

Going back to  
school?

Yes!

# Why?

I learned about the Pepperdine MSOD program in June 2016. I was accepted and enrolled two months later.

Few middle-aged working mothers go back to school when their kids are in third grade. But thanks to my husband's support, I knew that I could do it.

I had many reasons for pursuing this advanced degree. Primarily, I wanted to advance my career into a field that aligned with my professional objectives. But I also had a legacy to pay forward.

You see, *my* mom did the same thing while I was in elementary school. While she did not travel the world for her two Master's Degree programs, she did show me that on-going education is important and age is not.

This is my story.

Sara McNamara, MSOD  
Upsilon Prime 2018



PEPPERDINE

**GRAZIADIO**

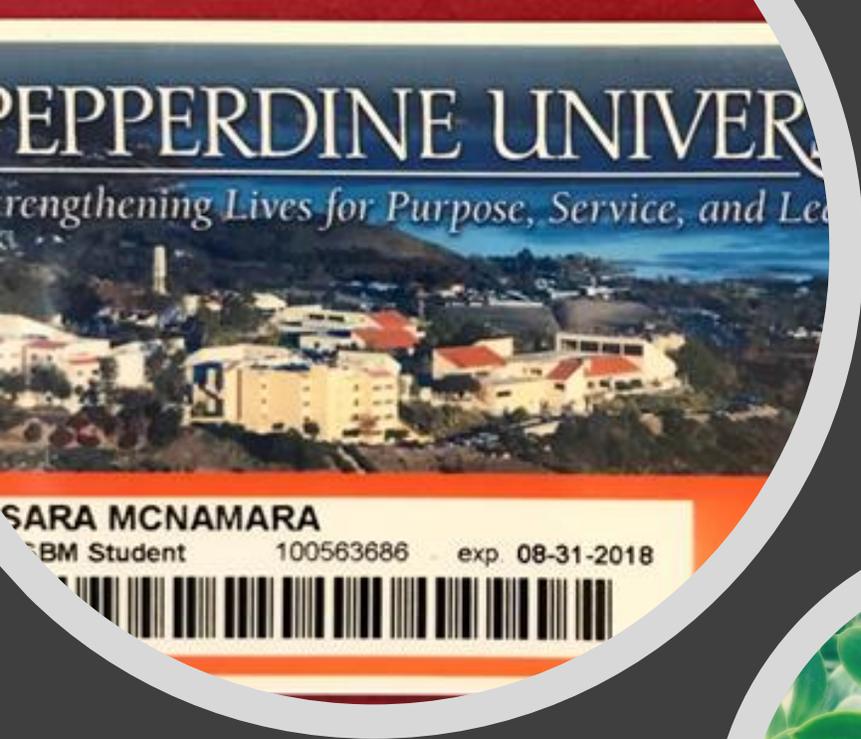
SCHOOL OF BUSINESS  
AND MANAGEMENT

Master's of Science, Organization Development (MSOD)

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# Summary

- As an Organization Development Practitioner, my work is helping organizations build capabilities and effectiveness through alignment of self, strategy, structure, management processes, people, metrics and rewards.
- During the two-year program, I engaged with regional and multi-national clients on OD and change management initiatives.
- The fieldwork interventions emphasized the transfer of knowledge to the client to help build organizational capabilities to support ongoing change and effectiveness initiatives.



# Session 1: October 2016

- PAJARO DUNES, Watsonville, CA
- What is OD
- Self as instrument
- Dynamic capabilities
- Discovery of personal narrative and insights
- Do no harm



# Session 2: January 2017

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- PAJARO DUNES, Watsonville, CA
- Learning Group Formation
- Actionneeeeeers established
- Lecture and small group interventions focused on leadership style and culture, work processes and job design, stakeholder relationships, systems, rewards and beliefs



# Session 3: April 2017

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- THE WORLD BANK, Washington DC
- Recommended actions to increase team capacity and productivity without increasing headcount or budget within the Global Practices Business Partner organization.



# Session 4: September 2017

- HOTEL DE VILLE, Lyon, France
- Worked with city government officials to identify and recommend ways to strengthen and align city-wide diversity & inclusion strategies around religion, ethnicity, and race.



# Session 5: January 2018

- WESTERN UNION, San Jose, Costa Rica
- Applying the principles of Appreciative Inquiry, designed and facilitated a 2-day intervention.
- Worked with the leadership team and front line employees
- The objective was to discover ways to build a more empowered and inclusive workplace.



# Session 6: May 2018

- CHINA TRAVEL SERVICES, Dutong, China / HETAI TRAVEL SERVICES, Dutong, China
- Through translators, successfully designed and facilitated a 3-day intervention
- Used principals of Appreciative Inquiry to improve cross-functional teamwork and communication between the leadership teams on two recently merged organizations.



“You are now the teachers.”  
Dr. Gary Mangiofico



## CLOSING

Debrief-Client  
Projects

Integration of OD  
Practices

Closing of Upsilon  
Prime

Closing of  
Actionneeeeeeeers

Celebration Duck  
Dinner

## Research Study

### SHIFTING PERSONAL AGENCY DURING TRANSITION FROM MILITARY TO CIVILIAN WORKFORCE

#### Abstract

This study examined US enlisted veterans' personal agency during their transition from the military to civilian workforce. Veterans currently working in a civilian corporate environment were involved: 41 were surveyed, 10 were interviewed, and 80 supplied comments to the researcher's LinkedIn request for responses.

Participants were asked to describe their sense of personal agency and how it evolved over the time period before, during, and after military service. Participants offered slightly varying descriptions of their transition experience.

In general, participants experienced low agency before military service, minimal agency at the start of military service that grew over time, and an unprecedented and sometimes paralyzing degree of freedom and agency after military service.

Transitioning veterans are thus advised to understand that the psychological transition process is complex, increase their competencies through cultural immersion experiences and field research, maintain a learning mindset, and build a relevant and committed support team.

## PEPPERDINE

Master of Science in Organization Development  
Graziadio Business School

July 12, 2018

Sara McNamara  
213 Calle Botanico  
San Clemente, CA 92673

Dear Sara,

On behalf of the MSOD Faculty Committee, I am pleased to inform you that you have **passed** the comprehensive exam. Please accept our sincere congratulations on passing this important phase of the program.

Successful completion of the comprehensive exam is one of four essential requirements for graduation. Passing grades for all MSOD coursework, a Portfolio are the others.

If you have any questions, please feel free to call us.

Sincerely,



Gary L. Mangiofco, PhD  
Academic Director, Master of Science in Organization I  
Executive Professor of Leadership and Management  
Organizational Theory and Management  
Chair, Board of Trustees, Organization Development N



Next stop: Graduation!





# Next steps include:

- Work with internal client groups as an OD Consultant to support change management and organizational effectiveness initiatives
- Partner with leaders to develop and implement employee engagement, inclusion, and belonging strategies to support retention of diverse populations
- Bridge communities through intentional and purposeful connections, cross-cultural awareness training, teambuilding and social networking events
- Serve individuals and small groups as an employment transition coach using targeted curriculum of self-discovery, cultural competencies and field experience
- Share knowledge, research findings and experiential data with small and large audiences through workshops and speaking engagements
- Give back through volunteerism in the active-duty military communities
- Participate as an member in the MSOD Alumni Networks to help advance the field of OD and support new students in their development.