

Preparing for the Future of Change Management with the Latest Trends

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Agenda

- **Prosci Research Foundation**
- Emerging Contributors – Comms Adaptations and CM Evolution
- Challenges Facing the Discipline
- Expected Trends in the Discipline

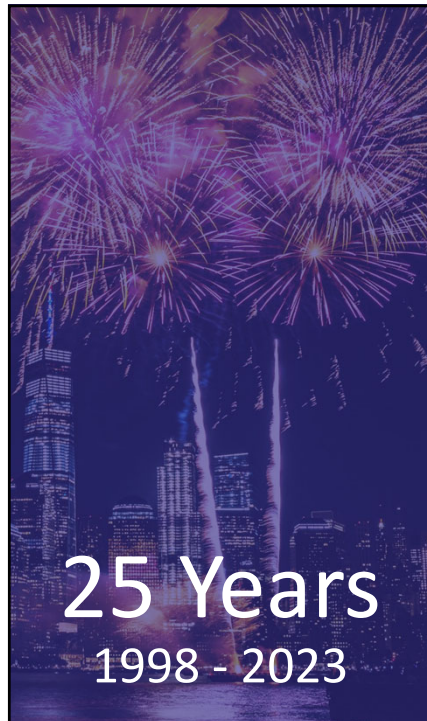
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Celebrate and Elevate

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.

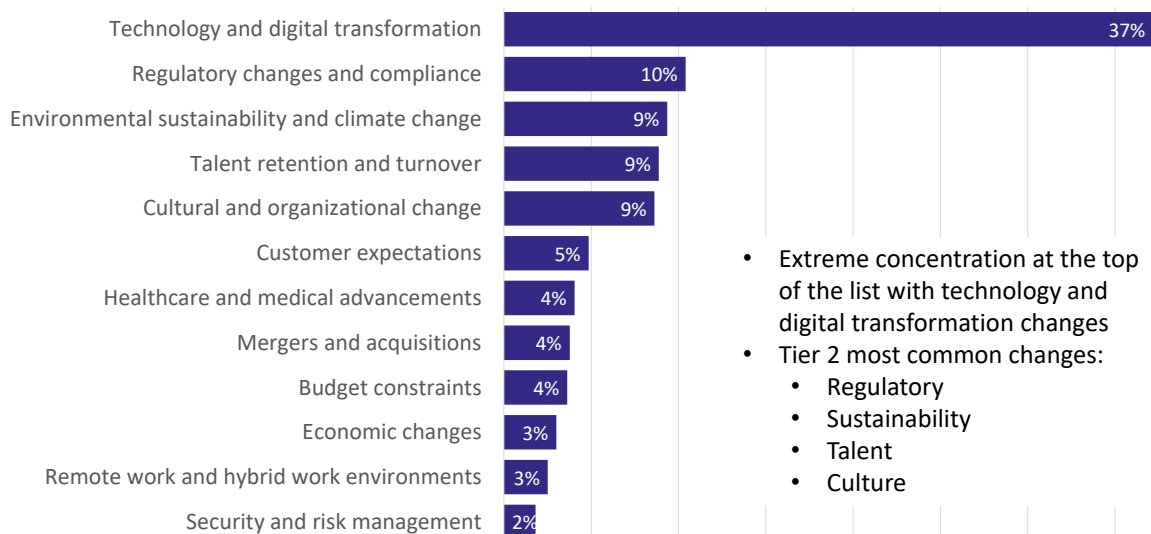


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Overall Top Changes Expected (n=2668)



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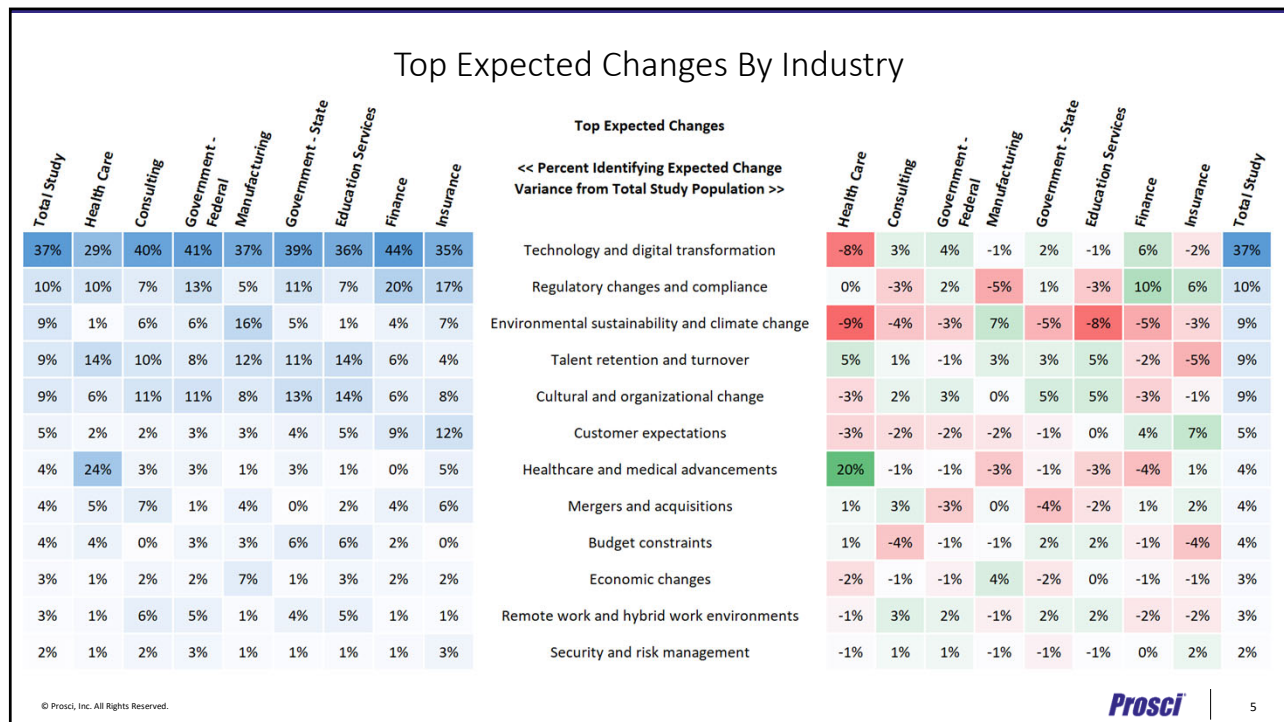
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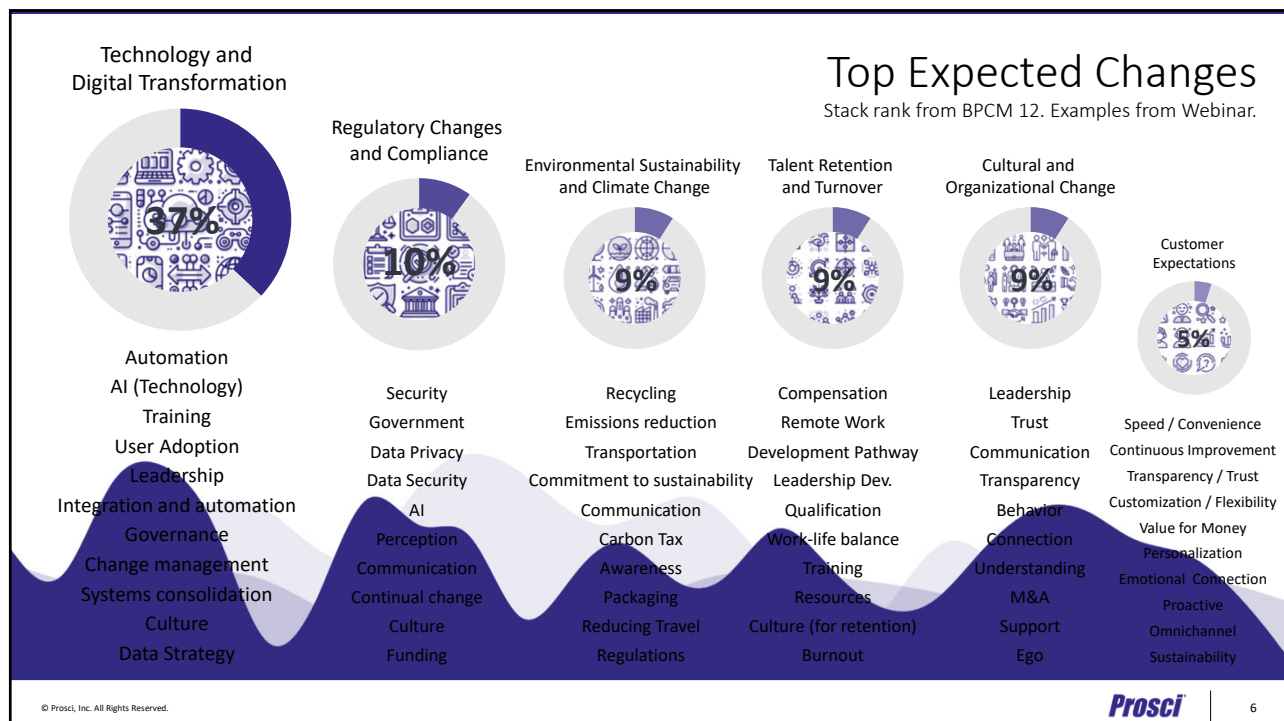
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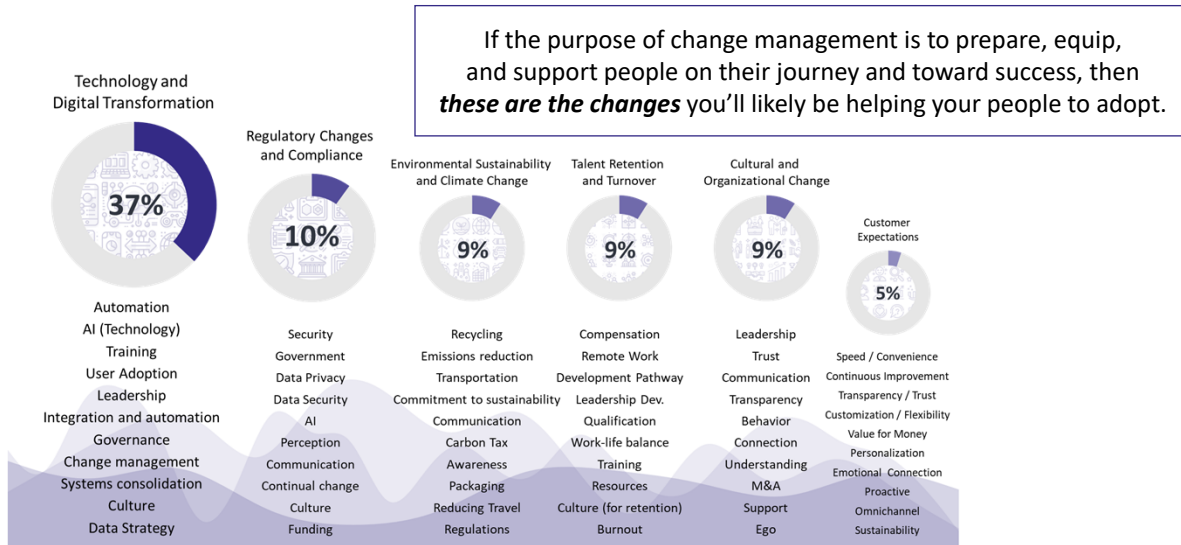


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Connecting CM Purpose and Expected Changes



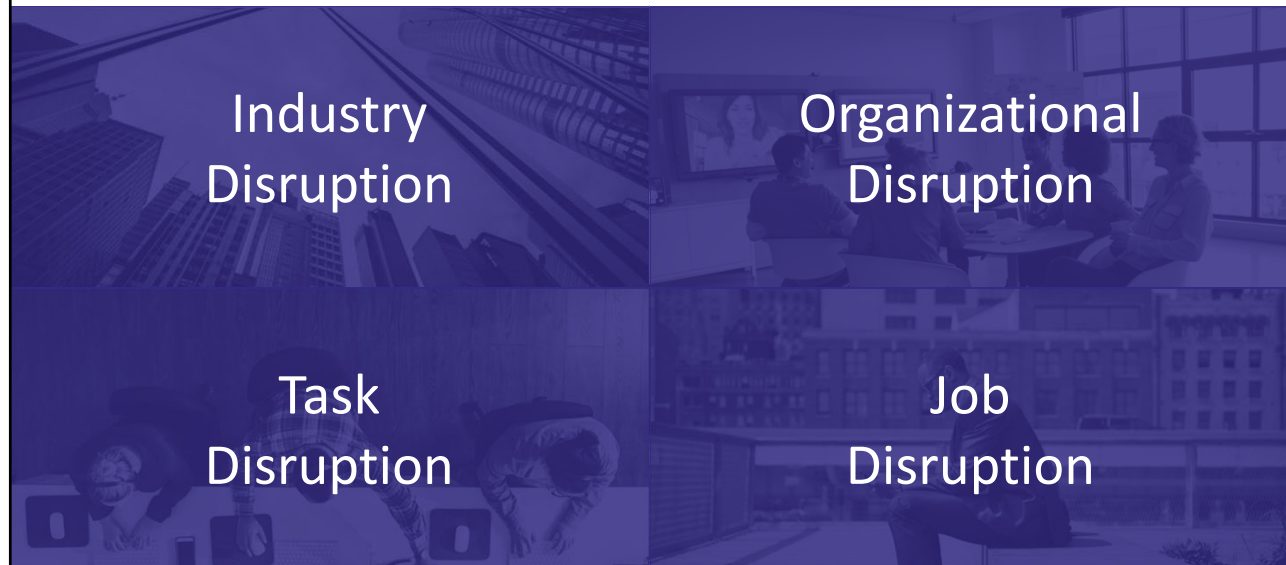
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AI and Change



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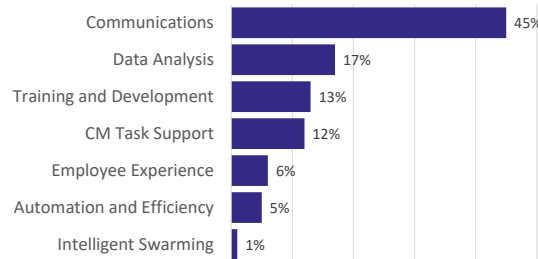
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First Meaningful Use of AI in CM



Communications:

- planning
- draft generation
- translation
- making clear and concise
- enhancing and elevating content
- creating an analogy to explain a concept
- documentation
- schedule messaging
- personalization and tailoring
- writing support

Training and Development:

- planning
- procedure development
- storytelling
- material creation
- asset development

CM Task Support:

- resistance identification
- brainstorming
- planning
- coordination
- strategy development
- impact assessment

Data Analysis:

- data collection
- sentiment analysis
- summarization
- survey deployment
- synthesis of large data sets

Results from Prosci Sept 2023 Webinar

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Source: [Applying ADKAR to AI Adoption Challenges Webinar](#)

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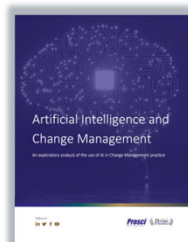
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New in Research Hub

Five big questions:

- Reasons for not
- Current uses in change
- Impact of AI on change
- Potential opportunities
- Potential concerns



- Study participant use of AI in CM was about 50/50.
- Overall, participants were familiar with AI: 8 in 10 respondents (84%) indicated they were a great deal (9%), quite a bit (34%), or moderately (41%) familiar with AI.

How are you currently using AI tools and technologies in your CM practice?

1. Communication Support
2. Content Creation
3. Strategy and Planning
4. Automation and Efficiency
5. Stakeholder Engagement
6. Data Analysis

What impact have AI tools and technologies had on your change management work?

1. Increased Efficiency
2. Enhanced Communication
3. Accelerated Problem-Solving
4. Support in Content Creation
5. Improved Workload Management
6. Facilitates Idea Generation
7. Limited Impact

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Source: Prosci's New AI and CM Research Report, 2023, available now in [Research Hub](#)

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LinkedIn Poll Results – Dec 5, 2023



Tim Creasey (He/Him) • You
Chief Innovation Officer at Prosci
5d • 🌐

I am curious to get the pulse of my network - please vote on your current use of AI. I have taken the perspective of AI being an exquisitely skilled intern (that needs very specific instruction) and as a word mashup artist (that I provide the source material to and define the output for). It's more like taking an iterative and collaborative journey with a co-creating partner, than simply asking an oracle to spit out an answer.

How are you collaborating with AI to enhance your productivity?

Are you collaborating with an AI intern/word mashup artist to enhance your productivity?

You can see how people vote. [Learn more](#)

Er'y day, er'y day	22%
Becoming more common	23%
Starting to dabble	36%
Waiting on the sidelines	18%

422 votes • 1d left • [Hide results](#)

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Connect with [Tim Creasey on LinkedIn](#)

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My Mental Model for Engaging My AI Intern



- **Canvas (Output):** Define the output that you are going to create with your AI intern. *We are going to write a proposal. We are going to build an outline. We are going to conduct and compile research. We are going to create an impressionist painting.* You don't need a ton of detail (although the more the better), and it can evolve along the way, but alignment on the endgame creates the guardrails for collaboration and sets critical boundaries for your AI Intern.
- **Palette/Paint (Context):** Provide additional enriching details, or encourage some research, to provide more specific paint to palette. Each layer of context you provide gives your AI Intern additional colors and hues to use when creating with you. *We are creating a proposal, for a nonprofit in McCall, Idaho, called CIMBA at the website (<https://www.cimbarides.org>).*
- **Strokes (Prompts)** – It takes more than one paint stroke to create a picture; working with your AI Intern is a process of PromptS Engineering not Prompt Engineering...

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What additional "top contributors to success"
are emerging and growing in importance for
post-pandemic change?



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Emergent Contributors: Sunburst Categories

Organizational Contributors:

- How the infrastructure of the organization is changing to support people and the work of the future

Initiative Contributors:

- How we implement and execute change, differently, given the new change landscape

Interactions Contributors:

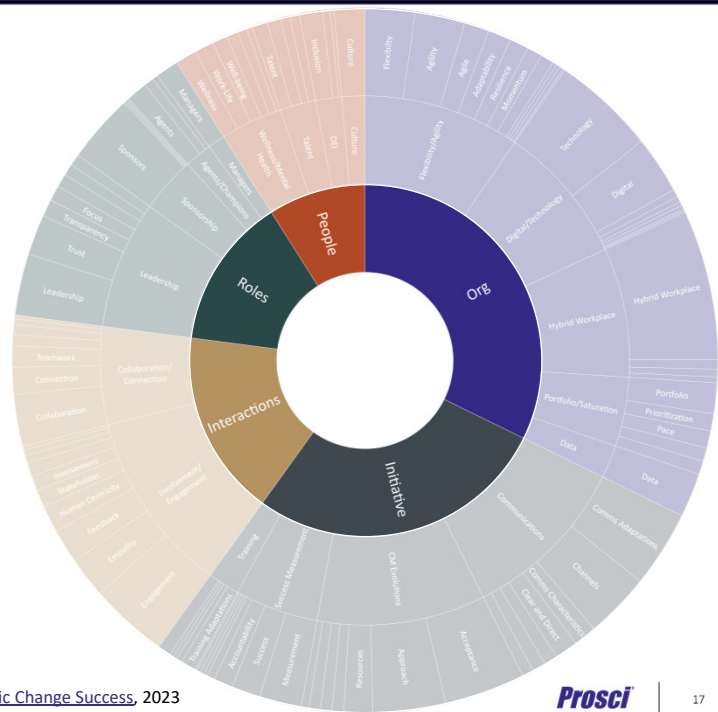
- How we engage and involve people throughout the organization and during change

Roles Contributors

- How the roles that contribute to change success must show up differently in our post-pandemic world

People Contributors:

- How we elevate and support our people as individuals and as part of an organization



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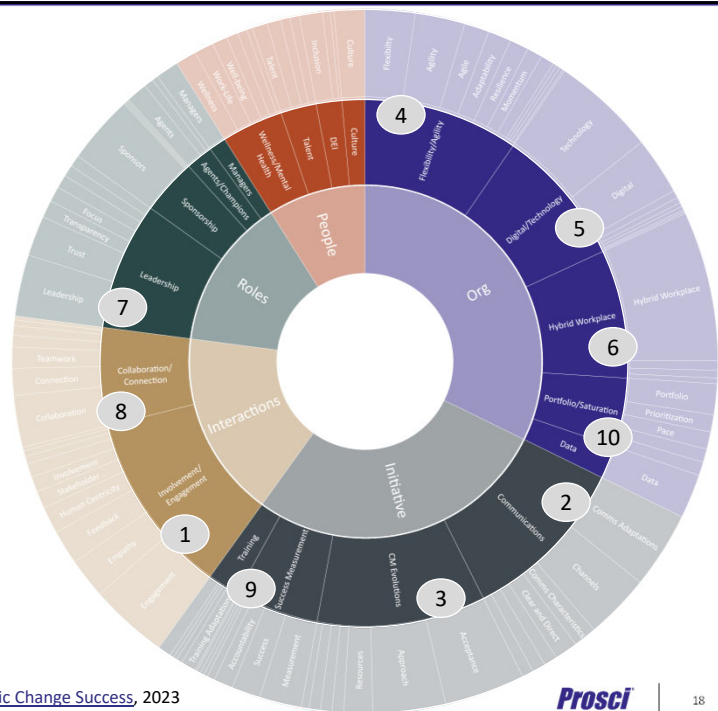
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Emergent Contributors: Sunburst Top 10 Themes

1. Involvement / Engagement
2. Comms Adaptations
3. CM Evolutions
4. Flexibility / Agility
5. Digital / Technology
6. Hybrid Workplace
7. Leadership
8. Collaboration / Connection
9. Success Measurement
10. Portfolio / Saturation



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2. Comms Adaptations

“Communications must go beyond written or spoken, some interventions must be experiential, knowing how to get and maintain the attention of a busy workforce, knowing how to make them care about the change, understanding and addressing the stage of change they are in.”

Communication Adaptations:


- Various channels
- Evolved digital comms tools
- Clear and direct
- Timed with intention
- Bite-sized chunks
- Two-way is the only way
- Transparency and honesty

Source: [Emerging Contributors to Change Success Webinar](#), Oct 2023

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1. Involvement/Engagement
2. Comms Adaptations
3. CM Evolutions
4. Flexibility/Agility
5. Digital/Technology
6. Hybrid Workplace
7. Leadership
8. Collaboration/Connection
9. Success Measurement
10. Portfolio/Saturation

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3. CM Evolutions

“Ability to engage and drive change remotely as remote / hybrid work practices increase. Ability to streamline change management execution and focus on activities that ‘move the needle’ as economic pressures continue to stress workforce.”

CM Evolutions:

- Broader acceptance of CM
- Fit-for-purpose approaches
- Strategically aligned
- Increased enterprise maturity
- Formalized structure
- Just-in-time and timely
- Expanding individual capabilities and skills

Source: [Emerging Contributors to Change Success Webinar](#), Oct 2023

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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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Source: [Prosci BPCM 12th Edition](#), 2023

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Challenges to the Discipline



11th edition findings (2019):

1. Misunderstanding of change management
2. Lack of resources
3. Mid-level management resistance and lack of support
4. Relevance
5. Change saturation and time management

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Source: [Prosci BPCM 12th Edition](#), 2023

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- **Expected Trends in the Discipline**

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Expected Discipline Trends in Coming Five Years: 2023

- 1) More emphasis on the human side of change
- 2) Alignment of CM to the strategy and culture of the organization
- 3) Adoption of agile change management practices
- 4) Increased awareness and understanding of the importance of CM
- 5) Use of technology to support CM (including data analytics and AI)
- 6) Building change capacity and capability within organizations
- 7) Increased integration of CM with project management

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Source: [Prosci Best Practices in Change Management 12th Edition](#), 2023

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Expected Discipline Trends in Coming Five Years

2013	2015	2017	2019	2023
1) Maturing the practice of change management	1) Integrating change management with project management	1) Aligning change management with project, process and improvement methodologies	1) Adopting Agile methodology	1) More emphasis on the human side of change
2) Focusing on building internal capabilities and core competency	2) Maturing discipline of change management	2) Establishing Change Management Offices (CMO)	2) Establishing CM as a core component more frequently and on more project types	2) Alignment of CM to the strategy and culture of the organization
3) Expanding change management as a profession	3) Focusing on building internal capabilities and core competency	3) Increasing awareness of the need for change management	3) Increasing training, education and competency	3) Adoption of agile change management practices
4) Continuing to elevate acceptance	4) Recognizing and accepting change management as a discipline	4) Integrating change management with project management	4) Increasing awareness of the need for change management	4) Increased awareness and understanding of the importance of CM
5) Integrating change management with project management further	5) Increasing executive awareness, development and engagement	5) Managing change saturation	5) Increasing digitalization and use of virtual tools	5) Use of technology to support CM (including data analytics and AI)
6) Increasingly applying change management		6) Measuring change management effectiveness	6) Integrating with project management	6) Building change capacity and capability within organizations
		7) Enabling change management with technology	7) Establishing Change Management Offices (CMO) and formalized internal roles	7) Increased integration of CM with project management
		8) Applying change management on more project types	8) Integrating people side impacts into organizational culture	

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Meta Trends

2013	2015	2017	2019	2023
1) Maturing the practice of change management	1) Integrating change management with project management	1) Aligning change management with project, process and improvement methodologies	1) Adopting Agile methodology	1) More emphasis on the human side of change
2) Focusing on building internal capabilities and core competency	2) Maturing discipline of change management	2) Establishing Change Management Offices (CMOs)	2) Establishing CM as a core component more frequently and on more project types	2) Alignment of CM to the strategy and culture of the organization
3) Expanding change management as a profession	3) Focusing on building internal capabilities and core competency	3) Increasing awareness of the need for change management	3) Increasing training, education and competency	3) Adoption of agile change management practices
4) Continuing to elevate awareness	4) Recognizing and accepting change management as a discipline	4) Integrating change management with project management	4) Increasing awareness of the need for change management	4) Increased awareness and understanding of the importance of CM
5) Integrating change management with project management further	5) Increasing executive awareness, development and engagement	5) Managing change saturation	5) Increasing digitalization and use of virtual tools	5) Use of technology to support CM (including data analytics and AI)
6) Increasingly applying change management	6) Measuring change management effectiveness	6) Integrating with project management	6) Building change capacity and capability within organizations	6) Building change capacity and capability within organizations
7) Establishing change management with technology	7) Establishing Change Management Offices (CMOs) and formalized methodologies	7) Increased integration of CM with project management	7) Increased integration of CM with project management	7) Increased integration of CM with project management
8) Applying change management on more project types	8) Integrating people side impacts into organizational culture	8) Integrating people side impacts into organizational culture	8) Integrating people side impacts into organizational culture	8) Integrating people side impacts into organizational culture

- Converging People, Culture, and Strategy
- Adopting Agile
- Increasing Awareness of Need for CM
- Maturing the Practice, Discipline, and Profession
- Leveraging Technology
- Building Organizational Capability
- Increasing Application
- Integrating PM and CM

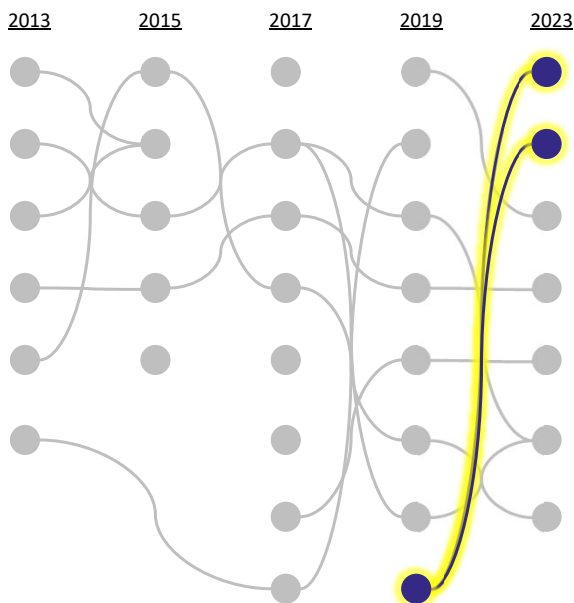
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Expected Discipline Trends in Coming Five Years



Converging People, Culture, and Strategy

Adopting Agile

Increasing Awareness of Need for CM

Maturing the Practice, Discipline, and Profession

Leveraging Technology

Building Organizational Capability

Increasing Application

Integrating PM and CM

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Source: Prosci Best Practices in Change Management 12th Edition, 2023

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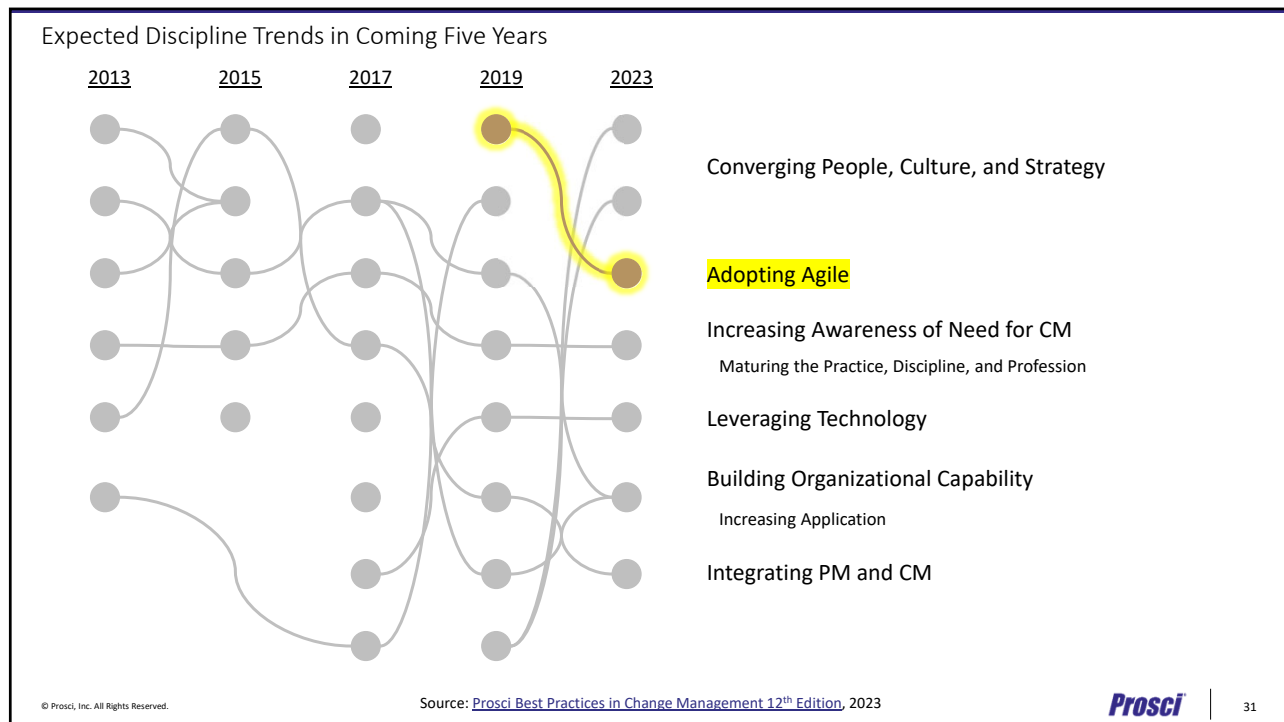
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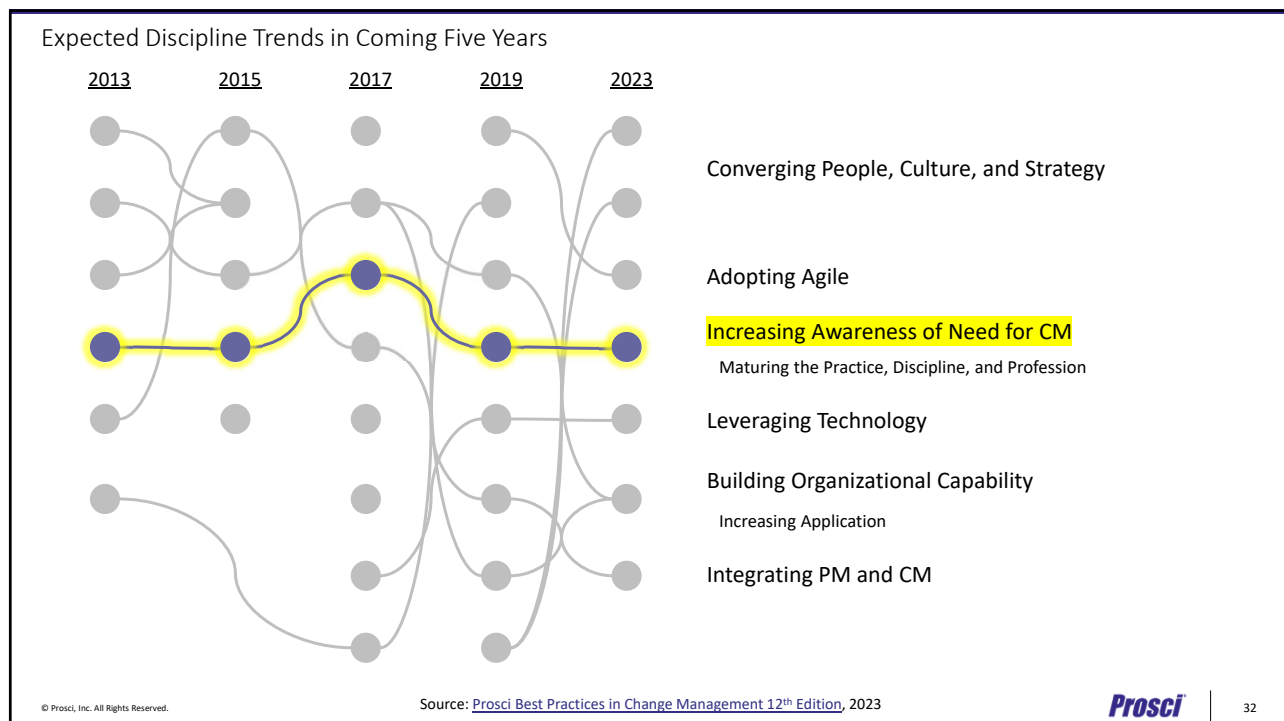
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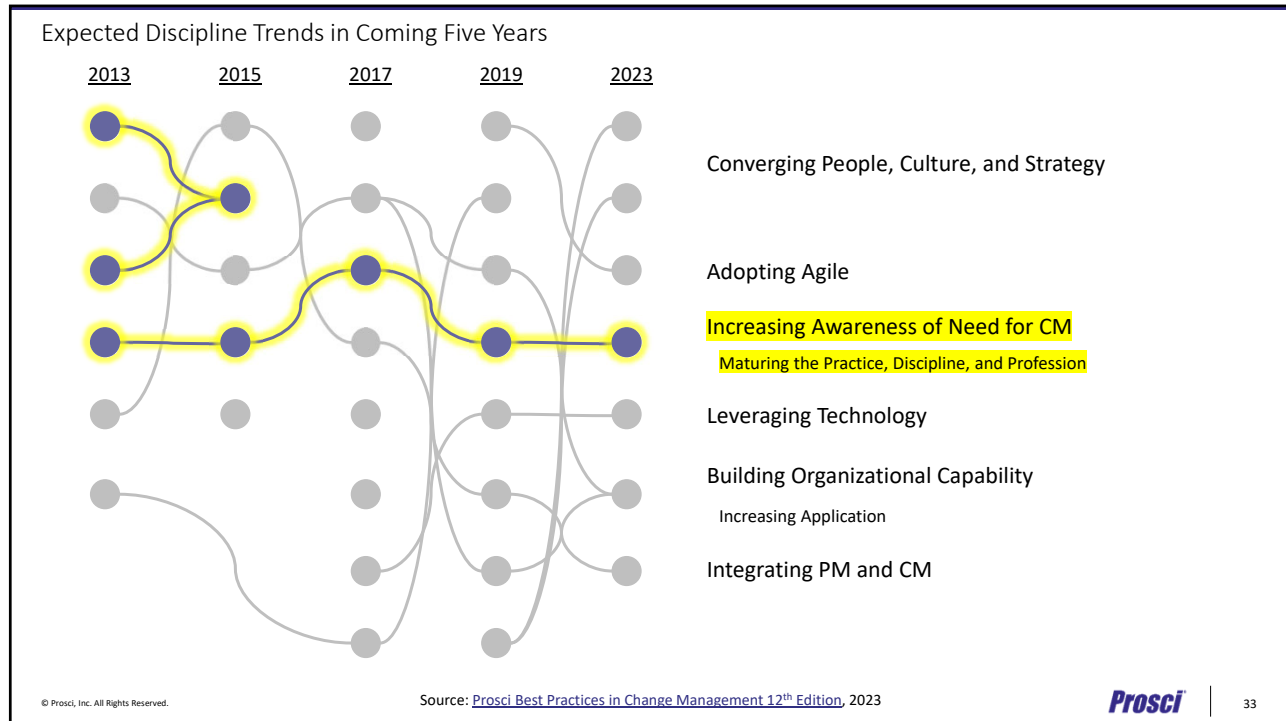
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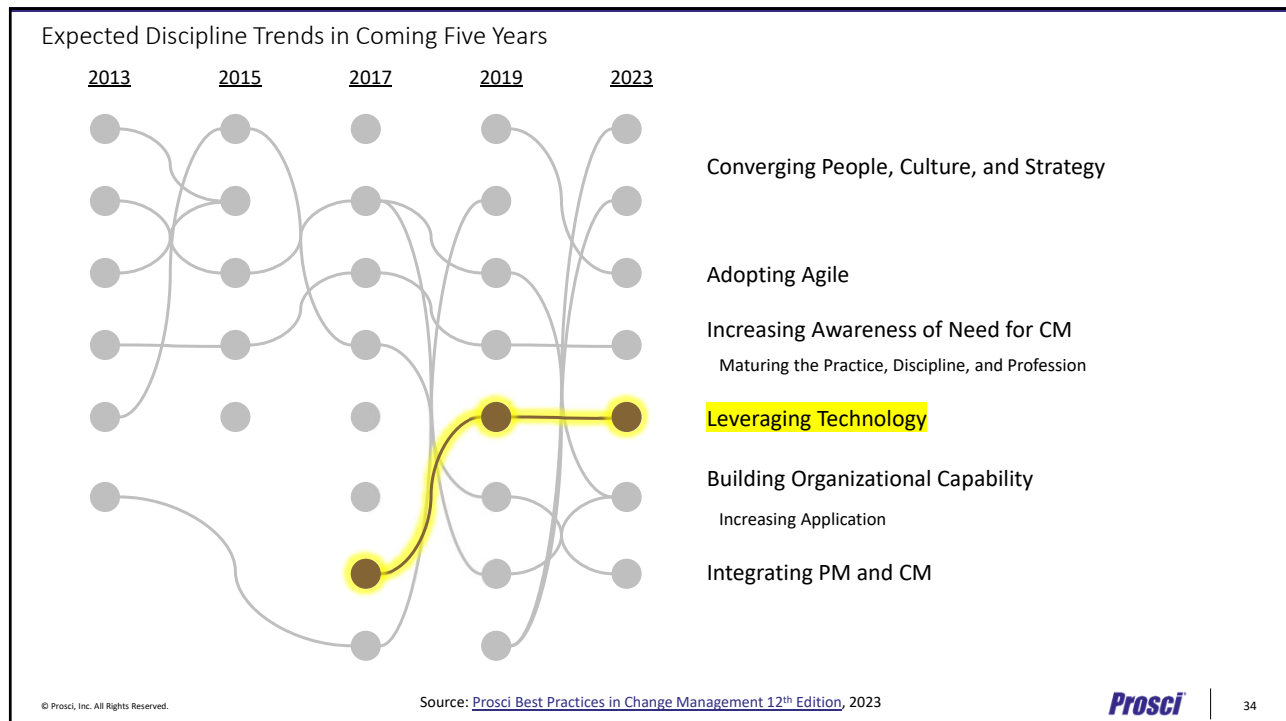
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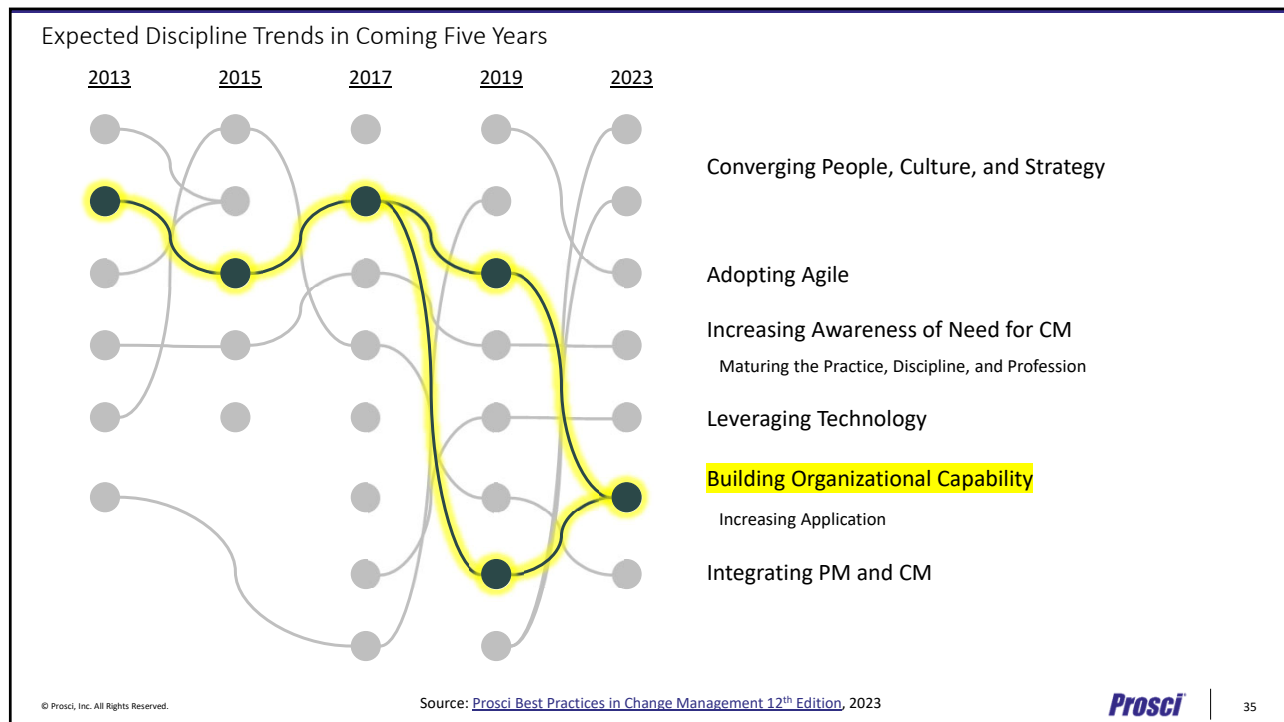
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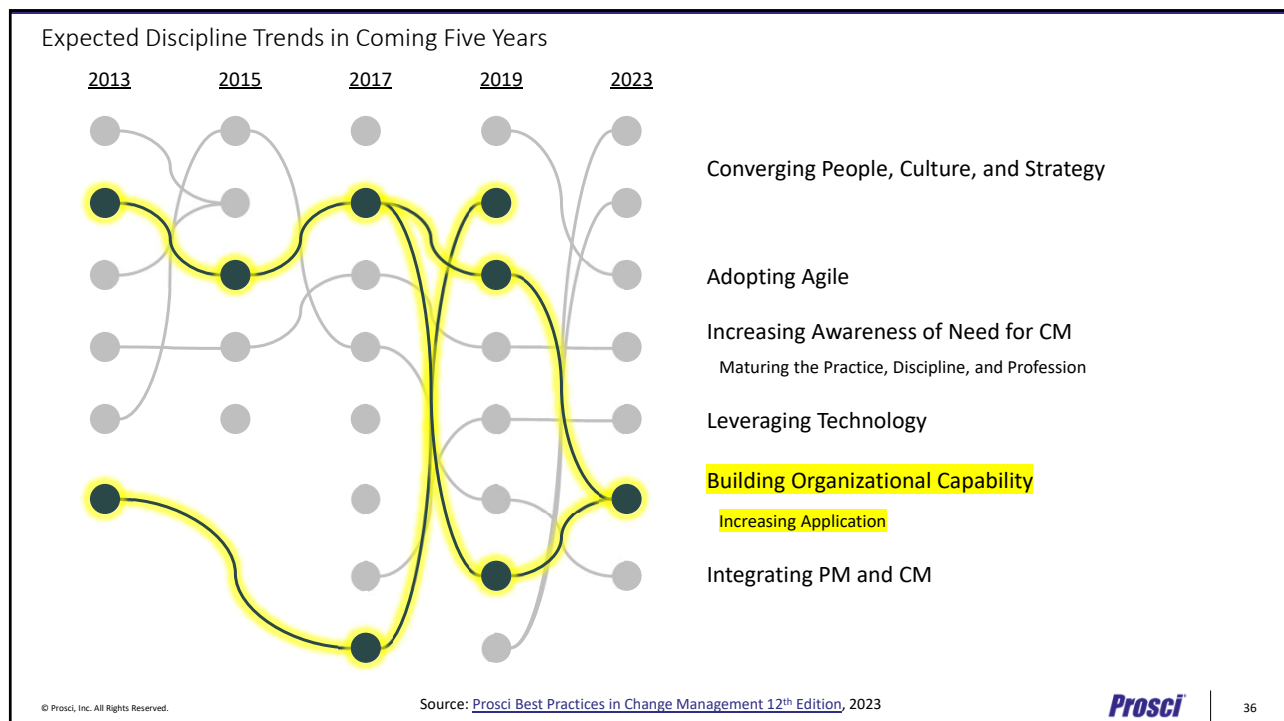
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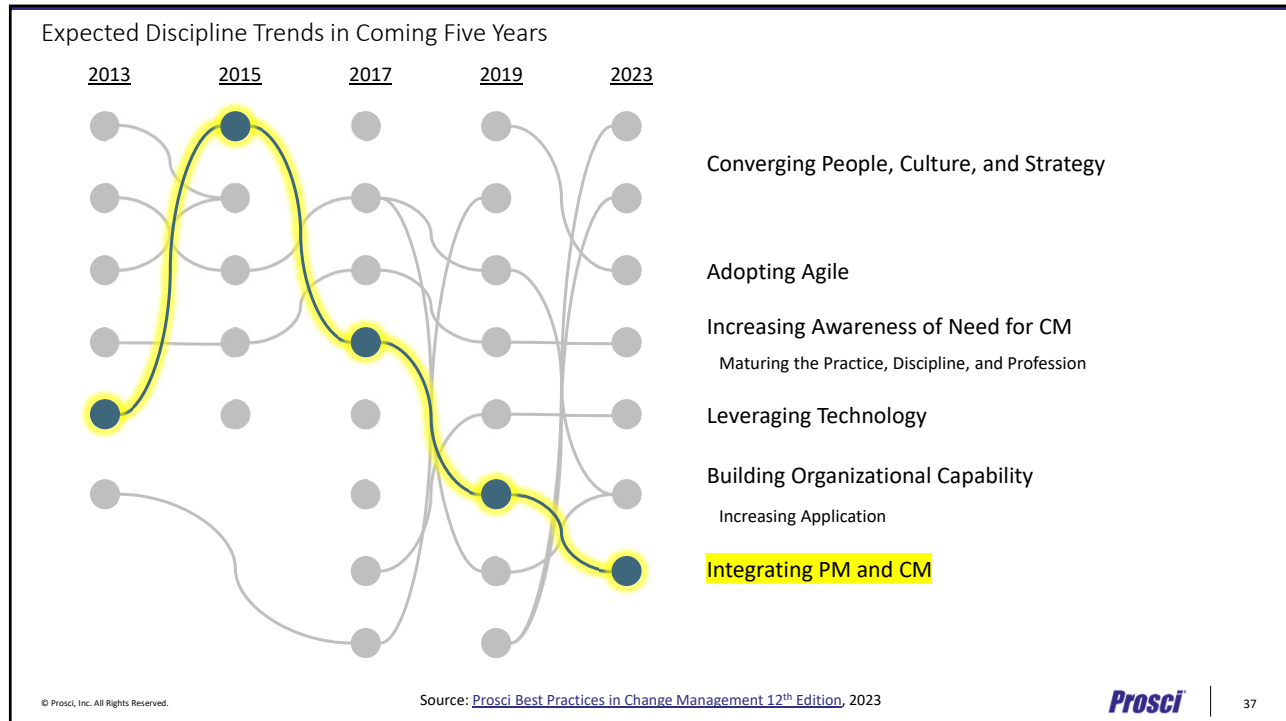
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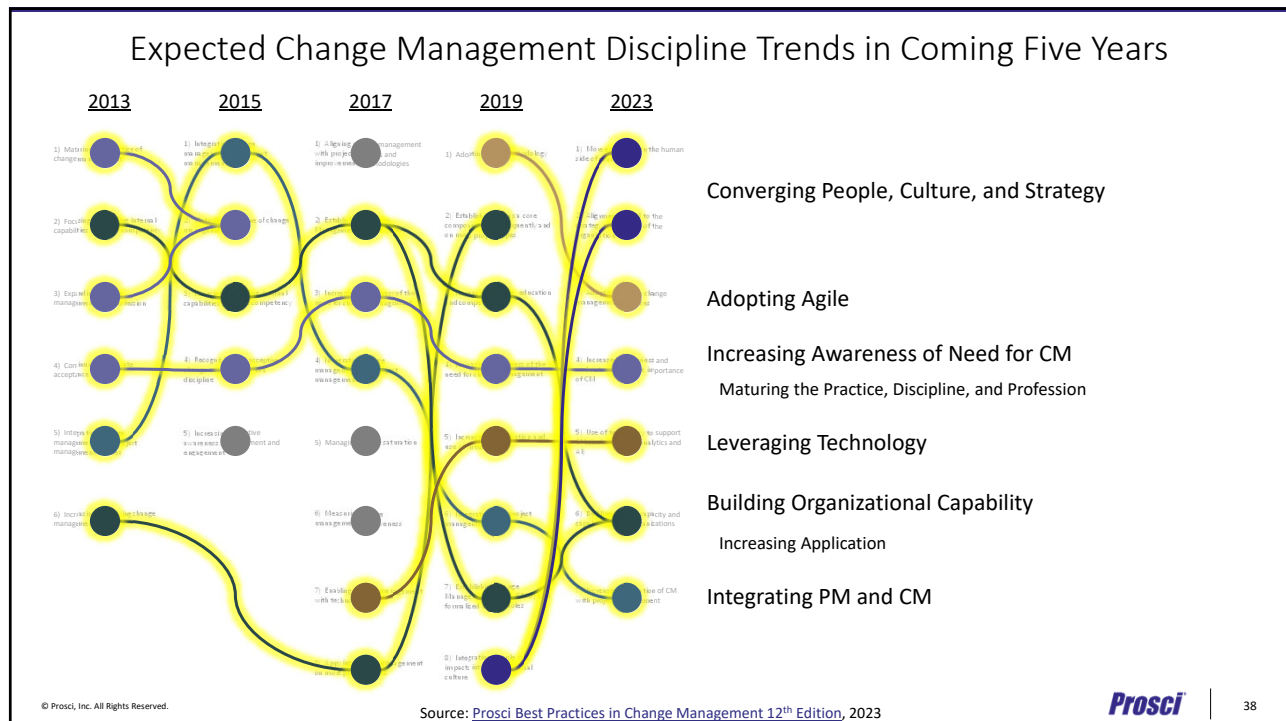
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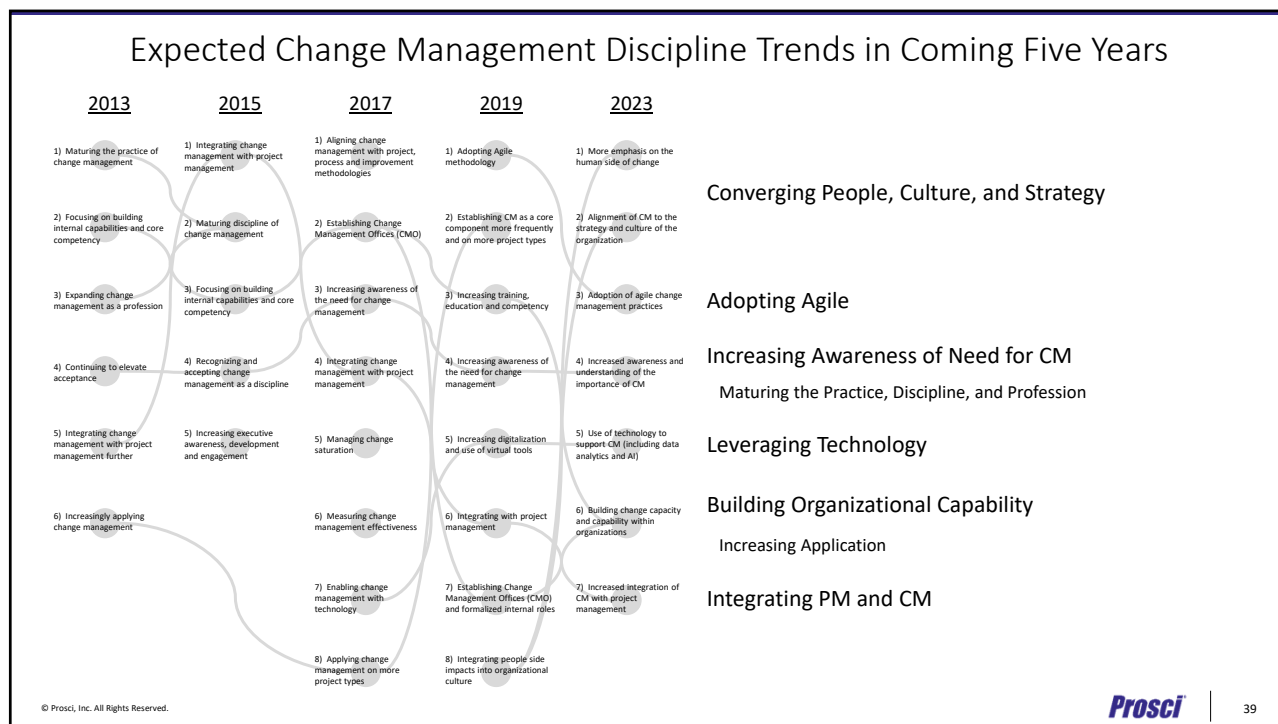
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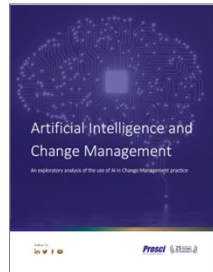
[Interactive Adaptation Report](#)

Best Practices in Change Management, 12th Edition



[Personalized Comparative Report](#)
[Top Changes on Horizon](#)

Artificial Intelligence and Change Management



[Impact of AI Report](#)

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