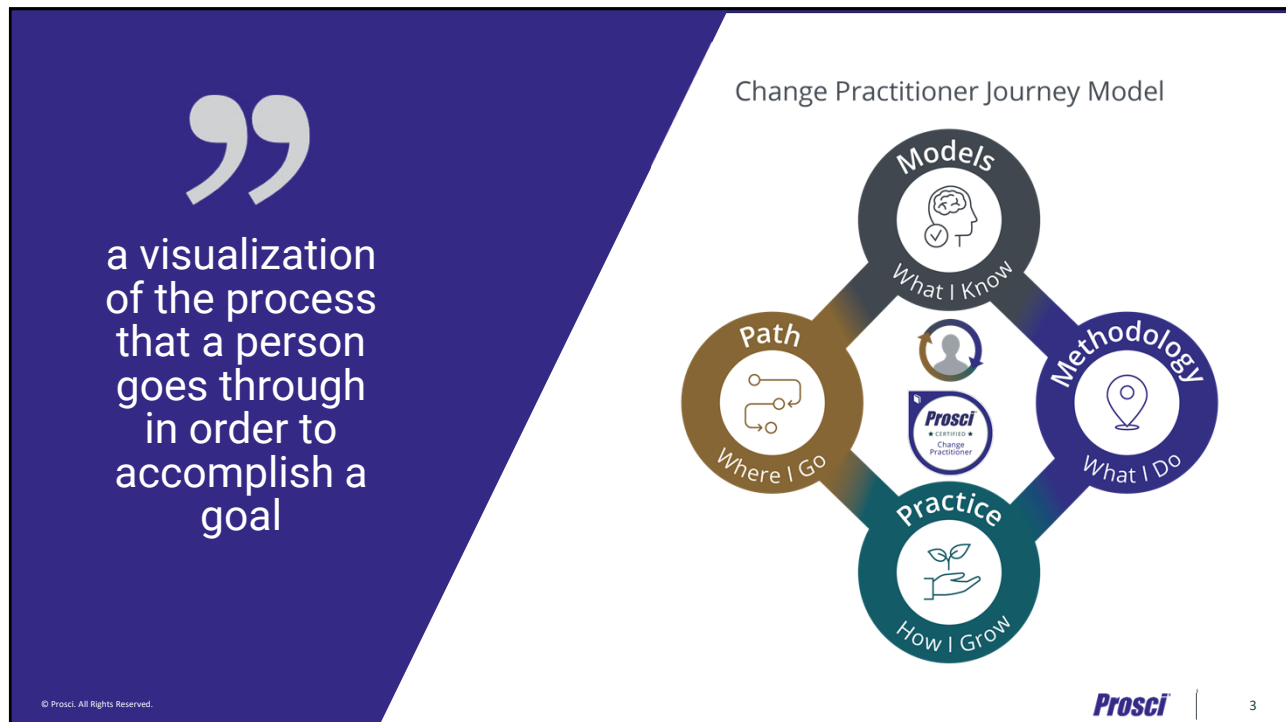




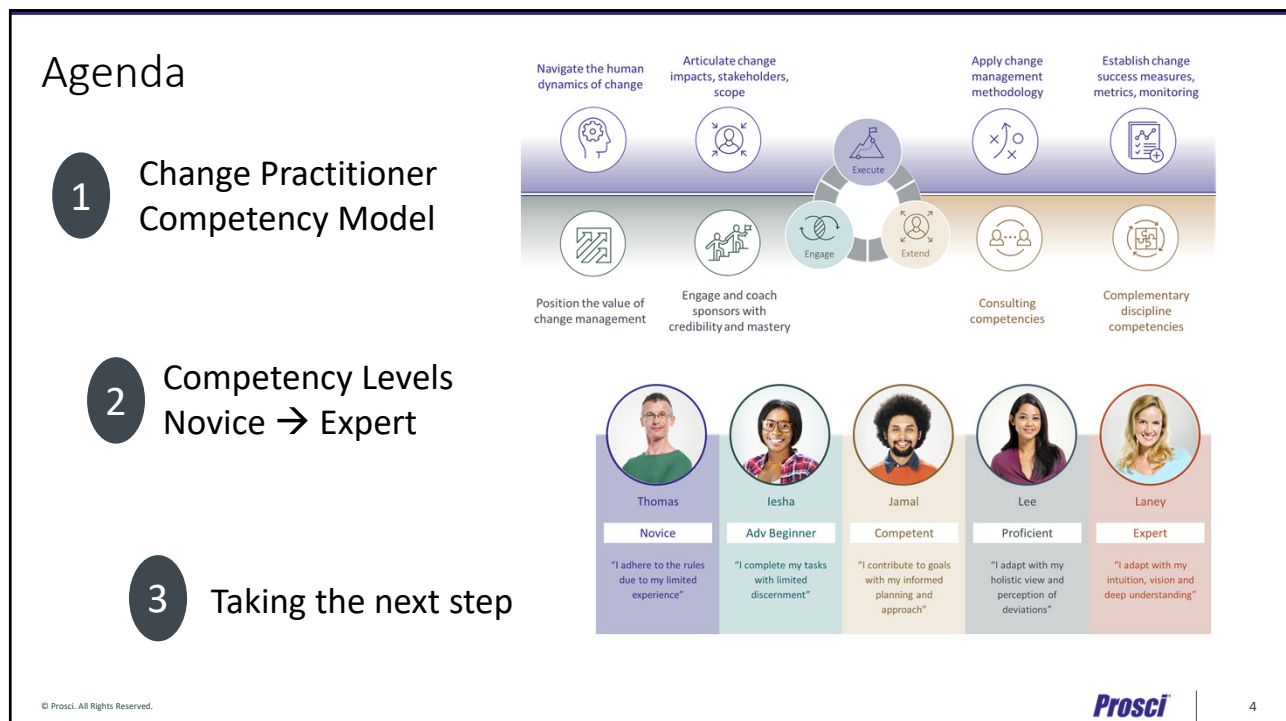
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Prosci Change Practitioner Competency Model



Thomas

Novice


"I adhere to the rules due to my limited experience"



Iesha

Adv Beginner


"I complete my tasks with limited discernment"



Jamal

Competent


"I contribute to goals with my informed planning and approach"



Lee

Proficient

"I adapt with my holistic view and perception of deviations"



Laney

Expert

"I adapt with my intuition, vision and deep understanding"

Competency Levels Built On Dreyfus' Skill Acquisition Framework


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Change Practitioner Competency Model

1



2

Practice Over Time = Competencies

Models
What I Know

Path
Where I Go

Practice
How I Grow

Methodology
What I Do

Execute

Engage

Extend

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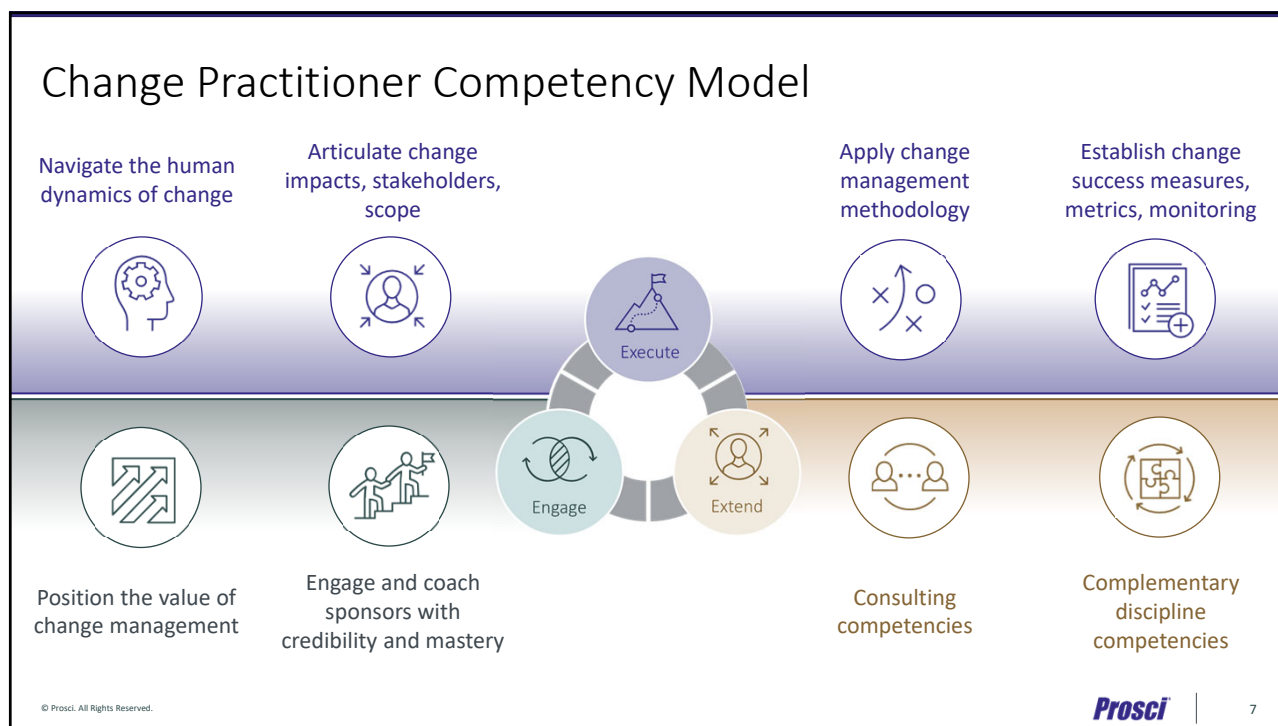
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Enhance Your Skills: Change Practitioner Competency Model

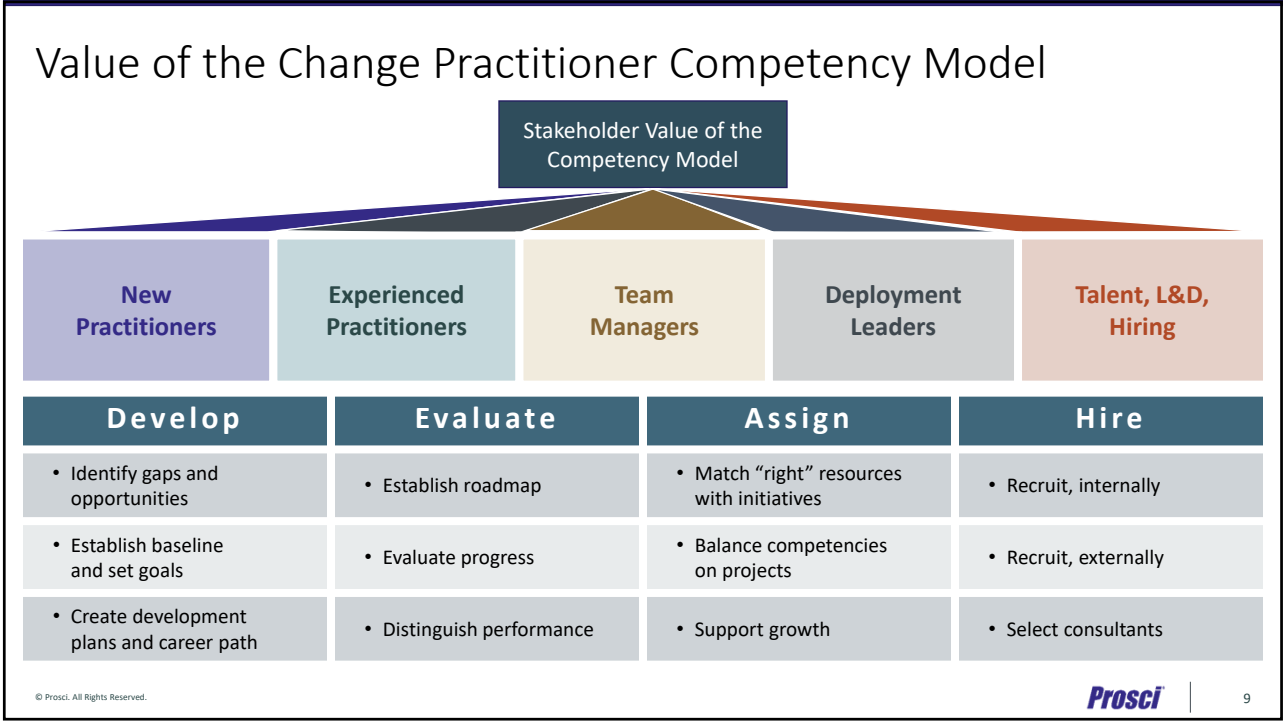
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Prosci Change Practitioner Competency Model – Engage Execute Extend		
Engage		Position the value of change management Change practitioners must be able to position the value of CM in the context of expected results and outcomes to build true buy-in and commitment from project managers, teams, and senior leaders.
		Engage and coach sponsors with credibility and mastery Change practitioners must enlist the support of senior leaders, engage sponsors in a symbiotic relationship, and empower leaders to effectively fulfill the role of change sponsor.
Execute		Navigate the human dynamics of change Change practitioners must understand the human dynamics of change and how to support individuals successfully through their own change journeys.
		Articulate change impacts, stakeholders, scope Change practitioners must be able to translate organizational change to the individual level change impact so that adoption and proficient usage can be enabled and measured.
		Apply change management methodology Change practitioners must bring customized and scaled structured approaches to prepare, equip and support individual change at scale with integrated strategies and plans.
		Establish change success measures, metrics, monitoring Change practitioners must be able to define, track and deliver success metrics to demonstrate organizational results, individual adoption and usage, and change management application.
Extend		Consulting competencies Change practitioners must be able to effectively influence and facilitate change through others (examples: facilitating, influencing, working across, problem solving, negotiating).
		Complementary discipline competencies Change practitioners must become “multi-lingual” in many of the “languages” of change being used in contemporary organizations to improve performance and realize strategic vision.
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Competency Model in Action



Susie Taylor



Tim Creasey

Question

How have you seen the competency model in action?

A Quick Chat


Value of the Practitioner Competency Model

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Enhance Your Skills: Change Practitioner Competency Model

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Position the value of change management

Behaviors

Position the value of change management in different contexts across the organization.	Influence roles ranging from senior leaders to front line associates to buy in to the value of CM.
Successfully respond to objections to change management and the value it provides to the organization.	

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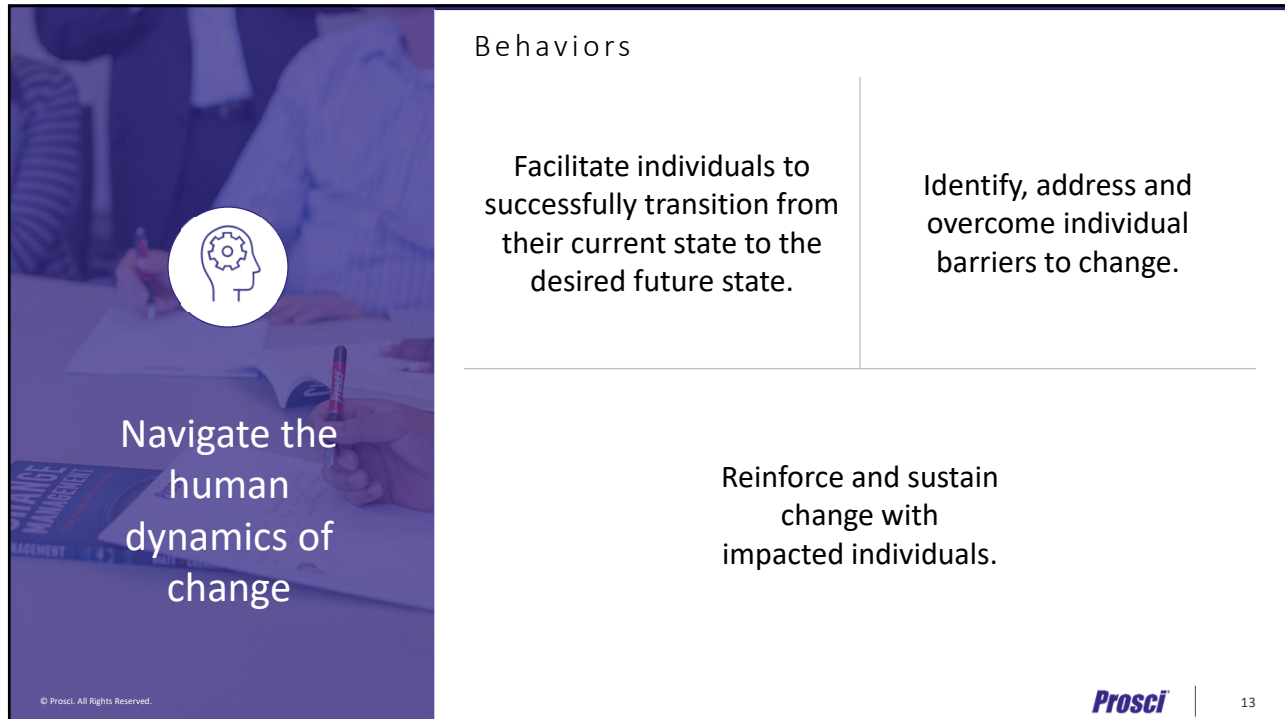
Engage and coach sponsors with credibility and mastery

Behaviors

Crisply define the role and responsibilities of a sponsor in times of change.	Effectively engage with sponsors to address the people side of change.
Effectively coach sponsors to fulfill their role throughout the lifecycle of a change.	Build change management credibility with leaders across the organization.

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Behaviors	
Facilitate individuals to successfully transition from their current state to the desired future state.	Identify, address and overcome individual barriers to change.
Reinforce and sustain change with impacted individuals.	

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Behaviors	
Identify and quantify the impact of a specific change at the impacted individual/group level.	Create positive momentum for change through active stakeholder management.
Effectively manage resistance from different stakeholder groups across the organization.	

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Apply change management methodology


Behaviors

Facilitate the application of change management frameworks, methods and tools to projects or initiatives.	Assess change risk and organizational change readiness.
Adapt the change management approach to address different organizational scenarios.	Develop and implement effective change management plans that enhance organizational results.

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Establish change success measures, metrics, monitoring


Behaviors

Create a shared definition of change success.	Identify and build agreement for adoption metrics on a specific change initiative.
Track and report on change management metrics over the lifecycle of the project.	

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A Quick Chat

Engage and Execute

Competency Model in Action




Susie Taylor





Tim Creasey

Question

What did you observe related to the relationship between Engage and Execute competencies?

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Consulting Competencies

Behaviors


- Facilitate effective and engaging meetings
- Negotiate with key decision makers
- Influence stakeholders without authority
- Work across multiple levels in the organization
- Demonstrate emotional intelligence
- Excel at interpersonal communication
- Demonstrate business acumen
- Adapt engagement approach based on cultural awareness

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Complementary
Discipline
Competencies

Disciplines

- Project Management
- Lean Six Sigma
- Agile
- Innovation
- Design Thinking
- Customer Experience
- Organization Development
- Business Transformation
- Learning & Development
- Communication

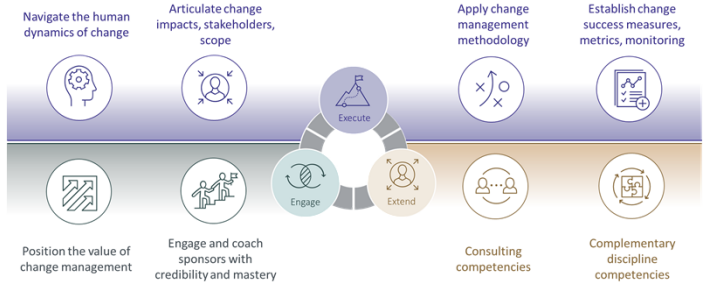
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Agenda

- 1 Change Practitioner Competency Model
- 2 Competency Levels
Novice → Expert
- 3 Taking the next step



Thomas	Iesha	Jamal	Lee	Laney
Novice	Adv Beginner	Competent	Proficient	Expert
"I adhere to the rules due to my limited experience"	"I complete my tasks with limited discernment"	"I contribute to goals with my informed planning and approach"	"I adapt with my holistic view and perception of deviations"	"I adapt with my intuition, vision and deep understanding"






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Enhance Your Skills: Change Practitioner Competency Model

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Prosci Change Practitioner Competency Model

				
Thomas	Iesha	Jamal	Lee	Laney
Novice	Adv Beginner	Competent	Proficient	Expert
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Competency Levels Built On Dreyfus' Skill Acquisition Framework

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Novice	Adv Beginner	Competent	Proficient	Expert
<p>"I adhere to the rules due to my limited experience"</p> <ul style="list-style-type: none"> • rigid adherence to taught rules or plans • no exercise of discretionary judgment 	<p>"I complete my tasks with limited discernment"</p> <ul style="list-style-type: none"> • limited situational perception • all aspects of work treated separately with equal importance 	<p>"I contribute to goals with my informed planning and approach"</p> <ul style="list-style-type: none"> • coping with crowdedness (multiple activities, accumulation of info) • some perception of actions in relation to goals • deliberate planning • formulates routines 	<p>"I adapt with my holistic view and perception of deviations"</p> <ul style="list-style-type: none"> • holistic view of situation • prioritizes importance of aspects • perceives deviations from the normal pattern • employs maxims for guidance, with meanings that adapt to the situation at hand 	<p>"I adapt with my intuition, vision and deep understanding"</p> <ul style="list-style-type: none"> • transcends reliance on rules, guidelines, and maxims • intuitive grasp of situations based on deep, tacit understanding • has vision of what is possible • uses analytical approaches in new situations or in case of problems

Competency Levels Built On Dreyfus' Skill Acquisition Framework

Dreyfus, S.E. & Dreyfus, H.L. 1980. A five-stage model of the mental activities involved in directed skills acquisition. <https://lo.unisa.edu.au/mod/book/view.php?id=611284&chapterid=104113>

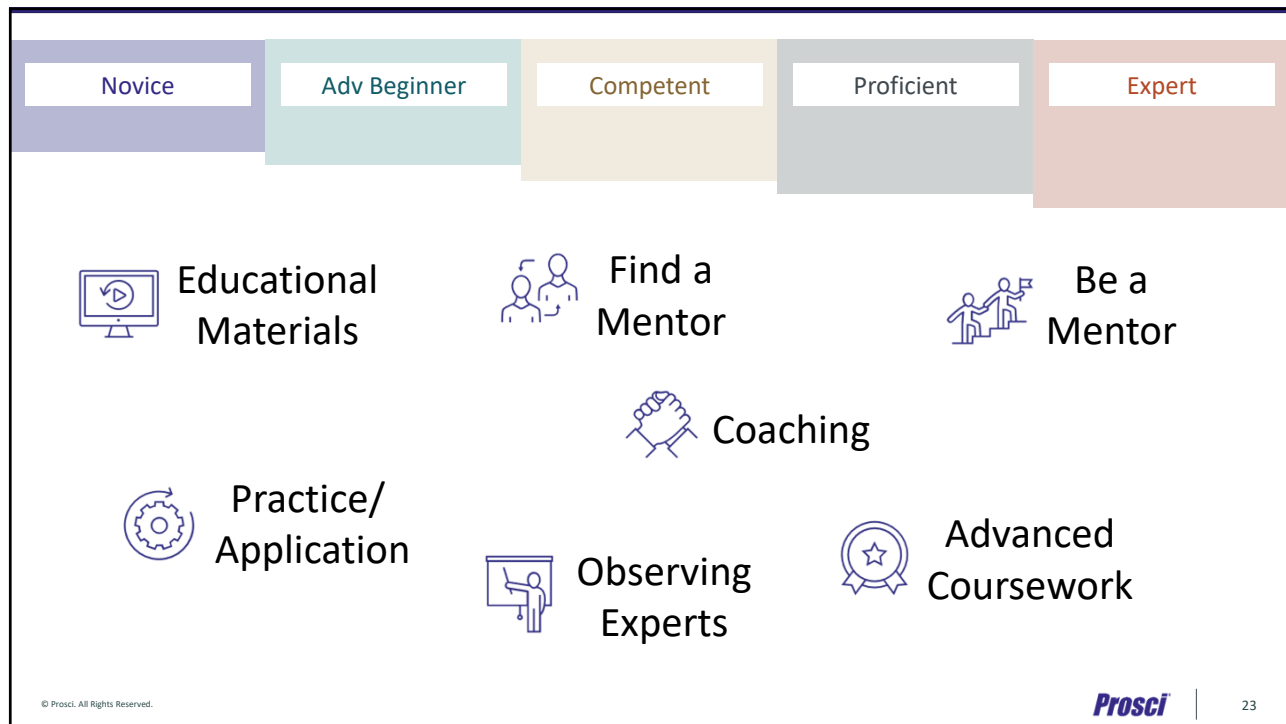
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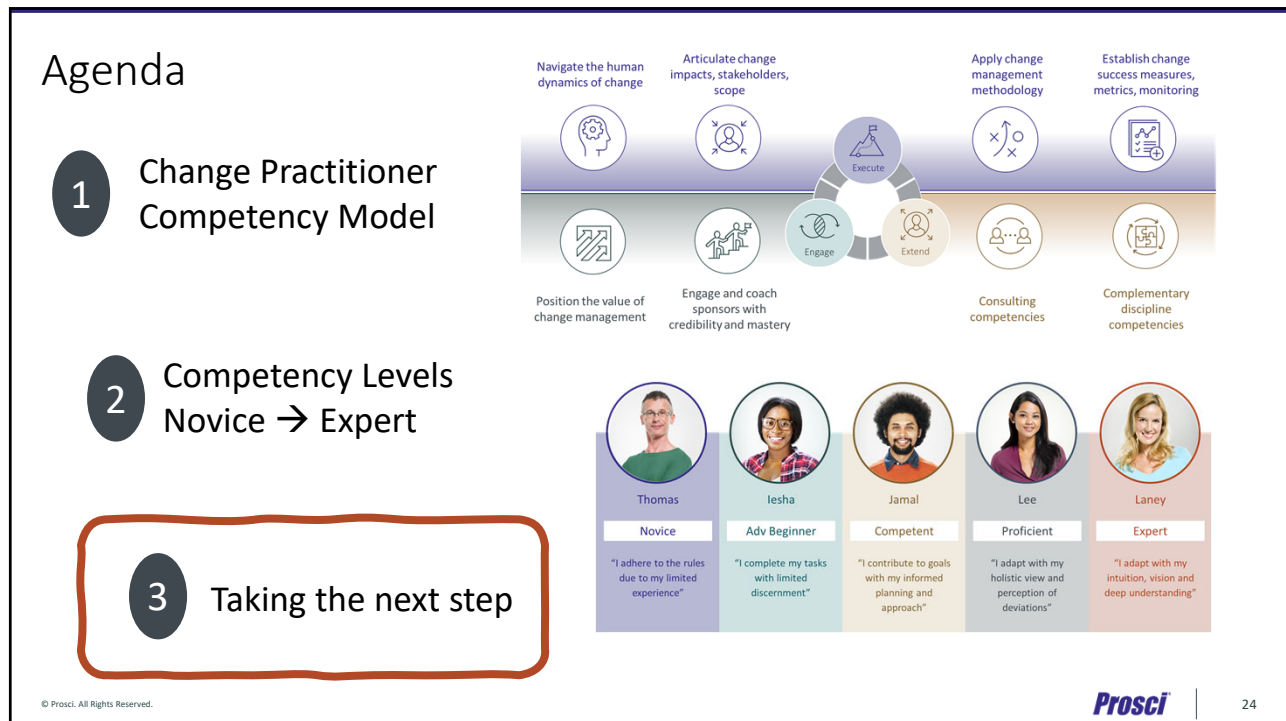
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Prosci Change Practitioner Competency Model – Development Plan Teaser					
	Position the value of change management	Today Level	1-Year Goal	Action Steps	Notes:
	Engage and coach sponsors with credibility and mastery	Today Level	1-Year Goal	Action Steps	Notes:
	Navigate the human dynamics of change	Today Level	1-Year Goal	Action Steps	Notes:
	Articulate change impacts, stakeholders, scope	Today Level	1-Year Goal	Action Steps	Notes:
	Apply change management methodology	Today Level	1-Year Goal	Action Steps	Notes:
	Establish change success measures, metrics, monitoring	Today Level	1-Year Goal	Action Steps	Notes:
	Consulting competencies	Today Level	1-Year Goal	Action Steps	Notes:
	Complementary discipline competencies	Today Level	1-Year Goal	Action Steps	Notes:

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A Quick Chat
Taking the
Next Step

Competency Model in Action



Susie Taylor



Tim Creasey

Question


How have you seen practitioners lay out their development plans?

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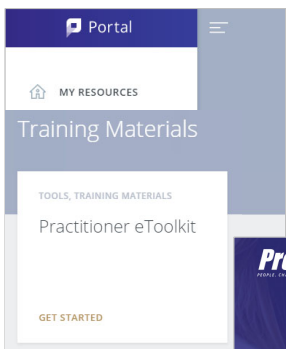
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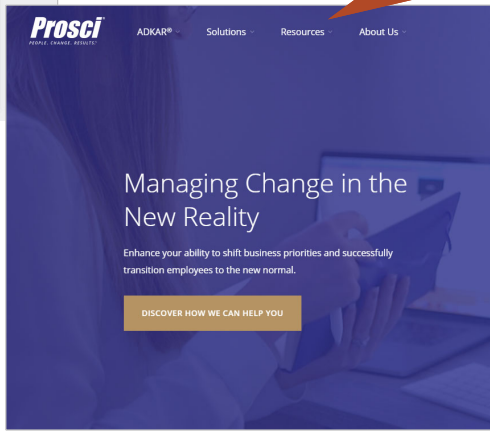
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I can teach
Change Management Sponsor Briefing



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Certificate

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Position the value of change management

Prosci Resources
(curated highlights)

Novice

Competent

Expert

Five Tenets of CM

STAWY Do; STAWY Deliver

Advanced Immersion

Craft a Compelling Why

Defining the Value of CM

Speak the Language of Value

Business Case for CM

CMROI Calculator

How else have you built this competency?

Prosci Virtual Coaching

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Engage and coach sponsors with credibility and mastery

Prosci Resources
(curated highlights)

Novice

Competent

Expert

Connect and Activate Change Roles

How to Enlist, Engage, Empower Your Sponsors

Prosci YouTube Channel: Sponsorship

Sponsor Checklist

Advanced Immersion

Interview: Exec Perspective on CM

How else have you built this competency?

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Navigate the human dynamics of change




Prosci Resources
(curated highlights)


Novice





Competent


Expert

 ADKAR: A Model for Individual Change


 Naming and Taming Resistance

 Aiming ADKAR at Today's Change Challenges

 What We Know About People and Change

 Advanced Applications of ADKAR

How else have you built this competency?

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Articulate change impacts, stakeholders, scope




Prosci Resources
(curated highlights)


Novice





Competent

Expert

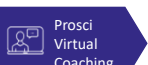
 Defining Change Impact

 Change Impact Canvas *Premium Webinar

 Impact of Cultural Context on CM

 Advanced Immersion

How else have you built this competency?

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Apply change management methodology

The diagram illustrates the competency model for 'Apply change management methodology'. It features a horizontal bar with three levels: Novice (purple), Competent (yellow), and Expert (orange). A Prosci logo is positioned above the Competent level. Below the bar, resources are mapped to each level: Novice includes 'Prosci Methodology Overview'; Competent includes 'Practitioner eToolkit', 'Integrating CM and PM', and 'ADKAR Canvas *Premium Webinar'; Expert includes 'Experienced Practitioner Program'. A 'Prosci Virtual Coaching' button is located at the bottom right. On the left, a vertical label reads 'Prosci Resources (curated highlights)' with a circular icon containing a magnifying glass and a document. Below this, another vertical label asks 'How else have you built this competency?'. The footer contains the Prosci logo and the number 33.

Prosci Resources (curated highlights)

How else have you built this competency?

Novice Competent Expert

Prosci Methodology Overview

Practitioner eToolkit

Experienced Practitioner Program

Integrating CM and PM

ADKAR Canvas *Premium Webinar

Prosci Virtual Coaching

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Establish change success measures, metrics, monitoring

The diagram illustrates the competency model for 'Establish change success measures, metrics, monitoring'. It features a horizontal bar with three levels: Novice (purple), Competent (yellow), and Expert (orange). A Prosci logo is positioned above the Competent level. Below the bar, resources are mapped to each level: Novice includes 'What We Know About People and Results'; Competent includes 'Making Change Stick', 'Best Practices Audit', and 'ADKAR Dashboard'; Expert includes 'Change Scorecard'. A 'Prosci Virtual Coaching' button is located at the bottom right. On the left, a vertical label reads 'Prosci Resources (curated highlights)' with a circular icon containing a magnifying glass and a document. Below this, another vertical label asks 'How else have you built this competency?'. The footer contains the Prosci logo and the number 34.

Prosci Resources (curated highlights)

How else have you built this competency?

Novice Competent Expert

What We Know About People and Results

Making Change Stick

Change Scorecard

Best Practices Audit

ADKAR Dashboard

Prosci Virtual Coaching

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Enhance Your Skills: Change Practitioner Competency Model

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Taking the Next Step

	Today Level	1-Year Goal	Action Steps	Notes
Position the value of change management				
Engage and coach sponsors with credibility and mastery				
Navigate the human dynamics of change				
Articulate change impacts, stakeholders, scope				
Apply change management methodology				
Establish change success measures, metrics, monitoring				
Consulting competencies				
Complementary discipline competencies				

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For your organization

Email "Practitioner Competency Support Request" to solutions@prosci.com

if you are exploring professional development and performance management for your change practitioners and could use the foundation of the competency model and direction and advising from Prosci expert.

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Q&A

Competency Model in Action



Susie Taylor



Tim Creasey

What questions do you have?

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Your global partner for change success

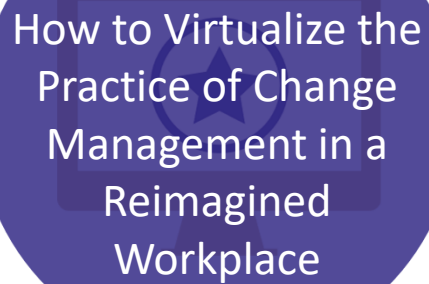
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How to Virtualize the Practice of Change Management in a Reimagined Workplace

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Organizations will be hybrid workplaces for the foreseeable future. A significant amount of work may remain off premises, which will ripple across organizations including into the practice of change management.



TWO DATES

Tues., September 15 at 9 p.m. US EDT

Wed., September 16 at 11 a.m. US EDT

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