

Steven A. Woodruff

Prosci Certified Change Management Practitioner + PMP | CAITL Certified

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Professional Summary

Change Management leader with 12+ years of experience supporting enterprise IT transformation programs across healthcare, media, retail, and technology. I am known for pairing Prosci-based change strategy with data-informed decision support, including adoption metrics, readiness indicators, dashboards, training & enablement, and executive reporting. I am certified in AI Transformation Delivery. Proven partner to IT, PMO, and business leaders driving successful adoption of ERP, CRM, HRIS, cloud, and CX platforms.

Core Capabilities

- Organizational Change Management (Prosci / ADKAR) Certification
 - AI Transformation Delivery (USAI)
 - Adoption Metrics, KPIs & Change Effectiveness Tracking
 - Data & Business Intelligence Support for Change Programs
 - Financial modelling, planning and platform enablement training
 - Stakeholder Engagement & Resistance Mitigation
 - Communications, Training & Enablement
 - Organizational Readiness & Persona-based Impact Assessments
 - Agile & Hybrid IT Delivery Environments
 - Executive Reporting & Insight Translation
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Professional Experience

HCA Healthcare – Senior Lead, Change Management ITG

April 2026 to Present | Remote

HCA Healthcare — Change Management Lead

- ****IT Development Practices Standardization****

- Lead Prosci-based OCM for enterprise IT development standards impacting 55,000+ stakeholders.
- Conduct Adoption Discovery Calls with leaders, team leads, and offshore IT partners.
- Drive stakeholder analysis, impact assessments, readiness, communications, training, and reinforcement.
- Built the SharePoint adoption portal, including training, feedback intake, and program resources.
- Established an Adoption Liaison Network to strengthen two-way communication and adoption.
- **HCA Cloud Migration**
- Lead enterprise change and adoption for HCA's cloud migration across global IT teams.
- Partner with business, technology, security, infrastructure, and offshore delivery teams.
- Assess readiness, adoption risks, training needs, and organizational impacts through discovery sessions.
- Developed the Cloud Migration SharePoint portal and Adoption Enablement Training content.
- Built feedback and liaison channels to surface risks early and support sustained cloud adoption.

Poditech Laboratories – Program Manager, Training and Change Management

Dec 2024 – Present | Remote

- Led end-to-end transformation of CMS, WMS, and supply chain platforms, defining future-state workflows and operational process maps across marketing, fulfillment, and partner channels
- Applied Prosci ADKAR methodology to design stakeholder engagement, communications, training, and reinforcement strategies for multi-platform adoption
- Developed and delivered role-based training and onboarding programs for internal staff and affiliate partners aligned to new system workflows
- Coordinated cross-functional transformation across regulatory, supply chain, finance, HR, and digital commerce teams to align process, data, and platform readiness
- Established adoption KPIs and readiness indicators, monitoring engagement, usage, and operational performance to inform rollout adjustments

- Enabled successful launch of the Professionals Portal, driving ~12% monthly database growth and increased platform engagement and account creation
 - Produced executive dashboards translating adoption, traffic, and engagement data into actionable insights
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Adobe — Change Manager, Digital Marketing Transition Office

Aug 2023 – Dec 2024 | Remote

- Architected and executed end-to-end Prosci-based change strategy for global deployment of Adobe Connect and Real-Time CDP across marketing and creative organizations
 - Developed stakeholder maps, persona-based impact assessments, and change plans aligned to platform, data, and workflow transformation
 - Designed and governed communications strategy and campaign calendar, aligning messaging to business outcomes and platform capabilities
 - Defined and tracked adoption KPIs including training completion, reduction in support tickets, and net-new campaign deployment enabled by the platform
 - Partnered with IT, data, and platform teams to align integration readiness, data structures, and reporting requirements with business adoption goals
 - Built and implemented training strategy and enablement programs tied to platform workflows and campaign execution
 - Established change network and feedback loops to surface resistance, adoption barriers, and continuous improvement opportunities
 - Produced executive-level reporting translating adoption metrics into risks, insights, and corrective actions
 - Served as primary change liaison with Accenture and Deloitte supporting Adobe Customer Zero initiatives
 - Founded and scaled the Change Management COE for the Transition Management Office (TMO)
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Kaiser Permanente — Lead Change Manager / Project Manager (IT / ITSM)

Aug 2022 – Aug 2023 | Remote

- Led enterprise change strategy for Oracle HCM timekeeping deployment impacting a large, unionized workforce across multiple regions
- Defined stakeholder segmentation (employees, managers, HR) and delivered targeted communications, training, and adoption strategies
- Partnered with labor union representatives and legal compliance to align messaging, manage resistance, and support workforce adoption
- Established adoption KPIs and readiness metrics, enabling leadership visibility into risks, engagement, and rollout progress
- Served as AI Transition Manager for HR Service Delivery portal (AEM, Marketo, Salesforce), driving pilot-based rollout across regions
- Designed and executed pilot programs, leveraging CSAT metrics and post-pilot listening/learning sessions to identify and mitigate adoption risks
- Built governance frameworks, reporting cadences, and change workflows using Workfront and SharePoint
- Delivered organizational impact assessments and change effectiveness reporting to guide phased deployment decisions

Capital Group — Lead Change Manager / Project Manager (Cloud Transformation)

Jul 2022 – May 2023 | Remote

- Led change enablement for enterprise cloud transformation supporting migration of customer-facing and finance systems (Oracle EPM / FP&A)
 - Developed stakeholder and impact assessments across business, finance, and technology teams for both lift-and-shift and greenfield deployments
 - Aligned financial planning and analysis processes with cloud transformation strategy, supporting adoption of modernized finance platforms
 - Designed and delivered training strategy linking learning outcomes to platform usage, certification, and operational readiness
 - Managed training intake, backlog, and delivery using Jira and Workfront within Agile and hybrid delivery models
 - Enabled adoption across regulated environments requiring high standards for data security, compliance, and system stability
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Nielsen Media — Change Management & HR Portal CMS Manager

Jun 2022 – Nov 2023 | Remote

- Supported Workday integration and HR portal rollout
 - Designed intake forms, personas, and content workflows with embedded usage and engagement metrics
 - Provided adoption insights and readiness updates to stakeholders
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Amgen — Change Management Lead, ServiceNow HR Transformation

Oct 2021 – Mar 2022

- Led organizational change management for global ServiceNow HRSD implementation, modernizing HR service delivery across regions
 - Defined stakeholder groups by role, business unit, and geography, aligning change strategies to regional and functional impacts
 - Conducted current-state / future-state process mapping and gap analysis to support transformation of HR workflows and service delivery models
 - Designed and executed communications, training, and enablement strategies translating technical platform changes into business adoption
 - Established adoption metrics, feedback loops, and resistance management strategies to monitor and reinforce usage
 - Integrated knowledge management and AI-enabled routing to improve HR case resolution and process standardization
 - Operated within structured program governance including stakeholder summits, Agile sprints, backlog management, and executive reporting dashboards
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CMMLA Consulting — Founder / Change & Project Manager

2008 – 2022

- Delivered change management, CRM optimization, and data-informed operational initiatives across healthcare, analytics, SaaS, and media
- Supported analytics-driven programs by translating BI outputs into clear change, training, and communications actions

- Client highlight: 320 Media — Data Analytics & Business Intelligence, supporting analytics-led marketing initiatives
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Certifications

- Prosci Certified Change Management Practitioner
 - PMP – Project Management Professional
 - Certified AI Transformation Leader (USAI)
 - FINRA Series 6 & 63
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The following Change Management deliverables are core competencies of mine:

- Stakeholder mapping, sponsor alignment, and governance frameworks
- Organizational impact assessments and persona-based segmentation
- Integrated change strategy including communications, training, and resistance management plans
- Executive communications, messaging frameworks, and engagement campaigns
- Role-based training design, enablement programs, and knowledge resources
- Readiness assessments, deployment planning, and hypercare support models
- Adoption metrics, KPI dashboards, and change effectiveness reporting
- Continuous feedback loops, resistance mitigation, and reinforcement strategies

Enterprise Transformation & OCM Leadership

Organizational Change Management • Prosci (ADKAR) • Enterprise Platform Migrations • Lift-and-Shift & Greenfield Implementations • Organizational Development • Operating Model Evolution • Stakeholder Alignment • Resistance Management • Change Network Development • Culture & Behavioral Adoption

Communications & Executive Engagement

Corporate Communications • Executive Messaging • Town Halls & Roadshows • Technical Writing • Survey Design • Virtual Communities of Practice • Intranet Strategy • SaaS Communications • KPI & OKR Frameworks

Training & Enablement

IT Training • Customer Service Training • LMS Platforms • Moodle • Adobe Captivate •

Learning Needs Analysis • Skills Gap Assessment • UAT / SIT Enablement • Knowledge Governance • Leadership Development

Program & Delivery Frameworks

Agile • SAFe • Scrum • Kanban • Project Management • Product Management • Organizational Engineering • Gap Analysis • Business Analysis • Enterprise Data Management

Tools & Delivery Platforms

JIRA • Smartsheet • Asana • Monday • Wrike
Microsoft Azure • Microsoft 365 Suite • Excel (Advanced) • Google Suite
Power BI • Tableau • Google Data Studio • Claude • CoPilot • Chat GPT • Grok • Mid Journey • Gemini •

Enterprise Platforms

ServiceNow (ITSM, HRSD)
SAP S/4HANA
Oracle ERP Cloud
Microsoft Dynamics 365 (F&SCM)
Workday (HCM)
Adobe Experience Manager (AEM)
