Organization Development Foundations

Diagnosing Challenges in Your Organization, and Designing and Implementing Robust, Workable Solutions
Why Choose Queen’s IRC?

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In *Organization Development (OD) Foundations* we explore the vital role for organization development in today’s competitive, fast moving, and ever-changing world.

OD is the art and science of developing organizations towards greater health and effectiveness. A focus on the “O” causes us to take a whole-systems perspective to optimizing our organizations, and a focus on the “D” means that we develop robust and workable strategies through learning and growth. It follows, that to practice OD, we must be equipped with frameworks, approaches and tools for partnering with our clients to diagnose and design innovative solutions and for building the necessary relationships to implement them.

*OD Foundations* is designed to enable you to fulfill the OD facilitator role, partnering with leaders, and guiding meaningful change. Building from contemporary theory and practice, you will be equipped with knowledge, skills and resources that you can immediately apply to your back-home challenges.

**Learning Objectives**

- Use systems tools, like the IRC’s Blueprint for OE, to assess organizational health and effectiveness
- Diagnose organizational challenges using whole-systems thinking and approaches
- Engage stakeholders in the 4 D action consulting process to tap collective knowledge and design workable solutions
- Practice using the OD principles of systems thinking, action learning, and stakeholder engagement to generate a holistic diagnosis, collective and creative thinking, and committed action takers
- Apply OD theories and practices to an organizational challenge, and create an action plan for moving forward

**Organizational Benefits**

- Skilled internal OD consultants to lead systems level change
- Frameworks and expertise for developing competencies for agility, innovation, and continuous change
- Shared ownership of complex challenges and solutions

**Takeaway Tools**

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

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**Program Details**

**3 Credits**

**Date, Location and Fee**

For information on program dates, location and fees, visit: [https://irc.queensu.ca/organization-development-foundations/](https://irc.queensu.ca/organization-development-foundations/)

**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**

HR and OD 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.

This program is intended for both newcomers and experienced practitioners alike. For those new to the field it will provide a good grounding in the core principles and practices. Experienced practitioners will be challenged to hone their craft, experiment with emerging trends, and reflect on the larger issues of their organization’s evolution.
Tour of the Program

a) Setting the Stage
What is OD and what’s your role as a practitioner of organization development?

OD is more than tools and techniques. OD’s core principles and processes engage people in useful and significant ways to address a wide range of challenges.

In setting the stage we:

■ Introduce our framework for effective OD, to help you artfully apply those principles and processes to your organizational challenges.
■ Explore how ever-evolving technical, social, and competitive trends are generating a rethink of the contemporary organization to reveal how work, workers and workplaces must be more innovative, connected and adaptive.
■ Link the rich history of OD’s theoretical roots to evolving methods fit for today’s complex challenges.

Through our exploration you will develop a deep appreciation of the principles underpinning the many and varied OD practices including:

■ **Whole-systems diagnosis** – understanding the challenges and opportunities in light of real business needs.
■ **Stakeholder engagement** – the why, who, when and how of meaningful participation.
■ **Action learning** – how learning together generates both better solutions and committed action taking.

b) Defining the Well-Designed Workplace

We define the well-designed workplace as a system that is purposeful, aligned, and adaptable. Our *Blueprint for Organizational Effectiveness* provides a framework for linking essential social and technical elements—including mandate, capabilities, relationships, structures, leadership and people—for optimal health and performance.

Using the *Blueprint*, we take a deep dive into how organizational capabilities are evolving through the example of an exemplar organization.

Next, we use the *Blueprint* and Gap Analyzer tools to explore strengths and opportunities in your organization.

c) Exploring the Action Research Model with the 4Ds

In our role as process consultants we bring an open mind, practical spirit, and courageous optimism to organizational challenges. Rather than starting with answers, we offer a process that causes organizational leaders to step back and think deeply about their aims, options, and preferred solutions.

Our 4-D consulting process provides a container for leading purposeful, systems-oriented, and learning-driven change. As you guide clients through the stages you will: 1) **define** your challenges using whole-systems diagnostics, 2) engage system stakeholders in a **discovery** of issues, aims and aspirations, 3) **design** and test workable innovations, and 4) organize for the essential task of **doing**, or implementing to move forward with confidence.
We will take a deep dive into each step of the 4Ds as follows:

**Define:** Use diagnostics, including the Blueprint, to understand the challenge from a whole-systems perspective.

**Discover:** Explore a range of data collection methods and reflect on how different methods serve different purposes.

**Design:** Understand the essential elements of a well-designed solution and show how prototyping generates understanding and commitment.

**Do:** Review essential implementation planning must dos for a success launch and continued testing and learning.

d) Exploring the Client-Consultant Relationship

Having explored the framework and processes for effective OD, we turn our attention to you, and your role in building a trusting and productive relationship with your clients and constituents. In addition to exploring the strengths and impact of your leadership style, we circle back on the 4-D process to identify critical leadership and communication skills at each stage including:

- **Define:** the ability to shape a compelling business case for the effort, moving from the why, to the what, to the how.
- **Discovery and Design:** the ability to tell the story of your data analysis and to model the core elements of solutions.
- **Do:** the ability to energize and inspire courageous and lasting implementation efforts.

e) Application Planning

Throughout the program you will work with a case partner to reflect on how the learnings apply to a work-related challenge. As a final step, you will harness those insights into a plan for moving forward.
Facilitators and Speakers

Brenda Barker Scott (Lead Facilitator)

Brenda Barker Scott is an organizational consultant and educator dedicated to designing and cultivating highly impactful, healthy, and collaborative workplaces. Over her twenty-year career in consulting, Brenda has led ambitious transformation efforts with provincial, federal and municipal governments, agencies, and private firms. When working with leadership teams, Brenda combines theoretical knowledge with practical methodologies to ensure that the right people are engaged in the right conversations to design robust and workable solutions.

As an educator, Brenda designs and facilitates a wide range of workshops customized to the unique needs of practitioners, including change management, team building, design thinking, engaging stakeholders, business partnering, and more. Brenda has taught at the graduate level at Queen’s University and leads several OD-related programs for the Queen’s Industrial Relations Centre.

Brenda is co-author of *Building Smart Teams: A Roadmap to High Performance*. Her research has been published in prestigious journals, including the Journal of Applied Behavioral Science and Research in Organizational Development and Change. Brenda holds a Ph.D. and MA in Human and Organizational Systems from Fielding Graduate University and a MIR from Queen’s University. Her research interests include organizational design, change, and innovation.

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