

UNIT SPECIFICATION				
Unit title		LEADING FOR CHANGE		
Level	Level 7	Credit value	20 (10 ECTS)	
Is this a common unit?		No	Expected contact hours for unit	24
Pre and co-requisites None				
Aims The unit aims to address the needs of new managers/leaders in health and social care who are working in a culture of constant change and service development. The unit aims to provide an opportunity for them to: <ul style="list-style-type: none"> • Critically consider their role in leading themselves and others in a change environment • Develop skills and knowledge which will support them to be effective within their role. • Critically reflect on how they can contribute to the development and maintenance of an effective learning culture within their organisation. 				
Intended learning outcomes (ILOs) Having completed this unit the student is expected to demonstrate: <ol style="list-style-type: none"> 1. a systematic understanding of relevant literature including a critical awareness of current issues and recent research. 2. the ability to critically evaluate and improve their practice with regard to leading self and others within a change environment, taking into account current professional and organisational benchmarks and standards 3. the ability to understand and critically discuss the role of leaders at all levels in the implementation and management of change 				
Learning and teaching methods The taught component uses a variety of methods building on students' professional experience, skills and knowledge. Learning and teaching methods include lectures, discussion groups, reflection on practice and guided independent study. Unit guides and specific reading materials will be designed to enable students to continue in the professional development of their existing knowledge base and maximise opportunities to advance their professional practice. Core text, and encouragement to read widely, will also provide foundation knowledge for students to analyse and advance their professional practice. Bournemouth University's online learning resources will be used for student learning and support.				
Assessment				
Formative assessment/feedback Formative feedback on students' thinking so far will be provided on day 3 (of 4 contact days) when the assignment requirements /guidance etc. are discussed. Students with individual/ additional needs will be encouraged to contact the unit lead via e-mail to arrange a 1 to1 meeting.				

Summative assessment ILOs 1-3 will be assessed by 100% course work	Indicative assessment Coursework equivalent to 5,000 words. The coursework comprises a reflective report equivalent to 3000 words and an action plan for future practice equivalent to 2000 words
Indicative unit content <ul style="list-style-type: none"> • Leadership styles: proactivity and vision • Change management and transition • Learning cultures, learning organisations and communities of practice • Promoting professional development and facilitating adult learning in the workplace; motivation; understanding and overcoming resistance • Promoting critical practice and critical reflection • Team effectiveness, dynamics, conflict, dysfunctions • Self –awareness: self-management; power; influence • Resilience within the change process • Social/health policy and political drivers for change 	
Indicative learning resources Core texts* <p>Boud, D, Cressey, P & Docherty, P (eds), 2006. <i>Productive Reflection at Work</i>. London & New York: Routledge.</p> <p>De Janasz, A., Dowd, K and Schneider, B., 2011. <i>Interpersonal skills in organisations</i>. 4th ed. New York: McGraw Hill.</p> <p>Field, R; Gray, I, and Brown, K., 2010. <i>Effective Leadership, Management and Supervision in Health and Social Care</i>. Exeter: Learning Matters</p> <p>Goleman, D., 2004. What makes a leader? <i>Harvard Business Review</i>, 82(1), 82-91.</p> <p>*Gopee, N., and Galloway, J., 2014. <i>Leadership and management in healthcare</i>. 2nd ed. London: Sage</p> <p>Hewitt- Taylor, J., 2013. <i>Understanding and Managing Change in Healthcare</i>. London: Palgrave Macmillan.</p> <p>Kotter, J., 2012. <i>Leading change</i>. New York: Harvard Business Review Press.</p> <p>*Lawlor, J., and Bilson, A., 2010. <i>Social work management and leadership. Managing with complexity</i>. London: Routledge</p> <p>*MacKain, S and Simons, J., 2013. <i>Leading, managing, caring: understanding leadership and management in health and social care</i>. London: Routledge /OU</p> <p>*Northouse, P.G., 2016. <i>Leadership. Theory and practice</i>. 7th ed. London: sage.</p> <p>Sullivan, E.J. and Garland, G., 2013. <i>Practical leadership and management in healthcare: for nurses and allied health professionals</i>. Harlow: Pearson.</p> <p>Thompson, N., 2006. <i>Promoting workplace learning</i>. London: Policy Press</p> <p>Thompson, S and Thompson, N., 2008. <i>The critically reflective practitioner</i>. Basingstoke: Palgrave Macmillan</p> <p>Wenger, E, 2000. <i>Communities of practice and social learning systems</i>. Organisation 7(2), 225-246.</p> <p>Williams, S., Rutter, L and Gray, I., 2012. <i>Promoting individual and organisational learning in social work</i>. Exeter: Learning Matters.</p> <p>Journals</p>	

Students will be directed to a variety of journals as appropriate.

Web-based sources

<http://www.leadershipacademy.nhs.uk/>

<http://www.kingsfund.org.uk/>

<http://www.scie-peoplemanagement.org.uk/>

<http://www.scie-socialcareonline.org.uk/>

Unit number	Click here to enter text.	Version number	1.0	Date effective from	Feb 2018
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