

Core Competency 14: Manage change

Description:

Progressively implement change through strategies that encompass relevant stakeholders.

Rationale:

Because change is so discomfoting, it is often feared and resisted. Effectively implementing change therefore includes awareness of how change impacts organizational and human dynamics, including understanding the change process itself, as well as how to implement change in a manner designed to ensure sustainability.

Requires knowledge of:	Requires skill in:	Requires ability to:
Indicators that change may be needed	Processing information from various sources Assessing current operations Obtaining valid feedback Developing and analyzing alternatives	Proactively anticipate the need for change Make appropriate conclusions from a wide array of information
What stakeholders will be affected by the change	Thinking analytically Anticipating reactions	Analyze information Demonstrate empathy
Techniques for implementing and evaluating the change process	Generating momentum for the change; selling the idea Building support; getting “buy-in” from those who will be most affected Encouraging people to relinquish old habits Selecting the most appropriate strategy for the situation Assuring that the change is sustained over time Analyzing effects and objectively evaluating outcomes	Build teams Generate consensus Listen Maintain energetic passion Be tenacious Use feedback to make modifications Persevere