



Organisational Development – what every HR professional must know

Facilitated by *Wendy Perry*
Workforce BluePrint

Objectives



To provide participants with an understanding of the:

- latest Organisational Development theories and methodologies;
- alternatives to training; and
- relationship between OD, Professional Development and Workforce Development.

Definitions

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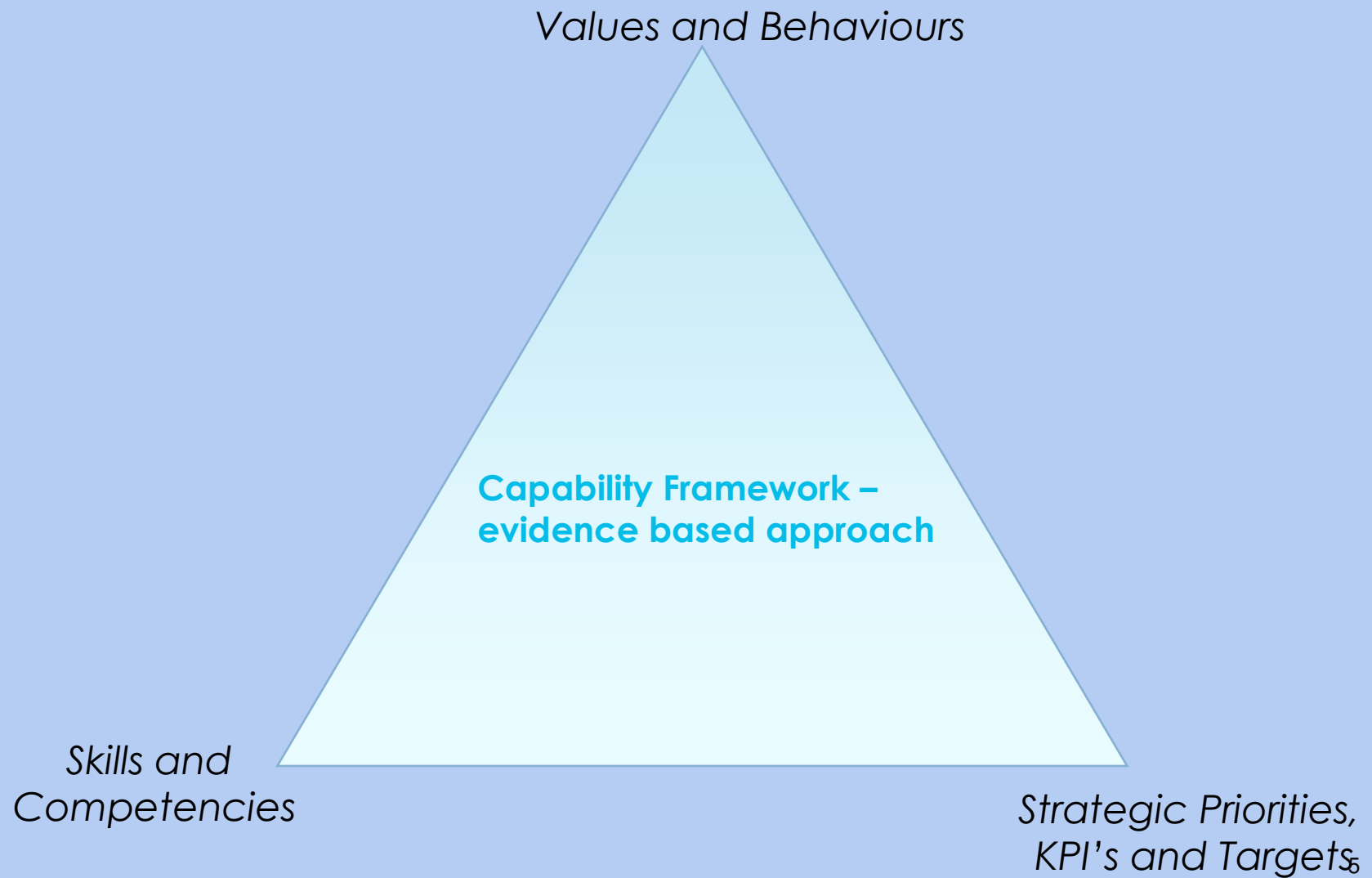
- **Organisational Development** – organisation wide effort to develop capability and capacity resulting in improved productivity
- $\text{Capability} \times \text{Capacity} = \text{Productivity}$

Definitions



- **Professional Development** - skills and knowledge attained for both personal development and career advancement including:
 - Workforce skills development – all forms of learning and skills acquisition; and
 - VET Training and Assessment – formal learning and assessment against units of competency and qualifications from National Training Packages or accredited courses through a Registered Training Organisation.
- **Workforce Development** - bridges the gap between the current workforce and the desired workforce forecast.

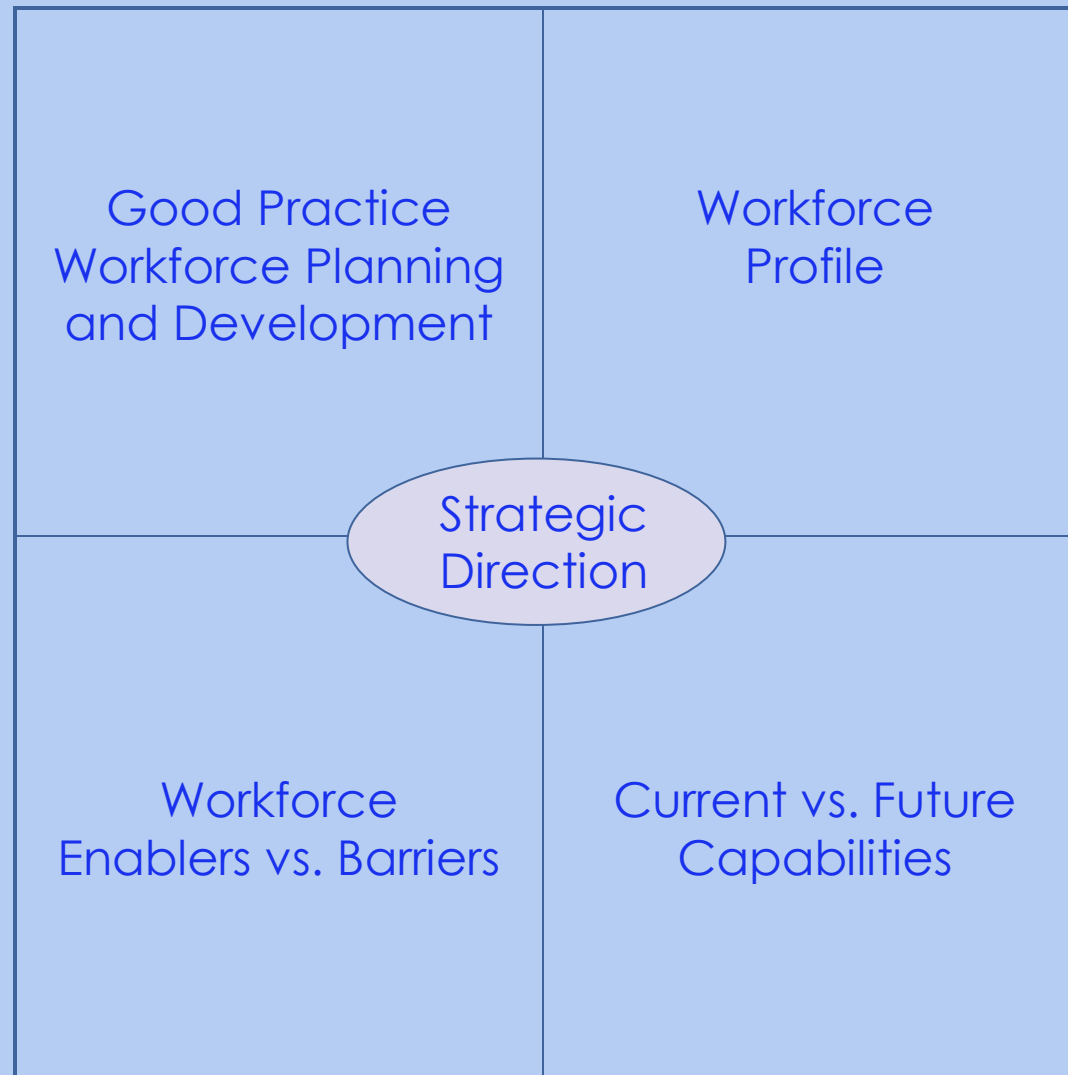
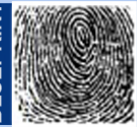
Capability Framework



Workforce Capacity Model

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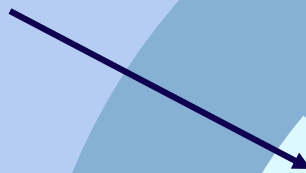
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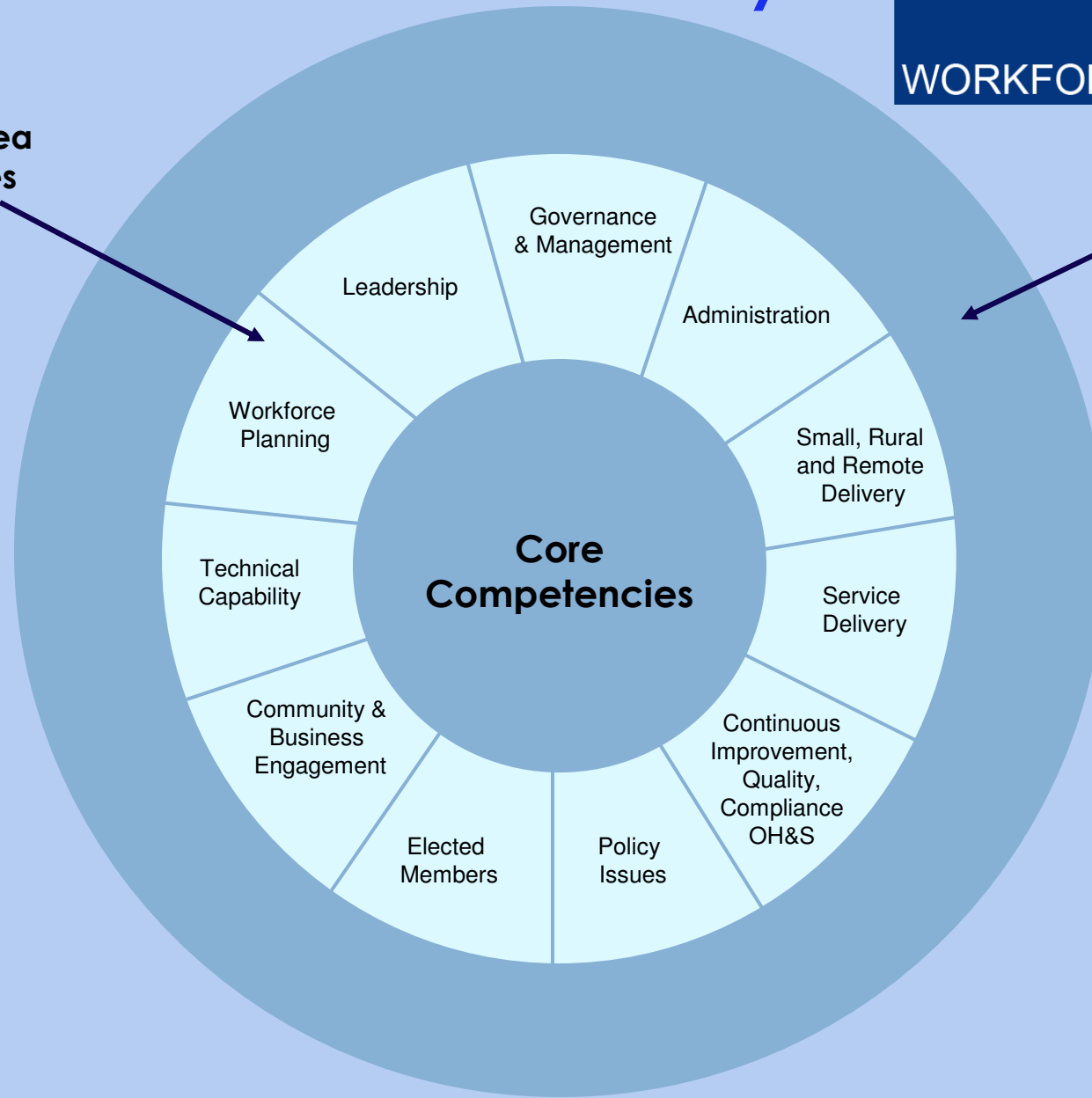
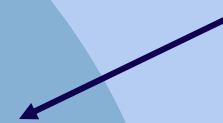
Competencies as skills currency



Functional Area Competencies



Job Specific Competencies



Learning Theories

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- **Behaviorism** (or **behaviourism**), also called the **learning perspective** (where any physical action is a behavior), is a [philosophy of psychology](#) based on the proposition that all things that organisms do—including acting, thinking and feeling—can and should be regarded as [behaviors](#).^[1]
- **Cognitive learning** is defined as the acquisition of knowledge and skill by mental or cognitive processes — ;the procedures we have for manipulating information 'in our heads'. Cognitive processes include creating mental representations of physical objects and events, and other forms of information processing.
- **Experiential learning** is learning through reflection on doing, which is often contrasted with rote or [didactic](#) learning.

Learning Styles

What's Your Learning Style?



Visual

Visual learners usually retain more information when they can see something that graphically depicts what they are trying to learn. Visual learners should study using visual aids whenever possible. Flash cards, pictures, drawings—anything that will give you a visual memory.



Auditory

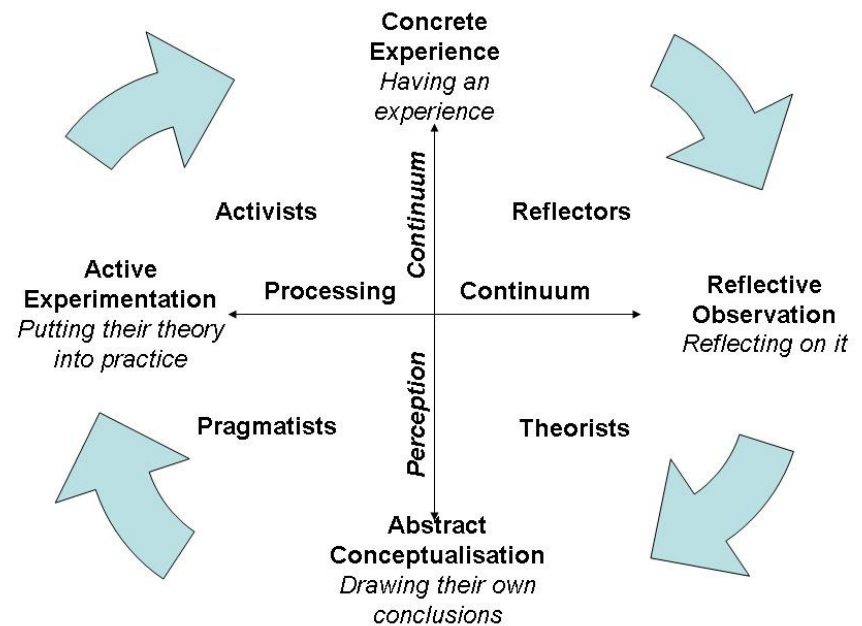
Auditory learners will retain more information when they hear something. For auditory learners, the best way to learn is to listen...over and over. Use a tape recorder. Read out loud. Have a friend quiz you orally.



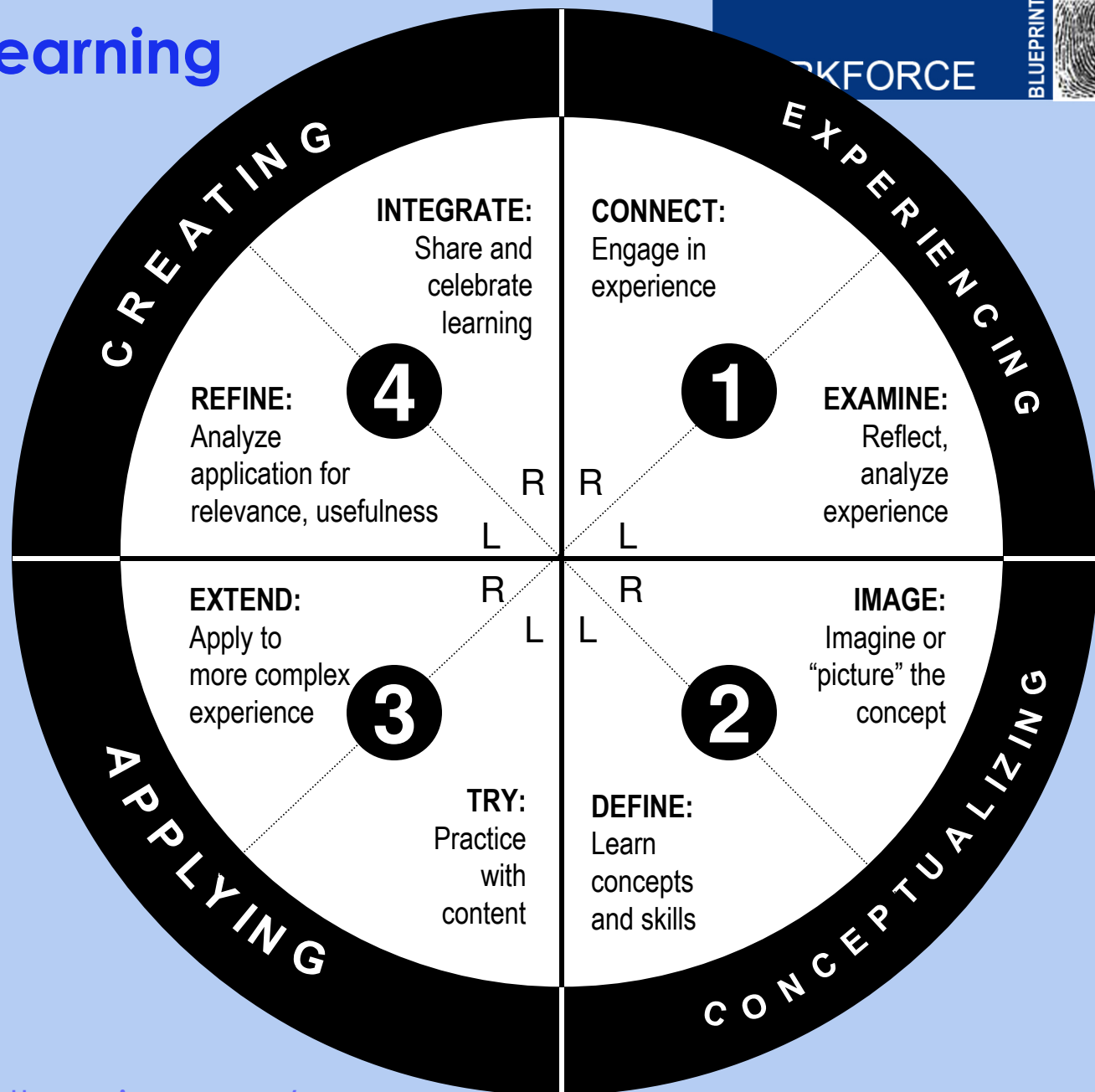
Tactile

Tactile learners will retain more information when they use the "hands-on" approach—like labs and demonstrations.

Honey and Mumford



The 4MAT System: A Cycle of Learning



Development strategies



- Action Learning
- Action/Applied Research
- Appreciative Inquiry
- Buddying and work shadowing
- Change Agency
- Coaching and mentoring
- Communities of Practice (CoP)
- Competency Mapping
- Creative Idea Generation
- Ecosystem
- Fun Factor and Game storming
- Idea Mapping/Mind Mapping
- K-cafes and Knowledge Management
- Mutual gains bargaining
- Networks
- Problem-based Learning
- Project-based Learning
- Scenario Planning
- Skills Recognition
- Speed Thinking
- Strategy Formulation
- Work-based Learning

Action/Applied Research

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Appreciative Inquiry

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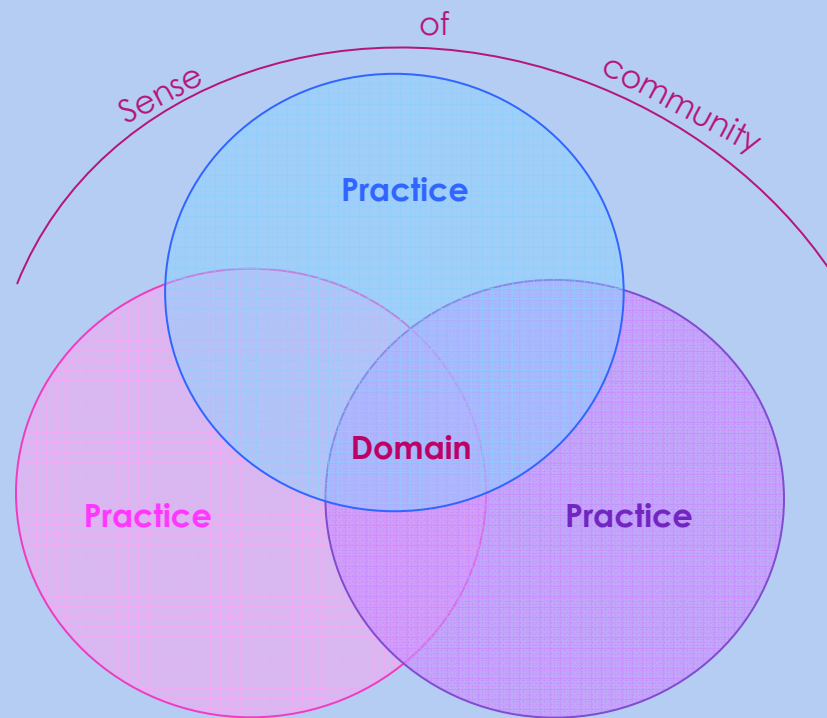


Eight Steps To Successful Change - John Kotter



Community of Practice

(Adapted from E Wenger 2006)



Communities of practice are groups of people who share a concern or a practice for something they do and learn how to do it better as they interact regularly.

Source: <http://www.ewenger.com/theory/>

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Game Storming

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THE **TEN** ESSENTIALS

We're entering a new age of discovery, where we are exploring a world of information and possibility like the explorers of the past, we need to bring along a toolkit of essentials to help in the journey. If you practice and become comfortable with these ten things, you will be able to work your way through nearly anything.

Each one of these ten "essentials" is a key to an essential skill set.

2. FIRESTARTING

When's the time to create anything new, you must first create a compelling challenge. Start with a question and see what it ignites.

WHAT IF...

5. GENERATION

When opening, populate your world with as many and as diverse a set of ideas as you can. Obey the laws of brainstorming: there are no bad ideas (yet) and stick to the topic at hand.

6. RANDOMIZATION

Let everything come to us, in order. Practice randomization, filling in the blank, and forced analogies to breakdown the patterns that we're all stuck in.

1. OPENING & CLOSING

Give innovation its shape. Know when it's time to open, and when it's time to close. Don't try to do both at once.

3. ARTIFACTS and 4. SPACE

If a great idea isn't captured, does it make an impact? Use whatever you have to make ideas tangible, portable and sharable.

White are for writing and for sharing. Any conversation of reasonable complexity needs a whiteboard.

7. SKETCHING & MODEL MAKING

If it can't be drawn, it can't be done. The fastest way to make an idea concrete is to sketch it out, and you don't have to be an artist to "think on the page."

8. IMPROVISATION

Brainstorm with your body and see what comes naturally. Just make sure someone is playing the role of the customer.

9. SELECTION

You can't do everything, and when it's time for selection, be ruthless. Start with a criteria and make choices. Vote, rank, prioritize.

10. TRY SOMETHING NEW

You won't discover and invent new things unless you get used to taking risks and trying new things. Make it a practice to challenge yourself, and you will inspire others to do the same.



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Knowledge Management



- Tacit knowledge – is knowledge that is difficult to be transferred to another person by means of writing down or verbalising it. Referred to as ‘know-how’

A black and white photograph of a man with a headband, wearing a dark jacket over a striped shirt, sitting and playing a black electric guitar. He is in a room with a desk, a lamp, and a doorway in the background.

Some journeys cannot be put into words.
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Knowledge Management



- Explicit knowledge - is knowledge that has been or can be articulated, codified, and stored in certain media. It can be readily transmitted to others
- Explicit – Explicit = Combination
- Explicit – Tacit = Internalisation
- Tacit – Tacit = Socialisation
- Tacit – Explicit = Articulation

Speed Thinking Steps

(Adapted from Ken Hudson 2010)



1. Start

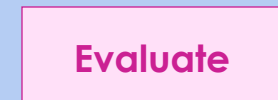
- 9 responses/ideas/situations in 2 minutes
- can do individually to generate more ideas



2. Evaluate

- in 2 minutes and pick one
- can do as partners

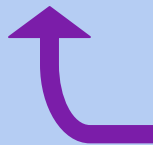
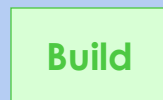
2.



3. Build

- highest evaluated options and make it 9 times better
- 9 more ideas/bullet points

3.



4. Action

- 9 action steps in 2 minutes (or finished product)

4.



Blue Ocean Strategy

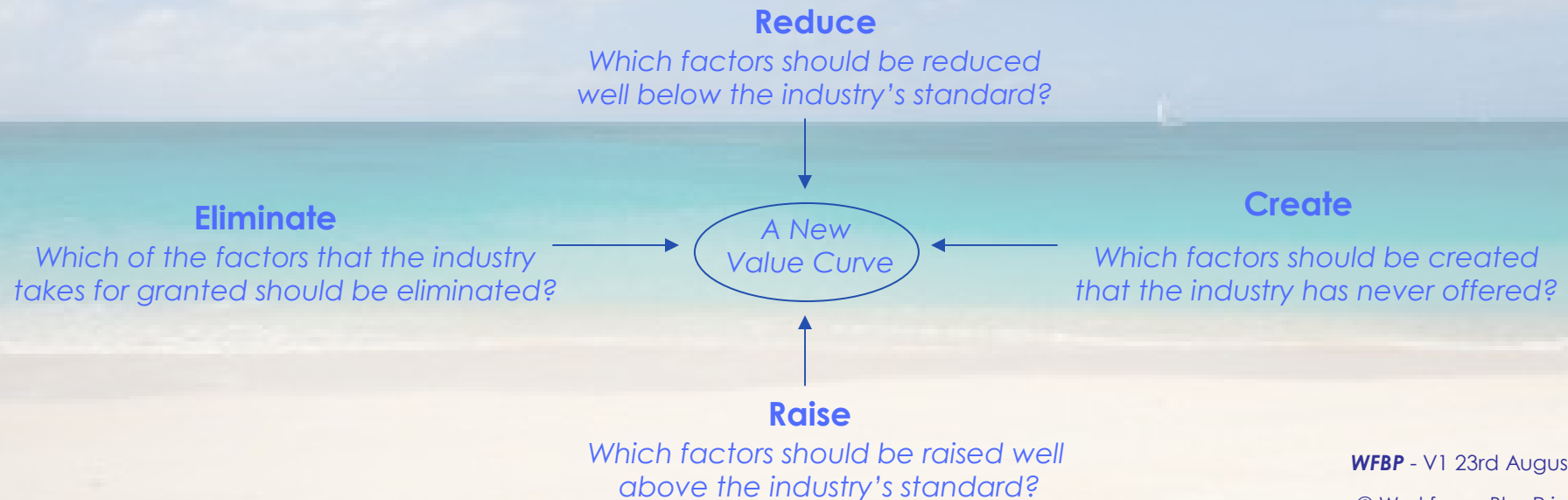
(adapted from W Chan Kim & Renee Mawborge 2005)

Value innovation - creating a leap in value for buyers and your company.
Equal emphasis on value and innovation, align innovation with ability, price and cost positions

Blue Ocean Strategy:

- creates uncontested market space
- make the competition irrelevant
- create and capture new demand
- break the value-cost trade-off
- align the whole system of a firm's activities in pursuit of differentiation and low cost

4 Actions Framework



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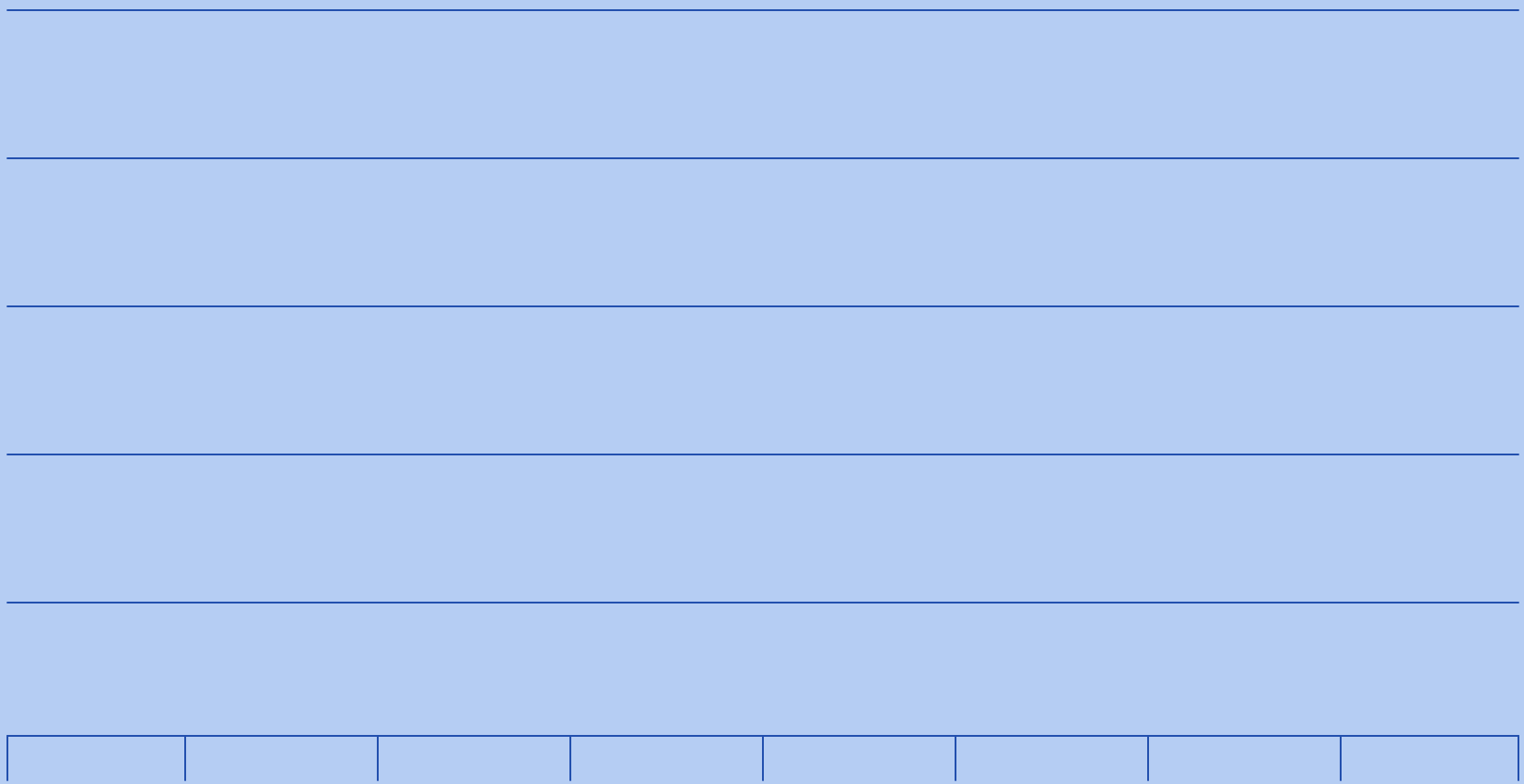
The Strategy Canvas



High



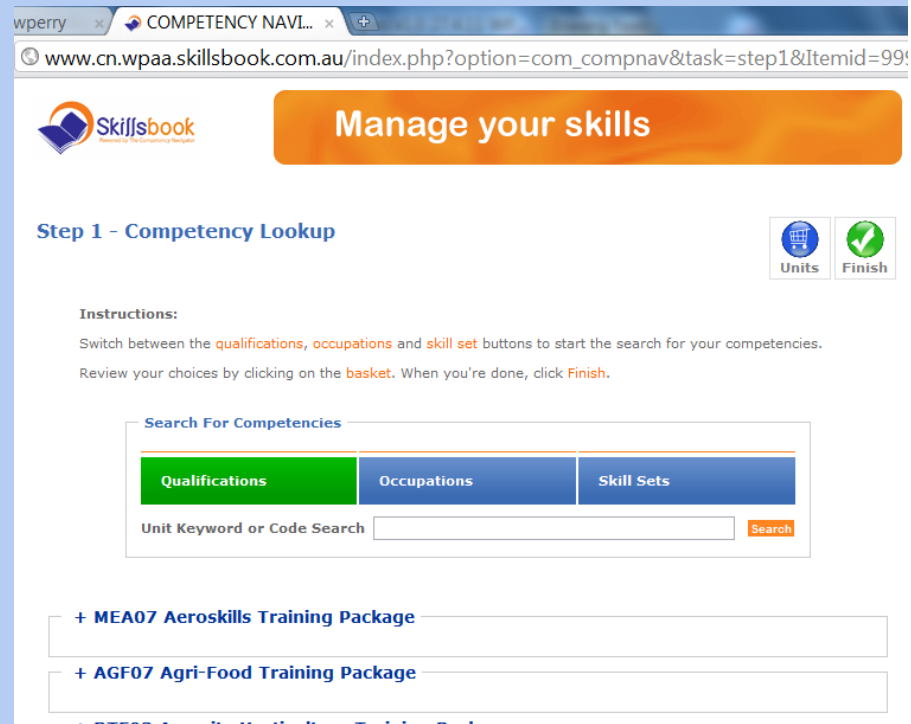
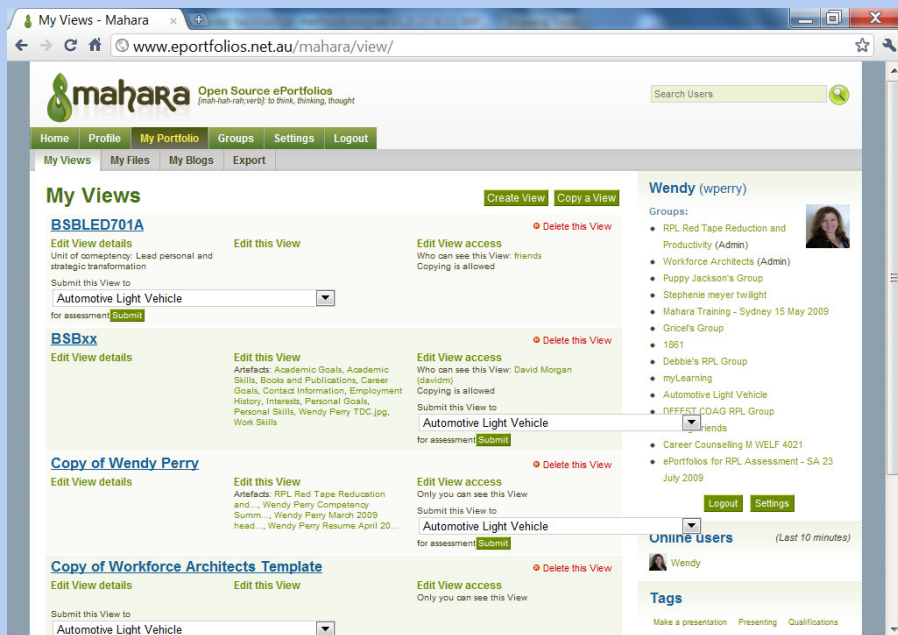
Low



Tools



- HATS, Mahara, iMindMap, Moodle, Skillsbook





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