

NATIONAL TRAINING CHANGE AGENTS



Self-evaluate your skills, knowledge, attitudes and values as a change agent

Accepting that managing change is very complex and that change agents require advanced skills, change agents will normally have some, but not all, of the following skills, knowledge, attitudes and values. You are invited to reflect on your own capabilities, and then discuss them with other National Training Change Agents.

Skills, knowledge, attitudes and values of change agents	My previous experience and current capabilities	Comments, e.g. how I can improve each capability; and where I can find more information or support re this capability
1. An understanding of change management theories , such as those set out on pages 27-28 of <i>The Never-ending Quest</i> (available from www.reframingthefuture.net)		
2. An understanding of the advantages and limitations of internal versus external change agents , as discussed in 'Skilling'		
3. An understanding of the challenges involved in gaining legitimacy as a change agent , as discussed in 'Skilling'		
4. An understanding of how to apply change management strategies with VET staff , including moving through the stages of change (e.g. Kotter's 8 steps), as set out in Chapter 3 of 'Skilling', including how to design and implement interventions		
5. An understanding of diagnostic models for change agency , such as the SWOT framework, as set out in Chapter 2 of 'Skilling'		
6. An understanding of your own existing model explaining how organisations work , as discussed in Chapter 2 of 'Skilling'		
7. An understanding of the common reasons for resistance to change and appropriate ways to respond to resistance		

Skills, knowledge, attitudes and values of change agents	My previous experience and current capabilities	Comments, e.g. how I can improve each capability; and where I can find more information or support re this capability
8. Diplomatic skills , to enable the agent to work sensitively within his/her own organisation or with other organisations, without being threatening or causing anxiety		
9. Networking abilities to make constructive contacts and the interpersonal abilities to develop cooperative and productive relationships with a wide variety of individuals and client organisations		
10. Data-gathering skills to be able to collect reliable information on apparent organisational challenges or the need for change as perceived by different individuals or groups		
11. Evaluation and integration skills to be capable of correctly weighing information from different sources and integrating this information into a coherent picture of the issues warranting intervention for change		
12. Diagnostic and prognosis skills to translate this mass of information into intervention strategies and a proposed plan of action		
13. An understanding of the value of humour , as discussed in 'Skilling'		
14. An understanding of your own values, attitudes and motives as a change agent		

* the above 14 points are drawn from the literature, especially King & Anderson (2002), as well as the findings from the report on the 2003 Change Agents: *The Skilling of VET Change Agents*

You are invited to record below any further thoughts raised by the above exercise:
