Prosci Methodology
July 2021 Webinar

1

Agenda

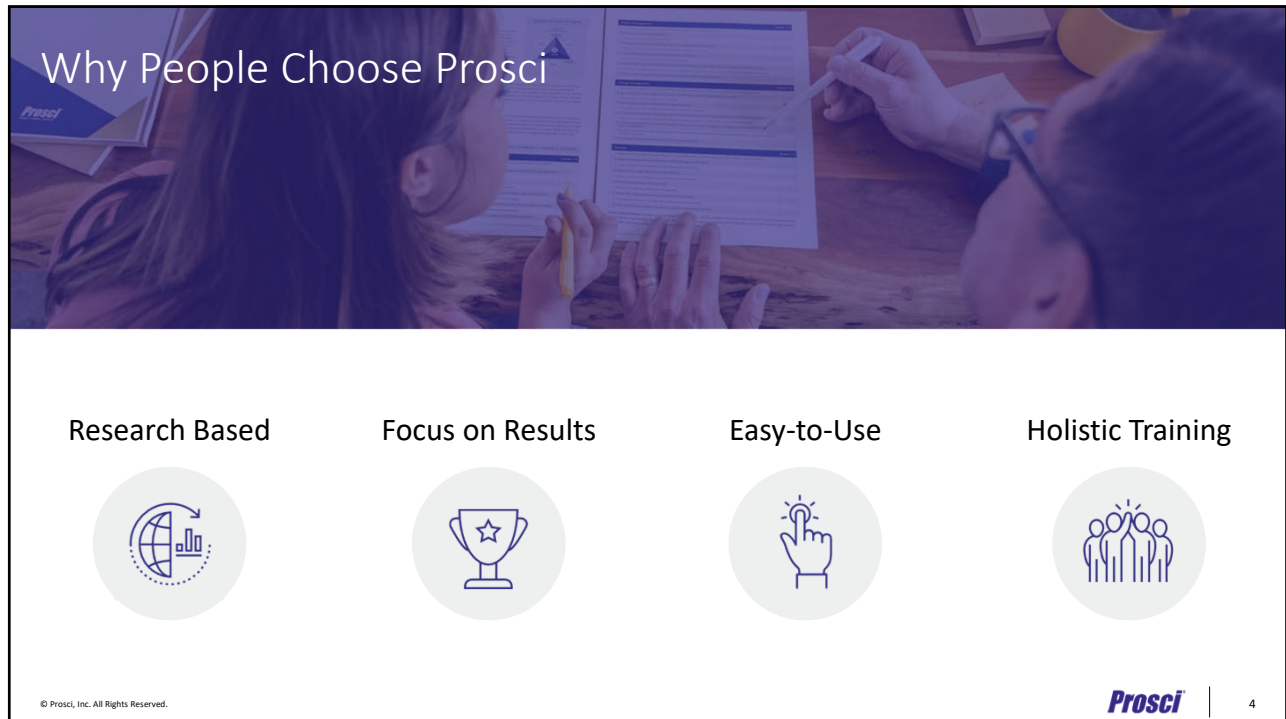| Methodology Context	Prosci Methodology	Prosci Hub Solution Suite

2

2

Evolution of the Prosci Methodology 2003 - 2021

Online Methodology Tool–
CM Pilot

Advancement of
Impact Index Tool

Launch Methodology
Refresh Study

Enhanced Methodology

2003 **2004** **2006** **2011 (2016)** **2014 (2017)** **2018** **2020** **2021**

Prosci 3-Phase Process,
CM Toolkit and People Side

Addition of PCT Model

Online Portal and eToolkit

Virtualization of 3-day
Certification *Experience*

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

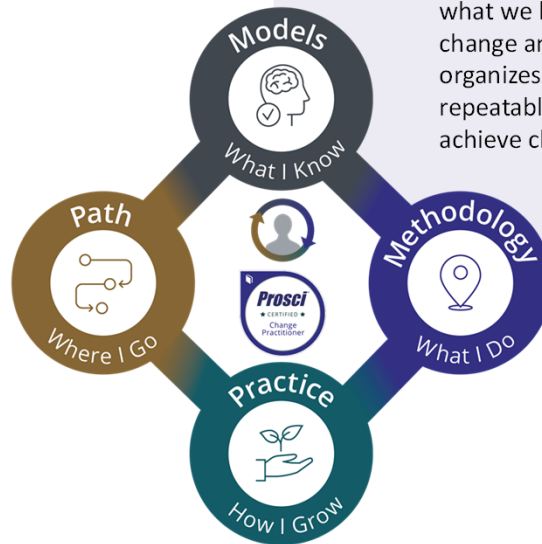Recognized Certification

Global Community

Prosci | 5

5

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.
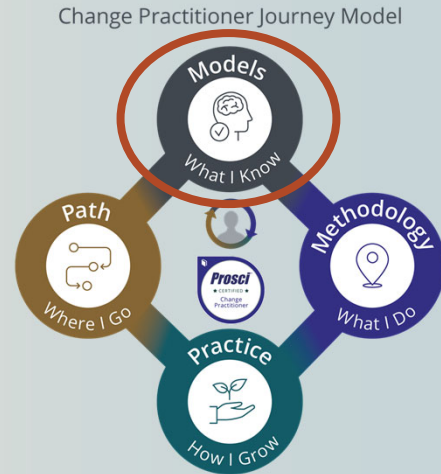
Models — What I Know
Path — Where I Go
Methodology — What I Do
Practice — How I Grow

Prosci CERTIFIED Change Practitioner

Prosci | 6

6

Prosci Models

Describe what we know about people, change and results.

Change Practitioner Journey Model

Prosci | 7

7

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

▶ **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 | 8

8

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

Models — What I Know
Path — Where I Go
Methodology — What I Do
Practice — How I Grow

Prosci | 9

9

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.

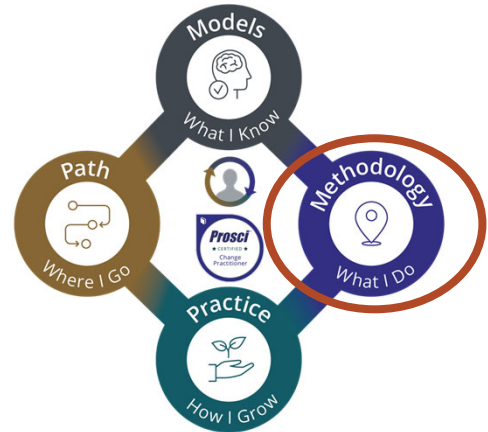### ADKAR Model

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 — Review Performance, Activate Sustainment, Transfer Ownership, Sustain Outcomes

Phase 1 — Define Success, Define Impact, Define Approach, Prepare Approach

Phase 2 — Plan and Act, Track Performance, Adapt Actions, Manage Change

ADKAR — 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.
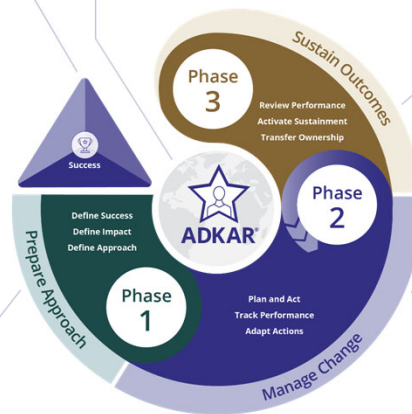
Phase 1 – Prepare Approach

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

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.

Prosci | 10

10

Organizational Change Requires Individual Change
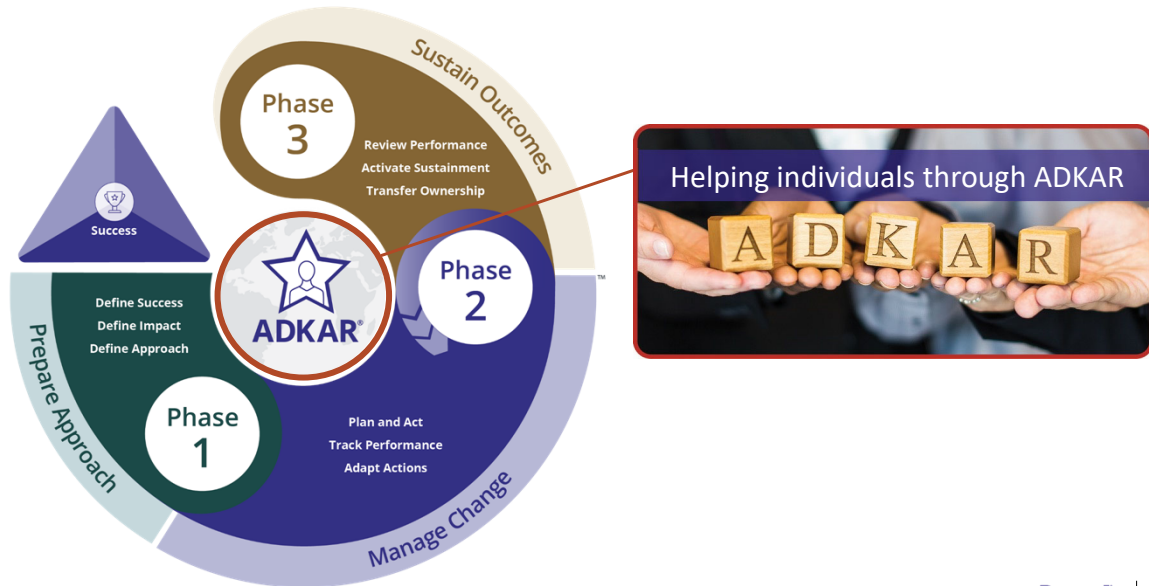
Prosci | 11

11

" 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

Prosci | 12

12

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

Prosci | 13

13

The ADKAR Model Defines Successful Change at Scale

Change with one person…

Or five people…

Or 20 people…

Or 1,000 people…

Prosci | 14

14

People Change at Different Paces

Legend: Awareness — Desire — Knowledge — Ability — Reinforcement

Kavita, Rahim, Grace, Alana, Eric
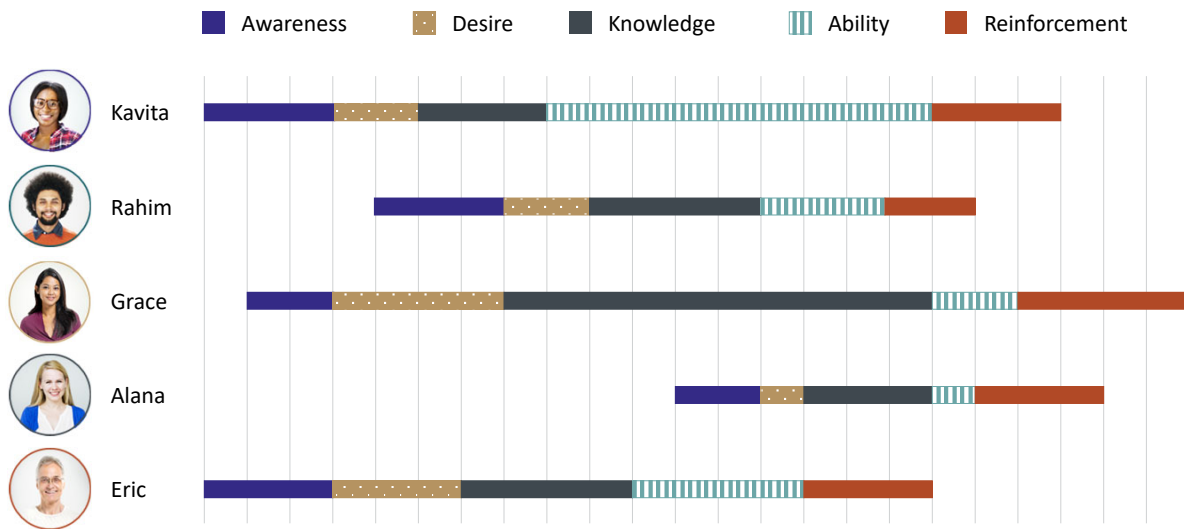
15

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

Plan → Discover → Design → Develop → Deploy → Sustain
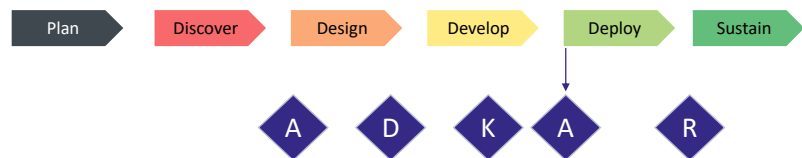
A — D — K — A — R

Iterative Change Process

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

Agile

Project Level: A D ... R

Plan → Sprint #1 (Discover, Develop, Release) → Sprint #2 (Discover, Develop, Release) → Sprint #n (Discover, Develop, Release) → Sustain

Release/Sprint Level: A D K A R ... A D K A R ... A D K A R

PDCA

Act — Plan — Check — Do
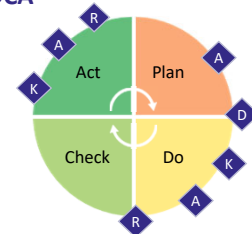
16

ADKAR Model Summary

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

When

Kickoff — Go Live — Outcomes

A D K A R

Throughout the project lifecycle
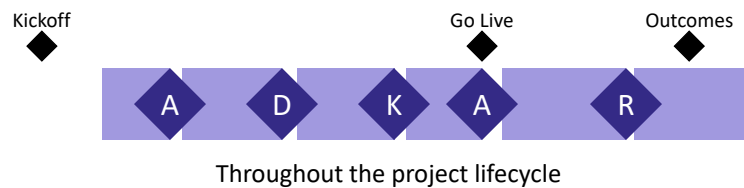
Who

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.

Prosci | 17

17

Begin with Project Health

Prosci Change Triangle (PCT) Model

Leadership/Sponsorship

Success

Project Management — Change Management
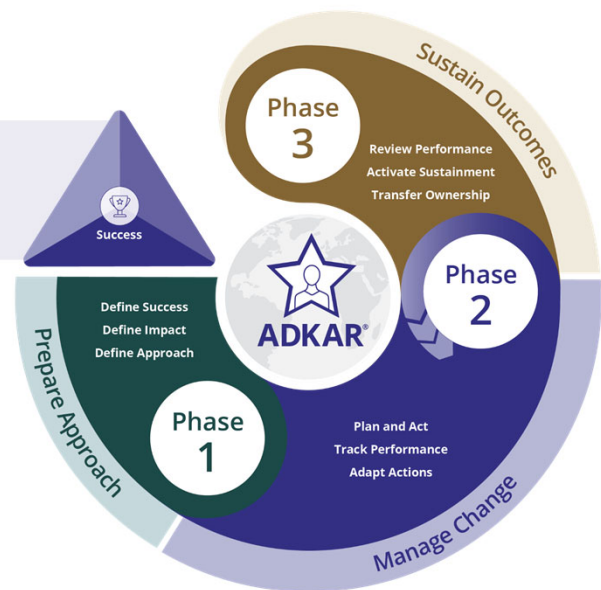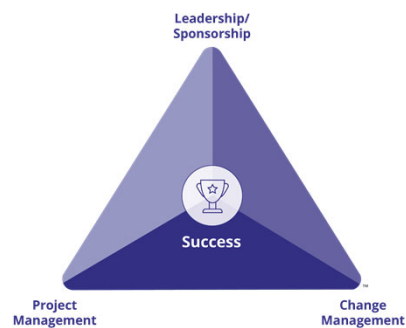
Prosci | 18

18

PCT Model: Critical Aspects for Success

A reason for change
Defined benefits and objectives
Units of measure

Governance and direction
Decisions and actions

Leadership/
Sponsorship

People side
Individual and organizational
Engage, adopt, use

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

Success

Project
Management

Change
Management
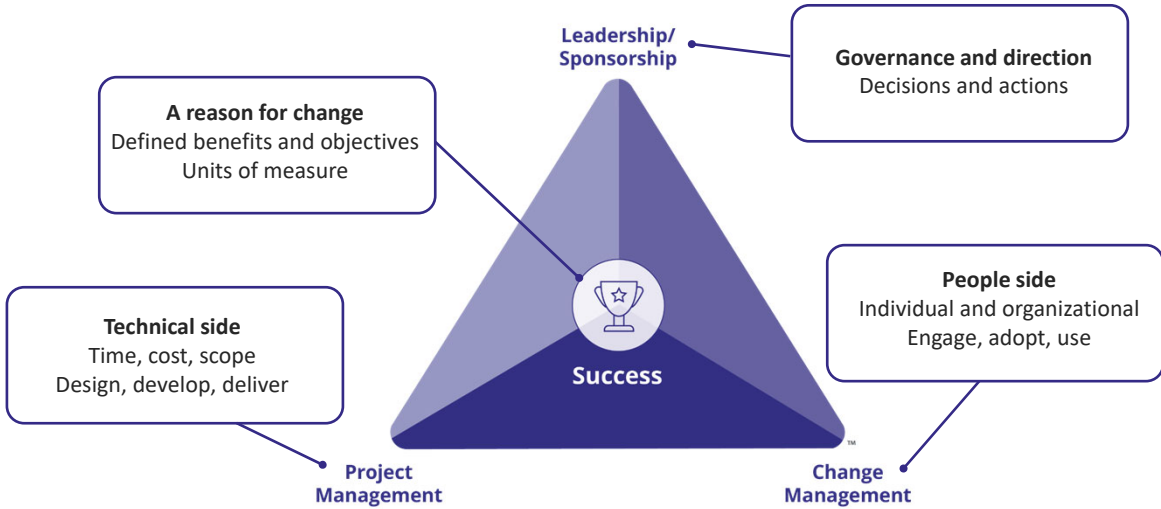
Prosci | 19

19

Relationship Between L/S, PM, CM

Leadership/
Sponsorship

Resources   Scope

**Leadership
Decisions**

Time

Active and   Build
visible   coalition

**Leadership
Actions**

Communicate

Success

Project
Management

People   Process

**Integrated
Approach**

Tools

Change
Management

Prosci | 20

20

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	
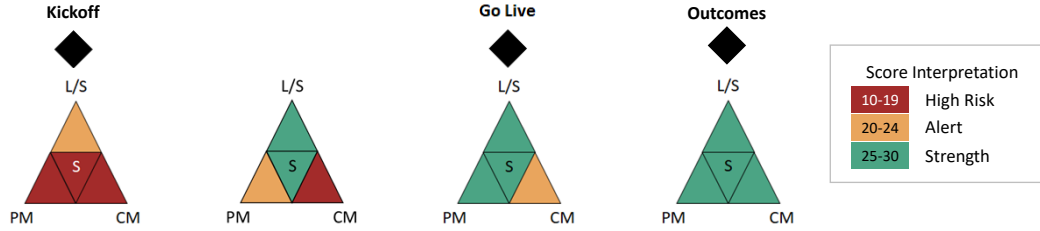
Who

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?

21

Prosci Methodology

22

Prosci Methodology and Prosci 3-Phase Process

23

"It is not the answer
that enlightens,
but the question."

Eugène Ionesco
Romanian-French playwright

24

Prosci 3-Phase Process Plain Language Questions

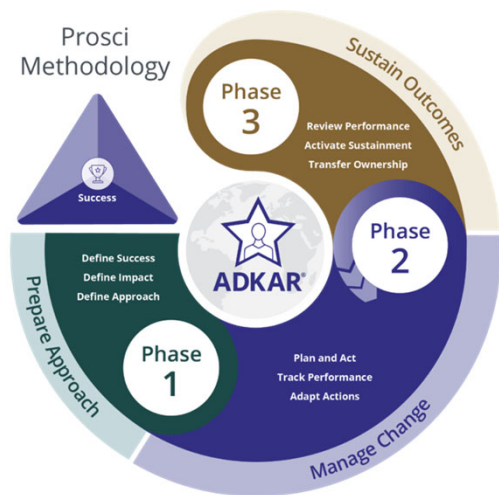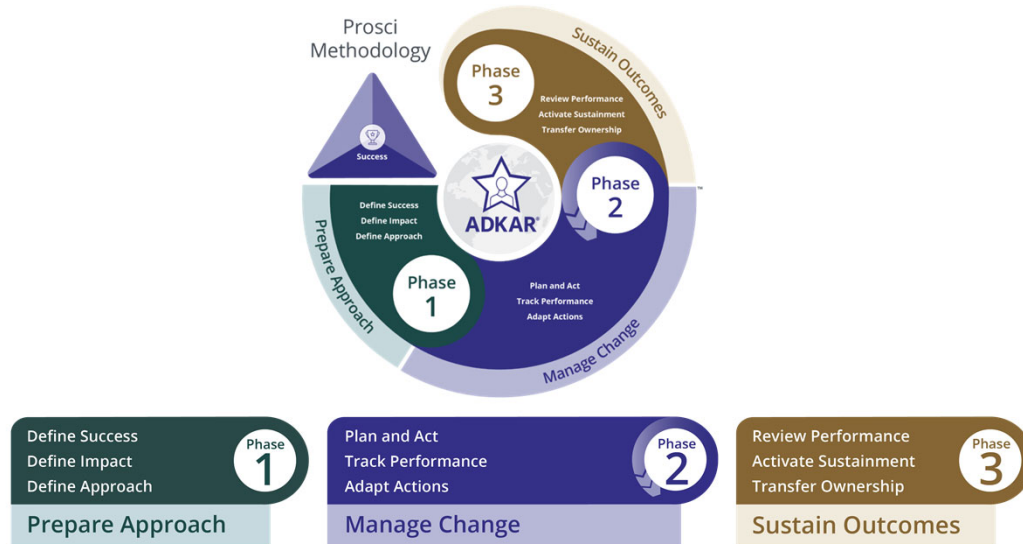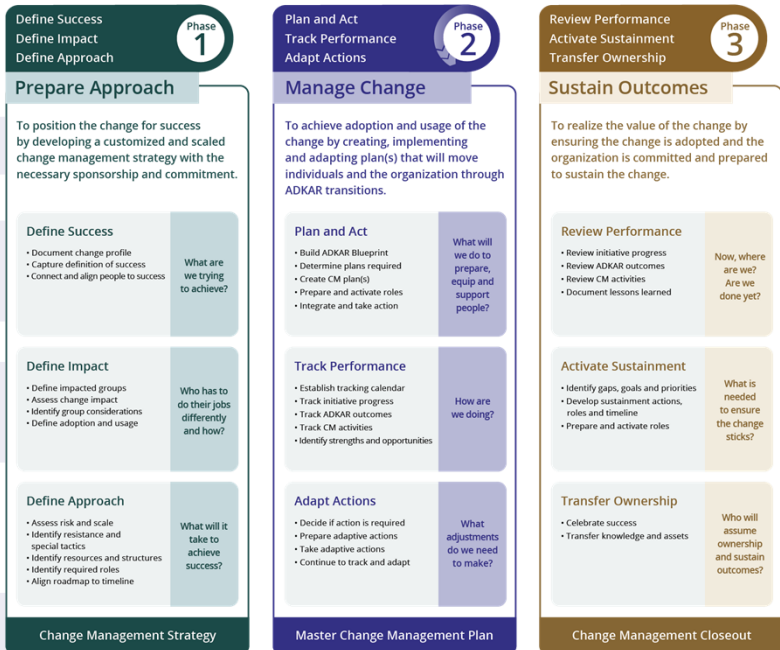| Phase 1 — Prepare Approach	Phase 2 — Manage Change	Phase 3 — Sustain Outcomes
Define Success Define Impact Define Approach	**Plan and Act** Track Performance Adapt Actions	**Review Performance** Activate Sustainment Transfer Ownership
Define Success What are we trying to achieve?	**Plan and Act** What will we do to prepare, equip and support people?	**Review Performance** Now, where are we? Are we done yet?
Define Impact Who has to do their jobs differently and how?	**Track Performance** How are we doing?	**Activate Sustainment** What is needed to ensure the change sticks?
Define Approach What will it take to achieve success?	**Adapt Actions** What adjustments do we need to make?	**Transfer Ownership** Who will assume ownership and sustain outcomes?
Change Management Strategy	Master Change Management Plan	Change Management Closeout

25

25

Prosci 3-Phase Process

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

Phase 1 — Prepare Approach	Phase 2 — Manage Change	Phase 3 — Sustain Outcomes
Define Success Define Impact Define Approach	**Plan and Act** Track Performance Adapt Actions	**Review Performance** Activate Sustainment Transfer Ownership
To position the change for success by developing a customized and scaled change management strategy with the necessary sponsorship and commitment.	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.	To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.
Define Success • Document change profile • Capture definition of success • Connect and align people to success *What are we trying to achieve?*	**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?*	**Review Performance** • Review initiative progress • Review ADKAR outcomes • Review CM activities • Document lessons learned *Now, where are we? Are we done yet?*
Define Impact • Define impacted groups • Assess change impact • Identify group considerations • Define adoption and usage *Who has to do their jobs differently and how?*	**Track Performance** • Establish tracking calendar • Track initiative progress • Track ADKAR outcomes • Track CM activities • Identify strengths and opportunities *How are we doing?*	**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?*
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?*	**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?*	**Transfer Ownership** • Celebrate success • Transfer knowledge and assets *Who will assume ownership and sustain outcomes?*
Change Management Strategy	Master Change Management Plan	Change Management Closeout

26

26

Slide 27

Prepare Approach — Phase 1

Define Success
Define Impact
Define Approach

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?

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

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

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.

Change Resistant — Organizational Attributes — Change Ready

Medium Risk | High Risk
Low Risk | Medium Risk

Small, Incremental — Change Characteristics — Large, Disruptive

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								

Prosci | 27

27

Slide 28

Manage Change — Phase 2

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 new skills and behaviors					
Reinforcement to sustain the change					

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?

Tracking Performance

Organizational Performance — Did the initiative deliver what was expected? → PCT Assessment → Project Objectives and Organizational Benefits

Individual Performance — How effectively did impacted individuals adopt and use the change? → ADKAR Assessment → Adoption and Usage (Adoption, Utilization and Proficiency)

Change Management Performance — How well did we "do" change management? → Progress to Plan → Effective Change Management

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		

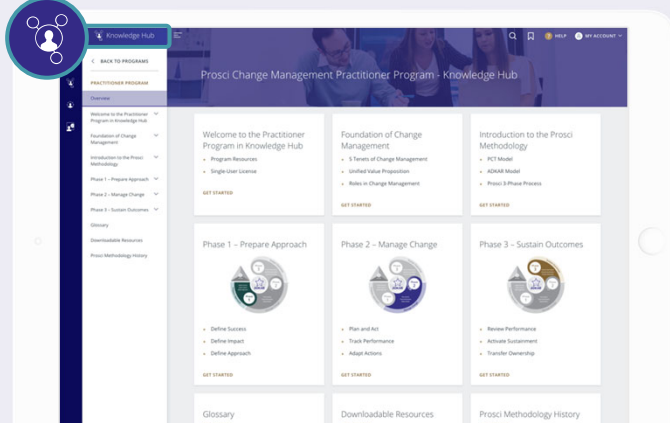**Prosci** | 28

28

29

30

31

32

Knowledge Hub

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

A single point of access to content and resources related to a specific Prosci training program or learning experience.
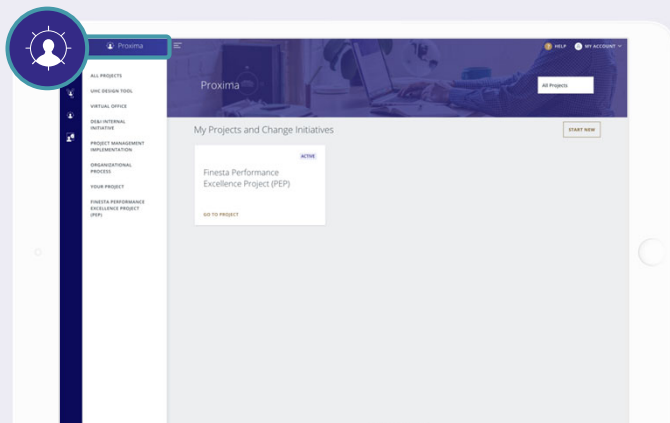
Transition from learning to application by understanding key concepts and building new skills to succeed at change.

33

Proxima

Your guide to managing change throughout a project or initiative.

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

Achieve change success and deliver value to the organization by following a structured, adaptable and repeatable approach.
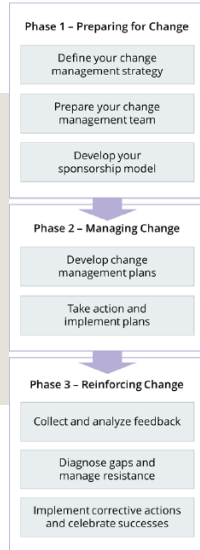
34

Part 2 of Webinar Series: Evolving to Elevate Change Success