Please note that not all courses are offered each semester. Refer to the semester course listing for course and faculty availability.

ENTRY LEVEL AND REQUIRED COURSES:

These courses provide basic skills and knowledge and do not have any prerequisites. They are open to people with no previous experience in organizational studies. We recommend that you consider taking these courses first if you come to OS without prior knowledge or experience of the contents of these courses. They provide basic information and context for our intermediate and advanced level courses in the same areas. Some of them are required for the MA or PhD programs.

All courses are OS unless indicated.

ORG 7025 Humanistic Foundations of Organizational Development  
*Required for PhD program*

This course is an introduction to the origins and evolution of Organization Development (OD). OD grew into early coherence in the late 1950s and early 1960s, arising from the same antecedents as humanistic psychology. It is practiced today, in many forms, around the entire globe. This course provides readings and writing assignments that serve as a vehicle for becoming more appreciative of the core values and the historical roots of OD theory and practice and its long-standing humanistic tradition.

ORG 7032 Dealing with Complexity: The Foundations of Systems Thinking  
*Required for MA and PhD programs*

This introductory course provides students with a first look at systems thinking as an approach to understand complexity and identify leverage points for intervention. Through both theory and practice, students will learn to recognize the systemic nature of complex phenomena (at the personal, organizational and societal levels) and develop systems models as a way to develop deeper understanding and communicate more effectively the interconnectedness of a social system and its implications for improvement and transformation. Systems thinking is a foundation for both understanding the current state as well as for designing the future of complex social systems and institutions in the private, public and social sectors. No prerequisites.
**ORG 7045  Ethics and Social Responsibility**  
*Required for MA and PhD programs*

The Ethics and Social Responsibility course has three purposes: to learn about current practices in organizational ethics and corporate social responsibility; to learn how to assess and improve an organization's response to five challenges of corporate integrity: the cultural challenge of openness to others, the interpersonal challenge of secure civic reciprocal relationships, the organizational challenge of a worthwhile purpose, the social challenge of civic cooperation and the environmental challenge of natural prosperity; and to learn how to use ethical standards in the process of organizational decision making.

**ORG 7082  Values Based Leadership**

This course takes the perspective that leadership should not be about compulsion, coercion or manipulation and explores the moral and ethical challenge that engagement of people by leaders must be value-based, voluntary and free. In keeping with the goal of nurturing leadership of sustainable systems this course encourages students to think about collective and group leadership and the implications for building partnerships across diverse organizations, cultures, and sectors. Leadership of sustainable organizations and systems requires collaborative approaches to inspiring shared values and vision, building trusting and open relationships, engaging critical stakeholders, and supporting work that challenges commonly held individual and collective assumptions. Instead of leading ‘over’ people sustainable leadership leads ‘with’ people. It recognizes difference and contradiction as an important element of complex systems, and essential to the creative change process.

**RES 1024  Understanding Action Research**  
*(MA and Certificate students)*

Action research is a perspective which interconnects research and action. This MA level research course focuses on the history, theory, and practice of action research where the researcher is involved as a facilitator, in a consultant and/or participant role in support of the assisting the members of the organization, community, or social system to create sustainable change. The theories and models of Lewin, Argyris, Whyte, Senge, and others are used to support understanding of different approaches to action research and participative action research.  
Prerequisites: none.

**ORG 7074  Present Issues in Sustainability**

This is the introductory course to the sustainability suite in the Organizational Systems Program. It is intended for all students wishing to pursue the implications for the present state of affairs around the world with respect to challenges to our global ecosystems and the consequences of social injustices for our collective future. The course explores the intricate links among economic activity, social dynamics and the natural environment. Students will learn to describe ways in which organizations of all kinds can more effectively address these interactions.

**ORG 7076  Self and Organization: Cultivating the “Spirit” in Organizations**

The overall theme of the course is creating an understanding of self in relationship through an opportunity to awaken to the relationships of which you are a part, the aspirations you have, and the meaning you bring to your life and work. The readings and assignments have been carefully
chosen to represent a diversity of perspectives including philosophy, poetry and literature, personal stories, films, and experiential exercises. The choice of readings and assignments require deep reflection and critical thinking and provide an opportunity for transformative learning.

**ORG 7080 Consulting Skills**
Consulting Skills explores the nature of consulting as a learning and helping process between an individual and a group, focusing on the interpersonal skills and processes that make up the helping process. This course uses classic works from Peter Block and Edgar Schein. Whenever you're trying to improve a situation but have no direct control over the process, you're engaged in consulting. This course is designed for anyone who does consulting, even though you may not call yourself a consultant.

**ORG 7073 Executive Coaching**
This course offers a thoughtful, reflective, professional approach to one type of coaching—the coaching of organizational leaders. It will offer a guide to concepts, models and practices so that students can apply their current level of skills and develop additional ones, to move their practice in this direction. These skills also supplement the practices of organizational leaders, consultants and psychotherapists in areas they are likely to encounter.

**INTERMEDIATE LEVEL COURSES:**

These courses assume a working knowledge of the material included in the entry level courses that support each of these more Intermediate courses. These courses also provide support for our advanced courses.

**ORGANIZATION TRANSFORMATION AREA:**

**ORG 7006 Organizations as Socio-Technical Systems**
Organizations are explored as information-driven and knowledge-powered systems which weave together people and technology into self-organizing, interactive networks. Drawing upon Gareth Morgan’s notion of using image as interpretive lenses, this seminar examines how digital technology has a) radically changed the nature and dynamics of socio-technical systems, b) transformed how organizations self-organize, collaborate, communicate, share information, and generate and apply knowledge, c) reshaped organizational cultures, work relationships and business partnerships, d) given rise to dispersed organizational structures and workforce environments, creating the notions of telework, virtual teams, distance managers, and workplace connectivity. Using critical inquiry and dialogue, students develop their own socio-technical organizational image, and devise approaches to effectively design and implement technological systems that enhance the quality of both performance and work life.

**ORG 7044 Generative and Strategic Dialogue**
Incorporating the work of Bohm, Issacs, and others, this course offers students an opportunity to explore how to engage and facilitate dialogue. Generative dialogue is used in an intentional
community to establish common ground and create a shared value system base on which to make decisions. Based on the self-created and shared common ground, a learning community can engage in strategic dialogue. Strategic dialogue is the communication method of choice in seeking solution to problem situations and designing or redesigning social systems and organizations. This course is offered in conjunction with an experiential workshop at a residential conference.

**ORG 7055  Theory and Practice of Appreciative Inquiry**
Appreciative Inquiry is an approach to working within organizations that utilizes a positive theory of change. As an alternative to a problem solving approach, AI is a co-evolutionary search to bring forth the best in people and organizational systems. This course provides a theoretical and practical understanding of AI to support its application in multiple contexts. The course also offers a critical view of how AI resides within the context of other interpretative theories and participative change methodologies such as Action Research. 3.0 units

**ORG 7065  Family Business Consulting**
The course explores the personal, business and interpersonal issues that pertain to growing up within, owning and managing a family business. It is a course about business, but about how personal and family issues impact on the business, and how the personal and the business aspects of life can work in harmony. The course will allow students to connect personal concerns to business issues, to see how the personal dimension affects the conduct of business, and to learn how to move between a personal and a business perspective. It is meant for students who have been, or who may become, part of a family business, or who as consultants or professionals, will be working with clients who are operating family businesses.

**ORG 7070  Leading Organizational Transformation**
This course describes how transformational organizational change can be conceptualized and the techniques, models and theories that support planning for and implementing a change process. It investigates how leaders who initiate and direct major organizational shifts can mobilize, focus, generate commitment, and implement new directions in an organization. The course combines theory, case material, and models and accounts of how and why organizations change their cultures, purposes, and/or structures. Learners will undertake a detailed analysis of an organizational change they’ve experienced, or one they have access to through interviews.

**ORG 7072  Team Development and Collaborative Systems**
This course recognizes the importance and challenge of teamwork and collaboration in organizations and communities and helps students develop the knowledge and skills to develop and lead teams to achieve the desired results. It recognizes that while many people enjoy working collaboratively, doing so can create significant challenges, especially in our society that highly values individualism and in organizations that tend to reward individual performance. The course presents both a behavioral approach to teambuilding, focusing on how to motivate and facilitate individuals working together, and a transformative approach which recognizes the importance of working with individual and collective beliefs and assumptions, individual and group patterns of actions, and organizational support structures.
ORG 7096  Organizational Culture and Cross-Cultural Management
This course provides the context to understand organizations from a cultural perspective. As human systems, organizations develop cultures reflective of the diverse people who work within them and the communities they serve. Our ability to create environments where people thrive within the complexity of cultural differences is predicated on our understanding and appreciation of those differences. Using the work of Edgar Schein, Geert Hofstede, Fons Trompenaars, Angeles Arrien, Mikhail Gorbachev and others, students learn about culture from the texts and from experiential assignments that engage them in reflection on their own cultural influences, belief systems, and organizational experiences. Through assessing an organizational culture and interviewing leaders about cross-cultural management challenges and practices, students learn how to create the conditions that support organizational cultures that thrive on diversity.

SYSTEMS INQUIRY AREA:

ORG 7035  Developing a Systems View
This course introduces the student to a rigorous way of applying systems thinking through the use of systems models. Systems thinking involves moving from a limited awareness of complex phenomena to the ability to perceive, influence, transform and create social systems. This course introduces the student to the three systems models developed by Banathy as a systemic tool to describe the multidimensional nature of interconnected systems either in their current or ideal state. These three systems models (or systems lens) are: 1) the systemic environment model, 2) the functions and structures model, and 3) the process model. Combined, these three models provide a deeper understanding of current organizational dynamics and can also be used to guide the comprehensive design of healthy communities and organizations.

ORG 7036  Critical Systems Inquiry
The course, first of all, provides a brief overview of the historical and conceptual foundations of systems thinking. Second, it explores many of the issues that make up the rationale for systemic interventions. Third, it provides an overview of the methodological alternatives to consider for interventions and experience in applying CSI principles in social or organizational settings; principles that are offered in the service of humanity, i.e., finding solutions to urgent social problems that are both effective and ethical.

ORG 7040  Social Systems Design
The course introduces Social Systems Design, as developed by Banathy, Ackoff and others. Social systems design is a participatory, collaborative and disciplined way of engaging in future creating inquiry. The learner will address questions such as: What is design in a social context? What is a design culture and how does it relate to the sciences and the humanities? How do people relate to change? Who should be the designers of social systems? How do we engage in social systems design? Design principles such as “form follows function” and the ethics of designing with those that will live the consequences of the choices made are explored. Social Systems Design shares core assumptions with participatory action research. The learner will be able to explore the usefulness of social systems design for the creation of new organizations or for the transformation of existing ones.
HUMAN DEVELOPMENT AREA:

**ORG 7037  Transformative Learning**
The purpose of this course is to introduce you to the exciting body of work that resides within the community of scholars interested in understanding transformative learning on the individual, community, and organizational level. Sparked by the theory of Jack Mezirow, this field incorporates the work of Freire, Habermas, Kegan, Cranton, and others who seek to understand and facilitate learning that results in significant perspective shifts in individuals, and cultural and paradigm shifts at collective levels. This course enables you to apply your understanding of the importance of the encounter with the “other” and the role of language to creating the conditions for transformative learning in organizations.

**ORG 7054 Assessing Personal Performance and Using Surveys in Organizations**
Organizations employ assessment tools to help individuals learn about their strengths and areas for personal development, and surveys to gather information about issues and qualities of the organization. Using these tools are essential skills of the organizational change consultant, and the person-centered leader. This course provides students with the skills to understand, select and use personal performance assessment tools and organizational surveys in the workplace. Looking at individual management style assessments, as well as those identifying cultural/organizational profiles, the assignments support the work of internal and external consultants, coaches, human resource professionals, as well as managers and executives.

**ORG 7022 Psychology of Money, Wealth, Family and Personal Development**
This course offers strategies and tools for dealing with psychological issues about the spending, sharing, earning, and saving of money. It will help both psychologists and financial planners to successfully manage their clients' personal and emotional issues around money. Family dynamics and issues frequently erode family trust and make it difficult to make good financial and business decisions.

SUSTAINABLE DEVELOPMENT AREA:

**ORG 7075 Sustainability and Organizational Systems**
This course explores how you, as an Organizational Systems professional, can contribute meaningfully and significantly to the emergence of a sustainable and livable future for all. How to generate commitment based on hope rather than fear; how to facilitate collaboration across sectors and disciplines; how to generate a compelling vision of a common desirable future; how to translate this vision into action – these are some of the questions that we will explore to support the design and implementation of systemic and radical sustainability initiatives. The purpose of the course is to provide you with an interdisciplinary learning experience and to guide you in developing the essential knowledge, skills and sensitivity for stimulating and guiding sustainability and social responsibility programs in organizations and communities of all kinds. ORG 7074 or a demonstration of basic but comprehensive understanding of the current state of sustainability movement is a prerequisite for this course.
ORG 7078  Sustainability Management: Present Practices

Many organizations have embarked on a sustainability initiative, or want to, but what exactly does that mean? How should they go about this, what do they do, and how to they assess the results? This course explores current sustainability programs and practices and the stakeholder perspective in organizations. It presents models, challenges, opportunities and practices for managing sustainability inside corporate and non-profit organizations, including the Natural Step, the product life cycle, accountability and reporting frameworks, and scores of case examples. It ends by exploring the nature of leadership to refocus an organization on sustainability.

Courses Cross-Listed from Social Transformation Specialization:

STR 7077  Building Sustainability: The Global Crisis  
STR 6505  Healthy Communities  
STR 6500  Ecological Psychology  
STR 7085  Globalism and Power  

ADVANCED LEVEL COURSES:

These courses assume a working knowledge of the material included in the Entry and Intermediate Level courses that support each of these more advanced courses.

ORG 7052 Systems Based Approaches to Participatory Change

This course contextualizes the Saybrook legacy around the work of Banathy on social systems design and modeling within the richer lineage of systems science in general and soft systems thinking in particular. The work of seminal social systems thinkers such as Ackoff on idealized systems design, Checkland on soft systems methodology, and Jackson on emancipatory and critical systems thinking will be explored to gain a wider and richer understanding of the diversity and complementarity of systems based approaches to participatory change. Soft systems thinking, as a branch of systems science, considers social and organizational systems as “purposeful systems,” i.e., complex human activity systems capable of defining their own purpose and creating their future by embracing human will, values and issues of diversity and inclusion at the core of the inquiry.

ORG 7042 From Evolutionary Consciousness to Conscious Evolution

This course engages a systemic understanding of evolution with the possibility of engaging in conscious evolution at the socio-cultural level. Three levels of inquiry are introduced: First, at the individual level, the notion of Evolutionary Leadership in introduced to connect the learning needs to develop mental models, skills and sensitivities necessary to enable evolutionary inquiry. Second, at the community and organizational level, Evolutionary Learning Communities are explored as spaces where evolutionary leaders can come together to engage in dialogue, learning, design and action. Lastly, at the societal level, the notion of Evolutionary Development is explored as a framework for conceptualizing and linking diverse strategies to enable systemic transformation and conscious evolution. This course is a space to explore what lies beyond sustainability as well as to contextualize in a wide and expansive view of change the work that the learner is committed to do as an organizational systems scholar-practitioner.
**ORG 7081  Integral Leadership**
This advanced course considers the many divergent perspectives on leadership through engaging a generative dialogue and search for a meta theory that will support continued progress in comprehending leadership. It considers integral theory as an approach to mapping our understandings of leadership and clarifying the complexities of its development. Attention to adult development theory and approaches is a central part of this exploration, as is attention to individual and collective phenomena that may be observed and that cannot be directly measured. The major goal of this course is to clarify the potentials of meta theoretical perspectives for furthering the clarity of the study of leadership as a phenomenon requiring multiple levels of analysis. We explore how this approach will support the clarification of existing theories of leadership and their integration into a coherent whole.

**SECOND TIER RESEARCH COURSES:**
One of the last courses usually taken prior to beginning the PhD candidacy essays is a second tier Research Course. OS learners may take any of the approved advanced research courses offered through PHS to support the methodology of their dissertation.

**RES 1150  Action Research**
Action research is a perspective in which research and action are interconnected. This level two advanced research course focuses on the history, theory, and practice of research where the researcher is involved as a facilitator, in a consultant and participant role in support of the assisting the members of the organizational, community, social system to create a sustainable change. The theories and models of Friere, Argyris, Lewin, W.F. Whyte, and many others are incorporated into different approaches to action research and participative action research (PAR). Prerequisites: completion of RES 1006, RES 1005, RES 1015.

**RES 1160  Systems Research**
This course is an advanced research course that focuses on the construction of a systems research methodology for human, social or organizational research. A survey of the evolution of the systems science field and its diverse methods and approaches, with particular paradigmatic assumptions, will be explored. This understanding will serve as the theoretical foundation to design a viable, robust and appropriate systems research methodology that will combine various methods (from within the systems sciences and beyond) to support thesis or dissertation research that would benefit from understanding complexity and interdisciplinarity. This course provides a systems-based alternative to RES 1150 Action Research since systems research will facilitate the bridging of theory and practice and engage participants in collaborative inquiry and design to create systemic change in their social system of focus.
EXTERNAL SKILL BUILDING COURSES:

The Organizational Systems Program has initiated agreements with some outside agencies to provide Professional Development skill building courses for Saybrook credit. These courses are Intermediate Level courses.

There is an additional charge from the institution providing the training, and a supplementary Saybrook procedure that must be completed before Saybrook can grant course credit. Some of these courses have been approved as RC substitutes – please inquire about this process before enrolling.

ORG 7205  Human Interaction
This is an experiential course taught by the NTL Institute for Applied Behavioral Science that enhances the student’s awareness and understanding of self, others, groups, and organizational systems. The Human Interaction program is for anyone who is interested in learning more about her / himself, how she / he relates to others, and/or in fine-tuning her/his interaction style. It is designed to attract a wide variety of people from many different backgrounds. The focus is on developing and practicing effective interpersonal skills and giving and receiving feedback responsibly. In addition to the T – Group work, community sessions are held for the entire community to add theory and experiential components to the overall experience.

ORG 7220  Foundations of Appreciative Inquiry
This course introduces the theory and practice of Appreciative Inquiry as a process for large scale organization and community transformation. The course provides an understanding of inquiry as intervention and introduces the principles of AI and positive change. Offered in an intensive format through the Corporation for Positive Change students learn to use tools and methods to design and facilitate positive change in organizations.

ORG 7225  Practicing Appreciative Inquiry: AI Summit
Students taking this course participate in an intensive session that uses the AI Summit process as a whole system organization and community transformation. Offered through the Corporation for Positive Change, students learn tools, templates, and best practices for designing AI Summits and explore the planning, design and logistical needs of a project of their own.

ORG 7230  Appreciative Inquiry as Spiritual Practice
This course is offered in as an intensive workshop through the Corporation for Positive change and built around the study and exploration of spirituality and change. Designed as a week-long intensive, it is a time for change agents to reflect, review and refocus their lives on what matters most to them and integrate their spiritual beliefs into positive change practices for transforming organizations and communities.