

# A Review of Prosci's 2023 Best Practices in Change Management Study Findings

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What change management topics would be most interesting for you to have research on?

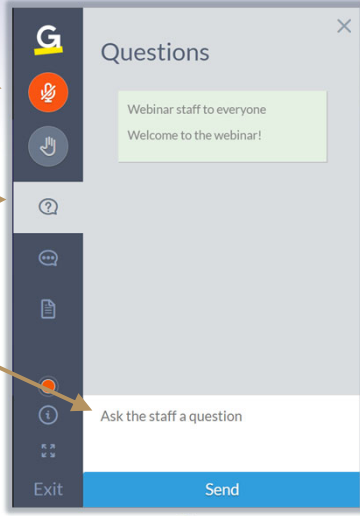
Webinar content begins at:  
**:02 after the hour**

### "Audio" Controls

- All attendees are in listen-only mode
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Click the **"Question"** icon in the menu to talk with us.

- Technical difficulties
- Questions about Prosci solutions
- Connect with an Account Manager
- Answer the pre-webinar discussion question
- Answer question prompts during the webinar



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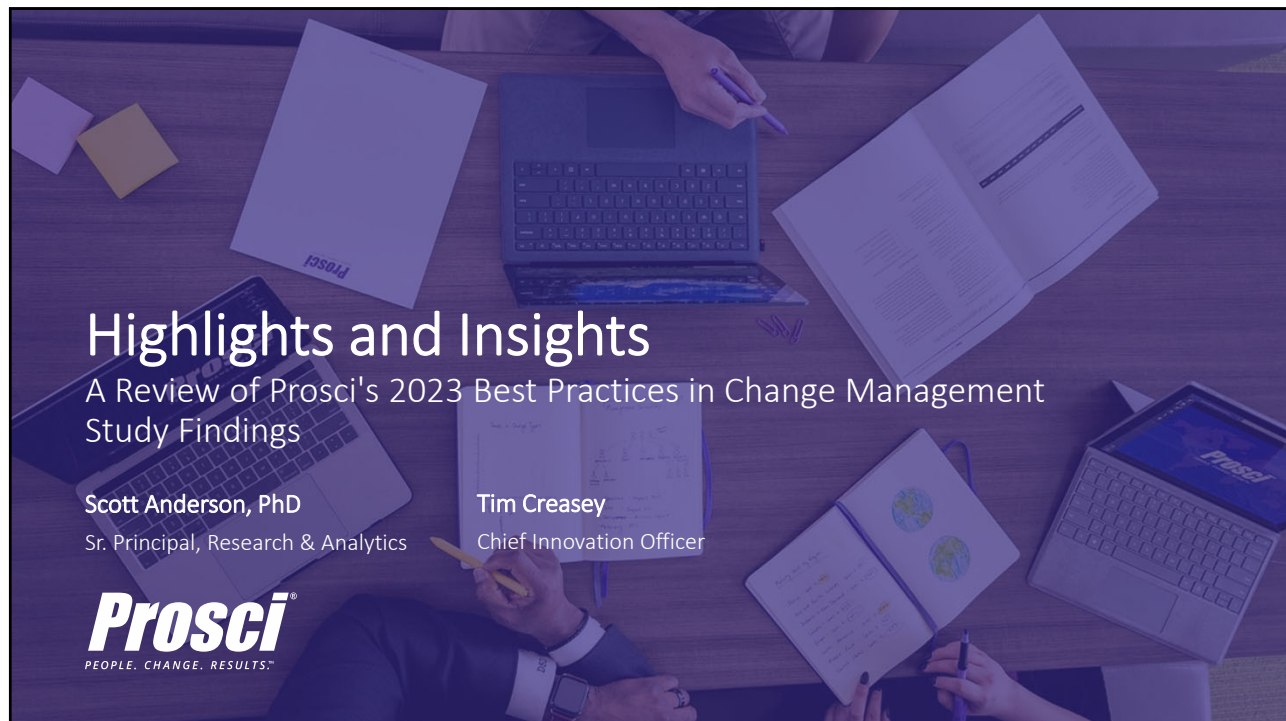
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## Highlights and Insights

A Review of Prosci's 2023 Best Practices in Change Management Study Findings

**Scott Anderson, PhD**  
Sr. Principal, Research & Analytics

**Tim Creasey**  
Chief Innovation Officer



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# A Review of Prosci's 2023 Best Practices in Change Management Study Findings

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## Agenda

- An Overview of Prosci's Research: History and Process
- Notable Changes in 2023
- New Topic: Defining Change Success
- Best Practices in Change Management 12<sup>th</sup> Edition Interactive Report

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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.



25 Years  
1998 - 2023

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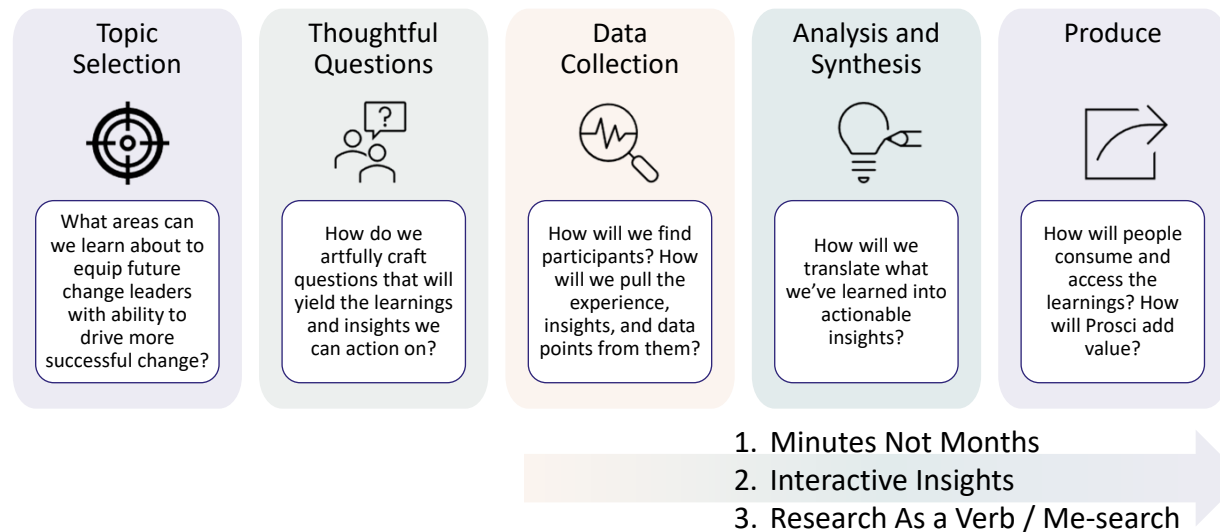
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## Prosci Research Process



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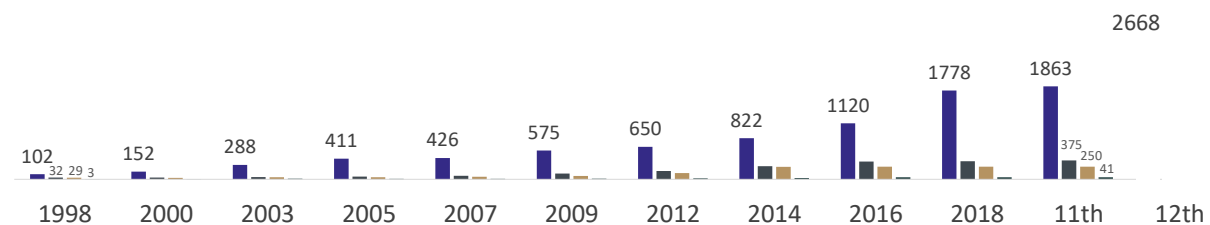
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## Prosci Research History

■ Participants ■ Pages ■ Figures ■ Tables



New Topics	Success Factors, Role of Top Management, Team Structure, Methodology, Comms and Training, Reward	List of Participants, Appendix	Resistance to Change, Models and definitions	Sponsor Activities, Managers and Supervisors, Reinforcement and Feedback, CM as an Org Competency	Saturation, Support for CM, Change Management Deployment (ECM), PM Integration	CM Effectiveness, Change Readiness, CM Trends	Advice for Practitioners, Motivation for CM, Training on CM, CM Measurement, Unique Types	CM Job Roles, Aligning to Specific Change Approaches	Change Agent Network, Complementary Roles, Culture, Industry Customization, Complex Changes	NA (topicals + a few questions about engagement)	NA (topicals + a few questions about ineffective sponsors)

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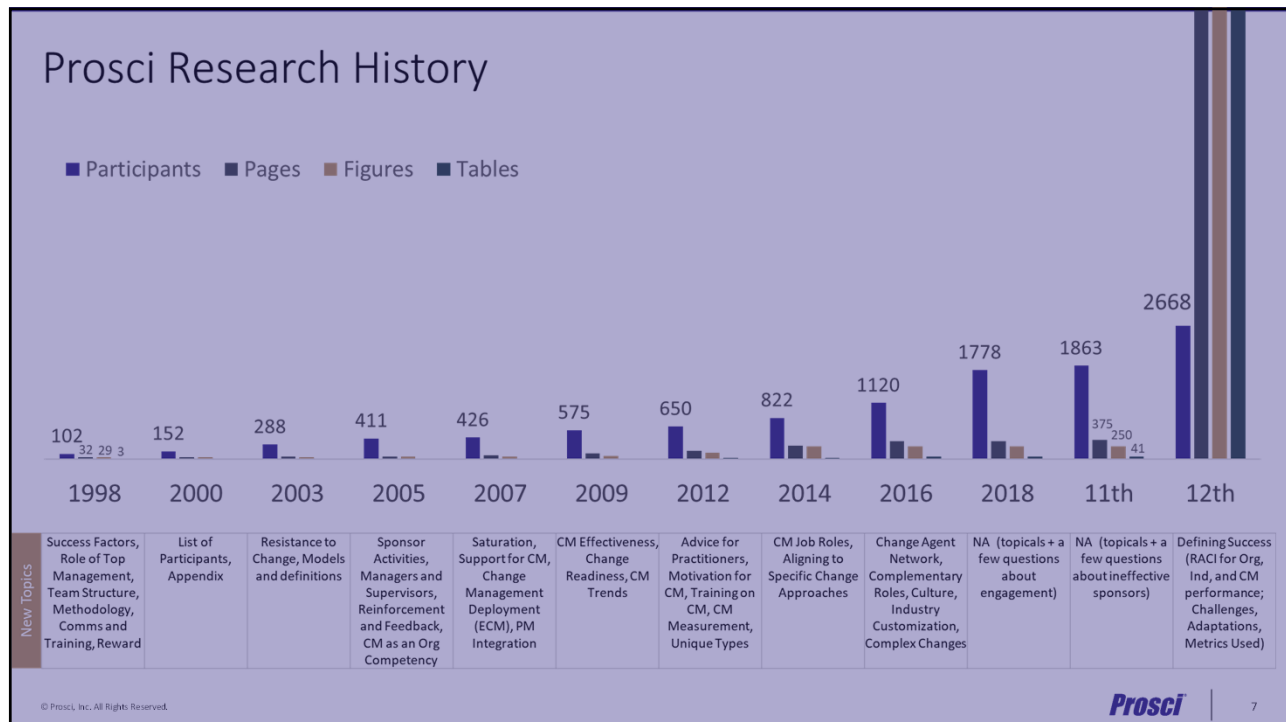
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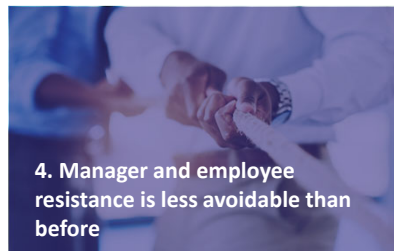
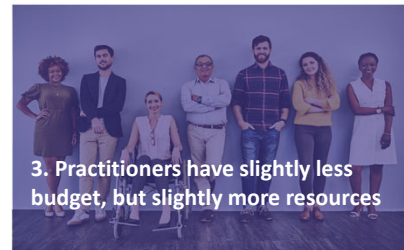
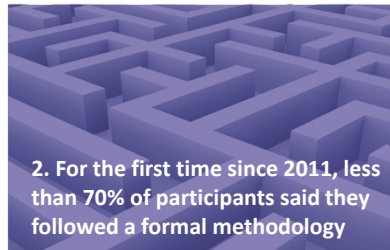
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## Notable changes in study findings



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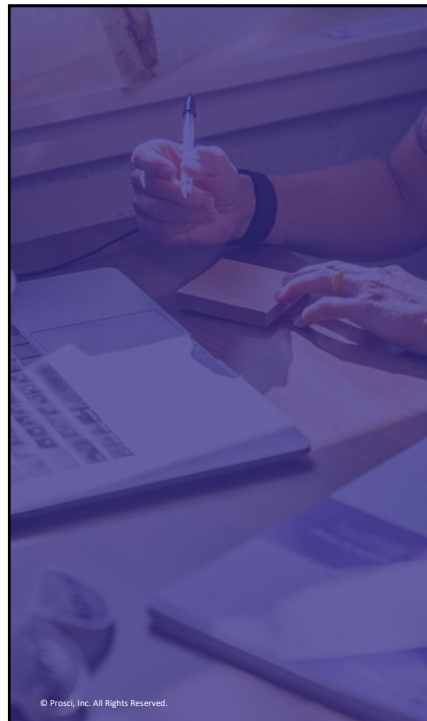
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## Defining Change Success

New in the 12<sup>th</sup> edition study

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## Defining Change Success

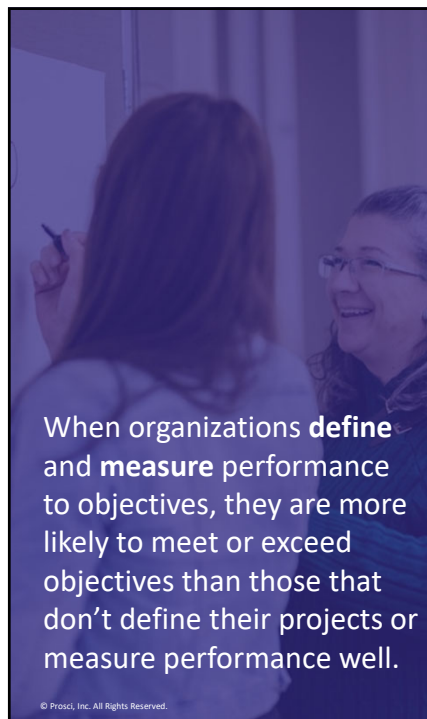
1. Performance Measurement and Outcomes
2. Obstacles, adaptations, and reasons for not defining change success
3. Roles in defining change success
4. Change success metrics

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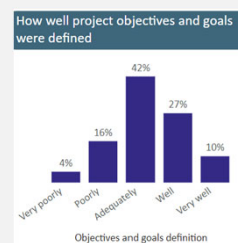
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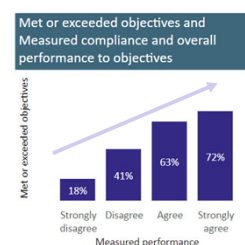
When organizations **define** and **measure** performance to objectives, they are more likely to meet or exceed objectives than those that don't define their projects or measure performance well.

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## Goal Definition and Outcomes



## Performance Measurement and Outcomes



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## Defining Change Success

### The top 3 obstacles to defining change success



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### The top 3 adaptations to challenges defining change success

- Difficulty identifying appropriate KPI's (29%)
- Lack of clear definition of success (24%)
- Disagreement or lack of alignment among stakeholders (13%)

### The top 3 reasons for not defining change success

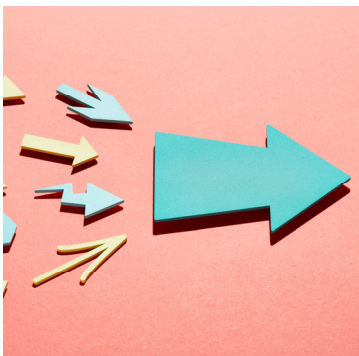
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## Defining Change Success

### The top 3 obstacles to defining change success



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### The top 3 adaptations to challenges defining change success

- Metrics and measuring success (21%)
- Communication and training (19%)
- Stakeholder involvement and consultation (18%)

### The top 3 reasons for not defining change success

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## Defining Change Success

The top 3 obstacles to defining change success



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The top 3 adaptations to challenges defining change success

- Lack of alignment on goals and objectives (40%)
- Changing scope (18%)
- Resistance or lack of buy-in from leaders (16%)

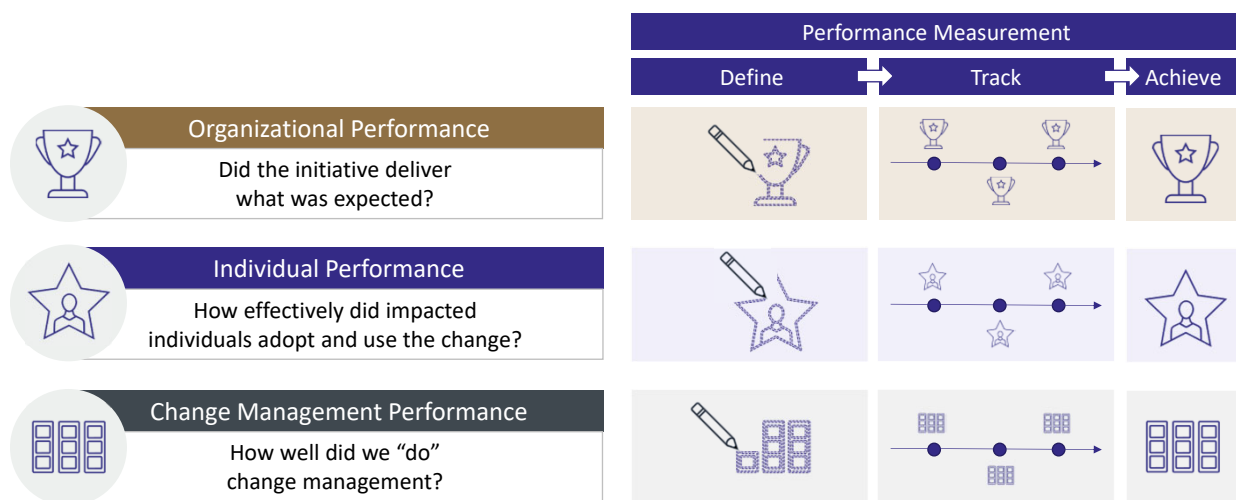
The top 3 reasons for not defining change success

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## Performance Measurement Dimensions



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## Roles and Responsibilities for Measuring Change Success



**Responsible**  
to do the task



Task List



**Consulted**  
for task input



**Accountable**  
to make decisions





















**Informed**  
about task progress


The RACI framework is a **responsibility assignment matrix** that helps **clarify roles and responsibilities** in a project or business process, using the acronym RACI for Responsible, Accountable, Consulted, and Informed.


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## Performance Measurement Dimensions

		Performance Measurement				
		Define		Track		Achieve
		Responsible	Accountable	Responsible	Accountable	Accountable
 <b>Organizational Performance</b> Did the initiative deliver what was expected?	 <b>PM</b> (62%)	 <b>Spons</b> (50%)	 <b>PM</b> (68%)	 <b>PM</b> (57%)	 <b>Spons</b> (66%)	
 <b>Individual Performance</b> How effectively did impacted individuals adopt and use the change?	 <b>CM</b> (49%)	 <b>PM</b> (40%)	 <b>PM</b> (47%)	 <b>PM</b> (44%)	 <b>Mgrs</b> (62%)	
 <b>Change Management Performance</b> How well did we “do” change management?	 <b>CM</b> (75%)	 <b>CM</b> (65%)	 <b>CM</b> (75%)	 <b>CM</b> (65%)	 <b>CM</b> (67%)	


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## Defining Change Metrics



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### Adoption

### Utilization

### Proficiency

#### Top 3 metrics

##### 1 Usage rate of new software (27%)

- “# of people using the new system”
- “% of areas, dept and employees using new processes and tools”
- “Active daily usage of the system”

##### 2 Awareness evaluation (20%)

- “Assessment questionnaire”
- “Attendance of awareness workshops”
- “Only Pulse survey to track awareness”

##### 3 Speed of adoption (13%)

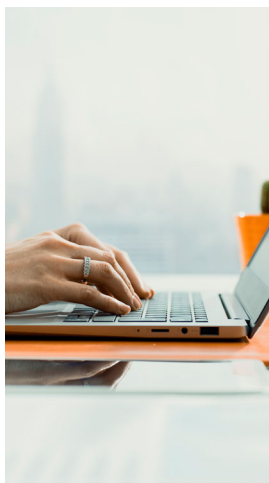
- “% adoption in first 30 days, first 50 days and in first 100 days”
- “Achieve a 45% adoption rate within 90 days of implementation.”

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## Defining Change Metrics



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### Adoption

### Utilization

### Proficiency

#### Top 3 metrics

##### 1 IT metrics of system usage (27%)

- “Application access reports to track usage.”
- “IT usage statistics for SharePoint online, Onedrive, etc.”
- “System generated metrics”

##### 2 Employee perception (20%)

- “Employee satisfaction survey, tools and facilities survey”
- “People Manager feedback”
- “Business results, customer experience, employee experience”

##### 3 Utilization rate (17%)

- “actual utilization (i.e. % logins)”
- “Uptake e.g. number of people turning up and utilising spaces and equipment”

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## Defining Change Metrics



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Adoption

Utilization

**Proficiency**

### Top 3 metrics

#### 1 Business outcomes/ performance (25%)

- "Enhancement in employee productivity due to new Performance Management System"
- "Growth in total sales performance and percentage of increase that was produced by new products"

#### 2 Feedback and surveys (20%)

- "Direct feedback from users via surveys on ease of use of the new system"
- "ADKAR assessment scores"
- "Post-training surveys"

#### 3 Performance comparisons (15%)

- "Comparing success of projects quarter to quarter, customer satisfaction survey results"
- "Time taken to complete tasks compared with previously."

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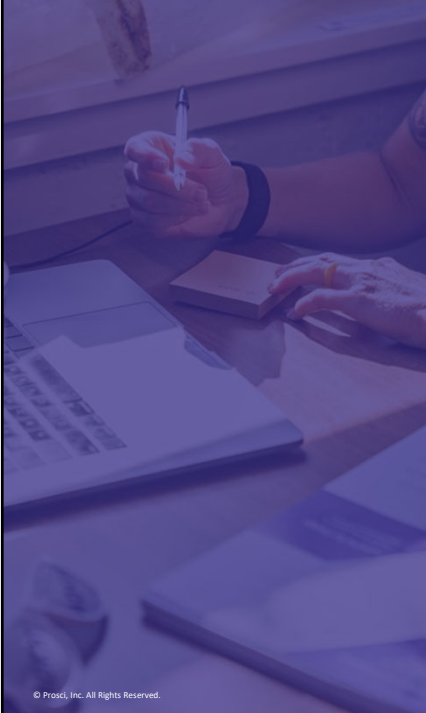
## Best Practices in Change Management – 12<sup>th</sup> Edition Interactive Report

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## The art of the “Me-searcher”

**1**




**Set your context**

*What is your change?*

- Organization
- Project
- Practitioner

**2**




**Create your question**

*What CM practice do you want to know about?*

- Sponsorship
- Communication
- Resistance
- Enterprise CM Maturity
- Measuring Change Success
- Other

**3**






**Explore the outcomes**

*What results are you most interested in?*

- Project results (Objectives Met, On Time, On Budget)
- Comparative Benchmarks (discipline, industry, regional, etc.)

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## 3 Scenarios


			
Context	Project	Enterprise	Achieving Success
<b>Organization</b>	Healthcare; 10,000 employees	Education; 6,500 employees	Your Organization
<b>Project</b>	Electronic Health Records	Enterprise Change Deployment	Your Project
<b>Practitioner</b>	Working with a change sponsor	Deployment leader	You
<b>Questions</b>	1. How do other organizations set up this type of project? (Budget, People Impact, etc.)  2. What project approach (sequential, iterative, hybrid) are others using for this type of project?  3. What change management activities are most likely to have the biggest impact on the success of my project?	1. How do organizations like mine set up their change management offices?  2. Our goal is to be a Level 4 maturity organization. What do other Level 4 organizations in my industry look like?  3. We've been working on this project for 3 years. How do we compare with others at the 3-year point in their implementations?	1. What do organizations that achieve their project objectives do differently than those that don't?  2. Is my project more like projects that achieve their objectives or those that don't?

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**Filter to focus**

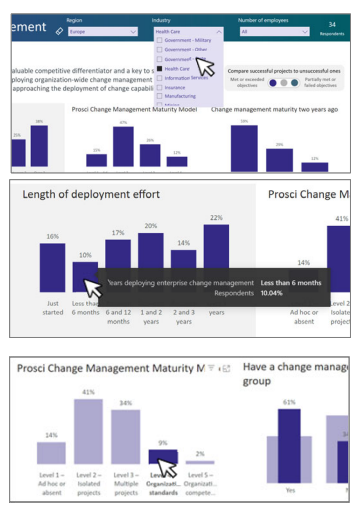


**Hover to uncover**



**Click to compare**

## Interacting with the Report



The screenshot shows the Prosci Change Management Maturity Model report. It includes a top navigation bar with filters for Region, Industry, and Number of employees. Below this are several charts: 'Prosci Change Management Maturity Model' (a bar chart showing maturity levels), 'Length of deployment effort' (a bar chart showing the percentage of respondents for different deployment durations), and 'Prosci Change Management Maturity Model' (a bar chart showing the percentage of respondents for different maturity levels). A tooltip is visible over the 'Less than 6 months' bar in the 'Length of deployment effort' chart, showing 'Less than 6 months' and '30.04%'.

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## Accessing the BPCM 12<sup>th</sup> Edition Interactive Report

**portal.prosci.com**



**Research Hub**



**BPCM 12<sup>th</sup> Edition**



**Interactive Insights**



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## BPCM Interactive Report – Demo



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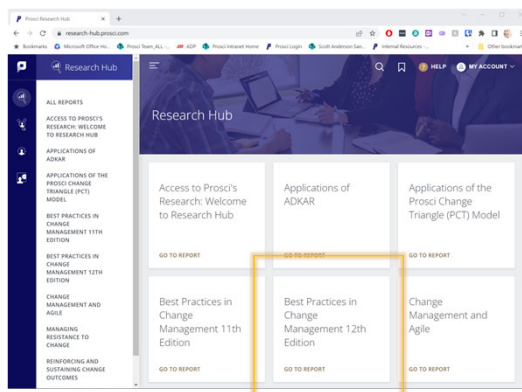
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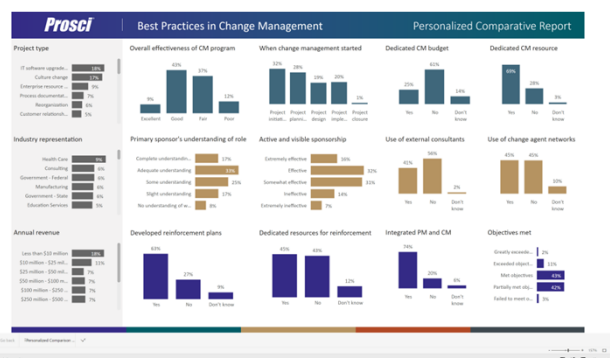
## Additional Resources

**Research Hub – Full Interactive Report**  
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**Personalized Comparative Report**  
<https://empower.prosci.com/bpcm12>



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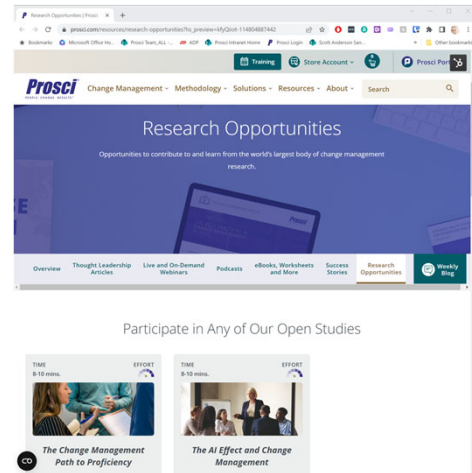
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