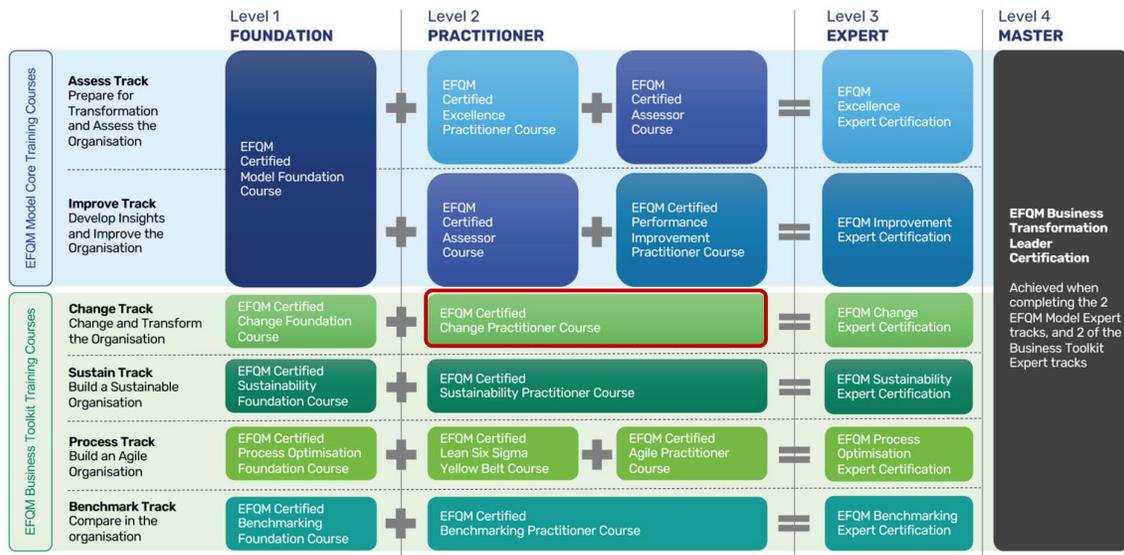# EFQM Certified Change Practitioner 2025

A practitioner-level, hands-on programme that equips you to set up, lead, reinforce and steer a change initiative using a structured method, practical tools and peer exchange.

This certification is a crucial step towards the EFQM Certified Change Expert qualification, which prepares individuals to embed change methods into their organisation's core strategies and operations.

Set up a Change Project end-to-end

Stakeholder map: sponsors to adapters

Build commitment: use → own → drive

Overall course topics

- Project Management vs. Change Management (closing the "value gap").

- CPC Change Management Method: INITIATE, LEAD, COMMIT, SUSTAIN, STEER (and associated toolset).

- INITIATE: Shared Change Purpose & Change Story; Impact Assessment; Legacy Assessment; Network Map; Change Architecture.

- LEAD: roles in change, key stakeholder identification, sponsor/change-agent assessments, enabling plans, managing resistance.

- COMMIT: commitment curve, adapter readiness assessment, training needs, engagement & enabling roadmap.

- SUSTAIN: organizational attributes, written/unwritten rules, external factors, logical levels, culture nudges, reinforcement roadmap.

- STEER: consolidate the change architecture and set up a change cockpit to monitor and adjust.

Goals

By participating in this course, attendees strengthen their ability to apply a structured change approach in real initiatives: setting up a change project with a clear shared purpose/story and robust diagnostics (impact, legacy, stakeholder network), then building an integrated change architecture of measures over time. They also learn to mobilize the change network (sponsors, change agents, influencers, adapters), prioritize stakeholders, and handle resistance with practical tactics and appropriate involvement levels. Finally, they gain the capability to drive adoption and sustainability by assessing readiness, defining engagement/enabling and training roadmaps, reinforcing desired behaviours and culture, and steering progress via monitoring practices such as a "change cockpit" and consolidated change architecture—supporting exam readiness and real-world execution.

Learning objectives

Participants will be able to:

- Explain how change management complements project management to ensure adoption and results.

- Create a compelling Shared Change Purpose and Change Story tailored to stakeholders.

- Diagnose change risks and readiness using impact, legacy and stakeholder-network tools.

- Mobilise the change network (sponsors, change agents, influencers, adapters) and plan enabling actions.

- Handle resistance constructively, selecting tactics by resistance level and involvement type.

- Design engagement, learning, and reinforcement measures to build commitment and sustain the new state.

- Track progress and perceptions via a Change Cockpit and adjust actions accordingly.

Learning outcomes

By the end of the course, participants can deliver practical outputs for a real or case-based change initiative:

- A clear Change Story (including a concise elevator pitch) and defined change purpose.

- Completed assessments (impact, legacy, readiness) translated into concrete actions.

- A mapped change network and prioritised stakeholder plan (with enabling measures).

- An integrated Change Architecture (timeline of measures and dependencies), plus reinforcement and engagement roadmaps.

- A "Change Cockpit" concept to steer implementation, risks, and stakeholder perceptions.

Certification (exam)

Final online exam: **20 questions**, **60 minutes**, **open book**, **bloom level 3 & 4, pass mark 60%**

Course agenda

The typical agenda of the course is as follows:

Agenda Day 2
Change Management Practitioner

Intro Day 2	Module 4	Module 5	Closure Day 2
	Change Management as Project	Knowledge Area INITIATE	Wrap-up and Q&A
• 09:00-09:45 Welcome, Check-in and Organization	• 10:45-11:30 Project Management vs. Change Management	• 13:15-14:15 Setting-Up a Change Project, Part I: Shared Change Purpose, Change Story	• 16:00-16:15 Wrap-up Day 2 and Outlook Day 3
• 09:45-10:30 Recap of Day 1	• 11:30-12:15 Recap Change Management Method by CPC	• 14:15-15:00 Setting-Up a Change Project, Part II: Change Impact Assessment	• 16:15-16:30 Q&A
• 10:30-10:45 Break & Refresh	• 12:15-13:15 Lunch break	• 15:00-15:15 Break & Refresh	
		• 15:15-16:00 Setting-Up a Change Project, Part III: Legacy Assessment	

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Agenda Day 3
Change Management Practitioner

Intro Day 3	Module 5	Module 6	Wrap-up and Q&A
	Knowledge Area INITIATE	Knowledge Area LEAD	Wrap-up and Q&A
• 09:00-09:15 Welcome, Check-in and Organization	• 09:45-11:00 Setting-Up a Change Project, Part III: Change Network Map	• 13:15-14:15 Roles in Change Management and Identifying Key Stakeholders	• 16:00-16:15 Wrap-up Day 3 and Outlook Day 4
• 09:15-09:45 Recap of Day 2	• 11:00-11:15 Break & Refresh	• 14:15-15:00 Assessments of Important Stakeholders	• 16:15-16:30 Q&A
	• 11:15-12:00 Setting-Up a Change Project, Part IV: Change Architecture	• 15:00-15:15 Break & Refresh	
	• 12:00-13:15 Lunch break	• 15:15-16:00 Enabling the Change Team	

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Agenda Day 4
Change Management Practitioner

Intro Day 4	Module 5	Module 6	Wrap-up and Q&A
	Knowledge Area INITIATE	Knowledge Area LEAD	Wrap-up and Q&A
• 09:00-09:15 Welcome, Check-in and Organization	• 09:45-11:00 Setting-Up a Change Project, Part III: Change Network Map	• 13:15-14:15 Roles in Change Management and Identifying Key Stakeholders	• 16:00-16:15 Wrap-up Day 3 and Outlook Day 4
• 09:15-09:45 Recap of Day 2	• 11:00-11:15 Break & Refresh	• 14:15-15:00 Assessments of Important Stakeholders	• 16:15-16:30 Q&A
	• 11:15-12:00 Setting-Up a Change Project, Part IV: Change Architecture	• 15:00-15:15 Break & Refresh	
	• 12:00-13:15 Lunch break	• 15:15-16:00 Enabling the Change Team	

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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.