

# Applied OD

A joint program from CLM and Bridges

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## Introduction

Organisational development (OD) is a complex and sometimes under-appreciated activity. It requires that we understand the organisation as an integrated system. This includes the usual management functions – planning and strategic change, organising and improving business systems, service delivery and evaluation. OD however, seeks to integrate these with more relational aspects of organisational life - leadership, teamwork, capability, communication and culture. OD at its best is an overarching transformative strategy engaging individuals, teams and the organisation as a whole.

An OD intervention or solution can also be just one or two elements of this whole – tailor made for specific issues or parts of the organisation. This applied approach to OD can include:

- Development of formal, operational and technical parts of the organisation including:
  - Strategic planning or change management projects
  - Structural review and re-alignment
  - Policy review and development
  - ‘Business systems’ or process improvement
  - Technology and equipment renewal
  - Individual work role review and planning
- Facilitating the development of more relational aspects of organisational life, including:
  - Developing the leadership styles of managers
  - Building organisational collaboration
  - Team development and the shaping of team norms, behaviour and communication
  - Developing manager and staff capability
  - Organisational culture – or ‘how we do things’ including patterns of large group, team and interpersonal behaviour

This program is conducted by two highly experienced OD consultants, working with a small group of participant practitioners. The overall aim is to develop and apply participants’ OD consulting skills and refine the OD strategies they apply in their organisations.

## Outcomes

At the end of the program participants will have:

- Clearer strategies for shaping OD interventions to fit their organisation and building better working relationships with senior managers
- A framework and set of tools for OD consultancy
- A refined plan for an OD project in their workplace
- Greater awareness of their OD consulting style and mindset
- An understanding of how group dynamics shapes OD outcomes
- A network of like-minded OD professionals

## Dates

The program is conducted over four workshops

Tuesday 2<sup>nd</sup> May, 9am – 4pm

Thursday 25<sup>th</sup> May, 9am – 1pm

Friday 16<sup>th</sup> June, 9am – 1pm

Thursday 6<sup>th</sup> July, 9am – 1pm

The program includes:

- Personal leadership style profiling
- Personalised 1:1 coaching before and after the program; including a meeting together with the participant and their manager, if requested
- All catering and materials
- Opportunity to join a facilitated Community of Practice, after the program.

**The program will be conducted at 4a/190 Bourke Street, Melbourne.**

## Cost

Early bird special of \$3200 inc GST is available until 12pm, 13<sup>th</sup> April 2017.

Bookings made after this date: \$3,900 inc GST.

Final registrations close 12pm, 26<sup>th</sup> February 2017.

## Facilitators

**Greg Cook**, the founder of the Centre for Leadership and Management, is a psychologist with more than twenty years' experience in organisational consulting, leadership development, facilitation and coaching. Greg also holds qualifications as a teacher and social worker. Greg provides process consultancy and coaching to executives, senior managers and teams in public sector organisations, not-for-profit organisations and community groups.



In 2003, **Karen Delvin** founded Bridges a business devoted to the practice of OD. She has academic qualification in OD at the Graduate Diploma and Masters levels.

Karen has worked as an internal OD consultant in both government and private sectors (NAB, Energy Australia, and Department of Health). Her clients include some of Melbourne's leading organisations in the government, not-for-profit, health, finance and university industries.



## Registration

Registration can be undertaken through links on either CLM or Bridges websites:

CLM <http://www.centrelm.com.au/>

Bridges <http://bridges.global/>

## Testimonials

*'I have more confidence to talk about the 'messy' work of OD which is informed by but doesn't always fit theoretical models. I loved the applied nature of the course. (The program) helped me to better understand how to be an internal consultant (and) helped me to shape my role in a large and nebulous program and organisation. It was a very capable group...interesting to learn how similar issues play out across different organisations'.*

*'The program helped me in my role as Director, HR. I learned to co-design initiatives with internal leaders and staff, and not to attempt to do it all by myself.'*

*'As a newly appointed Director of OD, the program came at the right time and helped me to understand the depth and breadth of the practice of OD. I have a greater appreciation of the need to seek clarity around project orientation and bring people along on the journey. The coaching services were incredibly thought provoking and gave me ideas to take back and implement. Group members openly discussed their projects and asked important questions which challenged my thinking.'*