**Assessment brief/ context:** To produce an essay to critically evaluate leadership, change management and innovation, through outlining key theories, concepts and issues and practice examples. You will also critically examine the needs for change management within an HSC; EY; CD or YW case-based organisational context, which might be related to enhancing policy, systems, processes, and practice outcomes.

**HSC7005 Assessment 2 Template - Scaffolding Approach to Essay Drafting (3,000 words)**

**Key module terms, words, ideology, theories & concepts - including and not limited to the following citations:**

Porter (2008) 5 Competitive Forces that shape strategy

McKinsey 7S Framework (McKinsey, 2012 and Singh, 2013)

Kotter (2007), Leading Change & 8 Steps to transforming organisations

Checkland (2000) and Drucker (2017), Whole System Thinking/ Approaches

(McLeroy et al., (1998); Sallis et al., (2006), 2012), Social Ecological Framework

Asset Based Community Development (McKnight & Russell, 2018, ABCD Institute, 2018, Nurture Development, 2015)

Maxwell (1999) and Goleman (1996), Leadership qualities

Tuckman (1965), 5 stages of group development – forming, storming, norming, performing, adjourning

Nawaz and Khan (2016). Review of leadership theories and styles

Daft (2008), Leadership focus; task, people, directive, participative

Barr and Dowding (2013), leadership control, soft power, and influence - Autocratic/Authoritarian, Democratic/Participative, Laissez faire

Hersey and Blanchard (1969, 1982) leadership style, task behaviour, relationship behaviour and followers.

Tannenbaum & Schidt (1958, 1973) Mgr centred v servant centred leadership

Stojanović, A.V.., (2016). Followers in the organizational leadership process: From attribution to shared leadership

Northhouse (2015), Leadership: Theory and Practice

(Olivier et al., 2019) Leadership Algorithm (Olivier et al., 2019) and (Olivier and Hölscher, 2016), agile leadership -ego, eco and intuitive intelligence

**Essay structure and format…**

Assignment Front Cover Sheet

Introduction (500 words) (What? Why?)

Main Body (2000 words) – remember the **PEEL method** to critique your thematic arguments/ analysis…

Theme 1 (Who? What? How? Where?)

Theme 2 (Who? What? How? Where?)

Theme 3 (Who? What? How?) Where?)

Theme 4 (Who? What? How? Where?)

Theme 5 (Who? What? How? Where?)

Tables, Figures and Charts? (Supplementary)

Conclusion (500 words)

(So What? Why does this matter?)

SMARTER Recommendations (What’s New?, How?)

Reading List/ Bibliography (>20 academic sources – see Moodle!)

**Extending my argument/analysis of criticality…**

PEEL – Point, Evidence, Explain/ Examine and Link

Semantic Waves to structure approach

Socratic Questioning to develop criticality

LO1: Critically evaluate the **concepts of leadership, change management and innovation** and the relationship between them;

**Context of your case study organisational leadership and change management focus (adapt Kotter’s 8 step’s) ….**

**Create a sense of urgency**  – a clear, powerful narrative that captures and sustains the need for change

**Create a Guiding Coalition**  - develop a passionate, diverse group to carry the change through

**Developing a Vision and Strategy**  - Painting a picture of the end state you’re aiming for, and what it will look and feel like.

**Communicating the Change Vision** - Communicate the change vision in a relevant way that resonates with employees and stakeholders

**Empowering Others to Act on the Vision** - Enable the organisation to define, plan and carry out the change

**Creating Short-term Wins** - Focus on enabling and promoting short-term wins across the organisation.

**Consolidating Gains and Producing More Change** - Keep the momentum going and consolidate gains across the organisation.

**Anchoring New Approaches in the Organisations’s Culture** - Integrate the change into the culture, systems and process and make it stick.

**Focus on wks 8 and 10 slides and literature sources to critically compare and contrast the strengths, limitations, value of Kotter’s 8 step change model and integration with other change management and innovation methodologies** (e.g., Lewin’s 3-Stage Model of Change, McKinsey 7S Model of Change, ABCD and Associational Life Model of Change, SEF - Systems Change).

**Apply these guiding change management frameworks and principles, appropriate to developing a plan to leading change** in complex HSC, EY, CD & YW contexts, situations, practice – evidencing enhancement of case study organisations current/ future outcomes.

LO2: Critically evaluate the **need for change management** **within an organisation**;

LO3: **Develop a plan** for change management and innovation to enhance outcomes.