

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



1

## Who Does What When We Manage Change?

Role
Mindset
Methodology
Practice
Path

### Change

**PRACTITIONER**

a person actively engaged in an art, discipline, or profession

© Prosci. All Rights Reserved.

**Prosci**

2

2

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)

Role

My *story*  
of becoming a  
change  
practitioner

## It Starts with a Change Practitioner



**Prosci** IT Consulting Firm Launch CM Practice  
2006 → 2008 → 2011

CHANGE PRACTITIONER **Prosci** CERTIFIED

**Prosci** 2016 → Present


© Prosci. All Rights Reserved. **Prosci** 3

3

Role

What is  
your *story*?

## It Starts with a Change Practitioner



Date \_\_\_\_\_ → Present

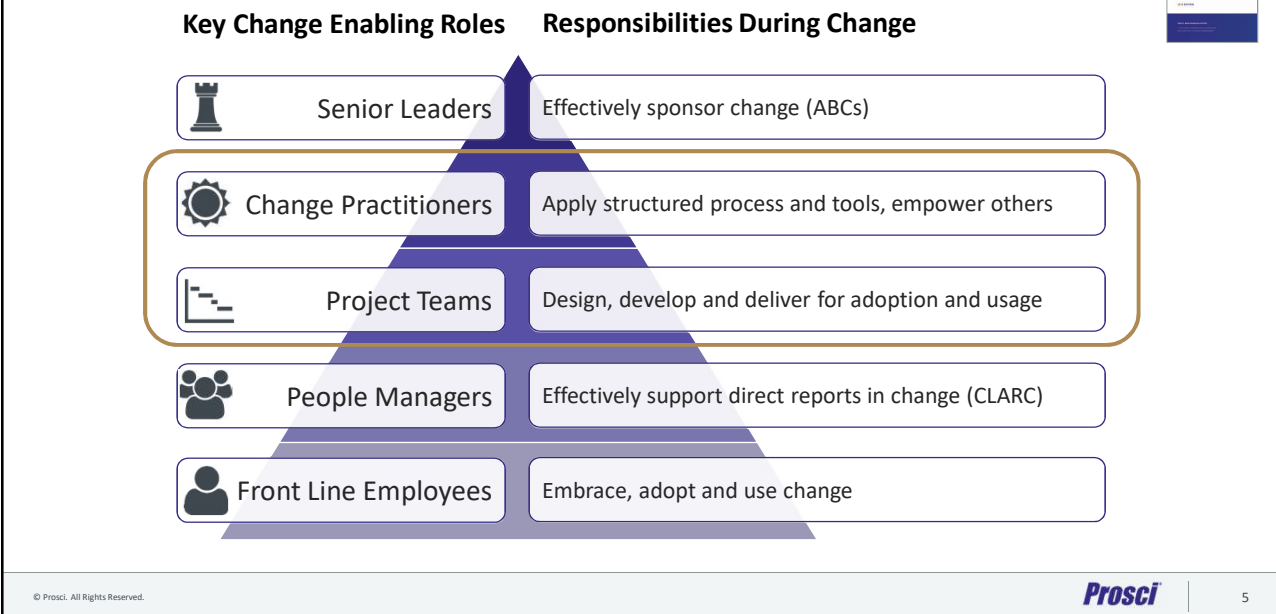
© Prosci. All Rights Reserved. **Prosci** 4

4

# It Starts with a Change Practitioner

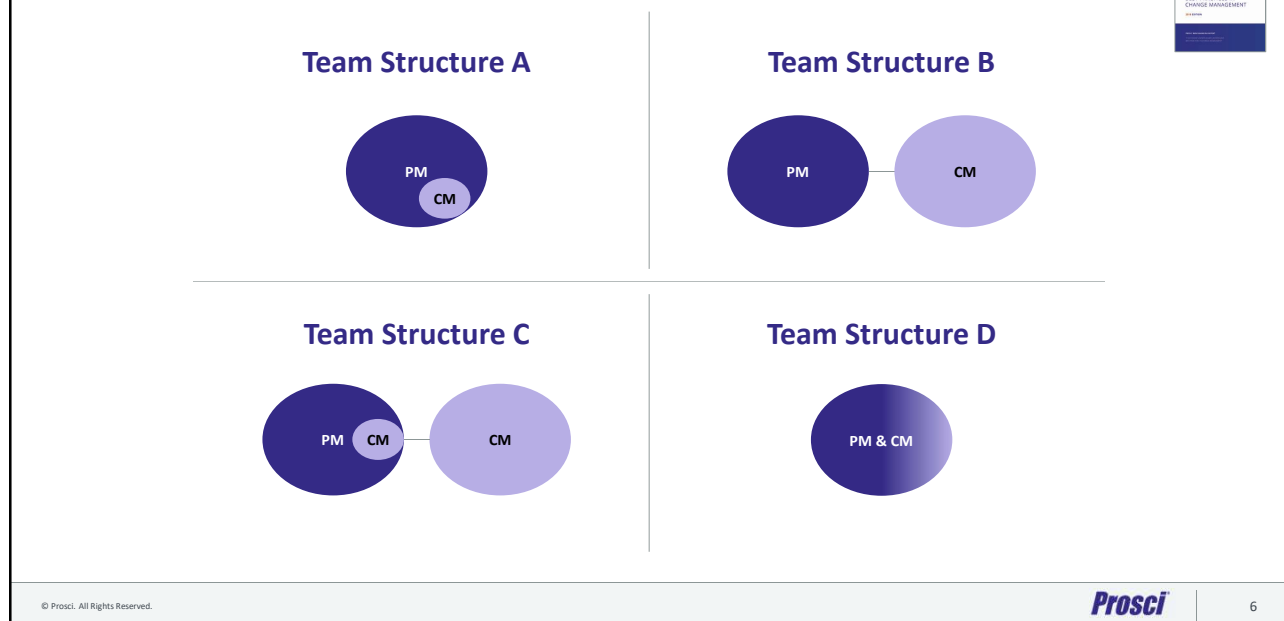
[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Who Does What When We Manage Change?



5

## Team Structure Examples



6

# It Starts with a Change Practitioner

www.prosci.com/webinars

## Team Structure Research Highlights

### Team Structure A

Change management resources are on the project team



33%

### Team Structure B

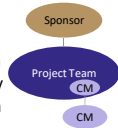
Change management resources are external, but support the project team



20%

### Team Structure C

Change management resources are on the project team and are supported by an external change management team



16%

### Team Structure D

Project team and change management resources are one and the same



27%

Copyright © 2018 Prosci Inc. Best Practices in Change Management – 2018 Edition

© Prosci. All Rights Reserved.

Prosci

7

7

## Who Does What When We Manage Change?

### Key Change Enabling Roles

### Responsibilities During Change



Senior Leaders

Effectively sponsor change (ABCs)



Change Practitioners

Apply structured process and tools, empower others



Project Teams

Design, develop and deliver for adoption and usage



People Managers

Effectively support direct reports in change (CLARC)



Front Line Employees

Embrace, adopt and use change

© Prosci. All Rights Reserved.

Prosci

8

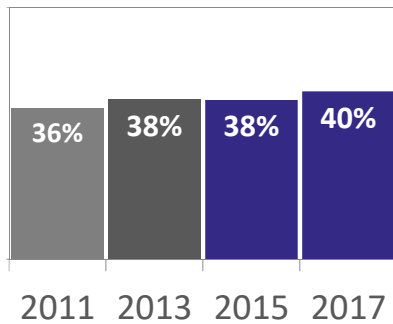
8

# It Starts with a Change Practitioner

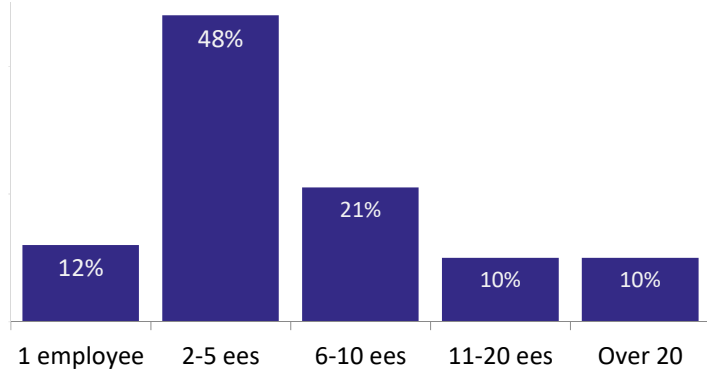
[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Change Practitioners in a Change Management Office

Do you have a CMO?



If so, how many employees are in the CMO?



Copyright © 2018 Prosci Inc. Best Practices in Change Management – 2018 Edition

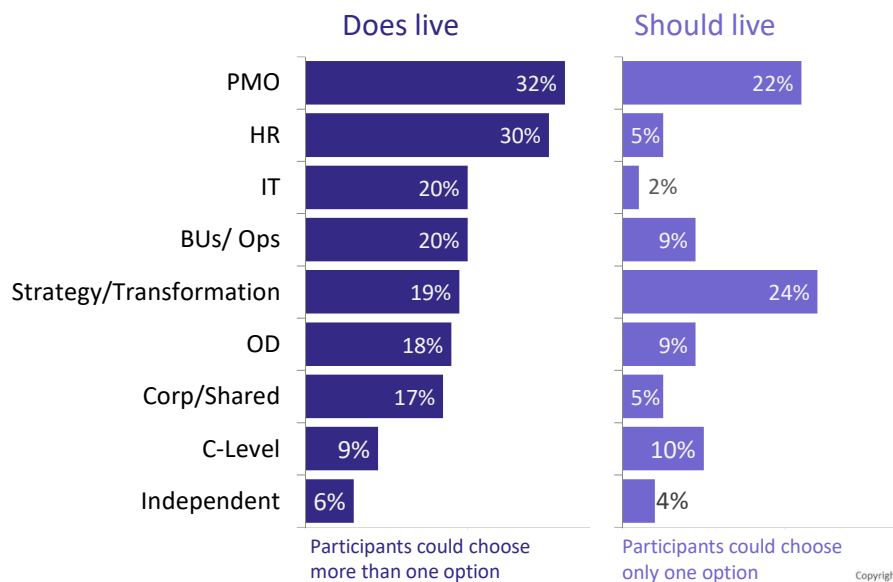
© Prosci. All Rights Reserved.

Prosci

9

9

## Where it lives and should live



Copyright © 2018 Prosci Inc. Best Practices in Change Management – 2018 Edition

© Prosci. All Rights Reserved.

Prosci

10

10

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## What Makes a Good Change Practitioner?

### Attributes:

Excellent  
Communication Skills



Change Management  
Competency



Flexibility



Interpersonal Skills  
(Team Player)



### Additional helpful experience:

Business Influence

Commitment to  
the Change

Knowledge of  
the Business

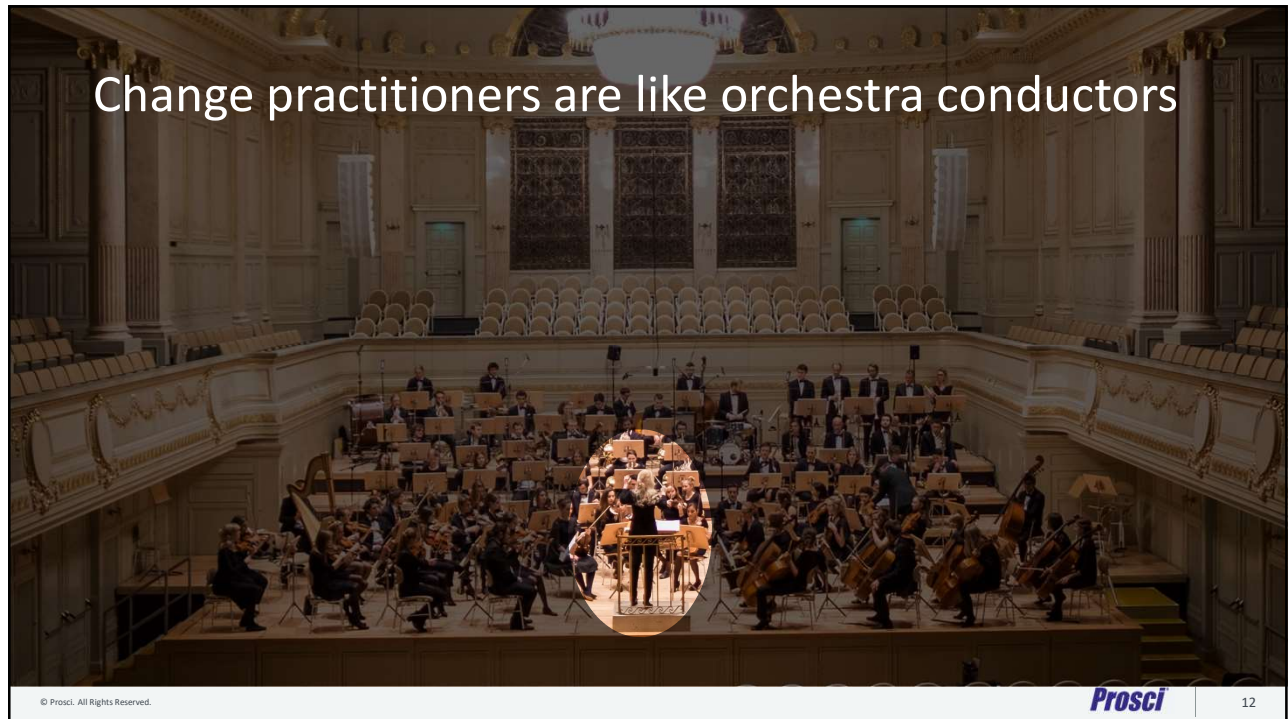
© Prosci. All Rights Reserved.

Prosci

11

11

Change practitioners are like orchestra conductors



© Prosci. All Rights Reserved.

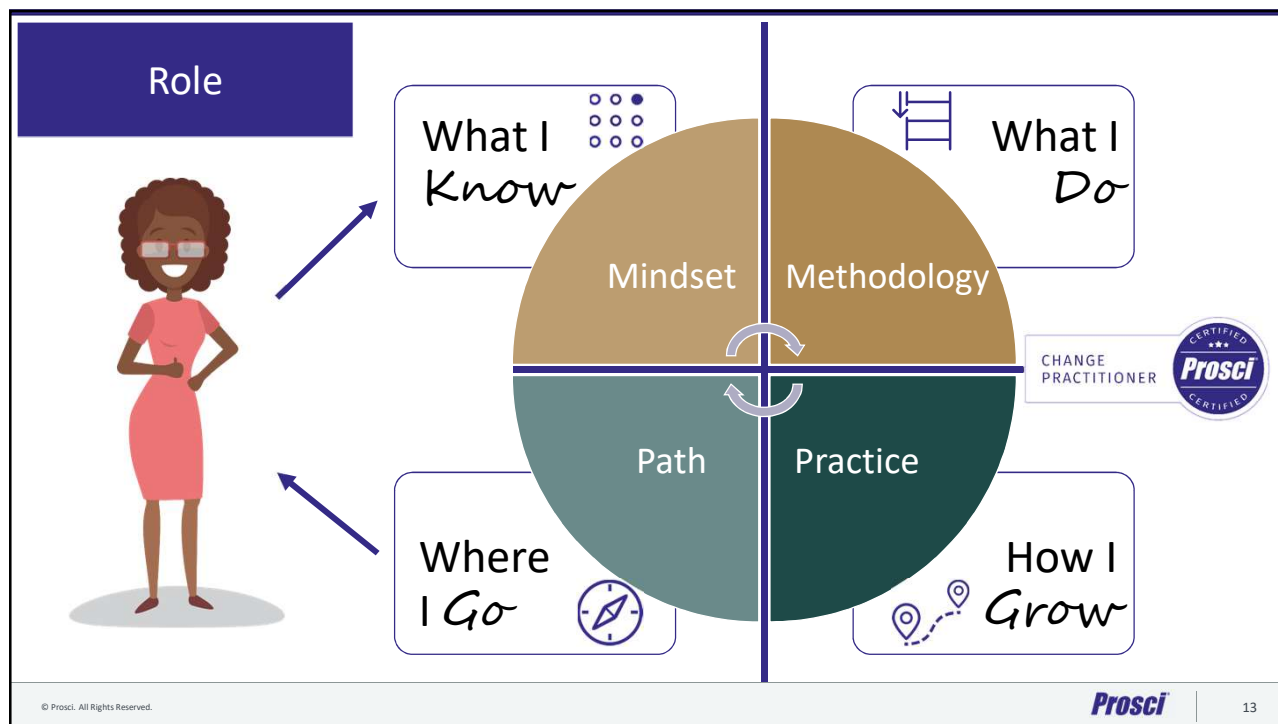
Prosci

12

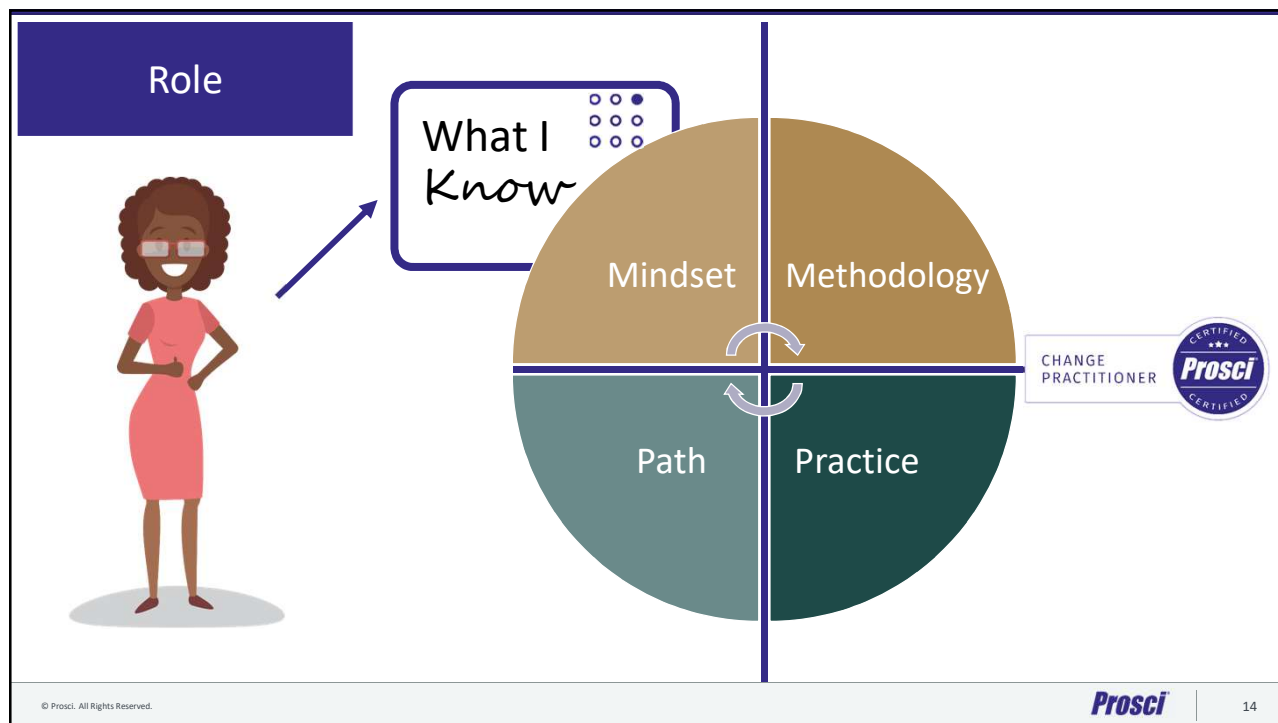
12

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



13



14



# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)

Mindset

What I know

## Prosci Five Tenets of Change Management

- 1** We change for a reason.
- 2** Organizational change requires individual change.
- 3** Organizational outcomes are the collective result of individual change.
- 4** Change management is an enabling framework for managing the people side of change.
- 5** We apply change management to realize the benefits and desired outcomes of change.

© Prosci. All Rights Reserved. **Prosci** 15

15

## The Unified Value Proposition

Technical Side: Design, Develop, Deliver

Current state → Transition state → Future state

People Side: Embrace, Adopt, Use

Results Outcomes Success

Mindset

Successful change requires the *technical* and *people* sides

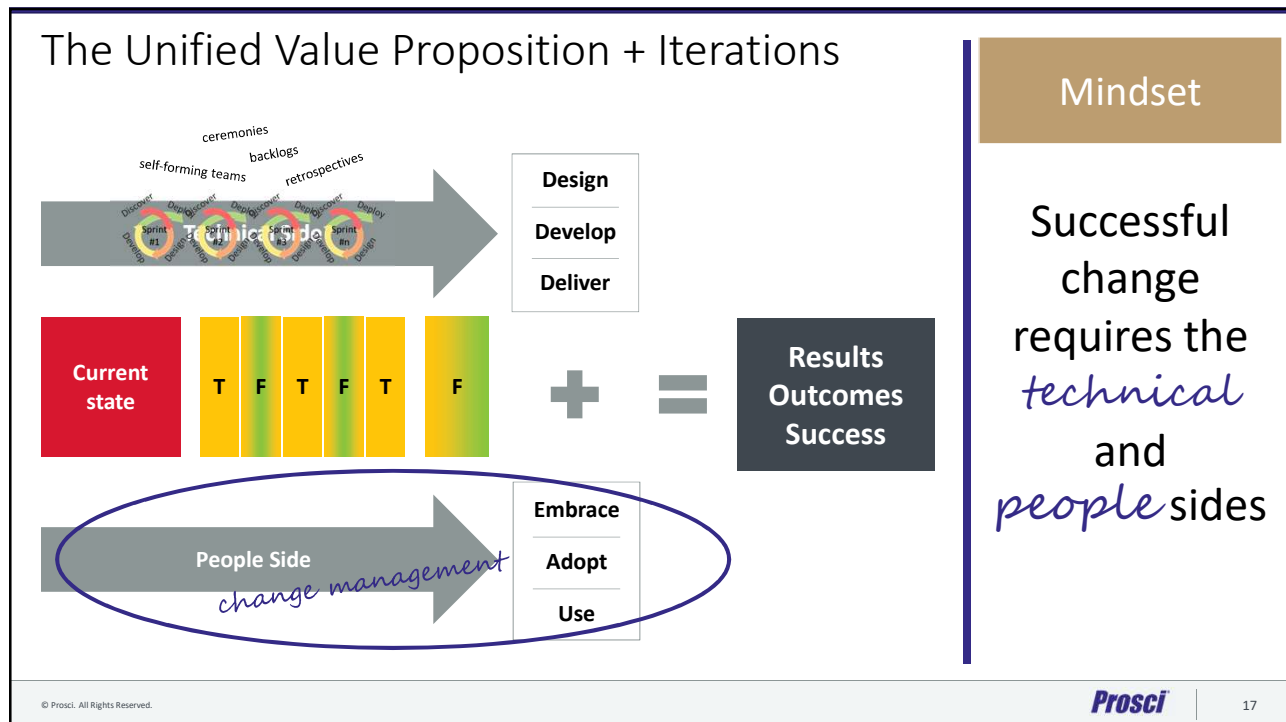
© Prosci. All Rights Reserved. **Prosci** 16

16

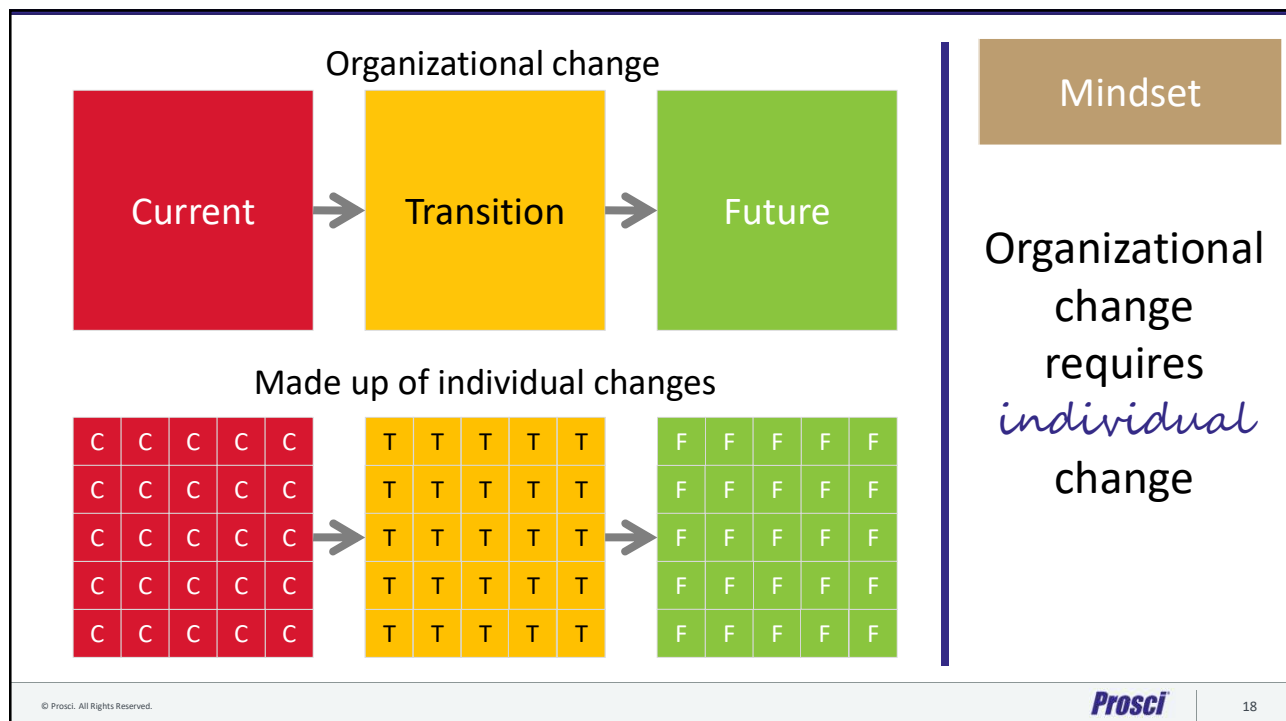


# It Starts with a Change Practitioner

www.prosci.com/webinars



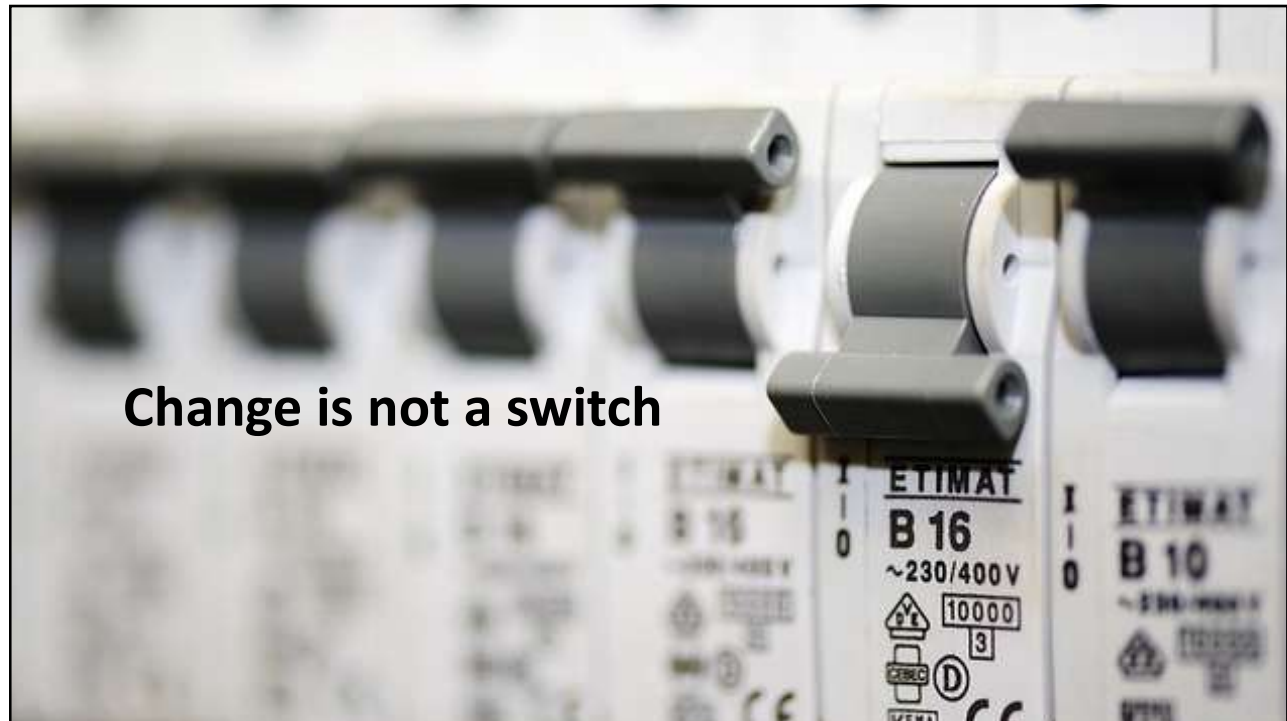
17



18

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



19



20

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



Adoption and Use

Benefits Realization

Mobilize People Around Change

Speed to Value

*Change Management*

**Mindset**

How we  
*prepare  
equip and  
support*  
people  
through  
change

© Prosci. All Rights Reserved.


**Prosci**

21

21

We Apply Change Management to Realize Benefits & Desired Outcomes

**Mindset**



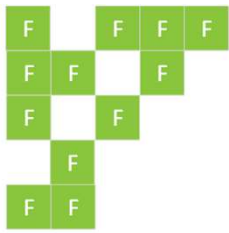
Met or exceeded objectives

On schedule

On budget

Poor Fair Good Excellent

Change Management Effectiveness




F F F F

F F F

F F

F F



= Lower ROI

= Less Benefit Realization

= Unachieved Improvement

© Prosci. All Rights Reserved.

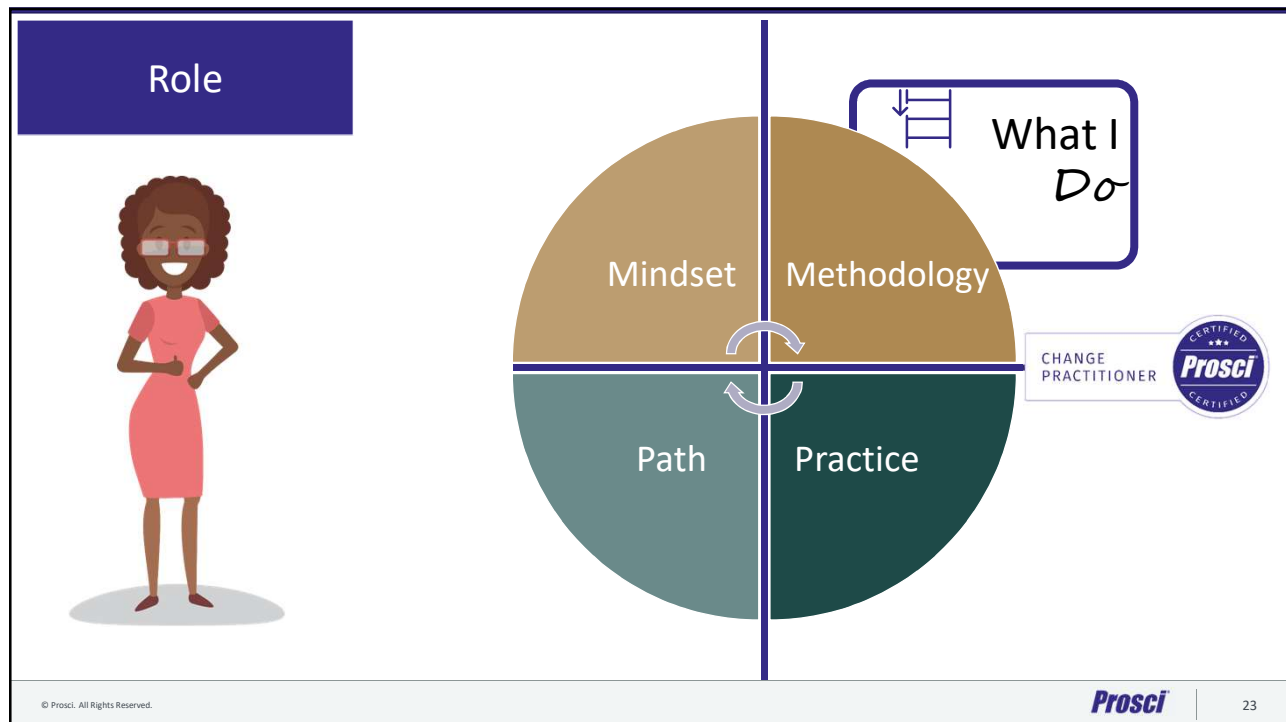
**Prosci**

22

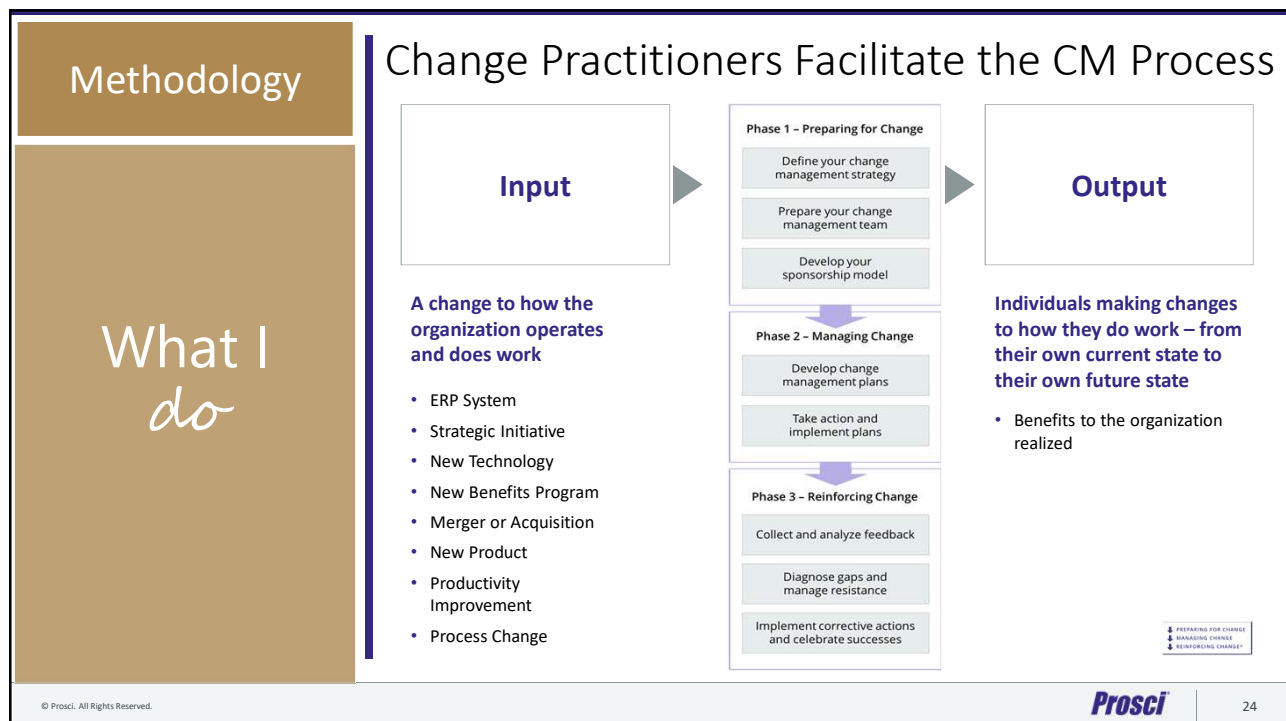
22

# It Starts with a Change Practitioner

www.prosci.com/webinars



23



24

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)

## Change Practitioners Follow an Inquiry-Based Approach to Managing Change

Methodology

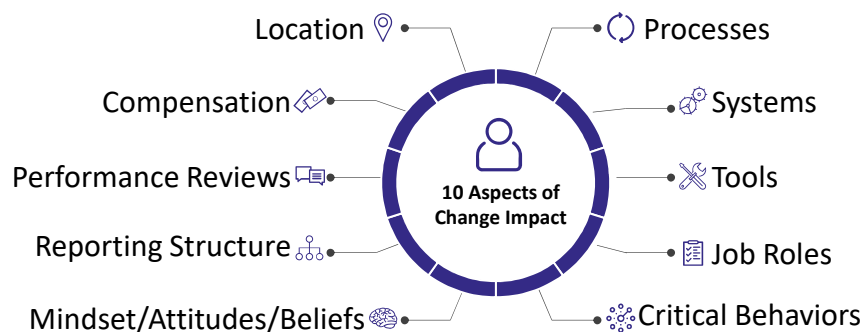
- ❑ Why are we changing?
- ❑ What is changing?
- ❑ How ready for the change is the organization?
- ❑ How big is the change?
- ❑ Who has to do something differently because of the change?
- ❑ How are those who have to do something differently impacted?
- ❑ Do the people know how to change?
- ❑ Can they effectively make the change?
- ❑ What information and resources do they need to change?

© Prosci. All Rights Reserved.

Prosci

25

25



© Prosci. All Rights Reserved.

Prosci

26

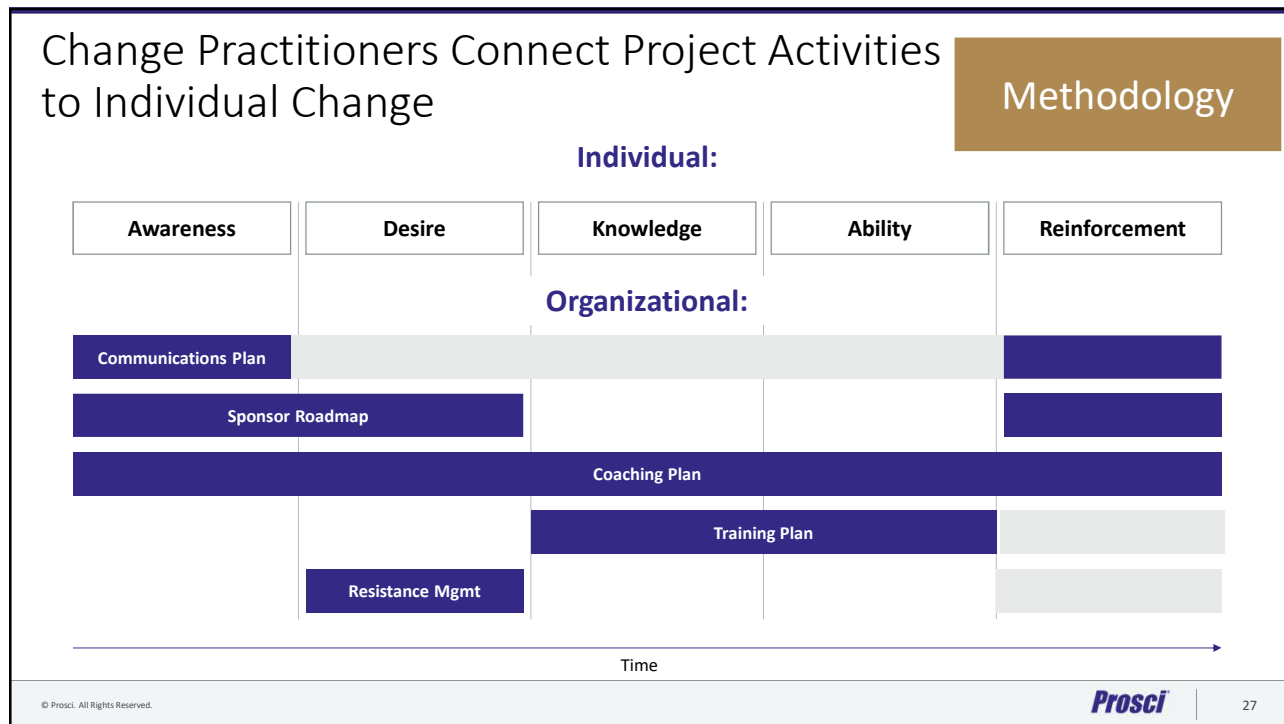
26

Methodology

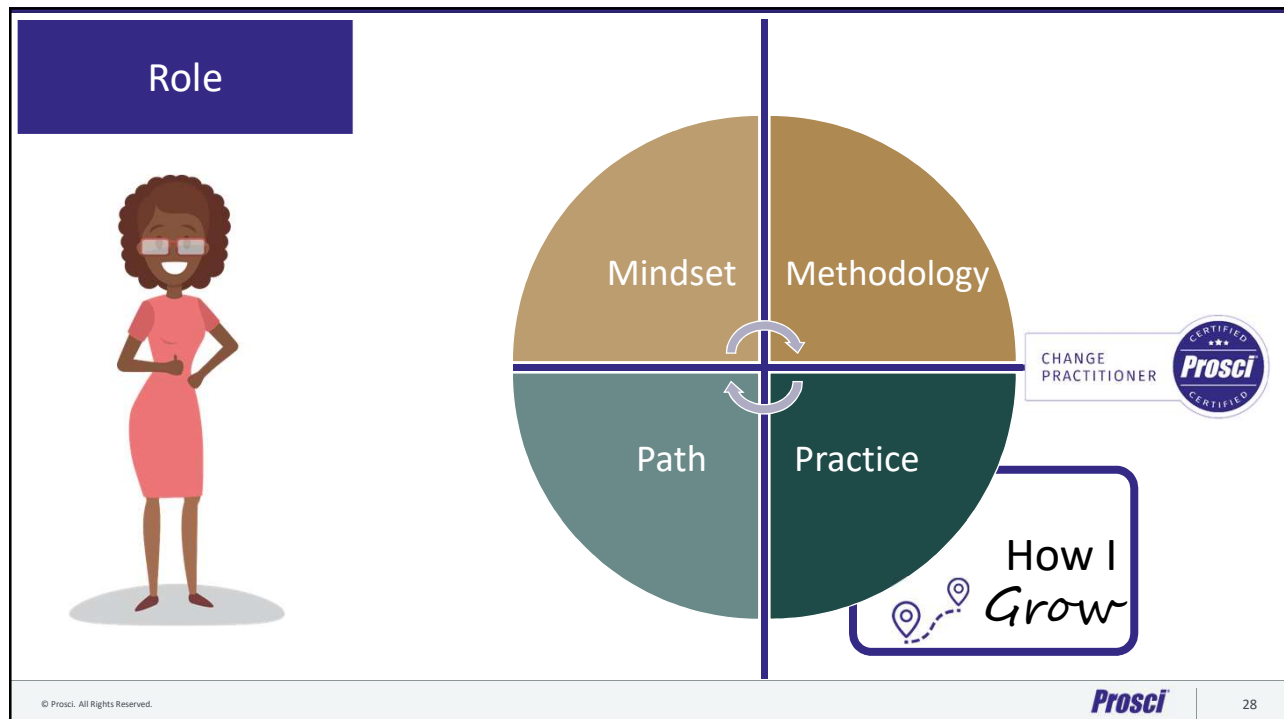
Change Practitioners understand the change *impact*

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



27



28



# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



29

Practice

How I  
*grow*

Prosci  
ADKAR® Solutions Resources About Us

Resource Center

Your all-access pass to 20+ years of change management research, development and best practices.

OVERVIEW ARTICLES WEBINARS DOWNLOADS SUCCESS STORIES PROSCI BLOG

WHY CHOOSE PROSCI

Online Tools and Resources

Prosci PRACTITIONER eTOOLKIT

PHASE 1: GETTING STARTED

PHASE 2: PREPARING FOR CHANGE

PHASE 3: MANAGING CHANGE

PHASE 4: REINFORCING CHANGE

© Prosci. All Rights Reserved.

Prosci

30

30

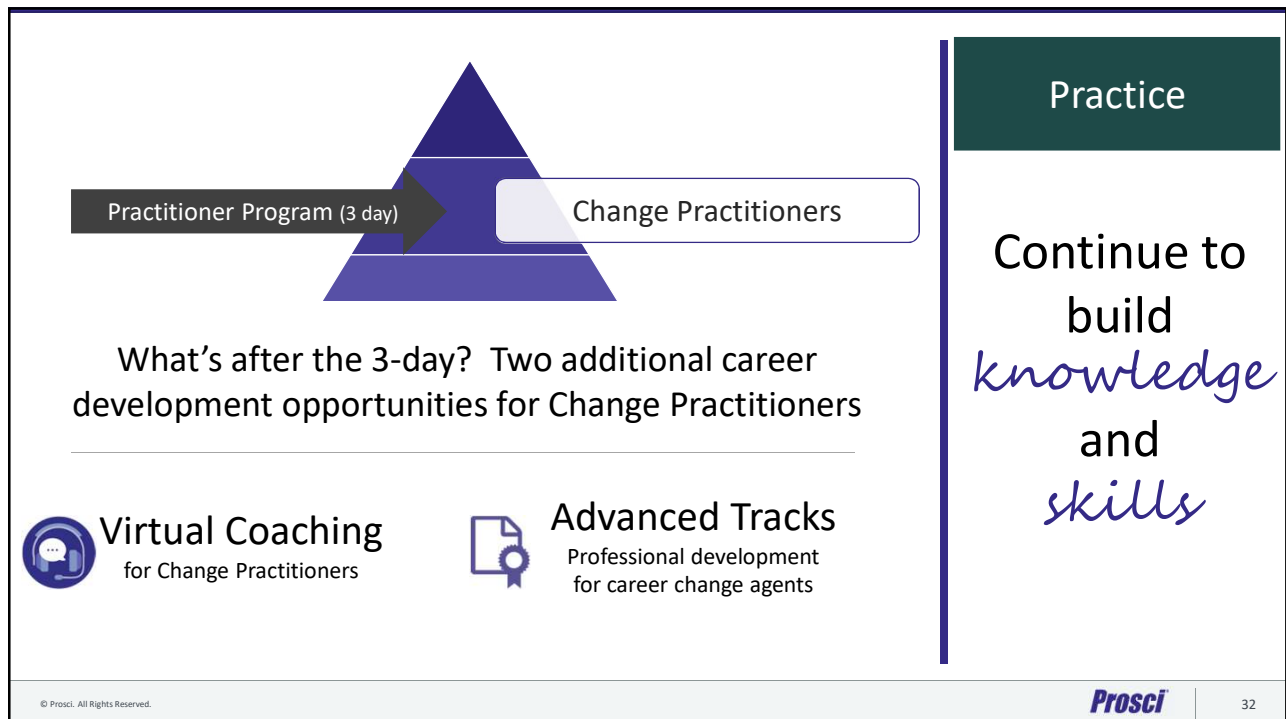


# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



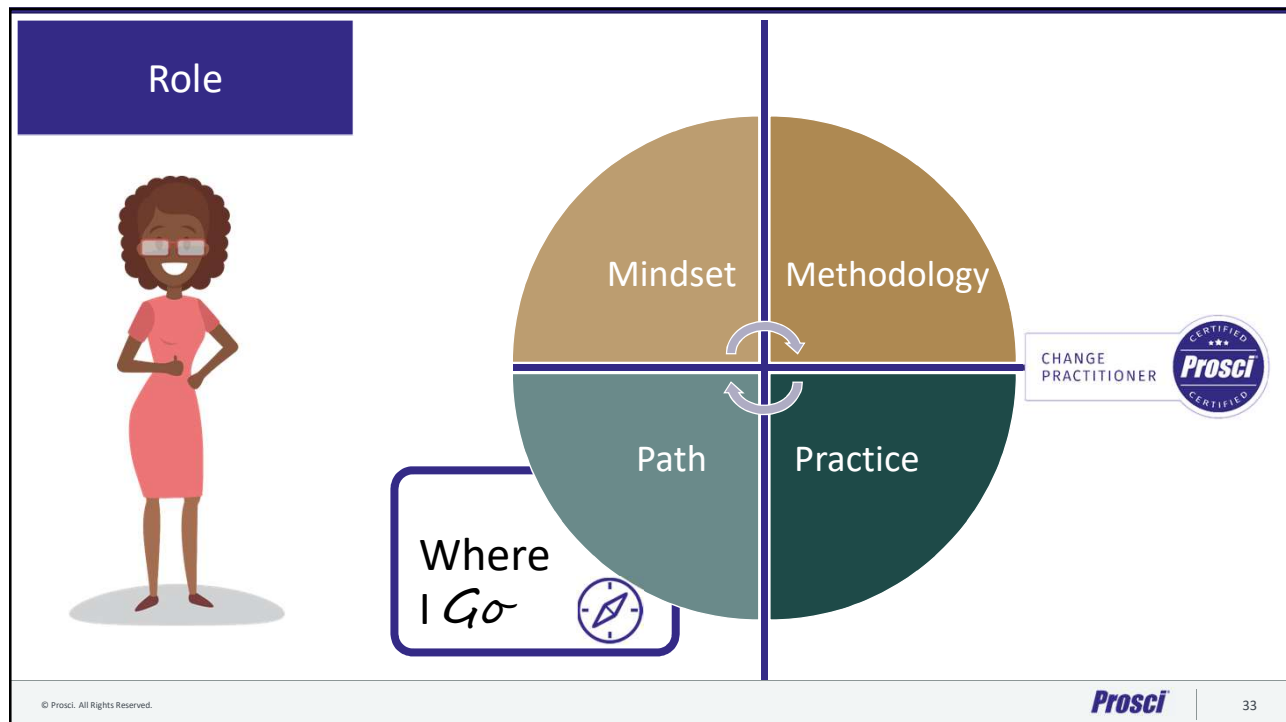
31



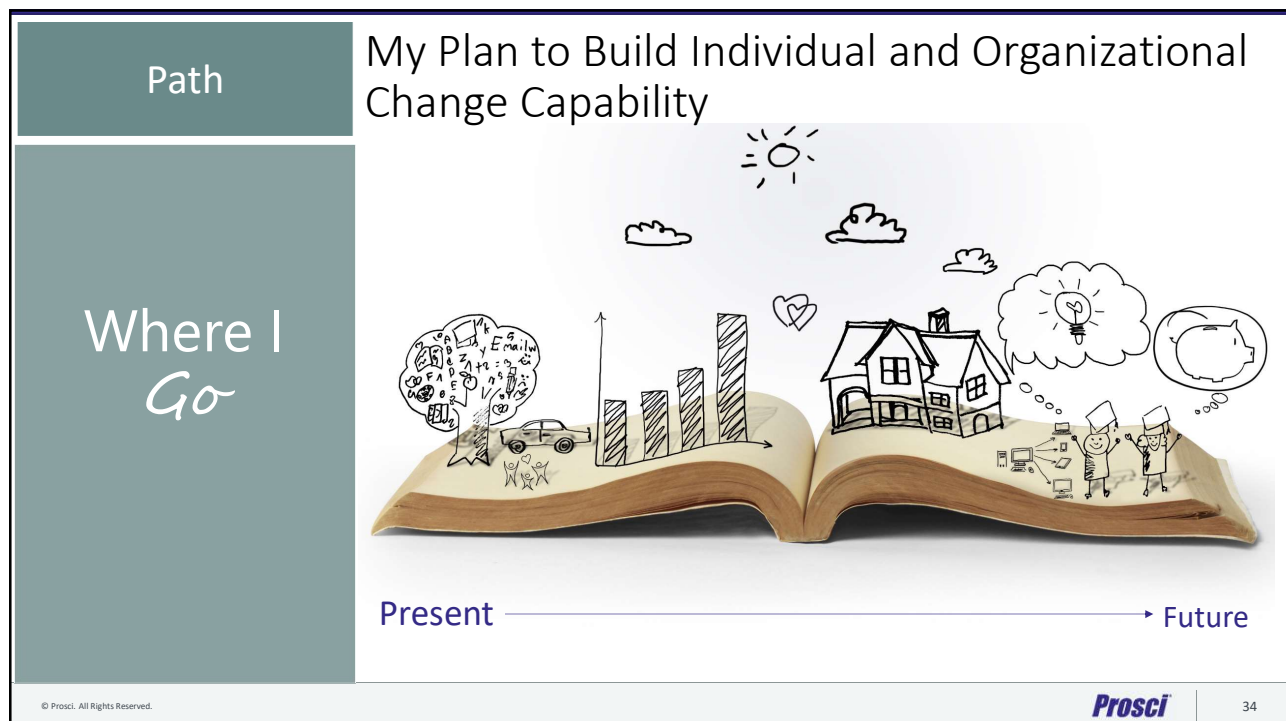
32

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



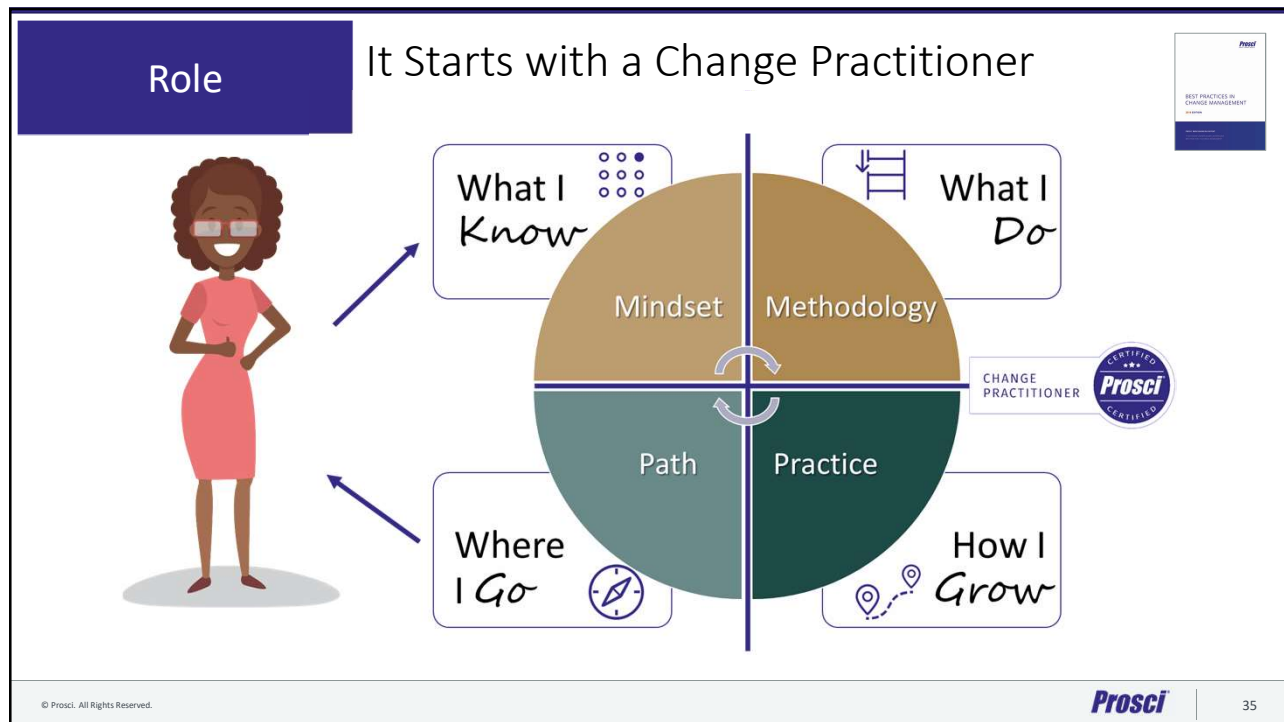
33



34

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



35



36

# It Starts with a Change Practitioner

[www.prosci.com/webinars](http://www.prosci.com/webinars)



37

***Prosci Solutions***

Delivering organizational results by  
catalyzing individual transitions

<http://www.prosci.com>  
[solutions@prosci.com](mailto:solutions@prosci.com)

Build individual change competencies  
Apply change management on initiatives  
Embed organizational change capability

38