

Training Workshop – Module Overview

The “**Organizational Effectiveness Inventory® (OEI)**” is part of Innesskirk’s innovative **Multi-Level Performance Improvement System**. The system is based on extensive research, used by more than 5 million people world-wide and boasts more than 20 years data and history. The system includes multiple organizational behavior analysis tools for individuals, teams and organizations which reinforce and complement each other. The **OEI** measures the **OEI** identifies the causal factors (levers for change) that influence culture and the outcomes of culture – specifically within the organization being surveyed. Using both **Organizational Culture Inventory® (OCI)** and **OEI** together provides the very best of behavioral, perception and attitude measures available today.

Managing culture is among the most important—and most difficult— challenges facing organizational leaders. Knowing this is one thing, but knowing what to manage, is something very different. The **OEI** gives the answers senior managers need. The results are presented in a comprehensive feedback report that tells the story of how an organization’s culture really works and can be influenced. Based on members’ responses, it describes how the current culture evolved, where disconnects exist as well as the impact of the current operating culture on outcomes. This is achieved through delivery of online measurement surveys and questionnaires throughout the organization. The resulting analysis is used to plan and implement a culture transformation.

This workshop introduces the tools and language which allow individuals to become aware of current actual behavior which shapes the culture and offers development options to create a more constructive engagement focused culture.

Pre-workshop online measurement surveys, tutorial sessions, case studies, practical exercises, presentations and syndicate work make this a proactive, hands-on course.

Workshop Objectives – Delegates Will Be Able To...

- Understand how behavior styles and personal interpretation influence behavior and culture and ultimately performance
- Understand and recognize 12 behavior styles, categorized as constructive, passive defensive and aggressive defensive
- Define an ideal culture for their organization and understand the gap between the ideal and current operating culture
- Plan and implement a transformational change plan to start the journey towards their ideal organizational culture
- Set a clearly measured benchmark which can be used to track the effect of change efforts and improvements

Workshop Agenda – Day One

WELCOME

Introduction And Course Objectives

Agenda begins with the introduction of course objectives, materials, methodology and pedagogy. Instructor will include the introduction of delegates through icebreaker activity.

The OEI Instrument

Segment introduces the measurement instrument, levers for change, and outcomes. Focus on explanation of the measuring instruments used and profiles created.

Behavior And Organizational Culture

Segment focuses on the relationship between leader behavior and organizational culture, interpretation of leader behavior and impact on the operating culture. Discussion of research samples of typical operating cultures and relationship to effectiveness.

Circumplex Interpretation

Interpretation of the Circumplex, what the **OEI** measures, norming and percentiles, higher order and lower order needs, task and people orientation, constructive and defensive behavior.

LUNCH

The 12 Behavior Styles

Segment describes each of the twelve organizational behavior styles in depth. Examples, role-plays and practical exercises ensure clear understanding of each of these behavior styles. Sample profiles are analyzed together.

Interpretation Of Data

Interpretation of the data received regarding causal factors and outcomes and relation to organizational culture. Culture and engagement are also discussed.

CLOSING

Review the main points of interest of the day, identify possible work-projects and preview day two.



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Workshop Agenda – Day Two

WELCOME

OCI – The Current Operational Culture

Segment reviews learning from Day One, revealing the current operational culture measured. Sample profiles of common situations and common differences.

Comparing Ideal And Current Culture

Analysis of identified 'gaps' addressing: evaluating, understanding and interpreting the identified gaps. Discussions regarding awareness, acceptance and actions to be taken are encouraged.

Levers For Change

How to achieve values, vision, mission, philosophy, and goals through the development of a constructive culture are discussed. Leadership requirements, team development and individual responsibility are compared and differences noted, in order to promote understanding.

LUNCH

Building A Cultural Transformation plan

Case studies examples of changes in an organization's systems, structures, technologies, and skills/qualities to align with the strategy. Understanding the journey, possible outcomes, Common profiles and outcomes in terms of organizational culture are reviewed, along with transformation research examples over time.

Relation Of OEI To Other Measurement Instruments

OEI is focused on measuring the factors which influence the operating culture in the organization. Unlike other instruments which are based on individuals and teams. Commonalities, differences and the most effective use of the outcomes are explored in order to develop more effective change management tracking.

Identification Of IMPACT™ Project

Delegates are assigned to groups and asked to create a personal development plan and identify a project which will require the use of the new knowledge and information acquired during the workshop. This will allow the delegates to transfer the new knowledge into skills and effective work habits.

CLOSING

Review the main points of interest for the course, deliver course administration such as – evaluation, action plan and deliver delegate certificates.

Post Workshop –

IMPACT™ Program

IMPACT™ Project – Delegates identify a work related project during the last hour of the training that will be used as a measurable indicator of successful application and implementation of the training content.

IMPACT™ Coaching – The delegates participate in custom-designed coaching sessions to facilitate the completion of their **IMPACT™ Project**. Delegates document the project's life cycle and all related issues in the provided coaching booklet.

Do You Have Specific Requirements?

Tailoring For In-Company Delivery

Innesskirk is able to customize this workshop to adapt the content to meet your specific training objectives.

For more information about our In-Company specialized workshop services, email us at info@innesskirk.com to discuss your specific requirements further.



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