

Candidate Support Pack
HNC Management



Management: Plan, Lead and Implement Change [DV8C 35]





Sample Activities

Plan, Lead and Implement Change

INTRODUCTION

It is important for you to complete the activities that are provided throughout the workbook. These activities are designed to help you start to apply your learning and prepare you for your final unit assessment.

This section is designed to help you access the activities included within the workbook. It looks at each of the activities and aims to help you generate your answers, by suggesting ways to complete the different activities. The information provided for each activity aims to help you create your answer by recommending a structure and possible approach, linked to the content of the learning programme.

It is recommended that you consider the information provided in this section before undertaking the activities themselves. Discussions with your tutor, regarding the activities, are also recommended before you initiate the work.

SECTION 1

ACTIVITY – THE NEED FOR CHANGE

<p>Activity</p>	<p>Having now considered some of the different ways of analysing the need for change, write a report comparing these different approaches, making recommendations as to which would be the most effective tool to develop a change strategy within your own organisation.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the approaches used to identify the need for change.</p> <p>Your response should be based on the content of Section 1 and the findings from your research activities. It should provide a brief summary of each of the following approaches:</p> <ul style="list-style-type: none"> • Strategic assessment and planning • Quality management/process analysis • Problem analysis • Blindingly obvious • Performance analysis <p>For each, you should provide an overview of the approach, describing its features, strengths and weaknesses. You should also complete a comparison to identify similarities and differences between the approaches.</p> <p>Finally, you should provide a clear explanation regarding which of the approaches you feel best supports the change process within your own organisation. You should justify your recommendations, outlining why the approach chosen is appropriate to the characteristics of your organisation (size, organisational structures, management procedures, resource availability etc).</p>

SECTION 2

ACTIVITY - STAKEHOLDERS

<p>Activity</p>	<p>Create a stakeholder matrix in relation to a situation in your organisation where change may need to take place. Identify the principal stakeholders and evaluate their power, interest, influence and expectations. Provide a strategy for dealing with positive and negative stakeholders.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the role of stakeholders in the change process.</p> <p>Your response should be based on the content of Section 2.1 of the workbook. It should provide a brief overview of the planned change, and identify the principle stakeholders who will be involved with, or influenced by, the planned change.</p> <p>You should evaluate each of the stakeholders in respect to the change, to determine their:</p> <ul style="list-style-type: none"> • Power – what is their status within the organisation? • Interest – how will the change impact their role? • Influence – how will they be able to influence the development? • Expectations – what do they expect will happen as a result of the change? <p>Use a stakeholder matrix to illustrate how the stakeholders are positioned, in respect to the planned change.</p> <p>Your response should clearly identify which of the stakeholders you consider will be positive and which will be negative to the planned change. You should recommend how the positive stakeholders could influence the planned development.</p> <p>Finally, you should provide realistic strategies for dealing with the negative stakeholders, identifying ways in which their negativity can be changed into a positive influence. In other words you should suggest ways to remove negative influences.</p>

ACTIVITY – PLANNING CHANGE

Activity	Having now considered some of the ways in which the change process can be planned, write a report comparing these different approaches, making recommendations as to which approach would be the most effective for planning change within your own organisation.
Suggested approach	<p>This activity has been designed to help you plan for change.</p> <p>Your response should be based on the content of Section 2.2 and the findings of your research activities. It should provide a brief summary of each of the following approaches:</p> <ul style="list-style-type: none"> • Mind Mapping • Milestone Planning • McKinsey's 7S Framework • Force Field Analysis <p>For each approach, you should provide an overview, describing its features, strengths and weaknesses. You should also compare the approaches, identifying similarities and differences in respect to how and why the approaches would be applied.</p> <p>Finally, you should provide a clear explanation regarding which of the approaches you feel would be most effective in planning change within your own organisation. You should justify your recommendations, outlining why the approach chosen is appropriate to the characteristics of your organisation (size, organisational structures, management procedures, resource availability etc).</p>

ACTIVITY – BARRIERS TO CHANGE

<p>Activity</p>	<p>Research a change process that has been completed within your organisation. Write a report describing the change and how it was implemented. Highlight in the report:</p> <ul style="list-style-type: none"> • The barriers to change that were experienced and how they were overcome • The resource requirements, including how they were determined • Recommendations as to how the process could have been improved using the methods described in this section
<p>Suggested approach</p>	<p>This activity has been designed to increase your awareness of the barriers that may impact change within your organisation.</p> <p>Your response should be based on research completed within your organisation. You should identify a change process which has been implemented and determine the principal stakeholders. By interviewing all those involved you should be able to identify how the change was implemented.</p> <p>From the information you have collected you should identify:</p> <ul style="list-style-type: none"> • The barriers to change that were experienced and the strategies that were used to overcome the barriers • The resources that were utilised to support the change process, together with how the resource requirements were determined <p>Based on your understanding of the change implemented, you should then review the processes used to overcome the barriers to change. You should, in light of the ideas presented to you in Section 2.4 of the workbook, describe possible ways for improving the approach, linked to the application of the various methods described in this book.</p>

SECTION 3

ACTIVITY – A CULTURE OF CHANGE

<p>Activity</p>	<p>Describe a change process that has been completed within your organisation. Comment on how a culture for change was created. As a change manager, comment on the effectiveness of the process, suggesting improvements as appropriate.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you familiarise yourself with the practicalities of creating a culture for change, based on a change process that has already been implemented within your organisation.</p> <p>You should develop your answer based on research completed within your organisation. You should identify a change process which has been implemented and also determine the principal stakeholders. By interviewing all those involved in the change process you should identify how the culture for change was created.</p> <p>Based on your understanding of the change process, you should then review the processes used and comment on how well the culture for change was created. You should, in light of the ideas presented to you in Section 3.2 of the workbook, describe the processes used and suggest possible ways for improving the approaches, linked to:</p> <ul style="list-style-type: none"> • Implementing the cultural web and its paradigm • Removing the ‘old way’ of doing things • Changing the behaviour of leaders • Communicating the language of change

ACTIVITY – MONITORING CHANGE

<p>Activity</p>	<p>Reflect on the different methods available to monitor change. Write a report describing the merits of the different methods and recommending which you feel would be best placed to support you in your role as a change manager.</p>
<p>Suggested approach</p>	<p>This activity has been designed to increase your awareness of the ways in which change can be monitored. You should explore further the different methods described in Section 3.3 including:</p> <ul style="list-style-type: none"> • Performance Analysis • Quality Assessment • Problem Analysis <p>Each method should be described in the context of a change, with practical examples to show how these methods can be applied in support of change.</p> <p>You should identify how the methods can be used to identify the real benefits associated with change. These benefits can be quite diverse, impacting on such things as sales targets, resource usage, organisational effectiveness and cultural change.</p> <p>Finally, you should explain which form of monitoring would best suit you in your own work situation if you have to manage change. You should illustrate your answer with practical examples taken from your work place.</p>

ACTIVITY – CHANGE MANAGEMENT IN ACTION

<p>Activity</p>	<p>Using your organisation as a model, develop a change process. Explain each stage of the process, making reference to the models and theories you have used to complete the process. Against each stage, identify any of your own personal attributes which could help to implement this change process.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you appreciate the change management process as a whole, so that you are aware of the process in its entirety, from inception through to implementation and conclusion.</p> <p>You will need to consider all the material that you have been introduced to in all three sections of the workbook. In particular it is worth reviewing the CD activity: ‘Change Management Illustrated’ which introduces the change management processes linked to the different management theories and tools.</p> <p>In preparing your response you should develop your illustration based on the following stages.</p> <p>1) Identify the need for change – explaining the processes you would use to identify the need for change, identifying the techniques you would use to quantify and qualify the change requirements.</p> <p>2) Plan for implementation – explaining how you would explore and plan the need for change. You should clearly define:</p> <ul style="list-style-type: none"> • The implications of the change • The stakeholders in the change process • The resources requirements • Potential barriers and how they would be overcome <p>You should identify the models and techniques that you would use to help with the planning stage.</p> <p style="text-align: right;"><i>Cont.</i></p>

<p>Suggested approach</p>	<p>3) Implement the change process – explaining the actions you would take to ensure the success of the change process. You should describe the processes you would use to:</p> <ul style="list-style-type: none"> • Communicate the need for change • Implement the change process • Monitor the change process • Evaluate the benefits of the change <p>You should identify the models and techniques that you would use to help with the implementation stage.</p> <p><i>N.B. A timeline may be an effective way of summarising the process – illustrating the sequence of the implementation process and the inter-relationships between the different components.</i></p>
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