

Prosci's Change Management Process



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SUMMARY

Phase 1

In the first phase of Prosci's process, called "**Prepare Approach**," the goal is to set up a plan for a successful change:

Define Success:

- Figure out exactly what you want to achieve with the change.
- Create a detailed plan for the change and define what success looks like.

Define Impact:

- Understand how the change will affect different people.
- Identify groups of people who will be impacted and figure out how they will adopt and use the changes.

Define Approach:

- Plan out the steps needed for the change to be successful.
- Think about potential problems, like resistance from people, and decide on the roles and tasks needed for success.

Phase 2

In the second phase, called "**Manage Change**," Prosci's process gets into action to make the planned changes a reality:

Plan and Act:

- Figure out the best way to get people ready for the change and support them.
- Develop a detailed plan (like an ADKAR Blueprint) and create specific plans for things like sponsorship and communication.

Track Performance:

- Keep an eye on how well the change is going.
- Set up a schedule to track progress and identify what is working well and where there's room for improvement.

Adapt Actions:

- Learn from what is happening during the change.
- Adjust the plan based on what is working and what is not and keep tracking progress.

Phase 3

In the final phase, called “**Sustain Outcomes**” of Prosci’s change model, there are two major things that need to be set up: one the change is adopted, and second it is sustainable at the organizational level:

Review Performance:

- After making the changes, see how things are going.
- Make sure what is happening matches what was expected.
- Take notes on what worked well and what did not.

Activate Sustainment:

- Make sure the changes continue to work smoothly.
- Identify any problems or areas that need extra attention.
- Put plans in place to make sure the good changes continue.

Transfer Ownership:

- Figure out how to keep the good changes going without sticking strictly to the original plan.
- Make sure everyone knows how to keep things running smoothly.
- Throw a little party to acknowledge the wins, and make sure everyone is committed to sticking with the positive changes.

TARGET AUDIENCE

To introduce change management, it is important to know your audience. This means that it is important to have conversations to identify stakeholders, analyze the situation and ask the right questions. The following are people who can gauge these conversations

Project Managers:

- Project Managers can use Prosci’s model to change how the company works, set certain goals to achieve that change

Executive Directors:

- Senior executives should actively take part in change management processes by involving employees in decision making, and conduct feedback from stakeholders to implement financial decisions.

Customer Success Managers:

- To increase the adoption rate of a product or a service it is important to onboard customers. This leads to the customer actively using the product or service without canceling it. By employing customer success managers, it is easier to increase the adoption rate of the product or service.

Human resources manager:

- The Human Resources department can also take up a few initiatives to foster a healthy work environment by introducing new rules in the workplace and creating awareness in the form of training or courses to help employees develop the skills they need.

External consultant:

Often there are trained professionals who are responsible for analyzing, planning, and executing change management. In the corporate industry, change management consultants from the Big 4 do the heavy lifting for huge organizations to implement and drive change. For instance, Texas A&M University, one of the largest educational institutions in the United States implemented Prosci's Change Management model to replace its old payroll system with Workday. They followed the three tenets of Prosci that simplified the adoption with a survey rating of 3.84.

STRENGTHS OF THE MODEL

The Prosci 3-Phase Process change management model possesses strengths that make it an effective model for assisting organizations in managing the challenges of change. These are some of the key strengths of the model:

Structured Approach: The model offers an organized approach to change management. It divides the process of change into three separate phases, each with a unique set of stages and areas of focus. This structured and systematic approach helps organizations handle the complexity of change in a deliberate way.

Customizable Approach: The model emphasizes the importance of a customized approach. By defining success, impact, and approach in the "Prepare Approach" phase, organizations can adjust their change management strategies to fit the specific requirements of the project. This flexibility is crucial since unified strategies may not respond well in different organizational environments.

ADKAR Model Integration: The Prosci 3-Phase Process incorporates the ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) model throughout its phases. The ADKAR model is known to support change at the individual level, while the Prosci 3-Phase Process brings about change at the organizational level. This integration ensures a focus on the people's side of change and helps organizations address individual concerns during the change process.

Tracking Performance: In the "Manage Change" phase, there is a step to monitor the progress of the change, involving the creation of a tracking calendar that identifies the strengths and areas of improvement in the performance. By incorporating metrics into the model, organizations can evaluate and assess the success of their change initiatives. Furthermore, recognizing accomplishments helps reinforce positive behaviors and results, forming a culture that welcomes and sustains change.

Emphasis on Continuous Improvement: The model recognizes the need for continuous improvement by including a stage dedicated to “Adapting Actions” based on the insights gained throughout the process. This is essential in situations where organizational priorities, market conditions, and external factors may change over time.

Focuses on Sustaining Change Outcomes: The third phase, “Sustain Outcomes” is a very distinctive feature. It acknowledges that change management should not end with the project going live but should also extend into the post-implementation phase. This involves developing strategies and initiatives that extend beyond the initial implementation, ensuring that the changes incorporated into the organization sustain and have a long-term impact.

Knowledge Transfer: The final stage of the model involves transferring ownership of the sustainment efforts. This includes the transfer of knowledge and assets related to the change. Effective knowledge transfer ensures that the organization retains the best practices and lessons learned from the change project, which contributes to the long-term success and continuous development of the organization.

WEAKNESSES OF THE MODEL

Inflexibility and Rigidity: The Prosci model's structured approach, while providing a clear framework, can sometimes be too rigid, making it difficult for organizations to adapt to unforeseen changes or unique cultural considerations. Organizations operating in dynamic environments may find this rigidity limits their ability to respond swiftly to emerging challenges or opportunities.

Complexity in Practical Application: Implementing Prosci's model requires a significant investment in terms of resources, including time, finances, and personnel. Smaller organizations or those with constrained resources may struggle with the practicalities of adopting the model, particularly when it comes to training and sustaining long-term change initiatives.

Underestimation of Resistance: One common mistake organizations make, as highlighted in a case study by Nexum, is jumping directly into equipping employees for change without adequately raising awareness and creating desire. This oversight can lead to early resistance, crystallizing without any strategy or capacity to mitigate it. The case study of a "Mobile Teleprocessing" project illustrates how failing to lay the foundation for change led to resistance, with the new system perceived as a policing maneuver, creating distrust among employees.

Overemphasis on Linear Processes: Change is often nonlinear, involving complex human behaviors and emotions. The Prosci model, by focusing on a linear process of change (Awareness, Desire, Knowledge, Ability, Reinforcement), might not fully capture the iterative and chaotic nature of organizational change. This can lead to oversimplified solutions that do not address the underlying complexities of change management.

Lack of Empirical Validation: Critics argue that there is a lack of sufficient empirical evidence to validate the effectiveness of the Prosci model across different contexts. This raises questions about its applicability and scalability, especially in diverse organizational cultures or industries facing unique challenges.

CASE STUDY

The Nexum case study provides valuable real-world insight into the application and potential pitfalls of Prosci's Change Management Model, particularly highlighting the importance of a structured approach to managing change. This case study contrasts two organizations implementing a technological change project named "Mobile Teleprocessing." The project aimed to transition from traditional shift management systems to a more advanced, app-based solution, addressing various operational inefficiencies and enhancing data processing speed.

The first organization meticulously applied Prosci's best practices and the ADKAR model for individual change, emphasizing the crucial role of sponsorship, dedicated change management resources, and a comprehensive evaluation of the impact on all stakeholders. This structured approach included extensive communication to build awareness and desire for change, targeted training sessions to build knowledge and ability, and reinforcement strategies to ensure the change was sustainable. As a result, this organization experienced a successful implementation within one month, affecting 500 employees, with adoption and utilization rates close to 88% after four months.

Conversely, the second organization's experience starkly illustrates the consequences of neglecting a structured change management plan. Without laying the foundational steps of raising awareness and creating a desire for change, the organization faced early resistance. The approach was perceived as a quick fix rather than a well-thought-out transformation, leading to significant delays in implementation and modest adoption rates of only 50%. This organization's failure to engage in effective communication, training, and support mechanisms highlights the critical importance of addressing each phase of the Prosci model to facilitate smooth and successful change.

This case study underscores the nuanced challenges of implementing organizational change and the vital role of structured, people-focused change management strategies. It demonstrates that while technological solutions can offer significant benefits, their successful adoption heavily relies on the organization's ability to manage the human aspects of change effectively. The Nexum case study serves as a cautionary tale and a learning opportunity, emphasizing the need for comprehensive planning, stakeholder engagement, and adaptability in change management initiatives.

Example of a company that uses Prosci's Model:

Intel, being a global leader in the semiconductor industry, undergoes frequent and significant changes, driven by technological innovation, market demands, and internal strategic shifts. Implementing change in such a complex and dynamic environment can highlight several potential weaknesses of the Prosci Change Management Model:

Scalability and Adaptability: For a company of Intel's size and scope, the Prosci model's structured approach might struggle with scalability and flexibility. Intel operates in a rapidly changing industry where decisions and adjustments need to be made swiftly. The model's linear process may not fully accommodate the speed and agility required for such an environment.

Cultural Sensitivity: Intel's global operations involve a diverse workforce with varying cultural backgrounds. The Prosci model, with its standardized approach, might not adequately address the cultural nuances affecting change perception and adoption across different regions. This could lead to challenges in effectively implementing change initiatives that resonate with all stakeholders.

Innovation and Employee Engagement: Intel's success relies heavily on innovation, which requires a high degree of employee engagement and creativity. The Prosci model's emphasis on top-down communication and structured processes might not fully leverage the potential for grassroots innovation and may overlook the value of bottom-up feedback in driving successful change.

While the Prosci Change Management Model offers a comprehensive framework for managing change, its application in a complex, innovative, and global company like Intel would require significant customization and flexibility. Integrating more adaptive and culturally sensitive strategies could enhance the effectiveness of change initiatives within such a dynamic context.

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