



A Learning Journey....

Practitioner

Of

Change™

Beyond the Words.



CONVERGE
CONSULTING GROUP



The Practitioner of Change™ PURPOSE

To bring practical organization development capability into organizations by bringing integrated strategic learning into the workplace that builds hands-on practitioner skills in individuals.



POC™ Development Outcomes and Metrics

OUTCOMES

- Significant measurable internal development of organizational capability through the development of individuals
- The development of a community of practitioners who have increased shared mindset, mutual accountability and capacity for collaboration.
- Practitioners who are competent and confident in their own ability to work as organization developers and business partners to influence business outcomes.
- Increased ability to respond to the diverse needs of client groups.
- Establishment of an e-community platform that can be maintained beyond the learning process.

METRICS

- Pre and POST competency shift measurements (individual and organizationally) by individual, learning group and through 360 feedback.
- Action learning team metrics developed and reviewed
- Workshop Feedback gathered after each core session
- Client and anecdotal feedback



Practitioner of Change™ Accountability

- **Bring leading edge thinking and practical application to the overall design of the process.**
- **Build leadership team accountability and commitment and provide ongoing consulting throughout the process .**
- **Lead the conceptual and detailed design of the development delivery process.**
- **Design and develop all relevant materials for pre-work and workshop use.**
- **Coach and provide support for internal process leaders and be a pair of hands when needed.**
- **Design and facilitate all workshops, core modules and any integration required.**
- **Provide overall direction and support to administer the development process.**
- **Coordinate any required internal and external linkages.**
- **Design the metrics process (pre & post and ongoing measurement).**
- **Design and manage the competency assessment.**
- **Create and manage the e-community infrastructure.**



Various Internal Organization Roles in the Development Process

Project Sponsor

- Sponsor the development process both organizationally & financially.
- Support and champion the learning process.
- Hold leaders and participants accountable for their roles in the learning process by connecting learning to the business future.
- Champion the use of skills in the leadership team and business segments.

Project Manager

- Provide organizational and operational leadership to the process.
- Be the integral link to the leadership team.
- Support and be present throughout the learning process.
- Provide integration of this development process to existing processes and systems.



Participant Leaders

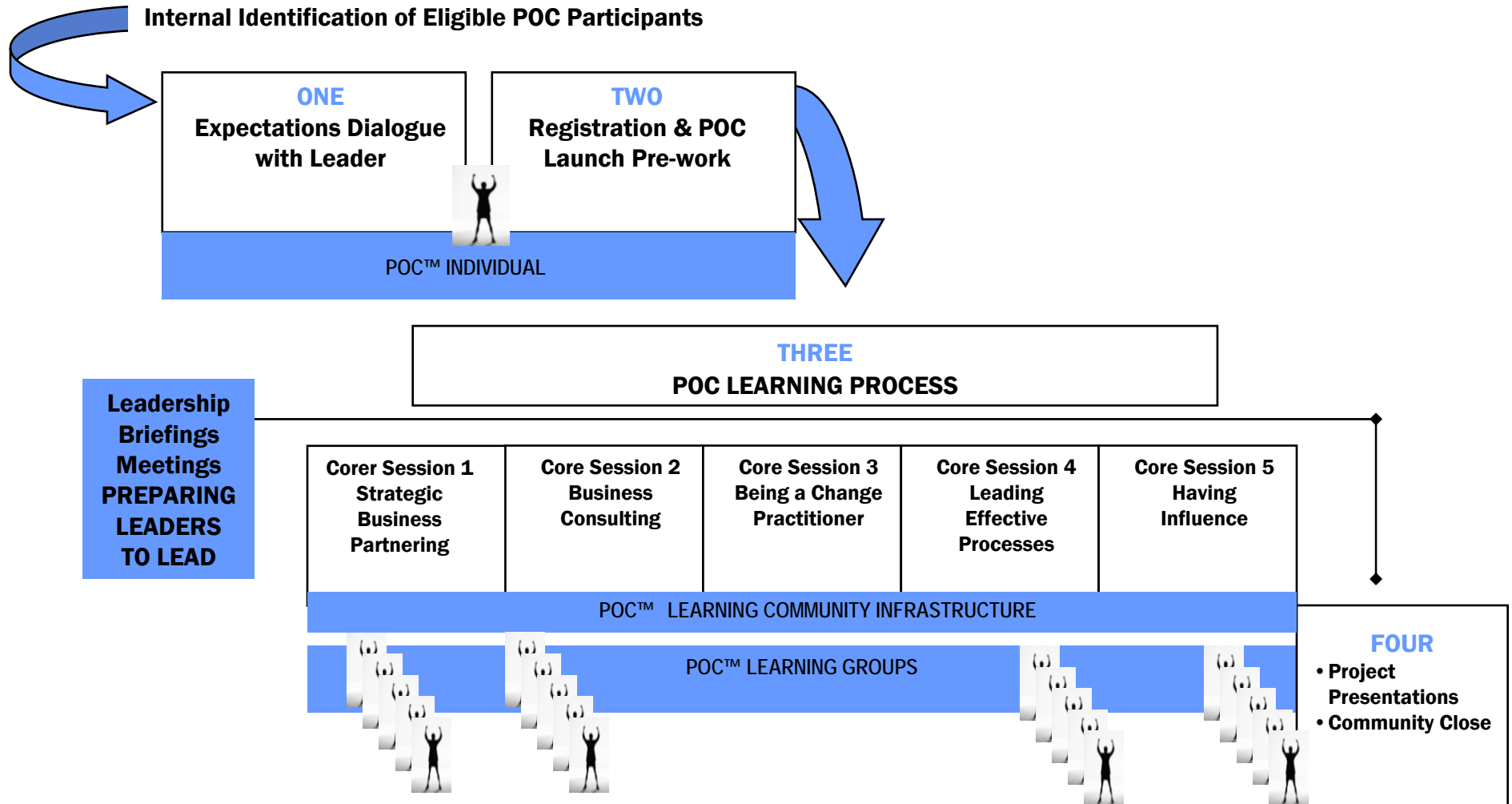
- Be a part of the learning journey by sponsoring and support participants from your business groups throughout the learning processes.
- Champion each step of the development process by facilitating opportunities for practitioners to apply their learning and through ongoing coaching.
- Be an integral link and educator of your business clients to imbed development in the organization.

POC Participants

- Take personal accountability for learning.
- Participate actively in all components of the learning process: pre-work, e-community, workshops, action learning teams, core sessions.
- Provide feedback to your leadership team and faculty.
- Apply what you are learning real-time.



Practitioner of Change™ LEARNING PROCESS GENERAL STRUCTURE





Practitioner of Change™ FOCUS of Each Primary Step

One

Contracting Dialogue with Leader

- Role and career development
- Expectations of leader and participant
- Overview of learning infrastructure and ongoing support
- Commitment to learning journey

Two

Registration and POC™ Launch

- Completion of pre-work package
 - personality profiles,
 - on line comprehensive competency self-assessment
- Pre-work reading and reflection work

Three

POC™ Core Session Learning Process

- Formation of e-community infrastructure.
- Participation in all core sessions.
- Ongoing interaction with the community through the e-community platform.
- Participation in action learning team work.
- Application of learning on the job.

Four

Project Presentation and Graduation

- Presentation of learning team project work to leader/key stakeholders
- Graduation and celebration of learning journey
- Next steps



Practitioner of Change™ Core Session Overviews

Core Session One

Business Partnering

Launch the formal Practitioner of Change™ learning process and form the learning community.

Increase your knowledge of adult learning styles and your personal approach to learning.

Understand how future trends and issues shape our roles in the HR&C Function.

Learn a pragmatic approach to systems thinking for the HR&C Function.

Use and apply business knowledge to better position the HR&C Function to deliver upon business priorities.

Explore and know how to address the challenges of being an internal business partner.

Core Session Two

Internal Consulting

Build deeper practical skill in the area of organization development and the role of the OD practitioner.

Learn and practice a business consulting process using a progressive case study.

Progress your skill in each area of the business consulting process including contracting for success; gathering, analyzing and feeding back organization data; diagnosing, designing and implementing appropriate responses; evaluating the impact of your work; and, ending a consulting contract.

Learn how to leverage your personal style to work effectively as an internal consultant and leverage your Business Partnering skills.

Core Session Three

Being A Change Practitioner

Learn how to view change through a systems thinking lens to understand why change efforts succeed.

Explore various change theories and methods to understand and influence the design and implementation of change.

Plan, design and facilitate change using a change systems framework.

Know how to build the context for change, design and create a disciplined and systematic change process and how to guide the implementation.

Increase your ability to influence others regarding effective and ineffective change processes.

Understand the importance of preparing leaders to lead change in your organization.

Core Session Four

Leading Processes

Define the requirements of a team-based organization; what's required and how to evaluate the fit.

Know when and how to design a team based structure and facilitate the design of high performance teams.

Learn the content and process roles of practitioners when working with teams.

Understand and practice being an effective facilitator of team and group dynamics including:

- Designing and leading effective group and team processes.
- Invisible dynamics of groups and teams.
- Process and consulting task facilitation and the role of the practitioner.
- How to influence team effectiveness.

Review your action learning team performance to date.

Core Session Five

Having Influence with Personal Power and Impact

Enhance your self-confidence through increased self-awareness of your personal presence.

Relate sources of personal power and influence and emotional intelligence to Practitioner success.

Learn how to provocatively model your authenticity and courage as a practitioner.

Strengthen your ability to work with tension, in yourself and with others.

Be present and accountable as a Practitioner of Change™; integrating what you know with who you are.

Formally close the learning community structure.



Practitioner of Change™

ACCOUNTABILITY for Leaders of Participants

One

Pre-work & Launch

1. Identifies eligible participants in his/her business segment..
2. Provides participant direction and encouragement on learning process, expectations, commitment required and required support for individual.
3. Ensures participants are ready and able to participate in the workshop.
4. Ongoing dialogue with Converge to ensure clarity of role and accountability.

Two

Leadership Briefings

1. Participates fully in leadership briefing meetings prior to each core session to become familiar with content, learning process and expectations and leader role pre and post workshops.
2. Seeks out and provides feedback on the learning process as well as personal insights or observations.
3. Uses the leadership team as a place for collective learning.

Three

Core Sessions

1. Takes joint accountability for scheduling and having a pre and post meeting with each participant to debrief learning and explore application opportunities.
2. Provides ongoing coaching and encouragement throughout the learning process..
3. Seek out business opportunities where possible to utilize POC skills.
4. Troubleshoots conflicts where necessary between learner and business demands.
5. Where desired participates fully in core sessions as learner.
6. Coaches learner on 360 feedback process.

Four

Project Sharing & Graduation

1. Is present for the learning group project presentations and graduation ceremony.
2. Ensures ongoing coaching post formal learning journey to ensure application and continued development.



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ACCOUNTABILITY of POC PARTICIPANTS

Individual

1. Commits to the full learning journey. Accepts accountability for being present physically, intellectually and emotionally.
2. Takes personal accountability for ensuring the learning process is meeting individual needs.
3. Completes the pre-launch and pre-work before each session.
4. Pushes self out of his/her comfort zone to learn AND apply learning.
5. Provides ongoing feedback, written and anecdotal throughout learning process.
6. Appreciates the mutual investment by the organization and self to an extended learning process and the commitment necessary to participate.

Learning Group

1. Uses the learning group as a primary learning vehicle for self and others.
2. Contributes fully as a team member with head, hands and heart.
3. Uses the team structure to practice what it means to be a team player
4. Recognizes and respects the confidentiality of the learning group's learning process.

Learning Community

1. Is present, physically, intellectually and emotionally at each core session. Accepts that if you are not present, you are taking away from the learning community
2. Respects the confidentiality of the learning community experience but shares learning principles.
3. Participates and challenges the community learning process.
4. Contributes both in and outside of the learning community (sharing application learning, resources, ideas, connections).
5. Focuses individually and collectively to enhance learning in self, learning group and the entire learning community.
6. Provides feedback freely and constructively to influence the learning process.

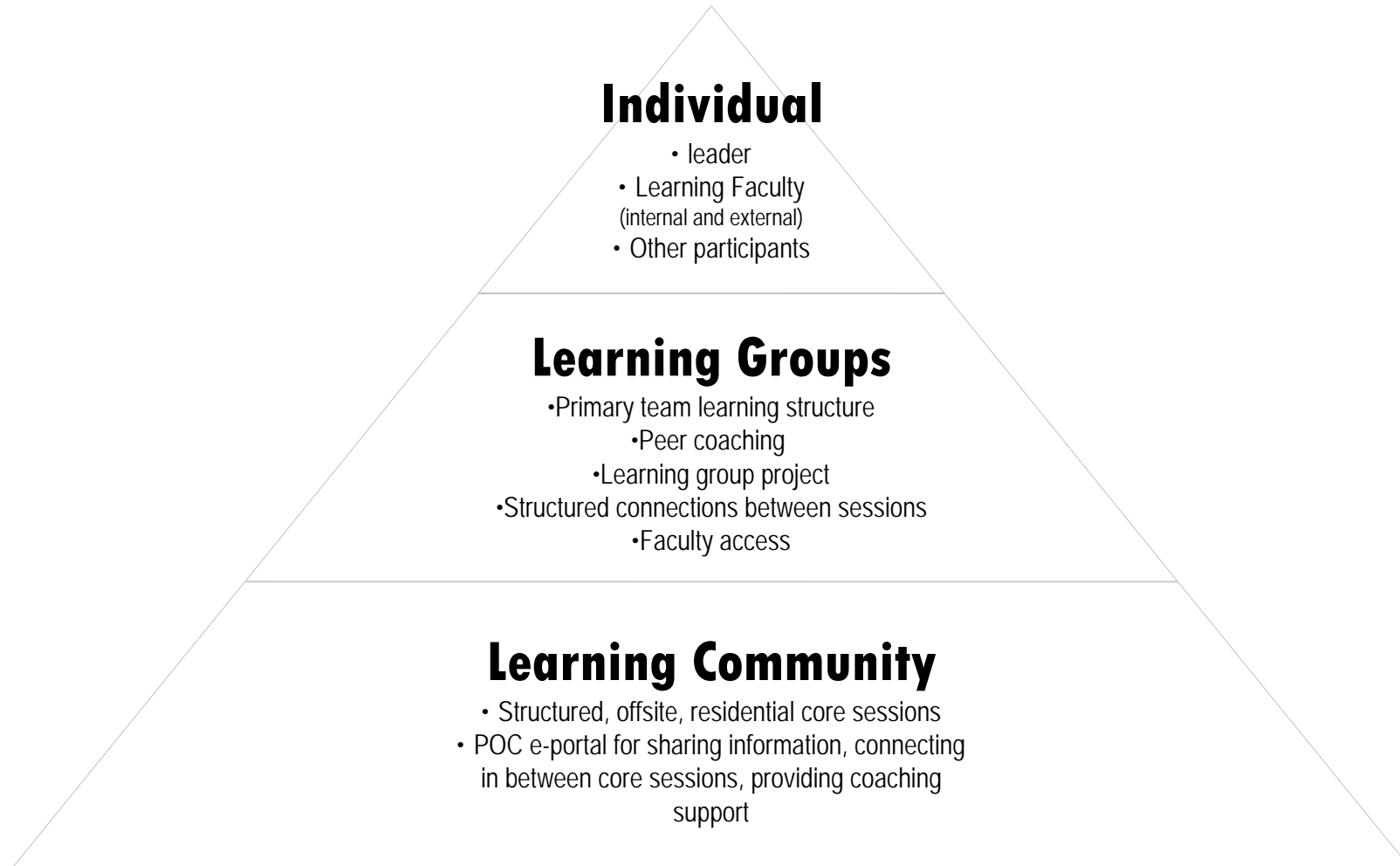
The Home Team

1. Acknowledges the responsibility of being a part of an initial learning group within the sponsor organization.
2. Shares learning where appropriate with people not in the formal learning process.
3. Seeks out opportunities to apply learning real-time, to test ideas and concepts and to enhance the individual and collective offering in the organization whenever and wherever possible.
4. Provides ongoing feedback to leaders and organization community.



Practitioner of Change™ (POC)

SUPPORT SYSTEMS Designed into the Learning Process





What's Needed from Leaders to Make this Work

- **Leaders must personally and visibly support the development process, not just at the launch.**
- **Leaders must help run interference when conflicts arise between client demands and the commitment to and participation in the development process.**
- **Leaders must open doors within their client business areas so participants can actively and practically apply their learning.**
- **Leaders must be visible contributors throughout the development process.**



Implementation Requirements

- **Business service delivery to clients can't be compromised during implementation. Action learning teams are best when it is real work that creates a learning portal.**
- **Learners have to be able to participate, and be afforded the opportunity to focus on learning so that they can imbed new skills in their personal delivery process.**
- **The organization (leaders and individuals) must stay the course during the change process.**



POC™ Graduation Requirements

- P**articipation in all core modules as a learning community member.
- R**eading before each module, community connection and core module application.
- A**pplication of what you know and are learning real-time.
- C**ontinuous process feedback to leaders and one another.
- T**ime...to investment in yourself, your learning group and the learning community.
- I**ndividual self-assessment before and after the learning process.
- T**esting new ground by taking risks throughout the learning journey.
- I**mplementation of the use of “self” as a change agent.
- O**penness about your own learning process.
- N**on-stop challenging of your existing assumptions and their impact on your behaviour
- E**ngagement in deep experiential learning.
- R**egular interaction with your learning community and group in person and on-line.



Why Do It?

- **External environments continue to demand a strategic focus and the ability to accelerate organization response and flexibility...more than ever.**
- **Organizations are “systems” and require an integrated response to develop.**
- **We know we need people behind strategies...people implement decisions, not organizations.**
- **Organizational complexity is generating even more conflict than what has always existed.**
- **Organizations change when leaders help them change.**
- **To change, learning must happen individually and organizationally.**



The Measurable Return on Your Investment

- **Significant improvement in the individual and organizational ability to initiate and lead development efforts internally.**
- **Organizational leaders with access to competent, systemic thinkers**
- **Decreased external consulting dollars.**
- **The development of a community of practitioners with increased capacity for collaboration.**
- **A shared set of approaches and consulting practices that will help build a reputation for consistent, credible business partnership.**



Converge Consulting Group

Shelley McLean, an M.Sc.O.D. graduate of Pepperdine University originally designed and delivered the Practitioner of Change™ process. She 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 knowledgeable and experienced in the development of internal organization capability as well as being well-grounded consultants and practitioners ourselves. Shelley has led more than fifteen practitioner communities and has customized the application in many ways for in-house delivery to client organizations. She has collaborated since POC's inception with **Nancy Brown-Johnston**, who works full time with Converge. Nancy has worked with General Motors for the past thirty years, most recently as Director of Global Change. Shelley and Nancy partner to design and deliver the Practitioner of Change™ and play an integrating role with other program leaders throughout the learning process. Practitioner of Change™ associates co-lead core sessions and are both familiar with and committed to the overall learning process.

Her ongoing consulting practice keeps her knowledgeable and current in the competencies practitioners must have to be successful as internal business partners.

Visit our website at www.practitionerofchange.com for more information about the learning process. You can also visit www.converge-group.com for more information about Converge..