21 May 2021

A Smorgasbord of Insights from Prosci's Latest Best Practices Report

The webinar will start at 11:00 CET

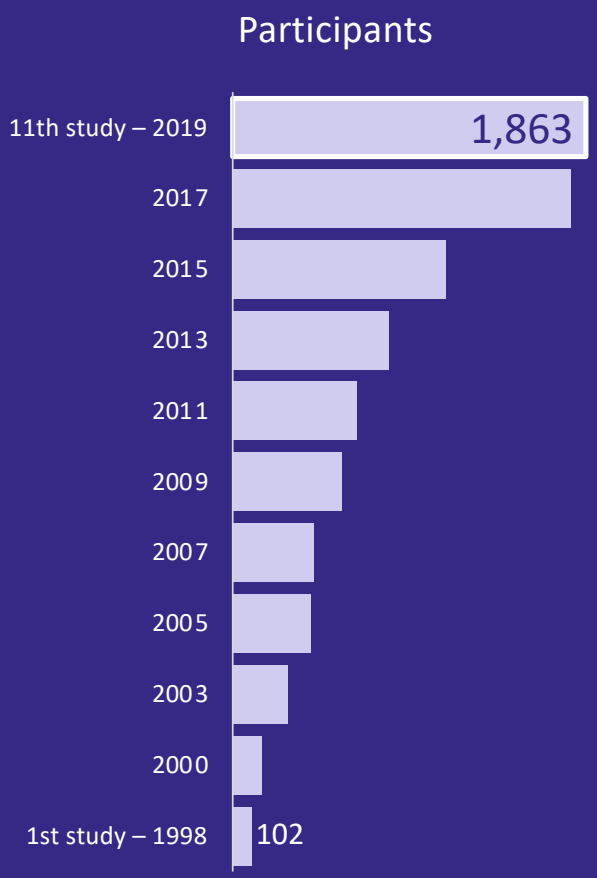
Nexum
The future is change

Sample findings from Prosci's *Best Practices in Change Management – 11th Edition*

Focused on Bite-Sized, Actionable Insights

Research Insight

Prosci, at Its Core, Is a Research Organization



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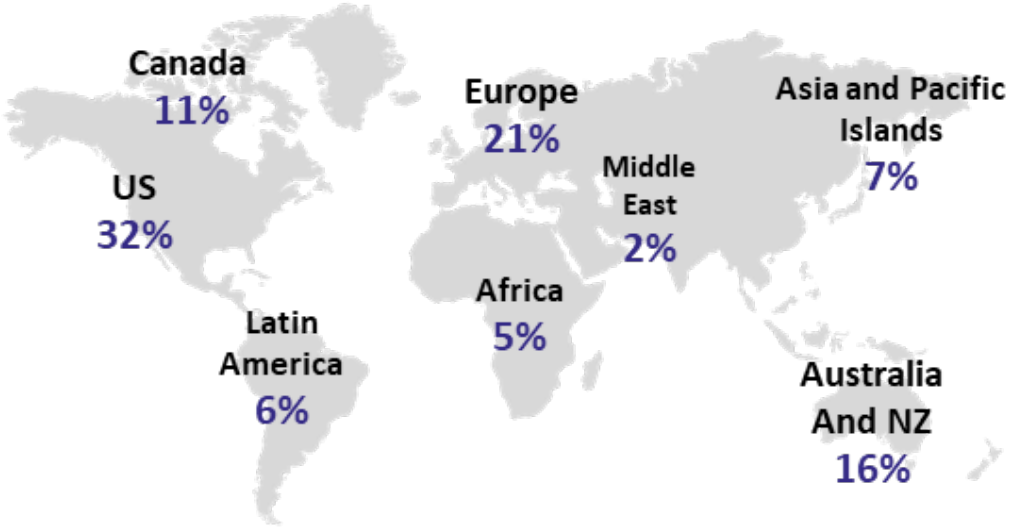

Study input from leading organizations around the world:

Real Lessons From Real Practitioners

- ✓ 44% of projects impact 1,000 or more employees
- ✓ 66% impact more than one division
- ✓ 89% impact business processes
- ✓ 55% expect significant increase in change
- ✓ 72% are nearing, at or past saturation point

Largest body of knowledge on change management

Topics Studied

Advice for new practitioners
Agile
Aligning CM with other disciplines
Biggest obstacles
Change agent networks
Communications
Complementary roles
Complex change
Culture
Engagement
Global awareness
Greatest contributors
Integrating CM and PM
Job roles and locations
Justifying CM
Manager role
Measurement and metrics
Methodology
Organizational change capability
Readiness
Reinforcement
Resistance management
Resources and budgets
Saturation and portfolio management
Sponsorship
Sustainment
Team member attributes
Training
Trends in CM
Vertical industry customization

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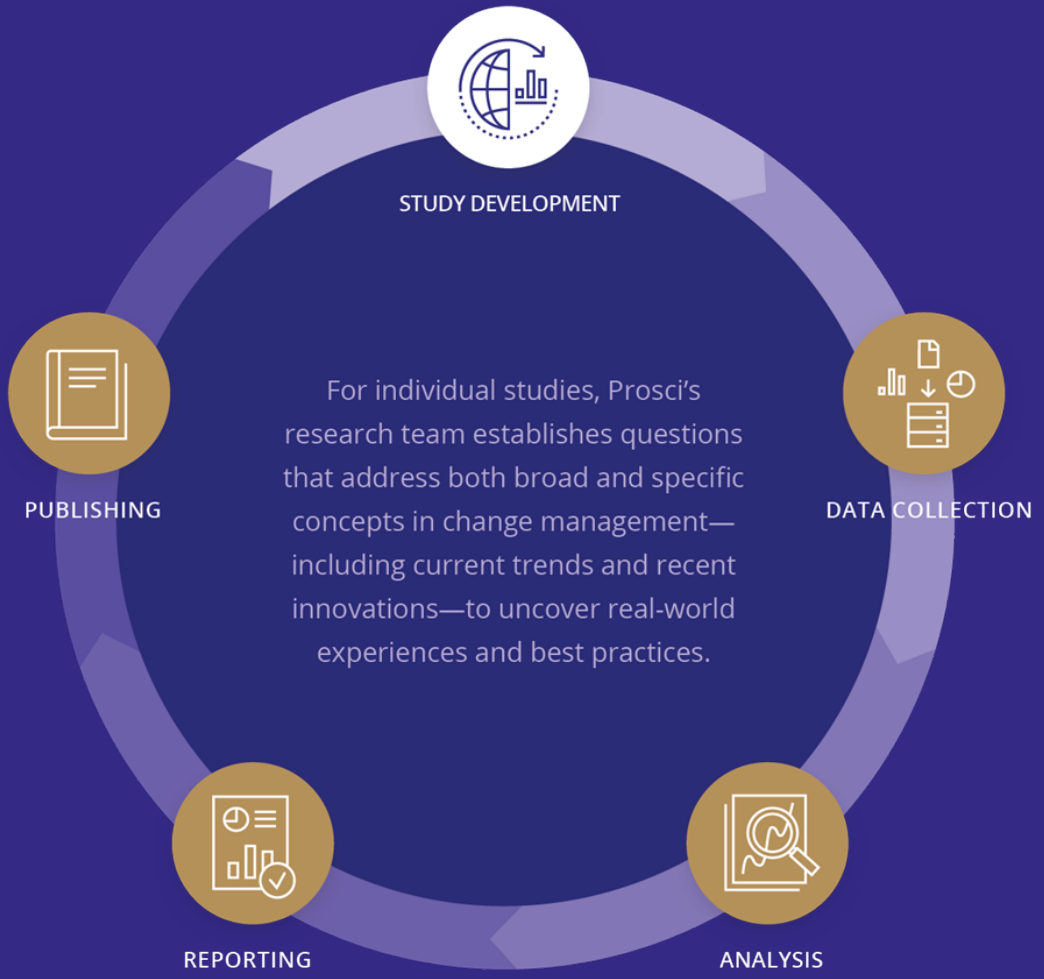
"Research is formalized curiosity. It is poking with a purpose."

Zora Neale Hurston

The Prosci Research Process



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Best Practices in Change Management – 11th Edition

Research Compendium with Multiple Source Dates

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Explore Key Findings

Actionable Insights

- **Longitudinal** – same variables over long periods
- **New** – extend our knowledge with new findings
- **Refresh** – updated to inform 'best actions'
- **Consistent** – findings that carry forward; candidates for future refresh

4 Parts with 19 Chapters

Report Structure and Highlights

PART ONE: 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*
PART TWO: 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*
PART THREE: 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 FOUR: 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*

Report Structure and Highlights

320 Tables and Figures

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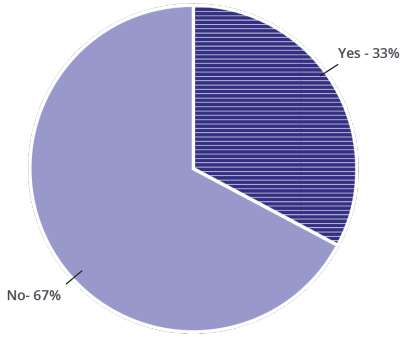
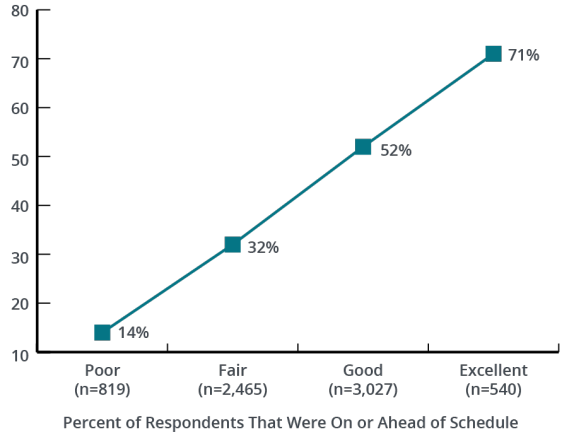
New in this Edition

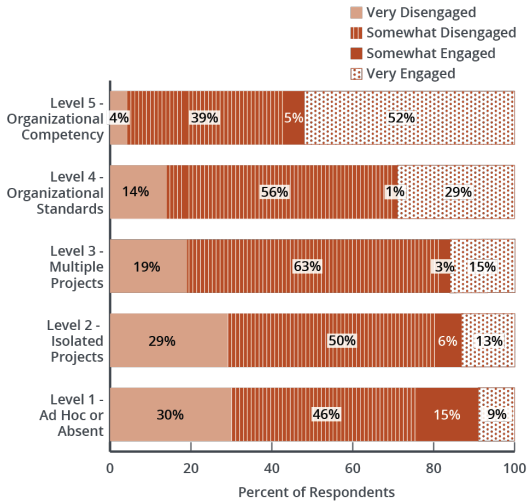
This report is designed for accessibility and compliance with regulatory standards that promote equality for people with disabilities.

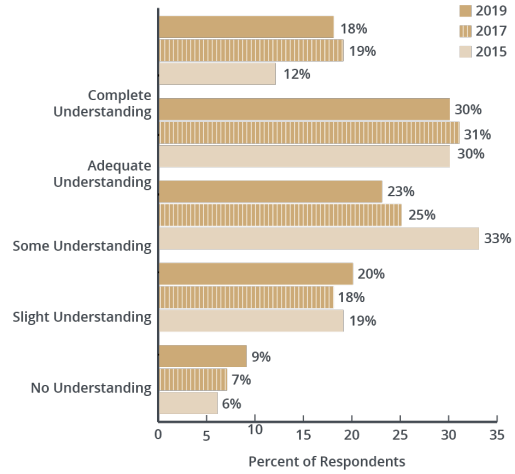
Committed to "Accessibility by Design"





Color, Contrast, Patterns and Layout





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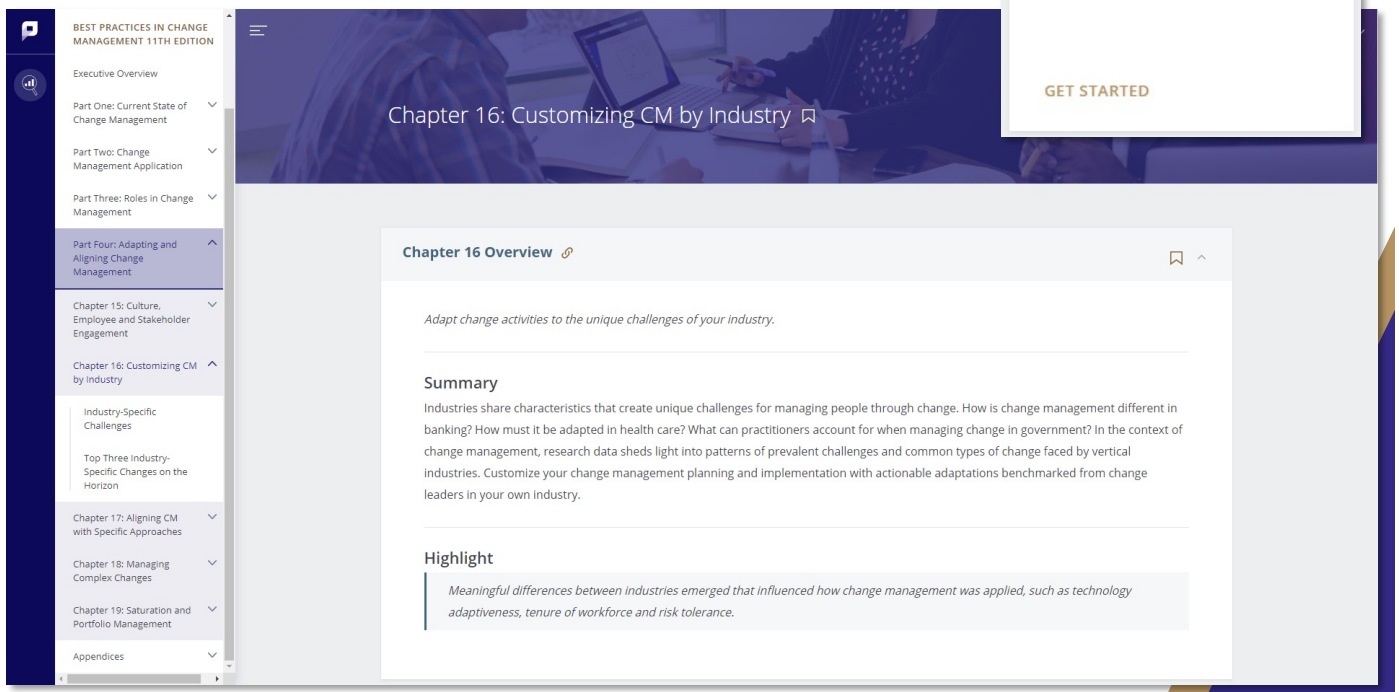
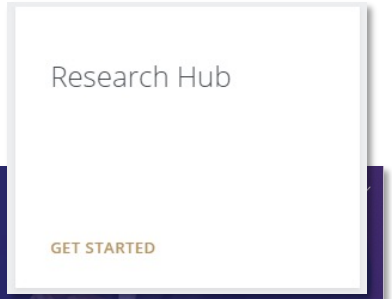
Best Practices in Change Management – 11th Edition
Available in Two Versions

Print: 375 Pages





Electronic: Research Hub

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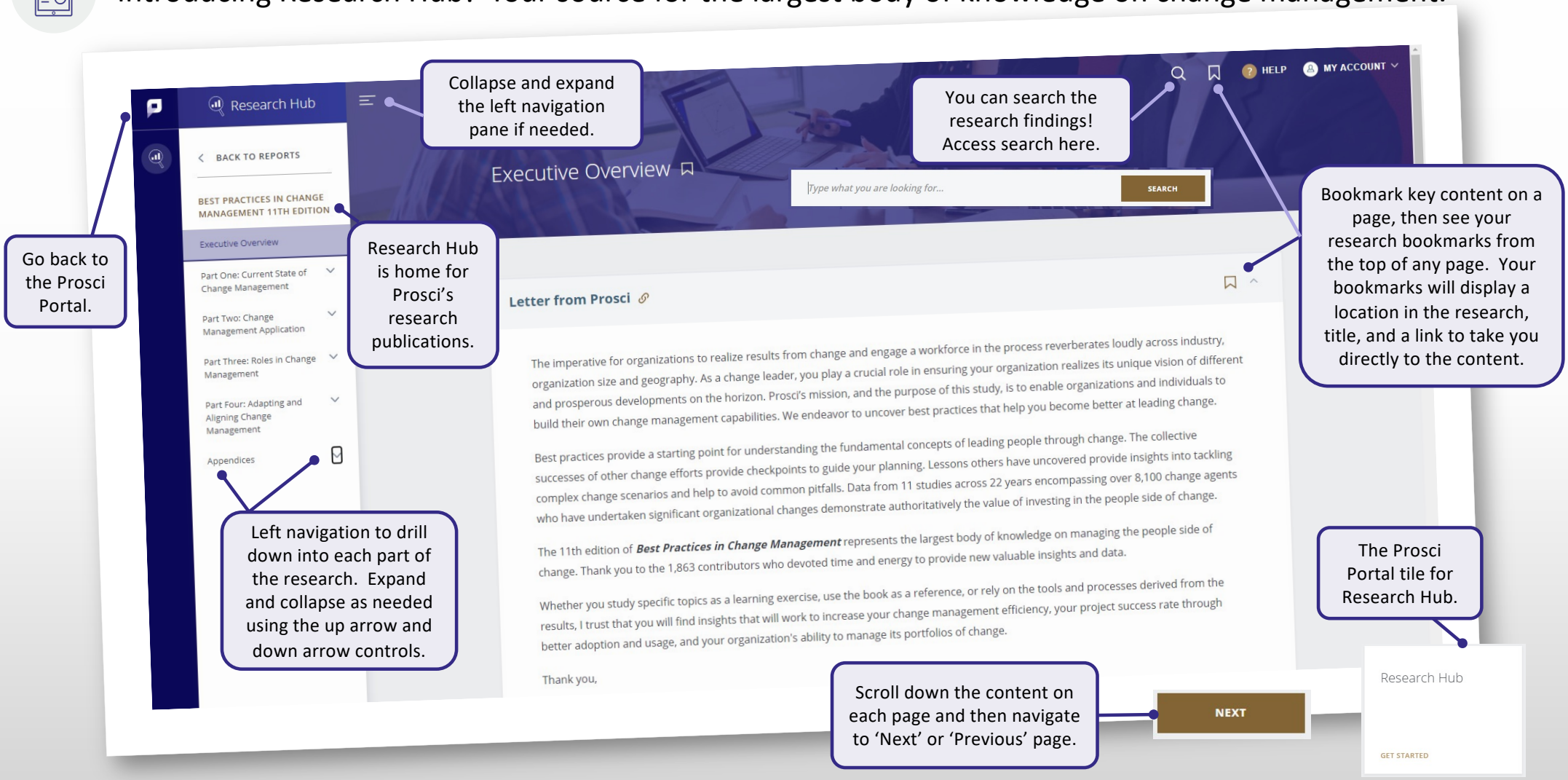
Introducing Research Hub! Your source for the largest body of knowledge on change management.



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For the eleventh consecutive study, active and visible executive sponsorship was identified as the greatest overall contributor to success.
Research Insight

Greatest Contributors to Success

Section 1 - Chapter 1

#1 - 11 out of 11

1. Active and visible executive sponsorship
2. Structured change management approach
3. Frequent and open communication
4. Employee engagement and participation
5. Dedicated change management resources
6. Integration and engagement with project management
7. Engagement with middle managers

Research Insight

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Section 1 - Chapter 2

Internal Two-Year Trends in Change Management

1	Greater understanding of the value
2	Broader application
3	Improved adoption of a standard model or approach
4	Lack of adequate dedicated resources
5	Increased focus on capability-building across the organisation
6	Improved integration with project management
7	Increased leadership support

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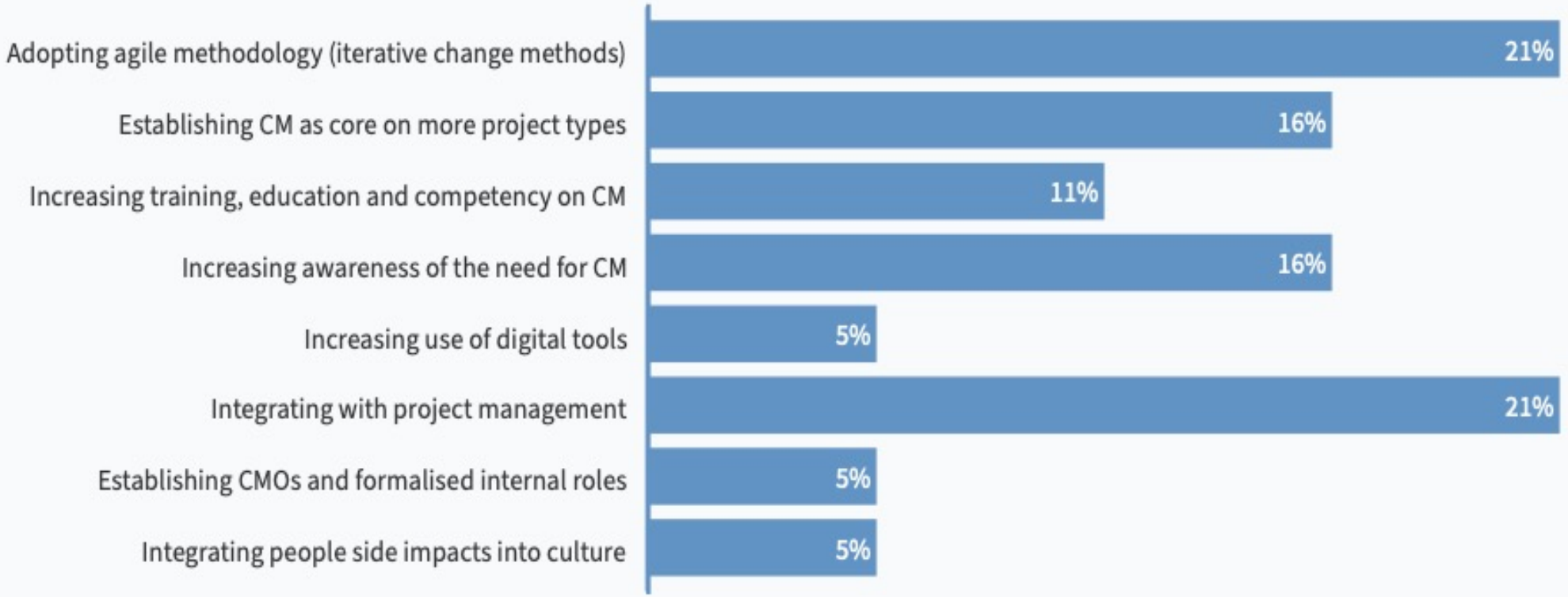
Which three of these change management (CM) discipline trends are most closely in focus for you in 2021? (Select 3)



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Section 1 - Chapter 2

Expected Discipline Trends Over the Next Five Years

1	Adopting agile methodology
2	Establishing CM as core on more project types
3	Increasing training, education and competency
4	Increasing awareness of the need for CM
5	Increasing use of digital tools
6	Integrating with project management
7	Establishing CMOs and formalised internal roles
8	Integrating people side impacts into culture

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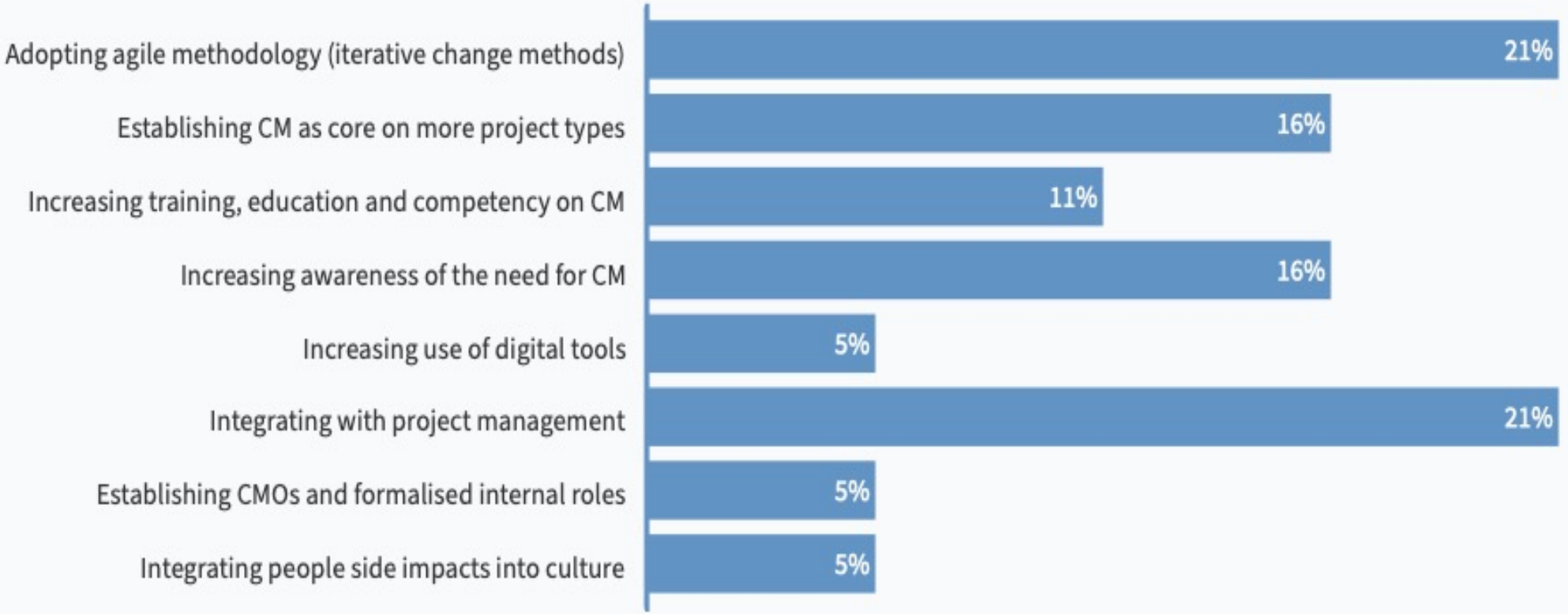

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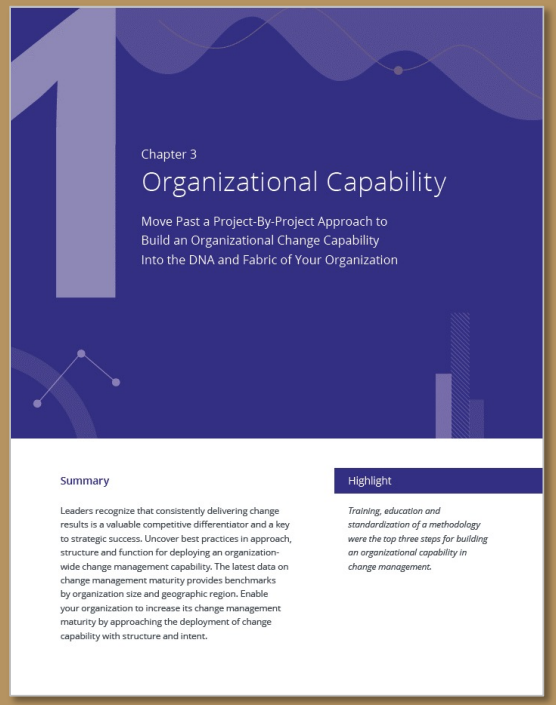
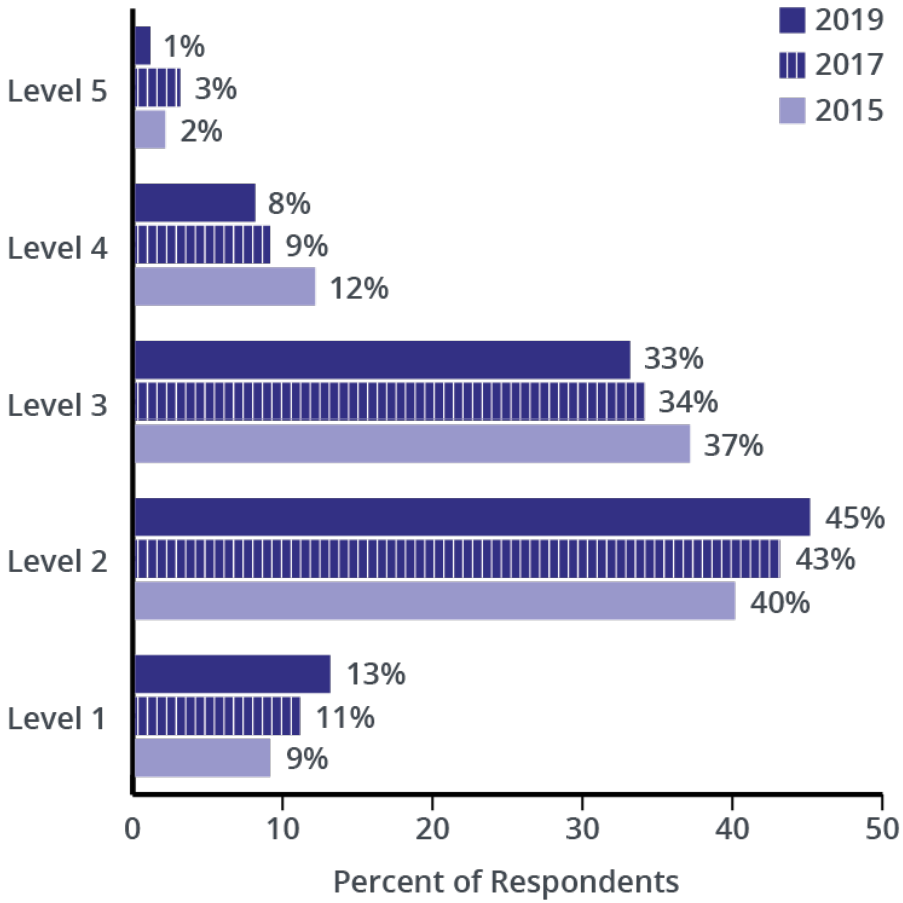
Change Management Maturity



Section 1 - Chapter 3



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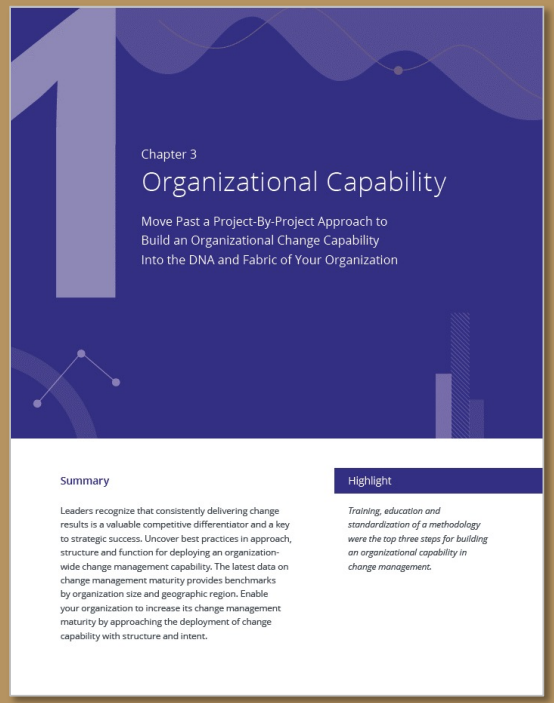
Change Management Maturity



Section 1 - Chapter 3

Table 3.3 – Maturity Model averages by region

Region (percent of study participants from that region in 2019 Study)	Average Maturity Model level 2019	Standard deviation 2019
All regions (100%)	2.39	0.85
Africa (5%)	2.61	
Asia and Pacific Islands (7%)	2.38	
Australia and New Zealand (16%)	2.37	
Canada (11%)	2.39	
Europe (21%)	2.33	
Latin America (6%)	2.25	
Middle East (2%)	2.40	
United States (32%)	2.43	

Averages by Region

Table 3.5 – Maturity Model data segmented by industry

	Level 1	Level 2	Level 3	Level 4	Level 5
Banking	5%	16%	38%	35%	6%
Consulting	4%	7%	32%	46%	11%
Construction	0%	8%	36%	28%	28%
Consumer Goods Manufacturing	3%	8%	44%	33%	11%
Development and Manufacturing	0%	7%	30%	40%	23%
Education Services	0%	4%	31%	54%	11%
Finance	0%	4%	49%	40%	7%
Food/Beverage	3%	4%	30%	48%	15%
Government - Federal	1%	9%	25%	44%	21%
Government - Local & Municipal	0%	3%	20%	62%	15%
Government - Other	0%	22%	41%	26%	11%
Government - State	1%	4%	24%	58%	13%
Health Care	1%	8%	31%	46%	14%
Information Services	0%	5%	28%	55%	12%
Insurance	1%	14%	30%	44%	11%
Manufacturing	1%	6%	33%	49%	11%
Non-profit	0%	2%	41%	50%	7%
Oil and Gas	4%	10%	43%	34%	9%
Other	1%	10%	30%	44%	15%
Professional, Scientific & Technical Services	2%	9%	26%	51%	12%
Retail Trade	4%	5%	38%	35%	18%
Telecommunications	2%	3%	43%	43%	9%
	0%	5%	23%	54%	18%
	1%	6%	49%	37%	7%

Segmented by Industry

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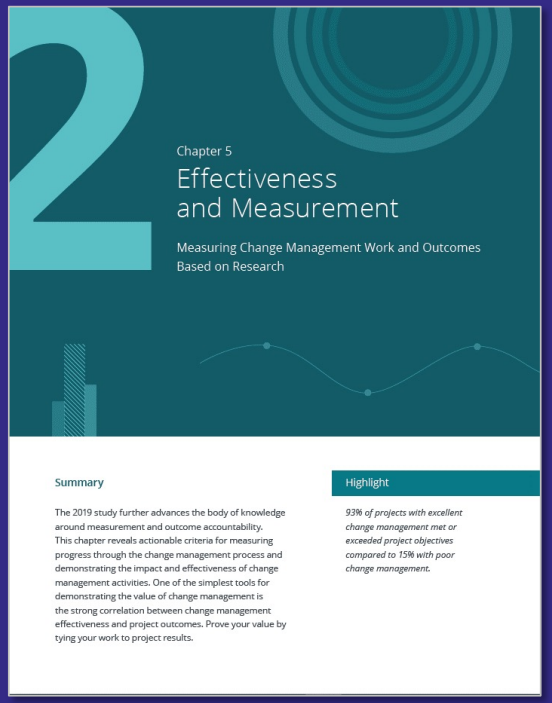
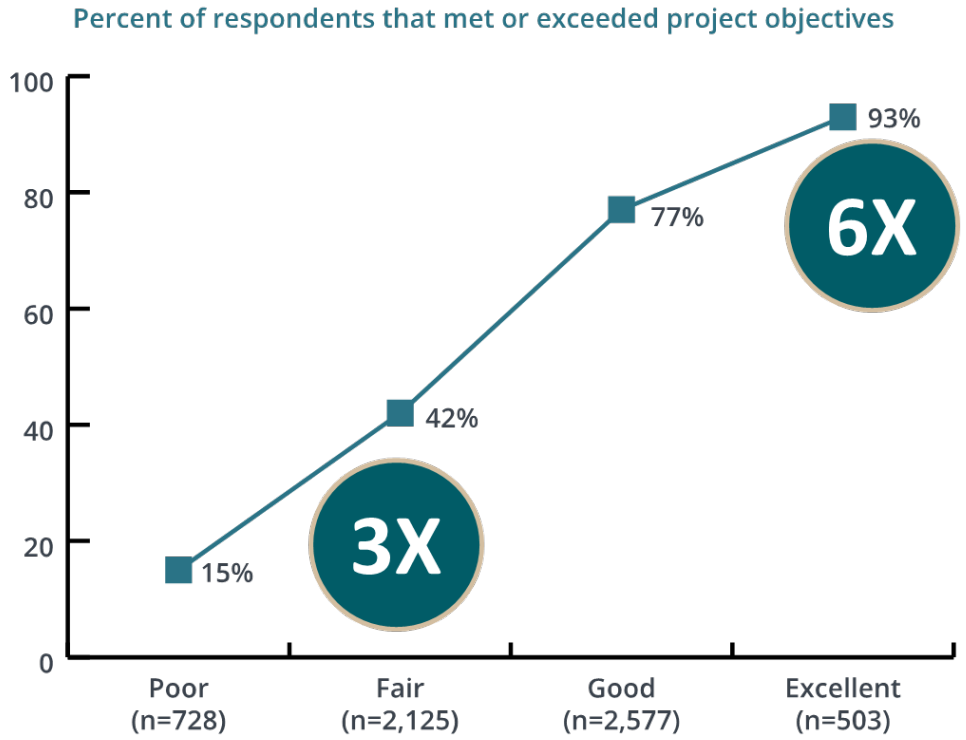
93% of projects with excellent change management met or exceeded project objectives compared to 15% with poor change management
Research Insight

Effectiveness and Measurement



Section 2 - Chapter 5



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

Research Insight

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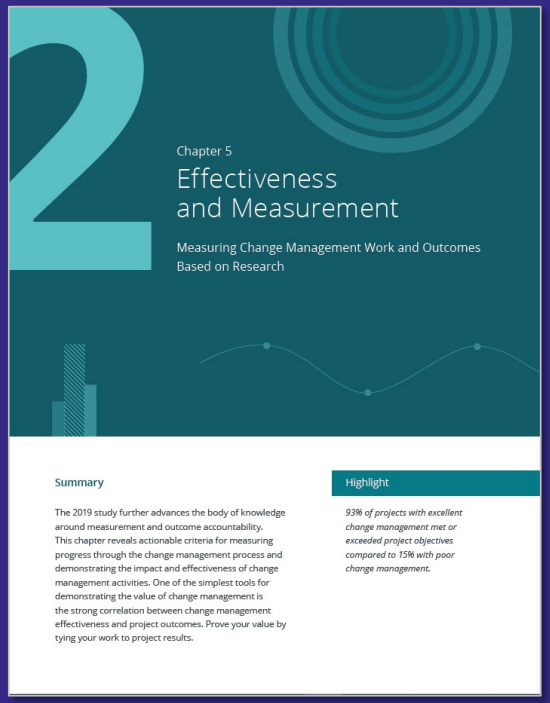
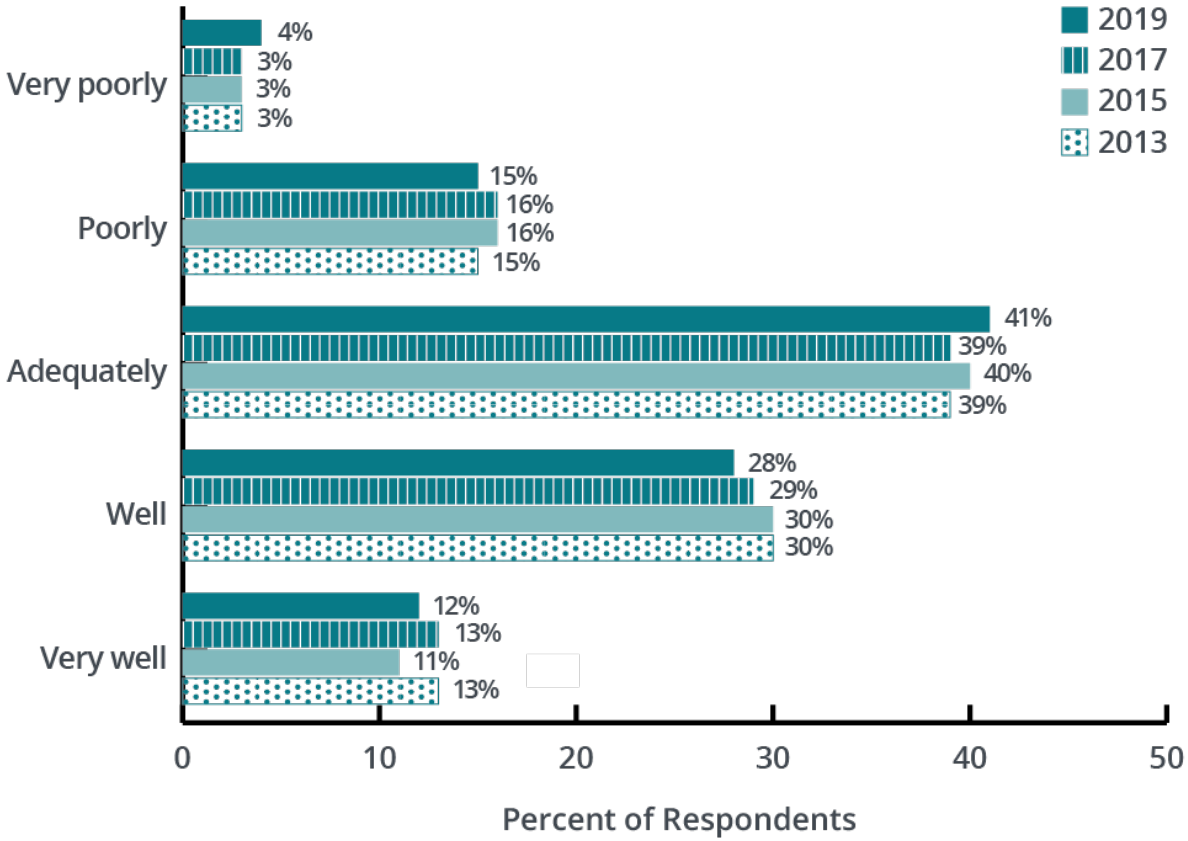
Definition of Project Goals & Objectives



Section 2 - Chapter 5



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Why is it important to have clearly defined project goals and objectives?

“ Without objectives you have no direction ”

“ You are blind otherwise, what are we after? ”

“ To know what you are working on ”

“ To be able to measure afterwards ”

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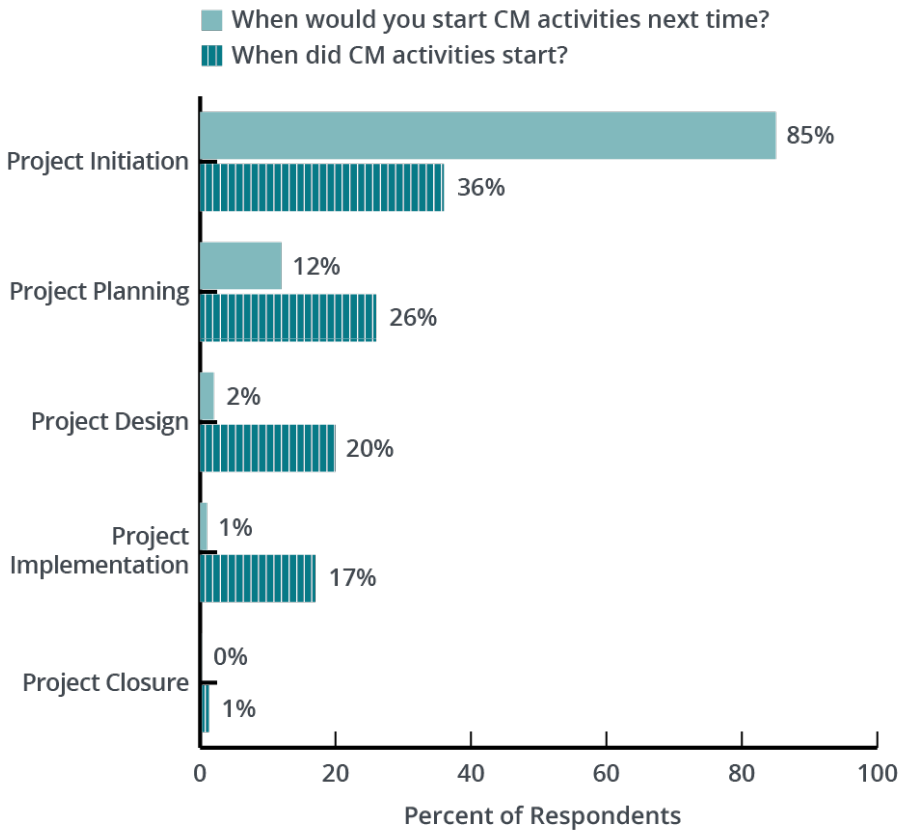
"There is always the challenge of getting people to understand that change management needs to be embedded from the earliest phase of the project."

Research Study Participant

Methodology: When to Start Change Management



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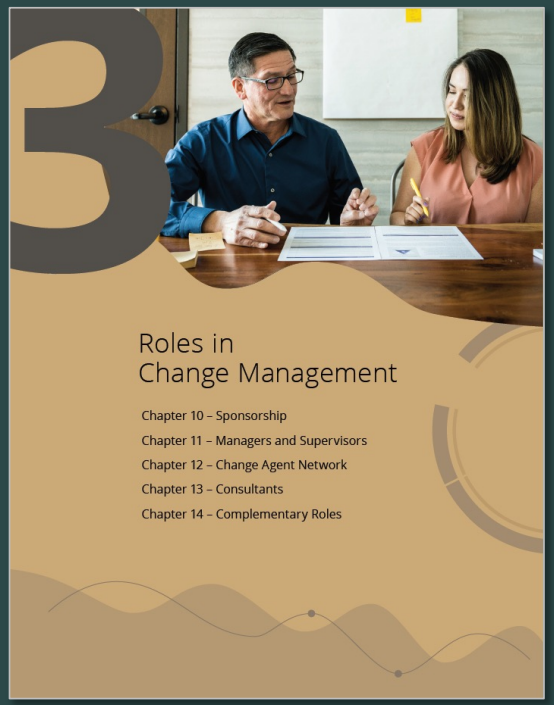
Section 3: Roles in Change Management



Section 3

Chapter 10	Sponsorship
Chapter 11	Managers and Supervisors
Chapter 12	Change Agent Network
Chapter 13	Consultants
Chapter 14	Complementary Roles

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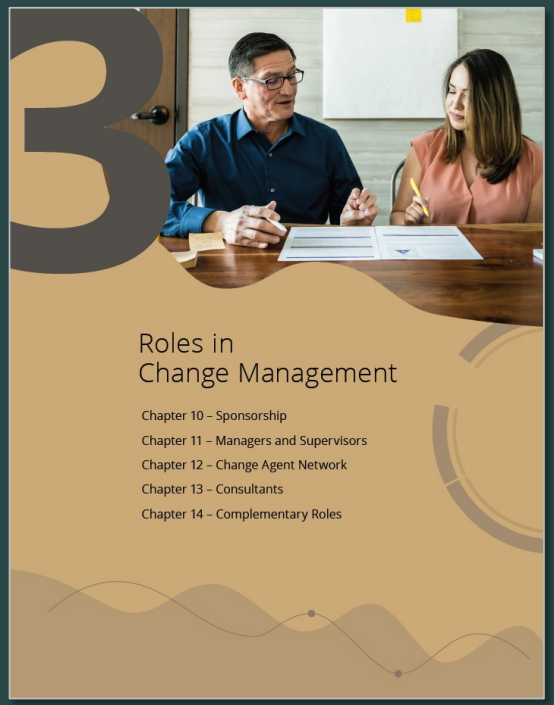
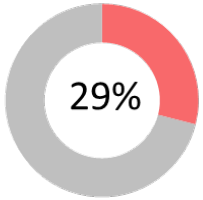
73% of respondents with extremely effective sponsors met or exceeded objectives compared to 29% with extremely ineffective sponsors
Research Insight



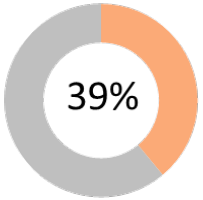
Section 3

Sponsor Effectiveness

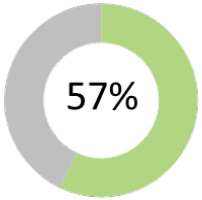
Percentage of projects that met or exceeded objectives based on sponsor effectiveness



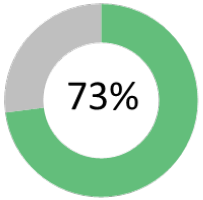
Very ineffective sponsors



Ineffective sponsors



Moderately effective sponsors



Extremely effective sponsors

Research Insight

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Seven Sponsor Challenges

Section 3 - Chapter 10

1	Sponsor left or was replaced during the project
2	Sponsor was at the wrong level to be effective
3	Sponsor lacked time/resources to be effective
4	Sponsor delegated their role and responsibilities
5	Sponsor did not support the change
6	Sponsor underestimated or misunderstood the people side impact of the project
7	Sponsor was unwilling to take on the role/activities required of them

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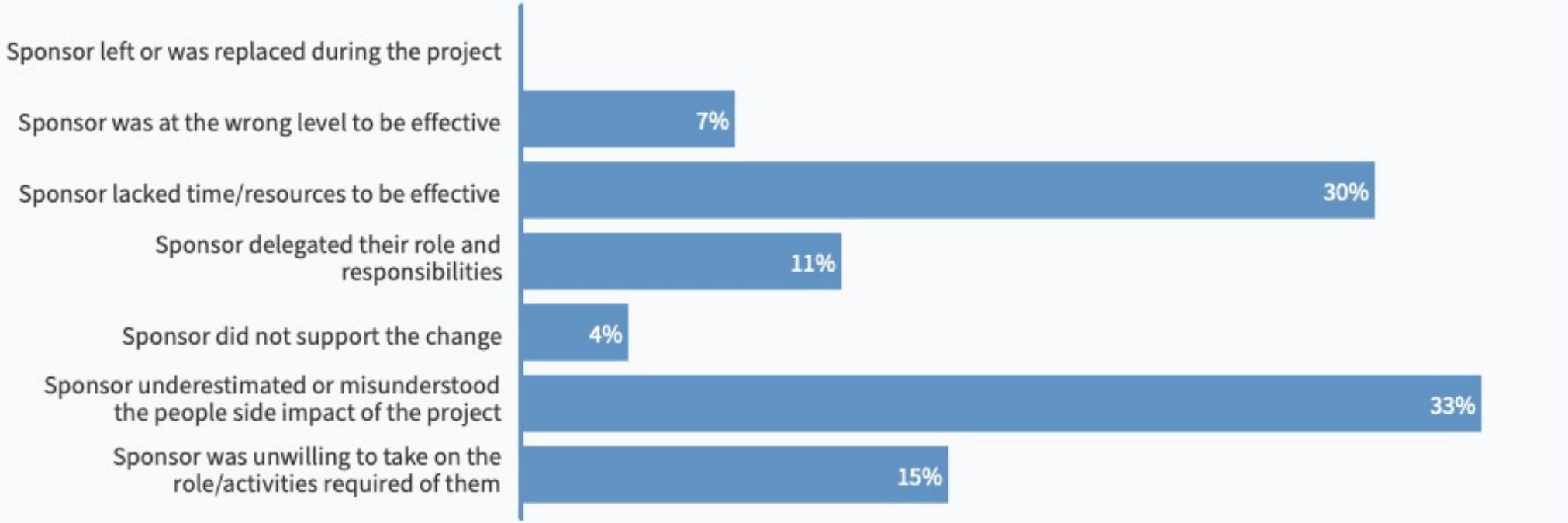
Which of the seven sponsor challenges have you encountered in your organization? (Select 3)



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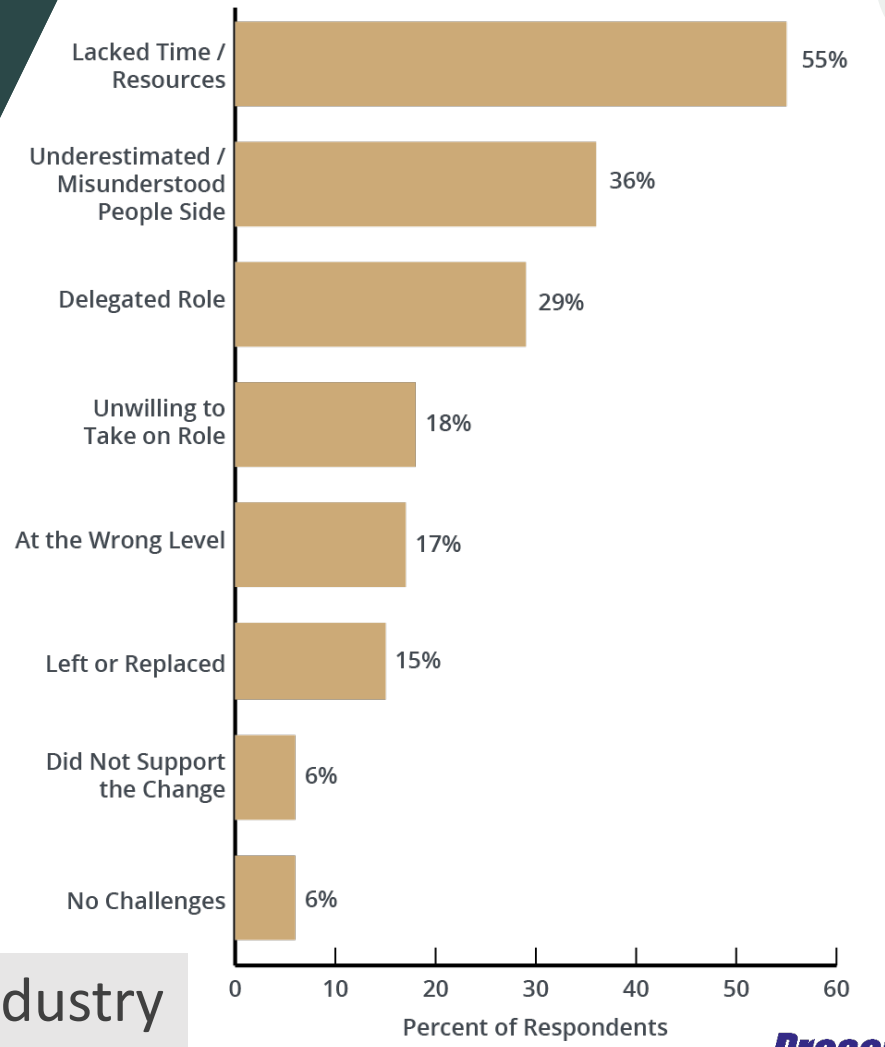
Sponsor Challenges

More than half reported challenges with a sponsor who lacked the time/resources to effectively sponsor the change.



Also Segmented by Industry

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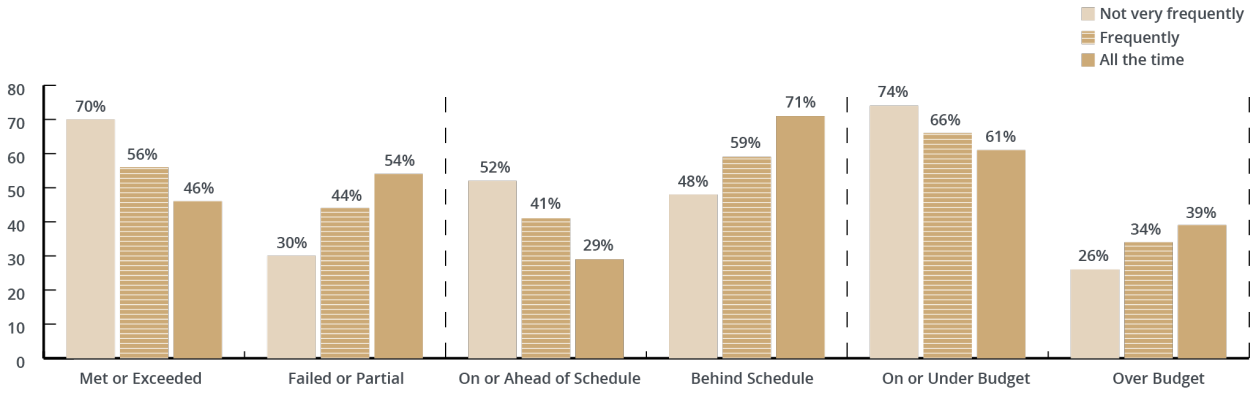
Lacked Time or Resources to Effectively Sponsor

Impact:

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



Adaptations:

1. Create resources that make sponsoring change easier
2. Lean more on project resources
3. Ensure the sponsor availability and commitment early
4. Reserve the sponsor for critical activities

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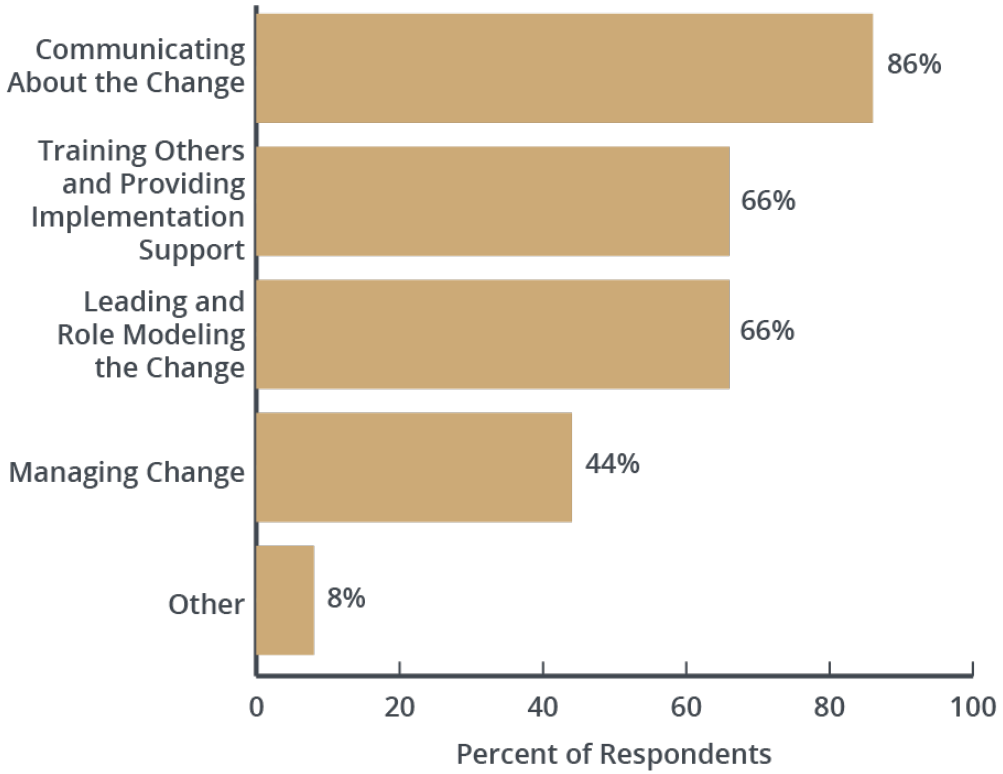
Change Agent Network Roles

More than half reported that their change agent networks were responsible for communicating about change, training others, and leading and role modeling the change.



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70% of participants reported that applying change management had a positive or very positive impact on employee engagement
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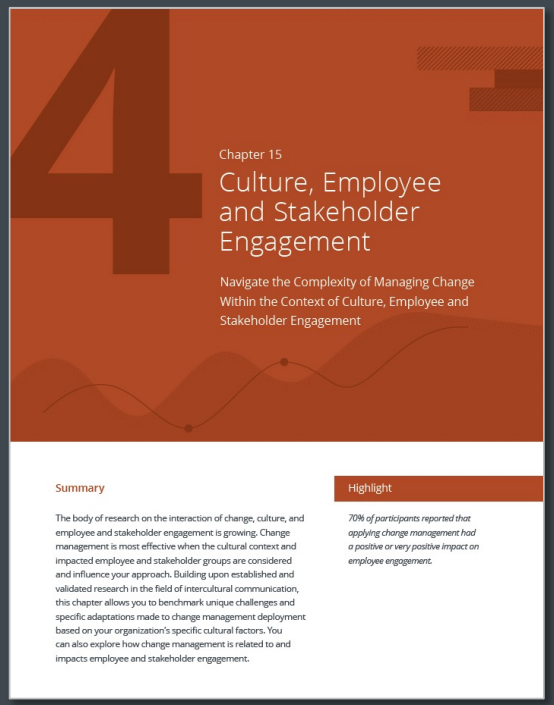
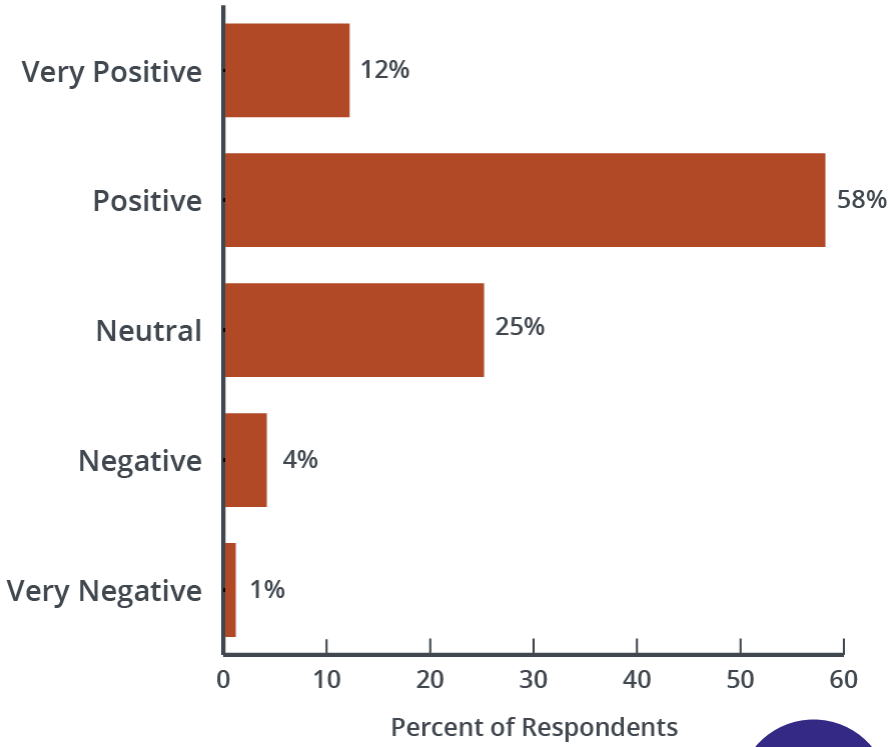
Impact of Change Management on Employee Engagement



Section 4 - Chapter 15



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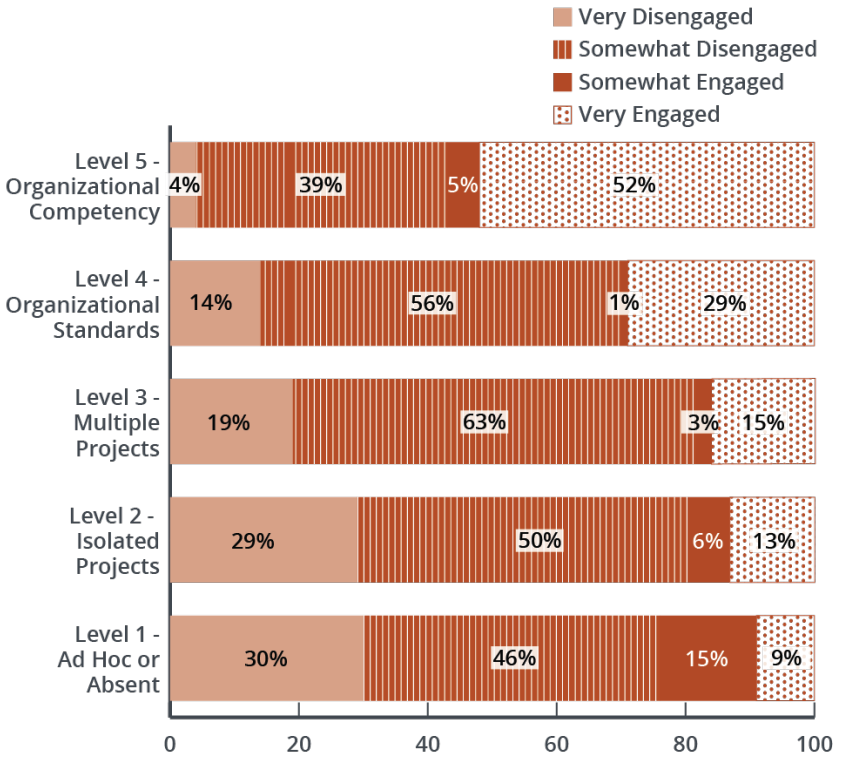
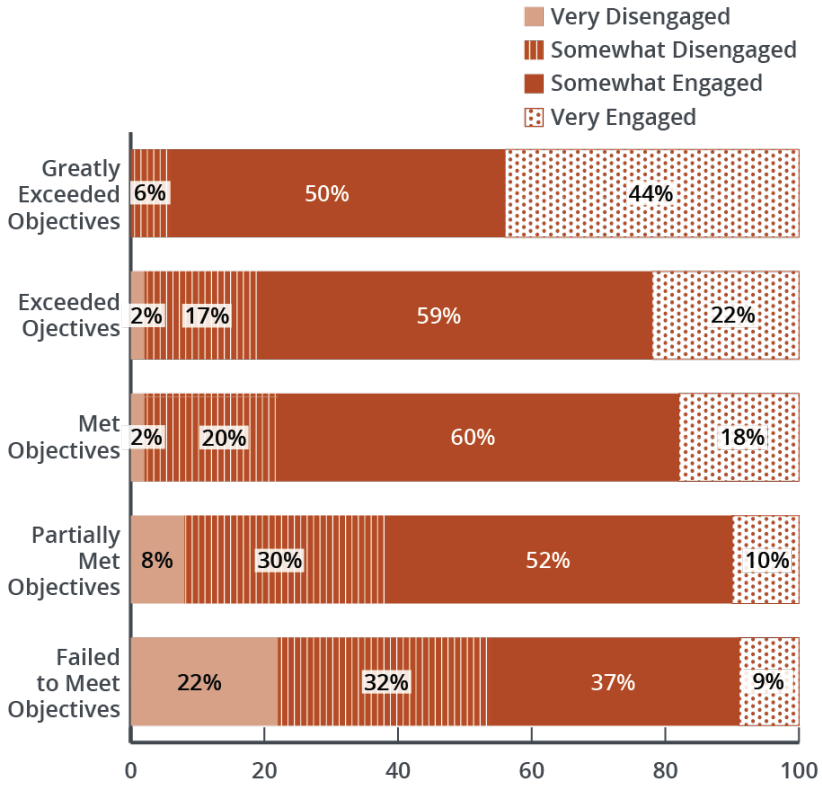
Employee and Stakeholder Engagement



Engagement and Maturity Level



Engagement and Meeting Objectives

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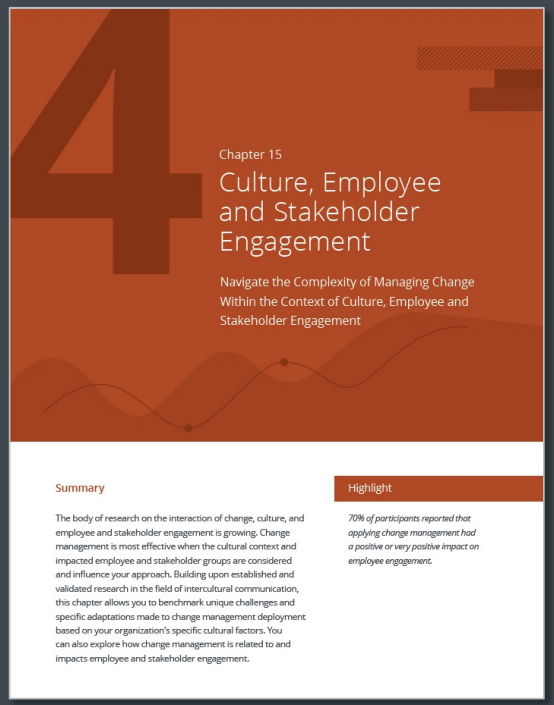
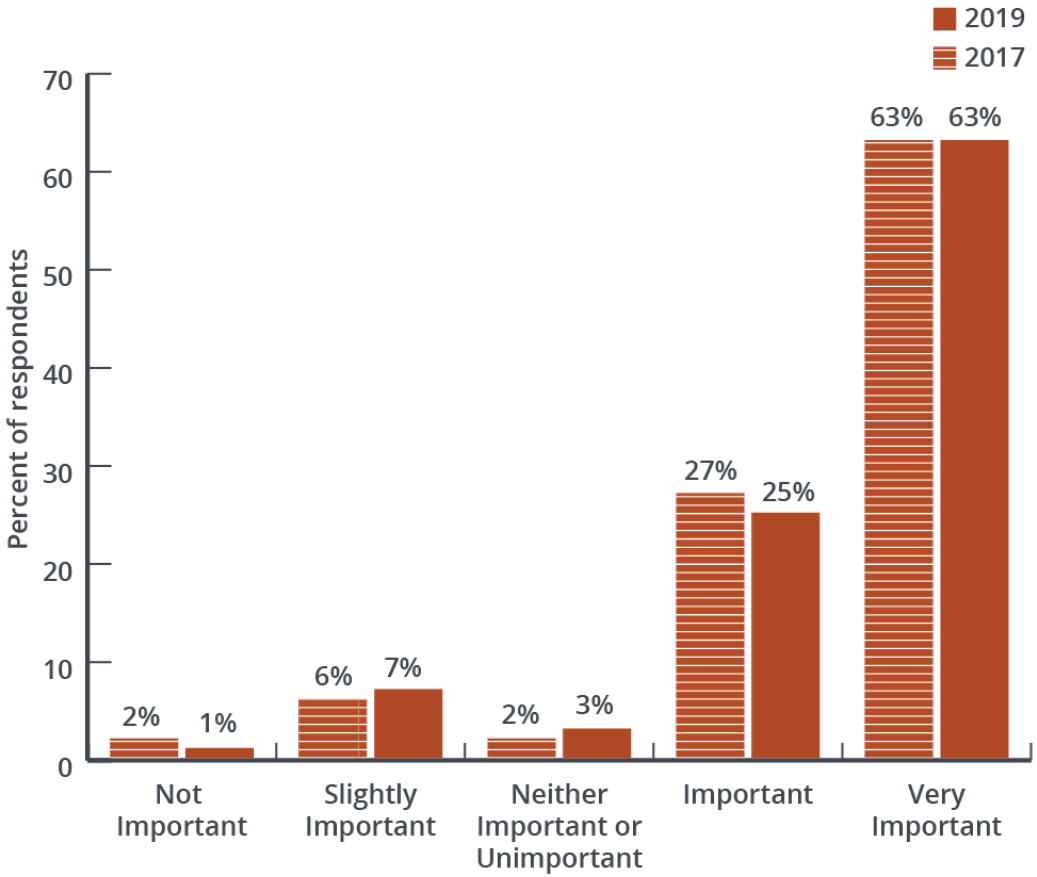
Impact of Cultural Awareness on Change Management



Section 4 - Chapter 15



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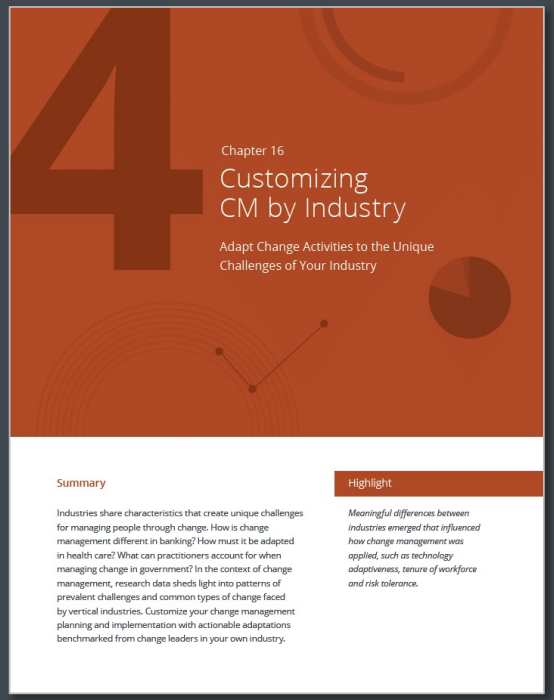
Check it out!



Section 4 - Chapter 16

Top Three Industry Specific Changes on the Horizon

✓ Banking	✓ Information Services
✓ Consulting	✓ Insurance
✓ Consumer Goods	✓ Manufacturing
✓ Development and Manufacturing	✓ Nonprofit
✓ Education Services	✓ Oil and Gas
✓ Finance	✓ Professional, Scientific and Technical Services
✓ Food and Beverage	✓ Retail Trade
✓ Government (All Levels)	✓ Telecommunications
✓ Health Care	✓ Utilities

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Which industry-specific challenges are you most interested in reviewing?

✓ Banking	✓ Information Services
✓ Consulting	✓ Insurance
✓ Consumer Goods	✓ Manufacturing
✓ Development and Manufacturing	✓ Nonprofit
✓ Education Services	✓ Oil and Gas
✓ Finance	✓ Professional, Scientific and Technical Services
✓ Food and Beverage	✓ Retail Trade
✓ Government (All Levels)	✓ Telecommunications
✓ Health Care	✓ Utilities

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