

ACMP STANDARD FOR CHANGE MANAGEMENT© 2nd Edition · PROCESS GROUP STUDY AID

Important note: To pass the exam, applicants must review and understand the entire Standard.

Processes are iterative and may repeat; the Standard does not mandate any sequence.

5.1 Evaluate Change Impact and Organizational Readiness

PURPOSE

The purpose of Evaluate Change Impact and Organizational Readiness is to: review the overall change and how it will impact the organization; and establish whether the organization is ready and able to adopt the proposed change.

THE ONE-MINUTE REMINDER

Define the Change Vision	Why Roles
Goals & Criteria	Sponsors
Stakeholders	Impact Assessment
Strategic Alignment	External Factors
Culture	Capacity
Readiness	Communication Needs
Learning Capabilities	Risks

PROCESSES

Define the Change
Determine Why the Change Is Required
Develop a Vision of the Future State
Determine Change Management Roles and Responsibilities
Identify Goals, Objectives & Success Criteria
Identify Sponsors Accountable for the Change
Identify Stakeholders Affected by the Change
Conduct the Change Impact Assessment
Assess Alignment of the Change with Organizational Strategic Objectives and Performance Measurement
Assess External Factors that May Affect Organizational Change
Assess Organizational Culture(s) Related to the Change
Assess Organizational Capacity for Change
Assess Organizational Readiness for Change
Assess Communication Needs & Channels
Assess Learning Capabilities
Conduct Change Risks Assessment

5.2 Formulate the Change Management Strategy

PURPOSE

The purpose of Formulate the Change Management Strategy is to develop an overarching approach for how an organization transitions from its current state to its future state. The Change Management Strategy is typically designed to realize a set of goals to achieve specific organizational outcomes.

THE ONE-MINUTE REMINDER

Develop Strategies	
Resource	Communication
Sponsorship	Stakeholder
Readiness	Learning & Development
Measurement & Benefit	Sustainability

PROCESSES

Develop Resource Strategy
Develop Communication Strategy
Develop Sponsorship Strategy
Develop Stakeholder Engagement Strategy
Develop Readiness Strategy
Develop Learning and Development Strategy
Develop Measurement and Benefit Realization Strategy
Develop Sustainability Strategy

5.3 Develop the Change Management Plan

PURPOSE

The purpose of Develop the Change Management Plan is to document the actions, timelines, and resources needed to deliver the change. The Change Management Strategy provides the "why" and the "what," and the Change Management Plan provides the "how." The Change Management Plan is a series of component plans that define the scope of the change effort and how it will be undertaken, controlled, and monitored.

THE ONE-MINUTE REMINDER

Develop Comprehensive Plan	Resource
Communication	Sponsorship
Stakeholder	Readiness
Learning & Development	Measurement & Benefit
Sustainability	Integrate with Project Plan
Review & Approve	Feedback Mechanisms

PROCESSES

Develop a Comprehensive Change Management Plan

The Change Management Plan consists of component plans derived from the Change Management Strategy.

Develop Resource Plan
Develop Communication Plan
Develop Sponsorship Plan
Develop Stakeholder Engagement Plan
Develop Readiness Plan
Develop Learning and Development Plan
Develop Measurement and Benefit Realization Plan
Develop Sustainability Plan

Integrate the Change Management and Project Plans

Review and Approve the Change Management Plans in Collaboration with Project Leadership
Develop Feedback Mechanisms to Monitor Performance to Plan

5.4 Execute the Change Management Plan

PURPOSE

The purpose of Execute the Change Management Plan is to address the implementation processes for performing the change activities by monitoring, measuring, and controlling delivery against baseline plans. The Change Management Plan defines how internal controls will be applied. It involves managing people (stakeholders and sponsors) and other resources while developing employee competencies through learning, development, and knowledge transfer. Executing the Change Management Plan involves alignment of strategic objectives, risk identification, and mitigation and modification of the plan as needed.

THE ONE-MINUTE REMINDER

Execute and Monitor Plans	Resource
Communication	Sponsorship
Stakeholder	Readiness
Learning and Development	Measurement
Sustainability	Modify as Required

PROCESSES

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

Execute the Resource Plan

Execute the Communication Plan
Execute the Sponsorship Plan
Execute the Stakeholder Engagement Plan
Execute the Readiness Plan
Execute the Learning and Development Plan
Execute the Measurement and Benefit Realization Plan
Execute the Sustainability Plan

Modify the Change Management Plans as Required

5.5 Close the Change Management Effort

PURPOSE

The purpose of Close the Change Management Effort is to document the actions and resources needed to close the change. The close effort defines a distinct transition to maintenance or sustaining activities.

THE ONE-MINUTE REMINDER

Evaluate Outcomes	Lessons Learned
Approval, Transfer and Release	

PROCESSES

Evaluate the Change Outcome Against the Objectives

Design and Conduct Lessons Learned Evaluation

Identify Appropriate Group to Conduct Evaluation
Perform the Lessons Learned Evaluation
Identify and Document Recommended Actions for Future Changes

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

Gain Approval for Closure
Transfer of Ownership
Release of Resources

