

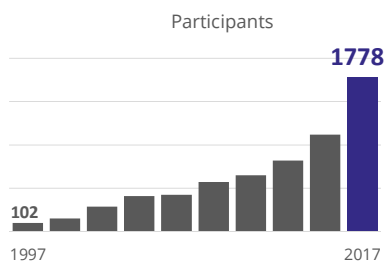


The Largest Body of Knowledge on Change Management

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 of change management.

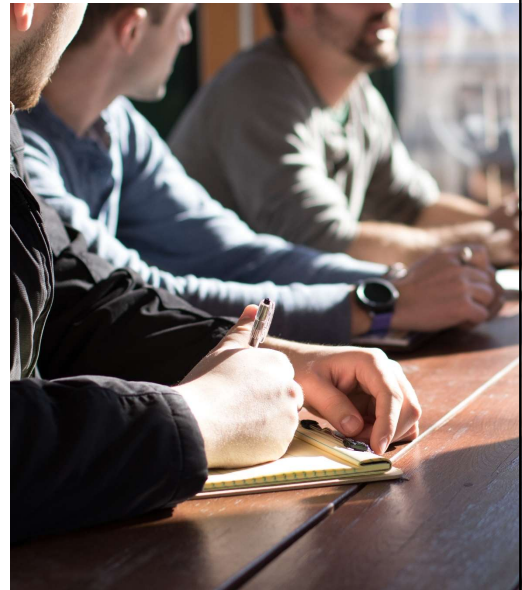
The 2018 report also presents emerging trends in change management, identifies changes that have occurred and describes the future direction of the discipline.



Pre-Webinar Discussion

Have you *used Prosci research* in your change management work?

What is the *value of having research* to support your work?



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3

Agenda: Reinforcing and Sustaining Change Outcomes

Study Objective

Topical Study Context

Top Findings

Actionable Insights



Our goal is to derive *actionable insights* from the research and package them with *elegant simplicity* to equip practitioners.

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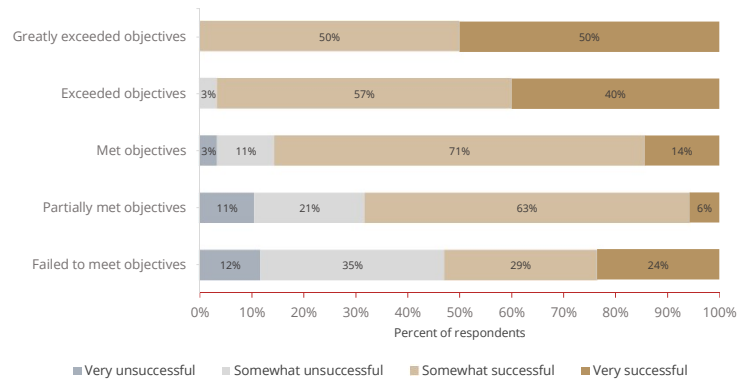
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4

Top Findings: Sustainment Highlights

Impact of
successful
sustainment on
meeting project
objectives

With successful sustainment, more likely to meet/exceed objectives



100% who **greatly exceeded objectives** had
'Somewhat successful' or 'Very successful' sustainment efforts

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Evolution of Prosci Research



Core Study



Topical Research

Key

- New topic area
- Major focus
- Minor focus



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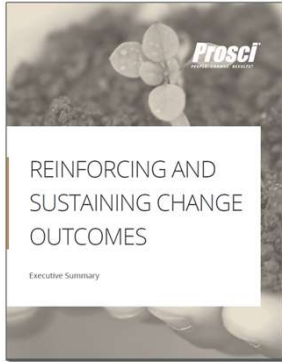
Insights and Direction to Reinforce and Sustain Change

Study Objective

Topical Study Context

Top Findings

Actionable Insights



Study Objective:
Add depth & breadth to the body of knowledge related reinforcing and sustaining change outcomes.

Challenge Statement:
Organizations expend time and energy to implement change, only to watch the progress regress following the initial launch; which impacts the realization of desired outcomes.

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Insights and Direction to Reinforce and Sustain Change

Study Objective

Topical Study Context

Top Findings

Actionable Insights



Industry representation



Industry	Percent of respondents
Consulting	16.0%
Health Care	8.2%
Education Services	7.3%
Finance	5.8%
Banking	5.0%
Government - State	4.7%
Government - Federal	4.7%
Insurance	4.5%
Information Services	4.2%
Manufacturing	3.9%
Government - Local & Municipal	3.4%
Oil and Gas	3.1%
Pharmaceutical	2.6%
Retail Trade	2.5%
Consumer Goods Manufacturing	2.5%
Utilities	2.2%
Non-profit	2.2%
Telecommunications	1.8%
Professional, Scientific & Technical...	1.8%
Aerospace	1.8%
Transportation & Warehousing	1.6%
Government - Other	1.5%
Construction	1.3%

N=659
Percent of respondents

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SUSTAINMENT HIGHLIGHTS

This section provides an overview of effective sustainment, including the greatest success contributors, biggest obstacles, and consequences of failed sustainment. Support from leadership and measuring progress were the top contributors to successful sustainment, while failing to address resistance was the biggest obstacle. Next time, participants recommended beginning sustainment efforts earlier. The section includes a list of over 20 change-specific business metrics used to evaluate effectiveness of sustainment. Success on sustainment directly translated into greater levels of meeting objectives, staying on schedule, and staying on budget.

Findings in this section:

- Greatest contributor to success in sustainment efforts
- Greatest obstacle in sustainment
- What to do differently during sustainment
- Consequences of no or failed sustainment
- Metrics used to evaluate the effectiveness of sustainment
- Impact of sustainment on adoption and usage
- Successful sustainment
- Impact of successful sustainment on meeting project success
- Effective sustainment effort

"Plan for and [start] early to provide regular opportunities for staff to engage with the upcoming change."

IMPACT OF SUCCESSFUL SUSTAINMENT ON PROJECT SCHEDULE

Respondents who reported success with sustainment were much more likely to be at or ahead of schedule than respondents who had unsuccessful sustainment efforts.

Figure 4 – Impact of successful sustainment on project schedule

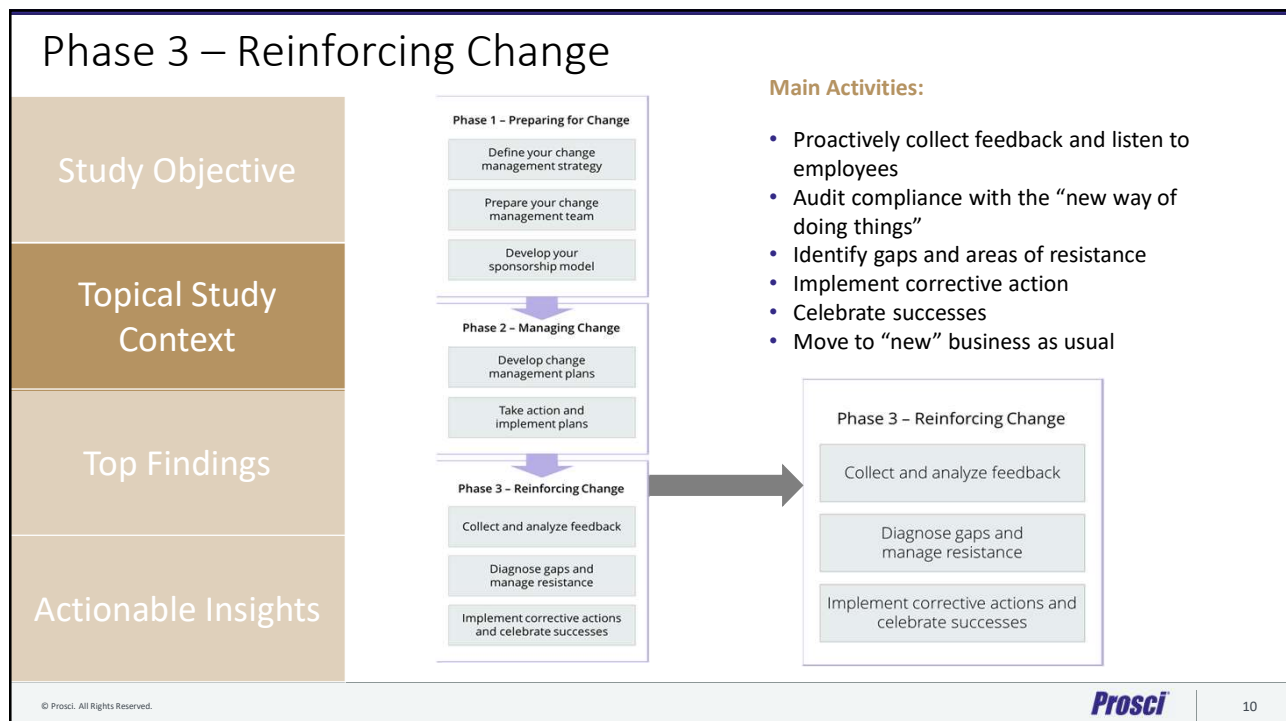
Category	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful
Directly ahead of schedule	25%	15%	10%	5%
Slightly ahead of schedule	15%	10%	10%	5%
On schedule	10%	10%	10%	10%
Slightly behind schedule	5%	5%	10%	10%
Very behind schedule	5%	5%	10%	10%

IMPACT OF SUCCESSFUL SUSTAINMENT ON PROJECT BUDGET


There did not appear to be a strong correlation between successful sustainment and keeping a project on or under budget. This could be due to various outside factors that have a stronger impact on project budget than sustainment efforts have.



Figure 5 – Impact of successful sustainment on project budget

Category	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful
Directly under budget	10%	10%	10%	5%
Slightly under budget	10%	10%	10%	5%
On budget	10%	10%	10%	10%
Slightly over budget	5%	5%	10%	10%
Well over budget	5%	5%	10%	10%




Most Effective Ways to Reinforce Change



Study Objective		
Topical Study Context	At the Group Level	At the Individual Level
Top Findings	<ul style="list-style-type: none"> • Communicate status updates and success stories • Recognize wins at the group level publicly • Provide workshops, training and group activities • Use key performance indicators to track progress • Have the sponsor share the big-picture vision and strategy 	<ul style="list-style-type: none"> • Communicate success <ul style="list-style-type: none"> – “Telling someone enthusiastically that they did a good job goes a long way.” • Provide and collect feedback • Recognize and reward adoption • Provide on-the-job support mechanisms
Actionable Insights		

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What are The Most Effective Ways to Sustain Change?



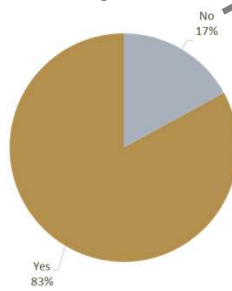
Study Objective	Reinforcing and Sustaining Change Outcomes topical benchmarking report Sections: <ul style="list-style-type: none"> • Sustainment highlights • Sustainment ownership • Planning for sustainment • Sustainment activities • Support for sustainment • Defining success
Topical Study Context	
Top Findings	
Actionable Insights	

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Top Findings: Sustainment Highlights

Continued
adoption and
consequences of
no or failed
sustainment

Sustainment led to
continued adoption
and usage



...and it matters

Consequences of no or failed
sustainment

1. Employees revert to pre-change state
2. Work must be redone
3. Projects fail
4. Change management credibility drops
5. Project goals and outcomes only partially met

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13

Top Findings: Sustainment Highlights



Greatest
contributors to
success in
sustainment efforts

1. Support from leadership
2. Measuring progress
3. Communications that encourage feedback

“
Open recognition and transparent reporting to all stake holders. By showing the progress against plan it motivated more people to continue in the right direction.

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Top Findings: Sustainment Highlights

Greatest obstacles in sustainment

1. Project failed to address resistance
2. Leadership failed to support and engage with sustaining the change
3. Project had no resources left
4. Sustainment effort was ignored
5. Change managers could not keep internal momentum

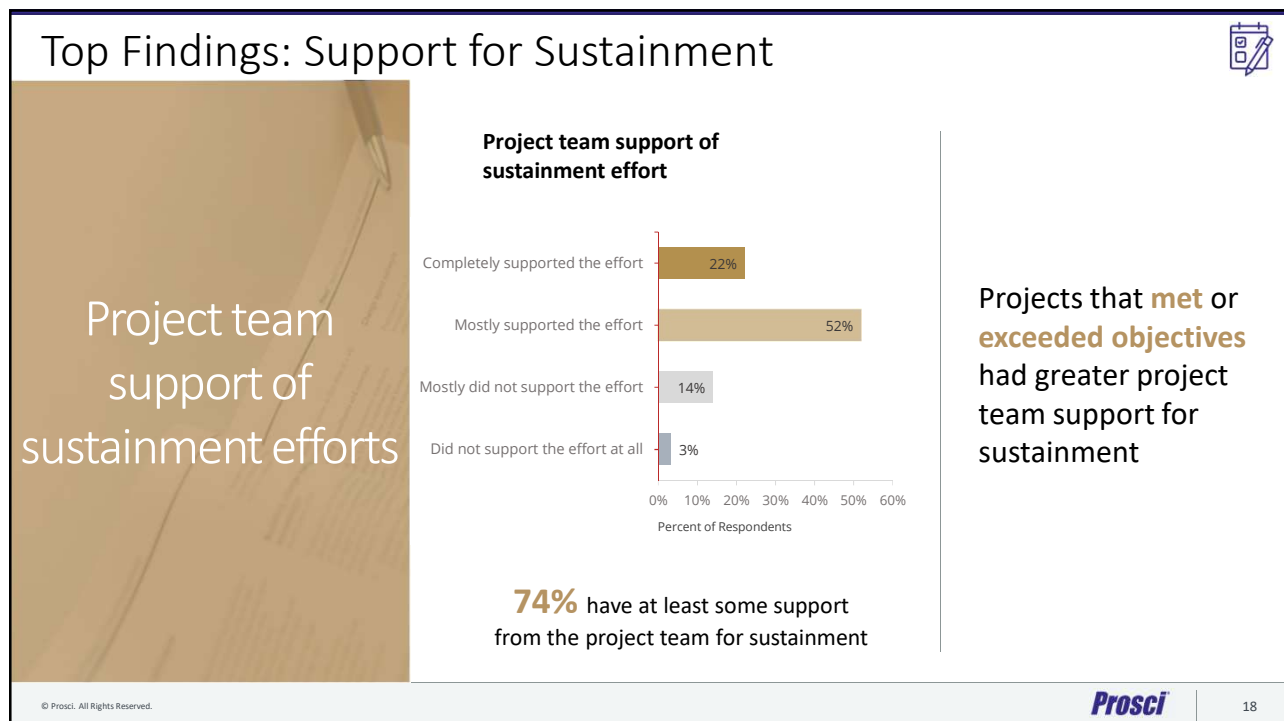
“
We always had skeptics, even though they appeared to support the change on paper.”

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Reflection: Reinforce and Sustain Change Outcomes

Study Objective	Develop a custom action plan from the research insights  What action steps can you take based on the 'greatest contributors' and 'greatest obstacles' to success?
Topical Study Context	
Top Findings	
Actionable Insights	

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Top Findings: Sustainment Activities



Sustainment activities employed

1. Measuring against success (need to define)
2. Continuing communication
3. Continuing to train
4. Creating support materials
5. Celebrating, rewarding and recognizing

“
Communications that maintained visibility of what was happening and allowing people to interact with the change in various ways and levels of detail.

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Metrics used to evaluate the effectiveness of sustainment

- ADKAR Model scores
- Adoption and usage reports
- Attendance at events
- Change-specific outcomes
- Customer satisfaction
- Defect reduction
- Efficiency
- Employee retention
- Employee satisfaction
- Employee turnover
- Engagement scores
- Error rates
- Key performance indicators (KPIs)
- Net Promotor Scores
- Number of complaints
- Number of issues logged
- Number of workarounds created
- Process health indicators
- Productivity
- Profitability
- Quality
- Referral percentages
- Sales performance
- Service-level agreement compliance (SLAs)
- Stakeholder surveys
- System usage: logins, page views, completion rates
- Training completion

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Top Findings: Sustainment Highlights



What to do
differently during
sustainment

1. Start earlier (sustainment in the business case)
2. Create a more specific and targeted plan
3. Engage stakeholders more effectively
4. Transfer ownership to leadership

“
Plan for and [start] early to provide regular opportunities for staff to engage with the upcoming change.

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Top Findings: Sustainment Ownership



Ideal owner for
planning the
sustainment
strategy

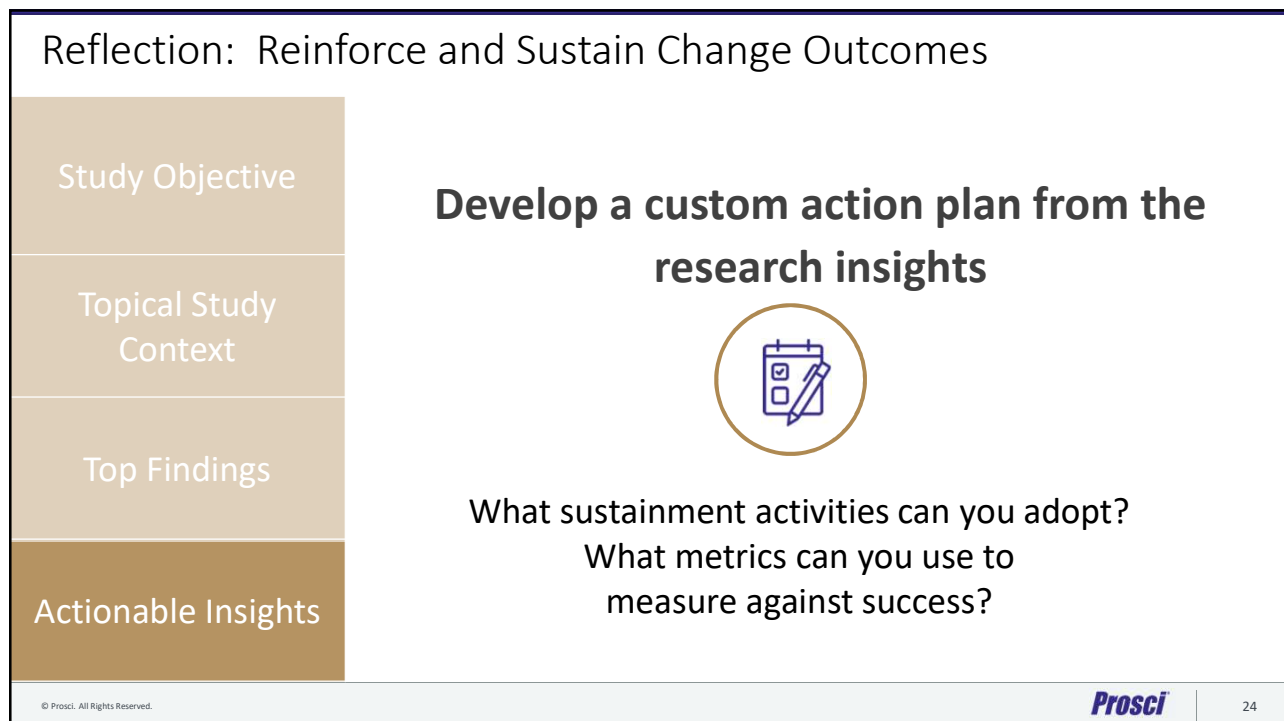
1. Change manager/change team
2. Project sponsor
3. Project manager
4. Business owner
5. Project team
6. Executive sponsors

Ideal:
Collaborative
approach with
multiple business
influencers included
throughout planning
a sustainment
strategy.

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Conclusion: Reinforcing and Sustaining Change Outcomes

Study Objective

Topical Study
Context

Top Findings

Actionable Insights



Many organizations face **change regressing** after an initial push to installation. Reinforcing change and sustaining change outcomes enable the organization to **reap the benefit** of change over time.

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25

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catalyzing individual transitions

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Build individual change competencies
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Embed organizational change capability