



Name	Description & Overview	Background & Origins	Typical Uses	Industry Sectors	How it Differs (USP)	Links
ACMP standard for Change Management	<p>The ACMP Standard for Change Management is the collection of generally accepted practices in change management. Released in September 2014, the Standard is one of the foundational pillars in establishing and advancing the change management profession.</p> <p>A consistent global definition of Change Management and the elements that are “standard” to its practice provides a solid baseline from which organisations can effectively manage change and deliver intended results. ACMP’s Standard for Change Management enhances effectiveness throughout industries and professions around the world.</p> <p>The Standard establishes five key Change Management areas that will enhance practice proficiency, quality and credibility across multiple industries, organizations and roles:</p> <ol style="list-style-type: none"> <li>1. evaluating change impact and organisational readiness</li> <li>2. formulating change management strategy</li> <li>3. executing change management plans</li> <li>4. closing the change management effort</li> </ol>	<p>The Association of Change Management Professionals is a global, not-for-profit professional membership organization headquartered in Winter Park, Florida, USA. The ACMP launched in 2011, membership is now in the region of 2000+ members worldwide.</p> <p>ACMP is one of the leading resources for access to change management education, information and networking. It published the first global standard in change management and plans to launch a professional credential – The Certified Change Management Professional (CCMP) in 2016.</p> <p>ACMP has a virtual community through which you can connect with thousands of change practitioners and service providers giving you access to information and best practices for managing change.</p>	Used to build the organisational capability needed to deliver proficient and credible change projects.	All sectors	It is a standard, more than a method or process.	<a href="http://www.acmpglobal.org/?TheStandard">http://www.acmpglobal.org/?TheStandard</a>
AIM methodology	<p>The AIM methodology is a flexible, but business-disciplined change management methodology for managing organisational changes including transformational change through to full Return on Investment.</p> <p>AIM can be applied to any kind of initiative or project. While most organisations spend the bulk of their resources and energy on the technical and business process components, the greatest risk for failure or sub-optimisation is actually on the human side of the equation. The AIM change management methodology brings the same kind of discipline typically reserved for technical and business objectives to these human elements.</p> <p>The AIM Roadmap depicts the 10-step change management methodology approach associated with planning, implementing, and monitoring any change or initiative:</p> <ol style="list-style-type: none"> <li>1. Define the change</li> <li>2. Build agent capacity</li> <li>3. Assess the climate</li> <li>4. Generate sponsorship</li> <li>5. Determine change approach</li> <li>6. Develop target readiness</li> <li>7. Build communication plan</li> <li>8. Develop reinforcement strategy</li> <li>9. Create cultural fit</li> <li>10. Prioritise action</li> </ol>	<p>IMA Implementation Management Associates, Inc. (IMA) is an international consulting firm that guides organisations through all types of complex or large-scale change and implementations. Their proprietary Accelerating Implementation Methodology (AIM) has been applied extensively in Fortune 500 companies and around the world.</p> <p>They are known for their business-disciplined approach to implementation management, providing rigor and structure not typically found in the change management arena.</p>	IMA use the methodology as part of the consulting engagements. It is typically used for projects that require significant behavioural and/or cultural change.	All sectors	Uses a disciplined approach to assisting the human elements of change.	<a href="http://www.imaworldwide.com/methodology/about-aim/aimmethodology-benefits">http://www.imaworldwide.com/methodology/about-aim/aimmethodology-benefits</a>
CHAMPS2	<p>CHAMPS2 is a vision led, benefits driven business transformation method which is broad in scope and encompasses the whole business change journey. It helps you define your organisation’s strategic needs, and then provides a tailored route to ensure that the desired outcomes are achieved.</p> <p>The method not only provides a structured approach to change management, it is also flexible and can be adapted for use in a range of change initiatives of any scale, across both public and private sector organisations. It particularly suited to organisations successfully balancing the requirement of customers and employees against organisational efficiency targets.</p> <p>The phased approach of CHAMPS2 provides a logical starting point for your change journey – defining your organisation’s strategic needs, and then provides a journey that you can tailor to fit your organisation to ensure that your strategic outcomes meet your strategic needs.</p> <p>CHAMPS2 divides transformational change into eight phases:</p> <ul style="list-style-type: none"> <li>• Phase 0 – Transformation Initiation</li> <li>• Phase 1 – Visioning</li> <li>• Phase 2 – Shaping and Planning</li> <li>• Phase 3 – Design</li> <li>• Phase 4 – Service Creation and Realisation</li> <li>• Phase 5 – Proving and Transition</li> <li>• Phase 6 – Stabilisation</li> <li>• Phase 7 – Benefits Realisation</li> </ul>	<p>In 2006, Birmingham City Council undertook the first steps on its business transformation journey. This journey would affect the entire council’s operation, service delivery, personnel, and the citizens of Birmingham. To help the council, a joint venture was created between Birmingham City Council and Capita. This strategic partnership brought with it enhanced ways of working and additional capacity. A single approach to business transformation was required that would provide consistency across the council and the council’s partners. The common approach, provided programme teams with a best practice vision led, benefits driven method, tools and templates, complemented by a quality management framework. This became known as CHAMPS2.</p> <p>The method was initially developed to meet the ‘modernising government’ agenda, which has a strong focus on citizen services, cultural change, and efficiency gains. Since 2006, CHAMPS2 has undergone continuous development by business transformation practitioners, and today the method is made freely available for both the private and public sectors.</p>	Often used for projects targeting efficiencies.	Mainly public sector	Strong track record of delivering public sector service transformation.	<a href="http://www.champs2.info/">http://www.champs2.info/</a>

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e-change®	<p>ChangeFirst is a company which helps organisations to convert their business strategies into sustainable results using e-change® - their Enterprise Change Management platform. The IT platform enables organisations to create, deploy and manage change programmes.</p> <p>They have their own change method - People Centred Implementation (PCI) which underpins their platform and the training they provide. As it is ChangeFirst's in-house method it is not publically available.</p> <p>The method hinges around 6 critical success factors:</p> <ol style="list-style-type: none"> <li>1. Effective change leadership</li> <li>2. Powerful engagement processes</li> <li>3. Committed local sponsors</li> <li>4. Strong personal connection</li> <li>5. Sustained personal performance</li> <li>6. Shared change purpose</li> </ol>	<p>ChangeFirst's e-change platform delivers an end-to-end change management solution which includes leadership and employee education, diagnostics, planning templates, reporting tools and social learning functionality. ChangeFirst also support their clients with a full suite of workshops and coaching services.</p>	<p>Used by organisations looking for an IT based enterprise resource for supporting the delivery of change.</p>	All sectors	<p>e-change® is an IT platform designed to support the delivery of change projects, guiding users through ChangeFirst's People Centred Implementation method.</p>	<p><a href="http://www.changefirst.com/uploads/documents/How-to-build-effectivechange-management-capabilities.pdf">http://www.changefirst.com/uploads/documents/How-to-build-effectivechange-management-capabilities.pdf</a></p>
CMI body of knowledge & maturity model	<p>The CMI has developed a Body of Knowledge which covers a broad and useful spectrum of areas including:</p> <ul style="list-style-type: none"> <li>• Overarching theories behind change</li> <li>• Defining change</li> <li>• Managing benefits</li> <li>• Stakeholder strategies</li> <li>• Communication and engagement</li> <li>• Change impact</li> <li>• Change readiness, planning and measurement</li> <li>• Project management</li> <li>• Education, learning and support</li> <li>• Facilitation</li> <li>• Sustaining systems</li> <li>• Personal and professional management</li> <li>• Organisational considerations</li> </ul> <p>The CMI has also created its own organisational change maturity model (OCMM). The model is used to describe the behaviours, practices and processes of an organisation that enable reliable and sustainable outcomes. The OCMM has 5 levels of maturity across 3 key organisational change categories (Strategic Change Leadership, Business Change Readiness, and Project Change Management) and is an ideal tool to assess current capability levels and develop approaches to develop further maturity.</p>	<p>In 2004 a group of experienced change managers came together to create an organisation, the Change Management Institute (CMI) that could work with business, academia and change professionals to address this gap.</p> <p>The CMI is now a global, independent, not-for-profit organisation promoting and developing the profession of change management internationally.</p>	<p>The OCMM is used to assess and develop organisational change management maturity.</p>	All sectors	<p>The CMI offers both a Body of Knowledge and an Organisational Change Maturity Model.</p>	<p><a href="https://www.change-management-institute.com/">https://www.change-management-institute.com/</a></p>
The Change Leaders Roadmap (CLR)	<p>The Change Leaders Roadmap (CLR) has been developed by BeingFirst, a specialist change leadership development and transformational change consulting firm, serving Fortune 1000 companies, government agencies, non-profit organisations, and change consultants worldwide.</p> <p>The roadmap describes how to navigate the complexities of organisational transformation. It uses a 9 phase approach to plan, design and implement major change efforts successfully.</p> <p>The approach consists of three areas: (1) Content - the organisational and technical areas you must change, (2) People - the mind-set, behavioural and cultural changes required to deliver your content changes, and (3) Process - the actions required to plan, design, and implement all of your changes (content and people) in an integrated and unified manner.</p> <p>The nine phases are:</p> <ol style="list-style-type: none"> <li>1. Prepare to lead the change</li> <li>2. Create organisational vision, commitment and capability</li> <li>3. Assess the situation to determine design requirements</li> <li>4. Design the desired state</li> <li>5. Analyse the impact</li> <li>6. Plan and organise for implementation</li> <li>7. Implement the change</li> <li>8. Celebrate and integrate the new state</li> <li>9. Learn and course correct.</li> </ol>	<p>The Change Leader's Roadmap (CLR) is a change process methodology, providing strategic guidance and change tools to leaders and consultants designing and implementing change of any size or type. Leaders use the Roadmap to maximise results, land their initiatives on time and on budget, and catalyse new ways of being, organising, and working.</p> <p>Developed over thirty years of application in large organisations across all types of industries, including government, military, and global non-profits, the CLR provides a comprehensive array of change tools for transformation.</p> <p>It also provides specific how-to guidance for putting The Being First's System into practice.</p>	<p>The CLR can be applied to technology implementations, re-structuring, innovation, culture change, mergers and acquisitions, organisational re-design, process re-engineering, and any other change you can imagine.</p>	Technology, Telecoms, Retail	<p>The CLR does not tell you what to change; it provides guidance and tools for how to change, and how to engage stakeholders throughout the change effort to ensure commitment and buy-in. Due to it's complexity it requires users to be certified to gain full access to the method and its resources.</p>	<p><a href="http://www.beingfirst.com/resources/pdf/AR_PDF_CLRHowToNavigate_09_1124.pdf">http://www.beingfirst.com/resources/pdf/AR_PDF_CLRHowToNavigate_09_1124.pdf</a></p>

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Change Delta Framework	<p>The Boston Consulting Group (BCG) has developed a Change Delta Framework to support their clients deliver change programmes. It was created to address the two key determining factors of change success or failure, which according to an Economic Intelligence Unit study, are clearly defined milestones that measure progress and the commitment of senior leadership.</p> <p>BCG's Change Delta framework addresses both these elements, as well as the broader hard and soft sides of change, using a single coherent approach that is underpinned by proven proprietary tools and methodologies developed as part of BCG's work with thousands of clients across diverse industries.</p> <p>The framework consists of the following elements:</p> <ol style="list-style-type: none"> <li>1. Governance and Project Management Office</li> <li>2. Executional Certainty</li> <li>3. Enabled Leaders</li> <li>4. Engaged Organisation</li> </ol>	<p>The ability to execute strategic, ambitious, and sustainable change is creating winners. BCG developed the Change Delta Framework as a superior change-management capability to provide companies with a competitive advantage. Their belief is that organisations with that superior capability are able to aggressively enter new markets, make acquisitions, manage complexity, and restructure more effectively than their peers.</p>	<p>BCG's Change Delta framework addresses the broader hard and soft sides of change, using a single coherent approach that is underpinned by proven proprietary tools and methodologies developed as part of their work with thousands of clients across diverse industries. As a proprietary methodology it is used by BCG as part of their consulting engagements and is not sold as a standalone tool/method.</p>	All sectors	<p>The Boston Consulting Group claims that companies that have embraced their Change Delta Framework approach to change management have achieved on average 110 percent of the targeted value, dramatically flipping the odds in favour of success.</p>	<a href="http://www.bcg.com/documents/file151706.pdf">http://www.bcg.com/documents/file151706.pdf</a>
Bridges Transition Model	<p>This focus's on the transition that people go through when faced with change.</p> <p>The main strength of the model is that it focuses on transition, not change; the difference between these is subtle but important. Change is something that happens to people, even if they don't agree with it. Transition, on the other hand, is internal: it's what happens in people's minds as they go through change. Change can happen very quickly, while transition usually occurs more slowly.</p> <p>The model highlights three stages of transition that people go through when they experience change. These are:</p> <ol style="list-style-type: none"> <li>1. Ending, Losing, and Letting Go.</li> <li>2. The Neutral Zone.</li> <li>3. The New Beginning.</li> </ol> <p>Bridges says that people will go through each stage at their own pace. For example, those who are comfortable with the change will likely move ahead to stage three quickly, while others will linger at stages one or two.</p>	<p>The Transition Model was created by change consultant, William Bridges, and was published in his 1991 book "Managing Transitions."</p>	<p>People are often quite uncomfortable with change, for all sorts of understandable reasons. This can lead them to resist it and oppose it.</p> <p>This is why it's important to understand how people are feeling as change proceeds, so that you can guide them through it and so that – in the end – they can accept it and support it. Bridges' Transition Model helps with this.</p> <p>The model is often used following a merger or a major re-organisation in which elements of the organisation's structure, procedures, culture, policies, management practices, or HR practices have made it more difficult than it should have been to carry off a necessary change.</p>	All sectors but with strong track record in Pharmaceuticals, Airlines, Technology, Utilities.	<p>Very focused on helping to manage the transition that people go through as part of any major change programme.</p>	<a href="http://www.wmbridges.com/">http://www.wmbridges.com/</a> <a href="http://www.mindtools.com/pages/article/newl6/bridges-transition-model.htm">http://www.mindtools.com/pages/article/newl6/bridges-transition-model.htm</a>
Kotters 8 – Step Process for Leading Change	<p>Dr. John Kotter has been involved in change and leadership research for nearly 40 years. Over decades Dr. Kotter observed the behaviour and results of hundreds of organisations and thousands of leaders at all levels when they were trying to transform or execute their strategies. He identified and extracted the success factors and combined them into a methodology, the 8-Step Process:</p> <ol style="list-style-type: none"> <li>1. Create a sense of urgency</li> <li>2. Build a guiding coalition</li> <li>3. Form a strategic vision and initiatives</li> <li>4. Enlist a volunteer army</li> <li>5. Enable action by removing barriers</li> <li>6. Generate short term wins</li> <li>7. Sustain acceleration</li> <li>8. Institute change</li> </ol>	<p>From 1972 to 2008 Harvard Business School Professor John Kotter was engaged in broad and deep studies investigating why 70% of businesses fail to execute their strategies and only 5% meet or exceed them. He focused on real companies and real leaders and gathered empirical evidence. His insights earned him many achievements and accolades.</p> <p>In 2008 Dr. Kotter retired from Harvard Business School to shift his focus from generating research to generating impact. He co-founded Kotter International, a firm solely focused on implementing his research in collaboration with clients around the globe.</p>	<p>Building on the 8 step process Kotter's work now focuses on accelerated change. Its focus is on the 'Big Opportunity' and how you change an organisation and thinking in order to capitalise on the big opportunity as fast as possible.</p>	A wide range of industries and sectors - both profit and non-profit including government.	<p>Kotter's 8 step process and his work on 'big opportunity' change provide valuable insights into delivering rapid change.</p>	<a href="http://www.kotterinternational.com/the-8-step-process-for-leadingchange/">http://www.kotterinternational.com/the-8-step-process-for-leadingchange/</a>

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The Change Curve	<p>The Change Curve is based on a model originally developed in the 1960s by Elisabeth Kubler-Ross to explain the grieving process. Since then it has been widely utilised as a method of helping people understand their reactions to significant change or upheaval. Kubler-Ross proposed that a terminally ill patient would progress through five stages of grief when informed of their illness. She further proposed that this model could be applied to any dramatic life changing situation and, by the 1980s, the Change Curve was a firm fixture in change management circles.</p> <p>The curve, and its associated emotions, can be used to predict how performance is likely to be affected by the announcement and subsequent implementation of a significant change.</p> <p>The original five stages of grief – denial, anger, bargaining, depression and acceptance – have adapted over the years. There are numerous versions of the curve in existence. However, the majority of them are consistent in their use of the following basic emotions, which are often grouped into three distinct transitional stages:</p> <ol style="list-style-type: none"> <li>1. Stage 1 – shock and denial</li> <li>2. Stage 2 – anger and depression</li> <li>3. Stage 3 – acceptance and integration</li> </ol>	<p>Based on Elisabeth Kübler-Ross's 1969 book 'On Death &amp; Dying' in which she explains her now classically regarded 'five stages of grief'.</p> <p>It was developed initially as a model for helping dying patients to cope with death and bereavement but the concept has been used to provide insight and guidance for coming to terms with personal trauma and change and also for helping others with emotional adjustment and coping.</p>	<p>The Change Curve is used to understand the stages of personal transition within organisational change and assist in predicting how people will react to change. In helping individuals make personal transitions it is theorised that organisational change can be accelerated and likelihood of success improved.</p>	Multi-industry sector and used in transformational projects.	<p>The Change Curve is a very useful tool when managing individual or team change. Knowing where an individual is on the curve will help when deciding on how and when to communicate information, what level of support someone requires, and when best to implement final changes.</p>	<p><a href="http://en.wikipedia.org/wiki/K%C3%BCbler-Ross_model">http://en.wikipedia.org/wiki/K%C3%BCbler-Ross_model</a></p> <p><a href="http://changeactivation.com/change-activation-2015/">Change Activation (2015).</a></p> <p><a href="http://changeactivation.com/change-management-methodology-compatibilities/">Compatibility Guide, Available at: http://changeactivation.com/change-management-methodology-compatibilities/</a></p> <p><a href="http://www.mindtools.com/pages/article/newPPM_96.htm">Mindtools (2015). The Change Curve: Accelerating Change, and Increasing its Likelihood of Success, Available at: http://www.mindtools.com/pages/article/newPPM_96.htm</a></p> <p><a href="http://www.businessballs.com/elisabeth_kubler_ross_five_stages_of_grief.htm">Businessballs (2015). Elisabeth kübler-ross - five stages of grief, Available at: http://www.businessballs.com/elisabeth_kubler_ross_five_stages_of_grief.htm.</a></p>
Lewin's 3 Stages of Change	<p>One of the cornerstone models for understanding organisational change was developed by Kurt Lewin in the 1950s, and is still used today. His model is a simple and easy-to-understand framework for managing change known as Unfreeze – Change – Refreeze. Lewin, a physicist as well as social scientist, explained organisational change using the analogy of changing the shape of a block of ice, i.e. unfreezing a large cube of ice to change it and reform it into a cone of ice.</p> <p>By recognising these three distinct stages of change, you can plan to implement the change required. You start by creating the motivation to change (unfreeze) as it is necessary to change existing attitudes towards working practices and prepare the ground. Communication about the proposed change is vital at this stage if people are to understand and support it.</p> <p>You move through the change process by promoting effective communications and empowering people to embrace new ways of working and learn new values, attitudes and behaviours. Problems are identified and action plans developed to enable implementation. Maximum flexibility is needed in the planning and implementation of the change.</p> <p>The process ends when the organisation returns to a sense of stability (refreeze) and the benefits of the change are realised, which is necessary for creating the confidence from which to embark on the next inevitable change. Praise, rewards and other reinforcement by managers are required on an individual level and more effective</p>	<p>This change management model was created in the 1950s by psychologist Kurt Lewin. Lewin noted that the majority of people tend to prefer and operate within certain zones of safety and recognized three distinct stages of change.</p>	<p>Lewin's model is used to manage significant forms of organisational change which require a level of cultural or behavioural change.</p>	Multi-industry sector and used in transformational projects.	<p>Lewin's change model is a simple and easy-to-understand framework for managing change.</p>	<p><a href="http://www.nwacademy.nhs.uk/sites/default/files/86_1722011_lewin_s_change_management_model.pdf">http://www.nwacademy.nhs.uk/sites/default/files/86_1722011_lewin_s_change_management_model.pdf</a></p> <p><a href="http://quickbase.intuit.com/blog/2012/08/28/three-types-of-change-management-models/">The Fast Track (2012). Three Types of Change Management Models, Available at: http://quickbase.intuit.com/blog/2012/08/28/three-types-of-change-management-models/</a></p> <p><a href="http://www.mindtools.com/pages/article/newPPM_94.htm">Mindtools (2015). Lewin's Change Management Model: Understanding the Three Stages of Change, Available at: http://www.mindtools.com/pages/article/newPPM_94.htm</a></p>
Lewin's Force Field Analysis	<p>Force-field analysis is an influential development in social science. It provides a framework for looking at the factors (<i>forces</i>) that influence a situation, originally social situations. It looks at forces that are either driving movement toward a goal (helping forces) or blocking movement toward a goal (hindering forces). The principle, developed by Kurt Lewin, is a significant contribution to the fields of social science, psychology, social psychology, community psychology, organizational development, process management, and change management.</p>	<p>Lewin's force field analysis is used to distinguish which factors within a situation or organisation drive a person towards or away from a desired state, and which oppose the driving forces.</p> <p>These can be analysed in order to inform decisions that will make change more acceptable.</p> <p>'Forces' are more than attitudes to change. Kurt Lewin was aware that there is a lot of emotion underlying people's attitude to change.</p>	<p>The force field analysis integrates with Lewin's three stage theory of change as you work towards unfreezing the existing equilibrium, moving towards the desired change, and then freezing the change at the new level so that a new equilibrium exists that resists further change</p>	Can be used in conjunction with Lewin's three stage theory	<p>Lewin's change model is a simple and easy-to-understand framework for managing change.</p>	<p><a href="https://www.mindtools.com/pages/article/newTED_06.htm">https://www.mindtools.com/pages/article/newTED_06.htm</a></p>

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Managing Successful Programmes (MSP)		<p>AXELOS Limited has recently released the fourth revision of the globally recognised best practice framework for programme management called Managing Successful Programmes®.</p> <p>MSP® was first released in 1999 when it first crystallized the evolving concepts of business change from projects. In 2003 a second version was released which reflected the increasing maturity of the concepts. In 2007 the third release captured the evolving knowledge in this discipline, new tools and techniques were added and the release explained in greater depth how to implement programme management successfully.</p> <p>The latest changes to MSP® make the 2011 version more straightforward to use, strengthening the links to desired outcomes, outlining the risks to achieving them, and adding value throughout the process. At the same time, MSP® retains its focus on the underpinning principles of programme management. These principles flow throughout the MSP® framework to deliver the transformational change. MSP® helps to ensure that organisations are introducing changes that are aligned with corporate strategy, and that the reasons behind the changes and the vision for a better future are effectively communicated.</p>	MSP is used to manage 'transformational change' and may be applied to any type of complex programme. To treat an initiative as a programme there must be justification in terms of the added value gained by introducing a layer of management between corporate portfolio management and project management.	Used across both private and public sectors.	Places a strong emphasis on stakeholder engagement and benefits realisation management along with governance.	<p><a href="https://www.axelos.com/best-practice-solutions/msp/what-is-msp">https://www.axelos.com/best-practice-solutions/msp/what-is-msp</a></p> <p><a href="http://www.pm4all.be/Content/En/Resource/s/Blogs/Blogs.aspx?id=6#1">Kurt Lefevre (2012). PM4All blog, 5th March 2012. http://www.pm4all.be/Content/En/Resource/s/Blogs/Blogs.aspx?id=6#1</a></p> <p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf">BIS (2010). Guidelines for managing programmes; Understanding programmes and Programme Management, November 2010. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf</a></p> <p><a href="http://www.cmcpartnership.com/methods-approaches/msp%C2%AE">CMC partnership (2015). MSP. Available at: http://www.cmcpartnership.com/methods-approaches/msp%C2%AE</a></p>
PMI's Change Management methodology	<p>This is a change methodology that sits alongside PMI's project, programme and portfolio management processes to assist in 'successfully designing, creating, implementing and sustaining organisational change'.</p> <p>The method is encapsulated in the Managing Change: A Practice Guide publication which begins by providing the reader with a framework for creating organisational agility and judging change readiness.</p> <p>It then explores organisational change from three different management perspectives: portfolio, programme and project. Using the tested principles found in the latest editions PMI's The Standard for Portfolio Management, The Standard for Program Management and A Guide to the Project Management Body of Knowledge (PMBOK® Guide), this practice guide equips the reader with practical techniques on successfully designing, creating, implementing and sustaining organisational change.</p>	In 2013, Project Management Institute (PMI), the world's largest not-for-profit membership association for the project management profession, launched Managing Change in Organisations: A Practice Guide for practitioners and organisations seeking to implement effective change management practices for their organisations. This guide is a culmination of PMI's 20-plus years of thought leadership in change management, helping project and programme managers successfully identify change elements and account for them within a project/program plan.	Organisational change through projects and programmes.	Predominately and historically used in Aerospace, Construction and Defence industries.	Managing Change in Organisations: A Practice Guide' is unique in that it integrates two traditionally disparate world views on managing change: organisational development/human resources and portfolio/programme/project management. By bringing these together, professionals from both worlds can use project management approaches to effectively create and manage change.	<p><a href="http://www.pmi.org/learning/change-management.aspx">http://www.pmi.org/learning/change-management.aspx</a></p> <p><a href="http://www.pmi.org/About-Us/Press-Releases/PMI-Publishes-Definitive-Guide-on-Change-Management.aspx">PMI (2015). PMI Publishes Definitive Guide on Change Management. Available at: http://www.pmi.org/About-Us/Press-Releases/PMI-Publishes-Definitive-Guide-on-Change-Management.aspx.</a></p> <p><a href="http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101469401">PMI (2015). Managing Change in Organizations: A Practice Guide. Available at: http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101469401</a></p>
Pritchett's Change Management Model	<p>Pritchett is a training and consultancy organisation specialising in change management and merger integration.</p> <p>Pritchett's model provides a simple phased approach for managing both the project and people sides of change initiatives. The methodology consists of four phases:</p> <ol style="list-style-type: none"> <li>1. Imperative - The vision, goals, benefits from change, and drivers are identified. The project team is established, and initial communication plans are developed.</li> <li>2. Readiness - The change roadmap is defined, risks identified and assessed, communication planned and delivered, and appropriate steps taken to protect productivity, deal with resistance, and retain key players.</li> <li>3. Implementation - The project plan is implemented, monitored, reviewed, and revised as appropriate. Progress and successes are celebrated. Continuous communications strengthen performance, manage resistance, and minimize attrition.</li> <li>4. Gain - Steps are taken to ensure the whole organization is aligned and the change sticks. The project experience is reviewed, lessons learned shared, and successes publicized. Action is taken to ensure that the future change initiatives capitalize on previous gains and insights.</li> </ol>	The Pritchett company was founded in 1974 by Price Pritchett, Ph.D., who did research on change management and merger integration. It was one of the first firm's to specialise in merger integration.	Managing the change resulting from organisational mergers.	Organisations in many industries have been trained in the Pritchett change management model: Airlines Insurance Automotive Manufacturing Consulting Non-profit Education Pharmaceutical Energy and Chemical Retail Financial Technology Food and Restaurants Telecommunications Government Utilities Healthcare	PRITCHETT, LP claims to have trained more people in Change Management and Merger Integration than anyone else.	<a href="http://www.pritchettnet.com/change-management-methodology">http://www.pritchettnet.com/change-management-methodology</a>

Name	Description & Overview	Background & Origins	Typical Uses	Industry Sectors	How it Differs (USP)	Links
PROSCI (ADKAR)	<p>Prosci has developed several tools (see <a href="http://www.prosci.com">www.prosci.com</a>), the ADKAR model is central to the change management work the organisation supports.</p> <p>ADKAR stands for:</p> <ul style="list-style-type: none"> <li>- Awareness of the need for change</li> <li>- Desire to participate and support the change</li> <li>- Knowledge on how to change</li> <li>- Ability to implement required skills and behaviours</li> <li>- Reinforcement to sustain the change</li> </ul> <p>Prosci's Change Management Maturity Model describes the varying levels of change management capability across organisations. The model is based on benchmarking research and interactions with companies going through change.</p> <p>The maturity model has five levels or stages, from no change management to organisational competency. Each level involves more attention and management of the people side of change.</p> <p>The five levels of maturity are:</p> <ol style="list-style-type: none"> <li>1. Level 1 – Ad-hoc or absent</li> <li>2. Level 2 – Isolated projects</li> <li>3. Level 3 – Multiple projects</li> <li>4. Level 4 – Organisational standards</li> <li>5. Level 5 – Organisational competency</li> </ol>	<p>Formed in 1994, Prosci empowers organisations and individuals to change more easily, more effectively and with better results by using a structured, scalable process based on research.</p> <p>Prosci has conducted eight longitudinal studies since 1998 with more than 3,600 participants from 65 countries, including many of the largest companies and government organisations worldwide. This research acts as the foundation for Prosci's change management training programs and tools. Prosci owns and manages the Change Management Learning Centre at <a href="http://www.change-management.com">www.change-management.com</a>.</p> <p>The ADKAR Model was first introduced in 1999 as an outcome-oriented approach to facilitate individual change. There exists a published book for ADKAR.</p>	<p>All organisations share the need to address the complexity of how change impacts people. Prosci's work focuses on effectively managing people during change as not doing so well has shown to be the number one reason for unsuccessful projects across industries.</p>	<p>PROSCI has worked in a diverse selection of industry sectors including health, engineering/technology, manufacturing, FMCG, and government agencies around the world.</p>	<p>ADKAR focuses on the transition of individuals as they are affected by change within an organisation.</p> <p>PROSCI also offer tools for implementing change across groups to help identify and remove barriers, mitigate resistance and equip people with the knowledge and abilities to make the transition successfully.</p>	<p><a href="http://www.change-management.com/Prosci-Methodology-Overview.pdf">www.change-management.com/Prosci-Methodology-Overview.pdf</a></p> <p><a href="http://www.prosci.com/adkar-model/overview-3/">http://www.prosci.com/adkar-model/overview-3/</a></p>
Viral Change	<p>As a method, the Viral Change™ journey is divided into five phases, not all of them are as sequential as represented. The key focus for each phase is described below. The duration of each phase varies depending on where the change process starts.</p> <p>The five phases are:</p> <ol style="list-style-type: none"> <li>1. Discovery - creating or revisiting a vision, uncovering and articulating non-negotiable behaviours ; mapping the networks of change, uncovering the real influence within the organisation</li> <li>2. Development - identifying peer groups and visualizing peer-to-peer influence, aligning management, calling selected people to participate</li> <li>3. Engagement - creation of a community of change agents with a particular profile and enlisting them, helping them with their role; aligning further leaders and managers</li> <li>4. Diffusion - behaviours spread, the community of champions is supported; peer to peer influence is orchestrated and supported; progress is tracked and evaluated; stories of success are spread; the social movement is in action</li> <li>5. Sustain - key behaviours are now embedded, new directions are evaluated, the agents community ends as such, re-directions and re-focus may make a new journey restart.</li> </ol>	<p>Viral Change™ uses the power of a small set of well-defined non-negotiable behaviours, spread by small groups of highly connected individuals within the organisation. Their peer-to-peer influence – more powerful than hierarchical one – creates new norms, new ways of doing, new cultures. When groups start doing things the new way, other groups follow. Stories of success spread. Stories are memorable, behaviours are contagious. There are great similarities between biological infection and idea infection.</p> <p>Viral Change™ is a way to understand the organisation as an organism instead of a machine. It is a method to create large scale change to meet specific business objectives. It is also a day-to-day way of life in the organisation in a permanent state of readiness.</p>	<p>Behavioural-based management: The new organisational focus is behaviours, not process and systems; these are the baseline, a pass, a given.</p> <p>Mobilising scalable influence: How to maximise influence and trust within the firm; hierarchical influence is a given (over-estimated), peer-to-peer influence is the true engine</p> <p>Nurturing informal social networks: Formal structures are a given, the default; most of the neat stuff happens in informal social networks, ignore them at your peril.</p> <p>Accelerating a new narrative (stories): Storytelling is not new, although still largely ignored by many business organisations; mastering the art of using the right stories to accelerate a new corporate narrative.</p> <p>Fostering distributed leadership: Top-down leadership is a given; the real engine of leadership is distributed around the organisation in the form of highly influent people, whose influence does not</p>	All sectors	<p>There are significant differences between Viral Change™ and the traditional ways to approach management of change. The traditional way is linear: big problems need big solutions, big programmes, and big communication cascading down. Viral Change™ is non-linear (like life!): problems or challenges of any size can be dealt with by a small, well-chosen set of critical, non-negotiable behaviours, which are practiced and spread by a relatively small number of highly influential people.</p>	<p><a href="http://www.viralchange.com/">http://www.viralchange.com/</a></p>

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Conner Partners Change Execution Methodology	The Change Execution Methodology (CEM) was devised by Daryl Conner of Conner Partners, who are dedicated to helping you achieve the expected value and intended outcomes of your change and offer a proven, reliable framework built on decades of application history. The Change Execution Methodology (CEM) provides the structure necessary to achieve execution success. Designed to proactively identify and mitigate risks to realisation, CEM provides the required steps to develop a plan, assign resources, estimate duration, anticipate and mitigate risk, while maintaining a line-of-sight to the promised outcomes.	Based on the research, training and consultancy work of ODR Inc. going back to 1974. "Managing at the Speed of Change" is Daryl Conners book referencing this work.	Proven, reliable framework for change based on decades of practical research.	General application, no specific sector.	The Change Execution Methodology (CEM) provides the structure necessary to achieve execution success and is designed to proactively identify and mitigate risks to realisation.	<a href="http://www.connerpartners.com">www.connerpartners.com</a>
LaMarsh Managed Change Approach & Methodology	<p>The Managed Change™ Approach delivers change management through LaMarsh Global's Managed Change™ Model and Methodology.</p> <p>Driven by real data, LaMarsh Global's proprietary change management approach guides project teams, change agents, and sponsors and focuses on the people side to accurately identify and reduce employee resistance to change.</p> <p>Managed Change™ is both scalable and adaptable to implement change at any level. No project is too large or too small. Managed Change™ supports everything from large, complex, enterprise-wide implementations to more modest, internal projects and works to reduce the financial and operational risks associated with change in organisations across all industries. It's narrow in focus, but broad in application. This open architecture also allows Managed Change™ to also enhance other change management methodologies and align and integrate into project management and Six Sigma disciplines.</p> <p>The Managed Change™ Model is the custom visual representation of the LaMarsh Global proprietary change management process. Overall, it's the integrated whole of the resources &amp; tools, that are the methodology, organised as a roadmap for successful change management by expert change management thought leaders. The roadmap consists of the following stages:</p> <ol style="list-style-type: none"> <li>1. Identify the change</li> <li>2. Prepare the change</li> <li>3. Plan the change</li> <li>4. Implement the change</li> <li>5. Sustain the change</li> </ol>	<p>LaMarsh Global is one of the leading change management firms providing a full range of change management consulting, learning, and advanced certification services.</p> <p>It's goals are to:</p> <ol style="list-style-type: none"> <li>1. Help executives, management and key change agents become aware of the dynamics, risks and challenges posed by organisational and individual resistance to a change of any kind.</li> <li>2. Help internal project teams accurately identify the people who will have to change and the potential reasons they might resist the change.</li> <li>3. Help mitigate and quickly eliminate the individual and organisational resistance to changes induced by the change.</li> <li>4. Generate appropriate plans for sustaining the change once the implementation/conversion has been completed</li> <li>5. Transfer the skills and knowledge of applying the Managed Change™ Approach to the participating Change Agents so that they can apply Managed Change™ to the current implementation/conversion as well as future change projects, without assistance from LaMarsh Global.</li> </ol>	It's scalable and adaptable so capable of supporting everything from large, complex, enterprise-wide implementations to more modest, internal projects.	Various including automotive, accounting & finance, consumer goods, energy & construction, healthcare, IT, manufacturing, professional services & government.	The Managed Change™ model is based around a roadmap that guides organisations through 5 stages of change, drawing on LaMarsh Global's proprietary change management resources and tools.	<a href="http://www.lamarsh.com/successful-change-management/">http://www.lamarsh.com/successful-change-management/</a>
Senge Learning Organisations - Model	A learning organisation is one that 'learns' and encourages learning among its people. By promoting the exchange of information between employees it creates a more knowledgeable workforce and a more flexible organisation where people will accept and adapt to new ideas and change through shared vision. Popularised by Peter Senge in 1990, what distinguishes learning organisations from more traditional organisations is the mastery of five basic disciplines: 1. systems thinking, 2. personal mastery, 3. mental models, 4. building shared vision, 5. team learning	Peter Senge and the learning organisation. Peter Senge's vision of a learning organisation as a group of people who are continually enhancing their capabilities to create what they want to create has been deeply influential. The five disciplines he sees as central to learning organisations and some issues and questions concerning the theory and practice of learning organisations.	Used in organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.	General application, no specific sector.	The basic rationale for the use of this model is that organisation that are in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen, it is argued, organisations need to 'discover how to tap people's commitment and capacity to learn at all levels'	<a href="http://infed.org/mobi/peter-senge-and-the-learning-organization/">http://infed.org/mobi/peter-senge-and-the-learning-organization/</a>