
Best Practices Roundtable version

575 participants share lessons and best practices in change management

© 2009 Prosci


Acknowledgements

Editors – Tim Creasey and Jeff Hiatt
Study design – Adrienne Boyd, Tim Creasey, Becky Fiscus, Jeff Hiatt, Ashley McNeal, Avery West
Data collection, graphs and tables – Tim Creasey
Study analysis – Adrienne Boyd, Tim Creasey, Becky Fiscus, Jeff Hiatt, Judith Larrimore, Ashley McNeal, Allison Seabeck, Martha Wawro, Avery West
Reviewers – Judith Larrimore and Kathy Spencer

All rights reserved. No part of this report may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage or retrieval system, without the prior written permission of Prosci, except for normal reviews and quotation and use in Best Practice Roundtables. v24
Best Practices Roundtable – table of contents and guidelines

Table of contents

Report excerpts
- Full report table of contents
- Index of figures and tables
- Executive overview
- Greatest contributors to success
- Greatest change management obstacles
- Change management trends

Roundtable tools
- Questions to consider (page 12)
- Top trends assessment (page 13)
- Project diagnosis (page 14)

Roundtable discussion guidelines

This document was prepared by Prosci for use in a Best Practices Roundtable. The goal is to bring together groups that are working to drive successful change in their organization. The exercise is designed to help you examine some key findings from Prosci’s 2009 edition of Best Practices in Change Management and improve your change performance. Find out more about the 2009 report at: http://www.change-management.com/best-practices-report.htm

Example audiences for a one-hour roundtable include:
- **Internal groups dedicated to change:** a Center of Excellence, Community of Practice, HR or OD consultants, project managers, communication or training specialists, Change Agent Network, etc.
- **Professional groups in a discipline connected to change:** Project Management Institute (PMI) local chapters, American Society for Training and Development (ASTD) chapters, Society for Human Resource Management (SHRM) chapters, etc.
- **Industry groups:** both large and small, public and private organizations
- **Project teams:** working on a particular project

Prosci will facilitate your Best Practices Roundtable – email changemanagement@prosci.com to have one of Prosci’s research analysts lead your roundtable. You can also conduct your own roundtable using the document provided without a Prosci facilitator. It is suggested that for the discussion portion of the roundtable you select one of the activities provided: questions to consider (select a subset of the questions listed on page 12), top trends assessment (where is your organization?) or project diagnosis (particularly beneficial for project teams working on a particular initiative).

*If you do facilitate a roundtable discussion, we are interested in hearing how it went. Please email changemanagement@prosci.com and tell us your roundtable story.*

Table of contents for full report

TABLES AND FIGURES .......................................................................................................................... X
EXECUTIVE OVERVIEW .................................................................................................................. X
GREATEST CONTRIBUTORS TO SUCCESS .......................................................................................... XX
GREATEST CHANGE MANAGEMENT OBSTACLES ........................................................................ XX
WHAT TO DO DIFFERENTLY ON THE NEXT PROJECT .............................................................. XX
CHANGE MANAGEMENT EFFECTIVENESS .................................................................................. XX
METHODOLOGY ............................................................................................................................. XX
CHANGE MANAGEMENT ACTIVITIES ............................................................................................ XX
CHANGE MANAGEMENT TEAM AND STRUCTURE ........................................................................ XX
RESOURCES AND BUDGET .............................................................................................................. XX
SPONSOR ROLE ............................................................................................................................... XX
SPONSOR ACTIVITIES ..................................................................................................................... XX
MANAGERS AND SUPERVISORS ...................................................................................................... XX
COMMUNICATIONS ......................................................................................................................... XX
TRAINING ........................................................................................................................................ XX
RESISTANCE ................................................................................................................................. XX
REINFORCEMENT AND FEEDBACK ............................................................................................... XX
CONSULTANTS ............................................................................................................................... XX
PROJECT MANAGEMENT AND CHANGE MANAGEMENT INTEGRATION .................................... XX
CHANGE READINESS ................................................................................................................... XX
JUSTIFYING CHANGE MANAGEMENT ..................................................................................... XX
ENTERPRISE CHANGE MANAGEMENT .................................................................................... XX
CHANGE SATURATION AND PORTFOLIO MANAGEMENT ........................................................ XX
CHANGE MANAGEMENT TRENDS ................................................................................................ XX
PARTICIPANT DEMOGRAPHICS .................................................................................................... XX
PROJECT PROFILES ........................................................................................................................ XX
APPENDIX A – 2009 STUDY PARTICIPANT LIST ........................................................................ XXX
APPENDIX B – 2007 STUDY PARTICIPANT LIST ........................................................................... XXX

The 2009 edition of Best Practices in Change Management aggregates the findings from the 2009 study and previous studies to form one of the most comprehensive bodies of knowledge on change management. Any findings that have been brought forward from the 2007 edition of the report are noted with the following text after the findings are presented: “Source date: 2007”.

© 2009 Prosci. All rights reserved. www.change-management.com
Tables and figures

Figure 1 – Geographic distribution of participants
Table 1 – Contributors to success over time
Figure 2 – Correlation with meeting objectives
Figure 3 – Correlation with staying on or ahead of schedule
Figure 4 – Correlation with staying on or under budget
Table 2 – Change management effectiveness factors
Figure 5 – Change management effectiveness
Figure 6 – Participants using a particular change management methodology
Figure 7 – When did change management activities begin?
Figure 8 – Change Management Activity Model
Table 3 – Team start-up activities
Table 4 – Team design activities
Table 5 – Team implementation activities
Figure 9 – Team structures used
Figure 10 – Level of experience and expertise of change management resources
Table 6 – Change management resources relative to project investment
Table 7 – Change management resources relative to number of employees impacted
Table 8 – Change management resources relative to scope of change
Figure 11 – Change management FTE relative to project investment
Figure 12 – Change management budget relative to project investment
Figure 13 – Change management FTE relative to number of employees impacted
Figure 14 – Change management budget relative to number of employees impacted
Figure 15 – Change management FTE relative to scope
Figure 16 – Change management budget relative to scope
Figure 17 – Change management FTE as percent of total project FTE
Figure 18 – Change management budget
Figure 19 – Sponsors’ understanding of roles and responsibilities
Figure 20 – Percentage of participants that indicated ineffective or extremely ineffective sponsor role fulfillment
Figure 21 – Sponsor characterization at beginning of the project
Figure 22 – Access to sponsor
Figure 23 – Frequency of meeting with sponsors - actual and desired
Figure 24 – Sponsor communication frequency
Figure 25 – Sponsor Responsibilities Model
Table 9 – Sponsor start-up activities
Table 10 – Sponsor design activities
Table 11 – Sponsor implementation activities
Figure 26 – Importance of manager and supervisor involvement in success of change effort
Figure 27 – Percentage of participants indicating ineffective or extremely ineffective manager role fulfillment
Figure 28 – Provided formal change management training to managers
Figure 29 – Duration of manager and supervisor change management training
Figure 30 – Preferred senders of change messages
Figure 31 – Communications frequency
Figure 32 – Percentage of employee resistance seen as avoidable
Figure 33 – Percentage of manager resistance seen as avoidable
Figure 34 – Most resistant groups
Figure 35 – Preferred providers of reinforcement
Figure 36 – Project teams’ view of the role of change management
Figure 37 – Did the project you reported on for this study apply project management?
Figure 38 – Did you integrate change management activities into the project activities?
Figure 39 – Percentage of project team with change management training
Figure 40 – Took steps to evaluate change readiness
Figure 41 – Percentage of participants who had to justify change management to leadership team
Figure 42 – Level in the Prosci Change Management Maturity Model
Figure 43 – Percentage of projects within a given organization applying change management
Figure 44 – Change management requirement on new projects
Figure 45 – Adopted standard change management methodology
Figure 46 – Participants with group dedicated to change management deployment
Figure 47 – Where does the change management group reside in the organization?
Figure 48 – Where should the change management group reside?
Figure 49 – Current levels of change saturation
Figure 50 – Amount of change expected in the next two years
Figure 51 – Kept an inventory of all changes underway
Figure 52 – Have a structured process for managing the portfolio of change
Figure 53 – Number of major initiatives underway
Figure 54 – Geographic distribution of study participants
Figure 55 – Role of participants
Figure 56 – Industry segment
Figure 57 – Size of organization (annual revenue)
Figure 58 – Project stage
Figure 59 – Project type
Figure 60 – Scope of the change
Figure 61 – Project investment
Figure 62 – Employees impacted
Figure 63 – Meeting objectives
Figure 64 – Projects on schedule
Figure 65 – Projects on budget
Executive overview

Participant profile

Five hundred and seventy-five participants from 65 countries took part in the 2009 Best Practices in Change Management benchmarking study. This report combines the findings and data from the 2009 study with Prosci’s previous five studies to form one of the largest bodies of knowledge related to managing the people side of change.

- 2009 study – 575 participants
- 2007 study – 426 participants
- 2005 study – 411 participants
- 2003 study – 288 participants
- 2000 study – 152 participants
- 1998 study – 102 participants

Figure 1 shows the geographic distribution of participants in the 2009 study.

Study objective

The objective of this study is to uncover lessons learned from practitioners and consultants so current change management teams can benefit from these experiences. Specific attention is paid to what is working and what is not working in all areas of change management.

The 2009 report also presents emerging trends in change management, looking to identify the changes that have occurred and the future direction of this discipline.

Because change management is a holistic system that requires involvement by change managers, project teams, executives, managers, supervisors and front-line employees, this report details how each of these different groups are engaged in managing change.

New sections in the 2009 report

New questions were added to the 2009 study to expand the scope and depth of the research. These new areas of focus include:

- Sponsor effectiveness ratings and engagement approaches
- Manager and supervisor ratings, engagement approaches and support
- Team structures and resource allocation
- Proactive resistance management and resistance avoidance
- Project management integration
- Change readiness evaluation
- Attributes of effective communications
- Role of change management in training
- Change Portfolio Management
- Change management trends

Figure 1 – Geographic distribution of participants

Study participants represented a variety of job titles within their organizations. The top three job roles of participants were:

- Change management team leader
- External consultant
- Project team leader
Greatest contributors to success

Study participants identified five areas as the greatest contributors to overall change management success. These five categories matched the results from the 2007 study and included:

1. **Active and visible executive sponsorship**
   Consistent with the findings from Prosci’s previous five studies, active and visible executive sponsorship ranked as the number one success factor for change management programs, with participants citing this factor four times more frequently than any other area. Participants cited the need for senior business leaders to be visible and actively engaged in the change process, accessible to the project team, knowledgeable about the change, committed and involved. Active and visible executive sponsorship included:
   - Visibility and accessibility throughout the entire project
   - Proactive identification of key stakeholders to build a sponsorship coalition
   - Direct communications with employees to build awareness of the need for change and to share the organization’s vision and objectives

2. **Frequent and open communications around the need for change**
   Frequent and open communications included regular information sharing that established a clear and compelling reason for the change. This included identifying impacted groups, building awareness of the need for change and sharing the costs or risks of not changing. Participants cited the need for a “clear line of sight” to the business strategy that was consistent and easy to understand. Study participants also emphasized the need to share how both the organization and end-users benefited from the change.

3. **Structured change management approach**
   Participants cited the use of a structured change management approach along with a detailed change management plan as a key contributor to their success. Study participants cited the need for practical change management knowledge and a well-orchestrated program that included a clearly-defined process, early change management planning and pre-change analysis (situational assessments).

4. **Dedicated resources and funding for change management**
   Dedicating resources to change management included the assignment of staff trained in change management for planning and implementation, and the allocation of budget for change management activities. In the case of some large change projects, study participants indicated the need for change management resources to be assigned by function or by region. This enabled change management expertise to be onsite and local to the community impacted by the change (to manage the change at the closest point of impact).

5. **Employee engagement and participation**
   Employee participation included many types of involvement by employees, particularly focus groups and other activities that allowed employee input to the design of the change. Study participants cited the need for proactive interactions that fostered feedback and resulted in enthusiastic and motivated employees who knew why the change was needed. Study participants in 2009 reported a growing resilience among employees with a noticeable willingness to support needed business changes. Customer input was also cited as an important element for successful change management programs.
Additional contributors to success cited in the 2009 study included:

- Engagement of middle managers and supervisors including skill building and proactive communications
- Effective project management with an integration of change management
- A growing awareness of the need for change management in order for projects to succeed

**Contributors to success over time**

The table below shows the ranking of contributors to success over the last six benchmarking studies. Active and visible executive sponsorship ranked number one in each of the six studies. Between the 2007 and 2009 studies, the top five contributors remained the same, although there was some shifting in their order. Participants in earlier studies also included comments on the quality of the team and the drivers of change as contributors to success; these factors have moved off the list of top contributors in more recent studies.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Active and visible executive sponsorship</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Frequent and open communications around the need for change</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Structured change management approach</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Dedicated resources and funding for change management</td>
<td>4</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee engagement and participation</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>-</td>
<td>2*</td>
<td>2</td>
</tr>
</tbody>
</table>

* This item was combined with “Frequent and open communications around the need for change” in the 2000 study.

Table 1 – Contributors to success over time
Greatest change management obstacles

Study participants identified seven main obstacles to the overall success of their change management programs. The top four areas matched the results from Prosci’s 2007 study with the exception that “Insufficient change management resources and funding” moved from the number four spot to number three on the 2009 list.

1. **Ineffective change sponsorship from senior leaders**
   Participants cited ineffective change sponsorship as their primary obstacle, specifically stating problems with:
   - Inactive or invisible sponsors
   - Sponsors at the wrong level (not high enough in the organization)
   - Poor alignment among key stakeholders resulting in a weak sponsor coalition
   - Wavering sponsor commitment (especially on longer projects)
   - Conflicts of interest between key business leaders (managers’ objectives were not aligned with the change)
   - Little or no access to the primary sponsor by the change management team
   - Unwillingness of the primary sponsor to manage resistance from other managers
   - Mixed priorities and projects competing for limited resources and funds
   - Lack of knowledge by senior executives around their sponsorship role resulting in poor leadership of the change
   - A sponsor who left the position mid-project resulting in poor continuity and reduced leadership support (revolving door of sponsorship)

2. **Resistance to the change from employees**
   Employee resistance to change was cited nearly as frequently as sponsorship issues. Specific areas contributing to resistance from employees included:
   - Lack of understanding of why the change was happening and “What’s in it for me?” or “WIIFM”
   - Long-tenured employees unwilling to support the change
   - Loss of control and loss of ownership of work processes
   - Fear of the future state, including concerns over job security
   - Change saturation (employees were overwhelmed by the amount of change)
   - Strong feelings of comfort with the current state
   - Strong resistance from those with the greatest knowledge and expertise on current systems and processes
   - Weak economy driving people away from “non-core” work (avoidance of change projects)
   - Lack of involvement by employees in the change process (no input or participation)

3. **Insufficient change management resources and funding**
   Participants cited a general lack of resources and funding available to conduct the necessary planning and implementation of change management. Specifically, participants said they were:
   - “Working in the margin” trying to do two jobs at the same time
   - Finding it difficult to obtain funding because of competing initiatives
• “Change saturated” (too much change underway at the same time) causing a shortage of both people and money
• Lacking in change management knowledge and skills, or were not the right people for the project

4. **Middle management resistance**
Middle managers were reluctant to support the change and therefore created a major obstacle when:
• The change was not aligned with their operational objectives
• They anticipated negative impacts to their day-to-day operations
• They feared loss of control or power

This lack of support was evident by middle managers who were unwilling to communicate consistent and accurate information about the change and who exhibited poor sponsorship of the change with their employees. Some participants noted that middle managers lacked the knowledge and tools to manage change effectively.

5. **Poor project management**
Participants noted that their change management efforts were disrupted by:
• Project delays and restarts
• Poor definition of the future state
• Scope creep
• Poor planning by the project team
• Shifting priorities
• Lack of clear project goals

6. **Ineffective communications**
Participants cited a number of reasons that their communications were not effective, including:
• Inconsistent messages filtering down through the management chain
• Wrong sender of the change message (the primary sponsor was not available or was unwilling to communicate directly to employees)

• Difficulty reaching employees because of diverse geographical locations or language barriers

7. **A culture that is resistant to change**
Cultural barriers to successful change included:
• A group of employees and leaders who were not receptive to change (or an entire organization that was inherently change resistant)
• A history of past changes that were not successful
• A political bureaucracy or complex leadership structure that interfered with the process of building alignment around the change

Editors' Note: Participants in Prosci's 2005 study also cited cultural barriers to change. They were encountering entrenched organizations that served as shelters for slow responses, entitlement attitudes and complacent employees who were primarily satisfied with the status quo.
Change management trends

Top ten trends in change management

Participants in the 2009 study identified the trends they had seen in “change management” in their organization.

By nearly a two-to-one margin, the top trend was a greater awareness of the need for change management, mirroring the results in the 2007 study. The second most cited trend, again by a fairly significant margin, was the building of change management competencies across the organization. The top ten trends identified by 2009 participants were:

1. A recognition of the need for change management
   Overall, participants saw a greater understanding of and appreciation for the role of change management. Organizations and project-focused employees saw change management as important and as a needed aspect of any change project. Change management was identified as a key contributor to project success. There was a wider appreciation of the role change management played in contributing to return on investment (ROI) and benefit realization of projects; it was viewed as essential. A number of participants also commented on the growing interest and attention by senior leaders.
   “Awareness that change management is an important success factor for project management.”
   “Growing recognition of importance to successful ROI.”
   “Acknowledgement that the investment in change management on the front end of a project will pay off in the end.”

2. Change management competency building
   Viewing change management as an emerging and necessary competency moved up from number five on the trends list in 2007 to number two in the 2009 study. Participants indicated more demand for training and knowledge around change management, as well as more widespread competency building programs. Change management competencies were becoming evident in senior leadership levels and front-line management levels.
   “Recognition of managing and leading employees as a leadership capability.”
   “Growing awareness of relatively new competence.”
   “Appreciation of specific change skills.”

3. Dedication of resources for change management
   Participants identified the use of dedicated resources focused on change management as a key trend in their organization. Project leaders were more likely to appoint change management resources to support their change initiative, and change management specialists were being identified and developed within the organization.

4. Use of change management tools
   The fourth most-cited trend was a greater adoption of change management tools, processes and methodologies. Participants indicated that change management and its application was becoming more consistent and formalized in their organization. The use of more structured and formal processes was number two in the list of trends in the 2007 study.
   “The appetite for a methodology is increasing.”
5. **Application of change management on projects**
Participants commented that change management resources were now sought out by project teams, rather than looking for projects to support as they had done in the past. Project teams were bringing change management resources on board earlier in the project, during the planning phase, and were considering people-side issues earlier. Several participants indicated that change management had become a requirement and that no major projects moved forward without change management.

“We are being asked to join projects rather than asking.”

“People have started accepting the behaviour change as [a] key ingredient for project planning.”

6. **Project management and change management integration**
Integration of change management and project management moved down several spots from the 2007 study in the list of top trends. Participants commented on the partnership, alignment and involvement in the planning process that was taking place with the project management and change management functions.

7. **Change saturation**
As evidenced by other findings in the study, organizations were increasingly facing a point of change saturation. The recognition of this condition and an increasing pace of change were highlighted as emerging trends. One participant noted the “change avalanche” the organization was experiencing.

8. **Standard change management approach**
More organizations were establishing a standard change management methodology for the entire enterprise.

9. **Establishment of a change management group**
Some organizations were creating and staffing a change management function in the organization, sometimes called the Change Management Office (CMO). Advances were made in staffing this group which centrally supported change management and change management training efforts. A number of participants indicated they were currently trying to decide where this group would reside in the organization.

10. **Management of the portfolio of change**
Several participants indicated that their organizations were making progress in understanding the people impact across the multiple projects underway. Participants mentioned steps including managing the portfolio of change, tracking projects, mapping future changes and prioritizing projects based on the change load.

The top trends in the 2007 report were:
1. A recognition of the need for change management
2. More structured and formal processes
3. Better understanding of what change management really is
4. Integration with project management
5. Recognition of change management as a new competency
6. Creation of formal job roles and titles
7. Earlier application on projects
Roundtable tools – Questions to consider


**Greatest contributors to success**

1. Rate the level of active and visible sponsorship you typically see on projects.
2. What ways have you encouraged more active and visible involvement from senior leaders?
3. Do your projects tend to over communicate or under communicate?
4. What attribute do the most successful communications share?
5. What percentage of projects in your organization utilize a structured approach to change management?
6. Why do some use change management while others do not?
7. How do projects assign change management resources (FTE and funding) to projects?
8. Do you influence or do you react to resourcing decisions? How can you influence decisions?
9. What creative approaches have you seen to encourage employee engagement and participation?
10. What relationship do you see between change management and employee engagement?

**Greatest change management obstacles**

11. Which of the three roles (accessibility throughout project, sponsorship coalition, direct communications) do you find to be the most difficult?
12. What consequences of poor sponsorship have you witnessed?
13. What tactics have you used to influence sponsor behavior?
14. How much resistance from employees do you feel is preventable?
15. What is the most effective technique you have used to manage resistance?
16. What challenges have you faced related to obtaining resources and funding?
17. How have you "made the case" for change management?
18. How much resistance from managers do you feel is preventable?
19. What specific techniques have you utilized to engage managers and supervisors?
20. Have you ever been called in to apply "change management" to a change that was not fully defined?
21. How can you better engage with project managers and team members?
22. What are the biggest communication threats you face on a project you support?
23. How can you utilize change management to drive more effective communications?
24. In what ways does your organization’s culture impact the reaction to change?
25. What tactics are effective to addressing cultural change barriers?

**Top trends**

26. Which trends surprised you?
27. Which trends matched your experience?
28. Does the size/type of organization you work in impact your position on the trends?
29. Which trends can you directly influence?

**New report sections**

30. Which of the new topics at the bottom right of page five were the most interesting to you?
## Roundtable tools – Top trends assessment


<table>
<thead>
<tr>
<th>Trend</th>
<th>Assessment</th>
<th>Score</th>
</tr>
</thead>
</table>
| 1. A greater recognition of the need for change management – seen as critical to success and contributor to ROI | 1: No recognition  
2: Some recognition  
3: Complete recognition |       |
| 2. Change management competency building – more knowledge and training opportunities at all levels | 1: No competency building programs  
2: Some competency building programs  
3: Extensive competency building programs |       |
| 3. Dedication of resources for change management – assigned on projects and identified in organizations | 1: Resources not assigned  
2: Resources occasionally assigned  
3: Resources dedicated for all projects |       |
| 4. Use of methodology and tools – structured approach to the people side of change | 1: No use of methodology or tools  
2: Occasional use of methodology or tools  
3: Comprehensive use of methodology or tools |       |
| 5. Application on projects – sought out and brought in rather than looking for projects to support | 1: No projects applying change mgmt  
2: Some projects applying change mgmt  
3: All projects applying change mgmt |       |
| 6. Integration with project management – creating partnerships at the project and methodology levels | 1: No integration occurring  
2: Some integration  
3: Full integration |       |
| 7. Change saturation – feeling the consequences on various levels of having too much change occurring | 1: Not addressing saturation  
2: Some attention paid to saturation  
3: Actively working to manage saturation |       |
| 8. Standard change management approach – sends strong message and increases consistency and efficiencies | 1: No standard approach in the org  
2: Movement toward a standard approach  
3: Standard approach adopted and shared |       |
| 9. Establishment of a change management group – organizational structure to support change mgmt | 1: No group established or progress made  
2: Working toward creation of group  
3: Change mgmt group established |       |
| 10. Management of the portfolio of change – tracking, managing and prioritizing competing initiatives | 1: No work on managing the portfolio  
2: Initial steps taken on portfolio mgmt  
3: System in place for managing portfolio |       |

Total score (out of 30):
### Roundtable tools – Project diagnosis

The following tables are effective for facilitating discussions with project teams working on a real initiative. See what strengths, weaknesses and opportunities you can identify based on the findings from the 2009 edition of *Best Practices in Change Management.*


**Project:** __________________________________________________________

<table>
<thead>
<tr>
<th>Greatest contributor to success</th>
<th>Observations and insights for your project</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Active and visible executive sponsorship</td>
<td></td>
</tr>
<tr>
<td>2. Frequent and open communications around the need for change</td>
<td></td>
</tr>
<tr>
<td>3. Structured change management approach</td>
<td></td>
</tr>
<tr>
<td>4. Dedicated resources and funding for change management</td>
<td></td>
</tr>
<tr>
<td>5. Employee engagement and participation</td>
<td></td>
</tr>
<tr>
<td>Greatest change management obstacles</td>
<td>Observations and insights for your project</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>1. Ineffective change sponsorship from senior leaders</td>
<td></td>
</tr>
<tr>
<td>2. Resistance to the change from employees</td>
<td></td>
</tr>
<tr>
<td>3. Insufficient change management resources and funding</td>
<td></td>
</tr>
<tr>
<td>4. Middle management resistance</td>
<td></td>
</tr>
<tr>
<td>5. Poor project management</td>
<td></td>
</tr>
<tr>
<td>6. Ineffective communications</td>
<td></td>
</tr>
<tr>
<td>7. A culture that is resistant to change</td>
<td></td>
</tr>
</tbody>
</table>
Cross-reference – additional findings in the complete 2009 benchmarking report

The table below shows additional findings in the complete 2009 report cross-referenced with the greatest contributors to success and biggest change management obstacles.  

<table>
<thead>
<tr>
<th>Greatest contributors to success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Active and visible executive sponsorship</td>
</tr>
<tr>
<td>- Complete section on sponsor role: including role fulfillment, education, mistakes and engagement</td>
</tr>
<tr>
<td>- Complete section on sponsor activities: including audience x time table</td>
</tr>
<tr>
<td>- Referenced: multiple sessions including resistance, communication and methodology</td>
</tr>
<tr>
<td>2. Frequent and open communications around the need for change</td>
</tr>
<tr>
<td>- Complete section on communications: including attributes of successful messages and communicators</td>
</tr>
<tr>
<td>- Referenced: change saturation, role of managers, role of senior leaders</td>
</tr>
<tr>
<td>3. Structured change management approach</td>
</tr>
<tr>
<td>- Complete section on methodology: including which methodologies were used, selection criteria and when to begin</td>
</tr>
<tr>
<td>4. Dedicated resources and funding for change management</td>
</tr>
<tr>
<td>- Complete section on resource and budget: including data on FTE and budget relative to project size</td>
</tr>
<tr>
<td>- Referenced: team structures, methodology</td>
</tr>
<tr>
<td>5. Employee engagement and participation</td>
</tr>
<tr>
<td>- Complete section on reinforcement and feedback</td>
</tr>
<tr>
<td>- Referenced: numerous sections including communication, resistance, role of managers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Greatest change management obstacles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ineffective change sponsorship from senior leaders</td>
</tr>
<tr>
<td>- Complete sections on roles and activities: including top five mistakes and engaging reluctant sponsors</td>
</tr>
<tr>
<td>- Referenced: what to do differently on the next project, resistance, communication</td>
</tr>
<tr>
<td>2. Resistance to the change from employees</td>
</tr>
<tr>
<td>- Complete section on resistance: including avoidable resistance, proactive steps, identifying resistance</td>
</tr>
<tr>
<td>- Referenced: when to start change management, change saturation, role of managers</td>
</tr>
<tr>
<td>3. Insufficient change management resources and funding</td>
</tr>
<tr>
<td>- Complete section on resource and budget: including data tables</td>
</tr>
<tr>
<td>- Referenced: team structure, methodology, contributors to success</td>
</tr>
<tr>
<td>4. Middle management resistance</td>
</tr>
<tr>
<td>- Complete section on managers: including how to engage and what to train on</td>
</tr>
<tr>
<td>- Referenced: resistance section with subset of manager-focused questions</td>
</tr>
<tr>
<td>5. Poor project management</td>
</tr>
<tr>
<td>- Complete section on integrating with project management: including obstacles and tactics</td>
</tr>
<tr>
<td>- Referenced: what to do differently next time</td>
</tr>
<tr>
<td>6. Ineffective communications</td>
</tr>
<tr>
<td>- Complete section on communications: including frequency, preferred senders, do differently</td>
</tr>
<tr>
<td>- Referenced: resistance, role of managers, role of executives</td>
</tr>
<tr>
<td>7. A culture that is resistant to change</td>
</tr>
<tr>
<td>- Referenced: readiness assessments, methodology, resistance</td>
</tr>
</tbody>
</table>
**Cross-reference – additional findings in the complete 2009 benchmarking report**

The table below shows additional findings in the complete 2009 report cross-referenced with the top ten trends in change management.


<table>
<thead>
<tr>
<th>Top ten trends in change management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A recognition of the need for change management</td>
<td></td>
</tr>
<tr>
<td>- Complete section on justifying change management: including tactics and most compelling cases for</td>
<td></td>
</tr>
<tr>
<td>- Referenced: correlation of change management effectiveness to meeting objectives, schedule and budget</td>
<td></td>
</tr>
<tr>
<td>2. Change management competency building</td>
<td></td>
</tr>
<tr>
<td>- Referenced: finding on training and education for project teams, senior leaders and managers/supervisors</td>
<td></td>
</tr>
<tr>
<td>- Referenced: section on deploying change management across the organization</td>
<td></td>
</tr>
<tr>
<td>3. Dedication of resources for change management</td>
<td></td>
</tr>
<tr>
<td>- Complete section on resources and budget: including data on FTE and budget, decision guidelines</td>
<td></td>
</tr>
<tr>
<td>4. Use of change management tools</td>
<td></td>
</tr>
<tr>
<td>- Complete section on methodology: including selection criteria and common approaches</td>
<td></td>
</tr>
<tr>
<td>- Complete section on activities: change management activities by audience and timing</td>
<td></td>
</tr>
<tr>
<td>- Referenced: readiness assessments, integration with project management</td>
<td></td>
</tr>
<tr>
<td>5. Application of change management on projects</td>
<td></td>
</tr>
<tr>
<td>- Complete section on methodology: including selection criteria and common approaches</td>
<td></td>
</tr>
<tr>
<td>- Referenced: data on integration with project management, perception of change management</td>
<td></td>
</tr>
<tr>
<td>6. Project management and change management integration</td>
<td></td>
</tr>
<tr>
<td>- Complete section on integration: including obstacles, steps to engage, do differently</td>
<td></td>
</tr>
<tr>
<td>7. Change saturation</td>
<td></td>
</tr>
<tr>
<td>- Complete section on saturation: including current levels and consequences of saturation</td>
<td></td>
</tr>
<tr>
<td>8. Standard change management approach</td>
<td></td>
</tr>
<tr>
<td>- Complete section on methodology: including selection criteria and common approaches</td>
<td></td>
</tr>
<tr>
<td>- Complete section on deploying change management: including tactics and Maturity Model</td>
<td></td>
</tr>
<tr>
<td>9. Establishment of a change management group</td>
<td></td>
</tr>
<tr>
<td>- Complete section on deploying change management: including where it lives and should live</td>
<td></td>
</tr>
<tr>
<td>10. Management of the portfolio of change</td>
<td></td>
</tr>
<tr>
<td>- Complete section on portfolio management: including tactics for managing and resolving conflicts</td>
<td></td>
</tr>
</tbody>
</table>

Prosci’s 2009 edition of the Best Practices in Change Management benchmarking report is truly the most complete body of knowledge available on managing the people side of change. Find best practices and lessons learned on what it takes to be successful at managing change, and what mistakes to avoid.

Geographic distribution of 2009 study participants

Report sections:
- Executive overview
- Greatest contributors to success
- Greatest change management obstacles
- What to do differently on the next project
- Change management effectiveness
- Methodology
- Change management activities
- Change management team and structure
- Resources and budget
- Sponsor role
- Sponsor activities
- Managers and supervisors
- Communications
- Training
- Resistance
- Reinforcement and feedback
- Consultants
- Project mgmt and change mgmt integration
- Change readiness
- Justifying change management
- Enterprise Change Management
- Change saturation and portfolio mgmt
- Change management trends
- Participant demographics
- Project profiles


Findings:
- What works
- What doesn’t work
- What to do differently

New findings in the 2009 report:
- Sponsor effectiveness ratings and engagement approaches
- Manager/supervisor ratings, engagement and support
- Team structures and resource allocation
- Proactive resistance management and resistance avoidance
- Project management integration
- Change readiness evaluation
- Attributes of effective communication
- Role of change management in training
- Change Portfolio Management
- Change management trends

Sixth longitudinal study over 12 years:
1998: 102 participants
2000: 152 participants
2003: 288 participants
2005: 411 participants
2007: 426 participants
2009: 575 participants

Purchase a copy of the 2009 edition of Best Practices in Change Management to add to your library today. This is an indispensable tool for the desk of any professional who works to bring about change in their organization. Receive quantity discounts when you purchase multiple copies for your team or for a group in your organization. Order now

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Discount</th>
<th>Price (per)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>List price</td>
<td>$249.00</td>
</tr>
<tr>
<td>2 to 10</td>
<td>10%</td>
<td>$224.10</td>
</tr>
<tr>
<td>11 to 50</td>
<td>15%</td>
<td>$211.65</td>
</tr>
<tr>
<td>Over 50</td>
<td>40%</td>
<td>$149.40</td>
</tr>
</tbody>
</table>

© 2009 Prosci. All rights reserved. www.change-management.com
## About Prosci’s change management materials | [www.change-management.com](http://www.change-management.com)

<table>
<thead>
<tr>
<th>Methodology tools</th>
<th>Change management certification</th>
<th>Highly interactive 3-day program where you apply the methodology and tools to a project you are currently supporting as you learn them, with the support of a senior executive instructor. <a href="http://www.change-management.com/change-management-training.htm">www.change-management.com/change-management-training.htm</a></th>
<th>Tuition: $2100</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Change Management Pilot 2008 – Online application with “four-click” access to entire methodology, downloadable templates and assessments, presentations and eLearning modules including best practices excerpts. <a href="http://www.change-management.com/cm-pilot.htm">www.change-management.com/cm-pilot.htm</a></td>
<td></td>
<td>$449</td>
</tr>
<tr>
<td>For executives and senior leaders</td>
<td>Change Management Guide for Managers – Self-guided process and tools to help managers and supervisors prepare themselves for change and help their employees through change, with coaching competency assessment and development plans. <a href="http://www.change-management.com/managers-guide.htm">http://www.change-management.com/managers-guide.htm</a></td>
<td></td>
<td>$189</td>
</tr>
<tr>
<td></td>
<td>Coaching program – 1-day session for managers and coaches who must lead their people through change. Introduces change management concepts, principles, tools and the Change Management Process for Managers in an interactive setting.</td>
<td></td>
<td>Call</td>
</tr>
<tr>
<td>For employees</td>
<td>Sponsor program – 4-6 hour session covering what change management is, why it is important and what the sponsor’s role is during change. Includes benchmarking findings, personal competency assessments and analysis of the portfolio of change.</td>
<td></td>
<td>Call</td>
</tr>
<tr>
<td></td>
<td>Employee Survival Guide – A handbook to help employees survive and thrive during change – answers FAQs and empowers employees to be effective change agents with the ADKAR model. <a href="http://www.change-management.com/survival-guide.htm">http://www.change-management.com/survival-guide.htm</a></td>
<td></td>
<td>$14.95 Qty discounts available</td>
</tr>
<tr>
<td></td>
<td>PCT Analyzer – Web-based tool for collecting and analyzing PCT assessment data from your entire project team. Extensive knowledge-base provides consequences and next steps to improve project performance. <a href="http://www.change-management.com/pct-analyzer.htm">http://www.change-management.com/pct-analyzer.htm</a></td>
<td></td>
<td>$149 for 5 projects $349 for unlimited</td>
</tr>
<tr>
<td></td>
<td>ADKAR: a model for change in business, government and our community – Definitive work describing the ADKAR Model, contributing factors to each element and how the model can be used to drive successful change <a href="http://www.change-management.com/adkar-book.htm">http://www.change-management.com/adkar-book.htm</a></td>
<td></td>
<td>$18.95 Qty discounts available</td>
</tr>
</tbody>
</table>