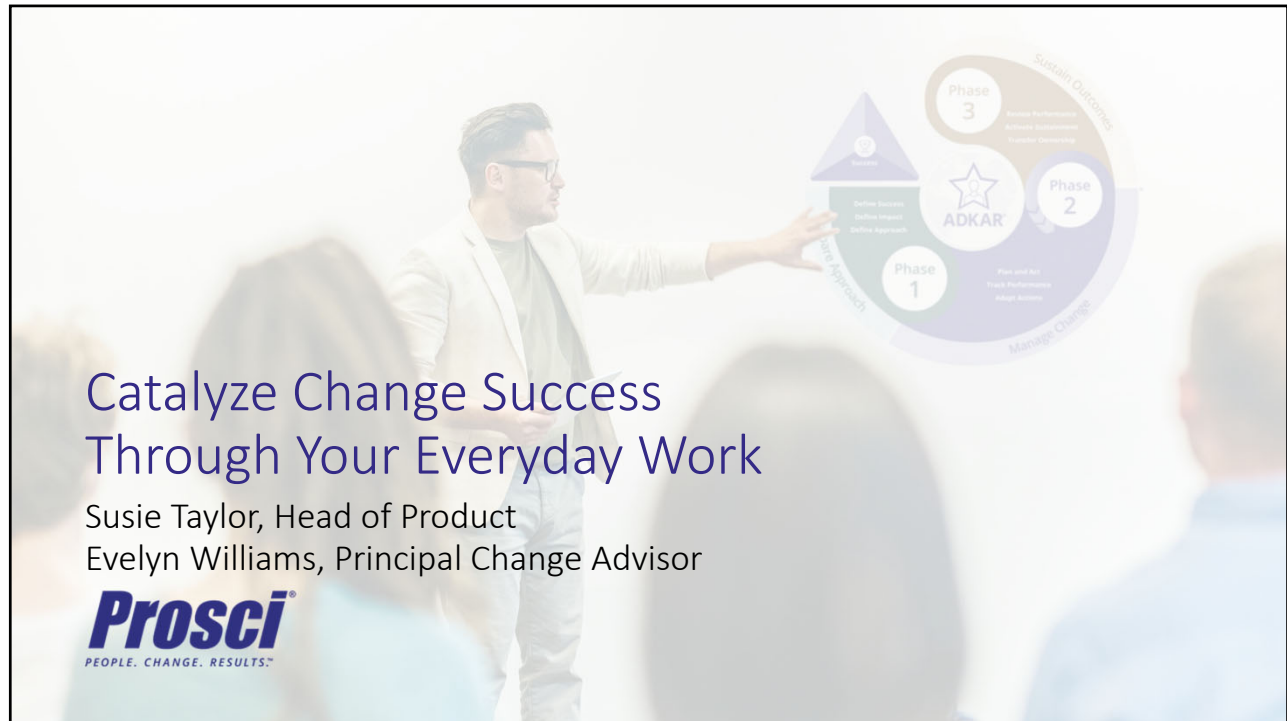


Catalyze Change Success Through Your Everyday Work

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Catalyze Change Success Through Your Everyday Work

Susie Taylor, Head of Product
Evelyn Williams, Principal Change Advisor

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PEOPLE. CHANGE. RESULTS.™

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Welcome!



Susie Taylor
Head of Product



Evelyn Williams
Principal Change Advisor and
Prosci Certified Advanced Instructor

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Catalyze Change Success Through Your Everyday Work

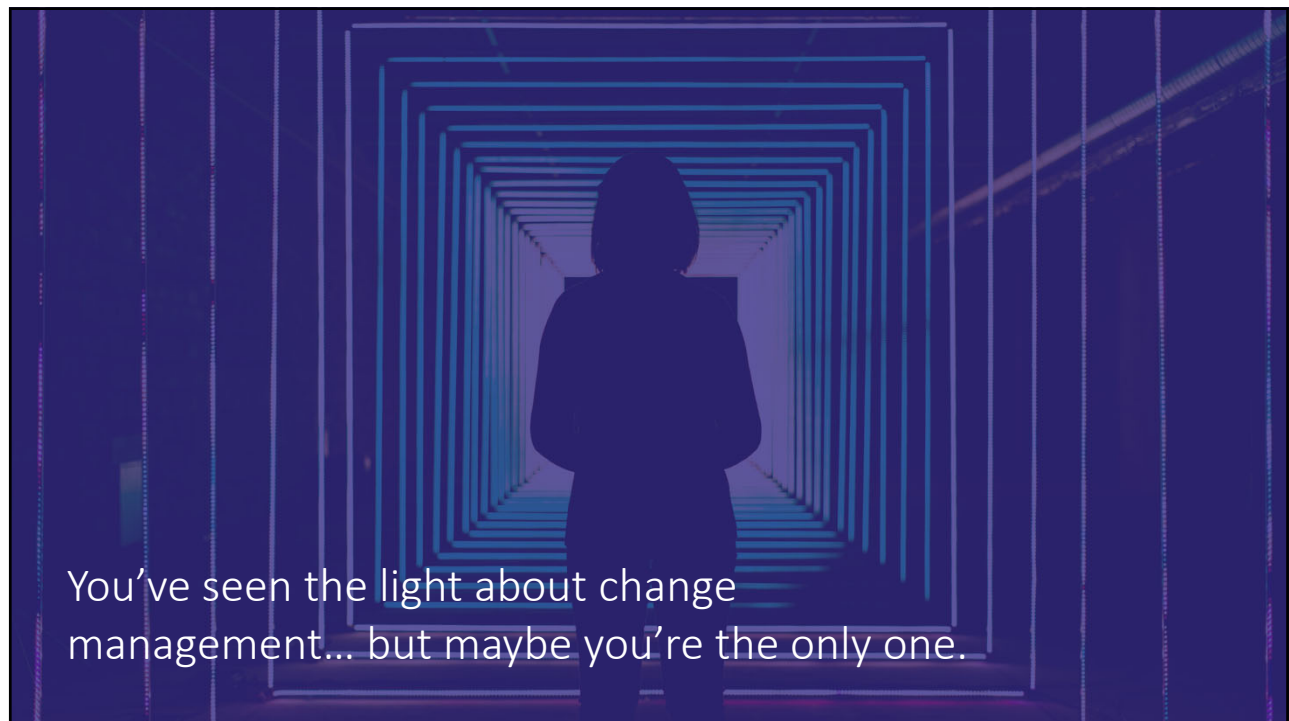
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Today's Objectives

- Understand the levels of change management maturity
- Map what you do today to the five categories of capability maturity
- Determine strategic next steps on your path forward for each category



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I really want to build change capability, but...

I don't have a
sponsor

We can only work on
specific projects

I don't have
budget

My **organization**
isn't ready

I'm not the **right**
person

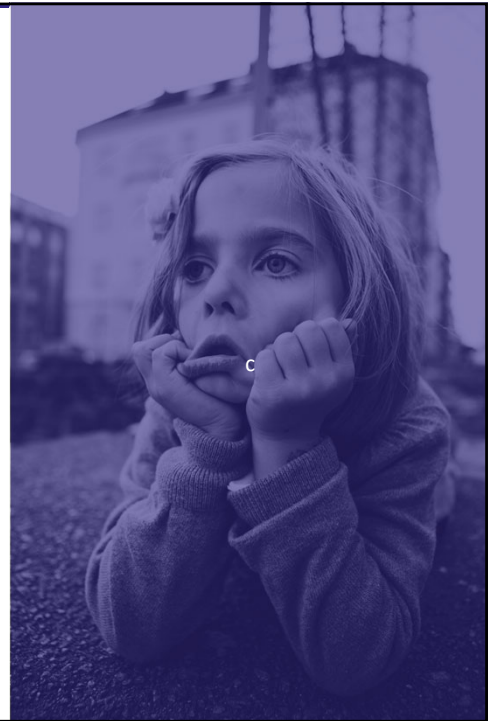
I **don't know**
where to start

I don't have
time

It hasn't been
authorized

My **day-to-day** is already more than a
full time job!

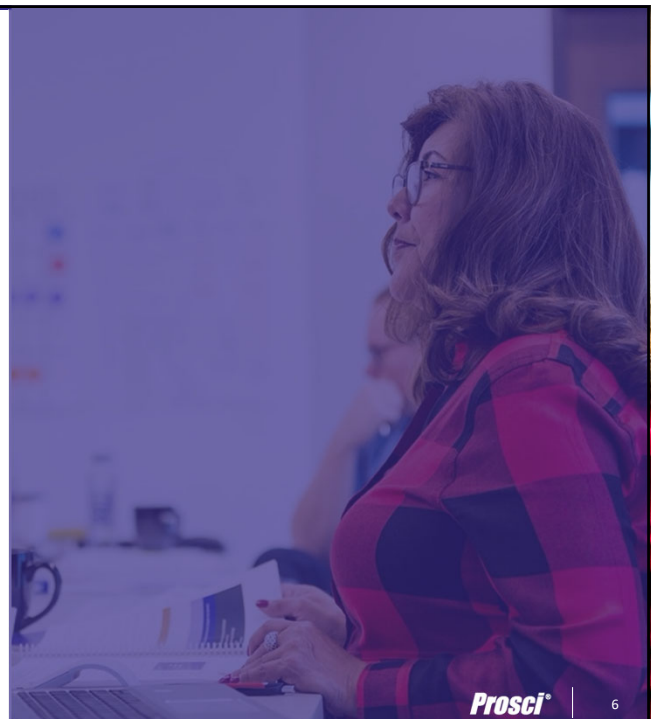
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So, **why** would we want to
build change capability?
What does it look like?

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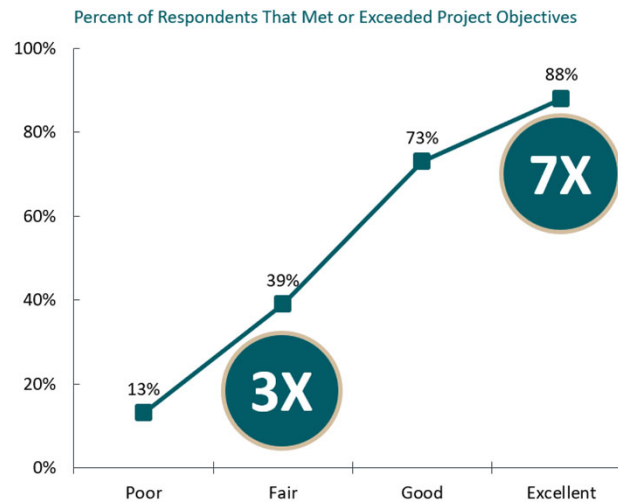
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Improve the Likelihood of Change Outcomes

So, **why** would we want to build change capability?
What does it look like?

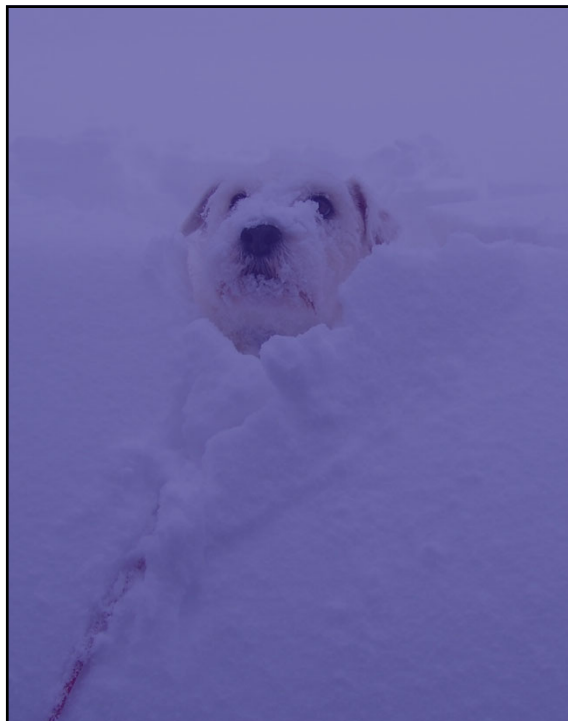


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Level 1: Ad hoc or Absent

- **No formal approach** to change management
- **Reactive** – brought in when project jeopardizing resistance surfaces
- Change management **not integrated** with project management

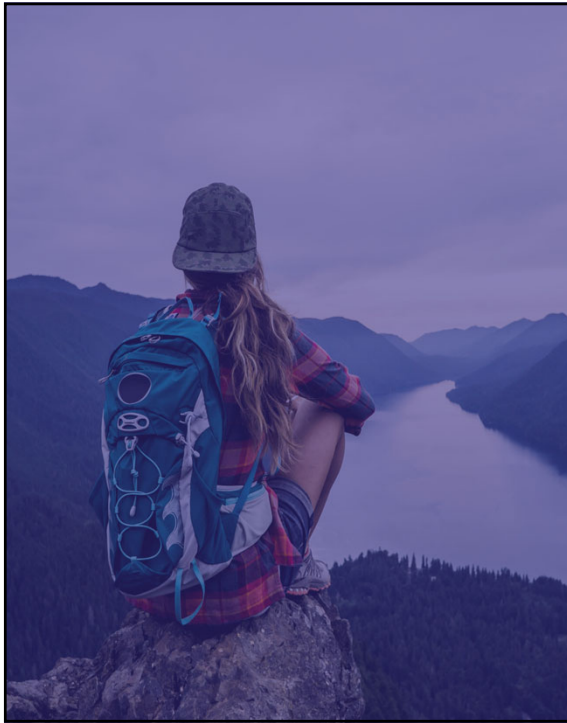
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Level 2: Isolated Projects

- **Elements of change management** spring up in **isolated** parts of the organization
- **No formal approach** and rarely proactive
- **Inconsistent integration** of change management with project management

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Level 3: Multiple Projects

- **Formal approach** to change management is in use
- Examples of **best practices** emerging
- Successful teams are **integrating** change management with project management
- Varying degrees of **reactive** (late) and **proactive** (early) application

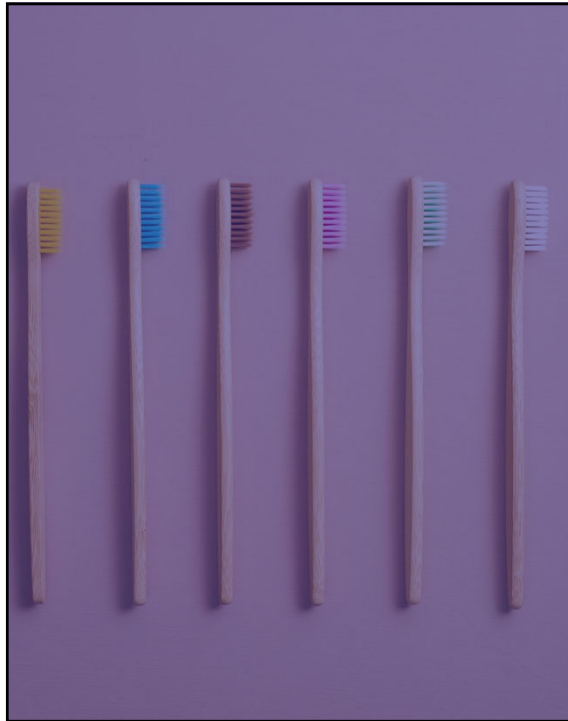
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Level 4: Organizational Standards

- **Common approach** and implemented standards for every new project
- **Not** a “one-size-fits-all” recipe
- Change management **begins at the planning phase**
- **Consistent integration** of change management with project management

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Level 5: Organizational Competency

- **Change management competency** is an organizational skill set
- Change management steps are **completely integrated** into project management
- Planning and design phase employ change management elements

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Worksheet Time

**Write down five common things
you do on a day-to-day basis in
your change work**

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I want to build change capability, but...

Some things I do on a day-to-day basis in my change work:

Capability Area	What am I already doing?	What's one thing in my span of control I can do?
Leadership Is there strong, widespread leadership support for change management?		
Application Is change management being applied to projects and initiatives with rigor?		
Competencies Do people have the skills they need to play their role in change?		
Standardization Are there standard triggers, processes, and roles for change management?		
Socialization Is change management something most of the organization understands, appreciates, and acts on?		

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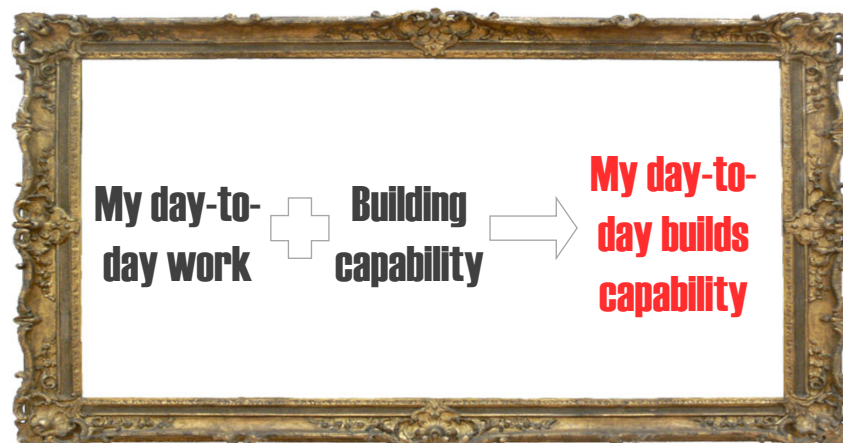
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Let's reframe



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Prosci CM Capability Areas



Leadership



Competencies



Socialization



Application



Standardization

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Leadership

Is there strong, widespread leadership support for change management?

- Change capability has a **dedicated sponsor**
- There's a **long-term vision** for building change capability
- Key leaders have communicated change management is important to the organization
- **Funding and resources** have been **dedicated** to build change capability

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Worksheet Time

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I want to build change capability, but...

Some things I do on a day-to-day basis in my change work:

Capability Area	What am I already doing?	What's one thing in my span of control I can do?
Leadership Is there strong, widespread leadership support for change management?		
Application Is change management being applied to projects and initiatives with speed?		
Competencies Do people have the skills they need to take their role in change?		
Standardization Are there standard ratings, templates, and rules for change management?		
Socialization Is change management something most of the organization understands, communicates, and acts on?		

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**For the
Leadership
capability area:**

What are you already doing?
What's one thing in your span of control you can do?

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Application

Is change management being applied to projects and initiatives with rigor?

- Projects across the organization are **applying a structured approach** for change management
- There is a **consistent** methodology and tools
- **Practitioners are available to apply** common methods and tools to projects
- **Budget and funding** are available for change management on projects and initiatives

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Worksheet Time

**For the
Application
capability area:**

What are you already doing?
What's one thing in your span of control you can do?

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Competencies

Do people have the skills they need to play their role in change?

- Change practitioners have been **trained** and engage in **continuous education** in their field
- People managers and senior leaders have been trained on their change leadership roles and **demonstrate** the **ability** to lead change effectively
- **Skill-building** for navigating change is **embedded** in the organization

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Worksheet Time

**For the
Competencies
capability area:**

What are you already doing?
What's one thing in your span of control you can do?

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Standardization Are there standard change processes, templates, and tools for change management?		
Socialization Is change management becoming part of the organization's culture, values, and way of life?		

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Standardization

Are there standard triggers, approaches, and roles for change management?

- A **standard methodology** has been selected and adopted
- There are change management-specific **functions, job roles, and networks**
- **Change management is integrated** with standard project delivery process
- Change management is triggered in other common **“change initiating” processes and systems**

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Worksheet Time

**For the
Standardization
capability area:**

What are you already doing?
What's one thing in your span of control you can do?

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Socialization

Is change management something most of the organization understands, appreciates, and asks for?

- There's a **shared definition** of what change management is in the organization
- There's a **shared understanding of the value** of change management to realize organizational outcomes
- Change management **success stories** are captured and shared
- **People ask** for the change plan

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Worksheet Time

**For the
Socialization
capability area:**

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What's one thing in your span of control you can do?

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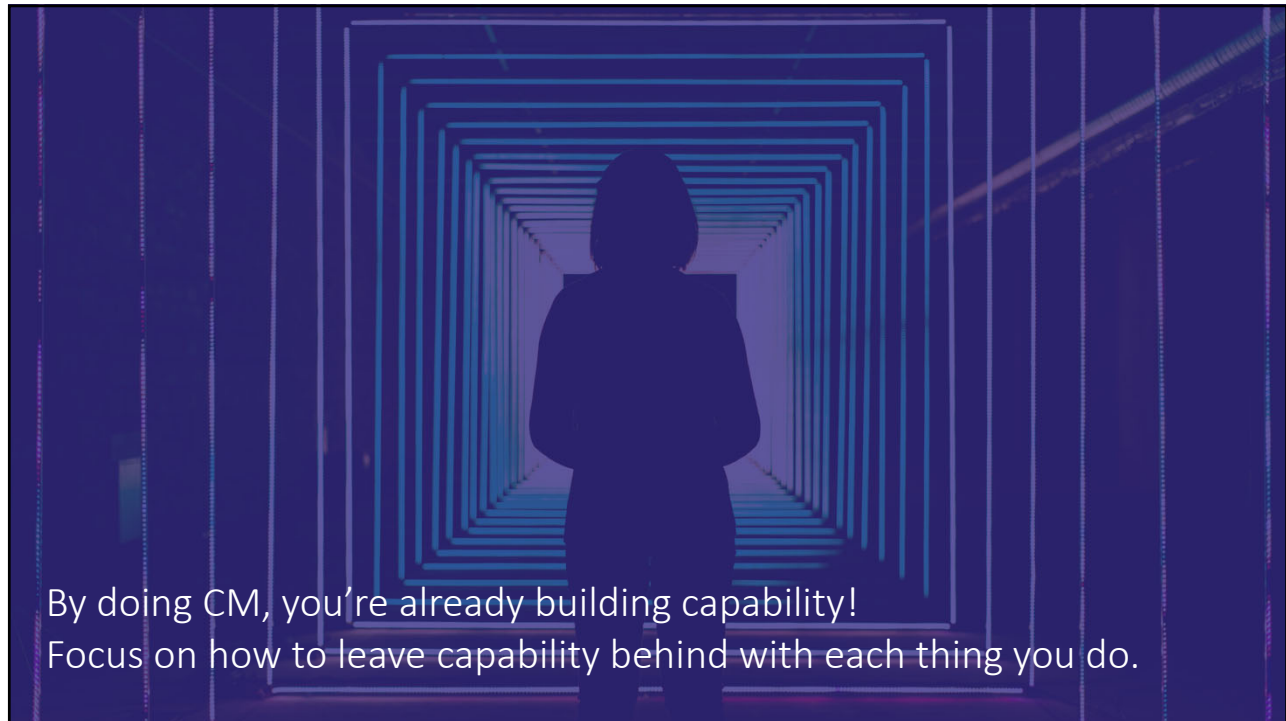
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Poll: Where is your organization on the maturity model?



Level 5: Organizational Competencies



Level 4: Organizational Standards



Level 3: Multiple projects



Level 2: Isolated Projects



Level 1: Ad-hoc or Absent

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