Webinar Focus: Higher Education
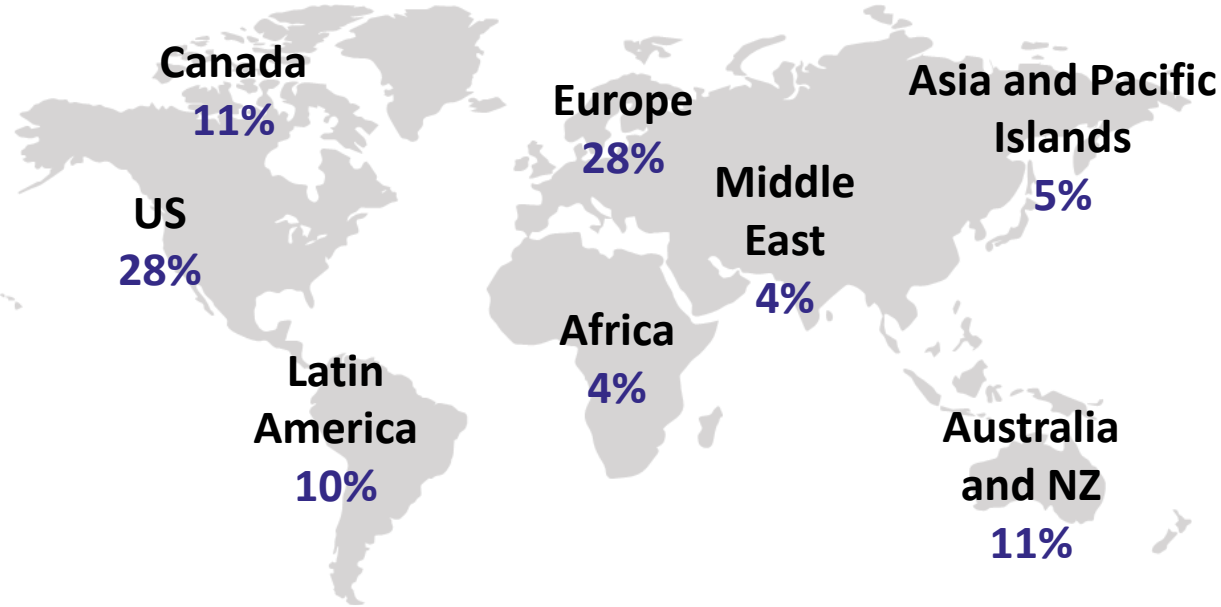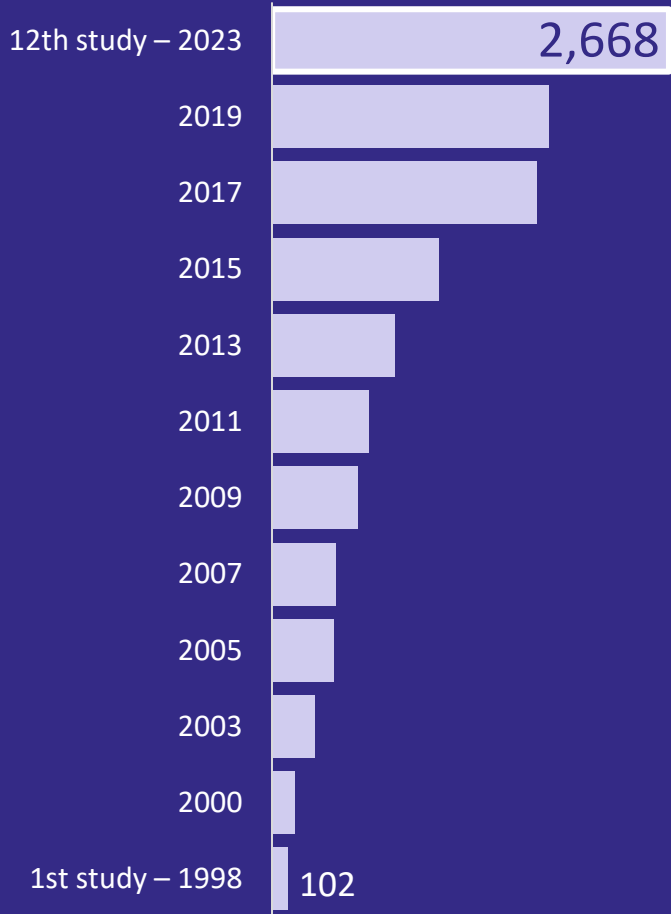
Prosci®

PEOPLE. CHANGE. RESULTS.™

What is your role?

Nobody has responded yet.

Hang tight! Responses are coming in.

Prosci, at Its Core, Is a Research Organization

Participants

Study	Participants
12th study – 2023	2,668
2019	
2017	
2015	
2013	
2011	
2009	
2007	
2005	
2003	
2000	
1st study – 1998	102

Canada 11%

US 28%

Europe 28%

Middle East 4%

Asia and Pacific Islands 5%

Africa 4%

Latin America 10%

Australia and NZ 11%

Study input from leading organizations around the world:

Adobe · Cigna · IBERDROLA · ERICSSON

OPTUS · unicef · RioTinto · MOEN · RBC

IKEA · SAUDI ARABIAN AIRLINES · OXFORD UNIVERSITY PRESS · Shell · Saks Fifth Avenue

Research Findings on Change Success

Top Contributors to Change Success

1
Active and visible executive sponsorship

2
Structured change management approach

3
Employee engagement and participation

4
Frequent and open communication

5
Integration and engagement with project management
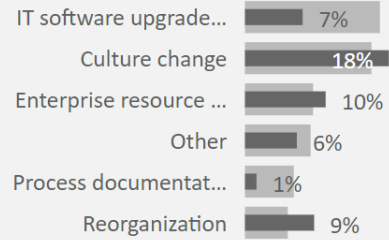
6
Dedicated change management resources
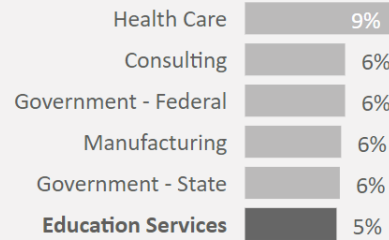
7
Engagement with middle managers

© Prosci Inc., Prosci Research Hub

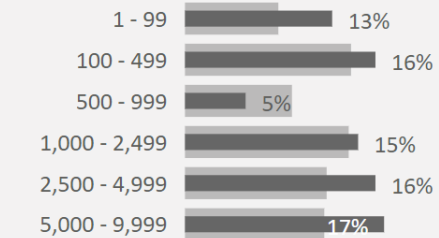**In all 12 reports, sponsorship was #1 on the list**

Project type

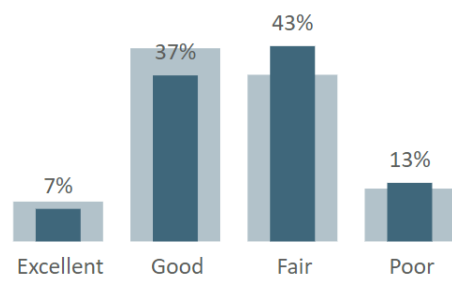- IT software upgrade... — 7%
- Culture change — **18%**
- Enterprise resource ... — 10%
- Other — 6%
- Process documentat... — 1%
- Reorganization — 9%

Industry representation

- Health Care — **9%**
- Consulting — 6%
- Government - Federal — 6%
- Manufacturing — 6%
- Government - State — 6%
- **Education Services** — 5%

Number of employees

- 1 - 99 — 13%
- 100 - 499 — 16%
- 500 - 999 — 5%
- 1,000 - 2,499 — 15%
- 2,500 - 4,999 — 16%
- 5,000 - 9,999 — **17%**

Overall effectiveness of CM program

- Excellent — 7%
- Good — 37%
- Fair — 43%
- Poor — 13%

Primary sponsor's understanding of role

- Complete understandin... — 20%
- Adequate understanding — **34%**
- Some understanding — 27%
- Slight understanding — 13%
- No understanding of w... — 6%

Developed reinforcement plans

- Yes — 63%
- No — 24%
- Don't know — 14%

When change management started

- Project initiati... — 28%
- Project planni... — 35%
- Project design — 20%
- Project imple... — 16%
- Project closure — 1%
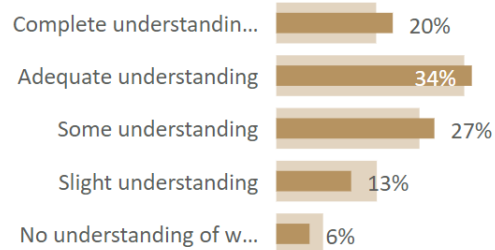
Active and visible sponsorship

- Extremely effective — 14%
- Effective — 32%
- Somewhat effective — **35%**
- Ineffective — 12%
- Extremely ineffective — 7%

Dedicated resources for reinforcement

- Yes — 40%
- No — 45%
- Don't know — 14%

Dedicated CM budget

- Yes — 27%
- No — 60%
- Don't know — 14%
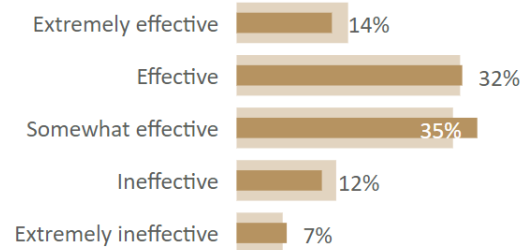
Use of external consultants

- Yes — 35%
- No — 61%
- Don't know — 4%

Integrated PM and CM

- Yes — 68%
- No — 24%
- Don't know — 9%

Dedicated CM resource

- Yes — 67%
- No — 30%
- Don't know — 3%
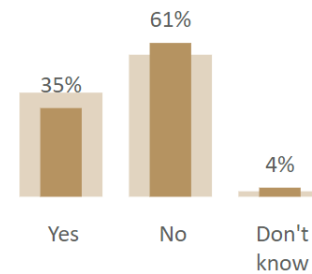
Use of change agent networks

- Yes — 29%
- No — 58%
- Don't know — 13%

Objectives met

- Greatly exceede... — 2%
- Exceeded object... — 6%
- Met objectives — 42%
- Partially met obj... — **46%**
- Failed to meet o... — 3%

Prosci®

Best Practices in Change Management

Region
All

Industry
Education Services

Number of employees
All

139 Respondents

- Getting Started
- The Current State of CM
- **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
- Roles in CM
- Adapting and Aligning
- Me-Search

Change Management Activities

As a change management professional, your work revolves around specific activities and actions, including effective communication, managing resistance, and reinforcement. This page provides guidance from experienced practitioners on how to plan and execute these change management activities successfully. Learn who should be involved in communication, how to avoid resistance, and what makes sustainment successful.
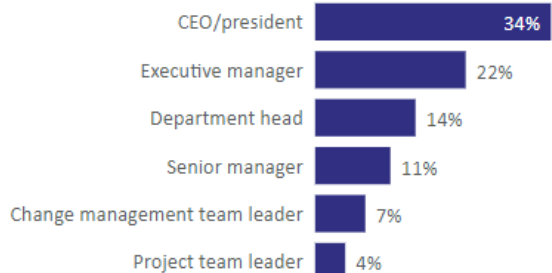
Compare successful projects to unsuccessful ones
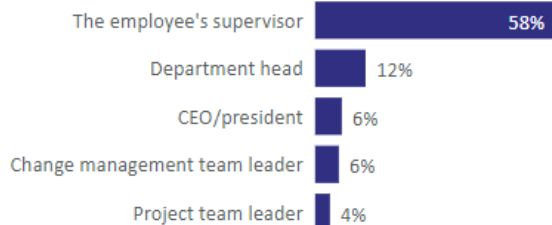Met or exceeded objectives ● ● ● Partially met or failed objectives

Communications
Identify preferred senders for both personal-level and organizational-level messages about change
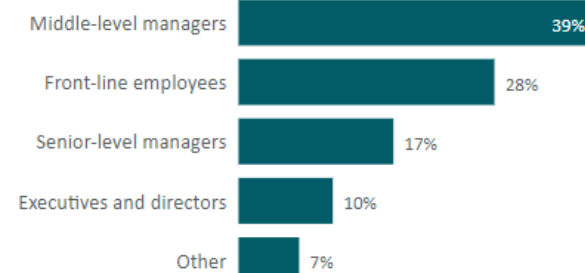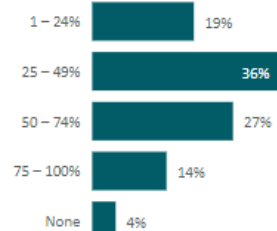
Resistance
Explore the most resistant groups during change and the amount of resistance that is avoidable

Sustainment
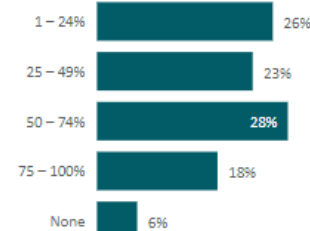Planning for reinforcement and sustainment to build change success

Preferred sender for business messages

Sender	%
CEO/president	34%
Executive manager	22%
Department head	14%
Senior manager	11%
Change management team leader	7%
Project team leader	4%

Most resistant groups

Group	%
Middle-level managers	39%
Front-line employees	28%
Senior-level managers	17%
Executives and directors	10%
Other	7%

Developed plans for reinforcement and sustainment

	%
Yes	63%
No	24%
Don't know	14%

Preferred sender for personal messages

Sender	%
The employee's supervisor	58%
Department head	12%
CEO/president	6%
Change management team leader	6%
Project team leader	4%

Avoidable employee resistance

Range	%
1 – 24%	19%
25 – 49%	36%
50 – 74%	27%
75 – 100%	14%
None	4%

Avoidable manager resistance

Range	%
1 – 24%	26%
25 – 49%	23%
50 – 74%	28%
75 – 100%	18%
None	6%

Dedicated resources for reinforcement and sustainment

	%
Yes	40%
No	45%
Don't know	14%
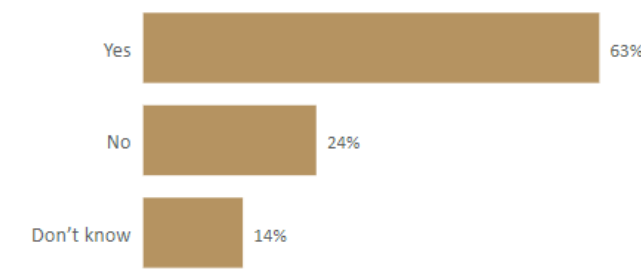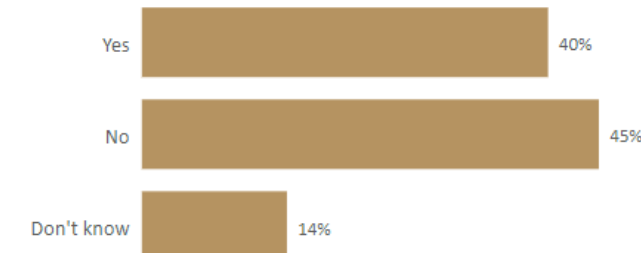
# Key Insights from Education Sector

- Increasing awareness of the need for change management

- Opportunity to improve sponsor understanding of role in change management

- Increasing implementation of Agile as a project management approach and alignment of change management to Agile

- Top industry trends – technology and digital transformation

- 30% of CM resources in IT, 37% in PMO

- 64% do not have change management office (recognition of the need)

- Maturity model -- trending up but still LOTs of opportunity

Focus on: Engaging Sponsors

Change Practitioners Are Like the Director of a Play

Prosci®
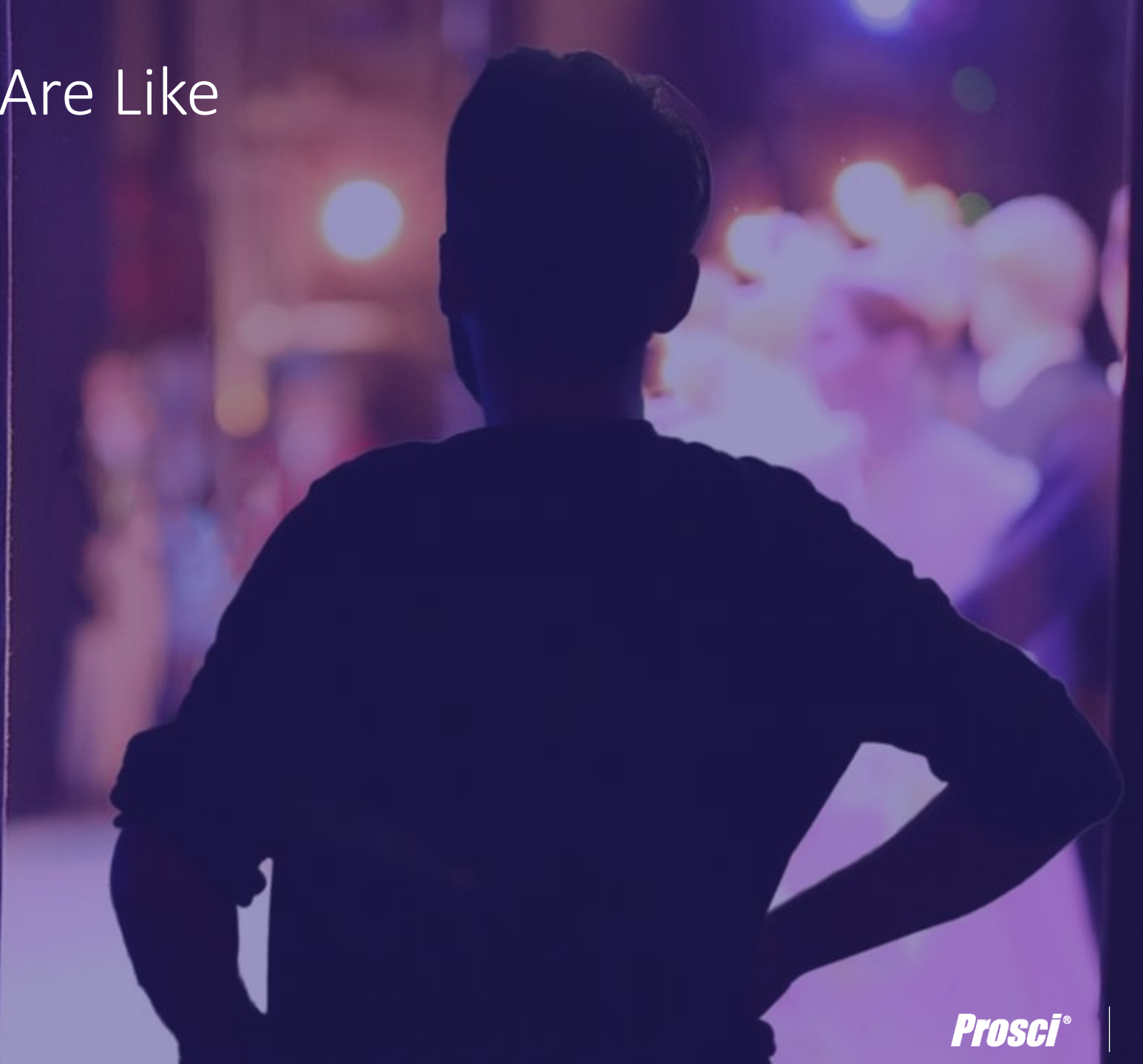
Core Roles in Effective Change Management

Employee-Facing Roles	Enabling Roles

Sponsor

- Authorize the change
- Fulfill three key roles: (ABCs)
  - Actively and visibly participate throughout the project
  - Build a coalition of sponsorship with peers and managers
  - Communicate directly with employees

Change Practitioner

- Apply structure and intent to change
- Enable and equip other change roles
- Collaborate on a unified approach with the project manager

People Manager

- Support direct reports in their change journeys
- Fulfill five key roles: (CLARC)
  - Communicator
  - Liaison
  - Advocate
  - Resistance Manager
  - Coach

Project Manager

- Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
- Collaborate on a unified approach with the change practitioner

Prosci

Building Blocks of Individual Change – ADKAR

	ADKAR element	Definition	What you hear	Triggers for building
A	Awareness	Of the need for change	"I understand why…"	Why? Why now? What if we don't?
D	Desire	To participate and support the change	"I have decided to…"	WIIFM Personal motivators Organizational motivators
K	Knowledge	On how to change	"I know how to…"	Within context (after A&D) Need to know *during* Need to know *after*
A	Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A gaps Barriers/capacity Practice/coaching
R	Reinforcement	To sustain the change	"I will continue to…"	Mechanisms Measurements Sustainment

Activating Roles Using ADKAR – CM4CM

Core roles	Initials
Primary Sponsor	*MH*
People Managers	*CC*
	CS
	MD
	EC
Project Manager	*LK*
Change Practitioner	*DM*

Extend roles	Initials
Sponsor coalition members	*SM*
	TC
	MD
Other role…	*…*

How do we help MH effectively fulfill the role of primary sponsor?

How do we help EC effectively fulfill the role of people manager?

How do we help SM effectively fulfill the role of sponsor coalition member?

Example to illustrate:

	A	D	K	A	R
MH	5	4	3	4	5
EC	4	2	3	3	4
SM	4	5	4	2	5

ADKAR Applied to "Being a Great Sponsor"

ADKAR element	Definition for Sponsorship	Common Barriers	Activation Tactics
A Awareness	Of the need **to be a great sponsor** (and of the need for CM)		
D Desire	To participate and support **being a great sponsor**		
K Knowledge	On how **to be a great sponsor**		
A Ability	To implement required skills and behaviors **of a great sponsor**		
R Reinforcement	To sustain **fulfilling the role of great sponsor**		

Building Sponsor Awareness

Restraining Forces and Obstacles for Awareness:

"Can't I just tell them to do it?"

"We've changed before without this fluffy stuff."

"Change can't be managed, it just happens."

"My role isn't really that important."

How might we build Awareness of the need to be a great sponsor?

Prosci

" If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.

Nelson Mandela
South African Anti-Apartheid Leader,
President 1994-1999

Tips for Activating Awareness

- Identify and prioritize the people-dependent project ROI

- Highlight the costs and risks of poor adoption and usage of the solution

- Demonstrate the impact and importance of great sponsorship

- Connect sponsorship to what keeps them up at night and what gets them up in the morning, e.g. access to research funding and grants, student satisfaction rates etc.

Prosci

Avoidable Costs and Mitigable Risks

	Costs:	Risks:
To the **project** if we do not manage the people side of change well	• Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team	• Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the **organization** if we do not manage the people side of change well	• Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work	• Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change **does not deliver the results** we expect	• Lost investment in the project • Lost opportunity to have invested in other projects	• Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

Creating Sponsor Desire

Restraining Forces and Obstacles for Desire:

"Is it really that important?"

"That sounds like a lot of work."

"Is it going to be worth the effort?"

"It feels like we are taking a step back."

"What's in it for me?"

How might we build Desire to participate and support being to be a great sponsor?

Tips for Activating Desire

- Verify there is sufficient awareness of the need for change management and sponsorship

- Shift the mindset from CM as an "expense" to CM as an "investment" in achieving the results they already signed up to deliver

- Build all three levels of commitment: conceptual, contextual, contractual

- Support the time travel needed for a sponsor to reground in the current state

Prosci

Developing Sponsor Knowledge

Restraining Forces and Obstacles for Knowledge:

"I've run plenty of changes before."

"What are you going to teach me this time?"

"I thought I was done when I signed the cheque and charter."

"Don't worry, I have Professional Services doing all of the tasks assigned to me."

How might we build Knowledge
to be a great sponsor?

Common ADKAR Barrier to Sponsor Role Fulfillment

No knowledge of the specific ABCs of Sponsorship

"You know which teams got the best sponsorship from me? The ones that told me exactly what they needed me to do."

Former Executive,
Fortune 20 Telecommunications

A	D	K	A	R
5	4	3	4	5

Example tactics for building sponsor Knowledge:

- Change Management Sponsor Briefing
- Excerpts from the research
- Sponsor Plan
- Examples of good sponsorship

Tips for Activating Knowledge

- Build foundational knowledge of ABC roles

- Make the roles concrete with specific actions

- Use a sponsor contract to define importance and expectations

- Be specific

Fostering Sponsor Ability

Restraining Forces and Obstacles for Ability:

"I don't have the time."

"What exactly am I supposed to do?"

"I don't have the time."

"Is there someone who can coach me?"
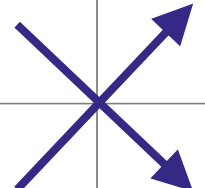
"I don't have the time."

How might we build Ability
to be a great sponsor?

Sponsor-Practitioner Matrix: Symbiotic Relationship

	Have	Don't have
Sponsors	✓ Authority ✓ Credibility ✓ Strategy ✓ Relationships ✓ Influence ✓ Status	✓ CM expertise and knowledge ✓ Time to figure action steps out
Practitioners	✓ CM expertise ✓ Methodologies ✓ Tools & processes ✓ Pulse of org	✓ Authority ✓ Credibility ✓ Relationships ✓ Influence ✓ Status

Prosci

Tips for Activating Ability

- Understand and navigate the symbiotic relationship in the Sponsor-Practitioner Matrix

- Make sponsor activities as easy to complete as possible to increase the likelihood they happen

- Opportunities for video, recorded talking heads, and remote communication in the hybrid workplace

- Proactively address the time challenge

Providing Sponsor Reinforcement

Restraining Forces and Obstacles for Reinforcement:

"I don't think it really mattered."

"We would have made the change happen anyway."

"Interesting, I'm already on to what's next."

"Was that okay?!?"

How might we provide Reinforcement
to continue being a great sponsor?

Tips for Activating Reinforcement

- Track and review performance on three dimensions: organizational, individual and change management

- Show the impact in words and numbers

- Express gratitude – your sponsors are people, too!

- Say "thank you"

- Connect their sponsorship back to what keeps them up at night and what gets them up in the morning

Prosci

Activating Sponsors with ADKAR Summary

Awareness	Desire	Knowledge	Ability	Reinforcement
• Identify and prioritize the people-dependent project ROI • Highlight the costs and risks of poor adoption and usage of the solution • Demonstrate the impact and importance of great sponsorship • Connect sponsorship to what keeps them up at night and what gets them up in the morning	• Verify there is sufficient awareness of the need for change management and sponsorship • Shift the mindset from "expense" to "investment" • Build all three levels of commitment: conceptual, contextual, contractual	• Build foundational knowledge of ABC roles • Make the roles concrete with specific actions • Use a sponsor contract to define importance and expectations • Consider Prosci's Sponsor Briefing • Be specific	• Understand and navigate the symbiotic relationship in the Sponsor-Practitioner Matrix • Make sponsor activities as easy to complete as possible to increase the likelihood they happen • Leverage new capabilities and opportunities in the hybrid workplace • Proactively address the time challenge	• Track and review performance on three dimensions: organizational, individual and change management • Show the impact in words and numbers • Express gratitude – your sponsors are people, too! • Say "thank you" • Connect their sponsorship back to what keeps them up at night and what gets them up in the morning

Focus on: AI

Participate in Any of Our Open Studies

TIME
8-10 mins.
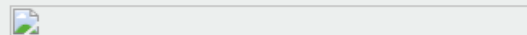
EFFORT

The Change Management Path to Proficiency

The diverse professional path(s) of change practitioners

Participate Now >

TIME
8-10 mins.

EFFORT
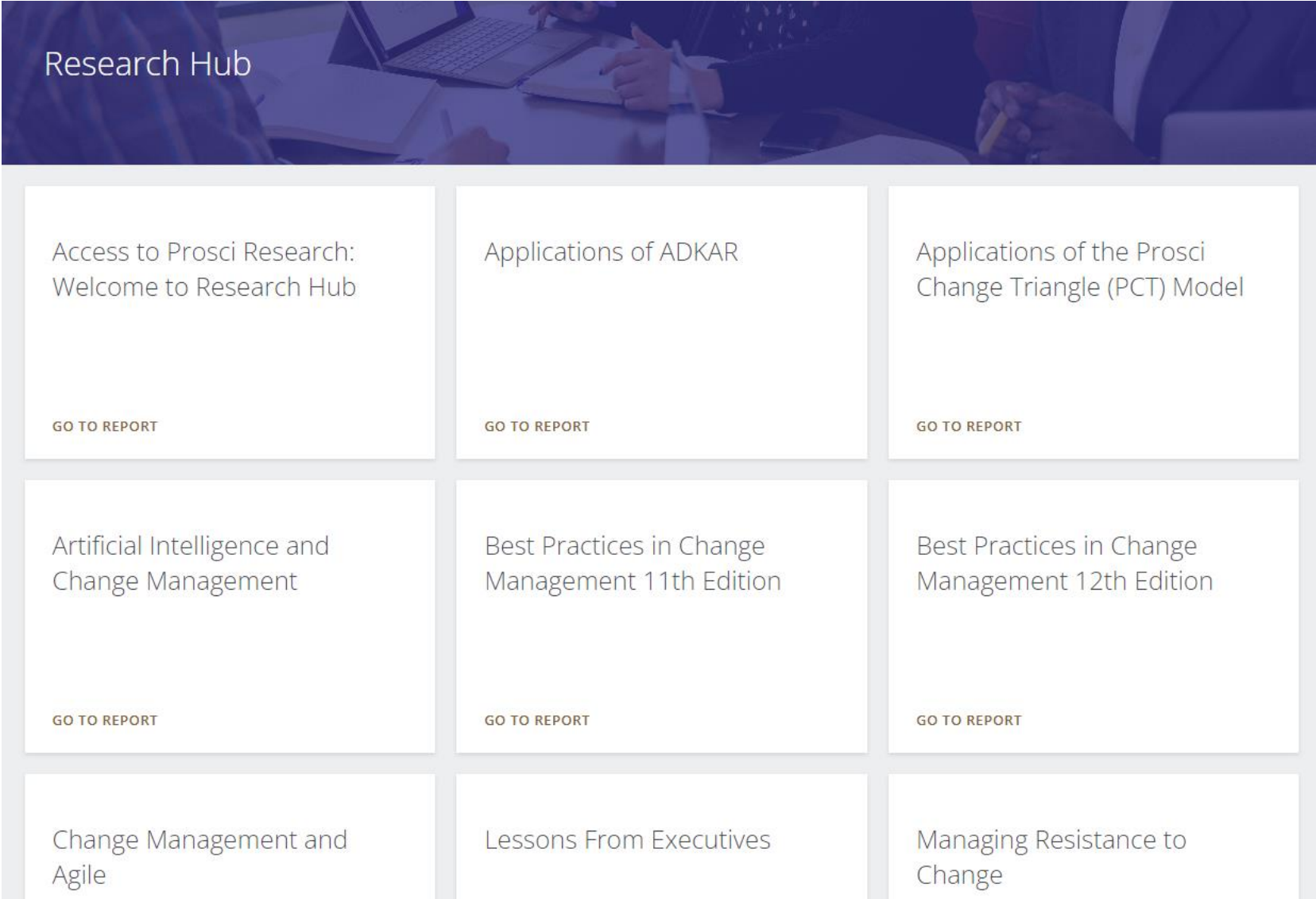
The AI Effect and Change Management

Exploratory research into the use of artificial intelligence (AI) in change management

Participate Now >

- **Use of AI in CM is about 50/50:** 52% of participants reported they don't currently use AI in their change management work, while 48% reported they do use AI in their change management work.

- **Overall, change practitioners are familiar with AI:** 8 in 10 respondents (84%) indicated they were a great deal (9%), quite a bit (34%), or moderately (41%) familiar with AI.

- **AI streamlines operations:** Automation and efficiency through AI allow practitioners to focus on more strategic and people-centered aspects of change by managing operations effectively.

- **AI enhances communication quality:** AI improves the coherence and alignment of communications with change goals, ensuring better understanding and acceptance among stakeholders.

- **AI accelerates problem solving:** AI facilitates faster access to relevant information, enhancing decision-making and problem resolution in change management initiatives.

- **AI boosts communication impact:** AI assists in creating clear and impactful messaging, leading to improved communication skills and effectiveness in conveying change narratives.

- **AI poses governance challenges:** Clear guidelines and regulations are crucial to address legal and ethical concerns related to AI use in change management.

- **AI raises job displacement concerns:** There is a need to focus on AI as a complementary tool and invest in reskilling to mitigate concerns of job displacement.

- **AI offers administrative efficiency:** AI improves operational efficiency in managing administrative tasks, allowing practitioners to focus on strategic change initiatives.

- **AI enhances crisis planning:** AI enhances organizational resilience and preparedness, allowing for proactive crisis planning and mitigation in change management.

- **Data security is a major concern:** Concerns around data security and privacy are significant barriers to AI adoption in change management.

- **Lack of knowledge hinders AI adoption:** A lack of knowledge and uncertainty are barriers to AI adoption in change management, emphasizing the need for educational initiatives and training programs.

Research