

## CFAS4.7 Implement change



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### Overview

This unit is about putting into practice the strategy and associated plans for a specific change or programme of change. This involves putting in place the necessary resources and supporting systems, including monitoring and communications, to turn the `vision' into a practical reality.

This unit is for; Sales Managers and Sales Team Leaders

This unit is suitable for face-to-face selling, telesales and online selling.

This unit is imported from the Management Standards where it appears as **Unit C6**

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### Performance criteria

*You must be able to:*

- P1 put into practice the strategies and plans for change in line with the available resources
- P2 design new work processes, procedures, systems, structures and roles to achieve the vision behind the change
- P3 identify, assess and deal with problems and barriers to change
- P4 monitor, document and communicate progress to all involved
- P5 recognise and reward people and teams who achieve results
- P6 maintain the momentum for change
- P7 make sure change is effective and meets the requirements of the organisation

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### 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

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### Additional Information

#### Behaviours

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

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**Relevant occupations**

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**Suite** Sales

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