

# Change Portfolio Management Toolkit: Overview

## Overview of Change Portfolio Management

The purpose of this section is to provide a high-level overview and introduction to Prosci's Change Portfolio Management Toolkit.

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This download is an excerpt from Prosci's  
*Change Portfolio Toolkit*

In this excerpt you will find an overview of the Toolkit and the Change Portfolio Management Process. Find out more by calling 970-203-9332, emailing [orders@prosci.com](mailto:orders@prosci.com) or visiting:

[www.change-management.com/portfolio-toolkit.htm](http://www.change-management.com/portfolio-toolkit.htm)



# Introduction

While organizations are facing more and more change each day, very few have a clear picture of what changes are going on across the enterprise, how they interact with one another and the consequences of the entire portfolio of change. Operating without this view might work for a short time, but eventually the organization will feel the strains of change saturation and collision of these many initiatives. **The time has come for a structured approach and set of tools for understanding and managing the portfolio of change an organization faces.**

## About this toolkit

Prosci's Change Portfolio Management Toolkit lays the foundation for effectively **mapping and managing** the entire portfolio of change going on in your organization. This toolkit presents an easy-to-apply process along with a full set of tools for managing your change portfolio.

When you complete the process and guidelines in the toolkit, you will:

- Document the numerous changes impacting your organization
- Collect pertinent and consistent data on each change
- Create an executive-level presentation to show how the changes impact and interact with one another
- Provide a foundation for making more effective decisions about the portfolio of change in your organization



## What's in it for your organization?

The ultimate goal of Change Portfolio Management is to help the organization perform better. When organizations are plagued by change saturation and collision of initiatives and projects, everyone suffers. Employees become stressed, confused and frustrated. Changes experience delays and do not deliver their intended results. Ultimately, the organization suffers on several fronts. First, those changes that are necessary for success fall short. Second, overall productivity and performance decline.

The first step to better managing the portfolio of change is to clearly understand what is happening. The process and tools presented in this toolkit will help bring clarity to the changes happening in your organization – allowing better control and management of the portfolio.

## What's in it for you?

When you take on the project of Change Portfolio Management, you become a very valuable resource. You are able to provide the organization with consistent information and a high-level view of the portfolio of change. You provide information that is critical to better performance and improvement.



## Process and tools

Creating a common view of the entire portfolio of change in your organization might seem like a daunting task. Think for a minute about the changes going on that will impact your job in the next six months – maybe 2, 5, 10 or 50 come to mind. Chances are, the teams working on each of these projects don't have any idea that at the same time they are changing how you do your job, several other teams are also impacting you. Without a Change Portfolio Management Process in place, the only employees that truly understand the collective impact of changes are those feeling the heat.

Four key components of the Change Portfolio Management Toolkit give you the direction and tools you need to manage your change portfolio:

1. **Change Portfolio Management Process** – a step-by-step approach for capturing, illustrating and managing the portfolio of change
2. **Change Scorecard** – a summary of key data on each change, project, initiative, etc.
3. **Change Heat Maps** – a visual depiction of who is impacted by a particular change
4. **Portfolio Dashboard** – a number of perspectives showing the portfolio and implications

From a work perspective, the Change Scorecards, Change Heat Maps and Portfolio Dashboard are the outputs of following the Change Portfolio Management Process.



## Change Portfolio Management Process

The Change Portfolio Management Process pictured below is the step-by-step approach for managing the portfolio of change.



### Prosci's Change Portfolio Management Process



### Phase 1 – Identify

- In the *Identify* phase, you establish the playing field for the portfolio analysis. You set boundaries on the scope of the portfolio – are you creating the portfolio for a division, a department, or perhaps the entire enterprise? You'll create an inventory of the changes going on and a listing of different groups in the organization that are being impacted.

### Phase 2 – Investigate

- The *Investigate* phase is for learning about each change – bringing into focus the changes that are part of the portfolio. This includes both the collection of data and the completion of assessments on each of the changes. You will also create a “heat map” showing which groups are impacted by each change.

### Phase 3 – Analyze

- Once you have drawn the playing field and collected data on each change, it is time to create the portfolio perspective. In the *Analyze* phase, you will create a number of representations of the portfolio of change. These different perspectives will give you a clearer picture of the change your organization is facing and the consequences and implications of the portfolio.



#### Phase 4 – Act

- The *Act* phase is the final element of your mapping work in the Change Portfolio Management Process. This step includes presenting the portfolio and the associated analysis and encouraging action from senior leaders to better manage the portfolio.

#### Phase 5 – Monitor, Manage and Control

- The final phase makes the Change Portfolio part of the ongoing operations of the organization. While the efforts in Phases 1 to 4 are more “point in time” exercises when you initially map the portfolio, the activities of *Monitor, Manage and Control* ensure ongoing management of the portfolio. Here, you will examine how to handle changes that enter the portfolio and those that exit the portfolio. You will learn how to conduct analysis on the impact to the portfolio when new changes are purposed. You will also look at systems for monitoring the impact of the portfolio on the people in the organization, so you can get a better idea of the capacity for change in your organization.



## Change Scorecard

The Change Scorecard is a one-page summary of key aspects of a given change – whether it is a formal project, a transformational initiative, a program or a non-project change. In the *Investigate* phase of the Change Portfolio Management Process, you will collect the required data to complete the Change Scorecard.

The value of the Change Scorecard is two fold:

1. **Having change data in a common format, in a single location** – data about the changes going on in your organization right now is found in numerous places and formats. The Change Scorecard allows you to collect and document this data, a major first step in bringing clarity to your change portfolio.
2. **Provides input to the Portfolio Dashboard** – once you have collected the necessary data for each change, you'll need to assemble a portfolio view. This occurs in the *Analyze* phase of the process and allows you to look at the Change Scorecard data from a number of different perspectives.

The following page shows a snapshot of the Change Scorecard you will be completing for each change effort in your portfolio.



## Change Scorecard

For use with Prosci's Change Portfolio Management Process

Name of change:	
Change type:	

### Investment

Total investment/budget for this change:	
Is the change fully funded? Y/N	
Is the change fully resourced? Y/N	

### Key players in the change

Authorized by:	
Funded by:	
Initiated by:	
Designed and developed by:	

Timeline (start/end dates)	
Start date:	
End date (est):	
Major disruption points:	

Change Characteristics (importance, scope, urgency, complexity, risk) (matrix scores)	
Scope score (1-5):	
Strategic importance score (1-5):	
Gap score (1-5):	

Impact (groups)	
Number of groups impacted (from Groups x Changes Matrix)	
Total impact score (from Groups x Changes Matrix)	
List groups impacted by the change:	

Change Characteristics (importance, scope, urgency, complexity, risk) (matrix scores)	
Change characteristics score (12-60):	
Organizational attributes score (12-60):	
Risk (High, Medium, Low):	

Process Management (leadership, sponsorship, project management, change management)	
Leadership/Sponsorship score (10-30):	
Project Management score (10-30):	
Change Management score (10-30):	

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## Change Heat Maps

The Change Heat Map is a visual depiction of who in the organization is impacted by a particular change. Rarely does a project team or improvement group take the time to think through who will ultimately be impacted by the change they are introducing.

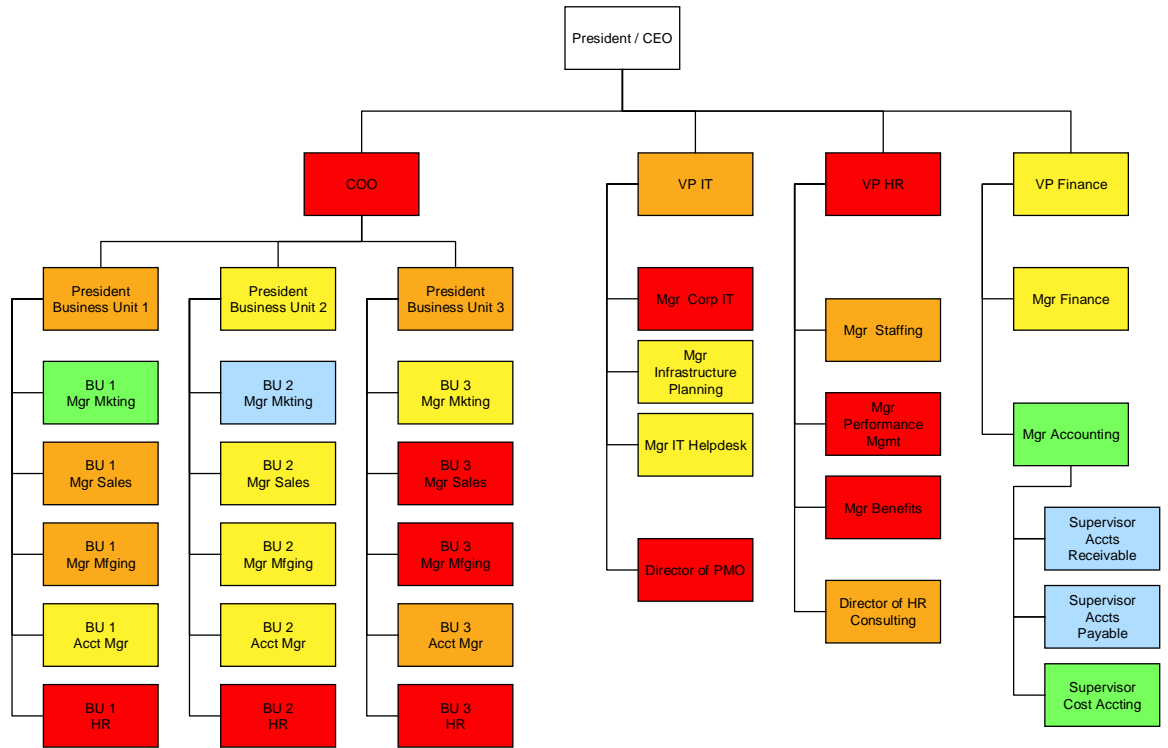
In building the portfolio view, you will first learn about who in the organization is impacted by a particular change and then generate Change Heat Maps for each of the efforts.

In the end, you will compile each of the Heat Maps to create a single view of how much change each group in the organization is feeling. This Organizational Heat Map can be one of the most influential outputs of the work you do.

The following page shows an example of what an Organizational Heat Map could look like.



### Example – Organizational Heat Map



## Portfolio Dashboard

The Portfolio Dashboard is the ultimate output of the Change Portfolio Management Process. It provides a high-level look at the multitude of changes your organization is experiencing.

The key to the Portfolio Dashboard is the multiple perspectives it includes. Through the process, you will be able to plot out change investments, the health of each initiative, the collective impact on groups in the organization and potential risks.

The Portfolio Dashboard becomes a centerpiece of discussion with teams and senior leadership in evaluating and managing the portfolio of change.

The following page shows a snapshot of the Portfolio Dashboard you will create for your portfolio. In addition to the data in the Portfolio Dashboard, you will create a number of graphs that illustrate the current portfolio.



Portfolio Dashboard			Changes in portfolio: 0
For use with Prosci's Change Portfolio Management Toolkit			
<b>Investment analysis</b>			<b>Change efforts at risk (and why)</b>
Total investment in the portfolio:	\$	-	
% of changes fully funded		NA	
% of changes fully resourced		NA	
Number of "large investment" changes		0	
% of budget in "large investment" changes		NA	
Number of "medium investment" changes		0	
% of budget in "medium investment" changes		NA	
Number of "small investment" changes		0	
% of budget in "small investment" changes		NA	
<b>Scope distribution</b>			<b>Change efforts that are not fully funded</b>
	Count	% of portfolio	
5 = entire enterprise	0	NA	
4 = multiple divisions	0	NA	
<b>Strategic importance distribution</b>			<b>Change efforts that are not fully resourced (human perspective)</b>
	Count	% of portfolio	
5 = top 5 projects	0	NA	
4 = critical business initiative	0	NA	
<b>Gap distribution</b>			<b>Groups in organization at risk (and why)</b>
	Count	% of portfolio	
5 = no resemblance to today	0	NA	
4 = dramatically different	0	NA	
<b>People risk distribution</b>			<b>Points in time facing risk from schedule collision</b>
	Count	% of portfolio	
High risk quadrant	0	NA	
Medium risk quadrant	0	NA	
Low risk quadrant	0	NA	
<b>Project health from PCT Assessment</b>			
	Count	% of portfolio	
Changes with 0 jeopardy areas (red)	0	NA	
Changes with 1 jeopardy area (red)	0	NA	
Changes with 2 jeopardy areas (red)	0	NA	
Changes with 3 jeopardy areas (red)	0	NA	
<b>Leadership/Sponsorship health</b>			
	Count	% of portfolio	
Leadership/Sponsorship as strength	0	NA	
Leadership/Sponsorship as alert	0	NA	
Leadership/Sponsorship as jeopardy	0	NA	
<b>Project Management health</b>			
	Count	% of portfolio	
Project Management as strength	0	NA	
Project Management as alert	0	NA	
Project Management as jeopardy	0	NA	
<b>Change Management health</b>			
	Count	% of portfolio	
Change Management as strength	0	NA	
Change Management as alert	0	NA	
Change Management as jeopardy	0	NA	



# Toolkit organization

## Structure

The structure of this toolkit follows the Change Portfolio Management Process. Below are short descriptions of each tab along with what you will be doing.

The structure for each tab will be:

1. Purpose of this activity (why are we doing this step)
2. How the activity is performed
3. Tools and worksheets to support this activity

## Tab 1 - Overview

Tab 1 is this section you are reading now. The purpose of this overview is to provide a high-level view of the entire toolkit.



## Tab 2 – Making the Case

This tab lays the foundation for making the case for Change Portfolio Management. You will need authority and support from senior leaders to carry out the Change Portfolio Management Process, so you will need to get their buy-in up front. The *Making the Case* tab includes discussion around the consequences of not managing the portfolio of change – namely change saturation and change collision.

You will not have specific activities to complete, but you will be given pointers for building a presentation to get support for moving forward with your portfolio management work.

## Tab 3 – Identify

Tab 3 is the first in the Change Portfolio Management Process. This is where you begin the work required to create your Portfolio Dashboard.

Tab inputs	Work completed	Tab outputs
<ul style="list-style-type: none"><li>Charter to begin Portfolio work</li></ul>	<ul style="list-style-type: none"><li>Define scope</li><li>Inventory changes</li><li>Identify groups</li></ul>	<ul style="list-style-type: none"><li>Scope statement</li><li>Lists of changes and groups</li></ul>



## Tab 4 – Investigate

The *Investigate* step of the process involves collecting data and completing assessments on each of the changes. The tab includes the Change Scorecard you will be completing for each change, along with assessments and tips for collecting the data.

Tab inputs	Work completed	Tab outputs
<ul style="list-style-type: none"> <li>List of changes</li> </ul>	<ul style="list-style-type: none"> <li>Gather change details</li> <li>Conduct assessments</li> <li>Map changes to who is impacted</li> </ul>	<ul style="list-style-type: none"> <li>Scope statement</li> <li>Lists of changes and groups</li> <li>Scorecards</li> </ul>

## Tab 5 – Analyze

The *Analyze* tab helps you make sense of the data you collected during the *Investigate* phase. You present the portfolio through numerous lenses.

Tab inputs	Work completed	Tab outputs
<ul style="list-style-type: none"> <li>Data on each change</li> </ul>	<ul style="list-style-type: none"> <li>Create Change Heat Maps for each change</li> <li>Plot each change based on various factors</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Dashboard</li> <li>Organizational Heat Map</li> </ul>



## Tab 6 – Act

The *Act* phase is the last in your initial portfolio exercise, before transitioning into continuous management and monitoring. You will see suggestions for presenting the portfolio and tips for encouraging action based on the new, higher clarity view of the changes happening in your organization.

Tab inputs	Work completed	Tab outputs
<ul style="list-style-type: none"><li>• Portfolio Dashboard</li><li>• Numerous perspectives</li></ul>	<ul style="list-style-type: none"><li>• Present the portfolio</li><li>• Build support for using the portfolio view to manage future changes</li></ul>	<ul style="list-style-type: none"><li>• Authorization and support</li><li>• Commitment to monitor, manage and control the portfolio</li></ul>

## Tab 7 – Monitor, Manage and Control

The final tab of the Change Portfolio Management Process in this toolkit moves from a “point in time” view of the portfolio of change to an “over time” view. A change portfolio can shift for two reasons – new changes entering the portfolio or existing changes exiting the portfolio. The final tab presents guidelines and tips for using the portfolio as a key component of decision making. The final tab also includes suggestions for determining an organization or group’s change capacity by looking at the portfolio over time.

## Tab 8 – Change management competency

This tab examines the effort to build change management competencies in the organization and how this effort can impact change saturation.



## CD-ROM and website

The Change Portfolio Management Toolkit includes a CD-ROM with templates and tools you will use to conduct the portfolio analysis. Prosci has also created a website that you have access to with your license to the toolkit. This site will be updated with the most current versions of tools and documents to support your portfolio management. In the future, the site may also include a user community functionality.

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



## Getting started

When you follow the Change Portfolio Management Process, you will be working across the organization and engaging numerous different people and groups. It is important that you have the authorization and support of senior leaders in the organization. Their “stamp of approval” on the work you are doing will earn you access and cooperation that you might not have without the support of someone at the top of the organization.

Your first task is to get commitment from senior leadership to develop the portfolio view. This is why tab 2 is dedicated to making the case for Change Portfolio Management. Think about whom you will engage and what compelling story you will tell to get sign off (more on this in tab 2).

You will also want to briefly review the entire Change Portfolio Management Process presented in tabs 2 – 5 before jumping right into the work. This will help you understand the big picture of what you are trying to accomplish.

The *Change Portfolio Toolkit* is available for you to purchase today at:  
[www.change-management.com/portfolio-toolkit.htm](http://www.change-management.com/portfolio-toolkit.htm)

Price: \$800

