Change Management
Professional Development

Training, certification, accreditation and membership with APMG and the Change Management Institute
Introduction

Change is inevitable. For many organizations change can become a regular occurrence, particularly in the current climate in which organizations must adapt to remain competitive, evolve, or simply survive.

Accordingly, dealing with change and the impact of changes is a high priority for organizations.

Change Management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change, which in turn drives organizational success, deliverables and outcomes. While all changes and all individuals are unique, decades of research demonstrate there are actions we can take to influence people in their individual transitions.

Change Management is gaining increasing recognition as a profession, with demand growing for qualified and experienced change practitioners, managers and leaders. Increasing numbers of organizations are recognising the value of effective change management too, with many focusing on building stronger internal capability to better facilitate increasing levels of change.

All this means it is vital that practitioners have access to effective professional development opportunities.

The purpose of this paper is to highlight the professional development opportunities available to change professionals through APMG International and the Change Management Institute, and to outline the relationship between APMG’s qualifications and the Institute’s resources and accreditation.

Background

In 2006, APMG launched its Change Management certification – a Foundation-level certification based on an excellent publication by Esther Cameron and Mike Green – “Making Sense of Change Management.” Building on strong success, a Practitioner level certification was introduced in 2009.

Content of the Cameron and Green publication focused on four key areas of change – individual change, team change, organizational change and leading change.

The APMG syllabus and supporting training courses reflected these four key areas, with the overall aim of supporting practitioners’ understanding of the impact of change at various levels, and equipping them with knowledge, tools and techniques to support change and to manage its impact.
The Change Management Institute

The Change Management Institute, established in 2005, is a global, independent, not-for-profit association of change professionals, committed to the creation, evolution and promotion of professional standards in change management.

Membership of the Change Management Institute provides access to change management best practice and professional development through its:
- Change Manager Competency Models
- Change Management Body of Knowledge (CMBoK)
- Accreditation
- Events – speakers, networking, webinars
- Member resources – thought leadership pieces, white papers and videos

The Change Management Body of Knowledge (CMBoK)


Informed by international research and peer review, the CMBoK represents one of the best resources available to the professional Change Manager, as well as to organizations seeking to improve their change management capability.

The CMBoK draws on the experience of more than six hundred change management professionals from thirty countries. Starting with the Institute’s Change Manager Competency Model (what Change Managers do), the CMBoK describes what Change Managers must know to demonstrate those competencies effectively and to deliver change successfully.

Change Management Institute Membership

The Change Management Institute offers three types of membership – individual, student and corporate – to support ongoing professional enrichment and development for change professionals.

Change Management Institute Accreditation

TheChange Management Institute’s three levels of Accreditation will ensure a relevant assessment of your capabilities.

Accreditation through the Change Management Institute is an independent assessment of your proven skills and experience. The assessment standard is the Change Manager Competency Models. The knowledge underpinning the competency models is set out in the CMBoK.

2015: APMG’s Change Management qualifications align with the CMBoK

APMG began working with the Change Management Institute following publication of the CMBoK in 2013, to develop examinable text for the CMBoK. The result was the “Effective Change Manager’s Handbook”, published in 2015. The Handbook’s 13 chapters reflect the 13 ‘knowledge areas’ of the CMBoK.

The Handbook became the basis for APMG’s redeveloped syllabus and Foundation/Practitioner exams, released in April 2015. The APMG course and exams are available to all, regardless of change management experience. Approved training courses are available globally via APMG’s international network of accredited providers.

Global candidate numbers have increased significantly year-on-year, reflecting the growing trend of professional development in change management. In the period from April 2015 to June 2018, over 11,000 individuals have completed the Foundation exam, with approximately 65% of those going on to complete the Practitioner exam too.

YOUR EXPERIENCE

<table>
<thead>
<tr>
<th>FOUNDATION</th>
<th>SPECIALIST</th>
<th>MASTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ 1-2 years CM experience</td>
<td>✓ 3-6 years CM experience</td>
<td>✓ 7+ years senior CM experience</td>
</tr>
<tr>
<td>✓ Typical scope-project level</td>
<td>✓ Typical scope-project or program level</td>
<td>✓ Typical scope – portfolio/organizational level</td>
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</tbody>
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ASSESSMENT STANDARD

Foundation Competency Model
- Written application
- Reference check

Specialist Competency Model
- Written application
- Reference check
- Virtual interview

Master Competency Model
- Written application
- Reference check
- Virtual interview
- Virtual assessment centre

WHAT WILL BE REQUIRED

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The relationship between APMG’s Change Management qualifications and Change Management Institute Membership & Accreditation

Between APMG and the Change Management Institute, there are three key professional development opportunities available to change professionals:

- **APMG CERTIFICATION**
  - Foundation level certification
  - Practitioner level certification

- **INSTITUTE MEMBERSHIP**
  - Part of global community
  - Network with experts/peers
  - Gain tools and techniques
  - Professional development

- **INSTITUTE ACCREDITATION**
  - Foundation
  - Specialist
  - Master

A requirement of the Change Management Institute’s Foundation level accreditation is evidence of CMBoK aligned training, and this represents the formal link between APMG’s Change Management course/certifications and Change Management Institute accreditation.

APMG Foundation and Practitioner Change Management training courses are recognised as “Endorsed Courses” by the Change Management Institute. Passing those exams is one way of addressing the knowledge requirement of Foundation level accreditation with the Change Management Institute.

So, to summarize:

- **APMG’s Change Management courses and exams** are available to all practitioners, regardless of experience. APMG certification demonstrates an individual’s understanding of Change Management, its impact at various levels, and theories, tools and techniques for managing the impact of change. A pass at Practitioner level addresses the knowledge requirement of Foundation level accreditation with the Change Management Institute.

- **Change Management Institute MEMBERSHIP** is available to all practitioners, regardless of experience. It’s a great way to stay up to date with change management best practice, strengthen capability, enhance credibility and improve professional connections.

- **Change Management Institute ACCREDITATION** provides recognition of an individual’s change management experience, skills and capabilities, validated against an international competency model. There are three levels of Accreditation for different experience levels – Foundation, Specialist and Master.

Further information

APMG Change Management training and certification:
[www.apmg-international.com/ChangeManagement](http://www.apmg-international.com/ChangeManagement)

Also available at the APMG Change Management page is a paper examining the differences between APMG Change Management qualifications and those available from Prosci.

The Effective Change Manager’s Handbook: available to purchase at:
[www.apmg-businessbooks.com](http://www.apmg-businessbooks.com)

Change Management Institute (membership, accreditation, competency model and CMBoK):

Discover our complete portfolio of professional certifications: [www.apmg-international.com](http://www.apmg-international.com)

A global network of accredited training and consulting providers at: [www.apmg-international.com/all-atos](http://www.apmg-international.com/all-atos)