Organizational Development and Change Management in Co-ops Training Course

Professional Development Training Course Outline

Category	Cooperative Societies	**Duration**	10 Days
Base Fee	$3,000 USD	**Delivery Mode**	Online / On-site Hybrid

Course Introduction

Introduction

In today's dynamic socio-economic landscape, cooperative enterprises, like all organizations, must continually evolve and adapt to remain relevant, competitive, and member-centric. Training Course on Organizational Development and Change Management in Co-ops is meticulously designed to equip cooperative leaders, managers, and change agents with the essential strategic frameworks, diagnostic tools, and human-centered methodologies to effectively initiate, manage, and sustain organizational transformation. Participants will delve into critical areas such as culture assessment, stakeholder engagement, resistance management, communication strategies, and fostering innovation, all within the unique context of cooperative values and democratic governance, ensuring that change initiatives enhance, rather than erode, the cooperative identity.

This intensive program goes beyond theoretical concepts, focusing on the practical application of OD interventions and change management models tailored specifically for the cooperative sector. We will explore cutting-edge approaches to talent development, digital integration, conflict resolution, and building a resilient organizational culture, emphasizing the importance of member participation and shared leadership throughout any change process. By mastering the intricacies of leading successful organizational development and change, participants will be empowered to drive their cooperatives towards greater agility, efficiency, responsiveness to member needs, and ultimately, a more impactful and sustainable future in Kenya and across the broader cooperative movement.

Programme Curriculum

Organizational Development and Change Management in Co-ops Training Course

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Course Objectives

1. Understand the core principles of Organizational Development (OD) and its relevance to cooperatives.
2. Identify key drivers and challenges of change management within cooperative structures.
3. Conduct thorough organizational assessments to diagnose areas for development.
4. Develop effective change management strategies for various types of cooperative transformations.
5. Implement methodologies for engaging members and staff throughout the change process.
6. Master techniques for managing resistance to change and fostering buy-in.
7. Design and execute communication plans that support change initiatives.
8. Foster a culture of continuous improvement and innovation in the cooperative.
9. Develop strategies for talent development and succession planning during periods of change.
10. Navigate the complexities of digital transformation as an OD and change initiative.
11. Apply conflict resolution and negotiation skills in change environments.
12. Measure the impact and effectiveness of OD and change interventions.
13. Build a resilient and adaptable organizational culture in their cooperative.

Organizational Benefits

1. Increased organizational agility and adaptability.
2. More successful and sustainable change initiatives.
3. Improved employee engagement and morale during transitions.
4. Enhanced member participation and ownership in change.
5. Greater efficiency and optimized processes.
6. Reduced resistance to necessary organizational shifts.
7. Stronger leadership capabilities in managing change.
8. Improved communication flow within the cooperative.
9. Fostered innovation and responsiveness to market demands.
10. Enhanced long-term sustainability and competitive advantage.

Target Participants

- Cooperative Board Members and Leaders
- Cooperative Managers and CEOs
- Human Resource Managers and Officers
- Change Agents and Project Managers within Cooperatives
- Organizational Development Consultants
- Cooperative Development Practitioners
- Anyone involved in strategic planning and organizational transformation in cooperatives.

Course Outline

Module 1: Foundations of Organizational Development (OD) in Co-ops

- Defining Organizational Development: Principles and Approaches
- The Unique Context of OD in Cooperative Enterprises (Values, Principles, Governance)
- The Role of an OD Practitioner/Leader in a Cooperative
- Key Theories and Models of Organizational Change
- **Case Study:** Analyzing a successful cooperative's journey using OD principles to adapt to market shifts.

Module 2: Understanding Organizational Culture in Cooperatives

- Components of Cooperative Organizational Culture (Shared Values, Beliefs, Norms)
- Assessing Existing Cooperative Culture: Tools and Methodologies
- The Impact of Culture on Change Initiatives
- Strategies for Shaping and Aligning Culture with Strategic Goals
- **Case Study:** Diagnosing cultural challenges in a long-standing agricultural cooperative resistant to modernization.

Module 3: Diagnosing Organizational Effectiveness in Cooperatives

- Systems Thinking for Cooperative Organizations
- Data Collection Methods for Organizational Diagnosis (Surveys, Interviews, Focus Groups)
- Identifying Strengths, Weaknesses, Opportunities, and Threats (SWOT) in an OD Context
- Feedback and Data Interpretation for Action Planning
- **Case Study:** Conducting a mini-organizational assessment for a struggling SACCO.

Module 4: The Change Management Process in Cooperatives

- Understanding the Stages of Change (e.g., Lewin's Model, Kotter's 8 Steps)
- Identifying Drivers and Barriers to Change in Cooperatives
- Developing a Comprehensive Change Plan for Cooperative Initiatives
- The Role of Leadership in Championing Change
- **Case Study:** Mapping the change process for a cooperative implementing a new digital banking system.

Module 5: Leading and Managing Resistance to Change

- Understanding Why People Resist Change in Cooperatives
- Common Forms of Resistance (Active, Passive)
- Strategies for Addressing and Overcoming Resistance
- Building Buy-in and Commitment from Members and Staff
- **Case Study:** A cooperative successfully managing resistance from long-term members during a merger.

Module 6: Effective Communication for Change in Cooperatives

- Developing a Strategic Communication Plan for Change Initiatives
- Tailoring Messages for Different Cooperative Stakeholders (Members, Staff, Board)
- Utilizing Multi-Channel Communication Approaches (Digital, Face-to-Face)
- Fostering Transparent and Consistent Communication
- **Case Study:** Crafting compelling communication messages for a cooperative undergoing a major restructuring.

Module 7: Stakeholder Engagement and Participation in Change

- Identifying Key Cooperative Stakeholders and Their Interests
- Strategies for Engaging Members and Staff in the Change Process
- Empowering Change Champions and Opinion Leaders
- Co-creation and Participatory Approaches to Change
- **Case Study:** A housing cooperative involving its members actively in the design of a new community service.

Module 8: Talent Management and Development for Organizational Change

- Assessing Skill Gaps and Development Needs During Change
- Designing Training and Reskilling Programs for Staff and Volunteers
- Performance Management in a Changing Environment
- Succession Planning and Leadership Development for Future Needs
- **Case Study:** A cooperative developing a talent pipeline to support its expansion into new business areas.

Module 9: Fostering a Culture of Continuous Improvement and Innovation

- Principles of Continuous Improvement (e.g., Kaizen) in Cooperatives
- Encouraging Innovation and Experimentation
- Learning from Failures and Celebrating Successes
- Creating Systems for Feedback and Knowledge Sharing
- **Case Study:** A credit union implementing an "innovation lab" to generate new ideas for member services.

Module 10: Digital Transformation as an OD and Change Initiative

- Assessing Digital Readiness in Cooperatives
- Planning and Implementing Digital Transformation Projects
- Managing the Human Element of Digital Change (Skills, Mindset)
- Cybersecurity and Data Privacy Considerations in Digital OD
- **Case Study:** A farmer cooperative's challenges and successes in adopting a new digital supply chain platform.

Module 11: Conflict Resolution and Negotiation in Change Processes

- Understanding Sources of Conflict During Organizational Change
- Basic Conflict Resolution Styles and Strategies
- Negotiation Skills for Gaining Buy-in and Consensus
- Mediating Disputes Between Stakeholder Groups
- **Case Study:** Mediating a conflict between two departments during a cooperative's restructuring phase.

Module 12: Structuring for Change: Organizational Design and Restructuring

- Principles of Organizational Design for Cooperatives
- Aligning Structure with Strategy
- Managing Mergers, Acquisitions, and Consolidations in Cooperatives
- Flattening Hierarchies and Empowering Teams
- **Case Study:** A cooperative undergoing a merger and the organizational design challenges involved.

Module 13: Measuring and Evaluating OD and Change Effectiveness

- Developing Key Performance Indicators (KPIs) for Change Initiatives
- Data Collection and Analysis for OD Interventions
- Assessing the Impact of Change on Organizational Culture and Performance
- Reporting on Change Successes and Lessons Learned
- **Case Study:** Measuring the impact of a new member engagement strategy on satisfaction and loyalty.

Module 14: Sustainability and Institutionalization of Change

- Embedding New Behaviors and Processes into Cooperative Culture
- Maintaining Momentum Post-Implementation
- Strategies for Sustaining Long-Term Organizational Development
- The Role of Leadership in Reinforcing Desired Changes
- **Case Study:** How a cooperative ensured that a new customer service standard became an ingrained part of its culture.

Module 15: The Future of OD and Change Management in Cooperatives

- Emerging Trends in Organizational Development and Change
- The Role of AI and Automation in Cooperative Transformation
- Building Agile and Resilient Cooperatives for Future Challenges
- Global Best Practices and Lessons for Cooperative OD
- **Case Study:** Exploring how cooperatives are preparing for future disruptions like climate change or shifts in workforce demographics through proactive OD.

Training Methodology

This course employs a participatory and hands-on approach to ensure practical learning, including:

- Interactive lectures and presentations.
- Group discussions and brainstorming sessions.
- Hands-on exercises using real-world datasets.
- Role-playing and scenario-based simulations.
- Analysis of case studies to bridge theory and practice.
- Peer-to-peer learning and networking.
- Expert-led Q&A sessions.
- Continuous feedback and personalized guidance.

Register as a group from 3 participants for a Discount

Send us an email: info@fineskilltrainingcenter.org or call *+254769199797*

Certification

Upon successful completion of this training, participants will be issued with a globally- recognized certificate.

Tailor-Made Course

We also offer tailor-made courses based on your needs.

Key Notes

a. The participant must be conversant with English.

b. Upon completion of training the participant will be issued with an Authorized Training Certificate

c. Course duration is flexible and the contents can be modified to fit any number of days.

d. The course fee includes facilitation training materials, 2 coffee breaks, buffet lunch and A Certificate upon successful completion of Training.

e. One-year post-training support Consultation and Coaching provided after the course.

f. Payment should be done at least a week before commence of the training, to Fineskill Training Center account, as indicated in the invoice so as to enable us prepare better for you.

Upcoming Scheduled Sessions

Start Date	End Date	Location	Price
23 Nov 2026	04 Dec 2026	Online	$2,000
23 Nov 2026	04 Dec 2026	Physical	$3,000
23 Nov 2026	04 Dec 2026	Physical	$6,000
23 Nov 2026	04 Dec 2026	Physical	$6,000
23 Nov 2026	04 Dec 2026	Physical	$12,000
23 Nov 2026	04 Dec 2026	Physical	$9,000
23 Nov 2026	04 Dec 2026	Physical	$12,000
23 Nov 2026	04 Dec 2026	Physical	$12,000

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