



## Curriculum

### Certification in Applied AI Change Management™

#### Program Overview

The Certification in Applied AI Change Management™ is a professional development program designed to equip experienced change management practitioners with the foundational knowledge, practical skills, and applied frameworks necessary to understand and responsibly engage with artificial intelligence in contemporary organizational environments.

Artificial intelligence technologies are rapidly transforming how work is performed, how decisions are supported, and how organizations approach productivity, analysis, and innovation. While technical specialists design and implement artificial intelligence systems, organizational change professionals play a critical role in helping organizations interpret these technologies, experiment responsibly, and translate artificial intelligence capabilities into practical workplace applications.

This certification addresses the emerging need for AI-literate change professionals who can understand artificial intelligence technologies, experiment with available tools, and help organizations interpret and responsibly adopt artificial intelligence capabilities within existing business workflows.

The program emphasizes applied learning, combining conceptual instruction, technology demonstrations, collaborative experimentation, and structured problem-solving exercises.

#### Program Learning Objectives

Upon completion of the Certification in Applied AI Change Management™, participants will be able to:

1. Explain key artificial intelligence concepts relevant to organizational change and workplace productivity.
2. Distinguish between major categories of artificial intelligence technologies including machine learning, generative artificial intelligence, and emerging agentic artificial intelligence systems.

3. Identify common ways artificial intelligence is currently used within business workflows and organizational environments.
4. Demonstrate the ability to use artificial intelligence tools such as ChatGPT or comparable systems to support change-related tasks.
5. Evaluate artificial intelligence outputs for usefulness, limitations, and potential risks.
6. Interpret the broader governance and institutional landscape shaping artificial intelligence adoption.
7. Identify potential use cases for artificial intelligence within change management activities and organizational workflows.
8. Develop and present applied artificial intelligence use cases that demonstrate responsible and practical application.

## Competency Framework

The certification is structured around five competencies.

### Competency 1: Artificial Intelligence Foundations for Change Professionals

Participants develop foundational literacy in artificial intelligence concepts necessary for responsible professional practice.

Competencies include:

- understanding key artificial intelligence terminology
- distinguishing generative artificial intelligence, machine learning, and automation
- recognizing the capabilities and limitations of artificial intelligence systems
- understanding the emergence of agentic artificial intelligence.

### Competency 2: Artificial Intelligence Tool Use in Change Work

Participants gain practical experience using modern artificial intelligence tools to support change-related activities.

Competencies include:

- crafting effective prompts
- iterating on artificial intelligence outputs

- applying artificial intelligence to drafting, synthesis, and analysis tasks
- evaluating output quality and reliability.

### Competency 3: Artificial Intelligence Workflow Understanding

Participants learn to recognize how artificial intelligence is being incorporated into organizational workflows.

Competencies include:

- identifying workplace artificial intelligence use patterns
- recognizing automation opportunities
- understanding human-AI collaboration models
- recognizing limitations and operational constraints.

### Competency 4: Responsible Artificial Intelligence Awareness

Participants develop awareness of the broader institutional and governance landscape shaping artificial intelligence use.

Competencies include:

- understanding the NIST AI Risk Management Framework  
recognizing OECD artificial intelligence principles
- understanding emerging regulatory frameworks such as the EU AI Act
- difference between ethics and regulation
- identifying responsible artificial intelligence practices.

### Competency 5: Applied Artificial Intelligence Use Case Identification

Participants demonstrate the ability to identify and frame practical artificial intelligence applications within organizational contexts.

Competencies include:

- framing organizational problems
- identifying artificial intelligence-supported solutions
- evaluating feasibility and limitations
- communicating applied artificial intelligence opportunities.

# Program Structure

The certification consists of five instructional phases.

## Phase 1: Pre-Orientation Preparation

Participants receive preparatory materials to establish foundational knowledge and prepare for collaborative learning.

Materials include:

- welcome letter and curriculum
- technology readiness instructions
- artificial intelligence glossary of terms
- artificial intelligence landscape brief
- video introduction instructions

Participants submit a short **three-minute video introduction** describing their professional background and learning goals.

## Phase 2: Orientation Session

The orientation session establishes conceptual grounding and prepares participants for the applied learning experience.

Topics include:

- artificial intelligence adoption in contemporary organizations
- the Applied AI Change Management™ framework
- the global artificial intelligence governance landscape
- reflection on the role of artificial intelligence in change management
- the historical evolution of artificial intelligence technologies
- introduction to agentic artificial intelligence
- technology demonstration
- explanation of the applied learning lab mechanics.

Participants engage in structured breakout discussions to explore how artificial intelligence may affect their professional roles.

### Phase 3: Preparation for the Applied Learning Lab

Participants complete assigned preparation tasks before the lab session.

Assignments include:

- review of artificial intelligence workflow patterns reading
- review of prompting guidance
- exploration of at least one artificial intelligence tool
- identification of a real organizational challenge relevant to change management.

### Phase 4: Applied Learning Lab

The Applied Learning Lab provides experiential learning through collaborative experimentation and problem solving.

Participants work in teams to:

- explore artificial intelligence tools
- investigate a change-related challenge
- develop a prototype artificial intelligence-supported solution
- present findings and recommendations.

Mentors provide guidance on artificial intelligence applications and business context. Judges evaluate team presentations based on established criteria including practicality, responsible use, and clarity of solution.

### Phase 5: Certification Examination

Participants complete a certification examination designed to evaluate comprehension across all competency domains.

The examination includes questions addressing:

- artificial intelligence foundations
- responsible artificial intelligence awareness
- prompting and tool use
- workflow process and understanding
- use case project identification.

Successful completion confirms the participant has demonstrated competence in **Applied AI Change Management™**.

## Instructional Methods

The program utilizes multiple instructional methods including:

- conceptual lectures
- guided discussion
- technology demonstrations
- collaborative problem solving
- hands-on experimentation
- solution presentation to judging panel
- reflective analysis.

This blended approach ensures that participants develop both conceptual understanding and applied capability.

## Assessment and Certification

Certification is awarded upon:

- completion of program participation requirements
- successful completion of the applied learning lab

## Program Outcomes

Graduates of the certification will be equipped to:

- interpret artificial intelligence developments within organizational contexts
- experiment responsibly with artificial intelligence tools
- identify practical artificial intelligence applications in change-related work
- support informed and responsible artificial intelligence adoption discussions
- lead organizational change activities for AI project
- interpret the external artificial intelligence environment well enough to communicate responsibly.

## Program Format & Logistics

- **Delivery:** Fully virtual, global, peer-to-peer teams
- **Program Structure:**
  - Pre-work (2 weeks prior): AI literacy and foundational exercises
  - Orientation (1 week prior): Team assignment and problem definition
  - Live Applied Lab (1.5–2 days): Facilitated, team-based applied learning
  - Post-event assessment
- **Total Learning Time:** Approximately 22 hours
- **Participation Requirements:** Full participation in team activities, guided exercises, and final presentations
- **Tools:** A selection of AI tools is used for supervised exploration and application

## Facilitators

### Declan Foster

CEO, Project PAL AI; AI and Change Management Thought Leader



### Declan Foster

Declan Foster is an internationally recognised expert in artificial intelligence, organisational transformation, and change management, with over 25 years of consulting and industry experience across Europe and Australia. He advises organisations on complex transformation initiatives at the intersection of AI, technology adoption, and human-centred change. Declan is consistently ranked among the Top 10 Global Thought

Leaders in Project Management by Thinkers360 and was awarded the Change Leader Award 2025 by the Change Management Institute. He is also the co-author of the award-winning and best-selling book *Humology: How to Put Humans Back at the Heart of Technology*, which explores how organisations can adopt emerging technologies while keeping people and culture central to transformation.

Declan is the Founder and CEO of Project Pal AI, an AI-enabled platform supporting more intelligent project delivery, and the founder of Martello Change Consulting, a firm specialising in transformation and change management. His work combines practical change leadership with advanced AI expertise, supported by studies at MIT, the University of Oxford, and CCT College Dublin. Through consulting, research, and international speaking engagements, he helps organisations adopt AI responsibly while ensuring human readiness and organisational capability remain central to successful transformation.

### **Theresa Moulton**

CEO & Editor-in-Chief, Change Management Review



### **Theresa Moulton, CEO & Editor-in-Chief, Change Management Review**

With over 30 years of experience as a senior change management consultant and executive coach, Theresa's knack for leading impactful transformations in fields like finance, higher education, and manufacturing enables her to create innovative experiences for learning in the organizational change profession. She's worked with top-tier clients, from Fidelity Investments to Dartmouth College, always bringing her expertise and a warm, engaging approach.

She holds certifications in agile change, Prosci change management, and personal and professional coaching. She holds an MBA from Babson College and a B.S. from the University of Massachusetts and has taught at the graduate level at Cambridge College. She founded and led a boutique change management consulting firm for 17 years and founded and now leads the Change Management Review™ thought leadership platform for organizational change professionals. Theresa hosts one of the profession’s top podcasts, The Change Management Review Podcast™, and speaks publicly on the topics of Coaching, Change Leadership, and Artificial Intelligence. Theresa’s ongoing contributions to the field include her work with the ACMP Global/ICF Global Task Force and participation on the development team of the ACMP Global Standard™.

### Sample Clients



## Schedule and Investment

### **March 2026 Cohort**

March 17, 2026 – 11:00 AM – 2:00 PM (UTC –5) – Orientation

March 25–26, 2026 – 9:00 AM – 4:30 PM (UTC –5)\* – Event

### **April 2026 Cohort**

April 15, 2026 – 11:00 AM – 2:00 PM (UTC –4) – Orientation

April 22–23, 2026 – 9:00 AM – 4:30 PM (UTC –4)\* – Event

**Early Bird Price:** \$995 USD (time-limited)

**Regular Price:** \$1,595 USD

**Early Bird Rate for March cohort closed.**

**Early Bird Rate for April cohort effective until April 3, 2026**

Cohorts are capacity-limited to 25 participants to ensure quality facilitation and mentoring.

**Register at:** <https://changemanagementreview.com/the-ai-change-impact-lab/>