



IDP COMPETENCY TEMPLATE

Your guide to building skills at every level in the AF Foundational Competencies.

CHANGE MANAGEMENT

Developing Organizations



How to use this guide: Compare your capabilities to the behaviors below to identify your current skill level. Ask: “Do I regularly practice this behavior already? Or this is a skill I need to build?” Once you identify your growth areas, place actions from the “Steps to Take” category on your IDP and calendar as things to do over the next few months to build your capabilities. Celebrate your improvements and keep learning!

AF HANDBOOK DESCRIPTION		SAMPLE BEHAVIORS	STEPS TO TAKE
BASIC	<ul style="list-style-type: none">Recognizes the long-term benefit of organizational changeSupports and adapts to changes initiated by others	<ul style="list-style-type: none">Actively seeks information to understand the value of the change and your role in itContinually learn; build new skillsCultivate an open, flexible mindset	<ul style="list-style-type: none">Read 12.9 – 12.12 of AFH1-1Embracing Change at Work (23 min video) https://usaf.percipio.com/courses/40176c1f-e2c2-41ef-aaf4-cdaa385b9ba3/videos/10be4132-d35b-4948-a107-93378ea01724Read Mindset by Carol S. Dweck
INTERMEDIATE	<ul style="list-style-type: none">Involves others and shares information to build understanding and support for changeDemonstrates willingness to make significant contributions to change	<ul style="list-style-type: none">Share information and resources related to the changeActively involve others in the change processLead by example - Model the desired behaviors and attitudes related to the changeProvide feedback up the chain	<ul style="list-style-type: none">Making Change Stick (16 min video) https://usaf.percipio.com/courses/6322f61b-4d1f-11e7-9a6a-bef7011cdcad/videos/6322f61c-4d1f-11e7-9a6a-bef7011cdcadEngaging Employees In The Change Process: A Comprehensive Guide (article) https://www.businesschangestrategies.com/implementation-and-execution-engaging-employees-in-the-change-process
ADVANCED	<ul style="list-style-type: none">Manages complex transitions to successfully bring about desired change resultsSynthesizes requirements for and implements and assesses change effort	<ul style="list-style-type: none">Create a comprehensive roadmap for the change processEngage with key stakeholders - from executives & managers to frontline employeesEstablish feedback mechanisms - ensure feedback is heard and addressed	<ul style="list-style-type: none">How to Support a Change Management Process Using Roadmaps by Product Plan (article) https://www.productplan.com/learn/change-management-process/Research best practices (AFH-1.12.11)Facilitating Sustainable Change (18 min video) https://usaf.percipio.com/courses/6322cf08-4d1f-11e7-9a6a-bef7011cdcad/videos/6322cf11-4d1f-11e7-9a6a-bef7011cdcad
EXPERT	<ul style="list-style-type: none">Acts as a valuable change resource/trusted advisorIdentifies deeply cherished motives to unite people in making desired changeHelps others understand the vision behind proposed changes	<ul style="list-style-type: none">Build the “Why” based upon the organization’s history, culture and missionBe the thought leaderIdentify and nurture change championsMentor and coach	<ul style="list-style-type: none">Navigating Your Team through Strategic Change https://usaf.percipio.com/courses/10b6e441-b4e6-40ad-b6dc-281d883029b0/videos/2f0aba7b-5c41-4e33-a105-0db13b88213f 23:38minCoaching People through Organizational Change: Practical Tools to Support Employees through Business Transformation, 1st Edition https://usaf.percipio.com/books/b694f418-5961-48f7-be60-d907773fd125