



Overview: OTM's High-Impact Capability Development Options

BACKGROUND AND FOCUS

OTM offers a menu of high-impact, skill and capability development options leveraging the 10/20/70 learning model.

This document overviews the knowledge and skill areas, objectives and delivery options. Delivery options range from class-room based options to real-time support, observation and guidance to behind the scenes support.

All of OTM's high-impact, skill-based workshops are designed to strengthen individual skills, group and collective capabilities of employees, teams and units to perform, interact and solve problems more effectively.

OTM's workshops have three key outcomes:

- ▮ Increased competence and confidence.
- ▮ Increased credibility and influence.
- ▮ Increased effectiveness.

OTM has delivered to over 5000 executives, managers, front-line staff and internal change agents in Operations, Communications, Facilities, Finance, Human Resources, IT, Lean/Six-Sigma, Marketing and Organizational Effectiveness across the following industries: Finance, Food/Nutrition, FMCG, Insurance, Semi-conductor, Technology, Government, Distribution and Logistics, Legal and Regulatory, Healthcare, Pharmaceutical, Defense and Transportation.



All OTM skill-based workshops include work-centered pre-work, use of real work and case studies as a vehicle for learning, in-between assignments and follow-up action plans. For 10/20/70 learning interventions, OTM includes OTJ, real time guidance support, observation and behind-the-scenes guidance and support.

DELIVERY OPTIONS:

All of OTM workshops can be delivered in various delivery options depending on objectives, content, target audience. Delivery options include:

- Executive primers - 2 to 4 hours
- Leaders/Managers concentrated skill-based workshop -1 day
- Skill-based, hands-on workshop delivery options
 - a. Two and one-half days to three days in length
 - b. Two 2-day sessions over 30 days
 - c. Five days in length
 - d. Classroom based milestones mixed with virtual learning events
 - e. 10/20/70 Mix – OTJ, real-time support and behind the scenes.
- Natural work team/project based workshops for entire Sponsor/project teams. Proven to be highly beneficial for entire project teams to attend together. The benefits include addressing project issues together, gain a common understanding, methods and tools, complete common plans which propel and progress projects forward increasing their success.

DESCRIPTION OF FEATURES:

All of OTM workshops are deliberately designed to be highly interactive and hands-on – in fact, 2/3's of the time will be spent hands-on and “doing” rather than more traditional talking at you for hours on end and causing death by PowerPoint slides!

Significant amounts of time will be spent working in small groups focused on real projects brought into the workshop by participants OR onsite directly with business leaders in your business. OTM's workshops are best described as a group consultation.

OTM teaches the theory, skills, tools and methods needed to be more successful in day-to-day roles. The skills, tools and methods taught directly reflect OTM's three decades of consulting with companies all around the world. So, not only do your people gain proven skills, tools and methods but they will learn the wisdoms, consequences and trade-offs that only come with the years of experience from doing this work.

1.0 INTERNAL CONSULTING AND INFLUENCING WORKSHOP

OBJECTIVES

- a. Define a “consultation.”
- b. Explain the 3 basic consulting roles – their advantages and disadvantages in terms of responsibilities and power.
- c. Learn and apply at least 3 organization development/business frameworks against a real business issue.
- d. Explain the term “lens” as applied to effective internal consulting.
- e. Recognize and recite the 6 Phases of a consultation and the steps associated with systematic and disciplined approach to internal consulting.
- f. Know the 5 steps of contracting; practice contracting and contract on a real business issue.
- g. Explain the two basic assumptions anchoring high-impact contracting.
- h. Learn the step-by-step process for conducting an assessment. Differentiate between an assumed need versus a true need [root cause].
- i. Conduct an assessment on a real business issue.
- j. Learn the steps associated with the Planning Phase.
- k. Plan out a series of “interventions” to address true need.
- l. Differentiate between interventions targeting individuals, groups and organizations.
- m. Work through the 6 phases of a consultation using a real business issue: Contracting, Assessment, Planning, Implementing, Evaluating and Closing
- n. Explain the inherent advantages and disadvantages with being an “internal consultant” as compared to external.

DELIVERY OPTIONS

* This workshop is no less than 4 days and requires each participant to bring in a real business issue to work on over the 4 days.

- This workshop is most effective delivered in two, 2-day sessions with about 3 weeks to one month apart to allow for the completion of an in-between assignment.
- This workshop allows for the substantive inclusion of “change” work to be taught as well. For example, IT staff not ONLY have to take into account the installation of a new/enhanced IT tool but its “quick adoption” by end users as well. This is where the change work comes into play – a skill sometimes lacking in IT professionals. Refer to 3.0 in this document for knowledge and skill objectives.
- This workshop can be supported by on-site and virtual shadow consulting by OTM Principals.
- It is strongly recommended that participants attend with their direct supervisors so as to ensure seamless transfer of skill and appropriate support and guidance post-workshop.

2.0 ORGANIZATION DESIGN AND BUSINESS TRANSFORMATION WORKSHOP

OBJECTIVES

- a. Define organization design compared to restructuring, re-engineering and business process improvement.
- b. Know the six Phases of an organization design.
- c. Learn the grounding in the theory and models guiding organization design work.
- d. Define strategy and core competency. Describe the link between strategy and organization design.
- e. List and explain the six pure structure options along with their advantages and disadvantages.
- f. Identify and define key decision factors in organization design.
- g. Define lateral process and describe its significance in organization design.
- h. Assess the “fit” of your current structure in relation to your business strategy.
- i. Develop an enhanced structure for your business applying the previous concepts and principles.
- j. Able to explain the purpose and intent of organization design to your executive team.
- k. Plan out an organization redesign effort.
- l. Learn the trade-offs and consequences associated with the essential steps and activities to Org Design.

DELIVERY OPTIONS

** This workshop can be delivered in multiple ways: three-days in length, five-days in length, two-week residential, and classroom interventions supplemented by virtual learning events. Perfect for functions, project teams and groups desiring to learn the skills and methods. Executive primers can be done in 2-4 hr meetings.*

This workshop:

- Involves pre-work assignments, in-between assignments and action plans.
- Requires delegates to bring in a real project they are currently working on...
- Has proven highly beneficial for entire project teams to attend together including Sponsor, project managers and HR. The benefits of addressing project issues together, gaining a common understanding and frameworks, completing common plans will propel projects forward and increase their chances of proving successful.

3.0 DRIVING CHANGE READINESS WORKSHOP (Organization Development)

OBJECTIVES

- a. Learn the values and principles anchoring the field of Organization Development and contrast with current-day business pressures and trends.
- b. Gain a step-by-step Definition of Organization Development and Socio/Technical Systems
- c. Define “change.”
- d. Describe at least 3 reasons why change projects fail to consistently deliver a return-on-investment.
- e. Recognize and apply the 10 steps to developing readiness and accelerating change.
- f. Conduct a stakeholder analysis.
- g. Assess the type, depth and impact of change.
- h. Apply OD and business frameworks, models and lenses to real change efforts.
- h. Write a change strategy.
- i. Describe the significance of strong sponsorship in change efforts.
- j. Critically review the shortcomings and strengths of the current approach to change in your organization.
- k. Develop an integrated change plan using a real business issue.

DELIVERY OPTIONS

** No less than three days to learn the skills and methodology. Requires the use of real change initiatives to work on. Initiatives can be strategic or operational change. Executive primers and one-day workshops available to executives and managers.*

This workshop:

- Involves pre-work assignments, in-between assignments and action plans.
- Requires delegates to bring in a real change project they are currently working on...
- Has proven highly beneficial for entire project teams to attend together including Sponsor, project managers and HR. The benefits of addressing project issues together, gaining a common understanding and frameworks, completing common plans will propel projects forward and increase their chances of proving successful.
- Can be combined with Consulting Workshop or the Organisation Design Workshop mentioned previously.

4.0 GROUP FACILITATION WORKSHOP (Beginner and Advanced)

OBJECTIVES

By the end of this workshop, participants will have gained greater confidence and competence in individual and collective facilitation skills and techniques. Two-thirds of workshop time will be spent hands-on doing practical facilitation work. All participants get an opportunity to practice facilitating.

- a. Define and demonstrate the facilitator's role and responsibilities.
- b. Describe and work through the 4 phases of a group facilitation.
- c. Confidently assess group needs and apply at least 5 different types of facilitation interventions.
- d. Assess and intervene on group dynamics and stage of team development to improve a group's functioning.
- e. Manage and leverage diverse points of view and communication styles to ensure group effectiveness.
- f. Manage and positively cope while working with Senior Management teams.
- g. Be conscious and aware of the impact facilitators have on the group.
- h. Plan, design and develop an agenda for at least one facilitated event.
- i. Learn to facilitate 'off the cuff' when required and manage stepping in and out of facilitator role.
- j. Learn at least 10 facilitator techniques to guide a group's process and task.
- k. Use contracting as a way to manage expectations and differentiate between assumed and true needs.
- l. Learn the steps and tools associated with effective meetings.
- m. Practice, practice, practice with lots of feedback from OTM and peers.

DELIVERY OPTIONS

** No less than three-days in length with no more than 16 participants per two OTM instructors per workshop due to the hands-on nature of the workshop.*

This workshop:

- Involves pre-work assignments and leaving with a completed design and agenda for upcoming facilitation.
- Requires delegates to bring in a real facilitation meeting/event they are currently working on...
- Has proven highly beneficial for facilitation teams to attend together. The benefits of addressing facilitation issues together, gaining a common understanding and frameworks, completing common plans, agendas and designs will propel projects forward and increase their chances of proving successful.

5.0 INTERPERSONAL EFFECTIVENESS

OBJECTIVES

- a. Define personal communication filters and filters of choice.
- b. Learn basic communication theory and apply a practical communication model.
- c. Define active listening and use active listening during practice and real application.
- d. Communicate using “I-messages.”
- e. Understand and utilize 3 types of feedback.
- f. Describe characteristics of useful feedback and the rules of engagement when giving or receiving feedback.
- g. Recite the 4 conflict positions and their significance and recognize the steps to conflict resolution.
- h. Practice and apply the four step approach to more effective communication.

DELIVERY OPTIONS

** Delivered in one and two day workshops. Ideal for teams and natural work groups to attend...*

6.0 MBTI ASSESSMENT

OBJECTIVES

- a. Learn about the MBTI; what it assesses and what it doesn't assess.
- b. Know and describe how the MBTI works.
- c. Recognize 16 different types and associated behavioral indicators; implications and strategies for managing.
- d. Identify your own type and assess against report.
- e. Identify team/group/leader strength.
- f. Learn the best way to solve problems utilizing the strengths of the 16 types.
- g. Use the MBTI for effective work/project teams, interpersonal communication and leadership.
- h. Learn the 10 guidelines for typewatching.
- i. Apply MBTI to team dynamics and group challenges.

DELIVERY OPTIONS

** No less than 6 hours. Can be done virtually over a series of calls or webinars. Ideal for teams to attend...*

7.0 TEAM-BASED PROBLEM SOLVING WORKSHOP

OBJECTIVES

- a. Learn and apply a disciplined, fact-based approach to problem solving.
- b. Recite the 4 Phases of problem solving methodology the steps in each Phase.
- c. Differentiate between a symptom and root cause.
- d. Develop robust problem statements based on facts.
- e. Describe the 10 common pitfalls in problem solving.
- f. Develop and test solutions.
- g. Learn at least 5 ways to make decisions.
- h. Learn the significance of proper sponsorship for problem solving teams.

DELIVERY OPTIONS

** Ideally three-days in length split into two 1.5 day workshops with up to two weeks in between. Requires the use of a real business issues to solve. Ideal for teams and natural work groups to attend together...*

8.0 CONTRACTING

OBJECTIVES

- a. Learn and apply a disciplined, step-by-step approach to contracting creating rock-solid agreements.
- b. Learn the key steps, activities, pitfalls and wisdoms of high-impact contracting.
- c. Gain a simple yet impactful three-step planning model.
- d. Apply and practice the science and art of high-impact contracting.
- e. Learn to work with different leader-types and how to influence.
- f. Develop iron-clad agreements addressing both human dynamics as well as tangible outputs.

DELIVERY OPTIONS

** One day and two-days in length. Ideal for teams and natural work groups who support other areas of the business and work through influence rather than authority.*

1.0 ABOUT ON THE MARK (OTM)

OTM is a leader in collaborative organization design and business transformation. Now in our 27th year of operation, with offices located on both sides of the Atlantic, OTM is recognized by many as their preferred vendor in providing substantive yet practical organization design and lasting change. Our passion for collaborative business transformation is guided by research, evidenced-based and established best practice and emerging methodology.

OTM Solution Sets:

- ▮ Organization Design and Business Transformation – Concept through Implementation
- ▮ Accelerated Change Readiness Implementation
- ▮ Capability Building
- ▮ M&A, Business Integration
- ▮ Accelerated Decision Making, Planning and Problem Solving

Our Experience:

We have delivered over 400 organization design and transformation projects in over 35 countries, on five continents for every type of business function and countless industry sectors. OTM offers our customers one of the most integrated and comprehensive re-design and transformation solutions in the industry. We have developed over 5000 executives, leaders and internal change agents in our unique solutions. Working with OTM, you get substantive, compelling results driven by broad experience and deep expertise.

Sectors	Functions	Geography
Aerospace	HR, Lean, OD, Six-Sigma	North America
Defense	Supply Chain	Western Europe
Logistics & Distribution	Manufacturing	Scandinavia
Financial Services	Operations	Eastern Europe
Telecommunications	Finance, IT, Legal	Latin America
FMCG	Regulatory	Middle East
IT Software & Services	Sales, Marketing	South East Asia
Manufacturing	Engineering	South Pacific
Pharma	Outsourcing – BPO	
Retail	Skunk works	

The OTM Promise:

OTM offers a unique value proposition -- the opportunity to truly transform performance, greatly improve quality, increase customer satisfaction, & significantly engages your workforce for quicker, long-term, sustainable results that benefit your stakeholders, shareholders, customers & employees.

OTM offers a variety of other services supporting organization design and business transformation solutions including a) in-house Executive Primers, webinars, white papers, conference presentations and TED Talks. For more information, references or case studies contact David Howlett, OTM Global Marketing Director at dhowlett@on-the-mark.com.