

Module Code:	SOC726
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Module Title:	System Leadership: Opportunities and Challenges
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Level:	7	Credit Value:	30
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Cost Centre(s):	GAPE	JACS3 code:	N200
		HECoS code:	100088

School:	Social & Life Sciences	Module Leader:	Debbie Sorkin
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Scheduled learning and teaching hours	30 hrs
Guided independent study	270 hrs
Placement	0 hrs
Module duration (total hours)	300 hrs

Programme(s) in which to be offered (not including exit awards)	Core	Option
MA Public Service Leadership	✓	<input type="checkbox"/>
Standalone module aligned to MA Public Service Leadership		✓

Pre-requisites
None

Office use only

Initial approval: 26/07/2018

Version no: 1

With effect from: 01/01/2019

Date and details of revision:

Version no:

Module Aims

To enable students to critically appreciate thinking and approaches for future leadership that are based on an advanced understanding of current and enduring complex social, economic, environmental, cultural, technological and political challenges. The module will advance critical understanding of adaptive leadership, public narrative, co-production and action learning to tackle the 'wicked' issues in the communities public services serve. Students will engage and critically examine new legislation and policy such as Well Being of Future Generations (Wales) Act 2015 and the opportunity and context for change.

Intended Learning Outcomes

Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

At the end of this module, students will be able to

Key Skills

		Key Skills	
1	Critically evaluate the leadership challenges and problems of the 21 st century and their significance in society across different perspectives	KS1	KS6
		KS5	KS2
2	Critically analyse the way in which different forms of leadership can influence and respond to the complexity of public services	KS1	KS6
		KS5	
3	Analyse the interface between systems, people and groups to drive change and explore the tools and skills that can be used in leadership.	KS1	KS6
		KS5	KS5
4	Critically analyse how impact is measured across sectors	KS1	KS10
5	Critically evaluate the application of System Leadership in the current context of 21 st century 'wicked' issues and how the application of this approach can influence whole system change across institutional, organisational and professional boundaries	KS1	KS6
		KS5	KS6

Transferable skills and other attributes

Professionalism
 Time management
 Critical thinking
 Dealing with complex information and making judgements
 Persuasion
 Influencing
 Negotiating
 Strategic thinking
 Problem focused and solving
 Leadership skills
 Independent working

Derogations

None

Assessment:

Indicative Assessment Tasks:

A set of related blogs that explore focus on the measurement of success, how the applications of System Leadership can improve the way we work, change and measure the impact on citizens and businesses and or barriers and challenges and how these can be overcome across a range of settings

Presentation- evaluate an area of work/project that involves(d) collaboration across professional of sector boundaries. Describe and evaluate the impact that using System Leadership could have or did have or assess how you can use System Leadership moving forward.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration	Word count (or equivalent)
1	1-4	Presentation	50%	20 minutes	
2	5	Set of blogs x3	50%		3X 1000

Learning and Teaching Strategies:

Face to face classes and supplementary online materials, access to expert lecturers, interactive case studies and debates, access to self-study resources and networked and collaborative learning among students as part of a learning community.

Students will be provided with access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle including; digital lectures, online subject guides, learning and library resources, face-to-face lectures and/or workshops, and tutorials.

Syllabus outline:

System Leadership and Art of Change. Leadership approaches and tools, structure and techniques in System Leadership. Set out and examples of current and enduring complex social, economic, environmental, cultural, technological and political challenges and issues faced across society. Engage and evaluate the complexity of challenges across society and how System Leadership approach can tackle compare and contrast this to other approaches. Theory and empirical evidence of change making in the 21st century both within and across sectors and professions to tackle complex problems. Systems, people and groups and the interfaces and appropriate tools and skills such as adaptive leadership, public narrative, co-production and action learning underpinned by a whole system approach to enable and embed change. Legislation, social, environmental, economic, technological drivers. Measurements used to assess impact of change and critically analyse impact across sectors and the effectiveness of change to tackle key challenges that impact on citizens.

Indicative Bibliography:

Essential reading

Atkinson, J., Loftus, E. and Jarvis, J. (2015) *The Art of Change Making: The Leadership Centre*, (1st edn), London, The Leadership Centre

Cribb, J. (2016) *Surviving the twenty first century: Humanity's Ten Great Challenges and How We Can Overcome Them*, (1st edn), Switzerland, Springer.

Other indicative reading

Granovetter, M.S. (1983) The Strength of Weak Ties: A Network Theory revisited, *Sociological Theory*, vol. 1 (6), pp 201-233

Hiefetz, R., Linksky, M., and Grashow, A. (2009) *The Practice of Adaptive Leadership: Tools and Tactics for Changing your Organisation and the World: A Fieldbook for Practitioners*, (1st edn), Massachusetts, Harvard Business Review Press

Marshall Ganz (2010): *Leading Change: Leadership, Organizations and Social Movements*, (1st edn), Massachusetts, Harvard Business Press

