

## UNIT SUMMARY

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### What is the unit about?

Change, in its various forms, is happening more often within organisations. The driving force for change may be external or internal to the organisation or a mixture of both. It may be a reaction to events or an attempt to improve the organisation for the future including its growth as a business.

This unit reflects the need, in many situations, for someone to take control and provide a lead within the overall organisation or part of an organisation for a specific change or a wider programme of change. It involves selling the vision in terms of what the change is aiming to achieve and supporting the people involved in the practicalities of making the vision a reality.

### Who is the unit for?

The unit is recommended for middle managers and senior managers.

### Links to other units

This unit is closely linked to units **B6. Provide leadership in your area of responsibility**, **B7. Provide leadership for your organisation**, **B9. Develop the culture of your organisation**, **C5. Plan change**, and **C6. Implement change** in the overall suite of National Occupational Standards for Management and Leadership.

### Skills

Listed below are the main generic 'skills' that need to be applied in leading change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Leadership
- Communicating
- Decision-making
- Motivating
- Delegating
- Negotiating
- Influencing
- Problem-solving
- Valuing and supporting others
- Setting objectives
- Prioritising

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Communicate your vision of the future, the reasons for the change and associated benefits to everyone involved.
2. Encourage everyone involved to welcome change as an opportunity.
3. Make sure the people responsible for planning and implementing change understand their responsibilities and have the necessary influence and power.
4. Set and prioritise objectives for the change.
5. Identify strategies for achieving the vision and communicate them clearly to everyone involved.
6. Support people through the change process.
7. Communicate progress to everyone involved and celebrate achievement.
8. Identify and deal with obstacles to change.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You give people opportunities to provide feedback and you respond appropriately.
2. You clearly agree what is expected of others and hold them to account.
3. You articulate a vision that generates excitement, enthusiasm and commitment.
4. You inspire others, championing work to achieve common goals.
5. You show sensitivity to stakeholders' needs and interests and manage these effectively.
6. You use a range of leadership styles appropriate to different people and situations.
7. You identify the implications or consequences of a situation.
8. You take and implement difficult and/or unpopular decisions, if necessary.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. The main models and methods for leading organisational change, and their strengths and weaknesses.
2. The relationship between transformational and transactional change.
3. Theory and application of the change/performance curve.
4. Principles and application of risk assessment.
5. Different leadership styles and behaviours, their strengths and how to use the appropriate style for different circumstances.
6. How to make critical decisions.
7. The political, bureaucratic and resource barriers to change, and the techniques for dealing with these.
8. Different methods of communication and their relevant strengths and weaknesses in various circumstances.
9. The main techniques for solving problems and how to apply them.
10. Stakeholder expectations and how they influence the change process.

### **Industry/sector specific knowledge and understanding**

1. Your organisation's current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme.
2. The range of information sources that are relevant to your sector, and related sectors, in which the organisation operates.
3. Current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors.

### **Context specific knowledge and understanding**

1. Your vision for the future, the reasons for change, the risks and expected benefits.
2. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
3. Employees' knowledge, skills and attitudes.
4. How long it will take to make the changes.
5. The culture of the organisation and the implications this has for the change process.
6. Your organisation's communication channels, both formal and informal.