

Change Management Certification Workshop **(35 PDUs) (Four days)**

Why Change Management?

Many complex projects and programs fail on account of poor change management. Inherent human resistance to change has been a root cause why organisations do not achieve their strategic objectives, in spite of superb technical delivery. Effective change management is being increasingly perceived to be critical for organisational survival. In this backdrop, a need has arisen to understand the context of change management in enterprise transformation initiatives and how to apply good practices to facilitate their success.

APMG's Change Management certification provides a robust knowledge framework, along-with a certification process. GRT Consulting is amongst the few organisations, accredited by APMG for provision of certification trainings for Change Management.

What is the structure of Change Management certification syllabus?

The Change Management certification is aligned with the Change Management Institute's (CMI's) change management body of knowledge (CMBok). The examinable text for this certification is 'The Effective Change Manager's Handbook', incorporating the essential guidance to the CMBok. This handbook is edited by Richard Smith, David King, Ranjit Sidhu and Dan Skelsey (published by Kogan Page) .

The Change Management 2015 ver syllabus contains four areas covering the following themes:

- a) Change and the Individual (CI)
- b) Change and the Organization (CO)
- c) Communication and Stakeholder engagement (CS)
- d) Change management Practice (CP)

The major topics which will be covered during the course across the themes include the following:

- The context for change at individual, team and organisational levels

a) Change and the Individual

- Impact of the change curve - Application of Kubler-Ross and Bridges' models
- Why people resist or embrace change- application of theories from Maslow and Herzberg
- Survival and learning anxieties – application of theories from Schein, Lewin and personal growth (Rogers)
- Different types of personalities – application of MBTI framework
- How education and learning can support change?
- Application of learning styles by Kolb, Mehay and the 'learning dip'

b) Change and the organisation

- How do we think about change in the organizations? Morgan's metaphors
- Models of change process – including Kurt Lewin's three-stage model and Kotter's eight step model
- Key roles in change process – including change sponsor and change agent
- How organisational culture can impact the change?
- The role of line management in the change process
- Emergent change – complex adaptive systems by Holland and complex responsive processes by Stacey
- Strategic context for drivers for change. Application of force-field analysis from Kurt Lewin
- Developing the vision statement for change
- Managing change during project and program execution

c) Communication and Stakeholder Engagement

- Leadership behaviors
- Identifying and segmenting stakeholders
- Stakeholder mapping - including application of tools like stakeholder radar, personas and empathy maps
- Managing relationships and mobilizing stakeholders
- Effective communications – cognitive biases
- The role of communication to achieve engagement (AIDA model)
- Communicating the change through diverse communication channels
- Developing an effective communications strategy and plan
- How to do facilitation – use of tools like World Café. Open space technology etc

d) Change Management practice

- Assessing the impact of change. Application of McKinsey's 7-S model
- Five stakeholder impact assessment steps
- Assessment of change severity
- Increasing individual readiness to change – application of Beckhard and Harris' formula
- How to work with individuals in large change initiatives?
- Building the organisational readiness for change
- Developing the change management plan
- Preparing for resistance. Application of Kanter's model to deal with resistance
- Building a strategy to manage resistance – application of the model by Kotter and Schlesinger
- Sustaining change – application of various levers of change

- Environmental and Organisational Development Levers
- Building team effectiveness – application of Tuckman/ Jensen and Glaser and Glaser models

The course and Certification - overview

The Foundation and Practitioner course will run for four days with extended timings, The first three days will be covering the Foundation examination syllabus and the last day focusing more on the practitioner examination syllabus and case study discussions.

The foundation examination will be a closed book examination of 40 minutes' duration. It tests that whether a candidate has understood the principles of change management. The examination will consist of fifty questions – out of which a candidate needs to get 50% or more (25 marks or more) correct to pass the foundation examination. Provisional results of the foundation examination will be announced after evaluation of the candidate answer sheets,

The Practitioner exam will be a two and half hour open book examination, based on a running case study. The Practitioner exam tests the application of change management concepts, models and approaches applicable to the case study. The reference books for this examination will include 'The Effective Change Manager's Handbook' and the APMG Candidates Guide to the Handbook (both of which will be provided as a part of the courseware).

Candidates appearing for Practitioner examination need to have cleared the Foundation examination. There are four questions in the Practitioner examination – each having 20 marks - for a total of 80 marks. A candidate needs to score 40 or more marks to clear the Practitioner Certification examination.



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