



CERTIFICATE OF ATTENDANCE

This certificate acknowledges that the attendee participated in the program described below.

Attendee: _____

Program Number: **C048-081909**

Program Title: **Change Management - The Missing Link in Project Management**

Speaker: **Peter de Jager**

Program Description:

The participants will learn, and utilize, the following concepts;

1. Change is not an event, it is a process that takes time and has distinct stages.
2. A certain amount of 'resistance to Change' is crucial to ANY organization. There is far too much Change possible for us to embrace every Change available. And, organizations MUST foster an environment that permits rational resistance to Change, in order to intelligently select the most appropriate Changes available.
3. People do not really 'resist' Change, they resist being changed and they resist uncertainty. The goal of management is to entice people to Change when appropriate, AND to plan the Change as effectively as possible to minimize the uncertainty.
4. If people are 'resisting' Change, it is because they do not believe it is necessary. In other words, not enough of the right form of communication has taken place.
5. The overriding importance and value of clear, constant, honest communications

PMBOK Knowledge Area:

Project Human Resource Management, Project Communication Management

Program Date: August 19, 2009

PDU's Earned: 1.5

Kevin Cukrowicz, PMP
VP of Member Services

This certificate should be retained by the PMP to substantiate their PDU claim.