

# Succeeding at change by putting people back into the equation

*Managing the people side of change*

High Tech High Touch Solutions, Inc.  
Teleseminar  
Presented by Prosci  
January 5, 2010

# About *Prosci*

## Our principles:

Research-based | Holistic | Easy-to-use

## Our approach:

- Structured process and tools for change management strategy and plans
- Integrated model with “individual” and “organizational” change management approaches and methodologies

## Prosci by the numbers:

6	<del>5</del>	Longitudinal studies
12	<del>10</del>	Years of research
66%	<del>58%</del>	Fortune 500 companies
2,000+	<del>1,600</del>	Research participants
3500+	<del>2,500+</del>	Certified practitioners
45,000+	<del>32,000+</del>	Registered members

## Our offerings:

### Training

- 3-day certification
- 1-day manager/supervisor
- 4-hour executive briefing
- 1-day employee course
- Train-the-trainer

### Methodology tools

- Change Mgmt Toolkit
- Change Mgmt Pilot 2008

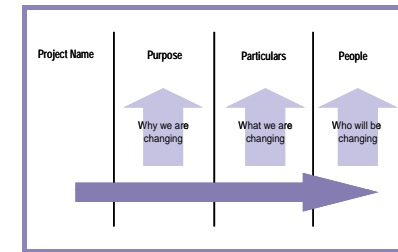
### Research and resources

- Best Practices report
- People side paperback
- ADKAR paperback
- Employee’s Survival Guide

# Agenda

*Succeeding at change by putting people back into the equation –  
Managing the people side of change*

- P-P-P-P exercise



- States of change



- The ADKAR® Model



# First, a definition:

- Change management is NOT:

**Version control for IT  
hardware and software**

**Equal to  
communications**

**Just training  
people**

**Group therapy sessions**

**Just managing resistance**

**An umbrella term that covers everything related to making change**

**The soft stuff that isn't my job!**

# First, a definition:

- Change management is:
  - The process, tools and principles for managing the people side of change to achieve the intended outcomes of a project or initiative
  - A set of roles fulfilled by senior leaders, managers, supervisors, and project teams
  - A discipline that drives success

# P-P-P-P exercise

Start with 4 columns

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The first column heading is  
“Project name”

Project Name

**What is the project we are thinking about?**

Examples:  
Supply Chain Optimization, Global ERP,  
ACME 2015, eBenefits 2.5

## Next, add the heading “Purpose”

Project Name

Purpose

**What are the goals or outcomes the project is trying to achieve?**

Examples: Reduce cost, increase revenue, improve margin, introduce new product, reallocate inventory, streamline business processes, merge parts of the organization, implement unified data source for entire organization, implement common business practices



## Third, add the heading “Particulars”

Project Name

Purpose

Particulars

### **What is actually being changed?**

Specific changes that will be made to business processes, systems, tools, job roles, organization structures – what is actually being changed?

# Finally, add the heading “People”

Project Name

Purpose

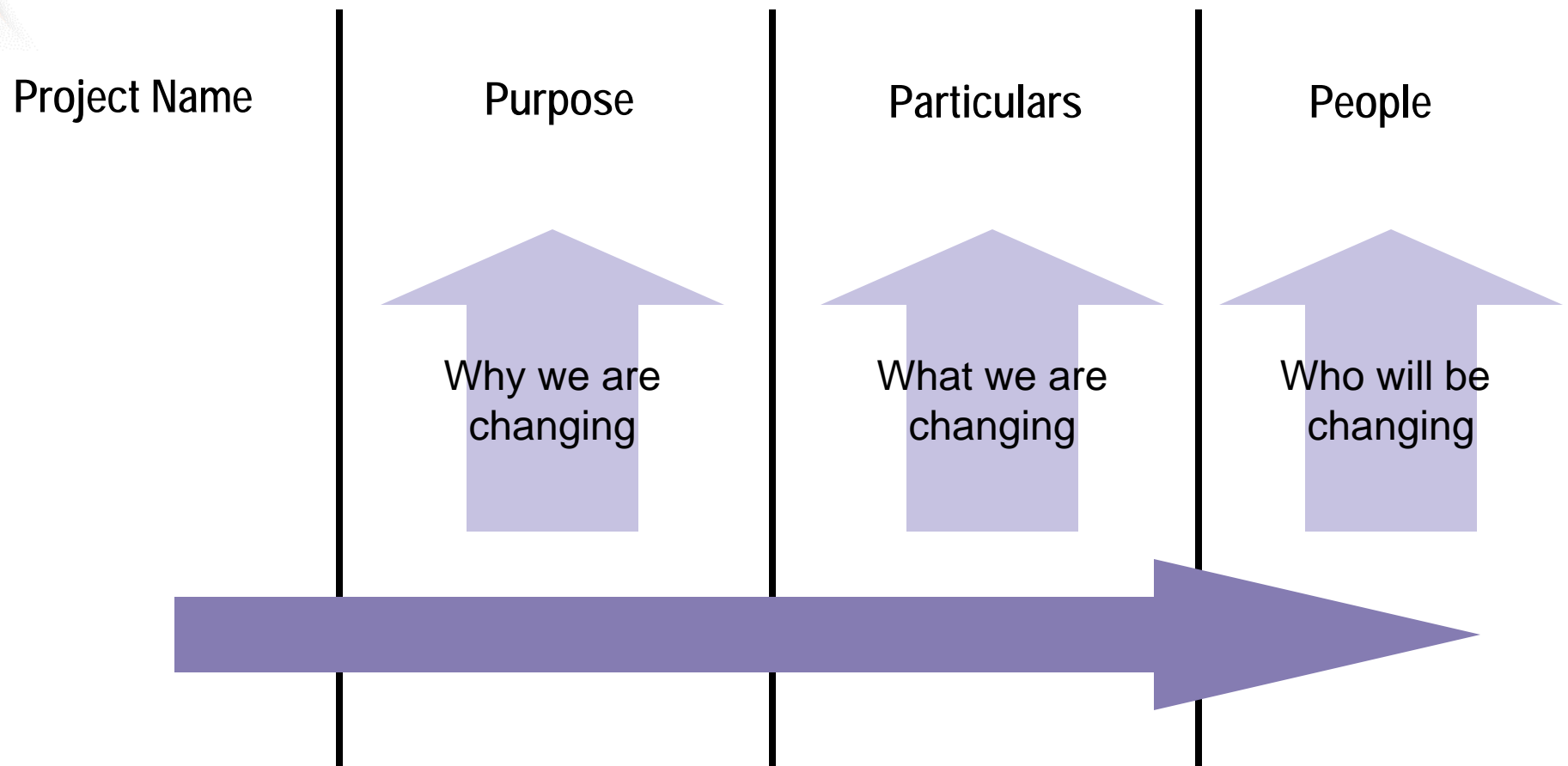
Particulars

People

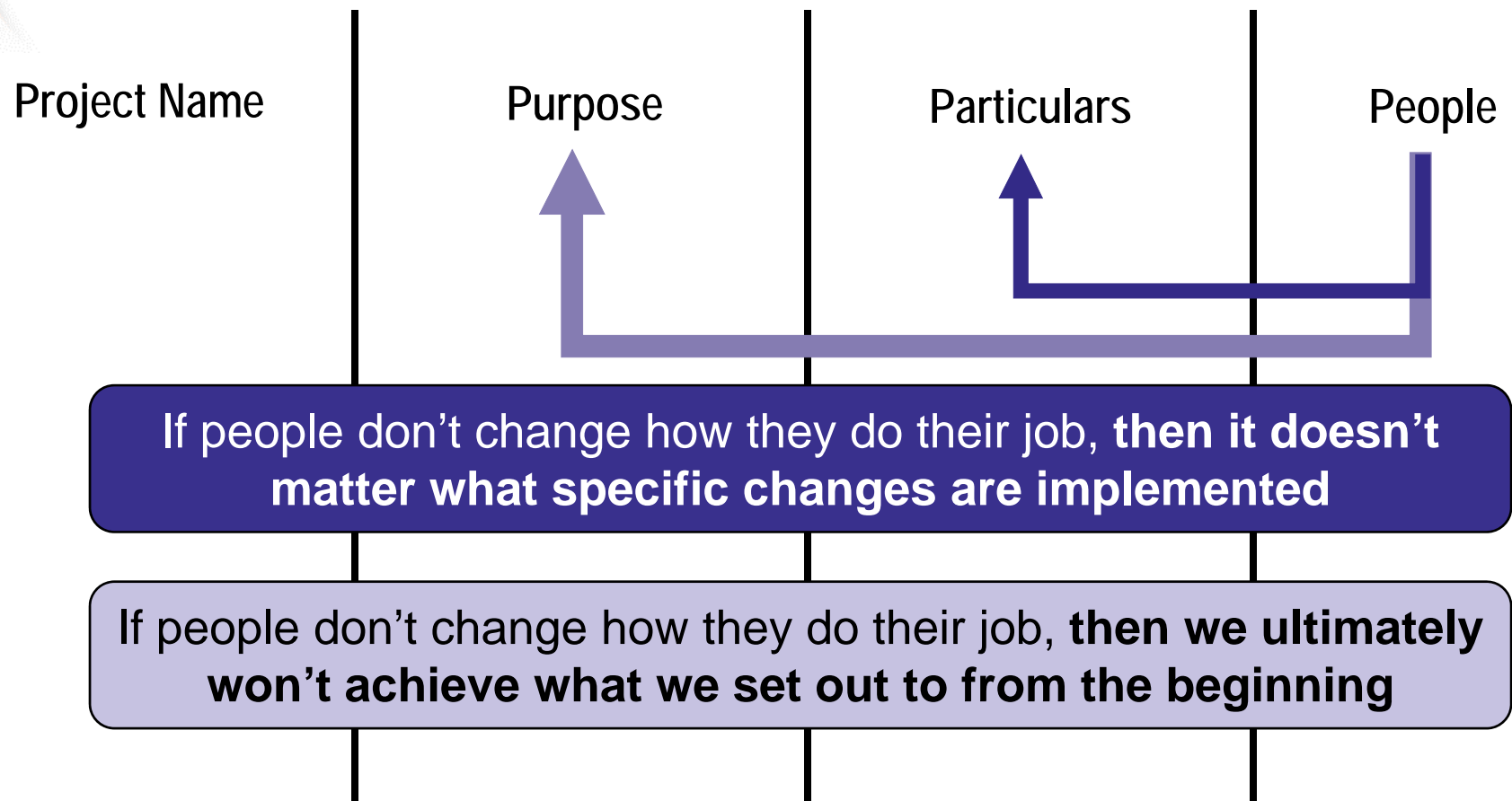
**Who has to do their jobs differently?**

With the new processes, systems, tools, job roles, organization structures – whose day-to-day work will be impacted?

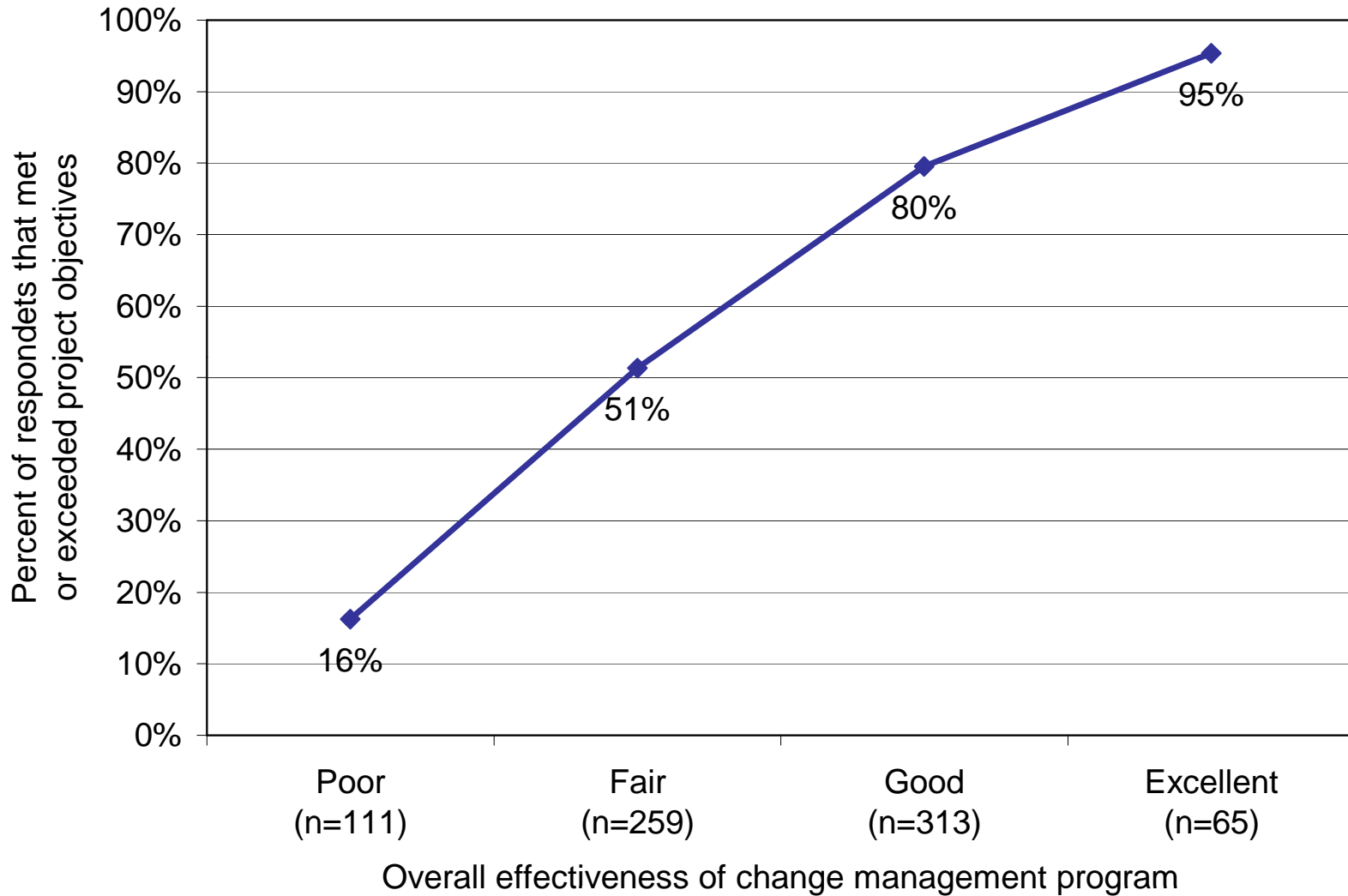
We now have a context for the project  
*why, what and who is changing*



# Connecting the 'people side' back to project and organizational success

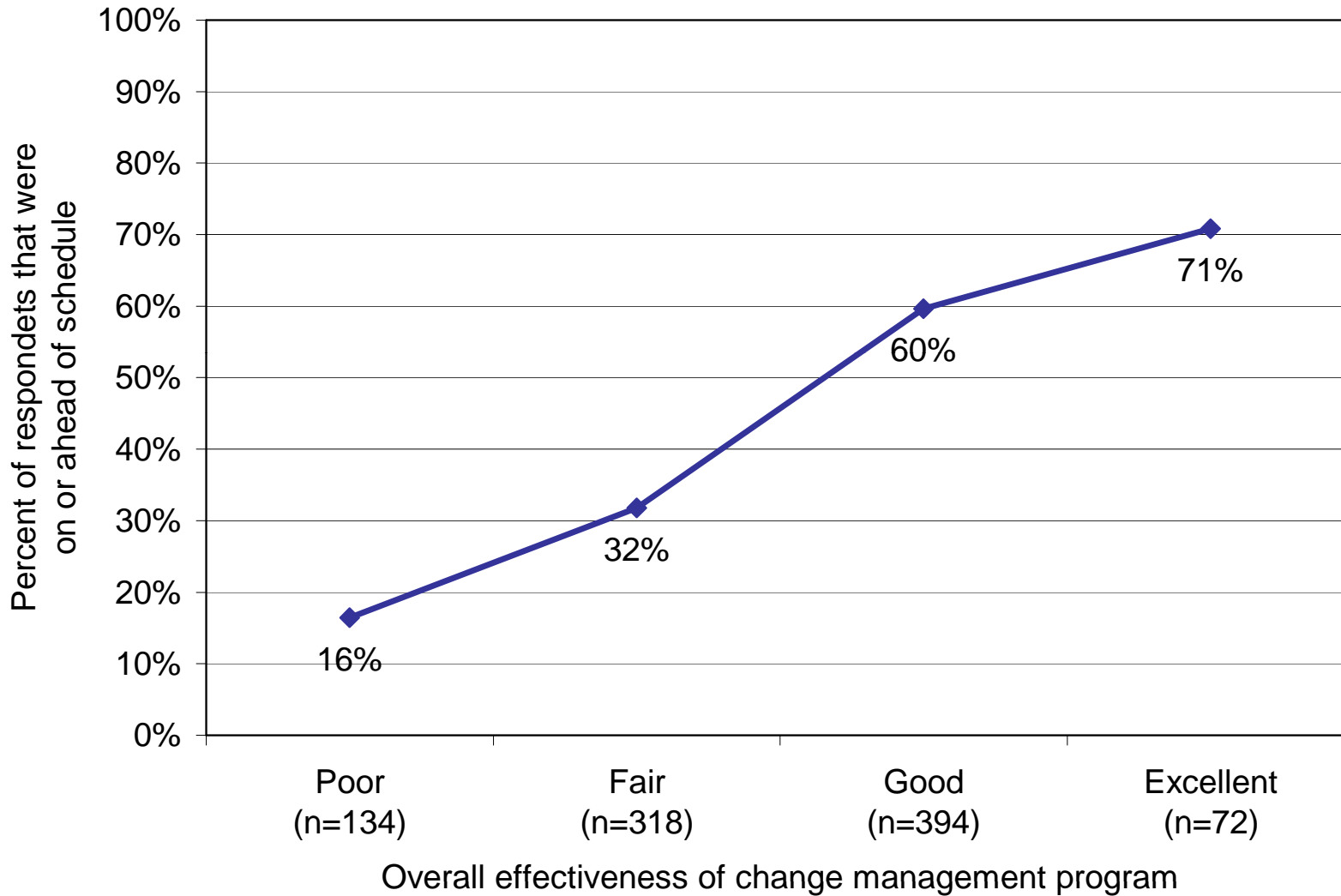


## Correlation of change management effectiveness to meeting project objectives



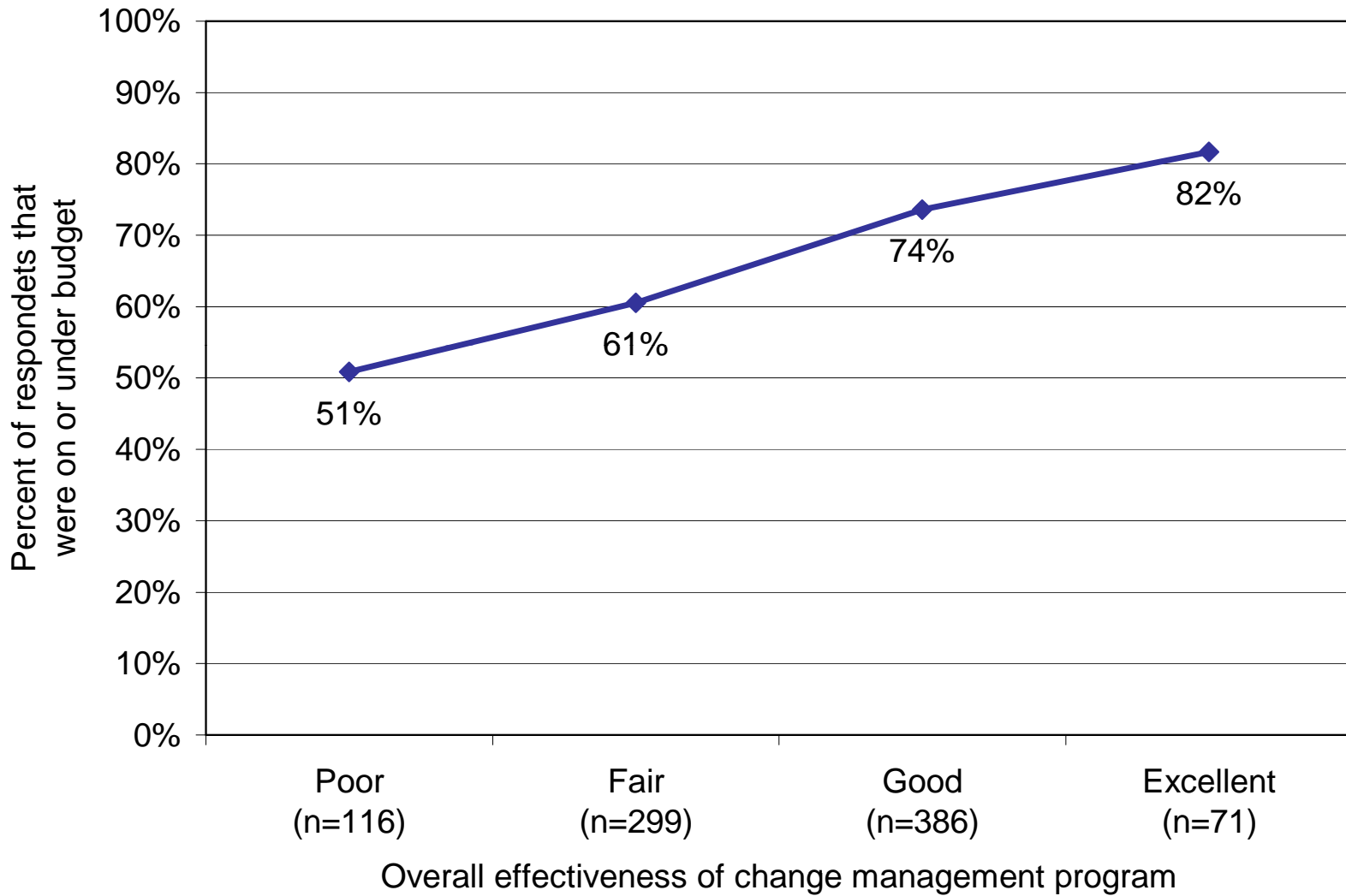
© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report

## Correlation of change management effectiveness to staying on schedule



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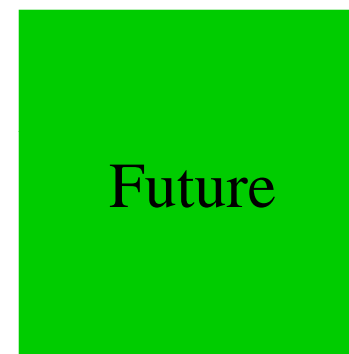
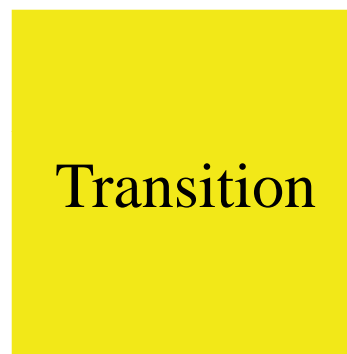
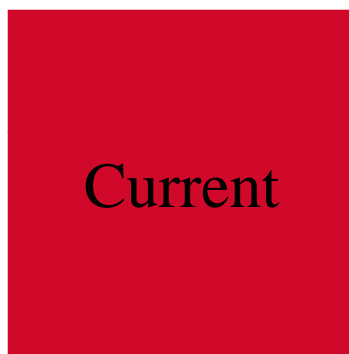
## Correlation of change management effectiveness to staying on budget



© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report

# States of change

- Typically we take an organizational perspective



Ad hoc processes → Documented and managed processes

Multiple, legacy systems → One integrated database

Generalists in the call center → Specialists in the call center

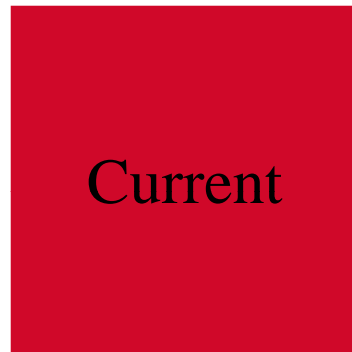
No web interface for suppliers → Supplier website integrated into supply chain

Two different companies → Merged organization

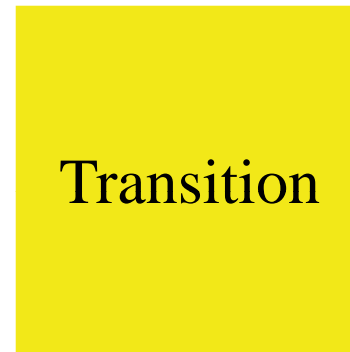


In reality, each impacted employee has their own current and future state

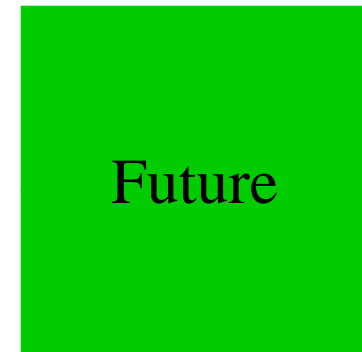
**Organization**



Current



Transition

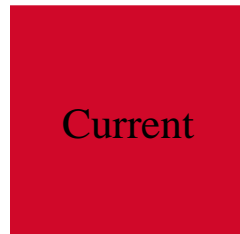


Future

How I do my  
job today

How I will do my job after the  
change is implemented

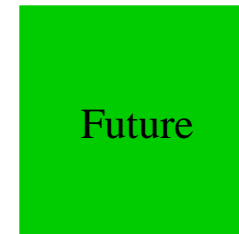
**Individual**



Current



Transition

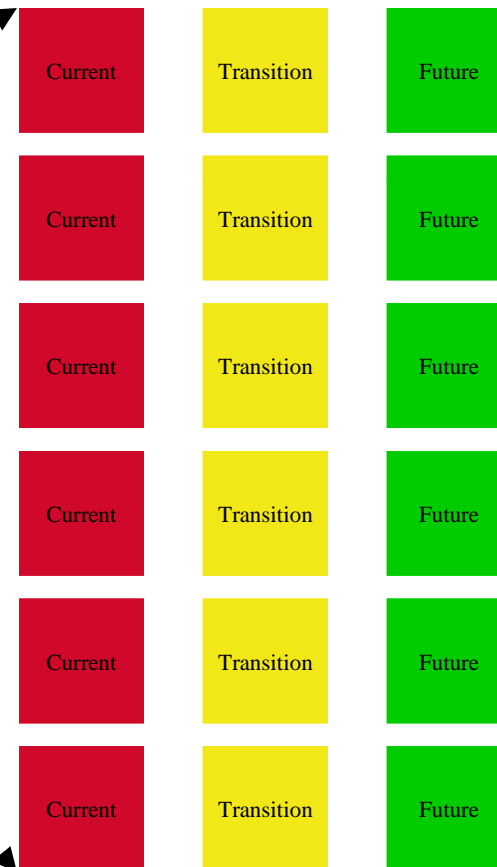
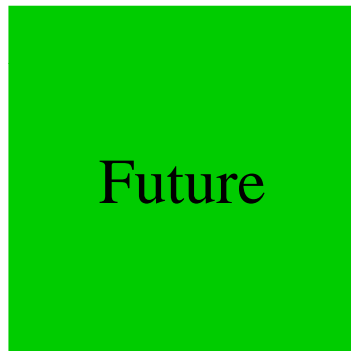


Future

# The organization's future state is actually the collection of many individual future states

## Individuals

## Organization



Documented and managed processes

One integrated database

Specialists in the call center

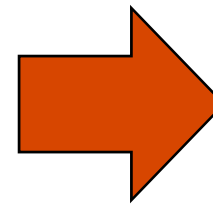
Supplier website integrated into supply chain

Merged organization

Ultimately, organizational change occurs at the individual level, one person at a time

New strategy  
New ERP  
New product  
Focus on the customer  
Updated IT systems  
New marketing approach  
Mergers and acquisitions  
Online HR benefits system  
Productivity improvement initiative

One individual changing,  
multiplied across the  
organization



“Organizations don’t change –  
people within organizations change.”

# ADKAR®

## The five building blocks of successful change

**A**wareness

of the need for change

**D**esire

to participate and support the change

**K**nowledge

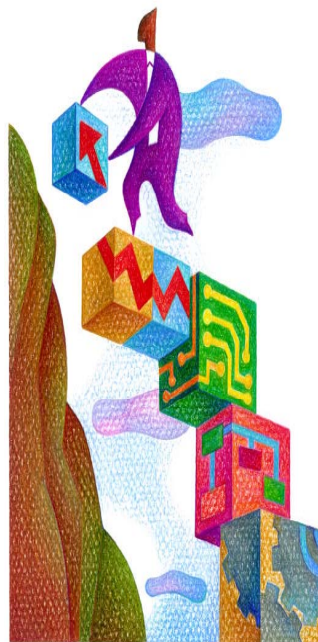
on how to change

**A**bility

to implement required skills and behaviors

**R**einforcement

to sustain the change



# Individual perspective



From page 1 of the ADKAR book:

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.**

You cannot manage change at an organizational level until you know how to manage change with a single individual.

# The ADKAR Model

<b>A</b> wareness	<ul style="list-style-type: none"><li>• What is the nature of the change?</li><li>• Why is the change happening?</li><li>• What is the risk of not changing?</li></ul>
<b>D</b> esire	<ul style="list-style-type: none"><li>• Personal motivation to support the change</li><li>• Organizational drivers to support the change</li></ul>
<b>K</b> nowledge	<ul style="list-style-type: none"><li>• Knowledge, skills and behaviors required during and after the change</li><li>• Understanding how to change</li></ul>
<b>A</b> bility	<ul style="list-style-type: none"><li>• Demonstrated ability to implement the change</li><li>• Barriers that may inhibit implementing the change</li></ul>
<b>R</b> einforcement	<ul style="list-style-type: none"><li>• Mechanisms to keep the change in place</li><li>• Recognition, rewards, incentives, successes</li></ul>

# Which ADKAR “block” do you think will be the most difficult?

- Awareness?**
- Desire?**
- Knowledge?**
- Ability?**
- Reinforcement?**

# Defining success with ADKAR

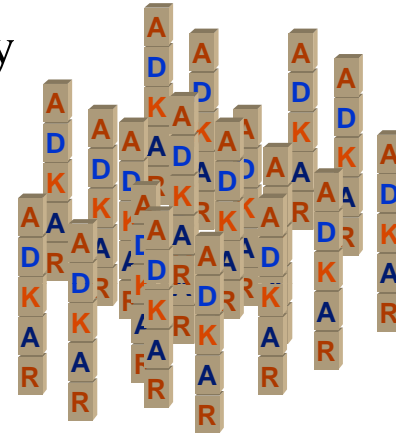
Change with one person



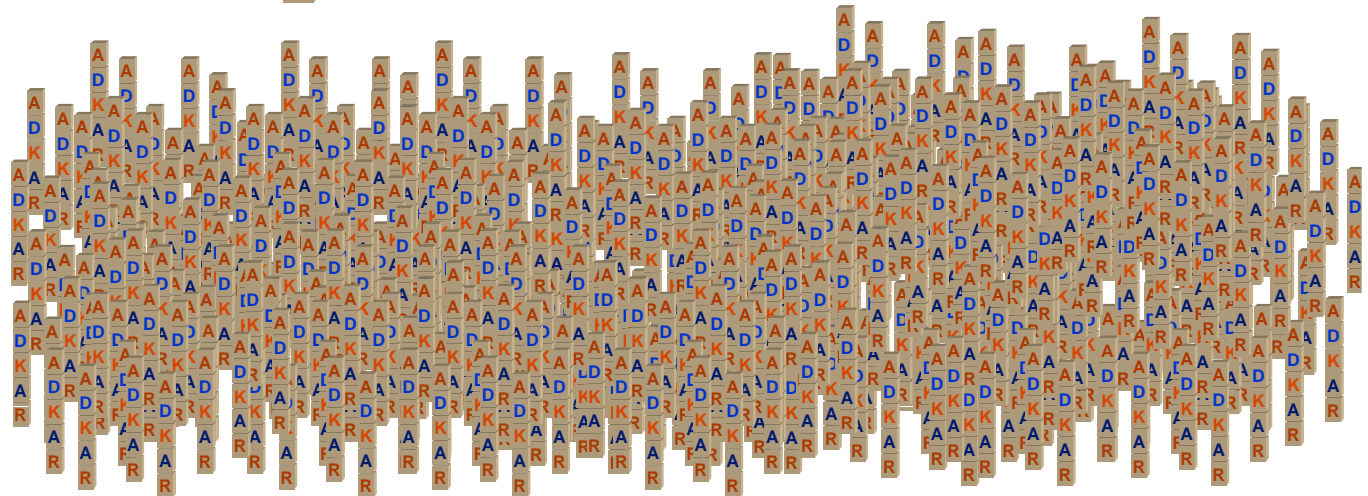
Or five people...



Or twenty people...



Or 1000 people...





# Conclusion:

## Put people back into the change equation

We cannot achieve the “purpose” column without the “people” column

The organizational future state results from many individual future states

ADKAR® describes successful change at the individual level

# Thank you!

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Director of R&D

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[changemanagement@prosci.com](mailto:changemanagement@prosci.com)

## Useful references:

Tutorial index: <http://www.change-management.com/tutorials.htm>

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