



Masters Certificate in Organization Development & Change

Lead and support change at any level

Program Insights Include:

Developing knowledge of oneself as a key instrument for change while being genuine and transparent with others.

Working from theory/practice integration as an increasingly skillful professional able to explain practice choices from a strong theory base.

Becoming more aware of one's consulting style, preferences and skills, and knowing when to offer them and when to refer to others.



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** through “whole jobs” 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, and 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

■ Overview of Course Modules

September 28 - 29, 2017 | April 12 - 13, 2018

OD and Change Essentials*

A required component in preparation for the 5-day 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).

October 25 - November 9, 2017 | May 9 - 31, 2018

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 class sessions, supported by an on-line learning community

Session 1 (Oct. 25 - 27, 2017 | May 9 - 11, 2018)

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

Session 2 (Nov. 8 - 9, 2017 | May 30 - 31, 2018)

- Understanding Systems Change and OD Interventions

December 11 - 14, 2017 | June 19 - 22, 2018

Business Acumen for OD Professionals

This 4-day 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.

December 11, 2017 | June 19, 2018 (evening of the 1st day of Acumen Module) + Equivalent of 6 days over 7 months

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. An evening 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:
seec.online/11524



See detailed program content & register



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 **on-line 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**
- The MCOB program is officially recognized as **part of the criteria for attaining the CODP professional designation from The Canadian OD Institute (CODI)**. Please see codicanada.com for more detail.

Find Out More Today!

Visit seec.online/11524

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
e-mail: [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

Masters Certificate Session Dates:

Sep. 28 - Dec. 11, 2017

Apr. 12 - Jun. 19, 2018

(11 days + 6 days practicum over 9 months)

Program Location & Time

The Miles S. Nadal Management Centre,
222 Bay St., 5th Floor, Ernst & Young Tower,
Toronto, Ontario M5K 1K2

Sessions run: 9:00 a.m. - 5:00 p.m.

Masters Certificate Fee:

\$12,500 CDN + applicable taxes

Applicants who have completed the *OD and Change Essentials* course through CODI receive a \$2,000 discount:

\$10,500 CDN + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable upon notification of acceptance, prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about a convenient tuition payment plan, or about multiple registration discounts from one organization.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

Optional Accommodations

Participants receive a special corporate rate at the Fairmont Royal York Hotel. For details please visit the *Contact and Locations* section of our website.

Administrative Inquiries

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