



Change  
Management  
Institute

Change Management Institute

# **MEMBER REPORT 2023**

# OUR PURPOSE

The Change Management Institute is an independent, by-member for-member, not-for-profit, professional association. Our membership covers 49 different countries.

We are committed to serving your needs and advancing your career in change management, by assisting you to develop your Capability, Credibility and Connections in your pursuit of professional excellence.

We are your reliable source of professional insights for industry trends and advocates for the profession.



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Change  
Management  
Institute

Change Management Institute Incorporated  
[www.change-management-institute.com](http://www.change-management-institute.com)

A not-for-profit association registered in New South Wales  
ABN: 34 656 853 424





I benefit so much from my membership and wish to say thank you for all the resources and activities.

*Camille Clerc*



I am involved with the Change Management Institute because I genuinely receive more from the experience than the effort I put in. I value the lessons, friendships and experiences that volunteering brings.

*Louisa Vanderkruk*



Earning a globally recognised Accreditation has given me confidence in my capabilities, highlighting my strengths and areas where I can develop and hone my skills. It helps solidify my expertise as a change manager, and will provide new opportunities for career growth.

*Zach Koitka*



The Change Portfolio Management (CPM) course provided me with insight and the much needed confidence to start having 'strategic' change impact conversations with my team.

If you want to learn how to understand and manage the change impacts in your organisation better, I highly recommend this CPM course.

*Dalinda Snyman*

# VISION & VALUES

## Vision

At the forefront of change. Enabling your career through **capability**, **credibility** and **connections**.

## Values

Ethical

Accessible

True to mission

Transparent

Professional

Commercially independent

Relevant

High quality standards



# MESSAGE FROM THE CHAIR

This is my final communication as your President and Chair, and I would like to share some reflections. Here are some of the things we have achieved together during the last eight years as a by-member for-member professional association.

From a member perspective:

- A public and active commitment to driving equity, diversity and inclusion. People are at the heart of everything we do
- The introduction of a 3-tiered Accreditation Framework recognising what a change professional does
- The introduction of Accreditation Scholarships
- The introduction of Volunteer of the Year Awards
- A refresh of the Change Management Body of Knowledge
- An extension of reach from five countries to over 40
- A full digital offering including access to a Member Hub via an App
- Connecting Heads of Change around the world
- Connecting our Accredited Change Professional (ACP) Masters globally
- The ability to auto renew your membership – seems small but we know you wanted it!
- Access to innovative ideas, research pieces and case studies gathered from across our network and beyond
- The creation of animations to support our members in their definitions of key change elements

*We have grown our membership and we have an influential voice in the market.*

From a governance perspective:

- Updated the constitution
- Adoption of the AICD Not for Profit Principles to guide our actions towards good governance
- The redesign of our business model to create a sustainable management structure and appointment of a Chief Executive Officer (CEO)

And all of this against the backdrop of a global pandemic and two member system replacements. Over this period, we have grown our membership and we have an influential voice in the market.

Reflecting on this warms my heart. I will continue to gift my time because the values of the association have not changed and neither has my commitment to continue to advocate for the change profession.

I congratulate and warmly welcome incoming President, Karla Micallef. Karla has previously served as a Director and has my full support as she leads the Institute forward on the next part of its journey.

Thank you for the opportunity to serve this community.

**Jane Judd ACPM**

President and Chair of the Board  
Change Management Institute



# MESSAGE FROM THE CEO

This year has been marked by many highlights. As a volunteer organisation, we are ever so grateful for the support our community provides. Our unprecedented growth of 32% globally is reflective of an ever-increasing pace of change and demand for change management capabilities.

Business transformation remained at the forefront in 2023, and many organisations responded to an urgent need to digitalise, according to HBR. We provided a strong response with the launch of our new website, digital Member Hub and own App. Under our new digital member experience, members can now access all our resources on demand, collaborate and connect with our community via global online forums and build capability wherever they work in the world.

Further supporting our members' hybrid work arrangements and lifestyles, we maintained a virtual and face-to-face offering and saw a strong appetite for meeting in person again this year.

The Institute developed a new Change Portfolio Management offering to support members in acquiring the skills to help organisations manage the landing of multiple changes. Launched in June 2023, we kicked the offering off with a global insight session that saw over 750 registrations, and we are proud to say that the offering has been hugely successful.

We have an end of an era with Jane Judd passing on the baton after eight years at the helm of the Institute as the Chair of the Board and Global President. Under her guidance, the Institute expanded its reach from five to 49 countries.

Jane has led the Institute with a deep passion for the change management profession, great foresight and a strong vision, ensuring the capability and careers of our members are at the forefront of everything we do.

I am excited to continue to support our community and expand and evolve our offering with our incoming President Karla Micallef.

**Stefanie Jackson**

Chief Executive Officer  
Change Management Institute

*Our unprecedented growth of 32% globally is reflective of an ever-increasing pace of change and demand for change management capabilities.*

# BOARD OF DIRECTORS 2022/23



**JANE JUDD**  
President & Chair

Since 2012, Jane Judd has significantly impacted the Change Management Institute; from establishing a presence in NZ to becoming the Global President. Passionate about change, she's a recognised leader in this field, orchestrating transformative change across Australasia. Jane has extensive experience in human centred design and cultural transformation, change leadership development and executive coaching all contributing to the creation of change agile organisations.



**SIAN RINALDI**  
Vice President

Sian has over 10 years senior change experience within government and private sectors. She thrives in complex settings, adeptly applying human-centred design principles. She has a Bachelor of Communications, Master of Human Resource Management, Master of Business Administration and is a Graduate of the Australian Institute of Company Directors. Sian is passionate about supporting the next generation of woman and is a volunteer coordinator with The Girls Leadership Network organisation.



**TAMSIN SHAW**  
Board Secretary

Tamsin is an Operations and Change Management professional, with 10+ years' experience supporting complex operating model changes in both business transformation and deal environments. She has over 4 years of executive leadership team experience. Tamsin is certified as a Company Secretary with AICD, in the Future Directors board and governance program, PROSCI Change Management and PRINCE2 Project Management Foundation & Practitioner, building on a BA Joint Honours in Management and Psychology and an MSc in Sustainability.





**SKY DOW**  
**General Director**

Sky has worked across a range of industries within FTSE 250 companies delivering transformation projects that have resulted in multi-million-pound savings, improved efficiency, and enhanced customer experiences. She takes a hands-on role in supporting all people through the change process to land effective and meaningful change. Sky is a Specialist Accredited Change Professional, certified in Prince2, Lean Six Sigma, MSP qualified and is a Microsoft Certified Professional. She believes change management plays a pivotal role in driving organisations forward into the digital age.



**ABIMBOLA OYEKOYA**  
**General Director**

Abimbola has volunteered since 2020 and has served as a Chapter Lead and Country Operations team member. She co-designed the Institute's diversity, equity and inclusion (DE&I) strategy and contributed to the CMBoK™ 2nd edition. Her 20+ year professional roles include Change Manager, Management Consultant, Client Portfolio Manager, Policy & Process Manager. Abimbola ensures 'the right change' is delivered in the most effective way to create value for key stakeholders. She supports migrant families in the UK through her initiative, The Better Tribe Community.



**MOZ ALI**  
**Treasurer**

Moz has over 25 years of global investment banking and consulting experience spanning M&A, equity and debt issuance, capital management, structuring and acquisition financing. He is MD of Theorem Consulting which he founded in 2018 and spent 15 years with Deutsche Bank prior to that. Moz has developed a deep appreciation for the benefits of progressive and effective management of organisational change. He is a Fellow of the Actuaries Institute, a Graduate of the Australian Institute of Company Directors and holds a Bachelor of Economics with Honours from the Australian National University.

# COUNTRY HIGHLIGHTS

## Australia

We welcomed Andrew Pearce as the new Australia Co-Lead. We returned to face-to-face events in all states to connect members of our expanding community in person.



Sreyoshi Uvesten



Andrew Pearce

### *2023 highlights include:*

- Our volunteer team delivered stellar events, such as our popular Lean coffees, CMBoK™ deep dive series, case studies from Hydro Tasmania and Telstra, and a Masterclass on data-informed decision-making
- Our member volunteers collaborated and shared industry insights at local in-person conferences



## United Kingdom

Our UK community continues to grow and delivered stellar events and opportunities for members to connect, network and learn.



Barbara Collins



Lyam Crosdale

### *2023 highlights include:*

- Average of 1-2 diverse and engaging events per week
- Inception of a Chapter in Scotland
- Wide collaboration with the broader change community, such as the UK-IRM conference, Project Challenge, APM on a shared event series for project and change managers and Birkbeck University for student research projects



## Canada

We welcome Allegra MacDonald as the new Country Co-Lead to support the growing Canada Chapter.



Allegra MacDonald



Pauline Melnyk

### *2023 highlights include:*

- Online events focussed on connecting the local community through regular practitioner change chats and building change capability through events like the interactive panel discussion on building a legal CMO
- Actively supported this year's Change Leadership Conference & Awards



## New Zealand



Our New Zealand community is characterised by strong connections and a fantastic, high-quality event offering, which delighted our locals and attracted many global members.



Sue Morris

### *2023 highlights include:*

- A great variety of events ranging from 'Building an Enterprise View of Change', to 'Building Internal Change Capability', to a highly popular and practical CMBok™ deep dive session on Impact Assessment
- Our local volunteers supported many global initiatives, such as our new mentoring offering

## Ireland



This year our Ireland Chapter members reconnected in person and the chapter supported many local and global initiatives.



Bronwyn  
Hall McLoughlin

### *2023 highlights include:*

- Design thinking: Persona development
- A case study on Implementing a Change Framework HSE
- Behavioural science and AI in change
- Collaborated with other Chapters globally and led the development and facilitation of the Accreditation Bootcamp initiative

## USA



Our USA Chapter member base continues to grow exponentially, and the chapter expanded the local engagement offering from virtual speaker events to Change Chats and white paper contributions.



Melissa Sims

### *2023 highlights include:*

- Using narrative to drive change
- Beyond Kubler-Ross: Origins, Application & Analysis event and white paper
- Psychological Safety: A Key Ingredient for Successful Change

# 2023 AT A GLANCE

Throughout 2022/23, our change community connected through **137** local and international events across **49** countries as we welcomed members from **19** new countries to our global community and hosted our first event in Spanish.



One of this year's highlights was the release of a new **Change Portfolio Management Training** offering in June 2023. This course equips our members to manage multiple changes and associated impacts.



**87%** of our members rated the value of their membership as **Good to Excellent**. In 2022/23, we added several new member offerings, such as our digital Member Hub, global online forums through our app, and discount offerings to training and conferences.



Our **bi-monthly newsletter** continues to be resource-rich and includes articles summarising the key takeaways from our events or practical tips for practitioners such as our popular "10 Tips for How to Get Into Change Management".







This year saw the number of **Accredited Change Professionals increase by 28%**. Our popular Accreditation Scholarship program continued and we introduced digital badges.



With the addition of **new animations** on Change Leadership, Career Pathways, and Change Portfolio Management, our animations remain very popular, with over **125,000 views**.



We extended our reach and **shared insights through collaboration** with the University of Swansea and Birkbeck University on student-led projects, and speaking engagements, and sponsorship of multiple conferences.

# SHARING PROFESSIONAL INSIGHTS

Growing our professional voice across international markets takes many forms. These include publishing articles and white papers, collaborating with universities and others in the field of change management and sharing our insights and trends through interviews and webinars.

We are committed to bringing practice and thought leadership insights to and from our members. We have experienced considerable support and engagement from our members on the following international offerings.

## **Change Practice Framework – Being Adaptive in Your Practice**

The change management context has changed, with organisational awareness increasing and change maturity growing. This has led to changes in our practice.

Change is neither static nor linear, and any change process is dynamic and requires constant adjustment as more information surfaces, new decisions are made, solutions identified, or design work evolves. This requires the change focus to constantly flex to continue to meet the vision and outcomes of the change.

Following a speed-of-light tour of the Institute's Change Practice Framework and how to apply it, our global expert panel shared insights to provoke thought, discussion and shared learning.

President Jane Judd led this panel.



## Global Voices

A quarterly webinar series of thought leaders who share their insights for the benefit of our members.

This year, we've learned from thought leaders such as Caroline Perkins on Organisational Change Agility, Nick Petrie on Resilience and Céline Schillinger on Engaged Leadership to Serve Human Innovation.

The recording hosted by our Global Vice President, Sian Rinaldi, can be found in our Member Hub.



## Change Learning Circle

A quarterly discussion about critical topics in change management, where reading material is shared with a member panel of experienced practitioners, who come together to discuss their insights.



This year's topics included 'Digitisation of our practice'. The panel explores the ways in which digital transformation challenges change management methods and how change management can use digital transformation to drive successful delivery.

This podcast series hosted by General Director, Sky Dow, and other podcasts, can be found in our Member Hub.

# ACCREDITATION OVERVIEW

We are committed to the creation and promotion of professional standards in Change Management. In a world of disruption, those with proven change capabilities are constantly sought after in the marketplace.

Employers and recruiters know that a Change Management Institute Accredited Change Professional has undertaken an independent assessment of their capabilities.



## **Credibility**

An independent assessment that validates your professional capability.



## **Career**

Stand out in a competitive job market.  
Grow your career prospects globally.



## **Development**

Benchmark your skills against rigorous professional standards.



## **Recognition**

Be officially recognised for your capabilities, experience and expertise.



# PROFESSIONAL ADVANCEMENT

We have seen a 28% increase in members becoming Accredited Change Professionals in this financial year.

Our volunteers have demonstrated a significant commitment to achieving these standards, and our members worldwide are doing the same.

In today's world of many training certifications, stand out from the crowd with an independent professional accreditation by an industry body that validates what you can do.

**Get Accredited.  
Stand out from the crowd.  
Have your capabilities  
recognised globally.**

We know that in this world of constant disruption, those with proven change management capabilities stand out in the marketplace.

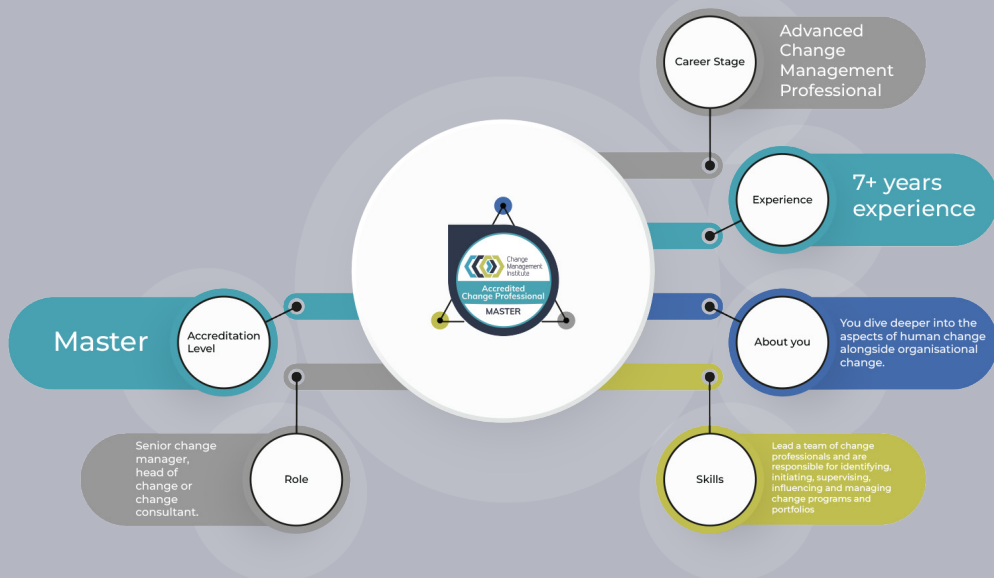
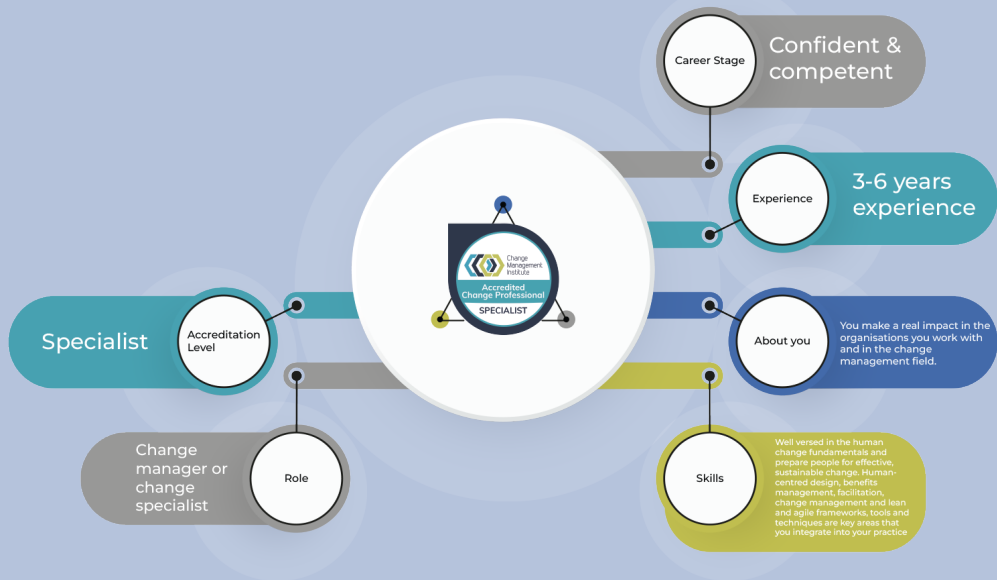
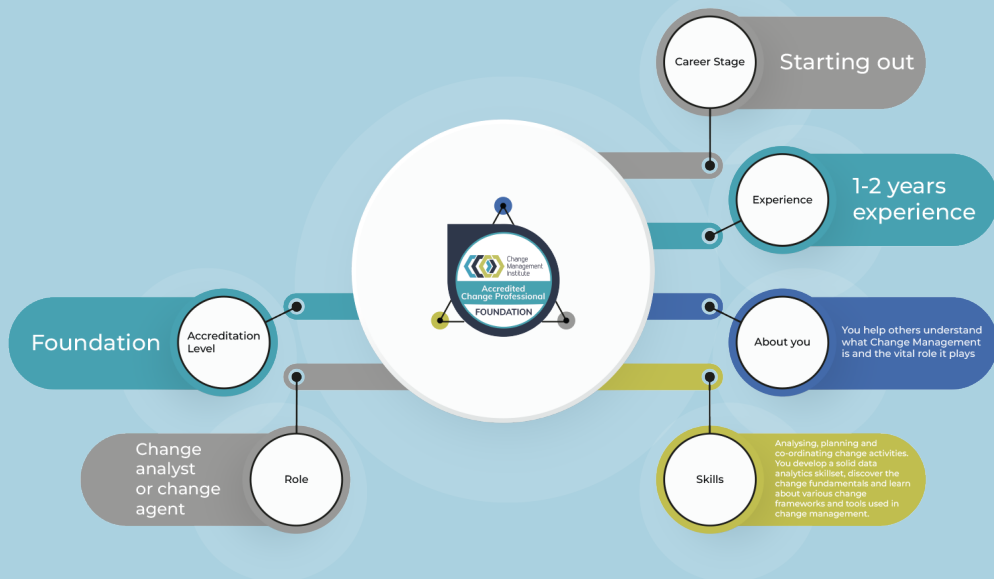
We recognise that need and are therefore committed to the creation, evolution and promotion of professional standards for change management.

Our Accredited Change Professionals are in demand around the world. Employers and recruiters know that a Change Management Institute Accredited Change Professional has undertaken one of the most rigorous and respected independent accreditation processes internationally.

## Digital badges recognising Accreditation levels.

The digital badge can be used in professional profiles including email signature, business related collateral such as business cards and on social media websites such as LinkedIn and the Change Management Institute's Member Hub.





# THE THREE LEVELS OF ACCREDITATION

All members can access the benefits of Change Management Institute Accreditation. Three different levels ensure a relevant assessment of capabilities – Foundation, Specialist or Master.

See below for a high level summary of the three levels of Accreditation.

|                              | FOUNDATION   | SPECIALIST  | MASTER   |
|------------------------------|--|---|--|
| <b>Your experience</b>       | <ul style="list-style-type: none"> <li>✓ 1-2 years Change Professional experience</li> <li>✓ Typical scope: Project level</li> </ul> | <ul style="list-style-type: none"> <li>✓ 3-6 years Change Professional experience</li> <li>✓ Typical scope: Project or program level</li> </ul>   | <ul style="list-style-type: none"> <li>✓ 7+ years Change Professional experience</li> <li>✓ Typical scope: Portfolio/organisational level</li> </ul>                               |
| <b>Assessment standard</b>   | <b>Foundation</b><br>Competency model  | <b>Specialist</b><br>Competency model   | <b>Master</b><br>Competency model  |
| <b>What will be required</b> | <b>Foundation</b> <ul style="list-style-type: none"> <li>✓ Written application</li> <li>✓ Reference check</li> </ul>                 | <b>Specialist</b> <ul style="list-style-type: none"> <li>✓ Written application</li> <li>✓ Reference check</li> <li>✓ Virtual interview</li> </ul> | <b>Master</b> <ul style="list-style-type: none"> <li>✓ Written application</li> <li>✓ Reference check</li> <li>✓ Virtual interview</li> <li>✓ Virtual assessment center</li> </ul> |

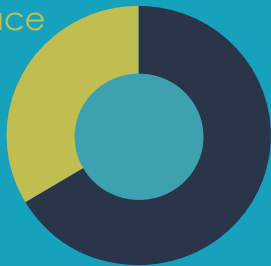


Members in **49** countries,  
up from 35 last year  
26 chapters in 6 countries



**32%**  
increase in members

**46**  
face-to-face



**91**  
virtual

**137**  
events



**11,000**  
event registrations



**28%**  
increase in Accredited  
Change Professionals



**80,000+**  
social community



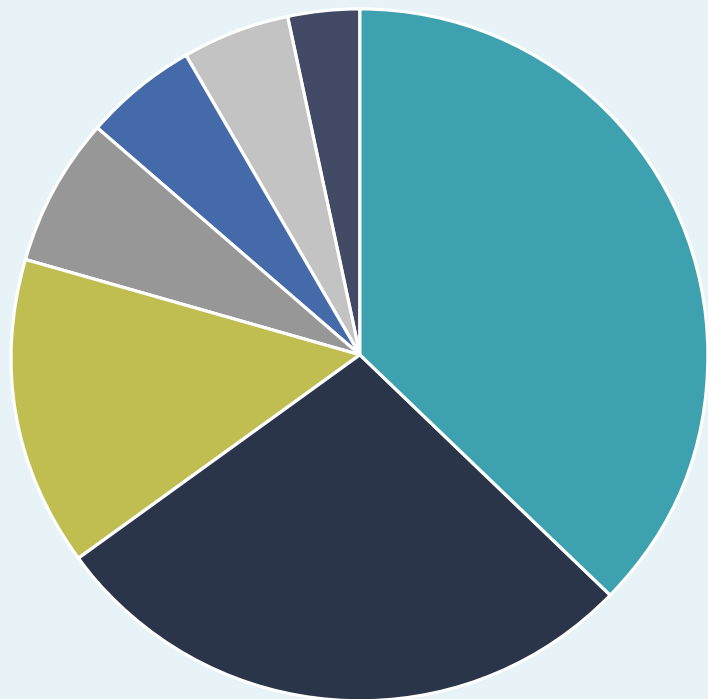
# OUR MEMBERSHIP

**87% of our members rated the value of their membership as Good to Excellent.**

Supporting our members' hybrid work arrangements and lifestyles, we have maintained a virtual and face-to-face offering and saw a strong appetite for meeting in person again this year.

Under our new digital member experience, members can now access all our resources on demand, collaborate and connect with our community via global online forums and build capability wherever they work in the world.

We recognise that change is accelerating, and our members look to us for guidance to successfully manage multiple parallel changes. To support this growing demand in this emerging field of Change Management, we developed a Change Portfolio Management (CPM) training offering. 90% of participants rate this training as Very Good to Excellent.



- Australia
- United Kingdom
- New Zealand
- United States
- Canada
- Other
- Ireland

# MEMBERS FIRST

*We hear  
you*

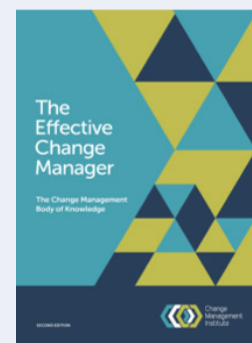
Become part of the world's leading organisation committed to the advancement of the Change Management profession.

You have told us that you value the Change Management Institute's commitment to helping build your Capability, Credibility and Connections (3Cs).

## CAPABILITY

Sharing insights, learnings and ideas that can inspire and enable our community to constantly learn and evolve their professional practice.

- ➔ Change Portfolio Management (CPM) Training, for successfully managing multiple parallel changes
- ➔ CMBoK™: The Change Management Body of Knowledge, with Deep-Dive master classes available for greater understanding
- ➔ Career Pathways: Grow your career as a Change Professional with professional guidance and development opportunities



## CREDIBILITY

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Advocate, develop, recognise and grow competence in Change Management practice.

- ➔ Accreditation: An independent assessment that validates your professional capability
- ➔ Recognition: Be officially recognised for your capabilities, experience and expertise
- ➔ Career: Stand out in a competitive job market and grow your career prospects globally
- ➔ Resources: Access to over 250 event recordings and event discounts to other event providers



## CONNECTIONS

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Connecting members locally, nationally and internationally. 87% of members rate their membership good to excellent.

- ➔ The Member Hub gives you access to the global community with forums
- ➔ With the Member Hub App, you can connect in the palm of your hand, and have content on demand
- ➔ Countries & Chapters: Network with like-minded change professionals working across many industry sectors
- ➔ Volunteers can expand their professional network, and get the satisfaction of contributing

# MAKING THE MOST OF YOUR MEMBERSHIP

## EVENTS

Over 135 events each year across our global community, covering many topics, industry sectors, by leading international speakers.

- Virtual
- Masterclasses
- Deep Dives
- Face-to-face

## PODCASTS

A range of in-depth conversations with leading experts and Accredited Change Professional Masters, who share helpful tips on specific topics.

## PUBLICATIONS

From short articles, opinion pieces and white papers, our ongoing publications will help you stay in touch with the latest thinking in change.

## ANIMATIONS

Our collection of animations cover key topics of change theory and frameworks to help you excel in your change practice.

## COMMUNITY FORUMS

Join others around the globe to explore key topics and learn from each other with the various Community Forums in the Member Hub.



United States



United Kingdom



Australia



Canada



New Zealand



Ireland



Germany



France



Japan



Mexico



Switzerland



Austria



Poland



Denmark



Spain



Belgium



Sweden



Thailand



## MEMBER HUB

Access all sorts of member-exclusive material, such as Competency Models and our Organisational Change Maturity Model. Plus you can make local and global connections like never before.

## PROFESSIONAL INSIGHTS

We are committed to bringing practice and thought leadership insights to and from our members through ongoing member-only events where we cover specific topics and share insights and case studies – Global Voices, Change Learning Circle, Global Trends, Future Thinking.

## CMBok™ BOOK

The Change Management Body of Knowledge, known as CMBok™, describes the knowledge areas that underpins the Competency Models.

Members can access a discount for the Change Management Body of Knowledge (CMBok™) 2nd edition, reference book, to support learning and development.

## TRAINING PROVIDERS

Change Management Institute Endorsed Courses have undergone a rigorous assessment to make sure they are a reliable provider of good quality change management education. Members who apply for Foundation Level Accreditation, will also receive a discount on their application fee if they have successfully completed a Change Management Institute Endorsed Course.



Italy



Turkey



South Africa



United Arab Emirates



Netherlands



Saudi Arabia



Chile



Ukraine



Malaysia



Colombia



Lebanon



Portugal



Israel



Philippines



Argentina



Hungary



Indonesia



Nigeria

# EMBRACING DIVERSITY

## Diversity, Equity and Inclusion

As a profession based on putting people first, and in light of the 2020 #BlackLivesMatter movement, we held up a mirror and said we can and must do better. With the support and guidance from members across geographies we made a stand to become intentional in our actions.

## What have we done so far?

- ✓ Ignited the conversation with our members and volunteer community across the world
- ✓ Created a statement and goals and made this public
- ✓ Rallied champions across our network to hold us to account
- ✓ Created resource materials to support our members and the wider change community
- ✓ Proactively sought diversity in our speakers and panelists
- ✓ Proactively sought diversity in our membership committees
- ✓ Worked with our key partners for impact, reached out to ACMP and Organisational Design Forum and held a joint event for greater impact partners
- ✓ Sourced event content that supported and educated diversity in our day to day
- ✓ Shared our learnings and discoveries, connected and exchanged personal and professional learnings
- ✓ Researched and included diversity, equity and inclusion as its own chapter in the second edition CMBok™
- ✓ Incorporated diversity, equity and inclusion standards into our competency model and accreditation review

## What have we learnt?

- ➔ This is a journey for everyone on an individual level
- ➔ It is confronting and difficult and due care is required to support individuals on their journey
- ➔ The emotional impact can occur at different times with different people
- ➔ The sequence of the wording seems to matter, as suggested by the Center of Creative Leadership:

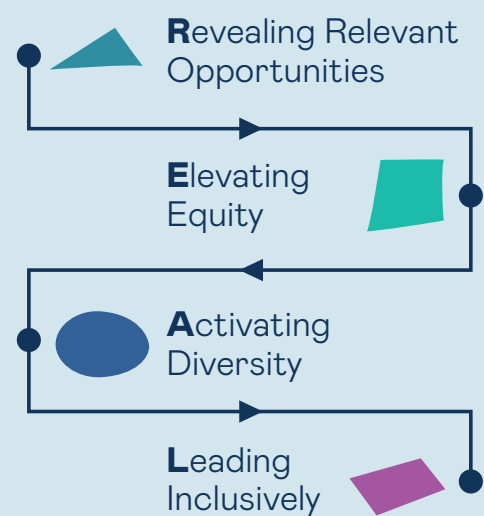
**R**evealing Relevant Opportunities

**E**levating Equity

**A**ctivating Diversity

**L**eading Inclusively

This is only the beginning and keeping it alive requires constant dialogue and intentional action.



*Adapted from the Center of Creative Leadership*

## What next?

- ➔ Create a Code of Ethics based on our values and ensure greater clarity of expectations of Diversity, Equity and Inclusion – have this Code of Ethics apply to all members and in the public domain
- ➔ Create an Ethics Committee to hold the organisation to account and guide professional practice standards
- ➔ Incorporate awareness training for new members and volunteers
- ➔ Continue to build and share resources to continually grow our collective awareness and capability
- ➔ Identify opportunities for data capture to set baselines and measure progress

# THANK YOU TO OUR MEMBER VOLUNTEERS

We would like to recognise and thank every member volunteer for their contribution on behalf of our membership. It's what makes us such a connected and recognised community.

We would also like to thank our 2022 volunteers of the year:

- Abimbola Oyekoya      UK
- Irial O'Farrell          Ireland
- Karinna McDonald      New Zealand
- Kathryn Breytenbach    Australia
- Laverne Udeze          UK
- Nathan Garden          USA
- Naomi Jones-Black      Global
- Rose Alcamo              Canada

"I love the Change Management Institute and what it stands for and am honoured to be recognised as volunteer of the year."

*Kathryn Breytenbach*





"Volunteering with the Change Management Institute has opened up so many new opportunities and expanded my professional network. I met incredible, inspiring people who challenged my thinking in creative ways which made me a better change professional. The Institute is a great organisation!"

*Naomi Jones-Black*

Although there are too many to mention individually, there are some who have been long-serving volunteers and have stepped aside in this financial year that we would like to personally acknowledge for their contribution to members:

- Cindy Smith                      Former Canada Country Co-Lead and Global Volunteer
- Naomi Jones-Black            Global Volunteer and former Tasmania Chapter Lead
- Neville Henderson            Wellington Chapter Volunteer
- Leah McKerrow                Auckland Chapter Lead

We would also like to thank the Directors who have served their terms and passed the baton forward:

- Jacqueline Carmont    Secretary



# THANK YOU TO OUR MEMBER VOLUNTEERS

As a by-member for-member association, many of the benefits you receive would not be possible without the considerable commitment of time and energy from member volunteers.

Our volunteers are passionate about the profession and facilitate our community to connect for change.

## Our volunteers have told us why they love our community

“

*Connection to like-minded, passionate professionals*

*Connecting with the global network*

*Dedication of volunteers*

*The support and generosity to share ideas throughout the community*

*Diversity of strengths within the group*

*Opportunity to grow and develop change management as a profession*

*Opportunity to give back*

*Opportunity to advocate for the profession*

*Accessibility of leadership*

”





Change  
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