

World-Class Management  
Development Series



Advancing Management Excellence

# Columbia University

## Principles and Practices of Organization Development

 COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

Part 1  
14-16 March 2016

Part 2  
27-29 June 2016

TEACHERS COLLEGE  
COLUMBIA UNIVERSITY



[www.hkma.org.hk](http://www.hkma.org.hk)

The Hong Kong Management Association  
香港管理專業協會

# Principles and Practices of Organization Development

## Teachers College, Columbia University



### The Program

“Principles and Practices of Organization Development” (PPOD) is an executive education workshop that provides participants with core concepts and skills necessary for managing and leading change inside organizations and for consulting to organizations and teams. A highly participative learning experience, PPOD offers participants many opportunities for building skills and learning through practice.

### Learning Objectives

Participants in this workshop:

- Examine systematically the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts
- Recognize and understand the intricate relationship between the strategic business plan of the organization and the role of organization development
- Develop and enhance conceptual and behavioral skills to implement system-wide organization change efforts
- Facilitate the participants’ exploration and clarification of their assumptions, beliefs and values about organizations and the nature of the change process
- Develop and sharpen participants’ understanding of how evidence-based practice can be used to enhance organization and team effectiveness and vitality
- Enhance self-awareness and understanding of group process in order to heighten consultation skills and enable participants to perform their roles more effectively
- Increase skills in selecting, administering, and interpreting assessment data on organizational effectiveness
- Learn how to implement organization development programs especially at the individual and work group levels
- Practice and enhance skills in evaluating the outcomes of organization change efforts

### Structure and Design

PPOD is structured as two 3-day workshops, separated by 3 months. The time in between Workshop 1 and Workshop 2 provides participants with opportunities to apply their learning back at work.

While the entire program addresses multiple levels of analysis, Workshop 1 focuses on individual, interpersonal, and group skills necessary for effective organization change and consultation. Workshop 1 ends with a focus on participants’ leadership challenges and prepares them for application work during the interim period between Workshop 1 and Workshop 2.

Workshop 2 focuses on inter-group, organizational, and inter-organizational levels using organizational assessments and interventions. As participants work together, they continue to experience and learn about their own group development and dynamics. Workshop 2 also includes a focus on leading and managing change.

For Workshop 1 participants are asked to complete pre-work assignments including reading and self-assessments. In addition, each participant is asked to identify a leadership challenge to work on during the course of the program.

In between Workshop 1 and Workshop 2, participants are asked to apply their learning to their leadership challenge and return to Workshop 2 prepared to discuss their successes as well as challenges. Depending on the outcome of their work in the interim, participants are encouraged to engage in further work on their challenge or bring a second challenge to Workshop 2.

### Participants

The program is well suited to:

- The needs of recent entrants into the organization change field who are interested in acquiring skills;
- Those in human resources, organization development/effectiveness, learning and development, diversity and inclusion, and talent management who recognize the importance of continually working on skills for improving their effectiveness with clients, both internal and external;
- Managers who have responsibility for leading and managing significant change efforts in their organizations.

These practitioners and managers typically have a need to: 1) learn more about the nature of organizational functioning and change; 2) enhance their skills in helping managers and executives understand, lead, and manage change; and 3) develop their own skills in leading and managing change.



## Pedagogy

Teachers College believes the application of new knowledge and skills in the context of practical experience enhances participant learning and is consistent with current adult development research. As every participant arrives with different needs and preferred ways of learning, the program provides a diverse array of learning opportunities (i.e. lecture, case study, experiential learning, and reflection) geared toward individual development within a community of practice. The program intends to create a diverse learning community characterized by openness, collaboration, and commitment to individual and collective development as follows:

- The program enables participants to expand their professional and personal tool kit by introducing them to new knowledge in the form of theories, best practices, and skills.
- Participants practice these new skills through hands-on experience.
- Through self-assessment and peer feedback, participants increase their self-awareness throughout the program.
- By reflecting on past and current experiences, participants acquire knowledge, learn skills, and expand upon their abilities to become better practitioners and managers in their workplaces.

## Testimonials

*I know the PPOD experience will be extremely beneficial for me professionally as well as personally.*

*I have great admiration for the PPOD faculty's work and practice and will always be reminded of the great experience at TC. I am privileged to be a PPOD alumnus and to have had the opportunity to work with these faculty.*

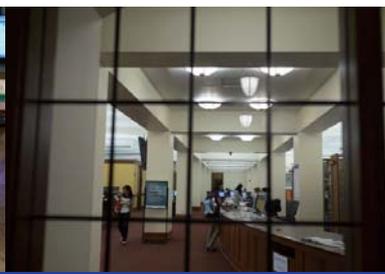
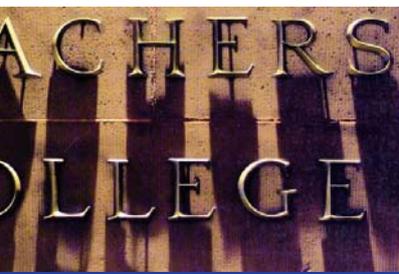
*I want to affirm how excellent and transformative PPOD was for me. My thanks for all of the work and care that made it so.*

*My experience with PPOD is quite possibly the most enjoyable and material professional development opportunity I have had in my career. I continue to reference the tools, learnings and feedback from PPOD even to this day.*

*I can't tell you how much I enjoyed the week and what a great experience you created for the entire group. Your knowledge, passion and insights were enlightening and created a wonderful environment for learning.*

*A valuable aspect of the program for me was to have the time to reflect on your own performance, then to get the insight and feedback from the group...it was powerful.*

*The program inspired me to think about the future with people from around the world and across many industries, and it gave me the confidence to develop more innovative approaches to workplace issues. It was a life-altering experience for me.*



## Faculty



**Dr Debra A. Noumair**  
**Director, Executive Education Programs in Change and Consultation**  
**Academic Program Coordinator and Associate Professor**

Dr Debra A. Noumair is on the faculty of the Social-Organizational Psychology Program in the Department of Organization and Leadership at Teachers College, Columbia University and the Academic Coordinator of Graduate Programs in Social-Organizational Psychology. At Columbia, Professor Noumair focuses on executive education and organization change at multiple levels with individuals, teams, and organizations. She is particularly interested in the influence of group and organizational dynamics on organization change and the application of systems thinking to individual, team, and organizational performance. She teaches courses on organization change and consultation and executive coaching.

Dr Noumair is the author of articles and book chapters on organization change, group relations and the analysis of diversity issues in groups, organizations, and social systems. She edited *Group Dynamics, Organizational Irrationality, and Social Complexity: Group Relations Reader 3*, which brings the theoretical and practical application of group relations concepts to life in teams, organizations, communities, and society. She serves on the Editorial Boards of *The Journal of Applied Behavioral Science* and the *OPUS International Journal, Organisational and Social Dynamics*, and is an editor of the book series, *Research on Organization Change and Development*.



**Dr Matthew Tye**  
**Adjunct Faculty**

Dr Matthew Tye (Ph.D., Teachers College, Columbia University) Partner, Ritchie | Tye Consulting. Dr Tye spearheads the Leadership Development practice at Ritchie | Tye Consulting, which includes the design, delivery and supervision of customized leadership development programs, executive coaching, team development, and board training and support. Dr Tye possesses a vast array of expertise in models of effective management practice, group process and facilitation, and program evaluation, with a particular emphasis on performance coaching and team effectiveness for executives. He is trained in all the major assessment tools including the MBTI, FIRO-B, Hogan inventories, and Benchmarks, among others. As a psychologist and organizational strategist, Dr Tye is highly skilled in examining the complex and dynamic systems that can interfere with individual and group level performance. Blending traditional business management principles with psychological theory, he assists clients in more fully understanding their organization, their role, and solutions for greater success.



**Dr Sarah J Brazaitis**  
**Senior Lecturer**

Dr Sarah Brazaitis has been a member of the faculty at Teachers College, Columbia University since 1998 and is currently the MA Program Director and a Senior Lecturer in the Social-Organizational Psychology Program. She teaches courses on group dynamics and improving team performance to masters- and doctoral-level students as well as in the Executive Education programs. As part of her group dynamics course, Dr Brazaitis runs an experiential group relations conference (based on the Tavistock model of human relations training) that provides participants with opportunities to learn in real time about covert processes affecting leadership and power in groups and organizations. Dr Brazaitis has been on the consulting staff of numerous experiential group relations conferences, sponsored by the A.K. Rice Institute for the Study of Social Systems (AKRI). She is a Fellow of the A.K. Rice Institute and is a past member of AKRI's Board of Directors. As an expert on group dynamics in social systems, Dr Brazaitis has written articles and book chapters on team building and improving team performance as well as about the interplay of race and multicultural issues in group and team dynamics.



**Dr W. Warner Burke (via Video Conferencing)**  
**Edward Lee Thorndike Professor of Psychology & Education**

Dr W. Warner Burke is the E. L. Thorndike Professor of Psychology and Education, and a founder of the graduate programs in social-organizational psychology, at Teachers College, Columbia University. Originally educated as a social-organizational psychologist (Ph.D., University of Texas, Austin), Dr Burke is currently engaged in teaching, research, and consulting. He teaches leadership and organization change and consultation. His research focuses on multirater feedback, leadership, organization change, and learning agility.

Dr Burke's consulting experience has been with a variety of organizations in business-industry, education, government, religious, health care systems, and professional services firms, including British Airways, SmithKline Beecham, National Westminster Bancorp, British Broadcasting Corporation, Business Consultants, Inc. of Japan; (since 1972), Pricewaterhouse Coopers Consulting, the National Aeronautics and Space Administration, Dime Savings Bank, and Miller and Chevalier law firm. He formerly served as senior advisor to the strategy and organization change practice of IBM Global Business Services.

## Past participating companies - a partial list

**adidas**  
Oregon, US

**Cordlife Group Limited**  
Singapore

**Daiichi Sankyo, Inc.**  
New Jersey, US

**EmPower Research**  
Bangalore, India

**The Hershey Company**  
Pennsylvania, US

**HSBC**  
New York, US

**Intel**  
Oregon, US

**JP Morgan**  
New York, US

**Johnson & Johnson, Inc.**  
New Jersey, US

**Marc Jacobs International, LLC**  
New York, US

**Master Card Worldwide**  
Maryland, US

**Mirvac Limited**  
Sydney, Australia

**New York Life Insurance Company**  
New York, US

**Nokia**  
Espoo, Finland

**Novartis**  
Basel, Switzerland

**PepsiCo**  
New York, US

**Pfizer, Inc.**  
New York, US

**Pivotal Leadership**  
Singapore

**Wikimedia Foundation**  
California, US

## Date & Time

Part 1  
14 - 16 March 2016  
9am to 5pm

Part 2  
27 - 29 June 2016  
9am to 5pm

## Venue

The Hong Kong Management Association  
14/F Fairmont House  
8 Cotton Tree Drive  
Central  
HONG KONG

## Program Fee

HKMA Member: HK\$73,200  
Non-member: HK\$76,800  
Early Bird Discount: HK\$3,500 per person  
(For those who enroll and pay one month  
before the course commencement date.)

(Complimentary lunch is included on all days)

## Deadline for Registration

Monday, 29 February 2016

## Enquiries

For reservations and general enquiries, please call Customer Service Department on 2774-8501 or via fax 2774-8503. For course details, please contact Ms Michelle Poon on 2774-8552.

## About Teachers College

Teachers College, Columbia University, ([www.tc.edu](http://www.tc.edu)) is the oldest and largest graduate school of education in the United States, and also perennially ranked among the best. Its name notwithstanding, the College is committed to a vision of education writ large, encompassing its four core areas of expertise: health, education, leadership and psychology. The College celebrated its 125th Anniversary in 2012.



Sample Certificate of Completion

## Principles and Practices of Organization Development Teachers College, Columbia University AC-B6032-2016-1-F

HKMA Member: HK\$73,200 Non-member: HK\$76,800

Early Bird Discount: HK\$3,500 per person (For those who enroll and pay one month before the course commencement date.)  
(Complimentary lunch is included on all days)

Name (Mr/Ms): \_\_\_\_\_  
(Surname) (Other Names)

HKID Card No.: \_\_\_\_\_ HKMA Membership No.: \_\_\_\_\_

Position: \_\_\_\_\_

Company: \_\_\_\_\_

Address of Company: \_\_\_\_\_

Telephone No. (Office): \_\_\_\_\_ (Residence): \_\_\_\_\_ (Mobile): \_\_\_\_\_

Fax No. (Office): \_\_\_\_\_ E-mail: \_\_\_\_\_

Correspondence Address: \_\_\_\_\_

Cheque Number: \_\_\_\_\_ Cheque Amount: HK\$ \_\_\_\_\_

Name and Title of Nominator (Mr/Ms): \_\_\_\_\_

Nominator Email / Address: \_\_\_\_\_

Sponsorship  Company-sponsored  Self-sponsored

Where did you **FIRST** learn about this programme?

Email  Newspaper/Magazine (please specify): \_\_\_\_\_  HKMA email

Email promotion from other websites (please specify): \_\_\_\_\_

Website advertisement (Please specify): \_\_\_\_\_

HKMA Website (From where did you learn about, please specify): \_\_\_\_\_

MTR Station Display (Please specify): \_\_\_\_\_

Exhibition  Education & Careers Expo (EEX)  Jobmarket Career & Education (EJEX)

Others (Please specify): \_\_\_\_\_

- This form together with a crossed cheque payable to The Hong Kong Management Association should be returned to: Executive Director, The Hong Kong Management Association, 16/F Tower B Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong.
- Registration must be made on the Enrolment Form provided and returned to the Association before the programme commencement date (Not less than 5 days) with full fee.
- Acceptance is subject to the discretion of the Association.
- Applicants will be notified by telephone to confirm receipt of the application form and full programme fee. An official receipt will be sent to you within two weeks.
- Applicants are expected to attend the course at the place and time specified in the brochure unless otherwise notified.
- When a programme is over-subscribed, additional classes may be started in some cases. Applicants may then be notified of the new time, dates and place of meetings when necessary.
- For **ENROLMENT** and **ENQUIRIES** please call **2774-8501** (Customer Service Department) during normal office hours or fax **2774-8503**.
- No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the programme by notifying the Association at least 2 days prior to programme commencement.
- Fax reservations are welcome but are subject to confirmation by payment in full within 10 days of the date the reservation is made or 5 days prior to programme commencement, whichever is sooner.
- Applications, upon full payment, will be processed on a first-come first-served basis.
- When Typhoon Signal No.8 or above is in force during classes/examinations, all classes and examinations will be dismissed immediately. Replacement classes and remedial examinations will be arranged. When Black Rainstorm Warning is in force during classes/examinations, all classes and examinations will be held as scheduled.
- The HKMA reserves the right to make alterations regarding the details. For course details, please contact Customer Services Department on 2774-8501 or Ms Michelle Poon on 2774-8552. Website: www.hkma.org.hk
- The HKMA supports the equal opportunities policy, without discriminating against any person on the grounds of gender, disability, family status or any other basis.

### Note:

1. I shall comply with The Hong Kong Management Association (HKMA) Privacy Policy Statement, the Hong Kong Personal Data (Privacy) Ordinance (Cap.486) and other related regulations which will be changed from time to time. I declare that the data given in support of this application are, to the best of my knowledge, true, accurate and complete. I understand that the data will be used in the admission assessment process and that any misrepresentation, omission or misleading information given may disqualify my application for admission and enrolment in the programme.
2. I understand that, upon my registration in the programme, the data will become part of my student record and may be used and processed for all lawful purposes relating to my academic and/or non-academic activities in accordance with the established policy of the HKMA and the Hong Kong Personal Data (Privacy) Ordinance (Cap.486).
3. I expressly consent that the personal data will be used for the HKMA administrative, academic, research, statistical, alumni activities and prescribed purposes as allowed by HKMA and the laws of Hong Kong from time to time.

### Declaration

I authorize the HKMA to use my data to keep me informed of any direct marketing information including training and education programmes, awards and competitions, membership, alumni, promotional activities and other services and activities that it may arrange.

I consent.  I do not consent.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_