

An exciting journey

At the beginning of 2013 I was preparing for a significant relaunch of my consulting practice [Richard Smith Associates](#). I had for some time been contributing to [The APM Group International](#) (APMG) as a member of their change management examination panel, and had recently taken on the role of Chief Examiner for this leading body which accredits professionals in a range of disciplines.

Conversations between APMG and the [Change Management Institute](#) (the global professional association of Change Managers) led to an opportunity to transform the landscape of Change Management. Together with other members of the examination panel, I accepted what would prove to be an exciting challenge!

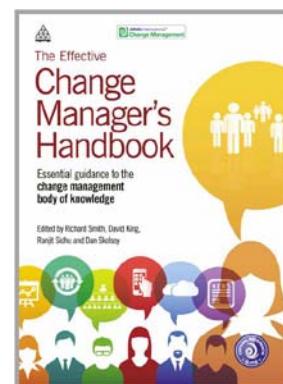
The relatively low success rate of organisational change initiatives (a 70% *failure* rate is often quoted!) has led to the growth across industries of demand for people with strong change management expertise. Organisational Development professionals, Project Managers, Programme Managers and many general managers have all claimed such expertise – but there had never been a standard against which to judge. I discovered that as far back as 2008 the Change Management Institute had published a robust [competence model for change managers](#), researched with their 600-strong membership across 30 countries and verified and updated in 2010 and 2012.



My colleagues and I worked with the Change Management Institute to tease out the underpinning knowledge required to display their competences across a range of organisational situations. This knowledge architecture was checked with their membership and documented in a body of knowledge, published by Change Management Institute in October 2013 under the title [*The Effective Change Manager*](#). One large financial institution immediately adopted the book as the basis for selection and development of its internal change management community.

Having researched and written this body of knowledge in 9 months, including two rounds of review and feedback from change managers around the world, my colleagues and I felt ready to stop and 'take a breather'. But then we faced a new challenge. If we were to align the syllabus of the APMG Change Management qualification with the now widely agreed change management body of knowledge we needed an examinable text. A body of knowledge describes and defines knowledge architecture – and our feedback has been that this one is very accessible and clear – but it does not attempt to teach that knowledge. We needed a new text which was also fully aligned to that body of knowledge.

APMG and Change Management Institute were very supportive and our publishers, Kogan Page, were enthusiastic. Working through 2014 with a wide team of authors whose specialist interests span the many facets of change management, the resulting book, [*The Effective Change Manager's Handbook*](#), is designed to teach all the areas of knowledge now defined by the Change Management Institute's body of knowledge. But it goes further than that; it not only teaches the full scope of the body of knowledge, but applies it. It is illustrated with real organisational examples, and includes many examples of checklists, tools and templates that change managers can use or adapt to help them in facing the challenges of their own work.



It has been an exciting journey, working with wonderful change professionals from around the world. The whole editorial team is delighted with the result.

But now can we have our 'breather' ... please?!

Richard Smith – Lead editor, *The Effective Change Manager's Handbook*

