

PROSCI® ADVANCED CERTIFICATION

ADVANCED PRACTITIONER:
MODULE SYLLABUS

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Required Modules

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REQUIRED MODULES

MODULE: METHODOLOGY REVIEW

Education:

Review:

- *Change Management: The People Side of Change* (obtained in certification)
- 3-day Change Management Certification Course Material
- Tutorial Collection: Prosci Methodology
 - Integrating Individual-Organizational Approach
 - Systems and Tools for Managing Change
 - ADKAR Overview and Applications
 - Project – Individual Level Integration

Watch:

- Prosci's Methodology (webinar)

Review these resources to the extent necessary to refresh on core concepts and foundational knowledge from your initial certification program.

Application:

Experience in applying change management to organizational projects is imperative for an Advanced Practitioner.

Reflect on the knowledge and skills obtained in the Prosci® 3-day Certification Program as well as knowledge acquired from the tutorial collections and webinar replay and analyze what elements of the methodology you've used in a customized and scaled approach to real projects within your organization.

Evaluation:

Prepare a summary (Word, PowerPoint or Prezi) that analyzes your recent use of Prosci's methodology on a recent change project.

Required elements:

- Explanation of the project that change management was applied to, including the business objectives change management was used to help fully realize.
- Demonstration of how the Prosci Methodology was adapted and scaled to the project.
- Include an account of the 3-5 tools, templates or assessments from the methodology and describe how the use of these resources helped prepare for the change, manage the change or reinforce the change.
- What challenges arose and what will you do differently when applying the methodology on the next project?

Submit your report and the outputs of your work to Prosci at advancedtracks@prosci.com and schedule a review phone call.

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: 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".

Evaluation:

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.

MODULE: PROJECT HEALTH MANAGEMENT (PCT ANALYZER)

Education:

Watch:

- Evaluating Project Health

Download:

- Slides - Evaluating Project Health

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

MODULE: BEST PRACTICES AUDIT

Education:

Watch:

- Diagnosing Alignment with Critical Success Factors

Read:

- Top Contributors to Success - Research Expose

Optional in person training: *Additional fee applies.*

Application:

The Best Practice Audit is designed to provide you with a pulse check to determine if a project is in line with the top factors that contribute to change management success.

Login to the eBest Practices Audit and complete the Audit for your current change project. Do this at least twice throughout your project and determine how your project aligns with the seven top contributors to success and how to course correct when your project is not in alignment with Best Practices.

Write a remediation plan that addresses all present alert factors revealed in your results. What are your next steps? Include areas that are to be addressed immediately, in the mid-term and in the long-term.

Evaluation:

Upon completion of the Best Practice Audit conduct a detailed review of your results.

- Describe how you presented the results of the eBest Practices Audit as well as the suggestions for improvement you propose based upon your remediation plan with your project team or leadership
- Explain how the alert factors revealed within the results are impacting the overall success of the change initiative

Submit a report that outlines the above components 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

Optional 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: 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
- Explain how you used the identification of barrier points to craft a more targeted resistance management plan

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

MODULE: EXPERIENCED PRACTITIONER PROGRAM

Education:

Attend:

- Prosci's Experiences 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.

LEARNING ELECTIVES

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: 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: CHANGE SATURATION AND PORTFOLIO MANAGEMENT

Education:

Watch:

- Saturation and Portfolio Management

Optional:

- Purchase the Change Portfolio Toolkit

Note: *Additional fee applies.*

Application:

Begin to determine your organization's level of saturation through the identification of the changes impacting your division or department. Create an inventory list and identify what individual teams or people are impacted by each change. Gather input from others as needed to create a robust inventory list.

Determine for each change you've inventoried:

- Who is involved?
- How much impact does it have?
- How much disruption will it cause?
- What is the overall health of each project?

This can be determined through the completion of:

- Prosci Change Characteristics Assessment
- Prosci Organizational Attributes Assessment
- Prosci Project Change Triangle (PCT) Model

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

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:

TBD

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 MANAGEMENT + AGILE

Education:

Watch:

- Intersection of Agile and Change Management

Complete a self-study of Agile Project Management through the identification and use of a credible source.

Suggestions:

- Interview a project management expert in your organization with 3+ years of experience in the discipline
- Read a peer reviewed article on project management that focuses on the Agile methodology

Application:

Apply change management in an iterative structure on your next project to lead people through ADKAR in sprints.

Evaluation:

Write a brief summary with how you adapted the application of the Organizational 3-Phase Process for change and the ADKAR model to align with a project using the Agile methodology.

Tell 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: CULTURAL DIMENSION 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: 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

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: 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: 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: 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

1. The Problem:

Provide a project description of the core project you have focused on and applied your Advanced Practitioner curriculum to. Include the inhibiting and driving factors of success in addition to the articulated objectives and outcomes of the project. In the description be sure to include your original work on the following learning modules:

- Original PCT Score
- CMROI Calculation
- Change Scorecard

2. The Solution:

Articulate a solution statement that outlines how your change management expertise and work helped to achieve project objectives and increase project health. Be sure to include how the following tools were leveraged:

- PCT Analyzer scores over the duration of the project and at key milestones
- Best Practice components you were able to increase effectiveness in and leverage for success
- Minimum of 3 learning and doing elective outputs

3. The Results:

Articulate how you were able to identify, track and achieve projected results and outcomes for the organization through your change management efforts. What would you have done differently and how will you carry your successes and challenges with you into future change projects?

Requirements:

- PCT Analyzer scores over the duration of the project and at key milestones
- Best Practice components you were able to increase effectiveness in and leverage for success
- Minimum of 3 learning and doing elective outputs

Please refer to the Captstone Evaluation Rubric for additional information.

Note: *Peer review subject to availability. Exemption from this condition requires approval from a Program Advisor.*