

Prosci's change maturity model

Prosci's change maturity model is based on benchmarking research and interactions with companies going through change. It describes the varying levels of change management capability across organisations, detailing five levels or stages from no change management to organisational competency. Each level involves more attention and management of people.

Level 5	Organisational competency	Change management competency is evident in all levels of the organisation and is part of the organisation's intellectual property and competitive edge	Continuous process improvement in place	Highest profitability and responsiveness
Level 4	Organisational standards	Organisation-wide standards and methods are broadly deployed for managing and leading change	Selection of common approach	
Level 3	Multiple projects	Comprehensive approach for managing change, i.e. being applied in multiple projects	Examples of best practices evident	
Level 2	Isolated projects	Some elements of change management are being applied in isolated projects	Many different tactics used inconsistently	
Level 1	Ad hoc absent	Little or no change management applied	People-dependent without any formal practices or plans	Highest rate of project failure, turnover and productivity loss



Level 1 – ad hoc or absent

At level 1 of the maturity model, project teams are not aware of and do not consider change management as a formal approach for managing the people side of change. Projects at this level can have one or more of the following characteristics:

- project leadership is focused only on the concrete or tangible aspects of the project, including funding, schedule, issue tracking and resource management
- communications from the project are on a need to know basis only and are typically infrequent
- employees find out about the change first through rumours and gossip rather than structured presentations
- executive support is in the background as evident through funding authorisation and resource allocation, but active and visible sponsorship is not present



- supervisors and managers have little or no information about the change and have no change management skills to coach their employees through the change process
- employees react to change with surprise; resistance can be widespread
- productivity slows and turnover increases as the change nears full implementation.

Change management is applied on a project at this level only as a last resort when employee resistance jeopardises the success of the project. Change management is reactive and simply an add-on to the project. No integration with project management takes place at the beginning of the project.

Level 2 – isolated projects

At level 2, elements of change management begin to emerge in isolated parts of your agency or department. The effort to manage the people side of change is infrequent and not centralised. Characteristics of this level are:

- large variation of change management practices between projects with many different change management approaches applied sporadically throughout the organisation
- elements of communication planning are evident, but there is little sponsorship or coaching as part of change management
- managers and supervisors have no formal change management training to coach their employees through the change process
- change management is typically used in response to a negative event
- little interaction occurs between the isolated project teams using change management; each new project 're-learns' the basic change management skills.

Change management is applied on a project when resistance emerges or when the project nears implementation with only isolated projects using change management from the beginning. Change management is not fully integrated into project management, with sporadic knowledge and use in individual projects.

Level 3 – multiple projects

At level 3, groups emerge that begin to use a structured change management process. Change management is still localised to particular teams or areas. Organisations at this level can have one or more of the following characteristics:

- structured change management processes are being used across multiple projects; multiple approaches and methodologies are being utilised
- some elements of knowledge sharing emerge between teams in the organisation; experiences are shared between teams in some departments or divisions
- while change management is applied more frequently, no organisational standards or requirements exist
- senior leadership takes on a more active role in sponsoring change and consider this role part of their responsibilities, but no formal agency or department wide program exists to train project leaders, managers or coaches in change management
- training and tools become available to project leaders and team members.

Change management is initiated at the start of some projects, with a large fraction still applying change management as a reaction to employee resistance during implementation. Some teams successfully integrate change management into their overall project management methodology, while others leave it until implementation.



Level 4 – organisational standards

At level 4, the organisation has selected a common approach and implemented standards for using change management on every new project or change. Organisations at this level can have one or more of the following characteristics:

- an enterprise-wide acknowledgement of what change management is and why it is important to project success
- a common change management methodology has been selected and plans are developed for introducing the methodology into the organisation
- training and tools are available for executives, project teams, change leaders, managers and supervisors. Managers and supervisors are provided formal change management training
- a functional group may be created to support change initiatives, with roles like 'director of change management'; organisations create a centre of excellence
- executives assume the role of change sponsors on every new project and are active and visible sponsors of change
- resistance and non-compliance is expected in isolated instances. Some project teams still do not understand why they are using change management. Adoption is not yet 100%.

Teams regularly use change management from the beginning of their projects and integration with project management occurs from the beginning.

Level 5 – organisational competency

Level 5 is having change management competency as part of the skill set of your agency or department. Organisations at this level can have one or more of the following characteristics:

- effectively managing change is an explicitly stated strategic goal and executives have made this a priority
- employees across the enterprise understand change management, why it is important to project success and how to play a role in making change successful
- change management is second nature – it is so commonplace that it is nearly inseparable from the initiatives
- managers and supervisors routinely use change management techniques to help support a broad range of initiatives from strategy changes to individual employee improvement
- the organisation gathers data to enable continuous improvements to the common change management methodology, tools and training
- extensive training exists at all levels of the organisation
- higher return on investment, lower productivity loss and less employee resistance are evident across the organisation.

Change management begins before the projects begin. Complete integration into project management, there is no separation between them, and both project and change management elements are viewed as standard practice.

