Course Title: Change for Good: Ensuring Sustained Change in Organizations
Course Code: BUS 27
Instructor: Detlef Hold

Grade Options and Requirements:

• No Grade Requested (NGR)
  o 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)
  o Score will be determined by student attendance and participation.
• Letter Grade (A, B, C, D, No Pass)
  o Written work, as assigned by the instructor, will determine a student’s grade.

*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.

Tentative Weekly Outline:

Week 1:
Key Elements and Success factors for Sustainable Change
History and role of large group facilitation /engagement methods in sustainable change – Case study examples
Change Architecture team assignments

Week 2:
Understanding Vision, Engagement and Collective Genius
Through Future Search – Input and case studies
Input, discussions and Future search simulation experience

Week 3:
Shaping Change, dealing with resistance, ensuring participation
Input, case study examples
Real Time Strategic Change simulation
Change Architecture team assignment check in

Week 4:
The Role of Leadership in driving change
Exploring the many facets of leadership for sustainable change through an Open Space Simulation

Please contact the Stanford Continuing Studies office with any questions
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650-725-2650
Week 5:
The Importance of Monitoring Change in an inclusive way
Discuss how to anchor change through a World Café simulation

Week 6:
Change Architecture Story telling workshop
Students will share their stories of sustainable change and we will collectively apply appreciate inquiry to uncover indicators of effective, sustainable change