

CHANGE MANAGEMENT JOB MARKET TRENDS



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Chief Innovation Officer

GROWING DEMAND FOR CM PROFESSIONALS

Formalization of job roles

Over the last 20 years, we have seen change management emerge from a foundational understanding of how humans experience change, into change management concepts and frameworks. Today change management is considered a formalized discipline, with an increasing number of organizations creating permanent positions for change management professionals. This whitepaper presents the latest data on the change management job market from *Best Practices in Change Management – 2016 Edition*.

HELLO
MY **JOB** IS

Director, Change Management
Change Management Specialist
Change Analyst
Change Management Consultant
Change Manager
Change Management Analyst
Manager – Organizational Change Management

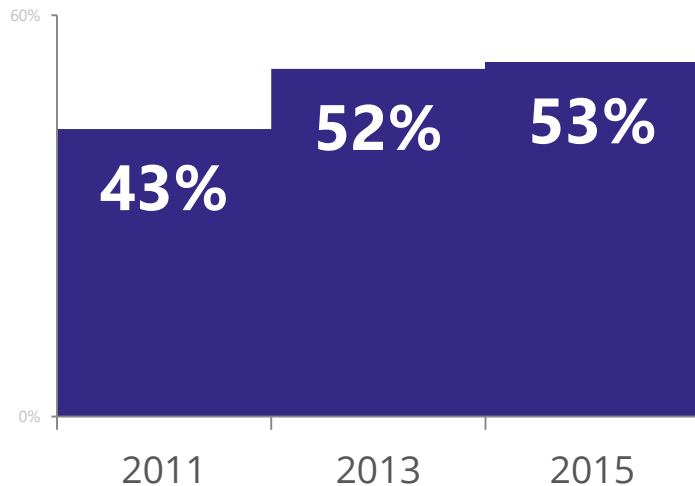
PREVALENCE OF CM JOBS

CM job roles on the rise

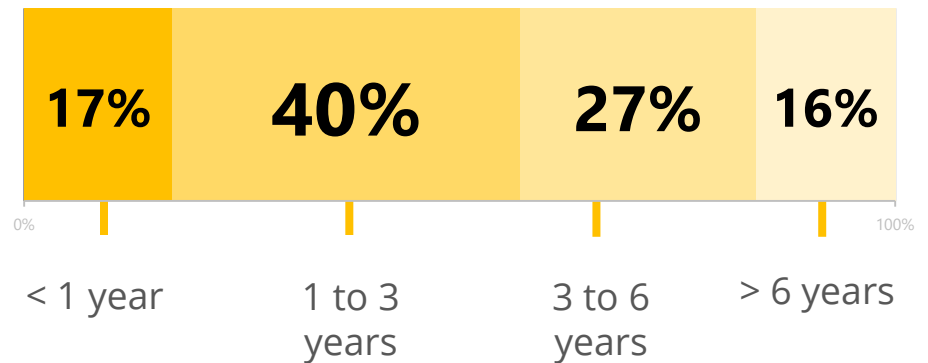
In the 2016 edition of *Best Practices in Change Management*, over half of all participant organizations had permanent positions or job roles for change management.

For many of these organizations these roles are very new, in operation for a few years or less. Together, the data show an increasing trend toward internal change management job positions.

Do you have permanent CM jobs?



For how long...



PREVALENCE OF CM JOBS: DEMOGRAPHICS

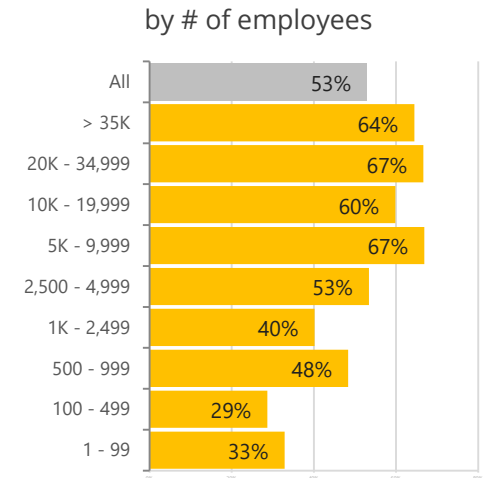
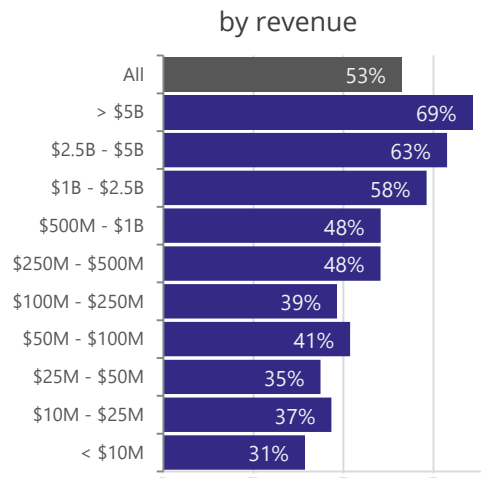
Where are the CM jobs?

Prosci's 2016 research on change management jobs was sliced against a number of demographic details including industry and size of the organization. The data below show where change management jobs are located based on participant demographics.

Industries most likely to have CM jobs:

1. Banking (84%)
2. Transport & Warehousing (75%)
3. Consumer Goods Mfg (73%)
4. Utilities (70%)
5. Oil and Gas (67%)
6. Insurance (66%)
7. Finance (64%)

Larger organizations were more likely to have CM jobs



CM JOBS AFFECT ORGANIZATIONAL MATURITY

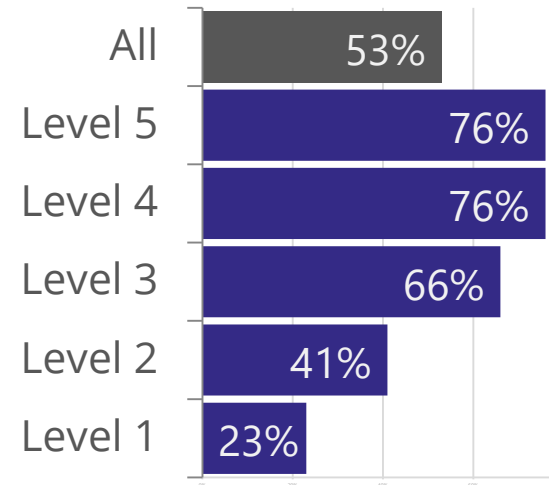
More mature organizations have CM jobs

Not surprisingly, an organization's overall change management maturity level was impacted by the prevalence of change management jobs. Organizations with higher levels of maturity, based on Prosci's Change Management Maturity Model, had more change management jobs.

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 |

Over three quarters of Level 4 and Level 5 organizations had CM jobs



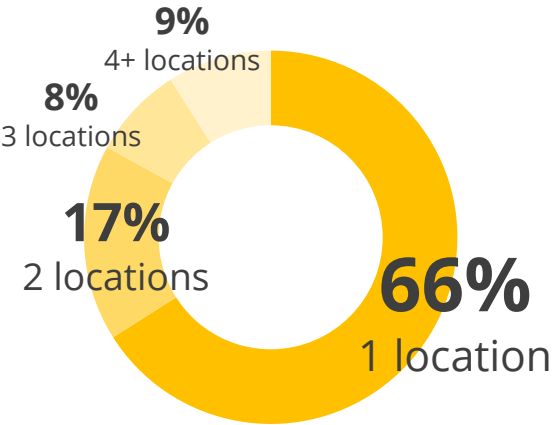
LOCATION OF CM JOBS

Where in the organization are CM jobs?

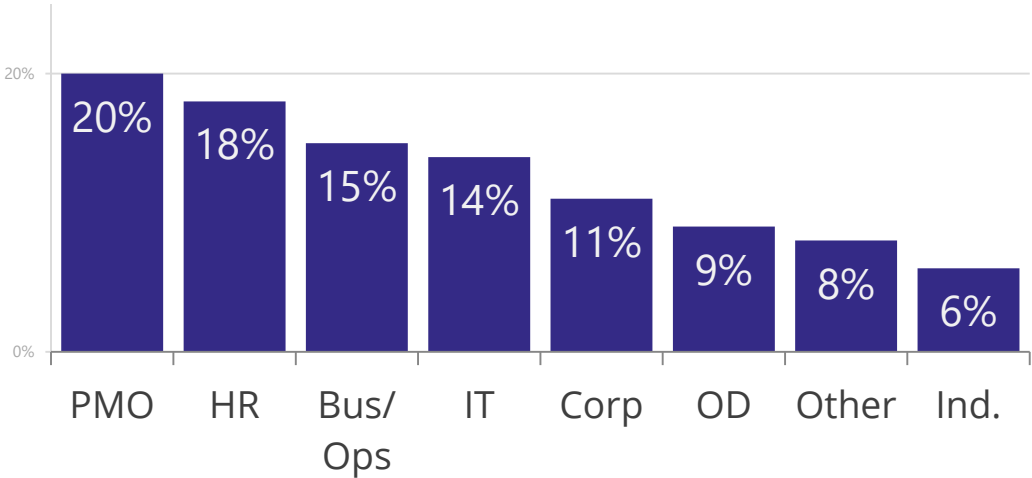
Change management jobs were most likely to be found in the PMO (Project Management Office) or in HR (Human Resources).

66% had CM jobs in only one location in the organization.

How many locations are CM jobs in the organization?



Where are CM jobs found



CM JOB ROLE RESPONSIBILITIES

Study participants reported on the key elements of their change management job descriptions. Here are the main and secondary responsibilities that were identified by our participants:

Top 6 primary responsibilities

1. Support change management at the **organizational level**
2. Apply a **structured methodology** and lead change management
3. Support **communication** efforts
4. Support **training** efforts
5. **Interpersonal** skills
6. Change **experiences**

Secondary responsibilities:

- Complete change management **assessments** by conducting change **analyses** and identifying key stakeholders
- Assess current **awareness** of the change and identify areas of **resistance** and **readiness**
- Create **alignment** of goals, objectives and strategic initiatives
- Identify and manage **adoption, use** and **reinforcement** of change
- Provide **leadership** and **direction** to enhance effectiveness of change
- Influence and engage **stakeholders** and leaders
- Perform autonomously, **independently** and flexibly in ambiguous dimensions
- Allocate budgets and **resources** efficiently
- Identify, analyze and prepare **risk** mitigation tactics

CM SALARY DATA

Increase in CM salaries

In both the 2014 and 2016 research reports, Prosci collected data on salaries for full-time change management job roles and positions. Nearly half of study participants reported salaries between \$100K and \$150K (USD).

The average salary increased 1.2% between 2013 and 2015.

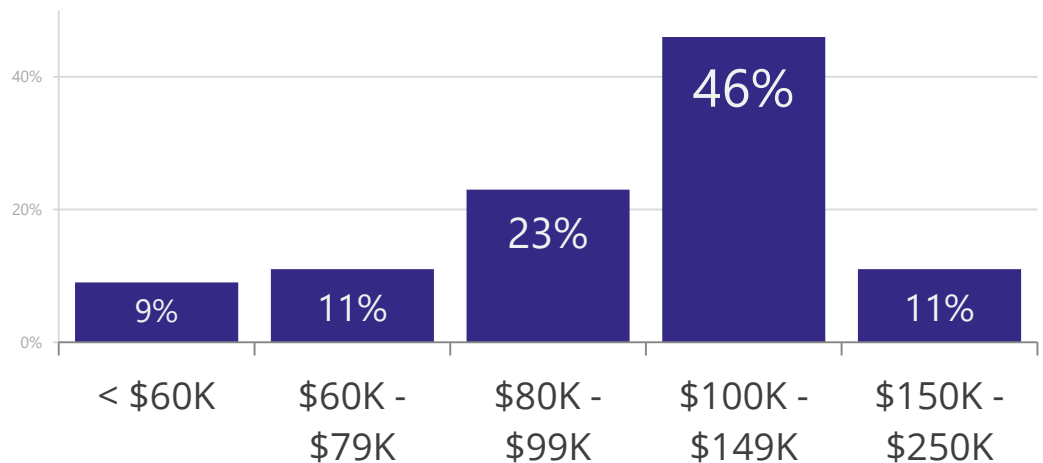
2015 Average Salary

\$106,997

2013 Average Salary

\$105,700

Annual salary of permanent position or job role (USD)

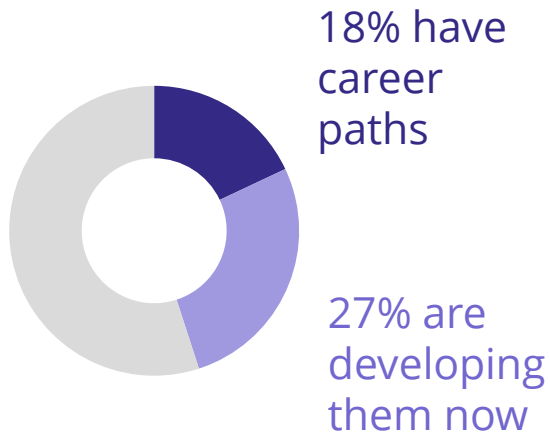


EMERGING CAREER PATHS

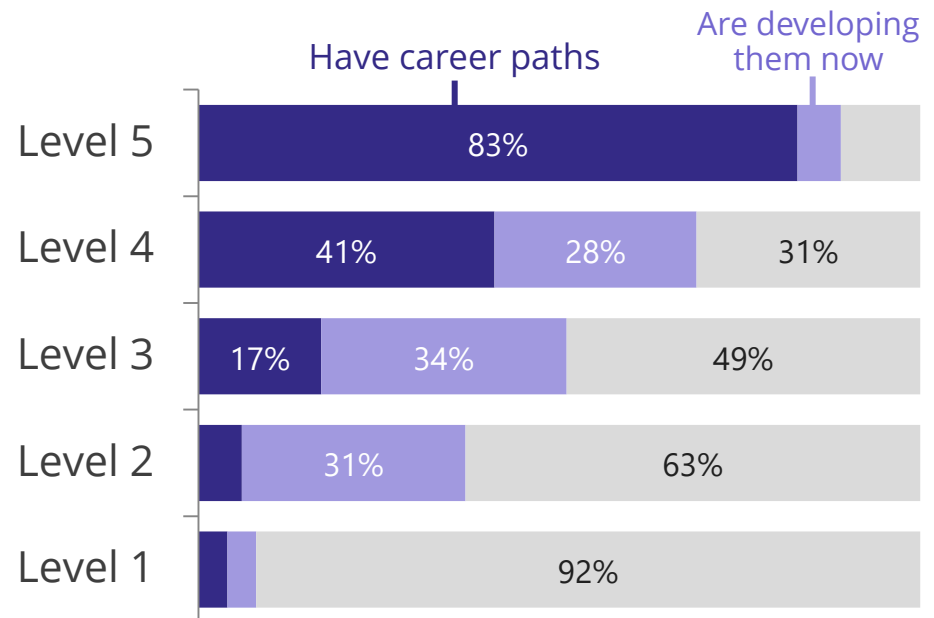
Taking the next step

Data was collected on change management career paths. Just under a fifth of all participant organizations had established career paths, and a quarter are developing them now.

Who has or are developing career paths?



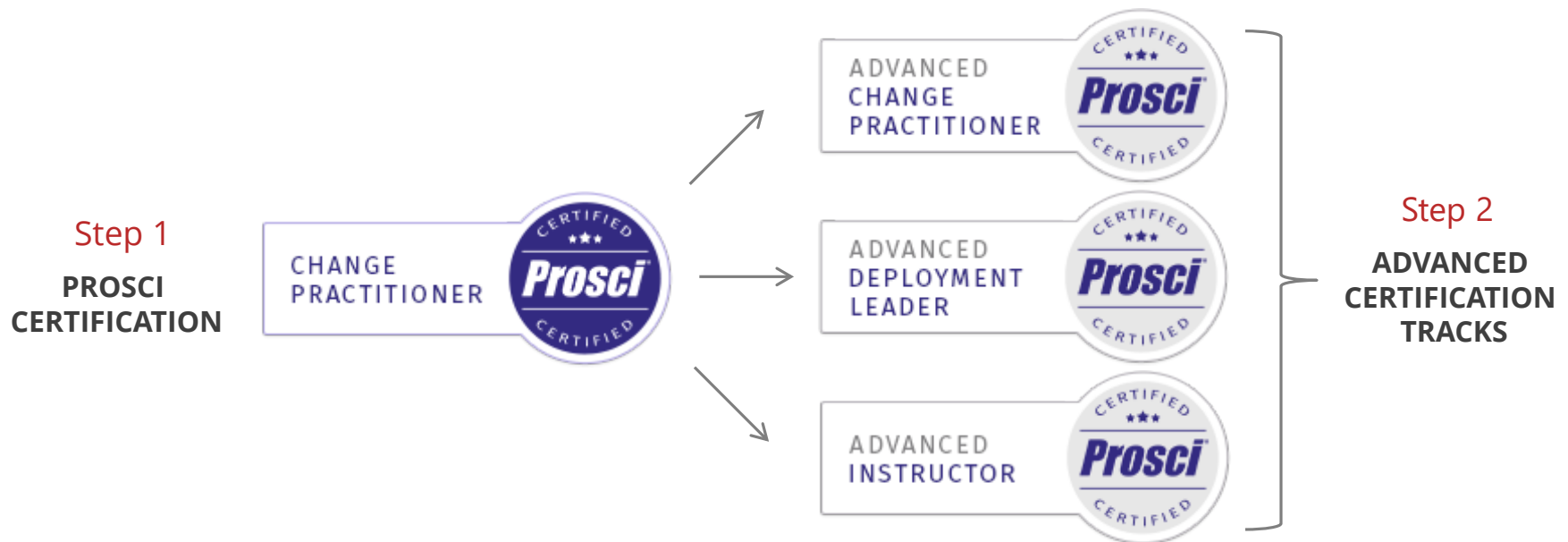
More mature organizations have more career paths for CM



HOW DO YOU DIFFERENTIATE YOURSELF AND YOUR ORGANIZATION?

Advance your personal development

Prosci launched the Advanced Certification Tracks for change management professionals looking to take their career and organization to the next level.



ADVANCED CERTIFICATION
TRACKS INFO GUIDE

DOWNLOAD

A hand holding a pen writing on a document. The document features a bar chart with five bars of varying heights and some text, including 'L4-40X3', 'SERIE-EM', and 'K31-40-1'. The background is a solid blue color.

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