

A woman with dark hair, wearing black-rimmed glasses and large gold hoop earrings, is smiling and looking towards the left. She is wearing a light-colored, possibly white, sweater. In the background, the back of another person's head and shoulder is visible, suggesting a conversation. The lighting is soft and natural, creating a warm atmosphere.

Prosci

Can you afford for
your change to fail?

We're Prosci. We do change right—the first time.

What's the true cost of change failure?

Change is accelerating in pace, complexity, and criticality to your business success. But, what distinguishes resilient organizations isn't their ability to predict change, but their capacity to respond to it with agility and purpose.

Digital transformation projects that once had comfortable multiyear timelines are now compressed into months. Workplaces continue to evolve as companies balance remote flexibility with collaborative innovation. AI has upended every aspect of business from how we work to what we sell. Meanwhile, economic uncertainty, global supply chain vulnerabilities, and talent shortages create additional layers of complexity.

Change gone wrong is more than just a process failure.

- It's lost revenue
- It's employee disengagement.
- It's customer churn.
- It's potential reputation damage.
- It's wasted time and money.

Frankly, it's more than any business can afford.

So why is managing change often considered a checkbox activity? Or reduced to communications and training? Or the responsibility of a sole change practitioner instead of leaders, people managers, and cross-functional teams?

Change done right is critical to the success of an agile, future-forward business. One that can navigate rapid economic turbulence while maintaining margins and the bottom line.



Change-ready organizations are equipped from the executive level to the front lines with the knowledge and ability to do change right, and they have a competitive edge over their counterparts. They are:

7x more likely to succeed on their must-win initiatives.

4.6x more likely to stay on or ahead of schedule.

1.4x more likely to stay on or under budget.

This means they are likely to see a more immediate return on investment by ensuring people adopt and use the change.

The changes keeping leaders up at night

Leaders today need effective strategies to navigate change, prevent and mitigate resistance, and achieve results.

Research highlights the scope and intensity of challenges transforming the business landscape:

Strategic transformation overload

76% of employees are involved in three or more active transformations, and it's safe to assume this number hasn't decreased in recent years. You're balancing digital transformations, operational restructuring, and business model adaptation—all while maintaining continuity. This volume of change creates execution risks, resource constraints and employee fatigue.

Workforce adaptation struggles

Two-thirds of employees say that they've experienced more significant change at work in the last year compared to the year prior, and one in three employees feel under pressure to be more productive. Simultaneously, willingness to support organizational change collapsed from 74% of employees in 2016 to just **43%** in 2022. Your teams are struggling with hybrid work models, while research shows **72%** of executives cite the inability to adapt to new skills requirements as their primary barrier to transformation.

Economic uncertainty and geopolitical disruption

23% of global employers reported that increased trade and investment restrictions, along with government subsidies and industrial policy changes, are reshaping how they operate. Additionally, 34% of organizations surveyed anticipate that rising geoeconomic fragmentation and geopolitical tensions will necessitate business model transformation within the coming year.



AI disruption and technological acceleration

The WEF predicts that by 2030, AI and information processing technology will create more than **11 million jobs**; however, 9 million jobs will be displaced during the same period. Enterprise leaders are grappling with balancing rapid AI adoption for competitive advantage against the immense workforce-reskilling requirements and cultural adaptation needed.

Competitive pressure

42% of CEOs believe their organization will not be economically viable in ten years without significant business model transformation. Meanwhile, **75%** of investors now consider environmental, social and governance (ESG) performance critical in investment decisions, adding another dimension to your transformation agenda.

Integration complexity

86% of M&A initiatives fail to deliver expected value, with cultural and operational integration cited as the primary reasons. Meanwhile, digitization is driving dealmaking with technology deals, like Microsoft's investment in OpenAI, accounting for **one-fifth** of overall M&A activity in 2023.

Regulatory Evolution

Thomas Reuters reports an average of **234** international regulatory alerts and updates per day in recent years. Compliance requirements are becoming more stringent and complex across regions, creating additional layers of necessary organizational change.

Prosci is your competitive edge in transformation success

Amid these challenges, a critical truth emerges: The differentiator between successful and failed transformations rarely comes down to the technical solution itself. Failed projects or lagging ROI result from failing to address the people side of change.

The most sophisticated ERP implementation, innovative digital platform, or carefully planned restructuring will fail without the essential elements of change management: intentional, structured change strategies that empower people to adapt to and adopt new ways of working.

Organizations prefer Prosci's approach to change because we consistently deliver success for our clients.

- With over 25 years of studying people and change, we have unprecedented insight into how individuals and organizations thrive through transformation.
- As creators of the globally utilized ADKAR® Model, we have cultivated a proven, consistent and repeatable methodology for organizational change.
- Our business philosophy of building expertise empowerment for our client partners means we build capability for our clients, never dependency.

Projects with poor change management are likely to meet success targets only 15% of the time. Meanwhile, those with excellent change management are likely to achieve success 93% of the time.

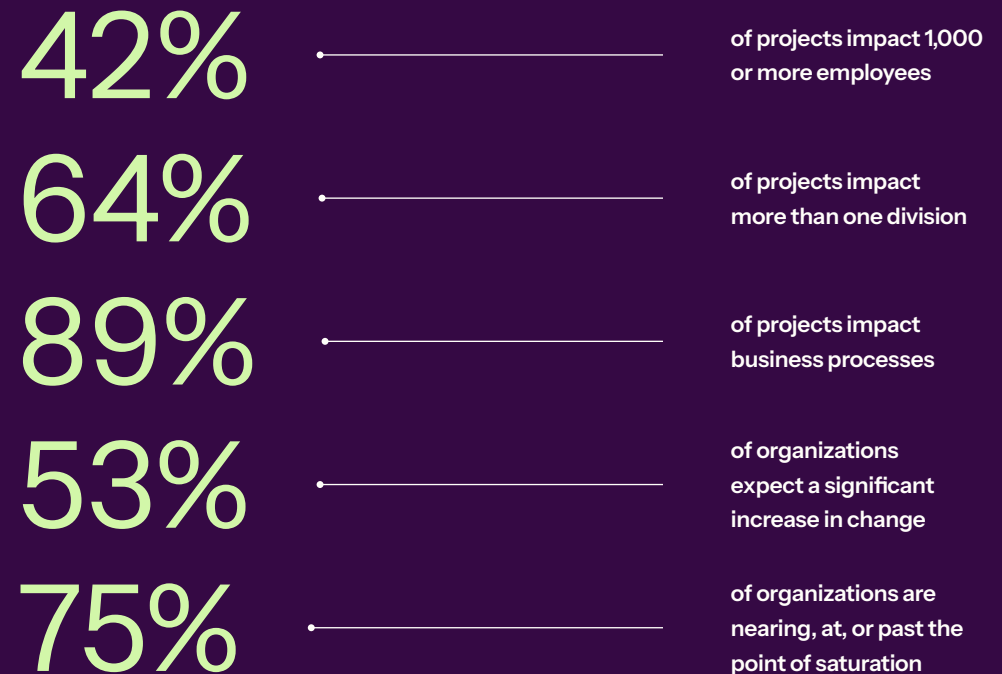
Source: Best Practices in Change Management - 12th Edition (Prosci, 2023)

Stop and consider: Have you asked yourself these questions about your current transformation challenge?

1. What does success look like for the change?
2. What percentage of the ROI for this change relies on people adopting and implementing the change?
3. What project risks are tied to the emotional and behavioral responses of individuals affected by the change?
4. What percentage of your project budget is dedicated to change management?

If the bulk of the ROI from the change you are navigating depends on people, change management must be a strategic investment, not an afterthought.

Real lessons from real people and organizations



Source: Best Practices in Change Management - 12th Edition (Prosci, 2023)

Prosci's greatest contributors for change success

Change is a process, not an event.

Change done right involves more than communications and training. Sending an email on Monday for training on Tuesday and go-live on Wednesday is NOT the way to prepare and equip individuals for successful change.

For over two decades, Prosci's research has been consistent and clear. Leaders must prioritize seven factors to lead successful transformation in their organizations:



- 1. Active and visible executive sponsorship** – Ensure active and visible sponsorship at all levels of leadership.
- 2. Structured change management approach** – Use a structured change management approach with a clear methodology and dedicated resources.
- 3. Employee engagement and participation** – Engage stakeholders early and continuously, including employees and managers. Involve impacted teams in the change process.
- 4. Frequent and open communication** – Prioritize frequent and open communication about the change and the need for change. Develop a comprehensive communication plan.
- 5. Integration and engagement** with Project Management – Foster strong integration and collaboration between project management and change management teams.
- 6. Dedicated change management resources** – Allocate dedicated and sufficient change management resources (people, time, and budget) for the duration of the project.
- 7. Engagement with people managers** – Actively engage people managers throughout the change process to build strong support and capability.



Our solutions in action

Microsoft Investor Relations delivers flawless earnings release with Prosci

Microsoft's Investor Relations (IR) team faced a critical challenge: transitioning to a new technology platform for earnings releases while maintaining flawless execution. Quarterly earnings announcements are high-visibility, high-stakes events that affect market perceptions and stock prices, so the team needed a structured approach to managing this technical change. The IR team leveraged Prosci's change management methodology to ensure a smooth transition. They began by identifying key stakeholders, understanding the current process, and mapping potential resistance points. The ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement) guided their implementation strategy.

Microsoft developed comprehensive communications plans to create awareness about why the change was necessary and build desire among team members to participate. They provided detailed training to establish knowledge of the new platform and conducted practice sessions to build ability. The team also created reinforcement mechanisms to sustain the change.

Leadership engagement was crucial to the success. Microsoft's IR leaders actively sponsored the change, demonstrating commitment and allocating necessary resources. They also addressed concerns proactively and celebrated early wins.

The implementation resulted in a flawless earnings release using the new platform.

Key outcomes included:

- Zero technical issues during the critical earnings announcement.
- Improved efficiency in the publication process.
- Enhanced collaboration among team members.
- Increased confidence in the new system.
- Established change management processes for future technology updates.

Microsoft's case demonstrates how leveraging Prosci's best practices in change management can mitigate risks even in high-stakes technology transitions where failure is not an option.





Successfully navigating ERP implementation *during a merger*

UKG (Ultimate Kronos Group) faced the complex challenge of implementing a new enterprise resource planning (ERP) system while simultaneously managing a major merger between Ultimate Software and Kronos. This dual transformation required careful change management to maintain business continuity.

The company embraced Prosci's methodology to structure their approach. They began by establishing a dedicated enterprise change management office (ECMO) to coordinate change initiatives across both organizations. This team became the central hub for change management practices and resources during the transition.

UKG deployed Prosci's ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement) as their framework. They conducted impact assessments to identify how the changes would affect different departments and roles. The change team created comprehensive communication plans to address concerns, built customized training programs, and developed coaching materials for managers.

A key success factor was their emphasis on preparing people leaders. UKG equipped managers with tools to guide their teams through the transition, recognizing that direct supervisors have a significant influence on employee adoption.

The results were impressive: the ERP implementation proceeded on schedule despite the merger complexities. UKG successfully integrated the financial systems of both organizations while maintaining operational efficiency. Employee feedback indicated high adoption rates and minimal disruption to daily operations.

By leveraging Prosci's best practices in change management and focusing on both the technical and people aspects of change, UKG delivered a successful ERP implementation while building a unified organizational culture during their merger.



Matthews

INTERNATIONAL*

Builds global enterprise *change management competency* with Prosci

Matthews International, a global provider of brand solutions and industrial technologies, faced continuous change across its operations in over 25 countries. Recognizing the need for a structured approach to change, they partnered with Prosci to build an enterprise-wide change management capability.

The journey began when Matthews' leadership acknowledged that technology implementations were succeeding technically but failing to deliver expected results due to people-side resistance. They established a formal change management office (CMO) and selected Prosci's methodology as their standard approach.

Matthews deployed a strategic capability-building plan. They first certified core team members as Prosci change management practitioners, then systematically trained project managers and leaders across global business units. This created a network of change agents who could implement the methodology consistently worldwide.

The CMO developed standardized tools, templates, and processes adapted to Matthews' culture and business needs. They established clear governance structures for change initiatives and created a measurement system to track adoption metrics and project success.

A critical success factor was securing executive sponsorship. Senior leaders actively championed change management, participating in training and allocating necessary resources. They consistently communicated its importance in achieving strategic objectives.

Results were transformative. Matthews saw significantly improved adoption rates for new systems and processes, faster implementation timelines, and better ROI on their change initiatives. Project teams reported less resistance and higher employee engagement.

By adopting Prosci's approach and best practices for change management as an organizational competency—rather than addressing it project-by-project—Matthews International built a sustained capability to navigate ongoing transformation in their global enterprise environment.

Prosci





About *Prosci*

Prosci is a global leader in change management solutions.

We are who our clients call when they are:

- Dealing with bigger, faster, more complex, and cross-functional challenges.
- Done working with consulting firms that don't support them to develop internal capability to manage change.
- In need of more than a communications and training plan.
- Seeking a dedicated, specialist partner that can provide a robust and integrated change strategy.
- Creating the conditions for success with their must-win project.

Prosci builds internal cultures of change readiness through research-backed, results-driven methodologies. Our expert consulting and comprehensive library of actionable cloud-based tools and resources drive measurable, repeatable, sustainable ROI through transformation.

**Ready to see what change done right looks like in your organization?
Partner with Prosci.**

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