

# Prosci 2021 Methodology Enhancements

## Prosci Methodology

The Prosci Methodology was first introduced in 2002 after our third change management benchmarking study. The organizational change process was built in three phases that a project or change manager could work through for the changes and initiatives they were supporting. For nearly two decades, practitioners applied the methodology to increase change results through adoption and usage. Over that time, Prosci also continued to add to the largest body of change management research in the world. We've learned a lot along the way.

In 2021, we refreshed the Prosci Methodology to enable change management practitioners to be more successful by making the application of the methodology even more accessible, actionable and effective. As change gets harder, our industry-leading research and elegantly simple solutions are making change management easier.

## Learn more about the key enhancements:

- Refreshed the Prosci 3-Phase Process to make it more accessible, actionable and effective
- Enhanced the PCT Model and PCT Assessment by adding an assessment of success
- Revised the Risk Assessment to acknowledge a broader range of risk and to make it easier to score
- Introduced the ADKAR Blueprint as a foundation and guide for change management plans
- Increased flexibility in the number, depth and type of change management plans
- Introduced a role roster to make it easier to identify and activate change management roles

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## Refreshed the Prosci 3-Phase Process to make it more accessible, actionable and effective

### Why did we change the Prosci 3-Phase Process?

The changes to the Prosci 3-Phase Process help practitioners by guiding them through a simple, practical process that emphasizes the highest-value steps and activities that lead to change success. Overall, the result is a process that more closely aligns with how we've talked about applying the Prosci Methodology for years.

### What are the key changes to the Prosci 3-Phase Process?

- Established a three-tier organizing hierarchy of phases, stages and activities.
- Relabeled phases and defined stages using two-word tags to more accurately reflect the purpose.
- Defined a "plain-language question" for each stage of the process, to make the Prosci 3-Phase Process easy to understand and accessible to even non-practitioners. (e.g., Define Impact plain-language question: Who has to do their jobs differently and how?)
- Defined and outlined a single deliverable for each phase.

Prosci 3-Phase Process: 2021 – Current	Prosci 3-Phase Process: 2002 – 2019
Phase 1 – Prepare Approach <ul style="list-style-type: none"> <li>○ Define Success</li> <li>○ Define Impact</li> <li>○ Define Approach</li> </ul>	Phase 1 – Preparing for Change <ul style="list-style-type: none"> <li>○ Define your change management strategy</li> <li>○ Prepare your change management team</li> <li>○ Develop your sponsorship model</li> </ul>
Phase 2 – Manage Change <ul style="list-style-type: none"> <li>○ Plan and Act</li> <li>○ Track Performance</li> <li>○ Adapt Actions</li> </ul>	Phase 2 – Managing Change <ul style="list-style-type: none"> <li>○ Define change management plans</li> <li>○ Take action and implement plans</li> </ul>
Phase 3 – Sustain Outcomes <ul style="list-style-type: none"> <li>○ Review Performance</li> <li>○ Activate Sustainment</li> <li>○ Transfer Ownership</li> </ul>	Phase 3 – Reinforcing Change <ul style="list-style-type: none"> <li>○ Collect and analyze feedback</li> <li>○ Diagnose gaps and manage resistance</li> <li>○ Implement corrective actions and celebrate successes</li> </ul>

## Enhanced the PCT Model and PCT Assessment by adding an assessment of success

### Why did we change the PCT Model?

The PCT Model is comprised of four aspects that are critical for a successful change. Historically, the center of the PCT Model image had included the general descriptors: Projects meet objectives; Projects finish on time and on budget; Return on investment (ROI) realized. This change formalizes the center of the triangle. The center of the PCT now more formally defines success, which includes the reason for the change, the project objectives, and the organizational benefits.

### What are the changes to the PCT Model?

- The name of the model has reverted from **Project** Change Triangle Model to **Prosci** Change Triangle Model, which was the original title and identifies Prosci as the creator.
- The center of the triangle is now labeled “success.”

### What are the changes to the PCT Assessment?

- Ten factors were added to assess “success” (the center of the triangle) with a focus on the degree to which the organization has established a clear and commonly held definition of success.
- Emphasized connection to “success” and standardized the language for project objectives and organizational benefits.
- Aligned the language in the assessment to the Prosci Methodology, especially the change management factors with the recognition that people learn the PCT prior to having a deep understanding of the Prosci Methodology.
- Logically ordered the statements.

## Revised the Risk Assessment to acknowledge a broader range of risk and to make it easier to score

### Why did we revise the Risk Assessment?

We revised the Risk Assessment to acknowledge a broader range of risks. In addition, we identified clear descriptions for each end point, making the assessment easier to score.

### What are the changes to the Risk Assessment?

- The number of factors for the Change Characteristics and Organizational Attributes increased from 12 to 14 to acknowledge a broader range of risks.
  - The increase of two factors per assessment shifted the midpoint of the Risk Grid from 35 to 42.
  - In addition, the scales were changed to identify descriptions for each end point, making the assessment easier to score.
  - The word “employees” was replaced with “people” to make the assessments more accessible to a broader range of organizations. For example, an organization may be made up of few “employees” but many contractors, members or volunteers.
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## Introduced the ADKAR Blueprint as a foundation and guide for change management plans

### Why did we create an ADKAR Blueprint?

The ADKAR Model has unlocked change management for thousands of practitioners around the world for over two decades. Phase 2 – Manage Change now begins by orienting around ADKAR as a starting point. A simple and scalable ADKAR Blueprint enables the practitioner to identify, at a high level, the milestone dates, expected gaps and initial ideas for each of the ADKAR blocks.

The ADKAR Blueprint is used in several ways. For certain initiative conditions (such as a small, low-risk change), the change effort could be managed using simply the ADKAR Blueprint. For other conditions, the ADKAR Blueprint becomes the foundation—informing the development of more complex and detailed change management plans. The power, though, is the anchoring and amplifying of the ADKAR Model in the Prosci Methodology.

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## Increased flexibility in the number, type and depth of change management plans

In 2021, Prosci moved from prescribing five plans (Sponsor Roadmap, Communications Plan, Coaching Plan, Resistance Management Plan and Training Plan) to guiding change practitioners to choose the number, type and depth of plans to deliver ADKAR outcomes. In addition, we changed the terminology of the role-based plans from Sponsor Roadmap to Sponsor Plan, and Coaching Plan to People Manager Plan.

### Why did we stop prescribing 5 change management plans?

Every situation is unique. Changes come in all different shapes and sizes. Practitioners have varying levels of competency, capacity and confidence. Organizations have different expectations and receptivity around structure and plans. The one common factor is the ADKAR Model and the successful individual journeys that produce the desired organizational outcomes. To improve alignment between the unique situation and the change management response, we have increased flexibility in change management planning.

### What are the key changes to plans?

- Plans are guided by an ADKAR Blueprint.
- To create a solution that provides both specific direction to novice practitioners and a platform for experienced practitioners, a set of core plans is recommended to accomplish the highest-value change management activities. Core plans include:
  - Two role plans: Sponsor Plan and People Manager Plan.
  - Two activity plans: Communications Plan and Training Plan.
- Extend Plans are additional plans, beyond core plans, to accomplish change management activities. They are generally associated with more complex changes or changes with unique circumstances or needs, and are often utilized by more experienced practitioners.

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## Introduced a role roster to make it easier to identify and activate change management roles

### Why did we create the role roster?

Prosci's research clearly indicates that managing change requires activities by many people throughout the organization. In particular, senior leaders and people managers are critical as the voice and face of change. But depending on the situation, other roles might be activated to support change management activities (e.g., change agent networks, influencers, HR business partners, etc.). Identifying and activating people to fulfill their change management roles is critical to change success.

The role roster is used in Phase 1 – Prepare Approach to help identify the required roles. In Phase 2 – Manage Change, the role roster supports activating the roles using the ADKAR Model, treating “fulfilling your role in change management” as the required Ability. The ADKAR Model is now used to support all role assessment and fulfillment including the sponsor role.

## Bridging Options Available

**Option 1 – Self Guided:** Practitioners wishing to gain knowledge about the Prosci 2021 Methodology enhancements can participate in self-guided learnings that will inform them about some of the enhancements that were incorporated into the Prosci Methodology. Participants choosing this option will not gain access to the new enhanced tools.

**Option 2 – Small Investment:** For practitioners wishing to gain an understanding of the Prosci 2021 Methodology enhancements and to gain access to the updated tools, they will be able to attend a one-day bridging program called Methodology Application Program (MAP). By attending MAP, the participant will receive a one-year subscription to Proxima + Research Hub (*Best Practices in Change Management – 11<sup>th</sup> Edition*) + Knowledge Hub. This program is for individuals who have attended the Prosci Change Management Certification Program or a Prosci Practitioner Program (taught internally by a TTT).

**Option 3 – Larger Investment:** For practitioners wishing to become fully immersed in the Prosci 2021 Methodology enhancements, there is an opportunity to re-attend a certification program at a reduced price. By attending the three-day certification program, the participant will receive a one-year subscription to Proxima + Research Hub (*Best Practices in Change Management – 11<sup>th</sup> Edition*) + Knowledge Hub. The prerequisite to attend this program at a reduced rate is the participant must have attended and received Prosci certification in the past.

## Refreshed Prosci Methodology

### What is meant by the terms pre-program, in-program and in-practice?

These terms describe timeframes in the change practitioner experience.

**Pre-program** includes the activities a participant and instructor need to complete to be ready for the program. For participants in the Practitioner Program, all activities are completed in the Prewrite App or an offline equivalent:

**In-program** refers to the learning experience that may take place in person or in a virtual classroom.

**In-practice** refers to the application of Prosci models and methodology by change practitioners. The Prosci Methodology and programs are designed to close the Knowledge-to-Ability gap and increase change management effectiveness in-practice.

## Additional Information

### Will I be able to purchase access to Knowledge Hub and Proxima through Prosci's Bookstore?

Unfortunately, no, the new tools will not be added to the bookstore. Practitioners would need to gain an understanding of the use and utilization of the tools through a Prosci certification program or one-day bridging program.

**What are the differences between the Practitioner eToolkit, and Knowledge Hub and Proxima? How do I get trained on Knowledge Hub and Proxima?**

Knowledge Hub provides a single point of access to content and resources related to a specific Prosci training program or learning experience. Knowledge Hub replaces the Practitioner eToolkit as the place to go for content and resources related to the Practitioner Program. Knowledge Hub content helps program participants transition from learning to application by understanding key concepts and building new skills to succeed at change.

Proxima is a web application that guides you through the Prosci 3-Phase Process focusing on the people side of change throughout a project or initiative. It is designed to help users achieve change success and deliver value to the organization by following a structured, adaptable and repeatable approach. Proxima is a much more feature-rich replacement for the Impact Index.

**If I currently have a subscription to the Practitioner eToolkit, will I be able to continue to renew that subscription?**

Yes, practitioners that have current individual or enterprise license access to the Practitioner eToolkit will be able to continue to renew that subscription for the foreseeable future. The Practitioner eToolkit will no longer be available as a standalone purchase in the Prosci Store.