Dear Colleague,

Given that the demands of contemporary organizational life are about faster, cheaper and better, OD and HR practitioners must be able to partner with managers and leaders to move their respective organizations to a new state. This new state requires dealing more effectively with change in the external environment, the marketplace, and with competitors and stakeholders. Challenges involve responding to unanticipated consequences of change, supporting people development in the context of the business and thinking strategically about multi-level organizational interventions.

Teachers College, Columbia University’s programs provide OD and HR practitioners the best tools available for addressing the challenges they face every day. As one of our participants said about the program, “There is nothing else out there like this.”

We carefully select faculty who share years of consulting knowledge, experience and innovative methods with program participants. We design programs to blend instruction and practice. And we create a multidisciplinary approach that gives participants the tools they need to keep pace with change.

We're delighted you are seeking to enhance your skills with us.

I look forward to meeting you.

Sincerely,

Debra A. Noumair

Director, Executive Education Programs in Change and Consultation
Associate Professor, Psychology and Education
Teachers College, Columbia University
Program Overview

PPOD is a two-part executive education workshop that provides participants with core concepts and skills necessary for managing and leading change inside organizations and for consulting to organizations and teams. A highly participative learning experience, PPOD offers participants many opportunities for building skills and learning through practice.

Learning Objectives

Participants in this workshop series:

- Examine systematically the dynamics of entry, diagnosis, planning, intervention, and sustainability that occur during organization change efforts
- Recognize and understand the intricate relationship between the strategic business plan of the organization and the role of organization development
- Develop and enhance conceptual and behavioral skills to implement system-wide organization change efforts
- Explore and clarify their assumptions, beliefs, and values about organizations and the nature of the change process
- Develop and sharpen their understanding of how evidence-based practice can be used to enhance organization and team effectiveness and vitality
- Enhance self-awareness and understanding of group process in order to heighten consultation skills and to perform roles more effectively
- Increase skills in selecting, administering, and interpreting assessment data on organizational effectiveness
- Learn how to implement organization development programs especially at the individual and work group levels
- Practice and enhance skills in evaluating the outcomes of organization change efforts
Pedagogy

We believe the application of new knowledge and skills in the context of practical experience enhances participant learning and is consistent with current adult development research. As every participant arrives with different needs and preferred ways of learning, we provide a diverse array of learning opportunities (i.e., lecture, case study, experiential learning, and reflection) geared toward individual development within a community of practice. We intend to create a diverse learning community characterized by openness, collaboration, and commitment to individual and collective development as follows:

- We enable participants to expand their professional and personal tool kit by introducing them to new knowledge in the form of theories, best practices, and skills.
- Participants practice these new skills through hands-on experience.
- Through self-assessment and peer feedback, participants increase their self-awareness throughout the program.
- By reflecting on past and current experiences, participants acquire knowledge, learn skills, and expand upon their abilities to become better practitioners and managers in their workplaces.

Structure and Design

PPOD is structured as two 5-day workshops, separated by 2-3 months. The time in between Workshop 1 and Workshop 2 provides participants with opportunities to apply their learning back at work.

While the entire program addresses multiple levels of analysis, Workshop 1 focuses on individual, interpersonal, and group skills necessary for effective organization change and consultation. Workshop 1 ends with a focus on participants’ leadership challenges and prepares them for application work during the interim period between Workshop 1 and Workshop 2.

Workshop 2 focuses on inter-group, organizational, and inter-organizational levels using organizational assessments and interventions. As participants work together, they continue to experience and learn about their own group development and dynamics. Workshop 2 also includes a focus on leading and managing change.

For Workshop 1, participants are asked to complete pre-work assignments including reading and self-assessments. In addition, each participant is asked to identify a leadership challenge to work on during the course of the program.

In between Workshop 1 and Workshop 2, participants are asked to apply their learning to their leadership challenge and return to Workshop 2 prepared to discuss their successes as well as challenges. Depending on the outcome of their work in the interim, participants are encouraged to engage in further work on their challenge or bring a second challenge to Workshop 2.
WORKSHOP I: March 27 - 31, 2017
Focuses on interpersonal awareness and the skills necessary for effective OD consultation. Participants are asked to learn a particular consulting model using a number of engaging methodologies. First, they practice consulting with each other. Then, they work as a group to prepare for a client interview based on a real case. This work is video taped. The video tape helps participants understand their own behavior in teams, and how teams form. The highlight of the week is the group’s work with a real client. This client joins the group for a day and provides feedback to the participants.

WORKSHOP II: May 1 - 5, 2017
Focuses on organizational assessment and intervention using actual case material. Participants move to designing an intervention in partnership with a real client. First, they collect and analyze data. Next, they develop a work group off-site based on their analysis of these data. As participants work on their intervention, they continue to experience and learn about their own group development and dynamics. Many of these skills are immediately transferable to any work setting.

Participants

The program is well suited to:

- The needs of recent entrants into the organization change field who are interested in acquiring skills;
- Those in human resources, organization development/effectiveness, learning and development, diversity and inclusion, and talent management who recognize the importance of continually working on skills for improving their effectiveness with clients, both internal and external;
- Managers who have responsibility for leading and managing significant change efforts in their organizations.

These practitioners and managers typically have a need to: 1) learn more about the nature of organizational functioning and change; 2) enhance their skills in helping managers and executives understand, lead, and manage change; and 3) develop their own skills in leading and managing change.

Program enrollment is limited to 20 professionals with a minimum of 12 participants. We consider all applications and aim to create a diverse group of participants. Preference for admission will be given to those persons who are in a position to make immediate use of the ideas and skills developed in the program, and to organizations who support multiple participants as research suggests that it is more effective for small cohorts, rather than individuals, to apply their learning to their organizational roles.
Core Faculty

The program draws on the knowledge and expertise of interdisciplinary faculty leaders. Core faculty have involvement in sessions throughout each of the two weeks. In addition, other prominent scholars and practitioners serve as visiting faculty.

Sarah J. Brazaitis

Senior Lecturer
Program in Social-Organizational Psychology
Department of Organization and Leadership

Dr. Brazaitis has been a member of the faculty at Teachers College, Columbia University since 1998 and is currently the MA Program Director and a Senior Lecturer in the Social-Organizational Psychology Program. She currently teaches courses on group dynamics and improving team performance to masters- and doctoral-level students. As part of her group dynamics course, Dr. Brazaitis runs an experiential group relations conference (based on the Tavistock model of human relations training) that provides students with opportunities to learn in real time about covert processes affecting leadership and power in groups and organizations. Dr. Brazaitis has been on the consulting staff of numerous experiential group relations conferences, sponsored by the A.K. Rice Institute for the Study of Social Systems (AKRI). She is a Fellow of the A.K. Rice Institute and is a past member of AKRI’s Board of Directors.

As an expert on group dynamics in social systems, Dr. Brazaitis has written articles and book chapters on conducting groups in education and health care settings. Her dissertation focused on whiteness and subsequently she has written about race and more broadly on multicultural issues. Dr. Brazaitis maintains a private practice of organizational consulting with a focus on improving group and team performance, executive coaching, and leadership development. Clients have included for profit and not-for-profit organizations, universities, and medical centers. An aspect of her consulting practice includes Dr. Brazaitis’ extensive experience providing training in group dynamics and group process, maximizing team performance, leadership development, conflict resolution, and individual and group assessments (e.g., Myers-Briggs, FIRO-B, DiSC, Hogan, 360 degree feedback, etc.).

Prior to becoming a full-time academic, Dr. Brazaitis worked as a counseling psychologist at the New York Veterans Affairs Medical Center in Manhattan where she held the position of Director of Psychological Services in Primary Care. Dr. Brazaitis was responsible for developing and implementing all primary care psychological services including assessment, education and treatment, in a setting serving 18,000 patients. She also provided consultation and training in state-of-the-art behavioral healthcare for physicians and other medical providers and served as the hospital’s liaison between the mental health division and several general medical and specialty departments. Dr. Brazaitis also served as the Associate Director of Training for the hospital’s psychology internship program which enjoys a national reputation for excellence in training.

Dr. Brazaitis received her Bachelor of Arts degree in Psychology from the University of Pennsylvania and her masters and doctorate in Counseling Psychology from Teachers College, Columbia University. She is a member of the American Psychological Association and is a licensed psychologist in the state of New York.
MATTHEW TYE
Vice President, Richie Tye Consulting, Inc.
Adjunct Full Professor
Program in Social-Organizational Psychology
Department of Organization and Leadership

Vice President and Practice Head of Leadership Development services of Ritchie | Tye Consulting, Dr. Tye brings over a decade of experience providing institutional leadership and management development through a variety of executive level roles within the human services industry. Prior to joining Ritchie | Tye Consulting, he spent nearly 10 years as the Chief Operating Officer of Gay Men’s Health Crisis in New York City, leading nearly 150 employees and managing an annual budget of over 20 million dollars. Dr. Tye possesses a vast array of expertise in models of effective management practice, group process and facilitation, and program evaluation, with a particular emphasis on performance coaching and team effectiveness for senior to executive managers. As a psychologist and organizational strategist, Dr. Tye is highly skilled in examining the complex and dynamic systems that can interfere with individual and group level performance. Blending traditional business management principles with psychological theory, he assists clients in more fully understanding their organization, their role, and solutions for greater success.

Dr. Tye has taught courses on small and large group dynamics, the exercise of authority in leadership, and psychological analysis of organizations and non-profit management practices. Currently, Dr. Tye is an adjunct faculty member in the Social-Organizational Psychology Program at Columbia University, teaching courses in Organizational Change and Consultation and Group Dynamics. Dr. Tye holds a Bachelor's degree in Psychology from the University of Nebraska as well as a Master of Arts, a Master of Education, and a Doctorate degree in Counseling Psychology from Columbia University. Dr. Tye is a member of the New York Center for the Study of Groups, Organizations and Social Systems, Board President of the Pratt-Heins Foundation, and a board member of the Brooklyn Conservatory of Music.

VISITING FACULTY*

W. WARNER BURKE
Edward Lee Thorndike Professor of Psychology & Education
Department of Organization and Leadership
Teachers College, Columbia University

DEBRA A. NOUMAIR
Director, Executive Education Programs
Associate Professor of Psychology & Education
Teachers College, Columbia University

WILLIAM PASMORE
Visiting Professor of Social-Organizational Psychology
Teachers College, Columbia University

*Others TBA
Registration/Costs

Each day begins at 8:30 a.m. and ends by 6:00 p.m., with the exception of the two Friday sessions, which end by 4 p.m. Optional dinners and social outings will be offered on some evenings as well.

Tuition charge for the entire program of two weeks is $8,950, including on-site materials and facilities. Breakfast and lunch will be provided. Other meals, accommodations, and similar expenses are not included in the tuition. An application form is enclosed and is available for electronic download at www.tc.edu/leadchange/ppod.

Applications should be submitted as early as possible, as the program fills quickly and is capped at a small number of participants. Individuals who register by the priority deadline of January 31st, 2017 will receive a 10% discounted tuition rate. Additionally, organizations who sponsor multiple workshop participants are eligible for discounted tuition rates as well. Please contact our office at odcoordinator@tc.columbia.edu for more information.

All applications must be accompanied by a non-refundable application fee of $500, payable to Teachers College and applied towards tuition. Applicants not accepted to the program will have their application fee returned. Those accepted will receive additional information about the program approximately 2 weeks after receipt of application.

PPOD can also be customized to meet your company’s needs. Please contact us at the information above to find out more about a customized corporate program.

Facilities

The program will be held on the Teachers College, Columbia University campus, which is located in New York City’s Morningside Heights neighborhood. Participants in and around New York City are encouraged to take full advantage of the fall program’s Manhattan location.

Those traveling to the city for the program will be able to find accommodations at any of the following preferred locations in and around the Columbia University campus. Although we encourage individuals to remain close to the Morningside Heights neighborhood, additional lodging and hotel accommodations are available throughout the New York City area. Due to the many fall events that are held throughout New York City, we strongly encourage individuals to book housing accommodations as far in advance as possible.

The Lucerne Hotel (off-campus)*
201 West 79th Street
New York, NY 10024
212.875.1000
www.thelucernehotel.com

Landmark Guest Housing (on-campus)
3041 Broadway
New York, NY 10027
212.280.1313
https://utsnyc.edu/about/guest-rooms-at-union

*discounted rate may be available to Columbia University affiliated guests
APPLICATION
Principles and Practices of Organization Development
March 27 - 31, 2017 and May 1 - 5, 2017

PERSONAL DATA (please print clearly, an electronic form is available at: www.tc.columbia.edu/organization-and-leadership/executive-education/ppod/admissions/apply-now)

Name ____________________________________________________________ (for roster, certificate)

Preferred mailing address ____________________________________________

Preferred phone number ____________________________________________ (with area code and/or country code)

Preferred email address ____________________________________________

Company/Organization _____________________________________________

Company/Organization address _______________________________________

Current job title ___________________________________________________

When were you appointed to this position? _____________________________

Please describe your job duties and how they are related to this program:
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
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____________________________________________________________________
____________________________________________________________________

How would you characterize your organization?

☐ Manufacturing/Consumer ☐ Utility ☐ Government
☐ Manufacturing/Industry ☐ Natural Resources ☐ Education
☐ Financial Services/Insurance ☐ Pharmaceutical ☐ Other
☐ Telecommunications ☐ Retail ☐ Consulting
EDUCATIONAL BACKGROUND

A. College and Graduate Training

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B. Other specific professional training related to organization development

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WORK BACKGROUND

List all major work positions you have held in the organization development area and briefly describe the scope of your activities.

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REFERENCES

List two people who are familiar with your professional work and background whom we may contact. Past participants of the program are preferred but not required.

1) _________________________________________________________________________________________________________________________________
   name address telephone Email

2) _________________________________________________________________________________________________________________________________
   name address telephone Email

How did you find out about the program and who recommended that you attend?
Deposit (required with your application)

Applications must be submitted with a non-refundable $500 deposit applicable to tuition paid by check or credit card. The balance of the total tuition charge is due on acceptance to the program. Positions in the program cannot be held for anyone whose application is incomplete. Withdrawals from the program less than 30 days prior to its start will be subject to a charge equal to 50% of the total fee. Withdrawals from the program on or after the Sunday eight days prior to the start of the program are subject to the total charge. Replacements acceptable to the program may be made at no additional charge at any time prior to the first meeting of the program. All withdrawals must be confirmed in writing. Deferrals will be subject to the rules applying to withdrawals.

Please mail, fax, or email this application to:

Executive Education Programs in Change and Consultation, ATTN: Danielle Pfaff
Teachers College, Columbia University
525 West 120th Street, Box 84
New York, NY 10027
odcoordinator@tc.columbia.edu

“Education in and out of the classroom across the life-span.”
CREDIT CARD AUTHORIZATION

Date: __________

Name: ____________________________________

Title: ____________________________________

Organization: ____________________________________

Address 1: ____________________________________

Address 2: ____________________________________

Address 3: ____________________________________

I hereby authorize $_______________ to be charged to the credit card below by Teachers College, Columbia University for participation in the Principles and Practices of Organization Development Program.

Name on Card: ____________________________________

Visa/MasterCard/American Express (circle one)

Card Number: ____________________________________

Valid From: ____________________________________

Until: ____________________________________

_________________________________
Signature of Cardholder

Please send this completed form to: odcordinator@tc.columbia.edu

OR

Executive Education Programs in Change and Consultation
ATTN: Danielle Pfaff
Teachers College, Columbia University
525 West 120th Street, Box 84
New York, NY 10027