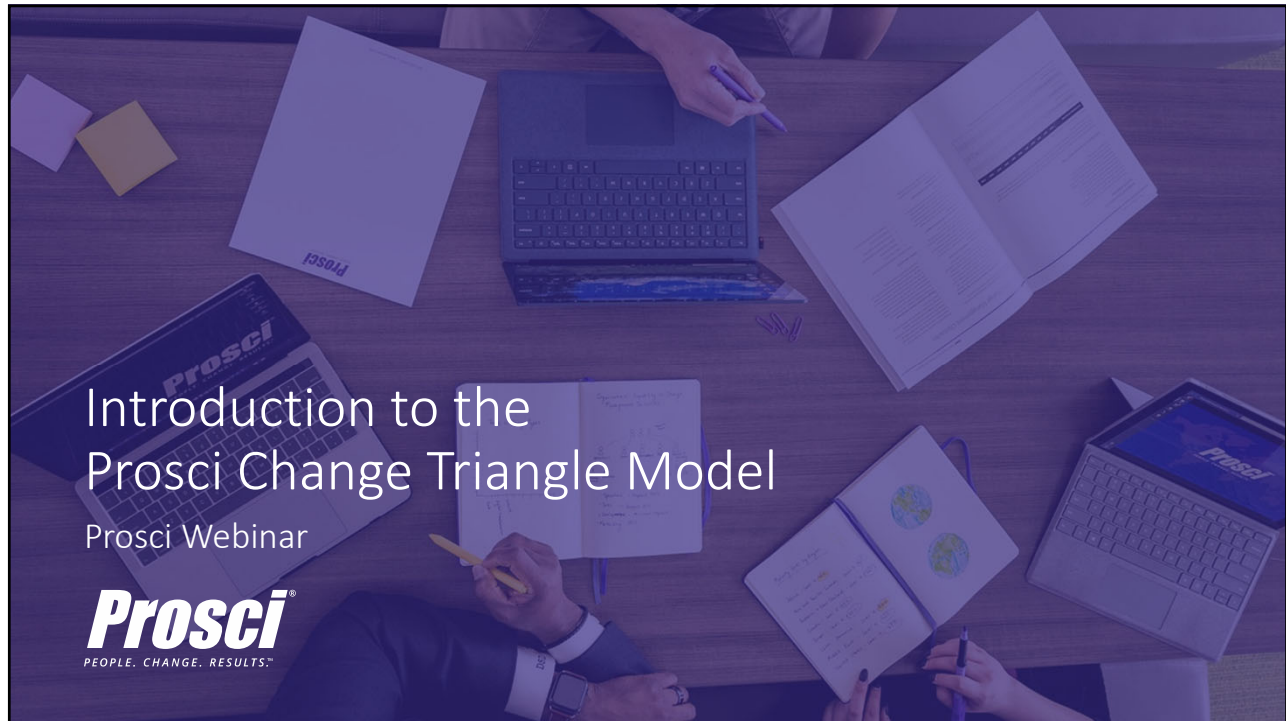


Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars



1

Agenda: Introduction to the Prosci Change Triangle Model

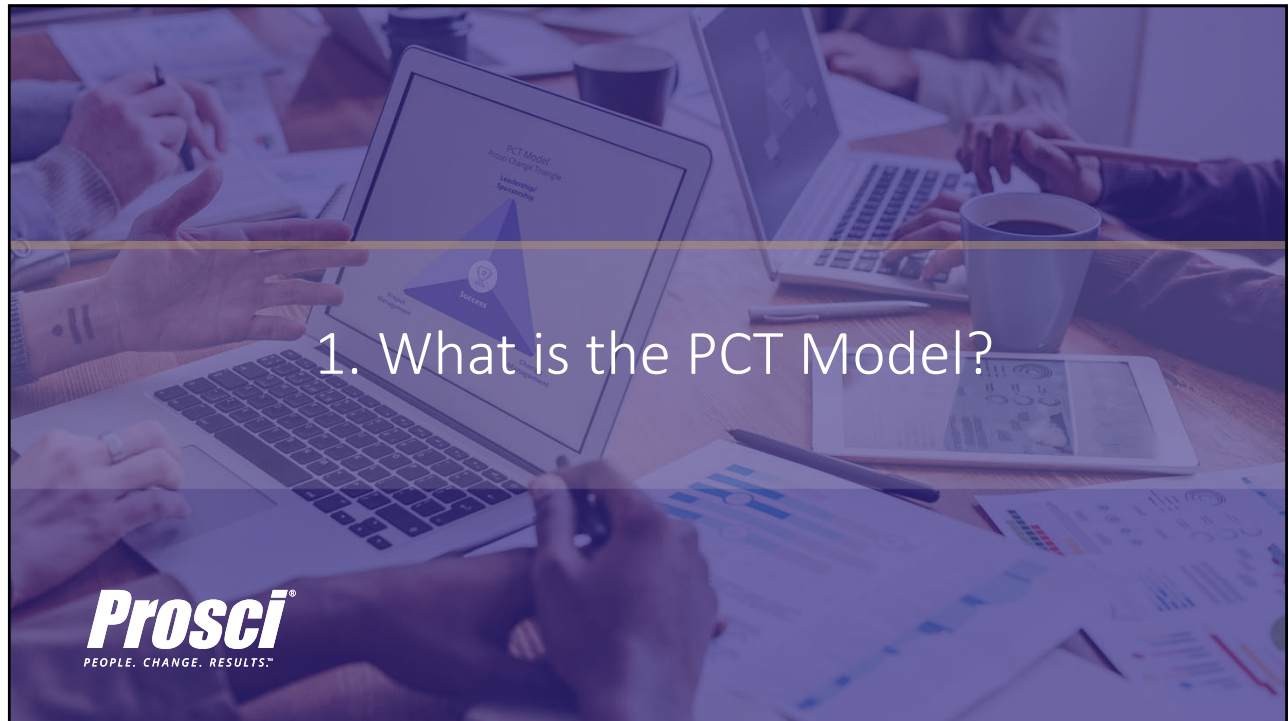
1. What is the PCT Model?
2. Why use the PCT Model?
3. How do you assess project health with the PCT Model?
4. Who completes the PCT Assessment?
5. When should you complete the PCT Assessment?

Handouts are available for download in your webinar panel.

2

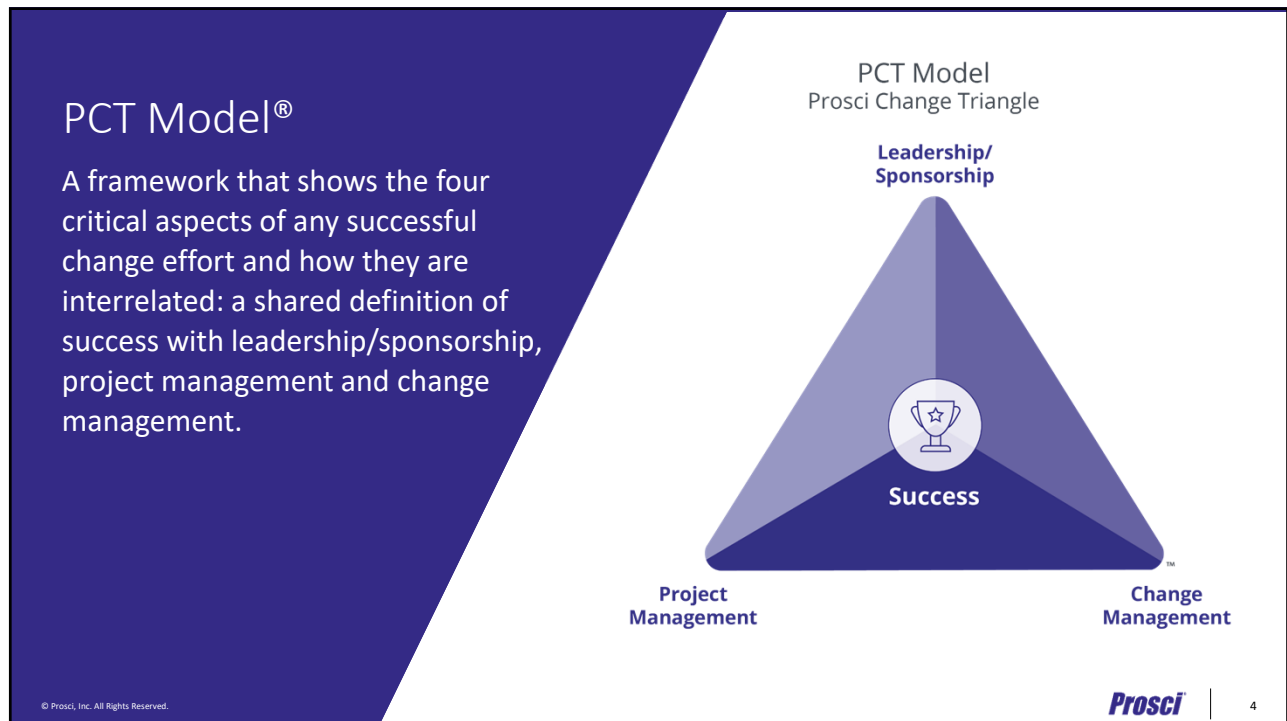
Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars



1. What is the PCT Model?

3

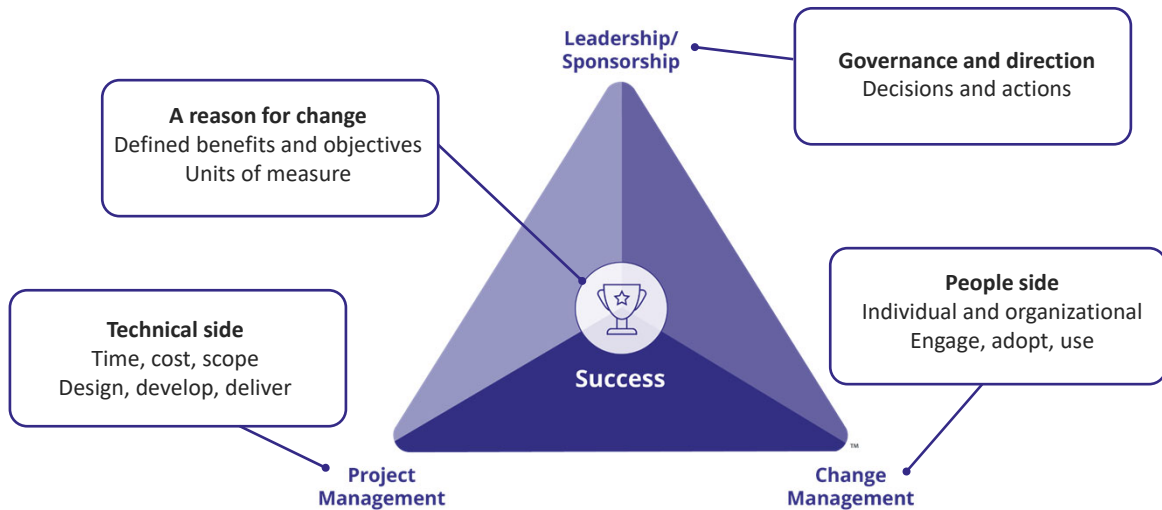


4

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

PCT Model: Critical Aspects for Success



© Prosci. All Rights Reserved.

Prosci

5

5

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.



© Prosci, Inc. All Rights Reserved.

Prosci

6

6

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

Evolution of the PCT Model

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



© Prosci, Inc. All Rights Reserved.

Prosci

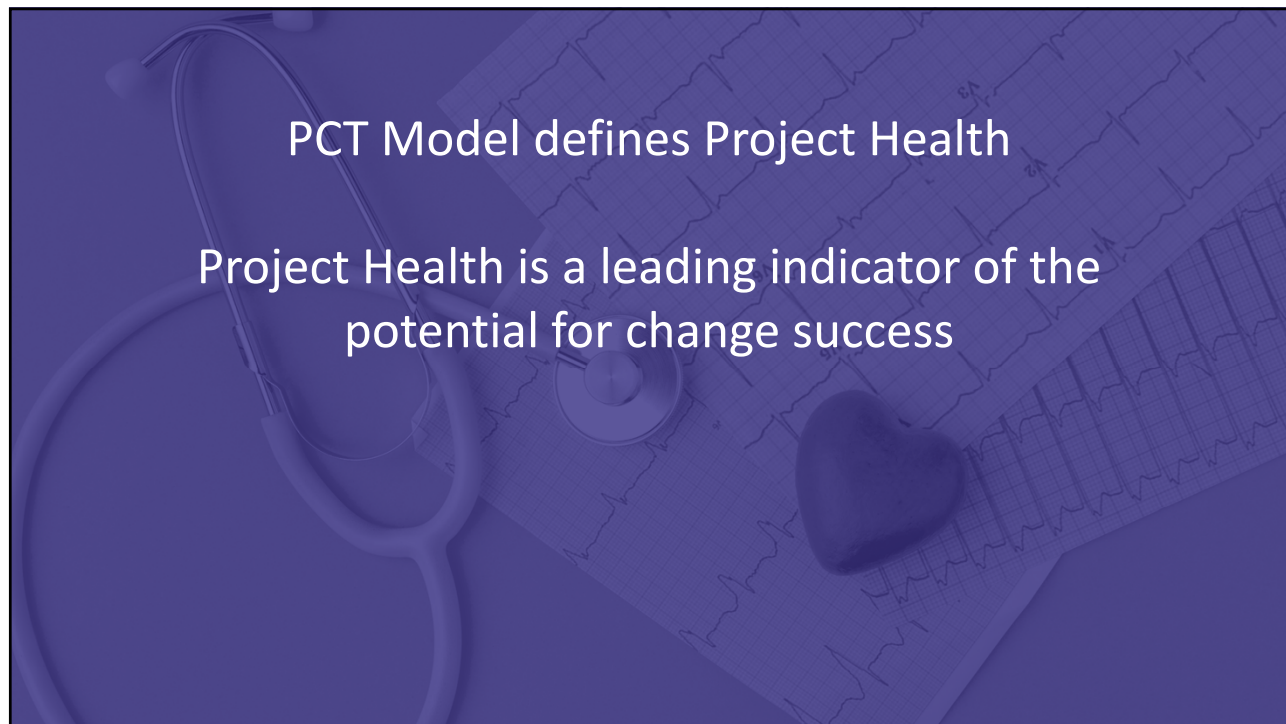
7

7

2. Why use the PCT Model?

Prosci
PEOPLE. CHANGE. RESULTS.™

8

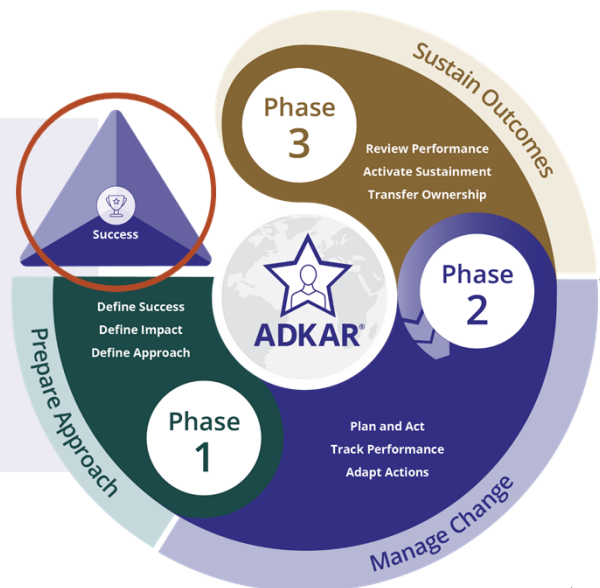


9

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



© Prosci. All Rights Reserved.

Prosci

10

10

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

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

© Prosci, Inc. All Rights Reserved.

Prosci

11

11

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

Prosci
PEOPLE. CHANGE. RESULTS.™

12

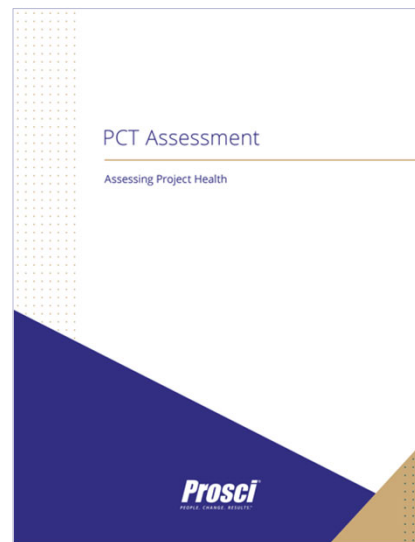
Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

PCT Assessment

Used to assess project health across the four aspects of the PCT Model: success, leadership/sponsorship, project management and change management at a point in time.

PCT scores are a leading indicator of the potential for a successful implementation.



© Prosci, Inc. All Rights Reserved.

Prosci

13

13

PCT Assessment: Assessing Project Health

PCT Assessment

The Prosci Change Triangle (PCT) Model is a simple but powerful framework for understanding the four critical aspects of any successful change effort.

- Success: clarity on the aim or purpose of the initiative.
- Leadership/sponsorship: provides strategy, direction and guidance.
- Project management: addresses the technical side of change by designing, developing and delivering the solution.
- Change management: addresses the people side of change by enabling people to engage, adopt and use the solution to achieve results and outcomes.

Why:
The PCT Assessment is used to position the project for success by assessing project health across the four critical aspects of a point in time. If a project is weak in any of the four elements, it will struggle to fail. PCT Assessment scores are a leading indicator of the potential for a successful implementation.

The PCT Model is valuable for project teams and change management professionals in a number of ways:

- Provides project teams with common language and context for the four elements of successful change.
- Positions the unique contribution of change management relative to project management and leadership/sponsorship.
- Evaluates the health of an initiative at a point in time. Through repeated applications, it evaluates progress over the project lifecycle.
- Identifies organizational competencies and gaps by looking at assessment results from multiple projects.

When:
Complete an initial PCT Assessment early in the lifecycle of the project to establish a baseline. Conduct the assessment again at key points during the project to see if scores are improving. Each time the assessment is conducted, create a list of action plans to improve performance where scores are low.

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

PCT Assessment

Rank each factor on a 1-3 scale: 1 = inadequate, 2 = adequate, 3 = exceptional

Success	Score: 1-3
1. People into the change management process are defined (e.g. include a business case, charter, scope or plan).	
2. Organizational benefits are fully defined (at least the expected gains).	
3. Project objectives are fully defined (at least the project outcomes).	
4. Adaptation and usage objectives are fully defined.	
5. Levels of resources for benefits and objectives are established.	
6. Benefits and objectives are prioritized.	
7. Benefits and objectives 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)	

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 creating trust and making decisions related to the project schedule, scope and resources.	
7. The primary sponsor is actively and visibly participating throughout the life 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 taking ownership of the change to ensure success and addressing resistance.	
Sum of points for Leadership/Sponsorship (out of 30 total)	

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 project schedule is complete.	
6. A work breakdown structure with deliverables is complete.	
7. Resources for the project are identified and acquired.	
8. Risks, including any scheduled and 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)	

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 adaptation and usage objectives.	
5. An assessment of the strength of the sponsor coalition is complete.	
6. A coordinated and scaled change management strategy with the necessary sponsorship commitment is complete.	
7. The resources required to ensure the change is adopted and used are identified, acquired and prepared.	
8. Change management plans that will engage, reinforce 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 implementation is planned to learn and sustain the change.	
Sum of points for Change Management (out of 30 total)	

PCT Assessment Analysis

PCT Profile:

Score Interpretation:

Score	Interpretation
10-15	High risk/low - needs immediate action
16-24	At-risk/low risk - needs further investigation
25-30	Strong - should be monitored and maintained

Notes:

Aspect	Q, LS, PM, CM	Factor #	Action

Date of next PCT Assessment: _____

Not intended for further distribution. Prosci and PCT logo are registered trademarks of Prosci Inc. © Prosci Inc. All rights reserved.

© Prosci, Inc. All Rights Reserved.

Prosci

14

14

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

PCT Assessment – Success

Rank each factor on a 1-3 scale: 1 = inadequate, 2 = adequate, 3 = exceptional

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.

© Prosci, Inc. All Rights Reserved.

Prosci

15

15

PCT Assessment – Leadership/Sponsorship

Rank each factor on a 1-3 scale: 1 = inadequate, 2 = adequate, 3 = exceptional

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.

© Prosci, Inc. All Rights Reserved.

Prosci

16

16

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

PCT Assessment – Project Management

Rank each factor on a 1-3 scale: 1 = inadequate, 2 = adequate, 3 = exceptional

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.

© Prosci, Inc. All Rights Reserved.

Prosci

17

17

PCT Assessment – Change Management

Rank each factor on a 1-3 scale: 1 = inadequate, 2 = adequate, 3 = exceptional

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.

© Prosci, Inc. All Rights Reserved.

Prosci

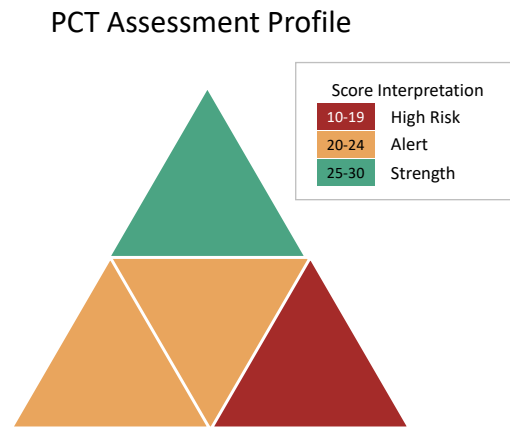
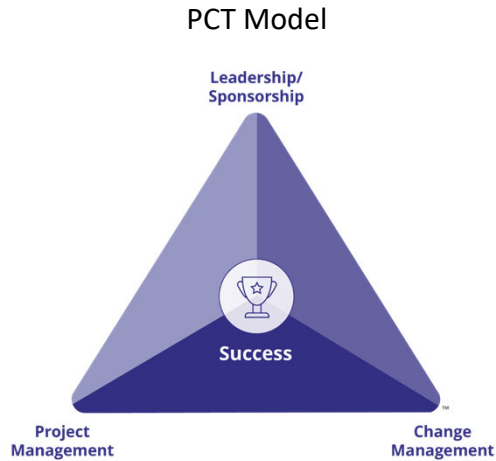
18

18

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

Evaluate Project Health at a Point in Time



© Prosci, Inc. All Rights Reserved.

Prosci

19

19

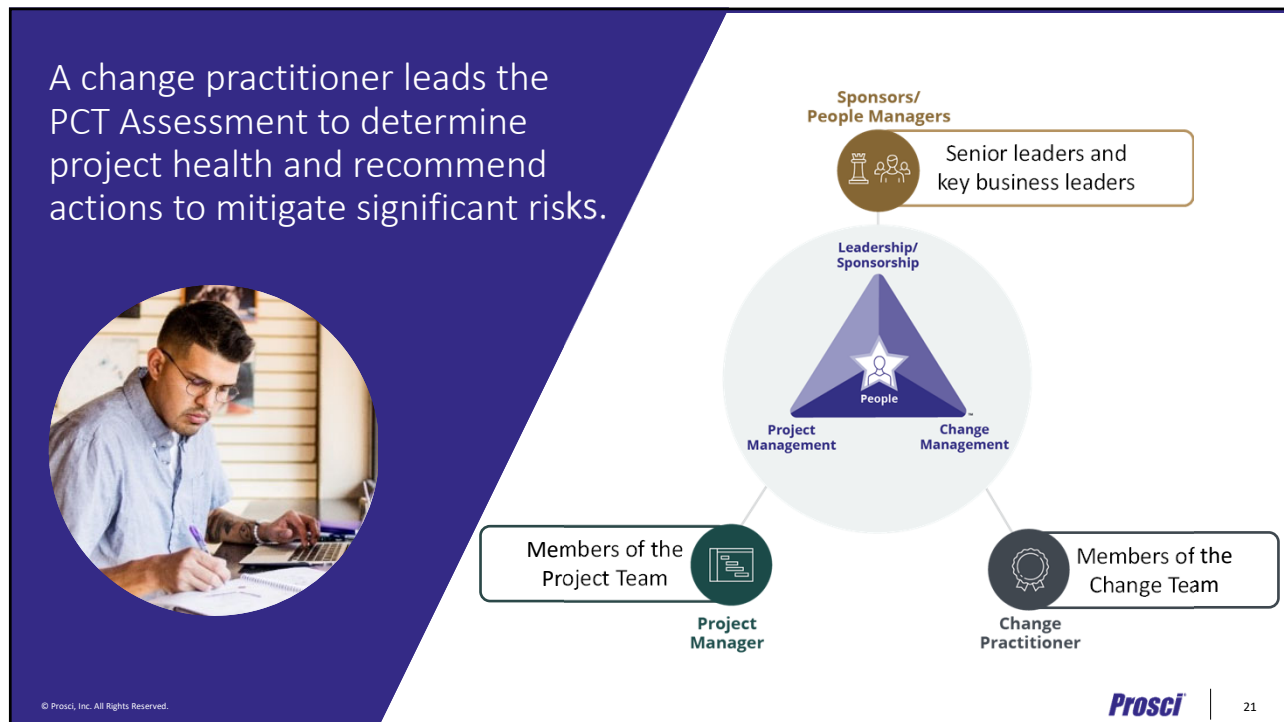
4. Who completes the PCT Assessment?



20

Introduction to the Prosci Change Triangle (PCT) Model

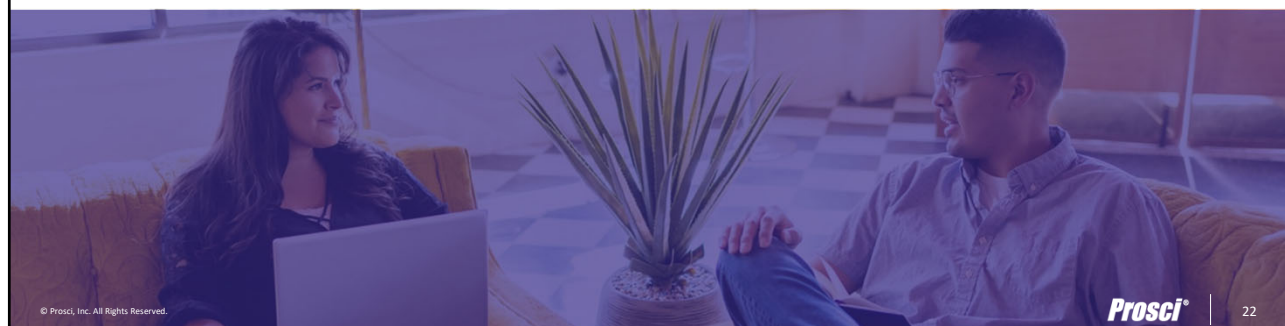
www.prosci.com/webinars



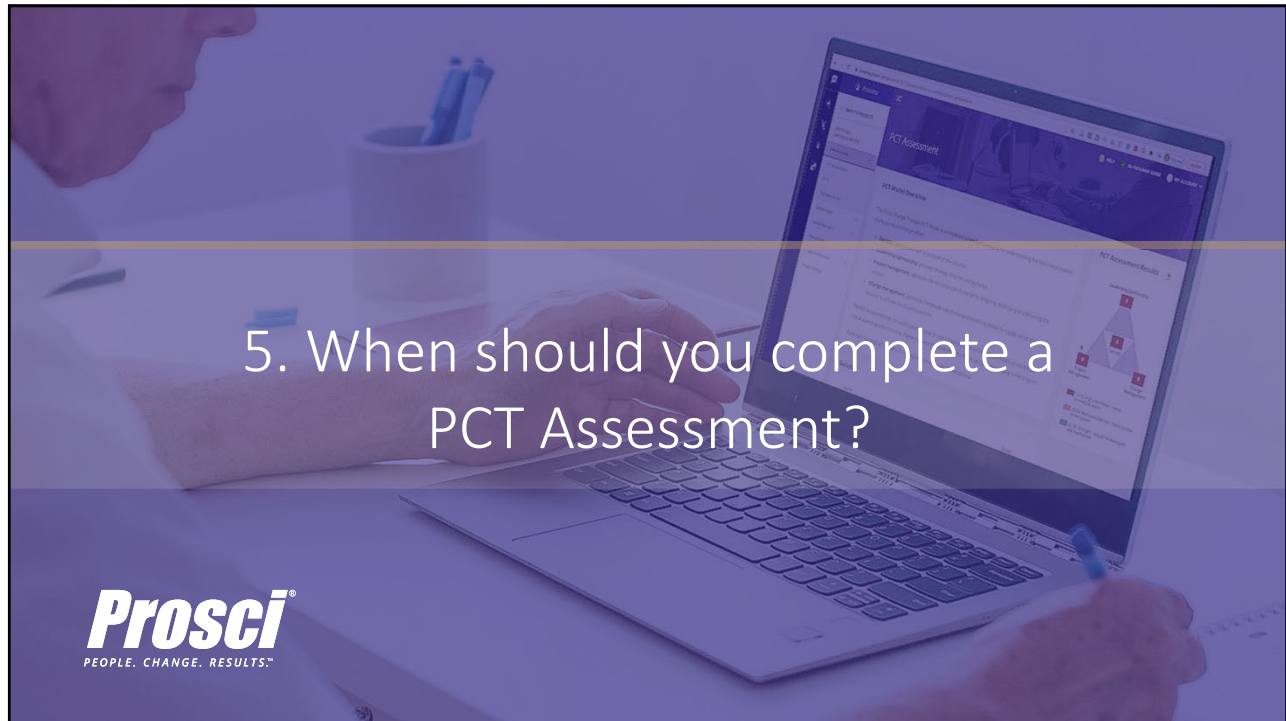
21

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



22

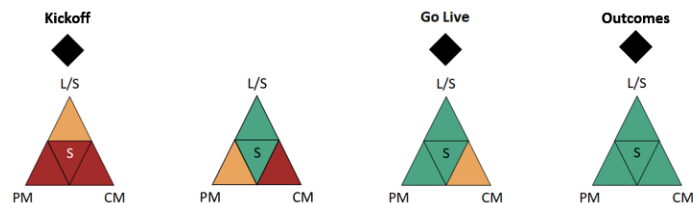


23

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



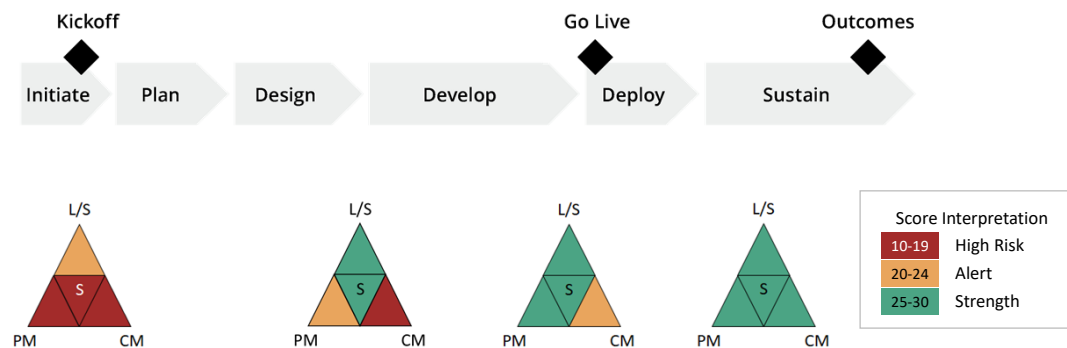
24

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars

Project Health Builds Over the Project Lifecycle

Example of a common pattern



© Prosci. All Rights Reserved.

Prosci

25

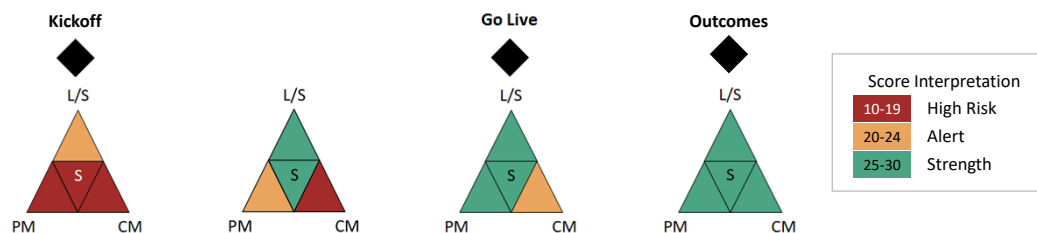
25

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.

© Prosci. All Rights Reserved.

Prosci

26

26

Introduction to the Prosci Change Triangle (PCT) Model

www.prosci.com/webinars



27