

# Learnings From the OD Field

Navigating A Complex Organization  
Impacting Meeting Culture & Effectiveness

Nadine Ambrose, Glen Fahs, Erin Newton & Mary Cogan



# Community Consultants' Efforts

System Change Agents

Internal and External OD  
Practitioner Dynamics

Engaging Three Levels of the  
System

# Program Agenda: What to Expect

- The Telling: Key Project Moments
- OD Lenses and Processes
- Breakout & Debrief Sessions
- Lessons Learned

# Meet the Team Members



Nadine Ambrose



Erin Newton



Dr. Glen Fahs



Mary Cogan



Laura Shier

# Telling the Story: Transition to Meeting Culture

## *The Why*

Q&A with Senior Advisor Dr. Glen Fahs

Executive Leadership Team (ELT)

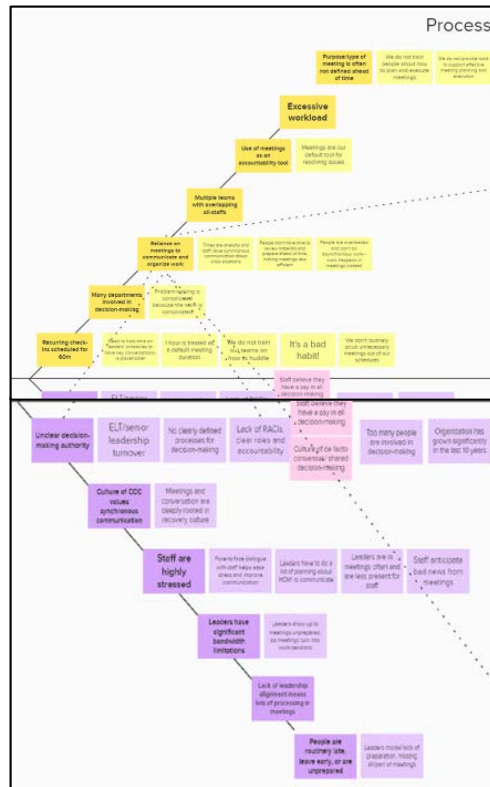


Community Consulting Project (CCP) Team



# What the Client Data Told Us

## Deep Analysis: Nadine Ambrose



### Consequences

- Everyone struggles to rest and recuperate—necessary to performing
- Work quality and/or timeliness suffer
- Leaders don't spend enough time on their own professional development
- Leaders don't spend enough time rounding on and developing staff



# The ~~Consequences~~ Benefits

- ▶ Leaders and staff allowed and provided time to rest and recuperate—a necessary part of performing
- ▶ Work quality and timeliness exist in all areas of the organization
- ▶ Leaders have enough time to round and develop staff
- ▶ Leaders can invest time on their own professional development



# Breakout and Debrief #1

Questions to answer:

- ▶ *What would you do next?*
- ▶ *What question(s) would you ask and why?*

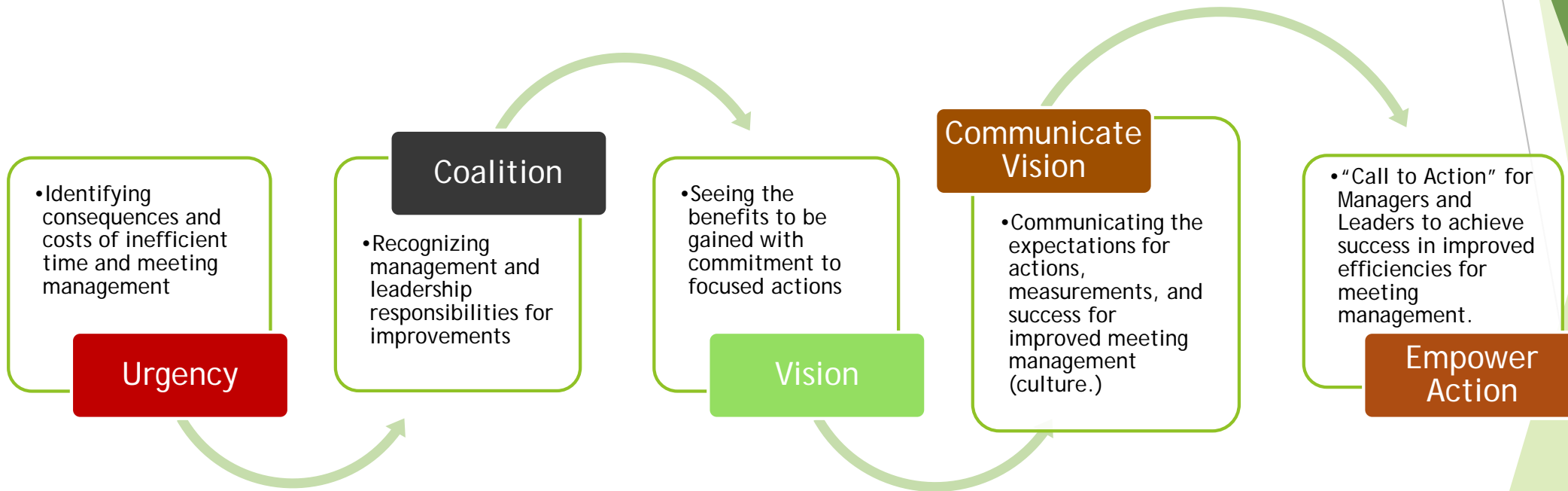
Large Group Debrief: One person from group, share your answers

# (Re)-Engage the Executive Team Supporting the Chief People Officer

- Describe our CCP team's charge
- Utilize an appropriate change model
- Report Nadine's findings
- Learn about their current situations
- Begin to socialize possible ways forward



# Client's Change Management Model



## Kotter's Change Model



# Opportunity Cost (or Loss?)

Time and Productivity

Resources

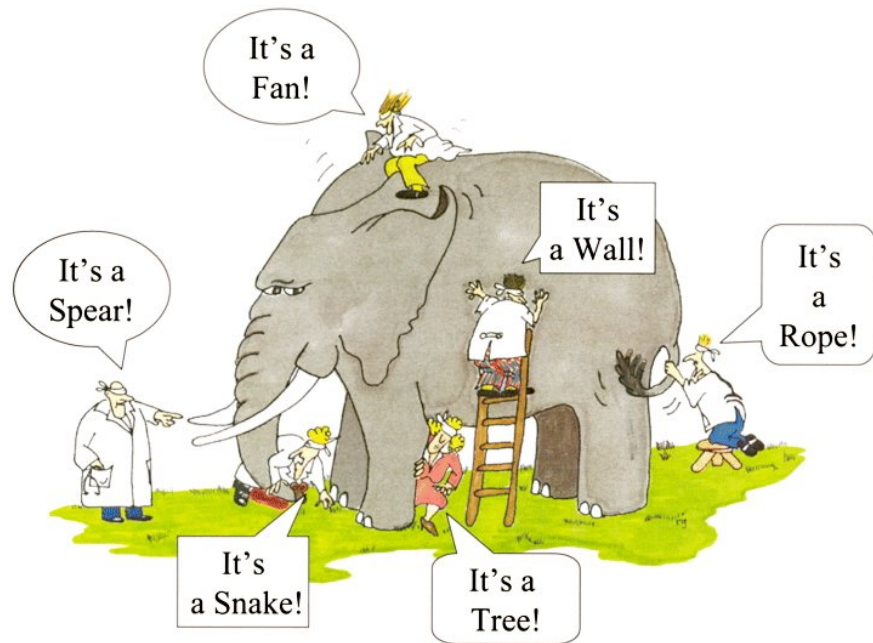
Staff v. Productivity

Wages

# Proposed Baby Steps



# Internal and External OD Practitioners Observing and Collaborating: Erin Newton



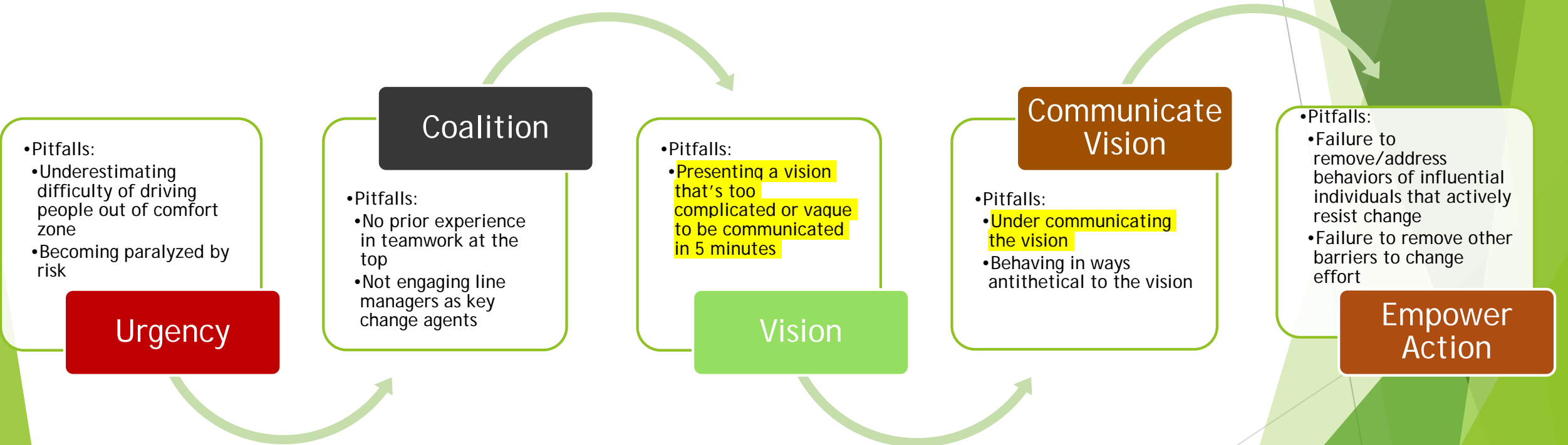
Phase 1: Day 1  
Changes

Phase 2: Resource  
Guided Change

Phase 3:  
Require PD



# Interpreting Past Change Effort Behaviors



Client Updated Kotter Change Model

# Proposed Day 1 Changes



# Breakout and Debrief #2

Questions to answer:

- ▶ *What would you have done differently?*
- ▶ *What might be next steps in client's behavior and culture change?*

Large Group Debrief: One person from group, share your answers

# One Year Later: Changes Internalized? CCP Team's Learning and Musings

Where are they now?

Where we started



# Wrap Up & Session Poll