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

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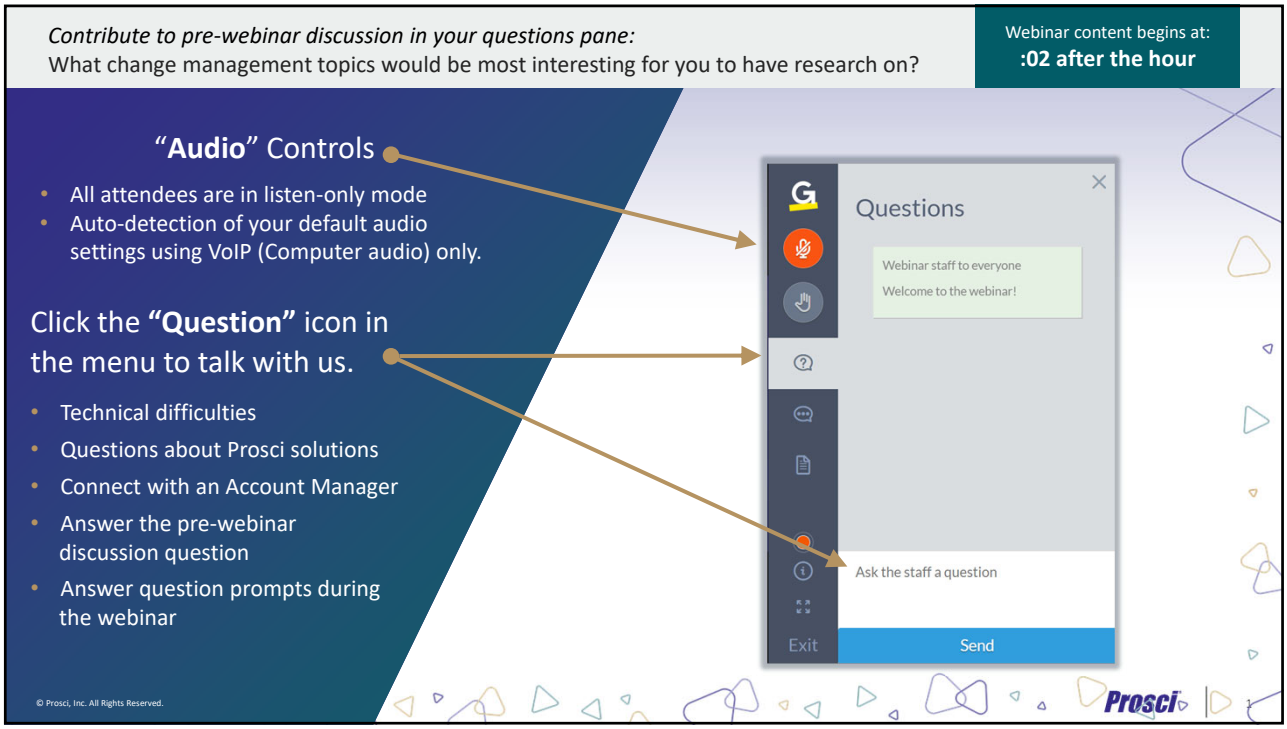

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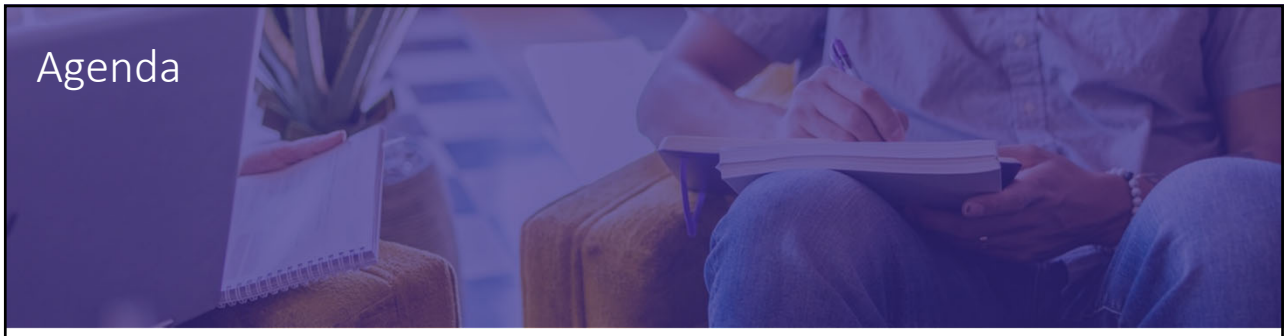
Agenda



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

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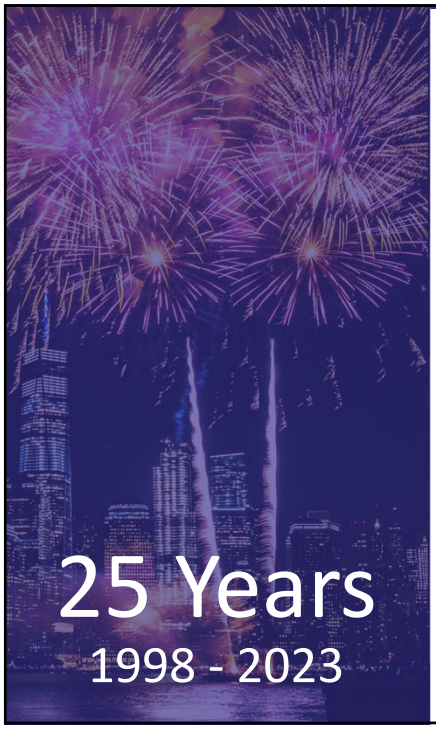

Celebrate and Elevate

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.

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

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Prosci Research Process

Topic Selection	Thoughtful Questions	Data Collection	Analysis and Synthesis	Produce
What areas can we learn about to equip future change leaders with ability to drive more successful change?	How do we artfully craft questions that will yield the learnings and insights we can action on?	How will we find participants? How will we pull the experience, insights, and data points from them?	How will we translate what we've learned into actionable insights?	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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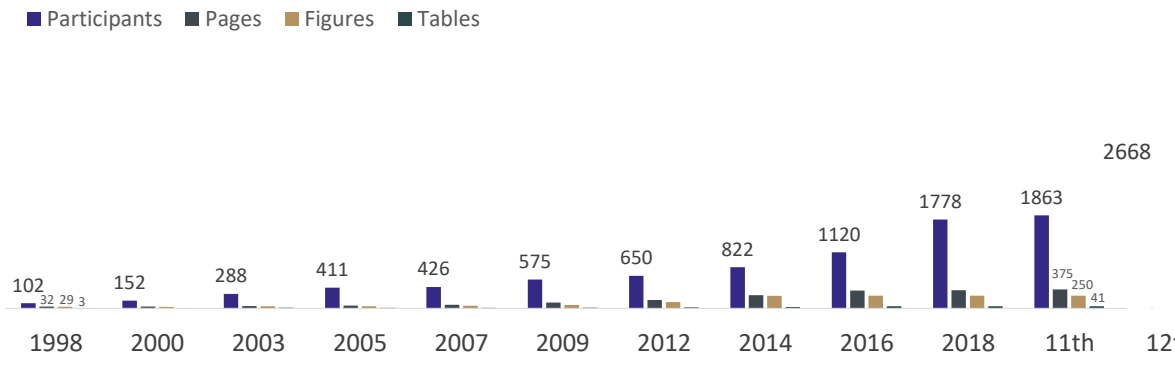
Prosci Research History



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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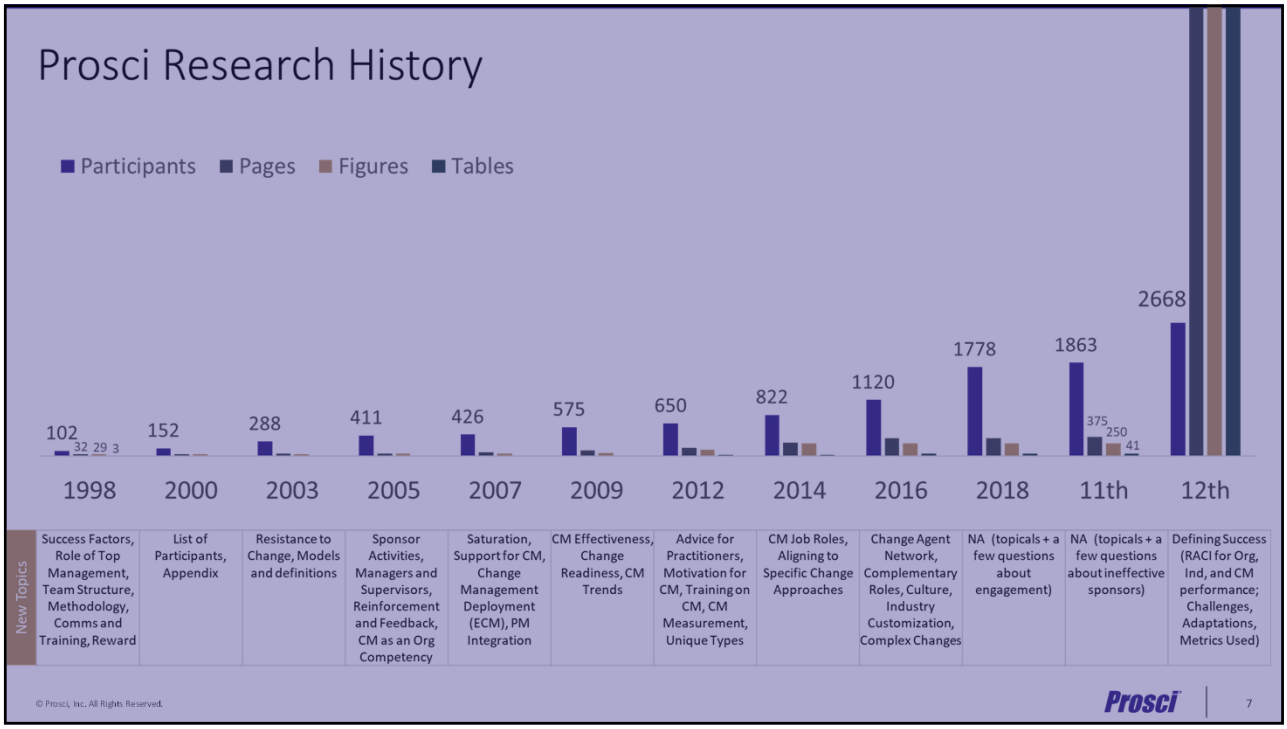

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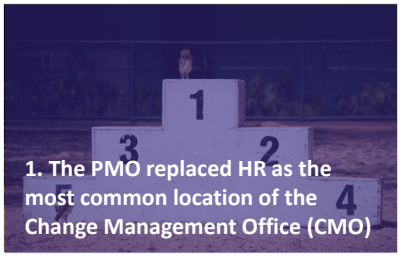
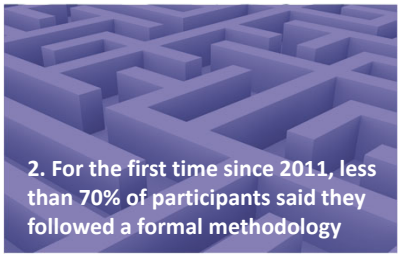
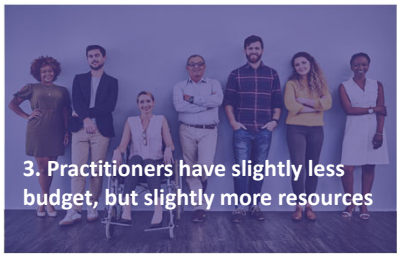
Notable changes in study findings



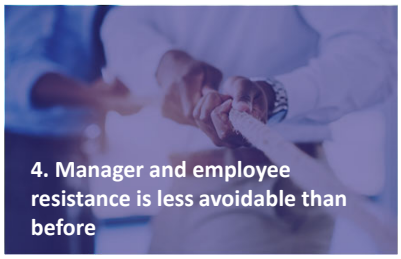
1. The PMO replaced HR as the most common location of the Change Management Office (CMO)



2. For the first time since 2011, less than 70% of participants said they followed a formal methodology



3. Practitioners have slightly less budget, but slightly more resources



4. Manager and employee resistance is less avoidable than before

5. Employees are more engaged, with the largest increase in "very engaged"

6. More organizations are actively managing the change portfolio (an increase from 38% to 43%)

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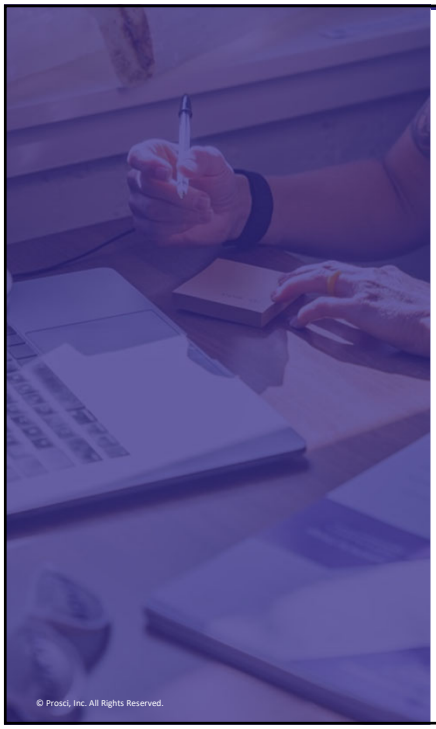

Defining Change Success

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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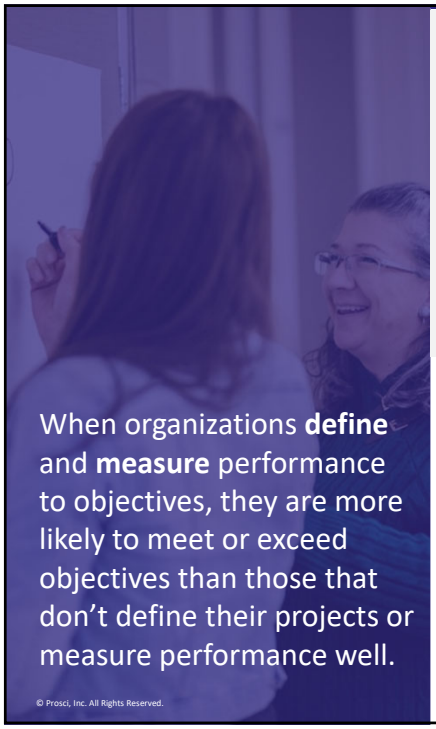
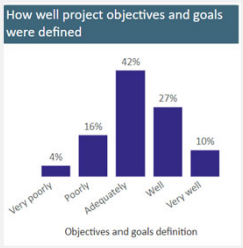
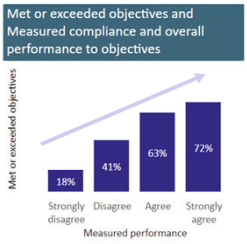


Goal Definition and Outcomes



Performance Measurement and Outcomes



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Defining Change Success

The top 3 obstacles to defining change success | The top 3 adaptations to challenges defining change success | The top 3 reasons for not defining change success

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

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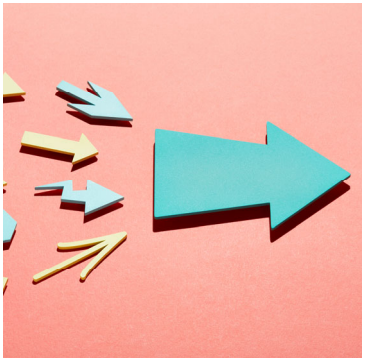
Defining Change Success

The top 3 obstacles to defining change success | **The top 3 adaptations to challenges defining change success** | The top 3 reasons for not defining change success



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

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Defining Change Success

The top 3 obstacles to defining change success | The top 3 adaptations to challenges defining change success | **The top 3 reasons for not defining change success**

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

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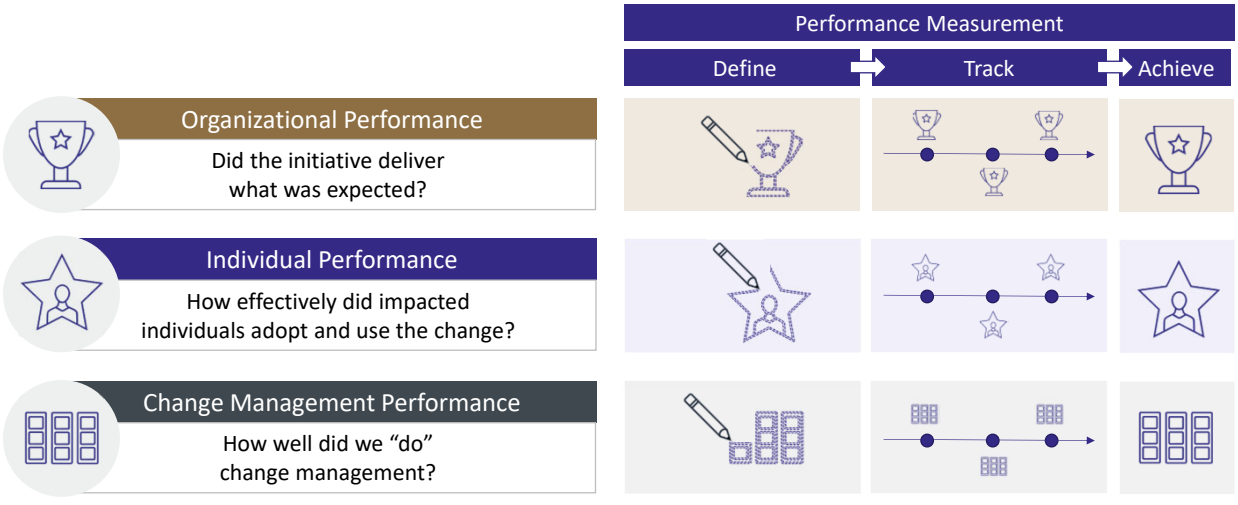
Performance Measurement Dimensions



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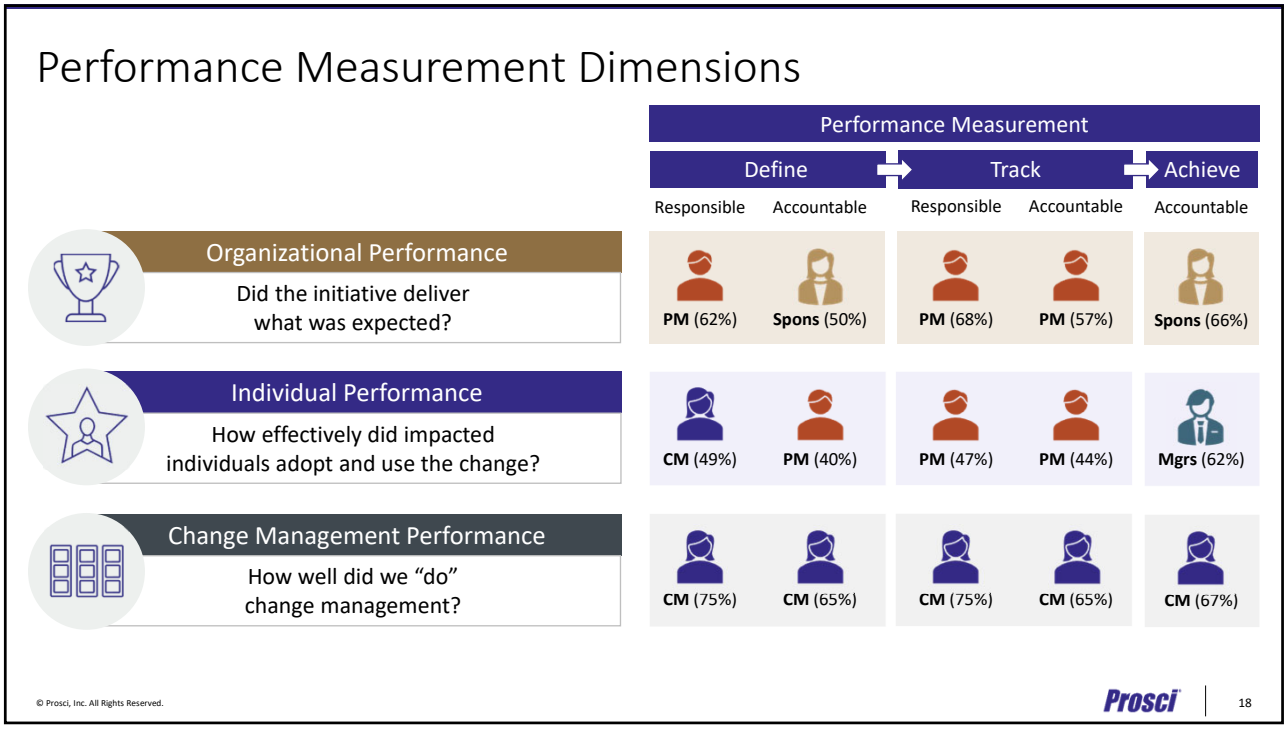

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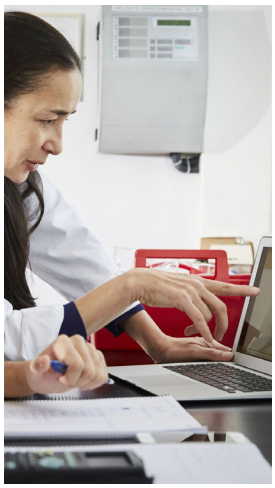
Defining Change Metrics



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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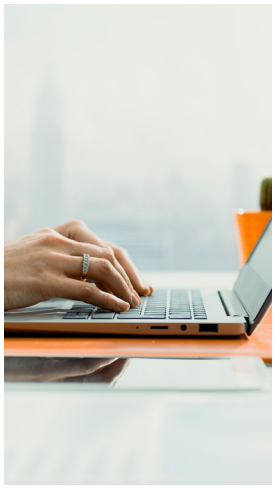
Defining Change Metrics



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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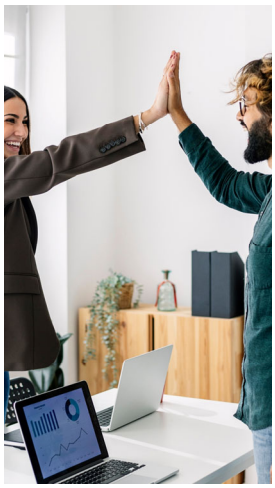
Defining Change Metrics



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 – 12th Edition Interactive Report

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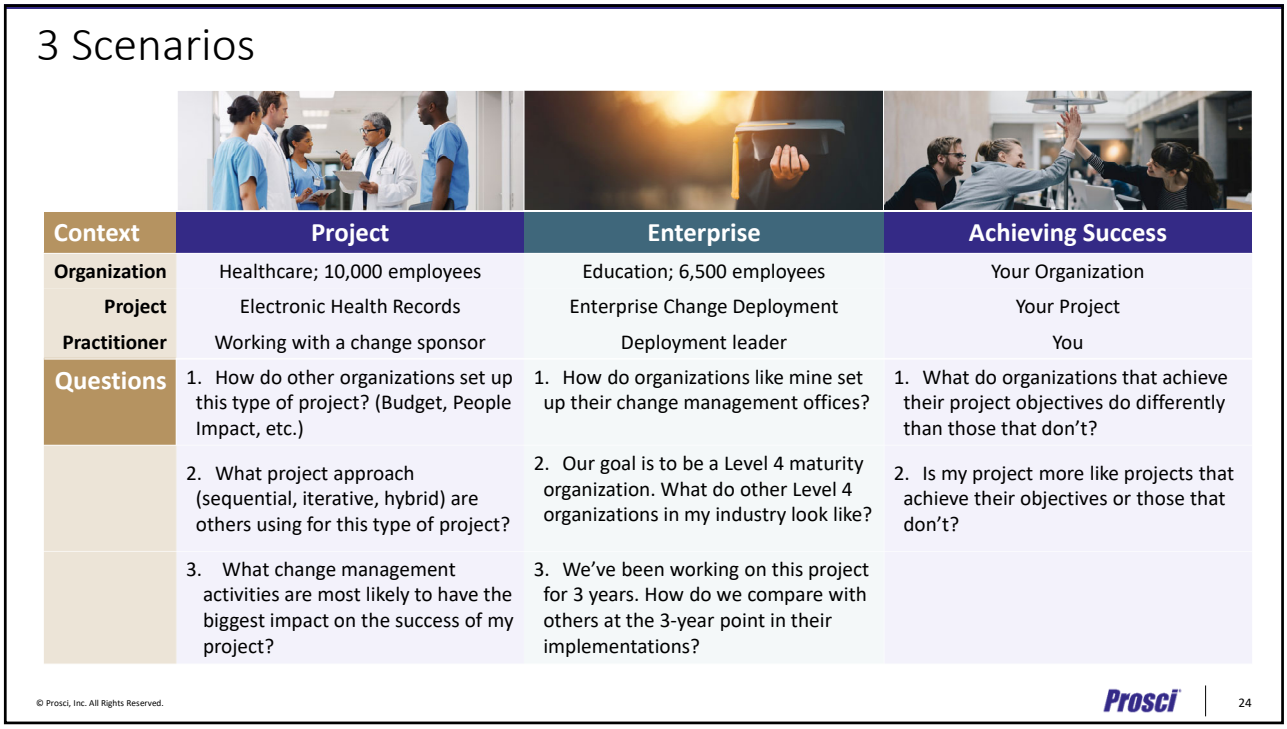

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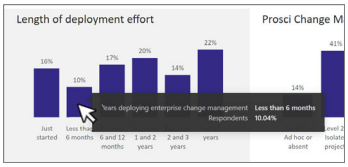
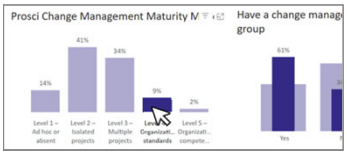
Interacting with the Report

Filter to focus

Hover to uncover

Click to compare





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Accessing the BPCM 12th Edition Interactive Report

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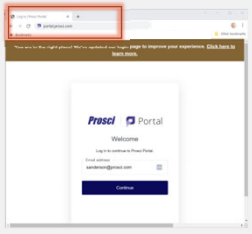

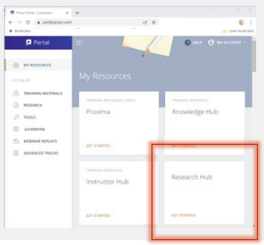

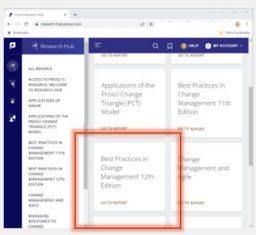

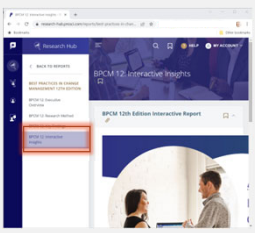

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BPCM Interactive Report – Demo

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Additional Resources

Research Hub – Full Interactive Report

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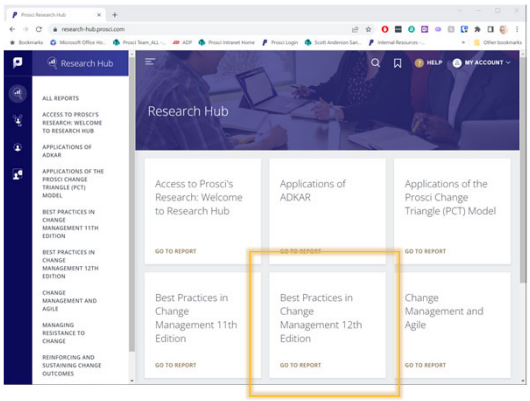
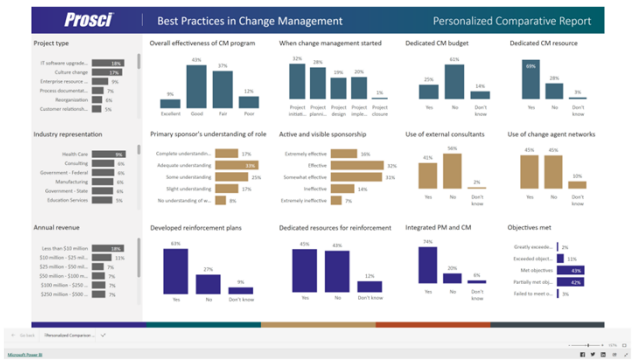


Personalized Comparative Report

https://empower.prosci.com/bpcm12



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Additional Resources

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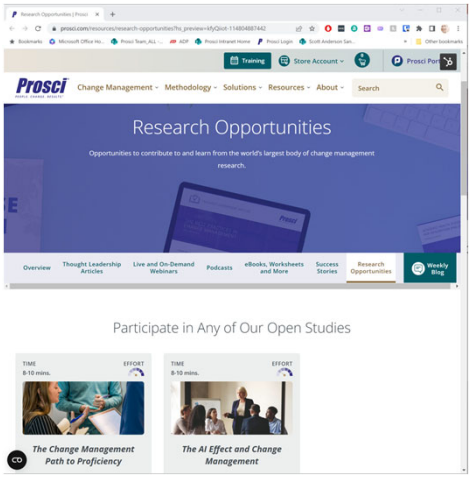

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