Report #2
Coursework in
Organization Development Programs
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What do you need to know to be a successful practitioner in OD?

The 2009 NJOD members' survey identified an interest by OD practitioners in an OD Certificate program to better prepare practitioners to assume a strategic role in business development.

The survey findings revealed a need to assist current as well as entry-level OD practitioners to build specialized expertise without investing in an entire master's program. Thus, an OD Certificate program was described as a program for the experienced professional not looking for a full degree, but still seeking the rigor of a graduate academic program in their field. Flexibility, as well as real-world experience, are two of the criteria that most attract new students to participate in a program offered on-line, on-site and part-time evenings as well as alternative schedule formats. For some, course credits count toward a graduate degree requirement was of interest, should the application later choose to apply and are admitted to the full-degree program.

A sample OD Certificate program that best responded to the needs identified in the NJOD Survey would include courses current offered in several existing programs such as:

- ❖ 10 course offerings in the *Core Track*
- ❖ 6 course offerings as *Electives*
- ❖ 10 course offerings in the *Advanced Track*

SAMPLE COURSES in Two Tracks
To gain an understanding of the course work offered, a broadcast announcement was posted on Linkedin inviting OD professionals to identify one or two of the courses they experienced and found most beneficial. Twenty people responded: some stated they were Certified in OD, others completed academic Masters or PhD programs.

As a result, the courses identified compose a random sample of programs offered during the years 2005-2009. This list was prepared with the goal of providing the reader with some knowledge of the courses content and terminology used to describe the elements of study into the field of OD. Some of the courses identified were very similar although from different institutions and are no doubt taken directly from an on-line description. Where possible, general titles have been employed and descriptions have been combined without reference to curriculum or the offering institution.

There are nine entry-level courses and twelve advanced courses as well as possible electives listed here.

CORE Track: *Curriculum for OD Practitioners with 0-5 years of experience*

1. <u>**Introduction to Organizational Development**</u>

Organizational development (OD) focuses on aspects of organizational life, including culture, values, systems, and behavior. The goal of OD is to increase organizational effectiveness through planned interventions in the organization's processes or operations. Many human resource and management skills, including team building, coaching, training, and management and leadership development, grow from, or are influenced by OD. This overview introduces managers and HR professionals to the theories and concepts of OD, helps them develop an OD vocabulary, and builds the skills and tools necessary to apply OD solutions in their organizations

2. <u>**Organizational Analysis & Design**</u>

The design of an organization can dictate everything, from paper workflow to ultimate success on the bottom line. In this advanced workshop we present the dynamics, processes, and challenges inherent in analyzing and then designing or redesigning an organization for optimal performance. Explore a comprehensive process for guiding an organizational design effort from problem definition and analysis, to design recommendations, to implementation of the new design into the workplace.

3. <u>**Delivering Dynamic Leadership Training**</u>

Leading learning programs for managers and leaders who have limited time and high expectations is an important role of the OD professional. In this experiential workshop participants will identify best practices, effective tools, and innovative facilitation approaches to master the skills necessary to the successful delivery of management and leadership development programs.

4. <u>**Professional OD Practitioner Skills**</u>

Today's business challenges call for organizations to design and implement the structures, processes, and systems that will allow people to flourish and spur change and growth in order to keep up with the competitive marketplace. In this workshop, receive an introduction to the discipline of organizational development, a simple yet effective lens to help you properly view organizational change, a core OD process to diagnose issues and build momentum for change, and simple tools to help drive OD initiatives.

5. <u>**Consulting Skills**</u>

OD practitioners as well as Training and HR staff are increasingly being called upon to act and serve as internal consultants within their organizations. In this participative, foundational workshop, learn about the different roles that internal consultants perform as well as the fundamental process at the heart of the art and practice of consulting. Receive our "action research" framework to structure our internal consulting engagements, as well as a series of tools that you can use at critical phases of your engagement.

6. **Management Strategy and Communication**

Managers in the current business climate cannot function effectively without the ability to analyze current business conditions and trends, set and follow a strategy, and communicate that strategy to all involved. This course is designed to help managers, as well as HR and OD professionals, understand the critical skills of strategy in business communications. Presenting to executives, targeting communications to audiences, creating communication plans, and speaking to diverse groups are among the topics covered.

7. **Diagnosis, Assessment and Evaluation**

Explore the value of diagnostic techniques and assessment tools for enhancing organizational effectiveness. Experience the diagnostic cycle with real business cases and build skills using force field analysis, focus groups, Myers-Briggs Type Indicator, and the Thomas Kilmann Conflict Management Tool. Ask important questions that people in the training field must face, especially in light of budget cuts. Examine how evaluation and training can shape behavior and change attitudes.

8. **Organizational Change Management**

Managers are increasingly required to respond to, and plan for, rapid and unexpected business fluctuations to achieve enhanced corporate effectiveness. This course provides managers, human resource professionals, project managers, and change agents with strategies and methods for effectively defining, managing, and leading complex change initiatives within organizations. Students engage in discussions, group projects, case methods, and experiential exercises designed to enhance their understanding of the implications of change on organizations. Learn effective techniques and systems that facilitate change, and explore the dynamic role of today's change manager.

9. **Coaching Business Leaders**

Examine current thinking on how to best coach senior executives. Learn techniques specifically designed to help consultants and coaches develop a working rapport with the senior leadership ranks of an organization. Explore how to leverage your professional background to serve the partnership, and become aware of how your background may impose limits to your own coaching methods. Learn how to gather feedback about performance results and how to provide it. Help executives set and achieve their individual and team goals.

Electives:
1. Developing a Mentoring System
2. Decision Making: Strategies for Making the Right Call
3. Innovation and creativity to build commitment
4. Social Network Analysis in Learning and Organizational Change
5. Change Leadership: How Leaders Drive Organizational Change

ADVANCED Track- *Suggested curriculum for OD Practitioners with more than 5 years' experience*

1. **The OD Lab for Advanced Practitioners**
In this unique learning environment practitioners experience techniques, tools, and approaches targeted at solving critical OD issues. Become familiar with how to select and implement the most effective Organizational Culture Survey and assessment tools and understand how to use it as an OD tool. Participants are challenged to analyze the effectiveness of their own approaches to these critical OD issues through focused business scenarios. Then participants are taken through the stages of a large complex OD intervention to apply tools in a realistic and integrated way. Learning teams act as the frame for working closely with advanced practitioners from other organizations. Additionally, each person will receive consultative advice on how to approach real-life OD initiatives they are facing from the session facilitator - an experienced OD consultant.

2. **Advanced Consulting: Confidence and Power in Your Approach** -
Influence and credibility as a business partner are essential for the experienced consultant striving to make a strategic organizational impact. In this advanced workshop, based on the work of Geoff Bellman, revisit the core competencies that create this broader impact and how you bring them to the forefront at the right time to forge even more powerful client partnerships. Reflect on the impact of your current approaches, step back to see your work from a fresh perspective, and explore alternatives for action. Also, work with other participants to learn high-impact methods and tools for helping to create organizations which can perform now and in the future. This highly-interactive workshop is facilitated by a select faculty of senior consultants.

3. **Group Process Consultation: A Practical Diagnostic and Intervention Approach** fills the training gap and covers learning as well as strategic models relevant to group process consultation. Become familiar with an integrated model of group process consultation, depth of intervention, life cycle, evolution of groups, and phases of work group activities.

4. **Leadership-Level Facilitation II: Facilitating Greater Focus during Meetings** - Among the most challenging training situations is leading learning programs for managers and leaders who have limited time and high expectations. Being at your best in the moment and giving yourself every potential advantage before stepping into the room are critical to your success. In this experiential three-day workshop, receive best practices, effective tools, and innovative facilitation approaches to master the skills necessary to the successful delivery of management and leadership development programs.

5. **Intervention Strategies and Toolkit** Apply real-life work experience to assess, select, design, and plan interventions; practice skills in establishing credibility, making intervention choices at every phase of the action research cycle, designing strategic interventions, and using system dynamics such as power, authority and influence

6. **Bottom-Line OD: Improving Return on Investment** - Nearly every OD and HR practitioner recognizes its importance. The challenge for most practitioners has been how to integrate ROI into their change process. This two-day immersion program certifies OD and HR professionals in the leading-edge concepts of ROI as an essential element of the change process. Participate in this intensive program and become one of the first to utilize a bold new approach that fully integrates ROI and change. Learn how to boil down ROI evaluation to reveal its essence and how to employ state-of-the-art quantitative and qualitative tools and techniques to leverage that essence. End this program ready to author a complete and compelling ROI story.

7. **Designing and Implementing Leadership Development Systems** -
When it comes to developing the leaders within your organization, the stakes are high - and the potential payoff is enormous. Through our practical, hands-on approach, learn how to design and implement competency-based management/leadership development programs and systems, succession planning systems, and accelerated or "fast track" development programs for your high potentials - and the key elements needed to execute action plans for each.

8. **Designing and Implementing Succession Management Systems** -
Understanding the depth of your global talent pool is critical in today's business environment. Organizations around the world are "raising the bar" with regards to knowing who their current and future leaders are, and the capabilities they possess. Much more rigor is being exerted to examine future leadership requirements, assess current capabilities, and determine the steps necessary to close identified gaps. Through our practical hands-on approach, learn about critical decision points and conditions for implementing an effective succession management system.

9. **Systems Thinking**
The best leaders see the whole picture and make connections between and among seemingly disparate events and processes. In this highly interactive workshop, learn how to become a systems thinker yourself so that you, too, can resolve complex, systematic businesses dilemmas in a practical manner. Receive a variety of techniques, approaches, and tools and engage in a simulation that ensures that you have fully mastered the principles of tae systems thinking.

10. **Strategic Thinking**
Strategic thinking is no longer a once-a-year task performed as part of the annual strategic planning process. Instead, it represents the very essence of every leader's daily work-and the essential lens through which leaders at all levels evaluate and prioritize the daily work of the organization. The key lies not just in individual skills, but also in the ability to engage others in an ongoing strategy process. In this workshop, acquire the perspective, framework, and tools necessary to engage others in strategic decision making and lead the broader strategic conversations required to outperform competitors and shape the long-term health of your team or enterprise.

11. <u>Global Organization Culture and Change</u>

Shape culture fit to support strategy. Learn to leverage culture to drive your strategy and achieve new levels of performance. With deep research into culture fit to strategy, an array of innovative diagnostic approaches and a team of organizational culture change experts, we can help your organization leverage its unique culture for future success. Learn to see organizational culture as the critical foundation which shapes the way that the work of the organization gets work done by establishing goals, plans, measures, and rewards, and the infra-structure of systems, process and statures gets utilized. Aligning organizational culture with strategy is a powerful means for gaining competitive advantage and industry or sector leadership. Organizations that seek leadership and sustainability make the choice for culture by design, not default. Turbulent times require new kinds of conversations with groups of leaders and employees to set a path for shaping culture for future needs.

12. **<u>Leading Across Organizational and Global Boundaries</u>**

 Leading is no longer just about your own direct reports: it is negotiating, influencing and inspiring cross-functional teams and global departments. In today's more fluid organization, leaders must reconcile competing functional priorities and objectives, align efforts with a variety of organizational subcultures, and often work across different sites and time zones. In other words, leaders must traverse and reach across corporate boundaries-statures, functional, geographic, cultural, and otherwise. And they must do so despite complexity, ambiguity, and lack of formal authority. In this workshop, receive practical tools and techniques that will help you master the art and practice of influencing across traditional dividing lines. Apply your learning throughout as you develop the strategy, define the tactics, and identify the actions needed to advance one of your high-priority, cross-boundary initiatives.