

ED 645 Leadership and Change (3)
Winter 2013
Ambrose Seminary

Terry Young, Adjunct Professor, PhD

Class Times: Wednesday Nights – 6:30 to 9:30

Email: tyoung@faccalgary.com / frontporchdoctor@gmail.com

Home phone: 403-251-4703 / Cell: 403-585-8592:

Class Location: A2133

Office Location: Adjunct Office – 2nd Floor of Ambrose

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.

Course Objectives:

- To grasp a biblical perspective on transformation and change
- To utilize an approach to leadership learning called “case-in-point” – this is an approach that uses our own personal experience as a key source for learning about change
- To explore and comprehend the most important research on change and to synthesize this research into a working model for approaching change
- To understand the personal nature of all change by thinking and reflecting on one’s own experience of change in the past
- To understand the nature and process of bringing about organizational change, and grasping the practical principles for leading change effectively
- To analyze the forces that drive individuals and organizations to both resist and embrace change
- To learn how to embrace a healthy leadership posture in the midst of leading change

Required Texts:

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

Robert Kegan & Lisa Laskow Lahey – Immunity to Change: How to overcome it and unlock the potential in yourself and your organization. ©2009 Harvard Business School 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.

Recommended Texts for Your Change Library:

Kerry Patterson - Influencer
Henry Cloud – Necessary Endings

Ken Blanchard & John Britt – Who Killed Change
William Bridges - Transitions
Wayne Cordeiro & Robert Lewis – Culture Shift
John Kotter – Leading Change
John Kotter – Our Iceberg is Melting
David Noer – Breaking Free
James O’Toole – Leading Change
Robert Quinn – Deep Change

Assignment Summary:

#1 – Personal Change Experience Reflection Piece – On the template provided reflect and write about a personal change experience that you have gone through (either recent or long ago) that impacted you in positive or negative way. Keep your reflections to no more than three pages. Your polished paper is due January 30th

#2 – Organizational Change Experience Reflection Piece – On the template provided reflect and write about an organizational change experience that you have gone through (either recent or long ago) that impacted you in positive or negative way. Keep your reflections to no more than three pages. Your polished paper is due January 30th

#3 – Write a Personal Reflection Paper on Kegan and Lahey – Immunity to Change
This paper is your reflection on how the characteristics of immunity to change were evident in the story of your organizational change experience. Use this text and the immunity mapping templates provided as a way to recall and retell the story. This paper is to be no more than five pages and formatted accordingly. This paper is due February 27th

#4 – Write a Critical Reflection Paper on Quinn’s Building the Bridge as You Walk On It. Simply take one of the eight characteristics spelled out by Quinn and apply this characteristic to a biblical leader of our choice. Summarize the characteristic and then illustrate how this biblical leader manifested this in his or her leadership. This paper is to be no more than five pages and formatted accordingly. This paper is due March 13th

#5 – Present or Future Change Project – Utilizing the eight elements of John Kotter’s template for Leading Change, frame your game-plan for potential steps or things to think through in navigating through a present or future change process. This project can be framed in a creative way (a standard paper format is not needed unless this approach suits you) and is to be no more than six pages in length (single or double spaced). Your Project is due March 27th

#6 – Reading Report & Participation Assessment– On the template provided in class submit your reading report by March 27th

Determination of Final Grade: Graduate

Personal Change Experience Paper – 15%	January 30
Organizational Change Experience Paper – 15%	January 30
Reflection Paper on Kegan and Lahey – 15%	February 27
Reflection Paper on Quinn – 15%	March 13
Present or Future Change Project – 25%	March 27
Reading and Class Participation – 15%	March 27

Class Schedule –

January	09	Introductions / The promises in this journey / Our experience with change / A high ground perspective on change and transformation
	16	What is Changeology? / Defining the Change / A Model of Deep Change / Riding the Curve
	23	The Experience of Change
	30	The Experience of Change
February	06	Understanding / Navigating Resistance to Change
	13	Understanding / Navigating Resistance to Change
	20 –	No Class Due to Mid Semester Break
	27	Maps and Models
March	06	Maps and Models

13 Stories of Change Leadership

20 Stories of Change Leadership

27 – How to Be A Resilient Change Agent (Last Class - No class on April 3, 2013)

THE TEMPLATE FOR YOUR PERSONAL CHANGE EXPERIENCE

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

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 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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