

Change Pulse Survey Report

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1.0 Acknowledgements

This survey report has been prepared by the APM Enabling Change SIG under its chair Martin Taylor. The contributors are 2016-17 committee members - Tim Beaumont, Parag Gogate, Elisabeth Goodman, David Packham, Martin Taylor and Simon Williams.

The Enabling Change SIG is grateful to the participants for completing the survey and feedback provided. We would also like to thank APM for providing support in designing and administering the online survey.

2.0 Executive summary

The Enabling Change SIG announced a new 'Change Pulse' survey in November 2016 focusing on understanding change methodologies, success factors and measures being used by APM members.

The headline survey findings are:

- Faster pace of change is continuing – (92% of the respondents experienced change in the last 12 months; 88% are anticipating change in the next 12 months)
- The primary drivers for these change initiatives were *efficiency savings* and *better use of resources*
- 45% of the respondents used a recognised formal change methodology; 48% planning to do so in the future; however, adaption seems to be the key with emphasis on holistic approach to organisational change
- 62% of the respondents agreed a change success criteria with a range of measures however success/failure rates were difficult to establish
- 'Formulating a clear vision and strategy supported by well-defined benefits' was rated as the most important change success factor followed by 'strong sponsorship and leadership'

Analysing the survey findings and comments, there are further opportunities and areas of exploration for the Enabling Change SIG, namely developing practitioner guidance on – change methodologies, change readiness and change success factors.

The survey findings in this report have informed our planned introductory publication on managing change. The Enabling Change SIG will be looking to use the headline summaries from the findings to provide input into their activities for 2017/18 as well as working with participants to formulate case studies for benefit of wider APM members and community.

3.0 Background

The Enabling Change SIG announced a new 'Change Pulse' survey in November 2016 focusing on change methodologies, success factors and measures.

The key objectives of this survey were to understand the primary drivers for planned and managed change, various change model and methodologies used.

Our aim was also to understand the perception of participants around the factors for successful change that the Enabling Change SIG has been working on. Furthermore, we were looking to establish how the success of change initiatives is measured and the range of criteria used.

The headline findings from the survey have informed our planned introductory publication on managing change which goes into the detail on some of these topics.

The Enabling Change SIG will also be using the key headlines from the survey findings to provide input into their activities for 2017/18 as well as collate case studies for publication.

The following sections in the report provide a brief introduction into the research methodology, survey findings and areas for further exploration.

4.0 Research methodology

The research methodology comprised three steps:

1. Survey questionnaire design and build
2. Survey administration
3. Analysis of the findings

We received 83 responses in total, and although the survey findings are not statistically significant, they provide useful insights into the current state of play on managing change amongst the participants and organisations they represented.

We had a good representation from various industry sectors with public services (21.71%), financial services (13.26%), aerospace & defence (12.05%), business, professional and consultancy services (12.05%) being top 4. Others (8.43%) were legal, media and not for profit sectors.

Fig 1 – Industry sectors

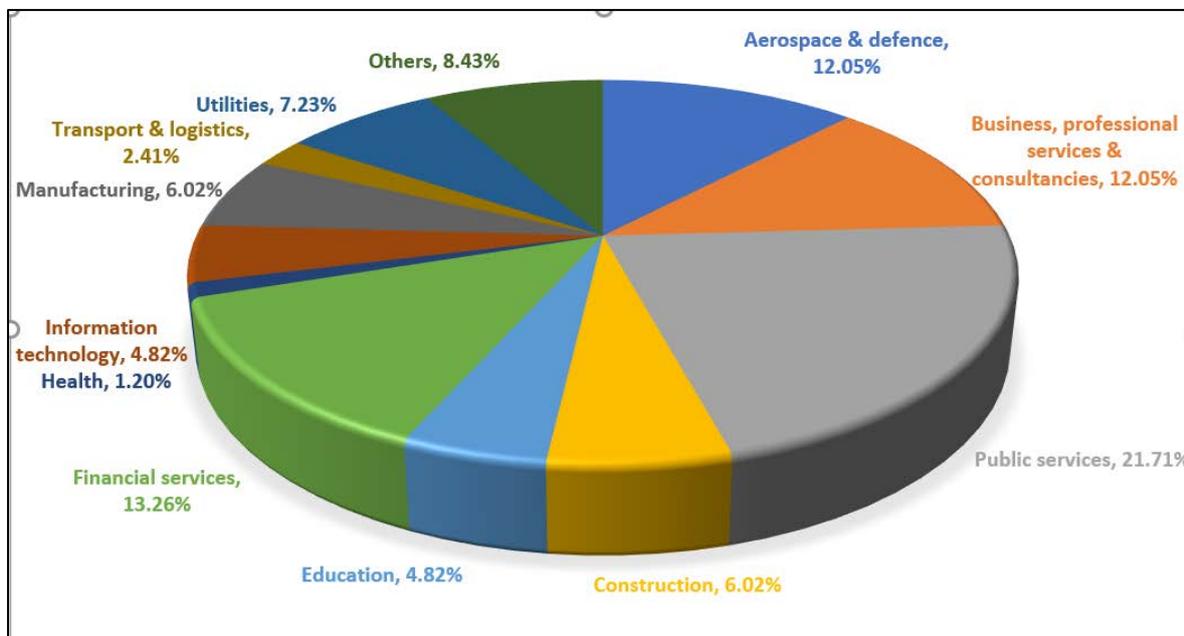
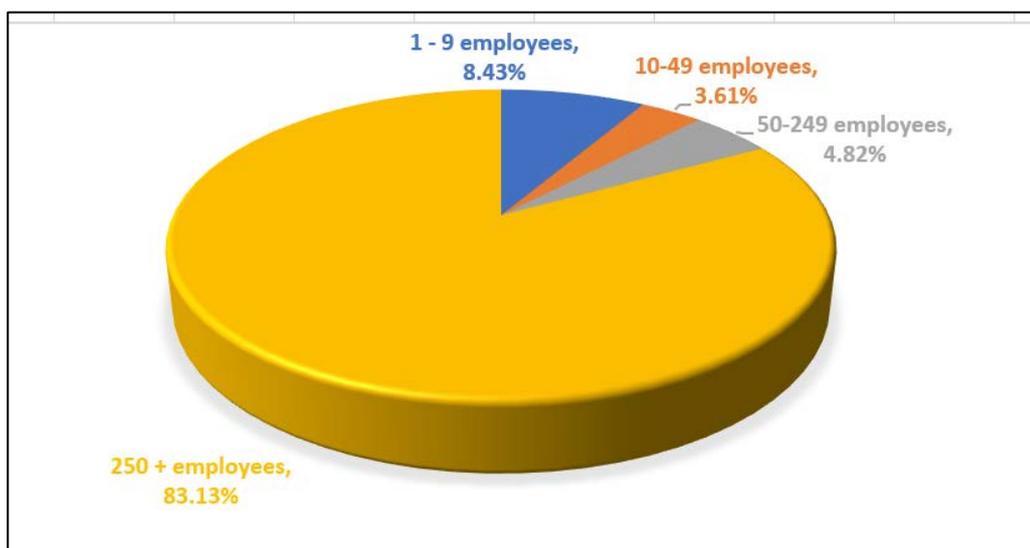


Fig 2 – Participating organisation size



83.13% of the respondents belonged to organisations with 250 employees or more which provided us with good insights on the state of play in these large organisations and potentially with complex and major change initiatives.

5.0 Survey findings

5.1 Context of change

92% of the respondents and their organisations experienced change in the last 12 months; the remaining 8% didn't which were related to small organisational sizes and independent professionals.

Efficiency (savings and better use of resources – 58.54%) were the biggest drivers behind these changes followed by new strategic direction (20.55%). This has been summarised in the table below:

Fig 3 - Primary drivers for changes in the last 12 months

Answer Choices	Responses
Efficiency (Savings)	35.62%
Efficiency (better use of resources)	21.92%
New services/processes	8.22%
Re-location	0.00%
Smarter/Agile working	9.59%
New strategic direction	20.55%
Other (please specify)	Responses 4.11%

88% of the respondents reported planned changes ahead in the coming year whereas 12% of the respondents were not planning any changes. This could have been due to representation from smaller organisations and independent professionals.

Efficiency (savings and better use of resources – 67.86%) came out to be the key driver for planned changes in the coming year followed by new service and processes (14.29%). Others (10.71%) comprised a combination of regulatory, growth and organisational realignment change drivers.

Fig 4 - Primary drivers for planned changes in the next 12 months

Answer Choices	Responses
Efficiency (Savings)	28.57%
Efficiency (better use of resources)	39.29%
New services/processes	14.29%
Re-location	0.00%
Smarter/Agile working	5.36%
New strategic direction	1.79%
Other (please specify)	Responses 10.71%

5.2 Use of change models/methodologies

10% of the respondents didn't answer this question and a further 10% said they did not take any structured approach to manage change.

Only 45% of the overall respondents used recognised and structured model and methodology to manage change which has been summarised in the chart below. It is important to note that the majority of these methodologies address the people side of change, which whilst critical doesn't address the holistic nature of organisational change.

Fig 5 – Most popular recognised change approaches

Answer Choices	Responses
PROSCI (ADKAR)	7.41%
Kotter (8 step process)	48.15%
Bridges transition Model	7.41%
Lewin (Unfreeze/freeze)	11.11%
ACMP Standard for change management	14.81%
CHAMPS2	0.00%
e-change	3.70%
The Change Leader's Roadmap	14.81%

A further 35% of the respondents used other approaches, which have been summarised below:

- MSP
- DMAIC
- Agile
- Methodologies developed and adapted inhouse with assistance from external consultants
- Combination of PRINCE2 and MSP
- Combination of PRINCE2 and PDCA

When asked the same question for planned changes in the next 12 months; 48% of respondents said that they were going to use a recognised approach whereas 52% weren't. This question received the fewest of responses in the whole survey so didn't provide meaningful insight for us to draw conclusions.

Further analysis of the comments provided by respondents revealed that the majority of organisations are favouring an adapted approach which draws from different models and methodologies; some of them recognised whereas others would be developed in-house with assistance from external consultants.

5.3 Change success criteria

62% of survey respondents agreed change success criteria as part of their change initiatives whereas 38% didn't. A range of success measurement criteria were used, summarised below:

- Output based
 - Delivery to time, scope, quality and budget requirements
- Outcome based
 - How well the change has been adapted?
 - What was the asset utilisation before, during and after the change initiative?
 - System adoption, stability and usage
 - How was the change experience from a user perspective – were they clear on their roles and impact? Did they feel well supported during the transition phase?
 - Communication – was it well understood, timely, consistent and coherent?
 - Training – was it timely, sufficient, relevant and well understood?
 - How well the change team worked
 - Smarter ways of working
 - How well the change has been embedded
 - Delivery of Operating models and capabilities
 - Achievement of quality standard
- Benefit driven
 - Quantitative – Financial savings, Service KPIs, Operational productivity uplift, market growth
 - Qualitative – Employee engagement levels, Employee satisfaction measures, Customer satisfaction measures

When asked about the success of these change initiatives, with success defined as “achievement of all outcomes and benefit realisation”:

- 14.04% deemed them to be successful
- 28.07% deemed them to be partially successful
- More than half (52.6%) were unable to state due to these initiatives still ongoing

Failure rate from the survey was relatively low at 5.26%.

Fig 6 – Measuring change success

Answer Choices	Responses
Unable to state – initiative still on-going	52.63%
Fully successful - all outcomes achieved & benefits realised	14.04%
Partially successful - some outcomes achieved & benefits realised	28.07%
Change outcome achieved but did not actually realise the anticipated benefits	1.75%
Change not successfully achieved	3.51%

5.4 Change success factors

We asked the participants to force rank the change success factors developed by the EC SIG in the order of most to least important. The respondents felt that they were all equally important and have a place however the responses highlighted the below ranking (in descending order of importance):

1. Formulate a clear vision and strategy, supported by well-defined benefits (6.27)
2. Ensure strong leadership and sponsorship (5.73)
3. Understand, engage with, build commitment from and support key stakeholders (4.88)
4. Build a strong change team with the necessary capabilities for success (4.12)
5. Define and follow a well-defined structured approach (3.06)
6. Measure success of the change initiative (2.42)

In the free text section, respondents provided further comments to support this questions which have been summarised as below:

- Fit for purpose governance assurance
- Flexibility - understand and respond to the culture
- Demonstrate to stakeholders the successes throughout the change process to ensure that they see the progress being made
- Identify Business as usual owners
- Modularise change - allow transformation programme to be paused or halted while still realising benefits
- Good Communication to the end users
- Engage with the customer/end-user, secure resources and budgets

5.5 Understanding change readiness

We asked participants if they have measured readiness for change for different initiatives and a surprisingly high level of 55.8% didn't whereas 44.2% did. A variety of different methods were used to measure change readiness as highlighted through the free text comments and summarised below:

- Cameron & Green's Propensity for Change model
- Readiness Checklists that encompassed all key controls for change and areas of change in one place
- Change Impact Assessments
- Internally developed methodology & questionnaire
- Post Evaluation reviews
- Survey of departments to establish commitment and benefits of change programme
- First Choice methodology
- Agile - incremental and constant evaluation

- Using a "Change Readiness Assessor" tool based on an app provided by BestOutcome
- Staff surveys
- ChangeFirst's 'adapter' & 'sponsor' readiness assessments
- Integrated campaign of interviews and workshops with leaders and change agents

Participants were also asked the kind of resources (Portfolio, Programme, Project or Change professionals) they turn to or would consider using for guidance on planning and managing change initiatives. Participants could choose as many options as they liked. 86.5% of the participants would consider using internal resource, followed by 38.5% thinking of external resources. 42.3% would look at external consultants whereas a further 9.6% cited using specialists and experts outside the traditional portfolio, programme, project and change professions such as:

- Domain and industry specific resources
- Functional experts (internal as well as external) such as HR, IT, PR, Internal Comms, and Marketing

6.0 Areas for further exploration

The primary objective of this survey was to take the 'pulse' of the change landscape survey to support the Enabling Change SIG's forthcoming guide on managing change. With the relatively low participant numbers, the results are not statistically valid however provide some useful areas for further exploration, namely:

1. Change models and methodologies

The majority of the participants favoured an adapted approach which draws from different models and methodologies; quite a lot of them preferred recognised models whereas others used ones developed in-house or took assistance from external consultants. Some of the methods are people change oriented or only look at the process or technical side of change.

This indicates an excellent opportunity for the SIG to explore and provide further guidance on methods and methodologies that address the holistic, emergent and evolving nature of organisational change.

This can be further augmented by capturing case studies and examples which will provide further insights to the members.

2. Change readiness

55.8% of the respondents didn't measure change readiness indicating either low awareness around the importance of this or perhaps gaps in theory and practice. There were some examples provided by those who did and these can be worked on further to develop robust practitioner guidance on measuring change readiness.

3. Change success criteria

62% of the survey respondents agreed success criteria for their change initiatives however the success rates were mixed and inconclusive. A lot has also been written about the 70% failure rates of change programmes so this is an area that warrants further exploration.

4. Change success factors

The six change success factors developed by the Enabling Change SIG and cited in the forthcoming publication were also validated (not statistically) by respondents and ranked in the order of importance. There is a further opportunity to develop a substantive piece of work which builds on these success factors and provides further guidance, tools, tips and techniques to the practitioners.

This, in our opinion would be a natural follow-up to the managing change guide.