CHANGE CAPABILITY PLAYBOOK

The five-step sequence that took a Nordic telecom from maturity level 1 to level 5

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STEP 1

Pilot before programme

Set an explicit maturity target, pick one real project, assess the gap, and design process, roles and tools against it. The pilot proves and tunes the method on your own organization.

Result: a quick win and a high-performing project with outstanding benefit realisation above 80%.

STEP 2

Portfolio heat map

Score every initiative on three perspectives — leadership and sponsorship, project management, change management. Plot risk against spend.

Output: one heat map the executive team has never seen before.

STEP 3

Prioritise the top five

Rank on: people affected and depth of daily change; strength of business case; whether the project is still early enough to influence; internal perceived importance. Work five, not fifty.

Rule: capability spread across everything is built nowhere.

STEP 4

Build A, D, K — awareness, desire, knowledge

Three audiences, three aims. Sponsors: why change management is strategic and what their role requires. Project and change leads: tools and method. Line managers: how to lead change in their own team.

One shared one-page model — literally on every desk.

STEP 5

Secure A, R — ability and reinforcement

The step that gets skipped. Hands-on coaching through implementation, defined KPIs for progress and effect, and a fixed follow-up rhythm checking whether value lands.

Reinforcement is a schedule, not an intention.

KPIs that matter

— Benefit realisation per project, measured before and after
— Share of target users working the new way 90 days after go-live
— Time from decision to visible adoption in the line
— Trained internal change leads who have run a live change
— Proportion of changes delivered without external support
— Change maturity level, re-assessed annually on a fixed scale
— Manager confidence — self-reported, tracked over time

Not KPIs: communications emails sent, workshops delivered, training completion. Those measure activity.

Portfolio outcome after rollout: benefit realisation from 38% to 70–80%. Maturity level 1 → 5.

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