

# Certificate in Change Management, Organization Development and Appreciative Inquiry

for Leaders, HR & OD Professionals

**Pennsylvania State University, USA**

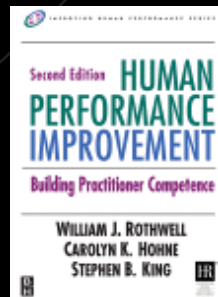
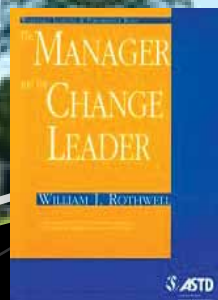
Kuala Lumpur  
7-9 March 2012  
PJ Hilton Hotel

Ho Chi Minh City  
15-17 March 2012  
Windsor Plaza Hotel

Manila  
19-21 March 2012  
Mandarin Oriental Hotel

Bangkok  
23-25 May 2012  
JW Marriott Bangkok

## PENNSTATE



- Be mentored by Dr. Rothwell - the world's leading HR & OD Guru
- Gain a certificate from Penn State - a top ranked university
- Learn and network with top international HR & OD leaders
- Receive cutting edge materials and toolkit to support practical action



**By Professor Dr. William J. Rothwell**

- Author of best-selling and award winning books with over 70 internationally published titles
- President, Rothwell & Associates; world-renowned consultant
- Professor, Pennsylvania State University
- Heads the #1-ranked graduate program in HRD in the USA

 **ITD**  
The Global Learning Solutions Expert

# INTRODUCTION FROM DR. WILLIAM J. ROTHWELL



In challenging economic times, organizations have a pressing need to manage change. But there is more than one effective way to do that. One approach is so-called “top down” change in which change is engineered using a standardized method. A second approach is so-called “bottom up” change in which individuals are polled about what organizational problems they perceive and how best to solve them. A third approach identifies and builds on strengths rather than focusing on problem-solving. What are these approaches? How can they most effectively be used? What are the best practices in managing change? This seminar addresses these, and other, important questions about managing change, organization development (OD) and appreciative inquiry (AI).

Over the course of the 3-day workshop we will focus on key success factors plus the latest practices and developments in the area of Change Management OD and AI.

I will also be sharing with you many contemporary tools and technologies that you will be able to put to practical use right away.

I will bring you to the cutting edge of the profession and enable you to use effective Change Management OD and AI to create competitive advantage for your organization which is sustainable through good and challenging economic times.

I look forward to working with you at this upcoming program. There is so much to learn and to do to achieve much greater results and I would like to take you on this exciting journey with me and other leaders.

Sincerely yours,

*Dr. William J. Rothwell*  
Professor

The Pennsylvania State University / University Park



## WHO SHOULD ATTEND

Senior Management, HR Leaders, Vice Presidents, HR Managers, General Managers, Operating Executives and Managers.

## LEARNING MATERIALS & CD-ROM TOOLKIT

Participants who enroll in this program will receive comprehensive learning materials and a toolkit of resources from Dr. Rothwell for doing practical work on Change Management, Organization Development and Appreciative Inquiry in their organizations.



# OBJECTIVES OF THE PROGRAM

Upon completing the 3-day workshop, participants will be able to:

- Define the terms Change Management (CM), Organization Development (OD) and Appreciative Inquiry (AI)
- Describe how to make the business case for change management, Organization Development and Appreciative Inquiry
- Make the case for systematic approaches to change management rather than ad hoc, idiosyncratic approaches
- Describe strategic models to drive change management
- Review the Action Research Model (ARM), the best-known model to guide OD
- Review the Appreciative Inquiry Model (AIM), a strengths-based approach to change
- Examine how to use approaches to apply models to guide change management, OD and Appreciative Inquiry
- Prepare an action plan for implementation



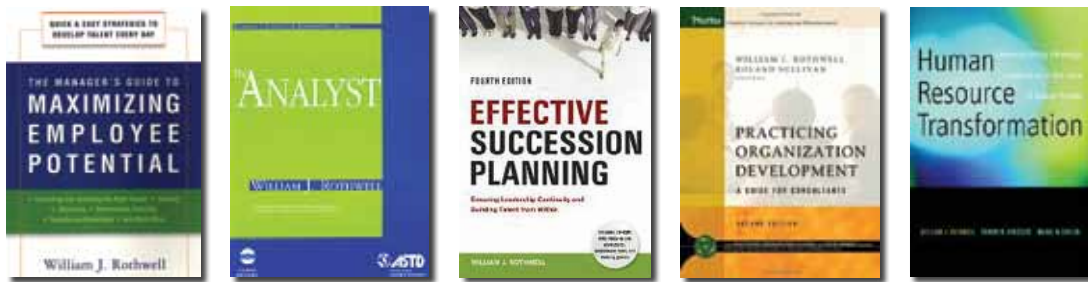
# LEARNING METHODOLOGY

- Short Presentation
- Facilitation using adult-learning methodology
- Case studies and practice sessions
- Individual & group activities and exercises
- Action plan

# PROGRAM

## Day 1 to 3

- 8.30am – 9.00am Registration
- 9.00am – 12.30pm Morning Session  
(Tea break from 10.30am – 10.45am)
- 12.30pm – 1.30pm Networking Lunch
- 1.30pm – 5.00pm Afternoon Session  
(Tea break from 3.30pm – 3.45pm)
- Evening Assignments and free time for interaction and networking among participants





## DAY 1

### I. Introduction

- Program purpose
- Program objectives
- Program organization/structure
- Participant objectives
- Icebreaker: What issues does your organization face with change management and problems with people?
- Debrief of the icebreaker: Clarifying your objectives
- Activity: How do people feel about change?
- Debrief of the activity

### II. Defining Change Management and Making the Business Case for Managing Change Systematically

- What are the definitions of change management, and why are definitions important?
- How can the business case for managing change be made to senior leaders during challenging economic times?
- Activity on managing change
- Debrief of the activity

### III. Guiding Change Management Systematically and Strategically

- Models to guide change management
- Step-by-step reviews of the models
- Activity on using the models
- Debrief of the activity

### IV. Effective Change Management

- Activity: A case study on change management: What went wrong?
- Debrief of the case study activity
- Approaches to change management
- Strategic change management versus tactical change management
- How change management is related to, but different from, Organization Development (OD)
- Activity on the leader's role in change management
- Debrief of the activity
- Assessing readiness for change
- Activity on assessing readiness for change
- Debrief of the activity
- Research on change management
- Activity: Rate your organization on its change management
- Debrief of the activity
- Selecting change management Interventions
- Competencies of change management practitioners



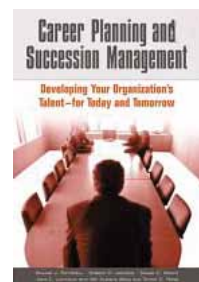
## DAY 2

### V. Implementing and Evaluating Change Management and OD Efforts

- Overview of types of change management efforts
- Large-scale change efforts for the whole organization
- Activity on large-scale change efforts
- Debrief of the activity
- Medium-sized change efforts: Changing departments
- Activity on medium-sized change efforts
- Debrief of the activity
- Team-based change efforts: Changing small groups
- Activity on team-based change efforts
- Debrief of the activity
- Evaluating change management and OD
- Activity on evaluating change management and OD
- Debrief of the activity

### VI. Effective Organization Development (OD)

- OD defined
- Research on OD and best practices
- Trends on OD: What's really new?
- Strategic OD versus Tactical OD
- How OD and HR are related and are different



## DAY 3

### VII. Building OD Competencies

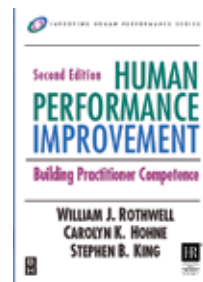
- The OD competencies
  1. Marketing change
  2. Enrolling and involving people in change
  3. Contracting for the change effort
  4. Conducting a mini-assessment of the change situation
  5. Gathering information relevant to the change effort
  6. Diagnosing the situation
  7. Providing feedback to the change participants
  8. Planning for change
  9. Building participation and ownership in change
  10. Implementing the change effort
  11. Evaluating the change effort
  12. Following up to ensure effective implementation
  13. Institutionalizing the change effort
  14. Separating yourself from the change setting when appropriate
  15. Building your self-awareness as a change manager
  16. Improving interpersonal skills during a change effort
  17. Other competencies of a change manager
- Reviewing the Key Steps Above and Emphasizing What OD People Really Do
- Activity: Building OD Competencies
- Debrief

### VIII. New Thinking About OD: Positive Change

- What is appreciative inquiry?
- What does appreciative inquiry mean for OD?
- What special competencies are needed for AI?
- What model guides AI?
- Case study: How is the model used?
- Debrief of the case study
- What is the AI Summit?
- How are AI Summits implemented?
- Case study on the AI summit
- Debrief of the case study

### IX. Conclusion & Action Planning

- Summary of the program purpose, objectives, and organization
- Action planning activity and debrief
- Review of participants' objectives
- Questions and answers
- Workshop evaluation



## GENERAL INFORMATION

- Closing date for registration: 2 weeks before program date
- The fees cover participation at the event, lunch, tea breaks, materials and follow-up learning tools
- Replacements and representatives are allowed, however the fees paid are not refundable
- In the event that any of the speaker/s have to cancel their attendance for reasons outside the control of the organizers, the organizers reserve the right to reschedule or make changes as they deem fit
- VAT, bank commission and other bank charges must be borne by participants

## INFORMATION FOR INTERNATIONAL PARTICIPANTS

- Special hotel room rates have been arranged. For hotel booking forms and rates, please contact respective ITD centers
- For optional tours, you may contact our partner hotels directly for prior arrangement or upon arrival

## PROFILE OF WILLIAM J. ROTHWELL, PHD.

William J. Rothwell, PhD., SPHR, is President of Rothwell and Associates, Inc.. He is also Professor of Human Resource Development at the University Park campus of the Pennsylvania State University. He heads the #1-ranked graduate program in HRD in the USA. As a Consultant, he has worked with over 30 multinational corporations.

Dr. Rothwell has worked in the Performance, OD and HR field since 1979 and has authored, co-authored, edited and co-edited over 70 books and many best sellers. Among his most recent publications are:

- Human Resource Transformation
- Strategic Human Resource Leader, 2nd edition
- Practicing Organization Development, 3rd edition
- Planning and Managing Human Resources, 2nd edition
- Human Performance Improvement - Building Practitioner Competence, 2nd edition
- ASTD Models for Human Performance Improvement: Roles, Competencies and Outputs
- Career Planning and Succession Management
- Effective Succession Planning, 4th edition
- The Strategic Development of Talent
- Competency-based Human Resource Management
- What CEOs Expect From Corporate Training
- Beyond Training and Development, 2nd edition
- Improving On-The-Job Training, 2nd edition
- The Workplace Learner: How to Align Training Initiatives with Individual Learning Competencies

Dr. Rothwell was a National Thought Leader for a Linkage-DDI sponsored study of 18 multinational corporations that examined corporate best practices in succession planning and management. His bestselling book "Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within", 4th ed. (New York: Amacom, 2010) is regarded by many as the "corporate bible" on succession management practices.

Dr. Rothwell has been very active in the American Society of Training and Development (ASTD). He was Chair of the Publishing Review Committee for several years, has served as Chapter President for two ASTD local Chapters, has served on the ASTD National Awards Committee, the ASTD dissertation awards committee, and the ASTD research article of the year Committee. He was Chief Investigator for two ASTD competency studies - ASTD Models for Workplace Learning & Performance (1999) and ASTD Models for Human Performance Improvement (1996; 2000). He was also an Investigator on the most recent ASTD competency study Mapping the Future (2004).



## ABOUT PENN STATE UNIVERSITY

Pennsylvania State University (Penn State) is one of the largest universities in the USA. Founded in 1855, Penn State has grown into a world-class learning and research institution. With a core campus covering 5,448 acres, the University Park campus is the epicenter for about 40,500 students, 3,000 faculty and 13,000 other employees. The university offers degrees in about 160 baccalaureate and 150 graduate programs.

Penn State ranks among the USA's ten largest public research institutions, directing more than \$650 million in fiscal 2006 to support research and development activities, many having important economic implications. A majority of research funds come from sources outside Pennsylvania, principally from the US government, business and industry, and foundations. In fiscal 2005, for example, Penn State attracted \$359 million in federal research funds - 9th highest among all US public universities.

Penn State is highly notable for the #1 ranked graduate program in HRD in the USA. It operates the largest outreach effort in American higher education, delivering programs to learners in all 50 states and 80 nations worldwide.





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FEES AND GENERAL INFORMATION

(Please make copies of this page for registration as required) • Bangkok: 23 - 25 May 2012, JW Marriott Bangkok

Table with 3 columns: Event Fees, Thailand, International. Rows include SUPER EARLY BIRD FEE, EARLY BIRD FEE, and NORMAL FEE with their respective costs in B and USD.

SPONSORSHIP AND PARTICIPATION OPTIONS:

Table with 3 columns: Gold Package, B 99,000, USD 3,520

The Benefits: 3 complimentary registrations for the event, name and logo of sponsor will be promoted on program information website and program materials (black & white).

Table with 3 columns: Platinum Package, B 192,000, USD 6,820

The Benefits: 6 complimentary registrations for the event, name and logo of sponsor promoted on program website, backdrop (color) and program materials (black & white). One exhibition table for promotion during the event.

\* Above prices are subject to 7% VAT.

Table with 3 columns: Scholarship Package (50% of normal fee), B 19,500, USD 695

A 50% Scholarship is available to the first 10 deserving applicants. This applies only to full-time staff of non profit or educational institutions and government servants. Awarded on a first-come-first-served basis. Documentary evidence required.

Payment Details Payments may be made by telegraphic transfer, bank deposit, local cheque

Table with 2 columns: Payment Details, Payments may be made by telegraphic transfer, bank deposit, local cheque. Rows include Account name, Account Number, SWIFT Code, Name of Bank, Bank's Address.

Kindly ensure that payment is made 2 weeks before the program commencement

Please tick: [ ] Super Early Bird Fee [ ] Early Bird Fee [ ] Normal Fee [ ] Gold Package [ ] Platinum Package [ ] Scholarship Package

Title and name: Prof / Dr / Mr / Mrs / Ms \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

Mobile \_\_\_\_\_ Position \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

Mode of registration:

Table with 4 columns: Location (ITD Penang, Kuala Lumpur, Thailand, Vietnam, Philippines, Singapore), Tel, Fax, E-mail.

Replacements and representatives are allowed, however the fees paid are not refundable.



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ITD was founded on a simple yet powerful vision of enabling organizational & HR development goals that enrich lives & create a better society. ITD's roots can be traced back to 1984 when a group of visionary HRD experts established an institution, which quickly emerged as a leader in its field. ITD's mission then and now remains clear – To continuously excel as the leading multinational provider of superior quality organizational & HR development solutions in the Asia Pacific for national and regional building.

ITD Group's headquarters for global research and development is based in Singapore and its administrative head office is established in Penang and Kuala Lumpur, Malaysia. ITD has centers spanning Malaysia, Thailand, Vietnam, Philippines and Singapore.

ITD Group's six core areas of expertise include Corporate Training; Professional Competency Certification; Business Coaching and Consulting; Mega Events and Conferences; Business Education and Research and Community Service and Networks.

In an increasingly globalized economy driven by knowledge, competency and innovation, ITD can be the people's crucial source of competitive advantage due to its ability to combine expertise and experience from its core areas of expertise. This portfolio synergy allows ITD to better meet the unique development needs of individuals, corporations and the community.

Over the years ITD has earned a sound reputation as a leading training, HRD and education provider having successfully produced thousands of graduates and provided organizational and HR development solutions to a large number of clients throughout the Asian region. ITD's clients include many leading multinational and local corporations.

As an international HRD award winning organisation, ITD has made its mark of excellence in the international HRD arena. It was the winner of the 2006-2007 ARTDO International (formerly known as Asian Regional Training and Development Organisation) International HRD award. This highly prestigious international award is presented to the most qualified organization in recognition for outstanding contribution to international HRD. ITD was also bestowed the Brand Laureate International Award for the Best Brand in Training, by H.E. Tun Dr. Mahathir Mohamad, Prime Minister of Malaysia for 22 years.

As a clear distinction of ITD's commitment to quality and continuous improvement, the Group has attained the ISO 9001:2008 Certification for Global Provision of Training and Development. This simply means that ITD's quality management system is globally applicable and meets stringent international standards.

Ultimately, the ITD vision is all about people. The truly shared meaning behind ITD's torch goes beyond leadership and excellence, it's about uplifting and bringing 'light' to people's lives and helping both individuals and organizations attain their aspirations. It is about fulfilling dreams of building a better and more peaceful tomorrow. This is the ITD passion and commitment – a pledge that people can count on.

For more information please go to [www.itdworld.com](http://www.itdworld.com)

