# The Prosci Methodology

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## Agenda

1. What is change management?
2. Why should you use a structured change management approach?
3. What is the Prosci Methodology?
4. Who is using it and how?
5. How adaptable is it for different types of change?
6. What will you learn on the program?

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## Improves Change Outcomes

Percent of Respondents That Met or Exceeded Project Objectives



88%

73%

39%

13%

7X

3X

Poor    Fair    Good    Excellent

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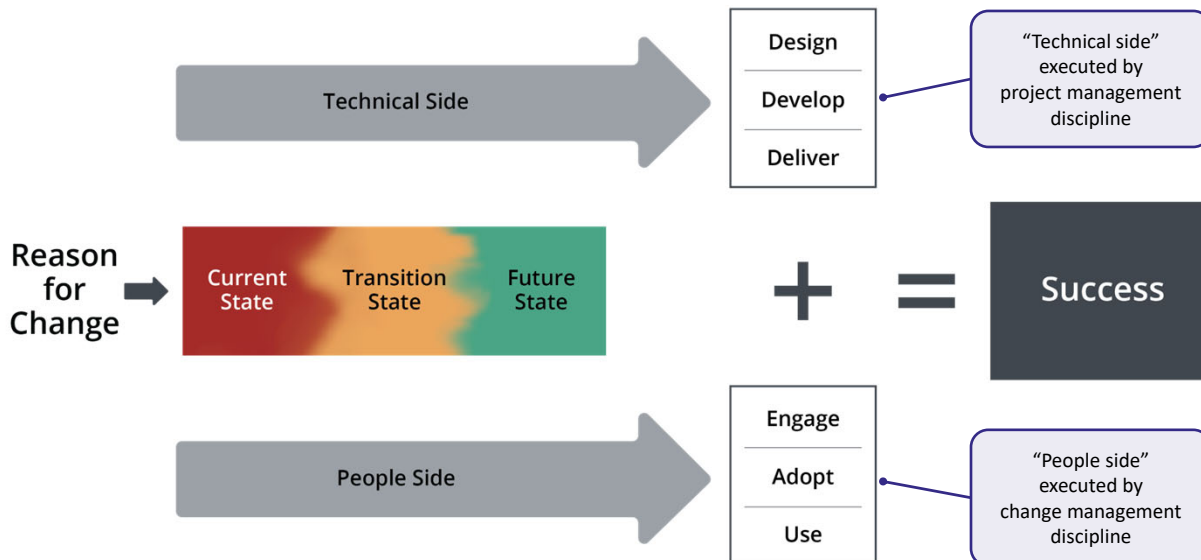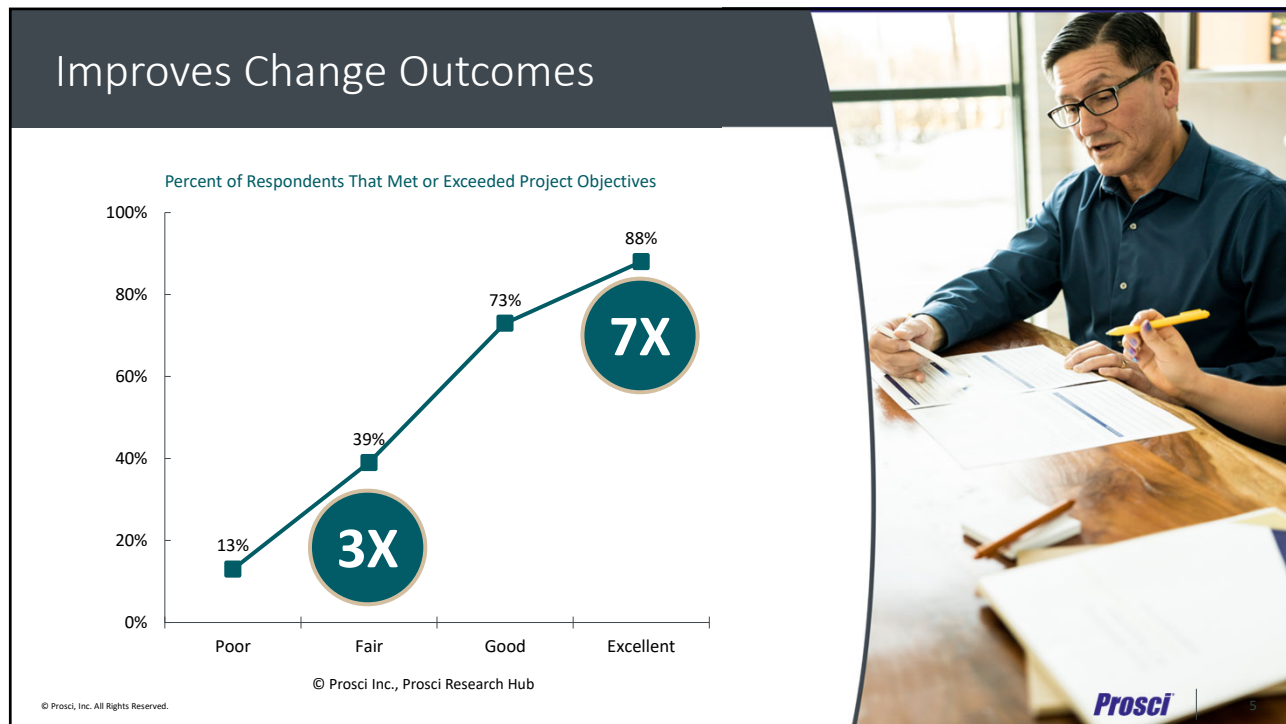
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## 2. Why Should You Use a Structured Change Management Approach?

A structured approach **improves change management effectiveness**, and therefore increases the likelihood of change success.

The Prosci Methodology focuses on individual adoption and usage, while offering a structured process to guide the development and execution of organizational strategies and plans.

**Top 7 Greatest Contributors to Change Success**

1. Active and visible executive sponsorship
2. **Structured change management approach**
3. Employee engagement and participation
4. Frequent and open communication
5. Dedicated change management resources
6. Integration and engagement with project management
7. Engagement with people managers
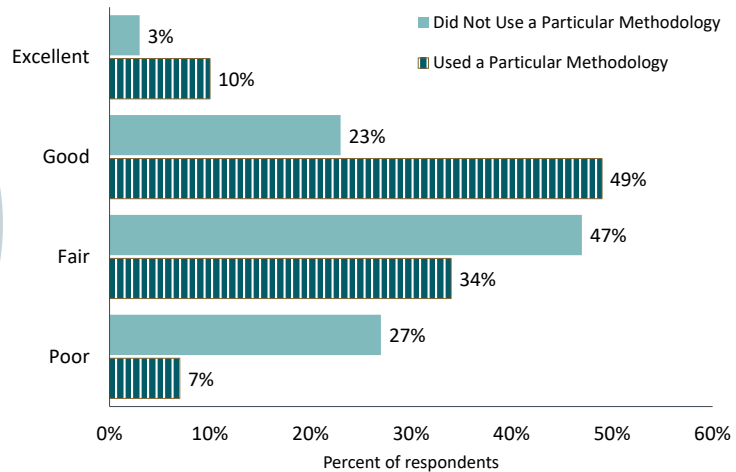
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## Use of Methodology Increases Effectiveness

### Research Finding

59% of participants who used a methodology reported good or excellent change management effectiveness compared to 26% that did not use a methodology.

Legend:
- Did Not Use a Particular Methodology
- Used a Particular Methodology

Excellent: 3% / 10%
Good: 23% / 49%
Fair: 47% / 34%
Poor: 27% / 7%

X-axis: 0% 10% 20% 30% 40% 50% 60%
Percent of respondents

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## Prosci Asked: What are the Benefits of Using a Structured Approach?

1. Definition of activities, roles, language, processes, tools and assessments

2. Systematic structure resulting in a consistent and repeatable approach

3. Logical, detailed progression of stages

4. Easier to understand and explain

5. Support for the value of change management

6. Identification of gaps and common mistakes

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## Why People Choose Prosci

The Prosci Methodology **uniquely integrates individual and organizational change management** to deliver business results.

At Prosci, our mission is to enable individuals and organizations to build internal change capabilities through research-based, holistic and easy-to-use solutions.

**Prosci has certified 100,000+ change practitioners**

**Why People Choose Prosci**

**Focus on Results**

**Research Based**

**Easy to Use**

**Holistic Training**

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## 3. What Is the Prosci Methodology?

The Prosci Methodology is a **structured**, **adaptable** and **repeatable** approach to enable the **people side** of change to **deliver results**.

**Based on over 25 years of research**, the Prosci Methodology takes what we know about people, change and results and organizes it into a simple, repeatable, process practitioners can apply to create strategies and plans that increase adoption and usage on an initiative.

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## Prosci Methodology

### ADKAR Model

Describes the five 'building blocks' or elements an individual needs to achieve for a change to be successful.

Impacted individual is at the center of the Prosci Methodology. Individual success leads to organizational success.

### Prosci Change Triangle 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.



### Phase 3 – Sustain Outcomes

Purpose: To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.
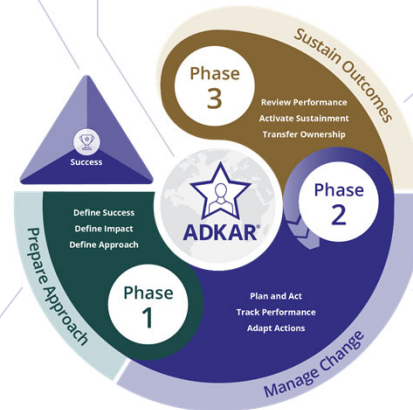
### Phase 1 – Prepare Approach

Purpose: To position the change for success by developing a customized and scaled change management strategy with the necessary sponsorship and commitment.

### Phase 2 – Manage Change

Purpose: To achieve adoption and usage of the change by creating, implementing and adapting plan(s) that will move individuals and the organization through ADKAR transitions.
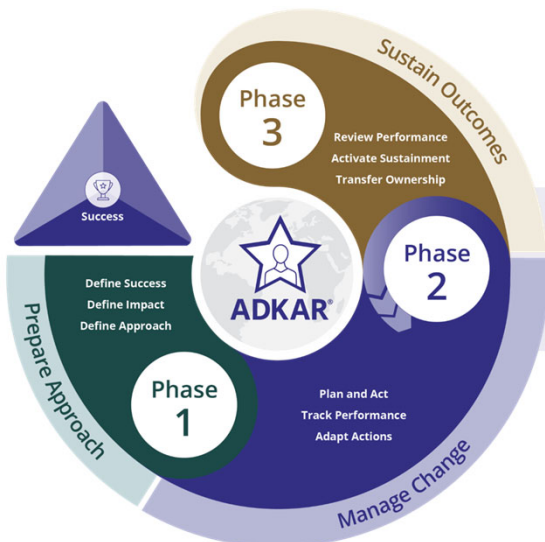
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## Organizational Change Requires Individual Change



Enable individual change with the ADKAR Model.

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## ADKAR Model on a Page

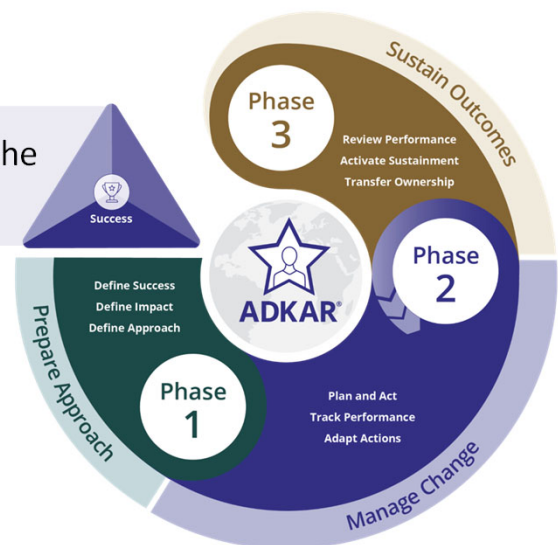| ADKAR element | Definition | What you hear | Triggers for building |
|---|---|---|---|
| (A) **Awareness** | Of the need for change | "I understand why…" | Why?<br>Why now?<br>What if we don't? |
| (D) **Desire** | To participate and support the change | "I have decided to…" | WIIFM<br>Personal motivators<br>Organizational motivators |
| (K) **Knowledge** | On how to change | "I know how to…" | Within context (after A&D)<br>Need to know *during*<br>Need to know *after* |
| (A) **Ability** | To implement required skills and behaviors | "I am able to…" | Size of the K-A gaps<br>Barriers/capacity<br>Practice/coaching |
| (R) **Reinforcement** | To sustain the change | "I will continue to…" | Mechanisms<br>Measurements<br>Sustainment |

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## Begin with Project Health

Position the project for success with the Prosci Change Triangle (PCT) Model.



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## PCT Model: Critical Aspects for Success



**A reason for change**
Defined benefits and objectives
Units of measure

**Governance and direction**
Decisions and actions

Leadership/
Sponsorship

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

**People side**
Individual and organizational
Engage, adopt, use

**Success**

Project
Management

Change
Management
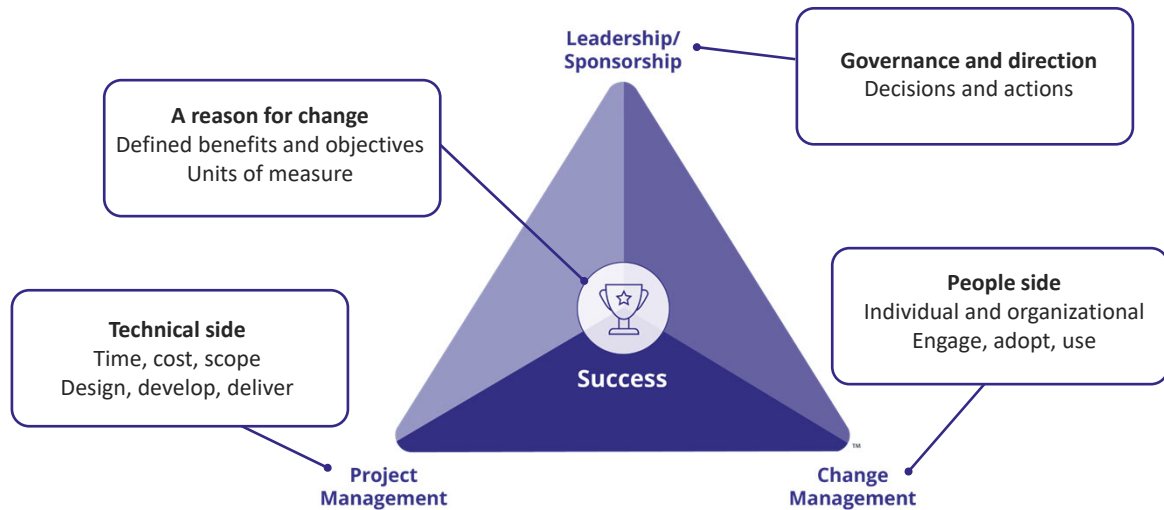
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## Apply the Prosci 3-Phase Process to enable adoption and usage
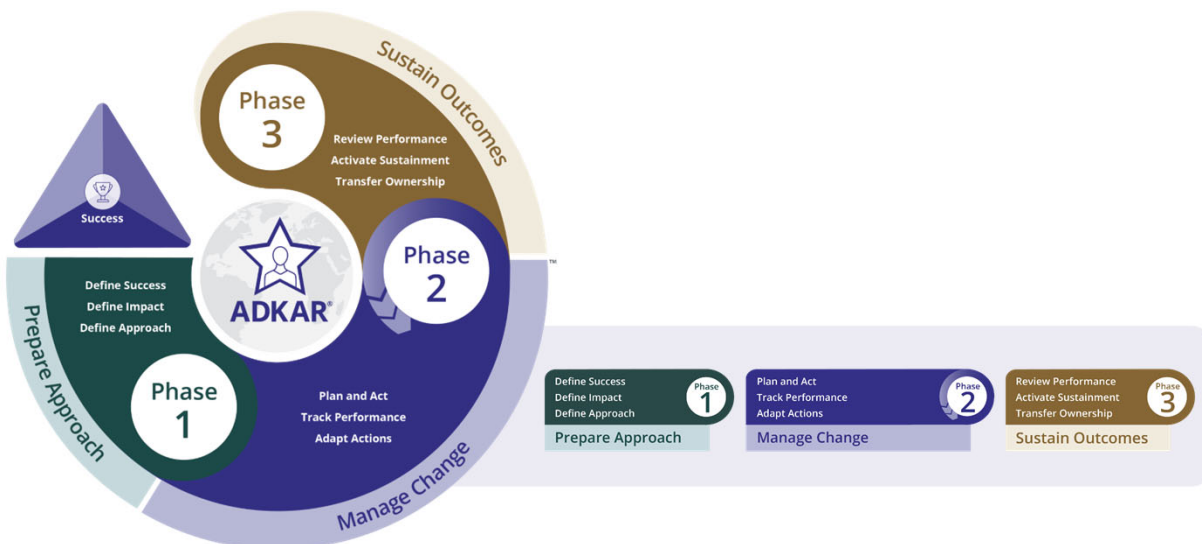


*Sustain Outcomes*

**Phase 3**
Review Performance
Activate Sustainment
Transfer Ownership

**Success**

**Phase 2**

**ADKAR**

Define Success
Define Impact
Define Approach

*Prepare Approach*

**Phase 1**

Plan and Act
Track Performance
Adapt Actions

*Manage Change*

| Define Success Define Impact Define Approach | Phase 1 | Plan and Act Track Performance Adapt Actions | Phase 2 | Review Performance Activate Sustainment Transfer Ownership | Phase 3 |
| Prepare Approach | | Manage Change | | Sustain Outcomes | |

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## Prosci 3-Phase Process Plain Language Questions

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## Prosci 3-Phase Process

- Purpose statement
- Plain language questions
- Phases, stages and activities
- Deliverable

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## Enhanced to Elevate Change Success

We enhanced the Prosci Methodology in 2021. We used change practitioner feedback to make the methodology **more accessible**, **more actionable** and more **effective.**

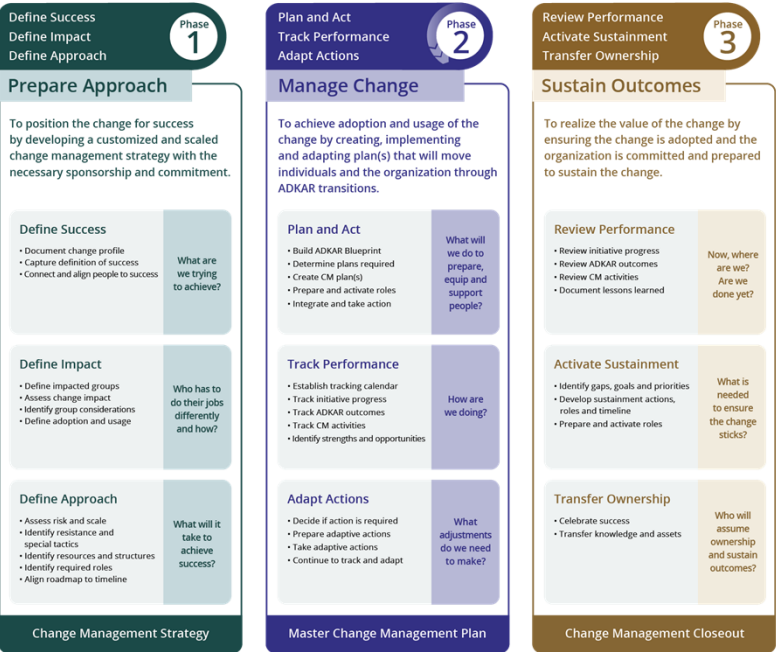Learn more about the enhancements to the Prosci Methodology on **Prosci.com**.

### We Listened to Practitioners

**2,618 program participant** evaluations analyzed

Focus group of **180+ customers** consulted

**38 prototypes** developed and tested with **2,000+ practitioners**

3-day program beta testing conducted with **153 participants**

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## 4. Who Is Using It and How?

Change practitioners use the Prosci Methodology to **develop strategies and plans** to achieve adoption and usage on change initiatives.

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## The People

### What percentage of your **time** is focused on managing change?



| | | |
|---|---|---|
| > 76% | 51%-76% | < 50% |

### What is your current change management **competency**?



| Proficient to Expert | Competent | Novice to Adv. Beginner |
|---|---|---|

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## The Projects

### What **type of change** project are you working on?

**Top 10 Project Types:**

1. Process Improvement
2. Digital Transformation
3. Continuous Improvement
4. Employee Experience
5. Strategy or Culture Change
6. Change Management Capability
7. IT Software Implementation
8. Reorganization or Business Model Change
9. Customer Experience
10. New Product or Service Development

### What **project management approach** is being used on your project?



- Sequential 22%
- Iterative 20%
- Hybrid 38%
- Unsure 21%

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## 5. How Adaptable Is It for Different Types of Change?

The Prosci Methodology can be customized and scaled to achieve change success on **all types of change initiatives** where results and outcomes depend on adoption and usage.

### Common Misperceptions

1. "We need to act fast, there is no time to apply the Prosci Methodology!"

2. "The Prosci Methodology is overengineered for small changes."

3. "Prosci Methodology is overwhelming for large changes. You can't possibly do it all."

4. "Prosci Methodology only works for traditional sequential changes. We are using an agile approach."

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## Prosci Methodology Application Scenarios

| | Misperception | Prosci Methodology Application Scenario | Application Guidance |
|---|---|---|---|
| 1 | "We need to act fast, there is no time to apply Prosci Methodology!" | Urgent change | Guide activities to equip and support people to use the Prosci 3-Phase Process plain language questions. |
| 2 | "Prosci Methodology is overengineered for small changes." | Small change | Build a simple ADKAR Blueprint to enable individuals to move through ADKAR transitions. |
| 3 | "Prosci Methodology is overwhelming for large changes. You can't possibly do it all." | Large change | Focus and scale change management planning based on an understanding of change risk and impact. |
| 4 | "Prosci Methodology only works for traditional sequential changes. We are using an agile approach." | Iterative change | Align ADKAR Model milestones to an iterative change and prepare people. |

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## Prosci Methodology Application Scenarios

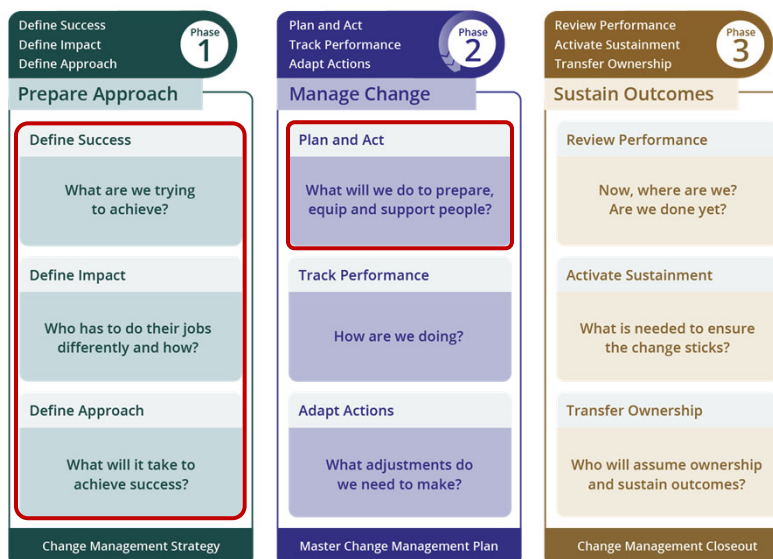| | Misperception | Prosci Methodology Application Scenario | Application Guidance |
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## Ask Questions to Identify Activities to Equip and Support People

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## Adapt Activities Based on Emerging Information

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## Prosci Methodology Application Scenarios

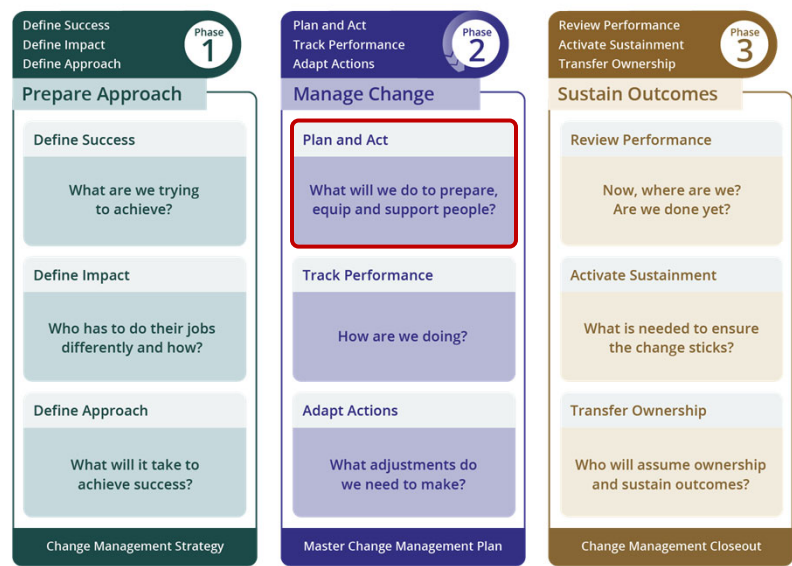| Misperception | | Prosci Methodology Application Scenario | Application Guidance |
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## Simple Plan for a Small Change

| Prepare Approach | Manage Change | Sustain Outcomes |
|---|---|---|
| **Phase 1** — Define Success, Define Impact, Define Approach | **Phase 2** — Plan and Act, Track Performance, Adapt Actions | **Phase 3** — Review Performance, Activate Sustainment, Transfer Ownership |
| **Define Success** — What are we trying to achieve? | **Plan and Act** — What will we do to prepare, equip and support people? | **Review Performance** — Now, where are we? Are we done yet? |
| **Define Impact** — Who has to do their jobs differently and how? | **Track Performance** — How are we doing? | **Activate Sustainment** — What is needed to ensure the change sticks? |
| **Define Approach** — What will it take to achieve success? | **Adapt Actions** — What adjustments do we need to make? | **Transfer Ownership** — Who will assume ownership and sustain outcomes? |
| Change Management Strategy | Master Change Management Plan | Change Management Closeout |

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## ADKAR Blueprint

The ADKAR Blueprint is the backbone of change management.

**ADKAR Blueprint Canvas**
A simple and scalable guide to identify the milestone dates and initial ideas for each ADKAR element, at a high level.

| Adoption Challenge | Map Milestone Target Date | Activity | Roles | Timeline |
|---|---|---|---|---|
| **Awareness** of the need for change | | | | |
| **Desire** to participate and support the change | | | | |
| **Knowledge** of how to change | | | | |
| **Ability** to implement required skills and behaviors | | | | |
| **Reinforcement** to sustain the change | | | | |

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## Prosci Methodology Application Scenarios

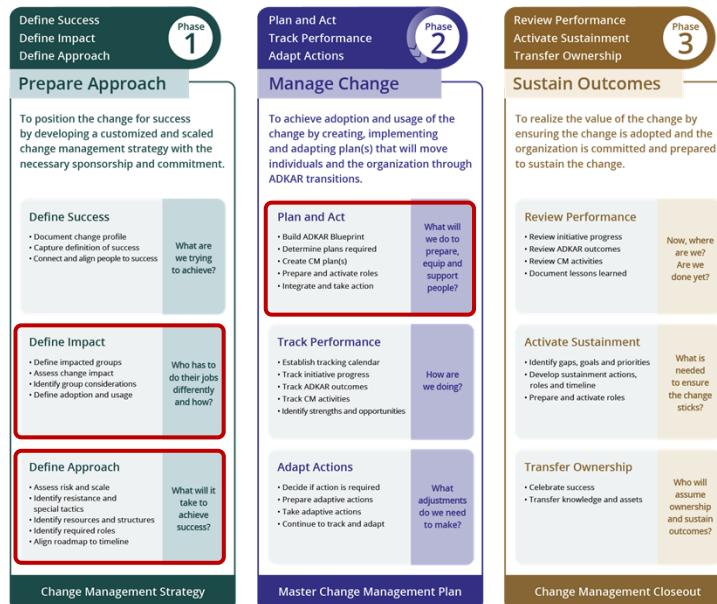| | Misperception | Prosci Methodology Application Scenario | Application Guidance |
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## Scale the Approach for a Large Change

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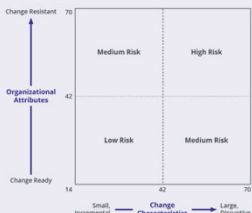
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## Scale Your Approach

Focus on the highest-value change management activities critical for success.
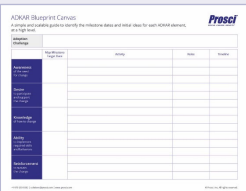


### Change Impact

Identify and focus on groups with the highest degree of change impact.

### Risk

Identify and focus on the highest risk groups critical to change success.

### Plans

Define the number, type and depth of plan required to change management guide activities.

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## Prosci Methodology Application Scenarios

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## Aligning ADKAR Model With Sequential and Iterative Change

### Sequential Change Process

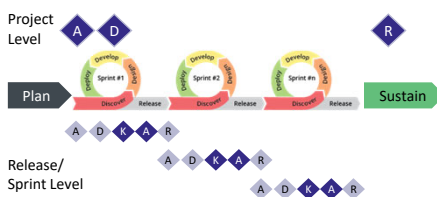A change that results from a series of progressive steps that culminate in a singular push to the organization.
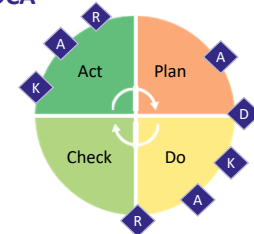
**Waterfall**

| Plan | Discover | Design | Develop | Deploy | Sustain |

A · D · K · A · R
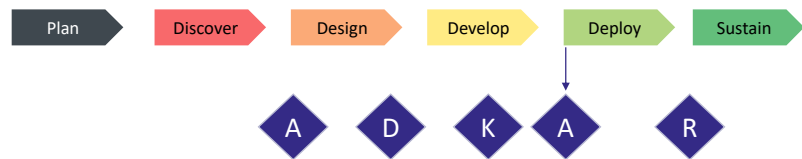
### Iterative Change Process

A change that results from repeated cycles of change, with each cycle moving toward the final, intended outcome.

**Agile**

Project Level

Plan | Sprint #1 · Sprint #2 · Sprint #n | Sustain

Release/Sprint Level

A D K A R

**PDCA**

Act · Plan · Check · Do

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## 5. What Will You Learn on the Program?

Prosci's Change Management Certification Program gives you the tools, know-how and support you need to achieve change success.

During this three-day experiential session, you'll apply Prosci's Methodology to one of your **active projects**.

**Prosci** CERTIFIED Change Practitioner

Graduates earn the distinction of being a Prosci Certified Change Practitioner.

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## Learning Objectives

**Define** change management

**Apply the Prosci ADKAR® Model** to facilitate individual change

**Activate roles to contribute** to change success

**Explain the value of** change management for your project

**Apply the Prosci 3-Phase Process** for organizational change

**Formulate the foundation** of a Change Management Plan to address your unique project

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## Program Agenda

| Day 1 | Day 2 | Day 3 |
|---|---|---|
| Welcome and Connection | Review | Review |
| Foundation | **Define Approach** Risk Resistance Resources Roles Roadmap | **Adapt Actions** |
| PCT Model | | **Review Performance Activate Sustainment Transfer Ownership** |
| ADKAR Model | | Complete Presentations |
| Extended Break | Extended Break | Extended Break |
| **Define Success** Why Change Management **Define Impact** | **Plan and Act** ADKAR Blueprint Create CM Plan(s) **Track Performance** | Deliver Presentations Next Steps and Evaluation Graduation |
| ✔ Knowledge Check | ✔ Knowledge Check | |

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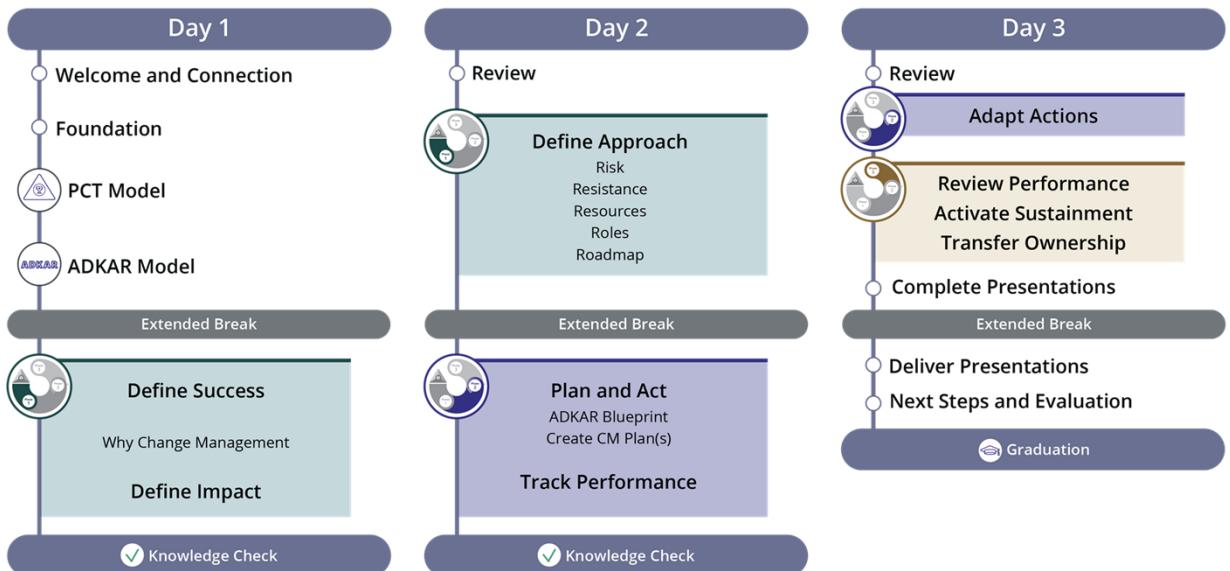
## Prosci Hub Solution Suite

Anytime, anywhere access to **digital content, resources and tools** that help you apply the Prosci Methodology consistently using world-class research and practical guidance to achieve change success.

### Knowledge Hub
Content and resources to build your knowledge and skills to succeed at change.

### Research Hub
The experience of thousands of change leaders at your fingertips.

### Proxima
Your guide to managing change throughout a project or initiative.

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## What People Say About Prosci Certification

**Why People Choose Prosci Certification**

This was one of the **best training classes I've ever taken. The real-life examples were very valuable**, and I love that this is a methodology I can apply to my projects.
*Tina Featherstone, Business Technology Partner*
*CONMED Corporation*

Amazing experience and **helped me make sense of our current projects** and organizational goals. I will forever feel blessed to have this training.
*Sheri Wild, Human Resources Recruiter*
*Regina Police Services*

Really appreciate the **fun and personable instruction** and the applicability of all the concepts. **Some trainings are so theoretical, but not this!** I also appreciate having so many resources at our fingertips now-- Prosci is definitely here for us as we continue this journey.
*Nora Thapa, Organizational Change Management Advisor*
*Federal National Mortgage Association*

**Recognized Certification**

**In-Demand Skill**

**Global Community**

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## Next Steps on Your Practitioner Journey
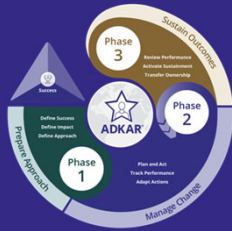
After you gain practical experience applying the Prosci Methodology, continue your practitioner journey going deeper and completing Prosci's Model Mastery Programs.
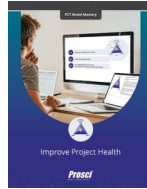
In the **Improve Project Health** program, deepen your understanding of how to use the PCT Model to deliver better change outcomes for your organization.

In the two **ADKAR Model Mastery programs**, deepen your understanding of how to use the ADKAR Model to:
- Prevent Resistance and Build Readiness for Change (Level 1)
- Resolve the Root Causes of Persistent Resistance (Level 2)

**Learn more about Prosci's Model Mastery programs**

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## Register in the Change Management Certification Program

Need to get support and funding from your manager? Download our email template and justification tips to make your case for attending in 2023!

Prosci Methodology elevates change success.
Learn more: www.prosci.com/methodology-overview

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