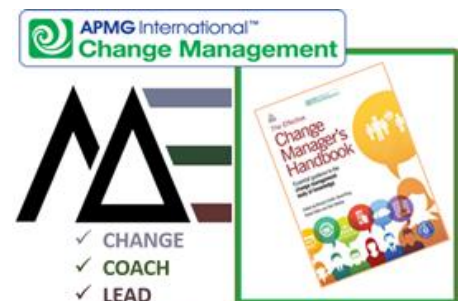


Who is a Local Change Agent (LCA)?

- People whose work area is facing significant change
- Selected by their employer to act as change agents
- Normally as an adjunct to their 'day job'
- Supporting their work colleagues through change
- Able to arrange and run local workshops to help design and/or implement aspects of the change
- Helping their managers implement change

On completion of this certification, candidates will understand

- that organizational change consists of individual transitions, aligned with intentional changes in a group or organization;
- how people typically respond to change;
- how they can be helped to engage with it (through facilitated activities, personal support, training and communication); and
- the importance of aligning changes in their own work area with wider organizational changes. Also, candidates will know how to
 - offer support to colleagues going through change;
 - facilitate local workshops (ideas-gathering etc.); and to help
 - identify the different 'stakes' people have in a change;
 - develop appropriate learning and communication plans;
 - assess the change-readiness of people in their area;
 - develop a local change plan;
 - to identify and manage resistance; and
 - build purposeful relationships for their work area.



Syllabus overview

UP - Understanding and supporting people in change

- Key roles in the change process (change manager, sponsor, line manager, change agent)
 - Focus on the role of the change agent
 - One model for understanding people in change (*Bridges*)
 - Effective influencing skills ...
 - ... with special focus on active listening
- 'Giving and receiving feedback' is in Handbook but not examined*

FC - Facilitation and the change process

- What facilitation is and the change agent as facilitator
- Preparing for and running a local facilitated workshop
- Dealing with common problems (group, individual)
- Different ways people can work together ('structure')
- Using questions in a group
- Some common techniques (just a few – pointers to more)
- Basic process-mapping techniques

LC - Learning and communication in change

- Why stakeholders matter and how to identify them
- Grouping or segmenting stakeholders
- How communication evolves through a change initiative (AIDA model)
- Learning needs and the change process (Conscious Competence learning model)
- The learning dip and its implications

CR - Change readiness and the change plan

- Readiness for change – motivation (the 'change formula')
- Readiness for change – ability (knowledge, skills, attitudes)
- Resistance to change – symptoms and causes
- Resistance to change – using force field analysis
- Understanding a change plan

Examination

- Examination is 'open book'
- 'Applied' content – 55% 'understanding', 45% application
- All questions positive; all in standard multiple choice
- 40 questions in 45 minutes

Syllabus breakdown

Syllabus area	Code	LL2 lines	LL3 lines	%
Understanding and supporting people in change	UP	4	4	20%
Facilitation and the change process	FC	9	9	45%
Learning and communication in change	LC	5	3	20%
Change readiness and the change plan	CR	4	2	15%
		55%	45%	



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