

# Prosci change management webinars

## Seven principles of effectively managing change

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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:

- 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:

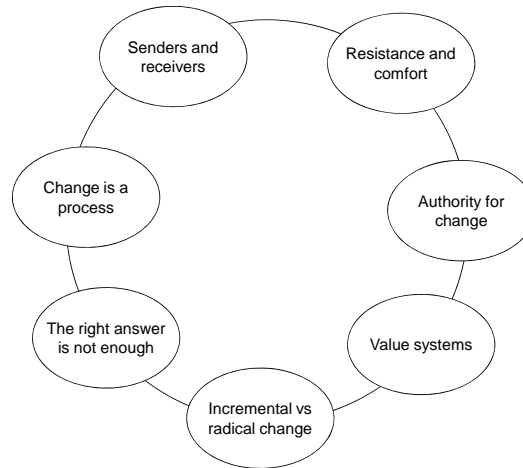
- Change management specialists
- Project teams and leaders
- Executives and senior leaders
- Managers and supervisors

#### Contact:

Telephone Support – 970-203-9332  
Email Support – webinar@prosci.com  
Webinars are presented by Tim Creasey, Prosci Chief Development Officer

# Agenda

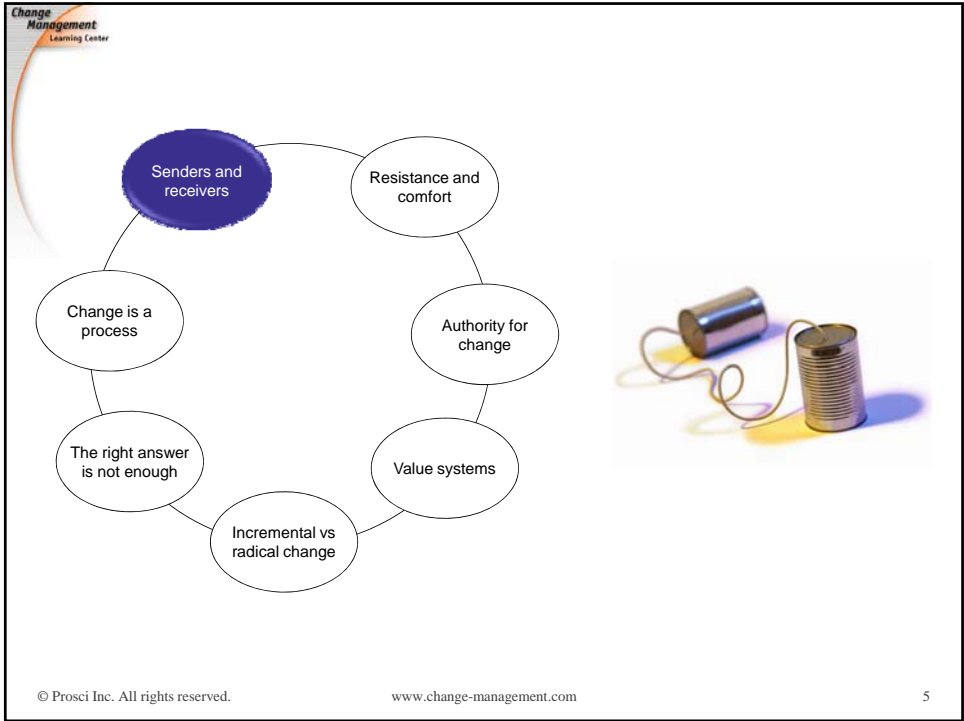
- Background
- 7 Principles
  - What is the principle?
  - Why is it important?
  - Impact on change management practices
- Next steps



# Background

- What this is not:
  - An in-depth analysis of the psychological underpinnings of change
- What this is:
  - Seven common-sense principles that drive successful change
- Why do we need to understand the principles?
  - A **recipe-driven approach** does not work for change management
  - Understanding the ‘why’ allows you to do a better job of **customizing** and dealing with **unique situations**





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## Senders and receivers

Personal implications and risk

Business issues and the need to change

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**What a sender says and what a receiver hears can be two very different messages.**

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## The sender-receiver disconnect

**Senior leaders like to talk about:**

Vision      Strategy

How we will look *after* we're done

**Project managers like to talk about:**

Progress      Details

Alternatives      Timelines

The wonderful new solution

**The employees who are impacted want to know:**

Why are we changing?

What's wrong with what we do today?

Why is this happening right now?

How will it impact me? My team? My work group?

What's in it for me (WIIFM)?

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## “Filters” that influence what a receiver actually hears

Career or educational plans

Situation at home (outside work)

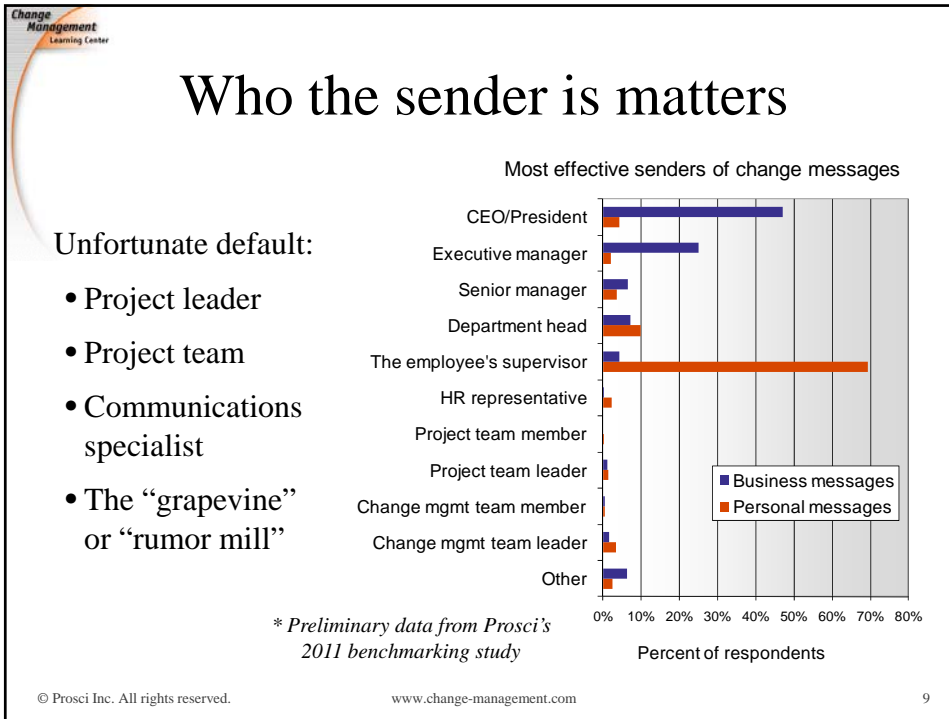
Experience with other changes

What they have heard from others

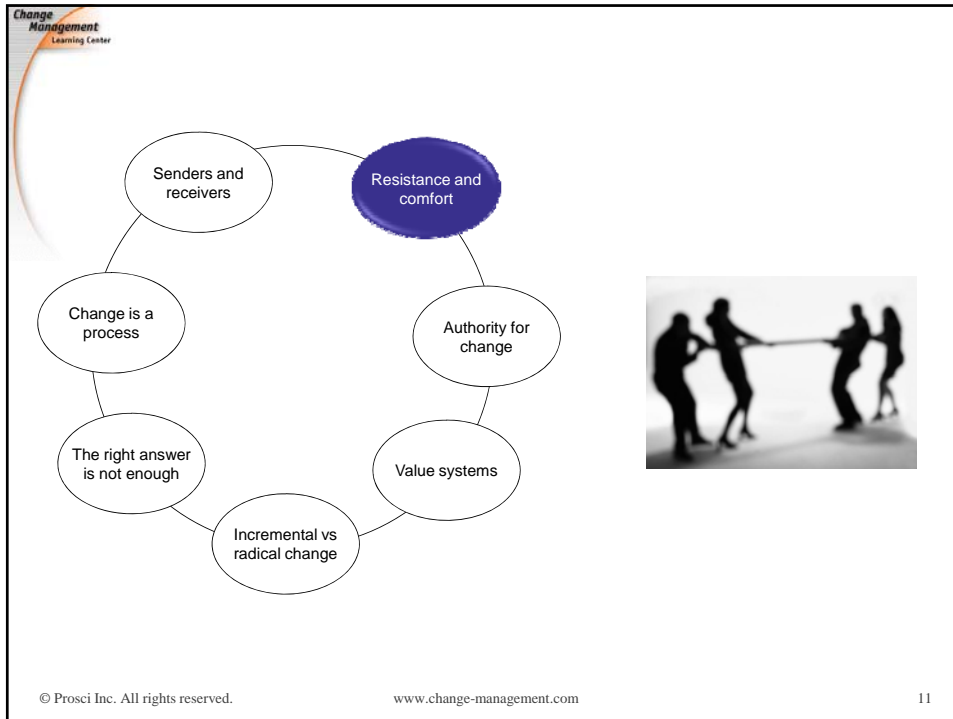
How satisfied they are with work

Whether they trust the sender

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- Change Management Learning Center
- ## Senders and receivers
- ### Applying the concept
- Takeaway: In times of change, there is a disconnect between senders and receivers that can be bridged through effective change management.
1. Recognize the **receiver's orientation**
  2. Utilize the **preferred senders**
  3. Repeat key messages at least **5 to 7 times**
  4. Use **face-to-face** communications whenever possible
  5. Answer **WIIFM** (what's in it for me)
  6. Utilize **question and answer** (Q&A) format
  7. Gather information and **feedback** from employees
- Prosci's *Change Management Toolkit* and *Change Management Pilot Pro 2010* include templates for developing effective, best practice-based communications plans.
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## Resistance and comfort

- Do not underestimate the power of “comfort” with how things are today
- The **natural** and **physiological** reaction to change is resistance

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“Many change agents are surprised by resistance to change, when in fact they should expect it and plan for it.”

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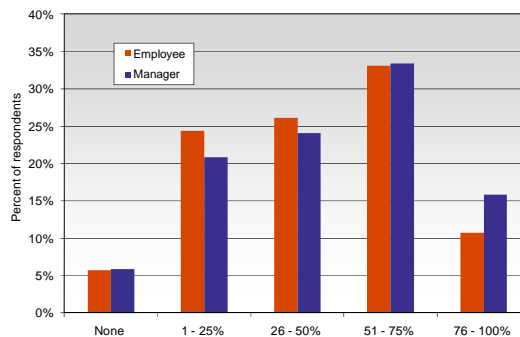
## Benchmarking findings\* Sources of resistance

- For employees:
  1. Lack of awareness
  2. Impact on current job role
  3. Organization's past performance with change
  4. Lack of visible support and commitment from managers
  5. Job loss
- For managers:
  1. Lack of awareness about and involvement in the change
  2. Loss of control or negative impact on job role
  3. Increased workload and lack of time
  4. Culture of change resistance and past failures

\* From the **2009 Best Practices in Change Management** benchmarking report

## Much of the resistance experienced can be prevented or avoided

- *Do change management right from the beginning*
- Work **proactively** to understand where it might come from and how to address it



Avoidable resistance by employees and managers  
\* Preliminary data from Prosci's 2011 benchmarking study

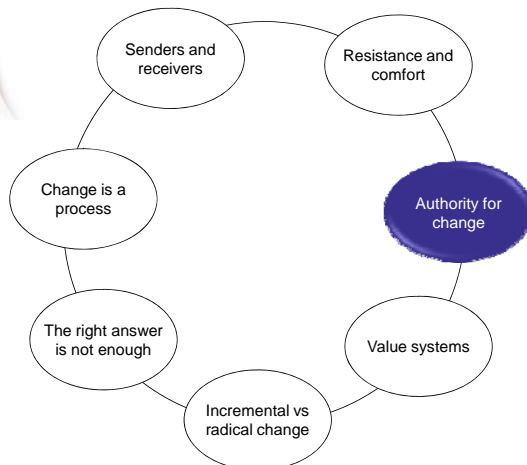
# Resistance and comfort

## Applying the concept

Takeaway: Resistance is a natural reaction to change, but can be avoided, mitigated and managed with effective change management.

1. Understand the **root cause** of resistance
2. Deal with the root cause, **not the symptoms** of resistance
3. **Proactively** identify and anticipate resistance
4. Use creative approaches to **prevent** the resistance before it impacts the business and the initiative
5. Prepare those who are addressing resistance (your **senior leaders, managers** and front-line **supervisors**)

*Prosci's methodology includes templates and assessments for developing proactive resistance management plans and steps for reacting to resistance when it occurs. See the **Change Management Toolkit** or **Change Management Pilot Pro 2010**.*



## Authority for change

- Active and visible sponsorship was identified as the number one overall contributor to success in Prosci's 2009 benchmarking study (by a 4:1 margin)
  - And in the 2007 study
  - And in the 2005 study
  - And in 2003, 2000, and 1998



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## Senior leaders must be the **face and voice** of change

- Research indicates three roles (*the ABCs of sponsorship*):
  1. **A**ctively and visibly participate
  2. **B**uild a coalition and manage resistance
  3. **C**ommunicate directly with employees

A “vanishing” sponsor sends just as strong of a message as an actively engaged sponsor.





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## Authority for change

### Applying the concept

Takeaway: Senior leaders must be the voice and face of change, and their active and visible involvement is a key predictor of success.

1. **Coach** the sponsors of your changes
2. Make them aware of the **importance** of their role
3. Provide **concrete activities** that are required to sponsor a change (remember the ABCs)
4. Remember that “being a good sponsor” **is a change** for many senior leaders

\* The 2009 Best Practices in Change Management benchmarking report includes detailed findings and checklists for most important sponsor activities and responsibilities. Prosci’s methodology includes the creation of a Sponsor Roadmap to support sponsor activities.

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## Value systems

- Old values
  - Predictability
  - Control
  - Consistency
  - **Jump! How high?**
- ➔
- New values
  - Flexibility and empowerment
  - Accountability for results
  - Ownership (of work output and work processes)
  - **Jump! Why?!?**

How have changing values impacted the way that organizations introduce change and the way employees respond to change?

\* Values from Peter Block's Stewardship

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## Value shift: Recent history of business initiatives

- Employee empowerment
- Quality Circles (Toyota)
- Quality is Job 1 (Ford)
- Six Sigma (Motorola)
- Work Out (GE)
- Statistical Quality Improvement (AT&T)
- Benchmarking (Xerox)
- Appreciative Inquiry
- World café
- Open Space Technology

All of these programs impact how individuals relate to and react to change

## Value systems Applying the concept

Takeaway: The value systems of an organization impact how individuals react in times change and have influenced what is required to manage change.

1. Understand how values make managing the people side of change **so important** in today's business environment
2. Use a **new approach** with an empowered workforce
  - Organizational and individual change management
  - Involvement by senior leaders, managers and supervisors

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## Incremental vs. radical change

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- **Incremental** improvement (TQM, Six Sigma, continuous improvement, etc.)
- **Radical** improvement (BPR, merger, acquisition, restructuring, etc.)

The magnitude of the change will impact how employees react – and how the change should be managed

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## One project can be incremental to some and radical to others

- Example: a new expense reporting process and website for employees


“I only file about one expense report a quarter.”



“I administered the old website and will administer the new website.”



“I’m a sales person and file weekly expense reports.”



“I am in accounting and manage the backend of all expense reporting.”



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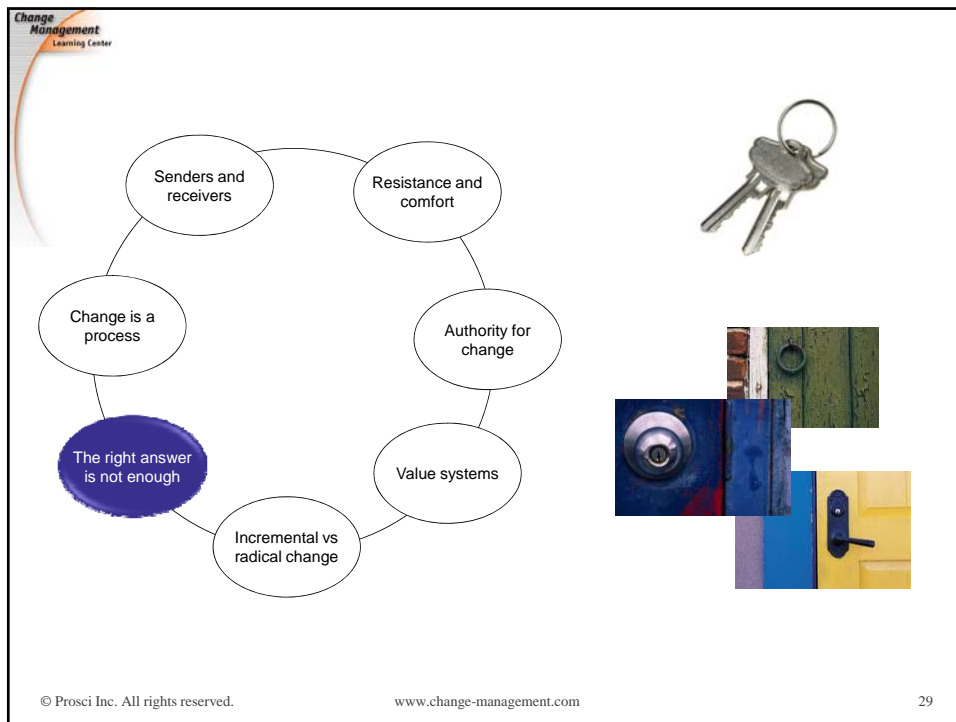
## Incremental vs. radical change

### Applying the concept

Takeaway: The magnitude of a change impacts how employees will react and how the change should be managed.

1. **Scale** change management strategies and activities
  - A ‘one-size-fits-all’ approach does not work
  - The first step of effective change management is situational awareness
2. Recognize the unique impact a change has on different groups and treat them **differently**
  - In readiness assessments and in change management planning, segment out impacted groups – *Prosci’s Impact Index*

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## The right answer is not enough

- The correct or “right” answer to a business problem is **not sufficient** to eliminate employee resistance and build buy-in

**Two big mistakes related to this principles:**

1. Spending too much time developing the right solution and not enough time thinking about how to bring about the solution
2. Attempting to force a solution on to employees because it is believed to be the right solution

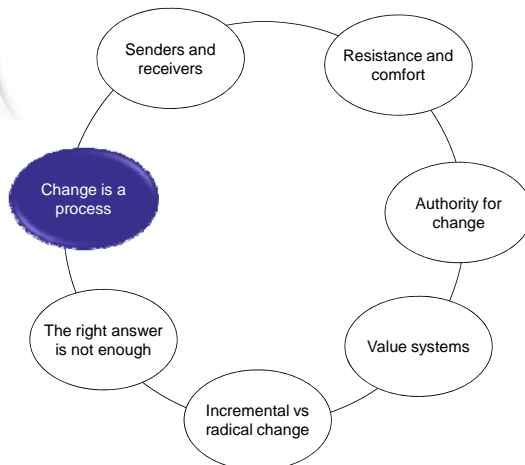
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# The right answer is not enough

## Applying the concept

Takeaway: Building support and buy-in for a change, and dealing with resistance, takes more than just the right answer.

1. Answer the question **“why are we changing?”**
2. Resist focusing on **detailed** descriptions
3. Get employees involved **early** in the process, during design and solution development
  - This creates **buy-in** and **ownership** that will carry over to implementation
4. Appreciate that a “perfect” solution that employees don’t adopt is not going to achieve the **business objectives**



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# Change is a process

Process of change

Where you are today

Where you want to be

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Current → Transition → Future

✓ Organizational process  
✓ Individual process

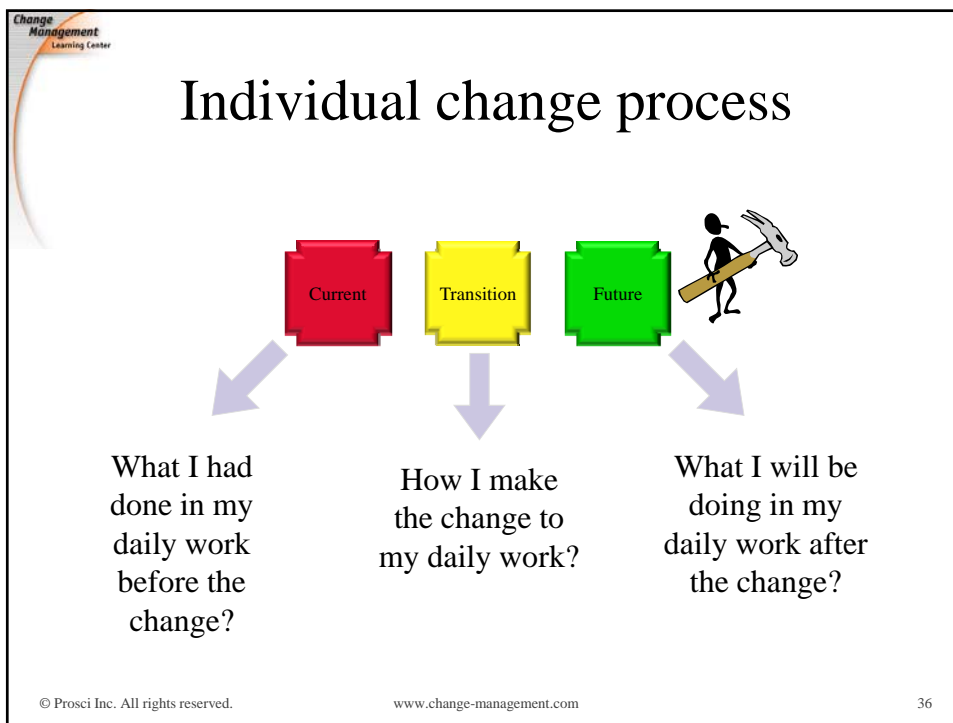
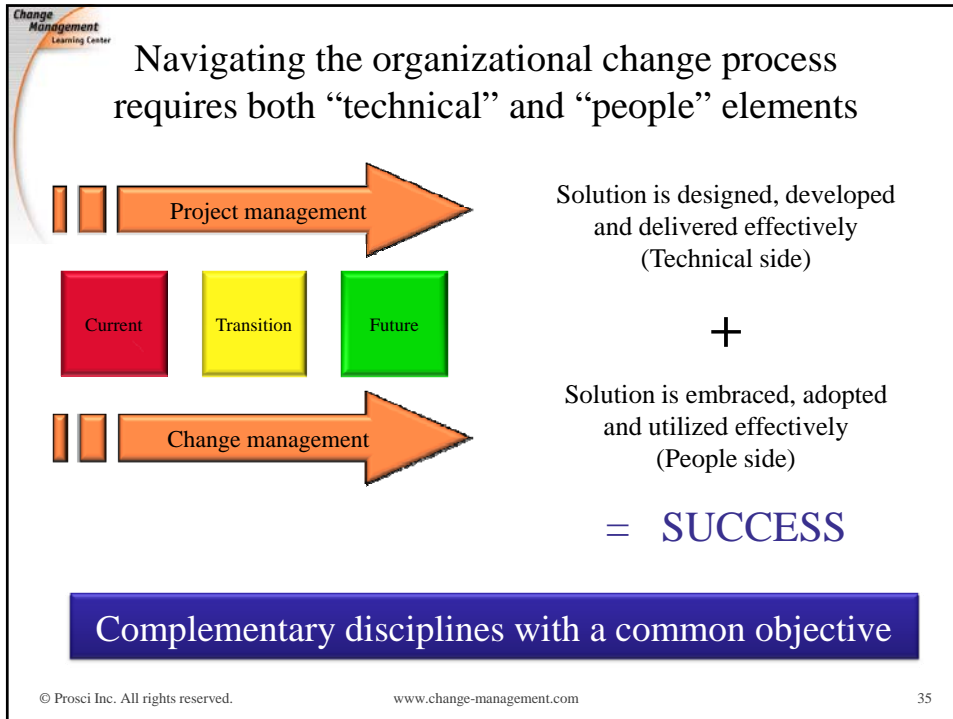
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# Organizational change process

How the organization operates today	<i>A project or initiative</i>	How the organization will operate
<b>Current</b>	<b>Transition</b>	<b>Future</b>
Employees are comfortable with and prefer the current state	The transition state creates stress and anxiety	The future state is unknown or not well understood

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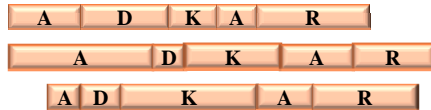


## Prosci's ADKAR® Model

Awareness  
Desire  
Knowledge  
Ability  
Reinforcement™



- ADKAR® describes the key **building blocks** for successful individual change
- Successful change requires all of the building blocks
- Individuals go through the ADKAR process at different speeds and start at different times



Read more about ADKAR in Prosci's latest book  
[ADKAR: A Model for Change in Business, Government our Community](#)

## Change is a process Applying the concept

Takeaway: Change happens as a process – at both the organizational and individual levels – and must be managed as a process.

1. Treat change as a process and manage it as a process
  - Don't treat change as a **single meeting, event or announcement**
2. **Tailor** change management activities to where you are in the change process
3. Use both an **organizational** and **individual** change management approach

# Principles summary

Principle	Takeaway
1. Senders and receivers	In times of change, there is a disconnect between senders and receivers that can be bridged through effective change management
2. Resistance and comfort	Resistance is a natural reaction to change, but can be avoided, mitigated and managed with effective change management.
3. Authority for change	Senior leaders must be the voice and face of change, and their active and visible involvement is a key predictor of success.
4. Value systems	The value systems of an organization impact how individuals react in times change and have influenced what is required to manage change.
5. Incremental vs. radical change	The magnitude of a change impacts how employees will react and how the change should be managed.
6. The right answer is not enough	Building support and buy-in for a change, and dealing with resistance, takes more than just the right answer.
7. Change is a process	Change happens as a process – at both the organizational and individual levels – and must be managed as a process.

## 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 15 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 19.75 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:
    - 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.

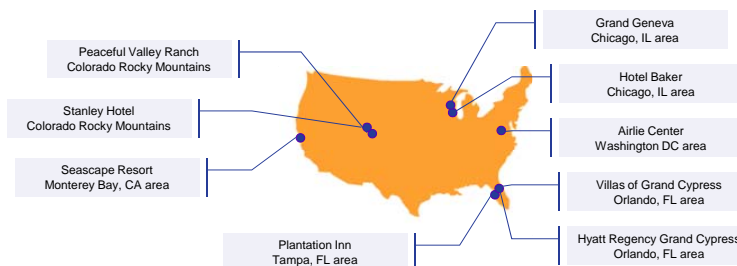
"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"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](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 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](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 CD-ROM
    - [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)

## 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](http://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](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 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](http://www.change-management.com/ecmlab.htm)

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