

Leading Organization Change

EDLD-5304

Summer 2026 Section D01 3 Credits 05/26/2026 to 07/30/2026 Modified 05/10/2026

Meeting Times

This course is online. See course meeting schedule below.

Our Zoom link for our meetings:

<https://us06web.zoom.us/j/93005729715?pwd=VlpDNlBheFVlb3pMUUnJBnNlZSUdsQT09>

Meeting ID: 930 0572 9715

Passcode: lamar

1st Meeting - Wednesday, May 27th 6PM CST (Review Week 1)

No Meeting (June 1st) - Office hours and Q&A as needed

2nd Meeting - Monday, June 8th 6PM CST (Review Influencer Strategy Part A & B)

No Meeting (June 15th) - Office hours and Q&A as needed

3rd Meeting - Monday, June 22nd 6PM CST (Review 4DX Strategy and Assignment)

No Meeting (June 29th) - Office hours and Q&A as needed

4th Meeting - Monday, July 6th 6PM CST (Review Crucial Conversations and Assignment)

5th Meeting - Monday, July 13th 6PM CST (Final Assignment Overview / Q&A)

No Meeting (July 20th) - Office hours and Q&A as needed

Course ends Thursday, July 30th

Contact Information

Cell Phone: 786-683-4680

College Twitter: @LUDigitalEd

Instructor: Dr. Fredy Padovan

Email: fpadovan@lamar.edu

Phone: 786-683-4680

Office Hours

Any time as needed.

Feel free to text or email.

Catalog Description

Explore current leadership theories and practices for leading digital and change in school systems. By becoming self-differentiated peer-leaders, professional educators learn to address the resistance to change that occurs when launching innovative digital educational improvement initiatives in North American educational culture.

Course Objectives

COURSE-LEVEL GOAL & STUDENT LEARNING OUTCOMES

Learners will apply leadership theories and practices to become self-differentiated leaders who can address the inevitable resistance to change that will occur when launching innovative digital learning initiatives.

Student Learning Outcomes

Students who successfully complete this course will be able to:

Learning Outcomes	Assessment Activities	Learning Activities
Foundational Learners will analyze and articulate the “Why” – the key vision or purpose for the change that is required in your organization and assess the motivation needed to support these changes.	Develop and present your organization's Why. Discussion	Discern your organization's Why.

Application Learners will assess their organization's influencers and develop the vital behaviors and sources of influence that can be leveraged to bring about change.	Reflective analysis and development of change plan based on key influencers. Discussion	Apply Influencer: The power to change anything. Develop your influencer and 6 sources of influence model.
Integration Learners will be able to apply the 4 disciplines of execution (4DX) to bring about a lasting change in people's behavior in their organization's learning environment.	Develop a 4DX strategy for your learning environment. Discussion	Apply the 4 disciplines of execution: Achieving your wildly important goals Develop your team's 4DX strategy.
Human Dimension/Caring The learner will be able to evaluate the impact of becoming a self-differentiated leader has on the organizational change process.	Develop a crucial conversations plan. Discussion	Apply Crucial Conversations to your organization's change strategy.
Learning How to Learn Learners will compile resources that will help promote their organizational change strategies.	Compile your organizational change strategy	Organize and present the strategies and plans into a cohesive strategy.

Course Materials

Required Texts/Articles:

Patterson, K., & Grenny, J. (2013). *Influencer: The new science of leading change*, Second Edition. McGraw-Hill Education. ISBN 0071808868

Patterson, K., Grenny, J., & Swizler, A. (2012). *Crucial conversations: tools for talking when stakes are high*. (2nd ed.). McGraw-Hill New York, NY. ISBN-10: 0071771328

Covey, S., McChesney, C., & Huling, J. (2012). *The 4 Disciplines of Execution: Achieving your wildly important goals*. Simon and Schuster. ISBN B005FLODJ8

Supplementary Text:

Pink, D. H. (2011). *Drive: The Surprising Truth About What Motivates Us*. Penguin. ISBN B004P1JDJO

Sinek, S. (2009). *Start With Why: How great leaders inspire everyone to take action*. Penguin. ISBN B002Q6XUE4

Friedman, E. H. (2007). *A Failure of Nerve: Leadership in the age of the quick fix*. Church Publishing, Inc. ISBN B009VHSBYK

* Course Policies

PARTICIPATION REQUIREMENTS

Students are expected to log into the current course on the first day of the first week of the session (normally a Monday). Students will be dropped, without refund, after the first week for non-participation. Students are expected to participate in the discussion forum and keep current with the course schedule, assignment due dates, and assigned readings.

Students should check Blackboard course announcements and their Lamar email daily. Students are expected to review the course syllabus and Bb specifications prior to completing any course activity. It is the student's responsibility to maintain appropriate equipment and access to the online environment in order to fully participate in the class.

ONLINE WEB CONFERENCES

To enhance student-to-student and instructor-to-student interaction, web conferences utilizing **Adobe Connect** will be scheduled on a consistent **day and time of the week (i.e. Tuesday evening from 6:00pm-7:00pm Central Standard Time)**. Each instructor will share a unique link for their courses. Each instructor will share the link to connect to the web conferences in the course announcements and in the course so you will have access. I will record each web conference, so that students who are unable to participate can access, review and respond to our group discussions. Arrangements can be made for additional conferences as needed upon request.

DROP DATES

This course adheres to the add/drop standards for each term as stated by Lamar University. For more details, refer to the <http://www.lamar.edu> and search "Academic Calendar."

≡ Accreditation Standards

EDLD_ISTE.01.a: Contribute to the development, communication, and implementation of a shared vision for the comprehensive use of technology to support a digital-age education for all students

EDLD_ISTE.01.b: Contribute to the planning, development, communication, implementation, and evaluation of technology-infused strategic plans at the district and school levels

EDLD_ISTE.01.c: Advocate for policies, procedures, programs, and funding strategies to support implementation of the shared vision represented in the school and district technology plans and guidelines

EDLD_ISTE.01.d: Implement strategies for initiating and sustaining technology innovations and manage the change process in schools and classrooms

EDLD_ISTE.03.c: Coach teachers in and model use of online and blended learning, digital content, and collaborative learning networks to support and extend student learning as well as expand opportunities and choices for online professional development for teachers and administrators

EDLD_ISTE.04.b: Design, develop, and implement technology rich professional learning programs that model principles of adult learning and promote digital age best practices in teaching, learning, and assessment

✓ Grading and Assignments

A	B	C	F
450-500	400-449	350-399	349 - below

***Grading Scale: **Students must maintain a 3.0 GPA (cumulative) to remain in the program.**

MARKING OF ASSIGNMENTS AND DISCUSSIONS

What's Your Why?	50 points
Influencer Strategy	150 points
4DX Strategy	100 points
Self-Differentiated Leader	100 points
Discussions / Contributing to Learning Community	100 points

***All assignments are due on the 7th day of the week at 11:59 PM CDT, unless otherwise specified in the course.**

A course grade that is less than "C" is unacceptable for credit in the Digital Learning & Leading Program in Educational Leadership. A course grade of less than "C" will require the student to retake the course. Students should not have more than 1 "C" in the program.

Students will be expected to participate in threaded Discussion Board topics on a weekly basis. Discussions are your opportunity to be authentically collaborate and reference the weekly videos and readings. Refer to this video to learn more: <https://youtu.be/R3iMzcez9Co>

Discussions and Assignments will receive a 10% grade reduction for each day they are overdue without communication with the instructor.

Course Subject Outline

*For all assignments, see specifications in Bb. Rubrics for each assignment are linked in Bb each week an assignment is due.

**This outline provides only a general overview of the readings, media, activities, and assignments that are fully detailed on the course website. Syllabus and course schedule subject to change.

Week 1	People don't buy what you do they buy why you do it.
--------	--

Readings:

- Influencer: The power to change anything. – Preface & Chapters 1-4
- The 4 Disciplines of Execution: Achieving your wildly important goals. – Forward, Strategy & Execution, A Letter, and The Real Problem with Execution (everything up to Section 1)

Video/Media

- How to Change People Who Don't Want to Change | The Behavioral Science Guys
- Why TED Talks don't change people's behaviors: Tom Asacker at TEDxCambridge 2014
- John Kotter - Heart of Change
- Simon Sinek: How great leaders inspire action
- John Kotter - Leading Change: Establish a Sense of Urgency

Discussion

- Discussions are directly related to the video components of each module.

Assignments

- What's your Why, How & What?
- ePortfolio/Blog posts

Week 2	The power of influence.
--------	-------------------------

	Readings: ● Influencer: The power to change anything. – Chapters 5-10 ● The 4 Disciplines of Execution: Achieving your wildly important goals. – all of Section 1 Video/Media ● Change Behavior - Change the World: Joseph Grenny at TEDxBYU ● Three Myths of Behavior Change - What You Think You Know That You Don't: Jeni Cross at TEDxCSU Discussion ● Discussions are directly related to the video components of each module. Assignments ● Influencer Change Plan Part A ● ePortfolio/Blog posts
Week 3-4	Engage all six sources of influence

	Readings: ● The 4 Disciplines of Execution: Achieving your wildly important goals. – all of Section 2 Video/Media ● Joseph Grenny Mastering the Skill of Influence ● All Washed Up ● Harnessing Social Pressure Discussion ● Discussions are directly related to the video components of each module. Assignments ● Influencer Change Plan Part A+B ● ePortfolio/Blog posts
Week 4-6	Installing 4DX in your organization

	Readings: ● The 4 Disciplines of Execution: Achieving your wildly important goals. – all of Section 2 ● Crucial Conversations Video/Media ● Executive Overview of The 4 Disciplines of Execution ● Goal Setting ● Who Moved My Cheese Discussion ● Discussions are directly related to the video components of each module. Assignments ● Develop a 4DX strategy for your organization. ● ePortfolio/Blog posts
Week 5-8	Becoming a differentiated leader.

Readings:

- Crucial Conversations

Video/Media

- Friedman's Theory of Differentiated Leadership Made Simple
- Crucial Conversations Explained in 2 Minutes
- Video Review for Crucial Conversations

Discussion

- Discussions are directly related to the video components of each module.

Assignments

- Crucial Conversation Strategy
- Organizational Change Strategy blog post
- ePortfolio/reflection

Additional Items

Institutional Policies

Academic Honesty Policy

Lamar University (LU) expects all students to engage in academic pursuits in a manner that is above reproach. Students are expected to maintain complete honesty and integrity in their academic experiences. Any student found responsible for academic dishonesty in any phase of their course work will be subject to disciplinary action.

The university and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including, but not limited to, cheating, plagiarism, collusion, and the abuse of resource materials.

All persons involved in academic dishonesty will be disciplined in accordance with university regulations and procedures. Discipline may include failure of the assignment and/or course, up to suspension or expulsion from the university.

Additional information is available on the Academic Policy website:

<https://www.lamar.edu/students/academic-policies.html>

Academic Integrity, Artificial Intelligence (AI), and Digital Tools

Lamar University grants instructors the freedom to set their own policies on the use of approved technology. Because these rules will differ for each course, instructors must provide clear written guidelines on what is permissible. Some faculty may restrict certain tools to ensure students meet learning objectives. Students should not assume that unclear or limited information means that it is permissible to use the technology. **It is the student's responsibility to review each course's policy and, if it is unclear or unavailable, ask the instructor in writing for clarification before using any such technology.**

Special Note: The university does not currently allow instructors to use AI detection software in academic contexts. More information here: <https://www.lamar.edu/lu-online/artificial-intelligence/ai-guidelines.html> (<https://www.lamar.edu/lu-online/artificial-intelligence/ai-guidelines.html>). However, be advised that AI misuse is still prohibited and may be evaluated by instructors or university officials through other methods. Should misuse be suspected, you may be asked to provide evidence of your work. See information on transparency following.

The following policy will be enforced in this course:

- **Principle:** Generative AI, advanced software, and other digital applications and tools can be powerful aids for learning; however, they must not substitute original thought, critical analysis, and intellectual labor. Unauthorized use of such tools constitutes a violation of academic integrity.
- **Permissibility:** The use of generative AI or other advanced digital tools (including, but not limited to, translation services, paraphrasing tools, and automated problem-solvers) on any assignment is permitted only with explicit, prior authorization from the instructor for that specific assignment.
- **Transparency:** If the use of a tool is permitted, students must be transparent about the extent and nature of its use. Students are required to disclose which tool(s) were used and how it contributed to the work, following the citation guidelines provided by the course instructor. If the instructor has not provided guidelines, request this information in writing. Always document your use of technologies thoroughly to stay prepared should any use be questioned.

Approved Academic Support

If the use of specific technologies is restricted but support to improve work is needed, the Lamar University Writing Center, Student Tutoring and Retention Services (STARS) Office, and University Library are excellent resources. Students may also check with the instructor to determine whether it is acceptable to use basic assistance tools or the non-generative features of writing support applications.

Policy Adherence and Consequences

Students must adhere to each instructor's specific course policies on academic integrity and technology. Infringement of this policy will be treated as academic dishonesty and may lead to consequences including, but not limited to, an academic penalty on the assignment, failure of the course, and/or referral to the university for disciplinary action.

Course Drop Policy

Students may drop a course and receive a grade of "Q" during the penalty-free period of the semester or session. For drops after this penalty-free period, grades are recorded as "Q" or "F" indicating the student was passing or failing at the time of the drop. A grade of "Q" may not be assigned unless an official drop has been processed through the Records Office. Students may drop a course online up to the census day by logging into Self-Service Banner. After the census day, courses must be dropped through the Records Office. For additional help, contact the academic advisor or the Records Office at registration@lamar.edu. **Students may not drop a course during the last 20 percent of the term.** Students should check the academic calendar at <https://www.lamar.edu/academic-calendar> (<https://www.lamar.edu/academic-calendar>) for specific dates.

Students with Disability Policy

Lamar University is committed to providing equitable access to learning opportunities for all students. The Accessibility Resource Center (ARC) is located in the Communication building, room 105. Office staff collaborate with students who have disabilities to provide and/or arrange reasonable accommodations.

If you have, or think you may have, a disability (e.g. mental health, attentional, learning, chronic health, sensory, or physical), please contact the ARC at 409-880-8347 or arc@lamar.edu to arrange a confidential appointment with the Director of the ARC to explore possible options regarding equitable access and reasonable accommodations.

If you are registered with the ARC and have a current letter requesting reasonable accommodations, we encourage you to contact your instructor early in the semester to review how the accommodations will be applied in the course.

Additional information is available at the ARC website <http://www.lamar.edu/disability-resource-center/> (<http://www.lamar.edu/disability-resource-center/>).

Academic Support

Academic Support can be located at <https://www.lamar.edu/students/#acad-supp> (<https://www.lamar.edu/students/#acad-supp>).

There are many areas (i. e. Advising, Writing Center, etc.) of academic support. Each area provides their own specific contact information and days and hours of operation.

Cardinal Course Materials simplifies the student experience by reducing costs and providing access to required materials on or before the first day. Physical books are rented and digitally accessible through Blackboard for \$24 per credit hour, added to the student account. Students receive reminders to return rental books at the end of the term. Please click on this link to review Cardinal Course Materials (CCM). <https://www.lamar.edu/students/paying-for-school/cardinal-course-materials-bookstore.html> (<https://www.lamar.edu/students/paying-for-school/cardinal-course-materials-bookstore.html>).

Student Services

*Lamar University recognizes that students may experience challenges that hinder success in their academics and/or college experience. We believe in giving all students access to resources that allow them to overcome these challenges. If you are struggling with stress, procrastination, anger management, depression, anxiety, substance abuse and/or eating disorders, please reach out to our counseling professionals at the **Student Health Center at 880-8466 to call for an appointment or visit our website <https://www.lamar.edu/students/student-engagement/student-health-center/index.html> (<https://www.lamar.edu/students/student-engagement/student-health-center/index.html>) for more information about our services.***

Your information and situation will be treated with the utmost privacy and is protected by Texas law. These services are available to all currently enrolled students at Lamar University and Lamar Institute of Technology.

Information on Student Services can be located at <http://students.lamar.edu/index.html> (<http://students.lamar.edu/index.html>). There are many resources (i. e. Course schedules, important phone numbers, etc.) available. Each area provides their own specific contact information and days and hours of operation.

Academic Continuity Policy

In the event of an announced campus closure in excess of four days due to a hurricane or other disaster, students are expected to check Lamar University's website and login to LU Connect for instructions about continuing courses remotely.

Emergency Procedures

Many types of emergencies can occur on campus; instructions for severe weather or violence/active shooter, fire, or chemical release can be found at the [Office of Environmental Health/Safety and Risk Management \(<https://www.lamar.edu/about-lu/administration/risk-management/index.html>\)](https://www.lamar.edu/about-lu/administration/risk-management/index.html) webpage.

Severe Weather

Follow the directions of the instructor or emergency personnel.

Seek shelter in an interior room or hallway on the lowest floor, putting as many walls as possible between you and the outside.

If you are in a multi-story building and you cannot get to the ground floor, pick a hallway in the center of the building.

Stay in the center of the room, away from exterior walls, windows, and doors.

Violence/Active Shooter

CALL - 7777 from a campus phone (Text 409-241-8002 from a cell phone). Note: Calling 911 from either a campus or cell phone will contact the City of Beaumont dispatch rather than the LU police.

AVOID - If possible, self-evacuate to a safe area outside the building. Follow directions of police officers.

DENY - Barricade the door with desks, chairs, bookcases or any other items. Move to a place inside the room where you are not visible. Turn off the lights and remain quiet. Remain there until told by police it is safe.

DEFEND - Use chairs, desks, cell phones or whatever is immediately available to distract and/or defend yourself and others from attack.

Copyright Policy Statement

Copyright is defined as the ownership and control of the intellectual property in original works of authorship, which are subject to copyright law. As an institution of higher learning that values intellectual integrity, Lamar University prohibits the distribution of published materials (print or electronic) in violation of copyright law.

LU Connect Portal

Students are asked to obtain a Lamar Electronic Account username and password so they can log onto the LU CONNECT website. Students may get information on how to get into the LU CONNECT website from the University's homepage (<http://www.lamar.edu> (<http://www.lamar.edu>)) by clicking on the LU CONNECT link on the left top corner of the screen. Follow the steps to secure your LU CONNECT username and password.

LU Learn/Blackboard Learning Management System (LMS)

Students will utilize Lamar University's Learning Management System (LMS), Blackboard, for online courses.

For Blackboard technical support go to <https://www.lamar.edu/lu-online/technology-support/index.html> (<https://www.lamar.edu/lu-online/technology-support/index.html>).

Phone: 866-585-1738

Phone and chat are available 24/7/365

Exams and quizzes taken within LULearn (Blackboard) may require online proctoring. For additional information about online proctoring, visit <https://www.lamar.edu/lu-online/technology-support/index.html> (<https://www.lamar.edu/lu-online/technology-support/index.html>) and view details under Proctoring Services.

Lamar University uses Honorlock for virtual proctoring of exams, assignments, and assessments. Instructors may require Honorlock for specific assessments and must clearly communicate proctoring expectations in the course syllabus and/or course materials.

Some proctored assessments may require either a standard webcam or, in limited cases, an additional side-angle camera. A side-angle camera may be a smartphone or secondary webcam positioned to show the student's hands, keyboard, and workspace.

If a side-angle camera is required for a course or assessment, the Instructor of Record will provide advance notice, along with setup instructions and any applicable technical requirements. Students should not purchase additional equipment unless specifically instructed to do so by their instructor.

If your course requires a side-angle camera, please review the setup instructions before your first proctored assessment:

<https://honorlock.kb.help/setting-up-a-side-angle-camera/> (<https://honorlock.kb.help/setting-up-a-side-angle-camera/>)

Students who are required to use proctoring technology must ensure their equipment is functioning properly before completing any proctored assessment.

Network Use

ACCEPTABLE USE

Students must respect the integrity and security of Lamar University computer systems and network, and the privacy and preferences of other users. Responsibility for learning about and complying with Lamar University Acceptable Use Policy ultimately rests with the individual. The network may be used to download, copy, or store any software, shareware, digital media files or freeware, as long as the use complies with copyright law licensing agreements, and campus policies, such as storage space limitations and network bandwidth restrictions. The network may not be used for any activity, or to transmit any material, that violates United States or local laws.

UNACCEPTABLE USE

The network may not be used for commercial purposes. Advertising and sponsorships on Lamar University websites is restricted. In addition, students may not permit other persons to use their usernames, passwords, accounts or disk space, or disclose their usernames, passwords or account information to any third party. Students may not log on to someone else's account, internet address, or other network codes, or attempt to access another user's files. Students may not create false or dummy accounts to impersonate someone else. Students may not try to gain unauthorized access ("hacking") to the files or computer systems of any other person or organization. Students may not impersonate another person by forging e-mail, web pages or other electronic media. Students who maliciously access, alter, delete, damage or destroy any computer system, computer network, computer program, or data will be subject to disciplinary action by Lamar University, and criminal prosecution as well. Students may not disrupt or attempt to disrupt network traffic, and they may not attempt to monitor or capture network traffic in any way. Finally, students may not intentionally create, store, display, print or transmit information that violates the university's Sexual Harassment Policy.

Student Conduct & Professionalism

Students are required to maintain professional conduct and mutual respect in all course formats (in-person, online, hybrid). All digital and face-to-face interactions must be courteous and professional. Use of university network resources must comply with the requirements of the syllabus section entitled, "Network Use."

This policy supplements the Lamar University Code of Student Conduct and applies to all course-related activities and communications.

By enrolling in this course, you agree that you will adhere to the following:

Respectful Interactions: Use professional and courteous language in all interactions, including emails, discussion boards, collaborative activities, and classroom participation. Treat all participants with dignity and respect, recognizing the right of each person to express differing viewpoints while maintaining civil discourse.

- **Professional Communication:** Use proper grammar and academic language in all communications. Avoid typing in all caps, alternating caps, or use of other non-traditional writing (e.g., excessive or disparaging emoji or gif use) to prevent misinterpretation of tone. Clearly identify yourself with your enrolled name in all course communications and contributions.
- **Constructive Participation:** Be prepared for class by completing any required pre-reading or work. Contribute thoughtfully and constructively to discussions and activities to enhance the learning experience. Dialogue should further academic discourse. Avoid disruptive behaviors.
- **Responsible Technology:** Use only LU Email, Blackboard, or other LU-approved communication methods for course communication, checking messages daily. Use technology appropriately to support learning.
- **Privacy & Confidentiality:** Respect the privacy of peers and instructors, including refraining from unauthorized recording, distribution of course materials, or sharing confidential discussions outside of the course environment. Course content, discussions, and materials are intended solely for enrolled students and may not be shared with external parties without explicit instructor permission.
- **Conflict Resolution:** First seek resolution directly with the instructor of record through respectful and professional dialogue. If direct resolution is not possible, you may follow the academic chain of command. If you have questions about this chain of command, please contact the Dean of Students' office or (409) 880-7759 or by email at Student Conduct and Care Services.
- **Academic Integrity & Accessibility:** See the "Academic Honesty" and "Students with Disability Policy" sections of this syllabus.

Consequences: Violations of these standards may result in disciplinary action, ranging from an initial warning to removal from the course and/or referral to university disciplinary procedures, depending on the severity of the offense. For complete details, consult the Lamar University Student Code of Conduct. <https://www.lamar.edu/students/student-affairs/about/code-of-conduct.html> (<https://www.lamar.edu/students/student-affairs/about/code-of-conduct.html>).

Technical Support

Technical Support can be located at <http://students.lamar.edu/it-services-and-support/index.html> (<http://students.lamar.edu/it-services-and-support/index.html>).

Phone: 409-880-2222

Email: servicedesk@lamar.edu

Hours of Operation (CST):

Monday - Thursday 7:30 a.m.-12:00 a.m.

Friday 7:30 a.m. - 7:30 p.m.

Saturday 9:00 a.m. - 6:00 p.m.

Sunday 3:00 p.m. - 12:00 a.m.

Attendance Verification

Students must complete an Attendance Verification Quiz for ALL COURSES - both on-campus and online - in which they are enrolled each term by the third class day to comply with U.S. Department of Education attendance requirements. Failure to complete this quiz by the deadline may result in loss of course enrollment and/or financial aid. The quiz is located in EVERY COURSE through LULearn (Blackboard), even if the course meets on campus.

Privacy Policies

Student data within Blackboard may be collected by third-party products that have been carefully reviewed for compliance to privacy and other standards and approved by Lamar University. Only products meeting our standards for data privacy, security, and educational value are approved. It's important to us that your data is protected, but please note that your data may be tracked or stored by these products as related to their use. Privacy Policies for third-party products <https://www.lamar.edu/lu-online/technology-support/privacy-policies.html>
(<https://www.lamar.edu/lu-online/technology-support/privacy-policies.html>).