

Unit FM6.14 Introducing and leading change in an organisation and managing the impact on facilities management

(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)

Aim of unit:

This unit helps learners to persuade others of the benefits of change, plan a strategy for achieving the vision, lead and support people through the process of change whilst managing the impact on facilities management

Title:	Introducing and leading change in an organisation and managing the impact on facilities management	
Level:	6	
Credit value:	6	
Learning outcomes	Assessment criteria	
<i>A learner when awarded credit for this unit will:</i>	<i>Assessment of this learning outcome will require a learner to demonstrate that they can:</i>	
1. Be able to sell the vision in terms of what the change aims to achieve in the context of facilities management.	1.1 Communicate own vision of the future, the reasons for change and associated benefits to key stakeholders. 1.2 Establish appropriate mechanisms for consulting with stakeholders and provide opportunities for people to feedback and respond appropriately. 1.3 Compare and contrast different methods which can be used to encourage people involved to welcome change as an opportunity. 1.4 Manage stakeholders' needs and interests effectively.	
2. Be able to plan a strategy for achieving the vision	2.1 Identify and prioritise objectives for the change. 2.2 Communicate them clearly to everyone involved. 2.3 Clearly agree expectations with people responsible for planning and	

	<p>implementing change.</p> <p>2.4 Apply procedures to ensure accountability.</p> <p>2.5 Identify the impact of relevant legislation.</p>	
3. Be able to lead the process of change.	<p>3.1 Use a range of leadership styles appropriate to different people and situations.</p> <p>3.2 Analyse the implications or consequences of a situation and implement difficult and/or unpopular decisions if necessary.</p> <p>3.3 Identify the impact of the change on the facilities management function.</p>	
4. Support people through the process of change	<p>4.1 Support and inspire people through the change process, championing work to achieve common goals.</p> <p>4.2 Analyse and address obstacles to change.</p> <p>4.3 Communicate progress to everyone involved.</p> <p>4.4 Recognise achievement.</p>	
5. Be able to review organisational change	<p>5.1 Analyse the process and make recommendations for improvement.</p>	
Unit expiry date	31st October 2017	
Unit reference number	H/601/1909	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	Management Standards C4 Lead change	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	Change Management
	Property Portfolio Management	Managing Accessibility and Inclusion

Resources:

Change Management Excellence: Using the Four Intelligences for Successful Organizational Change by Sarah Cook and Steve Macaulay

Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent (Pfeiffer Essential Resources for Training and HR Professionals) by Marshall Goldsmith, Louis Carter, and The Best Practice Institute

Facilities Change Management by Edward Finch

Change Management: Concepts and Practice (Technical Manager's Survival Guides) by Marcus Goncalves

Leadership and Change Management by Annabel Beerel

Financial Times Briefing: Change Management (Financial Times Series) by Richard Newton

Managing Change in Organizations by Colin Carnall