# MODULE 1 UNIT 3

## Ongoing project

Learning outcome:

LO5: Select an organizational challenge or opportunity that could be addressed using the 4-CAPS+ Leadership Framework.

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#### 1. Instructions and guidelines (Read carefully)

##### Instructions

1. Insert your name and surname in the space provided above, as well as in the **file name.** Save the file as: **First name Surname M1 U3 Ongoing Project** – **e.g., Lilly Smith M1 U3 Ongoing Project.** **NB:** *Please ensure that you use the name that appears in your participant profile on the Online Campus.*

2. Write all your answers in this document. There is an instruction that says, “Start writing here” under each question. Please type your answer there.

3. Submit your assignment in **Microsoft Word only**. No other file types will be accepted.

4. Do **not delete the plagiarism declaration** or the **assignment instructions and guidelines**. They must remain in your assignment when you submit.

**PLEASE NOTE:** **Plagiarism cases will be investigated in line with the Terms and Conditions for Participants.**

IMPORTANT NOTICE: Please ensure that you have checked your program calendar for the due date for this assignment.

##### Guidelines

1. There are 6 pages and 3 questions in this assignment.

2. Make sure that you have carefully read and fully understood the questions before answering them. Answer the questions fully but concisely and as directly as possible. Follow all specific instructions for individual questions (e.g., “list,” “in point form”).

3. Answer all questions in your own words. Do not copy any text from the notes, readings, or other sources. **The assignment must be your own work only.**

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| **Plagiarism declaration:** |
| **1. I know that plagiarism is wrong. Plagiarism is to use another’s work and pretend that it is one’s own.**  **2. This assignment is my own work.**  **3. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as his or her own work.**  **4. I acknowledge that copying someone else’s assignment (or part of it) is wrong, and declare that my assignments are my own work.** |

#### 2. Questions

Now that you have explored your leadership signature and the 4-CAPS+ Leadership Framework, it is time to select a specific challenge or opportunity from your own professional context that you want to address using the 4-CAPS+ Leadership Framework.

You will engage with this organizational challenge or opportunity in an ongoing project:

* In Module 1, you will select the specific challenge or opportunity;
* In Module 3, you will engage in sensemaking and relating for your selection; and
* In Module 5, you will engage in visioning and inventing for your selection, as well as building credibility.

For Module 1, you need to select and describe the organizational challenge or opportunity that you want to address. Your selection should meet the following criteria:

* You are able to access information about this challenge or opportunity.
* You are permitted to discuss this challenge or opportunity with your peers on this program and with someone, or a number of people, at your organization.
* You are passionate about this challenge or opportunity.
* You want to work toward a proposed approach to addressing this challenge or opportunity.
* There is an opportunity for change.
* The challenge or opportunity should be substantial enough for you to make meaningful change. However, it should not be so extensive that you cannot make an impact or emerge with an outcome.
* This challenge or opportunity can be addressed using the capabilities in the   
  4-CAPS+ Leadership Framework.

Note:

This can be a challenge or opportunity that affects only you and your immediate team, or something with wider implications for your organization. The key consideration is that it should meet the criteria listed here, regardless of the size of its impact.

Here are examples of the types of challenges or opportunities you could consider:

* Combatting a high employee turnover in your team
* Restructuring a team or department
* Boosting morale in your team
* Rolling out a new product or service
* Managing internal conflict in your team
* Improving customer experience
* Staying ahead of your competitors regarding a specific product or service
* Improving collaboration within your team
* Boosting your team’s creativity
* Streamlining processes in your department
* Improving your ability to delegate

Once you have selected your challenge or opportunity, answer the questions that follow.

##### Question 1

What is your selected organizational challenge or opportunity? Provide a detailed description of what it entails and how it affects your team or organization. (150–200 words)

To influence the digital techology team at GE BioPharma to collaboratively research, define and share our 2020 digital marketing vision and roadmap.

The digital technology team works in GE BioPharma’s digital marketing team, and manages the success of our digital marketing platforms (e.g. web and email).

Our Digital Marketing Vision and Roadmap is used to define, prioritise, execute and communicate our 2020 operations. This affects many stakeholders including Marketing Communications, Customer Care, IT and our C-Suite.

I believe that the roadmap and vision need to be more clearly defined and communicated, because:

* Stakeholders have shown behaviours which suggest a low awareness and buy-in to the digital plan (e.g. circumventing agreed processes, expressing frustration about a lack of alignment of digital activities to their own functions).
* Digital team members do not seem able to articulate our vision, target customers, priorities and ways of working in a consistent way, which suggests a lack of shared understanding.

The benefits of improving this situation are expected to include:

* More efficient cross-functional ways of working, reducing the cost of ‘waste’ activities and growing the return on investment from execution.
* Improved employee motivation due to improved mutual understanding and a shared vision.

##### Question 2

Why do you think your selected organizational challenge or opportunity can be addressed using the 4-CAPS+ Leadership Framework? In your answer, consider the following criteria:

* This question is aimed at helping you determine whether your selected challenge or opportunity can be addressed using the 4-CAPS+. You are not required to outline a plan for how the capabilities of the 4-CAPS+ will be used to address your organizational challenge or opportunity. This will be the subject of the ongoing project in Modules 3 and 5.
* Briefly refer to each of the four capabilities, and building credibility, explaining how you think they may be useful in addressing your challenge. This need not be too detailed, as your understanding of these ideas will likely be very general at this time.

(150–200 words)

**Sensemaking**

The digital marketing landscape involves frequent change to available technologies, customer expectations, customer behaviours and ways of working. Leaders and teams need to be able to listen, interpret and respond to new information, and understand how this change affects their business.

**Relating**

Given the current internal misalignment across functions, the relating capability can help to:

* Establish communication channels & visibility
* Listen to concerns
* Demonstrate a commitment to improving stakeholder outcomes.

**Visioning**

Digital Marketing Technology can appear inaccessible or daunting to non-technical functions. This can be a barrier to engagement with digital functions. The ability to articulate an understandable, relatable vision with clear benefits can help motivate and align the organisation.

**Inventing**

The changeable landscape of digital marketing means that opportunities for innovation and invention in go-to-market approach appear frequently.

Furthermore, the current internal misalignment provides a role for invention: affected teams can invent new ways of working together and new interpersonal mindsets.

**Building credibility**

Credibility will be valuable throughout this process:

1. Demonstrating that the digital marketing technology team genuinely cares about shared outcomes with stakeholder teams.
2. Demonstrating that the digital vision and roadmap will deliver value for customers and the business.

##### Question 3

Why do you have a vested interest in this challenge or opportunity?  (100–150 words)

As the leader of the digital marketing technology team, I am directly affected by the success of this challenge.

It will require a coordinated effort from the digital marketing team, giving each person an opportunity to contribute to an important business asset. I’ll look for moments where I can show trust in each team member. I hope to motivate the team to grow their abilities by embracing new challenges.

Successful delivery of the project will test my leadership capabilities rather than my technical ability. This presents an opportunity for me to grow as a leader. It should provide me with a new experience and I look forward to learning about myself.

I feel excited about the possibility of a digital plan being “bigger than me” and created through effective collaboration. I am energized by seeing people work well together and would feel proud to improve shared outcomes for my colleagues.

#### 3. Rubric

Your submissions will be reviewed according to the following rubric.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Criteria not met** | **Criteria met** | **Good** | **Exceptional** |
| **Selected organizational challenge or opportunity (Question 1)**  *Participant describes the selected organizational challenge or opportunity, and explains how it will affect the participant’s team or organization.* | No submission or attempt.  OR  The response is not related to the question. | Participant provides a partial description of the selected challenge or opportunity, and explains how it will affect a team or organization. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant provides an adequate description of the selected challenge or opportunity, and explains how it will affect their team or organization. All relevant aspects are addressed. | Participant provides a detailed description of the selected challenge or opportunity, and perceptively explains how it will affect their team or organization. All relevant aspects are insightfully addressed. |
| **Use of 4-CAPS+ Leadership Framework to address the selected organizational challenge or opportunity (Question 2)**  *Participant provides insight into why the 4-CAPS+ Leadership Framework* *can be used to address the selected organizational challenge or opportunity.* | No submission or attempt.  OR  The response is not related to the question. | Participant provides partial insight into why they think the 4-CAPS+ leadership framework can be used to address the selected organizational challenge or opportunity. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant provides adequate insight into why they think the 4-CAPS+ Leadership Framework can be used to address the selected organizational challenge or opportunity. All relevant aspects are addressed. | Participant provides detailed insight into why they think the 4-CAPS+ Leadership Framework can be used to address the selected organizational challenge or opportunity. All relevant aspects are perceptively addressed. |
| **Vested interest in selected organizational challenge or opportunity (Question 3)**  *Participant explains why they have a vested interest in the selected organizational challenge or opportunity.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially explains why they have a vested interest in the selected organizational challenge or opportunity. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately explains why they have a vested interest in the selected organizational challenge or opportunity. All relevant aspects are addressed. | Participant perceptively explains why they have a vested interest in the selected organizational challenge or opportunity. All relevant aspects are insightfully addressed. |
| **Structure and logic of writing**  *Submission is clearly and logically structured.* | No submission or attempt. | Submission has some logical structure and is clear enough to comprehend. | Submission is well-structured in terms of logic and clarity. | Submission is exceptionally well-structured in terms of logic and clarity. |