

# Change management

Change management is one of the core skills in the policing professional profiles.

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Change management is about demonstrating the willingness, flexibility, and ability to adapt. It involves continuing to perform effectively when organisational and/or situational circumstances change. It is also about supporting others (colleagues, external partners, public) in implementing changes. Knowledge, skills and behaviours to enable new and productive ways of working should be demonstrated, even during difficult phases of change.

## Level 1 – change management

- I identify potential opportunities to enhance efficiency and/or effectiveness within my own area of work.
- I respond quickly and flexibly to changing circumstances, priorities and deadlines.
- I demonstrate a willingness to learn and adopt new processes, procedures, and technologies.
- I adapt and put new changes into practice and help others to do the same.
- I accept and respond to new and different ideas and identify better ways of working and doing things.
- I keep up to date with changes in internal and external environments.

## Level 2 – change management

- I manage the introduction of new business processes or ways of working at team level.
- I communicate clearly and honestly, providing support to help colleagues deal with and adapt to organisational change initiatives.
- I listen to and manage the team's well-being and actively support the needs of those affected by the impact of change.
- I create a positive team environment where people understand and demonstrate acceptance of changes that have been introduced.
- I display flexibility and promote positively changes which challenge established ways of working.
- I identify and inform senior leaders of any obstacles impeding team performance which are the result of new changes in process or procedure.

## Level 3 – change management

- I manage the delivery of initiatives that change the structure of the organisation and/or the roles of staff and officers.
- I lead and communicate positively the need for change, both verbally and in writing, helping others fully understand the reasons for organisational change.
- I support sergeants/first line managers in promoting and embedding change within their teams and their specific responsibilities at different phases.
- I support others in recognising the reasons for and help overcome their resistance to change, ensuring individuals and teams receive appropriate training and have access to useful tools to manage their experience and perspectives of change.
- I develop, implement, and evaluate a SMART (specific, measurable, achievable, realistic and time-bound) operational plan for change.
- I encourage team members at all levels to challenge ideas, working methods and put forward new ways of doing things to help improve systems and processes.

## Level 4 – change management

- I create strategic organisational change that reshapes the service or function, to deliver appropriate responses to emerging trends and issues.
- I lead departments/multiple teams in organisational change by embedding a culture of continuous improvement.
- I monitor changes in the external policing environment, appraising opportunities to positively influence change and help manage the risks of unintended outcomes.
- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I integrate qualitative and quantitative data to evaluate diverse or complex change.
- I evaluate change and communicate lessons learnt for further organisational improvements.

## Level 5 – change management

- I create strategic organisational change that reshapes the services or functions provided by the organisation, to deliver appropriate responses to emerging trends and issues.
- I pursue and implement with determination, new, creative and potentially complex change initiatives that involve multiple stakeholders and leadership teams, bringing about improved

service efficiencies and responsiveness.

- I challenge leadership teams where organisational structures, administration processes and/or decision-making impede strategic change priorities.
- I lead the organisation through critical change, working resolutely to understand and overcome reasons for specific behaviours which challenge or obstruct required changes in the organisation's culture and/or performance.

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