



Schulich
School of Business
Executive Education Centre



Online
Virtual
Classroom
Format

UPCOMING PROGRAM DATES:
View the website

- 3 modules completed over 3 months
- Presented in 1/2 and full day sessions online
- Plus 6 days practicum over 7 months

Masters Certificate in Organization Development & Change

Lead and support change at any level.



Benefit by attending with participants from other regions in Canada!



Delivered simultaneously by select University Executive Education Network partner schools:



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Our virtual classroom environment recreates the in-class experience with:

- Multi-modal presentation of materials
- Engaging activities and interactive exchanges
- Breakout discussions with the instructors and fellow participants

Program Leadership Insights Include:

- Develop knowledge of yourself as a key instrument for change while being genuine and transparent with others.
- Work from theory/practice integration as an increasingly skillful professional able to explain practice choices from a strong theory base.
- Becoming more aware of your consulting style, preferences and skills, and know when to offer them and when to refer to others.



77 CPD



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Change in organizations is pervasive.

OD manages it better through design and facilitation for maximum benefit.

The discipline of Organization Development (OD) is **fundamentally about managing change, but entails a much broader focus.** It encompasses aligning and optimizing an organization's social and technical environments for maximum effectiveness. From one-on-one coaching and reorganizing teams and departments, to re-designing processes or adopting a new strategic direction – OD strives to help create **the best possible work environment** so that employees understand the organization as a whole, not just their part.



The OD Approach

The field of Organization Development is grounded in the notion that, in the right environment, **people are responsible, self-managing adults who are willing to engage creatively and do their best.** Whether the change at hand involves dealing with issues like the impact of technological advancement on the work environment, the need to increase stakeholder involvement, or the challenges associated with working in globally distributed virtual teams – by involving staff in decisions that affect them, and giving as much autonomy as possible, **OD helps tap into people to make the organization the best it can be.**

The Benefits of OD

Simply put, OD is concerned with an organization's ability to **build the capacity of its people and systems to adapt to business change and emerging opportunities.** An effective organization development strategy helps people and organizations achieve their goals, improve their effectiveness and achieve the best possible outcomes for clients, customers and stakeholders alike. Whether the aim is to enhance the bottom line or deliver better service, organization development helps by intervening so that **people are continually challenged, motivated, productive and effective.**



Masters Certificate in Organization Development & Change

Designed for both those new to OD and Change, as well as those who have been practicing in the field without formal training, *The Masters Certificate in Organization Development and Change* has been designed to give you the applied knowledge and practical experience necessary to **solve critical business and organization development challenges** with proven behavioral science-based approaches and techniques.

Building on theory/practice integration, you will develop **a repertoire of skills, knowledge and resources that will be immediately applicable to your own workplace setting** – whether a business, government, healthcare, not-for-profit or volunteer organization.

Strategic learning outcomes include:

- An understanding of the work of OD, including strategy development, restructuring and culture change
- Applied knowledge of both group and system dynamics
- Practical skills to support change at every level of the organization
- Clear awareness of the impact of your own leadership style, approach and values – as an “instrument of change”
- An understanding of the role of the OD professional in aligning leadership, learning, people systems, organizational structures and processes
- An ability to manage strategic priorities and goals to help develop organizational agility
- Insight into advanced OD theories and disciplines that have shaped it
- Skills in strategic business analysis and business acumen from the viewpoint of the OD professional
- The ability to build a compelling business case to help executives and other stakeholders use OD to meet business goals
- An opportunity to apply all of the above within a client/consultant relationship in an actual workplace setting

Enrolment Options

Register for the full program and achieve your Masters Certificate in the shortest possible time while enjoying full program tuition savings. Alternatively you may register in single modules at the standalone module price and complete the program over two or three years. Please note: modules must be taken in order.

■ Overview of Course Modules

Please note: all sessions take place online when indicated.

OD and Change Essentials*

A required component in preparation for the two-part OD and Change Intensive module, this course is an opportunity to see if the OD and change field is for you. You will receive help in applying your learning to your own work situation and career goals. The program addresses three fundamental questions: What is OD?; Who am I as an Instrument of Change?; What is OD and Change in Action?

*People who have completed this program through CODI are exempt from this session and will receive a commensurate discount on tuition (see rear panel).

OD and Change Intensive

This module is designed to prepare you for the complex work of designing and facilitating organization development and change to solve complex business and organizational issues. It is taught in two parts, supported by an online learning community.

Part 1

- An Overview of Organization Development (OD)
- Understanding the Consulting Role and the Dynamics of Consulting Relationships

Part 2

- Understanding Systems Change and OD Interventions

Business Acumen for OD Professionals

This two-part module is designed to develop the strategic business analysis and business acumen of OD professionals. You will develop an advanced understanding of how business works, how to think as the CEO does, and how to manage and influence the bottom line.

Part 1 - Strategic Business Management

Learn how OD can help an organization achieve strategic and operational agility.

Part 2 - Building a Successful Business Case

Learn the essential building blocks of “making a business case” and how to present a compelling case to stakeholders.

Practicum in OD and Change

In the OD Practicum, you will apply your OD knowledge and skills in a real client/consultant relationship. Closely mentored by an on-site OD professional, you will provide consulting services to a group or organization. The Practicum consists of the following five phases:

1. A two-part orientation with the Practicum leaders and your peer support group
2. Client Selection
3. Implementation
4. On-going note-taking and written reflection
5. Separation/closure

Visit us online to see detailed program content or register:
<http://seec.online/13075>



See detailed
program
content
& register

Masters Certificate in Organization Development & Change

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Detailed Program Content

MODULE

OD and Change Essentials*

A required component in preparation for the two-part OD and Change Intensive module, this course is an opportunity to see if the OD and Change field is for you.

You will receive help in applying your learning to your own work situation and career goals. The program addresses three fundamental questions:

What is OD?

- Roots of OD and how they have influenced the field today
- Definitions, values, beliefs and common approaches

Who am I as an Instrument of Change?

- Roles of a change agent, and which most suit you
- OD competencies: personal assessment and goal-setting

What is OD and Change in Action?

- Research in practice
- Step-by-step experiential case study

*Applicants who have previously completed this component through CODI are not required to take this session.

MODULE

OD and Change Intensive

This program component is designed to prepare you for the complex work of designing and facilitating Organization Development and Change to solve complex business and organizational issues. It is taught in two class sessions, supported by an online learning community.

Part 1 - An Overview of Organization Development (OD)

- OD frameworks, theories and methodologies and how they have shaped our workplace
- The role of the OD practitioner in aligning leadership, learning, people systems, organizational structure and processes, and relationships, with its strategic priorities and goals
- The dynamics of learning and change in individuals and organizations
- Understanding of “self as an instrument of change”, including awareness of your values and styles

Understanding the Consulting Role and the Dynamics of Consulting Relationships

- The consulting role in detail, including the similarities and differences between the role of the internal and external consultant

- The consulting process, including entry and contracting, gathering and analyzing data, presenting data to the client group and developing shared diagnoses and interventions
- Building trust and managing expectations with the client
- Understanding various styles of consulting and learning more about your own consulting style
- The dynamics of consulting relationships, including working with power, influence and politics
- Learning how to use models as tools for assessment and intervention

Part 2 - Understanding Systems Change and OD Interventions

- Systems theory and approaches to change
- Working with people to envision the “what” and “how” of change
- Designing interventions for team, intradepartment and organizational settings
- Using tools and developing customized approaches
- Using criteria for assessing OD interventions

MODULE

Business Acumen for OD Professionals

This two-part module is designed to develop the strategic business analysis and business acumen of OD professionals. You will develop an advanced understanding of how business works, how to think as the CEO does, and how to manage and influence the bottom line.

Part 1 – Strategic Business Management

Learn how OD can help an organization achieve strategic and operational agility by deepening your knowledge of:

- Organizational structures, systems, functions and processes
- The link between business strategy and competitive advantage
- Key elements of an organization's value proposition
- The role of OD within the operating model of an organization
- How OD adds value to organizational strategies
- Critical thinking about corporate change scenarios
- Communicating effectively with executives and line managers

Part 2 – Building a Successful Business Case

- Learn the essential building blocks of “making a business case” and how to present a compelling case to stakeholders. Learn how to:
- Craft and deliver a story about how to meet a business need
- Understand the organization's evaluation criteria
- Identify what your stakeholders care about and clarify the need
- Align your business case with strategic goals
- Analyze cost, benefits, risks and opportunities
- Calculate the return on investment
- Tactics for influencing senior executives and line managers

UPCOMING PROGRAM DATES:

View Website

- 3 modules completed over 3 months
- Presented in 1/2 and full day sessions online
- Plus 6 days practicum over 7 months



Program Faculty (complete bios online)

EQUIVALENT OF 6 DAYS

Practicum in OD and Change

OD Practicum

In the OD Practicum, you will apply your OD knowledge and skills in a real client/consultant relationship. Closely mentored by an on-site OD professional, you will provide consulting services to a group or organization, and demonstrate your ability to:

- Understand a situation with which you are unfamiliar or largely unfamiliar
- Create energy for organizational/individual change and improvement
- Collaborate with a client group, and with a learning partner (another Practicum participant)
- Demonstrate ethical awareness related to OD
- Receive, and if possible, apply feedback and guidance from a local Field Guide/Mentor

As theory and practice are integrally related in the field of OD, your Practicum will be a time of both action and reflection. You will select ideas and theories taught earlier in the program streams, try them out and explore how the ideas and practices can inform each other. The OD Practicum will require a minimum of six days of your time, over approximately seven months.

The Practicum site is of your own choosing, and may be your own place of work, but not within your actual paid role. Since your Practicum is intended to be an opportunity for you to offer a valuable contribution to an organization AND to grow and develop as a reflective OD practitioner, your interests and the needs of your chosen group or organization will determine the nature of the practical OD work you undertake. You may or may not be able to carry out a full OD intervention within the time available.

The Practicum consists of the following five phases:

- A two-part orientation with the Practicum leaders and your peer support group
- Client Selection
- Implementation
- On-going note-taking and written reflection
- Separation/closure

Please note, there will be two brief webinars associated with the Practicum:

Practicum Orientation Webinar

Practicum Preparation Zoom Meeting

Marilyn Laiken, PhD, CTDP, CSODP (Program Director)

Marilyn is past Chair of the OISE, University of Toronto Department of Adult Education & Counselling Psychology, Professor Emeritus of Adult Education in Workplace Learning and Change, and Program Director of both the Masters Certificate in Organization Development and the Masters Certificate in Adult Training and Development, at the Schulich Executive Education Centre. She is principal of Laiken Associates, a Toronto consulting firm that, since 1975, has served hundreds of clients in the public, private and not-for-profit sectors.

Michelle Chambers, MED, BA (Hons.) Psychology, BBA (Hons.), CSODP, CHRL, CRDP

Michelle brings more than 25 years of proven and successful leadership, coaching, training and consulting experience, including work with three of Canada's Top-50 employers, a Financial Post Top-100 organization and a Greater Toronto 2011 and 2013 Top-50 Employer. Michelle is an organization learning and development specialist, with proven experience in leadership and culture development, team development, coaching, human resource strategy, strategic planning, customized training, change management and process facilitation.

Ray Gordezkey, MPH

Ray is well known for his work facilitating strategic organizational learning, change, and action that addresses contentious issues and complex circumstances. He is principal and cofounder of Threshold Associates, where he works with business, community and public service leaders to strengthen leadership through action and reflection, as well as to create intentional spaces for organization learning by making learning an integral part of work.

Glennie Mercer, MEd, BA, PCC, CPCC, RN

Glennie brings more than 30 years experience to her work and is known as a perceptive and inspiring communicator, facilitator and coach. Through her practice, Glennie engages leaders and teams by creating positive energy, facilitating inclusive and powerful dialogues and enabling insight for action. She is committed to creating safe, open and inclusive space where meaningful dialogue occurs in an open, honest and courageous way.

Doug Miron, MA, CEC, ACC

Doug is recognized for providing top-notch experiential learning programs that enhance employee engagement and advance individual, team and organizational performance. His areas of expertise include Organization Development, Leadership Strategy, Talent Management, Executive Coaching and Change Leadership. As a professional facilitator, Doug's interactive, entertaining and thought-provoking sessions have engaged thousands of individuals from around the world.



Program Director
Marilyn Laiken, PhD

Masters Certificate in Organization Development & Change



Unique Program Features and Benefits Include:

- Program Director and Faculty who are **accomplished academic and OD leaders, with many years of experience** as managers, coaches and consultants
- **Experiential learning** through assessment tools, action learning, simulations, case analysis, intervention design and application, coaching & feedback with learning partners and in small groups
- Establishment of an **online learning community** and **networking opportunities** with other OD professionals
- **Practical tools and resources to use in your own organization**, further developed through a **closely mentored practicum in an actual organization**, based on individual learning needs
- Provides a **rigorous cross-functional approach to innovative solutions**

Find Out More Today!

Visit <http://seec.online/13075>

1. Watch a brief **video introduction** by Program Director Marilyn Laiken.
2. Join Marilyn for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content-related questions**, ask Marilyn directly:
Tel: 416.736.5079
Toll free: 1.800.667.9380
email: [mlaiken@schulich.yorku.ca](mailto:milaiken@schulich.yorku.ca)

Participant Profile

Limited to just 25 participants, the program has been designed for those with a desire to be **best-in-class in Organization Development, and who want to learn how to solve critical business challenges** through a proven Behavioural Science approach. It is perfect for:

- Organization Development and Human Resource practitioners
- Internal and external consultants
- Managers and supervisors
- Team leaders
- Adult educators, trainers, facilitators, coaches and change leaders

Registration Details

Full Masters Certificate Program:

Fee: \$12,500 + applicable taxes (Save \$2,400 over the individual module cost).

Per Module Fees:

Complete all modules within three years to earn your Masters Certificate.

See inside for individual module/session dates and times.

OD and Change Essentials • \$2,950

OD and Change Intensive • \$5,650

Business Acumen for OD Professionals

• \$4,650

Practicum in OD and Change (must be taken last) • \$2,495

- Fee includes program tuition and teaching materials; applicable taxes extra
- A deposit of \$1,000 CDN is required to secure your place in the program
- Full program fee is payable prior to start of program
- Our liability is limited to reimbursement of paid tuition fee
- Sessions run time as indicated
- Contact us about a convenient tuition payment plan, or about multiple registration discounts from one organization
- Modules, speakers, topics, dates and fees are subject to change
- Complete registration details at seec.online/FAQ

Technical Requirements

See: seec.online/techreq

Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380
email: execedinfo@schulich.yorku.ca



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