



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 CODB professional designation from The Canadian OD Institute (CODI)**. Please see [codicanada.com](http://codicanada.com) for more detail.

## Find Out More Today!

Visit [seec.online/11628](http://seec.online/11628)

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:**  
Apr. 12, 2018 - Jan. 31, 2019  
(11 days + 6 days practicum over 9 months)

### Program Location & Time

Nadal Management Centre, 222 Bay St,  
Suite 500, Toronto Dominion Centre,  
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 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

Tel: 416.736.5079 | Toll Free: 1.800.667.9380  
e-mail: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)



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School of Business  
Executive Education Centre



To reserve your spot  
visit us online today:  
[seec.online/11628](http://seec.online/11628)



# 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

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).

Two Sessions

### 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 (May 9 - 11, 2018)

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

#### Session 2 (May 30 - 31, 2018)

- Understanding Systems Change and OD Interventions

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.

June 19, 2018 - January 31, 2019

(begins the evening of the 1st day of Acumen Module and extends the 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/11628](http://seec.online/11628)



See detailed program content & register

# Masters Certificate in Organization Development & Change



<http://seec.online/11628>

## Detailed Program Content

### MODULE 1 • 2 DAYS

#### OD and Change Essentials: An Introduction\*

A required component in preparation for the 5-day OD and Change Intensive, 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 2 • 5 DAYS

#### 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 on-line learning community.

3-day Session

##### 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

2-day session

#### 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, intra-department and organizational settings
- Using tools and developing customized approaches
- Using criteria for assessing OD interventions

### MODULE 3 • 4 DAYS

#### 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 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:

## UPCOMING PROGRAM DATES

**April 12, 2018 - January 31, 2019**

11 days + 6 days practicum over 9 months

## LOCATION

Miles S. Nadal Management Centre • 222 Bay Street, Toronto



## Program Faculty (complete bios online)

- 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

### MODULE 4 • 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:

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

### Marilyn Laiken, PhD (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 Director of both the Masters Certificate in Organization Development and the Masters Certificate in Adult Training and Development sponsored by 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 Gordezky is well known for his work facilitating strategic organizational learning, change, and action that addresses contentious issues and complex circumstances. He is principal and co-founder 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.

### David Kelleher

David Kelleher is an organizational consultant, and a co-founder and Senior Associate of Gender at Work, a global knowledge and capacity-building network on institutional change for gender equality. He has worked with numerous non-government and public organizations helping them build their capacity to further social change. He has held a number of leadership roles within Amnesty International, including a term as President of Amnesty Canada.

### 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. A professional facilitator, Doug's interactive, entertaining and thought provoking sessions have engaged thousands of individuals from around the world.