

Managing Change

Summative Assessment: Outline & Rubric

Summative Assessment Outline

Managing Change Oral Presentation

Competency: Managing Change

Competency Statement: Demonstrate an understanding of how leaders effectively implement and manage change

Summative Assessment Submission Title: Managing Change Oral Presentation

Competency Objectives:

1. Demonstrate an understanding of why change occurs in organizations.
2. Demonstrate an understanding of how leaders build the capacity to change and innovate.
3. Demonstrate an understanding of the factors that impact managing change effectively such as organizational culture, communication and leadership.

Purpose of this Assessment

This assessment is designed to assess your knowledge and skills as a leader to effectively plan, implement and manage change. Using a scenario, you will develop a plan to successfully implement and sustain the change described. Your plan will include strategies for overcoming resistance, outline communication plans, and discuss how you will effectively lead and manage the change. From this plan you will develop a presentation that is appropriate to present to the senior management team of the organization.

Item Required for Submission

The item required for submission is a 15–20 minute oral presentation that describes your plan as a leader for managing a significant change initiative.

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Step ONE: Review the Rubric

Before starting, review the rubric to make sure you know the criteria on which you will be assessed.

Step TWO: Preparation

To prepare for this assignment, choose one of the following scenarios.

Scenario Option 1: New Technology

New technology is being adapted by your functional area to increase productivity and reduce headcount. Successful implementation requires running dual systems while employees are learning new software and work processes. Senior management is concerned that implementation goes smoothly and the new technology is fully functional within the shortest time possible.

Scenario Option 2: Mergers and Acquisitions

Your division is being acquired by a competitor, and although it is recognized this will generate many changes, the extent and timing of the changes is yet unknown. Senior management of both your division and the acquiring company want to ensure employees with critical organizational knowledge and skills are retained during the transition, and have asked you to lead the effort to plan and implement strategies to manage the change.

Scenario Option 3: Staff Reductions

Your organization has just downsized, eliminating ten percent of the staff. Retained employees – survivors of the lay-off – are being asked to do more with less. As a result of the lay-off you must manage the redistribution of work to a demoralized workforce and ensure productivity goals are met.

Scenario Option 4: Significant Change from your Experience

You may prepare the summative assessment using a different scenario that represents a significant organizational change you have experienced.

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Step THREE: Completing the Oral Report

Once you have selected a scenario, prepare an oral report for senior management that describes your plans to manage change. Use a systems thinking approach to prepare the oral report that must address the following topics:

1. Briefly describe the change, identifying the forces causing it and implications of the type of change (developmental, transitional or transformational). Support your analysis with evidence.
2. Identify potential causes of employee resistance and how you as the change leader will overcome resistance and gain all employees' acceptance of the change.
3. Describe your communication plans, including the change message, effective communication channels and feedback loops, and rationale.
4. Discuss your leadership role as a change champion. Select one leadership practice from each of systems thinking, organizational culture, communication, and change champions (four leadership practices in total) to highlight how you will effectively lead and manage the implementation and sustainment of the change. Support your discussion with convincing evidence.

The oral presentation must:

- Be 15–20 minutes in length.
- Use visuals such as PowerPoint or Prezi to support and reinforce key points.
- Use correct grammar and spelling without errors.
- Be comprehensive, interesting, and flow logically, fully addressing key points and connecting with the visuals.
- Demonstrate an in-depth understanding of the leader's role in planning, implementing and sustaining change.
- Accurately identify causes of employee resistance to change.
- Provide viable strategies to overcome resistance and enroll employees in supporting the change initiative.
- Develop a communication strategy and plan that facilitates the successful implementation of the change.
- Describe the leader's role as a change champion and how you can positively lead the change effort.
- Be delivered professionally, in a way that would be favorably received by a senior management team.

Although citations and a reference page are not required, the plan described in the presentation must link to best change management practices as described in the competency readings and materials.

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Step FOUR: Complete Checklist for Submission

Before you submit, check to see if you believe you have met the criteria noted below.

Did you...

- ✓ Clearly and concisely describe the change, comprehensively identifying multiple forces causing the change?
- ✓ Accurately identify and discuss implications of the type of change and support analysis with convincing evidence?
- ✓ Accurately identify multiple potential causes of employee resistance?
- ✓ Present a comprehensive and viable plan to overcome resistance that will gain all employees' support?
- ✓ Present a comprehensive communication plan that describes convincing change message(s), identifies multiple communication channels, and creates effective feedback loops, along with a convincing rationale?
- ✓ Clearly and comprehensively discuss your leadership role as a change champion?
- ✓ Identify four or more specific leadership practices, at least one from each of systems thinking, organizational culture, communication, and change champions, to effectively lead and manage the implementation and sustainment of a successful change effort, and support your discussion with convincing evidence?
- ✓ Use visuals such as PowerPoint or Prezi that are creative, interesting, easy to read, and emphasize critical points of the presentation?
- ✓ Check for grammar and spelling errors?
- ✓ Present in a well prepared, poised, and well spoken manner, avoiding “ums” and “ahs” and ensuring nervousness does not interfere with delivery?
- ✓ Ensure your presentation is comprehensive, interesting, flows logically, fully addresses key points, and consistently connects with visuals?

Step FIVE: Submit Your Work


The 15–20 minute oral report may be submitted in one of several ways.

- Record a YouTube video and submit the link for assessment.
- Submit a voice-over PowerPoint in which you talk through each slide.
- Use Adobe Connect to present and save your presentation.

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- Your completed final assessment documents should be submitted through the Final Assessment page of your competency.
- Please note, for files smaller than 10MB (i.e., most Word documents), use the corresponding “+UPLOAD STUDENT FILE” button to upload your final assessment assignments. For larger files of any type (i.e., voice-over PowerPoint files, videos, or image-heavy documents), please use the optional TEXT EDITOR to provide a URL where your grader can download your file.

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






+ SRM FA Doc1.docx

+ Upload additional files to this assignment. This is optional

Assignment 5

5. A 10- to 15-slide PowerPoint presentation with supporting voice-over

Use File Uploader

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Download URL for Assignment 5: <https://fwk.box.com/s/2nwjgkwooz6pa7wm8uzejwerzb7sl2>

Comments (Optional)

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- How you create a download URL is up to you, but various free online providers, including Google Drive, Box.com, or Dropbox, offer this service. Please make sure that the URL you provide can be accessed by anyone with the link. For further instructions on how to create public links for uploaded files, consult the support pages for your chosen provider.

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Summative Assessment Rubric

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Criterion	EMERGING (1)	DEVELOPING (2)	PROFICIENT (3)	EXEMPLARY (4)
Change Description	Description of the change is unclear, confusing and/or is not a significant organizational change. Limited if any identification of the forces causing the change, type of change and/or implications. Supports discussion with limited if any evidence.	Somewhat describes the change, identifying one or two forces causing the change. May not accurately identify and/or discuss implications of the type of change (developmental, transitional or transformational). Supports discussion with some evidence.	Fairly clearly describes the change, identifying two or more forces causing the change. Fairly accurately identifies and discusses implications of the type of change (developmental, transitional or transformational). Supports analysis with evidence.	Clearly and concisely describes the change, comprehensively identifying multiple forces causing the change. Accurately identifies and discusses implications of the type of change (developmental, transitional or transformational). Supports analysis with convincing evidence.
Overcoming Employee Resistance	Limited, if any, identification of the potential causes of employee resistance to the change. If presented, plan to overcome resistance may have limited effectiveness in gaining employee support for the change.	Identifies one or two potential causes of employee resistance but may miss one or more critical causes. Presents a plan to overcome resistance that may not be complete and/or facilitate gaining the support of employees for the change.	Fairly accurately identifies two or more potential causes of employee resistance and presents a fairly effective plan to overcome resistance that may facilitate gaining the support of most employees for the change.	Accurately identifies multiple potential causes of employee resistance. Presents a comprehensive and viable plan to overcome resistance, which will facilitate gaining all employees' support for the change.
Change Communication	Presents a limited, if any, communication plan. May not state the change message(s), identify any communication channels, and/or create feedback loops with limited, if any,	Presents a somewhat clear communication plan that states the change message(s), identifies at least one communication channel, and creates a feedback loop; one or more	Presents a fairly comprehensive communication plan that clearly describes the change message(s). Identifies more than two communication channels,	Presents a comprehensive communication plan that describes convincing change message(s), identifies multiple communication channels, and creates effective

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Criterion	EMERGING (1)	DEVELOPING (2)	PROFICIENT (3)	EXEMPLARY (4)
	rationale. Communication plan may not be effective in facilitating the change implementation. Supports discussion with limited, if any, evidence.	components of the plan may be missing and/or ineffective in facilitating the change implementation. Rationale may not support plan.	and creates some feedback loops; one component may not be fully addressed. Offers a rationale for the plan.	feedback loops. Offers a convincing rationale for the plan. slides
Change Leadership	Limited, if any, discussion of role in leading change. May not support discussion with leadership practices to effectively lead and manage change. Supports discussion with limited, if any, evidence.	Somewhat clearly discusses role in leading change. Identifies two or more leadership practices but may not be specific to effectively lead and manage a successful change effort. Supports discussion with some evidence.	Fairly clearly and comprehensively discusses role in leading change. Identifies three or more specific leadership practices from systems thinking, organizational culture, communication, and/or change champion to effectively lead and manage a successful change effort. Supports discussion with evidence.	Clearly and comprehensively discusses role in leading change. Identifies four or more specific leadership practices, one each from systems thinking, organizational culture, communication, and change champion to effectively lead and manage a successful change effort. Supports discussion with convincing evidence.
Visuals	Visuals are confusing, difficult to read, and/or include irrelevant content. Includes multiple grammar and/or spelling errors.	Visuals may be somewhat confusing and difficult to read, and/or do not highlight key points of the presentation. Grammar and spelling may have numerous errors.	Visuals are clear, easy to read, and relevant to the key points of the presentation. Fairly consistent use of correct grammar and spelling with a few minor errors.	Visuals are creative, visually interesting, easy to read, and emphasize critical points of the presentation. Consistently uses correct grammar and spelling without errors.
Professionalism	Presenter is unprepared and/or too nervous to make a coherent presentation. Oral presentation is confusing and/or unclear,	Presenter is prepared but nervousness and/or “um’s” or “ah’s” may interfere with delivery. Oral presentation is somewhat clear but may	Presenter is fairly well prepared, poised after initial nervousness, and fairly well spoken. Oral presentation is clear, flows fairly	Presenter is well prepared, poised and well spoken. Oral presentation is comprehensive, interesting, logically flows, fully

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<i>Criterion</i>	EMERGING (1)	DEVELOPING (2)	PROFICIENT (3)	EXEMPLARY (4)
	illogical, multiple key points and/or is not designed for a senior management team.. Discussion does not connect with visuals.	not flow logically, misses one or two key points and/or may not be designed for a senior management team. Discussion connects inconsistently with visuals	logically, addresses most key points and designed for a senior management team. Discussion connects. Discussion connects fairly consistently with visuals.	addresses key points, and designed for a senior management team. Discussion connects consistently with visuals.