

PROSCI Change Management Maturity Model

<i>Prosci</i> Change Management Maturity Model™			
LEVEL:	CM SEEN AS:	CM APPLIED WHEN:	CM PRACTICED BY:
Level 5 Organizational Competency	<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 Organizational Standards	<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 Multiple Projects	<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 Isolated Projects	<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 Ad hoc or Absent	<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