Organization Development Foundations

Diagnosing Issues and Challenges in Your Organization, and Designing and Implementing Appropriate Interventions and Solutions
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

■ 80 years of evidence-based training
■ Custom solutions delivered across Canada
■ Coaching from industry leaders with real-world experience
■ Practical simulations and tools that apply to your work environment
High performing organizations have the health and capacity to successfully deliver their mandate, surpass their customers’ expectations, and innovate to adapt to our rapidly changing world. In such organizations, people are unified around purpose, aligned around work that matters, inspired and empowered by their leaders. As a result, they collaborate across the organization to achieve system-wide outcomes that will ensure sustainability.

Underpinning people’s efforts is a holistic and cohesive system of goals, resources, capabilities, structures, relationships, processes, and leadership. Underneath the buzz of activity, system and culture combine to form a platform focusing people on the right work, supporting them to excel and renew, and infusing efforts with a shared performance spirit.

OD is the art and science of transforming systems and culture so organizations can remain fit for purpose and responsive to contemporary challenges and opportunities.

Transforming systems can occur at every level: team, unit, division, or organization. System transformation is not easy, and only takes place when people are aligned to purpose and strategy, and mobilized for the change. It requires inspiring leaders to drive the effort, purposeful interaction between people and teams to tap into aspirational goals, and systems tools to stretch people to think holistically.

It also requires thoughtful facilitation to foster understanding of context and challenges ahead, frame aims and aspirations, tap into know-how and ingenuity, and design and implement robust and sustainable strategies.

This program is designed to enable you to fulfill the OD facilitator role, partnering with leaders, and guiding transformational change.

### Learning Outcomes

Learn how to:

- Use systems tools, like the IRC’s Blueprint for Organizational Effectiveness and the 4D Process to assess systems coherence and health
- Diagnose organizational challenges using the Queen’s IRC Blueprint
- Engage stakeholders in the 4-D action learning process to tap into collective knowledge and know how, in order to gain a full understanding of the challenge at hand, and design workable solutions that people are energized to implement because they were involved from the start
- Put in practice OD principles: systems thinking, action learning, client partnering, and stakeholder engagement to foster holistic and creative thinking, widespread collaboration, and the iterative development of robust and sustainable strategies
- Apply OD theories and practices to one of your organizational challenges, and create a plan for moving forward

### 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

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<th>4 Days / 4 Credits</th>
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<tr>
<td><strong>Date &amp; Location</strong></td>
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<tr>
<td>Apr. 30-May 3, 2019: <strong>Toronto</strong></td>
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<td>Sep. 24-27, 2019: <strong>Toronto</strong></td>
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<td>Mar. 24-27, 2020: <strong>Toronto</strong></td>
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<td><strong>Fee:</strong> $4,595</td>
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<th><strong>Who Should Attend</strong></th>
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<td>HR and OD practitioners, team leaders, consultants, planners, and implementers of change who want to learn a methodology for understanding and achieving optimal organizational development</td>
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### Takeaway Tools

- Participant Case Study Workbook
- Blueprint for Organizational Effectiveness
- Organizational Effectiveness Gap Analysis

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

Call toll-free: 1-888-858-7838
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

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?

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.

https://irc.queensu.ca/facilitators/brenda-barker-scott

**Françoise Morissette (Lead Facilitator)**
Françoise Morissette, M.Ed., P.C.C., 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. Françoise is a Certified Professional Coach, and she leverages coaching in her leadership practice, as well as training leaders and HR professionals on coaching skills.

Françoise is a major contributor to the OD field, with an emphasis on leadership and systems transformation, helping individuals, organizations and communities enhance their leadership capacity for performance and sustainability. In 2016, she certified as a LEADS facilitator. LEADS is a distributed leadership capability framework, originally developed in the Canadian health care system, rapidly spreading to other sectors and countries. Her work takes her within Canada and internationally.

https://irc.queensu.ca/facilitators/francoise-morissette

*The roster of guest 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
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.

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**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, for the latest information on venues.