AN INTRODUCTION TO

CHANGE MANAGEMENT

What it is and why it makes a difference
in your organization

Prosci®
PEOPLE. CHANGE. RESULTS.

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Welcome!

The change landscape is full of initiatives that are on time, on budget, and meet technical requirements but do not deliver expected results and outcomes. The gap between requirements and results? Ensuring that employees effectively adopt and use the change being introduced. This is the reality of change and the reason for change management.

Change management is a structured and intentional approach to support people through change. It prepares, equips, and supports individuals through the changes to their jobs. With a dedicated focus on mobilizing adoption and usage, change management supports holistic and successful change.

Over the last two decades, the discipline of change management has grown and evolved. This guide provides a solid foundation covering the what, why and how of managing the people side of change to deliver results. Prosci, the world leader in change management research and development, is here to help you and your organization improve change outcomes through people.

Thank you!

Tim Creasey,
Chief Innovation Officer



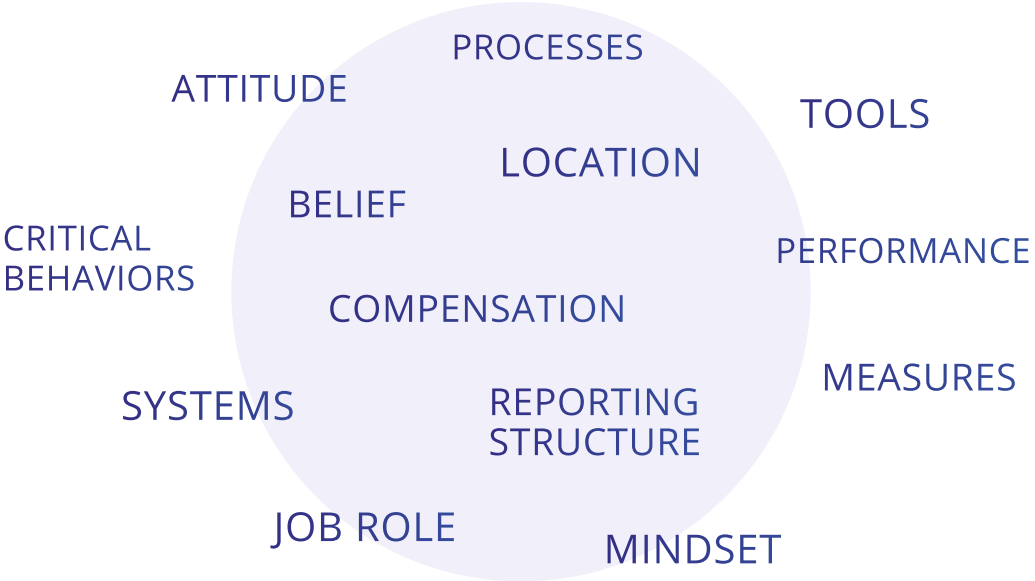


WHY CHANGE MANAGEMENT

We are living in a time of great change. To survive and thrive, organizations must successfully manage large and complex change at increasingly rapid rates. Unfortunately, many organizations leave project success to chance.

Change Management Increases the Likelihood of Success

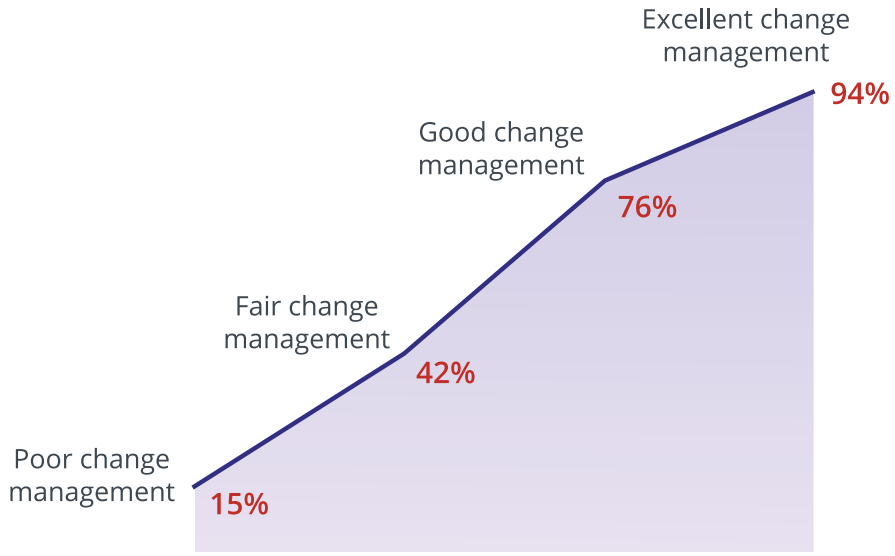
Even when, organizational changes meet technical requirements and milestones, they can still fail to deliver results and benefits. What's missing? The people who bring these changes to life in their day-to-day work. Your initiatives can impact the following aspects of an individual's job:



The success of your initiative depends on how individuals in the organization embrace and adopt these changes.

The data are abundantly clear. The better we apply change management, the more likely we are to meet project objectives.

Percent of Projects That Met Objective



INITIATIVES WITH EXCELLENT CHANGE MANAGEMENT ARE 6 TIMES MORE LIKELY TO MEET OBJECTIVES THAN THOSE WITH POOR CHANGE MANAGEMENT.[1]



76% OF CEOs

said that their ability to adapt to change will be a key competitive advantage.[2]

2. PwC

WHAT IS CHANGE MANAGEMENT

Change Management: the application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome.

Change management is both a **process** and a **competency**:



Change Management as a Process

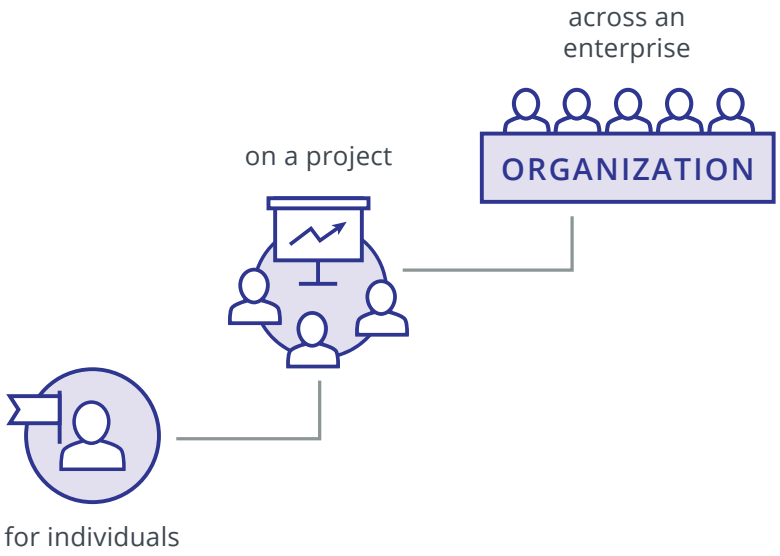
Effective change management follows a repeatable process and uses a holistic set of tools to drive successful change.



Change Management as a Competency

As a competency for leaders, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness.

Change Management Happens at Three Levels



- **For individuals:** to enable people's success by supporting them through their personal change journey
- **On a project:** to increase outcomes and return on investment by driving adoption and usage
- **Across an enterprise:** to deliver strategic intent, mitigate saturation and improve agility by embedding change management

Change management at any level ultimately focuses on how to help employees embrace, adopt and utilize a change in their day-to-day work.

CHANGE MANAGEMENT FOR INDIVIDUALS

For an organization to successfully change, individuals need to change. The success of each project ultimately lies with each impacted employee doing their work differently.

Prosci's model of individual change is called the **Prosci ADKAR® Model**, an acronym for *awareness*, *desire*, *knowledge*, *ability* and *reinforcement*:

A	**Awareness** of the need for change
D	**Desire** to participate and support the change
K	**Knowledge** on how to change
A	**Ability** to demonstrate new skills and behaviors
R	**Reinforcement** to sustain the change

THIS IS THE CORE OF EFFECTIVE CHANGE MANAGEMENT: LEVERAGING CHANGE MANAGEMENT ACTIVITIES AND SKILLS TO DRIVE INDIVIDUAL TRANSITIONS

Use the **Prosci ADKAR Model** to:

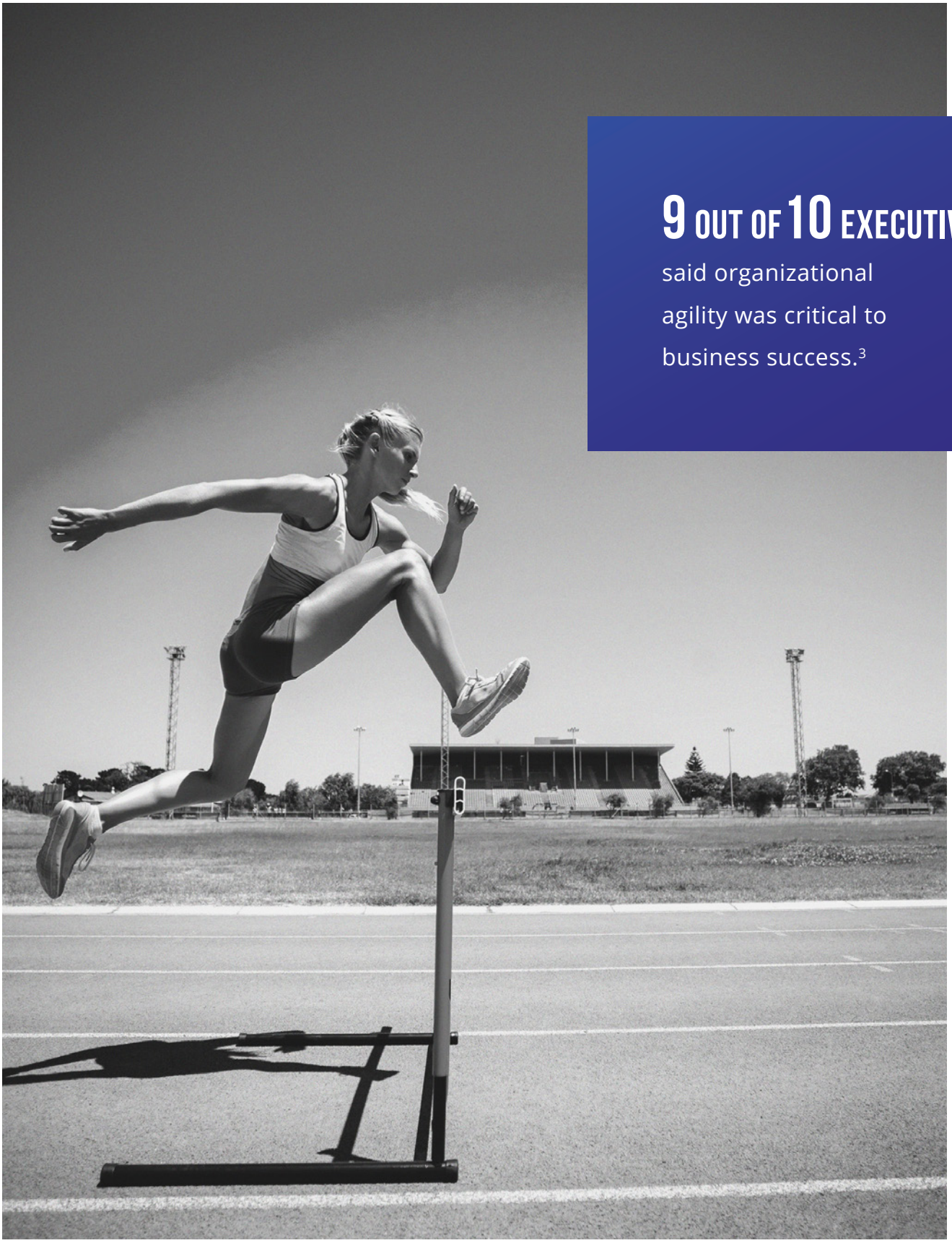
- Facilitate change with an individual
- Create a common language for change
- Empower managers



Have you ever been asked to make a change when you didn't know why a change was needed? How did that make you feel?

Awareness is the first milestone of the **Prosci ADKAR Model**. Knowing why a change is being made, the nature of the change, and the risk of not changing are key for a successful change.

A change is only successful when every impacted employee has reached the five milestones of the **ADKAR Model**.



9 OUT OF 10 EXECUTIVES

said organizational agility was critical to business success.[3]

3. McKinsey

CHANGE MANAGEMENT ON PROJECTS

While change happens one person at a time, project-level change management can help facilitate this change across groups. The Prosci 3-Phase Change Management Process guides leaders through the phases of change management activity during a project.

Prosci 3-Phase Change Management Process



Phase 1. Preparing for change

The first phase in Prosci's methodology helps change and project teams prepare for designing their change management plans. It answers questions like:

- "Why are we making this change?"
- "Who is impacted by this initiative and in what ways?"
- "Who are the sponsors we need to involve to make this successful?"

Phase 2. Managing change

The second phase advances individuals through change as described in the **ADKAR Model** by:

- Creating the communication, sponsor, training, coaching and resistance management plans
- Integrating change management and project management
- Executing the plans to drive adoption and usage

Phase 3. Reinforcing change

The third phase focuses on sustaining the change over time:

- Measuring performance and celebrating success
- Identifying and addressing root causes of resistance
- Transitioning the project to day-to-day operations



Think about a project at your organization. What percentage of its benefits depend on people changing the way they work? Do you have the support in place to help them make this change?

CHANGE MANAGEMENT FOR ORGANIZATIONS

To be successful in an environment of rapid, concurrent and continual change, organizations must grow their change capability. A mature change capability means:

- Change management is the norm on projects and initiatives
- Common change management processes and tools are consistently and constantly applied throughout the organization
- People from the very top of the organization to the front line know and fulfill their roles in leading change

Making change management a core capability brings impressive project success across the organization and builds your organization's capacity to embrace and succeed at constant change.



Would your organization benefit from developing change capability? How would this improve your success and help manage change saturation?



6X MORE

likely to achieve project objectives with excellent change management.[4]

BENEFITS AND RESULTS OF CHANGE MANAGEMENT

6x
MORE LIKELY TO ACHIEVE PROJECT OBJECTIVES

5x
MORE LIKELY TO STAY ON OR AHEAD OF SCHEDULE

2x
MORE LIKELY TO STAY ON OR UNDER BUDGET

With an embedded change management capability:

- ✓ Organizations had **2x more** successful projects

With excellent change management, employees:

- ✓ Adopt changes faster, more completely and more proficiently
- ✓ Stay engaged in the organization during disruptive change
- ✓ Understand why the change is happening
- ✓ Have the time and tools to get on board and feel heard and supported

*Research from the **Prosci Best Practices in Change Management** report.*

THE NEXT STEPS

Get Change Management Certified

Join the 45,000 Prosci-certified change practitioners who are equipped with everything they need to apply change management on a project and gain the most requested and sought-after change management certification in the discipline.

Bring Change Management to Your Organization

Is your organization considering embedding change management? Call a Prosci Solutions Architect to define your organization's goals, assess your current state of change management capability, and create a plan to drive your organization forward.

Want to talk?
We're here to help!

Call us today at **+1 970 203 9332**
or email **solutions@prosci.com**



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