
Overview

This standard is about putting into practice your plans to change processes, systems, structures, roles or cultures.

This standard is for managers and leaders who are responsible for implementing change programmes 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&LFA5 Manage projects*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in implementing change.
 - P2 Put into practice your plan for change in line with agreed timescales and available resources.
 - P3 Delegate responsibilities to competent people in line with your plan.
 - P4 Provide people with the training, support or encouragement they require.
 - P5 Implement contingency plans or take appropriate alternative action in the event of risks materialising.
 - P6 Identify, evaluate and resolve any problems or obstacles that arise.
 - P7 Maintain the continuity of business activities during the period of change.
 - P8 Monitor progress against your plan and take appropriate action in response to any significant variances.
 - P9 Communicate progress regularly and provide opportunities for people to give feedback.
 - P10 Provide recognition for people and teams who achieve results.
 - P11 Make sure change is effective and meets the requirements of the organisation.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in implementing change.
- K2 The main models and methods for managing change effectively, and their strengths and weaknesses.
- K3 Effective planning techniques.
- K4 Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
- K5 How to assess the risks and benefits associated with strategies and plans.
- K6 The importance of contingency planning and how to do so effectively.
- K7 How to make critical decisions.
- K8 The obstacles to change, and the techniques that deal with these.
- K9 Stakeholder expectations and how they influence the process.
- K10 The principles and methods of effective communication and how to apply them.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Your organisation's current position in its sector and operating environment, compared with its main competitors, relevant to the change programme.
- K12 The range of information sources that are relevant to the sector in which your organisation operates.
- K13 Current and emerging trends and developments in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K15 The vision for the future, the reasons for change, the risks and expected benefits.
- K16 Business critical activities and interdependencies.
- K17 The factors that need to be changed, and the associated priorities and reasons.
- K18 Your organisation's communication channels, both formal and informal.

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K19 Change management frameworks and methods used in your organisation.

Behaviours

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

- 1 Address multiple demands without losing focus or energy
- 2 Seize opportunities presented by the diversity of people
- 3 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 4 Find practical ways to overcome obstacles
- 5 Present information clearly, concisely, accurately and in ways that promote understanding
- 6 Make time available to support others
- 7 Recognise the achievements and success of others
- 8 Clearly agree what is expected of others and hold them to account
- 9 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
- 10 Work towards a clearly defined vision of the future

Skills

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

- Assessing
- Communicating
- Contingency planning
- Decision-making
- Delegating
- Evaluating
- Influencing
- Information management
- Involving others
- Managing conflict
- Monitoring
- Motivating
- Negotiating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Problem solving
- Risk management
- Stress management
- Team building
- Time management
- Valuing and supporting others

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Implement change

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