



Change Management Professional Horizons for Success

The Enabling Change SIG

**Robert Cole
Hannah Melville
Mark Hamlyn**

Positioning qualifications in a model

The model to the right reflects the types of qualifications and their application to Change Management Industry. This is based on findings from APM practitioners who operate in the learning environment.

Vertical axis

- Identifies increasingly deeper understanding of Change Management (based on Bloom's Taxonomy)
- Reflects both the depth of the training and skills needed and the ability of assessments to evaluate the depth.

Horizontal axis

- Identifies stages of professional development
- Starts with entry to the profession (initial CV badges), through gaining experience, to achieving professional recognition by an accredited professional organisation.

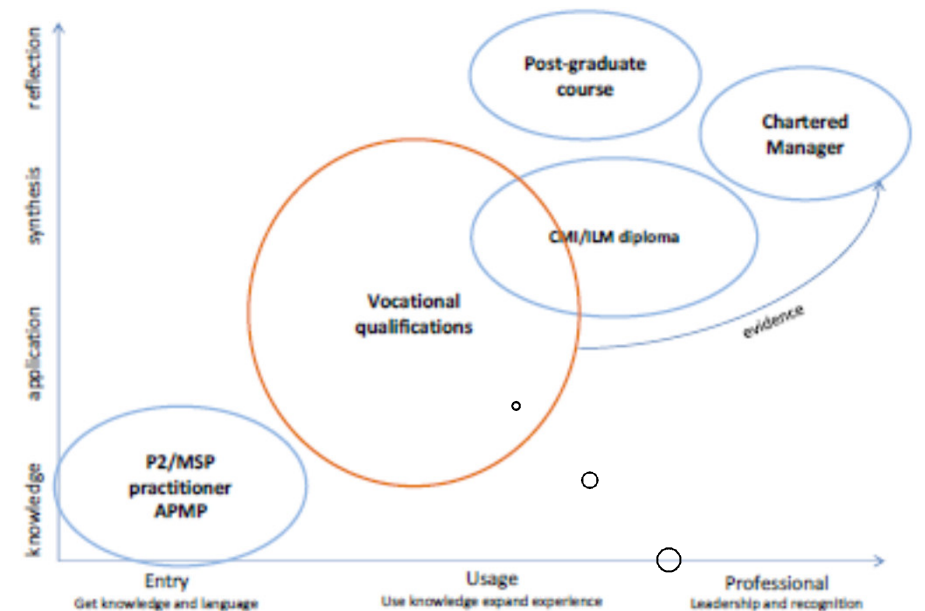
Lower left = 'pre-experience' qualifications

- Usually based on book learning and require no relevant experience to obtain a qualification.
- Assessment is often based on objective testing limiting the types of thinking depth they can assess; regardless of what happens on a training course.

Upper right = post-graduate qualifications and professional status assessment

- Many professional status assessments require the candidate to provide evidence of practice in their workplace
- Can include extensive face to face interviews to ensure the candidates have sufficient and relevant experience (measured in years) and depth of thinking skills.

CAREER PATH - LM



Capability scales



Capability levels have been aligned to the courses and within their categories.

These have been aligned to the APM's competency matrix, as well as application and knowledge criteria we have incorporated consideration of the leadership mind-set needed in order to advance programmes and projects involving Change Management.

These assessments and organisation of courses and are offered as a work in progress and the Enabling Change SIG will continue to review capabilities alongside the newly issued APM Competency Framework. At this stage we would welcome feedback on further considerations for these levels.

Level	Application	Competence	Mind-set
Expert	<ul style="list-style-type: none"> Recognised by other senior colleagues as a professional, and can be called upon to share best practice Applies CM independently and can do this in a confident manner. 	<ul style="list-style-type: none"> In depth understanding of CM Ability to critically evaluate & innovate on best practice. Shares knowledge by helping others to reflect and learn. 	<ul style="list-style-type: none"> Develops new Best practice. Most changes are successful (measured against the business case). A reflective practitioner.
Proficient	<ul style="list-style-type: none"> Detailed knowledge of CM, can critically evaluate & adapt. Can apply competence independently & natural ability to Supervises others dealing with CM tasks . 	<ul style="list-style-type: none"> Understands their own measured performance in delivering change and seeks to improve on results. Ability to deliver expert best practice advice on a wide range of CM scenarios. 	<ul style="list-style-type: none"> Measures own and organisation performance so can improve on change delivery and meeting business case. A managing practitioner
Competent	<ul style="list-style-type: none"> Can tackle CM challenges independently with tasks offering limited difficulty 	<ul style="list-style-type: none"> Has a detailed understanding of CM methods. Can apply knowledge to a range of scenarios with minor challenges. 	<ul style="list-style-type: none"> Uses a best practice method with colleagues. Outcomes are more successful but business case delivery weak. A structured practitioner.
Practised	<ul style="list-style-type: none"> Can apply CM competence under supervision with CM challenges of limited complexity 	<ul style="list-style-type: none"> Has a working knowledge of CM, understanding of theories & can apply working knowledge to situations 	<ul style="list-style-type: none"> Applies own useful ideas in their own area and meets with some success. Develops pockets of practice. A heroic practitioner.
Aware	<ul style="list-style-type: none"> No application required at this level as it is an awareness 	<ul style="list-style-type: none"> Has an awareness of CM Seeking development 	<ul style="list-style-type: none"> Wants to do change better but is not supported. Characterised by chaos.



Routes to Expertise

- In order to better understand the gap in vocational qualifications we have identified existing routes into the Change Management Profession through a **Change Management Professional Horizons Map**.
- Existing and relevant courses, qualifications and professional body recognition have been captured and mapped against a category of expertise and aligned to the APM capability levels. These have been grouped to recognise how peers can gather the knowledge, apply the learning, apply specific techniques and be recognised for their experience and reflection through professional membership and further education.
- It should be recognised that commencing a route from one category does not limit transfer to other areas – and one may usually complement another. The following categories have been applied in identifying professionally recognised capabilities.

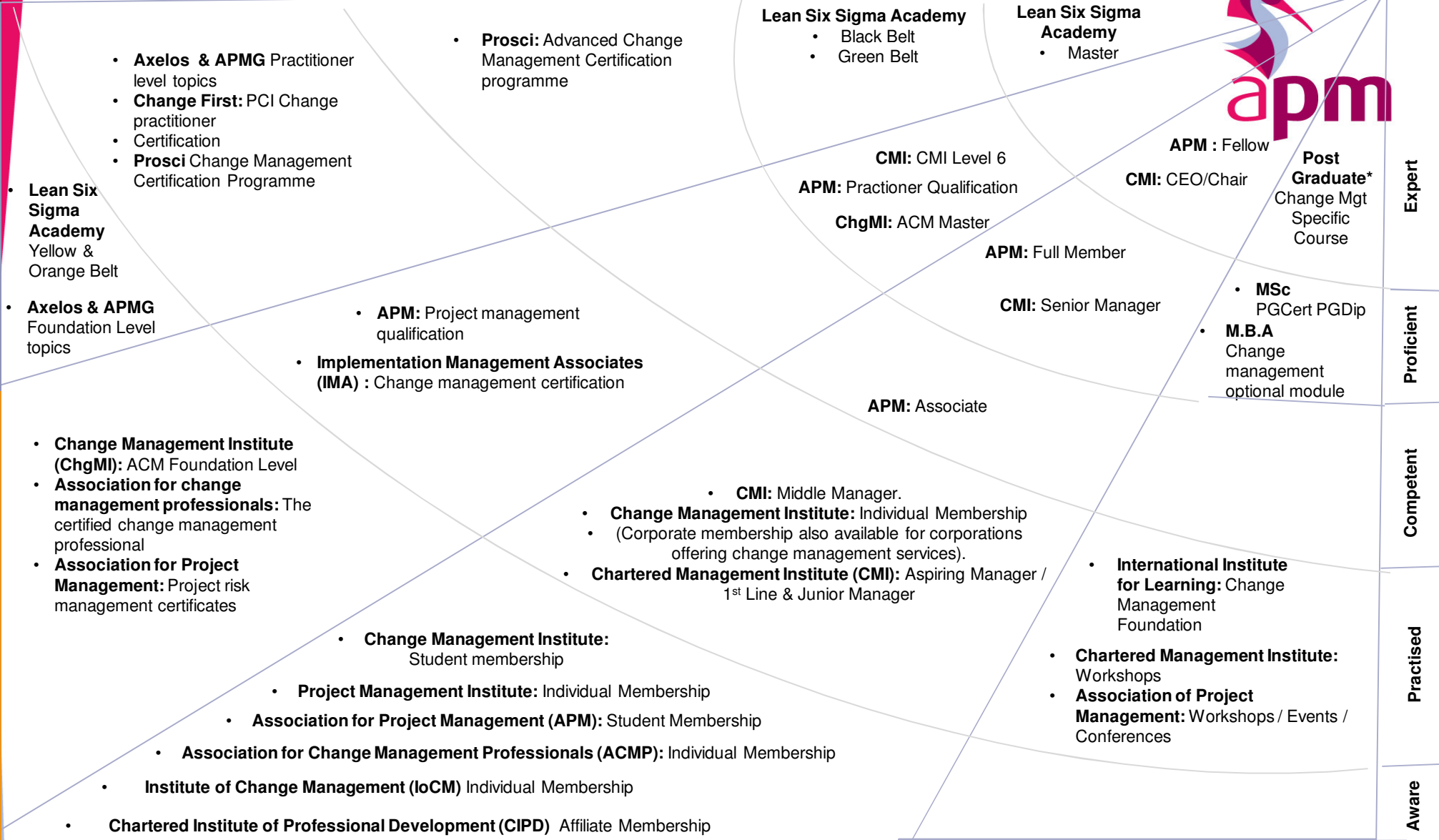
Discipline	Reflects short courses available to Change Management professionals across a range of technical skill sets and benefits to students undertaking them. Change Management is incorporated into the teaching of these courses, but may not always be the specific focus.
Qualifications	Courses which are available to individuals with a professional membership. There are a number of professional bodies offering high level qualifications for experienced Change Managers or for professionals new to the industry – providing a number routes to gain a better understanding of change management. One risk in only pursuing this route results from employers only being able to verify the levels of assessment carried out (knowledge) rather than the ability to apply the training content in the workplace (competence).
Professional Body Membership	Sets out the known range of professional bodies and their membership levels against the required demonstration of experience or capability expected at that level. Some are linked to qualification courses as minimum entry requirements, whilst others expect evidence of experience applied in practice. Professional bodies generally offer continuous improvement through affiliation with them but are not all solely focused on Change Management as a discipline.
Academic qualifications / CPS	These are captured as routes which mostly require individual's to commit to personal study - either full or part time, and usually involve undergraduate or post graduate level courses. This can be expected to be at a high cost to the individual or their corporate sponsor – both financially and commitment of time. There are currently no degree subjects at undergraduate level specifically offering change management and the majority of post graduate courses offer a module in change management as part of a wider business leadership. Only a masters degree is specifically focused on Change Management.

Professional Horizons



Discipline

Qualifications



Professional Body Membership

Academic Qualifications / CPD

Capability