

## U28903: Implement change

### Unit Descriptor:

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.

### PERFORMANCE CRITERIA

### BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

*To be competent you must achieve the following:*

*This element requires that you:*

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| <ol style="list-style-type: none"> <li>1. Put into practice the strategies and plans for change in line with the available resources.</li> <li>2. Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change.</li> <li>3. Identify, assess and resolve problems and barriers to change.</li> <li>4. Monitor, document and communicate progress to all involved.</li> <li>5. Recognise and reward people and teams who achieve results.</li> <li>6. Maintain the momentum for change.</li> <li>7. Make sure change is effective and meets the requirements of the organisation.</li> </ol> | <ol style="list-style-type: none"> <li>a. Recognise changes in circumstances promptly and adjust plans and activities accordingly.</li> <li>b. Find practical ways to overcome barriers.</li> <li>c. Present information clearly, concisely, accurately and in ways that promote understanding.</li> <li>d. Make time available to support others.</li> <li>e. Clearly agree what is expected of others and hold them to account.</li> <li>f. Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.</li> <li>g. Work towards a clearly defined vision of the future.</li> <li>h. Recognise the achievements and the success of others.</li> </ol> |
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**UNDEPINNING KNOWLEDGE**

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**General knowledge and understanding**

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*You need to understand:*

1. The main models and methods for managing change effectively, and their strengths and weaknesses.
2. Theory and application of the change/performance curve.
3. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
4. How to manage reward systems.
5. Problem solving techniques.
6. The political, bureaucratic and resource barriers to change, and the techniques that deals with these.
7. How to identify development and other support needs and ways in which these needs can be met.
8. How to manage expectations during change.

**Industry/sector specific knowledge and understanding**

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9. Your organisation's current position in the market in which it works, compared with its main competitors, relevant to the change programme.
10. The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.

**Context specific knowledge and understanding**

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11. Your vision for the future, the reasons for change, the risks and expected benefits.
12. Business critical activities and interdependencies.
13. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
14. Your organisations' communication channels, both formal and informal.

## EVIDENCE REQUIREMENTS

### 1. Critical Aspects of Evidence

Performance Criteria	Evidence of Performance Criteria: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O2 O3 O7	<b>Designs or specifications for new work processes, procedures, systems, structures and roles that you have developed and implemented:</b>				
	<ul style="list-style-type: none"> <li>notes of meetings you have led and discussions you have had to develop new work processes, procedures, systems, structures and roles.</li> </ul>	b, c, f, g	3, 5, 6	9,10	11,12,13
	<ul style="list-style-type: none"> <li>new work processes, procedures, systems, structures and roles designs or specifications you have produced.</li> </ul>	a, b, c, e	1, 2, 3, 4	9,10	11,12,13
	<ul style="list-style-type: none"> <li>action plans, timetables or schedules for introducing and implementing new work processes, procedures, systems, structures and roles that you have produced.</li> </ul>	a, b, c, e, g	1, 2, 3, 6 7, 8	-	11,12,13 14
	<ul style="list-style-type: none"> <li>risk assessments and contingency plans for the introduction and implementation of new work processes, procedures, systems, structures and roles.</li> </ul>	b, c	1, 2, 6	9,10	11,12,13
	<ul style="list-style-type: none"> <li>records of meetings you have led to plan the introduction and implementation of new work processes, procedures, systems, structures and roles.</li> </ul>	b, c, e, f, g h	1, 2, 3, 6 7, 8	-	11,12,13
	<ul style="list-style-type: none"> <li>personal statement (reflections on the process of , and your role in, developing, introducing and implementing new work processes, procedures, systems, structures and roles)</li> </ul>	a, f, g	1, 2, 3, 5 6, 7, 8	9,10	11,12,13
<b>Records of actions you have taken, decisions you have made and meetings you have held to facilitate the change:</b>					
	<ul style="list-style-type: none"> <li>records of development and support activity you have provided for the people affected by the change.</li> </ul>	a, b, d, e, g	1, 2, 3, 7 8	-	11,13

**EVIDENCE REQUIREMENTS (continued):**

Performance Criteria	Evidence of Performance Criteria: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O3 O4 O5 O6	<b>Records of actions you have taken, decisions you have made and meetings you have held to facilitate the change (continued):</b>				
	<ul style="list-style-type: none"> <li>notes or records of meetings you have had with people directly affected by the change, to explain the implications for them and their work, and records of agreements you have made with them to take action to address potential barriers or problems they identify.</li> </ul>	a, b, c, d, e f, g, h	1, 2, 5, 6 8	9	11,12,13
	<ul style="list-style-type: none"> <li>records of decisions you have made and actions you have taken in response to feedback you have received from people affected by change.</li> </ul>	a, b, e, f, g	1, 2, 3, 5 6	-	11,12,13
	<ul style="list-style-type: none"> <li>records of personal (letters or emails, notes of briefings or other face-to-face meetings) and public recognition (newsletters, notice boards, awards, etc) and recommendations or awards of rewards (bonuses, prizes, promotion, etc) for people and teams for achieving results, that you have organised</li> </ul>	a, d, h	1, 2, 3, 4	-	14
	<ul style="list-style-type: none"> <li>personal statements (reflections on your own actions and behaviour to facilitate the change process)</li> </ul>	a, b, d, e, f g, h	1, 2, 3, 4 5, 6, 7, 8	9,10	11,12,13
	<ul style="list-style-type: none"> <li>witness statements (comment on your actions and behaviour to facilitate the change process)</li> </ul>	b, c, d, e, h	-	-	-

**EVIDENCE REQUIREMENTS (continued)**

Performance Criteria	Evidence of Performance Criteria: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O4	<b>Records and communications to others on the progress of the planned change:</b>				
	<ul style="list-style-type: none"> <li>records on performance and notes of meetings to discuss progress and identify any barriers to progress, and action plans and other records of action you have agreed to address these barriers</li> </ul>	a, b, c e, f g,	1, 2, 5, 6	9	11,12,13
	<ul style="list-style-type: none"> <li>project reports you have prepared for those to whom you are accountable, on the progress of the project</li> </ul>	c, h	1, 2, 8	9	14
	<ul style="list-style-type: none"> <li>newsletters, emails, intranet pages, presentations and briefings you have made and other communications you have prepared to ensure that all the people involved are kept informed about progress towards achieving the change project goals</li> </ul>	c, i	1, 2, 8	9	14

**2. Method of Assessment**

A combination of direct performance evidence (e. g. observation of performance and products of work) and supplementary evidence such as witness testimony, personal statement, professional discussion and questioning.

**3. Context of Assessment**

The unit should be assessed using evidence from the workplace. Simulation is **not** allowed.

**4. Links to other units**

This unit is closely linked to the units **Plan change** and **Provide leadership in your area of responsibility** in the overall suite of National Occupational Standards for management.