



Change
Management
Institute

Change Manager Competency Models (PREVIEW DOCUMENT)

Summary of the 3 levels
Foundation | Specialist | Master

This document provides a preview of the CMI Change Manager Competency Models. It includes the introduction, the list of competencies areas and the full content for the Facilitating Change competency. The full Change Manager Competency Models are available to Change Management Institute members only.

CHANGE MANAGER COMPETENCY MODELS

The Change Management Institute Change Manager Competency Models set an independent industry benchmark for change management practitioners at 3 different levels:

- **Foundation**
 - **Specialist**
 - **Master**
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The Change Management Institute is committed to the creation, evolution and promotion of professional standards in Change Management. The Change Manager Competency Models have been developed in consultation with practitioners and employers across the world. The model is used in a variety of ways and is reviewed regularly to ensure that it remains current.

The Competency Models are clusters of behaviours that are related to success in a given role. This provides a strong focus on what change practitioners can and would be expected to **do** in their roles. For guidance on what change practitioners must **know** in order to display those competencies effectively please refer to the CMI Change Management Body of Knowledge ([CMBok](#)).

A valuable resource for individuals and organisations:

- Members can review the Models to help build their skills and capabilities, or to prepare themselves for CMI Accreditation
- Organisations can build change capability in their HR, Change Management and Programme Teams
- Recruiters can ensure they are seeking the full breadth and depth of skills required for change management roles
- Training and Education Providers can use the Models to assist with their course curriculum and learning modules

Three Competency Models:

Three Competency Models have been developed for Change Managers at different points in their career:

- Foundation
- Specialist
- Master

The skill topic areas are similar across the Models, but the key difference is in the depth and breadth of experience expected at each level.

CMI Accreditation:

The Competency Models are the assessment standard for the Change Management Institute's Accredited Change Manager program. CMI Accreditation is an independent assessment of a candidate's ability to demonstrate the behaviours outlined in the model.



Definition: Change Manager Foundation

A Foundation level Change Manager understands the principles and actions underpinning successful implementation of workplace change. They have the skills and knowledge required to provide support to specialist and master level Change Managers in the analysis, planning, administration and implementation activities of a change programme

Definition: Change Manager Specialist

A Change Manager Specialist practitioner has the expertise to apply the change principles, processes, behaviours and skills necessary to effectively prepare an impacted audience for a sustainable change.

Definition: Change Manager Master

A Change Manager Master practitioner has mastery of the change principles, processes, behaviours and skills necessary to effectively identify, manage, initiate and influence change, and manage and support others through it.

Definition: Behavioural Competencies

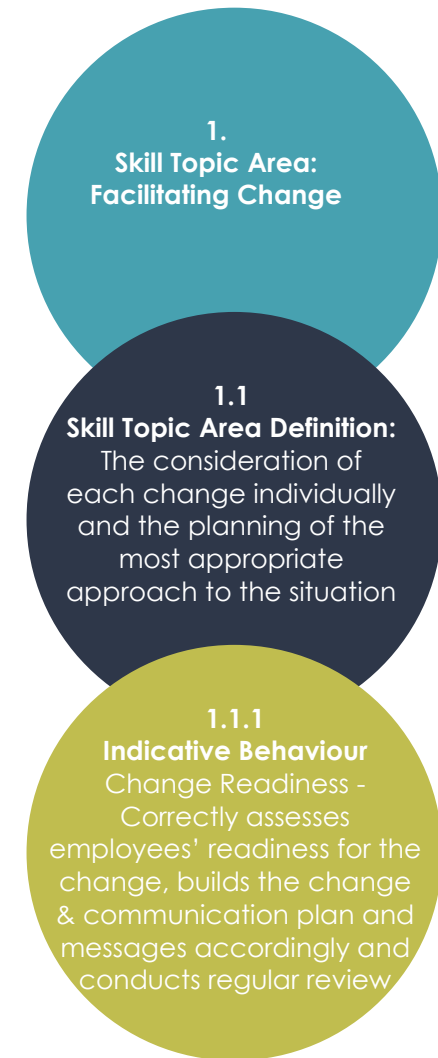
Clusters of behaviours that are related to success in a given role

Format for displaying competencies

1. Skill Topic Area

1.1 Definition of Skill Topic Area

1.1.1 Indicative Behaviours for each Skill Topic



SKILL TOPIC AREAS

Facilitating Change	6
Impact Assessment (Foundation)	9
Strategic Thinking (Specialist and Master)	10
Thinking and Judgement	12
Influencing Others	14
Coaching for Change (Specialist and Master)	16
Project Management	18
Communicating Effectively	21
Self Management	24
Facilitation – Meetings	26
Professional Development	28
Specialist Expertise – Training (Foundation)	29
Specialist Expertise – Communication (Foundation)	30
Specialist Expertise – Training (Specialist and Master)	31
Specialist Expertise – Communication (Specialist and Master)	32

Note: The skill topic areas are almost the same for each of the three levels of Competency Model – Foundation, Specialist and Master. It is the depth and breadth of experience that is different and this is reflected in the indicative behaviours.

The competency behaviours in italics in the Master column are the behaviours that are different from the Specialist level.

Facilitating Change

The consideration of each change individually and the planning of the most appropriate approach to the situation

Behaviours	Foundation	Specialist	Master
Principles of Change	Understands that each change is different, and develops an approach and plans to suit the particular situation	Understands and applies the principles, types and stages of change and develops approaches to suit the situation	Understands and applies the principles, types and stages of change and develops approaches to suit the situation
		Understands the tools, methodology and models to draw on when facilitating change	Understands the tools, methodology and models to draw on when facilitating change
		Can competently apply the behaviours and skill of managing change	Can competently apply the behaviours and skill of managing change
The Environment	Consistently remains open to ideas, supports and uses good ideas to solve problems and address issues	Consistently remains open to ideas, supports and uses good ideas to solve problems and address issues	Consistently remains open to ideas, supports and uses good ideas to solve problems and address issues
	Can appreciate when stakeholders are impacted by other changes concurrently and works successfully within that context	Considers business context and priorities when diagnosing change environment	<i>Considers the organisation's strategy, structure, process and culture when diagnosing change including organisational, individual, economic, cultural, social and political forces</i>
		Accurately identifies potential sources of resistance and anticipate concerns	Accurately identifies potential sources of resistance and anticipate concerns

Behaviours	Foundation	Specialist	Master
Business Focus		Recognises and effectively communicates and manages the business case for change – the costs and the benefits	Recognises and effectively communicates and manages the business case for change – the costs and the benefits
			<i>Uses change as an opportunity to advance business objectives</i>
Change Readiness	Understands the meaning and importance of change readiness and works with Change Manager to ensure an integrated approach to impacted employees	Correctly assesses employees' readiness for the change, builds the change & communication plan and messages accordingly and conducts regular review	Correctly assesses employees' readiness for the change, builds the change & communication plan and messages accordingly and conducts regular review
	Understands the tools, methodology and models used in managing change readiness	Understands the different considerations and elements of employees' readiness for the change and is able to conduct the assessment and build the change plans and key messages accordingly	<i>Highlights highest areas of potential risk using insights from readiness assessments</i>
		Works to minimise complexities, contradictions and paradoxes or reduce their impact	Works to minimise complexities, contradictions and paradoxes or reduce their impact
		Clarifies direction and smooths the process of change	<i>Unifies leadership support for direction and smooths the process of change</i>
		Uses the data gathered in change readiness and impact assessments to inform design, planning and implementation activities and priorities	Uses the data gathered in change readiness and impact assessments to inform stakeholder and governance decisions on implementation activities and priorities

Behaviours	Foundation	Specialist	Master
Culture Awareness		Able to identify the overt cultures of the organisation and their influence on the change	<i>Able to identify both the overt and covert cultures of the organisation and their influence on the change</i>
		Designs solutions that take prevailing cultures into account	<i>Designs approach and plans that leverage, remediate or accommodate prevailing cultures</i>

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If you would like to join the Change Management Institute please visit www.change-management-institute.com.