



# **STRATEGIC PLAN**

**2015**

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## **OD NETWORK'S VISION AND MISSION**

### **VISION FOR THE FIELD**

**Organization Development is a field central to creating effective and healthy human systems in an inclusive world community.**

### **VISION FOR THE NETWORK OF NETWORKS**

**The Organization Development Network, grounded in humanistic values, convenes and equips practitioners, leaders, and academicians to address critical corporate, governmental, and social justice priorities with leading edge practice and theory from multiple disciplines.**

### **MISSION FOR THE NETWORK OF NETWORKS**

**Lead advances in the practice and theory of Organization Development that result in healthy, effective organizations and a healthy planet.**

### **VALUE PROPOSITION FOR THE OD NETWORK**

**The Organization Development Network serves change agents by creating a global community for exchanging best practices, opportunities to interact with thought leaders, and access to leading edge practices, tools, and technologies. As a result, our members create change and sustainable impact in today's organizations, communities, and beyond.**

## OD NETWORK'S STRATEGIC GOALS and OBJECTIVES

### **STRATEGIC GOAL 1:** *Support Network members in their work to build healthy human systems*

The Network supports its members in this work through training, networking, mentoring, employment opportunities, and exchange of ideas and best practices.

**Objective 1.1** Align the Network benefits and Organization Development practitioner needs at all levels of experience. Ensure that all segments of our membership receive value.

It is important that the Organization Development Network's programs serve the spectrum of its members to ensure value for the primary member groups. We map the Network's existing inventory of offerings to our primary member groups to examine gaps in offerings and develop, communicate, and implement new offerings.

**Objective 1.2** Develop organization development competencies, a certificate program and institutional accreditation program.

We are developing OD competencies via a broad consultative process, and then will introduce an Organization Development certificate to support the Network's vision to be the premier organization promoting the advancement of Organization Development practice and theory.

### **STRATEGIC GOAL 2.** *Transform our culture of inclusion through expansion of values and practices*

A culture of inclusion values and creatively uses its diversity, inviting us all to participate in and lead this field and the work of the Network. The culture we are building in the Network helps to create economic success for its members and stakeholders and helps to build new leaders in the work and the world.

**Objective 2.1** Ensure all Network programs and activities expand the culture of inclusion

The Network commits to assure that we are inclusive in our programs, suppliers, and partnerships in terms of race, gender, sexual orientation, economic class, education, and experience. We continue to expand our culture of inclusion to attract the major sectors of work that use Organization Development for effectiveness and change. We are creating a best-in-class outreach program attracting internal and external practitioners; new and experienced practitioners; and leaders who use Organization Development from private, public, and nonprofit sectors, and assure that there are leadership opportunities for all. We will audit and monitor ourselves and report to the membership on our progress.

**Objective 2.2** Develop a strong business perspective as part of the Network's culture and the field of Organization Development

Through products and partnerships, publications of leading edge practice, governance structure, and communications with members and stakeholders, we will not only strengthen our business perspective as a Network, but also strengthen the Field. We will highlight areas to bring this strength to the Network as we make choices about structure, rewards, priorities, fund development, and the impact of what we do.

**Objective 2.3** Develop a Network culture and structure that are viable for global, local/regional, and entrepreneurial activities and partnerships

Creating a viable structure as a Network of networks requires experimentation and innovation in how we make decisions, deliver benefits and services, and demonstrate value to members and in the world. We will frame and conduct such experiments as part of co-creating a viable and successful culture.

**Objective 2.4** Develop future generations of emerging leaders and practitioners for the field

Leaders create culture through their response to critical situations. Working with other committees and Network activities, we will foster the development of new leadership from different sectors that furthers the vision, mission, and strategic goals of the Network

**STRATEGIC GOAL 3.** *Leverage new operational and governance models to increase our impact*

Healthy organizations must find ways to leverage financial resources, board and staff commitment, and volunteer time to maximize results. This strategic goal supports development of an effective and efficient organizational infrastructure and governance to support the work of the Organization Development Network. We continue to create an infrastructure that documents and uses best practices in governance, leadership succession planning, and defining clear roles and responsibilities.

**Objective 3.1** Manage ODN efficiently and effectively

We continue to identify and document board and staff processes, roles, and responsibilities to create a sustainable infrastructure. These processes will be supported by appropriate technology to facilitate back-office efficiencies as well as support member self-service.

**Objective 3.2** Partner effectively with SmithBucklin

The Network contracts with SmithBucklin, a professional association management firm, to manage network operations such as member registration, conference logistics, marketing support, and financial management. Member experience will be solicited to help evaluate these practices.

**Objective 3.3** Leverage volunteers to provide strong governance and support to ODN

Volunteer engagement in the governance of associations like the Organization Development Network is critical to organizational growth and sustainability. We continue to create mechanisms and a culture to promote volunteerism from a diverse cross section of our membership.

**STRATEGIC GOAL 4.** *Strengthen the Network's financial position*

The survival and growth of the Network depends on our ability to manage our operations in a way that provides financial reserves. Standard guidance for associations is that we should have six months to one year of operating expenses in reserve. This strategic goal has been set to initially achieve and sustain these reserve levels.

**Objective 4.1** Develop income-generating products and services that provide high value to our members.

It is critical that as the Organization Development Network develops offerings that best meet our practitioner-members' needs, the Network also ensures that those offerings produce revenue for the Network. This objective is a companion objective to 1.1 to ensure that Network products and services provide high value as well as revenue. We will create financial models to facilitate cost and revenue determination by offering as well as across offerings.

**Objective 4.2** Rapidly and aggressively increase membership.

The input to this strategic plan indicated several potential sources of membership that the Organization Development Network can target: the Network affiliates, students, organizational members, and members of OD social media.

- Members of Organization Development Network Affiliates are often not members of the Network. We continue to develop closer connections to Affiliates and provide supplemental value to Affiliate members.
- Students in Organization Development graduate schools and courses are an excellent pool of potential members as they represent individuals who desire careers in Organization Development, are making career shifts and are looking for new professional homes. The OD Education Association is the Network's home for Organization Development graduate programs to network, share best practices, and to introduce students to membership in the Network.
- The majority of Organization Development Network's members are individual members. We will market to organizations to increase organizational membership, allowing for discounts for group membership.
- We will reach out to and participate in Organization Development social media to promote the value of the Organization Development Network.

## OD NETWORK 2015 PRIORITIES

Network members have articulated the need for greater benefits in exchange for membership fees. By continuing to enhance member benefits, we are providing members with the value they seek as well, attracting returning and new members, and continuing to expand our culture of diversity and inclusion.. Priorities for 2015 include the following:

### Growth and Development:

1. Enhance professional development member benefits to provide the greatest value added
  - a. Webinars
  - b. Competencies, assessment, and certificate program
  - c. Toolkits
  - d. Coaching and Mentoring programs
  - e. Revenue generating strategic partnerships that offer learning and training opportunities for members
2. Continue to offer a high-quality family of publications, including the OD Practitioner, Practicing OD, Seasonings, and Network Connections.

### Community:

3. Continue to offer a valuable, revenue-generating conference
4. Expand the Network presence in various social media, both to reach new member segments and also to provide new ways to engage Network members
5. Provide high impact opportunities for members to volunteer and be engaged in the work of the Network
6. Expand the Community of Practice model to a second for Internals, and consider other sectors
7. Strengthen connections to regionals, develop a back office offer, and pilot with two regions

### Impact:

8. Improve ODN's website to provide relevant, simple tools to members
9. Improve outreach to current, renewing, and potential members to better understand their needs
10. Launch an awareness campaign of enhanced member benefits to primary member segments
  - Regionals
  - Students
  - New Members
  - Current members
  - Organizations and Enterprise Members
  - Former OD Network members
11. Increase sponsorships for all Network activities
12. Improve operational effectiveness, and partner effectively with SmithBucklin

## OD NETWORK COMMITTEES

The Organization Development Network can only be successful if it has strong volunteer committees to carry out the Network's priorities. The Network strongly encourages members to serve actively on committees. All of the Committees connect to the Vision and Mission and some have responsibilities to expand the business model and guide revenue generation in their areas. For example, the Professional Development & Education, Research and Publications, Fund Development, and Strategic Relationships committees all have a connection to expanding our business model.

**Membership:** Develop and recommend strategies for retention of existing and recruitment of new Organization Development Network members, including current and new categories of membership. Make personal contact with members, especially around time of renewal. Reach out and recruit new members.

- **Awards Subcommittee:** Administer Organization Development Network Awards recognition programs for individuals and companies.

**Professional Development and Education:** Evaluate the professional development needs of the membership and recommend programs, speakers, and other resources to meet those needs. Deliver those products and programs in the most educationally effective and financially efficient manner to bring value to membership segments.

**Strategic Relationships:** Develop strategic relationships with organizations that will help advance the theory and practice of Organization Development. Includes guidelines for building relationships, projects, and products with corporations, universities, and entrepreneurs.

**Culture, Diversity and Inclusion:** Transform the Network's culture of inclusion by expanding its values, business practices, and interpersonal practices

**Regionals Committee:** Promote relationships with regionals that want to align themselves with the Organization Development Network.

**Annual Conference Committee:** Plan and execute a profitable, valuable Organization Development Network Annual Conference that increases connection and community.

**Social Media and Technology:** Make the best of social media tools to a) reach new areas of the market, attract new members, and attract new conference participants; and b) to engage members in the work of the Network

**Research and Publications:** To identify research and publications projects which will advance the practice and theory of Organization Development; oversee publications strategy to communicate leading edge practice to members

- *OD Practitioner* Editorial Review Board: Serve as editors and advisors for the ODN's quarterly professional journal.
- *Editors for Seasonings and Practicing*

**Finance Committee:** Monitor Organization Development Network financial performance, communicate performance to Board of Trustees, and work in conjunction with staff to develop annual budget and oversee timely audits.

**Executive Committee:** Nominate and recruit members to serve on the board; assist the Board Chair in nominating officers and committee chairs and to recommend changes in the governance structure and elections.

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## OUR STRATEGIC PLANNING PROCESS

The process we used to create this strategic plan began by casting a wide net to all members to gather input about global directions in which organization development could play a key role, trends in the organization development field, and strengths and weaknesses of the Organization Development Network specifically. We called this the Vision-Strategy-Organization (VSO) project, highlighting our intention of having the vision for the Network lead us to our strategy and reorganization. We thank those in the VSO Leadership Group who had conversations with board members and the Executive Director during the early months of this process: Billie Alban, Dick Axelrod, Emily Axelrod, Mila Baker, Sandra Janoff, Judith Katz, , Carolyn Lukensmeyer, Fred Miller, Charles Seashore, Peter Vaill, and Marvin Weisbord. These conversations helped to clarify the history, possibilities and challenges before us.

Feedback came through a variety of mechanisms: surveys and focus groups in which all members could participate, specific focus groups with Organization Development Network Affiliate members and Organization Development students, contributions to the “flipchart wall” throughout the October 2011 conference, and a face-to-face session involving a representative cross-section of our membership conducted at the end of that conference. We appreciate the contributions of a diverse group of members and conference attendees who stayed to provide input last year. SmithBucklin, our association management firm, supported the collection of this data by facilitating many of these focus groups as well as analyzing the survey results to create a business value proposition – identifying those Network products and services members perceived as most and least valuable. CoVision, a pioneer in the field of group engagement technology consulting and long-time sponsor of the Network, also facilitated focus groups as well as the face-to-face session utilizing their technology to support data collection and synthesis. Lenny Lind and Laura Gramling from CoVision made important contributions to this process.

We had volumes of data to sort, and three volunteers offered to help us define themes. Dr. Dona Witten used qualitative data analysis software to code the data; Magdy Mansour and Yasmeen Oweiss Burns developed themes. These individuals volunteered an enormous amount of time, and we give our heartfelt thanks to them. With these codes and themes, we conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the Organization Development Network, as well as a “competitor” analysis to identify differentiating factors between the Network and other Organization Development-related associations. At its board meeting in January, 2013, Dr. Marisa Sanchez facilitated the strategic planning process as the Board defined strategic goals, objectives, measures, and initiatives. The resulting strategic plan represents the long-term vision and mission of the Network as well as specific strategies updated each year to support progress in identified areas over the life of the plan.

We continue to reach out into the organization to solicit volunteers to help implement this strategic plan. We invite all Network members to get involved in areas of interest to them and be a part of the transformation and growth of our Network