



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT703A Lead and influence change

Release 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

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.

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

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

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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	<p>1.1 A strategic review of organisational culture is undertaken to establish existing attitudes to change and identify key issues for action.</p> <p>1.2 The <i>strategic advantages</i> of ongoing change for individuals, groups and the organisation are identified, supported and actively promoted to <i>foster commitment</i> to workplace change.</p> <p>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.</p> <p>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.</p> <p>1.5 Staff with a range of attributes that are reflective of a <i>diverse workforce</i> are recruited, developed and deployed to maximise the organisation's strategic advantage in dealing with change.</p> <p>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.</p>
2. Anticipate change	<p>2.1 The likelihood of significant <i>change</i> 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.</p> <p>2.2 Key <i>stakeholders</i> 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.</p> <p>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.</p> <p>2.4 <i>Resourcing</i> challenges of both implementing and sustaining change are anticipated and planned for in accordance with organisational <i>policies</i>, procedures guidelines and <i>legislative requirements</i>.</p>
3. Provide strategic leadership in change management	<p>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.</p>

ELEMENT**PERFORMANCE CRITERIA**

- 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

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

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* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that 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 assess evidence

Valid assessment of this unit requires:

- 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

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 ***bold 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
- 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
 - 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

Management.