

M&LC4 Lead change

Overview

What this Unit is 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.

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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

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Performance Criteria

*You must be able
to:*

- 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.

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Behaviours

You will exhibit the following behaviours:

- 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.

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Knowledge and Understanding

You need to know and understand:

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.

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Knowledge and Understanding

You need to know and understand:

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.

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Knowledge and Understanding

You need to know and understand:

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.

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Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Policies, plans and presentations you have been responsible for producing to communicate your vision for the future and your strategy for implementing it:				
PC1 PC3 PC4 PC5	◆ vision statements, records of presentations, policy and strategy documents, proposals, newsletters and other internal communications, that you have produced that present your vision for the future and the objectives of the change	1, 2, 3, 4, 5, 8	1, 2, 3, 8, 10	1, 2, 3	1, 2, 4, 5, 6
	◆ feasibility studies, cost-benefit analyses, decision tables and other financial and risk assessments you have made or commissioned to determine the likely success of proposals for change	1, 7, 8	1, 3, 4, 6, 7, 10	1, 2, 3	1, 2, 3, 4, 5
	◆ project and action plans, descriptions of role and responsibilities, Gantt charts, network diagrams, and other plans for the implementation of changes that you have initiated	1, 2, 3, 4, 7, 8	5, 6, 7	1, 2, 3	1, 2, 3, 4, 5
	Records of actions you have taken and meetings you have held to support people through the change:				
PC1 PC2 PC3 PC6	◆ records of training, coaching, mentoring, counselling and other development and support services you have organised for the people affected by the change	1, 4, 5, 6, 7, 8	2, 5, 8	-	3, 4, 5
	◆ notes or records of meetings you have had with people directly affected by the change, and records of agreements you have made with them to take action in response to their concerns or difficulties they are facing	1, 4, 5, 6, 7, 8	5, 8, 10	-	3, 4, 5
	◆ records of decisions you have made and actions you have initiated in response to feedback you have received from people affected by change	1, 2, 6, 7, 8	5, 6, 8	-	3, 4, 5
	◆ personal statements (reflections on your own actions and behaviour to support people through the change process)	3, 5	5, 6	-	3, 4, 5
	◆ witness statements (comment on your actions and behaviour to support people through the change process)	1, 2, 3, 4, 5	-	-	-

PC	Evidence of Performance Criteria: ♦ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Systems you have designed to monitor the progress of planned change and actions you have taken in response to problems encountered:					
PC4	♦ objectives and targets, milestones, critical success factors, key performance indicators and other techniques you have used to establish metrics against which to monitor progress	2, 7	1, 3, 7, 8	1, 2, 3	1, 2, 3, 4, 5, 6
PC6	♦ specifications of systems and procedures you have initiated to monitor performance against these metrics	2, 7	6, 9	1, 2, 3	2, 4, 5, 6
PC8	♦ records on performance and notes of meetings to discuss progress and identify any barriers to progress, and action plans and other records of action you have agreed to address these barriers	1, 2, 6, 7, 8	5, 6, 7, 9	1, 2, 3	2, 4, 5, 6
Your communications with stakeholders and others on the progress of the change process:					
PC7	♦ reports you have prepared to stakeholders on the progress of the project, actions you have initiated to deal with any problems and revised schedules or timetables, where appropriate	5, 7	8, 10	1, 3	6
	♦ newsletters, e-mails, intranet pages, presentations and briefings you have made and other communications you have initiated to ensure that all the people involved are kept informed about progress towards achieving your vision	5, 7	8, 10	1, 2	6