Discover the key principles and stages of ATD’s exclusive change model through application exercises, case studies, and interactive program modules.

It’s likely you already see the need to apply change management best practices. By earning an ATD Change Management Certificate, you’ll gain the necessary tools to become a trusted resource ready to facilitate all stages of a change initiative in your organization. Discover the key principles and stages of ATD’s exclusive change management models through application exercises, case studies, and interactive program modules.

ATD’s Change Management Model

**STEP 1** Challenge the Current State
- Recognize the need for change.
- Form change management teams to begin the design.

**STEP 2** Harmonize and Align Leadership
- Align leadership around the vision for change.
- Identify a change agent.
- Form a change management team.

**STEP 3** Activate Commitment
- Focus on the journey through change from an emotional state.
- Identify emotional stages individuals go through when facing major change and develop a plan to address them.

**STEP 4** Nurture and Formalize a Design
- Create a communication plan and training plan.
- Conduct a risk assessment.

**STEP 5** Guide Implementation
- The change agent is focused on keeping the implementation moving forward.
- Focus on generating short-term wins.
- Identify ways to increase resilience.

**STEP 6** Evaluate and Institutionalize the Change
- Embed the change into the organization.
- Measure and monitor the change.

Our Change Management Course Model
Derived From ATD Research, Backed by Our Competency Model

ATD’s Change Management Certificate program imparts the key knowledge and actions that successful talent development professionals must follow during change initiatives as defined by research.

Discover the key principles and stages of ATD’s exclusive change management models through application exercises, case studies, and interactive program modules.

In this program, you will:

- Build skills to prepare to sponsor and engage in change efforts, conduct diagnostic assessments to define needed change efforts, identify an appropriate change model, and design a strategic change plan.
- Uncover how to facilitate conversations and communicate change plans that minimize disruption during the change process.
- Work through a case study that gives you practice in applying the steps of the ATD CHANGE model.

After this program, you will be able to:

- Conduct diagnostic assessments and other forms of data gathering to define the change efforts needed.
- Analyze data to provide feedback to help clients clarify outcomes, establish expectations, and identify realistic boundaries.
- Understand change management theories, such as systems thinking and open systems theory, chaos and complexity theory, appreciative inquiry, action research, communication theory, and motivation theory.
- Select an appropriate change model and design a strategic plan for change that minimizes the impact on people and maximizes buy-in.
- Create implementation designs that involve and inspire formal and informal leaders.
- Develop communication plans that raise awareness, build commitment, and ensure understanding.
- Manage consequences that may occur, such as conflict, resistance, negativity, and complacency.

Related Learning Offerings

Certified Professional in Learning and Performance® Certification
Differentiate Yourself. Become a CPLP.

Consulting Skills Certificate
Build your credibility as a trusted consultant.

Facilitation Skills Certificate
Increase your professional credibility with advanced-level facilitation skills.

Improving Human Performance Certificate
Enhance performance with a systematic and results-based approach, driven by business needs.
COURSE OVERVIEW

**Module 1: Challenge the Current State**
- Case Study: OPEN Case Study
- Systems Thinking in Action
- What’s in Your Suitcase? Activity
- OPEN—Systems Thinking Activity
- Creating a Strategic Imperative
- Assessing Organizational Readiness

**Module 2: Harmonize and Align Leadership**
- A Change Leader’s VIEW for Success
- A Successful Change Leader’s Day Activity
- Creating a Vision
- Case Study: OPEN—Write a Vision Statement
- Building a Change Management Team
- Typical CM Team Responsibilities
- Change Management Team Tools
- Change Management Dashboard

**Module 3: Activate Commitment**
- Your Change Journey Activity
- The Journey Through Change
- Actions to Help Others Through the Change Journey Activity
- Actions for Guiding Others Through the Change Journey
- Reactions to Change—Build a Critical Mass
- Anticipate Doubts
- Anticipate Doubts Activity
- Case Study: OPEN—Identify the Resistance

**Module 4: Nurture and Formalize a Design**
- People and Process Considerations
- Case Study: OPEN—People and Process Considerations?
- Change Management Plans
- Communication Strategies
- Case Study: OPEN’s Change Management Plan
- Managing Risk
- Risk Chart Tool
Module 5: Guide Implementation
- What’s My Job? Activity
- Change Agent’s Role
- Building Momentum
- Resilience: Human Nature and the Need for Resilience
- Personal Resilience Dimensions
- Gallery Walk Activity
- Your Travel Log—Insights and Actions Activity

Module 6: Evaluate and Institutionalize the Change
- Evaluating Results
- Institutionalize the Change
- Case Study: OPEN—Organizational Alignment?
- Recognize and Disband the CM Team

Additional Tools and Resources:
- Change Management Self-Assessment
- Case Study: OPEN Decentralization Case Study
- Checklist: Challenge the Current State
- Checklist: Harmonize and Align Leadership
- Checklist: Activate Commitment
- Checklist: Nurture and Formalize the Design
- Checklist: Guide Implementation
- Checklist: Evaluate and Institutionalize the Change
- Kepner-Tregoe Decision-Making Process
- Change Leader’s VIEW of Success
- Leadership Guidelines

What Participants Are Saying
“The ATD Change Management Certificate program was a great balance of theory and practicality that was brought to life by the facilitator and my classmates. I don’t think there’s anyone who isn’t going through radical change right now. The industry in which I work is completely awash in change. Instead of just hoping to survive change, this program gives you the tools (and confidence) to truly facilitate change in your organization. The course and workbook were chock full of tools which allowed me to reinforce what I had learned in class months later in the real world.”

—Jacqueline Burandt
Change Management Certificate Participant
RESOURCE SAMPLE

Assessing Organizational Readiness

Introduction
Determining an organization’s propensity to change is one of the most important aspects of the ATD CHANGE model’s first step. However, this step is often omitted because it relies on the organization’s past history and experiences with change.

Change Readiness Checklist
Indicate the degree to which each of the dimensions is a concern to you with regard to your organization’s change readiness. Circle the number under the appropriate heading for each factor. Dimensions have been scaled according to their relative importance in predicting the receptivity to change. Total the scores for an overall change readiness index.

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Degree of Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
</tr>
<tr>
<td>General Considerations</td>
<td></td>
</tr>
<tr>
<td>Size of change</td>
<td>4</td>
</tr>
<tr>
<td>Current internal stress</td>
<td>4</td>
</tr>
<tr>
<td>External impact</td>
<td>4</td>
</tr>
<tr>
<td>Change history</td>
<td>4</td>
</tr>
<tr>
<td>Supportive culture</td>
<td>4</td>
</tr>
<tr>
<td>Clear internal processes</td>
<td>4</td>
</tr>
<tr>
<td>Resources</td>
<td></td>
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<tr>
<td>Time commitment</td>
<td>8</td>
</tr>
<tr>
<td>Money</td>
<td>8</td>
</tr>
<tr>
<td>Access to workforce</td>
<td>8</td>
</tr>
<tr>
<td>Labor/other limitations</td>
<td>8</td>
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<tr>
<td>Structural flexibility</td>
<td>8</td>
</tr>
<tr>
<td>People Variables</td>
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<tr>
<td>Workforce talent</td>
<td>12</td>
</tr>
<tr>
<td>Executive leadership</td>
<td>12</td>
</tr>
<tr>
<td>Skilled change agents</td>
<td>12</td>
</tr>
<tr>
<td>Management support</td>
<td>12</td>
</tr>
</tbody>
</table>

Total the scores for all dimensions.
- < 50 Conduct crisis intervention prior to beginning.
- 50–69 Proceed with caution, taking all steps in the process to ensure success.
- 69 Organization is ready for planned change.

1ebb associates inc (2004).
Why Choose ATD As Your Professional Development Resource?

Over the last 75 years, our mission has been to empower talent development professionals with the knowledge and skills they need to be successful and remain competitive. We accomplish this by providing learning that sticks and leads to measurable results in your on-the-job performance.

What You Can Expect From an ATD Course
- Research- and competency-based learning with applied adult learning principles
- Hands-on practical activities
- An engaging environment that builds confidence and makes learning personally relevant
- Actionable take-home materials to ensure real application back at work

95+ Course Topics
900+ Organizations Have Trained With Us

120+ Countries With an ATD Presence
100,000+ Professionals Have Learned With ATD Education

Ready to Get Started?

Register by Phone or Get a Consultation
Not sure what to take? Call a professional development specialist to help you enroll. They can give you course recommendations based on your learning goals and your role.

Call: 855.404.2783
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