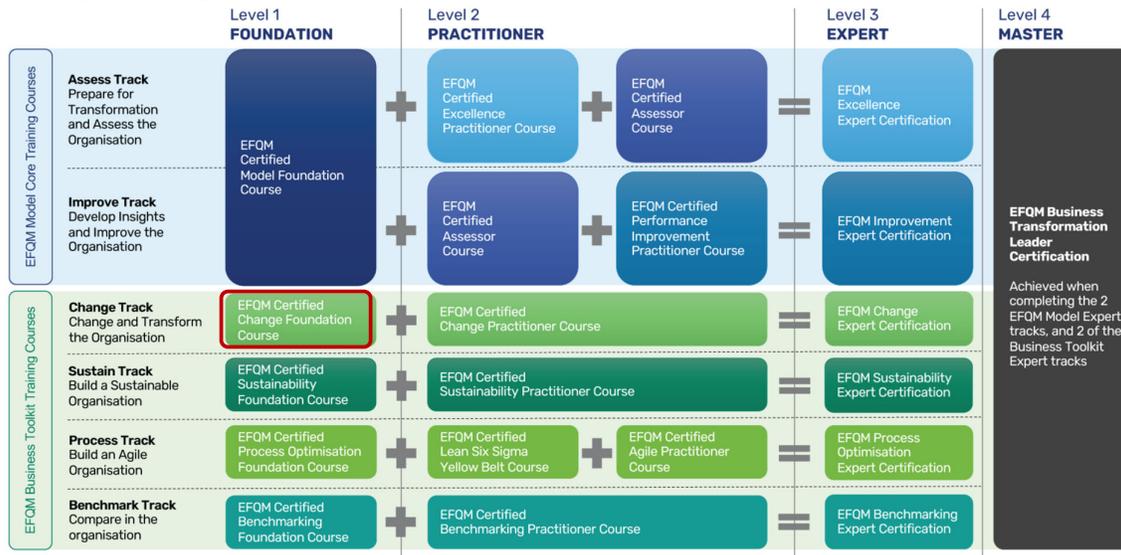# EFQM Certified Change Foundation 2025

Linking the EFQM Model with practical Change Management fundamentals, including why change succeeds or fails on the "people side", learn to apply the Change Curve, ADKAR and Kotter's 8 Steps and get an introduction to the CPC Change Management Method.

This course is a pre-requisite to participate in the EFQM Certified Change Practitioner course.

EFQM + Change Management link

CPC method + key tools overview

Build change mindset: curious, human

Overall course topics

- EFQM Model and its link to Change Management

- Definition, scope, and importance of Change Management (incl. "installation vs implementation" and the value gap)

- The Change Curve and how to use it in practice

- Why Change Management models matter; key roles (sponsors, change agents, influencers, adopters)

- ADKAR: introduction plus application to projects

- Kotter's 8 Steps: introduction plus application

- CPC Change Management Method: phases, knowledge areas, and initial tools
- Practice through an application case ("Flexi Work & AI project") and group exercises

Goals

By participating in this course, learners build a clear baseline understanding of what Change Management is and why it is critical for delivering business value (beyond "installing" new processes/technology), including how human responses to change (the Change Curve) affect adoption in practice; they also gain the ability to recognize the value of structured models and apply two widely used approaches (ADKAR and Kotter) to real project scenarios, while being introduced to the CPC Change Management Method and its initial key tools for business application—equipping them to better anticipate resistance, engage stakeholders, and support implementation in an EFQM-aligned transformation context.

Learning objectives

By the end of the course, participants will be able to:

- Understand what Change Management is and why it is essential to achieving business value and sustained performance.
- Use the Change Curve to interpret human responses to change and anticipate adoption challenges in real situations.
- Recognise when and how to use structured Change Management models to simplify, structure, and control complex change efforts.
- Apply ADKAR and Kotter at a foundational level to plan actions for change initiatives and projects.
- Understand the CPC Change Management Method, its knowledge areas, and key tools for business application.

Learning outcomes

After completing the course, participants can:

- Explain the EFQM–Change Management connection and why "people-side" change is critical to transformation success.

- Diagnose likely stakeholder reactions using the Change Curve and identify practical responses to resistance.

- Outline a basic change approach using ADKAR (Awareness→Reinforcement) for a project scenario.

- Translate Kotter's 8 Steps into concrete actions (urgency through institutionalisation) for an organisational initiative.

- Describe CPC's method (Initiate/Lead/Steer/Commit/Sustain), name the five knowledge areas, and select initial tools to support delivery.

Certification (exam)

Final online exam: **30 questions**, **60 minutes**, **open book**, **bloom level 1 & 2, pass mark 60%**

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Course agenda

The typical agenda of the course is as follows:

Agenda Day 1 – Intro
Change Management Foundation

Intro	Module 1	Module 2	Module 3	Wrap-up & Exam
• 09:00-09:30 Welcome, Check-in and Organization	• 10:00-10:30 Definition and Importance	• 12:45-12:55 Introduction to ADKAR	• 14:30-14:40 Introduction to 8 steps by Kotter	• 16:30-17:00 Wrap-up Day 1 and Outlook Day 2, Q&A
• 09:30-10:00 Link of EFQM Model and Change Management	• 10:30-10:45 Break & Refresh	• 12:55-13:35 Details and application of ADKAR for projects	• 14:40-15:30 Detailed view on 8 steps by Kotter and Group work	• 17:00-18:00 Exam Change Management Foundation
	• 10:45-11:15 Introduction of the Change curve	• 13:35-14:15 Group work and presentation	• 15:30-16:30 Change Management Method by .CPC	
	• 11:15-11:45 Overview of different Change Management Models	• 14:15-14:30 Break & Refresh		
	• 11:45-12:45 Lunch break			

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Breaks and lunch are scheduled throughout the days, timing is flexible and takes into account the course content, exercises and group discussions.