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

1997
102

2019
1863

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
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.
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
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.

<table>
<thead>
<tr>
<th>Sponsorship Level</th>
<th>Percentage of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very ineffective sponsors</td>
<td>29%</td>
</tr>
<tr>
<td>Ineffective sponsors</td>
<td>39%</td>
</tr>
<tr>
<td>Moderately effective sponsors</td>
<td>57%</td>
</tr>
<tr>
<td>Extremely effective sponsors</td>
<td>73%</td>
</tr>
</tbody>
</table>
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 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.

<table>
<thead>
<tr>
<th>Top contributors to success:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>Active and visible executive sponsorship</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>Dedicated change management resources</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2017</th>
<th>2015</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization is past the change saturation point</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization is at the point of change saturation</td>
<td></td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization is nearing the point of change saturation</td>
<td>28%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization has some spare capacity for change</td>
<td>16%</td>
<td></td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>My organization has plenty of spare capacity for change</td>
<td>8%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do not know</td>
<td></td>
<td></td>
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</tbody>
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Research Insight

Percentage of participants reporting past, at or nearing saturation point:

- 2013: 77%
- 2015: 78%
- 2017: 73%
- 2019: 73%
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?

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
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%
- US: 32%
- Latin America: 6%
- Europe: 21%
- Middle East: 2%
- Africa: 5%
- Asia and Pacific Islands: 7%
- Australia and NZ: 16%

- 74% of our participants had change management certification

**Respondents were experienced practitioners**
- 1 year or less: 10%
- 1 to 4 years: 28%
- 4 to 8 years: 22%
- 8 to 12 years: 15%
- More than 12 years: 25%