Introduction to the
Prosci Change Triangle Model

Prosci Webinar

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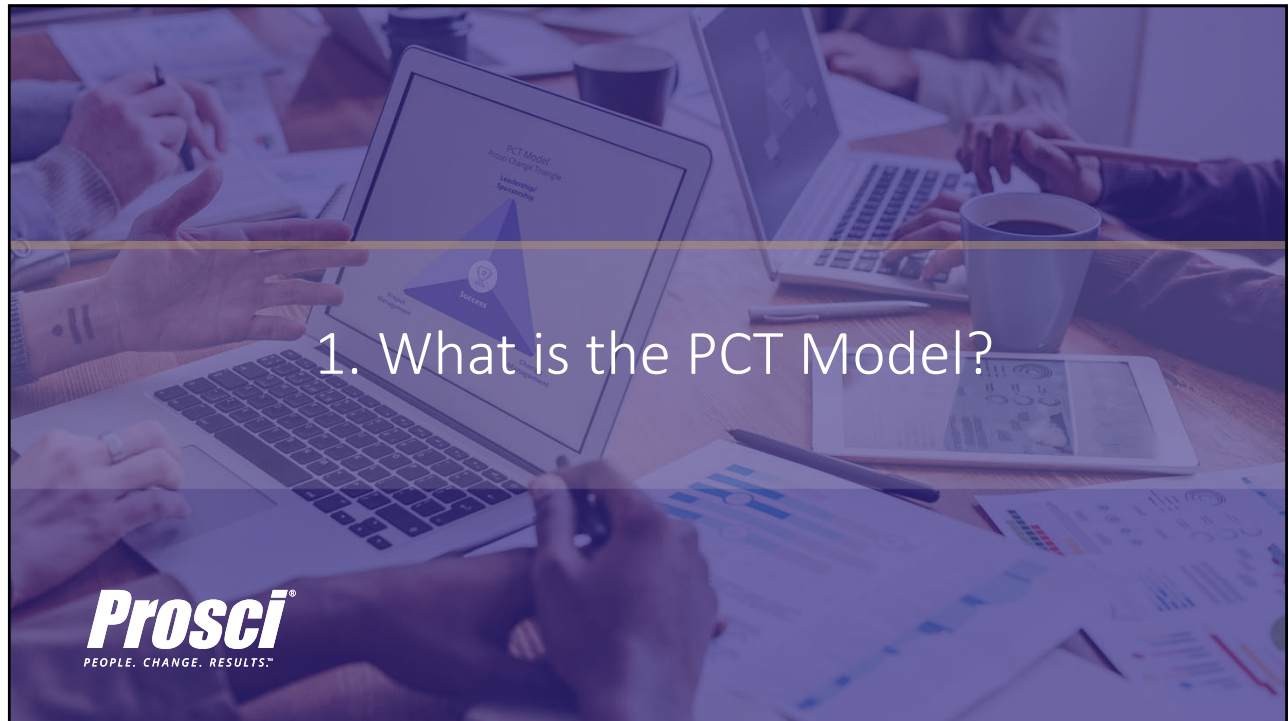Agenda: Introduction to the Prosci Change Triangle Model

1. What is the PCT Model?
2. Why use the PCT Model?
3. How do you assess project health with the PCT Model?
4. Who completes the PCT Assessment?
5. When should you complete the PCT Assessment?

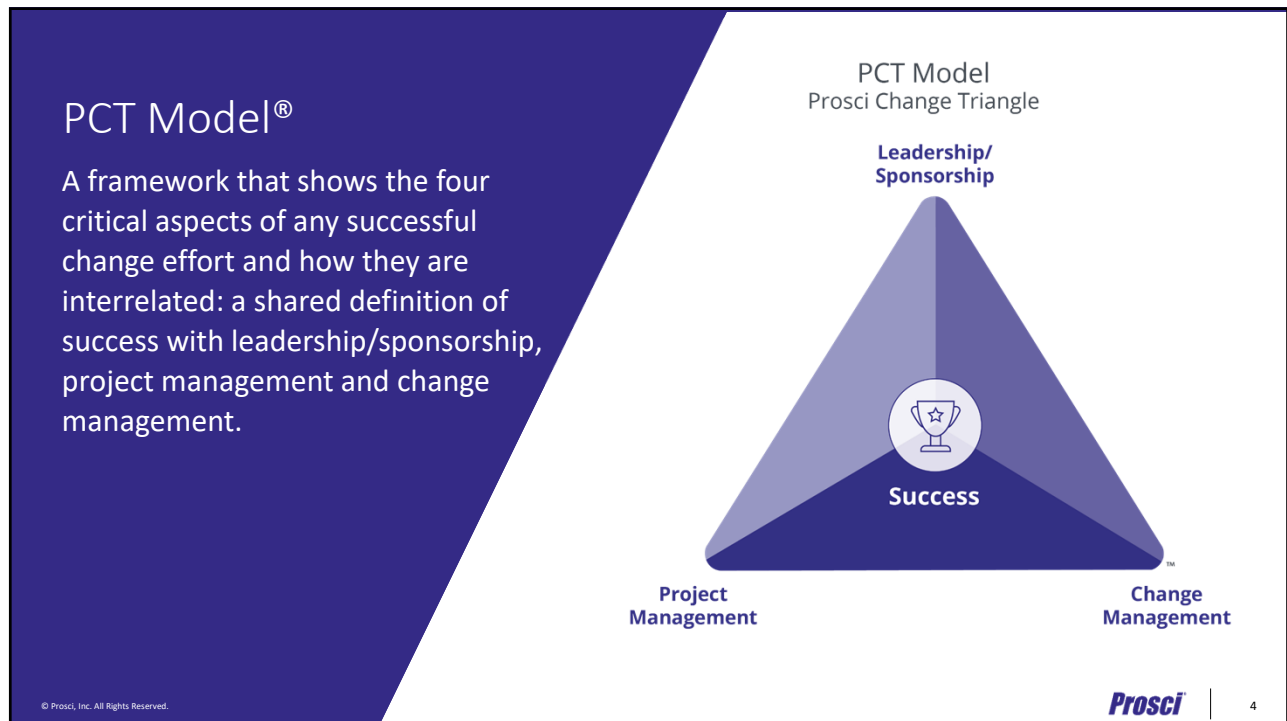**Handouts are available for download in your webinar panel.**

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1. What is the PCT Model?

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PCT Model®

A framework that shows the four critical aspects of any successful change effort and how they are interrelated: a shared definition of success with leadership/sponsorship, project management and change management.

PCT Model
Prosci Change Triangle

Leadership/
Sponsorship

Success

Project
Management

Change
Management

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PCT Model: Critical Aspects for Success

Leadership/Sponsorship

Governance and direction
Decisions and actions

A reason for change
Defined benefits and objectives
Units of measure

People side
Individual and organizational
Engage, adopt, use

Technical side
Time, cost, scope
Design, develop, deliver

Success

Project Management

Change Management
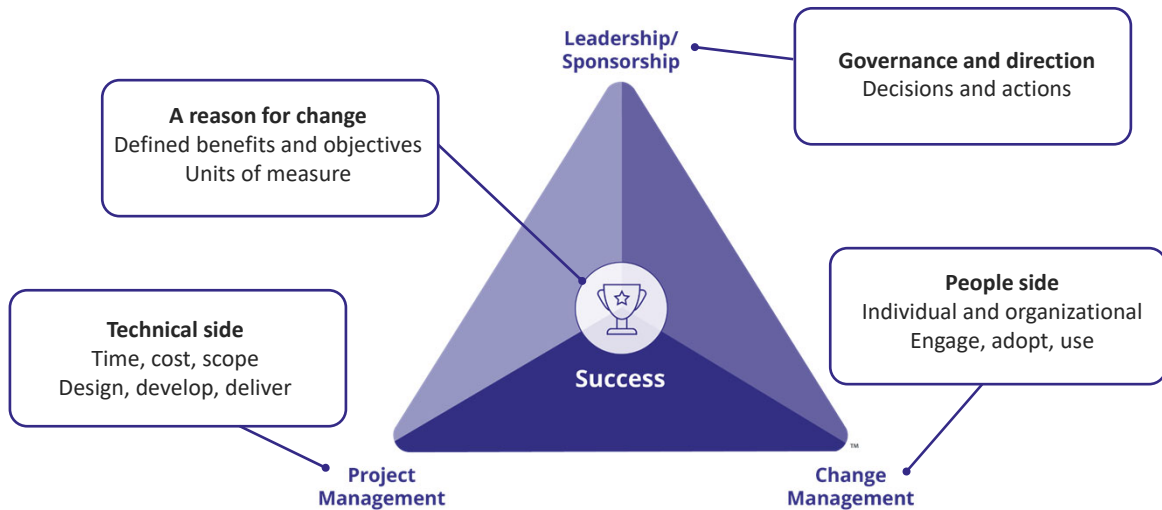
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Imagine the PCT Model as a three-legged stool

An unbalanced PCT Model creates a wobbly stool. Like a three-legged stool, a project that is missing one of the corner aspects of the Prosci Change Triangle will fail - causing the benefits to "slide off" the seat.

Success

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Evolution of the PCT Model
Prosci introduced the PCT Model in 2006 and added a fourth aspect in 2021

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2. Why use the PCT Model?

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PCT Model defines Project Health

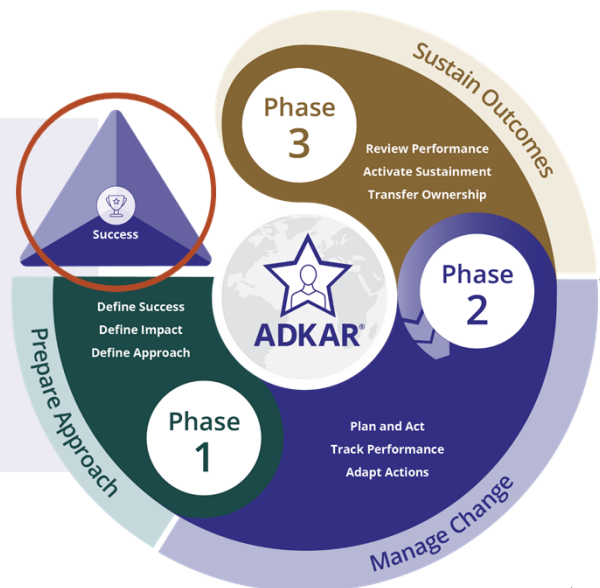## Project Health is a leading indicator of the potential for change success
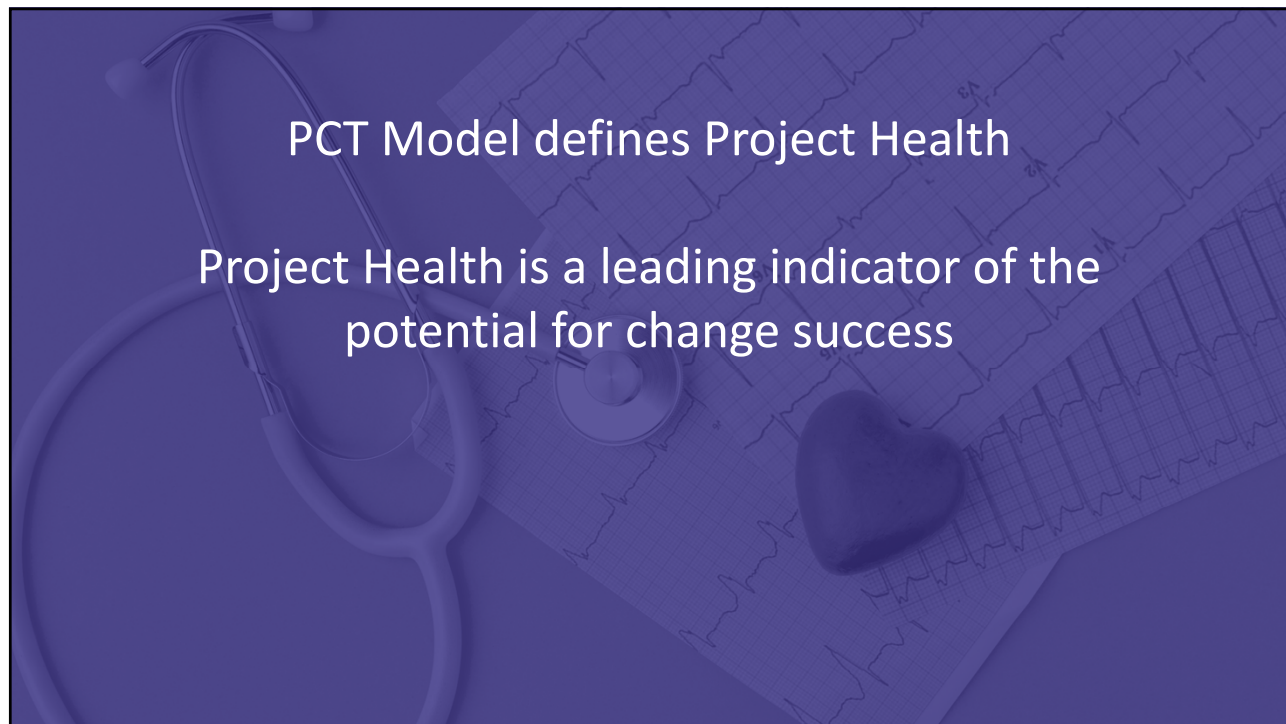
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Application of Prosci Methodology Begins With the PCT Model

Begin by Assessing Project Health

- Create a shared definition of success
- Understand the contribution of the aspects to success
- Develop a common understanding of current health
- Identify risk factors
- Determine initial actions to address risk

Success

Define Success
Define Impact
Define Approach

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Prepare Approach

Phase 1

Phase 2

Plan and Act
Track Performance
Adapt Actions

Manage Change

Phase 3

Sustain Outcomes

Review Performance
Activate Sustainment
Transfer Ownership

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Applications of the PCT Model

The PCT Model has multiple use cases, including:

1. Aligning people to a common definition of project success
2. Assessing project health
3. Identifying project risks
4. Informing high-value actions for change management plans
5. Tracking project progress
6. Identifying the need for adaptive actions
7. Coaching and training other practitioners
8. Informing change portfolio efforts

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3. How do you assess project health with the PCT Model?

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PCT Assessment – Success

Success	Score: 1–3
1. Inputs into the change management process are defined (may include a business case, charter, scope, or plan).	
2. Organizational benefits are fully defined (what the organization gains).	
3. Project objectives are fully defined (what the project achieves).	
4. Adoption and usage objectives are fully defined.	
5. Units of measure for benefits and objectives are established.	
6. Benefits and objectives are prioritized.	
7. Benefit and objective ownership is designated.	
8. People dependency of benefits and objectives is evaluated.	
9. The definition of success is clear and ready to be communicated.	
10. The sponsorship coalition is aligned to a common definition of success.	
Sum of points for Success (out of 30 total)	

The ten factors measure the strength of the definition of success, NOT the achievement of success.

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PCT Assessment – Leadership/Sponsorship

Leadership/Sponsorship	Score: 1–3
1. The change has a primary sponsor with the necessary authority over the people, processes and systems to authorize and fund the change.	
2. The primary sponsor can clearly explain the nature of the change, the reason for the change, and the benefits for the organization.	
3. The organization has a clearly defined vision and strategy.	
4. The change is aligned with the strategy and vision for the organization.	
5. Priorities are set and communicated regarding the change and other competing priorities.	
6. The primary sponsor is resolving issues and making decisions related to the project schedule, scope and resources.	
7. The primary sponsor is actively and visibly participating throughout the lifecycle of the change.	
8. The primary sponsor is encouraging senior leaders to participate in and support the change by building a sponsor coalition.	
9. The primary sponsor is building awareness of the need for the change directly with employees.	
10. The primary sponsor is visibly reinforcing the change by celebrating successes and addressing resistance.	
Sum of points for Leadership/Sponsorship (out of 30 total)	

Active and visible executive sponsorship is the #1 contributor to change success.

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PCT Assessment – Project Management

Project Management	Score: 1–3
1. The nature of the change is clearly defined including who is impacted and how.	
2. The project has specific objectives.	
3. The project has a clearly defined scope.	
4. The project has a project manager assigned to manage the project lifecycle.	
5. Project milestones are identified and a project schedule is complete.	
6. A work breakdown structure with deliverables is complete.	
7. Resources for the project are identified and acquired.	
8. Periodic meetings are scheduled with the project team and key stakeholders to track progress and resolve issues.	
9. The project manager understands the value of change management in ensuring the change will be adopted and used.	
10. The Change Management Plan is integrated with the Project Management Plan.	
Sum of points for Project Management (out of 30 total)	

An assessment of the health of Project Management is included because both PM and CM are required to realize benefits.

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PCT Assessment – Change Management

Change Management	Score: 1–3
1. The change is applying a structured change management approach to deliver the benefits to the organization.	
2. An assessment of the change and its impact on individuals and the organization is complete.	
3. An assessment of the change risk is complete.	
4. The change has specific adoption and usage objectives.	
5. An assessment of the strength of the sponsor coalition is complete.	
6. A customized and scaled change management strategy with the necessary sponsorship commitment is complete.	
7. The resources required to execute the change strategy and plans are identified, acquired and prepared.	
8. Change management plans that will mitigate resistance and achieve adoption and usage are complete and are being implemented.	
9. The effectiveness of change management is being monitored and adaptive actions are being taken if required to achieve adoption and usage.	
10. The organization is prepared to own and sustain the change.	
Sum of points for Change Management (out of 30 total)	

The #2 greatest contributor to success is the use of a structured change management approach.

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Evaluate Project Health at a Point in Time

PCT Model

PCT Assessment Profile

Score Interpretation	
10-19	High Risk
20-24	Alert
25-30	Strength
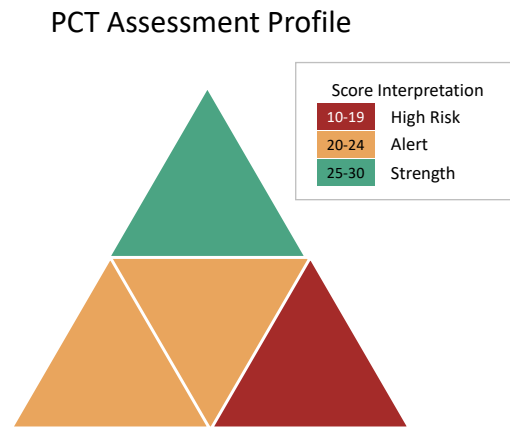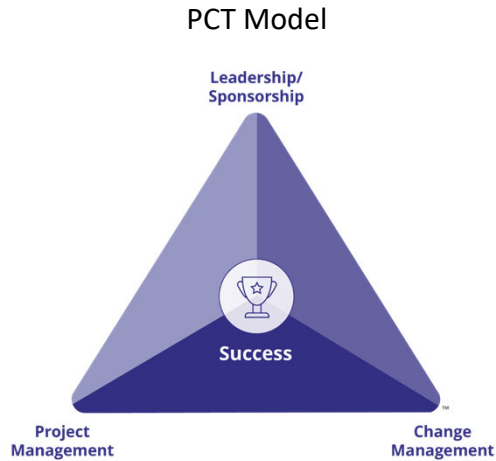
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4. Who completes the PCT Assessment?

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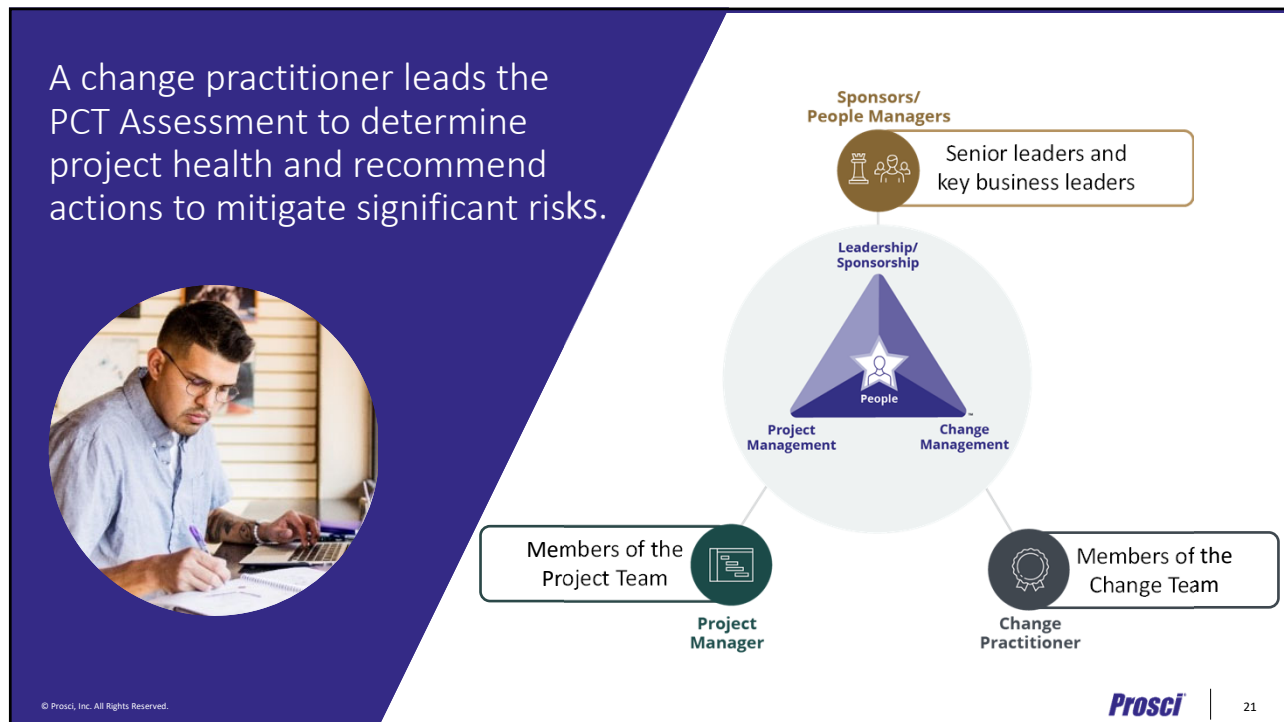
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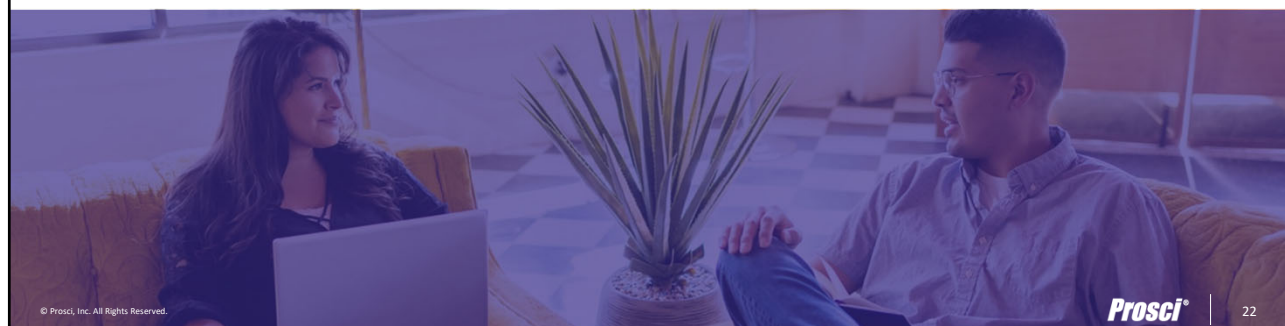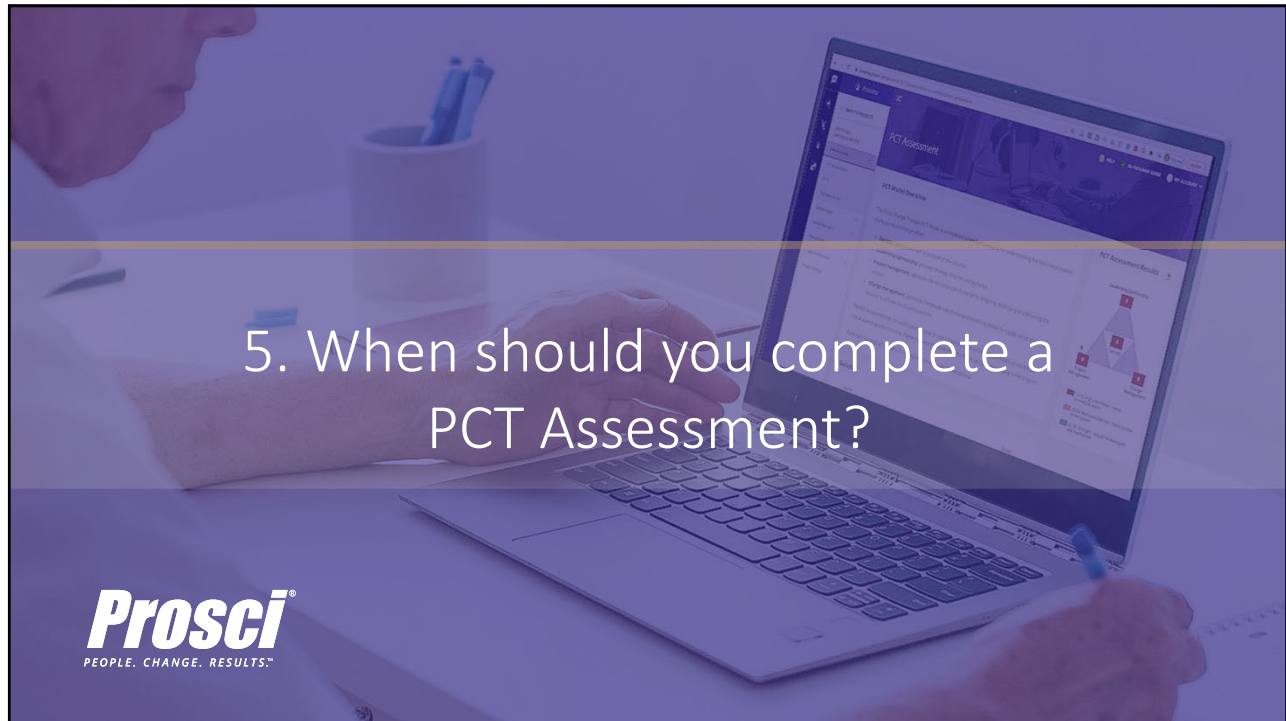## Benefits of Engaging Others in Completing PCT Assessments

- Involves people in the change process
- Including a range of perspectives for a more objective assessment
- Increases the consistency of results if the same individuals participate
- Creates opportunity to compare scores and reconcile differences

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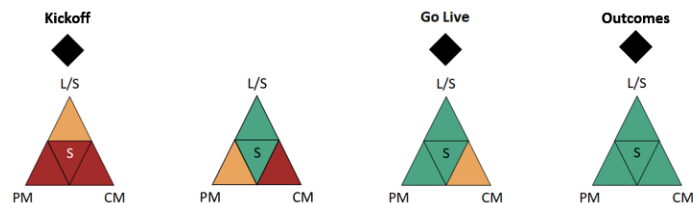## 5. When should you complete a PCT Assessment?

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Track the health of your project by documenting PCT Assessment scores at regular points in the project lifecycle.

Recommendation:
- At initiation
- Mid-point
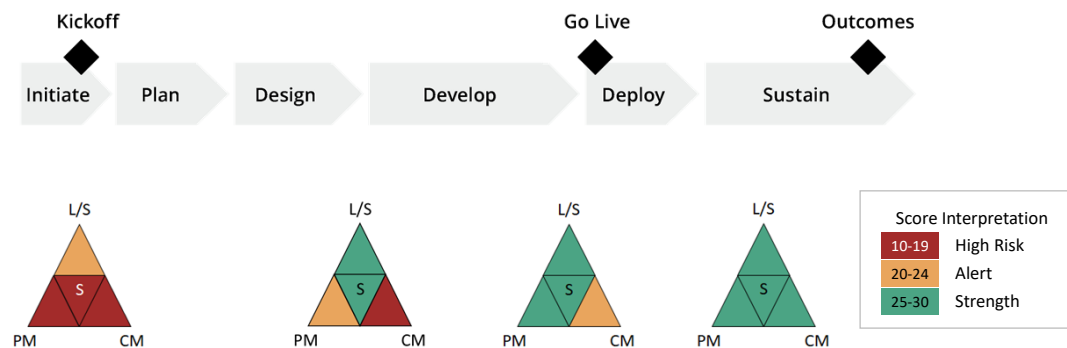- Before implementation
- When outcomes are expected to be achieved

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Project Health Builds Over the Project Lifecyle
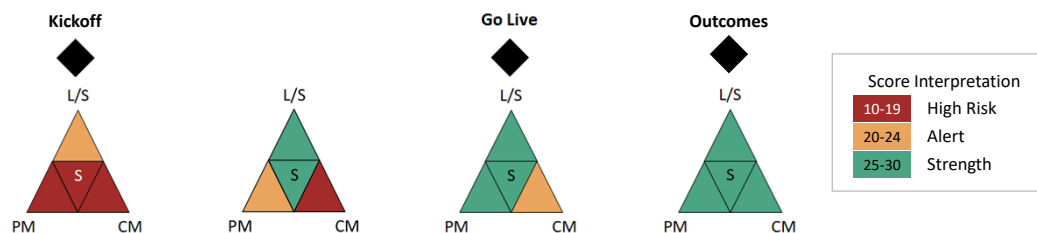### Example of a common pattern

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PCT Model and PCT Assessment Summary

Why

1. Health check throughout your project
2. Track your organizational performance
3. Determine if the initiative delivered what was expected

When

Who

The PCT Assessment can be completed by the change management team, project team, senior leaders and key business leaders from impacted groups.

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