

## Certification Case Studies

#1 - A Project Manager at a large retailer said her projects were failing and she did not have the tools to help. After she completed the Change Management Certification Program with Change Guides, she started looking at projects differently. "The main difference is that I have tools that I can use to help my team think through the change that is coming. In the past, we would talk about it and plan for it to some degree but didn't have a formal process to help us. Probably the two biggest improvements we have made is to check periodically throughout the project with stakeholders to understand where they are with understanding and willingness to adopt the changes (Change Readiness Audits) and to plan early in the process for how the change will be sustained and what - if any - organizational structures need to be modified or put in place."

#2 - A Director of Organizational Development at an international manufacturer explains how the Certification has made her job easier. "The certification process simplifies the complexities of change and provides you with user-friendly tools that help you remain above the fray. Here's what I mean. Often in the middle of a project, we find ourselves caught up in it or even trapped by the details, personalities, timelines, project management jargon, and so on. The certification gave me a perspective that allowed me to identify what might be happening in the project (i.e. groups or leaders who are misaligned, rumors, resistance, lack of communication and training) and to use the tools to get back on the right track."

#3 - A Vice President of Organizational Development was having problems planning projects. After finishing her Certification, she is now putting more time into planning for the project and involving others in creating that plan. "The questions and considerations are all right there and you don't have to spend time creating them. The tools also help to engage others in planning. For example, when you involve project leadership in completing a Change Readiness Audit, it helps leaders to identify their own issues or areas needing further study. I am finding this to be much more effective than simply pointing out things that you observe and persuading others to act."

#4 - A Productivity Management Manager explains, "The certification was a great opportunity to add to our change management toolset here at our organization. It solidified the work we had been doing in a newly established change management organization, and enabled us to gain additional tangible tools for managing change. For me personally, the classes taken while progressing towards certification were a chance to dialogue with other professionals about their change management experiences, focusing on realistically what worked and what did not work driving change in their organizations. The discourse, along with the tools shared, allowed me to modify my approach to change in many of my active projects. I have especially enjoyed enhancing the planning side of change management, utilizing the concepts found in sponsorship alignment and change readiness audits in a new way to set projects up for success before diving into project execution."