

Prosci change management webinars

Change saturation and portfolio management

The slides, PDF file of the slides, the one page handout and the contained content are designed for use with participation in the webinar. **Reproduction and distribution without permission are prohibited.** If you are interested in distributing this information in your organization, please contact Allison Seabeck at aseabeck@prosci.com or 1-970-203-9332.

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:

- 6 Longitudinal studies
- 12 Years of research
- 66% Fortune 500 companies
- 2000+ Research participants
- 4000+ Certified practitioners
- 45,000+ 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 – 970-203-9332
Email Support – webinar@prosci.com
Webinars are presented by Tim Creasey, Prosci Chief Development Officer

Change Management Learning Center

Agenda

- Saturation foundation
 - What is it?
 - Why does it happen?
 - What are the impacts?
- Prosci Change Saturation Model
- Prosci Change Portfolio Management Process

© Prosci Inc. All rights reserved. www.change-management.com 3

Change Management Learning Center

Acme 2015

Change drivers

ERP roll out

Change B

New benefits pack

Zeta

What are the chances that, among all the mess, this will be a successful change?

IT upgrades

Change C

New compensation plan

Customer input

Reorganization of field offices

Change A

Competitive threats

Beta

Regulation/legislation

Change D

New performance management systems

Delta

Six Sigma deployment

Change E

Lean manufacturing

Demand to do more with less

© Prosci Inc. All rights reserved. www.change-management.com 4

Change Management Learning Center

Change saturation occurs when:

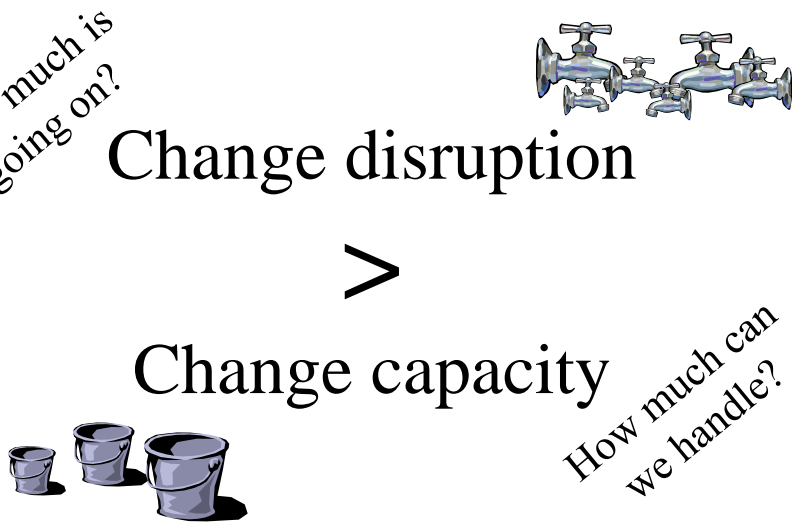
How much is going on?

Change disruption

>

Change capacity

How much can we handle?

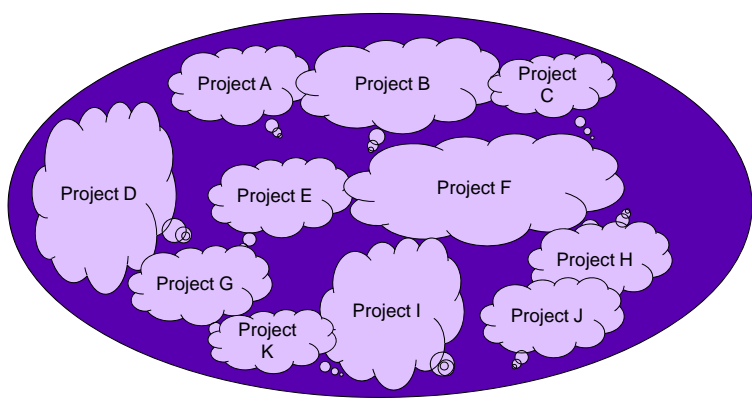


© Prosci Inc. All rights reserved. www.change-management.com 5

Change Management Learning Center

Saturation foundation:
Why it happens?

- No one has a high-level view of the entire portfolio of change and the collective impact



© Prosci Inc. All rights reserved. www.change-management.com 6

Change Management Learning Center

Saturation foundation: Why it happens?

Project teams are focused solely on their solution (“key”)

Employees are the ones who feel the brunt

© Prosci Inc. All rights reserved. www.change-management.com 7

Change Management Learning Center

Saturation foundation: Why it happens?

- Velocity of change
 - Frequency
 - Size
 - Importance

Amount of change expected in next two years, from Prosci’s 2011 benchmarking study

Change Level	Percent of respondents
Decrease significantly	~2%
Decrease slightly	~6%
Remain unchanged	~21%
Increase slightly	~32%
Increase significantly	~39%

© Prosci Inc. All rights reserved. www.change-management.com 8

Saturation consequences

Individual behaviors exhibited in a change-saturated environment

- Disengagement and apathy
- Frustration and increased stress
- Fatigue and burnout
- More resistance to change
- Confusion
- Cynicism and skepticism

Symptoms of change saturation with projects and project teams

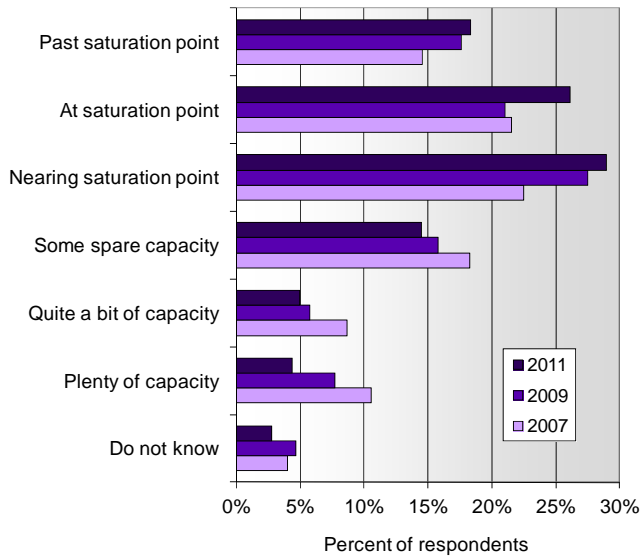
- Changes did not realize benefits
- Lack of resources
- Changes were not sustained
- Projects failed to gain momentum

Organizational symptoms of a change-saturated environment

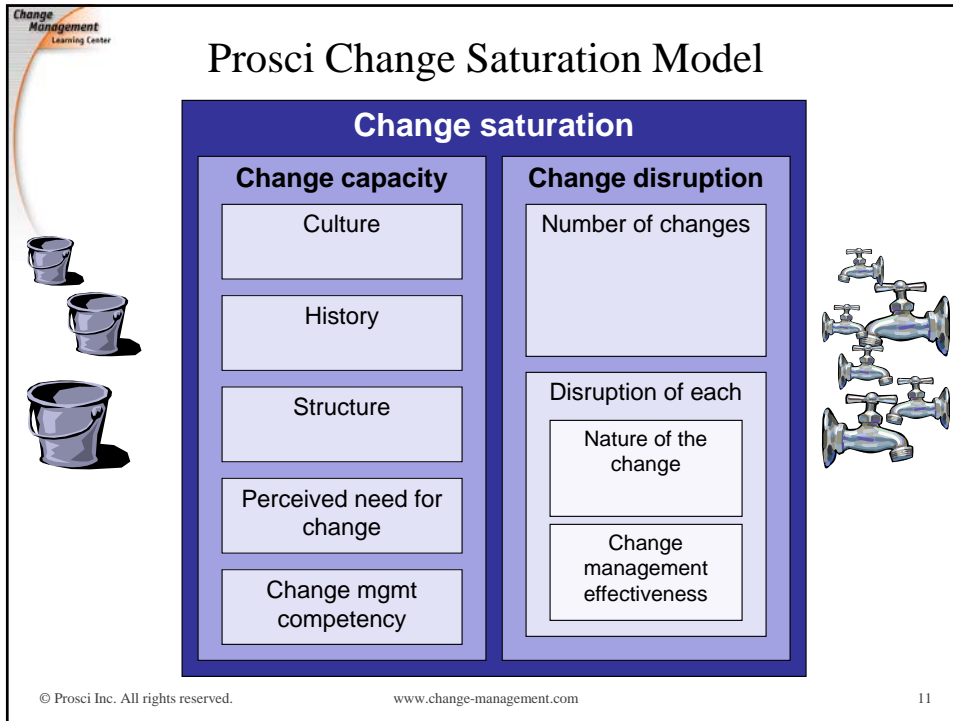
- Higher turnover
- A decline in productivity
- Increased absenteeism
- Loss of focus on business basics
- Negative morale

Data on levels of change saturation

Percent reporting past, at or nearing saturation point:
2007: 59%
2009: 66%
2011: 73%



* Data from Prosci's 2007 and 2009 change management benchmarking study



Change Management Learning Center

Change Portfolio Management

© Prosci Inc. All rights reserved. www.change-management.com 12

Prosci Change Portfolio Management Process foundation

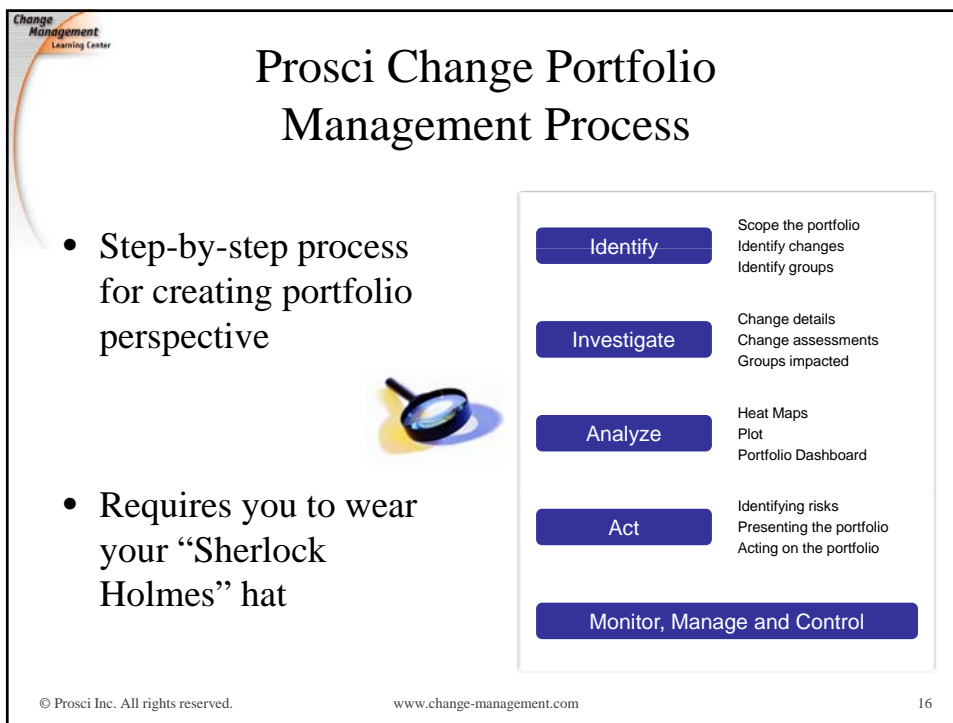
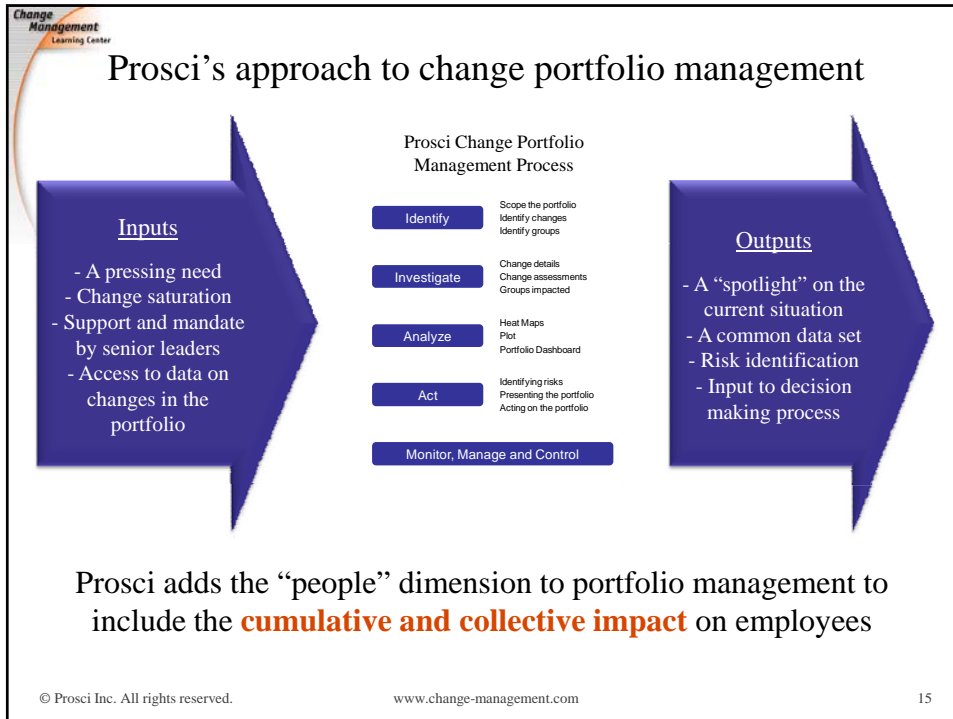
- What Prosci's approach is:
 - A **structured approach** and set of tools
 - Adding the **cumulative and collective impact** of the portfolio of change
 - An essential **data point** and **perspective** for more effectively managing the portfolio of change in the organization
- What Prosci's approach is **NOT**:
 - A software application
 - The solution to change saturation
 - Effective without a pressing demand
 - Useful in the absence of decisions and governance by senior leaders

Progress has been made on the Project Portfolio Management front

- Project Portfolio Management (PPM) is emerging in the project management arena
- Growing number of solution providers and software vendors

Primarily an inventorying exercise – resources, budget, start date, stop date, etc.

Provides view of portfolio, but not of how the portfolio impacts peoples



Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Identify

Identify Scope the portfolio
Identify changes
Identify groups

Investigate Change details
Change assessments
Groups impacted

Analyze Heat Maps
Plot
Portfolio Dashboard

Act Identifying risks
Presenting the portfolio
Acting on the portfolio

Monitor, Manage and Control

Scope of change portfolio

Changes

A B C D E F

- Entire enterprise
- Single division
- Change source (e.g. IT changes)
- Programs

Groups

1 2 3 4 5 6 7 8

© Prosci Inc. All rights reserved. www.change-management.com 17

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Investigate

Identify Scope the portfolio
Identify changes
Identify groups

Investigate Change details
Change assessments
Groups impacted

Analyze Heat Maps
Plot
Portfolio Dashboard

Act Identifying risks
Presenting the portfolio
Acting on the portfolio

Monitor, Manage and Control

Who is involved?
How big is it?
How much impact?
When will it cause disruption?

People risk evaluation

- Small/big
- Ready/resistant
- Project health
- Prosci PCT Model

Organizational attributes

Change resistant

Change ready

Small, incremental

Large, disruptive

Change characteristics

Leadership/Sponsorship

Projects meet objectives

Projects Ready to start and on budget

Return on Investment (ROI) met

Project Management

Prosci PCT Model

Change Management

© Prosci Inc. All rights reserved. www.change-management.com 18

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Investigate

- Identify

Scope the portfolio

Identify changes

Identify groups
- Investigate

Change details

Change assessments

Groups impacted
- Analyze

Heat Maps

Plot

Portfolio Dashboard
- Act

Identifying risks

Presenting the portfolio

Acting on the portfolio
- Monitor, Manage and Control

Scope of change portfolio

The diagram illustrates the scope of a change portfolio. It shows six changes (A-F) at the top and eight groups (1-8) at the bottom. Lines connect changes to groups they impact. Change B is the most impactful, connecting to groups 1, 2, 3, 4, 5, 6, 7, and 8. Other changes also have specific group impacts.

© Prosci Inc. All rights reserved. www.change-management.com 19

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Tools for *Investigate*

- Change Scorecard
- Group Impact Matrix

The Change Scorecard is a detailed template for tracking change implementation. It includes sections for:

- Change Name
- Change Description
- Change Objectives
- Change Scope
- Change Risks
- Change Benefits
- Change Status
- Change History
- Change Approval
- Change Implementation
- Change Monitoring
- Change Evaluation

Changes	Impact score for this Group	Impact score for all other Groups	Heat map score (quarter)
Change 1	0	0	NA
Change 2	0	0	NA
Change 3	0	0	NA
Change 4	0	0	NA
Change 5	0	0	NA
Change 6	0	0	NA
Change 7	0	0	NA
Change 8	0	0	NA
Change 9	0	0	NA
Change 10	0	0	NA
Change 11	0	0	NA
Change 12	0	0	NA
Change 13	0	0	NA
Change 14	0	0	NA
Change 15	0	0	NA

© Prosci Inc. All rights reserved. www.change-management.com 20

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Analyze

Identify Scope the portfolio
Identify changes
Identify groups

Investigate Change details
Change assessments
Groups impacted

Analyze Heat Maps
Plot
Portfolio Dashboard

Act Identifying risks
Presenting the portfolio
Acting on the portfolio

Monitor, Manage and Control

Parameters
(from *Identify*)

+

Data
(from *Investigate*)

=

Lenses for viewing the portfolio.
An understanding of the cumulative and collective impact of the portfolio.

© Prosci Inc. All rights reserved. www.change-management.com 21

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Heat Map build

Scope of change portfolio

Changes: A, B, C, D, E, F

Groups: 1, 2, 3, 4, 5, 6, 7, 8

CEO

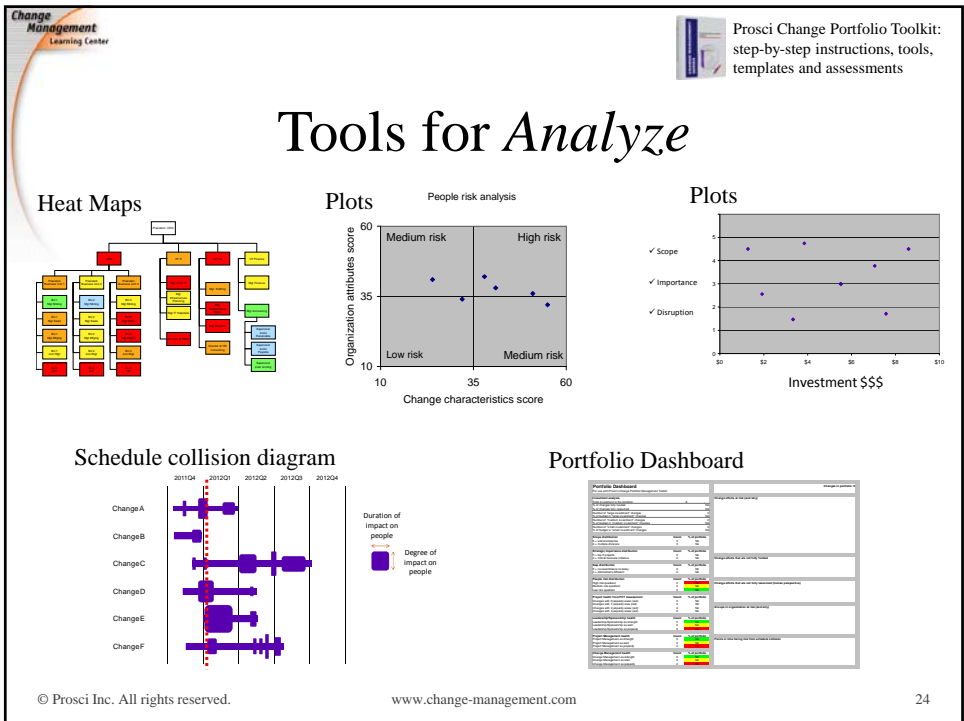
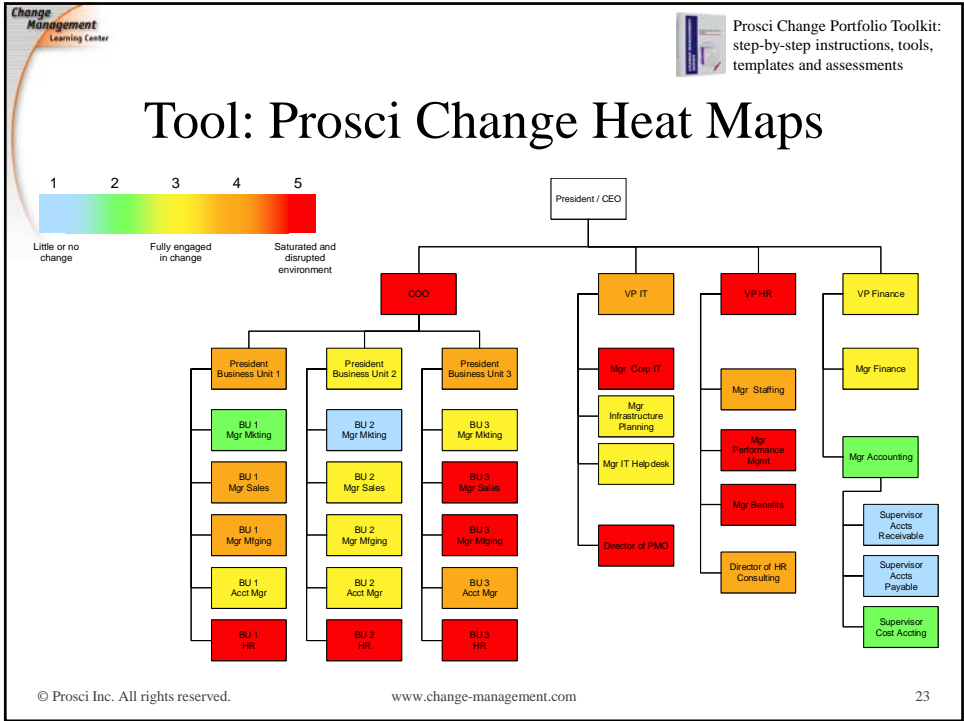
Group 1, Group 2, Group 3, Group 4, Group 5, Group 6, Group 7, Group 8

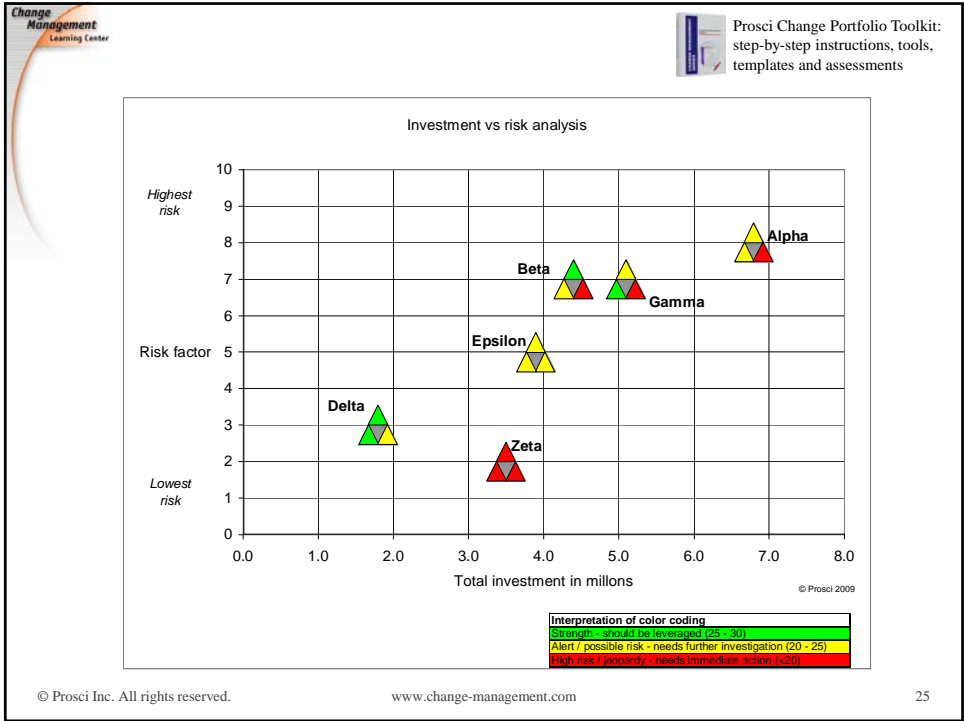
	Change A	Change B	Change C	Change D	Change E	Change F
Group 1		3				
Group 2		1				
Group 3						
Group 4			5			
Group 5						
Group 6						
Group 7		3				
Group 8						

1 2 3 4 5

Little or no change Fully engaged in change Saturated and disrupted environment

© Prosci Inc. All rights reserved. www.change-management.com 22





Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Act

- Identifying risks
 - To groups, projects, points-in-time, entire organization
- Presenting the portfolio
 - Addressing the audience
 - Demonstrating consequences
- Acting on the portfolio
 - Making decisions about change governance

Step	Activities
Identify	Scope the portfolio Identify changes Identify groups
Investigate	Change details Change assessments Groups impacted
Analyze	Heat Maps Plot Portfolio Dashboard
Act	Identifying risks Presenting the portfolio Acting on the portfolio
Monitor, Manage and Control	

© Prosci Inc. All rights reserved. www.change-management.com 26

Change Management Learning Center

Prosci Change Portfolio Toolkit: step-by-step instructions, tools, templates and assessments

Monitor, Manage and Control

- Adding change portfolio implications to decision making
 - Identify
 - Scope the portfolio
 - Identify changes
 - Identify groups
- Projects entering
 - What impact would this initiative have on the current portfolio of change in the organization?
 - Investigate
 - Change details
 - Change assessments
 - Groups impacted
 - Analyze
 - Heat Maps
 - Plot
 - Portfolio Dashboard
 - Projects exiting
 - Removing changes from the portfolio
 - Evaluating change impacts
 - Learning from changes when they leave the portfolio
 - Act
 - Identifying risks
 - Presenting the portfolio
 - Acting on the portfolio

Monitor, Manage and Control

© Prosci Inc. All rights reserved. www.change-management.com 27

Change Management Learning Center

Why we need Change Portfolio Management?

- Change saturation
 - Individual
 - Projects
 - Organization
- Change collision
 - Funding
 - Human resources for project/change teams
 - Timeframe
 - Mindshare
 - Collective impact on people in the org

© Prosci Inc. All rights reserved. www.change-management.com 28

What are organizations doing to manage saturation and collision?

- #1 response by a 2:1 margin – NOTHING

* From Prosci's 2011 benchmarking study

1. Utilize a portfolio view and portfolio management tools
2. Ensure prioritization
3. Make adjustments to changes in the portfolio (stagger, stop, bundle, etc.)
4. Use structure (committees, councils, forums, offices)
5. Increase communication efforts (between teams, to employees)

Prosci Change Portfolio Toolkit

- Structured process and set of tools for managing the portfolio of change



Price: \$800

- 3-ring binder plus CD-ROM complete with templates, worksheets and analysis engines

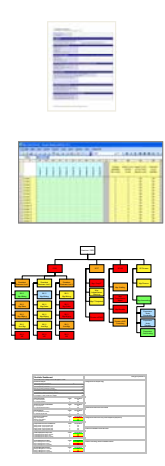
- Toolkit structure:

Tab 1	Overview
Tab 2	Making the case
Tab 3	Identify
Tab 4	Investigate
Tab 5	Analyze
Tab 6	Act
Tab 7	Monitor, manage and control
Tab 8	Building change mgmt competencies

Change Management Learning Center

Prosci Change Portfolio Toolkit

- Main tools:
 - Change Scorecard
 - Group Impact Matrix
 - Heat Maps
 - Portfolio Dashboard
- Supporting worksheets and tools:
 - Change capacity worksheet
 - Change inventory worksheet
 - Groups inventory worksheet
 - Change characteristics assessment
 - Organizational attributes assessment
 - Prosci PCT assessment
 - Portfolio plots (5)
 - People risk worksheet
 - Schedule collision diagram
 - Schedule collision analysis worksheet
 - Changes at risk worksheet
 - Groups at risk worksheet
 - Point-in-time worksheet
 - Change portfolio SWOT analysis
 - Tips for effective portfolio presentation
 - Presentation template
 - Portfolio action checklist
 - ECM components worksheet
 - ECM assessment



© Prosci Inc. All rights reserved. www.change-management.com 31

Change Management Learning Center

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."

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

Additional training

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

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

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

© Prosci Inc. All rights reserved. www.change-management.com 32

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 19.75 HRCI recertification credits
 - www.change-management.com/change-management-training.htm
 - Offerings of the 3-day certification program:
 - Several 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.

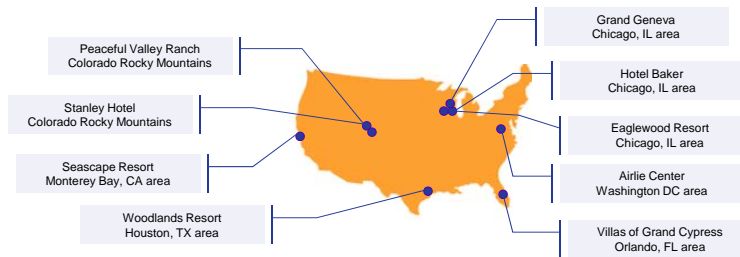
"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization."
- Shelly Z.

"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 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

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 TTT program is delivered at the Change Management Learning Center 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 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

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, 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
- **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

The slides, PDF file of the slides, the one page handout and the contained content are designed for use with participation in the webinar. **Reproduction and distribution without permission are prohibited.** If you are interested in distributing this information in your organization, please contact Allison Sebeck at asebeck@prosci.com or 970-203-9332.