

IBM Consulting



G-Cloud 15
IBM – Organisational Change Management,
Transformation and Digital Adoption
Services for Cloud, Digital, SaaS and AI
Service Definition Document

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Contents

Contents.....	2
Service Overview	3
Service Scope	5
Service Components	7
Service Benefits.....	11
Delivery Approach and Phases	13
Roles and Responsibilities	15
Service Assumptions and Constraints	16
Security and Assurance.....	16
Service Management and Governance	16
Applicable Sectors and Business Functions.....	17
Alignment to Cloud and AI Programmes	17
About IBM.....	18

Organisational Change Management, Transformation and Digital Adoption Services for Cloud and AI

Service Overview

IBM's Organisational Change Management service equips you with scalable, peoplecentric ChangebyDesign for strategic or tactical technology-driven transformation of organisation, operational ways-of-working, behaviours and compliance; using agile frameworks, digital tools and AI to define strategy, organisation, engagement, communications and training for teams, functions or large-scale public-sector environments enabling accelerated-adoption and high-performance.

This service augments cloud, data and AI programmes through a structured roadmap of managed changes to operating model, organisation design, governance and leadership, roles and responsibilities, skills and knowledge, communications and engagement, culture, behaviours, compliance and ways-of-working.

Increasing use of predictive automation and AI within Cloud technologies and the workplace is redefining how organisations operate, how work is delivered, and how individuals source, analyse and use information and data.

This fundamentally impacts how teams and functions are organised and how they collaborate and integrate, with focus on data security, compliance and risk management.

- Teams are being transformed as routine manual tasks are augmented or replaced by technology, shifting work toward analysing outcomes, interpreting insights, and strategic, creative decision-making.
- Employees increasingly need digital, analytical, and problem-solving skills as organisations move to proactive, data-driven operations.
- Work is re-organised for greater integration and collaboration between specialist teams, working at pace for greater efficiency and faster innovation.

As organisations embrace the AI era, the management of Change is developing a momentum of its own. Leaders are increasingly challenged with guiding and directing the pace, while holding true to intended outcomes – with focus and sensitivity to the impact of change on employees, the work environment in which they operate and the behaviours they conform to.

IBM is a recognised leader in Organisational Change and Transformation Management Services; with extensive cross-industry, cross-functional and cross-geography expertise to address a wide selection of leading-edge Cloud, Digital and AI tools, technologies and use cases.



IBM's service provides a highly flexible people-centric Change-by-Design approach for strategic and tactical transformation of enterprise operations, workforce capabilities and compliance. We support organisational change within team, function or complex enterprise-wide environments, including public sector programmes operating at scale.

IBM equips and upskills Buyers, Sponsors, Change Leaders and Managers to lead and manage strategic and continuous change. IBM applies a structured, integrated framework of design and data-driven methods, leveraging digital and social tools, AI Agents and accelerators - through which to define the change strategy, articulate a clear future vision, engage, mobilise and enable their workforce and manage performance for success.

Key features of IBM's service include:

- People-centric digital-change framework redefining organisational capability to drive business value.
- "North-star" visioning aligns Leaders to shared Roadmap design and measures-of-success.
- Align critical stakeholders, harness participation, promoting engagement and committed ownership.
- Accelerated AI-powered change insights and impacts, unlocking organisation, skills, ways-of-working.
- Assess: governance, process, tools, organisation, behaviours, skills, performance, communications, information.
- Optimise operating model using Agile, Garage, Lean, Design-thinking techniques.
- Accelerate competence using AI-visualisation tools including Value-streams, process-mining, digital-adoption platforms.
- Change-by-design integrates regulatory, policy and safety compliance behaviours within workflow performance
- Business Readiness reviews balance business priorities with Change roadmap risk.

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Service Scope

IBM offers a highly flexible and bespoke service able to be tailored to your specific organisational and commercial needs through a 3-D Service model. The service is repeatable, modular and adaptable, enabling buyers to select components appropriate to their organisational maturity, delivery model and programme context.

Our 3-D service model includes:

- Different levels of service adaptable to maturity and commercial needs:
 - Advisory only,
 - Guide and design,
 - Deliver and sustain.
- Delivered enterprise-wide, per function or per individual team
- Adaptable for each programme phase and service component
 - Prepare and mobilise
 - Explore and design
 - Realise - build
 - Realise - test
 - Deploy and adopt

IBM's service augments your Cloud and AI delivery programmes by defining and enabling a structured roadmap of managed organisational change interventions to release sustained operational value from your technology investments, to accelerate business case commitments and reduce operational risk.

These include:

- Maturity assessment for Change, digital and AI
- Transformation vision, strategy and change roadmap design
- Case for change and measures of success
- Change governance and leadership, delivery and adoption strategies

- Stakeholder analysis and persona definition
- Dynamic operating model definition
- Organisational design and alignment, role definition and workforce mapping,
- Skills, knowledge and capabilities,
- Communications and workforce engagement,
- Work-flow ways-of-working, integration and collaboration,
- Culture, behaviours and compliance,
- Readiness, enablement, training and adoption management
- Performance, value and outcome reporting

Organisational scope includes:

- All business operations functions
- IT and data functions,
- Back office / shared service functions - such as HR, Finance, Procurement, Customer Service
- Global, Regional, Country, Area, Site

IBM's service supports across the full lifecycle of cloud technology and transformation delivery programmes, including:

- Vision and roadmap definition,
- Change programme strategy and design,
- Planning, and Change Initiative development,
- Asset, artefacts and content development
- Readiness and Implementation
- Adoption and sustainment

This service does not include application development, infrastructure build or software licensing unless explicitly agreed during contracting.

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Service Components

Transformation Vision and Strategy

IBM undertakes an early maturity assessment to understand the current organisational environment and operating model and confirm an initial baseline of readiness for Change to inform your overall Transformation Programme Strategy.

Activities may include:

- Change, Digital and AI Maturity Assessment
- Transformation Vision definition workshops
- Dynamic Operating Model Analysis and Transformation Roadmap development
- Change Leadership Alignment workshops
- Change Strategy analysis

Typical outputs include:

- Vision, Case for Change and Measures of Success
- Change Strategy and Roadmap
- Stakeholder Assessment and Management plan
- Communications and Engagement Strategy
- Learning and Training Strategy
- High level Change Programme Plan

Technology-driven Change Implementation

IBM supports implementation of new business capabilities through the adoption of new processes and ways of working powered by cloud, digital and AI technologies - underpinned by: SAP, Salesforce, Oracle, Microsoft Dynamics, Workday, SuccessFactors, Teamcenter, Celonis and AWS.

Digital Adoption Platforms enable users to learn as they work – in the moment as they perform tasks, reducing reliance on delivered training and supporting sustained and accelerated adoption and compliance. They provide analysis of system usage – highlighting User risk and blockers – for fast intervention.

Activities may include:

- Leadership & Governance:
Vision, strategy, change roadmap, case for change, and programme narrative
- Stakeholder Engagement & Communication:
Advise, align and equip stakeholders, enterprise-wide communications
- Change Insights Catalogue - Change Impacts & Culture Change
- Change Readiness, Adoption & Value Realisation:
Develop and enable change network, business readiness, adoption and performance
Organisational system alignment
- Skills & Knowledge:
Integrated end-to-end Change and Learning journeys

Typical outputs include:

- Change Impact Assessment and Mitigation analysis
- Change Leadership and Champion Network
- Change Personas
- Change Initiative playbooks and Implementation Plan
- Communications Content and Engagement artefacts
- Change Readiness Dashboards and Tracking
- Training Curriculum, Development and Delivery Plan
- End-User to system mapping
- Readiness, Adoption and Performance risk assessments

A Culture of Continuous Change

IBM's service embeds a sustainable capability and culture for continuous Change Management within your business-as-usual activities – including:

Change adoption tooling:

Introduce tools and processing ability to manage continuous change and impacts, and drive adoption and value creation, such as:

- Digital Adoption Platforms,
- Process Mining tools,
- Video Generating Platforms,
- Digital Engagement and Collaboration tools
- Digital and AI communication and training content development tools
- AI Agents and Assistants
- Performance Dashboards

In-house Change organisation and capability:

- Sustainment of a continuous change framework, assets and accelerators
- Establishment of change leadership roles and skills within business-as-usual operations, providing coaching to build capability

Activities may include:

- In-house Change Governance and capability assessment and definition
- Change Leadership Network Implementation and Coaching
- Change Adoption Tools Assessment
- Tools definition, configuration and set up
- Performance Reporting Analysis

Typical outputs include:

- Change governance, assurance and success measures
- Change framework, assets and accelerators
- Embedded Change Network design, roles and responsibilities
- Assets and Tools Implementation plan

- Skills development plan
- Governance and assurance forums, reporting and dashboards

AI Enablement and Adoption

IBM supports organisations to embrace AI-enabled tools by focusing on workforce readiness, skills, culture and responsible adoption.

Activities may include:

- AI literacy and awareness for business, operational and technical audiences
- AI maturity and culture assessments to understand organisational readiness
- AI enablement for leaders, technology specialists and business users
- Design and delivery of role-based AI learning and enablement programmes
- Establishment of AI communities of practice, learning networks and hackathons
- Definition of AI adoption dashboards, enablement KPIs and success measures
- Support for adoption aligned to organisational governance, policy and responsible AI principles

This service focuses on user enablement, capability development and adoption. It does not include AI model development, algorithm training, system integration or infrastructure implementation.

Typical outputs include:

- AI literacy and enablement materials
- Role-based AI learning pathways
- AI adoption dashboards and enablement KPIs
- Adoption support aligned to governance and responsible AI requirements

Digital Tools and Platform licensing and procurement remain the responsibility of the buyer unless explicitly agreed.

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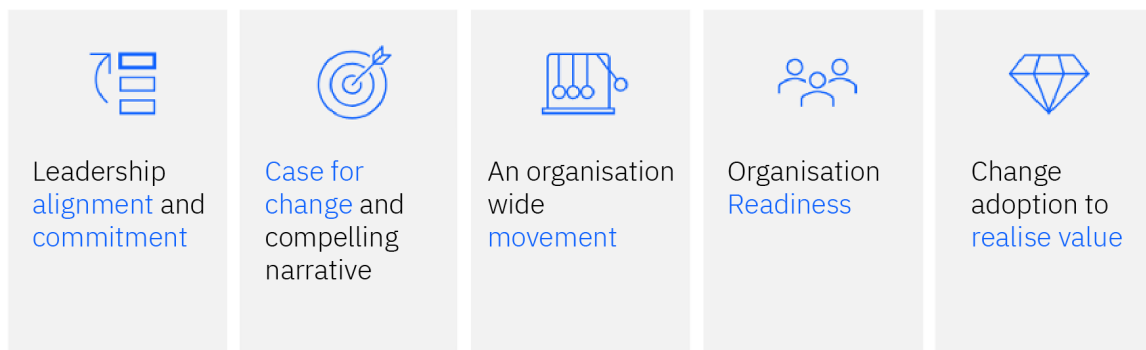
Service Benefits

In IBM's experience the most common pain points experienced by organisations undergoing Change include:

- Inability and lack of capacity to listen well and react rapidly to change
- The need to align and balance many strategic initiatives in parallel
- Ability to maintain focus, alignment and commitment to value outcomes across Business areas and Stakeholders
- Workforce 'change fatigue'
- Shortage of skills and capacity to lead, inform and enable transformation initiatives
- Conflict between addressing strategic Change and achieving daily priorities

Key benefits of IBM's service include:

Successful transformations have 5 things in common



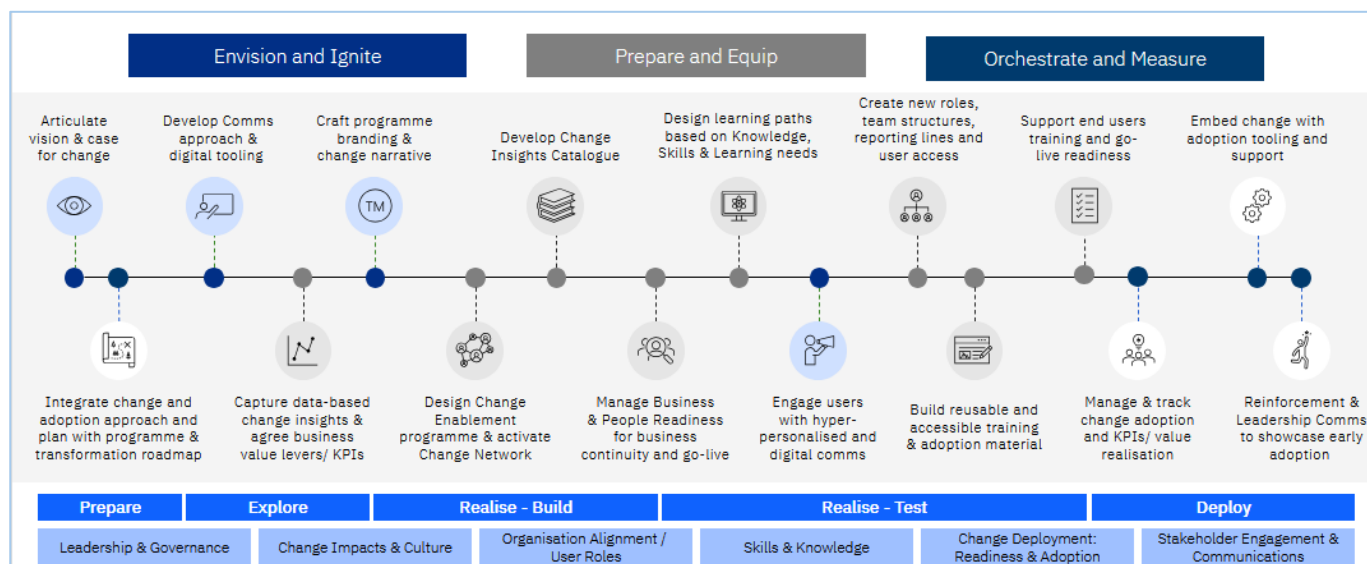
- Strategic Change Roadmap simplifies complexity, provides delivery momentum and focus
- People-centric design personalises engagement, increasing motivation and sustained change commitment.
- AI-enhanced analysis accelerates insight, improves decision-making and reduces risk
- Deep experience delivering effective transformational change across UK government programmes

- Embeds digital, AI and change capability into daily work practices.
- Scalable, flexible Change agility adapts shifting priorities and continuous change
- Seamless collaboration alongside data-driven governance improves transparency and reduces risk
- Faster, consistent and engaging adoption platforms accelerate return on investment
- Sustainable Change outcomes and augmented business-as-usual capability
- Better alignment between skills development and organisational outcomes

Organisational Change Management, Transformation and Digital Adoption Services for Cloud and AI

Delivery Approach and Phases

This service can be stand-alone or fully integrated with any Cloud Technology initiative, and is delivered using a structured, phased approach tailored to the buyer's context.



Programme phases – aligned to a typical Cloud technology programme include:

Phase 1 – Prepare

- Confirmation of scope, objectives and success criteria
- Critical Stakeholder identification and governance setup
- Mobilise core Change organisation

Phase 2 – Explore

- Change, Digital and AI Maturity Assessment
- Transformation Vision definition
- Case for Change and Measures of Success
- Dynamic Operating Model Analysis and Transformation Roadmap
- Change Leader Alignment and Change Network Approach
- Change Strategy (Readiness, Communications, Learning, Tooling)

Phase 3 – Realise - build

- Change Network Mobilisation
- Change Insights Catalogue
- Tooling configuration and set up
- Business Readiness Playbooks and Planning
- Change and Learning Journeys
- Assets and Artefact design

Phase 4 – Realise - test

- Organisation definition and alignment
- Change Assets and Engagement Artefacts
- Learning Course content and Training Delivery Plan
- End User Engagement and Listening mechanisms

Phase 5 – Deploy

- Learning and Training Delivery
- Readiness Tracking and risk management
- User Set up and continued engagement
- Hyper-care and Adoption Management
- Sustainment Management
- Performance and Value Reporting

Organisational Change Management, Transformation and Digital Adoption Services for Cloud and AI

Roles and Responsibilities

IBM Responsibilities

- Delivery of the agreed service scope and deliverables
- Provision of suitably skilled IBM resources
- Service governance, quality assurance and reporting
- Risk, issue and dependency management

Buyer Responsibilities

- Provision of access to stakeholders, SMEs, systems and information
- Timely decision-making and approvals
- Change Leadership and SME resources
- Change Network resourcing
- Ownership of Digital Tools, platform licensing and infrastructure

Organisational Change Management, Transformation and Digital Adoption Services for Cloud and AI

Service Assumptions and Constraints

- Scope, deliverables and timelines are agreed at contract award
- Delivery timelines depend on buyer availability and engagement
- Buyer provides access to agreed tools, systems, data and environments
- Some activities may be delivered remotely
- The service does not include technology build or managed service delivery unless agreed

Security and Assurance

IBM delivers this service in line with applicable UK government security and data protection standards. Security requirements are agreed with the buyer and applied proportionately.

Staff screening performed which conforms to BS7858:2019. Staff security clearances, including BPSS and higher clearances up to Developed Vetting (DV), are provided in line with role requirements and contractual agreement.

Service Management and Governance

IBM operates a structured service management approach, including:

- Defined governance and escalation routes
- Regular progress and performance reporting
- Quality assurance and review checkpoints
- Risk and issue management processes

Service management and governance arrangements are confirmed during mobilisation.

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Applicable Sectors and Business Functions

This service is applicable across central government, local government, arm's-length bodies and public sector organisations undertaking cloud, digital or AI transformation. It supports a wide range of business functions, including corporate services, operational delivery, policy, analytics and technology-enabled functions.

Alignment to Cloud and AI Programmes

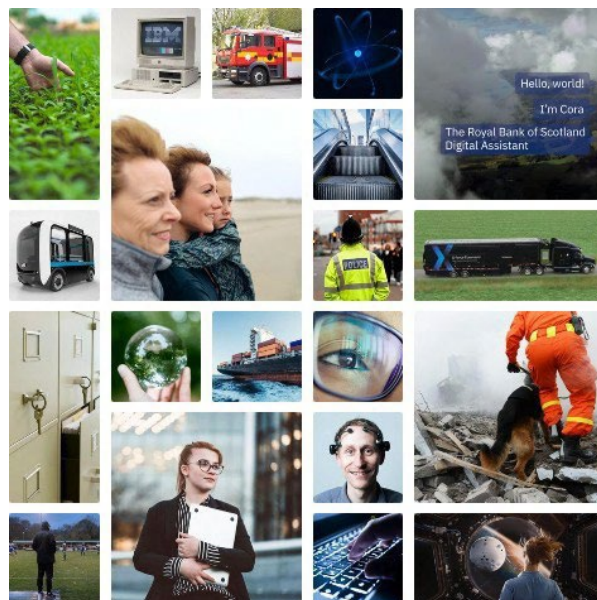
This service transforms organisational and individual capability and compliance to enable buyers to realise accelerated and improved value from their technology, achieve their investment commitments and reduce business risk.

This service augments cloud, data and AI delivery programmes by providing a people-centric, change-by-design approach for strategic or tactical transformation of business operations and workforce capabilities, through a structured roadmap of managed changes to operating model, organisational design, governance and leadership, roles and responsibilities, skills and knowledge, workforce engagement, integration and collaboration, and business culture, and ways of working and behaviours.

About IBM

This is IBM in the UK

We have worked together with organisations in the UK for over 100 years, with a rich history of joint innovation and achievements, built on trusted relationships.



Cloud

Together, IBM and Red Hat are working to deliver the world's only **next-generation hybrid multicloud platform**



Economy

IBM has been **integral to the UK economy for >100 years**, and is one of its largest tech employers



R&D

In the UK alone, IBM **invests £170 million in R&D** each year



Quantum

IBM Q, the world's most advanced quantum computing initiative for commercial use, is being used by CERN



Environment

IBM's **focus on sustainability** began in 1971 with our first environmental policy



Artificial Intelligence

IBM develops **watsonx based generative AI solution** for the Austrian federal armed forces **to provide fact-based evaluation and classification** for the ability to remain capable of acting in the light of risk scenarios.



Changing the world

IBM was awarded **World Changing Company of the Year 2019** by Fast Company



Royal recognition

29 UK IBMers received **honours from the Queen** for contributions to tech and society



Diversity

IBM **won the Global Diversity Award 2019** and the ENEI's **Gold Standard**



Graduates

IBM is committed to developing future talent – we are Target Jobs' **Graduate Employer of the Year 2019**



Volunteering

IBM dedicates **>20,000 volunteering hours every year** for a better society



Tech talent

IBM runs P-TECH schools in 18 countries, helping **>100,000 students build skills for careers of the future**



Inventors

IBM UK is home to many Master Inventors, with **>250 patents filed last year alone**

