

Prosci's 2009 edition of **Best Practices in Change Management** shares lessons learned and best practices from over 570 change leaders. Participants from across the globe shared what worked and what did not when managing the people side of organizational change. The audit below helps you evaluate your performance related to the top five contributors to overall success. Email an analyst at changemanagement@prosci.com for more information.

Prosci Best Practices Audit

Think about an upcoming change in your organization that you are supporting and complete the assessment below to see how well your change management efforts align with best practices.

Scoring: 1 = Strongly disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly agree

Active and visible executive sponsorship		Score	
The project has an executive sponsor identified who is at the right level.			
The executive sponsor has a solid understanding of his or her role.			
The executive sponsor is ready, willing and able to participate actively and visibly throughout the entire project.			
The executive sponsor is ready, willing and able to build a coalition with key business leaders and managers.			
The executive sponsor is ready, willing and able to communicate directly with employees.			
Frequent and open communications		Score	
A communications plan is being created that identifies and segments impacted groups.			
The communications plan utilizes preferred senders of change messages.			
The need for change and the risks of not changing are central in the communications plan.			
Communications are being prepared that share how the change benefits the organization and end-users.			
Communications are scheduled to be frequent throughout the life of the project.			
Structured change management approach		Score	
A holistic, structured change management approach has been selected and applied.			
A detailed change management strategy is being developed.			
A complete set of change management plans are being created.			
Change management activities are being integrated into the overall project plan from the very beginning.			
Dedicated resources for change management		Score	
The project has an identified and dedicated resource focusing on change management.			
Change management resources are available throughout the entire project – from planning through implementation.			
Change management resources are adequately trained.			
Employee participation		Score	
Employees have been given input into the design of the solution.			
Systems are in place to proactively gather feedback.			
Metrics and measurements are created to evaluate employee adoption of the change.			
Factor	Score	Score	Interpretation
Active and visible executive sponsorship	___ (out of 25)	80 – 100	You are doing a good job of applying change management best practices on your project. According to data on change management effectiveness, projects with scores of 80 - 100 are more likely to meet their objectives and finish on schedule.
Frequent and open communications	___ (out of 25)		
Structured change management approach	___ (out of 20)	60 – 79	There is work to be done. While you are doing okay on some of the factors, the change management program overall is not performing at a level that would ensure project success.
Dedicated resources for change management	___ (out of 15)		
Employee participation	___ (out of 15)	Under 60	Immediate and significant work is required to get the project on track. Research shows that projects with ineffective change management face more resistance, experience more barriers, and are less likely to meet their objectives.
Total score	___ (out of 100)		

Find out about the 2009 edition of Best Practices in Change Management at: www.change-management.com/best-practices-report.htm