LEA 499: LEADING CHANGE
Syllabus

Spring, 2017
T-TH 2-3:50 pm in Main 309

Professor Mary Ann Wisniewski, Ph.D
Business House Room 203
262-524-7164 | mwisniew@carrollu.edu
Office Hours: Mondays noon-4:00

TEXT
Required:

Recommended:

Course prerequisite: LEA302

COURSE CONTENT
This course will provide students with both a comprehensive theoretical and an experiential approach to leadership. The processes of developing a vision, strategic thinking and planning, communicating the vision, empowering employees, and appreciating differences are applied and utilized within an actual organizational setting as a means of integrating academic knowledge with leadership skills.
PURPOSE AND APPROACH

This course will enhance the students’ knowledge and capacity to apply interdisciplinary skills from other course work into the complex issues related to leadership in a given organizational environment. Students in this class will work with a business, nonprofit, or governmental organization for a minimum of four hours per week in the capacity of a consultant. In this role, students will determine a leadership challenge faced by the organization, propose potential solutions, assess the probability of success, and make recommendations for implementation.

LEARNING OUTCOMES

Students will:

1. Demonstrate an understanding of the organization’s vision, mission, departmental structure, and culture.
2. Evaluate the organization’s strengths, weaknesses, opportunities and threats, and synthesize this information in a strategic analysis.
3. Identify a significant adaptive leadership challenge (Heifetz, 2009) within the organization, based upon information generated through conducting the strategic analysis, interactions with employees of the organization, and additional research,
4. Formulate multiple solutions for resolving the leadership challenge. Students will compare and contrast possible solutions to determine which is the most effective and efficient.
5. Generate strategies for implementing the selected solution (change strategy) within that organization, including: establishing a sense of urgency; creating a guiding coalition; developing a change vision; communicating the change vision.

Tentative Calendar

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<tr>
<th>Modules</th>
<th>Assessment</th>
<th>Due Date</th>
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<tr>
<td>Tuesday, January 24 Introduction Understanding the Organization</td>
<td>Interview a Leader Strategic Health of the Organization</td>
<td>9 am on 2/2/17 9 am on 2/2/17</td>
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<tr>
<td>Tuesday, February 7 Analyzing and Evaluating the Organization’s Adaptive Problems</td>
<td>Identifying an Organizational Adaptive Problem</td>
<td>9 am on 2/16/17</td>
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<td>Tuesday, February 21 Creating Potential Solutions</td>
<td>Developing Potential Solutions</td>
<td>9 am on 3/2/17</td>
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<td>Tuesday, March 7 Implementing Change</td>
<td>Establishing a Sense of Urgency</td>
<td>9 am on 3/23/17</td>
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<td>Tuesday, March 28 Creating a Guiding Coalition</td>
<td>Creating a Guiding Coalition</td>
<td>9 am on 4/6/17</td>
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<td>Tuesday, April 11 Developing a Change Vision Communicating a Change Vision</td>
<td>Developing a Change Vision Communicating the Change Vision</td>
<td>9 am on 4/20/17</td>
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<tr>
<td>Tuesday, April 25 Leading Change, Putting it all Together</td>
<td>Leading Change Portfolio</td>
<td>9 am on 5/2/17</td>
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<td>Exam Week</td>
<td>Final Presentation</td>
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ASSESSMENTS

Interview a Leader (Organization’s Vision, Mission, Departmental Structure, and Culture)—10 points
(Assesses Learning Outcome 1)
Schedule an interview with the leader of your selected business, nonprofit organization, or governmental agency. In the initial interview, you will learn more about the organization’s vision, mission, departmental structure, and culture. Conduct research in advance of the interview so that you have some fundamental knowledge about the organization. Prepare questions in advance of the interview so that they capture essential elements of the organization’s vision, mission, departmental structure, and culture.
Write a 2-3 pages paper summarizing the interview.
Due February 2, 9 am

Organizational Strengths, Weaknesses, Opportunities and Threats—10 points
(Assesses Learning Outcome 2)
Based upon your interview with the organization’s leader, review of the organization’s website and other available documents, evaluate the organization’s internal strengths and weaknesses, and its external opportunities and threats. Then, synthesize this information to create a strategic analysis that describes the strategic health of the organization.
Prepare a SWOT analysis that details the organization’s Strengths, Weaknesses, Opportunities and Threats and assess the strategic health of the organization.
Due February 2, 9 am

Identifying an Organizational Adaptive Problem—20 points
(Assesses Learning Outcome 3)
Based upon your readings, video, and analysis of the organization, identify at least one adaptive leadership problem facing the organization. An adaptive problem, according to Heifetz (2009), is one that demands a response that is outside of the leader’s current repertoire; it consists of a gap between aspirations and operational capacity that cannot be closed by the expertise and procedures currently in place.
Write a 3 page paper (minimum) that describes the context of the adaptive problem, the people involved, and an analysis of why the problem is adaptive rather than technical.
Due February 16, 9 am

Creating Potential Solutions—20 points
(Assesses Learning Outcome 4)
Formulate at least three potential solutions for the adaptive problem that you identified within the organization. For each solution, discuss the steps involved in the process, who would need to be involved, the resources necessary, and the timeline. Finally, assess each potential solution for overall effectiveness and efficiency in addressing the adaptive problem.
Write a 6 -page paper.
Due March 2, 9 am

Implementing A Solution
(All assessments below relate to the skill of “Implementing a Solution, and all assess Learning Outcome 5)
Establishing a Sense of Urgency—10 points
(Assesses Learning Outcome 5)
For change to happen, many people within the organization or agency really have to want it to happen. Develop a sense of urgency around the need for change. If many people in the organization start talking about the change you propose, the urgency can build and feed on itself.

Write a 2-page paper describing how you would establish a sense of urgency by developing scenarios that include dynamic and convincing reasons that generate excitement about the future.

Due March 23, 9 am

Creating a Guiding Coalition—10 points
(Assesses Learning Outcome 5)
Convincing people that change is necessary often takes strong leadership and visible support from key people within your organization. Managing change isn’t enough - you have to lead it. To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, your “change coalition” needs to work as a team, continuing to build urgency and momentum around the need for change.

Write a 2-page paper of how you would create a guiding coalition by:

- Identifying the true leaders in your organization.
- Asking for an emotional commitment from these key people.
- Ensure that you have a good mix of people from different departments and different levels within your company.

Due April 6, 9 am

Developing and Communicating the Change Vision—10 points
(Assesses Learning Outcome 5)
When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why you’re asking them to change. When people see for themselves what you’re trying to achieve, then the directives they’re given tend to make more sense.

Write a 3-page paper that describes your vision and strategy and how you will communicate the vision and strategy, including:

- The values that are central to the change.
- A short summary (one or two sentences) that captures what you "see" as the future of your organization.
- A strategy to execute that vision (how you will talk about your change vision; how you will address peoples’ concerns and anxieties, etc).

Due April 20, 9 am

Leading Change Paper
For your Final Paper, you will edit all of the previous papers, and integrate these into one paper complete with graphics, charts, etc.

Due May 2, 9 am—5 points

Presentation: Exam Week— 5 points
**GRADING SCALE**
93-100=A
88-92=AB
83-87=B
78-82=BC
70-77=C
62-69=D

**POLICY STATEMENTS**

**LATE ASSIGNMENTS**
Assignments submitted any time after the due date will receive 0 POINTS. **There will be no “re-do” of assignments, or extra credit to make up for lost points.** Once an assignment has been submitted and feedback has been provided by the instructor, students will not be able to “re-do” assignments or add elements, even if it is still before the due date/time. Please refer to your syllabus and online course due dates to make sure assignments are completed and submitted on time.

**Statement on Academic Integrity**
The Carroll University Academic Integrity Policy is located in your student handbook (https://my.carrollu.edu/ICS/Departments/Student_Affairs). I encourage you to familiarize yourself with it. If a student violates this policy in any way, I reserve the right to impose a sanction of failure on the assignment/assessment or failure in the course. If you have questions about appropriate citations, please ask.

**Statement on Plagiarism/Dishonesty**
Plagiarism means using someone else’s material or written work without acknowledgement. To avoid plagiarizing, students must be careful when quoting and/or citing from source materials, paraphrasing from other’s work, or submitting work prepared in whole or part by someone else without properly crediting the author(s). Any student engaging in dishonest acts during class or on exams or plagiarizing will be asked to leave and will get a zero for the project involved on the first offense. Second offenders will automatically receive a “fail” for the course.

**Accommodation for Disability**
Students with documented disabilities who may need accommodations, or any student considering obtaining documentation should make an appointment with Ms. Martha Bledsoe, Director of Services for Students with Disabilities, no later than the first week of class. She can be reached by calling 262-524-7335 or contacting her via email at mbledsoe@carrollu.edu.

**Modifications to the Syllabus**
The instructor and the University reserve the right to modify, amend, or change the syllabus (course requirements, grading policy, etc.) as the curriculum and/or program require(s).