

Implementing an Enterprise LMS

A Change Management Toolkit



Unlock the tools to tackle change management head-on and drive real transformation.

This toolkit provides practical resources to navigate challenges and avoid common pitfalls.

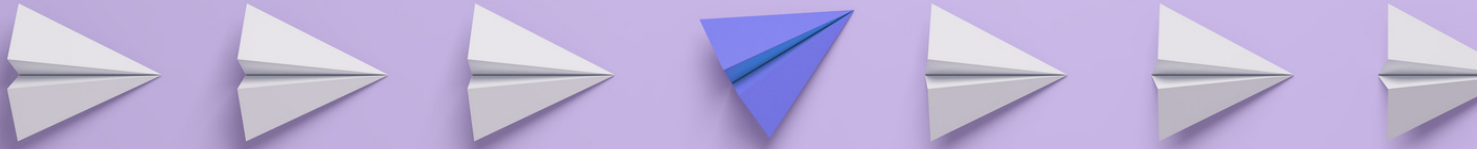




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Introduction



✂ Implementing an enterprise LMS is one of the most complex and impactful changes a business can undertake. While change itself is inevitable, managing it effectively determines whether organizations succeed or fall behind. Since 2000, **52% of Fortune 500 companies have ceased to exist due to their inability to adapt.**

The pace of change accelerates daily: in 1958, the average lifespan of an S&P 500 company was 61 years; by 2016, it had dropped to less than 20 years. This trend underscores the necessity of agile, well-planned change management strategies.

If you've found this guide, you're already taking a proactive step. You understand the importance of change management and are ready to dig into the hard questions that drive meaningful transformation.

About the Author



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[Young Oh](#), Vice President of Manufacturing Business Development, has a background in quality engineering, corporate learning, and technology integration. He has worked closely with enterprise teams to navigate the limitations of traditional systems and explore more scalable approaches to learning, bringing a practical, experience-driven perspective to his work.

The Business Impact of Failed Change Management

The risk is too high.

Are you willing to stand by while this happens to your organization?



Change management often feels daunting, unnecessary, or overly complex—if **you’ve felt this way, you’re definitely not alone.**

Even the largest, most established companies—to their peril—have resisted change. Failing to embrace change can derail even the most promising initiatives. Take Kodak, for example. An engineer at Kodak developed the first digital camera prototype, but resistance to change and fear of cannibalizing their film business led to missed opportunities.

Sony embraced this innovation instead, becoming a leader in digital photography. Another example is Xerox. Despite pioneering the intranet, Xerox failed to fully adopt and scale its innovation, allowing competitors to outpace them.

These examples highlight a sobering reality: **organizations that fail to embrace change risk obsolescence.**

What is Change Management?

This guide will give you the tried-and-true building blocks to confidently navigate a change. So, let's start small and work our way up. A quick Google search will provide you with a basic definition of change management, but what does it really mean?

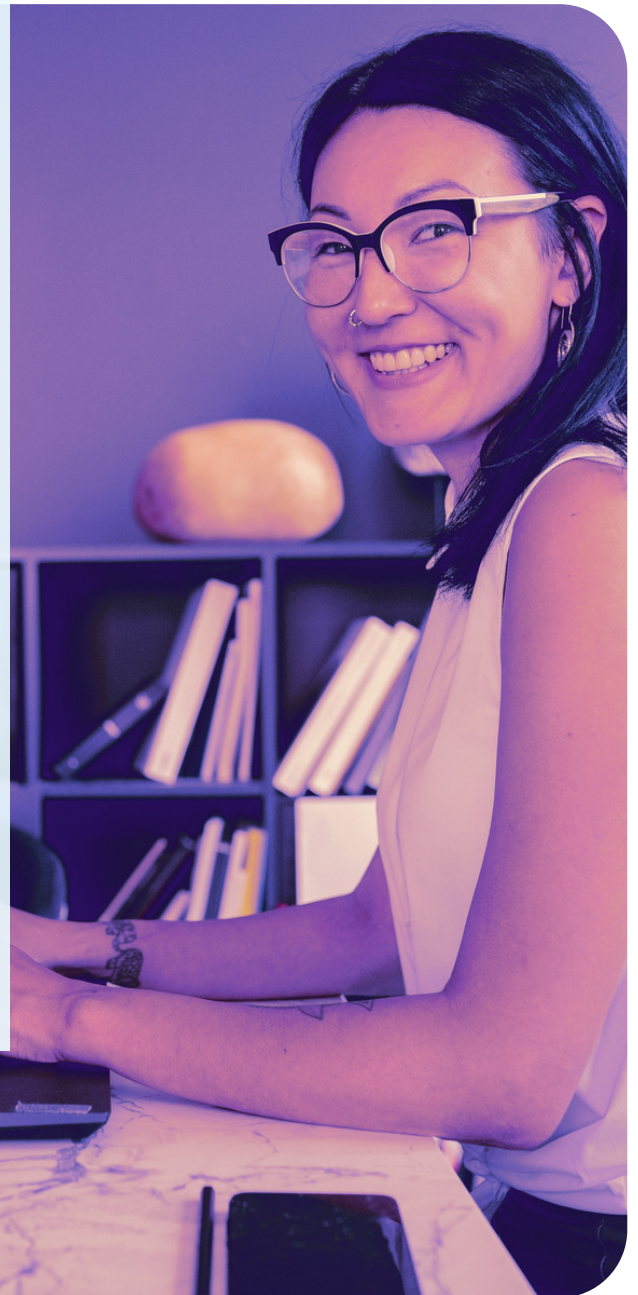
Change management:

Focused on gaining employee commitment to change and supporting their transition to a new state.

Organizational change management:

Focused on aligning the organization to enable the change as well as employee commitment.

The recurring themes in these definitions are **“employee”, “commitment”, and “alignment.”** They are the foundation of any effective change, and most change implementation failures can be traced back to lack of focus on these critical elements. When you're in the weeds of your change, let them ground you.



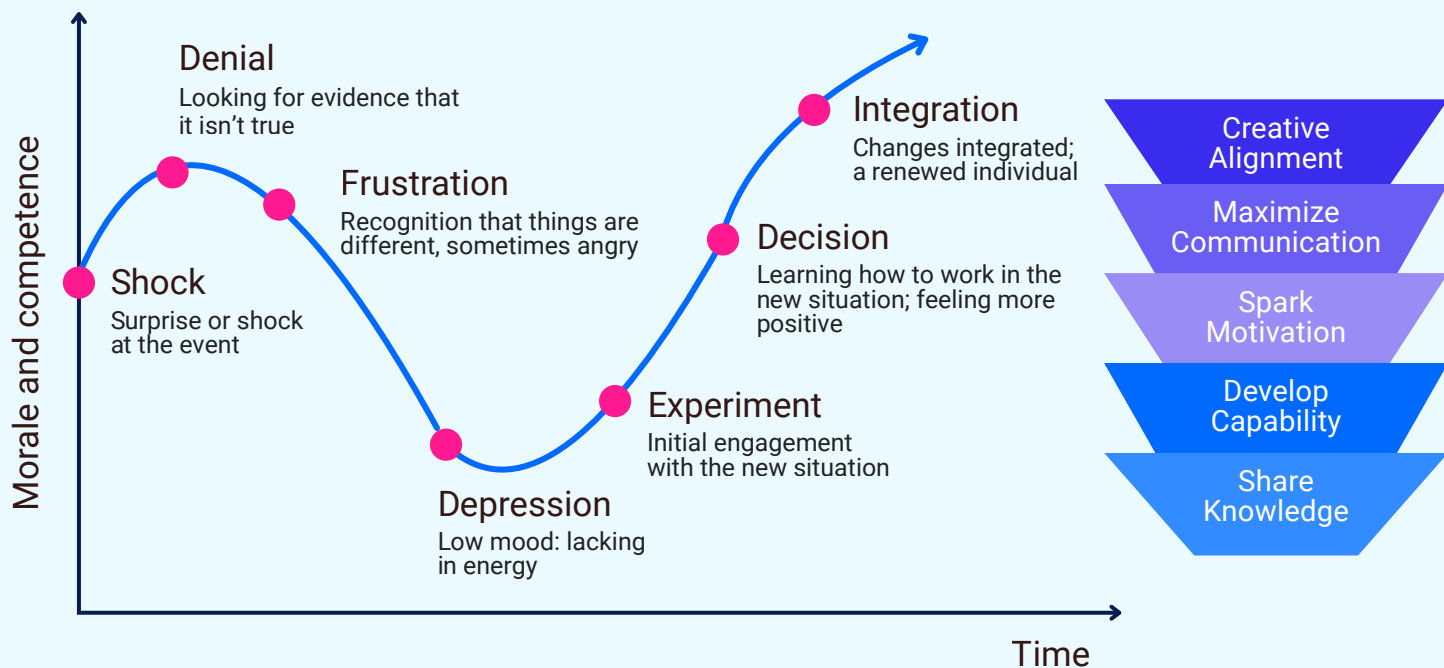
Why Does Change Management Often Fail?

Change is rarely painless, and every initiative has associated costs, whether monetary, resource driven, or reputational. Without a thoughtful approach, the road to positive outcomes can be long and fraught with setbacks.

The Kübler-Ross Change Curve illustrates this reality. Poorly managed change takes longer to yield positive results and increases negative impacts. A well-executed plan shortens the timeline to positive outcomes by minimizing disruptions and building momentum early.

Kübler-Ross Change Curve

Emotional Response to Change



Most failures come down to **lack of buy-in**, leading to frustration, inefficiency, and stalled progress. In LMS implementations, this shows up as resistant stakeholders, employees bypassing the system, and disconnected efforts across teams—making goals feel out of reach.

Balancing **top-down and bottom-up change** is key: top-down has authority but may miss employee needs, while bottom-up requires influence without direct power. Many projects fail to secure both. This guide offers tools to build buy-in and manage change effectively.

Understanding the Psychological Framework for Change

Top-down change approaches fail. →

Leaders often overlook the key psychological ingredient for change.



Psychologist Jonathan Haidt illustrates behavior change with the “Elephant and the Rider.”

The Rider represents our rational side—it can plan and see the right path—while the Elephant represents our emotional side, providing the motivation to act.

Even when the Rider knows what to do, progress depends on the Elephant. If emotions aren’t aligned, change stalls. That’s why successful change requires both clear logic and emotional motivation—people need to understand the path and feel driven to follow it. Enterprise LMS transformations succeed when they **align logic and emotion**—

people need to both understand the benefits and feel invested in the change. Data can clearly communicate the “why,” such as improved efficiency, faster onboarding, or reduced compliance risk. But adoption truly happens when leaders connect the change to a larger purpose, foster a sense of ownership, and build a strong community around it.

When done well, a modern learning ecosystem can meaningfully improve employees’ careers through skills-based development, better talent visibility, and personalized career paths.



With that kind of impact, embracing change becomes not just necessary, but worthwhile—and something teams can rally around together.

Developing a Compelling Case for Change

One of the first steps to building excitement, urgency, and rationale for the change is developing your “burning platform.” This becomes the foundation for creating your elevator pitch to explain why the change is necessary and paint a clear vision of a better future state. The term “burning platform” comes from the story of a worker on an oil rig who had to jump into icy waters to escape a platform on fire. In the context of change management, this powerful metaphor highlights the urgency of embracing change.

The key to this step is to help employees recognize the serious consequences of resisting change and encouraging them to see it as an opportunity for growth and transformation.

Burning Platform Tool

The table below can help organize and develop your “burning platform” statements: If we keep doing X, then Y will likely happen. If we do A instead, then we will achieve B.

Key considerations:

?

What are the **outside market** forces driving change within your organization?

?

What are the **internal business forces** driving change within your organization?

?

What are the **cracks in your current process** created by the market and business forces?

Problem	Opportunity
Describe current situation and current approach (X)	Describe a new approach to the current situation (A)
Define likely result if current situation and approach continues (Y)	Define the expected positive outcome of the new approach (B)

<https://praxie.com/burning-platform-online-tools-templates-web-software>

Remember that for any change to take hold, the “burning platform” statements must create a sense of urgency and excitement, at the same time. Once this is clearly understood, the next step is to build a coalition of change advocates by creating individualized messaging.

WiiFM Statement Sheet

After creating compelling burning platform statements that establish urgency and rationale for change, the next step is to address the individual needs by understanding how this change impacts various employee populations. One of the most effective tools for organizing your change supporters is the WiiFM (“What’s in it for me?”) statement sheet.

This sheet helps you articulate the specific benefits for each stakeholder group, addressing their individual concerns and priorities. By answering this critical question for your stakeholders, you increase buy-in and reduce resistance.



Key questions to remember:

- Which stakeholders are most affected by this change?

-
- How do they “feel” about this change and why?

-
- What will they most likely have to give up?

-
- What will they most likely gain from this change?
-

Here’s how to use WiiFM:

- 1. Identify Stakeholders:** List each group or individual affected by the change. How do they “feel” about this change and why?
- 2. Define Benefits:** Be specific about how the change will improve their workflows, reduce pain points, or contribute to their goals.
- 3. Craft Messages:** Tailor the messaging for each stakeholder based on their role and priorities.

Use this tool throughout the implementation process to ensure each stakeholder group feels heard and supported. Remember the elephant and the rider analogy.

Stakeholder	Stakeholder	Actions
HR Team	Simplified compliance tracking and reporting	Provide training sessions to showcase reporting tools
IT Department	Simplified compliance tracking and reporting	Provide training sessions to showcase reporting tools
Department Managers	Faster onboarding for new employees	Provide training sessions to showcase reporting tools
Employees	Faster onboarding for new employees	Provide training sessions to showcase reporting tools

WiiFM Pitfalls to Avoid

- **Misalignment between HR and Operations.** This is a typical point of conflict in many organizations. Bridging the HR-operations gap requires you to bring both teams to the table early and often to understand their key careabouts.
- **Superficial analysis.** If your project statement sounds generic, you've missed the mark. "Improve user experience" is too vague—what does that look like in action?
- **Repetition is a red flag.** If you find yourself repeating the same benefits or goals across stakeholder groups, take a step back and reevaluate. Tailored messaging is key to gaining trust and engagement.
- **Stopping at org-chart level.** Dig deeper into organizational dynamics and take the extra step to identify key influencers.
- **Focusing only on "facts and figures."** Remember the "Elephant". Inspire stakeholders to dream and get excited about your change vision.

Solution: Use a collaborative workshop to draft and refine your "burning platform" and WiiFM. Involve business unit leaders early in the process to ensure alignment with organizational priorities and to uncover nuanced needs across departments. Encourage candid discussions, document all feedback, and iterate until the statement reflects a shared vision. Trust us, the extra effort here will save you headaches down the road.

Developing Vision Statements

Once you have completed the burning platform and WiiFM exercise, it is time to create your overarching vision statement or your value story. Remember that stories (the elephant) resonate with people more than facts and figures. Focus on providing clear and tangible examples of business impact that will build excitement and stoke stronger engagement from your stakeholders.

How do you ensure your vision statement becomes the North Star for your LMS implementation? For example, a strong vision statement might look like this:



By modernizing our enterprise learning platform, we will cultivate a culture where every employee is empowered to grow and contribute to the company's collective success. We will do this by streamlining onboarding training processes, eliminating system fragmentation, systemizing informal learning, and implementing a standardized skills strategy across HR departments.

This will improve company attrition rate by 25%, reduce onboarding time by 40%, improve pulse survey by 10%, and reduce administrative cost by 30% annually.



25%

Attrition
Rate

40%

Onboarding
Time

10%

Improve Pulse
Survey

30%

Reduce Administrative
Cost Annually

This specificity helps align stakeholders by clearly defining the scope, objectives, and measurable business outcomes, creating a shared understanding of success.

Build Your Core Team

The strength and commitment of your core team are critical to success. This core team of 3–7 people will be responsible for managing change and system implementation.

- ✓ Be comfortable with change and becoming a change agent
- ✓ Have knowledge of current processes, business drivers, and requirements
- ✓ Be eager to explore and be creative
- ✓ Be team players
- ✓ Handle conflicts and influence stakeholders across matrix organization

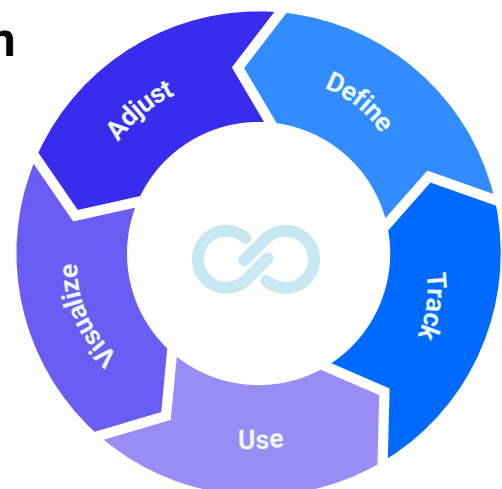


When recruiting your core team, you will need to include team members who have knowledge about the following items or can gather it from the organization:

- Organizational strategy and goals
- Current learning processes that exist in across the enterprise
- Various systems and integration points used in delivery and tracking of learning

Continuous measurement & optimization

1. **Define** a performance baseline before launching
2. **Track** application, not just activity
3. **Use** manager and stakeholder input as validation
4. **Visualize** the impact across systems
5. **Adjust** continuously, not on fixed cycles



Stakeholder Analysis

Stakeholder analysis is a living document that goes beyond org charts to identify key influencers. It’s not just about cataloging roles—it’s about uncovering who will be the change agents in your LMS implementation. These are the individuals with the power to drive momentum and influence others.

Getting these people on board early is crucial. Invest time in nurturing these relationships by understanding their motivations, addressing their concerns, and showing them the tangible benefits of the change. When change agents feel heard and valued, they can become champions who amplify your message and build broader support across the organization.

Questions to Explore:

What will stakeholders gain or lose?

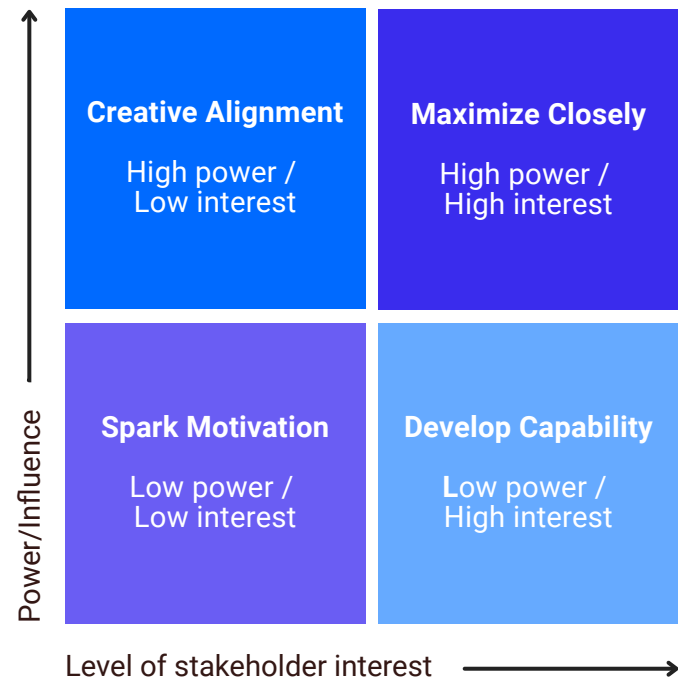
How will workflows, tools, or responsibilities shift?

Burning Platform Tool

Power vs. Interest Grid

The Power vs. Interest Grid is a simple but effective tool to map stakeholders based on their level of influence and interest in the project. This framework helps you prioritize your engagement efforts, ensuring that key players are involved while keeping others informed. However, this grid should be closely monitored throughout the project, as stakeholder sentiment can shift over time. For example, some individuals may lose interest if the process seems too daunting, while others may disengage if they feel overlooked.

Cheerleading and maintaining momentum are critical to keeping stakeholders invested and aligned as the project progresses.



RASCI Matrix

The RASCI Matrix is a tool to define roles and responsibilities across teams involved in the LMS implementation. It helps avoid confusion by clarifying who is responsible, accountable, supportive, consulted, and informed for each task. Teams working closely together often encounter overlapping responsibilities, leading to inefficiencies or missed tasks. The RASCI Matrix brings clarity, ensuring that no task is forgotten along the way.

	Marketing	Copy	UX	Product
Communication	R A	I	I	C
Pricing	R A	I	I	S
Roadmap	C	S	S	R A
Market analysis	R A	I	I	S
Product discovery	C	I	S	R A



Responsible

Who needs to make sure the project reaches completion?



Accountable

Who has ultimate control over the project and its resources?



Support

Who will provide help to the responsible members?



Consulted

Who will give advice to the responsible members?



Informed

Who needs to be kept in the loop at every stage?

Stakeholder Engagement Tool

Using your info from your WiiFM sheet, start to think deeply about your stakeholders.

Stakeholder	WiiFM	Strategy	Actions/Quick Wins
		Manage closely	
		Keep satisfied	
		Keep informed	
		Monitor	

Considerations

Barriers and enablers:

What might drive resistance?

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Who are the champions who can influence adoption?

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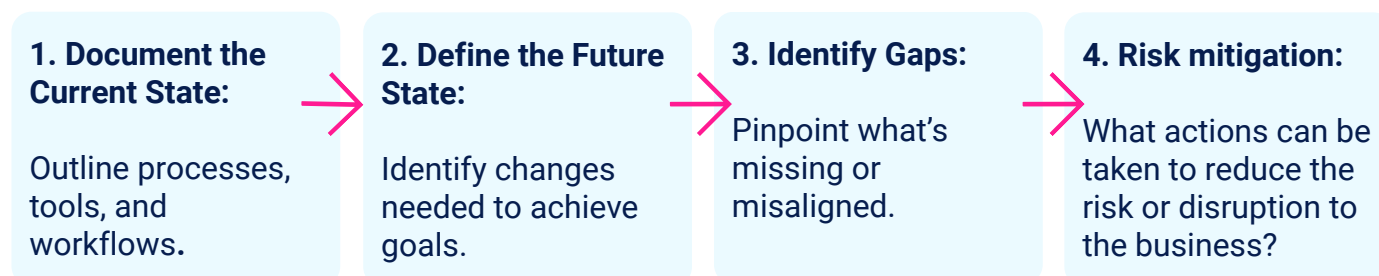


Gap Analysis and Assessing Change Impact

The gap and change impact analysis is where the rubber meets the road. This step is often the most difficult phase of change management because it requires deep discovery of the current state and the desired future state.

For example, in an LMS implementation, it may reveal inefficiencies like manual processes for onboarding or outdated compliance tracking. It can also reveal if different departments and locations are using different processes and/or systems— this will require a come-to-consensus meeting. Addressing these gaps allows organizations to streamline workflows, reduce administrative burdens, and ensure a smoother transition to the new system. This targeted approach not only saves time but also boosts stakeholder confidence in the project. For LMS implementations, it's particularly critical as it uncovers inefficiencies in workflows, tools, and skill sets that may hinder adoption and long-term success.

Gap Analysis Tool



Current State [From]	Future State [To]	GAP
How is _____done now?	How will _____ be done in the Future State / once the change is completed?	What must happen to close the gap between current and future states for this task, activity, etc?
*Specify a task, process, activity, skill, metric, decision path, system requirement, or role.	*Specify a task, process, activity, skill, metric, decision path, system requirement, or role.	*What knowledge, skills, behaviors, or commitments must the employee develop to succeed in the future state?

Once gaps are identified, the next step is to mitigate risk through a change impact analysis—defining actions such as communication, training, or process updates. Addressing these early helps reduce disruption, ensure smoother transitions, and build stronger stakeholder buy-in.

Comprehensive Communication Planning

Robust communication is a long-term plan to build employee engagement, reduce resistance, and address emotional commitment to change. Communication isn't just about sharing information—it's the glue that ties all your hard work together. This is your opportunity to align the logical "rider" and the emotional "elephant," ensuring both clarity and buy-in. By leveraging storytelling, transparency, and consistent updates, you create a shared understanding and reinforce the value of the change. Thoughtful communication channels your team's effort into momentum, helping them feel not only informed but also invested in the journey towards success.

Creating a Smart Communications Plan



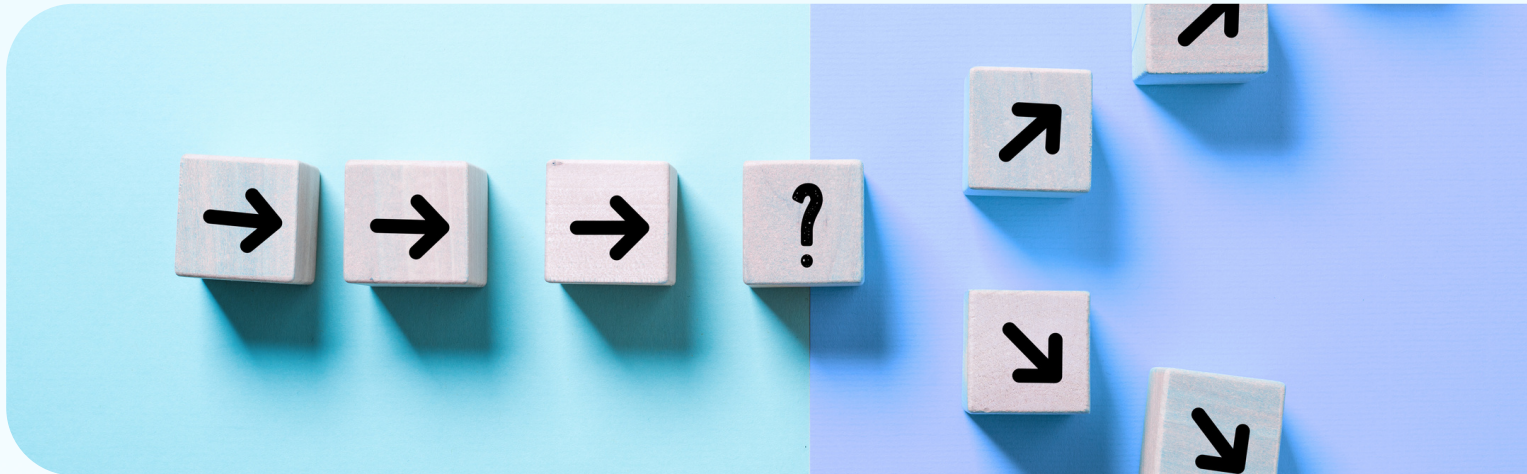
Key questions to remember:

- 1. Be creative about communication channels:** In-person, townhall meetings, virtual, synchronous, or asynchronous methods. Don't over-rely on mass email communication—it's easy, but least effective.
- 2. Clarify Content Needs:** Outline what information needs to be shared to whom and when.
- 3. Assign Ownership:** Identify who is responsible for delivering updates.
- 4. Schedule Regular Updates:** Establish a cadence for team check-ins and milestone reviews.
- 5. Highlight small wins:** Identify throughout the different phases of the project.

Tips for success:

- Use **storytelling** to appeal to emotions and drive engagement.
- Ensure **transparency**, even during multi-phased changes.
- Again, make sure you're rewarding those who are engaged. Keep **momentum going** and recognize individuals making progress during the change.
- Communication action is not solely the HR team's responsibility. **Involve key influencers and leaders** to engage with all levels of employee groups. This will increase a sense of belonging and shared purpose.

Concluding Thoughts



True change management is rigorous but necessary. By embracing the tools and strategies outlined in this toolkit, you're not just managing a project—you're driving meaningful transformation. With the right mindset and approach, you can lead your team to success, creating a lasting impact for your organization. Skipping steps leads to resistance, loss of credibility, inefficiency, and failure. By following this toolkit, you'll empower your organization to overcome challenges and achieve meaningful transformation.

Seertech Solutions **has over 20 years of industry experience and knowledge** in managing change. We don't just provide technology—we work alongside you as a dedicated partner, helping you navigate every step of your organizational change journey.

Our track record speaks for itself:

6m+

Users:

Across a diverse global user base.

7

Industry Verticals:

Supporting healthcare, manufacturing, construction, aviation, government and more.

97%

Customer Retention:

Proof of our commitment to delivering value and innovation.

Our customer-first approach drives everything we do. Guided by client feedback, we build practical, user-focused tools that make skills-based training accessible and actionable.

Most LMS rollouts fail at
change management.

Yours doesn't have to.

Schedule a strategy session.

Let's connect

About SeerTech

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More information: seertechsolutions.com