

# OID – Organization and Individual Development

## *Learning Solution Transformation*

### Client XYZ – pre-solution

#### OID - Enabling Characteristics

#### OID - Dilemmas and Challenges

**Delegation** – managers feel little ownership for staff development. In XYZ’s highly-matrixed, project-based environment, managers may not work with the same staff resources on their next projects.

**The learning solution:** IC<sup>2</sup> designed, developed, and delivered a customized “**Successful Delegation and Supervision**” curriculum. In this case, not only addressing what had been identified as a dilemma – the solution also transformed the dilemma into an OID-enabling characteristic for Client XYZ.

### Client XYZ – post-solution

#### OID - Enabling Characteristics

#### OID – Dilemmas and Challenges

**Delegation** – development and knowledge-sharing are accelerated in XYZ’s highly-matrixed, project-based environment. Staff have the opportunity to work with a variety of different managers who delegate effectively providing rich diversity of experiences.

# OID – Organization and Individual Development

## *Learning Solution Transformation*

### Client ABC – pre-solution

#### OID - Enabling Characteristics

#### OID - Dilemmas and Challenges

**Performance Management** – employees view the evaluation process as a compliance activity that does little to support their professional development.

**The learning solutions:** IC<sup>2</sup> designed, developed, and delivered customized “Gathering, Developing, and Delivering **Effective** Feedback” and “Coaching, Mentoring, and Counseling – Integrating the **Behaviors** and **Dialogue**” curricula. In this case, not only addressing what had been identified as a dilemma – the solutions also transformed the dilemma into OID-enabling characteristics for Client ABC.

### Client ABC – post-solution

#### OID - Enabling Characteristics

#### OID – Dilemmas and Challenges

**Performance Management** – development and knowledge-sharing are accelerated in ABC’s well designed and executed assessment processes. Supervisors demonstrate coaching behaviors in delivering unambiguous developmental feedback. Employees feel more “coached” than “evaluated.”