

Change Management Learning Center

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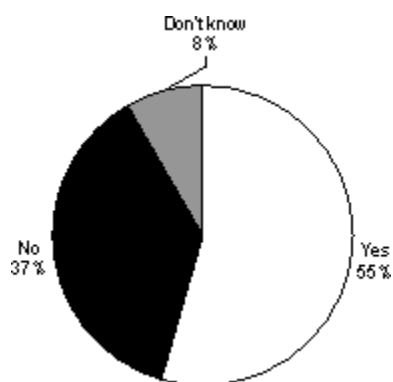
Positioning to succeed in 2006

Change Management Process

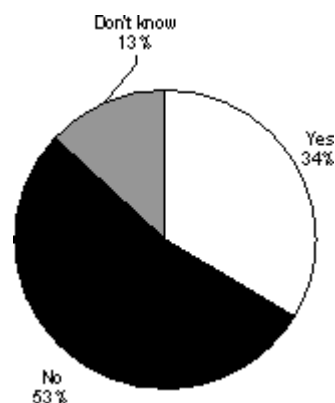
Finding: use of process

One of the most significant findings in the 2005 benchmarking study related to the percentage of teams using a particular change management methodology. Two years ago only 34% of participants used a formal model to manage change (as opposed to ad hoc activities), compared to 55% in the 2005 study.

Did you use a particular change management methodology (2005)?



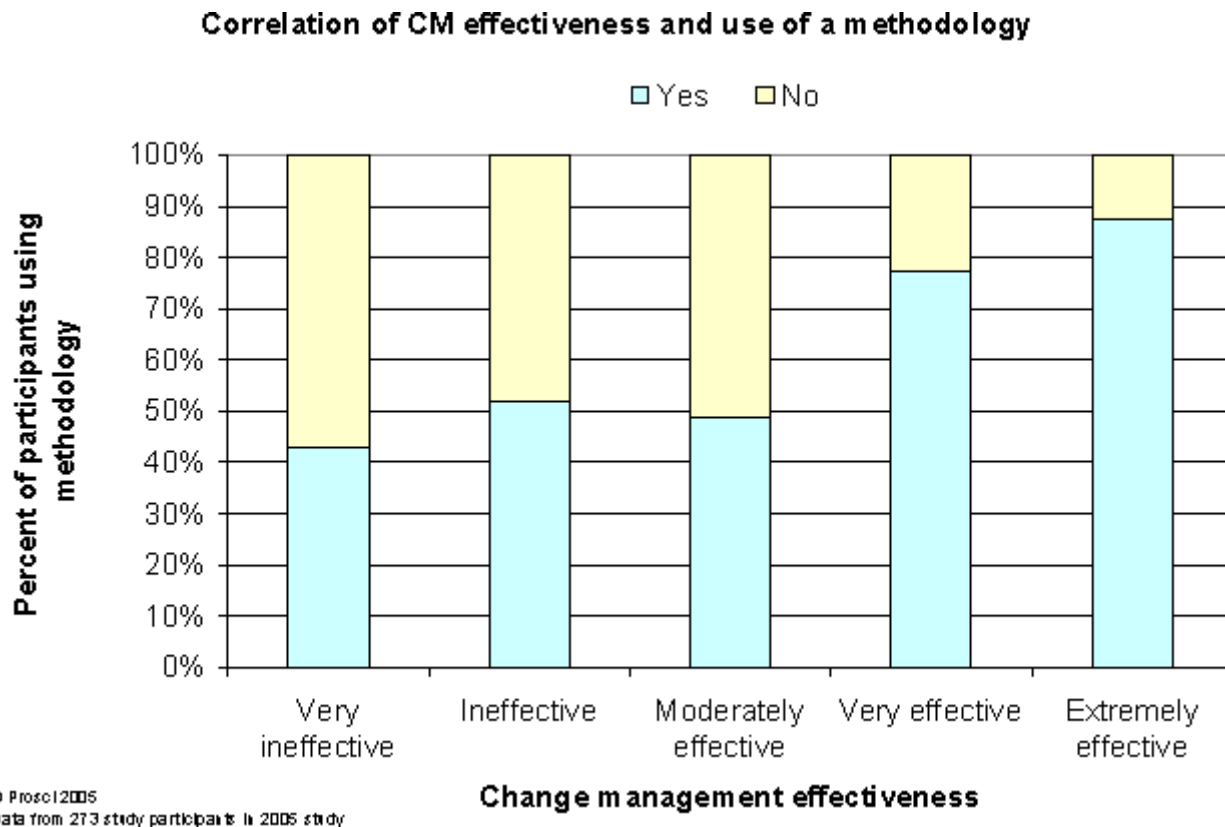
Did you use a particular change management methodology (2003)?



If you are still approaching change management without a structured methodology, you are now in the minority! No matter where the methodology comes from (externally provided or internally developed), you need to provide change agents with some structure around how to manage the human side of change.

Finding: impact of using a structured approach

The figure below shows the correlation of using a specific change management methodology and the effectiveness of the change management efforts. In two separate questions, participants were asked if they used a particular methodology (Yes/No) and how effect their change management efforts were (very ineffective, ineffective, moderately effective, very effective, extremely effective).



Combined with the finding that more projects are using a structured approach, this data indicates that projects are more effective when using a change management methodology. Change management is moving from soft, fuzzy, ad hoc approaches to structured and systematic methodologies for building buy-in, overcoming resistance and delivering bottom line results.

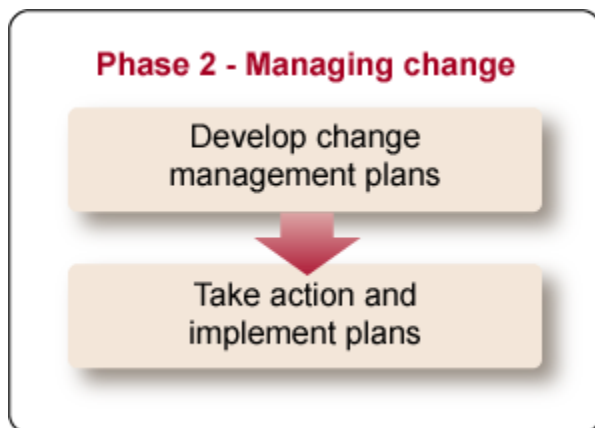
3-Phase Change Management Process

Prosci's research-based process is made up of three phases:



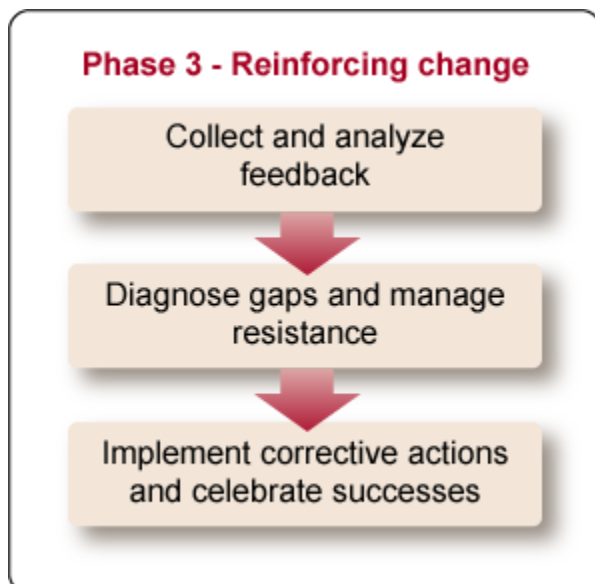
Outputs:

- Change characteristics profile
- Organizational attributes profile
- Change management strategy guidelines
- Change management team structure
- Sponsor structure and responsibilities



Outputs:

- Communications plan
- Sponsor roadmap
- Training plan
- Coaching plan
- Resistance management plan



Outputs:

- Compliance audit reports
- Corrective action plans
- After action review

Process tools

The online [Change Management Pilot](#) and hardcopy (3-ring binder) [Change Management Toolkit](#) both present the entire methodology and all of the associated guidelines and checklists. Both include electronic copies of assessments and templates:

Order

Assessments:	Templates:
Change characteristics worksheet	Complete change management plan
Change characteristics profile assessment	Change management strategy outline
Organizational attributes worksheet	Change management strategy presentation
Organizational attributes profile assessment	Communications plan template
Employee readiness assessment: organization	Communication planning spreadsheet
Employee readiness assessment: desire	Communications key messages: general, executives, middle managers, employees
Team member competency assessment	Sponsorship roadmap template
Sponsor competency worksheet	Sponsor planning and start-up, design, and implementation checklists
Sponsor assessment diagram	Coaching plan template
Sponsor assessment table	Coaching training template
Resistance assessment worksheet	Group coaching agenda
Training needs assessment	Individual coaching plan
ADKAR Personal Worksheet	Resistance management plan template
ADKAR Business Worksheet	Employee feedback presentation
	Corrective action plan template
	Prosci Change Management Manager

Resources:

[2005 Best Practices in Change Management](http://www.change-management.com/best-practices-report.htm) - <http://www.change-management.com/best-practices-report.htm>

[Change Management Pilot](http://www.change-management.com/cm-pilot.htm) - <http://www.change-management.com/cm-pilot.htm>

[Change Management Toolkit](http://www.change-management.com/change-management-toolkit.htm) - <http://www.change-management.com/change-management-toolkit.htm>

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