

Leadership & Navigating Change
3 credits
Prerequisite(s): ED 503

Class Information		Instructor Information		First day of classes:	Wed., Sept. 9, 2015
Days:	Thursday	Instructor:	Terry C. Young, PhD	Last day to add/drop, or change to audit:	Sun., Sept 20, 2015
Time:	2:30-5:15 pm	Email:	teyoung@ambrose.edu	Last day to request revised exam:	Mon., Oct. 26, 2015
Room:	L2084	Phone:	403-410-2000 Ext 7900	Last day to withdraw from course:	Thu., Nov. 12, 2015
Lab/Tutorial:		Office:	L2079	Last day to apply for time extension for coursework:	Mon., Nov 23, 2015
FINAL EXAM: NA		Office Hrs:	By Appointment	Last day of classes:	Mon., Dec 14, 2015

Textbooks:

William Bridges – Managing Transitions: Making the Most of Change. © 2003 Harper Collins.

John Kotter – Leading Change. © 2012 Harvard Business Review Press.

Robert E. Quinn – Building the Bridge As You Walk On It. © 2004 Jossey-Bass.

PLUS - Other Reading Materials – A compilation of materials that will complement the required texts. This reader will be shaped to meet the required reading goal for a three hour graduate level course.

Course Description:

If the ability to bring about needed change differentiates effective individuals, teams, and organizations from those that remain stuck, stalled or stymied, then leading through change is an indispensable skill-set for every leadership team. This module is dedicated to the experience of learning the art and science of proposing, planning, implementing, surviving, and then sustaining change. Our goal will be to equip you with a firm grasp on the most prevalent models for personal and organizational change, and to gain a humble yet determined posture towards leading transformation in concert with others. A unique feature in this module will be the framing of a biblical understanding of transformation and change and then blending this biblical frame with contemporary case studies on leading effective organizational change.

Expected Learning Outcomes:

- **Nurturing Theological Depth** - To grasp a biblical perspective on transformation and change and to begin to shape and apply a theology of change to one's own personal journey
- **Fostering Vocational Effectiveness** - To understand the nature and process of bringing about organizational change, and to embrace and articulate the practical principles for leading change efforts effectively
- **Cultivating Heart** - To learn how to embrace a healthy leadership posture in the midst of leading change and to propose how one can become a non-anxious presence in the midst of change
- **Inspiring Redemptive Action** - To explore the most effective models for leading change and to synthesize this research into a working model for approaching change – specifically as it relates to the shaping of a kingdom narrative in a local ministry or church

Course Schedule:

September	10	Introductions / The promises in this journey / A high ground perspective on change and transformation
	17	What is A Theology of Change? / Defining the Change / A Model of Deep Change / Towards A Kingdom Narrative
	24	The Experience of Change – Discussion on Bridges – Chapters 1-3
October	01	No Class due to Spiritual Emphasis Days
	08	Guest Lecturer – Blake & Kathy Penson – Cuba: A Case Study In Change
	15	The Experience of Change – Discussion on Bridges Chapters 4-5 / Understanding Resistance to Change
	22	Navigating Resistance to Change
	29	Maps and Models / Chapter Champion Presentations – Discussion on Kotter Chapters 1-5
November	05	Maps and Models / Chapter Champion Presentations – Discussion on Kotter Chapters 6-10
	12	Stories of Change Leadership (Guest Story)
	19	Stories of Change Leadership
	26	How to Be A Resilient Change Agent (Guest Story)
December	03	How to Be A Resilient Change Agent / Theology of Change Presentations
	10	Theology of Change Presentations / Wrap Up

Requirements:

Assignment Summary: Moodle will provide the means for submitting all of these assignments:

#1 – Personal Change Experience Reflection Piece (15%) – On the template provided reflect and write about a personal change experience that you have gone through (either recent or long ago). Keep your reflections to no more than three pages. Your polished paper is due September 24th

#2 – Organizational Change Experience Reflection Piece (15%) – With the template provided reflect on your own experience in an organization OR find a leader who has led change, interview them and then reflect and write about their organizational change experience that they have gone through (either recent or long ago). Keep your reflections to no more than three pages. Your polished paper is due October 15th

#3 – Chapter Champion on Quinn’s Building the Bridge as You Walk On It. (25%) Each class member will take one of the eight characteristics spelled out by Quinn and apply this characteristic to a biblical leader of their choice. Summarize the characteristic and then illustrate how this biblical leader manifested this in his or her leadership. This will be an in class presentation and is to include a two page handout summarizing the characteristic and how the biblical leader demonstrated this characteristic. This project is due October 29th and November 5th

#4 – A Theology of Change (25%) – In teams of two you will shape a two-page (creative format) summary of a theology of change. This can be a bullet point summary of 8-10 statements concerning change and transformation drawn from the scriptures. Make the statements crisp and clear with biblical references or examples to support your stated principle. This is due December 3rd and 10th

#5 – Tool Kit Contribution (10%) –You will be assigned a specific book relating to the matter of Leading Change. Your mission is to provide your course colleagues a two-page summary of this text. This can be formatted however you choose and will need to be single-spaced. A number of examples will be provided on the first day of class. Your Project is due December 3rd

#6 – Reading Report & Participation Assessment (10%)– On the template provided in class submit your reading and self evaluation report by December 10th

Determination of Final Grade: Graduate Level

1. Personal Change Experience Paper – 15%	September 24 th
2. Organizational Change Experience Paper – 15%	October 15 th
3. Chapter Champion Presentation on Quinn – 25%	October 29 or November 5 th
4. Theology of Change Presentation– 25%	December 3 rd or 10 th
5. Tool Kit Contribution – 10%	December 3 rd
6. Reading and Class Participation – 10%	December 10 th

Attendance:

The nature of the class is such that attendance is mandatory at all classes. Students will interact with the instructor, the material, and with fellow classmates weekly – and this interaction is crucial to the design of this course. If an absence is required please communicate with the professor via email.

Submission Requirements

All work must be submitted in 12 point word-processed form, double spaced between lines. Graphics or embellishments are not acceptable unless the syllabus instructions call for creative formatting. Cover sheets featuring the student's name, the name of the paper, date of submission, course name and number and the instructor's name are required. Footnotes must be used wherever and as often as any secondary sources are used. Wherever footnotes are used they must conform to seminary academic requirements. Students may choose to include handwritten work along with and in addition to final word-processed work if they so desire.

All assignments are to be turned into the professor via Moodle on the due date. Submission of hard copy work is also permitted but must be turned in class at the due date. Papers will be returned via Moodle or email or through on campus mail if a mail box number is included in the right hand corner of the cover page of the paper.

Late Submission of Work

All papers and assignments have set due dates. **If work is submitted past the due date there will be a late submission penalty of one point for every two days that pass beyond the due date. So a paper worth 20 points of your final grade will lose one point every two days that go by beyond the due date. If you score an 18/20 on your paper and you are six days late, your score will be reduced by three points to 15/20. Don't be late!!**

Grade Summary:

The available letters for course grades are as follows:

<u>Letter Grade</u>	<u>Description</u>	<u>% Equivalent</u>	
A+		97-100	4.0
A	Excellent	94-96	4.0
A-		90-93	3.7
B+		87-89	3.3
B	Good	84-86	3.0
B-		80-83	2.7
C+		77-79	2.3
C	Satisfactory	74-76	2.0
C-		70-73	1.7
D+		67-69	1.3
D	Minimal Pass	60-66	1.0
F	Failure	0-59	0.0

Because of the nature of the Alpha 4.00 system, there can be no uniform College-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Other

THE TEMPLATE FOR YOUR PERSONAL CHANGE EXPERIENCE PAPER

Reflect on a significant personal experience of change – something recent or something in your distant past.

Name the change: What changed and in what context did it occur

What prompted the change – Was it a decision, a crisis, was it your choice or someone else's?

What was life like before this change experience?

What were your emotions at the time of the change? Name your primary emotions and thoughts, then tap into the secondary emotions that followed over time

What “ended” in this experience?

What was “born” through this experience?

Describe the journey between these two points – between something ending and something being born for you

In the long term how did this work out?

Is there some symbol or metaphor or image that comes to mind for this change experience? If you were to attach a picture or a collage of pictures what would you include?

THE TEMPLATE FOR YOUR ORGANIZATIONAL CHANGE EXPERIENCE PAPER

Reflect on a significant experience of organizational change that you have been a part of or that you led – something recent or something in your distant past.

Name the change:

What changed and in what context did it occur

What prompted the change – Was it a decision, a crisis, was it your choice as a leader or was it the choice of those leading your department or team or company/church?

What was life like before this change process/experience (in the organization)?

What were your emotions at the time of the change? Name your primary emotions and thoughts, then tap into the secondary emotions that followed over time. Also name the primary and secondary emotions you observed and experienced from those around you

What “ended” in this change process or effort?

What was “born” through this change effort / experience?

Describe the journey between these two points – between something ending and something being born

In the long term how did this work out?

Is there some symbol or metaphor or image that comes to mind for this change experience? If you were to attach a picture or a collage of pictures what would you include?

Navigating Change
References

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Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Exam Scheduling

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended.

For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.