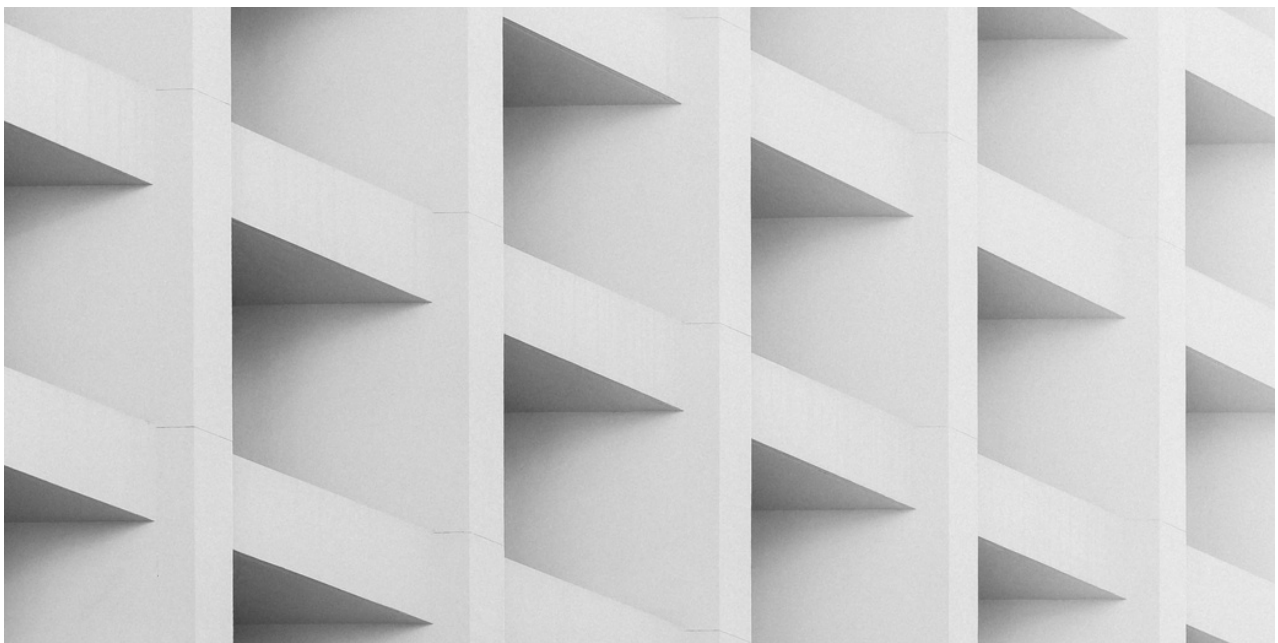




BNC
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Organisational Transformation Framework

CERTIFIED ORGANISATION DEVELOPMENT PRACTITIONER (CODP)



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CODP
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Welcome to the BANI WORLD

Welcome to the BANI World—a world that is increasingly Brittle, Anxious, Nonlinear, and Incomprehensible. Organisations today are no longer challenged by gradual change, but by continuous disruption that makes the future increasingly difficult to predict.

Organisations have become *brittle*, where years of investment and competitive advantage can disappear almost overnight, much like a sandcastle slowly eroded by the waves. Leaders become increasingly *anxious* because certainty is no longer available, while strategic plans must be revised more frequently as business conditions change unexpectedly. Organisational growth has become *nonlinear*; small events can trigger major consequences, while large investments do not always generate proportional results. At the same time, organisations are overwhelmed by information. The abundance of data does not necessarily improve decision making. Instead, leaders often struggle to distinguish relevant insights from overwhelming amounts of information, making the environment increasingly *incomprehensible*.

This is the reality of today's disruptive environment. In such an environment, organisational success no longer depends solely on having the right strategy. Sustainable success depends on leaders who can continuously transform both themselves and their organisations. As markets evolve rapidly, technologies advance relentlessly, customer expectations shift continuously, and competitive boundaries disappear, organisations must become adaptive systems capable of learning, redesigning, and reinventing themselves.



“ Leaders Determine the Success of TRANSFORMATION

This new reality requires a new generation of leaders equipped with competencies that extend beyond conventional management. Leaders must be able to shape organisational mindset, build adaptive cultures, develop holistic strategies, and redesign organisational systems that enable continuous transformation.

The Certified Organisation Development Practitioners (CODP) program was developed to address these leadership challenges. Designed in accordance with the international competency standards of the Academy of Finance and Management Australia (AFMA Australia), CODP provides leaders with a comprehensive framework for organisational transformation. Rather than teaching isolated management tools, the program integrates leadership, organisational development, and transformation into a coherent learning journey that equips participants to lead organisations in an era of continuous disruption.

Since 2021, PPM Manajemen Jakarta has been appointed as the exclusive national provider of the CODP education program in Indonesia, whereas Petra Christian University has embedded CODP into its integrated academic programs. The program is offered at a standard tuition fee of IDR 14,000,000 per participant. The program has established a strong track record across diverse sectors.

To date, CODP has been trusted by

100+

organisations including government ministries, state owned enterprises, banks, universities, private companies, and non governmental organisations

To date, CODP has empowered

500+

leaders across executive, senior management, middle management, and professional levels.

After three years, participants undergo a structured recertification process to ensure their competencies remain aligned with emerging organisational challenges and international best practices. Note: The certification is valid for three years.

TWO-PHASE FRAMEWORK for Organisational Transformation

The CODP curriculum transforms the organisation's software before redesigning its hardware, because sustainable transformation begins not with changing structures, but with changing the way people think, decide, and work together.

Within the 2S2P Framework, organisational software consists of Strategy, People, and Process. Strategy defines where the organisation is going and how it creates value. People define who the organisation is through its collective mindset, leadership, culture, values, and capabilities. Process functions as the organisation's social operating system, shaping how people collaborate, communicate, make decisions, conduct meetings, resolve conflict, learning and reduce organisational noise such as silos, politics, and misalignment. Meanwhile, organisational hardware is represented by Structure, which defines governance, authority, accountability, job design, systems, and formal organisational architecture.

Accordingly, the CODP program is organized into two integrated phases

1st phase

Building the Organisational Mindset, develops the organisation's software by aligning owners, leaders, and employees around a shared purpose, values, mission, leadership philosophy, culture, and strategic direction. This phase builds the cognitive and social foundation that shapes how people think, behave, collaborate, and create value together.

2nd phase

Organisational Transformation, redesigns the organisation's hardware while strengthening the processes that connect software and hardware. Participants redesign structure, job design, management systems, business processes, interaction mechanisms, and organisational interventions so that strategy, people, structure, and process reinforce one another.

Together, these two-phase provide a roadmap for transformation:

Strategy gives direction, People create capability, Structure provides architecture, and Process connects everything into coordinated action. When software and hardware evolve together, organisations become more resilient, adaptive, agile, and capable of creating sustainable value in a disruptive world.

PHASE ONE

building the Organisational Mindset

Developing the Organisational Software

Organisational transformation begins with transforming the way people think. Before redesigning structures, systems, or processes, organisations must first develop a shared mindset that aligns every individual around a common purpose, values, and direction. This collective mindset represents the organisation's software—the invisible force that shapes leadership, culture, decision making, and strategic behaviour.

The first six modules guide participants through the development of this organisational software, progressing from understanding today's disruptive environment to establishing a shared mindset that ultimately shapes leadership, culture, mission, and strategy.

MODULE 1 – ORGANISATION TODAY

Understanding the Need for Transformation

Transformation begins with understanding why organisations must change. This module introduces the realities of the BANI World, where organisations face continuous disruption, accelerating technological change, shifting customer expectations, and increasing uncertainty. Participants learn why traditional management approaches are no longer sufficient and why organisational agility has become a strategic necessity. By understanding today's challenges, leaders develop the urgency to rethink how organisations should be led in the future.

MODULE 2 – WHOLE MINDSET

Building a Holistic Way of Thinking

Once leaders recognize the need for transformation, the next step is transforming their own way of thinking. Whole Mindset develops a holistic perspective by integrating the Four Intelligences, enabling leaders to understand organisations as interconnected systems rather than isolated functions. The module cultivates continuous learning, adaptability, creativity, and systems thinking, providing the psychological foundation for sustainable organisational transformation.

MODULE 3 – ORGANISATIONAL MISSION

Creating a Shared Organisational Purpose

A transformed mindset must be translated into a shared organisational identity. This module develops the Organisational Mindset by aligning every member around a common vision, mission, values, stakeholders, organisational assets, and critical success factors. Rather than allowing each department or individual to pursue different priorities, participants learn how to create a unified direction that guides organisational decision making and value creation.

MODULE 4 – WHOLE MIND LEADERSHIP

Leaders as Mindset Architects

Leadership begins with mindset. This module demonstrates that leadership style is an expression of how leaders think. Leaders who possess a Whole Mindset naturally develop Whole Mind Leadership, enabling them to apply different leadership approaches according to organisational needs rather than relying on a single style. Leadership is viewed as a mindset cloning process, where leaders continuously shape the thinking patterns of their followers. By replicating holistic thinking throughout the organisation, leaders become the primary drivers of organisational transformation.

MODULE 5 – WHOLE MIND CULTURE

From Individual Mindset to Collective Culture

When a shared mindset is consistently reinforced by leadership, it evolves into organisational culture. This module positions leaders as architects of culture, demonstrating that culture is the accumulation of collective mindsets developed over time. Participants learn how to build a balanced culture that simultaneously promotes change, compliance, competition, and care, creating an organisation that remains innovative while maintaining discipline, competitiveness, and concern for people.

MODULE 6 – WHOLE MIND STRATEGY

Thinking Beyond Traditional Strategy

The final module of Phase I transforms the organisational mindset into strategic capability. Whole Mind Strategy develops holistic strategic thinking that enables leaders to generate innovative ideas, establish effective governance, respond proactively to external change, and build collaborative ecosystems. These four strategic thinking capabilities equip leaders to navigate disruption without becoming trapped in outdated assumptions or repeatedly applying solutions that no longer fit today's environment.

What Leaders will Learn

By the end of Phase 1,

Leaders will understand that sustainable organisational transformation begins with transforming the organisation's software — its collective mindset. They will learn how to develop a Whole Mindset, align people around a shared organisational purpose, cultivate leadership and culture that reinforce this mindset, and apply holistic strategic thinking to navigate disruption.

Together, these competencies establish the cognitive foundation that enables organisations to adapt, innovate, and transform continuously before redesigning their structures, systems, and processes.

PHASE TWO

Organisational Transformation

Developing the Organisational Hardware

Once the organisational software has been established, the next challenge is ensuring that the organisation itself is designed to support the desired mindset. A shared strategy, leadership philosophy, culture, and collective mindset cannot be sustained if they are constrained by outdated structures or ineffective organisational interactions.

The second phase therefore focuses on developing the organisation's hardware by redesigning its structure, while strengthening the processes that connect strategy, people, and structure. Participants learn how to redesign organisational structures, governance, job designs, management systems, and organisational interaction mechanisms, while establishing effective processes for teamwork, communication, decision making, meetings, cross-functional collaboration, and conflict resolution. These processes serve as the organisation's social operating system, ensuring that strategy, people, and structure continuously reinforce one another.

Together, these six modules transform organisational mindset into organisational capability by integrating Strategy, People, Structure, and Process (2S2P) into a coherent organisational system that supports agility, innovation, collaboration, and sustainable value creation.



MODULE 7 – ORGANISATIONAL STRUCTURE REENGINEERING

Designing an Agile Organisation

Organisational transformation begins by redesigning the organisation's structure. This module equips leaders to evaluate whether existing structures still support strategic objectives and the demands of a disruptive environment. Participants learn how to design agile organisational structures that improve collaboration, accelerate decision making, clarify accountability, and enhance organisational responsiveness without sacrificing governance.

MODULE 8 – JOB DESIGN REENGINEERING

Designing Value Creating Roles

An effective organisational structure must be supported by well-designed jobs. This module focuses on redesigning roles, responsibilities, authority, competencies, and performance expectations so that every position contributes directly to organisational value creation. Participants learn how to create flexible and meaningful jobs that encourage ownership, collaboration, innovation, and continuous learning.

MODULE 9 – ORGANISATIONAL SYSTEM REENGINEERING

Building Integrated Management Systems

Structures and jobs can only perform effectively when supported by integrated organisational systems. This module develops management systems that align planning, governance, budgeting, performance management, human capital, and information systems into a coherent organisational framework. Leaders learn how organisational systems become the mechanism that translates strategy into consistent execution.

MODULE 10 – ORGANISATIONAL PROCESS

Building Agility and Integrity

An effective organisation is built upon processes that are both agile and reliable. This module focuses on designing organisational processes that enable the organisation to respond quickly to change while maintaining consistency, accountability, and governance. Participants learn how to redesign workflows, simplify procedures, eliminate unnecessary bureaucracy, and integrate controls without sacrificing speed. The objective is to build organisational processes that simultaneously deliver agility and integrity, allowing organisations to innovate rapidly while preserving operational excellence and stakeholder trust.

MODULE 11 – ORGANISATIONAL PROCESS

Putting Noise to Sleep in Organisational Interactions

Even the best organisational processes will fail when communication and interactions are dominated by organisational noise. This module focuses on the human interaction process — how information is communicated, interpreted, coordinated, and acted upon across the organisation. Participants learn how to reduce misunderstanding, conflicting interpretations, unnecessary bureaucracy, communication overload, and dysfunctional organisational politics that create noise during collaboration. By putting organisational noise to sleep, leaders create interactions characterized by clarity, trust, alignment, and effective collaboration, enabling faster and better organisational decisions.

MODULE 12 – ORGANISATIONAL INTERVENTION

Leading Sustainable Organisational Change

The final module integrates all previous learning into a comprehensive organisational transformation framework. Participants learn how to diagnose organisational challenges, identify root causes, design appropriate interventions, manage resistance to change, and evaluate transformation outcomes. Rather than implementing isolated improvement initiatives, leaders develop the capability to continuously transform their organisations through evidence based organisational interventions.

What Leaders will Learn

By the end of Phase 2,

Leaders will understand that sustainable organisational transformation requires more than a shared mindset; it also requires an organisational architecture capable of translating that mindset into consistent action. They will learn how to redesign organisational structures, jobs, management systems, business processes, interaction processes, and organisational interventions so that every component of the organisation supports agility, collaboration, innovation, and sustainable performance.

Together, these competencies develop the organisation's hardware, ensuring that its structures, systems, and processes reinforce the organisational mindset established in Phase I and enable the organisation to continuously adapt, execute strategy, and create long-term value in a disruptive environment.

CODP FOR YOU

The Certified Organisation Development Practitioners (CODP) is an executive education program equivalent to 3 SKS, integrating international standards, practical transformation frameworks, and the **Whole Mindset Assessment (WMA)** to prepare leaders for sustainable organisational transformation. Supported by comprehensive learning resources and proven implementation across more than 100 organisations, CODP offers a unique opportunity to develop leaders who can transform themselves, inspire others, and build organisations that thrive in the BANI World. We invite your organisation to become part of this growing community of transformation leaders.

Beyond certification, CODP graduates become part of the **Association of Indonesian Organisation Development Practitioners (AIODP)**, a professional community dedicated to advancing organisational development practices in Indonesia. AIODP serves as a lifelong learning and collaboration platform where leaders exchange best practices, discuss emerging organisational challenges, expand professional networks, and continuously strengthen their capabilities in leading organisational transformation across diverse sectors

Let's Connect!

If you would like to learn more about this program, our team would be delighted to assist you. Please feel free to get in touch with us.



<https://thinkbnc.com> | <https://thinkbnc.com/codp/>



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