1  INTRODUCTION

Welcome to the Organization Development Network. The practice of OD is distinguished by the use of a systems approach to improving the effectiveness of individuals, groups and organizations. Established in 1968 by founders in the field of organization development, the OD Network is the largest international association of organization development practitioners in the world. Our members lead the profession and its practitioners in creating effective, healthy organizations. The OD Network was established as the premier professional association for those practicing the burgeoning field of organization development. Today, the OD Network is resolute in providing our membership with what they need to remain connected, current and impactful in their practice of OD.

Following a detailed and extensive analysis of member survey data, the OD Network Board has focused on increasing the value of Network membership. Investment of countless volunteer and staff hours has resulted in the identification of opportunities for the organization to increase sustainability and relevance to our members. This document is intended to define the organization’s strategic direction for the years 2017-2020 and lay out the strategic outcomes. We hope that you will be inspired to join us and your professional Network in achieving these outcomes for our individual practices as well as for the impact that we can make collectively.

2  VALUES, PURPOSE, AND MISSION

Building on the foundational values of the Network, the 2016 Board of Directors invested significant effort in refreshing the purpose and mission of the organization. Leveraging the data from the member survey and interviews with leading OD Practitioners and key stakeholders, the following statements emerged as our path to relevance and sustainability.

2.1  VALUES

Our Values form an essential part of how we behave with members, customers, partners and colleagues and how we respond to opportunities and challenges on an ongoing basis. These values support the OD Network purpose and how we each conduct ourselves. Our values are as follows:

2.1.1  Integrity
We will act with integrity in all our internal and external interactions to generate trust and confidence among all.
2.1.2 Collaborative/Inclusive
We will foster a culture of diversity and inclusion and provide a collaborative environment with the sole purpose of growth and learning for our members. This guides our strategic partnerships and member engagement.

2.1.3 Impactful
We will endeavor to be professional and business-like in our approach ensuring the impact of OD is communicated.

2.1.4 Bold and Audacious
We will lead the way in imbibing new thinking to ensure OD practice is on the cutting edge. We will not shy away from taking calculated risks in embracing emerging technologies and methodologies.

2.1.5 Fun
We will always strive to create an environment that is fun and engaging and provides continual learning opportunities. This will be visible and experienced at all member engagement forums.

2.2 PURPOSE

The OD Network is the professional organization for OD Practitioners within and across communities and neighborhoods to exchange information, wisdom, experience and perspective, giving strength and vitality to the OD profession. Our purpose, therefore is:

2.2.1 Making Meaningful Connections
We believe the linkages and relationships resulting from interactions made in and through the OD Network are substantive and relevant. Meaningful connections are made when there’s full engagement among people at the individual, group and organizational levels. We aspire to create spaces where our members connect and support each other in ways that are important and meaningful.
2.3 MISSION

The OD Network is committed to helping our members develop organization capability through alignment of strategy, structure, management processes, people, and rewards and metrics. Our mission, therefore is:

2.3.1 Advancing the Practice, Science and Impact of OD
We, as OD Practitioners, make evidence-based decisions grounded in research in behavioral science; we practice OD within organizations in order to improve an organization’s sustained effectiveness and health; and we make an impact by introducing solutions and interventions that impact an organization’s strategic objectives and bottom line.

3 VALUE PROPOSITION

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. In summary, our value proposition focuses on three key elements: Connect, Grow, and Impact.

4 STRATEGIC DIRECTION

Two axes bound the strategy for the OD Network: Member Experience and the Global OD Practice Framework™. Membership Experience is based on the value derived by the individuals and groups who are the heart and soul of our organization and are paramount to the success of the OD Network. The Global OD Practice Framework™ details the competencies that must be mastered to be an effective OD practitioner. The collective skills and abilities described in the Global OD Practice Framework™ are what distinguish OD practitioners and enable our success in systemically impacting human systems, return on investment and an organization’s health.

We depend upon our dedicated volunteers and our staff to achieve the objectives and goals included in this Strategic Plan. Using these axes as our guide, we empower and rely on our volunteers and staff to innovate, own and excel in their efforts to maximize membership experience.
5  STRATEGIC ELEMENTS AND OUTCOMES

To establish the five strategic elements for our 2017-2020 focus, the OD Network built upon our value proposition of Connect, Grow, and Impact by adding two components. The new elements are Strategic Relationships and Optimize Operations. Associated with each strategic element are outcome statements.

Outcomes depict what an observer will see when looking at the organization in 2020. For the purposes of this document, the OD Network defines an outcome as an observable change within the environment. This can be one or a combination of:

- Change in knowledge: occurs when individuals learn or become aware (e.g., different skills, levels of understanding)
- Change in behaviors: occurs when individuals act differently (e.g., adoption of a technique/method)
- Change in conditions: occurs when practices, systems, and/or levels of functioning change (e.g., new automated tool, new process and procedures)

Each of the outcomes described below are grounded within the axes of Member Experience and the Global OD Practice Framework™, and represent the strategic outcomes that we strive for as the OD Network.

5.1  CONNECT

We connect members through meaningful dialogue and engagement among people at the individual, group and organizational levels through regular interaction and outreach. Through OD Network connections our members engage other practitioners, make valuable business contacts, grow their skills, increase their impact; they experience the value of the Network. The strategic outcomes for this element are:

5.1.1  Every member of the OD Network is welcomed and can easily align to the services and opportunities tailored to their stakeholder segment
5.1.2 The OD Network membership base represents 50 countries around the globe with at least 15 members per country

5.1.3 The OD Network provides meaningful communication and engagement via push, pull and interactive channels

5.2 GROW

We grow the capacity and capabilities by creating professional learning and development opportunities for the OD profession. We promote the continued evolution of our profession through partnerships with aligned academic institutions and the continued pursuit of the behavioral sciences. The OD Network is committed to defining professional standards and evolving the Global OD Practice Framework™ with research, aligned publications, and certification.

The strategic outcomes for this element are:

5.2.1 Members are able to define, assess, plan, and develop their individual OD capability and each component of the Global OD Practice Framework™ has associated professional development materials

5.2.2 OD Certification is awarded to practitioners who demonstrate ability to apply the competencies of the Global OD Practice Framework™

5.2.3 The OD Network has academic partnerships which provide mutual benefits for the Network and those offering OD related education

5.3 IMPACT

The OD Network increases the impact of our practitioners within organizations, communities and the world by leveraging clearly defined brand standards to guide the OD Network to live our brand. By developing “One Global OD,” the Network will ensure that we are steering the direction of OD for the next 50 years in concert with our global partners and making significant impact.

The strategic outcomes for this element are:

5.3.1 The global OD brand is recognized by business, government and philanthropic leaders as the “go-to” place for assistance in bringing solutions to complex systemic opportunities and challenges

5.3.2 The science behind the practice of OD continues to evolve through OD Network sponsored research efforts

5.3.3 The OD Network impacts the world by sponsoring pro-bono activities that provide OD practitioners to those who might otherwise be unable to access our skills and abilities
5.4 STRATEGIC RELATIONSHIPS

The OD Network develops mutually beneficial relationships such as alliances, partnerships and associations in a shared pursuit to strengthen the understanding and branding of our profession, raise awareness of scientifically proven capabilities and increase the impact of our practitioners.

The strategic outcomes for this element are:

5.4.1 The OD Network expands its presence through strategic relationships that are global in scope and that are clearly defined to provide win-win value for each party; affiliations and membership categories are clearly defined

5.4.2 Businesses offering OD related products and services are aligned to the Global OD Practice Framework™ and actively support activities of the Network and membership

5.4.3 OD Network offers the premiere events that further connection, growth and the impact of OD and draw participation from all of our direct and ancillary stakeholder groups around the globe

5.5 OPTIMIZE OPERATIONS

The OD Network has a solid foundation of management practices to ensure our sustainability as the organization moves forward. Sound governance and data-driven decision-making are paramount to developing trust in and across the leaders, membership, staff and partners. Infrastructure to include policy, procedures and tools enable the seamless, efficient and effective delivery of the Network’s mission.

The strategic outcomes for this element are:

5.5.1 Volunteers are connected to meaningful opportunities to contribute to and further the mission, vision and purpose of the OD Network

5.5.2 The OD Network utilizes a data-driven approach to understanding member segment needs

5.5.3 Decisions and investments are data driven and align to the strategy for the OD Network

5.5.4 OD Network resources fully fund the strategy and operations of the OD Network and expand the impact of our practitioners and of OD, including a robust endowment to ensure the sustainability of the OD Network