

## Overview

This Unit is about managing change in organisational activities. You will need to demonstrate your competence to identify and evaluate proposed changes. You will also be required to negotiate and agree with relevant people any changes in organisational activities and plan and carry out the implementation of these changes.

You will need to demonstrate your competence in monitoring and evaluation of activities. You will also be required to identify improvements and provide opportunities for the relevant people to make recommendations.

You will need to demonstrate your competence to evaluate current and proposed products, services and processes. You will also need to analyse changes taking into account previous experience and future circumstances. You will need to provide evidence that contributions from the relevant people are included in final recommendations.

You will need to demonstrate that information on proposed changes is provided to the relevant people and that their comments are integrated into the planning process. You will also need to identify and evaluate obstacles and provide solutions. You will also need to provide evidence to support your case for change. You will also need to develop implementation plans that identify the implications for and roles of those involved in the change

You will need to provide evidence that plans are presented to the relevant people that identify the nature, benefits and implications of change. You will also need to negotiate any changes and ensure that outcomes are consistent with overall objectives and to also present reasons for not reaching agreement to the proposed changes

You will need to present your plans for implementing changes to those involved to ensure that resources and support are sufficient. You will also need to monitor and evaluate changes against agreed plans to ensure work is carried out within timescales and quality is maintained.

## Performance criteria

- You must be able to:*
- Identify opportunities for improvements in activities
  - P1 monitor and evaluate activities at intervals most likely to reveal potential improvements
  - P2 ensure that the information gathered on trends and developments is relevant, valid, reliable and sufficient to identify potential improvements
  - P3 give opportunities to relevant people relevant people relevant people relevant people to make recommendations for improvements in activities
  - P4 identify improvements which are realistic and consistent with the organisation's values and objectives
  - P5 provide clear and accurate information regarding identified improvements to relevant people at an appropriate time
  - Evaluate proposed changes for benefits and disadvantages
  - You must be able to:
    - P6 gather complete and accurate information to evaluate current and proposed products and services and the processes involved
    - P7 evaluate current and proposed products, services and processes accurately, and identify their relative benefits and disadvantages
    - P8 ensure that the analysis of the implications of proposed changes is accurate and comprehensive
    - P9 provide opportunities for relevant people relevant people relevant people relevant people to help evaluate proposed changes
    - P10 ensure that the evaluation of proposed changes takes account of previous experience and likely future circumstances
    - P11 ensure that final recommendations integrate contributions from relevant people relevant people relevant people relevant people, where appropriate
  - the implementation of change in activities
  - You must be able to:
    - P12 provide clear and accurate information on the proposed change to relevant people at appropriate times
    - P13 give opportunities for relevant people relevant people relevant people relevant people to comment on the proposed change and contribute to planning its implementation
    - P14 identify and evaluate obstacles to change in a way which enables you to overcome them effectively
    - P15 ensure that plans for the implementation of change are detailed,

comprehensive, accurate and consistent with organisational objectives  
 P16 make a clear case for the proposed change and support your case with sound evidence

P17 ensure that implementation plans integrate contributions from relevant people relevant people relevant people relevant people, where appropriate

P18 ensure that plans clearly identify the implications for, and the roles of, all those involved in the proposed change

Agree the introduction of change

You must be able to:

P19 present plans for the introduction of change clearly

P20 identify the nature and benefits of the change and the implications for all relevant people

P21 check and confirm relevant people's relevant people's relevant people's relevant people's understanding of the implications of the change and their commitment to their role in the process

P22 ensure that any compromises made during negotiations on the implementation of change result in modifications to plans which are consistent with the objectives of the change

P23 conduct negotiations in a manner which maintains good working relationships with those involved

P24 present any reasons for not reaching agreement on the introduction of change to relevant people

Implement changes in activities

You must be able to:

P25 present plans for implementing changes at a time, level and pace appropriate for those involved

P26 ensure that the resources and support provided to those involved are sufficient for the changes to take place within agreed time scales

P27 ensure that monitoring and evaluation of the changes takes place at appropriate times against agreed implementation plans

P28 ensure that the modifications made to implementation activities are sufficient to resolve any problems arising

P29 maintain the quality of work to an agreed standard throughout the period of change implementing changes which enable relevant people relevant people relevant people to contribute to the process effectively

P30 achieve the results anticipated from the changes within agreed

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time scales

P31 maintain the quality of work to an agreed standard throughout the period of change

P32 ensure that monitoring and evaluation records are clear, accurate and available only to authorised people

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### Knowledge and understanding

- You need to know and understand:*
- Identify opportunities for improvements in activities
  - K1 how to assess recommendations to check whether they are realistic
  - K2 how to communicate effectively with your team members colleagues, line managers and specialists
  - K3 the importance of the continuous improvement in activities to the effectiveness of the organisation and your role and responsibilities in relation to this
  - K4 the types of information on internal and external trends needed to identify potential improvements and how to validate such information.
  - K5 the importance of empowering other staff to make recommendations to improve work activities and how to encourage them to do so
  - K6 how to monitor and assess the effectiveness and efficiency of activities and identify potential improvements
  - K7 the structure of your organisation and the responsibilities of people within it; the organisational values and objectives which have a bearing on the recommendations you are making and how to interpret their implications
  - Evaluate proposed changes for benefits and disadvantages
  - You need to know and understand:*
  - K8 how to evaluate proposed changes for benefits and disadvantages; how to analyse the required information both qualitatively and quantitatively.
  - K9 the principles and processes of effective communication and how to apply them
  - K10 the types of information you need to evaluate; proposed changes and how to validate such information
  - K11 the importance of encouraging others to contribute to the evaluation of proposed changes and how to do so; the importance of integrating all appropriate views and opinions into the final recommendations
  - K12 the structure of your organisation and the responsibilities of people within it
  - K13 the previous experience of change relevant to the current proposals and its implication for what you are proposing
  - Plan the implementation of change in activities
  - You need to know and understand:*

K14 how to identify and evaluate potential obstacles to change and to produce solutions which minimise their impact on what is proposed

K15 principles underpinning the management of change; how to make and argue an effective case for change

K16 the principles and processes of effective communication and how to apply them; the principles of consultation and negotiation in the management of change and how to apply them

K17 how to gain the commitment of people to the change process

K18 the structure of your organisation and the responsibilities of people within it

K19 the importance of planning for the management of change and how such plans should be made

Agree the introduction of change

You need to know and understand:

K20 how to identify and evaluate the implications of proposed changes for people in the organisation how to make and argue an effective case for change the importance of negotiation and consultation in the management of change and methods to do so how to respond when agreement on change cannot be reached.

K21 the principles and processes of effective communication and how to apply them the importance of clear communication in the management of change and the types of information which need to be communicated to different groups of people.

K22 the structure of your organisation and the responsibilities of people within it

Implement changes in activities

You need to know and understand:

K23 how to identify the implications of change for the quality of the organisation's work and strategies to minimise adverse effects

K24 the principles and processes of effective communication and how to apply them the importance of clear communication in the management of change and what types of information need to be communicated to which groups of people. Involvement and motivation the importance of enabling those affected by change to contribute to the style of implementation and how to achieve this.

K25 the importance of monitoring and evaluating change and how to do s

K26 the structure of your organisation and the responsibilities of people within it

K27 how to develop an effective action plan for change

## Manage change in organisational activities

**Scope/range**

- Identify opportunities for improvements in activities
  - 1 Monitoring methods:
    - 1.1 direct observation
    - 1.2 considering oral information from others
    - 1.3 examining written information from others
  - 2 Relevant people:
    - 2.1 team members
    - 2.2 colleagues working at the same level
    - 2.3 higher-level managers or sponsors
    - 2.4 specialists
  - 2.4 Evaluate proposed changes for benefits and disadvantages
  - 3 Types of analysis:
    - 3.1 qualitative
    - 3.2 quantitative
  - 4 Types of relevant people:
    - 4.1 team members
    - 4.2 colleagues working at the same level as yourself
    - 4.3 higher-level managers or sponsors
    - 4.4 people outside your organisation
    - 4.5 specialists
  - 4.5 Plan the implementation of change in activities
  - 5 Types of relevant people:
    - 5.1 team members
    - 5.2 colleagues working at the same level as yourself
    - 5.3 higher-level managers or sponsors
    - 5.4 people outside your organisation
    - 5.5 specialists
  - 6 Types of obstacles:
    - 6.1 internal
    - 6.2 external
- Agree the introduction of change
  - 7 Types of relevant people:
    - 7.1 team members
    - 7.2 colleagues working at the same level as yourself
    - 7.3 higher-level managers or sponsors
    - 7.4 people outside your organisation



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7.5 specialists

8 Types of negotiations:

8.1 spoken

8.2 written

Implement changes in activities

9 Types of monitoring methods:

9.1 direct observation

9.2 considering oral information

9.3 examining written information

10 Types of evaluation:

10.1 qualitative

10.2 quantitative

11 Types of relevant people:

11.1 team members

11.2 colleagues working at the same level as yourself

11.3 higher-level managers or sponsors

11.4 people outside your organisation

11.5 specialists

## Manage change in organisational activities

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**Developed by** Construction Skills

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**Version Number** 1

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**Date Approved** April 2003

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**Indicative Review Date** November 2019

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**Validity** Current

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**Status** Original

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**Originating Organisation** ConstructionSkills

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**Original URN** COSTRPO08

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**Relevant Occupations** Civil engineers; Town Planning Managers

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**Suite** Transportation

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**Keywords** change; management; negotiation

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