

# Change Management Capability as an Enabler for Resiliency, Sustainment and Growth

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# Quick Review of the Terms

# From the Session Title & Abstract



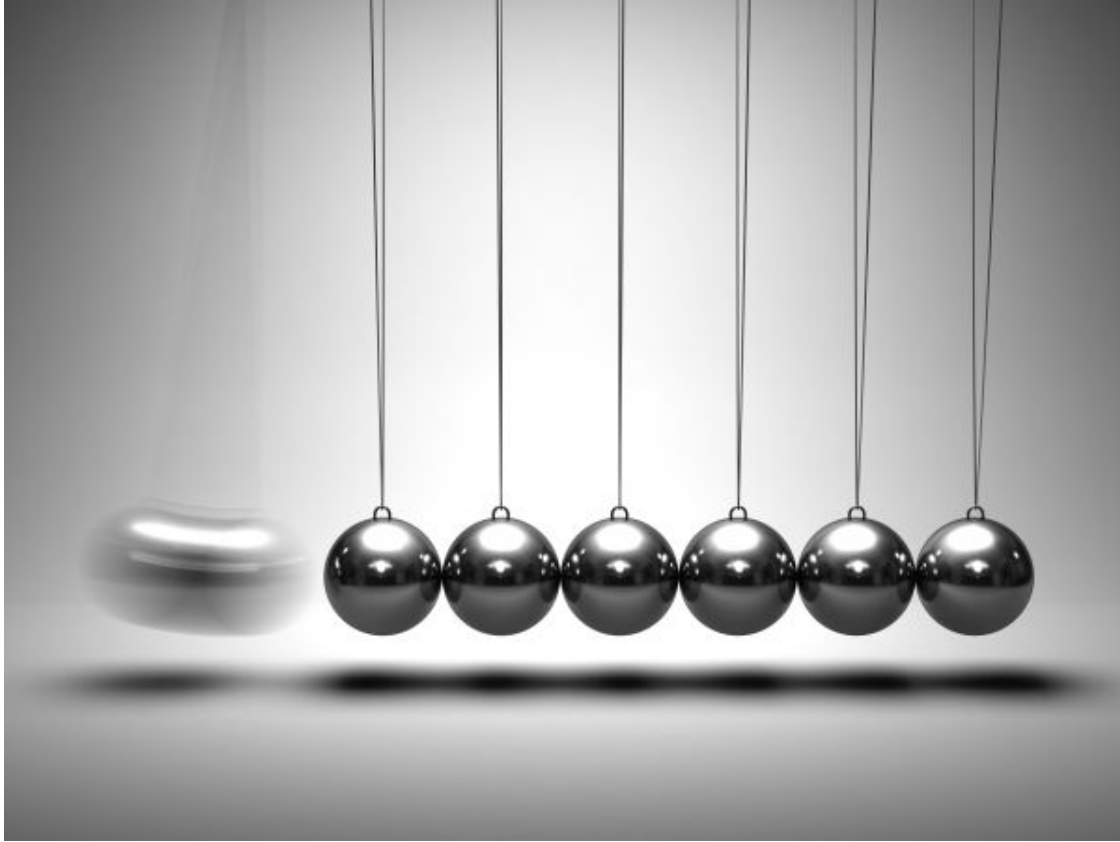
# Resiliency

withstand **recover**  
**overcome**  
return adapt toughness



# Sustainment

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upkeep <sup>keeping</sup>  
ongoing  
maintaining

# Growth



adapt  
expand  
increase  
overcome  
extending  
broadening  
embrace  
value develop

# Enthusiasm

devotion. mania eagerness  
zeal fervor  
passion pursuit  
interest lively



# Detached

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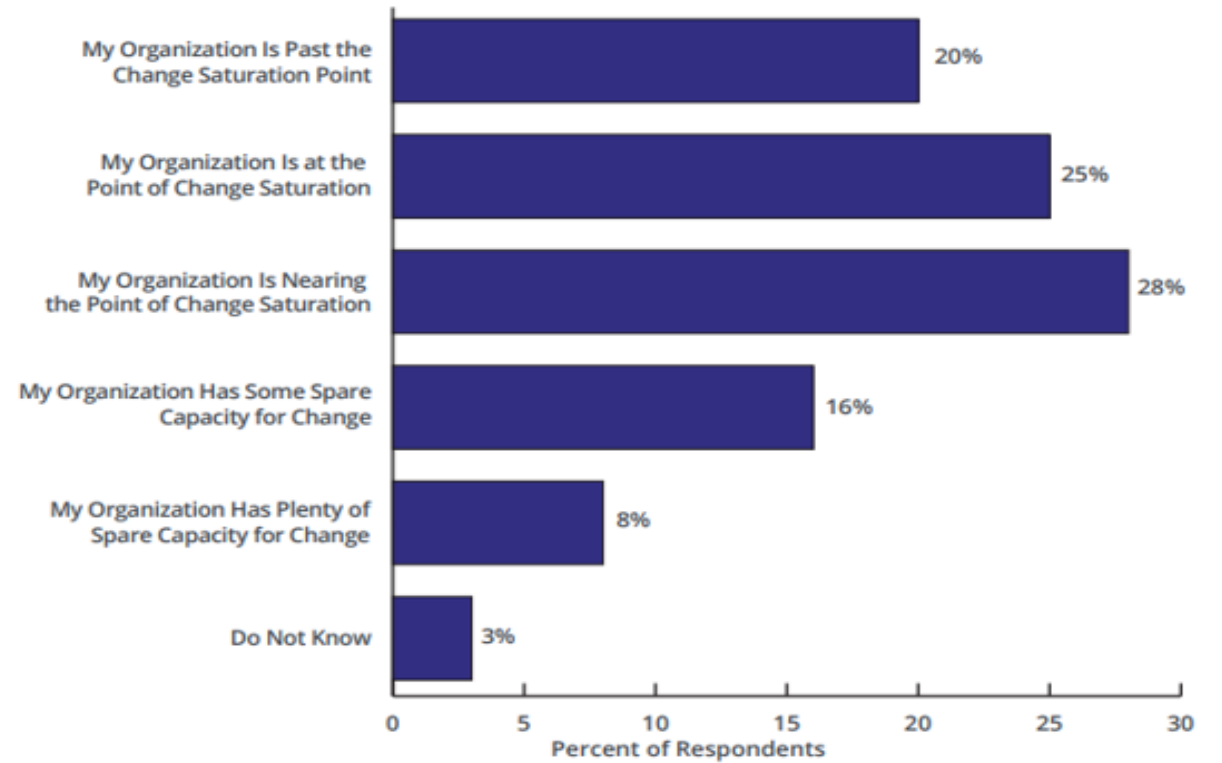


indifferent  
uninvolved  
disengaged  
disinterested  
dispassionate  
separated

The Ability to Successfully  
Implement Changes, to Adapt  
will have a Direct impact on  
each of these Characteristics

Are  
Organizations  
becoming  
saturated  
with  
changes?

## Change Saturation on the Rise



Source: Prosci Best Practices in Change Management – 11th Edition

73%

Respondents said that their organizations were nearing, at or past the point of saturation

Prosci study 11<sup>th</sup> Edition

Saturation has consequences

Individuals suffer  
Projects suffer  
Organizations suffer

# Enterprise Change Management Capability:

is an essential enabler of **agility**

reduces **saturation** and its costs

supports **strategy** execution

creates **competitive** advantage

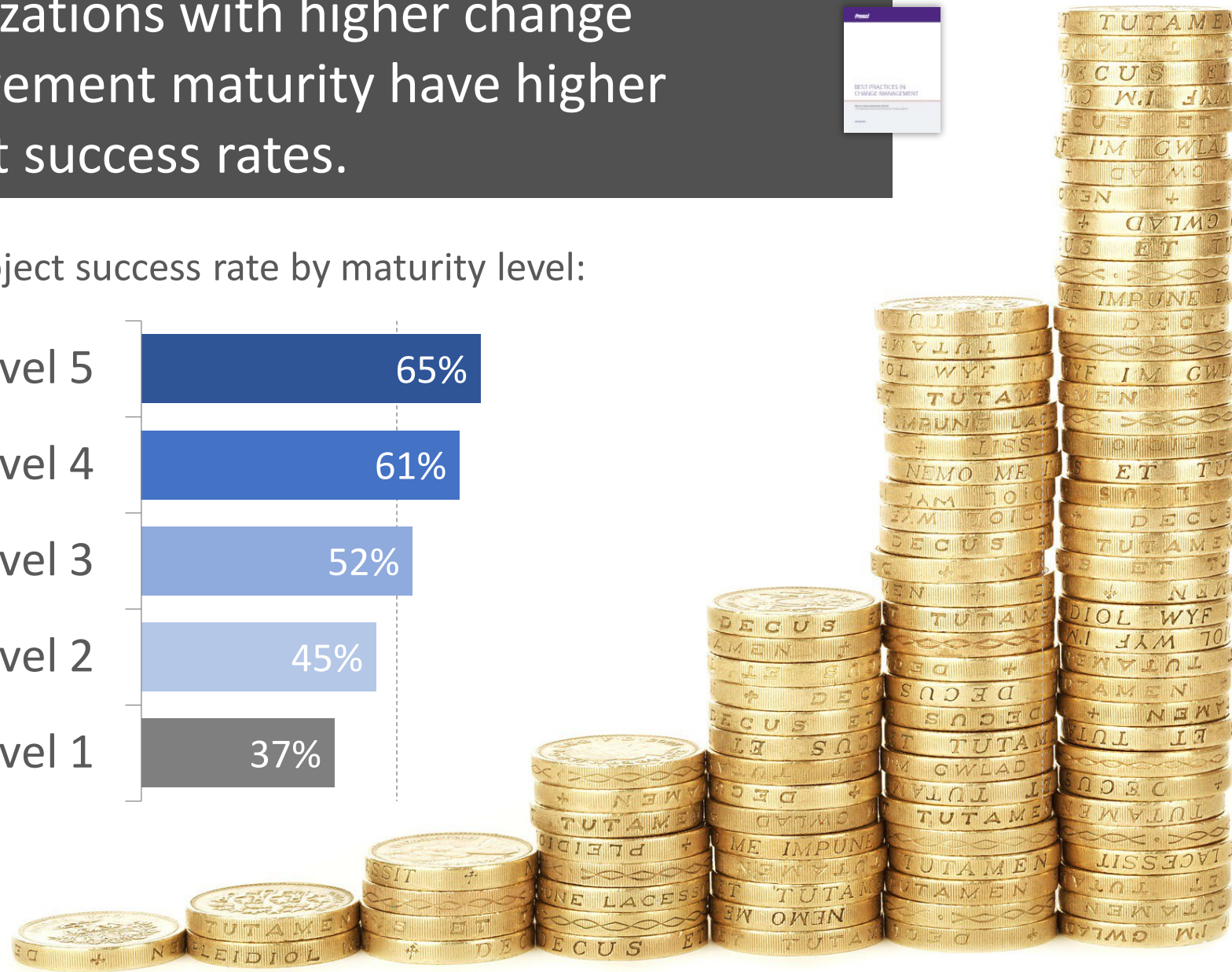
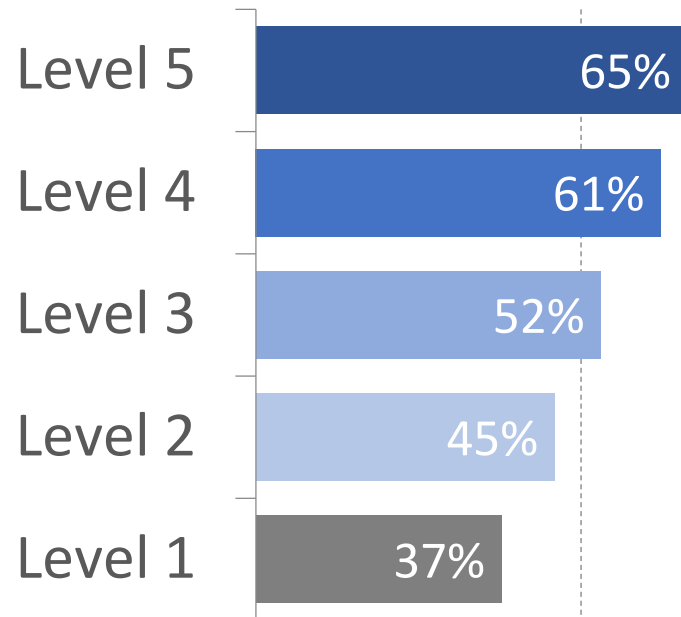
# Prosci Change Management Maturity Model

Level 5	Organizational Competency
Level 4	Organizational Standards
Level 3	Multiple Projects
Level 2	Isolated Projects
Level 1	Ad hoc or Absent

Organizations with higher change management maturity have higher project success rates.



Project success rate by maturity level:



# Maturing in Change Capability Areas

Leadership

Competency

Standardization

Application

Socialization

# Leadership

- Leaders Routinely Sponsor and Communicate Efforts to Make Change Management Integral to the Way the Organization Operates
- Examples
  - Establish a cross-functional change agent network
  - Establish subject matter experts
  - Provide budget for a Change Management Office
  - Communicate broadly and regularly
  - Demonstrate support of Change Management efforts in projects

# Competency

- Stakeholders up and down the organization from C – Suite to Front-line employees know their role in change
- Well trained in their specific change management roles
- People exhibit personal competencies and can execute with help from coaches and change management experts

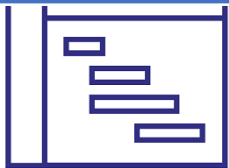
# Who is involved with Change



The Initiator



Organizational Sponsor



Project Team



Change Management / Adoption Specialists



Managers of Impacted People

# Standardization

- A Structured and Consistent Change Management Approach is used in all projects, programs and workstreams
- Outputs and Outcomes are tracked
- People speak a common language
- Existence of a Change Management Office (CMO) or similar

# Application

- Employees apply change management process and tools effectively across the enterprise
- Ability to obtain resources, tools and budgets needed to manage change
- Change management incorporated from the onset of critical, must succeed projects

# Socialization

- Organization manages the people side of change as a core competency and cultural value
- All employees recognize the importance of change management to the organization's success
- A common language of change is used (e.g. ADKAR)

# Summary

- Achieving Adoption and Usage of the project's plan on one initiative is good
- Achieving Adoption and Usage for all projects is much better
- An intentional focus on building Enterprise Change Management Capability is a key enabler



# Thank you

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