# SFJPSG3.1.3
## Implement change

**Overview**

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.

This unit should be used in conjunction with your organisation's own leadership behaviours.

It reflects best practice within aspects of the PSG core skills, and in particular to aspects of `People Management'.

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*You must be able to:*

P1   put into practice the strategies and plans for change in line with the available resources

P2   design new work processes, procedures, systems, structures and roles to achieve the vision behind the change

P3   identify, assess and deal with problems and barriers to change

P4   monitor, document and communicate progress to all involved

P5   recognise and reward people and teams who achieve results

P6   maintain the momentum for change

P7   make sure change is effective and meets the requirements of the organisation

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### Knowledge and understanding

*You need to know and understand:*

**General knowledge and understanding**

K1   the main models and methods for managing change effectively, and their strengths and weaknesses

K2   theory and application of the change/performance curve

K3   theory and understanding of teams, including an understanding of team-building techniques and how to apply them

K4   how to manage reward systems

K5   problem solving techniques

K6   the political, bureaucratic and resource barriers to change, and the techniques that deal with these

K7   how to identify development and other support needs and ways in which these needs can be met

K8   how to manage expectations during change

**Government specific knowledge and understanding**

*You need to know and understand:*

K9   your organisation's current position in the market in which it works, compared with its main competitors, relevant to the change programme

K10  the range of information sources that are relevant to the sector, and related sectors, in which your organisation operates

**Context specific knowledge and understanding**

*You need to know and understand:*

K11  your vision for the future, the reasons for change, the risks and expected benefits

K12  business critical activities and interdependencies.

K13  those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons

K14  your organisation's communication channels, both formal and informal

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## Additional Information

**Behaviours**

1    You recognise changes in circumstances promptly and adjust plans and activities accordingly
2    You find practical ways to overcome barriers
3    You present information clearly, concisely, accurately and in ways that promote understanding
4    You make time available to support others
5    You clearly agree what is expected of others and hold them to account
6    You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
7    You work towards a clearly defined vision of the future
8    You recognise the achievements and the success of others

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