

6<sup>th</sup>

# REINVENTING ORGANIZATIONAL DEVELOPMENT

*"Great networking opportunity - will apply some learnings tomorrow!"*

*"Lots of good food for thought that will help me be better in my role."*

*"Keen insight into what others are dealing with & what models they use."*

*"Speakers were great!"*

Strategies, tools and methodologies for becoming an effective change agent

February 8 & 9, 2010, Toronto  
Two-Day Event!

## *Workshop Included: Using Continuous Improvement Tools to Support Change*

### participating organizations

Blake Training & Consulting Inc.  
City of Hamilton  
Culture-Strategy Fit Inc.  
Grey Bruce Health Services  
Hudson's Bay Company

MicroBiz Inc.  
National Express Corporation (NEC)  
ODScore  
University Health Network  
William Osler Health Centre

### who should attend

- Vice-Presidents, Directors and Managers of:
  - Organizational Development
  - Organizational Learning
  - Human Resources
  - Culture Change
- Executive and Leadership Development
- Performance Management
- Training & Development
- Succession Planning

### course highlights

- Hear how companies are dealing with today's organizational challenges - and preparing for tomorrow
- Learn how to strengthen organizational capacity in times of change
- Gain insight on how to use continuous improvement tools to support change
- Discover ways to cascade your organization's purpose and mission throughout its various levels
- Discuss OD's major role in developing and shaping the leaders of tomorrow
- Learn how to motivate your employees through OD
- Explore ways to align OD with business transformation
- Develop strategies for becoming a superior OD coach



**Course Leader**  
Gary Blake,  
Blake Training  
& Consulting  
Inc.



Nimira Harjee,  
MicroBiz Inc.



Sherrill Burns,  
Culture-  
Strategy Fit  
Inc.



Karen P.  
McGregor,  
Grey Bruce  
Health Services



Christy Pettit,  
ODScore



Jim Campbell,  
Hudson's Bay  
Company



Loradonna  
Botter,  
William Osler  
Health Centre

### as well as:

Joe Xamin,  
City of Hamilton

Dale G. Reeson,  
National Express Corporation (NEC)

Victor Trotman,  
University Health Network

## FACULTY

### COURSE LEADER

#### GARY BLAKE

Currently President & CEO of Blake Training & Consulting Inc., Gary Blake has over 26 years of OD experience as the internal change consultant for the Canadian subsidiary of a multinational corporation, providing facilitation and training for continuous improvement teams, strategic planning workshops, organizational restructuring and conflict resolution sessions. A Six Sigma black belt and Lean Six Sigma Champion, he has many years of cross-functional managerial and consulting experience in manufacturing, logistics, retail & wholesale sales and head office environments.

### CO-LECTURERS

#### JOE XAMIN

Joe Xamin is currently a Senior Project Manager, Operational Strategies in the Parking and By-law Services Division of the Planning and Economic Development Department with the City of Hamilton. He is responsible for the research, design and implementation of operational and policy changes.

#### DALE G. REESON

Dale G. Reeson is the Senior Vice President, Organizational Development and Human Resources for National Express Corporation. In this role, she is responsible for delivering key initiatives within our transformation agenda, particularly the development and implementation of a talent management strategy.

#### NIMIRA HARJEE

Nimira Harjee is a Facilitator and Organizational Effectiveness Consultant with significant expertise in change management, leadership development and team effectiveness. She currently heads up her own consulting practice. Her last role was Director, Organization Effectiveness at CIBC. Prior to that, she spearheaded enterprise-wide learning initiatives in her role as Director of Learning also at CIBC.

#### SHERRILL BURNS

Sherrill Burns has spent over 20 years in support of the implementation side of strategic change working in a wide range of organizations of varying sizes from diverse sectors and industries. She has operated her own consulting firm for the past 14 years.

#### KAREN MCGREGOR

Karen McGregor is Corporate Manager of Organizational Development & Learning for Grey Bruce Health Services. She has served on the Executive of the Grey Bruce HRPAO as the Program Director. She has been with Grey Bruce Health Services for over 30 years and leads a team of nurse and staff educators across five geographically disbursed sites.

#### CHRISTY PETTIT

Over the past 20 years, Christy Pettit has provided strong, innovative leadership, expert advice and successful implementation in companies worldwide. In 2007, she began work

on ODScore™, a solution blending human and artificial intelligence to attain and maintain peak performance.

#### JIM CAMPBELL

Jim Campbell is Senior Manager, Learning and Development at Hudson's Bay Company. He has spent a total of 35 years in this industry, 25 of which has been within the training and development side of the business. He is currently responsible for the design and delivery of soft skills training programs, the Future Executive Program as well as a variety of organizational development projects.

#### VICTOR TROTMAN

Victor Trotman is the Senior Director, Labour Relations at the University Health Network. In his current role, he is responsible for negotiation and administration of collective agreements, grievance handling, mediation and arbitration. The University Health Network is one of the largest hospitals in Canada. His career has included working in and managing all the areas of HR except Occupational Health and Safety.

#### LORADONNA BOTTER

Loradonna Botter is currently the Director of Organizational Development & Employee Wellness at William Osler Health System. In her role, she oversees all functions relating to training and development, as well as equipping the organization with the tools and resources it requires to build capacity and become an employer of choice.

## COURSE PROGRAM

### CULTURE CHANGE IN CHAOTIC TIMES

Tumultuous times of change can be viewed with anxiety and panic or as an opportunity to adapt and strengthen organizational capacity. This session will address five reasons why paying attention to culture is one of the most pressing issues facing organizations today and how organizations can shape their cultures to both adapt to external systems in turmoil and create environments where employees can excel. New research will be shared as well as methods for building adaptive and agile cultures that respond to external and internal complexity and change.

- Five reasons why paying attention to culture is one of the most pressing issues facing organizations today
- The challenges of culture change
- Five key culture patterns that support organizational agility
- New cross-industry learning about culture
- How focusing on strategic culture patterns builds culture fit to strategy

### ALIGNING ORGANIZATIONAL DEVELOPMENT WITH BUSINESS TRANSFORMATION

In a world of continuous and sometimes radical transformation, organizations need viable options for managing change, while maintaining growth and performance. However, even with the right strategy and a solid change plan in place, companies frequently fail in their change efforts. The critical missing piece is a transition plan that addresses the alignment of OD with change. This session will discuss how to align OD with business transformation.

- How to ensure that an adequate change management plan is in place
- Creating the proper transition plan for your organization
- Preventing decreased employee morale and costly turnover
- Creating immediate additional value by accelerating the new leader's effectiveness

## REBRANDING ORGANIZATIONAL DEVELOPMENT

Organizational development is one of the least understood roles and concepts in HR, and yet has the most to offer in terms of creating real change and return on investment. This session explores some of the world's greatest brands, how their positioning communicates to clients and shareholders and unveils a new way of thinking and talking about organizational development that creates the needed framework for advancing the profession.

- Determining how organizational development is positioned in your organization
- The need for leaders to communicate a clear image of the future
- Developing a shared understanding of OD's critical and value-added role in changing organizations
- Helping organizations succeed in a changing environment
- Best practices of integrated, customer-focused and strategically oriented organizations
- Ensuring that the organization's mission, strategy and values provide guidance to daily operations
- How to effectively cascade your organization's purpose mission and values throughout various departments and levels

## OD'S ROLE IN SHAPING TOMORROW'S LEADERS

A major challenge for organizations today is finding, energizing and retaining the best talent as the age profile in the workforce shifts. This requires new strategies to grow the shrinking talent pool and meet the needs of the next generation of talent. This presentation will discuss OD's major role in developing and shaping the leaders of tomorrow.

- The impact of generational differences in the workplace
- Creating a work environment that stimulates leadership development
- Encouraging a talent management mindset at the senior leadership level

## BUILDING PERSONAL AND ORGANIZATIONAL RESILIENCY TO MANAGE ONGOING CHANGE AND TURBULENCE

Today's dynamic and turbulent work environment demands that we reassess our approach to dealing with change and develop skills and strategies that adequately equip us to succeed. This session discusses:

- Key characteristics that make up individual and organizational resiliency
- What it takes to be resilient and how you can develop this
- What you can do to influence the outcomes you desire without feeling trapped or victimized
- What builds and erodes resiliency in organizations
- The leader's role in cultivating resilient behaviours
- Fostering resiliency and increasing your capacity to deal with the unknown and ongoing change

## MOTIVATING EMPLOYEES THROUGH OD

It is commonplace for an organization to announce: "Our people are our strength." However, this only holds true if everyone is working towards the same goals. OD professionals must strive to foster a culture where employees will make authentic commitments. This presentation will focus on the role of OD in motivating employees.

- Constructing a setting where people are energized and produce positive results
- Supporting employee commitment through organizational goals
- Creating an environment that encourages employees to align their own interests to common interests
- The distinction between holding employees accountable and creating an environment for choosing accountability

## HUDSON'S BAY COMPANY CASE STUDY

Organizational development transforms organizational culture by working with social and technical systems such as culture, work processes, communication and rewards. However, a shift in market conditions such as we have seen in the past year can significantly change the

mood of an organization and the way it drives results, necessitating a change in OD practices if they are to remain effective. Hudson's Bay Company, recognized the need to adjust to a changing economic climate and new corporate culture, adapting its traditional OD approaches to meet the demands of a changing business world. This case study will examine the innovative steps they took in updating their OD initiatives.

- Addressing the changing economic climate
- Reviewing current OD practices and highlighting areas in need of change
- Implementing changes to OD practices
- Identify necessary tools and techniques required to update OD initiatives

## BECOMING A SUPERIOR OD COACH

Some of the same qualities that can make executives successful can also make it difficult to change. Becoming a superior OD coach produces both measurable personal growth in individual managers and facilitates system-wide organizational change. This presentation is designed to get OD practitioners on the track to helping managers change in a manner that is positive, rather than punitive.

- The basics of the coaching process
- Coaching models and practices
- Addressing ethical dilemmas
- Achieving maximum impact in your coaching sessions

## APPLYING PERFORMANCE MANAGEMENT TO IMPROVE ORGANIZATIONAL PERFORMANCE

For a performance management system to be effective, the process must include the concept of productive engagement and ensure a predictive approach - performance leadership. This is where the OD professional can play an invaluable role. Organizational development practitioners must get involved in the performance management process and take responsibility for guiding employees in the right direction for this key initiative.

- How to apply performance management to improve organizational performance
- Sustaining results through performance management
- Engaging employees to achieve gains in performance
- The importance of managing high potential employees
- Implementing an annual HR review

# WORKSHOP

## USING CONTINUOUS IMPROVEMENT TOOLS TO SUPPORT CHANGE

In today's difficult economy, to be successful, there is a need to design and implement the structures, processes and systems that will allow your employees, and in turn your organization, to be efficient and effective. Organizational Development can play a key role in assisting this transformation. When using continuous improvement tools, such as Six Sigma, Lean and other systematic problem solving tools to support change, OD can assist in their deployment throughout your organization and help to obtain the needed buy-in of managers and associates required for the success of these projects. This interactive workshop will look at OD's role in utilizing continuous improvement tools to support change.

- How OD can use and implement Lean & Six Sigma to improve organizational results
- The role OD can play in meeting resistance head on, addressing concerns of both management and the associates
- The role in demonstrating alignment between individual and corporate objectives
- How OD should go about preparing and supporting the leadership team
- Trends that high-performance organizations are following

# MULTIMEDIA PRESENTATIONS

Register for Reinventing Organizational Development and we will give you free of charge a CD-ROM comprising the following virtual presentations from recent Federated Press courses and conferences. Presented in their entirety with complete audio and accompanying PowerPoint slides totaling 545 minutes of expert learning, these presentations are an added bonus to this year's course. Bear in mind that these presenters are not necessarily those that you will see and hear at this year's course.

## Linking Leadership and OD in Culture Change Initiatives

Raji Ramanan, Manager, Learning and Development, *Lafarge North America*  
Time: 48 Slides: 17

## Bridging Generational Differences in the Workplace - OD's Role in Bridging Tomorrow's Leaders

Jane McVeigh, Vice President, Organizational Development, *General Dynamics Canada*  
Time: 46 Slides: 13

## Case Study: A Strategy-Based Approach to Build Leadership and Improve Organizational Effectiveness

Maureen Hayvren, Senior Organizational Development Consultant; Andrew Whittington, Manager, Organizational Development Unit, *Ministry of Education and Ministry of Training, Colleges and Universities*  
Time: 56 Slides: 24

## Harnessing Talent: Business Schools and Organizational Development

Alyson L. Gampel, Manager, Organizational Learning, *York University*  
Time: 37 Slides: 16

## Building a Resilient Organization to Keep Pace with the Unexpected

Nimira Harjee, Organizational Change and Effectiveness Consultant, *MicroBiz Inc.*  
Time: 47 Slides: 21

## Building Accountabilities for Managers as a Lean Organization

Susie Naaman, Organizational Development Manager, *TDL Group*  
Time: 16 Slides: 16

## Leadership Development as a Competitive Strategy

J.P. Perron, Executive Vice President & Managing Director, Corporate Business, *Ceridian Canada Ltd.*  
Slides: 16

## Case Study: Analytical Approaches & Tools for Assessing Talent Management at Export Development Canada

Susanne Laperle, S.V.P. Human Resources, *Export Development Canada*  
Time: 51 Slides: 23

## Developing Employee Resource Groups

Michael Bach, Senior Manager, Director of Diversity, *KPMG LLP*  
Time: 37

## Leveraging Employee Engagement to Implement Your Diversity Strategy

Virginie Bronsard, Vice-President, Culture and Engagement, *Sodexo MS Canada Ltd.*  
Time: 39 Slides: 21

## Transforming Your Organization Through Learning

Judy Holcomb-Williams, Vice-President, Human Resources, *Trillium Health Care Products Inc.*  
Time: 49

## Performance Management: Linking People Management to Corporate Change

Pauline Holman, Senior Vice President, Human Resources, *easyhome Ltd.*  
Time: 41 Slides: 34

## Measuring Your Culture Change and its Bottom Line Impact on Employee Engagement

Diane Whidden, Vice President, Human Resources, *Holt Renfrew & Co. Limited*  
Time: 35 Slides: 20

## Employee Data Collection and Analysis

Kami Ramcharan, HR - Diversity, *Public Service Human Resources Management Agency of Canada*  
Time: 43 Slides: 33



**Registration:** To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

**Location:** Novotel Toronto Centre Hotel, 45 The Esplanade, Toronto, Ontario, M5E 1W2

**Cost:** The attendance fee for the course is \$1825 per person and covers attendance for one person and the lecturers' presentation material. The fee further includes lunch on both days, morning coffee on both days and refreshments during all breaks. You may purchase a Proceedings CD-ROM containing edited actual proceedings and materials from the course.

**Time:** This course is a two-day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 4:00 p.m.

**Cancellation:** Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to January 26, 2010. No refunds will be issued after this date. Please note that a 15% service charge will be held in case of a cancellation.

**Discounts:** Federated Press has **special team discounts**. Groups of 3 or more from the same organization receive a **10%** discount. Groups of 7 or more from the same organization receive a **15%** discount.

Payment must be received prior to February 1, 2010

Phone: 1-800-363-0722 Toronto: (416) 665-6868 Fax: (416) 665-7733

### TO REGISTER FOR REINVENTING ORGANIZATIONAL DEVELOPMENT

Name \_\_\_\_\_  
 Title \_\_\_\_\_ Department \_\_\_\_\_  
 Approving Manager Name \_\_\_\_\_  
 Approving Manager Title \_\_\_\_\_  
 Organization \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_  
 Telephone \_\_\_\_\_ Fax \_\_\_\_\_ e-mail \_\_\_\_\_  
 Please bill my credit card:  AMEX  VISA  Mastercard  
 # \_\_\_\_\_ Expiration date: \_\_\_\_ / \_\_\_\_  
 Signature : \_\_\_\_\_  
 Payment enclosed:  Please invoice. PO Number: \_\_\_\_\_

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### REGISTRATION COSTS

NUMBER OF PARTICIPANTS:   
 COURSE: \$1825  
 COURSE + PROCEEDINGS CD-ROM:  
 \$1825 + \$125 = \$1950  
 PROCEEDINGS CD-ROM: \$499  
 NOTE: Please add 5% GST to all prices.  
 Proceedings CD-ROM will be available 60 days after the course takes place  
 Enclose your cheque payable to Federated Press in the amount of:  
  
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