

PROSCI® ADVANCED CERTIFICATION

ADVANCED DEPLOYMENT LEADER:
MODULE SYLLABUS

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Required Modules

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REQUIRED MODULES

MODULE: FOUNDATIONS OF ECM

Education:

Watch:

- Assessing and Building Your Organizational Change Capability (ECM)

Application:

Create an elevator speech (30s- 1m) on the case/pitch for enterprise change management. Deliver the elevator speech in the context of pitching the idea of institutionalizing ECM to an executive or steering committee.

Evaluation:

Submit to Prosci:

- A brief reflection of your top three takeaways from the webinar on embedding change management across an organization
- A recording of your elevator speech (or schedule a call to give deliver your elevator speech directly)

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

MODULE: ECM BOOT CAMP

Education:

Attend Prosci's ECM Bootcamp.

Note: In person training fee applies

Here you will learn about your access to the ECM Roadmap which will be an essential education component for all required modules within the Advanced Deployment Leader Track.

Application:

Attend the ECM Boot Camp which addresses three main topics:

1. What and why of enterprise change management
2. Prosci's Change Management Maturity Model Audit
3. Project ECM

Begin to develop your value proposition for institutionalizing change management by completing the Project ECM Overview tab within the ECM Roadmap and generate 3 statements for "why Project ECM" relative to your organization/initiative.

- "Why" Project ECM Definition
- "Why" Project ECM Description
- "Why" Project ECM Scope

Note: *The application component for this module will be completed during the training and expounded upon with the completion of the subsequent modules in this track.*

Evaluation:

Using the platform of your choice (Word, PowerPoint, Prezi) create a short report that outlines your top takeaways from the Boot Camp that are going to help you apply change management at an enterprise level in the future. Include:

- Three "why statements"
- Top three takeaways
- Immediate next steps
- Highlight who you plan to gather to complete the change management maturity model audit introduced in the Boot Camp (i.e. Project leads, Project team members, Change team members, all of the above?)

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

MODULE: MATURITY MODEL AUDIT

Education:

Watch:

- Building and Assessing Org Capabilities (ECM)
- Determining Your Organization's Change Management Maturity

Read:

- Prosci Change Management Maturity Model
- Prosci Change Management Maturity Model Audit: Part 1 and Part 2
- Assess Current State tab of your ECM Roadmap

Application:

Download and complete the Current State Environment Analysis to build a solid understanding and generate a deeper awareness for how change currently occurs in your organization.

Complete the Change Management Maturity Model Audit (CMMMA) and determine the organization's level of maturity in Change Management based off the 50 factors and five capability areas.

Facilitate the CMMMA with members from your project team, change team and leadership team for your organization or a division to get a baseline maturity level.

Evaluation:

Capture and reflect on your experience:

1. Provide an overview of the result of your Change Management Maturity Model Audit including a list of the roles of the individuals that completed the assessment with you.
2. What factors from your current state assessment will help the future progress of ECM and what factors may hinder the progress?
3. Summarize by explaining how you plan to use the Change Management Maturity Model Audit to drive ECM?

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

Note: *The result from this initial CMMMA will serve as your baseline maturity level and will be referenced and utilized in upcoming modules.*

MODULE: FUTURE VISION MATURITY MODEL

Education:

Read:

- Define the Future State Tab of your ECM Roadmap

Application:

With the support of your project team and leadership, define your future state (What level of maturity is your desired future state?)

Create a vision statement for the future of change management within your company (what would you see if you walked around your organization 3-5 years from now?). Ensure your vision statement incorporates the technical side future-state elements, people side future-state elements, objectives, goals and milestones.

Download: Prosci Change Management Maturity Model Goal Template

Download: Project ECM Future State Metric and Indicators Template

Evaluation:

Using your baseline maturity level from the Change Management Maturity Model Audit in the previous module, create a Maturation plan for change management efforts over the next 3-5 years. What level is your organization currently at? What is the future vision maturity level for your organization?

In your plan consider what capability areas hold room for the most improvement:

1. Leadership
2. Application
3. Competencies
4. Standardization
5. Socialization

Specifically, address any individual factors that scored 1 or 2 in your initial CMMMA, what actions can be taken to improve in those specific areas to successfully reach your future vision?

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

MODULE: ECM STRATEGY PLANNING

Education:

Read:

- Design Transition: Technical Side Tab of your ECM Roadmap

Application:

A holistic approach to ECM is key to building organizational competency.

Your ECM Strategy should be applied to the 5 key areas identified in Prosci Research around how organization's deploy CM throughout the enterprise. These areas are:

1. Leadership

2. Project
3. Skill
4. Structure
5. Process

Download and complete the ECM Strategy Big Picture Table and the ECM Strategy Map Starting Point.

Begin designing specific actions for each of the five Prosci ECM Strategy Map wedges. Outline and track your rationale for these choices.

Evaluation:

Using the Project ECM Strategy Map Plan explain the relative emphasis on the ECM Strategy Map wedges for activities in:

1. Getting Started- where will your emphasis be in year 1?
2. Building Momentum- where will your emphasis be in year 3?
3. Sustaining- Once you achieve your future vision maturity, how do you plan to sustain?
4. Who are the key influencers and leaders who need to be on board to help drive this effort forward?
5. How will they be kept engaged throughout the effort?

Present this plan for feedback to a project team member or leader in your organization.

Submit a summary to Prosci advancedtracks@prosci.com along with a completed Project ECM Big Picture Table for feedback. Feel free to use a strategy map visual with outlined notes in place of a written summary.

MODULE: EXPERIENCED PRACTITIONER PROGRAM

Education:

Attend:

- Prosci's Experienced Practitioner Program

Note: *Additional fee applies.*

Submit your exam to register@prosci.com.

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: CHANGE MANAGEMENT TAKES CHANGE MANAGEMENT

Education:

Watch:

- Change Management Takes Change Management

Review:

- Design Transition: Technical Side tab of your ECM Roadmap

Read:

- Design Transition: People Side tab of your ECM Roadmap

Application:

Coordinate with your leadership and project team and lead a project planning session.

Create an initial high-level project plan for institutionalizing change management. Integrate change management milestones into this plan- include what are the key milestones, timelines and milestone ownership. Include the following topics and milestones associated with:

1. Project ECM Overview
2. Assess Project ECM Current State
3. Define Project ECM Future State
4. Design Project ECM Transition State: Technical Side
5. Design Project ECM Transition State: People Side
6. Manage Project ECM as a Project

Use the Project ECM Roadmap Checklist for thought starters as well as your ECM Roadmap or create your own template.

Evaluation:

Submit your project plan outline with change management deliverables integrated and schedule a time to review with Prosci. Additionally submit your outputs of your early change management deliverables, at minimum include:

- Change Characteristics assessment
- Organizational Attributes assessment (you can submit the culmination of the results on

your risk assessment grid)

- Initial PCT Assessment scores
- Individual or group ADKAR assessment scores

Prior to the review evaluate and consider the following:

- Your confidence in treating enterprise change management as a project
- What will be your biggest challenges in implementing your project plan?
- Do you anticipate pockets of resistance on your ECM journey and have you considered preventative mitigation tactics?

Submit your outputs to Prosci at advancedtracks@prosci.com and schedule a time to review.

MODULE: ECM STATUS CHECK

Education:

Use all education resources available from all prior modules and training.

Note: *This module cannot be submitted until you have implemented the Project ECM Strategy and captured key performance metrics over a 12-18 month period.*

Application:

An Advanced Deployment Leader must be familiar with and use a structured process for designing a strategy and approach to institutionalizing change management capabilities and competencies. Enterprise change management deployment should be treated as a project and a change to be managed.

Evaluate your project ECM status based off the maturation plan you created in the Future Vision Maturity Model module. Determine if meaningful progress has been made or if it is being hindered or halted by conducting a second Change Management Maturity Model Audit with your team.

Evaluation:

Submit a status report that tells the story of your ECM journey over the last **12-18** months.

Include:

- Change Management elements that have been successfully integrated into the organization
- Change Management elements that have not yet been integrated, or have not been realized due to low adoption or utilization
- Report the results of your second CMMMA the delta from your first Maturity Model Audit score.
- What low scoring factors in your baseline CMMMA have seen improvement or have improved solutions in place?
- What additional issues or comments have arisen or been resolved?
- What is your overall status on institutionalizing CM?
- Do you envision you are still on track to reach your projected maturity level by your projected date?

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

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

Note: *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: 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 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: 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 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 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.

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 option: *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 ROI

Education:

Watch:

- How to calculate CMROI
- CMROI in Context

In person training option: *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"

Evaluation:

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

- Situation
- Challenge
- Approach
- Results
- Future Application

Submit your report and the outputs of your work to Prosci at advancedtracks@prosci.com 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
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: PROJECT HEALTH MANAGEMENT (PCT ANALYZER)

Education:

Watch:

- Evaluating Project Health (PCT Analyzer)

Download:

- Slides - Evaluating Project Health

In person training option: *Additional fee applies*

Application:

Use the PCT Analyzer as a “health check” over the life of your project. Conduct the assessment

at least three times (including gathering input from others) throughout the lifecycle of your project. Capture your results and action plans that you arrived at from your assessments.

Evaluation:

Capture and review the results of your analysis.

Consider:

The overall “health” of the project based on the three strategic legs of the triangle (Leadership, Project Management, and Change Management).

- How did your Project Change Triangle scores change over time?
- What were the biggest challenges your project faced in each strategic leg of the triangle?
- What was done or can be done to close the gaps revealed in the assessment?

Submit your report reviewing your analysis and consideration to Prosci at advancedtracks@prosci.com for review and feedback.

MODULE: PORTFOLIO MANAGEMENT

Education:

Purchase:

- Change Portfolio Toolkit

Watch:

- Saturation and Portfolio Management

Application:

Very few organizations have a clear picture of what changes are going on across the enterprise, how they interact with one another and the consequences of the entire portfolio of change. The first step to better managing the portfolio of change is to clearly understand what is happening.

Using the Portfolio Toolkit:

Identify

- The scope of your organization or departments portfolio of changes currently underway and impacted groups across the organization

Investigate

- The details of the change assessments around the changes, and impacts to specific groups

Analyze

- Create the change heat map presented in your Portfolio Toolkit dashboard. (The outputs here are the heat map and the collision chart)

Act

- Create a compelling presentation for portfolio management and the current portfolio of change in your organization
- Identify the audiences you will need to present the portfolio to and customize your presentation to what the audience cares about
- Develop initial recommendation

- Schedule a debrief with senior leaders
- Prepare action plans for closing gaps
- Create new initiative review process
- Consider system for keeping the portfolio current

Evaluation:

Submit a report highlighting the current state of your change portfolio.

Explain your organization's level of saturation and submit an action plan that addresses your recommendations to avoid change collisions and ways to monitor and manage change saturation and fatigue within the organization.

Additionally, submit your heat map and your collision chart and portfolio dashboard to Prosci at advancedtracks@prosci.com.

EXPERIENCE ELECTIVES

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 advancedtracks@prosci.com

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 is approved to 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: 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 educational 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 is approved to 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 Prosci at 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

Articulate your entire Enterprise Change Management Journey through the creation of a case-study which includes the following:

1. Current State:

Provide a description of your organization's original maturity level and the articulated aspirations of the organization's future state. Be sure to include your work from the following modules:

- CM Maturity Model
- Future Vision Maturity Model
- ECM Strategy Map

2. Transition State:

Provide evidence and articulate milestones that contributed to the increase in CM Maturity within your organization. What were the driving and inhibiting factors toward success? Include your work from the following modules:

- ECM Strategy Map
- Learning or Doing Elective Outputs

3. Future State:

Articulate the complete journey of achieving the original CM Maturity goals of your organization. If unable to achieve original CM Maturity goals, articulate what the barriers to success were and why your CM efforts were not fully successful. If original CM Maturity goals were not achieved, please note that a maturity level gain of one level is required.

Requirements:

- To be reviewed by one cohort member
- Obtain sign-off of two Executive Leaders