

Change Management Advanced Practitioner Body of Knowledge

Note these requirements are incremental to the certifications at the lower level and this assumes knowledge and application of those requirements

Principles and concepts

- Knowledge and understanding of core change management concept including :-
 - Appreciation of change management methods and their similarities
- Planning for, understanding and influencing reactions to change
 - Change readiness assessment
- Sponsor Contracting and Effectiveness
 - Effective contracting on requirements and behaviours
 - Development of a compelling narrative for change/story
- Developing stakeholder capability
 - Change planning to create capability across knowledge skills and behaviours
- Approaches to reinforcement strategies
 - Change planning to determine reinforcement requirements
 - Influencing skills, approaches and models
 - Flexibility across impacted community
- Engagement planning and phasing
 - Phasing approach to engagement
 - Stakeholder assessment for engagement media and messaging
 - Communication evaluation and testing

- Understanding cultural impacts of change
 - Components of culture
 - Alignment of reinforcement strategies, engagement and communication planning
- Measurement and evaluation
 - Measuring impact of change and resulting movement
- Principles of coaching
 - Appropriate coaching models in the organisation e.g. T.R.A.I.N, GROW model
 - Situational leadership
 - Conflict management
 - Difficult conversations
 - Providing feedback
 - Understanding personality type and how this can impact reactions to change
- Practical Facilitation Skills
 - Principles, Process, Style
 - Observation skills
 - Dealing with personalities
 - Resistance management for facilitators
 - Working with a co facilitator
- Personal Resilience
 - Emotional intelligence theory and managing emotions
 - Circles influence v control
 - Time Management
 - Difficult conversations
 - Challenging reactions
 - Drains and taps/
 - Solution focus

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Tools & Techniques

- Change planning
- Change history assessment
- Organisational Stress Assessment
- Change readiness assessment
- Change agent/Sponsor effectiveness assessment
- Advanced tools & techniques for surfacing, tracking mitigating and managing resistance
- Change Risk Assessment
- Measuring impact of change tools
- Measuring change impact and resulting movement
- Situational leadership model
- Leadership styles
- Influence models
- Push and Pull influencing
- Thomas-Killmann instrument
- Alignment model
- Energisers
- Proof of learning assessment
- Circles influence v control
- Time Mgt Matrix
- Difficult conversations

Certification

- Exam – Open book 30 questions and 1 case study pass 80%
- Evidence - Formal presentation of a storyboard including testimonials and feedback demonstrating their involvement, participation and understanding of coaching multiple teams to deliver sustainable changes including three of the following:-
 - Change management scoping, planning, cultural alignment and implementation
 - Sponsor coaching and contracting
 - Development, planning and implementation of reinforcement strategies
 - Development of engagement through communications planning, testing and assessment
 - Planning and facilitating an event to engage the target community in the change
 - Coaching others/self to develop skills needed to implement sustained change or increase personal resilience
 - A matrix of the tools used will also be required
- Q&A session to demonstrate their understanding of the principles and concepts and application of the tools and techniques specified