



# The Value of Organizational Change Management

**“Bridging the Gap”: Quantifying the ROI of Organizational Change Management**

**Larry Powers**

**&**

**Ketil Been**



# Table of Contents

Abstract.....	3
Introduction.....	4
Organizational Change Management and Projects.....	4
Organizational Change Management and Value .....	8
Practical Application .....	10
Conclusion .....	13



## Abstract

Organizations implement change for a reason, and usually the reason is to obtain some identified benefit. In business, projects or initiatives are usually the mechanism for bring about change. These changes in the organization ultimately come to life through individual's changing the way they work or act. This connects how well we manage the people side of change directly to a project's overall financial and strategic success. This body of work presents real data to support the contention of the value that Organizational Change Management contributes to the success of business projects, discusses the potential outcomes of projects that do not properly address the people side of project related changes, and provides an example of the practical application of a successful state-of-the-art Organizational Change Management program in practice.

For many years, the "Holy Grail" of Organizational Change Management has been the ability to quantify this work in business terms. The ability to prove to organizational leadership (those individuals with the responsibility to allocate business resources), if they invest in OCM, they will get a return on their investment and they will obtain bottom line benefits. Also, when projects and initiatives do not properly manage the people side of change brought on by a project, there is a significantly lower probability the expected results and outcomes will be achieved. This is due to a lower likelihood of finishing the project on time, and/or finishing the project on budget. Poor OCM effectiveness results in slower speed of adoption, lower ultimate utilization and less proficiency. All of these outcomes, of not properly applying Organizational Change Management to project related change, contribute to lower than expected returns. This paper presents persuasive data and information to show a direct correlation between Organizational Change Management effectiveness and level of value realized by a project.



## Introduction

Charles Darwin once said; “It is not the strongest of the species, nor the most intelligent, that survives. It is the one that is the most adaptable to change,” and in the early 1900’s Arnold Bennett observed; “Any change, even a change for the better, is always accompanied by drawbacks and discomforts.

Change is a matter of central concern to business leaders and in business today, projects are the principal means by which the organization deals with change. All projects are initially established with some level of perceived value to be obtained. This perception may be documented in a Business Case, articulated in a Concept Plan, or just be a known justifiable value. With most projects, the estimated output value is deemed greater than the cost to complete the project itself.

There are four main aspects of change associated with most projects; strategy (context), technology, process, and people. Technology can be quantified and processes can be measured. Measuring the contribution of Organizational Change Management (OCM) has been tricky and difficult. The challenge is; change involves people, and when you are dealing with people you are managing emotions, uncertainties and inconsistencies. The amount of work involved in the OCM activities associated with a project can be difficult to scope.

While projects may be the mechanism for change, the deliberate application of OCM is often understated or overlooked all together. This is due to the lack of understanding associated with the value OCM can bring to a project. There is an overwhelming need for greater recognition of the importance and value of OCM.

This body of work will make a compelling case for the significance of OCM and identify the potential value OCM can bring to a project by directly connecting OCM to project and organizational outcomes. It will show that effective OCM has impact to financial performance, strategic goals, and project delivery. And when you begin to look at OCM through this lens, it is not difficult to make a compelling case for incorporating OCM into each and every project a business undertakes.

## Organizational Change Management and Projects

In building the case for the application of OCM within a project or initiative, the direct connection to the accomplishment of the project’s overall value realization and ultimately to organizational success should be the only consideration. To hold any importance, the case for OCM must be tied to achieving specific and measurable results. Too often when defining the value of OCM, the discussion only involves the importance of communication, training, and dealing with the resistance to change. Missing from the discussion is OCM in the form of project results and organizational success.

The importance of OCM should be tied to value. The link to the work accomplished in managing the people side of change, brought on by any project, should be only one thing: business results. In the end, OCM is a tool for delivering results. **When leadership can make the connection between OCM and value (in terms of dollars saved/earned), OCM moves from a “nice to have” to a “must have” and brings OCM to the table in the project success discussion.**

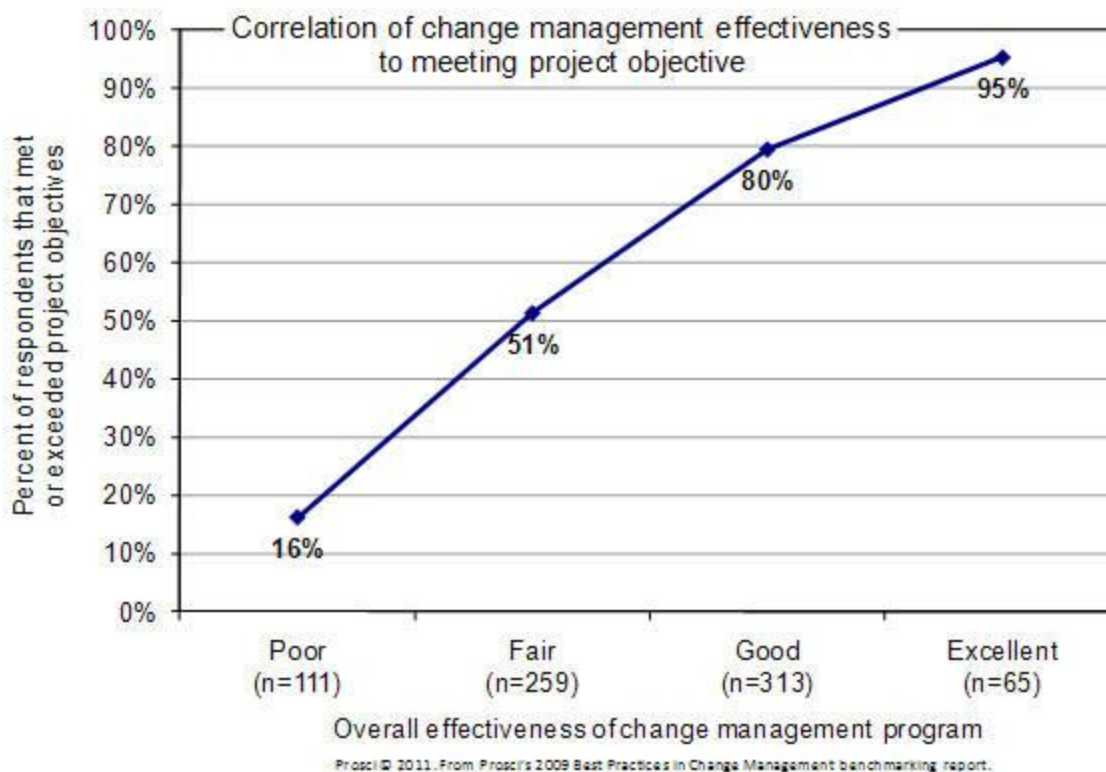
Most experienced business people will agree the OCM work accomplished on a project is important for delivering project results. They know when OCM activities are accomplished well, good things happen, and they know when OCM is done poorly or ignored, there are negative consequences to the projects expected benefits. Business and project experience would support the idea; the more effectively OCM is applied, the higher level of project success can be expected. Despite what is believed and known from experience, the question remains: does the data support this perception?

The information below is derived from data published in Prosci’s “Best Practices in Change Management” benchmarking report (Important Note: This data been consistent across Prosci’s 2007, 2009, and 2012 research). Prosci Inc. is one of the leading research and content creation entities in the field of Change Management. This data supports the belief: the more effective OCM is, the more success is achieved. This is some of the most compelling data available for investing the time, resources and energy in OCM.



## Organizational Change Management and Meeting Project/Initiative Objectives

The correlation of OCM effectiveness to meeting project objectives is shown in Figure 1 below. The points that are plotted represent the percentage of projects that met or their exceeded project objectives for each of the overall OCM effectiveness categories - poor, fair, good and excellent.



**Figure 1 - Correlation to Meeting Objectives**

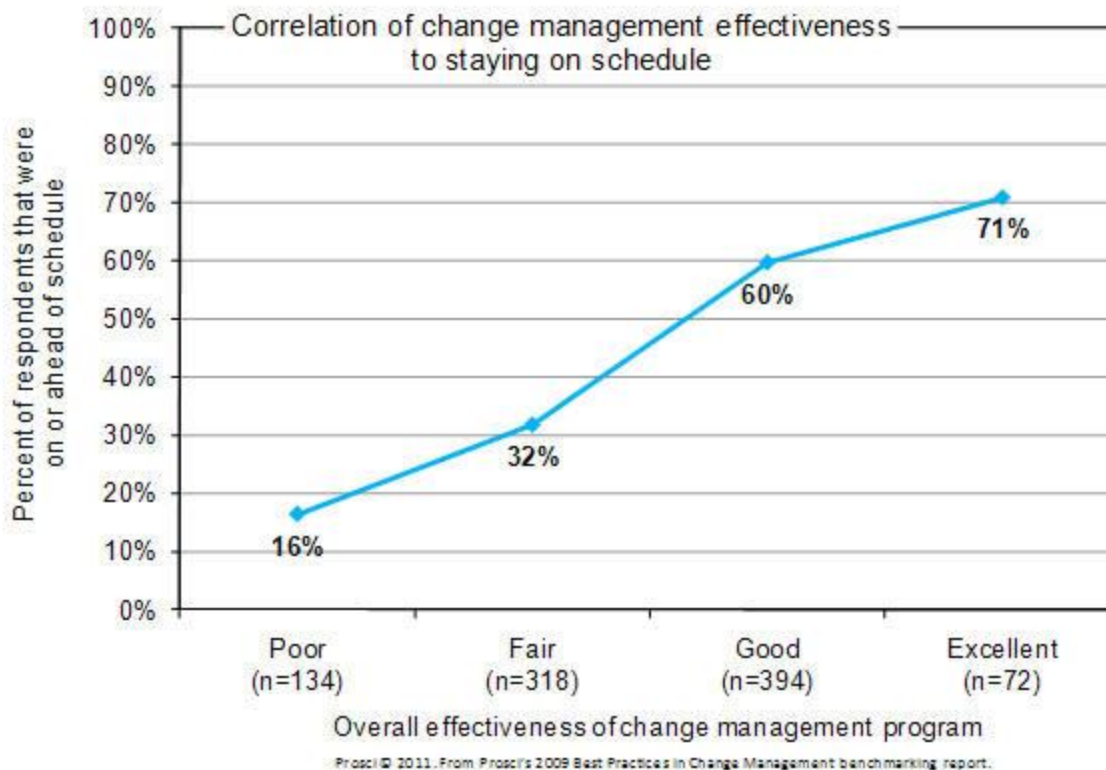
Of the projects with excellent change management programs in place, 95% met or exceeded objectives. 80% of those with good change management programs met or exceeded objectives, and 51% of those with fair change management programs met or exceeded objectives. Only 16% - or about 1 in 6 - of those with poor OCM programs met or exceeded project objectives.

**Take-away:** With good or excellent OCM, a project is 80 to 95% likely to meet objectives. With only poor OCM; a project is only 16% likely to meet objectives. This chart is very compelling and clearly connects how well a project manages the people side of change to a project's overall financial value.



## Organizational Change Management and Staying on Schedule

The correlation between OCM effectiveness and the ability of a project to stay on or ahead of schedule is shown in Figure 2 below.



**Figure 2 - Correlation to Staying on Schedule**

The correlation of project schedule adherence is a powerful counter-point to one of the main objections to OCM from project leaders. It is not uncommon for project leaders to understand why change management is important, but they also have project deadlines to manage. It is their perception that by applying OCM to the project, it will add more work activities to the already packed schedule and thus extend the overall project timeline. At first glance, it might seem that addressing the people side of change could slow down project progress. However, the data shows quite clearly that projects with effective OCM are actually more likely to stay on schedule.

**Take-away:** The data shows a stark and direct correlation: the more effectively the OCM is managed, the more likely a project is to finish on time.

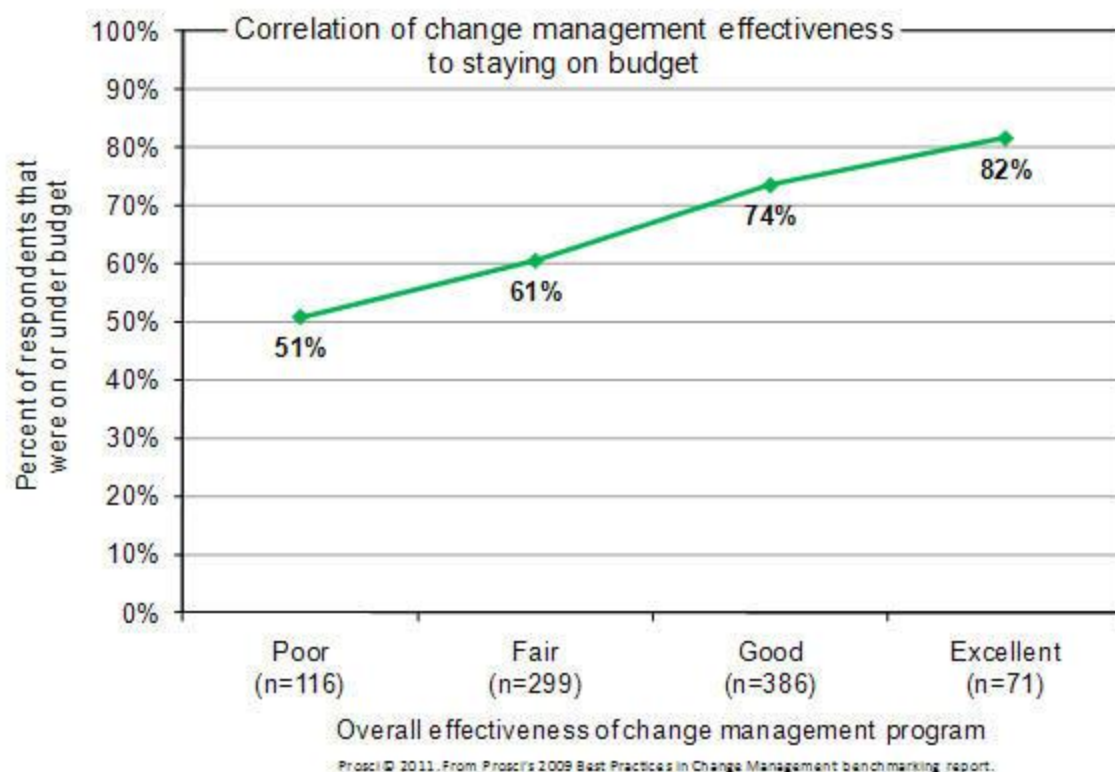
This data brings out an interesting side conversation. When is a project completed? Some companies consider a project completed when the solution is deployed. Other organizations will allow a small amount of “hyper-support” or “Bubble-support” period lasting a few weeks to a couple months after deployment of the solution. Sometimes the answer to this question will vary between the entity deploying the solution and the business (entity receiving the solution). The entity deploying the solution will take the position; they have designed and built the solution for the business and have now handed it over to the business to use, and thus the project is complete. The business, on the other hand, wants to hold the deploying entity responsible for full implementation, training, and any residual fixes/modifications to the solution.

Organizations which truly care about obtaining the expected ROI from the projects they initiate, will manage a project until an identified level of adoption has been accomplished to either make certain the ROI is obtained or ensure the deployed solution has enough inertia to sustain an adoption trajectory to reasonably expect the business to obtain the originally identified level of value.



## Organizational Change Management and Staying on Budget

The correlation between OCM effectiveness and the project staying on budget is displayed in Figure 3 below.



**Figure 3 - Correlation to Staying on Budget**

This data provides another important counter-point to objections of including OCM in project activities. A project leader may understand why OCM is important, but they may not have the budget to dedicate to the people aspects of the change. Certainly, project managers must be attentive to budget constraints, and there are costs to assigning resources to OCM. However, the data clearly shows that projects with effective OCM are in fact more likely to remain on budget than those with poor OCM.

**Take-away:** There is an observable correlation between effectiveness of OCM and the ability of a project to stay on budget.

The data shows; correlations between OCM effectiveness, schedule, and budget adherence are clear. This should be very important information to business and project leaders. When the people side of change is inadequately managed, the chances of bringing in a project on-time is only 16%, on-budget is only 51%, and the possibility of a project meeting its' objectives is only 16%. These are not successful or sustainable numbers in any organization.

Also, if a project is not obtaining the expected level of success (on-budget, on-time, objectives met) there is a higher potential for the project have required rework. This can drive up project costs and potentially affect the overall timeline. By proactively developing and deploying effective OCM, the rework costs can be avoided and/or mitigated. This is why, despite how it might seem to project leadership, effective OCM actually increases the likelihood of finishing on time and on budget.



#### Scenario:

You are in Las Vegas and walk up to a table to place a bet of \$100 that you will successfully win \$1000. This is very much like any project, where the business is investing a sum of money with the intention of reaping a much larger sum of money once the changes are in place and the expected value (ROI) is realized. The dealer says to you; "right now, you have a 16% chance of winning that \$1000." You are disappointed, because those are not very good odds of success. Then the dealer goes on to say; "However, if you invest just 10 more dollars (10% is an average cost of including OCM on a project) your odds of success will be raised to 95%." Would you increase your investment from \$100 to \$110 to improve your chances of success from 16% to 95%?

Organizations implement projects to accomplish change with the purpose of obtaining some type of perceived value (improve performance, take advantage of an opportunity, address an issue, etc.). The logic behind why OCM is a critical success factor for projects and initiatives is sound. This real data supports the contention of the value in OCM. The data is compelling, quantitative, and shows a direct correlation between OCM effectiveness and project success in terms of meeting objectives, staying on schedule, and staying on budget.

## Organizational Change Management and Value

In business, projects or initiatives are initiated with the prospect of achieving some expected benefit to the organization. From the identified objectives, a series of complex calculations is accomplished to develop an expected benefit associated with the project (either cost savings or revenue generation). This might be a dollar figure or percent of improvement. How likely is it that an initiative which changes how business is done, will deliver exactly the value that is expected? In most cases this does not happen. It is much more likely the project returns a different number or percentage. In fact, value generated by the project rarely equals what was originally estimated.

One of the greatest causes of this variation is the people side of change brought on by the project. The greater the project results or outcomes depend on people doing their jobs differently, the greater the variation can be expected in the value obtained. If a project has very little impact on the work processes and behaviors of individual employees, then leadership can be fairly certain about the expected return. However for projects that depend heavily on employees doing their jobs differently, the organization is much less certain about the expected return. The most important and strategic changes in organizations tend to have a greater dependency on the individuals changing the way they work or behave.

For example: When a project introduces a new solution (technology or process) impacting 150 employees, the success (success equals realization of the expected value) of the project is tied to those 150 employees accepting the change and adopting the new solution. There are factors for how those individuals make the change that define or constrain the project value realization and the associated time-to-value. These are; 1) Speed of adoption, 2) Utilization, and 3) Proficiency.

Speed of adoption is a measure of how quickly employees adopt a change to how they do their work when it is introduced by a project. When the new processes or technologies "go live", how long does it take employees to embrace the change? In some instances, a project team might assume an instantaneous adoption by all impacted employees, but experience would suggest some sort of staggered adoption over time. The up-take of new ways of working likely follows a path where different employees require different amounts of time to internalize and ultimately adopt a change to their work. The speed of adoption for a group of employees impacted by a change, or how quickly they adopt the change, has a direct and measurable impact on the return a project delivers (See below).

Utilization is a measure of how many employees eventually adopt the change to how they do their jobs. Utilization can be affected by those individuals who decided to just not apply the new ways of working or find a work-around which enables them to continue doing their work as they had before the change. Each employee who does not make the expected change chips away at the potential value to be realized by the project. The utilization for a group of employees has a direct and measurable impact on project value creation.

Proficiency is a measure of how effective employees are once they've adopted the change. The proficiency of employees who adopted the change has a direct and measurable impact on the results and outcomes of a project, since it is, employees doing their jobs differently that drives those results.

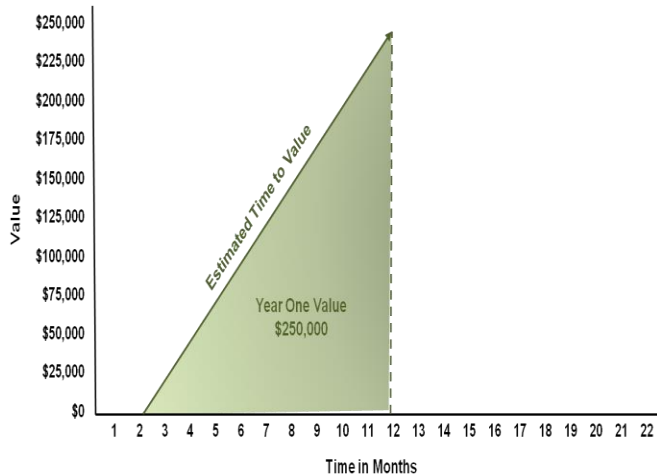




Below are simple examples of how speed of adoption, utilization, and proficiency factors can impact the value realization of a project.

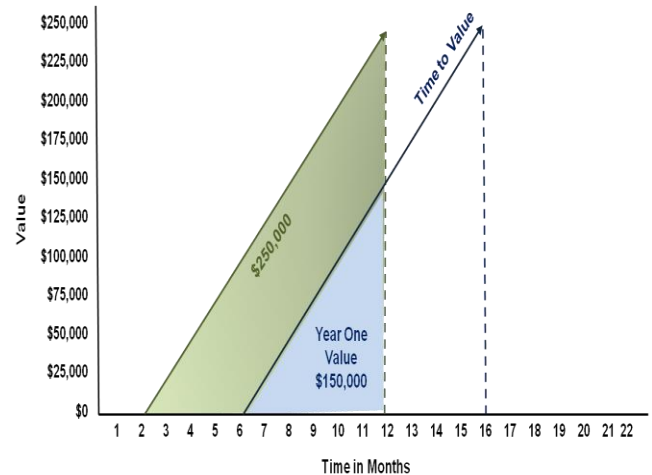
**Example: Baseline**

(OCM on the project is adequate and effective)



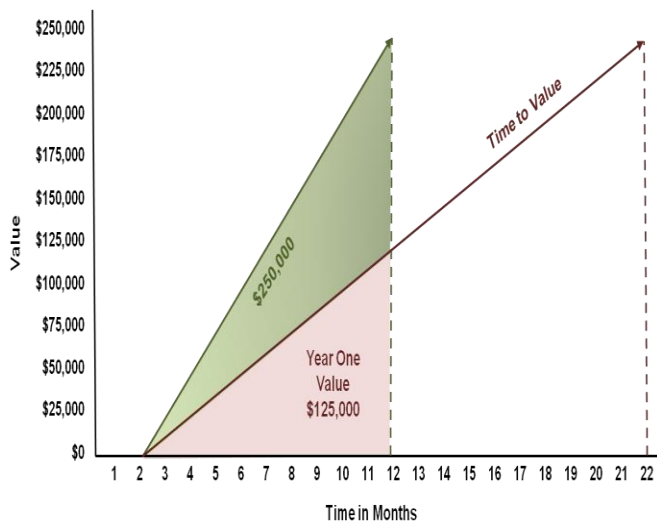
**Example: Slower Speed of Adoption**

(OCM on the project is not adequate and it takes six months to accomplish 100% adoption)



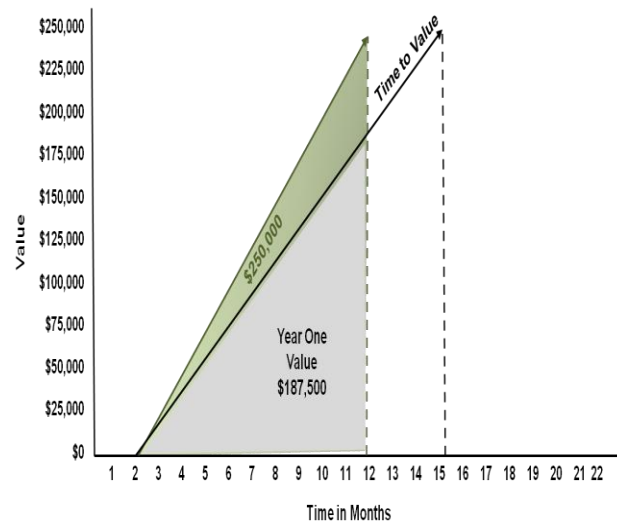
**Example: Lower Utilization**

(OCM on the project is inadequate and some employees do not adopt or find a work-around)



**Example: Less Proficiency**

(OCM on the project is inadequate and proficiency is low. Only 75% of expected savings per month)



This simple analysis demonstrates how human factors can directly impact the expected value return of a project. While this example is simple and basic, this is not that different than what happens on many projects which rely on individual employees to do their jobs differently to drive improvement. In the end, whenever a project or initiative impacts how employees do their jobs, then how quickly and how effectively the changes are implemented impacts the time-to-value realization and overall return on the initial investment. A disciplined OCM program, focused on enabling and encouraging employees to embrace, adopt and utilize the changes in the way they work, brought about by a project, will directly contribute to higher return on investment through faster adoption, greater utilization and higher proficiency. As mentioned in the beginning; for many years, the “Holy Grail” of OCM has been the ability to quantify this work in business terms. The ability to prove to leadership, if they invest in OCM they will get a return on the investment and they will obtain bottom line benefits. What this section has shown; the question is not whether a project should invest in OCM to improve the potential value realization. The question is; why wouldn't an organization invest in OCM and improve the potential value realization.



## Practical Application

It is widely accepted; for a project to be successful, it requires support from leadership, project management, and Organizational Change Management (OCM). There are rarely challenges to proving the return on your investment for "Project Management" and for "Leadership/sponsorship." On the other hand, OCM often faces the challenge of justifying the return on the investment of budget, time, and work effort required to manage the people side of change bought on by the project.

As discussed in the previous section, the main reason to apply OCM to a project is to increase the benefits realized and the value created by the project or initiative. Although, there is still much discussion and debate about quantifying OCM. Consider the fact, most value realization is directly tied to people embracing, adopting and using the new solution. So, the value of OCM is not really separable from the value realization of the overall project. The real value of OCM really is the achievement of intended results for the project.

The value of OCM cannot be separated from the value realized by the project. However, by keeping the focus on what expected benefits of the project depend on the people adopting the expected change, we may be able to describe the unique contribution to project value realization that results from employee adoption and usage (OCM). Although, in the end, it is all tied to the value realized by the overall project.

## Adoption Acceleration, Measurement, and Support

Boxley Group is a global management consulting firm focused on creating value for their clients by identifying and solving their dynamic challenges. They have successfully developed an OCM solution that incorporates not only the normal OCM activities and work-streams, but also measures the adoption, ties adoption back to value realization, and provides adoption acceleration support.

Ketil Been, a Boxley Group Managing Partner says: "Organizational Change Management is often perceived as an application of "softer" skills. It is seen as intangible and hard to quantify in order to measure the value delivered. This is further accentuated by the fact that companies struggle to deliver large-scale change initiatives, and to achieve expected results. We pride ourselves in taking a pragmatic and practical approach to delivering change. Components of Organizational Change Management can be expected to be part of most Boxley Group engagements to plan for sustainability of any improvements or optimizations made, rather than as an afterthought."

The Boxley Group's OCM offering is simple and powerful. Starting at the highest level, they identify the projected overall project benefits, and determine what percentage of the overall expected project benefits are tied to employee adoption and usage. This can be accomplished by determining how much of the expected project benefits will be realized if no one adopts and uses the change.

### Example:

A technology enabled solution project is estimated to accomplish 10 million dollars per year in company-wide savings over the next 5 years. The savings would come from improved Information Management (reduced document duplication, the ability to find documents faster, and better document version control), standardized processes across global entities, and reduced required storage space. If the employees continue working as they are currently and do not move their documents from the current disparate locations into the new solution and start using the software, how much cost savings will there be by just deploying the solution? In this example; there would be no benefit realized by just deploying the solution. People would need to migrate their documents into the database, adopt the solution, and use the software in their daily work for the expected value to be realized.

The next step, in the Boxley approach, is to look at the specific project objectives and the potential barriers to accomplishing those benefits. Most projects have defined a handful of specific objectives that constitute success for the project. For each of the project objectives, they work with the business to determine which stakeholders need to adopt and use the solution for this objective to be achieved. From this, a broad estimation of the total number of users can be determined. Then they examine the project metrics. Most successful projects have crafted specific and measurable metrics that will be measured and evaluated to determine if the project is delivering the intended results. They determine which metric is tied to employees adopting and using the solution and identify metrics to be achieved without adoption and usage.



Identifying which objectives are associated with individuals adopting the solution is a powerful exercise that creates the foundation for discussing the value realization of OCM for the project. The amount of the project value that is dependent on the people changing the way they work or behave is the value that OCM can deliver and/or improve. Project leadership can then weigh the cost to the project of incorporating OCM against the potential value realization.

The logical next step is to develop a method to measure adoption. For each of the identified objectives and/or barriers, work with the business to determine what needs to be in place, what are the targeted behaviors, and/or what specific activities need to be happening for the project to be successful. From this information build the associated adoption measures.

Each adoption measure is worded as a statement with 5 associated potential statuses to choose from which reflect the level of adoption by the business. Each status is progressively built upon the previous (example: A status of 3 includes the level 1 and 2 status information):

- Status of 1 = Current state with awareness of the change
- Status of 2 = Understanding of the change
- Status of 3 = Engagement by the organization to implement the change
- Status of 4 = Adoption of the change
- Status of 5 = Ownership and continual improvement

#### **Simple “Objective” Adoption Measure Example:**

Objective: The use of metadata will allow users to find documents faster

Adoption Measure: Metadata is used completely and accurately to tag and retrieve documents.

Status of 1: The team is aware that metadata exists.

Status of 2: The team understands metadata, how metadata enhances searches, and the team understands they are responsible for tagging documents.

Status of 3: Metadata tagging is mostly complete and accurate and the team is currently looking at ways to use metadata to better categorize and search for information.

Status of 4: Documents are completely and accurately tagged, the team has customized their metadata requirements to better categorize and search for information, and the Content Managers periodically review libraries for correct/complete tagging and makes sure that documents are not left checked out for long periods of time.

Status of 5: The team has a long-term strategy for maintaining metadata integrity and updating metadata as required.

#### **Simple “Barrier” Adoption Measure Example:**

Barrier: If users do not upload key documents into a library, the information sharing benefits of the solution will not be realized

Adoption Measure: The solution has improved information sharing within our team.

Status of 1: The team is aware of the information sharing capabilities within the solution.

Status of 2: The team understands how to create, upload, and share information but may not necessarily put key documents into the solution. The team is moving toward integrating the solution into daily activities.

Status of 3: The team understands how to create, upload, and share information and places most key documents in the solution. The team actively uses some solution information sharing and versioning practices day-to-day.

Status of 4: The team understands how to create, upload, and share information and places most key documents in the solution. Information sharing and versioning are optimized in the daily activities of the team.

Status of 5: The team stores most to all key documents in the solution. The team encourages new members to the group to exhibit best practices around information sharing.

The established adoption measures can then be used to determine the overall adoption percentage within the organization. Using the original projected overall project benefits and the percentage of adoption, leadership can determine the value realized and unrealized. This information can be used to determine whether to increase or decrease the change management activities. Also, being able to show the potential dollars being left on the table due to the lack of adoption is a powerful motivator for leadership's support in OCM.



### Simple Example:

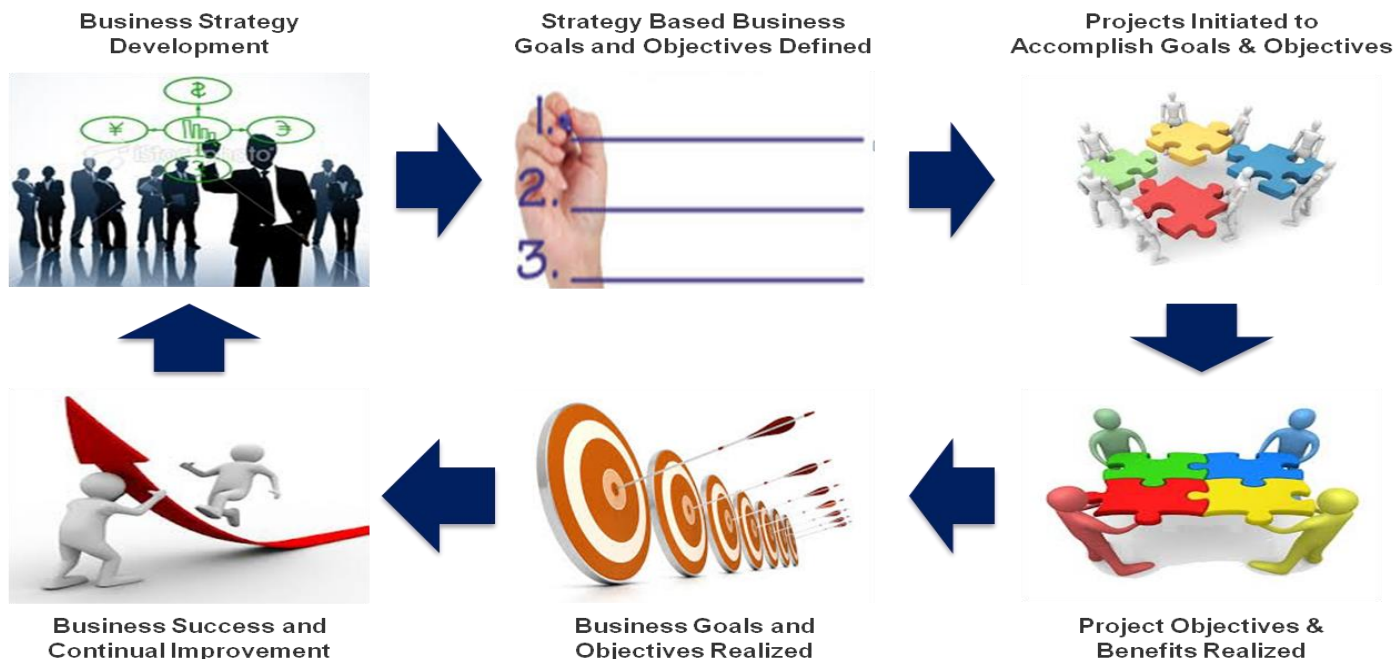
If a project is expected to deliver \$10 million dollars in value and the estimated user base is 3000 employees. It can be calculated that every employee who adopts the solution will bring \$3333.00 in savings. If the company on has only 40% adoption they are only saving \$4 million dollars and they are leaving \$6 million dollars unrecognized.

The value recognition of including OCM in a project can be measured in terms of the project benefits that are tied to adoption and usage. It is no longer a decision for the project to fund and resource OCM, but a decision to fund and resource the ability to obtain a large percentage of the expected value realization of the project in a timely manner.

The Boxley Group does not stop at identifying adoption measures and determining the overall level of adoption within an organization. They work with individual departments or entities within the organization to determine their unique level of adoption (these individual metrics are then collated to develop the overall organizational adoption percentage). During these Adoption Measurement Sessions, the current level of adoption is identified, along with the desired level of adoption (taking into account an agreed upon timeframe) for each of the individual adoption measures. When the desired level of adoption is higher than the current level, action items are identified to bridge the gap. The action items are then managed and followed-up on to ensure continued improvement. These intra-organizational adoption measures provide a visible competitive motivator and an actionable leadership metric. These Adoption Measurement Sessions are then carried out at regular intervals until the level of adoption reaches the established target or management determines the amount of time and resources to carry out these activities is providing diminishing returns.

The adoption acceleration measurement process used by the Boxley Group is unique in that OCM activities continue to be accomplished after the solution has been deployed into the business. These measures are an important factor in ensuring the overall success in obtaining the expected level of value from the change. In many organizations, it is common for project driven OCM to end shortly after the go-live of the solution, leaving adoption of the solution to the business without any support. When actually, the first few months after deployment of the solution is the most critical timeframe to successful adoption. The process of Adoption Measurement and Acceleration drives to the discussion on “when is a project finished?” Is the project completed once it is deployed or when full adoption has been reached?

These methods bridge the gap between OCM and the value a project delivers to the business by providing a clear line-of-sight between meeting project objectives and successful business strategy. From the overall business strategy, organizational objectives can be clearly defined and documented. These business objectives are translated into individual projects, with unique project objectives of their own, to support the larger business objective. The projects facilitate the people, process, and technical tactical activities to produce the required change in the organization which will manifest the project and business objectives



Change is not easy, yet it is a key component for organizations to stay competitive in an ever-changing and more complex business environment. Companies habitually invest millions in projects that never meet their ROI targets because OCM is not adequately utilized. OCM is often seen as intangible and hard to quantify in order to measure the value delivered. Boxley Group's simple yet powerful OCM solution is focused on creating value for their clients at levels beyond expectation. Their OCM approach ensures transparency, leading to accelerated adoption and improves value realization.

## Conclusion

Change is the only constant in today's business, and projects are the principal means by which leaders accomplish change in organizations. All projects are initially established with some level of perceived value or benefit to be obtained as an output and with most projects, the estimated value to be realized is deemed greater than the cost to complete the project. There are three main aspects of change brought about through projects; technology, process, and people. Technology can be quantified and processes can be measured, but change requiring people to work or act differently involves emotions, uncertainties and inconsistencies and this variation can be difficult to scope or quantify.

In determining the level of OCM needed within a project, consideration should be given to the direct connection OCM will have on the accomplishment of the project's overall value realization and ultimately to organizational success. The importance of OCM should be tied to value. OCM should be a tool for delivering results. **When leadership understands the connection between OCM and attaining value in dollars (saved/earned), OCM moves from a "nice to have" to a "must have" for any project.**

Prosci published data in its' "Best Practices in Change Management" benchmarking report which demonstrated a strong correlation between the effectiveness of OCM and the success of projects as measured by three important categories; 1) On-time, 2) On-budget, and 3) meeting or exceeding project objectives. This report provides some of the most compelling data available for investing the time, resources, and energy in OCM for every project that involves people changing the way they work or behave.

The data showed:

- With good to excellent OCM, a project is 80 to 95% likely to meet objectives
- The more effective OCM, the more likely a project is to finish on time
- There is an observable correlation between effectiveness of OCM and the ability of a project to stay on budget.



- When OCM is inadequate or ignored, the chances of bringing in a project on-time is only 16%, on-budget only 51%, and the possibility of a project meeting its' objectives is only 16%.

This is important data truly identifies the significance OCM has to a project and the expected value or benefit that project brings to the organization. In today's business, the value a project delivers rarely equals exactly what was originally estimated. One of the greatest causes of this variation is the "people" aspects of the change brought on by the project. The greater the project results or outcomes depend on people doing their jobs differently, the greater the variation can be expected in the value obtained.

The most important and strategic changes in organizations tend to have a greater dependency on people doing things differently. Effective OCM directly contributes to the projects ability to realize value through; faster speed of adoption, higher ultimate utilization, and a greater level of proficiency.

As presented in the Practical Example; Boxley Group has successfully developed an OCM solution that incorporates not only the normal OCM activities and work-streams, but also measures the adoption, ties adoption back to value realization, and provides adoption support. The Boxley solution is simple and powerful and includes these steps:

- 1) Identify the projected overall project benefits
- 2) Determine what percentage of the overall expected project benefits are tied to employee adoption and usage and how much of the expected project benefits will be realized if no one adopts the change.
  - Determine which individuals or groups need to adopt the solution for each project objective to be achieved.
  - Identify each project metric (associated to the objectives) and determine which metric is tied to employees adopting and using the solution and metric can be achieved without adoption of the change
- 3) Identifying what needs to be in place, what activities need to be happening, and/or what are the barriers for each of the identified objectives
- 4) Build an adoption measures for each objective and/or barrier
- 5) Measure and report adoption at regular intervals

The Boxley Group's process is a powerful exercise that creates the foundation for discussing value realization of the project. The level of value recognition by including OCM in a project can be measured in terms of the project benefits that are tied to adoption. **This changes the decision from whether a project should fund and resource OCM, to a decision on whether to fund and resource the ability to obtain a greater percentage of the expected value realization.**

The established adoption measures are used to determine the overall adoption percentage within the organization. Using the original projected overall project benefits and the percentage of adoption, leadership can determine the value realized and/or unrealized. This information can be used to determine whether to increase or decrease the OCM activities. Also, being able to show the potential dollars being left on the table due to the lack of adoption is a powerful motivator for leadership to put their support (ie: money, word, and deed) behind OCM.

This body of work has made a convincing case for the importance and potential value OCM can bring to a project by directly connecting OCM to project and organizational value and goals. It illustrates, effective OCM has significant impact to project financial performance and delivery, organizational goals, and strategic objectives. When you begin to look at OCM as a means to create value, it is not difficult to make a convincing case for incorporating OCM into each and every project a business undertakes.