Best Practices in Change Management

11th Edition

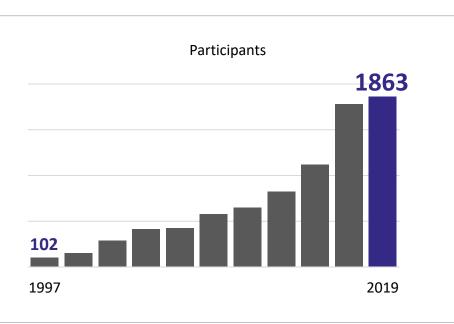**Prosci Benchmark Report Executive Summary**

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.

Participants

102 ... **1863**

1997 ... 2019

> 66
>
> *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 THREE: Roles in Change Management

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

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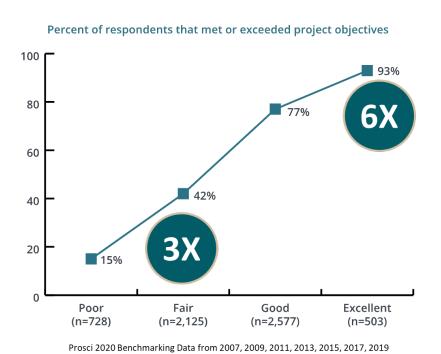
This part concludes with participants describing how they deployed change management capability projects within their respective organizations and how they might alter or improve deployment of change management capabilities.

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.

Percent of respondents that met or exceeded project objectives

	Poor (n=728)	Fair (n=2,125)	Good (n=2,577)	Excellent (n=503)
	15%	42%	77%	93%

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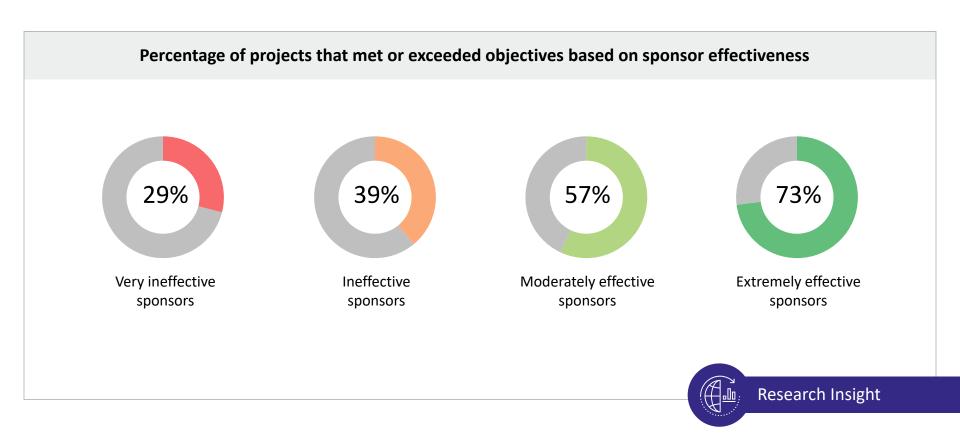
- Techniques for justifying change management within your organization
- Measurements of correlation between project success and change management effectiveness
- Strategies for applying change management methodologies

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

29%	39%	57%	73%
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:

1	2	3	4
Active and visible executive sponsorship	Structured change management approach	Frequent and open communication	Employee engagement and participation

5	6	7
Dedicated change management resources	Integration and engagement with project management	Engagement with middle managers

Research Insight

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

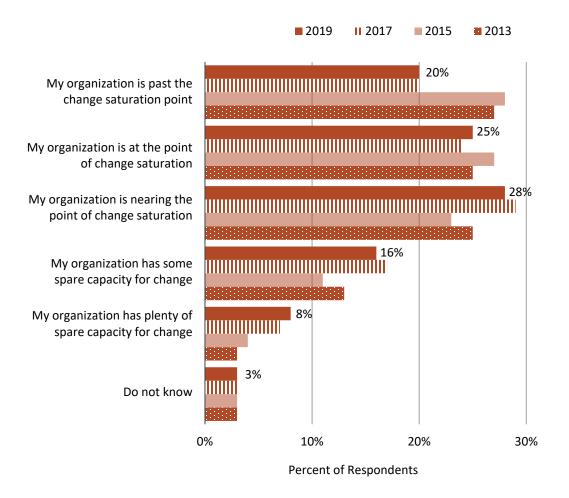### Chapter 19: Saturation and Portfolio Management
Mitigate the cumulative and collective impact of an increasing volume of change

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

Legend: ■ 2019 ‖ 2017 ▦ 2015 ▨ 2013

My organization is past the change saturation point
- 2019: 20%

My organization is at the point of change saturation
- 2019: 25%

My organization is nearing the point of change saturation
- 2019: 28%

My organization has some spare capacity for change
- 2019: 16%

My organization has plenty of spare capacity for change
- 2019: 8%

Do not know
- 2019: 3%

X-axis: Percent of Respondents (0% – 30%)

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 — **2019**
Employee engagement
Culture
Global awareness
Complementary roles — **2013**
Change agent networks — **2011**
Vertical industry customization
Justifying CM
Job roles and locations
Advice for new practitioners
Complex change — **2009**
Aligning CM with other disciplines
Measurement and metrics
Integrating CM and PM
Readiness — **2007**
Trends in CM
Reinforcement and sustainment
Saturation and portfolio management
Organizational change capability — **2005**
Team member attributes
Resources and budgets — **2003**
Resistance management — **2000**
Manager role
Greatest contributors
Biggest obstacles — **1998**
Methodology
Sponsorship
Communications
Training

Managing Resistance to Change
Reinforcing and Sustaining Change
Change Management and Agile
Applications of ADKAR
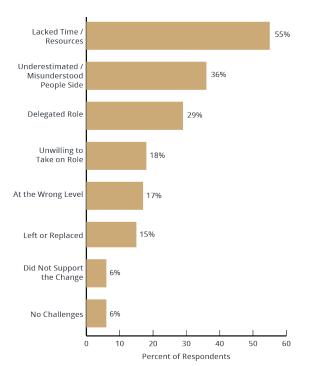
Topical Reports

Best Practices Report

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:

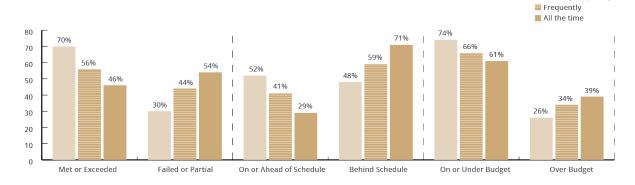## *What tangible impacts and adaptations did change managers make when facing common sponsor challenges?*

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
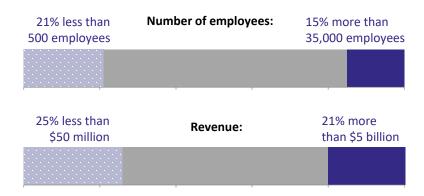4. Project communications became less impactful or failed

Figure 10.13 – Sponsor Challenges

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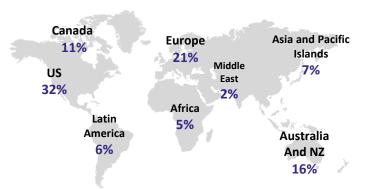

New Topic

Demographics Summary: Who Contributed the Data?

Number of employees:

21% less than 500 employees

15% more than 35,000 employees

Revenue:

25% less than $50 million

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

Canada **11%**

Europe **21%**

Asia and Pacific Islands **7%**

Middle East **2%**

US **32%**

Africa **5%**

Latin America **6%**

Australia And NZ **16%**

74% of our participants had change management certification

Respondents were experienced practitioners

1 year or less	1 to 4 years	4 to 8 years	8 to 12 years	More than 12 years
10%	28%	22%	15%	25%