NYSTEC

New York's Partner in Transformation

Workshop Recap for

Organizational Change Management (OCM) and Artificial Intelligence (AI)

Presented by Jamie Mowers and Piper Novicki

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Additional Information

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NYSTEC's Centralized Contract with OGS
New York Statewide Financial System (SFS) Vendor ID: 1000016166

Organizational Change Management (OCM) and Artificial Intelligence (AI) in Your County

At the NYSAC 2026 Legislative Conference, NYSTEC explored how counties can improve the implementation of Artificial Intelligence (AI) initiatives through a structured, people-centered Organizational Change Management (OCM) approach. As AI and other change adoptions accelerate, the session emphasized a critical truth: even with the promise of technology, you still need people to be successful.

AI success is not just about implementation, it's about adoption. It is here that AI is not unique. Counties that combine strong governance, clear strategy, and structured change management are positioned to reduce risk, increase trust, and realize the full value of their change investments.

Change Management Matters

AI implementations often stall due to:

- Unclear ownership and undefined outcomes
- Data quality and governance gaps
- Unrealistic expectations
- Poorly designed technology, policies, and processes
- Lack of stakeholder engagement
- Workforce resistance and trust concerns

Structured and robust OCM methodologies enable leaders and project teams to stay aligned with business goals, maintain leadership support, and improve effective adoption of new initiatives, including AI across the organization.

NYSTEC's Structured OCM Approach

NYSTEC's approach to OCM is rooted in best practices from across the industry. It follows the Association of Change Management Professionals (ACMP) standard and leverages tools, research, and methods from multiple leading frameworks and our own experience working within governmental structures and organizations. NYSTEC's approach is flexible and customized to meet the needs of each organization, their change initiatives, and their stakeholders.

1. **Define the Change**: Clarify the Who, What, Where, When, How, and most importantly, Why, to establish purpose and outcomes people can understand and embrace.
2. **Assess Stakeholder Impacts**: Identify who is impacted (and how), influential, and involved. Evaluate risks, resistance points, and capacity.

3. **Engage Early and Often**:
    - Facilitate focus groups and surveys
    - Allow stakeholders to provide insight and support decisions
    - Build change networks
    - Create space for people to escalate risks, gaps, and edge cases
    - Develop communication channels
    - Deliver training and learning opportunities
    - Validate the experience of your stakeholders and the value of their perspectives
4. **Monitor and Adapt**: Track adoption, measure readiness, and adjust strategies to sustain long-term change.

AI Use Case

NYSTEC shared a high-level AI use case covering:

- What is AI
- Risk profiles of AI use
- Typical points of failure in AI roll outs
- A high-level example of how an AI initiative may be rolled out in county public safety
- Examples of OCM steps that may occur during a county public safety AI roll out

This example presents a real-life use case for AI and how it can be – and is being – used in public safety. It presents some of the risks and concerns that may be raised, as well as how stakeholders may be involved in the process.

How NYSTEC Supports Counties

NYSTEC partners with counties to:

- Create strategy and business alignment
- Develop strategies aligned to operational priorities
- Conduct stakeholder readiness assessments
- Facilitate risk and impact evaluations
- Design and deliver training programs
- Establish governance and policy frameworks
- Implement structured change management plans

Our integrated model bridges technology, policy, and people, ensuring AI and other change initiatives deliver public value.

About the Presenters

Jamie Mowers, MCMP, CCMP *– Senior Principal Consultant, NYSTEC*

Jamie Mowers has built a remarkable career as one of the Capital Region's most respected experts in organizational change management. As senior principal consultant in NYSTEC's Change Management and Learning Development Practice, she delivers clarity, strategy, and leadership for the state's most complex programmatic and technology-driven transitions. Her leadership is defined not just by her expertise, but by her ability to bring people together, build trust, and guide organizations through uncertainty with confidence and empathy. Mowers holds the prestigious Certified Change Management Professional (CCMP) credential from the Association for Change Management Professionals. She holds additional change management certifications from Prosci, Kotter, and the Association for Change Management Professionals (ACMP), including the Master Change Management Professional designation. She is vice president and a founding board member of the ACMP Metro & Eastern New York Chapter and serves on ACMP's global steering committee, where she is helping write the new Change Management Standard and certification exam for the profession, a role reserved for top experts worldwide.

Piper Novicki *– Senior Principal Consultant, NYSTEC*

Piper Novicki is a senior principal consultant with NYSTEC's Change Management and Learning and Development Practice. With more than 13 years of experience spanning marketing, training, and organizational development, she helps organizations strengthen performance through people-centered solutions. Novicki is PROSCI credentialed and specializes in guiding cross-functional teams through translating strategies into high-impact results. In her current role, Novicki leads collaborative projects focused on innovation and workforce development, including integrating AI tools into organizational practices. She is passionate about helping organizations communicate more effectively, adapting to evolving technologies, and translating ideas into measurable outcomes.

NYSTEC Corporate Overview: New York's Partner in Transformation

NYSTEC is a trusted partner dedicated to optimizing government services through expertise, objectivity, and commitment to the public good. Created by New York for New York, NYSTEC was established by New York State to help agencies and government entities solve complex challenges – saving time, optimizing resources, and moving initiatives forward faster. Our mission is to **inspire, enable, and empower** the future of New York.

At NYSTEC, we bring together the essential components of successful innovation — people, process, and tools — to ensure that every project is balanced, coordinated, and positioned for success. By integrating technology-thinking from start to finish, we help our clients think strategically, plan and execute effectively, and deliver lasting results.

Working side by side with our clients, NYSTEC serves as an extension of their teams, amplifying strengths, expanding capabilities, and accelerating results through strategic collaboration. Our consultants bring advanced technical expertise and a deep understanding of government systems, providing solutions that are independent and designed to work both today and in the future. Each project is guided by trusted methodologies — proven frameworks refined through decades of successful state engagements — to deliver consistency, transparency, and lasting value. Our consultants hold certifications across dozens of technical, industry, and management disciplines.

Our services:

Technology Modernization
Transforming legacy systems into adaptable, future-ready platforms

Service Transformation
Redesigning services and processes for efficiency and impact

Business Intelligence
Turning data into actionable insights to inform better decisions

Cybersecurity and Privacy
Protecting sensitive data and infrastructure while enabling innovation

Quality Assurance
Providing independent evaluation to ensure compliance and performance

With 30 years of service to New York State, we are a trusted statewide partner for agencies, municipalities, and organizations across every public sector.

With offices in Rome, Albany, Troy, and New York City, NYSTEC maintains a strong presence across the state, living and working in the communities we serve. This connection gives our

team a unique and vested understanding of New York State's needs and priorities. With deep roots across New York's public sectors, NYSTEC applies hands-on expertise to help state and local agencies deliver programs and services that improve the lives of New Yorkers.

Our long-standing partnership with New York State is reinforced by our New York State Office of General Services (OGS) Centralized Contract No. PN69178. Approved by the Office of the New York State Comptroller (OSC), this contract expedites access to NYSTEC's services through preapproved rates, terms, and conditions and allows New York's public agencies to request clear statements of work at no cost. Our OGS contract has been renewed multiple times over three decades, reflecting the consistent value NYSTEC provides, and the trust built through long-standing collaboration with New York State.

The following scope of work outlines how NYSTEC will apply its experience, methodologies, and statewide expertise to meet the needs of this engagement.

For more information about our services and expertise, please visit nystec.com.

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