



Professional Diploma in Organisational Development and Transformation



McKinsey study of 900 companies found that

67%

of executives said the biggest factor in a successful change initiative was a 'clear, organisation-wide ownership and commitment to change across all levels of organisation.

Drive change and improve your company's performance

The pace of change of technology and in the industry frequently requires organisations to respond with a coherent overarching strategy that encompasses changes in organisational structures and cultures.

The Professional Diploma in Organisational Development and Transformation has been designed to equip you with the tools and techniques to successfully design, prepare and execute transformational change at a strategic level.

The programme will give practitioners in organisational settings a comprehensive overview of the frameworks and theories of organisational development and transformation. It will further allow participants to understand and navigate organisational factors that influence the effectiveness of the engaging, diagnosing, and implementing organisational development interventions across a variety of settings.

This programme is for you if:

- › You are leading or planning to lead an organisation-wide change, or are required to manage ongoing change.
- › You want to make the culture in your organisation more agile, innovative or entrepreneurial.
- › You want to ensure that the change efforts your organisation delivers in the future are more effective and less painful than the ones it has delivered in the past.



A Graduate's View:

// The IMI staff are wonderful, as is the diversity of the lecturers, but the classroom conversation and the exposure to amazing people from other industries and sectors might just be the magic ingredient. //

Vincent Anderson, Technical & Operations Manager
Kilsaran



Programme Themes:

1 Plan and Prepare

- › Gain insight into concepts and best-practices in organisational development.
- › Employ knowledge to start developing an organisational development strategy for your business.
- › Evaluate planned models with regard to your own organisational context.

2 Team Interventions

- › Assess the quality of decision-making.
- › Explore group dynamics, decision-making and interventions.

3 The Organisational Development Consultant

- › Explore the context, dynamics and responsibilities of organisational development.
- › Analyse organisational circumstances and how they will impact on engagement within the organisation.
- › Design appropriate strategies for various organisational circumstances.

4 Cultural Analysis

- › Assemble an appropriate organisation-wide intervention.
- › Understand the various characteristics of successful change.

5 Individual Interventions

- › Appraise and assess a suitable set of individual assessments in a particular context.
- › Recommend appropriate individual assessments and interventions.

6 Change Interventions

- › Learn how to lead large scale, advanced and complex change interventions.
- › Understand how to harness the power of digital change.
- › Develop and recommend a strategic organisational development intervention for a particular organisation.
- › Evaluate proposed strategies and utilise this insight and feedback to direct your thinking for the OD intervention.

7 Cutting Edge Toolkit for Delivering Change

- › Takeaway a toolkit of frameworks and initiatives which will enable you to develop organisational-wide initiatives and intervention plans, including coaching, mentoring, and communications.

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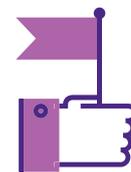
This programme will equip you to:



Apply organisational development and transformation frameworks for more effective decision-making that will help you to deliver your business strategy.



Influence the factors that drive effective organisational development.



Plan, structure, communicate and lead organisational change initiatives — and measure their effectiveness.



Develop effective strategies to influence and deal with politics and conflict within your organisation.

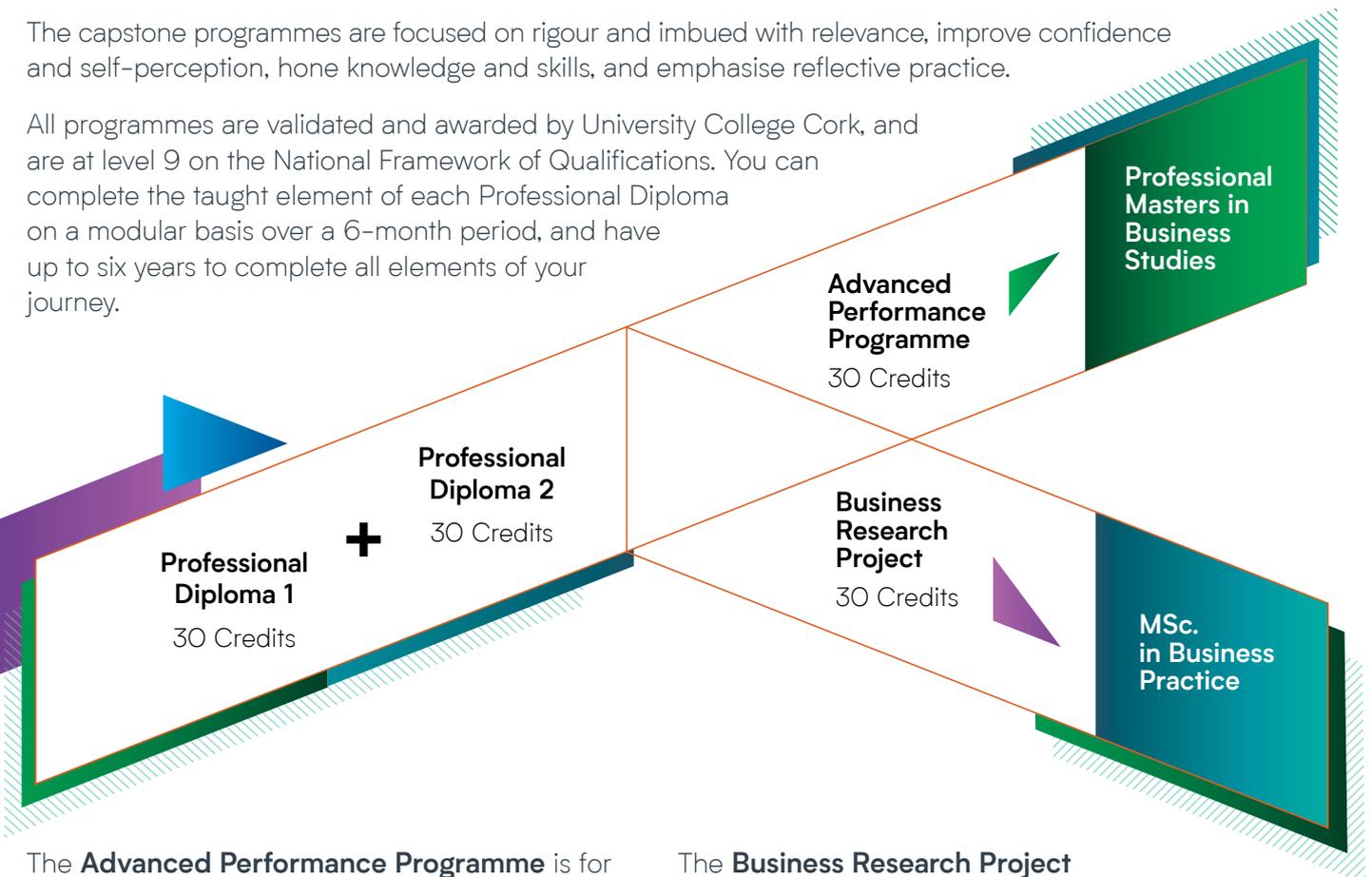
Master of Business Framework

The Master of Business gives you the flexibility to choose the subjects that are right for your needs, while building up to a Masters Degree qualification. Each element of your journey promises to be an energising learning experience leading to a world class qualification.

There are two pathways you can take to achieve your Masters qualification with IMI. Both pathways require you to complete two Professional Diplomas before choosing a final capstone programme to bring your learning together in an integrative experience, that will positively impact your professional career and your organisation.

The capstone programmes are focused on rigour and imbued with relevance, improve confidence and self-perception, hone knowledge and skills, and emphasise reflective practice.

All programmes are validated and awarded by University College Cork, and are at level 9 on the National Framework of Qualifications. You can complete the taught element of each Professional Diploma on a modular basis over a 6-month period, and have up to six years to complete all elements of your journey.



The **Advanced Performance Programme** is for professionals who want to bring their leadership capabilities to a new level. Through a blended focus on the environment, the organisation, and the individual, the APP serves to synthesise the learning outcomes of your IMI journey. Designed and delivered in partnership with Cork University Business School, this pathway will lead to a Professional Masters in Business Studies, Ireland's first Professional Masters of its kind.

The **Business Research Project** is for those professionals who want to address a complex business challenge and execute a strategy or develop a strategic response that could change the future of their organisation. This pathway will lead to a MSc. in Business Practice award.

Programme Delivery

Our High Impact Transformation learning approach lies at the core of all IMI programmes, meaning these sessions are always interactive, engaging and experiential.

Action and experiential learning — doing and reflecting — is a highly effective leadership and team development technique, which you will find enjoyable, challenging and in many cases transformational.

Dates:

Facilitated Workshops:

1) 18 & 19 October 2022	In person
2) 15 & 16 November 2022	Virtual
3) 14 & 15 December 2022	In person
4) 11 & 12 January 2023	In person
5) 08 & 09 February 2023	Virtual
6) 07 & 08 March 2023	In person

Delivery:

In person
Virtual
In person
In person
Virtual
In person

In addition to the 12 teaching days listed above, participants will engage in independent learning supported by materials on the Canvas learning management platform. This independent learning will be supported by in class discussion and intramodule Learning Support Sessions delivered by the Programme Director.



Autumn delivery:

This programme will be delivered in a blended format, comprising both in-person and synchronous online facilitated workshops.



Laurence Knell
Programme Director

Laurence Knell specialises in working with senior business leaders and their teams to achieve breakthrough results through enhanced focus on strategy, innovation and performance. He is a leading management consultant with 20 years' experience working in the consultancy, technology and transportation sectors and has a track record of delivering organisational change, strategic realignment and business growth both as a consultant and as a leader within organisations.

Price:

Corporate Member: €8,900

SME: €9,400

Non-member: €9,900

For more information, including a full listing of facilitated workshop dates, please contact our programme advisors at programmeadvisors@imi.ie.



Participant information

Entry Requirements

A candidate's eligibility for each programme will be determined by a combination of their academic qualifications and/or relevant professional experience. Each applicant will be required to complete the IMI "Portfolio of Learning" application form. A primary degree from a recognised third-level institution (NFQ level 8), with a minimum classification of Second Class Honours, will typically be required with five years relevant work experience, at least 3 of which must be at managerial level, however, prior workplace learning will be recognised where applicants do not meet the academic requirement.

This experience may come from a general business or organisational background, or experience working at a management level or in the area specifically related to the Diploma.

Each candidate will meet with the Programme Directors, who will interview applicants in person virtually or physically. The IMI Office of the Registrar will oversee all applications, and the final decision on any application shall remain with the Registrar.

All applicants whose first language is not English will be required to show evidence of the successful completion of an IELTS or TOEFL test. The English language requirement for this programme is an IELTS score of 6.5 with a minimum of 6.0 in each individual section or equivalent.

*Programmes scheduled subject to cohort size.

Validation

Each Professional Diploma is awarded by University College Cork and is at level 9 on the National Framework of Qualifications.

Assignments and Workload

To earn a Masters Degree or Professional Diploma, participants will be assessed through a variety of practical assignments. Programmes will have no examinations; instead, the emphasis throughout is on the practical application of knowledge to benefit you and your organisation. Assessment workload extends across the programme to allow you to combine your learning with your work and life demands.

Paperless policy

Brochures and course materials will exclusively be available to participants on our immersive Virtual Learning Environment. By adopting a paperless approach, IMI and our participants are reducing our carbon footprint and doing our bit for the planet. IMI's mission is to equip leaders to build the future. We are mindful that this future depends on organisations finding creative ways to sustainably deliver performance, both sustainability in the human performance of organisations and in how we use the planet's resources.