

Prosci change management webinar

Top trends in change management *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

Tools or downloads referenced in this free webinar are for webinar educational purposes; reproduction or distribution of these tools in your organization will require additional steps on your part.

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:

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Email Support – 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



Co-hosted by the Association of Change Management Professionals



Located at the MGM CityCenter - just 10 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

- 2009 report foundation
- Top 10 trends
 - What is the trend?
 - What does it mean to you?
- What is your experience?



Report foundation 6th longitudinal study

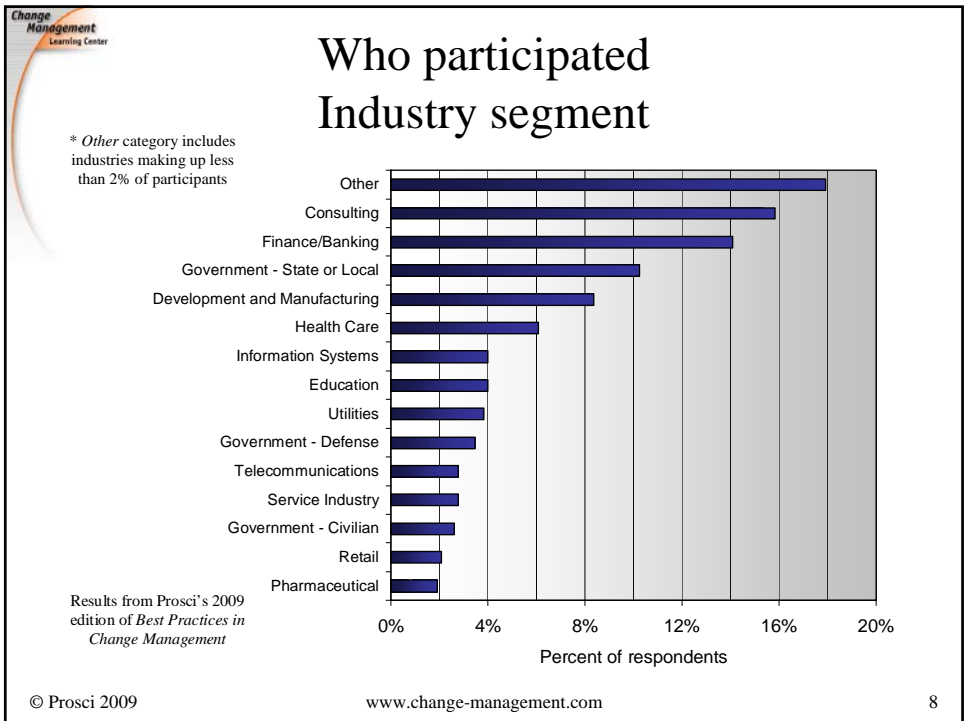
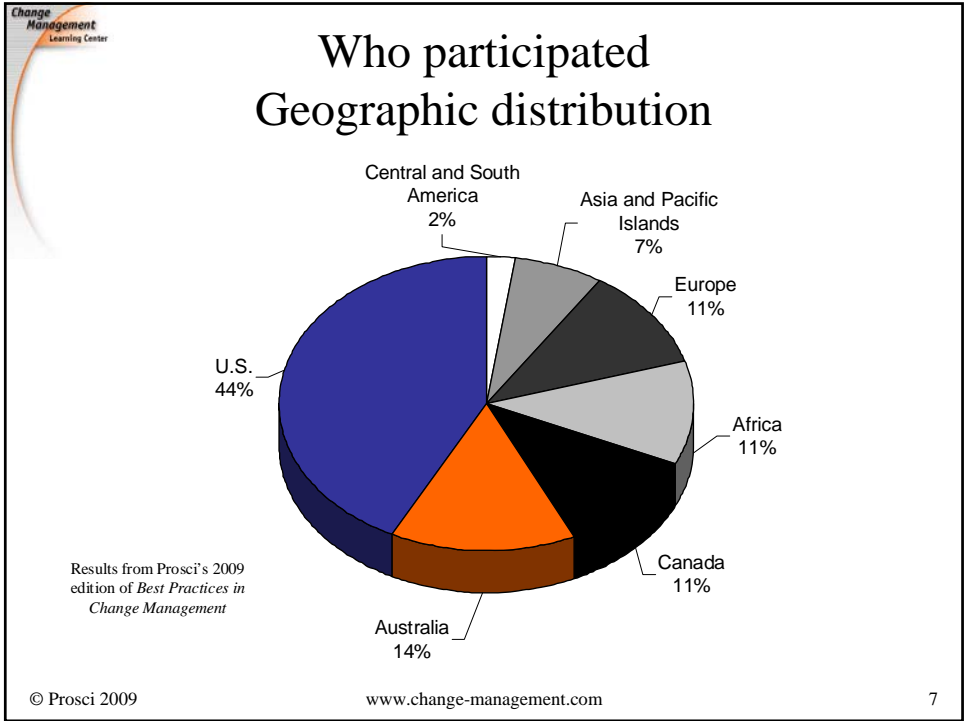
- 1998** First Change Management Study – 102 orgs
- 2000** Second Change Management Study – 152 orgs
- 2003** Third Change Management Study – 288 orgs
- 2005** Fourth Change Management Study – 411 orgs
- 2007** Fifth Change Management Study – 426 orgs
- 2009** **Sixth Change Management Study – 575 orgs**

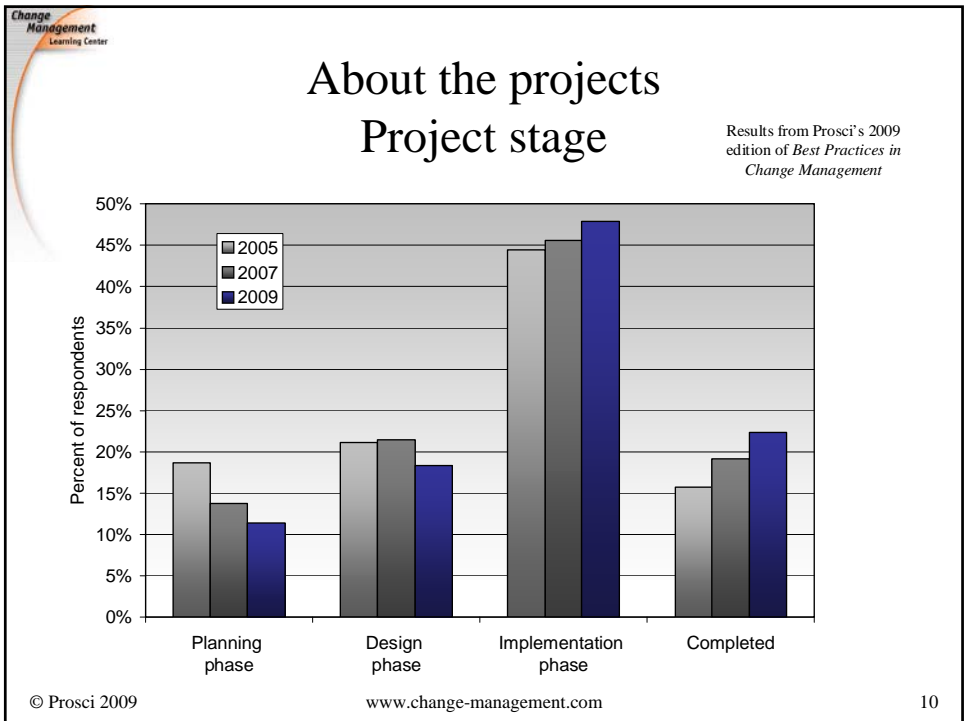
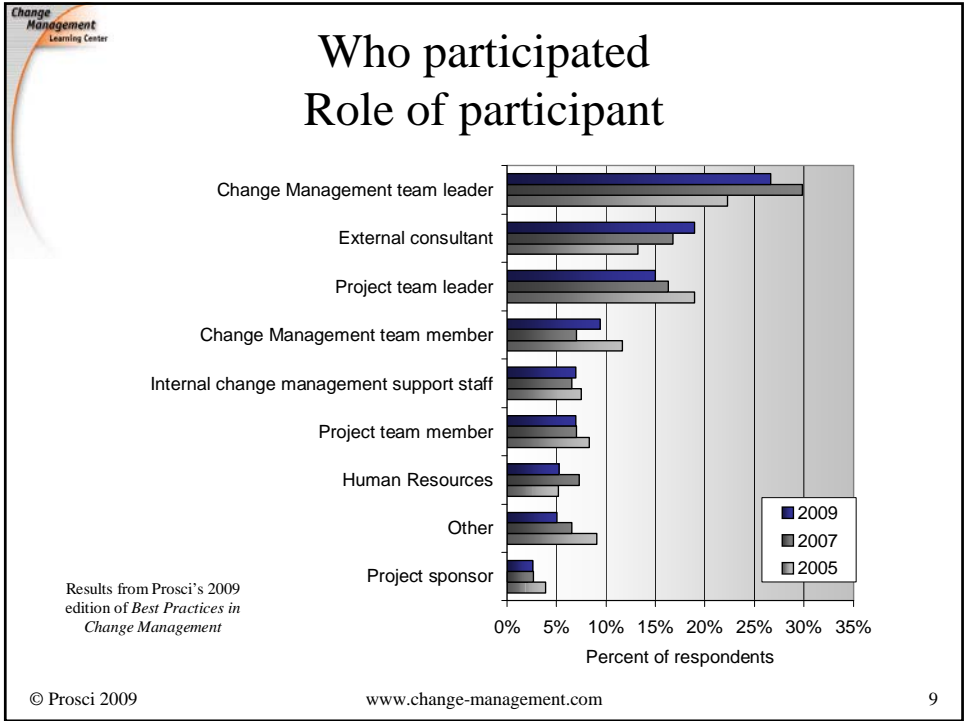
Report foundation

- 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





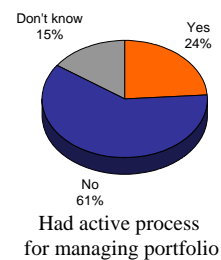
Top ten trends in change management

From Prosci's 2009 benchmarking report

10. Management of the portfolio of change
9. Establishment of a change management group
8. Standard change management approach
7. Change saturation
6. Integration with project management
5. Application on projects
4. Use of methodology and tools
3. Dedication of resources for change management
2. Change management competency building
1. A greater recognition of the need for change mgmt

#10. Management of the portfolio

- Organizations are starting to evaluate the **collective impact** of the change they are creating
 - 34% kept an inventory
 - 24% had a process for managing the portfolio
- **Actions** included:
 - Managing the portfolio
 - Tracking projects
 - Mapping future changes
 - Prioritizing projects based on the change load



* Data from Prosci's 2009 benchmarking study

#9. Establishment of a group

- The change management role is being **formalized** in many organizations with the establishment of a change management group (sometimes called the Change Management Office or CMO)

Where **is** the group?

- Human Resources (HR)
- Information Technology (IT)
- Project Management Office (PMO)
- Independent office or group
- Organization Development
- Strategy or Transformation group

Where **should** the group be?

- Project Management Office (PMO)
- Human Resources (HR)
- Independent office
- Reporting to highest level
- Within the business
- Cross functional, multiple owners

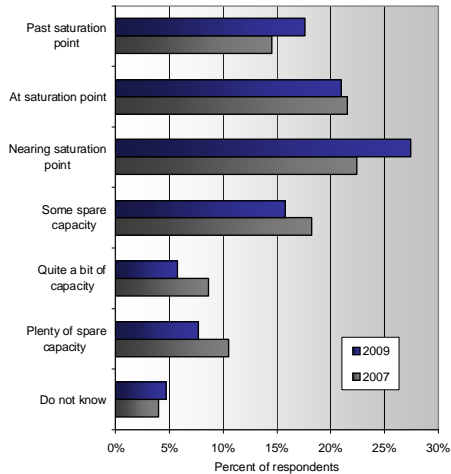
#8. Standard change mgmt approach

- Adoption of an organizational standard for managing the people side of change
 - More **consistent application**
 - Common **language**
 - Shared **resources** and **tools**
 - More **credible**
 - More **efficient**
- Sends message on **importance** of change mgmt



#7. Change saturation

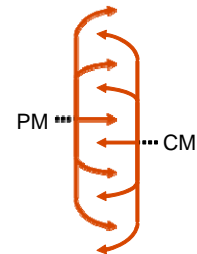
- Nearly ¾ of participants were nearing, at or past the point of **saturation**
- Change is expected to **increase** over next two years
- There are **consequences** of change saturation for individuals, projects and the organization as a whole



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

#6. Integration with project mgmt

- Change management is being **integrated** into existing project plans and project management tasks
 - Partnership
 - Alignment
 - Involvement in the planning process
- These **“complimentary disciplines with a common objective”** are being used in tandem to drive successful change from both technical and people perspectives



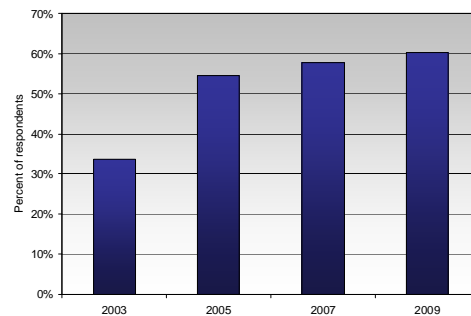
#5. Application on projects

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

- Sought out
- Brought in earlier
- Requirement on new projects

#4. Use of methodology and tools

- Continued increase in percentage of participants using a **methodology**
- Over **60%** for first time in the 2009 study



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

“The appetite for a methodology is increasing.”

#3. Dedication of resources

- On projects:
 - More likely to **assign** or **bring in** a resource to focus on the people side of change
- In organizations:
 - Change management **specialists** being identified and developed



#2. Competency building

- “Leading change” is a recognized **competency** with development opportunities
 - More knowledge
 - More training
- Competency building taking place at:
 - Senior leadership levels
 - Manager/supervisor levels
 - Project team level

“Recognition of managing and leading employees as a leadership capability.”

“Growing awareness of relatively new competence.”

#1. Greater recognition of the need

*“Awareness that change management is an important **success factor** for project management.”*

*“Growing recognition of importance to successful **ROI**.”*

*“Appreciation of CM as a necessary component of project success - **not just warm, fuzzy fluff**.”*

*“Acknowledgement that the **investment in change management** on the front end of a project will pay off in the end.”*

Top ten trends recap

1. A greater recognition of the need for change mgmt	No change
2. Change management competency building	↑3
3. Dedication of resources for change management	↑3
4. Use of methodology and tools	↓2
5. Application on projects	↑3
6. Integration with project management	↓2
7. Change saturation	
8. Standard change management approach	
9. Establishment of a change management group	
10. Management of the portfolio of change	

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Top trends assessment

Trend assessment factor	Score
1. A greater recognition of the need for change management 1: No recognition 2: Some recognition 3: Complete recognition	
2. Change management competency building 1: No competency building programs 2: Some competency building programs 3: Extensive competency building programs	
3. Dedication of resources for change management 1: Resources not assigned 2: Resources occasionally assigned 3: Resources dedicated for all projects	
4. Use of methodology and tools 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 1: No projects applying change mgmt 2: Some projects applying change mgmt 3: All projects applying change mgmt	

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Top trends assessment

Trend assessment factor	Score
6. Integration with project management 1: No integration occurring 2: Some integration 3: Full integration	
7. Change saturation 1: Not addressing saturation 2: Some attention paid to saturation 3: Actively working to manage saturation	
8. Standard change management approach 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 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 1: No work on managing the portfolio 2: Initial steps taken on portfolio mgmt 3: System in place for managing portfolio	

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How does the research match your experience?

- What was your score on the assessment?
 - 25-30 – ahead
 - 20-24 – on track
 - 10-19 – behind
- Which areas scored a ‘3’ and which scored a ‘1’?

Which trends matched your experience?

Which trends surprised you?

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

Study by the numbers

- 6th longitudinal study
- 575 participants
- 65 countries
- 112 pages
- 25 sections
- 65 figures
- 11 tables

- The 2009 edition of Prosci’s *Best Practices in Change Management* benchmarking report is now available



The most comprehensive and forward-looking body of knowledge available on change management

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

Change Management Toolkit

Hardcopy toolkit of the Prosci change management methodology complete with assessments and templates you can use immediately (3-ring binder plus CD-ROM).
www.change-management.com/change-management-toolkit.htm

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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 PDU's from PMI and 22.75 HRCI recertification credits
 - 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 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
 - **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

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
- **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

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
 - **Change management: the people side of change** (\$18.95)
 - Introduction to and foundation in managing the people side of change
 - 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

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
 - **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
 - **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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