



The CODI Organization Development and Change Intensive program

A 12-day program in three modules

An in depth exploration of OD theory and practice

This three-module, 12-day certificate program is designed to prepare you for the complex work of designing and facilitating organization development (OD) and change – whether you aspire to become an OD professional, a more aware and skillful manager, or for those already in the field, to improve your effectiveness as an OD specialist.

You will leave the **Intensive** program with:

- An understanding of the work of OD, including strategy development, restructuring and culture change;
- A pragmatic knowledge of both group and system dynamics;
- Awareness of the impact of your own style, approach and values – of yourself as an instrument of change.

What we teach is who we are

Our Academic Directors and faculty are leaders in the OD and change field in Canada. Some are among the few who started the field here. All have many years of experience as managers, educators, and coaches, and as both internal and external OD and change consultants.

The **Intensive** program mirrors everything we believe about organization development. It is highly experiential and small-group

based. So you will travel through the program as part of a group, and before long, as a learning organization characterized by collaboration, innovation, and high performance. You will explore issues, concepts, theories and solutions exactly as your clients or staff do – in an organizational context – in the mini-organization that is your group.

You will learn both theory and a broad repertoire of practical skills, in part through your own experiences with organizational analysis and intervention design.

Each module is led by two of our faculty. They will offer you a range of styles, role models, and consulting backgrounds, while providing all the support you need. You will frequently have the opportunity to work with issues from your own experience.

What we mean by organization development

- The primary goal of OD is to help organizations achieve what it is they set out to do, whether they are for-profit, not-for-profit, healthcare, community-based, or government.
- OD is about capacity-building – helping people and the systems they work within to adapt and change on their own in the future.

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- OD is more than “organizational effectiveness” and “change management”. Its concern is the “triple bottom line”: people, productivity, and the planet.
 - OD is driven by a humanistic values stance that favours participation and collaboration, a respect for cultural diversity, and an acute awareness of the social/global context of organizations today.
 - OD is interdisciplinary: its theoretical concepts and models are grounded in behavioural science knowledge, drawing especially on sociology, psychology, anthropology and management.
 - OD is constantly evolving; it combines emergent knowledge, techniques and technologies with its own rich history of theory and practice.

Is this for you?

This program is for anyone seeking an integrated approach to the theory and practice of OD and change. This includes managers, both internal and external consultants, HR specialists, adult educators, trainers, meeting facilitators, coaches, change leaders, and supervisors.

Some participants will be relatively new to OD. Some will already be internal or external OD practitioners looking for a stronger theory base and more in-depth methods. Others will be managers and supervisors with some background in OD and a commitment to their own development, and with the desire to apply OD theory and practice in their role as leaders.

For comments by grads of the Fundamentals program – the predecessor to the **Intensive** program – go to

What our grads say on the CODI website.

For comments by our one of our Academic Directors, and one of the Intensive faculty, about their hopes for **Intensive** grads, click **here**.

The Program

All **Intensive** program modules share some critical features:

- Experiential learning
- Coaching
- Giving and receiving feedback
- Intervention design and facilitation
- Case analysis
- Attention to both internal and independent OD practice
- Theories and methods related to power, conflict, and leadership

Module 1

Overview and Community Building

- Establishing our learning community
- Introducing OD: frameworks, theories, methodologies
- The role of the OD practitioner
- The dynamics of learning and change in individuals and organizations
- Understanding your “self” in the context of organization development, learning, and change

Module 2

Engaging With Clients

- Understand the consulting role in detail, including the similarities and differences between the role of the internal and external consultant
- Understand how, as a manager, you can use a consulting strategy

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- Develop awareness and skill in the consulting process, including entry and contracting, developing trust and managing expectations, information gathering and assessment, working with the client on the meaning of information collected
 - Explore your own and alternative styles of consulting
 - Understand the dynamics of consulting relationships, including working with power, influence and politics
 - Use models as tools for assessment and intervention

(The content of this Module applies whether you are specialist working within an organization, an external consultant serving a variety of clients, or a leader wishing to use a consulting strategy to manage a change process.)

Module 3 **Understanding Systems, Change, and OD Interventions**

- Working with people to envision the what and how of change
- Designing interventions for team, inter-department and small organization settings
- Using tools and developing customized approaches
- Using criteria for assessing OD interventions
- Determining the types of interventions to which you are drawn
- An opportunity to work with a real and complex case, as presented by the senior manager responsible for much needed organization change
- Review and consolidation of the entire **Intensive** program

To apply

Complete the **Intensive** program [application](#) and submit it by email to info@odcanada.org.

For additional information, go [here](#), or contact CODI's Managing Director, Jeff Solway, at info@odcanada.org, or by phone at 412-319-0412.

Location: The CODI **Intensive** Program is held in downtown Toronto, Canada.

Program Schedule

The **Intensive** program consists of three, four-day modules spaced approximately one month apart. There is assigned work prior to the program and between modules. There will be an orientation evening prior to Module 1, but during the program there are no pre-planned evening sessions. All modules are non-residential. The complete program runs twice a year.

For the detailed module schedule, please go to the [schedule](#) page of our site.

Cost. The program fee is \$6,300 plus GST (HST after June 30/10).

The fee includes breakfast, break refreshments and lunch in all three modules, and all course material.

OD and Change Essentials

OD and Change Essentials, CODI's two-day introduction to OD, is highly recommended for most **Intensive** participants as preparation for the **Intensive** program.

The Intensive Program Faculty

CODI's faculty members are all senior OD professionals, adult educators and coaches. They bring experience from the private, public and not-for-profit sectors. They have spoken and consulted internationally, published widely, and held senior positions within organizations.

Diane Abbey-Livingston, MEd: multi-stakeholder projects, strategic planning, organizational and community change, citizen engagement, leadership development, partnering processes; has held executive positions in non-profit and private organizations; sessional faculty, OISE/UT

David Kelleher, PhD: learning, strategy and organizational change, in Canada and internationally; various roles with Amnesty International; formerly, an internal OD consultant for the City of Toronto, and a professor of Applied Social Science

Karon West, MES: strategy alignment, organizational change, leadership and team development; clients in Canada and internationally, often in cross-cultural settings, often in health and community-based organizations

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