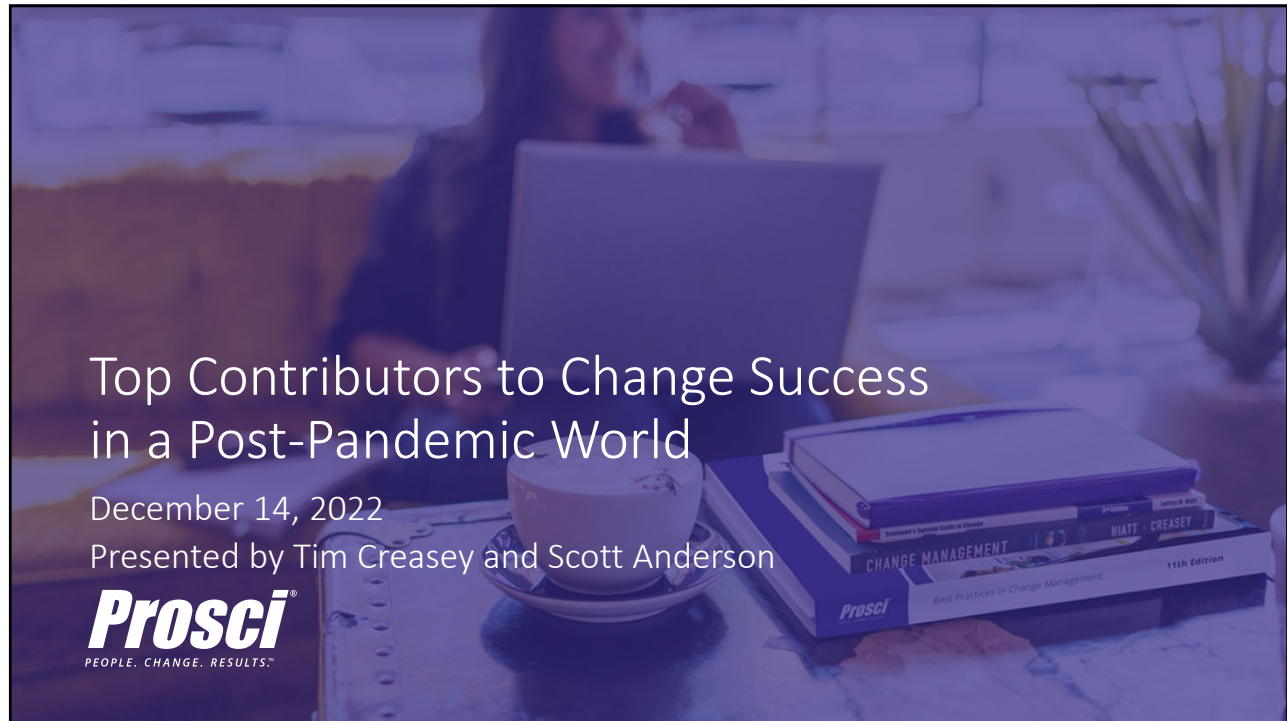


Top Contributors to Change Success in a Post-Pandemic World

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Top Contributors to Change Success in a Post-Pandemic World

December 14, 2022

Presented by Tim Creasey and Scott Anderson

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Agenda

- Study and Participant Overview
- Reflecting on Change and the Pandemic
- Top Contributors to Change Success in a Post-Pandemic World
- Emergent Contributors and What's Next

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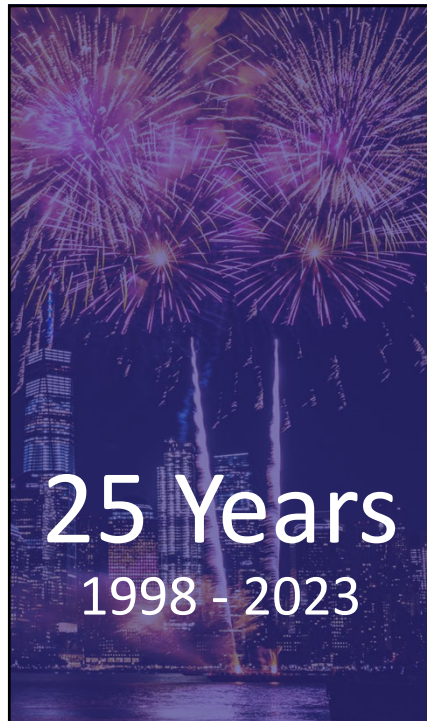
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Celebrate and Elevate

- 25 years of industry-leading research in change management best practices



Prosci Research is...

- Practical, applied, action research...not theoretical or conceptual
- A verb, an activity...not a noun, a study, a report, a finding
- About practices that yield good, better, and best results...not right or wrong

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The Prosci Research Story

Study	N	Pages	Figures	Tables	New Topics/Sections
1998	102	32	29	3	All
2000	152	34	27	3	List of Participants
2003	288	44	39	10	Models and Definitions
2005	411	51	40	7	Sponsor Activities, Managers and Supervisors, Reinforcement and Feedback
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	560	164	122	16	Advice for Practitioners, Motivation for CM, Training on CM, CM Measurement, Unique Types
2014	522	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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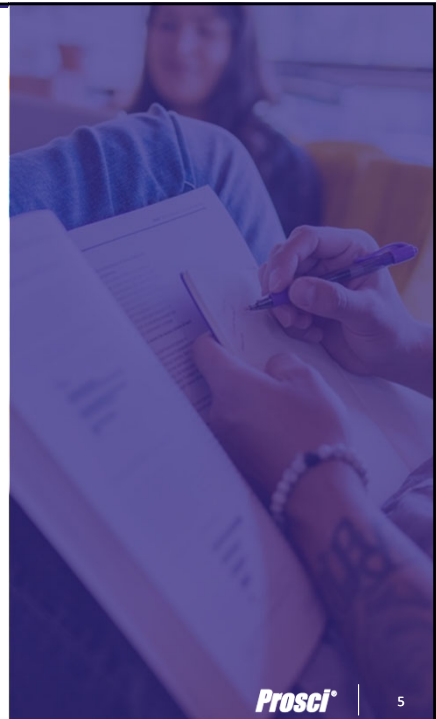
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Post-Pandemic Change Success Study Overview

- 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.



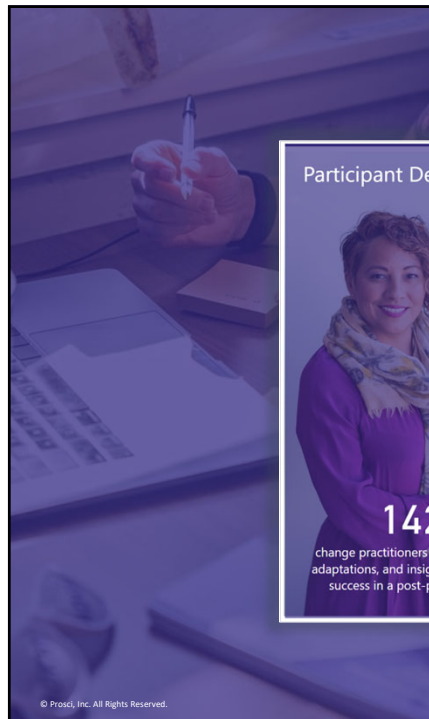
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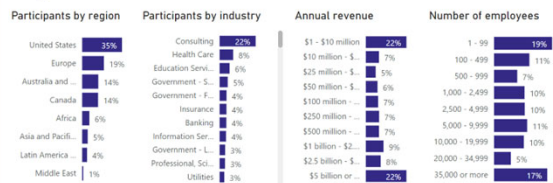
Study Participant Profile



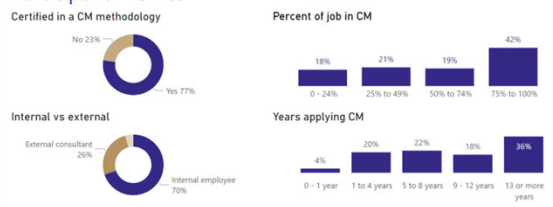
Participant Demographics



Organization Profiles



Participant Profiles



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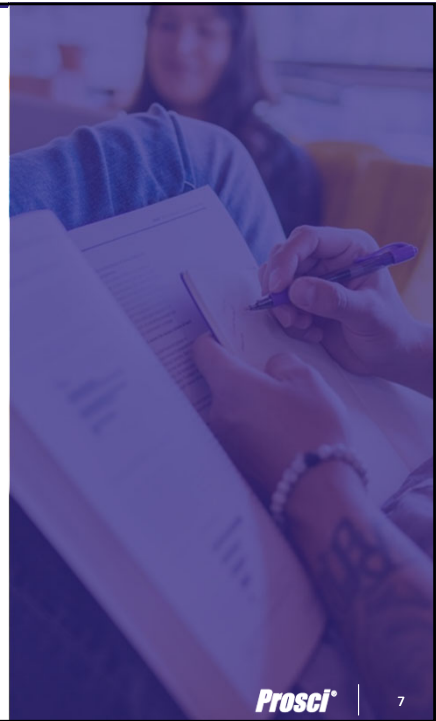
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Reflecting on Change and the Pandemic

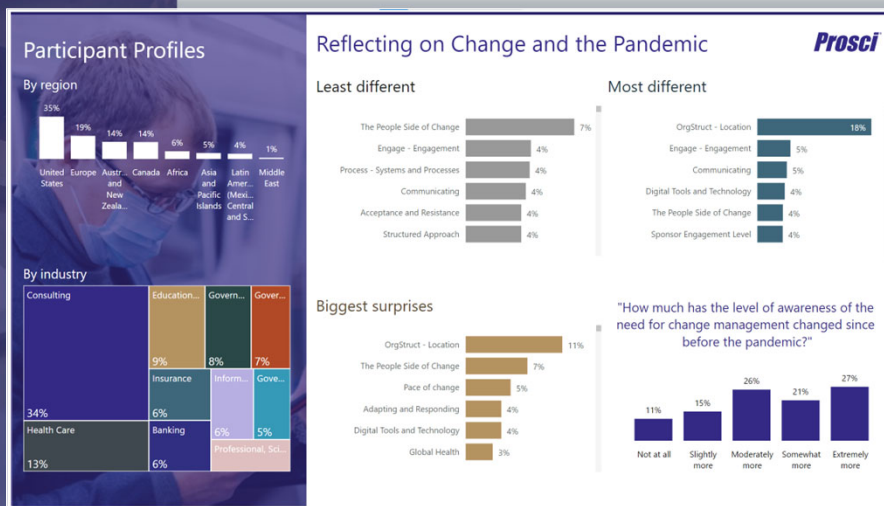
- Study participants provided high-level reflections:
 - What aspects of change are the **MOST different** today than before the pandemic?
 - What aspects of change are the **LEAST different** today than before the pandemic?
 - What were the **biggest surprises** to you about how change has changed because 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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Reflecting Dashboard



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Thematic Analysis: How we did it

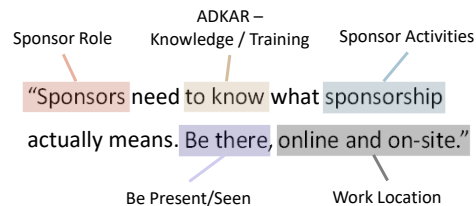
1. Data Collection

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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Top Contributors to Change Success in a Post-Pandemic World

- For each of the seven top contributors to change success, participants identified:
 - 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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Top Contributors to Change Success in a Post-Pandemic World

2022 Ranking	Contributor to Change Success	Average Stack Rank	How different after the pandemic?	2019 Ranking	2017 Ranking	2015 Ranking
1	Mobilize active and visible sponsorship	2.40 (our of 7)	3.1 (1=no; 5=extremely)	1	1	1
2	Apply a structured change management approach	3.52	2.7	2	3	2
3	Communicate frequently and openly	3.63	3.4	3	5	6
4	Dedicate change management resources	3.88	2.9	5	2	3
5	Engage with and support people managers	4.37	3.1	7	7	7
6	Engage and integrate with project management	4.94	2.5	6	6	4
7	Engage with front-line employees	5.27	3.5	4	4	5

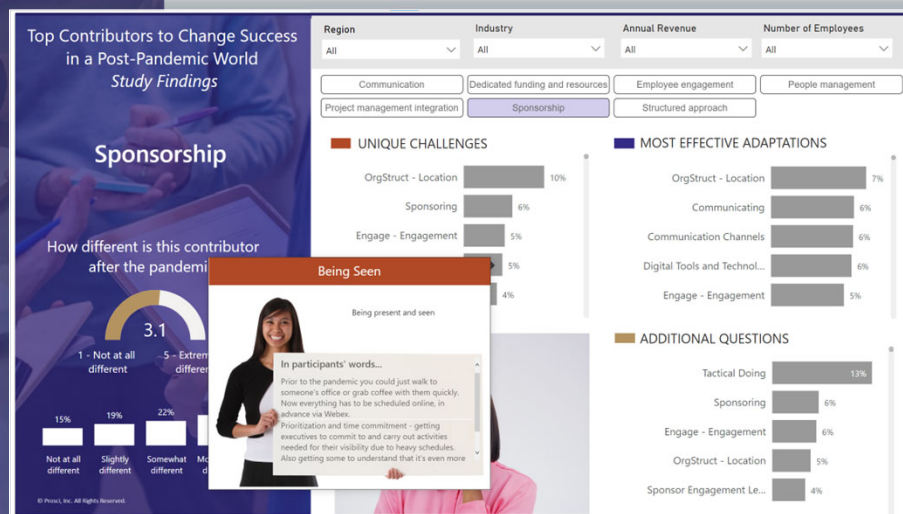
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Top Contributors Dashboard



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Adaptations Inventory

Top Contributors to Change Success in a Post-Pandemic World: Most Impactful Adaptations


A curated list from 1,421 study participants' most impactful adaptations and insights for each of the seven top contributors to change success after the pandemic

Contributor

- Communication
- Dedicated funding and resources
- Employee engagement
- People management
- Project management integration
- Sponsorship
- Structured approach

Contributor Definition

Sponsors demonstrating active support throughout the lifecycle of the change, engaging in change activities, and influencing their peers to maintain buy-in.



Top 3 most impactful adaptations

- OrgStruct - Location
- Communicating
- Communication Channels

Theme definition

The media and means through which messages flow to, from, or across an organization

Participant comments

In participants' words...

Communication channel variety

Communications via different mediums - YouTube videos, TEAMS events, etc.


Learn to us the technology that employees are using (chat, text, social media) to keep in touch with employee populations.

Making videos from Sponsor point of view that sends a consistent message. Adding podcasts to the mix for employee involvement.

Receptive to virtual channels for engagement and kept simpler.

Taking advantage of technology i.e. video clips to be recorded by leadership to show support


Using the digital platforms in the organization to post sponsor statements, videos, social media posting, articles, blogs, etc.



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Emerging Top Contributors

Involvement, engagement, feedback, human centricity	8.9%
Communication adaptations and innovations	8.0%
Flexibility, agility, adaptability, resilience, growth mindset, momentum	7.3%
Change management adaptations, maturation, evolution	7.3%
Technology adoption and digital literacy	6.5%
Hybrid workplace dynamics - navigating remote, virtual, in person	6.0%
Leadership evolution to meet needs of Future of Work	4.8%
Measurement, success definition and tracking, accountability	3.7%
Collaboration, connection, enhanced teamwork	3.6%
Wellness, mental health, work-life integration, diversity and inclusion	3.3%
Sponsor behaviors and hybrid sponsor execution	2.7%
Portfolio and saturation management, prioritization	2.3%
Data-informed decisions and data analytics	1.6%
Training innovation and optimization for hybrid workplaces	1.5%
Change Agent Networks and Change Champions	1.3%
Culture	1.1%



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Conclusion

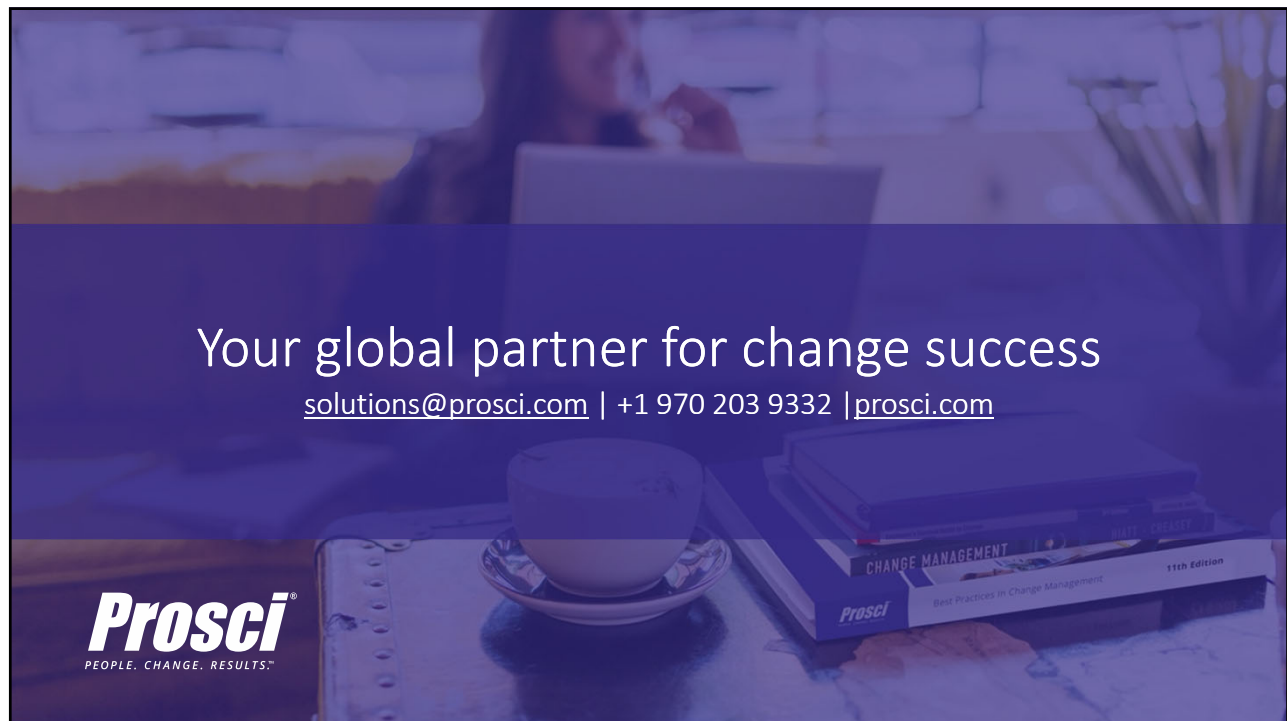
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