



Prosci[®]



Making Change Part of Your
Organization's DNA

Supporting a Lean Culture

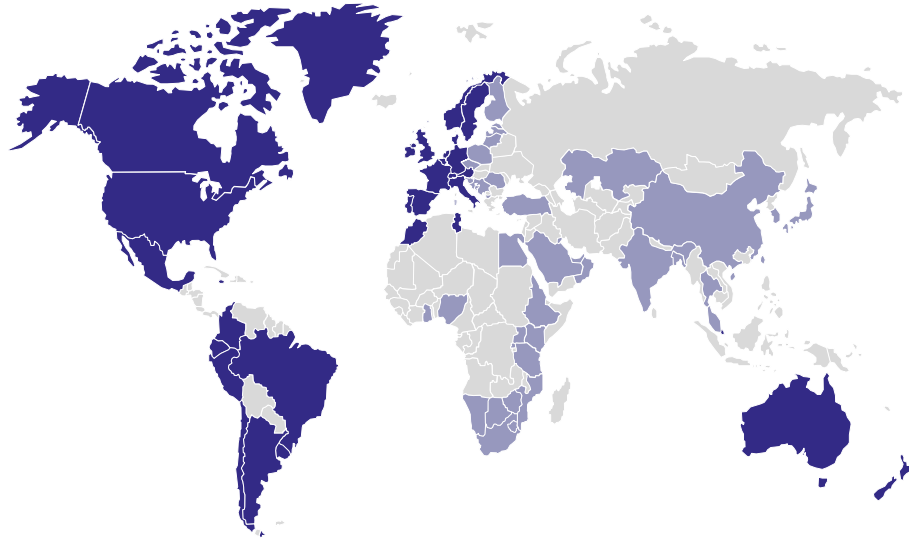


Agenda

- What Is Change Capability?
- Why Is It Important?
- How Change Supports Lean Principles
- A Case Study

No one delivers on **change success** like Prosci.

We invented the change management framework used today by consultancies and organizations around the world.



■ Prosci Direct Regions

■ Prosci GAN Partner Regions

Creators of the globally renowned **ADKAR model**

25+ years of change proprietary research

Over 150,000 certified worldwide

Top change management trainer **globally**

A **partner to execute on change** and to make your organization stronger

The only firm **focused on creating change competency** and change capability

Solutions for **over 80 countries** through a direct presence and integrated global partner network

Meet Your Facilitator



Kelli Smith

Kelli Smith is a Director and Engagement Leader in Advisory Services at Prosci with over 25 years of change management experience, with deep expertise in digital transformation, merger and acquisitions and executive coaching. In her role she works with clients to build enterprise change capabilities and help them mature into change-ready cultures.

She has advised companies in the financial, manufacturing and retail space as well as nonprofit organizations, and state and local government agencies.

Fun facts and passions:

- Lives in Columbus, Georgia
- A wife to a USAF Colonel and mom to a USAF Pilot and Petroleum Engineering student at LSU
- Enjoys time with family at the beach

Meet Your Presenter

Judy Hall, Ph.D. leads the Organization Agility Office within the Executive Office of Innovation and Technology at the Department of Health, leading a team that supports capacity building for Lean and Organization Change Management.

She has over 20 years of experience in the public sector working in the areas of strategic planning, partnership development, program development, program evaluation, continuous improvement and change management. She currently manages a stellar team at the Department of Health that is working to build change management and continuous improvement capabilities across the organization.

Fun facts and passions:

- Lives in Olympia, Washington
- Enjoys making jewelry, welding, dog sitting her daughter's border collies, and knitting
- Loves to travel



Judy Hall

Objectives

1

Learn what Change Management Capability means for an organization

2

Discover how CM capability supports Lean processes and practices

3

Learn steps for an Enterprise Change Journey as illustrated through a case study

4

Where to find resources and support

A woman with dark, wavy hair is looking towards the right side of the frame. She is wearing a dark-colored top. The background is slightly blurred, showing other people in what appears to be a meeting or office setting. The overall lighting is soft and professional.

What is Change Capability?

- What Is Change Capability?
- Why Is It Important?
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Change Capability

Change capability for an organization refers to its ability to **effectively manage and implement change across various levels and initiatives**. It involves embedding change management practices into the organization's culture, processes, and operations, ensuring that change is managed consistently and successfully.





What Does Change Capability Look Like in an Organization?

Consistent Success in Change Initiatives

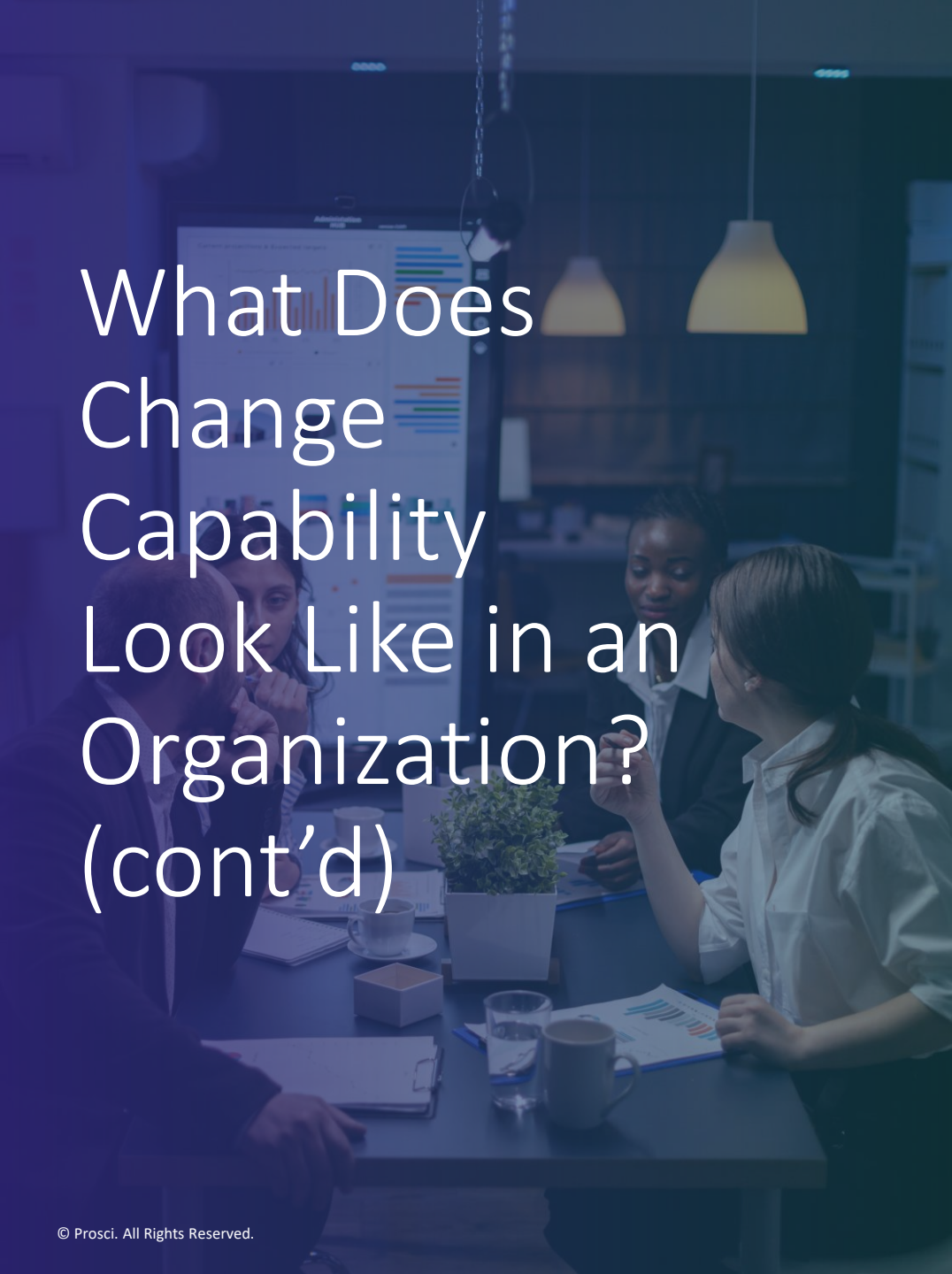
Organizations with strong change capability consistently meet and exceed expectations in change initiatives, achieving project ROI and stakeholder satisfaction. They handle change saturation effectively, maintaining performance even during multiple concurrent changes.

Structured Approach

A structured change management approach is employed, providing a formal process and shared language. This approach ensures consistency and effectiveness in managing change across projects. Organizations using a structured methodology report higher levels of change management effectiveness.

Integration with Organizational Processes

Change management is integrated with project management and other organizational processes. This integration ensures that change efforts are aligned with the organization's strategic goals and are executed efficiently.



What Does Change Capability Look Like in an Organization? (cont'd)

Leadership and Sponsorship

Effective change capability involves active and visible leadership. Leaders and sponsors are committed to change initiatives, providing direction, resources, and support to ensure successful outcomes.

Common Language and Tools

Employees and leaders speak a common language for change, utilizing standardized tools and methodologies. This commonality facilitates better communication and understanding across the organization.

Change-Ready Culture

The organization fosters a culture that embraces change. Employees are equipped with the necessary skills and are measured on their ability to lead and adapt to change.

Change Capability Status

0 surveys completed

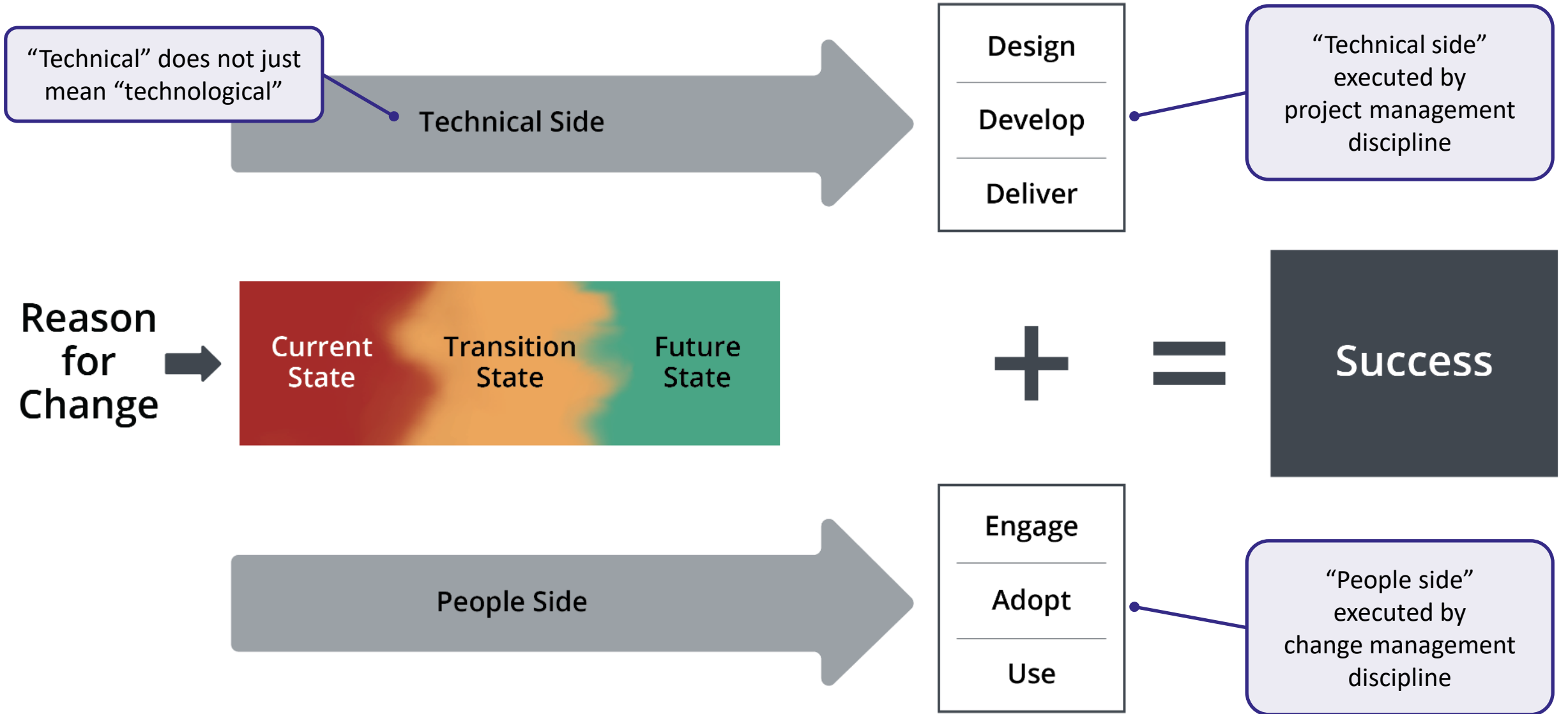
0 surveys underway



Why Is It Important?

- What Is Change Capability?
- **Why Is It Important?**
- How Change Supports Lean Principles
- A Case Study

Unified Value Proposition



Success Through the People Side of Change

With Change Management



Without Change Management

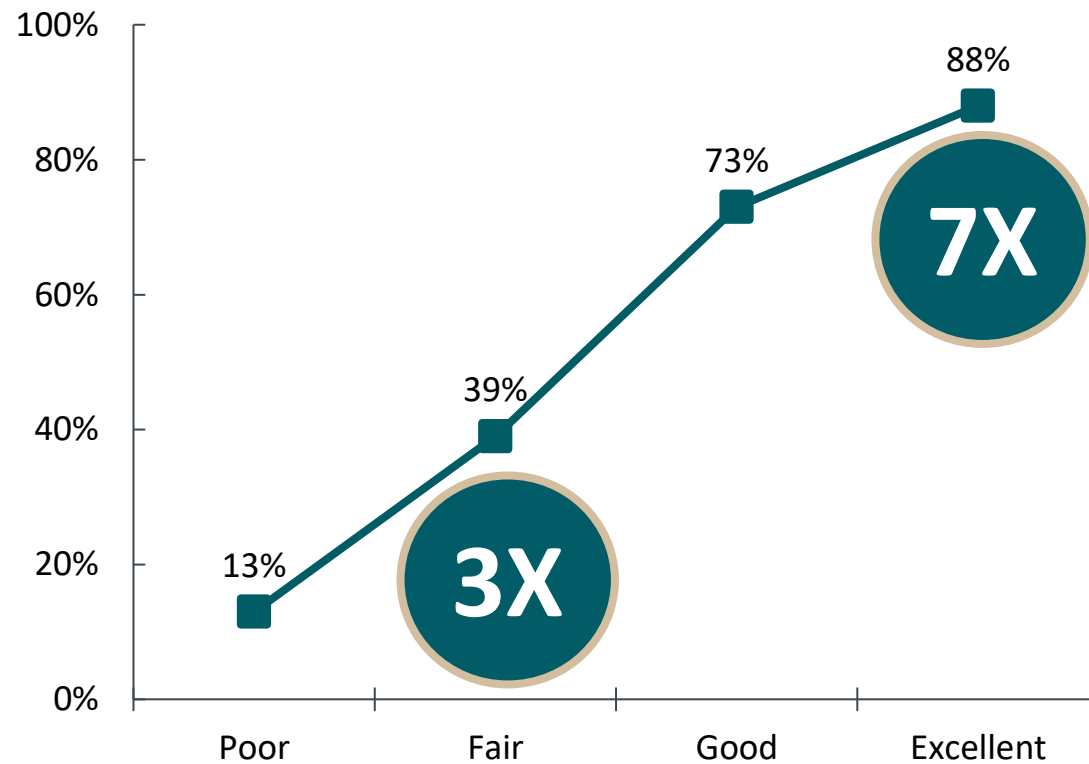


Change Management Effectiveness Correlations

More effective change management results in increases in:

- Meeting objectives
- Staying on or ahead of schedule
- Staying on or under budget

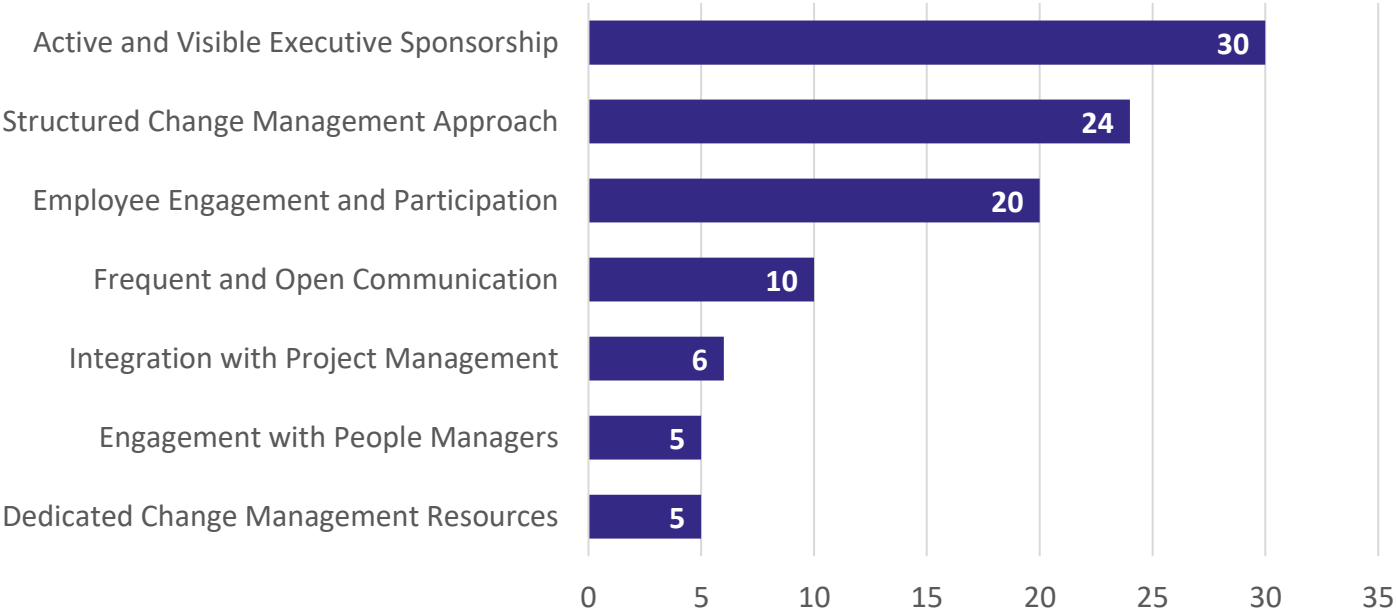
Percent of Respondents That Met or Exceeded Project Objectives



Critical Success Factors in Change Management for Process Optimization

Sponsorship and a structured change approach were the top two factors leading to success for process optimization projects

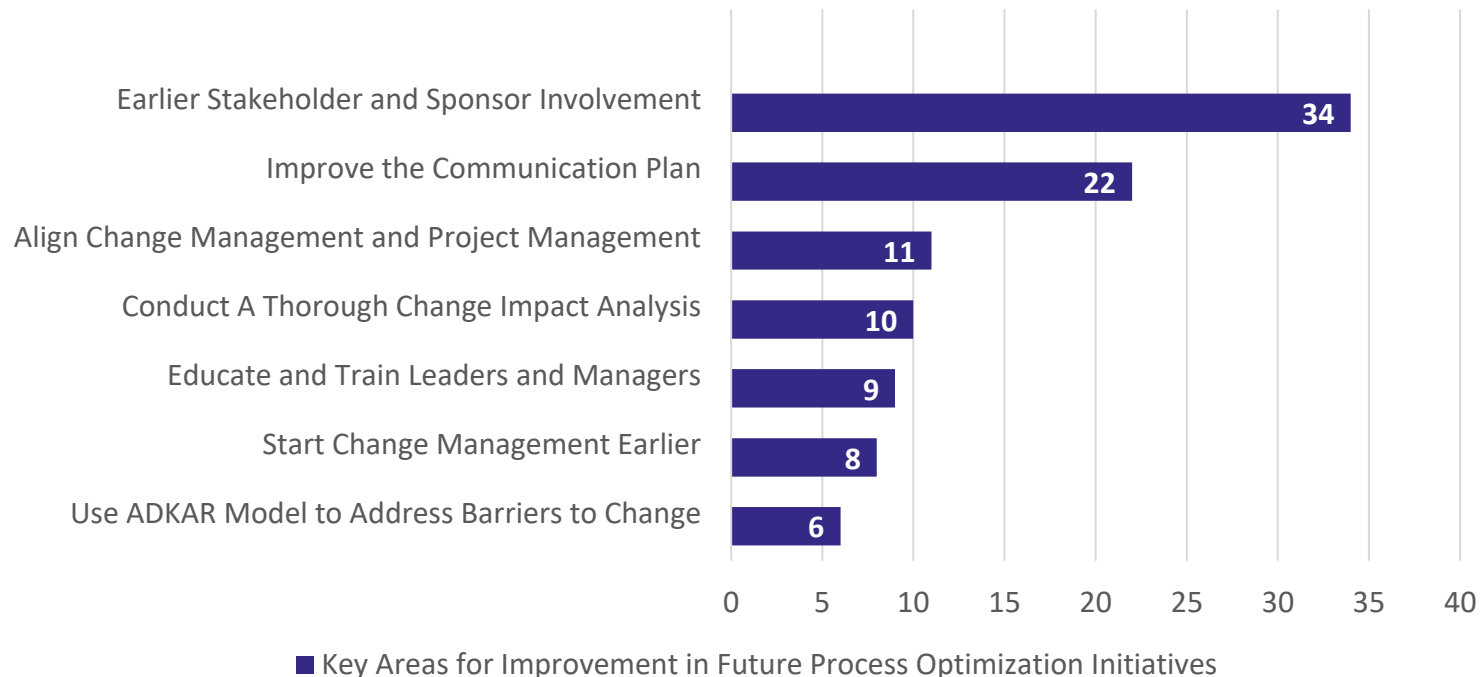
Critical Success Factors in Change Management for Process Optimization



■ Critical Success Factors in Change Management for Process Optimization

Key Areas for Improvement in Future Process Optimization Initiatives

Key Areas for Improvement in Future Process Optimization Initiatives



Earlier stakeholder and sponsor involvement and improved communication were the top key areas for improvement in process optimization initiatives

Which of the following is the biggest improvement opportunity for your organization?

(A) Earlier stakeholder and sponsor involvement

0%

(B) Improved The Communication Plan

0%

(C) Align Change Management and Project Management

0%

(D) Conduct a thorough impact analysis

0%

(E) Educate team Leaders and Managers on Change

0%

(F) Other

0%



How Change Supports Lean Principles

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CM and Lean

DMAIC / PDCA

The ADKAR model and Lean principles, particularly the DMAIC (Define, Measure, Analyze, Improve, Control) / PDCA process, intersect in several ways to enhance change management and process improvement efforts. Here's how they align:

Define
Phase

ADKAR Element: **Awareness**

In the Define phase, creating awareness of the need for change aligns with ADKAR's focus on making individuals aware of why a change is necessary. This is crucial for setting the stage for Lean initiatives.

Measure
Phase

ADKAR Element: **Desire**

During the Measure phase, fostering the desire to support and participate in the change is essential. This involves engaging stakeholders to measure current performance and understand the benefits of change.

Analyze
Phase

ADKAR Element: **Knowledge**

In the Analyze phase, providing knowledge on how to change aligns with understanding the root causes of issues. Educating team members on analysis techniques and solutions is key to both ADKAR and DMAIC.

CM and Lean (cont'd)

Intersection of ADKAR and DMAIC

The ADKAR model and Lean principles, particularly the DMAIC (Define, Measure, Analyze, Improve, Control) process, intersect in several ways to enhance change management and process improvement efforts. Here's how they align:

Improve
Phase

ADKAR Element: **Ability**

The Improve phase focuses on implementing solutions, which requires the ability to apply new skills and behaviors effectively. ADKAR emphasizes building this ability to ensure successful change adoption.

Control
Phase

ADKAR Element: **Reinforcement**

In the Control phase, reinforcing the change to sustain improvements is critical. ADKAR highlights the need for reinforcement to maintain changes and prevent regression.

Benefits of ADKAR with DMAIC / PDCA

By integrating ADKAR with DMAIC / PDCA, organizations can effectively manage the people side of Lean initiatives, increasing the likelihood of successful and lasting change. For more insights on this integration, you can explore further resources on leveraging ADKAR in Lean Six Sigma projects.



Holistic Change Management

Combining ADKAR with DMAIC ensures that both technical and people aspects of change are addressed, leading to more sustainable improvements.



Structured Approach

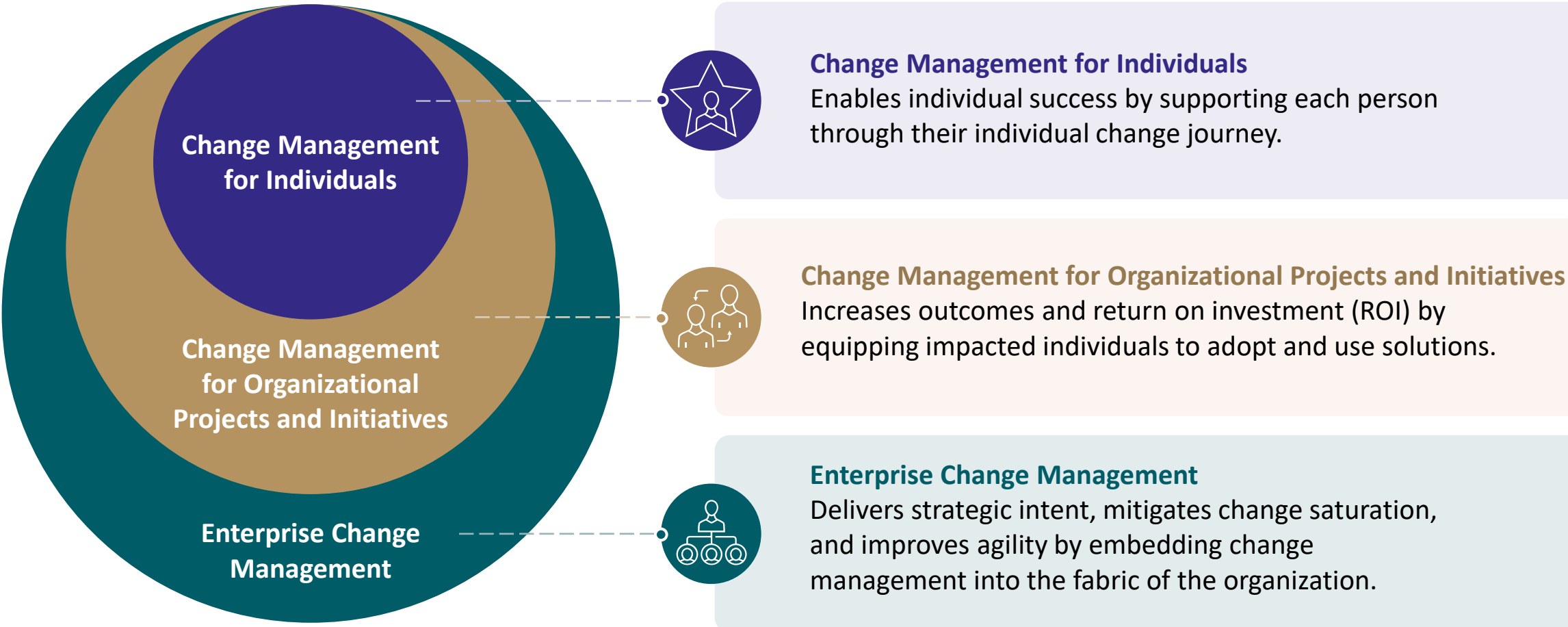
Both models provide a structured approach to managing change, ensuring consistency and clarity throughout the process.



Enhanced Engagement

Aligning ADKAR with DMAIC enhances stakeholder engagement by addressing their needs and concerns at each stage of the process.

Change Management Happens at 3-Levels



6 Tactics for Building Change Capability

1

Align with your culture

2

Deploy on a key initiative

3

Build a change network

4

Go where the energy is

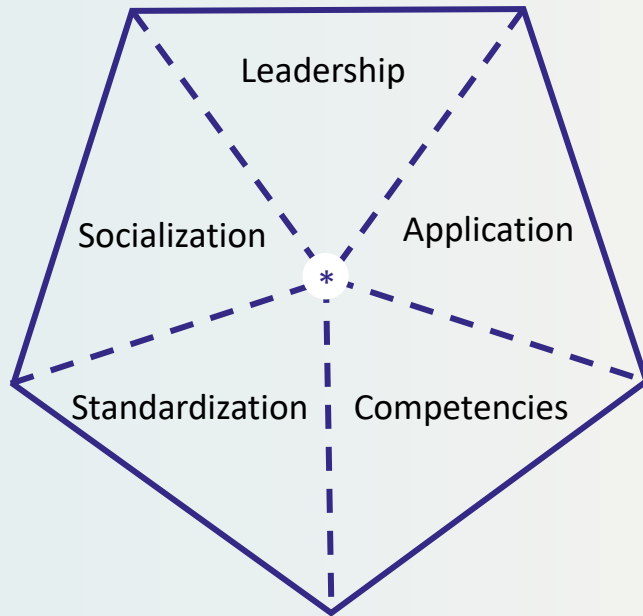
5

Integrate with existing
competencies

6

Treat growing your
capability like a change

ECM Framework - 5 Capability Areas



Leadership

The specific leadership activities needed to build change management capabilities and competencies.
e.g., sponsor, steering committee, change management reviews



Application

The use of change management processes and tools on projects and initiatives in the organization.
e.g., demo projects, tiers, departments, regions, triggers



Competencies

The training, development, and demonstrated competencies needed to apply change management tools and principles.
e.g., Who needs to know what?, training, coaching, tools



Standardization

The mechanisms and systems that can be used to institutionalize change management.
e.g., organizational footprint, CMO networks, job roles



Socialization

The buy-in and commitment throughout the organization for building change management.
e.g., project launch, performance management, improvement



A Case Study

- What Is Change Capability?
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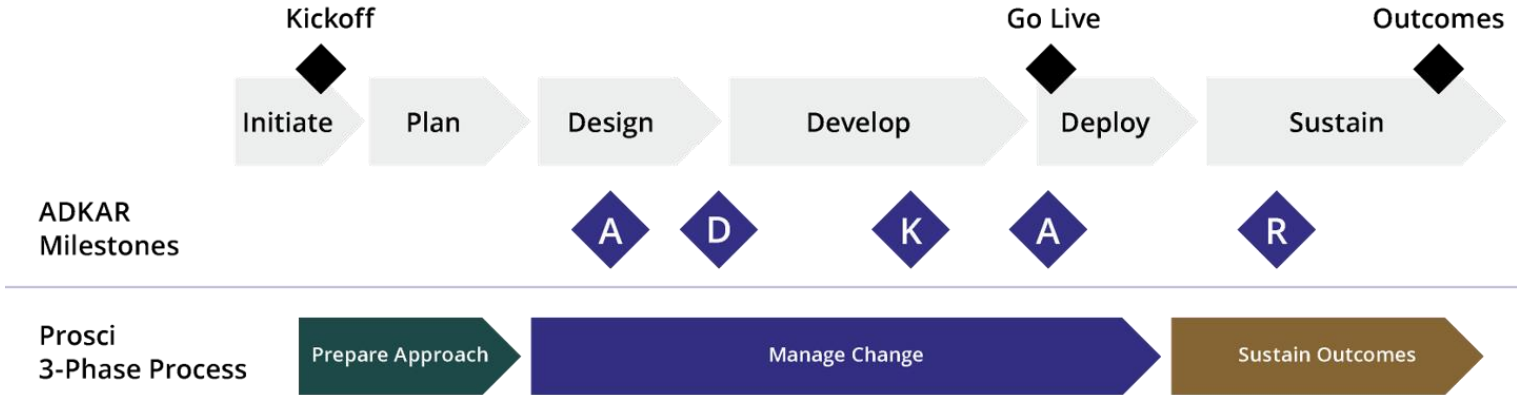
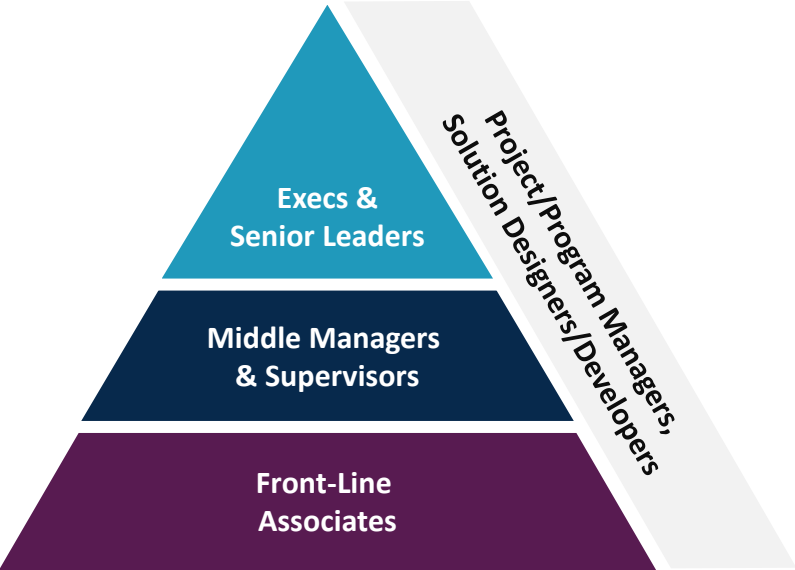
WA Department of Health

Increasing Change Management Capability

Build Individual Competencies



Integrate into Changes, Projects and Programs





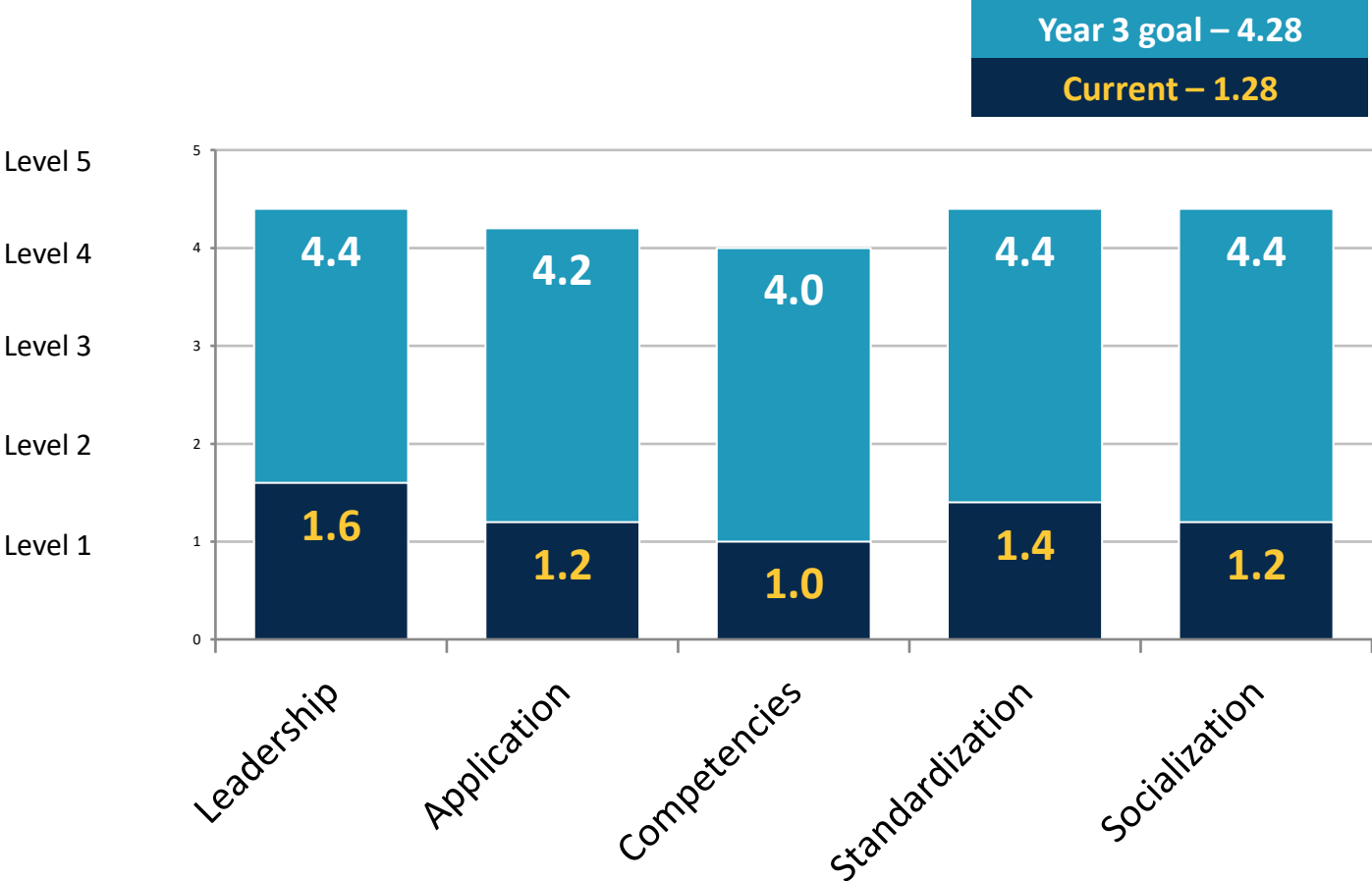
Washington Department of Health Change Vision

Change Management is embedded into the fabric of the organization so that we are agile and able to adjust to changing needs. We use standard approaches in our initiatives, projects and partnerships to supports people through change.

Maturity Model Scores – Gap Analysis

In Sept/Oct 2022 DOH held a 5-day Prosci workshop to assess and plan for, building Change Management capabilities across the department.

- 20 members from various levels of the organization participated.
- They rated existing maturity and set future maturity goals.



Prosci Change Management Maturity Model

Level	CM Seen As	CM Applied When	CM Practiced By
Level 5 Organizational Competency	<ul style="list-style-type: none"> • A critical core competency for the org • Essential on all projects and initiatives • Second nature and commonplace 	<ul style="list-style-type: none"> • At the start of the projects and initiatives • On virtually all project and other changes • Inseparable from project delivery processes 	<ul style="list-style-type: none"> • Practitioners and project teams • All leaders and people managers • Centralized functional group
Level 4 Organizational Standards	<ul style="list-style-type: none"> • An important success factor on most • A common and standard approach 	<ul style="list-style-type: none"> • Regularly at project initiation or planning • Integrated into PM approach 	<ul style="list-style-type: none"> • Most practitioners and project teams • Many leaders and people managers • Potentially a centralized functional group
Level 3 Multiple Projects	<ul style="list-style-type: none"> • A structured approach that adds value • Applicable in various situations 	<ul style="list-style-type: none"> • Localized in particular parts of the org • At initiation on some projects • Still missing or as a reaction of many 	<ul style="list-style-type: none"> • Practitioners who are starting to collaborate and work together • Some leaders and people managers
Level 2 Isolated Projects	<ul style="list-style-type: none"> • Important by some • Unimportant by most 	<ul style="list-style-type: none"> • On few projects, from initiation • On some projects, in reaction to resistance • On most projects, not at all 	<ul style="list-style-type: none"> • Handful of unaffiliated practitioners
Level 1 Ad Hoc or Absent	<ul style="list-style-type: none"> • A distraction from the focus on installing technical solutions 	<ul style="list-style-type: none"> • Not at all • A last resort and as a reaction 	<ul style="list-style-type: none"> • Dependent on individual practitioners • Not formally by managers and leaders

Roadmap toward Change Management Maturity

We built out an approach to realizing our maturity goals.



2023 (0-6 months)

Foundation Building

- Establish CMO, coalition and governance
- Identify foundational resources
- Soft launch communication



2023-2024 (6-12)

Business Alignment

- Build competency across the organization with key roles (sponsors, people managers, practitioners, change implementers, and employees)
- Launch overarching communication / awareness campaign
- Identify standard tools and resources, and create access hub
- Activate existing systems to create change portfolio
- Provide change support for high-risk efforts and change consulting for medium to low-risk efforts.



2025 & Beyond (12+ months)

Scaling and Refinement

- Incorporate CM consistently into the planning process for both agency & division objectives
- Embed CM practitioners in each division and connect through CoP
- Establish metrics to identify the impact of CM and the ROI of managing the people side of change and realization through better business outcomes
- Monitor progress, continuously improve, assess program impact

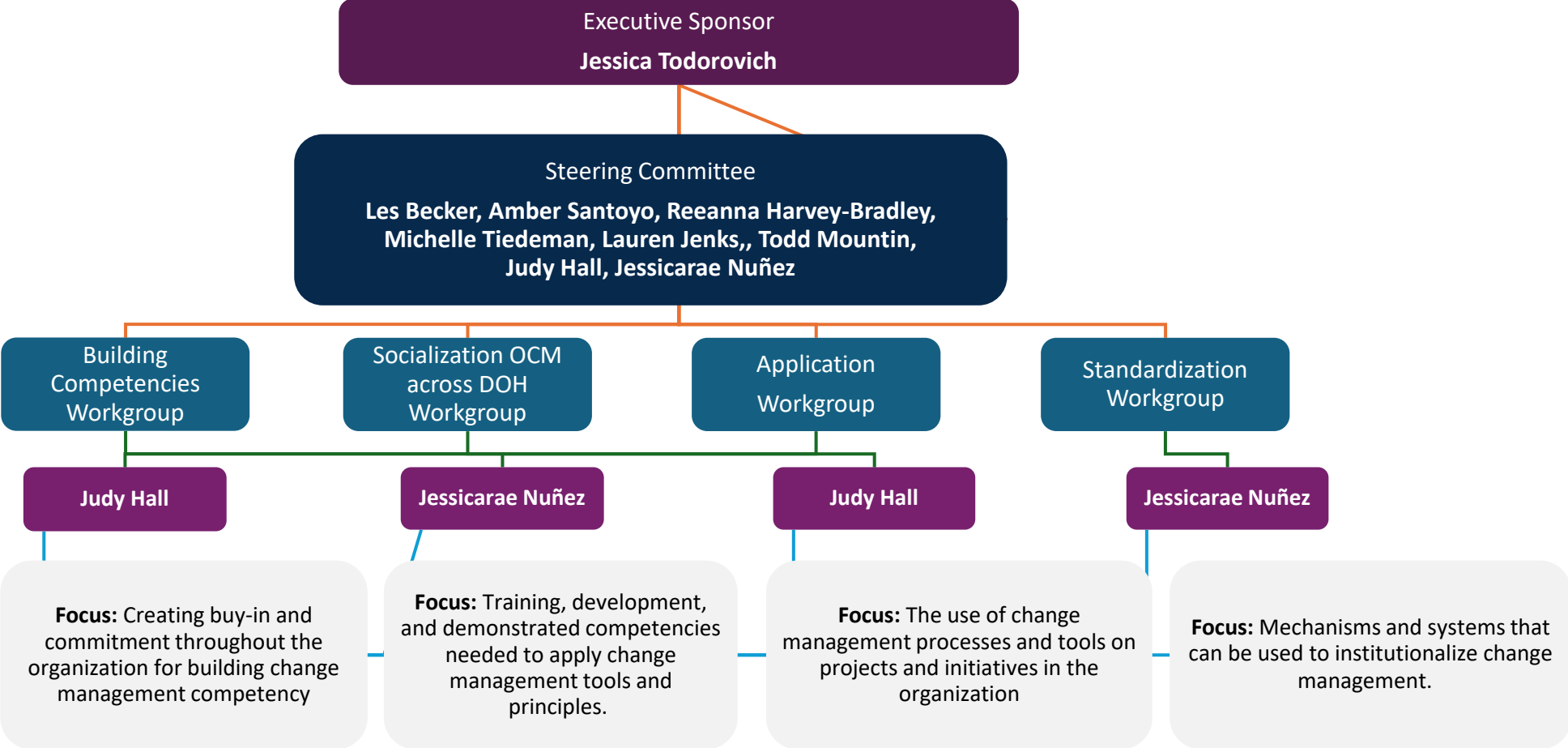
Phase 1: Build Program Infrastructure

November 2022 – May 2023

- Develop Program Governance and CMO
- Identify Foundational Resources
- Develop Communication Strategy
- Engage SME Work Groups to develop Implementation Plans



Governance



Initial Investments

Function	Activity
Training	4-hour change leader workshop for ELT and Lead360
	6-hour change leader workshop for Deputies Group
	Delivering Project Results workshop for Project Managers
Infrastructure	Change Manager Certification for key division resources
	Train-the-Trainer
	Enterprise License
Planning	ECM Workshop
Consultation	Prosci Consultation Services

Roadmap toward Change Management Maturity: Phase 2 Work



2023 (0-6 months)

Foundation Building

- Establish CMO, coalition and governance
- Identify foundational resources
- Soft launch communication



2023-2024 (6-12)

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Change Management Maturity Assessment



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Standardization

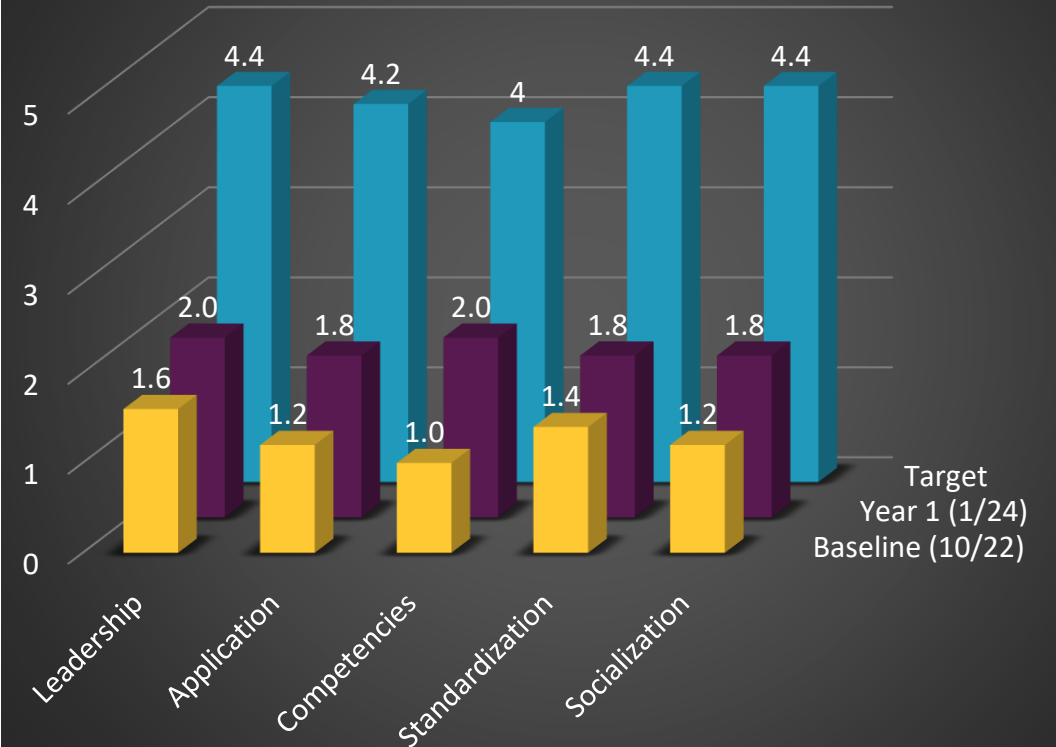
The mechanisms and systems that can be used to institutionalize change management.
e.g., organizational footprint, CMO networks, job roles



Socialization

The buy-in and commitment throughout the organization for building change management.
e.g., project launch, performance management, improvement

Assessment Results



Current Progress

- Leadership commitment to Sponsor Role, assessing change impact during decision-making
- Standard e-learnings available to all employees through Learning Center
- Change impact and need for change management assessed for all formal agency projects
- Change management role for people leaders embedded in agency leadership competencies
- Change management included in project charters and as deliverables throughout project lifecycle
- 50 new practitioners trained across the agency (85% increase)
- Launched New Practitioner Network

Roadmap toward Change Management Maturity: Phase 3 Work



2023 (0-6 months) Foundation Building

- Establish CMO, coalition and governance
- Identify foundational resources
- Soft launch communication



2023-2024 (6-12) Business Alignment

- Build competency across the organization with key roles (sponsors, people managers, practitioners, change implementers, and employees)
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Next Steps for DOH

- Finish building out metrics
- Standardize tool suites/practices
- Build out training plan
 - Focus on People Manager capabilities
 - Focus on Project Manager engagement and collaboration
 - Increase capacity for agency-led training
- Reinforce/coach leadership in their Sponsor roles
- Monitor and continuously improve



A man and a woman are in a meeting. The man, wearing glasses and a dark shirt, is pointing at a laptop screen. The woman, wearing glasses and a light blue shirt, is looking at the screen. The background is a blurred office setting.

Questions Comments


For More Information

Resources: **Building Capability**



Read: **How Change Management Fits with Six Sigma Success**

Tim Creasey
Chief Innovation Officer



Prosci
PEOPLE. CHANGE. RESULTS.™

Watch: **How to Build Change Capability With Structure and Intent**

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Thank You

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