

Building Capacity for Transformation



Course Title | Building Capacity for Transformation: A Guide for 21st Century Leadership

Course Time | Wednesdays, 5:30-8:30pm CST

Online | Canvas and Blackboard

Course Text | *Think Like A Futurist: Know What Changes, What Doesn't and What's Next*

Overview

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Building Capacity for Transformation: A Guide for 21st Century Leadership

The advance of exponential technologies such as AI, Blockchain and bioengineering are already in the process of restructuring the economy, government, business and, well, humanity itself. What does leadership look like in a world where technology runs roughshod over human capacities to manage it?

While still operating in the hierarchical order of the Industrial Age, today's leaders must also build bridges to an increasingly networked and autonomous economy. They are charged with cultivating a tolerance for change and uncertainty in the organization, on the one hand, and maintaining its stability on the other. To create balance within these tensions, leaders must first do this for themselves.

The course is designed both to build your own leadership capacity, as well as develop your ability to advise other leaders to build theirs. Through a combination of lecture and case studies, a class project and personal homework, students will learn why and how consulting futurists consider the challenges of leadership in the 21st century.

By course completion, students will understand

1. that 21st century leaders engineer change 'to tolerance'
2. that transformation is methodical, not magical
3. that capacity for change comes from, first, knowing yourself and, then, getting over yourself
4. how belonging strengthens identity, trust and loyalty
5. how to initiate transformation with 'the first movable piece'
6. how to generate stability amidst uncertainty

Approach

This course emphasizes the skills, sensitivities and maturity learned from delivering strategic foresight consulting at an executive level—so important to success of client and consultant alike. The principles and practices for leading change are brought to life by lessons from Cecily’s direct experience with clients, including General Mills, PBS, Google, Purina, the Mayo Clinic and more.

Each class will include four types of interaction

1. Principles and practices for leading transformation
2. Weekly readings and discussion
3. Case studies
4. Assignments for applied practice, for self and for clients

Final Paper: a case study, no longer than five pages. Topic to be presented in the first class.

Grading

Final grade for *Building Capacity for Transformation* is based on performance in the following areas:

Engagement, timeliness, commitment to learning	25%
Weekly readings and interaction	15%
Exercises and personal practice	25%
Final paper	35%

A grade of Incomplete is given only in special circumstances at discretion of the instructor.

Syllabus

Subject to change and refinement. Notice will be given in advance.

Week	Topic	Activities
1: June 6	Orientation, expectations, Introductions Designing for Gravity: the pull toward certainty in organizational, cultural and neurological systems	<ul style="list-style-type: none"> • Managing proposals, execution, and expectations on a foresight project. • Evaluating tolerance for change • Case studies: General Mills, Google • Homework: TBD
2: June 13	The Future is Where We Belong	<ul style="list-style-type: none"> • Relationship of identity, belonging, trust and loyalty • Communication practices • Case study: Mayo Clinic • Homework: TBD
3: June 20	Leading with Questions	<ul style="list-style-type: none"> • The future of intelligence, consciousness • Noticing weak signals of change within yourself • Case study: personal career evolution • Homework: TBD
4: June 27	The 'More Human' Leader	<ul style="list-style-type: none"> • Being human-first in an AI-first world • Cultivating wisdom • Case study: Google • Homework: TBD
5: July 11	Power and Humility	<ul style="list-style-type: none"> • Creating rituals • Managing shoulds and shame, and facing imperfection daily • Case study: Life! • Homework: Paper
6: July 18	Open Discussion	<ul style="list-style-type: none"> • Questions, insights, stories • Personal and professional commitments • Papers