



# Best Practices in Change Management

12th Edition Executive Summary

Selected data and insights from the benchmarking study and new Interactive Research Report

# Change Management Industry's Largest Body of Knowledge

## Celebrating and Elevating Prosci's 25-Year Research Legacy

The silver anniversary celebration of Prosci research begins with the *Best Practices in Change Management* – 12th Edition Interactive Research Report. Since 1998, Prosci has pioneered change management benchmarking research, uncovering valuable lessons for improving change outcomes. Today, Prosci's research offers on-demand, tailored insights, revolutionizing your practice of change management. With Prosci Research Hub, you can now explore, visualize and customize data to answer the change management questions that matter most to you and your organization.

This executive summary offers a snapshot of key insights from the 12<sup>th</sup> Edition study. Experience the full report with interactive insights in Prosci Research Hub.

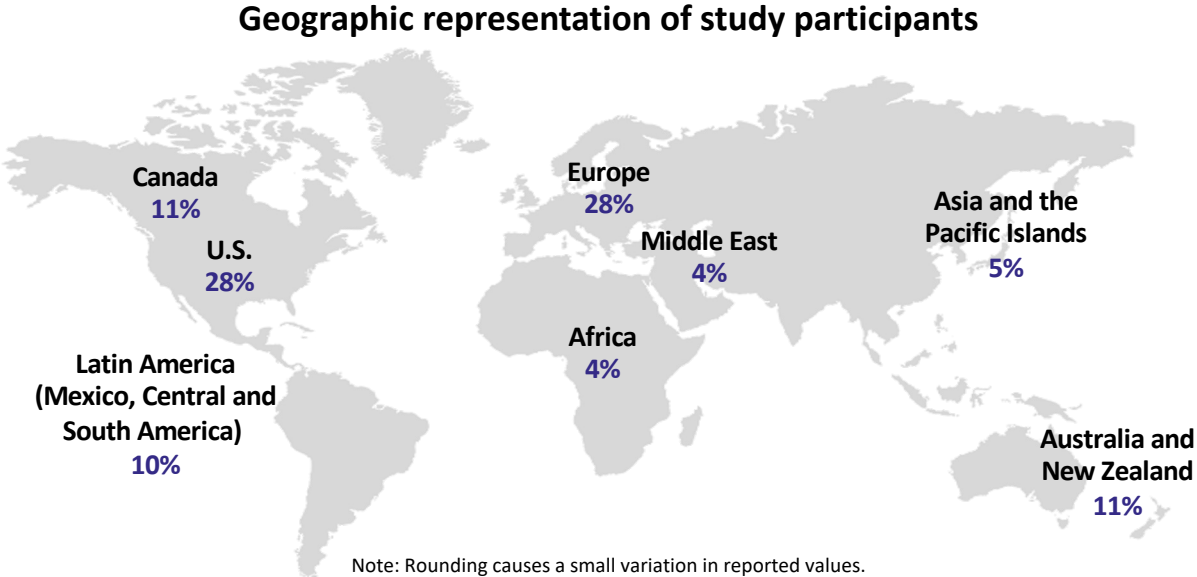
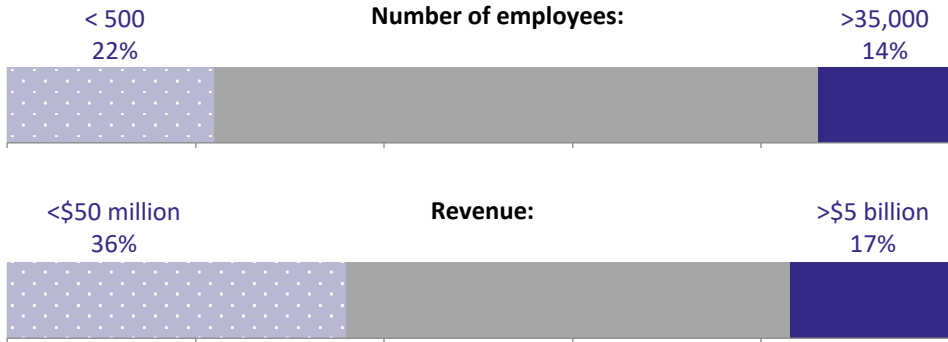
### Study objectives

The 2023 study uncovers valuable insights from professionals in change management, including what works and what doesn't, to benefit current change management teams. The 12th Edition represents a comprehensive analysis of data and emerging trends in change management.

The full report delves into four categories: Current State of Change Management, Change Management Application, Roles in Change Management, and Adapting and Aligning Change Management. In addition to new content dedicated to defining success and metrics for change management, this study introduces interactive insights as the primary delivery mechanism enabling individual benchmarking and exploration.



# Demographics Summary



### Top industries represented:

- Healthcare
- Consulting
- Government
- Manufacturing
- Education Services
- Finance
- Insurance
- Information Services
- Banking
- Utilities



**Tim Creasey**  
Chief Innovation Officer



*The 12th Edition marks a new frontier for Prosci research. The interactive report provides an innovative experience and access to the data that matters the most to you, customized by you. Prosci research is no longer simply an object to consume—it’s an action you can take to find keys to change success specific to your unique context.*

# Fresh Findings and Interactive Insights

Prosci's *Best Practices in Change Management* – 12<sup>th</sup> Edition study reveals an evolving discipline of change management, and Prosci research is evolving with it. Our new interactive format enables you to filter and compare responses, view deeper insights on graphs and data visualizations, and more. You become the researcher as you uncover the insights that matter most to you.

Each of the four main parts offers fresh data, interactive insights and participant comments to help you drive greater success on your projects and initiatives. And the new Me-Search section enables you to do deeper, customized research on the data through interactive features.

## Part One: Current State of Change Management

- Insights
- Trends
- Organizational Capability

## Part Three: Roles in Change Management

- Sponsorship
- Managers and Supervisors
- Change Agent Networks
- Consultants

## Part Two: Change Management Application

- Effectiveness and Measurement
- Defining Change Success **New**
- Roles in Defining Change Success **New**
- Defining Success Metrics **New**
- Methodology
- Resources and Budget
- Change Management Activities
- Project Management and Change Management Integration

## Part Four: Adapting and Aligning Change Management

- Culture and Employee Engagement
- Saturation and Portfolio Management

## Me-Search **New**

- Free-Search
- Correlation Graphs
- Employee Engagement Distributions
- Stakeholder Engagement and Saturation
- Study Questions





# Interactive Insights

## Interactivity to tailor and transform the research for your unique organization and needs

**Prosci** | Best Practices in Change Management | Region: All | Industry: All | Number of employees: All | 1,081 Respondents

Getting Started | The Current State of CM | CM Application | Roles in CM | Adapting and Aligning | **Free-Search** | Correlation Graphs | Employee Engagement Distributions | Stakeholder Engagement and Saturation... | Study Questions

**Free-Search**  
This report helps you succeed in making changes in your projects and organization. With Free-Search, you get to choose what to discover. This tool helps you analyze data and make informed decisions about managing change in your organization. By using this tool, you can benefit from insights that are tailored specifically to your needs.

Compare successful projects to unsuccessful ones  
Met or exceeded objectives  Partially met or failed objectives

**The Context for Change**

**Organizational Attributes**  
Number of employees

1 - 99	8%
100 - 499	3%
500 - 999	8%
1,000 - 2,499	14%
2,500 - 4,999	12%

**Project Attributes**  
Project type

Culture change	15%
Customer relationship ...	5%
Electronic conversion	1%
Electronic health record...	1%
Enterprise resource pla...	9%

**Practitioner Attributes**  
Change management certification

No	27%
Yes	73%

**Common Change Management Best Practice Dimensions**

**Roles in Change Management**  
Effective sponsorship

Strongly disagree	4%
Disagree	30%
Agree	47%
Strongly agree	18%

**Communications**  
Preferred sender of business reas...

CEO/president	37%
Executive manager	24%
Department head	11%
Senior manager	10%
Change management te...	5%

**Resistance Management**  
Most resistant group

Middle-level managers	42%
Front-line employees	23%
Senior-level managers	15%
Executives and directors	8%
Other	7%

**Defining Success**  
Objectives and goals definition

Adequately	37%
Poorly	8%
Very poorly	1%
Very well	16%
Well	37%

**Maturity, ECM, and Saturation**  
Years deploying enterprise chang...

Just started	11%
Less than 6 months	9%
Between 6 and 12 months	20%
Between 1 and 2 years	20%
Between 2 and 3 years	16%

**Employee Engagement**  
Organizational culture awareness

Not important	1%
Somewhat important	7%
Neither important nor ...	3%
Important	30%
Very important	60%

**Resources**  
Sufficient resources

Strongly disagree	4%
Disagree	31%
Agree	51%
Strongly agree	13%

**Free Select (All fields)**  
Active management of change p...

Yes	71%
No	19%
Don't know	10%

**Outcomes**  
Key Outcomes  
Objectives Met or Failed

Met or exceeded object...	100%
Partially met or failed L...	
Too early to tell	

**Pro Tip**  
Always check how many respondents are being included in the data! When you click a bar on a graph, the report will only show the respondents that fit that bar's criteria. This can make the total number of respondents (shown in the top right corner) drop fast. If you hold Ctrl and click more bars from another graph, the number of respondents can get even smaller, showing only those who fit all the criteria you clicked.

Compare successful projects to unsuccessful ones

Met or exceeded objectives  Partially met or failed objectives

Toggle to compare data for successful versus unsuccessful projects

# Part One: Current State of Change Management



## Insights

Drive change success with foundational research findings on the most critical steps to take.



## Trends

Explore what is happening at the forefront of an emerging and maturing discipline.



## Organizational Capability

Move past a project-by-project approach to build an organizational change capability into the DNA and fabric of your organization.



## Interactive Insights

Filter to focus data by region, industry and number of employees

Region	Industry	Number of employees	2,668 Respondents
<input type="text" value="All"/>	<input type="text" value="All"/>	<input type="text" value="All"/>	

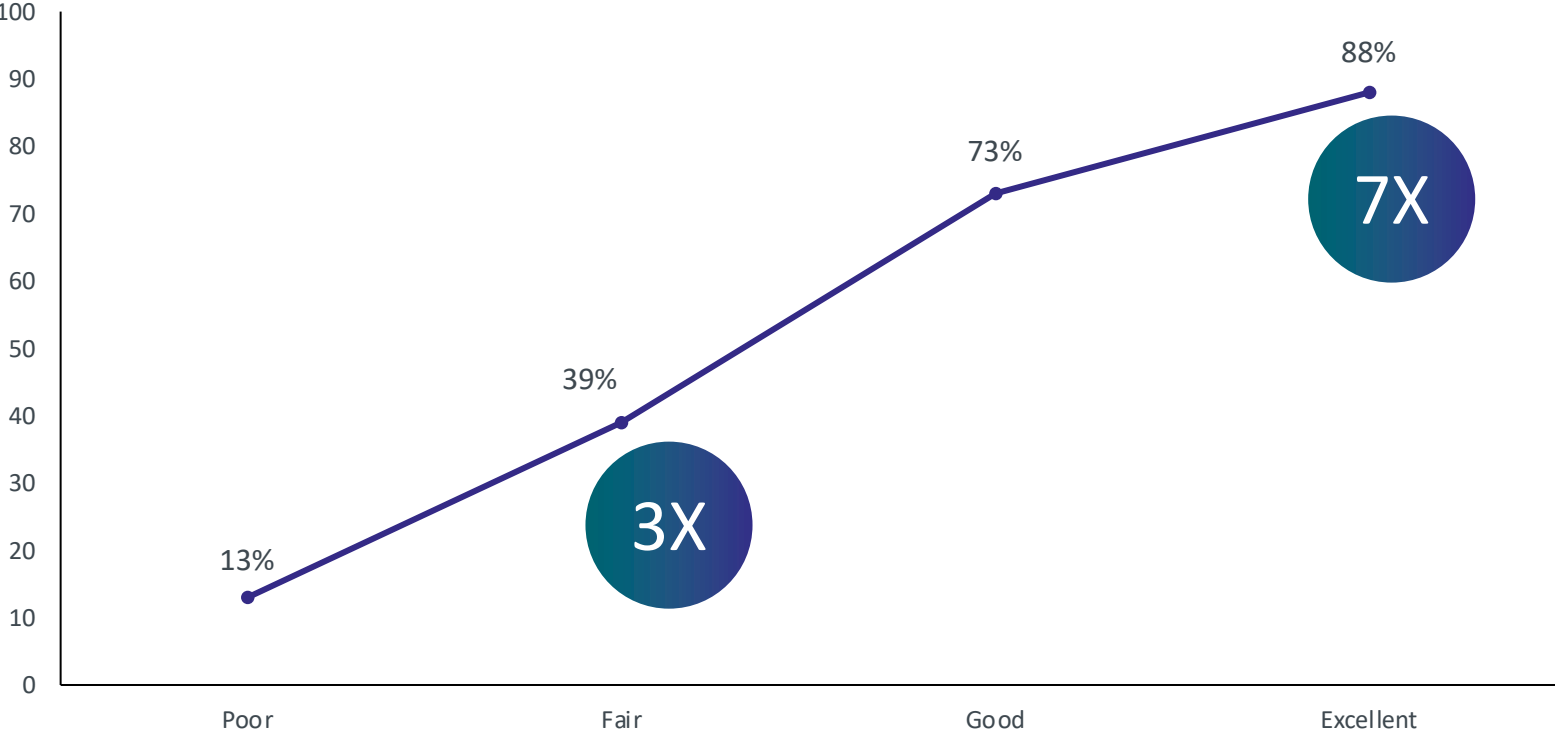
The *Best Practices in Change Management* – 12<sup>th</sup> Edition Interactive Research Report begins with an in-depth analysis of the key insights about the discipline of change management today, including the top challenges practitioners face and the ways they overcome them. We also explore the top contributors to success, emerging trends from the past two years and forecasts for the next five years, and the top project types. This section also gives you greater context and understanding through participant comments—in their own words—about the key insights explored. And because leaders increasingly recognize change management’s value as a strategic differentiator, the subsection on Organizational Capability offers best practices in approach, structure and function for deploying organization-wide change management capabilities.

# Excellent Change Management Drives 7X Success

## Change management correlates with strong results and outcomes

Benchmarking research from 10,800+ respondents in 101 countries reveals a direct correlation between managing the people side of change effectively and higher rates of success.

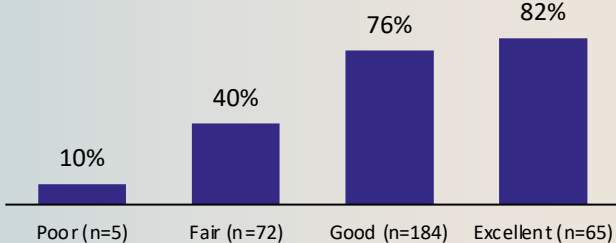
Percentage of Respondents That Met or Exceeded Project Objectives



### Interactive Insights

Projects with excellent change management in the U.S. were 8X more likely to meet or achieve project objectives than those with poor change management.

Percentage of U.S. respondents that met or exceeded project objectives



# Part Two: Change Management Application



## Effectiveness and Measurement

Measuring change management work and outcomes based on the research.



## Defining Change Success New

Challenges, adaptations, and reasons for not defining change success.



## Roles in Defining Change Success New

Tracking and defining organizational, individual and change management performance.



## Defining Success Metrics New

Defining adoption, utilization and proficiency metrics.



## Methodology

Increasing change management effectiveness with a structured methodology.



## Resources and Budget

Sizing and securing the right resources to optimize your change management effort.



## Change Management Activities

Specific steps effective change managers take to influence project success.



## Project Management and Change Management Integration

Complementary disciplines working in partnership toward common objectives.

Change management helps individuals adopt organizational changes, which enables organizations to reach goals and improve performance. We measure success using factors like employee engagement and speed of adoption (i.e., how quickly changes get adopted). Successful change also requires using the right methods, adequate resources and budget, and aligning efforts with project management.

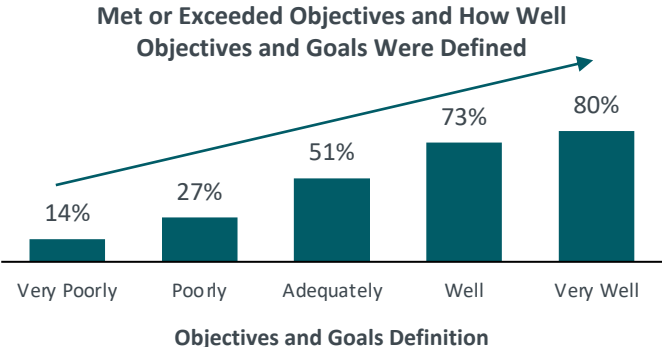
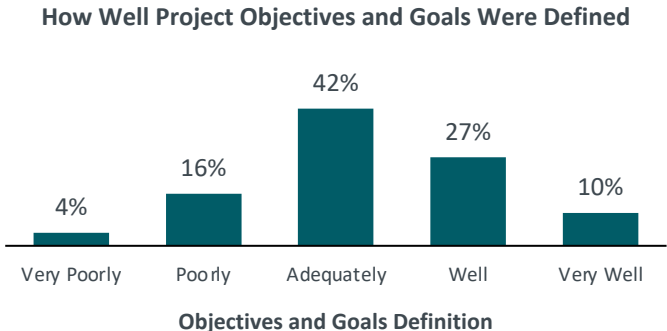


# New Research on Defining Change Success

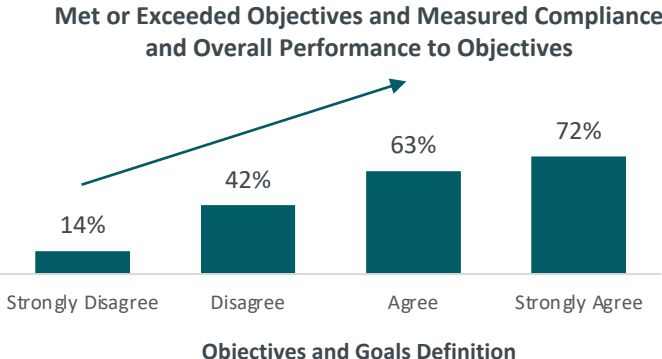
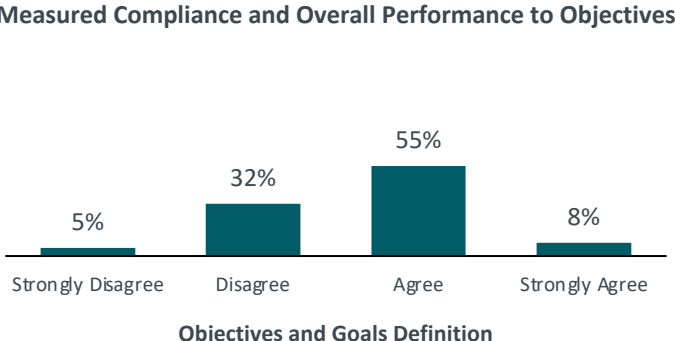
The 12<sup>th</sup> Edition study introduces a new topic on change success, including defining change success, performance measurement dimensions, key roles, and success metrics.

When organizations define and measure performance to objectives, they are more likely to report that they meet or exceed objectives than those that don't define their projects or measure performance well.

## Goal Definition and Outcomes

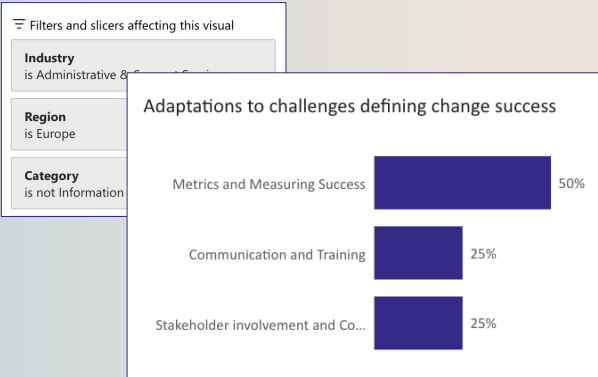


## Performance Measurement and Outcomes



### Interactive Insights

Customize your data by region, industry, organization size, and other criteria to understand obstacles and adaptations, roles and responsibilities, key metrics, performance measurement dimensions, and more!

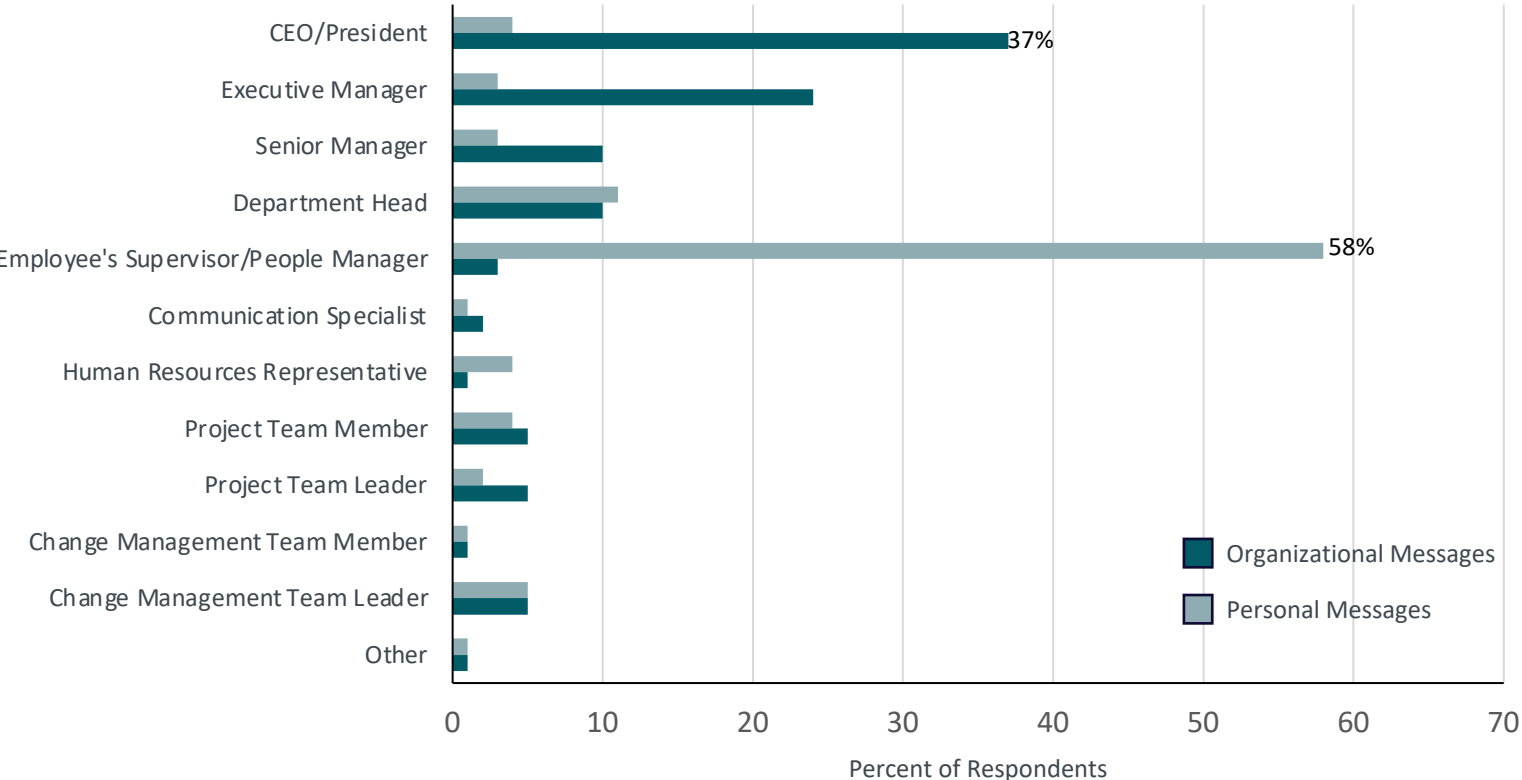


# Preferred Senders of Communications in Change Management

## Shifts in the Data

The 12th Edition study saw shifts in the data on preferred senders of messages about organizational changes. While front-line employees still prefer to receive messages about business impacts of the change from the CEO, preferences also extend to other executives and senior leaders. People managers remain the preferred senders of personal messages about the change.

Preferred Senders of Messages



## In the Participants' Words

Find helpful details in participant comments about obstacles, adaptations and rationales.

What would you do differently?

- Involvement of Key Stakeholders and Sp... 32%
- Improve The Communication Plan** 21%
- Align Change Management and ...
- Conduct A Thorough Change Im...
- Educate and Train Leaders and ...
- Start Change Management Earlier
- Hold Sponsors and Leaders Acco...

**In participants' words...**

- Start with communication plans earlier in the project
- Start communication with user community and involve management earlier on.
- Start communication earlier
- Start Awareness phase of communication plan earlier and be more specific targeting individual groups
- Reframe communication approach
- proactive communication
- Plan communication and engagement initiatives even better to ensure people have enough information and local management support to understand the change and the burning platforms.
- More structured communications plan
- More awareness communication and activities.
- Keep the communication on-going

# Part Three: Roles in Change Management



## Sponsors

Active and visible sponsorship is the single greatest contributor to the success of a change initiative.



## Managers and Supervisors

Managers and supervisors legitimize changes impacting people and teams they lead.



## Change Agent Networks

An engaged group of advocates extends project support and builds credibility for the change.



## Consultants

Strategically leveraging experienced change professionals can drive performance.

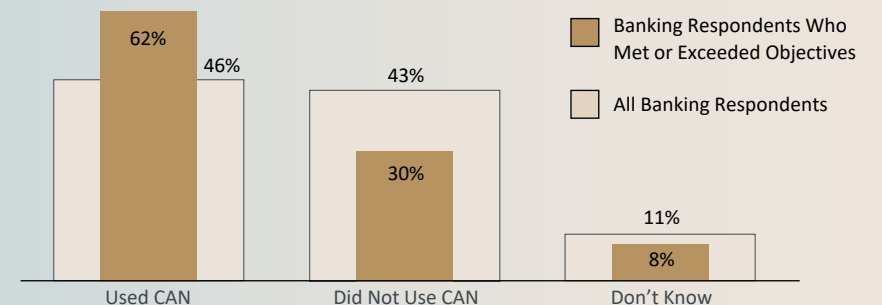
This section considers key roles in successful change management, including sponsors, people managers, change agent networks, and consultants. Understanding these roles in change enhances our appreciation for the change management landscape and enables organizations to better allocate resources and tasks to achieve desired outcomes.

Active and visible sponsorship remains the top contributor to change success in the 12<sup>th</sup> Edition study.



## Interactive Insights

Change leaders in the banking industry met or exceeded objectives more than twice as often by using formal change agent networks (CAN).



# Part Four: Adapting and Aligning Change Management



## Culture and Employee Engagement

Navigate the complexity of managing change within the context of organizational culture, and employee and stakeholder engagement.



## Saturation and Portfolio Management

Mitigate the cumulative and collective impact of an ever-increasing volume of change.

Organizations expect to manage increasing amounts of change in the coming years. Because 80% of respondents report their organization is near, at or past the point of saturation, actively managing multiple changes effectively and strategically is critical for success.

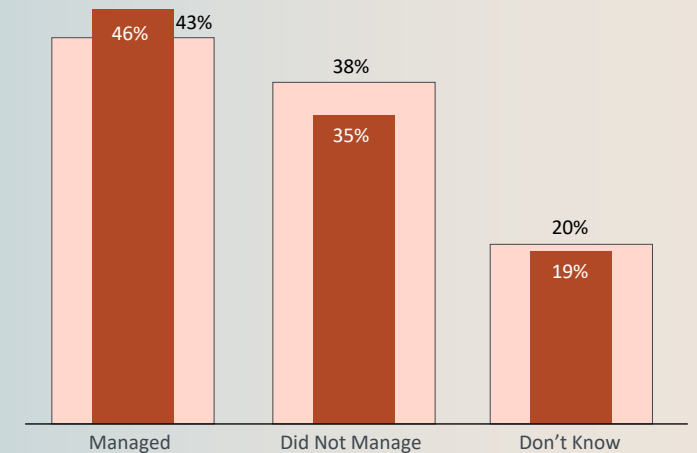


## Interactive Insights

Respondents who reported actively managing their portfolio met or exceeded project objectives more often than those who did not.

Active Effort to Manage a Portfolio of Change Projects

■ Respondents Who Met or Exceeded Objectives  
□ All Respondents



# Me-Search

New

Experience the interactive insights your way! Designed to deliver specific insights related to your unique organization and changes, Me-Search transforms the research into focused, personalized, actionable insights.

## Free-Search

Choose your discovery with “free-select” searches across all the dimensions in the change management best practices study.

## Correlation Graphs

Use the powerful visual tools to find and share key relationships in the data—and drive successful change.

## Employee Engagement Distributions

Examine key organizational factors related to employee engagement, including by levels of success, saturation, change management maturity, and more.

## Stakeholder Engagement and Saturation

Uncover shifts in change saturation after participatory interventions, and by industry, region and other demographics.

## Study Questions

Understand topics addressed and questions asked in the research.

“

*With this new interactive format, the capabilities are just as important as the content. Prosci has always provided insightful study results. But now, change practitioners have the ability to free the data and discover the most helpful, relevant and impactful insights.*



**Scott Anderson, Ph.D.**  
Senior Principal,  
Research & Analytics

# The Art of the Me-Searcher

**Prosci**

Best Practices in Change Management

Getting Started

Welcome

Participants

Project Profiles

The Current State of CM

CM Application

Roles in CM

Adapting and Aligning

Me-Search

## Welcome to *your* report!

This digital report is *all about you!* It's about *you* exploring and finding the insights *you* need for change success in *your* projects and organization. It's about quickly navigating through thousands of study participants' responses to find the benchmarks and information that are relevant to you, whether it's through comparison to others in similar global regions, industries, similar organizational sizes, or other aspects that make your work unique. Below are a few features to help you get started!

### Get familiar with the report layout

Hover over the "+" icons on the image to learn about the interactive features on each report page.



### Start exploring!

Use the menu on the left or jump directly to a topic below.

- Insights
- Trends
- Enterprise Capability
- CM Application
- Effectiveness and Measurement
- Defining Change Success
- Roles in Defining Change Success
- Defining Success Metrics
- Methodology
- Resources and Budget
- Change Management Activities
- CM/PM Integration
- Sponsors
- Managers and Supervisors
- Change Agent Networks
- Consultants
- Culture and Employee Engagement
- Saturation and Portfolio Management
- Free Search

2,668  
Respondents

**Sample size** – Find number of respondents who meet your filtering criteria

**Report pages** – Navigate main report sections using this menu

### Top tips for exploring this interactive report – Try it out!

#### Filter to focus

Choose a dropdown option

Region

All

2,668

Respondents

#### Hover to uncover

Move your cursor over a bar

Number of employees



#### Click to compare

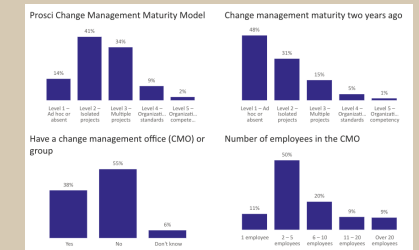
Select or de-select a bar; multi-select with CTRL.

Annual revenue



**Features** – Apply to enhance your interactive experience

**Interactive Insights Report** – Explore graphs, charts, and other data visualizations



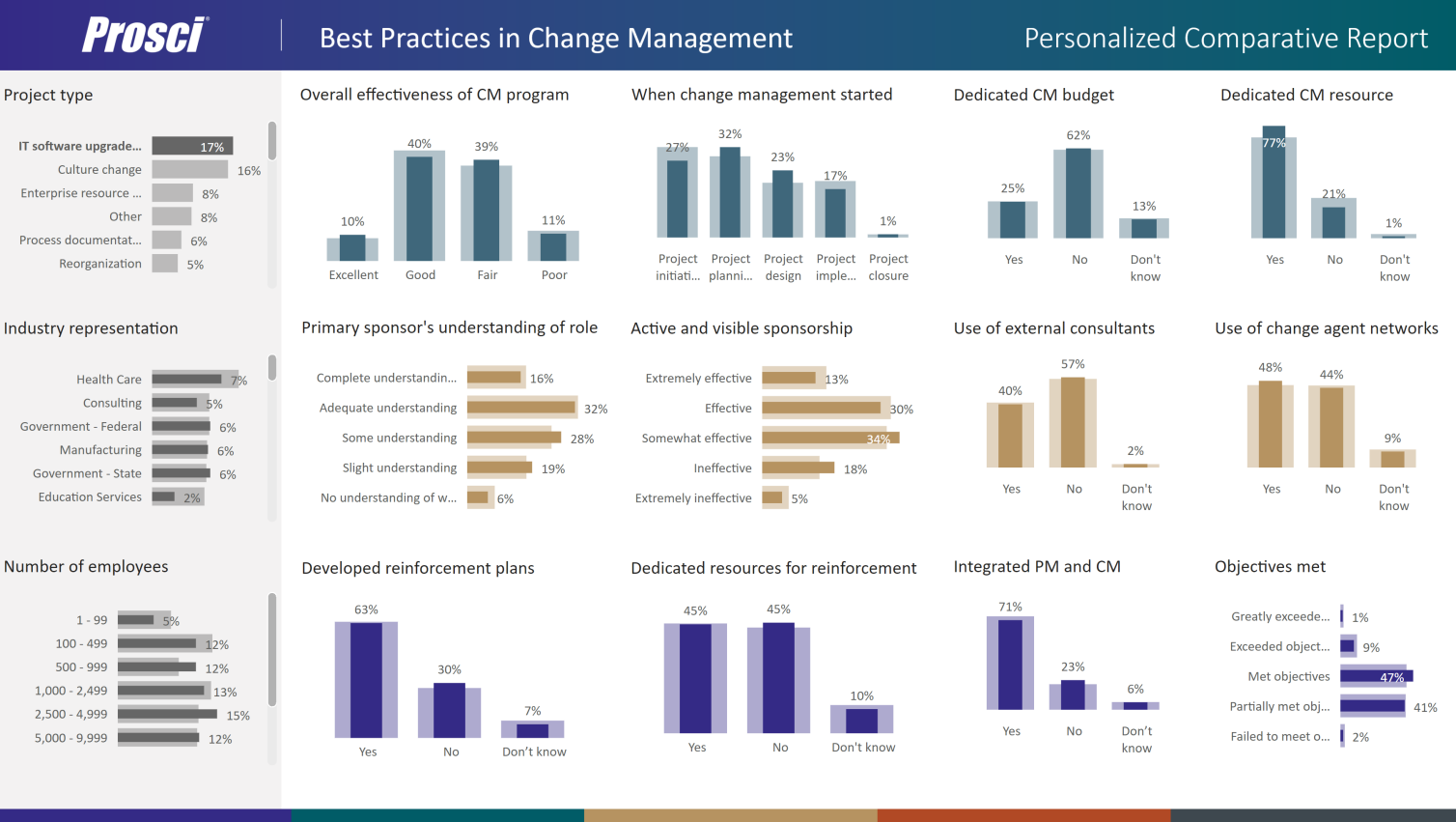
**Question prompts** – Hover over icon to start exploring with predefined questions



# Interactive Research and Insights From Prosci

## Experience the Data

Prosci research is transforming to meet the changing needs of change management professionals everywhere. Now you can delve into specific benchmarks, find project-specific insights, and take your organizational change capabilities to new levels of maturity. The possibilities are virtually endless. Where will Prosci research take you?



## Explore Our Interactive Dashboard

Ready to give it a try? [Experience the data](#) as a “me-searcher” in our sample report dashboard and learn how you can forge a path to valuable change management insights!



*Research is formalized curiosity.  
It is poking and prying with a purpose.*

**Zora Neale Hurston**  
American Author, Anthropologist and Filmmaker

# Prosci Research Hub

Elevate your change success with the *Best Practices in Change Management – 12th Edition!* You can access the full interactive report and Prosci's entire library of research when you subscribe to Research Hub.

LEARN MORE

