

Organization Development Foundations

Diagnosing Issues and Challenges in Your Organization,
and Designing and Implementing Appropriate Interventions
and Solutions

Toronto: April 17-20, 2012

Edmonton: November 20-23, 2012



Register at: irc.queensu.ca or call toll-free: 1-888-858-7838



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

Organization Development (OD) Foundations provides the theories, insights, and lessons you need to learn to align your organization's leadership, structure, relationships, learning, and people systems with its strategic goals. This foundational program gives solid grounding in an area of growing importance. *OD Foundations* is based on the IRC's pioneering Blueprint for Organizational Effectiveness, a diagnostic tool to help you look at the architecture of an organization, then answer the central question of an organizational development professional: Does our architecture facilitate people working together toward strategic goals or are there barriers that block effective synergy?

Learning Outcomes

By the end of the week, you will be better positioned to:

- Diagnose your organization's effectiveness using the Queen's IRC blueprint
- Define your role as an organization development professional
- Design and implement appropriate interventions
- Use the principles of organization development practice: systems thinking, action research, client focus, and involvement
- Create a personal plan for your own development

Organizational Benefits

- People management systems aligned to the organization's north star
- Ability to move toward culture-level change with lasting effect
- Shared ownership of complex challenges
- Better understanding of bottlenecks blocking greater effectiveness

Essentials

Date and Location

Four Days

Toronto: April 17-20, 2012

Edmonton: November 20-23, 2012

Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

\$4,395

Who Benefits

Human resources and organizational development practitioners, team leaders, external and internal consultants, planners, and implementers of change who want to learn a leading-edge methodology for understanding and achieving optimal organization development

Takeaways

- Participant Case Study Workbook
- Blueprint for Organizational Effectiveness
- Organizational Effectiveness Gap Analysis
- Kolb Learning Style Inventory



Tour of the

a) Setting the Stage

What are your roles as a practitioner of organization development (OD)?

What exactly is OD? While there is no comprehensive, widely accepted definition of OD, we will use analogies to create a working definition that will guide you as an OD practitioner back in your organization.

The focus will be on classic OD principles: collaboration; the group as the unit of change; action learning; and whole systems perspective.

b) Understanding Where OD Came From

To know where we are going it helps to know where we have been. This section provides the historical perspective you need to ground future practice.

You will examine:

- Major theorists who influenced the evolution of OD from scientific management to systems theory, with a view to understanding contemporary practices such as large-scale interventions
- How OD theory and practice have shaped our perspectives of the effective workplace
- How environmental factors influence our definition of the ideal organization

c) Defining the Well-Designed Workplace

Organization development means creating an enabling workplace where people can work effectively toward strategic goals. What defines functional, high-performance workplaces? The answer lies in the Queen's IRC OD diagnostic model, the Blueprint for Organizational Effectiveness. Explore challenges your organization is experiencing for each area of the Blueprint by using the Gap Analyser.

d) Exploring the Action Research Model

Go deep into the action research consulting process, in which practitioners partner with their clients to collect and analyze data and create interventions to accomplish the client's goals.

You will learn:

- How data are collected through interviews, focus groups, surveys, observations, review of historical material, and other methods
- How data are analyzed and presented to the client group so that a shared diagnosis and interventions can be developed

e) Viewing the Organization From a Systems Perspective

OD is a change process that looks at the overall dynamics of people systems, and how changes in one area affect the other parts. You will work through a series of thought-provoking, experiential activities designed to highlight the importance of systems thinking.

You will learn:

- Tools for mapping systems
- Barriers that block innovation and create misalignments

f) The OD Blueprint and OD Consulting Process

This is your chance to start working with the theory and skills you have been learning. Using the OD Blueprint as the diagnostic template and the action research consulting model, you will work through a case scenario.

Your small group will:

- Diagnose the problem or challenge
- Assess relevant data
- Define the change agenda

Program

- Discuss possible interventions
- Share the valuable information generated with the entire group

g) Self as Instrument

Taking stock of all that you have learned this week and the challenges that await you on the return to work, how prepared are you for the various roles that you will play as an OD practitioner?

In this closing module, we will ask you to turn the lens on yourself and answer the following questions:

- What talents do I bring to my role as an OD practitioner?
- What drivers—values, goals, needs, wants— motivate me to do my best work?
- What deep knowledge do I possess based on life experiences and observations?
- What must I do to continue my personal development?



Interactive Learning

A number of exercises give attendees an opportunity to explore societal and organizational trends over time.



Facilitators and Speakers

Brenda Barker Scott

Brenda is a facilitator and consultant with Queen's University IRC and the designer of many of the professional development programs offered in the Queen's Organization Development Certificate Series.

As an educator, Brenda has taught change management in the Queen's Professional Master of Public Administration program and supervised students pursuing their Master of Industrial Relations. As an organization development consultant, Brenda led an ambitious system-wide organization design effort with Algonquin and Lakeshore Catholic District School Board. And as a facilitator and consultant, Brenda has worked with practitioners across the country and internationally. Her clients include Pfizer Canada, LCBO, Cognos, Ontario Ministry of Finance, Alberta Ministry of Environment, AGF, Barbados Light and Power Co. Ltd, Ciba Specialty Chemicals, and Suncor Canada.

Brenda is co-author, with Carol Beatty, of *Building Smart Teams: A Roadmap to High Performance* (Sage Publications 2004).

Diane Locke

Diane is a senior partner at Ellis Locke & Associates, a Toronto-based human resource management consultancy. She has more than 20 years experience in the areas of executive assessment, leadership development and talent management, including both internal and external consulting roles.

Prior to becoming a consultant, Diane created and led the Leadership Effectiveness Department at American Express, where she was responsible for organizational effectiveness, leadership development, management coaching, employee engagement, and internal communication. In addition, she has worked as a professional development specialist at Scotiabank and as a senior associate in one of the premier human resource consulting firms in North America.

Diane obtained her Masters Degree in Psychology from the Adler School of Professional Psychology and holds an Honours Bachelor of Business Administration Degree from Wilfrid Laurier University.

Françoise Morissette

Françoise has been a facilitator at Queen's University IRC since 1994, and was made a fellow in 2006. She has played a key role in developing a number of organization development programs for practitioners.

Françoise's consulting practice takes her across Canada and internationally. Her main area of expertise is leadership development; through a variety of interventions, Françoise helps leaders and organizations enhance their leadership capacity. With colleague Amal Henein, she co-authored *Made in Canada Leadership* (John Wiley and Sons, 2007), the product of a large research project on best practices on leadership development.

In 2008, Françoise was made a fellow of the prestigious Wallace McCain Institute for business leadership, based in New Brunswick. She holds an undergraduate degree in human sciences from the University of Ottawa and a graduate degree in adult education from l'Université de Montréal. She is also certified as a professional coach by the International Coach Federation.

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration Kiosk

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- **Toronto:** April 17-20, 2012: \$4,395
- **Edmonton:** November 20-23, 2012: \$4,395

We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

Telephone: Reserve by calling toll-free: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

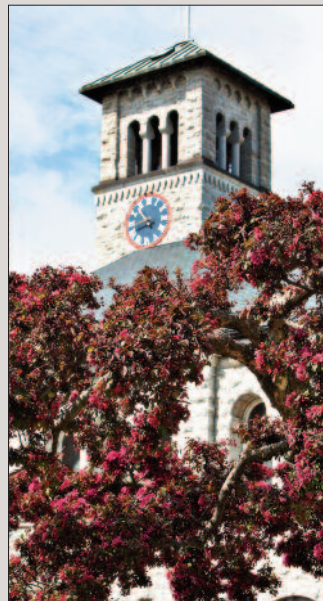
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.



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