# Online Workshop Program Content

The Peter Drucker Graduate School's Certificate Program in OD and Change Leadership program is a multi-modal program that includes, 1) a **Competency Assessment** to identify knowledge and skills of participants, 2) an **Individual Development Plan** to assist participants in formalizing their instructional experience through the certificate program and beyond, 3) three **eLearning programs** covering the history of OD and change leadership, core theories that shape the practice and application of OD and change leadership, 4) an **online highly experiential workshop** consisting of eight, 3-hour sessions, and 5) three **optional Coaching/Practicum** sessions.

Workshop Instructional Design. The online workshop is highly experiential. Participants engage in challenging and thought-provoking experiences designed to challenge and expand their current knowledge and skills. The majority of learning, meaning-making, and on-the-job application occurs from doing, experimenting, sharing, and introspective thought, not from lectures and slide decks. The following diagram presents the flow of a typical workshop session.
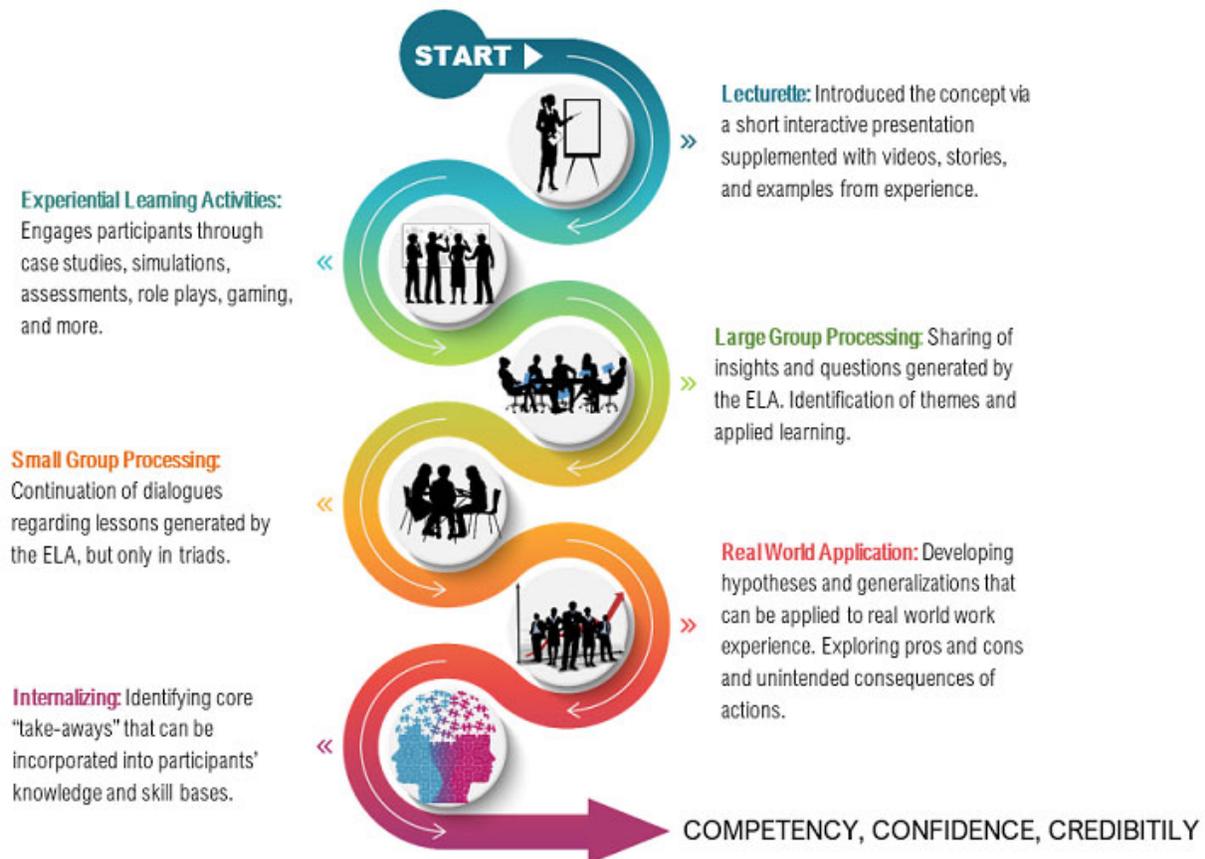
In addition to introductory lecturettes, cognitive content is provided in an online text, **A Practitioner's Guide to OD and Change Leadership: Lessons from the field.** This 170-page eBook is divided into five sections: 1) An introduction to internal and external consulting, 2) Planning and implementing organizational change, 3) Organization culture, structure, and processes, 4) The people side of change, and 5) A look toward the future. Prior to each workshop session, participants are assigned short readings that introduce cognitive content, which is reinforced by the lecturettes, and internalized through the experiential learning activities.

Content of each Section

Section One: Introduction to Internal, External, Consultants

Change Agents as Consultants: The course, text, and post-workshop practicum and coaching are oriented toward the OD/IO practitioner who is responsible for planning and leading change projects as an internal consultant or external consultant. There are some who consider the roles of an internal and external change agent to be different. However, all change leaders share common competencies and processes. Both internal and external consultants seek to better organizations, their processes, systems, and people by assessing the situation, gathering data, establishing a plan, implementing the plan, assessing results, and making adjustments until the desired outcomes are achieved. A discussion of the roles and responsibilities of internal, external, and independent consultants is covered in Section One of this text.

Responsibilities of Change Agents: Change agents can adopt any of four roles when working with a client. These can vary based on the nature of the project and the skills of the change agent. Each role is described and compared to the others.

Working with Clients: External consultants have flexibility when selecting clients. Internal consultant may have to work with designated clients and in some instances can decide whom they help based on strategic necessities. In either case, it is important to establish expectations involved in the project and ensure the relationship is positive. A discussion regarding stakeholders is also included in this section.

Contracting and Change Management: A multi-phased consulting process is presented with detailed explanations of the issues and actions associated with each phase. The process is supplemented with information regarding building support networks, asking effective questions, challenging the status quo and dealing with the unexpected.

Section Two: Planning and Implementing Organizational Change

The PIT and KPIs: The consultant who attempts to lead a change project independently is taking a risk. Rather, it is recommended that the consultant establish a support system and planning and implementation team (PIT) to oversee the intervention. In this section, a structure and roles of the PIT are presented along with a change management plan template and key performance measures (KPIs).

Persona and Effective Communication of Change: Knowing the characteristics of who is to be impacted by the change and how to communicate to them are covered in the articles dealing with persona and a 5-Step Communication Plan. Learn how OD has borrowed from the realm of marketing to improve buy-in and support for change projects.

Generating Support and Change Readiness: There are multiple ways to rollout a change project. The most effective is to start with a small group of influential employees and build a coalition that can affect the attitudes of others. This "tipping point strategy: is covered in this section as well as information about change readiness. A free Change Readiness Questionnaire is presented as well as a list of over 40 OD interventions and tactics.

Section Three: Organization Culture, Structure, and Processes

Organization Culture and Cross-Cultural OD: Many different organization culture models exist. Most are dated and tend to make generalizations. This section provides an overview of various culture models and presents a dynamic culture model that lists 21 components of organization culture and how they interact with each other to influence organizations' outcomes. A discussion of the ethical aspects of engaging in cross-cultural OD interventions is also presented.

Work Design, Organization Structure, and Process Mapping: Three common OD and change projects involve redesigning work, revising an organization's structure, or improving processes. Work design strategies and modern, emerging organizational structures are presented and discussed. Participants engage in a model-building activity and learn how to increase the quality and detail of process mapping.

Institutionalizing Change: The most important outcome of any change project is that it becomes ingrained or institutionalized within the organization. The changes must become acknowledged as the "new way of doing things" or the "new normal." Insights into how to accomplish this are covered in this section.

Section Four: The People Side of Change

Transitions, Emotions, and the Rollercoaster of Change: People react emotionally when transitioning from one way to doing things to another. They want to know why change is needed. Why can't things stay the way they are? "What's going to happen to me? Regardless of the best efforts to communicate the rationale for change, many people react negatively. Transitions and change are associated with loss. In this section, participants learn what to expect and how to cope with the emotions that surface during the rollercoaster of change.

Understanding and Overcoming Resistance to Change: Not all resistance is bad. Consultants learn a lot from disgruntled, skeptical, and even hostile responses to change. Understanding various motivations and reasons for these reactions is helpful to any change agent. Once they are understood, it is more likely the practitioner can involve resistors and use their feedback to improve the project. Participants learn how to uncover the motivations behind the resistance reactions.

Company Politics and the Consultant: Politics are power plays common in most organizations. This section discusses the sources of various types of power tactics a consultant may encounter as well as the power a consultant has and how that power shifts throughout a change project. The concept of "power dependencies" is also discussed.

Section Five: A Look Toward the Future

Dialogic OD: There have been three generations of organization development. Dialogic OD is the most recent evolution. Based on post-modern philosophy, Dialogic OD suggests a new approach to planning and implementing change projects. The contemporary OD/IO practitioner must be familiar with the concepts and practices of this latest mindset and philosophy.

Wither OD: This final section, looks at the factors that are driving the evolution of OD and IO, from pandemics to mass migrations, to advances in neuroscience, to agile organizations, artificial intelligence, and virtual reality. Dynamic forces are changing environments, cultures, norms, expectations, organizations, and people. How these forces will influence the practice of OD/IO are discussed.

Final Thoughts

The design and development of this course has been a two-year journey. It is based on years of research and decades of in-field experience across multiple industries and organizations. Academicians, experienced practitioners, and thought leaders have all contributed to the content. Even so, new ideas and concepts are being added every day. The development of this program is an ongoing process. We continuously strive to make this "the most comprehensive certificate program in OD and change leadership in the world." We hope you find the content relevant to your professional development and career progression. If you have questions and would like to talk to the program's developer schedule
An appointment using Calendly: https://calendly.com/alan-landers1.

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