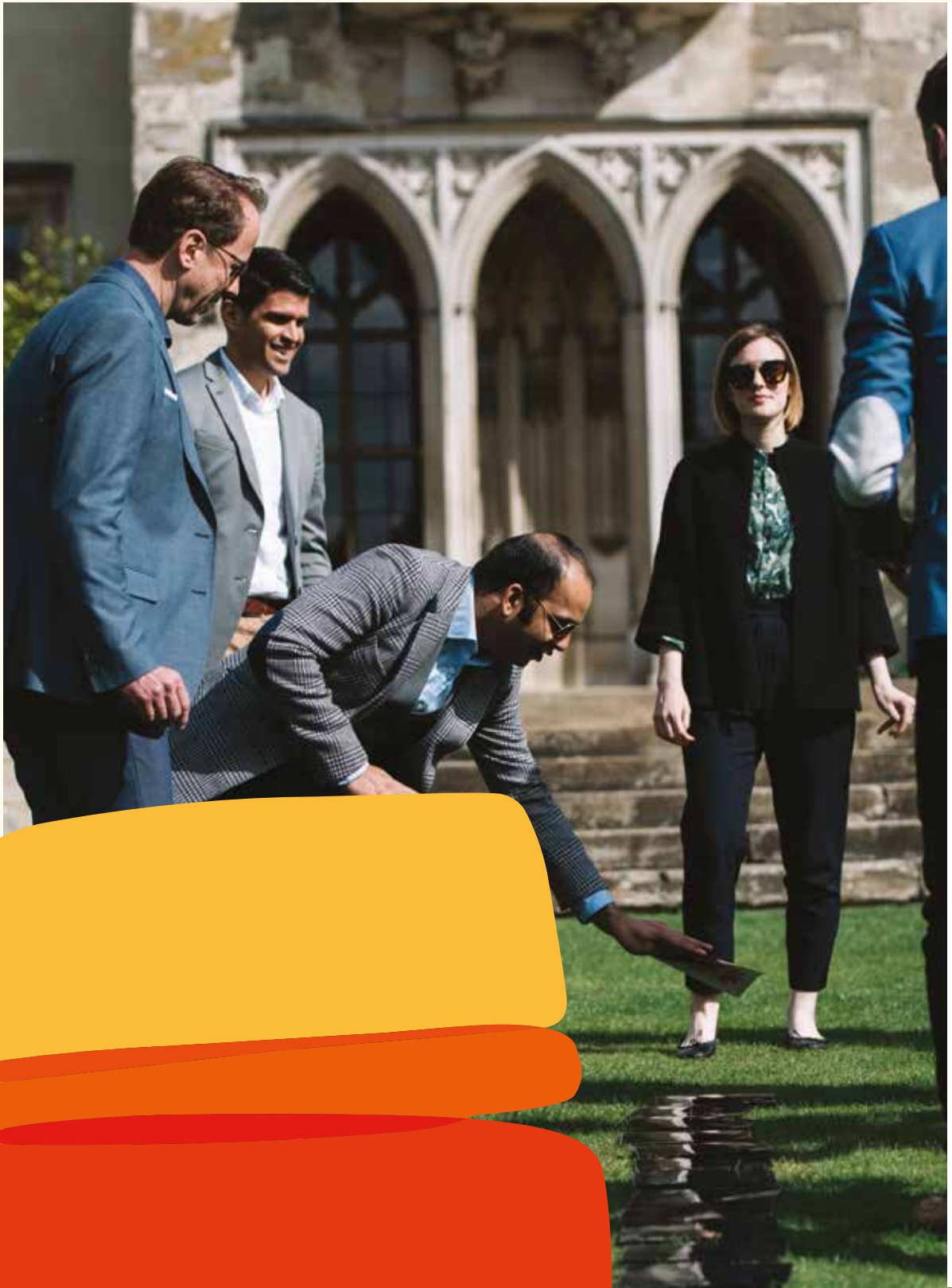


Executive Doctorate in Organisational Change





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What is the Executive Doctorate in Organisational Change?

EDOC is a leading-edge, practice-based doctorate which demands both deep reflection and active experimentation. We support participants to draw upon the family of methods commonly called Action Research or Action Inquiry, which is “research conducted in everyday life” rather than only within “sanitized experimental environments, survey designs, or reflective, clinical, critical settings” Torbert (1991: 220).

Who is it for?

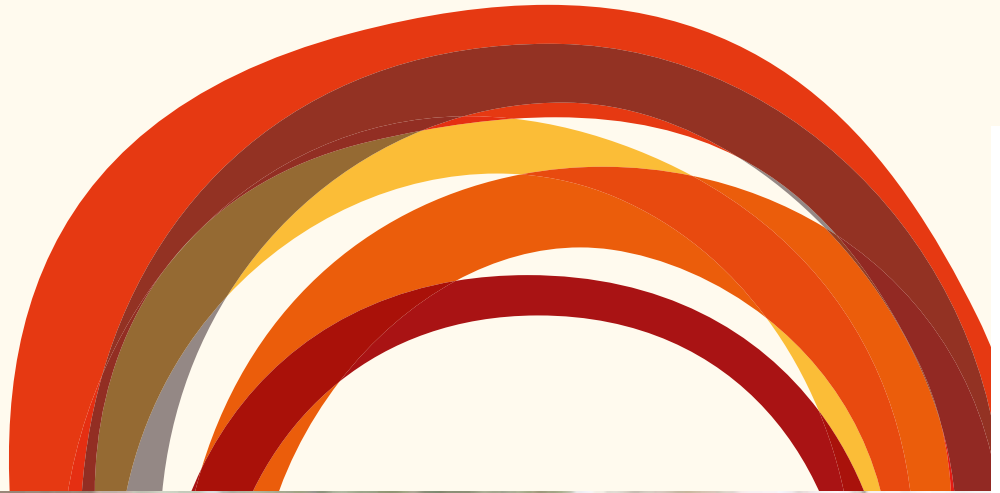
The Executive Doctorate in Organisational Change is aimed at people who work in or with organisations as leaders, consultants, managers or experts and wish to explore the territory beyond conventional organisation and leadership theories, to develop radical new ways of contributing to the flourishing of individuals, organisations and the wider environment. Participants develop their thought leadership as they offer unique contributions to the field of knowledge and pursue innovative new practices and ways of working in organisations and institutions. EDOC graduates are enhanced through personal development, leadership, organisational development skills. Some of our graduates make international transitions across industries and advance in their organisations or transition into their own consultancy firms, some engaging and working at board level.

As a doctoral researcher, you will deepen your understanding of your practice by engaging reflexively with the why and how of your work and the assumptions you’re working from, as well through critical engagement with a wide range of relevant literature.

“Finding my voice was [more] important than I realised... the idea that my presence makes a difference in the organisations or the systems I work in. If I change, the people around me change, if I offer my voice, even if it’s not immediately apparent, I’m potentially changing that system. I started to understand that I did have that kind of power.”

EDOC graduate





Our approach

We encourage you to challenge the mechanistic, behaviourist view of institutions and people that lies behind many current organisational practices — including change ‘management’, mergers and acquisitions, performance management and reward structures. How we think about the nature of reality, of organisations, change and learning, matters. It influences what we pay attention to, and which actions we expect to lead to particular outcomes.

The concepts that govern our everyday functioning show up as metaphors in the language we use to describe our world. Surfacing the assumptions and metaphors that inform our actions and decisions can be surprisingly challenging. EDOC invites you to take a post-conventional view of knowledge-production, grounded in a thorough understanding of the implications of different world-views. We believe that the underpinning principles and accompanying practices of the programme are relevant for any personal, organisational or social change effort.

Both EDOC and AMEC (Ashridge Masters in Executive Coaching) are great examples of how we, as a business school work on multiple levels, from the individual to the collective and from the internal to the external. Ours is a whole person, whole organisation, and ‘whole earth’ approach to learning and development. It takes us beyond surface knowledge, tools and skills into the deeper layers of personal psychology, intrapersonal relationships and organisational culture.

How we work with you

Our faculty work closely with participants over a nominal five-year journey of inquiry, through face-to-face residentials, online workshops and hosted group discussions, academic and peer supervision, as they seek to achieve positive, sustainable change within and across organisations. As members of an international community of scholar-practitioners, you will join a diverse cohort of 20 participants split into four supervision groups, each of which has a dedicated faculty supervisor to guide them through their research process using a blend of individual and group supervision.

Our experienced faculty supervisors get right in there with each participant, working alongside them to help them develop powerful and effective inquiries that are designed to make a real difference in the world. For an insight into how members of faculty, current and recent participants view the programme go to www.hult.edu/ashridge.

“I’ve got a much-heightened awareness of other ways of knowing. I pay much more attention to relationships in my everyday practice, I have a better understanding of who I am as a practitioner and areas that I would wish to continue to develop.”

EDOC delegate

Curriculum

While maintaining the highest academic standards, the programme takes a fundamentally pragmatic approach that is rooted in the lived experience of professional practice. Because we take an Action Research approach, programme content is immediately applicable to your personal and professional practice, and you are encouraged to share your personal experiences with fellow participants in a collegial learning environment.

The programme is designed in three phases, which provide a progressive pathway through inquiries that combine, at each stage, an increasing depth of understanding about the construction and use of knowledge as well as its application in a particular field of practice.

Phase one:

Foundation Phase: Engaging in inquiry (16 months)

This phase provides an initial grounding in research paradigms; ontology; epistemology; methodology; ethics; and presentational forms delivered over three residencies at Ashridge along with virtual modules. During this time, you will establish your peer supervision group, as well as being introduced to the supervision process, all with a view to fulfilling the academic assignment to pass to the next phase

Phase two:

Deep Dive Phase: Developing Inquiries and Presenting Experience (19 months)

You will receive both individual and group supervision, as well as participating in four residencies which include a mixture of taught and showcase events at Ashridge and one of our global campuses. Later stage participants will be required to contribute to some of these events as part of their own ongoing development, articulating their research, working alongside faculty in the deeper immersion in relevant topics culminating in a substantial academic assignment and viva as the gateway to the next phase.

Phase three:

Application phase: Testing Propositions and Formulating Practical Implications (24 months)

You will deepen the engagement with your inquiry, leading to the production of your doctoral thesis. During this time, there are four residencies which include a mixture of participant led workshops, showcases to demonstrate and speak to the progress of your work to a variety of internal academic and external practitioner audiences and working alongside faculty to facilitate foundation phase workshops for new EDOC entrants.

You will develop the discipline and creative skills of academic and reflective writing through practical assignments as you progress through the programme. You will also present your work to external conferences and publish as part of the overall credit requirement for your PhD. You will continue both individual and peer supervision during this important phase along with access to EDOC alumni 'buddies' as you work towards submission of your thesis.

*Our residencies will mainly take place in our Ashridge UK campus with occasional residencies at one of our Hult/EF global campuses.

“...it was always being surrounded by enquiry, so you were constantly attending workshops or dissertation support group meetings, there was a constant rigour around what are you doing and why and what's working and what isn't; it's a really incredibly rich... supportive environment you're in.... high-quality enquiries from your peer groups and faculty.”

EDOC graduate

Outcomes

This programme enables participants to:

1. Participation in the EDOC programme brings an expanded and deepened awareness and understanding of individual, organisational and social change, beyond conventional mechanistic ways of looking at the world.
2. Through Action Research methodologies, you will apply your knowledge directly to real world issues as you inquire into your personal and professional practice, enhancing your ability to contribute to the flourishing of people and planet.
3. As a member of an international community of scholar-practitioners, you can expect your personal confidence and authority to grow as you work towards the completion of a doctorate that only you could do, in an area you care deeply about.
4. Successful completion of the EDOC programme brings with it a world-class PhD qualification at the leading edge of contemporary, practice-based, doctoral education. In the words of Gregory Bateson, your time at EDOC could be “the difference that makes a difference.”

“My gratitude to Ashridge will be enduring. It was a truly life-changing experience.”

Brett Joyal,
Senior Consultant, Deloitte.

Entry Requirements

- An undergraduate or master degree, or equivalent academic award
- Minimum of five years' experience in an organisational change, management or leadership role
- Proficiency in English

Duration

5 years

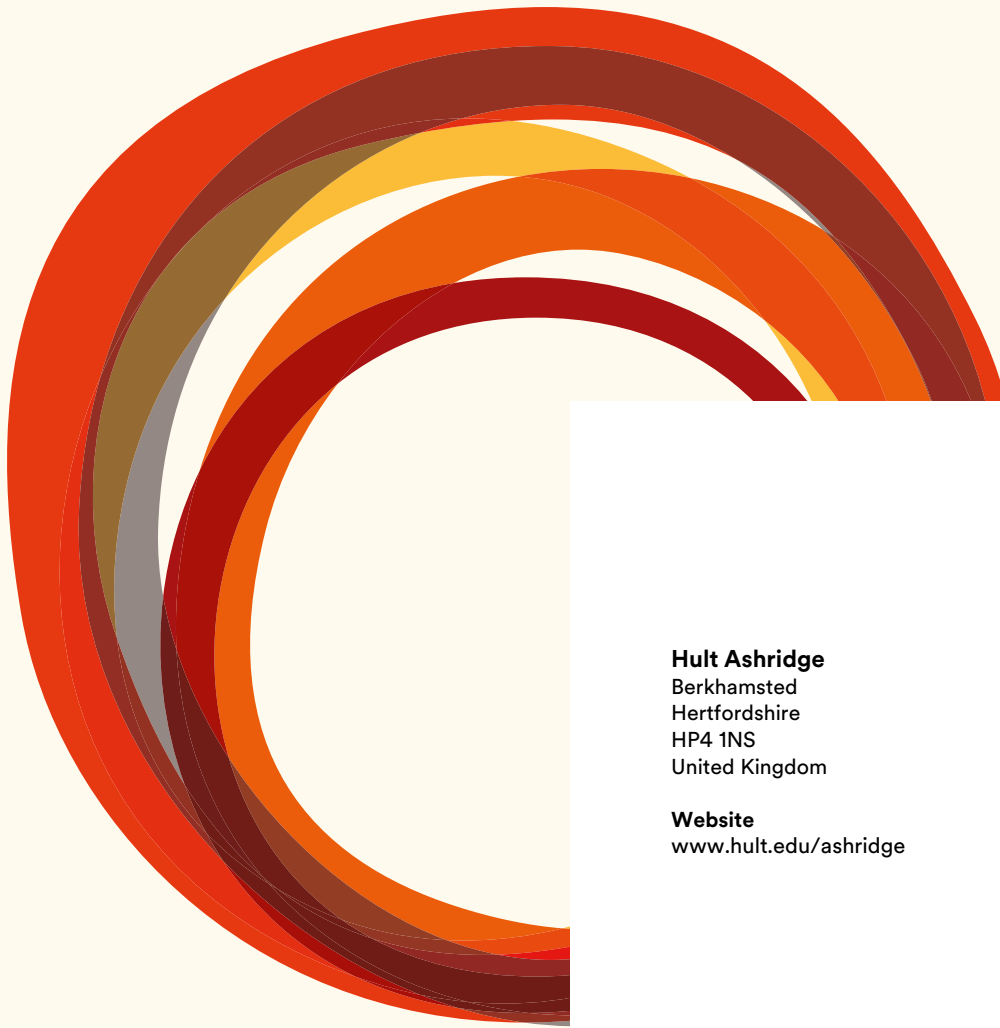
Award

PhD

Start Date

January 2024

We are currently accepting applications for January 2024 intake. Places are limited. Please contact caroline.monfort@ashridge.hult.edu for the details of the application process. Final offers of a place will be made in writing by end October 2023.

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Registered as Ashridge (Bonar Law Memorial) Trust.

Charity number 311096

