

Navigating the Changes Ahead with Data-Driven Change Insights

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Celebrate and Elevate

Prosci Research verb

The ongoing, active pursuit of better and best practices that increase the likelihood of change success, fueled by the experiences and insights generously shared by practitioners in response to thoughtful questions on crucial topics.













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Prosci Research Process

Topic Selection



What areas can we learn about to equip future change leaders with ability to drive more successful change? Thoughtful Questions



How do we artfully craft questions that will yield the learnings and insights we can action on?

Data Collection



How will we find participants? How will we pull the experience, insights, and data points from them? Analysis and **Synthesis**



How will we translate what we've learned into actionable insights?

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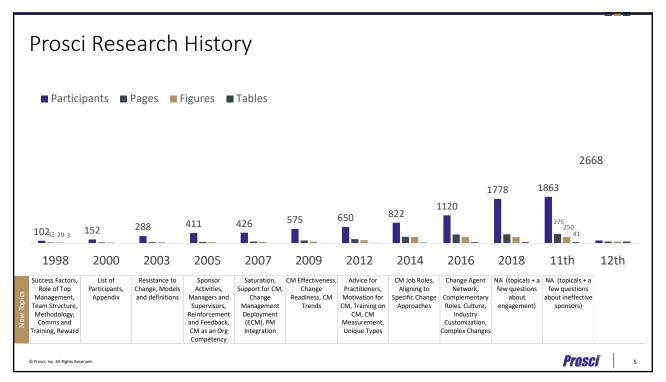


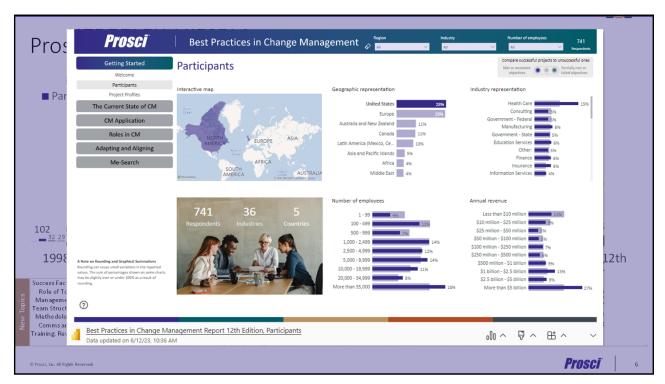
How will people consume and access the learnings? How will Prosci add value?

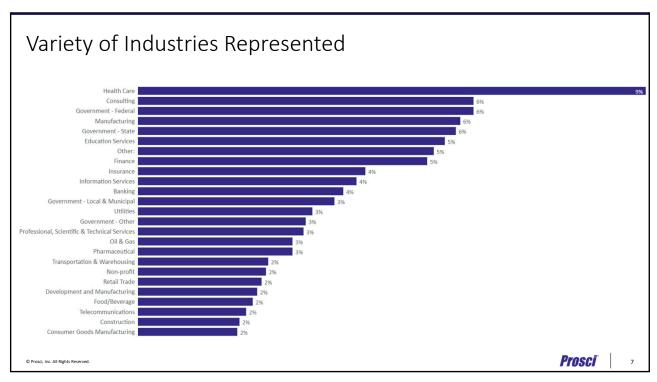
- 1. Minutes Not Months
- 2. Interactive Insights
- 3. Research As a Verb / Me-search

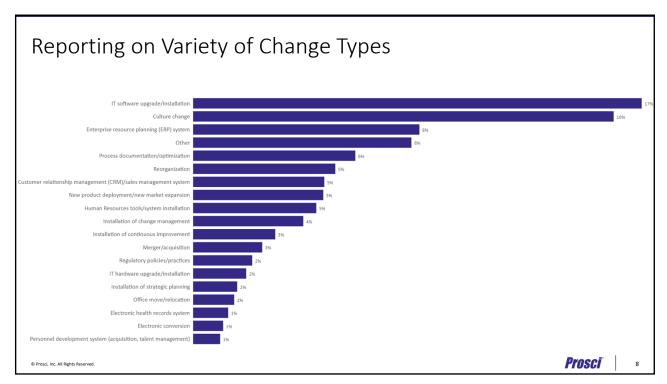
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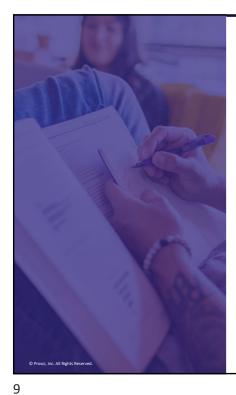
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Questions Asked, Answered & Analyzed

- Participant and project demographics
- What has been the single greatest contributor to the success of your change management program?
- What has been your greatest change management obstacle?
- What would you do differently on your next project?
- What are the top trends in the discipline that you see developing over the next five years?
- What challenges do you see the change management discipline facing?

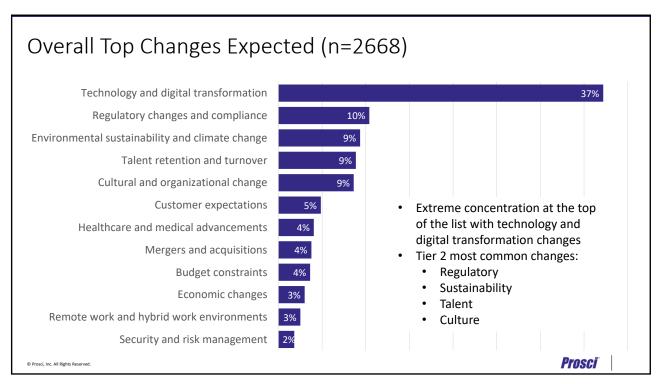
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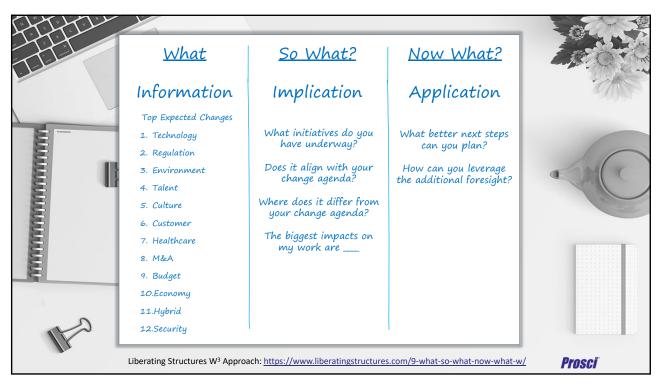


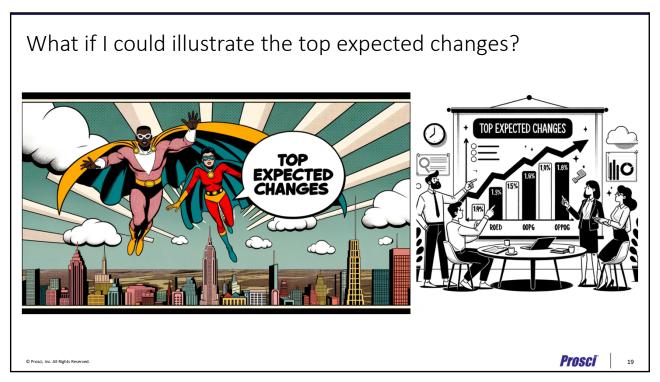


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Total Study	Small <100	Mid 100-1000	Jarge 1K-10K	Enterprise >10K	Top Expected Changes << Percent Identifying Expected Change Variance from Total Study Population >>	Small <100	Mid 100-1000	Large 1K-10K	Enterprise >10K	Total Study
37%	32%	39%	35%	40%	Technology and digital transformation	-5%	1%	-2%	3%	37%
10%	11%	12%	10%	9%	Regulatory changes and compliance	0%	2%	0%	-2%	10%
9%	6%	8%	11%	9%	Environmental sustainability and climate change	-3%	-1%	2%	0%	9%
9%	9%	10%	9%	8%	Talent retention and turnover	0%	1%	0%	-1%	9%
9%	12%	8%	9%	8%	Cultural and organizational change	3%	-1%	1%	-1%	9%
5%	4%	6%	4%	5%	Customer expectations	-1%	1%	-1%	0%	5%
4%	3%	3%	4%	5%	Healthcare and medical advancements	-1%	-1%	0%	1%	4%
4%	6%	3%	4%	4%	Mergers and acquisitions	3%	-1%	0%	0%	4%
4%	3%	3%	5%	3%	Budget constraints	0%	-1%	1%	-1%	4%
3%	5%	3%	3%	2%	Economic changes	2%	0%	0%	-1%	3%
3%	2%	2%	2%	3%	Remote work and hybrid work environments	0%	0%	0%	1%	3%
2%	2%	1%	2%	2%	Security and risk management	0%	-1%	0%	0%	2%

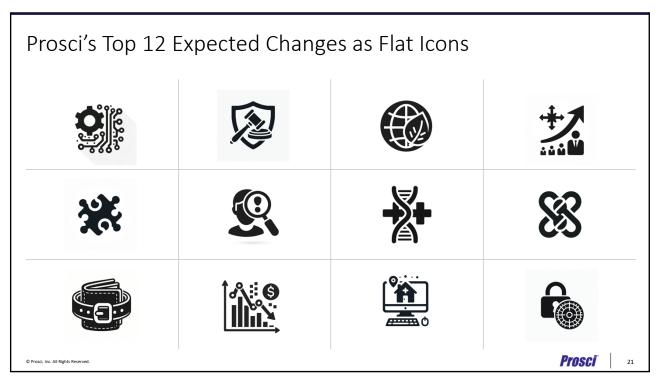
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Total Study	Health Care	Consulting	Government . Federal	Manufacturing	Government - State	Education Services	Finance	Insurance	Top Expected Changes << Percent Identifying Expected Change Variance from Total Study Population >>	Health Care	Consulting	Government. Federal	Manufacturing	Government - State	Education Services	Finance	Insurance	Total Study.
37%	29%	40%	41%	37%	39%	36%	44%	35%	Technology and digital transformation	-8%	3%	4%	-1%	2%	-1%	6%	-2%	37%
10%	10%	7%	13%	5%	11%	7%	20%	17%	Regulatory changes and compliance	0%	-3%	2%	-5%	1%	-3%	10%	6%	10%
9%	1%	6%	6%	16%	5%	1%	4%	7%	Environmental sustainability and climate change	-9%	-4%	-3%	7%	-5%	-8%	-5%	-3%	9%
9%	14%	10%	8%	12%	11%	14%	6%	4%	Talent retention and turnover	5%	1%	-1%	3%	3%	5%	-2%	-5%	9%
9%	6%	11%	11%	8%	13%	14%	6%	8%	Cultural and organizational change	-3%	2%	3%	0%	5%	5%	-3%	-1%	9%
5%	2%	2%	3%	3%	4%	5%	9%	12%	Customer expectations	-3%	-2%	-2%	-2%	-1%	0%	4%	7%	5%
4%	24%	3%	3%	1%	3%	1%	0%	5%	Healthcare and medical advancements	20%	-1%	-1%	-3%	-1%	-3%	-4%	1%	4%
4%	5%	7%	1%	4%	0%	2%	4%	6%	Mergers and acquisitions	1%	3%	-3%	0%	-4%	-2%	1%	2%	4%
4%	4%	0%	3%	3%	6%	6%	2%	0%	Budget constraints	1%	-4%	-1%	-1%	2%	2%	-1%	-4%	4%
3%	1%	2%	2%	7%	1%	3%	2%	2%	Economic changes	-2%	-1%	-1%	4%	-2%	0%	-1%	-1%	3%
3%	1%	6%	5%	1%	4%	5%	1%	1%	Remote work and hybrid work environments	-1%	3%	2%	-1%	2%	2%	-2%	-2%	3%
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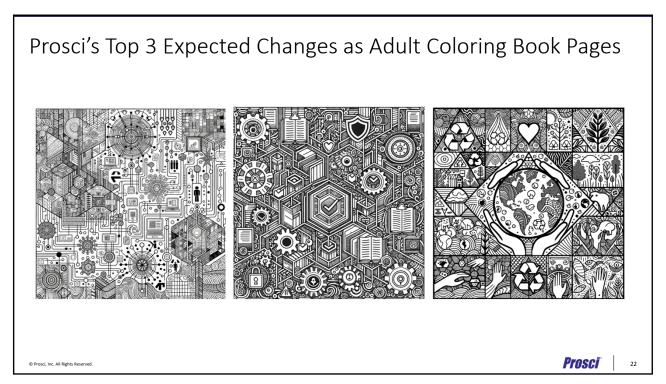
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9%	7%	13%	12%	6%	10%	11%	8%	5%	Environmental sustainability and climate change	-3%	4%	3%	-3%	0%	2%	-1%	-4%	9%
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4%	6%	3%	4%	6%	2%	2%	1%	4%	Healthcare and medical advancements	2%	-2%	0%	2%	-2%	-2%	-3%	0%	4%
4%	4%	5%	2%	2%	4%	6%	2%	5%	Mergers and acquisitions	1%	1%	-2%	-2%	0%	2%	-2%	1%	4%
4%	4%	4%	3%	3%	2%	3%	3%	5%	Budget constraints	1%	0%	0%	0%	-2%	-1%	-1%	2%	4%
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3%	3%	2%	3%	5%	3%	1%	2%	1%	Remote work and hybrid work environments	0%	-1%	0%	2%	0%	-2%	0%	-1%	3%
2%	2%	2%	2%	2%	0%	1%	2%	1%	Security and risk management	0%	0%	0%	0%	-1%	-1%	0%	-1%	2%

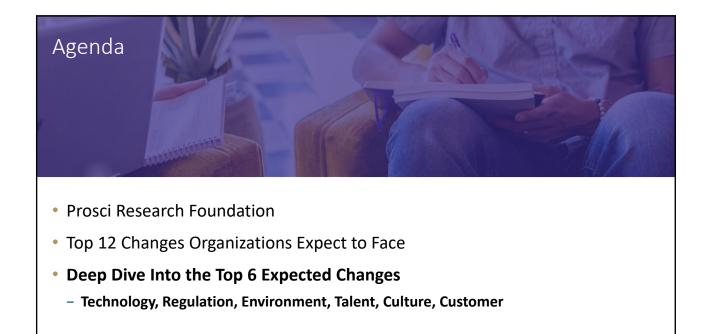












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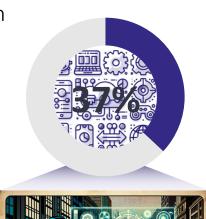
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Technology and Top Expected Changes **Digital Transformation Regulatory Changes** and Compliance **Environmental Sustainability Talent Retention** Cultural and and Climate Change and Turnover Organizational Change Customer Expectations 3 **3%** 00 Collaboration ΑI Continuity of Ops Balance Alignment Data and analytics Audits Higher cost Burnout Connection Affordability HRIS Cybersecurity No single use plastic Clarity Constant change Availability rations/Updates Decentralization Culture Convenience Office usage Compensation Customization ee Protection Flexibility Inclusion w/o Packaging Nobile app roll out Slow food pipeline nerations ng understanding brid Work flow Privacy Prosci © Prosci, Inc. All Rights Reserved

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#1 Technology and Digital Transformation

- Responding to rapidly accelerated technology roadmaps
- Turning digitally-enabled capabilities into sustained transformation
- "Above the line" focus in:
 - Enterprises
 - Consulting, Federal Government, Finance
 - Europe, Asia and PI, Middle East





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#2 Regulatory Changes and Compliance

- Cycle of regulation-responseregulation-response
- Technology and digital: data, privacy, cybersecurity, AI
- "Above the line" focus in:
 - Small and Mid Sized
 - Federal Government, State Government, Finance, Insurance
 - US, Australia and NZ, Africa



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#3 Environmental Sustainability and Climate Change

- Reactive and proactive tactics to address environment
- Cooperative, cross-boundary action
- "Above the line" focus in:
 - Large Sized
 - Manufacturing
 - Europe, Australia and NZ, Asia and PI

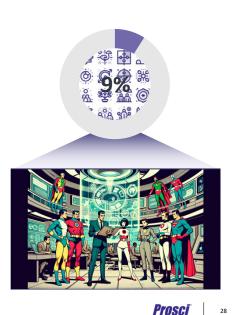


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#4 Talent Retention and Turnover

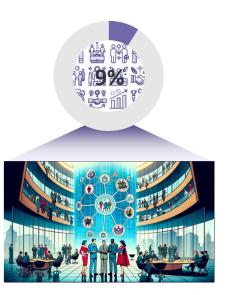
- · Most pervasive dimension of competition: our people
- · Recent shifts in employee-employer relationship
- "Above the line" focus in:
 - Health Care, Manufacturing, State **Government Education Services**
 - US, Canada, Asia and PI



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#5 Cultural and Organizational Change

- In response to and catalyzed by pandemic ramifications
- · Creating collective conditions for individual thriving
- "Above the line" focus in:
 - Small Sized
 - Consulting, Federal Government, State Government, Education Services
 - Latin America, Africa

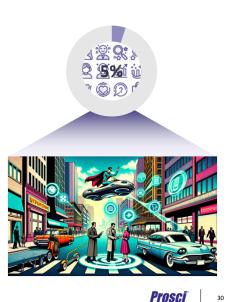


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#6 Customer Expectations

- · With pandemic responses came shifting experiences and expectations
- Transformations transcend transactions
- "Above the line" focus in:
 - Mid Sized
 - Finance, Insurance
 - Europe



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