



AWS Organizational Change Acceleration (OCA) 6-Point Framework – 4.  
Engage the Organization

# AWS Prescriptive Guidance



# **AWS Prescriptive Guidance: AWS Organizational Change Acceleration (OCA) 6-Point Framework – 4. Engage the Organization**

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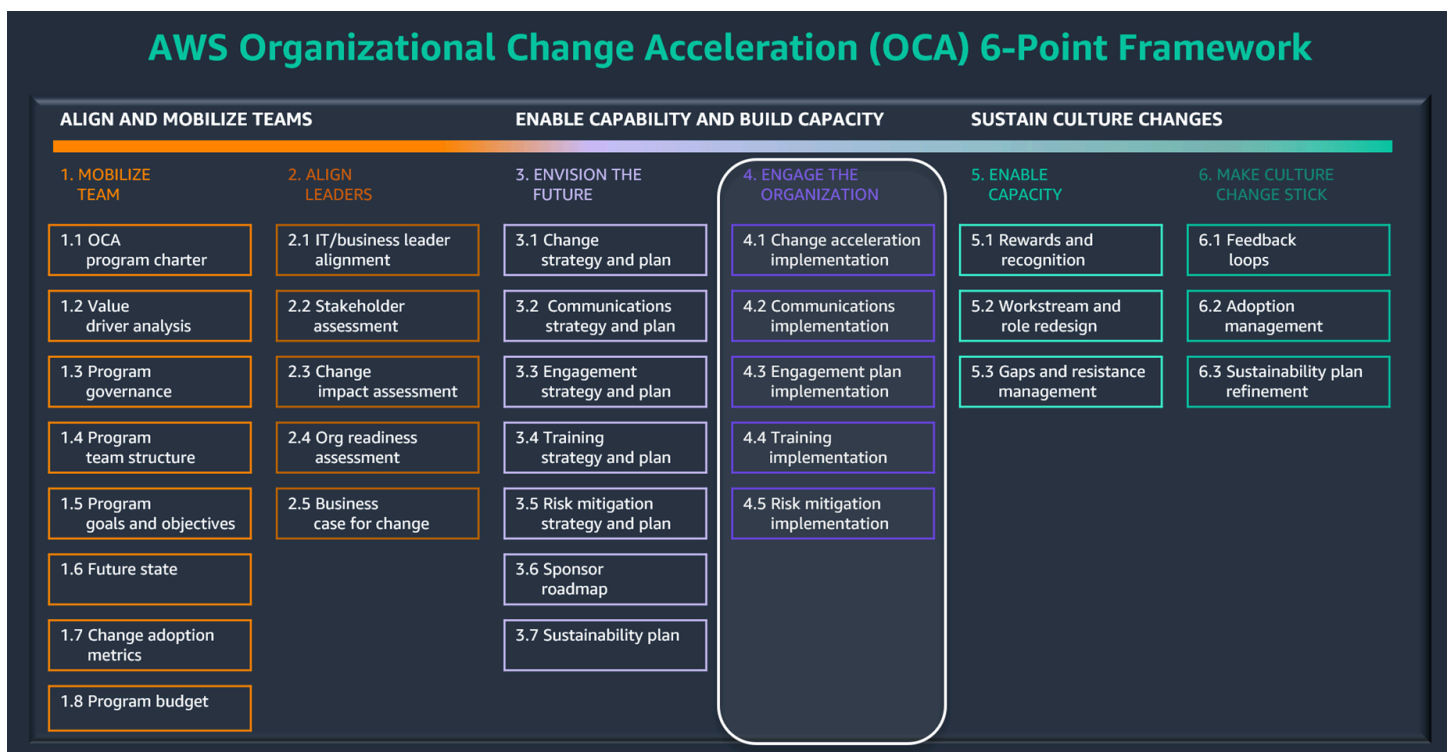
# AWS Organizational Change Acceleration (OCA) 6-Point Framework – 4. Engage the Organization

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The AWS Organizational Change Acceleration (OCA) 6-Point Framework is intended to cover the full scope of people-related issues and challenges throughout the lifecycle of a cloud transformation, which might include migration, modernization, generative AI scaling, and innovation. This framework guides customer adoption of AWS technologies, processes, and new ways of working by:

- Identifying, aligning, and mobilizing key leaders
- Assessing and mitigating the organizational impacts of cloud transformation
- Designing change acceleration, communications, and training plans
- Developing leadership, sponsorship, and culture strategies

The framework's six points align with an agile sprint cadence, from program initiation through sustainable long-term change. The following diagram shows these six points and their subpoints.



The fourth point, *Engage the Organization*, helps you activate the strategies and plans created in the previous three points and use the insights gained from various assessments to actively transform the organization to the desired future state. As the transformation starts to take place, the burden begins to shift from the cloud transformation team and cross-functional leaders to the employee base. *Engage the Organization* contains five subpoints:

- [4.1 Change acceleration implementation](#). Implement the change strategy and plan to enable cloud adoption and achieve desired business outcomes.
- [4.2 Communications implementation](#). Implement the communications strategy and plan to address ongoing communications needs as the cloud strategy is implemented.
- [4.3 Engagement plan implementation](#). Implement stakeholder-specific plans to address changes that are required to successfully apply the cloud strategy and realize business value from the cloud.
- [4.4 Training implementation](#). Implement the training strategy and plan to holistically prepare affected stakeholder groups to proficiently perform future-state cloud activities.
- [4.5 Risk mitigation implementation](#). Proactively identify and manage people-related risks that can impact timely business outcomes.

This guide discusses each subpoint of *Engage the Organization* in detail.

## Intended audience

This guide targets leaders who are responsible for accelerating cloud transformation. Following these recommendations will help minimize risks and maximize value.

## Targeted business outcomes

The *Engage the Organization* phase of the AWS OCA 6-Point Framework contributes to the following outcomes:

- **Value realization and return on investment (ROI):** This OCA phase focuses on implementing strategies that speed up cloud adoption. These strategies align with both the overall cloud plan and business goals to ensure maximum value from cloud investments.
- **Transformational leadership:** Leadership is aligned and mobilized for accelerating cloud transformation.

- **Cloud acceleration:** The OCA workstream establishes the direction, metrics, governance, and program budget required to quickly mobilize resources to accelerate cloud transformation.
- **Organizational alignment:** The OCA workstream works with leaders to set clear business objectives and goals, and aligns organizational entities and performance levers.
- **Engaged workforce:** The OCA workstream creates strategies to actively involve employees in the cloud transformation process, and to develop their digital acumen and capabilities.
- **Future-ready workforce:** The OCA workstream modernizes roles and enables the workforce to work autonomously and drive key cloud-enabled capabilities.

By effectively implementing the *Engage the Organization* activities, organizations can realize tangible improvements in speed, agility, innovation, and business value from their cloud transformation.

## About the OCA 6-Point Framework guides

This guide is part of a set of publications that cover the OCA 6-Point Framework, which is a programmatic and evidence-based organizational change adoption framework.

The content set includes a comprehensive set of templates, guidelines, supporting artifacts, assessments, accelerators, and tools that are designed to accelerate cloud transformation. We recommend that you start with the [overview](#) to understand the framework and its six points, and then consult the following individual guides for detailed discussions of each point. We will add links to these guides as they become available:

1. [Mobilize Team](#)
2. [Align Leaders](#)
3. [Envision the Future](#)
4. Engage the Organization (this guide)
5. [Enable Capacity](#)
6. [Make Culture Change Stick](#)

For a comprehensive set of cloud transformation strategies, guidance, and resources, see [Accelerating cloud transformation](#).

## 4.1 Change acceleration implementation

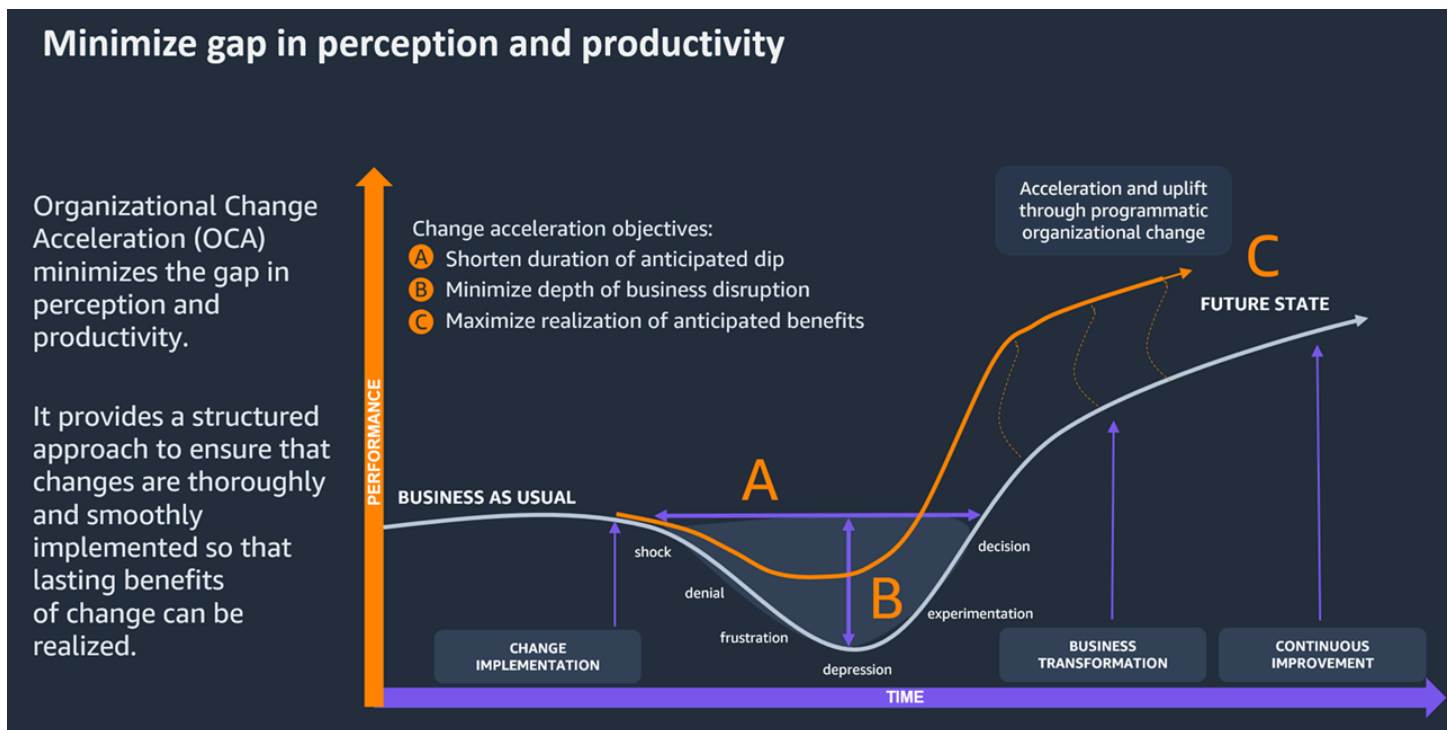
### Overview

The objective of this activity is to launch the activities set forth in the change strategy and plan (see [Envision the Future, 3.1](#)). A change strategy and plan provide a thoughtful, structured, programmatic approach to delivering the right change tactics to the right people at the right time throughout the course of the cloud transformation. They outline a comprehensive approach to ensure that changes introduced to the organization as a result of the cloud are accepted by leaders, employees, and other stakeholders with minimal disruption and maximum results. They provide a systematic mechanism for adjusting the application of tools, technologies, processes, or skills during a project or initiative. They describe the specific ways in which the organization will address changes in the way it operates its business, technology, supply chain, organizational structure, or project scope. The change strategy provides direction and results in informed decision-making throughout the cloud transformation process.

In the change acceleration implementation activity, the focus of the OCA team is to work closely with all cloud workstreams and stakeholders to implement the elements of that strategy and plan in a programmatic, rhythmic timeline that lasts the life of the program, and accelerates and decelerates with the various milestones over time.

Change can be highly disruptive to an organization and will affect both the cloud transformation and the surrounding environment over time. For example, new leaders might emerge or join, and others might retire or leave. New business transactions such as mergers, acquisitions, and divestitures might take place that cause the cloud transformation to accelerate, pause, or change scope.

The following diagram illustrates how OCA can minimize the gap in perception and productivity during change acceleration.



## Best practices

Key best practices for the implementation of change acceleration include the following:

- For each major milestone, describe how the changes will impact the organization and who will be affected. These changes might include data center exits, deployments of new solutions and features, and establishing a Cloud Center of Excellence (CCOE).
- Create a plan for stakeholders to recognize when a change is needed, and how to mitigate impacts to their workforce.
- Follow the defined process or mechanism for implementing, approving, and monitoring changes to make sure that they have the desired effect.
- Regularly review and update both the strategic vision and [business case](#) for cloud transformation. This ensures that messaging remains consistent, relevant, and aligned with changing business conditions.
- Interview key leaders who join the organization, and identify impacted stakeholders for all key milestones early in the planning process. Periodically assess their alignment throughout the life of the program.
- Continuously integrate partners who join the broader cloud transformation program team to ensure consistent objectives and key results (OKRs), timelines, and motivations.

- Continuously partner with enabling functions that can prove helpful when they are engaged, and can cause timing and budgetary delays when they're not engaged. For example, these functions might include human resources, training, finance, cross-functional leaders, line of business leaders, and other partners or vendors who are directly or indirectly impacted. Plan to speak to these stakeholders at least quarterly. At the minimum, provide a program update and show them that you value their input. A few action items or insights will typically result that might derail plans if they aren't proactively addressed.

## Change acceleration checklist

Creating a change acceleration checklist of activities can be helpful to see if your change strategy and plan (and associated user stories) are comprehensive and robust. The following table provides a list to get you started.

| Area               | OCA 6-Point Framework reference   | Actions   |
|--------------------|---|---|
| Project management | <a href="#">Engage the Organization, 1.5 Program goals and objectives</a> | <ul style="list-style-type: none"> <li>• Ensure close integration and participation in weekly meetings for the cloud transformation project (for example, sprint ceremonies, backlog planning meetings, and launch readiness planning sessions).</li> <li>• Update the risk management and mitigation log for change acceleration risks every week.</li> <li>• Update the change acceleration reporting scorecard and status</li> </ul> |

reports every week (or for each sprint).

Leadership alignment and stakeholder analysis

[Align Leaders, 2.1 IT and business leader alignment](#)

[Align Leaders, 2.2 Stakeholder assessment](#)

- Prepare the stakeholder analysis approach.
- Identify leaders to interview.
- Conduct stakeholder interviews and analysis activities.
- Present findings to the leadership team.
- Insert risk findings into the risk management and mitigation log.
- Update and maintain the stakeholder matrix.
- Use the stakeholder matrix as an input to persona-based change impacts, communications, and training.

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|                                |   |   |
|--------------------------------|---|---|
| Change impact assessment       | <a href="#">Align Leaders, 2.3 Change impact assessment</a>   | <ul style="list-style-type: none"><li>• Assess change impacts and document them.</li><li>• Determine the appropriate interventions to manage and mitigate impacts to user groups, timelines, data center exits, product launches, and other important milestones.</li></ul>   |
| Risk management and mitigation | <a href="#">Envision the Future, 3.5 Risk mitigation strategy and plan</a><br><a href="#">Engage the Organization, 4.5 Risk mitigation implementation</a> | <ul style="list-style-type: none"><li>• Prepare the change risk assessment approach.</li><li>• Conduct risk assessment activities such as interviews, focus groups, and surveys.</li><li>• Analyze and present findings to the leadership team.</li><li>• Assign and mitigate risks and issues according to risk management guidelines.</li><li>• Update the change acceleration plan and stakeholder engagement plans as needed.</li></ul> |

**Sponsor roadmap**[Envision the Future, 3.6](#)  
[Sponsor roadmap](#)

- Prepare the sponsor approach.
- Prepare the materials for sponsors, such as key messages, FAQ, timelines, and roadshow presentations, according to the leadership action plan.
- Identify sponsors and leaders.
- Engage and onboard sponsors and leaders.
- Monitor and measure the progress of leadership action plan activities according to the sponsor roadmap.
- Support sponsors and leaders as needed. Update materials and FAQ as needed.
- Continuously monitor and measure the implementation of the change plan.

**Change acceleration plan**[Envision the Future, 3.1](#)  
[Change strategy and plan](#)

## Additional steps

To get started on change acceleration implementation, do the following:

1. Review the [change strategy and plan](#) in its entirety at key milestones, such as data center exits, migrations, new solutions, business transactions (mergers, acquisitions, divestitures), leadership changes, and at a minimum once per quarter.
2. Participate in all weekly status meetings and sprint ceremonies as part of the cloud transformation integrated team.
3. Meet with stakeholders regularly as part of their leadership action plans, and update key messages, FAQ, and communications as required, to stay relevant with the current IT and business strategy.
4. Manage people-related, cultural, organizational, and political risks by using the risk management and mitigation log. Be careful to document highly sensitive issues separately and share them only with a limited audience on a need-to-know basis.
5. Review and update the cloud business case as required, and create new change acceleration activities as necessary to realize the ROI of the cloud.
6. Document and share lessons learned with the cloud transformation team and other teams within the company to create a culture of evolution, iteration, and continuous improvement.

The effective implementation of change acceleration is critical for realizing the full value of cloud transformation. By following these steps and best practices, and systematically implementing the change strategy, organizations can minimize disruption, align stakeholders, and accelerate cloud adoption to achieve their desired business outcomes.

## 4.2 Communications implementation

### Overview

Effective communication is crucial for driving cloud adoption and achieving business outcomes. This section focuses on implementing the communications strategy and plan ([Envision the Future, 3.2](#)). The objective of communications implementation is to launch the activities that were agreed upon in the communications strategy and plan. This ensures that all affected stakeholders understand the reasons, benefits, stakeholders, and timeline of the cloud transformation. Effective communication focuses on benefits and business value, and sustains overall stakeholder engagement throughout the transformation.

### Best practices

### Assumptions

- The [communications strategy and plan](#) has been validated and approved by the cloud leadership team, executive sponsor, HR team, and the internal communications team (if applicable).
- The stakeholder analysis step is complete, and the stakeholder metrics are current.

### Focus areas

The activities in this phase focus on the communications part of the change strategy during the cloud transformation process, specifically:

- Communications setup
- Media analysis
- Key messaging (case for change)
- Communications development
- Communications deployment
- Communications monitoring

## Maintaining leadership sponsorship

It is critical to secure commitment from the executive sponsor and leaders throughout the implementation of communication activities to maintain focus on the benefits and business value and sustain overall stakeholder engagement.

### Communications implementation checklist

If you're new to this process, you can use the following checklist as a reference guide throughout the cloud transformation process.

 **Note**

This is only a representative list of communications-related tasks and not exhaustive. A comprehensive list should be included in the communications plan.

| Area           | Actions   |
|----------------|---|
| Setup          | <ul style="list-style-type: none"><li>• Develop the theme and brand for the project or program.</li><li>• Obtain approval for the final theme and brand.</li><li>• Incorporate a visual identity into the project's standard templates.</li></ul> |
| Media analysis | <ul style="list-style-type: none"><li>• Conduct a communications audit or assessment.</li><li>• Analyze results (for example, through a media analysis).</li><li>• Update the communications assessment report.</li></ul>                         |

## Key messaging

- Determine the key organizational message set.
- Organize messages by category (consider timing frequency and channels).
- Determine initial communication needs and key messages. This is tied to the case for change.
- Determine the channel and sender for initial communications.
- Use the stakeholder matrix.
- Align sponsors and leadership with communication deployment activities.

## Communications development

- Outline the drafting, review, approval, and distribution process for communicating key messages with target audiences.
- Identify roles and responsibilities, including the reporting hierarchy for drafting, review, and final approval.
- Establish an internal team communications process (such as weekly meetings).
- Develop communications process flows.
- Develop a communications production checklist.
- Develop and obtain necessary approval of communications drafts.
- Manage the communications production process.

## Communications deployment

- Socialize the communications deployment timeline with the executive sponsor and key stakeholders.
- Ensure awareness and alignment with leadership teams and communications champions.
- Deliver final communications.

## Communications monitoring

- Implement a feedback mechanism (see *Make Culture Change Stick - 6.1 Establish feedback loop*).
- Review information gathered from feedback mechanisms.
- Update communications materials (such as presentations and FAQ) with revised information.

## Additional steps

To begin implementing the communications plan:

1. Verify that the [communications strategy and plan](#) have been validated and approved.
2. Validate the communications checklist.
3. Establish monitoring mechanisms.

The effective implementation of the communications plan is critical for driving cloud adoption and achieving desired business outcomes. By following these best practices, using the provided checklist, and maintaining ongoing leadership support, organizations can ensure that stakeholders remain informed, engaged, and committed throughout the cloud transformation process.

## 4.3 Engagement plan implementation

### Overview

An engagement plan describes specific ways in which an individual, stakeholder group, or organization will address changes brought forth by the cloud transformation. The implementation of the engagement plan is to keep all key stakeholders committed to, and focused on, the desired business results of the cloud transformation. Each stakeholder group should be addressed and engaged with relevant information according to their prioritization and mapping in the commitment model, as outlined in the engagement strategy and plan ([Envision the Future, 3.3](#)).

The OCA team's focus is to secure commitment from designated leaders and champions in the implementation of engagement tasks.

### Best practices

### Assumptions

- The engagement strategy and plan have been validated and approved by the cloud leadership team, the executive sponsor, the HR team, and the internal communications team.
- Leaders and champions have been involved in the planning phase. They have been adequately onboarded, they accept the plan, and they are committed to participating in its implementation.

### Focus areas

The areas of focus in this workstream include:

- Engagement setup
- Engagement plan development
- Engagement plan deployment
- Monitoring and reporting

## Engagement activities checklist

You can use the following engagement plan checklist as a reference guide throughout the cloud transformation process.

### Note

This isn't an exhaustive list of activities. It is only a sample of tasks that should be included in the engagement plan.

| Area             | Actions   |
|------------------|---|
| Setup            | <ul style="list-style-type: none"><li data-bbox="828 777 1477 913">• Validate stakeholder groups according to the <a href="#">engagement strategy</a> and <a href="#">stakeholder assessment</a>.</li><li data-bbox="828 987 1510 1123">• Align activities by stages of engagement (for example, focus groups, informal presentations, webinars, and town halls).</li><li data-bbox="828 1197 1347 1270">• Identify and onboard owners and champions.</li><li data-bbox="828 1354 1485 1438">• Assign owners and champions to stakeholder groups.</li></ul> |
| Plan development | <ul style="list-style-type: none"><li data-bbox="828 1480 1461 1606">• Develop a core presentation deck that provides key information about the cloud transformation for all audiences.</li><li data-bbox="828 1690 1453 1774">• Submit the core presentation deck to the leadership team for their approval.</li><li data-bbox="828 1848 1421 1879">• Sign off on the core presentation deck.</li></ul>  |

## Plan deployment

- Develop specific materials (for example, overview, impact information, key benefits by stakeholder group, timing information, training information) for targeted audience groups.
- Review and approve materials with subject matter experts (SMEs) for each area.
- Obtain signoff on these materials.
- Upload the materials to the project library or knowledge repository.
- Review materials with SMEs and champions.
- Determine delivery formats (for example, face-to-face or virtual).
- Review timing of activities with leaders and champions.
- Schedule events and activities.
- Notify participants.
- Conduct engagement sessions such as focus groups, department meetings, informal gatherings, webinars, and demonstrations.

## Monitoring and reporting

- Monitor the implementation of engagement activities.
- Capture attendance and questions; conduct feedback evaluations.
- Update the engagement materials with feedback as necessary.
- Update the engagement report or scorecard.

## Additional steps

To begin implementing the engagement plan, follow these steps:

1. Confirm that the [engagement strategy and plan](#) have been validated and approved.
2. Verify that the engagement activities checklist has been validated and approved.
3. Make sure that monitoring and reporting mechanisms (such as status reports, dashboard of success metrics, and OKRs) are in place.

The effective implementation of the engagement plan is critical for driving cloud adoption and achieving desired business outcomes. By following these best practices, using the provided checklist, and maintaining ongoing stakeholder engagement, organizations can ensure that all key stakeholders remain committed and focused on the cloud transformation process. This ultimately leads to the successful adoption and realization of your business outcomes.

## 4.4 Training implementation

### Overview

Training implementation is about launching the activities set forth in the training strategy and plan ([Envision the Future, 3.4](#)), which provide the structure and focus for identifying training that needs to be delivered, and the process for developing and delivering the training program. When you implement the training strategy and plan, consider delivering a training effort that is consistent with the training your organization typically conducts. Meaningful training that is not disruptive to an employee's accustomed workflow decreases resistance and helps employees respond readily to change. Additionally, using a data-driven approach to gather training preferences from the [AWS Learning Needs Analysis \(LNA\)](#) tool and applying those preferences to the training plan help you obtain the buy-in and desire to complete training from employees.

### Best practices

The change acceleration team should focus on quickly assessing developmental and training needs, identifying training gaps, aligning with existing training practices, and delivering training to support the future state model.

### Assumptions

- The [training strategy and plan](#) have been validated and approved by the cloud leadership team, the executive sponsor, the learning and development (L&D) team, the HR team, and the internal communications team.
- Leaders and champions have been involved in the training planning phase and are committed to participating in training activities according to the plan.
- The training strategy and plan take the full cloud transformation plan and roadmap into account, and mitigate any SME bandwidth.
- Any courses that are not part of the [AWS Training and Certification course curriculum](#) will be assigned to stakeholders and customized for each stakeholder group.

### Focus areas

This workstream focuses on the following areas:

- AWS Learning Needs Analysis (LNA)
- Training setup
- Training development (for custom needs and non-AWS learning curriculum)
- Training deployment
- Monitoring and reporting

## Training plan checklist

Use the following checklist as a reference guide throughout your organization's cloud transformation process.

### Note

The following checklist is not an exhaustive list, but it represents the activities that you would typically find in a training plan. Your validated and approved training strategy and plan should include the full list of training activities.

| Area                              | Actions  |
|-----------------------------------|--|
| AWS Learning Needs Analysis (LNA) | <ul style="list-style-type: none"><li>• Identify the executive sponsor and provide the team structure.</li><li>• Create a survey and provide the preview URL.</li><li>• Review the survey with the executive sponsor and get their approval.</li><li>• Confirm survey distribution logistics.</li><li>• Distribute the survey to employees.</li><li>• Provide survey response numbers.</li></ul> |

- Send reminder email to complete the survey.
- Close the survey on the planned date.
- Create a report and provide training recommendations.

## Training setup

- Validate the [training strategy and plan](#), and ensure alignment with key cloud milestones such as migration wave plans.
- Create a training materials template (if needed) for non-AWS training courses. Validate AWS training courses based on the [AWS LNA](#) report.
- Sign off on training materials and non-AWS training courses (if applicable).
- Identify training needs by stakeholder group or cloud role (for example, engineers, developers, solutions architects, operations).
- Onboard stakeholder groups to training plan.
- Create the training curriculum.
- Obtain approval and signoff on the training curriculum.
- Develop the training production checklist.
- Identify and onboard training developers (instructional designers) for non-AWS training courses.
- Identify training material reviewers.

## Training development

- Assign stakeholder groups to training courses.
- Develop draft training materials.
- Review and approve training materials.
- Upload materials to a library or knowledge repository.

## Training deployment

- Draft the training calendar.
- Obtain approval and signoff on the training calendar.
- Schedule training events, including specific AWS instructor-led trainings (ILTs).
- Identify training participants based on the migration wave plan.
- Enroll and notify training participants.
- Conduct and support training activities.

## Monitoring and reporting

- Monitor the implementation of training development and deployment activities.
- Capture attendance, questions, and feedback evaluations.
- Update training materials based on feedback as necessary.
- Update the training development and deployment report or scorecard.

For more information, see [AWS Learning Needs Analysis](#).

## Additional steps

To begin the implementation of the training plan, make sure that:

1. The AWS LNA has been conducted and insights have been included in the [training strategy and plan](#).
2. The training strategy and plan have been validated and approved.
3. The training activities checklist has been validated and approved.
4. Monitoring and reporting mechanisms are in place.

The effective implementation of the training plan is critical for driving cloud adoption and achieving desired business outcomes. By following these best practices, using the AWS LNA, and implementing a comprehensive training plan, organizations can ensure that their workforce is properly skilled and prepared for the cloud transformation. This accelerates adoption and also maximizes the value realized from the cloud investment.

## 4.5 Risk mitigation implementation

### Overview

The objective of this activity is to launch the activities set forth in the risk mitigation strategy and plan ([Envision the Future, 3.5](#)). The focus of the OCA team is to work closely with all cloud workstreams to assess and analyze risks, formulate a solution or mitigation plan, assign ownership, and address the risk for closure. The resolution of risks requires commitment and close alignment with executive sponsors, leaders, and champions, as well as a disciplined approach to managing, mitigating, and monitoring people-related risks throughout the program lifecycle, and integrating this process with all other workstreams in the cloud transformation program.

### Best practices

The risks that you track across your cloud transformation program should be logged in a risk tracking tool, as discussed in *Envision the Future*, [3.5 Risk mitigation strategy and plan](#). The following table provides an example of such a tool.

| Risk category | Severity | Probability | Risk description  | Mitigation actions  | Owner         | Status      | Due date      |
|---------------|----------|-------------|---|---|---------------|-------------|---------------|
| Resourcing    | Medium   | High        | Security SME is taking a leave of absence that overlaps with our testing and cutover phase. | Onboard and train backup security SME on specific tests and cutover planning. | Martha Rivera | In progress | 31 March 2025 |

## Focus areas

Risk mitigation implementation can be organized into the following five phases:

- Planning and setup
- Identification and analysis
- Assignment and resolution
- Monitoring and reporting
- Continuous improvement

## Risk mitigation plan checklist

Use the following checklist as a reference guide throughout your organization's cloud transformation process.

### Note

The following checklist is not an exhaustive list, but it represents the activities that you would typically find in a risk mitigation plan. Your validated and approved risk mitigation strategy and plan should include the full list of training activities.

### Area

### Actions

#### Planning and setup

- Review the cloud strategy and plan for desired outcomes and timelines.
- Align with the cloud project manager on the overall issue and risk mitigation process.
- Create a template for the risk management tracking tool.
- Obtain signoff on the risk management tracking tool template.

## Identification and analysis

- Identify SMEs or champions for risk management activities.
- Onboard SMEs or champions on OCA solution tactics and communications.
- Secure OCA team participation in weekly project status meetings.
- Determine if the identified risk is a people-related issue.
- If yes, identify the groups and stakeholders who are impacted.
- Categorize each risk into an area such as change leadership, vision and clarity, organizational impact, retention and engagement, skills and capability, and commitment.
- Identify the appropriate OCA solution tactics (for example, more information and communications, additional training, scenario and hands-on demonstrations).

## Assignment and resolution

- Make a specific OCA team member responsible for addressing and resolving each identified risk.
- Coordinate the timeframe for the solution or mitigation event.
- Schedule the solution or mitigation event.

## Monitoring and reporting

- Monitor the implementation of solution or mitigation activities.
- Evaluate the risk management tracker for common root causes.
- When reviewing the risk management tracker, capture attendance, questions, and feedback evaluations.
- Update presentation materials with feedback as necessary.
- Update the risk mitigation tracker.

Track best practices and lessons learned for continuous improvement

- Analyze the risk tracking tool for insights and make improvements to your organization's ongoing transformation initiatives.
- Establish and share the repository of lessons learned and best practices for ongoing development, training, and growth.
- Determine any patterns within the list of risks, and help accelerate other transformation initiatives. If your organization has a transformation management office (TMO) or project management office (PMO), this might be a topic of interest to those offices.
- Evolve your culture by sharing best practices and lessons learned. Timely feedback and adjustments can help your organization stay agile, and ultimately save valuable time, money, and effort.

## Additional steps

To ensure effective risk mitigation:

1. Make sure that the people-related risk management process is integrated with program processes such as risk, action, issue, dependency (RAID) logs.
2. As you explore people-related risks, look across the program to see how other technical, budgetary, and timing risks will impact people.
3. Implement clear monitoring and measurement processes to ensure that any and all risk mitigation efforts are working and effective.
4. Track the mitigation and closure of people-related risks over the course of the cloud program to evaluate the impact of risk mitigation on your organization's ability to achieve desired cloud outcomes.

The effective implementation of the risk mitigation plan is critical for driving cloud adoption and achieving desired business outcomes. By following these best practices, using a comprehensive risk tracking tool, and maintaining a structured approach to risk management, organizations can proactively address potential obstacles in their cloud transformation journey. This not only minimizes disruptions but also accelerates adoption and maximizes the value realized from the cloud investment.

# Resources

## References

- [Accelerating your return on cloud investment by adopting a strategic transformation and change methodology](#)
- [AWS Change Acceleration 6-Point Framework and Organizational Change Management Toolkit](#)
- [AWS Organizational Change Acceleration \(OCA\) 6-Point Framework – 1. Mobilize Team](#)
- [AWS Organizational Change Acceleration \(OCA\) 6-Point Framework – 2. Align Leaders](#)
- [AWS Organizational Change Acceleration \(OCA\) 6-Point Framework – 3. Envision the Future](#)
- [AWS Organizational Change Acceleration \(OCA\) 6-Point Framework – 5. Enable Capacity](#)
- [AWS Organizational Change Acceleration \(OCA\) 6-Point Framework – 6. Make Culture Change Stick](#)
- [AWS Cloud Adoption Framework \(CAF\)](#)
- [AWS Cloud Adoption Framework \(CAF\) People Perspective](#)
- [AWS Learning Needs Analysis \(LNA\)](#)

## Partners

- **Accenture**
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  - [Accenture and AWS take you further faster](#)
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## Document history

The following table describes significant changes to this guide.

| Change              | Description | Date             |
|---------------------|-------------|------------------|
| Initial publication | —           | February 7, 2025 |