

## CASE STUDY | MULTI-ENTITY ENGINEERING &amp; TECHNICAL SERVICES ORGANIZATION

# Turning Change Fatigue into Change Champions

How Agile Velocity reset a skeptical C-suite and built the foundation for a multi-entity business transformation in a single day.

**100%**

Success Rate

**13**

Senior Executives Participants

**1-Day**

Workshop Format

**\$1M+**

Previous Failure

**Multi-Entity, North America**

Scope

## THE STORY

## A Transformation That Had to Start with People

The Client is a multi-entity engineering and technical services organization operating across North America, with thousands of employees across dozens of offices and growing through continuous acquisition. Its entities had historically operated with significant autonomy, each with independent processes, tools, and decision-making structures built up over years.

That autonomy had become a liability. Inconsistencies across the business, operational inefficiencies, and barriers to scaling had created a clear strategic imperative: establish a standardized Target Operating Model across North America, enabled by a major ERP implementation.

The transformation was designed to be business-led instead of the usual technology initiative. The goal was to redesign how the business operated end-to-end — clarifying roles, decision rights, and ways of working across the organization. Technology would follow the operating model, not drive it.

Before any of that could happen, the Client had a serious problem to solve — one that had nothing to do with software.

THE LANDSCAPE

## A \$1M Failure Still Fresh in Memory

The Client had been here before. A previous attempt to roll out change management alongside a major operating model and ERP implementation had failed — costing the organization over \$1 million and, far more damagingly, fracturing everyone’s confidence in the entire change management discipline.

The impact was not just financial. By the time Agile Velocity was engaged, the organization was dealing with deep change fatigue at the senior leadership level, active skepticism about anything labelled “transformation” or “change management,” historically autonomous entities with little appetite for standardization, and a leadership team that had already signed off on one failed initiative and knew it.

The upcoming rollout required a completely different starting point. Leadership made a deliberate decision: before rolling out anything else, the organization would begin with a change management workshop. Not a project kickoff. Not a technology demo. A people-first reset.

THE WARNING SIGNS

## A Room Full of Skeptics

Agile Velocity was brought in to design and facilitate the workshop. The audience was not a group of mid-level managers or project team members. It was 13 senior executives — Senior Directors, CFO, and CEO — the same people who had approved the previous failed investment.

They had seen the playbook. They weren’t impressed by it. And they were being asked to trust the process one more time.

THE APPROACH

## Three proven models anchored the day

### Kotter's 8-Step Change Model

To give leaders a clear, sequenced roadmap for driving change and create urgency without creating panic

### The Satir Change Curve

To normalize the emotional reality of change, helping executives understand and empathize with resistance in their teams rather than trying to eliminate it

### ADKAR

To provide a practical, individual-level model (Awareness, Desire, Knowledge, Ability, Reinforcement) that leaders could apply immediately within their own entities and use to guide the rollout

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1

### No death by PowerPoint

Every concept was introduced through an activity, not a lecture

2

### Psychological safety first

Early exercises were designed to lower defenses, acknowledge the reality of change fatigue, and create honest dialogue before introducing frameworks

**3****Practical, not theoretical**

Participants left with take-home materials they could use immediately with their own teams across their entities

**4****Executive-level framing**

Content was positioned from a leadership perspective, not an HR or project management lens

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**THE TRANSFORMATION****What Happened in the Room**

Agile Velocity designed a full-day change management workshop that deliberately avoided everything the previous effort had gotten wrong. The design philosophy was simple: make the frameworks human, make the activities interactive, and make every concept immediately useful to the people in the room.

The frameworks were not presented as theory. They were introduced through games, exercises, and activities that put the concepts into practice in the room.

The shift came early.

Within the first couple of activities, something changed. Executives who had arrived guarded and skeptical began engaging, asking questions, connecting the frameworks to situations they were actively navigating across their entities, and having the kind of honest conversations about change that rarely happen in a boardroom.

**THE BREAKTHROUGH**

*A key signal came mid-session: participants started asking for execution-ready kits for their teams of the learned concepts. Not at the end. During the workshop. These were senior executives. Senior Directors, a CFO, a CEO. People who typically sit through sessions and move on. Instead, they wanted to take these tools back to their teams.*

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**THE CULTURE SHIFT****From Skeptics to Change Advocates**

By the end of the day, the room had shifted from change skeptics to change advocates.

The workshop didn't just prepare the organization for the rollout. It fundamentally changed how its senior leaders think about change itself.

The success of this engagement came down to three factors. First, meeting skepticism with empathy, not authority — the workshop opened by acknowledging the emotional reality of change fatigue directly. That honesty lowered defenses faster than any slide deck could. Second, frameworks with feeling — Kotter, Satir, and ADKAR are proven models, but they were introduced in a way that felt immediately relevant and usable, not academic. Third, respecting the audience — a room of CEOs and CFOs demands depth, nuance, and peer-level credibility. The workshop was designed to deliver all three.

When change management is done right, it doesn't feel like change management. It feels like finally having a language for what your organization is already going through — and a clear path for what to do about it.

## OUTCOMES ACHIEVED

### The Results

- ✓ Full executive buy-in — All 13 senior leaders, including the CEO, completed the workshop with visible enthusiasm for what came next
- ✓ Demand for materials — Participants proactively asked for take-home frameworks to cascade to their teams, signaling genuine intent to lead change rather than just manage it
- ✓ Expanded scope — Multiple directors expressed interest in rolling out the change management approach across their individual entities
- ✓ Ongoing engagement — Agile Velocity is now working directly with the Client to implement change management across the full operating model rollout
- ✓ Leadership alignment established — The workshop provided the foundation for a unified change narrative, with senior leaders subsequently communicating with clarity and consistency to their own teams

*“Our partners at Agile Velocity came in ready to get to work. Change management can be overwhelming, but thoughtful conversations are a great beginning. Looking forward to working with the team!”*

**VP, Client Organization**

Multi-Entity Engineering & Technical Services  
Organization

## Ready to Write Your Own Success Story?

Every transformation starts with a conversation.

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