Enabling Strategic Change Through Learning

November 2023

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PEOPLE. CHANGE. RESULTS.™

SCAN ME

We'll be using some polls throughout the session – please scan the QR code with your phone to participate or go to pollev.com/cmcsteve on any browser
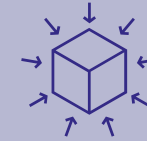
Prosci Overview

Mission

Research

Clients

We help individuals and organizations build their own change management capabilities.

Differentiators

| Research-based | Holistic | Easy-to-use | Results focused |

12	25+	80%	5,500+	100,000+	200,000+
Longitudinal studies	Years of research	Fortune 100 companies	Research participants	Certified practitioners	Community members

- We have worked with more than 80% of the Fortune 100
- We have worked with more than 3,000 clients across the globe
- We will provide references in any industry we serve
- We define success by enabling our clients to succeed

Ways to Engage

- Results focused advisory services
- Enterprise change solutions
- Role based training programs
- Published research & books
- Web-based tools and applications
- Train-the-Trainer & licensing options

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What I'll cover

- **Why** Change? And **Why** focus on the people side?
- Not leaving the people side of Change to **Chance**
- Change Management as a **Collaboration**
- The **Two-Fold Opportunity** for learning Professionals
- **Tips** for **Success**

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What I'll cover

- ## Why Change? And Why focus on the people side?

- Not leaving the people side of Change to Chance

- Change Management as a Collaboration

- The Two-Fold Opportunity for learning Professionals

- Tips for Success

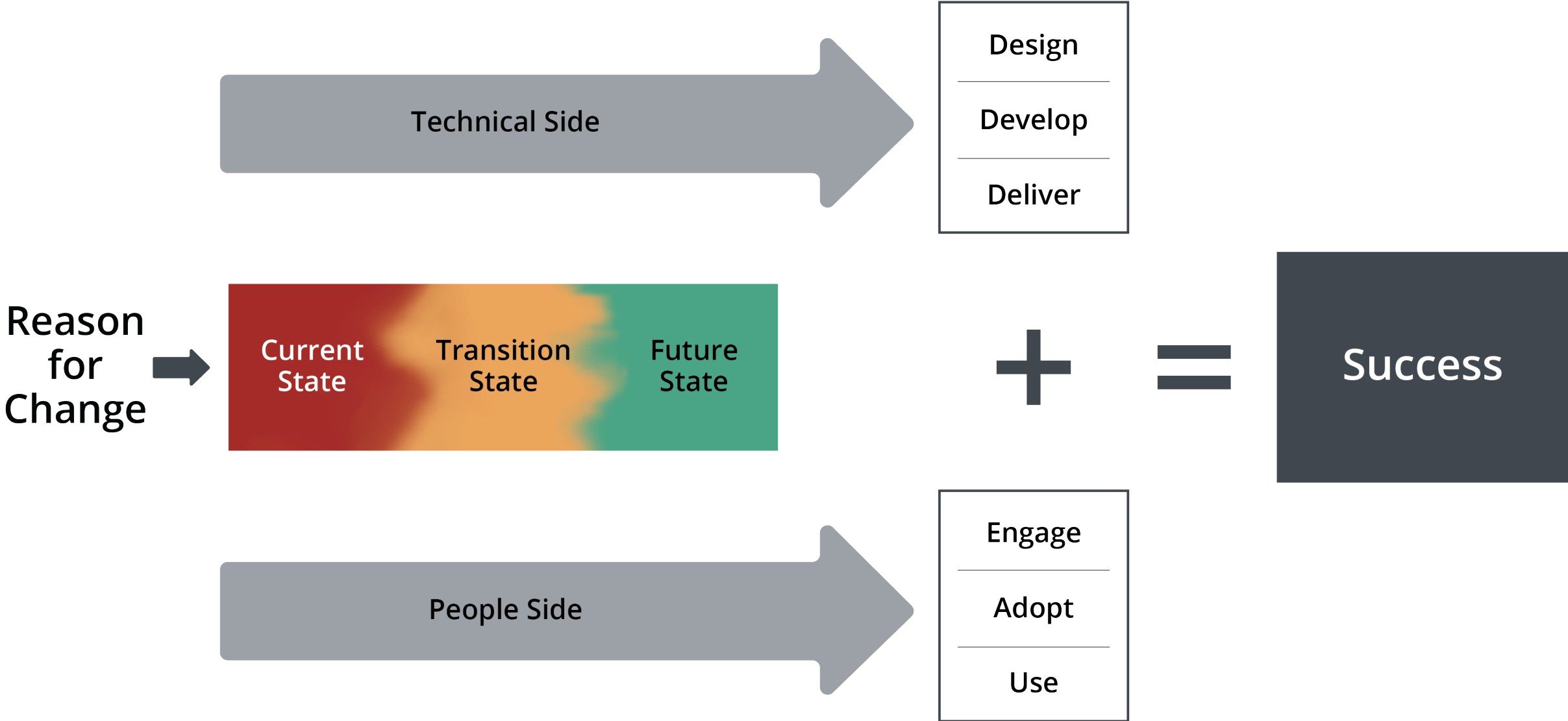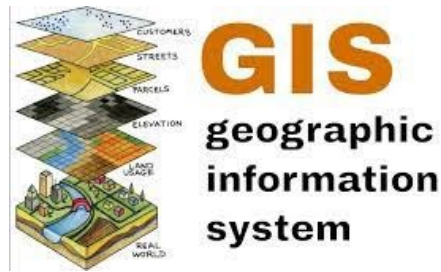# Why is business change important? - Select as many as you like

To adapt to an ever changing business, social, political, legal and environmental context

20%

To make the most of individual imagination and creativity, improving outcomes for the organisation, its stakeholders and the world

20%

To facilitate continuous learning and the application of that learning

20%

To innovate and implement better solutions for customers

20%

To make the most of technical and digital innovations

20%

To keep Change Managers Busy

0%

What makes successful change hard?

Nobody has responded yet.

Hang tight! Responses are coming in.

A simple model for change

Technical Side → Design / Develop / Deliver

Reason for Change → Current State | Transition State | Future State

People Side → Engage / Adopt / Use

+ = Success

We often focus on the What

Change Management Starts with the Why

Computer-Aided Design
CAD

GIS geographic information system

RPA

Digital Supply Chains

Project Analytics

AI

Reduced Costs

Greater value from resources

Improved Customer Experience

Increased Revenues

Reduced Errors

Improved Employee Experience

Reduced Employee Turnover

?

Because Its Results and Outcomes That Matter!

What % of the Beneficial Outcomes from your organisations Change Initiatives Depend on People "Adopting and Using" the change?
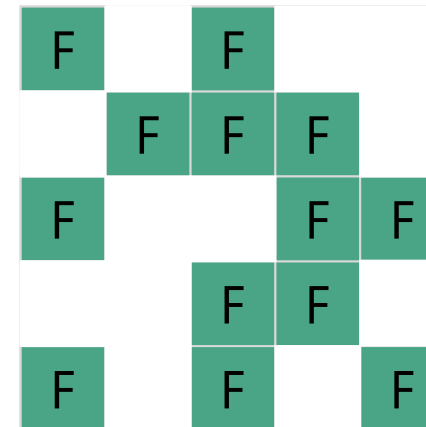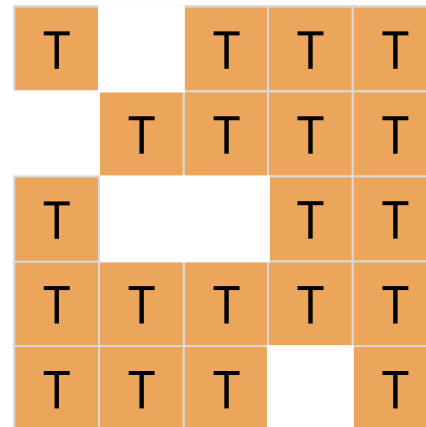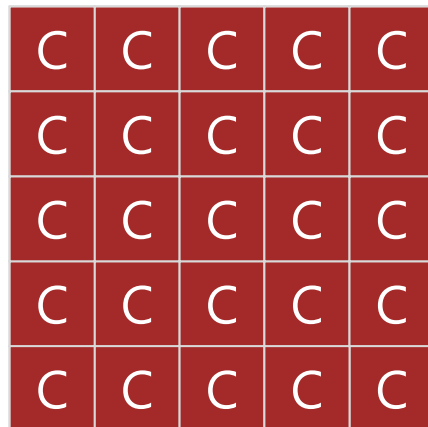
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An Organizational Move to a Future State

Ultimately requires individuals to move from their current to their future state

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Use a Structured Intentional Approach to Individual Change

https://www.prosci.com/methodology/adkar

The ADKAR Model Defines Successful Change at Scale

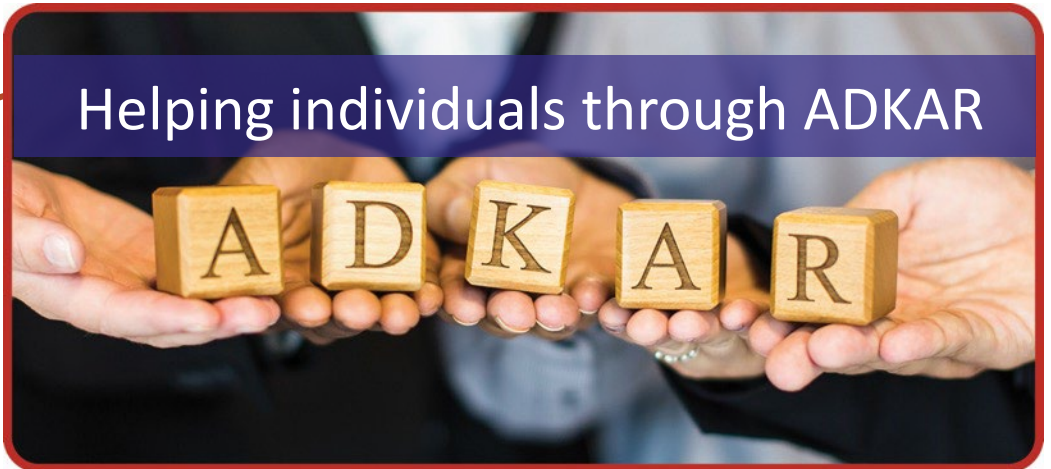**Change with one person...**

Or five people...

Or 20 people...

Or 1,000 people...

Use a structured intentional Approach to Organisational Change
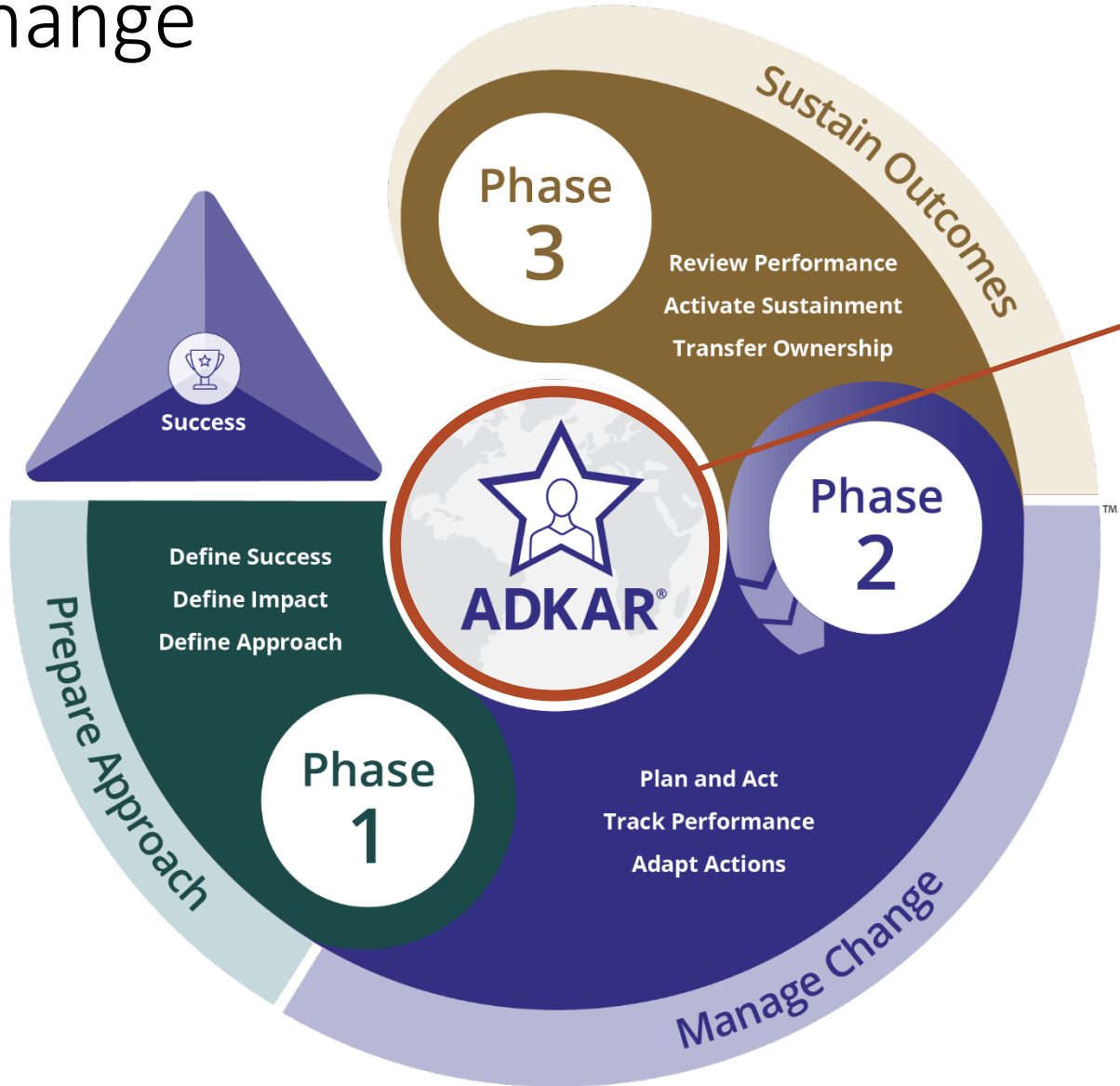
Phase 3
Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

Success

Define Success
Define Impact
Define Approach

ADKAR®

Prepare Approach

Phase 2

Phase 1
Plan and Act
Track Performance
Adapt Actions

Manage Change

Helping individuals through ADKAR

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Which of these roles do you think the research points to as being critical to successful change?

A Change manager responsible for addressing the people side of change

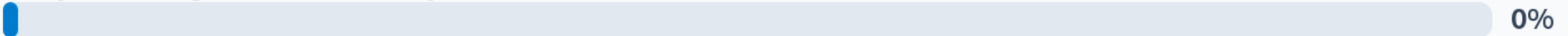`0%`
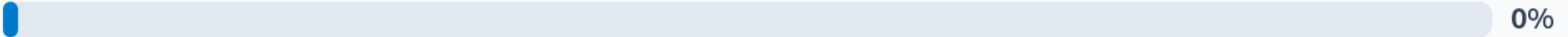
A Senior Leader acting as a Sponsor of the change

`0%`
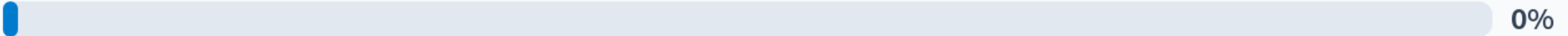
People Managers/ Direct Leaders of those who will need to adopt

`0%`

Senior Leaders from across the organisation on the receiving end

`0%`

Project Managers and their Project teams

`0%`

Core Roles in Change Management

Employee-Facing Roles	Enabling Roles

Primary Sponsor

- Authorize the change
- Fulfill three key roles: (ABCs)
  - Actively and visibly participate throughout the project
  - Build a coalition of sponsorship with peers and managers
  - Communicate directly with employees
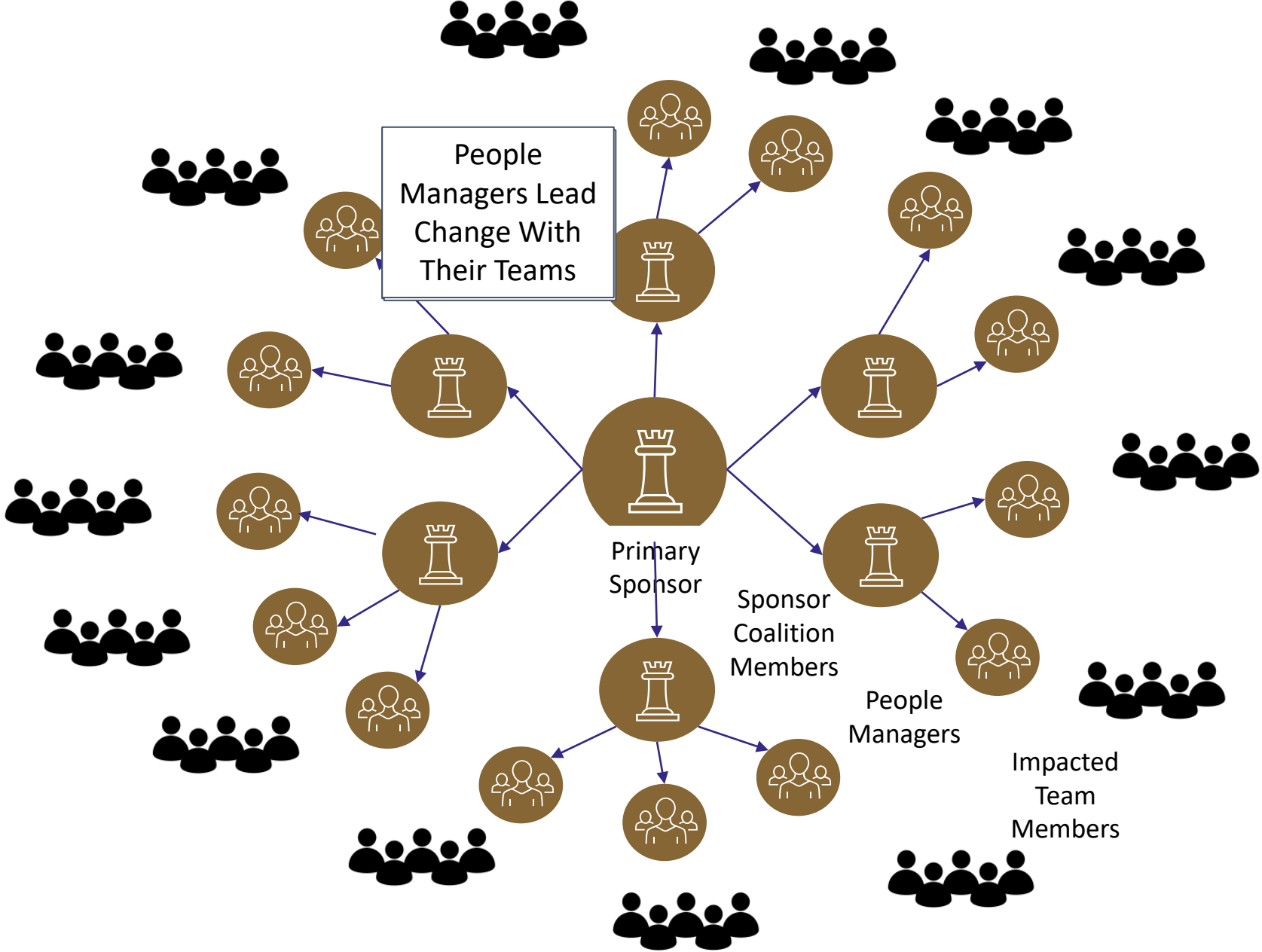
Change Practitioner

- Apply structure and intent to change
- Enable and equip other change roles
- Collaborate on a unified approach with the project manager

People Manager

- Support direct reports in their change journeys
- Fulfill five key roles: (CLARC)
  - Communicator
  - Liaison
  - Advocate
  - Resistance Manager
  - Coach

Project Manager

- Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
- Collaborate on a unified approach with the change practitioner

Change Management Requires Collaboration

People Managers Lead Change With Their Teams

Primary Sponsor

Sponsor Coalition Members

People Managers
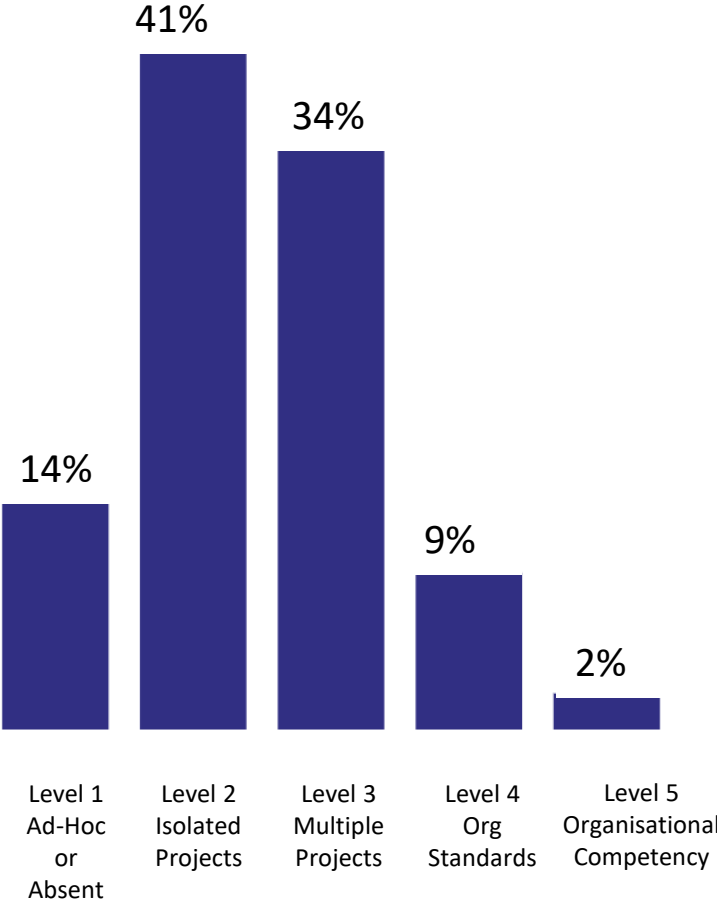
Impacted Team Members

Change Practitioner Supports and Orchestrates

Project Manager Ensures Change Enablers Delivered
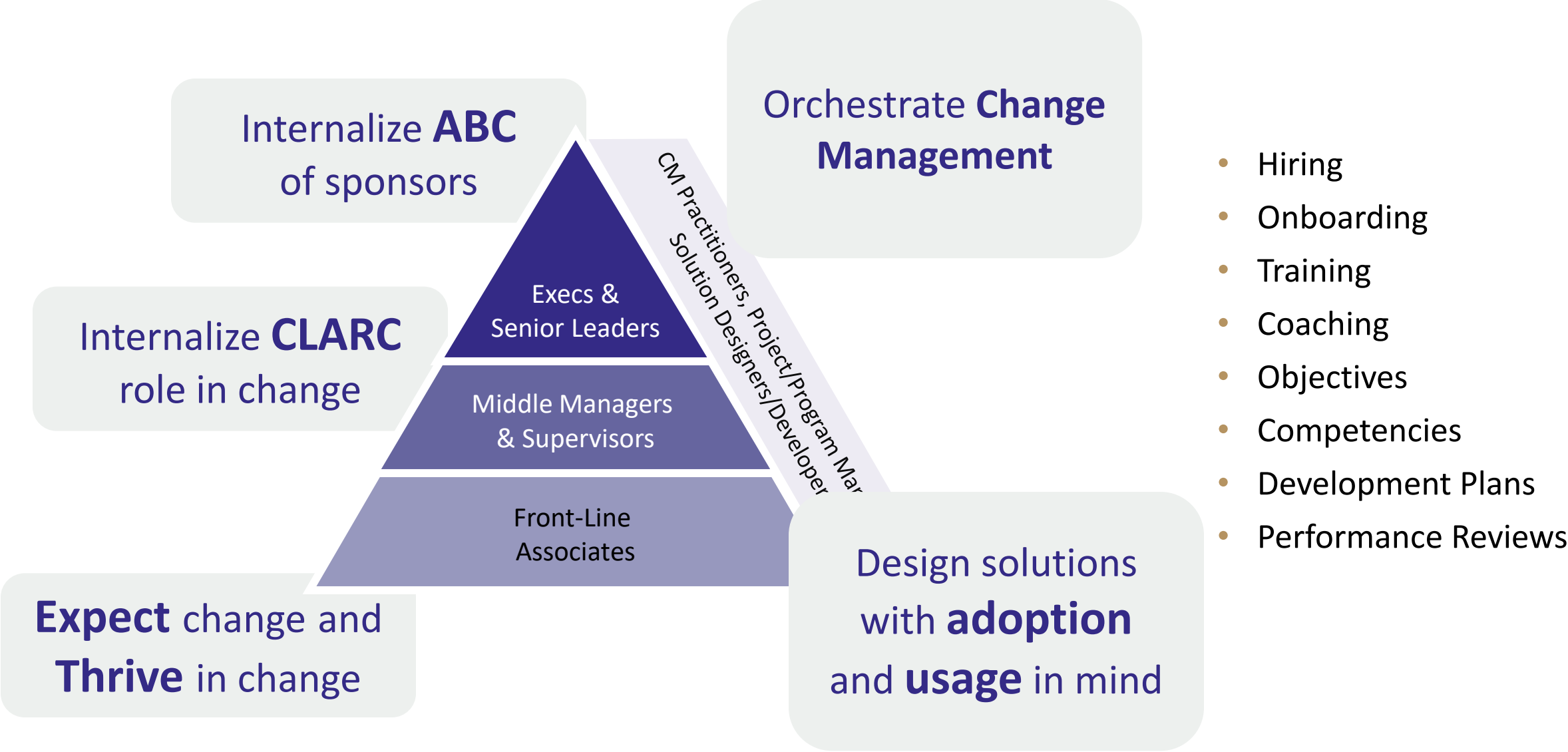
The CM Capability GAP: From The Research

- 50% of those in Sponsorship Roles lead on change ineffectively

- 65% of People Managers are not effectively equipped to lead on change with their teams

- Change Management Capability is still Immature – in 55% of organisations its either lacking or only being applied to isolated projects

14%	41%	34%	9%	2%
Level 1 Ad-Hoc or Absent	Level 2 Isolated Projects	Level 3 Multiple Projects	Level 4 Org Standards	Level 5 Organisational Competency

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Opportunity 1: Build a Collaborative CM Capability

Internalize **ABC** of sponsors

Orchestrate **Change Management**

Internalize **CLARC** role in change

CM Practitioners, Project/Program Ma...
Solution Designers/Developer

Execs & Senior Leaders

Middle Managers & Supervisors

Front-Line Associates

Expect change and **Thrive** in change

Design solutions with **adoption** and **usage** in mind

- Hiring
- Onboarding
- Training
- Coaching
- Objectives
- Competencies
- Development Plans
- Performance Reviews

Opportunity 2: Be the Jam in the Change Management Sandwich

Learning as the **"Jam"** in the change management sandwich

The Learning Zone

Awareness — Of the Need For Change

Desire — To participate and support the change

Knowledge — On how to change

Ability — To Implement required Skills and Behaviours

Reinforcement — To sustain the change

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Tips for Success

Clearly Define Success

Recruit an Influential Sponsor who cares

Employ Project Discipline

Define who needs to change for success to be achieved

Apply Change Management to the Development of Change Management Capability

Come and visit us at the Prosci Europe Stand (D180) to find out more about our **Proven, Research Based Change Management Methodology** and comprehensive **Role-Based Training Offerings.**

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Thank You

And to learn more about building Change Management capability in action, I highly recommend you come and listen to **Rachel Butler,** Head of Change at **Anglian Water** discussing her experience of "How everyone plays a part in successful change" with Prosci Europe's **Imogen Parnham-Kenny**

Theatre 2 Tomorrow 10:30-11:00

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

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

TOPIC	DATE
Growing Organisational Change Capability at Anglian Water	15th December 2023 – 10am UK Time
WEBINARS BEGIN AT 9AM UK TIME UNLESS STATED OTHERWISE	

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