



Agenda

**Three tips for building buy-in and commitment for CM
by focusing on what you deliver (not what you do)**



Context

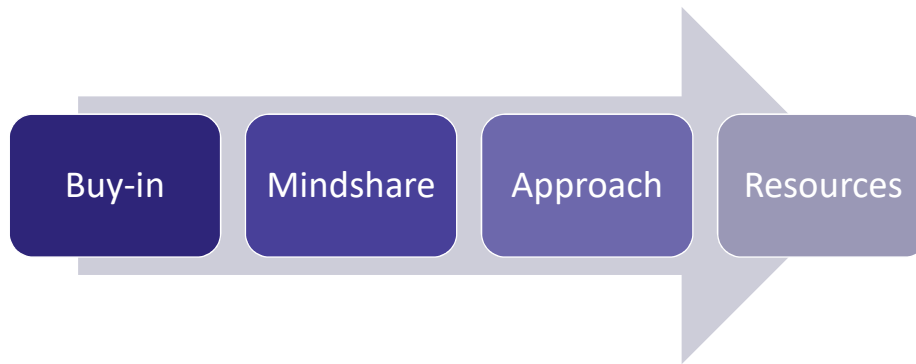


Problems



Language

BLUF: Bottom Line Up Front
Gain Commitment

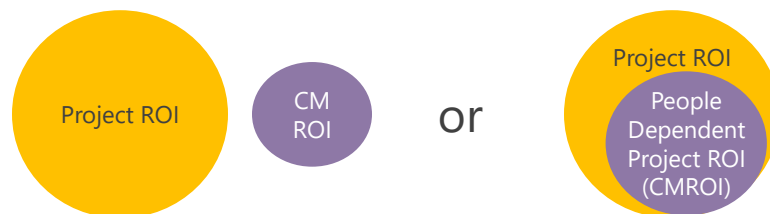


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3

BLUF: Bottom Line Up Front
Inseparable ROI



Directly connect CM
impact to project results,
benefits and objectives

No longer “resource for CM”
– becomes “resource for
X% of project results”

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BLUF: Bottom Line Up Front
Mind the Gap

A great idea	EMPLOYEE ADOPTION AND USAGE OF THE SOLUTION	Results and outcomes
A perfectly optimized process		Benefit realization
An effectively managed project		Sustained ROI

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BLUF: Bottom Line Up Front
Address Misperceptions

Nice to have

Just communication and training

Optional


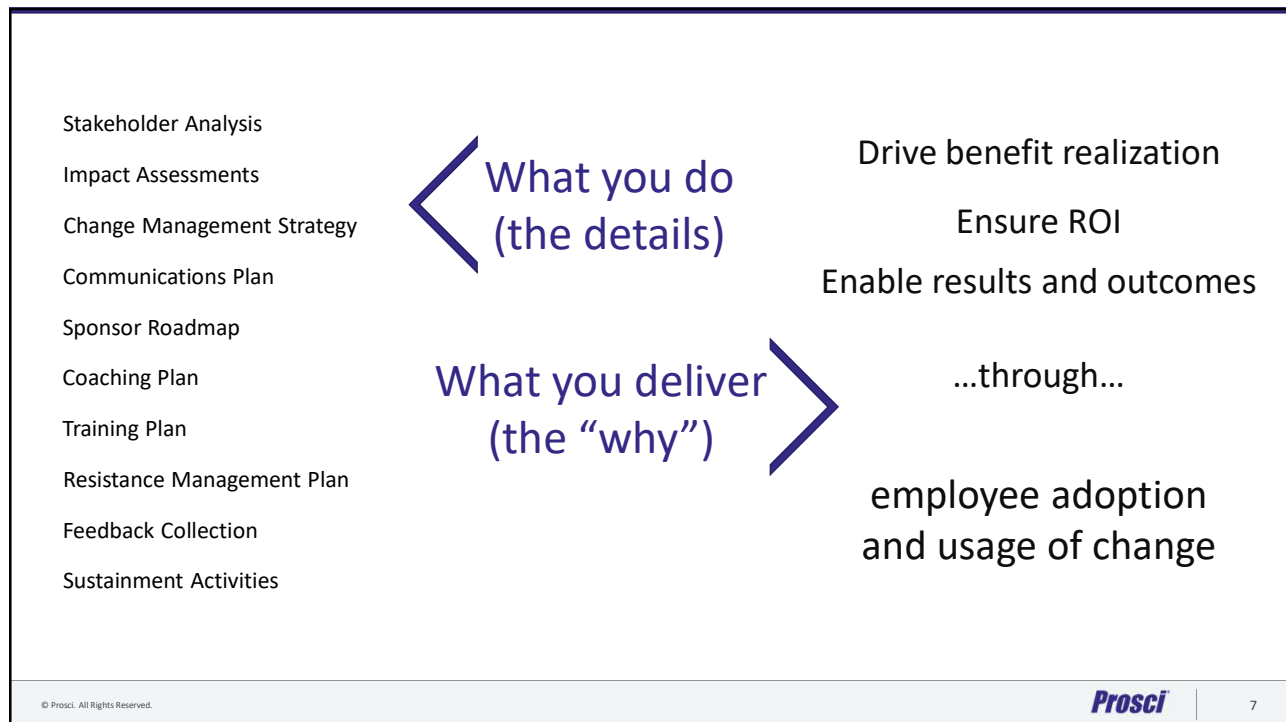
LIFO-able

That's the "soft side" of change

Isn't that just good leadership?

Not my job

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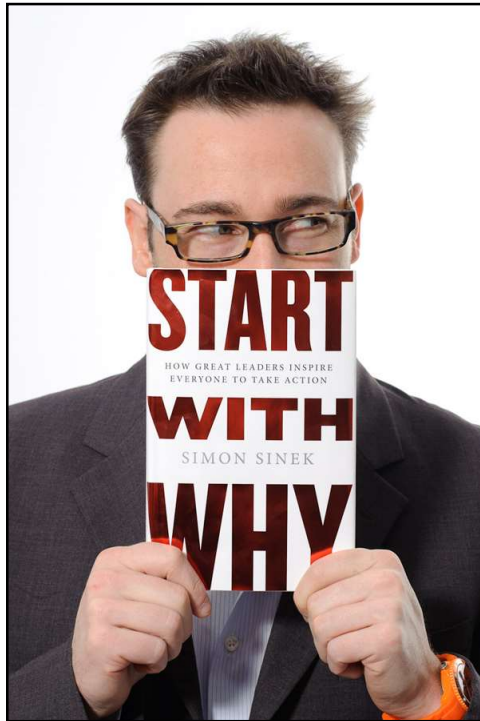


What would you say... you do here?

“I conduct readiness assessments, complete impact analyses, build strategies, create change management plans and support integration into project plans.”

“I help us capture the portion of project benefits that depends on employee adoption and usage.”

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“People don’t buy what you do, they buy why you do it.”

Simon Sinek

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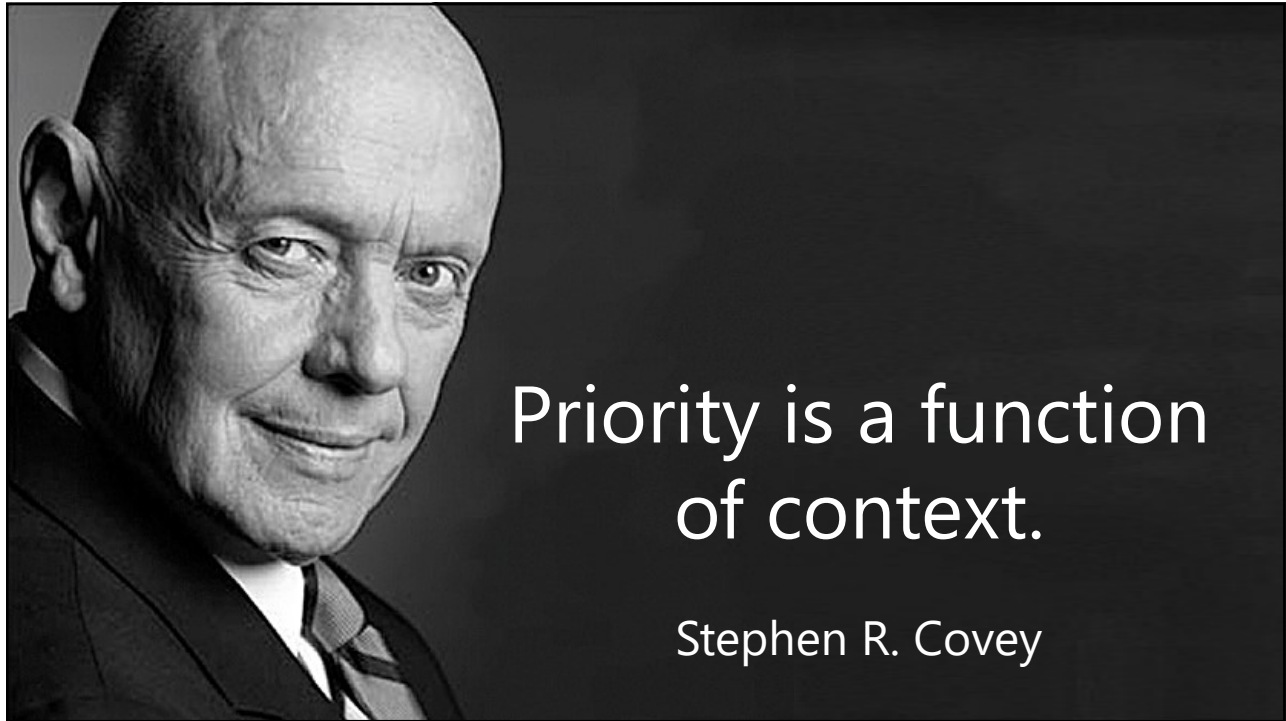
Context



Problems

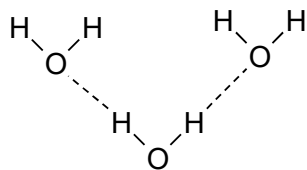


Language



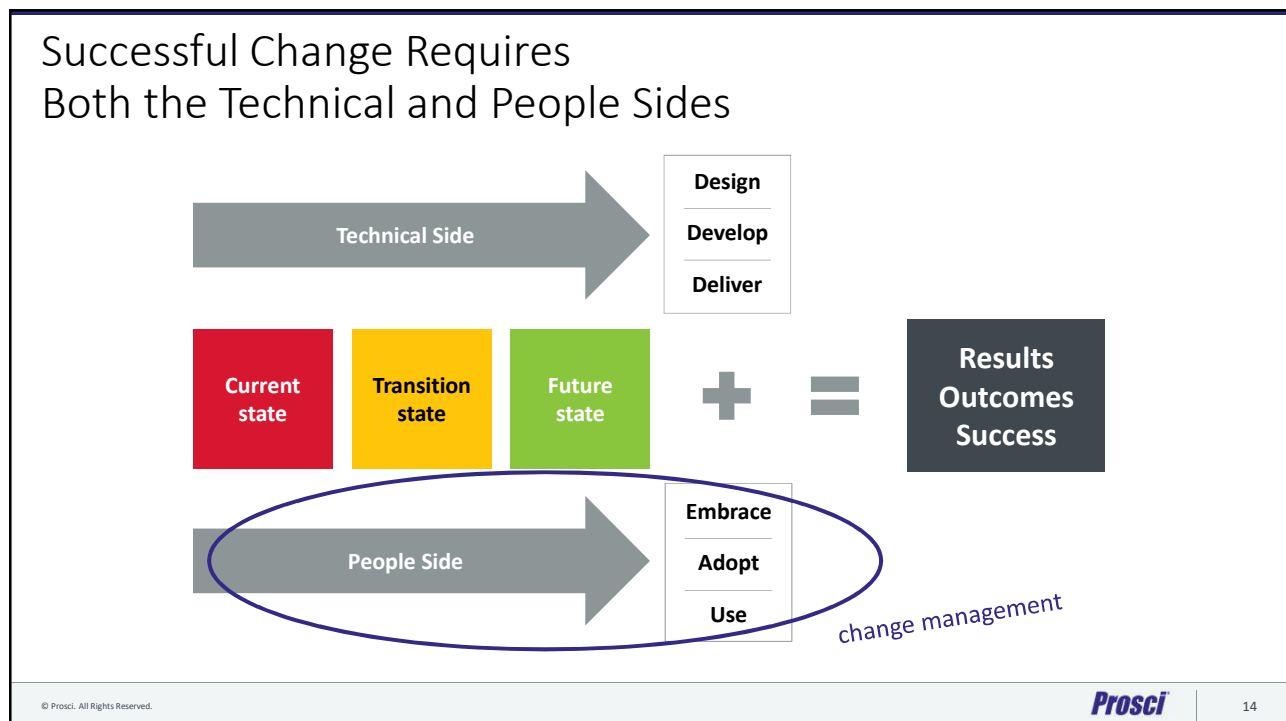
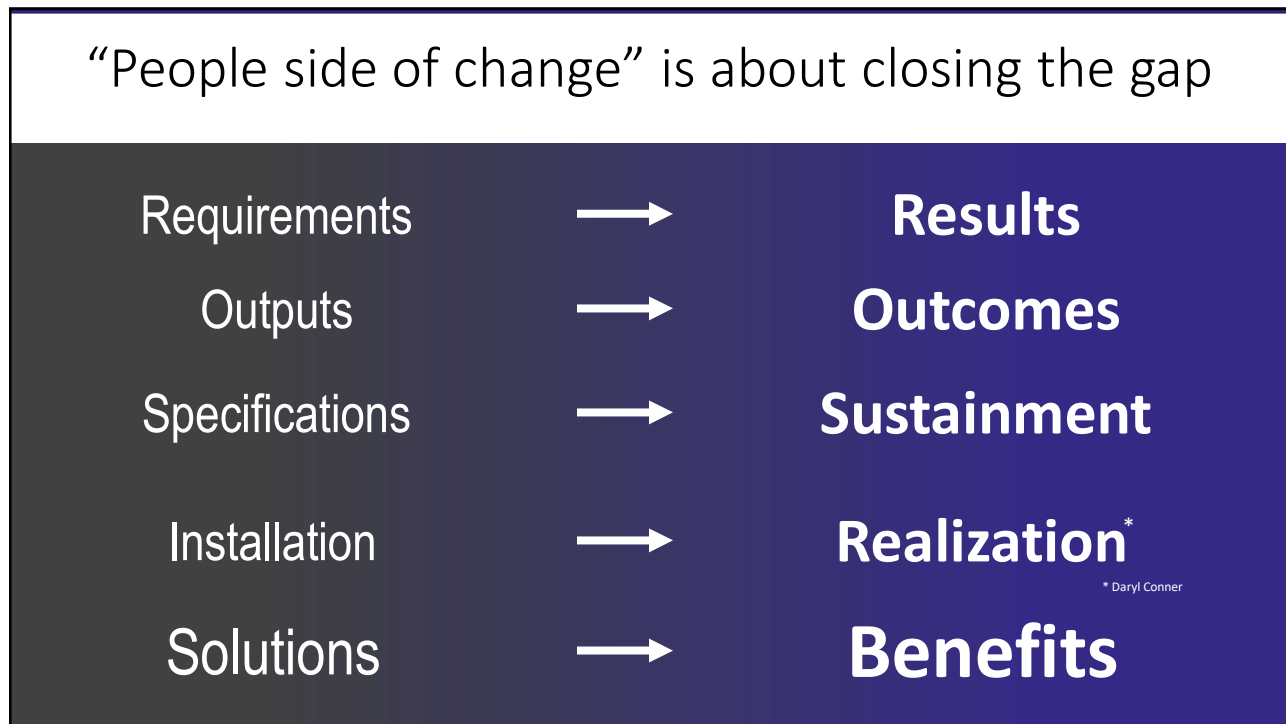
Context Is Everything

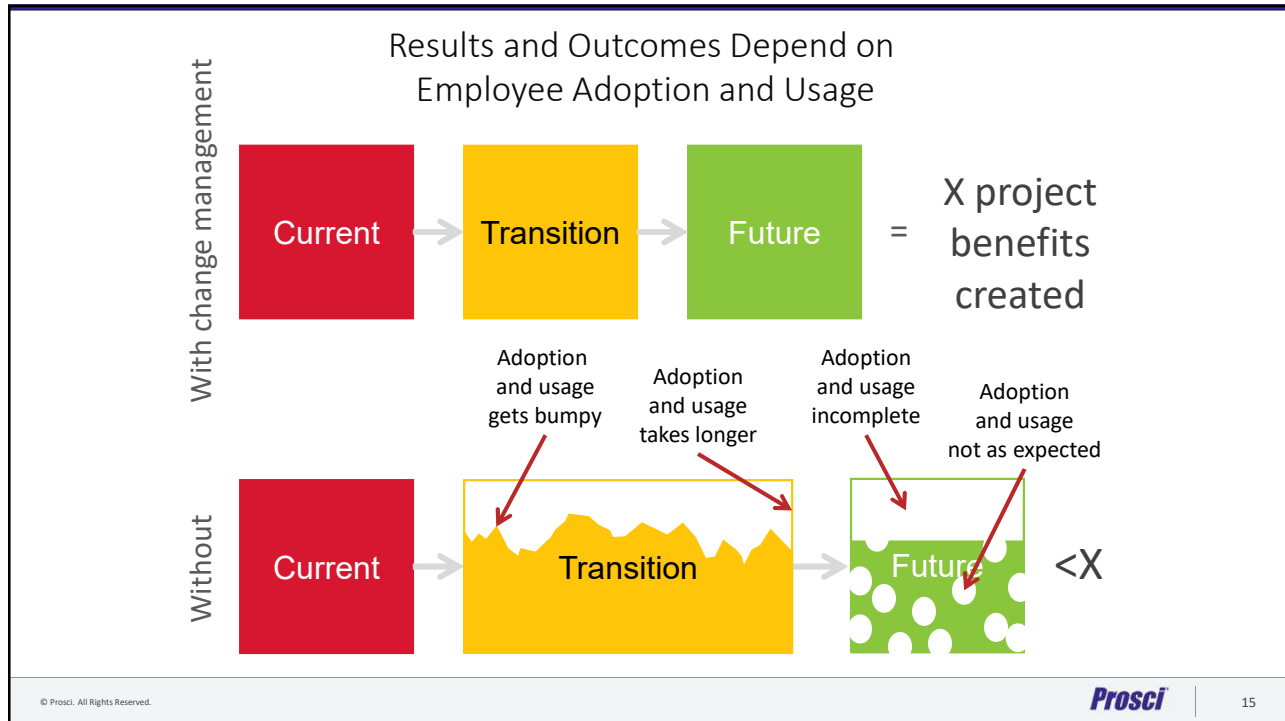
Here is change
management
(in a vacuum)



Here are the expected benefits from a
change and the portion that depends on
employees doing their jobs a new way
(that is what I contribute)

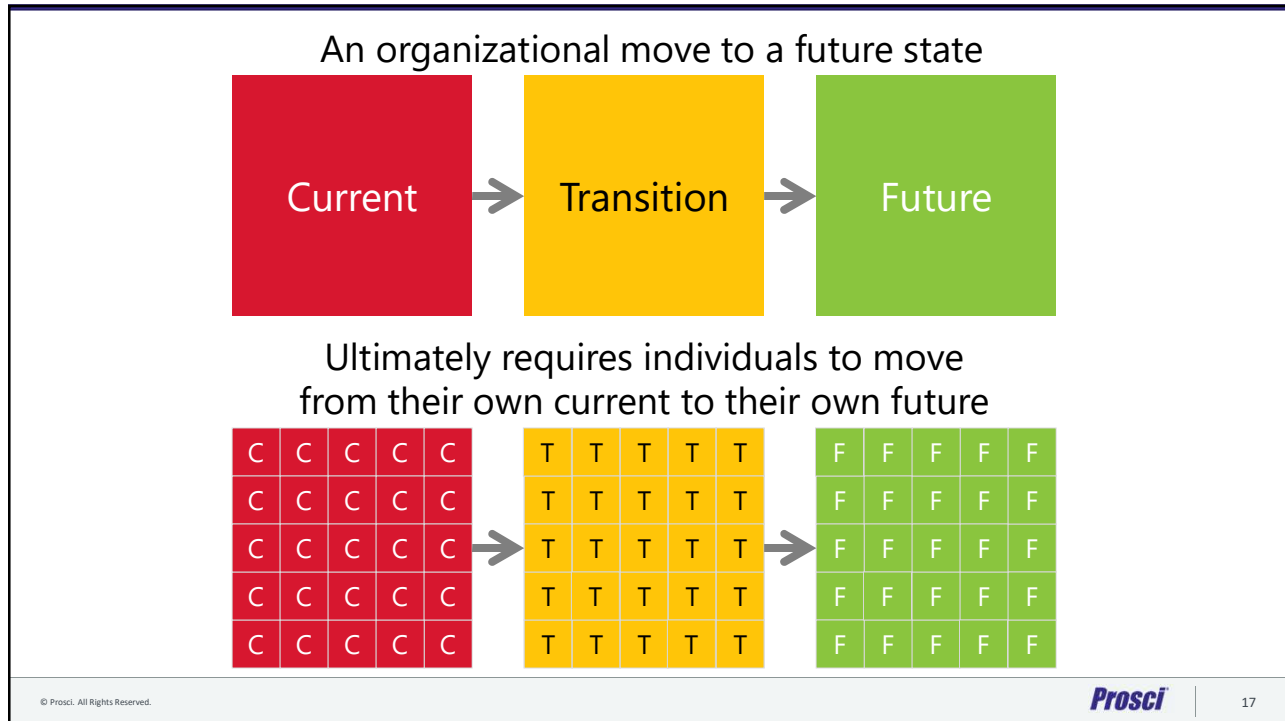






The achievements of an organization are the results of the combined effort of each individual.

Vince Lombardi



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

depends on adoption and usage

invested in adoption and usage

How much are we **investing** (budget, people, energy) to drive and support employee adoption and usage?

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An ounce of
context
is worth
a pound of
isolated facts.

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Stop Talking About What You Do and Start Talking About What You Deliver

Context Priority is a function of context. Stephen R. Covey.

Identify the organizational benefits (the results and outcomes) of an effort you are supporting right now.	How people dependent is the benefit? All-High-Medium-Low-None

Problems People don't buy a quarter inch drill bit, they buy a quarter inch hole. Therefore buy it. (Seth M. Godwin)

For a project you are supporting, identify four specific problems and how you (or others) can help solve them.

- 1.
- 2.
- 3.
- 4.

Language Words and phrases can use your power. STOP using in your own self talk.

Context Priority is a function of context. Stephen R. Covey.

Identify the organizational benefits (the results and outcomes) of an effort you are supporting right now.	How people dependent is the benefit? All-High-Medium-Low-None

Agenda



Context



Problems



Language



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)

Solve Their Problems

The leader's problem is not:

I don't have change management on my change initiative

The leader's problem is:

I have a change on the table and I need to deliver the expected results and outcomes

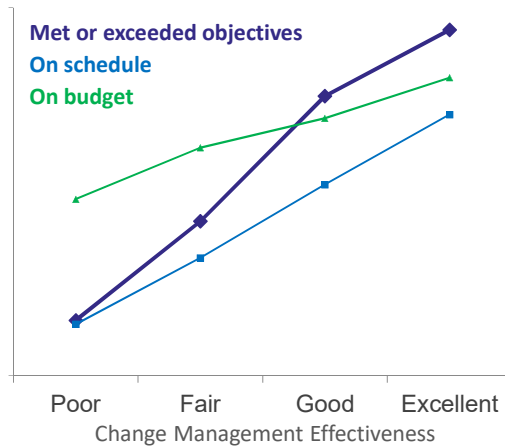
Your job: connect what you *do* to solving their problems

In Your Value Proposition

“A positioning statement that describes for whom you do what uniquely well”
- Michael Skok

- Target “buyer”
- Their problem**
- Your solution
- Better than the alternative

Improve Change Outcomes



- Improve project results and outcomes
- Drive benefit realization and financial return
- Minimize risks
- Reduce “re” costs

Prosci Webinar Handout
 Stop Talking About What You Do; Start Talking About What You Deliver

Context
 Identify the organization the office, the project, and the project manager.

Problems
 People don't buy a quarter-inch drill bit, they buy a quarter-inch hole.
 Theodore Levitt (Leo McGinneva)

For a project you are supporting, identify four specific problems and how you (with CM) can help solve them.

1.	
2.	
3.	
4.	




Language
 If you talk to a man in a language he understands, that goes for his head.
 If you talk to him in his language, that goes to his heart. Nelson Mandela

Words and phrases you are going to STOP using in your conversation.

Words and phrases you are going to START using in your conversation.

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Agenda

		
Context	Problems	Language

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If you talk to a man
in a language he
understands, that
goes to his head.
If you talk to him
in his language, that
goes to his heart.

Nelson Mandela



Speak Their Language

“Executives speak three languages:
finance, finance and finance.”

Jeff Hiatt

- + Strategy execution
- + Core competency
- + Competitive advantage
- + Their own legacy

Your job: express the value of CM in their language

In the Words You Use

<i>Communications</i>	Return on Investment
<i>Training</i>	Benefit Realization
<i>Stakeholders</i>	Results
<i>Resistance</i>	Outcomes
<i>Resilience</i>	Objectives
<i>Assessments</i>	Sustainment
<i>Templates</i>	

In How You Frame Questions

What is the ROI of change management?	What portion of project benefits depend on employee adoption and usage?
Nebulous	Focused
Lacks context	With context

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In Your Elevator Pitch

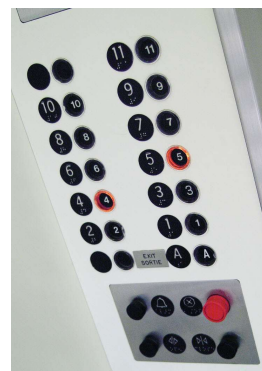
You have 30 seconds to describe change management. Go!

The goal is not:

To be precise and complete

The goal is:

To get asked back!!!



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Define Change Management

How are you defining change management?

Technically:

Focused on the what

To gain buy-in:

Focused on the why

Change management:

CHānj 'manijmənt

*Not wrong,
but not compelling*

Change management is:
the application of processes and tools to
manage the people side of change from a
current state to a new future state so that
the desired results of the change are
achieved (Hiatt & Creasey, 2012)

Change management:

CHānj 'manijmənt

Catalyzing **individual transitions**
to deliver **organizational results**

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Change management:

CHānj 'manijmənt

Preparing, equipping and **supporting**
individuals through the change journeys
they experience as part of your organization

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Change management:

CHānj 'manijmənt

Capturing
people-dependent ROI

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Change management:

CHānj 'manijmənt

Benefit **realization**
insurance

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Change management:
 CHānj 'manijmənt

Mobilizing **people**
 to deliver **results**

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39

Guiding people through personal change impacts
 Tools and process **to move** people through change
Moving people from current to future
 Helping people get **from a to b**
Moving people from point a to point b
Navigating the undulating floor
 Facilitating **transitions** with finesse and insight

Helping **people** maximally adopt and use
People side of change
 Helping **people** to make a difference
 Making things better for **people**
 Identify and manage **people** risks
 Making **people** willing and able to change
 It means effectively moving **people** to success

Mobilizing People
 To Deliver Results

Success through people
 Managing people side of change to drive **results**
 Changing behaviors to **achieve** business needs
 Individual transitions that **generate** org change
 Better business **outcomes** through people
 Faster ROI **through** leading people through change
 Turn business **objectives** into behavior change

Helping organizations get to their **desired** state
 Structured process to produce **results**
 Ensuring organization's objectives are **met**
 Producing **results**
Benefits realization
 Making change **stick**
 Delivering people-dependent **ROI**

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40

Stop Talking About What You Do; Start Talking About What You Deliver

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The screenshot shows a slide from a Prosci webinar handout. The slide is titled "Language" and features a quote by Nelson Mandela: "If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart." Below the quote is a table with two columns: "Words and phrases you are going to STOP using in your conversations." and "Words and phrases you are going to START using in your conversations." The table is currently empty. The slide also includes a "Context" section with a globe icon and a "Problems" section with a warning triangle icon and a list of four numbered items. The Prosci logo and page number "41" are visible at the bottom right.

Agenda Completion

Three tips for building buy-in and commitment for CM by focusing on what you deliver (not what you do)



Context



Problems



Language

Testimonial on the power of shifting the conversation

In a recent webinar, Tim Creasey, Chief Innovation Officer at Prosci, suggested we shift the conversation. He suggests we ask instead **“what percent of project benefits and outcomes depend on employees adopting, embracing and utilizing the change?”** This question was a real "aha" moment for me. It was a revelation that I have embraced, adopted and utilized! **It has opened doors.**

I have now asked this question of leaders on two separate projects. “What percent of the project benefits and outcomes depend on employees adopting, embracing and utilizing the tool and process we are implementing?” In both cases, **eyes have widened and I see minds whirling.** Out of their mouths I hear, voices shaking, **“90-100%!”**

I respond, “So, what you are telling me is that we can develop the most amazing tool and process and if employees don’t adopt, embrace and utilize it then we have wasted our time and money?” **Heads slowly nod.** I reply, **“THAT’S change management.”**

Prosci Solutions

Delivering organizational results by
catalyzing individual transitions

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Build individual change competencies
Apply change management on initiatives
Embed organizational change capability