

4. Open International Course in Organization Development

April - December 2022

What is Organization Development?

Organization development (OD) is a behavioral sciences-based practice to help organizations build their capacities to adapt to challenges from inside and outside. OD practitioners (like people leading change and leading in change, or consultants helping them to do so) are trained to accompany teams in such change processes and help the organization to reach their goals in a most effective and efficient way.

About this course:

This course will equip you with the needed know-how and skills to accompany and lead change processes within your own or your partners' organization. It will provide you with:

- Personal growth by defining and developing your own personality and attitude as OD practitioner, be it as a manager, internal advisor or external consultant.
- An insight into the profession by getting to know the field of OD and its various areas for application
- A solid foundation by understanding different schools and theories of organization development, social systems and systemic approaches to change
- Know-how of OD by learning about OD consulting elements such as clarification of objectives and roles, planning of interventions and process design
- Skills and experience in OD by applying different techniques in OD - especially process consultation - in real project settings

The program comprises 10 modules over the course of 9 months between April and December 2022. All modules will be delivered virtually via MS Teams except Modules 7+8. These will take the form of a 4-days physical meeting in Addis Ababa, Ethiopia. Participants will anchor their learnings in peer learning groups and in a real-life OD project in between the modules.

The course uses an international standard curriculum developed by Como Consult, a German company that is specialized in Organization Development and has assisted change projects in more than 80 countries in Europe, Asia, The Americas and Africa.

Who can participate

Entry requirements are a minimum of 5 years work experience in an advisory or managerial position, a well-developed self-awareness and the readiness to engage in further growth.

Participants will receive an international certification as Organization Development Practitioner from COMO Consult, Germany.

About the organizers

Como Consult has conducted more than 30 rounds of full-fledged OD courses in Germany and various countries in Asia (like Indonesia, Vietnam and Pakistan) and Africa (like Algeria and Tunisia). For courses outside Germany Como usually teams up with regional consulting companies specialized in OD, like Praxiss Training Institute (Jakarta) for East Asia, The Konsultants /Lahore for South Asia and Almeisan (Sfax/Tunisia) for Africa. This has proven

helpful for adapting the standard curriculum to the needs of each particular target audience (mostly managers and consultants working in international agencies, public administration, private business or civil society organizations collaborating with each other in development cooperation programmes) and provide a truly tailor-made program. It integrates aspects of Capacity Development and modern approaches to cooperation and leadership.

Technical arrangements

Modules 1-6 and 9-10 will be delivered online via MS Teams. Course times are (East African Time):

Thursday, 4 pm – 6 pm

Friday, 3 pm – 6 pm

Saturday, 9 am – 12 pm

Modules 7 and 8 will be take place in person in Addis Ababa from Thursday, 29. September, 9 am until Sunday, 2. October, 5 pm (East African Time). Travel and accommodation costs have to be covered by the participants.

Administrative arrangements

- Registration and training contract:

For Registration, please send an email to thomas.rieger@como-consult.de. Once registered, you will receive your training contract with the consortium COMO Consult / Almeisan which has to be signed at least one week before the start of the training.

Registration Deadline is March 25th, 2022.

- Course fees and payment

Total course fees are EUR 4.600,- . The full amount is due after signature of the course contract, latest by April 6th, 2022. If you need a specific payment arrangement for convincing reasons, please don't hesitate to contact us.

Info call with trainers for interested participants:

25. February, 5 pm (East African Time) via MS Teams

For further information please contact:

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Content of the course:

Module 1: Introduction and orientation

We start with creating a basic understanding of what organization development ("OD") means, and where it is applied. An introduction into "professional helping" will be provided and you will be initiated to the approach of "process consultation" that is equally relevant for accompanying change processes and leading people.

Focus topics of module 1:

- Orientation: my personal motivation and my personal resources for working as manager and consultant,
- Exploring the professional field: where OD-practitioners work, what they do and what they (should) not do
- Values and attitudes that matter in systemic and Gestalt-OD and how they will practically translate into a learning process design in this course
- The consulting roles of Edgar Schein: process consulting, expert consulting and doctor-patient relationships
- Process consultation as a form of professional helping
- Modern leadership and process consultation

Date:

07. April - 09. April 2022

Module 2: Understanding Process Consultation as a Core Technique of OD

In this module you will deepen your understanding of OD as a "helping relationship" and how you can support organizations, groups and individuals to mobilize their proper resources for understanding and solving their problems. Peer groups will be established to foster horizontal learning.

Focus topics of module 2:

- Understanding the psychodynamics of a helping relationship and design your interventions accordingly
- Mastering Edgar Schein's "10 Principles of Process Consultation"
- Applying the principle of "working with ignorance" for Quality Assurance in change consulting (and other fields of professional helping)
- Exploring needs and opportunities for adjustments: OD as a both universal and culturally contingent practice
- Personal growth: developing awareness in perception

Date:

28. April - 30. April 2022

Module 3: Understanding social systems

If you want to accompany organizations or teams in their development, you need to comprehend how social systems work. In this module, you will get acquainted with important concepts like constructivism and complexity that help you to develop a deeper understanding of the way social systems function and of the dynamics of their evolution.

Focus topics of module 3:

- Beauty is in the eye of the beholder, so are social systems – the constructivist point of view and its relevance for working with groups and organizations.

- Different ways of describing and conceptualizing social system and their explanatory value (and practical usefulness).
- Working with creative techniques and metaphors in organizational diagnosis.
- Organizational diagnosis and process consultation – principles and tools
- Personal growth: reflecting upon perceptual biases, the power of suspending judgement

Date:

19. May - 21. May 2022

Module 4: Systemic approaches for interventions in social systems

With a deeper understanding of how organizations work, you will learn in Module 4 how to design interventions that help organizations develop and change. Lots of practical exercises and case work will help the process of skill building.

Focus topics of module 4:

- From observation through hypotheses to interventions into social systems: The systemic loop as a roadmap.
- The attitude of "positive neutrality" as a core element of successful intervention in social systems.
- "Intervention into an organization's processes" – what processes, what interruptions.
- Psychological contracts in consultation and in delegation processes.
- Personal growth: Self-perception and perception of oneself by others

Date:

16. June - 18. June 2022

Module 5: How social systems change

Module 5 focuses on processes of change within organizations or other social systems, their overt and its covert dynamics, preconditions for their taking momentum and roles taken by actors involved.

Focus topics of module 5:

- Change and anxiety - emotional aspects of change dynamics (and how they can be meaningfully addressed).
- Conditions that need to be in place for change to gain traction.
- Typical phases of change processes.
- Why social systems resist change and why (to an extent...) this is a good thing.
- Typical roles taken by actors involved in change processes.
- Personal growth: dealing meaningfully with our own anxiety.

Date:

07. July - 09. July 2022

Module 6: Change management

Organization Development belonging to the "Planned Change" school of thought, Module 6 will familiarize you with tools for designing and accompanying change processes in groups and organizations.

Focus topics of module 6:

- Process models for planned change projects
- Keeping in mind resources – Königswieser’s Architecture of Interventions tool
- How to deal with resistance constructively
- Leading change: John Kotter’s 8 steps approach
- Mobilizing the “guiding coalition for change” using Lewin’s force field analysis
- Personal growth: conveying messages convincingly (“state of the nation speech” exercise)

Date:

18. August - 20. August 2022

Module 7 and 8: Deep dive under the surface (physical meeting in Addis Ababa)

These 4 days will be an immersive self-encounter experience, as an individual and as a group. The most effective support that we can lend as leaders to our followers or as advisors/consultants to our clients is through the attitude that underlies our shaping of contacts with the Other. From the different humanistic psychology schools that have inspired OD, the Gestalt-approach will be introduced in this module.

Focus topics of modules 7+8:

- Contact and relation, the contact process, the contact cycle
- Figure-ground segmentation and the concept of Gestalt
- The concept of “here and now”
- Awareness and integration as the principal healing agents, individually and in social systems
- Contact disorders: Coping strategies blocking creative adaptations
- Gestalt and OD: Beisser’s “Paradoxon of Change”
- Working with Gestalt concepts to restore and advance organization’s health and ability to change

Date:

29. September - 2. October 2022
4 full days in presence (face-to-face) in Addis Ababa

Module 9: Application of OD

In Module 9 we will explore more deeply the use of social experiments as a core building block of the behavioral sciences grounding of OD. In addition, insights from the learning projects will be presented and the use of the techniques acquired in this course discussed.

Focus topics of module 9:

- Experiential learning, Gestalt, organizational change and different forms of social experiments (role plays, simulations, sociometric exercises etc.) and how to apply them
- How to cope with crisis, as a leader as an advisor/consultant
- Presentation and review of learning projects

Date:

10. November - 12. November 2022

Module 10: Open space and closing

In the final module we will provide room for additional topics requested by the participants, such as basics of group dynamics, dealing with conflicts or organizational culture. And, obviously, a thorough reflection and evaluation will close the Gestalt of this joint learning journey.

Focus topics of module 10:

- Treatment of topics chosen by the participants
- Clarifying open questions
- Final reflection upon and evaluation of the course

Date:

17. November - 19. November 2022