Organizational Development

Intended Audience	Mid-Level	**Delivery Options**	• In-Person • Live Online
HR Competencies	• Leadership & Navigation • Consultation • HR Expertise (HR Knowledge)	**Recertification***	SHRM: 15 PDCs

Who Should Attend?
This program is ideal for individuals who are directly/indirectly involved in organizational development initiatives at their workplaces or who work for organizations that are in constant change.

Program Overview
Get ready to expand your understanding of organizational development (OD) concepts and increase your professional value. In this enlightening and interactive program, which draws from real-life workplace scenarios, you will learn a systems approach and evidence-based data strategies to address performance gaps and initiate sustainable, meaningful organizational change; acquire new knowledge on OD theory, models and frameworks that can be applied to organizations of all sizes in all sectors; and compare and contrast OD and change management strategies, examine common use cases for OD, and evaluate the role of OD in achieving overall business objectives. Using a seven-phase action research framework, you will begin developing your organization's OD strategy by aligning the workforce to meet critical business needs.

Program Objectives
This program is designed to provide you with the knowledge and skills necessary to:

- Assess current performance needs and design a strategy for using OD processes within your organization.
- Explore foundational OD theory and values while evaluating types of initiatives that OD practices address.
- Apply the tools and insights needed to diagnose issues, gather data and take action when considering OD interventions.
- Communicate about OD initiatives and impacts with organizational stakeholders to strengthen long-term sustainability.

Program Modules
This program includes the following modules:
- Module 1: Introduction
  - Welcome
  - SHRM Competency Model

- o Learning objectives
- o Agenda
- Module 2: What Is OD?
  - o What makes OD different?
  - o Where does OD help?
  - o The OD process
  - o Discussion: OD today
  - o OD in practice
  - o OD skills assessment
- Module 3: Organizations as Systems
  - o The systems thinking approach
  - o Role of OD in an organization
  - o The business case for OD
  - o Aligning strategy formulation to business goals
  - o The McKinsey 7S Model
  - o Using McKinsey 7S
  - o Case study
- Module 4: Framing Organizations
  - o The four-frame model
  - o Reframing change
  - o Reframing leadership
  - o Understanding the culture of an organization
  - o Talking culture transformation
  - o Case study
  - o Trending uses for OD
  - o HR's role in team development
  - o Team performance model: Creating stages
  - o Team performance model: Sustaining changes
- Module 5: Action Research and Change Management
  - o Relationship between change management and OD
  - o Change management and OD commonalities
  - o Change management in organizations
  - o The action research model
  - o Value of action research
  - o Drivers of change
  - o Entry
  - o Contracting
  - o Managing change
  - o Change scenario
  - o Case study
- Module 6: Assessing Organizations Through Analysis
  - o Forecasting the future of OD
  - o Implications for OD practitioners
  - o Impact

- Organizational analysis
- How to SOAR
- Individual organizational plan (part 1)
- Module 7: Data Gathering and Data Feedback
    - Data collection
    - Data-gathering methods
    - Key considerations for data gathering
    - Feeding data back
    - The meeting canoe
    - Meeting agenda
- Module 8: Action Planning and Intervention Design
    - Components of change action plans
    - Assessing change complexity
    - Change commitment curve
    - Managing change resistance
    - Role play
    - Implementation
    - Types of interventions
    - Individual organizational plan (part 2)
- Module 9: Evaluating and Sustaining Change
    - Evaluation
    - Adoption
    - Separation
    - Challenges through transition
    - Organizational learning
    - Skills re-evaluation
- Module 10: Conclusion
    - Program objectives
    - The SHRM HR Knowledge Center
    - Program follow-up