

How to Build Change Capability With Structure and Intent

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How to Build Change Capability With Structure and Intent

Why	How	What	Who	When
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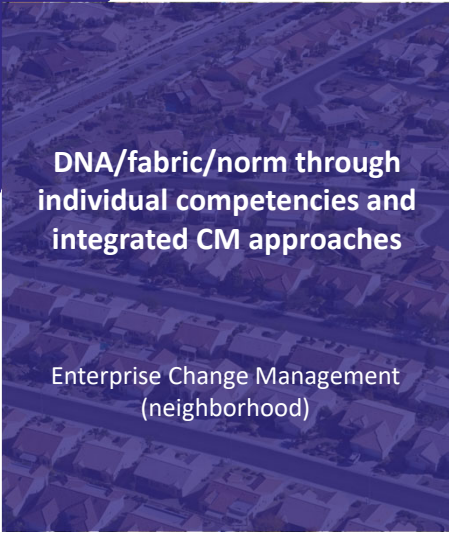
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CM and ECM in Context



**Increasing adoption and usage
to deliver people-dependent
portion of project ROI by
preparing, equipping and
supporting employees**

Change Management
(house)



**DNA/fabric/norm through
individual competencies and
integrated CM approaches**


Enterprise Change Management
(neighborhood)

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Change Management as a Core Competency (CMaaCC)

- The norm
- Commonplace
- Part of our culture
- Who we are, not just what we do
- The expectation, not the exception
- Embedded in the fabric of the organization

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Increase portfolio
success rate

Prepare for velocity
of change

Enable
organizational agility

Address saturation and
its consequences

Support
strategy execution

Create
competitive advantage

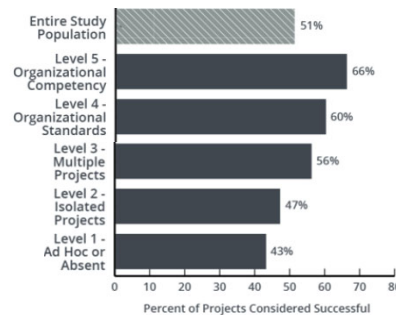
Multiply benefits of
change management

Leverage a common
approach and language

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Organizations With Higher Change Management Maturity Have Higher Project Portfolio Success Rates

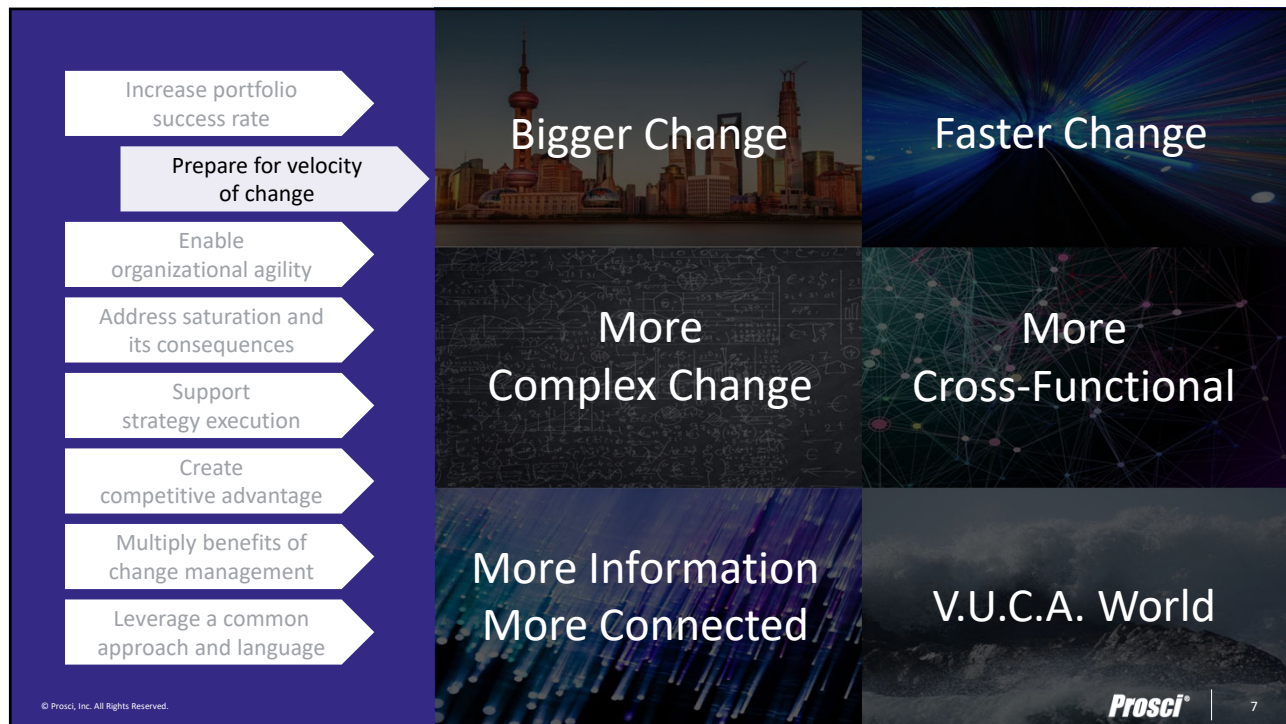
Project success rate by maturity level:



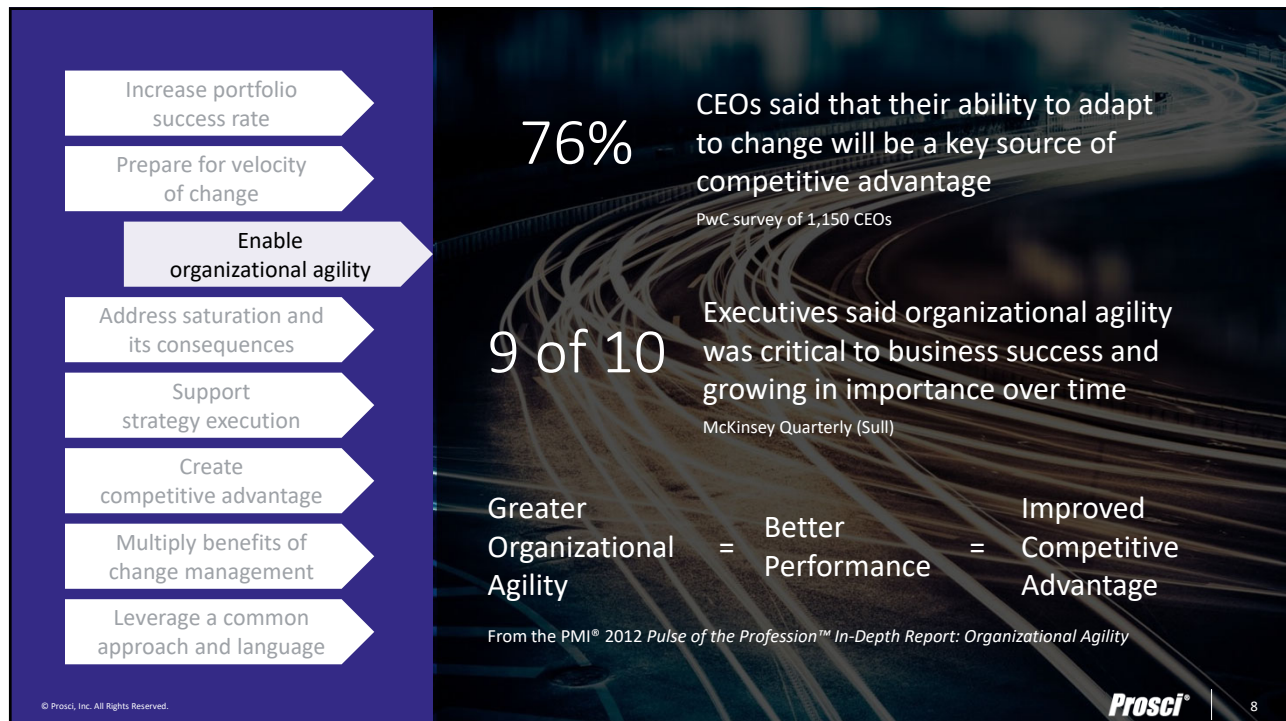
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Slide 9 features a dark background with a wide waterfall. On the left, a vertical list of eight white arrow-shaped boxes points to the right. The boxes contain the following text from top to bottom: 'Increase portfolio success rate', 'Prepare for velocity of change', 'Enable organizational agility', 'Address saturation and its consequences' (highlighted in a darker shade), 'Support strategy execution', 'Create competitive advantage', 'Multiply benefits of change management', and 'Leverage a common approach and language'. On the right side of the slide, the text '73%' is large, followed by 'Respondents said that their organizations were nearing, at or past the point of saturation' and '2017 Prosci study with 1,778 change professionals'. Below this, the title 'Saturation has consequences' is followed by the subtitle 'Individuals suffer – Projects suffer – Organizations suffer' and '2017 Prosci study with 1,778 change professionals'. The Prosci logo and the number '9' are in the bottom right corner. A small copyright notice '© Prosci, Inc. All Rights Reserved.' is in the bottom left corner.

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Slide 10 features a background image of a winding asphalt road on a hillside. On the left, a vertical list of eight white arrow-shaped boxes points to the right. The boxes contain the following text from top to bottom: 'Increase portfolio success rate', 'Prepare for velocity of change', 'Enable organizational agility', 'Address saturation and its consequences', 'Support strategy execution' (highlighted in a darker shade), 'Create competitive advantage', 'Multiply benefits of change management', and 'Leverage a common approach and language'. On the right side of the slide, the text 'Strategic Imperative' is at the top, and 'Strategy is Change' is in large letters in the center. The Prosci logo and the number '10' are in the bottom right corner. A small copyright notice '© Prosci, Inc. All Rights Reserved.' is in the bottom left corner.

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Slide 11: Competitive Differentiation

Vertical list items (from top to bottom):

- Increase portfolio success rate
- Prepare for velocity of change
- Enable organizational agility
- Address saturation and its consequences
- Support strategy execution
- Create competitive advantage**
- Multiply benefits of change management
- Leverage a common approach and language

Right side text:

Competitive Differentiation

“out-changing” as a competitive advantage

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Slide 12: Cumulative Benefits

Vertical list items (from top to bottom):

- Increase portfolio success rate
- Prepare for velocity of change
- Enable organizational agility
- Address saturation and its consequences
- Support strategy execution
- Create competitive advantage
- Multiply benefits of change management**
- Leverage a common approach and language

Right side text:

Cumulative Benefits

CM on one project is good.
CM on all projects is better.

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Increase portfolio success rate

Prepare for velocity of change

Enable organizational agility

Address saturation and its consequences


Support strategy execution

Create competitive advantage


Multiply benefits of change management

Leverage a common approach and language

A Common Approach Provides



Language Improvement



Efficiency Effectiveness

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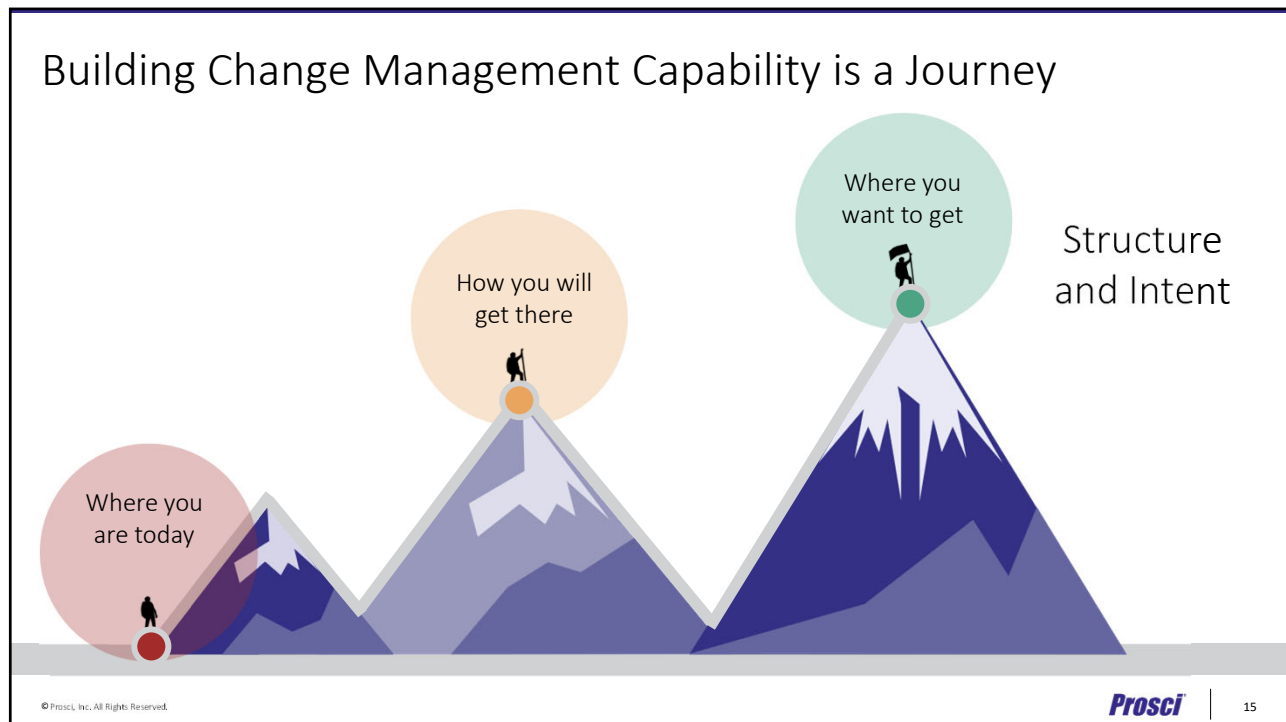
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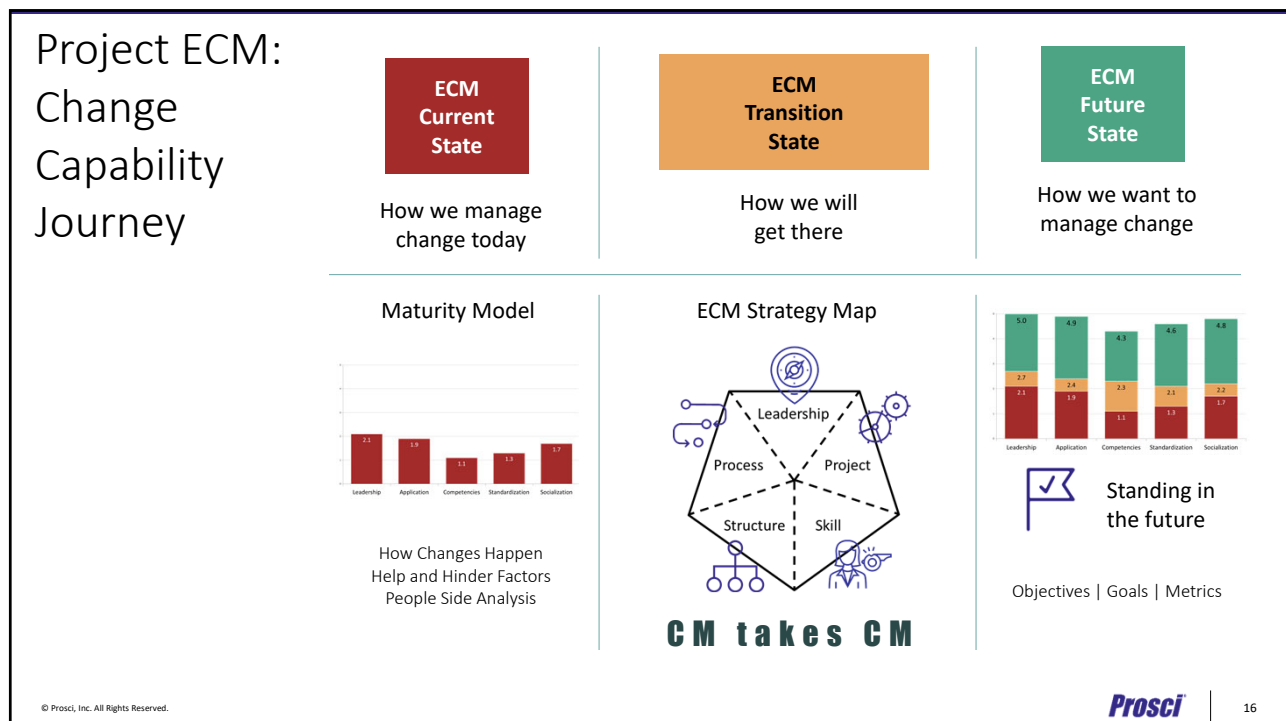
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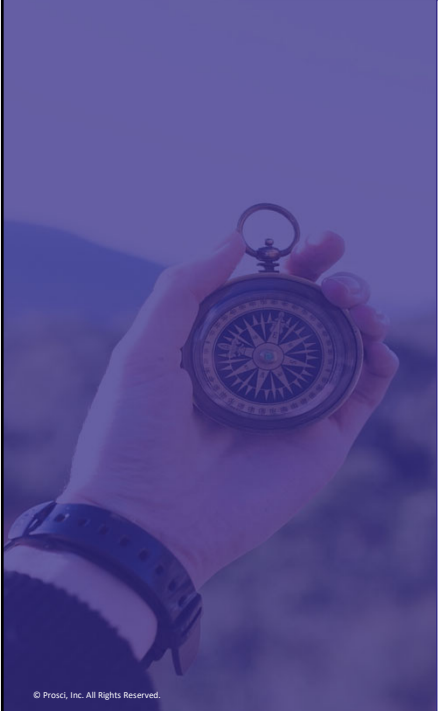
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Prosci Change Management Maturity Model

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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Prosci Change Management Maturity Model™			
LEVEL:	CM SEEN AS:	CM APPLIED WHEN:	CM PRACTICED BY:
Level 5 Organizational Competency	<ul style="list-style-type: none"> A critical core competency for the org Essential on all projects and initiatives Second nature and commonplace 	<ul style="list-style-type: none"> At the start of projects and initiatives On virtually all project and other changes Inseparable from project delivery processes 	<ul style="list-style-type: none"> Practitioners and project teams All leaders and people managers Centralized functional group
Level 4 Organizational Standards	<ul style="list-style-type: none"> An important success factor on most A common and standard approach 	<ul style="list-style-type: none"> Regularly at project initiation or planning Integrated into PM approach 	<ul style="list-style-type: none"> Most practitioners and project teams Many leaders and people managers Potentially a centralized functional group
Level 3 Multiple Projects	<ul style="list-style-type: none"> A structured approach that adds value Applicable in various situations 	<ul style="list-style-type: none"> Localized in particular parts of the org At initiation on some projects Still missing or as a reaction on many 	<ul style="list-style-type: none"> Practitioners who are starting to collaborate and work together Some leaders and people managers
Level 2 Isolated Projects	<ul style="list-style-type: none"> Important by some Unimportant by most 	<ul style="list-style-type: none"> On few projects, from initiation On some projects, in reaction to resistance On most projects, not at all 	<ul style="list-style-type: none"> Handful of unaffiliated practitioners
Level 1 Ad hoc or Absent	<ul style="list-style-type: none"> A distraction from the focus on installing technical solutions 	<ul style="list-style-type: none"> Not at all A last resort and as a reaction 	<ul style="list-style-type: none"> Dependent on individual practitioners Not formally by managers and leaders

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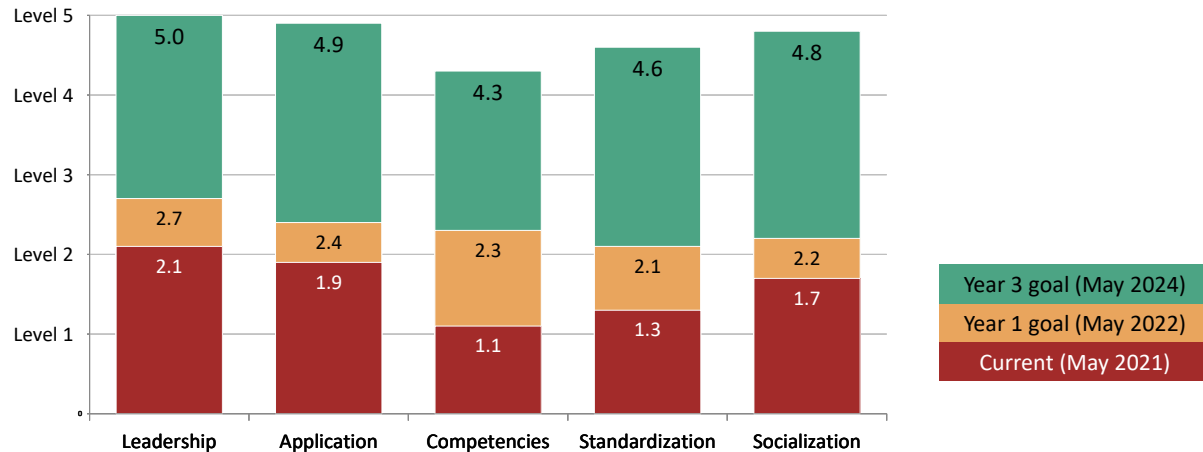
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Maturity Model Scores



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Environmental Analysis



How changes happen



Help/hinder factors



People-side analysis

Change Initiation
How are changes triggered, launched and funded?

Change Governance
Which systems govern projects and initiatives?

Change Engines
Who drives change? Who are the key players?

Project Management
How is change management integrated with projects?



- Senior leader awareness of CM
- Availability of resources and funding
- Originator of deployment efforts
- History and progress with CM
- Amount of change on the horizon
- Change capacity
- Strategic direction and objectives
- Political environment
- Organization culture and values
- Movers and shakers
- Anatomy of past changes
- Attitude and current changes

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ECM Future State: Defining the Destination

Enterprise

- We consistently meet and exceed expectations in change
- We are able to handle the change our organization is experiencing
- We have created an organizational footprint for change management

Project/
Initiative

- We share a common language for change
- We have a standard change management methodology and full set of tools to support its common and consistent application
- We have integrated change management into the project management approach and our improvement processes and systems
- We appropriately budget for and resource change management on all projects
- We have change management present at the start of every project
- We are measuring the impact of change management and are showing the return on investment of managing the people side of change

Individual

- We (all employees) expect change and are excited by it and engaged in it, not fearful of it
- We all see “leading change” as part of our job; we have the skills to do it and we are measured on how well we do it

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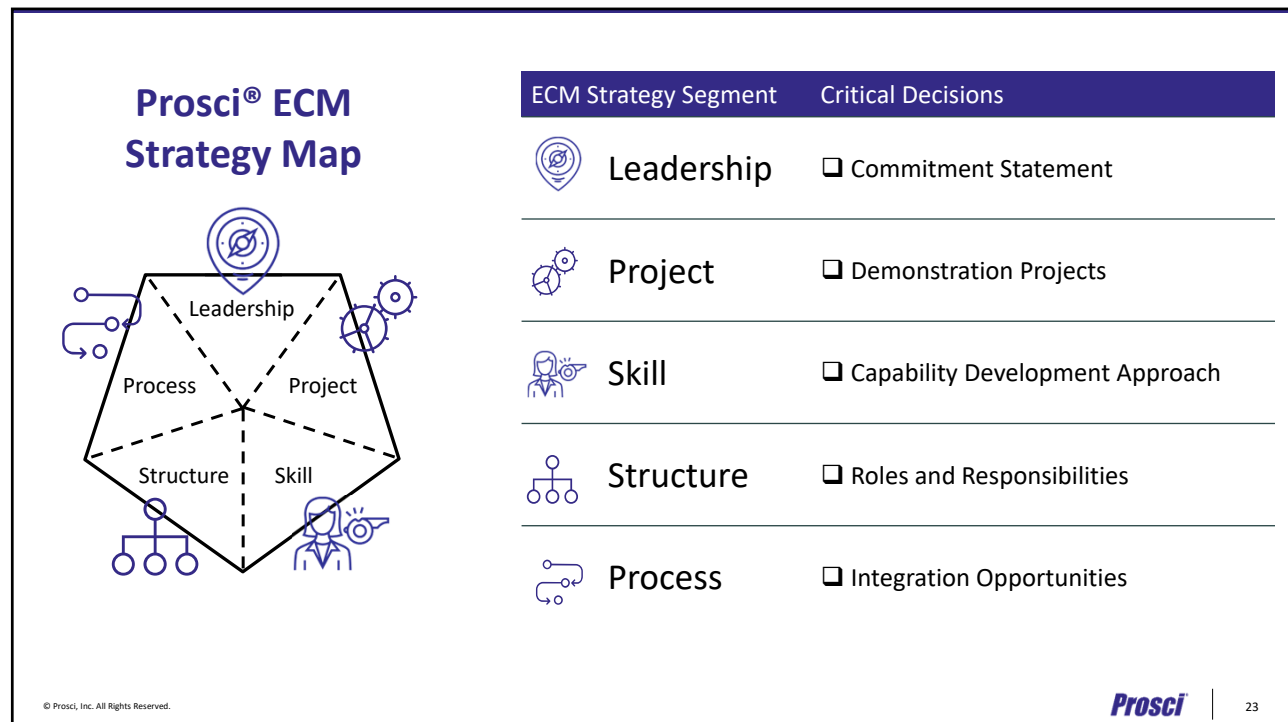
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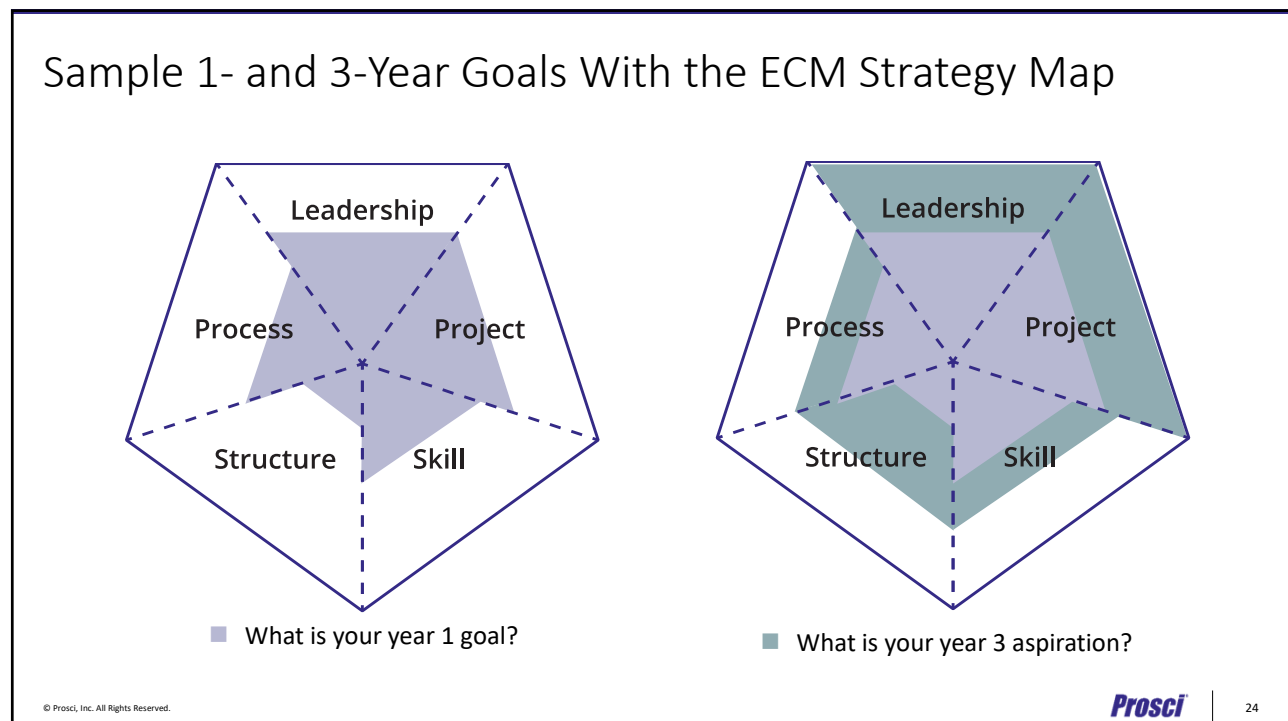
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ECM Strategy Map: Adding Timing			
	Getting Started	Building Momentum	Sustaining
Leadership			
Project	Get a Win!		
Skill			
Structure			
Process			

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Roles and Responsibilities: ECM Team Roles



Role	Person or Group	Expectation
Executive Sponsor	Initials / Name	<ul style="list-style-type: none"> • Role model sponsorship behaviors (ABCs) • Provide funding for change management • Make it okay to publicly invest in change as a value driver • Rally the senior leaders' ongoing support • Hold the steering committee and core team accountable
Steering Committee	Initials / Name	<ul style="list-style-type: none"> • Build the organizational narrative around change • Remove barriers and address issues • Promote change management as a valuable discipline
Core Team	Initials / Name	<ul style="list-style-type: none"> • Ensure a results-driven approach to produce ROI • Enforce the rules of engagement • Link to other parts of the organization • Define the change management brand • Embed change management into organizational systems • Promote change management as a valuable discipline – tell the story • Prioritize projects and resources
Deployment Leader	Initials / Name	<ul style="list-style-type: none"> • Manage the day-to-day activities of CM deployment • Champion community of practice development • Ensure program quality and adherence to method • Report on progress

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Example: ADKAR-ing “Become a Good Sponsor”

	ADKAR element:	Definition for sponsorship:
A	Awareness	Of the need <i>to be a good sponsor</i>
D	Desire	To participate and support change <i>as a good sponsor</i>
K	Knowledge	On how to be <i>a good sponsor</i>
A	Ability	To implement required skills and behaviors of <i>a good sponsor</i>
R	Reinforcement	To sustain the <i>good sponsorship</i>

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Activation Plan: ADKAR Profile

Roles <small>EXAMPLE</small>	Employee-Centered Role Definition	Name/ Initials	ADKAR Profile					Engagement Tactics
Sponsor	■	■	■	■	■	--
People Manager	■	■	■	■	■	K
Project Manager	■	■	■	■	■	--
CM Practitioner	■	■	■	■	■	R
Sustaining Sponsor	■	■	■	■	■	K
Project Team	■	■	■	■	■	--
Change Agent Network	■	■	■	■	■	Ab
Employee	■	■	■	■	■	Aw

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Activation Plan: Engagement Tactics

Building Awareness and Desire for “fulfilling your CM role”



Context



Problems



Language



Preferred
Sender

Building Knowledge and Ability for “fulfilling your CM role”

Prosci offers a unique suite of role-based, research-backed, experiential training programs that build individual competencies and common language.
solutions@prosci.com



Executives and
Senior Leaders
½-day



Project Managers
and Teams
1-day



People Managers
and Supervisors
1-day



Front-line
Employees
1-day

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Deployment Leader Timeline vs. Organizational Timeline

The deployment leader goes into the Future with Vision, Decisions, and Plans

ECM Current State

How we manage change today

ECM Transition State

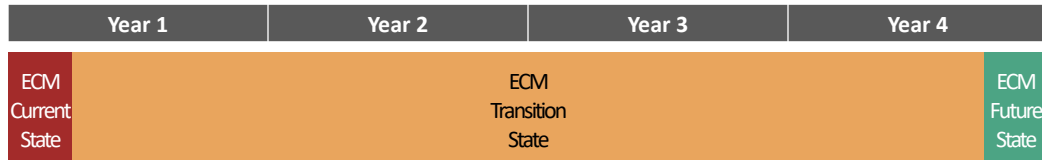
How we will get there

ECM Future State

How we want to manage change



The organization's journey of growing change capability still starts at the Current State



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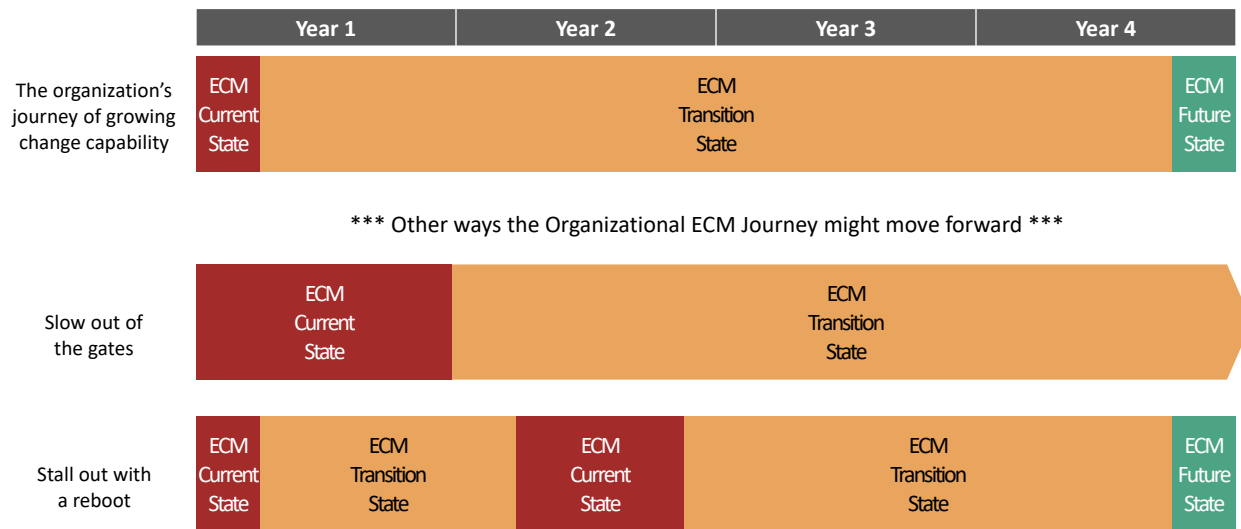
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Organizational ECM Journey Variations



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Keys to Initiating the ECM Journey		
1 Secure sponsorship for building change capability	2 Demonstrate the impact of great CM on a few projects	3 Apply structure and intent with Project ECM
<i>Which leaders do you need on board the ECM journey?</i> <i>How will you get past the “head nod” of passive support to true active support?</i>	<i>Which initiatives will you use as demonstration projects to show the organization the value of CM?</i> <i>How will you capture and share the impact good CM is having?</i>	<i>Where are you today?</i> <i>Where do you want to get?</i> <i>How will you get there?</i>
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Prosci Solutions to Support Your ECM Journey	
ECM Boot Camp	ECM Workshop
<p>1-day educational program filled with deployment leaders from various organizations</p> <p>LEARN</p> <p><i>E.g. Learn why a “leadership commitment statement for ECM” is important and how one is created</i></p>	<p>A five-module custom workshop experience for a single organization facilitated by experienced principal change advisors</p> <p>DO</p> <p><i>E.g. Co-create a “leadership commitment statement for ECM” facilitated by a Prosci Senior Change Advisor</i></p>
solutions@prosci.com	
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