

ORGANIZATIONAL DEVELOPMENT & LEADERSHIP (ODL)

ODL 501 – Foundations and Systems of Organizational Development

This course is an introduction to the ODL program. It describes the genesis of organization development and how it has evolved over the last 50 years. Students address the importance of using themselves as an instrument of change by creating their own development program that they will use throughout the entire ODL program. The course introduces a consulting model and models of organizational change that can be applied immediately to the student's work setting.

3 credits

Lecture, OnLine

ODL 505 – Team Dynamics

This course provides a broad overview of different types of teams in the workplace; discusses the necessary elements of successful teamwork and how to develop these elements; explores various team roles with a particular focus on team leadership; and exposes students to real-time team dynamics and provides opportunities for practicing diagnosis and intervention skills.

3 credits

Lecture, OnLine

ODL 508 – Leadership for Practitioners

This course describes the theories of leadership with a focus on practitioner models. Effective leadership skills for organizational change in virtual and networked organizations are evaluated using assessment tools. Leadership values (core and peripheral), perceptions, assumptions, expectations and management style are some of the critical issues discussed and evaluated.

3 credits

In-Person, Lecture

ODL 510 – Capstone: Action Research Project

The Capstone course is taken in the last year of the student's master's degree work. Working with the program director as her/his advisor, the student demonstrates her/his competence in leading organizational change. Students write an action research paper from an actual or theoretical practice perspective describing how they would engage in organizational diagnosis to clarify the current organizational or business challenge, design an intervention(s) appropriately aligned with the organization diagnosis, and practice use of self as an instrument of change to achieve the desired individual and organizational results.

3 credits

Lecture, OnLine

ODL 515 – Project Management and Strategic Thinking

The purpose of this course is to provide an overview of project management and its role in strategic management. It will cover the history of strategy development at the organizational level and apply department-level project management. Additionally, the course will address the implications of strategic project management for team dynamics and organizational development. A text is offered as a guide for project completion. Selected articles will be provided as supplemental reading as well as tools for discussion. Upon successful completion of the course, students will have a basic understanding of strategy and a practical comprehension of project management.

3 credits

In-Person, Lecture

ODL 516 – Developing Systems Literacy: Organizational Workshop

The organizational workshop focuses on helping people "see" the systematic conditions in which they live and work. It is a day-long group simulation followed by three days of debriefing. This rich learning experience provides an understanding of what is needed to create powerful human systems – systems with outstanding capacity to perform their functions and carry out their mission. This experience and the related frameworks demonstrate what is now understood about systems. They cast a powerful light on organizations.

3 credits

OnLine

ODL 517 – Communication Skills for Leaders

This course introduces a comprehensive set of communication skills available to leaders including theoretical background, practical applications and on-camera practice sessions delivering critical messages to diverse audiences. Students will examine core components of messaging and powerful presentations in organizational settings, including media applications. Students will learn how to effectively communicate from organizational and individual settings, including creating an organizational communication plan.

3 credits

In-Person, Lecture

ODL 518 – Ethical Effectiveness

This course explores how one can be effective and ethical while operating within an organization. Students will examine the relationships among personal values, organizational systems, action, control, accountability, ethics, power, political savvy, organizational politics, influence and persuasion, trust and credibility. They will explore the role of missions, values, ethics policies, violation reporting systems, current laws and reporting agencies in the promotion of ethical behavior. The connections to issues of diversity, leadership, teams, decision-making, coaching, mentoring and action research will support and emphasize previous learning.

3 credits

In-Person, Lecture

ODL 520 – Appreciative Inquiry

Appreciative Inquiry (AI) is a method for discovering, understanding and fostering innovation in systems. AI uses incisive questions to gather positive stories and images, leading to the construction of positive possibilities. AI seeks out the very best of "what is" to help ignite the imagination of "what could be." The aim is to generate knowledge in such a way as to surface important values, expand the "realm of the possible," help the system envision a desired future, and encourage the successful translation of these values into practice and these images into reality. One way the principles and practices of AI will come alive is by students applying the methodology to their own growth and development as leaders of change.

3 credits

In-Person, Lecture

ODL 522 – Leader as Meeting Designer and Facilitator

Meetings are where collaboration happens. Well-planned, designed and facilitated meetings tap a variety of different perspectives, expand everyone's understanding of the situation, and increase the likelihood of good, effective decisions that benefit the system – the common good. The purpose of the course is to become familiar with basic concepts, to practice the skills and methods, and to develop the habits of mind essential to designing and facilitating task-focused, collaborative meetings.

3 credits

Lecture, OnLine

ODL 523 – Adventure Leadership

In today's fast-moving global arena, it is vital to develop and sustain an internal atmosphere of trust, personal empowerment, leadership and teamwork. The most powerful and sustainable learning comes from direct, relevant, concrete experiences. Our professional facilitators draw on their time-tested experience in the field of action learning to instruct the student in his/her unique approach to building high-performing teams. Students and their team work through the dynamics of this course, and will discover more effective, sustainable solutions to help them build powerful teams and accomplish greater goals. As learners, the student will experience: 1) Enhanced competency development in self-awareness and reflective practice through the intentional use of self as an instrument for change; 2) Learn and practice what it means to lead individually and in a group experience as he/she discovers his/her leadership stance around collaboration; 3) Learn and practice different coaching and peer mentoring techniques in challenging scenarios; and 4) Practice assessment, diagnosis and intervention design skills necessary to engage as an evolving high-performance team.

3 credits

In-Person, Lecture

ODL 524 – Coaching Skills for Leaders

This course provides an introduction to coaching for leaders. We will explore the definition and framework for leadership coaching, learn coaching approaches and provide opportunities to practice, utilizing workplace situations. We will emphasize learning how to be fully present when coaching and how to focus attention to maximize the coaching interaction. Course objectives include direct competency development in the following areas: 1) Learn and practice coaching techniques that will improve reflective practice and deliver key learnings to enhance the impact of leaders in their diverse organizational cultures; 2) Develop an in-depth awareness and understanding of managing polarities that surface in an organization's culture that will enable the leader to effectively develop and collaboratively engage others in the process of change; 3) Learn and practice data collection processes through the intentional use of self as a participant/observer to enhance individual and organizational results; and 4) Enhance communication skills by learning and applying non-verbal movement-based approaches as a holistic framework for data collection and intervention design for leaders. No movement or dance experience is necessary.

3 credits

Lecture, OnLine

ODL 525 – Consulting Skills and Community Engagement

This course provides an opportunity for adult learners to engage in a community consulting project wherein they can advance their consulting and intervention skills and enhance PCOM's presence and commitment to the community. The project will demonstrate the leaders' ability to: think strategically, manage projects, behave ethically, develop self, and build teams employing the following elements: 1) Demonstrate understanding of how to build core inclusion skills critical for building relationships and effective teams to create an environment where all parties feel respected and able to work up to individual potential; 2) Model organizational principles and values to leverage them for creativity, risk taking, decision making, and enhanced organizational performance; 3) Create action steps to identify and build skills that increase the effectiveness of team interactions and overall organizational performance; and 4) Analyze organization culture and see the connection between leadership behavior and the impact on teams and organizational goals.

3 credits

In-Person, Lecture

ODL 526 – Managing Self and Emotional Systems in the Workplace

This course is an exploration of development from three viewpoints – personal, interpersonal and organization. Students will examine their own preferences, strengths and motivations as well as the role these play in their relationships and leadership style for managing change. Students discover their own patterns of reactivity and identify how they can diffuse a toxic situation by changing their own behavior.

3 credits

In-Person, Lecture

ODL 527 – Managing Strategic Change: Dialog and Intervention

This course gives students an awareness, understanding, and practice of how to diagnose organizational effectiveness and then plan and implement complex change. Students will explore a range of diagnostic models for evaluating the performance and effectiveness of the organization at the individual, group and system levels. Students will learn tools and approaches for implementing change initiatives that range from developmental to transformational in scope, and will understand what is needed from various constituencies (leaders, change agents, and other stakeholders) for effective realization of results. Students will also learn the importance of: use of self as an instrument for organizational diagnosis and change; engaging the whole system to promote system-wide understanding of the issues; and assessing system change readiness.

3 credits

In-Person, Lecture

ODL 528 – Diversity Equity Inclusion Leadership Lab

This virtual in-depth leadership learning lab experience will cover the theory and practice of diversity, equity and inclusion (D.E.I.) in a leadership and organizational context. As a learning community, we will explore our experience of systems dynamics at the individual, group, and organizational levels to strengthen our D.E.I. lenses while centering race. Our current experiences of the pandemic and the uprisings and protests about racial injustice will provide a critical arena for discussion and exploration in our work together. In addition, we will examine the historical and current use of power and privilege, the construction of social identities and the tensions within ourselves to manage the dominant and subordinated roles we are born into/step into and manage in our lives. Included in our learning journey together, we will explore what "belonging" means and what it means to "co-construct community" where people with different social identities experience "equity and inclusion" as an everyday practice.

3 credits

In-Person, Lecture

ODL 529 – Power Leadership Social Networks Perspective

In this course, leaders will gain a greater understanding of how relationships and the network-based opportunities inherent in the interactions we have with everyone we meet is an important part of leading organizations. Leaders will learn that recognizing transactional possibilities in a variety of settings is a competency that can tremendously enrich a leader's capacity to be successful.

3 credits

In-Person, Lecture

ODL 530 – Special Topics

1-3 credits

ODL 531 – Special Topics

The field of organization development, change and leadership continues to evolve and grow through a spirit of action research inquiry yielding new discovery by global scholar practitioners. This course explores emergent theory and practice in the field of organization development, change and leadership and the implications for improving individual and organizational performance and results. Actual topics will be chosen by the professor(s) and may vary from term to term.

1-3 credits

ODL 533 – Adaptive Leadership Toolkit Lab for Collaboration

Adaptive challenges differ from technical challenges. They are characterized by complexity, ambiguity and require a sustained effort over time. They require shifts in relationships and shifts in mindsets. Leaders need to be equipped with frameworks and practical tools to utilize the thinking, skills, and experiences of others. They need to be able to do this by shaping a culture that fosters learning, self-awareness, and creativity. This lab provides a practice field for cultivating these capabilities. (Given that our own growth and development as leaders is an “adaptive challenge”, this course can also serve as an integrating experience for this leg of your journey.) It is an opportunity to tap into and cultivate your own creativity.

3 credits

In-Person, Lecture

ODL 535 – Leading with Emotional Intelligence

The purpose of this course is to provide an overview of Emotional Intelligence. You will have the opportunity to learn the neuro- science of emotions that drives your behavior under pressure. As a result of participating in this class, your self-awareness around the four components of Emotional Intelligence and the impact of EQ on leading, influencing and engaging with others will be enhanced. You will learn practical strategies to help you respond more skillfully as pressure, tension and complexity increase as a leader and/or consultant and/or clinician.

3 credits

In-Person, Lecture

ODL 536 – Dynamics in Practice of Intergenerational Learning

The purpose of this course is to transform thinking and practice about leadership and leadership development across generations. As we learn and experiment together we will engage the skills and talents of multiple generations, delivering enhanced individual and collective results.

3 credits

In-Person, Lecture

ODL 599 – Advanced Standing ODL

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