# Organizing and leading change

## Prof. Giovanni Maria Sgalambro

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The Organizing and Leading Change class will address the soft and hard components of change management, more specifically covering topics like: Change mgmt. strategy; Change Mgmt. models, roles and processes; Change mgmt. and culture; Behavioral design; Leadership and Change Management; Change Mgmt. in digital environment. The course also deals with organization design principles, structures and models, smart working and new ways of working. The journey from strategy to transformation and change mgmt. in technology driven projects will be deeply discussed and analyzed. The class will also cover the most updated people centric frontiers in change mgmt., as design thinking, agile and the change capability Platform.

Upon successful completion of the requirements for this course, students will be able to:

1. Understand the why, what, how of Change Mgmt.
2. Apply Change Mgmt. techniques and tools
3. Select the appropriate approach to be followed in the different transformation cases
4. Make BPM, BPR and organizational impact analysis and design
5. Choose the appropriate Change Mgmt. KPIs and KAIs (Key adoption index)
6. Recognize the most innovative trends in change mgmt.

***COURSE CONTENT***

* The Why of change mgmt.
* The What: change mgmt. definition The How: change mgmt. approaches, roles and processes
* Setting the business strategy
  + One Page Integrated Strategy;
  + Business Model Canvas;
  + Fragility, Robustness, Resiliency and Anti-fragility
  + Integrated Thinking Strategy
* Organization structure models and design
* Culture in change Management
  + What culture is?
  + The cultural hacks
* The Mindset as a key cultural building block
* Leadership and Change Management
  + The Leadership traits, competencies & behaviors
  + The Leadership Grid
  + The Situational Leadership
  + The Servant Leadership
* Behavioral design: tips, nudges and coaching plan
* Work Organization models:
  + Office centric,
  + Remote working,
  + Smart working,
  + Distributed work: the new ways of working
* From Strategy to Change: the journey
  + Strategy methods application
  + Kick-off launch
  + Business Process Mgmt.
  + Business Process Re-engineering
* The Waterfall Model
* The Agile Philosophy and Methods
* Change mgmt. in technological and digital projects
  + The SAP Activate example
  + Change mgmt. and communication plan
  + Governance
  + Change Management roles
  + Role Catalogue,
  + Responsibilities and RACI matrix
  + Organizational impact
  + Change adoption
* Change Mgmt. in the HR Transformation
  + HR Processes
  + Agile HR
  + Performance Management and OKR
* The today frontiers:
  + People centric change mgmt.
  + Design thinking and storytelling
  + Change capability platform
* The measurement of change: KPIs, KAIs and KRIs

***READING LIST[[1]](#footnote-1)***

Kotter, Leading Change.

Reading:

S. Johnson: “Who Moved my cheese”

Eric Clementi, IBM “Globally Integrated Enterprice” [Behnam Tabrizi](https://hbr.org/search?term=behnam%20tabrizi); [Ed Lam](https://hbr.org/search?term=ed%20lam); [Kirk Girard](https://hbr.org/search?term=kirk%20girard); [Vernon Irvin](https://hbr.org/search?term=vernon%20irvin): “Digital Transformation is not about Technology”

Gary Hamel; Domenico Zanini, Mc Kynsey: Build a Change Platform, not a Change Program

Dan Pontefract – Forbes 2019/04/19 : IBM Artificial Intelligence Strategy is fantastic but AI also cut 30% of its HR workforce

Nassim Taleb: Antifragile Talk at Stanfard

Other material is posted on BlackBoard.Unicatt

***TEACHING METHOD***

The course uses a mixture of face-to-face lectures, theoretical focus, discussions on experiences and cases, lab exercises, guest speakers’ talks and case studies discussions and reconceptualization.

***ASSESSMENT METHOD AND CRITERIA***

*Attending Students*

G. Sgalambro evaluation grades in based on:

Case studies; Group assignments (30%); two hours written examination to be held at the end of the course (60%); Class discussions and questions are considered an important component of the course (10%). The written exam of 1.5 hours consists of closed questions with multiple choices and open questions finalized to understand if the student has absorbed the conceptual and methodological tools and is able to develop complex lines of reasoning, interconnecting the different concepts and developing advisory suggestions.

*Not Attending Students*

The exam consists of a 2 hours examination with both closed and open questions and cases, and specific requests of examples and practical applications.

***NOTES AND PREREQUISITES***

Attendance is strongly recommended.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)