- 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

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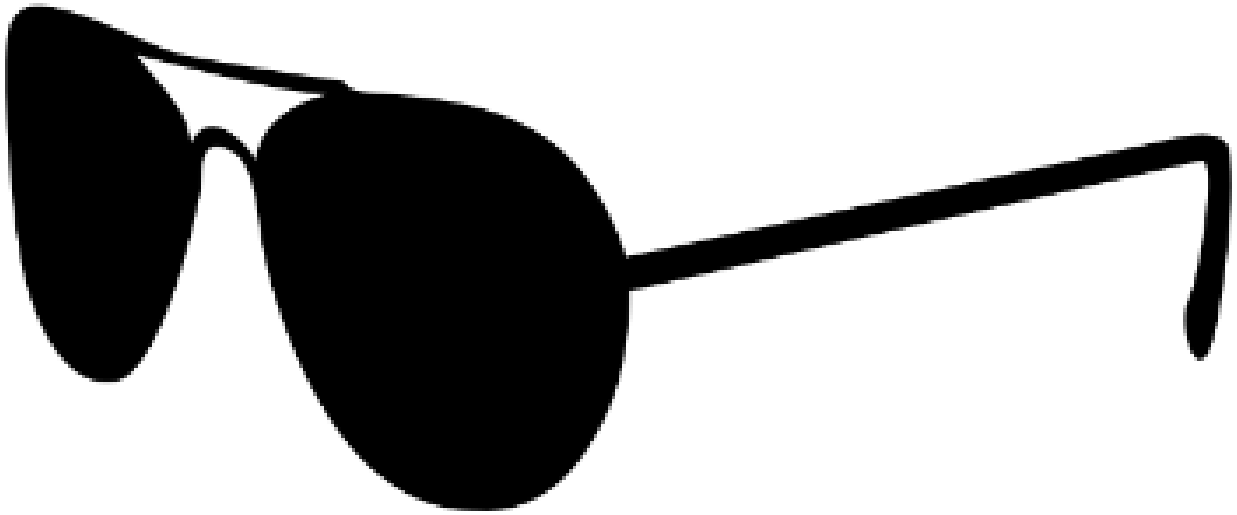
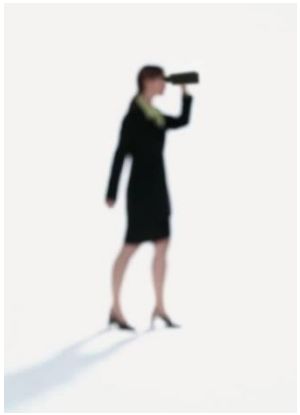
CHANGE • INTELLIGENCE • ACADEMY •
CIA
DECLASSIFIED

Creating Change ‘Agents’



Change Champions



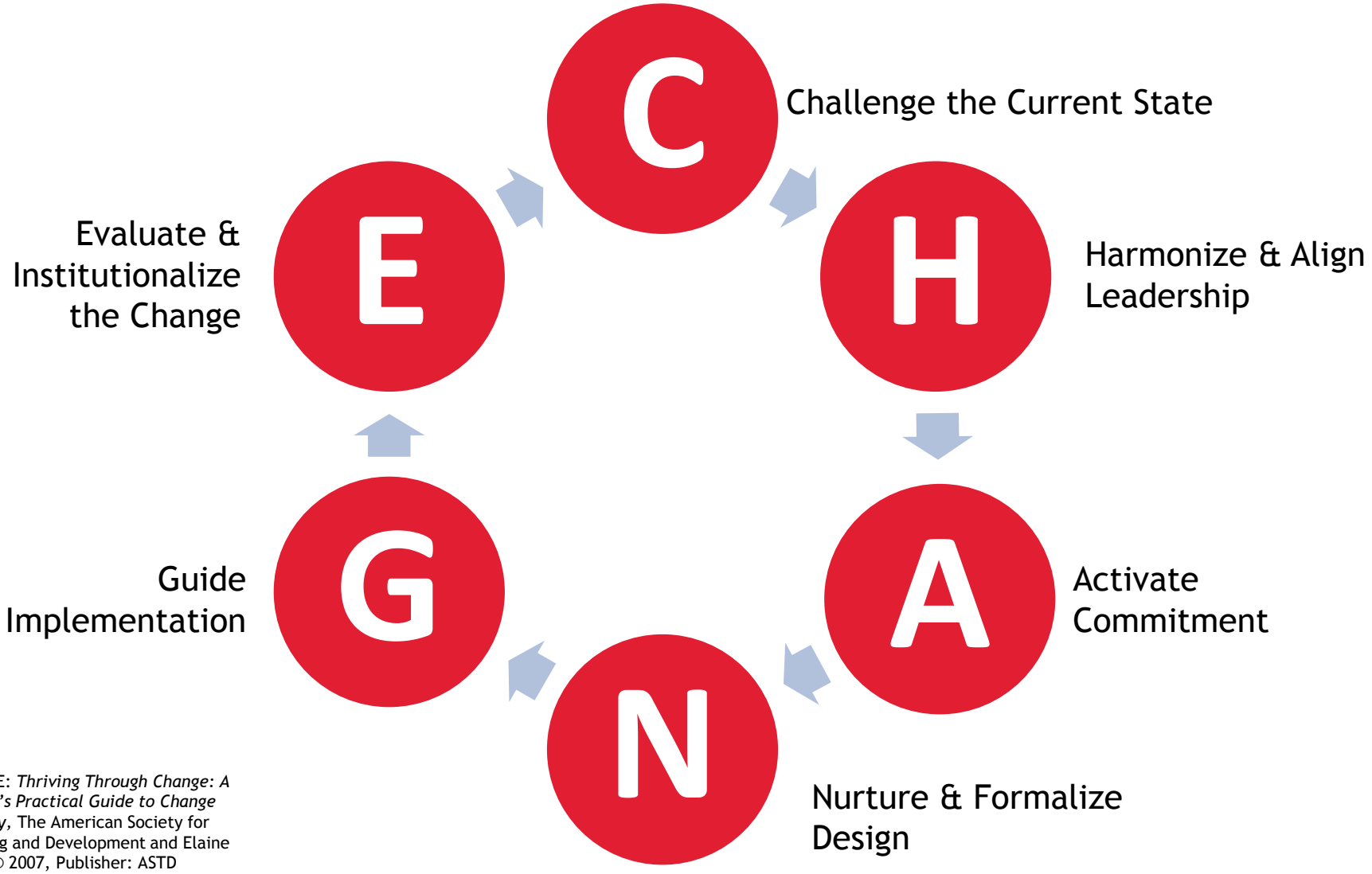
- Change Champions lead the focus on change dynamics…
- …through the lens of the ADP CHANGE Leadership Framework

- 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

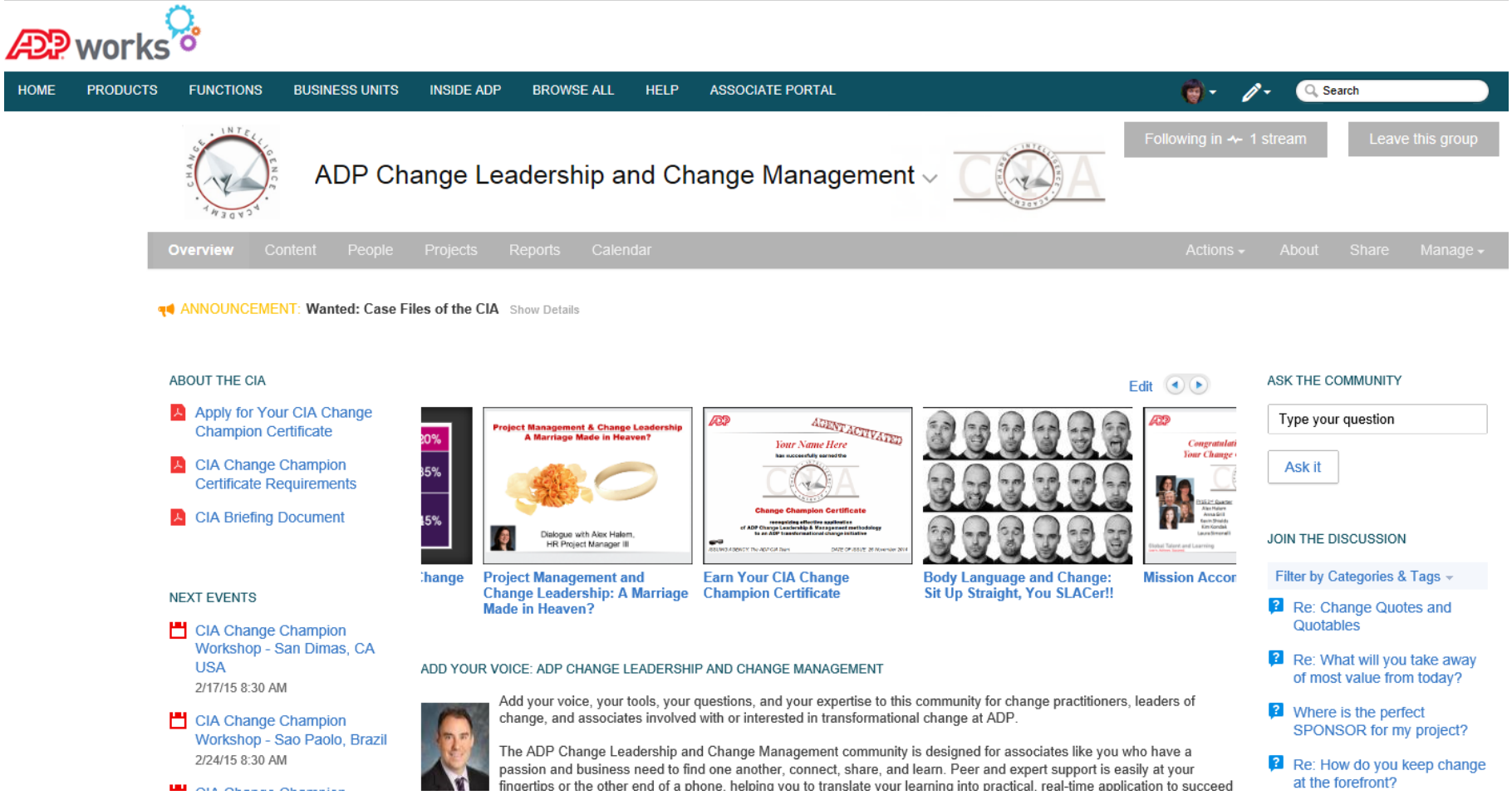
- **Architecture & Design Support**
- **Process Support**
- **Coaching & Advisory**

Inspiration

- **Thought Leadership**
- **Articles**
- **Multi-Media Content**

CREATING & IGNITING COMMUNITY

Taking the Community Social



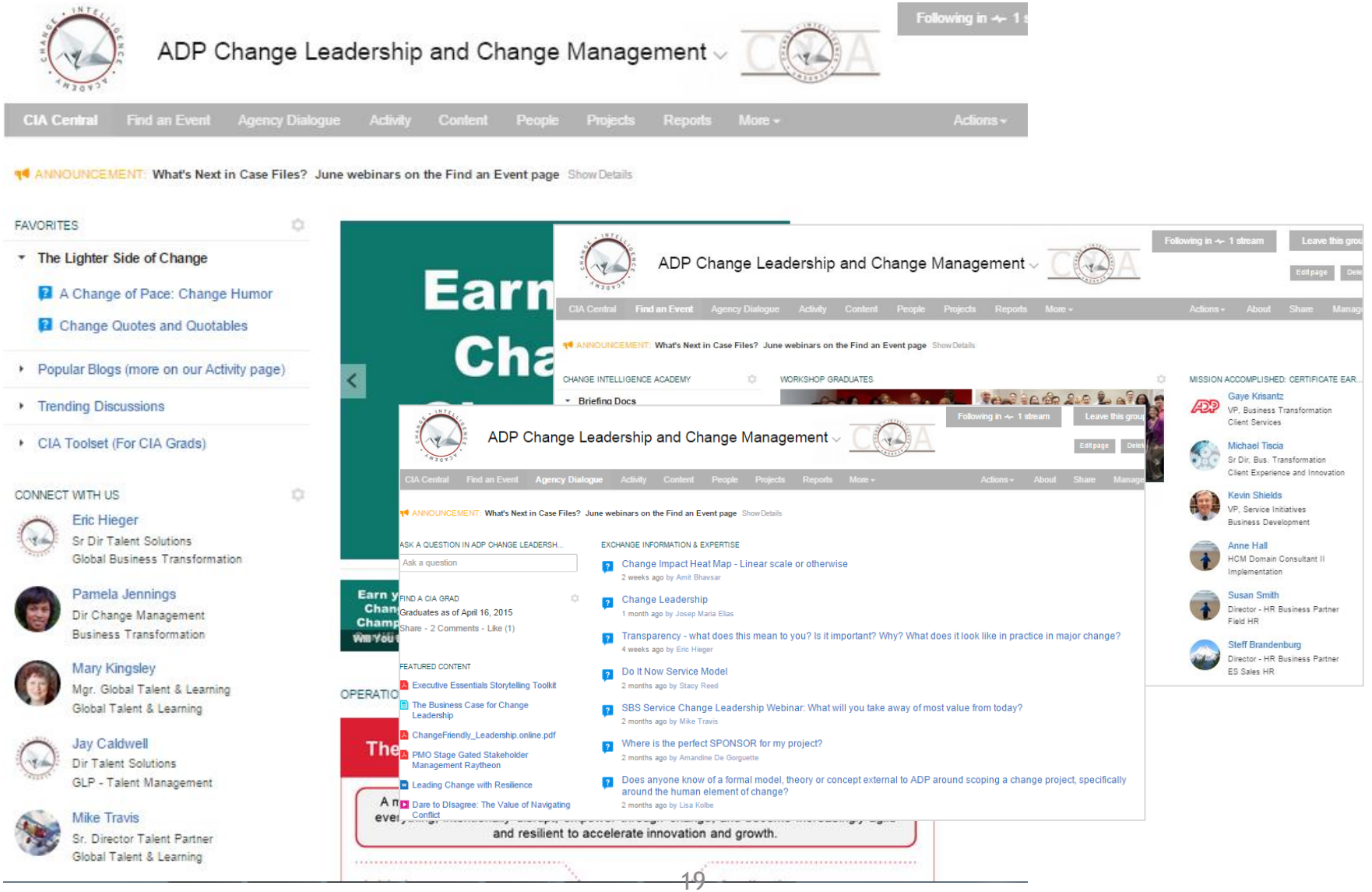
Igniting Passion

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



Recognizing Achievement

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INTEGRATING CHANGE LEADERSHIP

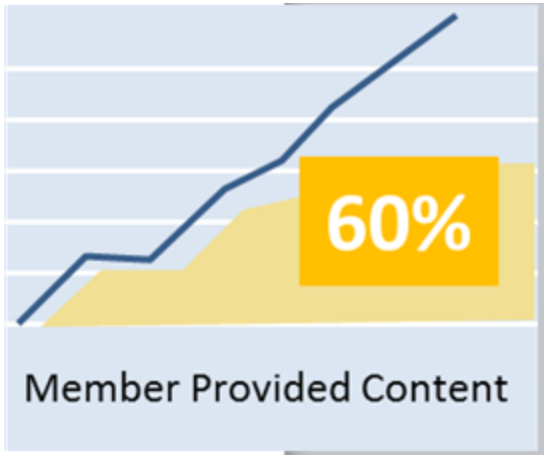
Leadership Development Programs

- 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)

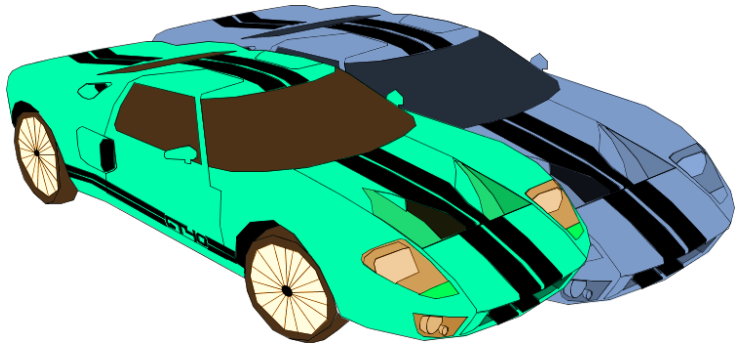
- CIA Change Leadership Community is ranked consistently as the top Group in ADPworks
- Membership is closing in on the top 2 business unit sites
- Team is sought out to advise other online community teams

Change Leadership Statistics (2/4)



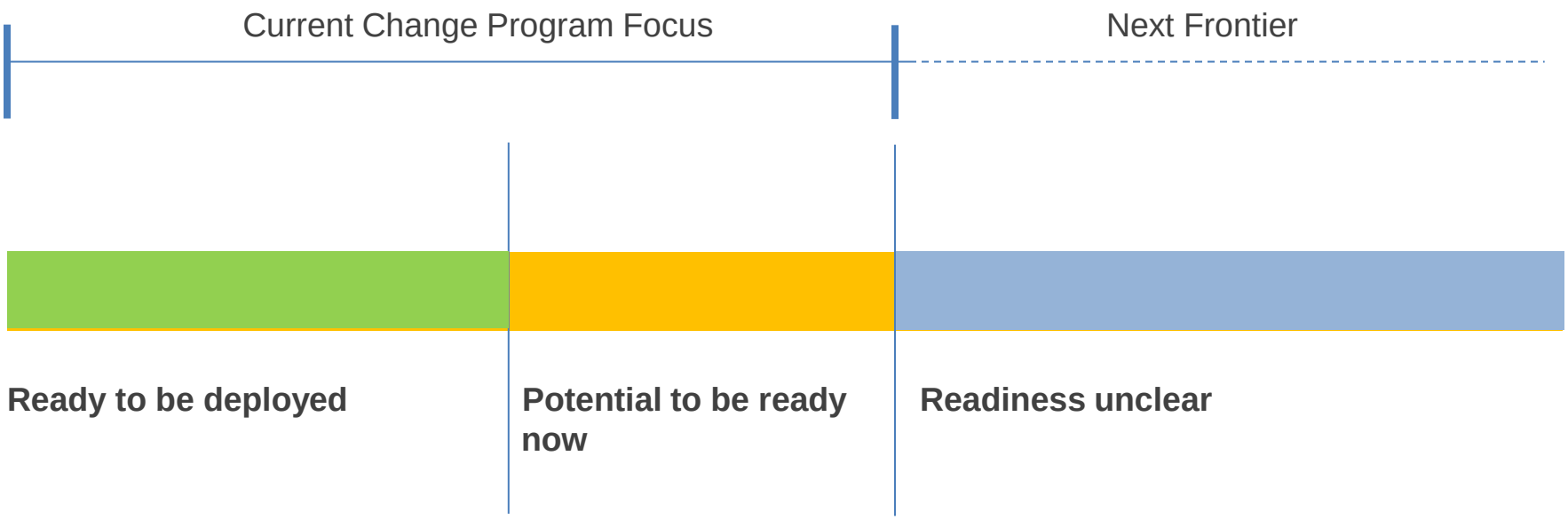
- Case Files of the CIA
  - Monthly call attendance has increased from about 45 to more than 80
  - Now scheduling multiple calls in a month
  - Recordings available
- Community members add blogs, discussions, humor, quotes, comments
- Community members are starting to ask each other for assistance

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

Change Leadership Statistics (4/4)



Cost Savings

Knowledge of Business 'Embedded Base'

Change Program Calibration & Adjustments

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