Prosci change management webinar

Top trends in change management

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About *Prosci* ®

Our value proposition:

To help organization's build **their own internal change management competencies** through the development and delivery of tools and methodologies

Our principles:

Research-based | Holistic | Easy-to-use

Prosci by the numbers:

6	Longitudinal studies
12	Years of research
66%	Fortune 500 companies
2000+	Research participants
4000+	Certified practitioners
45,000+	Registered members

About *Prosci* ® webinars

Webinar purpose:

- Educational
- Thought provoking
- Insights into new development
- New ideas, phraseology, language, and frameworks
- ***Give you at least one hour per week to think about change management***

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's channels:
- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Train-the-Trainer

Prosci's target audiences:
- Change management specialists
- Project teams and leaders
- Executives and senior leaders
- Managers and supervisors

Contact:
Telephone Support – 1-970-203-9332
Email Support – webinar@prosci.com

Webinars are presented by Tim Creasey, Prosci Chief Development Officer

Agenda

- 2009 report foundation

- Top 10 trends
  - Trend groupings
  - What the trend means to you

- Top trends assessment

Report foundation
6th longitudinal study

1998 First Change Management Study – 102 participants

2000 Second Change Management Study – 152

2003 Third Change Management Study – 288

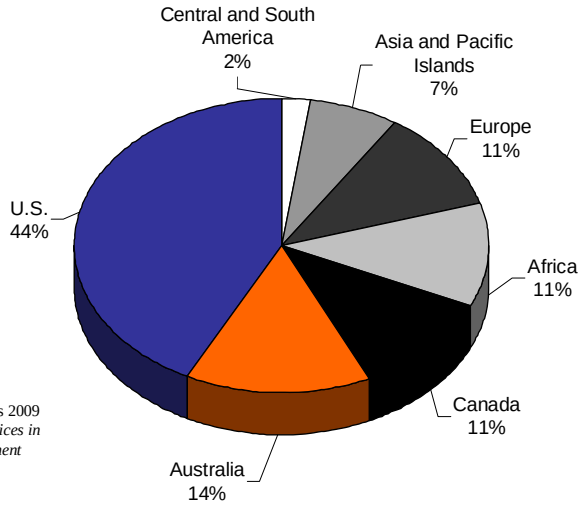
2005 Fourth Change Management Study – 411

2007 Fifth Change Management Study – 426

2009 **Sixth Change Management Study – 575**

** Next study launching at the end of 2010*

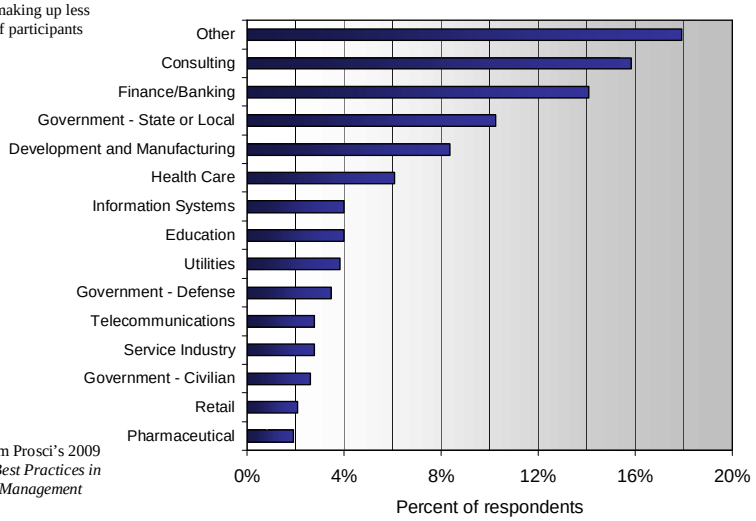
Who participated
Geographic distribution



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

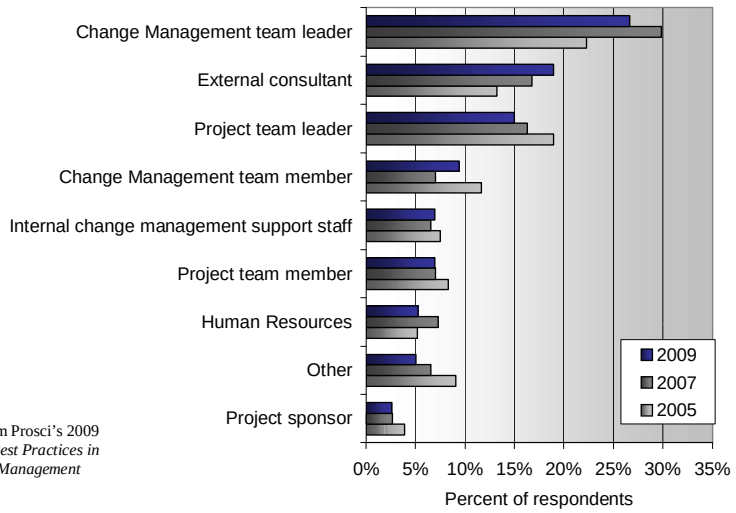
Who participated
Industry segment

* *Other* category includes industries making up less than 2% of participants



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

Who participated
Role of participant



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

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 (2007, 2005, 2003, 2000, 1998)

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

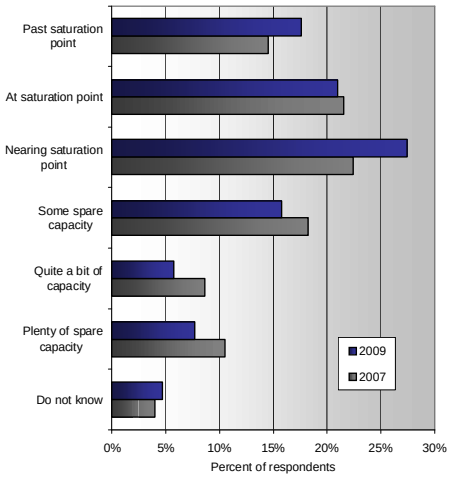
Top ten trends in change management

From Prosci's 2009 benchmarking study

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

Trends 7 and 10: Saturation and portfolio management

- Organizations are now introducing too much change resulting in negative consequences:
  - To individuals
  - To projects
  - To the organization

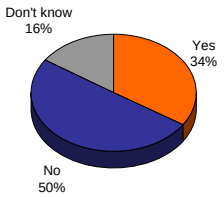


Results from Prosci's 2009 edition of *Best Practices in Change Management*

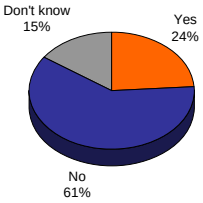
Trends 7 and 10: Saturation and portfolio management

- Some organizations are beginning to take a portfolio perspective
  - Keeping an inventory

    vs.
  - Management of the portfolio of change



Kept an inventory



Had active process for managing portfolio

** Data from Prosci's 2009 benchmarking study*

Trends 7 and 10: Saturation and portfolio management

Action items:

1. Show the consequences of saturation
2. Document the level of saturation – do people in your organization feel saturated?
3. Create a portfolio view of the change that is currently underway or planned
4. Actively manage the portfolio of change and its impacts

Trends 9 and 8: Standardization and institutionalization

- *Enterprise Change Management* – building organizational capability and competency

Creating and staffing a change management function

Adopting a standard approach for use by the entire organization

Trends 9 and 8: Standardization and institutionalization

Action items:

1. Start with a recognition of the need (see trend 1)
2. Build executive support for building organizational capability
3. Make intentional and informed decisions
4. Manage capability building effort as a project and as a change

Trends 4, 5 and 6: Integration, application and structure

- Significant shift:

Ad hoc:
Maybe some communication
Maybe some training

→

Structured, intentional and following a methodology

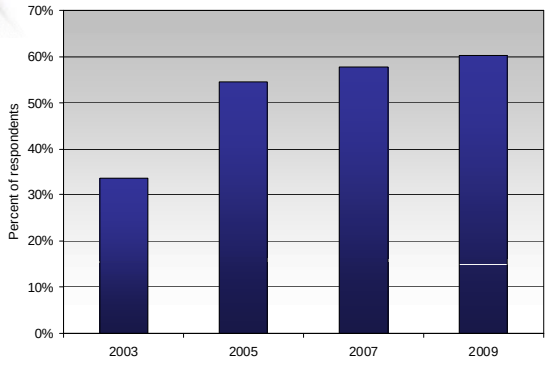
"We are being asked to join projects rather than asking."

"The appetite for a methodology is increasing."

- Sought out
- Brought in earlier
- Requirement on new projects
- Integrated into project management methodologies, steps and activities

Trends 4, 5 and 6: Integration, application and structure

Percentage of participants using a particular change management methodology



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

Most mentioned:
- Prosci or ADKAR
- Internally developed
- Consultant provided
- Kotter
- LaMarsh

*Editor's note: The change management study invitation was sent to nearly 40,000 members of Prosci's Change Management Learning Center. Because this is not a pure random sample, the rank order of these methodologies may not be representative of a neutral participant group.

Trends 4, 5 and 6: Integration, application and structure

Action items:

1. Manage the people side of the change, "apply a structured approach for change mgmt"
2. Be holistic in your approach
3. Customize change management efforts to the unique situation
4. Deliver and demonstrate results

Trend 3: Dedication of resources

- Assign a team member or bring in a resource to focus on the **people side of change**

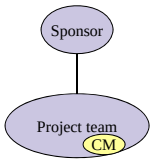
As project **size** increased, so did amount of change management **resources** dedicated on project

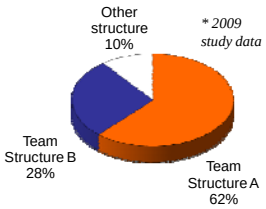
Size:	• # of employees impacted • Organizational scope • Project investment
Resources:	• Full Time Equivalents (FTE) • Change management budget

- Particular factors influenced how many resources to dedicate to change management
- Particular constraints limited how many change management resources were dedicated
- Participants estimated that 24% of project FTE dedicated to people side elements

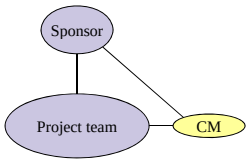
Trend 3:
Dedication of resources

Team structure A





Team structure B



Team Structure A advantages
• Increased project knowledge • Part of the team • Integrated responsibilities • Increased credibility • Ease of communication

Team Structure B advantages
• Access to leadership • Objectivity • Different scopes • Enterprise approach • Different skill sets • Status elevation

Trend 3:
Dedication of resources

Action items:

1. Starts with appreciation that change management delivers value (see trend 1)
2. Request change mgmt resources for projects impacting people
3. Decide on best resourcing model
4. Consider the influencing and constraining factors

Trend 2: Competency building

- Change mgmt requires unique competencies

"Recognition of managing and leading employees as a leadership capability."

"Growing awareness of relatively new competence."

- Not all senior leaders are great sponsors
- Not all good managers are good at leading their people through change
- Not all project managers have the skills to address the people side of their projects
- Many of your change mgmt practitioners are new to the job

Trend 2: Competency building

How to apply a structured approach for the people side of change and support other roles in leading change

Trend 2:
Competency building

Action items:

1. Start with appreciation of the importance of change management competencies throughout the organization (see trend 1)
2. Be strategic on where to start training
3. Build competencies at multiple levels in the organization – from the CEO to front-line employees
4. Build your organization's capability to build competencies (Train-the-Trainer)

Trend 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."*

Trend 1:
Greater recognition of the need

Action items:

1. Connect change management to what people care about – ROI, financial success, strategic success, project success, on time, on budget
2. Show that organizational changes are only successful when individuals change successfully
3. Deliver results on your projects and then document and share them

Top ten trends recap

	Change from 2007 results
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	

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	

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	

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
  - $249 (qty discounts)

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

Full of tips, suggestions, best practices and lessons learned you can apply immediately on the projects you support.

Prosci change management offerings

Research-based | Holistic | Easy-to-use

Certification

3-day intensive program where you apply the methodology, process and tools to a real project as you learn them.

Earn CEUs, PDUs and HRCI credits

Open enrollment: offered at locations across the US and around the world by Primary Affiliates

At your location: for classes up to 16 participants

"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"

"The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them."

Methodology tools

Change Management Toolkit: 3-ring binder with CD-ROM – complete process and set of assessments, worksheets and templates for creating change management strategy and plans

Change Management Pilot Pro: online methodology tool with "four-click" access to methodology, downloadable templates and assessments, benchmarking excerpts, presentations and numerous eLearning modules

Additional training

Onsite programs for: Executives and senior leaders; Managers and supervisors; Front-line employees

New: Train-the-Trainer program teaches you how to deliver Prosci's change management programs in your organization

Best Practices report

Best Practices in Change Management (2009 edition): most complete body of knowledge on change management available with benchmarking results and lessons learned from 575 change practitioners – learn what works and what doesn't work for managing the people side of change

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
  - Offerings of the 3-day certification program:
    - Several times per month at locations across the United States, or at your location
    - Across the globe offerings by Primary Affiliates and Authorized Training Providers

"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.

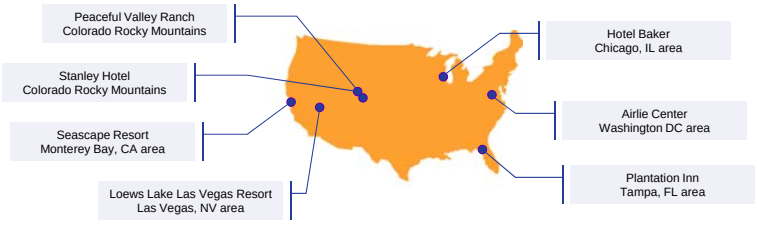
"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"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.

Change management certification

Course locations across the U.S.

Or bring the program to you – email training@prosci.com for information about onsite programs



"This program absolutely over-delivered my expectations. I now feel more prepared and better equipped to do my job."
- Paul S.

"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"
- Robin S.

"This was the most effective and engaging course I've ever taken. I feel that I can truly use this knowledge in my personal and professional life immediately." - Lisa S.

"The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them." - Jennifer J.

Prosci Train-the-Trainer

- The goal of Prosci's Train-the-Trainer (TTT) program is to enable you to **facilitate an experience** that transforms how someone sees themselves when it comes to managing the people side of change.
  - www.change-management.com/ttt/index.htm

Courses you can teach following TTT:

- Prosci's 3-day program for change management practitioners and project team members
- Prosci's 1-day coaching program for managers and supervisors
- Prosci's 4 to 6-hour sponsor program for executives and senior leaders
- Prosci's 1-day primer for front-line employees

Topics covered in the 3.5 day TTT program:

- Philosophy and principles
- Success factors
- Preparing for a course
- The big picture
- Story telling
- Transitions and activities
- Facilitator challenges
- Course facilitation

Prosci's TTT program is delivered at the Change Management Learning Center in Loveland, CO each month. See dates at the website above. Class size is limited to 5 so seats are limited.

"Companies around the world are building competency in change management to become more flexible in today's marketplace. Prosci's Train-the-Trainer program gives you the ability to provide these courses internally - and for a lower cost to your organization."
~ Jeff Hiatt President and CEO, Prosci Inc.

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 Pro 2010** ($449)
    - Online version of Prosci's methodology and tools
    - Updated content with latest best practices and new assessments
    - www.change-management.com/cm-pilot.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

Enterprise perspectives

- 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** ($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** ($4000 + $250 per participant for materials)
  - 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 your ECM team.
    - www.change-management.com/ecmlab.htm

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