Organisation development and design (OD&D)

"Designing organisation models and systems, and developing behaviour and culture, to enable organisation strategy and performance"

	Level 1 At this level you'll understand	Level 2 At this level you'll understand	Level 3 At this level you'll understand	Level 4 At this level you'll understand
Consulting cycle	The stages of the OD&D consulting cycle (e.g. gaining entry, contracting, diagnostics and sense making, planning and delivering interventions, evaluating and exiting)	OD&D consulting processes and how to apply them	How to apply a range of OD&D consulting and contracting methods in different contexts	How to design and lead consulting and contracting approaches for complex organisation transformations to meet organisational needs and reflect external context
OD&D models	Key OD&D models and how they can be used	Different OD&D models and their advantages and disadvantages (e.g. McKinsey 7S, Galbraith Star, Burke-Litwin)	How to apply a range of OD&D models to shape OD&D approaches, plans and culture	How to integrate theoretical insights and apply these to enable organisational performance and cultural alignment
Design diagnostics and principles	Evidence and data that can be collected and analysed to inform organisation design	A range of evidence to evaluate current organisation design to identify areas for improvement and establish design requirements and principles	How to critically evaluate organisation design and develop design principles to align organisational elements like strategy, process and outcomes	How to create and embed organisation-level design principles that optimise the organisation's ecosystem to enable future resilience
Operating models, structures, and processes	Different operating models, structures and processes, including their benefits and risks	How to design operating structures and processes to meet specific organisational needs	How to shape and adapt operating models and processes to meet current and emerging business requirements	How to design high-level and agile operating models that enhance organisation performance, deliver strategy and enable digital transformation
Work design	What constitutes good work and the different dimensions of work and job quality	How to design good work at individual and team levels, including how work is done and the role of technology	How to design good work with the future in mind including the use of AI	How to develop and embed principles of good work that prepare the organisation for the future of work including AI integration

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Organisation development theory	The importance of theory in organisation development	Core theories (e.g. systems thinking, action research and appreciative inquiry) that shape OD practices	How to apply theories to design OD practices and interventions that enable sustained performance improvement	How to integrate diverse theoretical perspectives within OD strategies to enable organisational strategy and transformation
Organisation development diagnostics	Evidence and data that can be collected and analysed to inform organisation development	How to apply and interpret different diagnostic methods at individual and team levels (e.g. interviews, observation, focus groups, surveys)	How to apply and interpret diagnostics at organisation level to gain insights into behaviour and culture	How to develop strategic insights on organisational culture and mindset, demonstrating their impact on performance and strategy
Development interventions	The different levels and types of OD interventions (e.g. individual, team, organisation levels, task or process focus, structured or emergent)	How to build and deliver OD interventions at team level to improve performance through behaviour change (e.g. team facilitation, process mapping, new ways of working)	How to create and implement OD interventions to facilitate meaningful culture and behaviour change	How to develop and deliver multifaceted and adaptive OD strategies to shift culture to enable alignment with strategy and purpose
Personal impact and use of self	The importance of self-awareness and self-management in OD&D	How to develop self-awareness and awareness of others in OD&D work in line with professional values	Social and group dynamics and how to facilitate shared inquiry and surface underlying issues	How to engage and facilitate multiple stakeholders in addressing complexity, fostering strategic thinking and driving transformation