Organizational Consulting and Change Leadership Syllabus

Program Texts

- Block, Peter. (2011). *Flawless Consulting, A Guide to Getting Your Expertise Used.* 3rd edition
- Bregman, Peter. (2007). *Point B: A Short Guide to Leading Big Change*
- Bridges, William. (2009). *Managing Transitions: Making the Most of Change*. 3rd edition
- Cryer, Bruce. (2000). *From Chaos to Coherence, the Power to Change Performance*
- Fullan, Michael. (2011). *Change Leader: Learning to do What Matters Most*
- Heath, Chip and Heath, Dan. (2010). *Switch: How to Change Things Up When Change is Hard*
- Jones, Brenda B. & Brazell, Michael. (eds). (2006). *The NTL Handbook of Organization Development and Change: Principles, Practices and Perspectives*
- Oshry, Barry. 2007). *Seeing Systems: Unlocking the Mysteries of Organizational Life*
- Schein, Edgar. (2009). *Helping, How to Offer, Give and Receive Help*
- The Arbinger Institute. (2010). <u>Leadership and Self-Deception: Getting Out of the Box</u>

I. XCPD-441-01 - Session I
Basic Foundations: Organizational Consulting and Change Leadership

The Organizational Consulting and Change Leadership Program is based on a process consultation model. Session I will give you a solid overview of the theories and history that support Organization Development (OD) and Change Leadership (CL). You will learn the definitions of OD, Change Leadership and understand the commonalities and connections in the practice of each. You will review the historical highpoints of OD and the impact on CL. You will also be

introduced to other methods of consulting as well as the method you will follow in your client work.

Several tools will be introduced in this session as well that you will have the chance to experiment with during the program.

You will also begin the formation of your cohort.

Pre-Session Work
   Assessments
         Myers Briggs - MBTI
         Learning Style Inventory - LSI

   Reading
   • The NTL Handbook - Chapters 1,2,3,6, (optional: 7 & 9)
   • Block, Flawless Consulting - Chapters 1, 2, 3
   • Seeing Systems - Read the entire book (read first)
   • Leadership and Self Deception - Read the entire book.

Watch the video/read text
   • Kotter - Change Management vs. Change Leadership -- What's the Difference?
   • https://www.youtube.com/watch?v=2ssUnbrhf_U
   • http://www.forbes.com/sites/johnkotter/2011/07/12/change-management-vs-change-leadership-whats-the-difference/Change Management vs Change Leadership.pdf

   • The Ladder of Inference Creates Bad Judgment - http://www.youtube.com/watch?v=K9nFhs5W8o8

Program Reading
These books provide essential information that is critical to your overall learning in the program. Put them into your assignment plan, as they will not be assigned for any particular session.

   • Bregman, Point B
   • Fullan, Change Leader
   • The Arbinger Institute, Leadership and Self Deception

II. XCPD-442-01 - Session II

Consulting to Organizations: The Consulting Process; Entry and Contracting

The way you present and use yourself in your work impacts the client system, with or without your awareness, and consistent or inconsistent with your intention! Session II is designed to raise your awareness of your impact on a system in relationship to your intention. Spring boarding from the foundations of Session I, you will practice the first step in a client engagement: entry and contracting and learn about client resistance.

Pre-Session Work

Assessments: Thomas Kilman Inventory (TKI)

Reading

- Flawless Consulting - Chapters 4, 5, 6, 8 and 9
- From Chaos to Coherence - Chapters 1, 2, 3 and 11
- NTL Handbook - Chapters 4 (Optional: Chapters 7 and 10

On Blackboard

- o SCARF Collaboration article
- o Consulting Process Manual

Media

Friedman's Theory of Differentiated Leadership - Made Simple

http://www.youtube.com/watch?v=RgdcljNV-Ew
Friedman - Differentiated Leadership.pdf

Optional Media

After reading the Chaos to Coherence chapters, try practicing some coherence exercises with the following apps - or just on your own without the apps. **Download:** iphone or android app: **GPS for the Soul**

This is a free app. If you have the smart phone, please bring it - with app loaded - to class.

III. XCPD-447-01 - Session III
Engagement: Data Collection and Analysis; Preparing Client Feedback

In this session students will learn and practice the discovery phase of consulting, which includes data collection, analysis and preparation of data for feedback/presentation to the client. We will explore and discuss the different ways data can be collected: interviews, focus groups, surveys, observations, review of historical material, case analyses and other methods. We will then collect some data and analyze it through different methods. We will also review how to prepare the data for presentation/feedback to the client.

Once the data is analyzed and presented to the client, the client and the consultant develop a shared understanding or picture of the issue (s). Interventions, which will be discussed in Session V, are then recommended, but developed in cooperation with the client.

Different models for understanding organizational structures will be discussed as well as the different ways in which resistance to data and change can show up in the organization.

Pre-Session Reading
- Flawless Consulting - Read Chapters 10, 11, 12, 13, and 14
- NTL Handbook - Chapters 11 and 25 (Optional Chapter 26)

IV. XCPD-443-01 - Session IV
Group Dynamics: Facilitating the Human Element in Organizational Change

In this session, students will begin to learn how to identify the group dynamics within a client system and practice facilitation skills designed to address the group dynamics that a client engagement presents. Students will also explore and experience the dynamics within the cohort and their learning team(s). Additionally, students will examine and experience the impact of change on individual and group behavior.

Pre-session Reading

- Flawless Consulting - Review/reread Chapters 14 and 15
- Read Facilitation 101 by Matt Minnehan, et.al. (Blackboaed)

V. XCPD-444-01 - Session V
Interventions: Intention, Impact and Results

Once you have assessed the organization and have analyzed the data, there are any number of ways you can work with a client organization to move it toward its objectives. This session will engage students in exploring different ways to move to action with a client through the use of consulting interventions Students will

examine and experiment with individual, group and large system interventions and determine the criteria for selecting interventions—considering both the client needs and your own consulting skill and growth edges.

Pre-session Reading
- Flawless Consulting - Chapters 16 and 17
- Switch - Read the entire book
- Helping - Read the entire book
- Optional - NTL Handbook - Chapters 12, 13
- Articles on Blackboard:
  - The Power of Action Learning
  - Stop Blaming Culture
  - How to 10x Your Influence
  - Design Thinking
  - Switch for Organizations

VI. XCPD-445-01 - Session VI
Essential Facilitation Skills for Consultants and Leaders

Today's collaborative business environments require strong facilitation skills in every role. Participants will integrate theory and practice as they learn effective facilitation skills in a safe and challenging experiential learning environment. This course will give participants simple models for understanding what's really going on in groups and elegant strategies for transforming resistance. Students will get plenty of practice dealing with their most challenging group situations and simple facilitation template that can be applied in any situation.

No pre-session reading

VII. XCPD-446-01 - Session VII
Program Integration: Closing, Transitioning and Moving Forward

This session focuses on integrating the key learning points from each of the previous sessions through case study and group activities, and provides an opportunity for students to share the learnings from their client projects. Closure and integration are major themes of the session and students will spend time learning about the importance of closing with the client as they close the various levels of system that have been created during the program.

No pre-session reading

Grading System

Since this is a certificate program, your assignments are not given letter grades. The grading system is based on Successfully Completing (SC) the various elements of the program.

Program Element*	Point value	Total possible points
Attendance**	1 point per day	22 points
Learning Self Assessments (LSA)	10 points per assignment Sessions 2-7	60 points
Reflective assignments	20 points per assignment Sessions 1-6	120 points
Client Project	100 points complete by end of program	100 points
PAE	100 points Session 7	100 points
	Total possible points	**402 points**

* ALL program elements MUST be completed

** Absences MUST be approved by the Director

Grade of SC (Successfully Completed) = 300 points