

Teaching with Generative AI Resource Hub

AI-Resilient Learning Experience Design Toolkit

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Course/Module/Session: **Organizational Leadership**

Date: **Spring 2024**

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1. Learners

Start your design process by thinking about your students and their context.

- What program are they enrolled in?
- Are there any prerequisites for this learning experience?
- What prior knowledge and skills do they have?
- What are their career goals?
- What's their prior experience with generative AI?
- What access to generative AI will they have during the learning experience?
- How might they use generative AI in their future professional roles?

Students are second-year MBAs from diverse personal and professional backgrounds enrolled in an elective on organizational leadership. Most intend to pursue senior management roles. Students have foundational business knowledge but limited formal leadership training.

A pre-course survey showed 70% of students use AI multiple times per week. However, this course will require students to complete all in-class activities without access to laptops or phones to focus on interpersonal dynamics. Students recognize AI may transform business

workflows but believe human judgment and relationships will remain vital in leadership roles.

2. Learning Outcomes

Now that you've thought about where your students are starting from, it's time to define the destination—the learning outcomes.

- By the time your students complete this learning experience...
 - What should they be able to **do**?
 - What should they **know** and **understand**?
 - What should their **opinions** be about these topics?
- Are there topics that you'd like to 1) retire or 2) promote given AI's capabilities?

Write your learning outcomes by completing this prompt: **By the time students finish the learning experience, they should be able to [ACTIVE VERB]...**

By the end of this course, students will be able to:

- Assess an organization's culture and leadership style's alignment to business objectives and external environment.
- Apply evidence-based strategies for leading teams through complex organizational change initiatives.
- Evaluate leadership styles' ethical implications and cultivate awareness of personal leadership values.
- Design an organizational vision and strategic leadership framework to achieve desired cultural transformation.

3. Assessments

Now it's time to decide what evidence students will produce to show that they've achieved the learning outcomes. Consider filling out the table below to plan your assessment:

- **Aligned Learning Outcome(s):** Copy/paste a learning outcome from *2. Learning Outcomes*. The assessment will measure whether your students have achieved that specific learning outcome.
- **Assessment Task(s):** Fill in this column by completing the prompt, “*Students will show that they've achieved the learning outcome(s) by...*”
- **AI Use:** Decide whether to require, allow, or ban AI use for the assessment.

Aligned Learning Outcome(s)	Assessment Task(s)	AI Use
<p>Apply evidence-based strategies for leading teams through complex organizational change initiatives.</p>	<p>In-class analysis of 2 organizational change scenarios (provided by professor), identifying where leaders succeeded and failed in guiding change. Outline evidence-based strategies leaders could have used at key turning points.</p>	<p>Allow AI for assembling research on change models and strategies, but ask students to draw their own conclusions on opportunities for improvement. Students will present analysis to professor and must be prepared to defend their ideas.</p>
<p>Evaluate leadership styles' ethical implications and cultivate awareness of personal leadership values.</p>	<p>Journal reflection analyzing ethical dilemmas faced by leaders in 2 additional case studies. Identify decisions that aligned with their stated values versus compromised them.</p>	<p>Do not allow AI. Students will complete this reflection in their leadership journals, writing by hand during the last 10 minutes of class without devices.</p>
<p>Design an organizational vision and strategic leadership framework to achieve desired cultural transformation</p>	<p>Develop a proposal for shifting an organization's culture to realign with new business priorities. Outline vision, strategic priorities, sample communications, and change management plans. Present the proposal to the class.</p>	<p>Allow AI for researching examples of leadership visions and change plans. However, ask students to formulate original vision and framework for provided business scenario. Students must be prepared to present their proposal to the class and defend their ideas.</p>
<p>Assess an organization's culture and leadership style's alignment to business objectives and external environment</p>	<p>In-class analysis of a case study depicting culture-strategy mismatch at a company. Students will map the culture using a provided framework, identify disconnects, and recommend leadership approaches to realign culture.</p>	<p>Do not allow AI. Students will analyze the case study and present recommendations during class session without access to devices. This focuses assessment on their ability to apply frameworks in real-time.</p>
<p>Evaluate leadership styles' ethical implications and cultivate awareness of personal leadership values</p>	<p>In-class self-assessment where students reflect on their core values, moments when they've compromised values, and commitments to align future leadership with ethical principles.</p>	<p>Do not allow AI given personal reflection. Students will complete self-assessment in their leadership journals, writing by hand during final 10</p>

		minutes of class without devices.

4. Activities

Now it's time to think about how you'll make the best possible use of in-person class time. We recommend "flipping" your class. In a flipped classroom, students build core knowledge on their own schedule. Then in-person class time goes to the kinds of learning experiences that benefit most from face-to-face interaction and faculty guidance. Consider filling out the table below to plan your activities.

- **Aligned Learning Outcome(s):** Copy/paste a learning outcome from 2. *Learning Outcomes*. The activity will help your students build towards achieving that specific learning outcome.
- **Prework:** Identify the pre-class activities and resources through which students will gain the foundational knowledge to participate in in-class activities. Consider allowing or encouraging AI-use for outside-of-class prework.
- **Activities:** Plan the in-class activities through which students will engage with the learning outcomes for that class session.
- **AI Use:** Decide whether to require, allow, or ban AI use for the prework and in-class activity.

Aligned Learning Outcome(s)	Prework	Activities	AI Use
Evaluate leadership styles' ethical implications and cultivate awareness of personal leadership values	Read articles and watch videos about ethical decision-making frameworks.	In small groups, analyze an organizational leadership case study, identifying ethical dilemmas. Evaluate decisions through ethical frameworks.	Allow AI for initially studying ethical frameworks. Prohibit devices during case analysis so students practice applying frameworks themselves.
Design an organizational vision and strategic leadership framework to achieve desired	Study sample leadership visions for organizational culture shifts. Review associated	Workshop where student teams review a business strategy pivot case and collaborate to draft a leadership vision and change	Allow AI when initially studying sample visions and plans. Encourage human ideation and judgment during

cultural transformation	communications and change plans.	management plans to align culture.	collaborative workshop.
Apply evidence-based strategies for leading teams through complex organizational change initiatives	Learn basics of Kotter's and ADKAR models for leading change.	Simulate guiding a real or fictional organization through major change initiative. Student groups role play transformer and transformed parties.	Allow AI when initially researching change models. Discourage AI during simulation so students focus on demonstrating interpersonal leadership skills.
Assess an organization's culture and leadership style's alignment to business objectives and external environment	Study techniques like Hofstede's Cultural Dimensions and Schein's layers for analyzing organizational culture.	Student pairs select a case study company to map its culture and evaluate alignment of espoused values, artifacts, behaviors with business strategy.	Allow AI for learning culture analysis techniques. Prohibit devices during in-class analysis so students practice applying frameworks.
Evaluate leadership styles' ethical implications and cultivate awareness of personal leadership values	Reflect on personal experiences of feeling pressured to compromise own values to fit organizational culture. Make notes on what contributed in situation.	Wisdom circle protocol where students take turns sharing formative experiences, what they learned about staying true to values.	Do not allow devices so students can focus completely on personal sharing.