

Assessment tool for Leadership Competency: Directing and Managing Change

<b>COMPETENCY</b>	<b>DIRECTING AND MANAGING CHANGE</b>			
<b>DEFINITION</b>	The ability to energize and alert people to the need for specific change in the way things are done; and managing, leading, and enabling the process of change and transition while helping the employees deal with the effects of these changes.			
<b>LEVEL</b>	<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<b>CORE DESCRIPTION</b>	Understands and responds effectively to the need or reason for change and participates in the activities or initiatives inherent to it.	Implements plans or activities related to a change initiative in or affecting one's functional area or expertise.	Develops and ensures implementation of a change management plan in which one or more offices, systems/processes are affected.	Sets policies, plans and defines a change management plan in which the impact of change is at the organizational level and drastically affects all functions, processes, systems, and employees.
<b>SAMPLE/ INDICATIVE BEHAVIORS</b>	<input type="checkbox"/> Displays a positive understanding of the change and participates in its implementation by adhering to the applicable and stated or communicated processes, policies or assigned work.	<input type="checkbox"/> Helps others to deal with their resistance to change.	<input type="checkbox"/> Updates one's self relevant policies and issues that impact on the change management plan of the Department and makes adjustments accordingly.	<input type="checkbox"/> Keeps abreast of relevant legislation, government policies and emerging issues, and ensures that the organization is positioned to meet current and emerging business/government Strategic Objectives and demands.
<b>ENGAGES STAKEHOLDERS (BUY IN, COMMITMENT, SENSE OF OWNERSHIP; ACCEPT, SUPPORT, CONTRIBUTE)</b>	<input type="checkbox"/> Collects useful information to manage the change, assesses people's reception and recommends alternatives to make the change implementation more appropriate	<input type="checkbox"/> Integrates other people's expectations and concerns with respect to the change process to build positive relationships with team members, stakeholders and clients	<input type="checkbox"/> Elicits support and contributions of work teams and other key stakeholders to successfully implement changes initiatives	<input type="checkbox"/> Sets conditions for engagement in all change processes, to facilitate buy in, secure commitment and sense of ownership for the change agenda
	<input type="checkbox"/> Uses active listening skills to identify the sources of resistance and anticipate concerns.	<input type="checkbox"/> Proactively works to facilitate change within one's functional area, removing barriers and providing support in clarifying the change agenda and its benefits to one's work.	<input type="checkbox"/> Provides resources to implement change initiatives and works to make others feel ownership of the change.	<input type="checkbox"/> Communicates clearly to the staff, co-workers and clients why change is needed, the benefits of change, what is at stake, and how the change will impact them.

<b>MANAGES OPPOSITION, RESISTANCE OR SETBACKS EFFECTIVELY</b>	<input type="checkbox"/> Effectively manages the personal resistance and reaction to change	<input type="checkbox"/> Identifies and enlists the support of key individuals in the Department to move the change forward.	<input type="checkbox"/> Demonstrates insight on possible changes across functions as a result of thinking and analysis of current policies, practices/processes that need improvement or are missing and need to be created.	<input type="checkbox"/> Identifies important/effective practices that should continue after change is implemented.
	<input type="checkbox"/> Asks employees for suggestions and incorporates their ideas in the change plan	<input type="checkbox"/> Allows employees to complete current efforts and redefines their roles during the course of implementing the change	<input type="checkbox"/> Identifies sources of conflict in situations involving a change process and acts sensitively, objectively and constructively to de-escalate conflict	<input type="checkbox"/> Conducts root cause analysis, identifies potential strategies in managing resistance and moves employees and other stakeholders forward in the change process within the organisations, government and relevant sectors
<b>ALLOCATES AND PROVIDES RESOURCES FOR CHANGE INITIATIVE</b>	<input type="checkbox"/> Identifies and allows key individuals in the unit to devote time to move the change forward	<input type="checkbox"/> Integrates change management initiative in the work plan of the unit of an Office to move the change forward	<input type="checkbox"/> Provides appropriate resources to support and implement change initiatives within one or more offices	<input type="checkbox"/> Allocates appropriate resources to support and implement change initiatives with leadership and management across the organisation
<b>ADVANCES AND SUSTAINS CHANGE</b>	<input type="checkbox"/> Adheres to applicable and stated or communicated processes, policies and assigned work in the implementation of change	<input type="checkbox"/> Removes barriers and provides greater clarity to the change agenda and its benefits to one's work to facilitate change within ones's functional area	<input type="checkbox"/> Communicates the vision with clarity, enthusiasm and conviction to promote sustained and successful implementation of change	<input type="checkbox"/> Creates an exciting vision for change and solicits organisation-wide support, adoption and successful mainstreaming of change agenda
<b>MODELS CHANGE FOR IMPROVED WORK PERFORMANCE</b>	Documents new processes and practices as a result of the change agenda	Evaluates effectiveness of the implemented change process	Recognises individuals and teams who demonstrate actions and initiatives supportive of the change agenda	Encourage leadership and management team to enhance the motivation, morale and job performance of the organisation

	<input type="checkbox"/> Develop one's own individual development plan as change leader/agent	<input type="checkbox"/> Identifies areas in which one's own capabilities complement others in managing the change	<input type="checkbox"/> Meets, with willingness, the challenges of change on one's role or work team and encourages and supports others to do the same	<input type="checkbox"/> Creates conditions within the organisation that will encourage others to meet challenges of change and commit to innovation and continuous improvement in work performance across the organisation
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