

Prosci change management webinar

Change management myths

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About Prosci:

Our principles:

- Research-based
- Holistic
- Easy-to-use

Prosci by the numbers:

6	8	Longitudinal studies
12	10	Years of research
66%	58%	Fortune 500 companies
2000+	1,600	Research participants
3500+	2,500+	Certified practitioners
45,000+	32,000+	Registered members

About our webinars:

Webinar purpose:

- Educational
- Thought provoking
- Challenge the status quo
- Provide new ideas

Tools or downloads referenced in this free webinar are for webinar educational purposes; reproduction or distribution of these tools in your organization will require additional steps on your part.

Prosci has a full suite of tools available to help organizations build their own internal competency at managing the people side of change.

Our channels:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Online learning opportunities

Our target audiences:

- Change management specialists
- Project teams and leaders
- Senior leaders
- Managers and supervisors

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<http://www.change-management.com>

Webinars are presented by Tim Creasey,
Prosci Director of Research and Development

Prosci Global Conference

Best Practices in Change Management
Las Vegas, Nevada - April 25 - 28, 2010



Trends, Tools & Methodologies

Join us for the biggest change management event of the year!

www.acmp.info/conference

conference@prosci.com



Located at the new M Resort –
just 10 minutes from the airport.

Sponsors:



Co-hosted by the
Association of Change
Management Professionals

Featured speakers:



Chris Worley
Univ. of Southern California



Sara Lykken
Delta Air Lines



Rachel Shafran
Nike



Darlene Meister
U.S. House of Representatives



Linda Ackerman Anderson
"The Change Leader's Roadmap"



Jeanie Duck
"The Change Monster"



Dwight King
Ashland Inc.

Agenda

- Five myths
 1. I'm responsible for the "hard" side of the project, not the "soft" stuff.
 2. We are introducing change and managing the project, so aren't we managing change?
 3. I have a communication plan, isn't that enough?
 4. We assigned a change management resource for the project, isn't that enough?
 5. Our project is struggling, change management is the silver bullet.
- Conclusions

Who do we hear the myths from?

- Typically project managers and project team members who have not experienced change management or its application
- Can also come from:
 - External consultants
 - Internal consultants
 - Executives and senior leaders
 - Managers and supervisors
 - Specialists in a particular field related to people (training, communications, OD, HR)

Even other change management professionals

Myth 1: “hard” side / “soft” stuff.

- *I’m responsible for the “hard” side of the project, not the “soft” stuff.*
- Source:
 - Missing the **connection** between the soft and hard sides of change

Without the “soft” side, there is no success on the “hard” side

- How much value does a new process deliver if no one follows it?
- How much value does a new technology or system deliver if no one uses it?



With a very large **negative** ROI

P-P-P-P exercise

Project Name

Purpose

Particulars

People

What is the project

Why we are changing

What we are changing

Who will be changing

What does this look like for your project?

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The “soft” side is focused on the reality of change: one person at a time

Current Transition Future

What I had done in my daily work before the change?

How I make the change to my daily work?

What I will be doing in my daily work after the change?

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Success on the “hard” side requires individuals to make changes

Organizational change (project) “hard” side

Future

Current Transition Future

Current Transition Future

Current Transition Future

Individual change “soft stuff”

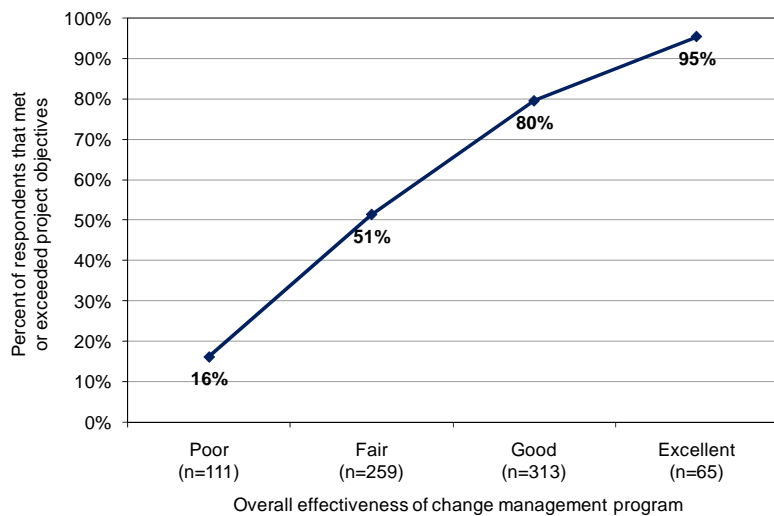
The individual is the unit of change

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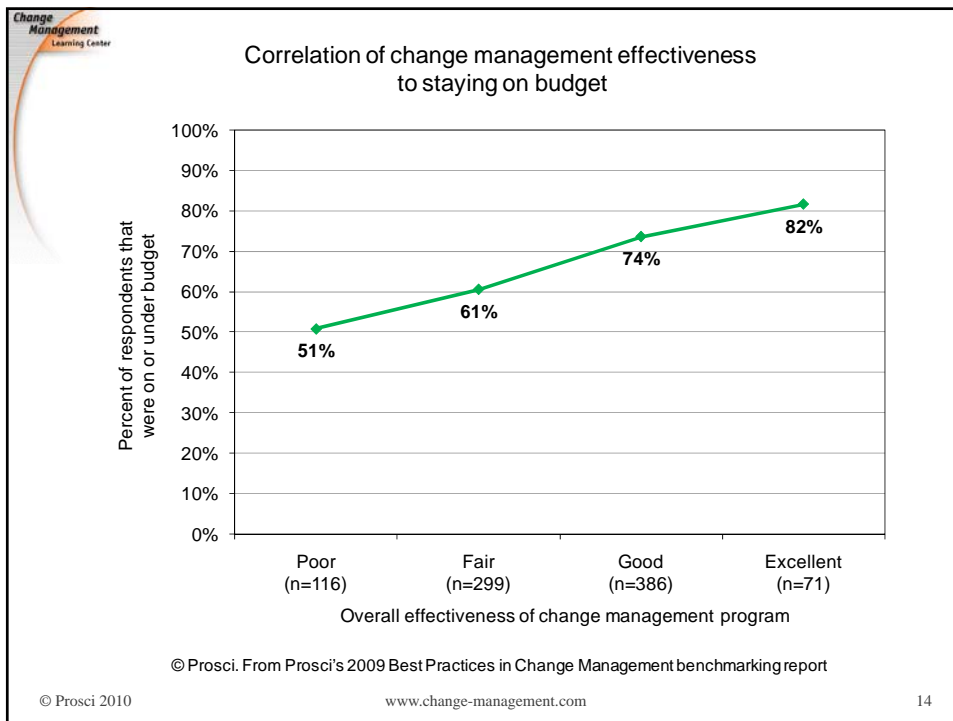
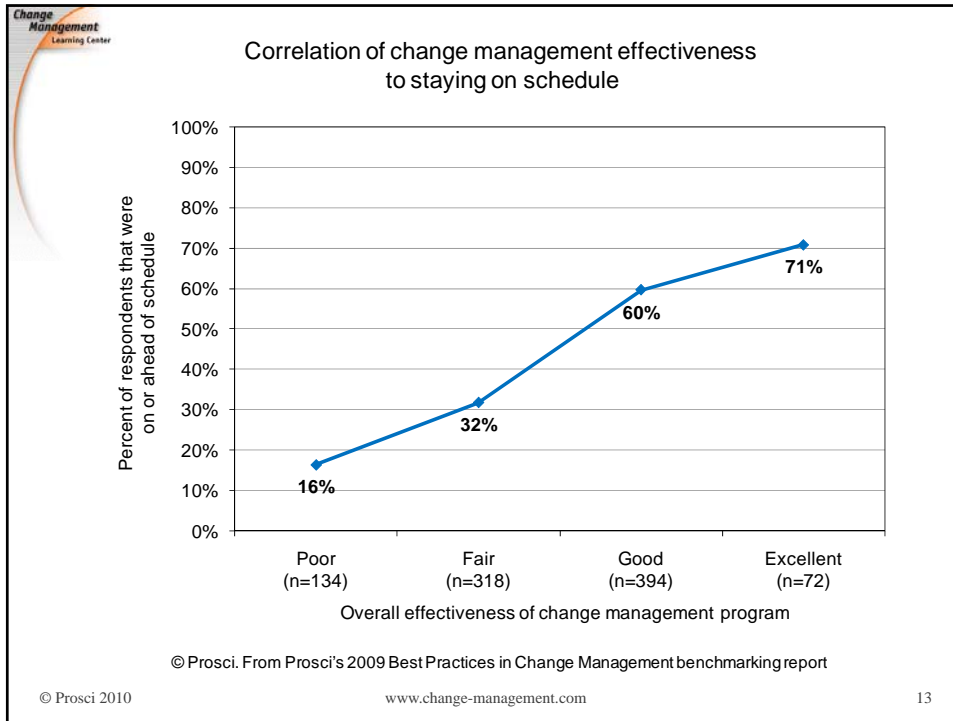
The data suggests otherwise

- Correlation data shows that:
 - The better the “soft” side is managed, the more success there is on the “hard” side:
 - Meeting objectives
 - Staying on schedule
 - Staying on budget

Correlation of change management effectiveness to meeting project objectives



© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report



Caveat: this myth may be *true*

- If a project team is only accountable for “flipping the switch” on the technical side then this myth may be true
- Bigger issues related to:
 - Project governance
 - Accountability
 - *Who is required to address this?*

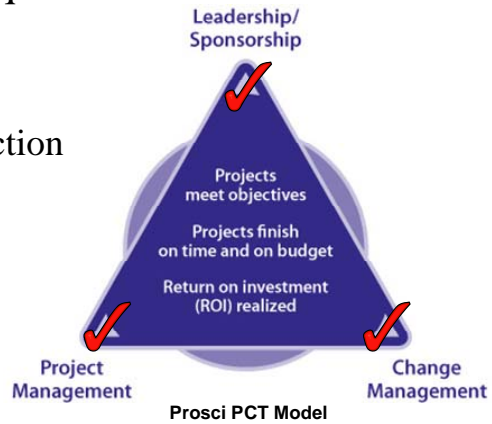


Myth 2: Managing the project vs managing change

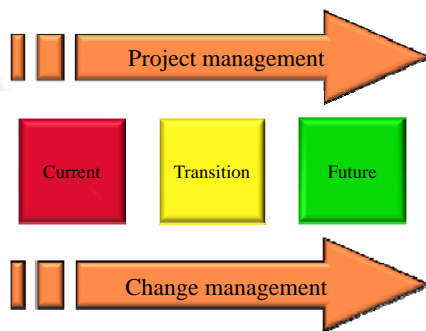
- *We are introducing change and managing the project, so aren't we managing change?*
- Source:
 - Missing the **context** of the different elements required for successful change

Prosci PCT Model

- Successful change requires three components:
 - Governance and direction
 - Technical side
 - People side



Successful change addresses both the technical and the people side



Solution is designed, developed and delivered effectively (Technical side)

+

Solution is embraced, adopted and utilized effectively (People side)

= SUCCESS

Complementary disciplines with a common objective

Myth 3: Change management = communications

- *I have a communication plan already, isn't that enough?*
- Source:
 - Missing a **complete view** of the process and tools that constitute change management

Communications: one of the tools that makes up the process

- | | |
|------------------------|------------------------------------|
| • Just one tool: | • In a structured process: |
| – Communication plan | – Phase 1:
Preparing for change |
| + | |
| – Sponsorship roadmap | – Phase 2:
Managing change |
| – Coaching plan | |
| – Training plan | – Phase 3:
Reinforcing change |
| – Resistance mgmt plan | |

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Communications need context

- Effective communications are rooted in an understanding of how individuals make change
 - Prosci's ADKAR® Model
 - A** Awareness of the need for change
 - D** Desire to participate and support the change
 - K** Knowledge on how to change
 - A** Ability to implement required skills and behaviors
 - R** Reinforcement to sustain the change

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There are preferred “communicators”

Preferred senders are found within and throughout the organization

Not in project teams, communication specialist, change management professionals, etc.

Role	Personal messages (%)	Business messages (%)
CEO/President	~8	~38
Executive manager	~5	~25
Senior manager	~8	~10
Department head	~12	~8
The employee's supervisor	~52	~8
Project team member	~5	~2
Project team leader	~5	~5
CM team member	~5	~2
CM team leader	~8	~5
Other	~5	~8

From Prosci's 2009 benchmarking report

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Focus of communications

- Without a foundation in change management:
 - Focus is to “inform”
 - Status updates, timelines, progress reports
- With a foundation in change management
 - Focus is to influence behavior
 - Move from current to future state
 - Answers to meaningful questions

Myth 4: We've assigned a resource

- *We assigned a change management resource for the project, isn't that enough?*
- Source:
 - Missing an understanding of the roles in change management – who is actually involved

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Roles in change management

- Change management requires a system of 'doers'
- Each 'gear' plays a specific role based on their relationship to organizational change

1. Applying a structured approach and enabling other gears
2. Being active and visible sponsors of the change
3. Coaching direct reports through the change process
4. Managing the technical side and engaging in change management
5. Providing specific knowledge, tools and expertise to the project

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Employee-facing roles

- Those who employees want to hear from and see
 - The faces and voices of change management
- Change management professionals act *through* these other individuals

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Myth 5: The silver bullet

- *Our project is struggling, change management is the silver bullet.*
- Source:
 - Missing context for what change management can do, and what it does not do

Root cause of struggles

- Certainly can be the people side of change
but, can also be...
- An ill-defined change or solution
- Missing technical side
- Missing leadership



Importance of solution design and definition

- **Conundrum:**

How do you “manage the people side of change” on a change that is not defined or is only partially defined?

Change management requires “a change” as an input

- **Examples of incomplete or ill-defined changes:**

- Working better virtually
- Becoming closer to the customer
- Improving our culture
- New technology (without processes)

Myths summary

	Myth	Source
1	<i>I'm responsible for the “hard” side of the project, not the “soft” stuff.</i>	Missing the connection between the soft and hard sides of change
2	<i>We are introducing change and managing the project, so aren't we managing change?</i>	Missing the context of the different elements required for successful change
3	<i>I have a communication plan already, isn't that enough?</i>	Missing a complete view of the process and tools that constitute change management
4	<i>We assigned a change management resource for the project, isn't that enough?</i>	Missing an understanding of the roles in change management – who is actually involved
5	<i>Our project is struggling, change management is the silver bullet.</i>	Missing context for what change management can do , and what it does not do

Next Steps

- What myths are you running in to?
 - From who?
 - What is the root?
- Foundations you need:
 - Clear definition of change management
 - Connection to objectives, ROI and “Big Goals”
- How do you address the myths?
 - Identifying and addressing the source

Prosci change management offerings

Research-based | Holistic | Easy-to-use

Certification



3-day intensive program where you applying the methodology, process and tools to a real project as you learn them.

Earn CEUs, PDUs and HRCI credits

Open enrollment: offered at locations across the US and around the world by Primary Affiliates

At your location: for classes up to 16 participants

“Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!”

“The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them.”

Additional training

Onsite programs for: Executives and senior leaders; Managers and supervisors; Front-line employees

New: Train-the-Trainer program teaches you how to deliver Prosci’s change management programs in your organization

Methodology tools



Change Management Toolkit: 3-ring binder with CD-ROM – complete process and set of assessments, worksheets and templates for creating change management strategy and plans



Change Management Pilot Pro: online methodology tool with “four-click” access to methodology, downloadable templates and assessments, benchmarking excerpts, presentations and numerous eLearning modules

Best Practices report



Best Practices in Change Management (2009 edition): most complete body of knowledge on change management available with benchmarking results and lessons learned from 575 change practitioners – learn what works and what doesn’t work for managing the people side of change

Change management certification

"Very easily the best, most educational learning experience in which I have ever participated." - Chris T.

- **Prosci change management public sessions** (Tuition: \$2100)
 - 3-day certification program in change management
 - Work on an actual change project from your organization
 - Utilize best practices research with more than 2000 companies worldwide
 - Get input from seasoned executive instructors and fellow classmates
 - "Hit the ground running" with your change management plans when you return
 - Earn 2.4 CEUs, 24 PDUs from PMI and 22.75 HRCI recertification credits
 - www.change-management.com/change-management-training.htm
 - Held several times per month at locations across the United States

"One of the best sessions for business training I have attended. Well structured methodology for immediate impact."
- Ken M.

"Fantastic program to bring together the project management discipline with a change management methodology."
- Keith S.

"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"Many training sessions only give the theoretical approach, but this one took it to the next necessary step of implementation..This will jump-start the change!" - Debra Q.

Resources for applying the Prosci methodology

- The following resources were used in the creation of this webinar. If you are looking for more detailed descriptions, checklists and tools, visit www.change-management.com/bookstore.htm for ordering information.
- Resources for developing change management plan
 - **Change Management Toolkit** (\$349)
 - Change management principles, process, templates and checklists in an easy-to-use 3-ring binder with CD-ROM
 - www.change-management.com/change-management-toolkit.htm
 - **Change Management Pilot Pro 2010** (\$449)
 - Online version of Prosci's methodology and tools
 - Updated content with latest best practices and new assessments
 - www.change-management.com/cm-pilot.htm

Portfolio and CM Competency resources

- In addition to the tools for applying change management on a particular change effort, Prosci has offerings to support organizations who have taken the next step – toward managing the portfolio of change and building change management competencies throughout the organization.
- **Change Portfolio Toolkit** (\$800)
 - A structured approach and set of tools for bringing clarity to the portfolio of change. Use Change Scorecards, the Group Impact Matrix, Change Heat Maps and the Portfolio Dashboard to better understand and manage the portfolio of change in the organization
 - www.change-management.com/portfolio-toolkit.htm
- **ECM Lab** (\$4000 + \$250 per participant for materials)
 - A facilitated design session that helps you and your team create a customized plan for rolling out change management in your organization.
 - Conducted over five “live” sessions with assignments for lab work in between by your ECM team.
 - www.change-management.com/ecmlab.htm

Reference and research materials

- Reference guides
 - **Best Practices in Change Management benchmarking report** (\$249)
 - 2009 benchmarking study, most comprehensive report ever
 - Lessons learned and findings from 575 participants from 65 countries
 - www.change-management.com/best-practices-report.htm
 - **Change management: the people side of change** (\$18.95)
 - Introduction to and foundation in managing the people side of change
 - www.amazon.com and search for “change management”
 - **ADKAR: A model for change in business, government and our community** (\$18.95)
 - The definitive explanation of the ADKAR model and how it can be applied to create successful change
 - www.change-management.com/adkar-book.htm

Resources for supporting others

- Support for managers and supervisors
 - **Change Management Guide for Managers and Supervisors** (\$189)
 - 3-ring binder with detailed guidelines and exercises to help managers support their employees through the change process
 - www.change-management.com/managers-guide.htm
 - **Employee Survival Guide to Change** (\$14.95)
 - A handbook to help employees survive and thrive during change with frequently asked questions and tools for managing personal transition
 - www.change-management.com/survival-guide.htm
 - **Coaches training session** (onsite, call for pricing)
 - 1-day program full of exercises to apply coaching principles
- Executives and senior leaders
 - **Executive briefing** (onsite, call for pricing)
 - 4 to 6 hour session geared to show senior leaders how they can be successful sponsors of change, including assessments on real changes

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