Course Syllabus

Course Description

In this online course, *Disruption by Designî - A Leadership Series, Rick Maher shares strategies for building more agile workforce responses in the wake of the COVID-19 pandemic. The Series is specifically* designed to help you lead yourself and your organization through the health and economic disruption caused by the pandemic.

In this *two-part series*, you will engage with live and recorded lectures, group activities, self-assessments and robust online interaction and discussion with your peers to explore the characteristics of agile organizations. You will also explore your own tendencies (through a private, personal self-assessment provided to each registrant) when coping with change and identify areas of action to improve your ability to lead through change and disruption.

Our goal is to help you lead by curating a new mindset in your organization and with it, a willingness to embrace new ideas and approaches to moving forward during and after the pandemic's disruption.

Course Objectives

The learning objectives for this course are to:

- Describe the factors influencing organizational change.
- Analyze the characteristics of agile organizations and individuals.
- Consider the role and importance of leadership in building agile organizations.
- Build capacity to function in the role of a transformational leader.
- Identify areas of opportunity for actions you can take to improve individual resiliency.
- Learn behaviors to better lead and support others in coping and staying agile through challenging times.

Course Overview

Disruption by Designî - A Leadership Series is comprised of 2 webinars. It is highly recommended that you engage with all course components during the specified timeframes of the series as "recorded sessions" will not deliver the full, interactive learning experience we're planning for you.

- Live Lecture
- Private self-assessment (each registrant gets a free, online, private Individual Resiliency Assessment©) included in the course
- Pre-recorded Videos
- Individual and Group Activities
- Online Class Discussions

Instructor **Richard Maher, CEO of Adaptive Human Capital, LLC. Former President/CEO, Maher & Maher. Advisory Board Member & Sr. Consultant, IMPAQ, LLC. (rmaher@adaptivehumancapital.com).**

Session Topic	Session Description
SESSION 1	Mike Fazio welcomes everyone to the webinar and briefly introduces the format and key platform features we will be using today. Mike asks folks to intro themselves in the chat and introduces Rick Maher to kick off Session 1 (of 2) in the Series.
COVID-19 and the Age of Disruption: We are not going back to "normal."	Rick Maher welcomes participants to the workshop, reviews our objectives and then launches into a future-focused view of life after the COVID-19 pandemic. The pandemic will accelerate trends unfolding with the Fourth Industrial Revolution's disruptive technology and other changes that will force organizations and individuals to become more agile and nimble in the face of change. Participants to invited to consider a new mindset we call "Disruption by Design™" – in considering how to lead themselves and their organization into the coming Age of Disruption.
Understanding Our Response to Change	This topic explores how individuals tend to process change. Participants examine why some people tend to resist change while others embrace it. The facilitator presents the Cycles of Change to explain how we *perceive* change effects how we *react* to it.
The Super Agile Worker	This topic explores the skills and personality traits that produce a persons' natural tendencies when coping with change. We introduce a profile for a "Super Agile Worker" and explain the traits being measured in the Individual Resiliency Assessment. Participants can quickly and privately calculate their own results.
Individual Resiliency Assessment	Participants are introduced to a private, online "Individual Resiliency Assessment" available to each participant (max. 6 per group registration). An email invitation will be sent at the conclusion of this session and participants will complete a 40-item assessment online that will help them examine their own tendencies when coping with change. The results will be discussed at the start of Session 2.
Q & A and Close Session 1	Mike Fazio will facilitate questions from the chat and then close the session with a reminder about the Assessment process and day/time for Session 2.

SESSION 2

Mike Fazio welcomes folks back to Session 2, briefly re-caps our first session content and reminds folks of key platform features being used. Introduces Rick Maher to kick off Session 2 in the Series.

Analyzing the Results of the Individual Resiliency Assessment

This topic provides an overview of each of the five factors measured in the Individual Resiliency Assessment. The facilitator guides participants as they use the interpretive statement for each factor to better understand their results. Participants identify possible areas of individual development to help boost their ability to respond with resilience to change by posting to the chatroom.

The Organizational Change Model

Introduces the *Organizational Change Model*í *,* which explains that resiliency is actually a function of BOTH individual tendencies/traits AND environmental (organizational) factors. Participants are introduced to the Model and the traits of organizational culture that can support improved agility and a more resilient workforce. Leaders are introduced to their critical role as "culture curators" and challenged to think about how their management style creates more (or less) resiliency in those they lead.

Activity: Poll/Group Discussion: Organizational Agility Applied

In this activity participants have the opportunity to self-assess their own organization's current organizational agility. We'll use polling to imagine how their workforce might perceive recent events and workplace challenges – and therefore demonstrate either more or less resilient responses to change events. Participants will be introduced to the "Organizational Agility Worksheet" (made available for download) as we ask folks to *apply* workshop learning to the challenge of developing a Disruption by Design™ mindset. We will brainstorm specific tactics that can be started, stopped or continued in managing for improved workforce agility after each polling question. We will foster a rich conversation about how workshop lessons can best be applied by highlighting great examples from our discussion and offering other ideas for how folks can bring lessons from the Series back into the workplace effectively.

Action Planning Exercise: Building Your Disruption by Design Mindset.

This topic invites participants to examine how to build skills to better adapt during times of change and better lead others to do so. Participants are invited to use the Personal Action Planner to identify areas of strength as well areas of opportunity for professional development. Participants will set goals for both personal and organizational growth as a means of driving action when they return to work from the session.

Q &A Session

Mike Fazio will facilitate questions from the chat room. Rick will answer as many as time allows and we will post or email answers to questions we cannot reply to in the time provided in the live session.

Close Session 2

Rick Maher outlines the day's events and key learnings, thanks participants and invites all to complete a workshop evaluation form which will be emailed to all following the session.