

Organisational Development Essentials – Foundation Programme

What our client wanted

With the NHS going through a period of significant change together with a spotlight on quality, safety and patient experience, organisations that managed in times of plenty are now finding it tougher to make ends meet. This is where organisational development (OD) activities come to the fore. The East Midlands Leadership Academy (EMLA), realising the essential contribution that OD can make to organisational success, patient experience and outcomes, commissioned Frontline to develop a bespoke programme to leverage the potential of those staff involved in OD activity.

What Frontline did

We initially worked with EMLA to develop assessment criteria based on OD competencies to inform their application process. This, together with the applications themselves, allowed us to design a bespoke programme comprising of 3 one-day modules supported by action learning sets. Whilst overlapping, the programme takes participants on a developmental journey:

- context – OD and the NHS context, OD practice and your role, working with organisational culture, patient centred OD
- engagement – working with wicked problems, strategies for enabling change, leading beyond authority, employee engagement
- impact – tools and techniques, critical appraisal, evaluation and return on investment

All participants have identified an 'OD Challenge' as a vehicle for their learning and these, together with their personal learning diaries, are being used to support deeper learning in action learning sets following each module. We have also incorporated an evaluation process based on Kirkpatrick's model to track distance travelled in competency development. This evaluation will complement that undertaken by the Academy to provide a richer picture of learning and development and its impact on both participants and their organisations across the region.

What difference we made

We have just completed the second module of the programme and feedback has been positive with 93% agreeing that their understanding of the subject area had increased and the course was meeting their learning needs. Participants are appreciating the need to get underneath the presenting problems of OD issues as a way of implementing better and more sustainable interventions.

“Learning about how culture is driven by 'conversations' within the organisation and that changing systems and policies etc. alone will never change culture. The realisation that I need to change the conversations has been of great importance”.

(Participant feedback following first module and learning set)