

# Prosci change management webinar

## Highlights from Prosci's 2009 Benchmarking Study

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### About Prosci:

#### Our principles:

- Research-based
- Holistic
- Easy-to-use

#### Prosci by the numbers:

6	✓	Longitudinal studies
12	✓	Years of research
66%	58%	Fortune 500 companies
2,000+	1,600	Research participants
3000+	2,500+	Certified practitioners
38,000+	32,000+	Registered members

### About our webinars:

#### Webinar purpose:

- Educational
- Thought provoking
- Challenge the status quo
- Provide new ideas

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Prosci has a full suite of tools available to help organizations build their own internal competency at managing the people side of change.

#### Our channels:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Online learning opportunities

#### Our target audiences:

- Change management specialists
- Project teams and leaders
- Senior leaders
- Managers and supervisors

#### Contact:

Telephone Support – 970-203-9332  
Email Support – [webinar@prosci.com](mailto:webinar@prosci.com)  
<http://www.change-management.com>

Webinars are presented by Tim Creasey,  
Prosci Director of Research and Development

# Prosci Global Conference

Best Practices in Change Management  
Las Vegas, Nevada - April 25 - 28, 2010

Co-hosted by the Association of Change Management Professionals



*Trends, Tools & Methodologies*

Join us for the biggest change management event of the year!

[www.acmp.info/conference](http://www.acmp.info/conference)



Co-hosted by the Association of Change Management Professionals



Located at the MGM Grand Las Vegas - just 30 minutes from the airport

Featured speakers:



Linda Ackerman Anderson  
"The Change Leader's Roadmap" Univ. of Southern California



Chris Worley  
Univ. of Southern California



Jeanie Duck  
"The Change Monster"



Todd Jick  
Columbia University



Darlene Meister  
U.S. House of Representatives



Beverly Magda  
Georgetown University



Dwight King  
Ashland Inc.

Change Management Learning Center

## Agenda

- Report foundation
- Who participated
- Highlights from the latest research



## Report foundation 6<sup>th</sup> longitudinal study

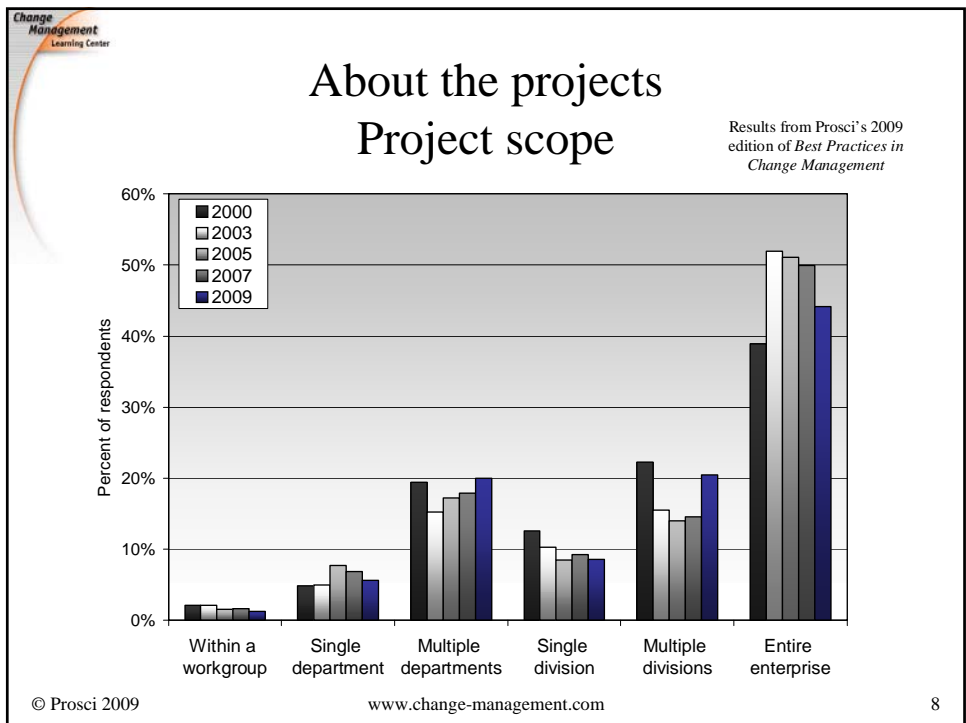
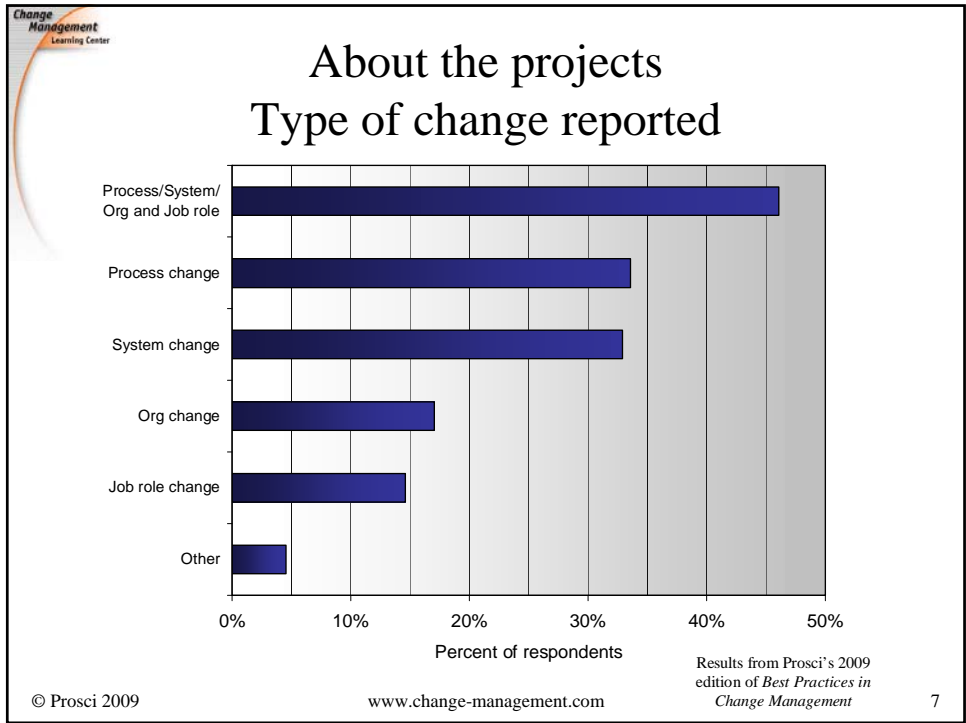
- 1998** First Change Management Study – 102 orgs
- 2000** Second Change Management Study – 152 orgs
- 2003** Third Change Management Study – 288 orgs
- 2005** Fourth Change Management Study – 411 orgs
- 2007** Fifth Change Management Study – 426 orgs
- 2009** **Sixth Change Management Study – 575 orgs**

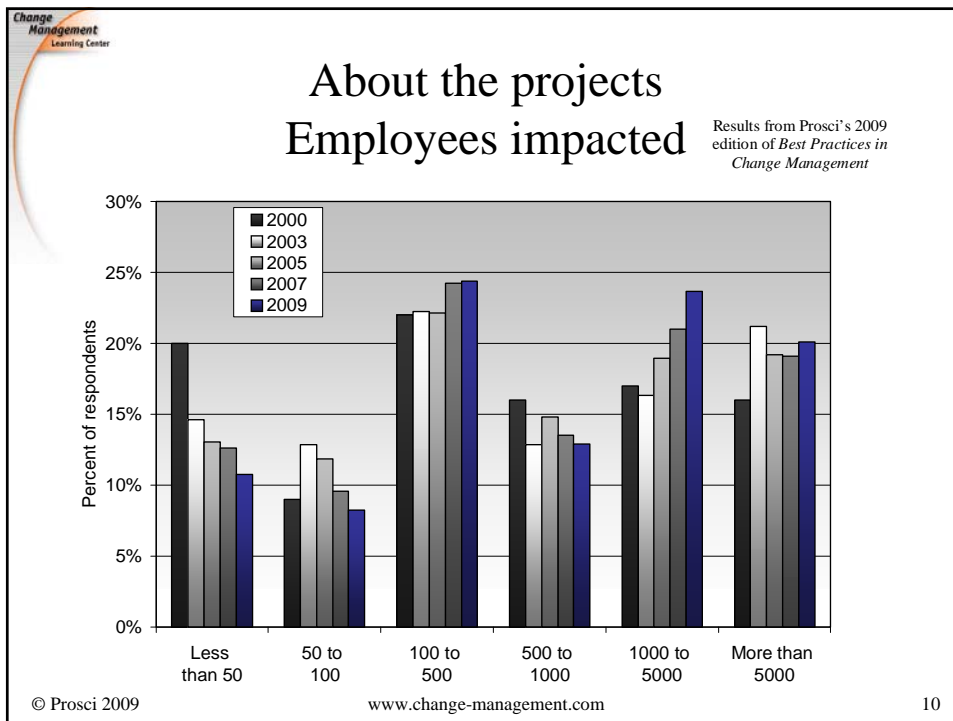
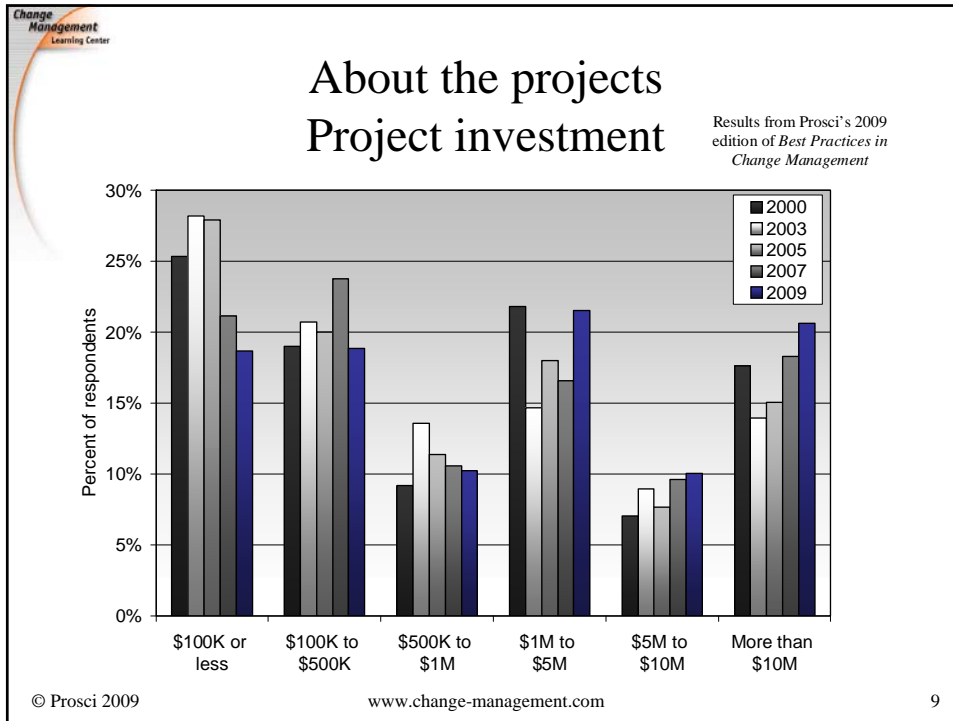
## Report foundation

- Goal of benchmarking study:
  - *The objective of this study is to uncover lessons learned from practitioners and consultants so current change management teams can benefit from these experiences*
  - Build on findings from previous five studies over the last decade

### Topics covered:

- Greatest contributors to success
- Greatest change mgmt obstacles
- What to do differently next time
- Change mgmt effectiveness
- Methodology
- Change management activities
- Change mgmt team/structure
- Resources and budget
- Sponsor role
- Sponsor activities
- Managers and supervisors
- Communications
- Training
- Resistance
- Reinforcement and feedback
- Consultants
- PM/CM integration
- Change readiness
- Justifying change management
- Enterprise Change Management
- Change saturation/Portfolio mgmt
- Change management trends





## New additions to the 2009 study

- 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

## 2009 study highlights: Top contributor to success

**FINDING:** Top contributor to overall success identified by participants was again active and visible sponsorship

- What it means to you:
  - Sponsorship was at the top of the list in **all six** studies
  - Sponsorship won the top spot by a **4:1** margin
  - You need to secure **effective, visible, active and prolonged involvement** by the sponsors on the projects you support
  - You need to **coach them** on what you need from them



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## 2009 study highlights: Top obstacle to success

**FINDING:** For the second straight study, the top obstacle to success was ineffective sponsorship

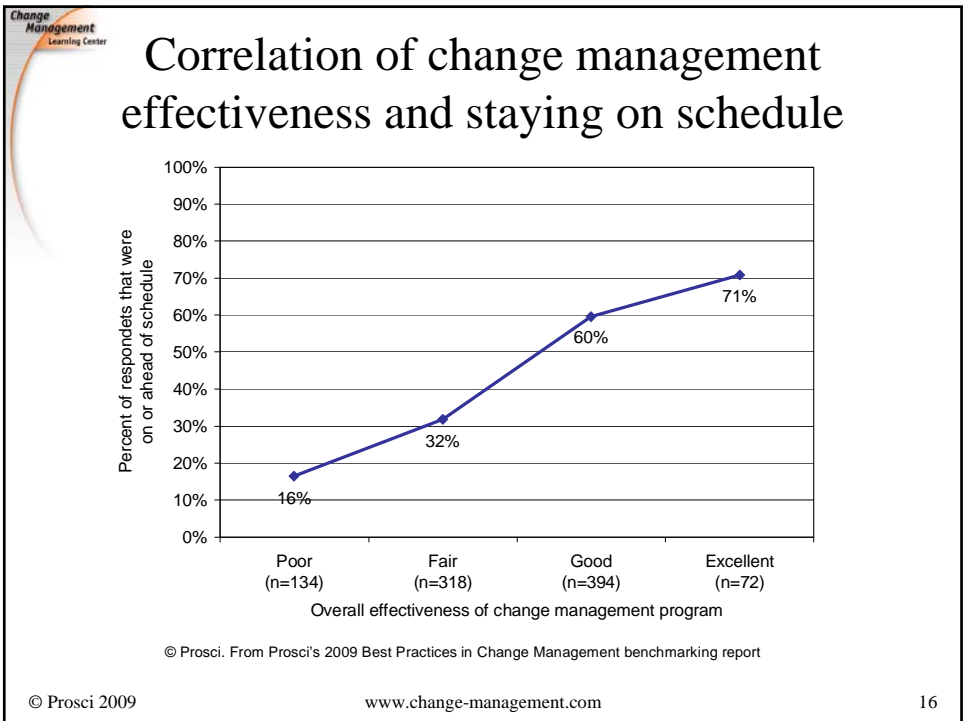
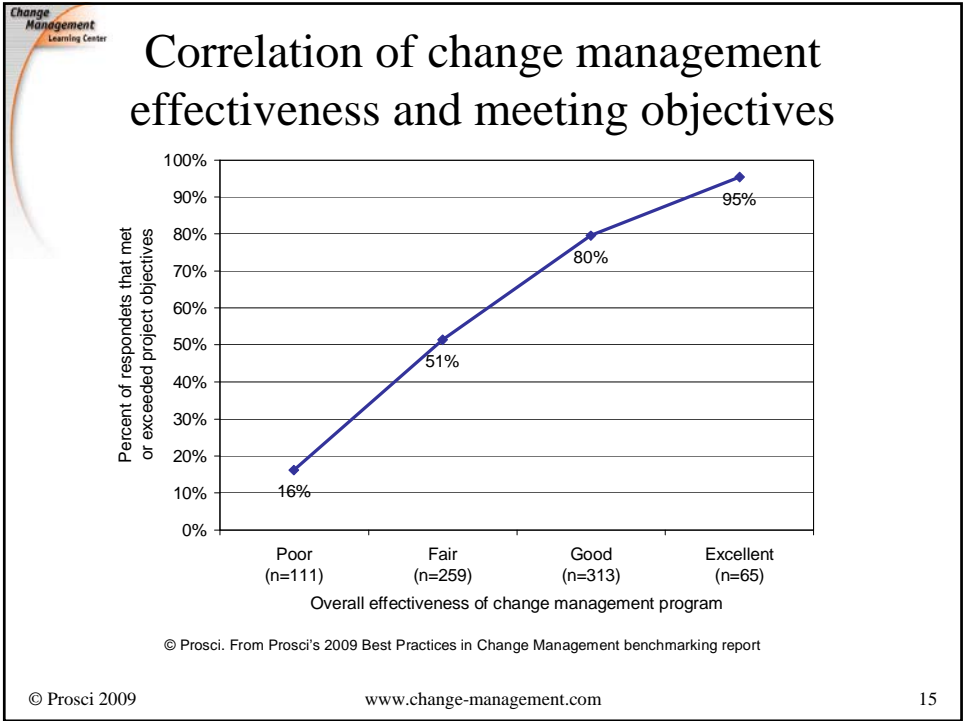
- What it means to you:
  - Study participants are now identifying ineffective sponsorship **ahead of resistance** on the list of biggest obstacles
  - Sponsor mistakes include:
    - Failing to **personally engage**
    - Avoiding **direct communications**
    - **Abdicating** his or her role
  - Poor sponsorship = Poor project performance

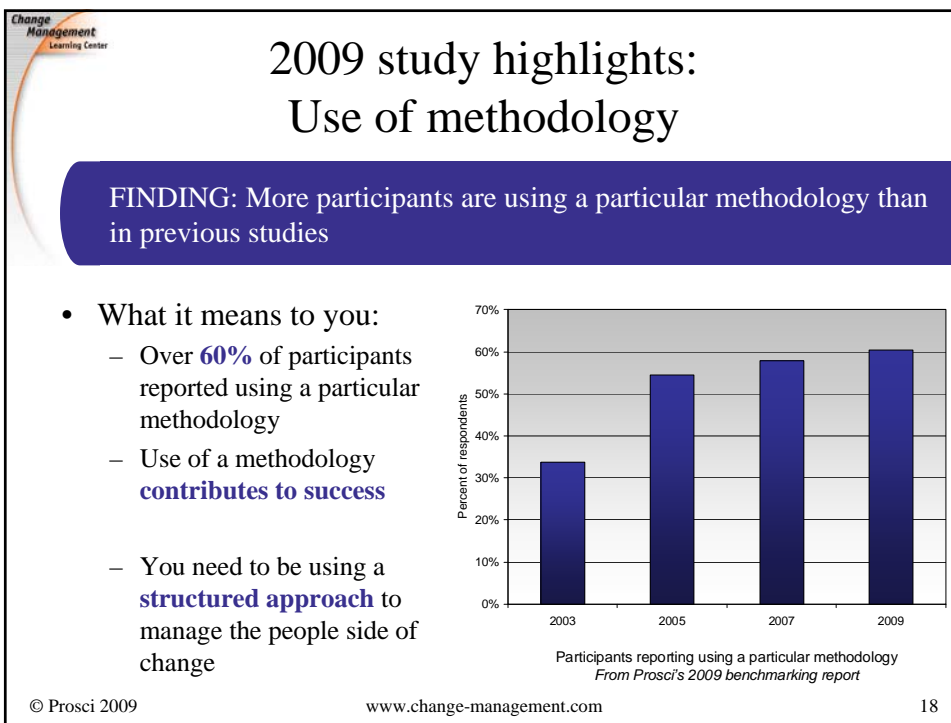
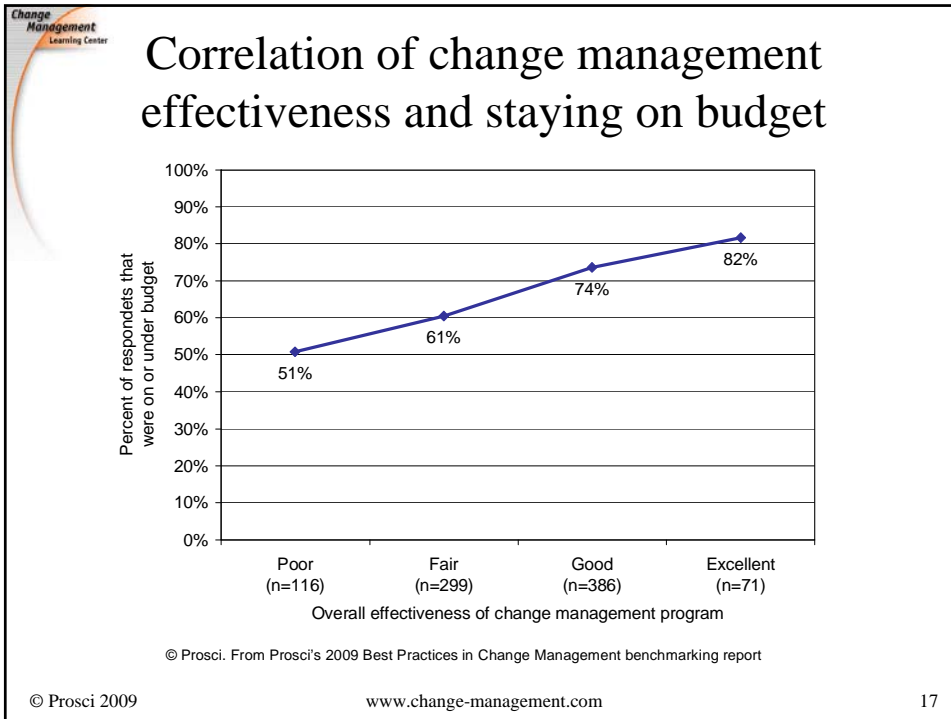


## 2009 study highlights: Impact of effective change management

**FINDING:** Effective change management correlates with meeting objectives, staying on schedule and staying on budget

- What it means to you:
  - A growing body of data shows the impact effective change management can have on project success
  - Projects with excellent change management are **6 times** more likely to meet objectives than those with poor change management
  - You now have **real numbers** to show the impact when making the case for change management
  - Use the numbers with those who say “*show me the numbers*”





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## 2009 study highlights: When to start

**FINDING:** Change management should start at the initiation of the project to be the most effective

Participants favored starting change management during project **initiation** (82%) or **planning** (14%)

Those who were able to start early cited the following **factors**:

- Senior leadership involvement
- Acknowledgement by project manager
- Previous experiences
- Incorporation into project steps
- Resource availability and assignment
- Integrated into standard Project Management methodology

Project Stage	When did you start CM activities this time?	When would you start CM activities next time?
Project initiation	~38%	82%
Project planning	~28%	~14%
Project design	~20%	~2%
Project implementation	~15%	~2%
Project closure	~2%	~2%

From Prosci's 2009 benchmarking report

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## 2009 study highlights: When to start

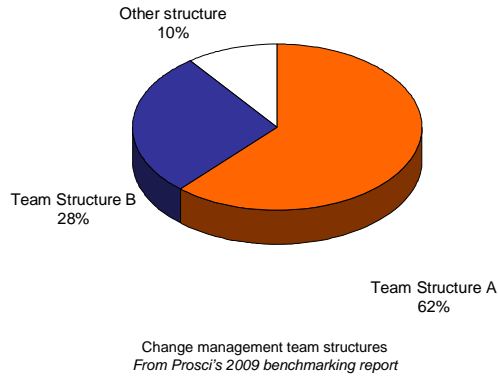
**FINDING:** Change management should start at the initiation of the project to be the most effective

- What it means to you:
  - There are consequences of starting late
    - More **resistance, confusion, fear and stress**; less engagement
    - Change management activities were **limited**, reactionary and rushed
    - Time wasted playing “**catch up**” on project background and progress
    - Project design ignored people-side; had to be **revisited** and **revised**
  - Work to make a compelling case for the need for change management and for **positioning change management at the launch** of any major project that impacts how people do their jobs

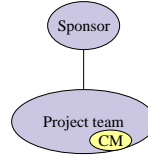
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## 2009 study highlights: Team structure

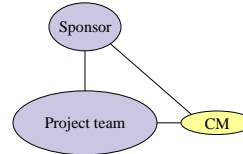
**FINDING:** The most common team structure was having change management resources on the project team



Team Structure A



Team Structure B



## 2009 study highlights: Team structure

**FINDING:** The most common team structure was having change management resources on the project team

- What it means to you:
  - Each team structure has associated pros and cons
  - Understand the **implications** of your team structure
  - Can you **influence** the team structure being used on your projects?

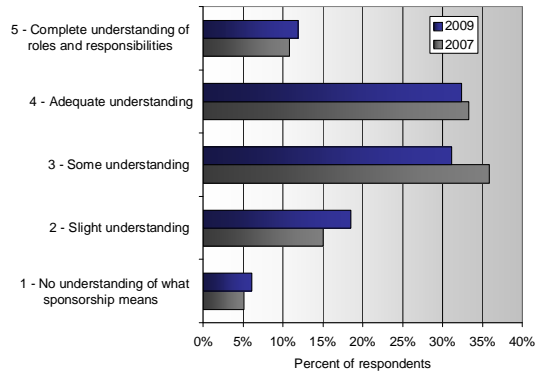
Team Structure A advantages	Team Structure B advantages
<ul style="list-style-type: none"> <li>• Increased project knowledge</li> <li>• Part of the team</li> <li>• Integrated responsibilities</li> <li>• Increased credibility</li> <li>• Ease of communication</li> </ul>	<ul style="list-style-type: none"> <li>• Access to leadership</li> <li>• Objectivity</li> <li>• Different scopes</li> <li>• Enterprise approach</li> <li>• Different skill sets</li> <li>• Status elevation</li> </ul>

## 2009 study highlights: Sponsor role understanding

**FINDING: Sponsors do not have an adequate understanding of their roles and responsibilities**

**56%** of participants reported sponsors had **less than an adequate understanding** of their roles and responsibilities

Results from Prosci's 2009 edition of *Best Practices in Change Management*



Participants reporting using a particular methodology  
From Prosci's 2009 benchmarking report

## 2009 study highlights: Sponsor role understanding

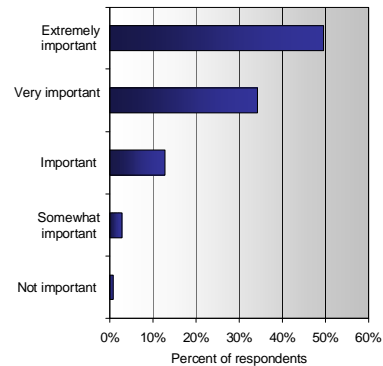
**FINDING: Sponsors do not have an adequate understanding of their roles and responsibilities**

- What it means to you:
  - For the third straight study, over 50% of participants reported that their sponsors had less than an adequate understanding of their roles and responsibilities
  - Part of your role as the change management lead or team member will be **educating sponsors about their roles and responsibilities**
  - You need to be the **sponsor's coach**

## 2009 study highlights: Importance of manager and supervisors

**FINDING:** Manager and supervisor involvement is critical to success

- What it means to you:
  - Over **80%** of participants cited involvement as extremely or very important
  - Still, only 40% provided training on managing change
  - Managers still **struggle** with coaching employees and managing resistance

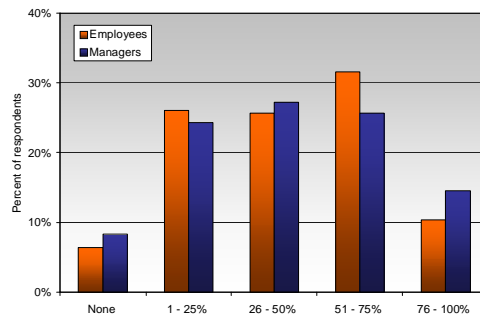


Participants' ranking of importance of managers and supervisors

## 2009 study highlights: Avoidable resistance

**FINDING:** Much of the resistance from employees and managers can be avoided with effective change management

- What it means to you:
  - While resistance to change is a natural reaction, much of it can be **avoided**
  - Use **proactive steps** to mitigate and avoid resistance before it impacts the project, the employee or the organization

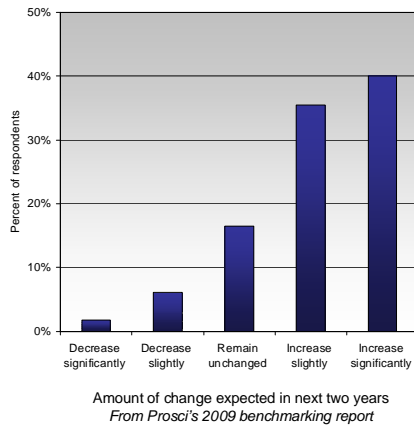


Avoidable resistance by employees and managers  
From Prosci's 2009 benchmarking report

## 2009 study highlights: Expected change

**FINDING:** *The times, they are a-changin'*

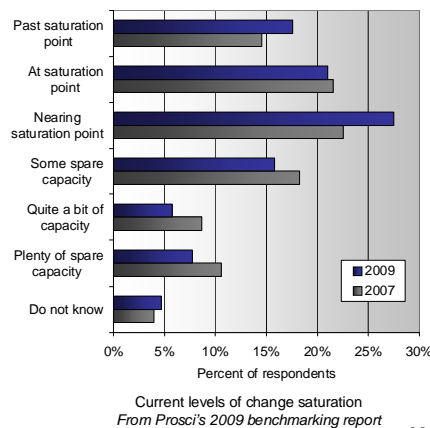
- What it means to you:
  - 75% of participants expect an **increase in the amount of change** in the next two years
  - With more change expected, you need to manage **each one** more effectively



## 2009 study highlights: Current levels of saturation

**FINDING:** Organizations are increasingly facing a point of change saturation, where the amount of change is having a negative impact

- What it means to you:
  - **66%** of participants were nearing, at or past the point of saturation
  - Saturation has **consequences**
    - Individual
    - Project
    - Organization
  - How can you better manage change saturation?



## Next steps: Prosci's complete 2009 edition of *Best Practices in Change Management*

- Additional findings:
  - Resistance – sources of and how to avoid
  - Readiness – how to evaluate
  - Sponsors – how to engage
  - Managers/supervisors – how to engage and support
  - Communication – attributes of effective communications
  - Engaging and integrating with project management
  - Consultants – their role and selection criteria
  - Change mgmt deployment
  - Change mgmt trends
- The 2009 edition of Prosci's *Best Practices in Change Management* benchmarking report is now available
- Report by the numbers:
  - 6th longitudinal study
  - 575 participants
  - 65 countries
  - 112 pages
  - 25 sections
  - 65 figures
  - 11 tables



End webinar

## Resources for moving forward

### Best Practices in Change Management

Research findings from study with 575 organizations on how to manage the people side of change – includes what worked, what didn't and what to do differently next time.  
<http://www.change-management.com/best-practices-report.htm>

### 3-day certification program

Highly interactive 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.  
[www.change-management.com/training.htm](http://www.change-management.com/training.htm)

### Prosci 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. Call 970-203-9332.

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## Change management certification

"Very easily the best, most educational learning experience in which I have ever participated." - Chris T.

- **Prosci change management public sessions** (Tuition: \$2100)
  - 3-day certification program in change management
    - Work on an actual change project from your organization
    - Utilize best practices research with more than 2000 companies worldwide
    - Get input from seasoned executive instructors and fellow classmates
    - "Hit the ground running" with your change management plans when you return
    - Earn 2.4 CEUs, 24 PDUs from PMI and 22.75 HRCI recertification credits
    - [www.change-management.com/change-management-training.htm](http://www.change-management.com/change-management-training.htm)
  - Held several times per month at locations across the United States

"One of the best sessions for business training I have attended. Well structured methodology for immediate impact."  
- Ken M.

"Fantastic program to bring together the project management discipline with a change management methodology."  
- Keith S.

"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"Many training sessions only give the theoretical approach, but this one took it to the next necessary step of implementation...This will jump-start the change!" - Debra Q.

## Resources for applying the Prosci methodology

- The following resources were used in the creation of this webinar. If you are looking for more detailed descriptions, checklists and tools, visit [www.change-management.com/bookstore.htm](http://www.change-management.com/bookstore.htm) for ordering information.
- Resources for developing change management plan
  - **Change Management Toolkit** (\$349)
    - Change management principles, process, templates and checklists in an easy-to-use 3-ring binder with CD-ROM
    - [www.change-management.com/change-management-toolkit.htm](http://www.change-management.com/change-management-toolkit.htm)
  - **Change Management Pilot 2008** (\$449) and **Pilot Professional** (\$559)
    - Online version of Prosci's methodology and tools
    - Updated content and new presentations
    - [www.change-management.com/cm-pilot.htm](http://www.change-management.com/cm-pilot.htm)

## Portfolio and CM Competency resources

- In addition to the tools for applying change management on a particular change effort, Prosci has offerings to support organizations who have taken the next step – toward managing the portfolio of change and building change management competencies throughout the organization.
- **Change Portfolio Toolkit** (\$3200/\$800)
  - A structured approach and set of tools for bringing clarity to the portfolio of change. Use Change Scorecards, the Group Impact Matrix, Change Heat Maps and the Portfolio Dashboard to better understand and manage the portfolio of change in the organization
    - [www.change-management.com/portfolio-toolkit.htm](http://www.change-management.com/portfolio-toolkit.htm)
- **ECM Lab** (\$20,000/\$4000)
  - A facilitated design session that helps you and your team create a customized plan for rolling out change management in your organization.
  - Conducted over five “live” sessions with assignments for lab work in between by the team.
    - [www.change-management.com/ecmlab.htm](http://www.change-management.com/ecmlab.htm)

## Reference and research materials

- Reference guides
  - **Best Practices in Change Management benchmarking report** (\$249)
    - 2009 benchmarking study, most comprehensive report ever
    - Lessons learned and findings from 575 participants from 65 countries
    - [www.change-management.com/best-practices-report.htm](http://www.change-management.com/best-practices-report.htm)
  - **Change management: the people side of change** (\$18.95)
    - Introduction to and foundation in managing the people side of change
    - [www.amazon.com](http://www.amazon.com) and search for “change management”
  - **ADKAR: A model for change in business, government and our community** (\$18.95)
    - The definitive explanation of the ADKAR model and how it can be applied to create successful change
    - [www.change-management.com/adkar-book.htm](http://www.change-management.com/adkar-book.htm)

## Resources for supporting others

- Support for managers and supervisors
  - **Change Management Guide for Managers and Supervisors** (\$189)
    - 3-ring binder with detailed guidelines and exercises to help managers support their employees through the change process
    - [www.change-management.com/managers-guide.htm](http://www.change-management.com/managers-guide.htm)
  - **Employee Survival Guide to Change** (\$14.95)
    - A handbook to help employees survive and thrive during change with frequently asked questions and tools for managing personal transition
    - [www.change-management.com/survival-guide.htm](http://www.change-management.com/survival-guide.htm)
  - **Coaches training session** (onsite, call for pricing)
    - 1-day program full of exercises to apply coaching principles
- Executives and senior leaders
  - **Executive briefing (onsite, call for pricing)**
    - 4 to 6 hour session geared to show senior leaders how they can be successful sponsors of change, including assessments on real changes

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