

The definition and scope of change management continue to be an interesting challenge for change management practitioners. Defining and scoping change management provides clarity and context for practitioners, but there are certainly potential challenges including alternative uses of the term, alternative labels and “close, but not quite” definitions. This handout provides key messages from the Definition and Scope webinar. Contact changemanagement@prosci.com for more information.

Definition and scope of change management webinar handout

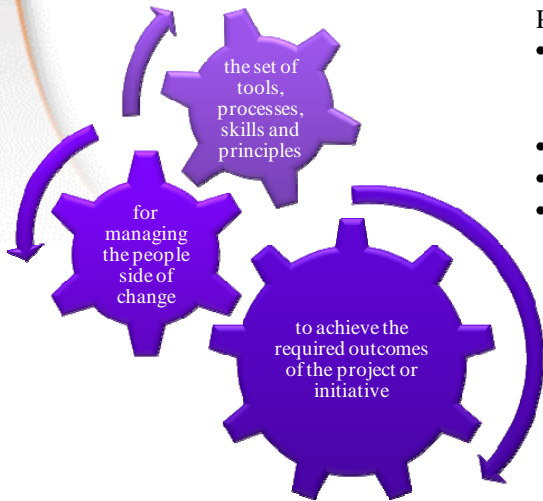
Context:

Organizations introduce change

These changes impact how individuals do their work

The success of the organizational change is tied to individuals doing their work differently

Change management provides structure, intent and repeatability to encouraging and supporting individuals through their own personal changes



Prosci’s definition of “change management”

- Each clause is important in establishing the intent and focus of change management as an approach for encouraging individuals to adopt a change to their work resulting from an organizational effort (i.e., a “change”)
- **Clause 1 punch line:** Structured, intentional, holistic approach drives results
- **Clause 2 punch line:** The individual is the unit of change
- **Clause 3 punch line:** The bottom line is the bottom line

Alternative uses:

- IT world
- Project management
- “Out with the old”
- The umbrella

Beware of the emergence of other labels

Close, but not quite, definitions:

- Why yes, we do have a communication plan
- Oh, you mean training and communication
- We’ve thought about how to manage resistance

Each includes key elements but:

- they must take place in a holistic process
- they are not all of the tools required to manage the people side of change

Having the “what is change management” discussion

Who is your audience? What do they care about? What is their language and context?

How can you talk about change management from their point of view?

Project Management folks:	Change management is about sequencing people-side activities so that individuals achieve their own personal MILESTONES and are able to make a change..
Six Sigma folks:	Change management is a structured methodology for reducing the VARIATION in how an individual employee experiences the change process resulting from projects or initiatives.
Lean folks:	Change management works to eliminate WASTE (resistance, waiting for answers, confusion, stress, loss of focus) created during the change process by engaging and supporting individuals in their own personal transitions.
Operational Efficiency folks:	Change management increases the likelihood of achieving the required individual-level OUTPUTS of a project by encouraging an EFFICIENT transition state.
Comm/training folks:	Change management provides a holistic BACKDROP against which communications and training can be most effective by positioning these efforts within a larger system.
Senior leaders	Change management directly contributes to the FINANCIAL AND STRATEGIC OUTCOMES of projects and initiatives by enabling individual employees to adopt a change and reach their future state.
Anyone on the street	“Remember when [your organization] recently tried to [make some sort of change that impacted you]. It was probably pretty hard on you. Change management helps make it easier on you by engaging employees throughout the change process.”