

# **Senior Organizational Change Manager**

## **Operational Excellence in Complex Transition and Transformation**

### **Background**

Large transition and transformation programs depend heavily on structured change leadership, operational anchoring, stakeholder engagement, and organizational readiness in order to succeed. In manufacturing, retail, and logistics environments, major change initiatives often affect processes, roles, behaviors, governance, performance expectations, and local ways of working across functions, sites, and leadership layers. Without a strong and operationally grounded change approach, even well-designed transformation initiatives can fail to achieve adoption, stability, and sustained business value.

Within this setup, the Senior Change Manager is responsible for leading the organizational change track across operational excellence, transition, and transformation initiatives. The role is intended to ensure that change strategy, stakeholder alignment, communication, engagement, readiness, reinforcement, and local adoption are managed in a structured and proactive way throughout the lifecycle of the program.

The role is not only about communication plans. It is a senior business-facing delivery role with responsibility for creating direction, structure, governance, and follow-through across business leaders, operational managers, local stakeholders, workstream leads, implementation partners, and program leadership, ensuring that change is executed with clarity, control, and practical business relevance.

### **Purpose of the Role**

The purpose of the Senior Change Manager role is to lead and control the change workstream across business and IT and ensure that the organization is prepared to adopt, embed, and sustain new ways of working in a controlled and effective manner.

The role must ensure that the change setup is established with the right governance, change strategy, stakeholder model, engagement approach, readiness mechanisms, leadership alignment, and reporting structure to support successful execution. This requires the Senior Change Manager to create clarity around change scope, organizational impacts, stakeholder expectations, local ownership, readiness risks, adoption barriers, and reinforcement needs throughout the lifecycle of the initiative.

The Senior Change Manager must create confidence that resistance, leadership gaps, alignment weaknesses, operational concerns, change fatigue, and adoption risks are identified early and managed with sufficient structure, transparency, and actionability.

### **Overall Responsibility**

The Senior Change Manager is accountable for:

- leading the overall change workstream across operational excellence, transition, and transformation programs
- defining and maintaining the change governance, change model, and execution approach
- coordinating change activities across business leaders, operational managers, local stakeholders, workstream leads, and implementation partners
- ensuring that change scope, priorities, dependencies, and readiness risks are managed proactively

- driving stakeholder engagement, impact assessment, communication, readiness coordination, and adoption follow-up across all major change areas
- ensuring that change management supports implementation decisions, business readiness, operational stability, and sustained value realization

The role must ensure that change management is not treated as a soft parallel activity, but as an integrated and actively managed delivery track with clear ownership, strong leadership involvement, and realistic organizational preparation.

## **Key Responsibilities**

### **1. Establish the overall change setup and governance**

Define and structure the overall change model, including governance, roles, working methods, escalation paths, and reporting logic.

This includes:

- defining the change scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across change leads, business leaders, local managers, and delivery stakeholders
- setting the cadence for planning, stakeholder follow-up, readiness reviews, change actions, and escalation
- ensuring alignment between change governance and the overall program or project structure

### **2. Drive change scope clarification and prioritization**

Lead the clarification of which organizational areas, stakeholder groups, operational units, and behavioral or process changes are in scope, how they are prioritized, and how change boundaries are controlled across the lifecycle.

This includes:

- identifying change scope across functions, sites, leadership layers, and operational areas
- aligning priorities with business criticality, operational impact, and transformation objectives
- clarifying scope boundaries across workstreams, local entities, functions, or deployment waves
- supporting decisions on which change impacts, stakeholder groups, and adoption needs must be addressed
- ensuring that change ambition remains aligned with business capacity, timing, and organizational conditions

### **3. Lead integrated change planning and milestone control**

Establish and maintain a realistic change plan across the full organizational readiness lifecycle, including impact assessment, stakeholder engagement, communication, leadership alignment, adoption preparation, and reinforcement support.

This includes:

- driving creation and maintenance of the change plan and key milestones
- aligning change activities with process design, testing, training, rollout, cutover, deployment, and stabilization timelines
- ensuring visibility of critical path items and organizational readiness dependencies

- following up on slippage, sequencing issues, and execution realism
- supporting re-planning where scope, deployment timing, or business conditions change

#### **4. Coordinate change stakeholders and cross-functional execution**

Ensure that change activities are coordinated across business and delivery domains and managed as an integrated workstream rather than as isolated local efforts.

This includes:

- coordinating business leaders, local managers, HR-related interfaces, super users, site representatives, and workstream stakeholders
- identifying and managing interdependencies across process, communications, training, rollout, local engagement, and leadership actions
- following up on actions, interfaces, and blockers across teams and organizational areas
- ensuring consistency in change methods, templates, messages, and readiness standards
- supporting alignment where local decisions affect broader adoption quality, business stability, or transformation outcomes

#### **5. Lead change strategy, stakeholder engagement, and business alignment**

Drive the structured definition of how the organization will be prepared for the future state and ensure that the change approach is aligned with business realities and operational excellence objectives.

This includes:

- defining the overall change strategy and adoption principles
- conducting stakeholder and impact assessments across affected business areas
- clarifying the approach for leadership engagement, local anchoring, resistance handling, and reinforcement
- aligning change actions with business-critical processes, operational constraints, and improvement goals
- ensuring that change assumptions, expectations, and responsibilities are documented, reviewed, and properly anchored with stakeholders

#### **6. Manage change risks, issues, and dependencies**

Establish strong control over change-related risks, resistance patterns, alignment gaps, readiness issues, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of open readiness issues, stakeholder concerns, and adoption gaps
- identifying critical risks related to leadership buy-in, local ownership, operational continuity, change fatigue, and timing
- tracking dependencies across change preparation, training, rollout, communications, governance, and support readiness
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to adoption quality, rollout timing, business stability, or sustainable implementation when needed

## **7. Ensure readiness for business adoption and operational transition**

Lead the preparation of change activities so that they support business confidence, leadership alignment, operational readiness, and sustainable adoption throughout the lifecycle of the transformation.

This includes:

- coordinating readiness preparation for leaders, managers, key stakeholders, and operational teams
- supporting planning and readiness for communication, engagement, local mobilization, and adoption support
- ensuring that readiness criteria, evidence expectations, and sign-off responsibilities are clear
- following up on stakeholder participation in change activities, reviews, and local preparation
- supporting decisions around business readiness, residual adoption gaps, support levels, and organizational confidence

## **8. Drive implementation and go-live readiness from a change perspective**

Provide structured leadership to ensure that the change workstream is ready to support deployment, go-live, and transition into live operations.

This includes:

- coordinating final change actions, communication cycles, readiness reviews, and leadership support activities
- validating that critical stakeholder groups, managers, and operational areas have been sufficiently prepared
- ensuring readiness of adoption visibility, local sign-off, and supporting evidence
- supporting checkpoints and decision forums related to change readiness
- ensuring that critical change concerns are surfaced before deployment or go-live decisions are made

## **9. Lead change reporting, transparency, and management control**

Provide structured planning, governance, and reporting for the change workstream throughout the transformation.

This includes:

- maintaining change status reporting and milestone overview
- reporting progress, risks, issues, engagement levels, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, leadership expectations, and change concerns to stakeholders
- ensuring transparency across business leaders, local organizations, and delivery stakeholders

## **10. Support stabilization, lessons learned, and transition into operations**

Ensure that the change workstream remains relevant through deployment and early stabilization and that ownership for change-related follow-up is clear after go-live.

This includes:

- supporting issue coordination related to adoption gaps, resistance, leadership concerns, and local readiness issues during deployment and hypercare

- ensuring ownership for post-go-live reinforcement, support actions, and corrective follow-up
- helping prioritize stabilization activities related to behavior change, operational fit, or sustained usage
- capturing lessons learned from the change workstream
- supporting transition into steady-state ownership for change reinforcement, local support structures, and continuous improvement governance

## **Expected Deliverables**

The Senior Change Manager is expected to produce and maintain deliverables such as:

- change strategy and change scope overview
- change governance model and working structure
- master change plan and milestone overview
- stakeholder map and impact assessment overview
- change needs and organizational readiness assessment
- communication and engagement plan
- leadership alignment and local anchoring overview
- change RAID log
- readiness tracking and adoption overview
- local sign-off and change readiness overview
- change status reporting and management dashboards
- go-live change readiness assessment
- stabilization and post-go-live reinforcement summary
- lessons learned and closure documentation

## **Key Interfaces**

The Senior Change Manager will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager
- Project Manager
- PMO Lead
- Business Owners
- Workstream Leads
- Business Process Manager / Process Lead
- Training and Rollout Manager
- Test Lead
- Data Migration Lead
- Integration Lead
- Solution Architect / Enterprise Architect
- Local managers and operational leaders
- Super Users / Key Users
- Site Managers / Operational Managers
- HR-related stakeholders where relevant
- ERP / COTS implementation partner
- Deployment / Cutover Lead
- Vendor Delivery Leads

## Required Profile

### Experience

The ideal candidate brings strong senior experience from operational excellence, transition, and transformation initiatives where stakeholder alignment, organizational readiness, and structured change execution have been central to success.

Preferred experience includes:

- proven experience as Senior Change Manager, Organizational Change Manager, Change Lead, or similar in complex transformation environments
- strong experience with change strategy, stakeholder engagement, leadership alignment, readiness planning, and business adoption in large-scale programs
- experience from manufacturing, retail, logistics, service operations, or enterprise IT environments
- experience supporting operational excellence initiatives, business process improvements, or system-enabled organizational change
- experience coordinating change work across multiple sites, functions, business areas, and decision layers
- experience translating business and operational impacts into structured change and readiness activities
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting deployment readiness, go-live preparation, and early stabilization in business-critical environments

### Preferred background

Strong candidates may come from backgrounds such as:

- enterprise organizational change management
- operational excellence and business transformation
- ERP or COTS change leadership
- business readiness and adoption leadership
- stakeholder engagement and leadership alignment
- senior delivery roles with strong organizational change ownership focus

### Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in change planning, stakeholder engagement, and follow-up
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and business-focused
- able to challenge constructively and create alignment
- credible with both leadership stakeholders and local operational teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

## **Success Criteria**

The Senior Change Manager will be successful when:

- the change workstream is structured, active, and well coordinated across the transformation
- change scope, stakeholder groups, operational impacts, and dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- change preparation, stakeholder engagement, readiness validation, and adoption support are timely and actionable
- readiness activities are planned and followed through across leadership teams and local organizations
- risks, blockers, adoption gaps, and ownership issues are surfaced early and managed proactively
- program or project leadership has a clear view of change progress and organizational readiness
- deployment and go-live decisions are supported by realistic change and adoption readiness assessments
- the organization reaches implementation and go-live with aligned leaders, prepared stakeholders, controlled adoption, and managed transition into operations