* Overview

Write 5–6-page analysis of Design Thinking Theory and a change management model.

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

* + Competency 3: Analyze models of innovation and change management to create a culture of innovation.
    - Analyze Design Thinking Theory for how it supports innovation and planning.
    - Analyze how a change management model aids a company's transition into becoming an innovator.
    - Analyze the phenomena of "resistance to change" by considering its most common reasons.
  + Competency 4: Communicate in a manner that is professional and consistent with expectations for members of the business professions.
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Context

In this assessment, you will begin to explore some models of innovation and change. While there are many possible models to study, you will focus on a select few. By now, you have come to realize that at its core, innovation requires fundamental change in one or more dimensions of a product or service, as well as in people's thinking. These fundamental changes cannot occur without the gathering of new information and the associating of that information in new ways. In the final two assessments in this course, you will consider Design Thinking and Adaptive Design (Bernstein & Linksey, 2016). In the words of Bernstein and Linskey: "Change is fun. Change is hard. Between those truths yawns a large gap that poses a challenge for would-be change makers. Yet by integrating two widely influential practices—design thinking and adaptive leadership—social innovators can manage transformative projects in a way that's both creatively confident and relentlessly realistic" (p.49).

In their research, Worley & Mohrman (2014) found that leaders and managers now describe their organizations in a constant state of change, uncertainty, complexity, and sometimes chaos. They argue that due to the rapid change required of organizations today, it is important for leaders to be prepared for the "new normal" (p. 214). To do so, Worley & Mohrman offer a new theory of change called the "Engage and Learn Model" (p. 217). This model offers leaders another way of developing an innovative culture in their organizations. The qualities that innovation leaders must build into their organization are the right people, the right processes, and the right philosophies. There a many other models of change management to consider as well. Some are:

* + Lewin's Change Management Model.
  + Kotter's Eight-Step Change Model.
  + Action Research for Change Management.

**References**

Bernstein, M., & Linsky, M. (2016). Leading change through adaptive design. *Stanford Social Innovation Review*, *14*(1), 48.

Worley, C. G., & Mohrman, S. A. (2014). Is change management obsolete? *Organizational Dynamics*, *43*(3), 214.

Questions to Consider

As you prepare to complete this assessment, you may want to think about other related issues to deepen your understanding or broaden your viewpoint. You are encouraged to consider the questions below and discuss them with a fellow learner, a work associate, an interested friend, or a member of your professional community. Note that these questions are for your own development and exploration and do not need to be completed or submitted as part of your assessment.

* + What insights do you have about your own experiences regarding change either in your current or past work environments? What did leaders do to effectively lead the change? What didn't go well? What would you have done?
  + What insights do you have about your own experiences regarding creativity either in your current or past work environments? Did leaders encourage or discourage creativity? What were the results?
  + As a potential innovative leader, how might you encourage "radical collaboration" and "curiosity" with the people you lead?

**Change Management**

The following resources provide information about change management.

* + Bernstein, M., & Linsky, M. (2016). [Leading change through adaptive design](http://search.proquest.com.library.capella.edu/docview/1737409954?accountid=27965). *Stanford Social Innovation Review*, *14*(1), 48.
  + Denison, D. R., Hoijberg, R., & Lane, N. (2012). [*Leading culture change in global organizations: Aligning culture and* *strategy*.](http://ebookcentral.proquest.com.library.capella.edu/lib/capella/detail.action?docID=861640) San Francisco, CA: Jossey-Bass.
    - Chapters 4 and 5.

**Design Thinking**

The following resources provide information about design thinking.

* + Stanford Online. (2015). [*Stanford webinar: Apply design thinking in your work*](https://www.youtube.com/watch?v=U499U4TcyY8) [Video] | [Transcript](http://media.capella.edu/CourseMedia/MBA6006/transcripts/ApplyDesignThinkingWork_ts.html). Retrieved from https://www.youtube.com/watch?v=U499U4TcyY8
  + StanfordOnline. (2016). [*Stanford webinar: Design thinking = Method, not magic*](https://www.youtube.com/watch?v=vSuK2C89yjA) [Video] | [Transcript](http://media.capella.edu/CourseMedia/MBA6006/transcripts/DesignThinking_MethodNotMagic_ts.html). Retrieved from https://www.youtube.com/watch?v=vSuK2C89yjA
* Assessment Instructions

*Note:* The assessments in this course build upon one another and should be completed in sequence.

**Course Scenario**

Your germ of an idea has begun to sprout, and you decide that you have what it takes to be a leader of innovation in your company (or one you can imagine working for). You know that change rarely comes quickly in large global organizations, but you believe beginning a discussion, introducing ideas, and showing examples are important first steps in transforming your organization and its culture into one that is more innovative. You need a plan to jump-start the process. A colleague has suggested that you consider the Design Thinking Process to develop your ideas of how to get your company focused on innovation. You may not know much about it, but you decide to consider it.

Ultimately, you want to successfully introduce and start a dialogue within your company regarding innovation; perhaps even inspire them to change! You recognize, however; that this is asking the company—its leadership, employees, and culture—to change the way they think; you had better be prepared. You decide to analyze a change management model to better understand how it might help you to introduce your ideas of change to the company—and get them to stick.

**Preparation**

Consult the assessment Resources and the Internet to research Design Thinking and change management theories.

**Directions**

**Part 1: Design Thinking**

Analyze the Design Thinking Process in the context of how it would help you to **innovate and create an effective plan** to introduce and promote innovative practices to your company.

* + Make sure you consider the first four steps in the process (empathize, define, ideate, and prototype) in your analysis.
  + Include a real-world example of how the process was successfully applied to a similar challenge.

**Part 2: Change Management Models**

* + Analyze how your chosen model could aid the transition or transformation of your company into one that is more innovation-focused. In your analysis, make sure to include:
    - How the change model handles the introduction of the message for change to the organization.
    - How the change model prepares targets for the change and gauges "readiness for change."
    - How the change model handles the integration of the change.
    - How the change model measures success.
  + Analyze the phenomena of "resistance to change." In your analysis, discuss three of the most common reasons for employees to resist change and how these issues are addressed by the change management model.

**Additional Requirements**

* + **Length:** 4–6 double spaced pages.
  + **Font:** 12 point, Times New Roman.
  + **References:** Minimum of 3 references using current APA style and formatting.