

“Positive Leadership and Change Management: Mastering Current and Future Challenges”

Instructor:	Saskia Vellguth
Format	Online Course
Duration:	7 weeks
Language of Instruction:	English

Description

Think for a moment about how you have been supported throughout your life: Did you receive tutoring in those school subjects in which you were less gifted or were you also supported in those areas in which you were above average? Do you attend work-related seminars mainly in your "developmental fields" or also in those areas where you are exceptionally good? Probably mostly the former. However, leadership research shows that employees perform better when they experience that their strengths are promoted in the first place. Also, they are more satisfied and committed, identify more clearly with their company, and adapt more easily to ongoing organizational changes and disruption.

As a leader, you are particularly intensely affected by change and uncertainty today and in the future. You must lead people through crises while ensuring ongoing operations. So, leaders have both management and leadership tasks and exactly at this point, the concept of “positive leadership” emphasizes a focus on a strength-oriented leadership behavior.

Positive leadership is a leadership approach that emphasizes optimism, empathy, and a focus on strengths and opportunities. It supports individual growth as well as organizational change by fostering a constructive and inclusive workplace culture, enhancing employee engagement and promoting resilience in the face of change. Positive leaders inspire and empower their teams, making them more adaptable and receptive to change initiatives, ultimately driving successful organizational transformations.

This course will help you gain or refine your positive leadership skills. You will explore various change management models and frameworks, enabling you to identify the most appropriate approach for your specific organizational challenges. You will develop a strong foundation in positive leadership, learning how to cultivate a mindset that emphasizes optimism, empathy and a strength-based approach. During the course, you will have the opportunity to reflect on what has been presented and to apply it in exercises and case studies.

Learning Objectives

In this course, participants will get to know the essentials of change management and positive leadership, and they will explore how to implement positive leadership in their current or future change management activities. The practical transfer will be supported by looking at the concrete challenges faced by participants and identifying suitable next steps.

We will start with the scientific foundations in positive psychology and brief references to the most important research work. Participants will learn about the main concepts of change management and positive leadership, e.g. the PERMA lead-concept. They will be able to apply positive leadership principles to the challenges of change management.

The course will provide participants with strategies to foster personal and team resilience, allowing them to cope with change-related resistance and setbacks effectively. They will learn to inspire teams and effectively communicate during transitions while focusing on the constructive and adaptive aspects of positive leadership. By the end of the course, participants will have acquired the tools that help them guide and lead change initiatives effectively including the ability to inspire and engage teams during transitions.

Target Group

Young professionals, postgraduates, HR staff, early-career and senior executives, (prospective) group and team leaders, department and division managers, project leaders and project managers as well as managing directors. This course will greatly benefit those who are focused on establishing a culture in which employees behave in a flexible manner and are better able to adapt to organizational change.

General Requirements

Participants need to possess English language abilities in speaking and writing on the Upper Intermediate Level (at least B2). Attendance of the live sessions is essential for your successful and meaningful completion of the course. To receive a certificate for this course, you will need to attend at least two of the three live sessions. These live sessions will be combined with additional material and intensive work through the online course platform, both individually and in groups. Please see course requirements for the various assignments.

To ensure a comfortable learning environment for all, please adhere to our [Code of Conduct](#).

Technical Requirements

Stable internet connection.

Fully functional device, such as computer, laptop or tablet (use of smart phones is not recommended) with camera and microphone, headset recommended.

Recommended operating systems: Windows 10 or higher or MacOS 10.13 or higher. Avoid using a VPN.

Software: Webex Meetings. Please log in to Webex at least a day before course start in order to avoid any technical delays on the first live session.

Course Requirements

Interactive Reflections, Individual Assignments, Group Work & Readings
Project Paper on Practical Case Study

Literature

Provided online.

Modules

Module	Topics, Guiding Questions, Reading, Assignments
1	<p>LIVE SESSION</p> <p>Starting point: Understanding Change Management</p> <p>In this session, we will get to know each other and explore the fundamentals of change management. What is it – why is it important – and how do we experience change personally and in organizations?</p>
2	<p>Asynchronous Work</p> <p>The Change Process: A Roadmap for Clarity and Direction</p> <p>We will learn about the phases of a change process. By breaking the change process into distinct phases, we will identify potential risks and challenges at each stage. This enables proactive risk mitigation, reducing the likelihood of unexpected setbacks.</p>

3	<p>Asynchronous Work</p> <p>Change Models: Theory and Practice</p> <p>We will explore change management models and frameworks to gain a solid understanding of the core principles and theories. We will apply various change management models to case studies and learn about the significance of change management in modern organizations.</p>
4	<p>LIVE SESSION</p> <p>Change Leadership: The Role of Leadership in Change</p> <p>In this session, we'll learn about the difference between management and leadership by discussing various case studies. We will take a look at management competencies and different leadership styles in change management and focus on positive leadership and its scientific outcomes.</p>
5	<p>Asynchronous Work</p> <p>The Key Concept of Positive Leadership: PERMA</p> <p>We will explore the PERMA concept and learn about the elements that are essential for well-being and resilience and that cultivate a mindset which emphasizes optimism, empathy and a strength-based approach. We will explore how addressing resistance with empathy and working collaboratively can reduce resistance during a change process.</p>
6	<p>Asynchronous Group Work</p> <p>Positive Leadership in Action: Case Studies</p> <p>In small groups, you will develop a practical action plan for applying positive leadership and change management principles and create a presentation for the last session. You can either work on your own case or a case study that will be provided.</p>
7	<p>LIVE SESSION</p> <p>Presentations of the Action Plans and Wrap-Up</p> <p>In the last session, you will present your solutions of the case studies and we will discuss the outcome.</p> <p>We will also recap highlights and share insights for your practical application of positive leadership principles in the context of change management.</p>