

Change Management™ Practitioner (CMP) Certification Foundation and Practitioner



CM 550 | Length: 5 days – Foundation (3 days) + Practitioner (2 days) | 35 PDUs/contact hours

APMG-International Change Management™

Overview

Change Management certification is fully aligned with the change management body of knowledge (CMBok). Dealing with change and more importantly, the impact of change is a high priority for all organizations and in particular leaders. The Change Management curriculum samples a wide range of knowledge regarding the theory and practice including:

- change and the individual
- change and the organization
- communication and stakeholder engagement and;
- change management practice and certification

The Change Management Training and Certification will be delivered by Melnyk Consultancy a newly Accredited Training Organization (ATO). Curricular has been developed by [APMG International™](#) in partnership with the [Change Management Institute \(CMI\)](#), an independent, global professional association of change managers. Together they have developed a professional ‘body of knowledge’ for the discipline of change management. This body of knowledge now provides an independent benchmark for the professional knowledge expected of an effective change manager.

By passing both **Foundation and Practitioner examinations** – participants will have an opportunity to acquire (Foundation) and (Practitioner) certification based on the following competencies:

- Understand the human side of change and know how to help people deal more effectively with change, maintaining their commitment and bringing them successfully through the change process.
- Understand the various types of change that affect organizations, and know how to draw on a range of professional approaches to support the effective delivery of the organization’s desired outcomes from each change initiative.
- Know how to identify and work with the stakeholders in a change initiative, and how to plan, execute and measure the effective communications required to build and maintain their engagement.
- Know how to assess the impacts of change, to develop effective change teams and to recognize and address resistance to change.
- Understand the process of sustaining change and know how to embed a change initiative as the new ‘business as usual’.
- Build the organization’s capability and capacity to deal successfully with change, improving agility.
- Increase the probability of successful business change/transformation – supporting strategic direction.
- Minimize risks (costs, delays, loss of employee engagement, reputation) associated with failed initiatives.
- Align change initiatives with established, process-driven methods to develop a unified approach to change.
- Develop and sustain employee commitment and alignment with organizational purpose during times of change.
- Build and maintain the engagement of internal and external stakeholders with new initiatives.
- Manage more effective change communications with internal and external constituencies so that change is understood and supported.
- Improve assessment of change impact, integrated change planning and successful embedding of change into the life of the organization.

Who should attend this program?

- Whether you work in IT, project and program management, business change, service management, human resources or another role that involves leading, managing and supporting change initiatives.
- Those wishing to certify as Change Management Professionals – Foundation & Practitioner.

Prerequisites

- Strong understanding of change management concepts in order to successfully pass the APMG-International Change Management™ Foundation exam is beneficial.
- We will endeavor to provide *The Effective Change Manager's Handbook* prior to the course for reading and approximately 2 hours of study is recommended every evening.

Why is this different?

- Other models offer a set of sequential building blocks, all of which are needed to move people through a successful change, if change fails to be implemented successfully; one or more of the blocks has usually been missed out. Typically failing after exhaustive efforts of building awareness, the organization and its people have little desire to participate and support the change or increasingly the culture is preventing the knowledge required to change. This linear approach is helpful in measuring engagement on the journey but does little to see it through.
- Applying good change management practices at the right time comes from a broader understanding of systems thinking, psychology of change and people, and responses to change at the individual, team and organizational levels. We build on applying individual change theories to change resistance you will understand how complex change can be nurtured and sustained in many self-reinforcing processes. We apply the thinking of today's best thought leaders Kotter, Lewin, Senge, Bridges, Morgan, Pink, Lencioni, McKinsey to name a few.

Competency Development - Skill Topic Areas

- Facilitating Change
- Strategic Thinking
- Thinking and Judgement
- Influencing Others
- Coaching for Change
- Project Management
- Communication Skills
- Self-Management
- Facilitation – Meetings and Workshops
- Professional Development
- Specialist Expertise
 - Learning & Development
 - Communication

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Foundations Certification



The purpose of the **Foundation certification** is to confirm that a candidate has sufficient knowledge and understanding of Change Management to work as an informal member of a team working on an organizational change initiative.

Specifically, candidates should be able to demonstrate Change Management understanding by being able to:

- Explain how individuals are impacted by change, different ways they may respond to change situations and how learning processes help them adapt
- Contribute to development of strategies to help individuals through change, increasing motivation for change and overcoming resistance in order to achieve desired outcomes
- Offer insights on how organizations work, how the process of organizational change occurs and the typical roles that collaborate to deliver successful change
- Identify key drivers of an organization's culture, and recognize different types of change process (e.g. planned and emergent change)
- Describe significant elements of the stakeholder engagement process in a change initiative, and relate this to appropriate communications strategies
- Discuss with colleagues the different areas of impact of a change initiative, and how momentum for that change can be built and sustained
- Outline important aspects of how to build an effective change team, and to contribute to discussions about how to improve the effectiveness of a team

The Foundation certification is also a pre-requisite for the APMG Practitioner certification.

Exam Format

- Multiple choice
- Four sections, total of 50 questions
- 25 marks required to pass (out of 50 available) – 50%
- 40 minutes duration
- Closed-book.

Day One

Foundations Getting Started

- *Introductions,*
- *Course Structure,*
- *Course goals and objectives.*

Change and the Individual

- *How people learn*
- *Personality and change – introduction to MBTI*
- *Models of Individual Change – the Change Curve and Bridges Transition*
- *Motivating Individuals in Change*

Day Two

Changes in the Organization

- *Understanding organizational metaphors*
- *Organizational culture and change*
- *3 models of change – Lewin, Kotter and Senge*
- *Key roles in change*

Stakeholder Engagement

- *Identifying and analyzing stakeholders*
- *Personas and empathy maps*
- *Influencing Strategies*

Communication

- *Feedback and Communication Approaches*

Day Three

Communication

- *Communicating Change – planning, factors and barriers*
- *Communication biases and channels*

Change Impact

- *Identifying and assessing change impact*
- *Stakeholder Impact Assessment*
- *Change Severity Assessment*

Change Readiness

- *Building Change Agent network and the change team*
- *How to make the organization ready for change*
- *Creating a change management plan*
- *Dealing with resistance*

Foundation Exam

Practitioner Certification:



The purpose of the **Practitioner certification** is to confirm whether the candidate has achieved sufficient know-how to apply and tailor Change Management guidance in a given organizational change situation.

A successful Practitioner candidate should, with suitable direction, be able to start applying the Change Management approaches and techniques to a real change initiative – but may not be sufficiently skilled to do this appropriately for all situations. Their individual Change Management expertise, complexity of the change initiative and the support provided for the use of Change Management approaches in their work environment will all be factors that impact what the Practitioner can achieve.

Successful candidates will have fulfilled the knowledge requirements for Change Management Institute accreditation. Specifically, Practitioners should be able to use the models and concepts outlined in the Course Text to understand ‘real world’ change processes, to offer relevant insights and ideas which can aid decision-making, and assist in evaluating options.

- Identify the organizational drivers of a change initiative and the links that initiative has with any governance structures (e.g. strategic, program or project governance)
- Use a range of organization paradigms to understand, support and sustain change processes, taking account of the culture of the organization
- Apply an appropriate process framework to help plan or understand any particular organizational change
- Establish a clear framework of roles, skills, and activities through which leaders from different levels can support and sustain the change process
- Contribute effectively to preparation for a change initiative, including building the change team, offering insights which improve team effectiveness
- Offer relevant insights in discussions about how to prepare people for change, including planning for learning and motivational issues relevant to different roles and types of people
- Help colleagues understand the difference between organization change and the human impact of transition and suggest practical leadership actions at different stages of a change
- Support the identification and mapping of stakeholders in a change process and help develop approaches to build and maintain stakeholder engagement
- Draft the communications plan for a change initiative, taking proper account of the various stakeholders and of an appropriate range of communication channels
- Recognize signs of resistance to change and propose actions to mitigate it
- Propose a range of levers by which a change can be sustained and become embedded in the organization

Exam Format

- Objective testing based on a case study scenario
- Four questions of 20 marks each
- 40 marks required to pass (out of 80 available) – 50%
- 2.5 hours duration
- Restricted open book – *The Effective Change Manager’s Handbook* may be used in the exam.

Day Four

Practitioner Getting Started

- *Introductions,*
- *Course Structure,*
- *Course goals and objectives.*

Learning and Change

- *Defining and Managing the required learning required to implement and enable change*

The Project Management Environment

- *Understanding the project environment*
- *Identifying key roles*
- *Developing a change delivery plan*

Day Five

Sustaining Change

- *How levers enable the adoption of change*
- *Types of levers (Environmental levers, Leadership levers, Organizational Development levers)*
- *Models of adoption and reinforcing systems*

Practitioner Exam