Organizational Transformation
Driving Sustainable Change
Why Choose Queen’s IRC?

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

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
Over the past decades, organizational transformation has evolved into an organic, paradigm-shifting process, with multiple stakeholders working together to redesign, renew, and re-imagine organizations through innovation and collaboration. The global pandemic has further altered the transformation process from an evolutionary to a revolutionary one. As a result, organizations have had to radically and rapidly shift mandates and operations. Meanwhile, leaders have had to strategically adapt to a quickly changing world. Leaders are keenly aware of the rapidly changing context in which they operate. They understand the need to evolve in order to thrive, but often lack the resources and capacity – essentially, people power – to make it happen. Internal and external stakeholders have learned to collaborate rapidly and effectively, adjusting as realities change. This program provides leaders with the mindset, foundational knowledge and practical skills to effectively design, facilitate and guide whole scale organizational transformation through the pandemic and post-pandemic realities. We’ll explore critical success factors, leadership requirements, and how to leverage your team’s talents to build a strong and sustainable future.

Learning Objectives

■ Explore your organization’s internal and external landscapes to better appreciate the context for transformation
■ Learn how to align stakeholders with your organization’s greater purpose and how to use systems thinking and action learning to design for the future
■ Discover new pillars of organizational success, visibility and sustainability through strategic, structural, cultural, process and people interventions
■ Acquire tools to effectively lead change, using an organizational transformation toolkit
■ Get acquainted with new capabilities critical to successfully navigating the realities of the pandemic and post-pandemic worlds
■ Understand the role and scope of transformational leadership and how to facilitate innovation
■ Create an action plan for leading change

Organizational Benefits

■ Proven tools and processes for system-wide approaches to transformation
■ Collaborative decision-making tools
■ Scenario-based learning using your organization’s real-world challenges
■ Experiential innovation labs for testing models
■ Opportunities to connect with colleagues and experts to share knowledge

Takeaway Tools

■ Capability frameworks
■ Custom organizational transformation toolkit
■ Methodologies for collaborative decision making
■ Transformational Organization Action Plan

Program Details

3 Credits

Date, Location and Fee
For information on program dates, location and fees, visit: https://irc.queensu.ca/organizational-transformation/

Program Delivery
In-person and virtual
For information on in-person and virtual programs visit our FAQ page.

Registration
For information on registration, payment and discounts: call toll-free: 1-888-858-7838 e-mail: irc@queensu.ca or visit our FAQ page.

To register for a program visit our registration page

Who Should Attend
Internal and external practitioners who are involved in system-wide transformation, including managers, human resources and organizational design professionals, change consultants, system transformation experts and organizational leaders.
Tour of the Program

Before the pandemic, organizational transformation often consisted of a succession of loosely connected initiatives, often occurring in reaction to specific problems, such as outdated technology or customer feedback.

Today, leaders need to approach organizational transformation from a holistic, integrated perspective that involves multiple stakeholders, data analytics, market trends and a sustainable approach to ongoing change. We need a new mindset, with a laser focus on systems synergy, alignment and connectivity in order to truly succeed.

Our learning programs give you the space and time to explore your real-world challenges, using evidence-based practices, tools & learning labs. For this program, participants bring a workplace transformation challenge from their organization, work through it in teams, and are ready to present their action plan upon return to work.

Program Features

a) Transformation Evolution: Before, During and After Major Change
Organizations need a new mindset to understand how various success criteria must align for successful transformation. We’ll explore how the pandemic has impacted your organization and how to think differently about change. You’ll learn how to use systems thinking practices to prepare your organization today for a successful and sustainable future.

b) Transformation Dynamics: Understanding Transformation Context and Implications
Ongoing, synergistic transformation is now the optimal way forward – today and after the pandemic. We’ll use scenarios to explore the external pressures that push organizations to change, and how to use internal aspirations to pull your organization towards its best future.

Action Learning is an increasingly popular methodology for identifying the best way forward for your organization. An iterative and interactive approach, Action Learning leverages the knowledge, know how and wisdom across the organization in order to increase engagement and reduce resistance to change. You’ll learn using best and worst-case examples, and practice with your own workplace scenario.
d) Transformation and Leadership: Building Strong Leadership Capacity for Transformational Success

Strong leadership is the fuel that powers organizations towards their vision. We’ll explore the leadership requirements for various transformation levels, along with integrated approaches for enhancing and sustaining leadership capacity across the organization through strategic alignment, role-modelling and partnering across the system.

e) Leading Forward: the Role of Process Leaders

Leaders need to engage and involve internal and external stakeholders as they guide design and implementation of strategic plans. You’ll use a proven integrated learning and development system to learn how to engage stakeholders for optimal results, and how to connect internal systems in a synergistic, aligned and connected way.

f) Partnering Across the System: Capacity Building for Transformation

Partnerships across the organization are critical to achieving transformational goals and deliverables. You’ll use your workplace scenario to review various formats for partnerships and determine the optimal format for your organization.

g) Transformation Toolkit: Building Knowledge and Tools for Change

By learning about the latest trends, tools and techniques, you can create your own toolkit for leading transformation in your organization. You’ll learn about the User Experience (UX) Design Revolution, and how to design with a people focus, using an evidence-based design process. We’ll also explore paradigm shifts in service delivery that move beyond IQ to include EQ and SQ for integrated, balanced and compassionate approaches.

h) Innovating for Transformation: Innovation Dynamics and Processes

Our Innovation Lab helps you understand innovation dynamics in today’s context, and learn about innovation types, process and best practices. Using your workplace scenario, you’ll explore the various levels of innovation within organizations and how the rise in social innovation impacts transformation approaches.

i) Making Decisions: Methodologies for Team-based Decision Making

A collaborative decision-making model builds alignment and sustainable practices. Working with your peers, you’ll test your model using proven methodologies to help make key decisions about your organization’s future. You’ll learn how to move forward as a transformation leader, and create a path to actualize your decisions.
Facilitators and Speakers

Carol Kotacka (Lead Facilitator)

Carol Kotacka is a results-oriented strategist, specializing in transformational change and strategy execution in local, national and international markets. Holding senior leadership positions in industry, healthcare and NGOs, her background reflects a deep understanding of the nuanced approach diverse cultures and stakeholder groups require, with proven results driving change time and again through work in North America, Europe, the Middle East and, most recently, South America.

During her career, Carol has had the privilege of co-creating strategic vision and system wide transformation with organizations, residents, employees, government entities as well as first responders. Working through mergers, client centred design, deep stakeholder consultations, digital and cultural transformations, operating in the field is where she provides best value.

As an Advisor for the Canadian Executive Services Organization supporting economic development, Carol's undergraduate studies include Social Sciences and Public Affairs. Post graduate work includes Strategic Business Leadership from the Rotman School of Management and an EMBA from the Smith School of Business at Queen's University.

*The roster of facilitators and guest speakers may change. We will do our best to keep you informed of program changes.*
Building Better Leaders