



Agenda

WHY

build maturity

HOW

to use the
maturity model

WHAT

steps increase
maturity



Prosci Change Management Maturity Model

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

Create a Shared Understanding of Organizational Change Maturity

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Prosci Change Management Maturity Model™			
LEVEL:	CM SEEN AS:	CM APPLIED WHEN:	CM PRACTICED BY:
Level 5 Organizational Competency	<ul style="list-style-type: none"> A critical core competency for the organization Essential on all projects and initiatives Second nature and commonplace 	<ul style="list-style-type: none"> At the start of projects and initiatives On virtually all project and non-project changes Inseparable from project delivery processes 	<ul style="list-style-type: none"> Practitioners, project teams, technical professionals All senior leaders, managers and supervisors Centralized functional group
Level 4 Organizational Standards	<ul style="list-style-type: none"> An important success factor on all projects A common and standard approach 	<ul style="list-style-type: none"> Regularly at project initiation or planning Integrated into project management approach 	<ul style="list-style-type: none"> Most practitioners and project teams Most senior leaders, managers and supervisors Potentially a centralized functional group
Level 3 Multiple Projects	<ul style="list-style-type: none"> A structured approach that adds value 	<ul style="list-style-type: none"> Localized in particular parts of the organization At initiation on some projects Still missing or as a reaction on many 	<ul style="list-style-type: none"> Practitioners who are starting to work together Some senior leaders, managers and supervisors
Level 2 Isolated Projects	<ul style="list-style-type: none"> Important by some Unimportant by most 	<ul style="list-style-type: none"> On few projects, from initiation On some projects, in reaction to resistance On most projects, not at all 	<ul style="list-style-type: none"> Handful of unaffiliated practitioners
Level 1 Ad hoc or Absent	<ul style="list-style-type: none"> A distraction from the focus on installing technical solutions 	<ul style="list-style-type: none"> Not at all, or as a last resort and as a reaction 	<ul style="list-style-type: none"> Dependent on particular individual practitioners Not at all by managers and leaders
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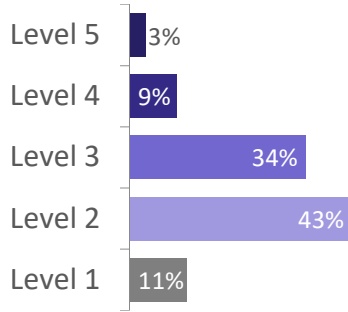
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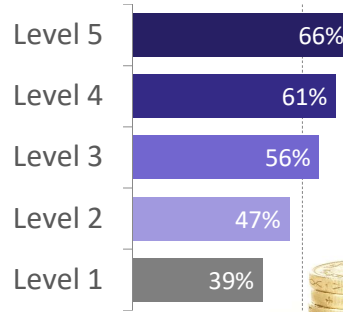
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Organizations with higher change management maturity have higher project success rates.

Overall Study Population



Project success rate by maturity level:



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Create a Shared Understanding of Organizational Change Maturity

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Which WHYs will resonate with your leaders? (select up to 3)

- Portfolio success rate
- Velocity of change
- Saturation
- Agility
- Strategic Imperative
- Competitive Advantage
- Cumulative Benefit
- Common Approach
- Other

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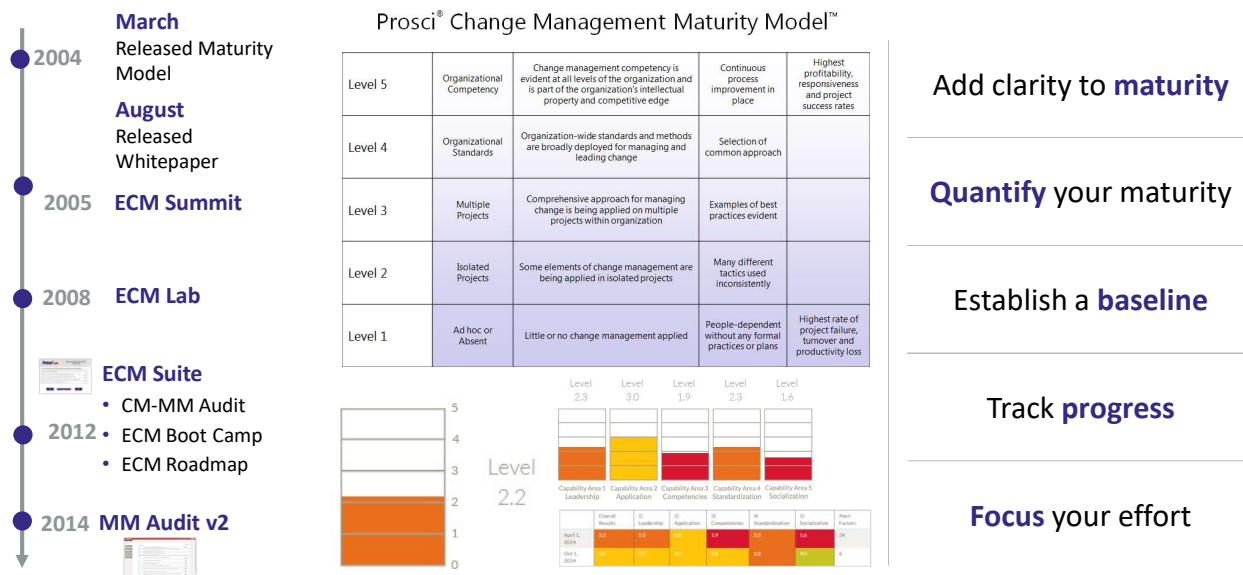
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Prosci Maturity Model BLUF: Bottom Line Up Front



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Prosci Change Management Maturity Model

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

What is your current level of change management maturity?

Level 5 - Org
Competency

Level 4 - Org
Standards

Level 3 - Multiple
Projects

Level 2 - Isolated
Projects

Level 1 - Ad hoc
or Absent

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Maturity Model: Capability Areas

What observable attributes can be used to describe the level of maturity?

1 Leadership

Specific leadership activities necessary for building organizational change management competencies: *communication, vision, coalition, resources for ECM*

2 Application

How people use change management processes and tools on projects and initiatives within the organization: *percentage and prevalence of initiatives applying CM, consistency*

3 Competencies

Training and development of key groups who must apply change management tools and principles: *practitioner, project teams, leaders, people managers, employees*

4 Standardization

Mechanisms and systems used to institutionalize consistent and integrated change management: *standard methodology, functional group, job roles/paths, integration*

5 Socialization

Creating buy-in and commitment for change management as a core competency across the organization: *executive charter, understanding of value and impact, common definition*

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Drop 5 pins - What is your current change management maturity for each capability area?

	Capability 1 Leadership	Capability 2: Application	Capability 3: Competencies	Capability 4: Standardization	Capability 5: Socialization
Level 5 Organizational Competency					
Level 4 Organizational Standards					
Level 3 Multiple Projects					
Level 2 Isolated Projects					
Level 1 Ad hoc or Absent					

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Prosci® Change Management Maturity Model™

	CAPABILITY AREA 1: LEADERSHIP	CAPABILITY AREA 2: APPLICATION	CAPABILITY AREA 3: COMPETENCIES	CAPABILITY AREA 4: STANDARDIZATION	CAPABILITY AREA 5: SOCIALIZATION
Level 5	• Factor 1.1 • Factor 1.2	• Factor 2.1 • Factor 2.2	• Factor 3.1 • Factor 3.2	• Factor 4.1 • Factor 4.2	• Factor 5.1 • Factor 5.2
Level 4	• Factor 1.3 • Factor 1.4	• Factor 2.3 • Factor 2.4	• Factor 3.3 • Factor 3.4	• Factor 4.3 • Factor 4.4	• Factor 5.3 • Factor 5.4
Level 3	• Factor 1.5 • Factor 1.6 • Factor 1.7 • Factor 1.8	• Factor 2.5 • Factor 2.6 • Factor 2.7 • Factor 2.8	• Factor 3.5 • Factor 3.6 • Factor 3.7 • Factor 3.8 • Factor 3.9 • Factor 3.10 • Factor 3.11 • Factor 3.12	• Factor 4.5 • Factor 4.6 • Factor 4.7 • Factor 4.8 • Factor 4.9 • Factor 4.10 • Factor 4.11 • Factor 4.12	• Factor 5.5 • Factor 5.6 • Factor 5.7 • Factor 5.8 • Factor 5.9 • Factor 5.10
Level 2					
Level 1					

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Prosci® Change Management Maturity Model™

	CAPABILITY AREA 1: LEADERSHIP	CAPABILITY AREA 2: APPLICATION	CAPABILITY AREA 3: COMPETENCIES	CAPABILITY AREA 4: STANDARDIZATION	CAPABILITY AREA 5: SOCIALIZATION
FOR EACH OF THE 50 FACTORS, RUBRIC SCORING DESCRIBES LEVEL 1, LEVEL 2, LEVEL 3, LEVEL 4, LEVEL 5					
Factor 1.1	LEADERSHIP Level of Sponsorship for CM				
<input type="radio"/> Level 5	An executive sponsor (with the required authority and span of control) has been designated and is actively and visibly supporting the effort				
<input type="radio"/> Level 4	A senior level sponsor has been designated and is supporting the effort				
<input type="radio"/> Level 3	The right sponsor has been designated, but is not engaged, active or visible				
<input type="radio"/> Level 2	A sponsor has been designated, but is either not the right sponsor or is not engaged				
<input type="radio"/> Level 1	There is no sponsor for the institutionalization effort				

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Prosci® Change Management Maturity Model™

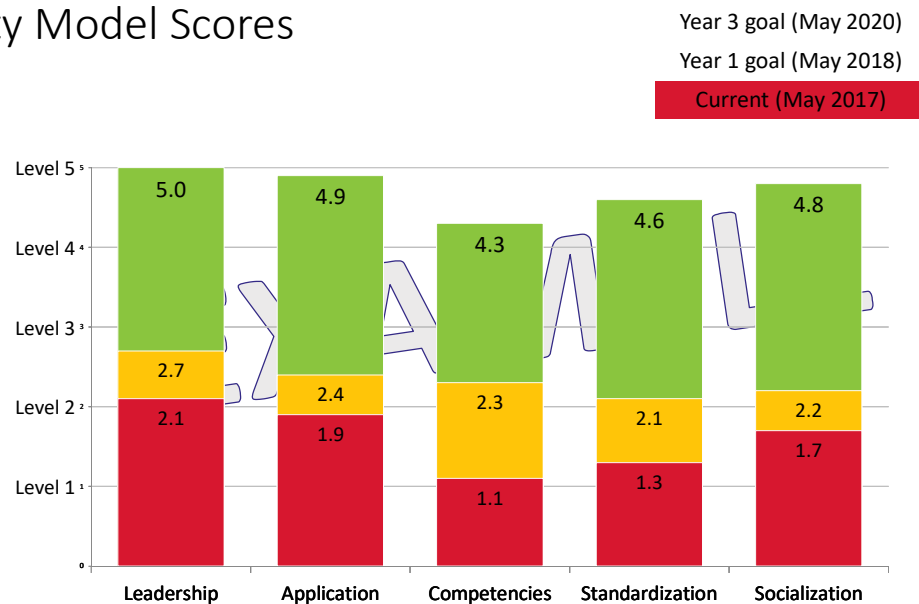
	CAPABILITY AREA 1	CAPABILITY AREA 2	CAPABILITY AREA 3	CAPABILITY AREA 4	CAPABILITY AREA 5
FOR EACH OF THE 50 FACTORS, RUBRIC SCORING DESCRIBES LEVEL 1, LEVEL 2, LEVEL 3, LEVEL 4, LEVEL 5					
Factor 4.1	STANDARDIZATION: Adoption of a standard approach to change management				
○ Level 5	Organization has adopted a standard approach and broadly communicated it				
○ Level 4	Organization has adopted a standard approach, limited communication of standard approach				
○ Level 3	No standard approach adopted, similarity of approach on multiple projects emerging				
○ Level 2	No standard approach adopted, some similarity of approach on isolated projects emerging				
○ Level 1	No standard approach in place or in practice				

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Maturity Model Scores



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How could you envision using the Maturity Model?

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Uses of the Prosci CM Maturity Model Audit

- Measuring maturity
- Guiding actions
- Aligning stakeholders
- Clarifying approach

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Uses of the Prosci CM Maturity Model Audit

Measuring maturity

Guiding actions

Aligning stakeholders

Clarifying approach

- Baselining current maturity level
- Setting goals and targets for future maturity level
- Tracking progress on ECM journey

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Uses of the Prosci CM Maturity Model Audit

Measuring maturity

Guiding actions

Aligning stakeholders

Clarifying approach

- Building a roadmap to maturity that people can get behind
- Complimenting formal ECM strategies and tactics
- Creating tasks and roles for increasing maturity
- Drive decisions on focus, investment and tradeoffs
- Ensuring we don't forget anything on the ECM journey
- Focusing on practical next steps in most important areas
- Identifying gaps that need to be addressed
- Prioritizing and sequencing action steps

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Action Planning with the Maturity Model

Maturity Model Factor	Score March 2018	Goal March 2019	Action Items
1.1. Level of sponsorship for institutionalizing change management across the enterprise	2	4	<i>Next steps to increase score</i>
1.5. Funding and resources for the change management capability and competency building project	1	3	<i>Next steps to increase score</i>
2.6 Resource availability for application of processes and tools on projects	1	3	<i>Next steps to increase score</i>
4.1 Adoption of a standard approach to change management	2	4	<i>Next steps to increase score</i>
4.6 Creation of change management positions and job roles	1	2	<i>Next steps to increase score</i>
5.4 Shared definition of change management across the organization	1	4	<i>Next steps to increase score</i>

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Uses of the Prosci CM Maturity Model Audit

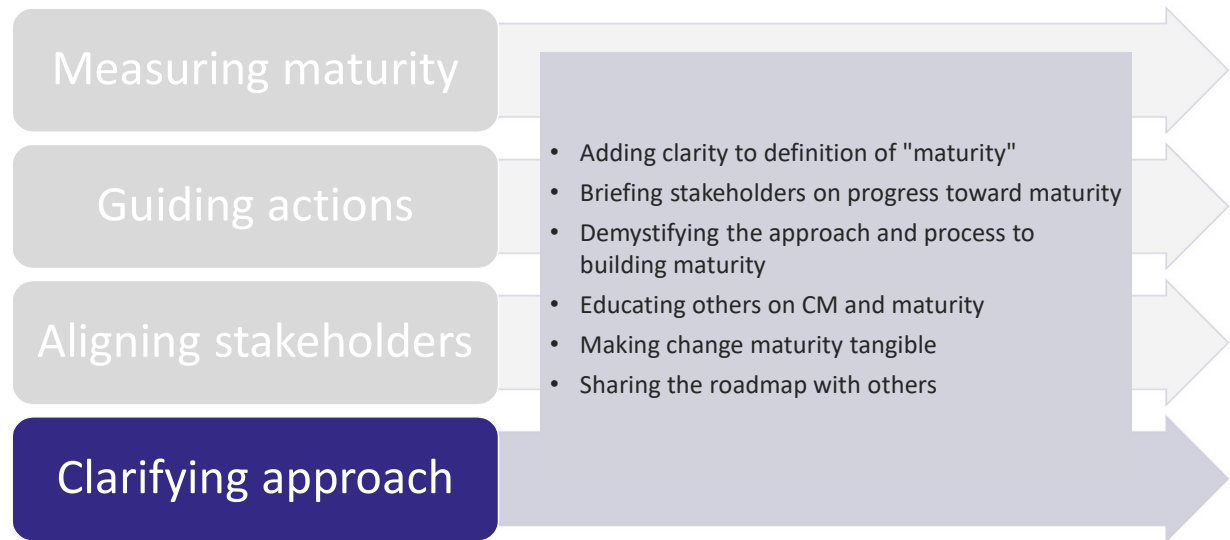


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Uses of the Prosci CM Maturity Model Audit



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Which maturity model use case do you think will be most valuable for you?

Measuring maturity

Guiding actions

Aligning stakeholders

Clarifying approach

Other

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ECM = CMaaCC

Change Management as a Core Competency

The norm

Commonplace

Part of our culture

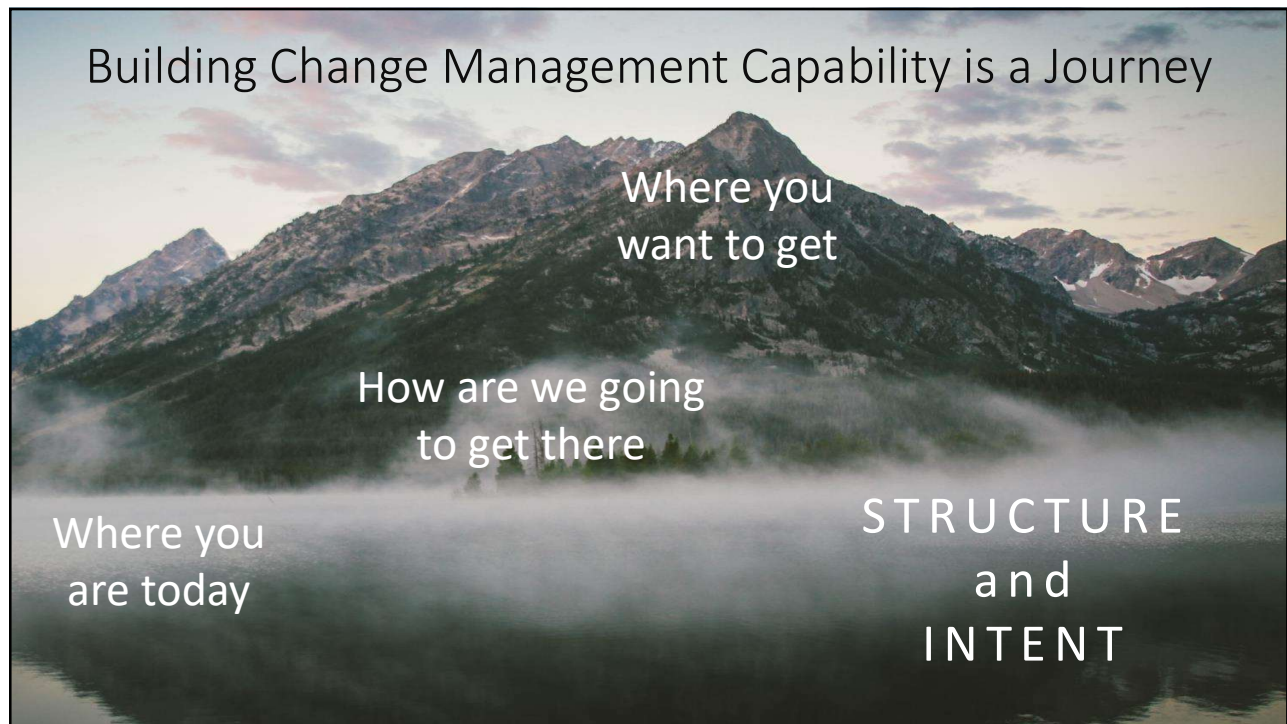
“Who we are, not just what we do”

Embedded in the fabric of the organization

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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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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

How Changes Happen
Help and Hinder Factors
People Side Analysis

ECM Strategy Map

CM takes CM

Maturity Model Scores

Standing in
the future

Objectives | Goals | Metrics

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Bringing Structure and Intent to your ECM Capabilities

Why

Success Velocity Agility

Saturation Strategy

Differentiator Multiplier

Common Approach

How

What

Who

ECM Team Roles

CM takes CM

ECM Activation Plan

When

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The biggest challenge I have advancing my enterprise change management maturity is:

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The next step I plan to take to enhance organizational maturity is:

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Agenda Completion

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Your global go-to partner
for change success

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Build individual change competencies
Apply change management on initiatives
Embed organizational change capability

Prosci Maturity Model Audit



ONLINE TOOL

Change Management Maturity Model Audit

- ☐ \$300 Annual (Save 15%)
- ☐ \$30 Monthly

To grow your change management capability, you need the means to assess your current situation. The Prosci Change Management Maturity Model helps you understand your organization's current level of change management maturity and evolve your capability over time.

 ADD TO CART

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Prosci Solutions to Support Your ECM Journey

ECM Boot Camp

1-day educational program
filled with deployment leaders
from various organizations

LEARN

Learn why a "leadership commitment statement for ECM" is important and how one is created

Strategic Alignment Workshop

1.5-day expertly facilitated workshop
filled with change capability sponsors
from a single organization

DO

Co-create a "leadership commitment statement for ECM" facilitated by a Prosci Senior Change Advisor

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