

Masters in People and Organisation Development

THE TRANSFORMATIVE MASTERS
FOR CHANGING TIMES

Your progressive change learning partners

Mayvin
people • change

Mayvin is a Leadership and Organisation Development consultancy, supporting organisations globally to strengthen and develop their culture and values to work better together. We're proud to lead a powerful community of clients and practitioners, all of whom contribute to and access practical Organisation Development knowledge and expertise, through events, resources and connecting with each other.

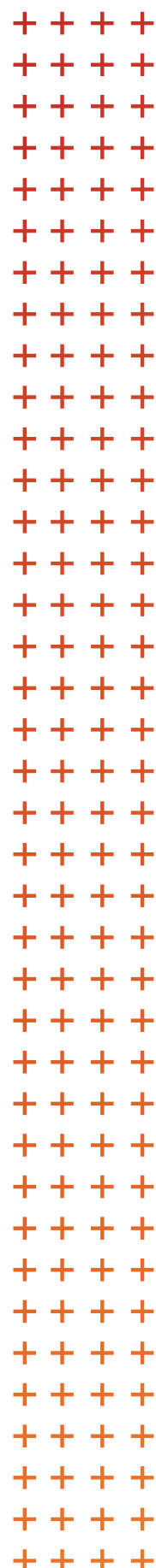


Ranked in the top 30 universities in the UK (Guardian University Guide 2022), The University of Chichester provides a range of undergraduate, postgraduate and PhD programs. Its Business School delivers professionally focused postgraduate courses, as well as progressive organisation support for innovative startups.



Contents

4	Introduction
6	Programme Structure
8	Flexibility: Hop on, hop off
10	Insight & Ability
12	Year One Modules
14	Year Two Modules
16	Year Three Modules
18	Guest Modules
20	Fees



Advance your practice. Get change done.

Whether you're an organisation looking to take opportunities, adapt and innovate and support your people, or an individual seeking the confidence to lead change and increase the value you bring, the Mayvin Masters in People and Organisation Development has been designed for you.

This programme teaches a fresh approach to Organisation Change, accessible in a completely flexible way. Acquire practical expertise, tools and wisdom from experienced faculty, through a combination of virtual and residential tuition, and apply it immediately in the real-world to empower your success.



Who will benefit most from this Masters?

Forward-looking employers

As an employer, you can see that change is a constant, presenting both risks and opportunities. You need an in-house expert in the complexity of change to equip your organisations with the tools, sustainability, ethics, wisdom and experience to successfully manage people and organisational development.

Individuals that want to lead change

As a professional, you're looking to deepen your impact, build self-awareness and wisdom and increase the value you bring. You're seeking the confidence to deal with complexity and empower your high standards through education with recognised practitioners, as you learn with multisector peers.

*“Blown away by my experience of the Masters!
It’s exactly what I’ve always wanted from a
learning environment.*

*From the incredible group of people you have
brought together, to the thoughtfulness and
relaxed energy Mayvin brought from the start.*

What you’ve created here is really very special.”

Tory Strethill-Wright, 2022 Participant



Learn, practice and grow through engaging studies

This programme offers a fresh approach to Organisation Change, accessible in a completely flexible way. Acquire practical expertise, tools and wisdom from experienced faculty, through a combination of virtual and residential tuition, and use it immediately in the real-world. You will learn through a combination of:

Immersive Residentials

A retreat enabling you to advance

Join faculty and your Masters cohort at Missenden Abbey in Buckinghamshire, England. A 12th century abbey with vaulted ceilings, stained glass windows, 10 acres of grounds, set in a picture-perfect English village. It makes for a perfect learning environment. Review everything you've learned and practice it in a safe space, guided by your expert faculty. Feel immersed in learning that's strengthened through collaboration, and build powerful network relationships with like-minded peers.



"It's relevant and true to what's needed in the world today."

Sophie Tidman, 2022 Participant

Cohort Community Days

Collaboration, cooperation and connections

Experience cooperatively designed teaching and learning that strengthens relationships and connections across your cohort. Come together to build on your understanding, discuss challenges with faculty, and explore the wise resources of the Mayvin community that you're a part of.

Practice-based Action Learning Sets (PALS)

A safe space to be brave

We learn by doing, and in the safe, supportive and challenging space of the small group Practice-based action learning set (PALS), you can reflect with others, push yourself and deepen your learning. Then, when it comes to making change happen in the real-world, you can apply yourself to the best effect.



Webinars

Tune-in and deepen insight

Available live and recorded to fit around your schedule, the Masters in People and Organisation Development is delivered in-part through a suite of in-depth webinars. Evolve your Critical Thinking, Critical Writing and Artful Skills, all of which will form the foundation of your fresh approach to issues in Organisation Development and Change.

Self-Study

Develop a key leadership skill

Learn how to be at the centre of your own learning. Define your own research questions, determine your approach, achieve your own goals and assess your own performance. As part of a supportive community of faculty, peers and your Masters cohort, you will be driving your own growth and managing your own development journey.

Practice-based Project

Acquire real-world experience

Deliver a real piece of change work in a different organisation or team to the one in which you are normally based. Formulate a Practice-based Learning Question, reflect on your own learning, and develop your consultancy, facilitation, and leadership and management skills, as well as your overarching understanding of contemporary, personal and organisational change.

At a glance

- + Immersive residentials
- + Cohort community days
- + Practice-based Learning Sets
- + Webinars
- + Self-Study
- + Practice-based Project



Flexibility: hop on, hop off and hybrid

Designed for people with busy lives.

Hybrid Learning

A mix and match of learning styles to suit a modern lifestyle.

We designed this programme for you, if you're at a point in your career where you want to learn for yourself, but you've got a big job, a busy life and home commitments.

That's why this programme is hybrid. There's face-to-face meeting so that you feel a sense of community and of coming together at the residentials, four times a year for Year 1 and Year 2. But the rest of the learning will be done online so that you can be nearer to home and work.

We understand that life is busy and changable. That's why you don't need to commit to the full three year Masters. You can take it a year at a time and still walk away with a level 7 Qualification at the end of each year.

If you change roles, or your home circumstances change, you can take a break and then come back to us when you are able to pick it up again.

At a glance

- + Year 1 - PG Certificate
- + Year 2 - PG Diploma
- + Year 3 - Dissertation

"It has a good rhythm to it, the right rhythm to fit around work and other commitments."

Sebastien de Morelos,, 2022 Participant



“The community of practice development that emerges as the cohort progresses and the depths of personal learning participants engage in is truly inspiring, both for me in my practice and for its impact on the organisation they work in..”



Carolyn Norgate
Programme Lead

Learning Community

A real benefit to this programme is the sense of community that develops within the cohort.

As well as being welcomed in to the larger Mayvin alumni and wider community. Here's what our participants say:

“I've loved meeting like-minded people where you can come as you are. I think differently now I've found a community, found a home.”

Amy Martin, 2022 Participant

“The value to me has been the community as much as the content. It's a really engaging community to be part of.”

Andrew Grenfell, 2022 Participant

All-Around Professional Development

From day one of the Masters in People and Organisation Development, you will start to expand the key skills and practices that will enable you to confidently lead change. Your learning outcomes are taken from three distinct areas of professional development: core capabilities, key skills and practical experience.

This structure is designed to let your own real change issues based on the current backdrop of your individual learning journey. What's more, it will equip you with the tools you'll need to lead long-lasting and effective change for people and organisations.

"My whole approach to work has changed. I've seen myself evolving as a result of the safe space for development I've had."

Sebastien de Morelos, 2022 Participant

1 Your core capabilities

All taught modules across the Programme have been designed to develop four core capabilities:

A. Orientating: An understanding of the field and your place in it, in terms of both yourself and your practice

B. Practising: A personal practice built through doing applied work and critical reflection and evaluation

C. Presencing: A personal presence and awareness of group and team dynamics to support a reflective and reflexive intervention style, implied by critical scholarship

D. Imagining: A creative and inquiring mindset that is outward looking and future focussed whilst engaged in this emerging world through practical collaboration



2 Your key skills

In addition to the four core capabilities, the MA in People and Organisation Change will also develop your Critical Thinking and Critical Writing, both necessary in undertaking any postgraduate study, as well as your Artful Skills. Artful ways are central to Mayvin's philosophy and practice within Organisation Development and change, and your ability to adopt less-established approaches, that draw on insights from all forms of artistic and creative practice, will be key to your development on this programme.

3 Your practical experience

Finally, this Master's is designed to be a Practice-based learning qualification and underpinned by the idea of 'learning through doing'. Practice-based Action Learning Sets (PALS) are a key feature of the programme, with small groups of up to seven participants providing each other with the psychological safety to explore the challenges of enacting change while offering each other useful, relevant and stimulating support.

At a glance

- + Develop your core capabilities
- + Develop your key skills
- + Gain practical experience



Year 1

Post Graduate Certificate

Module 1

Core Practice in People and Organisations

This module introduces you to the field of People and Organisation Development, in both a practical and scholarly way.

Assessment

Practice-based Learning Portfolio
4,000 words

Achievement

20 credits at postgraduate level 7

Learning objectives for Module 1:

1. You will experience a stimulating and challenging Practice-based learning environment, developing conceptual and practical knowledge in the context of organisation and people change.
2. You will formulate a Practice-based learning question and develop your learning with that as a practical anchor for application.
3. You will shift your mindset to consider your own 'self as an instrument of change', bringing an embodied and critically subjective approach to the change process.
4. You will have the opportunity to collaboratively map the field of people and organisational change.

"I've crafted a curriculum that speaks to what I want to learn and speaks to my curiosity."

This programme taught me how to learn properly, how to learn for myself. It's not recall, it's more part of the fabric of who I am."

Amy Martin, 2022 Participant



Module 2

Personal and Organisation Development Consultancy

This group consultancy project-based module helps you deliver a piece of real-world change work in a different organisation or team to the one in which you are normally based.

Assessment

Assessment is based on contracting with the organisational client, stakeholders and each other to formulate and implement an effective consultancy plan:

Presentation 20 minutes/2,000 words – 25%

Organisational Plan 6,000 words – 75%

Achievement

40 credits at postgraduate level 7

Learning Objectives for Module 2:

1. You will deliver a real-world piece of change consultancy in another organisation, in collaboration with a group of peers (NB We will provide access to our client group for this, predominately from the NGO/3rd sector, where the offer of pro bono consultancy will offer a positive social benefit).
2. You will formulate a developed Practice-based Learning Question that requires some aspect of personal change to service further deliverable change within an organisation.
3. Through the evaluation of your Practice-based Learning Set (PALS), but also within your larger student cohort, you will reflect on your own learning practice. Attention will be paid, and credit given, to the wider global context in which this real piece of change work is undertaken.
4. By the end of Module 2, you will have developed the following advanced professional and personal capabilities:
 - Consultancy and facilitation
 - Organisation development and design
 - Personal self-awareness
 - Leadership and management
 - Theories of personal and organisational change

Year 2

Post Graduate Diploma

Module 3

Practice in Group and Teams Dynamics

Groups and Teams are the fundamental units of organisations. This module is about learning how to approach these units through different lenses, make sense of what is going on within them in a useful way, and intervene with self-awareness in order to make a positive difference.

Assessment

Facilitation Practice Session: 60 minutes maximum – 50%

Reflective Practice Account of Group and Team Dynamics: 3,000 words – 50%

Achievement

30 credits at post graduate level 7

Learning objectives for Module 3:

1. Develop a Practice-based Learning Question that acts as a Development Plan relevant to both yourself and your work with groups and teams.
2. Learn about groups by being in one with your peers, reflecting together through a series of activities that help you develop your awareness of your own patterns and presence in groups.
3. Critically evaluate appropriate scholarly literature, covering psychodynamics, Gestalt, T-Groups, encounter, constellations and demonstrate application of this knowledge in your practice.
4. Understand and work creatively and effectively with the arc of team and group formation, performance and disengagement.

“What’s really keeping me engaged is just how different this programme is to any other programme that I’ve been on.”



Module 4

Imagining and Creating the Future of Organisations

This module asks participants some fundamental questions about the future of organisations and organising in a fast-moving, global and dynamic world, and asks you to build your own organisation with peers as a testing ground for these ideas.

Assessment

Practice-based Learning Question 1,200 words: 20%

Position Paper 2,400 words: 40%

Practice Account 2,400 words: 40%

Achievement

30 credits at post graduate level 7

Learning objectives for Module 4:

1. Create and work through a Practice-based Learning Question that responds to the emergent issues regarding organisational futures and that acts as a Development Plan relevant to yourself and your colleagues.
2. Engage with and contribute to the critical scholarship surrounding the future of people and organisations.
3. Support the building of a collaborative environment that meets diverse needs, and provide useful developmental feedback to fellow learners.
4. Develop an agile mindset, enhancing your capacity for thinking through imaginative and practical solutions for both community and organisation building.

“The biggest impact has been that I have more confidence in the way I work. I feel more grounded and assured in what I do.”

Rachel Uren, 2022 Participant

Year 3

Dissertation

Module 5 Dissertation

This module will equip you with the research skills and analytical approaches required to deliver an extended dissertation that explores a people and organisation topic that is important to you. You will work closely with your cohort and your supervisor on a journey towards becoming an independent researcher. Alongside formulating a research question, choosing an effective approach, assessing the current state of the field, data gathering, analysing and developing your argument, you will be encouraged to place practical wisdom, artful approaches and embodied knowing at the heart of your study.

Assessment

Research Proposal Presentation 20 minutes: 10%

Dissertation 13,000 words: 70 %

Reflexive Account: 3,000 words: 20%

Achievement

60 credits at post graduate level 7

As a participant, you will:

1. Undertake a comprehensive piece of research, critically evaluating and taking appropriate action in response to the ethical, sustainable and governance issues.
2. Develop and demonstrate the advanced critical, analytical and evaluative skills necessary to complete an extended piece of research.
3. Reflexively analyse and evaluate the development of one's practice as a researcher.
4. Analyse and establish within one's practice community the value and validity of research and insight.

Alongside traditional research methodology, the Research Dissertation will also pay attention to other forms of knowledge, such as practical wisdom, art, embodied knowing and heuristics. You'll take part in a critical exploration of what broadly counts as knowing in our organisational life, both through taught sessions alongside your cohort and 1:1 sessions with your supervisor.

Typically, the research dissertation can take between six to twelve months to complete. By the end, you'll have become an independent researcher.



Dr Rob Warwick, SFHEA
Professor of Management
and Organisational Learning
University of Chichester

"It has been a joy to make this MA happen! The MA is proudly built on the collaborative success between Mayvin and the University of Chichester through 8 years of programmes, research and publications.

It's about enabling people to craft a better world of work. "

"This Masters represents an evolution in Organisation Development learning, delivered within a vibrant community and accessed in a way that's relevant to both employers and professionals, now and well into the future."



Dr. James Traeger
Programme Director

The NTL Institute

The NTL modules

In Years 1 and 2 of the Masters, you will benefit from guest contributor residentials from the world-leading NTL Institute, one of the founding institutions of Organisation Development Practice. We are delighted to be offering two of the most sought after modules from NTL's Certification Programme, 'Intervention Strategies' and the 'Human Interaction Lab' (aka 'T-Group') as 4 and 5 day residentials respectively, in September 2022 and 2023.

Year 1

INTERVENTION STRATEGIES

Through the 'Intervention Strategies' module, direct from the NTL Certificate in OD Programme, you will increase your capability in planning and applying a variety of intervention approaches at individual, group, inter-group, and organisational levels.

Participants will:

- Explore multiple dimensions of intervention for different OD purposes and the principles and practices underpinning them.

- Gain confidence to make choices about interventions and how to design and deliver them.
- Integrate learning from previous models together with previous experience to expand notions of learning how to learn about the practice of intervention design and delivery.
- Consider selected interventions, reflecting on what they evoke as data for studying implications for applying interventions in your back home systems to become instruments for change.

Year 2

HUMAN INTERACTION LABORATORY ('T-GROUP')

This module begins with an orientation session enabling participants to connect with cohort colleagues and to learn more about the programme objectives, content, and approach to learning.

Following the orientation is the Human Interaction Laboratory (the NTL T-group), which is an intensive small-group experience that leads to increased self-awareness and understanding of



interpersonal and group dynamics through giving and receiving feedback – critical competencies for OD practitioners.

Participants will:

- Increase self-awareness, interpersonal and group sensitivity.
- Understand “use of self” and the impact of one’s behaviour on others.
- Improve communication skills and practice feedback.
- Pay attention to issues of differences and valuing diversity as a norm and advantage.
- Prepare to take personal responsibility for their learning within a cohort Community of Practice.

For more information, you can visit the NTL website: www.ntl.org



“NTL Institute is delighted to be contributing to the Masters. We will focus on two of our core Labs -Human Interaction (T -Groups) and Strategic Interventions. These are unique offerings working both at the individual and system wide level.

This work is seminal to the field and has impact to how we show up in our client systems and with each other.”



Shelly Hossain
Co Dean, NTL Global OD
Certificate Programme



Learn change to lead change

Empower your future with the modern approach to People and Organisation Development

The role of an organisation and its relationship with its people is changing faster than ever before, and the Mayvin Masters in People and Organisation Development has been designed to equip you for the times we're in.

We've worked with our community, the University of Chichester and with invited guest contributors such as the NTL, to shape a practical and flexible programme that enables you to acquire the knowledge, experience, wisdom and tools to confidently lead change in the modern world.

*"Mayvin are pioneering.
Offering something
different, inclusive,
challenging and creative."*

Sebastien de Morelos, 2022

Fees

YEAR 1 £10,500

YEAR 2 £10,500

YEAR 3 £5,500

**If you sign-up for all 3
years in advance: £23,000**

(Bursaries – when there is a demonstrable social benefit – and stage payments available, please contact us for details)



Start your application for our next intake

www.mayvin.co.uk/masters



TALK TO US ABOUT THE DIFFERENCE YOU WANT TO MAKE

masters@mayvin.co.uk | +44 (0)1273 696446 | www.mayvin.co.uk/masters

Mayvin
people change