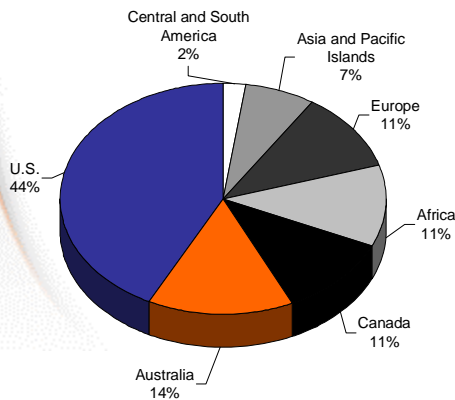


Prosci is at its core a research organization. The findings from the biannual studies shed light on what works and what doesn't when managing the people side of change. The 2009 edition of *Best Practices in Change Management* will be a compendium of findings from the last decade. This webinar presents some highlights from the 2009 benchmarking study. Email an analyst at [changemanagement@prosci.com](mailto:changemanagement@prosci.com) for more information.

### Highlights from the 2009 Benchmarking Study

#### Geographic distribution of participants (65 countries represented)



#### Participant and project profiles

- Participants represented organizations of various sizes
  - The largest representation came from organizations over \$5B, followed by organizations less than \$10M
- The top five industries represented were the same as in the 2007 study:
  - Consulting; Finance/Banking; Government – State or Local; Development and Manufacturing; Health Care
- Change management team leader was the most represented role, followed by external consultant
- Nearly one half of the projects reported on in the study impacted processes, systems, org structure and job roles
- Nearly two-thirds of projects were in the implementation or completed stage – higher than previous studies
- 44% of projects impacted the entire enterprise (a smaller percentage than in the 2007 study)
- There was an increase in projects that were over \$10M or between \$1M and \$5M; there was a decrease in projects less than \$500K
- 44% of projects impacted over 1000 employees

Finding	Questions to consider
FINDING: Top contributor to overall success identified by participants was again active and visible sponsorship	<ul style="list-style-type: none"> <li>• How effective are your sponsors? How are you supporting them?</li> <li>• What roles are they struggling to fulfill?</li> </ul>
FINDING: For the second straight study, the top obstacle to success was ineffective sponsorship	<ul style="list-style-type: none"> <li>• Are your sponsors impeding project success?</li> <li>• How are you addressing ineffective sponsorship?</li> </ul>
FINDING: Effective change management correlates with meeting objectives, staying on schedule and staying on budget	<ul style="list-style-type: none"> <li>• Has anyone asked you to <i>show them the numbers</i>?</li> <li>• Do you have any anecdotes from your organization to support the impact of effective change management?</li> </ul>
FINDING: More participants are using a particular methodology than in previous studies	<ul style="list-style-type: none"> <li>• Are you following a particular methodology to manage the people side of change in your organization?</li> </ul>
FINDING: Change management should start at the initiation of the project to be the most effective	<ul style="list-style-type: none"> <li>• Is change management starting at project initiation?</li> <li>• How can you influence an earlier start to change management?</li> </ul>
FINDING: The most common team structure was having change management resources on the project team	<ul style="list-style-type: none"> <li>• Which team structure are you using? Which would be best?</li> <li>• Can you influence the team structure?</li> </ul>
FINDING: Sponsors do not have an adequate understanding of their roles and responsibilities	<ul style="list-style-type: none"> <li>• Do your sponsors understand their roles and responsibilities?</li> <li>• How are you coaching them to fulfill their role?</li> </ul>
FINDING: Manager and supervisor involvement is critical to success	<ul style="list-style-type: none"> <li>• Are managers and supervisors engaged in leading change?</li> <li>• What support and training are you providing them?</li> </ul>
FINDING: Much of the resistance from employees and managers can be avoided with effective change management	<ul style="list-style-type: none"> <li>• Are you taking steps to prevent and avoid resistance?</li> <li>• What are the common objections that drive resistance that you can address before the resistance occurs?</li> </ul>
FINDING: The times, they are a-changin'	<ul style="list-style-type: none"> <li>• Do you expect more or less change in the coming years?</li> </ul>
FINDING: Organizations are increasingly facing a point of change saturation, where the amount of change is having a negative impact	<ul style="list-style-type: none"> <li>• Is your organization at a point of change saturation?</li> <li>• What consequences have you encountered?</li> <li>• Are you taking steps to address change saturation?</li> </ul>