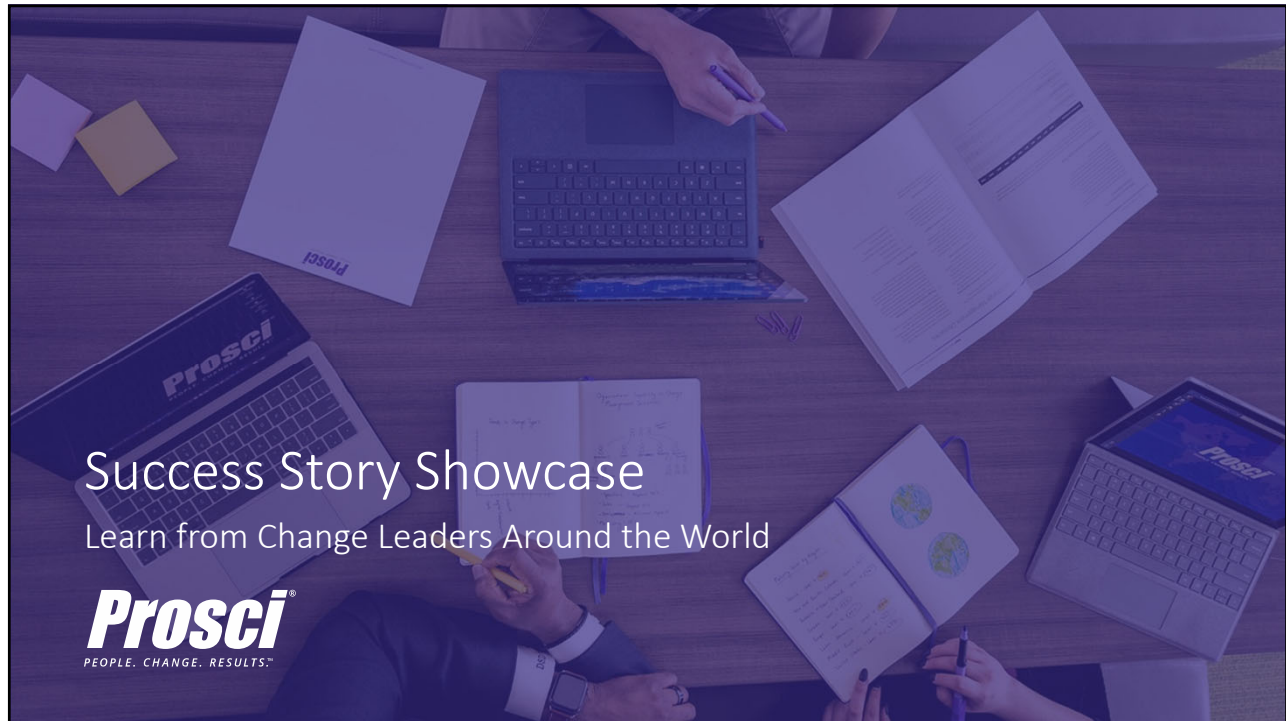


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Improve Outcomes

**Prosci**

“Proofs of success and signature wins are critical catalysts for building an organizational change management capability.”

Tim Creasey  
Chief Innovation Officer  
Prosci

Build Capability

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Name, Industry, Region



**Prosci**

“ To be the most beneficial to other organizations, we include stories from a variety of industries and from organizations that differ in size, structure of their change management programs, and the Prosci solutions they're leveraging. ”

Sue Emond  
Content Strategist

25 Success Stories

Key Themes and Results

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## Where to Locate Success Stories on the Prosci Web Site



**Prosci** ADKAR® Solutions **Resources** About Us

PORTAL LOGIN TRAINING

RESOURCE CENTER

### Success Stories

Learn how Prosci clients are applying change management best practices to improve project outcomes and build change capability.

OVERVIEW ARTICLES WEBINARS DOWNLOADS **SUCCESS STORIES** PROSCI BLOG

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## Success Story Preview and Downloads


**Organization**



ENGAGING ORGANIZATIONAL ROLES, PLANNING & EXECUTING  
**FAA Transforms How Government Changes**  
Themes: ECM, capability building, project results, complex change, CM maturity, Change Management Group


**Link to Story**

READ STORY




ENGAGING ORGANIZATIONAL ROLES, ACHIEVING PROJECT RESULTS  
**Academic Health System Embraces Change Management for Integration and Leadership Strategies**  
Themes: Capability building, project results, M&A, ERP system integration, 5 CM plans, sponsor coalition, employee engagement

READ STORY




INTEGRATING PROJECT MANAGEMENT, ACHIEVING PROJECT RESULTS  
**UVA Elevates Project Portfolio Management with Change Management**  
Themes: Integrating project management and change management, organizational change maturity, change portfolio management, change agent network

READ STORY




BUILDING ENTERPRISE CAPABILITY, PLANNING & EXECUTING  
**Thought Leader Spotlight: Jean-Claude Monney, Microsoft Services**  
Themes: ECM, change capability, Adoption and CM Program, multi-win projects, risk mitigation, business agility

READ STORY



ACHIEVING PROJECT RESULTS  
**SAP Implementation Exceeds Expectations**  
Themes: SAP implementation, change agent network, change management and project management, metrics and measurement

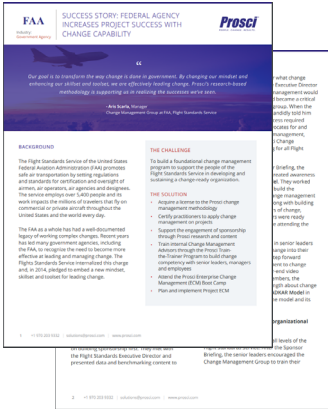
READ STORY



BUILDING ENTERPRISE CAPABILITY, PLANNING & EXECUTING  
**Microsoft Increases Customer Adoption Rates**  
Themes: ECM, change capability, Adoption and CM Program, multi-win projects, risk mitigation, business agility

READ STORY

**Downloadable Resource**



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**3 Shared Aspects**

**Definition of Project Success**



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**Adoption of ADKAR**



**Awareness  
Desire  
Knowledge  
Ability  
Reinforcement**

**Application of Best Practices**

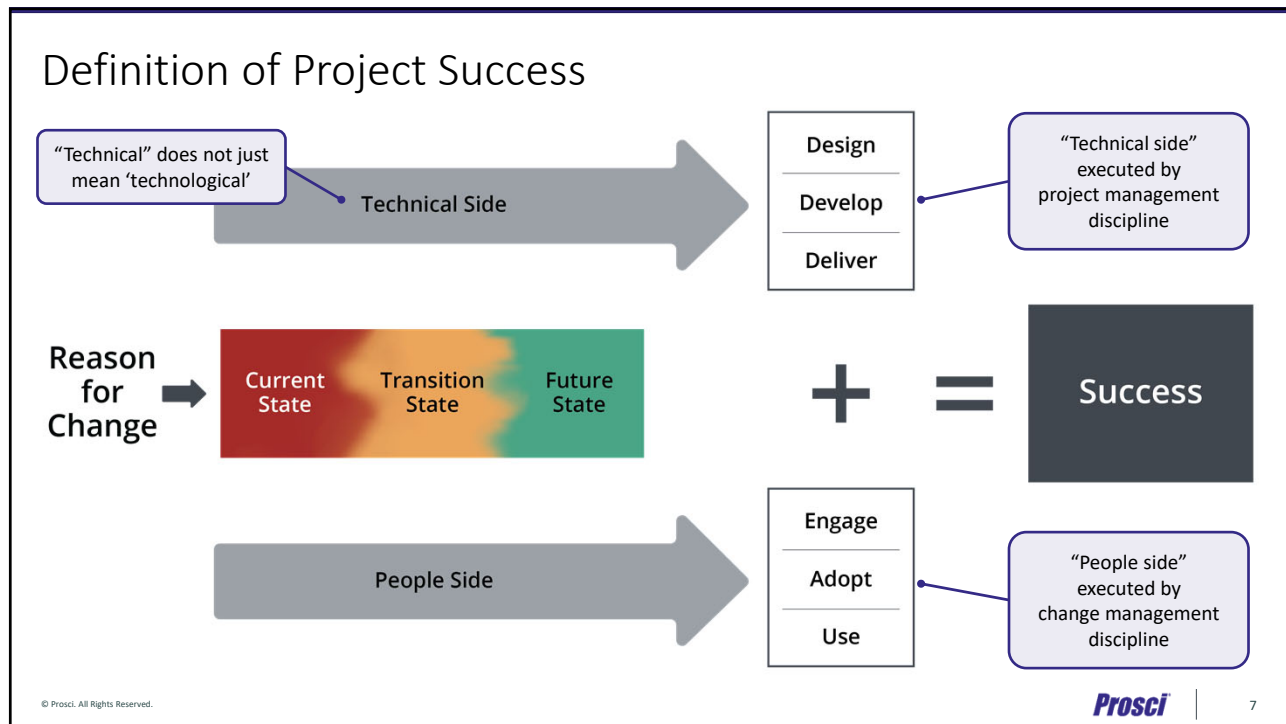


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## Adoption of ADKAR

ADKAR element:

What you hear:

Awareness

"I understand why..."

Desire

"I have decided to..."

Knowledge

"I know how to..."

Ability

"I am able to..."

Reinforcement

"I will continue to..."

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## Adoption of ADKAR



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## Application of Best Practices

Study input from  
leading organizations  
around the world:

Adobe

Cigna

IBERDROLA

ERICSSON

UNICEF

OPTUS

unicef

RioTinto

MOEN

EDUC

IKEA

الجامعة العربية للعلوم والتكنولوجيا  
Arabia Research Academy

OXFORD  
UNIVERSITY PRESS

Shell

Johns  
Hopkins



## Topics Studied

Advice for new practitioners

Agile

Aligning CM with other disciplines

Biggest obstacles

Change agent networks

Communications

Complementary roles

Complex change

Culture

Engagement

Global awareness

Greatest contributors

Integrating CM and PM

Job roles and locations

Justifying CM

Manager role

Measurement and metrics

Methodology

Organizational change capability

Readiness

Reinforcement

Resistance management

Resources and budgets

Saturation and portfolio management

Sponsorship

Sustainment

Team member attributes

Training

Trends in CM

Vertical industry customization

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“The practical nature of Prosci’s approach to change management, along with the larger body of Prosci knowledge that’s readily available to us, is paying tremendous dividends to the University of Virginia.”

Mary Brackett  
University of Virginia

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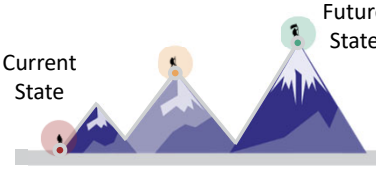
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 <h2>3 Key Themes</h2> <h3>Deliver Project Results</h3> <th data-bbox="600 237 1019 667"><h3>Mature Enterprise Change Management (ECM)</h3><th data-bbox="1023 237 1442 667"><h3>Focus on Training and Skill Building</h3></th></th>	 <h3>Mature Enterprise Change Management (ECM)</h3> <th data-bbox="1023 237 1442 667"><h3>Focus on Training and Skill Building</h3></th>	 <h3>Focus on Training and Skill Building</h3>
<p>Problem Definition</p> <ul style="list-style-type: none"><li>• 'Must-win' Project</li><li>• Increase project and initiative success</li><li>• Focus on improving adoption and usage</li></ul> <p><small>© Prosci, Inc. All Rights Reserved.</small></p>	<p>Problem Definition</p>  <p><small>© Prosci, Inc. All Rights Reserved.</small></p>	<p>Problem Definition</p> <ul style="list-style-type: none"><li>• Build role-based competencies</li><li>• Internal training roll out and scaling</li></ul> <p><b>Prosci</b>   13</p>

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<h2>Change Management Context</h2>	
 <p><b>Increasing adoption and usage to deliver people-dependent portion of project ROI by preparing, equipping and supporting employees</b></p> <p>Change Management (house)</p> <p><small>© Prosci, Inc. All Rights Reserved.</small></p>	 <p><b>DNA/fabric/norm through individual competencies and integrated CM approaches</b></p> <p>Enterprise Change Management (neighborhood)</p> <p><b>Prosci</b>   14</p>

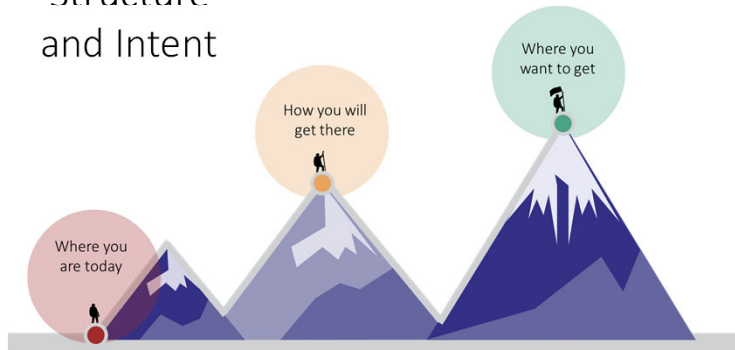
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## Building Change Management Capability is a Journey

### Structure and Intent



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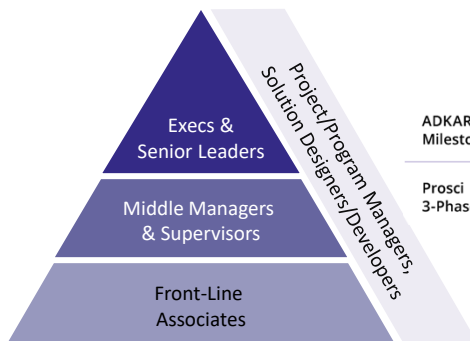
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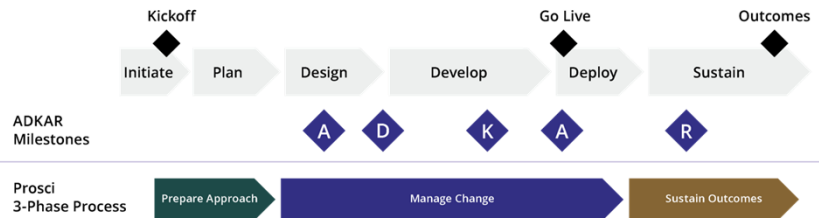
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## Organizational Change Management Capability

### Build Individual Competencies



### Integrate into Changes, Projects and Programs



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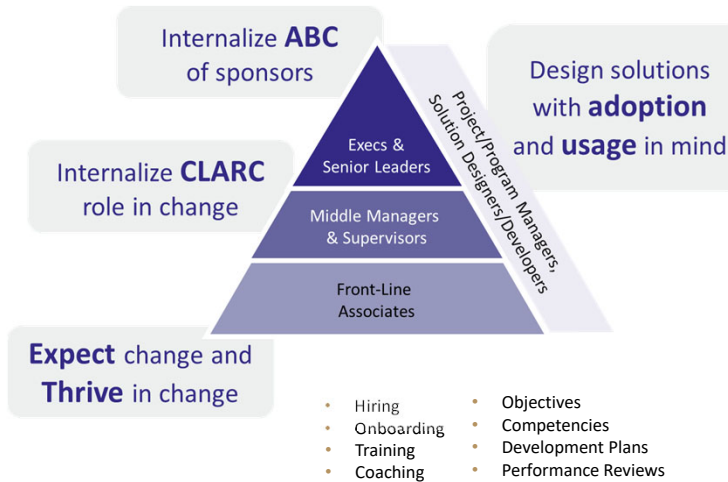
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## Build Individual Competencies



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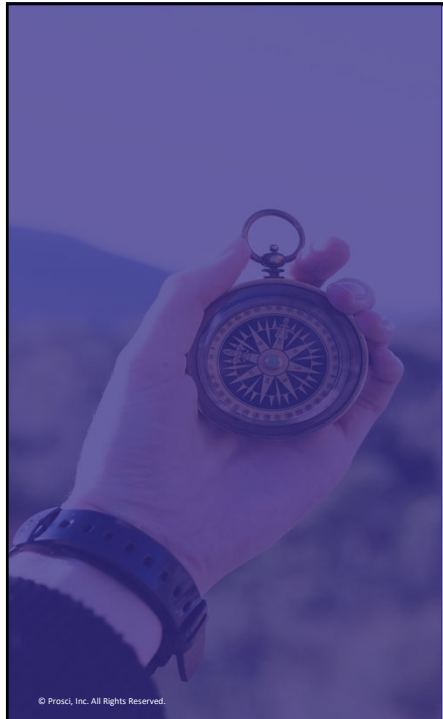
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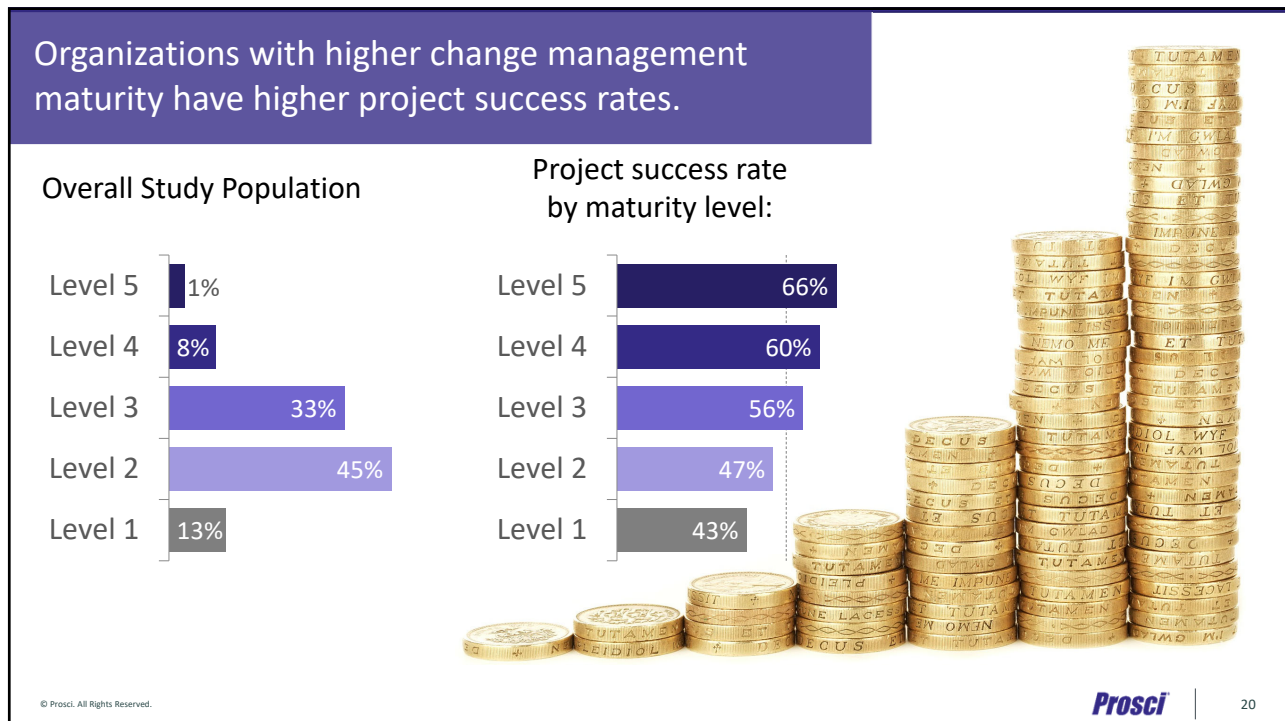
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## Prosci Change Management Maturity Model

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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 <p>Prosci ECM Strategy Map</p>	ECM Strategy Segment	Critical Decisions
	 Leadership	<input type="checkbox"/> Commitment Statement
	 Project	<input type="checkbox"/> Demonstration Projects
	 Skill	<input type="checkbox"/> Capability Development Approach
	 Structure	<input type="checkbox"/> Roles and Responsibilities
	 Process	<input type="checkbox"/> Integration Opportunities

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## 6 Capability Catalysts

- 1 Align with your culture
- 2 Deploy on a key initiative
- 3 Build a change network
- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change

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# Success Story Showcase

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## Examine Each Catalyst for Building Change Capability

- 1 Align with your culture
- 2 Deploy on a key initiative
- 3 Build a change network
- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change

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## 1 Align with your culture



A culture of taking care of people → Used change management to take care of its internal community during change.



Lean Six Sigma shop where measurement is king → Used ADKAR® Model measurement as the entry point to change management.



Culture of discipline in projects and processes → Ensured that change management was delivered as a disciplined practice.



to improve alignment and acceptance

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## Examine Each Catalyst for Building Change Capability

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## 2 Deploy on a key initiative



Embedded change management in a widespread process improvement project



Deployed change management in an electronic health record system implementation



Applied change management to a high-impact open workspace initiative



to demonstrate the impact of change management

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## Examine Each Catalyst for Building Change Capability

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## 3 Build a change network



Built a change pioneer network that included the heads of numerous transformation programs



Built a change management community of practice with reps from autonomous units to drive change consensus



Developed a Center of Excellence with federated communities of practice in each business unit to localize change management



to build support and momentum throughout your organization

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## 4 Go where the energy is



Stood up a change management practice in IT, followed by change management self-service and strategic partnerships



Identified change management as a business process and not an HR process; attached CM to localized process initiatives Security



Aligned with a small, centralized Community of Excellence committed to supporting business unit communities of practice



to create collaborative partnerships to pull change management forward

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## Examine Each Catalyst for Building Change Capability

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- 6 Treat growing your capability like a change

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## 5 Integrate with existing competencies



Change leadership was identified as a critical competency across three leadership levels



Change management was integrated into the organization's project management boot camp and workbook



"Leading change" was included in the organization's new leadership competency model



to embed change management skills in professional development paths

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## Examine Each Catalyst for Building Change Capability

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- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change**

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## 6 Treat growing your capability like a change



Looked inward first,  
treating building  
change capability as a  
change to manage



Built awareness and  
desire for change  
management as an  
enterprise practice



Delivered an executive  
roadshow to build  
sponsorship for  
enterprise change  
management



to improve outcomes with structure and intent

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## How Might this Look for You?

- 1 Align with your culture
- 2 Deploy on a key initiative
- 3 Build a change network
- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change

What are your next best steps that will gain traction for your change capability journey?

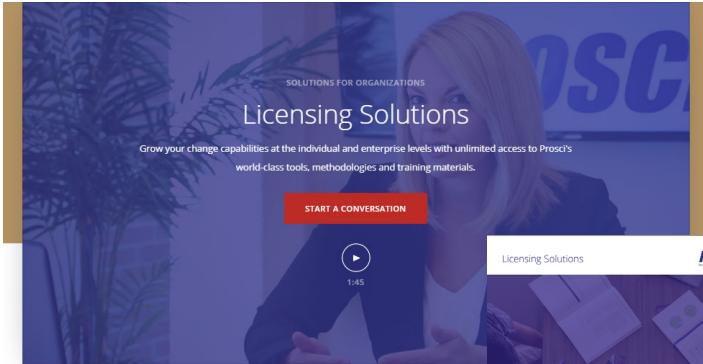
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## Many Success Story Clients Obtained an Enterprise License



The image shows a screenshot of the Prosci 'Licensing Solutions' webpage. The page has a blue header with the text 'SOLUTIONS FOR ORGANIZATIONS' and 'Licensing Solutions'. Below this, it says 'Grow your change capabilities at the individual and enterprise levels with unlimited access to Prosci's world-class tools, methodologies and training materials.' There is a red button that says 'START A CONVERSATION'. Below the button is a video player with a play button and a 1:45 duration. To the right of the video player is a thumbnail for a video titled 'Licensing Solutions' with the Prosci logo. Below the video player, it says 'Adapt Prosci's solutions to your organization's culture and processes'. To the right of this text is a red button that says 'Download PDF'. Below the 'Download PDF' button is a thumbnail for a video titled 'Build Your Organization's Change Capability With a Prosci License'.

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The image shows the AVNET logo, which consists of a red stylized 'A' followed by the word 'AVNET' in black. Below the logo is a quote in a white circle on a blue background. The quote is: 'A Prosci license was critical to building enterprise-wide change capability. The license gave us both the structure and the flexibility to integrate change management into our established strategy.' Below the quote is the name 'Carla Howard' and the company 'Avnet Inc.'.

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