



OD Essentials Programme

Project Objective

The Programme was designed to support people in doing formal OD work as well as bringing in OD thinking and approaches to existing professional capabilities i.e. clinical practice or leadership practice.

The programme provided participants with a range of opportunities to interact across their organisations and therefore work with the 'whole system'. It blended theory, practice and application within and between the formal elements of the programme, ensuring that learning was applied to real OD challenges and issues to build individual and organisational confidence and capability in OD practice.

The OD Essentials programme was aimed at individuals:

- With diverse backgrounds
- From different areas within the healthcare system
- With varied experience, both in terms of their professional background and their experience of OD interventions.

Programme aims

For participants to:

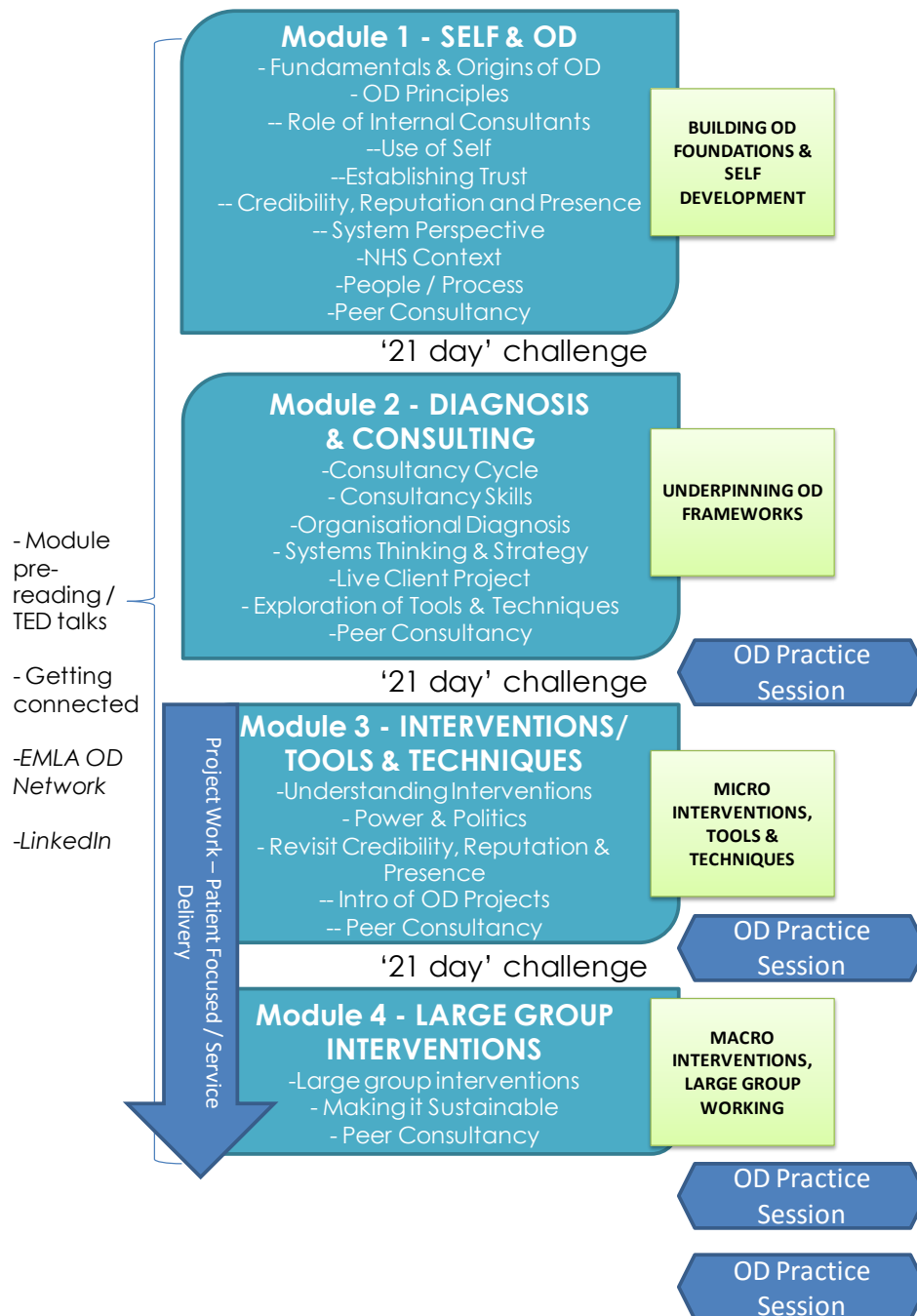
- Develop skills and deepen their understanding of the role of OD practice within an ever-changing NHS
- Enhance confidence and personal effectiveness to enable effective OD practice
- Explore concepts and practice techniques on how to use personal effectiveness and influence to engage others for greater organisational performance and patient outcomes
- Enhance the skills needed to formulate effective OD strategies to support organisational transformation
- Be equipped with the knowledge and skills to be able to confidently champion OD within their organisation as a mechanism to support strategic business change.

The programme also aimed to:

- Develop OD capacity in the region by building a sustainable and growing community of skilled OD practitioners
- Create a safe environment for you to practice OD tools, techniques and approaches that can be applied to a workplace OD challenge.

Programme Content

The OD Essentials programme was held over a 5-month period and was delivered across 4 2-day modules and 4 OD Practice Sessions taking the form of project-based action learning.



These sessions were designed to support group-based OD project work and provide an opportunity for participants to apply learning on real-workplace OD issues. Participants were also required to undertake a series of short '21 day' challenges between modules to help further embed the learning. These are specific tasks set which build on the learning from each Module, and participants are encouraged to report back at the following Module. This included talking about what went well, what could have gone better, and what the blockers and enablers may be to future embedding of their learning. We have described some of these specific challenges in our Module content below.

Module 1 - Self & OD

“The Facilitators were excellent in their delivery approaches, whilst boosting group confidence to deliver themselves.”

Module 1 of the OD Programme involved participant's objectives setting and introductions, including the following content:

- Fundamentals and origins of OD
- OD principles
- Role of internal consultants
- Use of self
- Establishing trust
- Credibility, reputation and presence
- System perspective
- NHS context
- People / process
- Peer consultancy

21 Day Challenge: Participants are to identify one meeting they regularly participate in and make notes on/ observe on themselves and others the role of Authority, Presence and Impact (API model) in the meeting environment. Reflections and observations to be brought to Module 2.

Module 2 - Diagnosis & Consulting

“The course is providing me with confidence and new skills in de-mystifying OD and the confidence to put this into practice.”

Module 2 of the OD Programme involved participants being introduced to some underpinning OD frameworks, including the following content:

- The Consultancy Cycle
- Consultancy skills
- Organisational diagnosis- data gathering/ my personal approach and ethics
- Systems thinking and strategy
- Live client project set up – Using the consultancy cycle
- Exploration of tools and techniques – What's the knowledge and experience in the room?
- Peer consultancy

Module 3 - Interventions/ Tools and Techniques

“The course content from Berkshire Consultancy is excellent and Shelly & Andrew have been great. Useful tools and techniques with great handouts and storytelling to give life to the work.”

Module 3 of the OD Programme involved participants learning about key micro, inventions, tools and techniques, including the following content:

- Understanding interventions
- Appreciative Inquiry
- Power & Politics
- Revisit credibility, reputation and presence session
- Introduction of OD projects in the organisation

- Peer consultancy

21 Day Challenge: For a month as you observe your work, try to pinpoint where your interventions are being made, their impact and areas for improvement. Keep a note to report back on Module 4

Module 4 - Large Group Interventions

“This was a very practical hands-on course which I got a lot out of, the timing was also spot-on. It was very valuable to have the support of like-minded people who all came from different backgrounds and therefore had different experiences and a safe environment was created in which you felt comfortable to disclose all sorts of issues and know that you would get non-judgemental support from everyone.”

Module 4 of the OD Programme involved participants learning about macro interventions and large group workings, including the following content:

- Introduction to Large group interventions
- Open Space Technology
- World Café
- Making it Sustainable
- Sharing of individual learning journeys

Results and Evaluation

(As of April 21015, Module 4 had just been completed, but the OD Practice Sessions and Project Work have yet to be evaluated)

Across all 4 Modules, 100% of participants felt content and delivery was balanced, relevant and interesting, and 100% of participants would recommend the Programme to a colleague.

Evidence of learning being put into practice

- “Mindfulness of the difference between my impact and my intention, thinking about this before approaching difficult situations both at home and at work”
- “Lots of use of the Consultancy Cycle and Contracting in particular when starting in new roles, in meetings and negotiations”
- “Have shared Culture Web and Bridges work on Change and Transition in team meetings”
- “Plans to use World Café approach with patient groups and to engage teams”
- “Plans to use co-consultancy, and use the group to identify people who could come in and help with issues, e.g. running an Open Space or World Café”
- “Has really helped applying some of the techniques to be more mindful, present and non-assumptive when having challenging conversations at work”
- “Applied and showcased some of the tools in my interview- and I got the job!”
- “A big governance/ structure piece coming up, will be applying the tools to make this an OD intervention, and think about the people aspect”
- “Have created a ‘café’ space in their new office to encourage creativity and shared working”

Client Reference

“The NHS East Midlands Leadership Academy commissioned Berkshire Consultancy to design and facilitate an Organisational Development leadership programme aimed at NHS leaders working in OD, HR, Service Improvement and Quality Improvement roles.

Expectations were high from the outset and the programme management team and facilitation team exceeded our expectations throughout. The programme design was tailored specifically to meet the needs of our leaders and was delivered in such a way that engaged and inspired our participants. The content was finely balanced with evidence based content as well as tons of opportunities to apply participants learning back in to the workplace. Their passion for OD shone through and this resonated strongly with our audience which resulted in 100% of our participants rating the quality of the facilitator’s delivery style and content very good or excellent.

Behind the scenes, the programme management team were exceptional. Responsive, highly professional, friendly and always willing to go the extra mile. We received regular progress reports on how the programme was developing and they were always available to offer support and guidance. They made our lives easy and it felt like a true partnership – an absolute pleasure to work with”.

Anna O’Kane, Programme Lead/ Transformation Lead

Participant Comments

“There is major transformation in my organisation in the next 3 years this course will enhance my skills in OD, in particularly working with middle management and staff, implementing changes.” – Participant

“Well structured and variety of learning approaches worked well including the group work and networking opportunities.” – Participant

“The course is providing me with confidence and new skills in de-mystifying OD, and the confidence to put this into practice”. – Participant

“I am aware that HR Directors are often commenting about the skills gaps in terms of developing HR Directors...and developing skills of HR practitioners into HR Business Partners. I believe that this course content is really relevant to developing these skills and I wonder if it might be appropriate to run this course for these members of staff”. – Participant

Client Reference Details

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Contract Value

£40,000