



CCMP® FLASH CARDS

Aligned with the Standard for Change Management 2nd Edition

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Introduction



- The flash cards included in this package are intended as a tool to help you study.
- They are based on material from the Standard issued in 2025 by ACMP.
- The flash cards are not intended to convey all aspects of the Standard, or in any way identify what will or will not be on the exam.
- To ensure you are ready for the CCMP exam, study the entire Standard and the Code of Ethics.

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Instructions



- Print the following pages on card stock or paper.
- Cut out the cards around the outside border and the horizontal lines.
- Fold the cards in half on the middle vertical line.
- Use them to help study for the CCMP exam.

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TERMS AND DEFINITIONS



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3.1 Adoption



Choosing to accept and demonstrate a new way of thinking or behaving. Adoption occurs when stakeholder behavior is consistent enough with the future-state behavior.





3.2 Benefit

Terms & Definitions



The quantitative and qualitative, measurable and non-measurable outcomes resulting from a change.

Benefit Realization

- The achievement of the expected outcomes of a change.

Terms & Definitions



3.3 Change

Terms & Definitions



The transition from a current state to a future state.

Current State:

The condition at the time the change is initiated.

Future State:

The condition at the time when the benefits have been realized.

Terms & Definitions



3.4 Change Impact

Terms & Definitions



How people, process, technology, data, and the workplace are affected during the transition from the current state to the future state.

Terms & Definitions



3.5 Change Management

Terms & Definitions



The practice of applying a structured approach to the transition of an organization from a current state to a future state to achieve expected benefits.

Terms & Definitions



3.6 Change Risk

Terms & Definitions



An event or condition that, if it occurs, may have an effect on the change benefits.

Terms & Definitions



3.7 Change Saturation

Terms & Definitions



The condition in which the amount of change occurring in an organization is more than can be effectively handled by those affected by the change.

Terms & Definitions



3.8 Competency

Terms & Definitions



The organizational or individual collection of knowledge, skills, and abilities.

Terms & Definitions



3.9 Engagement

Terms & Definitions



Stakeholder involvement and influence in the change process.

Terms & Definitions



3.10 Governance

Terms & Definitions



The decision-making processes, applied by authorized individuals or teams, for approving/rejecting, monitoring, and adjusting activities of a change management plan.

Terms & Definitions



3.11 Outcome

Terms & Definitions

A specific, measurable result or effect of an action or situation.



Terms & Definitions



3.12 Readiness

Terms & Definitions

The preparedness of an organization or its parts to accept, effectively handle, and integrate impending change.



Terms & Definitions



3.13 Resistance

Terms & Definitions

A stakeholder's opposition to a change.

Resistance Management: The process of addressing stakeholders' opposition to a change.



Terms & Definitions



3.14 Sponsor

Terms & Definitions

The individual or group in the organization that is accountable for the realization of the benefits of a change.

Sponsorship: The process of aligning stakeholders to support and own a change.



Terms & Definitions



3.15 Stakeholder

Terms & Definitions

An individual affected by a change.



Terms & Definitions



3.16 Sustainability

Terms & Definitions

The ability to maintain the future state.



Terms & Definitions



3.17 Vision

Terms & Definitions



The description of the future state.

Terms & Definitions



CONCEPTS

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4.1 Change is a Process

Concepts



Change is not a single event but a transitional process with multiple and varied events supporting the objective of moving an organization and its stakeholders from a current state to a future state.

While responding to a change, there is classically a dip in performance due to an individual's normal reaction to change. The disruption can occur at various times throughout the transitional process before the future state is achieved. In some cases, especially without change management, adoption of the change can fail and old behaviors resume. Stakeholders must begin to behave differently for the change to be adopted.

Concepts



4.2 Relationship to Strategic Planning

Concepts



Change is initiated at many levels, yet a critical, natural link exists between strategic planning processes and change management. Strategic planning establishes a vision, and its component activities determine the future state and ongoing organizational changes required to successfully operationalize and sustain it. Change management drives individual and collective adoption, thus ensuring achievement of expected benefits and return on investment.

Concepts



4.3 Types of Organizational Change

Concepts



Types of organizational change and change definitions are almost infinite. Defining a change by the name of a project, a new systems initiative, process redesign, acquisition, policy, or procedure update is often incomplete. A change definition must be based on an analysis of a number of change variables including technological complexity, number and type of impacted stakeholder groups, degree of process change, amount of structural adjustment, physical relocations, benefit or compensation impacts, workforce adjustments, speed of implementation, degree of job role change, and geographic dispersion.

Concepts



4.4 Relationship to Project Management

Concepts



Effective integration of project management and change management is required to ensure that organizational objectives are achieved. Integration can occur across various dimensions.

Concepts



4.5 Organizational Change and Individual Change

Concepts



Change is managed at both the organizational and individual levels. Change management facilitates the transition of organizations and their stakeholders to sustain the future state. Individual behavior change is essential to achieving this objective and the organization's return on investment.

Concepts



4.6 Change Management Roles and Responsibilities

Concepts



A particular change effort may involve individuals specifically selected to advise the project team on potential change risks, such as an advisory committee. The Change Management Team may engage additional individuals or groups (outside the change team) to help assess change effects; prioritize change management tasks; provide feedback on the change management strategy, plan, and tactics; and execute and support the change process at the stakeholder level.

Concepts



4.6 Change Management Roles & Responsibilities- Change Management Lead

Concepts



Change Management Lead: The individual accountable and responsible for the change strategy who assesses the change, outlines a change plan, implements change management, and evaluates change management outcomes. This individual has direct day-to-day control over the Change Management Team, the change project schedule, associated budgets, and resources. The Change Management Lead is the primary liaison to the change sponsor, project manager, leadership, overall project team, and stakeholders.

Concepts



4.6 Change Management Roles & Responsibilities- Change Management Practitioner

Concepts



Change Management Practitioner: An individual responsible for coordinating, applying, and tracking change management tools or activities. This individual is not responsible or accountable for the change strategy.

Concepts



4.6 Change Management Roles & Responsibilities- Change Management Team

Concepts



Change Management Team: A group of individuals who work together facilitating change management activities to design, analyze, develop, and enable the organization to own and effectively drive adoption, usage, and proficiency. Team members ensure activities are completed, feedback is gathered, training is conducted, and communications are delivered in various formats. As an integrated team, the group carries out all functions required to facilitate the transition of stakeholders from current to future state.

Concepts



4.6 Change Management Roles & Responsibilities- Sponsor

Concepts



Sponsor: The individual or group in the organization accountable for the realization of the benefits of a change. The sponsor defines and champions the overall change goals, scope, and definition of success. This individual or group influences peers and other senior leaders to gain support and provide leadership to achieve the stated vision. This role has ultimate decision-making and funding authority and provides constant visibility to the change effort.

Concepts



4.6 Change Management Roles & Responsibilities- Change Leaders

Concepts



Change Leaders: Individuals who visibly and actively promote the change, ready their teams, and support integration of the change into regular operations. Effective leadership from organizational leaders is essential for successful change outcomes.

Concepts



4.6 Change Management Roles & Responsibilities- Change Agents

Concepts



Change Agents: Functional or social leaders, middle management, and subject matter experts from different areas in the organization who are trusted by colleagues, stakeholders, and executives for their insight into and understanding of the organization. These individuals may be selected for their network, informal leadership, and influence over other individuals or groups. They model the required behaviors in their areas, provide feedback on change activities, and actively engage with others around change activities.

Concepts



4.7 Organizational Alignment and Change Management

Concepts



Alignment is an important element of successful change initiatives. Leaders must have clarity of purpose and focus to align people, processes, systems, and structures.

Concepts



4.8 Change Readiness

Concepts



A goal of change management is to ensure that an organization is ready to implement and adopt the change. An organization's focus on change readiness can foster stakeholder engagement, enhance stakeholder morale, improve the likelihood of success, and ensure that all stakeholders are equipped to navigate the change journey.

Concepts



PROCESS GROUPS

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5.1 Evaluate Change Impact and Organizational Readiness

Process Groups



The processes in this group are designed to assess, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state. The processes also include an assessment of the change and the impact the change will have on the individual and organization. History, culture, and value systems play key roles in these evaluations. The results provide Change Management Practitioners with information to calibrate leader expectations and to scale and customize change management plans and activities.

Process Groups



5.2 Formulate the Change Management Strategy

Process Groups



The processes in this group are designed to develop the high-level approach for change management with sponsors, change leaders, content developers, program managers, customers, and others on the project. This approach includes governance, risks, resources, budget, and reporting. The change management strategy will incorporate, integrate, and align change management plans, activities, tasks, and milestones into the other activities and operations of an organization and its stakeholders at the onset of a change initiative (**timing and sequence**). Stakeholder engagement is included in this process group.

Process Groups



5.3 Develop the Change Management Plan

Process Groups



The processes in this group employ specific change management methodologies and tools to develop detailed plans for implementing the change management strategy. These plans include communications, sponsorship, stakeholder engagement, learning and development, risk management, and measurement and benefits realization. Ongoing integration with project management is included in this process group.

Process Groups



5.4 Execute the Change Management Plan

Process Groups



The processes in this group focus on the implementation of work/actions in the detailed change management plans. The work in this area is required to achieve the expected benefits of the change management implementation.

Process Groups

5.5 Close the Change Management Effort



Process Groups

The processes in this group reinforce the work in the change management plans, determine the effectiveness of the work, monitor progress, and transition the change initiative to the business. These processes include measuring results and comparing them to the expected benefits or business objectives. These processes also include the continuous improvement activities that come from the post-project analysis and lessons learned.



Process Groups

PROCESSES IN PROCESS GROUP 5.1



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5.1.1 Define the Change



Processes In Process Group 5.1

The purpose of Define the Change is to discern and specify the change the organization intends to adopt to meet a strategic objective. Fundamental questions around the change, the purpose, who will be impacted and how, and alignment of the change with organizational goals and needs are key to defining the change.

Questions may include: Will the change be departmental or enterprise-wide? Will the change be people-, process-, or technology-oriented? Is the change part of or in conjunction with other changes happening in the organization? Will the change be considered transformational or incremental? How will the organization and its structure be affected by the change?



Processes In Process Group 5.1



5.1.2 Determine Why the Change is Required

Processes In Process Group 5.1

The purpose of Determine Why the Change is Required is to explain the current opportunity, risks or consequences, and benefits. This process develops the case for change to support the organization's vision and clearly articulate its expected benefits to the organization. It should include a clear description of the consequences of not changing. It may identify risks associated with a lack of commitment or resistance if the change lacks a compelling reason and is considered unnecessary by stakeholders. A misunderstood or incomplete change rationale may be one of the biggest risks in successfully gaining stakeholder adoption.



Processes In Process Group 5.1



5.1.3 Develop a Vision of the Future State

Processes In Process Group 5.1

The purpose of Develop a Vision of the Future State is to facilitate the development of the organization's operating state after the change has been adopted. This process focuses on developing and describing a common direction for the future state so that stakeholders can envision it in operation and foresee the value of the future state.



Processes In Process Group 5.1



5.1.4 Determine Change Management Roles and Responsibilities

Processes In Process Group 5.1

The purpose of Determine Change Management Roles and Responsibilities, including change management governance of the effort, is to ensure that there is a clear definition of the respective roles engaged in the change initiative and their involvement throughout the course of the change initiative. This process establishes a governance structure to guide decision-making, monitor progress, and ensure alignment with organizational objectives.



Processes In Process Group 5.1



5.1.5 Identify Goals, Objectives, and Success Criteria

Processes In Process Group 5.1

The purpose of Identify Goals, Objectives, and Success Criteria for the change is to provide tangible, concrete, measurable, and manageable goals that represent planned progress toward the adoption of the future state and benefits realization. This process directs focus to actual change results and anticipated outcomes rather than tracking the change process. It should establish key change objectives and goals that define progress toward the change and the future state benefits to be realized. The process should also describe the key parameters that measure when goals and objectives are attained, which will enable the associated success criteria to be identified.



Processes In Process Group 5.1



5.1.6 Identify Sponsors Accountable for the Change

Processes In Process Group 5.1

The purpose of Identify Sponsors Accountable for the Change and assess their alignment with and commitment to the change is to connect the change to its owners and determine accountability requirements.



Processes In Process Group 5.1



5.1.7 Identify Stakeholders Affected by the Change

Processes In Process Group 5.1

The purpose of Identify Stakeholders Affected by the Change is to identify stakeholders' attributes, such as level of influence, impact, commitment, or roles, and determine the size, scope, and complexity of the change's impact on key individuals and groups.



Processes In Process Group 5.1



5.1.8 Conduct the Change Impact Assessment

Processes In Process Group 5.1

The purpose of Conduct the Change Impact Assessment is to analyze how stakeholders will be impacted by the change and the change's specific impact on people, processes, tools, organizational structure, roles, and technology.



Processes In Process Group 5.1



5.1.9 Assess Alignment of the Change with Organizational Strategic Objectives and Performance Measurement

Processes In Process Group 5.1

The purpose of Assess Alignment of the Change with Organizational Strategic Objectives and Performance Measurement is to anticipate the impact of the expected benefits on the organization's strategic goals and objectives.



Processes In Process Group 5.1



5.1.10 Assess External Factors that May Affect Organizational Change

Processes In Process Group 5.1

The purpose of Assess External Factors that May Affect Organizational Change is to identify the customer, market, social, legal, economic, political, technological, and other factors outside the organization that may influence stakeholder adoption of the new state.



Processes In Process Group 5.1



5.1.11 Assess Organizational Culture(s) Related to the Change

Processes In Process Group 5.1



The purpose of Assess Organizational Culture(s) Related to the Change is to determine the cultural elements within the organization that may help or hinder the change direction and achievement of expected benefits.

Processes In Process Group 5.1



5.1.12 Assess Organizational Capacity for Change

Processes In Process Group 5.1



The purpose of Assess Organizational Capacity for Change is to determine the ability of the various stakeholders impacted by the change to adopt the change and move toward the future state.

Processes In Process Group 5.1



5.1.13 Assess Organizational Readiness for Change

Processes In Process Group 5.1



The purpose of Assess Organizational Readiness for Change is to determine the organization's preparedness for change activities.

Processes In Process Group 5.1



5.1.14 Assess Communication Needs and Channels

Processes In Process Group 5.1

The purpose of Assess Communication Needs and Channels, including ability to deliver key messages, is to determine the communication effort required to support the transition to the future state.



Processes In Process Group 5.1



5.1.15 Assess Learning Capabilities

Processes In Process Group 5.1

The purpose of Assess Learning Capabilities is to determine the scale, magnitude, and complexity of the learning and development needed to ensure that the future state is successfully achieved.



Processes In Process Group 5.1



5.1.16 Conduct Change Risks Assessment

Processes In Process Group 5.1

The purpose of Conduct Change Risks Assessment is to determine and anticipate the identifiable risks to the proposed change.



Processes In Process Group 5.1



PROCESSES IN PROCESS GROUP 5.2

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5.2.1 Develop the Resource Strategy

Processes In Process Group 5.2

The purpose of Develop the Resource Strategy is to identify an approach that, when implemented, ensures that financial, human, information, and physical resources are effectively identified, acquired, and utilized. It requires analyzing current and future resource requirements to meet change objectives, facilitating efficient resource management, minimizing disruptions, and maximizing benefits.



Processes In Process Group 5.2



5.2.2 Develop the Communication Strategy

Processes In Process Group 5.2

The purpose of Develop the Communication Strategy is to create a strategy that, when executed, ensures that the organization and its customers are aware of and understand the organizational rationale for the change. It ensures that stakeholders are aligned regarding the program's expected value and benefits to the organization, initiation, progress, challenges, achievements, completion, and realized benefits.




Processes In Process Group 5.2



5.2.3 Develop the Sponsorship Strategy

Processes In Process Group 5.2




The purpose of Develop the Sponsorship Strategy is to create a high-level approach for preparing and leveraging the sponsors to promote, gain support for, and drive adoption of a change. Responsibility for developing the Sponsorship Strategy should be assigned to the Change Management Lead and include input from others who have knowledge of and experience with the sponsors.

Processes In Process Group 5.2



5.2.4 Develop the Stakeholder Engagement Strategy

Processes In Process Group 5.2




The purpose of Develop the Stakeholder Engagement Strategy is to identify an approach to ensure that individuals or groups impacted by a change and those who can positively affect the overall success of the change are engaged in the change effort. The core of stakeholder management and engagement includes taking the appropriate steps to identify stakeholders, conducting a Stakeholder Analysis, identifying the required engagement of the various stakeholders, and identifying the activities needed to achieve the required engagement.

Processes In Process Group 5.2



5.2.5 Develop the Readiness Strategy

Processes In Process Group 5.2



The purpose of Develop the Readiness Strategy is to focus on what actions and activities need to be completed in advance of the change being implemented. It includes the readiness criteria for implementation, the governance structure, and accountability for readiness activities. The readiness criteria are essential benchmarks that determine if readiness management is a critical activity that supports meeting key pre-implementation milestones and ensures a smooth transition to new ways of working.

Processes In Process Group 5.2



5.2.6 Develop the Learning and Development Strategy

Processes In Process Group 5.2

The purpose of Develop the Learning and Development Strategy is to define the knowledge, skills, and competencies required for stakeholders to adopt the change, which influence creation and delivery of learning and development programs and training courses. The key components that the Learning and Development Strategy identifies are the skills and competencies needed to perform in the changed environment, those needing training to close the competency gap, and content to be delivered, the method of delivery, and methods to determine the effectiveness of the training.



Processes In Process Group 5.2



5.2.7 Develop the Measurement and Benefit Realization Strategy

Processes In Process Group 5.2

The purpose of Develop the Measurement and Benefit Realization Strategy is to define success criteria and measures to monitor whether the change is achieving its expected benefits and to adapt the change effort as needed.



Processes In Process Group 5.2



5.2.8 Develop the Sustainability Strategy

Processes In Process Group 5.2

The purpose of Develop the Sustainability Strategy is to describe how the change will become part of the organization's normal functioning. It should define the high-level approach for embedding or institutionalizing the change to achieve the expected benefits and include all streams of change management activity, such as communication and engagement, metrics tracking, performance management, reward and recognition, learning and development, sustaining ownership, and continuous improvement.



Processes In Process Group 5.2



PROCESSES IN PROCESS

GROUP 5.3

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5.3.1.1 Develop the Resource Plan

Processes In Process Group 5.3

The purpose of Develop the Resource Plan is to define the financial, human, information and physical resources needed to implement the expected benefits of the change effort. It identifies how to acquire resources and a timeline for resource utilization. The following sections describe the key components of the Resource Plan.



Processes In Process Group 5.3



5.3.1.2 Develop the Communication Plan

Processes In Process Group 5.3

The purpose of Develop the Communication Plan is to define the internal and external audiences, information needs, communication methods, communication timing, and feedback mechanisms needed to ensure stakeholder awareness, understanding, and engagement throughout the change effort.



Processes In Process Group 5.3



5.3.1.3 Develop the Sponsorship Plan

Processes In Process Group 5.3



The purpose of Develop the Sponsorship Plan is to define how to identify, develop, and strengthen the competencies required to lead/sponsor a change initiative. This plan builds awareness, establishes understanding, and defines leadership roles, core responsibilities, and a change management activity. If a sponsor is resistant to any of the responsibilities, then these issues must be addressed in the early stages.

Processes In Process Group 5.3



5.3.1.4 Develop the Stakeholder Engagement Plan

Processes In Process Group 5.3



The purpose of Develop the Stakeholder Engagement Plan is to outline the activities and metrics that will be established to ensure stakeholders and stakeholder groups can make the changes required or complete the steps that will help make change successful in an organization.

Processes In Process Group 5.3



5.3.1.5 Develop the Readiness Plan

Processes In Process Group 5.3




The purpose of Develop the Readiness Plan is to define specific readiness criteria for each stakeholder group throughout the change using metrics to measure and report progress. It should identify potential change risks that may impact stakeholder adoption.

Processes In Process Group 5.3



5.3.1.6 Develop the Learning and Development Plan

Processes In Process Group 5.3




The purpose of Develop the Learning and Development Plan is to identify knowledge gaps and training needs of those affected by the change and then provide a course of action to develop end users so they will be prepared with new knowledge and skills to adopt the change successfully.

Processes In Process Group 5.3



5.3.1.7 Develop the Measurement and Benefit Realization Plan

Processes In Process Group 5.3




The purpose of Develop the Measurement and Benefit Realization Plan is to define processes and actions to monitor and track progress of the project's key performance indicators and expected benefits, as stated in the Project Charter and Strategy Plan. The Measurement and Benefit Realization Plan provides a means of identifying when mitigation strategies need to be implemented if the effort is failing short of its goals.

Processes In Process Group 5.3



5.3.1.8 Develop the Sustainability Plan

Processes In Process Group 5.3



The purpose of Develop the Sustainability Plan is to define the mechanisms that will be used to anchor and embed the change once it is implemented and is determined to be effective.

Processes In Process Group 5.3



PROCESSES IN PROCESS

GROUP 5.4

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5.4.1 Execute, Manage, and Monitor Implementation of the Comprehensive Change Management Plan



Processes In Process Group 5.4

The purpose of Execute, Manage, and Monitor Implementation of the Comprehensive Change Management Plan is to ensure that all resources, strategies, timelines, communications, and learning combine to carry out the intended purpose of the Change Management Plan. It applies the processes identified through assessment and analyzes the need of completing tasks and activities of the Change Management Plan.



Processes In Process Group 5.4

5.4.1.1 Execute the Resource Plan



Processes In Process Group 5.4

The purpose of Execute the Resource Plan is to implement the plan for allocating, managing, and optimizing the financial, human, information, and physical resources necessary to execute the change effort.



Processes In Process Group 5.4



5.4.1.2 Execute the Communication Plan

Processes In Process Group 5.4

The purpose of Execute the Communication Plan is to implement the activities outlined in the Communication Plan, ensuring that stakeholders receive timely, clear, and relevant information throughout the change effort.



Processes In Process Group 5.4



5.4.1.3 Execute the Sponsorship Plan

Processes In Process Group 5.4

The purpose of Execute the Sponsorship Plan is to implement the activities designed to engage and leverage leaders and stakeholders in actively supporting, promoting, and driving the change.



Processes In Process Group 5.4



5.4.1.4 Execute the Stakeholder Engagement Plan

Processes In Process Group 5.4

The purpose of Execute the Stakeholder Engagement Plan is to reduce uncertain consequences and identify the benefits of the change. Effective execution will enable stakeholders to adopt the change swiftly and with lowered resistance, while understanding benefits due to organization and individual stakeholders.



Processes In Process Group 5.4



5.4.1.5 Execute the Readiness Plan

Processes In Process Group 5.4



The purpose of Execute the Readiness Plan is to ensure that the organization is prepared to implement the intended change effectively. This involves continuously monitoring readiness as defined within the Readiness Plan. Necessary corrective actions must be taken to ensure that the readiness criteria are met and risks are mitigated, ensuring the organization is ready to incorporate the changes.

Processes In Process Group 5.4



5.4.1.6 Execute the Learning and Development Plan

Processes In Process Group 5.4



The purpose of Execute the Learning and Development Plan is to implement the training, skill-building activities, and knowledge transfer initiatives that equip stakeholders with the necessary understanding, competencies, and tools to adopt and thrive.

Processes In Process Group 5.4



5.4.1.7 Execute the Measurement and Benefit Realization Plan

Processes In Process Group 5.4



The purpose of Execute the Measurement and Benefit Realization Plan is to implement processes for tracking and quantifying the outcomes and value generated by the change. Accurate measurements provide an indication of the level of stakeholder adoption, the degree of stakeholder preparedness (knowledge and ability), and the success of the change project.

Processes In Process Group 5.4



5.4.1.8 Execute the Sustainability Plan

Processes In Process Group 5.4



The purpose of Execute the Sustainability Plan is to trigger activities and mechanisms required to cultivate a culture that will sustain the change once implemented and adopted to avoid reverting to the prior current state. Change must be continually managed to achieve sustained results through adoption of the change and the associated values, principles, and processes.

Processes In Process Group 5.4



5.4.2 Modify the Change Management Plans as Required

Processes In Process Group 5.4



The purpose of Modify the Change Management Plans as Required is to implement an adaptive approach throughout the change lifecycle to ensure that outcomes remain effectively aligned with the organization's needs.

Processes In Process Group 5.4




PROCESSES IN PROCESS GROUP 5.5





5.5.1 Evaluate the Change Outcome Against the Objectives

Processes In Process Group 5.5




The purpose of Evaluate the Change Outcome Against the Objectives is to analyze the resulting performance in comparison to the original goals, objectives and success criteria and hence determine the extent to which the intended benefits and improvements have been realized. The change management effort should include the following actions, as required, to measure the outcome against the objectives.

Processes In Process Group 5.5



5.5.2 Design and Conduct Lessons Learned Evaluation

Processes In Process Group 5.5




The purpose of Design and Conduct Lessons Learned Evaluation, including providing results to establish internal best practices, is to evaluate the success or adoption outcomes of the change management program, document what went well, recent learning, and areas for improvement for future change management programs with other Change Management Practitioners or organizations.

Processes In Process Group 5.5



5.5.2.1. Identify Appropriate Group to Conduct Evaluation

Processes In Process Group 5.5



Key individuals and groups affected can be identified for participation using the outputs delivered. The Change Management Lead conducts an evaluation of lessons learned by bringing together team members, key stakeholders, the project sponsor, leadership, affected staff/customers, and other appropriate parties.

Processes In Process Group 5.5



5.5.2.2 Perform the Lessons Learned Evaluation

Processes In Process Group 5.5

The purpose of bringing key individuals together during this process is to review the change management objectives, phases, workstreams, and approach against defined outcomes and verify whether the initiative's change management goals were achieved. It also identifies good outcomes and improvement opportunities, determines designs, strategies, and lessons learned that contribute to internal best practices, and updates the knowledge management repository to share lessons learned with other change management practitioners.



Processes In Process Group 5.5



5.5.2.3 Identify and Document Recommended Actions for Future Change

Processes In Process Group 5.5

The Change Management Lead produces a document that presents lessons learned in a logical manner. The document should provide guidance and best practices for future change initiatives.



Processes In Process Group 5.5



5.5.3 Gain Approval for Closure, Transfer of Ownership, and Release of Resources

Processes In Process Group 5.5

The purpose of Gain Approval for Closure, Transfer of Ownership, and Release of Resources includes sustainability accountability and executive-level approval process, to formally conclude the change management initiative while ensuring its long-term success. This process involves obtaining final approvals, transferring responsibilities, recognizing outcomes, and releasing resources to support the organization's ongoing transformation.



Processes In Process Group 5.5



ACMP STATEMENT OF CHANGE MANAGEMENT

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Purpose of the ACMP Statement of Change Management

ACMP Statement of Change Management

The Standard provides the boundary conditions for ACMP's Change Management Certification programs and serves as a guiding framework for the development of a change management standard. ACMP recognizes change management as a professional discipline and provides standards and certification to support professionals in this field.



ACMP Statement of Change Management



ACMP Statement of Change Management – Change Management Definition

ACMP Statement of Change Management

ACMP defines change management as the application of knowledge, skills, abilities, methodologies, processes, tools, and techniques to transition an individual or group from a current state to a future state to achieve expected benefits and organizational objectives.



ACMP Statement of Change Management



KNOWLEDGE AND SKILLS

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The process of change

Knowledge and Skills

Change drivers, the change process, overall context for how change happens in organizations, change leadership and project governance, organizational alignment with the change, mechanisms for creating the "content" of the change, patterns of change success and failures, emotional and behavioral components of the change process for individuals



Knowledge and Skills



Change management vocabulary

Knowledge and Skills

Terms and definitions, concepts, general framework, and context



Knowledge and Skills



Change management methodologies and tools

Knowledge and Skills

Processes and tools for change management and history of change management



Knowledge and Skills



Relationship and integration of change management with other disciplines

Knowledge and Skills

Integration with project management, integration with other business improvement methodologies such as Six Sigma, Lean



Knowledge and Skills



Adaptation of change management approach to the change context and drivers

Knowledge and Skills

Types of organizational change, external environment factors assessment, complexity of change management



Knowledge and Skills



Change management strategy, architecture, and planning

Knowledge and Skills



Change management architecture, strategy development, change management planning, impact and risk assessments, application of technologies in change management, communicating the value of change management in sustaining desired outcomes

Knowledge and Skills



Change management team structures

Knowledge and Skills



Leadership alignment, roles/responsibilities, budget, resources, team preparation, governance, subject matter expertise

Knowledge and Skills



Change leader/sponsor development

Knowledge and Skills



Change leader/sponsor education, sponsor skill and willingness, sponsor effectiveness assessments, sponsor coalition analysis, creating alignment among sponsors and senior leaders, change leadership/sponsor coaching, identifying and developing change networks, reporting and updates for sponsors.

Knowledge and Skills



Organizational and culture assessments

Knowledge and Skills



Culture assessments, change impact assessments, change readiness assessments, change saturation assessments, organization and change history assessments, resistance assessments, stakeholder readiness assessments

Knowledge and Skills



Stakeholder engagement

Knowledge and Skills



Stakeholder identification and prioritization for engagement, engagement plan based on role and change impacts, implementation of assessment activities, communication and training activities, stakeholder feedback mechanisms, and change adoption reinforcement activities

Knowledge and Skills



Communications in support of the change process

Knowledge and Skills



Communication strategy, planning, and communication activities as needed to support a change

Knowledge and Skills



Training in support of the change process

Knowledge and Skills

Training strategy, requirements, planning, training activities, and ongoing learning as needed to support a change



Knowledge and Skills



Leading stakeholders through change

Knowledge and Skills

Coaching of stakeholders through change by supervisors and managers to enable successful individual transitions



Knowledge and Skills



Resistance management

Knowledge and Skills

Resistance identification and management techniques to support a change, building commitment and acceptance, risk management



Knowledge and Skills



Organizational change competency

Knowledge and Skills

Developing organizational competencies and capacity to change, continuous improvement of the change processes, cultural shifts



Knowledge and Skills



Change performance measurement

Knowledge and Skills

Success measures, monitoring progress, sustaining the change



Knowledge and Skills



CODE OF ETHICS





Purpose of ACMP's Code of Ethics

Code of Ethics



The purpose of the Code of Ethics is to guide the professional conduct of members of the association, holders and applicants of ACMP-sponsored certifications. The Code of Ethics addresses specific professional conduct for every individual bound by the Code.

Code of Ethics



Alignment of ACMP's Ethics to the Change Management Standard

Code of Ethics



The ultimate goal of ACMP's Code of Ethics is to outline and communicate minimum professional expectations to change practitioners. The tenets defined in the Code of Ethics support and complement the more specific behaviors and guidelines defined in ACMP's Standard document.

The Code of Ethics applies to the following individuals: ACMP Members, and ACMP Certificate Holders and Applicants

Code of Ethics



Scope of Coverage

Code of Ethics



The ACMP Code of Ethics is divided into sections that contain tenets of conduct outlined within five overarching duties identified as most important to the global change management community.

These duties include: Honesty, Responsibility, Fairness, Respect, and Advancing the Discipline and Supporting Practitioners. This Code affirms these duties as the foundation for ethical and professional behavior for change management practitioners governed by the Code of Ethics.

Code of Ethics



Structure of the Code

Code of Ethics



Descriptions and examples cited throughout the Code of Ethics are not intended to be prescriptive but are instead included to provide practical illustrations of change management professionalism.

Code of Ethics



Mandatory Conduct

Code of Ethics



ACMP's Code of Ethics is intended to promote ethical practices in the profession. Change management professionals are responsible for adding value to the organizations they serve and ethically contributing to the success of those organizations. Change practitioners accept personal responsibility for their decisions and actions in professional practice. Each section of the Code of Ethics includes mandatory tenets that establish firm requirements, and in some cases, limit or prohibit specific behaviors. Practitioners who do not conduct themselves in accordance with these tenets may be subject to disciplinary procedures.

Code of Ethics



Duty of Honesty

Code of Ethics



Honesty is central to ethical behavior and ACMP's values. Our duty is to demonstrate honesty through understanding the truth and acting in a truthful manner both in our communications and in our professional conduct.

As practitioners in the global change management community, we must demonstrate honesty in communications and in conduct and behavior.

Code of Ethics



Duty of Responsibility

Code of Ethics



Ethical responsibility is demonstrated through accountability while pursuing excellence and responding to expectations. Responsibility implies that we take full ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

Code of Ethics



Duty of Fairness

Code of Ethics



Fairness involves representing ourselves in matters with consistency by evincing a commitment to impartiality, objectivity, openness, due process, and proportionality.

Code of Ethics



Duty of Respect

Code of Ethics



Respect is how we acknowledge and honor the absolute dignity of every person. As professionals we must continually show a high regard for ourselves, other people, reputation, the safety of others, and financial and other resources entrusted to us. An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation, which in turn supports an environment where diverse perspectives and views are encouraged and valued.

Code of Ethics

Duty of Advancing the Discipline & Supporting Practitioners



Code of Ethics

Advancing the discipline and supporting practitioners to lead and practice ethical change management is at the core of the formation of ACMP. Through creating a community of professionals who share an ethos of consistently striving to deliver best practice and added value for their clients or employers, we advance the discipline of change management into a recognized, respected profession.



Code of Ethics

