

# Change Management Master 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

### Compelling narrative for change/ Compelling point of view/ Change story

- Creating a compelling narrative for change
- 5 kinds business story [Harvard Bus Sch]
- Linkages to resistance, influencing, conflict, reinforcement & communications and engagement planning

### Understanding Type /Myers Briggs/Jung Theory

- Definitions of type and trait
- Characteristics & reaction to change and how to leverage these
- Recognising Personality Type
- Applying type and trait during change planning
- Using differences constructively
- Team formation/roles including Belbin theory
- Links to Kotter – Thinking and Feeling impact on behaviour

### Creativity through collaboration

- Divergent and convergent thinking & related tools:-
  - Idea generation
  - Challenging assumptions constructively
  - Building consensus
- Introduction to the principles of conflict
  - Understanding conflict
  - Understanding styles and approach
- Leveraging conflict for creativity

## Tools & Techniques

- Change story frameworks
- Elevator speech, sales sandwich
- 15 word flip chart
- Applying type and trait
- Team formation/roles
- Challenging assumptions constructively
- Building consensus
- Pyramid principle

# Change Management Master Practitioner Expert Body of Knowledge

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## Certification

- Exam – Open book 30 questions and 2 case studies pass 80%
- Evidence Part 1- Formal presentation of a storyboard including testimonials and feedback demonstrating their leadership, direction setting, participation and understanding of leading an organisation\* to deliver sustainable changes including the following:-
  - Change management application, direction, scoping, planning, cultural alignment and implementation
  - Organisational leadership coaching to be sponsors and contracting to achieve this as a sustainable organisational change
  - Planning for creating sustainable organisational capability in the skills needed to implement sustained change and a culture of change readiness
- And any one of the following three
  - Development, planning and implementation of organisational reinforcement strategies
  - Development of engagement through communications planning, stories, testing and assessment
  - Planning and facilitating events that engage target communities in the change, build consensus or leverage conflict to achieve creativity
- A matrix of the tools used will also be required

- Evidence Part 2-
- Review of personal coaching/mentoring via interviews and surveys with project/team members
- Observation (van be virtual or recorded) of appropriate training, capability transfer or coaching sessions
- Observation (can be virtual or recorded) of a strategic planning or change deployment event lead by the candidate
- Q&A session to demonstrate their understanding of the principles and concepts and application of the tools and techniques specified

\* An organisation may be a company, a division or a directorate. It represents a complete management hierarchy