



ORGANISATIONAL DEVELOPMENT (OD)



Best Practice in OD :

Good OD work isn't about ticking boxes, it's about building organisations that hold up under pressure and have the right talent in the right places both now and for the future.

CIPD's own definition is clear:

"OD is a planned and systematic approach to enabling sustained organisational performance through the involvement of its people"

OD isn't a restructure with better branding. The CIPD draws a hard line between **organisation design** (structures, operating models) and **organisation development** (culture, capability, behaviour change).

Many leadership teams blur the two, which risks transformation programmes evolving the org chart but leaving performance untouched.

OD works best when it is a planned discipline, it isn't a one and done exercise, but an on-going part of everyday working practices.

The Cream Team supports clients with OD at every stage:



+44 (0) 7775 734858



www.creamconsulting.co.uk



hello@creamconsulting.co.uk



71-75 Shelton St, Covent Garden, London WC2H 9JQ.

6 Principles of OD:

1. Start with strategy, not structure

Before you touch frameworks or learning solutions, get clear on where the organisation is heading. Strategy, culture and talent plans need to agree with each other. Leadership identity follows from that; it shouldn't be designed in isolation.

2. Make competency frameworks specific

A framework needs to give specific, measurable examples that can be observed in practice. If individuals and leaders can't clearly tell the difference between "good" and "needs work" from reading it, it won't change behaviour and risks subjective assessment in review gradings.

3. Benchmark before you build

Use diagnostics 360 reviews, listening circles and honest conversations to find out where people actually are, not where you assume they are. Build the development plan from the gap, not from a template.

4. Tailor the journey, don't broadcast it

Not everyone needs everything. Segment learning into essential, recommended and optional based on what the diagnostic data tells you and the size of the population you're working with. One-size-fits-all rarely fits and 'sheep dip' learning will create waste and resistance.

5. Decide who delivers, early

Designing a framework and delivering it day-to-day are different skills. Decide whether you're building internal capability or bringing in design & delivery support and resource and where. Consistent implementation of frameworks and learning pathways takes effort and leaders need support too.

6. Treat it as a capability, not a project

Strategy shifts. Leadership changes. AI is already reshaping what roles need from people. The organisations that do well revisit and refresh their OD work rather than filing it away once it's "done."