

12<sup>th</sup> Intake  
Graduate Diploma:

# Leading and Sustaining Change

P R O S P E C T U S



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# Graduate Diploma: Leading and Sustaining Change

In the current context of the Singapore Public Service, which is characterised by rapid and unrelenting change, organisations have to transform themselves to adapt to the external environment. For organisations to transit smoothly during times of change, the change must begin and come from the individual.

You will be provided with a strong grounding of Organisation Development and Organisational Learning disciplines that delve into individual transformation. The programme applies the five disciplines of a Learning Organisation (based on Peter Senge's The Fifth Discipline) - i.e. Personal Mastery, Building Shared Vision, Mental Models, Team Learning and System Thinking. It provides practical tools and frameworks that enable the principles undergirding these disciplines to be applied and operationalised in the context of leading and sustaining change.



# Learning Outcomes

## High-level programme learning outcomes

After completing this programme, you'll be able to:

- Identify a compelling case for change
- Develop a theory of success for sustainable change
- Diagnose the current reality preventing the organisation from moving forward with the change
- Construct a narrative for the change and current reality
- Identify high-leverage strategies to move from the current reality to the desired future
- Design a learning infrastructure that builds capacity for continuous learning during the change
- Grow your personal leadership capacity to lead change, specifically awareness, choice and responsibility



## Module learning outcomes

<p>➤ <b>Pre-session</b> Date: 22-23 May 2018</p>	<p>After completing this session, you and the sponsors in the change project will be able to:</p> <ul style="list-style-type: none"> <li>• Share one conversation and experience in leading and sustaining change for your organisation's change project</li> <li>• Explain the underlying assumptions in the LSC change process</li> <li>• Distinguish the roles of the different stakeholders and discuss their contributions</li> <li>• Set goals to optimise the learning and growth of individuals and the organisation</li> <li>• Describe key frameworks and models such as Creative Tension model, PEL for goal setting, Theory of Success and Levels of Perspective.</li> </ul>
<p>➤ <b>Project scoping</b> Date: 29 June 2018</p>	<p>After completing this session, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Explain the intentions and scope of your organisation's change project</li> <li>• Articulate the type of support needed from the sponsors for your organisation's change project</li> <li>• Construct a Task Agreement and Relationship Agreement as part of the contracting process with the change project sponsor</li> </ul>
<p>➤ <b>Module A: Developing Stakeholder Alignment with a shared vision</b> Date: 16-20 July 2018</p>	<p>After completing this module, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Describe the desired future with greater clarity and specificity</li> <li>• Articulate the new ways of thinking required to create and sustain the future</li> <li>• Manage your energy to be effective as a change leader</li> <li>• Deal with interferences that can deplete your energy and limit your potential and progress</li> <li>• Design conversations to build a shared vision with key stakeholders using Appreciative Inquiry processes, vision mind map and Cover Story processes.</li> </ul>
<p>➤ <b>Module B: Diagnosing and Working with Current Reality</b> Date: 17-21 September 2018</p>	<p>After completing this module, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Explain the current realities in your organisation</li> <li>• Identify the deeper systemic structures and obstacles that might hinder you from moving to the desired future</li> <li>• Identify what you need to be and do to remain centred as challenges emerge</li> <li>• Apply MARS (Motivation, Ability, Role Perception, Systemic) and Think-Feel-Do tools to your project</li> </ul>
<p>➤ <b>Module C: Designing a Change Strategy with a Path of Least Resistance</b> Date: 12-16 November 2018</p>	<p>After completing this module, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Leverage processes and strategies to make change happen in your organisation</li> <li>• Design a change strategy with the least resistance for your organisation's change project</li> <li>• Appreciate your own gifts and "light" (power to influence in a positive way)</li> <li>• Apply the 3 C Reframing process to identify, challenge, and reframe mental models</li> </ul>
<p>➤ <b>Module D: Leadership for Sustained Change</b> Date: 7-11 January 2019</p>	<p>After completing this module, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Develop your leadership capacity to lead change by understanding and applying the learning organisation disciplines</li> <li>• Gain new perspectives on leadership</li> <li>• Effectively coach and grow the people you lead</li> <li>• Respond to external circumstances so that your best self as a leader shows up</li> <li>• Make empowered and generative choices aligned to your values, purpose and intentions as a leader</li> <li>• Clarify your personal growth path using the Personal Hedgehog model</li> </ul>
<p>➤ <b>Module E: Putting it All Together</b> Date: 4-7 March 2019</p>	<p>After completing this module, you'll be able to:</p> <ul style="list-style-type: none"> <li>• Integrate ideas, principles and applications at the organisational and personal level using the Organisation Architecture and Deep Learning Cycle Framework</li> <li>• Develop your next steps for sustained growth and development as a leader and facilitator for change</li> </ul>
<p>➤ <b>Reconnection &amp; Graduation</b> Date: 20 March 2019</p>	<ul style="list-style-type: none"> <li>• Sharing by participants on key ideas and insights from the programme</li> <li>• Sharing of organisation change projects by participants</li> <li>• Presentation of LSC certificates</li> </ul>

# Learning Methodologies

## Programme Design Principles

The programme is designed based on the following principles:

- Application-based. Using a change project from your organisations, you will learn the relevant frameworks and principles that can be applied to these projects.
- Interactivity. You will have ample opportunities for group conversations and case studies.

You would be introduced to a variety of tools that allow you to identify leverage points for organisational change and interventions, such as Peter Senge's five disciplines of a learning organisation and Appreciative Inquiry.

In the programme, you would also be equipped with useful tools that help to develop your leadership capacity to lead change effectively.

There will be assignments between the modules to help you understand and apply the frameworks and principles learnt can be translated into real life situations.

## Programme Features



Learning journeys



Practitioners' sharing sessions

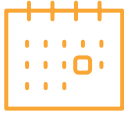


Hands-on experience through working on an actual change project



Participation of organisations' sponsors

# Programme Information



## Programme Dates

22 May 2018 to 20 March 2019

## Application Deadline

12 March 2018



## Programme Structure

9-month part-time programme comprising:

- 1 pre-session, 1 project scoping session and 1 reconnection session with your sponsors and you; and
- 5 modules delivered over 22 days



## Programme Fees

S\$27,333.15 (inclusive of 7% GST) per participant.

Programme fees include meals, refreshments and course materials.

Organisations will be billed the full programme fees at the end of Module A.



## Who Should Attend?

- A manager who wants to develop your capability in leading change effectively.
- An OD practitioner with 2 or more years of experience who wants to develop your capability in facilitating change effectively.

You must be nominated by your organisation's sponsor.



## Programme Accreditation

A Post Graduate Diploma will be awarded by the Civil Service College upon successful completion of the programme.

You will be considered to have successfully completed the programme provided you :

- Attend at least 90% of the programme
- Complete at least 90% of the assignments

# Registration Details

## Nomination Procedure

Organisations are required to nominate a minimum of two officers as the programme structure relies on the concept of paired learning partners. The paired partners are expected to work together on their projects, thereby allowing the pair to learn from, and provide immediate feedback to each other. Nominees will be selected as unique individuals, i.e. the places for the programme are offered to the specific officers and not to the department. Therefore, the substitution of nominees is not allowed.

Nominations are to be made on the Application Form enclosed and sent via email to [cscollege@cscollege.gov.sg](mailto:cscollege@cscollege.gov.sg).

## Charges & Withdrawal Procedure

Full charges will apply upon the organisation's confirmation of your participation (i.e. when the confirmation letter is sent to your organisation). The full programme fee is chargeable even if you absent or withdraw yourself from the whole or part of the programme, due to the significant investment needed in organising this programme.



# Programme Facilitators



**Dr. Jacob Lee** is the Principal Consultant of Hedgehog Consulting and holds a PhD from the Massachusetts Institute of Technology. He was previously an Associate Professor at the Singapore Management University and before that he taught at the National University of Singapore.

He has left academia and is currently actively engaged in helping organisations develop their capacities in the disciplines of the Learning Organisation including Systems Thinking and Mental Models. Dr Lee has been a facilitator, consultant and trainer to many organisations in the Public Service. Dr Lee currently also conducts three other workshops at the Civil Service College: Basic Systems Thinking, Advance Systems Thinking.



**Ms Khoo Seok Lin** is an economist by training. Her career started with the Economic Development Board (EDB) where her last appointment in EDB was Director Human Resources (HR) and Co-Director, Organisation Development (OD). Seok Lin was one of the earlier Director HR and Director OD in the public service.

She took no pay leave in 1996 to undertake the DHR and DOD role at home. She left the EDB in 1998 to pursue her passion to introduce the principles of organisational learning and organization development into education. She is currently a free lance consultant and facilitator in leadership development and change management.

Seok Lin's clients include the Ministry of Education, the Civil Service College (CSC) and the Ministry of Health (MOH). She co-facilitates the Graduate Diploma Programme: Leading and Sustaining Change at the Civil Service College, and the Reflections on Leadership for CSC's SLEAD milestone programme.





# LEARNING REDEFINED

Innovative • Inspiring • Impactful