

Overview

This standard is about implementing and evaluating change. You change processes, systems, structures, roles or cultures by engaging with employees and other stakeholders. You delegate responsibilities, supporting and training your team. You monitor change progress against plans, maintain business continuity and assess the impact of the changes. You understand the increased need to be agile to manage risks or a crisis. You also identify the benefits or disadvantages resulting from the change. The standard includes evaluating change implementation, learning the lessons from the change process itself and communicating findings to stakeholders.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. engage employees and other stakeholders in implementing changes
2. initiate your organisation's plans for change in line with agreed timescales and available resources
3. delegate responsibilities to colleagues in line with your plans
4. provide support and encouragement to colleagues implementing changes
5. arrange training and support for colleagues impacted by changes
6. implement your organisation's agreed contingency plans when required
7. take contingency actions in the event of risks or situations of crisis
8. identify, evaluate and resolve any problems or obstacles that arise
9. maintain the continuity of business activities during periods of change
10. monitor progress against your plans and take action in response to any significant variances
11. communicate progress and provide opportunities for people to give feedback
12. provide recognition for colleagues and teams who achieve results
13. check that change management meets the requirements of your organisation
14. engage employees and other stakeholders in evaluating changes
15. evaluate the change process against the success criteria agreed with stakeholders
16. establish the reasons for any failure to meet the success criteria in full
17. assess the impact on those involved in the changes
18. identify any unanticipated benefits or disadvantages arising from the change and the reasons for these
19. review the change process, including any deviations from original plans
20. identify the lessons to be learned for future changes
21. calculate the net value of the change and determine whether it meets the expectations of stakeholders
22. communicate the findings of your evaluation to stakeholders with recommendations for any further changes required
23. the legal, organisational, codes of practice and policies relevant to your role and implementing and evaluating changes

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. how to engage employees and stakeholders in implementing change
2. the main models and methods for managing change effectively, and their strengths and weaknesses
3. the theories of teams, including team-building techniques and how to apply them
4. the types of support and training the colleagues may need to implement and respond to changes
5. how to assess the risks and benefits associated with strategies and plans
6. how to make critical decisions during change implementation
7. the obstacles to change, and the techniques that remove them
8. the different stakeholder expectations and how they influence the process
9. the principles and methods of effective communication and how to apply them
10. how to analyse change processes to identify the causes of success or failure and unanticipated benefits or disadvantages
11. the range of digital technologies required for implementation of change
12. the tools and techniques for evaluation and management of impact of change
13. how to identify lessons to be learned and applied to future change processes
14. how to calculate net value of changes
15. how to formulate and present recommendations

Industry and sector specific knowledge and understanding

16. your organisation's current position in its sector and operating environment,

compared with its main competitors, relevant to change programmes

17. the range of information sources that are relevant to the sector in which your organisation operates

18. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

Context specific knowledge and understanding

19. the individuals within your area of work, their roles, responsibilities, competences and potential

20. your organisation's culture, the vision for the future, the reasons for change, the risks and expected benefits

21. your organisation's change plans that have been agreed, how to access them, and the business-critical activities and interdependencies that you are responsible for

22. the factors that need to be changed, and the associated priorities and reasons

23. the importance of being agile in the events of risks or crisis

24. your organisation's communication channels, both formal and informal

25. the change management frameworks and methods used in your organisation

26. your organisation's stakeholders, their interests and expectations

Skills

1. Analysing
2. Assessing risks
3. Being agile in managing risks or crisis
4. Communicating
5. Contingency planning
6. Decision-making
7. Delegating
8. Evaluating
9. Influencing
10. Information management
11. Involving others
12. Managing conflict
13. Monitoring
14. Motivating
15. Negotiating
16. Obtaining feedback
17. Persuading
18. Planning
19. Presenting information
20. Problem solving
21. Reflecting
22. Reviewing
23. Risk management
24. Stress management
25. Team building
26. Time management
27. Valuing and supporting members of staff

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