



# Change Management v3

## Foundation and Practitioner certification

Build the practical knowledge and confidence to plan, lead and sustain organisational change.

### About the certification

Developed in partnership with the Change Management Institute, these courses help organisations and their people plan, implement and manage the impact of change effectively.

### Who should attend

- Aspiring or current change agents
- Project and Programme Managers
- Business leaders cultivating or leading change
- Communications, HR and training professionals involved in organisational change

### Course duration

Foundation courses are typically three days. Practitioner courses extend the learning by a further two days. Examinations are usually completed at the end of each course.

### What you will be able to do

- Apply a range of professional approaches to implement change smoothly and effectively
- Recognise and address resistance to change
- Support and motivate individuals and teams
- Identify and engage key stakeholders throughout the change process
- Accelerate the implementation of change programmes
- Demonstrate your contribution as a change professional

### Why choose APMG certification?

- Method-agnostic learning that can be applied alongside any structured change approach
- Practitioner certification is independently accredited and recognised by UKAS
- Quality-assured trainers, materials and organisational processes
- A pathway towards accreditation by the Change Management Institute

**Course basis** A dedicated Study Guide accompanies the course and is available exclusively to learners enrolled in the Change Management Certification programme.

### EXAM INFORMATION

#### Foundation

Closed book, Multiple choice  
• 40 minutes • 50% pass mark

#### Practitioner

Open book Case-study objective testing  
• 2.5 hours • 50% pass mark

## FIVE SYLLABUS AREAS

- Organisational Context and Awareness
- People and Change
- Change Leadership and Teams
- Stakeholders and Communication
- The Work of the Change Manager

## FOUNDATION LEVEL TOPICS

### Organisational Context and Awareness

#### Scene setting

- Change management and benefits
- Levels of adoption (Kelman)
- Cynefin model — simple or chaotic change
- Planned and emergent change
- Systems thinking
- Organisational culture
- Force-field analysis

#### Structuring the approach

- Co-design
- ADKAR
- Evolving the n-step process
- Delivery strategy and change management
- Agile practices
- Continuous change management cycle
- Change managers and agile practices
- Change strategy

### People and Change

#### Human responses

- People are all different (Myers Briggs)
- Introduction to neuroscience and change
- Change curve
- Leading the change journey

#### Human motivations and drives

- Reward and punishment
- Positive psychology and resilience
- Change formula
- Survival and learning anxieties

#### Learning and change

- Competence and learning
- Learning process, individual preferences and the learning dip

### Change Leadership and Teams

#### Leadership through change

- Key roles in the change process
- Role of the change sponsor
- Change agent's role and personal influence
- Role of local leadership in change
- Leadership and psychological safety in change
- Leadership shaping organisational culture

#### Teams and change

- Team structures and change
- How teams develop (Tuckman)
- Assessing and growing team effectiveness (Lencioni)
- Harvesting the value of team diversity

### Stakeholder Engagement and Communication

#### Stakeholder engagement

- Definition and identification
- Analysis
- Levels of power and stakeholder mapping
- Building engagement
- Planning stakeholder engagement

#### Communication

- Communication theory
- Barriers to communication
- Messaging to communicate change
- Communicating change — hearts and minds
- Ways in which we connect with people
- Communication channels
- Communication planning

### The Work of the Change Manager

#### Assessing impact and severity

- Assessment of change impacts
- Change impact severity

#### Resistance to change

- Underlying causes
- Reasons for resistance

#### Change analytics

- Measurement types
- Building a change analytics strategy

## PRACTITIONER LEVEL TOPICS

### Sustaining change

- Building change momentum and tipping points
- Competence and learning for change — effective learning instruction; learning needs and objectives
- Coaching to support change — active listening; developmental feedback; a framework for coaching
- Handling conflict in change
- Facilitation for co-design