

Value Realization Requires Adoption: Change Management as a Critical Enabler

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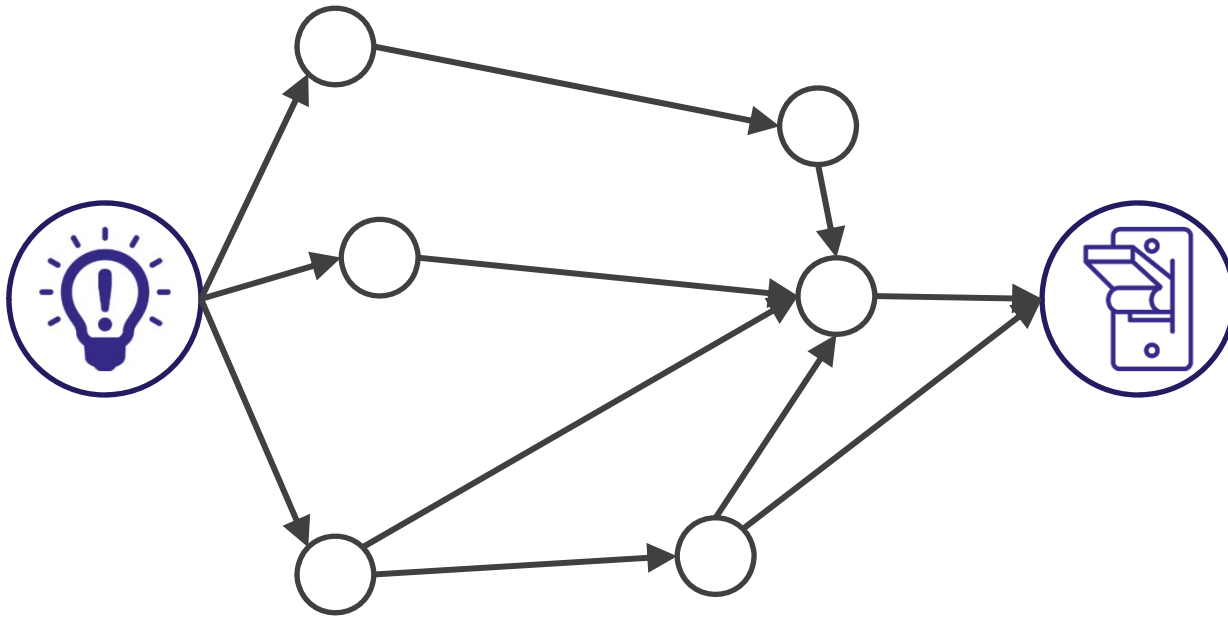
3 takeaways

1. Why the finish line matters

2. Why (and how much) the people side of change matters to value realization

3. What you can do to drive adoption and usage to drive value realization

* The unique potential partnership of change management and value management



What is
your
finish line?



What is your finish line?

Requirements



Results

Outputs



Outcomes

Specifications



Sustainment

Installation



Realization

Solutions



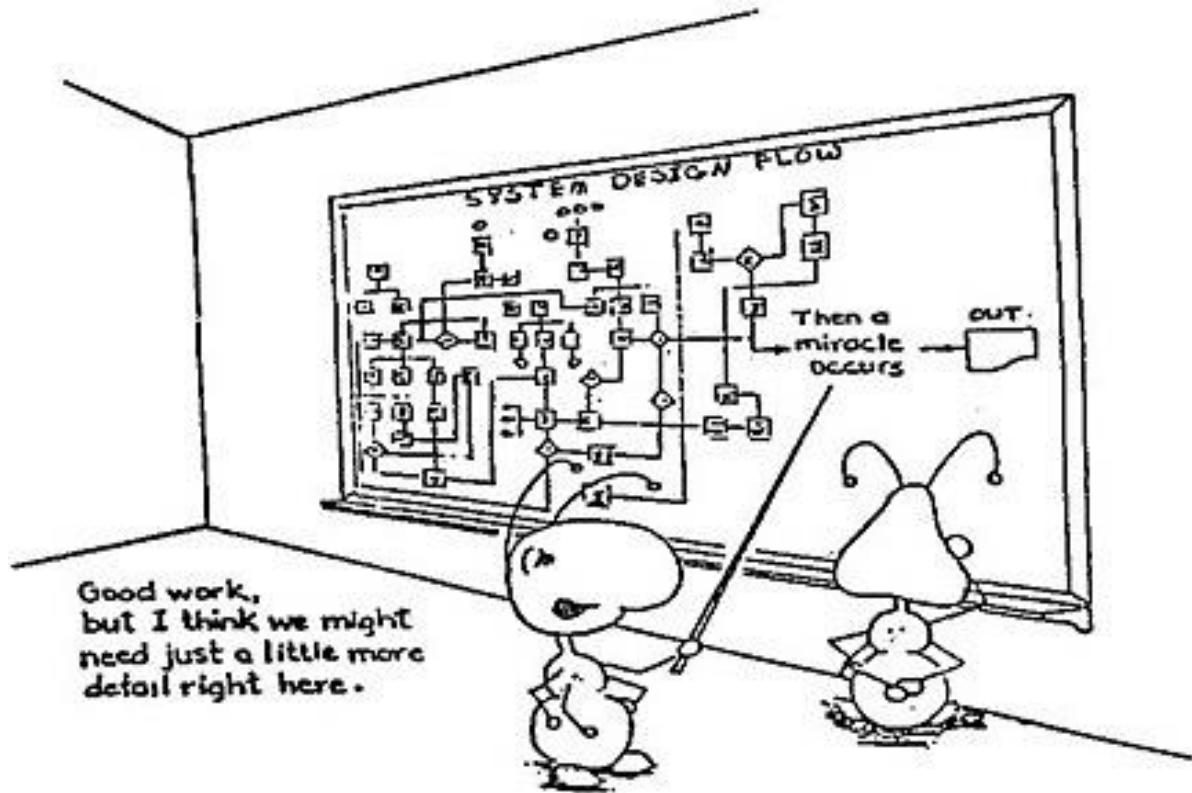
Benefits



You don't get any medal for trying something, you get medals for results.

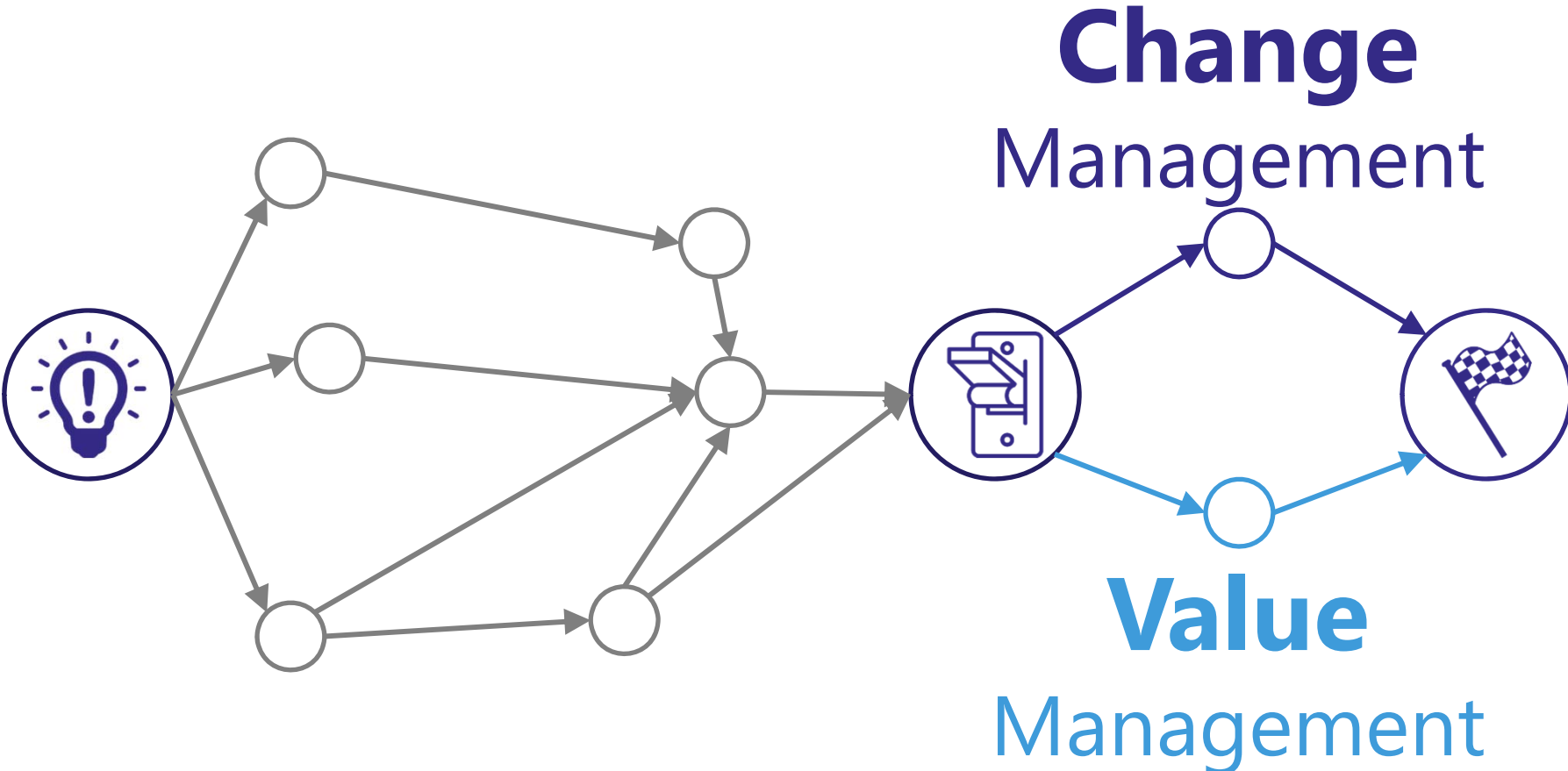
Bill Parcells





Good work,
but I think we might
need just a little more
detail right here.

Adding **Value Management** and **Change Management**

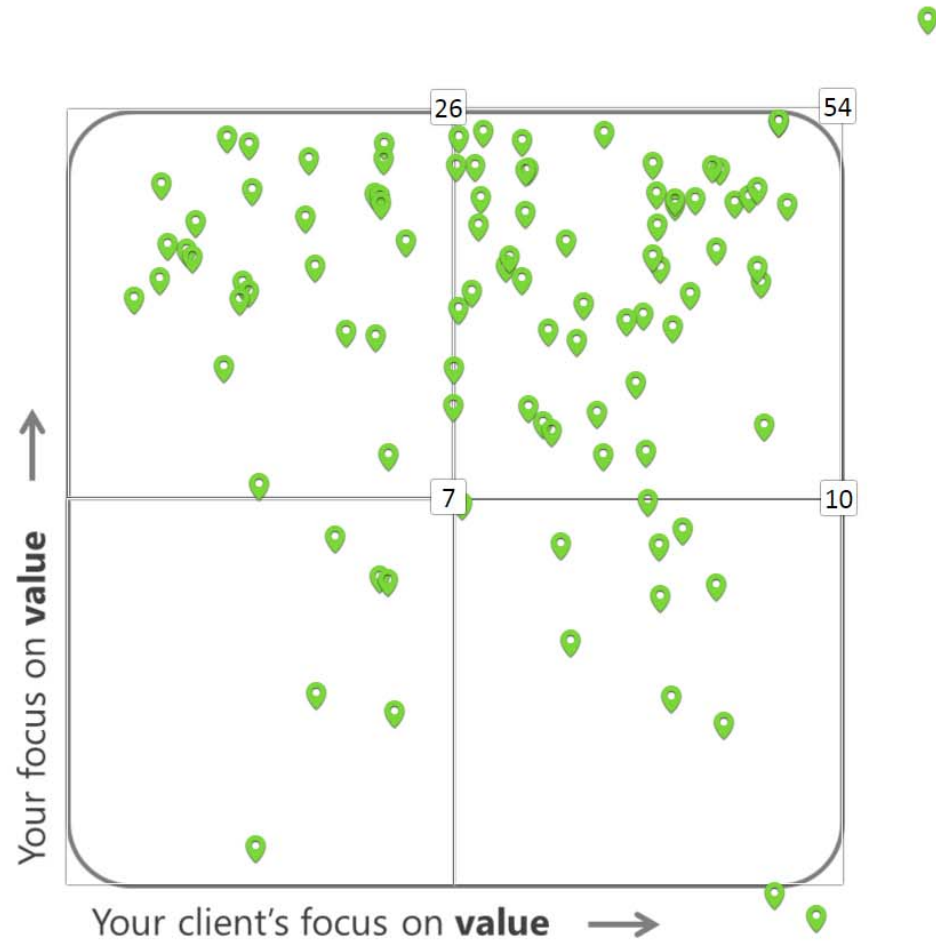


Define “value management” in 10 words or less text:

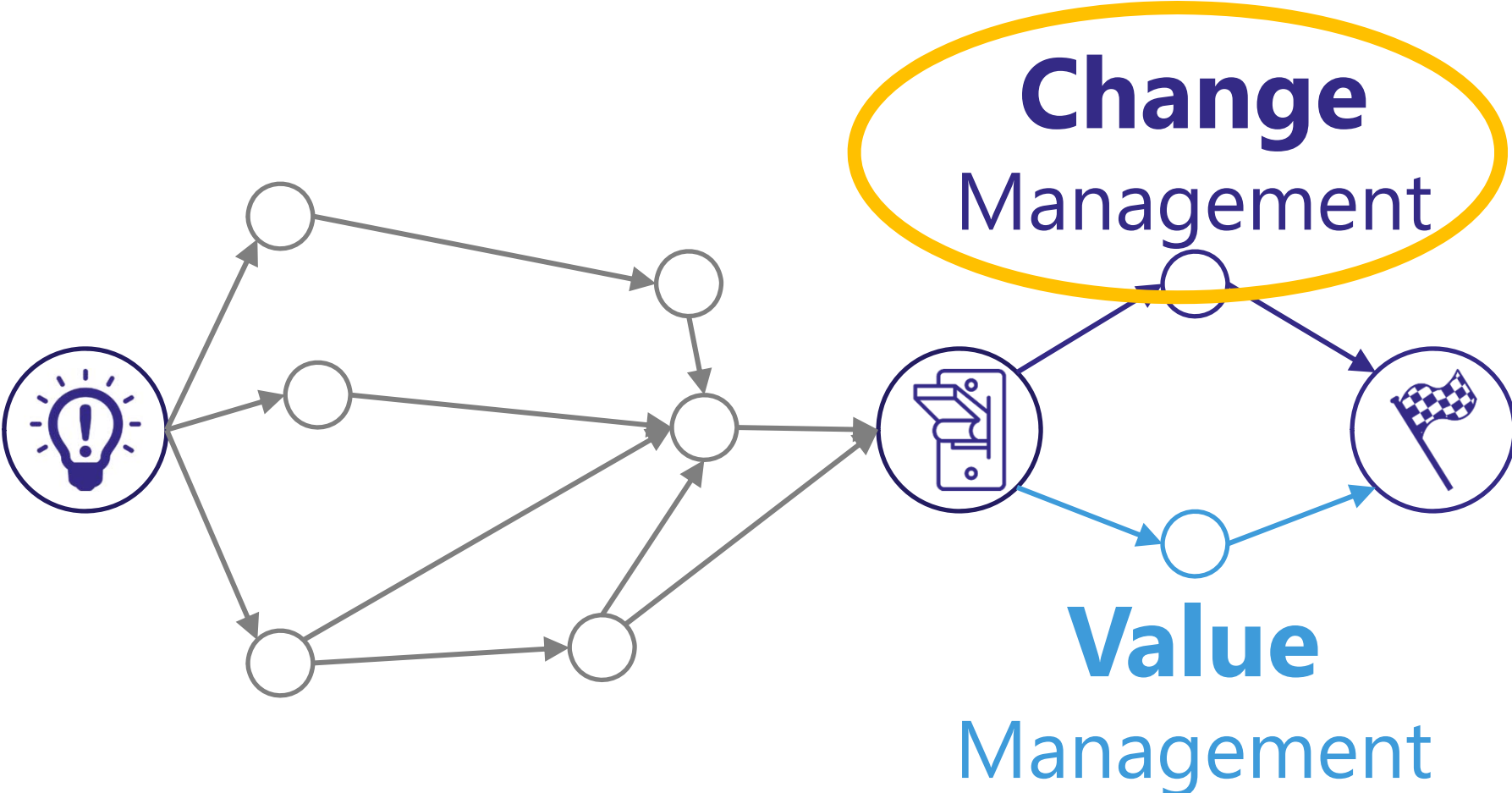
- Collaborative definition and delivery of tangible results
- Measure metrics life-cycle quantify judge align solve
- Customer ownership of continual results planned and achieved
- Transforming organizational behaviour to achieve business goals
- Cyclical process of identifying business problems and impact and delivering solutions for change that yield business value
- the process of delivering the value articulated
- Codifying and enabling for enterprise wide usability the value proposition of our solutions.
- The realization of strategy
- Understanding the value of solutions
- Delivering outcomes and true business impact
- Directing the customer to recognize the benefits our solution can offer their business.
- Maximizing customer outcomes
- The perceived measurable benefit to the customer to achieve business outcomes
- Repeatable process to drive business value
- Acting on identified off's in order to gain expected benefits
- Defining, instituting, measuring outcome in a way that adds value to an organization
- Deliver business outcome through changes in people, process and technology
- Proactive measurement and management of results
- The circular graph they keep showing us
- The process of ensuring the delivery of maximum value results
- disciplined process for discovery, quantification, and capture of value
- A disciplined approach to achieving measurable results
- Mapping objectives to capabilities to benefits via a roadmap.
- The moment when both the customer and provider achieve mutual gratification
- The process of planning, monitoring and realizing the planned value of a change program
- Convincing all players to focus on value not cost
- Collaborating over the impact of business outcomes
- Delivering the promised value to the customers with sustainable solution.
- Enabling the success of our business and customers
- Value management can be defined as a process of delivering some benefit to a client.
- Identify, quantify and continuously optimize achievement of value
- Empowering the customer to drive value through technological, process and personnel change
- Giving 'em what they need
- Discovering for and delivering values
- Process of getting the value you paid for.
- Projection, quantification and management of benefit
- Understanding and realizing benefits in a continuous manner
- Defining measuring and continuously improving benefits sought out
- discovering, identifying, driving and measuring business value enabled by a solution (often technology)
- The process of delivering value on an ongoing basis through managing people, process and technology.
- achieving the expected value from project definition to delivery.
- Define unique benefit of a solution
- Suitable environment to control value creation
- Delivering business value that aligns our solution with customer needs.
- Alignment of client goals to sustainable business benefits
- • Maximize value from investments to enabled transformational change in an organization that measurable results that create market differentiation
- Communication communication
- Structured approach to capture desired outcomes
- framework (people, process, tools & Measures) that enables solving business needs
- achieving the expected value from project definition to delivery.
- achieving the expected value from project definition to delivery.
- Managing the value to the customer
- Identifying what's important and ensuring that it is delivered.
- Building a case for change
- You get what you want; I get what I want.
- Delivering on the promise of outcomes
- The continuous process of demonstrating the value of technology enabled business process change

Plot yourself on the quadrant – Value focus for you and the client

Respond at PollEv.com/prosci



Adding **Value Management** and **Change Management**

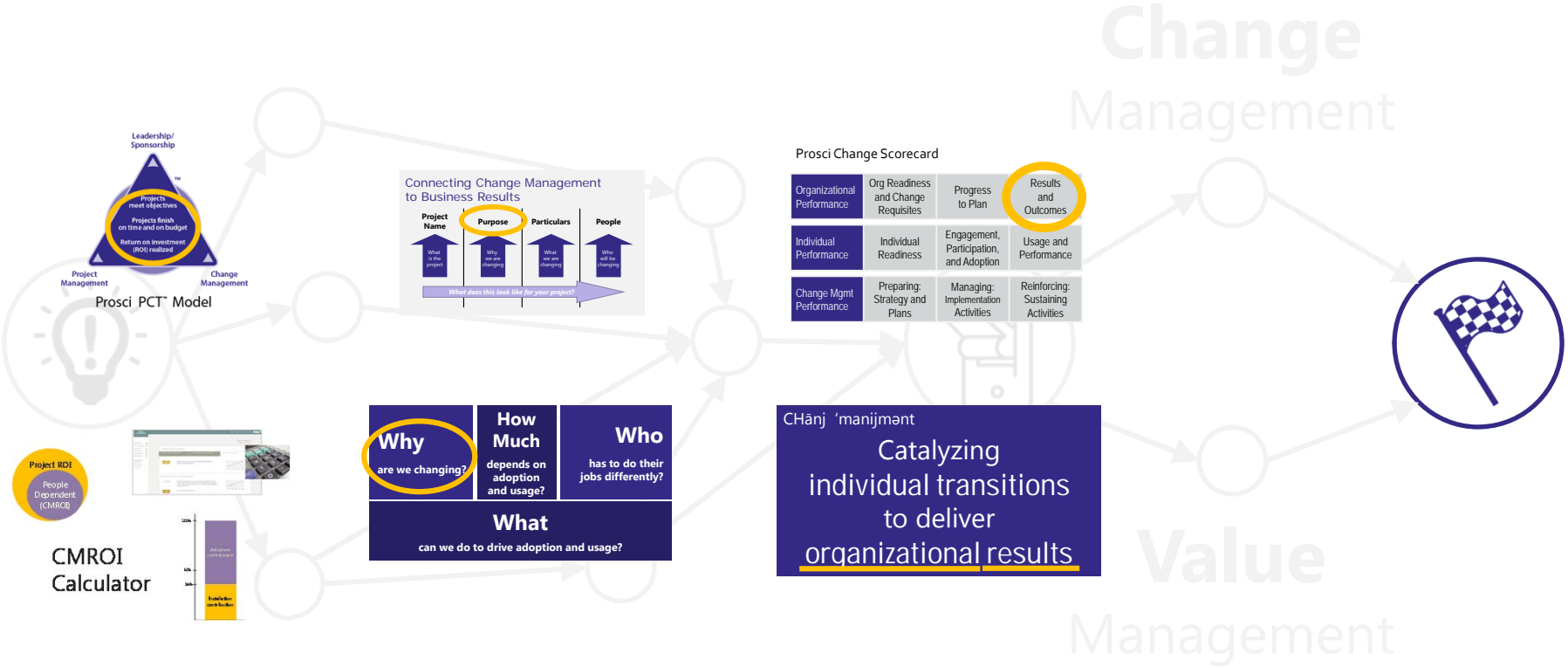


Change Management

CHānj 'manijmənt

Catalyzing
individual transitions
to deliver
organizational results

How Prosci addresses the finish line

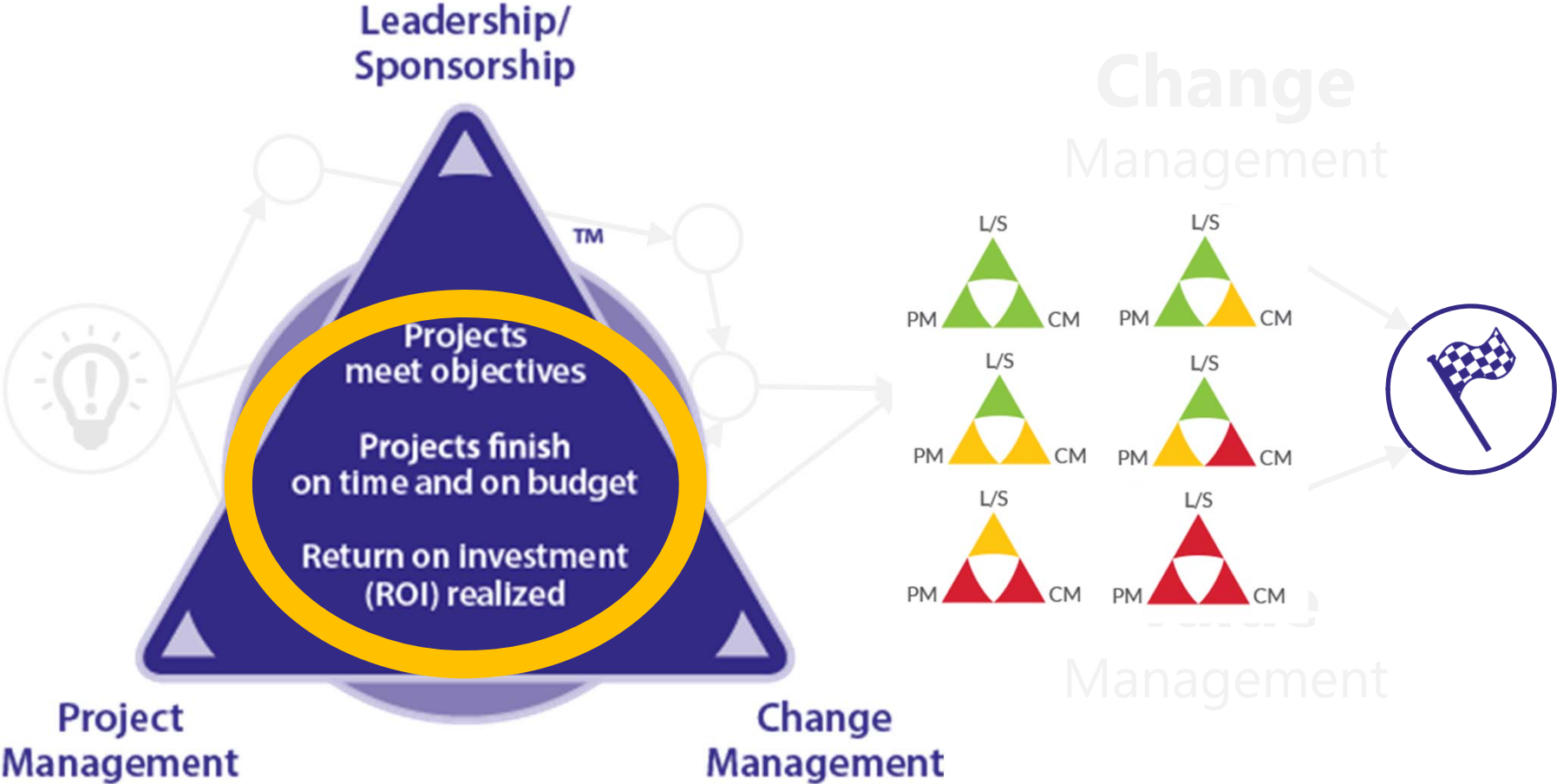


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Addressing the finish line

PCT Model and Assessment



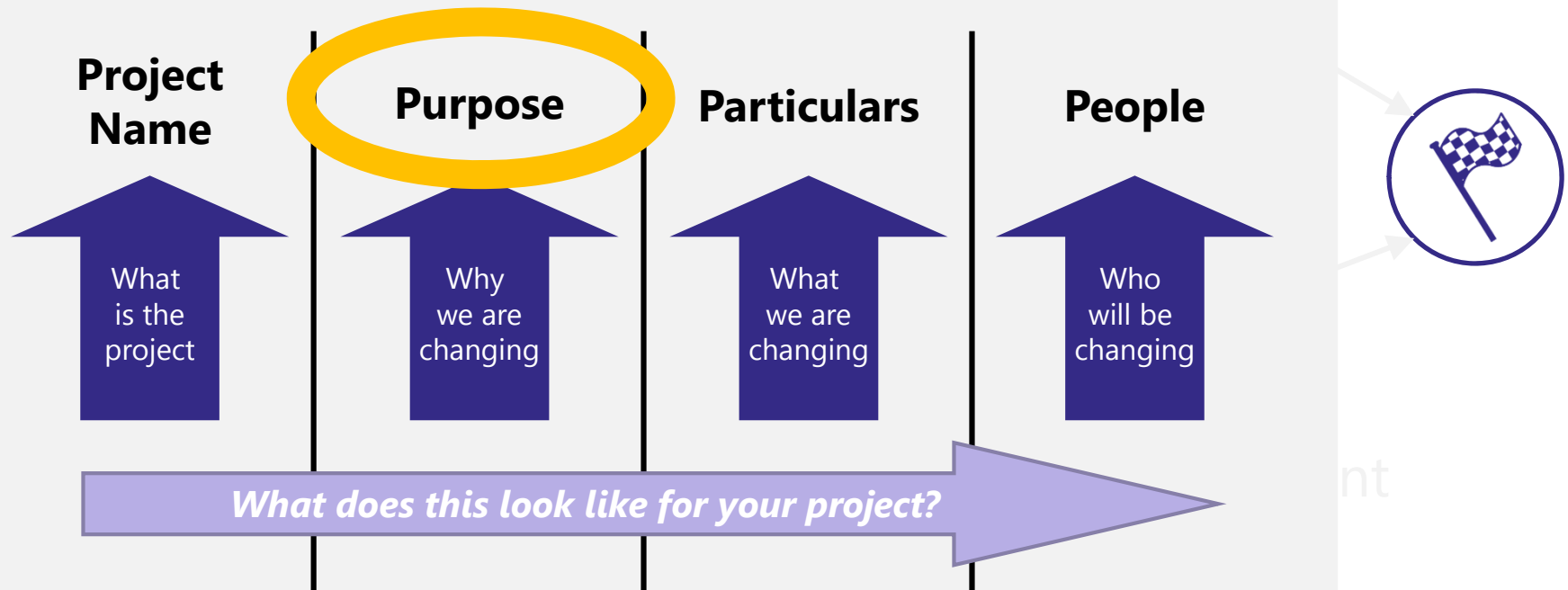
Prosci PCT™ Model



Addressing the finish line

4-P Framework

Connecting Change Management to Business Results



Addressing the finish line

Change Scorecard

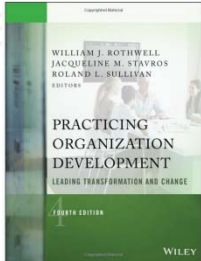
Prosci Change Scorecard

Organizational Performance	Org Readiness and Change Requisites	Progress to Plan	Results and Outcomes
Individual Performance	Individual Readiness	Engagement, Participation, and Adoption	Usage and Performance
Change Mgmt Performance	Preparing: Strategy and Plans	Managing: Implementation Activities	Reinforcing: Sustaining Activities

Change Management



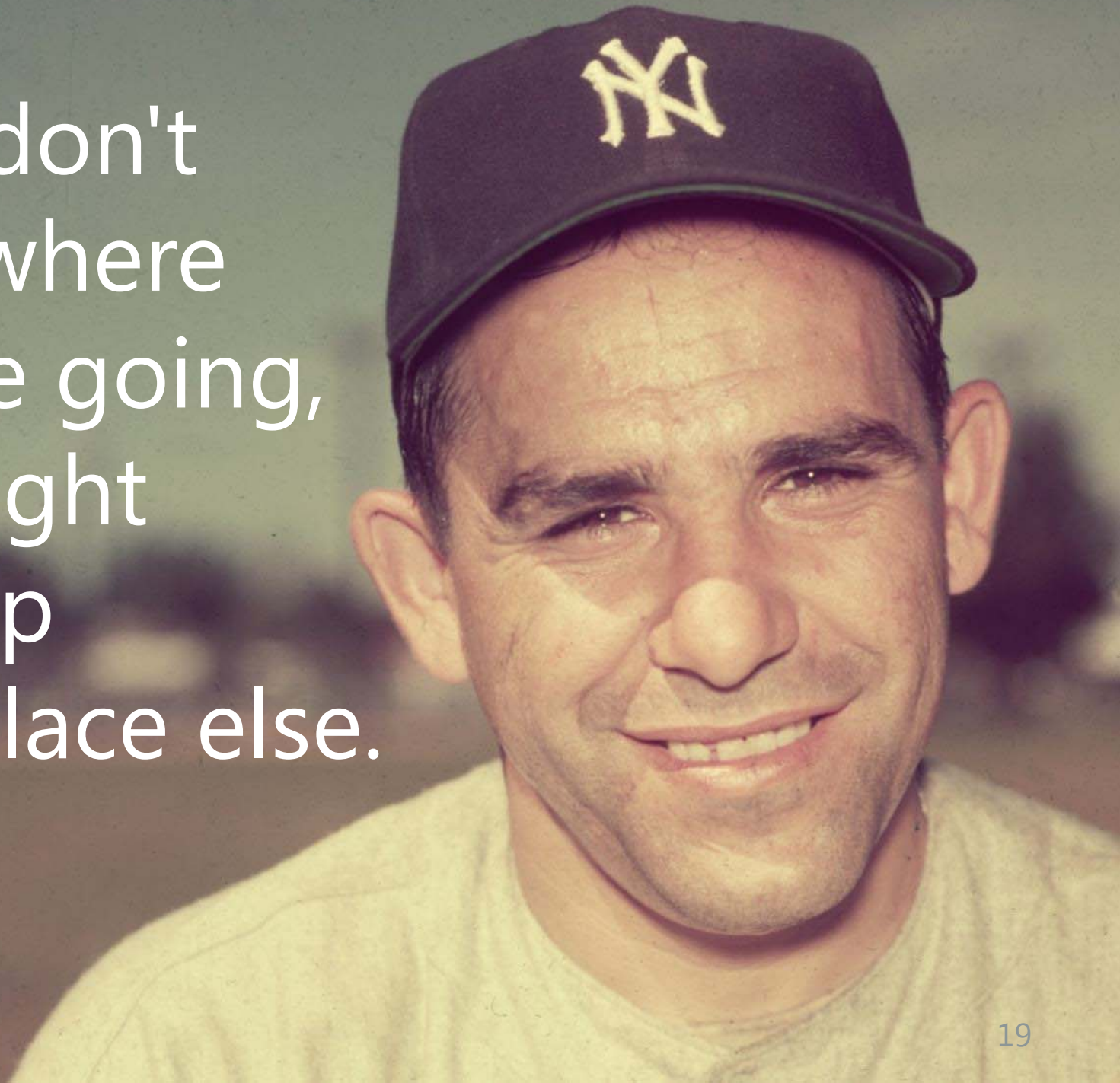
Value



Practicing Organization Development
textbook
Oct 2015

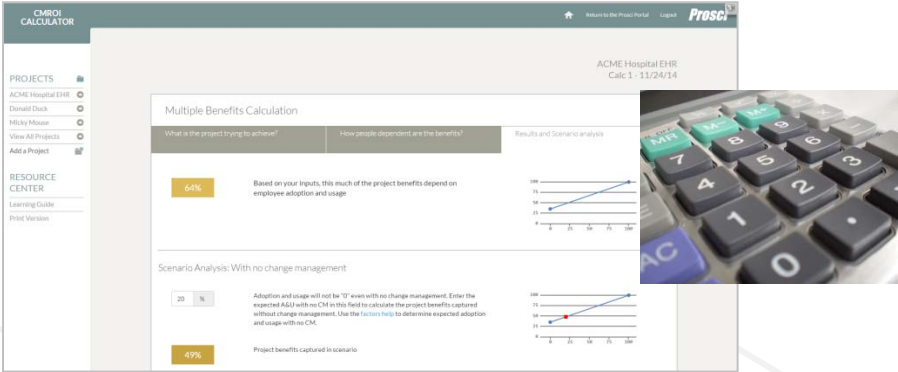
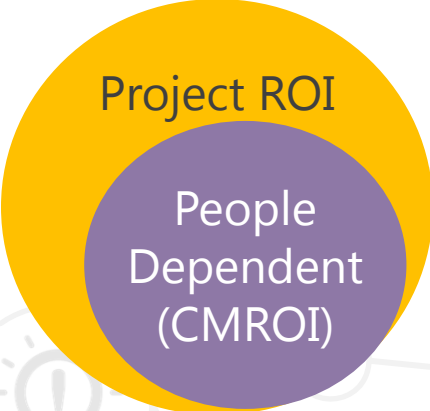
If you don't
know where
you are going,
you might
wind up
someplace else.

Yogi Berra

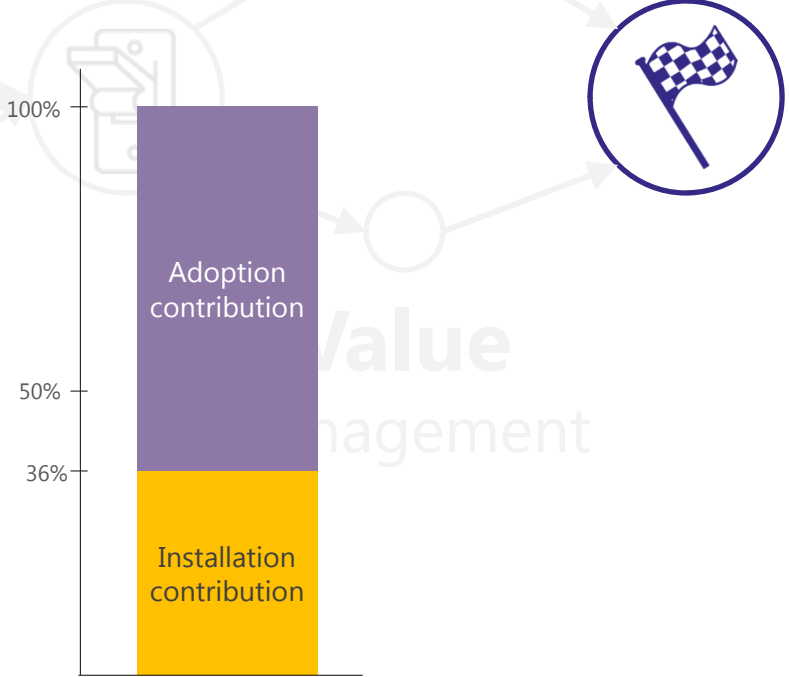


Addressing the finish line

CMROI



CMROI Calculator



Addressing the finish line

Change Blueprint

Why

are we changing?

**How
Much**

depends on
adoption
and usage?

Who

has to do their
jobs differently?

What

can we do to drive adoption and usage?

Addressing the finish line

At Prosci's inaugural CM Conference

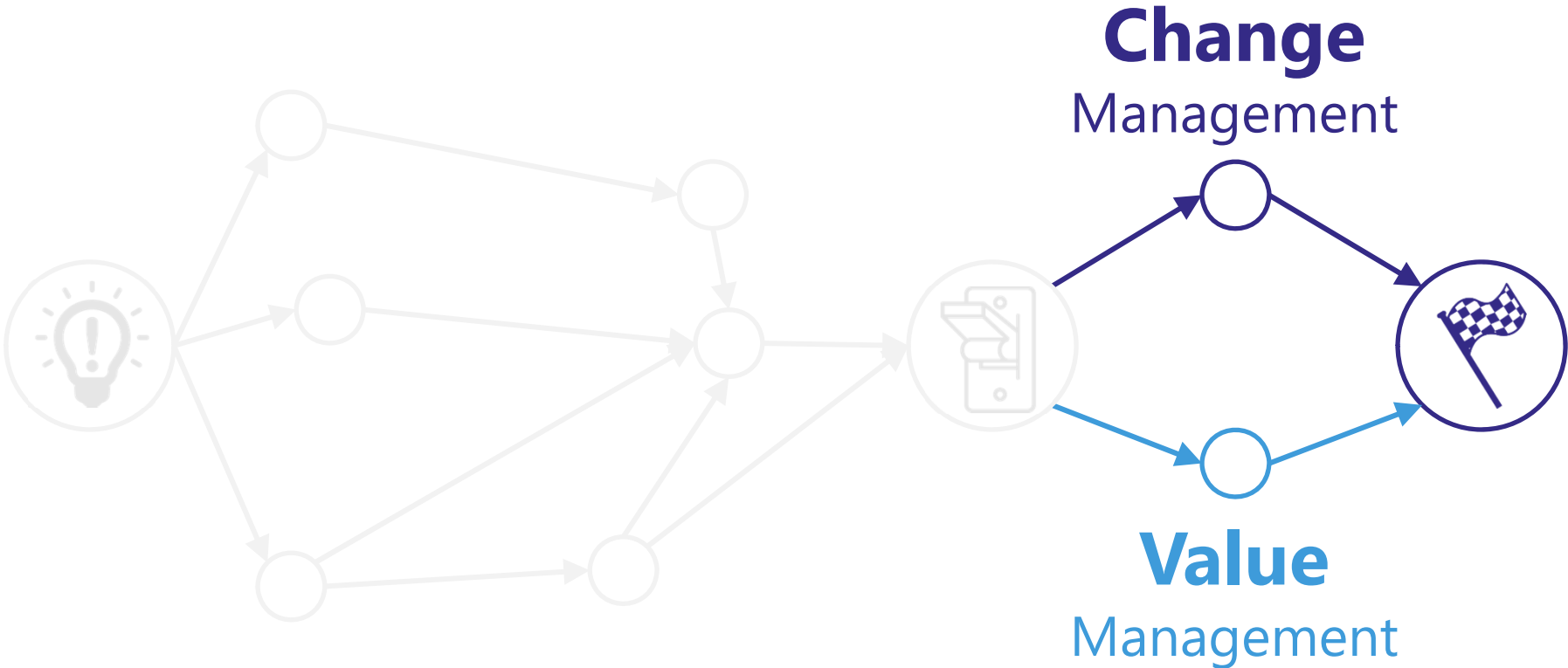
April 2009

First Global CM Conference
Prosci Founder Jeff Hiatt's
Opening Address to
the 180 delegates



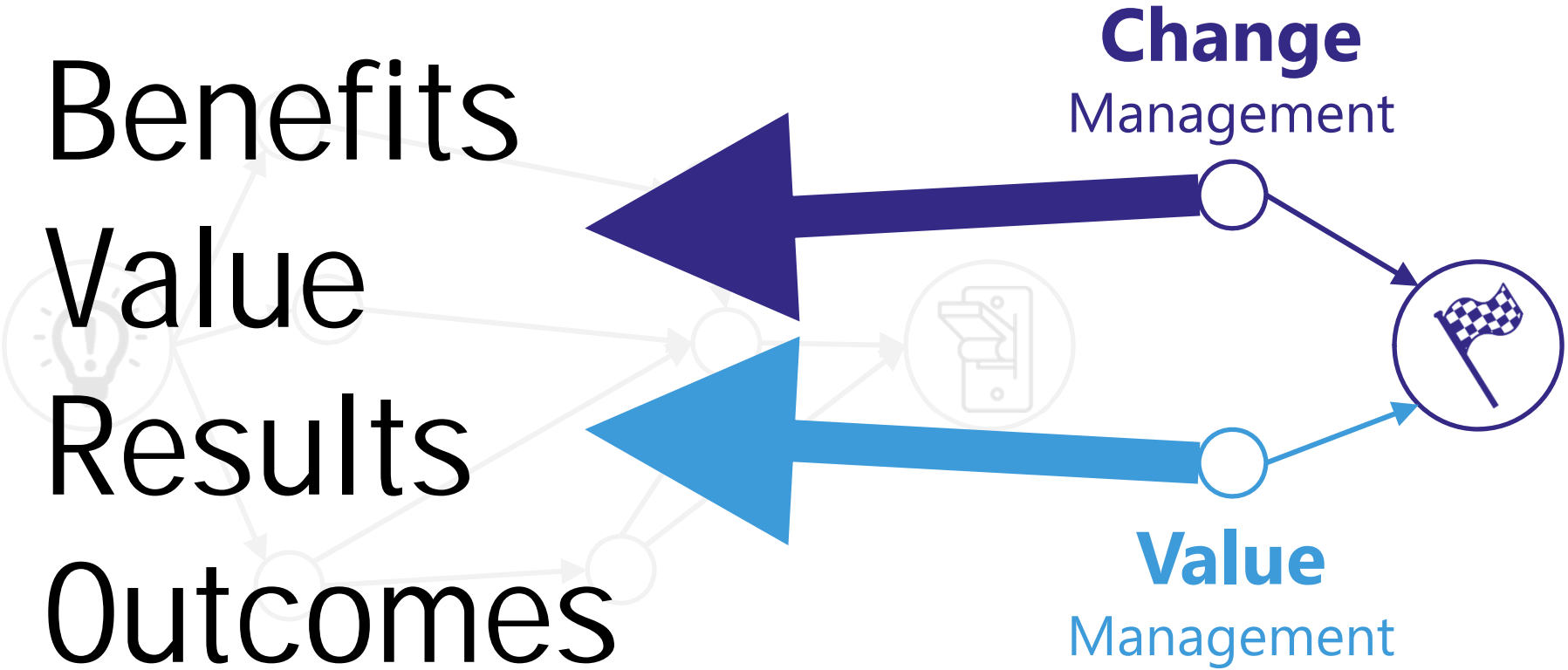
“The only reason we do change management is to improve the results and outcomes of change.”

CM and VM – Partners Through a Common Objective



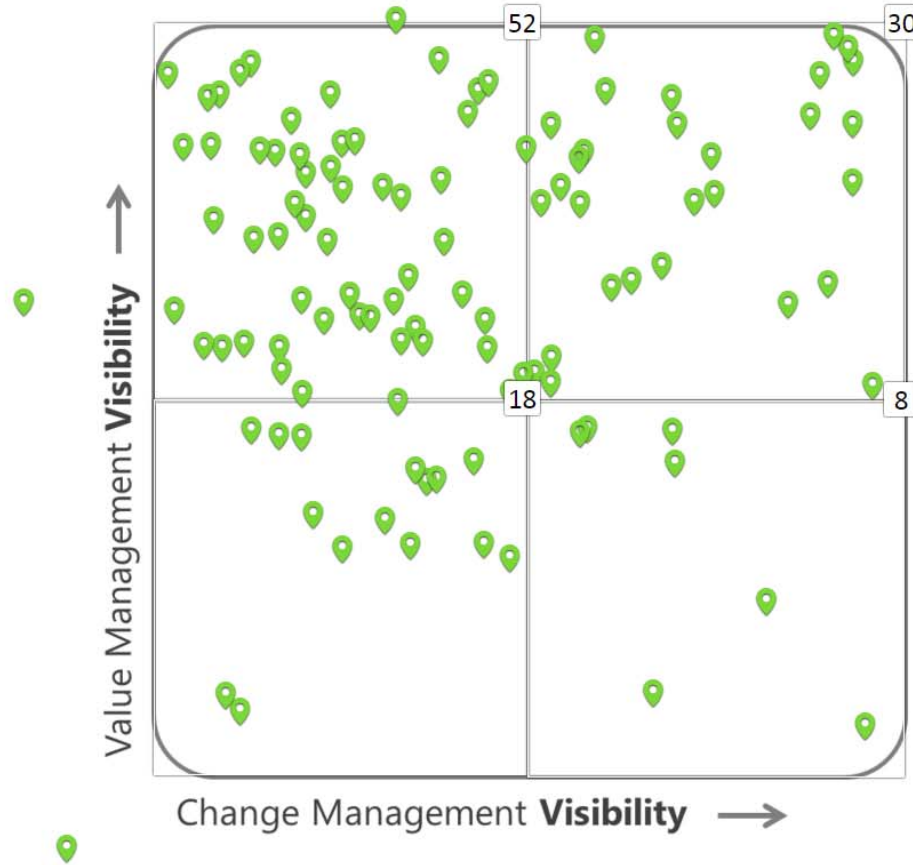
Benefits
Value
Results
Outcomes

CM and VM – Partners Through Common Objective



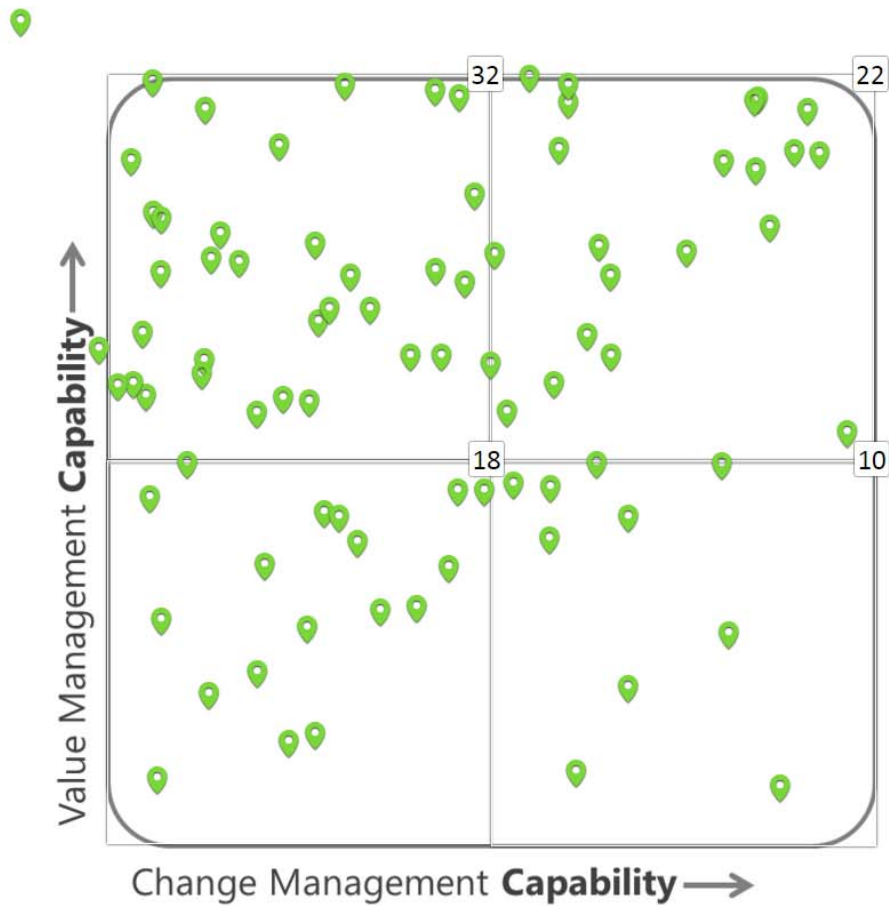
Plot yourself on the quadrant – VM and CM visibility

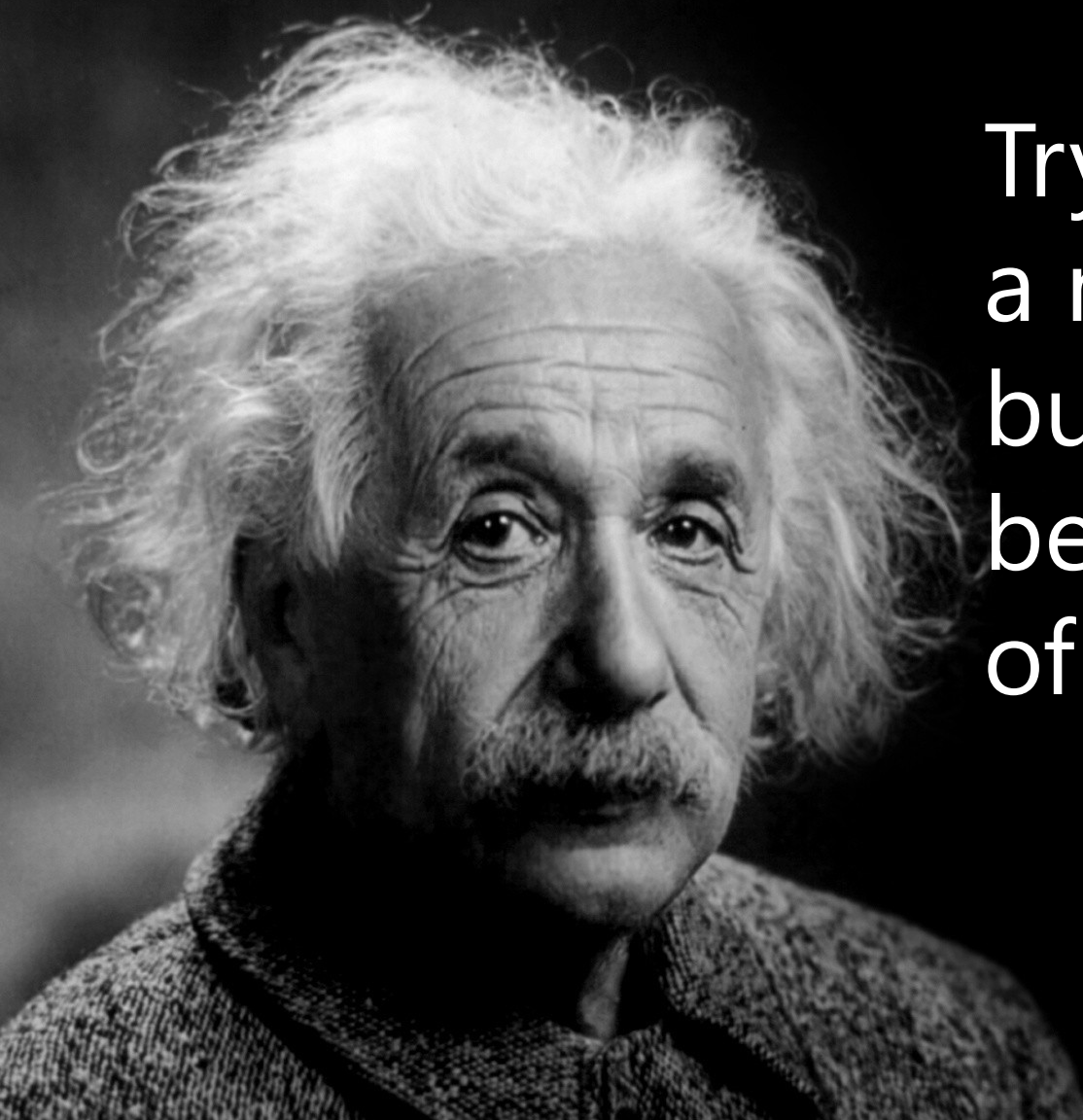
Respond at [PollEv.com/prosci](https://www.poll-ev.com/prosci)



Plot yourself on the quadrant – VM and CM capability

Respond at [PollEv.com/prosci](https://www.poll-ev.com/prosci)





Try not to become
a man of success,
but rather try to
become a man
of value.

Albert Einstein

3 takeaways

1.	Why the finish line matters
2.	Why (and how much) the people side of change matters to value realization
3.	What you can do to drive adoption and usage to drive value realization

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The achievements
of an organization
are the results of
the combined
effort of each
individual.

Vince Lombardi

Successful change requires both the technical and people sides

Technical side

Design
Develop
Deliver

*Installation**

Current

Transition

Future

+ **=**

Results
Outcomes
Success

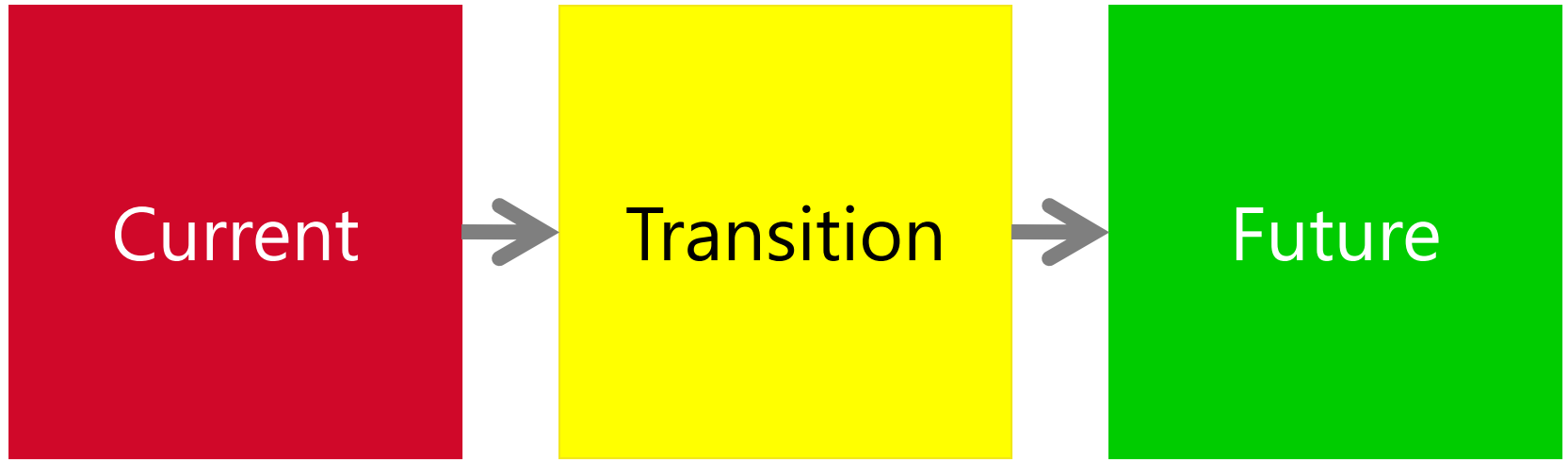
People side

Embrace
Adopt
Use

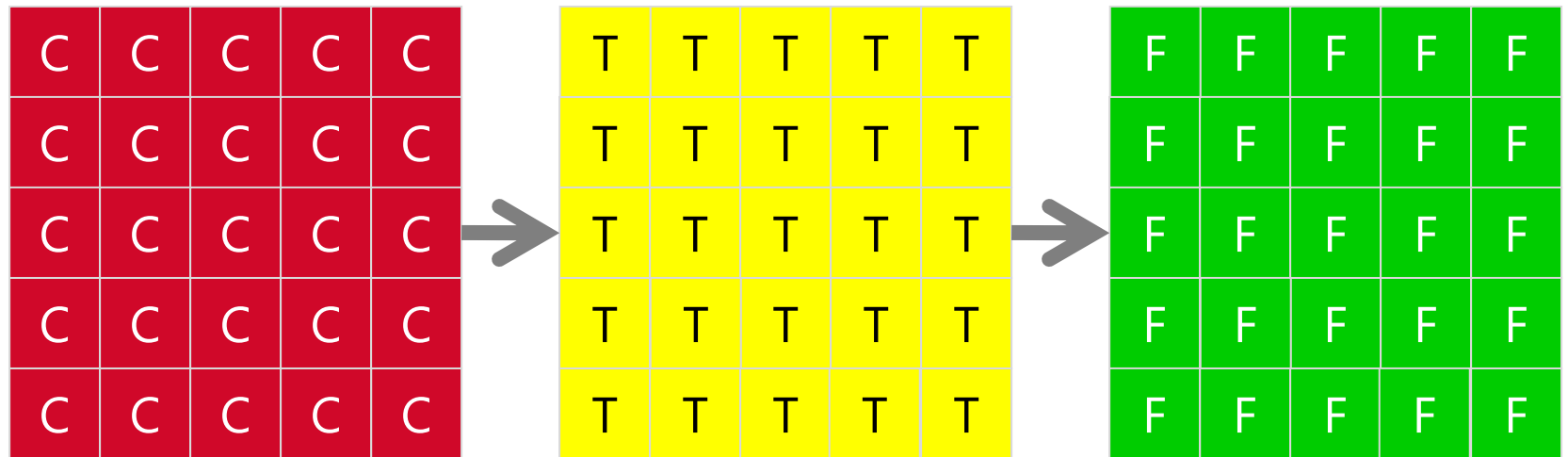
*Realization**

* Daryl Conner

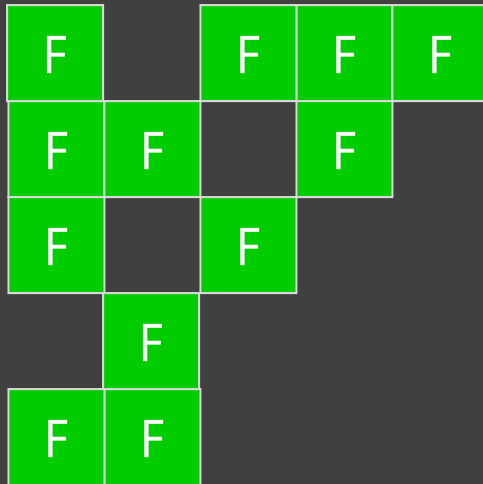
Organizational change



Made up of individual changes



If we do not support and equip individual transitions, then our future state looks nothing like the future state we expected



F		F	F	F
F	F		F	
F		F		
	F			
F	F			

instead of

F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F

= lower ROI

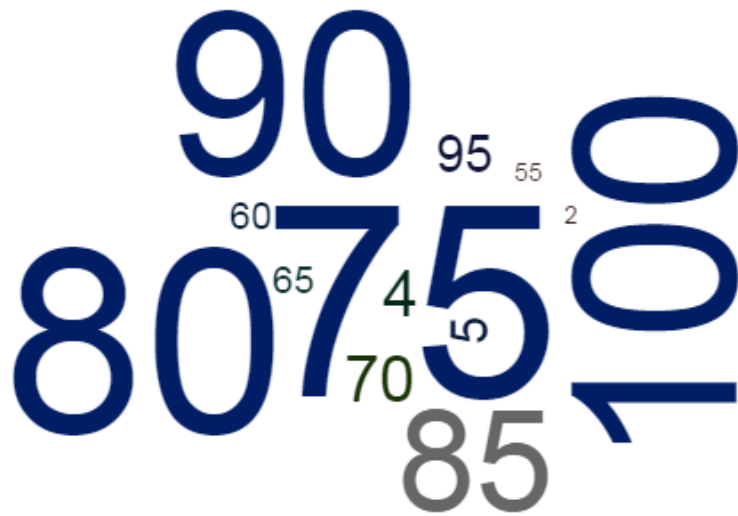
= less benefit realization

= unachieved improvement

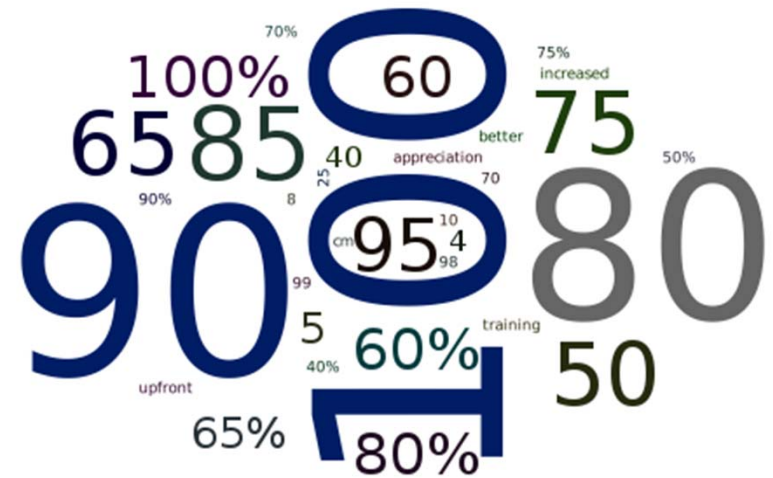
= not what we expected/hoped for

Employee adoption and usage
of change has a
direct and concrete impact
on achieving expected
results and outcomes

Change management is how you capture people-dependent ROI



Gartner BPM Summit
Dec 12, 2014



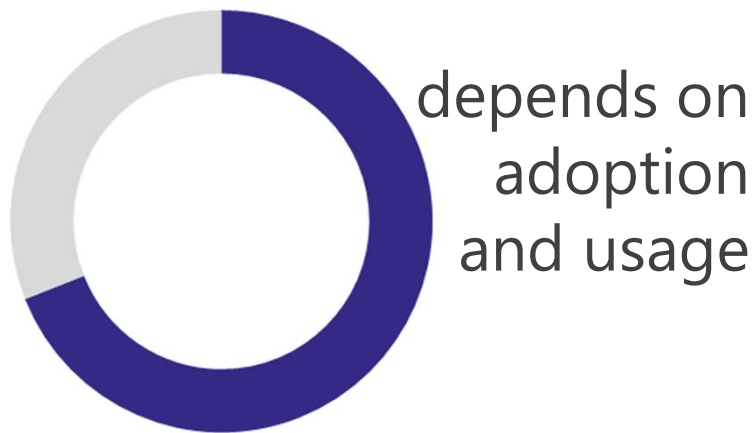
Prosci Webinar
Feb 11, 2015



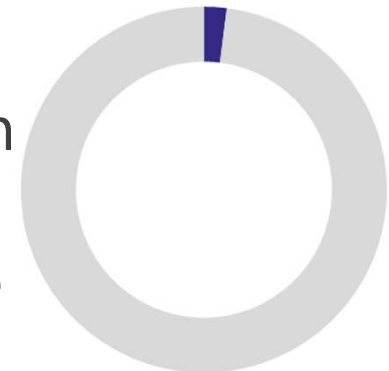
People don't buy a quarter-inch drill bit, they buy a quarter-inch hole. You've got to study the hole, not the drill. The drill is just the solution for it.

Theodore Levitt (Leo McGinneva)

For your project, estimate the percent of overall results and outcomes that depends on employee adoption and usage:



















invested in adoption and usage



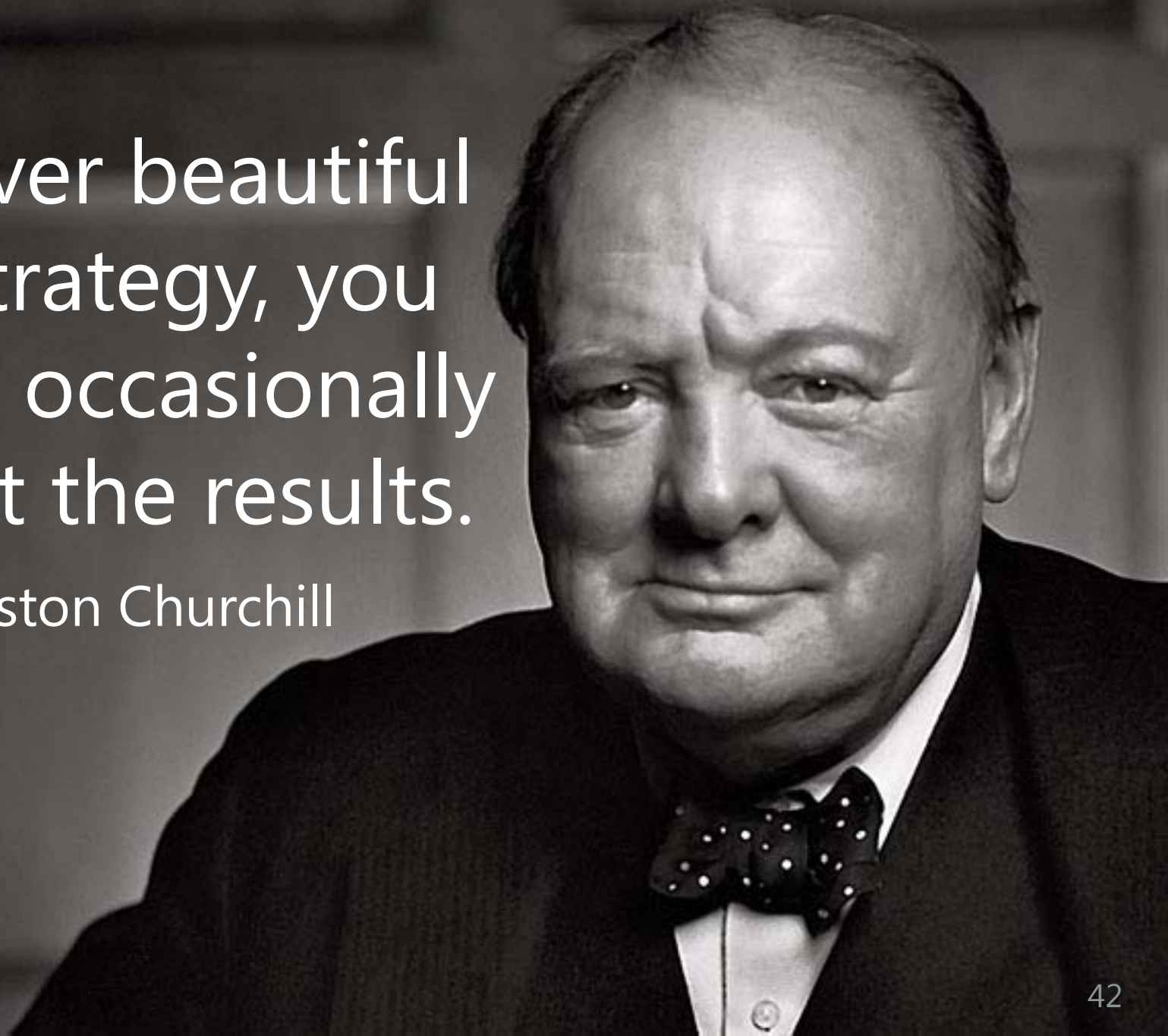
How much are you investing (budget, people, energy) in driving and supporting employee adoption and usage:

Now, think about your portfolio of engagements:

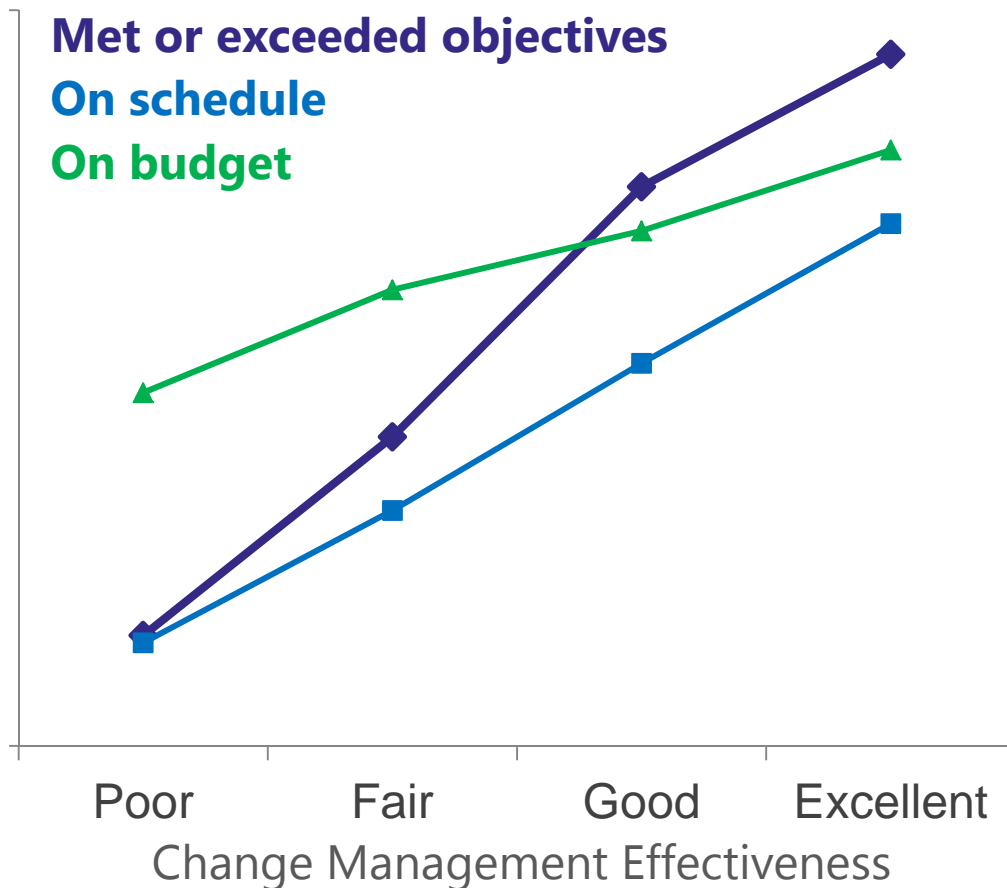
Engagement	dependent on adoption and usage	invested in adoption and usage
		
		
		
		
		
		
		
		

However beautiful
the strategy, you
should occasionally
look at the results.

Winston Churchill



Change management correlates directly with project success



6x

Increase in likelihood of meeting objectives with excellent change management

3 takeaways

1.	Why the finish line matters
2.	Why (and how much) the people side of change matters to value realization
3.	What you can do to drive adoption and usage to drive value realization

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Those who trust to chance must
abide by the results of chance.

Calvin Coolidge





How does
this person
make a
successful
personal
change?

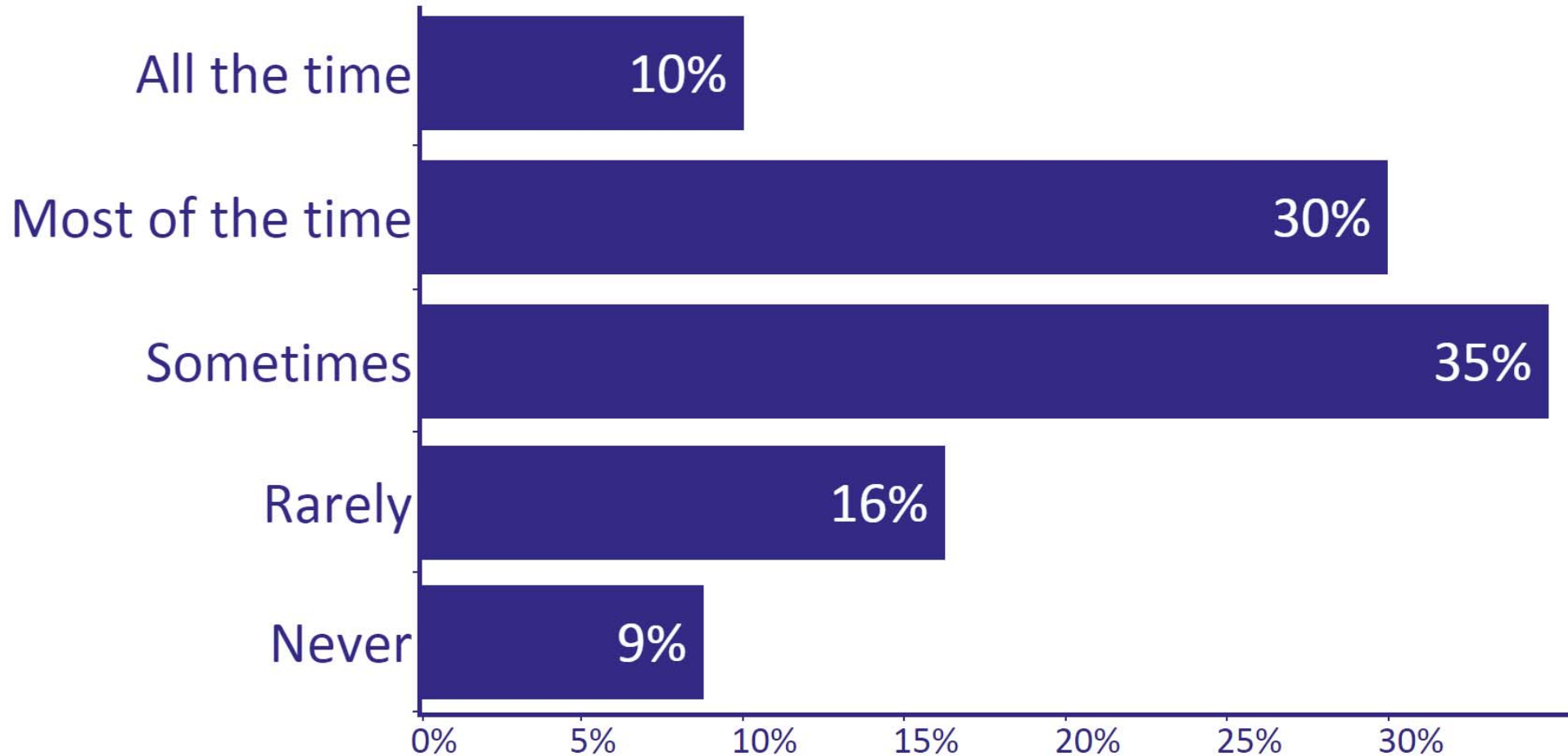
M	T	W	R	F
				

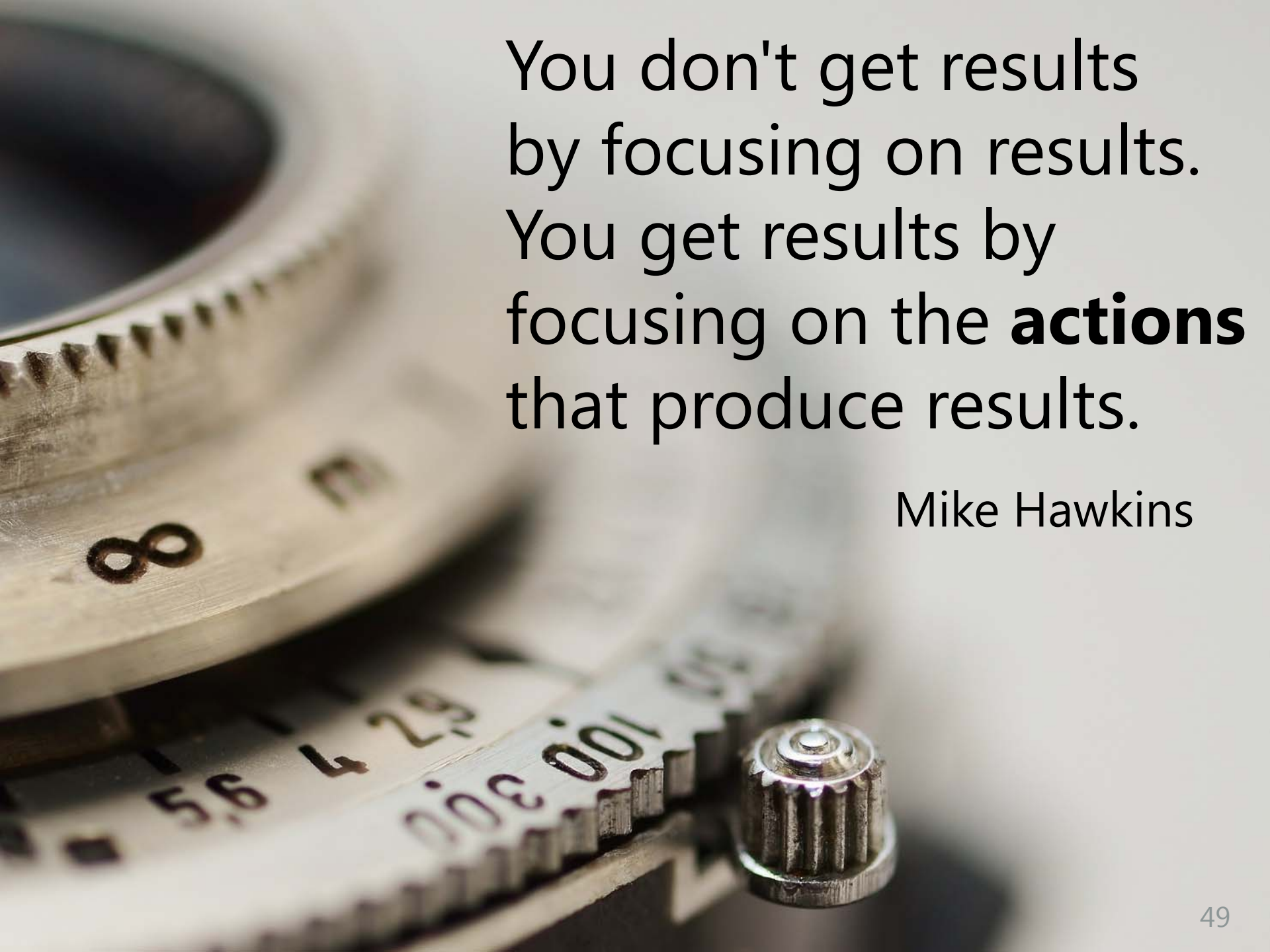
An email on Monday
for training on Tuesday
for launch on Wednesday

is NOT the way to prepare
and equip individuals to
successfully change

How often do you see "Monday email for Tuesday training for Wednesday go live" approach to change?

Respond at [PollEv.com/prosci](https://www.poll-ev.com/prosci)



A close-up photograph of a mechanical watch movement. The image shows several brass gears of different sizes, some with teeth and others with smooth surfaces. A prominent gear in the foreground has the number '8' engraved on it. Below it, another gear has numbers '95', '29', and '100' visible. A small, cylindrical metal cap is attached to the side of the movement. The background is a soft, out-of-focus light gray.

You don't get results
by focusing on results.
You get results by
focusing on the **actions**
that produce results.

Mike Hawkins

Prosci® ADKAR® Model

A

Awareness

Of the need for change

D

Desire

To participate and support the change

K

Knowledge

On how to change

A

Ability

To implement required skills and behaviors

R

Reinforcement

To sustain the change



Real Life Example of ADKAR

SAVE OUR PLANET

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once.

YOU MAKE THE CHOICE:

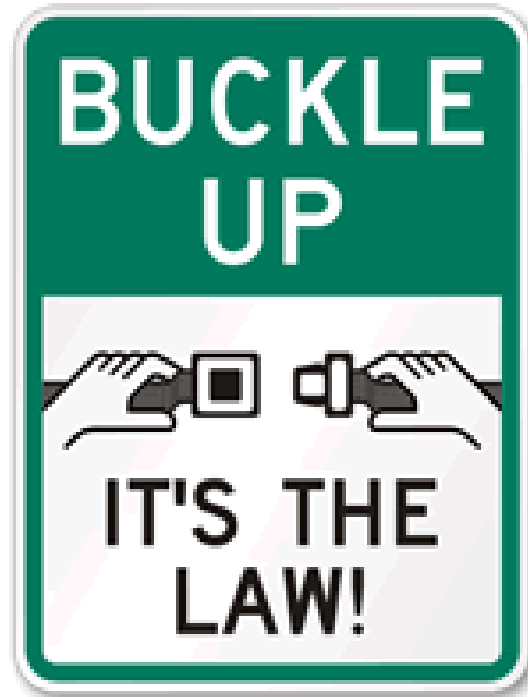
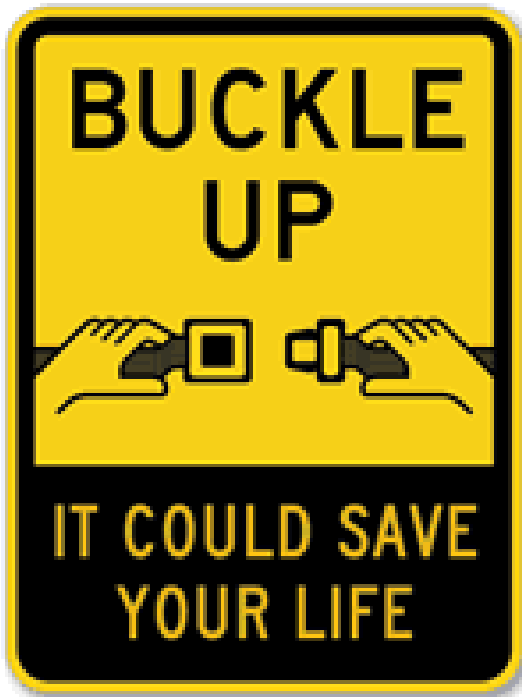
A towel on the rack means
"I will use again."

A towel on the floor means:
"Please replace."



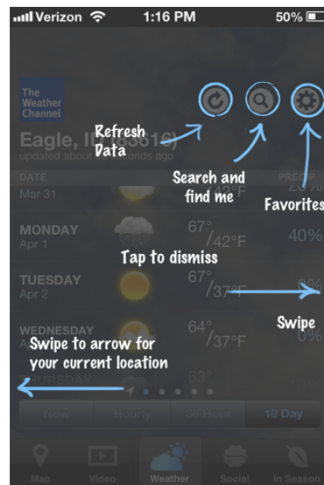
A Few More Real Life Examples

Same change, different Desires



A Few More Real Life Examples

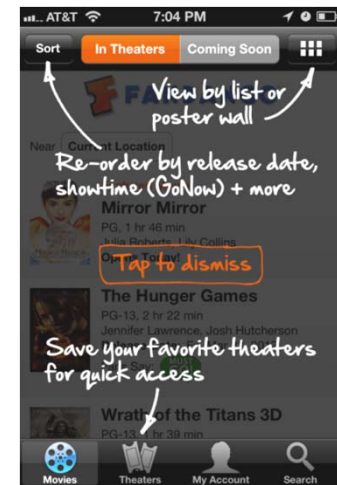
App introduction screens – K and A



The
Weather
Channel



Pulse



Fandango

Prosci® ADKAR® Model



Awareness

"I understand why..."

Desire

"I have decided to..."

Knowledge

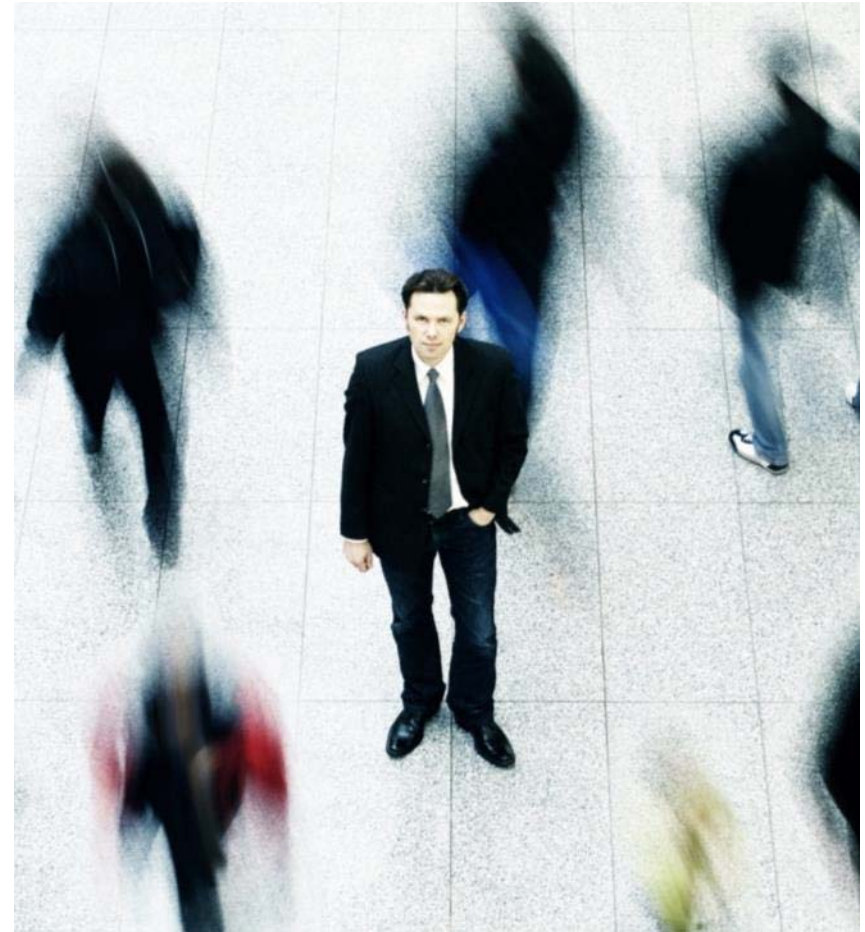
"I know how to..."

Ability

"I am able to..."

Reinforcement

"I will continue to..."

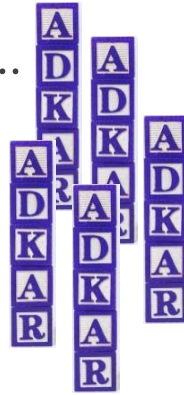


ADKAR Defines Success: For One Person or Organization-Wide Changes

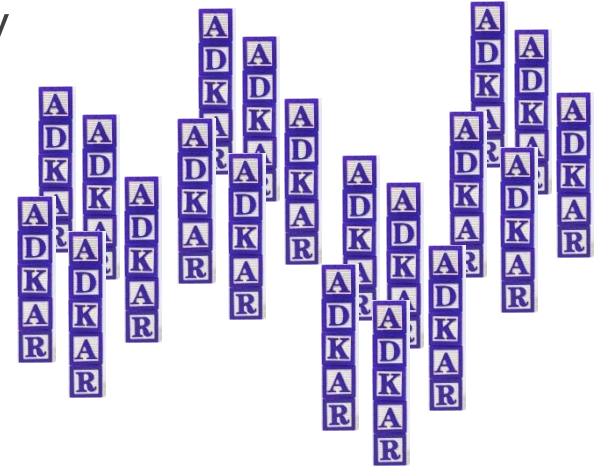
Change with one person



Or five people...



Or twenty people...

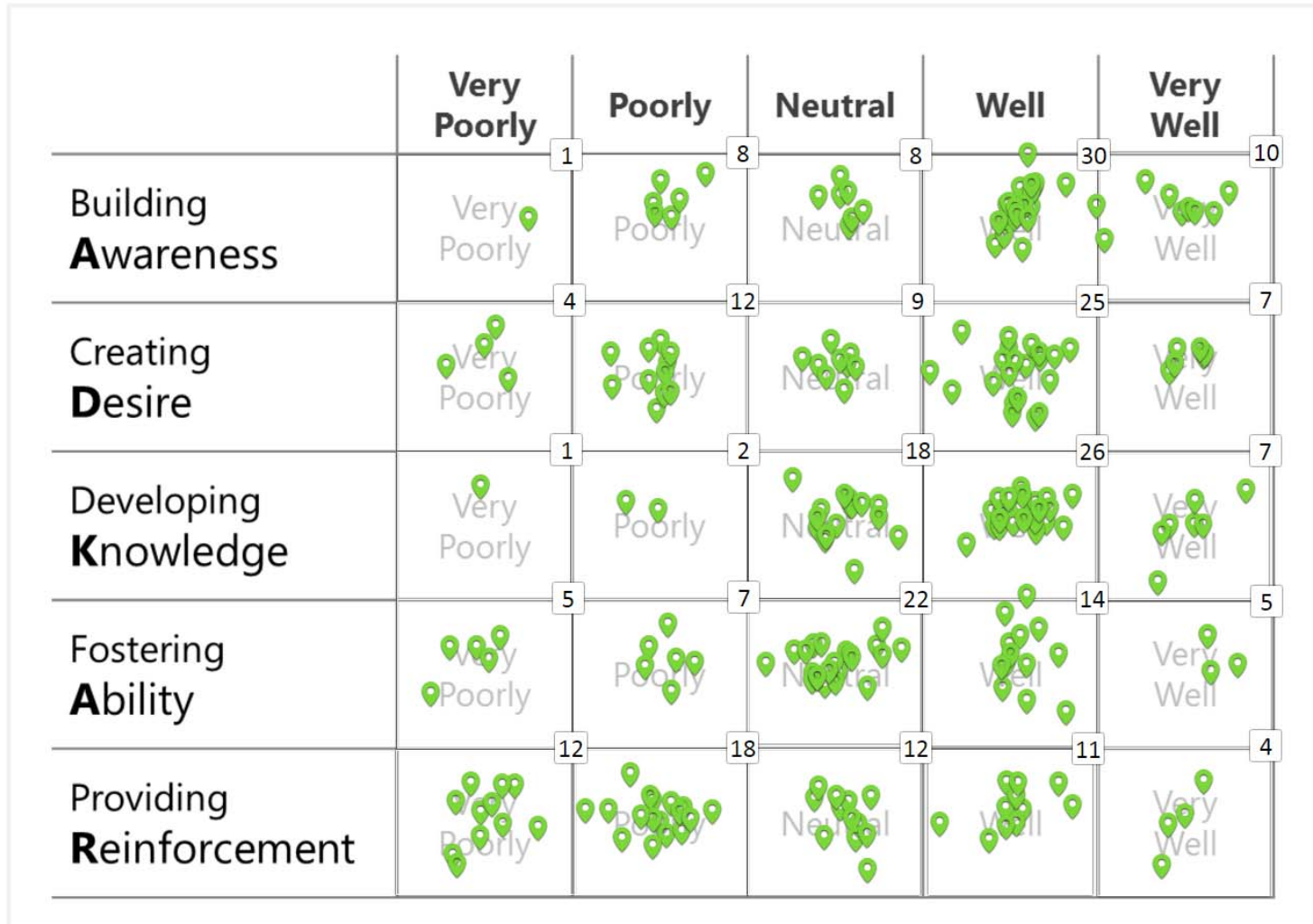


Or 1000 people.



Evaluate how well you generally build each of the ADKAR elements:

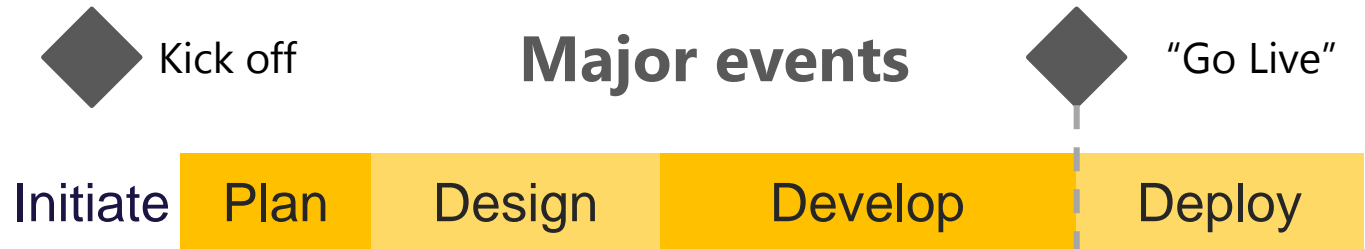
Respond at [PollEv.com/prosci](https://www.poll-ev.com/prosci)



Align Ability With Go-Live

The Prerequisite of Successful Change

General Project Lifecycle



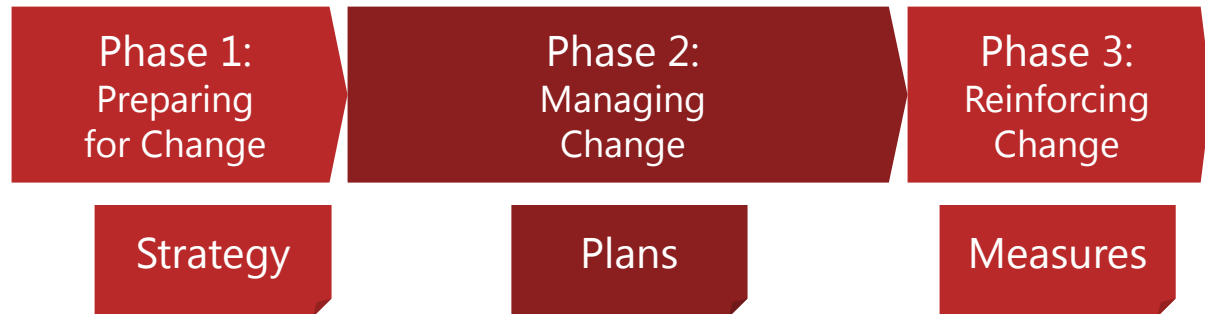
Individual Change Journey Milestones

Prosci® ADKAR® Model



Organizational Change Mgmt Activities

Prosci® 3-Phase Process



Aligning Project Deliverables to Individual Milestones

Individual:

Awareness

Desire

Knowledge

Ability

Reinforcement

Organizational:

Communication plan

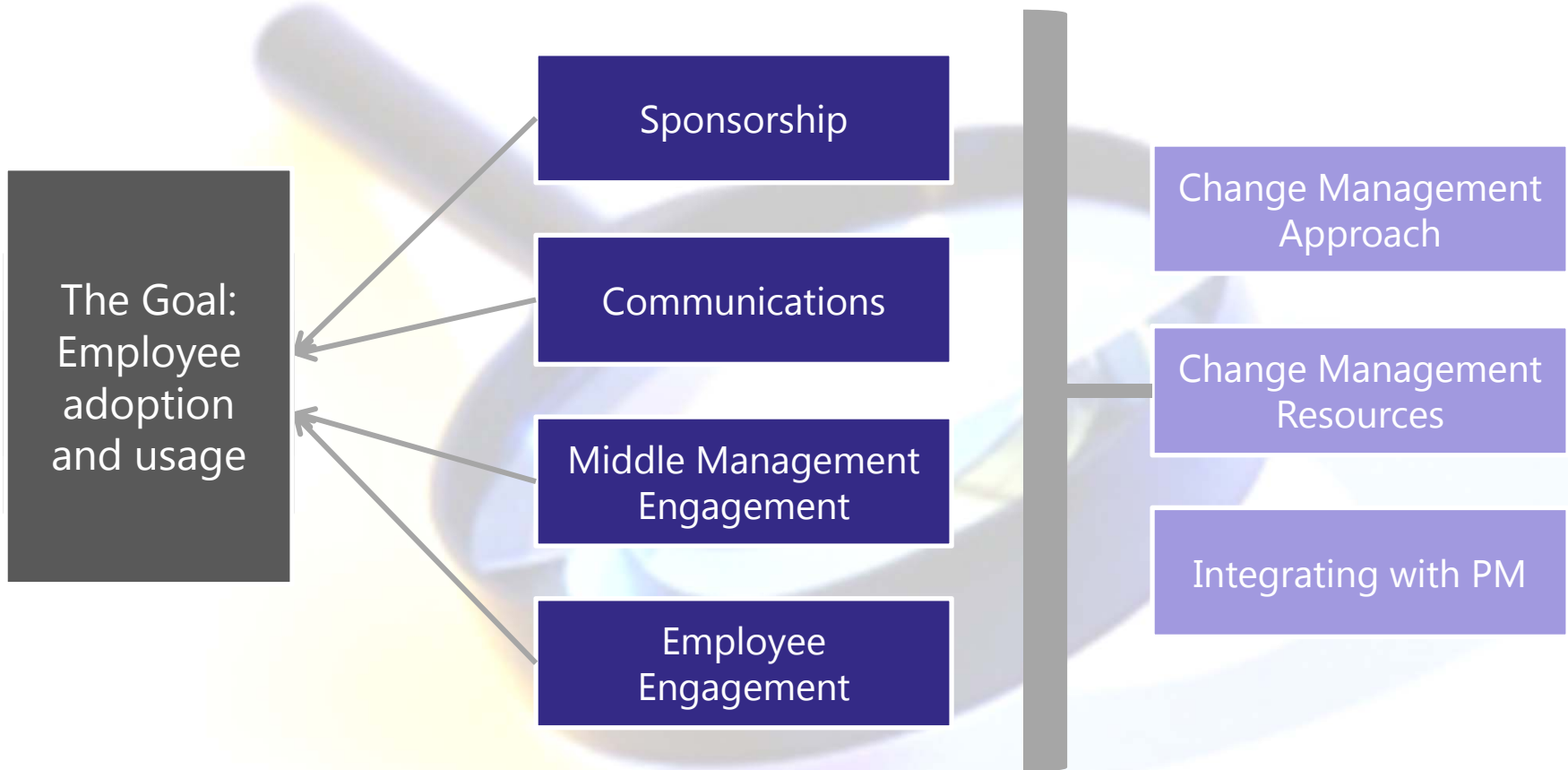
Sponsor roadmap

Coaching plan

Training plan

Resistance mgmt plan

Driving Adoption and Usage by Aligning with Best Practices



Top Contributors to Success – Relationship to Adoption and Usage
Copyright © 2016 Prosci Inc. *Best Practices in Change Management – 2014 Edition*

Integrating Prosci CM Across the Project Lifecycle

Initiate

Plan

Design

Develop

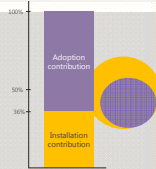
Deploy

Sustain

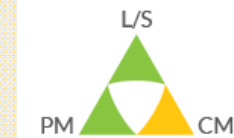
Change Scorecard



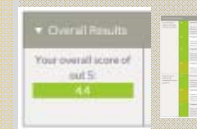
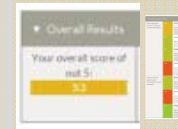
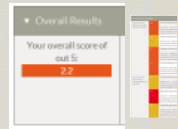
CMROI Calculation



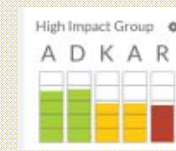
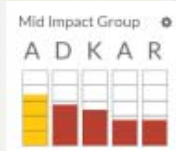
Project Health



Best Practice Alignment



ADKAR Progress



3-Phase Process

Phase 1:
Preparing for Change

Phase 2:
Managing Change

Phase 3:
Reinforcing Change

3 takeaways

1.	Why the finish line matters
2.	Why (and how much) the people side of change matters to value realization
3.	What you can do to drive adoption and usage to drive value realization

* The unique potential partnership of change management and value management

There is nothing more difficult to take in hand,
more perilous to conduct, or more uncertain in
its success, than to take the lead in the
introduction of a new order of things.

Niccolo Machiavelli



Have you seen
this video?



AFTERGLOW
LIGHTSUIT SEGMENT

A FILM BY



SWEETGRASS
PRODUCTIONS



Philips Ambilight TV
presents

Bombing down hills in LED suits, in the dark

AFTERGLOW
LIGHTSUIT SEGMENT

A FILM BY

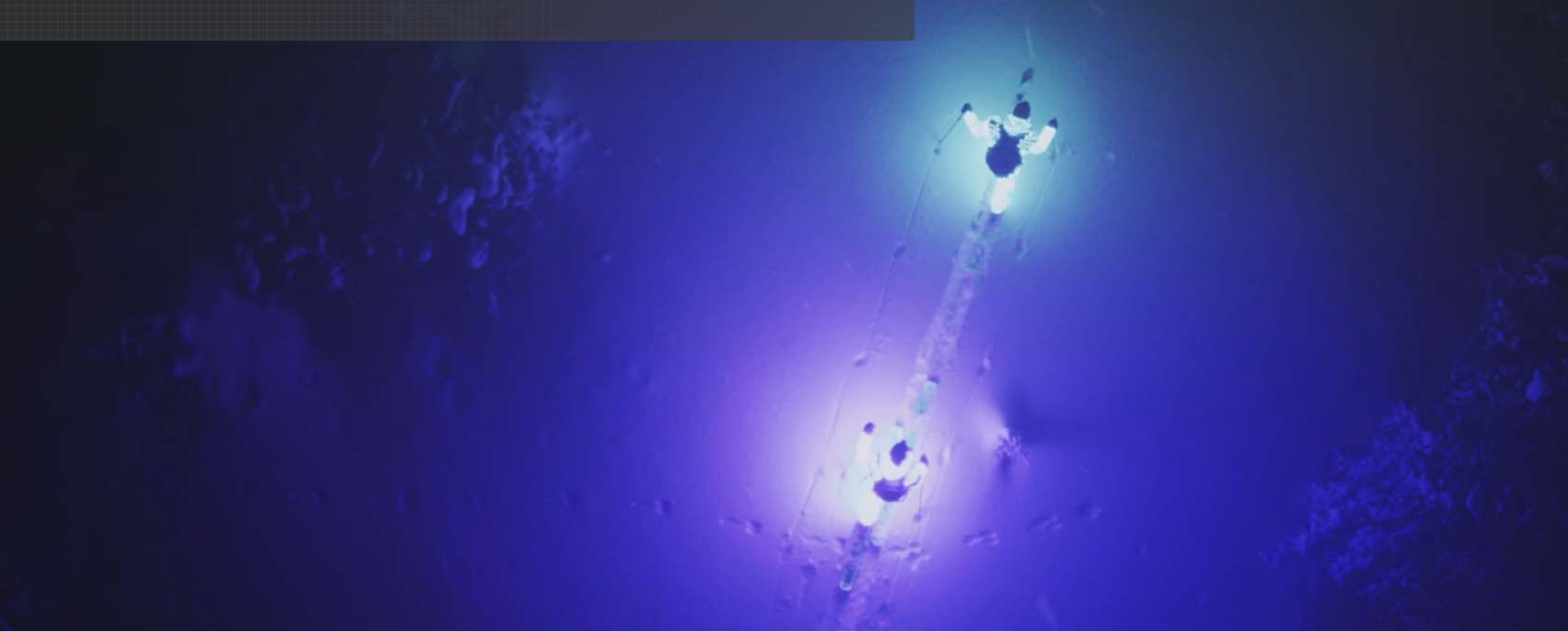


SWEETGRASS
PRODUCTIONS



Philips Ambilight TV
presents

Two lights entering an uncharted land



AFTERGLOW
LIGHTSUIT SEGMENT

A FILM BY



SWEETGRASS
PRODUCTIONS



Philips Ambilight TV
presents

Feel like VM and CM?



AFTERGLOW
LIGHTSUIT SEGMENT

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SWEETGRASS
PRODUCTIONS



Philips Ambilight TV
presents

Value Management

Shared Goal:

Benefits
Value
Results
Outcomes

Change Management

Value
Discovery

How we **get on gigs?**

Language | Problems
Context | Do/Deliver

Preparing
for change

Value
Enablement

Who does the work?

Roles and responsibilities
Partners on the team

Managing
change

Value
Realization

How we **do the work?**

Structure and rigor
Integration
Measure and track

Reinforcing
change

Value Management

- Solution Definition
- Value Measurements
- Value Communications
- Value Proposition

Value Discovery

- Planning and Design
- Risk Management
- Portfolio Management

Value Enablement

- Change Management
- Auditing and Reporting
- Metrics
- Sustainment

Value Realization



Phase 1: Preparing

- Readiness Assessment
- Risk Profile
- Strategy

Phase 2: Managing

- Communication Plan
- Sponsor Roadmap
- Coaching Plan
- Training Plan
- Resistance Management

Phase 3: Reinforcing

- Compliance
- Feedback
- Sustainment

Change Management

Value Mgmt

Change Mgmt

Common Objective:

Value
Benefits
Results
Outcomes

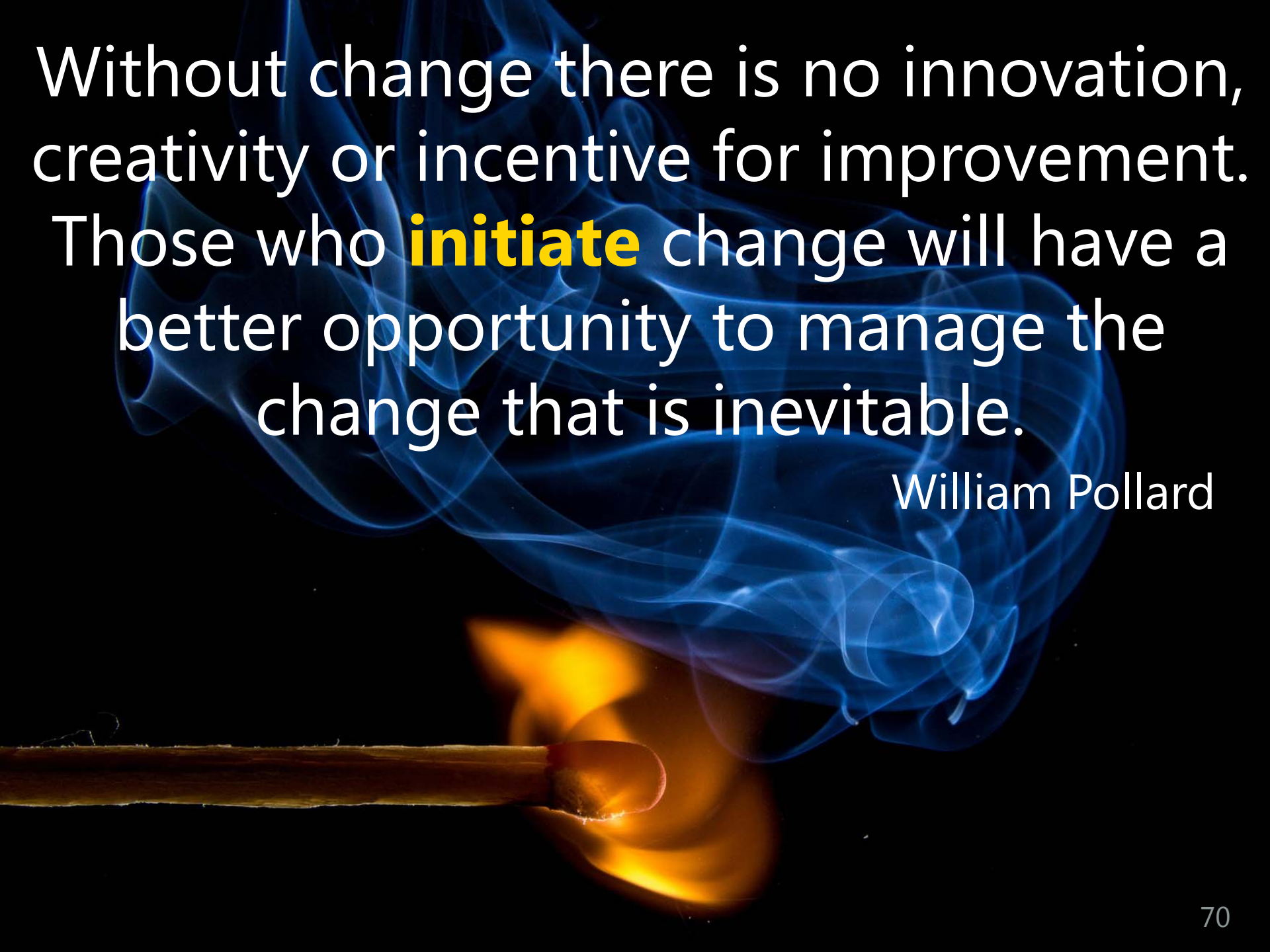
Structured approach to:

Discover, Enable, Realize
expected business value

Catalyze individual transitions
to deliver org results

Coming together around:

How to get on gigs? Gain priority
Who does the work? Roles and resources
How we do the work? Processes and tools

A lit matchstick is shown horizontally at the bottom of the frame. From the tip of the match, a thick plume of bright blue smoke rises and drifts upwards and to the right, filling the upper portion of the image. The background is solid black, which makes the white text and the vibrant blue smoke stand out. The matchstick is lit, with a small flame and a glowing orange tip.

Without change there is no innovation,
creativity or incentive for improvement.
Those who **initiate** change will have a
better opportunity to manage the
change that is inevitable.

William Pollard



3 takeaways

1. Why the finish line matters

2. Why (and how much) the people side of change matters to value realization

3. What you can do to drive adoption and usage to drive value realization

* The unique potential partnership of change management and value management

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