Practitioner
Of
Change™

... a learning journey beyond the words.

Converge
consulting group

PRACTITIONER OF CHANGE™...
when you want the best.

WHY PRACTITIONER OF CHANGE™ SKILLS ARE NEEDED

The discipline and practice of organization development have never been more critical. HR business partners are increasingly called upon to improve the structures, systems, and processes that impact people and performance. And organizations that aspire to greatness are increasingly turning to their HR business partners to help them get there. As a result, the way we develop our human resources must change as well. That is why we believe in the philosophy and practice of extended learning. You can become an invaluable business partner who makes an impact and drives real business results.

The real voyage of discovery consists not in seeking new landscape but in having new eyes

Marcel Proust

POC™ is designed to expose you to a wide variety of theories, practices and applications to help you become a top performing contributor and ultimately, to strengthen your organization. To meet the increasing demand placed on you, as an HR professional, you must have and use strong organizational developmental skills *inside* your organization to really partner with your business partners.

A PROVEN APPROACH YIELDS RESULTS

POC™ was originally designed as an internal development process for HR professionals at Shell Canada. The Vice President of HR was ahead of his time. In early 1991, when POC™ was conceived, HR as business partners was just beginning to be talked about in organizations. This VP knew that his HR players needed different skills to compete and he invested in the development of a comprehensive learning process designed to build those skills. Since then POC™ has been offered in North America, Europe and Australia and has graduated more than 400 people. Although it has been custom designed in a variety of ways, all offerings have always rested on the same design principles; extended, integrated community based learning.

EFFECTIVE LEARNING DESIGN AND DEVELOPMENT

Using the best approaches to adult learning, POC^{TM} learning modules make sure that what gets taught sticks. People remember and apply what they have learned. It is called "Practitioner" of Change as a testament to the intention to develop practical and useable competence ... a theory without application is just something interesting to debate. We develop hands-on skills in practitioners so that they can augment their contribution immediately. It's a proven formula that has been successfully implemented in North America, Europe and Australia.
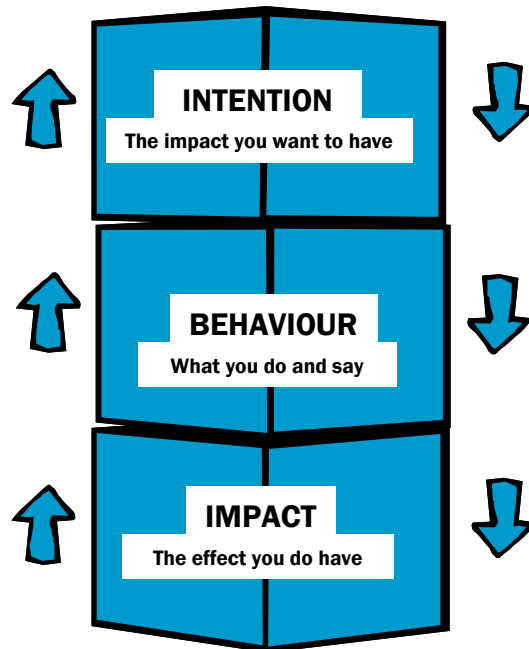
BUILD YOUR CAPABILITY

Practitioner of Change^{TM} is not just about learning how to develop your organization or about guiding change -- it's about YOU, and your impact as a practitioner. It's about what you know and what you do that ultimately results in your ability to consult in a meaningful way in organizations.

GENERAL PROCESS INFORMATION

POC^{TM} is an integrated approach to learning that weaves theory and practice right into the learning community. As part of a learning community, participants commit to actively engaging in all core workshop sessions. The successful participant must complete all pre-

work for sessions, plan and carry out an individual learning project of his/her choice and contribute to the design and implementation of a learning group change project.

INTENTION
The impact you want to have

BEHAVIOUR
What you do and say

IMPACT
The effect you do have

The Practitioner of Change^{TM} learning process helps you clarify your intention and strengthen your impact as a business partner. We'll help you build the skills you need to be able to respond to the changing needs of today's organizations with confidence and competence. You will graduate with a practical and applicable skills as well as a useful and practical set of workbooks and tools to guide your work.

THE POC™ VISION...when you need the best.

The Practitioner of Change™ process is an extended learning process specifically focused on integrating organization development and change competency in your organization. The vision is to repeatedly and uniquely deliver a learning journey beyond the words ... one that transforms the way practitioners think about and do their work. It has been refined and integrated over the past thirteen years and still proves relevant in every organization we work with.

Three primary elements form the foundation of the learning journey:

360^0 Feedback Process

POC™ is built upon a comprehensive competency model which includes a 360^0 feedback process. There are three levels of input: self, feedback from learning group members, and from clients and co-workers. Participants complete a self assessment before the learning journey begins to provide a benchmark. Upon completion of the process, participants complete their own after assessment and then solicit input from learning colleagues, clients, business partners and other selected participants. Each individual has access to a comprehensive consolidated report as well as ongoing access to the feedback site for future use.

Core Sessions

The learning journey centers around 5 core sessions of three days each (fifteen days total), held off-site, in a residential setting approximately six to eight weeks apart. All learning sessions combine select reading, experiential learning and group activities, learning community development and application. The core sessions are designed to continuously build off of one another. Built as a learning organization, participants have a first hand opportunity to examine and explore organizational dynamics as they are

learning about them conceptually. Our philosophy is you can't take an individual, a group or an organization to "a place you haven't been", so we have designed a learning process to ensure that practitioners have first hand and deep experience with the impact of processes they are using to influence organization effectiveness. Participants are expected to complete pre-work for each of the core sessions and are required to coordinate ongoing interaction and work with their learning group partners.

Action Learning Projects

The **POC**^{TM} process is grounded in action learning and application and participants are required to work on a change project as part of their learning group. This work ranges in scope depending on the choice a learning group makes about where to focus their work. The action learning team project is a way to practice, apply and learn at many levels. The project always produces rich learning and is a unique way to experience the dynamics of facilitating organization change, developing and working as part of a team and what it means to be a practitioner of change.

These elements weave together to create a true learning journey... beyond the words.

PROGRAM LEADERSHIP

In 1993 **Shelley McLean**, an M.Sc.O.D. graduate of Pepperdine University designed and delivered the pilot Practitioner of Change^{TM} process at Shell Canada. Since then she has led more than fifteen practitioner communities and has customized the application in a variety of ways for in-house delivery to client organizations.

Shelley McLean is a founding partner of the CONVERGE Consulting Group, a full service management consulting firm with head offices in Calgary, Alberta, CANADA ... **dedicated to bringing purpose, people and performance together.** We are deeply skilled in the development of internal organization capability and offer the Practitioner of Change^{TM} learning process with two streams, one for leaders and one for HR professionals. We also have decades of experience designing custom learning processes, including e-learning applications for just about every sector in the marketplace.

First and foremost, we are active practitioners and consultants, working on a number of client projects to keep us knowledgeable and current in this work. For information about the wide range of services offered by Converge, visit our main web site at **www.converge-group.com**.

THE CORE SESSIONS OVERVIEW

Practitioner of Change™ is an integrated approach to learning that weaves theory into practice. As part of a learning community, participants commit to actively engaging in all core sessions and associated work that is assigned. We respect that individuals are busy in their day to day lives and ask participants to do work that is relevant and supportive of the learning throughout the workshop. Below is a brief summary of the content focus for each of the workshops.

Core Session ONE
Strategic Business Partnering

"What a practitioner must know but is afraid to ask"... a new language and deeper understanding of what your organization values and how to be a business partner.

- Launch the formal learning process and form the learning community.
- Know more about how adults learn and how it is relevant to effecting change.
- Review a futures briefing on HR and how trends and issues shape our roles in the HR function.
- Connect how you work with your organization using a business systems framework; how big picture thinking really works.

- Business partnering for success—aligning organization deliverables to organization strategy.

Core Session TWO
Business Consulting

"T^3"...Tools, Techniques and Thinking to take on the challenge of being an effective internal consultant.

- Use a consulting approach as a practitioner.
- Step into the dynamics of being an internal consultant.
- Position yourself to deliver on business priorities.

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Core Session THREE
Being a Change Practitioner

"Oh, the places you'll go"... leading-edge change process technology and the skill to facilitate it at individual, team and organizational levels.

•Plan, design and accelerate change using a systems framework.

•View change through a systems thinking lens to understand why change efforts succeed.

•Know and design for the predictable organizational dynamics and impact of change.

•Build capacity in leaders to lead change.

Core Session Four
Leading Effective Processes

"What a web we weave, when we weave a team"... experiencing team and group dynamics through experiential and theoretical frameworks; building your ability to work magic with group processes.

•Facilitate the design and successful implementation of teams and groups in your organization.

•Increase your ability to effectively use team improvement methods.

•Understand group process and the "invisible" life of organizations more deeply.

•Become a more effective facilitator when working with teams.

Core Session FIVE
Having Influence with Personal Power and Impact

"Never needing to say you're sorry"... master using your personal influence and power as a confident and "centered" practitioner.

•Understand how to influence others as a Practitioner of Change^{TM}.

•Increase your self-confidence and capability through increased self awareness of your personal presence.

•Learn how to assess and resolve organiza-

tional conflict and tension.

•Build a personal reputation for authenticity and courage.

•Being a Practitioner of Change^{TM}...envisioning your future and defining the accountability of being a Practitioner of Change^{TM}.

Graduation

Upon completing all modules and course work, participants will receive a certificate of graduation and become members of the POC^{TM} Alumni organization. Call us at **888 266 6318** for more.