



Syllabus: Leading Change

Green Business Operations Certificate Program

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1. Course Description

Successfully implementing green business practices requires far more than good ideas, good technology, and a sound business case. Real change happens when people change—not their minds, but their day-to-day behavior. Students will practice proven strategies for orchestrating changes in themselves, in other individuals, and ultimately to the enterprise. Scalable tools and templates will be tested on case studies and online simulations. Finally, students will be inspired to unleash the leader within to follow through the change process. Since leading change engages the heart and the hands, the course is hands on and experiential.

2. Learning Objectives

- Recognize and leverage the natural patterns of change in individuals and groups
- Develop and manage a coherent eight step change plan that balances discipline and agility
- Able to quickly scan the political landscape to identify and manage stakeholders
- Identify common resistance tactics and exercise response strategies to survive and overcome challenges
- Exhibit personal proficiency in motivating and sustaining a team through change

3. List of Topics

- Session 1 - Change Dynamics
 - Course overview
 - Awakening – Seeing the disconnect between what we think vs. what we do
 - Leading transition – The End, The Neutral, The Beginning
 - Change curve – Denial, Resistance, Exploration, Commit
 - Leveraging change through risk management – Did you say “invite resistance?”
 - Form teams and introduce case studies
- Session 2 – Leading Change
 - Iceberg – Eight steps to successful change
 - Urgent, Team, Vision, Communicate, Empower, Wins, Persist, Embed
 - Presence – Surfing the “U” – Senge, et. al.
 - Sensing, Presencing, Realizing
 - Change plans - Balancing Discipline and Agility
 - Teams - case studies



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- Session 3 – People and Politics
 - Change adoption curve – *Diffusion of Innovations*
 - Reaching the Tipping Point
 - Stakeholder analysis
 - Communication and adoption plans
 - Teams - case studies
 - Session 4 – Personal Leadership and Integrity
 - *Leaders of the Future* – Three types of change, leading with and without authority
 - Model the way – Change starts with me
 - Motivation and selling ideas – *DiSC Overview*
 - Surviving and overcoming resistance – *Work Avoidance Strategies*
 - Teams - case studies
 - Session 5 – Final Session
 - Wrap up content
 - Team presentations
 - Final exam
4. Reading(s)
- Our Iceberg is Melting – John Kotter
 - Leading Change – John Kotter
 - Presence – Peter Senge, et. al.
 - Tipping Point – Malcom Gladwell
 - Leading Transitions – W. Bridges
<http://www.leadertoleader.org/knowledgecenter/L2L/spring2000/bridges.html>
 - *Leaders of the Future* – Ronald Heifetz, excerpt from Fast Company
 - *Work Avoidance Strategies* – Lee Scott
 - *DiSC Overview podcast*– Lee Scott, Dina Scott, Mark Horstman -
<http://www.controllingchaos.com/?p=46>
 - *Diffusion Simulation Game* - <http://www.indiana.edu/~istdemo/dsgaect/aectrules.phtml?>
 - *Diffusion of Innovations* – E. Rogers (online summaries)
5. Learning Evaluation Methods
- a. Class Contribution: Your participation and contribution is imperative to the development of a collaborative learning environment. Your class contribution will require that you prepare for the class meetings, that you listen actively in class and present your ideas and questions with thoughtfulness. Your contributions will be valued and welcomed in the (1) discussions of the case studies, (2) interaction with group experiential exercises, (3) questions and comments to the lecture presentations.
 - b. Group project: Creation and presentation of a coherent change strategy based on a green operations case study.
 - c. Final Examination