Ogbe Airiodion
Senior Organizational Change Management Consultant
linkedin.com/in/airiodion/

Overview

15 years of results driven change management consulting across Apple, Cisco, Intel, HSBC, Goldman Sachs, Deloitte, ARM, SoCalGas, AeroVironment, Citigroup, State Street, Berkshire Hathaway, and more.

Expert at engaging with leadership, COOs, CFOs, SVPs, VPs, and Directors, down to frontline employees.

Big 4 consulting experience. Delivering change for complex, challenging, and large business changes.

Areas of Organizational Change Management (OCM) Focus

- Strategic and hands-on tactical approach.
- Digitalization: AI Copilots (Oracle, Dynamics 365, and Salesforce) Gemini, SAP AI, ChatGPT, and more.
- Transformations: Lead to Cash (L2C), Order to Cash (O2C), Quote to Cash (Q2C), Procure to Pay (P2P), Record to Report (R2R), Source to Settle (S2S), M&A, reorganization, culture changes.
- Integrations, business automations, streamlining processes, consolidating systems, GenAI automations.
- Oracle GenAI and Oracle Fusion ERP (Financial, Indirect Procurement, Project Mgt, Risk Management, EPM). Supply Chain & Manufacturing (Procurement, Supplier, Manufacturing, Ordering, Logistics, Product Lifecycle (PLM), Inventory, Warehousing). Oracle Fusion Cloud HCM, Customer Experience (CX), Analytics.
- Salesforce CRM: SFDC Sales Console, CPQ, SFDC Service Console, Customer Success (CX), Slack.
- SAP S/4Hana ERP: Finance, Sales & Distribution, HR, Manufacturing, Quality Management.
- Microsoft Dynamics 365, GenAI Copilot | LinkedIn® Sales Navigator, ZoomInfo, NetSuite®, AI Platforms including Gemini, ChatGPT, Salesforce AI, Microsoft Dynamics 365 Customer Engagement (CE), and more.

Education & Certifications

- Columbia University, New York, NY | B.A. in Economics | Minor in Finance | 2007
- Prosci ADKAR® Certification, Kotter, and CCMP Change Management Methodologies

Professional OCM Experience

Change Management Consultant   Nov 2022 – May 2024
Southern California Gas (SoCalGas)   Remote

Firmwide Program: Microsoft Dynamics 365 – CRM, ERP, Projects, and Customer Engagement Experience (CE) with Microsoft 365 AI Copilot Pro Capabilities, and CHATGPT Integrations
- Conducted detailed stakeholder analysis, identifying, and analyzing concerns and expectations of Sales, Finance, Ops, and other stakeholders around the Microsoft Dynamics 365, CoPilot AI, and ChatGPT implementations.
- Assessed the current state vs. future state impacts of integrating Microsoft Dynamics 365, CoPilot AI, and ChatGPT on processes, roles, and systems, identifying and documenting risks and benefits.
- Planned and implemented a 2-way communication strategy, utilizing various channels to update stakeholders on progress, milestones, and training associated with the Dynamics 365, CoPilot AI, and ChatGPT integrations.
- Worked with program team members and SMEs to deliver training sessions to educate users.
- Established a network of champions to support adoption, address concerns, and facilitate peer-to-peer support.

- Implemented feedback mechanisms, including surveys and focus groups, to gather input from stakeholders, enabling adjustments to the change management approach for each workstream: Microsoft Dynamics 365, CoPilot AI, and ChatGPT. Tracked KPIs and pivoted OCM strategies to accommodate.

Firmwide Program: Transform the firm's safety culture, including changing the safety mindset for 4,200 union employees resistant to change, and 3,900 non-union management staff.
- Prepared frontline managers to effectively coach their teams through the transition to a new safety culture.
- Developed and implemented two-way strategies, comms plans, and engagement to facilitate interaction with employees and management teams, fostering awareness, addressing concerns, and effecting mindset changes.
- Identified and assessed situational influences, change risks, and low/medium/high impacts on organizations.
- Anticipated and managed employee resistance, establishing change networks at the grassroots level.
- Developed and tracked change metrics and KPIs to sustain changes and encourage adoption of new behaviors.
- Delivered OCM for Fusion Risk Management platform integration including training, comms, and engagement.

Project: Reorganization of the firm's safety and risk departments.
- Conducted assessment of impacts on people, processes, systems, tools, and policies
- Created and implemented communication, readiness, champion, stakeholder, training, and other change plans.
- Utilized a multi-pronged approach to communicate changes, benefits, impacts, and provided regular updates.
- Aligned key stakeholders and facilitated cross-functional collaboration across seven safety departments.

Change Management Lead
Feb 2021 – Oct 2022

ARM Holdings – Global Semiconductor
Remote (US, UK, EMEAI, Taiwan, Japan)

Project: Implement Lead-to-Cash/Q2C/CPQ CoPilot CRM AI Digitalization, Oracle Cloud Resource Planning (ERP), Supply Chain & Manufacturing (SCM), Customer Experience (CX) & Oracle Human Capital (HCM) AI.
- Collaborated closely with Oracle Cloud System Integrator, and over 85 project, HR, CX, Supply Chain, Finance, IT, and Ops SMEs to gain buy-in and active participation for the end-to-end Lead-2-Cash (L2C) process changes including Oracle Copilot AI capabilities, Record to Report (R2R) Finance and Accounting (F&A), Quote To Cash (Q2C)/CPQ/ Order To Cash (O2C), Procure To Pay (P2P), Source-to-Settle (STS) and Record To Report (R2R).
- Delivered change management workshops, town halls, briefings, and training to build change readiness across impacted groups. Provided awareness on the Oracle ERP and Supply Chain & Manufacturing implementation.
- Assessed impacts and current vs. future state changes (on premise Oracle vs Oracle Fusion Cloud), identified risks, analyzed change readiness for GenAI automations, and delivered change strategic playbook based on GenAI Copilot implementations and tactical automation of manual processes.
- Developed and deployed change templates, plans, comms, and engagement deliverables to support the various Oracle ERP, Supply Chain & HCM implementation project phases. Established feedback loop channels.
- Identified and managed potential resistance, risks, and barriers to change, providing proactive mitigation strategies to minimize resistance and maximize adoption.
- Collaborated with project teams to integrate change management activities into project plans and maintained alignment with overall project objectives. Collaborated with cross-functional teams to gather requirements, analyze business processes, and create End-to-End process and data flows for implementing Oracle Fusion ERP (Financial, Indirect Procurement, Projects, Risk Management), Oracle Cloud Supply Chain & Manufacturing (Procurement, Supplier, Logistics, Product Lifecycle (PLM), Inventory, Warehousing), and Oracle Fusion Cloud HCM (Talent Mgt, Payroll, HR), Customer Experience (CX), ERP Analytics. GenAI Copilot Automations.
- Provided change management to support the UAT testing process, including test planning, test case management, execution, and reporting. Provided ongoing support to end-users post-implementation, troubleshooting issues, working with key stakeholders to identify solutions and provide timely guidance.
- Established and tracked change KPIs and metrics and made changes based on lessons learned.

Project: Integrate Salesforce CRM with Oracle Cloud. Changes to (1) CPQ interface and functions (2) customer data structure (3) sales product PLM (4) operations (5) interfaces (6) sales procedures.
- Conducted change readiness assessments, and established requirements for communicating the changes.
- Worked with key stakeholders to deliver briefings, brown bag sessions and roadshows to get employees excited about the changes, answer frontline employee questions, address concerns, and increase user adoption.

- Developed and implemented org readiness plans and training to train employees on the changes and increase proficiency in using the new Salesforce (SFDC) processes, understanding the new product and customer data structure, and building proficiency in applying the new job procedures and aids. Established feedback loops.
- Completed and distributed FAQs, job aids, and cheat sheets to help sales and operations adopt the changes.
- UAT comms and support – scheduled and conducted kickoff and UAT scripts review, and post kickoff support.
- Held support meetings for employees to seek help. Tracked adoption via Prosci ADKAR surveys.

Project: Transform and digitalize the firm's supply chain management operational model
- Worked with cross-functional teams to deploy a transformed, digitalized, Artificial Intelligence (AI) copilot supported end-to-end glass pipeline supply chain with changes to processes, systems, skill sets and procedures.
- Delivered top-down and bottom-up communication strategies to include the AI and transformed concepts, as well as training and workshops to support supply chain and manufacturing staff in adopting the changes.

Project: Transform the firm's selling model, including changes to employee and manager compensation.

- Drafted and implemented change playbooks to manage communicating changes to staff compensation.
- Applied a 2-way engagement approach to manage concerns. Coached managers to diplomatically discuss the changes with their employees and empathically address concerns around reduced compensation margins.
- Planned, and worked with firm leaders to deliver Webinars communicating the changes to the selling model.

Change Management Consultant
Apple

Mar 2020 – Feb 2021
Cupertino, CA and Remote

Project: Transition from SAP ECC to Oracle Cloud ERP Fusion (targeted departments).
- Lead-2-Cash (L2C), Record to Report (R2R), Finance and Accounting (F&A) Management Fusion Model, Quote To Cash (Q2C)/CPQ/ Order To Cash (O2C), Procure To Pay (P2P).
- Conducted comprehensive assessments to identify impacts on departments, tools, roles, processes, policies.
- Developed a detailed change playbook and individual Organizational Change Management (OCM) plans.
- Delivered comms throughout the implementation to raise awareness of changes from SAP to Oracle Cloud
- UAT comms and support – scheduled and conducted kickoff and UAT scripts review, and post kickoff support.
- Collaborated with SMEs and program teams to craft educational materials and conducted training, briefings, and support/Q&A sessions to educate users on the new processes within the Oracle Cloud ERP modules.
- Tracked adoption metrics, adapting strategies based on lessons learned, and provided ongoing support.

Project: Transition from SAP ECC to SAP S/4Hana Financial, Supply Chain (Direct Procurement, Logistics, Ordering, Warehousing, Sourcing, Inventory, Planning/Demand) for targeted departments.
- Assessed impacts on organizations, processes, and interfaces, creating end-to-end OCM plans and playbook to support the firm's end-to-end Lead-2-Cash process business transformations.
- Identified training needs, developed, and delivered training in collaboration with SMEs and project teams.
- Conducted briefings and user engagement meetings with stakeholders to enhance user awareness, buy-in, and receptiveness to the changes from SAP ECC to SAP S/4Hana.
- Applied a strategic top-down and bottom-up communication approach to effectively deliver key messages.

Project: Integrate Salesforce CRM and migrate sales teams from SugarCRM.
- Conducted stakeholder, impact, communication, training, engagement, resistance, and other change assessments to identify scope and scale of impacts, and levels of passive and active resistance to change.
- Developed customized change plans to increase impacted user awareness and foster acceptance, education, and support to normalize new behaviors. Tracked adoption via Prosci ADKAR and other change surveys.
- Delivered training on changes to the SFDC Sales Console, including redesigned CPQ, Service Console, and Salesforce Customer Creation & Management interfaces.
- Scheduled and conducted UAT kickoff, UAT scripts review, and post UAT kickoff support.
- Managed change champions and stakeholders to reduce resistance and track adoption successes.

Project: Digitalize Apple's Enterprise Online Consumer & Supply Chain Processes.

- Delivered comms to provide awareness on Apple's Artificial Intelligence (AI) copilot transformed online store.
- Conducted impacts, risk, and stakeholder assessments, implementing a robust change playbook to educate and train users on the transformed online store, including changes to the firm's supply chain processes (ordering, processing, manufacturing, delivery, logistics, and reverse logistics) for institutional (B2B) customers.
- Facilitated roadshows, town halls, newsletters, and various tailored interactions.

Project: Establish a new change management office (CMO).
- Planned, designed, and executed a new change practice with 3 service offerings: full, hybrid, and self-service.
- Collaborated with program teams to raise awareness and encourage adoption of best change practices.

Project: Integrate ZoomInfo & LinkedIn Sales Navigator with AI Integrations.
- Worked with key stakeholders and program teams to understand impacts, and developed change plans.
- UAT comms and support – scheduled and conducted kickoff and UAT scripts review, and post kickoff support.
- Developed and delivered communication, training, engagement, and resistance management plans to facilitate the acceptance, adoption, and proficiency of the new technologies among impacted users.

Sr. Change Management Lead (M&A Change Consultant) Jun 2019 – Feb 2020
Cisco Remote & San Jose, CA

Project: Digitalize Cisco's Supply Chain16,000+ Distribution Network.
- Conducted an extensive change impact assessment, successfully identifying and preparing the affected reseller and distribution partners, as well as various organizational groups.
- Designed and delivered training sessions, with a specific focus on Cisco's "Partner & Distributor Relationship Managers," ensuring they were equipped and ready to support the reseller community.
- Worked with Supply Chain teams to create a Change Guide for 16,000+ Supply Chain Partner network.
- Conducted readiness assessments, offering actionable insights to project teams regarding change adoption.

Project: Post-M&A integration. Integrate BroadSoft into the Cisco organization.
- Collaborated with the Integration Management Office (IMO) to devise and execute a change strategy for Cisco's integration of BroadSoft ensuring synchronized execution of change activities and seamless transition on Day-1.
- Conducted post-merger change impact assessments to identify alterations to processes, tools, and roles, ensuring that all layers were effectively addressed. Conducted stakeholder analysis to determine the requirements for targeted communication, training, and tracking metrics to measure adoption success.
- Planned and delivered communication campaigns, with a focus on enhancing user engagement, conducting briefings, providing training, and offering real-time support avenues like office hours and drop-in sessions.
- Monitored post Day-1 integration activities. Utilized the Prosci ADKAR change model, surveying employees.

Business Transformation Change Manager (TCM) Jun 2018 – Apr 2019
Intel Corp Folsom, California

Project: Implement Oracle Cloud ERP, Oracle Fusion HCM and Supply Chain (SCM). Migration from SAP.
- Worked with supply chain, manufacturing, operations, and other key stakeholders to assess the changes.
- Developed change strategic playbook to foster a smooth transition to Oracle Cloud across all business units.
- Conducted stakeholder analysis, identified potential resistance, and designed tailored interventions.
- Implemented a high-impact communication campaign that reached over 8,000 supply chain end-users, providing awareness and progress updates on the Oracle Cloud implementation.
- Collaborated with HR to deliver training programs and materials, enhancing organizational competence and adoption of Oracle ERP. Scheduled and conducted UAT kickoff, UAT scripts review, and post kickoff support.

Project: Develop, coach, and expand change management capability and team.
- Developed a robust change framework for Intel's new Supply Chain change management team. Created standardized OCM templates & guides for the team to use on projects.
- Provided ongoing coaching to increase their change management effectiveness and successes. Developed a network of change champions within the organization to create a sustainable support structure.

Project: Implement Product Lifecycle Management (PLM) & Product Data Management (PDM) infrastructure.
- Delivered change-related deliverables to support Intel's enterprise-wide PLM & PDM implementation.
- Conducted impact, stakeholder, and readiness reviews to develop strategic change implementation playbook.
- Worked in collaboration with project teams and enterprise training to provide training programs and curriculum and monitored training effectiveness through surveys and change champion networks.
- Designed and delivered countdown communications and briefings. Provided post-go-live support.

Sr. Change Manager Consultant
Aug 2016 – Jun 2018

AdvisoryHQ
Redding & San Francisco, California

Project: Post mergers and acquisitions (M&A) integration.
- Provided change deliverables to support the integration of two publishing firms into AdvisoryHQ, applying a strategic blend of tops-down and bottoms-up comms to foster adoption of parent company processes.
- Conducted change impact assessment to identify levels, scope, and scale of post M&A impacts. Assessed stakeholders to understand target groups. Develop tailored engagement strategies.
- Enhanced integration by leveraging change champions, leaders, and frontline managers, resulting in a seamless transition and the adoption of parent company systems such as Salesforce CRM, Oracle ERP, and Office 365.

Project: Integrate Dynamics 365 CRM, ERP and Customer Excellence (CE)/Customer Experience and Microsoft Office 365.
- Led change management for the implementation of Dynamics 365 CRM and ERP modules: Financial, Procurement, Project/Risk Management, Supply Chain, Supplier, Manufacturing, Logistics, Product Lifecycle (PLM), Inventory, Warehousing, and Customer Excellence (CE). As well as integration of Office 365
- Oversaw change management delivery, encompassing stakeholder alignment, training, and comms. Successfully facilitated the transition of 500+ users across three departments. Managed resistance by working closely with leaders, champions, stakeholders, and project sponsors.
- Assessed and documented current state to future state impacts to people, processes, policies, and systems.
- Developed communication plans, delivering awareness and progress updates, and tracked adoption.

Project: Launch new change management practice and expand change maturity across the organization.
- Defined and launched the Change Management Office (CMO), including mission, offerings, team structure, communication process, success assessment, and conflict resolution guidelines.
- Engaged with leadership and grassroots champions, driving organization-wide change maturity adoption.

Project: Digitalize the firm's supply chain business model using the Kotter OCM framework.
- Delivered communications and engagement briefing sessions to increase adoption for frontline supply chain staff including Planners, Procurement Managers, Manufacturing, Sourcing, and other employees.
- Created training materials and partnered with training SMEs to deliver and track training successes.

Additional Experience

Role	Firm	Date	Location
Sr. Change Program Manager	Principal Financial Group	Mar 2016 – Jul 2016	Des Moines, IA
Change Compliance Lead	Berkshire Hathaway HomeServices	Sept 2014 – Mar 2016	Des Moines, IA
Program & Change Manager	State Street Global Markets	Feb 2014 – Sept 2014	Boston, MA
Change Consultant	HSBC	Jan 2013 – Feb 2014	New York, NY
Senior Consultant	Deloitte (Client: Citigroup, Capital One)	Aug 2011 – Oct 2012	New York, NY
Consultant	Accenture (Client: Transamerica)	Apr 2010 – Aug 2011	New York, NY
Project Change Manager	Goldman Sachs	May 2008 – Apr 2010	New York, NY
Private First Class	United States Marines	1997 – 2005	Camp Pendleton, CA