

Prosci is at the leading edge of organizations building the competency to manage change. Based on client interactions, benchmarking data, special research projects, the ECM Summit and new development, Prosci has developed the background and process for effective ECM deployment. Email ecm@prosci.com or call 970-203-9332 for more information on ECM offerings or to discuss the subject with a Prosci analyst.

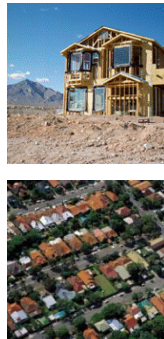
Enterprise Change Management (ECM) checklist

What is ECM

ECM takes change management from a tool that can be applied to business change to an organizational competency.

Three elements of ECM:

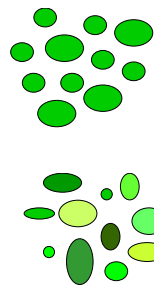
- Process and tools
- Leadership competency
- Strategic capability



Why ECM

Four arguments for why take on ECM as a project.

- Cumulative benefits of CM
- Benefit of enterprise perspective
- External drivers require change competency
- Addressing change saturation and capacity



Cumulative benefits: Change management on one project is good – change management on all projects and initiatives is better

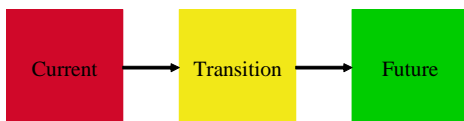
Benefits of enterprise perspective: Common language, shorter learning curve, more consistent application, common and shared resources, continuous improvement; Avoid risks of ad hoc approaches

External drivers: Most organizations are facing more frequent and more important changes than ever before

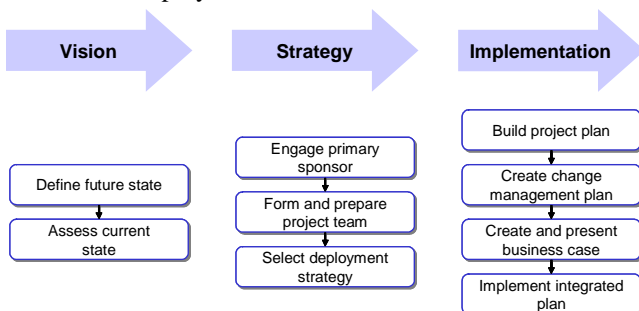
Change capacity: Building the competency increases the capacity to handle more change

How ECM

ECM is a change and a project.



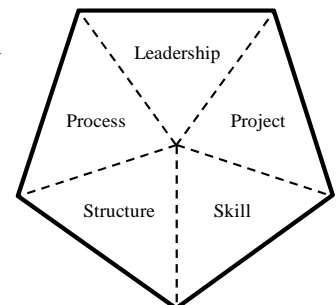
Prosci ECM Deployment Process



Prosci ECM Strategy Map

- Categories of tactics to build ECM in your organization
- An effective deployment strategy has balance

Prosci ECM Strategy Map



- Inputs:
 - Your future state
 - Your current state
 - Strategies that have worked in your org
 - Strategies that have not worked in your org

- Output
 - Set of tactics and activities for your ECM project plan

Failure modes to avoid:

1. Not treating ECM as a project and a change
2. Not defining the future state
3. Not using a multi-faceted approach

Prosci's ECM materials are offered in three phases: the ECM Vision call, the ECM Lab and the ECM Checkup. Email ecm@prosci.com or visit www.change-management.com/ecm.htm for more information. The Change Management Toolkit and the Change Management Pilot provide step-by-step instructions for developing change management plans. You can find out more about these resources at www.change-management.com/bookstore.htm or by emailing changemanagement@prosci.com.