



This course supports the assessment for Change Management and Innovation. The course covers 6 competencies and represents 3 competency units.

Introduction

Getting Started

Welcome to Change Management and Innovation! In this course, you will learn six topics.

Within these topics, you will be asked to read text and external articles, watch videos, and complete review problems. Competency will be demonstrated by the successful completion of a performance assessment and an objective assessment. To help you track your progress in the course, view the Pacing Guide located in the Preparing for Success Section in the study plan. Note: We recommend you wait to take the pre-assessment until after you have learned the content in this course. If you feel you already have a solid background in the content, discuss the timing of the pre-assessment with your mentor.

Watch the following video for an introduction to this course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 6 competencies:

- **Competency 3010.1.1: Implementing Change**
The graduate recommends appropriate strategies and practices for implementing change.
- **Competency 3010.1.2: Planning for Rapid Change**
The graduate develops organizational contingency plans for responding to sudden and rapid environmental changes.
- **Competency 3010.1.3: Change Leadership**
The graduate recommends new methodologies to enhance organizational efficiency and effectiveness.
- **Competency 3010.1.4: Innovative Entrepreneurial Processes**
The graduate applies innovative thinking to identify risks and develop plans for an entrepreneurial enterprise.
- **Competency 3010.1.5: Innovation**
The graduate evaluates the types of behaviors and structures that support innovation.
- **Competency 3010.1.6: Management, Culture, Organizations, and Change**
The graduate analyzes the relationship between management practices, culture, and organizational structures within the context of innovation and change.

Course Instructor Assistance



As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your course work, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

MindEdge

You will access MindEdge learning modules from the following courseware at the activity level within this course.

- Change Management and Innovation

FranklinCovey

Throughout this course you will access content provided by FranklinCovey. The content consists of short interactive activities, online learning modules, and videos. Your WGU login credentials will allow you to access the FranklinCovey content by just clicking the provided links.

Topics and Pacing

The Topics and Pacing guide suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow the pacing guide carefully to complete the course in the suggested timeframe.

Week 1



- Preparing for Success
- The Question of Change and Innovation

Week 2

- The Change Management Models

Week 3

- Executing Change

Week 4

- Dealing with Resistance to Change

Week 5

- Models for Innovation

Week 6

- Entrepreneurial Innovation

Week 7

- Final Steps

Note: This pacing guide does not replace the course. Please continue to refer to the course for a comprehensive list of the resources and activities.

Change Management and Innovation

To remain competitive, organizations must adapt to change. Leaders have a critical role in helping organizations deal with change. Leaders need vision to help meet organizational goals while helping people in the organization adapt to changes in the work environment. Leaders must not only adapt to change but anticipate change in order to lead organizations proactively to provide a preferred future by using processes and strategies to engage in change innovations.

The Question of Change and Innovation

Leadership involves influencing others to change their thoughts and behaviors through use of persuasion, creativity, and innovation. Innovation involves creative ideas that lead to new products or services that are valued by organizations and the stakeholders. By managing change, leaders are able to meet the challenges and opportunities of the organization.

This topic addresses the following competency:



- **Competency 3010.1.6: Management, Culture, Organizations, and Change**

The graduate analyzes the relationship between management practices, culture, and organizational structures within the context of innovation and change.

This topic highlights the following objectives:

- Define organizational culture.
- Describe the types of organizational cultures.
- Explain the role of leadership in shaping an organization's culture.
- Describe the sources of change.
- Discuss the nature and process of change.
- Identify key characteristics of organizations open to change and innovation.
- Explain why change management efforts succeed and why they fail.
- Describe how change and innovation efforts impact organizational culture.
- Describe the role of leaders in developing a vision for change and innovation in their organization.
- Describe differences in cultural issues in corporate, non-profit, and public sector environments, and how they affect change implementation.
- Explain the need for cultural competency (valuing diversity and inclusion) especially in preparation for organizational leadership within a competitive global marketplace.
- Discuss the impact of sustainability issues on organizational cultures.
- Analyze the issues for an organization facing change.

Complete: Module 1: The Question of Change and Innovation

Module 1 of *Change Management and Innovation* covers the following concepts:

- change and innovation from a leadership perspective
- leaders and culture
- environmental forces for change

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:

- [module 1 \("The Question of Change and Innovation"\)](#)

Case Studies: Module1

Case studies are the opportunity to apply the key points for Module 1. Read the following case studies and answer the questions with as much detail as you can:

- [module 1.23 \("Case Study: The Public Affairs Department"\)](#)
- [module 1.24 \("Case Study: Center City Transit"\)](#)

Summary: Module 1

Review and study the key points for Module 1. Go back through the module or contact your mentor for any concepts that are not clear.



- [module 1.25 \(“Module Summary”\)](#)

Self-Check: Module 1

Complete the self-assessment questions for Module 1. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 1.26 \(“Self-Assessment”\)](#)

The Change Management Models

Organizations can be positively or negatively impacted by change initiatives. Understanding change, and selecting the best tools and techniques for change management are crucial leadership skills. Various change-management modules will be presented for this purpose.

This topic addresses the following competency:

- **Competency 3010.1.1: Implementing Change**
The graduate recommends appropriate strategies and practices for implementing change.

This topic highlights the following objectives:

- Identify the factors involved in personal change, small group or team change, and organizational change.
- Describe Lewin’s Change Management model, including its advantages and disadvantages.
- Describe Kotter’s Eight Step Change Management Model, including its advantages and disadvantages.
- Describe McKinsey’s 7-S Model, including its advantages and disadvantages.
- Describe various models of change management.
- Recommend change management models to fit specific scenarios.
- Explain the concept of disruptive change.
- Describe how to communicate change initiatives.

This topic addresses the following competency:

- **Competency 3010.1.2: Planning for Rapid Change**
The graduate develops organizational contingency plans for responding to sudden and rapid environmental changes.

This topic highlights the following objectives:

- Describe a leader’s role in different kinds of change.
- Explain the role of a leader faced with disruptive change.
- Describe the role of contingency planning in addressing change.
- Recommend a change management approach for an organization.

Complete: Module 2: Change Management Models



Module 2 of *Change Management and Innovation* covers the following concepts:

- leading change
- types of change
- change and contingency planning

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:

- [module 2 \(“Change Management Models”\)](#)

Case Studies: Module 2

Case studies are the opportunity to apply the key points for Module 2. Read the following case studies and answer the questions with as much detail as you can:

- [module 2.20 \(“Case Study: Saratoga Plastics”\)](#)
- [module 2.21 \(“Case Study: The Neonatal Health Information Project”\)](#)

Summary: Module 2

Review and study the key points for Module 2. Go back through the module or contact your mentor for any concepts that are not clear.

- [module 2.22 \(“Module Summary”\)](#)

Self-Check: Module 2

Complete the self-assessment questions for Module 2. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 2.23 \(“Self-Assessment”\)](#)

View: Whitewater: Navigate Successfully Through Turbulent Times by FranklinCovey

This activity further explains the concept of initiating the change process.

As you complete the listed material below, pay attention to the following key points:

- Deal successfully with a changing and uncertain environment.
- Identify the unchanging core principles of your success.

Access and view the following video:

- [Whitewater: Navigate Successfully Through Turbulent Times](#)

After viewing the FranklinCovey content, ask yourself:

- In this constantly changing whitewater world, what are the three constants?



Executing Change

Use of effective communication, training, and modeling change are methods for executing change within organizations. Resistance to change can come in many ways, and leaders who understand this are better able to lead others through the change process to a successful outcome.

This topic addresses the following competency:

- **Competency 3010.1.1: Implementing Change**

The graduate recommends appropriate strategies and practices for implementing change.

This topic highlights the following objectives:

- Describe how to communicate change initiatives.
- Explain the role of a leader in communicating change.
- Demonstrate an understanding of historical scientific management and their notable successes and failures.
- Describe the role of training and support for change initiatives.
- Describe a leader's role in sustaining change.
- Describe ways to sustain change through reinforcement.
- Explain why there is a high failure rate for change initiatives.

This topic addresses the following competency:

- **Competency 3010.1.3: Change Leadership**

The graduate recommends new methodologies to enhance organizational efficiency and effectiveness.

This topic highlights the following objectives:

- Identify the ways a leader or manager can promote change.
- Identify steps of the change-initiative planning process.
- Describe ways to foster employee participation and commitment to change.
- Describe the use of rewards (and punishment) in advancing change.
- Describe various ways change initiatives could be measured.
- Explain how iteration contributes to change initiatives.
- Describe differences in executing change in corporate, non-profit, and public sector environments.
- Analyze the execution of a change-management initiative.

Complete: Module 3: The Question of Change and Innovation

Module 3 of *Change Management and Innovation* covers the following concepts:

- promoting change



- change-initiative process
- executing change in different sectors

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:

- [module 3 \(“Executing Change”\)](#)

Case Studies: Module 3

Case studies are the opportunity to apply the key points for Module 3. Read the following case studies and answer the questions with as much detail as you can.

- [module 3.20 \(“Case Study: Springfield Readiness 2018”\)](#)
- [module 3.21 \(“Case Study: Pacific Desktop Software”\)](#)

Summary: Module 3

Review and study the key points for Module 3. Go back through the module or contact your mentor for any concepts that are not clear.

- [module 3.22 \(“Module Summary”\)](#)

Self-Check: Module 3

Complete the self-assessment questions for Module 3. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 3.23 \(“Self-Assessment”\)](#)

View: Trim Tab: How to Initiate Change by FranklinCovey

This activity further explains the concept of initiating the change process.

As you complete the listed material below, pay attention to the following key points:

- change dysfunctional systems or the environment
- develop the leadership skills of initiative and a bias for action

Access and view the following video:

- [Trim Tab: How to Initiate Change](#)

After viewing the FranklinCovey content, ask yourself:

- Why are change initiatives important for managers and leaders?
- What are some strategies for initiating change in your specific situations?

Dealing with Resistance to Change

There are several reasons change initiatives do not meet the desired outcomes. Understanding



reasons for resistance to change and ways to address these issues are skills change leaders need to understand in order to increase the likelihood of positive outcomes for organizations.

This topic addresses the following competency:

- **Competency 3010.1.1: Implementing Change**

The graduate recommends appropriate strategies and practices for implementing change.

This topic highlights the following objectives:

- Explain why resistance to change is common.
- Describe the emotional and psychological issues surrounding change.
- Describe passive and unconscious resistance to change.
- Describe the role of leadership in addressing resistance to change.
- Describe Black & Gregersen's mental mapping concept.
- Describe how to address barriers to change.
- Describe methods for overcoming resistance to change initiatives.
- Describe differences in dealing with resistance to change in corporate, non-profit, and public sector environments.
- Analyze steps for dealing with resistance to change.

Complete: Module 4: Dealing with Resistance to Change

Module 4 of *Change Management and Innovation* covers the following concepts:

- why change efforts fail
- change and mental mapping
- responding to resistance to change

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:

- [module 4 \("Dealing with Resistance to Change"\)](#)

Case Studies: Module 4

Case studies are the opportunity to apply the key points for Module 4. Read the following case studies and answer the questions with as much detail as you can:

- [module 4.15 \("Case Study: Introducing Open Source Software"\)](#)
- [module 4.16 \("Case Study: BestProducts"\)](#)

Summary: Module 4

Review and study the key points for Module 4. Go back through the module or contact your mentor for any concepts that are not clear.

- [module 4.17 \("Module Summary"\)](#)



Self-Check: Module 4

Complete the self-assessment questions for Module 4. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 4.18 \(“Self-Assessment”\)](#)

Models for Innovation

Creativity is creation of new ideas, while innovation involves converting ideas into products, practices, or services which create value in organizations. Leaders need the ability to nurture new ideas and find ways to make them beneficial to organizations. Ways to use creativity and innovation are covered in this section of the course.

This topic addresses the following competency:

- **Competency 3010.1.5: Innovation**

The graduate evaluates the types of behaviors and structures that support innovation.

This topic highlights the following objectives:

- Explain the connection between creativity and innovation.
- Describe the four stages of innovation: preparation, incubation, illumination, execution.
- Describe how to address barriers to creativity.
- Describe the role of leadership in fostering innovation.
- Describe ways to make teams and organizations more open to creativity and innovation.
- Analyze the differences between incremental, semi-radical, and radical innovation, and explain which type of innovation is appropriate in different cases.
- Describe innovation approaches, including idea champions, idea incubators, new venture teams, and skunk works, etc.
- Identify the issues surrounding innovation in the public sector.
- Describe methods to measure innovation.
- Describe the Open Innovation model.
- Describe differences in how innovation is best fostered in corporate, non-profit, and public sector environments.
- Analyze methods to spur innovation in a specific organization.

Complete: Module 5: Models for Innovation

Module 5 of *Change Management and Innovation* covers the following concepts:

- theories of innovation
- leading innovation
- creativity tools

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:



- [module 5 \(“Models for Innovation”\)](#)

Case Studies: Module 5

Case studies are the opportunity to apply the key points for Module 5. Read the following case studies and answer the questions with as much detail as you can:

- [module 5.23 \(“Case Study: AA Design”\)](#)
- [module 5.24 \(“Case Study: Integrating Technology in Elementary School Instruction”\)](#)

Summary: Module 5

Review and study the key points for Module 5. Go back through the module or contact your mentor for any concepts that are not clear.

- [module 5.25 \(“Module Summary”\)](#)

Self-Check: Module 5

Complete the self-assessment questions for Module 5. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 5.26 \(“Self-Assessment”\)](#)

Entrepreneurial Innovation

Entrepreneurial leadership helps develop a product or service and helps plan how to market it. As new ideas are created and executed, leadership must plan and implement these changes. This topic introduces the concept of entrepreneurial innovation and methods used to improve the effectiveness for the organization.

This topic addresses the following competency:

- **Competency 3010.1.4: Innovative Entrepreneurial Processes**

The graduate applies innovative thinking to identify risks and develop plans for an entrepreneurial enterprise.

This topic highlights the following objectives:

- Describe the characteristics of an entrepreneur.
- Describe the eight stages of the entrepreneurial process.
- Describe the discovery stage, idea assessment, and the corridor principle.
- Define the market evaluation stage.
- Recommend ways to structure the venture.
- Describe the strategic planning process for an entrepreneur.
- Describe the operational and financial planning needed for a new venture.
- Describe how an entrepreneur develops a business plan.
- Describe how an entrepreneur implements a business plan.
- Describe the options for funding the new venture.
- Explain the process of moving from idea to implementation.



- Describe entrepreneurial competitiveness and sustainability.
- Explain the role of entrepreneurship as applied to social innovation.
- Define public sector entrepreneurship.
- Analyze an entrepreneurial idea.

Complete: Module 6: Entrepreneurial Innovation

Module 6 of *Change Management and Innovation* covers the following concepts:

- change and innovation
- leadership role in managing change and innovation efforts.

Access the module in *Change Management and Innovation* and complete all sections, including the readings, videos, practice assignments, and review problems:

- [module 6 \(“Entrepreneurial Innovation”\)](#)

Case Studies: Module 6

Case studies are the opportunity to apply the key points for Module 6. Read the following case studies and answer the questions with as much detail as you can:

- [module 6.28 \(“Case Study: Considering a Partnership”\)](#)
- [module 6.29 \(“Case Study: An Exercise In Intrapreneurship”\)](#)

Summary: Module 6

Review and study the key points for Module 6. Go back through the module or contact your mentor for any concepts that are not clear.

- [module 6.30 \(“Module Summary”\)](#)

Self-Check: Module 6

Complete the self-assessment questions for Module 6. Review the sections for questions that you missed to be sure you have a clear understanding.

- [module 6.31 \(“Self-Assessment”\)](#)

View: IDEO: Building an Innovative Culture by FranklinCovey

This activity further explains the concept of initiating the change process.

As you complete the listed material below, pay attention to the following key points:

- come up with innovative solutions to problems.
- develop a creative approach to work.

Access and view the following video:

- [IDEO: Building an Innovative Culture](#)



After viewing the FranklinCovey content, consider:

- Creativity can be a process.
- Begin with a set of criteria for success.
- Invite people from diverse backgrounds to come up with competing prototypes.
- Combine the best ideas from competing prototypes.
- Test ideas.

Prepare for the Course Assessments

This course includes both an objective assessment and a performance assessment. A practice assessment is available in Module 7 of the MindEdge courseware to help you prepare for the course assessments. Review and study the concepts in this course to prepare for the assessments.

Prepare for the Performance Assessment

The performance assessment for this course requires that you apply what you have learned in a work situation. Prepare for your performance assessment by completing module 7.

Access [module 7 \("Performance Assessment"\)](#) in *Change Management and Innovation* and complete all sections, including:

- [module 7.01 \("Essay Question"\)](#)
- [module 7.02 \("Course Final"\)](#)

Schedule: Objective Assessment

Complete the following objective assessment:

- Change Management and Innovation

For details about how to access this objective assessment, see the "Assessment" tab in this course.

Complete: Task 1

Complete the following task in Taskstream:

- App of Change Mgmt & Innovation: Task 1

For details about this performance assessment, see the "Assessment" tab in this course.

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessment associated with this course. If you have not already been directed to complete the assessment, schedule and complete the assessment now.