

APMG Change Management Training & Certification



UKAS
PRODUCT
CERTIFICATION

0126



The definitive certification for professionals in organizational change, transition and transformation roles.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.

Certification process accredited by UKAS
(United Kingdom Accreditation Service)



UKAS
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CERTIFICATION

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**Effective Change
Manager's Handbook**

Official guidance

Based on the Change
Management Body of Knowledge
(CMBok)



Approved Training

via Accredited Training
Organizations (ATOs)

Accredited by APMG to
offer approved training services



Certification

Foundation + Practitioner

Syllabus & exams
developed by APMG



Change
Management
Institute

Developed in partnership with the Change Management Institute – a global, independent, not-for-profit association committed to the creation, evolution and promotion of professional standards in change management.

www.change-management-institute.com

Change Management Institute published the Change Management Body of Knowledge (CMBok), a leading resource available to the professional Change Manager and organizations seeking to improve change management capability.

What is Change Management?

- The discipline that guides how we prepare, equip and support individuals to successfully adopt change.
- Provides a structured approach for supporting individuals and teams to move from a current to future state.
- Gaining increasing recognition as a profession with growing demand for qualified & experienced change practitioners, managers & leaders.
- Organizations have started paying more attention to the discipline in recent years, building stronger internal capability to better facilitate increasing levels of change.
- It's vital, therefore, that those involved in implementing change have the ability to develop their capabilities.

Why Change Management?

- Change is inevitable. For many organizations, change can be regular.
- Dealing with change and, more importantly, the impact of change is a high priority for all organizations.
- The current business climate demands high frequency change for businesses to evolve, remain relevant & competitive, or even survive.
- Today's IT and digital climate is a major driver for change; organizations can quickly get left behind if they fail to embrace new technology, developments and ways of working.
- While all changes and individuals are unique, there are actions we can take to guide and influence others before, during and after change.

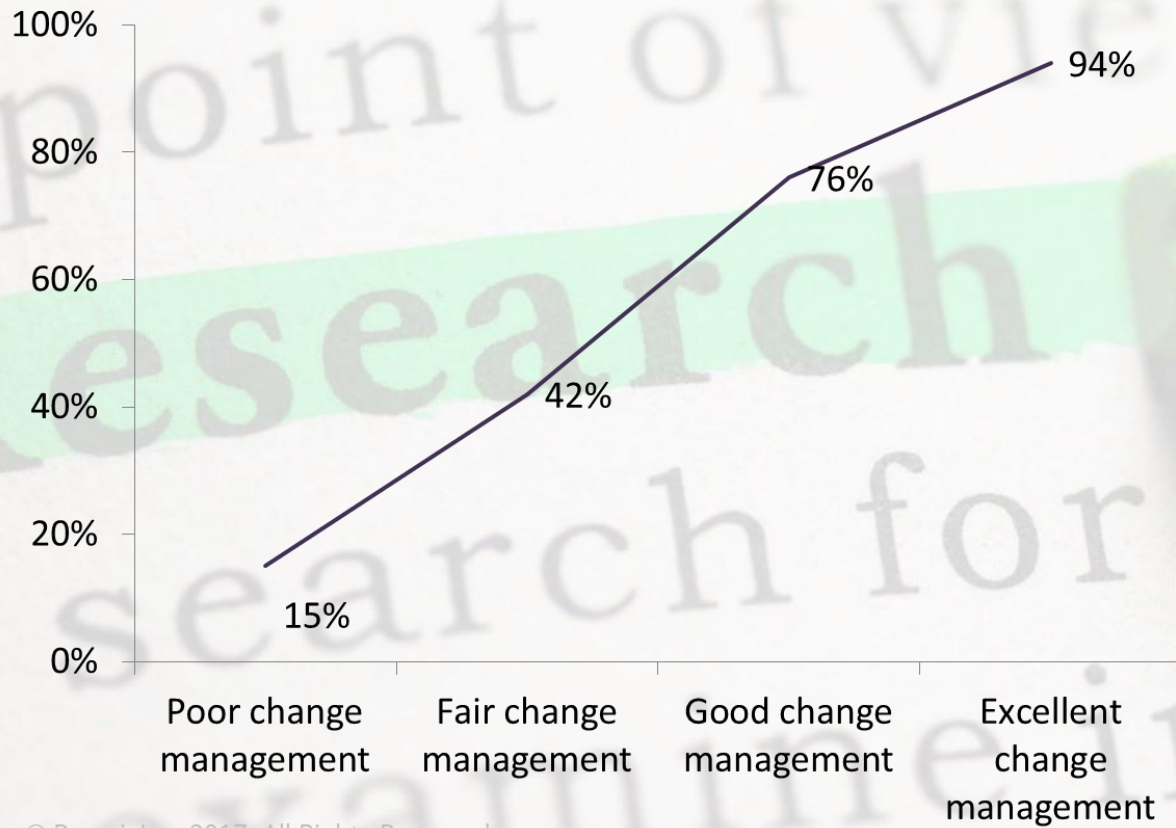
Vital alongside Project Management

- Projects introduce change (new systems, new products, new ways of working).
- Such projects typically require changes; changes to processes, job roles, organizational structures and types & uses of technology.
- Change Management is the process by which we ensure these new systems/products/ways of working are adopted, and stakeholders appropriately engaged, supported & informed.
- If people are unsuccessful in the personal transitions, and they don't embrace and learn a new way of working, an initiative is likely to fail.
- Project failure rates remain alarmingly high; a major reason is the failure to effectively engage with and support those affected by change (customers, partners, employees).

Why change can fail....

- Initiative not aligned to business objectives
- Resistance from various stakeholders
- Lack of engagement, information and support
- Insufficient skills and personnel to effectively plan and implement change

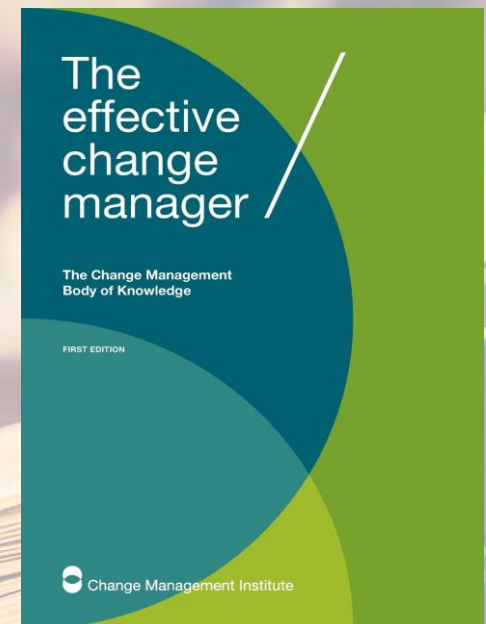
Projects that Met or Exceeded Objectives



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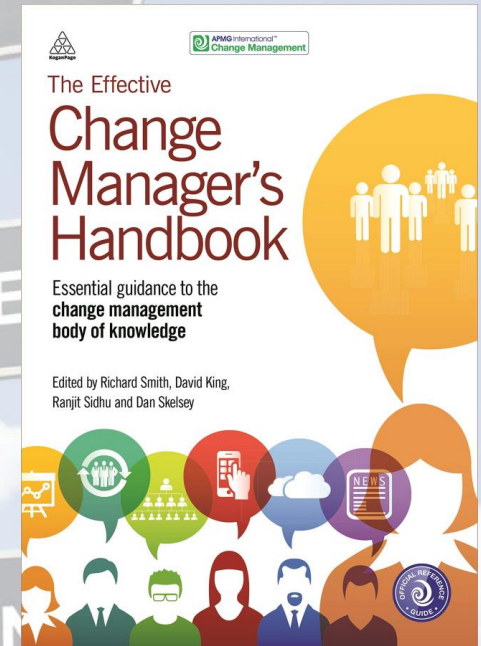
The Effective Change Manager: The Change Management Body of Knowledge

- Launched by the Change Management Institute in 2013
- Informed by international research and peer review
- Represents one of the best resources for the professional Change Manager and organizations seeking to improve change management capability.
- Draws on experience of 600+ change management professionals from 30 countries.
- Starting with the Institute's Change Manager Competency Model (what Change Managers do), the BoK describes what Change Managers must know to demonstrate competencies and deliver change effectively.

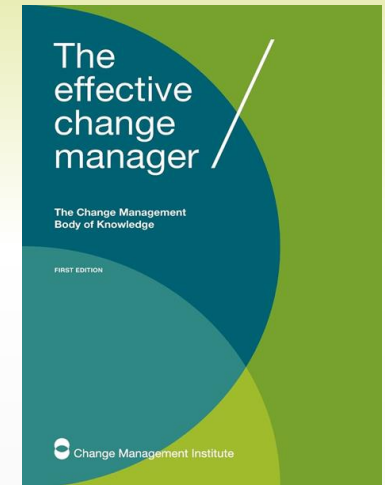
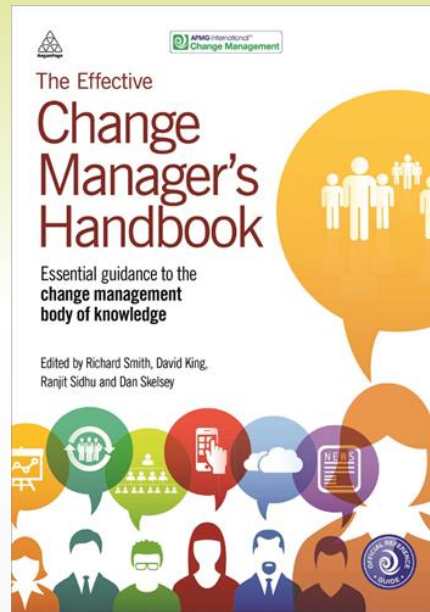
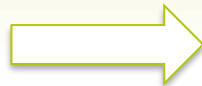
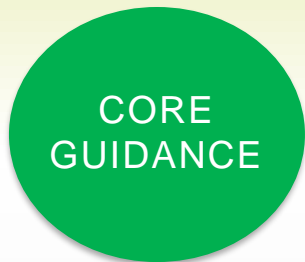


The Effective Change Manager's Handbook

- Core guidance and supporting text for the APMG Change Management syllabus and examinations.
- Aligned to the Change Management Institute's Change Management Body of Knowledge (CMBok).
- 13 chapters teach the 13 areas of knowledge defined by the CMBok.
- Provide a robust foundation of knowledge for anyone involved in organizational change initiatives.
- Developed **by** practitioners **for** practitioners.



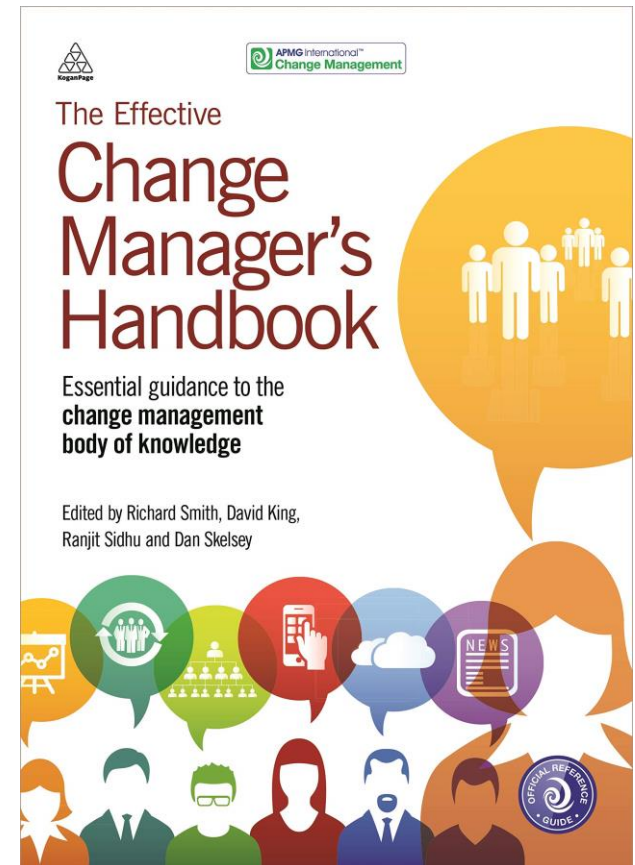
Enhance your ability to plan, implement and successfully manage the impact of change.



Courses and syllabus based on the Effective Change Manager's Handbook.
Teaches areas of knowledge defined by the CMBok (The Effective Change Manager).

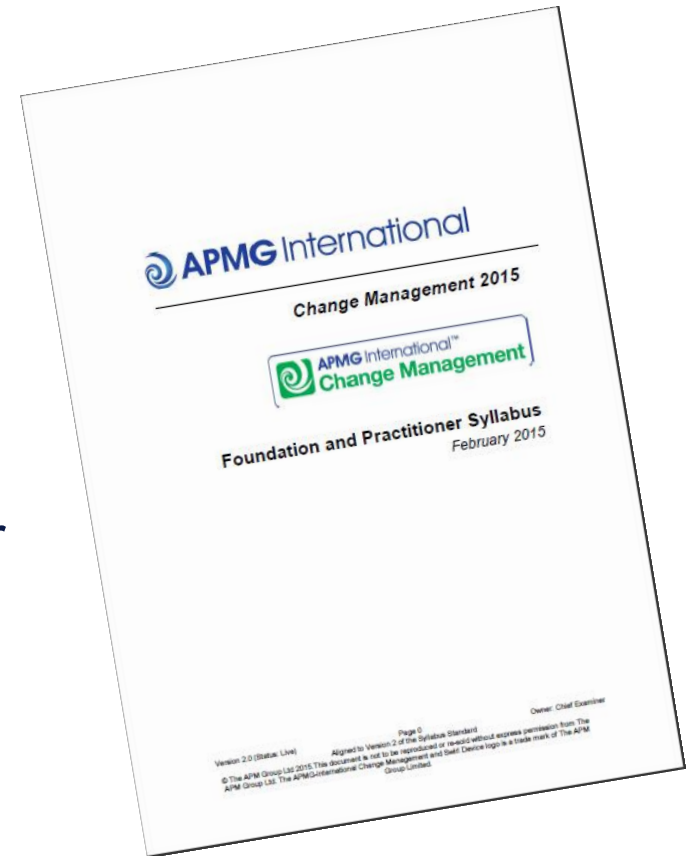
Effective Change Manager's Handbook - Chapters

A change management perspective
Defining change
Managing Benefits: ensuring change delivers value
Stakeholder strategy
Communication and engagement
Change impact
Change readiness, planning and measurement
Project management: Change Initiatives, projects and programmes
Education and learning support
Facilitation
Sustaining change
Personal and professional management
Organizational considerations



Change Management syllabus

- Four key areas:-
 - Change and the individual
 - Change and the organization
 - Communication and stakeholder engagement
 - Change management practice



Accredited training

- Available via APMG Accredited Training Organizations (ATOs)
- ATOs offer a range of course options
 - Public / in-house
 - Tutor-lead, blended or fully online
 - Foundation-only or Foundation + Practitioner
- APMG accredited processes, courseware and trainers.
- Recommended learning option
- Self-study also an option

Target Audience

Change Leaders
(e.g. Senior Responsible Owners)

Change Support
(e.g. Programme Office)



Change 'Agents'
(e.g. Business Change Managers)

Change Implementers
(e.g. Programme Managers)

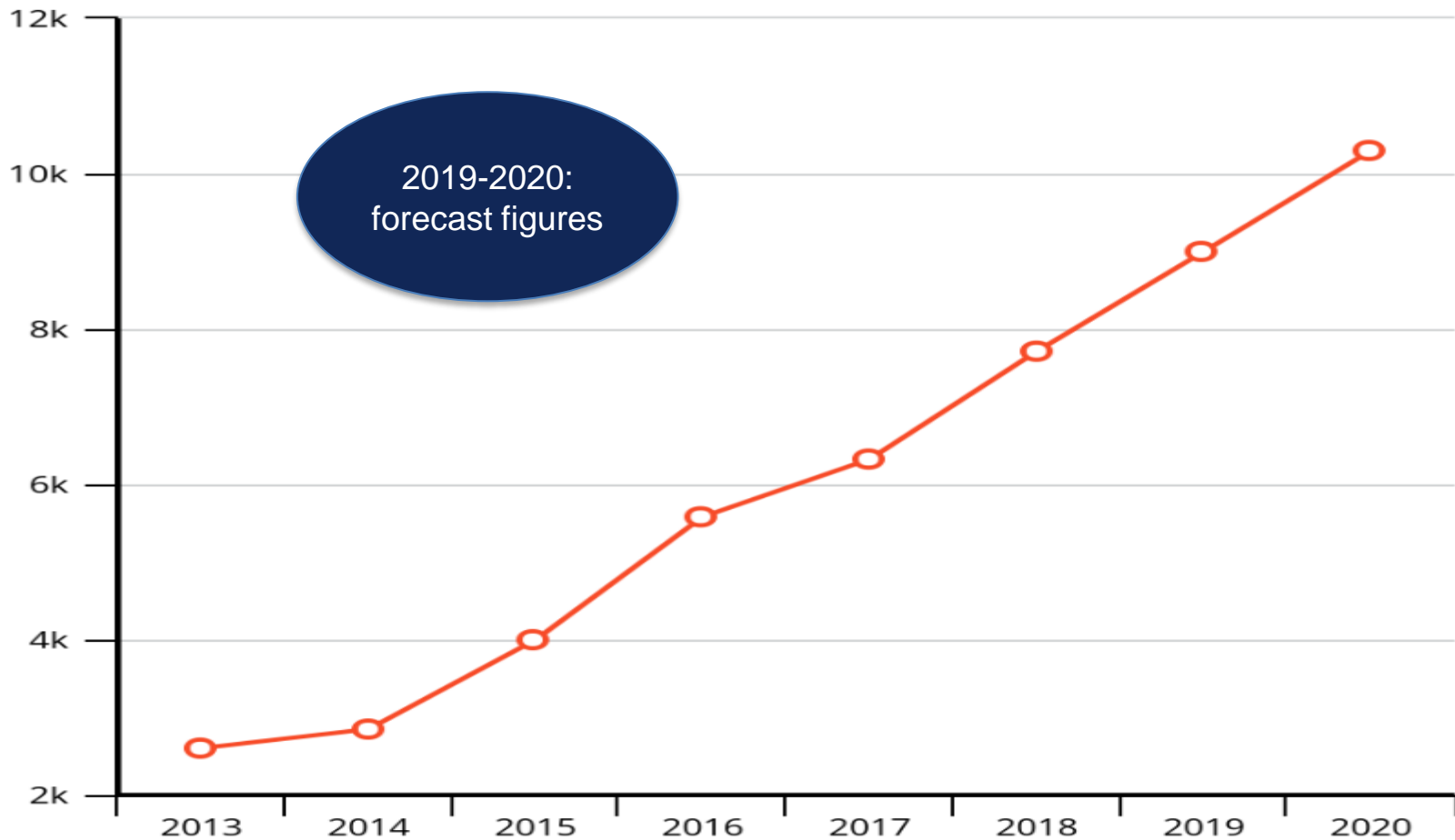
Operational Line Managers/Staff
would also benefit from a higher
level of understanding

Exams



FOUNDATION	PRACTITIONER
Multiple-choice format	Objective-testing / case study scenario
50 questions	4 questions (20 marks each)
50% pass mark (25/50)	50% pass mark (40/80)
40 minutes	2.5 hours
Closed-book	Open-book (Handbook permitted)
No pre-requisites	Foundation pass pre-requisite

APMG Change Management exams



Benefits

Successful candidates will have the knowledge and understanding necessary to contribute constructively to teams specifying, developing, implementing and sustaining change initiatives.

Courses explore how change affects, and is affected by, individuals, teams and organizations, helping those responsible for change initiatives to:

- ❑ Unlock resistance to change
- ❑ Provide effective support and motivation to individuals and teams to embrace change
- ❑ Draw from a range of professional approaches to implement change smoothly and effectively
- ❑ Manage and inform key stakeholders throughout the change process
- ❑ Speed up the implementation of change initiatives
- ❑ Realize the benefits of projects, programmes and other change initiatives

Learning outcomes - FOUNDATION

- ❑ 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.

Learning outcomes - PRACTITIONER

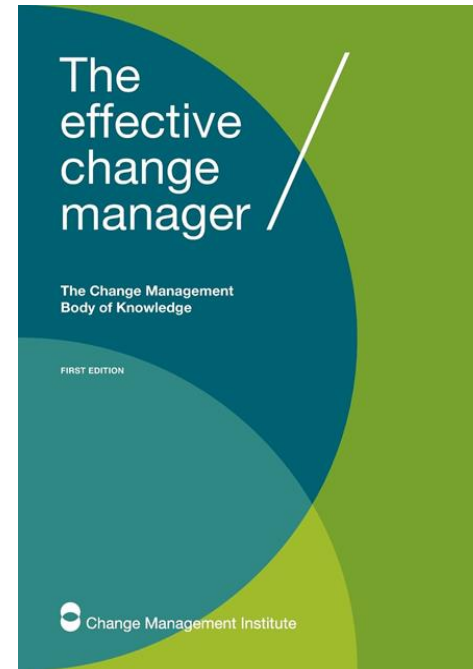
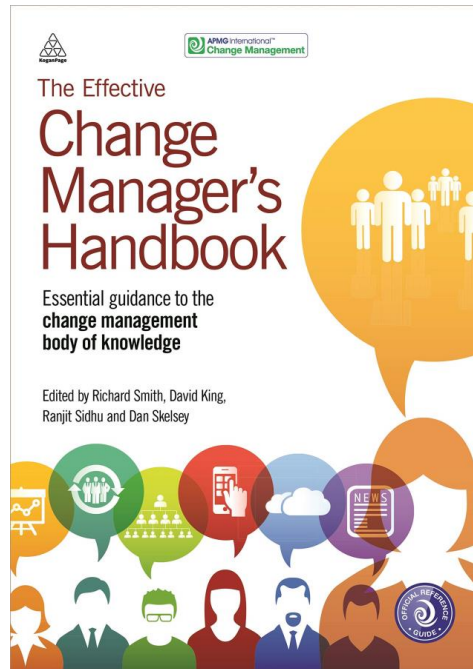
- ❑ Identify organizational drivers of change initiatives and links with governance structures (e.g. strategic, programme or project governance)
- ❑ Use a range of organization paradigms to understand, support and sustain change processes
- ❑ Apply an appropriate process framework to help plan or understand organizational change
- ❑ Establish a clear framework of roles, skills & activities that achieve the support of leaders from different levels
- ❑ Contribute effectively to preparation of change initiatives, including building the team and offering insight to improve team effectiveness
- ❑ Know how to prepare people for change
- ❑ Help colleagues understand the difference between organization change and the human impact of transition.
- ❑ Support identification & mapping of stakeholders and develop approaches to build & maintain engagement
- ❑ Draft change communication plans for key stakeholders
- ❑ Recognize signs of resistance to change and propose actions to mitigate it

SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE





www.apmg-international.com/ChangeManagement

Also available...



 **APMG International™**
Certified Local Change Agent

Two-day course and certification that focuses on the wider impacts of organizational change and how to help people adapt and embrace changes to working practices or the operating environment.

When an overall change initiative is managed centrally, it's important to have allies in areas affected by the change, to ensure that the change is understood and embraced at a 'local' level.

www.apmg-international.com/clca



Find out more at:

www.change-management-institute.com

Including:
Membership
Accreditation
Events
Local Chapters