



Unit DR5C 04 (702)

Lead Change

Unit Summary

This Unit is about taking control and providing a lead within the overall business or part of a business for a specific change or a wider programme of change. It involves setting 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.

‘Change’, in its various forms, is happening more often within food and drink manufacturing. The driving force for change may be external or internal to the business or a mixture of both. It may be a reaction to events or an attempt to improve the business for the future.

In order to achieve this Unit you must demonstrate that you meet all the requirements of the Units. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor. Please note that **simulation** is **not** allowed for this Unit, ie all your evidence must relate to real work activities.

Achievement of this Unit will provide you with opportunities to develop the following SQA Core Skills:

Communication Higher

- ◆ Produce and respond to oral communication on a complex topic.
- ◆ Produce well-structured written communication on complex topics.

Working With Others Higher

- ◆ Work with others in a group to analyse, plan and complete a complex activity.

I have completed the requirements of this Unit.

Candidate name: _____ **Date:** _____

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

IV signature: _____ **Date:** _____

Assessment centre: _____

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.

Behaviours

This means you:

- ◆ give people opportunities to provide feedback and you respond appropriately
- ◆ clearly agree what is expected of others and hold them to account
- ◆ articulate a vision that generates excitement, enthusiasm and commitment
- ◆ inspire others, championing work to achieve common goals
- ◆ show sensitivity to stakeholders' needs and interests and manage these effectively
- ◆ use a range of leadership styles appropriate to different people and situations
- ◆ identify the implications or consequences of a situation
- ◆ take and implement difficult and/or unpopular decisions, if necessary

Evidence of Outcomes

The following provides guidance on **possible** examples of evidence.

Policies, plans and presentations you have been responsible for producing to communicate your vision for the future and your strategy for implementing it:

- ◆ 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
- ◆ 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
- ◆ 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

Records of actions you have taken and meetings you have held to support people through the change:

- ◆ records of training, coaching, mentoring, counselling and other development and support services you have organised for the people affected by the change
- ◆ 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
- ◆ records of decisions you have made and actions you have initiated in response to feedback you have received from people affected by change
- ◆ personal statements (reflections on your own actions and behaviour to support people through the change process)
- ◆ witness statements (comment on your actions and behaviour to support people through the change process)

Unit DR5C 04 (702)**Lead Change**

Candidate name:		Assessor initials/date
No	Activity	
1		
2		
3		
4		
5		
6		
7		
8		

You need to know and understand		Evidence
Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.		
General knowledge and understanding		
K1	The main models and methods for leading business change, and their strengths and weaknesses.	
K2	The relationship between transformational and transactional change.	
K3	Theory and application of the change/performance curve.	
K4	Principles and application of risk assessment.	
K5	Different leadership styles and behaviours, their strengths and how to use the appropriate style for different circumstances.	
K6	How to make critical decisions.	
K7	The political, bureaucratic and resource barriers to change, and the techniques for dealing with these.	
K8	Different methods of communication and their relevant strengths and weaknesses in various circumstances.	
K9	The main techniques for solving problems and how to apply them.	
K10	Stakeholder expectations and how they influence the change process.	
Knowledge and understanding in the context of your business		
K11	Your vision for the future, the reasons for change, the risks and expected benefits.	
K12	Those factors (eg, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.	
K13	Employees' knowledge, skills and attitudes.	
K14	How long it will take to make the changes.	
K15	The culture of the business and the implications this has for the change process.	
K16	Your business' communication channels, both formal and informal.	
Industry or sector specific knowledge and understanding		
K17	Your business' current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme.	
K18	The range of information sources that are relevant to the sector, and related sectors, in which your business operates.	
K19	Current and emerging political, economic, social, technological, environmental and legal developments in your sector and in related sectors.	

Notes/Comments

Assessor signature: _____ **Date:** _____