



Canadian Association of Law Enforcement  
Planners

Change Management

**Prosci**<sup>®</sup>  
PEOPLE. CHANGE. RESULTS.™



Bigger  
**change**



Faster  
**change**



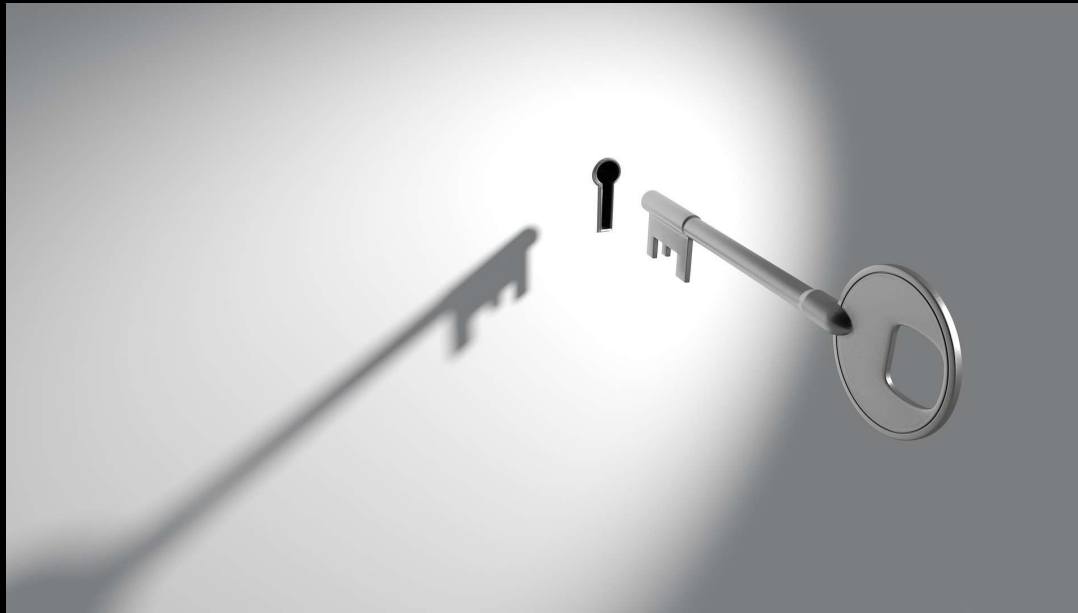
More complex  
**change**

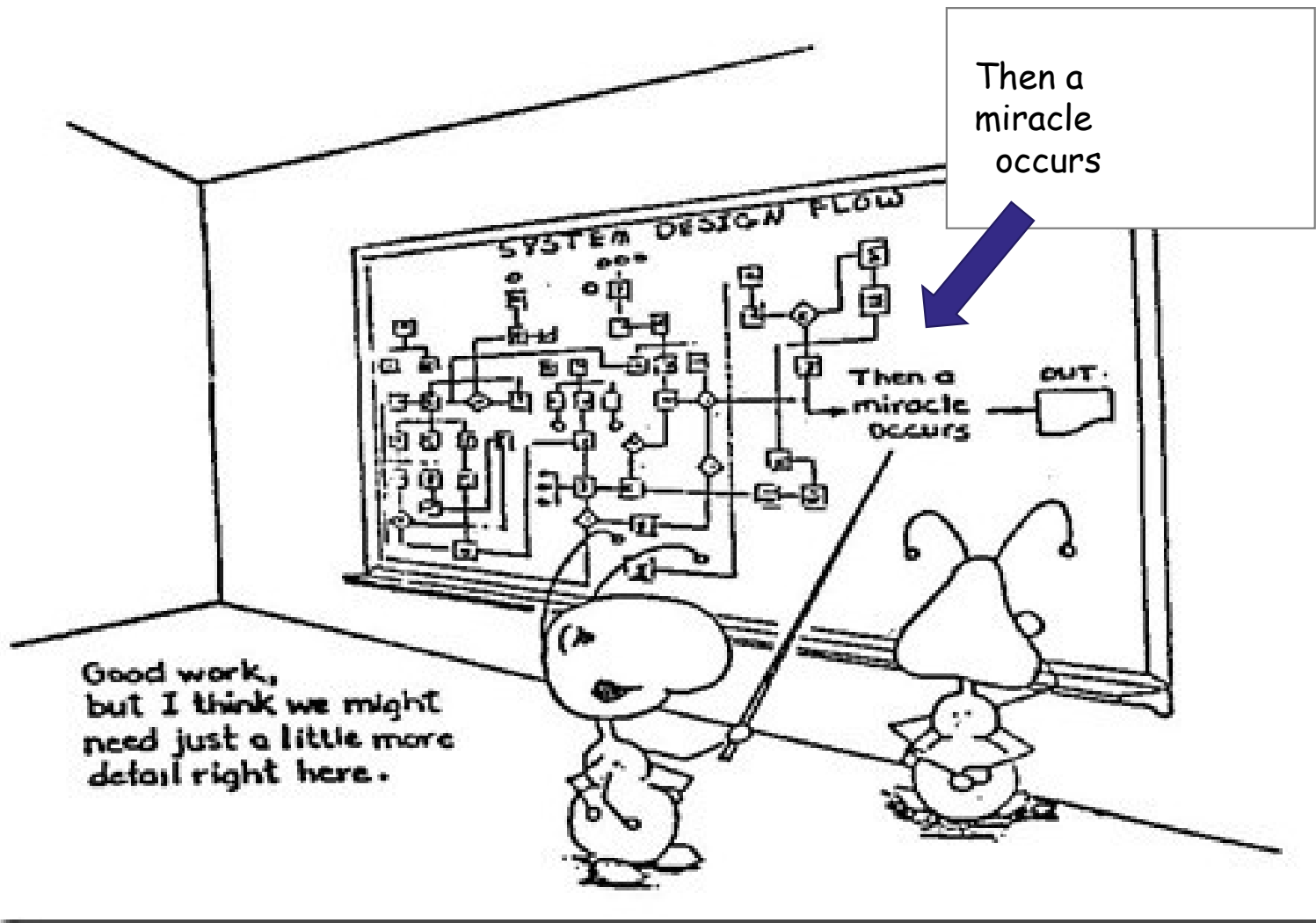


More interconnected  
**change**

If CHANGE is our reality,  
we have a few options...





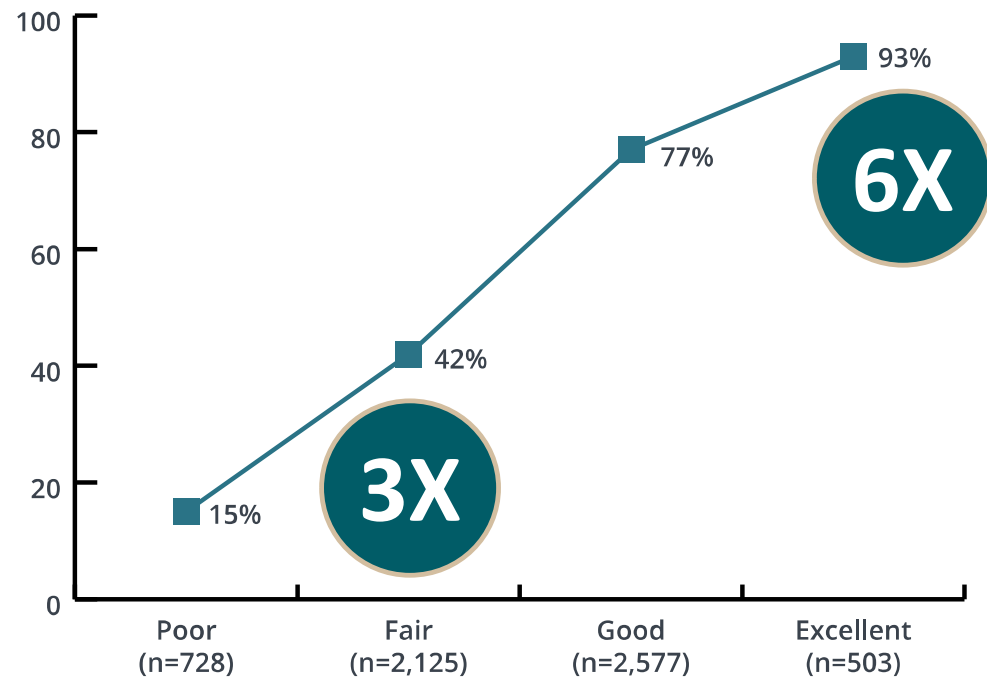


# Managing the People Side of Change and Achieving Project Results



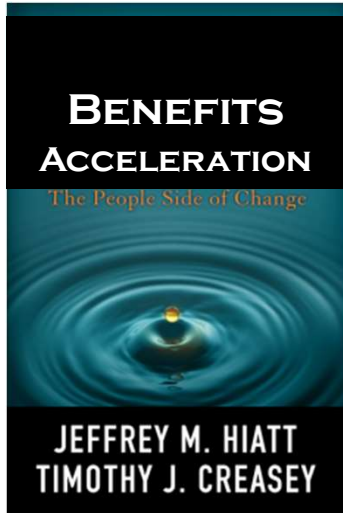
The ability to successfully deliver **project objectives** is directly impacted by how effectively we **manage the people side of change**

Percent of respondents that met or exceeded project objectives



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

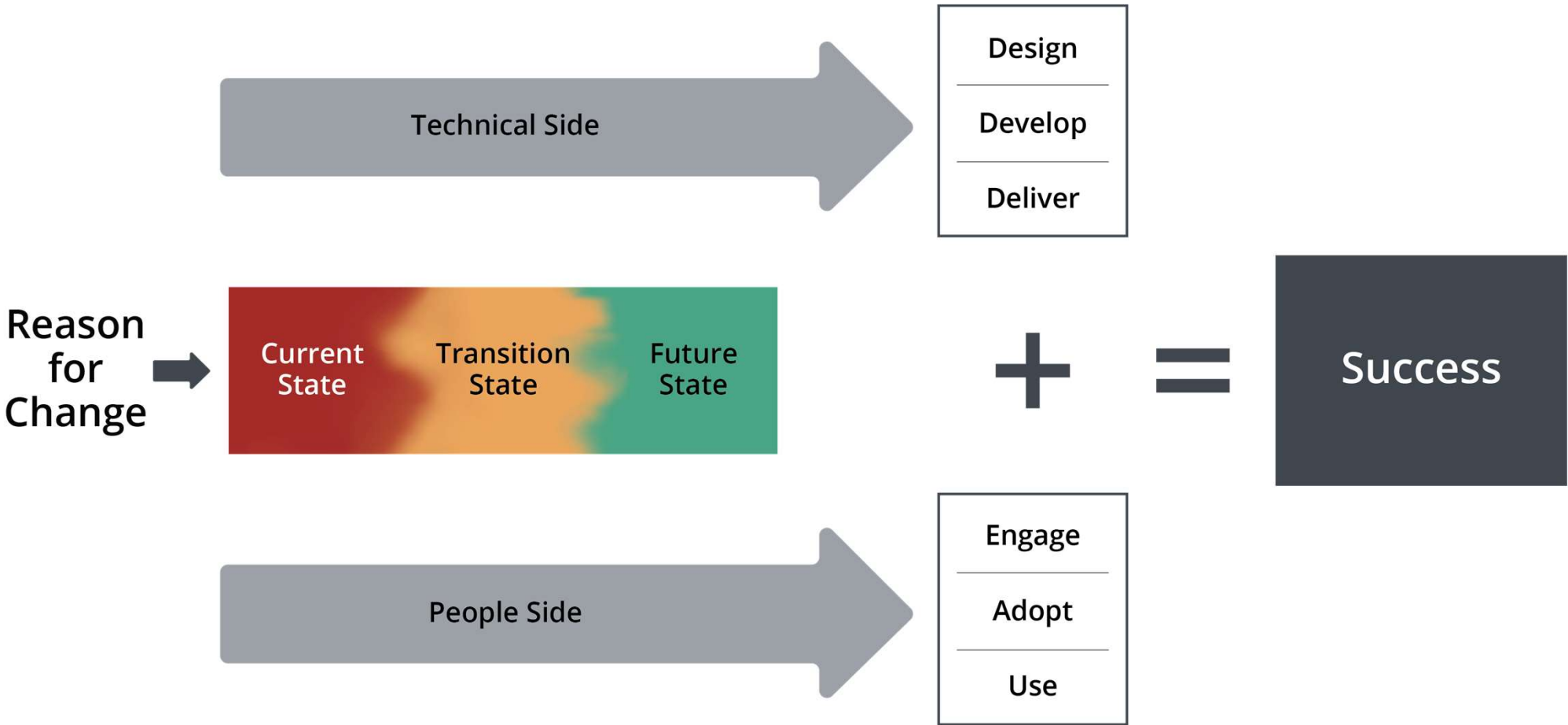
# Change Success: Defined



***Base Premise*** – We manage something to achieve a desired outcome / success measure

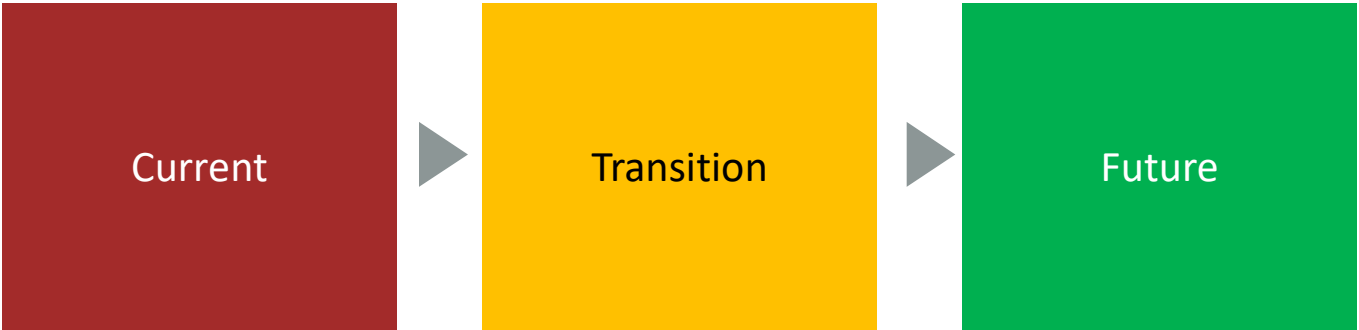
***Change Success:*** when individuals adopt and embrace a change in a manner that enables organization to realize the outcomes envisioned by the change.

# Successful Change Requires Both Technical and People Sides

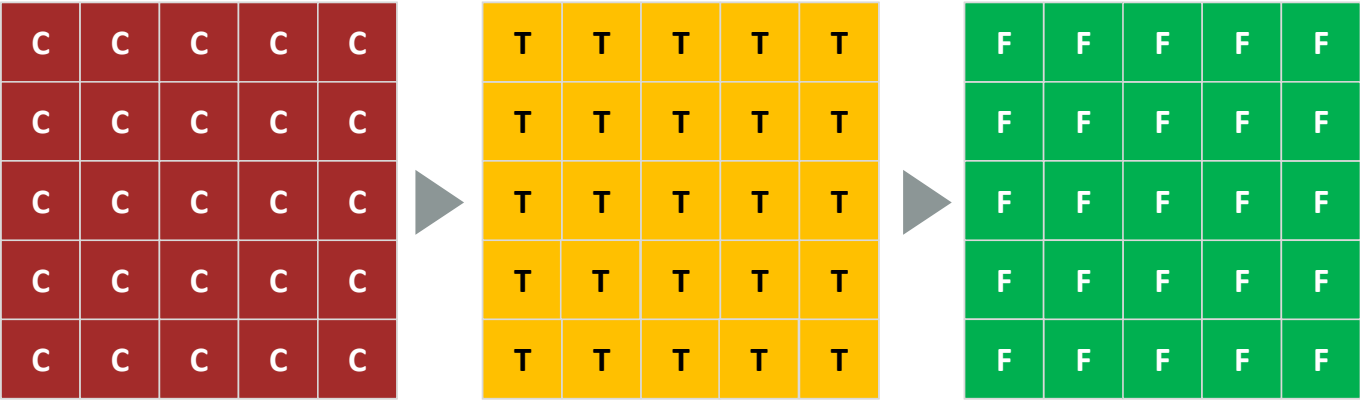




# An organizational move to a future state



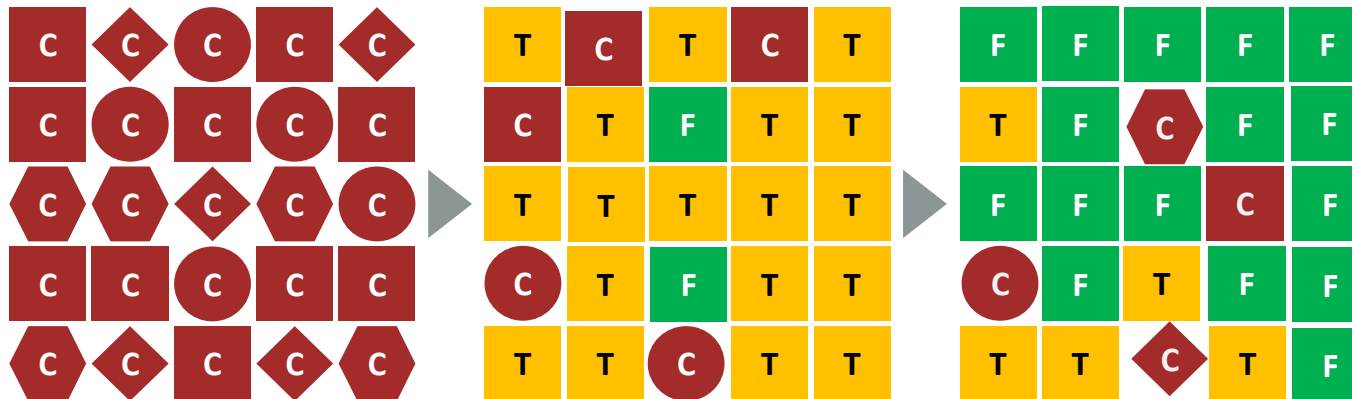
Ultimately requires individuals to move from their **own current** to **Organizational future state**



# Impact is individual



Ultimately requires individuals to move from their **own current** to the **Organizational future**



# How Do I know I need Change Management?

## *People Dependent ROI*

***How much of the expected project benefit is derived from people changing the way they do their job?***

# Calculate the People-Dependent Portion of ROI

**Project 1: Install motion-activated lights in meeting rooms**



**Project 2: Install recycle and compost bins in the office**



*How much of the expected ROI depends on People adoption and usage?*

\_\_\_\_\_

\_\_\_\_\_



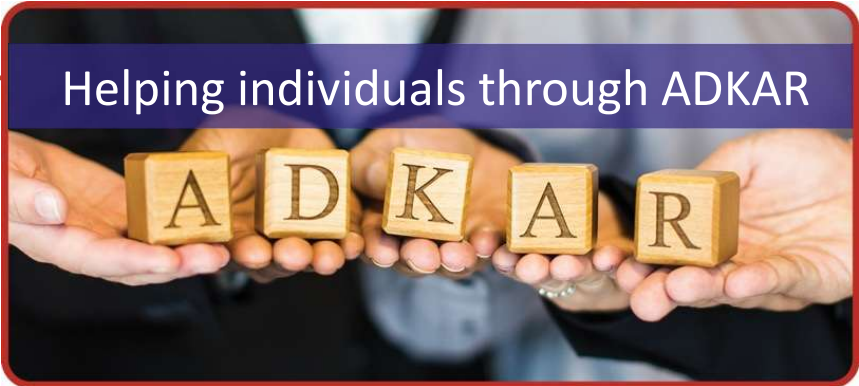
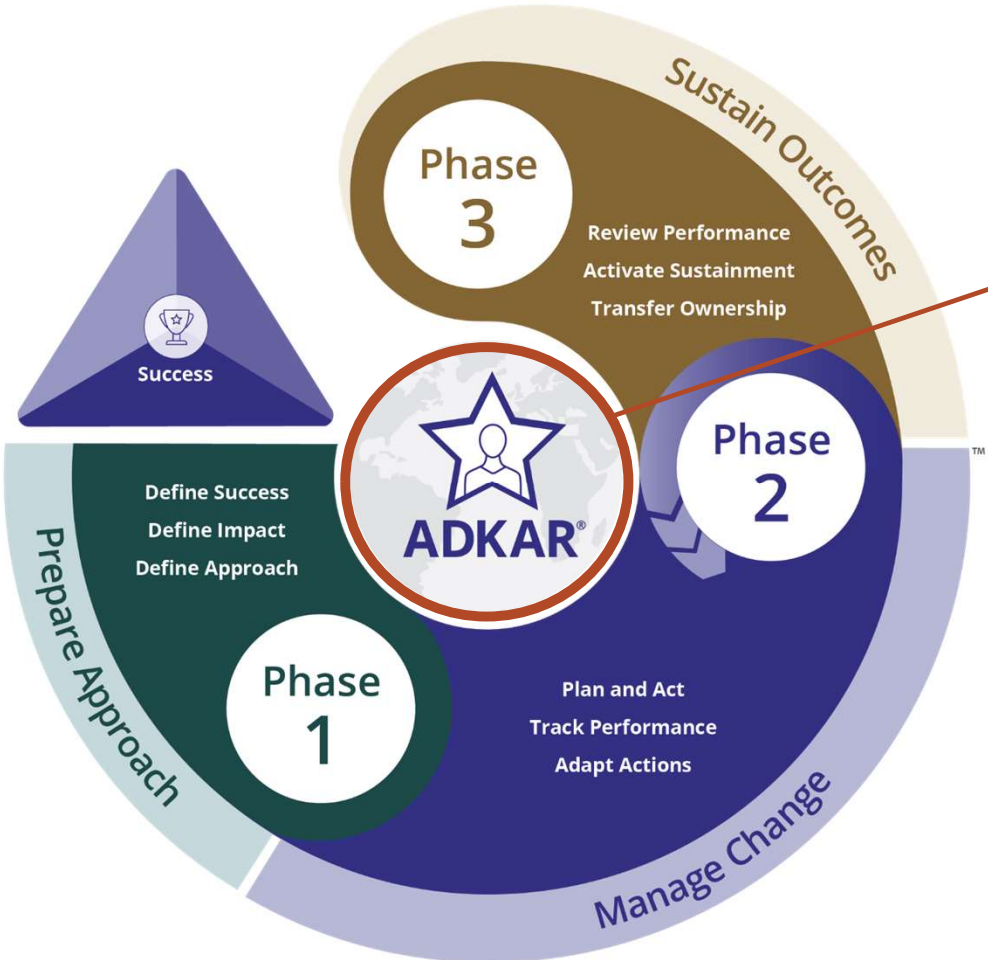
# Tool For Successful Change Conversations

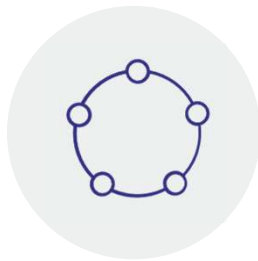
# The Five Building Blocks for Successful Change

A photograph showing five hands, each holding a wooden block with a letter. The blocks are arranged in a horizontal line, spelling out the word 'ADKAR'. The hands are of different skin tones and are wearing various pieces of jewelry, including rings and a bracelet. The background is a blurred image of a person in a white lab coat.

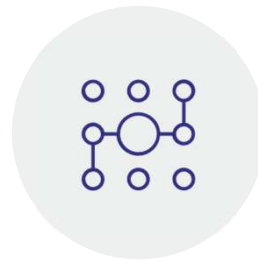
A D K A R

# Organizational Change Requires Individual Change





**5 Outcome-Oriented  
Building Blocks**



**Based on Extensive Study  
of Change Patterns**



**Applied at Individual  
and Organizational Levels**



# The 5 Elements of Successful Change

Change begins with understanding why

Awareness

Desire

Knowledge

Ability

Reinforcement



Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

# The 5 Elements of Successful Change

Change involves personal decisions



Desire

What's in it for me  
(WIIFM)?

A **personal choice**

A decision to **engage  
and participate**

Awareness

Desire

Knowledge

Ability

Reinforcement

# The 5 Elements of Successful Change

Change requires knowing how



Knowledge

**Understanding**  
how to change

**Training** on new  
processes and tools

**Learning**  
new skills

Awareness

Desire

Knowledge

Ability

Reinforcement

# The 5 Elements of Successful Change

Change requires action in the right direction

Awareness

Desire

Knowledge

Ability

Reinforcement



Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

# The 5 Elements of Successful Change

**Change must be reinforced to be sustained**

Awareness

Desire

Knowledge

Ability

**Reinforcement**



**Reinforcement**

Actions that **increase the likelihood** that a change will be continued

**Recognition and rewards** that sustain the change

# ADKAR in the Wild



# ADKAR in Action



**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."

Thank you for helping us conserve the Earth's vital resources.

Nature of the change

Why the change is needed

Personal decision

Knowing how to make the change

Gratitude to make it stick

# Bringing Change Impact Into Focus



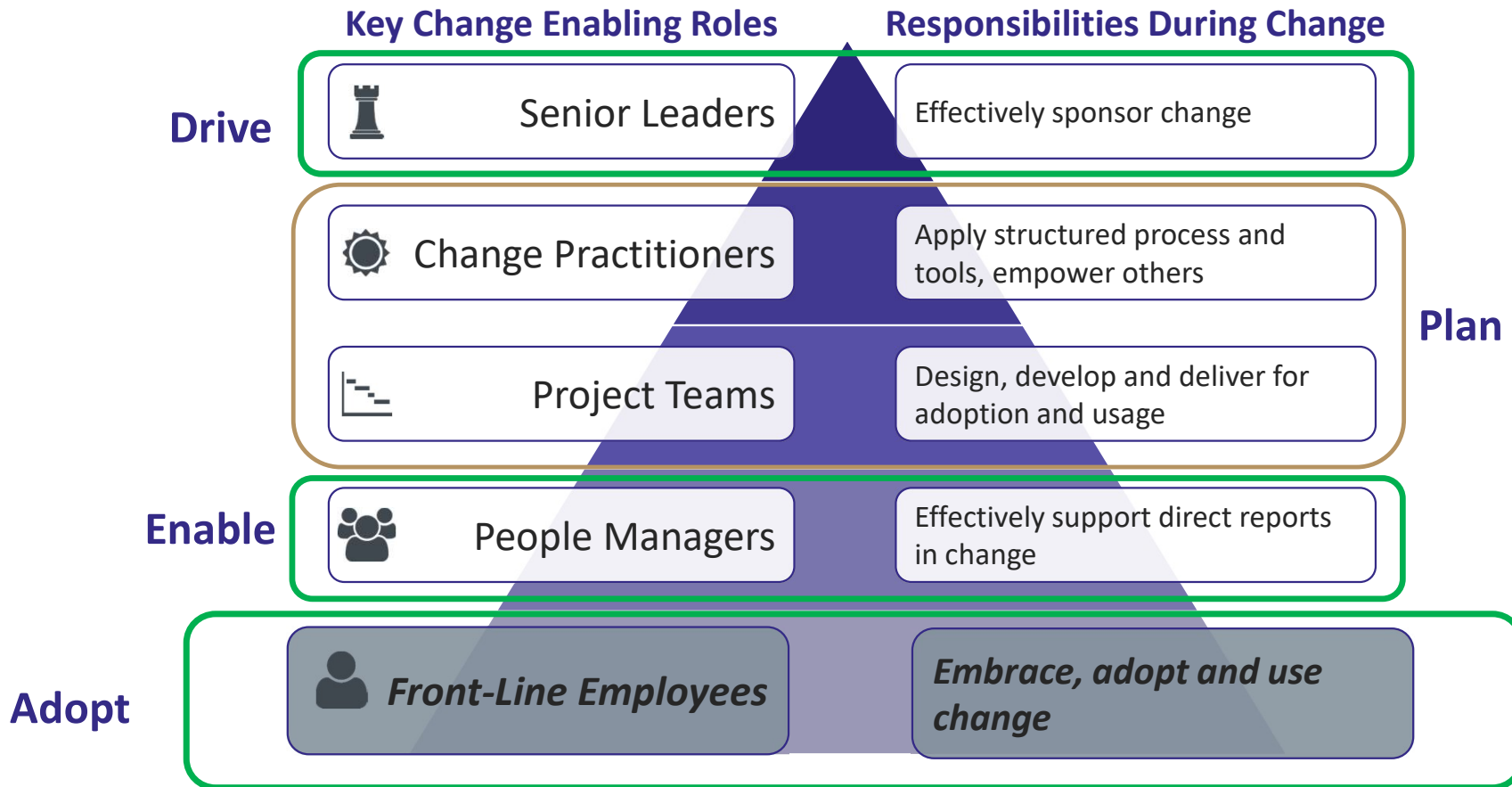
We're implementing  
a new CRM system

Which will have a "medium"  
impact on your job

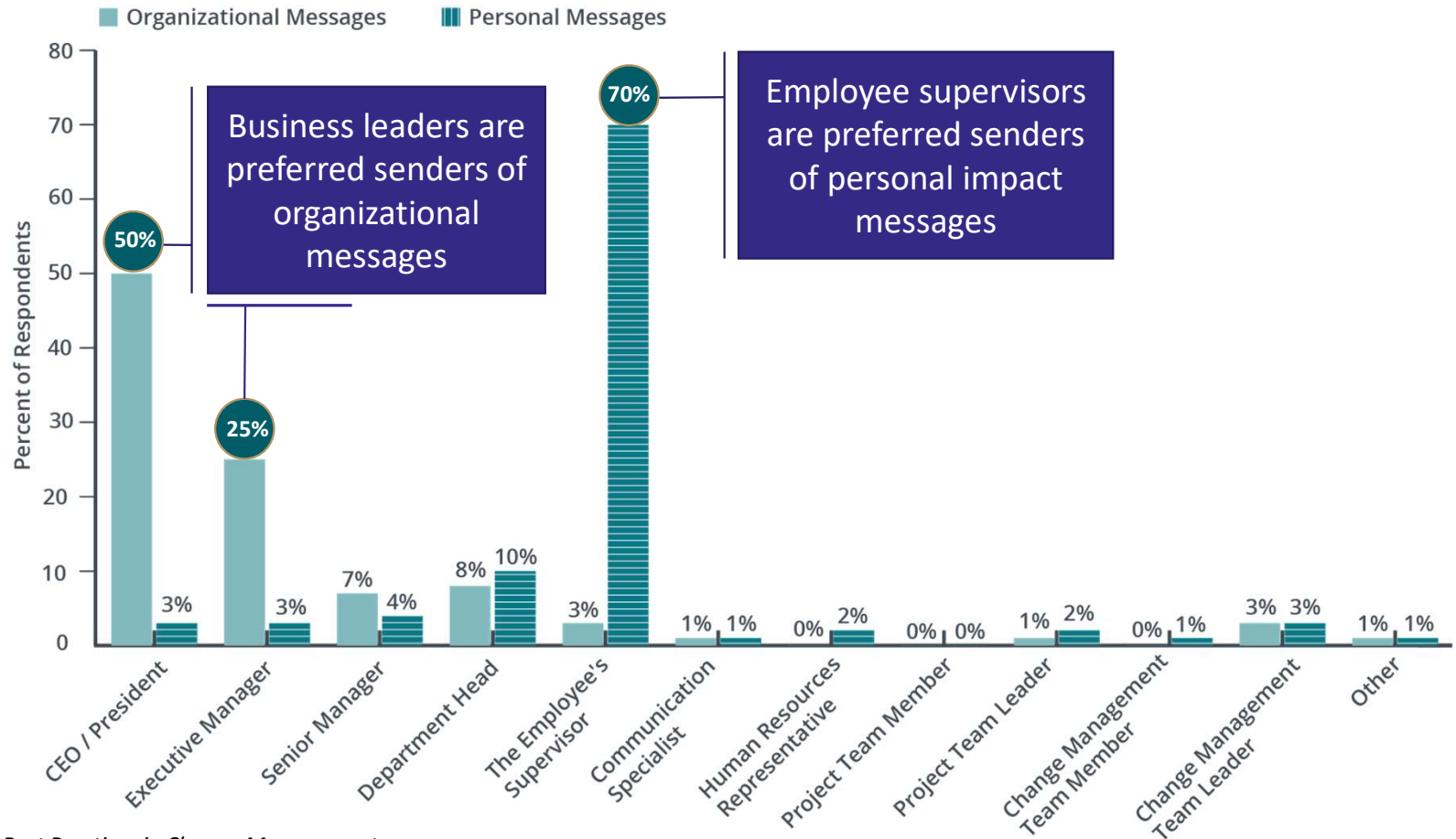




# Key Roles in Change



# Preferred Senders of Change Messages





Your global partner for change success

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