### **Scheme of Work**

**COURSE:** ABE Level 6 Leading Strategic Change

| **Element, Learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.**  **Duration** | **Session Plan** | **Resource** | **Formative Activity** |
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| Element 1  LO 1  1.1 | **The role of the strategic leader- creating the vision, mission and values** | Introduction to session and learning outcomes  Creating an organisation’s vision, mission and values statements  Creating organisational purpose, goals and objectives  Organisational strategic direction  Leadership for difficult times  Review of session and learning outcomes | 4-5 HOURS | 6UULSC Session Plan E1 - Session 1 | 6UULSC Presentation E1 | 6UULSC E1 LO1 Activity 1 -  Vision, mission and values statements |
| Element 1  LO1  1.2 | **The leader’s role in communicating the organisation’s vision, mission and values to others** | Introduction to session and learning outcomes  Changing minds  Building trust  Leadership messages  Communicating vision & values  Review of session and learning outcomes | 4-5 HOURS | 6UULSC Session Plan E1 - Session 2 | 6UULSC Presentation E1 | 6UULSC E1 LO1 Activity 2  Communicating vision, mission and values |
| Element 1  LO1  1.3 | **Leadership principles that help in the creation, communication and embedding of the organisation’s vision, mission and values** | Introduction to session and learning outcomes  Authentic leadership  Inspiring followers  Successful leadership styles  Ethical and values based leadership  Review of session and learning outcomes | 4-6 HOURS | 6UULSC Session Plan E1 - – Session 3 | 6UULSC Presentation E1 | 6UULSC E1 LO1 Activity 3 Inspiring followers  6ULSC E1 LO1 Activity 4 Authentic and values based leadership |
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| Element 2  LO 2  2.1 | **The organisation’s position in the sector and market within which it operates** | Introduction to session and learning outcomes  Organisational and market or sector data  Organisational marketing plans  Environmental analysis data  Competitive analysis data  Review of session and learning outcomes | 4-6 HOURS | 6ULSC Session Plan E2 – Session 1 | 6ULSC Presentation E2 | 6ULSC E2 LO2 Activity 1 -  Discuss the organisation’s position in the sector and market within which it operates |
| Element 2  LO 2  2.2 | **Opportunities for change, which support the organisation’s objectives** | Introduction to session and learning outcomes  Organisational objectives, strategies and plans  External and internal drivers for change  Review of session and learning outcomes | 4-6 HOURS | 6ULSC Session Plan E2 – Session 2 | 6ULSC Presentation E2 | 6ULSC E2 LO2 Activity 2 -  Reasons for change |
| Element 2  LO 2  2.3 | **The expected impact of the change on organizational objectives** | Introduction to session and learning outcomes  Impact of change on the organisation  Impact of change on individuals and teams  Change impact analysis  Organisational change-Readiness and resilience  Impact of change on culture  Review of session and learning outcomes | 4-6 HOURS | 6ULSC Session Plan E2– Session 3 | 6ULSC Presentation E2 | 6ULSC E2 LO2 Activity 3 -  Organisational readiness and resilience |
| Element 2  LO 2  2.4 | **The leadership of change** | Introduction to session and learning outcomes  The key stages of a change process  Understanding the components of a change process  Planning and communicating the change process  Review of session and learning outcomes | 4-6 HOURS | 6ULSC Session Plan E2– Session 4 | 6ULSC Presentation E2 | 6ULSC E2 LO2 Activity 4 -  Planning and communicating change  6ULSC E2 LO2 Activity 5 -  The drivers for and impact of change |
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| Element 3  LO 3  3.1 | **Develop a plan to implement and monitor the change process** | Introduction to session and learning outcomes  The sequence of planning and implementing change  Organisational change plans  Continuous improvement and the change plan  Monitoring, reviewing and evaluating the change process  Review of session and learning outcomes | 4-5 HOURS | 6ULSC Session Plan E3 – Session 1 | 6ULSC Presentation E3 | 6ULSC E3 LO3 Activity 1 -  Develop a plan to implement and monitor the change process |
| Element 3  LO 3  3.2 | **Supporting individuals within the organisation throughout the change process** | Introduction to session and learning outcomes  The politics of a change process  Recognising and dealing with resistance to change  Organisational support  Review of session and learning outcomes | 4-5 HOURS | 6ULSC Session Plan E3 – Session 2 | 6ULSC Presentation E3 | 6ULSC E3 LO3 Activity 2 -  Recognising and dealing with resistance to change |
| Element 3  LO 3  3.3 | **Organisational stakeholders and their expectations of an organisation’s change process** | Introduction to session and learning outcomes  Organisational stakeholders  Stakeholder analysis  Identifying stakeholder requirements  Understanding stakeholder expectations  Review of session and learning outcomes | 4-5 HOURS | 6ULSC Session Plan E3 – Session 3 | 6ULSC Presentation E3 | 6ULSC E3 LO3 Activity 3 -  Organisational stakeholders |
| Element 3  LO 3  3.4 | **Meeting stakeholder expectations or requirements** | Introduction to session and learning outcomes  Impact analysis of organizational change  Meeting stakeholder expectations  Communication methods  Monitoring and reviewing expectations or requirements  Review of session and learning outcomes | 3-4 HOURS | 6ULSC Session Plan E3 – Session 4 | 6ULSC Presentation E3 | 6ULSC E3 LO3 Activity 4 -  Impact analysis of organizational change  6ULSC E3 LO3 Activity 5 -  Plan and lead the change process for an organisation |
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| Element 4  LO 4  4.1 | **The skills required to lead strategic change** | Introduction to session and learning outcomes  Strategic direction skills  Organisational analysis skills  Leadership and change management skills  Organisational performance outcomes  Longer term development  Review of session and learning outcomes | 7 HOURS | 6ULSC Session Plan E4 – Session 1 | 6ULSC Presentation E4 | 6ULSC E4 LO4 Activity 1 - Key skills  6ULSC E4 LO4 Activity 2 - Evaluate the skills required to lead strategic change  6ULSC E4 LO4 Activity 3 - Discuss the skills required to lead strategic change within an organisation |
| Element 4  LO 4  4.2 | **Developing skills to lead strategic change** | Introduction to session and learning outcomes  Summarising development opportunities  Career planning  Planning personal development  Reviewing and evaluating the personal development plan  Review of session and learning outcomes | 7 HOURS | 6ULSC Session Plan E4 – Session 2 | 6ULSC Presentation E4 | 6ULSC E4 LO4 Activity 4 - Personal SWOT  6ULSC E4 LO4 Activity 5 - Personal development planning  6ULSC E4 LO4 Activity 6 - Personal development planning to support the development of leadership skills to lead strategic change |