DIPLOMA IN ORGANIZATION DEVELOPMENT
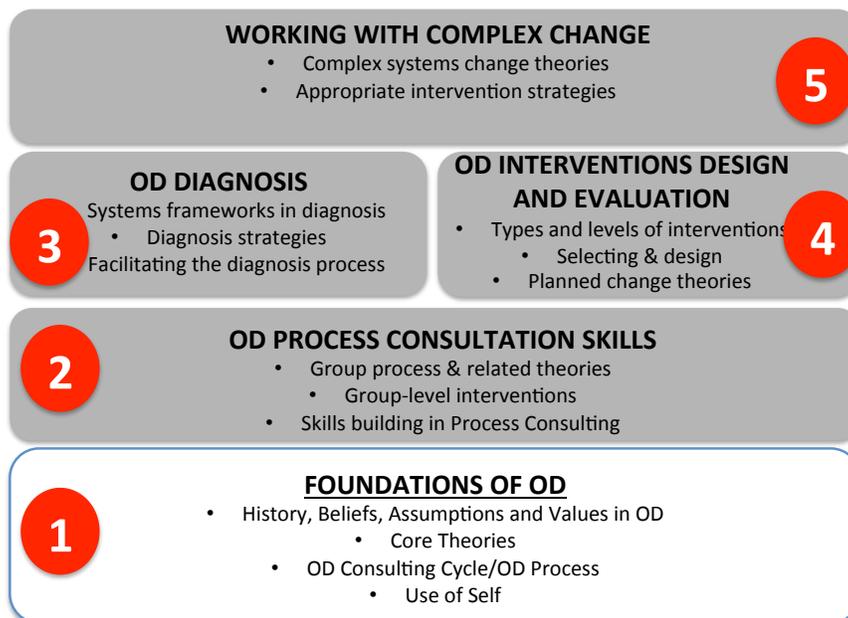
The Diploma in Organization Development (DOD), one of Ateneo CORD's prime offerings, with the objective of delivering learning programs which can compete in the ASEAN region. This is also part of the Center's advocacy to build knowledge and develop OD practitioners. The new design highlights core OD theories, OD cycle, OD values and the use of self. Learners experience hands-on learning, a live case, and mentoring from facilitators and peers.

The Diploma is composed of five courses, lasting five days each. These are: Foundations of Organization Development (prerequisite course), OD Process Consultation Skills, OD Diagnosis, OD Intervention Design and Evaluation, and Working With Complex Change.

DIPLOMA IN OD

WORKING WITH COMPLEX CHANGE
- Complex systems change theories
- Appropriate intervention strategies

5

OD DIAGNOSIS
Systems frameworks in diagnosis
- Diagnosis strategies
Facilitating the diagnosis process

3

OD INTERVENTIONS DESIGN AND EVALUATION
- Types and levels of interventions
- Selecting & design
- Planned change theories

4

OD PROCESS CONSULTATION SKILLS
- Group process & related theories
- Group-level interventions
- Skills building in Process Consulting

2

FOUNDATIONS OF OD
- History, Beliefs, Assumptions and Values in OD
- Core Theories
- OD Consulting Cycle/OD Process
- Use of Self

1

DOD is designed for HR Practitioners, line managers, and consultants who need to learn OD. Furthermore, it is also for experienced OD practitioners who want deepen theoretical grounding and skill-building. Prior OD experience is not be a requirement, however considerable work experience and maturity is critical for optimal learning. All courses employ a highly inductive approach in delivering content. Sessions capitalize on experiential learning and practical application of concepts.

COURSE 1: Foundation of Organization Development (FOD)

This course is an introductory course that aims to equip the participants with a working knowledge of the core theories, assumptions, and values of Organization Development as well as a practical understanding of the full OD consulting cycle.

As a result of the five- day certificate course, the participants will be able to:
1. Articulate their definition of OD and its values and ethics as a field
2. Discuss the core theoretical bases of OD and their implications on practice
3. Identify the critical tasks and skills needed in each phase of the OD consulting cycle
4. Describe the competencies of an effective OD practitioner

Module 1
Overview of Organization Development – participants will discuss the definition of Organization Development: its field boundaries, key characteristics, and relationship with Human Resource Management and Development, as well as change management. This module will also enable the participants to focus on the values, ethics, and core theoretical bases of Organization Development.

A.   Overview of Organization Development (OD) and Human Resources (HR)
B.   Implicit beliefs and assumptions in OD
C.   OD practitioner: Paradigms, roles and competencies
D.   Change Management
E.   Core Theories

Module 2
The OD Consulting Cycle – participants will gain an understanding of the OD consulting cycle. The participants will be engaged in discussions on identifying the different types of clients and the different consulting phases, tasks, and questions.
A.   Entry and Contracting (OD as an internal consultant)
B.   Objectives and principles in entry and contracting
C.   Issues in contracting: who is your client (internal vs external)
D.   Understanding Organization's Context

Module 3
The OD Practitioner – participants will go through the different facets of being an OD practitioner: the roles one can play and the competencies required.

• Pre-requisite documents: Participants will be asked to provide their latest updated resume. This will help the CORD faculty understand the background and working experience of the participants in preparation for the interview.
• Pre-requisite experience: Applicants should at least have 5 years working experience for optimal learning in the course. This is to ensure that the participant has sufficient experience and exposure. This will be important in understanding key

insights from the course.

Frequently Asked Questions

On the Screening Process

- Why is the registration process different from the other CORD courses?
    - The purpose of the registration process is for the CORD faculty to understand the participants' learning objective and OD experience. This will help in determining if the participants will be included in the upcoming run of the course. This is important because FOD employs a highly inductive approach in delivering content. This means that the course takes on a learner-centered approach which emphasizes the sharing of knowledge and experience of the participants.
- What happens after the paper screening?
    - Ateneo CORD will inform participants if they will be part of the upcoming FOD class after the paper screening together with the statement of account (SOA). Should they not be included in the class, they may be advised to take another course which CORD will provide.

On the Participants

- Who should attend FOD?
    - The Certificate Course in the Foundations of Organization Development (FOD) is designed for HR Practitioners, line managers, and consultants who need to learn OD because of their role. FOD is also fit for experienced OD practitioners who want deeper theoretical grounding and skill-building.
    - Prior OD experience may not be a requirement, however considerable work and experience and maturity is critical for optimal learning.
- What is Ateneo CORD's attendance and completion policy?
    - Ateneo CORD requires participants to be present for 100% of the total course duration. This means that participants are required to be present for all of the 5 days of FOD.

On the Course Content

- Are there any pre-requisites for the course?
    - Pre-requisite courses: There are no required courses to take before taking FOD.
    - Pre-requisite documents: Participants will be asked to provide their latest updated resume. This will help the CORD faculty understand the background and working experience of the participants in preparation for the interview.
    - Pre-requisite experience: Applicants should at least have 5 years working experience for optimal learning in the course. This is to ensure that the participant has sufficient experience and exposure. This will be important in understanding key insights from the course.

Overall Registration Process for FOD

| Online registration | Registration Confirmation | Submission of CVs, career summary, and completion of pre-course | Screening of applicants by CORD faculty | Interview with CORD faculty (as needed) | Final confirmation of participants by CORD Faculty | Feedback on Screening | Course Run |
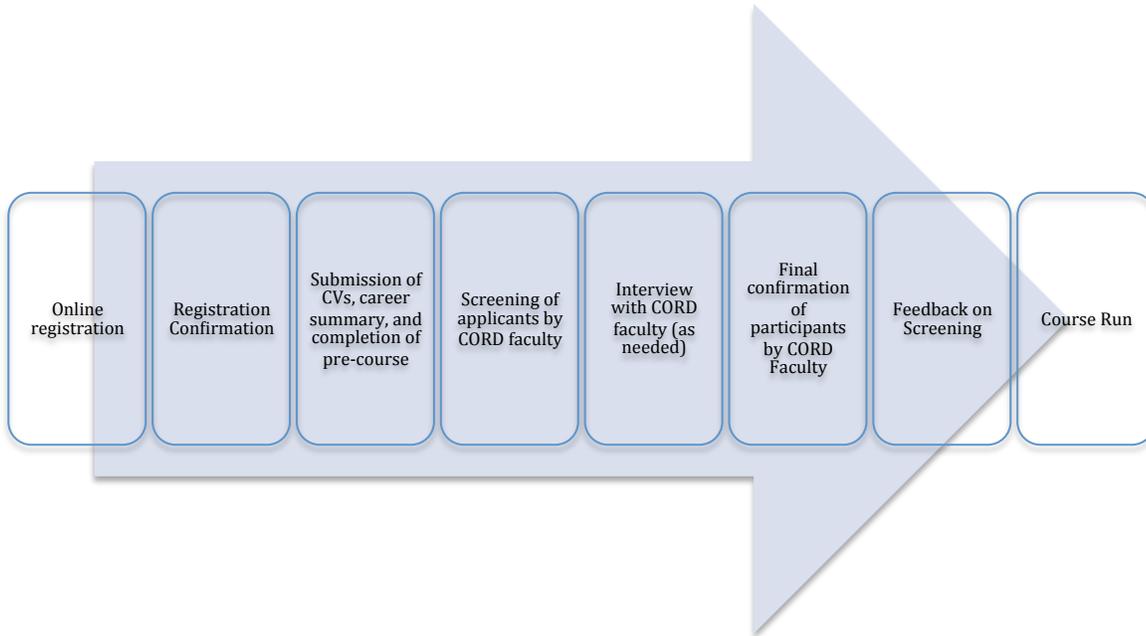
COURSE 2: OD Process Consultation Skills

The ability to work effectively with and in groups is a critical competency for an OD Practitioner. This certificate course is a highly experiential learning program that will allow the participants to explore the different theories on groups – definitions, dynamics, elements, development processes. They will also be introduced to the concept of Process Consultation as a core skill in working with and intervening in groups and organizations.

Objectives

As a result of the five- day certificate course, the participants will be able to:
1. Explain the importance of groups as a core unit of organization development and change - Define process consultation as a primary mode of consulting in OD
2. Explain some core theories on groups and group development - Examine and develop their own process consultation style and depth of intervention - Demonstrate the core skills in Process Consultation
   a) Process Observation & Analysis
   b) Inquiry
   c) intervention design, implementation and evaluation

Course Outline

Module 1 Overview of Process Consultation
In this module, participants will learn the different definitions, process elements, and dynamics that underpin Process Consultation when used as the main mode when interacting with groups. This module also includes a discussion on the building blocks of Masterful OD Practice.

Module 2 Process Consultation
This module will equip participants with the different core skills of Process Consultation, such as, the skill of Process Observation Analysis. The participants will learn about the different core theories in Process Consultation, such as, Tuckman's stages of group development, and have the opportunity to determine their own process consultation style based on these theories.

Module 3 Process Consultation Practicum
Participants will engage in activities and simulations that will allow them to practice the skills and apply the theories they learned.

COURSE 3 Organization Development Diagnosis

Diagnosis is a critical task for OD Practitioners. Their ability and effectiveness in assisting the organization in clarifying key issues is the starting point for possible organizational changes and improvements. To be able to do this, OD Practitioners must become adept in a wide range of knowledge and skills that are useful in diagnosis work.

Objectives

As a result of the five- day certificate course, the participants will be able to:
1. Articulate the purpose and importance of Diagnosis in OD work, specifically its role in the OD consulting cycle
2. Explain the different approaches to diagnosis – their perspectives and respective usefulness and applications
3. Explicitly examine their own diagnostic frames and expand these using existing models
4. Apply skills and tools in the diagnostic phase: data gathering, analysis, feedback and action planning
5. Explain the different evaluation levels and approaches
6. Explore effective use of self in diagnosis and evaluation work

Course Outline

Module 1 Overview of Diagnosis
In this module, participants will be given an overview of OD Diagnosis, and discuss its importance to Organization Development. A discussion on field boundaries is also
included in this module.

Module 2 Diagnostic Frames and Approaches
Participants will go through the different diagnostic frames and models which will help them point out areas in an organization they need to examine, and identify questions for gathering and analyzing relevant information. This module will allow participants to gain multiple perspectives on diagnosis, and learn the dialogic and diagnostic approaches to diagnosis.

Module 3 Diagnostic Process & Tools
In this module, participants will go through the entire diagnostic process, from gathering data, to ultimately design their own diagnostic workshop. They will also learn how to
use root cause analysis and content analysis tools and other different analysis methods.

Module 4 Peer Consulting
Participants will engage in a simulation that will allow them to practice their diagnosing skills, and apply the frames and models they learned.

Module 5 Evaluation
In this module, participants will discuss the purpose , levels and approaches to evaluation.

COURSE 4: Organization Development Intervention Design and Evaluation

The value and effectiveness of OD interventions depend on their appropriateness as well as excellent planning and execution. To design effective interventions, the OD practitioner must pull from a combination of theoretical knowledge, deep understanding and appreciation of the organization's context and needs as well as a working knowledge of a wide range of interventions at all levels of system – individual, group, inter-group and total organization.

Objectives

As a result of the course, the participants will be able to:
1. Identify appropriate intervention strategies and option for different levels of systems
2. Apply planned change theories in intervention design and implementation
3. Apply useful evaluation frameworks and methods for different types of interventions
4. Demonstrate effective use of self in designing, implementing and evaluating interventions

Module 1 Overview of Interventions
In this module, participants are introduced to interventions by revisiting OD field boundaries, the OD Cycle, and OD Core Theories.

Module 2 Designing Effective Interventions
Participants will learn how to design effective interventions by assessing interventions through the lens of different core theories of OD. Participants will also learn the different theoretical frames of interventions in this module.

Module 3 OD Practitioner as Interventionist
In this module, participants will revisit the Use of Self, which will include a discussion on self-care. Participants will also go through the competencies required of an interventionist.

Module 4 Intervention Design & Delivery Practicum
Participants will engage in activities and simulations that will allow them to practice their skills, and apply the theories they learned in designing interventions.

Module 5 Strategic Interventions and Large Scale Interventions
Participants will discuss the principles, process, and possible outcomes of implementing Strategic Interventions and Large Scale Interventions. This module would also include a discussion on holistic change plans (front and back room matters). Participants will also have the opportunity to practice the Use of Self through peer consulting.

COURSE 5: WORKING WITH COMPLEX CHANGE

The work environment is volatile, uncertain, complex and ambiguous. This certificate course aims to equip the OD practitioner with frameworks, theories and tools in handling complex change**.**

Objectives
As a result of the course, the participants will be able to:
1. Describe the nature of complex change
2. Apply different tools and approaches to navigate through complex change
3. Create a holistic OD plan for their client system
4. Demonstrate effective use of self (i.e. power, influence, anxiety, engagement)

Module 1 Overview of Complex Change
In this module, participants will be introduced to complexity landmarks and complex change definition, key concepts, and theories. Tools to identify and map complex change and implications on OD practice will be discussed.

Module 2 Working with Complex Change
In this module participants will given an overview of backroom and front room work. They will discuss strategies on working with polarities, leaders, culture and patterns in complex change. Furthermore, participants will develop an involvement strategy.

Module 3 Use of Self in Complex Change
Participants will explore issues of power, influence and anxiety. They will reflect on their OD journey.