

Overview

PCT Model

ADKAR Model

Prosci 3-Phase Process



An Introduction To Change Management

A framework for managing the people side of change

Organizations must continually change and evolve to succeed. Yet changes such as technology deployments or new processes often fail because leaders and teams put too much focus on the technical aspects of the change. For successful change, organizations must also focus on the people side—and how to ensure that each individual embraces and adopts the change.

Prosci has been conducting in-depth change research for more than 20 years. We've studied how individuals experience and respond to change, as well as the strategies of change leaders around the globe.

Based on our best-practices research, we developed the Prosci Methodology for change management. When applied, it supports individuals in transitioning from the current state to the future state, an approach that leads to successful project outcomes.



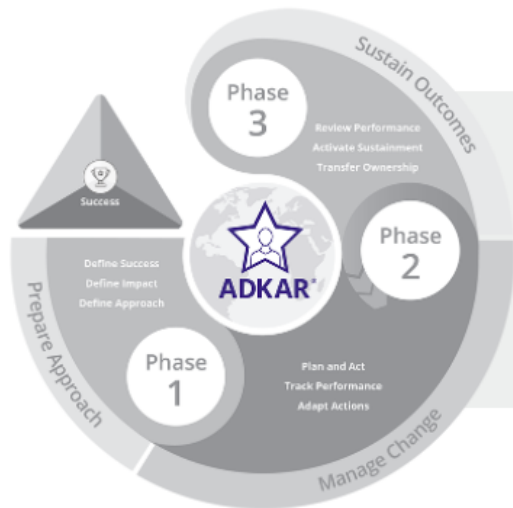
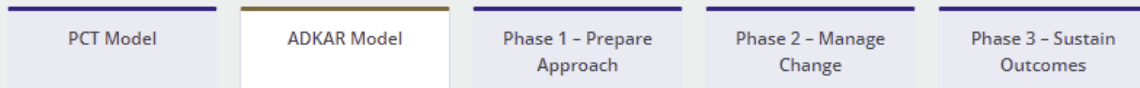
The main components of the Prosci Methodology

The Prosci Methodology is one of the most widely used approaches to change management in the world, and it continues to evolve. In response to practitioner feedback and changing customer needs, and to prepare for future change trends, we refreshed the methodology in 2021. The updated Prosci Methodology is more actionable and accessible, and we believe the enhancement will elevate client success in incredible ways.

Although the Prosci Methodology encompasses a variety of models, tools, assessments, processes and more, today it is comprised of three main components:

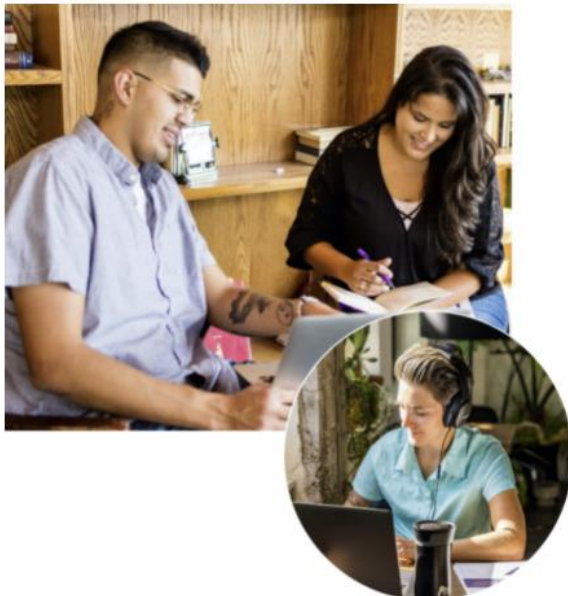
- **PCT Model** – a simple but powerful framework for establishing and connecting the most important aspects of any successful change effort
- **ADKAR Model** – a highly effective model for guiding individuals through the experiences—or elements—needed to make the change
- **Prosci 3-Phase Process** – a structured, flexible framework for driving change at the organizational level

Explore the Prosci Methodology



ADKAR Model

Describes the five building blocks or 'elements' an individual needs to achieve for a change to be successful. Impacted individual is at the center of the Prosci Methodology. Individual success leads to organizational success.



Structured, Scalable and Adaptable

The success of any organizational change depends on the success of change management in encouraging individuals to embrace, adopt and utilize a required change. The change management methodology itself must be structured enough to be repeatable, but also flexible enough to meet the needs of any organization. That's the Prosci Methodology:

- **Structured** – The Prosci Methodology takes what we know about people, change and results and organizes it into a simple process that practitioners can apply to develop change management strategies and plans that increase adoption and usage on a particular initiative.
- **Scalable and adaptable** – You can adapt and flex the Prosci Methodology to achieve success in any type of change, where results and outcomes depend on adoption and usage, and in any type and size of organization.

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Prosci's approach to change management fosters end-user engagement, positioning managers to lead their people through change by engaging the intuitive ADKAR Model. This flexible, scalable methodology has been a game changer.

– April Hershman, Oshkosh Corporation

Applying the Prosci Methodology

The Prosci Methodology enables organizations to manage change wisely. By doing so, it helps employees thrive through the changes they're faced with and increases the returns on project investments.

You can learn how to apply the Prosci Methodology to change initiatives in your organization and become a Prosci Certified Change Practitioner by attending [Prosci's Change Management Certification Program](#). It's an engaging, energizing 3-day learning experience that gives you the knowledge, tools and skills you need to successfully drive change in your organization.

Once certified, you'll have anytime, anywhere access via the Prosci Portal to the [Prosci Hub Solution Suite](#). It offers extensive digital content, resources and tools that help you apply change management throughout your project. Plus it supports you in learning and growing along the way.



The Prosci Change Triangle (PCT) Model

A framework that shows the four critical aspects of any successful change effort.

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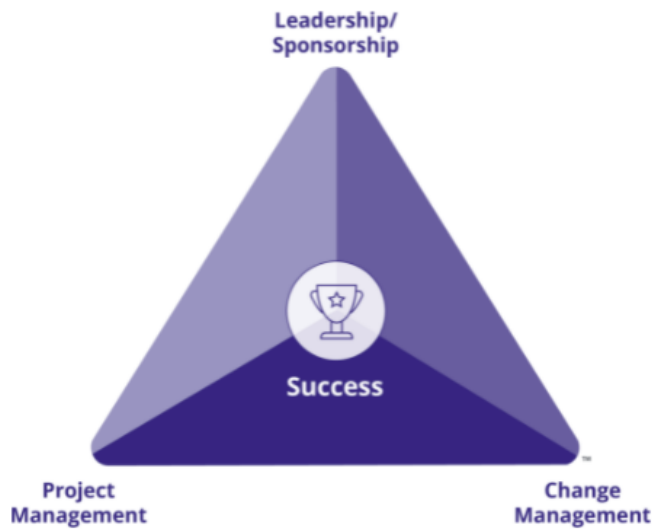
An Introduction To Change Management

Establishing the critical aspects for success

The Prosci Change Triangle (PCT) Model is one of the two foundational models of the Prosci Methodology, in addition to the [ADKAR Model](#). This simple but powerful framework helps practitioners understand the four critical aspects of any successful change and how they relate to and promote project health. It also highlights where change management fits into the bigger picture that includes how the project is managed and the leaders involved.

Prosci research reveals that if a project is weak in any of the four aspects, it will struggle or fail. The PCT Model in the Prosci Methodology diagram emphasizes that any change management strategy begins with success in mind. Still, practitioners typically leverage the PCT Model in all three phases of the [Prosci 3-Phase Process](#).





The 4 aspects of the PCT Model

The PCT Model is comprised of four aspects that are critical for a successful change:

- **Success** – the definition of success for your change, which includes the reason for the change, project objectives, and organizational benefits
- **Leadership/Sponsorship** – the direction and guidance for a project, including who is accountable for defining why a change is happening, how it aligns with the direction of the organization, and why it is a priority
- **Project Management** – the discipline that addresses the technical side of a change, by designing, developing and delivering the solution that solves a problem or addresses an opportunity, within the constraints of time, cost and scope
- **Change Management** – the discipline that addresses the people side of the change, enabling people to engage, adopt and use the solution

The PCT Model provides a framework and common language so teams can connect these four aspects of the project. Key stakeholders develop a shared definition of project success comprised of various facets of leadership/sponsorship, project management and change management.



Prosci is changing the way we approach projects and project management... Project managers are consistently more invested in thinking about the impact of their projects on their stakeholders. The effect this is having on project ROI and outcomes cannot be overstated.

– Mary Brackett, University of Virginia

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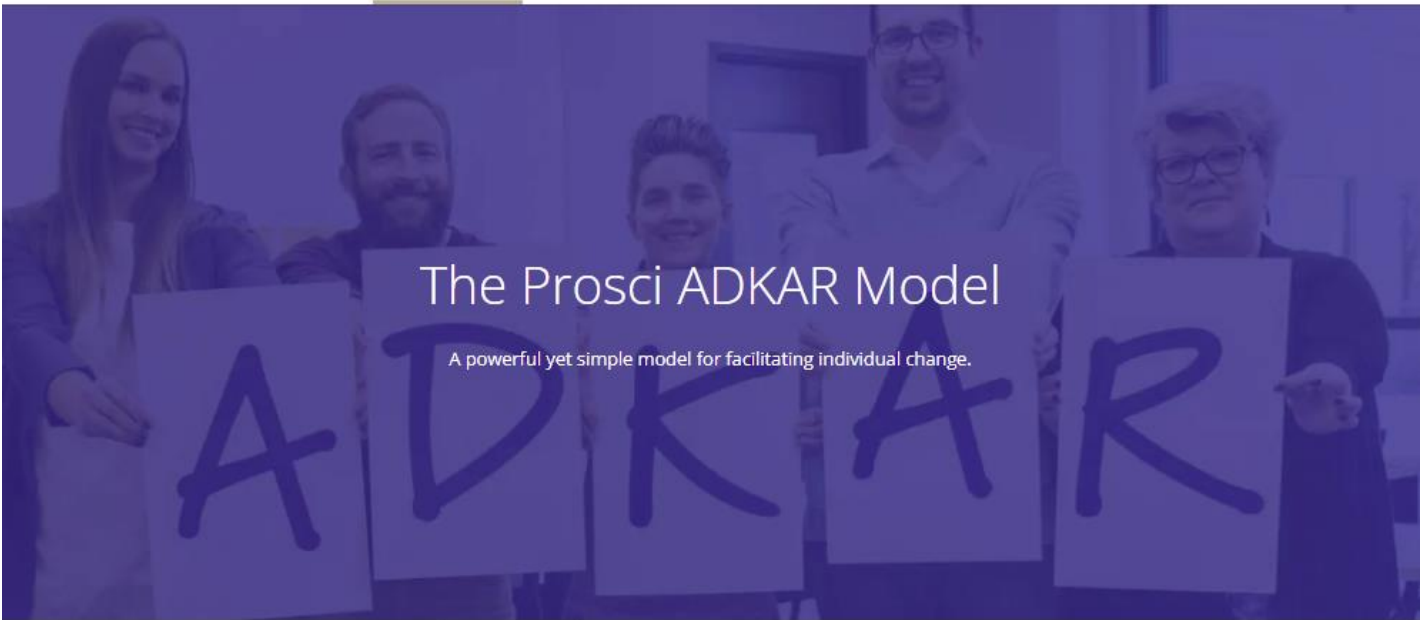


Assessing project health throughout the project lifecycle

A healthy change initiative has clarity and alignment on what the change is aiming to deliver so practitioners can effectively manage change with the desired outcomes in mind. Periodic assessment of project health throughout the project is also important to project success. That's where the PCT Assessment comes in.

The PCT Assessment is a core tool for the change practitioner's toolbox. It's readily accessible to practitioners via the Proxima online tool in the [Prosci Hub Solution Suite](#).

Key project stakeholders use the assessment to identify what poses the greatest risk to project health. It also identifies opportunities and action plans to improve the health of the project, and therefore potential for success. The PCT Assessment is important for establishing a baseline and then monitoring project health and performance at key milestones over the lifecycle of the project.



The Prosci ADKAR Model

A powerful yet simple model for facilitating individual change.

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Organizational change requires individual change

The Prosci ADKAR® Model is one of the two foundational models of the Prosci Methodology, in addition to the [PCT Model](#). The word “ADKAR” is an acronym for the five outcomes an individual needs to achieve for a change to be successful: *Awareness, Desire, Knowledge, Ability and Reinforcement*.

The model was developed nearly two decades ago by Prosci founder Jeff Hiatt after studying the change patterns of more than 700 organizations. The ADKAR Model is used by thousands of change leaders around the world.

This powerful model is based on the understanding that organizational change can only happen when individuals change. Whereas the Prosci 3-Phase Process is a framework for organizational change, the ADKAR Model focuses on individual change—guiding individuals through a particular change and addressing any roadblocks or barrier points along the way.




The 5 elements of the ADKAR Model

Organizational changes often fail because employees don't understand the importance of getting on board the change or how to successfully make the change. They simply understand that a change is happening. And leaders are often not equipped to engage individuals effectively during the change and to manage any potential resistance.

The ADKAR Model addresses these challenges by equipping leaders with the right strategies and tools, and individuals with the right information, motivation and ability to successfully move through changes in the organization.

By outlining the goals and outcomes of successful change, the ADKAR Model enables leaders and change management teams to focus their activities on what will drive individual change and therefore achieve organizational results.



Discover the power of the Prosci ADKAR Model with our free eBooks.

[Download eBooks](#)



- 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 desired skills & behaviors
- R** **Reinforcement** – To sustain the change



Applying the ADKAR Model to your change initiative

Activities for moving individuals through ADKAR transitions happen during Phase 2 – Manage Change of the [Prosci 3-Phase Process](#), and are scalable to fit your needs. You apply the ADKAR Model using Proxima, an innovative online tool you access via the [Prosci Hub Solution Suite](#) in the Prosci Portal.

In Proxima, you use tools such as the ADKAR Blueprint—the backbone of Prosci change management—to identify milestones, target dates and anticipated gaps. You also use the ADKAR Blueprint to help in developing your change management plans, such as the Sponsor Plan and People Manager Plan.

The ADKAR Assessment helps to identify any barrier points to change for individual roles so you can support these individuals in progressing through the change. ADKAR status checks along the way are key to project success. Practitioners use both the Prosci ADKAR Model and the Prosci 3-Phase Process to achieve sustainable change.

Prosci 3-Phase Process

A structured yet flexible approach to enable the people side of change in your organization.

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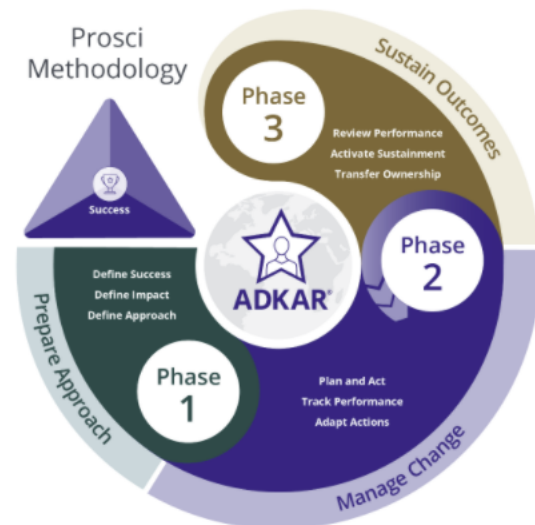
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A structured process for driving organizational change

The Prosci 3-Phase Process is one of the three main components of the Prosci Methodology, in addition to the [PCT Model](#) and the [ADKAR Model](#). While the ADKAR Model enables successful change at the individual level, the Prosci 3-Phase Process provides a framework for achieving change at the organizational level.

Through this organizational change management process, change practitioners work through three phases (Phase 1 – Prepare Approach, Phase 2 – Manage Change, Phase 3 – Sustain Outcomes) to achieve successful project outcomes.

Each phase is broken down into three stages, and each stage includes important activities to support the success of a change initiative. Although the Prosci 3-Phase Process is structured, it is also adaptable and scalable to fit the needs of any organization or change initiative.



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Prosci’s comprehensive approach is straightforward, research-based, and easy to use, and it aligns with our strategic direction. This partnership is fundamental to our success.

– Gary Vansuch, Colorado Department of Transportation

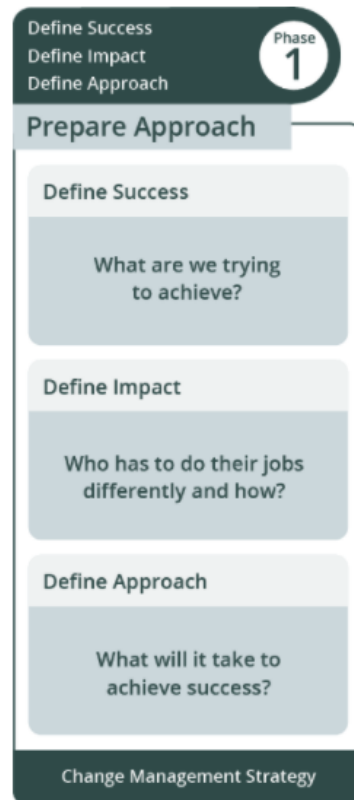
Phase 1 – Prepare Approach

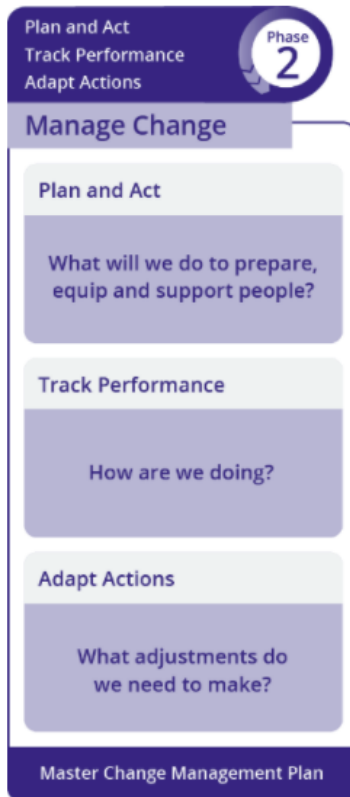
The first phase of the Prosci 3-Phase Process supports change and project teams in developing their change management strategy, and with the end in mind. The activities in this phase help practitioners develop a customized and comprehensive approach that positions their change for success. The three stages in Phase 1 – Prepare Approach include:

- **Define Success** – Practitioners establish precisely what they are trying to achieve, with activities such as developing a detailed change profile and defining what success on the project looks like
- **Define Impact** – This stage focuses on how the change impacts individuals, using activities that include identifying impacted groups and defining adoption and usage
- **Define Approach** – Here, practitioners consider what steps they will need to take to achieve project success, engaging in activities such as assessing risk, identifying potential resistance, and establishing required roles



The deliverable for this phase is the **Change Management Strategy**, which establishes the approach needed to deliver desired project outcomes.



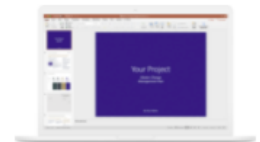


Phase 2 – Manage Change

The second phase of the Prosci 3-Phase Process brings the Change Management Strategy to life. The activities in this phase involve developing plans and actions that help move individuals and the organization through ADKAR transitions. The three stages in Phase 2 – Manage Change include:

- **Plan and Act** – Practitioners establish how to best prepare, equip and support people who will be impacted by the change, with activities like developing an ADKAR Blueprint and producing change management plans such as a Sponsor Plan and Communications Plan
- **Track Performance** – This stage focuses on how to track and sustain progress in the change management efforts, using activities that include establishing a tracking calendar and identifying performance strengths and opportunities
- **Adapt Actions** – Based on what practitioners have learned so far, particularly in the previous stage, they spend important time adjusting their change management strategy with activities such as preparing adaptive actions and continuing to track performance

The deliverable for this phase is the **Master Change Management Plan**, which consolidates individual plans and serves as the guiding document for the change management team.



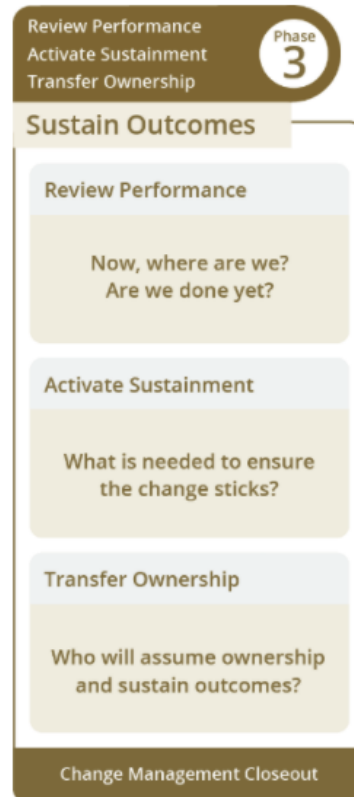
Phase 3 – Sustain Outcomes

The third and final phase of the Prosci 3-Phase Process establishes the approach for ensuring that the change is adopted and the organization is committed to doing what's needed to sustain the change. Related activities involve reassessing performance, activating sustainment strategies, and transitioning responsibilities. The three stages in Phase 3 – Sustain Outcomes include:

- **Review Performance** – Following project go-live, practitioners reflect on performance to confirm desired results, with activities such as reviewing ADKAR outcomes and documenting lessons learned
- **Activate Sustainment** – Here, practitioners focus on implementing actions to sustain change outcomes, engaging in activities like identifying gaps and activating relevant sustainment roles
- **Transfer Ownership** – In this final stage of the Prosci 3-Phase Process, practitioners establish how to carry sustainment efforts forward, with important activities that include transferring knowledge and assets, as well as celebrating change management successes



The deliverable for this phase is the **Change Management Closeout**, which documents the change performance status, plus prepares the organization to own and sustain change outcomes.



The Best Way to Stay Change-Ready

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