

FIFTH EDITION



# super**series**

Understanding  
Change in the  
Workplace



Institute of Leadership  
& Management



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& Management

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## Understanding Change in the Workplace

FIFTH EDITION

Published for the  
Institute of Leadership & Management



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Institute of Leadership & Management  
Registered Office  
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London  
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## Series preface

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Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.

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## Unit specification

<b>Title:</b>	<b>Understanding change in the workplace</b>	<b>Unit Ref:</b>	<b>M3.02</b>
<b>Level:</b>	<b>3</b>		
<b>Credit value:</b>	<b>2</b>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
<i>The learner will</i>	<i>The learner can (in an organization with which the learner is familiar)</i>		
1. Understand change in an organization	1.1 1.2 1.3	Explain the benefits of innovation and change for the organization Identify the barriers to change and innovation in the workplace and explain practical ways of overcoming these barriers Explain why communication is important in successful implementation of change	
2. Understand the effects of change on people and finance in an organization	2.1	Explain possible human and financial effects of change upon people, departments and the organization	

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# Workbook introduction



## 1 ILM Super Series study links

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This workbook addresses the issues of *Understanding Change in the Workplace*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.



## 2 Links to ILM qualifications

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This workbook relates to the learning outcomes of Unit M3.02 Understanding change in the workplace from the ILM Level 3 Award, Certificate and Diploma in First Line Management.



## 3 Links to S/NVQs in management

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This workbook relates to the following Unit of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

C6. Implement change



## 4 Workbook objectives

Today change goes on all around us, all the time. It may once have been enough for a manager to fit into whatever job he or she was given and just keep things ticking along smoothly in much the same way as they always had.

Today, however, no manager can afford to accept the status quo. If an organization is to stay competitive and prosper, it must constantly change – which means that an essential part of your role as an effective manager is to initiate, plan and implement change.

As a first line manager, the type of change you implement will probably be small-scale, perhaps as part of a gradual, ongoing programme of continuous improvement, in which frequent minor changes are made to processes and products or services. In a small organization, you may also have the opportunity to implement a larger, more dramatic change that crosses departmental boundaries. But the more likely scenario is that large-scale change projects will be initiated by senior management, often in response to opportunities and threats presented by external forces. Either way, you, as a manager will need to take a major role in:

- identifying barriers to change and ways of overcoming them;
- planning how a change is to be implemented;
- monitoring and evaluating what is achieved by the change;
- dealing with the consequences of change.

In this workbook we will begin by looking at the problems you may face in bringing about change and some of the techniques you can use to overcome them. We will also examine some of the basic tools used by project planners, such as critical path diagrams and Gantt charts, and the part they play in the successful implementation and monitoring of change.

Finally, throughout the book we will be considering some of the knock-on effects and consequences of change. As you may know from your own experience, these are not always beneficial. We will look at some of the negative effects as well as the many positive ones.

### 4.1 Objectives

When you have completed this workbook you will be better able to:

- anticipate and recognize reactions to a proposed change and overcome resistance to the change;