



Leading Transformational Change

Online Format

Professor Information

Professors: Tom Newton

Course Description & Learning Objectives

The primary objective of the “Leading Transformational Change” course is to provide a blend of the theoretical knowledge and practical skills necessary to improve each participant’s leadership abilities. This 4 week online course is organized into 9 instructional sessions delivered over 3 weeks plus a 4th week of review and assessment. Each instructional session is delivered using PowerPoint, video and other web-based instructional materials and exercises with a weekly practice assessment given at the end of each week to test the participant’s understanding of the materials presented. In the 4th week, and at the conclusion of the presentations, there will be a review session and a final assessment.

The ability to lead change is often the deciding factor in the success of an organization. Companies that can spot opportunities and reinvent themselves quickly and efficiently have an enormous advantage in the marketplace. This course leverages the skills learned in “Leadership and Management” to show participants how to be effective leaders through:

- Identifying specific behaviors that drive exceptional leaders in times of dramatic change
- Examining four basic leadership styles and their impact in creating lasting change
- Understanding key components of transformational change
- Learning about the power of “intentionality” and how it differs from expectations
- Managing the “inner game” of leadership and how to avoid sabotaging our desired intentions
- Understanding accountability and what the essence of ownership means for transformation leaders

Participants are encouraged to assemble in informal virtual teams to share the application of the course learnings to current issues and challenges in their workplaces and as a requirement, must post a minimum of 4 perspectives on the Discussion Forum during the course. Participants are also encouraged to submit questions to the instructor using Ask Your Instructor features.

Instructors will respond to questions when possible and within the time limits of each week’s

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Course Materials

Supplied and available to all participants via Internet online sources

Course Assessments

Weekly practice assessments will be given at the completion of each week's online class (e.g., lectures, slides, and other materials) consisting of 19 multiple choice questions followed by one essay (minimum 500 word). The purpose for the assessments is to determine if the participant has sufficient command of the materials and met the learning objectives. Participants have the ability to attempt the weekly assessments as often as they choose during the course.

Each participant must make 4 contributions to the online Discussion Board during the course.

Week 4 is designed to provide a review of all the materials from the previous 3 weeks. The review session will utilize an audio-video presentation connecting the theory, instruction and the learning objectives to the questions posed by participants.

Upon completion of the review session, a final assessment will be provided. The final assessment consists of 25 multiple-choice questions. Participants will have 45 minutes to complete the final assessment. The participant will have 3 chances to receive a passing score on the final assessment. In order to receive the program completion certificate, one must pass the final assessment.

Course Outline

Session 1

Being an Authentic Accountable Architect

After completing this session, participants will be able to:

1. Articulate the difference between “expectations” and “intentions”
2. Understand the practical application of 3 different leader “types”
3. Capture the essential components of a transformational vision with an emphasis on “core purpose”

Session 2

Creating and Nurturing High Performance Work Teams

After completing this session, participants will be able to:

1. Understand the importance of a value-oriented team
2. Identify the 4 stages of team growth
3. Articulate the practical advantages of knowing the 5 dysfunctions of a team
4. Employ the “warning signs for teams” to clarify your teams’ current reality

Session 3

The Inner Game of Leadership

After completing this session, participants will be able to:

1. Recognize how teams can inadvertently sabotage their own breakthrough performance
2. Understand the relationship between “performance”, “potential” and “interference”
3. Manage, more effectively, your own “inner game”

Session 4

Behaviors That Enhance the Results You Seek

After completing this session, participants will be able to:

1. Distinguish between “win/win”, “win/lose” and “not to lose” behaviors
2. Understand the difference between “traits” and “behaviors”
3. Be better prepared to participate fully in Session5 (Leadership Styles)

Session 5

Understanding Leadership Styles

After completing this session, participants will be able to:

1. Understand the unique strengths and challenges (especially under stress) of each of the 4 leadership style preferences

2. Understand the practical ways to strengthen your working relationship with each of the 4 styles
3. Use your knowledge of these style preferences to drive, in an accelerated fashion, transformational change

Session 6

Accountability: The Ownership Principle

After completing this session, participants will be able to:

1. Understand the difference between “responsibility” and “accountability”
2. Use the 3 accountability questions when you find yourself in a “victim” mentality
3. Articulate the “benefits” and “costs” of both accountability and being a “victim”

Session 7

Developing and Strengthening Stakeholder Relationships

After completing this session, participants will be able to:

1. Use a practical stakeholder tool to identify, prioritize and better understand the needs of your stakeholders
2. Understand the difference between a “linear” and an “accordion” stakeholder model
3. Utilize different approaches with your stakeholders based on their level of support

Session 8

Crucial Conversations and Coaching

After completing this session, participants will be able to:

1. Understand that effective interpersonal relationships require “authenticity”, “accountability” and a willingness to be an “architect”
2. Be fully aware of the 3 key pillars to effective business conversations
3. Utilize a feedback “model” to enhance your interpersonal effectiveness in all conversations

Session 9

Nurturing and Accelerating Change

After completing this session, participants will be able to:

1. Articulate how change impacts both individuals and organizations
2. Recognize the difference between “change” and “transition”
3. Utilize the 3 phases of transition to better understand yourself and work with others who are experiencing the same “transition”
4. Utilize a “transition” template to identify the structure, information and support that people need during each phase of their transitions

Session 10

Review and Assessment