CFAMLC6 - SQA Unit Code FM4X 04
Implement change

Overview

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.

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

This unit is closely linked to:
B6   Provide leadership in your area of responsibility.
B7   Provide leadership for your organisation.
C4   Lead change.
C5   Plan change.
in the overall suite of National Occupational Standards for Management and Leadership.

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You must be able to:

P1 put into practice the strategies and plans for change in line with the available resources

P2 design new work processes, procedures, systems, structures and roles to achieve the vision behind the change

P3 identify, assess and deal with problems and barriers to change

P4 monitor, document and communicate progress to all involved

P5 recognise and reward people and teams who achieve results

P6 maintain the momentum for change

P7 make sure change is effective and meets the requirements of the organisation

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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   Theory and application of the change/performance curve.
K3   Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
K4   How to manage reward systems.
K5   Problem-solving techniques.
K6   The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
K7   How to identify development and other support needs and ways in which these needs can be met.
K8   How to manage expectations during change

Industry/sector specific knowledge and understanding

K9   Your organisation's current position in the market in which it works, compared with its main competitors, relevant to the change programme.
K10 The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.

Context specific knowledge and understanding

K11 Your vision for the future, the reasons for change, the risks and expected benefits.
K12 Business critical activities and interdependencies.
K13 Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
K14 Your organisation's communication channels, both formal and informal.

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Additional Information

Behaviours

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.

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

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