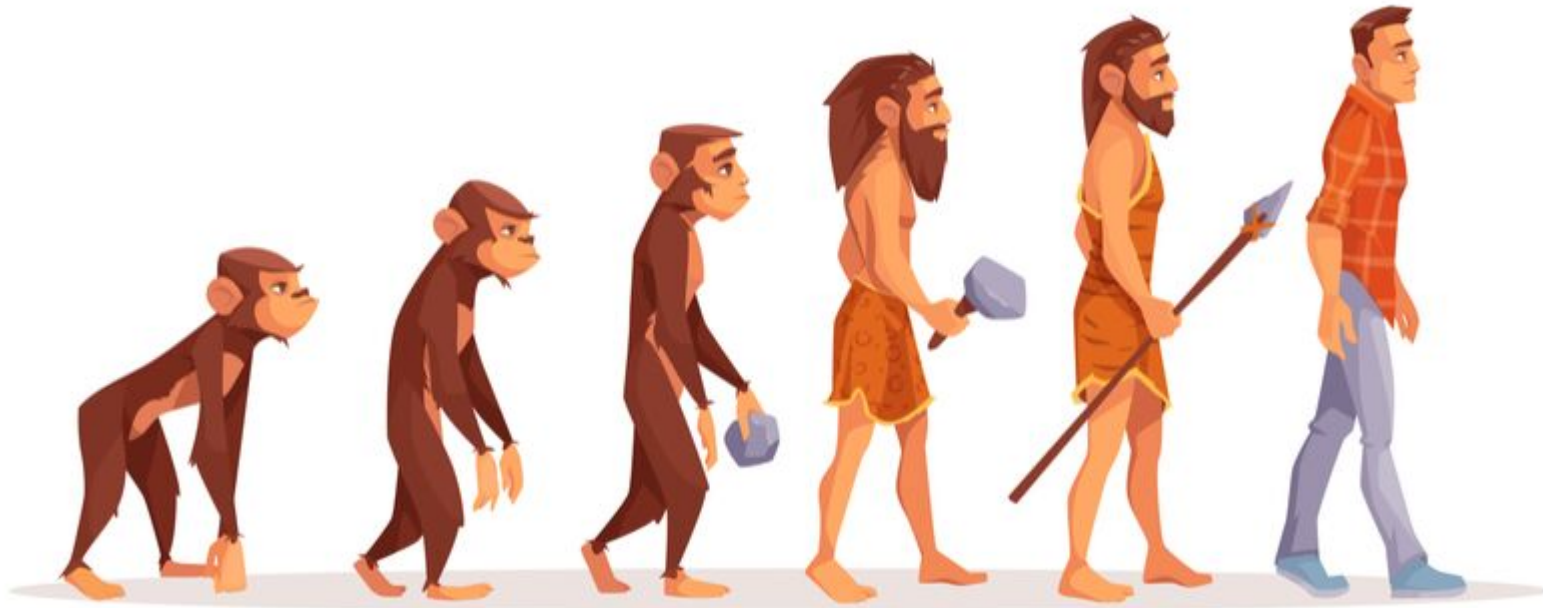


# The Evolution of Change Management

Moving towards a critical business function



## Pre-historic

- Ad hoc focus on change practices during project roll out
- Change management is considered later in the project planning cycle
- Most managers unfamiliar with basic change and engagement concepts

## Broze Age

- Regular usage of change managers in projects
- Some usage of change management capability training programs for managers
- Some basic but inconsistent understanding of aspects of change principles
- Overall low internal change capability

## Middle Ages

- Change practice established
- Change methodology established but inconsistently applied
- Generate change heatmap
- Change capability focused on select aspects of change, mainly 'soft skills'

## Modern

- Portfolio approach used in planning for change
- Effective change measurement applied
- Levels of business-led change governance to manage change holistically
- Enterprise view of change
- Usage of digital tools for engagement

## Post-Modern

- Change governance uses change data consistently for decision making
- AI leveraged to forecast business change impact
- Change capability is focused on multi-facets of change
- Business leads constant agile iterations of change
- Forecasting/scenario planning of benefits and business performance
- Change function prominent in strategic planning

