



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 16+ 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 sectors such as pharma and life science, retail, telco, insurance and the public sector. Whether implementing ERP/core system solutions, digital transformations, process changes, restructurings, M&A integrations or leadership development, Anna has a firm grip on transformations of all sizes.

Anna operates at three levels:

- 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.

All with the same drive for results and for making things happen. She is motivated by helping people become better – both in the way she works on an everyday basis but also in giving keynote speeches 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 of taking the lead and driving OCM. But she is also an excellent co-pilot – supporting others in their roles.

A primary strength is her ability to create structure in highly complex 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 for sensemaking. Though always pragmatic, she has a mind for finding creative solutions that always have a strong methodological grounding and exceptionally high quality. Her clients highlight 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 production 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)

- ERP/core system implementations (e.g. SAP S/4HANA, SuccessFactors, LIMS, POS)
- Go-live readiness and adoption
- Change Verification Metrics

Jobs and assignments

2026

*Client
Role*

Pandora (6 months)
Change Management Specialist

Project

Unified Commerce: implementation of a new Point-of-Sale (POS) solution in Pandora stores, connecting in-store and online sales channels

- Change Management Strategy and Steering Committee approval
- Change Management Plan
- Change impact assessments and Persona Descriptions
- Stakeholder management plan
- Communication planning
- Engagement video production
- Training strategy and plan (incl. super users/train-the-trainer models)
- Observations from mini UAT to feed into change and training activities

Methods

Prosci/ADKAR

2024-2025

*Client
Role*

AJ Vaccines A/S (15 months)
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 (3 successful go-live waves)

Methods

Prosci/ADKAR, ChatGPT

2024

*Client
Role*

AJ Vaccines A/S (6 months)
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

*Client
Role*

Novo Nordisk (2 months)
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

*Client
Role*

PureGym (8 months)
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 very diverse ways

- 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

2022 – 2023

*Client
Role*

TDC NET (6 months)
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

2022

*Client
Role*

Novo Nordisk (8 months)
Change Management Lead

Project

Global Data Office: OCM team lead for all activities across newly established 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

2022

*Client
Role*

Alvotech (4 months)
Change Management Specialist

Project

ERP implementation/S/4HANA implementation impacting 1,000+ people

- Plan change management in the S/4HANA implementation
- Impact assessment
- Prepare Communication for end-users

Methods

Prosci/ADKAR

2020 – 2021

*Client
Role*

Gjensidige Insurance (15 months)
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 roadshows on presentation techniques, online training and resistance management to key stakeholders
- Plan and follow up on ADKAR surveys

Methods

Prosci/ADKAR

2020 – 2021

*Client
Role*

Heineken (2 months)
Diversity and Inclusion advisor

	<i>Project</i>	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 level - Deliver input/sparring about pros and cons for decision process - Ensure focus on methods for verification measures
2019 – 2020	<i>Client Role</i>	Carlsberg (7 months) Change Manager
	<i>Project</i>	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 of training materials developed by team - Prepare stakeholder communication - Provide Carlsberg's project managers with competency development in change management
	<i>Methods</i>	Prosci/ADKAR
2018 – 2019	<i>Client Role</i>	Ramboll (6 months) Culture expert
	<i>Project</i>	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 the merging organisations and between the global culture and organisational values - Produce reports on both analyses - Plan process and content for a series of executive workshops
	<i>Methods</i>	ProCulture®
2018 – 2019	<i>Client Role</i>	proacteur (2+ years) Product development
	<i>Project</i>	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 uses of the tool

	<i>Methods</i>	• Branding and sales of ProCulture® for further client assignments • Registration of trademark Intercultural analysis
2017 – 2019	<i>Client Role</i>	Nord Zucker/Nordic Sugar (20 months) Leadership development
	<i>Project</i>	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 cooperation with the 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
	<i>Methods</i>	Prosci/ADKAR, Misc. project management tools
2017	<i>Client Role</i>	Moderniseringsstyrelsen/Ministry of Finance (5 months) Change Management Specialist
	<i>Project</i>	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
	<i>Methods</i>	Prosci/ADKAR
2017	<i>Client Role</i>	Novo Nordisk (3 months) Change Management Specialist
	<i>Project</i>	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

	<i>Methods</i>	Handover plan of implementation to client Prosci/ADKAR
2017	<i>Client Role</i> <i>Project</i>	Novo Nordisk (2 months) Change Manager - Communications 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	<i>Client Role</i> <i>Project</i>	proacteur (4 months) Project manager 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	<i>Client Role</i> <i>Project</i> <i>Methods</i>	Ferring Pharmaceuticals (2 months) Change Manager - Communications A restructuring of a department in the clinical area was to be implemented (including dismissals) - Prepare and execute communication plan - Prepare misc. communication materials - Plan ADKAR tactics to ensure that leaders executed good change management throughout the process Prosci/ADKAR
2016	<i>Client Role</i> <i>Project</i> <i>Methods</i>	Novo Nordisk (7 months) PMO Initiation phase of projects to implement Employee Central module (SuccessFactors) - Acting project manager for 1.5 months - 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 were executed and documented ITPMM
2014 – 2016	<i>Client Role</i>	Novo Nordisk (2 years, 4 months) Change Manager

	<i>Project</i>	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
	<i>Methods</i>	Prosci/ADKAR
2009 – 2014	<i>Client Role</i>	Copenhagen Business School (4 years, 6 months) Development Consultant (internal)
	<i>Project</i>	Merger and Turn-around of two departments of intercultural communications • PA for old and new Head of department • Acting head of secretariat 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
	<i>Methods</i>	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-Based 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)