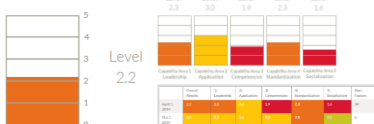


Prosci Change Management Maturity Model

	CM SEEN AS:	CM APPLIED WHEN:	CM PRACTICED BY:
Level 5	<ul style="list-style-type: none"> A critical core competency for the organization Essential on all projects and initiatives Second nature and commonplace 	<ul style="list-style-type: none"> At the start of projects and initiatives On virtually all project and non-project changes Inseparable from project delivery processes 	<ul style="list-style-type: none"> Practitioners, project teams, technical professionals All senior leaders, managers and supervisors Centralized functional group
Level 4	<ul style="list-style-type: none"> An important success factor on all projects A common and standard approach 	<ul style="list-style-type: none"> Regularly at project initiation or planning Integrated into project management approach 	<ul style="list-style-type: none"> Most practitioners and project teams Most senior leaders, managers and supervisors Potentially a centralized functional group
Level 3	<ul style="list-style-type: none"> A structured approach that adds value 	<ul style="list-style-type: none"> Localized in particular parts of the organization At initiation on some projects Still missing or as a reaction on many 	<ul style="list-style-type: none"> Practitioners who are starting to work together Some senior leaders, managers and supervisors
Level 2	<ul style="list-style-type: none"> Important by some Unimportant by most 	<ul style="list-style-type: none"> On few projects, from initiation On some projects, in reaction to resistance On most projects, not at all 	<ul style="list-style-type: none"> Handful of unaffiliated practitioners
Level 1	<ul style="list-style-type: none"> A distraction from the focus on installing technical solutions 	<ul style="list-style-type: none"> Not at all, or as a last resort and as a reaction 	<ul style="list-style-type: none"> Dependent on particular individual practitioners Not at all by managers and leaders



Learn more about the Prosci Change Management Maturity Model Audit and enterprise capability advisory solutions at solutions@prosci.com

Uses of the Prosci Change Management Maturity Model

1 Measuring maturity

Your application:

- Baselining current maturity level
- Setting goals and targets for future maturity level
- Tracking progress on ECM journey

2 Guiding actions

Your application:

- Identifying gaps that need to be addressed
- Focusing on practical next steps in most important areas
- Prioritizing and sequencing action steps

3 Aligning stakeholders

Your application:

- Aligning partners for the ECM journey
- Creating a single, shared view of maturity
- Managing expectation of what growing change maturity requires

4 Clarifying approach

Your application:

- Adding clarity to definition of "maturity"
- Demystifying the approach and process to building maturity
- Making change maturity tangible