



Consulting and Training | Reach New Heights

Course Name

Certified Organization Development Specialist (CODS)-CPD Certified

Sector Name

Management And Leadership

Document Type

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Course Introduction

What is OD?

- ✓ Definition: Planned, organization-wide effort using behavioral science.
- ✓ Distinction from training, consulting, and project management.

Program Value Proposition:

- ✓ Diagnostic rigor
- ✓ Cultural sensitivity
- ✓ Implementation expertise

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Learning Objectives

- ✓ Diagnostic Mastery
- ✓ Cultural Adaptation
- ✓ Intervention Design
- ✓ Change Communication
- ✓ Implementation Planning

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Course Outline

✓ DAY 01

Module 1 : Foundations of Organization Development

Agenda:

- ✓ Establish OD as a distinct discipline, explore principles, systems thinking, and cultural dimensions in the regional context.

Topics:

1. OD Fundamentals

- ✓ Definition, characteristics, and comparison with other approaches
- ✓ When to use OD (cultural transformation, recurring problems, low engagement)

1. OD Core Principles

- ✓ Humanistic values (respect, dignity, growth, balance)
- ✓ Systems thinking & open systems model (Inputs → Throughputs → Outputs → Feedback)
- ✓ Action research cycle (Lewin)
- ✓ Collaborative approach vs directive approach

1. Systems Thinking in Organizations

- ✓ Core principles: holism, synthesis, non-linearity, complexity

Regional systems complexity:

- ✓ Government/regulatory environment (Vision 2030)
- ✓ Economic diversification pressures
- ✓ Traditional vs modern tensions

1. Cultural Dimensions in Regional Organizations

- ✓ Power distance, collectivism vs individualism, uncertainty avoidance
- ✓ Generational dynamics (traditionalists, bridge generation, digital natives)
- ✓ Gender dynamics in the workplace
- ✓ **Activities:** Reflections, cultural assessment, mapping regional challenges
- ✓ **Portfolio Component:** SABIC Leadership Transformation Case

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Course Outline

✓ Day 02

Module 2 : Systematic Organizational Diagnosis

Agenda:

Understand organizational diagnosis frameworks, cultural adaptations, and root cause analysis.

Topics:

1. Why Diagnosis Matters

- ✓ Principles: Comprehensive, stakeholder involvement, cultural sensitivity, multiple data sources

1. Burke-Litwin Model

- ✓ Overview of 12 factors (transformational vs transactional)
- ✓ Regional adaptations (authority, collectivism, religious values)

1. Cultural Data Collection Methods

- ✓ Interviews (high-context, story-based, rapport building)

- ✓ Surveys (bilingual, culturally validated, multiple formats)
- ✓ Observations (structured, respectful, permission-based)
- ✓ Document analysis (formal vs informal gaps)

1. Root Cause Analysis

- ✓ Distinguishing symptoms from causes
- ✓ Tools: 5 Whys (culturally adapted), Fishbone Diagram (adding cultural/religious norms, authority structures)
- ✓ Burke-Litwin causal flow for systemic analysis
- ✓ **Activities:** Burke-Litwin familiarization, cultural 5 Whys, Saudization challenge
- ✓ **Portfolio Component:** Diagnostic Assessment

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Course Outline

✓ Day 03

Intervention Design & Cultural Integration

Agenda:

Plan and adapt OD interventions across levels with cultural integration and risk management.

Topics:

1. OD Interventions: Definition and characteristics

1. Multi-Level Interventions

- ✓ Individual: Executive coaching, 360 feedback, role clarity (adapted for hierarchy & family obligations)
- ✓ Team: Team building, process consultation, conflict resolution (adapted for harmony & respect for authority)
- ✓ Organizational: Culture change, restructuring, strategy, large-scale change (aligned with vision & stakeholders)

1. Cultural Adaptation of Interventions

- ✓ Team building: gradual trust-building, indirect feedback

- ✓ Leadership development: balancing authority with collaboration
- ✓ Communication enhancement for high-context settings
- ✓ Performance management: integrating collective recognition & values

1. Implementation Planning & Risk Mitigation

- ✓ Sequencing (foundation → early wins → integration)
- ✓ Readiness assessment
- ✓ Resistance patterns: authority/status, relationships, traditional values
- ✓ Risk categories: technical, cultural, organizational
- ✓ Contingency frameworks & resource planning
- ✓ **Activities:** Intervention recognition, 90-day intervention design
- ✓ **Case Studies:** ARAMCO Leadership Development, SABIC Leadership Way

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✓ Day 04

Change Communication & Stakeholder Engagement

Agenda:

Equip participants with culturally sensitive communication and engagement strategies.

Topics:

1. OD vs Change Management

1. Frameworks with Regional Adaptations

- ✓ Kotter's 8 steps adapted to authority/relationship-sensitive cultures
- ✓ ADKAR model tailored to collectivist values

1. Communication in Hierarchical Structures

- ✓ Cascading, timing, and pacing strategies

1. Stakeholder Mapping & Influence Networks

- ✓ Beyond formal roles: informal leaders, cultural bridges, family, religious, government/media influencers
- ✓ Enhanced power-interest analysis (formal, informal, cultural authority)

1. Coalition Building

- ✓ Phases: foundation → vision alignment → action planning
- ✓ Principles: cultural representation, bridge-builders, respectful disagreement

1. Managing Resistance & Building Support

- ✓ Indirect resistance (passive compliance, slow adoption) vs direct resistance
- ✓ Culturally adapted approaches (collaborative problem-solving, bridge-building, gradual engagement)
- ✓ Building champions & early adopters
- ✓ **Activities:** Coalition mapping, role plays, resistance analysis, stakeholder strategy plan
- ✓ **Case Study:** UAE Digital Government

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Course Outline

✓ Day 05

Evaluation, Sustainability & Futureproofing

Agenda:

Strengthen OD credibility through measurement, sustainability planning, and readiness for future trends.

Topics:

1. OD Impact Measurement

- ✓ Multi-level framework (individual, team, organizational)
- ✓ Business, people, and cultural results

2. Cultural Success Indicators

- ✓ Relationship quality, authority integration, community impact
- ✓ Data collection through indirect/group methods

3. ROI & Business Case Development

- ✓ Expanded ROI (financial, cultural, community returns)

- ✓ Business case: alignment, justification, sustainability value

1. Building Internal OD Capabilities

- ✓ Transition from external consultants to internal OD systems
- ✓ Center of Excellence (CoE) design: roles & cultural balance
- ✓ Capability development (individual, team, system levels)

1. Knowledge Management & Regional Networks

- ✓ Communities of practice, sharing, learning systems

1. Future Trends & Readiness

- ✓ AI, automation, digital transformation
 - ✓ Balancing tech with culture and employment
 - ✓ **Activities:** Measurement framework design, ARAMCO case, cultural indicator exercise
 - ✓ **Portfolio Component:** Implementation roadmap, capstone presentations
-
- ✓ **Wrap-Up**
 - ✓ Quick Review & Thank You
 - ✓ Post-Test & Commitments
 - ✓ After-Course Work Assignment

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Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
Dec. 21, 2026	Dec. 25, 2026	5 days	4250.00 \$	UAE , Dubai
March 15, 2027	March 19, 2027	5 days	5950.00 \$	USA , Los Angeles
Aug. 30, 2027	Sept. 3, 2027	5 days	4250.00 \$	UAE , Dubai
May 2, 2027	May 6, 2027	5 days	4250.00 \$	Egypt , Cairo

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