

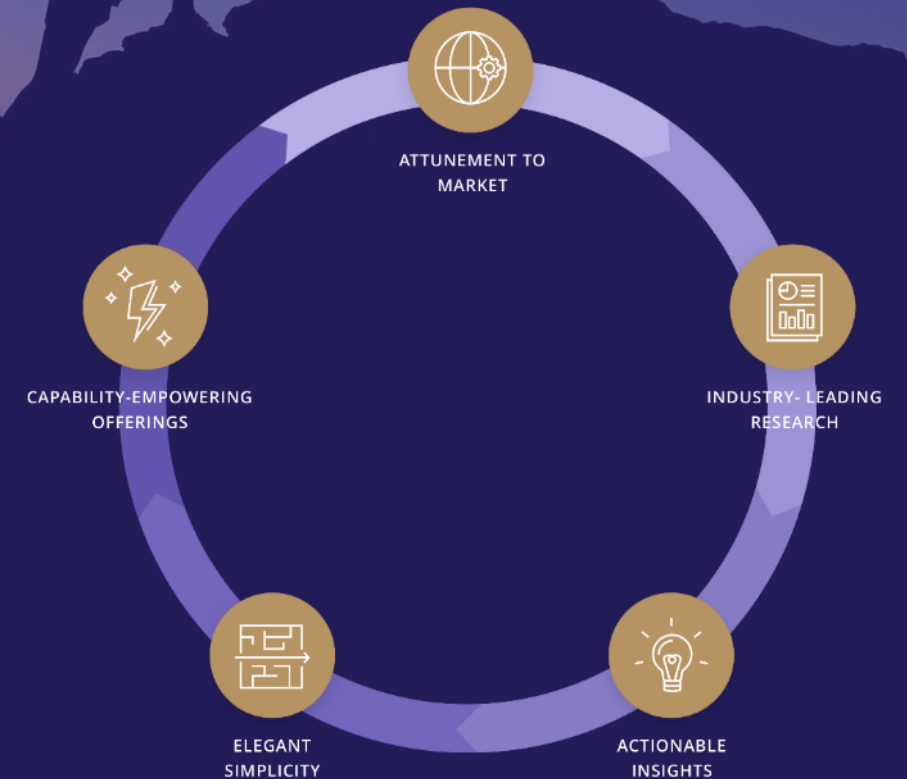


Prosci Methodology, Program and Resource Enhancements - 2021

Prosci[®]
PEOPLE. CHANGE. RESULTS.™

People *choose* Prosci as a trusted partner in change success because we keep people on the forefront of change.

Prosci is committed to continually searching for better ways to manage the people side of change in a structured, repeatable way.



Successful companies change, we help them do it everyday.
But we recognized we could do even better.



We set out to *listen, learn*, and *adapt*
to help you be even more *successful* in change.

We listened to the Prosci Community



“The heart of what we do is research. When we embarked on Methodology Refresh – how could we start anywhere but with research? The Methodology Study focused not on the discipline in general, but on how people use the Prosci Methodology. The findings from the study informed decisions throughout the entire journey.”

Tim Creasey, Prosci Chief Innovation Officer

We listened to the Prosci Community

Voice of the Customer

- Interactions with change practitioners every single day
- License Holder Community inputs and adaptations
- Weekly program feedback forms
- Social interactions and forums

Methodology Study

- Interviews with practitioners and deployment leaders
- Graduate webinar to understand methodology in practice
- Super User Group session to source expert lessons
- Master instructor survey to explore in program learnings
- World café of customer-facing Prosci employees

Research Trends

- Two decades of research
- Top trends seen inside the organization in last two years
- Top trends expected in the discipline in next five years

“ADKAR is great, the program was amazing, and I learned so much about how to bring more successful change to my people, projects and org, but...”

“I am overwhelmed.”

“How do I get the buy-in I need?”

“How do I know how I’m doing and if I’m making an impact?”

“I understand the why and what, but I need more on the what and how.”

“I’m not sure where to start.”

“I sometimes struggle to apply in the real world.”

Trends Informing Adaptations

- Align CM with other change approaches
- Increasing awareness of the need
- Integration with Project Management
- Measuring CM effectiveness
- Enabling CM with technology
- Applying CM on more project types

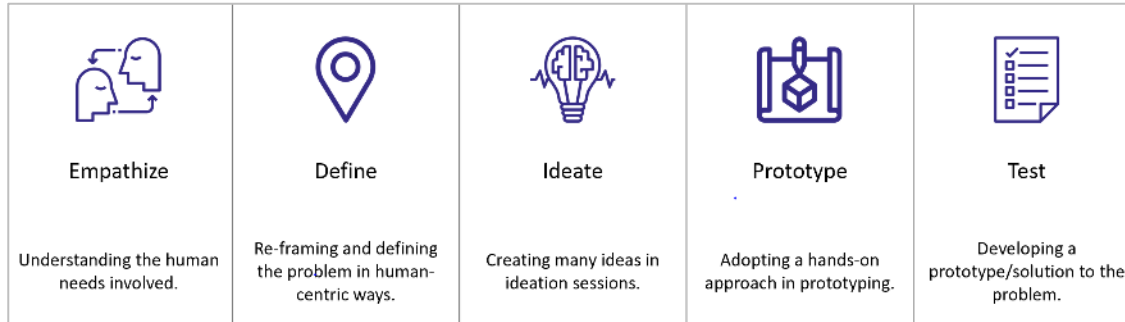


We learned from you

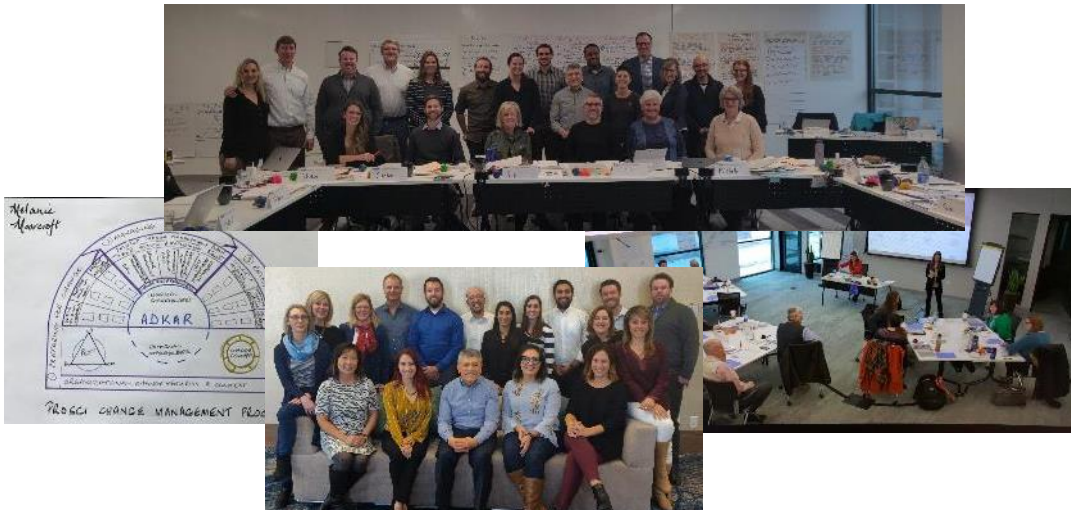
“Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Tim Brown, IDEO CEO

We learned from you



“To create meaningful innovations, you need to know your users and care about their lives.”
d.school, Institute of Design at Stanford



I need simplicity, speed and to maximize value for effort.

I need a quick start and quick wins.

I need to adapt my approach and engagement for the unique conditions of the initiative and organization

I need to attach and sequence my CM activities and timeline to match the solution design process and approach.

I need to show measurable progress and performance.

I need to master the ‘when’ and ‘how’ in addition to the ‘why’ and ‘what’ to deliver great CM.

I need to understand how to align other new approaches (e.g. neuroscience) with CM to increase effectiveness.

I need people to be willing and committed to execute change activities with a compelling case for CM.

I need to be ready for the changing landscape of change, organizations and workplaces.

We adapted for you



“It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change.”

Charles Darwin, British naturalist.

We adapted for you

What didn't change: What is changing:

- Built upon the solid foundation established over the last two decades
- The Research continues to inform
- ADKAR Model with enhancements
- PCT Model with enhancements
- Sponsor ABC Roles
- People Manager CLARC Roles
- CM Value Proposition: capture people-dependent ROI by driving adoption and usage

- Unforgettable experiences aimed at equipping people to be more successful in change.

More Accessible

- Designed to meet the needs of different learning styles
- Diversity and inclusion for a global audience
- Accessible for people with disabilities
- Less-paper, stream-lined process and tools

More Actionable

- Refreshed the Prosci 3-Phase Process with structure and simple language
- 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 to guide 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

More Effective

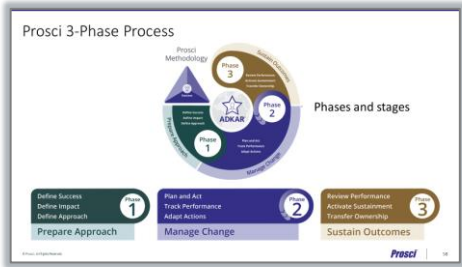
- Activities to address real-world application challenges
- Ability-focused learning outcomes
- Designed to meet the needs of different learning styles
- Integrated tool support in program and continued in practice

The existing Prosci Methodology is valuable and it is about to get *even better*

Some practitioners may *choose* to keep applying what they already know. They will still get *great results*.

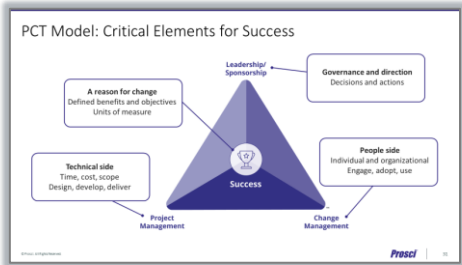
For those who adopt the 2021 enhancements,
What's *changing* for me?

Key Adaptations to the Prosci Methodology



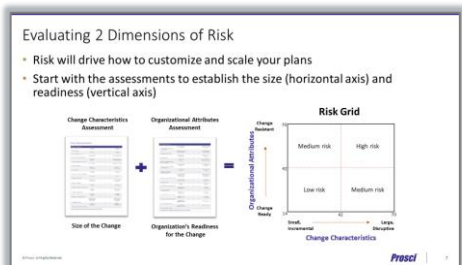
Refreshed the **Prosci 3-Phase Process** to make it more accessible, actionable and effective

- 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.
- Defined and outlined a single deliverable for each phase.



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

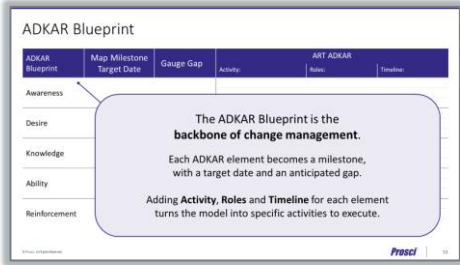
- The name of the model has reverted from Project Change Triangle Model to Prosci Change Triangle Model, the original title
- The center of the triangle is now labeled “success”.
- Ten factors were added to assess “success” (the center of the triangle) with a focus on the degree to which the organization has established a clear and commonly held definition of success.
- Aligned language and logically ordered the statements.



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

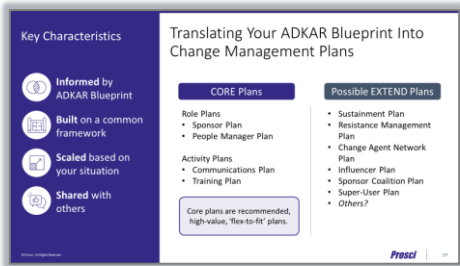
- The number of factors from 12 to 14 to acknowledge a broader range of risks. The increase of two factors per assessment shifted the midpoint of the Risk Grid from 35 to 42.
- The scales were changed to identify descriptions for each end point making the assessment easier to score.
- The word “employees” was replaced with “people” to make the assessments more accessible

Key Adaptations to the Prosci Methodology



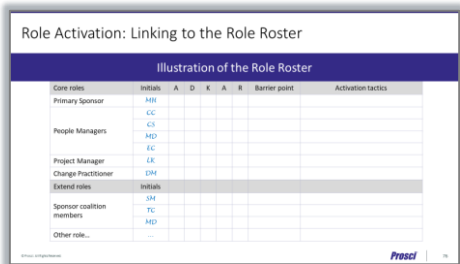
Introduced the **ADKAR Blueprint** as a foundation and guide for change management plans'

- 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.



Increased flexibility in the number, depth and type of **Change Management Plans**

- Moved from prescribing 5 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.
- Changed the terminology of the role-based plans from Sponsor Roadmap to Sponsor Plan and Coaching Plan to People Manager Plan.



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

- 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.

What's *changing* for me?

Practitioners



- Pre-Program
- In Program
- In Practice

Deployment Leaders



- Curriculum Adoption
- Methodology Integration

Train-the-Trainers



- Elevated Design
- Coherent Suite
- Enhanced Support

Practitioners



Deployment Leaders



Train-the-Trainers



What's *changing* for me?

Pre-Program



“I am ready.”

In-Program



“I am knowledgeable.”

“I am confident.”

In-Practice



“I am adopting and using the Prosci Methodology.”

“I am able to increase change management effectiveness.”

Equipping change practitioners to deliver *success*



I am ready
I am knowledgeable
I am able

Practitioners

Pre-Program – “I am ready”

- Pework maximizes the in-program learning experience. The optimized prework was designed to be manageable for the learner and to put them in the best position to succeed in the program.
- Pework was limited to 2 hours, as we know that many attendees have limited time and energy to invest ahead of the program.
- Pework is stream-lined and delivered in an integrated, online app. This enables the practitioner to pull the work they do in preparation right into the program.

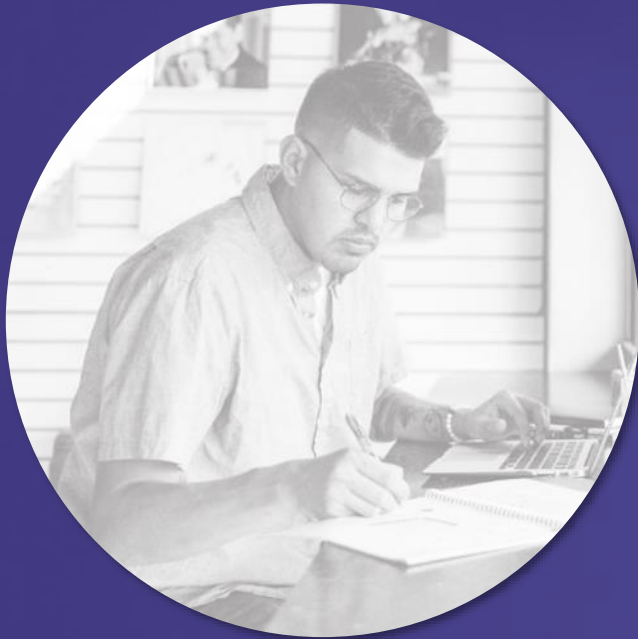
In-Program – “I am knowledgeable and confident”

- The 3-day program was revised to incorporate the updated methodology, reflecting the more accessible and actionable 3-Phase Process.
- The program has been designed to ensure a coherent and consistent learning experience, whether delivered virtually or in person.
- The 2021 practitioner program was made more accessible to the participant on numerous fronts including design for various learning styles, global accessibility and inclusivity

In-Practice – “I am adopting, using, and able”

- Once an attendee completes the certification program, the real work begins! The Practitioner brings the knowledge, tools and approach they learned in the program to the projects and initiatives they support. It is at this point that adoption, usage and project success are improved.
- The 2021 enhancements include significant enhancements to support practitioners in practice.
- The Prosci Hub Solution Suite is the new online environment, providing access to digital content, resources and tools to guide decisions, inform actions, and excel in change management. Knowledge Hub, Research Hub and Proxima provide an integrated online solution.

Practitioners



Deployment Leaders



Train-the-Trainers



What's *changing* for me?

Deployment Leader Support and Opportunities



Equipping deployment leaders to simplify the adoption and integration of 2021 enhancements.

Deployment Leader

Curriculum Adoption

For deployment leaders who adopt the 2021 enhancements,

To the course curriculum

Enhancement of all programs

Accessibility and Inclusion

Design to enhance knowledge

1 program; 2 delivery modes across

Designed to be highly relate-able to ease the transition

For role-based suite, no disconnect between a learner of previous ones and this

For practitioner program, some more variation during in program experience, but little in practice disconnect occurs

If you integrated IP into your existing training programs:

What aspects did you integrate into your programs? Most likely core models that didn't change...

Advisory: Mapping of Prosci IP and creation of alignment plan (enhancement of visuals, risk/mitigation if necessary)

Methodology Integration

To integration of the methodology

Depends on depth and breadth of integration of the methodology

What aspects did you integrate? Into project execution? Into measurement? Into workstreams?

Most common integrations: (pull hello / goodbye language)

PCT – made better, added success, adding over time into tooling

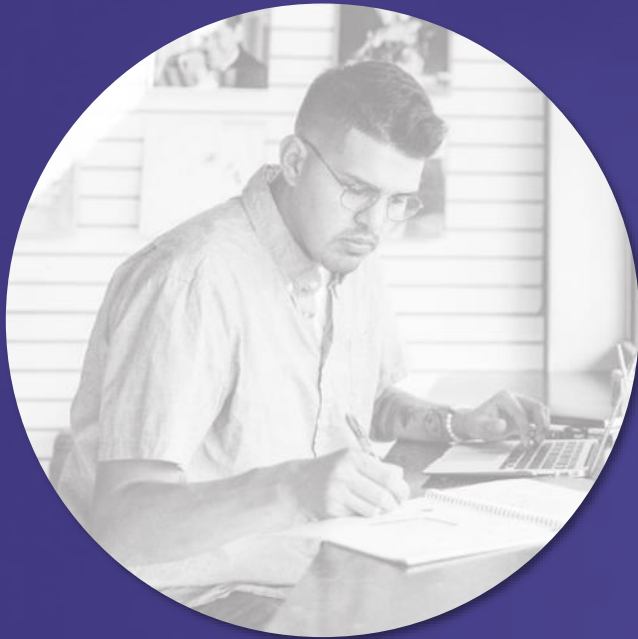
Risk Assessments (Impact Index) – made better, cleaned up, for a user its just a swap

5 Plans – made better, adaptive and fit for purpose, grounded in an ADKAR

Blueprint, tooling is way better

ADKAR – enhanced, made central with the ADKAR Blueprint, often GEFN

Practitioners



Deployment Leaders



Train-the-Trainers



What's *changing* for me?

Train-the-Trainer Enhancements and Support



Equipping instructors to successfully delivery Prosci's 2021 Program Enhancements.

Train-the-Trainer

Elevated Design to Make Materials More Accessible and Easier to Deliver

- One program with two delivery modes for high-quality, consistent learning experience
- Designed to meet the needs of four learning styles
- Coordinated materials with visual wayfinding to make it easy to follow and connect
- Accessible for people with disabilities
- Diverse and inclusive content and images for a global audience

Increased Focus on Helping Learner Cross Knowledge-Ability Gap

- Introduction of ability-focused learning outcomes in the form of an 'I' statement
- Activities that equip participants for real-world application challenges
- Knowledge checks to gauge progress and identify learning gaps

Enhanced Support Materials for Effective Onboarding and Delivery

- Robust Facilitator Guides providing guidance for experienced Train the Trainers
- Increased focus on outcome with practitioner "I" statements
- Guidance on how to adapt activities to accommodate both in person and virtual delivery within the same program structure
- Support from Prosci Program Advisors in bridging from current to new programs

Aligned Full Suite Update with Coherence and Consistency

- Change Management Practitioner Program redesigned to accommodate new methodology, but with similar learning objectives
- Standardization of program kick offs, visuals, language and iconography across the full role-based suite

2021 Enhancements

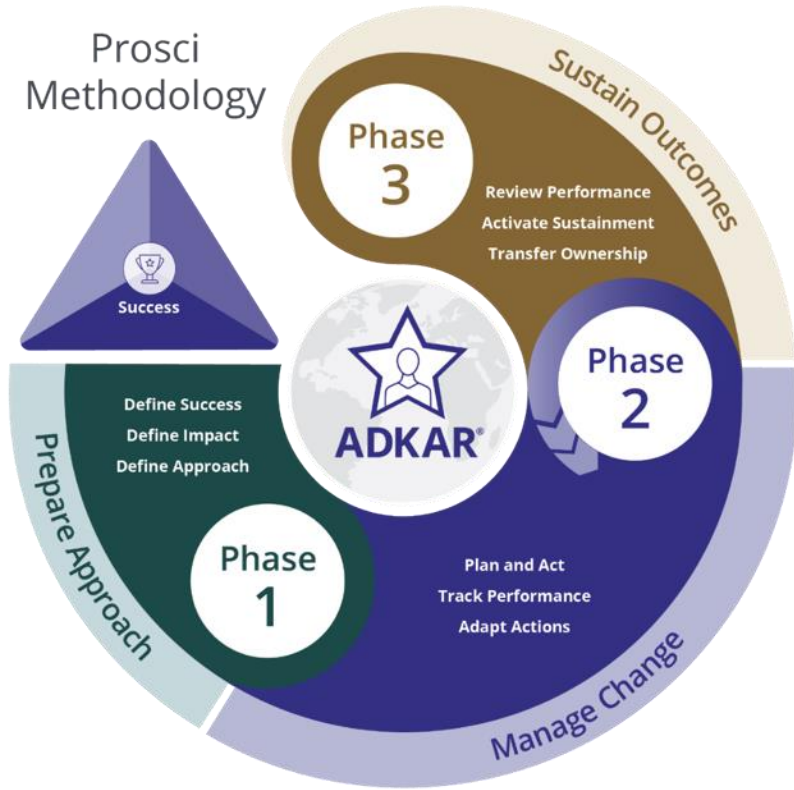
Prosci 3-Phase Process

Plain Language Questions

Detailed Graphic



Prosci 3-Phase Process



Phases and stages

Define Success
Define Impact
Define Approach

Phase 1

Prepare Approach

Plan and Act
Track Performance
Adapt Actions

Phase 2

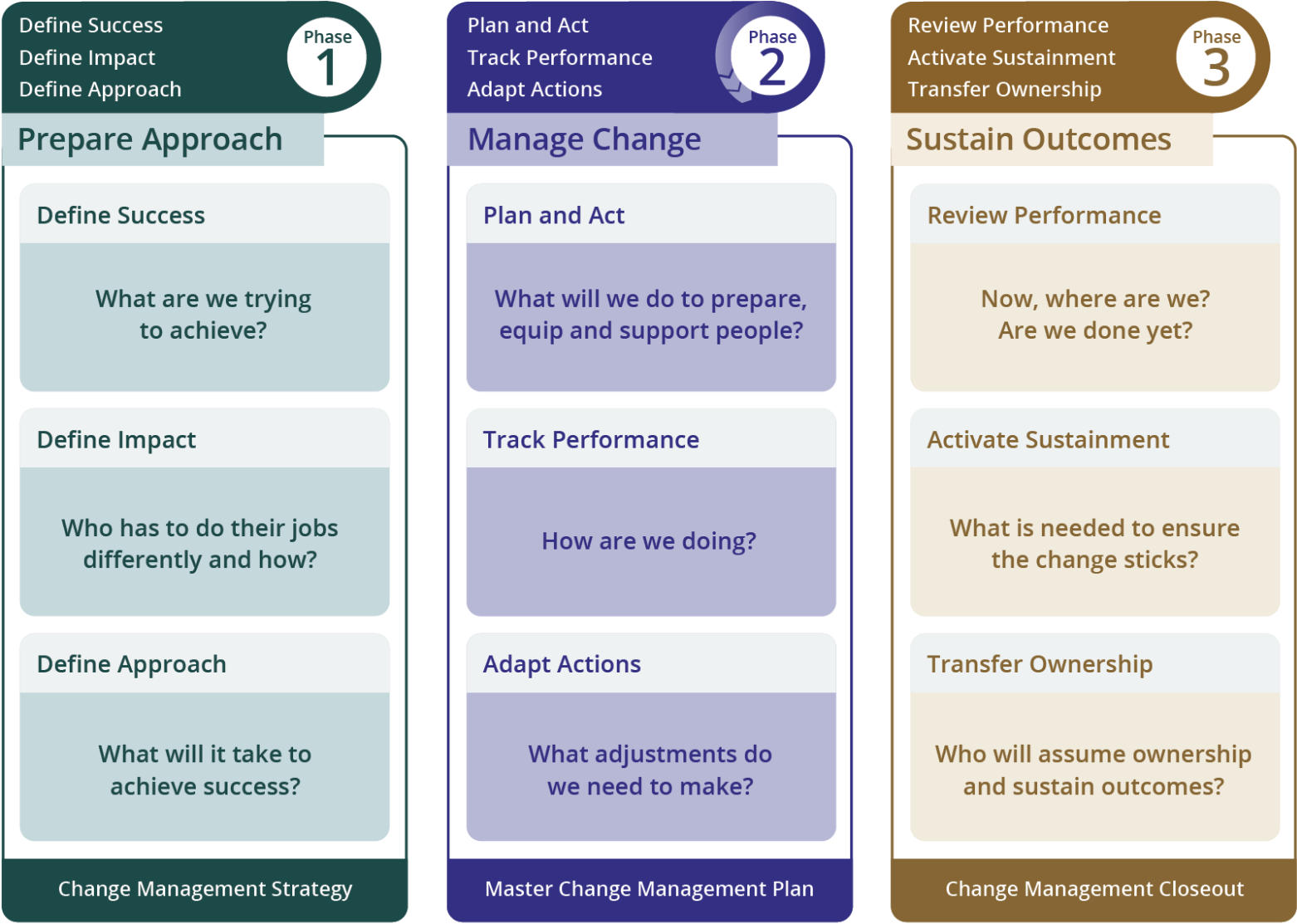
Manage Change

Review Performance
Activate Sustainment
Transfer Ownership

Phase 3

Sustain Outcomes

Prosci 3-Phase Process Plain Language Questions



Prosci 3-Phase Process

- Purpose statement
- Plain language questions
- Phases, stages and activities
- Deliverable

Phase 1
Define Success
Define Impact
Define Approach

Prepare Approach

To position the change for success by developing a customized and scaled change management strategy with the necessary sponsorship and commitment.

Define Success <ul style="list-style-type: none"> • Document change profile • Capture definition of success • Connect and align people to success 	What are we trying to achieve?
Define Impact <ul style="list-style-type: none"> • Define impacted groups • Assess change impact • Identify group considerations • Define adoption and usage 	Who has to do their jobs differently and how?
Define Approach <ul style="list-style-type: none"> • Assess risk and scale • Identify resistance and special tactics • Identify resources and structures • Identify required roles • Align roadmap to timeline 	What will it take to achieve success?

Change Management Strategy

Phase 2
Plan and Act
Track Performance
Adapt Actions

Manage Change

To achieve adoption and usage of the change by creating, implementing and adapting plan(s) that will move individuals and the organization through ADKAR transitions.

Plan and Act <ul style="list-style-type: none"> • Build ADKAR Blueprint • Determine plans required • Create CM plan(s) • Prepare and activate roles • Integrate and take action 	What will we do to prepare, equip and support people?
Track Performance <ul style="list-style-type: none"> • Establish tracking calendar • Track initiative progress • Track ADKAR outcomes • Track CM activities • Identify strengths and opportunities 	How are we doing?
Adapt Actions <ul style="list-style-type: none"> • Decide if action is required • Prepare adaptive actions • Take adaptive actions • Continue to track and adapt 	What adjustments do we need to make?

Master Change Management Plan

Phase 3
Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.

Review Performance <ul style="list-style-type: none"> • Review initiative progress • Review ADKAR outcomes • Review CM activities • Document lessons learned 	Now, where are we? Are we done yet?
Activate Sustainment <ul style="list-style-type: none"> • Identify gaps, goals and priorities • Develop sustainment actions, roles and timeline • Prepare and activate roles 	What is needed to ensure the change sticks?
Transfer Ownership <ul style="list-style-type: none"> • Celebrate success • Transfer knowledge and assets 	Who will assume ownership and sustain outcomes?

Change Management Closeout