



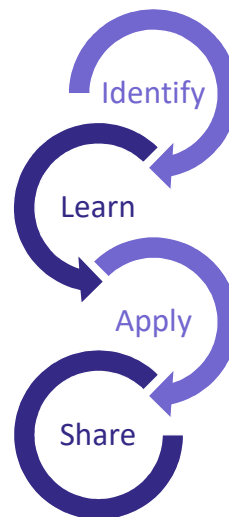
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Agenda

Foundation

10 Cases

6 Themes



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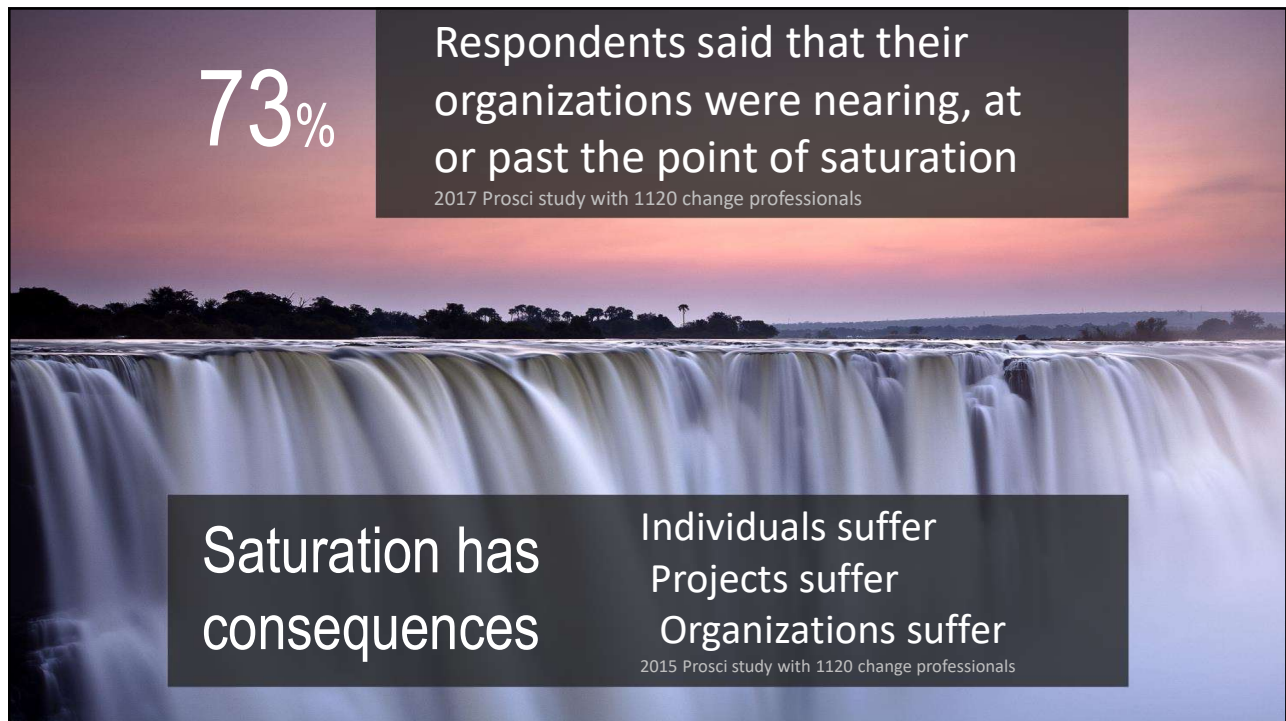
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Six Lessons Learned from Innovators in Change Maturity
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Six Lessons Learned from Innovators in Change Maturity

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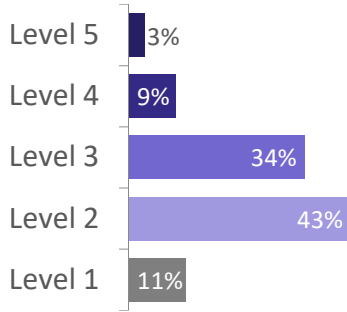
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Six Lessons Learned from Innovators in Change Maturity

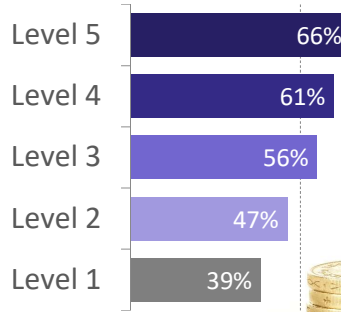
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Organizations with higher change management maturity have higher project success rates.

Overall Study Population



Project success rate by maturity level:



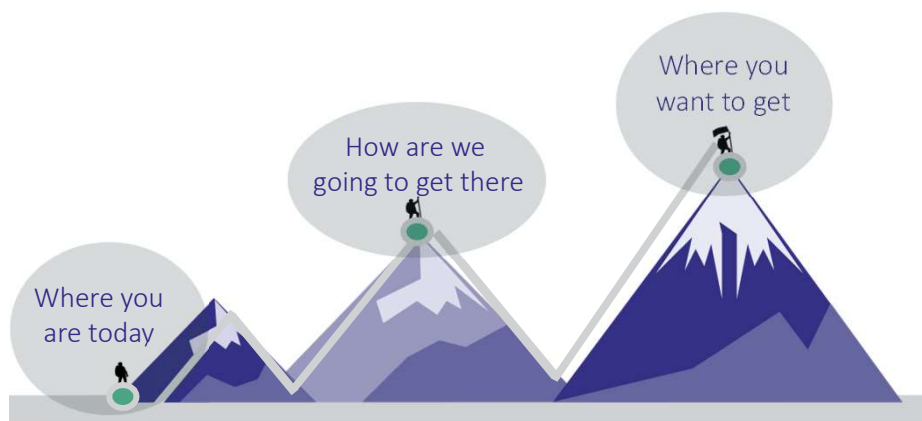
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Building Change Management Capability is a Journey



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Six Lessons Learned from Innovators in Change Maturity

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Where are you in your ECM journey?

We haven't even thought about it

Early discussions taking place

We've started to mobilize

We are in the first year of deployment

We are over a year into deployment

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Total Results

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Project ECM: Change Capability Journey

ECM Current State

How we manage change today

ECM Transition State

How we will get there

ECM Future State

How we want to manage change

Maturity Model

Level 5	Organizational Competency
Level 4	Organizational Standards
Level 3	Multiple Projects
Level 2	Isolated Projects
Level 1	Ad hoc or Absent

Maturity Model Scores

ECM Strategy Map

ADKAR

Standing in the future

Objectives | Goals | Metrics

Maturity Model Scores

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Six Lessons Learned from Innovators in Change Maturity

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	Publish	Research	Training
2004	Maturity Model		
2005	Study Section	ECM Study	ECM Summit
2006	Whitepaper		ECM Summit
2007	Study Section		ECM Summit
2008	Study Section	ECM Lab	ECM Summit
2009		Added to Advanced	
2011	Study Section		
2012	ECM Roadmap CMMMA		ACMP Workshop ECM Boot Camp
2013	Study Section		Onsite ECM Boot Camp + Workshop
2015	Study Section		
2016		Strategic Alignment Workshop	
2018		Deployment Coaching	

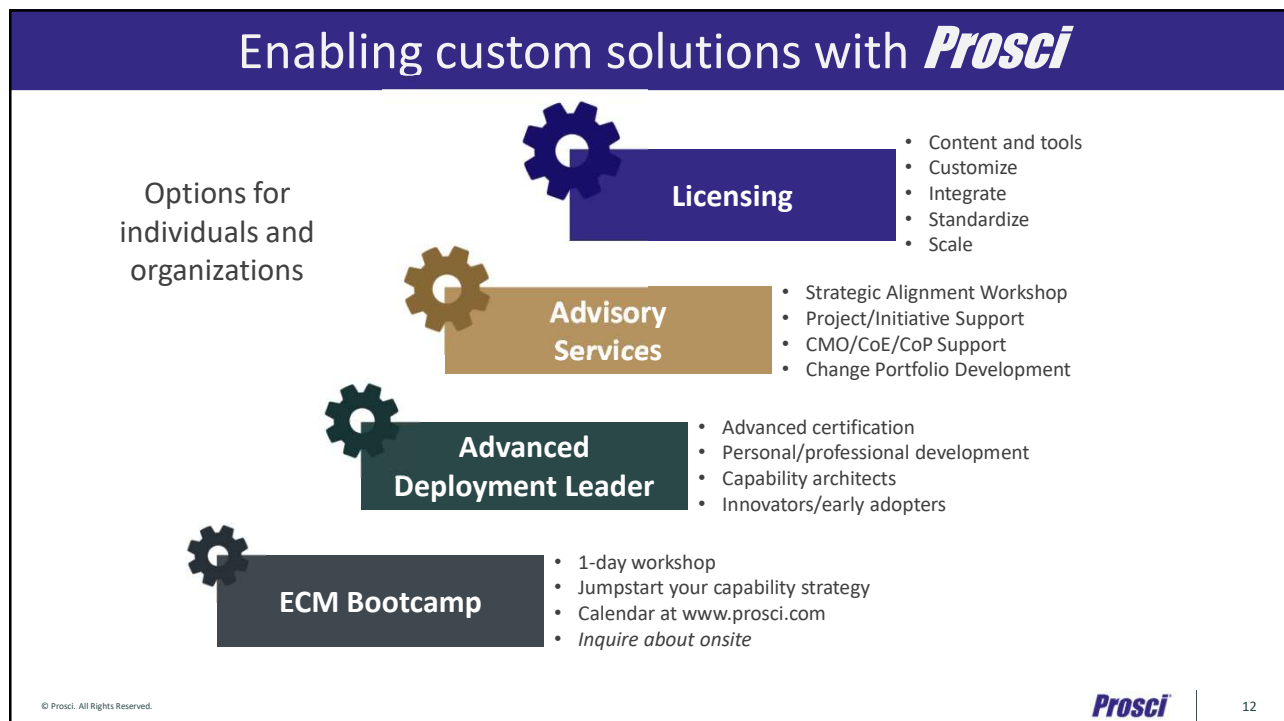
Prosci Journey with ECM

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Six themes from 10 innovators in change maturity

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The Case Studies – Lessons in ECM



High Tech
\$28B
18K ees



Transportation
Department
\$1.3B
3K ees



Web-services
\$3.3B
10K ees



Retail
\$16B
141K ees



Hospital System
11 hospitals
17K ees



Manufacturing
\$600M
3K ees



Municipal
Government
\$1.9B
1.3M citizens



Banking
\$38B
78K ees



Pharma
\$6B
5K ees



Security
\$10B
57K ees

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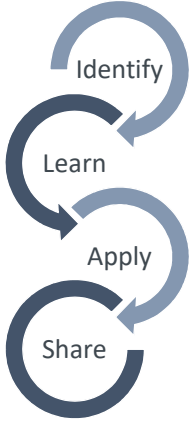
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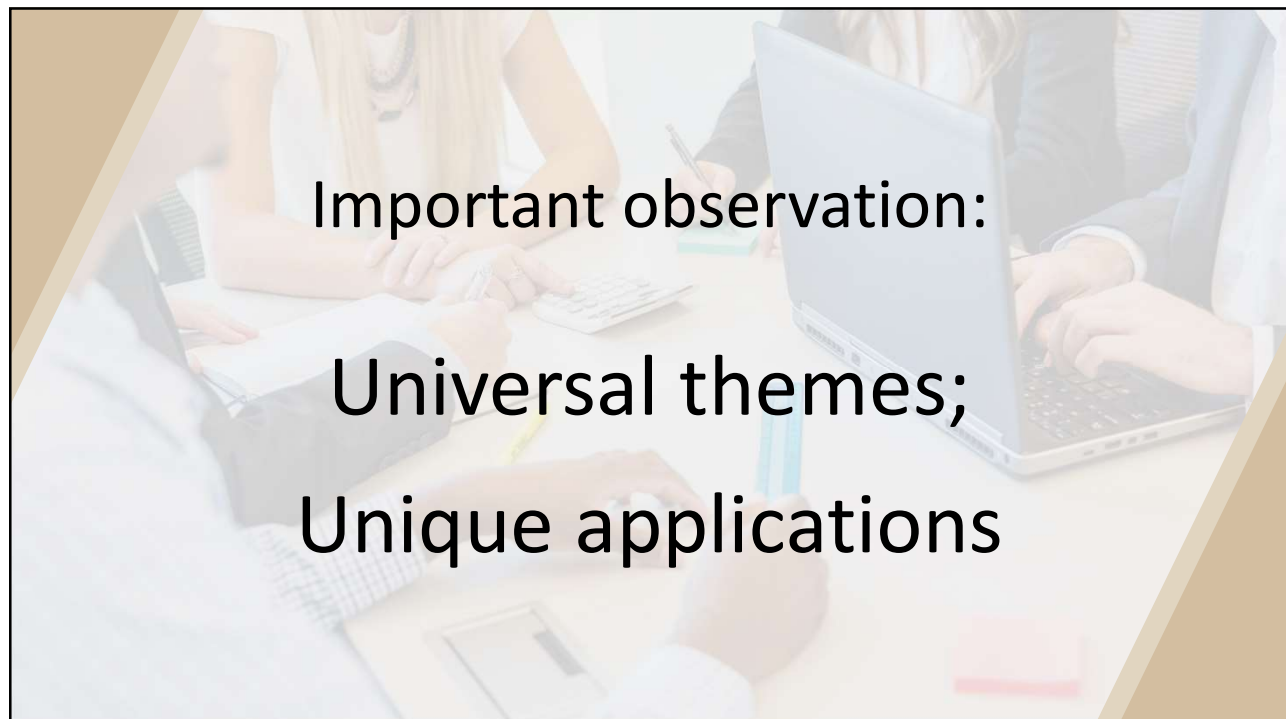
Universal themes / Unique applications

- 1 Align with your culture
- 2 Deploy on a key initiative
- 3 Build a change network
- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change



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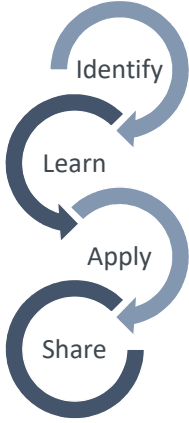


Important observation:
Universal themes;
Unique applications

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Universal themes / Unique applications







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1 Align with your culture

 <p>A culture of taking care of people → Used change management to take care of its internal community during change.</p>	 <p>Lean Six Sigma shop where measurement is king → Used ADKAR® Model measurement as the entry point to change management.</p>	 <p>Culture of discipline in projects and processes → Ensured that change management was delivered as a disciplined practice.</p>	  
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to improve alignment and acceptance

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Co-create in PollEverywhere:

“OUR CULTURE IS *[fill in the blank]*;
SO I WILL POSITION ECM *[fill in the blank]*”

Answer with the semi-colon
(e.g. “performance oriented; driven with metrics”)

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We’re going to use the
following **syntax** to
co-create on the ECM themes.

Be sure to use **CAPS** and the
leading phrases so we can all more
easily review and process

Use the **;** instead of **Enter** key
or it will submit before you’re done

Theme: Align with your culture

ANSWER; ANSWER

e.g. performance oriented; driven with metrics

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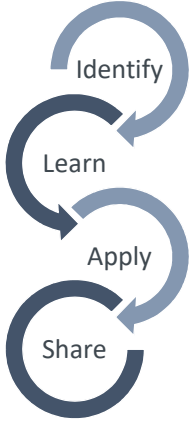
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Universal themes / Unique applications







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2 Deploy on a key initiative

 Embedded change management in a widespread process improvement project	 Deployed change management in an electronic health record system implementation	 Applied change management to a high-impact open workspace initiative	  
---	--	--	---

to demonstrate the impact of change management

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Co-create in PollEverywhere:

“MY KEY INITIATIVE IS *[fill in the blank]*;
I CHOSE IT BECAUSE *[fill in the blank]*”

Answer with the semi-colon
(e.g. “open office transition; highly dependent on
adoption and usage, and it impacts many people”)

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Remember our syntax

CAPS and the leading phrases

Use the **;** instead of **Enter** key
or it will submit before you're done

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Login

Theme: Attach to key efforts

ANSWER; ANSWER

e.g. “open office transition; highly dependent on
adoption and usage, and it impacts many people”

Submit

No responses submitted yet.

Theme: Attach to key efforts

ANSWER; ANSWER

e.g. “open office transition; highly dependent on
adoption and usage, and it impacts many people”

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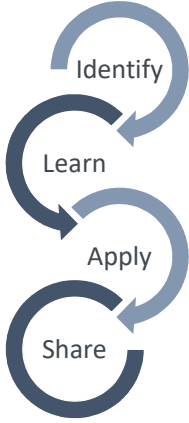
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Universal themes / Unique applications







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3 Build a change network

 <p>Built a change pioneer network that included the heads of numerous transformation programs</p>	 <p>Built a change management community of practice with reps from autonomous units to drive change consensus</p>	 <p>Developed a Center of Excellence with federated communities of practice in each business unit to localize change management</p>	  
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to build support and momentum throughout your organization

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Co-create in PollEverywhere:

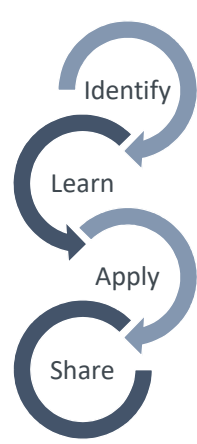
“MY KEY NETWORK ALLY GROUPS ARE
[fill in the blank]”

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Universal themes / Unique applications

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4 Go where the energy is



Stood up a change management practice in IT, followed by change management self-service and strategic partnerships



Identified change management as a business process and not an HR process; attached CM to localized process initiatives Security



Aligned with a small, centralized Community of Excellence committed to supporting business unit communities of practice



to create collaborative partnerships to pull change management forward

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Co-create in PollEverywhere:

“ONE SOURCE OF ENERGY I CAN TAP INTO
FOR ECM IS FOUND *[fill in the blank]*”

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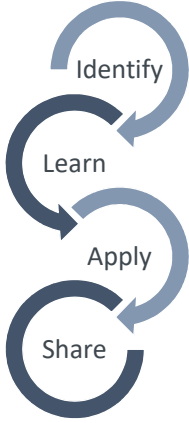
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Universal themes / Unique applications

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5 Integrate with existing competencies

 <p>Change leadership was identified as a critical competency across three leadership levels</p>	 <p>Change management was integrated into the organization's project management boot camp and workbook</p>	 <p>"Leading change" was included in the organization's new leadership competency model</p>	  <p></p>
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to embed change management skills in professional development paths

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Co-create in PollEverywhere:

“ONE COMPETENCY EFFORT I CAN
ANCHOR TO IS: *[fill in the blank]*”

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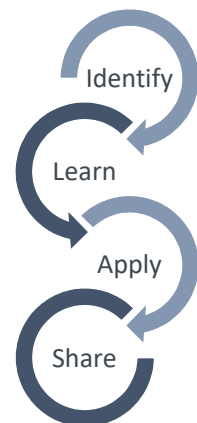
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6 Treat growing your capability like a change

			
Looked inward first, treating building change capability as a change to manage	Built awareness and desire for change management as an enterprise practice	Delivered an executive roadshow to build sponsorship for enterprise change management	 

to improve outcomes with structure and intent

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Co-create in PollEverywhere:

“THREE WAYS I WILL TREAT ECM
LIKE A CHANGE ARE: *[fill in the blank]*”

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How will you apply the themes going forward?

- 1 Align with your culture
- 2 Deploy on a key initiative
- 3 Build a change network
- 4 Go where the energy is
- 5 Integrate with existing competencies
- 6 Treat growing your capability like a change

What are your next best steps that will gain traction for your change capability journey?

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Evaluate how important each theme will be for your specific ECM journey.

1 Align with your culture	Less important	Important	More important
2 Deploy on a key initiative	Less important	Important	More important
3 Build a change network	Less important	Important	More important
4 Go where the energy is	Less important	Important	More important
5 Integrate with existing competencies	Less important	Important	More important
6 Treat ECM like a change	Less important	Important	More important

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A graphic with a dark blue background featuring a world map composed of small white dots. The text "Your global partner for change success" is centered in white. Below it, the contact information "solutions@prosci.com | +1 970 203 9332 | prosci.com" is displayed. In the bottom left corner, the Prosci logo is shown with the tagline "PEOPLE. CHANGE. RESULTS.™".

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