

Best Practices in Change Management

11th Edition

Prosci Benchmark Report Executive Summary

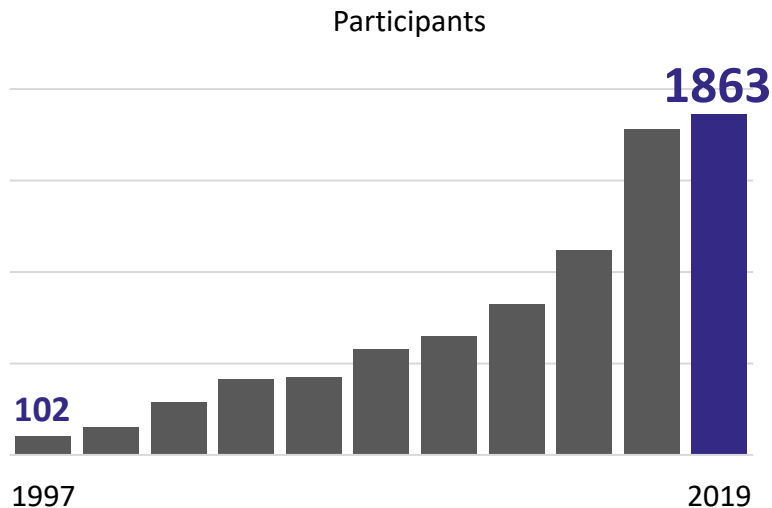
The Largest Body of Knowledge on Change Management

Continuing to lead the discipline through research with real change leaders

Study purpose:

To uncover lessons learned from practitioners and consultants, so that current change management teams can benefit from these experiences. Emphasis is placed on what is working and what is not, in all areas and roles of change management.

The 11th Edition also presents emerging trends in change management, identifies changes that have occurred, and describes the future direction of the discipline. New topics explored in this edition include sponsor challenges and open and participatory cultural impacts on change management.



“

Whether you study specific topics as a learning exercise, use the book as a reference, or rely on the tools and processes derived from the results, I trust that you will find insights that will work to increase your change management efficiency, your project success rate through better adoption and usage, and your organization's ability to manage its portfolios of change.

– Tim Creasey
Prosci's Chief Innovation Officer

Insights, Experiences and Best Practices Organized so You Can Find What You Need

Prosci's 11th Edition of ***Best Practices in Change Management*** is divided into four main parts, making the insights and direction easier to navigate and access.

Within each part, you will discover chapters, sections and findings that you can apply in your change approach to increase the likelihood of delivering desirable change outcomes.

PART ONE: Current State of Change Management

- Insights
- Trends
- Organizational Capability

PART TWO: Change Management Application

- Motivation and Justification
- Effectiveness and Measurement
- Methodology
- CM Budget, Resources and Team Structure
- Change Management Activities
- PM and CM Integration

PART THREE: Roles in Change Management

- Sponsorship
- Managers and Supervisors
- Change Agent Networks
- Consultants
- Complementary Roles

PART FOUR: Adapting and Aligning Change Management

- Culture, Employee and Stakeholder Engagement
- Customizing CM by Industry
- Aligning CM With Specific Approaches
- Managing Complex Changes
- Saturation and Portfolio Management



Part 1 – Current State of Change Management

Chapter 1 – Insights

Foundational findings from change management research on the most critical steps to drive success

Chapter 2 – Trends

Explore what is happening at the forefront of an emerging and maturing discipline

Chapter 3: Organizational Capability

Move past a project-by-project approach to build an organizational change capability into the DNA and fabric of your organization

To begin, we focus on the key obstacles faced by current change management practitioners around the globe and the tools they use to overcome these challenges. Next, participants identify the changes they expect to see in the discipline within the next 2-5 years, and we report the trends they are observing.

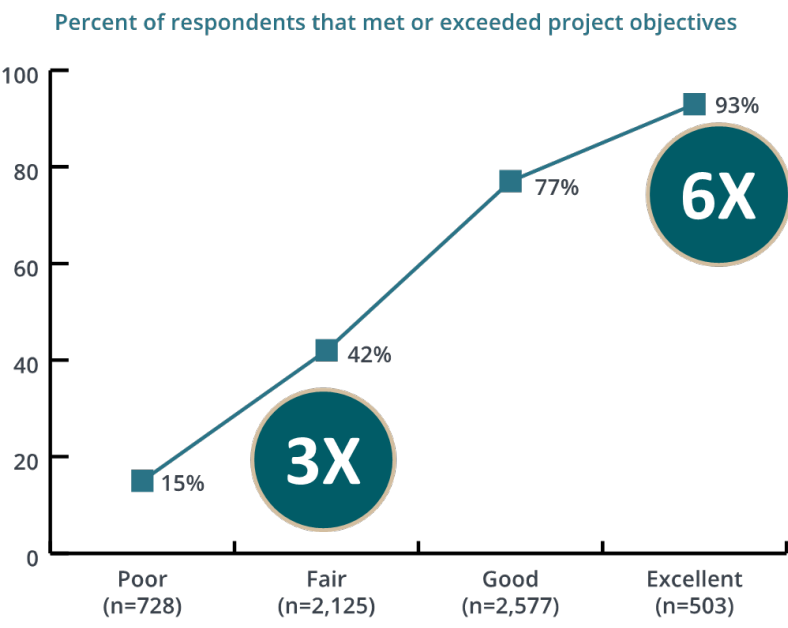
This part concludes with participants describing how they deployed change management capability projects within their respective organizations and how they might alter or improve deployment of change management capabilities.

Effective Change Management Drives Results and Outcomes

Change management is a success enabler

Research on thousands of initiatives shows a direct correlation between how well the people side of change is managed (change management) and how successful the effort is.

Projects with improved change management had increased likelihood of meeting objectives, finishing on time, and finishing on budget.



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

6X

Increased
Likelihood
of meeting objectives



Research Insight



Part 2 – Change Management Application

Chapter 4: Motivation and Justification

Gain buy-in and commitment for change management by focusing on the results and outcomes you deliver

Chapter 5: Effectiveness and Measurement

Measuring change management work and outcomes based on research

Chapter 6: Methodology

Increase change management effectiveness with a structured methodology

Chapter 7: CM Budget, Resources and Team Structure

Size and secure the right resources for optimizing your change management efforts

Chapter 8: Change Management Activities

The specific steps effective change managers take to influence project success

Chapter 9: PM and CM Integration

The power of complementary disciplines working in partnership toward a common objective

This part focuses on the tools, techniques and methodologies used by change management practitioners to effectively implement change projects, specifically:

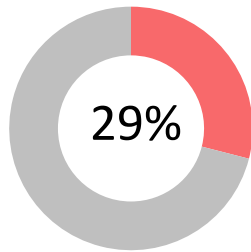
- Techniques for justifying change management within your organization
- Measurements of correlation between project success and change management effectiveness
- Strategies for applying change management methodologies

Sponsorship Correlates with Project Success

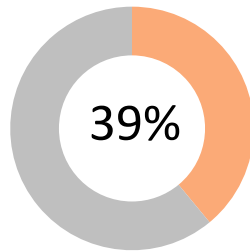
Better sponsorship = better results

Analysis of data from the 11th Edition research report shows a direct correlation between the effectiveness of sponsorship and the likelihood of meeting project objectives.

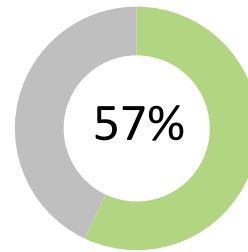
Percentage of projects that met or exceeded objectives based on sponsor effectiveness



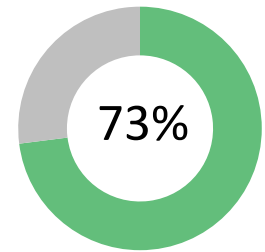
Very ineffective
sponsors



Ineffective
sponsors



Moderately effective
sponsors



Extremely effective
sponsors



Research Insight



Part 3 – Roles in Change Management

Chapter 10: Sponsorship

Active and visible sponsorship is the single greatest contributor to the success of a change initiative

Chapter 11: Managers and Supervisors

Managers and supervisors legitimize the changes impacting the teams they lead

Chapter 12: Change Agent Network

Extend project support and credibility through an engaged group of advocates

Chapter 13: Consultants

Strategically leverage experienced change professionals to drive performance

Chapter 14: Complementary Roles

Collaborate with internal support functions to enhance change management outcomes

Part Three explores the different roles that are present during a change project and the various ways in which they can improve change management results. Participants identified the most critical functions for each role as well as the potential challenges that can arise specific to each role.

New for this report, we expanded our research to capture common sponsor challenges, impacts of these challenges, and the adaptations made in common sponsor challenge scenarios.

Sponsorship is the Number 1 Contributor to Success

Active and visible sponsorship is key to success

In each of Prosci's 11 benchmarking studies, change leaders commented on the greatest contributor to success. In 11 out of 11 studies, effective sponsorship was identified as the top contributor to success. And it wasn't even close – sponsorship beat out the second top contributor by a 4:1 margin.

Top contributors to success:



Research Insight

4

Part 4 – Adapting and Aligning Change Management

Chapter 15: Culture, Employee and Stakeholder Engagement

Navigate the complexity of managing change within the context of culture, employee and Stakeholder engagement

Chapter 16: Customizing CM by Industry

Adapt change activities to the unique challenges of your industry

Chapter 17: Aligning CM with Specific Approaches

Change management intersects with program management, lean, agile and more

Chapter 18: Managing Complex Changes

How to adapt when the project presents difficult change management scenarios

Chapter 19: Saturation and Portfolio Management

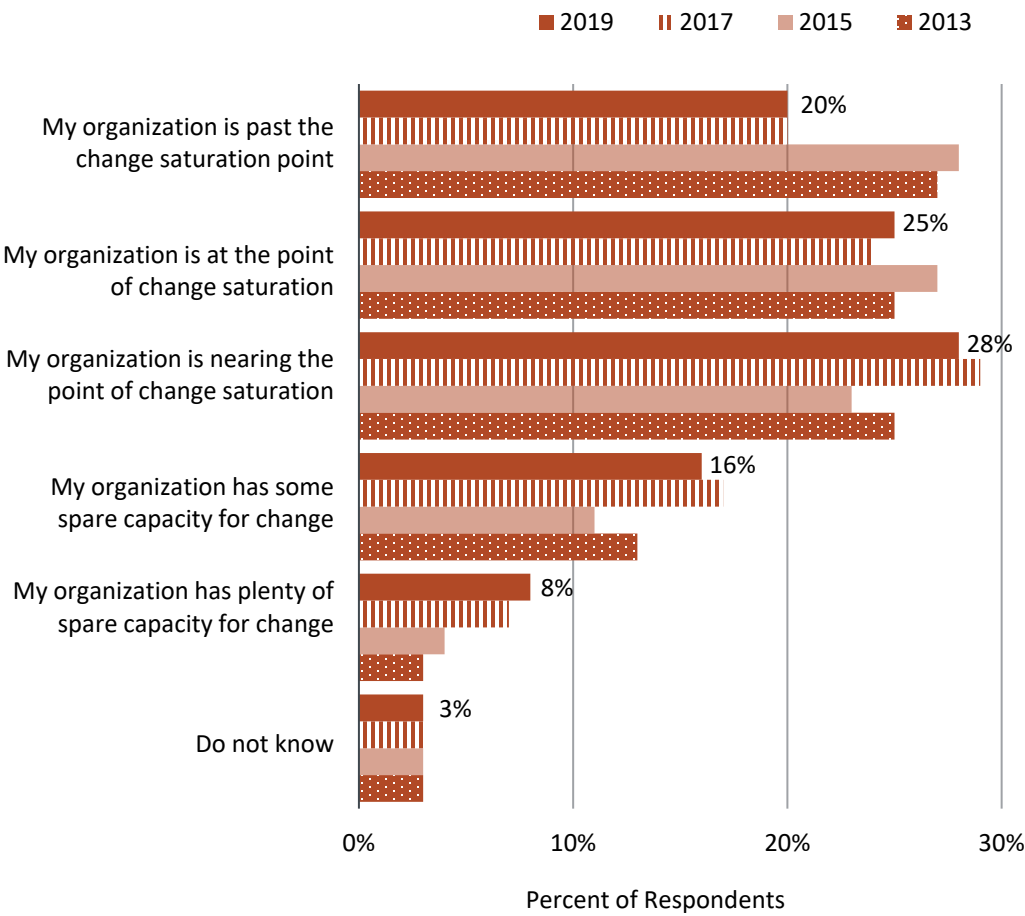
Mitigate the cumulative and collective impact of an increasing volume of change

Part Four discusses the many ways in which change management can be – and in many cases must be – adapted and tailored to a specific organizational setting. Cultural context, industry setting, and organization-wide goals are all factors that influence change management.

This part gives insight into how current change management practitioners adapt and change their techniques in order to effectively manage change in all different organizational and cultural settings.

Organizations Are Reaching Change Saturation

Level of Change Saturation



Percentage of participants reporting past, at or nearing saturation point:	
2013	77%
2015	78%
2017	73%
2019	73%



Research Insight

Uncovering New Insights on Emerging Topics and Issues

In each study, Prosci explores topics and issues facing change leaders – 2020 is no exception

Since 1998, each of the 11 benchmarking studies have enabled Prosci to expand and deepen the discipline of change management by focusing new questions and sections on the areas where practitioners are looking for research and direction. Recently, Prosci headed the effort of conducting topical studies in addition to the Best Practices Report. The topical studies allow us to take a much deeper exploratory approach into specific emerging market trends as they unfold in the discipline of change management in a timely and efficient manner. Responding quickly to the market prioritizes our clients' success.

The 11th Edition research report and topical reports include the following emerging topics:

- Sponsor Challenges, Impacts and Adaptations
- Stakeholder Engagement

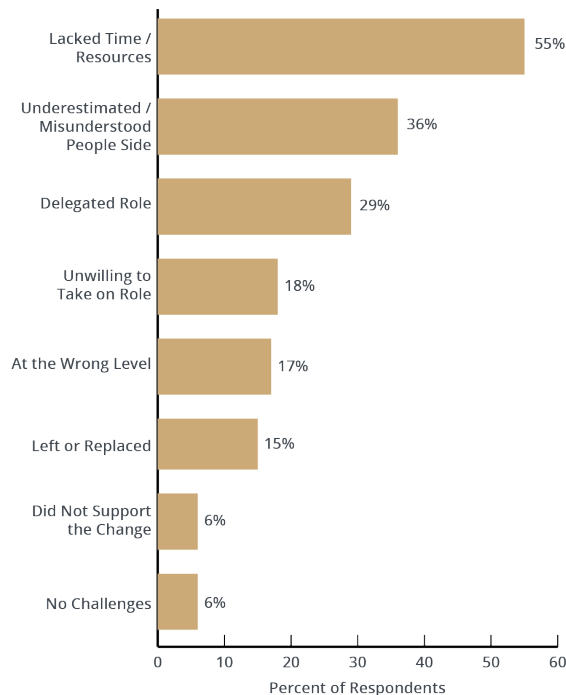


Sponsor Challenges Deep Dive

Prosci took a unique approach to studying sponsor challenges in the 11th Edition of the *Best Practices in Change Management* report. Research focused on answering the question:

What tangible impacts and adaptations did change managers make when facing common sponsor challenges?

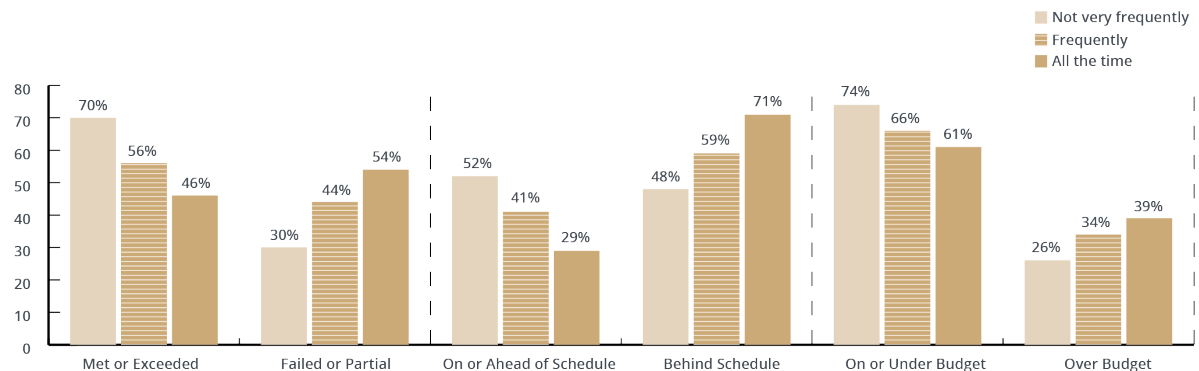
Figure 10.13 – Sponsor Challenges



Research Finding: Participants identified the impacts they encountered when their sponsor lacked the time or resources to effectively sponsor the change:

1. Project slows or stalls
2. Project seen as unimportant by impacted groups
3. Project critical decisions and support was not made or given
4. Project communications became less impactful or failed

Figure 10.18 – Impact of sponsor lacking time or resources on meeting objectives, project schedule and project budget



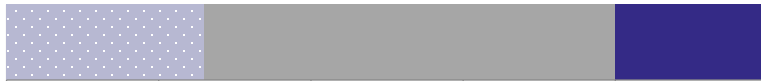
New Topic

Demographics Summary: Who Contributed the Data?

21% less than 500 employees **Number of employees:** 15% more than 35,000 employees



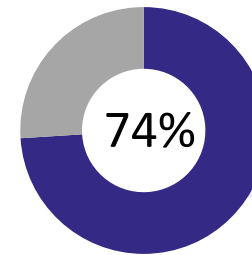
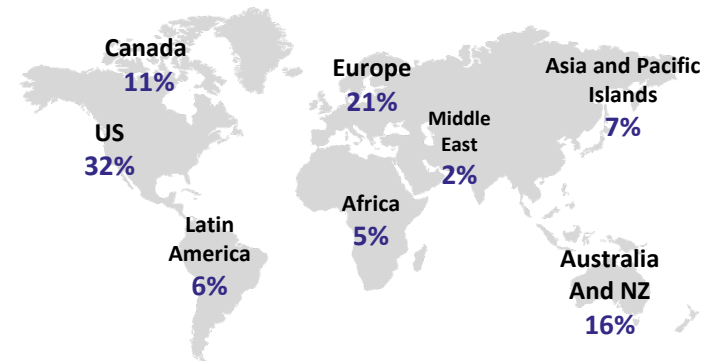
25% less than \$50 million **Revenue:** 21% more than \$5 billion



Top industries represented:

1. Healthcare
2. Consulting
3. Government – State
4. Finance
5. Other
6. Government – Federal
7. Education Services
8. Manufacturing
9. Insurance
10. Information Services

Participants from around the world, representing 85 countries



of our participants had change management certification

Respondents were experienced practitioners





Why Prosci® Change Management training?

Whether you are new or experienced in the field of Change Management, Prosci will provide you with a structured approach to effectively manage the people side of change.

What makes the Prosci Change Management approach unique?

- ▶ A holistic approach that integrates both the individual and organisational aspects of change
- ▶ A clear framework, effective for any type or size of change
- ▶ Practical, easy-to-use eToolkit for practitioners with tools, templates, assessments and checklists
- ▶ Contextualised training; assessing and building change management plan for real projects

* Prosci's research has shown that projects with excellent change management are:

6x more likely to meet or exceed their objectives

5x more likely to be on schedule

2x more likely to be under budget

* Prosci® Best Practice Research 2018

A D K A R

© Prosci Inc. All Rights Reserved.

The ADKAR Model is a framework for understanding change at an individual level.

The Model addresses each of the ADKAR factors: *Awareness, Desire Knowledge, Ability and Reinforcement* so that we can successfully employ it to facilitate individual change.

Contact us

www.cmcpartnership.com
changemanagement@cmcpartnership.com

Why CMC, to help build your Change Management capability?

Owned and managed by Change Practitioners, CMC is licensed to deliver Prosci Change Management Training worldwide. Our courses are delivered by highly qualified instructors who also have practical experience in change, programme and project delivery.



CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®

CMC offers a wide range of change management training, advisory and support to suit you and your organisations needs:

- ▶ *Prosci Change Management Practitioner Certification* course for change professionals
- ▶ *Workshops* for sponsors, managers, project teams and employees
- ▶ Advanced training for change professionals, including *Enterprise Change Management Boot Camp, Experienced Practitioner, Train-the-Trainer* and other applied learning support
- ▶ A range of complementary *workshops* designed to support and progress your change projects
- ▶ Advisory support, coaching and flexible access to change management expertise

Locations

- ▶ CMC is the sole provider of public training across the UK & Ireland, Italy and Singapore
- ▶ Private courses can be facilitated on a client site or at a venue of choice, anywhere in the world

"It's been 3 days of light bulb moments!"

Rachel Vipond
Portfolio Manager, Ishoni

The Prosci Change Management Methodology

- Draws upon continual field research with more than 4.500 participants worldwide
- The most widely used change management methodology in the world
- Based on Prosci's 3-Phase Change Management Process as a leading framework for managing the people side of change:
 - Phase 1: Preparing for change
 - Phase 2: Managing change
 - Phase 3: Reinforcing change

