



Australian Government

BSBLDR805 Lead and influence change

Release: 1

BSBLDR805 Lead and influence change

Modification History

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

Application

This unit describes the skills and knowledge required to apply organisational leadership in change management through influencing and shaping an organisational culture that is receptive to and embraces the opportunities for change.

The unit includes influencing organisational culture, anticipating change and providing strategic leadership in change management.

It applies to people who use cognitive and creative skills to review, critically analyse, consolidate and synthesise knowledge, in order to generate ideas and provide solutions to complex problems. They use communication skills to demonstrate their understanding of theoretical concepts and to transfer knowledge and ideas to others.

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

Unit Sector

Management and Leadership - Leadership

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. Influence organisational culture	1.1 Undertake a strategic review of organisational culture to establish existing attitudes to change and identify key issues for action 1.2 Identify, support and actively promote the strategic advantages of ongoing change for individuals, groups and the organisation to foster commitment to workplace change 1.3 Embed the acceptance of new ideas and management methods and challenges to existing practices and structures in managerial

ELEMENT	PERFORMANCE CRITERIA
	practice and decision making 1.4 Embed change management activities and related performance indicators for managers in organisational strategies, policies and plans as an ongoing requirement 1.5 Recruit, develop and deploy staff with a range of attributes that are reflective of a diverse workforce to maximise the organisation's strategic advantage in dealing with change 1.6 Embed learning and development opportunities for managing change in induction and professional development
2. Anticipate change	2.1 Identify the likelihood of significant change for the organisation through strategic networking and ongoing consideration of factors impacting upon the community, the industry, the organisation or within the external environment 2.2 Consult key stakeholders in identifying external drivers for change, and analyse likely change in relation to its potential effect on organisational purpose, functions, structure, strategic objectives and the people in the organisation 2.3 Undertake early planning with managers, human resource personnel and staff to ensure maximum lead time and support for those likely to be affected by change, and to allow thoughtful, proactive responses to be generated 2.4 Anticipate and plan for resourcing challenges of both implementing and sustaining change in accordance with organisational policies, procedures guidelines and legislative requirements
3. Provide strategic leadership in change management	3.1 Formulate strategic priorities 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 Research and use current best practice information on change management to ensure change is managed effectively for sustained positive outcomes 3.3 Use leadership strategies to assist others to deal with ambiguity and to be creative and innovative in their approaches to dealing with change 3.4 Design strategies 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 Monitor organisational culture, business outcomes and client feedback and identify and celebrate positive achievements in

ELEMENT	PERFORMANCE CRITERIA
	accordance with organisational policy

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, 3.2	Sources, evaluates and critiques ideas and information from a range of complex texts
Writing	1.6, 3.1	Develops texts dealing with complex concepts using specialised and detailed language to convey strategy context, intent and organisational requirements
Navigate the world of work	2.4, 3.1	Leads planning and resource allocation processes which are in accordance with organisational policies and procedures and legal requirements
Interact with others	2.2, 3.1	Plays a lead role in situations requiring effective collaboration, demonstrating high-level influencing skills, focusing and shaping awareness, and engaging and motivating others
Get the work done	1.1-1.6, 2.1, 2.3, 2.4, 3.2-3.5	- Accepts responsibility for planning and sequencing complex tasks and workload - Monitors progress of plans and agreed outcomes - Systematically gathers and analyses relevant information and evaluates options to inform decisions about complex organisational strategies

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBLDR805 Lead and influence change	Not applicable	New unit	No equivalent unit

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>

Assessment Requirements for BSBLDR805 Lead and influence change

Modification History

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

Performance Evidence

Evidence of the ability to:

- plan and implement a strategic review of organisational culture in an organisation and develop a vision for the future
- research and anticipate the likelihood of change for the organisation
- identify, support and promote the advantages of change to stakeholders by communication, role modelling and celebrating success
- embed change management into organisational policies, procedures and practices including recruitment, training, procurement and resourcing
- implement and monitor change management in a continuous improvement cycle.

Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- explain change management models and current best practice
- give examples of change management leadership strategies
- outline the effects of change and ways to ensure strategic advantage
- list the key factors driving change in the internal and external operating environment of the business and community
- outline organisational goals, policies, procedures and guidelines relevant to change management
- outline the relevant legislative and regulatory context of the organisation as it relates to change management.

Assessment Conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership field of work and include access to:

- relevant legislation, regulations, standards and codes
- organisational and industry information and data
- workplace documents including examples of strategic planning documents
- case studies and, where available, real situations
- interactions with others.

Assessors must satisfy NVR/AQTF assessor requirements.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>