

# Leading Organisational Development, Transformation and Change

Enhancing organisational productivity and employee  
experience through design and transformation



HR MASTERCLASS SERIES  
**LEADING ORGANISATIONAL  
DEVELOPMENT,  
TRANSFORMATION AND  
CHANGE**

ENHANCING ORGANISATIONAL PRODUCTIVITY AND  
EMPLOYEE EXPERIENCE THROUGH DESIGN  
AND TRANSFORMATION

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**HONG KONG**

**31 October - 01 November 2019**

## LEARN HOW TO

1. Reach greater heights in business growth through organisational development, transformation and change management.
2. Ascertain if organisational transformation is required for an organisation, and if so, how to go about it.
3. Use change management and design thinking strategies and techniques to solve real-life issues in your organisation.
4. Leverage on tools and concepts such as the DICE Framework, the Congruence Model, the Ducan & Robbins Model, the Model of Adaptive Orientation and more to drive organisational change.
5. Enhance employee experience and manage relations and conflicts between people and teams with the help of concepts such as the Johari Model, Transactional Analysis and the Strategy-Culture Matrix.
6. Overcome pitfalls and understand best practices through a series of hands-on exercises, role plays and group discussions based on case studies such as PepsiCo, McKinsey, BOC and Xerox.

HR Masterclass Series is brought to you by Human Resources

[www.hr-masterclass.net](http://www.hr-masterclass.net)

Contact: Heather Ang | +65 6423 0329 | [heathera@humanresourcesonline.net](mailto:heathera@humanresourcesonline.net)

## ABOUT YOUR COURSE TRAINER

### Rohit Manucha

*International OD and C&B expert based in Dubai*

Rohit Manucha is an award-winning trainer, speaker and practitioner in organisational development and C&B, and is highly sought after as a presenter at HR conferences, forums, summits and workshops across the Middle East, Asia and Europe.

Currently the Head of Human Resources at Aujan Coca-Cola Beverages Company (ACCBC) based in Dubai, he was previously Head of Compensation and Benefits at ACCBC and Dunia Group, and Head of Organisation Design and Total Rewards at Pepsi (ORC). His wealth of experience includes years of working in human capital consulting at KPMG and Hay Group.

Throughout the course of his career, Rohit has worked extensively with CEOs and C-suite leaders to help drive end-to-end organisational transformation across nineteen countries such as China, Japan, Malaysia, India, Vietnam and the MEA region. He has worked across a diverse range of sectors, covering organisations – including Fortune 100/500 companies – with varying ownership models and different stages of business life-cycle such as Walmart, Kraft, Bharti Group and Pepsi.



## PAST TESTIMONIALS OF THE COURSE TRAINER

**“Rohit is an accomplished professional with a superior understanding of all matters related to Rewards and C&B. His razor-sharp analytical skills and conceptual clarity in the C&B and HR domains are evident.”**

*— Customer Transformation Director, Barclays*

**“Rohit’s extensive experience in working with Boards, CEOs and C-suite leaders as a leader truly adds value in driving end-to-end organisational transformation.”**

*— Senior Partner, KPMG*

## COMPANIES THAT HAVE BENEFITED FROM TRAINER’S EXPERTISE

- Aujan Group Holding and its subsidiaries
- AXA
- Barclays
- Citibank
- Deloitte
- Deutsche Bank
- Hay Group
- Institute of Management Technology UAE
- KPMG
- Mondelez – Kraft Foods
- Walmart

And many more organisations around the world (i.e. over 19 countries) across the public and private sector

## WHY YOU SHOULD ATTEND

In this course, you will learn to identify key moments and indicators of when an organisation needs to embrace and undergo organisational change, and how you can go about driving positive transformation across your organisation without succumbing to pitfalls that would impede your company's growth.

To achieve this objective, we will first learn to use change management techniques to ascertain when Organisational Transformation (OT) is required and how we can effectively assess the risk and potential of an organisational transformation project. Next, we will understand how to apply design thinking to develop suitable structures for organisations and manage employee experience, performance and relations across teams. Finally, we will apply these concepts to real-life organisational situations to develop the insights and decision-making skills required to build highly productive organisations.

A unique Organisational Development (OD) and Transformation (OT) course that delivers its content and insights with interactive learning activities such as simulations, role play, hands-on exercises and case studies, you will walk away from this course with a good understanding of fundamental principles and factors that are important to organisational development and transformation, a deep appreciation of what some leading organisations are doing, and the strong competence to develop and transform your organisation according to its specific business needs.

## WHO SHOULD ATTEND

- Chief Human Capital Officers
- CXOs, Directors, Vice Presidents, Department Heads, Managers & Project Leads in charge of:
  - Human Resources
  - Organisational Design and/or Development
  - Change Management
  - Team Management
  - Performance Management
  - Employer Branding
  - Employee Experience
  - Metrics and Analytics
  - Design Thinking
  - HR Business Partners and Consultants
  - Other departments in the HR function

All other professional/business stakeholders involved in organisational development, employee experience, change management, team management and performance management.

## COURSE OUTLINE - DAY 1

TIME	AGENDA
8.45 am	Registration
9.00 am	<p><b>1. Welcome, Introduction and Delegate Objectives</b></p> <p>Delegates will have a chance to get to know each other and discuss any topics or challenges that will be useful for training purposes.</p> <p><b>2. Overview of Organisational Design and Development: Organisational Development versus Organisational Transformation and Change Management</b></p> <p>The importance of Organisational Development (OD) cannot be underestimated, but how does Organisational Development relate to Organisational Transformation (OT) and Change Management (CM), and how do we get them right the very first time we implement them?</p> <p>Key learning points:</p> <ul style="list-style-type: none"><li>• Understand BCG's DICE Framework for OT project assessment</li><li>• Discuss the Congruence Model and how it relates to Organisational Development, Organisational Transformation and Change Management, and linking the Congruence Model to the Honeycomb Model and HR</li></ul> <p><i>Case Presentation: Review the PepsiCo Organisation Transformation Case Study to ascertain when OT is required, how to go about it, and how to assess the preliminary plan for OT before embarking on the journey</i></p> <p><i>Individual Exercise: DICE Framework simulation</i></p>
10.30 am	Break
10.45 am	<p><b>3. Understanding the Duncan &amp; Robbins Model for the Right Organisation Structure</b></p> <p>In this section, you will examine the Organisation Life Cycle with the help of the concepts of bounded rationality and points of inflexion, and understand why some organisations fail. What are the best steps to take to build a strong organisational structure?</p> <p>Key learning points:</p> <ul style="list-style-type: none"><li>• Define the basis for the rise of design thinking and employee experience mapping in organisations</li><li>• Determine the interplay of environment and organisation strategies within the adaptive orientation model for organisations</li><li>• Understand the Duncan &amp; Robbins Model for the right organisation structure</li><li>• Review the Kets de Vries Miller Model for pre-identifying signs for potential failure</li></ul> <p><i>Case Study: McKinsey and BOC &amp; Xerox</i></p> <p><i>Individual Exercise: Mapping your own organization to the Duncan Robbins Model</i></p>
12.30 pm	Lunch

1.30 pm

#### 4. Developing High-Performing Teams through Real-Life Design Thinking

In this section, participants will learn about practical design thinking principles that apply to HR, and will be asked to take part in a role play activity to learn how to use design thinking to develop high-performing teams.

Key learning point:

- Identifying a well-designed organisation

*Role play: Paper House Production*

3.30 pm

Break

3.45 pm

#### 5. Developing High-Performing Teams through Real-Life Design Thinking (continued)

5.00pm

End

## COURSE OUTLINE - DAY 2

TIME	AGENDA
8.45 am	<b>Registration</b>
9.00 am	<p><b>6. Effective Ways to Manage and Overcome Change, and Building People Centric Organizations</b> Welcome back to Day 2 of <i>Leading Organisational Development, Transformation and Change</i>. We will start the day with a quick recap of the learnings in Day 1, and then move on to understand how we can effectively identify resistance to change and navigate it by effectively managing interpersonal relations at work</p> <p>Key learning points:</p> <ul style="list-style-type: none"> <li>• Understand the Strategy-Culture Matrix to carefully consider changes that would best benefit an organisation</li> <li>• Use the Johari Model and Transactional Analysis to effectively manage interpersonal relations at work</li> <li>• Becoming self-aware to one's own 'blind spots'</li> </ul> <p><b>Individual Exercise:</b> <i>Interpersonal Style Simulation</i>  <b>Case Study:</b> Xerox</p>
10.30 am	<b>Break</b>
10.45 am	<p><b>7. Employee Experience and the Role of Culture in Organisational Development and Transformation</b></p> <p>Key learning points:</p> <ul style="list-style-type: none"> <li>• Discussing the role of culture in organisation development, organisational transformation and change management (employee experience)</li> <li>• Identify the 8 steps to organisational transformation and change management</li> </ul> <p><b>Case Study:</b> <i>Oticon</i>  <b>Group Exercise:</b> <i>The Nogo Railroad</i></p>
12.30 pm	<b>Lunch</b>
1.30 pm	<p><b>8. Managing conflict in high performance teams with constrained resources</b></p> <p><b>Role Play:</b> <i>The Disarmament Game (Game Theory Simulation)</i></p>
3.30 pm	<b>Break</b>
3.45 pm	<p><b>9. Depicting the Organisation of the Future</b></p> <p>This masterclass aims to equip you with the knowledge and competence to implement organisational development and transformation initiatives in organisations. Organisational design and structure is intrinsically linked with employee experience. Using specific change management and design thinking principles and tools, participants are expected to be able to walk away from the class with the skills to drive positive transformation across the organisation.</p> <p>Key learning points:</p> <ul style="list-style-type: none"> <li>• Recap of Day 2</li> <li>• Applying learnt concepts to real-life issues encountered by participants</li> </ul>
5.00pm	<b>End</b>

## Leading Organisational Development, Transformation and Change

<b>Location</b>	Hong Kong
<b>Dates</b>	31 October-01 November 2019
<b>Price Per Person</b>	<p>Early Bird:  <b>HKD 10,888</b>  (on or before 16 September )</p> <p>Regular Price:  <b>HKD 12,000</b>  (after 16 September)</p>
<b>Contact Person</b>	<p><b>Heather Ang</b>  Regional Producer – HR Masterclass  Tel: +65 6423 0329  Email: <a href="mailto:heathera@humanresourcesonline.net">heathera@humanresourcesonline.net</a></p>
<b>Group Discount</b>	<b>10% off for Group Registrations of 3 delegates or more</b>
<b>Amendment/ Cancellation Policy</b>	<ol style="list-style-type: none"> <li>1. All bookings are final.</li> <li>2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.</li> <li>3. HR Masterclass Series cannot provide any refunds for cancellations.</li> <li>4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.</li> <li>5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.</li> </ol>

## ABOUT HR MASTERCLASS SERIES

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

**HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.**

### Past HR Masterclass Series Delegates were from:

- ABB
- Abbott Manufacturing
- Accounting and Corporate Regulatory Authority (ACRA) Singapore
- Advanced Micro Devices
- Agilent Technologies
- AirAsia
- Alliance Bank Malaysia
- Allianz Insurance
- AmBank Malaysia
- ASTRO Group
- Aviva
- Bank Negara Malaysia
- BASF South East Asia
- Canon
- CapitaLand
- Dell
- DHL
- Discovery Networks
- DSO National Laboratories Singapore
- Energy Market Authority, Singapore
- Federal Express
- Gamuda
- Genting Malaysia
- Great Eastern Life Assurance
- Grey Group
- Hilton Hotels & Resorts
- Housing and Development Board Singapore
- Infineon Technologies
- Intel
- JTC Corporation
- Khazanah Nasional Berhad
- Levi Strauss Asia Pacific
- Malaysia Airlines
- Malaysia Airports Holdings
- Malaysian Communications and Multimedia Commission
- Marina Bay Sands Singapore
- MasterCard
- Maxis Group
- NetApp
- NCS
- PETRONAS
- Pos Malaysia
- Prudential
- S P Setia
- SAP
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMRT Corporation
- ST Logistics
- StarHub
- Siemens
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- United Overseas Bank (UOB)
- United Parcel Service
- Volvo
- Wartsila
- WorleyParsons
- Yale-NUS College
- Zurich Insurance

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