
Overview

This sub-discipline, Change Management (203) is concerned with the competencies required to manage the introduction of business driven change for IT enabled systems within organisations in a way that will minimise the risks associated with it and best support the adoption of practices that will realise the benefits of change. Change management programmes may take place in response to changes that are desired and planned by an organisation or in response to changes forced upon it as a result of internal and external factors.

Working in the Lead Professional (2036) role will involve:

- Identifying strategic change management opportunities and options for IT enabled systems (2036.01);
- Designing and implementing change management strategy and programmes for IT enabled systems (2036.02);
- **Reviewing and managing change management programmes for IT enabled systems (2036.03);** and
- Managing relationships during change management programmes for IT enabled systems (2036.04).

**Performance
criteria**

You must be able to:

- P1 review the quality and effectiveness of change management programmes for IT enabled systems and any external providers involved in their delivery, taking action where appropriate
- P2 monitor the implementation of change management programmes for IT enabled systems, using judgement and experience to ensure that business needs are being met
- P3 manage any potential resistance to change from a wide range of individuals and groups across the organisation or organisations
- P4 make decisions on the actions required by self and or others, in the event of change management programmes for IT enabled systems not meeting the business needs
- P5 advise and guide other individuals on all aspects of change management, including best practice through application of own experience and knowledge

Knowledge and understanding

You need to know and understand:

- K1 how to identify and select opportunities to improve the quality and effectiveness of change management programmes for IT enabled systems
- K2 how to identify and manage:
 - K2.1 any resistance to change
 - K2.2 the potential implications of the introduction of change on all aspects of an organisation's operation
 - K2.3 the actions to be taken in the event of change management programmes failing and/or not supporting the business needs
- K3 manage any potential resistance to change from a wide range of individuals and groups across the organisation or organisations
- K4 make decisions on the actions required by self and or others, in the event of change management programmes for IT enabled systems not meeting the business needs
- K5 how to review the effectiveness and quality of:
 - K5.1 change management programmes across the organisation
 - K5.2 external providers of change management services
- K6 how to take action and measures in the event of external providers not providing the appropriate quality of change management services
- K7 how to advise and guide others on all aspects of change management programmes for It enabled systems, including best practice
- K8 how to make appropriate decisions:
 - K8.1 on the results provided by monitoring change management programmes
 - K8.2 to improve the effectiveness and quality of change management programmes
- K9 how to be accountable for the effectiveness and quality of change

management programmes for IT enabled systems within an organisation

ESKITP2036.03

Review and manage change management programmes for IT enabled systems

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