### **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 1LO 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 statementsCreating organisational purpose, goals and objectivesOrganisational strategic directionLeadership for difficult timesReview 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 1LO11.2 | **The leader’s role in communicating the organisation’s vision, mission and values to others** | Introduction to session and learning outcomes Changing mindsBuilding trustLeadership messagesCommunicating vision & valuesReview of session and learning outcomes | 4-5 HOURS | 6UULSC Session Plan E1 - Session 2 | 6UULSC Presentation E1 | 6UULSC E1 LO1 Activity 2Communicating vision, mission and values |
| Element 1LO11.3 | **Leadership principles that help in the creation, communication and embedding of the organisation’s vision, mission and values** | Introduction to session and learning outcomesAuthentic leadershipInspiring followersSuccessful leadership stylesEthical and values based leadershipReview of session and learning outcomes | 4-6 HOURS | 6UULSC Session Plan E1 - – Session 3 | 6UULSC Presentation E1 | 6UULSC E1 LO1 Activity 3 Inspiring followers6ULSC E1 LO1 Activity 4 Authentic and values based leadership |
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| Element 2LO 2 2.1 | **The organisation’s position in the sector and market within which it operates** | Introduction to session and learning outcomesOrganisational and market or sector dataOrganisational marketing plansEnvironmental analysis dataCompetitive analysis dataReview 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 2LO 2 2.2 | **Opportunities for change, which support the organisation’s objectives** | Introduction to session and learning outcomesOrganisational objectives, strategies and plansExternal and internal drivers for changeReview 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 2LO 2 2.3 | **The expected impact of the change on organizational objectives** | Introduction to session and learning outcomesImpact of change on the organisationImpact of change on individuals and teamsChange impact analysis Organisational change-Readiness and resilienceImpact of change on cultureReview 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 2LO 2 2.4 | **The leadership of change** | Introduction to session and learning outcomesThe key stages of a change processUnderstanding the components of a change processPlanning and communicating the change processReview 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 change6ULSC E2 LO2 Activity 5 -The drivers for and impact of change  |
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| Element 3LO 3 3.1 | **Develop a plan to implement and monitor the change process** | Introduction to session and learning outcomesThe sequence of planning and implementing changeOrganisational change plansContinuous improvement and the change planMonitoring, reviewing and evaluating the change processReview 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 3LO 3 3.2 | **Supporting individuals within the organisation throughout the change process** | Introduction to session and learning outcomesThe politics of a change processRecognising and dealing with resistance to changeOrganisational supportReview 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 3LO 3 3.3 | **Organisational stakeholders and their expectations of an organisation’s change process** | Introduction to session and learning outcomesOrganisational stakeholdersStakeholder analysisIdentifying stakeholder requirementsUnderstanding stakeholder expectationsReview 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 3LO 3 3.4 | **Meeting stakeholder expectations or requirements** | Introduction to session and learning outcomesImpact analysis of organizational changeMeeting stakeholder expectationsCommunication methodsMonitoring and reviewing expectations or requirementsReview 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 4LO 4 4.1 | **The skills required to lead strategic change** | Introduction to session and learning outcomesStrategic direction skillsOrganisational analysis skillsLeadership and change management skillsOrganisational performance outcomesLonger term developmentReview of session and learning outcomes | 7 HOURS | 6ULSC Session Plan E4 – Session 1 | 6ULSC Presentation E4 | 6ULSC E4 LO4 Activity 1 - Key skills6ULSC E4 LO4 Activity 2 - Evaluate the skills required to lead strategic change6ULSC E4 LO4 Activity 3 - Discuss the skills required to lead strategic change within an organisation  |
| Element 4LO 4 4.2 | **Developing skills to lead strategic change** | Introduction to session and learning outcomesSummarising development opportunitiesCareer planningPlanning personal developmentReviewing and evaluating the personal development planReview of session and learning outcomes | 7 HOURS | 6ULSC Session Plan E4 – Session 2 | 6ULSC Presentation E4 | 6ULSC E4 LO4 Activity 4 - Personal SWOT6ULSC 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  |