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# Managed Change™ Academy

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# Building Organizational Change Management Capability

The Managed Change™ Academy offers organizational change management learning programs designed to develop the broader and deeper competencies required to build, manage and sustain change capable organizations.

The ability for organizations to successfully manage change is a competitive advantage and a market differentiator. Organizations that decide to leverage Managed Change™ certifications earned by change practitioners, coaches and experts as a foundation for building change management capability will be more successful in meeting business goals and objectives.

Successful organizations move through each competency level from Practitioner to Coach to Expert. The foundation of building change capability is adopting the Managed Change™ Methodology and leveraging an Enterprise License that authorizes companies to fully integrate Managed Change™ into business strategies and processes. Emerging change capable organizations must also recognize and accommodate the need for individual and team competency development as well as expert coaching, consulting, and assessment support.

Because, the need for leaders to build competency as Sponsors and the need for employees to take greater ownership over changes are integral to a change capable organization, LaMarsh Global offers those organizations committed to building real capability a full range of learning programs as well as change management consulting support.





# Managed Change™ Workshop

**PARTICIPANTS** Change Agents responsible for developing and applying a robust change management plan and/or project team members who recognize the value of incorporating change management into project plans

**PREREQUISITES** An interest in developing change management competency

**PRICING** Public training: \$2100  
Client group pricing available

## PROGRAM LOGISTICS

*Location:* On-site client locations

*Materials:* Managed Change™ Agent Guide, digital Managed Change™ tools

## Develop and implement change management strategies and plans

The Managed Change™ Workshop is designed to provide emerging change management practitioners the opportunity to learn the Managed Change™ Methodology and to apply the concepts and tools to changes happening in their organizations.

## Program Objectives

- Develop a working knowledge of the Managed Change™ Methodology
- Learn to identify the potential organizational and individual resistance that will impact the success of a change
- Design, build, & implement an initial change management strategy and project plan
- Define the impact of organizational culture and history on successful implementations
- Discover ways to assess and enhance the skills of people charged with making changes happen, such as leaders who serve as Sponsors
- Design Communication, Learning, Reinforcement, and Sponsor Development action plans that address stakeholder resistance and appropriately modify behavior
- Develop plans to monitor project results to make sure that desired business outcomes are satisfied

- Change readiness
- Documenting and mitigating resistance

## DAY TWO

### Key Stakeholders: Sponsors, Change Agents and Targets

- Key roles and responsibilities
- Assessing and developing key roles
- Stakeholder acceptance strategy

### Learning, Communication, Reinforcement, & Sponsor Development

- Education and training for key stakeholders
- Communication plans for Current, Delta, and Desired States
- Reward and reinforcement strategies
- Effective learning plans for competency development

### Change Plan Implementation

- Resistance mitigation
- Challenges of plan implementation
- Integration with Project Management

### Sustaining Performance

- Exit strategy
- Transition performance responsibility
- Monitoring and sustainment strategies

## Program Outline

### DAY ONE

#### An Overview of the Change Process

- Change management and strategy
- Sources of resistance
- Managed Change™ defined
- The impact of culture and history

#### Managed Change™ Model

- Internal and external change drivers
- Scope and scale of change
- Project Plan for managing change
- Change Plan design and implementation

#### The Stages of Change

- Current - Delta - Desired States
- Risk/reward analysis
- Profile of a well-managed change

#### Managing the Transition

- Change approaches
- Impact of multiple changes
- Delta Dip performance
- Change Headquarters





# Managed Change™ Agent Certification

**PARTICIPANTS** Change Agents responsible for developing and applying a robust change management plan and/or project team members who recognize the value of incorporating change management into project plans

**PREREQUISITES** An interest in developing change management competency

**PRICING** Public training: \$2650  
Client group pricing available

**PROGRAM LOGISTICS**

*Location:* On-site client locations

*Materials:* Managed Change™ Agent Guide, digital Managed Change™ tools

## Develop and implement change management strategies and plans

The Managed Change™ Agent Certification Program is designed to provide emerging change management practitioners the opportunity to learn the Managed Change™ Methodology and to apply the concepts and tools to real changes happening in their organizations. Certification has three key requirements:

- 1) **Education** – Candidates participate in a two-day facilitated workshop, learning and practicing the Managed Change™ Methodology with related processes and tools.
- 2) **Experience** – Partnering with a LaMarsh Global coach, candidates will work virtually to develop and implement Change Plans that demonstrate their ability to apply the Managed Change™ Methodology to real changes happening in their organizations.
- 3) **Examination** – Participants re-convene virtually after successful implementation of their

Change Plans to confirm competency through testing and simulations.

## Certification Objectives

- Develop a working knowledge of the Managed Change™ Methodology
- Identify the potential organizational and individual resistance that will impact the success of a change
- Design, build, & implement an initial change management strategy and project plan
- Define the impact of organizational culture and history on successful implementations
- Discover ways to assess and enhance the skills of people charged with making changes happen, such as leaders who serve as Sponsors
- Design Communication, Learning, Reinforcement, and Sponsor Development action plans that address stakeholder resistance and appropriately modify behavior
- Develop a basic plan to monitor project results to make sure that desired business outcomes are satisfied
- Demonstrate the ability to effectively apply the Managed Change™ Methodology

## Education

### DAY ONE

**An Overview of the Change Process**

- Change Management Strategy
- Sources of resistance
- Managed Change™ defined
- Impact of culture and history

**Managed Change™ Methodology**

- Internal and external change drivers
- Scope and scale of change
- Project Plan for managing change
- Change Plan design and implementation

**The Stages of Change**

- Current - Delta - Desired States
- Risk/reward analysis
- Profile of a well-managed change

**Managing the Transition**

- Change approaches
- Impact of multiple changes
- Delta Dip performance
- Change Headquarters
- Change readiness
- Documenting and mitigating resistance

## DAY TWO

**Key Stakeholders: Sponsors, Change Agents and Targets**

- Key roles and responsibilities
- Assessing and developing key roles
- Stakeholder acceptance strategy

**Learning, Communication, Reinforcement, & Sponsor Development**

- Education and training for stakeholders
- Communication plans for Current, Delta, and Desired States
- Reward and reinforcement strategies
- Effective learning plans for competency development

**Change Plan Implementation**

- Resistance mitigation
- Challenges of plan implementation
- Integration with Project Management

**Sustaining Performance**

- Exit strategy
- Transition performance responsibility
- Monitoring and sustainment strategies

## Experience

**Managed Change™ Application**

- A LaMarsh Global coach is assigned to the candidate
- Candidates partner with coaches to apply the methodology to real changes
- Candidates prepare and submit documentation to showcase impact and application abilities

## Examination

Simulation, Case Studies, and Examination





# Employees as Partners in Change

**PARTICIPANTS** An interest in understanding the change process and improving ability to personally manage change

**PREREQUISITES** Commitment to developing change capability and availability of coaching support to emerging practitioners

**PRICING** Contact us for more information about scheduling, pricing and other details

## PROGRAM LOGISTICS

*Location:* On-site client locations

*Materials:* Partner in Change Guide

*Length:* 2 to 4 hours

## Transition employees from 'Victims' to Partners in the Change Process

The Employees as Partners in Change Program introduces employees impacted by change to the fundamental concepts of change management by focusing on their role in the change process. They will gain insight into their reactions to change and how to develop a personal approach to change that will reduce stress and increase the probability of successful organizational change.

The workshop addresses the emotional issues that can prevent employees from becoming partners in the change. It helps them to realize that those emotions and the resulting resistance to change are both natural and normal. The workshop also reinforces the role employees play – and the role their management plays – in dealing with the emotions, as well as how to become proactive in learning to live with constant change as a partner, not a victim.

## Program Objectives

- Gain insight into the employees' personal orientation to change and how that orientation impacts their outlook and reaction when faced with change
- Learn how emotions triggered by change affect employees and how the impact of the resulting behaviors affects the organization
- Identify ways in which employees can build coping skills to learn to live more comfortably in a world of constant change
- Contract with management and work in partnership within their organization

## Program Outline

### An Overview of the Change Process

- The participants experience with change
  - In their personal lives
  - In their work lives
- What can/should they expect from the organization?
- What do they need to do for themselves?

### Understanding and Addressing Employee Needs Thru the Change Process

- What reactions does each stage of change cause?
- What do employees need at each stage of change?

### Sponsors, Change Agents

- What should employees expect from their leadership during change?
- What should they expect from the Change Agents?

### The Employee as Target — as Partner in the Change

- What is each participant's orientation to change?
- What is the result of that orientation?
- What reactions should be expected when faced with change?
- What can employees do to diminish the pain of change?

### Building a Partnership

- Identify the specific issues regarding current changes
- Dialogue with leadership and the Change Agents to form a contract
- Request actions steps and commit to action steps





# Leader as Sponsor of Change

**PARTICIPANTS** Executives, senior management, leadership teams, Sponsors of change

**PREREQUISITES** Commitment to developing change capability

**PRICING** Contact us for more information about scheduling, pricing and other details

## PROGRAM LOGISTICS

*Location:* On-site client locations

*Materials:* A Leader's Guide to Managed Change™, customized program curricula

*Length:* 4 to 6 hours

## Lead organizational change and sponsor the implementation

The program is both a change management learning and working session designed for individual executives and leadership teams who recognize the value of change management and want to make it a critical business tool for their organizations. Sponsors will experience applying the Managed Change™ Methodology to increase the success rate of their changes. Each session is tailored to meet the organization's unique business and/or industry needs.

## Program Objectives

- Determine the value of change management and what it could mean in the organization
- Determine their role and responsibilities as Sponsors who lead change and the requirements of Change Agents they assign to manage implementation
- Develop effective sponsorship techniques for use in their roles as leaders of change
- Build a cohesive definition of the vision, or Desired State, for their key change projects
- Learn and apply Managed Change™ tools to reduce potential risks and increase the probability of successful change

## Program Outline

*Pre-work:* A LaMarsh Global Consultant will conduct a situational orientation to gain an understanding of the organization, the business vision/mission/goals, its unique needs and issues, and an overview of the current change initiatives. Based on this input, the Consultant will customize the program to the client environment and the desired outcomes for the session.

### Change Management Effectiveness and Value

- Agree to a common definition of change management
- Explore the requirements for successful implementation
- Identify the sources of resistance

### Role of Sponsor

- Define skills required of leaders as Sponsors of change
- Build understanding of role and responsibilities
- Identify and manage Sponsor challenges
- Explore differences between the roles of Sponsor and of Change Agent
- Identify best practices

### Managed Change™ — The Methodology

- Apply the Managed Change™ Methodology to current changes
- Identify the resistance to current changes and the sources of the resistance
- Discuss how resistance is identified, prevented, reduced and eliminated

### Risk Mitigation

- Examine the potential risks of poor sponsorship to the organization
- Identify the action steps required to mitigate resistance



# Building the Change Management Plan Workshop

**PARTICIPANTS** Project teams and team members who recognize the value of incorporating change management into project plans and have the need to efficiently and effectively develop a Change Management Plan for immediate implementation

**PREREQUISITES** Commitment to developing change capability and availability of coaching and consulting support to project teams

**PRICING** Contact us for more information about scheduling, pricing and other details

## PROGRAM LOGISTICS

*Location:* On-site client locations

*Materials:* Building the Change Management Plan Guide, Change Style Indicator, electronic Toolkit

*Length:* Classroom -2 to 3 days, LaMarsh Global Consultant Coaching – 30 days

## Engage the project team in developing a Change Management Plan for immediate implementation

The Building the Change Management Plan Program is designed to provide project teams the opportunity to learn the Managed Change™ Methodology while applying the concepts and tools to a change effort currently happening in their organization. The LaMarsh Global Consultant facilitating the Program will consult with the project team in the classroom as they build a robust change management plan AND through the first thirty days of Plan implementation.

The Program will also focus on the importance of strong project governance, team competency in Managed Change™ Methodology and the team dynamics that can occur when formally integrating change management into project management.

## Program Objectives

- Develop a robust Change Management Plan for immediate implementation
- Define the governance required to successfully implement the change
- Identify, analyze and develop plans to mitigate the organizational resistance that will impact the success of the change
- Assess the skill and willingness of team members responsible for making the change happen and create a plan to address team issues and individual team member change competency
- Develop change management systems that will help people overcome their resistance and more rapidly accept the change
- Design Communication, Learning, Recognition/ Reinforcement and Sponsor Development Plans
- Build a plan to monitor the results of the project to make sure that the changes are sustained

## Program Outline

### Define the Change Project and Team

- Profile the change
- Impact of history and culture
- Profile the team
- Define the team dynamics

### An Overview of the Change Process

- Managed Change™ defined
- Managed Change™ Methodology and tools

### Managed Change™ Model Governance

- Change Project Charter and contracting
- Integrating change management and project management
- Change Project Governance Profile

### The Stages of Change

- Current – Delta – Desired States
- Analyze stages of change as sources of resistance
- Risk/reward analysis

### Managing the Transition

- Change approaches
- Impact of multiple changes
- Delta Dip performance
- Change Headquarters
- Change readiness

### Documenting and Mitigating Stakeholder Resistance: Sponsors, Change Agents and Targets

- Key roles and responsibilities
- Key role skill and will assessment
- Sponsor development
- Strategies for acceptance

### Change Systems: Learning, Communication, Reinforcement, and Sponsor Development

- Education and training for stakeholders
- Communication plans
- Recognition, reinforcement, and Sponsor development strategies
- Effective learning plans

### Change Plan Implementation

- Creating the Change Plan
- Implementation strategies, challenges and opportunities
- Monitoring implementation - Dashboards
- Resistance mitigation

### Sustain the Change

- Exit strategy
- Monitor and sustainment strategies and tools

### Next Steps – Managed Change™ Plan Launch and Implementation

- 30-60-90 day plan
- Briefing leadership
- LaMarsh Global Consultant support strategy and plan





# Change Readiness and Risk Assessment

**PARTICIPANTS** Experienced Change Agents responsible for scoping and leading change management planning and implementation for large scale projects and monitoring and reporting organizational readiness and risk throughout the life cycle of the change

**PREREQUISITES** Leadership commitment to developing a change capable organization

**PRICING** Contact us for more information about scheduling, pricing and other details

## PROGRAM LOGISTICS

*Location:* On-site client locations

*Materials:* Change Readiness and Risk Assessment Toolkit and customized program curricula

*Length:* Classroom – 1 to 2 days, LaMarsh Global Consultant Coaching – 2 days over 6 months

## Leverage data to manage organizational change readiness and risk

Resistance data identification, collection, analysis and action are at the core of the Managed Change™ Methodology. This program presents the strategies and techniques that are critical to effectively and efficiently manage resistance data and validate acceptance through the life cycle of the change. LaMarsh Global thought leaders will train, coach and consult with experienced change practitioners to design, develop and implement change readiness and risk assessments. The program is customized to address the immediate assessment needs of the client through application of the concepts and tools to an existing change.

## Program Objectives

- Understand foundational change management data collection strategies and techniques related to assessing change readiness and risk
- Evaluate and analyze data and document conclusions derived from the review of artifacts, observations, surveys and focus groups
- Understand the attributes of change readiness and risk assessments and the alignment to the sources of resistance
- Create a strategy and plan for assessing change readiness and risk
- Coach Change Agents and Sponsors in their roles and responsibilities
- Demonstrate competency in assessing change readiness and risk by applying data collection, analysis and reporting concepts and tools

## Program Outline

*Pre-work:* A LaMarsh Global Consultant will meet with the Project Sponsor, Primary Change Agent and Project Team Leader to evaluate the current status of the change, identify preferred data collection and analysis tools and preferences, and review the Change Plan. The outcomes of these discussions will be incorporated into a program tailored to address the unique data collection and analysis requirements specific to change.

### Basics

- Data strategies
- Techniques and tools
- Quantitative vs. qualitative data
- Misconceptions and pitfalls
- Trends and statistical significance

### Sources of Resistance

- Sources of Resistance
- Leveraging the InfoMatrix

### Strategy and Plan Development

- Strategy and Plan attributes
- Creating the strategy and plan
- Socializing the strategy and plan
- Sponsor role and responsibilities

### Strategy and Plan Implementation

- Change Agent role and responsibilities
- Sponsor role and responsibilities
- Define populations
- Collect and analyze data
- Document results
- Formulate recommendations

### Reporting Observations, Findings and Recommendations

- Delivery strategies and techniques
- Creating reports and presentations
- Preparing Sponsors
- Delivering outcomes
- **Simulation Application**
- Develop Data Collection & Analysis Strategy
- Design the plan and customize tools
- Assess change readiness and risk
- Analyze change readiness and risk data
- Define and present recommendations

*Post-session:* The LaMarsh Global Consultant will coach the individual or team over the next six months as they implement the Change Management Strategy and Plan.







# Master of Managed® Change Advanced Certification

**PARTICIPANTS** Change Agents responsible for implementations of major change projects who are Human Resource professionals, OD professionals, IT professionals, finance & internal audit professionals, Project Managers, risk managers, internal change management consultants, Black Belts and/or Master Black Belts

**PREREQUISITES** The candidate must have...

- Successfully completed the Managed Change™ Workshop or another approved foundational change management workshop
- Six months' experience applying change management to at least one change project

**PRICING** Contact us for more information about scheduling, pricing and other details

## PROGRAM LOGISTICS

*Length:* 3 days

*Location:* On-site client locations

See LaMarsh.com for the next public training opportunities and locations

*Materials:* Master of Managed Change® Guide, digital Managed Change™ tools, and a Certification Project Workbook

## Coach Change Agents and lead change projects

The Master of Managed Change® Certification Program is an advanced learning program designed for individuals who seek a deeper understanding of the Managed Change™ Methodology and whose role will be to serve as a change management coach, lead Change Agent or Sponsor.

Certification is granted after completion of a three-day facilitated workshop, completion of an examination testing the candidates' ability to apply advanced change management concepts and tools, AND submission of a Master Project Workbook demonstrating the candidate's ability to lead and coach Change Agents and Sponsors.

*The Master Project Workbook requirement is waived for participants who have previously earned a Managed Change™ Agent Certification or another approved foundational certification.*

## Certification Objectives

- Coach others in the application of the Managed Change™ Model and process, and its accompanying change management tools
- Align and integrate the Managed Change™ approach into other change management and project management methodologies for a robust, coordinated and effective application
- Identify methods to measure and monitor the success of a completed change project
- Demonstrate competency to coach others to apply change management methodology
- Demonstrate ability to customize change management methodology and tools to meet the unique needs of a specific change project

## Certification Outline

### DAY ONE

#### Change Management Methodology

- In-depth review of change management methodology
- Validate candidate's comprehension of change management methodology and tool application

#### Understanding the Managed Change™ Methodology

- Aspects of the Methodology
- Application and customization of tools

#### Applying the Model

- Strategies for supporting large scale projects
- Triage change projects and define scope
- Scale application of the methodology and tools
- Change Management Strategy and Project Plan

### DAY TWO

#### Model in Practice

- Change management methodology simulation

#### Measuring and Monitoring Change

- Strategies for measuring and monitoring successful change

### DAY THREE

#### Coaching Change Agents and Sponsors

- Change management coaching model
- Assess coaching and development needs
- Self-assess coaching competency
- Personal development planning

#### Institutionalize Change Management Capability

- Role of the Master of Managed Change® in the organization
- Strategies for building organizational change management capability
- Centers of Excellence and Communities of Practice

## Experience

#### Change Management Application

- A LaMarsh Global coach is assigned to the candidate
- Candidates partner with coaches to apply the methodology to real changes
- Candidates prepare and submit documentation to showcase impact and application abilities

## Examination

Simulation, Case Studies, and Examination





# Creating a Change Capable Organization

## **PARTICIPANTS** Experienced Change™

Agents responsible for creating a change capable organization, scoping and leading change management planning and implementation for large scale projects and monitoring and reporting organizational readiness and risk throughout the life cycle of the change

**PREREQUISITES** Leadership commitment to developing a change capable organization

**PRICING** Contact us for more information about scheduling, pricing and other details

## **PROGRAM LOGISTICS**

*Location:* On-site Client locations

*Materials:* Leader's Guide to Creating a Change Capable Organization

*Length:* Classroom – 1 to 2 days, LaMarsh Global Consultant Coaching – 3 days over 6 months

## **Establish Managed Change™ capability across the enterprise**

The program is the cornerstone activity in creating an organization that is capable, competent and confident to implement and sustain change regardless of scope or complexity. LaMarsh Global thought leaders will train, coach and consult with a core team of experienced change management practitioners and leaders to develop and implement a change capability development strategy and plan for the organization. The program is customized to identify and leverage the unique strengths and needs of each organization as it adopts, integrates, and implements the Managed Change™ Methodology into standard business practices and organizational strategy execution.

## Program Objectives

- Understand the value of establishing a change capable organization and what it could mean to employees, leaders, customers and others
- Examine the change capability maturity model, assess the organization's current level of maturity and identify the action steps necessary to achieve full maturity
- Determine the governance including roles and responsibilities of Sponsors, Change Agents and Targets in creating, sustaining and evolving a change capable organization
- Understand the role and purpose of a Managed Change™ Center of Excellence and Communities of Practice in establishing and sustaining a change capable organization
- Create the strategy and plan for building a change capable organization
- Provide the expertise, coaching and consulting support to project team members as they implement the Change Management Strategy and Plan for creating change management organizational capability

## **Implementation and Sustainment**

- Sponsorship
- Resistance identification and mitigation
- Communication, Learning and Rewards Plans
- Monitoring and reporting maturity

## **Application**

- Define the organization's Desired State
- Assess organizational maturity
- Develop a strategy and plan

*Post-session:* Incorporating the outcomes of the Creating a Change Capable Organization Program, the LaMarsh Global Consultant will coach team members over the next six months as they implement their strategy and plan.

## Program Outline

*Pre-work:* A LaMarsh Global Consultant will meet with change management and organizational leaders to validate the goals and objectives for establishing change management organizational capability and document the Desired State. The overall business vision/mission/goals and the Desired State analysis will be incorporated into a program tailored to address the unique client situation and requirements.

### **Change Capable Organizations**

- Change capable organizations defined
- Value and business case
- Maturity Model
- Alignment to Mission/Vision/Goals

### **Governance**

- Charter and structure
- Sponsor, Change Agent and Target roles and responsibilities
- Tools, tips and techniques

### **Managed Change™ Center of Excellence**

- Myths and realities
- Capability vs. competency vs. capacity
- Communities of Practice
- Stewardship

