



# CODE. | HR

The program for raising HR's business impact by building **C**apability in **O**rganizational **D**esign, **D**evelopment, and **E**ffectiveness.

## TO HUMAN RESOURCES: THE PROBLEM

This is HR’s moment of truth. Organizations win when they have the *critical organizational capabilities* that matter most for business performance. Yet, while executives around the world agree that this is a top priority, they admit that they have not figured out how to build the requisite capabilities effectively. We have broken the code, and HR can be at the heart of it.

## CODE<sup>®</sup> DRIVES RESULTS

CODE<sup>®</sup> is a ground-breaking program that strengthens your organizational design, development, and effectiveness (OD&E) capabilities.

“A masterclass in organizational problem solving.”

Head of HR  
Global Healthcare  
Company

*What does this really mean?* CODE<sup>®</sup> unlocks the **mindset**, builds the **skills**, and provides the practical tools for **solving problems** and driving **business results** through the **intentional alignment** of people and organization to strategy.



The CODE<sup>®</sup> program **cuts through the clutter** to get to what matters. It is a highly interactive experience that accelerates your mindset, skills, and **behaviors** to ‘get stuff done’ in service of driving business results. It elevates you to solve **both strategic and ‘everyday’** organizational problems and challenges.

### ROI of CODE<sup>®</sup>

- Increased Efficiency and Impact of Strategy Execution and Organizational Transformations
  - Greater Productivity, Competitive Advantage, and Business Results
- Elevated HR Identity and Reputation as an Essential Business Partner
  - Increased Speed and Quality of Problem Solving and Decision Making
  - Improved Leader, Team, and Employee Performance

## CODE® PROGRAM OVERVIEW AND PRINCIPLES

HIGHLY INTERACTIVE	LESS IS MORE	FOR EVERYDAY CHALLENGES	FOR LARGER SCALE CHALLENGES	PROVOCATIVE	CUSTOMIZABLE
VIRTUAL AND LIVE DELIVERY	PUBLIC AND PRIVATE SESSIONS	EXPERIENCE AND SCIENCE-BASED	FIELD-TESTED	PRACTICAL	REAL TIME APPLICATION

## PROGRAM OUTCOMES

### MINDSET

**You will:**

- Shift your mindset to focus more on business outcomes.
- Reframe your identity and how you ‘show up’.
- Build confidence and courage to be bold and transformational.

“CODE gave me a new mindset and toolbox that I use every day to help drive our growth strategy.”

Senior HRBP  
Biotech Start-up

### SKILLS & TOOLS

**You will:**

- Build consulting, influence, and systems-thinking skills.
- Learn how to align people and organization to your strategy.
- Learn how to define, diagnose, and solve problems.
- Elevate your expertise in leader, team, and organization assessment/improvement.
- Master a curated set of field-tested OD&E tools (*CODE® Book*).

### BEHAVIORS & APPLICATION

**You will:**

- Apply your new mindset, skills, and tools to solve challenges real-time.
- Create a personalized action plan.
- Elevate yourself as an essential partner to business leaders.

## PROGRAM FACULTY

Our broad and global reach enables us to tailor the faculty of the program to the unique perspectives and needs of program participants - and their respective organizations - anywhere in the world. We come from diverse backgrounds and geographies, and draw on our extensive international capability. Our collective experiences include working in and consulting within a wide range of organizations, from Fortune 10 companies, entrepreneurial startups, publicly-traded, and privately-owned organizations, to non-profits, NGOs, and higher educational institutions.

“In my 25 years of HR experiences, CODE was by far the most impactful and meaningful training experience I’ve ever attended. My learnings were immediately applicable.”

CHRO  
North America  
Fortune 100 Global Technology Company

## CODE<sup>®</sup> PROGRAM OPTIONS

### “LIVE”

- 4-Day Intensive: Public and Private
- 3-Month Extensive: Private Only

		DAY 1	DAY 2	DAY 3	DAY 4
<b>4 DAY INTENSIVE</b>  <b>Public</b> <b>\$5500</b> <i>Includes tuition and all program elements, meals, materials, membership (fees may vary slightly depending upon program venue)</i>	Pre-Program: CODE Capability Assessment				
	4 DAY INTENSIVE WORKSHOP	AFTERNOON/EVENING (Lunch and Dinner)	MORNING/AFTERNOON/EVENING (Breakfast/Lunch/Dinner)	MORNING/AFTERNOON/EVENING (Breakfast/Lunch/Dinner)	MORNING (Breakfast)
		<ul style="list-style-type: none"> <li>• Mindset: Trusted Advisor/Essential Partner</li> <li>• Your Intent and Identity</li> <li>• Cutting Through the Clutter</li> <li>• Problem Solving</li> <li>• Systems Thinking</li> <li>• Introduce Capstone Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting Skills/Influence Styles</li> <li>• SCOPE OE Framework</li> <li>• Strategic Context Deep Dive</li> <li>• Leading Change</li> <li>• Human Dynamics Deep Dive</li> <li>• Capstone Challenge Application</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Evaluation and Diagnostics</li> <li>• Operating Model Deep Dive</li> <li>• Process/Structure/Systems</li> <li>• Leadership and Climate</li> <li>• Critical Teams</li> <li>• Capstone Challenge Application</li> </ul>	<ul style="list-style-type: none"> <li>• Capstone Presentations</li> <li>• Reflection and Feedback</li> <li>• Personal Commitments</li> <li>• Graduation Lunch</li> </ul>
		Review/Preview Each Morning   Q&A Sessions Built Into Each Day   Evening Reflection, Work, and Individual Challenge Application			
	Private	Post-Program: <ul style="list-style-type: none"> <li>• Application &amp; Learning On the Job</li> <li>• OD&amp;E Hotline for Ad-Hoc “Guide-On-The-Side” Support</li> <li>• CODE Community Network Membership; Notes from the Field; Access to Best Practice Tools and Assessments</li> </ul>			

		MONTH 1	MONTH 2	MONTH 3
<b>3 MONTH EXTENSIVE</b>  <b>Private Only</b> <i>Please contact us so we can create the optimal experience for your group</i>	Pre-Program: CODE Capability Assessment			
	Integrated Workshops <i>See Live 4-Day Intensive for Content</i>	WORKSHOP 1 Foundations (2 days)	WORKSHOP 2 Deep Dives (2 days)	WORKSHOP 3 Capstone (1.5 days)
	Application & Learning On the Job <i>During and In-Between Workshops</i>	<ul style="list-style-type: none"> <li>• Reflection/Application Homework</li> <li>• Work on Individual Real-Time Challenge</li> <li>• Work on custom Cohort Capstone Challenge</li> </ul>		
	Cohort Member Support	<ul style="list-style-type: none"> <li>• OD&amp;E Hotline for Ad-Hoc “Guide-On-The-Side” Support</li> </ul>		
	Private	Post-Program: <ul style="list-style-type: none"> <li>• Continued Ad-Hoc “Guide-On-The-Side” Support</li> <li>• CODE Community Network Membership; Notes from the Field; Access to Best Practice Tools and Assessments</li> </ul>		

### “VIRTUAL”

- 3 Month Extensive: Public and Private

		MONTH 1	MONTH 2	MONTH 3
<b>3 MONTH EXTENSIVE</b>  <b>Public</b> <b>\$2500</b> <i>Includes tuition and all program elements, materials, membership</i>	Pre-Program: CODE Capability Assessment			
	Integrated Virtual Workshops: 8 Total <i>See Live 4-Day Intensive for Content</i>	4 3-hour Interactive Virtual Sessions	2 3-hour Interactive Virtual Sessions	2 3-hour Interactive Virtual Sessions
	Application & Guided Learning On the Job <i>During and In-Between Workshops</i>	<ul style="list-style-type: none"> <li>• Reflection/Application Homework</li> <li>• Work on Individual Real-Time Challenge</li> <li>• Work on Cohort Capstone Challenge (Public and Private)</li> </ul>		
	Cohort Member Support Between Sessions	<ul style="list-style-type: none"> <li>• OD&amp;E Hotline for Ad-Hoc “Guide-On-The-Side” Support</li> </ul>		
	Private	Post-Program: <ul style="list-style-type: none"> <li>• Continued Ad-Hoc “Guide-On-The-Side” Support</li> <li>• CODE Community Network Membership; Notes from the Field; Access to Best Practice Tools and Assessments</li> </ul>		

## CODE® SUCCESS STORIES

### Real “Everyday Application”

- Problem solving and root cause analysis.
- Building leader capability at the individual, layer/level or critical cohort/role levels.
- Coaching a leader who is trying to diagnose talent/team/organization performance.
- Helping a leader drive change.
- Uncovering and addressing leader and/or team blind spots.
- Improving team dynamics.
- Clarifying a team’s vision, mission and priorities; helping a team to refresh its charter, structures and norms.
- Aligning the organization’s operating model to a new strategy.
- Facilitating performance audits, analysis, diagnosis, and recommendations.
- Re-designing span of control, centralization/decentralization, or other organizational structural changes.
- Talent or workforce planning and analysis.
- Diagnosing root causes and identifying practical solutions for solving engagement or organizational climate issues.

### Larger Applications

ORGANIZATION CLIENT	PROBLEM	CODE®	IMPACT
<b>GLOBAL FINANCIAL SERVICES COMPANY</b>  <i>SVP SALES &amp; SERVICE</i>	US Solutions Sales/Services sales performance numbers were stagnant for three consecutive quarters.	<ul style="list-style-type: none"> <li>• <i>SCOPE OE Diagnostics</i></li> <li>• <i>Climate Assessment</i></li> <li>• <i>Climate Accelerator Leader Framework</i></li> <li>• <i>Coaching</i></li> </ul>	<b>INCREASED SALES</b> The head of US sales declared at an all-hands sales meeting “we crushed our numbers because we focused relentlessly on our climate”.
<b>GLOBAL MANUFACTURING COMPANY (PE-OWNED)</b>  <i>CEO</i>	Enhance effectiveness of the C-suite.	<ul style="list-style-type: none"> <li>• <i>Team Diagnostics</i></li> <li>• <i>Team Optimization</i></li> <li>• <i>Operating Model</i></li> <li>• <i>Coaching</i></li> </ul>	<b>HIGHER MULTIPLE</b> The company was sold for a greater multiple than anticipated, and the private equity owners identified the leadership team performance as a critical factor.
<b>GLOBAL HEALTHCARE</b>  <i>BUSINESS PRESIDENT HEAD OF HR</i>	Needed to reboot and revise the strategic intent of their portfolio and redesign the organization to deliver.	<ul style="list-style-type: none"> <li>• <i>SCOPE OE Framework</i></li> <li>• <i>Horizons Framework</i></li> </ul>	<b>RAPID ORGANIZATION REALIGNMENT</b> A multi-month disciplined process helped the leadership team make higher-quality decisions, faster.
<b>ASIA-BASED NGO</b>  <i>CEO CHRO EVP R&amp;D</i>	R&D leadership needed to better understand critical scientific capabilities to guide resource allocation, structural decisions, and grant requests.	<ul style="list-style-type: none"> <li>• <i>SCOPE OE Framework Capability Assessment</i></li> </ul>	<b>IMPACT</b> Essential programs of the NGO delivered greater measurable impact through stronger scientific support in critical areas.

## ABOUT PENNINGTON HUMAN DYNAMICS

Pennington Human Dynamics, Inc., is an international organizational effectiveness consultancy dedicated to improving organization performance and the world through the power of leaders and teams. At the heart of everything we do is the critical alignment of people and organization to your unique strategic context.

By combining practical experiences with the art and science of how people and organizations work, we deliver organizational effectiveness consulting and executive coaching to a diversity of organizations, industries, cultures and challenges.

With our diverse experiences and deep expertise in the areas of people and organization effectiveness, we cut through the clutter to diagnose your performance blind spots in context of your goals. We then partner with you to solve problems with customized solutions across several integrated practice areas.



## OUR GLOBAL PARTNER NETWORK: WORLD CLASS, WORLD WIDE

Our network of over 100 consultants, coaches, and subject matter experts enables us to deliver world-class customized solutions around the world. Each partner has been carefully vetted to ensure alignment with our core values, coupled with a track record of producing superior results for clients.



## WHO WE WORK WITH

\* Private Equity Owned

Automotive	TRW, Unifrax*, MPG*, Mercedes Benz
Energy	Mobil, UDG, Fairmount Minerals*
Financial Services & Insurance	Capital One, Cigna, The Hartford, Nationwide, Prudential Financial, RMS
Higher Education and Education Services	Learning Care Group*, Princeton University, SUNY Stonybrook, University of Connecticut, University of Hartford, Post University
Media & Advertising	Starcom/MediaVest, Rosetta
NGO/Non-Profit	World Fish, ChildFund, Princeton Libraries, Feed the Children
Pharma/Biopharma	Amgen, Acceleron, AMAG, Axcella, Bristol Myers-Squibb, Johnson & Johnson, Schering Plough, Novo Nordisk, Publicis Healthcare
Private Equity	PineBridge Investments, American Securities
Retail	Office Depot, Stanley Black & Decker
Technology	IBM, Minolta, Prince*, Raytheon, Siemens North America, Panasonic North America

## FOUNDERS | PRINCIPALS



### M. Najeeb Ahmad

Najeeb Ahmad is a founder and Principal of Pennington Human Dynamics. He is an experienced leadership consultant, coach, and organizational leader whose career has spanned twenty-five years across various industries, business transformations, and geographies. In addition to a broad portfolio of consulting and coaching engagements, Najeeb has held senior human resources, talent development, and talent acquisition positions with organizations ranging in size from 120 employees to more than 50,000, from privately held to Fortune 100. He couples his consultation to all levels of management, from first-line supervisors to the C-Suite, with deep experience in the areas of strategy, talent management, leadership coaching, employee development, talent acquisition, organizational development, team effectiveness, group facilitation and change management. He has had significant involvement with global business operations in multiple industries, with a focus on leveraging intercultural effectiveness to drive business performance. Through rapid organizational growth, downsizings, restructurings, and other business transformations, Najeeb brings to Pennington significant hands-on expertise that couples sound theory and research with practical applications that work. Prior to Pennington:

- Najeeb served as Partner, Human Resources at Rosetta, a fast-growing marketing strategy and interactive agency.
- Prior to that, he led the Human Resources function at MediaVest, a subsidiary of Publicis – a multinational advertising and public relations company, one of the largest Marketing and communications companies in the world.
- At Bristol-Myers Squibb Company his roles included leading HR for Asia-Pacific, Middle East and Southern Africa, and leading the Strategic Staffing & Development function for the company's Pharmaceutical Research Institute and Commercial & Corporate Staff organizations.
- He also served with Capital One Financial during its explosive growth phase, leading HR efforts for the IT function and developing a Global Workforce Integration initiative for new market entry.
- He served in a regional HR leadership role with the Business Services Division of Office Depot.
- He held multiple positions with Mobil Oil Corporation.

Najeeb holds MBA and MA in Middle Eastern Studies degrees from the Univ. of Texas at Austin, and a BA in History from Georgetown University.

[Najeeb.Ahmad@penningtonhd.com](mailto:Najeeb.Ahmad@penningtonhd.com)

<http://www.linkedin.com/pub/najeeb-ahmad/0/69b/4a4>

609-439-9901



### Scott R. Willett, Ph.D.

Scott Willett is a founder and Principal of Pennington Human Dynamics. He is an experienced organizational effectiveness consultant, executive, and coach whose career has spanned over twenty years across a diversity of organizations, industries, and geographies. He has worked with all levels of management, from the C-suite to the frontline, through a wide range of business challenges and transformations. In addition to a broad portfolio of consulting/coaching engagements, Scott has held senior organizational effectiveness and executive development positions within organizations ranging from global Fortune 50 companies to higher education. He combines these diverse experiences with research and deep organizational effectiveness expertise in the areas of organization capability and design, leader and senior team performance, coaching, change management, and organizational climate/culture change, to help Pennington deliver practical solutions with real impact. Prior to Pennington:

- Scott served as the Global Head of Organizational Effectiveness at Prudential Financial, leading enterprise organization and leader effectiveness, change, engagement and learning. Prior to that, he led Organizational Effectiveness across Prudential's U.S. businesses.
- Prior to joining Prudential, he served at The Hartford Financial Services Group leading Hartford Life's Organizational Effectiveness Consulting Group before leading The Hartford's Global Leadership Effectiveness function.
- He joined The Hartford from Princeton University where he built and led Princeton's first ever Learning and Organization Development function.
- At Bristol Myers-Squibb Company he was a senior organization development consultant for the Worldwide Medicines Group and the Pharmaceutical Research Institute (R&D), leading a diverse portfolio of large-scale business transformations.
- Before Bristol Myers-Squibb, Scott worked at IBM during the e-business and internet revolution in the mid-late 1990's as an internal Global Executive and Organization Capability consultant.
- Prior to IBM, he worked at TRW Automotive as an industrial/manufacturing engineer, a quality engineer, and a manufacturing supervisor.

Scott is an adjunct faculty member at the internationally ranked Thunderbird School of Global Management, and at the University of Connecticut School of Business, teaching custom executive development programs and MBA courses in leadership and business transformation. Scott holds a Ph.D. in Organizational Management from Capella University, as well as an MBA, an MS in Management Systems, and a BS in Interdisciplinary Engineering & Management from Clarkson University.

[Scott.willett@penningtonhd.com](mailto:Scott.willett@penningtonhd.com)

[linkedin.com/in/scottwillettphd](https://www.linkedin.com/in/scottwillettphd)

860-471-1154