

An Introduction to

# Change Management

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





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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.

Best regards,



**Tim Creasey**

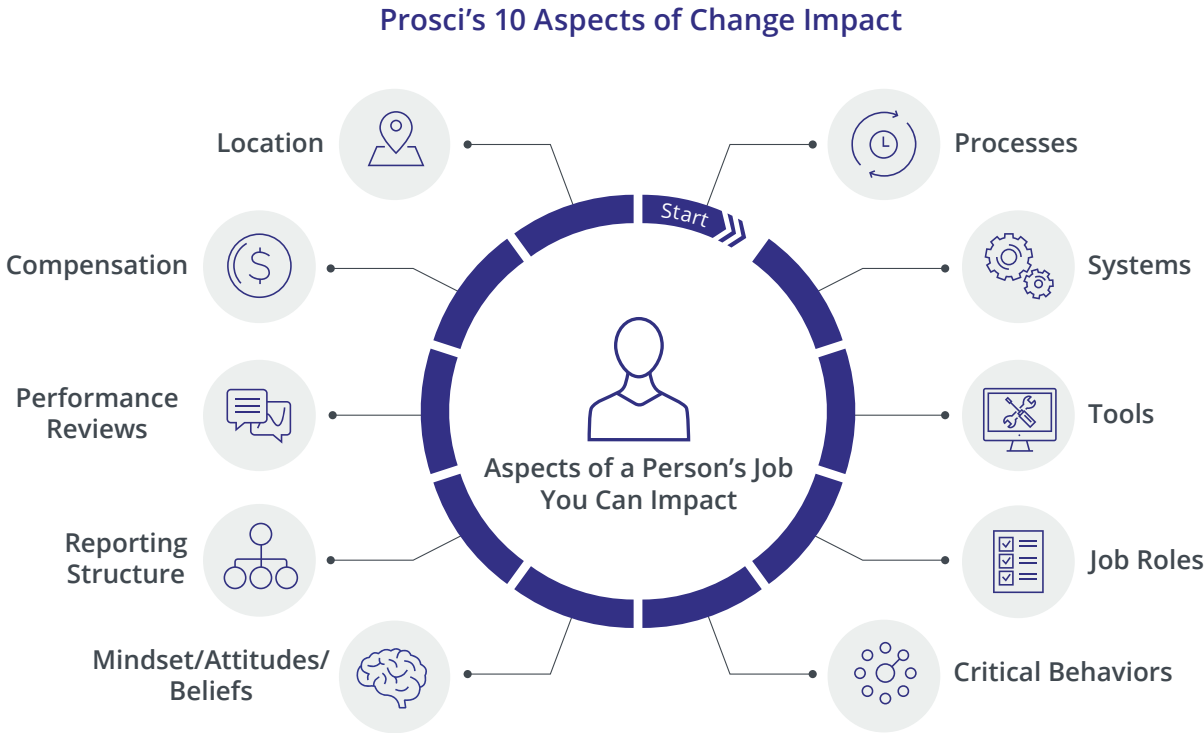
Chief Innovation Officer

# 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

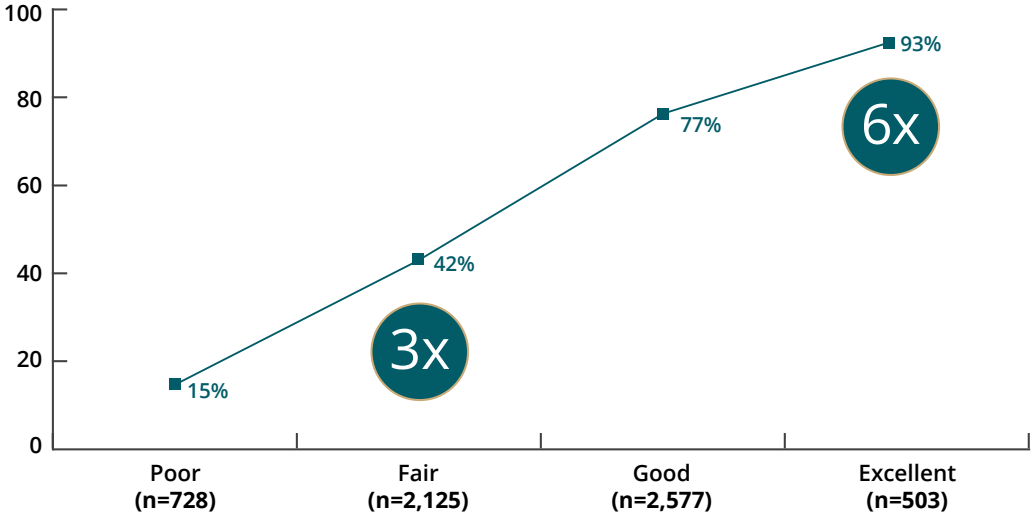
Even when organizational changes meet technical requirements and milestones, they can fail to deliver results and benefits. What's missing? The people who bring these changes to life in their day-to-day work. Your initiatives can impact the following aspects of an individual's job:



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.

Percentage of respondents that met or exceeded project objectives



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

According to Prosci’s Best Practices in Change Management research, initiatives with excellent change management are six times more likely to meet objectives than those with poor change management.



**76%** of CEOs  
said that their ability to  
adapt to change will be a  
key competitive advantage.<sup>1</sup>

<sup>1</sup> PricewaterhouseCoopers International Limited, editors.  
*11th Annual Global CEO Survey*. Belfast, Northern Ireland. 2004.



## What Is Change Management?

**Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.**

## 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.

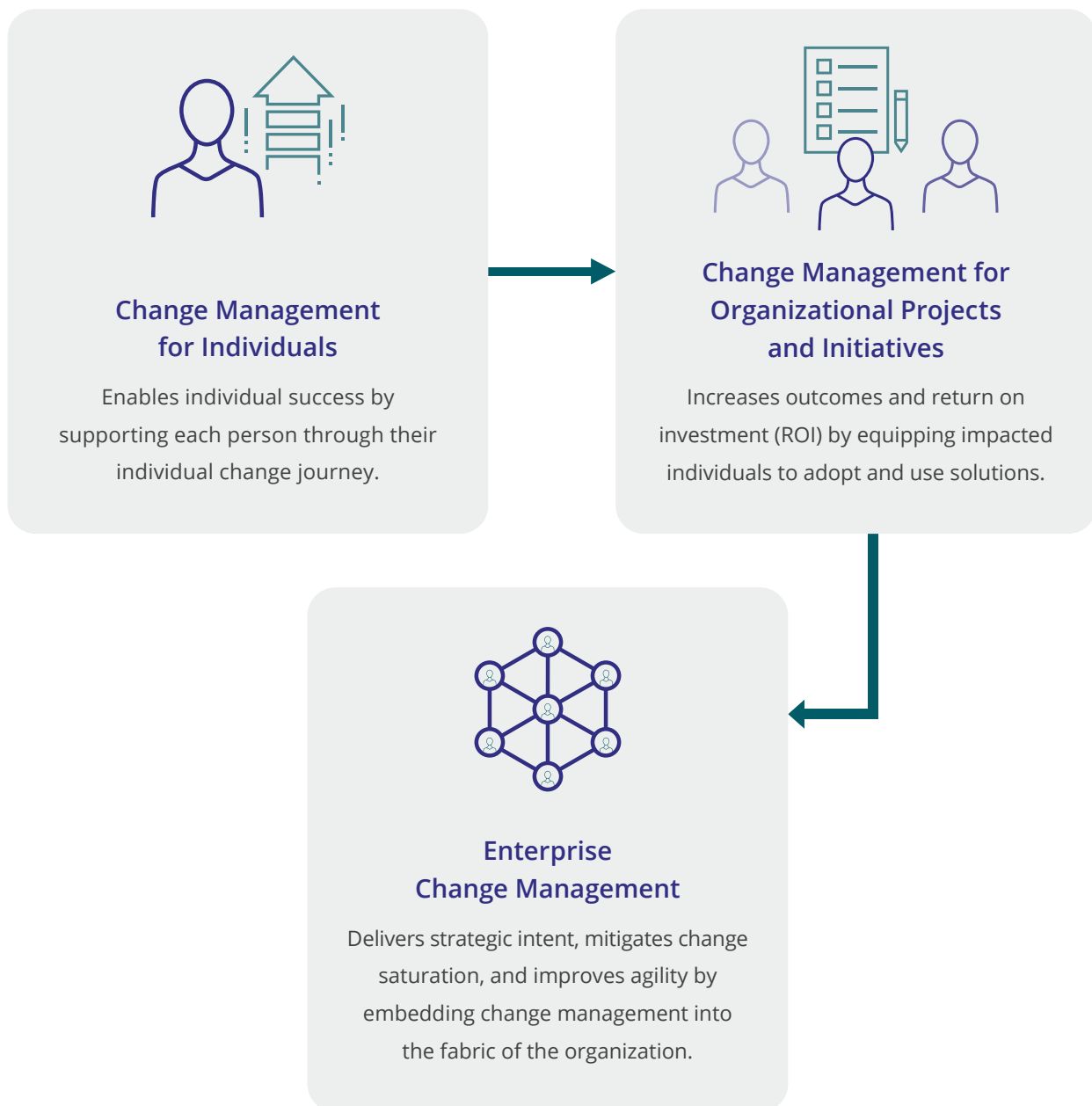


### Change Management as a Competency

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 3 Levels

Change management at any level ultimately focuses on how to help employees engage, adopt and use 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

The crux of effective change management is this: leveraging change management activities and skills equips impacted people to make their individual transitions successfully.

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**  
say organizational  
agility is critical to  
business success.<sup>2</sup>

<sup>2</sup> Building a Nimble Organization:  
A McKinsey Global Survey.  
mckinseyquarterly.com, July 2006.

# Change Management for Organizational Projects and Initiatives

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

## Prosci 3-Phase Process



## Phase 1 – Prepare Approach

The first phase in the Prosci Methodology helps teams clearly define success for the project or initiative. It also enables teams to define the change impacts and impacted groups, as well as the overall approach to the change management strategy.

During this phase, change leaders answer questions like:

- “What are we trying to achieve with this change?”
- “Who must do their jobs differently and how?”
- “Who are the sponsors and people managers we need to involve to make this successful?”



## Phase 2 – Manage Change

The second phase of the Prosci 3-Phase Process advances individuals through the change process and involves the bulk of change management work.

Phase 2 – Manage Change involves:

- Developing a Master Change Management Plan, which includes an ADKAR Blueprint and specific change management plans, such as the Sponsor Plan and Communications Plan
- Executing activities, and tracking outcomes and performance
- Adapting actions as needed

## Phase 3 – Sustain Outcomes

The third phase focuses on actions designed to sustain the change over time, including:

- Reviewing and documenting activities and outcomes
- Identifying gaps and opportunities for improvement
- Preparing key roles
- Transferring responsibility
- Celebrating success



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


# Enterprise Change Management

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.



How would your organization benefit from improved outcomes, reduced resistance and greater agility today?



**79% of executives and senior leaders**

surveyed recognize the value of change management in their organizations.<sup>3</sup>

3 Prosci Best Practices in Change Management



## 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

Prosci's research consistently shows that organizations with excellent change management achieve greater success with change.

### **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

Source: Prosci *Best Practices in Change Management*



## Next Steps

### Earn Change Management Practitioner Certification

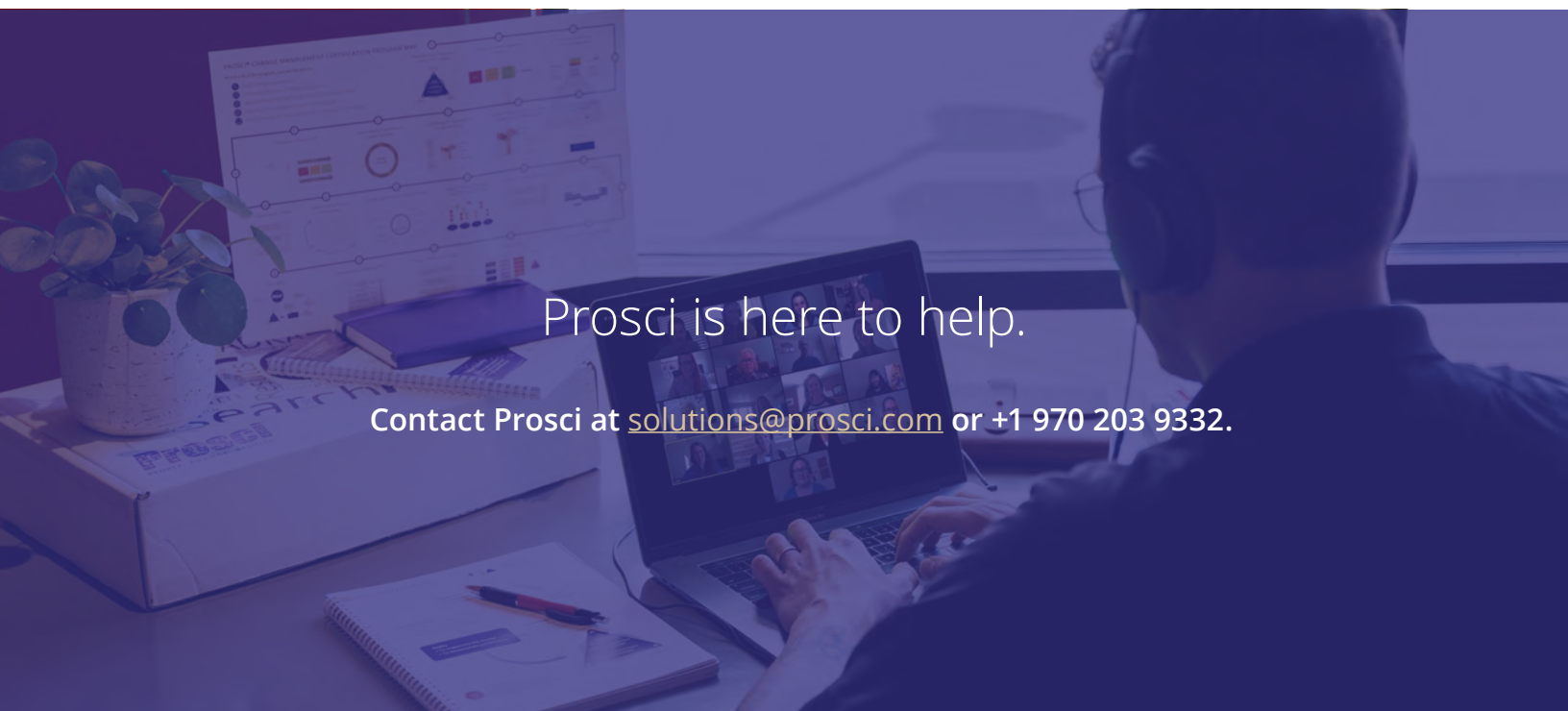
The Prosci Change Management Certification Program equips you with the knowledge and skills you need to manage change projects within your organization.

Join the more than 75,000 change professionals worldwide who proudly display the Prosci Certified Change Practitioner badge.



### Bring Change Management to Your Organization

Is your organization interested in building change management as a lasting capability? Contact a Prosci Solutions Architect to learn how Prosci helps organizations of all sizes accelerate success with change.



Prosci is here to help.

Contact Prosci at [solutions@prosci.com](mailto:solutions@prosci.com) or +1 970 203 9332.

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