

# Change Management Content Outline

## Foundation - Getting Started (day 1-3)

- 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 during change

## Change and 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
- 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 networks and the change team
- How to make the organization ready for change
- Creating a change management plan
- Dealing with resistance to change

## **Practitioner - Getting Started (day 4 & 5)**

- Introductions
- Course structure
- Course goals and objectives

### **Learning and Change**

- Defining and managing the required learning to enable change

### **The Project Management Environment**

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

### **Sustaining Change**

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

# **About the Exams**

### **APMG International Change Management Foundation™ Exam Preparation and Exam (day 3)**

- Review of and practice with APMG sample questions and test papers.
- The exam is taken and marked (provisionally) within the course.
- 40 minutes, closed-book exam.
- 50 multiple-choice style questions.
- 25 marks required (out of 50 available) to pass – 50% pass mark.

Passing the Change Management Foundation™ level exam with a pass rate of 50% or higher is a prerequisite for sitting the Change Management Practitioner™ exam.

### **APMG International Change Management Practitioner™ Exam Preparation and Exam (day 5)**

- Review of and practice with APMG sample questions and test papers.
- The exam is taken and submitted to APMG for marking.
- 2.5 hour open-book exam (using only The Effective Change Manager's Handbook and the APMG Candidate's Guide to the Effective Change Manager's Handbook).
- Objective Testing Exam (OTE) multiple-choice questions.
- 4 questions per paper (Change and the Individual, Change and the Organization, Communications and Stakeholder Engagement and Change Management Practice), subdivided into several parts, each being worth 20 marks available per question – all question items are worth 1 mark, with the total number of 80 marks possible per paper.
- Pass mark is a total of 40 or more out of a possible 80 (50%).