

# Change Management

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## Change Management Certification

What has been updated in the Syllabus?

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APMG have updated the syllabus and content that underpins the Change Management certification. This is in response to the Change Management Institute publishing a new version of the Change Management Body of Knowledge (CMBokv2) and to reflect the changing landscape of change management. A new Study Guide has been published to accompany the Change Management course. Students preparing for the new version of the change management course, should read the Study Guide. This is the source text that is used for the examinations and is exclusively available to learners enrolled in the Change Management Certification program.

Since the creation of the previous syllabus in 2015, the business landscape, within which change occurs, has evolved significantly. In response to the evolving demands and new challenges the business world faces, APMG has updated our popular **Change Management Foundation and Practitioner courses**.

Here is a summary of the changes between the Change Management 2015 Certification and the new Change Management Certification (Version 3).

### Topics of this successful Change Management Certification program that remain similar

**These topics remain in the new syllabus and there are no significant changes to them:**

1. Bridges model (though the detail is reduced and simplified)
2. Change curve
3. Change formula, survival and learning anxieties
4. Change roles
5. Force field analysis
6. Honey and Mumford learning styles
7. Learning theory – conscious competence learning model and learning dip
8. Levels of adoption, tipping point, critical mass
9. Myers Briggs Type theory
10. Sustaining change and 'levers'
11. Tuckman's Team development.

**Topics no longer included in the syllabus**

These topics were in the Change Management 2015 syllabus and are not included in the new syllabus:

1. Complex adaptive systems, responsive processes
2. Developing an effective team (the Glaser and Glaser model)
3. Drivers of change, vision and vision statements
4. Morgan's metaphors
5. Open Space technology, World Café events
6. Project management governance
7. Stakeholder identification workshops
8. Stakeholder Client, Provider, Influencer, Governance (CPIG) segmentation and personas.

## Topics that have been modified

These topics are still in the new syllabus, but there are more substantial changes compared to the 2015 syllabus. The content has either been reduced, simplified, or the emphasis has shifted.

### Significant Improvements or a Change in Emphasis

- Change strategy
- Facilitation – now focuses on co-design
- N-step approaches to change (by Lewin, Kotter) – has reduced emphasis on linear step.

### Reduced content

- Change teams
- Emergent change
- Motivation
- Organisational culture
- Systems thinking – with less information on Senge.

### Simplified

- Change impact and severity assessment
- Resistance
- Stakeholders and communication - has been rewritten as one unit and simplified.

## New topics added to the updated Change Management Syllabus

**These topics are new additions to the syllabus in the latest version:**

- Coaching to support change, including listening and giving developmental feedback
- Continuous change management cycle
- Developing an effective team (by Lencioni)
- Handling conflict
- Implications of neuroscience findings
- Introduction to agile in the context of change
- Introduction to co-design of change
- Introduction to ADKAR
- Leadership and psychological safety in change
- Managing benefits of change
- Positive psychology and resilience
- Use of metrics and data analytics in change management.

## The 5 syllabus areas in Change Management Version 3

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1. Organisational Context and Awareness
2. People and Change
3. Change Leadership and Teams
4. Stakeholders and Communication
5. The Work of the Change Manager.

### The 2015 Change Management Syllabus areas were:

- Individual Change
- Organisational Change
- Stakeholders and communication
- Change Management Practices.

The new Study Guide has been written specifically for this new version of the course. The content of this guide aligns with the new syllabus topic areas.

The guide has also been split into two main sections, to distinguish between the Foundation level topics and the Practitioner level topics.

## Foundation Level Topics

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### Organisational Context and Awareness section

#### Scene setting

- Change management and benefits
- Levels of adoption (Kelman)
- Cynefin model – simple or chaotic change
- Planned and emergent change
- Systems thinking
- Organisational culture
- Force-field analysis.

### Structuring approach to change

- Co-design
- ADKAR
- Evolving the n-step process
- Delivery strategy and change management
- Agile practices
- Continuous change management cycle
- Change managers and agile practices
- Change strategy.

## People and Change

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### Human responses to change

- People are all different (Myers Briggs)
- Intro to neuroscience and change
- Change curve
- Leading the change journey.

### Human motivations / drives

- Reward and punishment
- Positive psychology and resilience
- Change formula
- Survival and learning anxieties.

### Learning and change

- Competence and learning
- Learning process and individual preferences, learning dip.

## Change Leadership and Teams

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### Leadership through change

- Key roles in change process
- Role of change sponsor
- Change agent's role and personal influence
- Role of local leadership in change
- Leadership and psychological safety in change
- Leadership shaping organizational culture.

### Teams and change

- Team structures and change
- How teams develop (Tuckman)
- Assessing and growing team effectiveness (Lencioni)
- Harvesting the value of team diversity.

## Stakeholder Engagement and Communication

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### Stakeholder engagement

- Stakeholder definition and identification
- Stakeholder analysis
- Stakeholder levels of power and stakeholder mapping
- Building engagement
- Planning stakeholder engagement

### Communication

- Basics of communication theory
- Barriers to communication
- Messaging to communicate change
- Communicating change – hearts and minds
- Ways in which we connect with people
- Communication channels
- Communication planning

## Work of the Change Manager

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### Assessing impact / severity

- Assessment of change impacts
- Change impact severity

### Resistance to change

- Underlying causes of resistance
- Reasons for resistance

### Change analytics

- Measurement types
- Building a change analytics strategy.

## Practitioner level topics

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- Sustaining change
- Building Change momentum and tipping points
- Competence and learning for change
  - Introduction to effective learning instruction
  - Learning needs and objectives.
- Coaching to support change
  - Active listening
  - Developmental feedback
  - Framework for coaching.
- Handling conflict in change
- Facilitation for co-design.



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