

## UNIT SUMMARY

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### What is the unit about?

This unit is about putting into practice the strategy and associated plans for a specific change or programme of change. This involves putting in place the necessary resources and supporting systems, including monitoring and communications, to turn the 'vision' into a practical reality.

### Who is the unit for?

The unit is recommended for people in first line, middle and senior management and leadership roles.

### Links to other units

This unit is closely linked to **B6. Provide leadership in your area of responsibility**, **B7. Provide leadership for your organisation**, **C4. Lead change** and **C5. Plan 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 implementing change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Delegation
- Negotiating
- Influencing
- Managing conflict
- Problem-solving
- Stress management
- Planning
- Assessing
- Monitoring
- Decision-making
- Valuing and supporting others

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Put into practice the strategies and plans for change in line with the available resources.
2. Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change.
3. Identify, assess and deal with problems and barriers to change.
4. Monitor, document and communicate progress to all involved.
5. Recognise and reward people and teams who achieve results.
6. Maintain the momentum for change.
7. Make sure change is effective and meets the requirements of the organisation.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You find practical ways to overcome barriers.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You make time available to support others.
5. You clearly agree what is expected of others and hold them to account.
6. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.
7. You work towards a clearly defined vision of the future.
8. You recognise the achievements and the success of others.

## 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 managing change effectively, and their strengths and weaknesses.
2. Theory and application of the change/performance curve.
3. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
4. How to manage reward systems.
5. Problem-solving techniques.
6. The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
7. How to identify development and other support needs and ways in which these needs can be met.
8. How to manage expectations during change.

### Industry/sector specific knowledge and understanding

1. Your organisation's current position in the 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.

### 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.