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## Overview

This standard is about engaging people – both those within your organisation and other stakeholders who are affected – in change processes.

This standard is relevant to managers and leaders who are responsible for change processes across the organisation or in their particular area of responsibility.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LBA2 Provide leadership in your area of responsibility*, *CFAM&LBA3 Lead your team* and *CFAM&LDB1 Build teams*.

**Performance  
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders to suggest innovations and improvements to products/services, processes, systems, structures, roles and cultures.
  - P2 Communicate the business case for change, clearly specifying both the benefits and costs/risks.
  - P3 Provide opportunities for people within your organisation and other key stakeholders to discuss the business case for change, provide feedback, express any concerns and make suggestions.
  - P4 Engage people within your organisation and other key stakeholders in planning change, identifying their specific roles and responsibilities and evaluating how the change will affect them.
  - P5 Engage people involved in the change process in identifying any training or support they will need and how and when these will be provided.
  - P6 Communicate regularly with people within your organisation and other key stakeholders about progress on the change process, clearly specifying how it affects them and any actions required of them.
  - P7 Discuss progress directly with those involved, considering ways of overcoming any difficulties and inviting suggestions for improving the change process.
  - P8 Monitor people's engagement with and responses to the change process.
  - P9 Provide people with the training, support and encouragement, they require.
  - P10 Communicate the results of the change process to people within your organisation and other key stakeholders, recognising the contributions and cooperation of those involved and affected by the change.
  - P11 Evaluate people's experience of the change process and use the lessons learned to improve future change processes.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 How to engage employees and other stakeholders in change processes.
- K2 The principles and methods of effective communication and how to apply them.
- K3 Cost-benefit analysis techniques.
- K4 How to encourage people to provide feedback and respond appropriately to feedback.
- K5 How to identify people's training needs.
- K6 How to identify and provide the support people need to cope with change.
- K7 Monitoring principles, methods, tools and techniques.
- K8 How to evaluate people's experience of change and identify the lessons to be learned.

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K9 Consultation requirements in your sector.

*You need to know and understand:*

### Context specific knowledge and understanding

- K10 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K11 The business case for change in your organisation.
- K12 Obstacles to change within your organisation.
- K13 Your organisation's consultation processes.
- K14 Your organisation's stakeholders, their interests and expectations.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Seize opportunities presented by the diversity of people
- 2 Seek opportunities to improve performance
- 3 Encourage, generate and recognise innovative solutions
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Keep people informed of plans and developments in a timely way
- 6 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 7 Make time available to support others
- 8 Support others to make effective use of their abilities
- 9 Recognise the achievements and success of others
- 10 Reflect on your experiences and use the lessons to guide your decisions and actions
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Recognise stakeholders' needs and interests and manage these effectively

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Assessing
- Communicating
- Consulting
- Empathising
- Empowering
- Evaluating
- Innovating
- Involving others
- Monitoring
- Obtaining feedback
- Persuading
- Presenting information
- Problem solving
- Reflecting
- Reporting
- Stress management
- Team building
- Valuing and supporting others

# CFAM&LCA3

## Engage people in change

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