CFAS4.6
Plan change

Overview

This unit is about the planning that is needed to make a specific change or put into practice a programme of change. It involves developing a strategy to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

This unit is for; Senior Sales Managers and Sales Managers

This unit is imported from the Management Standards where it appears as Unit C5.

CFAS4.6

Plan change

Performance criteria

You must be able to:

P1   identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state

P2   identify and assess barriers to change

P3   develop strategies and plans that set out the way forward

P4   assess the risks and benefits associated with the strategies and plans and develop contingency arrangements

P5   make sure your plans include short-term `wins' as well as longer-term deliverables

P6   develop systems for monitoring and assessing progress

P7   develop a communication strategy for the change process that allows people to give feedback

P8   identify training and support needs and plan how to meet these

P9   put into practice the strategies and plans for change in line with the available resources

P10   design new work processes, procedures, systems, structures and roles to achieve the vision behind the change

P11   identify, assess and deal with problems and barriers to change

P12   monitor, document and communicate progress to all involved

P13   recognise and reward people and teams who achieve results

P14   maintain the momentum for change

P15   make sure change is effective and meets the requirements of the organisation

CFAS4.6
Plan change

Knowledge and understanding

You need to know and understand:

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

CFAS4.6
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Additional Information

Behaviours

1. you find practical ways to overcome barriers
2. you present information clearly, concisely, accurately and in ways that promote
3. you recognise changes in circumstances promptly and adjust plans and activities accordingly
4. you find practical ways to overcome barriers
5. you present information clearly, concisely, accurately and in ways that promote
6. you make time available to support others
7. you clearly agree what is expected of others and hold them to account
8. you recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
9. you work towards a clearly defined vision of the future
10. you recognise the achievements and the success of others

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