

## Change Management Foundation and Practitioner Syllabus Summary



This document can be viewed as a comprehensive course outline OR a summary of the full course syllabus. In order to make it easier for delegates to break down the key learning points in this exciting course, I have summarised the syllabus into the areas that you need to concentrate on. The structure and wording in this summary will be similar to what you will encounter in the accredited course material.

The Change Management Foundation and Practitioner syllabus contains four sections:

1. Individual change
2. Team change
3. Organisational change
4. Leading change

Set out below is a guide to the information and knowledge that you will need for each of these sections to prepare for your Change Management Foundation and Practitioner examinations.

### 1. Individual change

The defining features of models which describe how people learn:

- The learning process and the learning dip
- The Gestalt terms and the concepts of 'foreground' and 'background'
- The sequence of the learning process (conscious/unconscious incompetence to unconscious competence)
- The stages and sequence of the Kolb 'learning cycle' and the related learning styles

The perspectives associated with the behavioural approach to change:

- The process of conditioning: examples of rewards and punishments (Pavlov and Skinner)
- Examples of financial and non-financial reinforcement strategies and how they may be used
- Theory X and Theory Y assumptions (McGregor)
- Factors affecting demotivation and motivation at work
- Use of hygiene factors and motivators (Herzberg)

The perspectives associated with the cognitive approach to change:

- Connections between values, beliefs, emotions attitudes and behaviour
- The key questions in achieving results and setting goals;
- The 'well-formed outcome'
- The sequence which connects self-concept to results
- Techniques for changing beliefs and performance

The perspectives associated with the psychodynamic approach to change:

- The sequences and terms used in theories using the idea of a 'change curve' (Kubler-Ross; Adams, Hayes and Hopson)
- The sequences and terms used in the Virginia Satir model and critical points in the change process (Satir; Weinberg)

The perspectives associated with the humanistic psychology approach to change:

- The levels and terms used in the hierarchy of needs (Maslow)
- The three 'crucial conditions' to bring about growth and development with individuals within organizations and process of change (Rogers and the path to personal growth)
- The Gestalt approach to individual and organizational change and how it maps to stages in managerial decision making (Perls; Nevis)
- The individual personality 'preferences' identified by the MBTITM and the responses of four types of individuals to change (Myers and Briggs)

The factors that influence how to manage change in self and others:

- Propensity for change – five factors (Cameron and Green)
- The stages and terms used in the transformative change model and factors causing resistance to change (Schein)
- How learning theories and the different psychological approaches to change can be used to help individuals through change
- How individual responses to change are impacted by personality preferences and other factors
- How to support individuals going through change using coaching (GROW model) and supporting techniques: asking questions; active listening; giving feedback

## 2. Team change

The theories and models about the nature of teams:

- What is a group and when is it a team? (Various)
- Why we need teams and the relationship between uncertainty and teamwork (Casey)
- Types of organizational teams (Cameron and Green)

How to Improve Team Effectiveness:

- The five elements that contribute to the level of a team's effectiveness or ineffectiveness (Glaser and Glaser)
- Tuckman's model of team change and the stages of development that teams go through

Leadership Issues in Team Change:

- The phases that groups go through and the challenges for leaders (Bion and Turquet)
- The John Adair model
- The team leader's role and behaviours
- Improve team effectiveness by using facilitation and action learning

How individuals affect team dynamics:

- How team members with different MBTI react to one another in teams and their attitudes to change
- The advantages and disadvantages of similarity and difference between individuals within teams (McCaulley)
- The contributions and allowable weaknesses of people playing different team roles (Belbin)

### 3. Organisational change

#### Metaphors

- The use of metaphor to explore different beliefs and assumptions about change
- The key beliefs and assumptions associated with the Machine organizational metaphor (Morgan)
- How change is tackled in the machine metaphor approach, who is responsible and guiding principles
- The key beliefs and assumptions associated with the Political Systems organizational metaphor (Morgan)
- How change is tackled in the political systems metaphor approach, who is responsible and guiding principles
- The key beliefs and assumptions associated with the Organisms organizational metaphor (Morgan)
- How change is tackled in the organisms metaphor approach, who is responsible and guiding principles
- The key beliefs and assumptions associated with the Flux and Transformation organizational metaphor (Morgan)
- How change is tackled in the flux and transformation metaphor approach, who is responsible and guiding principles

The underlying principles behind understanding the driving forces and resisting forces in any situation if change is to happen:

- Force Field Analysis, examining the driving and resisting forces (Lewin)
- Three-step model of organizational change (Lewin)
- The factors in the change formula (Beckhard and Harris)
- The activities that are performed in each of the four phases of planned change that draws on the disciplines of project management (Bullock and Batten)
- The Eight Step Model for transforming your organization (Kotter)
- The four components in the congruence model that draws on the socio-technical view of organizations and addresses the dynamics of what happens in an organization when we try to change it. (Nadler and Tushman)
- The three phases in managing transition and the distinction between planned change and transition (Bridges)
- The “principles of environmental systems” for how organizations operate and its relevance to sustaining and renewing organizational change (Senge et al)
- Complex responsive processes – managing and enabling complex change using the flux and transformation metaphor (Stacey and Shaw)

The underlying principles behind understanding the driving forces and resisting forces in any situation and how this can be used to support organizational change:

- Using Force Field Analysis to examine the change forces and identify the need to augment driving forces and decrease resisting forces (Lewin)
- Using the three-step model of organizational change to intentionally move towards a new state (Lewin)

- Using the factors in the change formula to capture the process of change and identify the factors that need to be strongly in place for change to happen (Beckhard and Harris)

Different approaches to getting ready for change and how this relates to the successful management of change:

- The strategic change process and how the six essential characteristics can be applied to achieve successful organization wide strategic change initiatives
- When change goes wrong and when change goes right: applying the lessons from approaches used in organizations
- How the tools that support complex change can be used to engage people interactively in a variety of ways

## 4. Leading change

- Leader's role relating to each of the four key organizational metaphors
- Description of visionary leadership including:
  - Characteristics of visionary leaders (Bennis)
  - What leaders really do (Kotter)
- Characteristics of other theories on leadership approaches:
  - Transformational and transactional leadership (Bass; Bryman)
  - Lessons learned about leaders who really make a difference through the use of a central story or message (Gardner)
  - Characteristics of adaptive leadership (Heifitz and Laurie)
  - Characteristics of connective leaders (Lipman-Blumen)
- Roles that leaders play:
  - Dispersed leadership roles and the need for interconnectivity (Senge)
  - Four key leadership roles necessary for successful and sustained change efforts in organizations (O'Neill)
- Leadership styles and skills (Goleman):
  - The six leadership styles and the situations in which each style is effective (Goleman)
  - The characteristics of each of the four emotional competencies for leaders (Goleman)
- Different leadership focus for different phases of change:
  - Kotter's recommended actions for the first four change steps in leading change
  - Learning how to persevere and the strategies that leaders need to employ to ensure that a change process is sustained beyond the first flourish (Kanter)
  - What leaders need to do to help people through transition (Bridges)
- Importance of self-knowledge and inner resources:
  - Role of self-knowledge (Bennis)
  - 8 characteristics of principle-centred leaders (Covey)
  - Key aspects of Covey's seven habits
- The process and activities required to engage stakeholders effectively, including stages of the AIDA(S) framework