Agenda

- ***Foundation*** *– The Value of Change Management for your project*

- ***Method*** *– Change Management Method on your Project*

- ***Integration*** *– Integrating Change Management in your Project*

What has not gone well on the people side of changes you've been a part of?

Who We Are

Founded: 1994
Global Headquarters: Fort Collins, Colorado, U.S.

Regional Offices:

Canada	Denmark	Italy
Mexico	Belgium	Luxembourg
Brazil	France	Netherlands
Colombia	Spain	Switzerland
Chile	Australia	
U.K.	Singapore	

At a Glance

25+
Years of Research

12
Longitudinal Studies

80%
of Fortune 100 Companies Partner With Prosci

100,000+
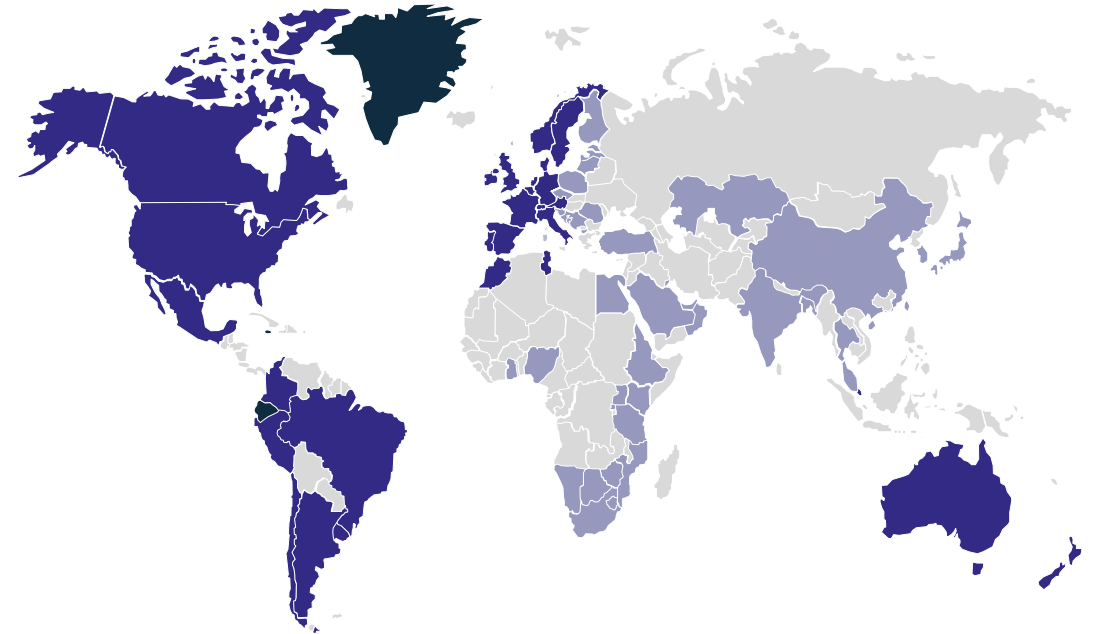People Trained and Certified Worldwide

20
Authorized Global Partners

11
Translated Languages for Solutions

Global Presence

■ Prosci Direct Regions   ■ Prosci GAN Partner Regions

We provide solutions to clients in over 80 countries through a direct presence in the U.S., Canada, Iberia, LATAM, Europe, Singapore and Australia, and an active, integrated global partner network.

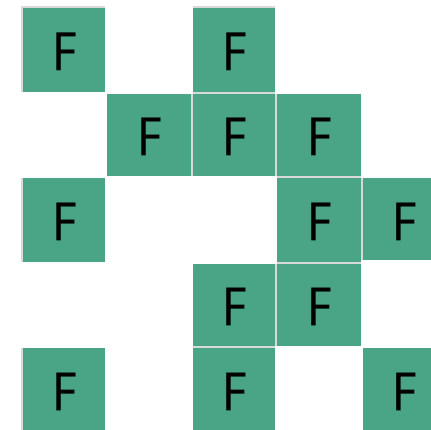# Foundation – The Value of Change Management for Your Project

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An Organizational Move to a Future State

Current	Transition	Future

Ultimately requires individuals to move from their current to their future state
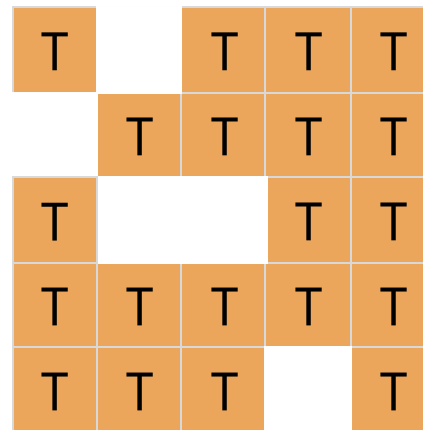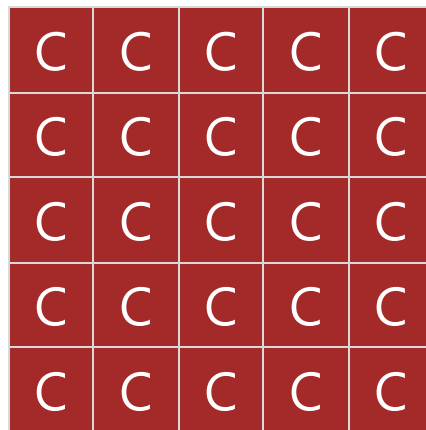
Successful Change Requires Technical & People Sides

"Technical" does not just mean 'technological'

Technical Side

| Design |
| Develop |
| Deliver |

"Technical side" executed by project management discipline

Reason for Change →

| Current State | Transition State | Future State |

+

=

Success

People Side

| Engage |
| Adopt |
| Use |

"People side" executed by change management discipline
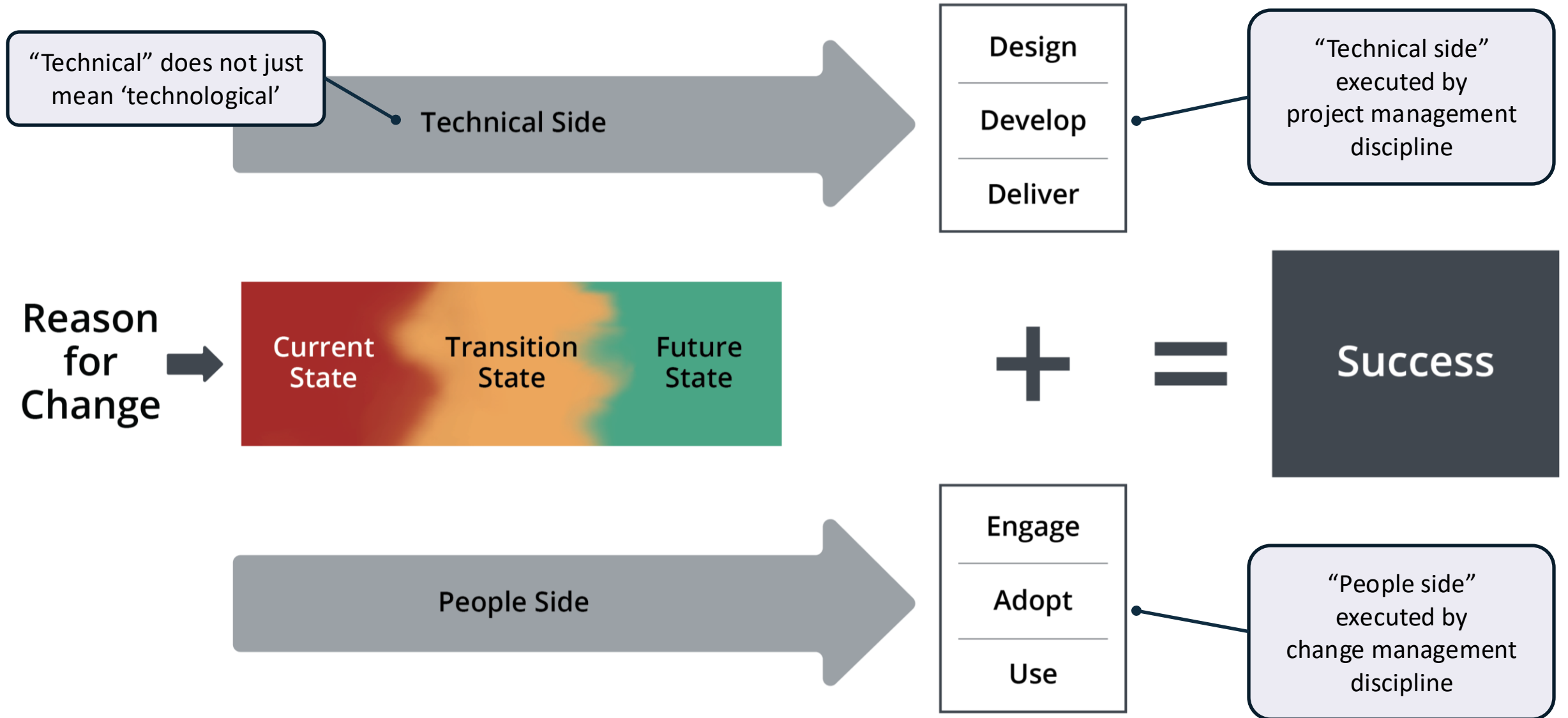
Why Is Change Management Important?

With Change Management

| Current State | Transition State | Future State | = | Success |

Without Change Management

| Current State | Transition State | Future State | < | Success |

Consequences of "Swiss Cheese Future State"

Future State

Instead of

Future State
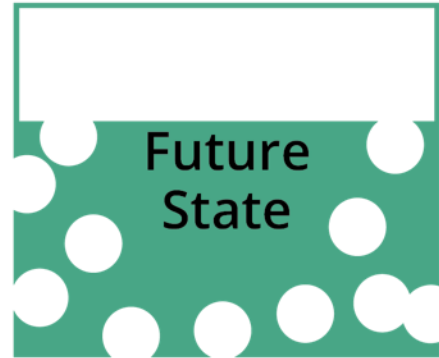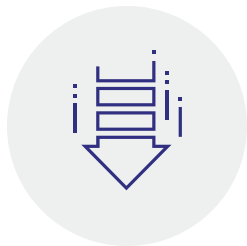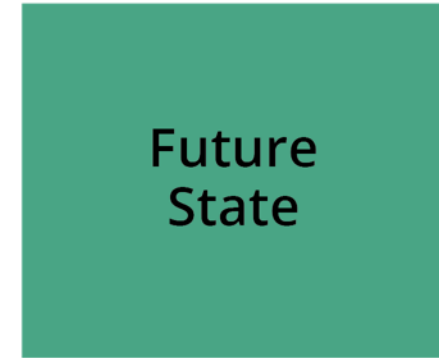
Lower ROI

History of
Failed Changes

Unachieved
Improvement

Not What We
Expected/Hoped For

Why Change Management?

Initiatives are **seven times more likely** to meet objectives with change management.

Percent of Respondents That Met or Exceeded Project Objectives

	Poor	Fair	Good	Excellent
	13%	39%	73%	88%

3X

7X
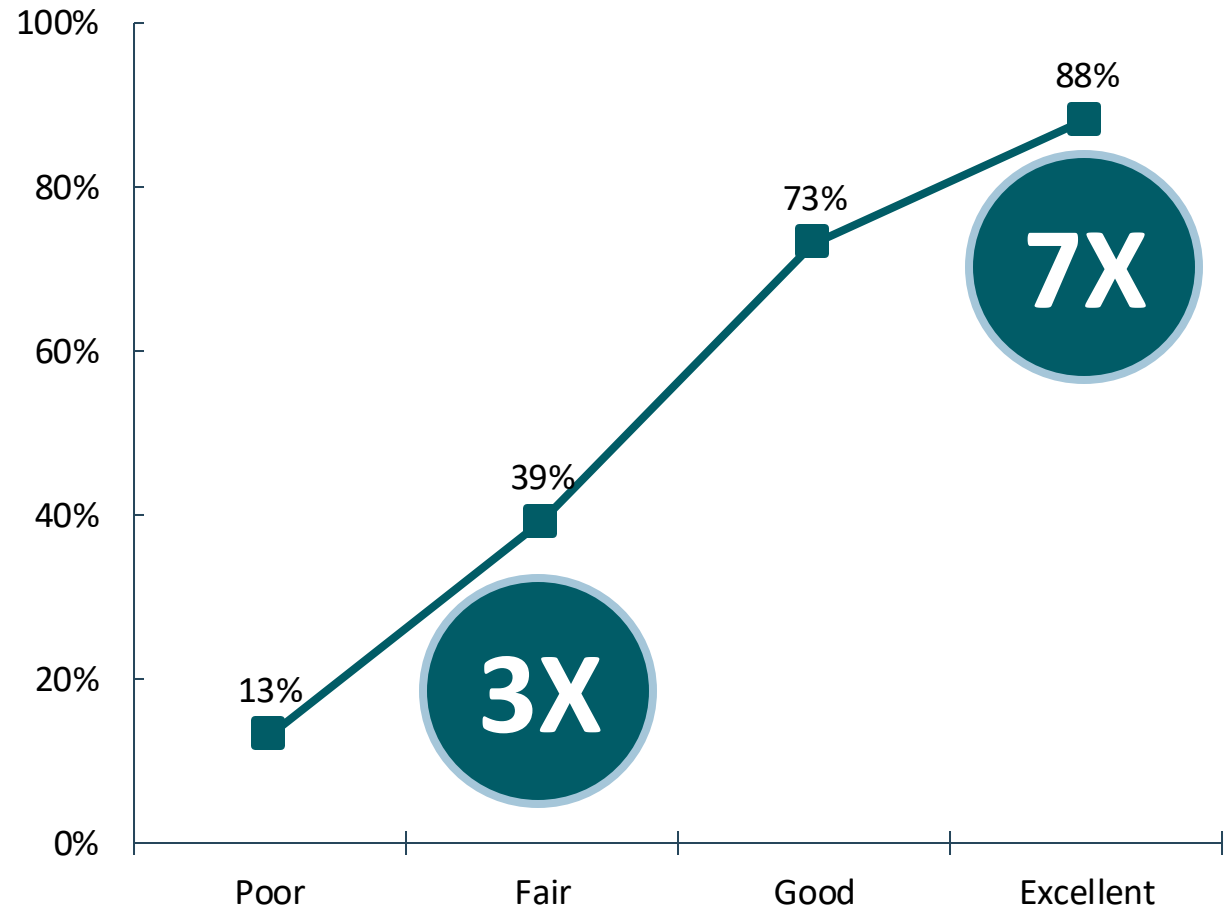
Improve the Likelihood of Change Outcomes

Percent of Respondents That Were On or Under Budget

- Poor: 50%
- Fair: 63%
- Good: 68%
- Excellent: 71%
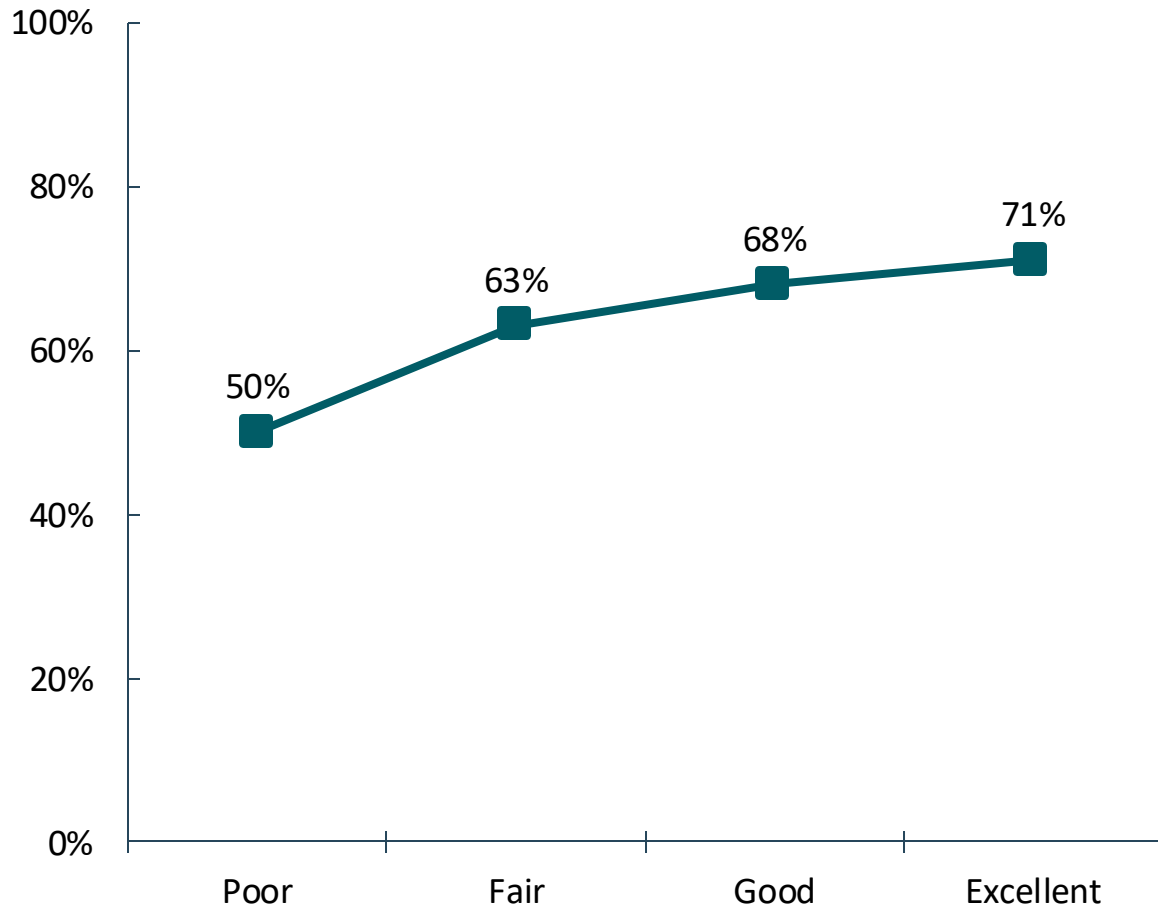
Percent of Respondents That Were On or Ahead of Schedule

- Poor: 14%
- Fair: 31%
- Good: 49%
- Excellent: 65%

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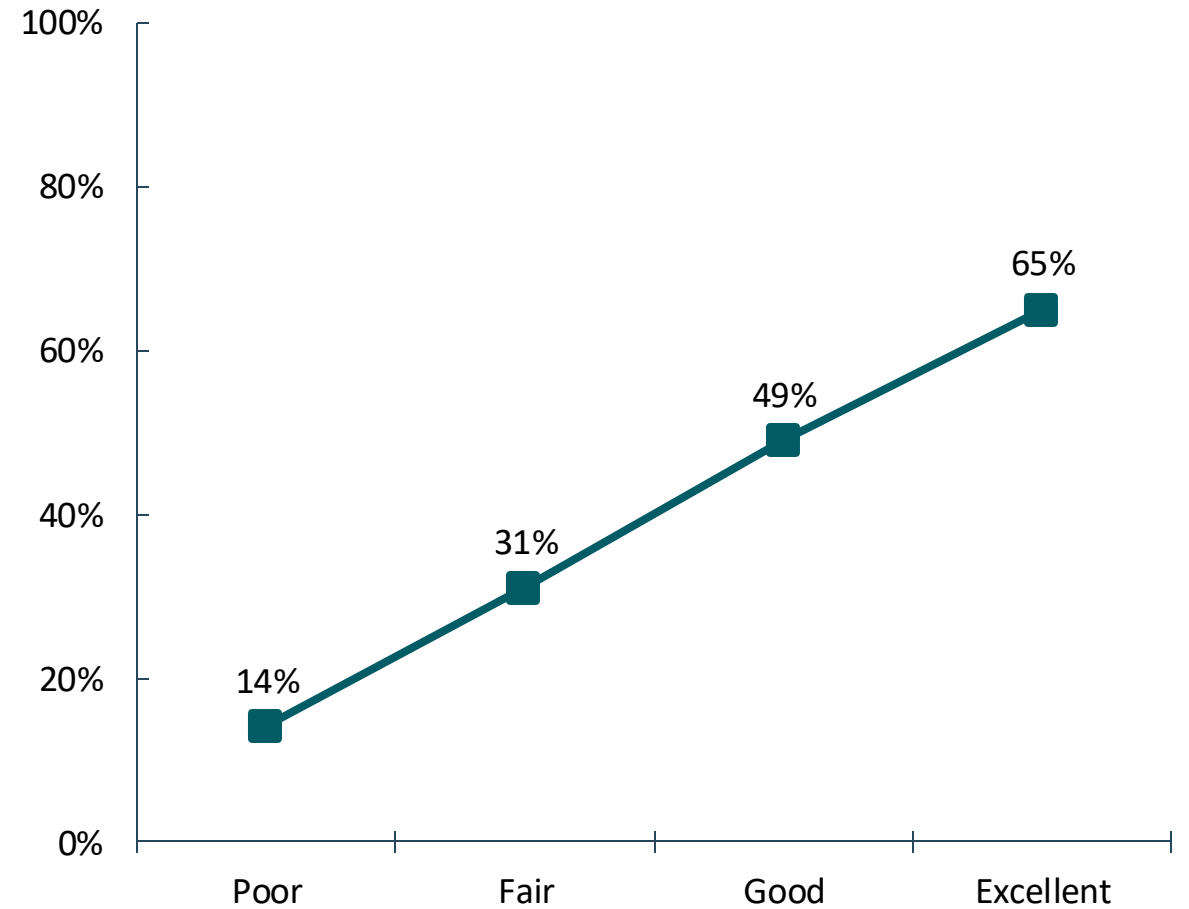
Employee **adoption** has a **direct** impact on achieving expected **results**

An Individual Change Model

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change begins with understanding why

Awareness

What is the **nature** of the change?	Why is the change **needed**?	What is the **risk** of not changing?

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The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change involves personal decisions

Desire

What's in it for me **(WIIFM)**?	A **personal choice**	A decision to **engage and participate**

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The 5 Elements of Successful Change

Change requires knowing how

Awareness

Desire

Knowledge

Ability

Reinforcement

Knowledge

Understanding how to change	**Training** on new processes and tools	**Learning** new skills

The 5 Elements of Successful Change

Change requires action in the right direction

Awareness

Desire

Knowledge

Ability

Reinforcement

Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

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The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change must be reinforced to be sustained

Reinforcement

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

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What is the Barrier Point?

Defined as the first ADKAR element that is insufficient and impedes change progress.

The *barrier point* tells us where to focus our attention in order to make progress.

It can be very frustrating for people, and ineffective for the initiative, if our responses and adjustments are focused on the wrong ADKAR element.

ADKAR Barrier Point

A score of "3" or feeling "neutral" is a barrier.
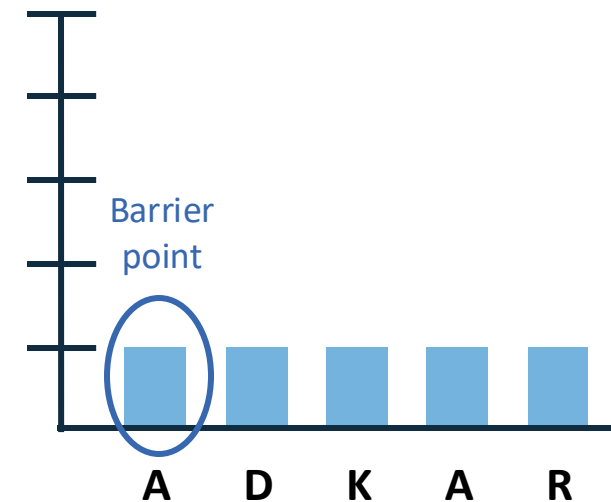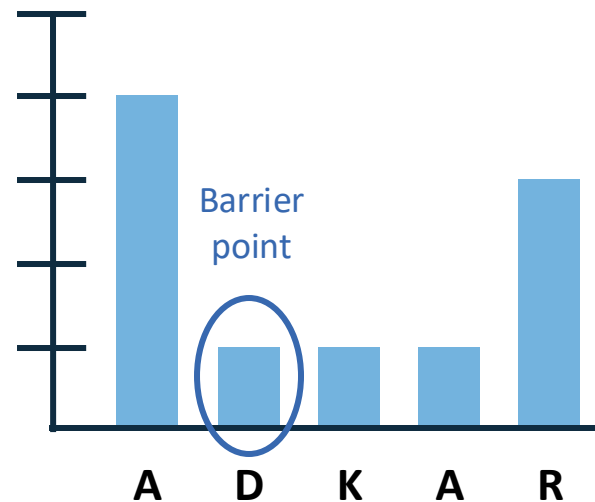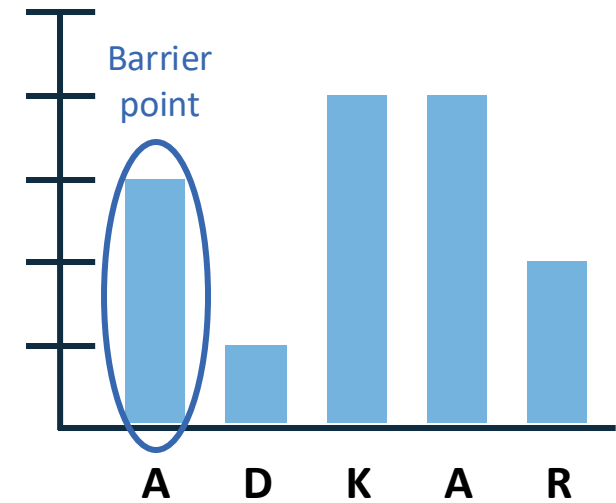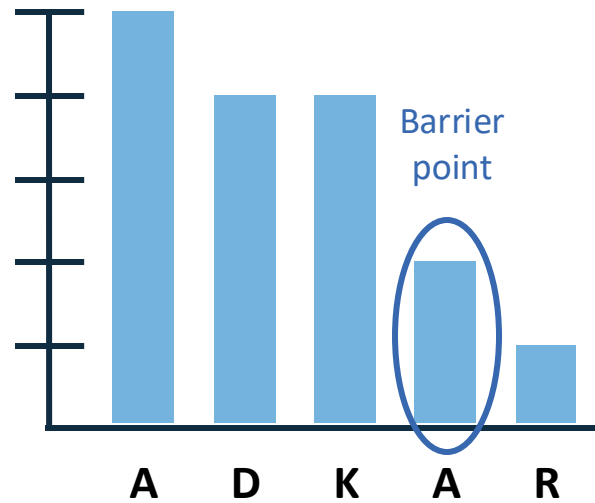
ADKAR Model Defines Successful Change at Scale

Change with one person...

Or five people...

Or 20 people...

Or 1,000 people...

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 *during* Need to know *after*
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

Method – Change Management Method and Practice on Your Project

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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
- 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

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
- 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

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
- 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

Define Impact: Bringing Change Impact Into Focus

We're implementing
a new CRM system

Which will have a "medium"
impact on your job

Define Impact: 10 Aspects of Change Impact

Aspects of a Person's Job You Can Impact

- Location
- Compensation
- Performance Reviews
- Reporting Structure
- Mindset/Attitudes/Beliefs
- Processes
- Systems
- Tools
- Job Roles
- Critical Behaviors

Start
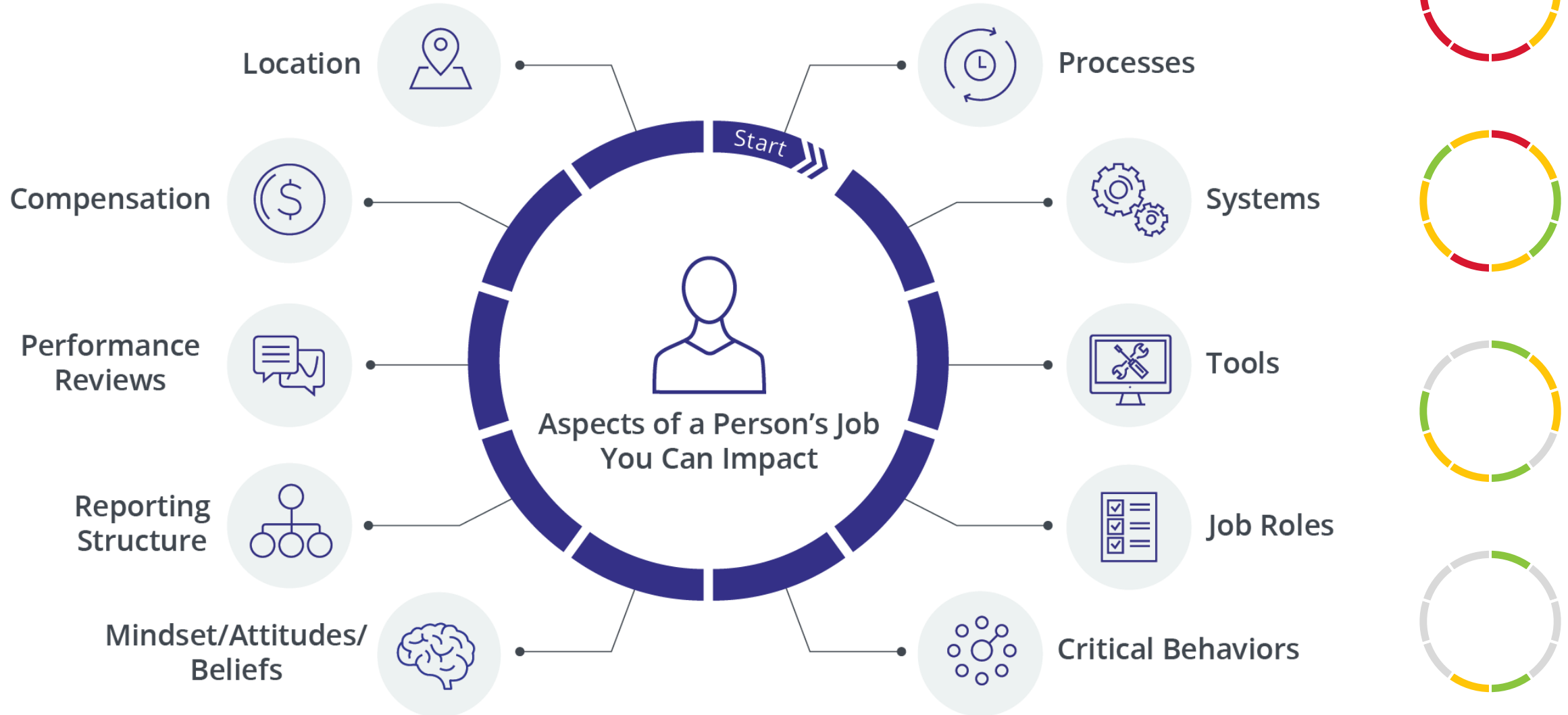
Plans for Managing Change

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?*

How Each Plan Primarily Influences ADKAR

Outcomes desired
+
Activities required

	A	D	K	A	R
Sponsor Plan	●	●			●
People Manager Plan	●	●	●	●	●
Communications Plan	●				●
Training Plan			●	●	

Sponsors Are Critical to Success

In all 12 of Prosci's studies,

active and visible sponsorship

was the

#1 contributor

to success

Sponsorship correlates with **project success**

Percent of projects that met or exceeded objectives based on sponsor effectiveness

27%
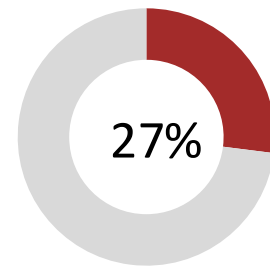
Very ineffective sponsors

39%

Ineffective sponsors

62%
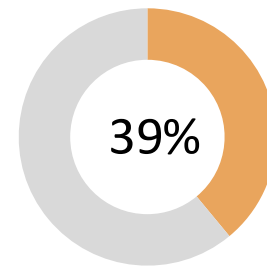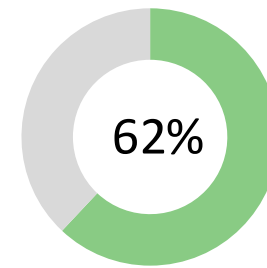
Moderately effective sponsors

79%
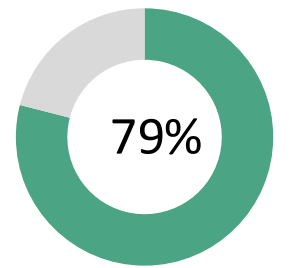
Extremely effective sponsors

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Sponsor Role: Fulfill the ABCs to Drive Success

It's not just signing checks and charters

Actively and visibly participate throughout the project

Build a coalition of sponsorship with peers and managers

Communicate directly with employees

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Many Sponsors Do Not Understand Their Role

Research Finding

Project teams ranked 50% of their sponsors as having **only some to no understanding of their role** in managing the people side of the change and graded them as "average to poor" in terms of sponsorship activities.

Roles That Sponsors Are Struggling to Fulfill During Change

Failed to Actively and Visibly Participate
- 2023: 21%
- 2019: 26%
- 2017: 24%

Failed to Communicate With Employees
- 2023: 28%
- 2019: 30%
- 2017: 29%

Failed to Build a Coalition of Sponsorship
- 2023: 34%
- 2019: 37%
- 2017: 34%

Percent of respondents
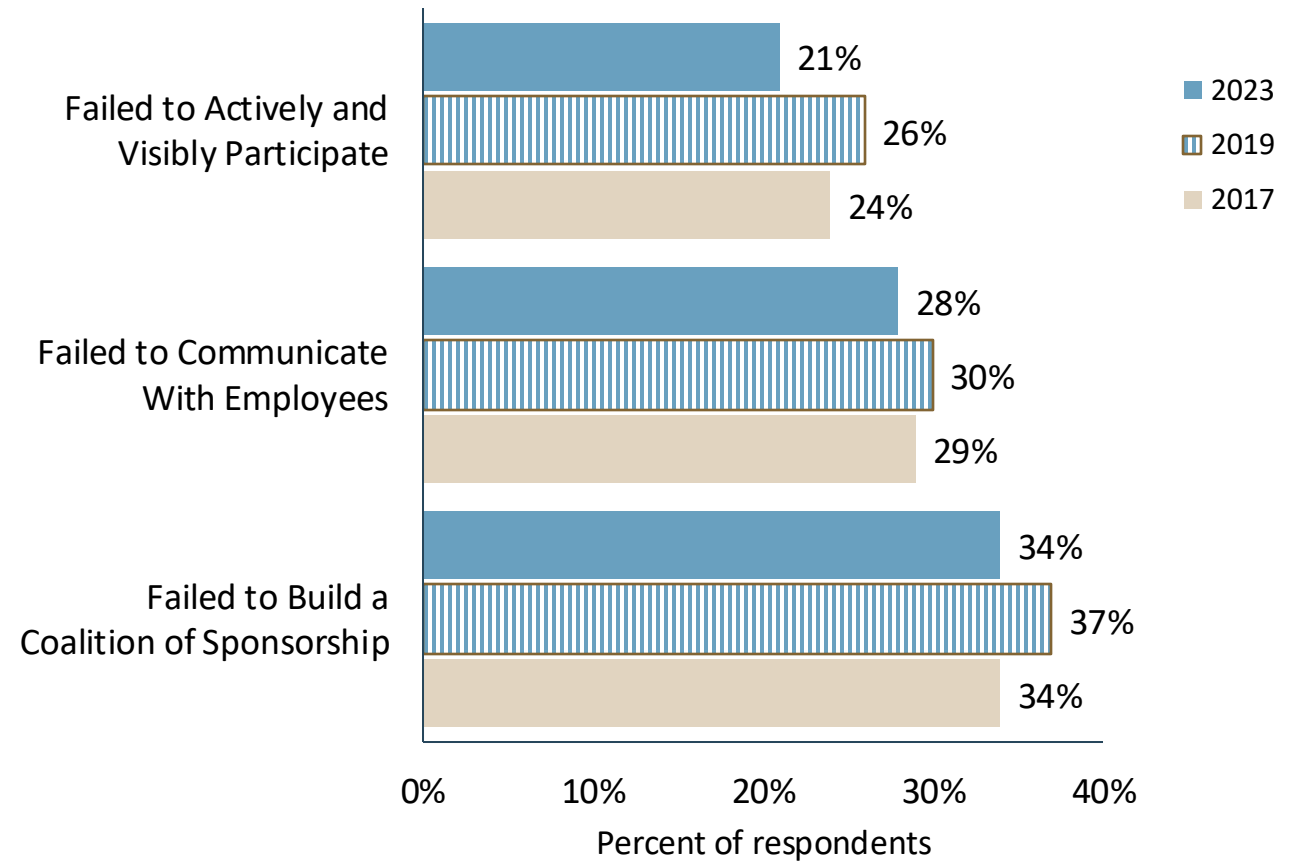
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People Manager Roles

Research indicates five roles: CLARC

Communicator

Liaison

Advocate

Resistance Manager

Coach

Managers Are Often Unprepared to Lead Change

Research Finding

Nearly 2 of 3 (63%) participants reported their organization **did not adequately prepare** managers/supervisors with the skills, training and tools they need to lead during change.

Roles That Managers Struggle to Fulfill During Change

Advocate
- Effective: 37%
- Ineffective: 21%

Liason
- Effective: 36%
- Ineffective: 24%

Communicator
- Effective: 34%
- Ineffective: 21%

Coach
- Effective: 23%
- Ineffective: 37%

Resistance Manager
- Effective: 21%
- Ineffective: 41%

Legend: Effective, Ineffective

Percent of respondents

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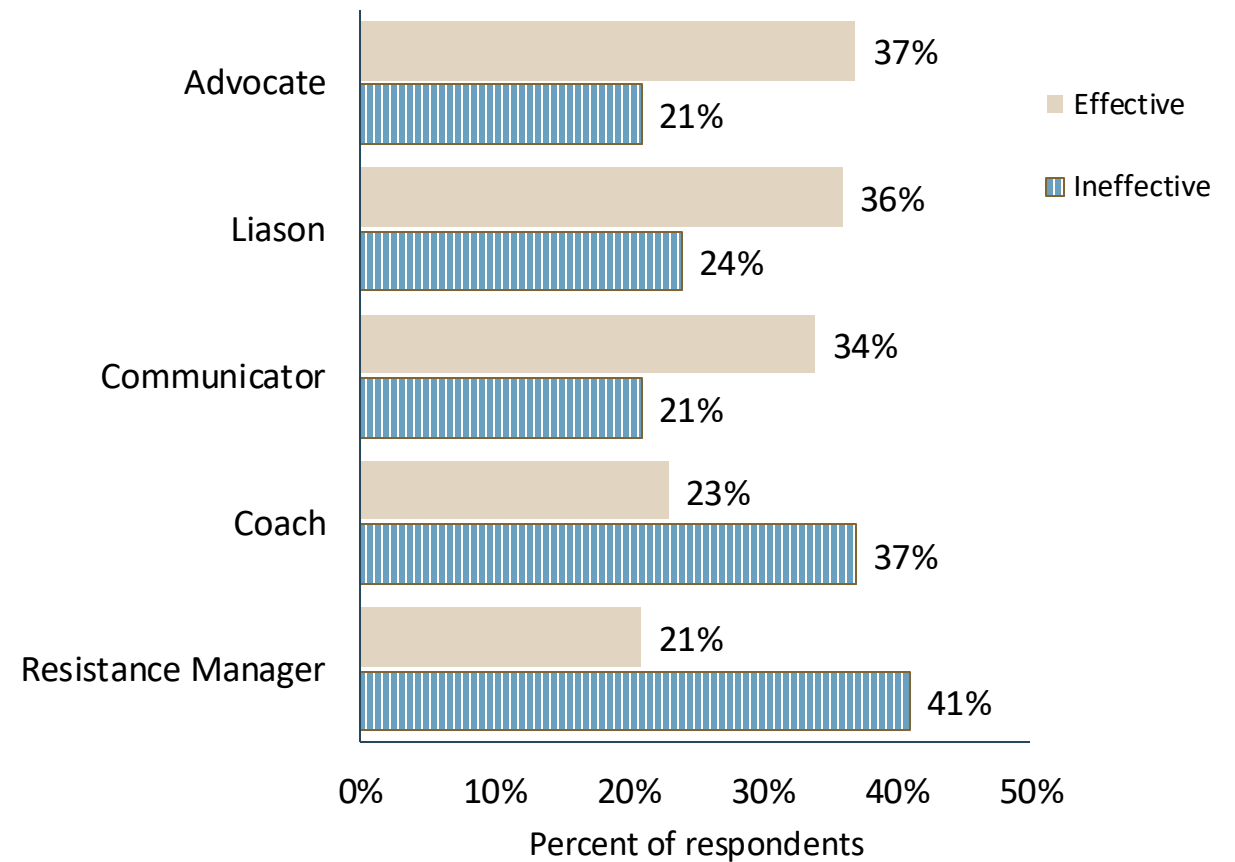
Change Practitioners Work With and Through Others

■ Organizational Messages   ▤ Personal Messages

Business leaders are preferred senders of organizational messages

Employee supervisors are preferred senders of personal impact messages

Percent of Respondents

CEO/President: 37%, 5%
Executive Manager: 24%, 4%
Senior Manager: 10%, 4%
Department Head: 10%, 11%
The Employee's Supervisor: 3%, 58%
Communication Specialist: 2%, 1%
Human Resources Representative: 1%, 4%
Project Team Member: 5%, 4%
Project Team Leader: 5%, 2%
Change Management Team Member: 1%, 1%
Change Management Team Leader: 5%, 5%
Other: 1%, 1%

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Prosci Change Triangle (PCT): Critical Aspects for Success

Leadership/ Sponsorship

Governance and direction
Decisions and actions

A reason for change
Defined benefits and objectives
Units of measure

Technical side
Time, cost, scope
Design, develop, deliver

People side
Individual and organizational
Engage, adopt, use

Success

Project Management

Change Management
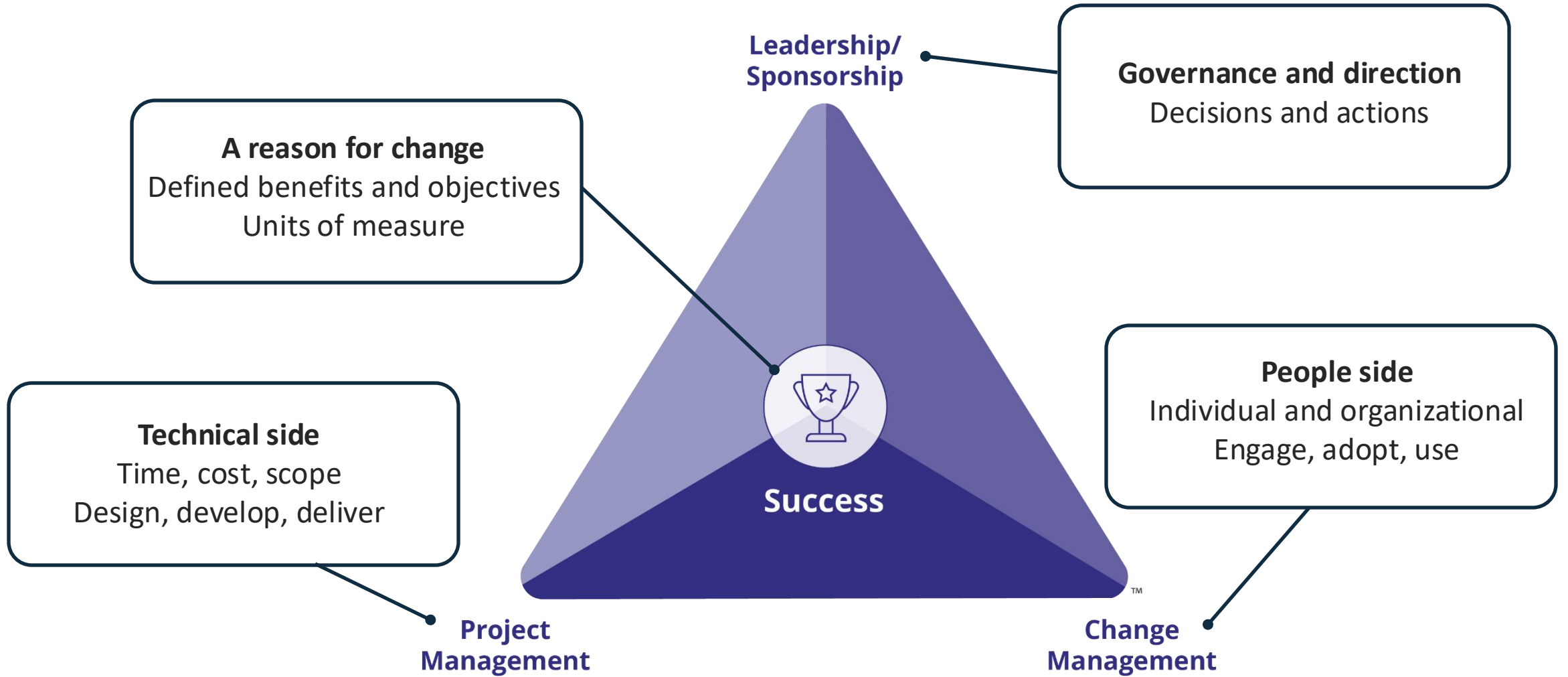
Relationship Between L/S, PM, CM

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

Kickoff

L/S
S
PM   CM

Go Live

L/S
S
PM   CM

Outcomes

L/S
S
PM   CM
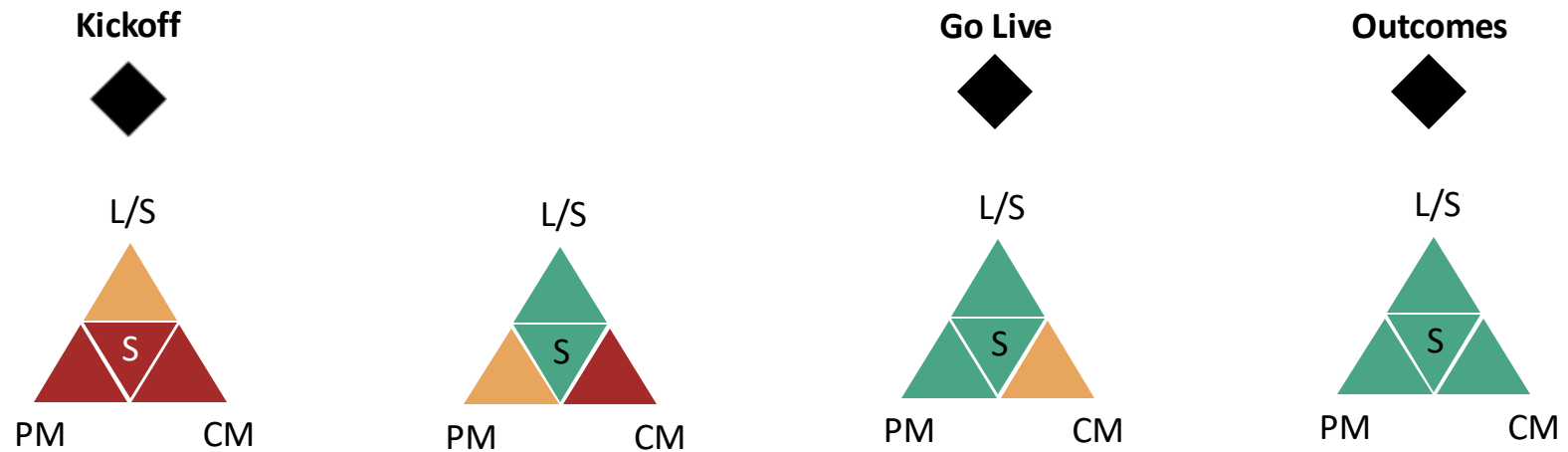
Score Interpretation

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?

Integration – Integrating Change Management and Project Management in Your Project

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Complementary Disciplines With a Common Objective

Project Management & Change Management Share Common Ground

Shared Goal
We share a common goal to improve change outcomes

Standard Process
We sequence our milestones, tasks and activities to work together.

Tool Sets
Our tools provide valuable insights to support the overall project effort.

People Focus
We build an effective partnership with clear roles and responsibilities

When to begin Change Management

Proactive (not fire fighting)

"Adoption and usage"
from the beginning

■ Should ■ Did

	Initiation	Planning	Design	Implementation	Closure
Should	78%	15%	4%	2%	0%
Did	32%	28%	19%	20%	1%

% that met or exceeded objectives

Initiation	Planning	Design	Implementation	Closure
65%	60%	49%	43%	17%
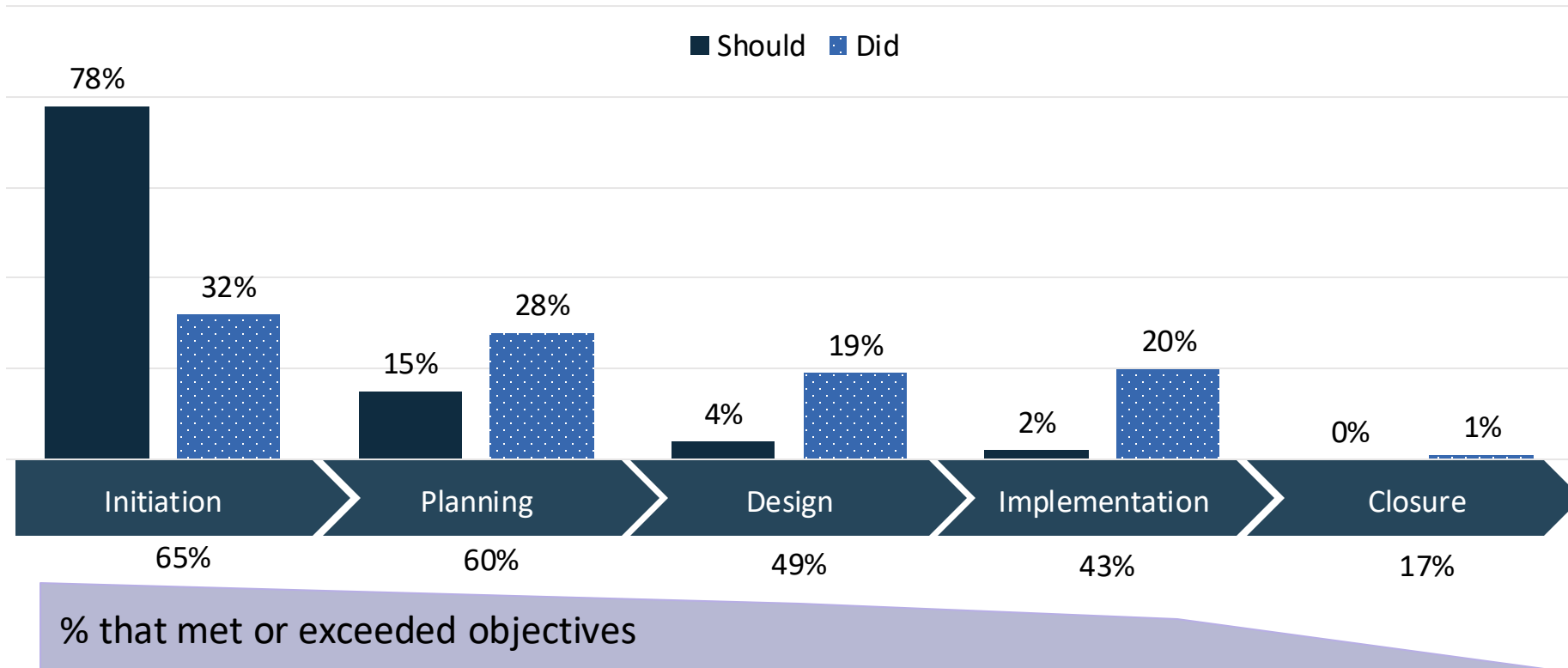
Integrating Change Mgmt. and Project Mgmt.

Impact of Integration on Meeting Objectives
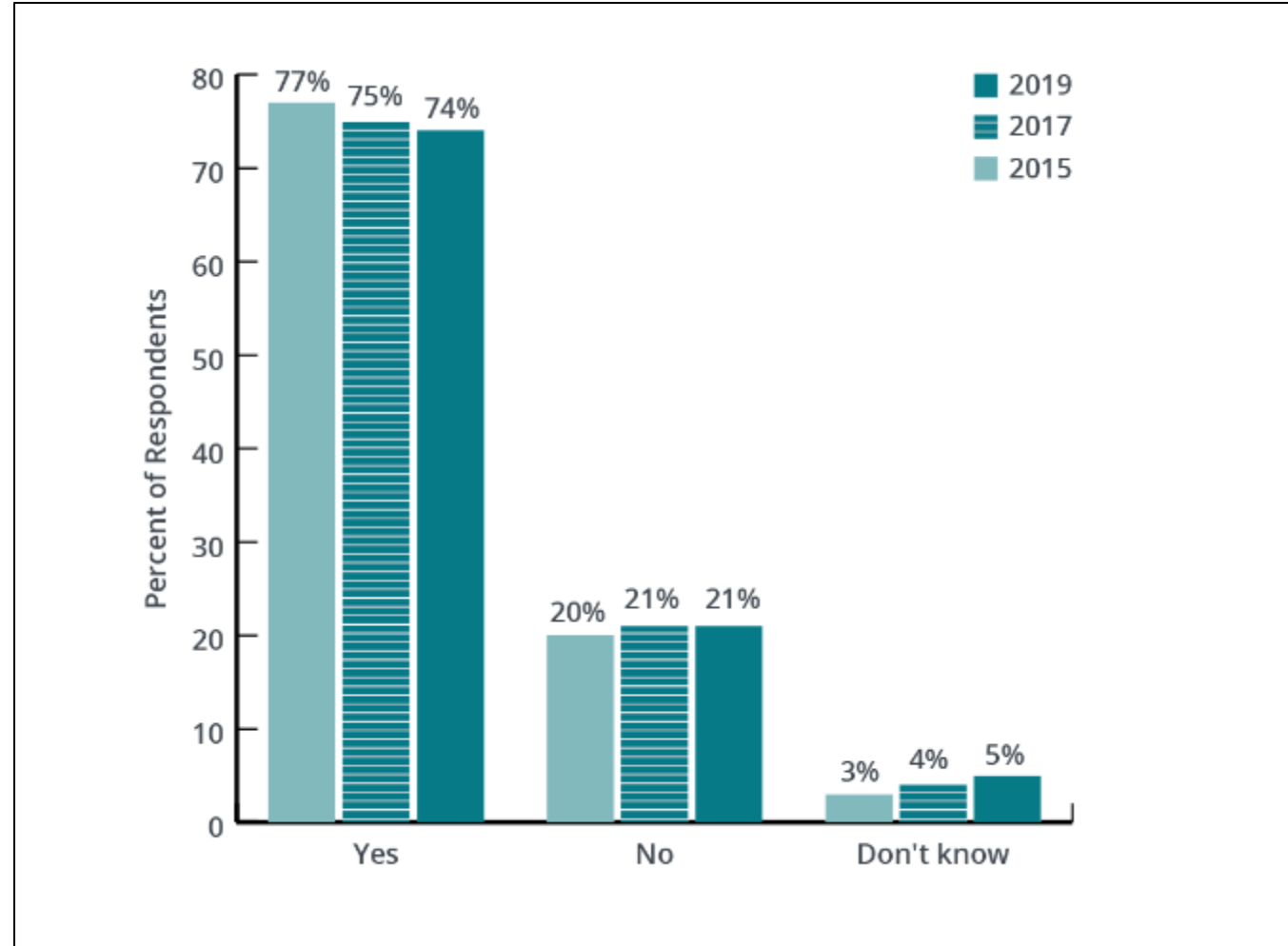
Figure 9.6 – Impact of integration on meeting objectives
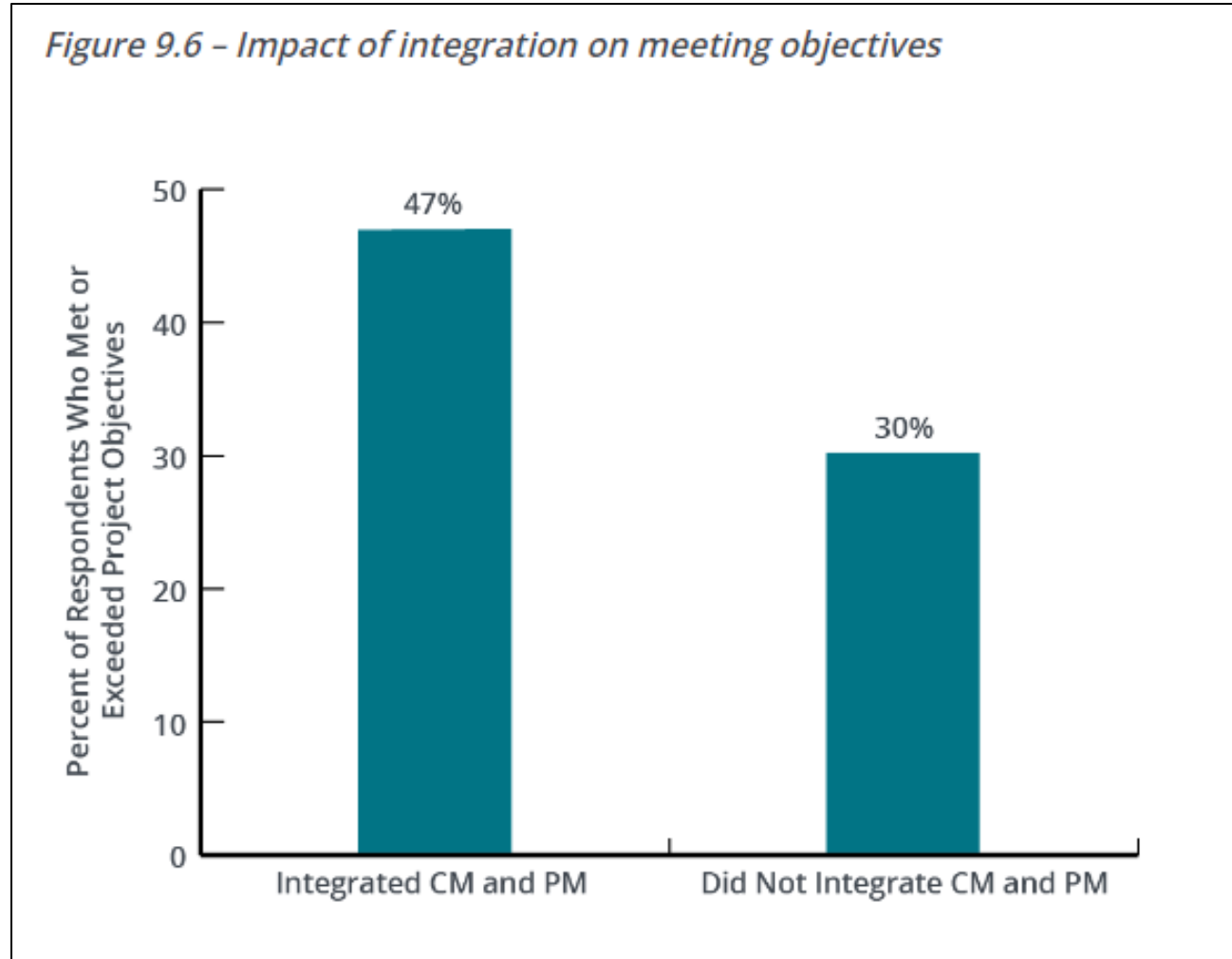
Integrating Change Management on the Project Team

Model A

S

PM

CM

Model B

S

PM

CM

Model C

S

PM

CM

CM

Model D

S

PM & CM
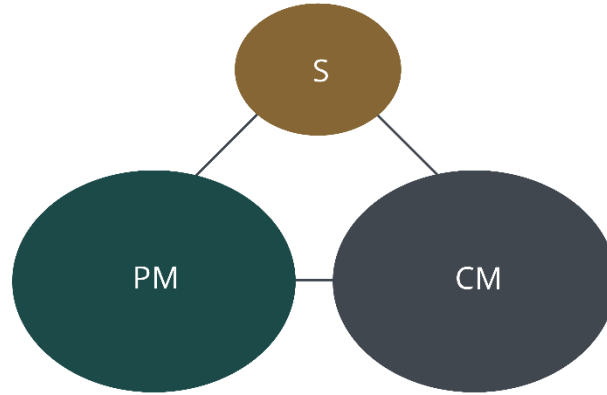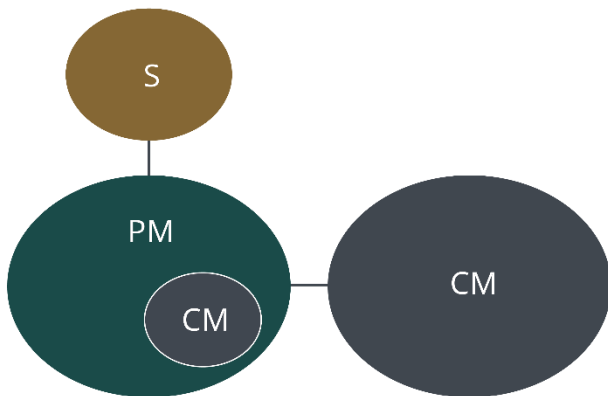
Collaboration

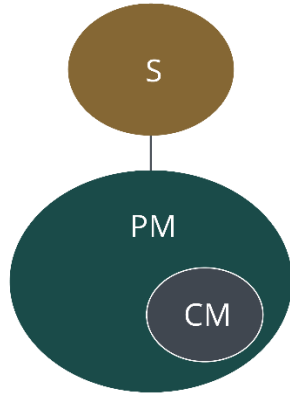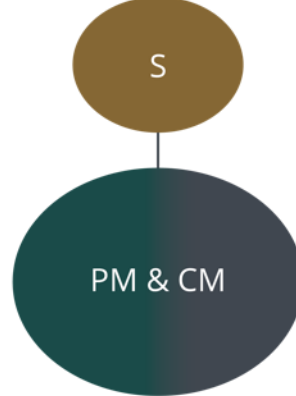**Cross-training**

Shared Goal

Complementary Disciplines

Integrating CM with PM Knowledge Areas

PM Knowledge Area	Change Management Relevance
Project Integration	Integrate Change Management Plan into Project Plan
Scope Management	Assess Change Impacts by group
Time Management	Align ADKAR milestones to project timeline
Cost Management	Include CM cost categories - Resources, Training, comms, CM materials, events, reward & recognition. External consultants
Quality Management	Include CM Scorecard metrics with other project metrics (Periodic ADKAR, PCT and CM Progress to Plan)
Human Resource Management	Integrate CM resources as valued project team members
Communications Management	Integrated Communications Plan focused on both impacted employees and project stakeholders
Risk Management	Assess and manage both people side and technical side risks
Procurement Management	Include CM cost categories - Resources, Training, comms, CM materials, events, reward & recognition. External consultants
Stakeholder Management	Create a coalition of leaders to support project sponsor

Integrating Change Mgmt. into Project Framework

Requirement at initiation
Inventory impacted groups
Define **their** changes

Align "people-side" and
technical-side **activities**

Measure success at benefit
realization, project execution,
and individual transition levels

Initiate	Plan	Design	Develop	Deploy	Sustain

Create customized
and scaled **strategy**
Resource CM

Integrate CM into
project **gates**

Integrate CM into
standard **reviews**

Integrating Change Mgmt. with Project Tools

Category	Percentage
Communication Plan	91%
Project Plan	81%
Training Plan	79%
Schedule	78%
Stakeholder Analysis/Assessment	68%
Impact Analysis/Assessment	65%
Scope	60%
Lessons Learned	56%
Risk Analysis/Assessment/Log	54%
Business Case	52%
Readiness Assessment	51%

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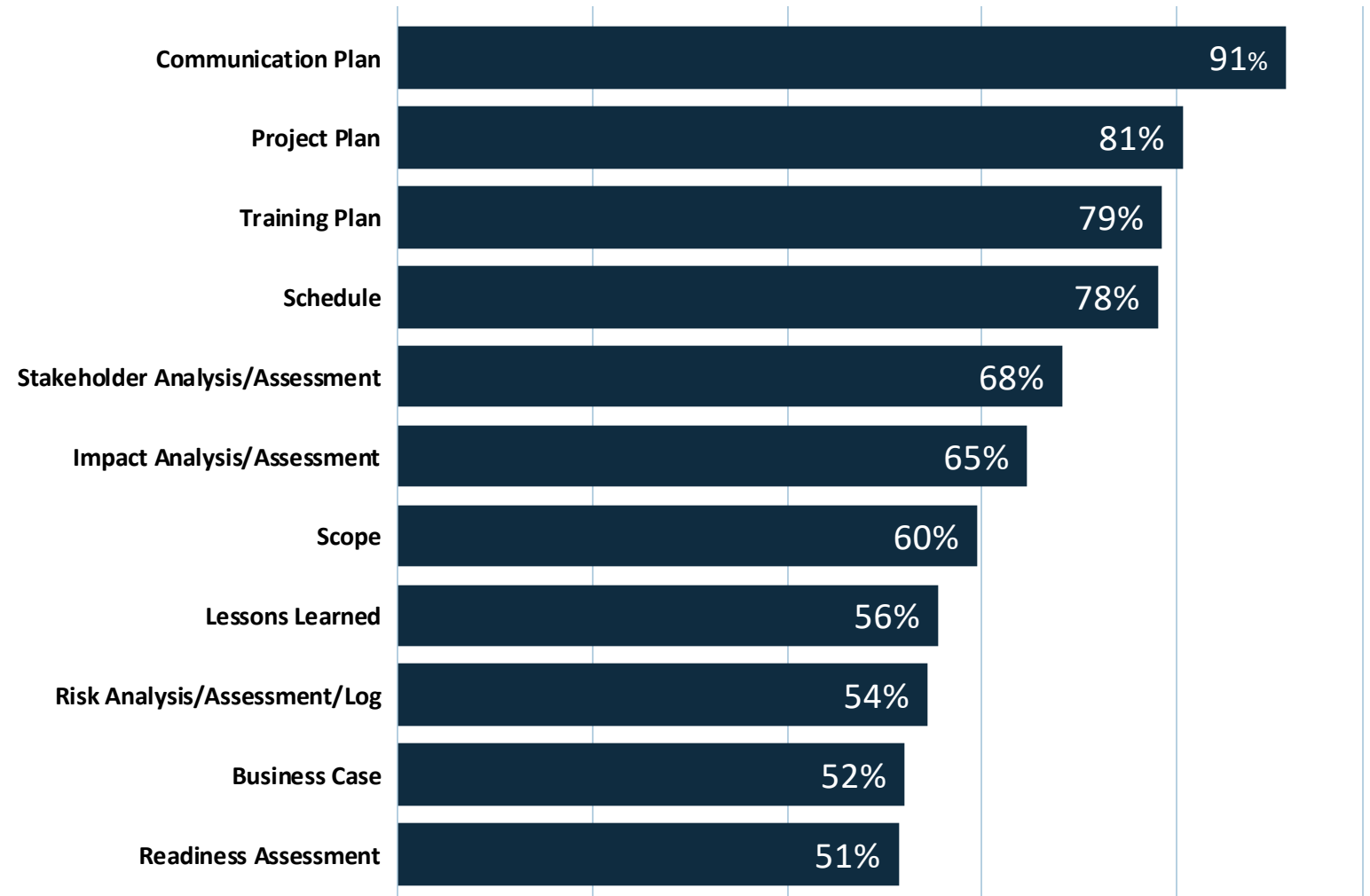
Integrating Change Mgmt. into Processes

Project Management Activities	Change Management Activities
Initiate project →	
Scope project →	← Conduct readiness assessments and impact analysis
	← Identify and begin building sponsor coalition
	← Select and prepare change management team
Plan project →	
Establish objectives →	← Identify and address anticipated resistance
Document approach →	
Define team and budget requirements →	← Communicate why change is happening (sponsors)
Design solution →	← Prepare and equip managers and supervisors
Benchmark and gather data →	← Continue communications and sponsorship activities
Generate ideas and select concepts →	← Launch group and coaching sessions
	← Reinforce key messages (sponsors)
Model solutions →	
Document requirements →	← Continue communications and sponsorship activities
Develop solution →	
Evaluate alternatives →	← Identify training requirements and develop training
Architect solution →	← Continue communications, sponsorship and coaching activities

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Aligning ADKAR Milestones With Project Timeline

ADKAR milestones describe individual progress and
need to align with the lifecycle of the initiative.

Kickoff   Go Live   Outcomes

**Align Ability
with Go Live**

A   D   K   A   R

**Unfortunate
Reality**

A D K A   R

Questions?

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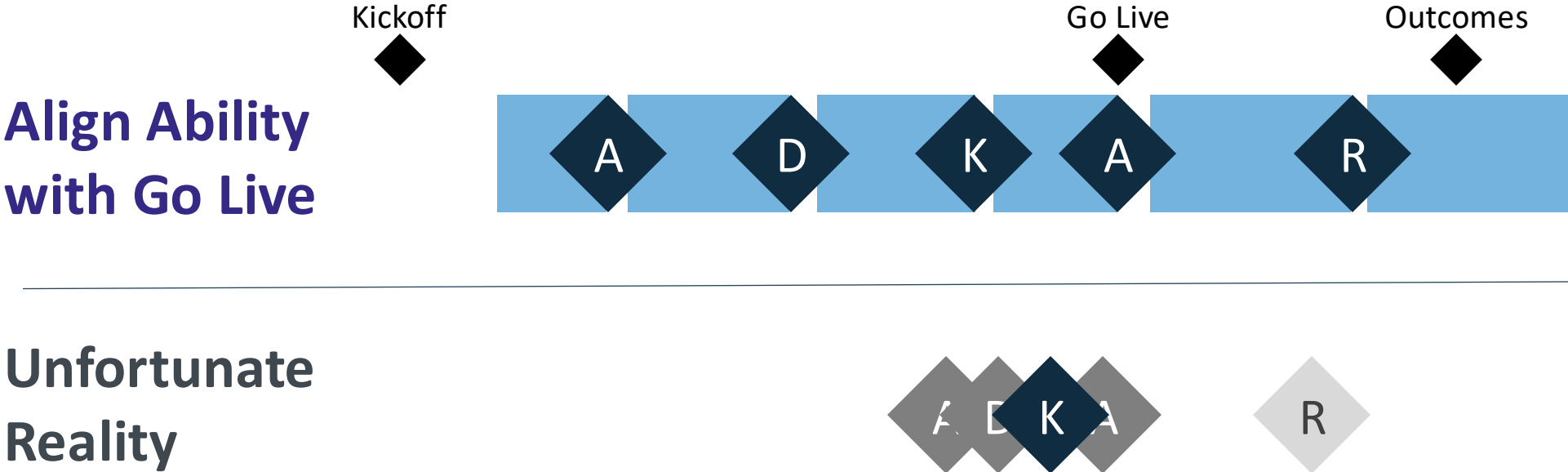
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Certification Requirements:

✓ **Completion**: 12 units per certification track

✓ **Eligibility**: Open to all Rego University attendees

Important Reminder:

To have your certification **credits tracked**, ensure you **complete the class surveys in the app** after each session. This step is critical for certification progress.

Surveys

Please take a few moments to fill out the class survey.
Your feedback is extremely important for future events.

Thank You For Attending Rego University

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**

Let us know how we can improve!
Don't forget to fill out the class survey.

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