

# Increase pace of change programmes

Drives change programmes forward at pace, adopts disciplined approach to programme management and manages risk.

## First Line Managers and Technical Specialists

### Description:

Gathers and shares the necessary information to enable effective and timely decision making. Responds positively to change and acts accordingly. Utilises project management techniques to deliver and support changes. Supports the identification of risk and manages accordingly.

### Positive indicators:

- Makes difficult decisions when necessary
- Open to change and implements changes when necessary
- Changes are communicated effectively to those involved
- Appreciates the risks and has identified actions to take

### Contrary indicators:

- Unnecessarily involves their manager when faced with difficult decisions
- Resists change and protects the current way of working
- Changes are forced through
- Is unaware of the need to manage risks

## Middle Managers and Advanced Technical Specialists

### Description:

Takes difficult decisions with confidence. Drives and delivers change initiatives at pace. Uses robust change and project management approaches to deliver sustainable change. Builds effective controls to identify, safely contain and manage risk.

### Positive indicators:

- Tackles challenging situations and makes effective decisions even when they are difficult
- Ensures necessary changes are implemented without undue delay
- Adopts a structured and planned approach to ensure changes are successfully implemented
- Risks are identified, categorised and actions are taken to manage them accordingly

### Contrary indicators:

- Avoids difficult decisions and potential conflict
- Others are aware of the lack of drive to change and improve
- Changes are made in a haphazard and unstructured way
- Has not taken the time to identify risks and no processes are in place to deal with risk

## Business Leader/ Senior Manager

### Description:

Makes effective decisions in a timely manner. Acts with a sense of urgency. Adopts a disciplined approach to managing change programmes. Effectively manages all relevant risk within the change programme.

### Positive indicators:

- Confidently and decisively takes difficult decisions
- Has clearly articulated projects/programmes in place to deliver sustainable change
- Applies sound project management tools and techniques to ensure change is appropriately managed and delivered
- Sets challenging deadlines and drives the momentum of change
- Project issues and risks are identified and mitigated at the earliest opportunity

### Contrary indicators:

- Procrastinates and fails to make timely decisions
- Change programmes are uncoordinated and ambiguous
- Reacts to problems and issues as they occur; little effort is made to proactively identify issues and problems
- Overly detailed approach and micromanagement restricts the pace of change
- Projects are poorly devised and under/over resourced
- Issues or risk logs are poorly documented and managed