



Course Title: The Role of Leadership in Creating a Positive Workplace Culture

Course Code: BUS 280

Instructor Name and Bio: Karen Jaw-Madson

[Karen Jaw-Madson](#) is principal of Co.-Design of Work Experience, author of [Culture Your Culture: Innovating Experiences @ Work](#) (Emerald Group Publishing, 2018), founder of Future of Work platform [A New HR](#), executive coach, and instructor at Stanford University's Continuing Studies Program. She enables decision makers to address organizational challenges that affect business performance, through:

1. Coaching and developing LEADERSHIP and their TEAMS
2. Enabling organizations to leverage CULTURE, DIVERSITY (DEIA&B), and EMPLOYEE EXPERIENCE
3. OPTIMIZING TALENT by aligning people with strategy
4. Driving CHANGE MANAGEMENT & TRANSFORMATION

A former corporate executive, Karen is known as a versatile leader across multiple industries with experience developing, leading, and implementing numerous organizational initiatives around the globe. She has been featured in [Inc.](#), [Fast Company](#), [Fortune](#), [Thrive Global](#), and [Protocol](#), as well as written for publications such as [Forbes](#), [Greenbiz](#), [SHRM's HR People+Strategy](#), [TLNT.com](#), [HR.com's HR Strategy & Planning Excellence](#) magazine, and [HR Professional](#) magazine. Other publications where she appears as a contributor include [Mobile Medicine: Overcoming People, Culture, and Governance](#), [Punk XL](#) (Experience Leadership), [The Secret Sauce for Leading Transformational Change](#), and [Advanced Health Technology: Managing Risk While Tackling Barriers to Rapid Acceleration](#). Karen has a BA in Ethnic and Cultural Studies from Bryn Mawr College and a MA in Social-Organizational Psychology from Columbia University.

Websites: www.designofworkexperience.com and www.anewhr.com

Twitter: [@karenjaw](https://twitter.com/karenjaw) and [@anewhr](https://twitter.com/anewhr)

Facebook: [/designofworkexperience](https://www.facebook.com/designofworkexperience) and [/anewhr](https://www.facebook.com/anewhr)

Instagram: [co.designofworkexp](https://www.instagram.com/co.designofworkexp) and [a.new.hr](https://www.instagram.com/a.new.hr)

LinkedIn: [/company/co--/](https://www.linkedin.com/company/co--/) and [/company/anewhr](https://www.linkedin.com/company/anewhr)

Class Sessions and Recording

Meeting days and times: Tuesdays, 5:00 - 6:50 pm (PT)

Meeting location: Zoom

Participants are encouraged to attend the live class every week and participate in class discussion/breakouts. However, sessions will likely be recorded for the purposes of reviewing class content and to make up for the rare absence.

Course Features:

Instructor will work with participants to customize and/or co-design elements of the course.

- Live sessions will blend:
 - Lecture with Q&A
 - Discussions & Dialogues
 - Practice
 - Interaction and active participation
 - Possible guest speakers
- Assignments & Coursework
 - Those seeking letter grades must complete all assignments and a paper.
 - All other participants will be encouraged to complete occasional, optional assignments.
 - All course materials will be introduced in class and posted in Canvas.
 - Asynchronous group discussions and posts are encouraged.
- Instructor will hold office hours after each class meeting, if needed.
- Individual conferences available by request.

Course Summary

The purpose of this newly re-designed course is to prepare participants to be culture leaders, regardless of their job title, function, or level. Upon completion, learners will:

- Understand the depth and breadth needed to change and/or sustain organizational culture and what can be integrated at all scales (individual, team, and organization) to support it.
- Be able to use the Design of Work Experience (DOWE) framework to design, implement, and sustain culture and employee experience, which provides:
 - An in-depth understanding of a company's current state
 - A strategy for the future state
 - A plan on achieving and sustaining success
- Have a toolbox of resources to curate the appropriate combination of ideas, tools, solutions, and strategies for their organization
- Be empowered to apply their learning in their workplaces through an individualized development and action plan
- Have an expanded support network of other culture leaders

Participants are highly encouraged to fully engage in order to maximize the benefits of this learning experience.

Grade Options and Requirements

- No Grade Requested (NGR)
 - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
 - Students must attend and/or watch at least [6] class sessions.
- Letter Grade (A, B, C, D, No Pass)
 - Students must attend at least 6 class sessions and watch recordings if needed
 - Complete a paper incorporating reflections, learning, and applications from the course.
 - Those seeking a letter grade must inform the instructor no later than **April 18, 2023**.

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

Textbooks/Required Materials

Required Text:

***Culture Your Culture: Innovating Experiences @ Work*, by Karen Jaw-Madson (Emerald Group Publishing, 2018)**

Additional resources and reading assignments may be added and posted in Canvas.

First Assignment

Upon enrollment, please:

- Reach out to the instructor (karen@designofworkexperience.com) to introduce yourself and provide the e-mail address needed to complete the Organizational Culture Inventory (OCI).
- Complete the Predictive Index Behavioral Assessment (6 mins) by following this link: <https://assessment.predictiveindex.com/bo/550/co.-designofwork>

Additional assessments may be offered as needed/requested.

Tentative Weekly Outline

This is subject to change as instructor will work with participants to customize and/or co-design elements of the course.

Week 1: Course Overview and Foundations of Culture & Change

- encourage all participants to get to know one another as we create the learning community
- explore the needs, ambitions, and expectations of the group in an effort to customize for an optimal learning experience
- share foundational knowledge of culture and change
- navigating culture and culture misfits

Week 2: Competencies for The Culture Leader

- Learning & Learning Agility
- Emotional Intelligence (Self-Awareness, Self-Management, Social Awareness, and Relationship Management)
- Change Leadership
- Facilitating Dialogue and Narratives

Week 3: Team Culture

- Talent Optimization & Team Design
- Psychological Safety
- Team Charter/Social Contract
- Leveraging Diversity, Equity, Inclusion, & Belonging (DEIB) on Teams
- Productive Conflict

Week 4: Organizational Culture

- Corporate Identity: Purpose, Mission, Vision, Values, and Behaviors
- Introduction to the Design of Work Experience (DOWE) Framework
- Context and the Current State

Week 5: Designing Culture & Employee Experience with DOWE

- Understand
- Create & Learn
- Decide

Week 6: Changing & Sustaining Culture with DOWE

- Plan
- Implement
- Sustain

Weeks 7 & 8: Learning Labs

These weeks are designed for various options:

- overflow time for class content

Please contact the Stanford Continuing Studies office with any questions
365 Lasuen St., Stanford, CA 94305
continuingstudies@stanford.edu
650-725-2650

PRELIMINARY COURSE SYLLABUS

- additional application and practice
- deep dives into specific sub-topics and interest areas
- class presentations
- and/or guest speakers

Please contact the Stanford Continuing Studies office with any questions
365 Lasuen St., Stanford, CA 94305
continuingstudies@stanford.edu
650-725-2650