



Stanford Advanced Project Management Certificate

Leading Change from the Middle (XAPM220)

Sample Syllabus

Primary Instructors

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Why Change Efforts Fizzle

Millions of dollars are wasted each year in introducing change that has no chance of long-term survival. This provocative session will explore the top 10 factors contributing to sustainability of change interventions. Participants will be given a short assessment tool to determine the sustainability index of a change initiative.

Characteristics of a Powerful Change Agent

Through interactive video, in this session we'll trace a complex resource allocation decision facing British Steel, particularly the influences on the managers involved. We'll explore and contrast the roles of various change agents, drawing out and discussing practical lessons in the classroom.

Planning a Transformation from the Middle

Based on a real case at IBM, participants will plan the transformation of IBM based on the opportunities and threats that a middle-level manager notices. You'll use the lectures and what you've learned so far in other Stanford APM courses to come up with a detailed change plan, then present it to the class. The result of the IBM case is presented to the class with practical lessons learned and a concrete action plan that a manager could employ in that organization. Participants become acutely familiar with how a gang of rebels were able to transform Big Blue.

90 Days Transformation

We'll discuss the VeriSign 90 Days Transformation case, with key challenges and lessons based on Dr. Tabrizi's direct involvement in the effort. Next, you'll learn the practical 90 Days Transformation tool, based on Dr. Tabrizi's book *Rapid Transformation*, with updates and the opportunity to ask questions on VeriSign.

Organization Assessment

Organizational diagnosis is about understanding the root causes of problems in a company. Drawing on Chapter 4 of *Rapid Transformation*, participants will become familiar with standard change management tools and a list of issues that are critical in an assessment. We'll also discuss real-world examples.



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90 Days Transformation Plan

We'll discuss the Nissan case. Then you'll use the 90 Days Transformation toolkit, plus lessons in other Stanford APM courses, to plan and present the Nissan transformation.

Group Dynamics and Change Exercise

Working effectively in groups and skillfully setting and changing the group's agenda are the sine qua non of a change leader. In this session, you'll separate into teams and be given a survival challenge. Using expert views, we'll evaluate the teams and discuss the dynamics of each. Participants will walk away with clear understanding of team dynamics with various roles that are critical in a team's success.

Principles of Successful Transformation: A Briefing with Leaders

In this session you will be exposed to ten principles of successful transformation and view a panel discussion with Ann Livermore, Executive Vice President, Hewlett Packard and Safra Catz, President and CFO, Oracle Corporation. You will then work in groups to explore ways to apply these principles in your organization.

Leading a Major Change from the Middle

Middle-level managers are often disempowered to initiate and implement an out-of-the-box change effort. In this session, we'll discuss the case of middle-level manager who recently initiated a major change effort throughout a large Fortune multinational firm. We'll examine both the successes and challenges facing the change agent, drawing practical lessons.