
Overview

This standard is about evaluating change. It involves checking to see whether the objectives have been achieved, identifying any other benefits or disadvantages resulting from the change and learning the lessons from the change process itself.

This standard is relevant to managers who are responsible for evaluating organisational change processes.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LFE5 Manage continuous improvement*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in evaluating change.
 - P2 Evaluate the results of the change process against the success criteria agreed with key stakeholders.
 - P3 Establish the reasons for any failure to meet the success criteria in full.
 - P4 Evaluate the impact on people involved in the change process.
 - P5 Identify any unanticipated benefits or disadvantages arising from the change and the reasons for these.
 - P6 Review the change process, including any deviations from the original plan, and identify the lessons to be learned for future change processes.
 - P7 Calculate the net value of the change and determine whether it meets the expectations of key stakeholders.
 - P8 Communicate the findings of your evaluation to key stakeholders with recommendations for any further changes required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in evaluating change.
- K2 The principles and methods of effective communication and how to apply them.
- K3 How to analyse change processes to identify the causes of success or failure and unanticipated benefits or disadvantages.
- K4 How to identify lessons to be learned and applied to future change processes.
- K5 How to calculate net value of changes.
- K6 How to formulate and present recommendations.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K7 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K8 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K9 Your organisation's stakeholders, their interests and expectations.
- K10 Your organisation's culture.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Reflect on your experiences and use the lessons to guide your decisions and actions
- 4 Check the accuracy and validity of information
- 5 Recognise stakeholders' needs and interests and manage these effectively
- 6 Identify the range of elements in a situation and how they relate to each other
- 7 Identify the implications or consequences of a situation
- 8 Build a plausible picture from limited data
- 9 Specify the assumptions made and risks involved in understanding a situation

Skills

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

- Analysing
- Communicating
- Evaluating
- Information management
- Presenting information
- Reflecting
- Reviewing

CFAM&LCA5

Evaluate change

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