

CHANGE MANAGEMENT IDEAS



**CHANGE PLANNING AND
IMPLEMENTATION
FRAMEWORK**



2018

CSPN's PERSPECTIVE ON CHANGE



As organizations continue to move forward and learn to survive and thrive in an ever-increasing competitive market, the on-going battle of strategizing methods to create new and exceptional customer experiences (CX) continues. At the core, CSPN has always focused on helping companies design these visionary customer experiences and supporting the delivery of them through professional development and education. However, this is just the beginning. To successfully deliver CX experiences that make tangible differences, organizations must change what is being done today in order to deliver on what needs to be done in the future.

Managing change in an organization is no small feat. In order to successfully manage change, it is necessary to attend to the wider impacts of the change and answer questions like how will our organization have to change to deliver better customer experiences? As well as considering the tangible impacts of change, it is important to consider the personal impact on those affected and their journey towards working and behaving in new ways to support the change.

To help organizations navigate and successfully manage change, we are thrilled to help bring to market KRISP® Change certification. KRISP® Change is a planning and implementation framework that streamlines the change process and helps launch change initiatives that will further assist organizations to successfully navigate and manage change. This eBook showcases the initial stages of the KRISP® Change framework to stimulate the discussion on effective change management and its importance in the workplace.

From our team to yours, may you continue to embrace and act on change to go where you need to.

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INTRODUCTION

CHANGE is the new norm. To remain relevant and competitive, organizations are compelled to constantly evolve. Change presents itself as an opportunity and a challenge. Those organizations that have a strong change capacity and competency succeed. They are able to differentiate from competition and maintain a competitive advantage. By applying a change framework, organizations are able to become agile in an environment that constantly demands change. Those that lead change, need to be equipped with tools and framework that build change agility. This includes having the skills to manage and execute change. We believe there are two sets of priorities in change management. These are listed in the diagram below:

Tools and Framework

- KRISP® CHANGE
- Design Thinking
- Serious Play
- Gamification
- Journey Maps
- Mind Maps
- Prototyping
- Other tools and frameworks

Skills

- Presentation
- Coaching
- Conflict resolution
- Facilitation
- Enable
- Accountability
- Strategic
- Activator
- Arranger etc.

KRISP® CHANGE framework is a systematic approach to enabling and empowering change through assessments and application of change tools. This framework allows organizations to scale change that is applicable and relevant. Change leaders can use KRISP® CHANGE to create the roadmap for the change journey and build change strategy and program. There are two ways in which KRISP® can be applied:

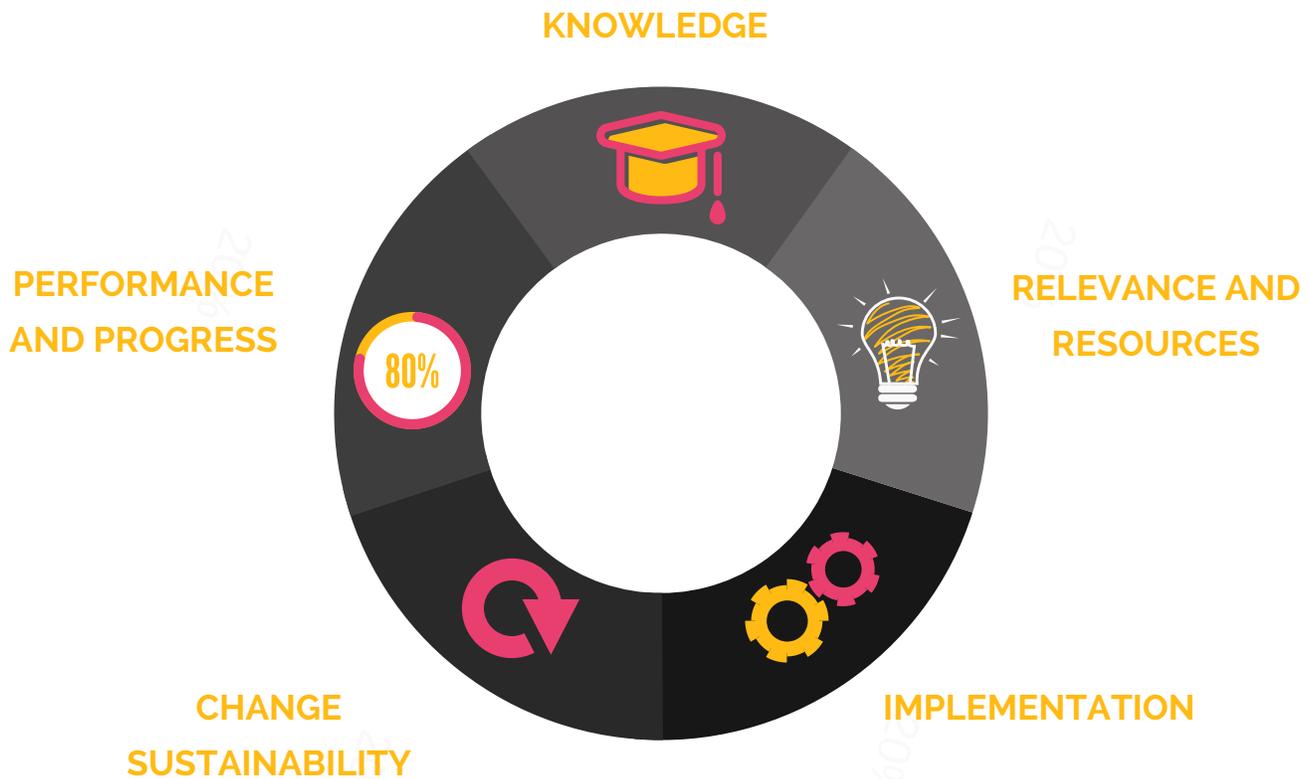
- (1) As an auditing tool to determine organizational readiness in terms of capacity and competency
- (2) As a Strategy and planning tool to help build the change program.

Change Planning and Implementation Framework

KRISP® CHANGE

By following the KRISP® CHANGE framework, change leaders are able to plan, activate, manage and build change agility.

KRISP® CHANGE is a comprehensive framework that is made up of five (5) key elements. These are:



KRISP® CHANGE framework states, that for change to be effective, it has to demonstrate the incorporation of all five elements into the planning for change. The **knowledge** elements refer to the information that is gathered on the change, the organization, and industry. The data collected forms the foundation on which **relevant** strategy and plans are created along with establishing **resource** commitments. Part of creating the change program is to ensure the alignment of change and project management, including creating the change project plan for **implementing** change. The fourth element addresses **sustainability** of the change initiative. The final element ensures that the planning process includes establishing **performance** metrics and **progress** of change.

CHANGE JOURNEY is divided into four phases. These are:

Change Planning: In this phase change lead completes KRISP® CHANGE as sprint zero. The outcome of the planning phase is the draft change roadmap.

Activating Change: This is the phase where the organization and involved stakeholders commit to the change initiative. This phase can also be referred to as the kick off phase.

Managing Change: This phase is where change lead manages the implementation and maintains the change effort. It also includes monitoring and evaluating progress.

Building Change Agility: At this phase we extract the learnings, incorporating it into the organizational culture (lesson learned and applied for future change initiatives). The change evaluation also helps identify best practices that can be incorporated into future change initiatives, helping to build change agility.

CHANGE JOURNEY





Knowledge

Refers to the background information required to start the change planning process.

Knowledge of KRISP® CHANGE refers to the background information required to start the planning process of organizational change. Knowledge is divided into three specific areas that together allow the gathering of information that will help create relevant and applicable plans. The three areas are:

Change: Refers to conducting an assessment to gather information on the change initiative. By completing a change profile, change lead learn about the information that will help them draft plans. Sample questions under change profile are:

- Define the change
- Why is the change required?
- Triggers of change
- Elements of change (i.e. scope, type, combined/stand alone, transformational/incremental, durations etc.)
- Determine any infrastructure/structural changes
- Identify stakeholders affected by the change (process, tools, organizational structure, roles, and technology)
- Defining the future state and vision for change

The sample question above is not an exhaustive list.

Organization: Examines the organizational competency and capacity. This includes conducting a thorough assessment of past change initiatives to understand the organizational readiness, demographics, reporting structure, cultural values, strategic direction etc. In this section, the focus is on determining the organizational capacity and competency for change. Sample questions in the assessment are:

- Does the organization have a strategy?
- Is the change aligned with the strategic vision?
- What are some of the changes that the organization has gone through in the past?

-
- What are some challenges and opportunities for change competency?
 - Does the organization have multiple locations? National? Global?
 - What is the business model?
 - How many employees?
 - Information on employee demographics
 - Information on the type of business and departments
 - How is the organization structured?
 - How are incentives and performance managed?
 - Are management teams receptive to feedback and alternative ideas?

Industry: In this section, explore what other organizations have done regarding the specific change initiatives. This activity helps provide approaches and opportunities to maximize resources and time to roll out by exploring best practices. Information can be gathered through industry reporting, networking, industry associations, forums and others. This section will also include scanning the competitive landscape for disruptive technologies, customer changes, market, etc. at a macro and micro level.

Collectively, the 'knowledge' section helps determine the organizations capacity and competency for change. This section also provides information that will help create relevant and targeted planning for the various activities that will help in the execution of change.

Additional Questions:

What are the current challenges with status quo?

How was thorough Change and Organizational profile conducted that determined the need for Change?

How was an Organizational capacity/competence for Change Assessment completed?

How was the Employee perception and feedback accounted for on the Change initiative?

What were the triggers to initiate this Change?

What were some historical learning from previous Transformational initiatives?

What were some of the relevant industry/competitive trends?

2

Relevance and Resources

Refers to the assessments and plans that need to be created for the change journey and the commitments of resources that would enable change

Relevance under KRISP® CHANGE refers to the action plans and assessments that assist in organizational change. This section forms the bulk of the KRISP® CHANGE framework. Information gathered under 'Knowledge' supports the reliability and relativity of this phase. Each organization handles change differently due to cultural and organizational context. In this phase, make sure that these differences have been accounted for in the way the assessments and plans are created and rolled out. There are six (6) plans that need to be completed to help guide and map the change journey. These plans will enable the organization to build capacity and competency to implement and sustain change. These six (6) plans are:

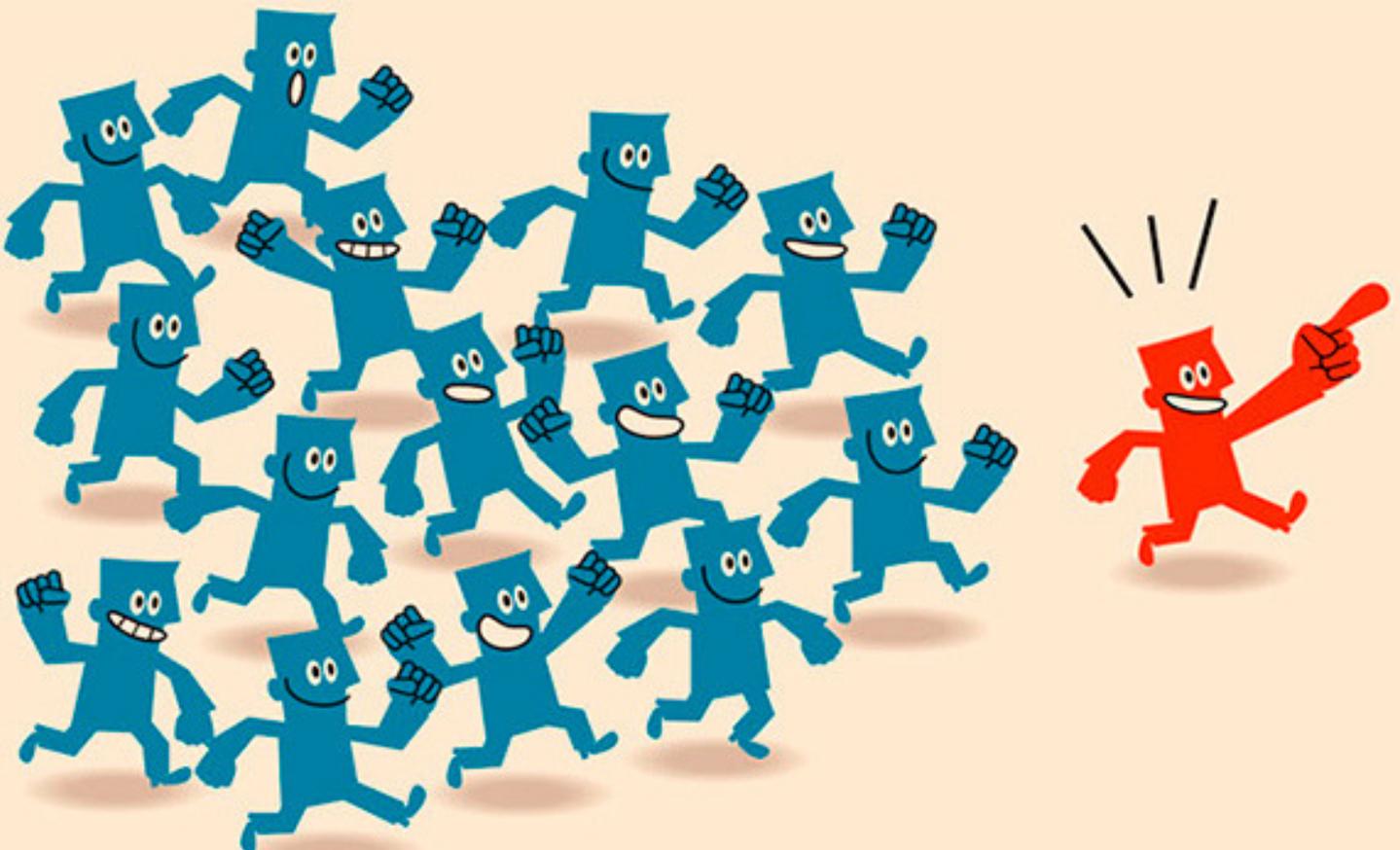
- (1) Sponsorship**
- (2) Communication**
- (3) Stakeholder Engagement**
- (4) Learning and Development**
- (5) Response Management**
- (6) Adherence Management**



A. Sponsorship

This plan will outline the details with regards to the role, accountability, expectation, and selection of sponsorship. In this section, it is also important to outline a contingency plan in case there are unforeseen circumstances that prevent appropriate sponsor quorum. By incorporating a contingency plan, change lead can have strong bench strength for sponsors who will be able to fill missing roles and onboard quickly. Sample Questions:

- What activities will the sponsor conduct?
- What resources are required as part of their commitment?
- How will the sponsors be leveraged to mitigate risk and drive engagement?
- What are the timelines for updating and gathering feedback from sponsors?
- How are the sponsors selected? Determining the criteria (e.g. credibility, experience, level of authority, level of influence, role model, hierarchy within organization)
- How will the sponsor role be evaluated as part of the Adherence plans?



B. Communication

This plan will outline the details with regards to the communication strategy and action plans. The communication plan includes all actions that will contribute to the awareness of change and expectations from people affected by the change. It will outline the key messages, outcomes, audience, frequency, timing, feedback etc. It will provide information on the timing, personnel and frequency on communication.

It will also outline all the various channels for communication, including and not limited to, peer to peer, manager to subordinate, online, newsletter, team meetings, café meetings, department meetings, fact sheets, intranet, newsletters etc. Utilize the services of the internal communication expert in helping with this portion while managing the process and facilitating the conversations. Employing best practices of successful change messaging such as explaining the business reason, sharing what is changing, the impacts and support are part of communicating change.

Sample questions include:

- Who is responsible?
- What is the frequency of conversation/communication?
- How will the change communication be conducted?
- What tools and channels will be used?
- How will the message be drafted so that the messaging 'sticks'?
- How will various sponsors we used in driving the message?

C. Stakeholder Engagement

In this plan, the focus is on engagement. To ensure stakeholder engagement explore past experiences in engagement. Facilitate the discussion around new channels and modes of engagements. In addition to training and communication, utilize tools such as prototyping, design thinking, mind maps, employee/team journey, gamification and serious play. Leverage on existing committees to drive messaging and engagement. Utilize Value-Change Reception grid to allow for better identification of influencers and impactors, and customize engagement for each segment.



Leverage assets and infrastructure to support change, however, ultimately change is about the reception and execution of behaviors. This is why it is important to think about stakeholders differently. With limited resources and high diversity in the workforce, organizations need to focus their efforts on the measured payout of different stakeholders that will drive change.

The Value-Change Reception grid is a 3x3 matrix that would aid stakeholder segmentation for change. The value portion is divided into three segments of increasing impact of change value to the organization (from bottom to top): performers, influencers, impactors. The Change Reception portion is divided into three segments of increasing level of change reception (from left to right): transitional, optimist, and enthusiast.

C. Stakeholder Engagement (cont.)

Transitional: Stakeholders who are unclear about their role and change. They require additional effort, motivation and nudging to move along the grid.

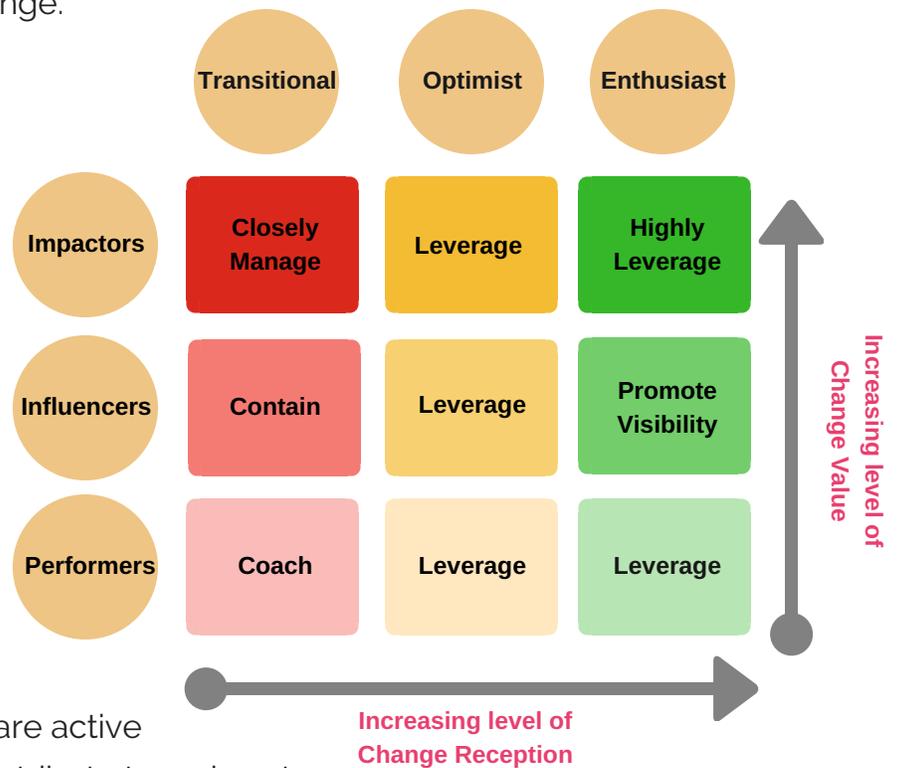
Optimist: Ready for change, but require more information to move along and participate

Enthusiast: Been ready for change and actively contributing to the change efforts.

Performers: Stakeholders who are good at their functional role.

Influencers: Stakeholders who are active within their departments and contribute to various team initiatives (E.g. social committee, work-groups etc.)

Impactors: Stakeholders who are involved in cross-functional projects. These members have strong influence and actively contribute to the strategic direction and implementation. They are not necessarily executives or senior leaders.



Once the grid is complete, it provides a visual representation of who is in the critical group that will help drive change and those who need to be closely managed during the change. The goal should be to have more people that can be leveraged and fewer who are managed during the change. Imagine a tug of war, the right sides are those on the grid that need to be leveraged and the ones on the left are those who need to be coached, contained or closely managed.

Through segmentation, change leaders can identify opportunities earlier and draft stakeholder engagement plans accordingly. This approach can also be used after a change initiative is completed as a lesson learned exercise to help build change agility. Organizations can customize the definitions of the elements in the grid to be reflective of their environment.

D. Learning and Development

In this section, the focus is on determining the organizational learning ability and approach. Learning and Development Assessment will help identify knowledge gaps and training needs with reference to change initiative. It is important to leverage on learning approaches that have worked in the past within the organization. These may include, instructor-led, computer-based, on the job, peer to peer, ongoing learning tools (FAQs, aids, guides, quick tips) etc. The learning and development plans will be aligned with the project schedule to ensure they are timely and relevant.

- What are the different options for training?
- How do we know training has worked?
- Does the training incorporate various learning styles?
- Who is responsible for training?
- Do we have in-house resources?
- Is there budget for learning and development?



E. Response Management

This is a proactive approach to discuss all potential challenges to Change. Incorporate learning from 'Knowledge' and Value-Change Reception grid to identify high-risk areas. Identify past trends and project challenges and include mitigation plans for these. These plans will be activated based on current climate and predictive analysis. Historical events and organizational culture will determine the level of risk associated with this change. This will also include observing behaviors that show lack of buy-in, defining what resistance looks like and analyzing feedback mechanisms such as surveys, management, and peer discussions. Mitigation for predictive resistance such as:

- Lack of awareness
- Historical resistance to change
- Lack of visible support
- Current impacts on the role



F. Adherence Management

Refers to the evaluation of sponsorship, communication, stakeholder engagement, learning and development, and response management to the activities. This section builds accountability, speed and shared ownership in driving change by using agile practices. By using the scrum approach to organize people to achieve the actions in a coordinated effort for each of the plans. The goal of using the scrum approach is to optimize learning and reduce or eliminate unpleasant surprises during the change progress.

Adherence management is essentially a leading indicator that will determine the overall performance and progress of change.

Change leaders can monitor adherence to the outlined activities for change in each of the plans they have created.

- Have the sponsors been conducting their role effectively?
- Are the stakeholders being included?
- Is communication plan going according to plan?
- Have we installed response plans to mitigate risk?
- Are the action items on par with the scope and deliverables?
- What are some learnings moving forward?
- What are some barriers or challenges? etc.

RESOURCES

Resources refer to the organizational commitment to support change execution

Human Resources: An inventory of all the type of personnel and groups that would be involved in support of the Change Management effort. This includes external and internal personnel. In addition, this will also include individual strengths, roles and responsibilities of sponsors, leadership team and internal Subject matter experts.

Financial Resources: This plan ensures that ongoing commitment and support for the Change initiative. The budget for external resources, learning and development training, communication efforts and general costs.

Infrastructure Resources: This refers to the IT capabilities and physical environment that will be required to support the Change. This includes portal space for collaboration of the team, newsletter, hardware, and software. In addition, it also includes physical aspects such as facilities, workspace etc.



3

IMPLEMENTATION

Alignment of the project management and change management plans, and the execution of various plans under relevance.

Implementation section focuses on two main activities:

- (1) Alignment of the Change plans with the Project Management schedule. This is a critical step and needs to be completed early in the planning phase to maintain teamwork and defined relationships. Project Management and Change Management are corresponding fields and can cause interdependence, and therefore it is essential that roles and responsibilities for each are outlined and integrated where required.
- (2) Activation of 'Relevance' plans and rolling them out.

In this section of KRISP® CHANGE framework, the activities of change and planning are drafted onto a project template, highlighting timelines, accountability, and deliverables.

Additional Questions:

- How was integration of Change Management and Project Management plans conducted? (including adding Change Management activities to project plan; collaborative approach with project team; Change Management Training to project team etc.)
- How was Sponsorship plan executed?
- How was Communication Plan executed?
- How was Stakeholder Engagement Plan executed? (what digital engagement tools are being used?)
- How was Learning and Development Plan executed?
- How was Feedback mechanism incorporated during implementation? (real time employee feedback)



SUSTAINABLE

Refers to the phase that ensures the continuation of the change efforts and realization of change

This section refers to the development of feedback mechanism to monitor ongoing activities. Sustainability plan will help to track actions that prompt the desired outcome and eliminate those that are lagging progress. Decisions will be based on the pivot or persevere concept. During this phase, change lead will develop plans to ensure maintenance of resources commitment. Also, in this section, it is important to reinforce desired behaviors and attitude through acknowledgment, rewards, and recognition to continue the momentum for change. In this section, change lead should also look at overall actions that are being taken and whether these are supporting or hurting the change initiative.

Additional Questions:

- Was the Change initiative branded?
- How were Sustainability Plans incorporated?
- How were internal resources (i.e. committees or groups) leveraged?
- What role did Stakeholders (this includes: Sponsors, Managers, Change Agents, Influencing Stakeholders, DRI - Directly responsible individuals) play to ensure sustainability of initiative?
- How were resource commitments maintained? (i.e. Financial, Performance, People, infrastructure)
- At each stage of the Change Progress, were lessons learned evaluated and internal best practices established?
- How are social media analytics used in identifying stakeholder sentiments?

5

PERFORMANCE AND PROGRESS

Refers to the phase that measures output of activities, and impacts of change

This section refers to two key measurements. **Performance** relates to the metrics that will determine success and impact of Change. **Progress** relates to the timeline of change and measures it to master project plan. Performance of Change can be measured by individual metrics, overall project and Change Management activity metrics. Some examples:

Individual Metrics

- Utilization and usage
- Proficiency measures
- Adoption metrics
- Engagement and buy-in
- Issue, complaint and error log
- Employee Feedback
- Observation of behavior changes
- Employee satisfaction survey

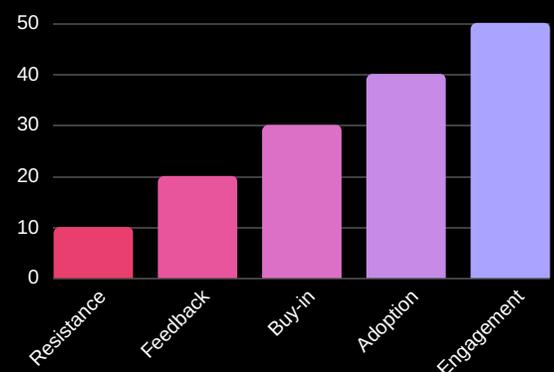
Project Performance

- Performance Improvements
- Key Performance Indicators
- Collaboration measurements
- Customer service satisfaction
- Speed of execution

Change Activity Metrics

- Tracking of Change Activities
- Participation numbers
- Training test measurements
- Communication frequency and effectiveness
- The scope of Project Management and Change Management plans
- Create criteria for WINS (short and long-term)

When developing a change program, it may be better to start with defining success and impact and then working on the other KRISP® CHANGE elements



CHANGE TOOLS

When conducting change activities, explore the various techniques or tools that can be utilized in driving change that results in engagement and participation. Traditional approaches such as facilitation, presentations and brainstorming techniques to communicate, engage sponsors and stakeholders are effective but are also predictable. Today's diverse workplace demands thinking outside the box to drive change. Engage participants through a variety of engagement tools that will help extract ideas, increase participation and buy-in.



LEGO® SERIOUS PLAY® is a great way to build ideas and form teams to collaborate in creating a story. There are excellent [open source resources](#) that can help provide direction. This is a great tool to use for senior leadership and team meetings to demonstrate the change impact and derive solutions. It will help participants to view different point of views and develop a consensus and greater appreciation. LEGO® SERIOUS PLAY® has many applications and can be used for various initiatives and ideas.

CHANGE TOOLS

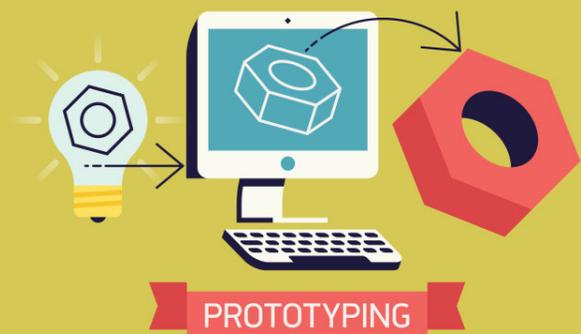
GAMIFICATION is an approach in which motivational techniques such as those in video games are utilized to nudge behaviors. At the core, it uses game mechanics to drive participation and engagement. Frequent flyer programs are a way to incentivize customers to become loyal flyers, Starbucks hooks customers through points and badges, and Fitbit sends nudges to break your step or running record for the week.



The application of gamification has already been used in health and wellness programs through Global Challenges in which, for 100 days thousands of employees globally compete in teams to improve their physical and psychological health.

Gamification can be used in driving and implementing change by creating opportunities for competition between groups and stakeholders. Creating buy-in dashboards by functional groups or learning/participation numbers by offices etc.

PROTOTYPING is an approach in which elements are built from ideas to determine and demonstrate the value or output. It helps accelerate the pace of projects and also allows for many ideas in parallel. The objective is to utilize enough resources that will generate feedback which will allow for pivot or persevere decision. Even though this has been viewed as being something industrial designers would be engaged in, the application has been across industry.



There is great opportunity to involve this tool in change management. By using prototyping, IT teams can determine the way moving forward for various IT platforms from an end-user perspective. A combination of stakeholder communication activities can be rolled out to see which one is most effective, or what types of learning activities are addressing the knowledge gap etc.

CHANGE TOOLS

DESIGN THINKING is a concept that focuses on the 'user' at the center of the experience. With reference to Change Management, this would refer to every stakeholder that is impacted by the change initiative.

When a change is initiated, the focus is often wrongly disproportionately focused on it being a logical choice and that this is why the assumption is made that there will be buy-in and acceptance. This assumption ignores the 'user' experience and relies on data to get the message across.

How can design thinking be applied in Change Management?

- Ask a lot of questions from the stakeholders. Challenge assumptions.
- Care about the end user. Show empathy gain deeper insights.
- Connect ideas on how the change is going to be implemented and how it will be received - prototyping.
- Commit to the cause



CONCLUSION

KRISP® CHANGE is a planning and implementation framework that incorporates various aspects that drive successful change, by enabling and activating change. The goal of applying KRISP® CHANGE Framework is to develop the change strategy and program. Teams and individuals that are responsible for leading change will be able to draft the change journey and map. The activation of change will be in the form of training, meetings, facilitation, coaching, and advice to meet the objectives outlined in the scope of the project, utilizing various tools that have been outlined as avenues to explore to help engage and increase participation during implementation.

It is critical that organizations become agile in planning change and focus most of their energy in executing change.

We recommend applying concepts from Agile such as Zero Sprint and scrum when conducting KRISP® CHANGE.

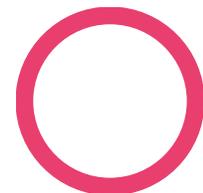


CHANGE PLANNING PILOT CHECKLIST

KNOWLEDGE	(1) CHANGE PROFILE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) ORGANIZATIONAL PROFILE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(3) INDUSTRY PROFILE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(4) CHANGE GOVERNANCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RELEVANCE	(1) SPONSORSHIP PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) COMMUNICATION PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(3) STAKEHOLDER ENGAGEMENT PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(4) LEARNING AND DEVELOPMENT PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(5) RESPONSE MANAGEMENT PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(6) ADHERENCE PLAN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RESOURCES	(1) HUMAN CAPITAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) FINANCIAL COMMITMENT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(3) INFRASTRUCTURE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IMPLEMENTATION	(1) ALIGNMENT OF PROJECT PLANS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) EXECUTION OF PLANS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SUSTAINABLE	(1) DEVELOP FEEDBACK MECHANISM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) MAINTAIN RESOURCE COMMITMENTS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PERFORMANCE	(1) INDIVIDUAL/TEAM METRICS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) METRIC ALIGNMENT WITH STRATEGY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(3) PROJECT PERFORMANCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PROGRESS	(1) CHANGE ACTIVITY METRIC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(2) CHANGE PROGRESS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	(3) CHANGE TRANSFER/COMPLETION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

NOT COMPLETED = 0
 IN PROGRESS = 5
 COMPLETED = 10

TOTAL SCORE =



E-Book Disclaimer



CSPN has partnered with IMPACT CHANGE to provide certification in Change Management for our members and network. KRISP® Change is a 3-day certification training that helps leaders better plan and implement change within their organizations.

CSPN is not responsible for the KRISP® Change content as it's owned and developed by IMPACT CHANGE and CSPN has no authority to modify or contribute to this publication. Product information is based solely on material received from IMPACT CHANGE.

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Get Certified in KRISP® CHANGE



KRISP® CHANGE planning and implementation framework provide change practitioners and others to systematically plan, activate and manage change in an agile and scalable way. This certification course provides new tools and insights combining theory and practical application on the issues that are most challenging in change. KRISP® CHANGE is QEP™ qualified for 21 instructional hours by ACMP.



The Association of Change Management Professionals (ACMP) is a nonprofit professional association dedicated to advancing the discipline of change management. ACMP is a global community of more than 3,000 change practitioners. ACMP offers its members the space to learn, share and cultivate professional change practices so they and their organizations can achieve intended outcomes and results.

We Design Memorable Customer Experiences and Empower People to Deliver Them.

CSPN is a leading provider of learning and development solutions, consulting services and networking opportunities designed to empower organizations and employees to harness the competitive advantage of delivering exceptional customer experience. CSPN works with companies to unlock organizational potential by helping to define exceptional customer experiences that are enabled by empowered employees. We know that empowering employees starts by enabling them, and that means providing them opportunities to learn and grow. CSPN offers a broad range of training solutions for all your professional development needs – everything from Customer Service to Leadership, Management, Change Management, Technical Skills and HR Support. Our award-winning programs offer long-term performance solutions that create positive behavior changes and sustainable results.



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