



Oxford Cambridge and RSA

## OCR Level 7 NVQ Diploma in Management – Unit 3

Unit Title:	Lead change in an organisation (C4)
OCR Unit Number:	3
Unit Number	L/600/9653
Level:	7
Credit value:	9
Guided learning hours:	35

### Unit purpose and aim

This unit will ensure that learners are able to lead organisational change. The unit will also ensure learners are able to support others through change.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to lead change	1.1 Identify alternative models for change management  1.2 Critically evaluate models to bring an identified change in an organisation  1.3 Explain how to bring change in own organisation	This may include: <ul style="list-style-type: none"><li>• Different methods and models for leading organisational change and their respective strengths and weaknesses in the context of their organisation.</li></ul>
2 Be able to promote organisational reasons for change	2.1 Review the benefits against the business objectives  2.2 Communicate the change strategy with all stakeholders	This may include: <ul style="list-style-type: none"><li>• An organisational vision for the future, the risks and expected benefits</li><li>• Examples of factors that need to be changed and why (for example, strategy, policies, culture, structure).</li></ul> This may include: <ul style="list-style-type: none"><li>• What measures can be incorporated to evaluate success</li><li>• The organisation's current position compared to its competitors in the sector</li><li>• The short and long term impact of change on an organisation's performance and its people</li></ul>

Learning Outcomes	Assessment Criteria	Exemplification
		<ul style="list-style-type: none"> <li>• Reporting structures and appropriate channels of communication within the organisation</li> <li>• The needs and expectations of stakeholders and potential objections to proposed changes</li> <li>• The political, bureaucratic and resource barriers to change, and ways of dealing with these.</li> </ul>
<p>3 Be able to gain support for change</p>	<p>3.1 Explain how to Influence stakeholders and gain agreement for change</p> <p>3.2 Implement appropriate mechanisms for consultation</p>	<p>This may include:</p> <ul style="list-style-type: none"> <li>• The culture of the organisation and how past experiences will affect people's response to change</li> <li>• Change leaders within the organisation that can be relied on for support</li> <li>• Potential benefits of proposed changes</li> <li>• The importance of consulting with and involving stakeholders</li> <li>• The benefits of providing information and being honest.</li> </ul>
<p>4 Be able to support people through the change process.</p>	<p>4.1 Provide support and guidance to those planning and implementing change</p> <p>4.2 Communicate progress to stakeholders involved in the change process</p> <p>4.3 Identify achievements associated with change across an organisation</p>	<p>This may include:</p> <ul style="list-style-type: none"> <li>• The potential impact of change on people</li> <li>• How to be versatile and adopt the most appropriate leadership style</li> <li>• The importance of demonstrating clear objectives</li> <li>• The resources required to support change</li> <li>• How to identify signs of stress and deal with these</li> <li>• The importance of providing stakeholders with ongoing progress reports</li> <li>• Evaluation techniques and methods of reporting.</li> </ul>

## Assessment

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This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which will need to be made available to the OCR external verifier.

Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. Assessment must be based on naturally occurring evidence from the workplace.

## Evidence requirements

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In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

## Guidance on assessment and evidence requirements

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You should consult with your assessor to agree the most appropriate sources of evidence available to you in your environment. Examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

- Reports you have written or recommendations you have made for change within your organisation
- Witness testimony in respect of your approach to change
- Progress reports or presentations you have made to stakeholders
- Cost:benefit analyses
- Results of consultation exercises you have undertaken
- Minutes of meetings you have held to discuss proposed changes

## Details of relationship between the unit and national occupational standards

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This unit is based on the NOS produced by the Management Standards Centre (MSC)

Management and Leadership NOS unit C4, Lead change

**NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at [www.ukstandards.co.uk](http://www.ukstandards.co.uk).**

## Resources

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Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work. For example:

- CANNON, J.A. and McGEE, R. (2008) *Organisational Development and Change*. ISBN: 1843981947
- HUGHES, M. (2006) *Change Management a Critical Perspective*. ISBN: 1843980703

## Additional information

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For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850).

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## Evidence Record Sheet

### Unit 3 Lead change in an organisation (C4)

I confirm that the evidence provided is a result of my own work.

Signature of candidate: \_\_\_\_\_ Date: \_\_\_\_\_

Evidence reference	Evidence title	Assessment method	LO1			LO2		LO3		LO4		
			1.1	1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2	4.3

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: \_\_\_\_\_ Name (in block capitals): \_\_\_\_\_ Date: \_\_\_\_\_

Countersignature of qualified assessor (if required) and date: \_\_\_\_\_

IV initials (if sampled) and date: \_\_\_\_\_ Countersignature of qualified IV (if required) and date: \_\_\_\_\_

(Page of )