

PUBLIC
KNOWLEDGE®

The People Path to Organizational Change

Introduction

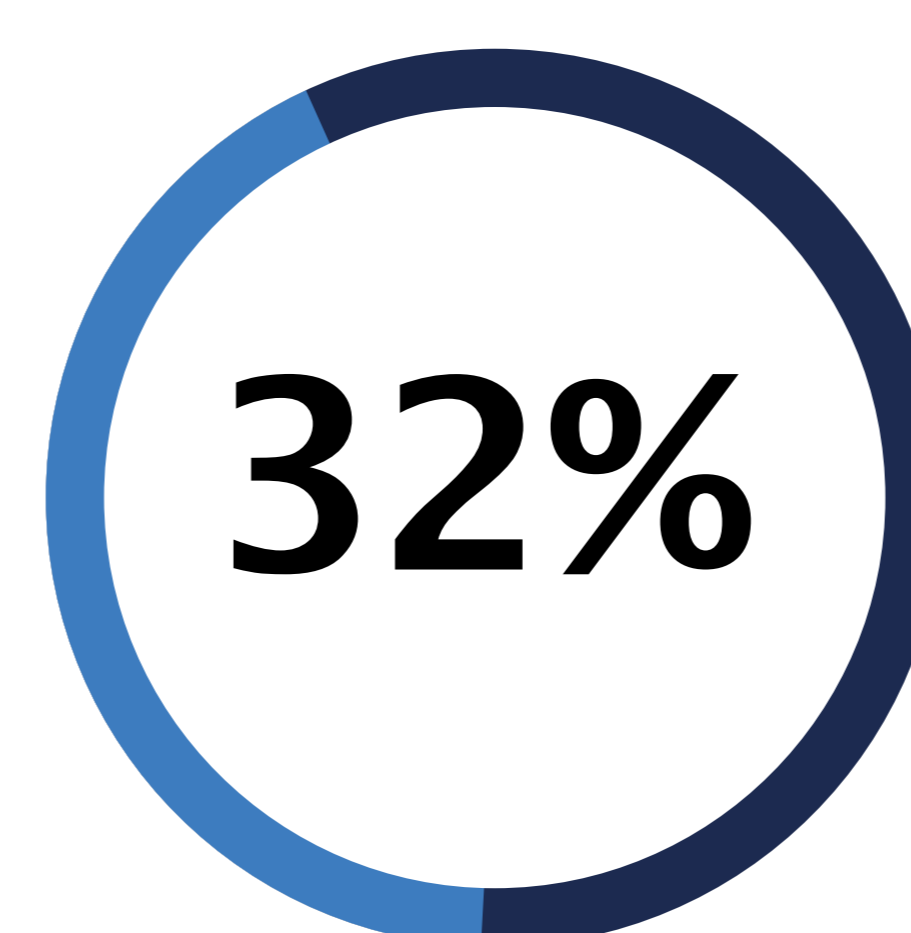
More than 50 percent of large-scale change initiatives struggle or fail most often because of organizational resistance, not technical problems¹. Navigating change is one of the most significant challenges in any project and often determines its success.

Organizational Change Management (OCM) is a structured process that supports people as they adopt new processes so projects reach their intended outcomes faster and with less disruption. When done well, it clarifies the reason for change, strengthens buy-in and commitment while reducing barriers for those affected.

By focusing on collaboration, building capabilities, and supporting individuals, these approaches help organizations implement and sustain change more effectively.

Problem Statement

Change starts at the individual level before it spreads across an organization. Yet even in well-planned initiatives, only



of leaders report achieving healthy change adoption by employees³

People experience change differently, and successful change depends on understanding what is changing, why it matters, and the steps required to adapt. Real transformation occurs when organizational leaders provide the support individuals need to connect these dots.

A structured OCM approach helps determine when, where, and how to introduce interventions that improve project outcomes. It supports leaders and staff through targeted communications and training. By engaging key influencers to reinforce behaviors, the organization can embed change over time and sustain improvements.

Solution

Change starts with people, and project outcomes improve when individuals are supported through the transition. With extensive experience in OCM, Public Knowledge® aligns strategies with project goals and guides leaders and teams to strengthen collaboration. Internal capabilities are built and new ways of working are embraced and maintained. This approach helps organizations achieve transformational outcomes.

25%

Increase in Project Success Factors²



¹ and ² https://www.prosci.com/blog/why-change-management_gi=1*1fj52zb*_up*MQ..*_gs*MQ..&gclid=Cj0KCQiA7se8BhCAARIsAKnF3rzay211MfoVfCfbVu0vE4VKwuJHltDEFZPwwmLtpiy24NCmmfXHWUaAtcDEALw_wcB

³ https://www.prosci.com/blog/why-change-management_gi=1*1fj52zb*_up*MQ..*_gs*MQ..&gclid=Cj0KCQiA7se8BhCAARIsAKnF3rzay211MfoVfCfbVu0vE4VKwuJHltDEFZPwwmLtpiy24NCmmfXHWUaAtcDEALw_wcB

This approach incorporates elements of the Prosci® ADKAR® Model, a proven framework for guiding individual and organizational transformation. The model represents the five concrete outcomes needed to achieve lasting impact:



Public Knowledge® OCM methodology incorporates the ADKAR® Model across five key stages:

Prepare for Change



Planning lays the groundwork for success. Change is defined early, roles are assigned, and teams are aligned to build shared understanding. This step also includes developing a transition plan and mapping business processes.

Assess and Plan



Understanding readiness for change highlights strengths and barriers and establishes a foundation for effective decision-making. Insights from this evaluation guide the OCM approach and clarify where to focus efforts and how to measure progress.

Communicate and Engage



Clear messaging builds buy-in and reduces resistance to change. A comprehensive plan can support existing communication efforts.

Guide Individuals and the Organization

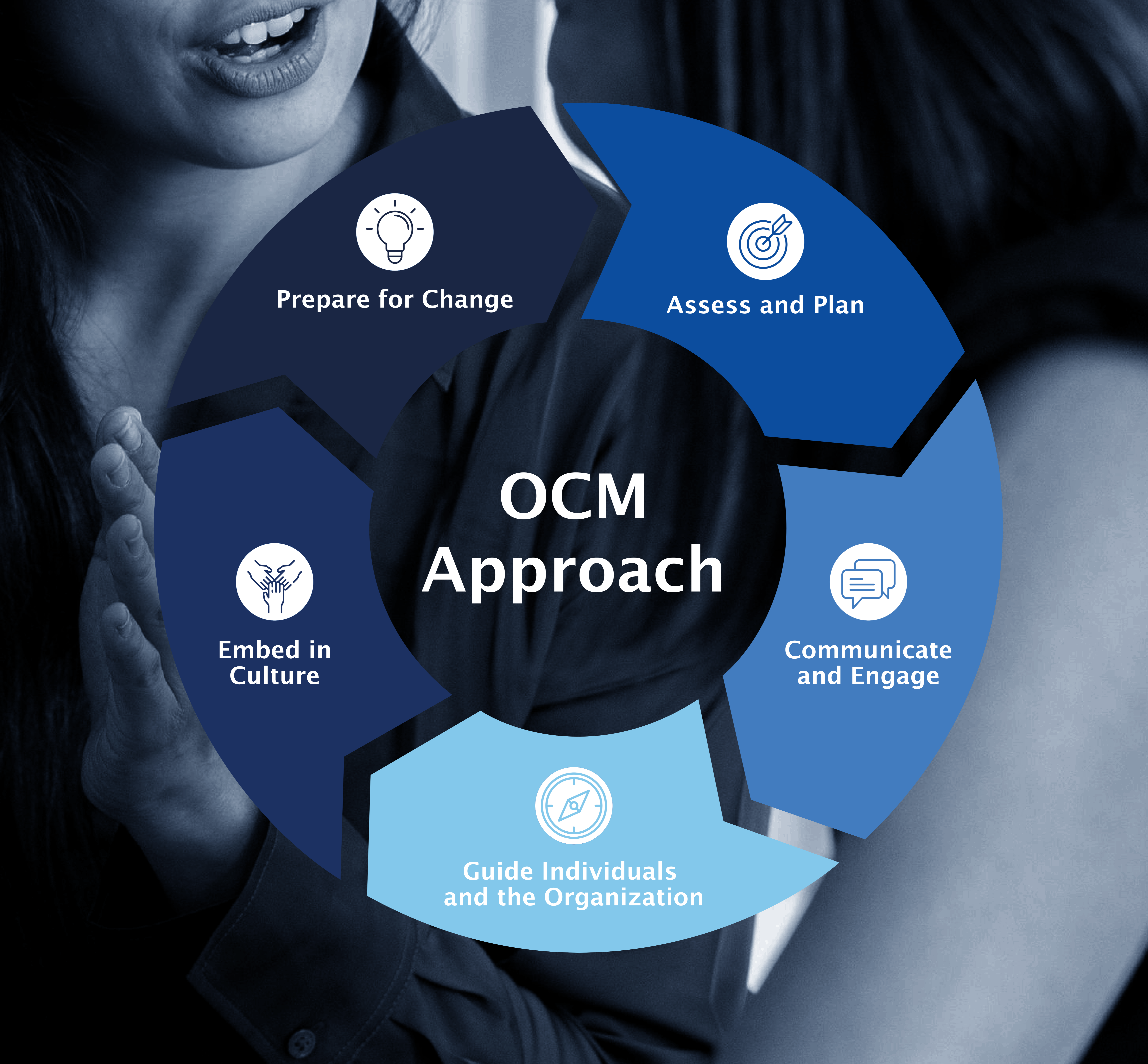


A training plan and schedule build new skills while identifying and addressing barriers at both the individual and organizational levels.

Embed in Culture



When change is embedded into the organization's operating environment and reinforced through performance incentives, it is more likely to be sustained.



OCM Approach



Prepare for Change



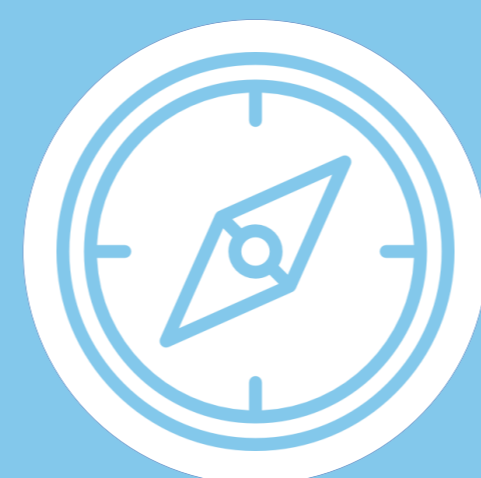
Assess and Plan



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Embed in Culture



Guide Individuals and the Organization

Conclusion

Organizational change touches every project, and success depends on how people experience it. When leaders and teams are supported and equipped with the right information, individuals adopt new ways of working more effectively, and the organization as a whole becomes better prepared for what comes next. Frameworks like ADKAR® and our OCM methodology provide structure to guide this process, helping organizations embed change into everyday operations and sustain improvements over time.