



Australian Government

Department of Education, Employment and Workplace Relations

SIRXSRM801 Lead the organisation through change

Release: 1

SIRXSRM801 Lead the organisation through change

Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
First Release	New unit

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to develop, implement and evaluate a change strategy and process. This requires analysing the environment, considering risks and opportunities, and developing a structured process to respond to the environment change. The ability to lead and motivate staff through the change process is also essential to success.

Application of the Unit

This unit may apply to managers and leaders with strategic and direction-setting responsibilities within their organisation.

Licensing/Regulatory Information

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

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse the environment and change drivers.	1.1. Conduct <i>research</i> to identify <i>drivers of change</i> within the business environment. 1.2. Review the organisation's strategic and business plans to ensure their capacity to respond to the environment change. 1.3. Take steps to ensure change processes support the principles of <i>sustainability</i> . 1.4. Identify and prioritise potential change processes for further action.
2. Analyse barriers to change.	2.1. Review internal and external data to identify <i>trends in customer and stakeholder behaviour</i> that will indicate future preferences. 2.2. Identify, size and assess the <i>risks</i> associated with implementation of the change process. 2.3. Identify and analyse the resources required to support the implementation of a change process. 2.4. Review and quantify the impact of change on existing organisational structures, customer behaviour, resourcing and profitability. 2.5. Assess the capacity of the organisation to respond to the change requirements. 2.6. Assess the impact of <i>legislative or regulatory requirements</i> on the change processes that are developed.
3. Prepare a strategy for change.	3.1. Identify and cost the human and other resources required to implement change. 3.2. Consult with key decision makers to refine and finalise a strategy to support change. 3.3. Develop a timeframe for the change process. 3.4. Identify criteria to measure the outcomes and performance of the change process. 3.5. Develop, test, prioritise and document <i>strategies to drive change</i> .
4. Implement and lead change.	4.1. Identify and brief team members who will drive implementation of the change. 4.2. Build a shared understanding and staff commitment to change

through the communication of the objectives, processes and timelines to be achieved.

- 4.3. Put in place processes to implement and monitor the change strategy.
- 4.4. Communicate benefits and processes of change to customers and stakeholders.
- 4.5. Seek feedback on impact of change during implementation and make adjustments to strategies as required to ensure positive outcomes.
- 4.6. Manage conflict between individuals according to organisational procedures.
- 4.7. Provide ongoing feedback to staff, customers and stakeholders of progress and outcomes achieved.
- 5. Evaluate outcomes of change process.
 - 5.1. Quantify and analyse outcomes achieved from the implementation of the change measured against established criteria.
 - 5.2. Quantify and analyse the sustainability of the change and the capacity to add value to the business.
 - 5.3. Analyse and recommend opportunities for future organisational change and improvement in line with organisational policies and procedures.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- administration and management skills to:
 - analyse resources
 - manage time, including planning and prioritising work
- analytical and problem-solving skills to:
 - research environmental issues
 - select strategies that best match the organisation's requirements
- technology skills to use computer applications to support planning and research

Required knowledge

- concepts and models of:
 - change and change management
 - leadership and management
 - organisational culture
- concepts of risk management planning and processes
- performance and accountability models and processes
- impact of organisation's culture on acceptance of change
- organisational mission, vision, values and goals
- organisational strategy, policy and procedures
- principles of economic, environmental and social sustainability in relation to change management in the retail industry

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- identifies the drivers and barriers to change
- prepares a strategy to foster change
- demonstrates personal skills and strategies to lead change within a team or organisation
- evaluates change outcomes.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- current and varied range of text and online information sources
- changes to legislative or regulatory requirements that may impact on business operation
- external market data
- relevant organisational performance data indicators
- staff in a variety of job roles
- strategic and business plans.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- a role play
- customer feedback
- answers to questions about specific skills and knowledge
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the individual, accessibility of the item, and local industry and regional contexts) may also be included.

Research may include:

- primary research accessed or commissioned from external sources
- primary research conducted in-house, including:
 - qualitative research
 - quantitative research
- search of publicly available annual reports for listed companies
- search of publicly available business records
- secondary research, including publicly available data accessed through desk-based research.

Drivers of change may include:

- competitor pressure
- customer behaviour
- demographic changes
- economic conditions and cycles
- ownership or shareholder changes
- product or service developments
- profitability increase or decrease
- supplier pressure
- technological developments.

Sustainability principles include:

- economic sustainability, over time
- environmental sustainability, over time
- social sustainability, over time.

Trends in customer and stakeholder behaviour may result in changes to:

- brand alignments
- buying patterns
- loyalty or shifts in loyalty
- participation in events, offers and programs
- service level expectations and requirements.

Risks may include:

- change to government policy and programs
- changing client requirements
- cost over-runs
- cyclical changes within the industry or region
- difficulty in accessing funds
- emergence of new technologies
- inability to access necessary skills within the

Legislative or regulatory requirements may include:

- workforce
- legal proceedings
- potential for disruption to existing services and products
- staff dissatisfaction
- strength of existing or new competitors
- tightened economic environment
- time delays due to the planning and decision-making process.
- alcohol and liquor laws
- emergency management
- employment laws
- environmental standards and protection
- food safety and handling
- intellectual property and licensing
- local government authority planning and permit requirements
- merchandising licensing
- public safety, including fire safety
- responsible serving of alcohol
- Australian consumer law
- traffic management
- work health and safety (WHS).
- changed decision-making and delegation processes
- changed organisational structure
- changed role responsibilities of staff
- identification of new markets
- identification of new products and services
- reviewed or new planning processes
- reviewed or new work processes.

Strategies to drive change may include:

Unit Sector(s)

Cross-Sector

Competency Field

Retail Management