**Required written papers:**

1. Assessments (pre and post course)

2. Project Management Logical Framework (grid) and Journal Reflections Essay (3-5 pages)

3. Diversity and Inclusion Reflective Essay (5 pages)

4. SWOT Analysis (10 pages)

 5. Learning Essay including Debriefing Reflection (3-5 pages)

6. Dialogue Forum (weekly – 1 posting, 2 responses to peers)

PAPER WRITING Instructions

For your papers, start with an outline that addresses the major questions posed in the assignment. At the graduate level, your written assignments (papers) are to be presented in APA Style (Union Institute and University’s standard format). Be sure to check your work for grammar and spelling, as well as formatting (12 point, double space, Times New Roman) before submitting assignments to your professor. In general your papers should have the following:

1. Title Page: Title of the Assignment, Your Name, Date Submitted, Course Name, Professor Name, University Name

2. Introduction: State the purpose of your paper and what you intend to discuss.

3. Body of Paper: This is the major content of your assignment. Be sure to answer the questions assigned. Be clear, concise, and back up your statements with citations (APA).If you used an outline, use it to guide your headings for each section and subsection of the body of your paper. Typically, your headings will address the major questions posed in the assignment.

4. Conclusion and Recommendations: Summarize your paper by revisiting your purpose and discuss how you addressed in your paper. Then, make recommendations for next steps that you will take as a developing leader in your organization.

5. References: Anything you cite must be listed in your References (APA)

6. Appendices: If you have backup material for your readers to reference, it should be placed in an Appendix and referred to in the text of your paper.

WORK

**2 -** [**Reflections on Managing Talent**](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=77a425af-1e53-45dd-90f5-bdf4b094f8a3)

Read and view accompanying videos for Project Management Made Simple by Terry Schmidt (2009):

**READ:** Assigned Chapters above.

**VIEW:** Logical Framework, Terry Schmidt videos introducing the Logical Framework at: [http://www.youtube.com/watch?v=pEB7ATgS8Qo](http://www.youtube.com/watch?v=IX09_y4O1aI%20a) (23:03 mins)[http://www.youtube.com/watch?v=IX09\_y4O1aI a](http://www.youtube.com/watch?v=IX09_y4O1aI%20a) (12:38 mins)

**WRITE: Start keeping a Journal**to keep track of your thoughts during this term. By recording your thoughts, ideas, impressions, questions, and aspirations, you will have good material for the Dialogue Forum, as well as your assignments. Keeping journals is a great professional development tool you can use on the job, as well as personally for career goals. Journal throughout the next eight weeks and you will be able to see your developmental progress at the conclusion of the term.

2 - Strategic Project Management

This Course Benchmarking Assignment is a  20-minute Self-Assessment and Part 1 of a two-part process intended to help you understand Leadership and Management Competencies as they relate to the content of LDR 503: Managing Talent - Engaging a Diverse Distributed Team. It will help you measure your current levels of competencies and calibrate these competencies for development in this course. By identifying your current strengths and weaknesses, you can focus on opportunities for development.

The Post-course Self-Assessment in Week 8 is Part 2 of the process, which will show you how far you have come developmentally as a manager and leader.

**Strategic Project Management**

**Read** the article, In Strategic Workforce Planning, Questions More Important than Answers by Beth Mirza (SHRM, 2012) at:<https://blog.shrm.org/blog/in-strategic-workforce-planning-questions-more-important-than-answers>

**View:** Matt Levatich, President & COO, shares insight on Harley-Davidson Motor Company's Four Pillars

<http://www.youtube.com/watch?v=-ONI-UYlbb0>  (5:26 mins)

and

Communications – Crucial Conversations (Candace Bertotti)

<http://www.youtube.com/watch?v=71cJbV19vkg>(13:20 mins)

[Logical Framework - Grid and Reflections](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=c1eb9a60-cae9-4fe3-acf1-e4d0011e90c0) Open

*Homework due****Sunday, July 8 at 11:55 PM****(Included in final grade)*

**Strategic Project Management**

This is a **two-part** assignment.

Based upon your MindMap and reflections from your Journal, apply the process of Strategic Project Management to the talent management issue/challenge you described in the Dialogue Forum in Week 1. From your description and MindMap, you will develop a project to address talent management issues such as high turnover, low productivity, training, and succession planning.

**TEXT PORTION - Part 1 – 2.5 page**

In Part 1, use your journal reflections to write a 2.5 page paper describing the talent (people, team members and their contributions in terms of KSAs) you will need for your project. Be specific about the expertise you will need to design, develop, and implement your project. Be sure your paper has:

1. Title Page with your name,
2. Introduction with a statement of purpose and description of your project,
3. Main Section detailing who (stakeholders) needs to be part of your team and their expertise in terms of KSAs (knowledge, skills, and abilities), and
4. Conclusion specifying your next steps in engaging the talent you need for your project's success.

Be sure you focus on the talent (not just tasks) you will need to make your project work - what kinds of **knowledge, skills, and abilities (KSAs)** are required and why? Who needs to be on your team and what will their contribution be in terms of KSAs? How will you address the gaps if the expertise you need is not available? Be sure to identify the resources you need, especially in terms of skilled and talented people (Human Resources). Identify the talent the project requires. Explain how you plan to get those needs met.

**GRID PORTION (LogFrame) - Part 2 - 2 page**

In Part 2. you create a Logical Framework Grid for your project. This is your first opportunity to apply what you have read and viewed in Project Management Made Simple by Terry Schmidt (2009).  Through Schmidt's  Logical Framework you will experience the fundamental steps of project management (analysis, design, development, implementation, and evaluation) starting with analysis of your project - its purpose, goals, objectives, inputs, and expected outcomes. Through this assignment you will ask yourself and your team mates many of the basic questions you must know before proceeding with the next phases of project development. Be sure your grid includes the KSAs you need to make your project successful (from Part 1). See attachment for an example of a SPM LogFrame Grid.

You may want to look at the following example to help guide you through the process:

<http://www.managementpro.com/ideas/videos/>

**3 -** [**Describing Diversity**](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=e7bae946-08c7-4d7b-9b26-de8fe650359f)

SHRM Dr. Shirley Davis-Sheppard Keynote <http://www.youtube.com/watch?v=kTxPd9xCW9o>

Based on your viewing of the SHRM video:

1. How would you describe Diversity to a co-worker unfamiliar with it in your organization?
2. Give an example of an issue you have faced and how it was resolved.

Be sure your post invites others into the conversation by being substantial and initiating discussion. **1-PAGE**

[Managing a Diverse Workforce: Organizational Culture Beyond "How We Do Things Around Here." Part 1](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=c76851db-b529-4f80-819f-327a60905e5c)

**VIEW:** Dr. Shirley Davis Sheppard's Keynote Address to the Society for Human Resource Management at:

<http://www.youtube.com/watch?v=kTxPd9xCW9o>

**SUPPLEMENTAL READING:** Bloomberg BNA Article: Case for Diversity and Inclusion at:

<http://www.bna.com/qa-shrm-expert-b17179871972/>

As you read, make notes in your 503/504 Journal about the issues you encounter most frequently in your experience. Use your notes to participate in the Dialogue Forum this week.

**4 -** [**Managing a Diverse Workforce: Understanding Inclusion Part 2**](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=bdfb9b11-2f67-4943-8035-067487f8a172)

[Managing a Diverse Workforce: Understanding Inclusion Part 2](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=bdfb9b11-2f67-4943-8035-067487f8a172) Open

The Loudest Duck by Laura Liswood (2010). While you are reading, take notes in your Journal of ideas and concepts that resonate with you or experiences you have had in your organization. Use your notes to compose your posts for the Dialogue Forum.

[Reflective Essay: The Loudest Duck](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=658afaaa-3e4a-4841-8861-97d9271bc01e) **- 5 page**

**Write a 5-page essay (5 pages = content, not cover pages and references) that integrates your understanding through your reading of The Loudest Duck (Liswood, 2010). See the guidelines for writing your paper (below).**

**Introduction: Write a statement of purpose for your paper and introduce the major points you will address.**

**Main Body of Paper: Reflect on your reading of the book by answering these questions:**

* What are the core qualities of an inclusive leader? How would you model this in your organization?
* What challenges do organizational leaders face today in managing diversity? Be specific by giving examples in your organization if possible.
* How does a leader use power, position, and influence (information and networks) to create inclusive and collaborative environments?
* How can a leader work for the benefit of all of an organization’s stakeholders?

Be sure to include reflections on how your perspective has changed through your reading and discussions with your classmates and colleagues.

**Conclusions and Recommendations - What have you learned from your reading and this paper reflection? How will it change how you make decisions as an organizational leader?**

* How would you amend your Professional Code of Conduct (developed in LDR 502. Ethics) in light of what you have learned about Diversity and Inclusion in LDR 503?
* How does your professional ethics align or not with the vision, mission, values, operating principles, and ethics of your organization? Are there gaps? If so, explore what implications this has to you as an organizational leader in your workplace.
* What are the implications of diversity and inclusion in teams and organizations like yours?
* What are essential aspects of diversity that must be considered in decision making? How does your organization ensure that decision making is inclusive (includes relevant stakeholders)?

**IMPORTANT INSTRUCTIONS:** This is a formal term paper for this course. Be sure to include a cover page with the title of the assignment, course name, your name, and date. If you use material from references in your paper, be sure to cite them using APA format. Use 12-pt Times New Roman font and double-space. Be sure to include page numbers. Also, check your work for spelling and grammar before your submit it.

**Guidelines for Writing Papers at the Graduate Level**

**Success Tip:**Your papers are written communication of your thoughts and ideas. If you want your audience to understand your ideas and be persuaded to take action in support of them, you need to convey your thoughts in ways that make it easy for your audience to follow your train of thought. This means presenting your ideas in an organized way and developing a voice of an organizational leader (as opposed to an individual contributor).

For your papers, start with an outline that addresses the major questions posed in the assignment. At the graduate level, your written assignments (papers) are to be presented in APA Style (Union Institute and University’s standard format). Be sure to check your work for grammar and spelling, as well as formatting (12 point, double space, Times New Roman) before submitting assignments to your professor. In general your papers should have the following:

**Title Page: Title of the Assignment, Your Name, Date Submitted, Course Name, Professor Name, University Name**

**Body of the Paper:**

1. Introduction (Section 1): State the purpose of your paper and what you intend to discuss. Be clear, concise, specific, and direct.
2. Body of Paper (Sections 2 and 3): This is the major content of your assignment. Be sure to answer the questions assigned. Be clear, concise, and back up your statements with facts and citations (APA). If you used an outline, use it to form your headings for each section and subsection of the body of your paper. Typically, your headings will address the major questions posed in the assignment. Headings and subheadings help your readers follow your train of thought and changes in focus.
3. Conclusion and Recommendations (Section 4): Summarize your paper by revisiting your purpose and discuss how you addressed in your paper. Then, make recommendations for next steps that you will take as a developing leader in your organization.

***Supporting Documents:***

1. References: Anything you cite must be listed in your References (APA)
2. Appendices: If you have backup material for your readers to reference, it should be placed in an Appendix and referred to in the text of your paper.

**SWOT Analysis (10 pages) -Viewing your project through the lens of Managing Talent**

**The purpose of the SWOT Analysis is to integrate your learning through this course. We have explored Engaging a Workforce through multiple lenses: Project Management, Diversity and Inclusion, Distributed and Virtual Teams, Decision Making, and Innovation. Using your 503 Journal, you will review your project specifically examining the workforce issues (focusing on talent not tasks). Be sure to follow the details Instructions for this assignment.**

**If you have not read or viewed the information about SWOT Analysis, go to the Week 5 to find the links. Additional information is available in the Course Virtual Resource Library. Read and view the video prior to starting this assignment.**

**REQUIRED FORMAT:** **Write a 10-page paper with a Title Page, Introduction, the Sections listed below, and a Conclusion**. Be sure to use APA format, cite your references, 12 pt Times New Roman font, double-spaced, pagination, and References. **MAXIMUM LENGTH = 15 pages of content, not including title page and references.**

Prepare a **SWOT Analysis** of your project developed during your Strategic Project Management assignment in terms of engaging and motivating a diverse distributed team. You learned several strategies for Managing Talent - project management, recruitment, selection, identifying and developing KSAs, engagement, motivation, decision making, communication, collaboration, diversity, and inclusion. Use these ideas to work through your SWOT Analysis.

**A. INTRODUCTION:** Write an overview of your project (1-2 pages). Include a statement of purpose for this analysis.

**B. SECTIONS 1 - 8:** Each section should be at least one (1) page in length.

1)    **Organization/Team history, development, and growth.** Chart your organization or team’s history. Research the past strategy and structure to determine how its path resulted in its current status in its operating environment. Focus on critical incidents in its history - that is, the events that were pivotal (inflection points) and essential for its development into the organization it is today. Pay attention to events related to Human Resources, Labor, Talent, and Organization Development (e.g. organizational culture and change).

2)    **Organization/Team SWOT Analysis.** Once the historical profile is completed, you can begin the SWOT analysis. Use all the incidents you have charted to develop an account of the organization's/team's strengths and weaknesses as they have emerged historically. How has the its leadership managed its talent and its internal stakeholders (e.g. board, management, employees, and contractors)? Upon completion of your SWOT analysis you will have a list of internal strengths, weaknesses, opportunities, and threats focused on the organization’s dynamics – its microenvironment.

3)    **Evaluate the Organizational/Team Context.** Identify the organizational/team environmental opportunities and threats. You can enrich your understanding through online research about the organization's/team’s industry and market. Apply information you have learned about the organization's macro environment (e.g. community constituents, suppliers, distribution channels, customers, industry competitors, governments, etc.) to understand the environment the organization is confronting. What is changing? Explore missed opportunities in which lessons were learned or overlooked. How is talent managed and motivated in the organization's environment? Upon completion of this analysis, you will have an analysis of the company's environment and a list of opportunities and threats in the macroenvironment.

4)    **Evaluate the SWOT analysis.** Using your analysis of your organization's external opportunities and threats as well as its internal strengths and weaknesses, consider the meaning of your findings. Balance strengths and weaknesses against opportunities and threats. Is your organization leveraging diversity and inclusion to build a strong competitive position? Can it continue to pursue its current organization-level strategy effectively, productively, constructively and/or profitably with its current structure, culture, and policies? What strengths should be leveraged further? What can the organizational leadership do to mitigate its weaknesses and threats turning them into potential strengths and opportunities? Can its leaders develop new functional, business, or organizational strategies to accomplish this change?

5)    **Evaluate the organizational-level strategy relative to HR.** To analyze your organization's strategy, determine its mission, goals, objectives, and operating principles. Use company literature and official statements. Otherwise, you will have to infer them from available information or research your organization online. Using your SWOT analysis, debate the merits of the strategy. Does the strategy fit the environment in which the organization operates? Could changes in its strategy provide new opportunities or transform weaknesses into strengths? Does diversity and inclusion factor into these strategies?

6)    **Evaluate the operating unit-level strategy to Talent Management.** With your SWOT analysis and evaluation of the organizational-level strategy, identify your organization's operating unit-level (department or team) strategy. Is the organization’s strategy consistent in all its lines of activities or are there separate strategies? Are there silos that do not share strategies and/or information? Is there redundancy (duplication of functions that cause wasted effort and resources)? Give a full account of the activity-level strategy to show how it sustains its ability to successfully make decisions, adapt to change, and solve problems. How does diversity and inclusion factor into these strategies?

With your analysis, you have a picture of the way the organization is operating and can evaluate the potential of its strategy. Then, you will be able to make recommendations for its future actions. Before you can formulate your recommendation, consider the organization's strategy implementation - the way it achieves its strategic goals and objectives.

7)    **Analyze hierarchy - structure and control systems.** Identify the organization’s hierarchy through the structure and control systems used to implement its strategy and to evaluate whether its structure is suitable. Different organizational and operational/activity strategies require different structures. Assess the organization’s culture and vertical differentiation (i.e. appropriate number of levels in its hierarchy or decentralized control) or horizontal differentiation (using a functional structure when a product or service structure is more suitable)? Similarly, is the organization using integration or control systems to manage its operations effectively? What are the cultural norms related to hierarchy in the organization? How tightly bound are employees to following policies, procedures, and processes? Are employees and managers being appropriately recognized and rewarded? Are the right rewards in place for encouraging cooperation among divisions and collaboration between departments?

Tailor your analysis toward the organization’s most pressing needs and pertinent issues. Organizational conflict, power, and politics are important issues to examine carefully. Analyze the source of these problems and explore why they are occurring. Is it flawed strategy formulation or due to poor strategy implementation?

Organizational change is a contributing factor in some cases because companies attempt to shift their structures to solve strategic problems. You may suggest an action plan that your organization could implement to achieve its goals. Then, map a logical sequence of steps that leadership needs to follow to alter its structure and control systems from highly formal command and control hierarchy (e.g. patriarchal organizations) to project teams through initial task force initiatives. Two excellent cases for reference (highly recommended reading):

**References for Successful Transformation:**

Semler, R. (1993). Maverick: The Success Story Behind the World’s Most Unusual Workplace

**References for Failure to Change:**

Schein, E. (2004). DEC is Dead, Long Live DEC: Lessons on Innovation, Technology, and the Business Gene

8)    **Make recommendations.** Direct your recommendations at solving a strategic HR/Talent problem your organization is facing. Your recommendations should align with your analysis; that is, they should follow logically from the previous arguments and discussion. For example, your recommendations will generally focus on specific ways of changing functional, operational, and organizational strategy including reporting structure and control to improve organizational performance. In most (business) case analyses, recommendations may include changes in how the HR/OD budget is allocated to increase in spending on specific initiative to increase collaboration, inclusion and diversity; increase in the level of integration among divisions by using teams; make a structural change to implement a new strategy; or re-position the organization through shifting its mission. In this assignment, you are reviewing your project for ways to engage and optimize distributed talent through effective management of the o inclusion, and collaboration. Be sure your recommendations are consistent and written as an action plan. The plan may include a timetable coordinating and integrating actions with descriptions of changes needed at the multiple levels – organizational, operational, and functional, as strategy shifts.

Present your recommendations. Include discussion of your views about:

1. Leadership and organizational integrity.
2. Making decisions in a complex interdependent world and global environment (if applicable) - leveraging your organization/team's ability to be inclusive and innovative.
3. Developing professional, civic, economic and political perspectives and practices that benefit the common good.
4. How to overcome present day obstacles to developing organizations rooted in sustainability principles, as well as expanding organization’s dedication to social responsibility.

**C.) CONCLUSION**(1 page) **:** Reflect upon the your project and how you will use the lessons learned in your professional life or apply them in your organization.

**CHECK YOUR WORK BEFORE SUBMITTING YOUR FINAL PAPER (i.e. Use Spellcheck and Grammar Check).**

**5 - SWOT Analysis**

**READ:** This week read X-Teams (Ancona & Bresman, 2007), Parts I and II. Take notes in your Journal so you can fully participate in the Dialogue Forum this week. We are shifting focus toward building not only successful teams, but an engaged, innovative (smart) workforce.

**VIEW:** Debora Ancona's explanation of X-Teams at [http://www.youtube.com/watch?v=9UayZGDP6RA](http://www.youtube.com/watch?v=9UayZGDP6RA%20)

**6 - Managing a Distributed Workforce: Virtual Teams and X-Teams**

**Team Strategies**

[Managing a Distributed Workforce: X-Teams Part 2, Case Study Preparation](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=3c3b8ebd-3b0d-4b54-bac8-1553ccf7b6b2)

Your reading of X-Teams (Ancona & Bresman, 2007) shifts focus from Managing Diversity to Managing a Distributed Workforce. X-Teams discusses how to engage teams so they are productive, successful, and innovative. This week you will focus on reading, viewing videos, and reflecting on how these concepts relate to your 504 project. **1 - PAGE**

Based upon completing the reading of X-Teams (Ancona, 2007) and viewing the Smart Workforce video by Lord, outline three (3) essential strategies you will implement at work to manage and engage distributed talent and/or virtual teams in your organization. Develop three (3) essential strategies you can implement in your organization and explain how they will help you engage and manage distributed talent in this week’s postings and discussion. **1 - PAGE**

**READ:** This week we continue to read X-Teams (Ancona & Bresman, 2007), which focuses on managing distributed teams. Take notes in your Journal so you can fully participate in the Dialogue Forum this week. We are shifting focus toward building not only successful teams, but an engaged, innovative (smart) workforce.

**VIEW:** Be sure you have viewed Debora Ancona's explanation of X-Teams at [http://www.youtube.com/watch?v=9UayZGDP6RA](http://www.youtube.com/watch?v=9UayZGDP6RA%20)(1:22:26 hours)

**VIEW:** Catherine Lord, Senior Strategist at IBM about the Smart Workforce at <http://www.youtube.com/watch?v=XEgM6kOh-Z4>

7 - [Strategic Leadership - Decision Making](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=5c77e7dd-6d9a-4090-a743-fb736661094a)

**Decision Making**

[Decision Making in a Diverse, Distributed Workforce](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=9cf1bdc8-4aa7-4a42-9bdc-0eeca5ad2952)

**View:**Tips to Improve the Decision Making at <http://www.youtube.com/watch?v=z8DN2-SUSgs> (4:48 mins)

**View:**Concept Mapping as a Tool for Group Problem Solving by Eric Behrens at <http://www.youtube.com/watch?v=A625Yh6v6uQ>(5:26 mins)

**View:** Mind Mapping at <https://www.youtube.com/watch?v=tAUsZ9eiorY> (2:48 mins)

**Write:** In your Journal, draw a Mind Map or Concept Map of a decision made during your Capstone Project. Ideally, focus on a decision you made about Human Resources and Talent. Use this exercise to post your reflections in the Dialogue Forum.

[Learning Essay: Debriefing Reflection](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=dc28a3f7-fd66-4bf4-965e-9bd0714e89d9)

**Learning Essay – write a 4-page essay about what you have learned and how you will apply it in your professional life.**

**Course Reflection:**In your 503 Journal, review your goals, objectives, and expectations from Week 1. Integrate and summarize your journey through 503 focusing on the shifts in thinking you have made from the beginning to the end of the course. What has changed for you? What will you take away from these courses that you will use in the future? Where do you need more development?

**Learning Essay:** Debriefing Reflection (3-5 pages) - Summary assessment of the course. What went well for you? What didn't go well? What would you do differently? What could be improved? Use the Debriefing Process you downloaded from the Handouts section on the Main Page of the course site as a guide for writing your paper.

**Download:**Debriefing Format from the Handouts section of the Main Page of the Course Site or at <https://campusweb.myunion.edu/ICS/icsfs/Debriefing_Format.pdf?target=6fa7575e-3d70-41ec-aef9-6a049b8aab8a>

In a 3 to 5-page paper, reflect upon your experience of the course - your goals and expectations. Using the Debriefing Format (see download above), organize your thoughts about the following:

* How did the course shape your vision of inclusion, decision making and professional practice?
* How will you realistically lead with integrity and operate an organization in a manner that is inclusive and enhances all of its stakeholders?
* What instructional methods enabled you to learn and develop your own ideas?
* What personal and professional learning goals were met?
* How you will professionally utilize your insights?
* What went well for you in this course?
* What could you have done better?
* What would you do differently if you took this course again? What will you do differently in future courses?
* What could be improved?
* How will you apply it in your professional life and at work?

8 - Engaging Your Workforce – **1 PAGE**

**VIEW: One of two of the following webinars (your choice)**

***Option 1:*** BPI Group Webinar (2011, from BPI Group,, see: http://www.bpi-group.com/en/index.php/expertise/align-engage)

**"Re-engaging Your Workforce,"**at

[**http://www.youtube.com/watch?v=Umb149jHPYg**](http://www.youtube.com/watch?v=Umb149jHPYg)(1:01:29 hours)

**OR**

**Option 2:**IPMA USA Dialogue (2016, from IPMA, see: https://www.ipma-usa.org/)

**"Engaging Talent Management to Increase Project and Business Success"**

[**https://www.youtube.com/watch?v=-u0ug0zeJaA**](https://www.youtube.com/watch?v=-u0ug0zeJaA) (56:14 minutes)

Either one of these two webinars will be the basis for your posting and response for the Dialogic Forum for Week 8.

Based on your viewing of the webinar you chose (be sure to name it in your post), share your impressions about the strategies presented in the webinar that you think are most appropriate for your organization and how they may be implemented.

[Strategic Leadership: Engaging a Diverse Distributed Workforce](https://campusweb.myunion.edu/ICS/Academics/LDR/LDR__503/1718_S-LDR__503-21___O/Assignments_Directions__Posting_Links.jnz?portlet=Coursework&screen=StudentAssignmentDetailView&screenType=change&id=b98f59f5-e19d-4f53-874f-c5c1820f27a5)

**READ:** Debriefing Process in the Handouts section of the Main Page for the course. Use this for document as a guide for your LDR 504 Debriefing and your Learning Essay (5 pages).

**Course Reflection:**In your 503 Journal, review your goals, objectives, and expectations from Week 1. Integrate and summarize your journey through 503 focusing on the shifts in thinking you have made from the beginning to the end of the course. What has changed for you? What will you take away from these courses that you will use in the future? Where do you need more development?

This Post-course Self-Assessment is Part 2 of a two-part process which is intended to help you understand Leadership and Management Competencies as they relate to the content of LDR 503: Managing Talent - Engaging a Diverse Distributed Team. Part 1 was completed in the first week of the course. You will recognize parts of this assessment because you completed a Benchmarking Assignment in Week 1 of this course.

It will help you measure your current levels of competencies and calibrate these competencies for development in this course. By reviewing your current strengths and weaknesses, you can focus on opportunities for further development.  In Week 1, you took a Pre-course Self-Assessment as Part 1 of this tracking progress process. The Post-course Self-Assessment will show you how far you have come developmentally as a manager and leader.

Use the highlighter tool in the toolbar of Adobe Reader to mark your responses ([https://get.adobe.com/reader/)](https://get.adobe.com/reader/). Then, save the PDF with your name in the filename to save your responses.

REQUIRED MEDIA VIEWING:

 Week 1: Logical Framework, View Terry Schmidt videos introducing the Logical Framework at http://www.youtube.com/watch?v=pEB7ATgS8Qo (23:03 mins) and http://www.youtube.com/watch?v=IX09\_y4O1aI a (12:38 mins) Mind Mapping at http://www.youtube.com/watch?v=mRFn1U3jvCw (9:05 mins)

  Week 3: SHRM Dr. Shirley Davis-Sheppard Keynote http://www.youtube.com/watch?v=kTxPd9xCW9o (33:41 mins, watch first 24 mins)

 Week 5: Debora Ancona at http://www.youtube.com/watch?v=9UayZGDP6RA (1:22:26 hours)

  Week 6: Catherine Lord, Senior Strategist at IBM about the Smart Workforce at http://www.youtube.com/watch?v=XEgM6kOh-Z4 (56:20 mins.)

  Week 7: Tips to Improve the Decision Making at http://www.youtube.com/watch?v=z8DN2-SUSgs (4:48 mins), Eric Behrens, Concept Mapping as a Tool for Group Problem Solving at http://www.youtube.com/watch?v=A625Yh6v6uQ (5:26 mins.)

  Week 8: BPI group webinar – Re-Engaging Your Workforce at http://www.youtube.com/watch?v=Umb149jHPYg (1:01:29 hours)

**Numbers listed below must be minimum 300 words for each number listed below**

**1.**

**Reflections on Managing Talent**

**Reflections on Managing Talent**

Start this assignment by thinking about a talent management issue or challenge you have at work. For example, your organization has high turnover, productivity has declined, or senior employees are retiring faster than new staff can be hired and trained. This issue or challenge will become the focus of your assignments related to Strategic Project Management. Start visualizing this issue using MindMapping.

VIEW: https://www.youtube.com/watch?v=tAUsZ9eiorY

For more details VIEW: <https://www.youtube.com/watch?v=mRFn1U3jvCw>

After you have created a MindMap of the talent management issue, create your initial post for this Dialogue Forum by briefly re-introducing yourself to your classmates and discussing:

1. Your goals for the MSOL program now that you have completed two courses and at least two (2) lessons you learned in LDR 501 and 502.
	1. 1.Development of leaders
	2. Ethical practices throughout your business
2. The talent management challenge you face: How did the challenge develop and what has happened? What has the impact been? If attempts to resolve it have been taken, what were the outcomes?
3. Your MindMap and describe how this process helped you see the issue more clearly.
4. What you see as a possible solution?

**2.**

Based on your reading of Strategic Project Management Made Simple (Schmidt, 2009), describe your responses to two (2) of the questions in Chapters 5-8. Post your questions and respond to two (2) of your classmates' postings.

**3.**

SHRM Dr. Shirley Davis-Sheppard Keynote <http://www.youtube.com/watch?v=kTxPd9xCW9o>

Based on your viewing of the SHRM video:

1. How would you describe Diversity to a co-worker unfamiliar with it in your organization?
2. Give an example of an issue you have faced and how it was resolved.

**4.**

Based on your reading of The Loudest Duck (Liswood, 2010), post your impressions about the book. Did you have any shifts in thinking? What was compelling to you in the book? Did you gain insight into the issues around diversity and inclusion? How has your perspective changed and how will this impact you in the future?

**5.**

INSTRUCTIONS: Based on your reading of X-teams (Ancona & Bresman, 2007), describe the group dynamics of a team you have worked with personally or professionally. Answer the following questions (Tuckman, 1965; Tuckman & Jensen, 1977) in your posting and discussion (responses):

1. How did the team come together (e.g. assigned, volunteered) for the project (forming)?
2. How were decisions made? Were there disagreements? How were disagreement resolved?
3. How did the team achieve consensus (storming)?
4. What types a behavior were acceptable/unacceptable?
5. What were indicators that there was team cohesion (norming)?
6. How did they perform and achieve goals?
7. Did the team fail or succeed (performing)?
8. Using what you have learned in your reading, what would you have done differently (adjourning)?
9. Did the team include stakeholders in the decision making?
10. Did the team incorporate feedback or environmental scanning during the project?

Post your description of team dynamics using concepts from the X-team framework. Read postings and share constructive commentary with at least two (2) other postings.

References: Tuckman, B. W. (1965). Developmental sequence in small groups. Psychological Bulletin, 63, 384-399. doi:10.1037/h0022100Tuckman, B. W., & Jensen, M. C. (1977). Stages of small-group development revisited. Group and Organization Studies, 2, 419-427. Retrieved from ABI/Inform Global database. (Document ID: 656378061)

**6.**

**Team Strategies**

Based on your reading of X-Teams (Ancona & Bresman, 2007) and your experience, post three (3) strategies you will apply to teams you will work with in the future. Read two (2) other postings and constructively comment on the application of those strategies in the context they are presented.

NOTE: This is an optional Dialogue Forum. When you complete the assignment (one initial post and two constructive responses) you will receive extra credit once the assignment is closed and graded.

**7.**

**Decision Making**

Using a MindMap or a Concept Map, share your impression of the collaborative decision making process.

1. What did you find particularly useful?
2. Did it help you visualize decision making for your project?
3. How might you apply this technique to decision making in your teams or organization?
4. Was there anything you would change or improve?

**8.**

**Engaging Your Workforce**

Based on your viewing of the BPI webinar, Re-engaging your Workforce, [http://www.youtube.com/watch?v=Umb149jHPYg](http://www.youtube.com/watch?v=Umb149jHPYg%20),share your impressions about the strategies you think are most appropriate for your organization and how they may be implemented.