

UNIT SUMMARY

What is the unit about?

This unit is about the planning that is needed to make a specific change or put into practice a programme of change. It involves developing a strategy to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

Who is the unit for?

The unit is recommended for first line managers, 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**, **C4. Lead change** and **C6. Implement change organisation** 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 planning change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Planning
- Analysing
- Team-building
- Negotiating
- Obtaining feedback
- Influencing
- Problem-solving
- Monitoring
- Risk management
- Contingency-planning
- Information management
- Decision-making

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state.
2. Identify and assess barriers to change.
3. Develop strategies and plans that set out the way forward.
4. Assess the risks and benefits associated with the strategies and plans and develop contingency arrangements.

5. Make sure your plans include short-term 'wins' as well as longer-term deliverables.
6. Develop systems for monitoring and assessing progress.
7. Develop a communication strategy for the change process that allows people to give feedback.
8. Identify training and support needs and plan how to meet these.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You find practical ways to overcome barriers.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You are vigilant for potential risks.
4. You give people opportunities to provide feedback and you respond appropriately.
5. You set demanding but achievable objectives for yourself and others.
6. You work towards a clearly defined vision of the future.
7. You identify the implications or consequences of a situation.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The main models and methods for managing change effectively, and their strengths and weaknesses.
2. Effective planning techniques.
3. Theory and application of the change/performance curve.
4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
5. How to assess the risks and benefits associated with strategies and plans.
6. The importance of contingency planning and how to do so effectively.
7. How to make critical decisions.
8. The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
9. Stakeholder expectations and how they influence the process.

Industry/sector specific knowledge and understanding

1. Your organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme.
2. The range of information sources that are relevant to the sector, and related sectors, in which your 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. Business critical activities and interdependencies.
3. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
4. Your organisation's communication channels, both formal and informal.