

## **Certification for Change and Project Managers**

### **HCMBOK® - A new approach to managing Change**

Everyone knows: Change is the only constant. But everyone also knows human behaviour is complex. *Organisations don't adapt to change; their people do.* Conversely this distinctive human element is overlooked again and again in change projects.

The imperative to change the way organisations do business has never been greater. However the success rate of change programs is not so great. About 75% of all organisational change programs fail, largely due to elements that can be directly related to Human Change Management. Yet the recipe for successful change management is well known and deceptively simple: align People, Process and Technology with leadership and organisational strategy.

A lot of current Change Management courses and training available offer a good framework and methodology, but are very abstract, difficult to understand and quite prescriptive. They are mostly designed by people from Change Management discipline for Change Managers. They focus on the *psychological* and not necessarily the *logical*.

The Human Change Management Body of Knowledge (HCMBOK®) is the only Change Management guide that focuses *specifically on Projects*. One of the key elements that is missing in Project Management methodologies and guides, is the focus on human factors (often referred to as people Change Management).

What distinguishes HCMBOK® from others is the avoidance of the abstraction of the psychologists approach and in developing an objective Body of Knowledge, composed of Macro-activities, Micro-activities and a set of good practices that can be used in a *Project Environment*. Keeping things simple and talking the language of Project Managers and non-psychologists in general, is the major differential.

HCMBOK® is considered easy to use, very practical and can be merged with any project management methodology or guide. It reduces the resistance of using a Change Management approach in projects and can be quickly added in the organisational culture.

The Human Change Management Body of Knowledge (HCMBOK®) comprises of a guide, tools and good practices. Its objective is to link Change Management activities to the phases, stages or processes groups as well as typical management activities of projects (Initiation and Planning; Acquisition; Execution; Implementation; Closing and the post-project phases).

### **HCMBOK® Training and Certification**

HCMBOK® training and certification is aimed specifically at *Project Resources*(mostly Project Managers, individuals in a project management office (PMO), Change Managers and Leadership involved in change projects).

Once training has been successfully completed, the individual is eligible to complete an assessment for certification. There are three levels of certification:

HCMBOK® Certified Professional - a 2 day programme covering the HCMBOK® framework and its fit into project management methodologies, as well as providing tools.

Human Change Management Professional (HCMP®) - a 2 day programme going into greater depth in the HCMBOK® framework. In addition, the human element of project change is explored and recurring activities across all phases are covered in more detail.

Human Change Management Master Professional (HCMMP®)- this is the highest level of certification, and requires the presentation of an in-depth case study, which will be assessed by an evaluation committee before the delegate may be awarded the title of HCM Master Professional.

Upon completion of the first two levels, PMP's can declare 1 PDU (from PMI) for each hour of training.

These international certifications are awarded by the Human Change Management Institute. HUCMI® was born to promote excellence in managing the human factor in projects. Its unique approach increases the likelihood of a project achieving its business objectives and strategic imperatives. HUCMI® is already represented in over 15 countries globally and is expanding rapidly.

The objective of Change Management is to plan, apply, measure and monitor human factors in a project. This course aligns to that and its objective is to provide knowledge and understanding of HCMBOK® and how to use it in a practical and structured way.

Once the training has successfully been completed the delegates will understand and know how to apply the following:

- Why is Change perceived as difficult
- Change Management in a Project Context
- Change Management as a Strategic Imperative
- Fundamentals and Objective of Change Management
- Why Projects Fail
- The structure and phases of HCMBOK® (Initiate and Planning, Acquisition, Execution, Implementation, Closing and Production)
- Macro- and Micro-activities related to each phase in HCMBOK®
- Change Management Tools
- Recurring Activities across all Phases (Team Spirit, Dynamic Reinforcement, Participative Decision Making, Conflict, Motivation, Stress, Behaviour, Creativity, Innovation)
- Communication
- Stakeholder Management
- Case studies

Training is provided by Knowledge:Worx who have been appointed as the sole HCMBOK® Training Provider and Certification Centre in Southern Africa. Knowledge:Worx is a Level 1 BBBEE contributor who provide Training and Certification, Consulting and Project Management, focusing on Change Management and GRC.

**“without people we have no projects”**



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