

<b>TSC Category</b>	Business and Organisational Management					
<b>TSC</b>	Change Management					
<b>TSC Description</b>	Implement organisational changes smoothly as well as manage reactions to ensure seamless transitions during changes					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
				ECM-BIN-4005-1.1	ECM-BIN-5005-1.1	ECM-BIN-6005-1.1
				Facilitate the implementation and communication of change management programmes and initiatives and assess the progress of programmes	Lead the review of organisational systems, processes and policies to identify areas for change management	Mentor the development of change management strategies, leading, evaluating and refining change management strategies as well as building an environment conducive for change management
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Internal and external environments that can impact change programmes</li> <li>Challenges of successful change implementation</li> <li>Factors that support change management programmes and initiatives</li> <li>Reasons for resistance to change management programmes and initiatives</li> <li>Success criteria for change management programmes and initiatives</li> <li>Needs and expectations of relevant stakeholders</li> <li>Mitigating actions to manage resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>Enablers of change</li> <li>Components of organisational readiness assessments</li> <li>Components and objectives of change management implementation plans</li> <li>Components of change management programme plans and change management processes</li> <li>Communication strategies to promote change</li> <li>Individuals' role in contributing to change management as a strategic business partner</li> </ul>	<ul style="list-style-type: none"> <li>Leadership roles in change management processes</li> <li>Types of change management programmes</li> <li>Different leadership styles and approaches and their impact on change management</li> <li>Drivers of implementing and sustaining change in the organisation</li> <li>Factors that support change management</li> <li>Typical barriers to change within organisations</li> <li>Techniques to overcome resistance to change</li> </ul>

<p><b>Abilities</b></p>				<ul style="list-style-type: none"> <li>• Implement change management programmes and initiatives in accordance with implementation plans</li> <li>• Assess progress of change management processes and procedures to manage challenges and opportunities</li> <li>• Monitor and evaluate outcomes of change management programmes against programme-specific objectives</li> <li>• Present project performance outcomes to relevant stakeholders in accordance with organisational procedures</li> <li>• Implement continuous improvement processes and systems to ensure sustainable change implementation</li> <li>• Communicate change management strategies, change management programme-specific objectives and implementation plans to employees</li> </ul>	<ul style="list-style-type: none"> <li>• Review organisational systems, processes and policies to identify areas of improvement for appropriate change management programmes and initiatives</li> <li>• Develop change management strategies and change management programmes in consultation with management</li> <li>• Create a conducive environment for change management</li> <li>• Sponsor change management programmes and initiatives to gain buy-in from relevant stakeholders</li> <li>• Implement change management strategies in accordance with implementation plans</li> <li>• Monitor, evaluate and refine change management strategies and programmes in accordance with desired organisational outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Define and drive changes in the organisation to achieve desired strategic business outcomes</li> <li>• Guide the development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders</li> <li>• Build an environment ready for change management programmes</li> <li>• Lead changes in line with strategic plans</li> <li>• Evaluate and refine change management strategies in accordance with organisational culture and interests of relevant stakeholders</li> </ul>
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