CFAMLC5 - SQA Unit Code DR6J 04
Plan change

Overview

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.

The unit is recommended for first line managers, middle managers and senior managers.

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.
C6 Implement change organisation.

in the overall suite of National Occupational Standards for Management and Leadership.

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Performance criteria

You must be able to:

P1 identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state
P2 identify and assess barriers to change
P3 develop strategies and plans that set out the way forward
P4 assess the risks and benefits associated with the strategies and plans and develop contingency arrangements
P5 make sure your plans include short-term ‘wins’ as well as longer-term deliverables
P6 develop systems for monitoring and assessing progress
P7 develop a communication strategy for the change process that allows people to give feedback
P8 identify training and support needs and plan how to meet these

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1 the main models and methods for managing change effectively, and their strengths and weaknesses
K2 effective planning techniques
K3 theory and application of the change/performance curve
K4 theory and understanding of teams, including an understanding of team-building techniques and how to apply them
K5 how to assess the risks and benefits associated with strategies and plans
K6 the importance of contingency planning and how to do so effectively
K7 how to make critical decisions
K8 the political, bureaucratic and resource barriers to change, and the techniques that deal with these
K9 stakeholder expectations and how they influence the process

You need to know and understand:

Industry/sector specific knowledge and understanding

K10 your organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme
K11 the range of information sources that are relevant to the sector, and related sectors, in which your organisation operates
K12 current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors

You need to know and understand:

Context specific knowledge and understanding

K13 your vision for the future, the reasons for change, the risks and expected benefits
K14 business critical activities and interdependencies
K15 those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons
K16 your organisation's communication channels, both formal and informal

Additional Information

Behaviours

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.

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

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