

A Smorgasbord of Insights from Prosci's Latest Best Practices Report



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Prosci, at Its Core, Is a Research Organization



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Real Lessons From Real Practitioners

- ✓ 44% of projects impact 1,000 or more employees
- ✓ 66% impact more than one division
- ✓ 89% impact business processes
- ✓ 55% expect significant increase in change
- ✓ 70% are nearing, at or past saturation point

Largest body of knowledge on change management



Topics Studied

Advice for new practitioners	Culture	Measurement and metrics	Sponsorship
Agile	Engagement	Methodology	Sustainment
Aligning CM with other disciplines	Global awareness	Organizational change capability	Team member attributes
Biggest obstacles	Greatest contributors	Readiness	Training
Change agent networks	Integrating CM and PM	Reinforcement	Trends in CM
Communications	Job roles and locations	Resistance management	Vertical industry customization
Complementary roles	Justifying CM	Resources and budgets	
Complex change	Manager role	Saturation and portfolio management	

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4 Parts with 19 Chapters

Prosci® Best Practices in Change Management	
Report Structure and Highlights	
PART ONE: 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
PART TWO: 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
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	Secure 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 FOUR: 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

Report Structure and Highlights

320 Tables and Figures

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New in this Edition

This report is designed for accessibility and compliance with regulatory standards that promote equality for people with disabilities.

Committed to “Accessibility by Design”


Color, Contrast, Patterns and Layout

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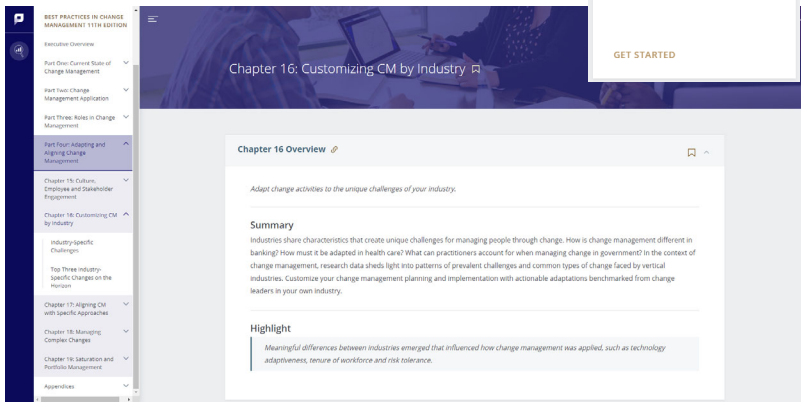
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Best Practices in Change Management – 11th Edition
Available in Two Versions

Print: 375 Pages



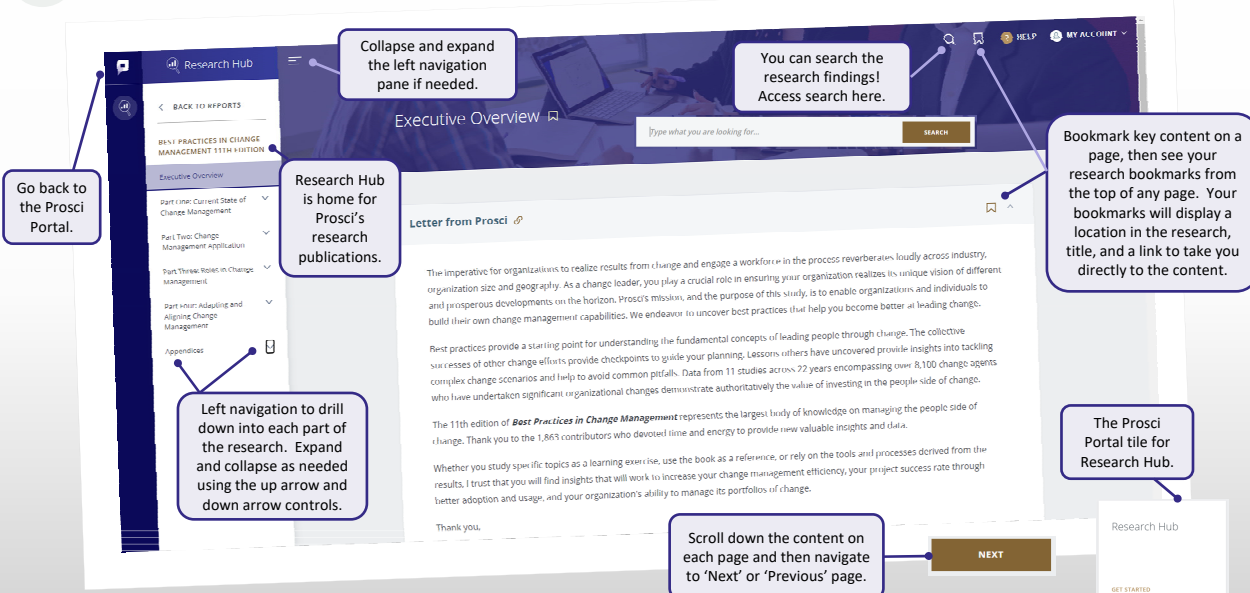
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Introducing Research Hub! Your source for the largest body of knowledge on change management.



Go back to the Prosci Portal.

Collapse and expand the left navigation pane if needed.

Research Hub is home for Prosci's research publications.

Left navigation to drill down into each part of the research. Expand and collapse as needed using the up arrow and down arrow controls.

You can search the research findings! Access search here.

Bookmark key content on a page, then see your research bookmarks from the top of any page. Your bookmarks will display a location in the research, title, and a link to take you directly to the content.

The Prosci Portal tile for Research Hub.

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Section 1 - Chapter 1

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Greatest Contributors to Success

#1 - 11 out of 11

- 1 Active and visible executive sponsorship
- 2 Structured change management approach
- 3 Frequent and open communication
- 4 Employee engagement and participation
- 5 Dedicated change management resources
- 6 Integration and engagement with project management
- 7 Engagement with middle managers


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Section 1 - Chapter 2

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Internal Two-Year Trends in Change Management

1	Greater understanding of the value
2	Broader application
3	Improved adoption of a standard model or approach
4	Lack of adequate dedicated resources
5	Increased focus on capability-building across the organization
6	Improved integration with project management
7	Increased leadership support



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Section 1 - Chapter 2

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Expected Discipline Trends Over the Next Five Years

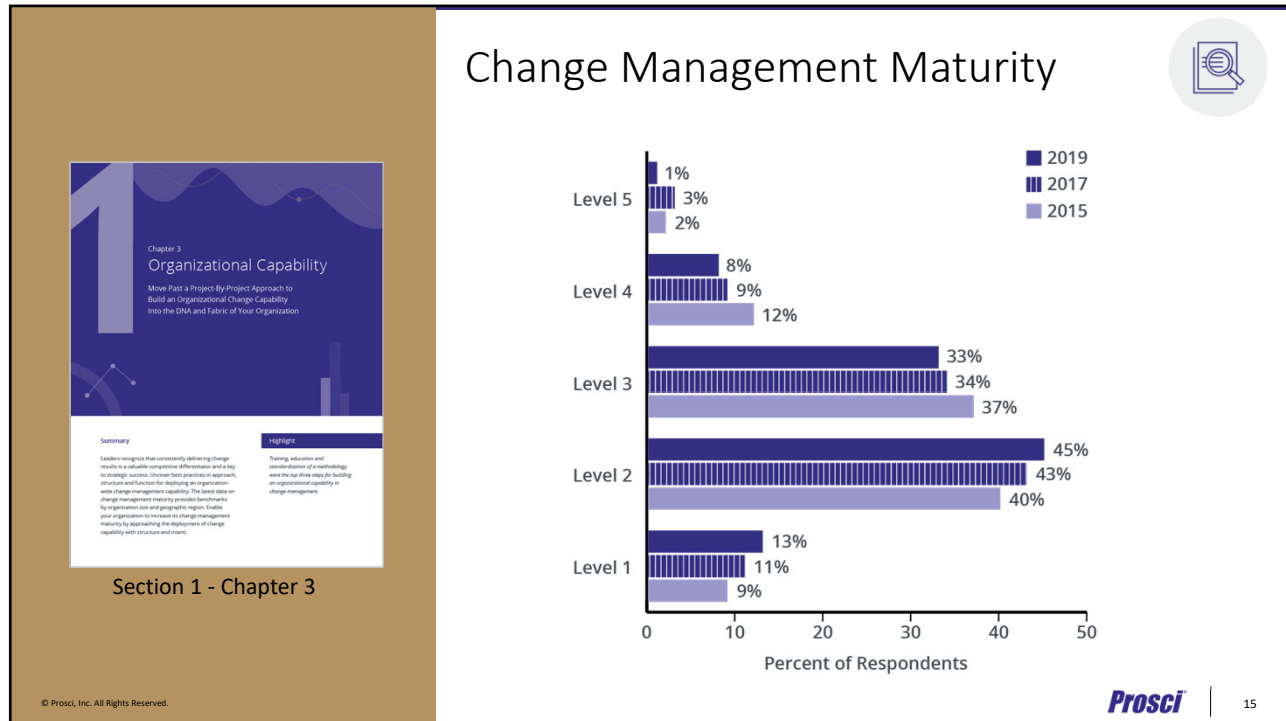
1	Adopting agile methodology
2	Establishing CM as core on more project types
3	Increasing training, education and competency
4	Increasing awareness of the need for CM
5	Increasing use of digital tools
6	Integrating with project management
7	Establishing CMOs and formalized internal roles
8	Integrating people side impacts into culture



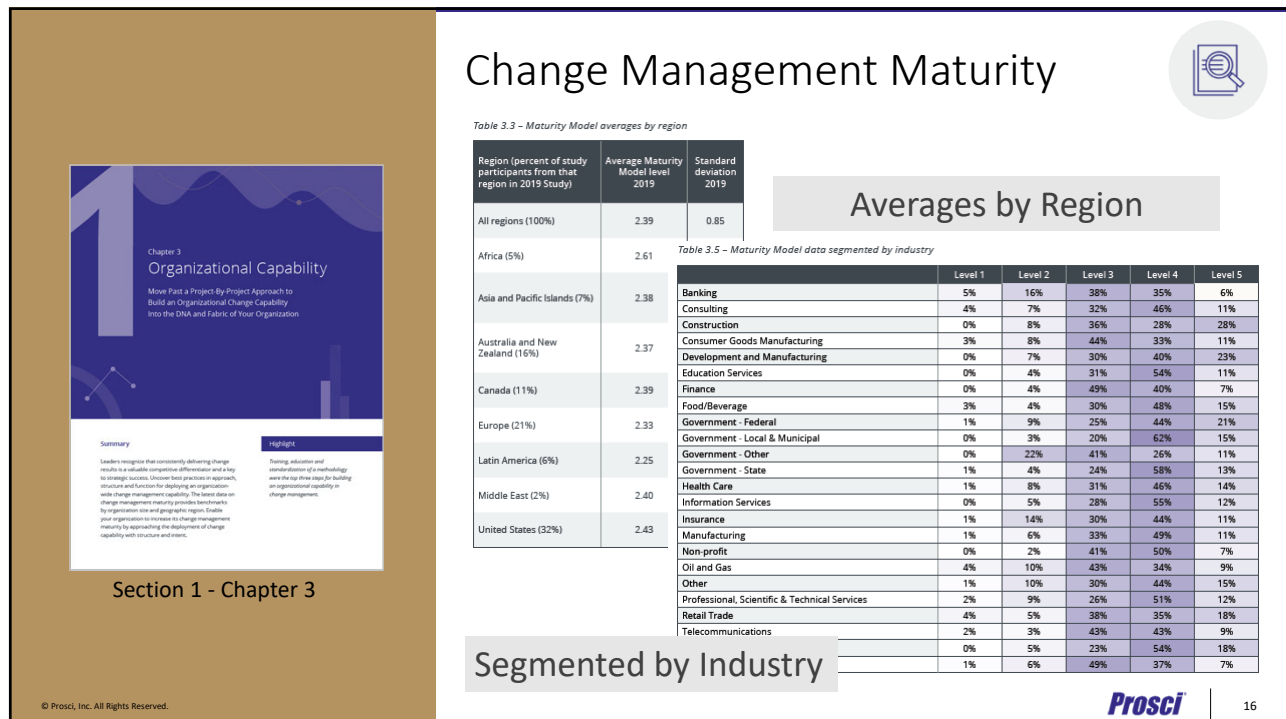
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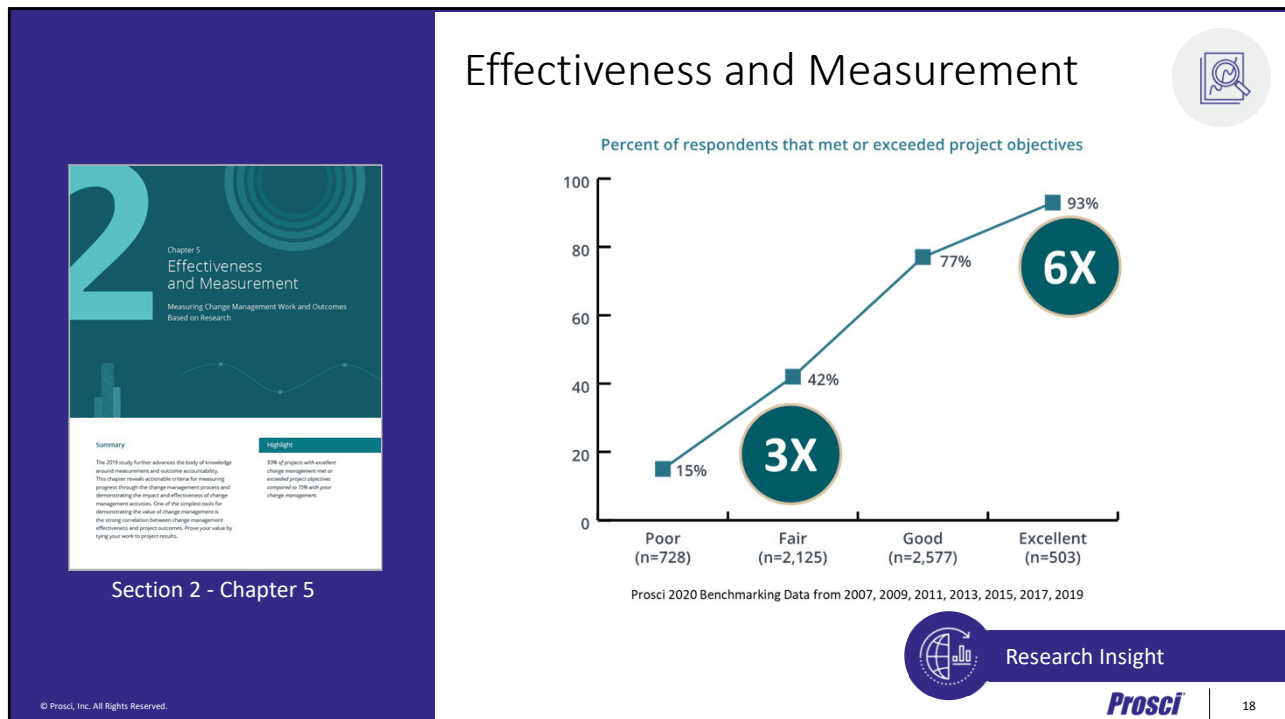


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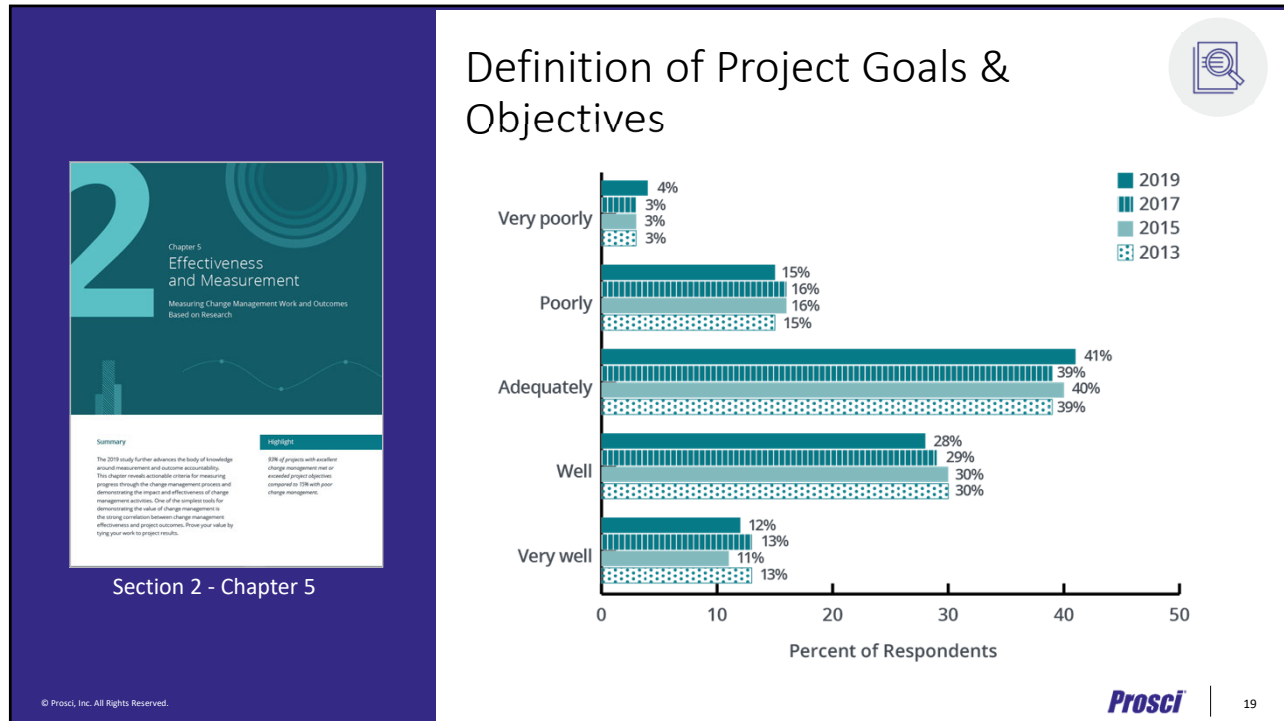


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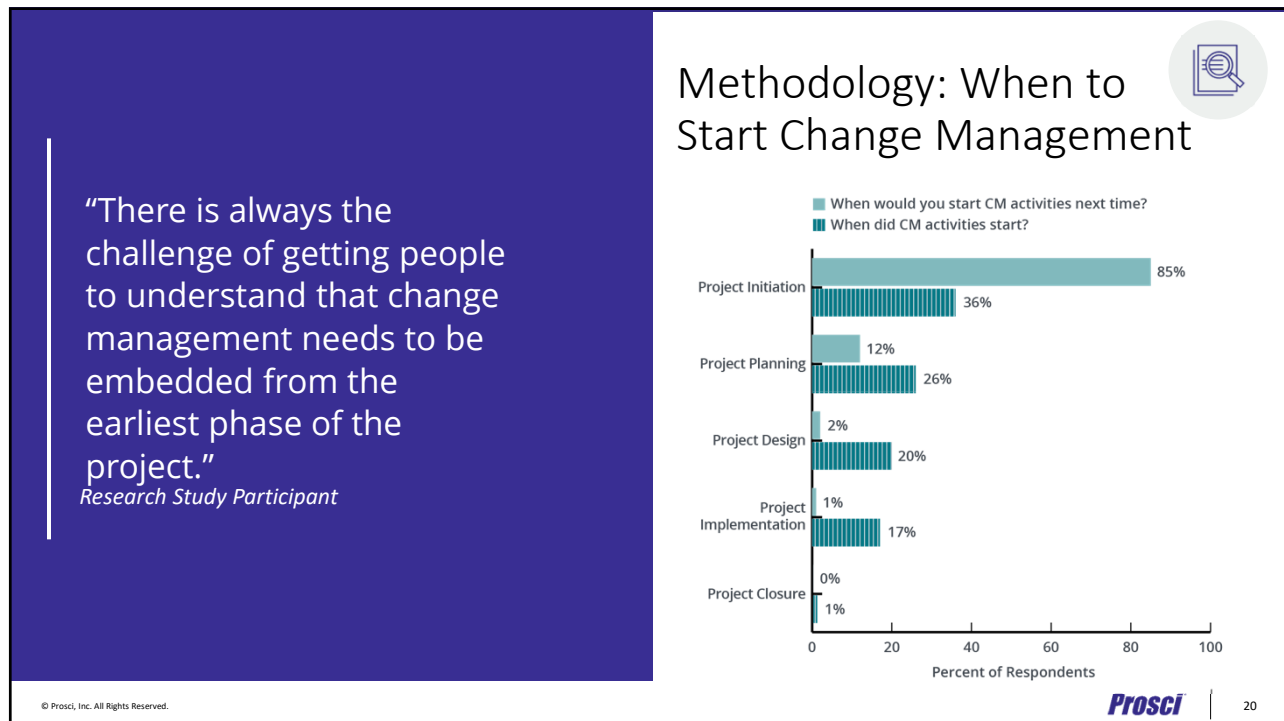


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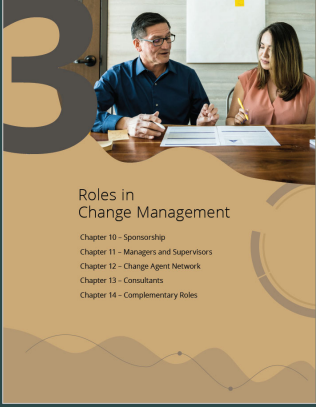


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Roles in Change Management

Chapter 10 - Sponsorship
Chapter 11 - Managers and Supervisors
Chapter 12 - Change Agent Network
Chapter 13 - Consultants
Chapter 14 - Complementary Roles

Section 3

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Section 3: Roles in Change Management

Chapter 10	Sponsorship
Chapter 11	Managers and Supervisors
Chapter 12	Change Agent Network
Chapter 13	Consultants
Chapter 14	Complementary Roles

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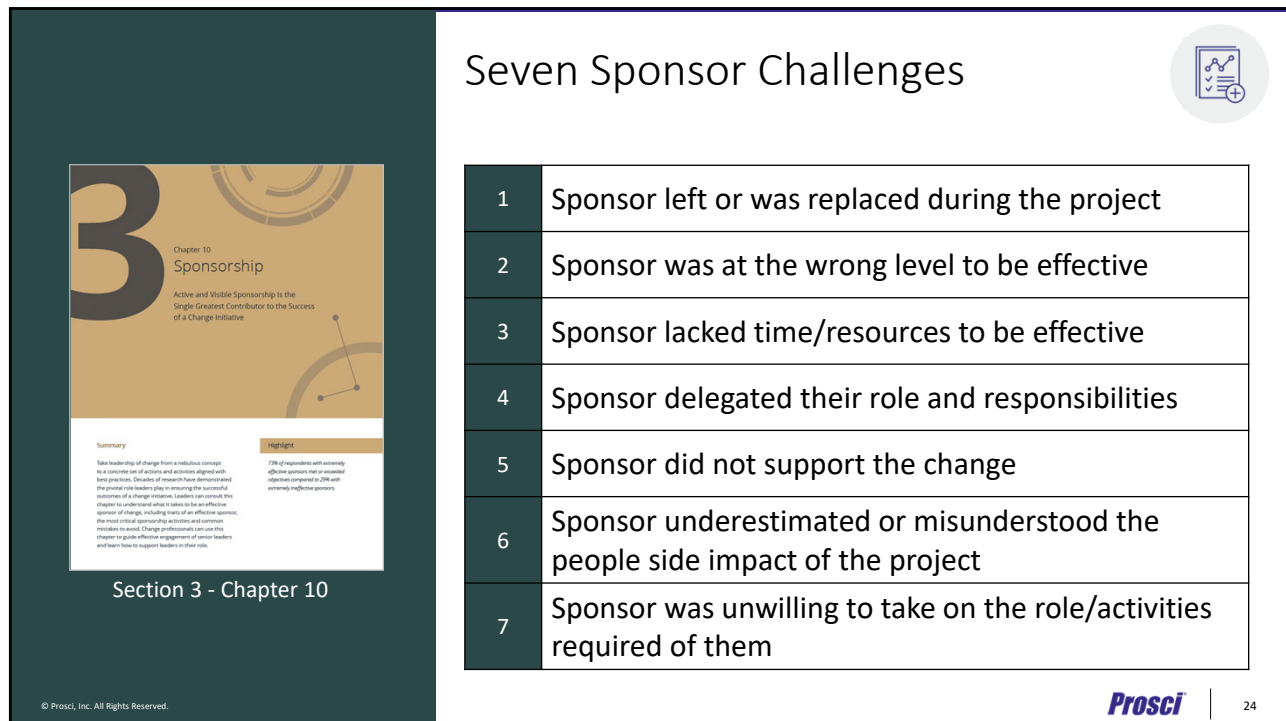
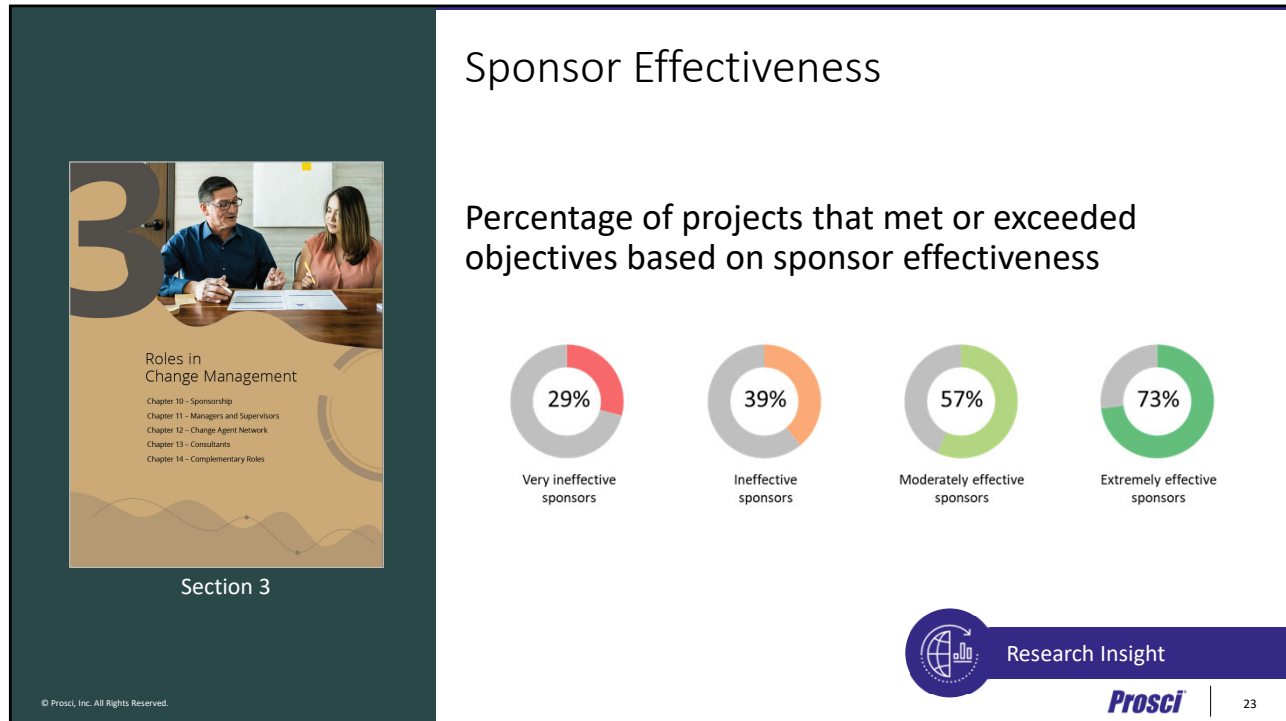


73% of respondents with extremely effective sponsors met or exceeded objectives compared to 29% with extremely ineffective sponsors

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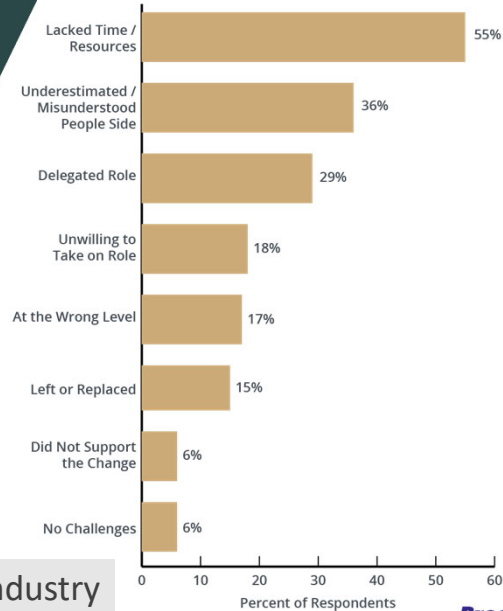
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Sponsor Challenges

More than half reported challenges with a sponsor who lacked the time/resources to effectively sponsor the change.



Also Segmented by Industry

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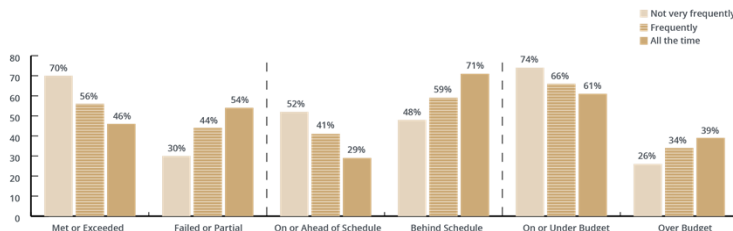
Lacked Time or Resources to Effectively Sponsor

Impact:

1. Project slows or stalls
2. Project seen as unimportant by impacted group
3. Project critical decisions and support was not made or given
4. Project communications became less impactful or failed

Adaptations:

1. Create resources that make sponsoring change easier
2. Lean more on project resources
3. Ensure the sponsor availability and commitment early
4. Reserve the sponsor for critical activities



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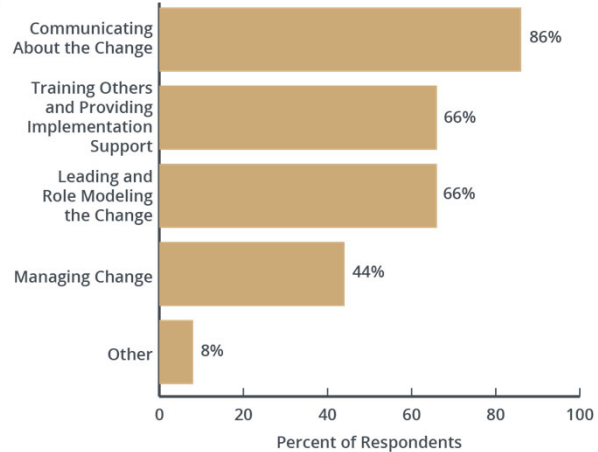
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Change Agent Network Roles

More than half reported that their change agent networks were responsible for communicating about change, training others, and leading and role modeling the change.



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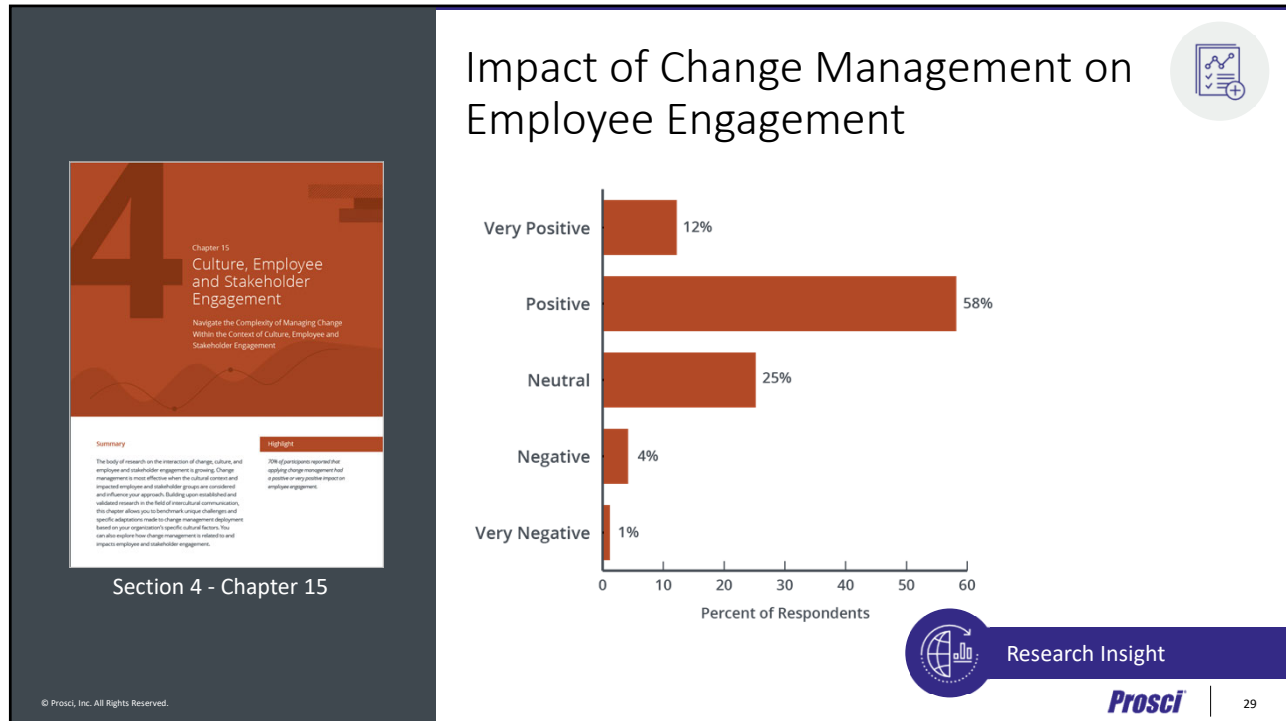
70% of participants reported that applying change management had a positive or very positive impact on employee engagement



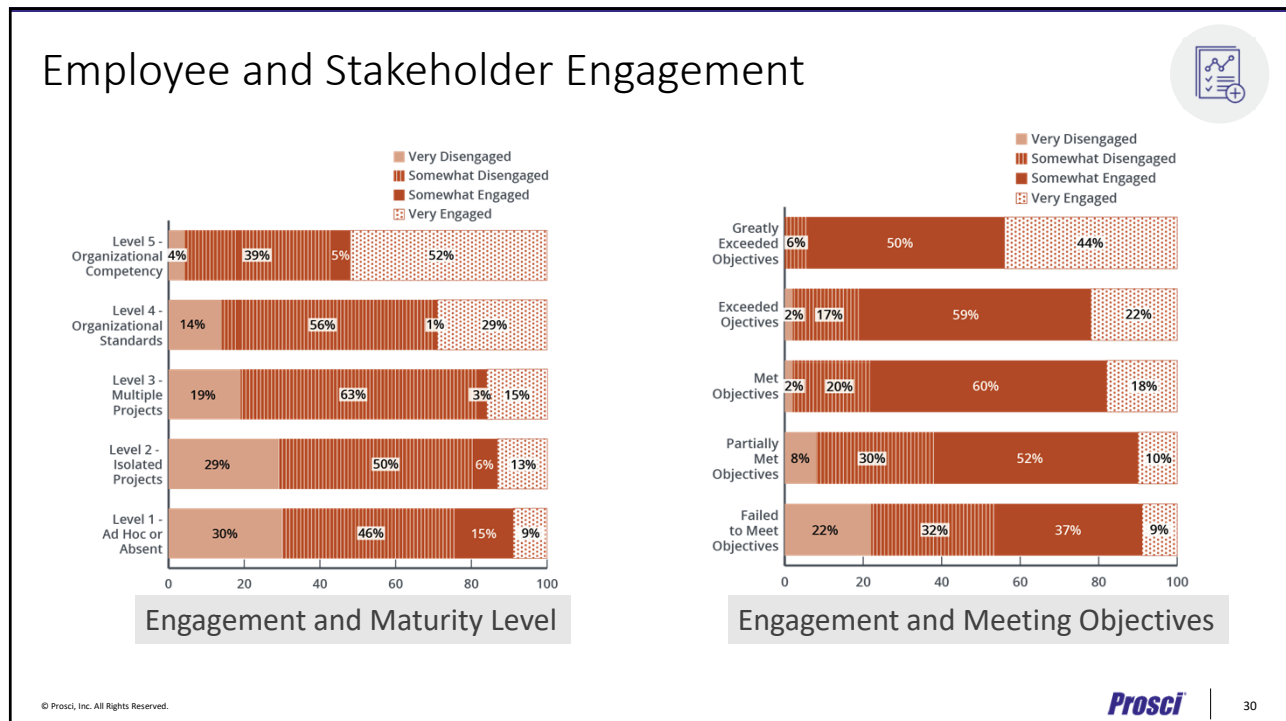
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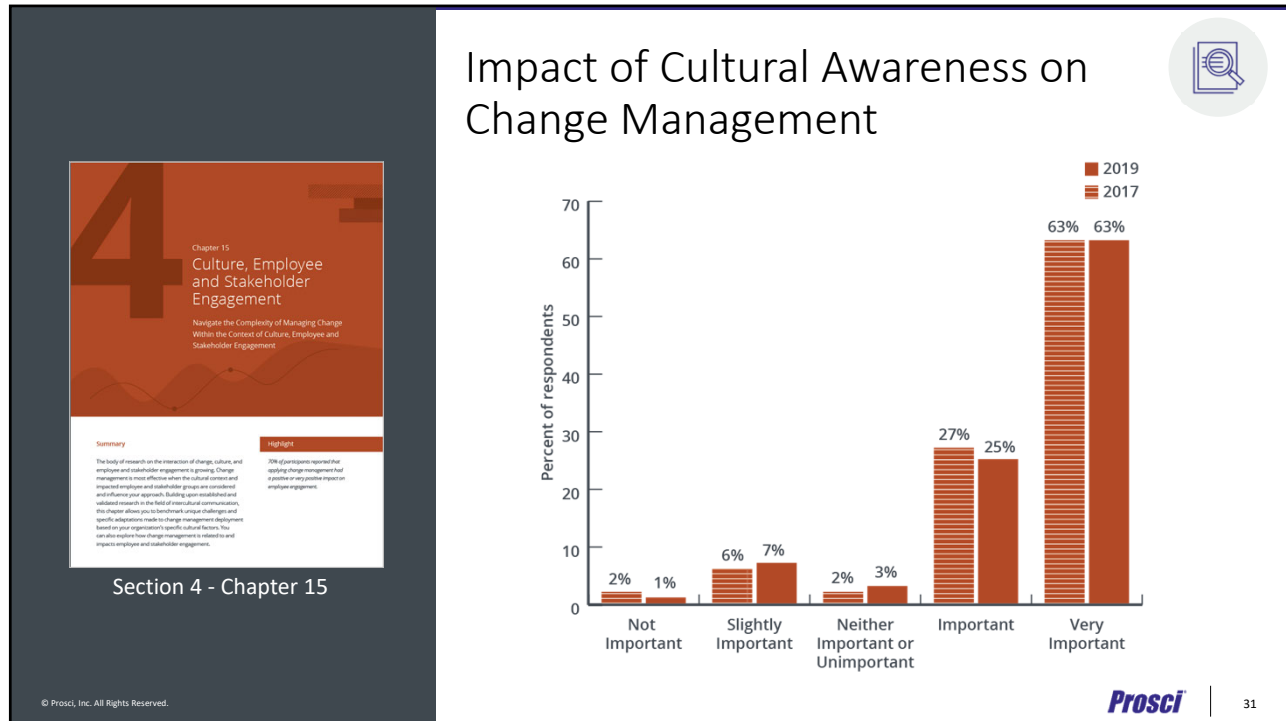


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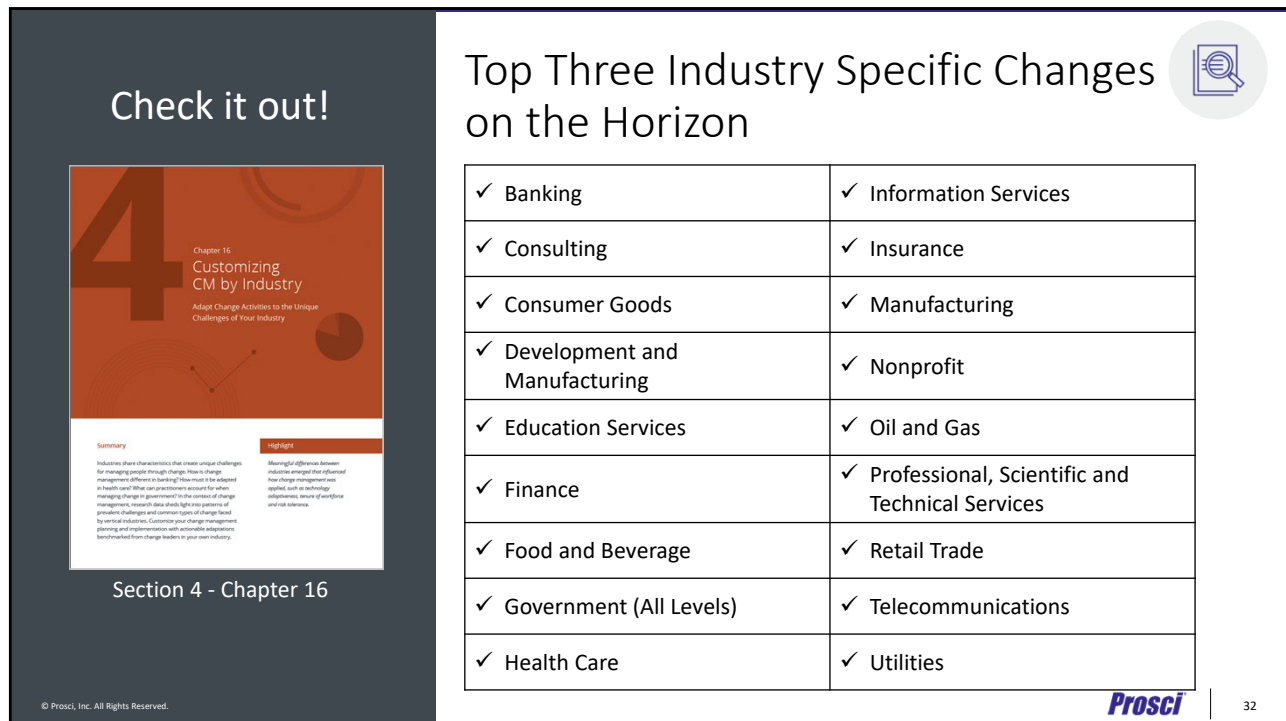


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