

Title	Demonstrate and apply knowledge of change management in a business operation		
Level	4	Credits	5

Purpose	People credited with this unit standard are able to: demonstrate knowledge of change management; demonstrate knowledge of the impact of change on people in organisations; and manage change for a work team.
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Classification	Business Operations and Development > Systems and Resources Management
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Available grade	Achieved
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Explanatory notes

- 1 This unit standard is for people who manage or seek to manage or supervise work teams.
- 2 Glossary
Change management refers to the process of developing a planned approach to change in an organisation. Typically, the objective is to maximise the collective efforts of all people involved in the change.
Team, in the context of this unit standard, comprises two or more members of the workplace who undertake together a defined activity with clear objectives and outcomes. A work team may be stand-alone or one team in a multi- team operation. A *business operation* may form part of an organisation's activities or it may constitute a complete organisation.
Organisational requirements are those that are formally documented, and are available for reference in the workplace.
- 3 This unit standard will be assessed on the basis of evidence of demonstrated performance in the workplace, or in simulated situations that demand performance equivalent to that required in the workplace.

Outcomes and evidence requirements

Outcome 1

Demonstrate knowledge of change management.

Evidence requirements

1.1 The causes of change for organisations are identified, and their potential impact is explained.

Range external causes, internal causes;
evidence of four examples of each is required.

1.2 Theoretical models for managing the change process, and their application, are described in terms of mitigating the effects of change.

Range at least two models.

Outcome 2

Demonstrate knowledge of the impact of change on people in organisations.

Evidence requirements

2.1 Factors are explained in terms of how they influence people's response to change.

Range factors may include but are not limited to – life stages, self-esteem, career flexibility, stress management skills;
evidence of four is required.

2.2 Ways people resist change are described with reference to a specific situation.

Range passive resistance, active resistance.

2.3 Reasons people resist change are explained with reference to the specific situation.

Range reasons may include but are not limited to – loss of control, uncertainty, concerns about future competence, insecurity, lack of trust of the organisation;
evidence of at least four is required.

2.4 Techniques for assisting people to cope with change are described with reference to the specific situation.

Outcome 3

Manage change for a work team.

Evidence requirements

3.1 A change(s) is identified, and described in terms of its actual and/or likely impact on the work team.

3.2 Desired outcomes for change management are identified, and confirmed according to organisational requirements.

3.3 Plan for managing change for the work unit is developed to meet the desired outcomes.

Range plan includes but is not limited to – steps in the management process, timeframes, communication strategy, team member support.

3.4 Issues arising from change management process are identified and analysed in terms of personal learning and performance.

3.5 Consultation with stakeholders identifies any personal performance issues that need addressing and appropriate action is recommended.

Replacement information	<p>This unit standard has been replaced by unit standard 27567 and unit standard 27568.</p> <p>This unit standard replaced unit standard 19026.</p>
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This unit standard is expiring. Assessment against the standard must take place by the last date for assessment set out below.

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	18 December 2006	31 December 2014
Review	2	17 November 2011	31 December 2014

Consent and Moderation Requirements (CMR) reference	0113
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Please note

Providers must be granted consent to assess against standards (accredited) by NZQA, before they can report credits from assessment against unit standards or deliver courses of study leading to that assessment.

Industry Training Organisations must be granted consent to assess against standards by NZQA before they can register credits from assessment against unit standards.

Providers and Industry Training Organisations, which have been granted consent and which are assessing against unit standards must engage with the moderation system that applies to those standards.

Requirements for consent to assess and an outline of the moderation system that applies to this standard are outlined in the Consent and Moderation Requirements (CMR). The CMR also includes useful information about special requirements for organisations wishing to develop education and training programmes, such as minimum qualifications for tutors and assessors, and special resource requirements.