**FINRA (B): Managing Organizational Change in the Move to the Cloud**

**Introduction**

FINRA the great Financial Industry Regulated Authority, in the times when it was managed by Chef Information Officer known as Steve Randich. After the board approved the migration of the Order Audit Trail System (OATS) to Amazon Web Services (AWS), Steve Randich faced cultural and organisational resistance more then technical. The case and our previouse presentation highlighted the early stage of transition where under Randich leadership using the five-element ADKAR model to describe the process of managing change would be critical to sustain momentum.

**Organisational Implications**

For FINRA, moving to the cloud has big effects. It made traditional IT professionals who were used to on-premises systems resistant to change, created gaps in skills in cloud architecture and data management, and made people worried about job security and data protection. The project also required leaders from all departments to work together and an operational redesign to make a distributed infrastructure work. To keep morale, trust, and performance high during these transitions, there has to be a major focus on change management.

**3. Recommended Change Management Approaches (Using ADKAR)**

**3.1 Awareness of the Need for Change**

Randich needs to make it obvious how important it is to make changes. He should use the Flash Crash and the SEC's calls for quicker, real-time data access as proof that FINRA's outdated systems couldn't last. Open and honest town halls, memoranda and visual data presentations may help staff understand how leveraging the cloud assists FINRA's mission of keeping the market honest and making rules work better.

**3.2 Wanting to Help with the Change**

Randich should get people involved in the shift, praise those who accept it early, and make sure that cloud adoption is in line with professional advancement and the company's image to convince people to stop being hesitant. Telling staff how this technique makes FINRA a technical leader among regulators can get them to join it.

**3.2 Desire to Support the Change**

To get beyond people's resistance, it is important to get personnel involved in the transition, praise those who are the first to accept it, and make sure that using the cloud is in accordance with professional growth and the company's reputation. Telling staff how this project will make FINRA a technical leader among regulators can get them to become involved.

**3.3 Knowledge on How to Change**

cybersecurity, FINRA needs to spend money on organised learning programs, workshops, and certifications. People that use AWS for teaching and mentoring will be able to communicate what they know and not be as scared of what they don't know. If not, there could be technical problems, like the one with AWS DNS on October 20, 2025. When half of the world was paralysed.

**Cartoon skeleton in a black robe holding a scythe

AI-generated content may be incorrect.**

Figure 1 A major AWS outage occurred around October 20, 2025

**3.4 Reinforcement to Sustain the Change**

To make the new behaviours last, Randich should make them a part of the company's culture. This means keeping track of performance metrics (such faster data queries and reduced downtime), celebrating accomplishments, and include cloud practices in KPIs and performance reviews. To alter the culture towards innovation, there should be regular feedback and acknowledgement for achievements.

**4. Additional Leadership Strategies**

Beyond the ADKAR framework, Randich has to pay attention to:

* Transformational leadership to get people to commit and share a clear vision of how FINRA will modernise.
* Getting stakeholders involved by keeping the board, AWS partners, and internal teams up to date.
* Bringing together traditionalists and innovators through team-building and sharing success stories.
* Being upfront and honest about data security, compliance, and reliability to rebuild confidence, as well as managing risk.

**Conclusion**

Overall the success criteria of FINRA to move to new cloud solution AWS is something more then just getting the technology right while the crucial role is also played by the management of organisational transformation. You can not start driving F1 on the track without proffesional driver with experience of controling and managing the vehicle. The probability that the car will crash is very high. Steve Randich more then successfully can lead FINRA trought modernisation process using ADAKAR methodology adding strong leadership, training and culture. Making sure FINRA maintain performing its job of keeping the markets honest in a world that is changing swiftly.

A diagram of a diagram

AI-generated content may be incorrect.

Figure 2 Goal-oriented change management framework developed by Prosci founder Jeff Hiatt that focuses on guiding individuals through successful change