

# Prosci change management webinars

## Effectively positioning change management

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### About Prosci®

#### Our value proposition:

To help organizations build **their own internal change management competencies** through the development and delivery of tools and methodologies

#### Our principles:

Research-based | Holistic | Easy-to-use

#### Prosci by the numbers:

- 7 Longitudinal studies
- 14 Years of research
- 66% Fortune 500 companies
- 2600+ Research participants
- 9000+ Certified practitioners
- 63,000+ Registered members

### About Prosci® webinars

#### Webinar purpose:

- Educational
- Thought provoking
- Insights into new development
- New ideas, phraseology, language, and frameworks
- **Give you at least one hour per week to think about change management**

*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's channels:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Train-the-Trainer

#### Prosci's target audiences:

- Change management specialists
- Project teams and leaders
- Executives and senior leaders
- Managers and supervisors

#### Contact:

Telephone Support: +1-970-203-9332  
Email Support: [webinar@prosci.com](mailto:webinar@prosci.com)  
Webinars are presented by Tim Creasey, Prosci Chief Development Officer

# Agenda

- Positioning change management
  - Setting the stage
  - “change” vs “change management”
- Definition
- Scope
- Having the “what is change management” discussion with different audiences



It's all about context and clarity

# Two possible paths

This is change management...

This is how change happens, and here is a solution to drive better outcomes and results



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# Setting the stage

**Organizations introduce change**

Some are formalized as projects	Some are called "initiatives"	Some are called "transformational efforts"	Some are never formalized, but still result in change
Some stem from strategic plans	Some result from competitive threats	Some result from customer demands	Some come from supplier or vendor situations
Some impact processes	Some impact tools and technologies	Some impact org structure	Some impact job roles
			Some impact all of the above

**All move the organization from a current state to a future state**

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# Setting the stage

**Organizations introduce change**

**These changes impact how individuals do their work**

Some impact a single employee	Some impact a workgroup of a few	Some impact larger groups	Some impact the entire organization
Some do not have a significant impact on the processes and workflows of individuals	But some of the changes do have a large impact on how individuals do their work	The most strategic and important changes certainly do	

Is Andy doing his job differently?  
And are Becky and Charlie and Debbie?  
And what about: Eddie, Frannie, Gary, Henry and Issy?

**Individuals moving from their own current state to their own future state**

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# Setting the stage

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

**Have employees embraced the change and moved to their own personal future state?**

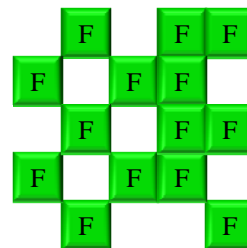
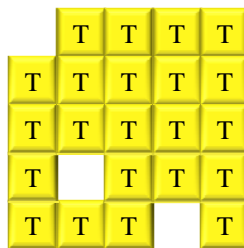
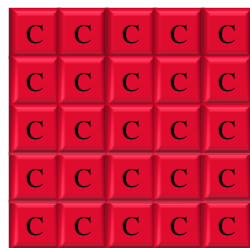
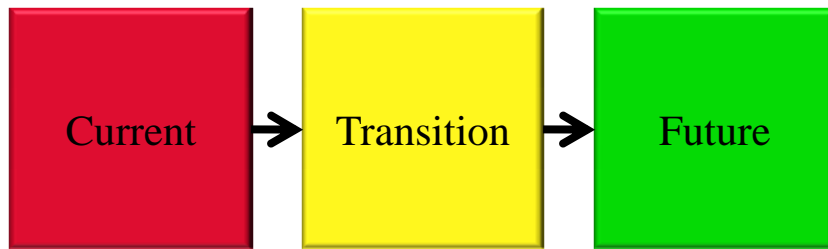
**Prosci ROI of change management factors:**

- Speed of adoption – how quickly did they make the change?
- Ultimate utilization – how many of them made the change?
- Proficiency – how effective were they in their own future state?

The organizational



comes from individuals reaching their own



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Success!

Future

C T F

C T F

C T F

C T F

C T F

C T F

C T F

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## Setting the stage

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 tools for encouraging and supporting individuals through their own personal changes

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## “change” vs “change management”

*change*

Current → Transition → Future

*change management*

Try not to confuse “change” – moving from a current to a future state – and “change management” – supporting individual employees through their own personal transition.

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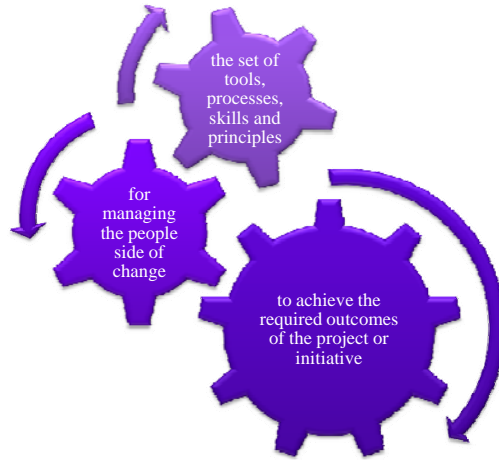
## Why it is important to establish definition and scope

- Not just semantics
- The term “**change management**” has been used in a variety of settings with a variety of meanings
- Address confusion and position the discipline in relation to delivering results
- Practitioners need a common definition to provide **context** and **clarity** when they discuss change management with others
  - Project teams
  - Executives and senior leaders
  - Improvement professionals
  - Others supporting projects (communication, training, HR, OD, etc.)

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# Change management: defined

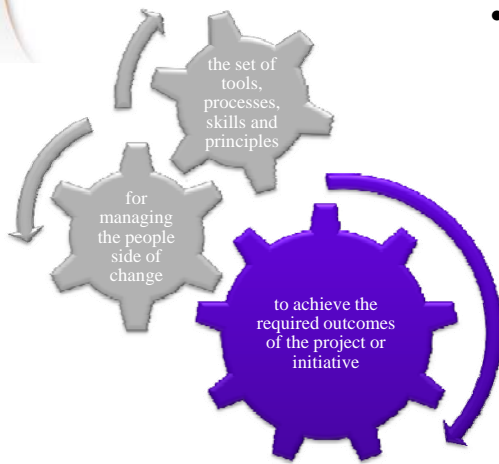
Change management is the application of the set of tools, processes, skills and principles for managing the people side of change to achieve the required outcomes of a change project or initiative



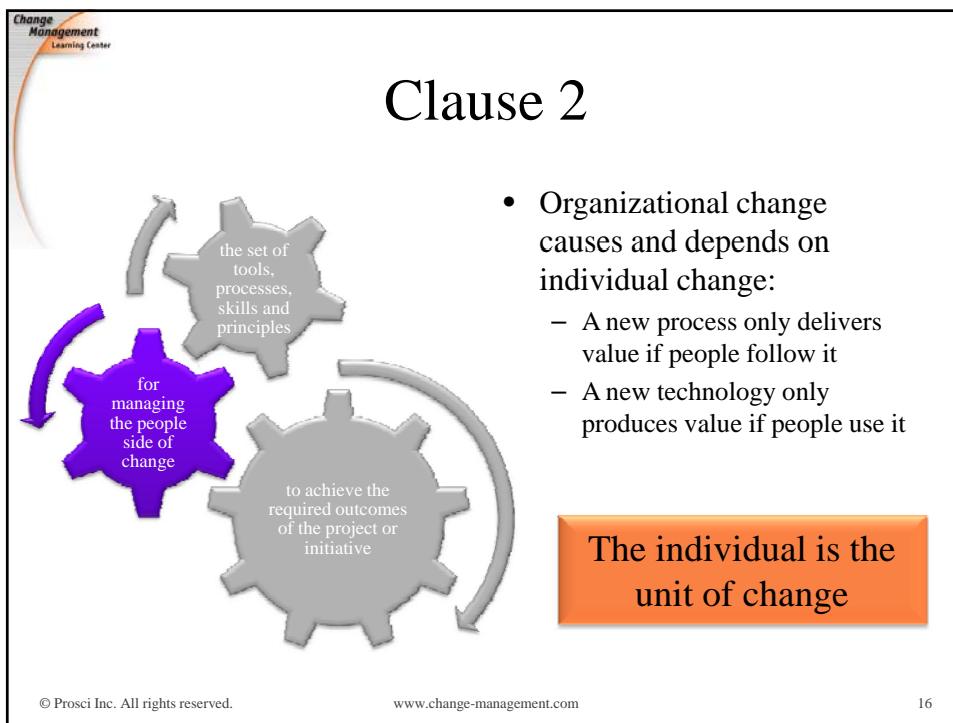
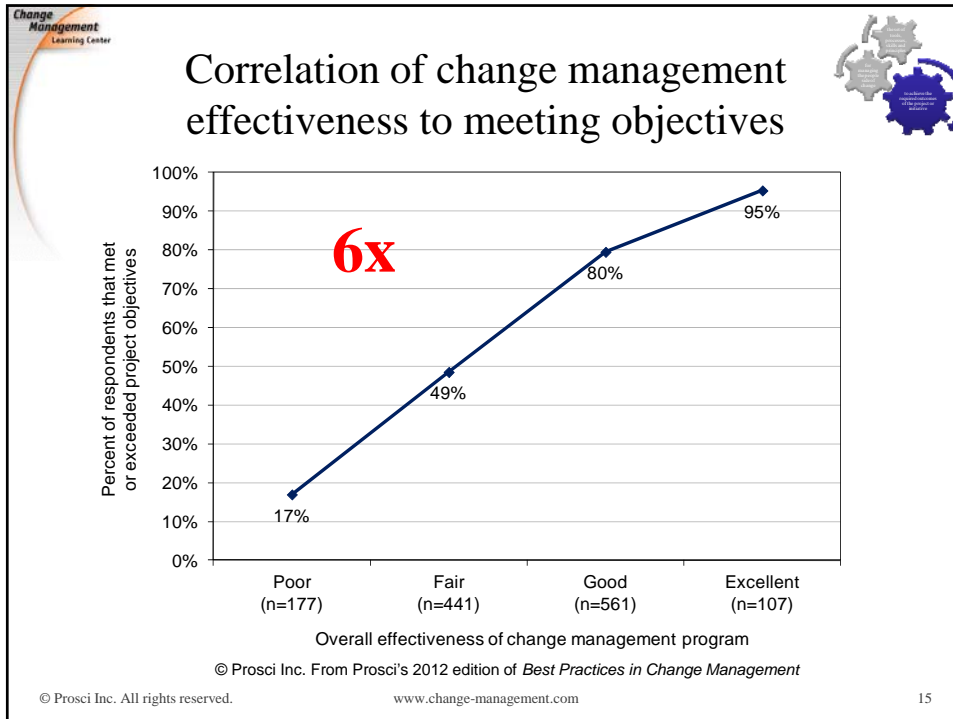
Prosci definition of change management

## Clause 3

- Strong correlation between change management effectiveness and projects meeting objectives



**Change management has one goal and one goal only:  
to improve project and organizational success**



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## The organizational future state comes from individual change

Individual change  
*How I do my job*

Organizational change (project)

Change happens one person at a time

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## Clause 1

- No longer ad hoc
  - Or just communications
  - Or just training
- Growing set of tools, processes, skills and principles

Structured, intentional, research-based, holistic approaches drive results

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# Tools, processes and skills

**Individual perspective**

*How does one person make a change successfully?*

The Prosci® ADKAR® Model

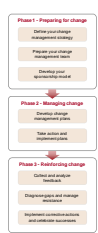
- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®



**Organizational perspective**

*What can we\* do to support individuals through change?*

Prosci's 3-Phase Process



Phase 1 – Preparing for change

Phase 2 – Managing change

Phase 3 – Reinforcing change

Plans: Sponsorship roadmap, Communications, Coaching, Training, Resistance management

Employee-facing roles and enabling roles

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# Different uses of “change management”

**IT world**

The control of versions and iterations of hardware and software

**The umbrella**

Anything and everything related to causing or creating change in the organization falls under the umbrella term “change management” – more on this in the scope section of the webinar

**Project management**

The steps we take if we must alter scope, schedule, budget, etc.

**“Out with the old”**

Replacing senior leaders or senior managers in an organization

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## Close, but not quite, definitions

- Change management?
  - Why yes, we do have a communication plan...
  - Oh, you mean training and communication...
  - We've thought about how to manage resistance...

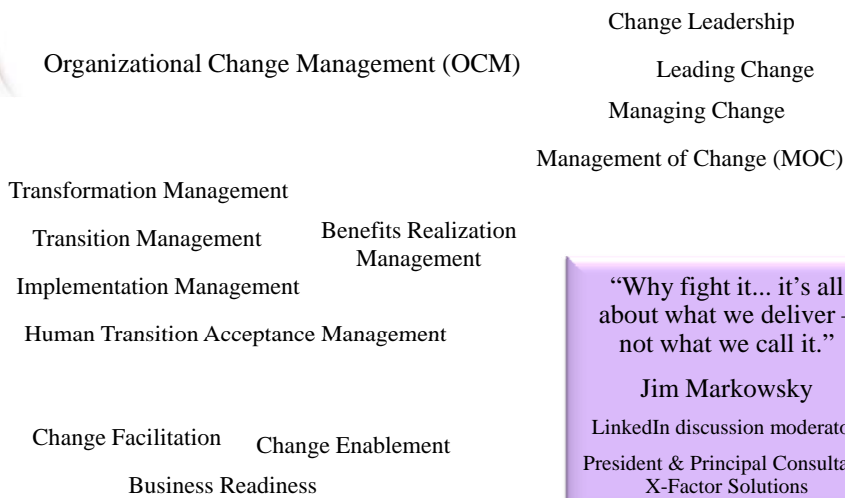
All are missing the complete or big picture

Communication, training and resistance management are all part of change management:

**but they must take place in a holistic process**

**but they are not all of the tools required to manage the people side of change**

## Emergence of different "labels"



“Why fight it... it’s all about what we deliver – not what we call it.”

Jim Markowsky

LinkedIn discussion moderator,  
President & Principal Consultant,  
X-Factor Solutions

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## Why it is important to establish definition and scope

- Risk:
  - “Change management” is used as an **umbrella** for anything and everything related to change
  - Loses its meaning
  - Makes application and improving the discipline challenging
  - Hard to show relationship between change management and other work streams

**Input:** a “change” to how work is done  
New processes, technologies, tools, systems, structures, relationships, roles, etc.

**Change management**

**Output:** employees have embraced and adopted the required change to how they do their jobs  
Andy, Becky, Charlie, Debbie

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## Establishing scope

**Prosci’s taxonomy for scoping change management**

Recognizing that a change is needed	<ul style="list-style-type: none"> <li>• To identify the internal or external stimulus resulting in a need for change</li> </ul>
Solution design and development	<ul style="list-style-type: none"> <li>• To create a solution to improve the performance of the organization based on the recognition that a change is needed</li> </ul>
Solution implementation	<ul style="list-style-type: none"> <li>• To install a solution that meets technical requirements and is adopted and utilized</li> </ul>
Project management	<ul style="list-style-type: none"> <li>• To manage the tasks, resources, budget, time and scope of technical design and implementation</li> </ul>
Change management	<ul style="list-style-type: none"> <li>• To encourage employees to rapidly, completely and proficiently make the required changes to their day-to-day work</li> </ul>

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## Scope conclusion:

- Not everything that involves “people” falls under the change management category
  - Getting people involved in looking for changes
  - Getting people involved in designing solutions
  
- Establishing scope enables:

More focused application	Better results on each element
Division of labor	Avoidance of overlap
Opportunity to improve	Trouble shooting/problem solving

## Having the “what is change management” discussion

<b>Audience:</b>	
Project Management folks	How can you talk about managing the people side of change in the language and context of what THEY care about?
Six Sigma folks	
Lean folks	
Operational Efficiency folks	
Communication/training specialists	
Senior leaders	

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## Project Management folks: “what is change management”

<p>What do they care about? What is their “language”?</p>	<p>Project management is about sequencing activities and resources to meet requirements through the achievement of defined <b>MILESTONES</b>.</p>
<p>How can you talk about change management in their terms?</p>	
<p>When we ask an individual to change how they work, they must achieve certain personal milestones to make the change successfully. Change management is about sequencing people-side activities so that individuals achieve their own personal <b>MILESTONES</b>.</p>	

Technical milestones for project management

People milestones for change management

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## Six Sigma folks: “what is change management”

<p>What do they care about? What is their “language”?</p>	<p>Six Sigma is about applying a structured methodology to improve the quality of outputs by minimizing <b>VARIATION</b> in the process.</p>
<p>How can you talk about change management in their terms?</p>	
<p>People experience change as a process. The “output” of a change from a people-side perspective is individuals doing their jobs in a new way. Change management is a structured methodology for reducing the variation in how an individual employee experiences the change process resulting from projects or initiatives.</p>	

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## Communication/training folks: “what is change management”

<p>What do they care about? What is their “language”?</p>	<p>Communications and training are two often-used tools to help employees understand and perform their jobs in some new way.</p>
<p>How can you talk about change management in their terms?</p>	
<p>Change management provides a holistic view of what all is needed for an employee to adopt a change. It provides the backdrop against which communications and training can be most effective by positioning these efforts within a larger change process and system.</p>	

Current → Transition → Future

Communication and training are necessary for moving to the future state  
Communication and training are not sufficient for moving to the future state

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## Senior leaders: “what is change management”

<p>What do they care about? What is their “language”?</p>	<p>Finance, finance, finance Strategic direction Creating an environment for success</p>
<p>How can you talk about change management in their terms?</p>	
<p>To improve financial and strategic performance, senior leaders fund and authorize projects and initiatives. One critical success factor for these efforts is individual employees adopting the change. Change management directly contributes to the <b>FINANCIAL</b> and <b>STRATEGIC</b> outcomes of projects and initiatives by enabling the future state.</p>	

Current → Transition → Future

Future → Future → Future → Future

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## Anyone you run into on the street: “what is change management”

What do they care about?  
What is their “language”?

What is a change that they have had to deal with in their job (school principal = new curriculum, agent at rental car desk = new order system)?

How can you talk about change management in their terms?

“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.”



Any change that they have had to deal with recently becomes your anchor for talking about change management

## Answering “what is change management” debrief

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?


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# Conclusion

This is change management...

This is how change happens, and here is a solution to drive better outcomes and results

With context and clarity, your **projects**, your **organization**, your **colleagues** and **you** will be more successful



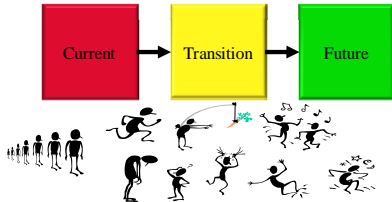
Organizations introduce change

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

Current → Transition → Future



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## Prosci change management offerings

Research-based | Holistic | Easy-to-use

**Certification**

3-day intensive program where you apply 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 also around the world by Primary Affiliates

**At your location:** for classes up to 12 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**

**Train-the-Trainer program:** Teaches you how to deliver Prosci's change management programs in your organization

**Advanced Change Management:** Expands your knowledge of the discipline and helps you move from a project-by-project to an organizational perspective

**Methodology tools**

**Change Management Toolkit:** 3-ring binder with CD/USB – 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 (2012 edition):** most complete body of knowledge on change management available, with benchmarking results and lessons learned from 650 change practitioners – learn what works and what doesn't work for managing the people side of change  
*Available March 2012*

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## 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 2600 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 23.5 HRCI recertification credits
    - [www.change-management.com/change-management-training.htm](http://www.change-management.com/change-management-training.htm)
  - Offerings of the 3-day certification program:
    - Multiple times per month at locations across the United States, or at your location
    - Across the globe offerings by Primary Affiliates and Authorized Training Providers

"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.

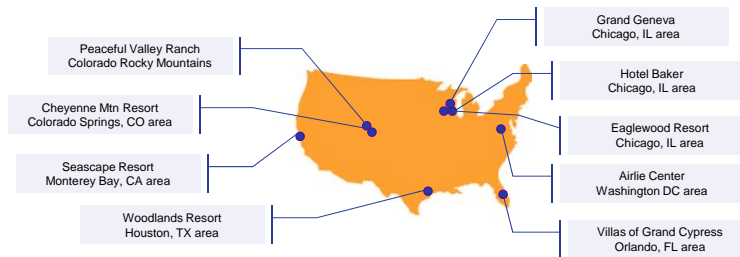
"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization."  
- Shelly Z.

"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.

## Change management certification

### Course locations across the U.S.

Or bring the program to you – email [training@prosci.com](mailto:training@prosci.com) for information about onsite programs



"This program absolutely over-delivered my expectations. I now feel more prepared and better equipped to do my job."  
- Paul S.

"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"  
- Robin S.

"This was the most effective and engaging course I've ever taken. I feel that I can truly use this knowledge in my personal and professional life immediately."  
- Lisa S.

"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."  
- Jennifer J.

## Prosci Train-the-Trainer

- The goal of Prosci's Train-the-Trainer (TTT) program is to enable you to **facilitate an experience** that transforms how someone sees themselves when it comes to managing the people side of change.
  - [www.change-management.com/ttt/index.htm](http://www.change-management.com/ttt/index.htm)

### Courses you can teach following TTT:

- Prosci's 3-day program for change management practitioners and project team members
- Prosci's 1-day coaching program for managers and supervisors
- Prosci's 4 to 6-hour sponsor program for executives and senior leaders
- Prosci's 1-day primer for front-line employees

### Topics covered in the 3.5 day TTT program:

- Philosophy and principles
- Success factors
- Preparing for a course
- The big picture
- Storytelling
- Transitions and activities
- Facilitator challenges
- Course facilitation

Prosci's Train-the-Trainer program is delivered in Loveland, CO each month. See dates at the website above. Class size is limited to 5, so seats are limited.

"Companies around the world are building competency in change management to become more flexible in today's marketplace. Prosci's Train-the-Trainer program gives you the ability to provide these courses internally - and for a lower cost to your organization."

~ Jeff Hiatt President and CEO, Prosci Inc.

## 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](http://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 electronic files on USB or CD
    - [www.change-management.com/change-management-toolkit.htm](http://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](http://www.change-management.com/cm-pilot.htm)
    - *2012 edition available in March 2012*

## Reference and research materials

- Reference guides
  - **Best Practices in Change Management benchmarking report** (\$289)
    - Most comprehensive report ever – a compendium of data from 2011 benchmarking study and previous studies
    - Lessons-learned and findings from 650 participants from 62 countries
    - [www.change-management.com/best-practices-report.htm](http://www.change-management.com/best-practices-report.htm)
    - *2012 edition available March 2012*
  - **Change management: the people side of change** (\$18.95)
    - Introduction to and foundation in managing the people side of change
    - [www.amazon.com](http://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](http://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](http://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](http://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, with assessments and application on real changes

## Enterprise perspectives

- 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](http://www.change-management.com/portfolio-toolkit.htm)
- **ECM Roadmap** (coming soon)
  - A web-based tool to help you build your strategies and plans for building organizational change management capabilities and competencies
  - Take a “project” perspective to define the future state, assess the current state and design the transition state from the technical and people side

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