

# Change Capabilities



We set out to revisit the Change Capability Matrix, taking into account the skills, attitudes and capabilities that change agents need in today's uncertain and demanding environment. The expectations of change agents are higher than ever. We sourced suggestions from the changeXchange thinktank attendees, and the LinkedIn OCP group.

Below is the summary of the capabilities sourced. Our next step is to expand these into four capability levels; baseline, developing, experienced and mastery.

## STRATEGIC

These capabilities look at our ability to assess the business need, design human centric solutions, external impact and build and execute a great change strategy.

- **Business:** Business acumen, Business outcomes, Clarity of vision and benefits, Value realisation
- **Design:** Behaviour based design, Human centric design, Sustainable solutions
- **External:** Competing priorities, Holistic perspective, External Impact and consequences
- **Strategy:** Issue identification, Strategic acumen, Vision, Change strategy, Change definition,
- **Manage:** Change planning, Monitor and manage, Tech savvy

## SENSEMAKING

The ability to 'read the room', look beyond what someone is saying, to choose the data points that will give great insight.

- **Insights:** Data analytics and insights, Rigor, Assess capability and capacity
- **Sensemaking:** Cultural awareness, look beyond the words, Human led, Read the room, Stakeholder understanding

## COMMUNICATION

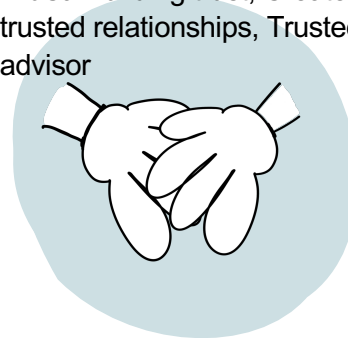
A core skill and one that enables our ability to be effective

- **Give Clarity:** Create clarity, Bring a Vision to life
- **Effective Communications:** Simplicity, Communicate with impact, Storytelling, , Social media

## RELATIONSHIPS

Our effectiveness has a high correlation with our ability to build relationships and coach others.

- **Coaching Others:** Coaching leaders
- **Comfort with Conflict:** Ability to say No, or pivot, Conflict management, Professional detachment, Tough conversations
- **Emotions:** Create emotional connection, Emotional intelligence, Empathy
- **Relationships:** Relationship building, Stakeholder management, Inclusive, Diverse, Support
- **Trust:** Building trust, Create trusted relationships, Trusted advisor



## PERSUASION

So much of change is persuade or inspire others to do something differently

- **Be Curious:** Ask questions, Curiosity, Experiment, Listening
- **Decision Making:** Effective decision-making
- **Inspire others:** Create collective action, Create followership, Create high performing teams, Inspire others, inspiring
- **Persuasion:** Create conviction, Influence, Leadership commitment, Adoption, Persuasion, Reframing, Engaging leaders
- **Resistance:** Surface and manage resistance

## SELF

The abilities and attitudes which will help us be successful in our emotionally charged, often uncertain world.

- **Be Flexible:** Adaptability, agility, Cope with ambiguity, Flexibility
- **Energy:** Drive, Motivation, Persistence
- **Grounded:** Humility, Modesty, Patience
- **Find the Positive:** Overcome setbacks, Positive attitude, Problem solving
- **Renewal:** Emotional Capacity, Resilience
- **Role Model:** Change Initiator, Consistent, Grounded