



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

# PROFESSIONAL DIPLOMA IN **ORGANISATIONAL CHANGE & TRANSFORMATION**



**FT** EXECUTIVE  
EDUCATION  
2025 RANKING

**1** IN IRELAND  
FOR OPEN ENROLMENT

**47** GLOBALLY  
FOR OPEN ENROLMENT

**56** GLOBALLY  
FOR CUSTOM PROGRAMMES

## PROGRAMME DETAILS

### Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. The structure has been designed to minimise interference with busy work schedules. 100% attendance is required.

### Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is on the practical application of knowledge to benefit the participant, their team and their organisation.

### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in Organisational Change & Transformation by UCD Smurfit Executive Development (30 credits at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

### Module 1

#### Introduction to Change, Transformation and Organisation Development

- Examine the drivers and enablers of change;
- Evaluate various approaches to leading change;
- Understand why change and transformation efforts often fail;
- Explore participant experiences to identify best practices in change management;
- Develop skills to be an effective change agent at work.

### Module 2

#### Diagnostic Models and Organisational Analysis

- Enhance the understanding of the contracting process for internal and external consultants;
- Deepen understanding of analytical frameworks to evaluate organisations;
- Become familiar with approaches to diagnosis, including action research and appreciative inquiry;
- Enhance skills at designing data collection approaches including interviewing, survey research and observation;
- Enhance insight into feedback of data as an intervention in organisations.

### Module 3

#### Individual Level Interventions

- Enhance participants' self-awareness as change leaders;
- Develop an awareness of psychometric assessments and evaluate their effectiveness;
- Identify, understand and improve sources of power and influence;
- Explore multiple tactics for organisational influence;
- Reflect on the participants' influencing style and how to influence others.

## PROGRAMME OVERVIEW

The pressure for change in organisations increases daily. In the private sector, competitive challenges, technological change, enhanced customer expectations and financial pressures combine to put a premium on firms' abilities to learn and adapt. In the public sector, similar challenges coupled with ambiguous performance criteria place enormous pressure on organisations to react appropriately.

Designed to equip managers with the knowledge, skills, tools and techniques to lead organisational change, this diploma is highly participative to ensure that the collective experience of the entire class group is harnessed. The faculty teaching on the programme combine academic insight and practical relevance by blending an academic with an experienced practitioner to co-teach a number of the modules.



## Who is it for?

- Managers who want to enhance their change management skills;
- Organisational Development practitioners who want to develop deeper insight into the underlying models and frameworks of development;
- Individuals involved in strategy development who want to augment their analytical skills with behavioural insight to assist in implementing strategy;
- HR professionals who wish to extend and develop their contribution beyond their functional role.

## Key Benefits:

Upon completion of this programme, participants will be equipped with the skills to analyse change situations, identify the range of interventions available and the skills to implement these interventions.

Specifically participants will gain:

- An understanding of the psychology behind change and the challenges of managing cultural change;
- An understanding of the frameworks surrounding organisational renewal and transformation with a view to exploiting renewal opportunities within their organisations;
- Strategic insights into the characteristics of designing and implementing effective change in their organisation;
- Deeper insights into interventions to enhance leadership and managerial impact.

## FACULTY

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers and accomplished authors. Through publishing, consulting and teaching they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays, individual assessment and one-on-one coaching, so as to deliver a unique and lasting learning experience.

## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is a member of UNICON, an invitation-only alliance of the world's leading university[1]based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, top 25 in the EU and 46th in the world for its Open Enrolment programmes according to the prestigious 2024 Financial Times Executive Education Rankings. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

### Module 4

#### Group and Team Development Interventions

- Examine the role of teams and groups and their importance in the transformation and renewal process;
- Understand the characteristics of high performing teams and group dynamics that impact performance;
- Understand the role of the leader in developing and coaching teams;
- Create a team development process and action plan.

### Module 5

#### Organisational Culture and Major Systems Interventions

- Develop a framework for extraordinary change leadership;
- Understand how extraordinary leaders develop winning strategies for their domains and increase their chances of success when faced with unexpected crises;
- Examine leadership strategies for creating effective, sustained organisational change;
- Manage tensions between strategic planning and execution in a real-time environment;
- Explore the connection between intended, emergent and realised strategy in successful change efforts.

### Module 6

#### Leading Change and Evaluation

- Understand the challenges of how to evaluate the effectiveness of change programmes;
- Develop the tasks and skills of the change agent;
- Examine the political skills and dynamics;
- Explore the core principles that contribute to the development of a learning organisation;
- Develop a personalised action plan to apply the learnings for enhanced effectiveness.

# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

## Fees

The fee of €8,890 or €8,445 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

## How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

## Pathway to the MSc in Business

### (Leadership & Management Practice)

The Diploma in Organisational Change & Transformation forms part of the MSc in Business (Leadership & Management Practice) Pathway. The Pathway framework is comprised of eleven diploma programmes. If participants successfully complete three of these twelve diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership and Management Practice).

The eleven diploma options available in the Masters pathway are as follows:

1. Professional Diploma in Business and Executive Coaching
2. Professional Diploma in Strategy Development and Innovation
3. Professional Diploma in Corporate Governance
4. Professional Diploma in High Performance Sales and Business Development
5. Professional Diploma in Leadership Development
6. Professional Diploma in Organisational Change and Transformation
7. Professional Diploma in Management Excellence
8. Professional Diploma in Digital Innovation and Transformation
9. Professional Diploma in Artificial Intelligence and Business Analytics
10. Professional Diploma in Business Finance
11. Professional Diploma in Aviation Finance

*The diploma was both challenging and interesting. The knowledge and insights gained were very valuable. I can now understand the area much better. My approach to helping people navigate change is now completely different to what it was 12 months ago.*

**Richard Warner, Head of Strategy and Performance at John Sisk and Son Ltd**

*Part of my job is helping people change their behaviour and do things differently. This course surpassed all my expectations. I got to meet interesting people from different backgrounds and have built up a phenomenal network. With the pandemic we couldn't have in person lectures, but it was so well managed over Zoom that we still got to meet and work with everybody. I can pick up the phone to classmates for advice and so on. You learn so much from the others in the classroom.*

**Gesine Halligan, Senior Director Field Enablement EMEA at DocuSign**

**FT**

**EXECUTIVE  
EDUCATION  
2025 RANKING**

### Smurfit Executive Development

UCD Michael Smurfit Graduate Business School  
Carysfort Avenue, Blackrock, Co. Dublin.

[www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

Tel: +353 1 716 8889

Email: [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie)

Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.