



Business re-imagined | Innovation re-defined



# Change Management

## Course

The APMG Change Management Accreditation courses have set the standard for understanding how individuals, teams and organizations move through change. Rather than specializing in one methodology, the globally recognized APMG Advanced Foundation and Practitioner accreditation workshops ensure that participants receive a broad education and a well-equipped tool-box of models and frameworks. The workshop content, which also qualifies for ACMP and CMI credits, is immediately applicable in a variety of organizational situations.

## Who will benefit from this accreditation?

As organizations recognize the need for change management the demand is growing for qualified practitioners to contribute to success. Typical job roles that would benefit from this course include:

- Change Leaders (Senior Responsible Owners/Executive Sponsors)
- Change Implementers (Sustaining Sponsors)
- Business Change Managers (change 'agents')
- Business Analysts
- Communication Specialists
- Trainers
- HR Professionals including Organizational Development Managers

## What will I learn?

By the end of the advanced foundation accreditation course participants will be ready 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 practitioner accreditation builds on the pre-requisite foundation level; participants will be ready to:

- 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 into account 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 personality types.
- Help colleagues understand the difference between organizational change and the human impact of transition and suggest practical leadership actions at different stages of 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.

## What are the class hours?

- Foundation – 2 days 8:30 am to 5:00pm; Exam Day 8:30 am to 1:00pm (total 2.5 days)
- Practitioner – 1 day 8:30 am to 5:00 pm; Exam Day 8:30am to 3:00pm (total 2 days)

Pre-Reading requirements – Approximately 10 hours

## Change Management Components Include

- Change and Individual
- Change and the Organization
- Evaluate Change Impact and Organizational Readiness
- Formulate the Change Management Strategy
- Communication & Stakeholder Engagement
- Develop the Change Management Plan
- Execute the Change Management Plan
- Complete the Change Management Effort
- Change Management Practice

*“Be the Best. It’s the only market that isn’t crowded!”*

**aspire**

[uh-spahy-uh]

- verb

1. to long, aim, or seek ambitiously; be eagerly desirous, especially for something great or of high value

*Origin:*

1425–75; late Middle English < Latin *aspirāre* to breathe upon



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