



EXCEED THE BAR

CAREER NAVIGATOR SERIES

A close-up photograph of a person's hand, wearing a black watch, with a white circuitry overlay. The overlay consists of various icons: a laptop, a thumbs-up, a network diagram, a magnifying glass, a circular arrow, and a square with an arrow. The background is a blurred office setting.

**COMPETENCY DEVELOPMENT GUIDE**  
**MANAGING CHANGE**

# HOW TO USE THIS DOCUMENT

This competency development guide is designed to take a closer look at yourself, **help you explore strengths and development opportunities** for a particular competency that is important for successful performance in a work environment, and provide practical guidance and tasks to help you develop a particular competency.

Whether you are at the start of your career, exploring opportunities for promotion within your current organisation, or in a period of career transition, this guide will to **help focus and guide your efforts**. It provides you with a **structured approach to increase your self-awareness** and to craft a personalised action plan.

## Competency

## Managing Change

**Managing Change** means championing and driving change initiatives in the work environment

## Behaviours

- ✓ Growth mindset
- ✓ Seeks new challenges, learning opportunities, and feedback
- ✓ Articulates a new way of doing things
- ✓ Identifies change requirements
- ✓ Takes ownership of change initiatives
- ✓ Leads change initiatives
- ✓ Maintains effectiveness in a new and changing environment
- ✓ Manages and resolves resistance to change
- ✓ Acts in ways that builds people's commitment to change initiatives
- ✓ Facilitates buy-in
- ✓ Encourages others to embrace change and innovation
- ✓ Explores new approaches to address problems and opportunities
- ✓ Displays flexibility in thought and behaviour
- ✓ Responds in a positive and flexible manner to change and uncertainty

## Self-Assessment

Self-awareness is the first step in proactive career management. This process starts with a **sound assessment of your development needs**. You will benefit from acknowledging your own weaknesses so that you can actively plan for how you intend to overcome them. Use the questions below to guide your thinking and reflection.

How relevant is this competency and how does it apply to your job/role/career?

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How does this competency contribute to success in your job/role/career?

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### Rating Scale

Based on the above behaviours, what rating would you give yourself for this competency, and why? Try to identify specific practical examples for each behavioural indicator in your work environment, or even in your private life.

1 – Limited (needs significant development)	2 – Basic (development area)	3 - Competent	4 - Potential Strength	5 - Clear Strength
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Reflecting on the above examples in demonstrating this competency, what behaviours are supporting you in achieving success and which behaviours might be sabotaging your success with this competency?

Based on a recent performance review, assessment results or other feedback you received, what observations and/or recommendations were made in relation to this competency?

If you have not received feedback recently, it may be helpful to ask a trusted advisor for constructive feedback and ask them to clarify and elaborate on their observations. It is **important to understand and learn from their feedback to help guide your future development**, rather than to challenge it. The aim here is to learn how your behaviour is perceived by others. Remember that input from others which challenges your own self-perceptions can be extremely valuable in opening you up to new developmental opportunities that you have not previously recognized. During this discussion, consider asking the following kinds of questions:

- ✓ Can you tell me exactly what your impression is of my ability in relation to this competency?
- ✓ What is this observation based on?
- ✓ What do I do that you feel is less effective?
- ✓ Why do you feel that it was less effective?
- ✓ What do you feel I could have done instead?
- ✓ How do you feel that I could best develop my competence in this area?

## Self-Reflection

Following on your self-assessment you will now conduct further reflection to enhance your self-awareness and to establish a clear mental image of your accomplishments in relation to this competency. It serves to **identify your strengths**, to celebrate your achievements **and to give you clarity and direction about what you need to develop**.

1

What techniques have you used to reduce the effect of change on your direct reports. Describe the most effective technique you've used and the situation in which you used it.

2

Give an example of a time where you had to champion an unpopular change.

- What was the situation?
- How did you handle it?
- How was it received?
- What was the result?

3

Describe a situation where you introduced change and was met with resistance.

- How did you overcome it?
- What was the final outcome?

4

Think about a time when you were responsible for hiring and or orientating a new employee.

- What did you do to help them adjust?

5

Recall a time your department was going through long-term changes or working on a long-term project.

- What did you do to keep your staff focused during the change process?

6

Watch the recommended video on *What is change management?*

- Does the video resonate with you in terms of how to handle change? Write down some observations of things you can identify with when relating the video to your work environment. Relook your observations and write down how you think change can be better approached at your organisation?

7

Watch McKinsey’s video on *Change Management* listed in the recommended resources below, especially where Mary Meany speaks of the success factors that make change management possible and sustainable.

- Write down what you understand about your organisation’s strategy.

- Write down your organisation’s vision.

Write down the targets set for you to meet. Do you think you are adding value? What can you do to change things to enable your organisation to reach its vision?

## Practical Development Tips and Actions

Now that you have a better idea of the specific aspects relating to this competency that may be an area of development you can **start exploring some practical tips and actions**. The majority of the recommendations in this guide are self-directed. However, if you have any questions about how any of these activities may be undertaken within the context of your work environment, **we encourage you to consult your manager, mentor or coach**.

### Tip number ①

Read the article in the below listed recommended resources, on *When to take initiative at work and when not to* by Parker and Wang. In this article, you will note that change is a constant whether caused by new technology implementations, process updates, compliance initiatives, reorganisation, or customer service improvements. When faced with an unexpected or unwelcome transition, it’s human nature to immediately descend into fear and doubt. The human element of change management may be one of the most difficult to navigate because people do not inherently like change or adjust to it well. Think of a recent change that was introduced in your organisation. Reflect on the following:

- ✓ How was this change communicated?
- ✓ Was there enough transparency about how the change was to be implemented?
- ✓ How were the employees affected?
- ✓ To what extent did the employees have an opportunity to discuss the pros and cons of the intended change?
- ✓ How were the employee’s expectations managed?
- ✓ What was done to ensure the psychological health and wellness of the employees?
- ✓ What could have been done differently?

### Tip number ②

Watch the video, *How to lead change management* in the below resources. You need to be a champion of change in your role in your organisation. The reality of constantly managing change in the workplace can leave you feeling overwhelmed. You can either allow this force to overpower you by resisting it or harness its power to move your organisation forward toward reaching your goals for continued success in this constantly changing world. Reflect on the following:

- ✓ How can you prepare yourself to better understand the need for change?
- ✓ What do you need to know about the process of change and some of the normal responses to change you or others may experience?
- ✓ How can you build your resilience to change?
- ✓ What do you need to do to be more proactive about managing the experience of change others may have?

### Tip number ③

There are many change management models available to help organisations manage the change process. One of the most well-known strategies is developed by Kotter. Kotter's model is an 8-step process where a sense of urgency is used to facilitate change. His article is in the recommended resources below. Answer the following questions relating to the 8 steps:

- ✓ Establish a sense of urgency for the change – What opportunity exists today that may not be available tomorrow which your organisation needs to respond to before your competitors do?
- ✓ Create a team to guide the change – Who in your organisation would be the best people to explore this opportunity?
- ✓ Create a change vision – How can you create and communicate the strategic vision to get activity behind it?
- ✓ Communicate the need to change – How can you position the change to ensure that you do not create barriers?
- ✓ Empower people to change – What do you need to do to empower others?
- ✓ Set short-term targets – What are the short-term targets that would ensure maximum gain?
- ✓ Be determined – How can I make this stick?
- ✓ Establish the change – What do I need to do to ensure that the change is implemented?

### Development Activity number ①

Find something you can do in your current role to **manage change** that will make a positive impact at Smiths Manufacturing. You have 3 days to do this.

- Describe what you did.
- What impact did it have?
- How did it make you feel?

### Development Activity number ②

List 5 things your team or department can do to **manage change** to improve things at Smiths Manufacturing.

- Now write down what you think can be done to put these ideas into action.
- Discuss your ideas with your team or department. Write down what feedback you received.
- How did it make you feel?

## Preparation for Interviews

It can be difficult to answer a question like “what is your greatest weakness?”—especially when you expected to be discussing your strengths and what makes you better qualified or suitable for a particular role than others.

Although re-framing your weaknesses into a positive light can be challenging, in regularly conducting self-reflection and combining self-awareness with a clear plan of action, you will be able to deal with these difficult questions with ease.

The key to preparing for this question is to identify aspects that could be perceived as a weakness but could also still communicate strength. This will show the interviewer you are self-aware enough to acknowledge your weakness, know your areas of development, and appreciate the opportunities it presents too.

The following are examples of typical interview questions for this competency. Spend some time reflecting on each and make notes of specific examples to prepare for these curveball questions and ensure you can frame your weaknesses in a positive light and showcase how you are improving in each area.

<p>Can you describe a time when you had to adjust quickly to changes over which you had little control? How have you dealt with these changes? What contributions did you make in the process? How did the changes impact on you? What was the outcome?</p>	① <b>Situation:</b>
<p>Describe a time when you changed your plans as a result of new information or changing priorities? How did you maintain your effectiveness during this time? What did you do and what was the result?</p>	① <b>Situation:</b>

## Recommended Resources

### Learning by Reading

- ✓ When to take initiative at work and when not to by Sharon K Parker and Ying Wang  
<https://hbr.org/2019/08/when-to-take-initiative-at-work-and-when-not-to>
- ✓ 8 Steps to accelerate change in your organisation by John Kotter  
<https://www.kotterinc.com/wp-content/uploads/2019/04/8-Steps-eBook-Kotter-2018.pdf>

## Learning by Watching or Listening

- ✓ How to Lead Change Management [4:49]  
<https://youtu.be/PQ0doKfhecQ>
- ✓ What is Change Management?  
[https://www.youtube.com/watch?v=\\_\\_IYNMdv9E](https://www.youtube.com/watch?v=__IYNMdv9E)
- ✓ McKinsey on Change Management  
[https://www.youtube.com/watch?v=k69i\\_yAhEcQ](https://www.youtube.com/watch?v=k69i_yAhEcQ)

## Personal Reflections

Reflection helps create and clarify the meaning and value of your learning experiences. You have an opportunity now to review your learning and progress. This section is about turning the learning and insight into actionable steps to support your personal development goals. Answer these questions before you create your individual development action plan.

**Which of the above activities or resources did you find the most useful and why?**

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**Briefly describe what you learned that was new, insightful, and gave you new thoughts and ideas.**

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**Make a list of things you can do based on your newly acquired knowledge, insights, thoughts and ideas.**

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**Make a list of things you still need to focus on.**

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## Development Action Planning

Without a clear plan, it is difficult to track progress and measure your successes and accomplishments in relation to your career aspirations. Focus initially on your short and medium-term plan.

Consider specific work experiences, activities, actions that can be taken within the context of the current role that will enhance this competency. , relationships to leverage, other self-development strategies, including formal development solutions. Note 1) specific actions (2-3), timeline and milestones to maintain momentum and 2) concrete expected outcomes.

### Identify the opportunity

*List the development opportunity that will enhance performance in your current role in relation to this competency*

### Identify why it is important

*State the reason why this particular development opportunity will make a difference in your career*

### Identify what good looks like

*State what you would like to accomplish and achieve with this competency. This should be aspirational and what you would like to achieve over the medium-term*

### Identify learning experiences

*List activities, assignments, and meaningful experiences that you pursue that will offer an opportunity to develop you develop, enhance, and apply this competency*

### Identify your stakeholders

*Identify those people in your life and relationships you can leverage to provide you with honest feedback, support, information on what is required, and help you along the way in developing this competency*

**Identify training courses**

*Identify any other training courses, further relevant reading, podcasts or blogs that can provide the knowledge base that one can then apply to strengthen this competency*

**Identify support required**

*State what support you need and who you need it from in order to successfully develop and apply this competency*

**Identify support required**

*State what support you need and who you need it from in order to keep you on track, successfully develop and apply this competency*

**Identify tracking methods**

*Define your goal clearly, especially how you will know when you have achieved it and then indicate specific measures you will use to monitor and track your progress*

**Identify accountability**

*State who you can share your goals with. Sharing your goals with someone will help you stay on track and help you stay accountable*

**Identify possible derailers**

*Consider what challenges you may face in trying to achieve your goal and define how you will manage possible setbacks to ensure sustained effort and perseverance*