

PROSCI® ADVANCED CERTIFICATION

ADVANCED INSTRUCTOR:
MODULE SYLLABUS

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REQUIRED MODULES

MODULE: ATTEND TRAIN-THE-TRAINER

Education:

Attending Prosci's Train-the-Trainer will equip you with the foundational knowledge to facilitate Prosci's programs by taking a deep dive into Prosci material and content to be able to deliver Prosci's four core change management training programs in order to enhance the organization's ability to:

- Develop skill sets in change for the roles that are critical in making change efforts successful, including; sponsors, managers, employees and change practitioners
- Build an internal competency in change management
- Achieve more of the benefits on changes that depend on employee adoption and usage

Note: *Additional fee applies*

Application:

Work closely with a Prosci Master Instructor and a Prosci Training Manager to gain a deeper understanding of the content within Prosci programs as well as to further enhance your facilitation ability.

In this program you will be assigned specific portions of the methodology and will be expected to deliver these smaller sections to your fellow classmates to gain experience in facilitating the material with immediate feedback.

You will actively participate in learning to deliver Prosci's four core change management programs:

- Prosci 3-day Change Management Practitioner Program
- Prosci Change Management Sponsor Program
- Prosci Change Management Coaching Program
- Prosci 1-day Employee Orientation to Change Program

Evaluation:

Your Prosci Instructional Team will complete and submit an evaluation of your performance in Train-the-Trainer. This evaluation will highlight areas of strength and areas of improvement that can be utilized for coaching prior to your audited program.

Schedule a time with your Advanced Track Support or Train-the-Trainer Program Advisor to review your evaluation form by emailing advancedtracks@prosci.com.

MODULE: DELIVERY DEPLOYMENT PLAN

Education:

Review:

- Prosci Program Comparative
- Train-the-Trainer Facilitator Guide
- Portal Webinar Replays and tutorials related to Prosci's methodology
- Train-the-Trainer Support Site podcasts

Comprehensive familiarity with these resources will assist you in the creation of a Training Delivery Deployment Plan.

Application:

Training is one piece of building an organizational competency for change management within an organization. However, Awareness and Desire must proceed Knowledge.

Consider your organization and the desired future state around change management. Prosci's four core training programs are all role-based trainings for different levels of the organization. What is the level of Awareness and Desire for change management within the different levels of the organization?

Develop a delivery plan that includes:

1. How you plan to build awareness and desire with different levels in the organization around change management and the need for training
2. How you will gain the necessary sponsorship and support for change management training
3. Which training you will facilitate first and an explanation of what the intended outcomes of the training are
4. Facilitation of your first program within 90 days after completing Train-the-Trainer
5. Your strategy for incorporating Prosci Change Management training into your organization beyond the first delivery

Note: *If the 90 day requirement cannot be met, an explanation letter must be provided and an extension requested.*

Evaluation:

Submit your detailed Delivery Deployment Plan to Prosci and schedule a time for a phone call review session to discuss your strategic deployment strategy.

MODULE: AUDIT PREP CALL

Education:

N/A

Application:

Successfully complete a series of at least six coaching calls to assist in your audit preparation focusing on the following key areas:

Overarching

- The Why
- Standards
- Factors
- Audit form review

Pre-program logistics

- Support (Training Assistant and Sponsor)
- Materials
- Coordination (food, music, breakout rooms)
- Pre-program engagement with group (who is in your class, have you contacted them, what do you know about these attendees?)
- Projects (how were they selected? Are they broken in to groups or working on their own personal projects individually?)

Content

- Key messages
- Learning objectives
- How does it all connect (it's not a checklist, big picture connections)

Storytelling and examples

- Relevancy
- Creating the experience
- Intent of stories

Flow and timing

- Lateral connections
- Know when you know the timing, know when you don't
- Know where you're at and what is coming
- Audience management

Post course

- Integrating K&A
- Solely up to you to ensure that knowledge translates to ability
- How will you reinforce the time and efforts over the 3-days?

Note: *If you feel comfortable with any of the above topics, please connect with your Train-the-Trainer Program Advisor and propose alternative topics.*

MODULE: AUDIT

Education:

Use all resources at your disposal to prepare for a successful audit:

- Prosci Best Practices in Change Management Report
- Change Management Toolkit
- Train-the-Trainer Facilitator Guide
- Portal Webinar Replays
- Tutorial Collection
- Prosci Blog
- Train-the-Train Support Site Podcasts
- Train-the-Trainer Program Advisors

Application:

Invite a Prosci Auditor onsite to observe your delivery of the Prosci 3-Day Certification Program. (Contact advancedtracks@prosci.com when you are ready to begin securing your audit dates).

Demonstrate your ability to conduct the Prosci Change Management Certification Program meeting Prosci Standards to ensure participants walk away from the program with the knowledge and ability to be Prosci Certified Practitioners and begin leveraging their skills on their future change projects.

Evaluation:

Receive and review a completed Audit Report from a Prosci Auditor.

Receive one of three scores:

1. Pass with Observations
2. Pass with Corrective Action
3. Fail*

Schedule a call to review your report and final outcome with your Auditor.

Note: *This is the **capstone** of your track. A score of Pass with Observation or Pass with Corrective Action must be obtained to successfully complete this module and to progress with the Advanced Instructor designation*

MODULE: COMPLETE CORRECTIVE ACTIONS (IF APPLICABLE)

Education:

Review resources assigned from your Prosci auditor.

Note: *This module is dependent upon the outcome of the audited program*

Application:

Appropriately complete the corrective actions as outlined by your auditor in your completed audit report.

Evaluation:

Receive immediate feedback and next steps from Prosci Auditor regarding the successful completion of corrective actions.

MODULE: EXPERIENCED PRACTITIONER PROGRAM

Education:

Attend:

- Prosci's Experienced Practitioner Program

Note: *Additional fee applies*

Application:

Complete the pre-work in its entirety and come ready to contribute actively to the program discussion and presentations. Expand your knowledge of Prosci Change Management as well as your knowledge of change management as a whole.

The focus of the Experienced Practitioner Program is to move beyond what is covered in the certification program, not simply a deeper dive into topics already covered. The course is aimed at providing you the additional background, context and depth of knowledge to make you the "go-to" person on any issue related to managing the people side of change.

Topics covered throughout the program:

- History and Evolution of Change Management
- Analysis of Change Management Models

- Before We Start Change Management
- Integrating Change Management
- Advanced Change Management Applications
- Case Study Analysis
- Change Management Metrics
- Beyond Change Management
- Enterprise Change Management

Evaluation:

After your program, finalize and submit:

- Compare and contrast presentation
- Case study presentation

In addition, include a short report that outlines the top three things you took away from the Experienced Practitioner Program that are going to help you apply change management in the future.

Submit your work to Prosci at advancedtracks@prosci.com.

MODULE: RECERTIFICATION

Education:

Review:

- Advanced Instructor Recertification Process

Application:

Remain active in your facilitation and education with Prosci tools, methodologies and research. Download the Recertification Tracking Template. Monitor and track your points as you continue to engage with Prosci.

Evaluation:

Once you've fulfilled the requirement, submit your points to Prosci and schedule a call to review.

LEARNING ELECTIVES

MODULE: 5 TENETS REVIEW

Education:

Review:

- Chapter 1 of "*Change Management: The People Side of Change*"

Watch:

- 5 Tenets of Change Management (webinar)

Access:

- 5 Tenets Portal Tile

Application:

The 5 Tenets of Change Management anchor us back to the roots of the discipline, adding clarity to the question "why change management"?

Apply your understanding of the 5 Tenets by completing Prosci's 5 Tenets of Change Management Webinar Worksheet. Complete the worksheet in the context of a change project currently underway within your organization or a change project that has recently been completed.

Evaluation:

Submit for review:

- Prosci's 5 Tenets of Change Management Webinar Worksheet
- Submit a 5-minute podcast of yourself discussing the 5 Tenets

If you are unable to create a podcast, please submit the script for your podcast.

Submit to Prosci at advancedtracks@prosci.com and request feedback.

MODULE: CULTURAL DIMENSIONS AND CHANGE MANAGEMENT

Education:

Read:

- Improving Change Management Application through Cultural Awareness and Adaptation
- Change Management Research Library: Cultural dimensions and change management (Part 4: Chapter 15)

Application:

Defining an organization's culture is key to being able to effectively implement change. Prosci's 2016 Benchmarking Study elaborates on six cultural dimensions. These dimensions aid organizations in analyzing their current cultural environs and help identify what challenges could arise as a result of landing on one side of the spectrum versus the other.

Using the Prosci Cultural Dimensions Analyzer, determine where your organization falls in each of the six dimensional factors in comparison to others similar to your organization. Review the resulting summary of potential challenges and adaptations.

Evaluation:

Submit a report that includes:

- Identification of where your organization falls in each of the six cultural dimensions with supporting evidence/examples
- A highlight of two dimensions you believe will have the biggest impact on how change is done in your organization. Explain your reasoning
- A discussion of the top three potential cultural challenges to implementing change within your organization (aside from challenges noted in The Analyzer)
- Tactics for incorporating the organization's cultural ID in your change management plan

Submit your report to Prosci at advancedtracks@prosci.com and request feedback.

MODULE: BUSINESS CASE FOR CHANGE MANAGEMENT

Education:

Watch:

- How to Write a Business Case for CM

Access:

- Building the Case for CM Bundle

Application:

- Making the case for change management is a critical skill for any successful change manager to master
- Download the Business Case for Change Management Template and Skeleton
- Write a persuasive and data-driven business case for how change management is going to improve the outcome and results of a current project within your organization

You should have a detailed output that includes:

1. Executive Summary
2. Situation Awareness and Problem Statement
3. Project Description
4. Solution Description
5. Roles Outline
6. Cost-Benefit Analysis
7. Cost of CM
8. Benefits of CM
9. Cost-Benefit Summary
10. Implementation Timeline
11. Critical Assumptions and Risk Assessment
12. Conclusion and Recommendations

Evaluation:

At a minimum, submit from your Business Case:

- Executive summary
- Conclusions
- Recommendations

Include a brief overview of feedback received from your project team, leadership and/or change team members. What did their feedback help bring to light in regard to creating and presenting a compelling business case for change management?

Submit your outputs to Prosci at advancedtracks@prosci.com and request feedback.

MODULE: RESISTANCE MANAGEMENT

Education:

Watch:

- How to Manage Resistance
- Prosci ADKAR Dashboard Overview

Review:

- Advanced Applications of ADKAR

Application:

Resistance shouldn't be considered only when it begins to appear. A resistance management plan begins with identifying the root cause of resistance based upon the impact analysis you completed in Phase 1 activities. It should be analyzed, planned for and addressed starting from Phase 1-Preparing for Change.

However, resistance factors can change throughout the course of a project so it is imperative that it is monitored and addressed at multiple points in a project timeline.

Craft an initial resistance management plan, anticipating resistance factors and potential tactics for mitigation. Utilizing the ADKAR Dashboard, identify the group and/or individual barrier points by conducting a survey at key milestones of the project timeline for the project's impacted groups. Analyze the resulting data and identify specific actions to overcome employee barrier points.

Use the Resistance Template and the Resistance Assessment Worksheet to guide your plan creation.

Evaluation:

Write a self-reflective case study with regard to resistance management.

Include:

- A brief background of the change project
- What resistance was identified in the ADKAR Dashboard survey results? How did you proactively manage that resistance? How did your tactics differ from your plan?
- Your resistance management plan which outlines expected resistance and tactics for mitigation

- How did you implement your Resistance Management Plan, who did you engage from the organization to address resistance? What methods did you use for identifying the root cause?
- Was there any resistance that was not able to be addressed or hindered the success of the projects? What did you learn from this that you will focus on with future projects?
- Resistance is often stated with a negative connotation. Was any resistance that occurred used to address concerns from the audience on a broader scale or develop the change management plans further?

Submit your report and outputs to Prosci at advancedtracks@prosci.com and request feedback.

MODULE: FUTURE OF CHANGE MANAGEMENT

Education:

Read:

- Change Management Job Market

Watch:

- Future of CM, Data and Trends
- Democratization of CM
- Trends in Change Management

Access:

- Change Management Research Library - read Top Trends in Change Management section

Note: *You can quickly navigate to the Top Trends in Change Management section by using the search function in the upper left of the tool.*

Application:

Compose a paper that postulates how you see the trends presented in the education resources and research impacting:

- Your organization
- Your role
- Your career
- The discipline of Change Management

Consider the following:

- What do you anticipate the future of change management to look like?
- Do you feel the predicted trends in the webinar and research are in line with what you are observing and experiencing on a day-to-day basis or do you feel there will be a deviation from the presented trends?

Evaluation:

Submit your write-up to Prosci at advancedtracks@prosci.com and request feedback. management plan.

MODULE: ALIGN ABILITY WITH GO-LIVE

Education:

Watch:

- Align Ability with Go-Live

Review:

- Align Ability with Go-Live slides

Application:

- Structure your change management activities to align ability with the project launch
- Create a strategy for your change management efforts to be integrated with the project plan
- Create a combined plan that includes your project management plan with the integration of your change management activities that will drive the people side of the change to achieve Ability by go-live. You can download an example of an integrated change management and project management plan [within this module on the Advanced Instructor Track site](#).

Evaluation:

Write a detailed report analyzing the use of Prosci's methodology on a recent change project that integrated project management and change management activities and aligned ability with go-live.

Include:

- Explanation of the organizational benefits and project objectives of the change
- Define what it means to "adopt and use" this change and by what date (go-live) the impacted individuals needed to be at ability
- Summarize how you created your strategy as well as how you scaled and customized the methodology for your change
- What change management plans did you use to get individuals to Ability by go-live?
- Review how the change management efforts were integrated into the project plan

Submit your report and outputs of your workshop to Prosci at advancedtracks@prosci.com.

MODULE: CHANGE SCORECARD

Education:

Read:

- Measurement to Determine the Return on Change Management

Watch:

- Change Scorecard Overview
- Full Change Scorecard Webinar
- Why Defining what we are Trying to Achieve is so important in Change

Access:

- Prosci Change Scorecard Portal Tools

In Person Training: *Additional fee applies.*

Application:

Download either the Word template or Excel template for the Prosci Change Scorecard. Use the Scorecard Template to co-create a definition of successful change that is shared by the project team. How will you identify, track and achieve projected results and outcomes for the organization?

Remember to engage other members of your change and project teams to complete this application.

Evaluation:

Note: *The evaluation of this module is a two-step process. There will be two outputs.*

Step 1

- Complete and submit your Prosci Change Scorecard and define measures for each of the nine cells

Step 2

- Submit your scorecard again at the end or in the middle of your change project. Elaborate on the status of the scorecard by evaluating your change based on the metrics for each of the nine cells you previously outlined.
- Discuss how the use of the scorecard has affected your project or the way you will measure the success of change moving forward

Submit your scorecard to Prosci at advancedtracks@prosci.com for review and request feedback.

MODULE: CHANGE MANAGEMENT BLUEPRINT

Education:

Read:

- How “4 Change Catalyzing Questions” pave the way to results and outcomes

Watch:

- Four Questions to Catalyze Change – Change Management

Application:

The Prosci Change Management Blueprint facilitates the process of identifying:

- “What” you are trying to achieve from an initiative
- “Who” has to do their jobs differently as a result
- “How much” of the project’s benefits depend on adoption and usage

This blueprint offers a simple and robust framework to convey the value contribution of change management, providing context to conduct meaningful conversations with senior leaders and project leaders.

Required Actions:

1. Complete the Change Management Blueprint for your project
2. Engage and collaborate with your project team or project leadership to complete a second version of the Blueprint
3. Leveraging the Blueprint outputs, discuss with your project team or project leadership the critical role change management will play in delivering project results

Evaluation:

Provide the following:

- Your completed Change Management Blueprints
- A comparison analysis between the two versions of the Blueprints
- A reflection on how you were able to leverage its use when engaging with your project team or project leadership

Submit these items to advancedtracks@prosci.com and request feedback.

MODULE: CHANGE MANAGEMENT ROI

Education:

Watch:

- How to calculate CMROI
- CMROI in Context

Optional in person training: *Additional fee applies*

Application:

Jump in to Prosci's CMROI Calculator and complete a calculation with four simple data entries (explained in the webinar).

Engage a project team or senior leader in conducting the calculation. Arrive at an "X% of project ROI depends on adoption and usage"

Capture and reflect on your experience. Write a report that tells the narrative of your experience with these headings:

1. Situation
2. Challenge
3. Approach
4. Results
5. Future Application

Submit your report and the outputs of your work to Prosci at advancedtracks@prosci.com and request feedback.

EXPERIENCE ELECTIVES

MODULE: SPEECH GIVEN

Education:

N/A

Application:

Examples of types of events you can speak at to meet the expectations of this module are:

- Association of Change Management Professionals (ACMP)
- Change Management Institute (CMI)
- Regional Conferences on Change Management
- Regional Conferences on Project Management
- Project Management Global Conference
- American Society for Quality (ASQ)

Note: These are examples of associations/conferences that are pre-approved to fulfill this module. Please contact Prosci to inquire if a conference you are speaking at that is not listed will satisfy the requirements of this module.

Evaluation:

If there is a recording available of your speech, please provide the link to Prosci for viewing.

If there is not a recording available please submit a short summary that outlines:

- The event you attended

- When and where the event was held
- How you got engaged with the organization and accepted to speak
- How this opportunity helped further shape you in the field of change management
- Include the slides you used to present and topics you covered

Submit to Prosci at advancedtracks@prosci.com.

MODULE: ENDORSEMENT

Education:

N/A

Application:

N/A

Evaluation:

An endorsement is the written recognition of support and advocacy for your achievements as a change management professional internally to your organization with regard to your change management expertise. The focus should be to endorse how your expertise has increased over the last 12-18 months through your continued change management education and application experience.

The following can provide a nomination in support for the achievement of your Advanced Certification Track:

- Senior executive

- Direct supervisor
- Project/Change team member

Submit your endorsement to Prosci at advancedtracks@prosci.com.

MODULE: PUBLISH ARTICLE

Education:

With advanced education and knowledge in the field of change management you have an abundance of information and experiences that can help those entering the field (or those immersed in it) expand their views and understanding. This module is not so much about gaining education but *educating*.

Application:

Publish an article through a credible source on or related to change management.

Evaluation:

Submit your article to advancedtracks@prosci.com and include when and where the article was published.

MODULE: VOLUNTEER

Education:

N/A

Application:

The field of change management is continuously expanding and gaining more and more recognition as an independent discipline and career path.

There are many organizations that are focused on expanding the discipline, sharing best practices or are complimentary to the field of change management. Volunteer at a change management event/conference or a complimentary discipline's event/conference.

Example of types of events you can volunteer at to fulfill the application component of this module are:

- Association of Change Management Professionals (ACMP)
- Change Management Institute (CMI)
- Regional Conferences on Change Management
- Regional Conferences on Project Management
- Project Management Global Conference
- American Society for Quality (ASQ)

Note: *These are examples of associations/conferences that are pre-approved to fulfill this module. Please contact Prosci to inquire if a conference you are volunteering at that is not listed will satisfy the requirements of this module.*

Evaluation:

Submit a short report that outlines:

- What event/conference did you volunteered for?
- What was your role in the event?

- How did this opportunity further enhance your skills and knowledge in the field of change management?
- How will you apply your experience to your role?

Submit your report to advancedtracks@prosci.com and request feedback.

MODULE: ATTEND A RELATED COURSE

Education:

Expanding your knowledge beyond Prosci's methodology will help you enhance your expertise in the discipline of change management.

Seek out knowledge from other courses in the field of change management, or a related but complimentary field, that will enhance the successful application of change management.

Your related course can be in person, via webinar or in a virtual classroom setting.

Note: *Expenses incurred are independent of the Prosci Advanced Track*

Application:

Incorporate your education from the chosen course into your change management practice.

Evaluation:

Compile and submit a summary that includes:

- Name of course attended

- Platform of education
- What did you learn that will further enhance your knowledge and ability in the field of change management
- How you were able to practically apply your education to your change management work

Submit your summary to Prosci at advancedtracks@prosci.com and request feedback.

CAPSTONE

See **Required Modules: Audit** for more information.