

The Prosci Portal:

How collaboration changed the
face of change management



Down-to-earth people.
Out-of-this-world programming.

Probably no company is so well-known for its change management training, resources, and tools as Prosci (pronounced “pro-sigh”) in Loveland, Colorado. But when this globally recognized firm encountered a problem even they couldn’t solve, they turned to Rocket Jones for help.

View the finished portal at:
[▶ http://portal.prosci.com](http://portal.prosci.com)

This is the story of the successful collaboration between Prosci and Rocket Jones, resulting in an exceptional online Portal, revolutionizing the way Prosci does business.

WHAT IS CHANGE MANAGEMENT?

There’s one thing all human beings resist — change. It doesn’t matter whether change is personal or professional; it’s always a challenge. Change management is all about managing the way people respond to change. Change management practitioners are professionals who use structured processes, tools, and techniques to help individuals embrace and adopt change.

A LITTLE BACKGROUND ABOUT PROSCI

Prosci was founded in 1994 by an innately curious engineer who asked the simple question, “Why are some projects successful, while others are not?”

As he collected data and conducted research around this question, he discovered the biggest factor in the success or failure of a project was *people*—specifically, how people reacted to and implemented change. From this information he developed Prosci’s ADKAR model for getting people to buy into and commit to change:

- A** Awareness of the need for change
- D** Desire to participate and support the change
- K** Knowledge of how to change
- A** Ability to implement required skills and behavior
- R** Reinforcement to sustain change

“For all of time, change has always happened, and always will...one person at a time. If we can equip change management practitioners with better tools for catalyzing individuals to change, it becomes easier for them to support large numbers of people making changes.”

— Tim Creasey, Chief Development Officer, Prosci

RECOGNIZING THE PROBLEMS

Being a research-based company, Prosci had collected vast amounts of data over the years regarding what works and what doesn’t when it comes to implementing change. Prosci produced large numbers of quality papers, books, training courses, and tools to help change practitioners promote and manage change.

Over time, the volume of information became so great it had to be dispersed over two different websites. “The websites were collapsing in on themselves from the sheer weight of content,” says Jorge Garza, Project Manager at Prosci.

THE CAST

The collaborative project between Prosci and Rocket Jones involved many people, but these are the main cast of characters mentioned in this story:

- Jorge Garza, Project Manager, Prosci
- Tim Creasey, Chief Development Officer, Prosci
- Jeff Bristol, CEO, Rocket Jones
- Jeff Shoemaker, Senior Software Architect, Rocket Jones
- Nate Lamb, Project Manager, Rocket Jones
- OneTribe Creative, Graphic Design

Prosci identified several problems that desperately needed solutions:

- Their websites were difficult to navigate, making it hard for change practitioners to find what they needed. Even Prosci's world-class trainers had difficulty accessing their resources.
- Information varied widely, from paper reports, to Excel spreadsheets, to web-based tools, to in-person training. There seemed to be no consistency in format.
- Data gathering and analysis methods were labor-intensive.
- Publishing costs were going up for paper-based resources, such as books.

That's when Prosci decided it needed a single place where change management practitioners could find the tools they needed, all with a consistent look and feel.

"We envisioned a single web Portal that would serve as a virtual workbench for accessing cutting-edge web applications and resources, but we didn't have the expertise to create it," says Tim Creasey, Chief Development Officer at Prosci.

FINDING A VENDOR

Prosci was very cautious and deliberate when it came to choosing a vendor. They'd had an unpleasant experience in the past with another company that was supposed to build a software tool for them. Because the company was in another state and its software developers were constantly changing, Prosci had difficulty finding out how the project was progressing. When Prosci finally saw the resulting tool, it bore little or no resemblance to what they'd asked for, and it didn't even work properly.

Based on this unfortunate experience, Prosci realized it needed more than a vendor to deliver a product ... it needed a partner. "We looked for local talent we could collaborate with to bring our ideas to life," says Creasey.

Enter Rocket Jones. Garza recounts the first face-to-face meeting with Rocket Jones:

"Their CEO came out to meet us personally. When we talked, he really listened. We felt comfortable sharing ideas with him, and he seemed right on board with our Portal vision. We decided then and there to move forward with Rocket Jones."

FIGURING OUT A PROCESS THAT WORKS

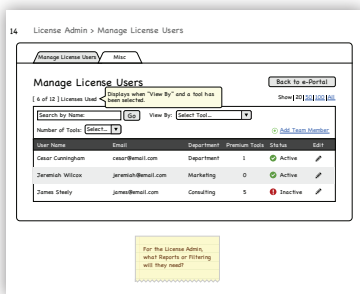
Prosci had only a rough idea of their Portal vision. But Rocket Jones knew that the first step in making their vision a reality was to listen.

"We spent time getting to know Prosci, listening to their needs, interpreting those needs through technology, and then getting back to them with ideas for a solution," says Jeff Bristol, CEO of Rocket Jones.

Rocket Jones then had to decide which tools and resources would become part of the Portal and which would be converted to Web applications (since many were in spreadsheet format). "It was essential to develop a detailed

“Of all their great qualities, collaboration is probably the top one for Rocket Jones. Jeff Bristol knows how to juggle business needs, user experience, and our vision. Plus, he’s incredibly adept at understanding the impact of one on the other.”

— **Tim Creasey,**
Chief Development Officer, Prosci



roadmap to migrate the tools to the Portal,” says Jeff Shoemaker, Senior, Software Architect at Rocket Jones.

Together, Rocket Jones and Prosci embarked on a collaborative and iterative design process. The process revolved around five major areas: (1) project discovery, (2) build wireframes (create detailed blueprints for each web application), (3) iterate through client feedback, (4) code and develop, and (5) conduct extensive testing.

Here’s how the process worked:

1. Discovery. Rocket Jones and Prosci brainstormed ideas to come up with possible solutions.
2. Build wireframes . Rocket Jones sketched Prosci’s ideas for each web application using wireframes (line drawings that act as blueprints for the software).
3. Iterate through client feedback. Prosci walked through the wireframes, discussing any changes with Rocket Jones. Rocket Jones then adjusted the wireframes until they met with Prosci’s approval.
4. Code and develop. Rocket Jones built the software based on the refined wireframes.
5. Conduct extensive testing. Rocket Jones tested the software for bugs and errors and then sent the product to Prosci for testing. Finally, Prosci’s clients took it for a “test drive.” Rocket Jones fixed all issues discovered during testing.

The unique aspects of this 5-step process were the back-and-forth collaboration with wireframing and the extensive testing process.

“Sometimes, looking at the wireframes made us realize we’d forgotten something, so we’d get back to Rocket Jones and share our new ideas,” says Garza. “It was a real back-and-forth process, and Rocket Jones was very patient with us. They listened to our ideas and suggested various ways to implement them. But we never felt they were ‘telling’ us what to do,” concludes Garza.

During the client feedback sessions Prosci received validation that they had indeed selected the right partner — someone who could bend and flex with them. “We quickly discovered that Rocket Jones had no problem keeping up with our ideas because they were in total alignment with our vision, very creative, and trustworthy,” says Creasey.

During the testing phase of the project, Prosci’s trusted clients “test drove” the software and ensured the product made sense to change management practitioners. “We wanted to make sure that someone who was NOT part of Prosci looked at the tool and provided feedback. Sometimes we’re just too close to the product to do that,” says Garza.

Throughout the different phases of the project there were a number of companies involved in the project: Prosci, Rocket Jones, a server company,

and a design company. However, Rocket Jones acted as an advocate and a central point of communication, helping Prosci understand and engage with each company. “We considered them our trusted advisor,” says Creasey.

CREATING A REAL SOLUTION

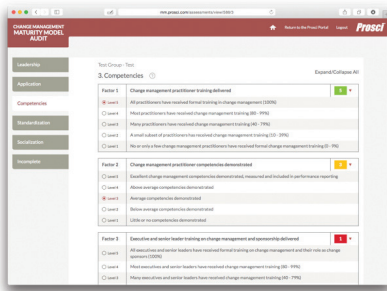
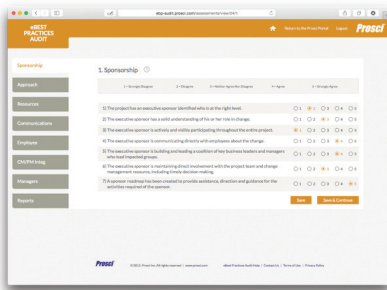
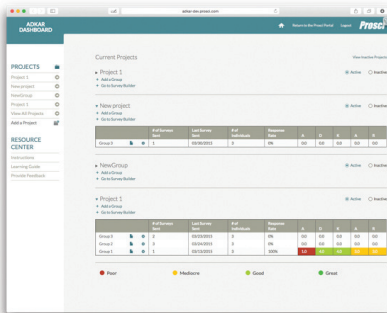
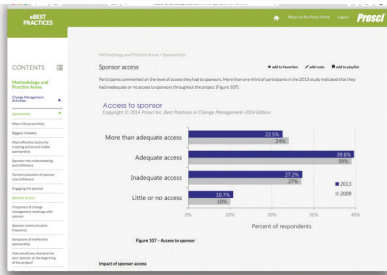
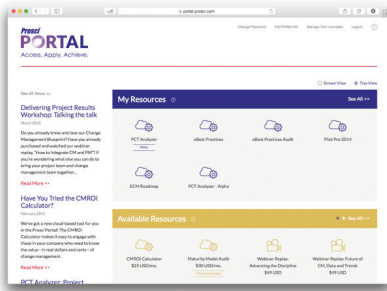
The result of all the collaboration and testing is the successful Prosci Portal. It is a comprehensive suite of modern, usable solutions for change management practitioners. Change management practitioners now log into the Portal daily and find all the tools they need at their fingertips!

- **Single-login authentication.** Users do not have to visit multiple websites, desperately searching for the right tool or resource. Instead, users enter their personal user names and passwords, giving them secure access to the Portal and ensuring their data is private and safe.
- **Interface consistency.** Online tools no longer look and behave differently. All tools in the Portal have a consistent look and feel for improved usability. By using the same design firm, OneTribe Creative, for the look of the Portal and the tools, the team established a Prosci “brand” across everything. Better yet, with so many online resources, Prosci doesn’t have to worry as much about the rising costs of publishing books and paper reports.
- **Consistent payment models.** Through the Portal, users not only have access to tools they already own, they also have access to free tools and resources, as well as additional tools for purchase. Rocket Jones developed an easy-to-follow online purchase process that accommodates monthly and annual subscriptions, one-time purchases, and multi-seat products.
- **Inter-tool communication.** The tools in the Portal now “talk” to one another and share data via a special database that Rocket Jones developed. Individuals at Prosci no longer carry out the time-consuming process of sending out customer surveys and then aggregating and analyzing the collected data; instead, the tools do the collection, analysis, and reporting for them. This frees up Prosci’s staff to do what they do best — conducting benchmarking research and developing cutting-edge change management products!

REAPING THE BENEFITS

First impressions are lasting ones, and the design refresh of the online tools and Portal has had a huge impact on Prosci. The cleaner, more modern appearance of the online Portal is a big hit with Prosci customers, along with its myriad of easy-to-use web applications. The Portal has also become a great way for Prosci to deploy new intellectual property and get the latest change-management information to clients faster.

“From day one, our clients have been raving about how the Portal looks, telling us they can’t believe it’s really Prosci. I guess we used to have an image of being rather stodgy academics, but the Portal put that image to rest,” admits Garza.



To learn more about Prosci:

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**ABOUT ROCKET JONES
INTERACTIVE:**

*Founded in 2001 by
Jeff Bristol, Rocket Jones
Interactive specializes in
all things web—from web
sites to custom business
and online applications.
Our team is made up of
14 dedicated people who
not only deliver technical
prowess and elegant
interfaces, but also strong
communication, timely
turnarounds, and met
deadlines. Rocket Jones is
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“We’ve heard from long-time clients that our web presence is finally at the same level of excellence as our world-renowned research and training,” concurs Creasey.

MOVING FORWARD

Rocket Jones turned Prosci’s imagined vision, a unified Portal with friendly web tools, into reality. As a result, Prosci has gained confidence in Rocket Jones’ ability to implement new ideas and has forged a long-term working relationship with them to enhance and migrate more tools to the Portal, as well as develop new ones.

According to Nate Lamb, Project Manager at Rocket Jones, Prosci now thinks of Rocket Jones as an extension of their own team—people with whom they can brainstorm ideas and receive honest feedback.

“We really appreciate Rocket Jones as trusted advisors and as a partner for innovation. They found a way to bring our visions to life so we could provide change management practitioners with tools and resources that will make their lives easier,” concludes Creasey.

➤ View the finished portal at <http://portal.prosci.com>.