

How to Build Change Capability With Structure and Intent

Prosci Webinar

Prosci[®]
PEOPLE. CHANGE. RESULTS.™



How to Build Change Capability With Structure and Intent

Why


How

What

Who

When

CM and ECM in Context



**Increasing adoption and usage
to deliver people-dependent
portion of project ROI by
preparing, equipping and
supporting employees**

Change Management
(house)



**DNA/fabric/norm through
individual competencies and
integrated CM approaches**

Enterprise Change Management
(neighborhood)



Change Management as a Core Competency (CMaaCC)

- The norm
- Commonplace
- Part of our culture
- Who we are, not just what we do
- The expectation, not the exception
- Embedded in the fabric of the organization

How to Build Change Capability With Structure and Intent

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Organizations With Higher Change Management Maturity Have Higher Project Portfolio Success Rates

Increase portfolio success rate

Prepare for velocity of change

Enable organizational agility

Address saturation and its consequences

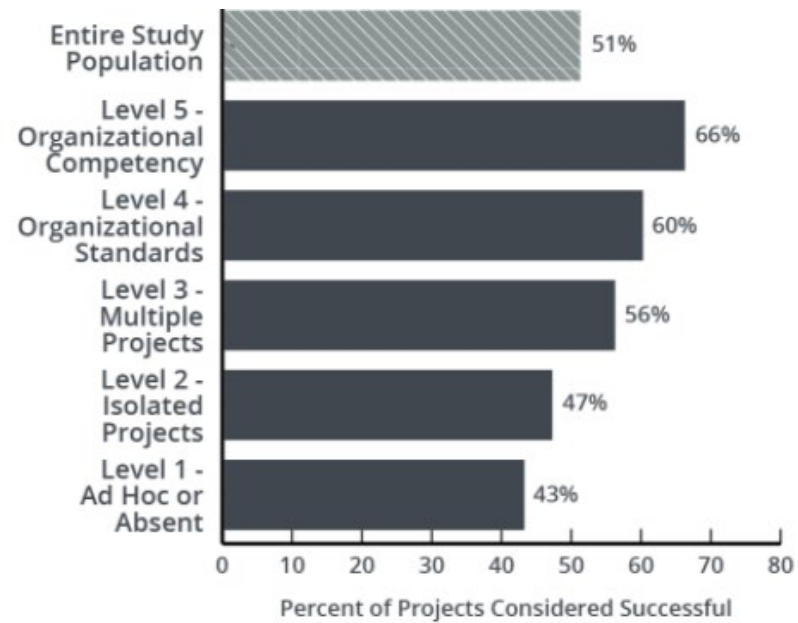
Support strategy execution

Create competitive advantage

Multiply benefits of change management

Leverage a common approach and language

Project success rate by maturity level:



Increase portfolio success rate

Prepare for velocity of change

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Bigger Change

Faster Change

More Complex Change

More Cross-Functional

More Information
More Connected

V.U.C.A. World

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76%

CEOs said that their ability to adapt to change will be a key source of competitive advantage

PwC survey of 1,150 CEOs

9 of 10

Executives said organizational agility was critical to business success and growing in importance over time

McKinsey Quarterly (Sull)

Greater Organizational Agility = Better Performance = Improved Competitive Advantage

From the PMI® 2012 *Pulse of the Profession™ In-Depth Report: Organizational Agility*

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73%

Respondents said that their organizations were nearing, at or past the point of saturation

2017 Prosci study with 1,778 change professionals

Saturation has consequences

Individuals suffer – Projects suffer – Organizations suffer

2017 Prosci study with 1,778 change professionals

Strategic Imperative

Increase portfolio
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Strategy is Change

Competitive Differentiation

Increase portfolio
success rate

Prepare for velocity
of change

Enable
organizational agility

Address saturation and
its consequences

Support
strategy execution

Create
competitive advantage

Multiply benefits of
change management

Leverage a common
approach and language

“out-changing”
as a competitive
advantage

Cumulative Benefits

Increase portfolio success rate

Prepare for velocity of change

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Multiply benefits of change management

Leverage a common approach and language



CM on one project is good.
CM on all projects is better.

A Common Approach Provides

Increase portfolio success rate

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Language Improvement



Efficiency
Effectiveness

Which "why's" will resonate most with your organisation?

0

Anticipate and plan for changes

0%

Are fast at decision making

0%

Effectively initiate change efforts

0%

Have enhanced risk management practices

0%

Have talent strategies supporting agility

0%

Rapidly develop and deploy capabilities

0%

Encourage cross-org collaboration

0%

Have reduced silos

0%

Have an embedded CM capability

SEE MORE 

Finish the sentence: Our organisation should invest in building change capability because.....

 0

Nobody has responded yet.

Hang tight! Responses are coming in.

How to Build Change Capability With Structure and Intent

Why

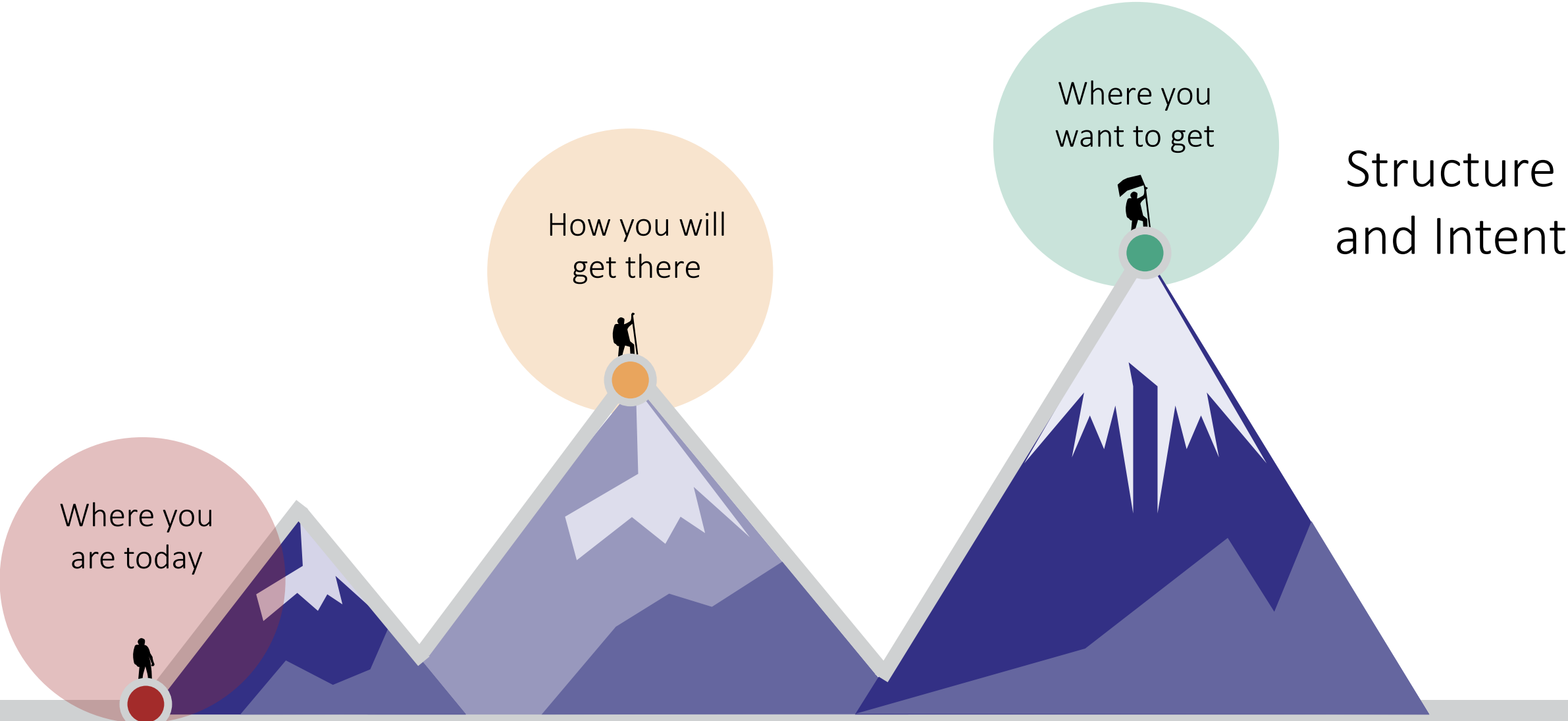
How

What

Who

When

Building Change Management Capability is a Journey



Where is your organisation on the ECM journey?

0

We haven't even thought about it



Early discussions taking place



We've started to mobilise



We are in the first year of deployment



We are over a year into deployment



Project ECM: Change Capability Journey



How we manage
change today

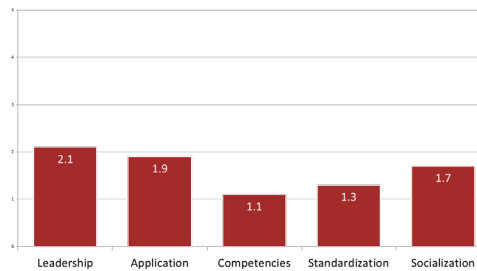


How we will
get there



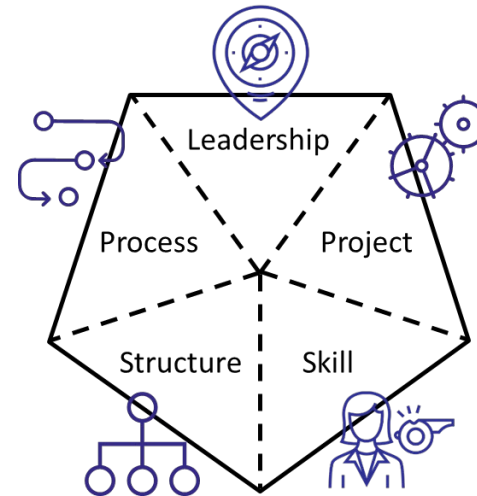
How we want to
manage change

Maturity Model

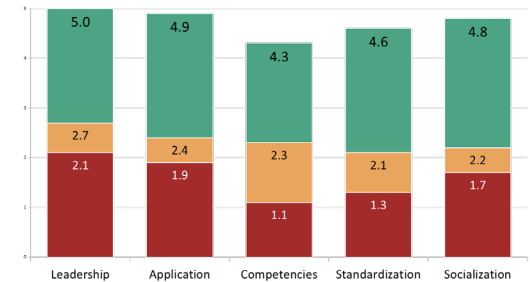


How Changes Happen
Help and Hinder Factors
People Side Analysis

ECM Strategy Map



CM takes CM



Standing in
the future

Objectives | Goals | Metrics

Prosci Change Management Maturity Model



Level 5	Organizational Competency
Level 4	Organizational Standards
Level 3	Multiple Projects
Level 2	Isolated Projects
Level 1	Ad hoc or Absent

Prosci® Change Management Maturity Model™

LEVEL:	CM SEEN AS:	CM APPLIED WHEN:	CM PRACTICED BY:
Level 5 Organizational Competency	<ul style="list-style-type: none"> • A critical core competency for the org • Essential on all projects and initiatives • Second nature and commonplace 	<ul style="list-style-type: none"> • At the start of projects and initiatives • On virtually all project and other changes • Inseparable from project delivery processes 	<ul style="list-style-type: none"> • Practitioners and project teams • All leaders and people managers • Centralized functional group
Level 4 Organizational Standards	<ul style="list-style-type: none"> • An important success factor on most • A common and standard approach 	<ul style="list-style-type: none"> • Regularly at project initiation or planning • Integrated into PM approach 	<ul style="list-style-type: none"> • Most practitioners and project teams • Many leaders and people managers • Potentially a centralized functional group
Level 3 Multiple Projects	<ul style="list-style-type: none"> • A structured approach that adds value • Applicable in various situations 	<ul style="list-style-type: none"> • Localized in particular parts of the org • At initiation on some projects • Still missing or as a reaction on many 	<ul style="list-style-type: none"> • Practitioners who are starting to collaborate and work together • Some leaders and people managers
Level 2 Isolated Projects	<ul style="list-style-type: none"> • Important by some • Unimportant by most 	<ul style="list-style-type: none"> • On few projects, from initiation • On some projects, in reaction to resistance • On most projects, not at all 	<ul style="list-style-type: none"> • Handful of unaffiliated practitioners
Level 1 Ad hoc or Absent	<ul style="list-style-type: none"> • A distraction from the focus on installing technical solutions 	<ul style="list-style-type: none"> • Not at all • A last resort and as a reaction 	<ul style="list-style-type: none"> • Dependent on individual practitioners • Not formally by managers and leaders

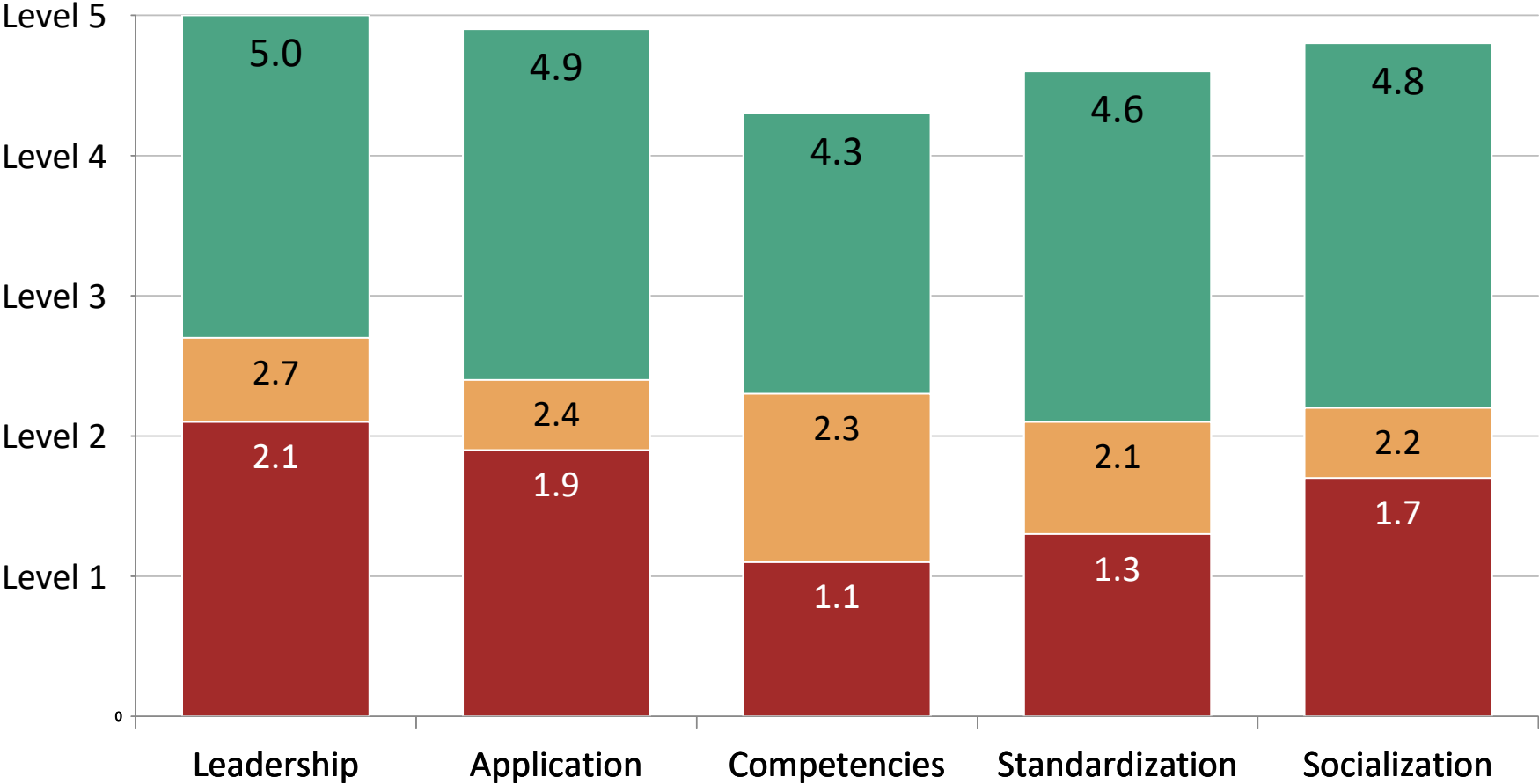
What would you estimate as your organisation's current level on the Maturity Model?

 0

Nobody has responded yet.

Hang tight! Responses are coming in.

Maturity Model Scores



- Year 3 goal (May 2024)
- Year 1 goal (May 2022)
- Current (May 2021)

Environmental Analysis



How changes happen

Change Initiation
How are changes triggered, launched and funded?

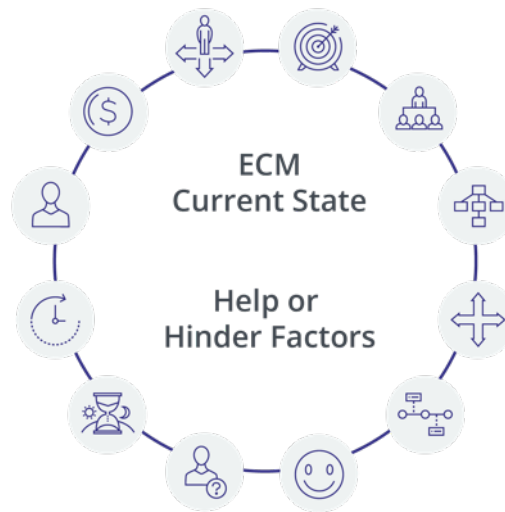
Change Governance
Which systems govern projects and initiatives?

Change Engines
Who drives change? Who are the key players?

Project Management
How is change management integrated with projects?



Help/hinder factors



- Senior leader awareness of CM
- Availability of resources and funding
- Originator of deployment efforts
- History and progress with CM
- Amount of change on the horizon
- Change capacity
- Strategic direction and objectives
- Political environment
- Organization culture and values
- Movers and shakers
- Anatomy of past changes
- Attitude and current changes



People-side analysis

ECM Future State: Defining the Destination

Enterprise

- We consistently meet and exceed expectations in change
- We are able to handle the change our organization is experiencing
- We have created an organizational footprint for change management

Project/ Initiative

- We share a common language for change
 - We have a standard change management methodology and full set of tools to support its common and consistent application
 - We have integrated change management into the project management approach and our improvement processes and systems
- We appropriately budget for and resource change management on all projects
 - We have change management present at the start of every project
 - We are measuring the impact of change management and are showing the return on investment of managing the people side of change

Individual

- We (all employees) expect change and are excited by it and engaged in it, not fearful of it
- We all see “leading change” as part of our job; we have the skills to do it and we are measured on how well we do it

What ECM Future State "we" statements would you add to the list?

0

Nobody has responded yet.

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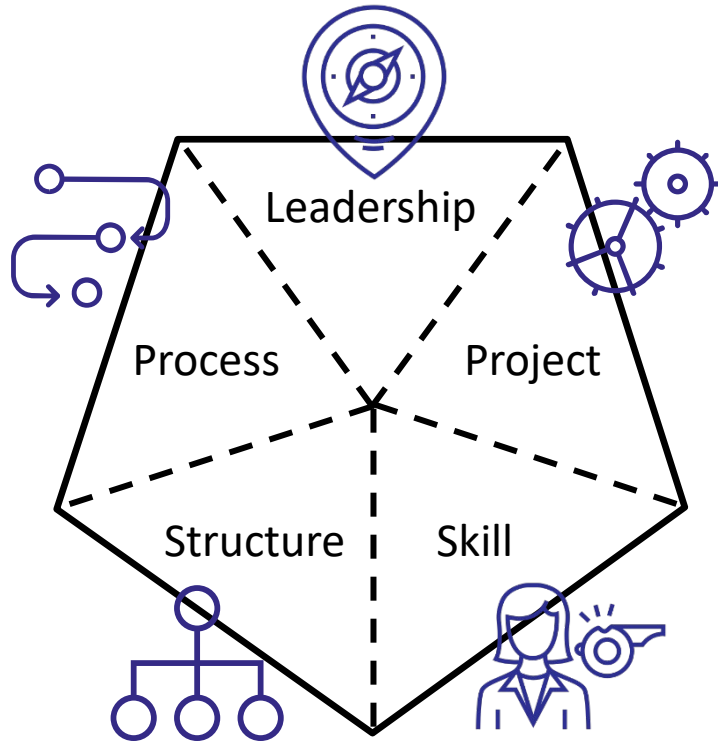
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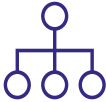
What

Who

When

Prosci® ECM Strategy Map



ECM Strategy Segment	Critical Decisions
 Leadership	<input type="checkbox"/> Commitment Statement
 Project	<input type="checkbox"/> Demonstration Projects
 Skill	<input type="checkbox"/> Capability Development Approach
 Structure	<input type="checkbox"/> Roles and Responsibilities
 Process	<input type="checkbox"/> Integration Opportunities

Which ECM Strategy Map segment do you tend to focus on the most?

0

Leadership



0%

Project



0%

Skill



0%

Structure



0%

Process



0%

Which ECM Strategy Map segment do you have an opportunity to focus on more?

👍 0

Leadership



Project



Skill



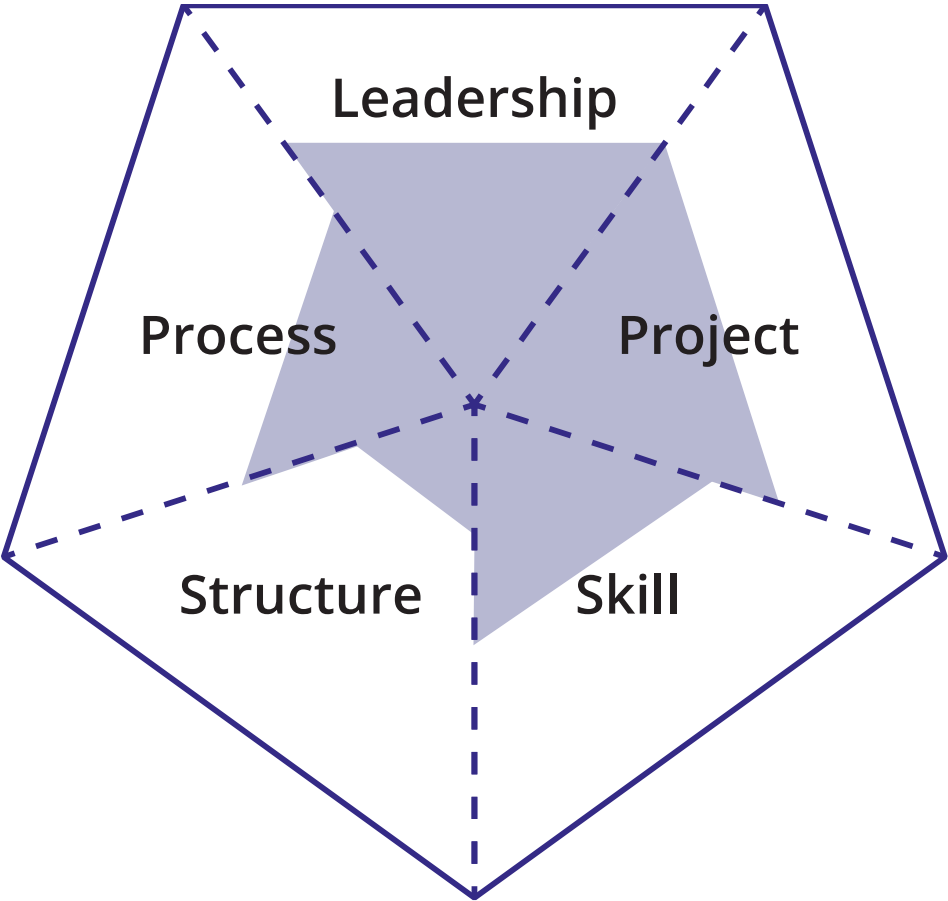
Structure



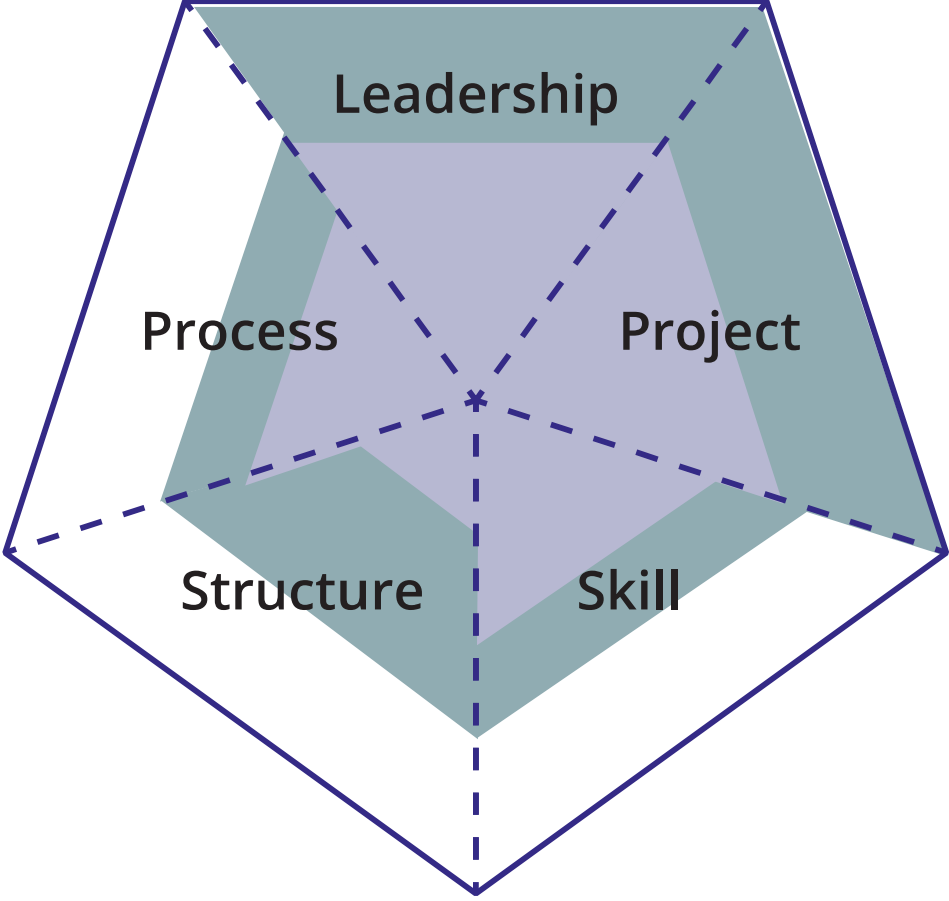
Process



Sample 1- and 3-Year Goals With the ECM Strategy Map



■ What is your year 1 goal?



■ What is your year 3 aspiration?

ECM Strategy Map: Adding Timing

	Getting Started	Building Momentum	Sustaining
Leadership			
Project	Get a Win!		
Skill			
Structure			
Process			

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Roles and Responsibilities: ECM Team Roles

Role	Person or Group	Expectation
Executive Sponsor	Initials / Name	<ul style="list-style-type: none"> • Role model sponsorship behaviors (ABCs) • Provide funding for change management • Make it okay to publicly invest in change as a value driver • Rally the senior leaders' ongoing support • Hold the steering committee and core team accountable
Steering Committee	Initials / Name	<ul style="list-style-type: none"> • Build the organizational narrative around change • Remove barriers and address issues • Promote change management as a valuable discipline
Core Team	Initials / Name	<ul style="list-style-type: none"> • Ensure a results-driven approach to produce ROI • Enforce the rules of engagement • Link to other parts of the organization • Define the change management brand • Embed change management into organizational systems • Promote change management as a valuable discipline – tell the story • Prioritize projects and resources
Deployment Leader	Initials / Name	<ul style="list-style-type: none"> • Manage the day-to-day activities of CM deployment • Champion community of practice development • Ensure program quality and adherence to method • Report on progress

Evaluate the current status of ECM deployment leader role at your organisation?

0

We don't have one



Off the side of the desk



Dedicated role, but without capacity



Dedicated role, with capacity



Distributed responsibility



Other (use chat)



Example: ADKAR-ing “Become a Good Sponsor”

	ADKAR element:	Definition for sponsorship:
A	Awareness	Of the need <i>to be a good sponsor</i>
D	Desire	To participate and support change <i>as a good sponsor</i>
K	Knowledge	On how to be <i>a good sponsor</i>
A	Ability	To implement required skills and behaviors of <i>a good sponsor</i>
R	Reinforcement	To sustain the <i>good sponsorship</i>

Activation Plan: ADKAR Profile

Roles <i>EXAMPLE</i>	Employee-Centered Role Definition	Name/Initials	ADKAR Profile					Engagement Tactics	
Sponsor	Green	Green	Green	Light Green	Green	--	...
People Manager	Light Green	Light Green	Yellow	Orange	Orange	K	...
Project Manager	Green	Green	Green	Green	Light Green	--	...
CM Practitioner	Green	Green	Green	Light Green	Yellow	R	...
Sustaining Sponsor	Green	Green	Orange	Yellow	Yellow	K	...
Project Team	Green	Green	Light Green	Green	Light Green	--	...
Change Agent Network	Green	Green	Light Green	Orange	Yellow	Ab	...
Employee	Yellow	Light Green	Yellow	Orange	Yellow	Aw	...

Activation Plan: Engagement Tactics

Building Awareness and Desire for “fulfilling your CM role”



Context



Problems



Language



Preferred Sender

Building Knowledge and Ability for “fulfilling your CM role”

Prosci offers a unique suite of role-based, research-backed, experiential training programs that build individual competencies and common language. solutions@prosci.com



Executives and Senior Leaders
½-day



Project Managers and Teams
1-day



People Managers and Supervisors
1-day



Front-line Employees
1-day

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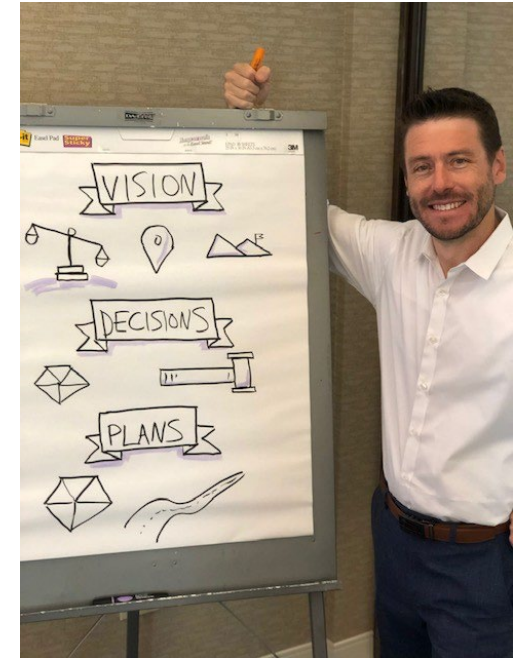
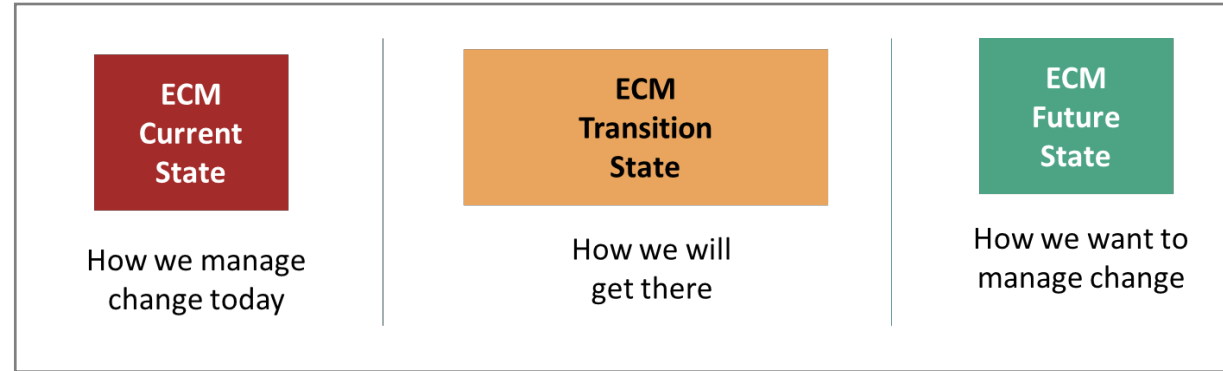
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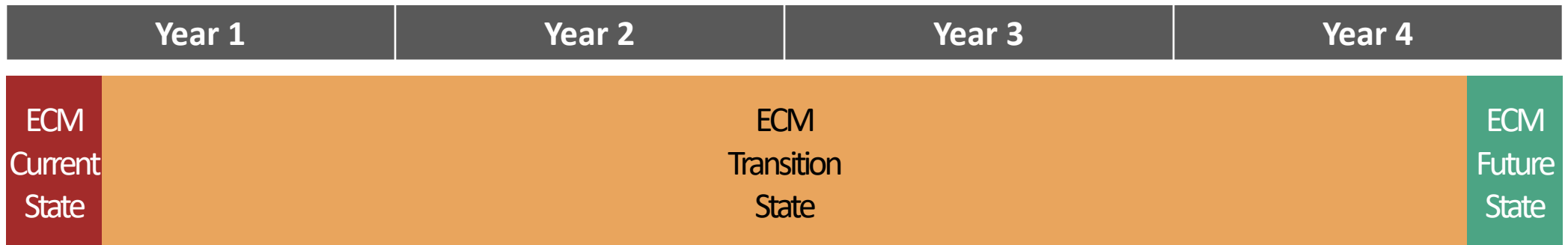
When

Deployment Leader Timeline vs. Organizational Timeline

The deployment leader goes into the Future with Vision, Decisions, and Plans



The organization's journey of growing change capability still starts at the Current State



Organizational ECM Journey Variations



*** Other ways the Organizational ECM Journey might move forward ***



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Keys to Initiating the ECM Journey

1

Secure sponsorship
for building change
capability

*Which leaders do you need on
board the ECM journey?*

*How will you get past the
“head nod” of passive support
to true active support?*

2

Demonstrate the
impact of great
CM on a few projects

*Which initiatives will you use as
demonstration projects to show
the organization the value of CM?*

*How will you capture and share
the impact good CM is having?*

3

Apply structure
and intent with
Project ECM

*Where are you today?
Where do you want to get?
How will you get there?*

How can we help?

Answer the poll on screen and we'll get in touch!

I'd like to know more about...

- ▶ Prosci change management training *for me*
- ▶ Prosci change management training *for my organisation*
- ▶ How Prosci Europe can help me on my Change journey
- ▶ Detailed and helpful change management resources and tools
- ▶ The latest news and updates from Prosci Europe
- ▶ Details on our upcoming webinars

The collage features several Prosci training materials, each with a blue header and the Prosci logo. The materials include:

- Methodology Application Programme**: About the programme.
- Train-the-Trainer Programme**: About the course.
- Taking Charge of Change**: About the workshop. This workshop is not designed for change management practitioners and does not include any level of certification.
- Change Management Sponsor Briefing**: About the workshop. Executive sponsorship has been cited as the greatest contributor to successful change in all of Prosci's benchmarking studies – by a landslide.
- Leading Your Team Through Change**: About the workshop. This virtual instructor-led programme is designed to activate the people manager role within your change management practice. Managers will learn how to prepare themselves for change through a variety of activities. And they will learn how to lead their team through change by embracing each of the important roles for people managers during change.
- Change Management Orientation**: About the workshop.
- Integrating Agile and Change Management Workshop**: About the workshop. Over the last decade, both agile and change management have emerged as strategies to improve change outcomes.
- Change Management Certification Practitioner Programme**: About the course. The Prosci Change Management Certification Programme is an interactive, three-day learning experience where participants gain the knowledge, skills and tools to drive successful change initiatives. During the programme, they apply Prosci's holistic change management methodology to a current project. At the end of the programme, participants have the foundation of a Change Management Plan to address and enhance a specific.
- Enterprise and Change Management Bootcamp**: About the workshop. The Enterprise Change Management (ECM) Boot Camp kick-starts an organisation's journey toward change capability. During the Boot Camp, participants learn to understand current levels of capability, clearly define their organisation's future state, and begin to lay a path forward toward reaching the desired level of organisational capability.
- Delivering Project Results Workshop**: About the workshop. This results-oriented, 6-hour workshop enables project managers to integrate change management into active projects, a practice that is key to ensuring enhanced results. Project leaders will leave with an understanding of the importance of change management. In meeting project objectives and with a common language for change.

Our Prosci Certification training has been approved by the Association of Change Management Professionals®



Upcoming Webinars

TOPIC	DATE
Friday 27th October	How to Build Change Capability with Structure and Intent
Friday 3rd November	12th Edition Best Practices Research

WEBINARS BEGIN AT 9AM UK TIME UNLESS STATED OTHERWISE

Register at www.cmcpartnership.com/change-management-webinars