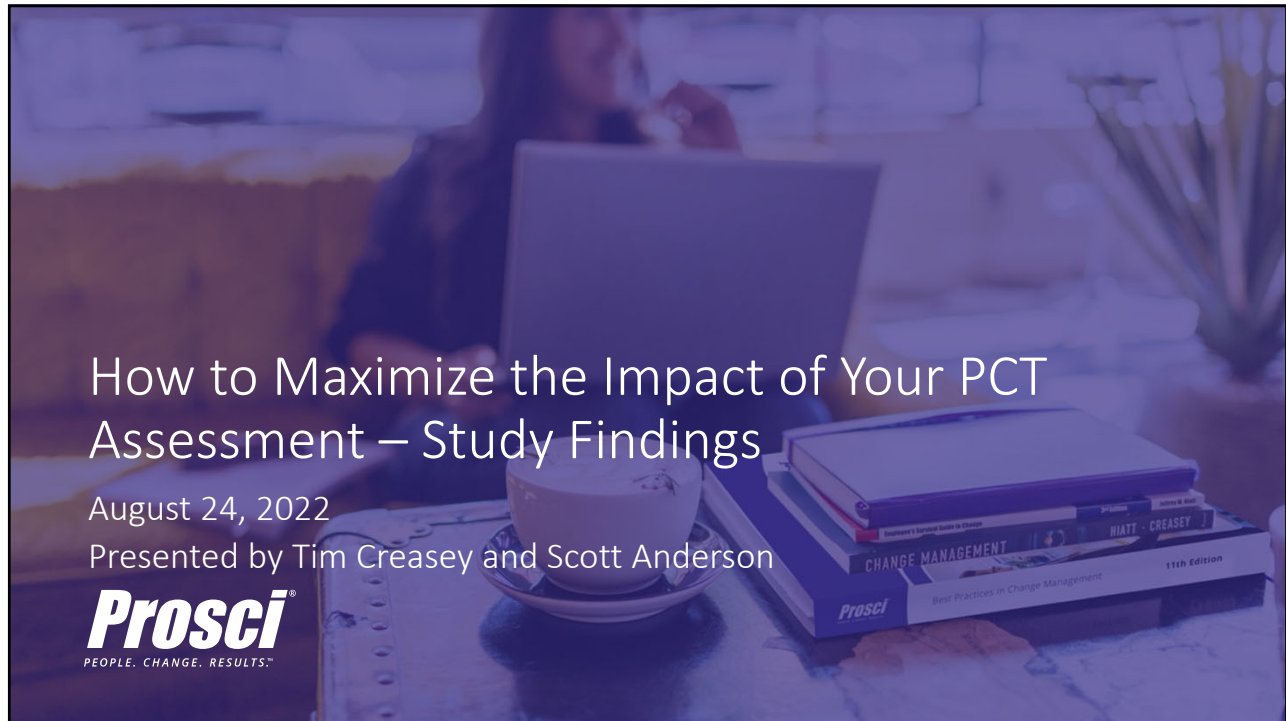


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1

Prosci Change Triangle (PCT) Model

- Created in 2006
- Based on client interactions
- A framework that describes the required elements needed for initiatives to be successful
- Projects are at risk if any of the four elements is missing
- A unified value proposition for delivering successful outcome and benefit realization



Prosci Change Triangle
(PCT) Model

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PCT Model: Critical Aspects for Success



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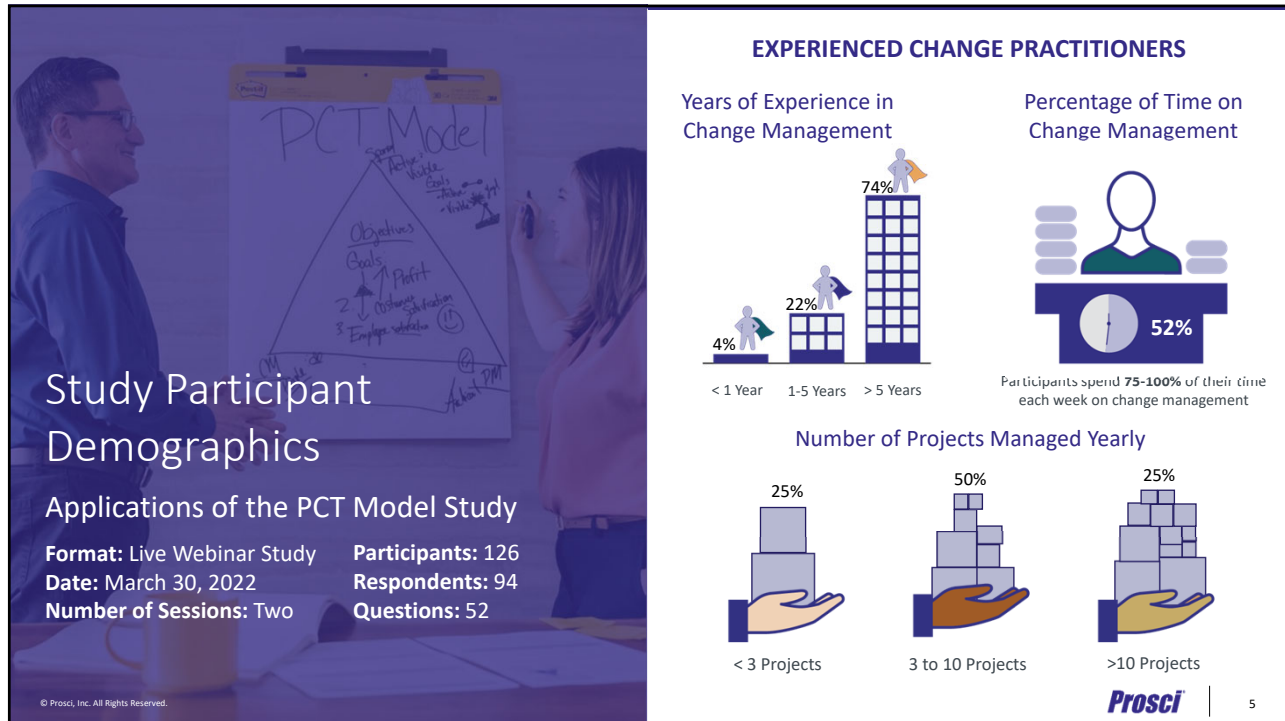
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4

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5

What, So What, Now What

| | What? | So What? | Now What? |
|---|--|----------|-----------|
| 1 | Dialogue and communication are the number one things practitioners value about the PCT Assessment. | | |
| 2 | The PCT Assessment is a versatile, multipurpose tool. | | |
| 3 | Collaborative, discussion-based PCT Assessments are nearly 2.5x more effective than PCT Assessments completed alone. | | |
| 4 | The most effective PCT Assessment formats vary for consultants and internal practitioners . | | |
| 5 | Email is 9x less effective than collaborative formats for conducting PCT Assessments | | |
| 6 | Project progress is tracked most often with the PCT Assessment at the beginning, at multiple times in the middle, and at the end of a project . | | |
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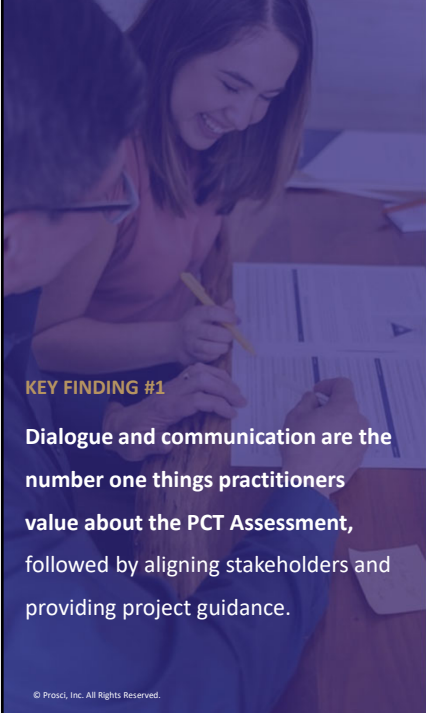
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KEY FINDING #1


Dialogue and communication are the number one things practitioners value about the PCT Assessment, followed by aligning stakeholders and providing project guidance.

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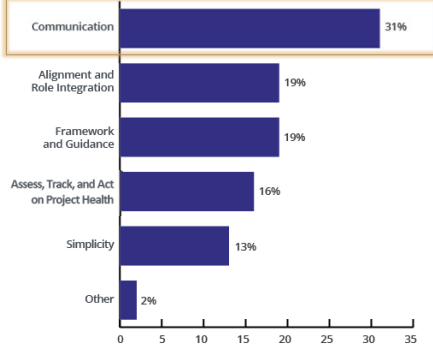
WHAT?

SO WHAT?


NOW WHAT?




“What value will the PCT Assessment add to my change work?”




| Category | Percentage |
|--|------------|
| Communication | 31% |
| Alignment and Role Integration | 19% |
| Framework and Guidance | 19% |
| Assess, Track, and Act on Project Health | 16% |
| Simplicity | 13% |
| Other | 2% |




“It is a concrete activity that opens a communication channel **with project team members**”



“Drives excellent discussion **with sponsors/leaders**”



“Easy to explain **to non-change management folks**”

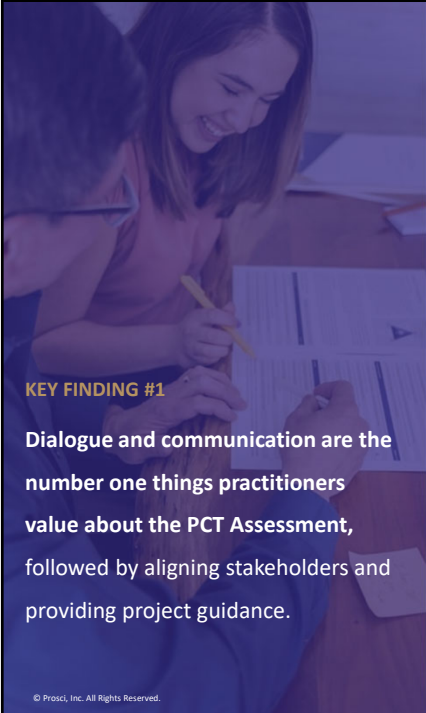


“The ability to start conversations”

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KEY FINDING #1


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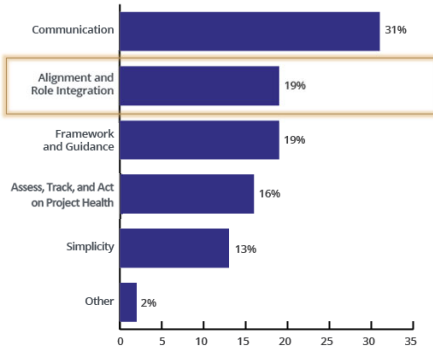
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“Begins a discussion **with leadership on how to work together**”



“Helps **align Sponsor and Project Manager** on integrating change”



“The profound impact it can have to **align people and functions**”



“PCT is a great tool to **set expectations with clients** and helps to **align the fundamental activities for project success**”

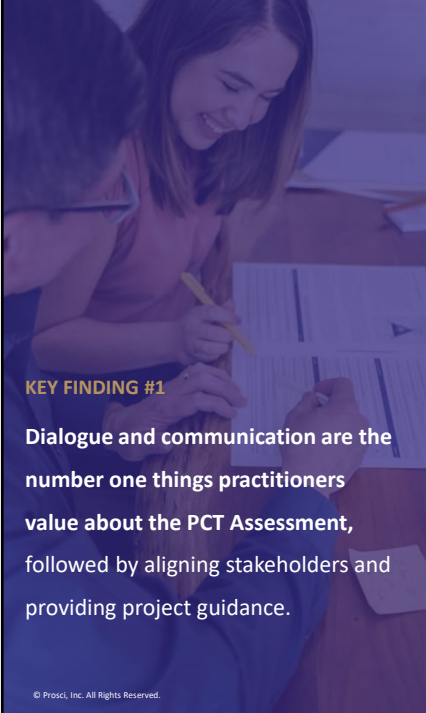
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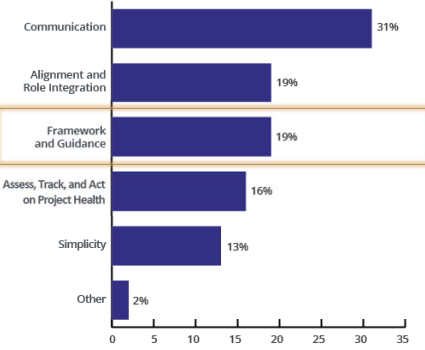
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SO WHAT?

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- “Focus on key aspects that impact change success”
- “Framework for me to consider all key levers”
- “Creates laser focus on the most critical actions needed”
- “The way it helped the project team through the project”

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KEY FINDING #1

Dialogue and communication are the number one things practitioners value about the PCT Assessment, followed by aligning stakeholders and providing project guidance.

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WHAT?

SO WHAT?

NOW WHAT?

What is one action you can take based on this finding to improve your ability to lead successful change?



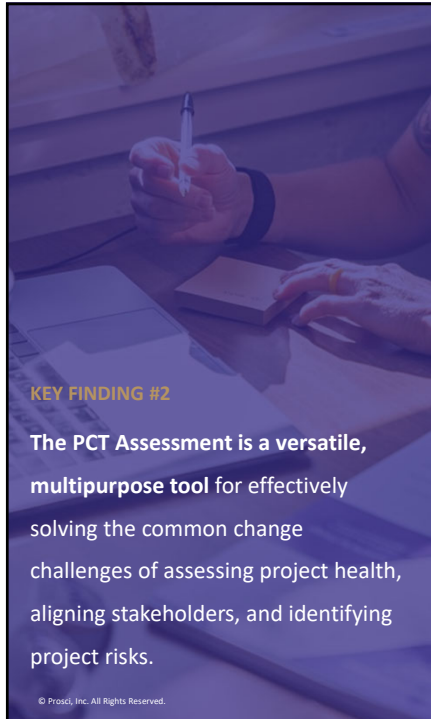
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KEY FINDING #2


The PCT Assessment is a versatile, multipurpose tool for effectively solving the common change challenges of assessing project health, aligning stakeholders, and identifying project risks.

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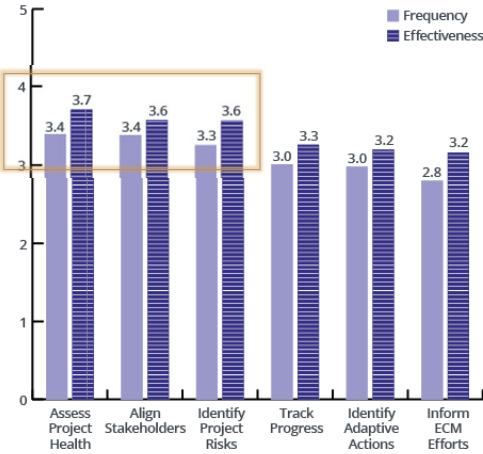
WHAT?

SO WHAT?

NOW WHAT?



“What are the best ways for me to use the PCT Assessment?”



| Category | Frequency | Effectiveness |
|---------------------------|-----------|---------------|
| Assess Project Health | 3.4 | 3.7 |
| Align Stakeholders | 3.4 | 3.6 |
| Identify Project Risks | 3.3 | 3.6 |
| Track Progress | 3.0 | 3.3 |
| Identify Adaptive Actions | 3.0 | 3.2 |
| Inform ECM Efforts | 2.8 | 3.2 |

Assess Project Health
A point-in-time check to understand the key factors that contribute to project success

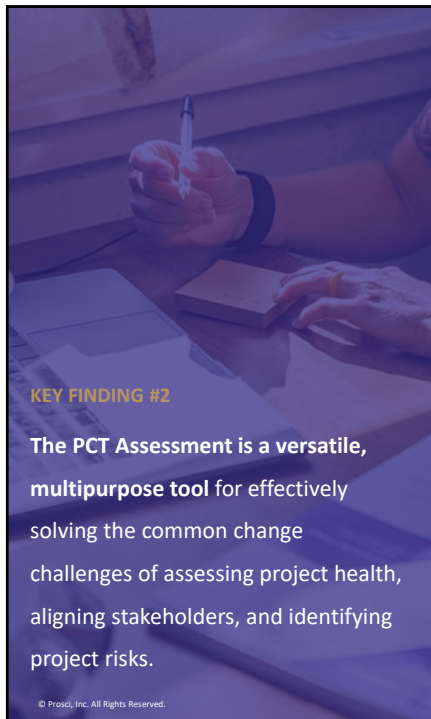
Align Stakeholders
Align stakeholders to the purposes, goals, and roles of the change project

Identify Project Risks
Identify project areas that, if not addressed, may place the success of the project at risk.

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KEY FINDING #2


The PCT Assessment is a versatile, multipurpose tool for effectively solving the common change challenges of assessing project health, aligning stakeholders, and identifying project risks.

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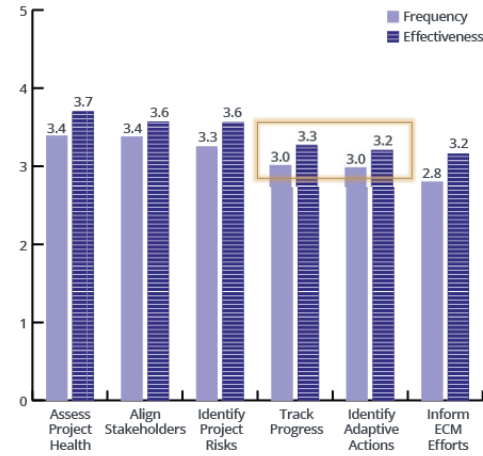
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Track Progress
Monitor the progress of projects from one point in time to the next.

Identify Adaptive Actions
Identify gaps in projects and specific activities to address those gaps.

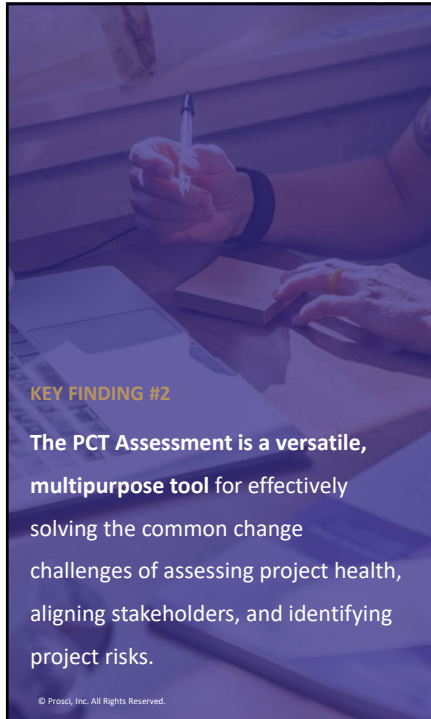
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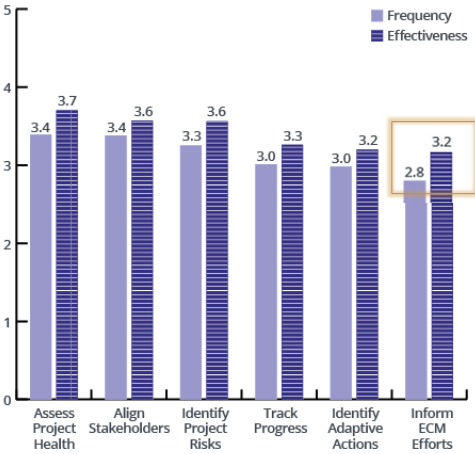
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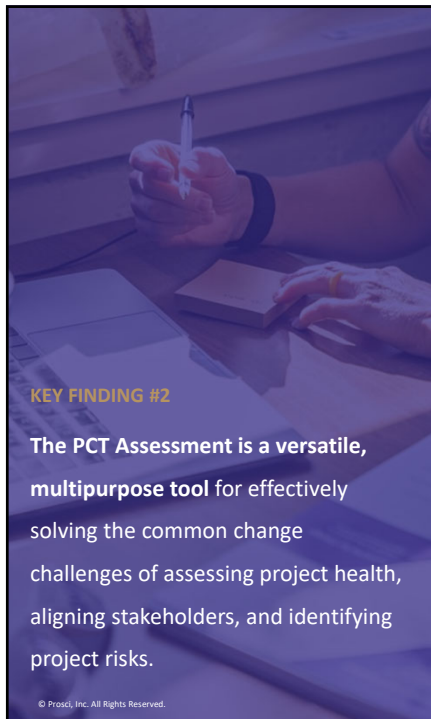
Track Progress
Monitor the progress of projects from one point in time to the next.

Identify Adaptive Actions
Identify gaps in projects and specific activities to address those gaps.

Inform Enterprise Change Management Efforts
Understand common patterns for project health across the organization to unlock insights into enterprise strengths and weaknesses.

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KEY FINDING #2

The PCT Assessment is a versatile, multipurpose tool for effectively solving the common change challenges of assessing project health, aligning stakeholders, and identifying project risks.

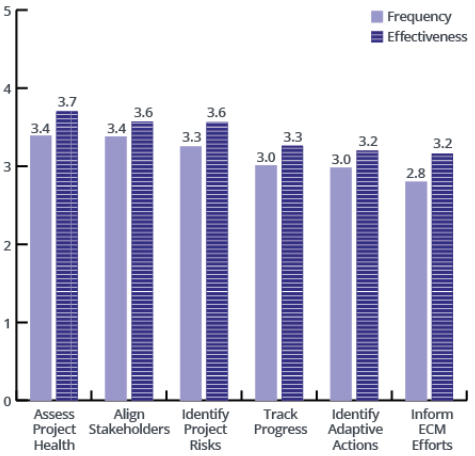
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WHAT?

SO WHAT?

NOW WHAT?

What implications does this finding have for your work?
How might this finding change how you use the PCT Assessment today?



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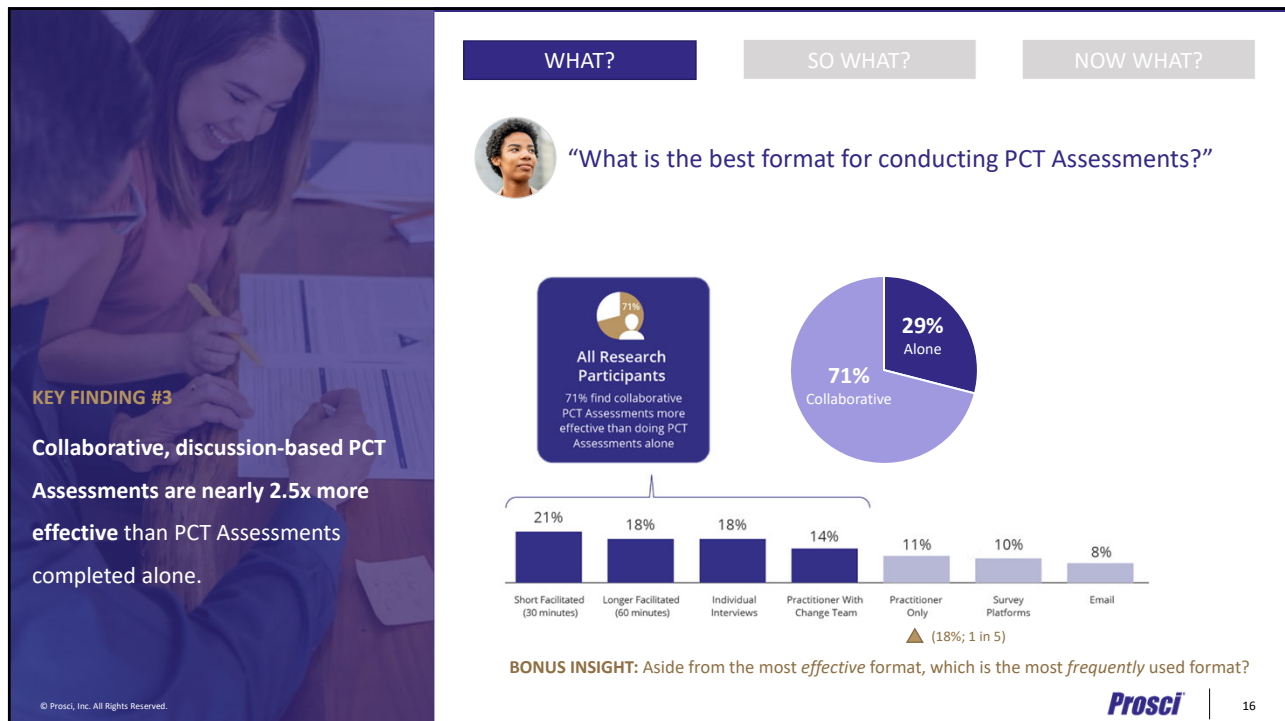
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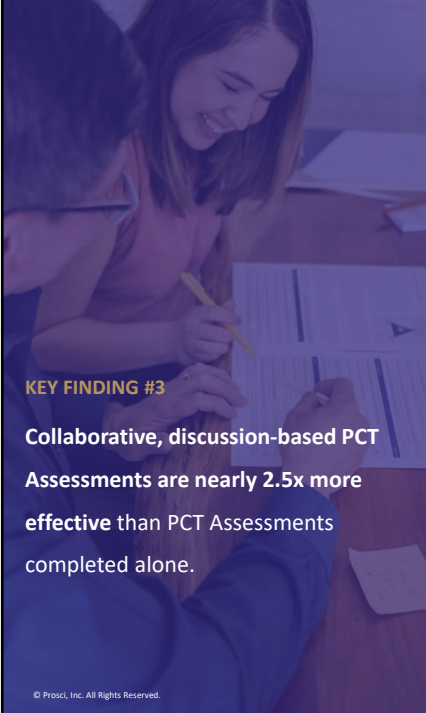
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KEY FINDING #3

Collaborative, discussion-based PCT Assessments are nearly 2.5x more effective than PCT Assessments completed alone.

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WHAT?

SO WHAT?

NOW WHAT?


What implications does this finding have for your work?

How might this finding change how you use the PCT Assessment today?




All Research Participants

71% find collaborative PCT Assessments more effective than doing PCT Assessments alone



71% Collaborative

29% Alone



| Format | Percentage |
|---------------------------------|------------|
| Short Facilitated (30 minutes) | 21% |
| Longer Facilitated (60 minutes) | 18% |
| Individual Interviews | 18% |
| Practitioner With Change Team | 14% |
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| Survey Platforms | 10% |
| Email | 8% |

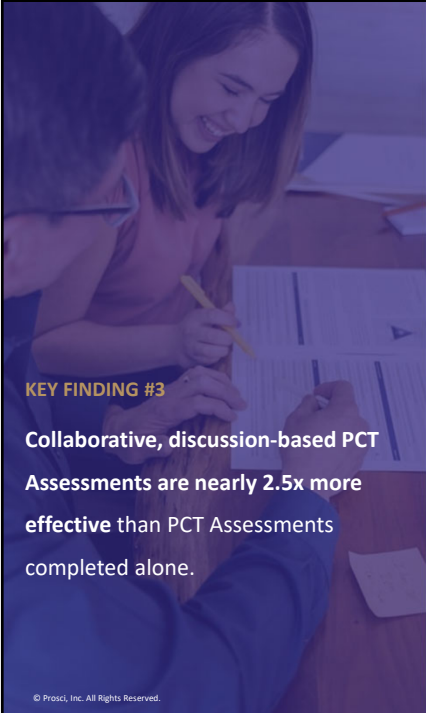
▲ (18%; 1 in 5)

BONUS INSIGHT: Aside from the most *effective* format, which is the most *frequently* used format?

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KEY FINDING #3

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WHAT?

SO WHAT?


NOW WHAT?

What is one action you can take based on this finding to improve your ability to lead successful change?




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BONUS INSIGHT: Aside from the most *effective* format, which is the most *frequently* used format?

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WHAT?
SO WHAT?
NOW WHAT?


KEY FINDING #4

The most effective PCT Assessment formats vary for consultants and internal practitioners, typically consisting of 60-minute and 30-minute collaborative sessions, respectively.


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“What is the best format for conducting PCT Assessments if I’m an external consultant? What if I’m an internal change consultant?”



External Change Consultants
60-minute live sessions are most effective for us



Internal Change Consultants
30-minute live sessions are most effective for us

The most effective format for external consultants

| Format | Percentage |
|--------------------------------------|------------|
| Facilitated Session (Longer/60-Min) | 28% |
| Facilitated Session (Shorter/30-Min) | 22% |
| Individual Interviews | 22% |
| Practitioner and Change Team-Only | 17% |
| Practitioner-Only (Myself) | 11% |

← Least Effective

The most effective format for internal consultants

| Format | Percentage |
|--------------------------------------|------------|
| Facilitated Session (Shorter/30-Min) | 27% |
| Practitioner and Change Team-Only | 21% |
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← Least Effective

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WHAT?
SO WHAT?
NOW WHAT?

KEY FINDING #4


The most effective PCT Assessment formats vary for consultants and internal practitioners, typically consisting of 60-minute and 30-minute collaborative sessions, respectively.

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What implications does this finding have for your work?
How might this finding change how you use the PCT Assessment today?



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← Least Effective

The most effective format for internal consultants

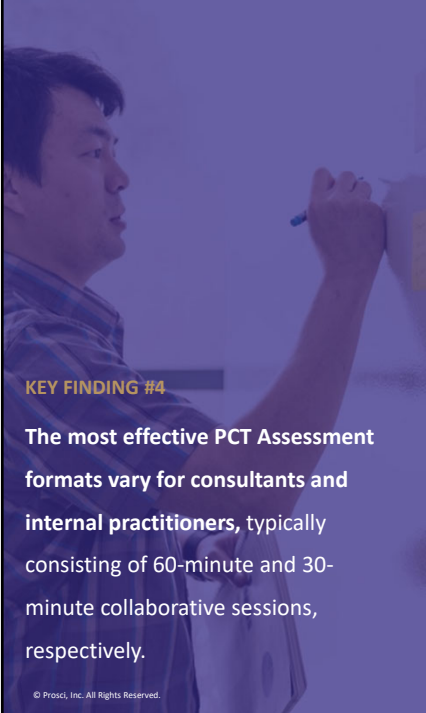
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← Least Effective

20

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WHAT?

SO WHAT?


NOW WHAT?

What is one action you can take based on this finding to improve your ability to lead successful change?



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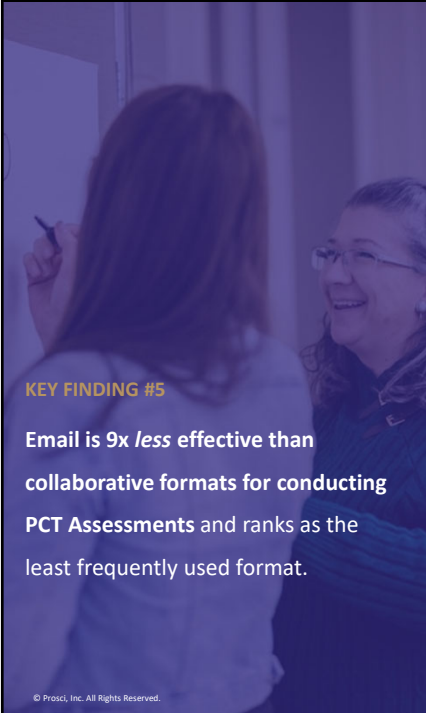
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← Least Effective

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KEY FINDING #5


Email is 9x less effective than collaborative formats for conducting PCT Assessments and ranks as the least frequently used format.

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WHAT?

SO WHAT?

NOW WHAT?




“Email is convenient, but how well does it work for PCT Assessments?”




All Research Participants

71% find collaborative PCT Assessments more effective than doing PCT Assessments alone



71% Collaborative
29% Alone



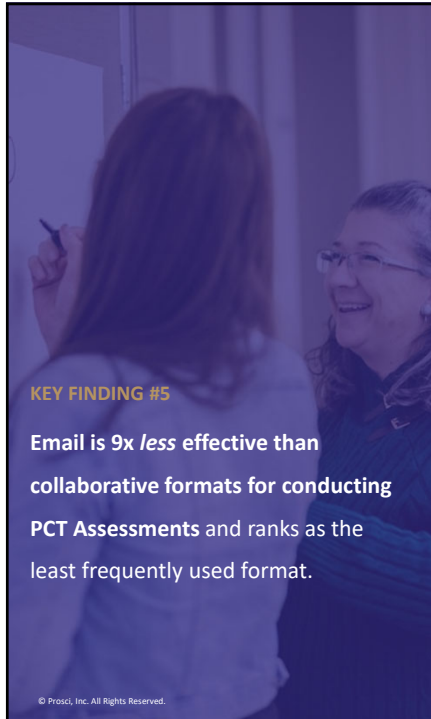
| | | | | | | | | | | | | | |
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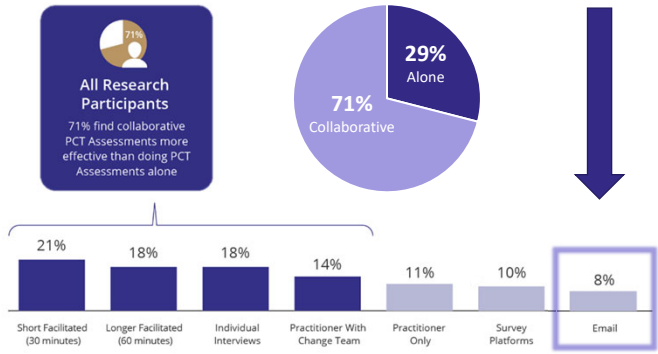
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WHAT?

SO WHAT?

NOW WHAT?

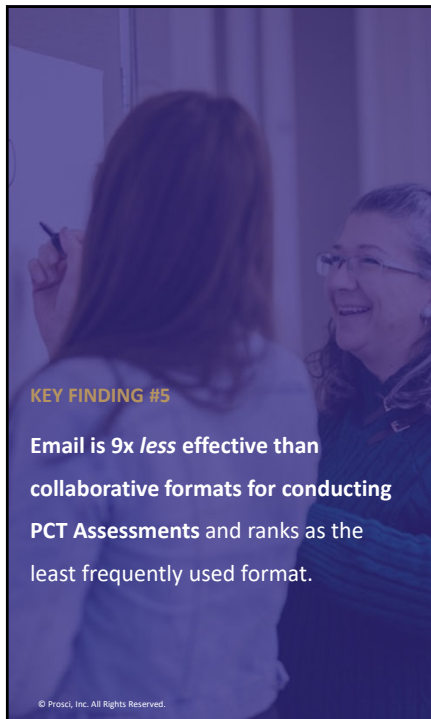
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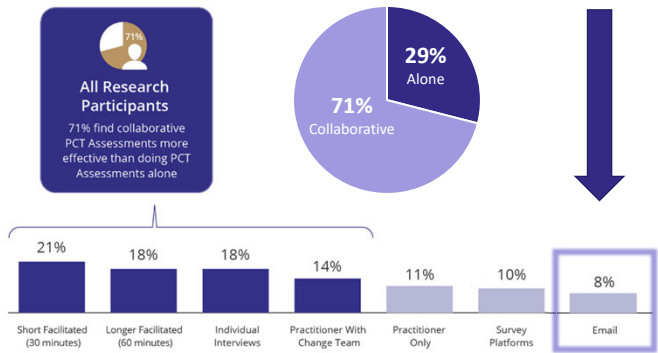
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WHAT?

SO WHAT?

NOW WHAT?

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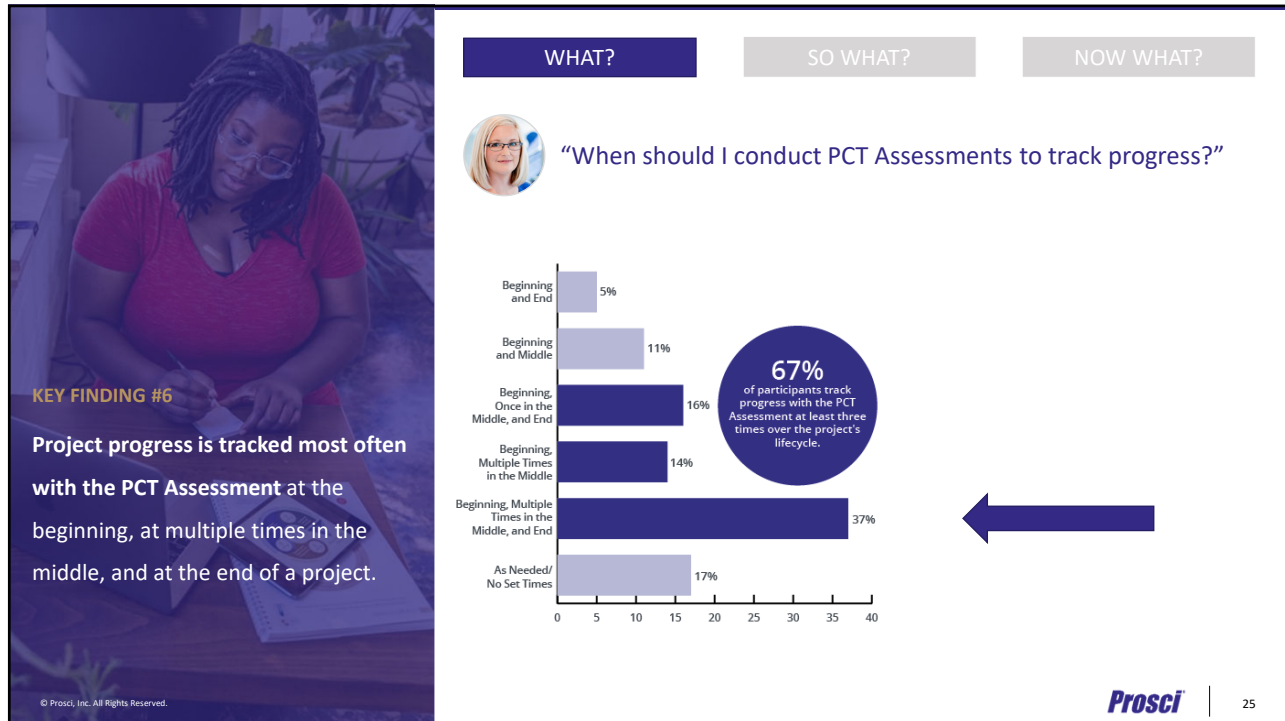
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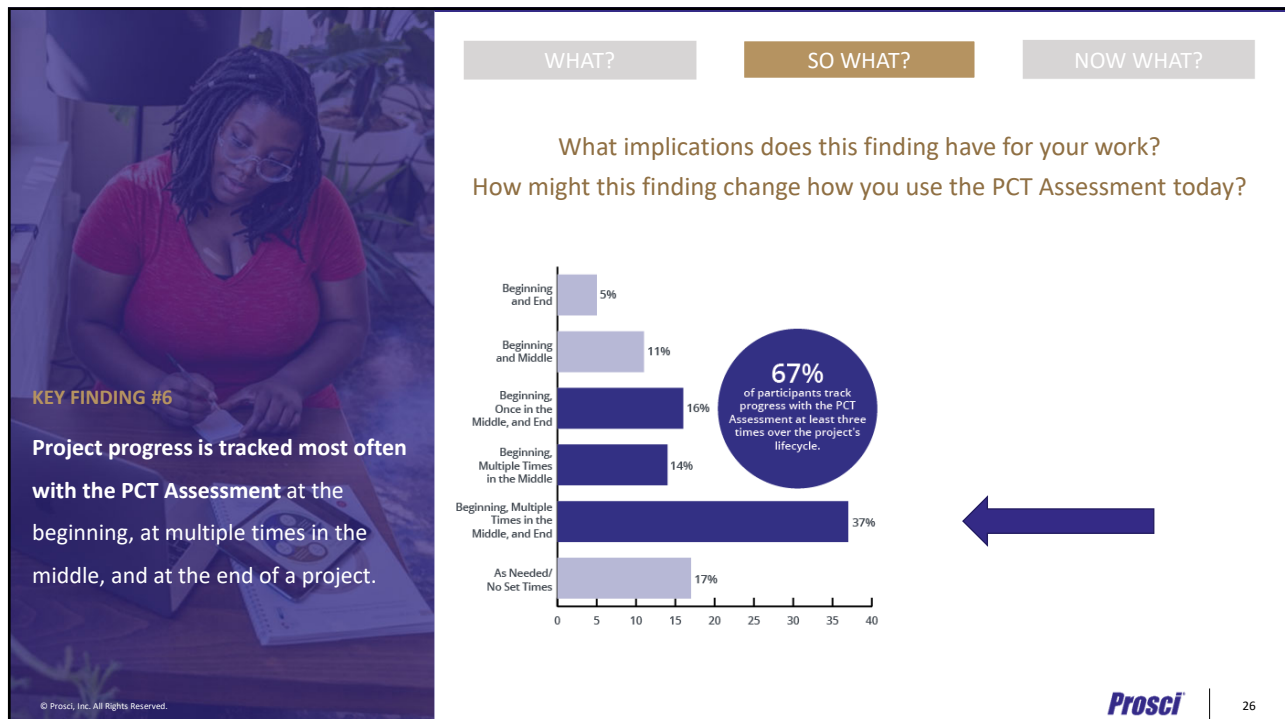
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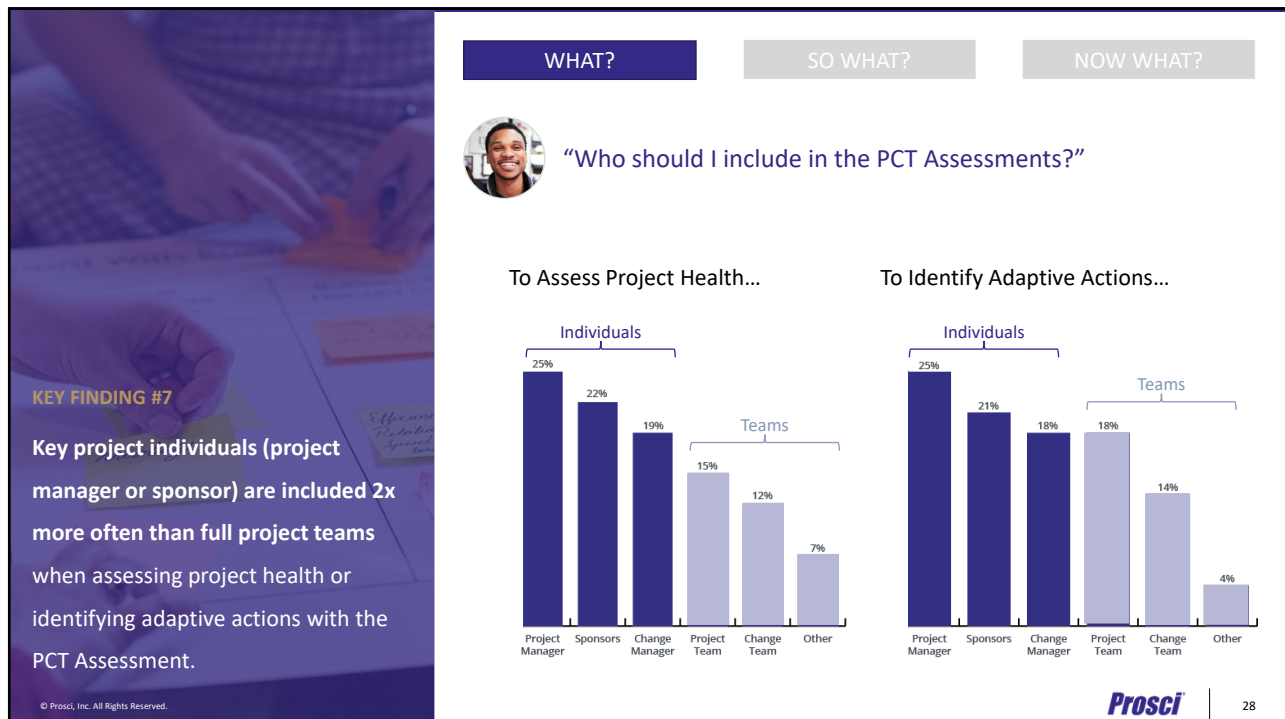
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WHAT?
SO WHAT?
NOW WHAT?

What implications does this finding have for your work?

How might this finding change how you use the PCT Assessment today?

KEY FINDING #7

Key project individuals (project manager or sponsor) are included 2x more often than full project teams when assessing project health or identifying adaptive actions with the PCT Assessment.

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To Assess Project Health...

| Category | Percentage |
|-----------------|------------|
| Project Manager | 25% |
| Sponsors | 22% |
| Change Manager | 19% |
| Project Team | 15% |
| Change Team | 12% |
| Other | 7% |

To Identify Adaptive Actions...

| Category | Percentage |
|-----------------|------------|
| Project Manager | 25% |
| Sponsors | 21% |
| Change Manager | 18% |
| Project Team | 18% |
| Change Team | 14% |
| Other | 4% |

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WHAT?
SO WHAT?
NOW WHAT?

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7 Research-based Insights to Optimize PCT Assessments

In our first-ever live webinar study, we asked nearly 100 change practitioners how they are using the PCT Assessment in their change practice. Through their responses, we learned that:

- 1 Dialogue and communication are the number one things practitioners value about the PCT Assessment, followed by aligning stakeholders and providing project guidance.
- 2 The PCT Assessment is a versatile, multipurpose tool for effectively solving the common change challenges of assessing project health, aligning stakeholders, and identifying project risks.
- 3 Collaborative, discussion-based PCT Assessments are nearly 2.5x more effective than PCT Assessments completed alone.
- 4 The most effective PCT Assessment formats vary for consultants and internal practitioners, typically consisting of 60-minute and 30-minute collaborative sessions, respectively.
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What, So What, Now What

| | What? | So What? | Now What? |
|---|---|----------|-----------|
| 1 | Dialogue and communication are the number one things practitioners value about the PCT Assessment. | | |
| 2 | The PCT Assessment is a versatile, multipurpose tool. | | |
| 3 | Collaborative, discussion-based PCT Assessments are nearly 2.5x more effective than PCT Assessments completed alone. | | |
| 4 | The most effective PCT Assessment formats vary for consultants and internal practitioners . | | |
| 5 | Email is 9x less effective than collaborative formats for conducting PCT Assessments | | |
| 6 | Project progress is tracked most often with the PCT Assessment at the beginning, at multiple times in the middle, and at the end of a project . | | |
| 7 | Key project individuals (project manager or sponsor) are included 2x more often than full project teams when assessing project health or identifying adaptive actions with the PCT Assessment. | | |

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How to Maximize the Impact of Your PCT Assessment

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Next Steps

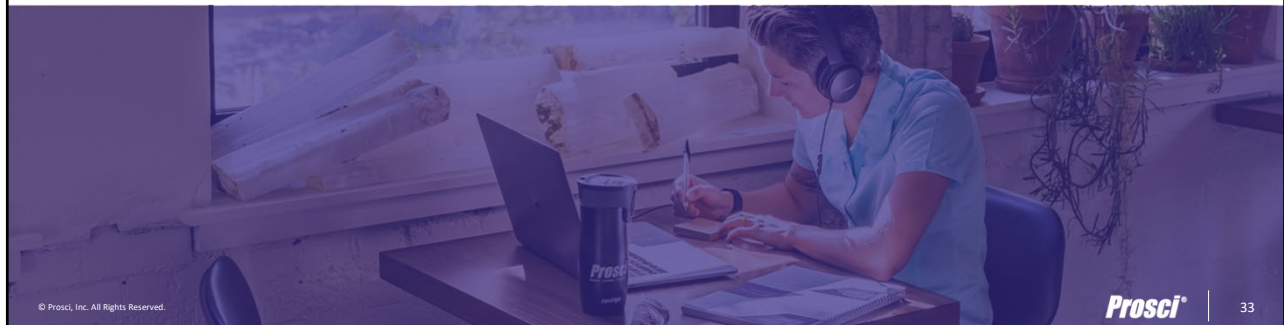
Access the Full Report of this Study

- Available in the Research Hub
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Chat in Interest in PCT Application Program

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- **Date:** Late September 2022
- If you are interested in participating, submit your email on the next slide (your email will not be shown to everyone)



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