

White Paper

# Change Management Practitioner Competencies

March 2008

The Change Management Practitioner competency model sets an independent industry benchmark for change management practitioners.

Developed during 2007 by a group of change management practitioners, business users and academics and included a period of public review, it can be used in a variety of ways.

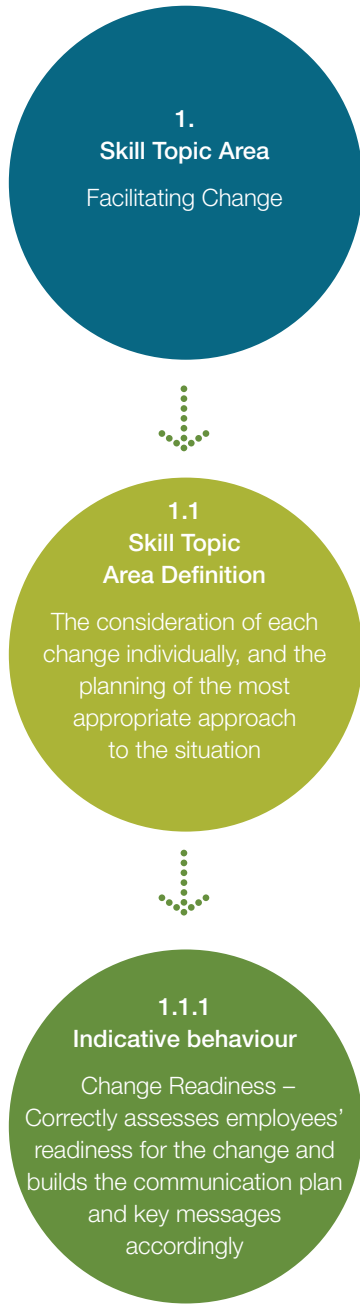
Practitioners and their managers can compare performance against an independent benchmark and focus professional development. This ensures that they are building the right skill sets and gaining the right experience to deliver maximum value as a change manager.

Business managers and recruitment companies can reduce their recruitment costs and take the guess work out of the exercise by developing interview questions and assessment centres focused on key competencies. They can screen potential candidates against this independent benchmark.

Academics can ensure their courses are aligned to industry needs and can assist students to apply theory in practice. This will ensure that the academic study available supports the needs of organisations and can be applied more effectively.

The Change Management Institute (CMI) offers development workshops for change management practitioners. These create the opportunity for practitioners to assess their current experience against the model and develop a professional development plan to address any gaps. These offer the opportunity to talk to experts in each of the skill topic areas. For more information go to [www.change-management-institute.com](http://www.change-management-institute.com)

As the change management profession is in its early stages of development we expect to update this model every couple of years. If you have any feedback we would love to hear from you at [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com)



**Definition: Change Management Practitioner**

A Change Management Practitioner has mastery of the change principles, processes, behaviours and skills necessary to effectively identify, manage, initiate and influence change, and manage and support others through it.

**Definition: Behavioural Competencies**

Clusters of behaviours that are related to success in a given role.

**Format for displaying competencies:**

- 1. Skill Topic Area
  - 1.1.1 Definition of Skill Topic Area
  - 1.1.2 Indicative Behaviours for each Skill Topic

**Skill Topic Areas**

<b>Facilitating Change</b>	<b>2</b>
<b>Strategic Thinking</b>	<b>2</b>
<b>Thinking and Judgement</b>	<b>3</b>
<b>Influencing Others</b>	<b>3</b>
<b>Coaching for Change</b>	<b>4</b>
<b>Project Management</b>	<b>4</b>
<b>Communication</b>	<b>5</b>
<b>Self Management</b>	<b>5</b>
<b>Facilitation – Meetings and Workshops</b>	<b>6</b>
<b>Professional Development</b>	<b>6</b>
<b>Specialist Expertise</b>	<b>7</b>
<b>Learning &amp; Development</b>	
<b>Communication</b>	

## Facilitating Change

The consideration of each change individually, and the planning of the most appropriate approach to the situation

<b>Principles of Change</b>	Understands and applies the principles, types and stages of change and develops approaches to suit the situation
	Understands the tools, methodology and models to draw on when facilitating change
	Can competently apply the behaviours and skill of managing change
<b>The Environment</b>	Considers the organisation's strategy, structure, process and culture when diagnosing change including organisational, individual, economic, cultural, social and political forces
	Consistently remains open to ideas, supports and uses good ideas to solve problems and address issues
	Uses active listening skills to identify the sources of resistance and anticipate concerns
<b>Business Focus</b>	Uses change as an opportunity to advance business objectives
	Recognises and effectively communicates and manages the business case for change – the costs and the benefits
<b>Change Readiness</b>	Correctly assesses employees' readiness for the change and builds the communication plan and messages accordingly and conducts regular reviews
	Correctly assesses employees' readiness for the change and builds the change plans and key messages accordingly
	Rewards effort to change
	Works to minimise complexities, contradictions and paradoxes or reduce their impact
	Clarifies direction and smooths the process of change
	Uses the data gathered in change readiness and impact assessments to inform design, planning and implementation activities and priorities
<b>Culture Awareness</b>	Able to identify both the overt and covert culture of the organisation and its influence on the change
	Designs approach and plans with an awareness of prevailing cultures

## Strategic Thinking

The application of information on internal and external drivers for the change when scoping, planning and making decisions

<b>Vision</b>	Develops, reinforces and communicates a clear vision
	Understands the drivers for change in the organisation's strategy
	Maintains a long term, strategic and tactical view of the change in order to identify risks and opportunities
	Identifies the width of the scope of change
	Builds communication strategy based on scope
	Can quickly assess the current and future context for a change
<b>Assess Readiness</b>	Regularly monitors organisational readiness for change
<b>Strategic View</b>	Challenges thinking and questions assumptions in a constructive way
	Recognises likely impacts on business strategies and plans and alerts business owners
	Correctly assesses the impact of other changes and adapts approach, exploits opportunities or takes mitigation action as required
	Recognises the need for integration across multiple change programs and projects that will impact common stakeholders
<b>Sustainable Outcome</b>	Builds lasting solutions, owned by the business, which take account of other current and future changes in the business

## Thinking and Judgement

The application of logic and thinking processes to analyse situations and problems so as to design effective solutions. The demonstration of the capacity to reflect, analyse and develop workable frameworks and plans

<b>Analytical Thinking</b>	Works systematically to resolve problems, identify causes, anticipate implications and make informed decisions
	Critically questions information and uses insights obtained to understand the situation
	Draws out the key issues to identify underlying trends
	Reflects and questions own assumptions
<b>Holistic Perspective</b>	Can maintain a holistic perspective, 'big picture', rather than only positional or functional viewpoints
	Considers broad potential consequences of decisions
	Identifies 'root causes' to problems and takes appropriate action
<b>Decision Making</b>	Makes timely decisions
	Sets priorities based on adequate information
	Is neither premature nor reluctant in reaching conclusions
	Develops comprehensive solutions and plans

## Influencing Others

The effective exploration of alternatives and positions so as to reach outcomes that gain all parties' support and acceptance

<b>Customer/ Stakeholder Focus</b>	Continually identifies a wide range of stakeholders affected by the change
	Involves the right people at the right time throughout by developing, maintaining and working to stakeholder engagement strategies and plans
	Proactively focuses on both internal and external customers and stakeholders, by making efforts to understand their needs, gives high priority to customer/stakeholder satisfaction
	Gains commitment through consultation and consideration of stakeholder impacts
<b>Professional Presence</b>	Convincingly displays a credible presence and positive image
	Develops other people's confidence in self through consistent action, values and communication
<b>Networking</b>	Displays ability to influence outside own function and to form alliances with other areas, industries, functions and organisations
	Forms networks and relationships of benefit to the team and organisation
	Uses networks to influence seemingly 'unreachable' parties
<b>Interpersonal Style</b>	Adopts appropriate interpersonal styles and techniques to gain acceptance of ideas or plans. Modifies own behaviour to accommodate tasks, situations and individuals involved
	Identifies and utilises sources of power, when needed, to help move a process/plan forward

## Coaching for Change

The preparation of managers and employees for change through coaching in managing change skills, and the building of organisation capability for the future

<b>Adult Learning Principles</b>	Understands and applies the principles of adult learning and coaching
<b>Change Management</b>	Understands the principles of change management and can coach managers in managing people through change
	Understands the principles of change management and the stages of change acceptance and can coach employees in dealing with a changing environment
	Recognises the dual role of managers as recipients and implementers of change and takes an appropriate approach
<b>Needs Analysis</b>	Conducts a diagnosis to identify the scope of change
	Prepares interventions, communication plans and training accordingly
<b>Organisational Capability</b>	Uses coaching plans to increase overall organisational capability in managing change
<b>Role Model</b>	Acts as a role model for others, shares knowledge and coaches others
<b>Champion New Skills</b>	Provides appropriate training and workplace learning opportunities that not only provide for the development of any necessary new skills but which support the goals and change stabilisation

## Project Management <sup>1</sup>

The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from the project

<b>Plan Development</b>	Prepares an integrated plan for change management, defining the governance, scope, milestones, deliverables, outcomes, benefits and due dates
	Prepares a schedule showing detailed tasks, dependencies, skills, effort, start/finish dates and resources required to achieve the outcomes
	Considers possible constraints when selecting options for the plan: resource availability, timing, organisational capabilities, readiness, costs and staff attitude towards the change
	Gains agreement on success measures, key milestones and dates
	Defines change stream structure with roles and responsibilities of all participants clearly documented
<b>Monitor and Management of Progress</b>	Communicates progress to all stakeholders regularly, using relevant factual data in an objective, understandable format
	Adjusts plan in response to changing needs and effectively communicates changes
	Able to use Microsoft Project and Excel (or similar tools), to plan, monitor and manage the project
	Reviews progress by collecting objective data and taking corrective action where required
	Understands the roles and relationships of the project manager, project team and other stakeholders and is able to competently manage those relationships
<b>Cost Management</b>	Understands team dynamics and how this affects working relationships at different stages of project
	Accurately estimates the costs incurred for change management activities
<b>Risk and Opportunity Management</b>	Effectively sources, manages, reports against and works to an agreed budget
	Evaluates and balances risk exposure in developing and implementing an approach
<b>Vendor Management</b>	Identifies and quantifies potential risks, monitors and manages them throughout the project
	Builds constructive relationships with external vendors ensuring clear roles and responsibilities
<b>Review Project Outcomes</b>	Initiates and maintains contractual conditions and relationships
	Reviews and reports on outcomes and success measures (benefits) at end of project. Uses learnings to enhance effectiveness of future projects

<sup>1</sup> This section was developed using the PMBOK (© PMI) competencies as a guide.

## Communication Skills

The building and maintaining of open, collaborative and reciprocal relationships with others

<b>Relationship Building</b>	Creates and maintains value added relationships
	Understands collaboration and how to develop it in relationships
	Applies principled negotiation to achieve win/win outcomes in dealings with others
	Actively supports teamwork through collaboration and effective relationships
	Builds rapport and keeps others in the loop
	Facilitates the discussion of conflicting issues between individuals and groups
	Collaborates with others, seeks and utilises feedback
<b>Empathy</b>	Is attentive to cues (e.g. body language), and responds appropriately
	Demonstrates empathy, can relate to people and listen to their viewpoint
	Uses empathy to consider stakeholder views, plan stakeholder engagement, plan and prioritise activities and tailor communication materials
<b>Oral Communication</b>	Expresses ideas effectively in individual and group situations; adjusts language to the characteristics and needs of the audience
	Uses open questions and active listening to ensure individuals/situations are clearly understood
<b>Written Communication</b>	Expresses ideas clearly in documents which have organisation, structure, grammar, language and terminology adjusted to the characteristics and needs of the audience
<b>Measures Effectiveness of Communication</b>	Regularly measures the effectiveness of communication and adjusts approach accordingly
	Plans communication that is clear about purpose, desired outcomes, key messages and audience needs
	Uses the expertise of subject matter experts when designing communications and presentations

## Self Management

The assumption of full accountability for own performance in achieving change management outcomes

<b>Personal Responsibility</b>	Assumes accountability for own role, consistently aiming for high performance
	Accepts responsibility for own choices, actions, non actions, successes and failures
	Understands personal limitations and seeks expert assistance where this would benefit the outcome
	Sets challenging goals and takes calculated risks
<b>Prioritisation and Time Management</b>	Able to 'juggle' the priorities of multiple activities and stakeholders to meet diverse and sometimes conflicting deadlines
	Can maintain clear focus on goal achievement, confronting problems, conflicts and obstacles
<b>Resilience</b>	Stays focused under pressure
	Deals with setbacks and bounces back from failure, learns from experience and adjusts behaviour where necessary
<b>Flexibility</b>	Modifies behaviour to deal effectively with changes in the work environment, readily tries new approaches appropriate for new or changed situations, does not persist with ineffective behaviours
	Can work effectively and remain focused during periods of ambiguity
<b>Emotional Intelligence</b>	Understands the impact their actions have on others and adjusts approach where necessary
	Expresses emotion appropriately
	Considers people's feelings when making decisions
	Effectively responds to emotions in others

## Facilitation – Meetings and Workshops

The effective guidance of a group to appropriate and useful outcomes, in a constructive and timely manner

<b>Design</b>	Considers the broad context for the event when preparing design
	Has a clear vision of the purpose and outcomes of the session – agreed with the client if appropriate
	Plans relevant group exercises, methods and processes to deliver the desired outcomes
	Allocates time appropriately, realistically and effectively
<b>Participatory Environment</b>	Able to create and sustain a participatory environment to gain involvement/participation of group members
	Takes account of different styles and provides opportunities for all group members to get involved
	Takes a position of neutrality regarding content to maximise involvement, trust and openness
	Understands team development and group dynamics and can ensure an environment of two-way expressive involvement
<b>Structure</b>	Provides structure to meetings and workshops in terms of: agenda, discussions, decision-making, format and physical environment arrangement
	Takes responsibility for developing, communicating and monitoring and maintaining structure of session
<b>Process</b>	Employs a range of facilitation tools for use in planning, identifying issues and potential solutions
	Monitors the event to ensure that agreed outcomes and timelines will be met
	Tactfully refocuses the group back to the session purpose and agenda item when needed
	Understands own limits and takes care not to take the group into inappropriate (highly emotional) territory
	Understands when a group member's behaviour is impacting results, and has the capabilities to take action of the most appropriate type
	Can bring events to closure by summarising actions, decisions, time frames and responsibilities

## Professional Development

A continual effort to gain more knowledge, develop more effective skills and promote the profession of change management

<b>Knowledge</b>	Proactively seeks out new and up-to-date information which can be applied to the change manager role
	Assesses and integrates new knowledge
<b>Skills</b>	Seeks feedback as input to professional development plan
	Focuses skill development on under developed areas
	Integrates new skills and seeks out opportunities to apply new skills
	Finds opportunities to build new skills through both formal and informal channels
<b>Promotion of Change Management</b>	Is able to provide simple explanations of the different aspects of change management to educate the business community

## Specialist Expertise

The high level assessment of needs, approaches, design and delivery methods for the implementation of solutions to meet business needs

### Learning & Development

<b>Needs Identification</b>	Ensures the learning and development needs of each audience group impacted by change are identified
	Demonstrates an understanding of adult learning principles
<b>Training Plan</b>	Works with business owners and subject matter experts to ensure appropriate training plans are in place for all stakeholders
	Ensures change management project plan reflects all steps for the delivery of training
<b>Solution Delivery</b>	Works with business owners to ensure implementation plans are in place for training rollouts to all impacted stakeholders
	Monitors the rollout of training for all stakeholders, according to the project management plan
<b>Evaluation</b>	Takes steps to evaluate effectiveness
	Ensures results of training are evaluated and provides reports to project manager and other stakeholders as required

### Communication

<b>Needs identification</b>	Identifies the communications needs of each stakeholder group impacted by change, in conjunction with business owners and subject matter experts
<b>Plan</b>	Plans, documents and gains agreement to the approach to communication
<b>Solution Design and Development – Communications Strategies</b>	Demonstrates an understanding of using the appropriate communication style and media for the situation and audience.
	Works with key stakeholders to create most appropriate communications
<b>Solution Delivery</b>	Manages the process of requirements, design and delivery of solution
	Monitors the development and delivery of communication solutions and reports on progress to project manager
<b>Evaluation</b>	Takes steps to evaluate effectiveness
	Analyses the results of evaluation and takes required action



## Change Management Institute

The Change Management Institute (CMI) promotes and develops the practice of change management in Australia.

The CMI was established in October 2005, by a group of experienced change practitioners following a year of research with business, academia and practitioners. Importantly, it is a completely independent organisation, staffed by volunteer senior practitioners, and is currently funded by revenue from events and workshops. The CMI meets the professional development needs of change managers, providing speaker events, educational workshops and networking opportunities.

With change a constant reality for organizations today, the demand for effective change management is increasing. The CMI assists organisations and individuals respond professionally to this demand.

The CMI runs regular events and networking opportunities and change managers and those with an interest in seeing the profession develop and grow are always welcome to attend. For more information go to:

[www.change-management-institute.com](http://www.change-management-institute.com)