BQF Academy

Change Management Body of Knowledge

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Introduction

This document contains the Change Management Body of Knowledge for all four levels of certification.

- Change Management Associate Practitioner
- Change Management Practitioner
- Change Management Advanced Practitioner
- Change Management Master Practitioner

Each section contains

- A description of the audience
- An overview of the certification process
- Expectations for the practical assessment

This document should be used as a basis when preparing for certification

We appreciate that every implementation is different and not all tools are applicable to all situations. We do expect to see a clear rationale for which tools were selected in each situation. Our certifications are assessed by a range of licensed associates, each of whom will have variations on the outlined process, so please discuss specifics with your provider before your certification.

Please get in touch with bqfacademy@bqf.org.uk if you have any questions

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Change Management Associate Practitioner

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Change Management Associate Practitioner Certification Criteria

A Change Management Associate - Demonstrating understanding of change management tools and techniques and playing a role within a change/project team to deliver people impacting change

Certification Audience

Aimed at individuals who are supporting a team to deliver a change. They must demonstrate a basic understanding of the change management principles, tools and techniques and have evidence of using the tools to support the change lead to deliver a sustainable change.

Principles, concepts, tools and techniques

· The concept of a change curve, why people react to change and why it is critical to plan for reactions to change

· Resistance - Understanding what resistance looks like and how it can manifest itself, minimising the risks and impacts of resistance and how to overcome it

· The importance of sponsorship and the consequences of not having it in place

· Creating and communicating a compelling case for change that creates a change ready mindset

· How change management aspects were undertaken and any particular challenges which were overcome

· Building and delivering a communication and engagement strategy and plan throughout the entire change lifecycle

· Building skills and capability that create confidence in people to be able to respond and deliver the change

· Understand how important reinforcement is to make changes sustainable and show what reinforcement strategies you have considered and used

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Change Management Associate Practitioner Certification Evidence

You will be expected to have supported the change lead to use a Change Impact Assessment plus a selection of the following tools

- A change story
- A plan of how you engaged everyone and managed resistance, including the management of sponsors
- A plan to communicate the change to everyone impacted
- A plan of how you equipped people with the knowledge and skills to play their role in the change
- A reinforcement plan of the things you had to do to make the change stick and sustainable
- A review of your learning and planning for future success

Evidence

Presentation and Q&A of a completed change to demonstrate how you have personally been involved and supported the change lead to deliver a sustainable change that impacted people.

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Change Management Practitioner

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Change Management Practitioner Certification Criteria

BQF Change Management Practitioner - Demonstrating delivery of an E2E change project using a range of the recognised change management tools, techniques and processes to successfully deliver people impacting change. Support and coach team members within the organisation to be part of the change.

Certification Audience

Aimed at individuals who lead a change and demonstrate delivery of an E2E change project using a range of the recognised change management tools, techniques and processes to successfully deliver people impacting change. Support and coach team members within the organisation to be part of the change.

Principles, concepts, tools and techniques

· The concept of a change curve, why people react to change and why it is critical to plan for reactions to change

· Resistance - Understanding what resistance looks like and how it can manifest itself, minimising the risks and impacts of resistance and how to overcome it

· The importance of sponsorship and the consequences of not having it in place

· Creating and communicating a compelling case for change that creates a change ready mindset

· How change management aspects were undertaken and any particular challenges which were overcome

· Building and delivering a communication and engagement strategy and plan throughout the entire change lifecycle

· Building skills and capability that create confidence in people to be able to respond and deliver the change

· Understand how important reinforcement is to make changes sustainable and show what reinforcement strategies you have considered and used

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Change Management Practitioner Certification Evidence

You will be expected to have supported the change lead to use a Change Impact Assessment plus a wide selection of the following tools

- A change story
- A plan of how you engaged everyone and managed resistance, including the management of sponsors
- A plan to communicate the change to everyone impacted
- A plan of how you equipped people with the knowledge and skills to play their role in the change
- A reinforcement plan of the things you had to do to make the change stick and sustainable
- A review of your learning and planning for future success

Evidence

Presentation and Q&A of a completed change that you have led to demonstrate how you have personally delivered a sustainable change that impacted people.

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Change Management Advanced Practitioner

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Change Management Advanced Practitioner Certification Criteria

BQF Change Management Advanced Practitioner - Demonstrating delivery of an E2E change project that cover multiple dimensions of an organisation and multiple stakeholders. Demonstrate the use of a range of the recognised change management tools, techniques and processes to successfully deliver people impacting change. Support and coach Change Leads and Managers within the organisation to embed Change Management tools and techniques.

Certification Audience

Aimed at individuals who lead an E2E change project that covers multiple dimensions of an organisation and multiple stakeholders. Demonstrate the use of a range of the recognised change management tools, techniques and processes to successfully deliver people impacting change. Support and coach Change Leads and Managers within the organisation to embed Change Management tools and techniques.

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Change Management Advanced Practitioner Certification Criteria

Principles, concepts, tools and techniques

· The concept of a change curve, why people react to change and why it is critical to plan for reactions to change
· Understand how change can disrupt what people value and how to overcome this unalignment
· Understand the change landscape across the business and any change history that may impact the reactions and resistance to your change
· Resistance - Understanding what resistance looks like and how it can manifest itself, minimising the risks and impacts of resistance and how to overcome it
· The importance of sponsorship and the consequences of not having it in place and how contracting can add value and create RoI
· Creating and communicating a compelling case for change that creates a change ready mindset
· Building and delivering a communication and engagement strategy and plan throughout the entire change lifecycle that include feedback loops
· Building skills and capability that create confidence in people to be able to respond and deliver the change
· Understand how important reinforcement is to make changes sustainable and show what reinforcement strategies you have considered and used
· Establish methods to deal with difficult conversations and conflict and the personal resilience mechanisms that you deploy when times get tough
· Create a way to measure the impact of your change on the people affected

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Change Management Advanced Practitioner Certification Evidence

You will be expected to have supported the change lead to use a Change Impact Assessment plus all of the following tools

- A change story
- A plan of how you engaged everyone and managed resistance, including the management of sponsors
- A plan to communicate the change to everyone impacted
- A plan of how you equipped people with the knowledge and skills to play their role in the change
- A reinforcement plan of the things you had to do to make the change stick and sustainable
- A review of your learning and planning for future success

Evidence

Presentation and Q&A of a completed change that you have led to demonstrate how you have personally delivered a sustainable change that impacted people.

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Change Management Master Practitioner

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Change Management Master Practitioner Certification Criteria

BQF Change Management Master Practitioner - Delivery of multiple complex changes or projects that have impacted people and behaviours at a strategic and/or enterprise level. Demonstrate how you have influenced and managed multiple complex stakeholders and the strategies you have leveraged to capture the hearts and minds of those impacted by the change. Evidence coaching and capability development of those within your organisation to leverage and use change management techniques. Builds and embed Continuous Improvement into the strategic goals of the business.

Certification Audience

Aimed at individuals who lead the delivery of multiple complex changes or projects that have impacted people and behaviours at a strategic and/or enterprise level.

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Change Management Master Practitioner Certification Criteria

Principles, concepts, tools and techniques

- The concept of a change curve, why people react to change and why it is critical to plan for reactions to change
- Understand how change can disrupt what people value and how to overcome this unalignment
- Understand the change landscape across the business and any change history that may impact the reactions and resistance to your change
- Resistance - Understanding what resistance looks like and how it can manifest itself, minimising the risks and impacts of resistance and how to overcome it
- The importance of sponsorship and the consequences of not having it in place and how contracting can add value and create RoI
- Creating and communicating a compelling case for change that creates a change ready mindset
- Building and delivering a communication and engagement strategy and plan throughout the entire change lifecycle that include feedback loops
- Building skills and capability that create confidence in people to be able to respond and deliver the change
- Understand how important reinforcement is to make changes sustainable and show what reinforcement strategies you have considered and used
- Establish methods to deal with difficult conversations and conflict and the personal resilience mechanisms that you deploy when times get tough
- Create a way to measure the impact of your change on the people affected

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Change Management Master Practitioner Certification Evidence

You will be expected to have used a range of tools and strategies including but not exclusive to

- · A change story
- · A plan of how you engaged everyone and managed resistance, including the management of sponsors
- · A plan to communicate the change to everyone impacted
- · A plan of how you equipped people with the knowledge and skills to play their role in the change
- · A reinforcement plan of the things you had to do to make the change stick and sustainable
- · A review of your learning and planning for future success

Evidence

Self reflection period to consider preset questions that allow the candidate to document their personal journey of leading people impacting change, the results they have delivered and the learning they have experienced, shared and adopted

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