elephant™

Certificate in Organisational Development

Certificate in Organisational Development

Programme Overview

Our Certificate in Organisational Development is a 12 month programme focused on building your skills in both operational and strategic areas as well as grow your knowledge of OD models, tools and techniques.

Over the Certificate you will complete online learning modules with on the job assignments, case studies, quizzes and assessments. The programme also involves rating your achievement level from the start to the finish and mapping your skills and experience.

What will you finish with?

The Certificate in Organisational Development is different from tertiary study as you need to be working in a role where you can apply what you're learning, rather than covering theory.

You'll work through case studies and review your own workplace practices so that you get as much experience as you can, to deliver effectively in real life. Once you've completed your final assessment you will be awarded your certificate.

Elephant Certificates are now recognised globally, in New Zealand, Australia, the Pacific Islands, Singapore, Malaysia, Canada, the US and United Kingdom.

Who should attend?

You'll benefit most from the Certificate in Organisational Development if you are:
- In an OD role where you can try out the tools and techniques you are learning. This can be from an OD Advisor up to an OD Manager – you will just apply the techniques at a different level depending on your role.
- In an HR or Learning and Development role, where you have some OD responsibilities or want to work to moving into having these responsibilities

Programme Structure

The programme is structured over 12 months. The components of the Certificate include:
- A self-assessment of your knowledge and skills to map against when you finish.
- A 360 assessment of your skills from managers and colleagues. This process gives you feedback about what others see you do well, and any suggestions they have for areas for development.
- Recorded webinars and live webinars to watch from work or home, on your computer or phone. You also get a set of handouts to make notes from the webinar.
- Suggested articles to read or other videos to watch.
- Assignments to complete which consist of questions based on case studies and your own processes. For more about these see the FAQ page.

Certificate in Organisational Development

Core Modules

These modules must be completed. If you have advanced training or experience in one of these areas, then you can apply to have this module exchanged for an optional module.

Approaches to OD and building your skill set

This module covers the following:
- What OD can be in different organisations
- The different approaches to OD
- How OD, HR and L&D overlap
- The skills required to be an OD professional.
- How to lead an OD function

You'll complete a 360 competency assessment so will need peers and managers to provide feedback.

Learning Strategy

Most OD roles will still have a capability and learning component to them, as this is one way OD can help an organisation achieve their goals. This module covers:
- Different ways you can conduct a Training Needs Analysis (TNA)
- L&D frameworks for developing a programme
- Writing your L&D strategy and presenting to the executive team

Leading Change

This module takes you through using specific change tools through a case study so that you are fully prepared to drive change in your business including:
- An in depth understanding of different change models and how they work
- How you can own change and create engagement
- Techniques to help take people through their change journey
- An understanding of different ways to develop and roll out a change plan
  Methods to measure change ROI

Communication Strategy and Roll Out

Whether during a change project, rolling out a new initiative or launching or reinvigorating an existing programme - your communications plan can make or break your message getting through and the success of your roll out.
This module covers:
- The process of developing a communications strategy
- Ideas for your comms. plan including multi channel messages
- Building sales and marketing principles into your messaging to get buy in
- Case studies of strategies that went well and where things didn't work

OD Models and Tools

There are a number of organisational development models and tools that are essential for OD professionals to understand, so they can use these in capability and development, leadership or culture initiatives.
This module covers tools including SCARF, Appreciative Inquiry, Design Thinking, Agile, NLP and Project Management.
You'll hear from a range of experts in their fields and then your assignment includes application of each of the models and tools to a number of case studies.

Leadership Capability

One of the key areas many OD professionals are responsible for is building leadership capability accross an organisation, and often at different leadership levels. This module covers:
- Using development planning for leadership
- Different leadership development programmes, theories, case studies and examples
- How to build a learning philosophy and culture to support leaders development
- Measuring and embedding leadership competencies and skills

Team Dynamics

Many organisations are struggling with breaking down silos and trying to create collaboration across the business. In this module we cover:
- Understanding the human pysche and how to harness silo's to create collaboration and teamwork
- Different team dynamics theories and tools
- How to catalyse as opposed to just facilitate
- How to read dynamics happening in a room and change the culture to collaboration

Building your Company Culture

More and more OD professionals are asked to use the right tools to redefine, measure and build company culture. This module covers:
- Different ways you can define your company culture
- Running engagement or staff surveys
- Other tools you can use to measure culture (including ones that don't cost much!)
- Change models you need to decide on up front to build a culture

Certificate in Organisational Development

Optional Modules

You must choose four of these optional modules. For NZ participants, you can also choose to attend the OD (re) Design Conference instead of two of the core or optional modules.

Employee Experience (EX) Strategy

Many companies are now moving to EX, using principles from CX (customer experience) to build a more engaging employment experience at all levels. This module covers the following:
- What components make up EX
- The benefits of focusing on EX
- Different tools and techniques to use to develop your employee experience strategy including design thinking, journey mapping, Voice of the Employee etc.
- A case study of a real company and their approach

Transformational Workplaces

Over the last few years at the Game Changer Conference we have explored and discussed what the amazing companies are doing to transform. This module covers case studies from around the world on:
- The changes in **why** people are working, and how companies are building new purpose
- The changes in **where** we're working and transformations in how organisations are creating new workspaces
- The changes in **how** we work with examples of new concepts and methodologies

Strategic Workforce Planning

OD Professionals have a unique view of an organisation's work patterns and capabilities and can provide frameworks and strategies on workforce planning. This module covers:
- Different types of workforce planning
- Useful analytics to measure
- The steps to take to develop a workforce plan in different types of organisations
- Examples and case studies of how and when workforce planning worked well and how it added value to the business

Psychometric Tools

Part of an OD professionals remit is to understand the science and psychology behind psychometric testing, and then being able to assess which psychometric testing and tools will work in different areas of your business.
This module takes you through a range of the psychometric tools available, understanding the psychology behind them, and then when and where each could be used.
You will also get to use one of the tools, and assess a case study of what should be used, when.

OD Psychology 101

There are a number of Industrial Organisational (IO) Psychology principles that are useful for anyone working in OD to understand, and for many years anyone working in OD had to have a psychology qualification.
That's no longer the case but an understanding of key methodology and practises mean you can put in place solutions that address the root cause of issues.
Note: If you have completed psychology papers at tertiary level then this module is optional. If you have not studied psychology, then this module is mandatory.

Performance Coaching

Whether part of leadership development, L&D programmes or as a tool for OD to use when advising and supporting heir business, understanding and using the principles and models of performance coaching can be very valuable. This module covers:
- The different types of coaching and when to use them
- Different coaching models to grow performance and solve issues
- How you can develop your own personal performance coaching skills

Using Metrics and Analytics

Many managers and CEO's do not understand what an OD function can deliver, as there is a lack of metrics or analytics delivered to the business. You'll finish this module with:
- An understanding of the different levels of metrics and analytics
- What you should be measuring
- How to use this to build credibility and add value

Using Competencies for development, talent and succession

OD can help their business use competencies in a variety of ways. This module covers:
- Different approaches to using competencies in your business
- How to develop competencies from scratch, or improve those in place already
- How to develop talent programmes with case studies from a range of organisations
- Building succession planning for employees and management roles

Wellness and Mental Health

In an OD role you may be responsible for developing and delivering wellness and mental health programmes. This module covers:
- Identifying the key drivers for your wellness programme
- How to develop and deliver a wellness strategy and measure results
- How to create engagement
- Understanding mental health issues and how to build personal and organisational resilience.

Certificate in Organisational Development

Presenters and Assessors

Here are some of the presenters that you'll hear from during the webinars or conferences, as well as our assessors who will review your assignments and provide feedback.

Gil Sewell has over 25 years experience throughout Europe, the UK and NZ. Gil is focused on establishing capability and OD frameworks that drive innovation, improved decision-making, performance and profitability and increase team engagement, learning and development. Her previous roles include OD Director at Auckland DHB and Capability Manager People and Strategy at Fonterra. Gil is also on the Advisory Board for Changeability.

Angela Atkins has worked in HR and L&D roles for 20 years within local government, tertiary, retail and financial services. Angela co-founded Elephant and built the Management Bites programme. She is the best-selling author of Management Bites, Employment Bites, Training Bites and Safety Bites. Angela now lives in France but continues to work as a consultant and global facilitator.

Perry Timms is a Visiting Fellow at Sheffield Hallam Business School and lectures at Birmingham University. A skilled facilitator, coach and mentor Perry is qualified in change and a range of psychometric tools and has been leading on business improvement and change for over 20 years. Having held corporate roles as Head of Learning, Talent & OD in public and not-for-profit sectors, Perry has set up his own enterprise – PTHR to change the world of work; one conversation at a time.

Rachael Bryant, Director of ignite people strategies**,** has over 20 years business experience in HR and organisational development. She is passionate about developing individuals, teams and organisations.

Liz Tibbutt started her HR career after 12 years as a chef. After Corporate HR at Air NZ Lia worked in London for several years. She also completed an MBA from Henley Management College. From 2000 she has been back in NZ and has worked in various senior HR and OD roles as well as consulting. Liz also runs insideHR – an HR news website. Liz is MC of our OD (re) Design Conference.

Certificate in Organisational Development

Presenters and Assessors

Here are some of the presenters that you'll hear from during the webinars or conferences, as well as our assessors who will review your assignments and provide feedback.

Ryan Ghisi started his career in IT, with 17 years of IT experience, including 4 years as a developer, 10 years as a Senior Business Analyst and 5 years in Performance and Reward. It was this last role area that led him into HR. In his role as Global Head of Employee Experience, Ryan currently focuses on strategy, projects and initiatives that drive employee engagement and culture at Xero.

Pip Ball is the Associate Director of OD at the University of Auckland. She is passionate about building high performance high engagement cultures, growing great leaders and developing the capabilities the University needs for the future. Pip has held HR Leadership roles over a 20 year period in a wide range of industry sectors (dairying, banking & finance, health, education) and in organisations ranging in scope and scale from 750FTE - 18,200FTE.

Julie O'Brien is the OD Manager for Simpson Grierson. She has wide-ranging experience across human resources, learning and development and organisational development disciplines. Experience includes HR strategy, talent management, performance review design, employee engagement, leadership development, policy development, training needs analysis, programme design and delivery, quality and risk management.

Dawn Voyce is the Director of Leading Edge Space. She is a highly experienced and passionate Senior Change Manger / Organisational Development specialist and Leader in people centric change who has spent the last 10+ years working alongside Executive, Senior Leaders and Leadership teams within both large multi-national corporate organisation and small organisations, supporting and leading Change initiatives. Being an effective influencer she lives and breathes innovative Thought Leadership. Dawn has recently returned to New Zealand after 22 years living and working abroad.

Mary Britton is a Credentialed Coach with the ICF and is the Cofounder and Director of Coaching Pacific Ltd, the Co- creator of Coach and leadership training programmes accredited with the ICF. Mary has delivered public and in-house coach training, and leadership development training in New Zealand, Australia and UK. Mary has spoken at global Coaching conferences (Korea 2014, APAC, World Coaching Congress, Mumbai 2015, ICF Brisbane, and October 2016). Mary is a professional facilitator of vision, strategy, values, planning and development for individuals, group and communities.

Certificate in Organisational Development

Frequently asked Questions

How do the assignments work?

For each topic you'll be sent an assignment. This consists of case studies with different questions to answer or asking you to review of your own processes. There is no % mark for these, however our team will assess whether you have passed the paper and have demonstrated good thinking around each answer. If they feel there are areas that you need to provide more information, they will come back to you to provide you further time and some coaching to do this. The aim is to help you develop your skills in each area so you can deliver excellence in recruitment to your business.

How long does each assignment take?

You have a month to complete each assignment and it will take you 2 – 3 hours to complete. Along with watching the webinar and reading any articles, you should be able to complete each module by putting aside an hour a week, or four hours a month.

What if I need more time?

While we schedule your Certificate over a 12 month period, you can ask for an extension on assignments if you have a busy workload, or are travelling or have any other issue that means you need more time. In total you can extend your Certificate up to 6 months, however you must finish within 18 months of beginning to be awarded the Certificate.

Can I fail the Certificate?

Yes if you don't complete your assignments, then you cannot pass the Certificate! If you complete an assignment but haven't demonstrated the knowledge to pass the topic, our team will provide you with feedback and coaching and give you a chance to review and resubmit your assignment.

How much does it cost?

The investment for the Certificate is NZ$1,950. There is a 10% discount if you work for a registered Charity. The three intake dates are 3 February 2020, 1 June 2020 and 7 September.
For more information or to register for the Certificate just click here.

Certificate in Organisational Development

Testimonials

Still not convinced you'll get the best learning you've ever had? Here are some of the comments from people who have completed our HR Certificates:

"The information provided was just so informative and then being able to actually apply that knowledge through the case studies is just fantastic and really helped to bed in the information. In addition, I have gone back to the information many times already to make sure I am on the right track.
The webinars, the printable slides form the webinars, the case studies, the feedback, the workshop – gosh these have been so thoroughly helpful for each and every topic!"

Melissa, HR Advisor, University

"I'm most proud of completing the assignments. I was very nervous "going back to school". I felt quite exposed submitting assignments to be marked as I haven't done this in a long time. I understand now that I was given an opportunity to fail in a safe environment without judgement."

Nicole, HR Manager, Food Production Company

"Each assignment delivered an enormous learning for me. I believe my biggest learning was from the Recruitment Strategy and processes assignment. This is an area I'm currently participating more and more in and referenced a lot of information from my assignment".

Helen, Learning and Development Officer, Travel Company

"I think the one thing that has had the widest and most visible effect is that HR policies can, and should, be written simply! After doing the Writing HR policies assignment, I went through our HR policies and they are all very complicated and use a whole bunch of words that just don't need to be there. Keep it simple! I am now going through each of our policies and simplifying the language".

Courtenay, HR Advisor, ITO

"I just want to pass on feedback that your material is easy to understand and the training you offer in my opinion is by the far the most relevant I've seen in a very long time".

Rebecca, HR Advisor, Dairy Company

"I am already seeing the value of this course from the first assignment. Thank you so much for the coaching and feedback your team provided."

Alvina, Junior HR Business Partner, Banking Sector