Summary:

<table>
<thead>
<tr>
<th>Leadership/Sponsorship score</th>
<th>Project Management score</th>
<th>Change Management score</th>
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Score interpretation:

- 10-19: High risk/severity; needs immediate action
- 20-24: Absent/possible risk; needs further investigation
- 25-29: Strengths: should be leveraged and maintained

Notes:

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Factors that scored a one:

<table>
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<tr>
<th>Element (L/S, PM, CMI)</th>
<th>Factor #</th>
<th>Action Steps</th>
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Prosci PCT™ Profile

Prosci PCT™ Assessment

Applying the Prosci PCT™ Model

Leadership/Sponsorship

Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized

Project Management

Change Management
**Prosci® PCT™ Assessment**

**Project Change Triangle factors**

**Leadership/Sponsorship factor assessment**

1. The change has an executive sponsor.
2. The executive sponsor has the necessary authority over the people, processes and systems to authorize and fund the change.
3. The executive sponsor is willing and able to build a sponsorship coalition for the change, and is able to manage resistance from other managers and supervisors.
4. The executive sponsor effectively and visibly participates with the project team throughout the entire project.
5. The executive sponsor works closely and makes decisions relating to the project schedule, scope and resources.
6. The executive sponsor can build awareness of the need for the change (i.e., the change is happening directly with employees).
7. The organization has a clearly defined vision and strategy.
8. The change is aligned with the strategy and vision for the organization.
9. Priorities have been set and communicated regarding this change and other competing initiatives.
10. The sponsor will visibly reinforce the change and celebrate successes with the team and the organization.

Score (total possible is 30)

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**Project Management factor assessment**

1. The change is clearly defined including what the change will look like and who is impacted by the change.
2. The project has a clearly defined scope.
3. The project has specific objectives that define success.
4. Project milestones have been identified and a project schedule has been created.
5. A project manager has been assigned to manage the project resources and tasks.
6. A work breakdown structure (WBS) has been identified and finalized based on the work breakdown structure.
7. Periodic meetings are scheduled with the project team to track progress and resolve issues.
8. The executive sponsor is readily available to work on issues that impact dates, scope or resources.
9. The project plan has been integrated with the change management plan.

Score (total possible is 30)

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**Change Management factor assessment**

1. A structured change management approach is being applied to the project.
2. An assessment of the change and its impact on the organization has been completed.
3. An assessment of the organization’s readiness for change has been completed.
4. Anticipated areas of resistance have been identified and special tasks have been developed.
5. A change management strategy including the necessary sponsorship model and change management team model has been created.
6. Change management team members have been identified and trained.
7. An assessment of the strength of the sponsorship coalition has been conducted.
8. Change management plans including communications, sponsorship, coaching, training and resistance management plans have been created.
9. Feedback processes have been established to gather information from employees to determine how effectively the change is being adopted.
10. Resistance to change is managed effectively and change successes are celebrated, both in private and in public.

Score (total possible is 30)

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**Leadership/Sponsorship defined**

Prosci’s research studies with thousands of participants revealed that active and visible sponsorship was the number one contributor to successful change. Executives and senior managers who authorize, fund and charter change initiatives must also lead and sponsor these changes. They already make decisions related to strategy, resources and schedule. These same leaders must participate actively and visibly throughout the project, build coalitions of sponsorship and communicate directly with employees about why the change is needed. Business leaders must also show how the change is aligned with the vision and strategy of the organization. The role of “sponsor of change” is not one that can be delegated or assigned; it is tied to and dictated by the actual change that is being implemented.

**Project Management defined**

Project Management is the set of processes and tools applied to business projects to develop and implement a change. One of the key components of effective Project Management is having the change defined – you must know what is changing (processes, systems, job roles, organizational structure, etc.) in order to manage that change effectively. Project Management also involves an understanding of the trade-offs between time, cost and scope of a change. Finally, Project Management is the application of the discipline called “project management” that is a structured approach for managing tasks, resources and budget in order to achieve a defined deliverable.

**Change Management defined**

Change Management is the application of a structured process and set of tools for leading the people side of a change to achieve a desired outcome. Change Management requires two perspectives – an individual perspective (leading individuals through change) and an organizational perspective (how groups are managed through a change process). Effective Change Management mitigates the risks of productivity loss, negative customer impact and employee turnover, while maximizing speed of adoption and ultimate utilization of the change throughout the organization. Change Management is the final element of the PCT model and is essential for achieving the business results associated with a change.