Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT703A Lead and influence change

Revision Number: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

PSPMNGT703A Lead and influence change

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers organisational leadership in change management through influencing and shaping an organisational culture that is receptive to and embraces the opportunities from change. This requires flexible organisational structures and processes in place to support clients and staff to maximise the strategic advantages of a change for the organisation. The unit includes influencing organisational culture, anticipating change and providing strategic leadership in change management.
	In practice, leading change occurs in the context of other strategic activities such as providing strategic direction, influencing diversity, providing leadership in human resources management, etc.
	The unit is one of 6 units of competency in the *Working in Government* and *Management* Competency fields that deal with change. Related units of competency are:
	PSPGOV205B Participate in workplace change
	PSPGOV306B Implement change
	PSPGOV405B Provide input to change processes
	PSPGOV514A Facilitate change
	PSPMNGT604B Manage change
	This is a new unit of competency, added to the *Management* Competency field of the Training Package in 2004.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Employability skills   This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency.

Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. **Influence organisational culture**	1.1 A strategic review of organisational culture is undertaken to establish existing attitudes to change and identify key issues for action
	1.2 The *strategic advantages* of ongoing change for individuals, groups and the organisation are identified, supported and actively promoted to *foster commitment* to workplace change
	1.3 The acceptance of new ideas and management methods, and challenges to existing practices and structures are embedded in managerial practice and decision making to develop an organisational culture that seeks and thrives on change for continuous improvement and business flexibility
	1.4 Change management activities and related performance indicators for managers are embedded in organisational strategies, policies and plans as an ongoing requirement rather than added/transitory elements
	1.5 Staff with a range of attributes that are reflective of a *diverse workforce* are recruited, developed and deployed to maximise the organisation's strategic advantage in dealing with change
	1.6 Learning and development opportunities for managing change are embedded in induction and professional development for staff to support the development of a culture that embraces change
2. **Anticipate change**	2.1 The likelihood of significant *change* for the organisation is identified through strategic networking and ongoing consideration of factors impacting upon the community, the public sector, the organisation or within the political environment
	2.2 Key *stakeholders* are consulted in identifying external drivers for change, and likely change is analysed in relation to its potential effect on organisational purpose, functions, structure, strategic objectives and the people in the organisation
	2.3 Early planning is undertaken with managers, human resource personnel and staff to ensure maximum lead time, support for those likely to be affected by change and to allow thoughtful, proactive responses to be generated to optimise outcomes for the organisation
	2.4 *Resourcing* challenges of both implementing and sustaining change are anticipated and planned for in accordance with organisational *policies*, procedures guidelines and *legislative requirements*

ELEMENT	PERFORMANCE CRITERIA
3. **Provide strategic leadership in change management**	3.1 Strategic priorities are formulated in consultation with key stakeholders in the organisation and the community, and set out a vision for the future that provides challenging but realistic objectives to address change and maximise outcomes
	3.2 Current best practice information on change management is accessed and used to ensure change is managed effectively for sustained positive outcomes for the organisation and its people
	3.3 *Leadership strategies* are used to assist others to deal with ambiguity and to be creative and innovative in their approaches to dealing with change
	3.4 Strategies are designed to address the transition from present to future arrangements and provide guidance for dealing with ambiguity in roles, functions, organisational priorities or structures
	3.5 Organisational culture, business outcomes and client feedback are monitored and positive achievements identified and celebrated in accordance with organisational policy

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

influencing and leading in the context of change management

consulting with stakeholders using a variety of words and language structures to explain complex ideas to different audiences

interpreting and explaining complex, formal documents and assisting others to apply them in the workplace

responding to diversity, including gender and disability

applying public sector legislation such as occupational health and safety and environment and sustainability in the context of change management

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

change management models

change management leadership strategies

effects of change and ways to ensure strategic advantage

the importance of organisational culture and influencing down

key factors in the internal and external operating environment

equal employment opportunity, equity and diversity principles

organisational goals, policies, procedures and guidelines

jurisdictional legislation applicable to management and human resource management functions

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together	• *Pre-requisite* unitsthat must be achieved prior to this unit:*Nil* • *Co-requisite* unitsthat must be assessed with this unit:*Nil* • *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
	PSPETHC701A Lead and influence ethical practice in the public sector
	PSPHR703A Provide leadership in strategic human resource management
	PSPMNGT701B Provide strategic direction
	PSPMNGT702A Influence and shape diversity management
	PSPMNGT704A Undertake enterprise risk management
Overview of evidence requirements	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:
	the knowledge requirements of this unit
	the skill requirements of this unit
	application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
	• leadership in and influence on change management in a range of (2 or more) contexts (or occasions, over time)
Resources required to carry out assessment	These resources include:
	legislation, procedures and protocols
	workplace scenarios and case studies to capture the range of situations likely to be encountered when leading and influencing change
	strategies to influence organisational culture
	change management strategies applicable to the public sector
	leadership strategies for dealing with ambiguity
	reporting tools
Where and how to	Valid assessment of this unit requires:

EVIDENCE GUIDE

assess evidence	• a workplace environment, or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when leading and influencing change, including coping with difficulties, irregularities and breakdowns in routine
	• leadership in and influence on change management in a range of (2 or more) contexts (or occasions, over time)
	• leadership in a variety of contexts that reflect the continuum of change management requirements from dealing with concrete change requirements to managing ambiguity and uncertainty

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

people with disabilities

people from culturally and linguistically diverse backgrounds

Aboriginal and Torres Strait Islander people

women

young people

older people

people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

case studies

demonstration

observation

portfolios

projects

questioning

scenarios

simulation or role plays

authenticated evidence from the workplace and/or training courses

For consistency of assessment	Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

RANGE STATEMENT

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *italics* in the Performance Criteria is explained here.

Strategic advantages of change may include	more responsive and valued client service
	flexible, innovative, creative staff
	greater capacity for flexibility and responsiveness
	economic benefits
	social benefits
	improved relationship with the community
	increased organisational capability
	organisational sustainability
	improved sustainability
	improved performance
	motivation
	reduced cost of outputs
Strategies to foster commitment to change may include	team building
	process consultation
	action learning/research
	staff learning and development
	leadership and direction
Diverse workforce refers to employees with differences in	age
	cultural background
	educational level
	ethnicity
	expertise
	family responsibilities
	gender
	interests

RANGE STATEMENT

	interpersonal approach
	language
	life experience
	marital status
	not fitting the dominant paradigm of the organisation
	personality
	physical ability
	political orientation
	religious belief
	sexual orientation
	socio-economic background
	thinking/learning styles
	work experience
	working styles

Change may be	in response to government policy
	in response to Machinery of Government changes
	in response to economic, social or environmental pressures
	related to technological developments
	through organisational development or design strategies
	as a result of changes to client needs or the client base
	initiated at the business unit level
	in response to financial constraints
	related to disaster recovery

Stakeholders may include	all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as:
	employees at all levels of the organisation
	community
	clients
	other public sector organisations
	union and association representatives
	boards of management

RANGE STATEMENT

	government
	Ministers
	local government
Resourcing may include	people
	funding
	facilities
	specialist expertise to support/facilitate change
Policies and legislation may include	Commonwealth and State/Territory legislation
	national and international codes of practice and standards
	the organisation's policies, practices and guidelines
	government policy
	codes of conduct
	Machinery of Government policy changes
Leadership strategies may include	positive role modelling
	mentoring
	offering guidance and direction
	coaching
	providing opportunities for learning and development
	support arrangements
	counselling
	succession planning

Unit Sector(s)

Not applicable.

Competency field

Competency field   Management

Government Skills Australia