



NIODA

STRATEGIC PLAN

2016-2020

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NIODA STRATEGIC PLAN

Version 2 20 October 2016

STRATEGIC PLAN 2016-2020

CONTENTS

PURPOSE AND VISION.....	3
EXECUTIVE SUMMARY	4
NIODA's VALUES.....	5
GOALS AND MEASURES OF SUCCESS.....	6
GOALS & MEASURES OF SUCCESS TABLE 2016-2020	7
GOALS & MEASURES OF SUCCESS TABLE 2016-2020	8
GOALS/STRATEGIC INITIATIVE MATRIX	9
STRATEGIC/CONTEXT ANALYSIS	10
HISTORY IN AUSTRALIAN CONTEXT	10
EDUCATING IN SYSTEMS PSYCHODYNAMICS	11
INTERNAL SITUATION.....	11
EXTERNAL SITUATION	12
MARKETS.....	12
COMPETITORS AND COLLABORATORS	13

NIODA STRATEGIC PLAN

Version 2 20 October 2016

PURPOSE AND VISION

NIODA's purpose is to 'provide education in systems psychodynamic approaches for the improvement of organisations, community and society'.

Our vision is to be recognised and utilised as the centre of excellence in Australia in academic programs, research and consultancy in applied systems psychodynamics to improve capability and grow resilience in individuals, groups and organisations.



EXECUTIVE SUMMARY

The National Institute of Organisation Dynamics (NIODA) is a small, not-for-profit educational institute created in 2010 to be a centre of excellence in the field of systems psychodynamics.

With the recent registration of the Institute as a Higher Education Provider and accreditation of a Master of Management (Organisation Dynamics) course, NIODA is entering an exciting new phase of development and growth.

The Strategic Planning process is integral to achieving the Institute's purpose and vision and ensuring the embedding of NIODA within the Australian higher education sector. NIODA has adopted a five-year strategic planning cycle. Development of the 2016 – 2020 Strategic Plan and this 2016 revision, were undertaken in consultation with the all members of the Board of Governance

This strategic plan builds on the achievements of the recent past by setting challenging but achievable goals for the five years 2016-2020. The four goals are presented according to what we see to be the foundational pillars for achieving the vision and provide the central framework for the strategic plan:

1. Provide high quality learning environments in systems psychodynamics for a growing customer base
2. Grow NIODA's profile as a centre of excellence in system psychodynamic education
3. Ensure requisite infrastructure for organisational sustainability and growth
4. Embed sound corporate and academic governance

These goals articulate the key areas in which NIODA will need to perform in order to establish a strong foundation for the future growth of the institute.

NIODA STRATEGIC PLAN

Version 2 20 October 2016

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NIODA'S VALUES

NIODA's Values shape and inform all that we do. They are of particular importance in informing planning and are reflected and lived in implementation.

Openness: We challenge ourselves to be open and transparent in all our relationships.

Collaboration: We aim to work towards collaborative relations and relationships in all our endeavours. We understand that this takes thought and effort.

Respect: We understand that all constructive work relations rely upon mutual respect. This includes respect for differences.

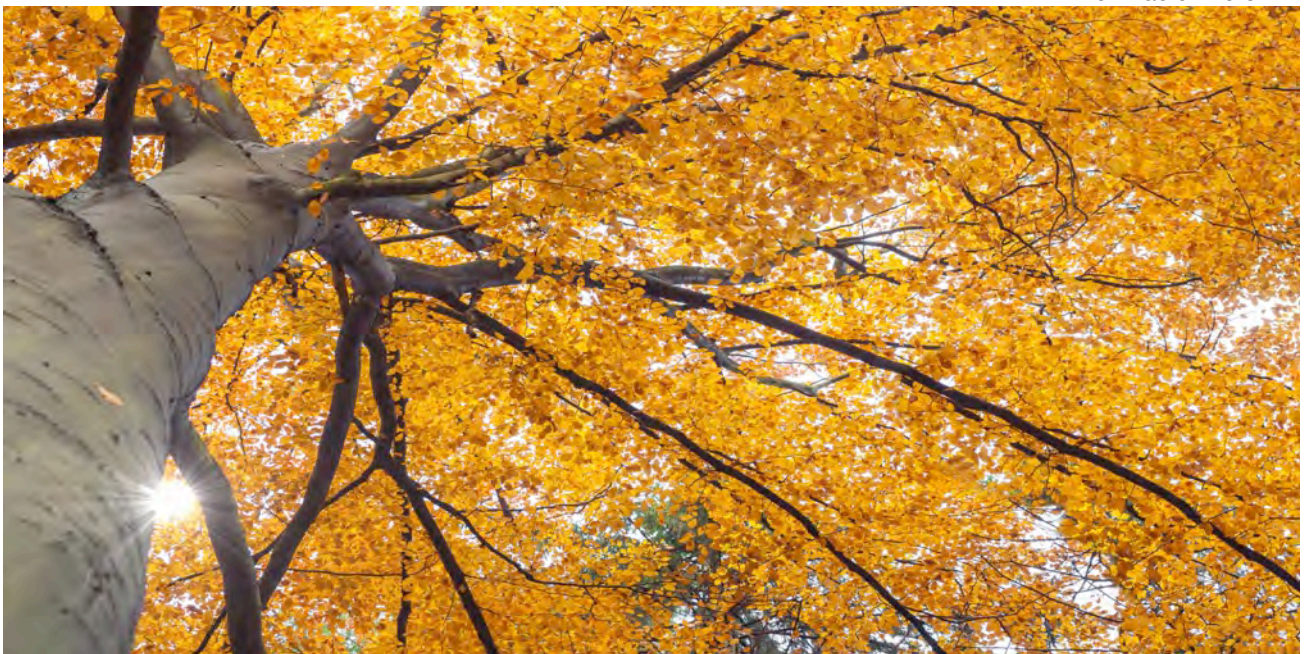
Dialogue: 'Dialogue involves working with others collaboratively on problems for which the best solutions are not yet known'.* This presumes a commitment to working things through to a point where differences (of ideas, opinions and beliefs) can not only be tolerated, but can usefully co-exist to produce new ways of thinking and doing.

Reflection: We value reflection as a process of making space and time to consider, thoughtfully and with curiosity, the current realities of the organisation, its context and the people most affected by it. It is a sense-making process that can bring new insights and maintain our focus on the purpose of the organisation.

Creativity: We value creativity and curiosity as a powerful resource in everything that we do.

Rigour: We seek to be thorough, diligent and rigorous in our efforts both to fulfill the purpose of the organisation and in striving for academic excellence. This is reflected in the high standards that we set.

*Ref: Paolo Friere



NIODA STRATEGIC PLAN

Version 2 20 October 2016

GOALS AND MEASURES OF SUCCESS

NIODA's goal to provide high quality learning environments in systems psychodynamics for a growing customer base builds upon a thirty-five year tradition in Australia of providing similar programs. The recruitment of students to the Master course is the primary key performance indicator and many of the organisation's activities will be directed to this goal. The deployment and development of NIODA's highly experienced faculty to teach in the program is also integral to its success.

While NIODA is a well established brand amongst the alumni of the iterations of the program delivered previously at RMIT and SUT (numbering over 700), there is still much work to do to grow NIODA's profile as the centre of excellence in systems psychodynamic education in Australia. NIODA's academic programs, short courses, research and consultancy services all contribute to this goal as participants spread the word and refer others. This is the most powerful way of growing NIODA's client base as a majority of people coming to NIODA have been directly referred by someone that they know. The number of publications in peer-reviewed international journals is one key performance indicator that demonstrates rigour and excellence in NIODA's work.

In this new phase of growth for the institute, establishing, implementing and reviewing policies, business plans, risk management plans, staff development activities and sound quality management processes (to name a few) will all contribute to providing the requisite infrastructure for a stable organisation and one that is capable of growing. Three key performance indicators have been identified for this goal: annual financial turnover; the number of qualified staff employed and the establishment of independent premises for the institute.

The capacity of any organisation to perform and meet its goals relies upon good corporate governance, particularly during major growth phases. The NIODA Board of Governance members have diverse skills, experience and excellent qualifications to lay the primary foundation for the organisation.

NIODA's key goals and measures of success are outlined in the table on the following pages.



NIODA STRATEGIC PLAN

Version 2 20 October 2016

GOALS & MEASURES OF SUCCESS TABLE 2016-2020

GOAL	MILESTONES/ KPIs	2016	2017	2018	2019	2020
1. Provide high quality learning environments in systems psychodynamics for a growing customer base	# Participants in LMOD program (EFT/Head Count)	11.375/23 Actual 10.5/23	4.5/10	3.5/7		
	# Students enrolled MMgt(OD)course (EFT/Head Count)		12.5/25	26/52	39/78	41.5/83
	Doctoral Candidates				2.5/5	5/10
2. Grow NIODA's profile as a centre of excellence in systems psychodynamic education	# Staff/#Student publications in peer reviewed international journals	2/5 Actual 2/0 0 student publications as Year 3 students not yet undertaken their writing subject	3/4	3/1	4/10	5/10

NIODA STRATEGIC PLAN

Version 2 20 October 2016

GOALS & MEASURES OF SUCCESS TABLE 2016-2020

GOAL	MILESTONES/ KPIs	2016	2017	2018	2019	2020
3. Ensure requisite infrastructure for organisational sustainability and growth	\$ Total financial turnover	\$238,000 To be finalised	\$422,000	\$679,000	\$1,003,000	\$1,170,000
	# Highly qualified academic (continuing and fixed term) and professional staff	7 with a variety of time allocations Actual 7	7 with a variety of time allocations	8 with a variety of time allocations	12 with a variety of time allocations	10 with a variety of time allocations
	Independent facilities for NIODA				X	X
4. Embed sound corporate and academic governance	Unqualified approval of Annual Financial Audit	X Achieved	X	X	X	X
	TEQSA registration and accreditation	X Achieved	X	X	X	X



NIODA STRATEGIC PLAN

Version 2 20 October 2016

GOALS/STRATEGIC INITIATIVE MATRIX

These goals will be achieved through a range of Strategic Initiatives. The table below outlines these Strategic Initiatives and illustrates the way in which initiatives can serve more than one goal.

STRATEGIC INITIATIVES	GOALS			
	1. Learning environments	2. Centre of Excellence	3.Sustainability & Growth	4.Governance
1. Grow Academic Programs within NIODA	X	X		
2. Grow human resources for sustainable delivery of a high standard of rigorous academic, professional development and consulting programs	X	X	X	
2. Grow research and scholarship within NIODA	X	X		
3. Establish NIODA Consulting as a viable business	X	X	X	
4. Ensure adequate venue and facilities for delivery of Academic Program	X		X	
5. Maintain and extend NIODA's local and global academic and research links	X	X		
6. Active in local and international field		X		
7. Extend NIODA's reach into Australian organisations	X	X	X	
8. Maintain requisite diversity of skills and experience in Board members			X	X

STRATEGIC/CONTEXT ANALYSIS

HISTORY IN AUSTRALIAN CONTEXT

NIODA's educational programs, research and consultancy have grown from a long tradition and practice in systems psychodynamics in Australia. The NIODA Master of Management (Organisation Dynamics) course builds on a 35-year history in Australia and a 65-year history internationally.

The predecessor to NIODA's programs in systems psychodynamics was first established at Swinburne University in the early 1980s. In 2002, the program moved to RMIT University where it was offered as a Master of Applied Science (Organisation Dynamics). Thus there has been continuity and succession in thought leadership in systems psychodynamics in Australia for the past 35 years. The lively community of alumni from the various iterations of the program number in the several hundreds and they continue to develop and grow the field of systems psychodynamics.

NIODA was first established in 2010 after the untimely closure of the RMIT program.

In 2014, NIODA launched the successful 'Leadership, Management and Organisation Dynamics' (LMOD) program. Over its three years of existence there have been twenty- three enrolments in the LMOD program with only two students not continuing. This low level of attrition is the best possible endorsement of NIODA. With the addition of the Master of Management course enrolment into the LMOD program will be discontinued from 2017.

NIODA has also been running a number of short courses and seminars which have helped to grow NIODA's client base, brand and reputation as an institute that provides high quality offerings. The feedback from clients is consistently positive.

Over the past more than forty years, centres of education, research and consultancy underpinned by systems psychodynamic traditions have been established in countries all over the world. In its short life, NIODA has established strong links with these organisations. Notably, in 2013, NIODA established a Memorandum of Understanding with the Tavistock Institute in London and gained their endorsement for the LMOD program. The seeking of endorsement by the Tavistock Institute of the Master of Management course is now in train. NIODA is also a member of an international group of like-academic programs from all over the world that meets on a bi-annual basis. Faculty, alumni and current students are active in the international community of practice: presenting and publishing papers, attending conferences and volunteering on Boards.

NIODA STRATEGIC PLAN

Version 2 20 October 2016

EDUCATING IN SYSTEMS PSYCHODYNAMICS

The field of systems psychodynamics has grown out of a theoretical tradition first established by the Tavistock Institute of Human Relations in London, shortly after WWII. It integrates learning from three theory streams: psychoanalysis, systems theory and group relations theory.

A hallmark of a systems psychodynamic approach to learning, research and consultancy is that it is anchored in the *experience* of and *application* to the individual and / or group's organisational work. It involves an exploration of every dimension of organisational life: emotional, cultural, structural, systemic and task-related. It is most notably differentiated from other leadership and management development programs by its emphasis on emotional and unconscious processes and dynamics and how these interface with and influence any organisation's capacity to fulfill its purpose.

The emotional and psychoanalytic dimension of this work calls for close face-to-face interactions and a very high (by contemporary standards) staff : student or consultant : client ratio. This is necessary (indeed crucial) to ensure the creation of 'good-enough' learning environments. The work can be challenging for participants/students/clients and staff/consultants/researchers and therefore, building in appropriate and 'safe' containment for the work is central to the delivery and sustainability of academic programs, research projects and consulting interventions. Ongoing commitment to this helps explain the long history of the programs, consistently high student satisfaction scores and SUT and RMIT alumni and clients' ongoing connection and commitment to the work, the institute and the field.

NIODA's educational face-to-face programs are unique in Australia and the institute's work is vital to the ongoing growth and development of the field.

NIODA is unique in the Australian context for its staff members' capacity and experience in delivering high quality face-to-face education in systems psychodynamics at a post-graduate level. NIODA faculty members are accomplished academics with international reputations and links in the field. While NIODA is still a very small institute, with limited continuing staff members, there is a pool of highly committed, available and well-qualified fixed term staff to fill teaching positions. This provides maximum flexibility as well as the opportunity and capacity to grow.

The accreditation of the Master of Management (Organisation Dynamics) course will enable NIODA's capacity to grow. This along with the gradual building of Consultancy and Research in NIODA's service offerings will boost the presence and the profile of the Institute, first in the Victorian context, and then more broadly across Australia over the years 2016-2020.

NIODA STRATEGIC PLAN

Version 2 20 October 2016

EXTERNAL SITUATION

It has become a sine qua non of contemporary management literature and the popular press that these are turbulent times. With the ongoing globalisation of our economy and an increasingly networked world, organisations and the people who work in them face constant change and adaptive challenges. Experience dictates and research now confirms that healthy and efficient work organisations rely upon healthy work relations and interpersonal dynamics and resilient and creative staff.

An education in system psychodynamic theory and application to organisational life grows people's resilience, their tolerance for uncertainty and ambiguity and the capacity to achieve insight, make adaptive choices and support the purpose of an organisation, even when under pressure. These skills are essential for organisational leaders, whatever role they occupy in the organisation. NIODA's participants relate that the LMOD program has already significantly influenced the way that they work as they have a better understanding of group dynamics and can lead interventions that have a sustained positive impact.

We are confident, that with the ability to offer accredited higher education programs, and given the consultancy and research offerings, that strong interest will be drawn for NIODA in the market place, enabling significant growth over the next five years.

As previously mentioned, NIODA has a strong network and reputation within the international field of systems psychodynamic education. Through publication and presentation / attendance at international conferences these connections are kept strong. They are essential relations to keeping theory and practice fresh and relevant to contemporary organisations. In addition, the opportunity for benchmarking with other like programs ensures NIODA's programs remain academically rigorous and of an internationally comparable standard.

MARKETS

NIODA's first client market includes organisational leaders and consultants seeking post-graduate education in Organisation Dynamics. They tend to be people who are seeking to achieve an in-depth understanding of human dynamics that will be useful, relevant and immediately applicable to their work role, their organisation or their client work.

NIODA's second market includes organisational leaders and/or consultants who are seeking research or consultancy to support the work of their organisation or to resolve intractable dilemmas or dynamics that are preventing the organisation from achieving its primary purpose. These are people who are not afraid to challenge the status quo and who are tired with more mainstream approaches to organisational learning that have failed to deliver in the medium and longer term.

NIODA STRATEGIC PLAN

Version 2 20 October 2016

COMPETITORS AND COLLABORATORS

NIODA's main competitors are universities and institutes offering MBA or other post-graduate management degrees. NIODA's prospective client market will and should always deliberate about which degree to do and what they think will most progress their careers. However, if what people are seeking is experientially oriented, face-to-face training in systems psychodynamics, there is no other program like it in Australia.

The Grubb School, based in the UK offers an online Masters degree that has some elements in common with our program, drawing quite broadly from the same body of theory. While this program might be regarded as a competitor, this is only from the perspective of a scarcity mentality. There is greater potential for collaboration and cross-fertilisation between the two programs. While this collaboration is only in its infancy, it is something that we intend to nurture.

As mentioned earlier, the Tavistock Institute of Human Relations in the UK has endorsed the NIODA programs. It is anticipated that in five years time this relationship will be well established with students able to complete some subjects in the UK and achieve recognition for this in the NIODA course and vice versa. NIODA also has a good relationship with other like programs in the UK, USA, Chile, Denmark and Israel with Roskilde University in Denmark and University of Chile being benchmarking partners for the proposed Master course.

It is with excitement that we all look forward to a vibrant, challenging future with the embedding of NIODA Ltd into the Australian Higher Education milieu.

