Course Outline and Syllabus

University of Delaware

Spring 2013

Dr. Gail Sacconey Townsend

BUAD 877 - Skills For Change Agents

Welcome!!

I look forward to seven weeks of working and learning with you as we explore the practice of driving the various levels of change. We will investigate more about ourselves, teams and the entire system as we learn and apply skills to positively influence change in three dimensions. We will seek to understand how to lead change from a positive, participatory perspective.

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University of Delaware

Course Syllabus: Spring Session 2013

BUAD 877 - Skills For Change Agents

Credits 3.0

Description
This course focuses on the principles and practices associated with leading organizations through the change process. We will work to create a compelling case for change within the current business and organization environments.

To complement the whole system approach to create change, we also examine a micro viewpoint to address how to encourage individuals change. We will spend time to explore the parallels between the organization change and the individual change processes.

We will focus on the transition of theory to practice in driving change at the individual, team and organization levels. By the conclusion of the class, participants will have gained increased skill and ability to view systems more clearly from individual, team and system levels and possess skills to positively navigate change. Specific outcomes are to:

Learn and apply change theory and practices to drive positive change. The following areas will be investigated, discussed and applied:

- Increase self-awareness to acquire insight into self and the impact upon others when leading change.
- Discover how individual belief systems drive organization behavior.
- Increase ability to diagnose, develop and advance team effectiveness during the process of change.
- Learn and apply change theory, principles and practices to drive positive change.
- Engage head, heart and hands in strategic change initiatives.
- Link individual, team and organization change theory into effective practice.
- Have some fun while learning and applying change concepts!!

Prerequisite BUAD870

Restrictions None

Course type Required course for the MS in OEDC program and elective course for the MBA program.

Instructor Bio Gail Sacconey Townsend
Gail Sacconey Townsend consults and teaches to the public and private sector, and is an organization development specialist at W. L. Gore & Associates, Inc. She is committed to increasing the effectiveness of individuals, teams and
organizations by engaging diverse people in creative and energizing conversations that achieve positive results.

Gail is a graduate from American University, in Washington, DC, with a Master of Science Degree in Organization Development and a graduate of Fielding Graduate University with a Master of Arts in Human Development. She has earned her doctorate degree in Human and Organization Systems from Fielding Graduate University. She is a member of the Organization Development Network and the American University/National Lab Institute For Behavioral Sciences Alumni Group. Gail is energized by working with people to optimize strengths, increase energy and capability, and to achieve personal and professional satisfaction. Her proudest moments involve anything related to her two daughters.

**Schedule:**

**Spring 2013: February 09 – April 13, 2013**

We will meet for seven Saturdays  
9:00 a.m. – 3:30 p.m., with a one hour lunch.  
Class will be held in Willard Hall, Room 009  
Main Street – Next to Deer Park!!!!

Saturday, February: 09  Session 1

Saturday, February 16:  Session 2

Saturday, February 23:  Session 3

Saturday, March 2:  Session 4

Saturday, March 9:  no class – catch up on reading

Saturday, March 16:  Session 5

March 23:  Spring Break

March 30:  Spring Break

Saturday, April 6:  Session 6

Saturday, April 13:  Session 7

**References**


King, Martin Luther (1963). *Letter From The Birmingham Jail*


**Intra-Personal Assessment**

- Myers Briggs Type Indicator (MBTI)

**Grading And Assignments**

- 40% Relevant Class Participation
- 10% Mid-Session Paper
- 50% Final Paper
# BUAD877 – Skills For Change Agents
## Course Outline – Readings and Assignments

*Note: The course outline and agenda are our starting plan. We will cover the material outlined and we will go with the flow of topics related with our emerging needs. The schedule for the topics will be flexible.*

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignments</th>
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| Saturday, February 09 | - Self awareness  
- Belief systems  
- Change  
- Business implications  
- Knowing others and self and the implications to positive change  
- Three essential theorists in organization change | *Managing Organization Change, Chapters 1, 2* | What impact do individual belief systems have on change, behavior, and businesses? |
| Saturday, February 16 | - Self awareness and influence on others  
- Individual belief system  
- Gender in the workplace  
- Authenticity | *Coaching the Alpha Male  
Why People Follow The Leader  
The Power of Talk – Who Gets Heard and Why  
Fear of Feedback Diversity As Strategy  
Discovering Your Authentic Leadership  
Managing Organizational Change, Chapters 3, 4* | What role does extreme self-awareness and authenticity play in the role of a change agent?  
How does a diverse work force influence individual and organization behavior?  
Prepare to discuss reading and applications. Complete the Myers Briggs instrument and bring the results to class. |
| Saturday, February 23 | - Team Dynamics  
Drexler Sibbett Team Performance Abstract  
Eight Ways To Build | *The Decision To Trust* | What role does trust play in creating healthy teams and an agile organization?  
What is your role in creating trust? |
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<tr>
<th>Date</th>
<th>Activity</th>
<th>Reading</th>
<th>Questions</th>
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<tbody>
<tr>
<td><strong>Saturday, Mar 2</strong></td>
<td>- Organization Learning Support Systems Change Tools</td>
<td>Collaborative Teams Managing Organization Change, Chapters 5, 6</td>
<td>How do organizations learn and embrace change? How do you learn and embrace change?</td>
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<td><strong>Saturday, Mar 09</strong></td>
<td>- Catch up on reading</td>
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<td><strong>Saturday, Mar 16</strong></td>
<td>- Change Tools The Tipping Point of individual change Consulting &amp; Change Change Concepts and Applications</td>
<td>Managing Organization Change, Chapters 7, 8, 9 Leading Change: Why Transformation Efforts Fail</td>
<td>Change models and applications. What role does consulting play in driving change? How can the Tipping Point concepts provide focus to driving change? <strong>Reflection paper due Hard copies, please</strong></td>
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<tr>
<td><strong>Saturday, Mar 23</strong></td>
<td><strong>Spring Break:</strong> NO CLASS</td>
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<tr>
<td><strong>Saturday, Mar 30</strong></td>
<td><strong>Spring Break:</strong> NO CLASS</td>
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<td><strong>Saturday, Apr 06</strong></td>
<td>Change Tools and Practices: Consulting Change tools and Practices: The Role The Consultant</td>
<td>Flawless Consulting, Chapters 2, 3, 8, 9 Flawless Consulting, Chapters 4, 5, 6, 7, 10, 11, 19</td>
<td>Prepare to discuss reading How will you utilize change diagnostic tools? Prepare to discuss the reading What do you consider to be the key behaviors and capabilities of</td>
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| **Saturday, Apr 13** | **Insights, Integration, Application: Change Tools, Practices, Self Awareness** | effective change agents?  
What do you see as your strengths and your liabilities as a driver of change?  
What are the belief systems, values and commitments you choose to adopt as you drive organization change?  
What can you learn about change from the perspective of a CEO?  
Prepare to discuss the reading.  
What considerations are important when considering the integration of social and technical systems?  
How do the concepts of the book translate into skills for change agents?  
**Final examination paper due**  
*Hard copies, please Must be submitted at the beginning of final class on April 13.* |
Reflection Paper:

This paper will convey what you have learned about yourself so far and the implications of these insights in relation to being a change leader. A key question to consider is “How does our conscious attention to our own thoughts, emotions, beliefs and cultural filters impact our ability to be effective in leading organization change?

This paper will be due on Saturday, March 16, 2013. Hard copies only please! Late papers: Grades for the papers will drop one full grade for each day late. Papers must be submitted at the beginning of class on March 16 in order to be considered on time.

Final Examination Paper:

This paper will detail a change process design that you can use in an actual intervention. Be sure to note the theory you are referencing as you design your intervention.

I would like you to prepare an intervention for an upcoming situation. The paper should be no longer than 15 pages and should be written in APA style. Important elements for the paper will include (and not limited to the 7 categories below). Detailed questions listed on Page 9 of the syllabus must be addressed in the final paper. This paper is considered to be your final exam.

1) The connection from theory to practice.
2) How self-awareness and conscious use of self play a role in your intervention?
3) How will you measure success?
4) How you will address the different levels of intervention?
5) How you will address the 'system’ perspective?
6) What conceptual models will you use to guide your change initiative?
7) A personal reflection on the designed intervention.

This paper will be due on the last day of class, Saturday, April 13, 2013 at the beginning of class. Papers will be considered late if not submitted as hard copy at the beginning of class. Hard copies only, please! Late papers: Grades for the papers will drop one full grade for each day late beyond 9:00 a.m. on April 13.

University of Delaware/Skills For Change Agents
Course Outline/Syllabus
February 2013
Final Examination Change Initiative

- Brief summary of the change case
  *Briefly describe the change initiative you are leading.*

- Improvement indicators
  *Briefly describe the signals you are receiving to inform you that a change is needed.*

- Main people involved in the system.
  *Who are the key influencers needed to help create and sustain the change?*

- My current role as a change agent.
  *What do you see as your key roles/goals as a change leader?*

- Potential bias that I may have as a change agent.
  *What belief systems, assumptions, and bias might you have related to this change initiative?*

- What has previously been tried to address the situation?
  *Explain the efforts and outcomes.*

- Hoped for outcomes and importance of case situation to me.
  *What is success for you in this project? How will you know when you have succeeded?*

- Support I have
  *Who are the members of your support system? What other skills/people do you need to bring into your project team?*

- Resistance I anticipate
  *Who/what are the areas of resistance that you anticipate and why?*

- What levels of intervention will I focus on?
  *Intra-personal, inter-personal, team, inter-team, whole system*

- What have I (or others) tried so far?
  *What strategies, tactics, and interventions have you tried? What can you learn from these efforts?*

- What interventions do I plan to use? What will you do?
  *Identify the strategy and steps in your design – How will you make this change successfully happen?*