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<i>Business Purpose</i>	Change in any organization is inevitable, and properly managed change is in fact an opportunity to optimize business operations and outcomes. Unmanaged change results in an environment that is volatile, uncertain, complex, and ambiguous. Transformational leadership behaviors help leaders at all levels manage change, but too few people have received proper training. This course teaches leaders of all levels to properly manage change by using transformational leadership behaviors.
<i>Target Audience</i>	Leaders of any level
<i>Training Time</i>	30 minutes
<i>Training Recommendation</i>	An interactive e-learning module meets this training need. It is an advantageous format because leaders can revisit it at any time when new changes must be managed.
<i>Deliverables</i>	One e-learning module, developed in Articulate RISE
<i>Learning Objectives</i>	<ol style="list-style-type: none">1. Identify transformation leadership behaviors2. Explain the benefits of transformation leadership at all levels3. List the phases of transformational change
<i>Training Outline</i>	<p>Transformational Leadership Behaviors</p> <ul style="list-style-type: none">• From Volatility to Visionary<ul style="list-style-type: none">o Know the visiono Share the visiono Align daily tasks to larger vision• From Uncertainty to Understanding<ul style="list-style-type: none">o Create security in the work environmento Break down tasks• From Complexity to Clarity<ul style="list-style-type: none">o Accept the limits of what is possibleo Make decisions based on what is achievable• From Ambiguity to Agility<ul style="list-style-type: none">o Involve peopleo Communicate transparentlyo Seek feedback from others

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	<p>Cultivating a Transformational Leadership Mindset at Any Level</p> <ul style="list-style-type: none">• Leadership at all levels<ul style="list-style-type: none">◦ Having many more people behaving as leaders makes the difference between successful and failed changed efforts• Leadership is a set of chosen behaviors that also promote individual success<ul style="list-style-type: none">◦ Those who choose to participate in and lead change are far more likely to be successful than those whose participation is forced• Successful organizations find and empower people as leaders at all levels<ul style="list-style-type: none">◦ Leaders exist at every organizational level, not just the C-suite◦ Finding and empowering those leaders is critical to success <p>Three Phases of Transformational Change</p> <ul style="list-style-type: none">• Creating a climate for change<ul style="list-style-type: none">◦ Create a sense of urgency◦ Build a guiding coalition◦ Develop a vision and strategy• Engaging and enabling the organization<ul style="list-style-type: none">◦ Communicate change vision◦ Empower broad-based action◦ Generate short-term wins• Implementing and sustaining the change<ul style="list-style-type: none">◦ Consolidate gains; produce more change◦ Anchor new approaches in culture
<i>Assessment Plan</i>	<p>Learner will have unlimited attempts to receive an 80% or higher score on a nine-question quiz. Formats such as matching, multiple choice, and checklist questions will be use. A record of learner’s completion and proficiency will be generated.</p>

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