The Prosci Methodology

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Prosci Advanced Instructor
Presenter

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Webinar Team
Engagement Lead
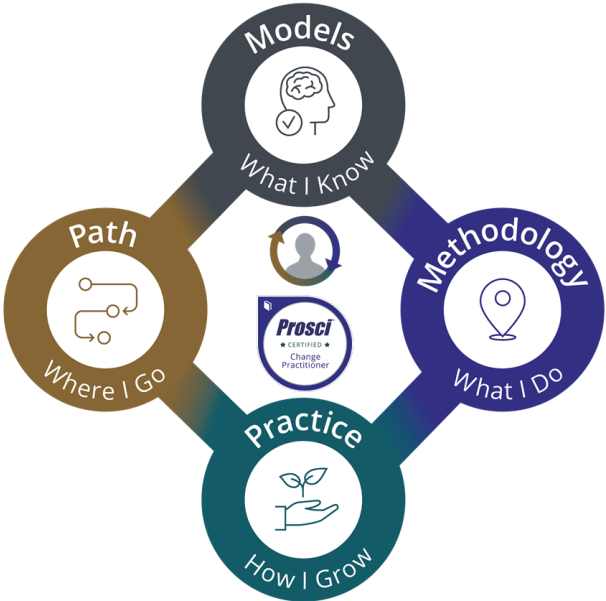
Go to Pollev.com/cmcemma

Agenda

Methodology
Context
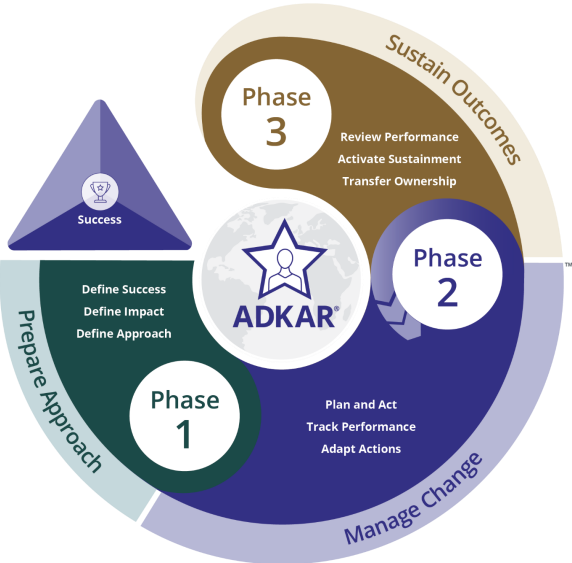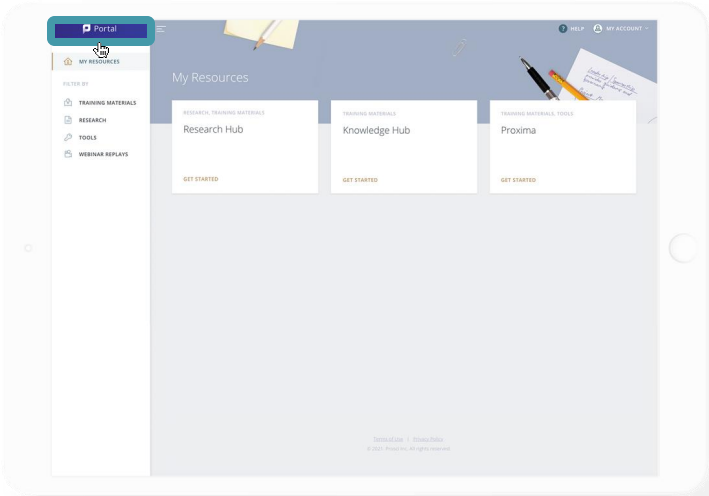
Prosci
Methodology
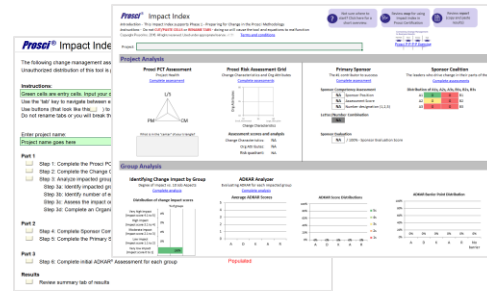
Prosci
Hub Solution Suite

What is the value of using a structured methodology for change management?

Evolution of the Prosci Methodology 2003 - Present

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**
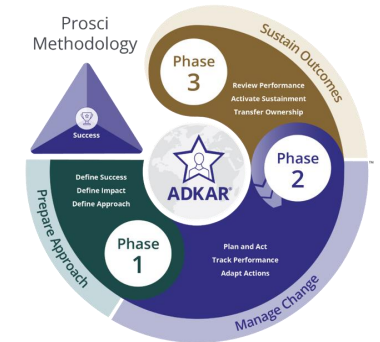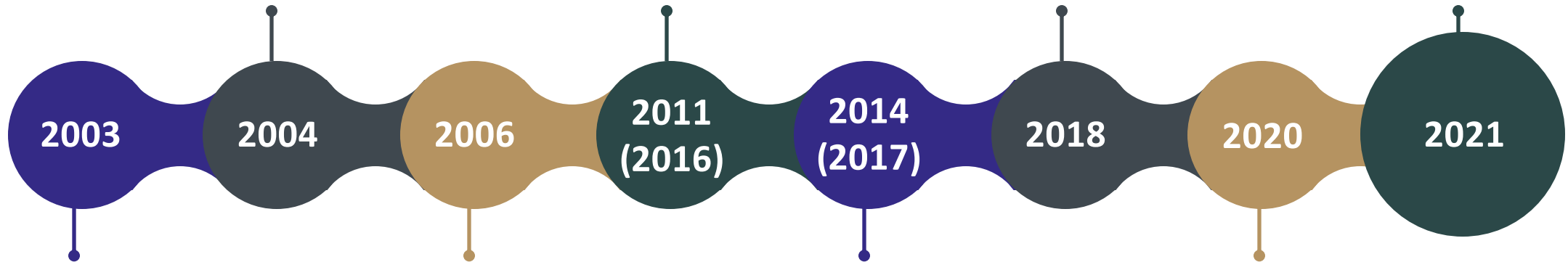
Prosci 3-Phase Process, CM Toolkit and People Side
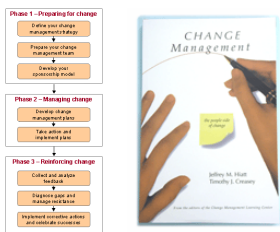
Addition of PCT Model
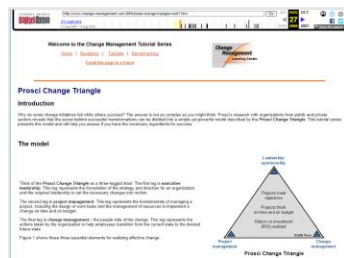
Online Portal and eToolkit

Virtualization of 3-day Certification *Experience*
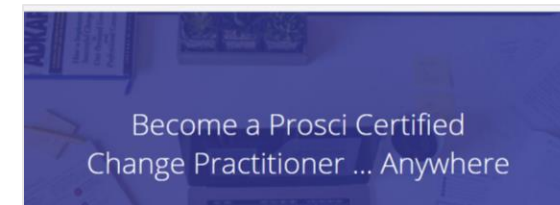
When did you start your change management journey?

before 2003

2003-2010

2011-2015

2016-2018

2019-2020

2021-present

When did you first learn about the Prosci Methodology?

2003-2010

2011-2015

2016-2018

2019-2021

2022

Today!

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

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
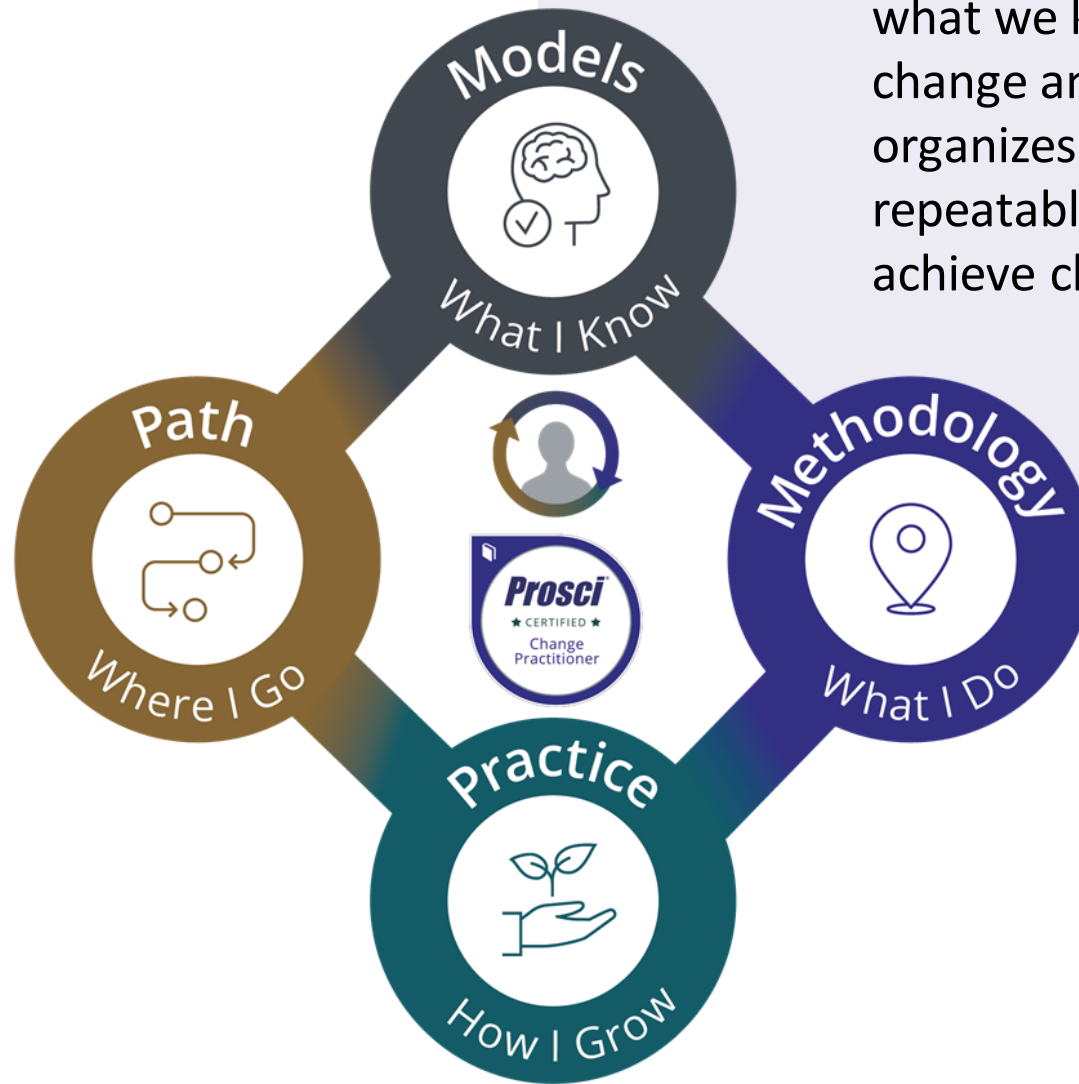
Prosci Methodology takes what we know about people, change and results and organizes it into a simple repeatable process to achieve change success.

Prosci Models

Describe what we know about people, change and results.

Change Practitioner Journey Model

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 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
★ CERTIFIED ★
Change Practitioner

Prosci

Prosci Methodology

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.
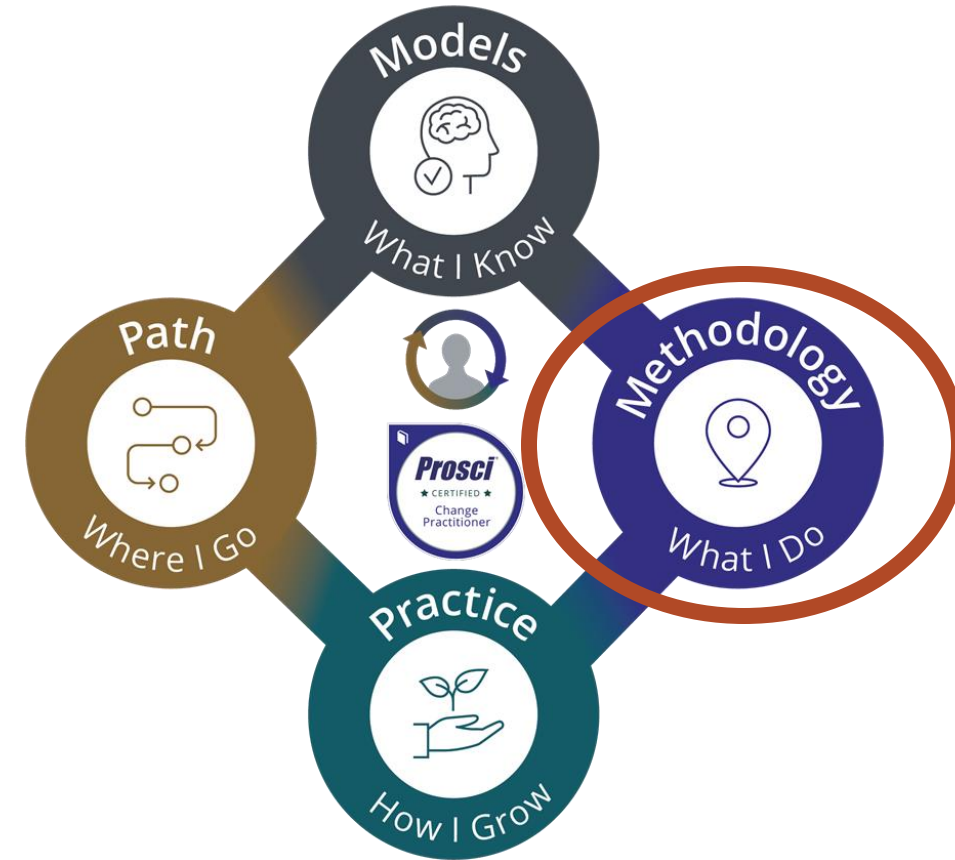
Prosci Change Triangle Model

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.
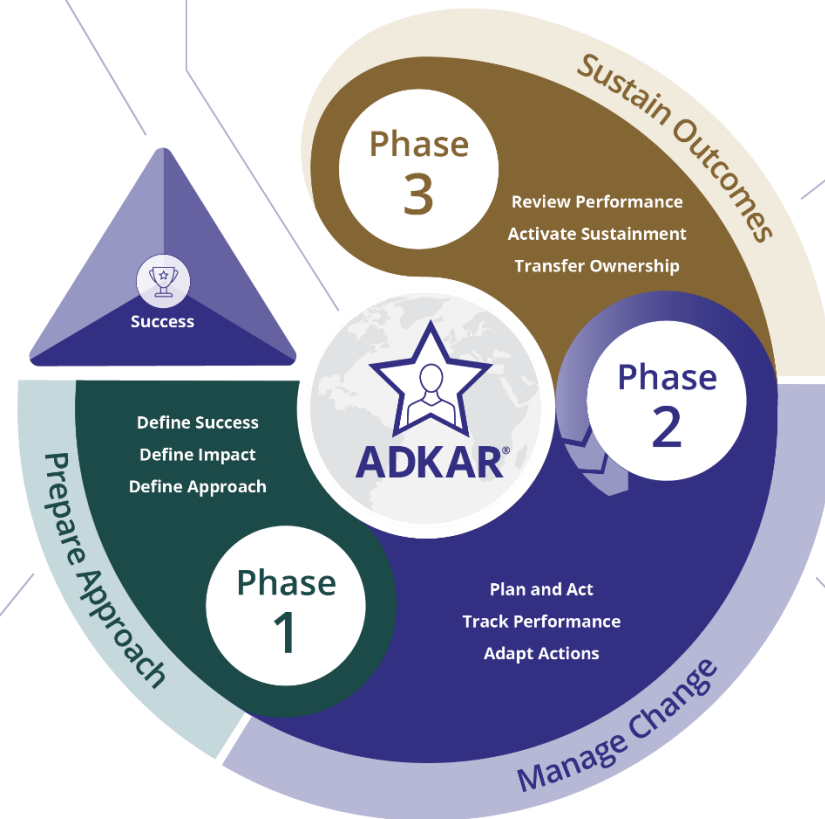
Phase 3 – Sustain Outcomes

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.

Success

Sustain Outcomes

Phase 3
Review Performance
Activate Sustainment
Transfer Ownership

ADKAR®

Prepare Approach

Define Success
Define Impact
Define Approach

Phase 1

Phase 2

Plan and Act
Track Performance
Adapt Actions

Manage 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

Organizational Change Requires Individual Change

Phase 3 — Sustain Outcomes
- Review Performance
- Activate Sustainment
- Transfer Ownership

Success
- Define Success
- Define Impact
- Define Approach

Prepare Approach

ADKAR®

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

Phase 1

Helping individuals through ADKAR

A D K A R
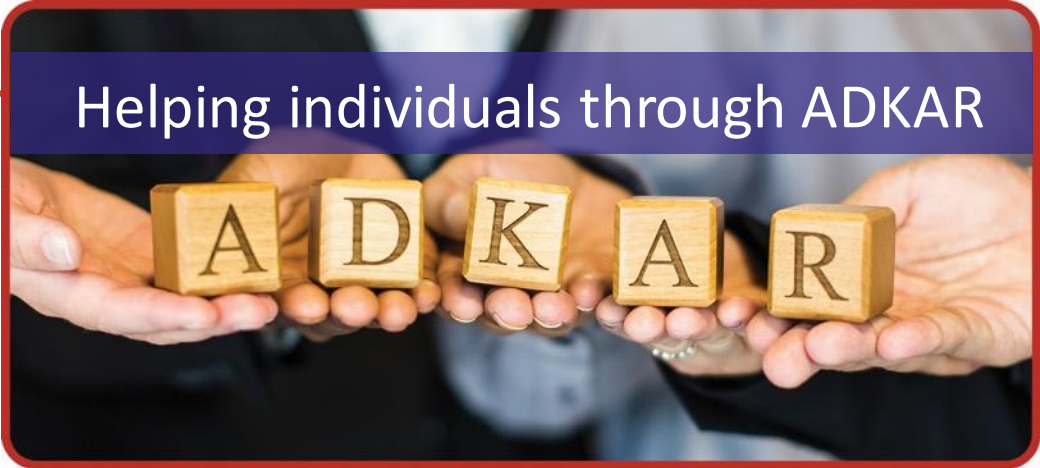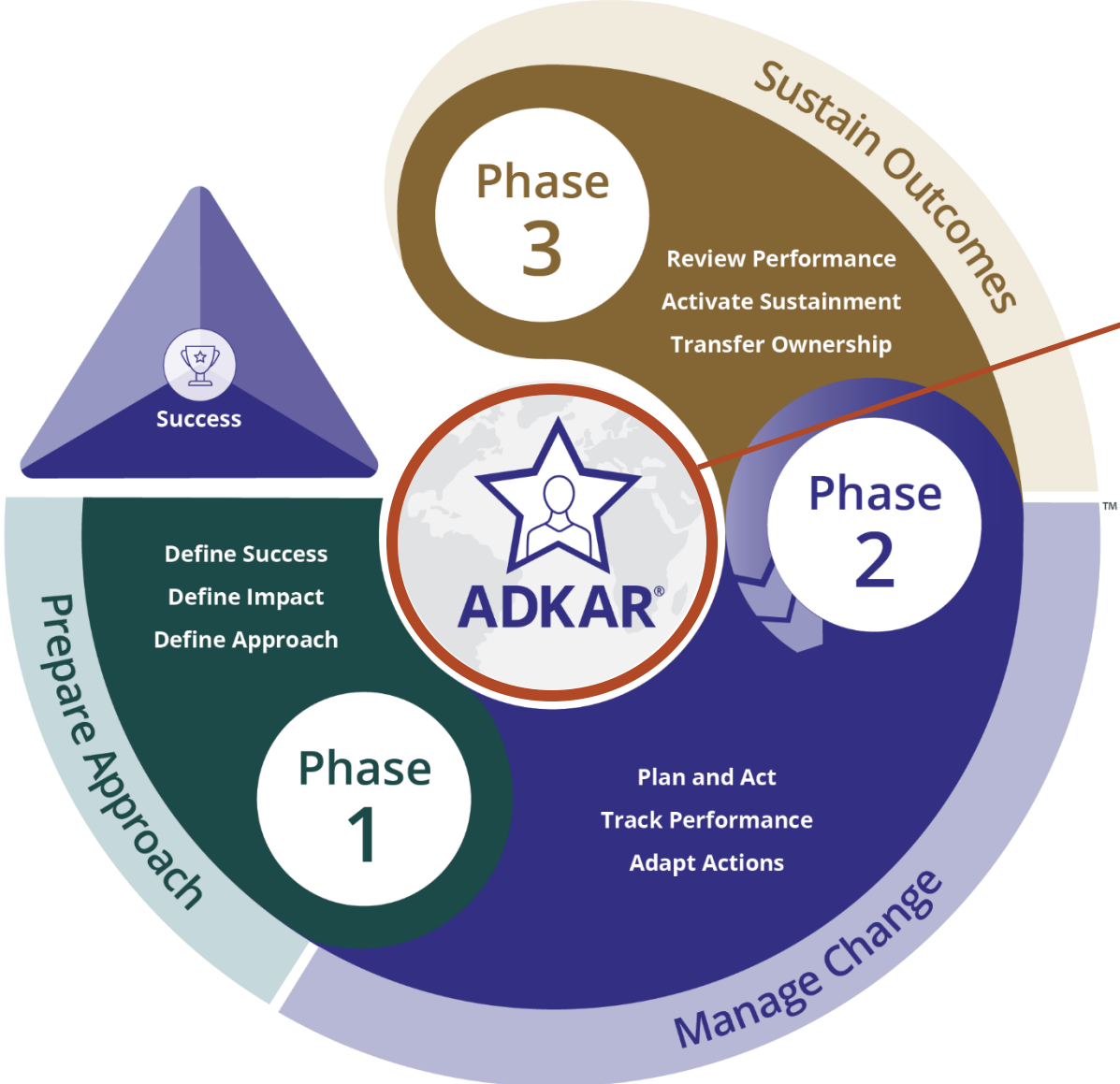
Prosci®

"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®

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

The ADKAR Model Defines Successful Change at Scale

Change with one person...

Or five people...

Or 20 people...

Or 1,000 people...

People Change at Different Paces

Legend: Awareness | Desire | Knowledge | Ability | Reinforcement

Kavita
Rahim
Grace
Alana
Eric
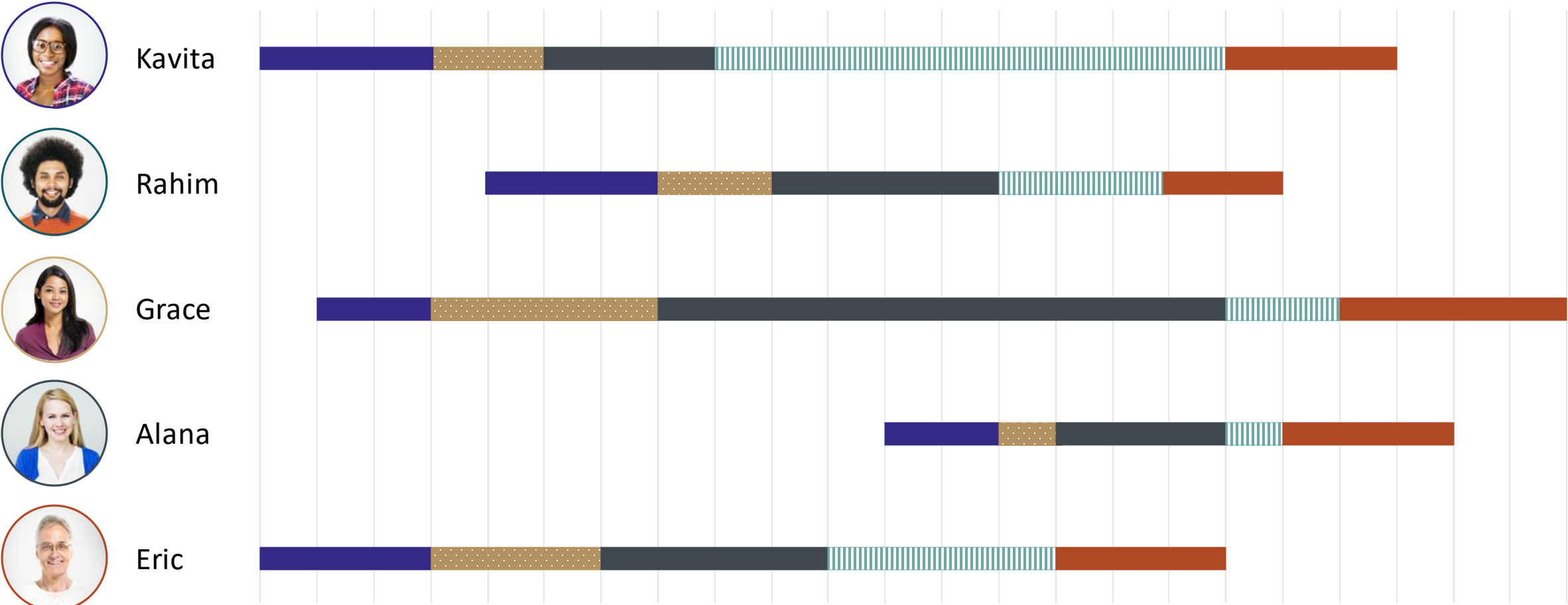
Aligning ADKAR Model With Sequential and Iterative Change

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
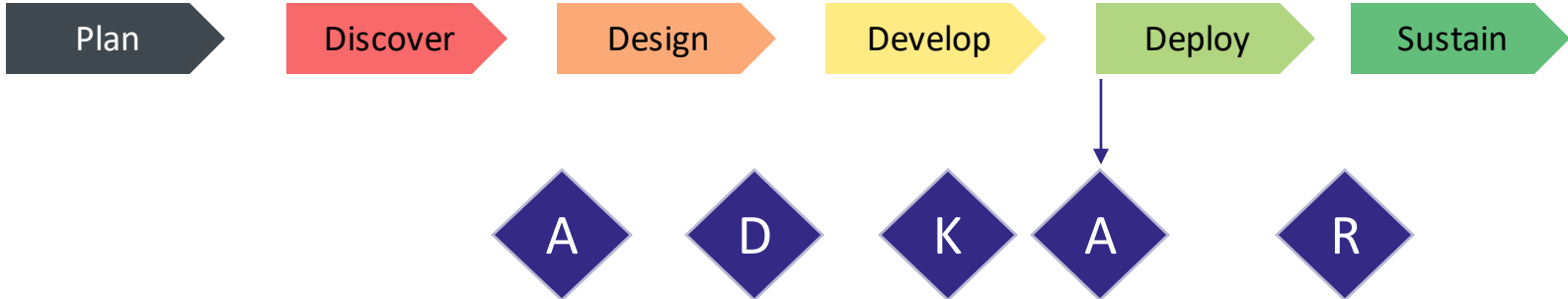
A D K A R

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 | Develop / Design / Deploy / Discover / Release — Sprint #1 | Sprint #2 | Sprint #n | Sustain

A D K A R

Release/Sprint Level

A D K A R

A D K A R

PDCA

Act | Plan | Check | Do

R A K K A A D K A R
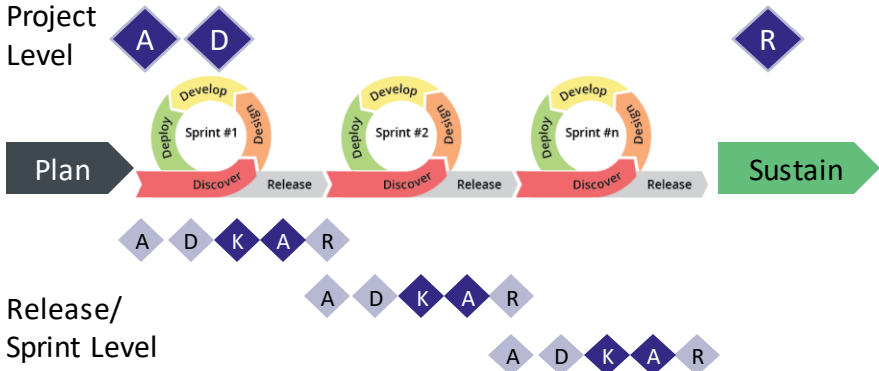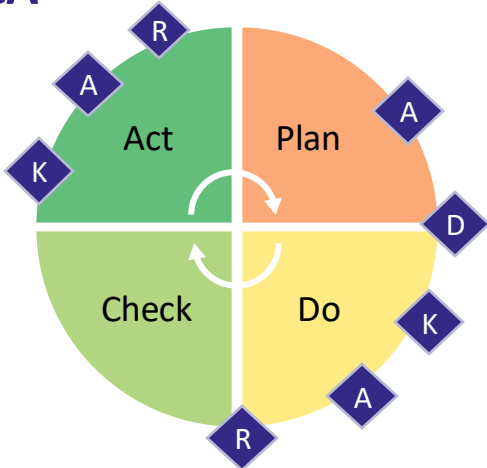
ADKAR Model Summary

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
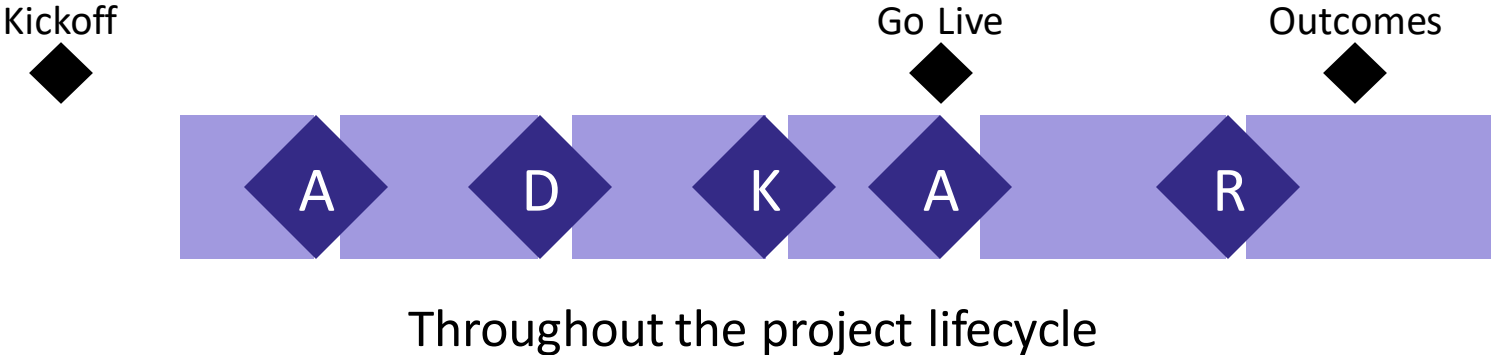
Who

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

20

How does breaking individual change down into the 5 ADKAR elements help to unlock change?

Begin with Project Health

Prosci Change Triangle (PCT) Model

Leadership/
Sponsorship

Success

Project
Management

Change
Management

Sustain Outcomes

Phase 3
Review Performance
Activate Sustainment
Transfer Ownership

Success

Prepare Approach

Define Success
Define Impact
Define Approach

ADKAR®

Phase 2

Phase 1

Plan and Act
Track Performance
Adapt Actions

Manage Change

Prosci
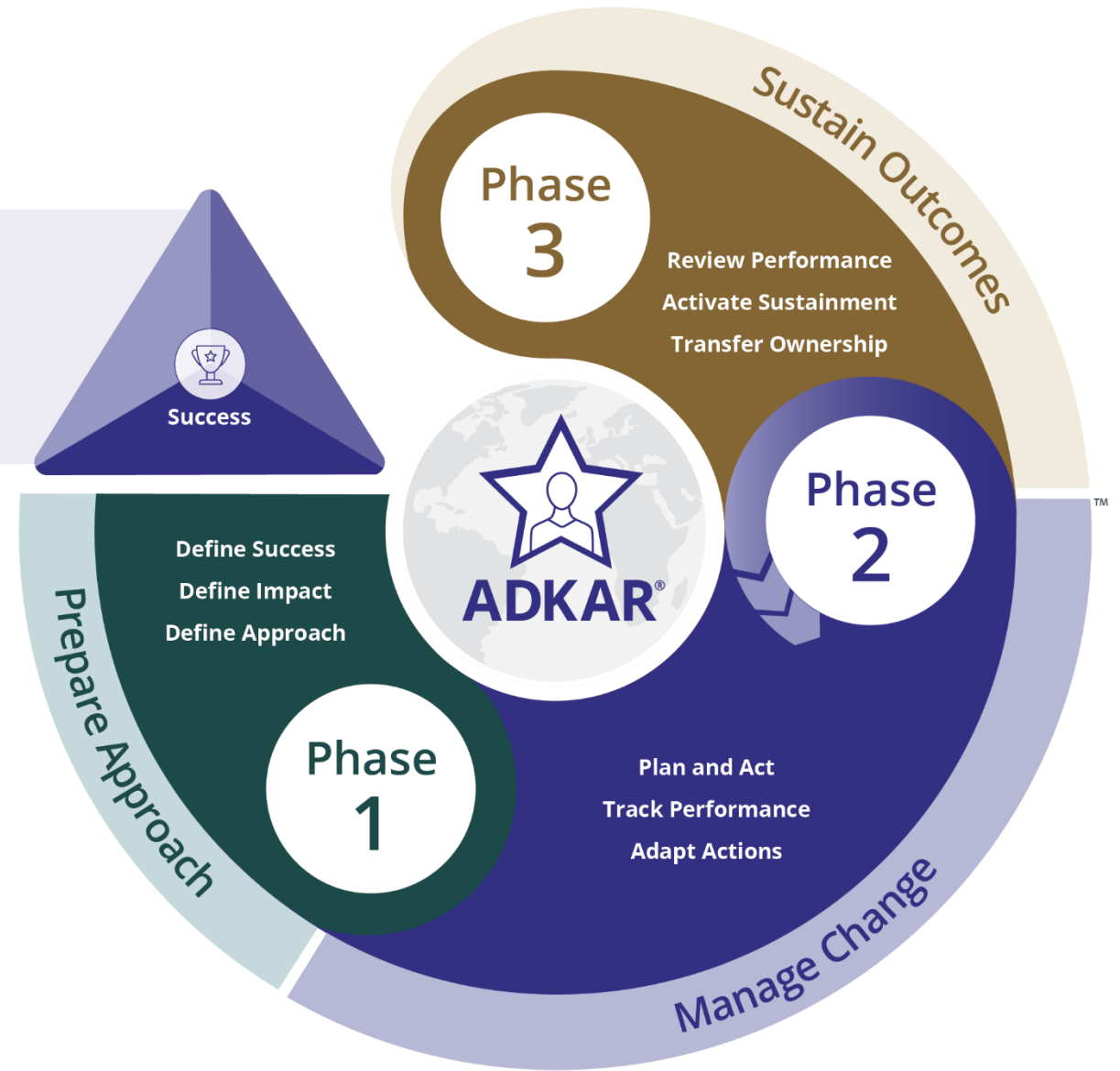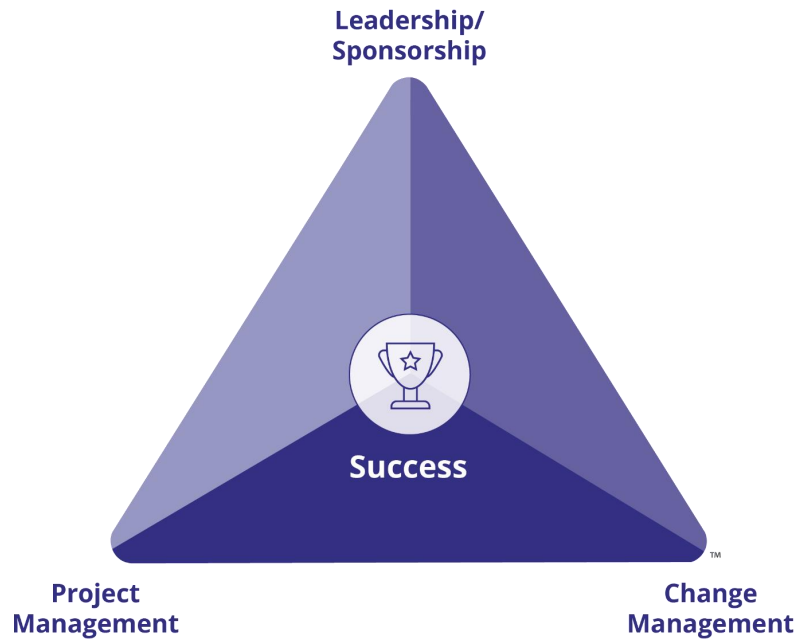
PCT Model: Critical Aspects for Success

Leadership/Sponsorship

Governance and direction
Decisions and actions

A reason for change
Defined benefits and objectives
Units of measure

People side
Individual and organizational
Engage, adopt, use

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

Success

Project Management

Change Management
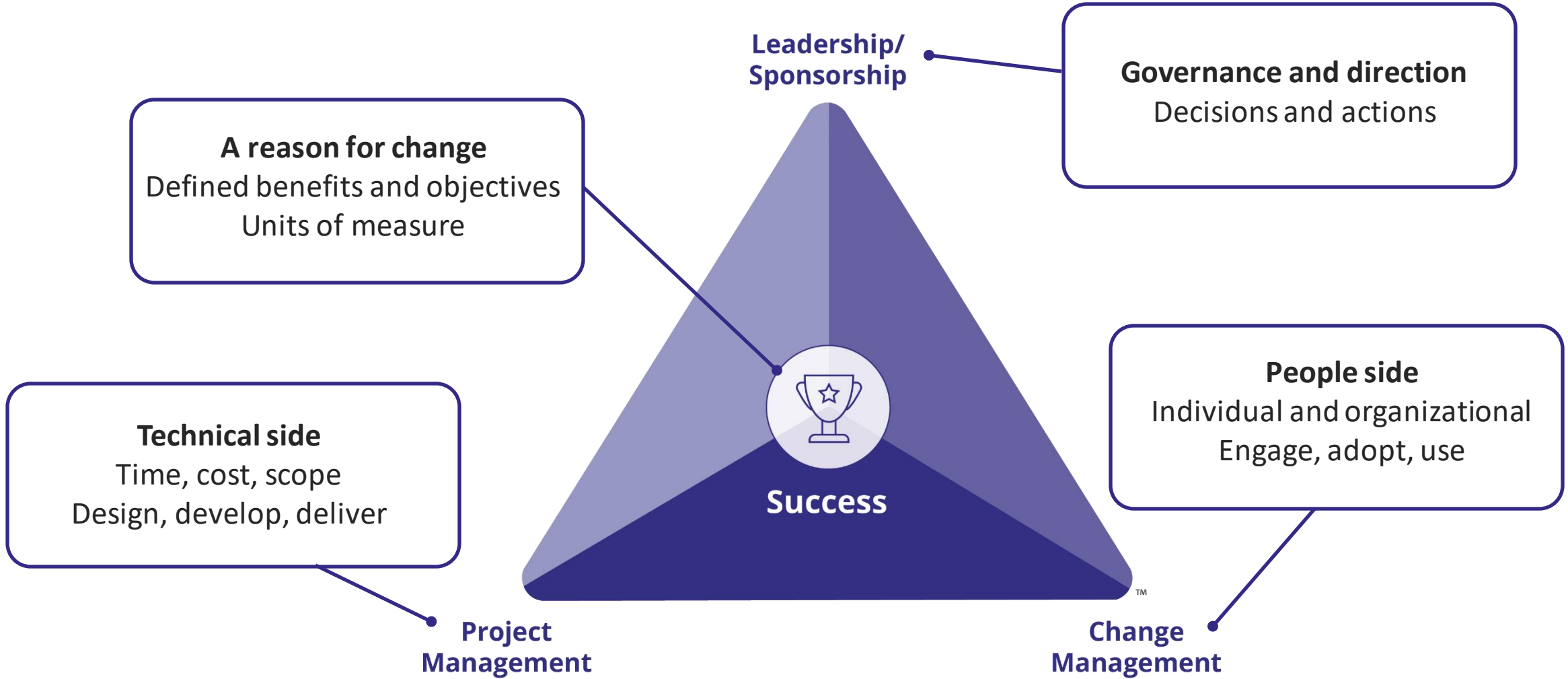
Relationship Between L/S, PM, CM
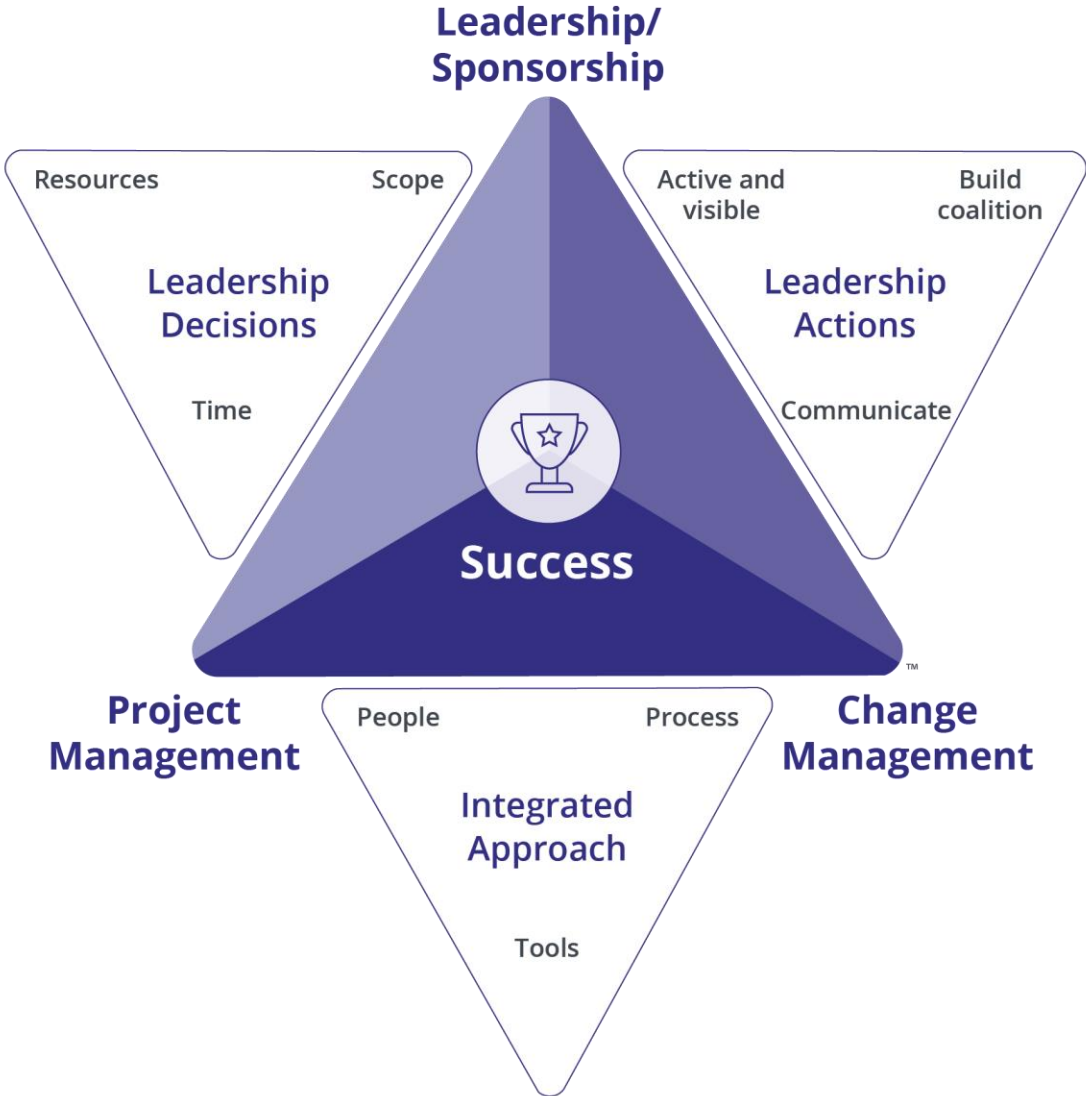
PCT Assessment Over the Project Lifecycle

Why

- Health check throughout your project
- Track your organizational performance
- Determine if the initiative delivered what was expected

When

Kickoff	L/S	PM	CM
Go Live	L/S	PM	CM
Outcomes	L/S	PM	CM
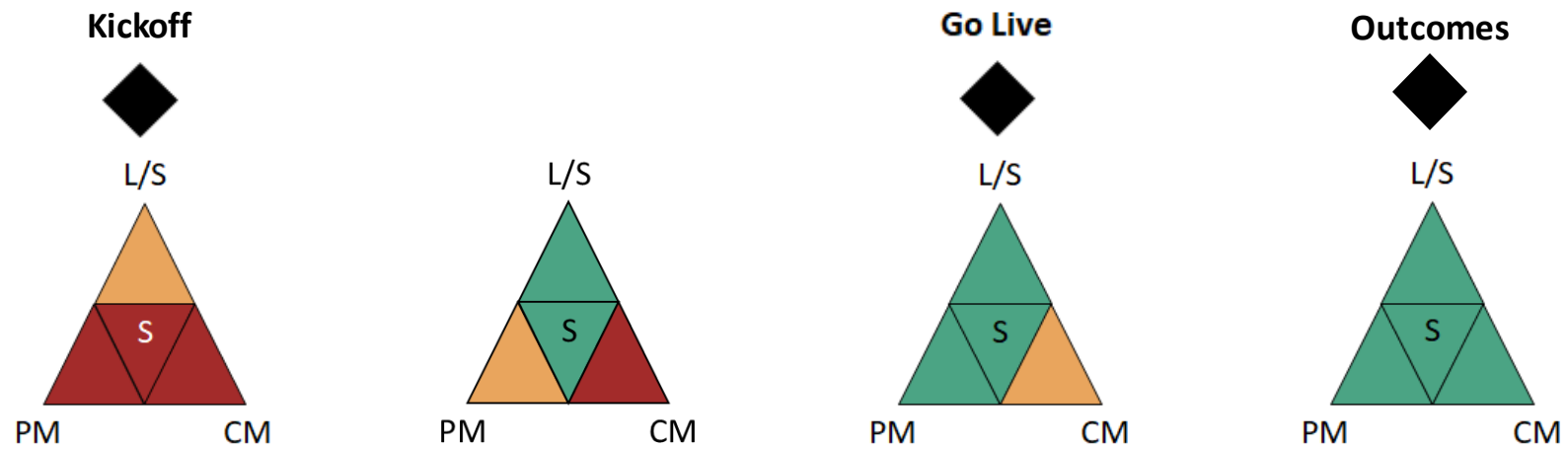
Score Interpretation

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?

What value do you envision from assessing success throughout the project lifecycle?

Prosci Methodology
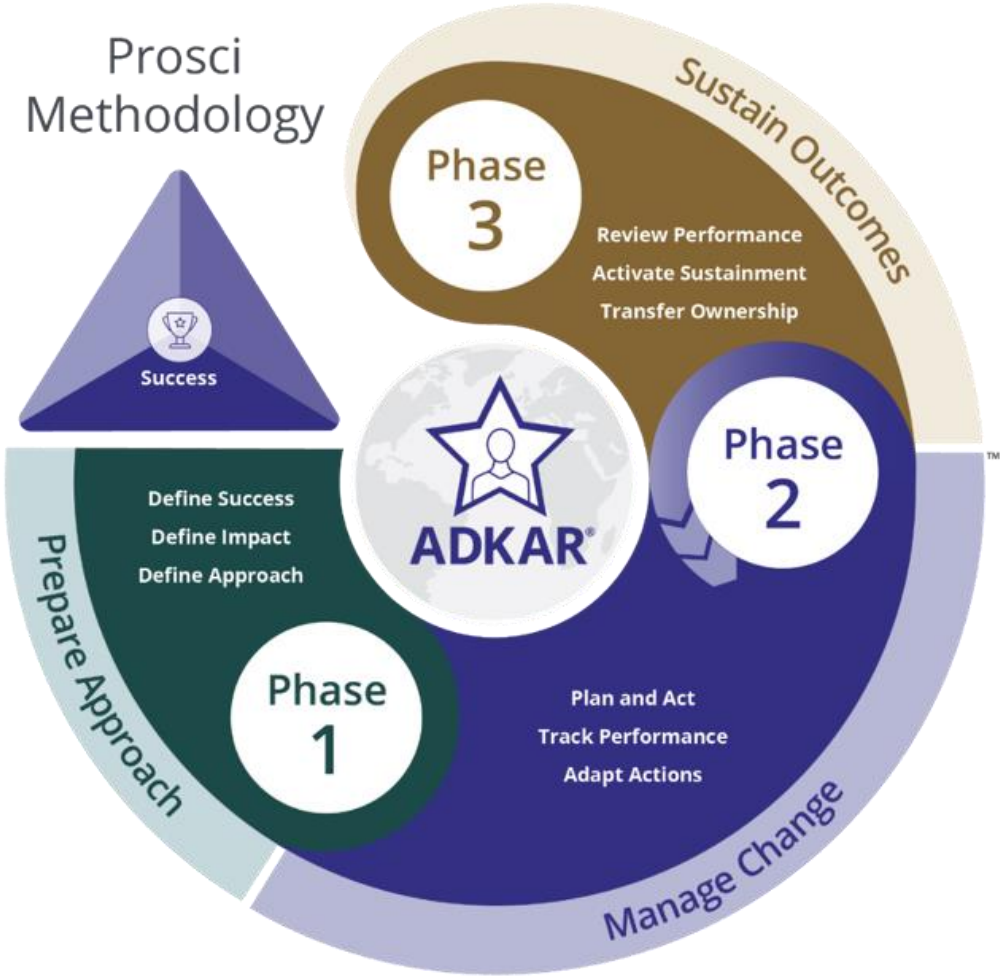
What do you see in the Prosci Methodology graphic?

Prosci Methodology and Prosci 3-Phase Process
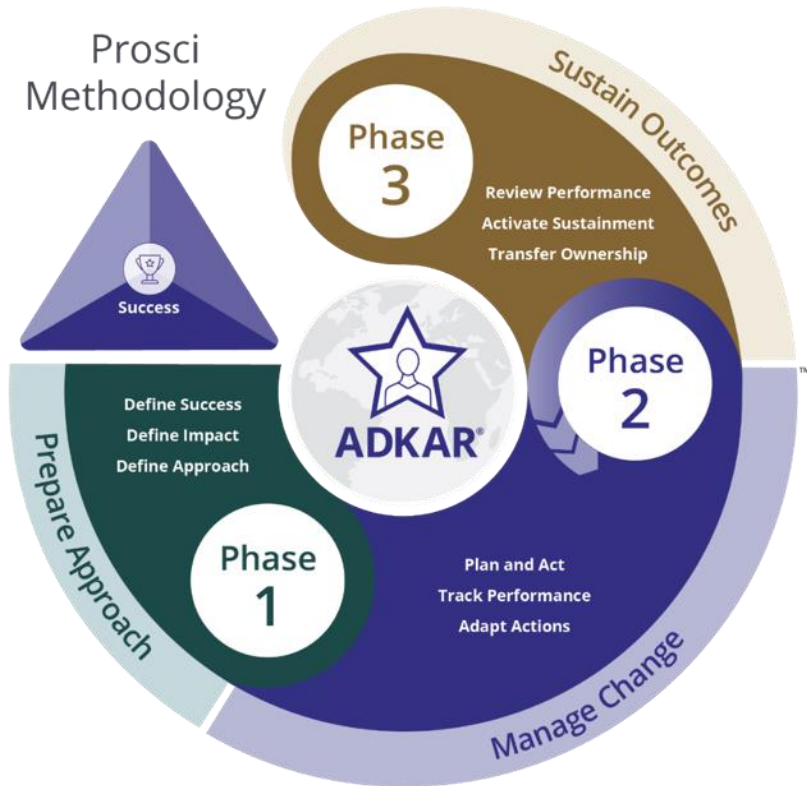
"It is not the answer
that enlightens,
but the question."

Eugène Ionesco
Romanian-French playwright

Prosci 3-Phase Process Plain Language Questions

Phase 1

Define Success
Define Impact
Define Approach

Prepare Approach

Define Success

What are we trying to achieve?

Define Impact

Who has to do their jobs differently and how?

Define Approach

What will it take to achieve success?

Change Management Strategy

Phase 2

Plan and Act
Track Performance
Adapt Actions

Manage Change

Plan and Act

What will we do to prepare, equip and support people?

Track Performance

How are we doing?

Adapt Actions

What adjustments do we need to make?

Master Change Management Plan

Phase 3

Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

Review Performance

Now, where are we? Are we done yet?

Activate Sustainment

What is needed to ensure the change sticks?

Transfer Ownership

Who will assume ownership and sustain outcomes?

Change Management Closeout

How can you envision using the plain language questions in your application of the Prosci Methodology?

Prosci 3-Phase Process

Purpose statement

Plain language questions

Phases, stages and activities

Deliverable

Phase 1

Define Success
Define Impact
Define Approach

Prepare Approach

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

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

Phase 2

Plan and Act
Track Performance
Adapt Actions

Manage Change

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.

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

Phase 3

Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

To realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.

Review Performance
- Review initiative progress
- Review ADKAR outcomes
- Review CM activities
- Document lessons learned

Now, where are we? Are we done yet?

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?

Transfer Ownership
- Celebrate success
- Transfer knowledge and assets

Who will assume ownership and sustain outcomes?

Change Management Closeout

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?

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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

10 Aspects of Change Impact

Risk Assessment

Role Roster

Manage Change

Phase 2

Plan and Act
Track Performance
Adapt Actions

Plan and Act

- Build ADKAR Blueprint
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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.

Prosci PEOPLE. CHANGE. RESULTS.

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 required skills and behaviors					
Reinforcement to sustain the change					

Scaled Plans

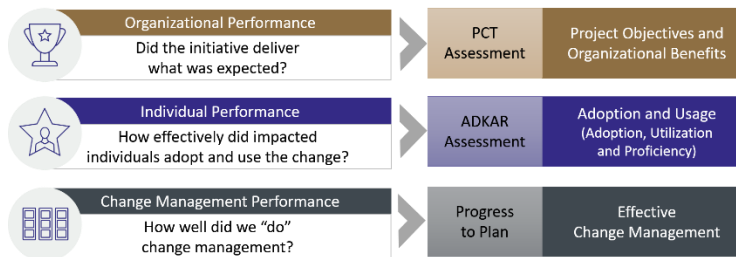|			
ADKAR Blueprint	ADKAR Blueprint + ADKAR Blueprint by Group	ADKAR Blueprint + ADKAR Blueprint by Group + Core Plans	ADKAR Blueprint + ADKAR Blueprint by Group + Core Plans + Extend Plans

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		

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Sustain Outcomes

Review Performance

- Review initiative progress
- Review ADKAR outcomes
- Review CM activities
- Document lessons learned

Now, where are we? Are we done yet?

Activate Sustainment

- Identify gaps, goals and priorities
- Develop sustainment actions, roles and timeline
- Prepare and activate roles
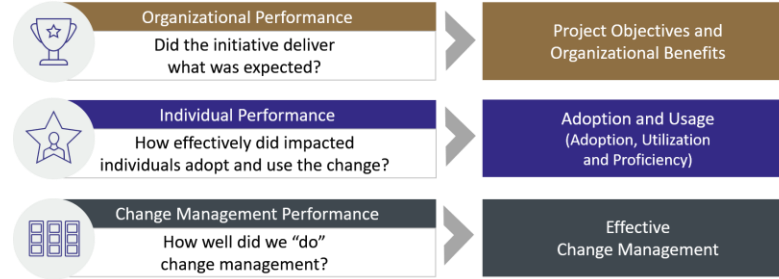
What is needed to ensure the change sticks?

Transfer Ownership

- Celebrate success
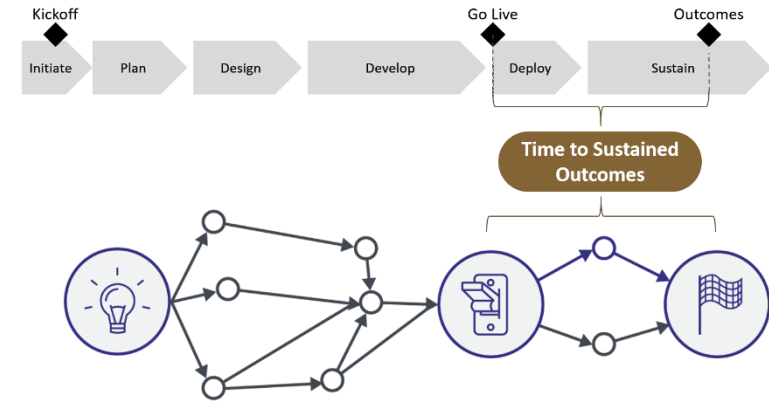- Transfer knowledge and assets

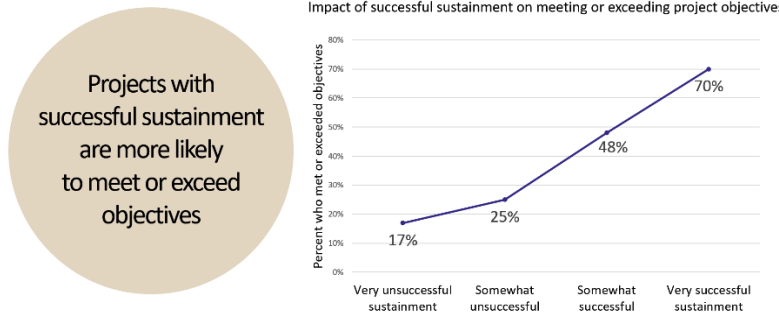Who will assume ownership and sustain outcomes?

Change Management Closeout

Review Performance

Organizational Performance — Did the initiative deliver what was expected?	**Project Objectives and Organizational Benefits**
Individual Performance — How effectively did impacted individuals adopt and use the change?	**Adoption and Usage** (Adoption, Utilization and Proficiency)
Change Management Performance — How well did we "do" change management?	**Effective Change Management**

Time to Outcomes

Kickoff — Go Live — Outcomes

Initiate → Plan → Design → Develop → Deploy → Sustain

Time to Sustained Outcomes

Sustainment Approach

Projects with successful sustainment are more likely to meet or exceed objectives

Impact of successful sustainment on meeting or exceeding project objectives

Percent who met or exceeded objectives

- Very unsuccessful sustainment: 17%
- Somewhat unsuccessful: 25%
- Somewhat successful: 48%
- Very successful sustainment: 70%

Sustainment Roles

Planning

Roles
1. CM resource
2. Project sponsor
3. Project manager
4. Business owner
5. Project team
6. Executive sponsor

Executing

Roles
1. Project sponsors and owners
2. CM resource
3. Managers and supervisors
4. Project manager
5. Executive leaders

Prosci Methodology is Designed to Enable Change Success

We Change for a Reason

Begin with the end in mind:
- What is the reason for change?
- What is the initial health of the project including the strength of the definition of success?

We Apply Change Management to Realize the Benefits and Desired Outcomes of the Change

We sustain outcomes:
- Now, where are we? Are we done yet?
- What is needed to ensure the change sticks?
- Who will assume ownership and sustain outcomes?

Organizational Change Requires Individual Change

We prepare our approach:
- What are we trying to achieve?
- Who has to do their jobs differently and how?
- What will it take to achieve success?
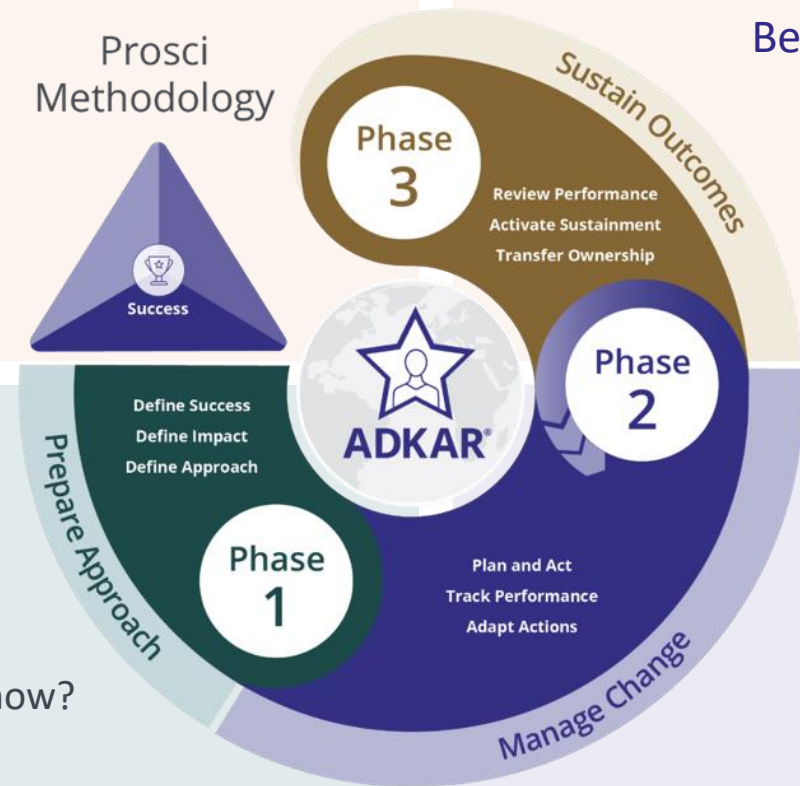
Organizational Outcomes are the Collective Result of Individual Change

We manage change effectively:
- What will we do to prepare, equip and support people?
- How are we doing?
- What adjustments do we need to make?

Change management is an enabling framework for managing the people side of change

Prosci

Hub Solution Suite

Portal.Prosci.com

Anytime, anywhere access via the Prosci Portal to digital content, resources and tools that help you excel in change management.

Research Hub
The experience of thousands of change leaders at your fingertips
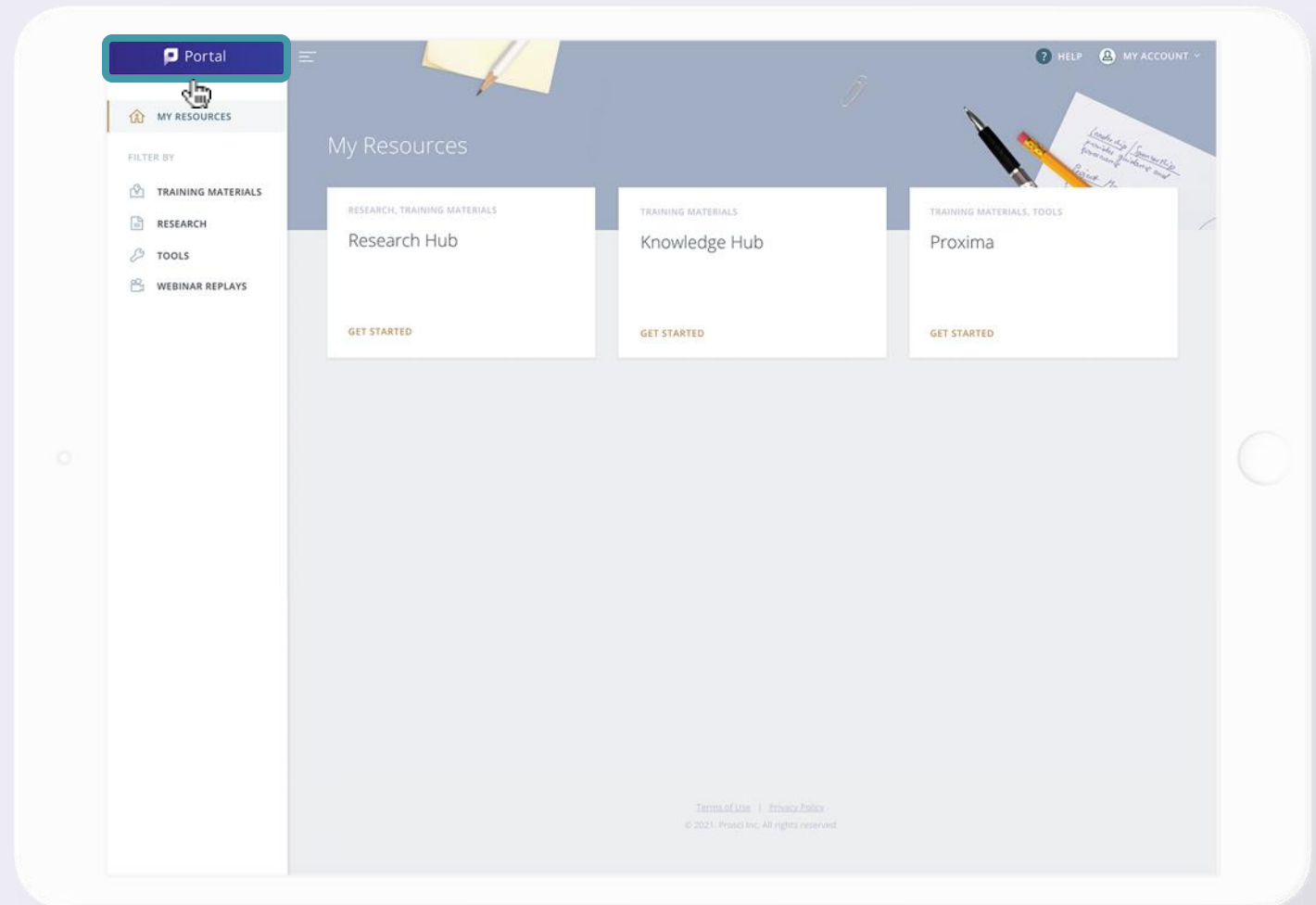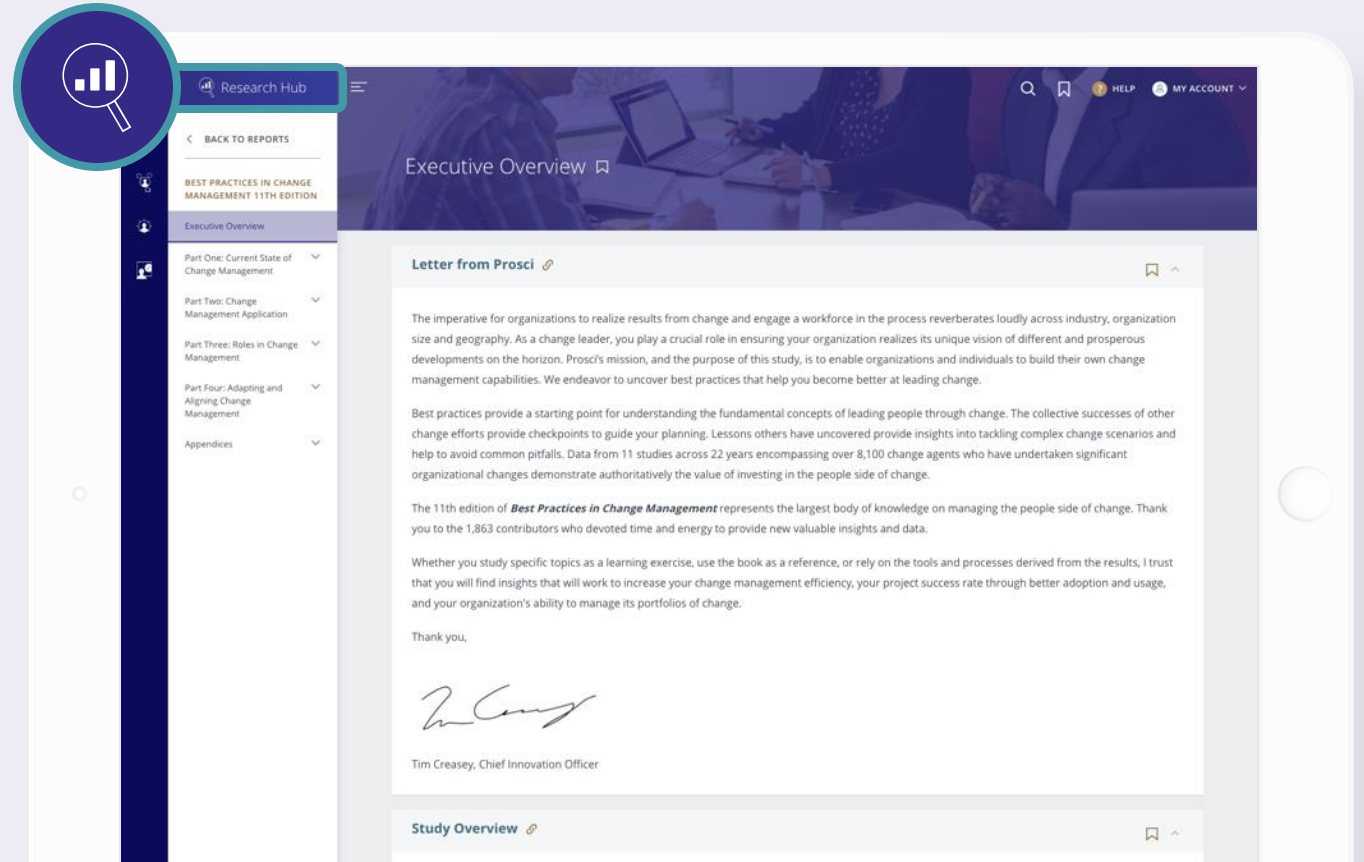
Knowledge Hub
Content and resources to build your knowledge and skills to succeed at change

Proxima
Your guide to managing change throughout a project or initiative

Research Hub

The experience of thousands of change leaders at your fingertips.

A single point of access to Prosci research, including core studies, topical studies, and relevant data across a broad array of topics.

Reference over 20 years of best practices, lessons learned and insights from thousands of change leaders around the world.

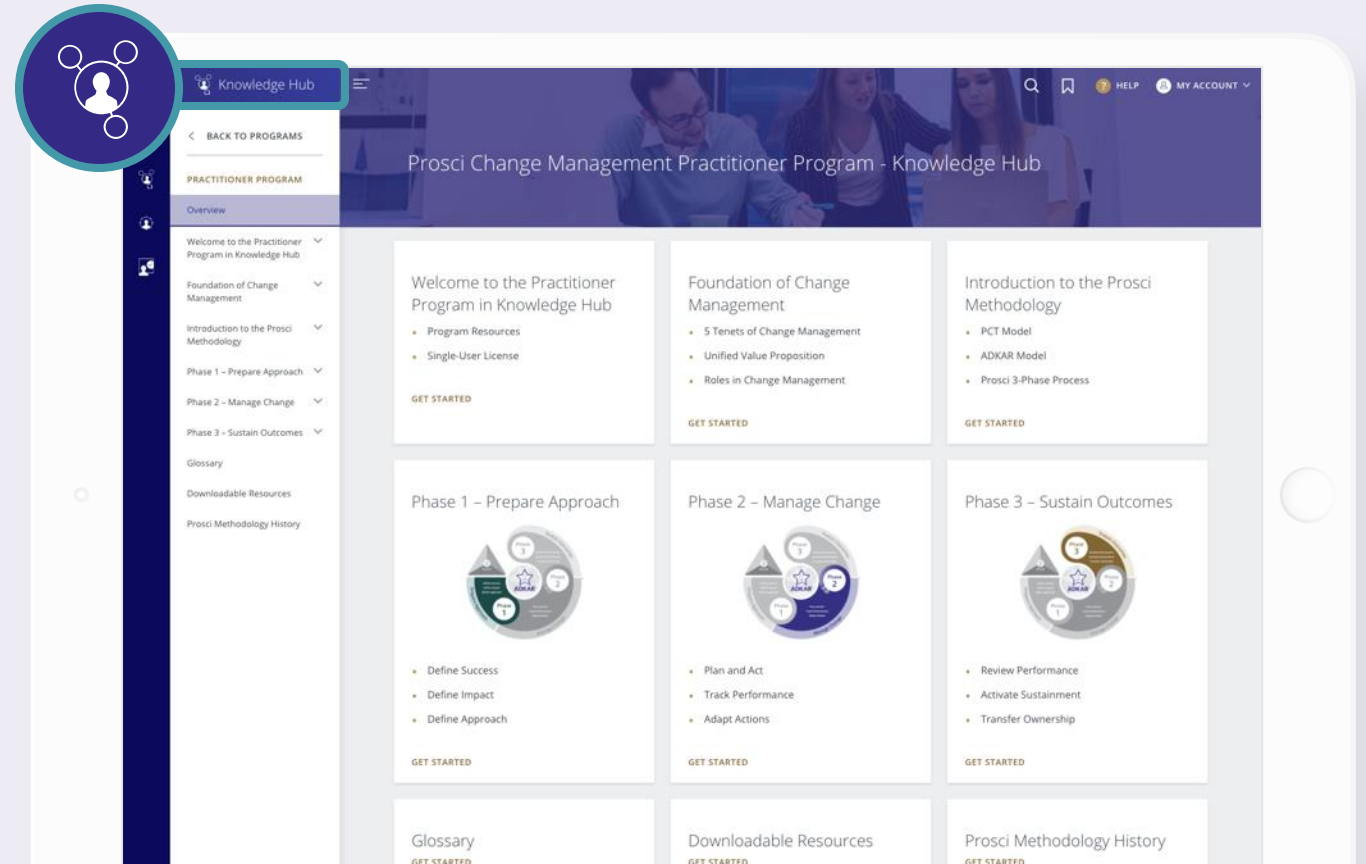# Knowledge Hub

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.

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.
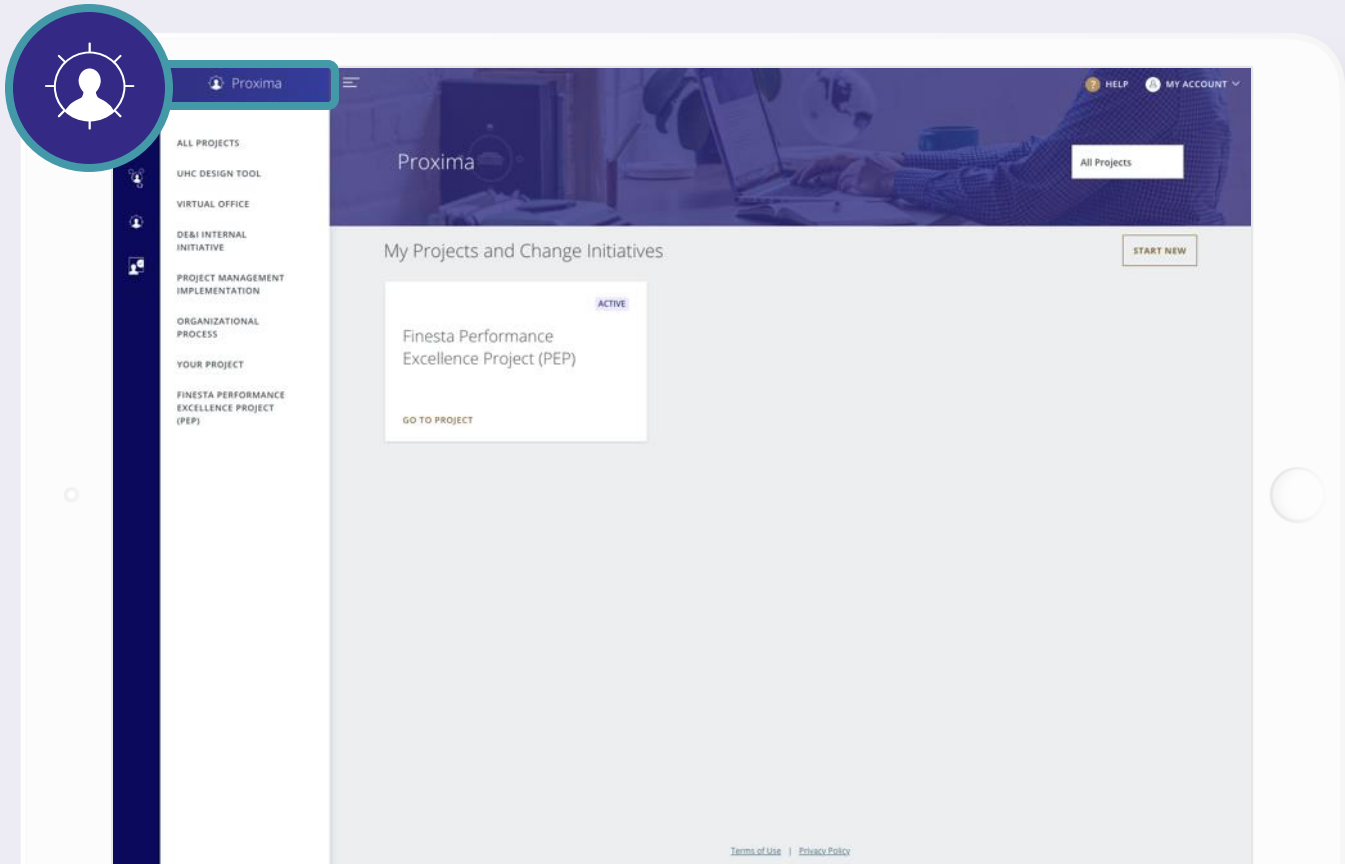
Achieve change success and deliver value to the organization by following a structured, adaptable and repeatable approach.
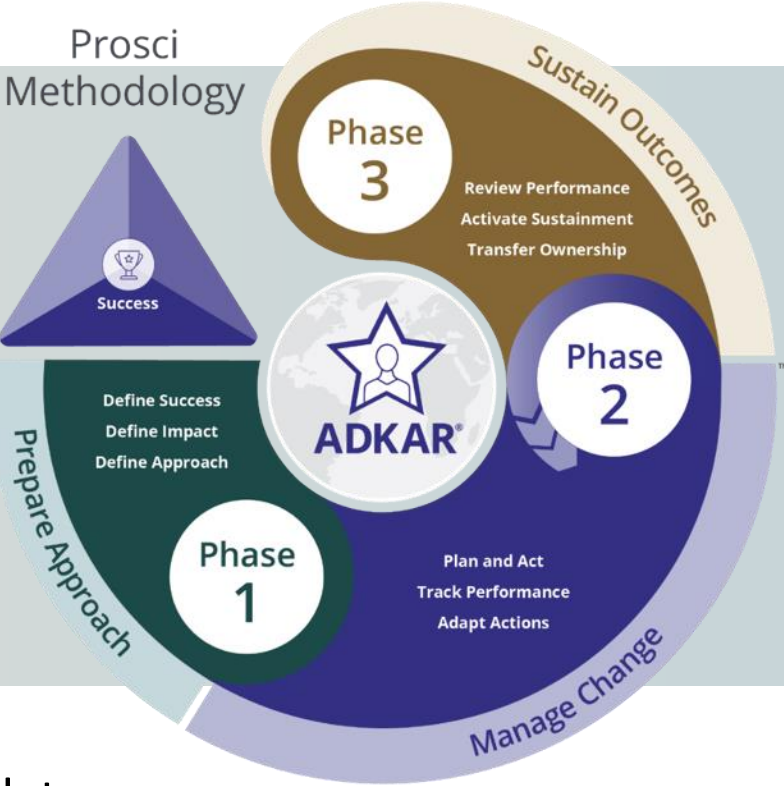
Evolving to Elevate Change Success

2002 – 2020
Prosci 3-Phase Process

- ↓ PREPARING FOR CHANGE
- ↓ MANAGING CHANGE
- ↓ REINFORCING CHANGE®

Phase 1 – Preparing for Change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change
- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

Multi-Year,
User-Centered
Design Journey

Prosci Methodology

Phase 3 — Sustain Outcomes
- Review Performance
- Activate Sustainment
- Transfer Ownership

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

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

ADKAR®

Success

2021 Update
Prosci 3-Phase Process

Prosci®

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 CMC can help me on my Change journey

- Detailed and helpful change management resources and tools

- The latest news and updates from CMC

- Details on our upcoming webinars

CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®