SFJCPS6.3
Lead change

Overview

Change, in its various forms, is happening more often within organisations. The driving force for change may be external or internal to the organisation or a mixture of both. It may be a reaction to events or an attempt to improve the organisation for the future including its growth as a business.

This standard reflects the need, in many situations, for someone to take control and provide a lead within the overall organisation or part of an organisation for a specific change or a wider programme of change.

It involves selling the vision in terms of what the change is aiming to achieve and supporting the people involved in the practicalities of making the vision a reality.

The standard is recommended for middle managers and senior managers.

SFJCPS6.3

Lead change

**Performance
criteria**

You must be able to:

P1   communicate your vision of the future, the reasons for the change and associated benefits to everyone involved

P2   encourage everyone involved to welcome change as an opportunity

P3   make sure the people responsible for planning and implementing change understand their responsibilities and have the necessary influence and power

P4   set and prioritise objectives for the change

P5   identify strategies for achieving the vision and communicate them clearly to everyone involved

P6   support people through the change process

P7   communicate progress to everyone involved and celebrate achievement.

P8   identify and deal with obstacles to change

SFJCPS6.3
Lead change

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1   the main models and methods for leading organisational change, and their strengths and weaknesses

K2   the relationship between transformational and transactional change

K3   theory and application of the change/performance curve

K4   principles and application of risk assessment

K5   different leadership styles and behaviours, their strengths and how to use the appropriate style for different circumstances

K6   how to make critical decisions

K7   the political, bureaucratic and resource barriers to change, and the techniques for dealing with these

K8   different methods of communication and their relevant strengths and weaknesses in various circumstances

K9   the main techniques for solving problems and how to apply them

K10   stakeholder expectations and how they influence the change process

Industry/sector specific knowledge and understanding

You need to know and understand:

K11   your organisation's current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme

K12   the range of information sources that are relevant to your sector, and related sectors, in which the organisation operates

K13   current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors

Context specific knowledge and understanding

You need to know and understand:

K14   your vision for the future, the reasons for change, the risks and expected benefits

K15   those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons

K16   employees' knowledge, skills and attitudes

K17   how long it will take to make the changes

K18   the culture of the organisation and the implications this has for the change process

K19   your organisation's communication channels, both formal and informal

SFJCPS6.3
Lead change

Additional Information

Behaviours

1. You give people opportunities to provide feedback and you respond appropriately
2. You clearly agree what is expected of others and hold them to account
3. You articulate a vision that generates excitement, enthusiasm and commitment
4. You inspire others, championing work to achieve common goals
5. You show sensitivity to stakeholders' needs and interests and manage these effectively
6. You use a range of leadership styles appropriate to different people and situations
7. You identify the implications or consequences of a situation
8. You take and implement difficult and/or unpopular decisions, if necessary

Skills

Leadership
Communicating
Decision-making
Motivating
Delegating
Negotiating
Influencing
Problem-solving
Valuing and supporting others
Setting objectives
Prioritising

SFJCPS6.3
Lead change

Developed by	Skills for Justice
Version number	1
Date approved	September 2010
Indicative review date	September 2013
Validity	Current
Status	Tailored
Originating organisation	MSC
Original URN	C4
Relevant occupations	Health, Public Services and Care; Public Services; Managers and Senior Officials; Corporate Managers and Senior Officials
Suite	Commissioning in the Public Sector
Key words	Management, Leadership, Communicating, Prioritising, Delegating, Decision-making, Negotiating, Solving, Motivating, Influencing