



June 2013



### Welcome to *the* Centre for Change Management monthly bulletin

We are a growing qualifications centre, interested in the subject of organisational change.

Our bulletin is designed to share our thoughts and insights in effective change management. Please share anything we publish with your clients and help us by adding your experiences and comments to our blog, twitter or facebook page:



If you'd like to know more about how our qualifications can add value to your change proposition, visit our website [www.c4cm.co.uk](http://www.c4cm.co.uk), email me at [amanda.muscat@c4cm.co.uk](mailto:amanda.muscat@c4cm.co.uk) or call me on 0117 230 5091.

Regards

Amanda Muscat  
Marketing & Communications Director

## Insights

### Using a capability model for organisation change

We have developed a simple capability model for organisation change. The purpose is to better understand the nature of organisation change and how people go about it.

The model allows us to explain what sort of training is useful given the organisation's capability maturity (i.e. the level they are at). It also explains how to make better use of training to improve change capability. We have already [asserted the need for organisations to increase their change capability](#) as the outside world changes faster and faster.



Generally a capability model enables an organisation to benchmark itself (where are we now) against the model and then produce a plan to improve its capability (where do we want to be) which is realistic and reflects the real issues it faces now - [visit our blog](#) for the full story.

Through May we posted four more thought-provoking articles on

## In This Issue

[Using a capability model for organisation change](#)

[C4CM is now registered with the Government Growth Accelerator](#)

[Quiver Management become an accredited partner](#)

[RiverRhee Consulting become an accredited partner](#)

[#Tweet of the week - Mid-level manager superhero!](#)

## Quick Links

[Visit C4CM website](#)

[Follow us on twitter](#)

[Like us on facebook](#)

[Visit our blog site](#)

[Follow us on linkedin](#)

## News

### Growth Accelerator

C4CM is now registered with the Government Growth Accelerator programme to provide qualifications and training on Change Management. This means we can obtain support for eligible companies to buy training on managing change. SMEs that are planning significant growth are the target of this government funding. See [www.growthaccelerator.com](http://www.growthaccelerator.com) for more information about who can participate.

For our partners this means that if their clients meet the criteria then our courses and qualifications can lead to both reduced costs for their clients and the opportunity to deliver additional benefits.

### Quiver Management become an accredited partner

Quiver Management have signed up as a C4CM partner to work with them in supporting some of their training programmes by providing accreditation to their

organisational change to our blog - [click to review](#).

## A framework for change

organisational insight

### How can a PMO use qualifications to demonstrate added value?

#### Credibility

A first step is demonstrating credibility. How can a PMO offer services, especially advice and support for common practice, if its staff are not credible. Having staff with recognised qualifications is a good start. Usually professional qualifications suggests a PRINCE2, MSP, or APMP certificate. However, the assessment for these merely demonstrates someone has learnt the language from a textbook and has no practical experience (despite the 'practitioner' label applied to the certificate!).

At C4CM we have designed an assessment method that requires the candidate to provide evidence of using skills and knowledge in their workplace. Thus a C4CM qualification demonstrates competence. That competence gives the holder credibility! So a first step for a PMO is to get its staff tooled up with appropriate qualifications to show their expertise. That gives them the right to intervene.

#### Making a difference

The next issue for a PMO is to show that it is having an impact on the way projects and programmes are delivered across the organisation. Typically a PMO comes about as the organisation moves to a standardised methodology for projects and programmes. So how can a PMO demonstrate the standardised approach is being achieved? The answer is again a qualification.

An organisation who has adopted C4CM qualifications has an approach as follows:

They mandated that a minimum competence for all managers leading a project would be the C4CM project management award. Every project had to be led by a competent manager (i.e. they had the award) for a project to be funded. Training for the basic competence followed, delivered by in-house trainers from the PMO to reduce costs (the trainers were accredited by C4CM to maintain quality). As a result of the training candidates completed the C4CM assessment workbook to capture the evidence that they have applied skills and knowledge to their own project. Most managers pass the assessment, many with excellent evidence. A few failed and were coached to a second attempt. Failures are important because they demonstrate there is a competence level. But that is not an excuse for poor performance and is an opportunity for performance improvement.

With managers trained to a competence level the PMO can demonstrate an impact quite quickly. This applies to programme management and change management just as much. The PMO can count the number of awards given, they can demonstrate a competence level (they have the documented evidence in the assessments), and they can show the use of the common methodology (again they have the evidence). Of course the PMO also needs to show an impact on benefits such as better value delivered through projects, more project success than before, etc. However, the qualifications provide an early measurable performance indicating that benefits are going to be achieved. They also help provide the evidence that the organisation is improving its capability (see our posting about Change Capability).

For more about the framework visit our website [www.c4cm.co.uk](http://www.c4cm.co.uk).

If you are interested in including our qualifications in your learning portfolio please contact Amanda on 0117 230 5091 or email me at [amanda.muscat@c4cm.co.uk](mailto:amanda.muscat@c4cm.co.uk).

courses. Jan Bowen-Nielsen, Director & Founder, leads a team of highly trained professional coaches who support senior managers in their career and personal development; as well as training the next generation of coaches.

Not surprisingly, Jan and his team are Growth Coaches for the Growth Accelerator programme and we will work with them in helping high growth businesses learn to change. To find out more about Quiver Management visit [www.quivermanagement.com](http://www.quivermanagement.com)

### RiverRhee Consulting become an accredited partner

C4CM have partnered with RiverRhee Consulting, led by Principal Consultant Elisabeth Goodman, to provide qualifications as part of the value proposition of this Cambridge based consultancy.

RiverRhee specialise in information management and research based businesses, such as Pharmaceuticals, where they provide Lean and six sigma expertise. Elisabeth is also a registered Growth coach for the Growth Accelerator programme so this provides opportunities for us to collaborate. To find out more about RiverRhee visit [www.riverrhee.com](http://www.riverrhee.com)

### #tweet of the week

We publish many of our articles via channels such as twitter - this link proved to be the most clicked:



#### Mid-level manager superhero!

Mid-level managers are not a replacement for a change team which provides the energy and focus for a successful change. However, no change team can deliver a change without the support and energy of middle managers - [see the full story](#)



*C4CM™ is an EDI Licensed Centre. All of our qualifications are accredited by EDI as an approved qualification. EDI is itself accredited and authorised by the UK Government.*

Follow us on [twitter](#)

C4CM™ is a Trade Mark of the Centre for Change Management Limited  
C4CM | The Wool Hall, 12, St Thomas Street, Bristol, BS1 6JJ  
| [amanda.muscat@c4cm.co.uk](mailto:amanda.muscat@c4cm.co.uk) | [www.c4cm.co.uk](http://www.c4cm.co.uk) | 0117 230 5091 |

Copyright © 2013. All Rights Reserved.

[Forward this email](#)



This email was sent to [amanda@c4cm.co.uk](mailto:amanda@c4cm.co.uk) by [amanda.muscat@c4cm.co.uk](mailto:amanda.muscat@c4cm.co.uk) | [Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).

C4CM | The Wool Hall | 12, St Thomas Street | Bristol | BS1 6JJ | United Kingdom