



PHAR 6940 – Leading Change Experience II Course Syllabus

*It is not the strongest or the most intelligent who will survive
but those who can best manage change.*

-Charles Darwin

This course adheres to the items listed in the College of Pharmacy Central Syllabus:

<http://z.umn.edu/copcentralsyllabus>

Meeting Time and Place

2 credits

Course Web Site: <https://moodle.umn.edu/>

Term: Spring 2019

Grading: S-N

Dates/Times/Location: 10:10-12:05 Thursdays, location varies (see schedule)

Course Instructional Team

Co-Course Director and Instructor (Duluth Campus):

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Course Instructor (Twin Cities Campus)

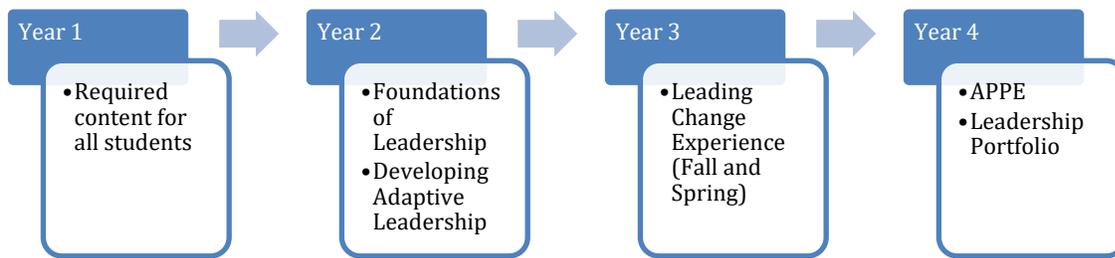
Instructor: Kristin Kari Janke, Ph.D.

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Overview of the Course

This course is designed to follow Phar 6939, *Leading Change Experience I*, within which students focused applying leadership to an adaptive challenge, implementing a vision and action plan for a leadership initiative, and reflecting on their preparedness to lead change. This course continues those themes to create a longitudinal experience that allow for an immersion and depth of development not possible in a single semester.

Students will build on successes created in *Leading Change Experience I* (LCEI), continue to lead people and actions toward an established vision and set of goals. This semester, this work will also include a focus on succession planning. It is anticipated that the full cycle of change in each student's area of focus will not be completed by the end of this semester, so efforts will be undertaken to transition leadership responsibilities to one or more other individuals. Other activities that were started in LCEI supporting reflection and planning on individual leadership skills will also continue over this semester.

Course Activities

In addition to the student's leadership efforts on their defined leadership initiative, students will engage in the following learning activities

Course sessions: Class meets most weeks (see the course schedule for dates and topics) for two hours. Sessions are managed in a "workshop" format. Most sessions engage students in small group work and discussions. Thus, to optimize one's own learning and the learning that can occur in the classroom, attendance and active participation in the work of the day is expected. Readings and assignments will be associated with each of the learning units addressed in the course.

Leadership Networking Partners (LNPs): Pharmacists from the local area, who are recognized for their leadership, have been identified to participate in this course. Each student will be paired with a pharmacist for a series of conversations on the application of leadership in pharmacy and for input on building leadership skills over one's career. Students and pharmacists will learn from each other in the following ways:

- *LNP Community Events:* Two LNP events are hosted on campus during the semester. These are typically comprised of a short presentation or topic discussion related to leadership, change management or professional issues in pharmacy with time for general networking. The purpose of these sessions are to: 1) create a structured learning activity for LNP teams, and 2) allow students to network with a group of Minnesota pharmacy leaders beyond their individual LNP.
- *1:1 LNP Meetings:* Networking Partners will meet 1:1 a minimum of twice during the semester at a time arranged between the partners. Conversations are comprised of an assigned, structured

learning activity in combination with learning experiences defined individually by each LNP pair.

Prerequisites

Successful completion of Phar 6939, Leading Change Experience I.

Requirements

Required Books

- Heifetz, R., Grashow, A., Linsky, A. (2009). *The Practice of Adaptive Leadership*. Boston: Harvard Business Press. (Acquired for Phar 6938: Developing Adaptive Leadership)

Other required readings and materials will be provided by the instructors.

Computer/Technology Requirements

Check the course Moodle site regularly for current course information: <http://moodle.umn.edu>

University of Minnesota Moodle information is available here:

<http://it.umn.edu/course-management-system-moodle-related/students>

Goals & Objectives

Goal 1: Lead or co-lead a longer term project (at least one year) that addresses an adaptive challenge in a personal area of interest within pharmacy.

Objectives:

1. Create a vision for change in an area of pharmacy practice or pharmacy education experiencing an adaptive challenge
2. Define the steps and strategies required to achieve the vision
3. Assemble and mobilize a team to address the challenge
4. Collect and convey qualitative or quantitative data in support of the change (e.g. needs assessment, outcomes assessment)
5. Secure a short-term win and communicate results to gain momentum for the change
6. Establish a plan for leadership transitions on a focused leadership initiative.

Goal 2: Engage in self-development of leadership abilities.

Objectives:

1. Engage in the Reflect-Plan-Learn-Evaluate Continuing Professional Development (CPD) cycle to foster and support self-directed lifelong learning in the area of Leadership Development (LD)
2. Present leadership challenges and seek advice from peers in addressing those leadership challenges
3. Document formative leadership experiences and analyze outcomes for use in discussions with supervisors, peers, teams and students.
4. Engage with a pharmacist networking partner in support of your leadership development
5. Complete assigned and self-directed co-curricular and development activities designed to enhance LD in pharmacy (e.g. retreat)

Goal 3: Contribute to the leadership development of others.

Objectives:

1. Provide advice and utilize expertise in leadership by applying models and concepts learned in previous classes to the leadership challenges experienced by colleagues [Strengths (Gallup),

Leadership Practices (Kouzes and Posner), Functioning Teams (Lencioni), Adaptive Leadership (Heifetz) and Change Management (Kotter)]

2. Provide advice and utilize expertise in leadership by sharing leadership experiences with other students
3. Exercise skills in advising, coaching and consulting by working with an accountability partner and by participating in Leadership Case Presentations and Consultation.

Course Policies

General Policies

See [University of Minnesota and College of Pharmacy Policy Reference \(Centralized Syllabus\)](#) for additional UMN and CoP policies, e.g., Academic Freedom; Copyright; Course Evaluations; Disability Accommodations; FERPA, etc.

Attendance

Students are expected to attend every class for which they are registered. Students are expected to attend classes on the campus where they are enrolled. Any absence needs to be discussed with the course director. Make up work may be required.

Assessment and Grading

Because the focus of this course is discovery, reflection and awareness building, application of a traditional A-F grading scheme is inconsistent with measuring one's learning within this course. Evaluation methods traditionally associated with use of a quantitative scale for assigning course grades is also inconsistent with key characteristics of leadership development which are inherently based on self-motivation, self-direction and an ability to maintain a sense of personal accountability for one's effort and outcomes. Stated more directly, in this course you will get out of it what you put into it. Therefore, a self-evaluation of one's participation in the course's learning activities will ultimately be the most important component of a final performance assessment.

Additionally, the learning opportunities experienced in this course will not mean the same for everyone – what is “taken away” from these activities will be unique to each individual. Ultimately, it is not important what your instructors think you have learned from these experiences or their impressions of how well you've learned the intended lessons. What is important is your own understanding of what you have learned, whether you believe you have internalized the concepts and principles outlined and your plans for applying these to your future career as a pharmacist. Your true and final “grade” cannot be assigned at the end of a semester or even prior to the date of your graduation – ultimately it will be determined by the work you do to lead change in our profession after you leave the boundaries of this academic program.

For these reasons, the Leading Change Experience sequence will be graded on a “S/N” basis. A passing grade will represent your committed participation in a number of learning activities, including:

- Ability to convey clear evidence of effort and creativity dedicated to the defined leading change initiative;
- Active participation in required classroom sessions;
- Appropriate depth and substance presented in written assignments;
- Thoughtful participation in 1:1 meetings with your assigned Networking Partners;
- Active participation in events outside of scheduled classroom sessions, such as Networking Events, Retreat and the Leadership Speaker's Series

Assignment Descriptions

Leading Change Field Work: This longitudinal assignment comprises the most significant time commitment for this course. At the completion of Phar 6938 and subsequent initiation of the Leadership Emphasis sequence, a comprehensive vision and action plan for leading change was outlined and approved by an LEA Faculty Advisor. The field work associated with applying lessons learned in this and previous courses and implementing strategies to create the vision outlined in approved plan will require a commitment of time, creativity and leadership over this entire semester (and into Phar 6940). Progress in this area will be assessed during meetings with your LEA advisor and during in-class assignments with peers.

Accountability Partner Plan: Students and their assigned peer “accountability partner” will meet for progress updates and to engage in a process of “requests and offers” that will define how they will support each other’s progress over the semester.

Leading Change Experience SBAR: This assignment utilizes a communication strategy frequently used in health care settings to describe an opportunity for change management. Students will submit a summary of their leadership field work using the Situation/Background/Assessment/Recommendation format to communicate to non-course participants a summary of their vision for change, relevant background and steps taken to-date to achieve the vision.

LNP Event Presentation: Students will facilitate a dialogue with pharmacists and PDII students describing their leading change field work. Each student will be assigned a 20 minute time slot, which should include a presentation (6-7 minutes) followed by time for questions and dialogue (full assignment description is available on Moodle).

Continuing Professional Development (CPD) in Leadership: Leadership can be taught and it is honed over time. The CPD process will allow you to explore, define and pursue your personal leadership commitment helping you to leave the course better able to describe “What skills and abilities do I need to be effective?” Throughout this cycle you are charged with focusing on two core competencies: 1) engaging in self-development of leadership abilities; and 2) contributing to the leadership development of others (full assignment description available on Moodle). Students will submit a CPD plan early in the term and documentation of progress on that leadership development plan at the end.

Leadership Case Presentations and Consultations: Successful leaders seek advice from others. They also need to give advice and to aid others in their development as leaders. This exercise allows students to practice these skills, focusing on the following goals (full assignment description available on Moodle):

- Identify and describe a Leadership Challenge (The Case)
- Reinforce/develop expertise regarding leadership models
- Apply expertise to Leadership Challenge Cases
- Develop skills related to providing quality feedback to resolve a challenge
- Reflect on personal contributions to the case presentation and consulting

Students will be assigned to a Leadership Advisory Council and will take turns presenting current challenges. Non-presenting students will be assigned roles to consult from various leadership perspectives/approaches, as studied in previous course work. All students complete post-activity documentation to aid reflection on their performance in these roles.

Final Executive Summary: A final 2-page summary of the leading change experience field work will be

submitted at the end of the semester, serving as a final record of the change effort led by the student (full assignment description is available on Moodle).

Final Oral Assessment

The final assessment of the leading change work, integration of understanding of leadership principles and articulation of lessons learned from this effort will be evaluated by a group of faculty and peers through an oral panel discussion.

Detailed Course Outline & Schedule*

| Week | Session | Agenda/Topics | Activities / Assignments / Assessments |
|---------------------|---|--|---|
| Week 1 1/21–1/25 | Offline work | Accountability Partner (AP) / Continuing Professional Development (CPD) Meeting Accountability Plan Due | Schedule this week with your accountability partner - Discuss your latest Continuing Professional Development (CPD) assignment and status of Leading Change Experience (LCE) Complete the Accountability Partners Plan #1 and CPD Leader Development Plan Spring Due Moodle by 11:55 p.m. on 1/25/18 |
| Week 2 1/28–1/31 | Offline work | Leading Change Experience Abstract Report Due | Provide a highlight of your Leading Change Experience – SBAR Submission – located under LNP Event these will be sent in advance to LNPs to familiarize the topic for the LNP Event Due Complete SBAR Form for Assignment #1, Due Moodle by 11:55 p.m. on 1/31/19 |
| | Join Career & Professional Foundations Session on 1/29/19 | Supporting Leadership Development of Others | Attend class from 1:25-3:20 p.m. (7-135 WDH) <i>Phar 6715 Career and Professional Foundations</i> Lead a small group table of PD1 students in a leadership change management discussion - more details will be sent prior |
| Week 3 2/4 – 2/8 | Small Group Meeting #1 2/7/19 Location: 7-193 WDH | Case Presentations and Consultation | Two assigned presenters each provide a case of a leadership challenge. Other students participate as advisors in select leadership areas. Case Presenter Due Moodle by 11:55 p.m. on 2/6/19 Following Class: Brief documentation due from ALL participants on Moodle 2/8/19 by 11:55 p.m. |

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| Week 4 2/11-2/15 | LNP Event, 2/14/19 Note time change: 3:30-5 pm Location: 7-135 WDH | Leading Change Experience Debut | Event will include PDII students enrolled in <i>Developing Adaptive Leadership</i> plus LNP pharmacists. LCE II student will present LCE in round table format. <i>Professional Attire</i> |
| Week 5 2/18-2/22 | Offline work | LCE and CPD | Continue to make progress on Leading Change Fieldwork and CPD plan (<i>see syllabus for details</i>), |
| Week 6 2/25-3/1 | Offline work | 1:1 LNP Meetings | 1:1 LNP meetings should be scheduled and completed during this week or the week prior or after (select one of the activities to share with them from Moodle, submit a brief post summary report after meeting with your LNP) |
| Week 7 3/4 - 3/8 | Joint Session w/ Phar 6938 (normal class time for Phar 6940) Location: 1-451 MoosT | Supporting Leadership Development of Others | Students enrolled in in Phar 6938 <i>Developing Adaptive Leadership</i> will attend class to present initial vision for leading change. PD3 students will support idea development via meaningful and supportive feedback and offer insights on personal leadership development. |
| Week 8 3/11-3/15 | Schedule 1:1 meetings w/ LEA Advisors at a time of convenience during this 2 week period | Status Updates on Work and Development | Each student provides an update on their leading change work and development work, including anticipated next steps. Schedule time with advisor during this week for personalized time regarding your work. |
| 3/18 – 3/22 - Spring Break, No Class Assignments | | | |
| Week 9 3/25-3/29 | Offline work | Accountability Partner (AP) / Continuing Professional Development (CPD) Meeting Accountability Plan Due | Schedule time this week with your accountability partner - Discuss your latest CPD assignment and status of your Leading Change Experience Complete the Accountability Partners Plan #2 Due Moodle by 11:55 p.m. on 3/29/19 |

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| Week 10 4/1 – 4/5 | Small Group Meeting #2 4/4/19 | Case Presentations and Consultation | Two assigned presenters each provide a case of a leadership challenge. Other students participate as advisors in select leadership areas. Case Presenter Moodle by 11:55 p.m. on 4/3/18 Following Class: Brief documentation due from ALL participants on Moodle 4/6/18 by 11:55 p.m. |
| | Location: 7-193 WDH | | |
| | Offline work | Leading Change Experience Assignment Due | Prepare for upcoming LCE Executive Panel review the evaluation outline and prepare Complete Exec Summary and Critical Appraisal Due Moodle by 11:55 p.m. on 4/5/19 |
| Week 11 4/8-4/12 | | 1:1 LNP Meetings | 1:1 LNP meetings should be scheduled and completed during this week or the week prior or after (select one of the activities to share with them from Moodle, submit a brief post summary report after meeting with your LNP) |
| Week 12 4/15-4/19 | Offline work | Continuing Professional Development and Leading Change Experience Final | Complete CPD Summary Spring and Final Executive Summary (if applicable) Due Moodle by 11:55 p.m. on 4/19/19 |
| Week 13 4/22-4/26 | LCE Panel Evaluation, 4/25/19 | Leading Change Experience Final Panel | Attend 30 minute panel session at scheduled time. Students will undergo a series of questions from a panel of professionals regarding their leadership project. Students must complete this panel with a "pass" in order to receive an LEA Declaration. <i>Specific day/time schedule will be provided</i> |
| Week 14 4/29-5/3 | LNP Event Note schedule change: 3:30-5 pm on 5/2/19 Location: 7-135 WDH | Supporting Leadership Development of Others | Activity TBD. |
| Week 15 5/6 – 5/10 | No Class | | |

**Subject to change at course instructor's discretion. Leading Change Field Work is not noted on this outline, but is expected to be completed throughout the entire semester.*