

Maximizing Return on Investment with Proactive Change Management



April 13, 2023

Confidential & Proprietary



Agenda

- Introduction
- What is change management?
- Why change management?
- Who is involved and why?
- How do I start?
- Q&A

Introduction



Karen Buckwalter

Change Management Practice Lead

Phone: 517-703-6646

Email: kbuckwalter@dewpoint.com



Bringing Business and Technology Together

Why Prosci®?

21+

Years of Research

11

Longitudinal Studies

8,000+

Research Participants

80%

Fortune 100 Companies
Using Prosci® Methodology

75,000+

Certified Practitioners

100,000+

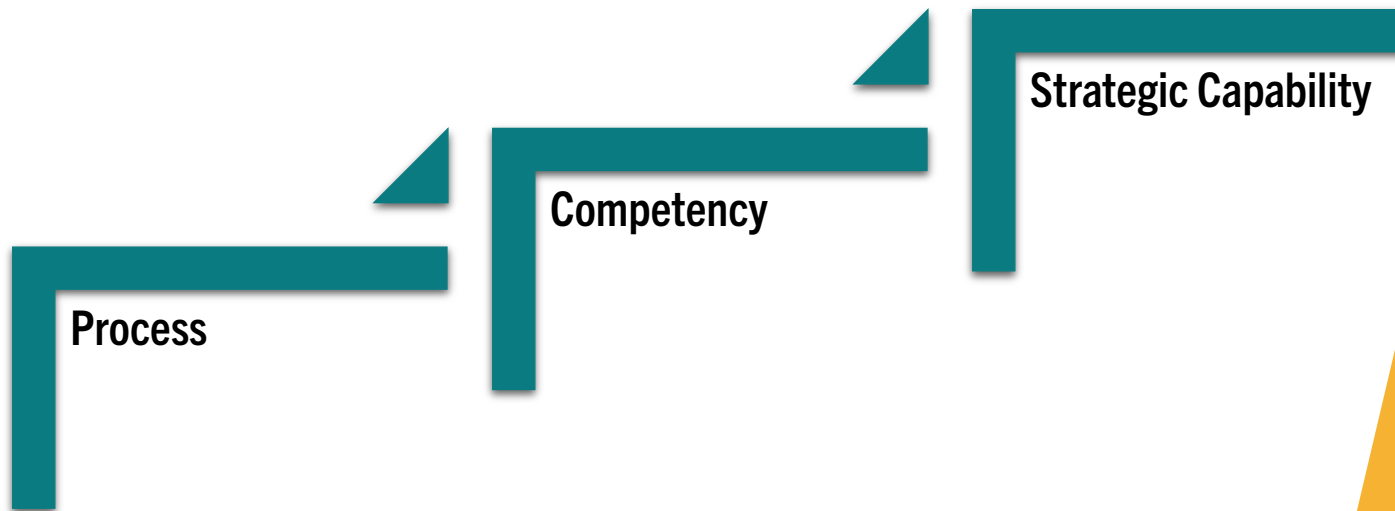
Community Members

What is Change Management?



What is Change Management?

Change management is the application of a structured process and set of tools for managing the people side of change to achieve a desired outcome.



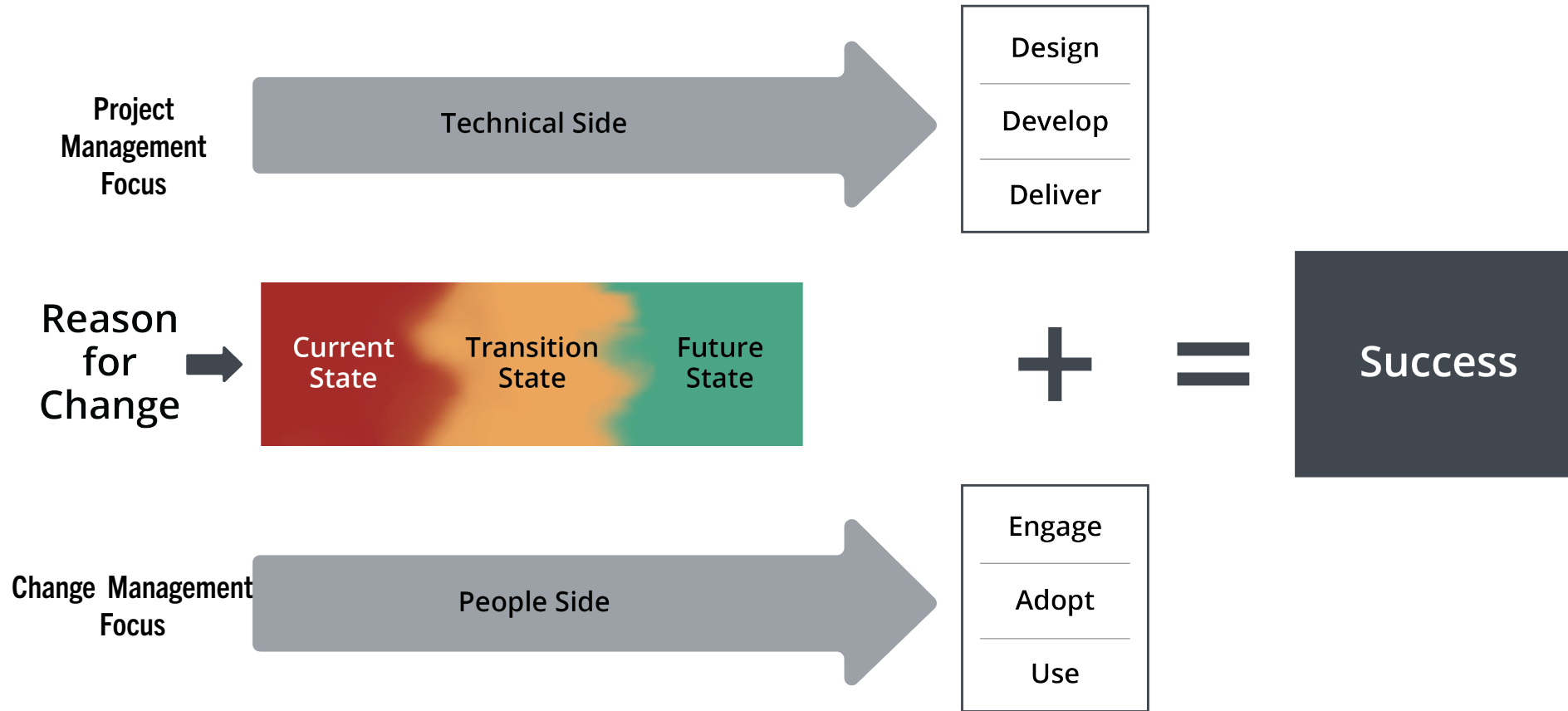
Change management is the application of:

A process used by project teams to manage the people side of system, process and organizational changes to achieve project objectives

A competency applied by managers and business leaders to help employees through the transition from the current state to the future state

A strategic capability to increase the organizational change capacity and to accelerate changes within an organization

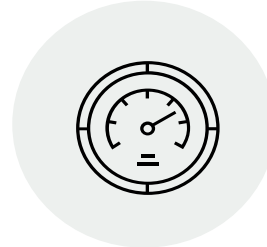
What is Change Management?



Project Management and Change Management are complementary disciplines with a common purpose of producing results and outcomes

Change Management Success Measures and ROI

Change Management success is measured by:



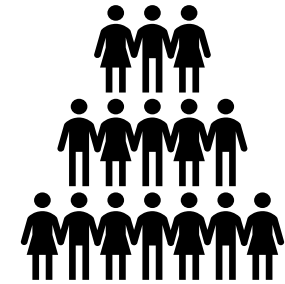
Speed of Adoption



Ultimate Utilization



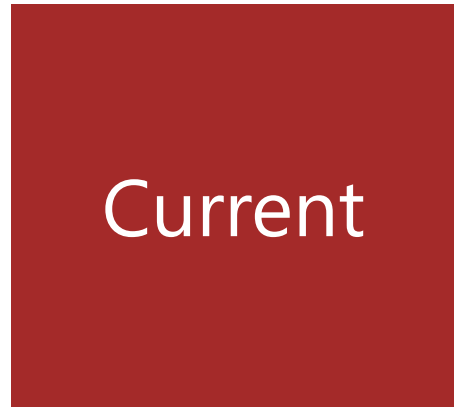
Proficiency



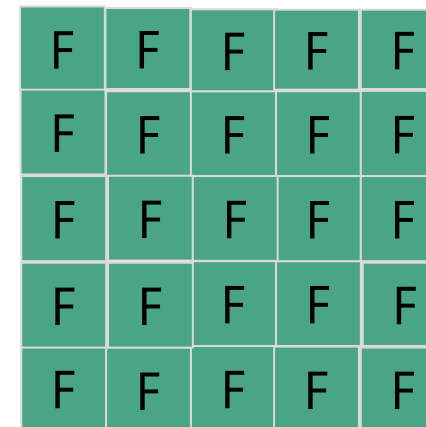
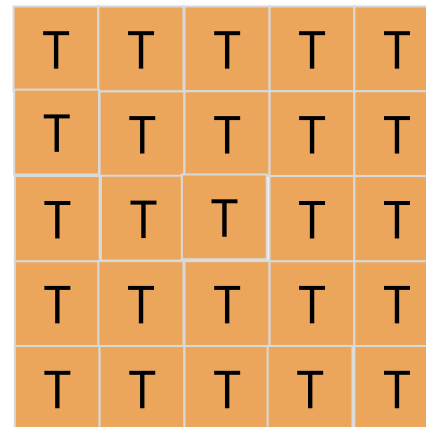
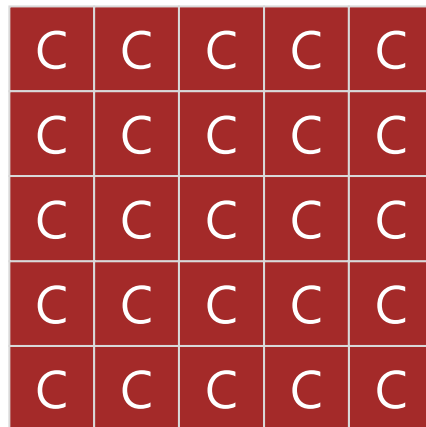
People-Dependent ROI

Change Management Individual Focus

An organizational move to a future state...

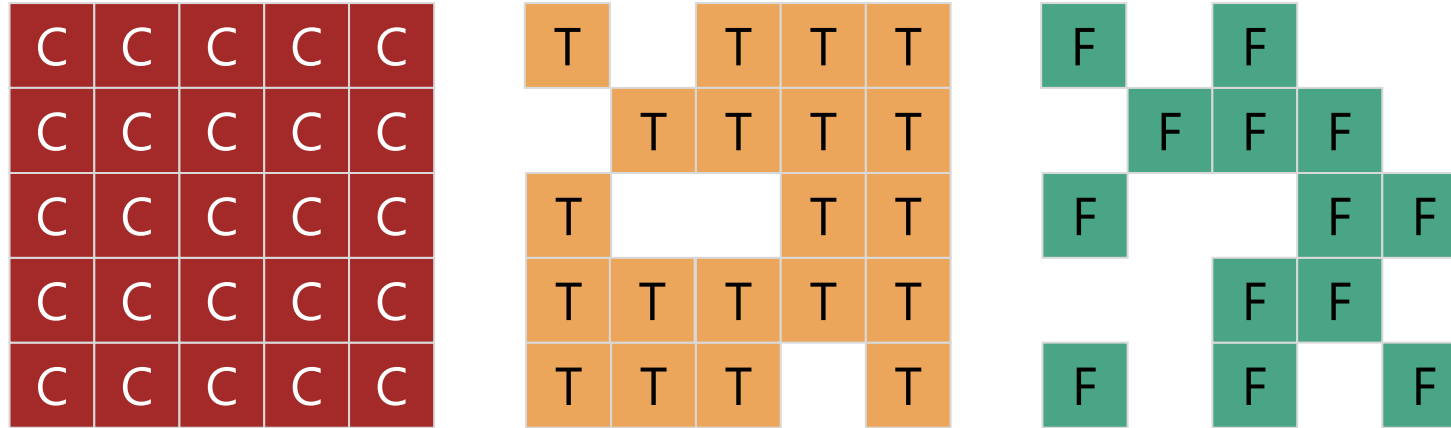


Ultimately requires individuals to move from their current to their future state



Results Without Individual Focus

Reality – Swiss Cheese Future State



= Lower ROI



= History of Failed Changes

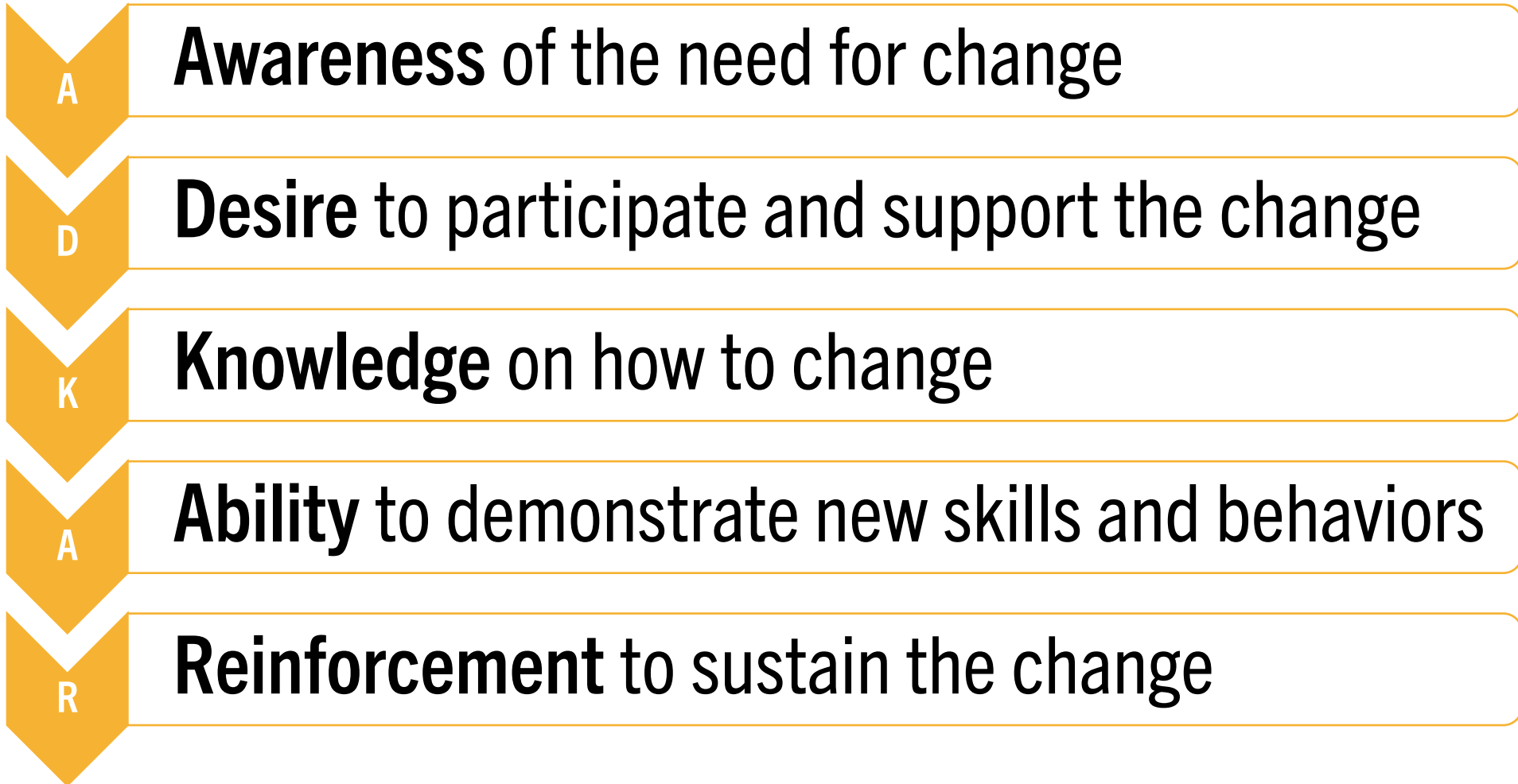


= Unachieved Improvement



= Not what we expected/hoped for

Prosci® ADKAR® Model



Why Change Management?





It's the Right Thing to Do

How many of you have heard this statement at your company?

"Our employees are our most valuable asset"

Have you always felt valued during a change?



It's the Right Thing to Do

"Our employees are our most valuable asset"

Change management demonstrates in words and **actions** that you truly value and respect your people

How?



We Value Our People

Change management demonstrates in words and **actions** that you truly value and respect your people

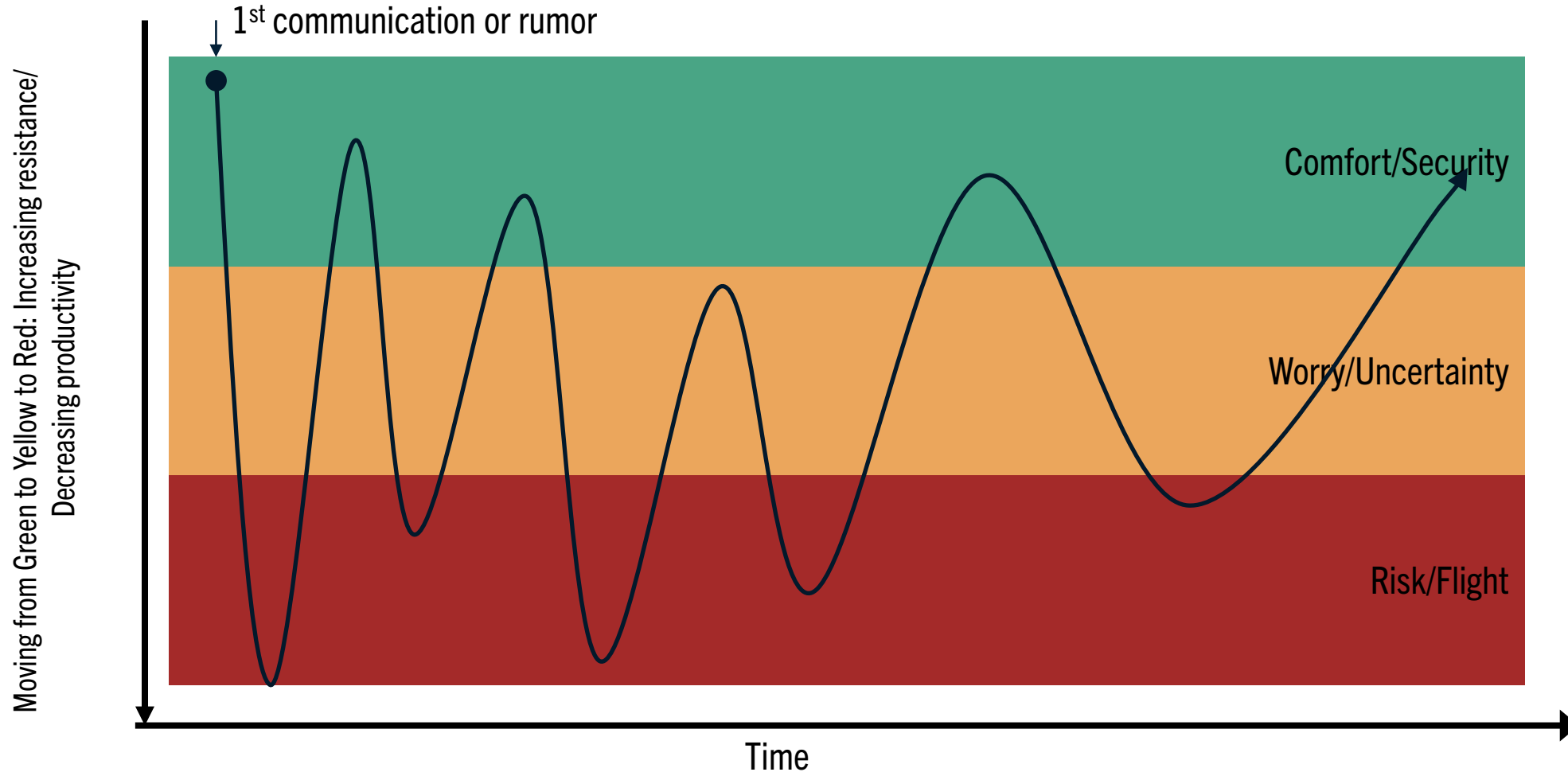
How?

By focusing **dedicated** time and effort on the **support of people** throughout the change...

- Proactively **engaging** impacted people
- Providing opportunities and **listening** to feedback
- Actively clearing up misconceptions, which are often a primary **root cause** of **resistance**
- Properly engaging **leaders**

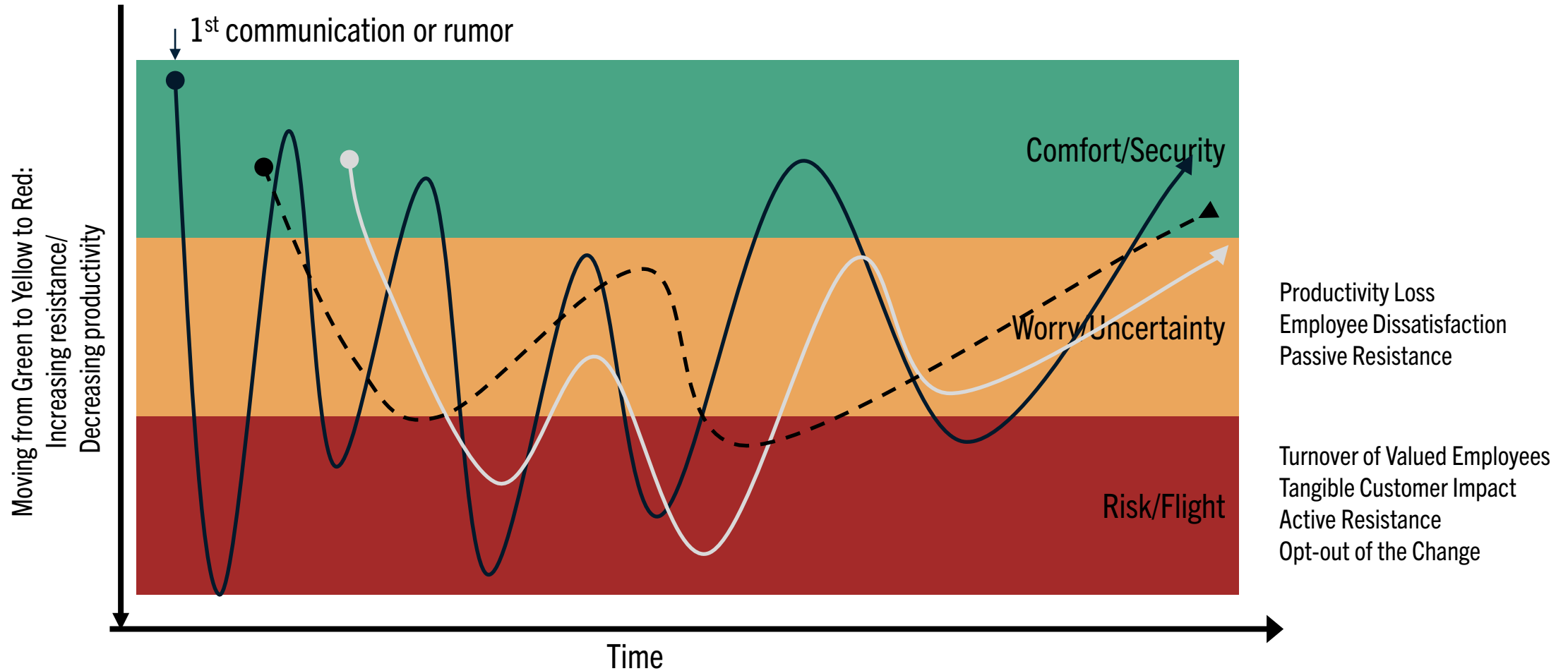
Change Brings Risk

Manage employee resistance to change



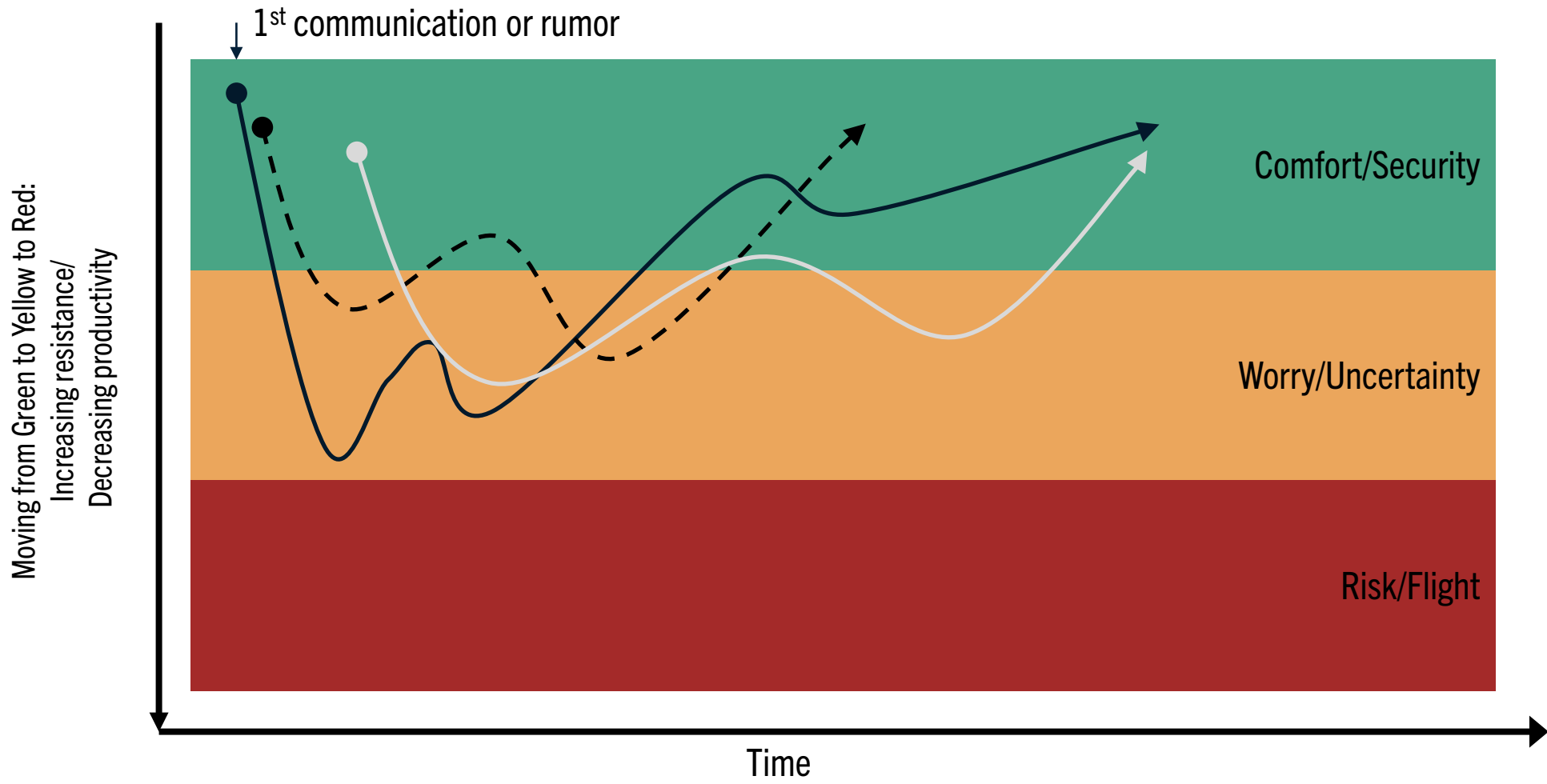
Multiple Changes Compound Risk

Manage employee resistance to change



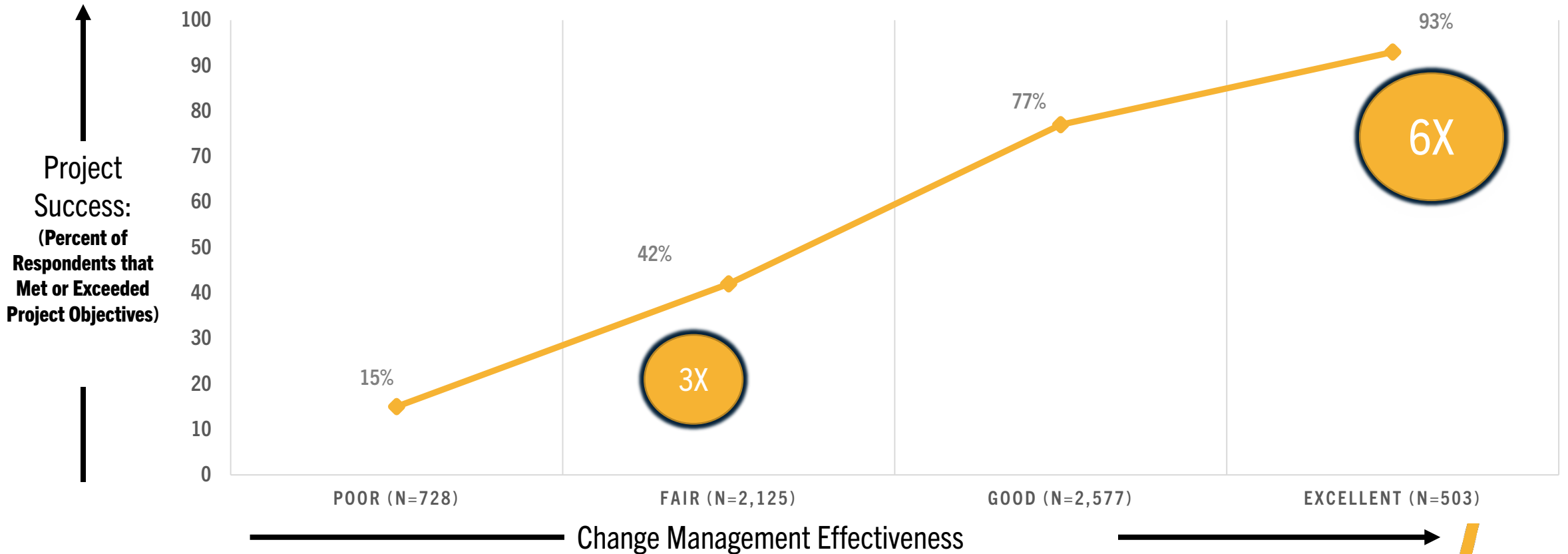
Change Management Proactively Manages Risk

Manage employee resistance to change



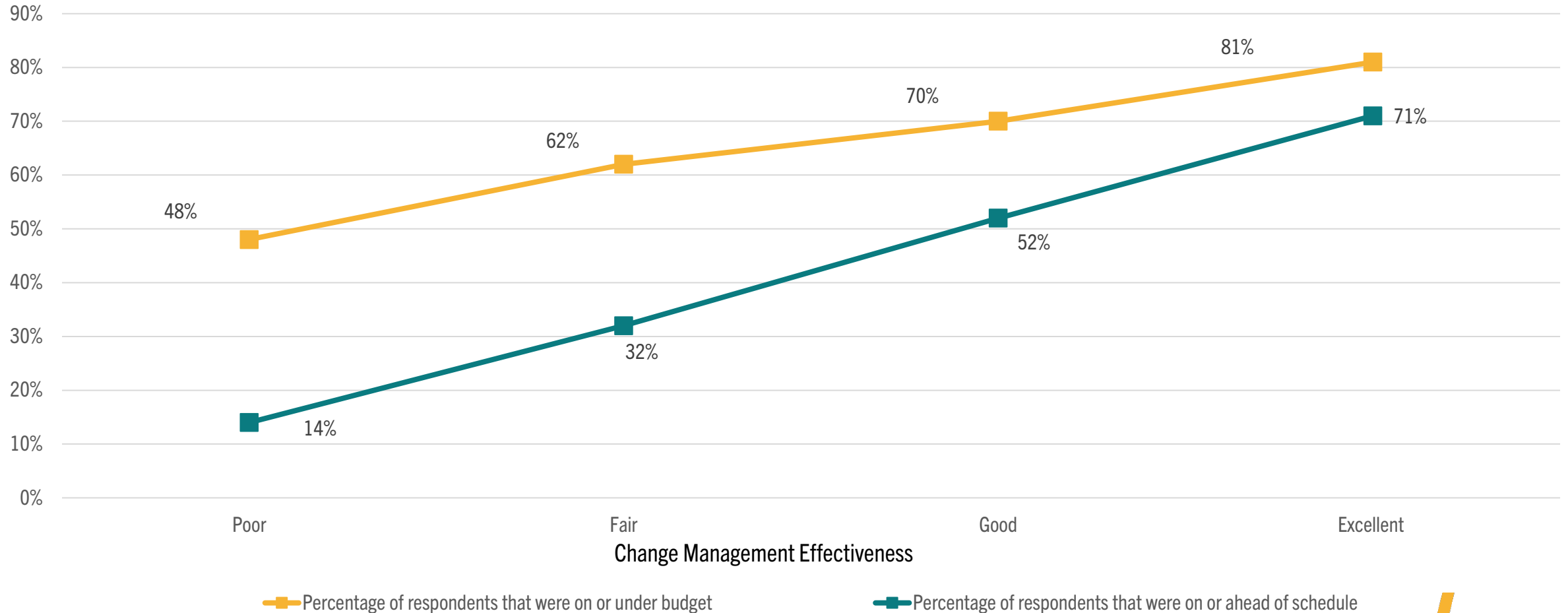
Change Management and Project Success

INITIATIVES WITH EXCELLENT CHANGE MANAGEMENT ARE 6X MORE LIKELY TO MEET OR EXCEED OBJECTIVES



Change Management and Project Success

CHANGE MANAGEMENT EFFECTIVENESS HAS A POSITIVE CORRELATION WITH PROJECT BUDGET AND SCHEDULE HEALTH



Who is Involved and Why?



Who is involved?

Employee-Facing Roles

Members
of the
“Sponsor
Coalition”



Sponsor



People Managers

Enabling Roles



Change Practitioner



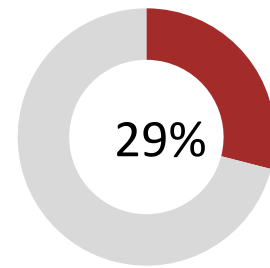
Project Manager

Sponsors are Critical

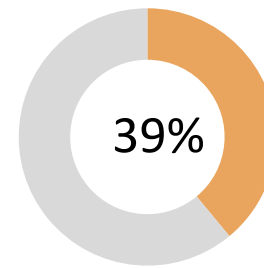
In all 11 of Prosci's studies, active and visible sponsorship was the #1 contributor to success.

Sponsorship correlates with **project success**

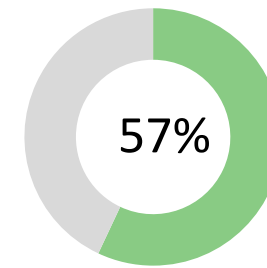
Percent of projects that met or exceeded objectives based on sponsor effectiveness



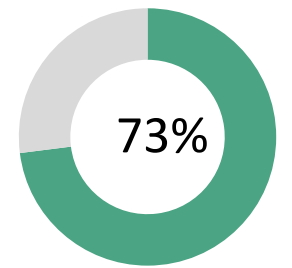
Very ineffective sponsors



Ineffective sponsors

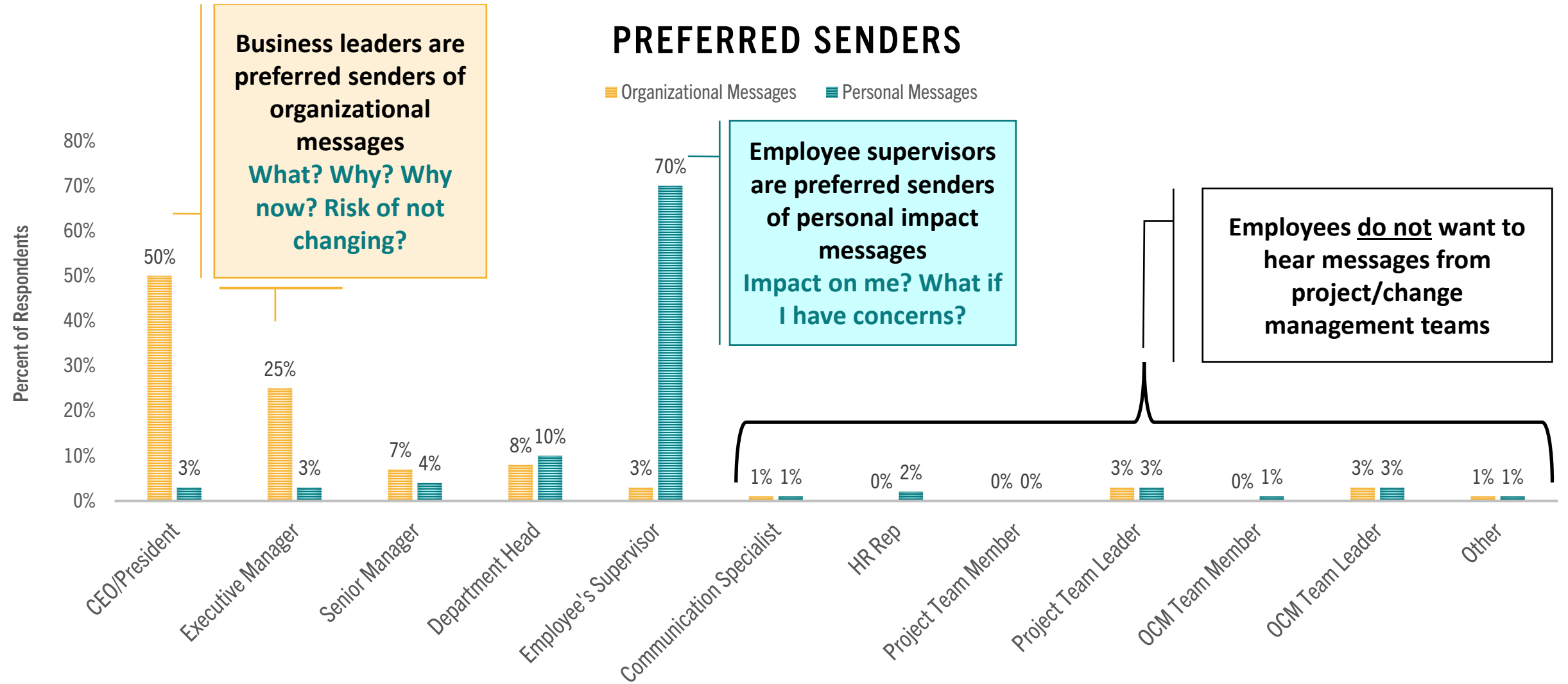


Moderately effective sponsors



Extremely effective sponsors

Preferred Senders



How do I Start?



Prosci® Change Management Framework Overview

Define Success
Define Impact
Define Approach

Phase 1

Prepare Approach

What are we trying to achieve?

Who has to do their jobs differently and how?

What will it take to achieve success?

Plan and Act
Track Performance
Adapt Actions

Phase 2

Manage Change

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

How are we doing?

What adjustments do we need to make?

Review Performance
Activate Sustainment
Transfer Ownership

Phase 3

Sustain Outcomes

Are we done yet?

What is needed to ensure the change sticks?

Who will assume ownership and sustain the outcomes?

Prosci® Change Management Framework Overview



Start by answering these questions...

- What are we trying to achieve?
- Who has to do their jobs differently and how?
- What will it take to achieve success?



- Why are you changing? What are the benefits?
- What is changing?
- Who will be impacted by the change?

- How quickly do you expect people to adopt and use the change?
- How many?
- How well?

Thank you! Questions?



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