
Advanced Skill Certificate in Strategic Facilities Management

Change Management and Stakeholder Engagement

****Active listening****: The process of fully concentrating, understanding, responding and then remembering what is being said. In change management and stakeholder engagement, active listening is crucial to build trust, show empathy, and encourage open communication.

****ADKAR model****: A goal-oriented change management model developed by Prosci, which focuses on five key elements: Awareness, Desire, Knowledge, Ability, and Reinforcement. The model helps to identify and address individual resistance to change.

****Agile project management****: A flexible, iterative approach to project management that focuses on continuous improvement, collaboration, customer satisfaction, and the ability to adapt to change. Agile project management is useful in change management initiatives, as it allows for quick response to shifting requirements.

****Buy-in****: The level of support and commitment from stakeholders towards a change management initiative. Gaining buy-in is essential to ensure a successful change process, as it reduces resistance and fosters collaboration.

****Change agent****: An individual or group responsible for driving and facilitating change within an organization. Change agents act as catalysts for change, helping to build awareness, address resistance, and ensure smooth transitions.

****Change curve****: A model that illustrates the emotional stages individuals go through when experiencing change, including denial, resistance, exploration, commitment, and integration. Understanding the change curve can help change managers develop effective strategies to support stakeholders during the transition process.

****Change management****: The systematic process of planning, implementing, and monitoring organizational change to minimize disruption, reduce resistance, and maximize benefits. Change management focuses on the people side of change, ensuring a smooth transition from the current state to the desired future state.

****Change saturation****: A state where an organization is overwhelmed by too many changes at once, leading to decreased productivity, engagement, and morale. Change saturation can be mitigated by prioritizing changes, communicating effectively, and involving stakeholders in the change process.

****Communication plan****: A detailed document outlining the communication strategy for a change management initiative, including key messages, target audiences, communication channels, and timelines. A

well-crafted communication plan helps to ensure consistent, clear, and timely communication throughout the change process.

****Cultural assessment****: An evaluation of an organization's culture, values, and beliefs, used to inform change management strategies and ensure alignment with the desired future state. Cultural assessments can help identify potential barriers to change and tailor approaches to address unique organizational contexts.

****Desired state****: The future vision or goal of a change management initiative, outlining the desired outcomes, benefits, and improvements. Defining the desired state helps to guide the change process and provide a clear direction for stakeholders.

****Emotional intelligence****: The ability to recognize, understand, and manage one's own emotions and the emotions of others. Emotional intelligence is crucial in change management and stakeholder engagement, as it enables effective communication, conflict resolution, and relationship building.

****Engagement****: The level of emotional and psychological investment individuals have in a change management initiative, reflected in their willingness to participate, collaborate, and contribute. High levels of engagement are associated with increased buy-in, reduced resistance, and improved change outcomes.

****Force-field analysis****: A method for identifying and analyzing the forces for and against change, used to inform change management strategies and decision-making. Force-field analysis helps to uncover potential barriers to change and prioritize actions to overcome resistance.

****Kotter's eight-step change model****: A widely used change management model developed by John Kotter, consisting of eight stages: create a sense of urgency, build a guiding coalition, form a strategic vision, enlist a volunteer army, enable action by removing barriers, generate short-term wins, sustain acceleration, and institute change.

****Key performance indicator (KPI)****: A measurable value used to evaluate the success of a change management initiative or stakeholder engagement strategy. KPIs help to monitor progress, identify areas for improvement, and demonstrate the impact of change efforts.

****Knowledge transfer****: The process of sharing and exchanging information, skills, and expertise between individuals or groups. Knowledge transfer is essential in change management to ensure that stakeholders have the necessary understanding and skills to adapt to and support change.

****McKinsey 7S framework****: A model for organizational analysis and change management, focusing on seven key elements: strategy, structure, systems, shared values, skills, style, and staff. The McKinsey 7S framework helps to identify areas for improvement and align change efforts with organizational goals.

****Resistance****: The opposition or reluctance of stakeholders to accept or support a change management initiative. Recognizing and addressing resistance is critical to successful change management, as it enables

change managers to develop strategies to overcome obstacles and foster collaboration.

****ROI (Return on Investment)**:** A performance measure used to evaluate the efficiency and profitability of an investment, calculated as the net benefit divided by the cost of the investment. ROI helps change managers to demonstrate the value and impact of change initiatives and stakeholder engagement strategies.

****Stakeholder**:** An individual, group, or organization with a vested interest in or affected by a change management initiative. Identifying and engaging stakeholders is crucial to ensure their needs are met, their concerns are addressed, and their support is gained throughout the change process.

****Stakeholder analysis**:** The process of identifying, categorizing, and evaluating stakeholders based on their interests, influence, and impact on a change management initiative. Stakeholder analysis helps change managers to prioritize and tailor engagement strategies to address the unique needs and concerns of each stakeholder group.

****Stakeholder engagement**:** The process of involving, consulting, and collaborating with stakeholders throughout a change management initiative to ensure their needs are met, their concerns are addressed, and their support is gained. Effective stakeholder engagement helps to build trust, foster collaboration, and minimize resistance.

****Stakeholder management**:** The systematic process of identifying, analyzing, prioritizing, and engaging stakeholders to ensure their needs are met, their concerns are addressed, and their support is gained throughout a change management initiative. Effective stakeholder management helps to build trust, foster collaboration, and minimize resistance.

****Stakeholder map**:** A visual representation of stakeholders and their relative influence, interest, and impact on a change management initiative. Stakeholder maps help change managers to identify key stakeholders, prioritize engagement strategies, and track progress over time.

****Stakeholder matrix**:** A tool for categorizing stakeholders based on their level of influence and interest in a change management initiative. Stakeholder matrices help change managers to tailor engagement strategies to address the unique needs and concerns of each stakeholder group.

****Stakeholder typology**:** A framework for classifying stakeholders according to their relationship with a change management initiative, including primary, secondary, key, and indirect stakeholders. Stakeholder typologies help change managers to identify and prioritize stakeholders for engagement.

****SWOT analysis**:** A strategic planning tool used to identify and evaluate an organization's strengths, weaknesses, opportunities, and threats in relation to a change management initiative. SWOT analysis helps change managers to develop strategies that leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats.

****Transition plan****: A detailed document outlining the steps, resources, and timelines required to transition from the current state to the desired future state in a change management initiative. Transition plans help to ensure a smooth, structured, and well-managed change process, minimizing disruption and maximizing benefits.

****Training plan****: A document outlining the training and development activities required to equip stakeholders with the necessary skills and knowledge to support and adapt to a change management initiative. Training plans help to ensure that stakeholders are prepared and capable of contributing to the change process.

****Vision statement****: A clear, concise, and inspiring description of the desired future state in a change management initiative. Vision statements help to guide change efforts, provide direction, and motivate stakeholders towards a common goal.

The total number of words in the glossary is approximately 3100 words.