Change Conversations Series:
Change Management Takes Change Management

Presented by Karen Ball and Susanne Gross

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PEOPLE. CHANGE. RESULTS.™

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BLUF: Successful Change Requires Both Technical & People Sides

"Technical" does not just mean 'technological'

Technical Side → Design / Develop / Deliver

"Technical side" executed by project management discipline

Reason for Change → Current State | Transition State | Future State + = Success

People Side → Engage / Adopt / Use

"People side" executed by change management discipline

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Change Management Happens at 3-Levels

Change Management for Individuals
Enables individual success by supporting each person through their individual change journey.

Change Management for Organizational Projects and Initiatives
Increases outcomes and return on investment (ROI) by equipping impacted individuals to adopt and use solutions.

Enterprise Change Management
Delivers strategic intent, mitigates change saturation, and improves agility by embedding change management into the fabric of the organization.

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The Prosci ADKAR® Model for Individual Change

ADKAR element:	Definition:	What you hear:	Triggers for building:
(A) Awareness	Of the need for change	"I understand why…"	Why? Why now? What if we don't?
(D) Desire	To participate and support the change	"I have decided to…"	WIIFM Personal motivators Organizational motivators
(K) Knowledge	On how to change	"I know how to…"	Within context (after A&D) Need to know *during* Need to know *after*
(A) Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A Gaps Barriers/Capacity Practice/Coaching
(R) Reinforcement	To sustain the change	"I will continue to…"	Mechanisms Measurements Sustainment

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"Doing Change Management"

Change Management for Organizational Projects and Initiatives

The application of a structured process and set of tools for leading the people side of change to achieve a desired outcome on a project.

Organizational or Enterprise Change Management (ECM)

A leadership competency for enabling change within an organization and a strategic capability designed to increase change capacity and responsiveness.

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Prosci Change Management Maturity Model

Level 5	Organizational Competency
Level 4	Organizational Standards
Level 3	Multiple Projects
Level 2	Isolated Projects
Level 1	Ad hoc or Absent

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The Change Being Introduced is "Doing Change Management"

Compelling Case

Sponsorship

Project Integration

Role-Based Training

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Why CM? To Improve the Likelihood of Change Success

Percent of respondents that met or exceeded project objectives

93%

6X

77%

42%

3X

15%

| Poor (n=728) | Fair (n=2,125) | Good (n=2,577) | Excellent (n=503) |

Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

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Why Is Change Management Important?

With Change Management

Current State — Transition State — Future State = Success

Without Change Management

Current State — Transition State — Future State < Success

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Consequences of the "Swiss Cheese Future State"

Future State **Instead of** Future State

| Lower ROI | History of Failed Changes | Unachieved Improvement | Not What We Expected/ Hoped For |

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Organizations with higher change management maturity have higher project portfolio success rates.

Project success rate by maturity level:

- Level 5: 66%
- Level 4: 61%
- Level 3: 56%
- Level 2: 47%
- Level 1: 39%

Increase portfolio success rate

Prepare for velocity of change

Enable organizational agility

Address saturation and its consequences

Support strategy execution

Create competitive advantage

Multiple benefits of change management

Leverage a common approach and language

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Slide 12

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Change Conversation

What is the most common "compelling case" for change management at the project or change initiative level?

How does that compare to change management at the organizational level?

Why?
Why now?
What is the risk if we don't?

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The Change Being Introduced is "Doing Change Management"

Compelling Case

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Project Integration

Role-Based Training

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In all 11 of Prosci's studies, **active and visible sponsorship** was the **#1 contributor** to success

Sponsors Are Critically Important in Driving Success

Sponsorship correlates with **project success**

Percent of projects that met or exceeded objectives based on sponsor effectiveness

29%

Very ineffective sponsors

39%

Ineffective sponsors

57%

Moderately effective sponsors

73%

Extremely effective sponsors

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Sponsor Role in Change: Fulfill the ABCs to Drive Success

It's not just signing checks and charters

Actively and visibly participate throughout the project

Build a coalition of sponsorship with peers and managers

Communicate directly with employees

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Consider the ADKAR Model for Sponsor Role Fulfillment

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Sponsor Role Fulfillment Takes ADKAR

(A)	**Awareness**	Of the need for **change management**
(D)	**Desire**	To participate and support **change management**
(K)	**Knowledge**	On how to fulfill the specific **change management role**
(A)	**Ability**	To fulfill the **change management role**
(R)	**Reinforcement**	To continue fulfilling the **change management role**

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Change Conversation

How do we get sponsors to engage actively and visibly in their role as a sponsor of change management?

Is it different for project-based change vs. organizational competency?

Connect change management to what sponsors care about

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The Change Being Introduced is "Doing Change Management"

Compelling Case   Sponsorship   Project Integration   Role-Based Training

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Complementary Disciplines With a Common Objective

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Prosci Change Triangle Model (PCT)

Relationship Between:

- Leadership/Sponsorship
- Project Management
- Change Management

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PM and CM Integration Points

- Integrate plans
- Align timelines
- Sequence tasks
- Add deliverables

Integrate Project and Change Management

PM

CM

Early Entry

Late Entry

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Prosci® ECM Strategy Map

ECM Strategy Segment		Critical Decisions
⊚	Leadership	☐ Size, Scope, Speed ☐ Commitment Statement
⚙	Project	☐ Demonstration Projects ☐ Project Resource Alignment
👩	Skill	☐ Capability Development Approach ☐ Initial Training Plan
🗂	Structure	☐ Centralized/Decentralized ☐ Roles and Responsibilities
↝	Process	☐ Integration ☐ Sequence of Events

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Change Conversation

What obstacles or blockers need to be removed for project management and change management to work together?

How do organizations create momentum for building an enterprise change capability?

Focus on the 'technical side' of the change

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The Change Being Introduced is "Doing Change Management"

Compelling Case	Sponsorship	Project Integration	Role-Based Training

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Roles Required to Achieve Success

Core Roles		"I, _____, contribute to successful change outcomes (through adoption and usage) by _____"
Employee-Facing Roles	Sponsors	I, Sponsor, contribute to successful change outcomes through adoption and usage by **A**ctively and visibly participating throughout, **B**uilding coalitions, and **C**ommunicating directly
	People Managers	By performing the roles of **C**ommunicator, **L**iaison, **A**dvocate, **R**esistance Manager, **C**oach
	People	By engaging, adopting and using the change
Enabling Roles	Change Practitioner	By preparing, equipping and supporting people with integrated strategies and plans
	Project Manager	By designing with adoption and usage in mind and integrating with the people side

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Fulfilling a Role in Change Management Takes ADKAR

(A) **Awareness** — Of the need for **change management**

(D) **Desire** — To participate and support **change management**

(K) **Knowledge** — On how to fulfill the specific **change management role**

(A) **Ability** — To fulfill the **change management role**

(R) **Reinforcement** — To continue fulfilling the **change management role**

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Change Conversation

Is "doing change management" as the change different for these roles than for other changes?

Are there any lessons learned about training, skills and tools for these roles?

Use ADKAR for Change Role Fulfillment

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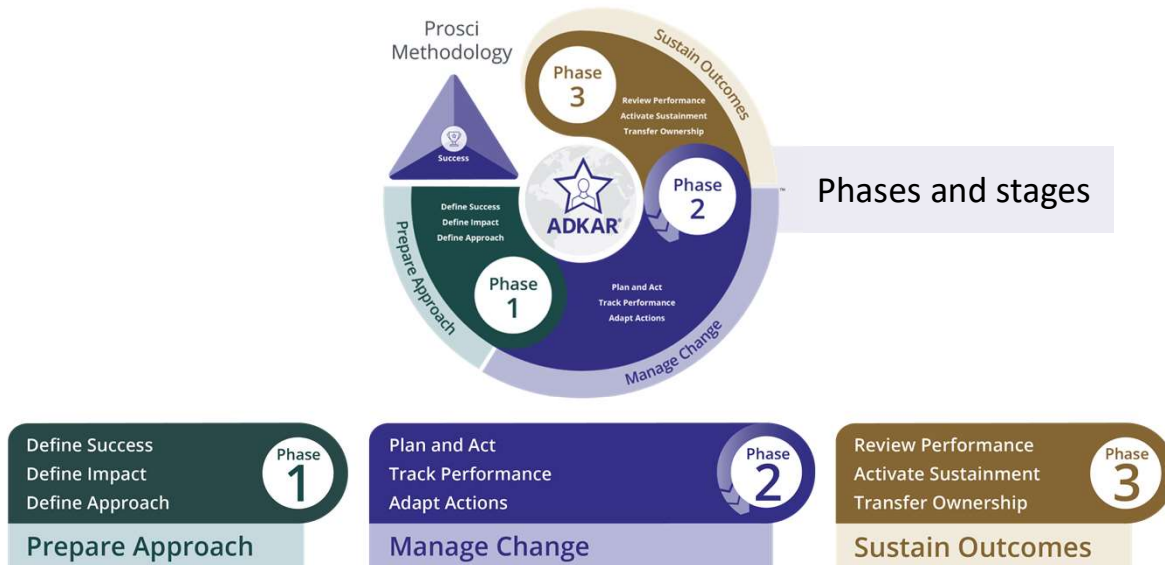
Compelling Case
Why?
Why now?
What is the risk if we don't?

Sponsorship
Connect change management to what sponsors care about

Project Integration
Focus on the 'technical side' of the change

Role-Based Training
Use ADKAR for Change Role Fulfillment

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Resources as a Change Practitioner: Prosci 3-Phase Process

Prosci Methodology

Phase 3 — Review Performance, Activate Sustainment, Transfer Ownership

Phase 2

Phase 1 — Define Success, Define Impact, Define Approach

ADKAR

Plan and Act, Track Performance, Adapt Actions

Prepare Approach

Manage Change

Sustain Outcomes

Success

Phases and stages

Phase 1	Phase 2	Phase 3
Define Success, Define Impact, Define Approach	Plan and Act, Track Performance, Adapt Actions	Review Performance, Activate Sustainment, Transfer Ownership
Prepare Approach	**Manage Change**	**Sustain Outcomes**

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Prosci 3-Phase Process Plain Language Questions

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Your global partner for change success

Headquarters
solutions@prosci.com
+1 970 203 9332

Canada Office
info_can@prosci.com
+1 902 826 9090

Australia and NZ Office
info.anz@prosci.com
+61 2 9810 6264

Mexico Office
contacto.latam@prosci.com
+52 55 1107 6758

Chile Office
contacto.latam@prosci.com
+56 9 7384 3330

Spain Office
contacto.iberia@prosci.com
+34 9 1286 6872

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