

CHANGE AGILITY

competency



Difficulty



Easy
Stroll

Tough
Climb

Change Agility

Effective performers are adaptable. They embrace needed change and modify their behavior when appropriate to achieve organizational objectives. They are effective in the face of ambiguity. They understand and use change management techniques to help ensure smooth transitions.

Level	Performance Indicators and Behavioral Examples
<p style="text-align: center;">4 Strategic</p>	<ul style="list-style-type: none"> • Initiates, or authorizes, needed major organizational change; is an expert at change management (e.g., motivates organization toward needed change by constantly communicating vision of the preferred future that the change promises). • Is sought out to lead major change initiatives; successfully drives major change initiatives through the organization. • Understands the importance of managing transitions; establishes transition teams to successfully realize needed change.
<p style="text-align: center;">3 Advanced</p>	<ul style="list-style-type: none"> • Is considered a valuable resource during organizational transitions; often serves on transition teams. • Consistently tests the temperature of organization/team/individual during transitions to ensure immediate action can take place; identifies those needing additional guidance and counsels them on how to effectively implement change. • Recognizes that change is often a positive opportunity for those involved, uses change as a growth opportunity through coaching staff, and even generates recommendations for change to help with organization and team growth. • Proactively presents opportunities for change; seeks innovative ways to operate, enjoys challenges. • Likes to reshuffle the deck toward more positive results.
<p style="text-align: center;">2 Applied</p>	<ul style="list-style-type: none"> • Is seen by team as a “change agent” and leader when change occurs; influences others to see the benefits of change and possible positive outcomes. • Understands the leadership responsibility in publicly supporting needed change. • Skillfully manages the human side of functional change (e.g., involves others, frequently communicates preferred future, develops transition plans, celebrates milestones, etc.). • Employs basic change techniques (e.g., involves others, introduces change at right pace, honors past contributions, etc.).
<p style="text-align: center;">1 Elementary</p>	<ul style="list-style-type: none"> • Adaptable; recognizes that change is necessary; has the ability to “roll with it.” • Handles organizational change smoothly; visibly supports organizational change initiatives; saves any criticism for behind closed doors with higher authority. • Personally models required change; does not take change personally; remains calm, supportive and productive during change. • Is positive and optimistic about change; has a “glass half full” philosophy that allows persistent enthusiasm during change.
<p style="text-align: center;">0 Inadequate</p>	<ul style="list-style-type: none"> • Is unskilled at change management; doesn’t understand basic change management techniques, introduces change too quickly, doesn’t manage transition well, or makes change for the sake of change alone. • Lacks emotional control during change; is uncomfortable with ambiguity; displays apprehension about suggested change. • Resists or is unable to adjust to change; inflexible, too rigid, reinforces the status quo, wants things the way they used to be, “this isn’t how we used to do it.” • Undermines change efforts; ignores, avoids, blocks, complains, etc.; speaks negatively or gossips about change but does not speak to those in authority.

Significance

One reality, continuous CHANGE! There are actually several reasons why being flexible is important. One is your openness to potentially important new ideas. Another is your mental health (the world IS changing and resistance is stressful.) Finally, if you are in a leadership role, it is important that you model adaptive behavior. It is also important for leaders to proactively manage any change to ensure a successful transition.

Best Ways To Develop

Mindset is extremely important. Do you see change as a threat or an opportunity? Change your mindset and then explore new approaches to establish your new attitude. There is also an abundance of literature on managing organizational change, which leaders should read and understand.

Improving Your Capacity

It is essential that you first acknowledge that rigidity is detrimental.

This competency will require a support community to reinforce progress. Seek regular feedback from your support group.

Develop and maintain a sense of humor.

Don't attach too strongly to your ideas or your first idea. As you become more engaged in a project, you will come up with better ideas.

Live in the present. Fret less about the future. Don't let undigested memories burden you.

Read: *Leading Change* by John P. Kotter.

Read: *Transitions: Making Sense of Life's Changes* by William Bridges.

Activity: Take a Personality Inventory (e.g., Myers-Briggs) to learn about how your personality deals with change.

Start Today

Begin with manageable changes – one thing at a time, one day at a time.

Consider one decision you will make today. Stay flexible with it. Suspend immediate judgment. Remember, the longer you withhold judgment, the better your judgment will be.

Tips

- Become familiar with the body of knowledge on change management.
- Tolerate ambiguity, but don't neglect the need for structure (e.g., clear roles and responsibilities).
- Don't be so flexible that you are perceived as not having an opinion.

Remember, the key to improving competency is not just learning about the skill but choosing a takeaway and developing an action plan to put new behaviors into practice until it becomes a natural response.

Development Action Planning Form

Step 1: Choose a competency area to develop.

Target Competency: _____

Step 2: Describe a positive outcome in the target area of competence; include your vision of a preferred future state.

Goal Statement: _____

Vision Statement: _____

Step 3: List the benefits of achieving your desired end state.

Benefits: _____

Step 4: Brainstorm the actions you might take to achieve your goal. For each, anticipate obstacles and options for overcoming them.

Action Steps	Obstacles	Options
1.		
2.		
3.		

Step 5: Finalize your action steps based on your brainstorming in Step 4. Now, list each action you must take to achieve your goal, including time frames and resources you will need.

Action Steps	Time Frames	Resources
1.		
2.		
3.		

Lipscomb's CORE Competency Development Program helps improve the competency areas that are critical to achieving your life and career goals. Through course materials, suggested practice opportunities and personalized coaching, competency-based education focuses on developing a new set of skills you can apply to daily life. Visit [Lipscomb Online](#) for more information on our Certificate, Undergraduate, and Graduate degree programs.