



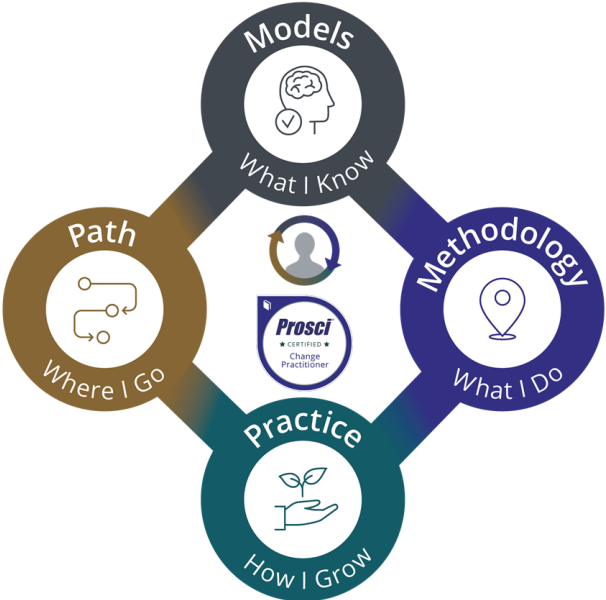
Prosci Methodology

July 2021 Webinar

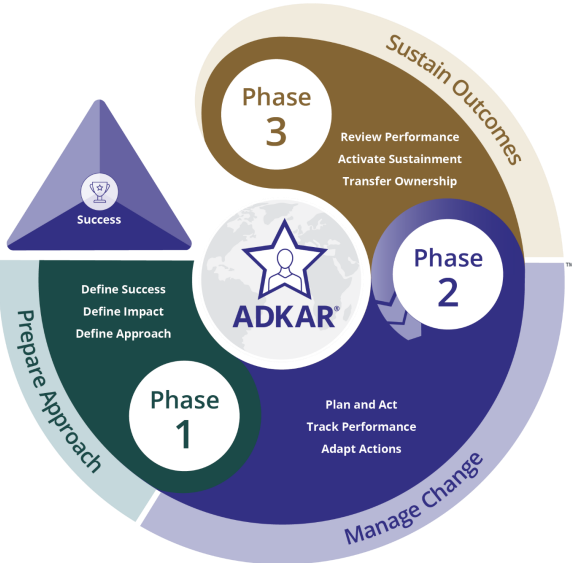
Prosci[®]
PEOPLE. CHANGE. RESULTS.™

Agenda

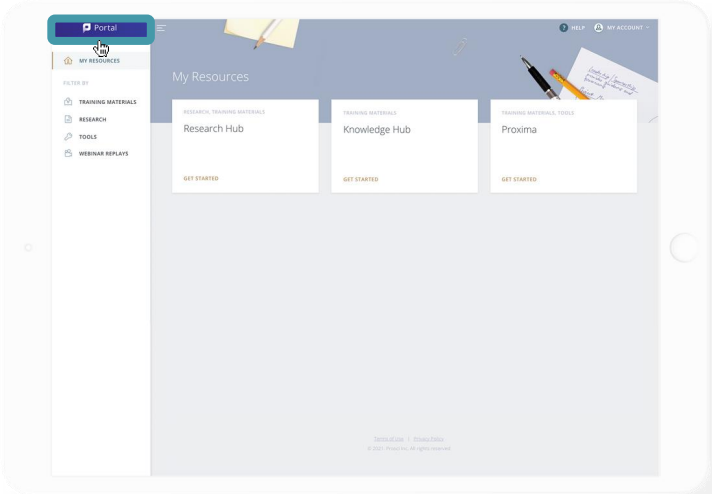
Methodology Context



Prosci Methodology



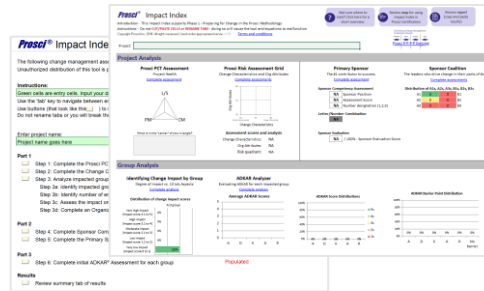
Prosci Hub Solution Suite



Evolution of the Prosci Methodology 2003 - 2021



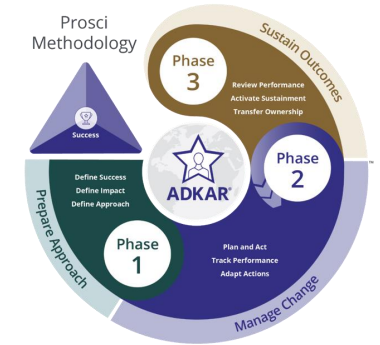
Online Methodology Tool—
CM Pilot



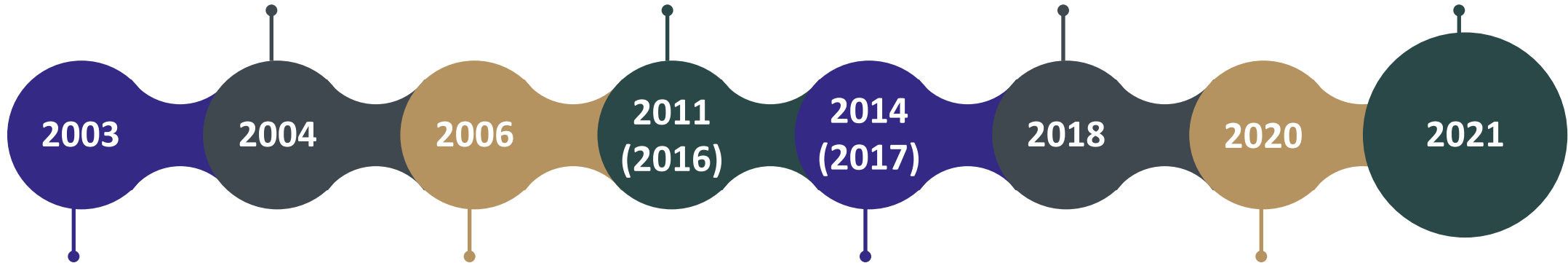
Advancement of
Impact Index Tool



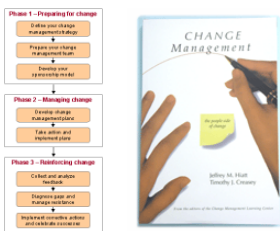
Launch Methodology
Refresh Study



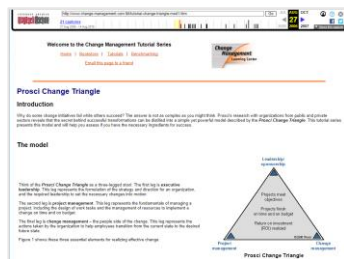
Enhanced Methodology



Prosci 3-Phase Process,
CM Toolkit and People Side



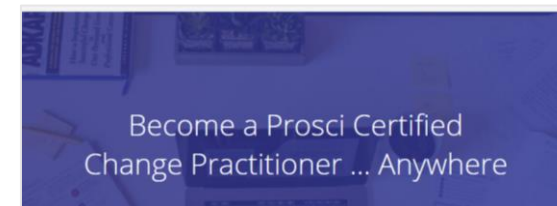
Addition of PCT Model



Online Portal and eToolkit



Virtualization of 3-day
Certification *Experience*





cmc
PARTNERSHIP
global

When did you certify as a Prosci Change Practitioner?



Before 2003

2003-2010

2011-2015

2016-2018

2019-2020

2021

I haven't certified yet

Why People Choose Prosci

Research Based



Focus on Results



Easy-to-Use



Holistic Training



Why You Want to Choose Prosci Methodology



Prosci has Certified over
75,000
Change Practitioners

In Demand Skill



Recognized Certification

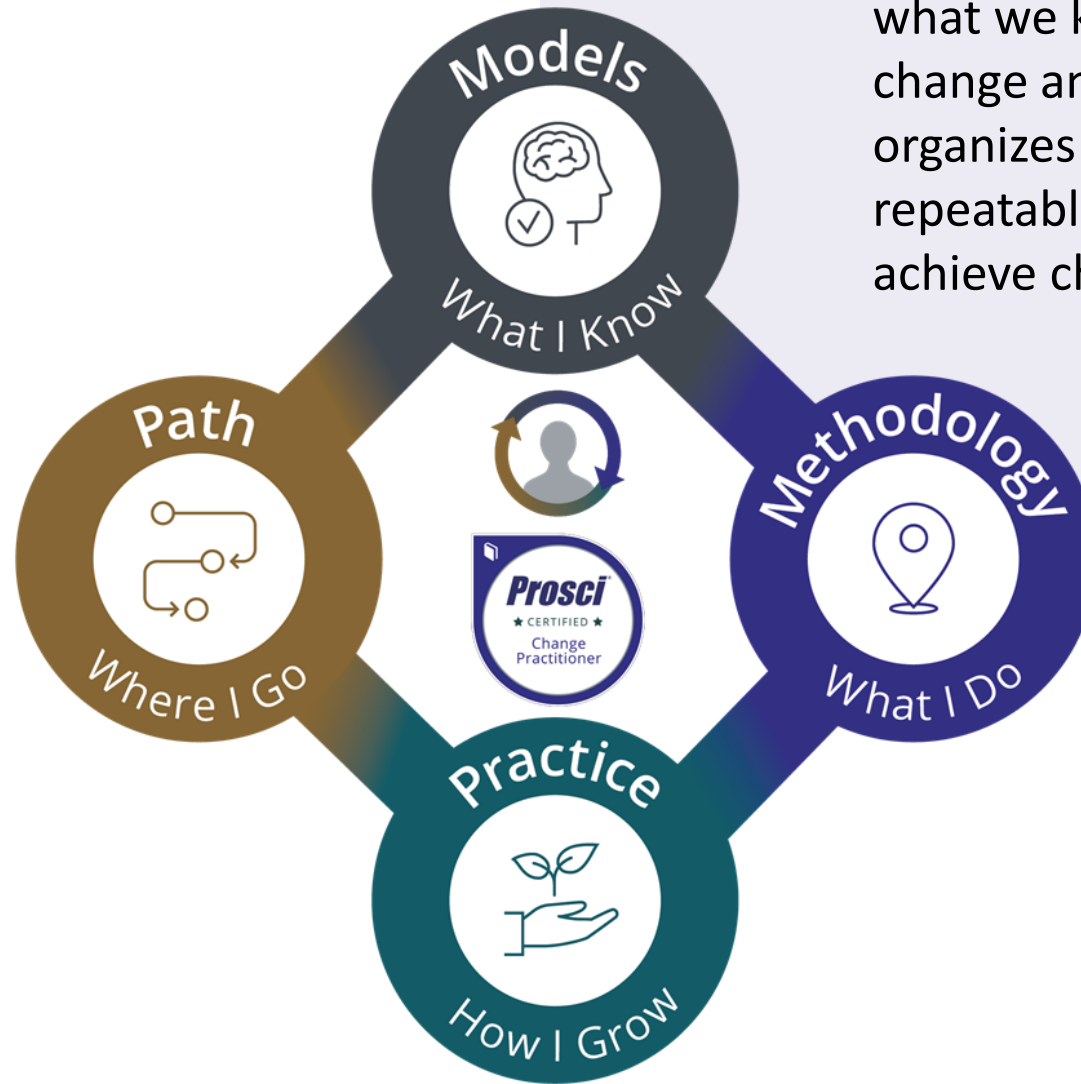


Global Community



Change Practitioner Journey Model

A visual model, from the point of view of the practitioner, that illustrates how to practically and actively engage in the change management discipline with Prosci

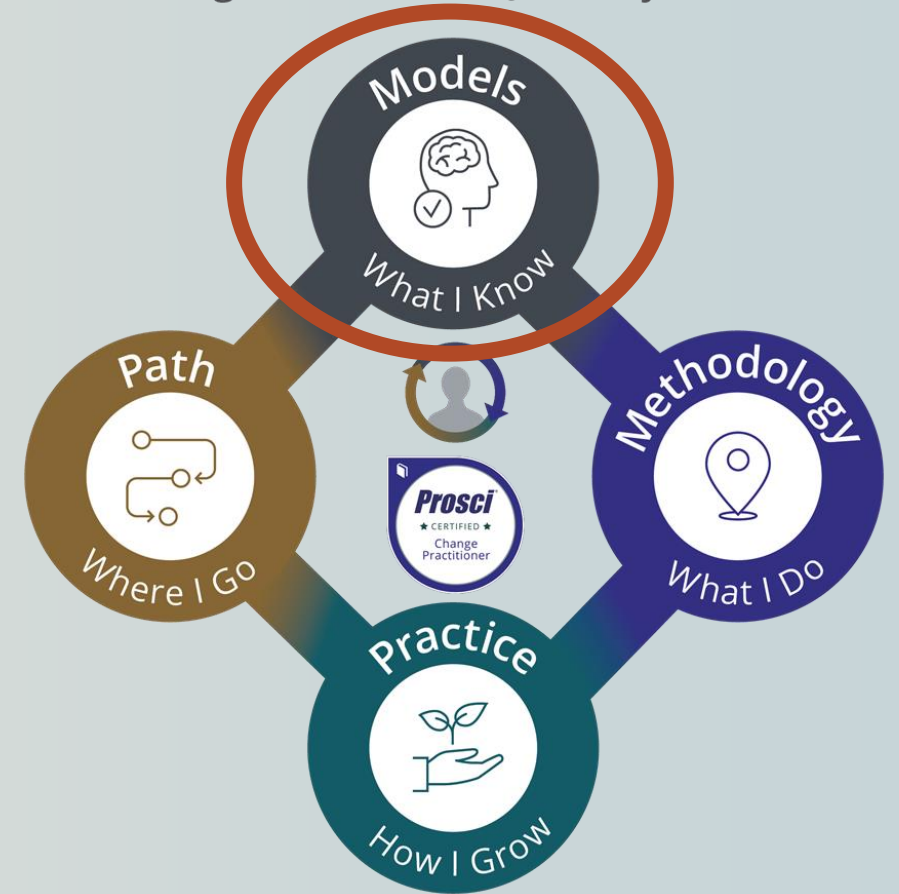


Prosci Methodology takes what we know about people, change and results and organizes it into a simple repeatable process to achieve change success.

Prosci Models

Describe what we know about people, change and results.

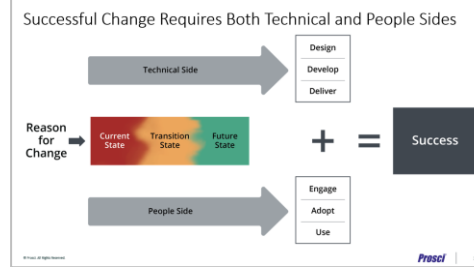
Change Practitioner Journey Model



Prosci Models are the foundational knowledge and beliefs that underpin our unique approach to the people side of change.

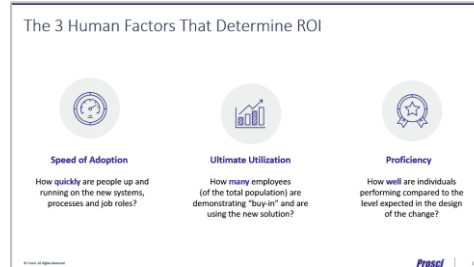
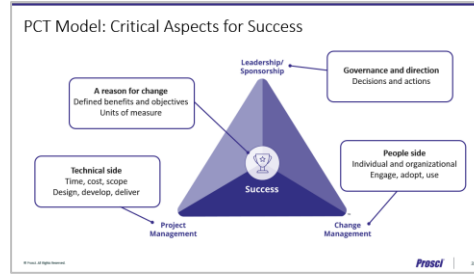
ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after ADI) Need to know during Need to know after
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gap Barriers/opacity Practice/coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment





5 Tenets of Change Management – Plain Language Questions

Tenet 1	We change for a reason.	Why are we changing?
Tenet 2	Organizational change requires individual change.	Who has to do their job differently (and how)?
Tenet 3	Organizational outcomes are the collective result of individual change.	How much of our outcomes depend on adoption and usage?
Tenet 4	Change management is an enabling framework for managing the people side of change.	What will we do to support adoption and usage?
Tenet 5	We apply change management to realize the benefits and desired outcomes of change.	How will driving adoption and usage improve results?

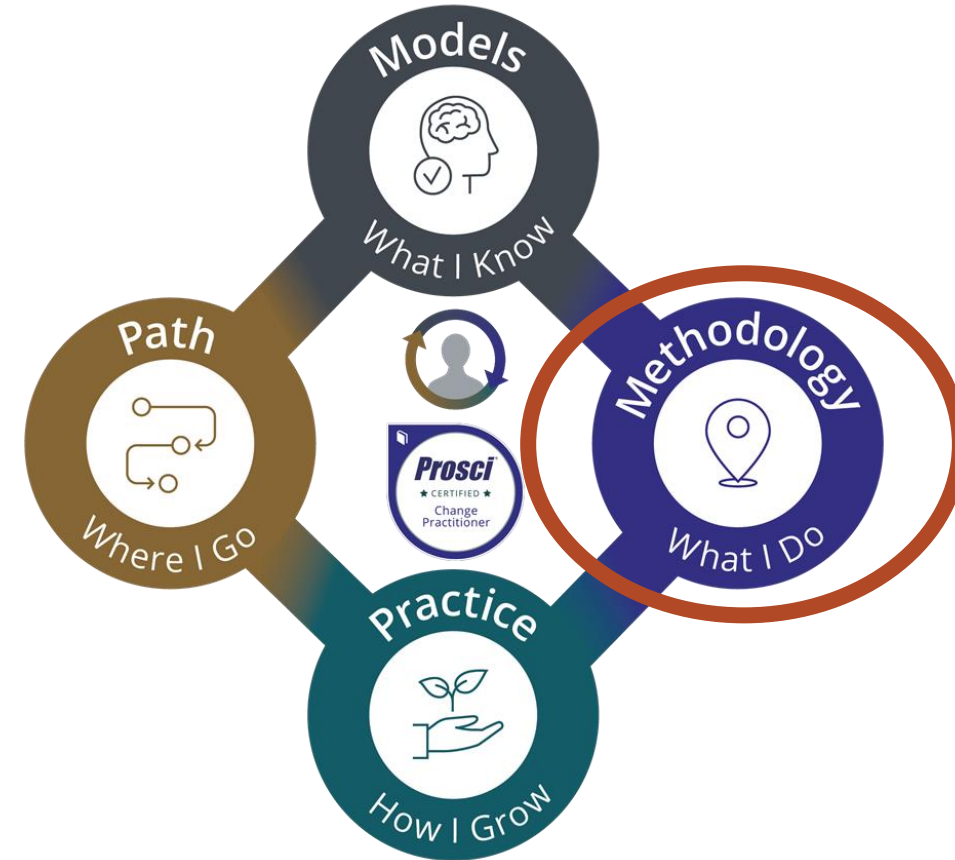


- ▶ **ADKAR Model**
Describes the five ‘building blocks’ or elements an individual needs to achieve for a change to be successful.
- ▶ **Unified Value Proposition**
Change management on a page.
- ▶ **5 Tenets of Change Management**
A basis for the what and why of change management.
- ▶ **Prosci Change Triangle (PCT) Model**
Describes the four critical aspects of any successful change effort and how they are interrelated.
- ▶ **Human Factors of ROI**
Describes the three factors that directly contribute to or constrain a project’s return on investment.

Prosci Methodology Scope

-  **What is it?** A process to enable the people side of change to deliver results
-  **Why use it?** Improve change management effectiveness
-  **Who uses it?** Certified Change Practitioners
-  **How to use it?** Customized to initiative to deliver adoption and usage
-  **When to use it?** Ideally, at project initiation

Change Practitioner Journey Model



Prosci Methodology

Prosci Change Triangle Model

A framework that shows the four critical aspects of any successful change effort and how they are interrelated: a shared definition of success with leadership/sponsorship, project management and change management.

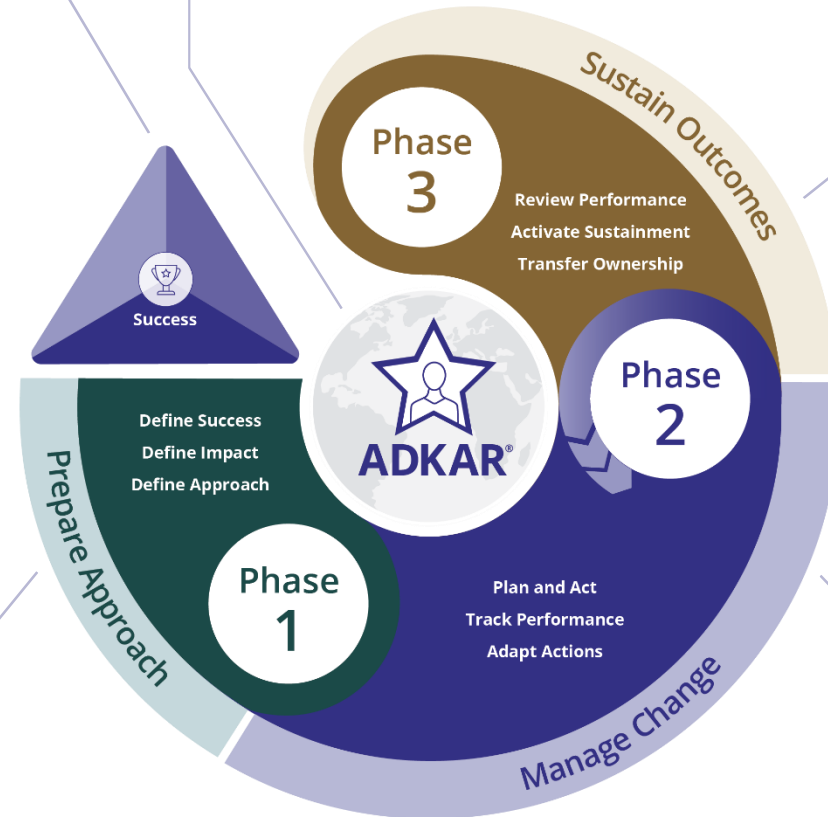
Phase 1 – Prepare Approach

Purpose: To position the change for success by developing a customized and scaled change management strategy with the necessary sponsorship and commitment.

ADKAR Model

Describes the five 'building blocks' or elements an individual needs to achieve for a change to be successful.

Impacted individual is at the center of the Prosci Methodology. Individual success leads to organizational success.



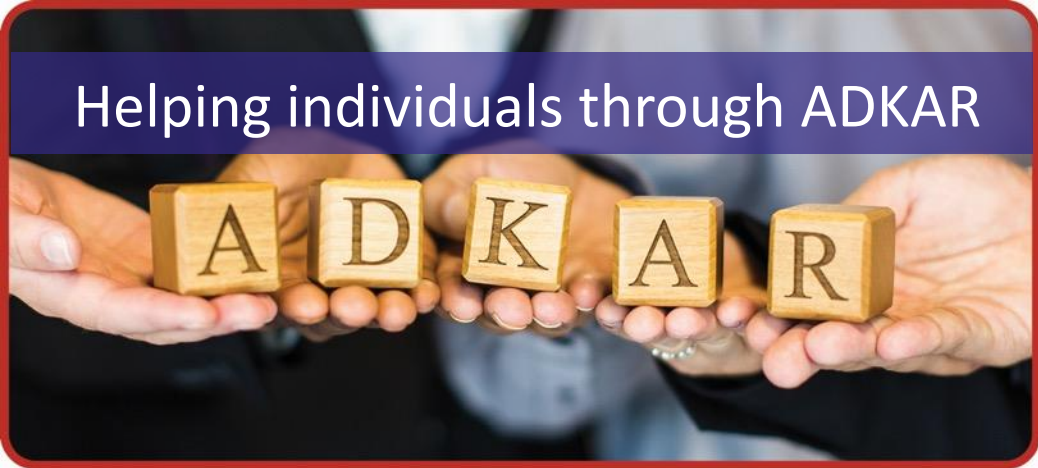
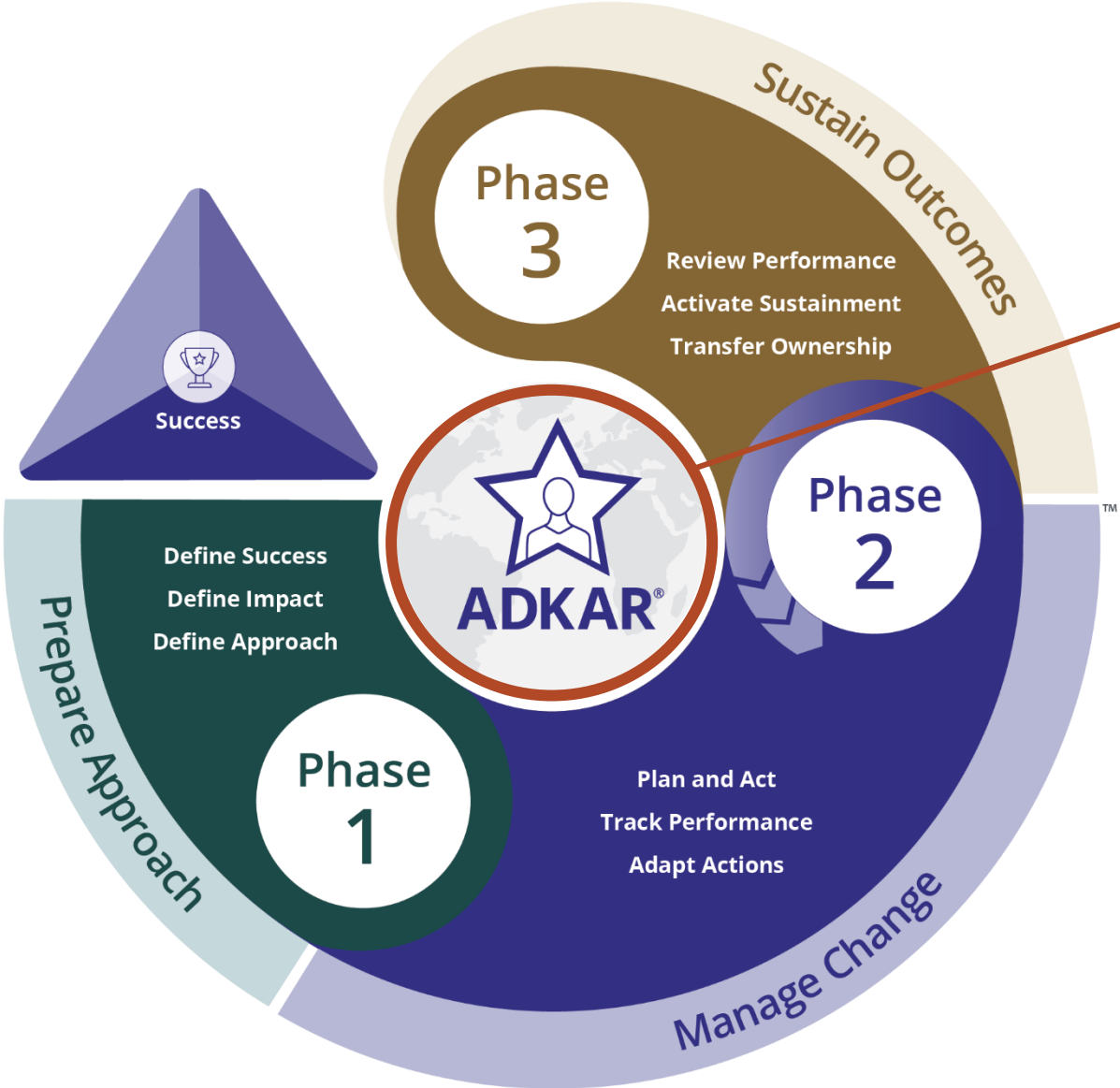
Phase 3 – Sustain Outcomes

Purpose: To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.

Phase 2 – Manage Change

Purpose: To achieve adoption and usage of the change by creating, implementing and adapting plan(s) that will move individuals and the organization through ADKAR transitions.

Organizational Change Requires Individual Change



“The secret to successful change lies beyond the visible and busy activities that surround change. Successful change, at its core, is rooted in something much simpler: how to facilitate change with **one** person.”

Jeff Hiatt

Prosci founder

Creator of ADKAR



ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	“I understand why...”	Why? Why now? What if we don’t?
D Desire	To participate and support the change	“I have decided to...”	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	“I know how to...”	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	“I am able to...”	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	“I will continue to...”	Mechanisms Measurements Sustainment

The ADKAR Model Defines Successful Change at Scale

Change with one person...



Or five people...



Or 20 people...

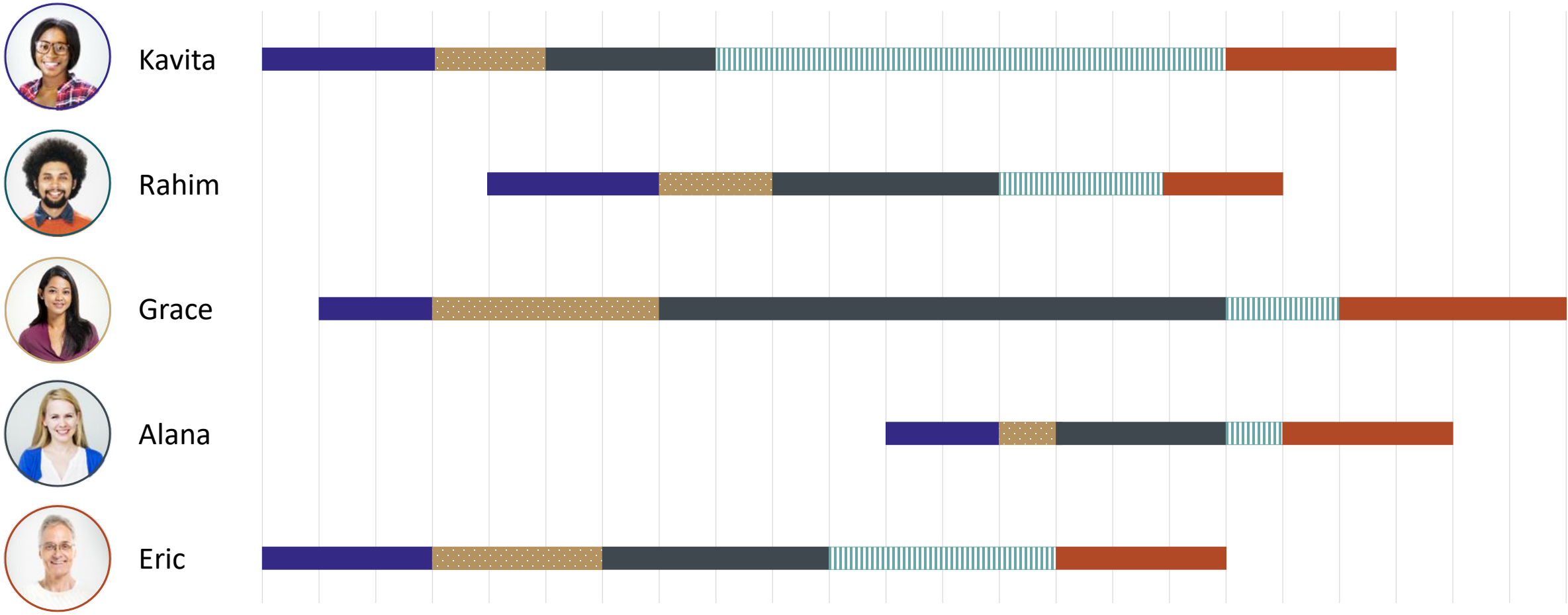


Or 1,000 people...



People Change at Different Paces

Awareness Desire Knowledge Ability Reinforcement

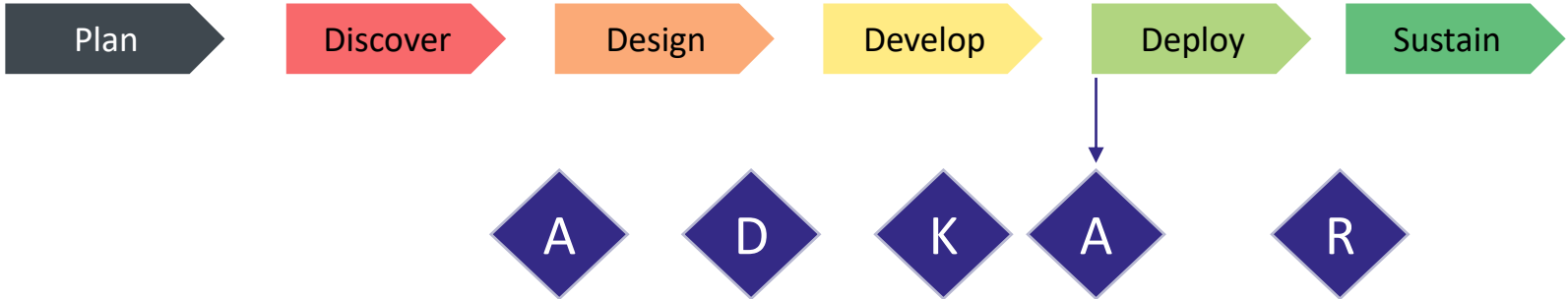


Aligning ADKAR Model With Sequential and Iterative Change

Sequential Change Process

A change that results from a series of progressive steps that culminate in a singular push to the organization.

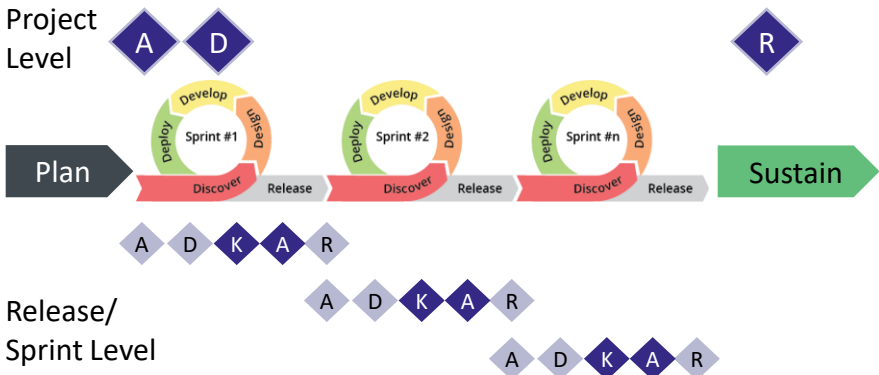
Waterfall



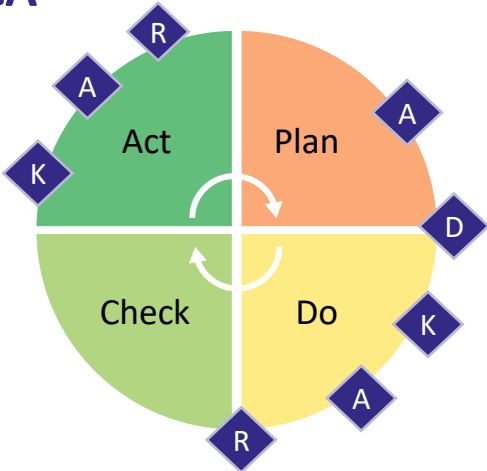
Iterative Change Process

A change that results from repeated cycles of change, with each cycle moving toward the final, intended outcome.

Agile



PDCA

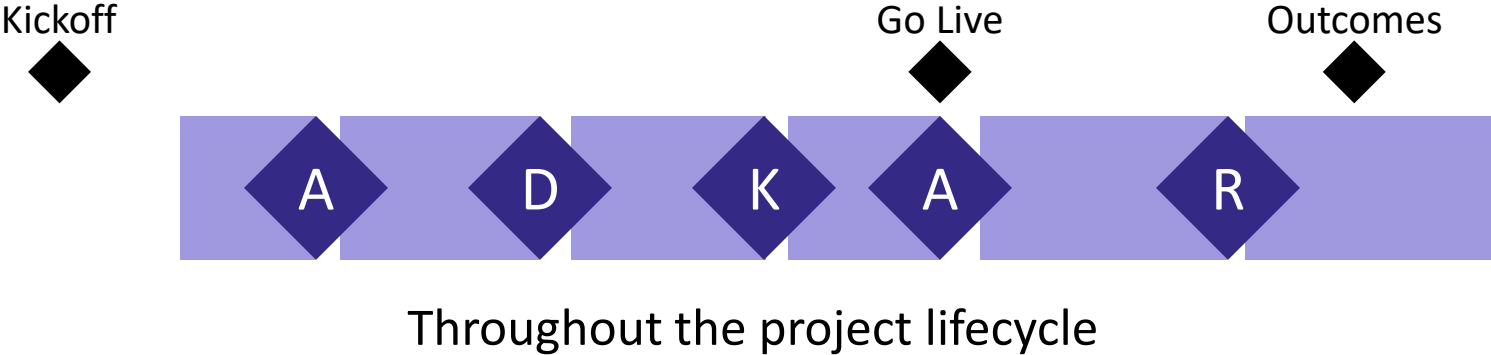


ADKAR Model Summary

Why



- Manage a personal transition
- Identify what is needed for successful change
- Focus conversations
- Diagnose gaps (which element is missing?)

When



Who

Change practitioner completes the ADKAR status checks on highly impacted groups.
Include managers of impacted groups in conducting the status checks and support them in acting on the results.

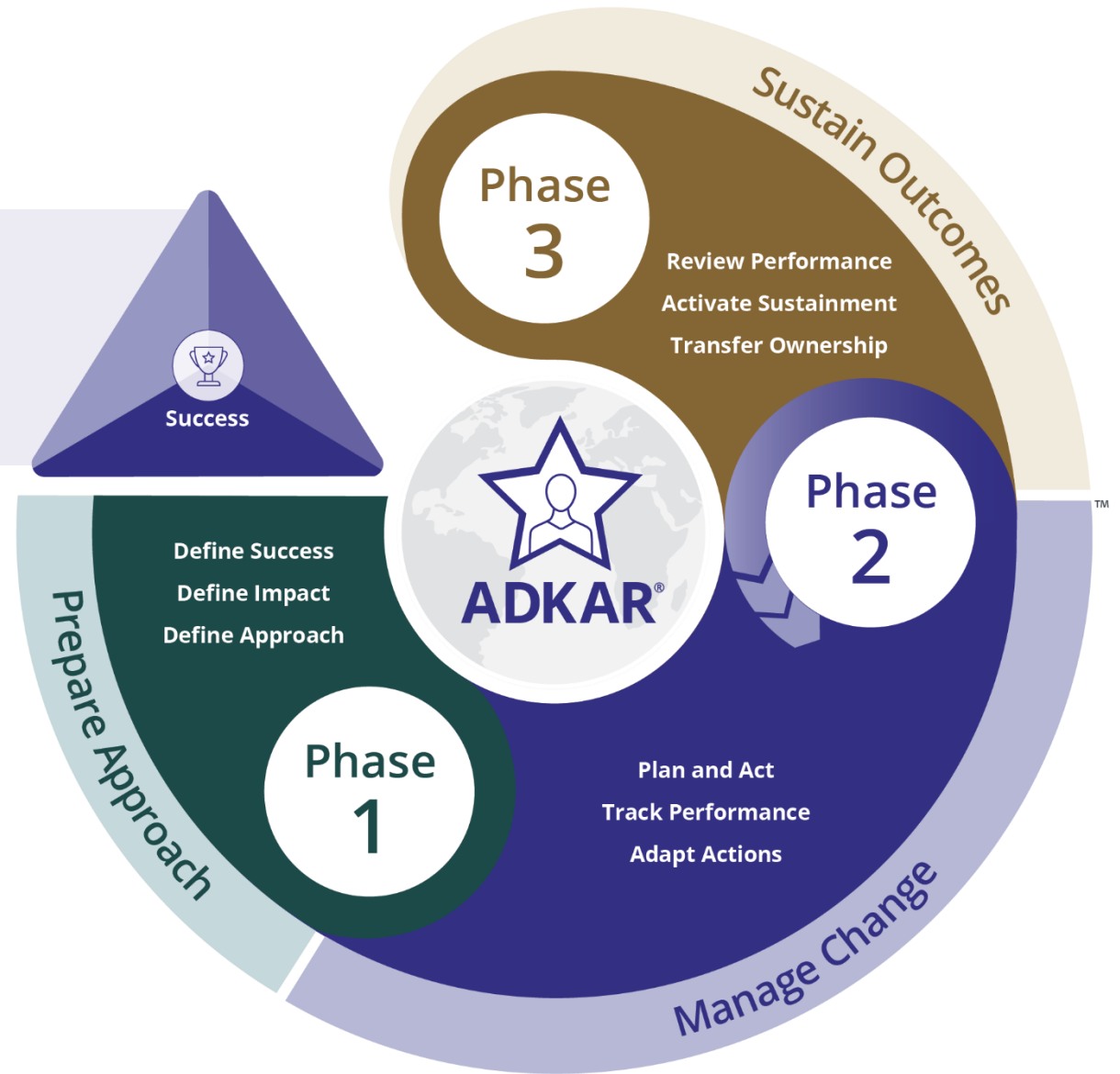
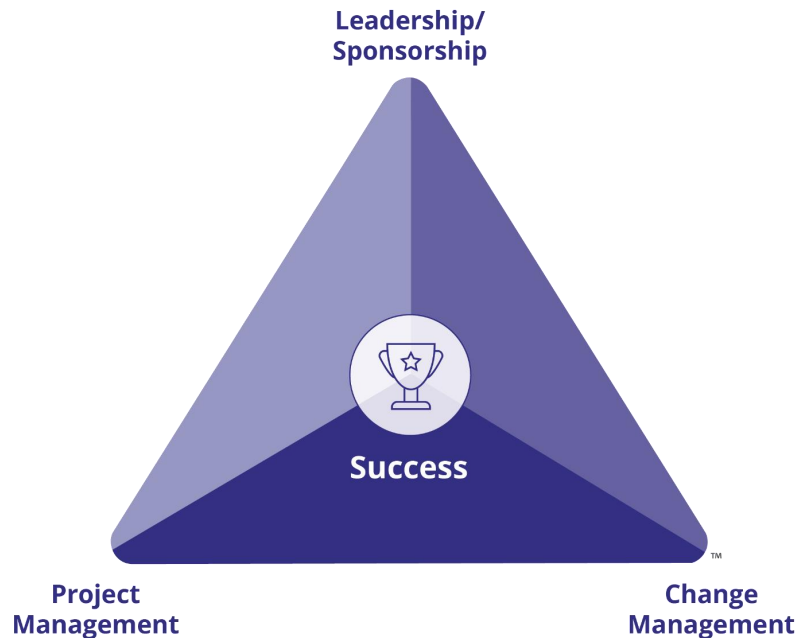


How does breaking individual change down into the 5 ADKAR elements help to unlock change?

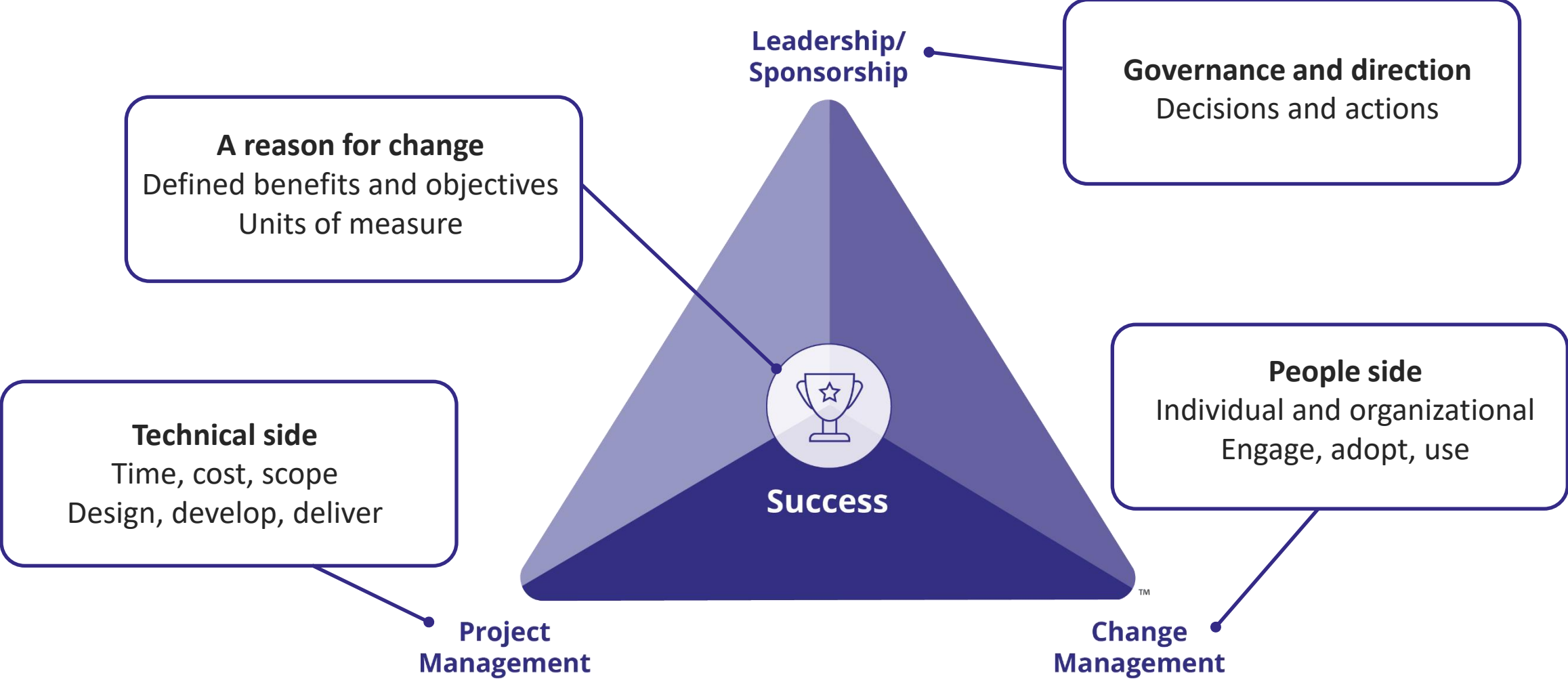


Begin with Project Health

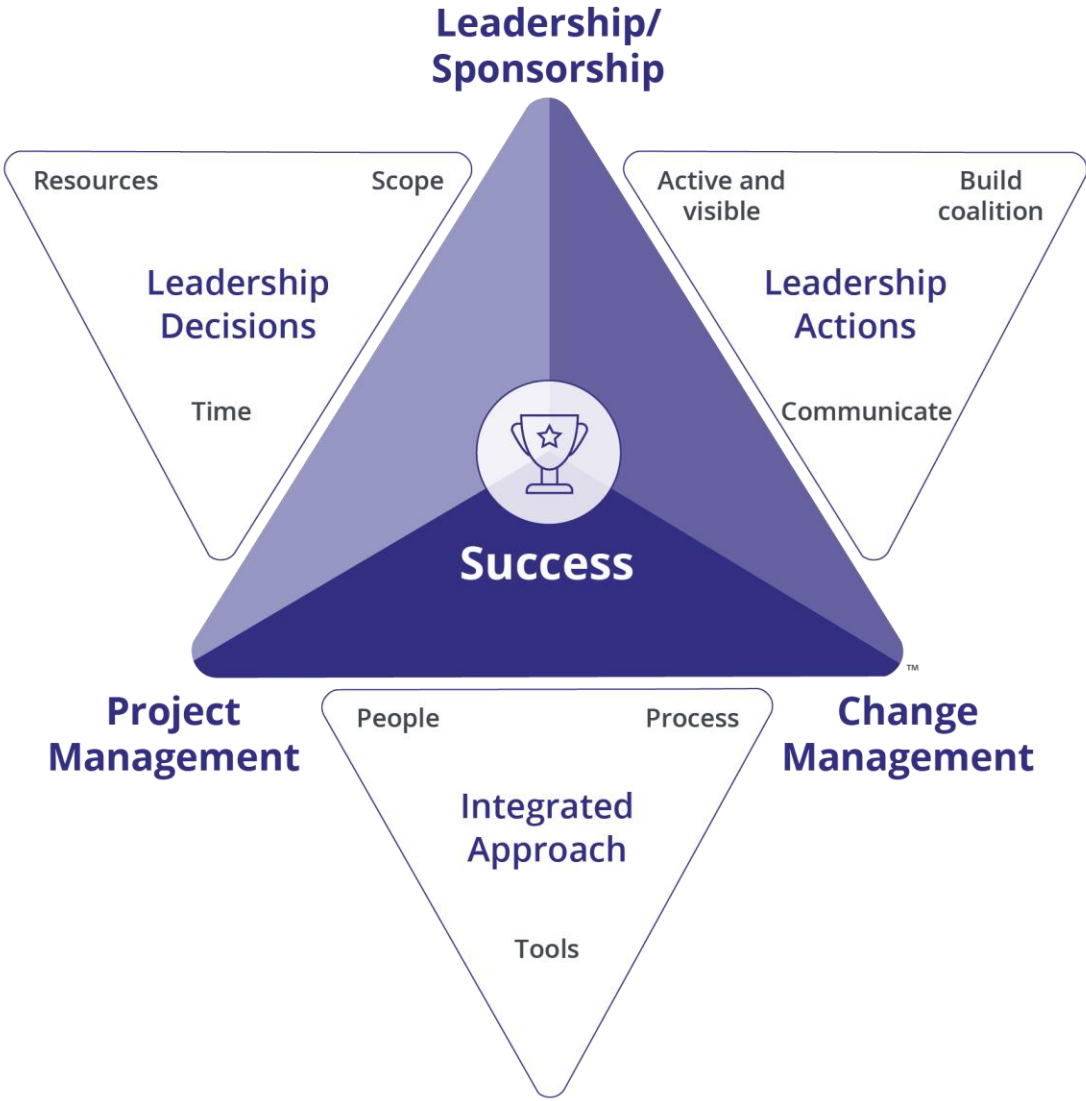
Prosci Change Triangle (PCT) Model



PCT Model: Critical Aspects for Success



Relationship Between L/S, PM, CM

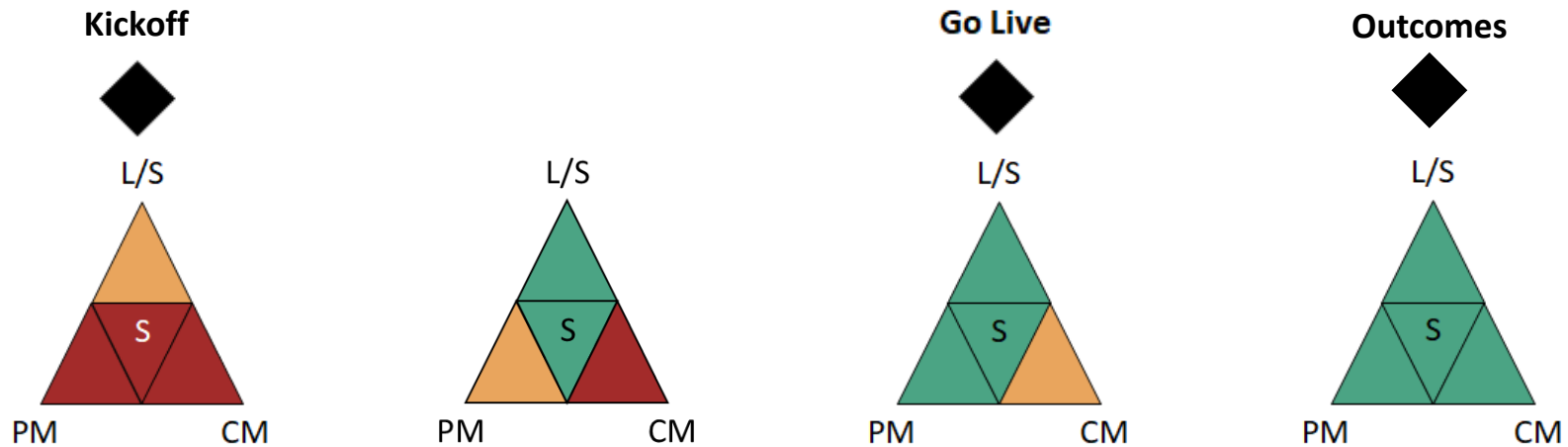


PCT Assessment Over the Project Lifecycle

Why

- Health check throughout your project
- Track your organizational performance
- Determine if the initiative delivered what was expected

When



Score Interpretation

10-19	High Risk
20-24	Alert
25-30	Strength

Who

Whom would you engage with the PCT Assessment to create a shared vision and monitor the health of the project?
A sponsor, project manager, project team, key stakeholders, others?



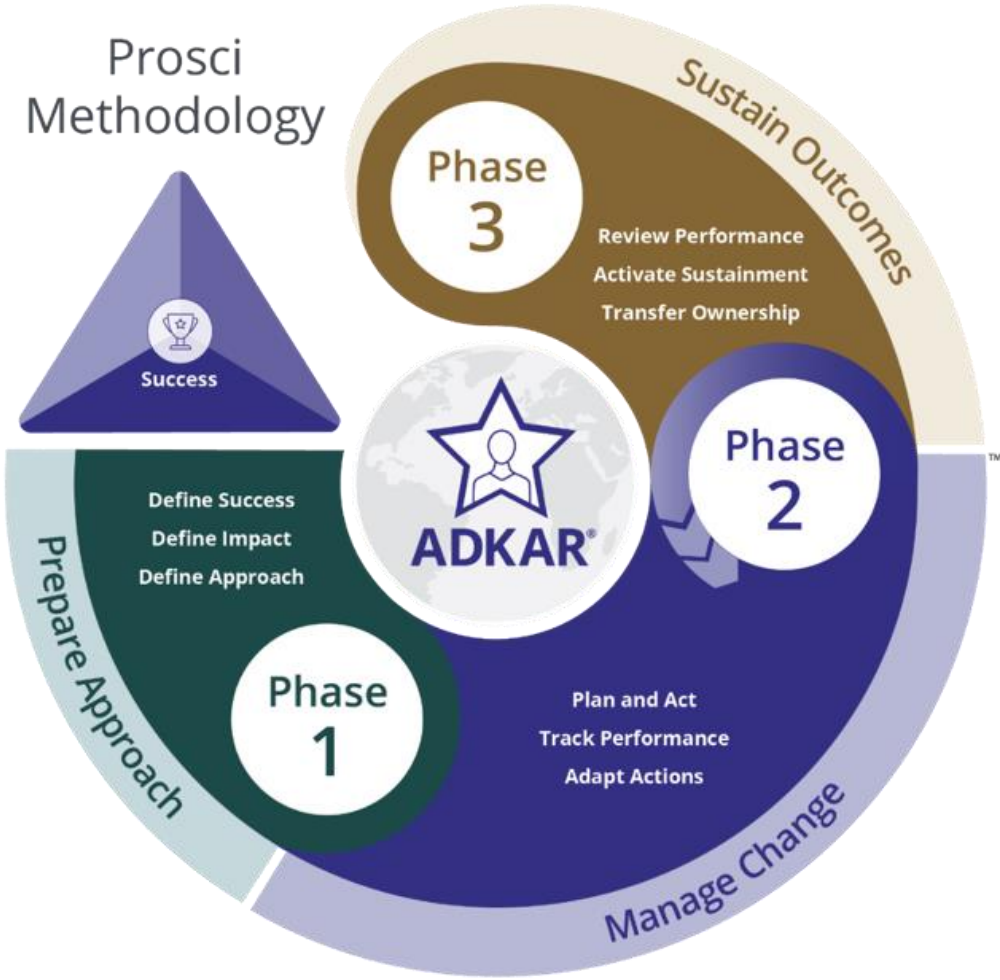
cmc
PARTNERSHIP
global

What is the value of assessing success throughout the Project Life Cycle?

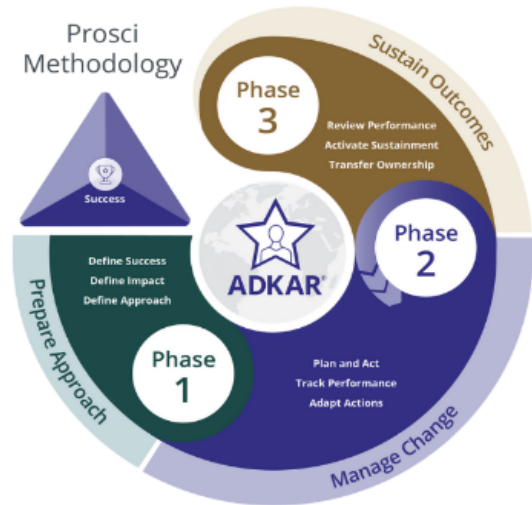


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Prosci Methodology

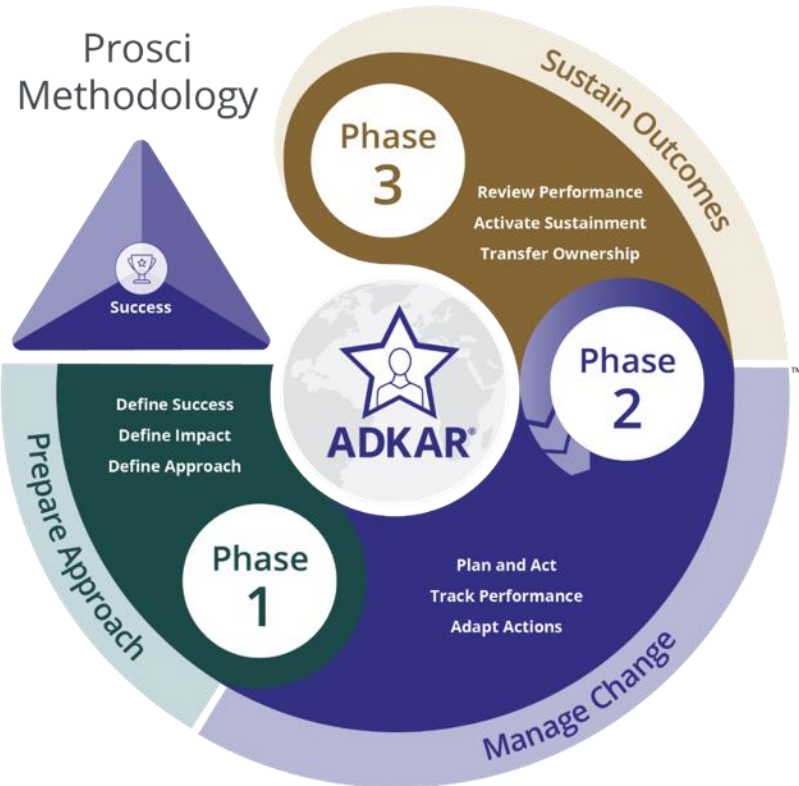


What do you see in the Prosci methodology graphic?



Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Prosci Methodology and Prosci 3-Phase Process



Define Success
Define Impact
Define Approach

Phase 1

Prepare Approach

Plan and Act
Track Performance
Adapt Actions


Phase 2

Manage Change

Review Performance
Activate Sustainment
Transfer Ownership

Phase 3

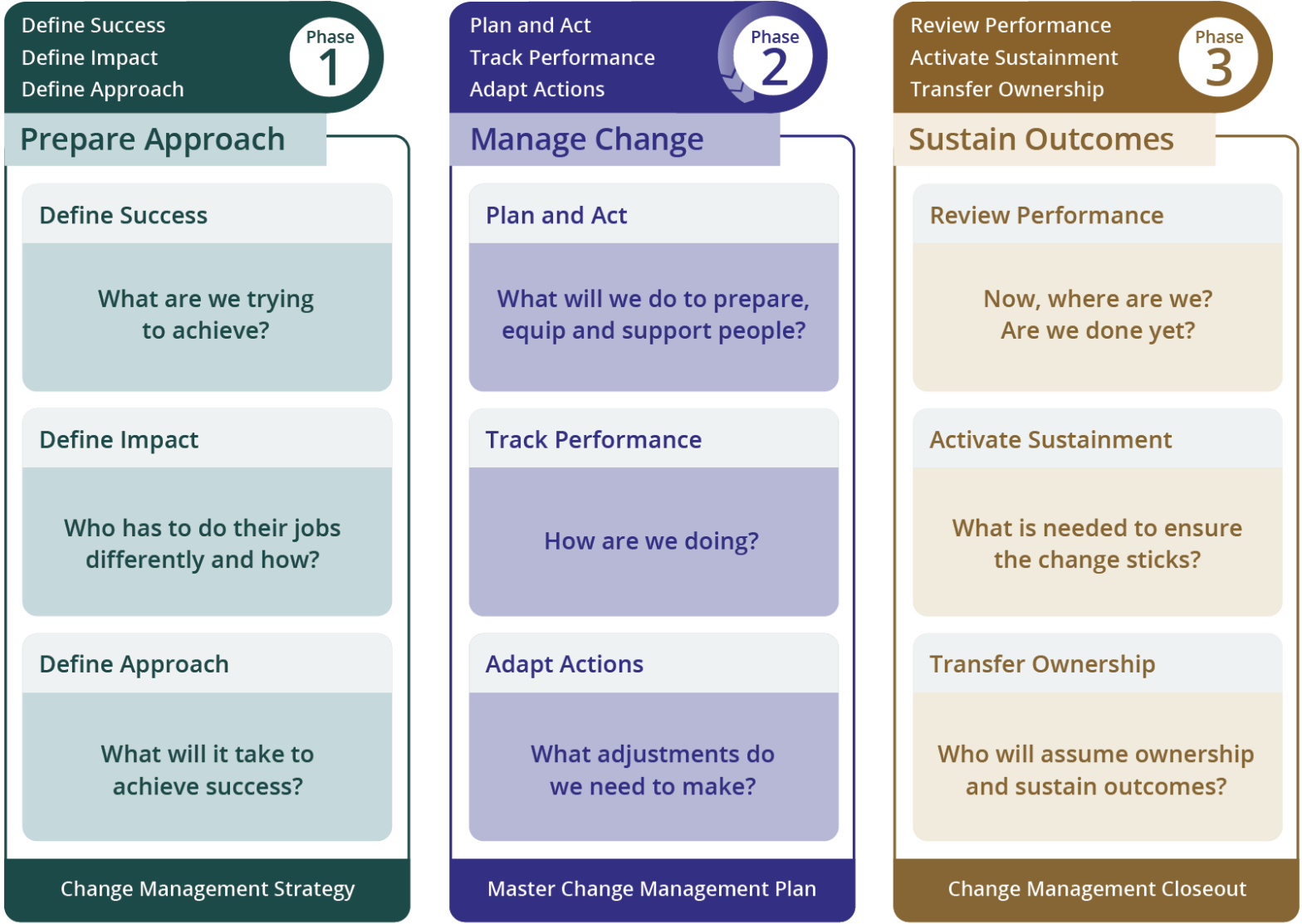
Sustain Outcomes



A woman wearing a light-colored hijab and a dark top is raising her right hand in a classroom or meeting setting. She is smiling and looking towards the right. In the foreground, the back of another woman's head and shoulder is visible, also smiling. In the background, a man is partially visible, looking towards the camera. The entire image has a blue tint.

“It is not the answer
that enlightens,
but the question.”

Eugène Ionesco
Romanian-French playwright

Prosci 3-Phase Process Plain Language Questions





What is the value of using plain language questions in your application of the Prosci Methodology?



Prosci 3-Phase Process

- Purpose statement
- Plain language questions
- Phases, stages and activities
- Deliverable

Phase 1
Define Success
Define Impact
Define Approach

Prepare Approach

To position the change for success by developing a customized and scaled change management strategy with the necessary sponsorship and commitment.

Define Success <ul style="list-style-type: none"> Document change profile Capture definition of success Connect and align people to success 	What are we trying to achieve?
Define Impact <ul style="list-style-type: none"> Define impacted groups Assess change impact Identify group considerations Define adoption and usage 	Who has to do their jobs differently and how?
Define Approach <ul style="list-style-type: none"> Assess risk and scale Identify resistance and special tactics Identify resources and structures Identify required roles Align roadmap to timeline 	What will it take to achieve success?

Change Management Strategy

Phase 2
Plan and Act
Track Performance
Adapt Actions

Manage Change

To achieve adoption and usage of the change by creating, implementing and adapting plan(s) that will move individuals and the organization through ADKAR transitions.

Plan and Act <ul style="list-style-type: none"> Build ADKAR Blueprint Determine plans required Create CM plan(s) Prepare and activate roles Integrate and take action 	What will we do to prepare, equip and support people?
Track Performance <ul style="list-style-type: none"> Establish tracking calendar Track initiative progress Track ADKAR outcomes Track CM activities Identify strengths and opportunities 	How are we doing?
Adapt Actions <ul style="list-style-type: none"> Decide if action is required Prepare adaptive actions Take adaptive actions Continue to track and adapt 	What adjustments do we need to make?

Master Change Management Plan

Phase 3
Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.

Review Performance <ul style="list-style-type: none"> Review initiative progress Review ADKAR outcomes Review CM activities Document lessons learned 	Now, where are we? Are we done yet?
Activate Sustainment <ul style="list-style-type: none"> Identify gaps, goals and priorities Develop sustainment actions, roles and timeline Prepare and activate roles 	What is needed to ensure the change sticks?
Transfer Ownership <ul style="list-style-type: none"> Celebrate success Transfer knowledge and assets 	Who will assume ownership and sustain outcomes?

Change Management Closeout

Define Success
Define Impact
Define Approach

Phase
1

Prepare Approach

Define Success

- Document change profile
- Capture definition of success
- Connect and align people to success

What are we trying to achieve?

Define Impact

- Define impacted groups
- Assess change impact
- Identify group considerations
- Define adoption and usage

Who has to do their jobs differently and how?

Define Approach

- Assess risk and scale
- Identify resistance and special tactics
- Identify resources and structures
- Identify required roles
- Align roadmap to timeline

What will it take to achieve success?

Change Management Strategy

4 P's

4 P's Model Canvas
Connecting People to Success



Adoption Challenge

Project	Purpose	Particulars	People
What is the project?	Why are we changing?	What are we changing?	Who will be changing?
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

What percentage of project outcomes depends on people to do their job differently?

If people don't change how they do their job, then we ultimately won't change what we set out to do from the beginning.

10 Aspects of Change Impact

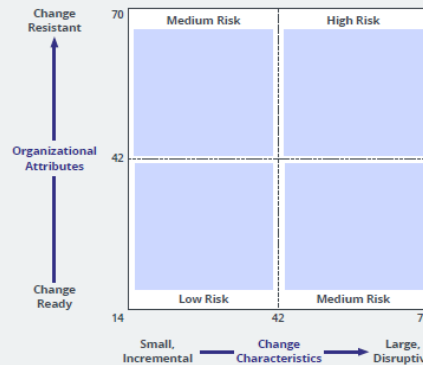
Change Impact Canvas
10 Aspects of Change Impact



Risk Assessment

Risk Assessment Analysis

Plot your Change Characteristics score and Organizational Attributes score on the Risk Grid to determine your risk profile.



Role Roster

Role Roster Canvas
Roles Required to Achieve Change Success



Adoption Challenge

Core Roles	Initials	A	D	K	A	R	Barrier Point	Activation Tactics
Primary Sponsor								
People Managers								
Project Manager								
Change Practitioner								
Extend Roles								
Sponsor Coalition Members								

Plan and Act
Track Performance
Adapt Actions



Manage Change

Plan and Act

- Build ADKAR Blueprint
- Determine plans required
- Create CM plan(s)
- Prepare and activate roles
- Integrate and take action

What will we do to prepare, equip and support people?

Track Performance

- Establish tracking calendar
- Track initiative progress
- Track ADKAR outcomes
- Track CM activities
- Identify strengths and opportunities

How are we doing?

Adapt Actions

- Decide if action is required
- Prepare adaptive actions
- Take adaptive actions
- Continue to track and adapt

What adjustments do we need to make?

Master Change Management Plan

ADKAR Blueprint

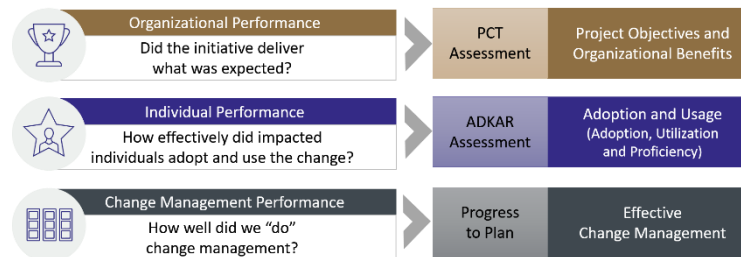
ADKAR Blueprint Canvas

A simple and scalable guide to identify the milestone dates, expected gaps, and initial ideas for each ADKAR element, at a high level.



Adoption Challenge	Map Milestone Target Date	Gauge Gap	Activity	Roles	Timeline
Awareness of the need for change					
Desire to participate and support the change					
Knowledge of how to change					
Ability to implement required skills and behaviors					
Reinforcement to sustain the change					

Tracking Performance



Scaled Plans

🔍	🔍🔍	🔍🔍🔍	🔍🔍🔍🔍
ADKAR Blueprint	ADKAR Blueprint + ADKAR Blueprint by Group	ADKAR Blueprint + ADKAR Blueprint by Group + Core Plans	ADKAR Blueprint + ADKAR Blueprint by Group + Core Plans + Extend Plans

CORE Plans

- Role Plans
- Sponsor Plan
 - People Manager Plan
- Activity Plans
- Communications Plan
 - Training Plan

Core Plans are recommended, high-value, "flex-to-fit" plans.

Possible EXTEND Plans

- Sustainment Plan
- Resistance Management Plan
- Change Agent Network Plan
- Influencer Plan
- Sponsor Coalition Plan
- Super-User Plan
- Others?

Adapting Actions

What?	So What?	Now What?
Results	What are the implications of your observations?	What are your action items to address your implications?
Strengths		
Opportunities		

Review Performance
 Activate Sustainment
 Transfer Ownership

Phase
3

Sustain Outcomes

Review Performance

- Review initiative progress
- Review ADKAR outcomes
- Review CM activities
- Document lessons learned

Now, where are we?
 Are we done yet?

Activate Sustainment

- Identify gaps, goals and priorities
- Develop sustainment actions, roles and timeline
- Prepare and activate roles

What is needed to ensure the change sticks?

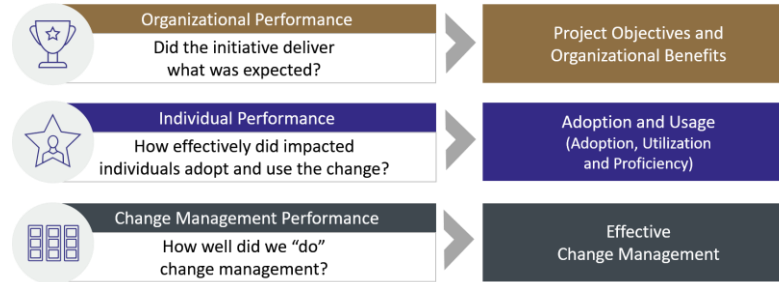
Transfer Ownership

- Celebrate success
- Transfer knowledge and assets

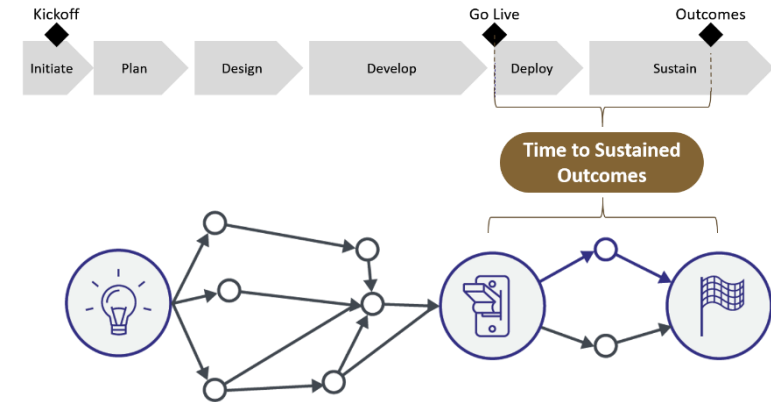
Who will assume ownership and sustain outcomes?

Change Management Closeout

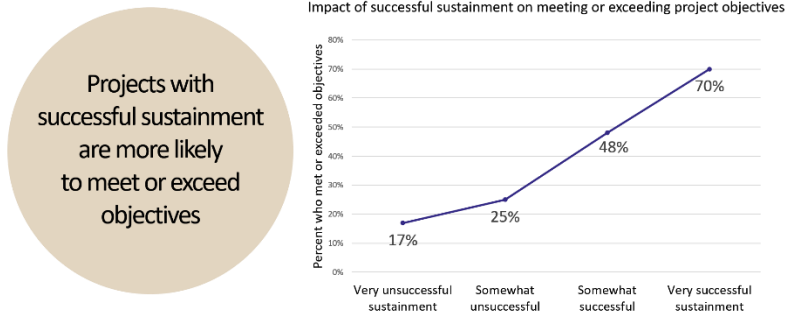
Review Performance



Time to Outcomes



Sustainment Approach



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Sustainment Roles

Planning



- Roles**
1. CM resource
 2. Project sponsor
 3. Project manager
 4. Business owner
 5. Project team
 6. Executive sponsor

Executing



- Roles**
1. Project sponsors and owners
 2. CM resource
 3. Managers and supervisors
 4. Project manager
 5. Executive leaders

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Prosci Methodology is Designed to Enable Change Success

We Change for a Reason

Begin with the end in mind:

- What is the reason for change?
- What is the initial health of the project including the strength of the definition of success?

Organizational Change Requires Individual Change

We prepare our approach:

- What are we trying to achieve?
- Who has to do their jobs differently and how?
- What will it take to achieve success?

We Apply Change Management to Realize the Benefits and Desired Outcomes of the Change

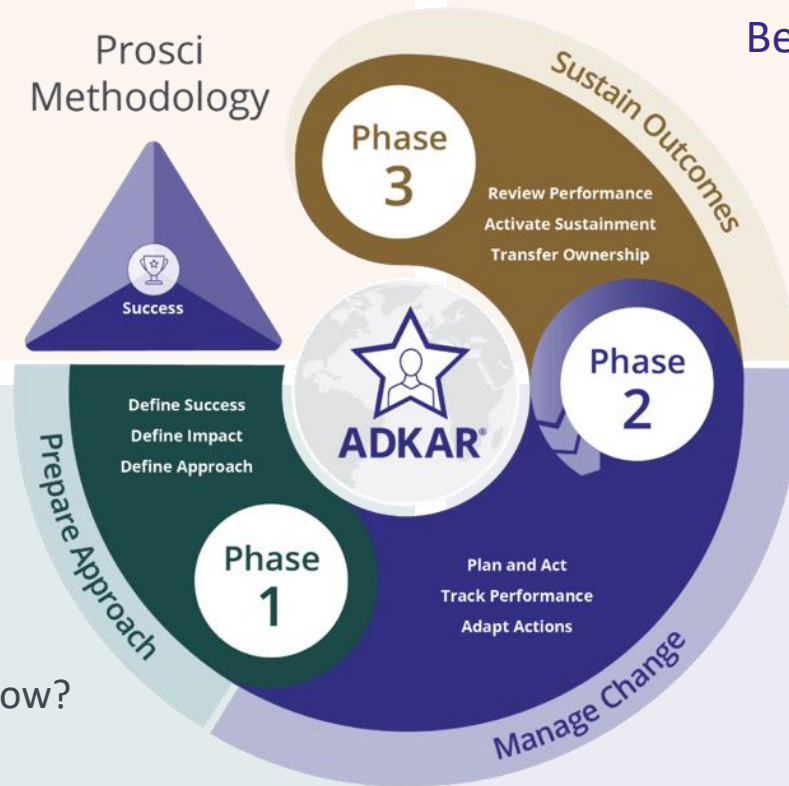
We sustain outcomes:

- Now, where are we? Are we done yet?
- What is needed to ensure the change sticks?
- Who will assume ownership and sustain outcomes?

Organizational Outcomes are the Collective Result of Individual Change

We manage change effectively:

- What will we do to prepare, equip and support people?
- How are we doing?
- What adjustments do we need to make?



Change management is an enabling framework for managing the people side of change

Hub Solution Suite

Portal.Prosci.com



Research Hub

The experience of thousands of change leaders at your fingertips



Knowledge Hub

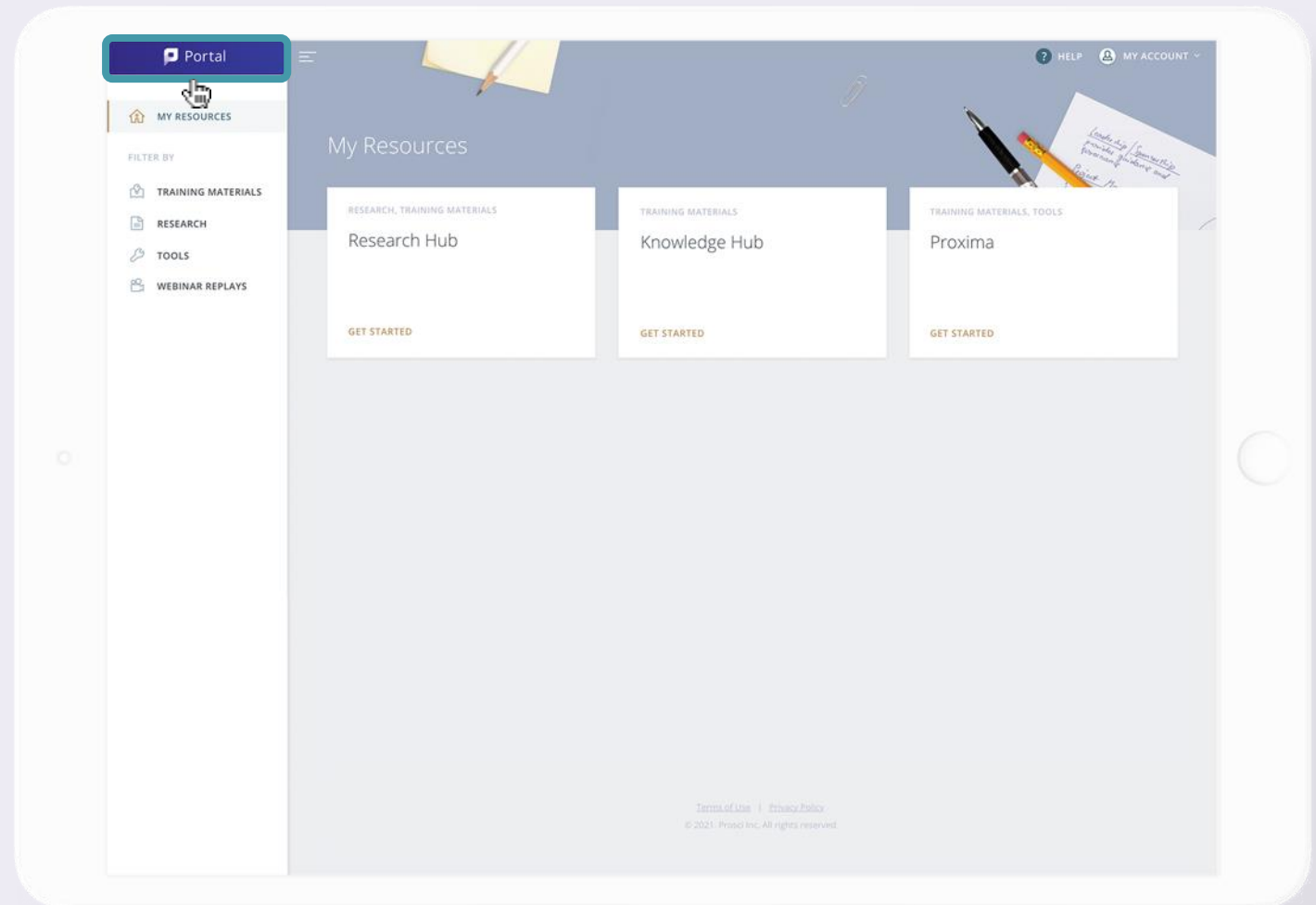
Content and resources to build your knowledge and skills to succeed at change



Proxima

Your guide to managing change throughout a project or initiative

Anytime, anywhere access via the Prosci Portal to digital content, resources and tools that help you excel in change management.

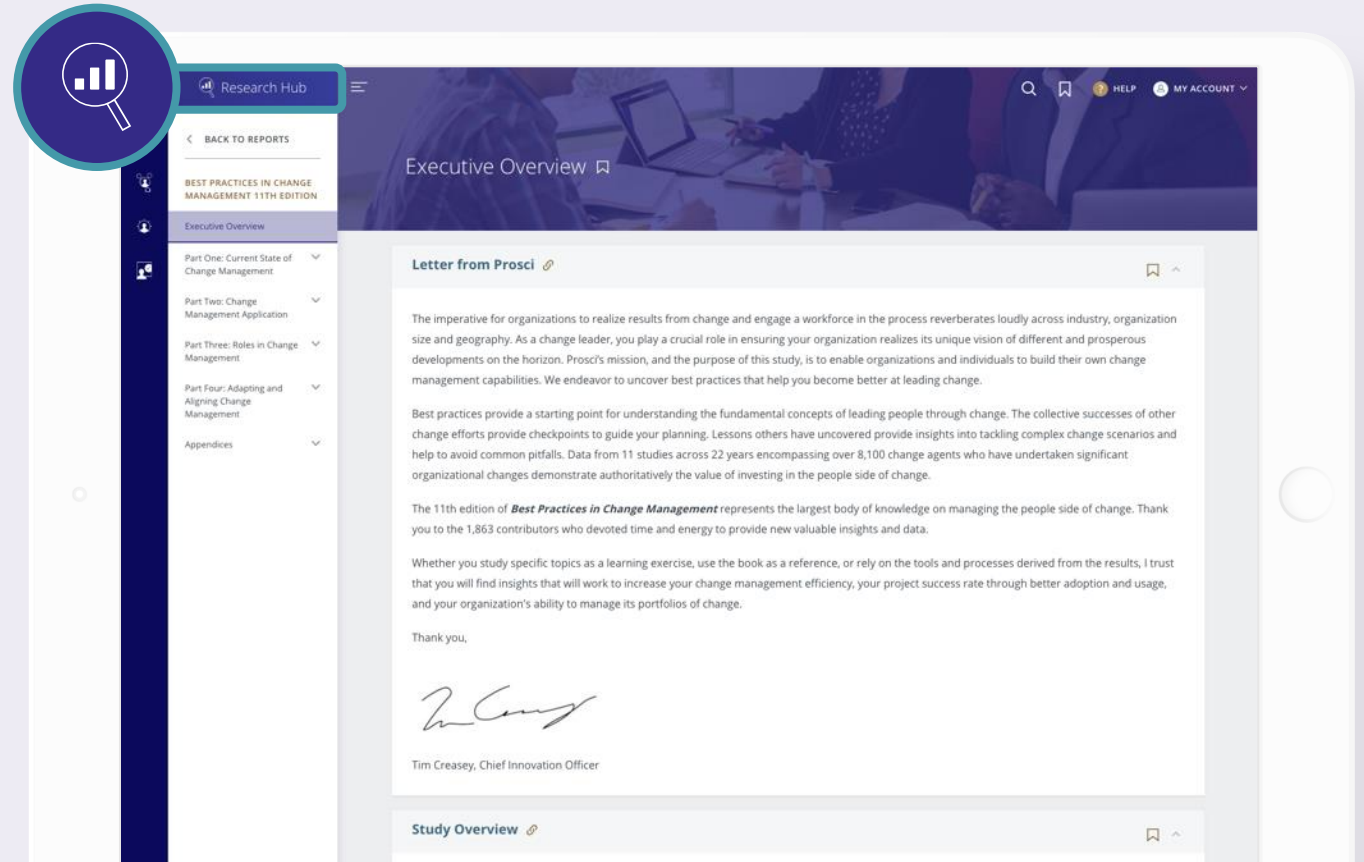


A single point of access to Prosci research, including core studies, topical studies, and relevant data across a broad array of topics.



Research Hub

The experience of thousands of change leaders at your fingertips.



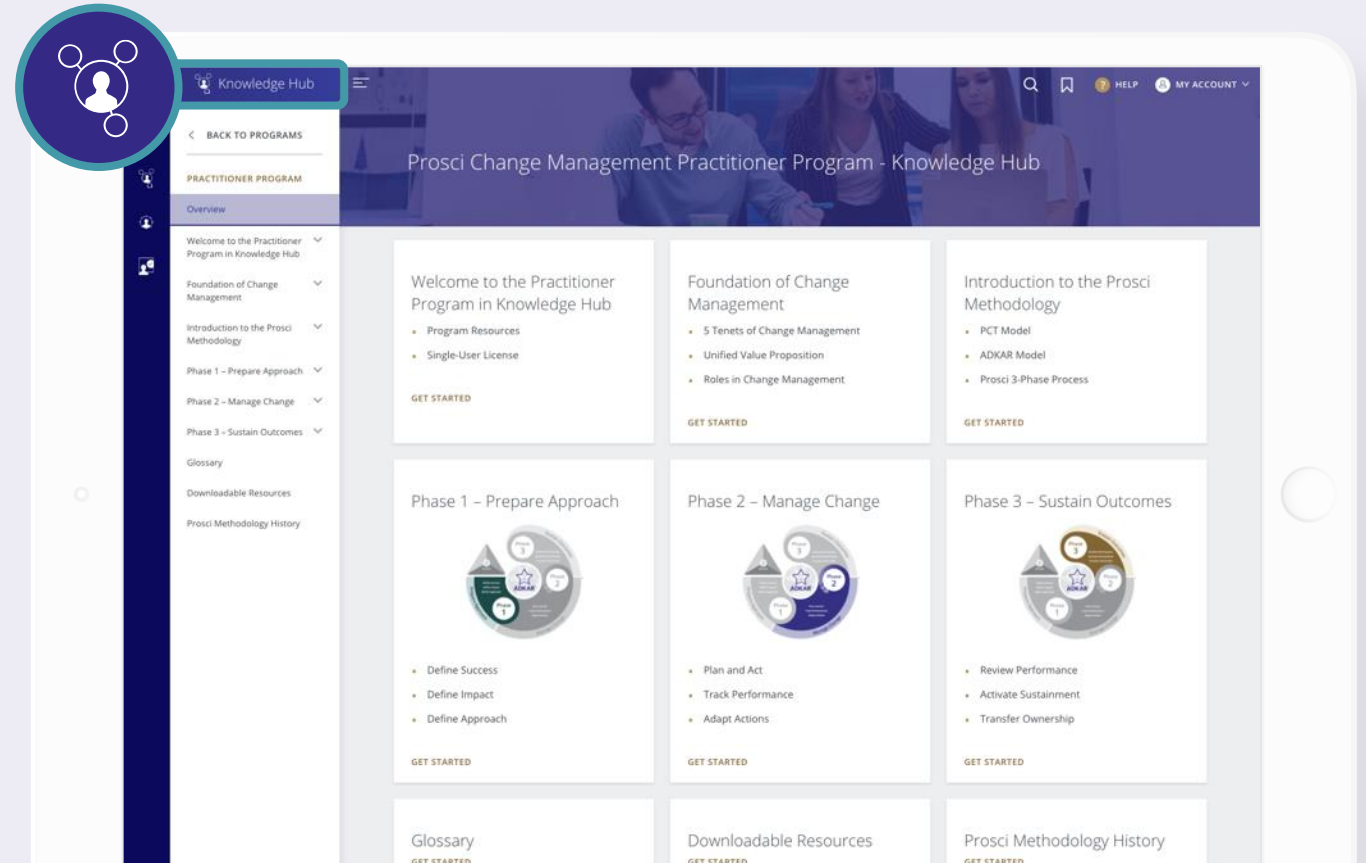
Reference over 20 years of best practices, lessons learned and insights from thousands of change leaders around the world.

A single point of access to content and resources related to a specific Prosci training program or learning experience.



Knowledge Hub

Content and resources to build your knowledge and skills to succeed at change.



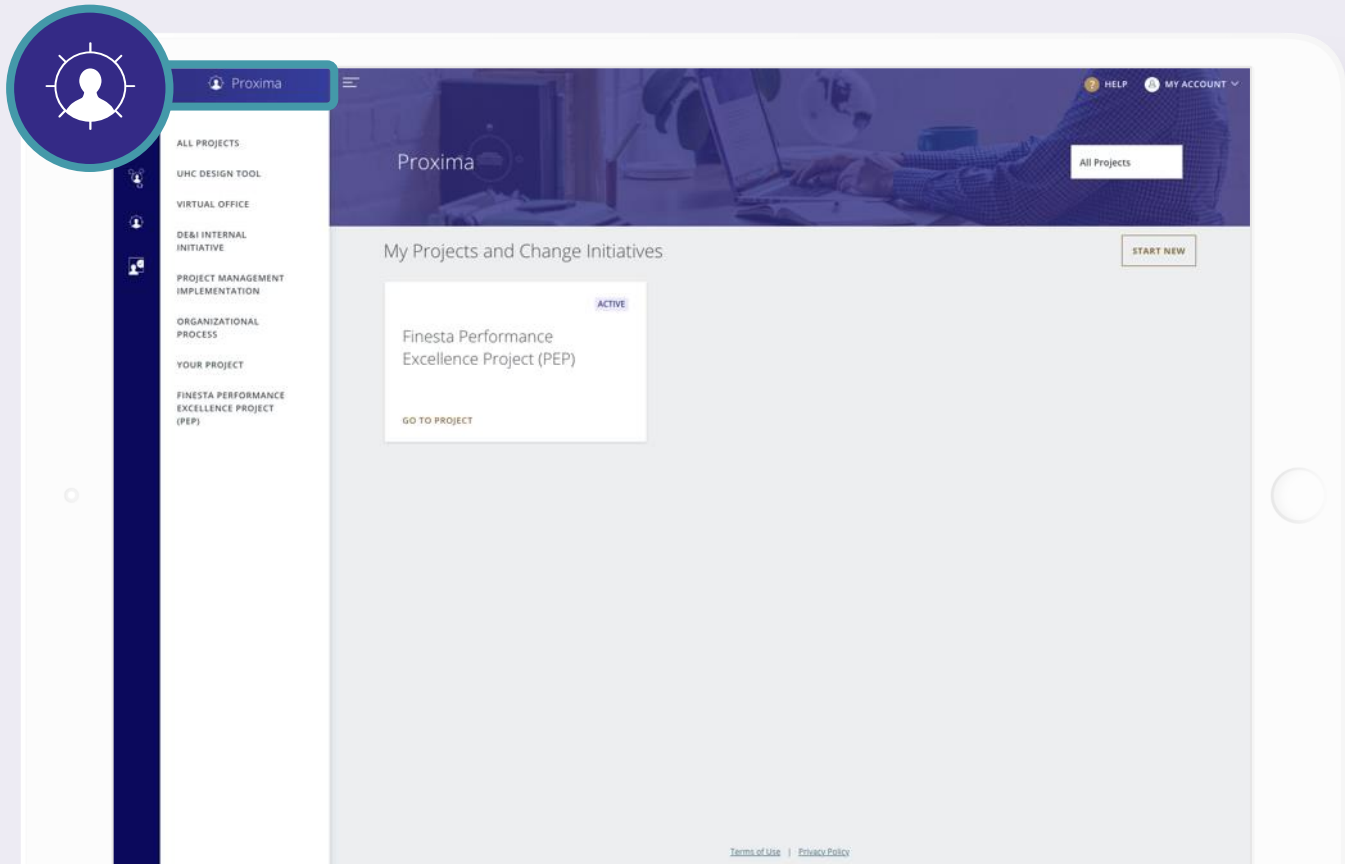
Transition from learning to application by understanding key concepts and building new skills to succeed at change.

A web application that guides you through the Prosci Methodology focusing on the people side of change throughout a project or initiative.



Proxima

Your guide to managing change throughout a project or initiative.

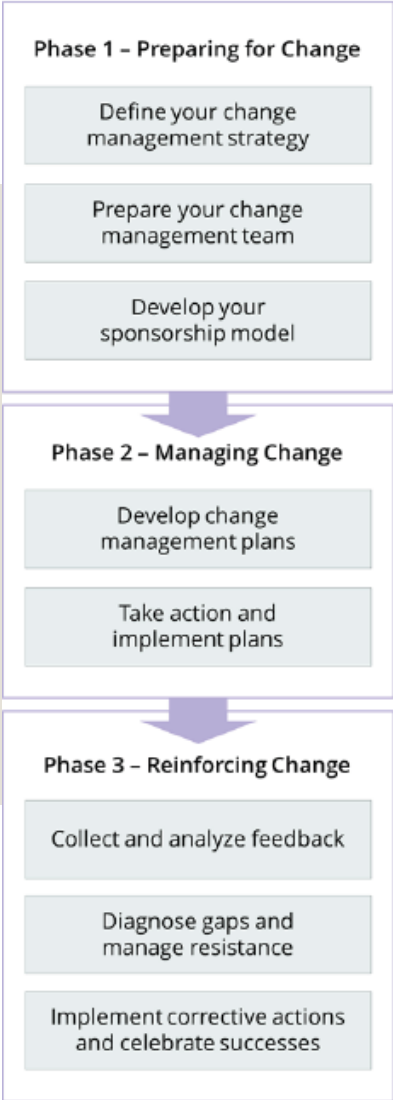


Achieve change success and deliver value to the organization by following a structured, adaptable and repeatable approach.

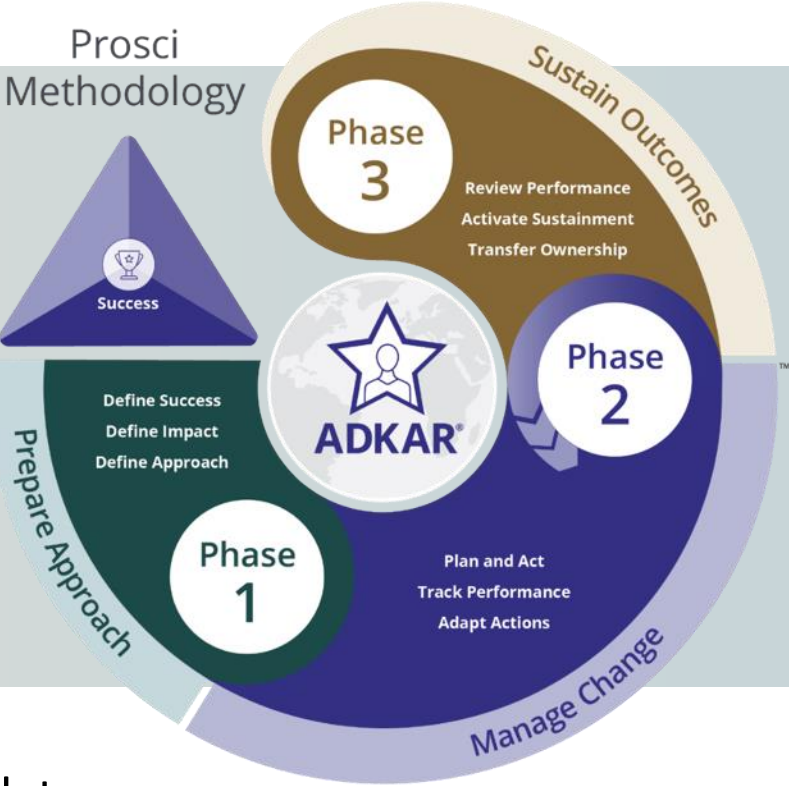
Part 2 of Webinar Series: Evolving to Elevate Change Success

2002 – 2020
Prosci 3-Phase Process



- ↓ PREPARING FOR CHANGE
- ↓ MANAGING CHANGE
- ↓ REINFORCING CHANGE®



Multi-Year,
User-Centered
Design Journey



2021 Update
Prosci 3-Phase Process



If you're interested in any of the following options, provide your email address (it won't show up on screen) and we'll be in touch!

Respond to the poll if you'd like to learn more....

If you're interested in any of the following options, respond to the poll with **your name**, and **what you'd like to know more about** (e.g. Joe Bloggs – Attend a MAP Workshop)

Non-practitioners

Attend a Change Management Practitioner Programme

You'll find this programme especially **beneficial** if you are responsible for driving change on a team or across an organisation

Prosci Practitioners

Attend a one-day Prosci Methodology Application Programme (MAP)

Designed for active Practitioners already familiar with Prosci toolkits this one-day workshop teaches you how to leverage the refreshed methodology and start using the new robust tools.

Re-attend the 3-day Practitioner Certification **and receive a 50% discount**

Designed for Prosci Practitioners who may have certified some time ago and want to reactivate their skillset now, we recommend a complete refresh of the enhanced methodology and new tools, at a 50% discount.

Respond at www.pollev.com/cmcmichael



Dates for your diary

Future Webinars on the enhanced methodology

1. Evolving to Elevate Change Success
2. Advancing Your Practice Through Digital Resources and Tools

dates coming soon...

Prosci Methodology Application (MAP) workshop

BST/CET time zone:
23rd August
22nd September

Singapore time zone:
31st August

Prosci 3-day Practitioner Certification Programme

BST/CET time zone:
10-12 August
24-26 August
7-9 September

Singapore time zone:
10-12 August
7-9 September

Singapore Face to face:
17-19 August

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