



Organizational Change Management for Large Projects



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Introduction

Team ND is embedding organizational change management (CM) into how initiatives and projects are delivered. CM is the application of a structured process for leading the people side of change to achieve the desired project outcomes.

Why? To better support adoption and sustainable change / results. To enhance the citizen experience and empower team members by strengthening state government's change capability.

Change Management activities should be incorporated into the typical large project life cycle of Initiating, Planning, Executing, and Closing. This life cycle applies to all ND large projects, regardless of the methodology being used (waterfall, agile, hybrid, etc.).

Intended Audience

This guide outlines the CM process and tools for staff who are leading large projects. This includes 'Major IT Projects' (budgets >\$500,000) and other large initiatives designated by a CXO to have CM incorporated.

Project Managers are the primary audience, but individuals leading change on a large project in other roles will benefit as well: Program Managers, Product Owners, Customer Service Managers, Managers, Team Leads, Business Analysts, and Scrum Masters.

Assumptions

- The user of this guide must have attended the Change Practitioner training course and have access to the Prosci Proxima tool.
- Even if the project is already in the execution phase, CM should still be integrated.

Resources You Will Need

- Your *Prosci Change Management Practitioner Program Workbook* and the *Practitioner Placement*. These are your detailed guidelines.
- *Proxima*, the *Knowledge Hub*, and the *Research Hub* in the Prosci Portal (<https://store.prosci.com/customer/account/login/?uenc=aHR0cHM6Ly9wb3J0YWwucHJvc2NpLmNvbQ==>)
- The example change management project (Finesta PEP) https://proxima.prosci.com/projects/public?access_token=7-Yx24zqF_6s

Project Initiating and Planning

In parallel with development of the Project Charter and Project Plan, complete the following activities in collaboration with the Primary Sponsor (and key team members where needed):

1. Identify the individual serving in the role as the Change Practitioner. **The Change Practitioner is responsible for leading the CM activities beginning with Step 3.**
 - a. If you, as a PM, are part of the Project Management Office (PMO) and will be performing the Change Practitioner role, ensure this is part of the Project Management estimate.

- b. Note the agency could have a CM structure in place and want to use an agency Change Practitioner (highly encouraged, but you may need to provide coaching).
 - c. If the Change Practitioner will not be you, you will still maintain a close working relationship with the Change Practitioner and account for his/her activities in the schedule.
2. Ensure the CM Sponsor and Change Practitioner attributes are populated under Project Information in ND VIEW.

3. PHASE 1 - PREPARE CM APPROACH – [Workbook pages 47-108](#)

- a. Define Success – *What are we trying to achieve?*

In Proxima:

- i. Perform a PCT Assessment of the health of the project
- ii. Complete the “4 Ps”
- iii. Complete “The Value of CM”

- b. Define Impact – *Who has to do their jobs differently and how?*

In Proxima:

- i. Define Impacted Groups (Parent Impacted Groups are optional)
- ii. Assess Change Impact – For each of the Impacted Groups you have entered:
 - Ensure you complete the ‘Change Impact Assessment’ AND the ‘ADKAR Assessment’ for each group, which you can toggle between at the top of that page.



- For projects with many Impacted Groups, this activity in particular should include the Primary Sponsor and other key team members, even People Managers who may not be part of the project team.

- c. Define Approach – *What will it take to achieve success?*

In Proxima:

- i. Risk – Complete the Risk Assessment
- ii. Resistance – If known at this early point in the project, add anticipated resistance and tactics for applicable Impacted Groups
- iii. Resources – Describe the Governance Model Structure
- iv. Roles
 - Complete the Roles Roster for **at least** the Core Roles
 - Add any pertinent Extend Roles into the Roles Roster
 - Sponsor Coalition
 - Build a Sponsor Coalition Map on paper or in a tool such as Visio, just as you did on pages 93- in the Practitioner Program Workbook
 - Add pertinent Sponsor Coalition Roles into the Roles Roster
- v. Roadmap
 - Enter Key Project Milestones, any Release Milestones, and ADKAR Milestone dates
 - Enter Group ADKAR Milestone dates (optional)

- d. **Deliverable: Change Management Strategy**

- i. Customize the Change Strategy Presentation PowerPoint you developed in the Practitioner Program.
 - Leverage your findings from PHASE 1 – PREPARE APPROACH
 - Reminder: you can download the images of the PCT and Risk grid. You can also export data from most screens into a CSV file.
 - What is your ask? Support, resources, Active/Visible sponsorship?
- ii. Present the Change Strategy to the Primary Sponsor and any other key stakeholders

Project Planning, Executing, and Controlling

As the project **continues through Planning** and enters the Execution phase, the ADKAR Blueprint and CM Plans should be developed.

Generally, CM Plans DO NOT need to be finalized at the same time as the Project Plan. In most cases, the project will need to progress beyond Project Plan approval, into Execution, and through early analysis, design, and/or proof of concept activities before effective CM Plans can be built.

REMINDER: At the time you are developing the Project Plan (in the Project Plan template), you are only required to identify the Change Practitioner and complete Section 9: “Describe the change the project will create and who will be affected. Ideally, the change assessments will have been done prior to this project plan, or at least early conversations had with the agency to understand the changes and impacted people at a high level.”

1. PHASE 2 – MANAGE CHANGE

- a. Plan and Act – *What will we do to prepare, equip, and support people?* [Workbook pages 110-130](#)

There are two approaches for capturing the tactics to help impacted employees through their ADKAR journey: the ADKAR Blueprint and CM Plans.

- i. Develop the ADKAR Blueprint (Overall Change) in **Proxima**
 - ADKAR Blueprint: A simple and scalable guide (oriented toward *people*), that enables the change practitioner to identify at a high level the milestone dates, expected gaps, and initial ideas for each of the ADKAR elements.
 - The ADKAR Blueprint can be used to feed the CM Plans. Start with this. It is much better to have something, even basic, than get hung up in more detailed plans.
 - Note: in contrast to the ADKAR Barrier Point, the Gauge Gap is an estimation of the expected **effort** to build each of the ADKAR elements for a particular change, whereas the barrier point is defined as the first ADKAR element that is insufficient and impedes change progress. The Barrier Point tells us *where* to focus our attention in order to make progress; the Gauge Gap tells us how much **effort** is required to make progress.
 - You can choose to build an ADKAR Blueprint (for the Overall Change), an ADKAR Blueprint by Group, or both.

- It is recommended to *start* with the ADKAR Blueprint for Overall Change and think about those activities that would generally assist all of your impacted groups as they move through their ADKAR journey.
- Note: the ADKAR milestone dates you identified in the Roadmap will carry through to the ADKAR Blueprint for Overall Change.
- If you have significant differences in impact amongst your Impacted Groups, consider adding an ADKAR Blueprint by Group. Notice how you can toggle between Impacted Groups at the top.
 - i. Note: the activities you entered into the ADKAR Overall Blueprint carry forward into the ADKAR Blueprint by Group.
- If you suspect you have differences at the individual employee level *within* the Impacted Groups, e.g., Barrier Points differ amongst those employees, consider using the ADKAR Dashboard survey tool in Proxima. Contact Jennifer or Justin for instructions on using this tool.
- ii. Build CM Plans in **Proxima** OR identify/add the activities into your NDVIEW project schedule and Project Communications Plan in the Project Plan.
 - CM Plans are a sequence of activities, oriented toward tasks, required to *help move individuals* through the ADKAR Model to achieve change success. The Core CM Plans are:
 - Communications Plan
 - Training Plan
 - Sponsor Plan
 - People Manager Plan
 - Extend CM Plans (optional)
 - Resources for identifying activities to support an effective Primary Sponsor:
 - [5 Tactics for Engaging Effective Sponsors \(prosci.com\)](#)
 - [Change Sponsor: Key Activities and Common Mistakes \(prosci.com\)](#)
 - [3 Reasons Executives Fail at Sponsorship \(prosci.com\)](#)
 - [Sponsor Checklist for Change Management \(prosci.com\)](#)
- b. Implement the ADKAR Blueprint and/or CM Plans as part of Project Execution
- c. Track Performance (as part of Project Control) – *How are we doing?* [Workbook pages 135-142](#)
 - i. There are three levels of performance measurement:
 - Organizational Performance is focused on achieving results and outcomes and assessed by using the PCT Assessment and answering the questions, “What is the health of the initiative and did the initiative deliver what was expected?”

- Individual Performance is focused on achieving adoption and usage and assessed by using the ADKAR Assessment and answering the question, “How effectively are impacted individuals adopting to the change?”
- CM Performance is focused on achieving effective CM and assessed by using CM Performance Reports and answering the question, “How well did/are we doing change management?”

Organizational performance and individual performance measure outcomes. CM performance measures activity.

ii. **In Proxima:**

- Under Track Performance/Organizational Performance – add/plan future PCT Assessments under Organizational Performance
- Under Define Impact/Assess Change Impact-Impacted Groups – add/plan future ADKAR Assessments for each Impacted Group
- Under Track Performance/CM Performance – add/plan future Change Management Performance Reports
- View the Tracking Calendar under Track Performance
 - By expanding each level and zooming in/out, you will see all planned and completed performance monitoring dates
- Complete PCT Assessments, ADKAR Assessments, and CM Performance Reports as scheduled

d. **Adapt Actions – *What adjustments do we need to make?*** [Workbook pages 160-170](#)

- Decide if action is required
- Prepare adaptive actions
- Take adaptive actions
- Continue to track and adapt

You need to Track Performance and identify strengths and opportunities as a prerequisite to applying Adapt Actions.

e. **Deliverable: Master Change Management Plan**

- By completing the PHASE 2 steps above, your Master Change Management Plan is complete in Proxima!

Project Closing

1. PHASE 3 – SUSTAIN OUTCOMES – [Workbook pages 173-198](#)

a. **Review Performance – *Now, where are we? Are we done yet?***

- Review initiative progress
- Review ADKAR outcomes
- Review CM activities
- Document lessons learned

b. **Activate Sustainment – *What is needed to ensure the change sticks?***

- Identify gaps, goals, and priorities
- Develop sustainment actions, roles, and timeline
- Prepare and activate roles

- c. Transfer Ownership – *Who will assume ownership and sustain outcomes?*
 - i. Celebrate success
 - ii. Transfer knowledge and assets

- d. **Deliverable: Change Management Closeout**
 - i. Change Management Closeout template (this is in progress and will be integrated with PMO Project Closeout activities)