



# 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>\$3500</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 the world through the power of leaders and teams building *Compleat Organizations*®.

A *Compleat Organization* is one that achieves continued performance against its goals, while having a positive impact on the world. This only happens by choice and intentionality - not by chance. Our integrated practice areas focus on equipping, enabling, and energizing leaders and teams - the most critical of organizational effectiveness success factors. With the right mindset, alignment, skills, tools, and behaviors, leaders and teams can move mountains.

With decades of practical and applied experiences in aligning **people** and **organization** to **strategic context and goals**, Pennington continues to transform organizations across a wide range of industries, cultures and challenges. Combining these experiences with expertise in the areas of people dynamics and organizational systems, we **cut through the clutter to solve problems**, leverage opportunities, and transform leaders, teams, and organizations from their current state to their continuously evolving desired state.

### OUR APPROACH

*We simplify and cut through the clutter to identify issues, root causes, and practical solutions.*

*Create a dynamic, engaging, safe working climate.*

*Adaptive.*

*Trusted partner and advisor.*

*Pleasantly confronting.*

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

Our trusted network of over 100 consultants, coaches, and subject matter experts helps us deliver world-class customized solutions around the world. Each of our partners lives our values, and has a proven track record of producing superior results. The collective capability and diversity of our team enables us to scale up and down to meet a wide range of needs.



### WHO WE WORK WITH

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



**OUR INTEGRATED PRACTICE AREAS**

ONE GOAL	THREE PRACTICE AREAS	KEY INGREDIENTS
<p><i>Improving the world through the power of leaders and teams building Compleat Organizations.</i></p>	<p><b>Building Leader Capability</b> <i>Compleat Leaders</i>®</p> <ul style="list-style-type: none"> <li>○ Critical Roles, High-Potentials, and Cohorts</li> <li>○ Programs and Experiences (e.g. The Compleat Leader @ <a href="http://www.theCompleatLeader.com">www.theCompleatLeader.com</a>)</li> <li>○ Executive Coaching</li> </ul>	<p><i>Trusted Advisor Partnerships</i></p> <p><i>Highly Customized Solutions</i></p> <p><i>Dialogue-Based</i></p> <p><i>Proprietary Assessments for Leaders and Teams</i></p>
	<p><b>Optimizing Teams</b> <i>Compleat Teams</i>®</p> <ul style="list-style-type: none"> <li>○ Senior Leadership Teams, C-Suite, and Mission Critical Teams</li> <li>○ Team Optimization Process (TOP)®</li> <li>○ Team Programs, Experiences, and Coaching (e.g. The Compleat Team @ <a href="http://www.theCompleatLeader.com">www.theCompleatLeader.com</a>)</li> </ul>	<p><i>SCOPE</i>® <i>Organizational Effectiveness and Change Methodology and Toolbox</i></p> <p><i>Organizational Climate Change Assessments and Accelerators</i>®</p>
	<p><b>Elevating Internal Organizational Effectiveness Capability</b> <i>Compleat Advisors</i>®</p> <ul style="list-style-type: none"> <li>○ CODE® (Groundbreaking Program for <i>Building Capability in Organization Development, Design and Effectiveness</i>)</li> <li>○ Coaching</li> </ul>	<p><i>Proprietary Organizational Effectiveness Audits and Diagnostics</i></p> <p><i>Leader Quality Management (LQM)</i>® <i>Practices</i></p> <p><i>Certifications</i></p>

**INTEGRATED SUITE OF ASSESSMENT/AUDIT TOOLS**

Built upon real-world experiences and foundational principles of human dynamics and organization effectiveness, these tools cut through the clutter to identify and reveal performance blind spots to improve organization, leader, and team performance:



Climate change is real, and up to 30% of variance in organization performance is influenced by climate. It is significantly influenced by leader behaviors. The best leaders in the world hold themselves accountable for being "climate creators". The online Climate Change Spotlight serves as the ultimate leading indicator and leader report card.



An online survey tool that delivers actionable development insight, unlike any other 360 assessment. It sheds a 360 view spotlight on critical, causal components of leader performance: from the whole self, to behaviors, to the climate a leader creates.



Leader quality is the ultimate business driver. Who sits in a critical role or on a critical team is the critical success factor. With our high-touch, trusted advisor approach to this challenge, we partner with you to define the "it" of a role. The Profiler interview and dialogue-based methodology and insights ensure that the leaders in or selected for the role truly "get it", "want it", and have the capability to "do it".



Built upon a proven team framework, the online TPS assessment delivers powerful, practical insights for optimizing team performance and results. The TOP accelerates team performance by integrating assessments with development planning, executive coaching, and application to reinforce new team dynamics and practices.

## OUR PRINCIPALS



### M. Najeeb Ahmad

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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 University of Texas at Austin, and a BA in History from Georgetown University.



### Bill Baetz, PhD

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Bill Baetz is a Principal of Pennington Human Dynamics. He is an experienced organizational consultant, coach, and leader whose career has spanned over thirty-five years working across many industries, and serving in consulting, HR, and line management capacities. Bill has extensive experience in consulting, facilitation, coaching, L&D, organizational development, and employee engagement. He has supported senior leaders at hundreds of organizations to help build their organizational development, change management, employee engagement, and applied research efforts, including at Unilever, Amazon, Hewlett-Packard Enterprise, Merck, BP, Wells Fargo, MetLife, McGraw-Hill, MetLife, KPMG, MasterCard, NASA, American Airlines, GE, UBS, NiSource, Williams Energy, Crayola, BG Group, Carnival Cruise Lines, Bank One, Southern California Edison, NATO, the U.S. Air Force, and the U.S. Navy. He has extensive facilitation and training experience, working with groups in a variety of settings around the world (including in Europe, Asia, South America, Australia, New Zealand, and North America). Bill has leveraged his diverse background to bring both a practical and a research-based approach to his work at Pennington. Prior to Pennington:

- Bill served as VP, Leadership & Organizational Effectiveness at Perceptyx, where he worked with senior leadership teams across a broad range of organizations to build employee engagement and organizational effectiveness.
- Prior to joining Perceptyx, he served as a Vice President at The Group for Organizational Effectiveness (gOE). At gOE, he worked as a consultant with hundreds of organizations globally to build organizational effectiveness and help accelerate their HR transformational and internal consulting efforts. He is a thought leader in this area, presenting and facilitating sessions on strategic HR, OD, and employee engagement at many conferences (including the OD Network, OD Summit, SHRM, PAFOW, Talent & OD Institute, HR Management Institute, CHRO Forum, CL&D Institute, HR.com, Talent Management Fusion conferences). Bill also helped develop the innovative gOEbase system, which was the first web-based technology specifically designed to build the internal consulting capabilities of HR, L&D, and OD professionals.
- Before The Group for Organizational Effectiveness, he led a global marketing team and led a global L&D team at General Electric.
- Prior to General Electric, he worked in sales and channels marketing at Hewlett-Packard, as a research engineer at General Electric R&D, and as a manufacturing engineer at Eastman Kodak

Bill holds a Ph.D. in Organizational Studies and a Master's in Business Administration (MBA) from University of Albany as well as a Bachelor of Science in Engineering from Rensselaer Polytechnic Institute. He is a Certified Co-active Professional Coach (CPC) from Coaches Training Institute (CTI). He has taught executive MBA courses in Strategic and International Human Resources for the Universidad del Salvador in Argentina.



### Scott R. Willett, PhD

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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, serving Princeton's faculty and staff functions.
- 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 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.