

Welcome to Prosci's Change Management Webinar Series

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



Why manage change?

Whether you are an executive, supervisor, coach, consultant, project team leader or manager of any type where your job is to manage people, you likely have experienced resistance to change from employees. However, you may not recognize the role that you can play in preventing that resistance and leading change. Most managers do not make this connection until they have personally experienced failure in an important change project.

“I should have communicated better.”

“Next time I will involve more people.”

“If the CEO had just been more public in his support.”

“I was undermined by managers who felt threatened by this change and did not understand the vision.”

These common reflections by business leaders after an unsuccessful initiative have one common theme: ***each represents a failure to manage the people side of change.*** They are not alone. In a general study of companies implementing major business changes, 327 project leaders, consultants and managers answered the following question about their project overall:

"If you had the chance to do it again, what would you do differently?"

The most common response was: "Utilize an effective and planned change management program."

Surprisingly, these study participants did not emphasize design or technology issues. They did not say they lacked vision or an understanding of the marketplace. ***The most common barrier to success was a lack of change management.*** They fell short when managing the people side of change and encountered:

1. Managers who were unwilling to assign the needed resources to the project or would not allow their representative adequate time to participate
2. Managers who filtered out important messages or started negative conversations about the change
3. Employees who became distracted and lost interest in their current work responsibilities thereby impacting overall productivity and customers
4. Valued employees who left the organization
5. More people taking sick leave or not showing up for work
6. Unforeseen obstacles to the change that seemingly appeared from nowhere
7. A lack of funding for the change
8. Projects running behind schedule, over budget and missing objectives

In other words, things did not go exactly as planned. The unexpected happened. Not managing the people side of change impacted their success and introduced risk into their projects.

Change management can not only mitigate these business risks, but in many cases can help managers avoid them entirely. Three different studies over the past four years have shown that the total value created by a project is directly related to the application and effectiveness of change management.¹ These studies showed that projects using effective change management processes and tools had a much higher probability of achieving their objectives, on time and on budget.

If you are financially-minded, Figure 1 below illustrates the impact that change management can have on the net cash flow and ROI for a project. Change management directly impacts the speed of adoption (how quickly people get on board), the ultimate utilization of the change (your total participation rate from employees), and proficiency (how well can they implement the new skills and behaviors). Each of these in turn impacts the return on investment and payback period for the change.

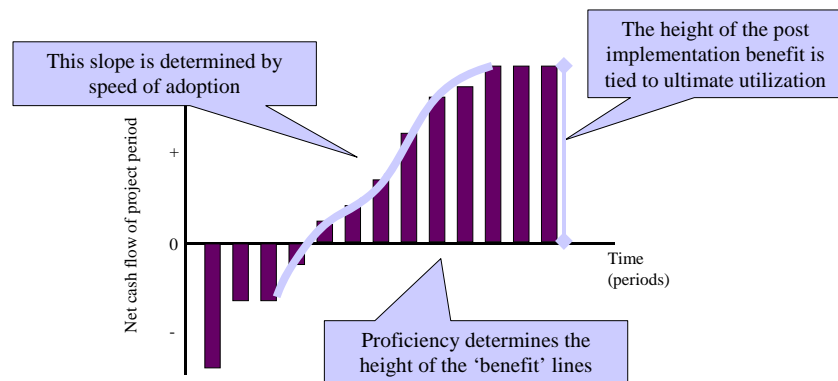


Figure 1 – Impact of the three change factors on net cash flow

¹ 1) *Helping Employees Embrace Change*, McKinsey Quarterly, Number 4 2002; 2) *Deliverables*, PM Network, October, 2005; 3) *Best Practices in Change Management* report, Prosci, 2005.

Business leaders have the potential to not only manage resistance once it appears, but to prevent it in the first place. Unfortunately, ***many business leaders and project teams do not appreciate their role in managing the people side of change until after resistance impacts the success of their change.***

What is change management?

Change management is a structured process and set of tools for managing the people side of change. Change management is:

- A process used by project teams to manage the *people side* of system, process and organizational changes.
- A *competency* applied by managers and supervisors to help employees through the transition from the current state to the future state.
- A strategic capability to increase the *organizational change capacity* and to accelerate changes within an organization.

Consider change management in a broader framework using a simple analogy of a three-legged stool. Each leg of the stool is necessary for initiatives to be successful. The first leg is *executive leadership*. This leg represents the formulation of the strategy and direction for an organization, and the required leadership to set the necessary changes in motion. The second leg is *project management*. This leg represents the fundamentals of managing a project, including the design of work tasks and the management of resources to implement a change on time and on budget. The final leg is *change management* – the people side of the change. This leg represents the actions taken by the organization to help employees transition from the current state to the desired future state. Figure 2 below shows these three *essential* elements for realizing effective change.

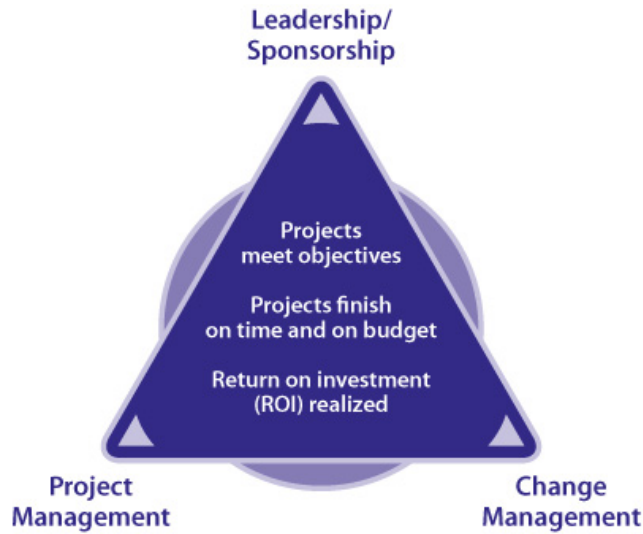


Figure 2 – Three elements required for successful change

From the perspective that change is a process as shown in Figure 3, change management is a structured process and set of tools that enable employees to move out of the current state, through the transition state, and into a desired future state. During this transition, ***the goal of change management is to accelerate the change into the organization while minimizing the impact on day-to-day operations and resistance to the change.***

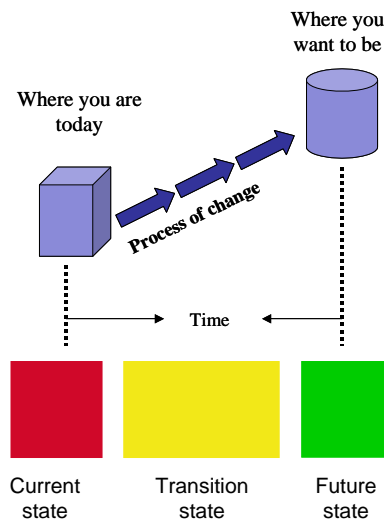


Figure 3 – Change is a process

Said another way, no change should leave your employees behind. ***Change management is managing the people side of a transformation or change so that the business goals are realized.*** Change management requires an understanding of how individuals go through change and applying a process with the organizational tools to support the personal transitions employees experience. Prosci's research shows that successful change can be modeled and repeated, if individuals, project teams and organizations begin applying sound, holistic change management methods.

How can I learn more?

Prosci's webinar series is an excellent way to learn more about managing the people side of change. If you are ready to take a larger 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 or 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>.



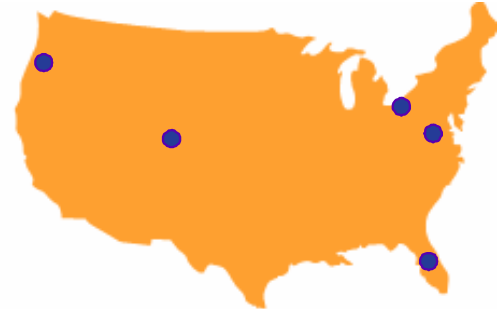
Prosci Change Management Certification

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



Stanley Hotel



Skamania Lodge



Airlie Center



Mission Inn

Training Credits

2.4 CEUs



24 PDUs



24 HRCI hours





— Change Management Certification Overview —

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

"Really love all of the templates and the way this program will fool-proof my approach to change management when I follow it! Thanks!"
Janie H.

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.

Agenda for 3-day certification

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





— Change Management Certification Feedback —

"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

"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., September 2006 participant

"Fantastic program to bring together the project management discipline with a change management methodology."
- Keith S., November 2006 participant

"Absolutely awesome. I have attended many training sessions over the years. This one was far and away the best."
--Wayne P., September 2006 participant

"This is 'the best' training methodology course I've attended - and of course the most fun."
- Dorene B., April 2007 participant

"Knocked it out of the park! Totally exceeded expectations (which were high.)"
--Tonya P., March 2007 participant

"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

"Excellent - best management training I have ever received."
- Gayle N., January 2007

"Outstanding. Best training I have attended!"
- Len M., May 2007

"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

