

Learning Assessment Guide

Unit Standard 23400 – Version 1

Demonstrate and apply knowledge of change management in a business operation

Level 4 – 5 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

Before you begin...

- As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).
- Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.
- Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

The tasks in this assessment are designed to show your assessor that you can:

- Demonstrate knowledge of change management.
- Demonstrate knowledge of the impact of change on people and organisations.
- Manage change for a work team.

This Learning Assessment Guide is made up of:

- Tasks for you to complete.
- Verification form to be completed by your manager or team leader.
- Assessment Guide that the assessor will use to assess your competence.

Special notes relating to this unit standard:

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.

Assessment Task One – Elements 1 and 2

Introduction

Assessment task one is designed to assess your ability to demonstrate knowledge of change management.

Instructions

- You will need to answer the supplied questions.
- These questions can be answered verbally or in writing. Discuss your preference with your assessor. If you answer verbally your assessor will note your answers on your question sheet.
- Your assessor may wish to ask further questions to clarify your responses or to have you expand on your answers to meet sufficiency requirements.

The completed assessment for task one will include:

- Answers to questions.
- Assessor's notes where relevant.

Task One Questions

Name of Learner	
Date	

Question One
Give four examples of *internal* causes of change in an organisation. For each example, give at least one potential impact.

Cause	Impact

Question Two
Give four examples of *external* causes of change in an organisation. For each example, give at least one potential impact.

Cause	Impact

Question Three Describe two theoretical models for managing the change process. Explain how they are applied, and how they help minimise the effects of the change.	
<i>Model One</i>	

*Model Two***Question Four**

People's response to change depends on many factors. Give at least four of these factors and include a brief explanation for each.

1.

2.

3.

4.

Assessment Task Two – Elements 2 and 3

Introduction

Assessment task two is designed to assess your ability to demonstrate knowledge of the impact of change on people in organisations, and manage change for a work team.

Instructions

Background:

- You will need to identify, plan for and manage change in a work team. The change may be a departmental restructure, a shift in duties, the implementation of new technology, a major change in procedure etc.
- You must develop a plan for managing the change. Your plan should be produced in a format that meets the requirements of your organisation.
- Clearly state the desired outcomes for the change management. These must meet organisational requirements.
- The plan must also include:
 - The steps in the management process.
 - The timeframes for each stage.
 - The communication strategy to be used.
 - The likely ways staff may passively or actively resist the change.
 - At least four reasons as to why the change may be resisted.
 - What team member support will be available including techniques for assisting staff to cope with the change
- Ask your manager to confirm via the attached Verification Form that your plan meets the requirements of the organisation.
- Give a copy of your plan to your assessor. You should now be ready to implement the change.

The completed assessment for task two will include:

- The change management plan.
- Completed Verification Form.
- Description of the change itself and likely impacts. This will be in the form of the assessor's notes or learner's written description.

Task Two Verification Form

(to be completed by the manager)

Name of Learner:			
Name of Verifier			
Position		Phone	

_____ is currently being assessed toward unit standard 23400 Demonstrate and apply knowledge of change management in a business operation.

The learner has developed a plan to manage change for a work team. Your confirmation is sought that the plan and its objectives meet organisational requirements.

Comments

The assessor may contact you to discuss the learner's performance.

Signed:

Date:

Thank you for your assistance.

Assessment Task Three – Element 3

Introduction

Assessment task three is designed to assess your ability to manage change for a work team.

Instructions

- This task is to be completed after the change management process. Discuss with your assessor or write down any issues that arose from the change management process and analyse them in terms of your own personal learning and performance.
- Discuss your performance with stakeholders to identify any personal performance issues. Include the action that you are required to address these issues.
- A Verification Form is included. Please ask a stakeholder senior in position to yourself eg manager, team leader etc to sign this to confirm that you have managed the change and discussed your performance with them.

The completed assessment for task two will include:

- Self-evaluation of learner's performance, either in his or her own writing or discussion notes made by the assessor.
- The completed Verification Form signed by the senior stakeholder.

Verification Form
(to be completed by stakeholder)

Name of Learner:			
Name of Verifier			
Position		Phone	

_____ is currently being assessed toward unit standard 23400 Demonstrate and apply knowledge of change management in a business operation.

The learner has been asked to consult with you concerning their performance managing a recent change in a work team.

Your confirmation is sought that the learner has: had a performance consultation with you and any personal performance issues that may have arisen have been discussed and action to be taken identified. Please list these in the comments section.

Comments

The assessor may contact you to discuss the learner's performance.

Signed:

Date:

Thank you for your assistance.

Assessment Guide

These are the evidence and judgements that your assessor will use to assess your competence in unit standard 23400.

Task / Element	Evidence required	Judgement
<p><i>Task 1 / Element 1</i></p> <p>This task involves the learner answering questions about their knowledge of change management.</p>	<p>Answers to supplied questions.</p> <p>Assessor notes where relevant.</p>	<p>Learner identifies four internal and four external causes of change in an organisation and explains their potential impact.</p> <p>Learner describes two theoretical models for change management, how they are applied and how they minimise the effect of change.</p>
<p><i>Task 1 / Element 2</i></p> <p>This task involves the learner answering a question concerning people's response to change. (PC 2.1)</p>	<p>Answers to supplied question.</p> <p>Assessor notes where relevant.</p>	<p>Learner explains four factors that influence people's response to change. Factors may include but are not limited to:</p> <ul style="list-style-type: none"> • life stages • self-esteem • career flexibility • stress management skills.
<p><i>Task 2 / Element 2</i></p> <p>This task involves the learner incorporating in a change management plan the ways people resist change and techniques for minimising resistance.</p>	<p>Description of the change itself and likely impacts. This will be incorporated into the change management plan.</p>	<p>Learner describes the way people either passively or actively are likely to resist the change.</p> <p>Learner gives at least four reasons for expected resistance to the proposed change. Reasons may include but are not limited to:</p> <ul style="list-style-type: none"> • loss of control • uncertainty • concerns about future competence • insecurity. • lack of trust in the organisation. <p>Learner describes techniques for assisting people to cope with the change.</p>

Task / Element	Evidence required	Judgement
<p>Task 2 / Element 3</p> <p>Learner must develop a plan for managing the change for their work team.</p>	<p>The change management plan.</p> <p>Description of the change itself and likely impacts. This will be in the form of the assessor's notes or learner's written description.</p> <p>Completed Verification Form.</p>	<p>Learner identifies the change and describes its likely or actual impact on the work team.</p> <p>The learner develops a plan for managing the change and meeting the desired outcomes.</p> <p>The plan identifies the desired outcomes for change management. These are in accordance with the requirements of the organisation.</p> <p>The plan includes but is not limited to:</p> <ul style="list-style-type: none"> • steps in the management process • timeframes • communication strategy • team member support.
<p>Task 3 / Element 3</p> <p>In this task the learner must evaluate their performance and gain feedback from stakeholders.</p>	<p>Self-evaluation of learner's performance, either in his or her own writing or discussion notes made by the assessor.</p> <p>The completed Verification Form signed by the senior stakeholder.</p>	<p>Learner self-evaluates their performance and identifies issues arising from the change management process. The issue are analysed in terms of their personal learning and performance.</p> <p>Learner consults with stakeholders to identify personal performance issues. Appropriate action to address these issues is recommended.</p>