

CSC

ODEx

Itinerary by ILOV

About ODEx

Organisation Development is an extraordinary function not only because the work spans between functions and across organisational systems but also because the work of an OD practitioner is nothing short of being extraordinarily complex and challenging.

CSC-ILOD is dedicated to the capability development of OD practitioners, so that ...

- 1 Agency organisations have the internal capacity to address and adapt to continual challenges**
- 2 OD practitioners have the ability to support their leaders in building future-fit, healthy and sustainable organisations**

We want to support practitioners who undertake the OD journey (*ODE*) to make extraordinary (*x*) impact to their organisations, and who want to be a part of a vibrant community committed to making their organisations a better place.

About ODEx Itinerary

The ODEx Itinerary serves OD practitioners in 3 main ways:

**ACCUMULATING INSIGHTS
ON THE OD PRACTITIONER'S
ROLE IN THE SINGAPORE
PUBLIC SERVICE**

**ACQUIRING KEY SKILLS,
KNOWLEDGE AND ATTRIBUTES
REQUIRED BY PRACTITIONERS
TO BE EFFECTIVE**

**SUPPORTING YOU IN A
CONTINUOUS AND 'KEEP
DISCOVERING' OD
DEVELOPMENT JOURNEY**

This guide is applicable for all OD practitioners in the Singapore Public Service.

Practitioners of all levels in the Organisations will find this guide useful to support your development.

You are invited to enter the ODEx Itinerary when you encounter these needs:

- Explain what OD is and your role in the function
- Boost your knowledge with fresh insights & content
- Learn new skills for your practice
- Find fellow OD practitioners, or members of your community
- Connect to the OD trends at large
- Feel inspired by a purpose larger than yourself or your immediate job role and many more...

The **role** of the OD Practitioner



The OD practitioner in the Public Service covers a wide spectrum of roles in contributing to the organisational health and performance of our agencies. An OD practitioner is focused on the inherent occurrence of growth and change in organisations. Thus, the central role of the OD practitioner is to build internal organisational capacity for the organisation to adapt to external shifts and demands. This also includes enabling leaders and teams at all levels to work in sync.

Over the years, we have seen growing support and demand for OD practice across the public service. As more officers encounter OD or rotate into an OD role, we need to continually update our competencies and skill-sets, so as to help enable our organisations to be healthy and effective. We encourage all OD practitioners to contribute in these 3 areas.

ADDRESS PERFORMANCE GAPS

This involves conducting diagnosis of the organisation's performance and overall effectiveness, highlighting potential misalignment and designing fit-for-purpose interventions.

ENHANCE TEAM EFFECTIVENESS

Teams are where impactful work is done. Practitioners can develop well-designed processes that build effective teams, provide positive experiences for its members and allow deep learning within the team.

FACILITATE BEHAVIORAL CHANGE

This requires practitioners to be well-versed in applied behavioural sciences and design human-centred strategies to ensure smoother transitions and acceptance and adoption in times of change.



OD PROFESSIONAL DEVELOPMENT FRAMEWORK

CURRICULUM INNOVATION

- OD Competency Framework (ODCF)
 - Foundations & Specialisations
- Programmes
 - Milestone
 - Open
 - Self-Paced
 - Micro-Learning

CONTINUOUS DEVELOPMENT

- Guided Learning Pathway
- Secondment/GIG/STIP
- ODEx Resource Portal
- CSC LEARN - Bite sized learning

SOCIAL LEARNING

- Community Platforms
 - ODEx Telegram
 - ODEx CoMeet
- Individual & Team Coaching/Mentoring
- Resource Persons
- Learning Products

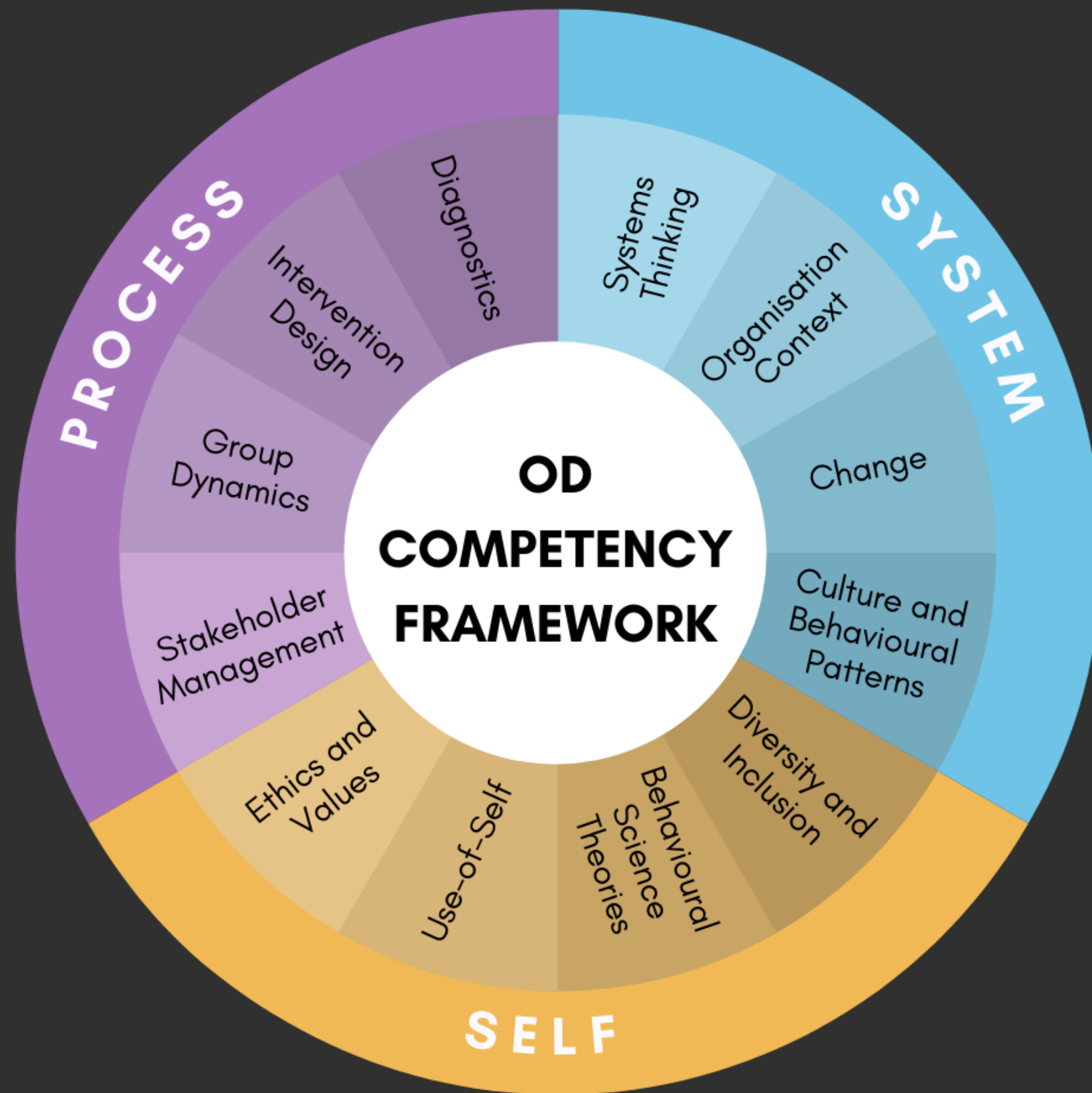
MASTERY CREDENTIALING

- Micro-Credentialing - Coming Soon!

CURRICULUM

The Curriculum Innovation pillar aims to cover the breadth and depth of Organisation Development practice, facilitating a common understanding of the diverse areas in which we can build organisational capacity. By offering the curriculum through different modalities, we've made learning more scalable, accessible and affordable for practitioners.

- OD Functional Competency Framework (ver 2022) featuring foundational competencies and specialisations
- Programmes for all levels of Practitioners
 - Milestone programmes
 - Open programmes
 - Self-paced digital learning
 - Micro-learning series



OD FUNCTIONAL COMPETENCY FRAMEWORK

Refer to OD Competency Framework (ver 2022) guide for more.

#Foundational Competencies

#Specialisations

<https://go.gov.sg/odcompetency>

Programmes

The following section recommends guided learning pathways for OD practitioners as they progress in their practice. Practitioners may reference the programmes based on their job expectations, roles, and desired proficiency levels.

MILESTONE

- Structured approach to learning and development, guided by their career milestones or proficiency levels (e.g. as they progress from an entry-level to a mid-manager role)
- Cohort-based community to support the exchange of organisational contexts and applications within the public service
- Aligned Curriculum with OD Competency Framework to support practitioners' development in key foundational competencies

OPEN

FOUNDATIONAL

- Supplements the OD curriculum that are not covered in the milestone programmes but forms part of foundational competencies

SPECIALISATIONS

- Deep-dive into specific areas of interest or acquire adjacent skills that support the practice

SELF-PACED

- E-learning modules for practitioners to delve deeper into specific areas at their own pace

MASTERCLASS

- Expert-led in-person immersion classes for advanced practitioners

MILESTONE PROGRAMMES

Aligned Curriculum with the OD Competency Framework to support practitioners' development in key foundational competencies. The milestone programmes are designed to take on a structured approach to learning and development, guided by their career milestones or proficiency levels (e.g. as they progress from an entry-level to a mid-manager role).

**OD PRACTITIONER
FOUNDATION PROGRAMME**

**GRADUATE CERTIFICATE
IN ORGANISATION
DEVELOPMENT**

**EXECUTIVE CERTIFICATION
FOR OD PROFESSIONALS**

*CLICK TO
FIND OUT
MORE!*

For more details, refer to Programmes Annex

OPEN PROGRAMMES

Programmes that supplements the OD curriculum that are not covered in the milestone programmes but forms part of the foundational competencies. Dive deeper into these specific areas of interest and acquire adjacent skills that support the practice.

BEGINNER OD PRACTITIONER

FACILITATION AND DESIGN
SKILLS FOR OD
PRACTITIONERS

BASIC SYSTEMS THINKING
(USING 3QUEST™)

*CLICK TO
FIND OUT
MORE!*

FACILITATING MEETINGS THAT
MATTER: ENERGISING PEOPLE,
ACHIEVING OUTCOMES

THE DESIGN THINKING
TOOLBOX

For more details, refer to Programmes Annex

OPEN PROGRAMMES

Programmes that supplements the OD curriculum that are not covered in the milestone programmes but forms part of the foundational competencies. Dive deeper into these specific areas of interest and acquire adjacent skills that support the practice

SENIOR OD PRACTITIONER

ADVANCED SYSTEMS
THINKING
(USING 3QUEST™)

COACH TO INFLUENCE FOR
OD PRACTITIONERS

APPLYING BEHAVIOURAL
INSIGHTS

MANAGING TENSION – A
CORE LEADERSHIP SKILL

APPLIED CHANGE
MANAGEMENT: PROSCI®
CHANGE MANAGEMENT
CERTIFICATION PROGRAMME

CLICK TO
FIND OUT
MORE!



For more details, refer to Programmes Annex

OPEN PROGRAMMES

As part of the Executive Certification for OD Professionals, a series of Masterclasses have been specially curated for advanced-level practitioners. The masterclasses provide the opportunity for flexible and stackable learning, based on their job requirements and personal readiness.

ADVANCED OD PRACTITIONER MASTERCLASSES

2023

GESTALT INTERVENTIONS

2024

HUMAN SYSTEMS DYNAMICS
AND ADAPTIVE ACTION

COMING
SOON

ORGANISATION DIAGNOSIS

SYSTEMS COACHING

DIALOGIC OD

POWER AND PARTNERSHIPS

*The current curriculum list may refresh over time to stay relevant to the context, challenges and needs of our practitioners and thus is subjected to change.

For more details, refer to Programmes Annex

SELF-PACED PROGRAMMES

Reaching out to you in a more user-accessible and time-flexible way.
Expect more in-depth exploration into these topics contextualised to the Singapore Public Service context and hearing from both experts and practitioners.

**INTRODUCTION TO
DIALOGIC OD**

**THRIVING TEAMS:
CULTIVATING A CULTURE FOR
ENHANCED EFFECTIVENESS
AND WELL-BEING**

**SYSTEMS THINKING FOR
PROBLEM SOLVING AND
STRATEGY CREATION**

**BUILDING THE AGILE
ORGANISATION**

**LEADING AND
STEWARDED CHANGE**

**ORGANISATIONAL
CITIZENSHIP
BEHAVIOUR**



For more details, refer to Programmes Annex

MICRO-LEARNING SERIES

Embark on a journey of accessible learning tailored to your schedule and preferences on the [Learn App](#).
Delve into these microlearning series' to explore topics relevant to today's ever changing climate.

HYBRID WORKING TEAMS

**NURTURING TEAM WELL-BEING:
SMALL MOMENTS, BIG IMPACT**

*CLICK TO
FIND OUT
MORE!*



Learn
GOV.SG

For more details, refer to Programmes Annex

CONTINUOUS DEVELOPMENT

The Continuous Development pillar explores avenues for a practitioner to develop their skills and knowledge through research, attachments, new thinking and self-help resources. As OD Practitioners, self-development helps us to constantly strive to find new ways to build healthier and more effective organisations.

- Guided Learning Pathway for Practitioners
- Secondment/GIG/Short-term Immersions (STIP)
- ODEx Resource Portal
- ILODecoded (Microsite *Intranet access only)
- CSC Learn

GUIDED LEARNING PATHWAY FOR OD PRACTITIONERS

SENIOR MANAGER IVAN

- More than 2 years of experience
- A typical portfolio could be: design and deliver OD interventions, diagnosis work, design and facilitate townhalls/senior management retreat and support post-EES interventions



MILESTONE PROGRAMME: Graduate Certificate in Organisation Development (MSGCOD)

Accredited by Civil Service College, the programme aims to develop the practitioner's competence and confidence in designing fit-for-purpose interventions to support and achieve strategic outcomes.

***Pre-requisite: Completed MSOD101, Bachelor's degree or equivalent, at least 2 years' relevant experience in OD or related functions' work**

YEAR 3 & 4 OPEN PROGRAMMES:

- Advanced Systems Thinking
- Coach to Influence for OD Practitioners
- Applying Behavioural Insights
- Managing Tension - A core leadership skill
- Applied Change Management: Prosci® Change Management Certification Programme



Practice Opportunities along the way
GIG WORK - STIP - SECONDMENT

Start

CSC



NEWBIES CORNER IN ODEx Resource Portal

Not sure where to begin? Check out our Newbies Corner on our online Resource Portal. Here you will find resources to aid you on your journey and professional development as an OD Practitioner.

BEGINNER BELLE

- 0 to 2 years experience
- Fresh graduate or new to OD
- Learning on the job and supporting team lead – playing more of an executor role
- Zero to little knowledge of OD



MILESTONE PROGRAMME: OD Practitioner Foundation Programme (MSOD101)

MSOD101 is a foundational milestone programme that provides an overview of the OD practice field and the practitioner's role in supporting organisational health and effectiveness. Equip yourself with the knowledge and application of the stages of the Action Research cycle and systems thinking.

***Pre-requisite for MSIPOVL and MSEMOP**
This programme is also recommended for officers involved in the Public Service Transformation (PST), Organisational Excellence (OE) and organisational change.

YEAR 1 & 2 OPEN PROGRAMMES:

- Facilitation & Design Skills for OD Practitioners
- Basic Systems Thinking
- Facilitating Meetings that Matter
- The Design Thinking Toolbox

SELF-PACED PROGRAMMES & MICRO-LEARNING SERIES:

- Introduction to Dialogic OD
- Thriving Teams: Cultivating a Culture for Enhanced Effectiveness and Well-Being
- Building the Agile Organisation
- Leading and Stewarding Change
- Organisational Citizenship Behaviour
- Systems Thinking for Problem Solving and Strategy Creation
- Hybrid Working Teams
- Nurturing Team Well-being: Small Moments, Big impact (coming soon)



MILESTONE PROGRAMME: Executive Certification for OD Professionals

MSCODP caters to advanced OD Practitioners, fostering cognitive abilities and vital skills for today's dynamic landscape. It offers a global perspective on organisational effectiveness, empowering practitioners to navigate challenges. The program features flexible and stackable Masterclasses, a 50-hour practicum, and personalised coaching support for comprehensive professional development.

***Pre-requisite: Completed MSGCOD/MSIPOVL/MSODCP.**
Note: Pre-requisites may differ for individual Masterclasses

Secondment GiG Work Short-term Immersions (STIP)

Secondments, GiG work, and STIP's are ways that practitioners can growing and developing their OD skills on top of their current work posting. These opportunities span across many different agencies, and practitioners can choose between long and short stints to help then grow their networks and deepen their skills.

Check out the WOG initiative webpages to explore cross-agency opportunities!

SECONDMENT

A time limited (usually at least 1 year) movement from your home agency to another for you to gain insights and deepen your OD practice.

Explore with your supervisors / agency on possible secondment opportunities.

STIP

Bite sized learning stints lasting between 1 day to 4 weeks where you can take part in on-the-job shadowing and hands-on participation.

Click [here](#)* to find out more.

GIG WORK

Cross-agency projects to make an impact with your own insight, hone your OD skills and build your portfolio for career development.

Click [here](#)* to find out more!

***SOE (INTRANET) DEVICE ACCESS ONLY**

Unable to access via intranet? Reach out to every_officer_matters@psd.gov.sg

ODEx Resource Portal

A self-help platform that consolidates organisation development and leadership resources developed or curated by the Institute of Leadership & Organisational Development (ILOD).

OD knowledge and skills are often useful and practical to leaders, practitioners, and all who wishes to play a part in improving organisational health and effectiveness. So, we've made it accessible to everyone, anytime you want it.

ACCESS THE PORTAL:
[HTTPS://ODEX.CSC.GOV.SG](https://odex.csc.gov.sg)

Check out the ODEx Perspectives!

Here you will find thought-provoking insights, opinions and research on various topics relating to Organisation Developmental work.

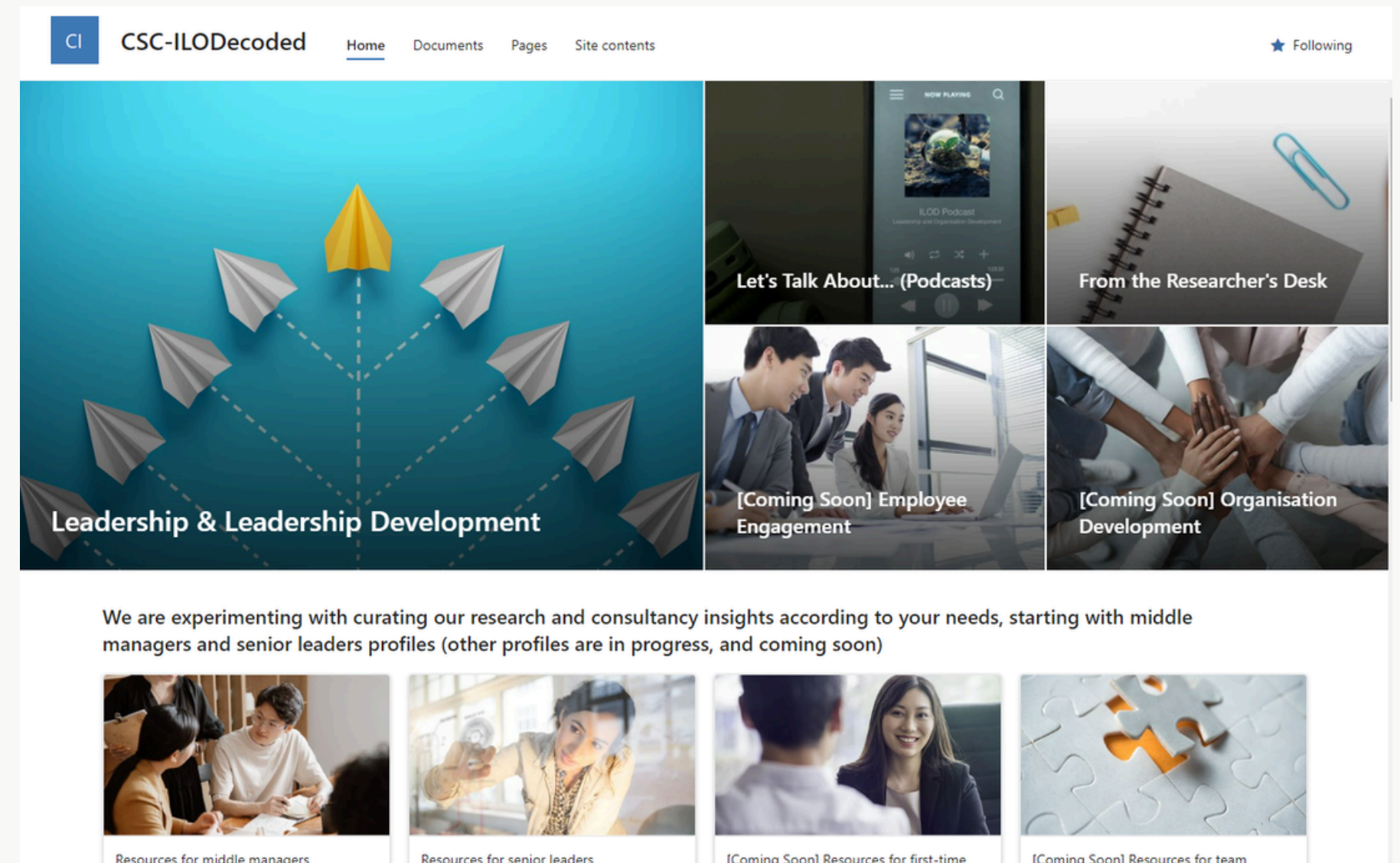


ILODecoded

An L&OD microsite which aims to be an internal resource portal populated with curated research and consultancy insights for our partners and stakeholders who may be interested in the area of Leadership and LD/OD.

ACCESS THE MICROSITE:
[HTTPS://GO.GOV.SG/CSC-ILODECODED](https://go.gov.sg/csc-ilodecoded)

*SOE (INTRANET) DEVICE ACCESS ONLY



CSC LEARN - Bite sized learning

Check out our curated list of bite-sized resources, hosted on CSC LEARN app.
You can read or watch on your mobile anytime.

Discover Organisation Development topics like:

- What's OD and your role as a Practitioner
- Leading and managing change
- Designing Effective Organisations
- Employee Engagement
- Building Effective Teams
- Seeing Systems and Managing Polarities

ACCESS LEARN:

[HTTPS://IDM.LEARN.GOV.SG](https://idm.learn.gov.sg)



*Short of time to learn something?
Or wanna a BREAK from classroom
learning?*

SOCIAL LEARNING

The Social Learning pillar features our ODEx Community, which is a curious, fun-loving and supportive group. Practitioners with varying experiences, backgrounds and disciplines come together and bond through a role to serve. The work we do is both a science and an art, and having a community helps us continually progress in our thinking, doing and being in exploring ways to bring about positive impact for our organisations and the Public Service.

- Community Platforms
 - ODEx Telegram
 - ODEx CoMeet
- Individual & Team Coaching/Mentoring
- Resource Persons

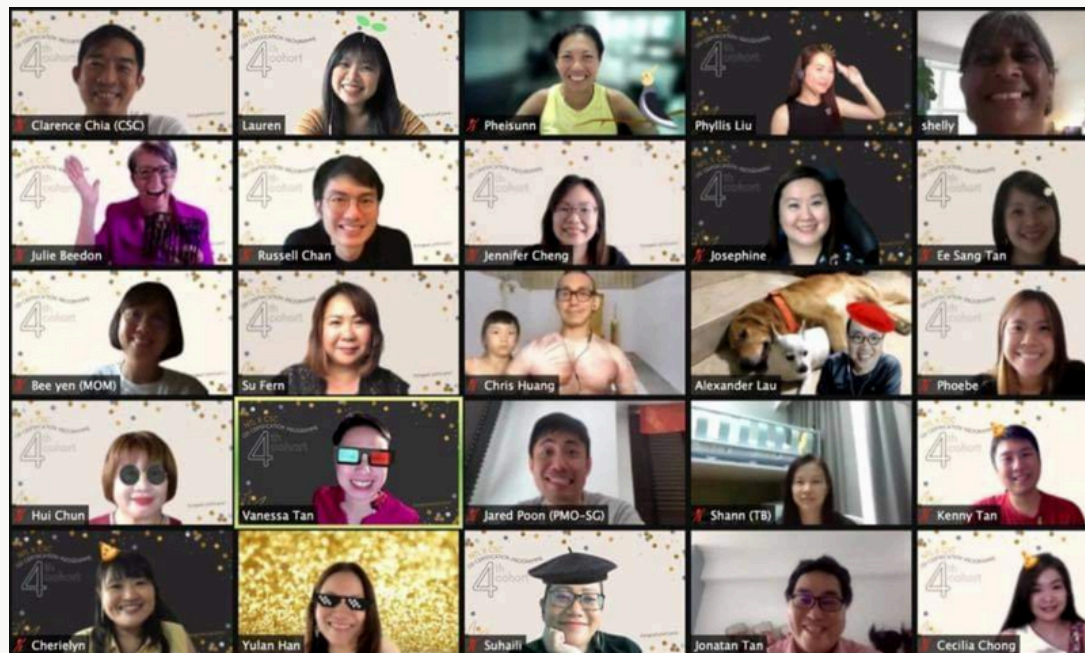
ODEx Community



The ODEx Community welcomes all OD practitioners and members who are interested to be a part of organisational development efforts in their agencies.

Join us through the telegram QR code/link where members of the community share resources, reflections and receive latest information from ILOD on programmes and events

<https://go.gov.sg/odexcommunity>



Update your Practitioner Profile here!

Practitioners in our mailing list will gain access to ILOD's programmes, community-of-practice sessions, invitations to our events.

<https://go.gov.sg/odpracmailinglist>

Highlights from
the recent
CoMeet!

ODEx CoMeet

At ODEx CoMeet, we bring OD Practitioners from all over the Public Service together to explore emerging organisational development topics that are pertinent to our context and practice.

You will have the opportunity to hear from various speakers, exchange connections, knowledge, and experiences to support and learn alongside fellow practitioners.



ODEx CoMeet Oct 2023

The OD Practitioner today:
Growing your "Agile" Muscles

Key Takeaways:

- ✦ "Agile" is about approaching work in a more flexible and customer-centric way. It values staying connected with customers, working in teams, and making timely course corrections.
- ✦ "Agile" emphasises customer involvement throughout the project. Instead of delivering one large unit of work at the end, Agile suggests delivering smaller parts to the customer incrementally.
- ✦ "Agile" projects typically involve roles like the customer, project owner, project manager, and project developers.
- ✦ Some methods to build "Agile" muscles - Time-boxing, Scrums, Kanban, Ball Point Game, and Paper Planes.

Agile Manifesto in Brief
3 words to describe each point

Iteration, Intervals, Retrospective

Best Teams Self-organise

Avoid Over Engineering

Iterative, Substantive, Contextualisation

Promote, Sustainable, Cadence

Workable Depends (on) Outcome

Communicate In Person

Motivated, Trust, Support

Business, Developers, Daily

Minimal Viable Product

Always Be Contracting

Prioritise, Continuous, Satisfaction

1 2 3 4 5 6 7 8 9 10 11 12

Paper Plane Activity

Ball Point Game

Advocacy (Resource Persons)

- Advanced practitioners now have an avenue to contribute back to the OD Community
- Invitation to co-author think pieces, co-facilitate engagement etc
- Receive honorary recognition if you offer time to participate in co-designing and delivery of initiatives
- Collaborate with CSC - ILOD to add voices & support for OD practice across WOG

**INTERESTED?
REACH OUT TO US!**

IF YOU HAVE ADVANCED/EXTENSIVE OD EXPERIENCE
AND WANT TO DO SOMETHING FOR OUR PUBLIC SERVICE OD COMMUNITY.

IF YOU IDENTIFY WITH, OR HAVE FELT THESE SENTIMENTS, YOU HAVE COME TO YOUR BASE.



Individual & Team Coaching / Mentoring

Beyond community and workplace learning, practitioners who are engaged in organisational development as a helping profession often find it useful to have a coaching or mentoring channel available to them.

Coaching/Mentoring is a positive and enabling process that offers the opportunity for a practitioner to reflect on work practice with someone outside of his/her organisation. It allows the practitioner to review and evaluate their work through discussion, report, and observation with another reliable and neutral professional.

This service is exclusive to OD practitioners and on-demand only.
You may register your interest by scanning the QR code or visit
<https://go.gov.sg/odprofessionalsupervision>



Learning Products



A CONVERSATION DECK ON TEAM WELL-BEING

Kopi Jio conversation cards are meticulously crafted to foster team excellence and enhance well-being through meaningful conversations, actionable micro-steps, and heightened self-awareness. Guided by evidence-based methodologies, they empower you to navigate important team conversations with confidence, unlocking pathways towards holistic team well-being. Elevate your team's potential and foster a culture of well-being with Kopi Jio - a catalyst for meaningful change in the modern workplace.

- 3 different intensities of conversation starters
- Wild cards for surprise team activities
- Interactive boards to facilitate conversations

Order your set today!
<https://go.gov.sg/kopijio-order>



CREDENTIALS

The Mastery Credentialing pillar looks to make continuous learning and recognition of competencies more accessible. Going hand-in-hand with our self-paced learning programmes, micro-credentials help practitioners keep tabs on their development progress and provide recognition to those who have gained a new skill or competency to meet evolving needs in their job roles.

We can look forward to...

- Micro-Credentialing

Coming soon!

PROGRAMMES ANNEX



MILESTONE PROGRAMMES

MSOD101: OD PRACTITIONER FOUNDATION PROGRAMME



Programme Overview

MSOD101 is a foundational milestone programme, that provides an overview of the OD practice field and the practitioner's role in supporting organisational health and effectiveness. Equip yourself with the knowledge and application of the stages of the Action Research cycle and systems thinking.

*Pre-requisite for MSGCOD

This programme is also recommended for officers involved in the Public Service Transformation (PST), Organisational Excellence (OE) and organisational change.

To register, click [here](#) or scan the QR code.



MILESTONE PROGRAMME

MSGCOD: GRADUATE CERTIFICATE IN ORGANISATION DEVELOPMENT

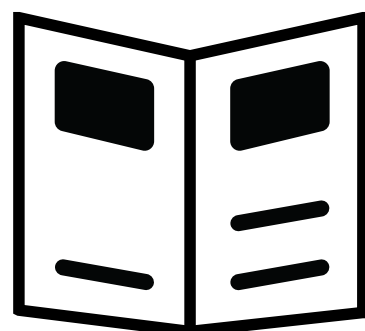


Programme Overview

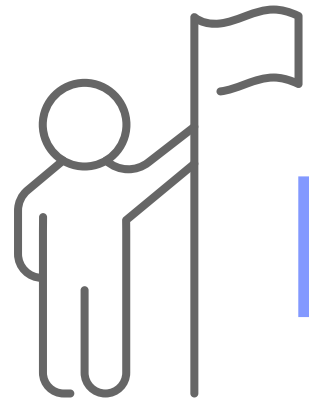
Accredited by Civil Service College, the Graduate Certificate Programme is designed with a strong focus on practical workplace application. It features a combination of plenary sessions, experiential components and Learning Groups (LGs) to allow expanded perspectives, immersive experiences and deep discussions on organisational challenges. In this programme, you will gain a strong grounding in OD principles and practices, acquire practical tools and frames and develop your skills and capacity in working with complex challenges faced by your organisations. You will also develop your personal competence and confidence in supporting your leaders to design and deliver interventions to achieve strategic outcomes. OD skills are life skills, they benefit us both personally and professionally, hence this programme will be a key building block for your development, whether you choose a professional career in OD or related fields of work.

*Pre-requisite: Completed MSOD101, Bachelor's degree or equivalent, at least 2 years' of experience in OD or other related functions' work

To register, click [here](#) or scan the QR code.

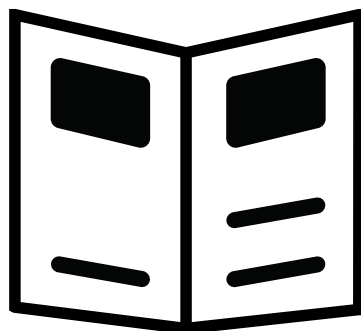


[Download the Prospectus](#)



MILESTONE PROGRAMME

MSCODP: EXECUTIVE CERTIFICATION FOR OD PROFESSIONALS



[Download the Prospectus](#)

[Programme Overview](#)

MSCODP is specially crafted for advanced-level Organisation Development (OD) practitioners in the Singapore Public Service. The learning experience not only draws from a wide range of OD disciplines but also emphasises deep skilling leading to personal and systemic shifts. Our goal for the CODP certification is to prepare practitioners with strong cognitive abilities and concrete skills essential in today's dynamic and evolving world. With a global perspective on organisational effectiveness and health, we provide a unique approach that allows practitioners to not only handle imminent challenges but also lead their organisations to greater heights. The program features flexible and stackable Masterclasses, 50-hours of practicum, and personalised coaching support for comprehensive professional development.

*Pre-requisite: Completed MSGCOD/MSIPOVL/MSODCP (Pre-requisites may differ for individual Masterclasses)

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRFA101: FACILITATION & DESIGN SKILLS FOR OD PRACTITIONERS



Programme Overview

For practitioners to learn tools and techniques needed to facilitate small and large group interventions and acquire core skills such as questioning techniques, listening skills and scribing.

Learn to facilitate focus group discussions, corporate planning sessions and action planning workshops through this practice-oriented programme.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRSTB10: [VIRTUAL CLASSROOM] BASIC SYSTEMS THINKING (USING 3QUEST™)



Programme Overview

Systems are all around us. Our workplaces, organisations, families, finances, policies and the economy are all examples of human systems. Thus, our success in life and work is very much dependent on how well we manage such systems. Unfortunately, many of us are unable to deal effectively with systems. The reason for this limited success in dealing with human systems lies in the difficulty in seeing the connections that exist among its various components (i.e. the stakeholders within the system). In this programme, you will be introduced to tools to help us see these connections better and create more effective strategies for both our lives and work.

Pre-requisite for CRSTAVL: Advanced Systems Thinking (using 3Quest™)

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRLAFVL: [VIRTUAL CLASSROOM] FACILITATING MEETINGS THAT MATTER: ENERGISING PEOPLE, ACHIEVING OUTCOMES



Programme Overview

As a leader, how can you guide your team through effective decision-making processes that result in quality decisions? How can you facilitate strong buy-in and commitment for decisions made? Important decisions and critical work are usually made and set in motion during meetings. Whether they are big or small, a well-structured and purposeful meeting delivers quality decisions that enjoy strong buy-in from its members. Yet, many of the meetings we attend do not deliver such results. In fact, facilitating such decision-making processes has become one of the biggest challenges managers face today. Find out how you can facilitate effective processes that will help your team make high quality decisions that they believe in and are committed to. This programme will provide you with the framework and skills to do so.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRDETVL: [VIRTUAL CLASSROOM] THE DESIGN THINKING TOOLBOX



Programme Overview

Are you interested to deep dive into the mindsets and tools of the human-centred design process and approach? This intensive programme offers you the opportunity to delve deeper into design thinking and gain practical insights and tools on the human-centred design approach. Learn how design thinking methods can be applied to public sector challenges via hands-on activities. You will discover how to experiment with ideas to improve work processes and service delivery, as well as learn the importance of considering perspectives of different stakeholders. If you are new to the human-centred design process, sign up for this programme now to experience applying the process of design thinking to a real problem.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRSTAVL: [VIRTUAL CLASSROOM] ADVANCED SYSTEMS THINKING (USING 3QUEST™)



Programme Overview

This is an advanced programme that builds on what was covered in Basic Systems Thinking With 3Quest™. In this advanced programme, we will continue exploring The 3 Questions That Systems Thinkers Ask (3Quest™) which was covered in the basic workshop. However, this programme will also see the introduction of tools that will help you to deal with more complex, yet very common, systemic structures that plague us in our daily lives and work. Known as systems archetypes, these structures represent generic challenges and dilemmas that we face. This programme will also elaborate on the recommended strategies for addressing each archetype.

*Pre-requisite: Completed Basic Systems Thinking (using 3Quest™)

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRCF101: COACH TO INFLUENCE – FOR OD PRACTITIONERS



Programme Overview

In today's ever-changing organisational landscape, effective Organisational Development (OD) practitioners require a versatile skill set that goes beyond conventional consulting approaches. This programme equips OD Professionals with vital coaching skills, underscoring their pivotal role in engaging with diverse stakeholders, including leaders, staff, and across organisational boundaries.

This learning experience combines theoretical insights, case studies, and hands-on exercises, equipping you to adeptly navigate the intricacies of organisational dynamics, foster positive relationships, and drive meaningful change throughout different levels of an organisation system.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRMTPVL: [VIRTUAL CLASSROOM] MANAGING TENSION – A CORE LEADERSHIP SKILL



Programme Overview

As a manager, how can you better manage your tension to spur personal growth and build rapport with your team members? How do your leadership stance and personal values impact the way you manage this tension? Managers are expected to work with and through team members, peers and stakeholders to achieve results. When perspectives differ, tension is inevitable. How well you manage this tension will impact the quality of your relationships and how others experience you as a person. Tension is the signal that there are differences in the way something is being viewed. There are two typical ways of dealing with tension. The first is to see tension as wrong and try to take control and 'make it right'. The other way is to try resolving this tension through dialogue or communication. Specially targeted at managers, this programme will help you find these answers.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRACM01: APPLIED CHANGE MANAGEMENT: PROSCI® CHANGE MANAGEMENT CERTIFICATION PROGRAMME



Programme Overview

Faced with a rapidly changing environment and growing citizen expectations, organisations in the Public Service are increasingly required to respond by implementing change initiatives which can range from the introduction of new work processes or systems to organisational transformation.

While some of these initiatives have found success, there are likely many others that have not. This can be attributed to the lack of attention paid to securing acceptance of change by affected stakeholders.

What can we do as OD practitioners to improve the effectiveness of the change initiatives? How should we structure the management of these initiatives for success? What systematic approaches can we adopt to manage the human side of change? What can we do to foster the acceptance of change by the affected stakeholders?

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRBEIVL: [VIRTUAL CLASSROOM] APPLYING BEHAVIOURAL INSIGHTS



Programme Overview

Ever wondered how subtle changes in solution design or in the way decisions are framed can lead to considerable impact on behaviour? How can we improve our chances of designing something that "works"?

This workshop is a blend of experiential learning and consultancy, where intact teams of 5 members each will work to address an existing problem faced by the teams through applying BI concepts. This project based learning will not only generate feasible solutions to your team's existing challenge, but also build capabilities on the theory, practice and tools of Behavioural Insights for application back in your work and on real life problems.

To register, click [here](#) or scan the QR code.

OPEN PROGRAMME

CRMCGI: MASTERCLASS: GESTALT INTERVENTIONS



Programme Overview

At the heart of the Gestalt philosophy is an unparalleled emphasis on self-mastery and the cultivation of personal presence. In this Masterclass, which melds the research of renowned Gestalt social psychologist Kurt Lewin, Gestalt therapists Fritz Perls and Laura Perls, and with insights drawn from the Cleveland Model of Gestalt practice, you will have the opportunity to explore the teachings of the Gestalt practice and its application in navigating large complex social systems.

You will also be joining us and three internationally-recognized Gestalt experts on an immersive journey that integrates professional acumen, experiential depth, and personal growth. Throughout this journey, you will have the chance to develop a deeper understanding of Gestalt principles and their practical applications, while also enhancing your professional skills and personal growth.

More details [here](#).

Offered in 2023, programme is currently not open for registration.

OPEN PROGRAMME

CRMSCA: MASTERCLASS: HUMAN SYSTEMS DYNAMICS AND ADAPTIVE ACTION



Programme Overview

Are you ready to master the art of navigating complex and rapidly changing environments?

Led by Glenda Eoyang, Founding Executive Director of HSD Institute, this masterclass is designed to empower leaders and advanced-level Organisational Development (OD) practitioners with the essential skills and insights needed to thrive in today's dynamic and unpredictable landscape.

Through a blend of theory and practical applications, we will delve into the intricacies of HSD, learning to navigate complexities arising from systemic change. We will also gain hands-on experience in implementing Adaptive Action principles to effectively influence complex change as it emerges, and ultimately become adept navigators of complex and emergent systems.

More details [here](#).

Offered in 2024, programme is currently open for registration.

**This Masterclass is jointly accredited by the Human Systems Dynamics (HSD) Institute and Civil Service College.*

SELF-PACED PROGRAMME

ELETD02: THRIVING TEAMS: CULTIVATING A CULTURE FOR ENHANCED EFFECTIVENESS AND WELL-BEING



Programme Overview

“Team, team, team!” - a common exclamation we hear, often mingled with emotional nuances. Building a high-performing, yet cohesive and resilient team, is both an art and a science. There are several conditions to note, some good practices to build and develop teams, and some personal leadership and “use of self” skills to apply and adopt, be it in a full physical or hybrid team environment. Learn all these and more with our e-module and become an informed and adaptable team developer and helper.

To register, click [here](#) or scan the QR code.

SELF-PACED PROGRAMME

ELDOD01: INTRODUCTION TO DIALOGIC OD



Programme Overview

What is Dialogic OD and how is it relevant? Dialogic OD helps enable change in systems and organisations through conversations, narratives, and descriptions etc. The approach is marked by surfacing and working with emergent ideas that people bring up. As organisations and people are dynamic and evolving, Dialogic OD practice can enhance the way we contract, design, facilitate and support our stakeholders in our complex and adaptive environment.

To register, click [here](#) or scan the QR code.

SELF-PACED PROGRAMME

ELELBAO: BUILDING THE AGILE ORGANISATION



Programme Overview

The Singapore Public Service is at a key turning point in designing organisations that are fit for the future of work, workplace, and workforce. Today, there are many known and unknown factors that influence the operational effectiveness and long-term direction of the Singapore Public Service. Our opportunity, in this context, is not just to be good at change, but to thrive. Agility can be viewed as a psychological capacity that individuals, teams, and whole organisations, can demonstrate to manage complexity, and bring about transformation. The programme does not provide a single-size-fits-all method but rather a framework within a guided learning experience, which offers practical tools and concepts you can apply to your own situation.

To register, click [here](#) or scan the QR code.

SELF-PACED PROGRAMME

ELSLC01: LEADING AND STEWARDING CHANGE



Programme Overview

Want to drive innovation and progress within your organisation? Then mastering the skill of leading and stewarding change is critical. Learn from Public Service Leaders and practitioners who will share their change journeys and provide valuable insights. With access to a range of resources and tools, don't miss out on this opportunity to enhance your skills and drive positive change within your organisation.

To register, click [here](#) or scan the QR code.

SELF-PACED PROGRAMME

ELST: SYSTEMS THINKING FOR PROBLEM SOLVING AND STRATEGY CREATION



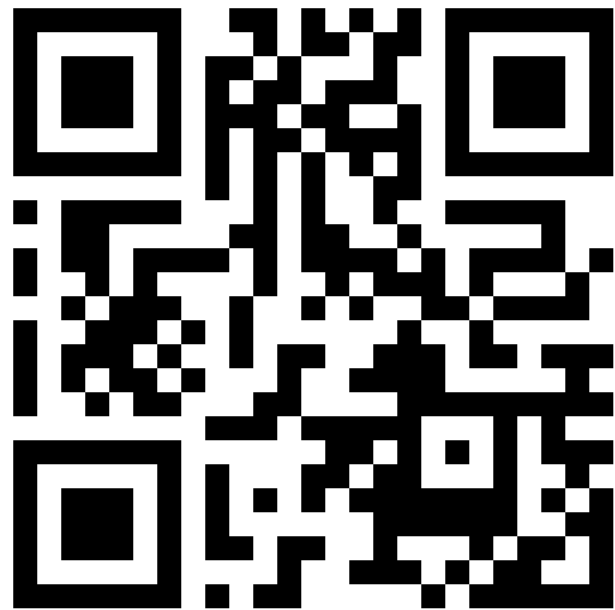
Programme Overview

Are you tired of facing complex problems at work without a clear solution? Do you often find yourself stuck in a cycle of trial and error, unsure of how to navigate today's challenges? Join our self-paced Systems Thinking programme to transform your problem solving approach. In today's fast-paced world, traditional methods fall short. We introduce you to the powerful concept of Systems Thinking and equip you with the tools to revolutionise your approach to problem solving and strategy creation. By attending this programme, you will gain the knowledge and skills needed to tackle complex challenges with confidence.

To register, click [here](#) or scan the QR code.

SELF-PACED PROGRAMME

ORGANISATIONAL CITIZENSHIP BEHAVIOUR



Programme Overview

Are you a new hire looking to make a positive impact in your workplace? Or a mid-career joiner seeking to contribute to a positive organisational culture? Our Organisational Citizenship Behaviour course is perfect for you! This course is designed to equip you with the skills and knowledge needed to become a valuable team player. You will learn about the importance of teamwork, effective communication, and going the extra mile to make a difference in your organisation.

Don't just be a good employee, be a great one!

To register, click [here](#) or scan the QR code.

MICRO-LEARNING SERIES

HYBRID WORKING TEAMS



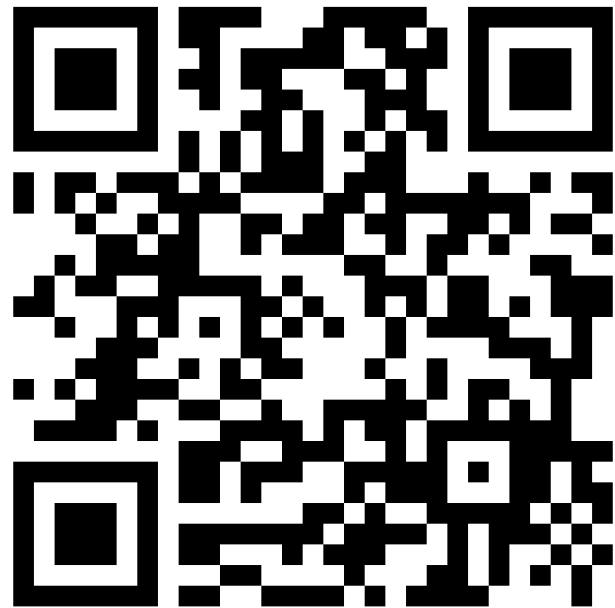
Programme Overview

Have you wondered how your leadership role might have changed as we transition to hybrid working? For many leaders, this is a common question, but limited time and support can make finding good answers difficult. The Hybrid Working Bootcamp is designed for leaders like you who want to improve team cohesion and effectiveness in a hybrid working environment.

To register, click [here](#) or scan the QR code.

MICRO-LEARNING SERIES

NURTURING TEAM WELL-BEING: SMALL MOMENTS, BIG IMPACT



Programme Overview

A micro-learning series tailored for team leaders and members seeking to cultivate a culture of well-being within their organisations. In this four-part series, learners will be equipped with frameworks and tools to facilitate awareness and interventions relating to well-being at the individual, team and organisational levels.

To register, click [here](#) or scan the QR code.

The ODEx Itinerary is brought to you by
Institute of Leadership & Organisation Development (OD Practitioners Team)
Civil Service College