



## Prosci Methodology

### Phase 1 - Prepare Approach

Define Approach - Risk

#### Risk Assessment

##### Change Characteristics

Score:	#:	Factor	Min (1)	Max (5)
5	1	Scope of change	Workgroup	Enterprise
5	2	Number of people impacted	Less than 10	Over 1000
3	3	Entry point for change management	Early, at initiation	Late, at implementation
1	4	Variation in groups that are impacted	All groups are impacted the same way	All groups experience the change differently
3	5	Clarity of future state	Known and clear	Unknown and emergent
2	6	Type of change	Single aspect, simple change	Many aspects, complex change
2	7	Degree of change impact on individual	No change	100% impact
2	8	Amount of change overall	Incremental	Radical
2	9	Impact on compensation	No impact to pay and benefits	Large impact on pay and benefits
1	10	Degree of organizational restructuring	No restructuring	Complete restructuring
1	11	Reduction in staffing levels	No reduction	Significant reduction
2	12	Degree of confidentiality required	Open and transparent	Closed and confidential
3	13	Timeframe for change	Sufficient time to prepare, equip and support people	Insufficient time to prepare, equip and support people
3	14	Degree of external stakeholder impact	Minimal external impact	Significant external impact
35		Sum of points for Change Characteristics Assessment (out of 70 total)		

##### Organizational Attributes

Score:	#:	Factor	Min (1)	Max (5)
3	1	Perceived need for change among impacted people	People are dissatisfied with current state	People are satisfied with current state
3	2	Management of past changes	Well-managed, successful changes	Poorly managed, failed changes
2	3	Change saturation	Very few changes, under capacity	Everything is changing, over capacity
2	4	Shared vision and strategic direction for the organization	Widely shared, unified vision	Many different directions and shifting priorities
3	5	Resources and funding availability to implement change	Adequate resources and funds	Inadequate resources and funds
1	6	Organization's culture and responsiveness to change	Open and receptive to change	Closed and resistant to change
3	7	Organizational reinforcement of change	People are rewarded for taking risks and embracing change	People are rewarded for consistency and predictability
2	8	Leadership mindset	Success declared when benefits are realized	Success declared at go live
1	9	Leadership style and power distribution	Centralized	Distributed
4	10	Executive/senior manager change competency	Highly effective at sponsoring change	Lack skills and knowledge
3	11	People manager change competency	Highly effective at managing change	Lack skills and knowledge
2	12	Impacted employee change competency	Highly effective at thriving in change	Lack skills and knowledge
3	13	Change management maturity	Well-established organizational competency	Ad hoc or absent
3	14	Project management maturity	Well-established organizational competency	Ad hoc or absent
35		Sum of points for Change Characteristics Assessment (out of 70 total)		

#### Risk Assessment Analysis

35 Change Characteristics score  
35 Organizational Attributes score  
Low Risk Quadrant

A score of 14 to 42 is considered low risk.  
A score of 42 to 70 is medium-to-high risk.  
High risk changes require more time, effort  
and resources than medium or low risk changes.

