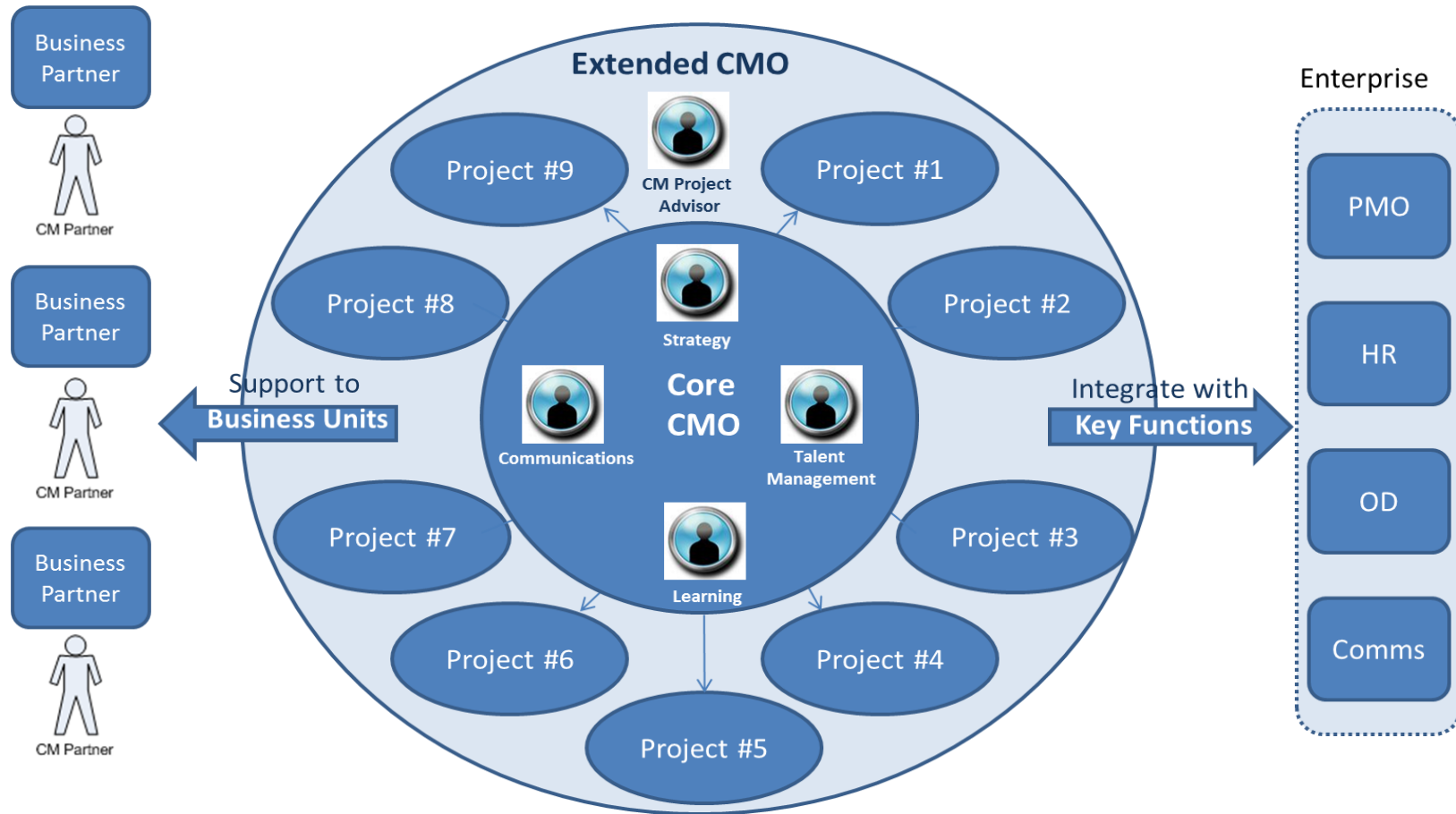


CMO Model

A CMO provides a proactive, organized and consistent perspective ...



... to get repeatable and sustainable results

CMO Role Descriptions

The Change Management Office may contain a variety of roles ...

	Role	CMO Funded	Business Funded
 Strategy	Change Management Strategist	✓	
 Communications	Communications Strategist	✓	
 Learning	Learning Lead	✓	
 Talent Management	Talent Management Lead	✓	
 CM Project Advisor	CM Project Advisor	✓	✓
 CM Partner	Business Unit CM Partner		✓

CMO Role Descriptions

Role	Description
<p>Change Management Strategist</p>	<ul style="list-style-type: none"> • Maintain alignment of Change Management strategy with organizational strategy. • Provide Change Management thought leadership, expertise and approaches. • Direct the day-to-day operations of the CMO, including staff management and development. • Provide organizational development expertise, including the design, development and facilitation of staff retreats, workshops and meetings. • Serve as CMO liaison to project teams, business units and other departments. • Oversee development, execution and analysis of regular surveys, assessments and scorecards. Recommend appropriate action, as indicated.
<p>Communications Strategist</p>	<ul style="list-style-type: none"> • In consultation with organization executives, set the communications and stakeholder strategies. • Proactively manage organizational communication planning, development, distribution and feedback mechanisms. • Provide leadership for internal marketing and awareness campaigns. • Serve as liaison with project teams and business units for the development and distribution of key messages.
<p>Learning Lead</p>	<ul style="list-style-type: none"> • Create program performance support strategy. • Oversee and/or develop specialized learning curricula and courses. • Create and maintain learning plans for program employees. • Evaluate effectiveness of learning programs. • Contribute metrics to Change Management Scorecard

Role	Description
<p>Talent Management Lead</p>	<ul style="list-style-type: none"> • Provide support for organization redesign, including: <ul style="list-style-type: none"> ○ Creation of position descriptions. ○ Development of interview questions and selection criteria. ○ Design of new organizational structure. • Design and implementation of performance metrics and appraisal process.
<p>CM Project Advisor</p>	<ul style="list-style-type: none"> • Serve as the OCM specialist for project-specific OCM activities, including: <ul style="list-style-type: none"> ○ Communication planning, development and execution. ○ Development of the performance support and curriculum plans. ○ Documentation of organizational impacts related to project changes. ○ Creation of training materials and delivery of project-related training. ○ Execution of user readiness surveys. • Contribute metrics to Change Management Scorecard. • Provide project-specific Change Management advising to Business Unit CM Partners.
<p>Business Unit CM Partner</p>	<ul style="list-style-type: none"> • Provide holistic Change Management support for all program initiatives that impact the business unit. • Identify organization change impacts to the business unit. • Assist with implementing process improvements and adjusting roles as necessary to efficiently support them. • Drive communications development and distribution within the business unit. • Contribute metrics to Change Management Scorecard.

CMO Functions and Deliverables

The following RACI chart describes one way to categorize some of the functions and deliverables of the Change Management Office.

R = Responsible for “doing”

A = Accountable for completion

C = Consulted

I = Informed

Function/Deliverable(s)	Ownership			
	CMO	Project CM Advisor	Business Unit CM Partner	Other Depts. (e.g., HR/OD)
Provide Strategic Change Management Direction				
Strategic CM Plan	A	I	I	
Project CM Plan	A	R	C	
Role Description for Business Unit CM Partner	A	I	C	
Provide Strategic Stakeholder and Communications Leadership				
Stakeholder Management Strategy	A			
Communication Management Strategy	A	I	I	
Project Communication Plan	A	R	C	
Quantify and Plan for the Change Impact				
Workforce Transformation Approach	A	R	C	C
Process Change Impact Log	A	R	C	I
Task, Role, Job Analysis	A	R	C	C
Organizational Design Schematics	A	R	R	C
Create a Learning Organization				
Performance Support Strategy	A	C	C	
Project Performance Support Plan	A	R	C	
Individual Learning Plans	A	R	R	I
Design a Talent Management Strategy				
Job/Classification Audit	A			C
Interview and Selection Criteria	A			C
Staff Orientation Protocol	A	I	I	C
Performance Assessment Process	A			C
Pursue Continuous Improvement of Organizational Change Effectiveness				
OCM Scorecard	A	I	I	
OCM Scorecard Input	A	R	R	R

Transition Road Map

There is not a straight path to launch a CMO ...

