

# Organizational Development

<b>Intended Audience</b>	Mid-Level	<b>Delivery Options</b>	<ul style="list-style-type: none"> <li>• 2-Day In-Person (Onsite or Seminar)</li> <li>• 4-Week Virtual</li> </ul>
<b>HR Competencies</b>	<ul style="list-style-type: none"> <li>• Leadership &amp; Navigation</li> <li>• Consultation</li> <li>• HR Expertise (HR Knowledge)</li> </ul>	<b>Recertification*</b>	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

\*Visit <https://www.shrm.org/credentials/certification/recertification> for the most up-to-date recertification credit details.

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