



Case Study

Energy Infrastructure



The Organization

A North American energy infrastructure business with a focus on owning and operating assets to provide clean and affordable energy to its customer.



The Project

Provide full service change management support as a Managed Service for the Digital Services portfolio.



Key Challenges

- Very limited success with past Change Management initiatives.
- Challenge to get complete Leadership buy-in to the value of Change Management.
- No internal communications or learning support.
- Large portfolio of work with little oversight, meaning project implementations often intersect with one another, overwhelming staff.
- Siloed approach makes Digital Services feel like they are "working in a bubble".



Our Approach

- Implement change triage process for determining appropriate project change resourcing across the portfolio.
- Assign Change Leads to manage change on projects that are required. Only staff what is needed.
- Maintain a "concurrent change map", escalating when too many changes are happening at once.
- Create and maintain culture and history profile of the organization.
- Build bridge with corporate communications team to ensure branding standards maintained.
- Monthly sponsorship meetings to discuss budget and priorities for Change Management Services.



Key Outcomes

- 1** | Successful adoption by impacted groups on numerous projects.
- 2** | Continually on-or-under budget.
- 3** | Escalation of concurrent changes to mitigate potential to overwhelm.
- 4** | Addition of projects in Finance and HR portfolios due to success in Digital portfolio.
- 5** | Delivered Partners in Change learning programs to HR Business Partner team to help them support the groups they represent.