

Discover the Keys to Successful Change in the Future

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Agenda

- **Contributors to Change Success**
- Adaptations to Historic Contributors to Success
- Emergent Contributors to Change Success

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Change Success from the Beginning

2003

The Definition and History of Change Management

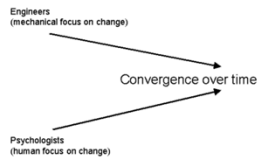
by Jeff Hiatt, author of *Learning to Succeed in Change* and
Tim Cressy, editor for the *Change Management Learning Center* at change-management.com

The field of change management can be confusing and sometimes complicated to research and study, especially for new practitioners. Change management is the application of many different ideas from the engineering, business and psychology fields. As changes in organizations have become more frequent and a necessity for survival, the body of knowledge known as "change management" has also grown to encompass more skills and knowledge from each of these fields of study.

While this may be a good trend overall, the result for many change leaders is growing confusion about what change management really means. To bring this into focus and to make your change management work successful, this tutorial is designed to help explain the history and evolution of change management, and discuss why it is a required competency for today's business operations.

Change Management: The convergence of two fields of thought

To understand change management as we know it today, you need to consider two converging and predominant fields of thought: an engineer's approach to improving business performance and a psychologist's approach to managing the human-side of change.



Change management is the process, tools and techniques to manage the people-side of business change **to achieve the required business outcome**, and to realize that business change effectively within the social infrastructure of the workplace.

2009



Jeff Hiatt at opening keynote of first Prosci Global Conference:
"The main reason we apply change management is to **make our changes more successful**. Period."

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Courageously Committing to Outcomes circa 2016



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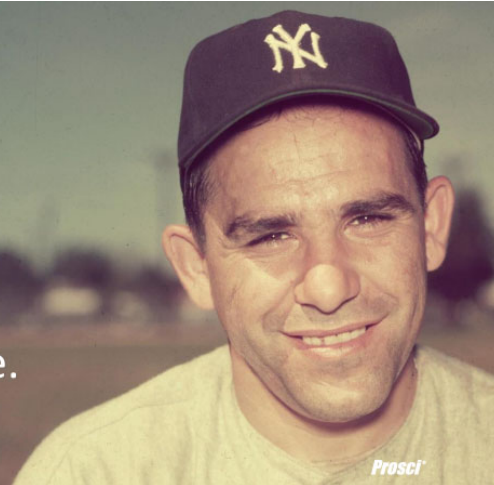
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Prosci Change Scorecard circa 2018

If you don't
know where
you are going,
you might
wind up
someplace else.

Yogi Berra



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Alignment Hacks circa 2020

To What End



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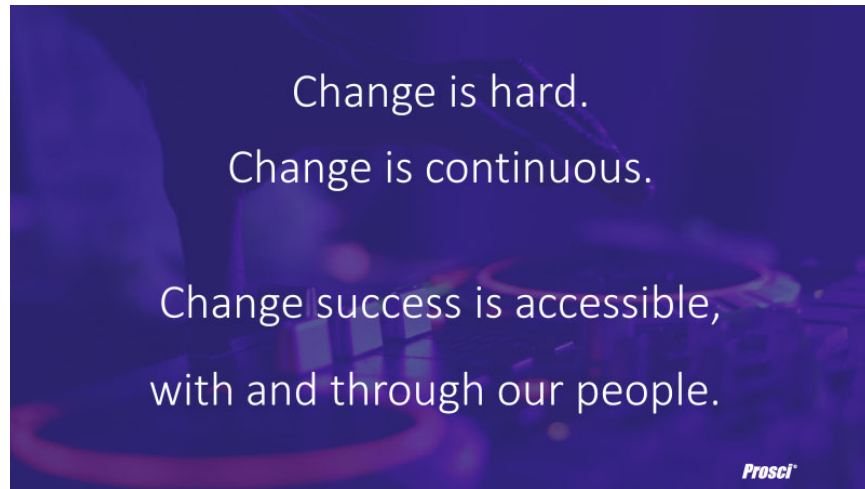
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Change Management Pairs Nicely With ____
circa 2021



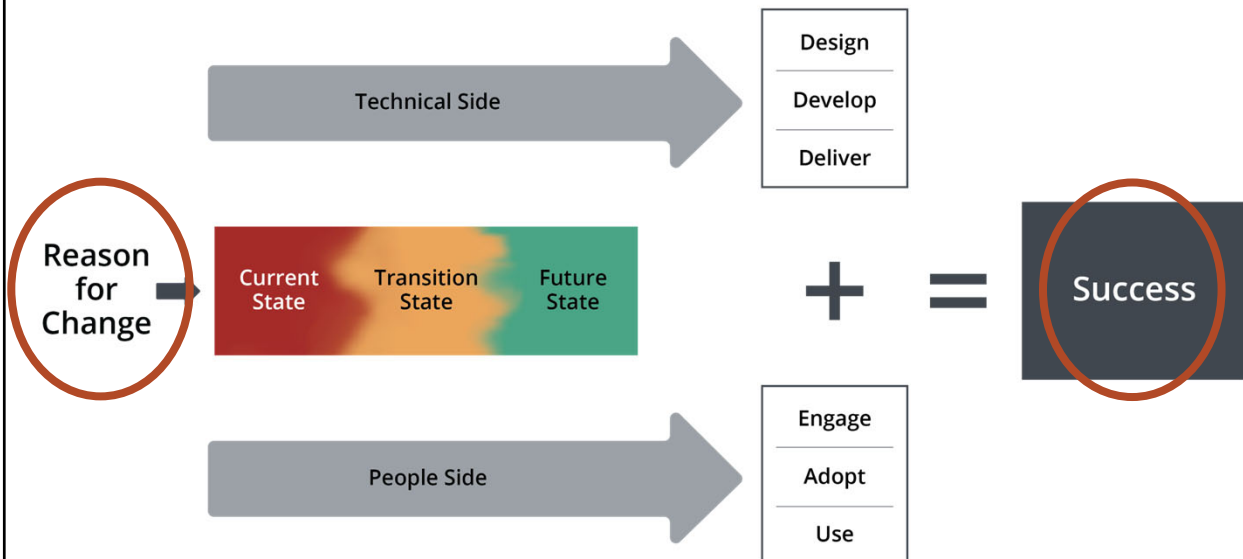
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Success Bookends Change



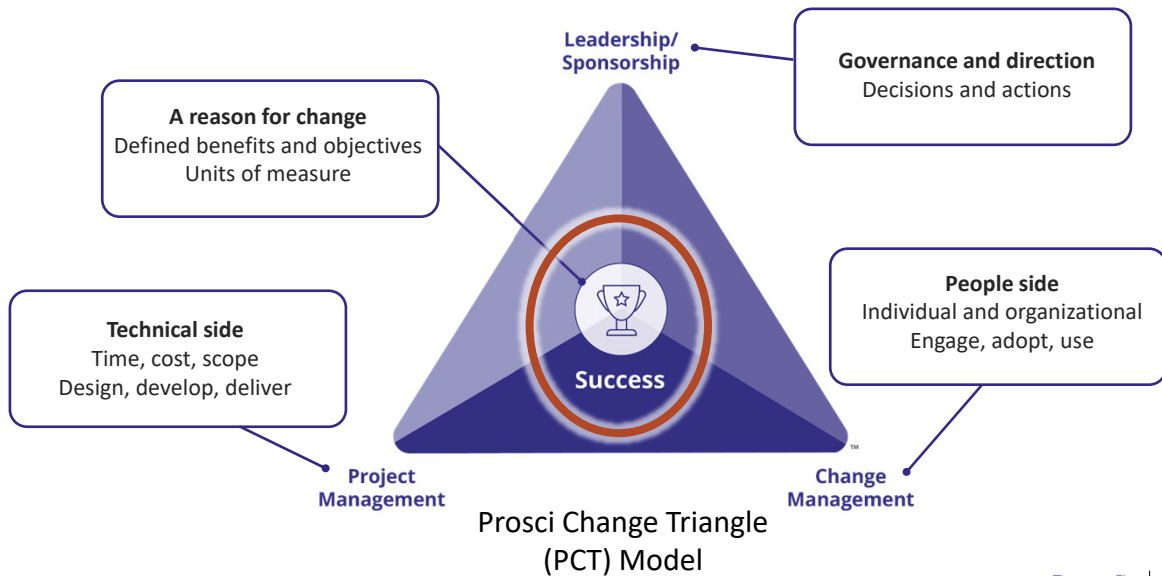
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Success is the Seat of the Three-Legged Stool



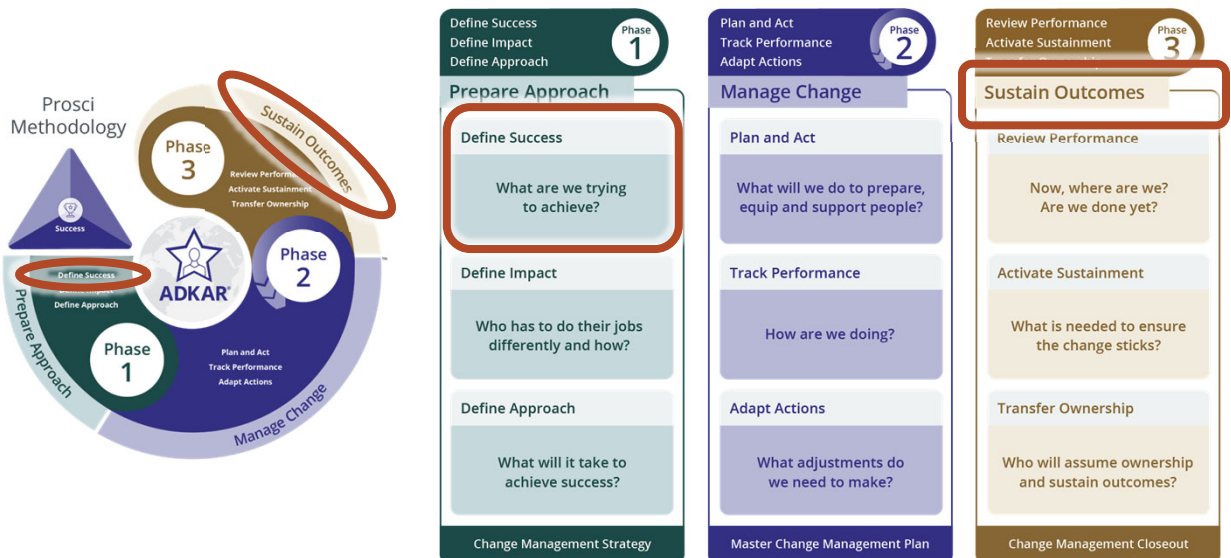
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Success is the Start and End of Prosci's Enhanced Methodology



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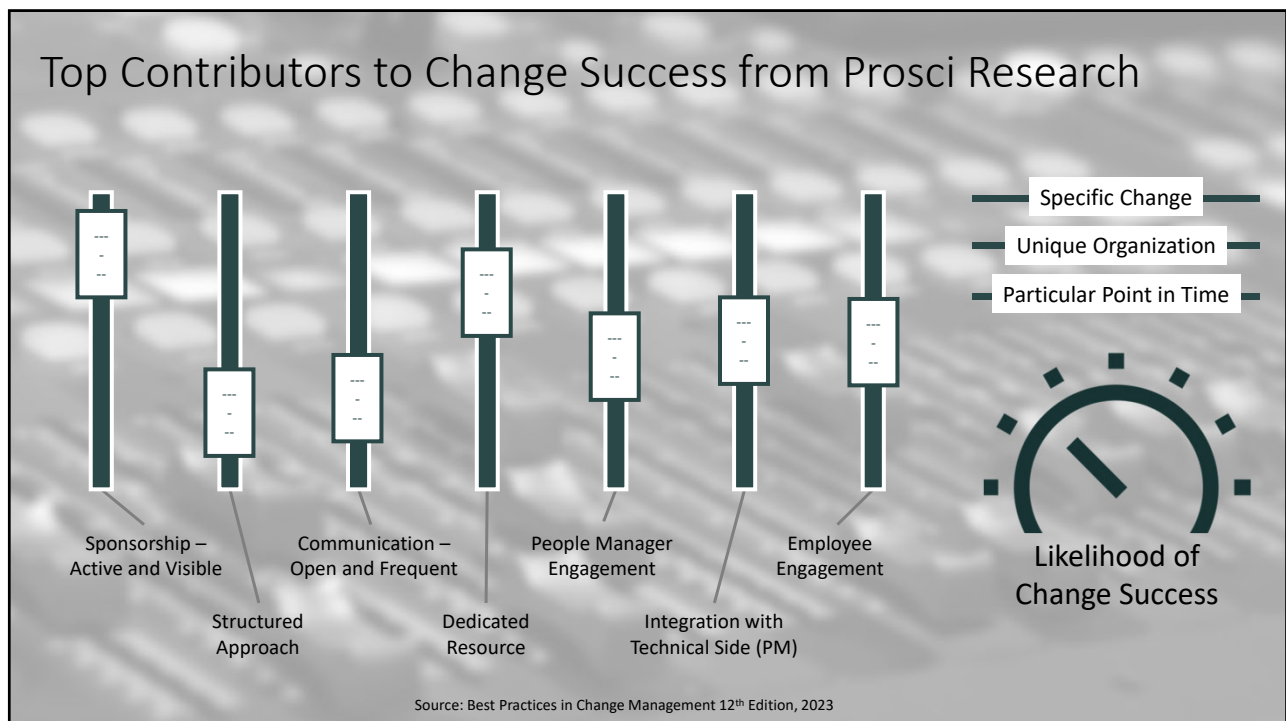
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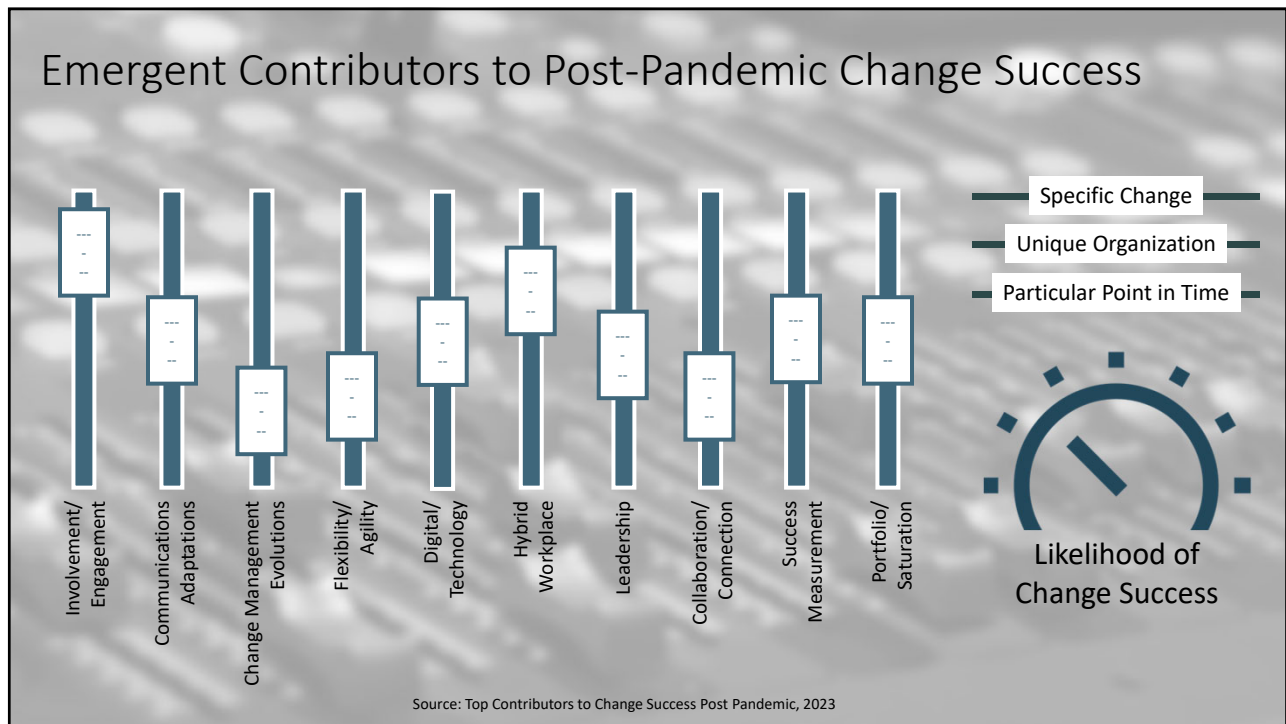
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<u>What</u> Information	<u>So What?</u> Implication	<u>Now What?</u> Application
Research insights on the top contributors to change success		

Liberting Structures W³ Approach: <https://www.liberatingstructures.com/9-what-so-what-now-what-w/>

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- Contributors to Change Success
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- Emergent Contributors to Change Success

**What
So What
Now What**

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Top Contributors to Change Success in a Post Pandemic World Study

Participant Demographics



1421

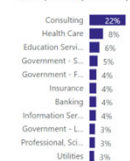
change practitioners share challenges, adaptations, and insights about change success in a post-pandemic world

Organization Profiles

Participants by region



Participants by industry



Annual revenue



Number of employees

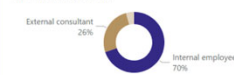


Participant Profiles

Certified in a CM methodology



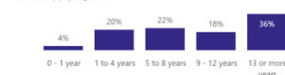
Internal vs external



Percent of job in CM



Years applying CM



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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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Finding Headlines

Least Different Aspect of Change	Most Different Aspect of Change	Biggest Surprise about How Change Has Changed
<ol style="list-style-type: none">1. The People Side of Change "[The] common denominator of change still remains people."2. Engagement "People want and need to connect, communicate. People still need direction, a clear vision, a purpose to do anything and be motivated."3. Systems and Processes "The process is the same, we still need to pay attention to where people are in the change process"	<ol style="list-style-type: none">1. Location "The office doesn't mean work anymore - where you are is immaterial to the impact/contribution you might have."2. Engagement "Now there's more focus or better understanding that people need to be equipped to handle change."3. Communicating "How we are able to reach people - channels of communication"	<ol style="list-style-type: none">1. Location "How well organizations have done in a remote or hybrid environment, organizations remain effective and profitable with a completely new model."2. The People Side of Change "How people have adapted to remote tools for collaboration"3. Pace of Change "How quickly we all adapted to new ways of working."

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Source: Top Contributors to Change Success Post Pandemic, 2023

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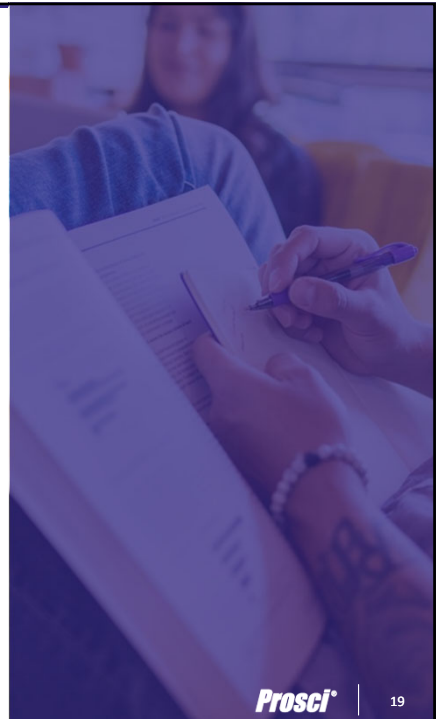
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Challenges and Adaptations to the Top Contributors to Change Success

- 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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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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Source: Top Contributors to Change Success Post Pandemic, 2023

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Top Adaptation to Each Top Contributor

1) Mobilize active and visible sponsorship	<ul style="list-style-type: none"> Adapting sponsorship approaches to remote or hybrid environments (location, 7%) Effectively communicating given demand and requirements (communicating, 6%) Leveraging newly acquired communication platforms and approaches to communicate, while having few or no face-to-face and in person options (communication channels, 6%)
3) Communicate frequently and openly	<ul style="list-style-type: none"> Learning when, what, to whom, how, and how much to communicate (communicating, 12%) Leveraging new communication formats (communication channels, 9%) Providing tools and technologies that support effective communication in hybrid and remote environments (digital tools and technology, 7%)
5) Engage with and support people managers	<ul style="list-style-type: none"> Supporting people managers as people, not just managers (engagement, 8%) Communicating effectively with and through people managers communicating, 5%) Exploring new, more flexible meeting formats in hybrid and remote environments (location, 4%)
7) Engage with front-line employees	<ul style="list-style-type: none"> Finding new ways and means to reach front-line employees in a hybrid or remote environment (engagement, 8%) Implementing strategies to work with front-line employees across hybrid or remote environments (location, 7%) Thoughtful planning and execution of how messages are shared with front-line employees (communicating, 6%)

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Source: Top Contributors to Change Success Post Pandemic, 2023

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Top Adaptation to Each Top Contributor

2) Apply a structured change management approach	<ul style="list-style-type: none"> Adapting a structured approach to accommodate remote or hybrid environments (location, 6%) Bringing general structure to change efforts (structured approach, 5%) Finding the right balance of structure and flexibility in engagement tactics within remote or hybrid environments (engagement, 5%)
4) Dedicate change management resources	<ul style="list-style-type: none"> Reimagining ways to optimize, repurpose, or extend existing resources (resourcing, 10%) Securing resources by promoting the business results/ROI of change management (outcomes orientation, 5%) Stretching resources through scalable engagement strategies, such as self-service or simplified materials (engagement, 5%)
6) Engage and integrate with project management	<ul style="list-style-type: none"> Prioritizing the role of project managers as a key resource (resourcing, 5%) Cultivating genuine, cross-functional relationships with project managers (engagement, 5%) Demonstrating the value of change management to achieve project outcomes (outcomes orientation, 4%)

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Source: Top Contributors to Change Success Post Pandemic, 2023

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Top Adaptations Interactive Report


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

Contributor

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

Contributor Definition

Cadence, transparency, customized messaging for impacted audiences, and leveraging multiple communication channels.



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

Top 3 most impactful adaptations

- Communicating
- Communication Channels
- Digital Tools and Technology

Theme definition

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

Participant comments

In participants' words...

Be purposeful about how you communicate using different forums. Include feedback mechanisms to ensure your message is getting through and landing. Be open to trying new things and using new technology to support your communication needs.

Bring back in-person meetings; find creative ways to engage remote audiences

Call people; don't email all the time and wait for a response

Online 'social' get together for a team; no work conversation, just catching up

Make an effort to get face-to-face time with people; coffee catch-up; drop-in

Cameras on, especially by leaders

Communicate in a wide-variety of channels and never discount the impact of in-person meetings

finding unique ways to communicate beyond email

Identify effective communication channels

Include the preferred senders by audiences; segment messages; promote face to face / call to call messages and then use mass mail

I look for ways to consolidate communication so that there's less to manage. (Give people small bites or summary tone format with the ability to find out

Adaptations Report: <https://empower.prosci.com/top-contributors-to-change-success-in-a-post-pandemic-world-dashboard>

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What

Information

So What?

Implication

Now What?

Application

Top 7 Contributors to Change Success

+

Top Adaptations in a Post Pandemic World

Liberating Structures W³ Approach: <https://www.liberatingstructures.com/9-what-so-what-now-what-w/>

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So What
Now What**

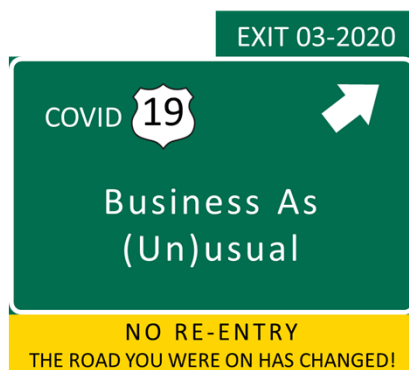
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Leading Change, ~~Today~~ Tomorrow



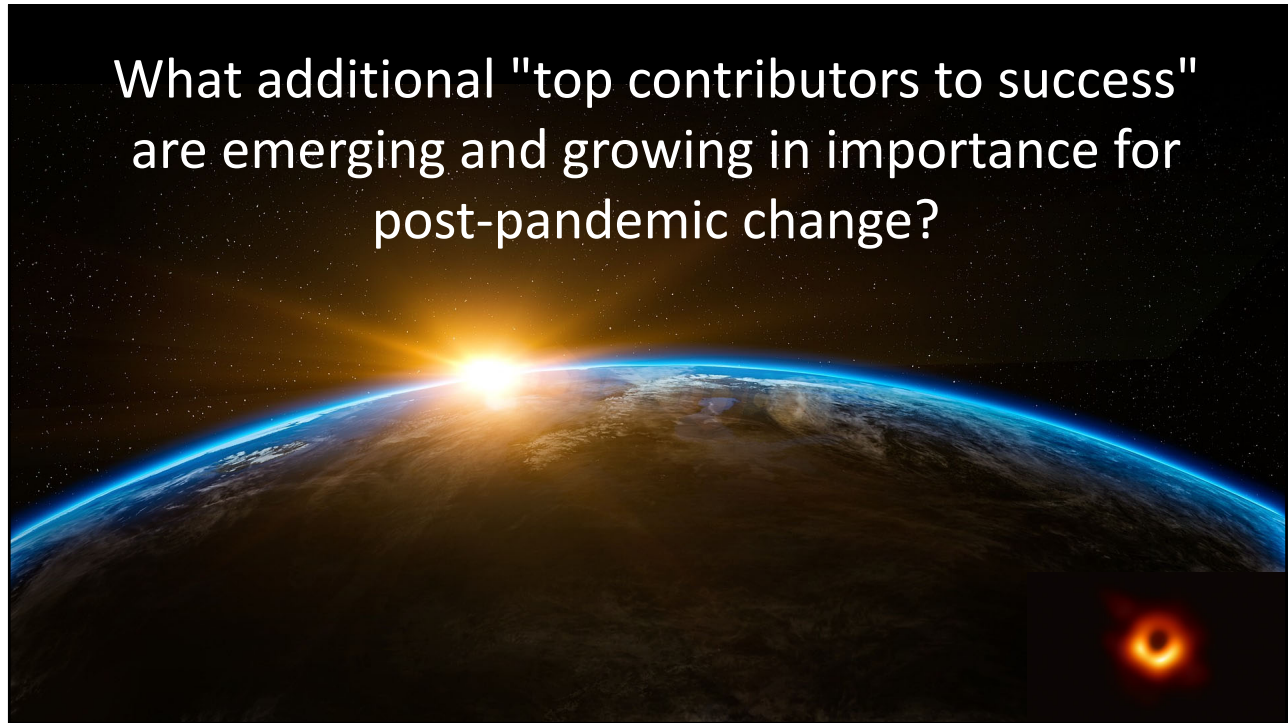
Workplaces are changing
Organizations are changing
Change is changing

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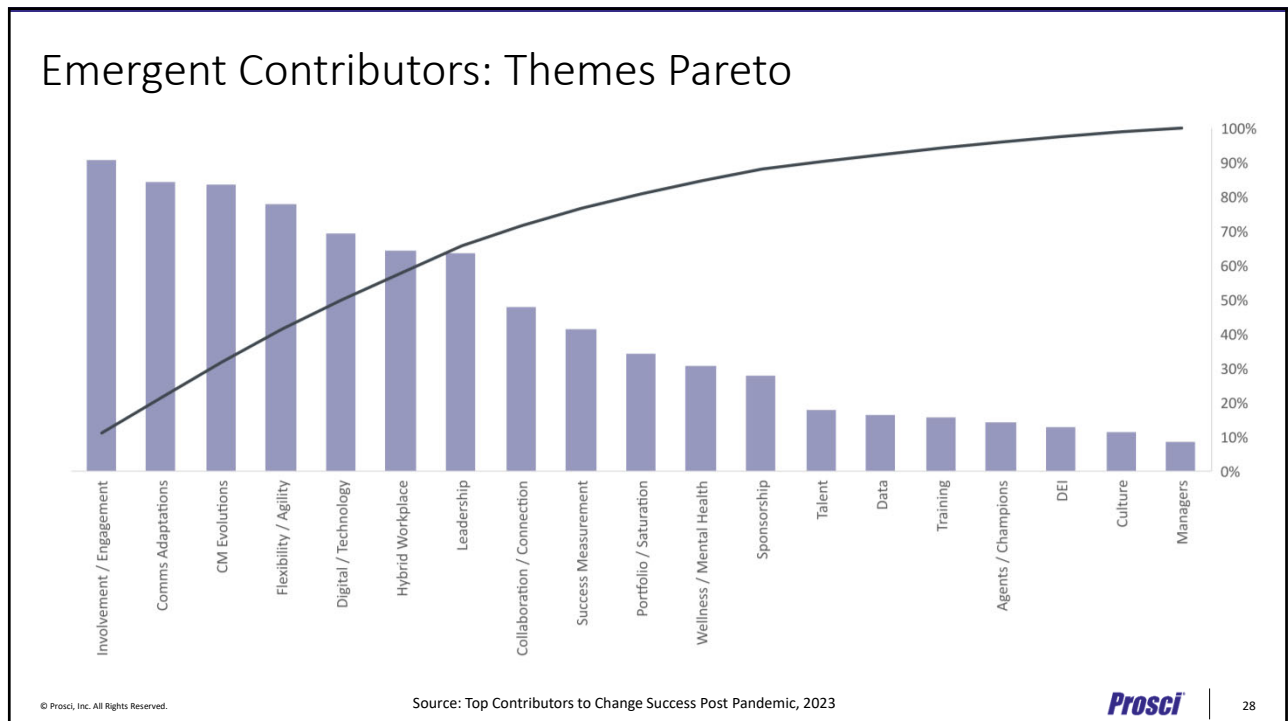
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Emergent Contributors: Sunburst Categories

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:

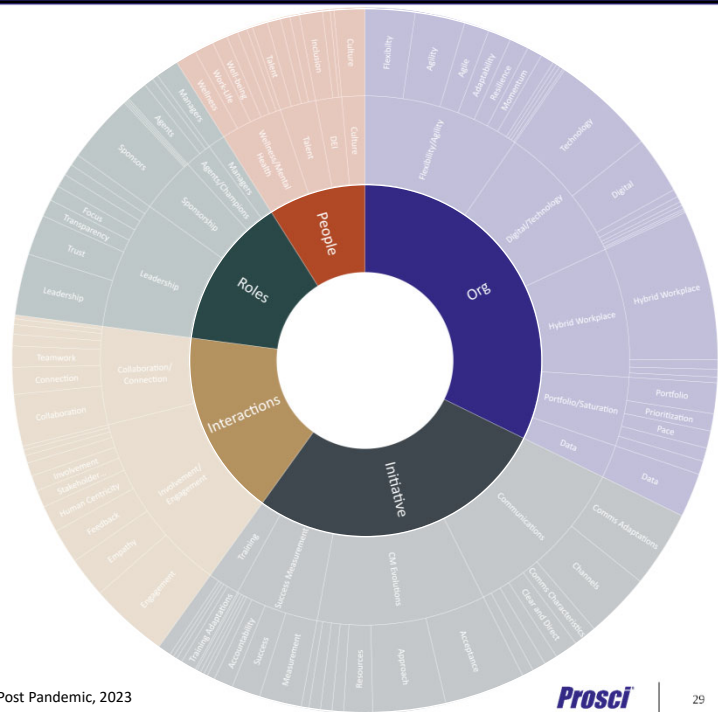
- How we engage and involve people throughout the organization and during change

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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Source: Top Contributors to Change Success Post Pandemic, 2023

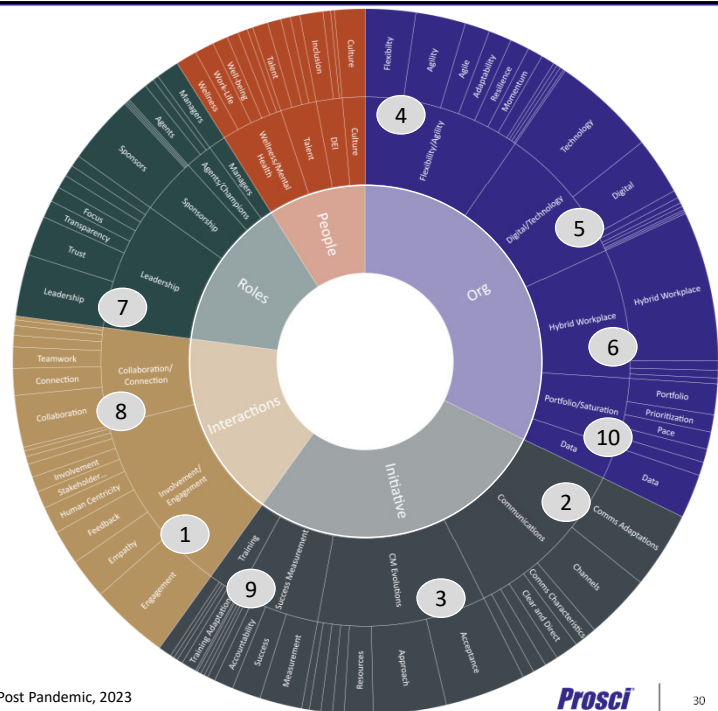
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Emergent Contributors: Sunburst Top 10 Themes

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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Source: Top Contributors to Change Success Post Pandemic, 2023

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<u>What</u>	<u>So What?</u>	<u>Now What?</u>
CHANGE SUCCESS VARIABLES <ol style="list-style-type: none">1. Involvement/Engagement2. Comms Adaptations3. CM Evolutions4. Flexibility/Agility5. Digital/Technology6. Hybrid Workplace7. Leadership8. Collaboration/Connection9. Success Measurement10. Portfolio/Saturation		

Liberating Structures W³ Approach: <https://www.liberatingstructures.com/9-what-so-what-now-what-w/>

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1. Involvement/Engagement
<ol style="list-style-type: none">2. Comms Adaptations3. CM Evolutions4. Flexibility/Agility5. Digital/Technology6. Hybrid Workplace7. Leadership8. Collaboration/Connection9. Success Measurement10. Portfolio/Saturation

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1. Involvement/Engagement

“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 - **collaboration.**”

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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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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

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1. Involvement/Engagement

2. Comms Adaptations

3. CM Evolutions

4. Flexibility/Agility

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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

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Liberating Structures W³ Approach: <https://www.liberatingstructures.com/9-what-so-what-now-what-w/>

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1. Involvement/Engagement	<h2>4. Flexibility/Agility</h2> <p>“Becoming more agile and adaptable to the ever growing and changing world around us”</p> <p>“Thinking mode of new situations are different to the past and creating a vigilant and adaptive mindset.”</p> <p>“Agility, resilience, lean CM and encouraging validation/revision opportunities along the way. Our approach before was to 'lock down' the CM strategy, now I strongly encourage people to think of it as a 'plan of intent' that needs to be nurtured and refined as our org and industry continue to recover from the pandemic.”</p> <p>“The importance of staying agile, ready to adapt to newer ways of engaging, and the need to be available/present”</p> <p>“More open minded to adaption and shifting paradigms - after having no choice to change, post pandemic people are more open to trying things differently... for now anyway.”</p> <p><i>Topics of Interest: Adaptability, Resilience, Momentum, Mindset, Confidence, Growth Mindset</i></p>
2. Comms Adaptations	
3. CM Evolutions	
4. Flexibility/Agility	
5. Digital/Technology	
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5. Digital/Technology

“Digital capability, ability to stay up to date with tech developments, ability to **deliver authentically via digital channels.**”

“Adapting to digital technologies for engaging and communicating with people is becoming **an actual competency** needed to successfully manage change.”

“Awareness and ability to take advantage of digital tools that will make **online engagement, consultation, communication and training** easier for the change manager and the end user.”

“Digital channel **fluency and savviness.** Our observation has been, those who best know how to fully tap into the potential of various communications tools and how to draw out their **full potential**, succeed the most.”

“Leveraging technology to assist with change and make it **tangible, reportable and visible.**”

Topics of Interest: Technology adoption, Digital literacy, AI / Automation, Cyber-Security, VR

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- 
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6. Hybrid Workplace

“Ways of working and effective **team dynamics** in hybrid / remote working”

“Set up **Ways of Working** early in the project, as part of the definition of success.”

“Ability to **connect and develop rapport** with change management team and others in a distributed, remote environment, especially for global projects or changes.”

“Change manager's ability to **build trust and relationships virtually** and in-person.”

“Find a way to get people **on board at distance.**”

“How to **celebrate** in a remote working world.”

“**Trust** is more important today than it ever was because of the hybrid nature of working that is only going to grow.”

Topics of Interest: Hybrid Workplace, Future of Work, Return to the Office, Virtual organizations

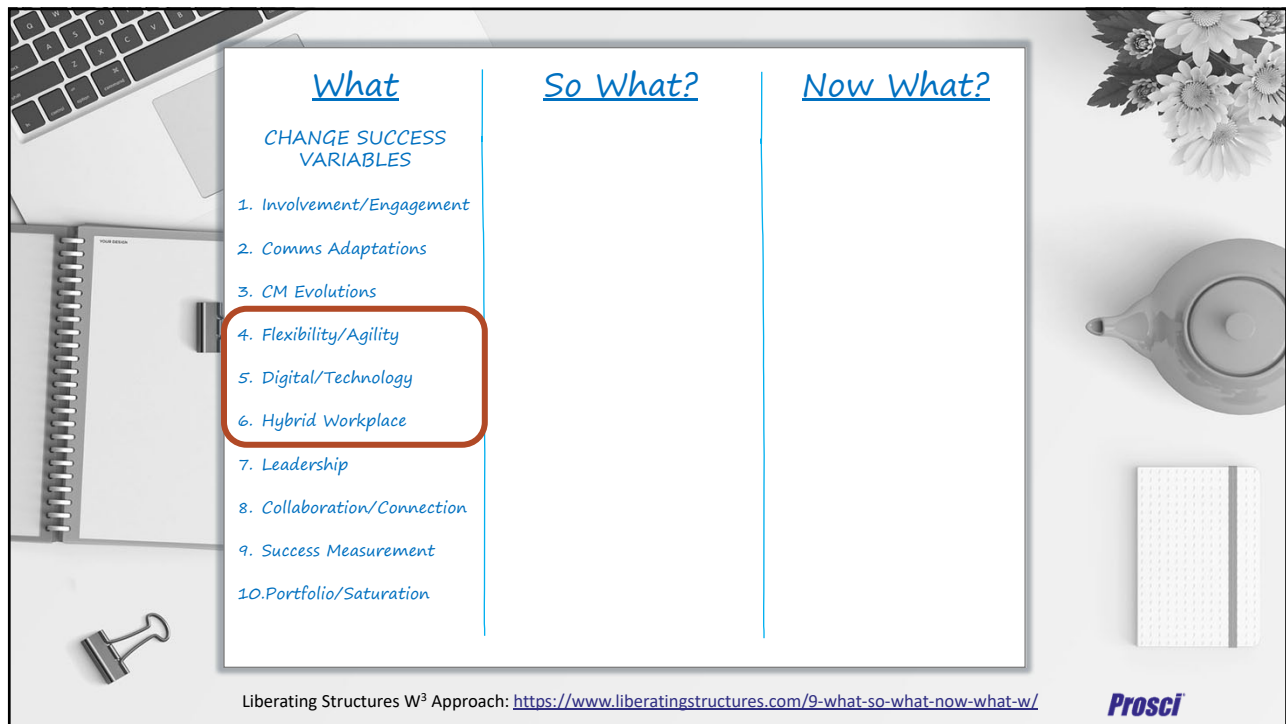
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What

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So What?

Now What?

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7. Leadership

“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.”


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

“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.”

Trust	Transparency	Focus
Vision	Alignment	Purpose

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8. Collaboration/Connection

“Connections with people is still the rule of the day. Whether virtually or in person, as Change practitioners we need to be able to make connections and learn from the people how changes impact them, how we can be better at mitigating the change impacts, etc.”

“Bringing more of a **‘we’re all in this together’** approach to change. Lots is changing quickly, and people are now needing to adapt more quickly.”

“Develop teams where members **trust, contribute and communicate** well and with one another plus open to **listening** to others.”

“Creation of more opportunities to **collaborate and co-create**.”

“Commitment through connection and contribution.”


“Stay connected and keep communicating -- out of sight out of mind is really true these days. It's much easier to get silo-ed than ever before.”

“The need for more **collaborative and iterative** process in CM”

“The use of **collaboration technology** is enabling the CM process.”

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9. Success Measurement

“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.”

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

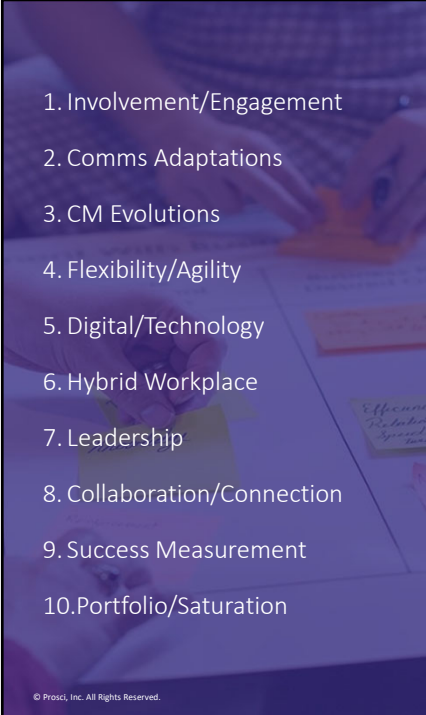
“Clearly articulating **goals** and setting **distinct milestones** is now something emphasized in our org.”

“Clear **success narrative** at every level of the change.”

“Measuring **engagement**- not just blindly thinking it's happening.”

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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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10. Portfolio/Saturation

“Ability to **coordinate** large change across an entire organization, so that we can adapt to tectonic shifts in the landscape.”

“The amount of change and the **complexity** of change is making it impossible to expect to 'fly by the seat of our pants' anymore.”

“The need for better **prioritization** of change initiatives. People are change fatigued and we must acknowledge that and better management the **number and pace** of changes.”

“Change **inventories, heatmaps**, change health reports, metrics of success for adoption, utilization & proficiency.”

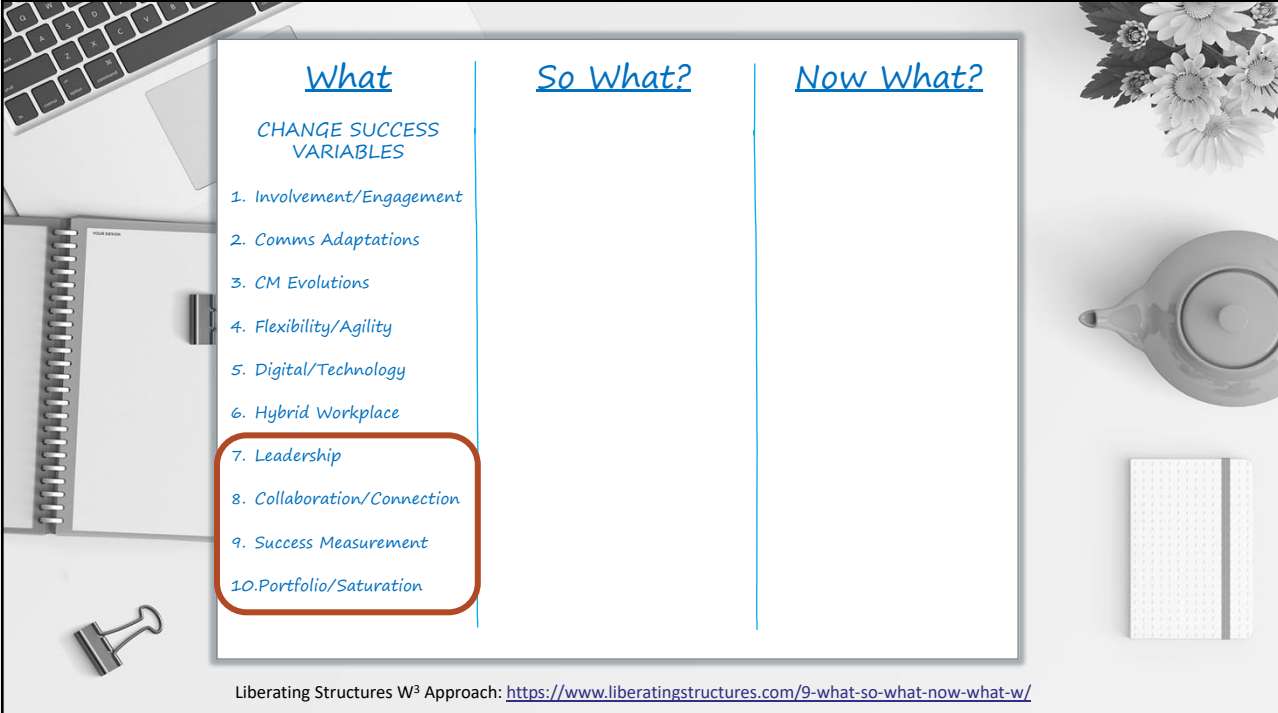
“Effective change portfolio management from a given **impacted group perspective**, to decrease saturation”

“**Stamina and resilience**, many are facing change fatigue and burnout. How to take what we have learned through the adversity of the pandemic and emerge stronger than before.”

“Give more importance than ever to **wellbeing** and avoid change fatigue.”

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<u>What</u>	<u>So What?</u>	<u>Now What?</u>
<p>CHANGE SUCCESS VARIABLES</p> <ol style="list-style-type: none">1. Involvement/Engagement2. Comms Adaptations3. CM Evolutions4. Flexibility/Agility5. Digital/Technology6. Hybrid Workplace7. Leadership8. Collaboration/Connection9. Success Measurement10. Portfolio/Saturation		

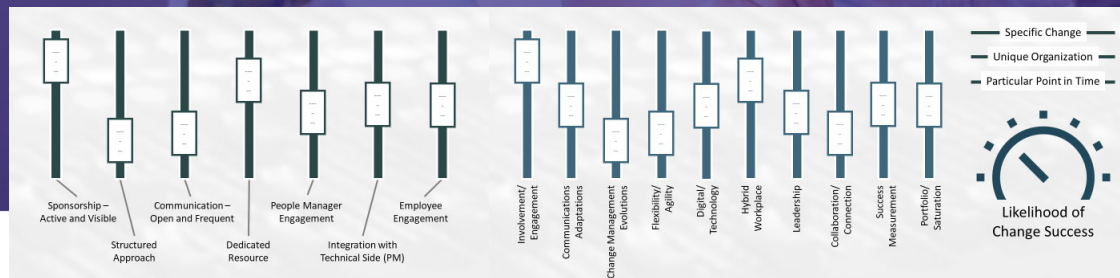
Liberating Structures W³ Approach: <https://www.liberatingstructures.com/9-what-so-what-now-what-w/>

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Conclusion



- Contributors to Change Success
- Adaptations to Historic Contributors to Success
- Emergent Contributors to Change Success

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