



Australian Government

BSBINN601 Lead and manage organisational change

Release: 1

BSBINN601 Lead and manage organisational change

Modification History

| Release | Comments |
|-----------|--|
| Release 1 | This version first released with BSB Business Services Training Package Version 1.0. |

Application

This unit describes skills and knowledge required to determine strategic change requirements and opportunities; and to develop, implement and evaluate change management strategies.

It applies to managers with responsibilities that extend across the organisation or across significant parts of a large organisation. They may have a dedicated role in human resources management, human resources development, or work in a strategic policy or planning area.

The unit takes a structured approach to change management and applies to people with considerable work experience and organisational knowledge.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Unit Sector

Creativity and innovation – innovation

Elements and Performance Criteria

| ELEMENT | PERFORMANCE CRITERIA |
|--|--|
| <i>Elements describe the essential outcomes.</i> | <i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i> |
| 1 Identify change requirements and opportunities | 1.1 Identify strategic change needs through an analysis of organisational objectives 1.2 Review existing policies and practices against strategic objectives to identify where changes are required 1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives 1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions 1.5 Review and prioritise change requirements or opportunities with relevant managers 1.6 Consult stakeholders, specialists and experts to assist in the identification of major change requirements and opportunities |
| 2 Develop change management strategy | 2.1 Undertake cost-benefit analysis for high priority change requirements and opportunities 2.2 Undertake risk analysis and apply problem solving and innovation skills to identify barriers to change and agree and record mitigation strategies 2.3 Develop change management project plan 2.4 Obtain approvals from relevant authorities to confirm the change management process 2.5 Assign resources to the project and agree reporting protocols with relevant managers |
| 3 Implement change management strategy | 3.1 Develop communication or education plan, in consultation with relevant groups and individuals, to promote the benefits of the change to the organisation and to minimise loss 3.2 Arrange and manage activities to deliver the communication or education plans to relevant groups and individuals 3.3 Consult with relevant groups and individuals for input into the change process 3.4 Identify and respond to barriers to the change according to risk management plans 3.5 Action interventions and activities set out in project plan |

| ELEMENT | PERFORMANCE CRITERIA |
|----------------|--|
| | according to project timetable 3.6 Activate strategies for embedding the change 3.7 Conduct regular evaluation and review and modify project plan where appropriate to achieve change program objectives |

Foundation Skills

This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.

| Skill | Performance Criteria | Description |
|----------------------------|-------------------------------------|---|
| Reading | 1.1, 1.2, 2.1, 2.2 | <ul style="list-style-type: none"> Interprets detailed information that may deal with complex ideas related to issues both within and outside the workplace context |
| Writing | 2.1, 2.2, 2.3, 2.4, 3.1 | <ul style="list-style-type: none"> Uses clear and precise language to develop information about objectives, requirements, activities and recommendations Develops complex plans and strategies in appropriate format for the audience and purpose |
| Oral Communication | 1.6, 2.2, 2.4, 2.5, 3.3 | <ul style="list-style-type: none"> Discusses and seeks information using appropriate structure and language for the particular audience Uses questioning and active listening to clarify or confirm understanding |
| Numeracy | 2.1, 2.3, 2.3 | <ul style="list-style-type: none"> Interprets, analyses and presents numeric/financial information in complex documents |
| Navigate the world of work | 1.1-1.6, 2.4, 2.5, 3.1, 3.2 | <ul style="list-style-type: none"> Takes a lead role in the development of organisational strategic goals and associated roles and responsibilities |
| Interact with others | 1.5, 1.6, 2.4, 2.5, 3.1-3.3 | <ul style="list-style-type: none"> Uses a variety of communication tools and strategies to build and maintain effective working relationships Uses inclusive and collaborative techniques to seek feedback, negotiate and consult with a range of stakeholders |
| Get the work done | 1.1-1.5, 2.1-2.5, 3.1, 3.2, 3.4-3.7 | <ul style="list-style-type: none"> Plans, organises and implements activities required to achieve strategic priorities and outcomes, including consulting with others and sequencing events to minimise uncertainty for staff Uses problem-solving skills to identify and analyse issues or barriers, and develop responses Develops new and innovative ideas through exploration and lateral thinking |

Unit Mapping Information

| Code and title current version | Code and title previous version | Comments | Equivalence status |
|---|---|--|--------------------|
| BSBINN601 Lead and manage organisational change | BSBINN601B Manage organisational change | Updated to meet Standards for Training Packages Edits to clarify intent of Performance Criteria Title change | Equivalent unit |

Links

Companion volumes available from the IBSA website:

http://www.ibsa.org.au/companion_volumes -

http://companion_volumes.vetnet.education.gov.au/Pages/TrainingPackage.aspx?pid=13