Organization Development Foundations

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

irc.queensu.ca
Queen's IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.
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?

Transforming Knowledge into Action

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

4 Days

Date & Location
Oct. 24-27, 2017: Toronto
Jun. 5-8, 2018: Toronto
Nov. 6-9, 2018: Toronto

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

Fee: $4,550

Who Should Attend
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

Takeaway Tools

- Participant Case Study Workbook
- Blueprint for Organizational Effectiveness
- Organizational Effectiveness Gap Analysis
Learn. Design.

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
Implement.

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

9) 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?

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions

Interactive Learning

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

**Brenda Barker Scott (Lead Facilitator)**

Brenda is a groundbreaker with a passion for creating workplaces that inspire, connect and grow people. Over her twenty-year career in teaching and consulting, Brenda has led ambitious renewal efforts aimed at enhancing innovation and collaboration with provincial governments and agencies, school boards, not-for-profits and private firms.

When working with leadership teams, she combines strong theoretical knowledge with practical methodologies to ensure that the right people are engaged in the right conversations to design robust and workable strategies.

Brenda is co-author of *Building Smart Teams: A Roadmap to High Performance* (Sage 2004), and is currently undertaking field research exploring the design features of collaborative and high performance in organizations. A graduate of the Queen’s Masters of Industrial Relations, Brenda is also a PhD Candidate with Fielding Graduate University.

Brenda is an instructor on a number of Queen’s IRC programs including *Designing Collaborative Workplaces*, *Organizational Design* and *Organization Development Foundations*.

**Françoise Morissette**

Françoise has been a facilitator at Queen’s IRC since 1994, and was made a Fellow in 2006. She played a key role in developing and implementing the Queen’s IRC’s Organizational Development curriculum, and teaches on the *OD Foundations* and *Coaching Skills* programs.

As a consultant, Françoise is a major contributor to the field of Organizational Development, with a focus on leadership and systems transformation. Using a wide range of interventions, she helps individuals, organizations and communities enhance their leadership capacity and boost their ability to perform. She regularly presents at major conferences in both official languages, in Canada and abroad.

In 2008, Françoise was made a Fellow of the Wallace McCain Institute at the University of New Brunswick, an organization designed to enhance the leadership capacity of New Brunswick’s most promising entrepreneurs. Since 2009, Françoise has also been involved with the Alberta School of Business’ Executive Education, with a focus on leadership development for government, health care and industry executives. She is often invited as a guest faculty. In recent years, she has collaborated with Université de Sherbrooke, Laurentian University, and York University.

With HR expert Amal Henein, CHRP, Françoise wrote *Made in Canada Leadership*, the product of a large research focusing on leadership excellence and development from coast to coast. It has become a Canadian landmark since its publication in 2007. In 2015, Françoise co-authored a major case study on how Alberta is eradicating homelessness through a provincial system transformation strategy. The case was published by the Institute of Public Administration of Canada (IPAC).

*The roster of speakers may change. We will do our best to keep you informed of program changes.*
We offer four easy ways to register:

**Web:** Complete the online form at: [irc.queensu.ca](http://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 60 days prior to 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.

## Cancellation Policy

Substitutions are permitted with no penalty **8 days or more from the program start date.**

Substitutions **7 days or less before the program start date will be subject to a $500 charge.**

Transfers and cancellations are permitted with no penalty **up to 15 days prior to the program start date.**

Transfers and cancellations **14 days or less from the program start date will be subject to a 100% charge of the program fee.**

## Location and Accommodation

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.