



CSODC

Certified Systemic Organization Development Consultancy Program

February 2011 – June 2011

Accra, Ghana and Cologne, Germany

ORGANISED BY: synetz-international, Germany
Africa Institute of Organization Development, Ghana

1.ABOUT THE ORGANIZERS

synetz-international: we are a Germany based management consultancy company with longstanding experience in Systemic Organization Development and Change Management. In numerous change processes we supported worldwide global player companies and non-profit organizations, networks, teams and individuals on their way to higher performance. Over the years we conducted several Systemic Organization Development programs all over the world (pan African, South Africa, India, Germany).

Africa Institute of Organization Development is a Ghana based consulting and training company in Accra.

Both companies have a long lasting professional relationship with each other and have joined hands to offer the CSODC program together.

www.synetz-international.com

2. GOAL OF THE CSODC PROGRAM

The CSODC Training Program's goal is to develop the

- attitude, methods and skills of future consultants to be able to
- transform organizations as internal or external consultant. Participants will be
- enabled to support organizations from all sectors of society to
- improve the organization's problem solving potential and performance to increase their effectiveness and efficiency.

3. ENVISAGED PARTICIPANTS

The program is aimed at curious and open minded consultants, advisors, project managers, change managers and leaders, who share a certain responsibility for change in business organizations, NGOs or public institutions.

What you can expect:

- Vital professional skills in systemic organization development
- An understanding of relevant fields of intervention like strategy development, process chains, team development, change architectures and design
- Make practical use of selected instruments of systemic consulting

4. TRAINING APPROACH AND ELEMENTS OF THE CSODC PROGRAM

The training programme is designed to encourage participants to take active responsibility for their own learning - drawing their own lessons from the experiences they encounter. The learning settings will, as far as possible, therefore be 'active' settings. More specifically, the features of this approach would include:

1. **Learning through practice during three modules.** A key assumption of our approach is that skills training and capacity building is a *continuous, medium to long term learning process*, not a 'one off' event which comes along at irregular intervals. There is recognition that developing proficiency in one's work is a lifelong discipline built around deepening experience and self-knowledge. At the same time, learning can and should happen on a daily basis. Every engagement with work is an opportunity for learning in a small or large way, but a discipline of learning 'on the job' must be developed. Therefore, the modular approach is intended to ensure that there is incremental learning based on the needs of the participants at work. Central to the approach is the idea that as far as possible capacity building and skills training work should be located *in practice* with learning *through practice, from practice, in real work time*. Practice of consulting skills with real organisations during the training and as Project assignments are inbuilt.
2. **Real consulting project assignments.** Out of class room learning the real consulting work starts. Each participant identifies and organises his or her first real consulting work in his or her own environment. Along the progress of the training program learning gets rooted in these projects. Participation in practical consultancy projects in diverse real client systems and environments enhances reflection on important qualities of leadership and/or consultancy as well as facilitates the integration of theory and practice.
3. **Learning diary.** During the moduls and especially during the personal assignment each participant keeps a his/her personal learning diary to deepen insight about personal feelings, social processes and the consulting job. The analysis of the learning system and the consulting system will be employed to increase perceptive competencies.
4. **Mentoring and Peer group learning** Working together in a structured way, around work, *with peers*, 'doing' and 'learning' together offers another path. Working with immediate colleagues from CSODC program is the most suitable framework for peer group learning. Action Learning is incorporated to meet this need. Clear peer mentoring structures enable to upmost output. We provide twice a mentoring session between the modules.
5. **Feed-back on personal effectiveness.** Transformation work engages with the issues of personal self-awareness and personal development, as an essential element of developing effective professional practice. *How* we are in our consulting practice – open, defensive, bossy, colluding, self-aware – critically affects the quality of that practice. The personality of the systemic OD practitioner is part of the situation, the process for handling the situation, and the nature of any resolution. The trainers will give feed-back to each participant.

6. **Final work.** Each participant submits at the end of the CSODC Program training course a final work, which proves the capacity to reflect, research or document organisational transformation processes.

5. TRAINING METHODOLOGY

- A combination of lectures and practical work helps to expand and deepen theoretical knowledge of OD and give a sound basis for reflection of participants' own experiences.
- Involvement and participation in role plays and simulations provide opportunities to assess interventions behaviour on the basis of which intervention strategy is developed.
- Carrying out practical Organizational Transformation interventions in own organizations and/or external organizations, competence in organizational diagnosis as a communicational process, and real intervention skills will be gained.
- The latest systemic intervention methods get practiced by trainers and participants Literature reviews help to develop a reading culture and analytical capabilities among participants.
- The diversity of the trainer staff (gender, nationalities, age, work in different sectors of society on different continents) and of the locations (Ghana and Germany) add to the rich experience
- In addition to continuous themes indicated above, self reflection, writing and reading, facilitation skills, diversity sensitivity and evaluation/feedback are underlying themes that go through the whole programme.



6. THE TRAINING MODULES

Module 1: Systemic Organisation Development & Transformation

5 Days – February 2011 Venue: Ghana

The aims of this module are to:

- (a) Involve participants in the training programme and get their commitment to pursue the programme
- (b) Expose participants to professional systemic OD & Transformation practice
- (c) Understanding the theory and practice of the systemic approach to consulting and how this provides a basis for the learning organisation concept. Systemic thinking and systemic interventions will be introduced and reviewed/discussed.
- (d) Explore the diversity of the learning system and create a learning system

The above aims will be achieved through:

- The discussion of different phases in the OD consulting and transformation processes. Expose participants to the nature of OD consulting and some of its values.
- The discussion of systemic approach and systemic thinking as a major paradigm
- Team building will provide the basis for creating a learning group identity where roles, values and norms are clear, goals are shared and conditions for feeling well in the group are identified. Group process analysis and feedback skills will be practised in this process.
- Experience the first steps of real consulting by diagnosing an organization , build assumptions and feed-back the data.

At the skills level, the participants will gain the following:

- (1) Systemic thinking ability
- (2) Methods of assessment
- (3) Methods of systemic OD and transformation consultancy
- (4) Methods of team building

Module 2: Entering Organisations and Structuring Organisational Transformation Interventions

5 days -April 2011 Venue: Germany

The aims of this module are to enable participants to:

- (a) Understand the diversity of organisations and their strategy, structure and culture, to understand the nature of those differences
- (b) Practice as systemic OD consultants
- (c) Gain professional acceptance within working teams
- (d) Reflect the own role as change agent
- (e) Design small change processes

The above aims will be achieved through:

- Studying systemic OD methods and OD and transformation strategies with reference to their environment
- Understanding organisational concepts and different roles in the consulting process including organising such processes
- Carrying out practical OD and transformation interventions with actual client organisations to gain exposure and
- Team building as a way of enhancing dialogue, appreciation of diversity and different perceptions.

At the skills level, the participants will gain the following:

- (1) Application of systemic OD tools in different organisations
- (2) Designing consultation and transformation processes
- (3) Improving communication skills in teams, including diversity sensitivity

Module 3: Integration of Organisational Transformation , Leading Change

5 days – June 2011 Venue: Ghana

The aims of this module are to:

- (i) Integrate Organizational Transformation into strategic management processes
- (ii) Understand processes for effective leadership, change and transformation
- (iii) Sharpen the self awareness of the consultants' profession
- (iv) Integrate the personal orientation in the change agent profession and practice
- (v) Create change architectures and transformation in large systems
- (vi) Personal Feed-back Certification

The above aims will be achieved through:

- Understanding the relationship between Organizational Transformation and Management functions in an organisation
- Understanding the Organization Development consultant profile including but not limited to professional ethics, facilitation and co-facilitation skills, management skills and quality assurance
- Scenario building and strategy development
- Integration of scientific management thought with consulting practices regarding large system's change
- Application of evaluation techniques and, methods in OD processes to the training programme evaluation itself
- Networking for professional development

At the skills level, the participants will gain the following:

- (1) Change and transformation management skills
- (2) Integration of OD and scientific diversity management theory, methods and practice
- (3) Documentation and presentation skills
- (4) Effective presentation of self as a professional
- (5) Self assessment skills
- (6) Networking skills
- (7) Marketing skills for OD services

7.Costs

The total cost of the six months training program is **4.500 \$ per participant, excluding boarding and lodging**. Payment is due at the beginning of the training program, but alternative arrangements for payment in installments can be made with the organizers. Each module costs **1.500 \$** and is payable on the spot prior to the module start.. Additional expenditures like transport to Germany and within Ghana, visa costs and alike have to be met individually. The **exam fee is 150 \$**, payable during the last module. This includes a reader cum tool kit on systemic consulting.

7. Certification

The synetz-international CSODC Program Certificate is given, if the participant

- 1. Attended all three modules of 5 days each in full lengths.*
- 2. Realized real OD consulting project assignments with at least two real transformation interventions during the program.*
- 3. Attended and presented own assignment cases during the 1 day mentoring sessions prior to the modules (mentored by trainer)*
- 4. attended the peer group learning sessions taking place at least 1 day between the modules*
- 5. Submitted a final work, which proves the capacity to reflect, research or document organisational transformation processes.*
- 6. Payed the course fee of US\$ 4.500,- in full before ending the last module.*

In case of failure to participate in any one of the elements described for justifiable reasons, the participant concerned has to negotiate compensatory alternatives with the organizers to adequately compensate for the specific element missed.

8. Conditions for participation and participant's profile

Desirable backgrounds for candidates are as follows:

- a master's degree and three years of professional experience or
- a bachelor's degree and five years of professional experience or
- for individuals who have not pursued a traditional career involving higher education, approximately ten years of work experience in a position of responsibility, accompanied by professional training.
- have demonstrated initiative to further develop their own education
- have acquired experience in consultancy, training or working with groups
- possess social skills and an ability to reflect on their own behaviour

The application form cost may be obtained through Mr. Abraham Lincoln Kwame in Ghana. The application form cost 30\$.

Training Schedule for the CSODC Program

Module	Theme	Dates	Trainers Organiser	Continuous Processes
1	Systemic Organisation Development & Transformation	14th to 18th of February 2011 Ghana	Dr.Marion Keil Manish Srivastava Abraham Lincoln Owusu Kwame	
	Peer Coaching	Mentoring	Session	
2	Entering Organisations and Structuring Organisational Transformation Interventions	4th to 8th of April 2011 Germany	Dr.Marion Keil Workneh Denekew Stefanie Neubeck	
	Peer Coaching	Mentoring	Session	
3	Integration of Organizational Processes, Leading Change	27th June to 1st July 2011 Ghana	Dr.Marion Keil Stephan Orths Abraham Lincoln Owusu Kwame	
	Submission of final work			
	Certification			
FINAL EVALUATION June 2011				
Total Time Commitment min. 24 days (15 days in classes, 2 days client intervention, 2 days peer reflection, 2 days mentoring , 3 days final work).				

9. CSODC Program organizers:

<p>Organiser:</p> <hr/> <p>African Institute ofr Organization Development Attention: Abraham Lincoln Owusu Kwame, CEO P. O. Box CT 3205, Cantonments Accra, Ghana Tel: 233 20 8828240/ 026 8828240 / 0244 260715 Email: preslincoln2002@yahoo.com</p>	<p>Organiser and certifying body:</p> <hr/> <p>synetz – international Attention: Dr. Marion Keil, CEO Heinrich-Heine-Weg 9 D-51503 Rosrath, GERMANY Tel: + 49-2205-919460 Fax: + 49-2205-919461 Mobile +49-163 - 8776875 Marion.Keil@synetz-international.com http://www.synetz-international.com</p>
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