



Tracking the OD & Strategic Change Journey and Impact – Past, Present, the Future

The purpose, impact, and influence of Centre for Organization Leadership and Development (COLD) and Organization Leadership and Development Network (OLDN).

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2022 Edition

Centre for Organization Leadership and Development

Centre for Organization Leadership and Development (*hereinafter referred to as COLD*) is involved in professional certification, professional membership, advisory & consulting services, and scholar-practitioner publication. COLD was incorporated in Zimbabwe on the 13th of July 2018. The mission of COLD is to move organizations, individuals, and work groups up the ladder of growth, through education, training, restructuring or reengineering corporations. To do so, COLD facilitates effective knowledge transfer to improve plans, processes, people and performance in organizations. COLD is involved in professional certification, independent professional membership, advisory & consulting services, and scholar-practitioner publication. Informed by the COLD Competency Framework and LEARN OD Approach, COLD Strategic Business Units (SBUs) are:

- COLD Advisory & Consulting Services
- Organization Leadership and Development Network (*hereinafter referred to as OLDN*)
- Organization Leadership and Development Quarterly (OLDQ)

COLD and OLDN is under an Advisory Council (team of mentors) and Executive Board. The nine-member Executive Board is led by Mrs. Oluwafunmibi Yetunde Matthew (Funbi Matthew).

Certification – Certified Organization Leadership and Development Consultant (COLDC)

Started in 2018, COLDC is the signature program by COLD. The program was designed by Dr. Justine Chinoperekweyi and endorsed by ISODC and many other international OD & Change practitioners. The aim of the qualification is to enhance participants' coaching, consulting, and facilitation in the areas of business, governance and administration by developing knowledge and skills in organization leadership and development. Guided by the OD App competencies and specialisms, the qualification provides learners with an understanding of the fundamental concepts and technologies in organization leadership and development. The qualification also aims to inculcate organization leadership and development values and attitudes among participants and OD professionals. Based on Systems Thinking, the qualification enhances analytical, diagnostic, and dialogic skills for effective decision making. Participants should be able to summarize and synthesize concepts in organization leadership and development. COLDC helps participants to master technologies and organization development interventions for organization effectiveness. Participants should develop knowledge and skills to translate organization development strategies into action. To date, COLDC attracted participants from Zimbabwe, Nigeria, Ghana, Zambia, Afghanistan, Uzbekistan, Philippines, Botswana, Uganda, Zambia, and Tanzania. To expose participants to the



global OD community, COLDC has held guest sessions with distinguished professors and practitioners such as Bob Marshak, David W. Jamieson, Matt Minahan, Nancy Zentis, Eric Sanders, Sasha B. Farley, Julian Chender, Sunita Raut, Patrick Trotter, Cheryl M. Young, Jim Ognibene. Dr. Justine Chinoperekweyi developed the LEARN OD Approach to guide the learning process at COLD.

The following are some guest topics that were facilitated to COLDC participants:

- Dr. Joanne C. Preston, Fundamentals of Organization Development & Change (16 Nov, 2020)
- Ghazal Shaheen, MSOD, Using OD Models to help organizations sustain productivity (8 Mar, 2021)
- Toni L. Johnson, OD Consultancy: Is it for me? How to incorporate your OD journey into a viable consultancy (9 Aug, 2021)
- Dr. Joanne C. Preston, Power & Politics in Organizations
- Jim Ognibene, What is Appreciative Inquiry and why has it spanned the globe in the last 35 years? (26 Jul, 2021)
- Sunita Raut, Living the OD Values (2 Aug, 2021)

Publications: Journal, Newsletter, Thought-pieces, and Reports

COLD and OLDN publishes the Organization Leadership and Development Quarterly (OLDQ) as a scholar-practitioner journal. The editorial purpose of the OLDQ is *'to share and ignite insightful conversations that enhance knowledge, skills, and application; and strengthen synergies among OD professionals and organizations.'* As a new publication, OLDQ is indexed on CiteFactor, Directory of Research Journal Indexing, and ResearchBib. The OLDQ aims at encouraging theoretical and applied research

in the field of organization leadership and development, thereby promoting insightful exchange of ideas between science and practice. OLDQ has an Editorial Board that ensures a double-blind peer-review process.

In addition, on a monthly basis, COLD and OLDN published the OD & Change Newsletter. The newsletter publishes OD insights, OLDN events and activities, and profiles members' engagements. OLDN members and COLDCs are encouraged to contribute to the newsletter through showcasing their transformational engagements. The focus should be on the following performance elements:

- Results-based practice
- Competency-based learning
- Impact-Influence driven models
- Relational and conversational practice
- OD-informed engagements

Dr. Justine Chinoperekweyi introduced the Thursday Thought-pieces, as a medium to share provocative thoughts on OD & Change concepts. OLDN members are free to contribute short articles. Jane Njeri contributed with a focus on communication. To date, the following reports have been published:

- 2022 OLDN International Conference Proceedings
- 2022 Advocacy Paper - Changing the Narrative: Sex for Marks & Marks for Sex
- 2022 Humanizing the Workplace Report
- Organization Development Blueprint: Promoting OD practices embedded in the field's early beginnings
- 2021 OLDN Global Report on Community & Capacity Development



- 2021 OLDN Global Report on Banking, Accounting, Finance & Economy
- 2021 OLDN Global Report on Human Resources, Law & Security
- 2021 OLDN Global Report on Women Reorientation & Capacity Development
- 2021 OLDN Global Report on Industry, Commerce & Entrepreneurship

Professional Membership: Organization Leadership & Development Network (OLDN)

At a Board Meeting that was Chaired by Prof. Chijioke Nwachukwu and Deputized by Mr. Timothy Chizuzu on 27 May 2020, it was resolved that a professional community of OD & Change practitioners be established under COLD. As part of the 27 May 2020 resolutions, all COLD Board members were encouraged to register as Registered OD Professionals under ISODC. Dr. Justine Chinoperekweyi assumed the role of President while Dr. Dotun M. Jegede became Vice President of OLDN. The Organization Leadership and Development Network (OLDN) was established as *“a platform for OD professionals, consultants, practitioners, academics, students, and social scientists to advance the theory and practice of organization development and leadership effectiveness in order to transform the entire corporate sector. Through the provision of OD informed workshops, seminars, and conferences this will be a platform for information exchange, network of emerging and renowned OD practitioners, and forum for debate on OD and leadership effectiveness issues. OLDN platform facilitate leading edge insight and practice in OD and leadership effectiveness.”*

To date, OLDN has attracted members from over 23 countries, within and outside Africa. On the 27th of May 2020, the Board further resolved that Annual OD & Change

Conferences should be held. Since July 2020, OLDN has been religiously hosting annual International Conferences at the end of July. OLDN has been hosting ‘Generative Dialogue Sessions’ on a regular basis, as a way to give members and partners an opportunity to share contemporary trends in OD, Change, Leadership, Governance, and related fields. Based on the membership database, OLDN has eight key segments as follows:

- OLDN-Women Reorientation & Capacity Development (OLDN-WRCD)
- OLDN-Human Resources, Law and Security (OLDN-HRLS)
- OLDN-Industry, Commerce and Entrepreneurship (OLDN-ICE)
- OLDN-Community and Organization Capacity Development (OLDN-COCD)
- OLDN-Executive Coaching & Consulting (OLDN-ECC)
- OLDN-Education, Technology, Health & Environment (OLDN-ETHE)
- OLDN-Banking, Accounting, Finance & Economy (OLDN-BAFE)
- OLDN-Students Rethinking Education & Learning (OLDN-SREL)

Knowledge exchange program in India

In year 2020, OLDN members Tsitsi Chundu and Samuel Osho facilitated a learning program for Sir Madanlal Group of Institutions (SMGI) in India. This was followed by Dr. Justine Chinoperekweyi’s Lecture on Management Innovation on 14 May 2020. These sessions were attended by students and faculty members from SMGI. OLDN administration team continues to engage partnering organizations for such exchange programs. These programs will support members in refining their practice while expanding their network and profiles.



OLDN TV

The Centre for Organization Leadership and Development and Organization Leadership and Development Network established an educational streaming channel (“referred to as an ‘Online Educational & Professional TV’). With a global focus, OLDN TV work through easily accessible social media studios or any other platform deemed appropriate to reach scholars and practitioners, and the marginalized. OLDN TV uses pre-recorded and/or live streaming platform for events, news, discussions, and debates on Organization Development (OD), Strategic Change, and Leadership. The TV covers OLDN members’ application of OD and effective leadership concepts, Member Impact-Influence Reflections (MI-IR), members’ entrepreneurial ventures, OLDN Conversations/Masterclasses, pre-conversations or Masterclass interviews and interviews with global OD and Leadership scholar-practitioners. The channel focuses on the following OD & Leadership educational programs: instructional, informational, motivational, and publications. Some of the personalities featured on OLDN TV include Dr. Christine P. Mushibwe, Dr. Cornel Malan, Dr. Oleg Konovolov, Roberto Bendana, Dr. Violet Makuku, Dr. Favour Ayodele, Chigaemezu Regina Richards, Sayed Yama Kashifi, and more.

Scholars TV Interview

Scholars TV, Guwahati India, hosted Dr. Chinoperekweyi for a conversation on ‘Driving Organization Growth: Form & Essence of Leadership’. The session explored some OD concepts as they relate to 21st Century leadership. This Scholars Talks Interview was hosted by Dr. Md. Habibur Rahman. Continuous effort is being made to feature OLDN members, from

across the globe, to share their practice through Scholars TV. Scholars TV is a product of Scholars Academic & Scientific Society (SAS) in India.

COLD Affiliations

ISODC Affiliation

The International Society for Organization Development & Change (ISODC) is a significant contributor to the evolution of COLD. The relationship started with an Affiliation Agreement that was signed on the 30th of July 2020. The Agreement was signed by Dr. Joanne C. Preston and Dr. Justine Chinoperekweyi following a series of Affiliation Meetings which were led by Dr. Roland Livingston who is ISODC’s President Emeritus and Chair of the Affiliations Committee. Through the affiliation, ISODC provided the accreditation of the Certified Organization Leadership and Development Consultant (COLDC) program. COLD was actively participating at ISODC International Conferences since then and hosted the ISODC Townhall on 16 July 2021. Attended by global ISODC members, the Townhall was led by Dr. Dotun M. Jegede and Mr. Paul Nyausaru with a focus on ‘Shaping and Harnessing Africa’s Culture for Her Prosperity: The Place of OD’. During the 2021 ISODC International Conference, Mr. Mohammad Faisal Bariyaly (Afghanistan) and Dr. Justine Chinoperekweyi represented COLD. In 2022, Mr. Golden Kadziyanike represented COLD at the ISODC International Conference.

UNICAF University in Zambia MoU

On the 1st of March 2021, COLD signed a Memorandum of Understanding with Unicaf University in Zambia. The MoU focused on the development of academic and professional cooperation in organization development (OD), leadership and governance education. Dr. Christine P.



Mushibwe (Vice Chancellor) was instrumental in the drafting and signing of the MoU. Soon after signing the MoU, Unicaf University in Zambia and COLD introduced the 'Reframing Corporate Perspectives' Series which was then fully supported by Transform Your Performance (Regina Huber). Under Reframing Corporate Perspectives Series, the three institutions facilitated virtual consultative sessions over a period of eight months. The consultative sessions tackled two broad themes: 1) practical integration of employees as a performance strategy, and 2) humanizing the workplace. The series attracted a number of international consultants and culminated into the 2022 Humanizing the Workplace Report which was published in May 2022. COLD continues to promote the report as an approach to get the corporate sector to adopt and apply the principles, key themes, and practical recommendations from the report.

Collaborative Partnership with The Institute of Emergent Organizational Development and Emergent Change® EODC®

Patrick Trottier has been a friend and mentor to COLD and OLDN since year 2020. He has been providing emergent OD mentorship to Dr. Justine Chinoperekweyi and Dr. Dotun M. Jegede. The relationship led to collaborative partnership between COLD and EODC®. Following the partnership, EODC® has been supporting COLD through annual masterclasses, research, and generative dialogue sessions. Dr. Justine Chinoperekweyi and Patrick Trottier worked on an article titled '*OD Consulting Mindsets to Co-create High-value Organizations*'. The article is under review by Organization Development Review (ODR). In addition, EODC® was a major contributor to the 2022 Humanizing the Workplace Report and currently playing a key role in the design and development of

the 'Change & Transformation' Inquiry on 'Embedding an OD & Change Leadership Approach for CEOs and Directors in Africa'. An article titled '*The Name of the Executive Game is Change*' by Patrick Trottier and focused on 'the inquiry' will be published by The Executive Magazine in Zimbabwe in December 2022. Given the OLDN mission, members are encouraged to innovate ways to capitalize on the collaborative engagements to learn and advance the field and practice of OD & Change.

Collaborative Partnership with Nicole Heimann

Nicole Heimann has been a mentor and Advisory Council member for COLD. She stands as one of the female role models for OLDN members. Having published an article on 'The Peter Principle' with Dr. Justine Chinoperekweyi, she facilitated OLDN Conversations including a session on 'Creating Deep Transformation: Authentic Leadership Perspective' on 31 October 2020. This session was co—created and moderated by Kurai Makumbe. Marina Cvetkovic, co-CEO with Nicole, also led conversations for the Executive Coaching & Consulting segment of OLDN. COLD and OLDN promotes the work of Nicole Heimann and Marina Cvetkovic during knowledge-exchange programs and other workshops, seminars, and conferences. Examples of sessions which used their materials are The Executive Corporate Secretary Masterclass in Masvingo (Zimbabwe), The Digital Experience Conference in Eswatini, and the Introduction to OD Masterclass in Tanzania.

Co-initiating the Africa OD Association through Harmonization of OD Research & Practice in Africa Concept

Following a visit by Dr. Violet Makuku to the College for Community and



Organization Development (CCOD) Ghana campus, on her Association of African Universities duties; a connection was made between Dr. Justine Chinoperekweyi and Dr. Gabriel Gbiel Benarkuu (CCOD President). A virtual exploratory meeting was held between Drs. Chinoperekweyi and Benarkuu on 17 April 2021. The two resolved to move ahead with the initiative titled *'Harmonization of Organization Development (OD) Research & Practice in Africa'*, with the aim of bringing all OD works together for the benefit of "Mother Africa". A Concept Note was developed with a focus on launching the initiative on the 21st of May 2021 through a Harmonization Forum which was to be facilitated by Dr. Chinoperekweyi, Dr. Benarkuu, and Dr. Violet Makuku. Invitations were sent to other OD institutions on the continent and the Organization Development Institute, led by Prof. Noble Kumawu, joined and presented at the launch forum which was then held on 20 & 21 August 2021. The launch forum attracted over 200 participants. Convened by Dr. Justine Chinoperekweyi, Keynote Speakers included Prof. Noble Kumawu, Dr. Roland Livingston, Dr. Gabriel Gbiel Benarkuu, Martin Kalungu Banda, Dr. Christine Mushibwe, and Dr. Violet Makuku. Two pan-Africa plenary sessions were facilitated and moderated by Mary Esheit. COLD, ODI, and CCOD exhibited their programs.

Now Africa OD Network (AODN), the association is being Chaired by Prof. Noble Kumawu with an Executive Committee comprising Dr. Violet Makuku, Dr. Christine Phiri Mushibwe, Dr. Gabriel Gbiel Benarkuu, Alex Amissah, Mary Eshiet, and Dr. Justine Chinoperekweyi. The association will be hosting the 1st Anniversary on the 18th & 19th of November 2022. Affiliate presentations at this AODN 1st Anniversary will be from Organization Development Institute (ODI), College for Community & Organization Development

(CCOD), and Centre for Organization Leadership and Development (COLD). Participating during such forums align with the COLD and OLDN mission, competency framework, and LEARN OD Approach.

Harare Institute of Technology (HIT) Seminars

COLD established a cordial relationship with Harare Institute of Technology's School of Business and Management Sciences in October 2021. The relationship saw COLD supporting the Strategy & Innovation post-graduate Unit through consulting seminars. The consulting seminars were led by Dr. Justine Chinoperekweyi and facilitated by COLDC members. The first Consulting Seminar was virtually held on 26 & 17 November 2021, facilitated by Maureen Omeibe (Nigeria), Paul Nyausaru (Zimbabwe), Bontle Marumoloa (Botswana), Yvonne Kanjanda (Zimbabwe), and Dr. Justine Chinoperekweyi. The seminar focused on 'Consultation Tools, Processes & Approaches'.

The second seminar was held at HIT Campus on the 25th of February 2022 under the theme 'Transformational Consulting: From Proposal Request to engagements for sustainable solutions'. This was facilitated by Chiedza Kadare, Shingirirayi Chizanga, and Paul Nyausaru. COLD then introduced an OD & Change Accountability Partner program that was to be chaired by HIT Faculty. HIT has been supporting COLD activities including the 2022 Dinner Gala where Mr. Herbert Njonga (HIT Registrar) was one of the presenters.

In supporting the Strategy & Innovation program, COLD proposed an annual 'Responsible Innovation Award'. Award details are as follows:

Sustainable and Responsible Innovation Award



The Award is established to advance the fundamental and emerging values of Organization Development (OD). Fundamentally, the field of Organization Development is premised on the elevation of humanity and bringing presence to human systems. Sustainable and Responsible Innovation is a fundamental value is strategic change and in facilitating socio-economic transformation. The dual identity of OD, its premises, pillars, and values can be sustained through fostering the sustainability and innovation agenda. The Sustainable and Responsible Innovation Award recognizes Masters students who demonstrate commitment to sustainable and responsible innovation. Practitioners in the OD field, Yabome Gilpin-Jackson and Richard H. Axelrod, stated that “we are in an era of Grey Zone Changes, dealing with complexity at the edge of chaos, where the emerging future is undefined and unknowable. In this context:

- Transformation is required in the way people work, think and behave.
- There are plenty of questions.
- There are no clear answers.
- There are new things to consider regularly.
- The end goal and solutions are unknown.
- Processes and progress are emergent.
- Many people are involved.
- Everything seems chaotic.”

The award honors Master of Technology Degree in Strategy and Innovation student who demonstrate innovations that bring presence to human systems and expands beyond economic benefits. The goal is to acknowledge and promote learning that exemplifies Dr. Justine Chinoperekweyi's 5As Transformative Framework on being an “*Author*” inventor of novelty, “*Advocate*” of

sustainable development, “*Agent*” of growth and sustainable development, “*Arbiter*” in disturbing situations, and “*Ambassador*” of relational practice, and sustainable and responsible innovation.

Kingdom of Saudi Arabia Monsha'at Engagement

On the 11th of November 2021. COLD signed a Service Level Agreement on Tomoh 2.0 with Saudi Arabia's General Authority for SMEs 'Monsha'at'. The SLA positions COLD as a service provider to support establishments in the Kingdom of Saudi Arabia. The initial meeting for the engagement was attended by Dr. Justine Chinoperekweyi, Dr. Dotun M. Jegede, Dr. Cornel Malan, and Tsitsi Chundu. COLD has been engaging with establishments in Saudi Arabia through virtual exploratory meetings, designing technical proposals which serve as advisory documents. COLD mainly focuses on the provision of leadership guidance, and provision of sector experts.

On the 7th of June 2022, COLD participated at the Monsha'at Demo Day Event that was held in Riyadh, Saudi Arabia. This was an opportunity to interact with establishments in the Kingdom of Saudi Arabia. COLD was represented by Tsitsi Chundu, Patrick Trottier, and Dr. Justine Chinoperekweyi. The engagement with Saudi Arabia establishments enriches COLD's Advisory & Consulting Boutique.

Collaborative Learning Sessions with Africa Leadership and Management Academy (ALMA)

COLD co-facilitated knowledge-exchange programs with Africa Leadership and Management Academy during the year 2020 and 2021. The sessions focused on fundamentals of organization development and on scholar-practitioner publications. Dr. Joanne C. Preston was Guest Facilitator at



the scholar-practitioner publications seminar.

In addition, Dr. Justine Chinoperekweyi published two scholar-practitioner articles with Masters students from ALMA. The first article was co-authored with Tsitsi Chundu and Kurai Makumbe while the second article was co-authored with Tinashe Daniel Tonodzai and Agnes Ojung'a. The publications align with COLD and OLDN mission statements.

Generative Dialogue – Effective Use of Self (UoS) Sessions

As published on the OD App, Use of Self (UoS) is one of the eleven OD competencies. OLDN facilitated Use of Self Conversation on 20 November 2020 led by Prof. David W. Jamieson, Dr. Christine P. Mushibwe, and Prof. Grace Akinola. This led to the second sessions which was held for Afghanistan members and led by Prof. Jamieson, Dr. Mushibwe, and Mohammad Bariyaly on 14 January 2021. On November 28, 2020, a conversation on 'Driving Mission Impact and Business Results' was facilitated by Sasha B. Farley, Maureen Omeibe, and moderated by Fouzia Mazaz (OLDN-Morocco Team Lead). Another Use of Self conversation was led by Anita Singh (Abu Dhabi) and Dr. Roland Livingston (ISODC) and moderated by Paul Mapasure on 10 October 2020. On 29 October 2020, Hassan Tawakoli hosted a session themed '*Cultivating positive change mindsets in the context of Afghanistan realities and developmental aspects*'. Facilitators included Mohammad Faisal Bariyaly, Akbar Danesh, Shakiba Nazari, Maureen Omeibe, and Dr. Justine Chinoperekweyi.

During Cohort 7 Sessions, Judith Chakuwa hosted Sasha B. Farley on a session on OD values and she later co-facilitated UoS session with Salini Bafaneli and Abel Makahamadze.

Through the generative dialogue sessions and COLDC programme, OLDN witnessed the emergence of UoS Keynote Speakers and Facilitators – Dr. Dotun Moses Jegede (Nigeria), Joy Harrison-Abiola (Nigeria), Salini Bafaneli (Botswana) Paidamoyo Munhenga-Jakachira (Zimbabwe), Judith Chakuwa (Uganda), Abel Makahamadze, and Dr. Justine Chinoperekweyi (Zimbabwe).

OLDN International OD & Change Conferences

Hosting OD & Change conference is one sure way of making the COLD and OLDN mission and vision alive. The inaugural OLDN International Conference was held on the 1st of August 2022 under the theme 'Embracing OD theory and practice as operational and strategic imperative for organizational effectiveness'. Dr. Cornel Malan was the Keynote Speaker while other presenters were Dr. Dotun M. Jegede, Kurai Makumbe, Dr. Preethi K. D'souza, Dr. Adams Asare Bediako, and Tosin Ekundayo (Conference Chair).

The 2nd OLDN International Conference was held on 30-31 July 2021 under the theme '*Leading & Learning through OD lenses*'. The Keynote Speakers were Patrick Trottier, Dr. Oleg Kononov, Dr. Elizabeth Mamukwa, and Dr. Yabome Gilpin-Jackson.

The 3rd OLDN International Conference was held on 29 & 30 July 2022. The Keynote Speakers for the 2-day conference were Alan Landers, Mercedes Martin, Dr. Avilla Goba, and Prof. Ndubuisi Ewkekwe. The theme of the conference was '*Cultivating & Amplifying Human Capabilities – towards positive sustainable change*'.

Consulting & Advisory Services



The OD App identifies ‘consulting processes’ as one key OD competencies. COLD endeavor to cultivate collaborative, good business mindsets through OD advisory and consulting. The COLD Advisory & Consulting Boutique’s mission is *“Helping individuals, work groups, organizations and communities solve their own problems and create their own futures.”* COLD has been supporting a number of organizations in Zimbabwe, Afghanistan, Philippines, Ghana, Nigeria, Botswana, Tanzania, Eswatini, Saudi Arabia, USA, UAE, France, Malaysia. The advisory and consulting services cuts across different sectors. Dr. Justine Chinoperekweyi uses the Co-creation & Exceptionality Meetings Online (CEMOs) to engage with clients across geographic boundaries.

OLDN Gala Dinner – Zimbabwe

The first OLDN Gala Dinner was held on 27 May 2022 at Cresta Oasis Hotel, Harare Zimbabwe. The 2022 Gala Dinner was an opportunity for OLDN member and prospective members to interact, exchange ideas, challenge each other towards transformational growth & development. In such events, members are expected to tap into each other’s experiences. OLDN-Zim members had an opportunity to present and exchange multi-sectoral ideas. Presentations were delivered by Golden Kadziyanike, Tsitsi Senga-Makuve, Timothy Chizuzu, Tinashe Chidemo, and Herbert Njonga. Mr. Cleopas Chiketa was the Guest of Honour while Vimbai Gorogodo was Program Host.

Women centered Engagements – Diversity, Equity, Inclusion

- **OLDN-WRCD**

Led by Maureen Omeibe, OLDN-WRCD is a segment under OLDN and

focused on advancing women reorientation and capacity development.

- **AWLO Presentations**

AWLO, premier women in leadership organization, stands for Africa Women in Leadership Organization. OLDN supports SDG 5 on Gender. Dr. Chinoperekweyi was part of the Speakers for AWLO ‘Female Representation in Public Office: Building Bridges’ Session. The Panel included Mrs. Gloria Ebibomo Diri (First Lady Bayelsa State Nigeria), Fatima Alimohamed (CEO, African Brand Warrior, Ghana). Johnette Stubs (Wife of the USA Ambassador to Rwanda), and Special Guest, H.E. Chief Dr. Jewel Howard Talor (Vice President of Liberia). On 26 February 2022, Dr. Chinoperekweyi facilitated on AWLO Masterclass held under the theme ‘Leadership from the Lenses of OD’.

- **AAU African Universities Week**

Association of African Universities hosts the annual universities week. Dr. Justine Chinoperekweyi was Speaker at the Association of African Universities (AAU) 2020 African Universities week. He presented on ‘Reshaping Women Leadership in a Transforming and Digitized World’.

- **Women Leadership Forum**

Yvonne Kanjanda co-facilitated a women leadership forum with Regina Huber (Key Facilitator) under the theme ‘Leadership Presence: The Power of Authentic Leadership in driving success’ on 24 September 2021.

With the support of Regina Huber, COLD is planning physical leadership forums in Zimbabwe and Eswatini during the year 2023.



OD & Change Learning Spaces & Programs

In addition to OLDN Generative Dialogues, COLD offers numerous learning spaces through workshops and seminars, held in physical or virtual formats. On 15 July 2022, members from OLDN-BAFE held a Financial Literacy Seminar at Cresta Oasis Hotel in Harare. Facilitators at this seminar were Tsitsi Senga-Makuve, Brandon Chinoperekweyi, and Lizinet Chirenje. Other programs include the annual OD & Change Masterclass, Consulting Roundtable, and OD & Change Summit. These programs are aimed at advancing the science and practice of OD. Dr. Justine Chinoperekweyi designed the Human-centred System Engineering & Design, Community and Capacity Development, and Educators programs to widen the scope of learning at COLD. These are in addition to Director Development Certification Program (DDCP) and Talent Development Certification Program (TDCP). In addition, Dr. Justine Chinoperekweyi designed a Master of Arts in Change, Organization Leadership & Development (MA-COLD) in 2021. This was reviewed by Prof. Matt Minahan, Dr. David W. Jamieson, and Patrick Trotter. Collaborative engagements are taking place to get the program accredited.

COLD and OLDN Achievements

We are challenged by Chris Worley's call to ensure OD focuses on the grand challenges. OD has had considerable focus on improving living and working conditions across the world, including work aligned with civil rights, worker's rights, and general well-being and vitality. In assessing our achievements, we are humbled by Worley and Jules (2020) submission on the OD field's 'blind spot' - "Professionally, we have been quite vocal and outspoken about

these grand challenges but may have been complicit in their acceleration and naïve with respect to our interventions and responses." We highlight some of our achievements since year 2018. In determining our achievements, we are guided by the following:

- Advancing the Science, Theory, Practice, and Values of OD
- Igniting insightful conversations
- Cultivating gadfly mindsets to lead sustainable strategic change, facilitating continuous improvement, and improving the human condition
- Elevating humanity and bringing presence to human systems
- LEARN OD Approach
- COLD Guiding Principles: Whole System Thinking, Co-creation of possibilities, Emergent Action Learning, Client-centrism, Generative Dialogue, and Data-driven interventions
- Creating space for people to reframe their cognitive and emotional frameworks

To what extent are our actions manifesting these bold ambitions? Do we have tangible evidence to demonstrate the impact and influence of our activities? Are we living the OD values and manifesting the field's dual outcomes? Here is a summary of some areas we feel we did contribute through OD:

- **COLD's Appreciative Leadership Presentation in Uzbekistan**

After receiving OD coaching and mentorship, through COLDC Cohort 3, Azimjon Abdirakhmonov was guided to produce a research paper titled '*Appreciative Leadership and its importance in Organization Development (OD) – Application to Uzbekistan*'. Azimjon led a presentation at Tashkent State University of Economics (TSUE) in



2019. The session was organized under the Faculty of Corporate Governance and was attended by students and faculty members at TSUE. This supported our quest to advance the science, theory, and practice of OD and to fulfil the LEARN OD Approach elements.

- **Certification Completers**

COLD is currently on Cohort 10 and has over 50 COLDC who completed the program. The program drew participants from Zimbabwe, Ghana, Nigeria, Afghanistan, Uzbekistan, Botswana, Uganda, Zambia, Philippines. The program focuses on, not getting certificate, but practicing OD – because OD is a practice profession. COLDCs are actively involved in activities that advance the practice of OD. This is being done through OD-informed publications, establishing communities of practice, engaging in consulting work, facilitating workshops and seminars, presenting at regional and international conferences, and more.

- **COLDC Action Learning Projects**

COLDC participants completed their action learning projects. Four participants in Zimbabwe worked with Ecobank Zimbabwe to develop their case and demonstrating the impact of OD & Change concepts. In Afghanistan, participants completed action learning projects with the Ministry of Justice and the Attorney General's Office. The Ministry of Justice Case Study has been published through the OLDN-HRLS 2021 Report.

- **Participation at Saudi Arabia Monsha'at Demo Day**

As Service Provider, on 7 June 2022, COLD participated at 2022 Demo Day Event in Saudi Arabia. This gave COLD an opportunity to interact with establishments in Saudi Arabia and offer advisory services.

The Demo Day Event was attended by Dr. Justine Chinoperekweyi, Tsitsi Chundu, and Patrick Trottier. The exploratory conversations gave COLD an opportunity to introduce Saudi Arabia establishments to the Appreciative Inquiry process.

Scholar-practitioner Publications & Books

OLDN members have been actively involved in publishing OD, change, corporate governance, and leadership articles. This was being done through responding to Call for Proposals/Articles being shared on OLDN platform. The articles were published by Organization Development Practitioner, Organization Development Review, Organization Development Journal, Management Consulting Journal, Practicing Social Change Journal, and ALMA's leadership and governance journal. Contributions were also made through HR.com Excellence Magazines, Modern Minds Magazine, and The Executive Magazine. Such contributions are fundamental for the development of the field. Dr. Justine Chinoperekweyi published OD, leadership and governance books. The current book '*Co-creating Talent & Human-centered Organizations: Organization Development (OD) Perspectives*' is under publication. The publications are fundamental to the development of the field. Other publications include the collaboration between Dr. Justine Chinoperekweyi, Tsitsi Chundu, and Kurai Makumbe on a paper titled 'Reframing Corporate Governance Orientation' and published by the ODJ. Dr. Chinoperekweyi also collaborated with Tinashe Tonodzai and Agnes Ojunga'a on a paper titled 'Fostering Strategic Change'.

Organization Development Query

In year 2020, OLDQ raised a query on '*Why OD?*' This was responded to by Dr. David W. Jamieson, Dr. Cornel Malan,



Sasha B. Farley, Robert Mandeya, and Prof. Matt Minahan. Insights from the contributors are being used to introduce emerging OD professionals to the field.

Participation at International OD & Change Conferences

Besides successfully hosting the past three annual conferences, COLD has actively participated at the 2021/22 ISODC Conferences. During the 2021 International Conference Mr. Mohammad Faisal Bariyaly and Dr. Justine Chinoperekweyi represented the COLD/OLDN community. Mr. Golden Kadziyanike was the COLD/OLDN representative at the 2022 international conference. Dr. Chinoperekweyi also participated at the 2021 and 2022 Organization Development Network (ODN) conferences. In addition to the conferences, Dr. Justine Chinoperekweyi was Guest on the Global OD Matter Dialogues by the OD Network. We were also represented at the Teaching & Learning Conference hosted by Sohar University on the 12th of September 2019. Dr. Chinoperekweyi presented on *'Innovation in Teaching & Assessment: Towards Inquiry-based Higher Education Learning Practices'*. On the 11th of February 2020, a presentation titled *'Organization Development (OD) Theory, Practice and Interventions: Reframing 21st Century Teaching and Assessment'* was delivered at the Sultan Qaboos, CETL 1st International Conference on Teaching and Learning in Higher Education. OLDN members have also been actively leading conversation at regional and international conferences. Conference participation include Dr. Justine Chinoperekweyi and Dr. Favour Ayodele's

presentations at Penn State University Conference held on 19 November 2021.

Education Support Scheme

As part of our social responsibility activities, we have been actively involved in supporting underprivileged kinds with school materials and fees during the period 2019-2021.

- **Advisory & Consulting Services**

COLD has been actively engaged in consulting & advisory services in Zimbabwe, Botswana, Eswatini, Nigeria, United Arab Emirates, USA, and Saudi Arabia. The engagements aligned with the COLD/OLDN mission.

Ongoing Activities – 2022/23

- An Inquiry on 'Change & Transformation Quotient' – Embedding an Organization Development & Change Leadership Approach for CEOs and Directors in Africa
- Master Self-leadership to Effectively Lead Others with Regina Huber
- Generative Dialogue Sessions in association with regional and international OD institutions
- #OLDN2023 International OD & Change Conference
- Strengthening OLDN International Chapters – Nigeria, Botswana, Kenya, Afghanistan
- Consulting Roundtables

Be part of our transformation agenda!