

Emerging Contributors to Change Success: Unpacking the Latest Research

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Contribute to pre-webinar discussion in your questions pane:
The variable I see having the biggest impact on future change success is ____

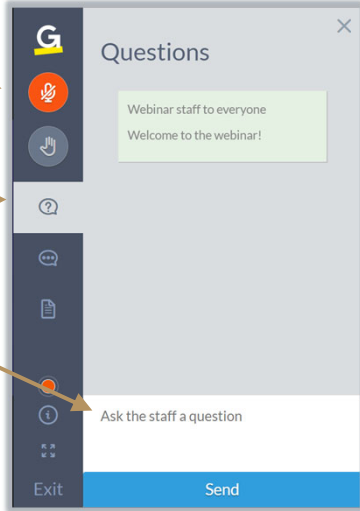
Webinar content begins at:
:02 after the hour

“Audio” Controls

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

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Emerging Contributors to Change Success:
Unpacking the Latest Research

March 15, 2023



Prosci
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CHANGE MANAGEMENT
Prosci
Best Practices in Change Management
11th Edition
HIATT - CREASEY

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Agenda

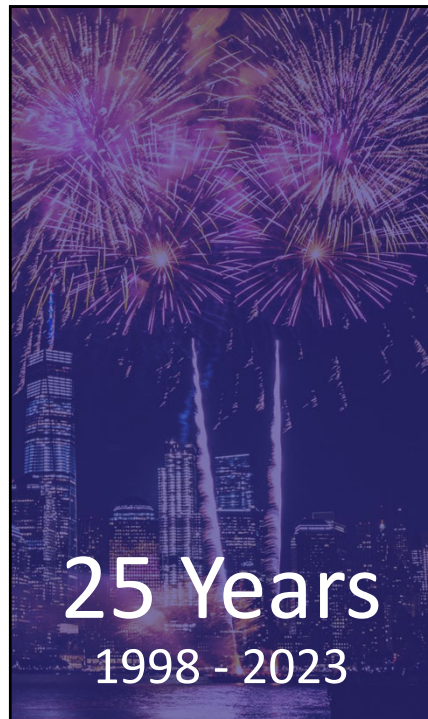
- Prosci Research Foundation
- Study Overview
- Emerging Contributors to Change Success
- What it Means Going Forward

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Celebrate and Elevate



Prosci Research is the 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 History

Study	N	Pages	Figures	Tables	New Topics/Sections
1998	102	32	29	3	Success Factors, Role of Top Management, Team Structure, Methodology, Comms and Training, Reward
2000	152	34	27	3	List of Participants, Appendix
2003	288	44	39	10	Resistance to Change, Models and definitions
2005	411	51	40	7	Sponsor Activities, Managers and Supervisors, Reinforcement and Feedback, CM as an Org Competency
2007	426	70	48	8	Saturation, Support for CM, Change Management Deployment (ECM), PM Integration
2009	575	112	65	11	CM Effectiveness, Change Readiness, CM Trends
2012	650	164	122	16	Advice for Practitioners, Motivation for CM, Training on CM, CM Measurement, Unique Types
2014	822	260	248	24	CM Job Roles, Aligning to Specific Change Approaches
2016	1120	353	250	41	Change Agent Network, Complementary Roles, Culture, Industry Customization, Complex Changes
2018	1778	359	~250	~41	NA (topicals + a few questions about engagement)
11th	1863	375	~250	~41	NA (topicals + a few questions about ineffective sponsors)

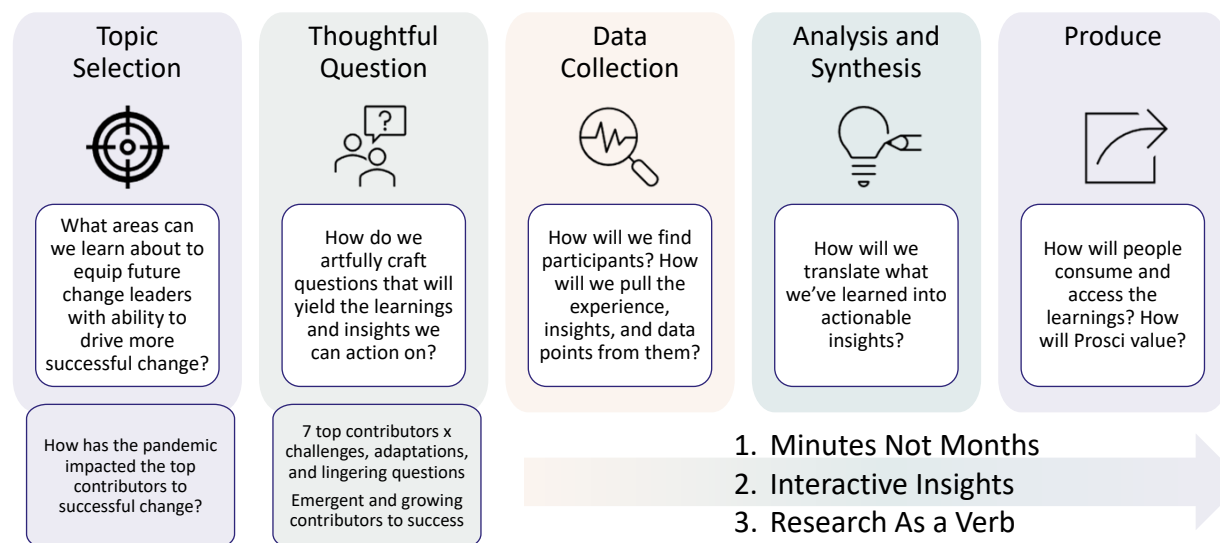
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Prosci Research Process and Innovation



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Post-Pandemic Change Success Study

Data Collection



Format: Online survey, to our list and social

Open: Oct 21
Close: Nov 14
1421 participants

Instant dashboard



Analysis and Synthesis



- Database architecture
- Thematic analysis taxonomy
- CustomerVoice, Qualtrics, Power BI
- Foundation of automation and analysis at scale

Produce and Share



Narrative Report



Summary Report*



Adaptations Report*



Interactive Report*



The Covid pandemic created unprecedented ripples of change impact throughout industries across the globe, forcing organizations to navigate complex changes at an unparalleled pace and scale. With the majority of Covid's impact (hopefully!) behind us, Prosci conducted a study during Q4 2022 to examine what has fundamentally changed for the top contributors to change success as a result of the pandemic.

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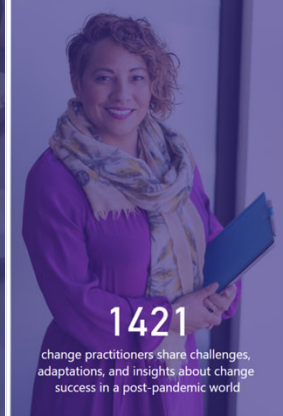
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Summary Dashboard: Participant Profile

Participant Demographics



1421

change practitioners share challenges, adaptations, and insights about change success in a post-pandemic world

Organization Profiles

Participants by region



Participants by industry



Annual revenue



Number of employees



Participant Profiles

Certified in a CM methodology



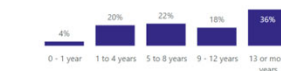
Internal vs external



Percent of job in CM



Years applying CM



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Thematic Analysis: How we did it

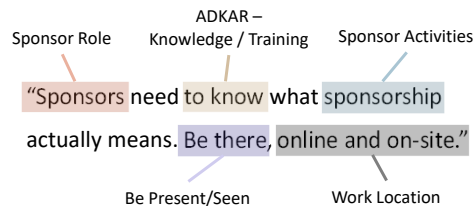
1. Data Collection

1,421 participants; 23,667 Responses

"Sponsors need to know what sponsorship actually means. Be there, online and on-site."

2. Data Analysis

153 Themes



3. Data Synthesis

18 Categories

Categories and Themes

- Roles (250)
 - Sponsor (187)
 - [Change Practitioner (136)]
 - [et cetera]
- Sponsorship (157)
 - Be Present/Seen (101)
 - Learning (89)
 - [et cetera]
- Work Location (232)

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Reflecting on Change and the Pandemic

- What aspects of change are the **MOST different** today than before the pandemic?
- What aspects of change are the **LEAST different** today than before the pandemic?
- What were the **biggest surprises** to you about how change has changed because of the pandemic?
- How much has the **level of awareness of the need for change management** changed in your organization since the start of the pandemic?

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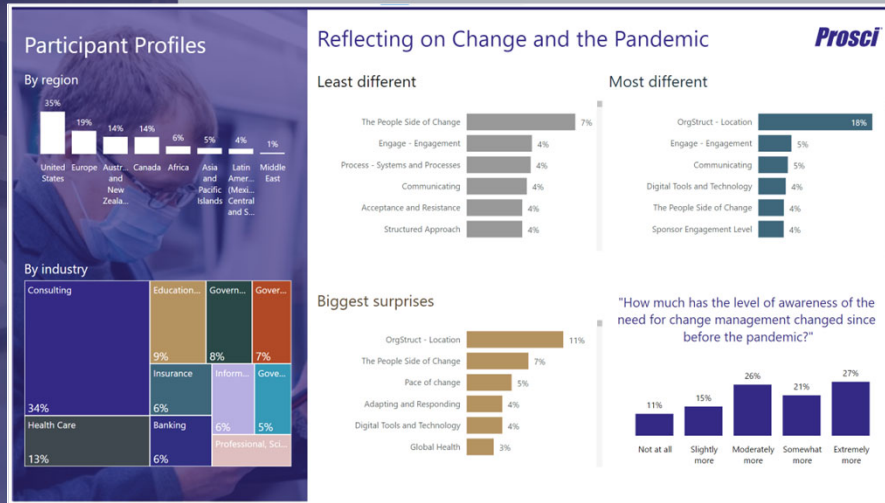
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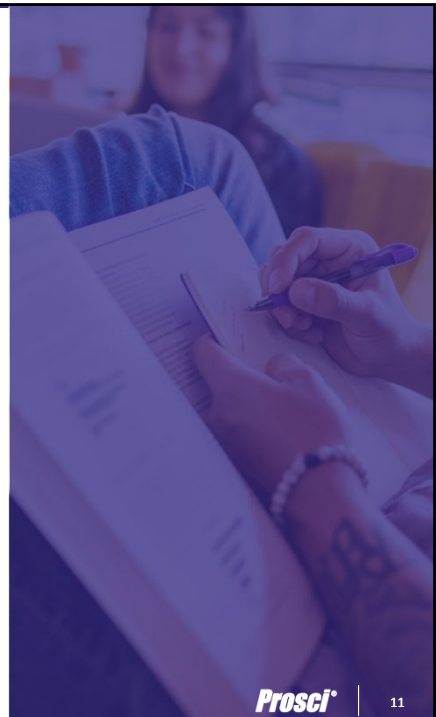
Summary Dashboard: Reflections



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Top Contributors to Change Success in a Post-Pandemic World

- For each of the seven top contributors:
 - After the pandemic, **how different** is *mobilizing active and visible executive sponsorship* as a contributor to change success?
 - What are the **unique challenges** in mobilizing active and visible executive sponsorship following the pandemic?
 - What are the **specific, most impactful adaptations** to make to mobilize active and visible executive sponsorship in the post-pandemic world?
 - What **question do you still** have about mobilizing active and visible executive sponsorship in a post-pandemic world?

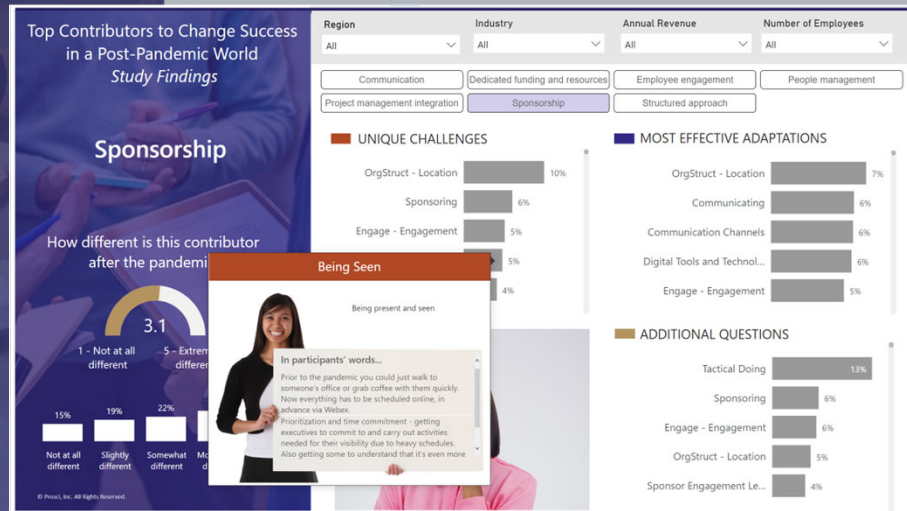


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Summary Dashboard: Top Contributors

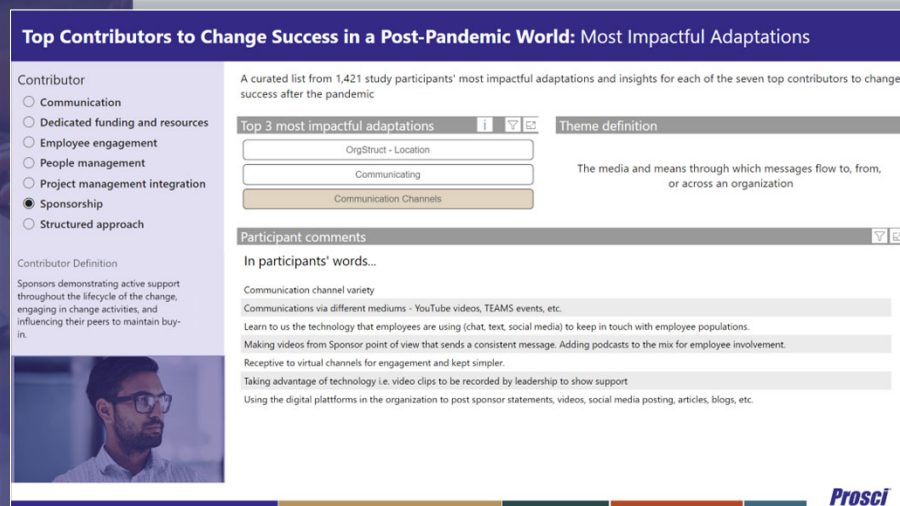


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Adaptations Inventory



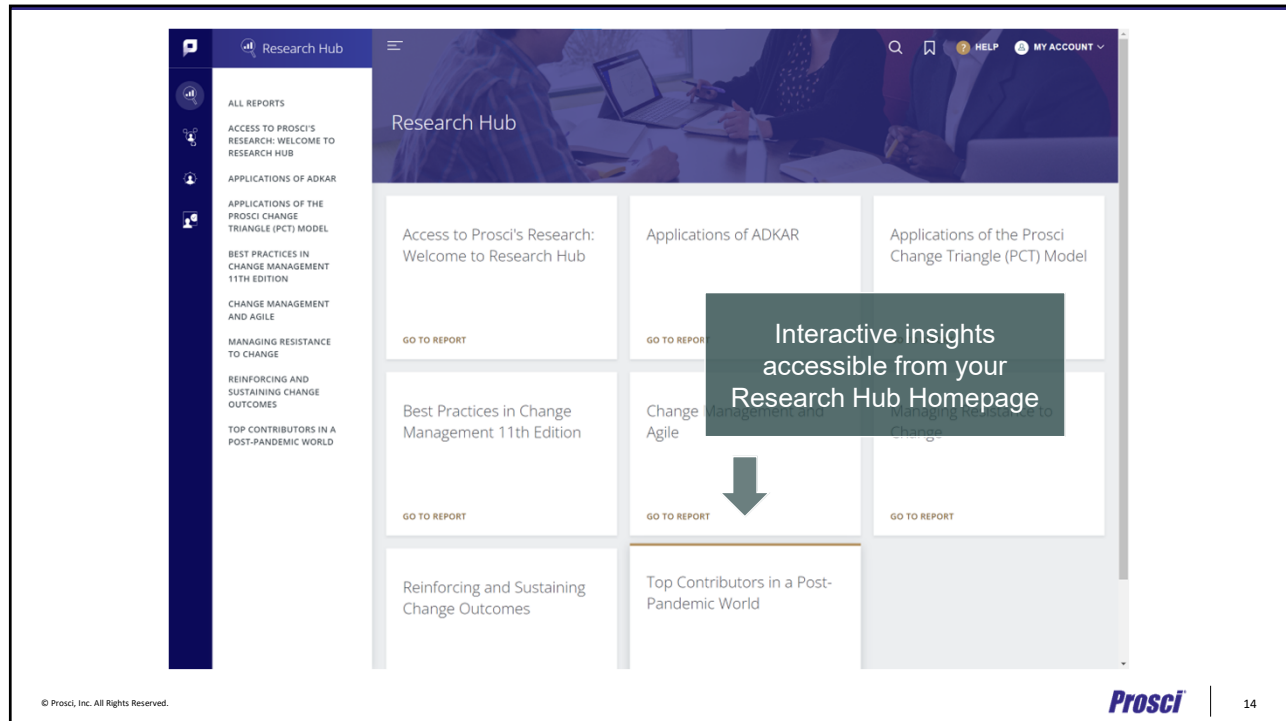
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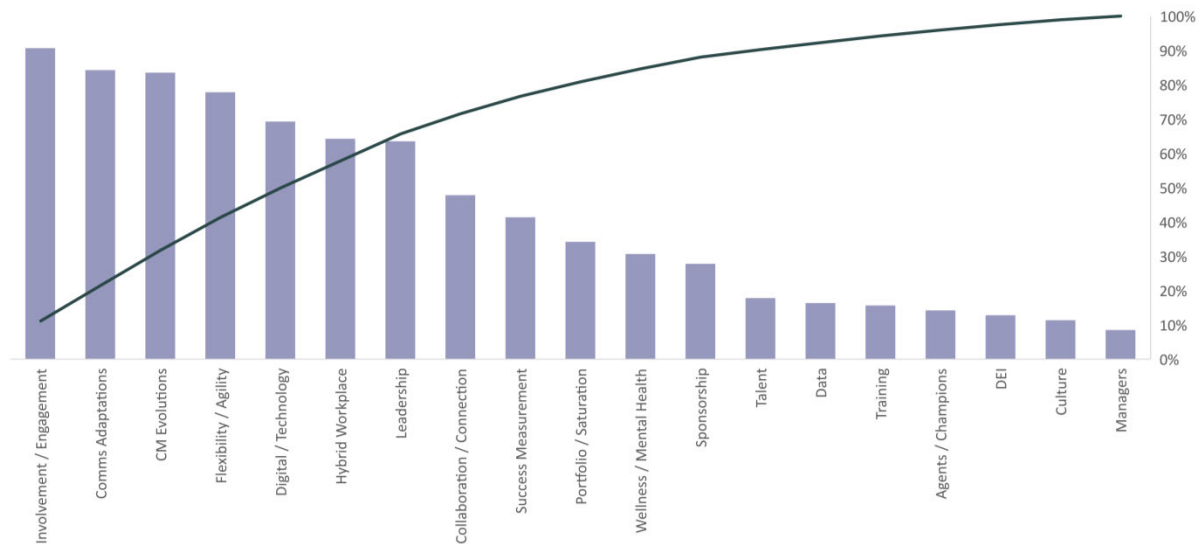


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Emergent Contributors : Themes Pareto



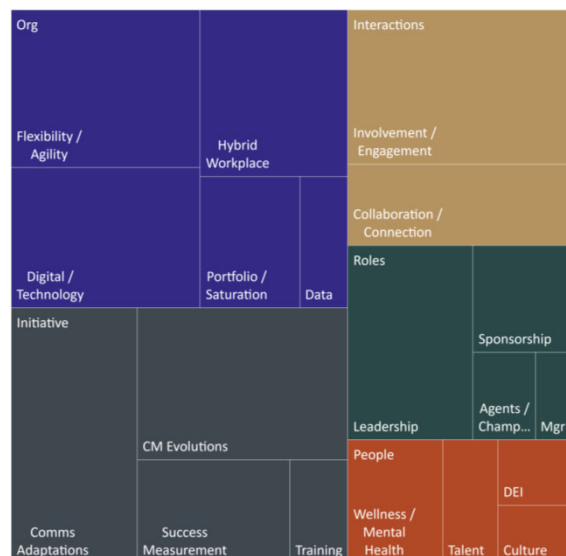
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Emergent Contributors: Categories



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Emergent Contributors: Top 10



Top 10 Identified Themes, Overall:

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

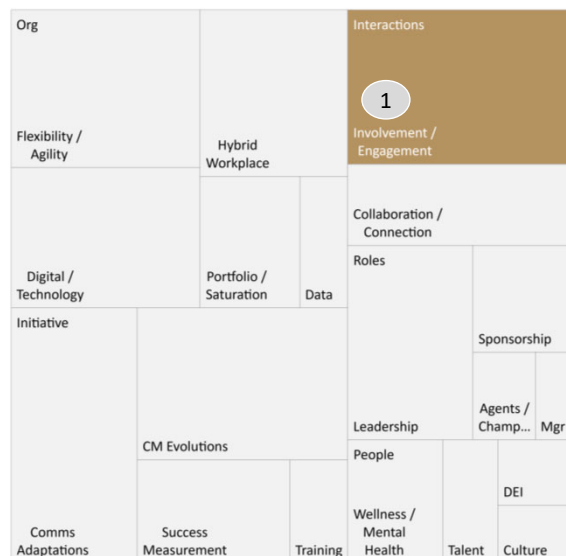
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"Make sure to treat people as the most important asset of the company. Do not just follow a formula, but actually connect on a personal level."

"Empowerment of people for decision making to enable excellence in commitment (less control - more trust and co-steering)."

"Engaging stakeholders organization-wide in strategic planning to ensure alignment and commitment to the path forward."

"Connecting frequently with different audiences, making sure we gather their inputs, finding ways to collaborate and to execute change experiments."

"Focusing on Talent. Ensuring that they can adopt the new behaviors, ensuring that what we are implementing is actually better for the end user. Ensuring change is not being done to people but with people."

"Communicate, Connect and Empathise more frequently and genuinely."

"Bottom up communication and taking action on that feedback- individualization of change needs."

"Planning with business stakeholders- co collaboration."

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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

"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."

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

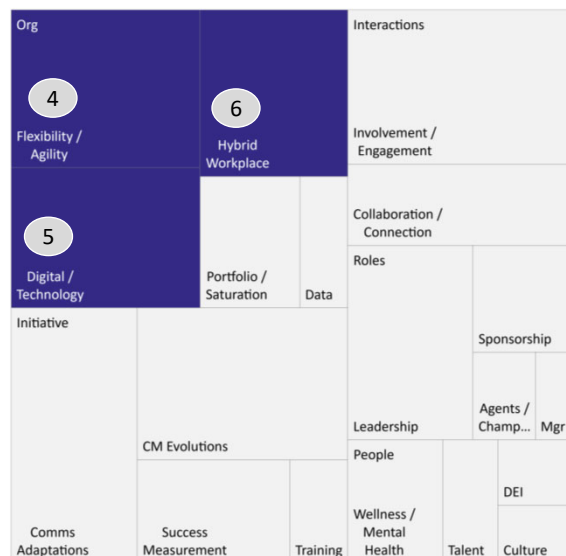
"Ability to engage and drive change remotely as remote / hybrid work practices increase. Ability to streamline change management execution and focus on activities that "move the needle" as economic pressures continue to stress workforce."

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Flexibility / Agility

Adaptability
Resilience
Momentum
Mindset
Confidence
Growth Mindset

Digital / Technology

Technology adoption
Digital literacy
AI / Automation
Cyber-Security
VR

Hybrid Workplace

Hybrid Workplace
Future of Work
Return to the Office
Virtual organizations

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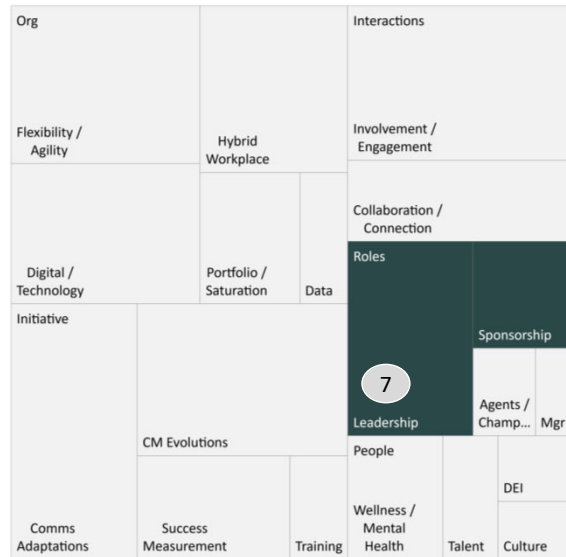
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Trust	Transparency	Focus
Vision	Alignment	Purpose

"Less is more, ensure to focus on the important stuff and let the other changes be deprioritized."

"Transparency for better alignment."

"A renewed emphasis on building, maintaining and sustaining trust."

"Trust building will become a more critical success factor, as feeling safe to open yourself is the more difficult the more VUCA the world is."

"Authentic trusted leadership."

"There is a very big people leadership piece that is increasingly important and ensuring there is connection with your people. Without solid trustworthy and most importantly genuine connection it is difficult to maintain engagement, and without engagement any strategy is of little use."

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"Success measures defined clearly."

"Answer the question: what success means for individuals, companies, societies, world?"

"Metrics for change management. What does success look like? This should be well defined just like it is for the technical side of the project."

"People adoption metrics and dashboards provide objective feedback on adoption and proficiency."

"The link between change and benefits. Accountability for change becoming a more accepted element of leadership."

"Formal accountability efforts at the enterprise level that enable executives to hold snr mgmt accountable for delivery of projects & initiatives."

"Sponsor accountability for delivering outcomes, not just on time go live events."

"Clearly articulating goals and setting distinct milestones is now something emphasized in our org."

"Clear success narrative at every level of the change."

"Measuring engagement- not just blindly thinking it's happening."

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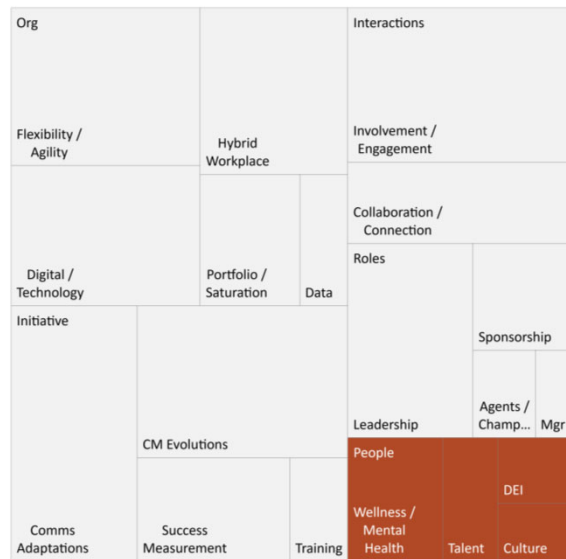
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Wellness/ Mental Health

“Change involves people and people are not immune to the world around them.”
“More emphasis on well-being.”

Talent

“Thinking outside of the proverbial box with regards to succession planning, training methods and delivery, work assessments, employee accountability...”

DEI

“Ability to receive and articulate ideas in interdepartmental, intergenerational, and intercultural contexts”

Culture

“Having a variety of engagement techniques and creating a virtual culture that was as strong as in person.”

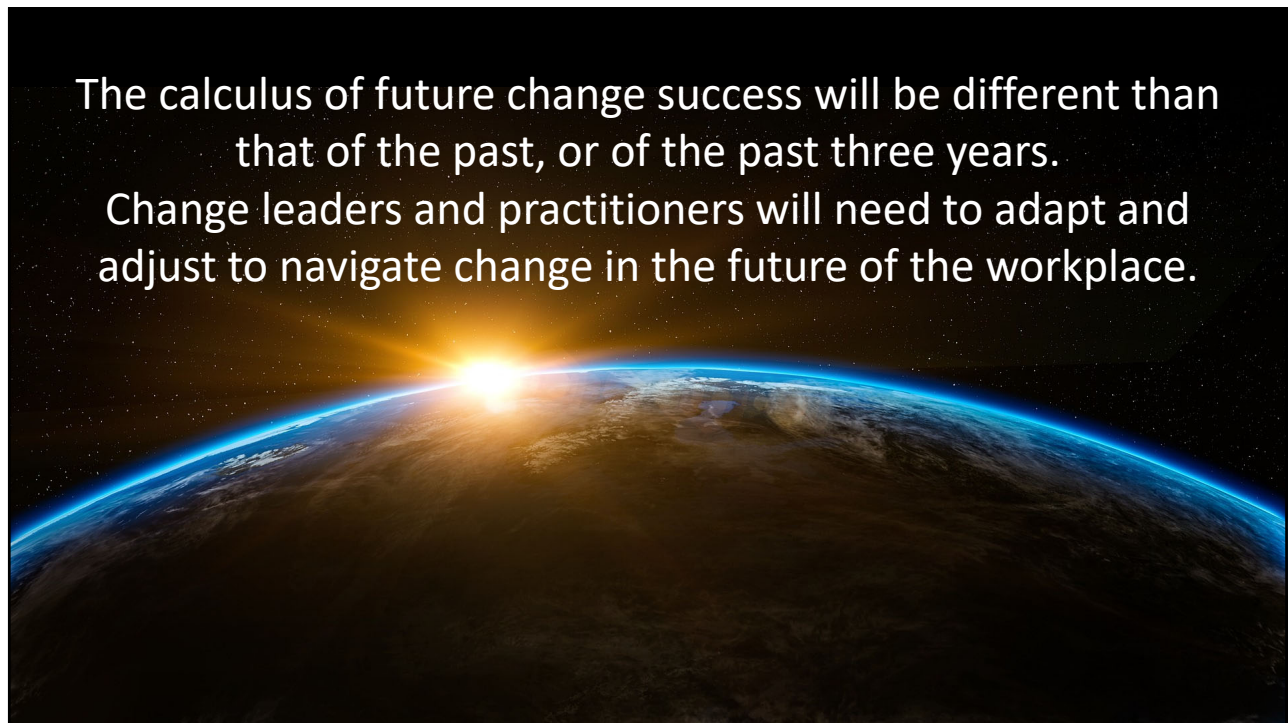
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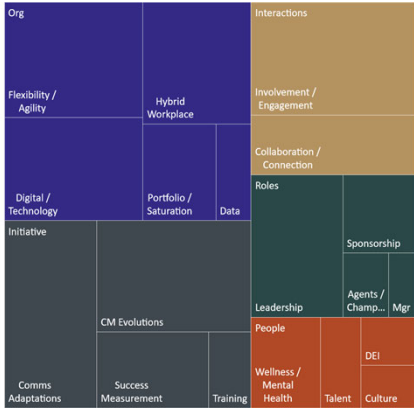
The calculus of future change success will be different than that of the past, or of the past three years.
Change leaders and practitioners will need to adapt and adjust to navigate change in the future of the workplace.



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What: Conditions	So What: Implications	Now What: Actions
<p>Global Pandemic</p> <p>Involuntary Digital Transformation</p> <p>Instantaneous Remote Work Experiment</p> <p>Paradoxical Humanity Infusion</p> <p>People Side Cannot Be Unseen</p> <p>New Capabilities</p> <p>New Expectations</p> <p>New Ways of Working and Workplaces</p>	<p>Emergent contributors that will be variables in the calculus of future change success</p> 	<p>Capture three to five action items or “do differently” ideas you can incorporate into your work of delivering more successful change by preparing, equipping, and supporting people on their own change journeys.</p>

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2023 Best Practices in Change Management Research Study



0% Survey Completion 1



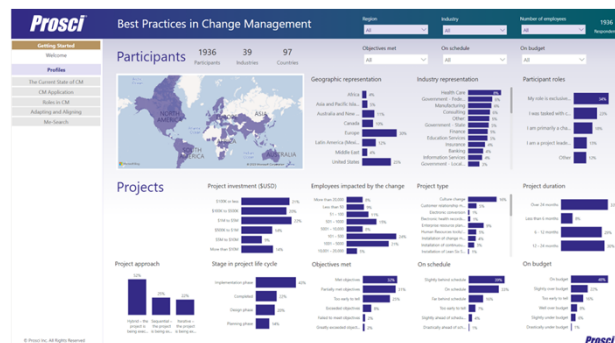
Welcome to the 2023 *Best Practices in Change Management* study. By contributing to this study, you are adding to the largest body of knowledge in the change management discipline.

Important things to know before you start:

- The survey is estimated to take about **35-45 minutes** to complete.
- You will be asked to reflect both on **change management in general** within your organization and the application of **change management specifically for one project** you were a part of and applied change management tactics on, whether formally or informally.
- For the project you are asked to reflect on, you should have knowledge of the project scope, budget, implementation, change management activities, and achievement of outcomes.
- If you are a consultant, we ask that you pick a specific client and client project to reflect on.
- This survey uses browser cookies to save your place in the study. Please ensure that your internet cookies are **enabled** before beginning this survey. If you would like to leave the survey and return to where you left off, you can do so at any time if your browser cookies are enabled.

Thank you for contributing to the growing field of change management. If you have any questions or concerns, you can connect with us at research@prosci.com or +1-970-203-9332.

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A woman is seen from the chest up, working on a laptop. In the foreground, there is a white coffee cup on a saucer and a stack of Prosci books. The top book is 'CHANGE MANAGEMENT' by Prosci, 11th Edition. The background is a blurred office setting.

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