# Anna Balk-Møller

Nationality:     Danish
Year of birth:   1978
languages:       Danish (First language), English (Fluent)
Role:            Change Management Expert

# Consultant Profile

*"While the project is busy preparing the solution for the business, I am busy preparing the business for the solution".*

Anna has 15+ years of consulting experience as a specialist in Change Management. With solid anchoring in the Prosci/ADKAR methodology and best practice in change management, she has worked with a wide range of changes across different organisations and sectors. While implementing both ERP/core system solutions, digital transformations, process changes, restructurings, M&A integrations, and leadership development, Anna has a firm grip on all size transformations.

Anna operates at both at:
- Executional level to ensure successful change projects.
- Strategic level to ensure overall Programme or Business OCM direction and maturity.
- Skills level to assist and improve people's ability to drive changes.

Equally with the same drive for results and making things happen. She is motivated by helping people become better – both in the way she works on everyday basis but also in giving keynote speaks about relevant topics within OCM and culture. With four years of leadership experience as both Country Lead for Nexum Denmark and OCM lead of large-scale transformation programmes, Anna is indeed capable to take the lead and drive OCM. But she is also an excellent co-pilot – supporting another in their role.

A primary strength is a tough ability to create structure in high complexity settings which helps her clients and team to see the road ahead. And at the same time, she is a sharp communicator with an acquired taste of sensemaking. Though always pragmatic she has a mind for finding creative solutions that always has a strong methodological hold and an exceedingly high quality. Her clients accentuate her deep-rooted professionalism combined with the ability to spot and manage challenges constructively. And she insistently claims the right to make work fun!

## Core Competencies

- Complex Change Management Strategy Development
- OCM Framework and Toolbox development
- Communication (everything from planning, to producing and delivery)
- Cultural analysis and insight
- Stakeholder Management
- Training planning and execution incl. gamification
- Pre-analysis to estimate the level of CM (by using analytical tools)
- Change Verification Metrics

# Jobs and assignments

**2024-2025**

| | |
|---|---|
| *Client* *Role* | **AJ Vaccines A/S** (15 months)<br>Change Management Specialist |
| *Project* | Laboratory Information Management System (LIMS) Implementation in Quality Control and Production |

- Communication planning and execution
- Training strategy and plan
- Training execution coordination
- Stakeholder Management
- Go-Live readiness

*Methods*     Prosci/ADKAR, ChatGPT

**2024**

| | |
|---|---|
| *Client* *Role* | **AJ Vaccines A/S** (6 months)<br>Change Management Specialist |
| *Project* | SAP S/4Hana Implementation: ERP implementation |

- Impact assessments
- Develop Change Management Strategy
- Communication strategy and planning
- Persona profiling
- Project Branding
- Project Core Story
- Internal Project Climate monitoring

*Methods*     Prosci/ADKAR, ChatGPT

**2024**

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|---|---|
| *Client* *Role* | **Novo Nordisk** (2 months)<br>Change Management Specialist |
| *Project* | IT Scalability Programme: Data Classification & labelling project implementing Sensitivity Labels for Strictly Confidential Information impacting about 5,000 people across Novo Nordisk |

- Impact assessments
- Stakeholder mapping and management roadmap
- Prepare Change Roadmap
- Prepare Core Story
- Communication planning

*Methods*     Prosci/ADKAR

**2023**

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|---|---|
| *Client* *Role* | **PureGym** (8 months)<br>Change Management Specialist |
| *Project* | Change Management for post-merger system integration between PureGym (UK) and Fitness World (Denmark and Switzerland) impacting few people but in a very diverse way |

- Impact assessments
- Stakeholder management
- Prepare and execute change strategy
- Identification and reporting on change-related risks to SteerCo
- Coaching and sparring on OCM in organisation
- Training strategy and planning
- Communication planning and execution

*Methods*   Prosci/ADKAR

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|---|---|---|
| 2022 – 2023 | *Client* | **TDC NET** (6 months) |
| | *Role* | Change Management Lead |

*Project*   Aqueduct: Replacement of IT stack (core system) impacting +1,500 people (programme paused due to new strategic agenda)

- Part of Programme Management team
- Lead OCM team of internal and external change managers
- Prepare strategy and activity backlog for OCM
- Budgets and financials for OCM efforts
- Coaching and sparring on OCM
- Supervise training strategy and planning
- Communication planning (incl. building intranet site)
- Lessons Learned facilitation and report for top management
- Programme close-down activities/documentation

*Methods*   Prosci/ADKAR

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| 2022 | *Client* | **Novo Nordisk** (8 months) |
| | *Role* | Change Management Lead |

*Project*   Global Data Office: OCM team lead for all activities across newly etsablished business area (Data Management)

- Lead and expand OCM team
- Prepare strategy and activity backlog for OCM
- Develop OCM Framework for business area
- Plan and estimate OCM efforts
- Coaching and sparring on OCM across epics/implementations
- Stakeholder analysis and roadmap preparation
- Implement training programme (Data Proficiency Programme)
- Develop and implement a Data Escape Room (gamified learning)
- Develop a virtual Data Escape Room for optimised learning and global reach
- Develop a virtual showroom of the Data Office in Metaverse
- Plan and execute ongoing communication

*Methods*   Prosci/ADKAR, Agile/SAFe

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| 2022 | *Client* | **Alvotech** (4 months) |
| | *Role* | Change Management Specialist |

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| | *Project* | ERP implementation/S4Hana implementation impacting 1,000+ people |

- Plan change management in the S4Hana implementation
- Impact assessment
- Prepare Communication for end-users

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| | *Methods* | Prosci/ADKAR |

**2020 – 2021**

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|---|---|---|
| | *Client* | **Gjensidige Insurance** (15 months) |
| | *Role* | Change Manager |
| | *Project* | ERP implementation replacement (IDIT) in Danish Business impacting 1,000+ people |

- Update and plan change management roll-out of a new core system
- Managing many changes to the process along the way
- Impact assessment
- Plan and execute specialised roadmaps for key stakeholder groups (sponsors, managers, trainers, super users, and ambassadors)
- Plan and execute ongoing communication including communication packages, articles and give road shows on presentation techniques, online training and resistance management to key stakeholders
- Plan and follow up on ADKAR surveys

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| | *Methods* | Prosci/ADKAR |

**2020 – 2021**

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| | *Client* | **Heineken** (2 months) |
| | *Role* | Diversity and Inclusion advisor |
| | *Project* | Develop Heineken's Diversity and Inclusion strategy for 2021-2023 with several ambition levels for Top Management decision |

- Analyse data to identify the actual challenges to address
- Create structure for strategy (identify focus areas and differentiate ambition levels from each other)
- Estimate costs associated with each ambition levels
- Deliver input/sparring about pros- and cons for decision process
- Ensure focus on methods for verification measures

**2019 – 2020**

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| | *Client* | **Carlsberg** (7 months) |
| | *Role* | Change Manager |
| | *Project* | Implementation of SharePoint across 21 European markets replacing local drives |

- Prepare core story
- Prepare change management strategy and roll-out plan
- Prepare and execute communication plan
- Prepare roll-out packages containing communication and training materials
- Ensure quality on training materials developed by team
- Prepare stakeholder communication
- Provide Carlsberg's Project managers with competency development in change management

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| | *Methods* | Prosci/ADKAR |

**2018 – 2019**

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|---|---|---|
| *Client* | | **Ramboll** (6 months) |
| *Role* | | Culture expert |
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| *Project* | | Conduct cultural analysis to provide input to integration strategy for acquisition in US and also cultural analysis of the global Ramboll culture |

- Plan and execute on cultural analysis of Ramboll US, acquired company in US and the global Ramboll organisation
- Collect and analyse data (surveys, interviews and focus groups in DK and US)
- Gap-fit analysis between merging organisation and between the global culture and organisational values
- Produce reports on both analysis
- Plan process and content for a series of executive workshops

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| *Methods* | | ProCulture® |

**2018 – 2019**

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|---|---|---|
| *Client* | | **Proacteur** (2+ years) |
| *Role* | | Product development |
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| *Project* | | Develop ProCulture® (process and tool) to measure organisational cultures for the use of Due diligence and integration on M&A, complex change management, cultural transformation etc. |

- Analyse the need in the market
- Develop the tool (ProCulture®)
- Develop processes for the different use of the tool
- Branding and sales of ProCulture® for further client assignments
- Registration of trademark

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| *Methods* | | Intercultural analysis |

**2017 – 2019**

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|---|---|---|
| *Client* | | **Nord Zucker/Nordic Sugar** (20 months) |
| *Role* | | Leadership development |
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| *Project* | | Lean Maintenance Implementation was a project with an open scope to develop 25 managers to become better at maintenance of the factory |

- Analysis of the organisation's challenges in corporation with Top Management team
- Develop process to address unique challenges
- Plan and facilitate weekly all-day workshops with 25 leaders throughout 1.5 years
- Develop stage-gate model and process tools to match the unique context
- Portfolio management and ongoing development/coaching of managers capabilities to use tools and process
- Advising and sparring on the 17 smaller projects/assignments in the portfolio
- Reporting of progress, participant satisfaction and benefit realisation to German HQ
- Competency development of sponsors and leaders in change management

| | | Methods | Prosci/ADKAR, Misc. project management tools |
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**2017**

| | Client | **Moderniseringsstyrelsen/Ministry of Finance** (5 months) |
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| | Role | Change Management Specialist |

Project ERP implementation/Digitalisation of admin HR processes (Oracle) across 130 public institutions impacting 60,000+ people

- Prepare pre-analysis of the need for change management (e.g., extensive impact assessment, risk assessment, ADKAR analysis, and internal and external factors)
- Benefit realisation
- Prepare change management strategy based on pre-analysis findings
- Prepare and implement Tone of Voice
- Produce core story
- Prepare communication materials for Road Show

Methods Prosci/ADKAR

**2017**

Client **Novo Nordisk** (3 months)
Role Change Management Specialist

Project Develop change management framework to business area in Product Supply to be the new way of ensuring adoption by using a structured approach for change management

- Develop generic change management strategy to be used across projects in business area
- Develop tools for the change management toolbox
- Prepare communication strategy and generic communication plans and materials
- Handover plan of implementation to client

Methods Prosci/ADKAR

**2017**

Client **Novo Nordisk** (2 months)
Role Change Manager - Communications

Project A new job architecture programme was to be implemented but no one had thought to prepare communication

- Prepare communication packages to different target groups

**2017**

Client **proacteur** (4 months)
Role Project manager

Project Our organisation needed a new brand identity both visual and in text

- Analysis of existing brand from both internal and external perspectives
- Core story
- New CVI (Corporate Visual Identity)
- Implementation of new identity in organisation

| 2016 | Client | **Ferring Pharmaceuticals** (2 months) |
| | Role | Change Manager - Communications |
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| | Project | A restructuring of a department in the clinical area was to be implemented (including dismissals) |

- Prepare and execution communication plan
- Prepare misc. Communication materials
- Plan ADKAR tactics to ensure that leaders executed good change management throughout the process

| | Methods | Prosci/ADKAR |

| 2016 | Client | **Novo Nordisk** (7 months) |
| | Role | PMO |
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| | Project | Initiation phase of projects to implement Employee Central module (SuccessFactors) |

- Acting project manager for 1.5 month
- Focus on difficult working relationship between DK and US
- Plan and facilitate technical workshops
- Prepare Gate approvals including ensuring that extraordinary criteria for complex projects was executed and documented

| | Methods | ITPMM |

| 2014 – 2016 | Client | **Novo Nordisk** (2 years, 4 months) |
| | Role | Change Manager |
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| | Project | Global implementation of new Performance Management System (SuccessFactors) across 78 countries impacting 30,000+ people. |

- Re-estimate change management effort and costs
- Prepare and execute change management strategy
- Facilitate network of 48 local roll-out partners and 200+ trainers to prepare them for their role
- Milestone planning and follow up with the local rollouts across all locations (including steering group reporting)
- Develop digital toolkit for local use
- Ensure local translations in 8 languages
- Prepare communication- and training materials to different target groups
- Map training need and plan training
- Train trainers in system and process changes both online and at different locations)
- Prepare gate approvals
- End-user satisfaction measurements

| | Methods | Prosci/ADKAR |

| 2009 – 2014 | Client | **Copenhagen Business School** (4 years, 6 months) |
| | Role | Development Consultant (internal) |
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| | Project | Merger and Turn-around of two departments of intercultural communications |

- PA for old and new Head of department
- Acting head of secretary for a period of 3 months
- Change manager for merger and establishment of a new department
- Process design and facilitation for merger process
- Facilitate research unit development to align to new strategy
- Facilitate restructuring of administrative unit

| | Methods | Systemic change management |

## Certifications

| 2024 | ChatGPT Practitioner (Compass Academy) |
| 2021 | Leading SAFe (Peak Consulting) |
| 2019 | Prosci Advanced (proacteur) |
| 2019 | Nudge Consultant (Teknologisk Institut) |
| 2017 | Communications (BRO kommunikation) |
| 2016 | PRINCE2 Foundation (Peak Consulting) |
| 2014 | Prosci Change Management Certification Programme (proacteur) |
| 2012 | Coaching Basered Leadership (Mannaz) |
| 2011 | Change Management (Diploma course) |

## Education

| 2009 | Mag. Art in Religions and Psychology (University of Copenhagen) |
| 2005 | Bachelor's in Religions (University of Copenhagen) |