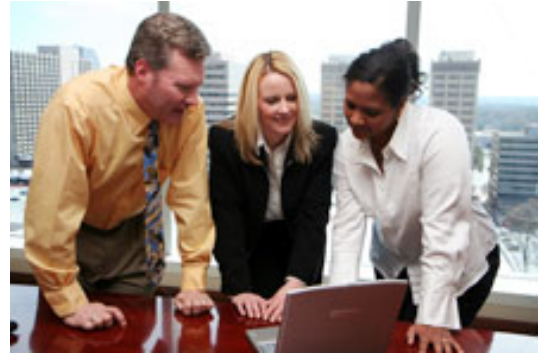


Welcome to Prosci's Change Management Webinar Series

The following pre-read will help you prepare for the upcoming webinar.



The “harder” side of change The What, Why and How of change management

While it is sometimes called the “soft” side of change, managing the people side of a change is often the most challenging and critical component of an organizational transformation. Take a merger or acquisition for example. The technical side of the change – or the “hard” side, if you will – will most certainly be complex. Issues surrounding the financial arrangements of the deal must be worked out. Development will have to take place to integrate the business system. Decisions will be made about the physical arrangements of the newly formed organization.

But, it is getting people on board and participating in the change that will make the difference. Individuals will have to do their jobs differently, and it is the degree to which they change their behaviors and work processes that will make or break the merger or acquisition. The “soft” side of change is many times actually the “harder” side of change. This article provides a foundation for the what, why and how of managing the people side of change: a structured approach to change management.

What

Change management is taking care of the people side of change. It does little good to create a new organization, design new work processes or implement new technologies if you leave the people behind. Financial success of these changes will be more dependent on how individuals in the organization embrace the change than how well you draw organization charts or process diagrams.

Change management is the process, tools and techniques to manage the people-side of change to achieve the required business outcome (*Prosci's definition from the Change Management Learning Center*). It is the systematic management of employee engagement and adoption when the organization changes how work will be done. Ultimately, change management focuses on how to help employees embrace, adopt and utilize a change to their day-to-day work.

Change management is both a process and a competency. From a process perspective, it is the set of steps followed by a team member on a particular project or initiative. For the given transformational effort, it is the strategy and set of plans focused on moving people through the change. Prosci's research-based methodology includes three main phases: Preparing for change (where readiness assessments help guide the formulation of a strategy), Managing change (where five change management plans are created and integrated into the project plan) and Reinforcing change (where compliance is audited and mechanisms are deployed to cement the change).

From a competency perspective, it is a leader or manager's ability to "effectively lead my people through change." The notion of a leadership

competency is universal, but what that competency entails depends on a person's relationship to change. For senior leaders, the competency means being an effective sponsor of change and demonstrating their own and the organization's commitment to the change. For front-line supervisors, the competency is related to coaching direct reports through their own change journey. While the competency varies based on one's relationship to change, organizations are more effective and successful when they build change management competencies throughout their ranks.

Change management is not just communication or training. It is not just managing hardware or software versions (although it has been used in this context). It is not just managing resistance. Effective change management follows a structured process and uses a holistic set of tools to drive successful individual change.

Why

There are numerous reasons to employ effective change management on large scale efforts, including mergers and acquisitions. Here, three main cases for change management are made.

1. Organizational change happens one person at a time
2. Poorly managing change has costs
3. Effective change management increases the likelihood of success

1. Organizational change happens one person at a time: It is easy to fall into the trap of thinking about change exclusively from an organizational perspective. When one thinks about a merger or acquisition, the issues that come to mind are financial structuring, data and system integration and

physical location changes. However, organizational change of any kind actually occurs one person at a time. Success of an organization effort only occurs when Adam and Betty and Charles and Deborah (for example) do their jobs differently. Organizations don't change – people within organizations change. It is the cumulative impact of successful individual change that results in an organizational change being successful. If individuals don't make changes to their day-to-day work, an organizational transformation effort will not deliver results.

2. Poorly managing change has costs: There are countless consequences of ignoring the people side of a change. Productivity declines become much larger and longer in duration than they could have been. Managers are unwilling to devote the time or resources needed to support the change. Necessary people do not show up to meetings. Suppliers begin to feel the impact and see the disruption caused by the change. Customers are negatively impacted by a change that should not have been visible to them. Employee morale suffers and divides between “us” and “them” begin to emerge in the organization. Stress, confusion and fatigue all increase. Valued employees leave the organization. Projects also suffer as deadlines are missed, budgets are overrun and rework is required to get the effort back on track. In some cases, the project itself is completely abandoned after large investments of capital and time. All of these consequences have tangible and real financial impact on the health of the organization and the project. And, each of these consequences can be addressed and mitigated if a structured approach to the people side of change is utilized.

3. Effective change management increases the likelihood of success:

There is a growing body of data that shows the impact that effective change management has on the probability that a project meets its objectives.

Prosci's longitudinal benchmarking studies show a strong correlation. Data

from the 2007 and 2009 benchmarking studies showed that 95% of participants with excellent change management met or exceeded objectives, while only 16% of those with poor change management met or exceeded objectives. In other words, projects with excellent change management were six times more likely to meet objectives than those with poor change management. A 2002 McKinsey Quarterly article by LaClair and Rao found that projects with excellent change management delivered 143% of the expected Return on Investment, while those with poor change management delivered only 35% of expected ROI. Regardless of the change at hand – focusing on the people side of change increases the likelihood of being successful. Additionally, Prosci’s research shows a direct correlation between effective change management and staying on schedule and on budget.

How

Effectively managing change requires two perspectives: an individual perspective and an organizational perspective. The individual perspective is an understanding of how people experience change. Prosci’s ADKAR® Model describes change as successful, whether at home or at the office, when an individual has:

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors
- Reinforcement to sustain the change.

If an individual is missing any of the five building blocks, then the change will not be successful. The goal, then, in leading the people side of change is ensuring that individuals have Awareness, Desire, Knowledge, Ability and Reinforcement.

The organizational perspective of change management is the process and activities that project teams utilize to support successful individual change. If ADKAR describes what an individual needs to make a change successfully, then organizational change management is the set of actions to help build Awareness, Desire, Knowledge, Ability and Reinforcement. Based on over a decade of research, Prosci's organizational methodology utilizes readiness assessments and strategy development to support the creation of five targeted plans: communication plan, sponsor roadmap, coaching plan, training plan and resistance management plan. Each of the plans has a specific ADKAR element as its focus.

While the change management resource on a project can work to develop the strategy and plans, much of the work of change management is done by senior leaders, manager and supervisors throughout the organization. Benchmarking data shows that in times of change, employees have two preferred senders of change messages: someone at the top and the person they report to. Change management practitioners are enablers of these employee-facing roles. And, in times of change, it is the effectiveness of senior leaders as sponsors of change, and of managers and supervisors as coaches of change that will determine if a project succeeds or fails.

Conclusion

So what can you do to become a more effective change leader? The bottom line is this: begin applying change management on your projects and begin building change management competencies in your organization. These are the first steps to ensuring projects deliver their intended results by taking care of the people side of change.

The people side of change is not the “soft” side of change; in reality it is the “harder” side of change. Investing the time and energy to manage the people side of your organizational efforts pays off in the end – in terms of success of the effort and avoidance of the numerous costs that plague poorly managed change.

How can I learn more?

Prosci’s [webinars](#) are an excellent way to learn more about managing the people side of change. If you are ready to take the next step, Prosci offers a comprehensive, 3-day certification program in change management. These programs are held every month in locations across the United States. To learn more about these programs, see the following brochure at the end of this section, call 970-203-9332 or send email to training@prosci.com. You can also find the schedule of upcoming sessions and more information at <http://www.change-management.com/change-management-training.htm>.

Read more tutorials and whitepapers from Prosci at:

<http://www.change-management.com/tutorials.htm>

Change Management Certification Overview

Tuition:
\$2100

Program Overview

Prosci's three-day change management program is for change management team members and leaders. **It uses Prosci's research-based change management methodology and toolkit.** At the end of the course, participants are certified in Prosci's Change Management methodology and are able to lead their organizations successfully through incremental and radical changes – building and customizing a change management strategy and change management plans for communications, sponsorship, coaching and training.

"If we had the opportunity to attend Prosci's change management training and to use these tools before starting this project we could have cut the amount of time and money spent by at least 50%."
Jose G., Director of Human Resources

"Great value for the money—an incredible amount of knowledge and material. Commitment from Prosci is second to none. I have never been in a better course."
Sandra A., Director of Organizational Development & Learning



Apply as you learn

Participants bring their own change projects to the course, work on these projects, present to a "team of executives," and are able to hit the ground running upon returning to work.

Why use Prosci?

Prosci's change management process:

- Utilizes best practices research with more than 1400 companies world-wide.
- Provides a best-of-the-best change model and structured process that is independent of any single company or vendor.
- Is designed as a proactive process to accelerate change and manage resistance before problems arise.
- Provides tools, templates and checklists that are integrated into an easy-to-use framework for managing change at all levels.
- Is based on a knowledge-transfer model that allows you to build your internal change management competency.

"Outstanding in both content and delivery, well researched, practical, user-friendly and highly interactive. After 14 years, the best methodology I have found, and a truly professional organization."

**Catherine S.,
Change Management Consultant**

"Absolutely fantastic. The balance of exercises, training, self-work and bonding is a winning combination. I wish all training was as effective."

Sharon D., Business Analyst

**Please call 970-203-9332 to register
or for details about onsite programs**

Prosci Change Management Certification

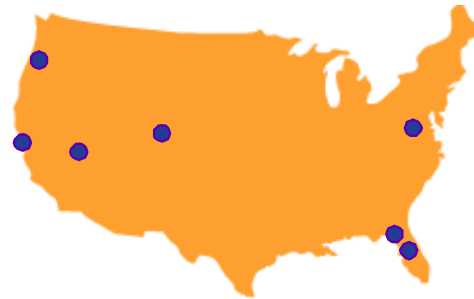
Tuition:
\$2100

A 3-day experience teaching you how to manage the human side of change – in the office, at home and in your community

“Amazing experience—career changing for me. What I learned at Prosci’s Change Management Program will allow me to transform my organization.”

**Shelly Z., AVP, Manager,
Organizational Performance Management**

Training Locations



Peaceful Valley Ranch



Airlie Center

Training Credits

2.4 CEUs



24 PDUs



22 ¾ HRCI hours



Mission Inn



Plantation Inn



Seascape Resort



Skamania Lodge



Loews Lake Las Vegas

Change Management Certification Agenda and Certifications

Tuition:
\$2100

Day 1 AM

- Introduction
- Why manage change?
- ROI of change management
- Best practices review
- ADKAR overview

Day 2 AM

- Creating a CM strategy
- Preparing the CM team
- Developing the sponsorship model
- Preparing sponsors

Day 3 AM

- Coaching plan
- Resistance management plan
- Training plan
- Master plan

Day 1 PM

- Change management principles
- Change characteristics assessment
- Org attributes assessment
- Unique challenges and risks

Day 2 PM

- ADKAR analysis
- Communications plan
- Sponsorship roadmap
- Presentations
- Special event

Day 3 PM

- Reinforcing change
- Final exam
- Graduation

Completing the 3-day certification program earns you:

2.4 CEUs

Continuing Education Units (CEUs) from Colorado State University

Through our partnership with Colorado State University, Prosci offers CEUs to participants who complete the open-enrollment public Change Management Certification Program. Participants can earn 2.4 CEUs upon successful completion of the program.



24 PDUs

Professional Development Units (PDUs) from Project Management Institute (PMI®)

Prosci has been reviewed and approved as a provider of training by the Project Management Institute (PMI). Participants in the Prosci Change Management Certification Program are eligible to earn 24 PDUs upon successful completion of the program.



22 ¾ HRCI hours

Recertification credit hours from the Human Resource Certification Institute

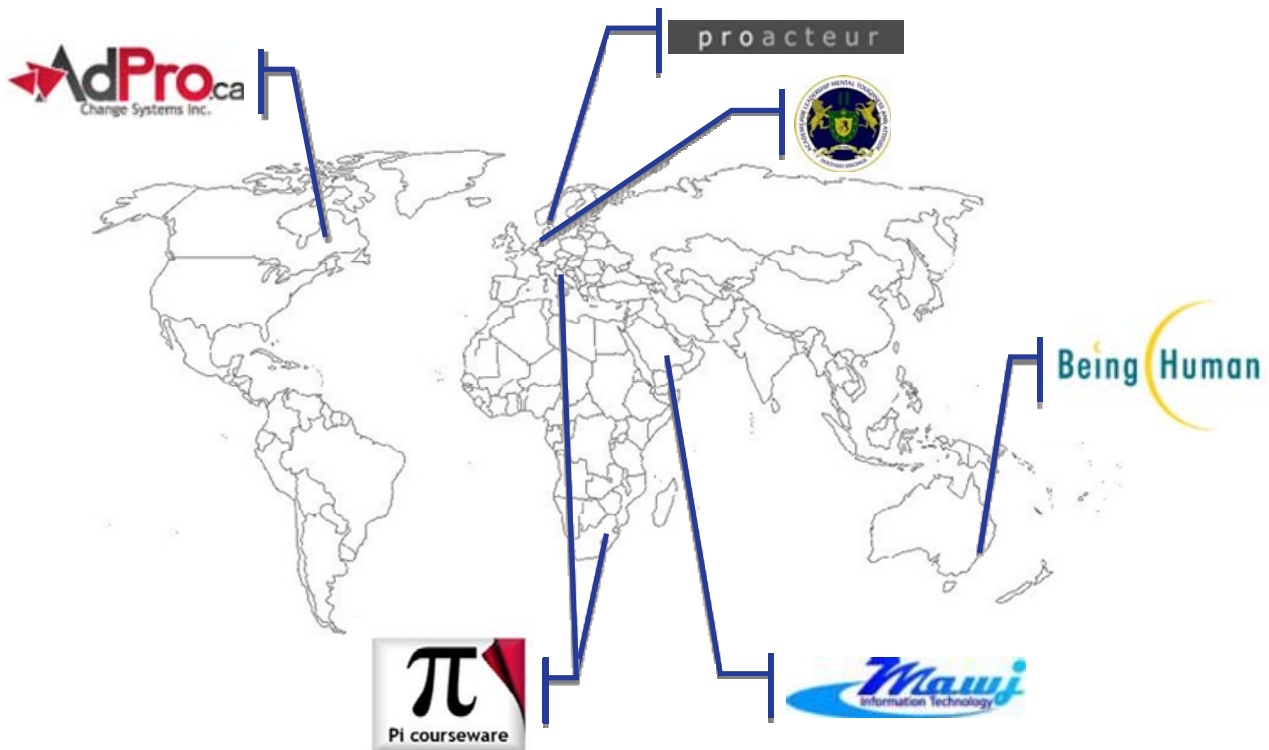
Prosci's Change Management Certification Program has been approved for 22.75 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI), the certifying body of the Society for Human Resource Management (SHRM).



Prosci Global Primary Affiliates

Bringing change management to the global market

Prosci's Primary Affiliate and Authorized Provider Network enables local access to certified resources for Prosci's change management courses and materials. Contact your local provider today.



Country / Region	Primary Affiliate	Website
Australia	Being Human	http://www.beinghuman.com.au/change-ability.asp
Canada	AdPro	http://www.adpro.ca/
Denmark	Proacteur	http://proacteur.com/prosci/cm-certification
Holland	ALMA-Academy	http://www.alma-academy.com/change
Middle East (GCC Countries)	Mawj-IT	http://www.mawj-it.com/index_files/ChangeManagement.htm
South Africa & Italy	Picourseware	http://www.picourseware.co.za/cml.html

Contact Prosci for more information about the Primary Affiliate relationship

Change Management Certification Feedback

Tuition:
\$2100

"This was by far the most beneficial training/certification I have ever received. The thoroughness of the training, combined with the fun and engaging atmosphere made the program both engaging and impactful."

- Pamela R., March 2007 participant

"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., April 2009 participant

"Fantastic program to bring together the project management discipline with a change management methodology."

- Keith S., November 2006 participant

"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., February 2009 participant

"A great course. Fills a gap that I always recognized but was unable to close. Moves CM from 'touchy feely' world to something that can be executed in a structured manner."

- Blair B., February 2009 participant

"Knocked it out of the park! Totally exceeded expectations (which were high.)"

--Tonya P., March 2007 participant

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

- Robin S., March 2009

"Probably the most strenuous, educational and enjoyable training session I have ever attended!"

- Diane M., August 2007

"The best development training money I have spent in many years."

- Lynn H., February 2007

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

- Paul S., January 2009

"Great, wonderful, energizing and well worth every minute and dollar."

- Nancy A., April 2007

"This is one of the best training courses I've taken in terms of applicability to the real job - I can use what I learned starting tomorrow!"

- Sandy, July 2007

