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| **UNIT SPECIFICATION** | | | | |
| **Unit title** **LEADING FOR CHANGE** | | | | |
| **Level** | Level 7 | Credit value | 20 (10 ECTS) | |
| **Is this a common unit?** | | No | **Expected contact hours for unit** | 18 |
| **Pre and co-requisites**  None | | | | |
| Aims The unit aims to address the needs of new managers/leaders in health and social care who are working in a culture of constant change and service development. The unit aims to provide an opportunity for them to:   * Critically consider their role in leading themselves and others in a change environment * Develop skills and knowledge which will support them to be effective within their role. * Critically reflect on how they can contribute to the development and maintenance of an effective learning culture within their organisation. | | | | |
| **Intended learning outcomes (ILOs)**  Having completed this unit the student is expected to demonstrate:   1. a systematic understanding of relevant literature including a critical awareness of current issues and recent research. 2. the ability to critically evaluate and improve their practice with regard to leading self and others within a change environment, taking into account current professional and organisational benchmarks and standards 3. the ability to understand and critically discuss the role of leaders at all levels in the implementation and management of change | | | | |
| **Learning and teaching methods**  The taught component uses a variety of methods building on students’ professional experience, skills and knowledge. Learning and teaching methods include lectures, discussion groups, reflection on practice and guided independent study. Unit guides and specific reading materials will be designed to enable students to continue in the professional development of their existing knowledge base and maximise opportunities to advance their professional practice. Core text, and encouragement to read widely, will also provide foundation knowledge for students to analyse and advance their professional practice. Bournemouth University’s online learning resources will be used for student learning and support.  Teaching for this unit will take place online, physically or in a hybrid mode, depending on the requirements of the purchasing employer. | | | | |
| **Assessment** | | | | |
| **Formative assessment/feedback**  Oral formative feedback on students’ thinking so far /plans for the assignment will be provided in small group tutorials and written feedback on a submission of 500 words on request Students with individual/ additional needs will be encouraged to contact the unit lead via e-mail to arrange a 1 to 1 meeting. | | | | |

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| **Summative assessment**  ILOs 1-3 will be assessed by 100% coursework | | | | **Indicative assessment**  Coursework equivalent to 3,000 words. | | |
| **Indicative unit content**   * Leadership styles: proactivity and vision * Change management and transition * Learning cultures, learning organisations and communities of practice * Promoting professional development and facilitating adult learning in the workplace; motivation; understanding and overcoming resistance * Promoting critical practice and critical reflection * Team effectiveness, dynamics, conflict, dysfunctions * Self –awareness: self-management; power; influence * Resilience within the change process * Social/health policy and political drivers for change | | | | | | |
| **Indicative learning resources**  Bisbee, B & Wisniewski, K 2019, *The Unashamed Guide to Virtual Management : Virtual Workforce, Virtual Teams, Virtual Meetings, Virtual Office Romances*, Association for Talent Development, Alexandria  Boud, D, Cressey, P & Docherty, P (eds), 2006. *Productive Reflection at Work.* London & New York: Routledge.  Clerkin, C. (2021). *Beyond Bias: Move from Awareness to Action*. Center for Creative Leadership.  De Janasz, A., Dowd, K and Schneider, B., 2011. *Interpersonal skills in organisations.* 4th ed. New York: McGraw Hill.  Goleman, D., 2004. What makes a leader? *Harvard Business Review*, 82(1), 82-91.  \*Gopee, N., and Galloway, J., 2014. *Leadership and management in healthcare.* 2nd ed. London: Sage  Hewitt- Taylor, J., 2013. *Understanding and Managing Change in Healthcare.* London: Palgrave Macmillan.  Kotter, J., 2012. *Leading change*. New York: Harvard Business Review Press.  \*Northouse, P.G., 2016. *Leadership. Theory and practice*. 7th ed. London: sage.  Parkes, Mike. *Leading Remotely : Achieving Success in a Globally Connected World*, Bloomsbury Publishing Plc, 2021.*ProQuest Ebook Central*,  Sullivan, E.J. and Garland, G., 2013. *Practical leadership and management in healthcare: for nurses and allied health professionals.* Harlow: Pearson.  Thompson, S and Thompson, N., 2008. *The critically reflective practitioner.* Basingstoke: Palgrave Macmillan  **Journals**  Students will be directed to a variety of journals as appropriate.  **Web-based sources**  <http://www.leadershipacademy.nhs.uk/>  [http://www.kingsfund.org.uk](http://www.kingsfund.org.uk/sites/files/kf/field/field_pdf/Library-reading-list-NHS-leadership-Jan2013.pdf)/  <http://www.scie-peoplemanagement.org.uk/>  <http://www.scie-socialcareonline.org.uk/> | | | | | | |
| **Unit number** |  | **Version number** | 1.2 | | **Date effective from** | Jan 2023 |