TCP EXECUTIVE SUMMARY
TRANSFORMATIONAL CHANGE PROJECT ANALYTICAL PAPER PROMPTS & PORTFOLIO ARTIFACTS

BRANDMAN University
Ed.D.
Chapman University System
TRANSFORMATIONAL CHANGE PROJECT ANALYTICAL PROMPTS & ARTIFACTS
For Delta Students

Note: All Transformational Change Project Portfolios will be built and submitted via LiveText and artifacts should be presented in the order provided below by adding sections under the Part II-Transformational Change Project Portfolio. Artifacts need to be included to support each section. Required artifacts can be found under each section below. Additional artifacts may be included beyond those required to provide support for the student’s response to prompts. Prompts are included in each section to guide your writing as you develop TCP Analytical Report which will be submitted separately.

TCP ANALYTICAL REPORT 3.1 (25 Points); TCLP PORTFOLIO 3.2 (25 Points)

<table>
<thead>
<tr>
<th>Signature Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>You will deconstruct your experiences implementing your TCP through the various lenses of strategic thinking and action, organizational development and related constructs/tools from previous courses. Analytical prompts are provided in each section of this template and listed as PROMPTS. All prompts must be addressed as part of your TCP Analytical Report assignment 3.1 (see below).</td>
</tr>
</tbody>
</table>
ARTIFACTS will be included in your TCLP portfolio assignment 3.2 and are not to be submitted with your Analytical Report (there is one exception see Part V - PERSONAL LEADERSHIP DEVELOPMENT SELF-REFLECTION for detail).


PART I-Background

EXECUTIVE SUMMARY (EDOL 700, 707 & 708)

PROMPT: Give brief description of the background and history of your organization/department. Identify the need for change and include information on the drivers of change and current culture within the organization. Include the vision and mission of the organization.

Include supporting information from the Enterprise Change Needs Assessment completed in EDOL 700 where you described and provided insights about the five critical success requirements and their implication for your organization and the need or opportunity that they represented for transformation within your organization. Review your Transformational Leadership paper written in EDOL 700. Elements from the EDOL 700 paper can be used to support your Executive Summary. Review work in 707 and 708 to assist you in answering the prompt.

PORTFOLIO ARTIFACTS: EDOL 700 Enterprise Change Needs Assessment-Assignment 5.1 and history of the organization (from websites, handbooks, other communications, mission and vision statements)

Recommended Length: 1 page
VISION & VALUES (EDOL 700, 721 & 724)

**PROMPT:** Revisit your list of values and personal vision statement. Have your values changed? During the implementation of your TCP, were your values and beliefs challenged? If so, how?

Review the following: EDOL 721 your ethical code, EDOL 700 you identified your five highest values and Leader’s Legacy paper from EDOL 724.

**PORTFOLIO ARTIFACTS:** From EDOL 700 personal vision statement, from EDOL 721 Code of Ethics, from EDOL 724 Leader’s Legacy Paper.

**Recommended Length:** 1-2 paragraphs

TEAM DEVELOPMENT (EDOL 706)

**PROMPT:** Describe the composition of your Change Leadership Team, why they were selected and how you engaged them throughout your TCP to solicit input, work collaboratively, problem solve and make decisions. What were your greatest challenges? Did your team suffer from any of the five dysfunctions described by Lencioni? If so, what team interventions did you employ? What specific team development strategies did you use throughout your TCP implementation to build a strong team?

Review your work from EDOL 706 where you identified the change leadership roles needed to start up the change effort and the clarification of the expectations for those in these roles, developed a Change Leadership Team based upon group development theory (relationship building, trust, norms, role assignment, and motivation), and mapped out specific methods and strategies that would be employed to ensure the success of the team and their combined efforts based upon The Team Effectiveness Assessment. This led to a plan to create a Change Leadership Team that identified the characteristics of effective and included strategies to facilitate team interventions to address dysfunctional group behavior and facilitate appropriate interventions if/when they occurred.
PORTFOLIO ARTIFACTS: From EDOL 706 Change Leadership Development Team Action Plan, from your efforts with your leadership team provide Leadership Team Agendas, meeting minutes, team building activities, team communications.

Recommended Length: 1 page

ORGANIZATION STRUCTURE & SUPPORT (EDOL 707, 721, 722)

PROMPT: How did the political power structure within your organization impact your TCP both positively and negatively? What challenges did you encounter? Did the power structure shift or change during implementation? How did culture impact your TCP implementation?

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the department, workgroup and individual. Assess their level of support based upon the Internal Environmental Scan, identifying key stakeholders and mandates in the Plan to Plan and your observations from EDOL 707.

In EDOL 721, you evaluated the individual and group power of your organization. As you implemented your TCP, it is likely you ran into politically charged situation/s. Change is never easy and political dynamics can rapidly change and resisters often emerge. Share your experience convening your Transformational Change Leadership Team (TCLT) in EDOL 721 to identify a problem, create a solution, and develop potential political strategies to ensure that the stakeholders implement the solution.

In EDOL 722 you will view your organizational structure/chart from the domains of power and authority. How does your revised chart/map show the intersections of culture, gender, class and other identities that have been revealed by members of your organization that clearly illustrates the power relations between these groups? The chart/map should also identify the various roles and scope of authority of the organizational community, and how each group is represented within these domains of power and authority.
In EDOL 722 you will provide an overview of your organization with respect to the cultural groups, ethnicity, age, education, gender, social memberships, and other identities of its members. This will include information on: Who are the
leaders, “movers and shakers”, either officially or unofficially? What is the organizational framework that governs your organization? How do you see your role in the organization? How does your own membership and identity within a particular group allow access or exclusion to certain circles? What are the ways that your own cultural style is congruent or incongruent with the organizational culture? How do you work with members from cultures different from you own? What are your strengths or assets, and what are some areas you can acknowledge as an area of need?

PORTFOLIO ARTIFACTS: Signature assignment from EDOL 721, Organizational Chart from EDOL722 and list of stakeholders and mandates from the Plan to Plan completed in EDOL 707

Recommended Length: 1 page

COMMUNICATION (EDOL 705, refinement in 780)

PROMPT: Provide an overview of the communication process relative to your TCP. Use some of the questions below to guide your thinking:

- How did you employ your comprehensive communication plan to support your proposed change project?
- What refinements did you make to your Communication Plan as you implemented your TCP?
- How did you communicate the launch of your TCP and kickoff?
- How did you communicate the results of your Change Evaluation?
- Did communication channels change during your implementation?
- What aspects of Communication helped or hindered your TCP?
- What changes did you make to your plan throughout TCP Implementation?
- What changes do you need to make to continue to move your organization further?

In EDOL 705, you conducted a comprehensive communication audit and developed recommendations that served as the foundation of a communication plan to support your proposed change project.
PART II-Environmental Scans

INTERNAL ENVIRONMENT (EDOL 707)

PROMPT: Provide a brief overview of the information gathered from internal environmental scans including data on organizational assets, resources, people, culture, systems, partnerships, suppliers, etc. Describe the data that was gathered in your Internal Environmental Scan and how this data influenced your Strategic Plan and the related strategic goals/strategies that fall under the umbrella of your overarching transformational change.

PORTFOLIO ARTIFACTS: From EDOL 707 Internal Environmental Scan data

Recommended Length: 1-2 paragraphs

EXTERNAL ENVIRONMENT (EDOL 708)

PROMPT: Describe the data that was gathered during your External Environmental Scan and how this data influenced the focus of your TCP strategic plan. Based on what you are seeing and reading what could be on the horizon that will affect your organization over the next few years?

PORTFOLIO ARTIFACTS: From EDOL 705: Communication Audit (stakeholder interviews, communication survey, written communication samples), Communication Plan, Kick-off Communication and samples of related communication.

Recommended Length: 1-2 pages
Review the STEEP exercise you completed in EDOL 708 and the implications you noted for that assignment. Also review the SWOT process and which of the external environmental scan findings were identified as key issues which were turned into strategic goals.

PORTFOLIO ARTIFACTS: From EDOL 708 External Environmental Scan data

SWOT ANALYSIS (EDOL 708)

Describe the SWOT process and how by navigating through those steps you and your leadership team determined strategic goals and related strategies. How did those goals and strategies impact your TCP change effort?

PORTFOLIO ARTIFACTS: SWOT Analysis assignment 3.1 A and B from EDOL 708

Recommended Length: 2-3 paragraphs

PART III-Strategic Planning

PLAN TO PLAN (EDOL 707)

PROMPT: Explain how you developed your “plan to plan” with your team. To what extent did this plan to plan reflect what actually occurred when developing the strategic plan and its implementation? What could you have done to improve this step in the planning effort? What lessons have you learned about the steps of strategic planning and the level of execution provided by you and your leadership team?
VISION STATEMENT (708)

Briefly describe how you worked with your team to create a TCP Vision statement in EDOL 708. Based on current results of the TCP effort share what impact that TCP Vision statement had on the change effort. Identify what you learned about working with your team to create a Vision statement and what aspects of that effort you would change if you were able to repeat that process.

PORTFOLIO ARTIFACTS: TCP Vision statement assignment from EDOL 708

Recommended Length: 1 page

STRATEGIC PLAN IMPLEMENTATION & REFLECTION (EDOL 708)

Plan Implementation & Reflection: How well did your implementation plan go? What major challenges did you face and how did you address those implementation challenges? What were some major accomplishments of plan implementation? What have you learned about creating and living out an implementation plan?
How relevant was your Strategic Plan to supporting your TCP effort? What did you find most useful regarding the Strategic Planning process? If you were to undertake another transformational change what would you do differently in terms of strategic planning? What are next steps of your growth as a leader of strategic planning processes?

**ARTIFACTS: From EDOL 708 signature assignments strategic plan & implementation plan**

**RESOURCES (707, 708)**

**PROMPT: Assess the accuracy and relevance of resources needed to implement a successful TCP effort you identified in EDOL 707 and 708. Now detail the resources your project will be needed to sustain your TCP, both manpower and financial. Include information on personnel, facilities/equipment and finance/budget. What resources are needed in order to have your organization continue to move forward?**

Review the resources you identified in the Plan to Plan in EDOL 707 and the resources you identified in the Implementation Plan in EDOL 708. After reviewing those two documents use your current knowledge and projection going forward on what you think will be needed in terms of resources in response to this prompt.

**PORTFOLIO ARTIFACTS: Needed resources identified in EDOL 707 and 708, plus your projection of resources needed going forward e.g. Budgets, Inventory, Staff Listings, etc.**

**Recommended Length: 2-3 paragraphs**
PART IV-Evaluation & Sustainability

EVALUATION (EDOL 709, monitored in EDOL 780 completed in EDOL 724)

PROMPT: Once you have implemented data collection and analysis you will write an introduction, summary of data collected, an analysis of the data and provide a conclusion and recommendations for the future (Assignment in EDOL 724). Include the narrative from your Summative (or Formative if appropriate) Evaluation for this prompt.

Implementation Plans require the monitoring of progress on Goals/Outcomes, for which measures are needed. These measures include both formative/monitoring and summative/impact evaluation. Using your TCP Strategic Plan as the framework you created a Change Evaluation Plan in EDOL 709 in order to assess the progress of your change initiative (formative evaluation or monitoring evaluation) and its overall effectiveness in meeting TCP intended outcomes (summative evaluation/impact evaluation). In EDOL 780 Transformational Change Field Experience you conducted formative/monitoring evaluation techniques and now in EDOL 724 you will provide a summative/impact evaluation (if your TCP is on-going you will provide a second formative/monitoring evaluation).

ARTIFACTS: From EDOL 709 signature assignment Change Evaluation Plan, updated plan report implemented in EDOL 724 and artifacts from your change implementation that relate to the evaluation (instruments used, meeting agendas/minutes/memos/photos/email/correspondence/presentations/evaluation data/etc.).

Recommended Length: 3-4 pages
SMALL WINS (Confirmed and celebrated in EDOL 780)

**PROMPT:** How did you determine when your organization achieved a small win? How was this celebrated in your organization?

These are improvements which you predict will provide a Return on Investment in a short period of time with relatively small cost and effort. In EDOL 780, you identified “small wins” based on progress towards meeting objectives in your Strategic Plan. These may have been identified through formative/monitoring evaluation procedures.

**PORTFOLIO ARTIFACTS:** Celebration documents or media (photos, communication, etc.)

**Recommended Length:** 1-2 paragraphs

SUSTAINABILITY (EDOL 720)

**PROMPT:** What structures and systems have been put in place to support sustainable change in your organization? How have you engaged your organization in innovative practices? What barriers prevent sustainable ideas from blooming? Which of your initiatives do you believe have made the most progress towards becoming an accepted “way of doing business”?

To fuel continuous innovation, organizations must drive sustainable innovation. Sustainable innovation is generating and validating ideas in a repeatable and more predictable way. As a process, innovation can be systematized to bring unprecedented efficiencies and return on investment to idea generation, research, problem solving, market and technology landscaping and more.

The difference between episodic change and sustainable change is huge. Sustainable change is an intervention that truly takes root in an organization. When achieved, sustainable change helps an organization move from making conscious
"efforts to change" to establishing a new, accepted "way of doing business." Furthermore, sustainable change can feed on itself thus creating the continuous improvements most have given up on as an academic dream.

PORTFOLIO ARTIFACTS: Documents relating to new policies/structures/systems, innovative practices, etc. Also include the work from your Innovation Tournament team in EDOL 720 if it pertains to your TCP.

Recommended Length: 2-3 paragraphs

CONTINUOUS IMPROVEMENT (From data collected in EDOL 780, EDOL 722, EDOL 724)

PROMPT: Create an updated Strategic Plan for your organization (Assignment in EDOL 724). Provide an explanation regarding the factors that contributed to course corrections and modifications you made. How were course corrections communicated to stakeholders? Also identify two possible actions that when implemented will increase diverse participants and/or perspectives in your organization?

Use insights gained from these sources to assist you in answering this prompt:
In EDOL 724, you will complete the Change Evaluation you developed in EDOL 709 and use your recommendations to update/adjust/modify the Strategic Plan you wrote in EDOL 708 to enable your organization to continue with the transformational change through additional change cycles. Your updated Strategic Plan should include all actions you believe your organization should take within the next year at a minimum based on the result of the change evaluation.
This should include the identification of the methods, steps and timelines for future cycles of the transformational change. To assist in producing the updated strategic plan review the formative evaluation completed in EDOL 780. Also, review the signature assignment in EDOL 722 (Assignment 1.2: Equity Diversity and Action Project) to determine if there are plans of action related to diversity you think need to be included in the updated strategic plan.

PORTFOLIO ARTIFACTS: Updated Strategic Plan (assignment from EDOL 724)

Recommended Length: 2-3 pages

PART V-Leader as Change Agent

CHANGE MODEL (EDOL 724)

PROMPT: Develop an original comprehensive Change Model based on your readings, knowledge of change and experience leading transformational change (Assignment in EDOL 724). Provide an explanation of your change model and how it differs from other models as part of your report.

PORTFOLIO ARTIFACTS: Change model (assignment from EDOL 724)

Recommended Length: 1-2 pages

PERSONAL LEADERSHIP DEVELOPMENT SELF-REFLECTION

PROMPT: Review the results of retaking the TLSi in EDOL 780. Now re-take the emotional intelligence assessment using the Emotional Intelligence 2.0 book (note if you purchased book new for EDOL 700 you will be able to re-use the code. If you purchased a used book for EDOL 700 you can purchase a new code for $14) and a minimum of two self-assessments taken during the program to see if there have been any changes since your participation in the program.
What assessments did you re-take? What changes did you observe? Why do you think there was a change in the assessment results? Reflect on your development of transformational leadership skills in the areas of: communication, conflict management, facilitation, teams, trust, decision making, Appreciative Inquiry, structuring devices, political intelligence, ethics, power, equity, creativity and innovation. How have your transformational leadership skills developed? What are your greatest areas of growth? Where do you need continued growth? How do you plan to continue to grow as a transformational leader?

PORTFOLIO ARTIFACTS: Assessment results for TLSi, Emotional Intelligence assessment and two more assessments (pre and post). Also upload journal submissions from EDOL 700, 705, 707, 708, 706 and 721 [Three of these journals need to be put into the appendices for Analytical paper to support student’s response to this prompt].

Recommended Length: 2-3 pages