

Worldwide Center for Organizational Development



The Worldwide Center for Organizational Development (WCOD), located in Los Angeles, California, has been operating for over 10 years, helping organizations to leverage their human potential. The WCOD is a leader in the field of organizational development, growth and success, providing a world-class repository of knowledge and expertise on the topic of organizational development and reflecting the issues or challenges faced by organizations of all types and sizes globally.

With the desire to be a world renowned “center of excellence”, the WCOD collects information, performs research, writes and publishes case studies and organizational success stories for our clients, and in the interest of on-going learning. The WCOD also disseminates information, products, processes and services designed to help organizations of all kinds to develop and grow.

The WCOD maintains four key areas of focus. These are:

- 1 Organizational research**
- 2 New products/tools/process development**
- 3 Organizational services**
- 4 Publishing**

The first two areas above concentrate mainly on data gathering and analysis, where as the second two relate to output and are the means of income generation for the WCOD. All four are described in more detail in this brochure.



visit us at
www.OD-center.org

OUR VISION

“*The Worldwide Center for Organizational Development aims to become a first port of call destination for all individuals interested in organizational development, growth and success.*”

Our mission

The WCOD aims to:

- Establish a broadly based and widely respected center of excellence dedicated to establishing and developing expertise in the whole area of organizational development.
- Develop a dedicated, rich and evolving destination website to enable widespread access to the WCOD and the information, research, products and services that it provides.

Our principles

- Individuals and teams need common goals with the organization of which they are a part.
- Change is an opportunity more than it is a threat.
- Organizational communication should be open, laterally and vertically, and all relevant facts and feelings should be shared. People can learn from experience.
- Decisions should be made by people with the most relevant, direct knowledge.
- Reward systems should reinforce organizational health.
- Conflict should be treated and resolved constructively.
- Processes and structures should be based on present needs rather than past needs or fads.
- People should be rewarded for success but not punished for failure of innovation or creativity.
- Customer needs should always be both known and carefully considered.

AREAS OF FOCUS

The Worldwide Center for Organizational Development has four main areas of activity, which are indicated in the chart below. Research and Process Development are input-focused, and relate to gathering information and feedback. Conversely, Organizational Services and Publishing are output-focused, offering world-class solutions to members and clients.

Organizational Research



Focused on setting up medium to long term studies in organizational development tools, techniques and approaches, the results will be analysed, written up and disseminated to the WCOD's membership and associate base.

Organizational Services



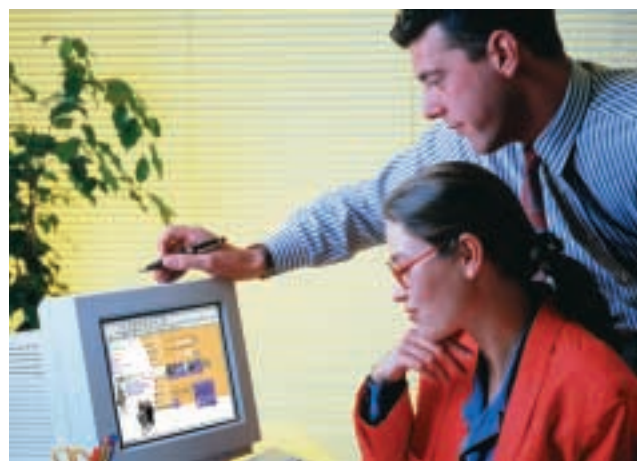
Extensive involvement in organizational research and product/tool development will ultimately help to establish the WCOD's reputation as a valuable source of consulting and training advice.

OD Tool/Process Development



Based upon the research work of the WCOD, this area focuses on building and designing new organizational development tools, techniques, methods and processes that can be applied successfully on a wide scale.

OD Publishing



The WCOD aims to continue building its reputation for offering high quality reference material and practical tools for purchase, on subjects relating to organizational development.

ORGANIZATIONAL RESEARCH

Organizational research is conducted across a range of different organizations in multiple sectors. The focus of our research is on setting up medium to long term studies in organizational development tools, techniques and methods and analyzing the results so that these can be written up and disseminated widely to the WCOD's associate base and client organizations. This includes the publication of organizational development articles, case studies and research papers.

The Worldwide Center for Organizational Development (WCOD) provides education and best learning to benefit our clients, members and associates. Much of our work is designed to be non proprietary and we are therefore happy to share our knowledge with others via several channels, such as our publication of books and recent findings, website, public speaking events, and our work with other professional bodies and associations. One of the primary roles of our research is to transform our own discoveries into practical tools that our members and clients can use for both personal development and the improvement of their organizations.

The WCOD is currently engaged in several research projects to develop knowledge and expertise in each of our twelve main areas of interest. In addition, research advances the work of our distribution channels and supports smaller, experimental projects. In an effort to collect the most accurate findings, the WCOD works with individuals and businesses from all over the world who volunteer to participate in our research.

There is a continuous interplay between what we learn and what we teach. Just as our clients learn from us, we learn from our clients in a uniquely integrated collaborative process. Our research is the hub of a cycle that transforms ideas into action and action into ideas, thereby impacting the way organizations think about organizational development, growth and success.

The WCOD seeks to:

- learn with and have a significant impact upon practicing managers and leaders and those who support them, through exposure to organizational development tools, methods and processes;
- create organizational development applications – both programs and products – that are useful and attractive to our clients;
- share our knowledge through publications and forums that reach practitioners and academic researchers with similar interests;
- forge developmental associations with like-minded organizations and research institutions.



ORGANIZATIONAL SERVICES

Organizational Services

The WCOD offers the following types of organizational development consulting services:

- Leadership development
- Facilitation
- Strategic planning
- Communication
- Change management
- Teamwork development
- Needs assessment design: surveys, evaluations, and focus groups
- Learning strategy/instructional design
- Customer service development
- Performance management systems
- Coaching and mentoring
- Employment selection strategy
- Creativity and innovation
- Process management
- Occupational health and safety performance

Extensive involvement in organizational research and new product/tool development has ultimately helped to establish the WCOD's reputation as a valuable source of consulting and service advice. This includes direct support in terms of specialist tool and process deployment, in addition to more general organizational consulting interventions where required.

Organizational Development consulting provided by the WCOD is intended to improve organizational health and effectiveness by helping our clients to:

- Build a shared commitment of all employees within their organization to mission and future vision of the organization
- Identify effective ways that teams and departments can establish and meet goals
- Build the capacity for individuals, teams and departments to change and improve
- Create healthy work environments where there is trust between individuals, teams and departments, pride in work that is done well, and opportunities to develop new competencies
- Share ideas and learning across organizational boundaries
- Improve leadership methods and management techniques, and develop leadership and teamwork skills at all levels of the organization.

Training/Certification

The WCOD is a major training and certification center for a range of world class organizational development assessment processes. Many of these are described elsewhere in this brochure.

In all cases, certification programs include extensive support documentation for participants' own reference libraries and the opportunity to sample relevant on-line and paper based diagnostic tools **FREE OF CHARGE**. Visit the www.OD-center.org web-site for further information on our training and certification courses.



TECHNIQUES & TOOLS

The logic of Organizational Development (OD) suggests that the improvement of individual and group relationships leads to the improvement of the entire business. Organizations need to develop quick responses to changing environments and internal conflict. The practitioners of OD, sometimes called “change agents”, use techniques, methods, tools and processes to bring groups together to examine their own interactions, activities, and sentiments, and their relationship to organizational effectiveness.

Every OD facilitator or consultant may use a particular approach to issues and problems; there is no one prescription to solve all the issues. Some of the techniques and tools used in organizational development are as follows (with the majority very much in the pre-solution diagnosis and targeting categories):

Diagnosis

- Diagnostic assessment based consulting
- Organizational surveys
- 360 degree feedback
- Focus group interventions
- Change readiness determination
- Learning needs analysis

Targeting

- Process mapping
- Team building
- Emotional intelligence determination
- Systems thinking and strategy
- Quality circles/continuous improvement team formation
- Benchmarking

Solution Delivery

- Leadership style and behavior modelling
- Appreciative enquiry
- Work/job/role re-design
- Individual/team wellness
- Diversity/cultural awareness interventions

Review/Evaluation

- Performance measurement
- “Balanced scorecard” interventions
- Action research/learning and planning
- Evaluation methods/ interventions

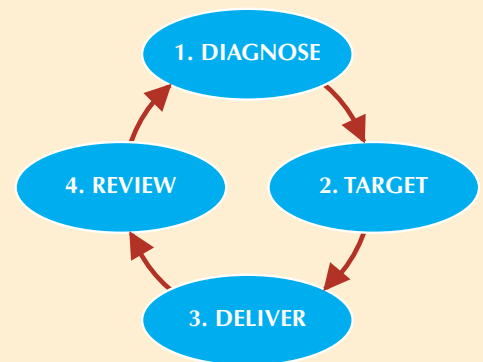
These tools and techniques form part of the suite of topics on which information and intervention methods are available for client organizations and associates of the WCOD.

The key benefits of organizational development

The outcomes of organizational development may typically include increases in:

- Profits
- Cost effectiveness
- Customer satisfaction
- Organizational flexibility
- Creativity and innovation
- Product and service quality
- Personal feelings of effectiveness
- Job, work, and life satisfaction (wellness)

The continuous cycle of organizational development and growth:



Organizational Development helps organizations by:

- Empowering leaders and individual employees
- Creating a culture of continuous improvement and alignment around shared goals
- Making change easier and faster
- Putting the minds of all employees to work
- Enhancing the quality and speed of decisions
- Making conflict constructive instead of destructive
- Giving leaders more control over results, by giving employees more control over how they do their jobs

RESOURCES – THE FOCUS ZONES

As a major publisher and solution provider to the human resource and organizational development community, Team Publications has developed a wide array of web based resources that have now been made available to the Worldwide Center for Organizational Development for members and client organizations. These include:

1. A wide range of proprietary diagnostic tools and processes for individuals, teams and whole organizations.
2. A suite of sophisticated assessment based tools from major research and commercial organizations around the world, in areas such as leadership, selection, performance management, management effectiveness, etc.
3. Other organizational development processes that deal with specific organizational development challenges.

- Leadership
- Teams
- Learning
- Performance management
- Selection
- Change and innovation
- Communication
- Values and culture
- Occupational health and safety
- Service/sales
- Career management/personal discovery
- Coaching and mentoring

Pictured below and listed to the right are the 12 site zones on the www.OD-center.org website which represent the main subjects of interest for the Worldwide Center for Organizational Development.

Each of these website zones provides a destination for the subject area and includes bulletin boards, articles, useful web links, other helpful resources, process documentation and relevant diagnostic and targeting applications.



PRODUCT PUBLISHING

The WCOD is in the business of developing and deploying management and personal diagnostic solutions and processes to help organizations to develop and to become more successful in their efforts. A key part of this development is an extensive range of diagnostic surveys and assessments that are focused upon helping organizations to gather data more effectively in order to improve long term decision-making.

The WCOD publishes a wide range of diagnostic tools and processes in paper based format. In addition, the OD-center.org website hosts and showcases over fifty electronic diagnostic tools of which fifteen are widely renowned assessment processes from all over the world (including the USA, Canada, UK and Australia). Each of these assessment processes has been extensively researched and validated, deployed in literally hundreds of client companies (of widely varying sizes and types) and utilized by thousands of end users.

The major assessments are as follows:

- Situational Leadership®
- Situational Communication®

- TotalView™
- Management Assessment of Proficiency (MAP)
- CircumNavigator™
- Janus
- PTI (Psychological Type Indicator)
- MTRi (Team Types Indicator)
- Work Profile Questionnaire (WPQ)
- Personal Skills Leader (PS Leader)
- Insight Inventory
- Enterprise Pulse™
- Safe Assessment For Everyone (SAFE)
- Values Indicator
- Interview Generator®



PRODUCT PUBLISHING

These are just a few of our product processes:

CircumNavigator™ A totally flexible 360-degree assessment for individuals, teams and an entire organization, using questions of their own choosing, rating scales of their own design and rater types of their choosing. Either build an assessment from an extensive existing library or develop your own.

MAP/Excel This is a complete management development/assessment center system using video scenarios to help measure managerial proficiency. Once results are known, an extensive series of video based packages (called Excel) are available to develop managerial skills improvement in targeted areas.

TotalView™ A highly valid and reliable assessment and benchmarking system for selecting new employees, coaching current employees, and planning for retention and succession.

Situational Leadership® This on-line assessment (with self, 180 and 360-degree options) asks participants to respond to 12 situations in order to determine their leadership style profile. Results can then be used to review the opportunity to more effectively match leadership style with follower willingness and readiness in different circumstances.

Situational Communication® Based on the Sit Lead process, this integrated assessment and development system helps all individuals, at all levels of the organization, to better recognize receiver information needs, and to become more “situationally” versatile in their communication style.

Janus The main focus of the Janus assessment system is performance management. It is a large-scale competency based diagnostic process that allows individuals to select competency categories to build into a single questionnaire and then apply the tool as a self, 180 or 360 degree feedback process.

Psychological Type Indicator (PTI) The PTI is a carefully crafted personality measure that is designed to give individuals guidance about their psychological (Jungian) type using the 16 types (INTJ, ENTP, etc) first postulated by Carl Jung. The focus of the PTI is on providing individuals themselves, their managers and those who train them, with a deeper understanding of personality and its effect on performance both inside and beyond the workplace.

MTR-i (Team Types Indicator) The MTR-i is a team-roles model and questionnaire that identifies 8 new team roles that try to show what kind of contribution is being made to the team by each individual. Unlike other Myers Briggs Type Indicators (MBTI®), the MTR-i team roles change from situation to situation, in accordance with the demands of the environment.

Work Profile Questionnaire (WPQ) Used mainly as a selection assessment process, the WPQ uses the Big Five personality scales, to look at our work preferences and identify situations in which we are most likely to flourish and be effective.

Personal Skills Leader (PS Leader) PS Leader guides participants through 82 behavior based questions, asking for

responses in two independent but related scales. Within the 360 degree version, individuals and their raters are first asked to indicate the **required proficiency** of the behavior before then asking for perceived **current proficiency**.

Insight Inventory® The Insight Inventory is an easy-to-use, self-scoreable personal style inventory that gives participants a positive way to learn more about themselves, discover their personal strengths, and improve their communication skills.

Enterprise Pulse™ Based on 10 years of research, Enterprise Pulse™ offers a comprehensive and well proven survey system to gather employee opinions on a range of subject areas that are critical to the overall performance of any organization (using 10 different templates upon which to base any survey).

Safe Assessment For Everyone (SAFE) Based on over 5 years of research, SAFE offers a comprehensive and well proven survey system to gather employee opinions on current occupational health and safety performance in order to identify areas requiring improvement in order of priority.

Values Indicator The Values Indicator offers a comprehensive and well proven survey system to gather employee values and those that they assign to their wider organization, choosing from 50 adjectives under 5 key clusters.

Interview Generator® An online interview-building system for use by individuals who interview other people in order to evaluate and/or better understand their work-related skills, knowledge, abilities and competencies.



The Worldwide Center for Organizational Development is based near LAX Airport in Los Angeles, CA. Subsidiaries of the WCOD are also located in the UK and the Gold Coast in Australia (pictured above).

Worldwide Center for Organizational Development

Suite 110-705, 8939 S. Sepulveda Blvd.

Los Angeles, California, USA

Tel: +1 310 606 5688 Fax: + 1 310 606 5645 Main website: www.OD-center.org