

Let's Circle Back!

Connect with other attendees on
the **Prosci CM User Group** to keep
the conversation going.
adkar.me/LI



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A photograph showing a person's hands holding a tablet. The tablet screen displays a Prosci presentation slide with a grid of icons and text. The Prosci logo is visible in the top right corner of the slide. The background is blurred, showing other people in a meeting setting.

Prosci
PEOPLE. CHANGE. RESULTS.™

What Change Management is and Why it Matters

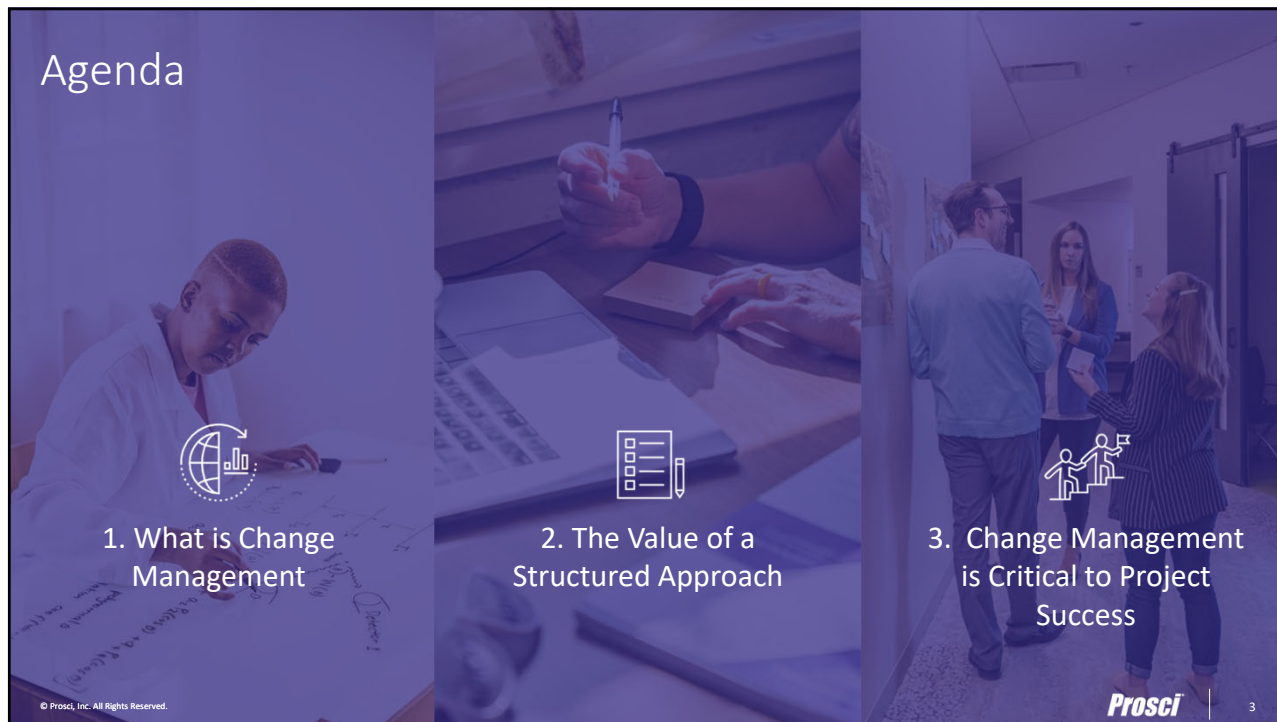
Presented by: Bryan Carey VP of Instruction

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What Change Management is and Why it Matters

www.prosci.com/webinars

Agenda

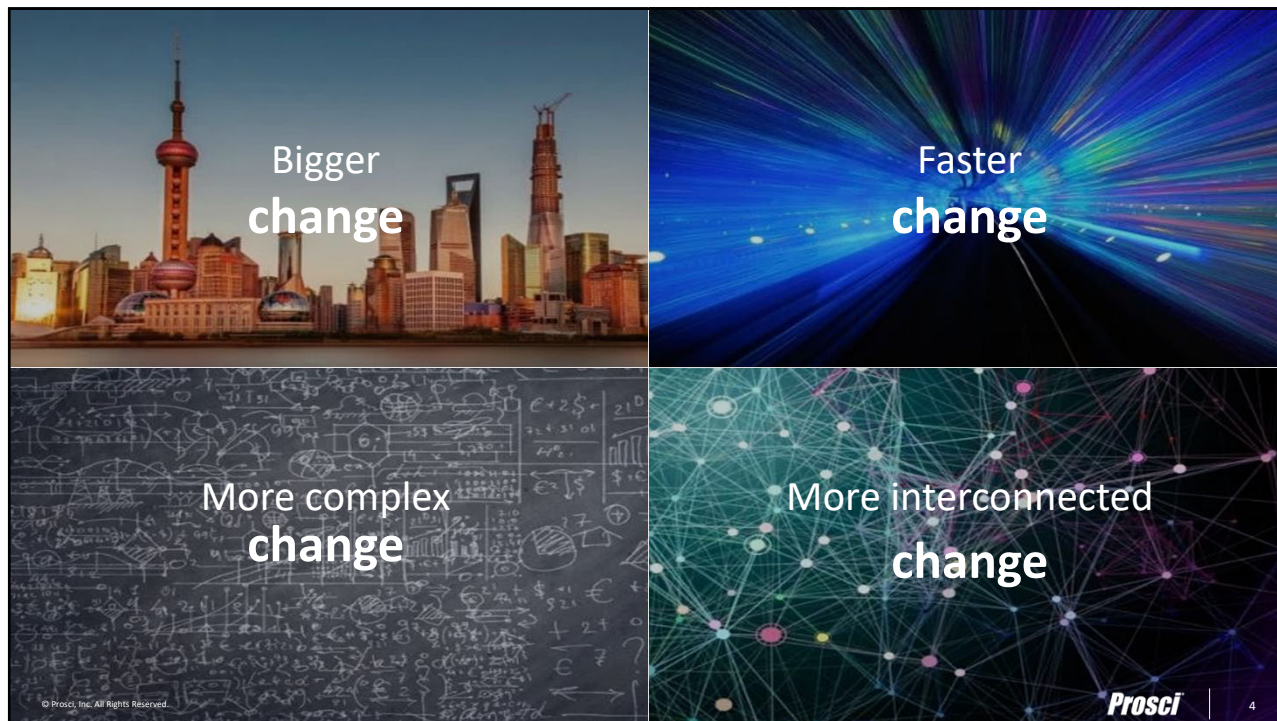


1. What is Change Management
2. The Value of a Structured Approach
3. Change Management is Critical to Project Success

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Bigger change

Faster change

More complex change

More interconnected change

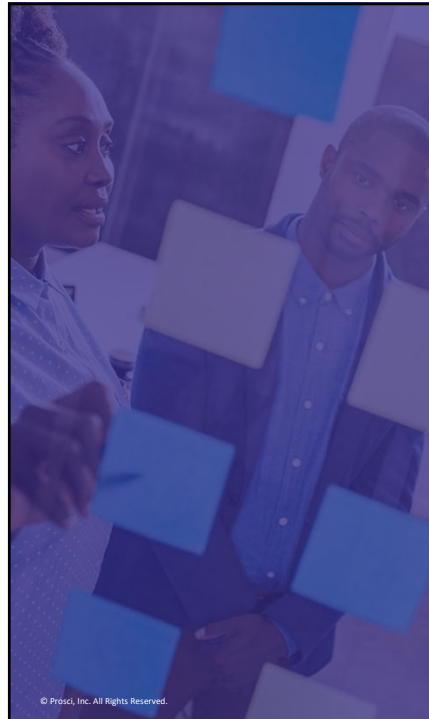
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What Change Management is and Why it Matters

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First Impressions of Change Management

1. We don't need this – we have delivered a lot of projects successfully.
2. Why am I here? I already know change management.
3. This could be interesting, but I'm not sure yet.
4. It's about time – we have needed this for a while!

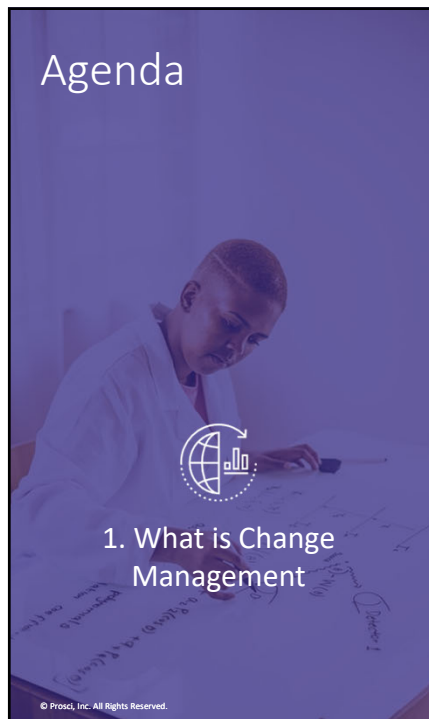
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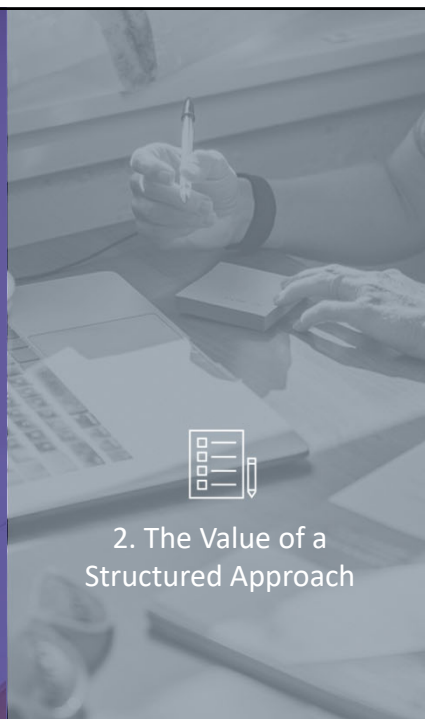
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1. What is Change Management

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2. The Value of a Structured Approach



3. Change Management is Critical to Project Success

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1. What Is Change Management?

Change management is the application of a **structured process** and set of **tools** for leading the **people side of change** to achieve a desired **outcome**.

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How Organizations Often Handle Change

M

T

W

R

F



An email on Monday

for training on Tuesday

for “go live” on Wednesday

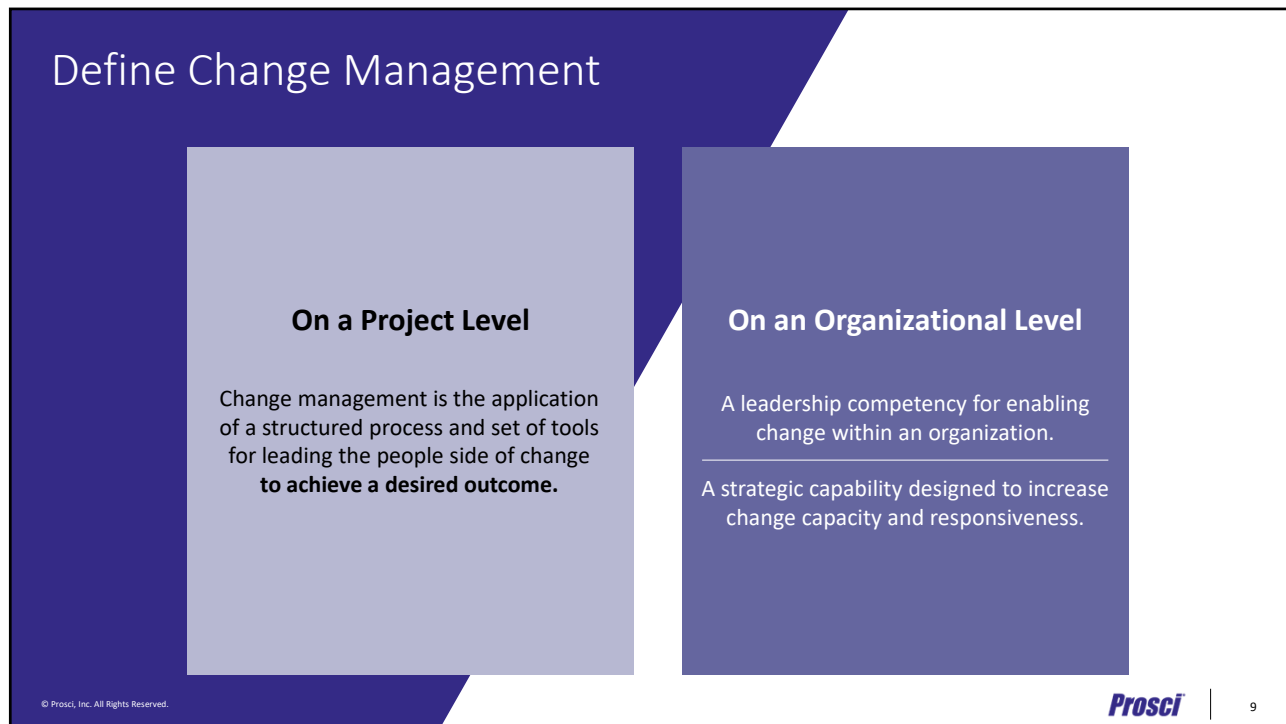
is **NOT** the way to prepare and equip individuals to successfully change

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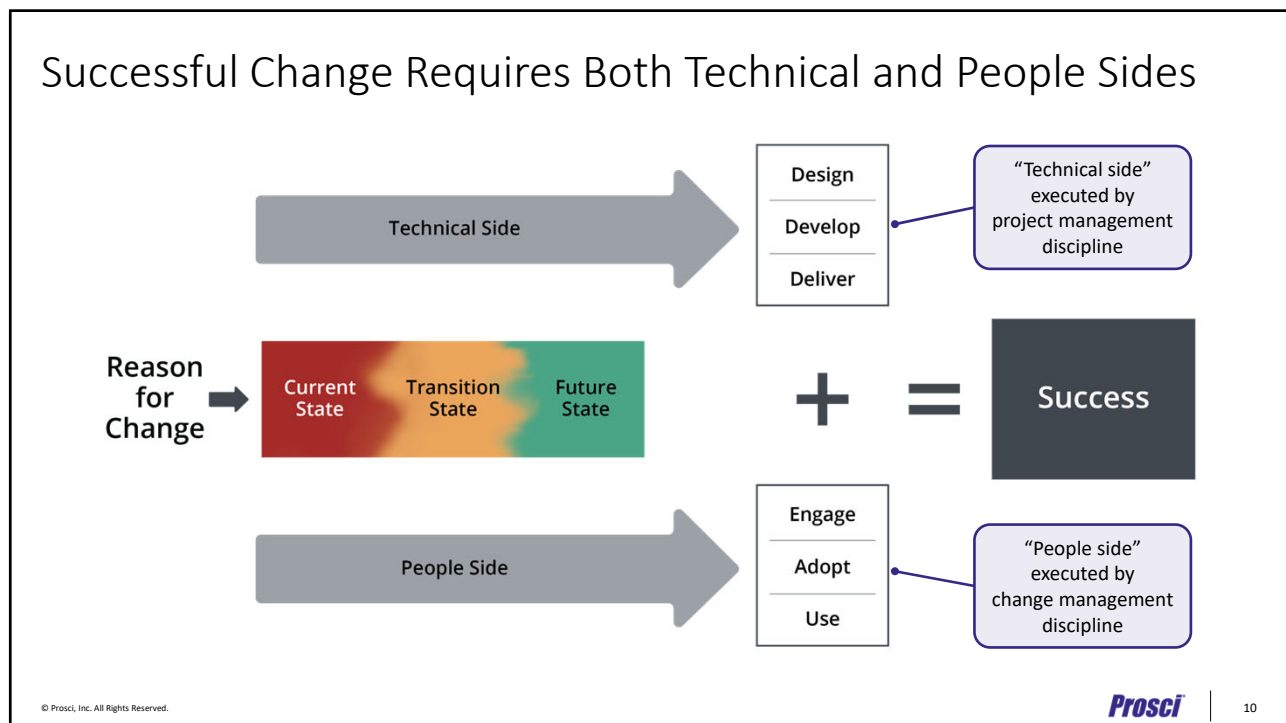
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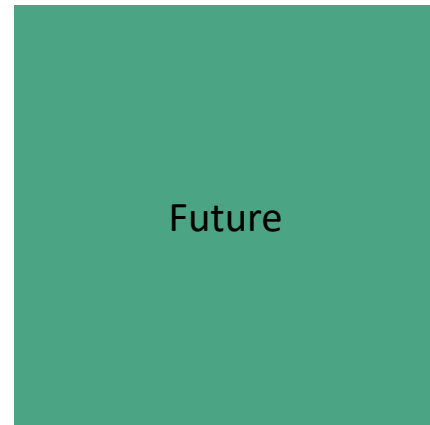
We Tend to Focus on Change at the Organizational Level

Implementing an ERP

Installing electronic medical records

Documenting and optimizing business processes

Move to a new physical location



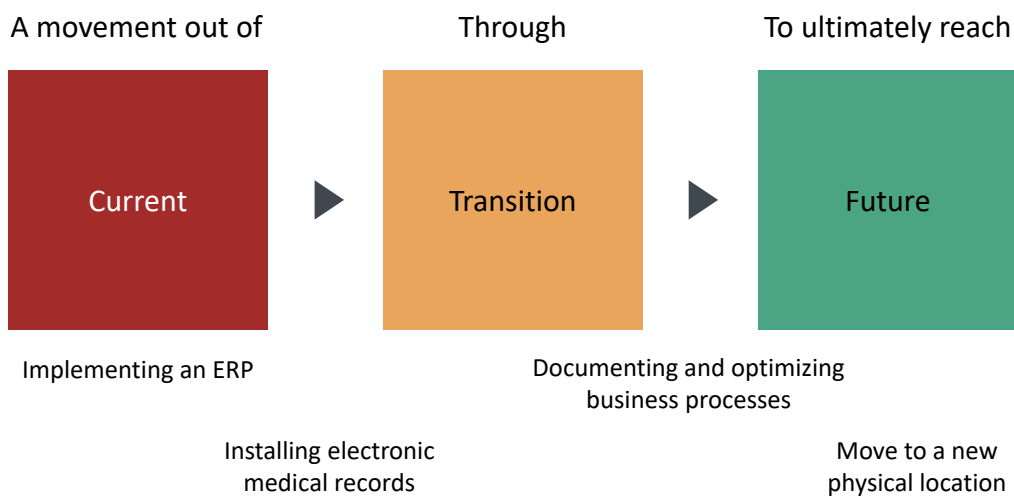
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What is Change?



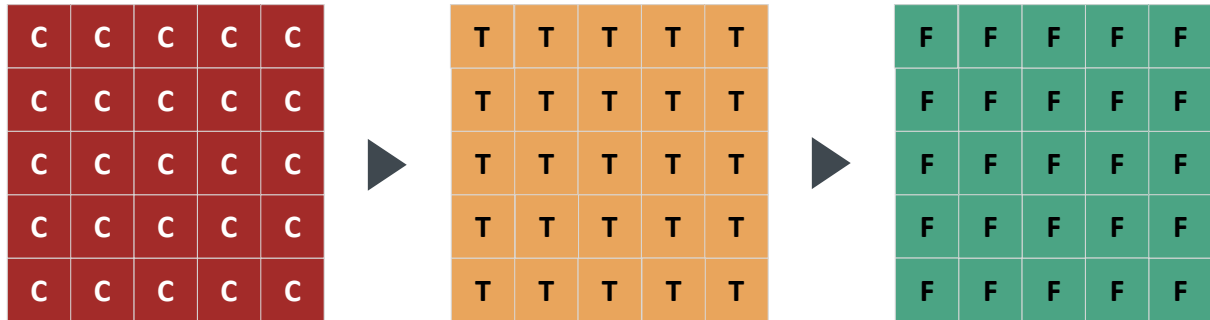
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The True Unit of Change is the Individual



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Why Is Change Management Important?

With Change Management



Without Change Management



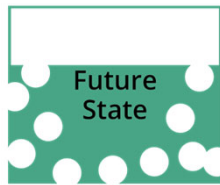
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We Apply Change Management to... Mitigate Consequences of the “Swiss Cheese Future State”



Instead of



Lower
ROI



History of Failed
Changes



Unachieved
Improvement



Not What We
Expected/
Hoped For

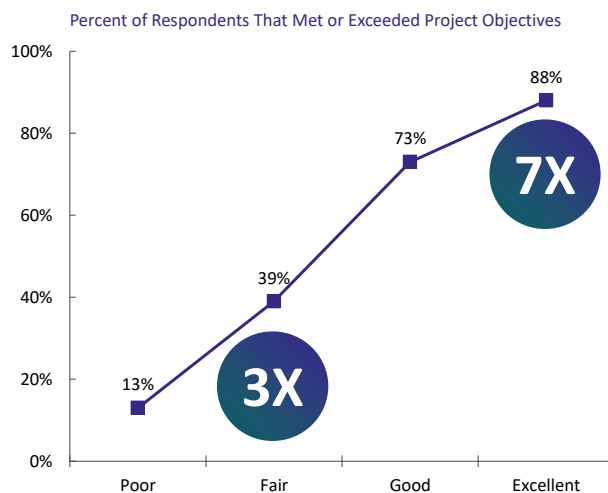
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Improves Change Outcomes



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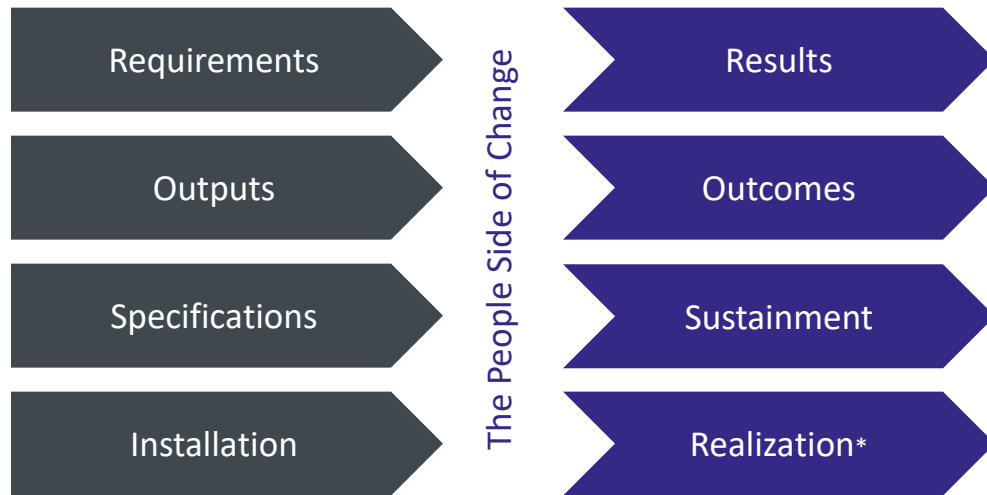
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What Change Management is and Why it Matters

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The People Side of Change Is How to Close the Gap



*The Leader's Challenge: Installation or Realization, Conner Partners, 2004

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2. The Value of a Structured Approach

3. Change Management is Critical to Project Success

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2 - The Value of a Structured 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.

Source: Prosci Research Hub

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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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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

Source: Prosci Research Hub

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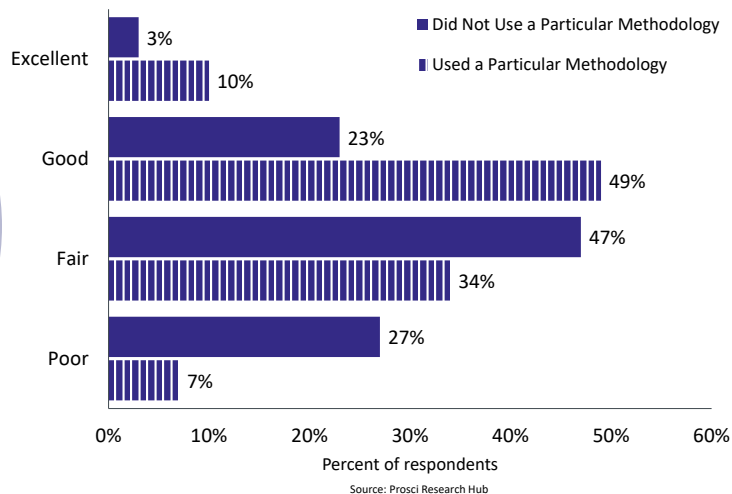
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Use of Methodology Increases Effectiveness

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.



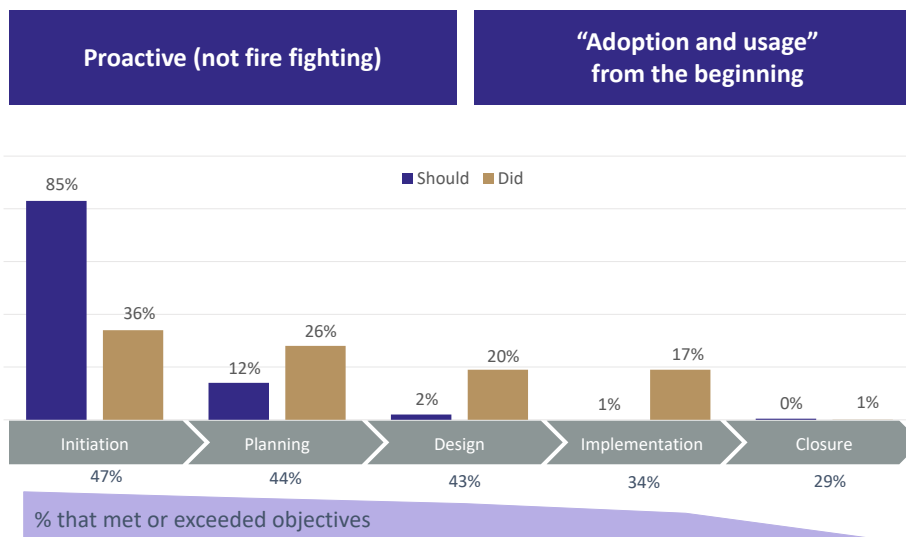
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When to Start Change Management



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5 Tenets of Change Management



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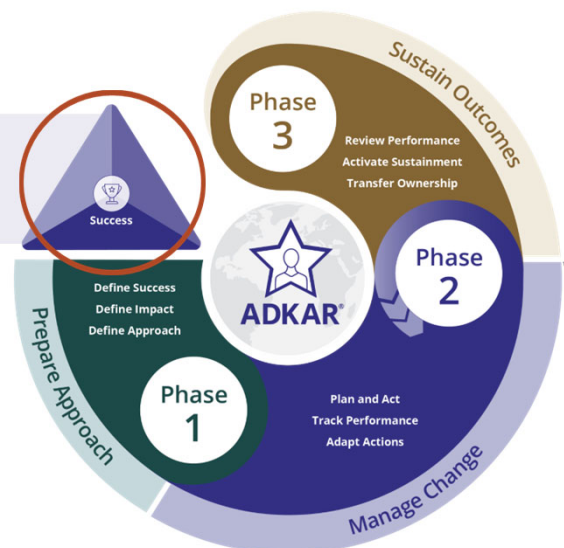
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We Change for a Reason

Begin with Project Health
Prosci Change Triangle (PCT) Model



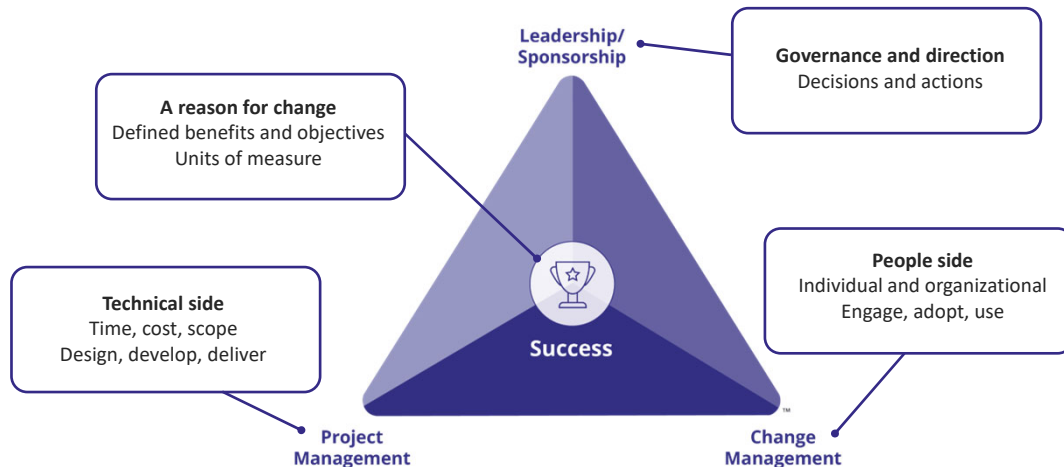
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Prosci Change Triangle (PCT) Model: Critical Aspects for Success



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5 Questions for Effective Change

For your change, take a few minutes and complete page 3

Capture Definition of Success:

1. Why are we changing?
2. Why are we changing now?
3. What is changing?
4. What is not changing?
5. What is the risk of not changing?

	Benefits	Risks
Organizational	Outcomes of the change	The risks of not changing
Individual	What you gain from buying in and succeeding	What you risk by opting out

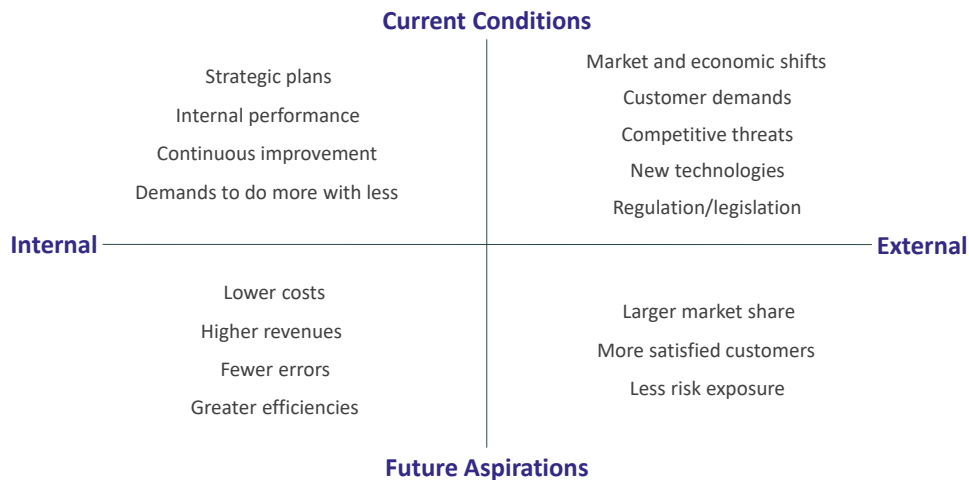
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The Drivers of Change: Internal/External + Current Conditions/Future Aspirations



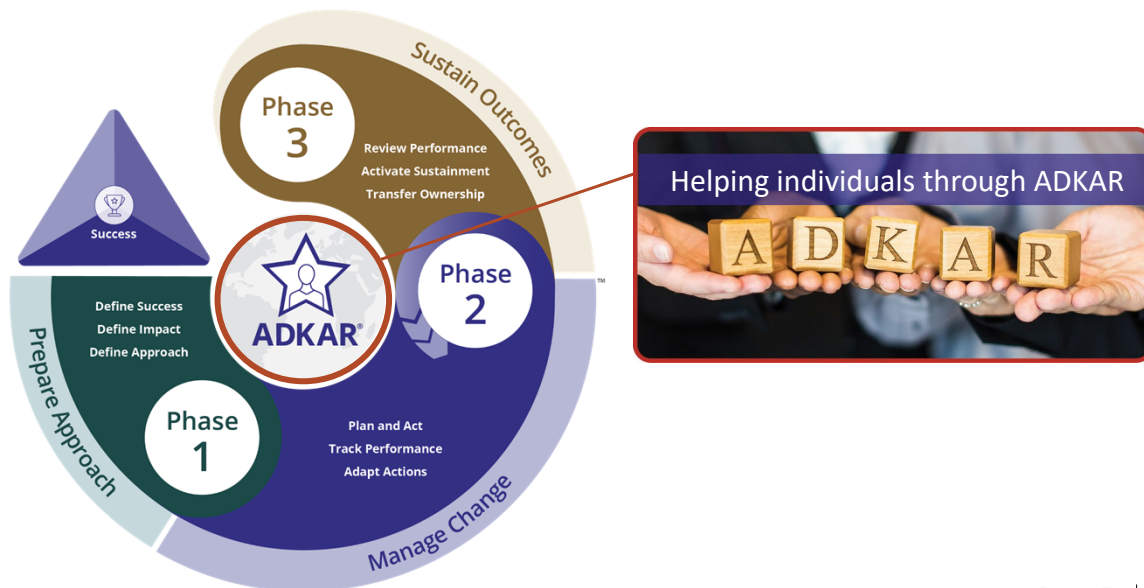
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Organizational Change Requires Individual Change



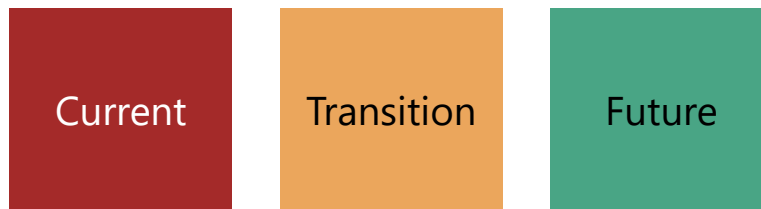
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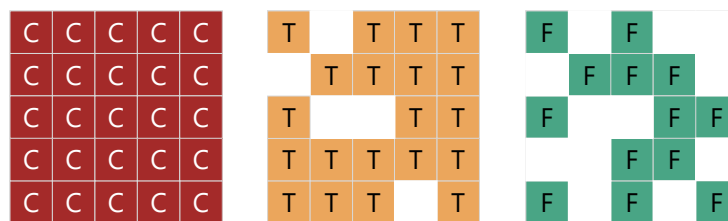
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An Organizational Move to a Future State



Ultimately requires individuals to move from their current to their future state



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ADKAR Model on a Page

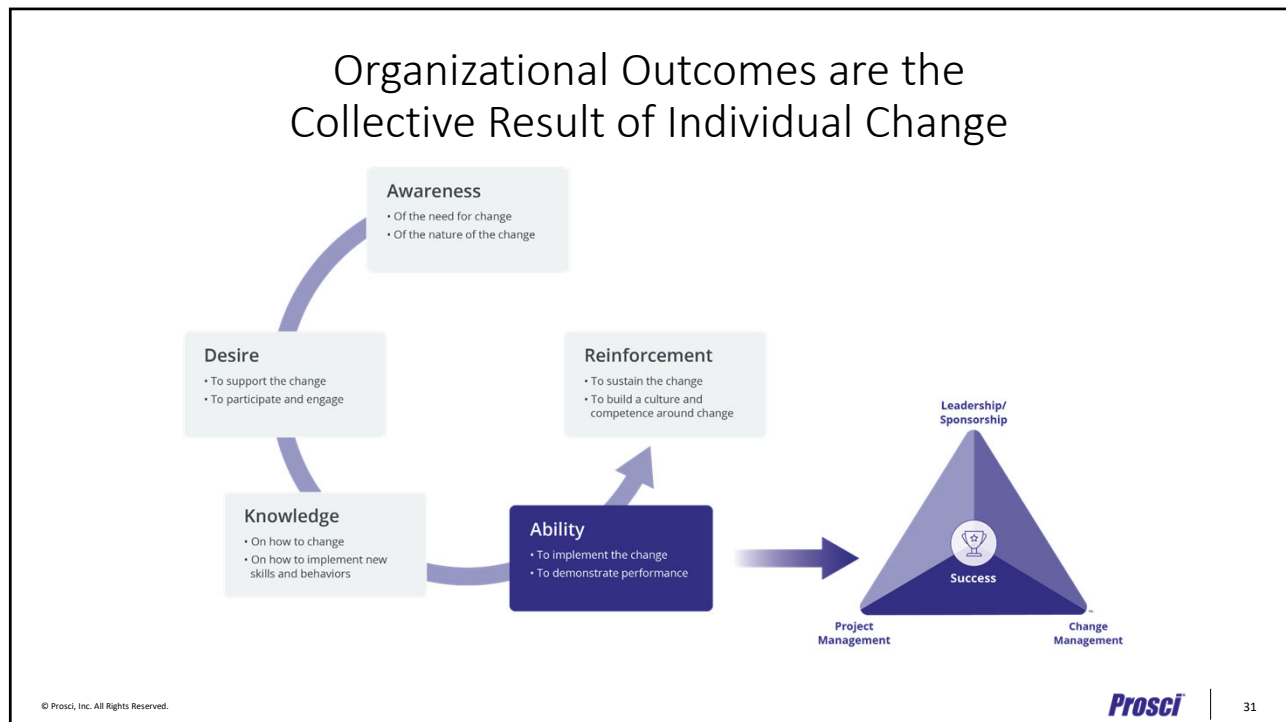
ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change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

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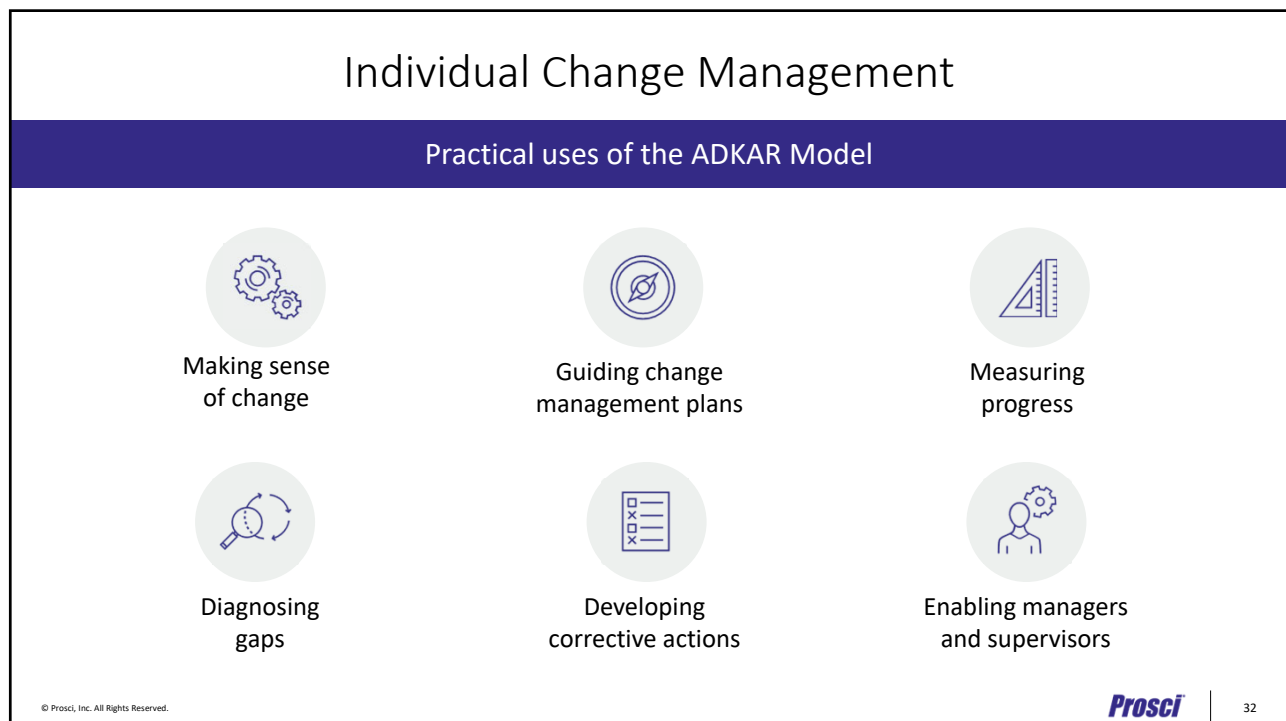
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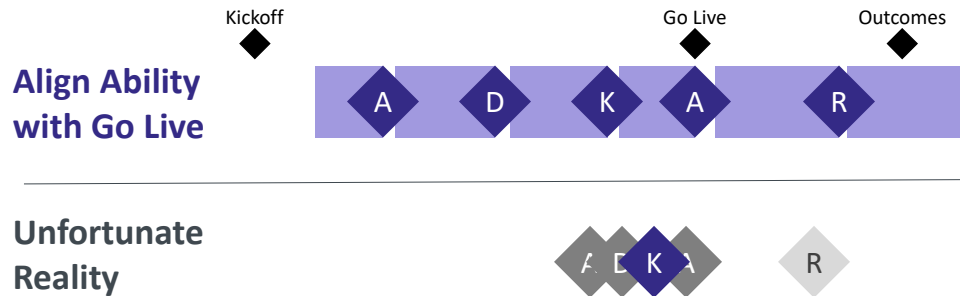
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Aligning ADKAR Milestones With Sequential Change

ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



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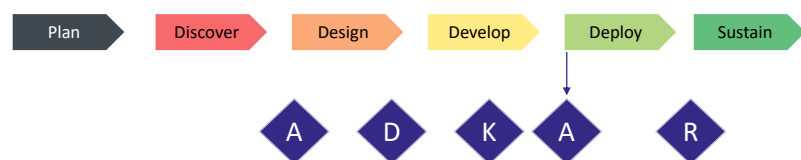
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Aligning ADKAR Model With Sequential and Iterative Change

Sequential Change Process

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

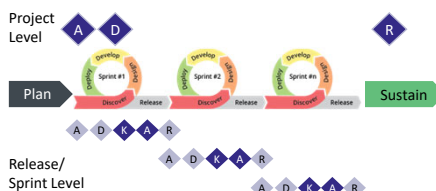
Waterfall



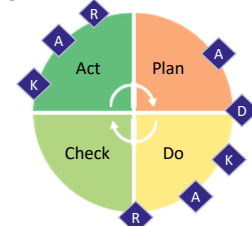
Iterative Change Process

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

Agile



PDCA



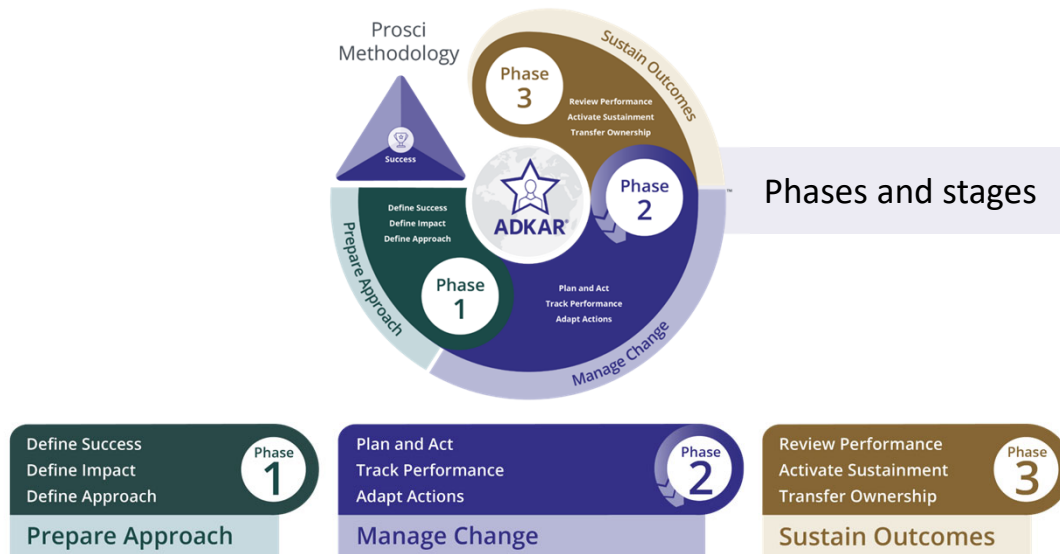
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Prosci 3-Phase Process



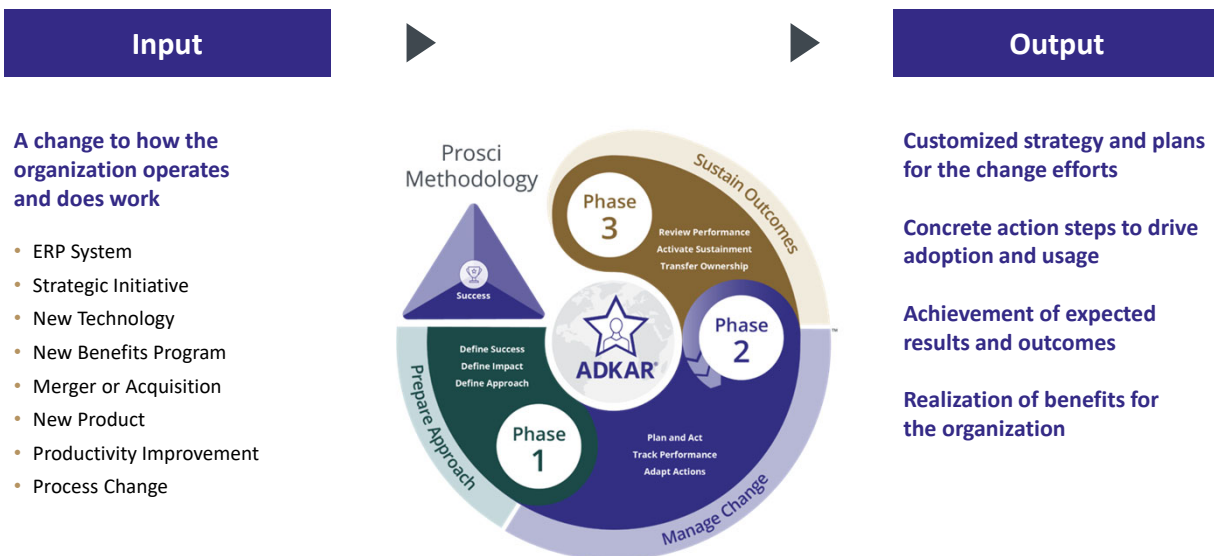
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Use a Structured Change Management Process



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What Change Management is and Why it Matters

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Core Roles in Change Management

Employee-Facing Roles	Enabling Roles
<div> Sponsor</div> <ul style="list-style-type: none">• Authorize the change• Fulfill three key roles: (ABCs)<ul style="list-style-type: none">• Actively and visibly participate throughout the project• Build a coalition of sponsorship with peers and managers• Communicate directly with employees	<div> Change Practitioner</div> <ul style="list-style-type: none">• Apply structure and intent to change• Enable and equip other change roles• Collaborate on a unified approach with the project manager
<div> People Manager</div> <ul style="list-style-type: none">• Support direct reports in their change journeys• Fulfill five key roles: (CLARC)<ul style="list-style-type: none">• Communicator• Liaison• Advocate• Resistance Manager• Coach	<div> Project Manager</div> <ul style="list-style-type: none">• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning• Collaborate on a unified approach with the change practitioner

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2. The Value of a Structured Approach


3. Change Management is Critical to Project Success

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3- Change Management is Critical to Success

To drive and capture the portion of project benefits that depends on employee adoption and usage of the change.

Not just a communication and training plan

Not just managing resistance

Not making sure everyone is happy

Driving adoption and usage to deliver project outcomes

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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The Definition of Success: 2 Parts



Project Objectives

What the project **achieves**

- How will the project contribute to solving the problem or realizing the opportunity?
- What will the project produce or enable?
- How will you know the objectives have been achieved?



Organizational Benefits

What the organization **gains**

- What is the problem or opportunity for the organization?
- If the problem is solved or the opportunity is realized, what will be the benefit(s)?
- How will you know the benefits have been realized?

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Employee **adoption**
and **usage** of change
has a **direct** and
concrete impact on
achieving expected
results and **outcomes**

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Measurement

Criteria for Measuring Change Management Effectiveness:

1. Adoption metrics
2. Qualitative/feedback metrics
3. Employee performance
4. Overall project performance
5. Team effectiveness

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Think about your
project – brainstorm
two or three metrics
for each of the
five criteria listed.

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Defining Adoption and Usage

Adoption

Employees are doing their jobs the new way

- Adhering to new processes
- Exhibiting new behaviors
- Using new systems/tools

Usage

Employees are effective in their “adoption”

- Proficiently
- Completely
- Minimal errors

There is no universal definition of “to adopt” and “to use” – it depends on your change and its impact on employees.

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Change Management is Critical to Project Success

Intent of Change Management

To drive and capture the portion of project benefits dependent on adoption and usage

- Some expected benefits depend upon employee adoption and usage

Organizational Benefits

Project Objectives

Future

F	F	F	F
F	F	F	F
F	F	F	F
F	F	F	F



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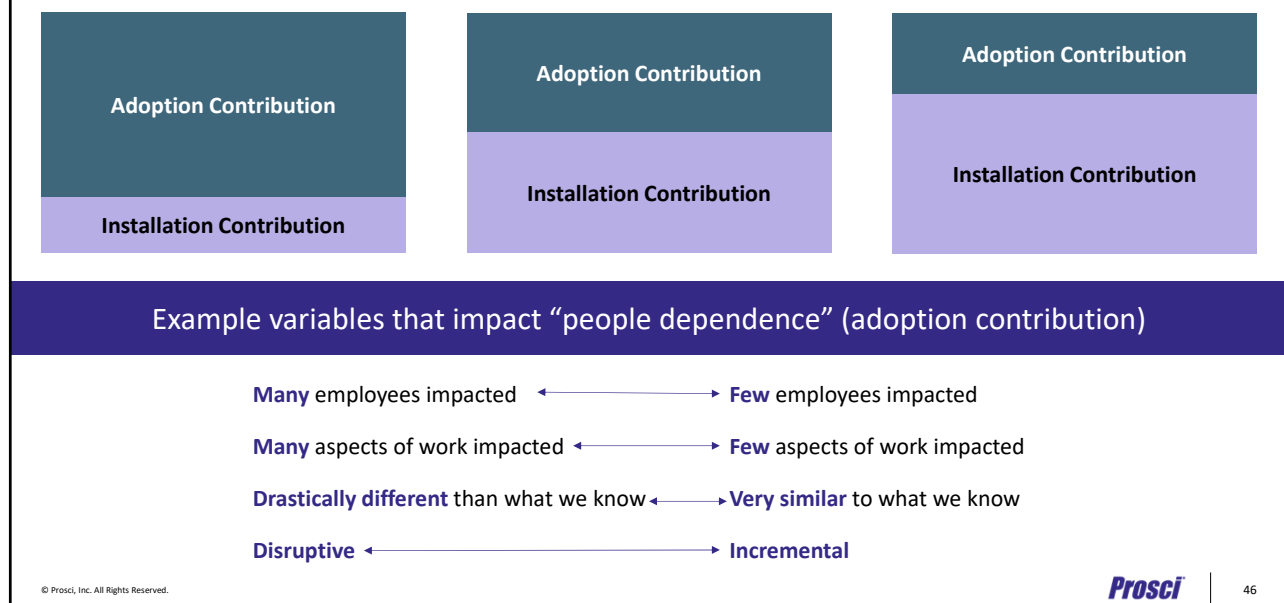
Example: Customer Relationship Management

Organizational Benefits 	<ul style="list-style-type: none">• Increased revenue• Improved operational efficiencies• Improved customer experience
Project Objectives 	<ul style="list-style-type: none">• Increase revenue with Customer Segment A by 45% within three years• Reduce customer acquisition cost by 25% within three years• Improve Net Promoter Score from +5 to +40 within three years

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“People Dependence” of Project Benefit Varies



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We Apply Change Management to...

Drive People-Side Outcome Variables



Speed of Adoption

How **quickly** are people up and running on the new systems, processes and job roles?



Ultimate Utilization

How **many** employees (of the total population) are demonstrating “buy-in” and are using the new solution?



Proficiency

How **well** are individuals performing compared to the level expected in the design of the change?

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Capture the People-Dependent Portion of ROI

Project 1: Install motion-activated lights in meeting rooms



Project 2: Install recycle and compost bins in the office



How much of the expected ROI depends on adoption and usage?

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Bringing Change Impact Into Focus



We're implementing
a new CRM system

Which will have a "medium"
impact on your job



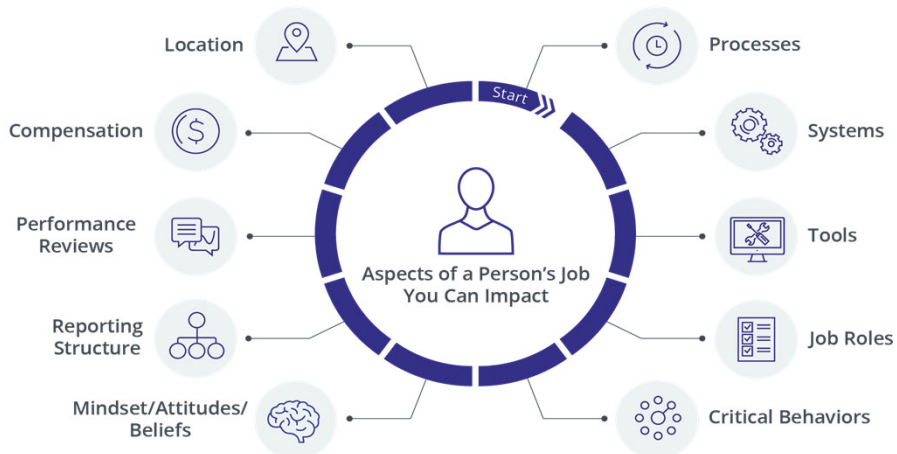
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10 Aspects of Change Impact



Not all groups are impacted by the change in the same way or to the same degree.
Impacted groups benefit from an individualized approach.

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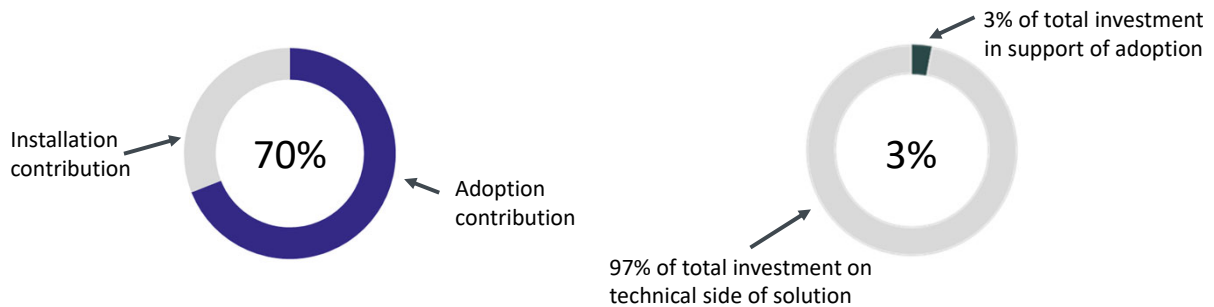
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The Key Question

For your project, what percentage of overall results and outcomes **depends on** employee adoption and usage of the change?

The follow-up question:
How much are we **investing** (budget, people, energy) in driving and supporting employee adoption and usage?

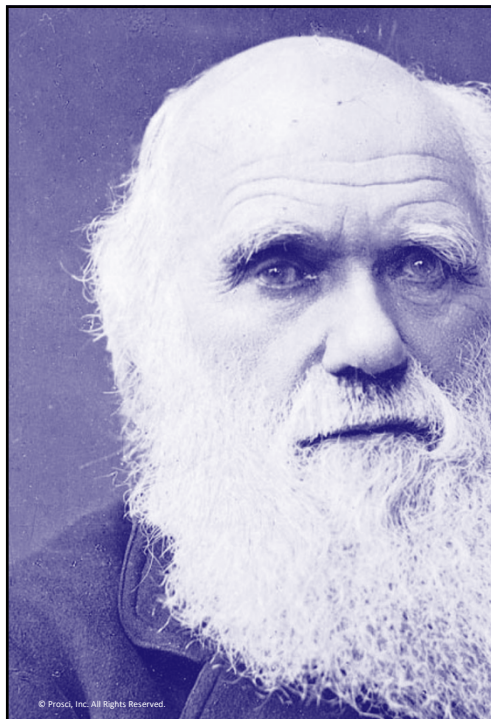


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“It’s not the strongest or the most intelligent who will survive, but those who can best manage change.”

Charles Darwin

English naturalist, geologist and biologist, best known for his contributions to the science of evolution.

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What are the three best theories of change management?

The screenshot shows a Google search result for the query "What are the 3 best theories of change management?". The search bar at the top shows the query and a "Sign in" button. Below the search bar, there are tabs for "Images", "Perspectives", "Videos", "Shopping", "News", "Books", "Maps", "Flights", and "Finance". The search results show "About 1,670,000,000 results (0.53 seconds)". The first result is from Prosci, dated Oct 23, 2023, and states: "The ADKAR, Lewin's, and Kotter's management models are the most popular and proven models for change management, but that doesn't mean they are the right choice for your organization." To the right of the text is a diagram titled "Judge Theory for change management" which shows a flowchart of steps: "Clearly define changes", "Use evidence to show the best option", "Listen to feedback", "Present the change as a win", "Limit resistance", and "Monitor, measure and communicate". To the right of the flowchart is a circular diagram titled "3 main features of a change management theory" with segments for "Individual", "Organizational", and "Systemic" change.

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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



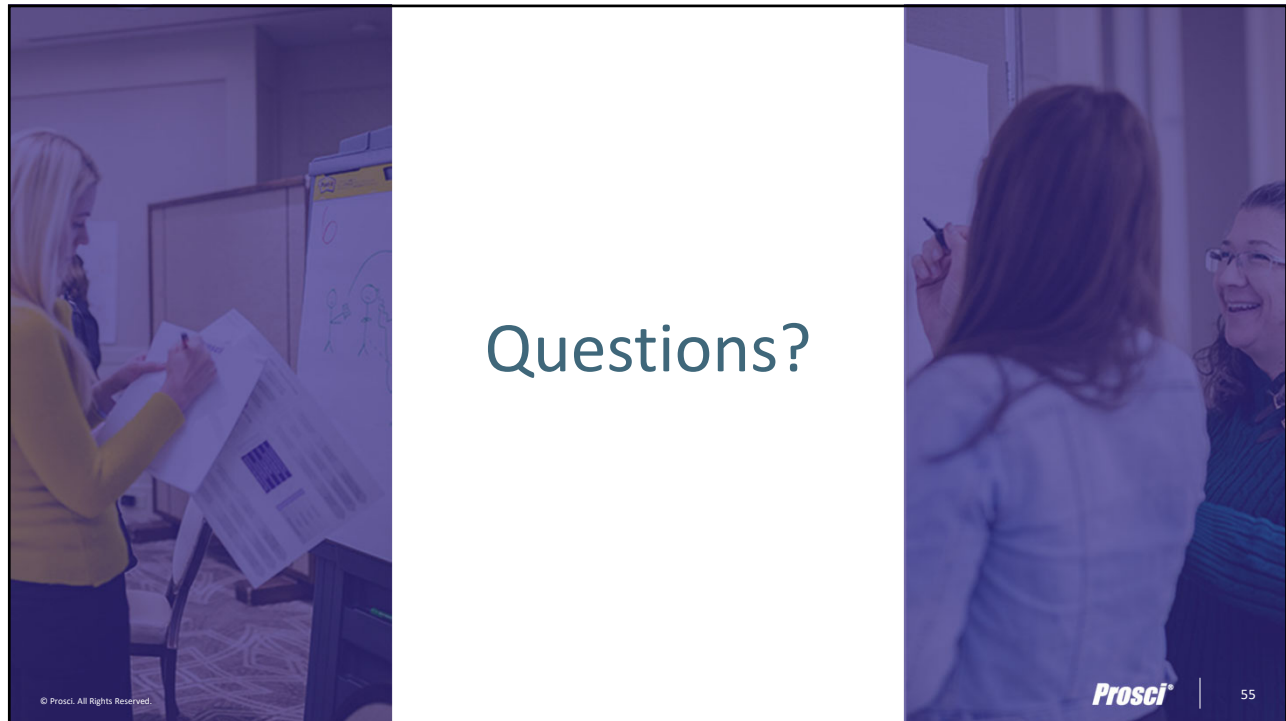
Holistic Training

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