

**SKILLS FRAMEWORK FOR THE RETAIL  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

<b>TSC Category</b>	Change Management					
<b>TSC</b>	Manage Change					
<b>TSC Description</b>	Develop and implement change management initiatives, change management strategies and programmes					
<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>
	<b>RET-CHG-1002-1.1</b>	<b>RET-CHG-2002-1.1</b>	<b>RET-CHG-3002-1.1</b>	<b>RET-CHG-4002-1.1</b>	<b>RET-CHG-5002-1.1</b>	<b>RET-CHG-6002-1.1</b>
	Participate in change management programmes and initiatives, understand the change processes and anticipate the impact of change	Adapt to changing priorities, methods and practices by challenging conventional ways of carrying out work activities and influence acceptance of change positively	Identify the need for change, build a strong business case and ensures translation of change into tangible initiatives	Communicate change management strategies to teams and facilitate change programmes	Formulate change management strategies and programmes, influence and lead the organisation in the context of change management	Provide strategic leadership in change management
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Internal and external environments that can lead to change in the organisation</li> <li>Types of changes to work practices</li> <li>Importance of pro-active involvement by participation in change management programmes</li> <li>Behavioural impact of change processes</li> <li>Scope of individual discretion and freedom to feedback with regards to change</li> <li>Ways in which improvements and changes can be suggested</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external environments that can lead to change in the organisation</li> <li>Types of changes to work practices</li> <li>Importance of pro-active involvement by participation in change management programmes</li> <li>Behavioural impact of change processes</li> <li>Scope of individual discretion and freedom to feedback with regards to change</li> <li>Ways in which improvements and changes can be suggested</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external environments that can lead to change in the organisation</li> <li>Current organisational practices with regards to change</li> <li>Types of changes to work practices</li> <li>Relevant stakeholders in change processes</li> <li>Roles in change management programmes and initiatives</li> <li>Importance of pro-active involvement by participation in change management programmes</li> <li>Behavioural impact of change processes</li> <li>Scope of individual discretion and freedom to feedback with regards to change</li> <li>Ways in which improvements and changes can be suggested</li> </ul>	<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>Methods to monitor and evaluate change management programmes</li> <li>Success criteria for change management programmes and initiatives</li> <li>Components of change management programme plans</li> <li>Needs and expectations of relevant stakeholders</li> <li>Mitigating actions to manage resistance to change</li> <li>Communication strategies for change</li> </ul>	<ul style="list-style-type: none"> <li>Types of change enablers</li> <li>Components of organisational readiness assessment</li> <li>Components and objectives of change management implementation plans</li> <li>Components of change management programme plans and processes</li> <li>Communication strategies to promote change</li> <li>Individual accountability and responsibility to change management as a strategic business partner</li> </ul>	<ul style="list-style-type: none"> <li>Leadership role in change management processes</li> <li>Types of change management programmes</li> <li>Types of leadership styles and approaches and their impact on change management</li> <li>Drivers to implement and sustain change in the organisation</li> <li>Factors that support change management</li> <li>Types of barriers to change within organisations</li> <li>Techniques to overcome resistance to change</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Gather and analyse data regarding the priorities and effects of specific changes</li> <li>Demonstrate</li> </ul>	<ul style="list-style-type: none"> <li>Administer local and remote change procedures</li> <li>Ensure previous system is backed up for a</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities for change within own scope of work to improve work processes</li> <li>Implement continuous</li> </ul>	<ul style="list-style-type: none"> <li>Implement change management programmes and initiatives in accordance with implementation plans</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, evaluate and refine change management strategies and programmes in accordance with desired</li> </ul>	<ul style="list-style-type: none"> <li>Define and drive change in the organisation to achieve desired strategic business outcomes</li> <li>Guide development and</li> </ul>

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	<p>communication skills to liaise with stakeholders and team members</p> <ul style="list-style-type: none"> <li>• Write technical reports regarding change management initiatives</li> </ul>	<p>cancelled system change</p> <ul style="list-style-type: none"> <li>• Monitor system security during change and prevent system threats</li> <li>• Prepare written advice and reports requiring reasoning and precision of expression</li> </ul>	<p>improvement processes and systems to ensure sustainable change implementation</p> <ul style="list-style-type: none"> <li>• Monitor and evaluate outcomes of change management programmes against programme-specific objectives</li> <li>• Implement guidelines and policies in alignment with change management strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse change needs and monitor effectiveness of change management programmes to identify areas of improvement.</li> <li>• Apply resources to support change initiatives</li> <li>• Assess progress of change management processes and procedures to manage challenges and opportunities</li> <li>• Present project performance outcomes to relevant stakeholders in accordance with organisation procedures</li> <li>• Communicate change management strategies, change management programme specific objectives and implementation plans to employees</li> </ul>	<p>organisational outcomes</p> <ul style="list-style-type: none"> <li>• Create opportunities for individuals within the business units and/or divisions to explore ideas and opportunities for change and innovation</li> <li>• Evaluate performance data and communicate areas of achievement and opportunities for growth or improvement</li> <li>• Prioritise opportunities to provide support and resources required for implementation of activities producing greatest impact or benefit</li> <li>• Communicate with stakeholders to design processes to support achievement of objectives of change and innovation programmes</li> </ul>	<p>deployment of change management strategies in accordance with organisational culture</p> <ul style="list-style-type: none"> <li>• Build sponsors for change at various levels to ensure smooth translation of change and tangible outcomes</li> <li>• Build culture and environment ready for change management programmes</li> <li>• Lead change in line with strategic plans</li> <li>• Evaluate and refine change management strategies in accordance with organisational culture and interests of relevant stakeholders</li> <li>• Sponsor change management programmes and initiatives to gain buy-in from relevant stakeholders</li> <li>• Engage in negotiation and conflict resolution in a change management environment</li> </ul>
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