Reimagining Security Changing Team Culture

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Xerox Global Security Services
Xerox – 2016 – Casting the Vision

- Corporate spinoff
- Leaner Xerox
- New CISO
- Reduced security staff
- Increasing scope
Xerox – 2017 – Pursuing the Vision

Renewed Corporate Strategic Direction

VISION

MISSION

STRATEGY

Global Security Services - Early adopters and champions of change

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The Innovation Campaign

- Established organization change management
- Trained on problem and innovation methodology
- Established nine guiding principles
- Published weekly newsletter
- Recognized employees for innovations
- Implemented communications plan
Organizational Change Management

Changing the culture,
- made internal IT partners aware of the changes,
- managed the rate of change and
- ensured the organization was not saturated by change

Prosci ADKAR® Model

- **AWARENESS** of the need for change
- **DESIRE** to participate and support the change
- **KNOWLEDGE** on how to change
- **ABILITY** to implement required skills and behaviors
- **REINFORCEMENT®** to sustain the change
Employees were trained on the use of a Xerox internal five-step method created to improve the quality and speed of problem solving and decision making called QwikSolver™.
Created nine guiding principles that encompassed the personal beliefs and values of the staff.

This internal branding helped reinforce core principles during transformation.
Robust Communications Plan

- Communicated frequent brief messages on change
- Helped staff to build a desire to participate in the change
- Supplied the logistics of change implementation
- Provided the specific “W5H’s” in the newsletter and communications meetings
Case Studies

Improvements in
- People
- Process
- Technology