

HCMBOK®



Training Partner:
McKaram Consulting

Human Change
Management
Body of
Knowledge

HCMBOK® to
AGILE – Change
Management for
Agile Projects



The world has changed. Change Management too.

The HCMBOK® (Human Change Management Body of Knowledge) is a comprehensive guide to Change Management. It encompasses methodologies, tools, and best practices, with the aim of connecting Organizational Change Management activities to the phases and typical management activities of any project.

Overview

The HCMBOK® — Human Change Management Body of Knowledge—is the knowledge base of the HUCMI. It encompasses methodologies, tools, and best practices, with the objective of establishing a connection between the Organizational Change Management framework and the phases and typical management activities of projects across various domains.

As an icon of the third generation of change management, the HCMBOK serves as an objective and practical guide. It has been developed to be mastered and applied by professionals from all areas, extending beyond the realm of change management experts.

Our approach relies on strategic planning for change management within programs or projects, as well as the establishment of the CMO (Change Management Office). This organizational entity is responsible for overseeing all changes, starting from the initial stages of organizational strategic planning.





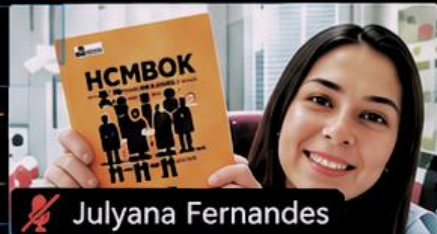
avelita nascimento



Vicente Gonçalves



Édila Nunes



Julyana Fernandes



ESTHER DE FREITAS SILVA



Delvid Lopes



PATRICIA CASTRO



LUCAS ALLEBRANDT



Raphael Ramos Ono



Luchanne



Larissa Godoy



Catalina Manssau



Juliana Alves dos Santos



Adelaide Giacomazzi



Thália Schulz



Michele Sartori



Alison Ribeiro



Bruno Campos



Natalia Lima



Ronaldo Silva



Daniella Jardim



Camila Gonçalves



Rafaela Gil



Bruna Luz



I completed the HCMBOK® 3G certification, in the credentials Practitioner and Expert Professional in Change Management, by the Human Change Management Institute.

More than a certification, this process broadened my view of a topic that has been increasingly arousing my interest: how to support people and organizations so that changes happen in a structured, sustainable and, above all, human way.

At this point in my career at BASF, my work has increasingly focused on Change Management projects, which makes this achievement even more significant. I have had the opportunity to apply new knowledge in practice, while I continue to learn and develop more and more in this area.

I am sure that this certification will be an important foundation for this new stage and for everything that still lies ahead.

A special thanks to Prof. João Vicente Gonçalves, for his generosity in sharing his knowledge, experiences and learnings along this journey. It was very enriching!

→ Extracted from LinkedIn



Julyana Fernandes, HCMBOK® HCMP®
Change Management Consultant, BASF
São Paulo, Brazil

CERTIFIED ON 14 AUGUST 2026

Who Should Attend

Designed for professionals who lead, support and enable change across their organisations.

This programme is ideal for:

- ✔ Project & Programme Managers driving strategic initiatives and transformation
- ✔ Change Managers & Change Practitioners leading people through organisational change
- ✔ IT & Digital Transformation Professionals implementing new technologies and systems
- ✔ HR & People Professionals supporting workforce and cultural transformation
- ✔ PMO & Transformation Management Office Professionals strengthening governance, delivery and change capability
- ✔ Change & Transformation Leaders responsible for shaping and driving organisational change
- ✔ Continuous Improvement & Operational Excellence Professionals focused on improving processes and performance
- ✔ Department Heads & Business Leaders leading teams through change and transformation

Zinhle Mpungose

Head of People Management, Transnet SOC Ltd
City of Johannesburg, Gauteng, South Africa



TRAINED ON 2 DECEMBER 2019



→ Extracted from YouTube

"The HCMBOK training has been quite an eye-opener, particularly for us as a group of very seasoned change managers, where we had got very comfortable and accustomed to doing things in a rushed manner, where we are no longer taking into cognizance the smaller activities which make a great impact on the actual project outcome.....

....The HCMBOK tools are absolutely fantastic. I feel like I'm equipped with a nice toolbox that I can open up and use for different scenarios."



Maslow's Hieracchy of Needs



Learning Outcomes

At the end of the training, you will be able to manage and lead changes by applying HCMBOK®, and will have:

- ✔ A solid understanding of the methodology, tools, good practices and tactics for managing the human factor in change processes;
- ✔ Ability to understand and differentiate human behaviors in the face of a changing situation and manage the human factor throughout the project and in its sustaining phase;
- ✔ Knowledge of advanced approaches for managing stakeholder engagement and antagonism;
- ✔ Skills for managing participatory processes, conflicts, stress, motivation, building team spirit and stimulating creativity and innovation;
- ✔ Ability to develop Strategic Change Management Plan.



Program Structure

The HCMBOK® Training & Certification Program is structured into two progressive modules, taking participants from the fundamentals of Change Management through to advanced professional application.

MODULE I

HCMBOK® 3G Practitioner

Foundations of the framework

We will explore the core macroactivities of change management related to the typical phases of any kind of change project.

MODULE II

HCMP® 3G Expert Professional

Applying the full structure

We will navigate the recurring macroactivities. The set of activities will be part of the project, from the planning to the production phase.

DOWNLOAD FIRST CHAPTERS OF THE HCMBOK®

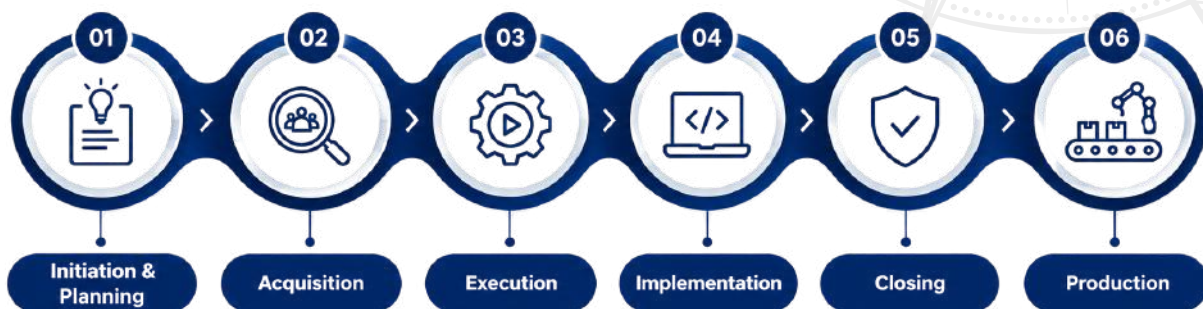


MODULE 1:

HCMBOK® 3G PRACTITIONER

INTRODUCTORY CONCEPTS

- Why Change?
- Data, Facts and Benchmarks on Change Management
- The Concept of Stakeholder
- What is Change Management?
- Change Management Has Changed Too
- Change Management 3.0
- Change is a Journey, Not an Event
- Human Barriers to Change
- The Effects of Change on the Workforce
- Organizational Anticipatory Grief and Its Implications



INITIATION AND PLANNING

- Define and prepare the project sponsor
- Conduct the leadership alignment and mobilization workshop
- Define the purpose and identity of the project
- Assess the characteristics of the organizational culture and their implications for the change
- Assess the organization's readiness for change and its potential impacts
- Define roles and responsibilities of the project team
- Adapt the physical environment to the project's needs
- Plan the allocation and development of the project team
- Establish the Change Management action plan
- Map and classify stakeholders
- Plan the project kick-off
- Develop the Strategic Change Management Plan

MODULE 1:

HCMBOK® 3G PRACTITIONER

ACQUISITION

- Plan the human aspects of the procurement process
- Assess the risks of cultural clashes between suppliers and the team
- Define the team's additional training needs
- Identify alternatives for knowledge management
- Map suppliers' leadership styles
- Validate roles and responsibilities (RACI Matrix) with suppliers
- Plan the integration of suppliers into the organization's culture

EXECUTION

- Conduct the project kick-off event
- Assess organizational impacts
- Plan and execute learning management
- Update the project Risk Map
- Confirm the future roles of stakeholders after project completion
- Plan the gradual demobilization of the project team
- Define roles and responsibilities for the Production phase
- Define change readiness assessment indicators

IMPLEMENTATION

- Assess users' readiness and confidence for the implementation
- Ensure leadership commitment to the implementation
- Conduct the implementation decision meeting
- Communicate the outcome of the implementation decision meeting

CLOSURE

- Execute the gradual demobilization of the project team
- Recognize team and individual performance
- Develop the Lessons Learned Map
- Ensure users are prepared to train new employees
- Ensure the maintenance and support team is prepared for the post-project phase

PRODUCTION

- Ensure the sustainability of the change

MODULE 2

HCMP® 3G EXPERT PROFESSIONAL

INTRODUCTION

- Leading change is not the same as managing it
- The impact of organizational culture on the Change Management approach
- The organic aspects of recurring macro-activities

RECURRING MACRO-ACTIVITIES

- Encourage participatory processes
- Plan and manage communication
- Practice empathetic communication and understand brain dominance
- Build team spirit and conduct team reinforcement activities
- Manage conflicts
- Manage stress
- Manage motivation
- Manage behaviors
- Foster creativity and innovation
- Manage stakeholder engagement and antagonism
- Essential skills for change leaders

HANDS-ON WITH HCMBOK® TOOLS

Put the methodology into practice with HCMBOK® Tools—designed to help you structure, integrate and streamline your Change Management activities across the entire transformation journey, from planning and execution to adoption and sustainable change.

All participant will get FREE access to the HCMBOK® TOOLS Plus for 180 days, an innovative cloud app that addresses four fundamentals of Change Management in an innovative, simple and practical way:

- Strategic Change Management
- Change Execution Activities
- Stakeholders Intelligent Management
- Management Cockpit

→ **Learn More About HCMBOK® TOOLS**

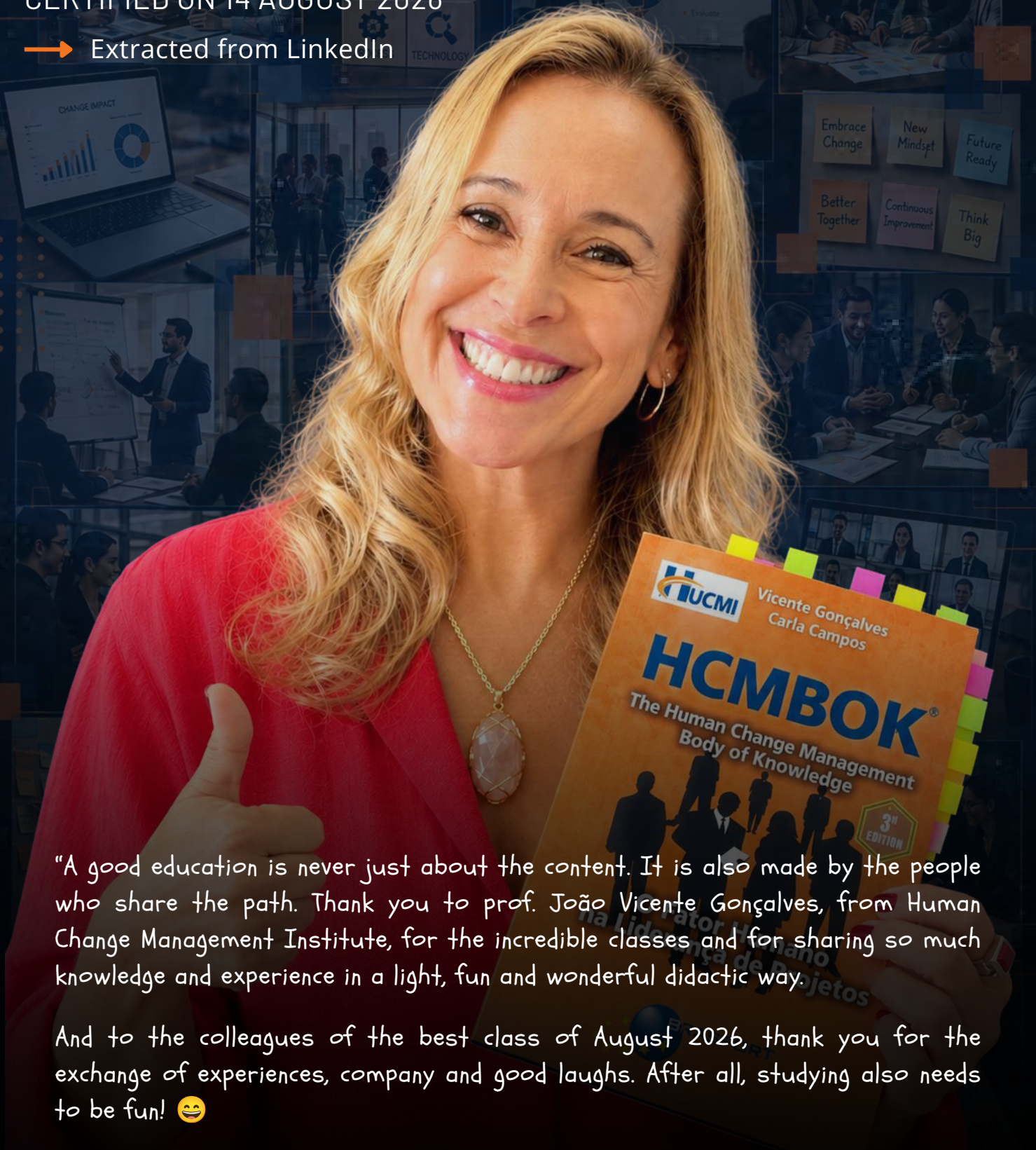
Adelaide Giacomazzi, HCMBOK® HCMP®

Productivity & Change Management Consultant
São Paulo, Brazil



CERTIFIED ON 14 AUGUST 2026

→ Extracted from LinkedIn



"A good education is never just about the content. It is also made by the people who share the path. Thank you to prof. João Vicente Gonçalves, from Human Change Management Institute, for the incredible classes and for sharing so much knowledge and experience in a light, fun and wonderful didactic way.

And to the colleagues of the best class of August 2026, thank you for the exchange of experiences, company and good laughs. After all, studying also needs to be fun! 😊

More than completing training, there is the opportunity to put these learnings into practice and continue learning and changing. Always! "

Assessments

HUCMI regards certification assessments as an integral part of the learning journey. No additional fees apply when assessments are completed within the prescribed certification period.

Certification Period

- Participants have 180 days from the date of training to complete both assessments and obtain their certification.
- Assessments are conducted online via the HUCMI website and can be completed at a time and location that best suits the participant.
- An extension of up to 90 additional days may be requested after the initial 180-day period, subject to a US\$50 administrative fee.

Assessment Structure

The certification pathway consists of two separate assessments, designed to provide a more manageable learning experience:

- HCMBOK® 3G Practitioner - First-level certification demonstrating practical knowledge and application of HCMBOK® principles.
- HCMP® 3G Expert Professional - Advanced certification recognising deeper expertise and professional application.

To take the assessment for certification in Module II - HCMP® 3G Expert Professional, you must first be certified as Module I - HCMBOK® 3G Practitioner.

Passing Requirements

To successfully pass each assessment, participants:

- Must complete all 32 questions within 90 minutes
- Must achieve a minimum score of 75%
- Have 3 attempts per assessment within the certification period

Certificate & Digital Badge

You will be awarded a digital badge and a certificate for each module.

Your name will be listed among the 18,000+ Certified Professional in our website. <https://hucmi.com/profissionais/certificados/>

MODULE I : HCMBOK® 3G Practitioner



MODULE II : HCMP® 3G Expert Professional



Training Modalities

Both modality, the training is conducted for 21 hours, exploring all the macro activities of the HCMBOK® and developing exercises.

FACE-TO-FACE TRAINING



LIVE ONLINE TRAINING



The **LIVE ONLINE TRAINING** platform provides a highly integrated and interactive experience among participants. Your perception will be of a **FACE-TO-FACE VIRTUALIZED** training, without having to travel or leave your professional commitments.

The content and exercises are the same as those used in the face-to-face modality.



This certification allows me to strengthen my knowledge and practices in human change management, applying a structured approach to accompany people and organizations in their transformation processes. One more step in my professional path to continue contributing to projects not only being implemented, but also being adopted and generating real value.

→ **Santiago Márquez de Prado Ortiz, Spain**



Today I celebrate an important achievement: I obtained my certificate in Change Management by HUCMI. One more step to continue accompanying organizations on their journeys of change, always focused on people.

→ **Ilse Sánchez, Mexico**



Thank you Marlon Kamesa and Florence Chikowore for being such great Instructors. I loved attending the sessions and you prepared me well! #changeleaders

→ **Tayla May Bentley, South Africa**



"Nothing is permanent except change" (Heraclitus of Ephesus)
We go through rapid and constant changes, especially nowadays, and this milestone only encourages me to continue supporting people in a structured way in their transformation processes, to look at the new from a new perspective and encourage them on this journey, to experience the unknown and embrace it as a new way of acting. Closing the year doubly certified!

→ **Camila Venditti, USA**

Global Reach & Impact

A Decade of Building Change Capability

HUCMI have helped organisations and professionals across the globe build the capabilities needed to navigate change with confidence.

18,000+

professionals trained

2,100+

organisations supported

50+

countries reached

30+

countries with Training Partners

McKaram Consulting is a Training Partner of HUCMI



McKaram Consulting

A Training Partner of HUCMI

Founded in 2024 and based in Malaysia, McKaram Consulting specializes in Project Management and Change Management, equipping businesses with the tools, frameworks, and strategies needed to enhance efficiency, improve governance, and navigate complex transformations with confidence.



SHARANJIT KAUR

PROGRAMME DIRECTOR

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Sharan is a seasoned project and change management professional with over 16 years of experience across EMEA and APAC.

As the Founder and Managing Director of McKaram Consulting, she has built strategic partnerships with global organizations such as the Human Change Management Institute (HUCMI), Change Management Alliance (CMA), Women In Change, and many others, furthering her mission to empower clients in navigating transformation.

She holds an MSc in Major Programme Management (megaprojects) from the University of Oxford, bringing both academic rigor and practical expertise to her work.



MARLON KAMESA

CERTIFIED HCMBOK TRAINER

- HCMBOK® 3G Practitioner
- HCMP® 3G Expert Professional
- HCMBOK® to AGILE Practitioner



With over a decade as a HUCMI Trainer, Marlon is one of the pioneers behind HUCMI's training journey. He has contributed extensively to course creation, content development, and the evolution of HUCMI's programmes.

He has over 25 years of Regional and International consulting experience and in-depth working knowledge of contemporary methodologies used in change management consulting, which he acquired whilst working for Ernst & Young, PriceWaterhouse Coopers, IBM Global, CapGemini and Hay Management Consultants.

He has been assigned Project Leader on Change Management, Organisational Transformation and Business Process Re-engineering assignments, HR Audits, Performance Management interventions and Organisational Design in Kuwait, UK, Australia, Zambia, Botswana, Malawi, and South Africa.

An accomplished international keynote speaker, Marlon has been invited to speak at major global conferences and industry events, including those organised by the PMO Global Alliance (PMOGA) and the Association of Change Management Professionals (ACMP).

Education & Professional Certifications:

- Post Graduate Diploma in Personnel Management - 1996
- BSc Honours in Psychology - 1996
- HCMBOK® Master Professional
- Prosci Certification



Training Fees & Inclusions

Creating Value Through Capability Investment

Great professionals understand that meaningful growth comes from continuous learning, practical experience and the right frameworks.

The HCMBOK® programme brings these together in one professional development experience — combining structured methodology, expert facilitation and internationally recognised certification to help you strengthen your capability in managing the human side of change.

YOUR INVESTMENT INCLUDES

- **Professional Training**
Instructor-led training delivered by experienced change management professionals, combining structured learning with practical insights and real-world application.
- **Practical Knowledge & Frameworks**
Tools, concepts and methodologies designed to support the planning and execution of change initiatives.
- **HCMBOK® Tools Access**
Receive 180 days of complimentary access to HCMBOK® Tools Plus, providing practical digital resources to support the application of HCMBOK® concepts in your change initiatives.
- **Registration & Examination**
Programme registration and certification examination (3 attempts) are included.
- **HCMBOK® 3rd Edition E-Book**
Receive the HCMBOK® 3rd Edition e-book two weeks prior to the training. Participants who prefer a physical copy may purchase the book directly from Amazon. For in-house programmes, we can also facilitate discounted bulk purchases.

Virtual Training

Flexible Learning. Global Access.

Join our live, instructor-led virtual programme from wherever you are. Designed for professionals seeking a convenient and engaging learning experience without the need for travel.

Options:

- Full -Time: 3 days - 7 hours per day
- Part-Time: 5 days - 4 hours per day

Investment: USD 1,000 per participant (Excluding 8% tax)

Public Training

Learn, Connect & Grow Together.

Join professionals from different organisations and industries in an interactive classroom environment. Public programmes provide opportunities to exchange experiences, build professional connections and learn from diverse transformation perspectives.

Options

- Full -Time: 3 days - 7 hours per day
- Part-Time: 5 days - 4 hours per day

Investment: From USD 1,500 per participant
(Includes venue, meals and refreshments. Applicable taxes are excluded and may vary depending on the country of delivery.)

In-House Training

Bring the Learning to Your Organisation.

Our in-house programmes can be delivered at your premises, a preferred venue or virtually, with the flexibility to accommodate your team size, schedule and organisational requirements.

Contact: admin@mckaramconsulting.com

International Awards

Trusted by Professionals.

Our work is grounded in expertise, strengthened by partnerships, and validated by the professionals and organisations we serve.



Award-Winning Recognition by CORPORATE VISION

Best Project Management Consultancy Firm - UK
Education and Training Awards -2026

From innovative training providers and forward-thinking educators to skills champions and learning leaders, the this award spotlights those who go above and beyond to inspire, educate, and empower.

→ [Learn More](#)

Corporate LiveWire Global Awards 2026/27

Winner - Project Management Consultancy of the Year

The research team casts their final judgment based on the following criteria: service excellence, marketing and branding, industry recognition, ethical practice, and employee satisfaction.

→ [Learn More](#)



RECOGNITION FOR EXCELLENCE. COMMITMENT TO EVERY MILESTONE.

NEW

Our Global Community

CMA - Change Management Alliance is a leading global collaborative learning community dedicated to advancing the field of Change Management. Sponsored by the Human Change Management Institute (HUCMI), CMA provides a dynamic platform for professionals, consultants, project leaders, HR specialists, and organizations to connect, learn, and grow.



Our mission is to foster a vibrant international network that explores the latest trends, shares practical insights, and drives successful organizational transformations worldwide.

[JOIN OUR NETWORK](#)

- ✓ **Community Insights**
Where articles, case studies, and insights spark new breakthroughs.
- ✓ **Global Feed**
Where global conversations ignite shared growth.
- ✓ **Templates and Tools**
Browse our library of spreadsheets featuring tools to support your change management efforts.
- ✓ **Media Hub**
Inspiring Change Through Video: Insights, Tools, and Best Practices
- ✓ **CMA Survey Results**
The Future of Change: Your Voice in the Global Survey.

...and more!

