



BLENDED

ORGANIZATIONAL DEVELOPMENT

NEXTGEN ORGANIZATIONAL TRANSFORMATION ACADEMY

EMPOWERING CHANGE AGENTS IN PUBLIC AND
DEVELOPMENT INSTITUTIONS

13 OCTOBER – 5 DECEMBER 2025

Information Note



International
Labour
Organization



International Training Centre





Our primary goal is to strengthen the capabilities and culture needed for transformation — so that international development can adapt, evolve, and deliver greater value in today's rapidly changing world.



OVERVIEW

2025 marks a pivotal moment for international development. The landscape is shifting rapidly, shaped by technological disruption, climate instability, changing geopolitical dynamics, and a growing recognition of the need for more inclusive, equitable, and accountable approaches. The complexity and pace of change are increasing — challenging long-standing assumptions, testing institutional capacities, and redefining how progress is measured and achieved. These are not short-term fluctuations; they reflect a deeper, systemic transformation in how development is conceived and delivered.

In this context, traditional approaches are no longer sufficient. The challenges facing development actors today cannot be addressed with linear solutions or siloed ways of working. To remain relevant and effective, professionals, managers and organisations need to rethink not just their strategies, but also their cultures, mindsets, and partnerships. A second layer of transformation is also underway: the expectations of a new generation workforce – one that values collaboration, flexibility, and purpose, and that works differently in a digitally enabled world — are reshaping how teams operate and how leadership is practiced. Transformation is no longer an isolated effort – it must become an ongoing capacity to adapt, to collaborate across boundaries, and to create value in ways that reflect today's complex realities.

The NextGen Transformation Academy was created in response to this urgent need. It offers a space to step back from day-to-day pressures and engage more intentionally with the realities of change. Through dialogue, shared learning, and peer exchange, the Academy supports professionals and organisations in strengthening their ability to lead adaptation — and to do so in ways that enhance the relevance, responsiveness, and impact of their work in relation to local needs and partners.

In a time when change is constant, the Academy offers a platform to step back, think forward, and build the mindsets and capabilities that meaningful transformation requires.

OBJECTIVE

Our primary goal is to strengthen the capabilities and culture needed for transformation — so that development cooperation can adapt, evolve, and deliver greater value in today's rapidly changing world.

The Academy supports your professional growth while broadening your perspective through a rich, engaging, and practice-oriented experience. It offers opportunities to:

- **Engage in Peer Exchange:** Connect with professionals across roles and regions to share insights, reflect on challenges, and explore approaches to leading transformation in diverse contexts.

- **Understand Shifting Landscapes:** Make sense of a fast-changing development environment by exploring how evolving systems, priorities, and partnerships are reshaping practice on the ground.
- **Apply Learning Practically:** Translate knowledge into action through real-world cases, tools, and structured reflection tailored to your organisational setting.
- **Broaden Strategic Perspective:** Strengthen your ability to link personal growth with broader organisational and system-level change, supporting more adaptive and impactful ways of working.

By focusing on real-world application and peer learning, the Academy helps turn reflection into action — and capability into impact.

WHAT TOPICS WILL YOU LEARN ABOUT?

THEMATIC LEARNING JOURNEY

The Academy offers a fully integrated learning experience that combines online engagement, a face-to-face immersion, and a final practicum. The in-person week is structured around a carefully designed sequence of sessions that build on one another – blending practical tools, strategic reflection, and peer dialogue. This format allows participants to engage deeply with core dimensions of transformation from multiple angles. Those who complete the online phase, the full in-person component, and the tutor-led practicum will receive a certificate of achievement.

The five thematic areas explored during the Academy are:

- **Leadership Development:** Strengthen the mindset and capabilities needed to lead in uncertain environments – with clarity, adaptability, and purpose.
- **Change Management in Public and Non-Profit Institutions:** Explore how change takes shape within public, multilateral, and NGO institutions — and what it takes to support it effectively. This track is especially relevant for professionals working in or alongside these sectors, where complexity, resistance, and institutional dynamics often shape how transformation unfolds.
- **Facilitation and Capacity Development for Change Agents:** Build the skills to design and deliver meaningful capacity development experiences, with a strong focus on facilitation, learning design, and stakeholder engagement. This track supports professionals who lead training, consultation, or participatory processes in support of change.
- **Digital Skills and Smart Tools for Administrative Staff:** Learn how to use digital tools – including AI-powered solutions – to streamline everyday tasks, improve productivity, and work more efficiently in today's fast-changing administrative environments.
- **Partnerships and Resource Mobilization:** Explore how to build alliances, mobilize support, and position your work for greater reach and impact.

COLLABORATIVE FORUM SESSIONS

The Collaborative Forum Sessions are a dedicated space for **shared dialogue, reflection, and co-creation**. These cross-cutting sessions bring participants together to unpack shared challenges, reflect on emerging insights, and strengthen professional networks. Rather than formal panels or presentations, the Forum is designed as a **collaborative experience** — one that connects people across roles and disciplines, encourages fresh perspectives, and supports collective sense-making. It also offers a space to explore how different dimensions of transformation – from leadership and digital shifts to partnerships and organisational change – intersect in practice, and how they play out in today's complex realities.

The themes for this first edition include:

- **The Digital Shift: Reimagining Work in the Age of AI** – Digital tools and AI are rapidly changing how we work — from everyday workflows to strategic decision-making. But transformation isn't just about technology; it's about people. This session explores how organisations can embrace digital shifts in ways that are ethical, inclusive, and centred on real human needs.
- **Change Is Personal: People at the Heart of Transformation** – Transformation isn't just a technical process — it's a human one. How people perceive change, respond to uncertainty, and make meaning in evolving environments deeply shapes whether change efforts succeed or stall. This session explores the emotional, relational, and behavioural dimensions of transformation — and what it takes to lead and support people through real change.

These sessions, interwoven throughout the week, complement the Academy's learning pathways and reinforce its collective, systems-oriented approach.

INDIVIDUAL COACHING PATHWAY

To complement the group learning experience, participants are invited to engage in **one-on-one coaching** with an expert facilitator. This optional pathway includes up to three touchpoints: one call before the face-to-face week, one meeting during the Academy, and a follow-up session afterwards. Participants bring a real-world challenge, idea, or goal to discuss – and receive tailored support to reflect, plan, or problem-solve in a focused, confidential space.

HOW DOES THE ACADEMY WORK?

The Academy follows a blended format, combining online learning, face-to-face immersion, and applied practice over six weeks. It begins with an online launch phase to establish shared foundations, introduce key themes, and build a sense of community. The in-person week brings all participants together in a structured learning journey, combining hands-on workshops with interactive Forum sessions that explore transformation from multiple angles. This design balances depth with collaboration, allowing participants to connect their learning across disciplines and reflect on its relevance to their own contexts. A final online phase supports continued reflection and practical application, helping to anchor the experience in real-world practice.

METHODOLOGY

The Academy offers a blend of online and in-person learning, structured into three distinct phases:

Online Distance Learning (13 – 31 October 2025)

Begin your journey on the ITCILO eCampus through a blend of live sessions and self-paced activities. This phase focuses on building shared foundations in transformation practice, introducing key concepts, and helping participants get familiar with the Academy's approach, tools, and community.

One-Week On-Campus Academy (3 – 7 November 2025)

Advance your learning at the United Nations Campus in Turin, set in a 10-hectare green expanse by the River Po and the Turin hills, offering an ideal environment for professional growth. This phase brings participants together on campus for an intensive, hands-on learning experience. It includes interactive workshops led by expert facilitators, Collaborative Forum Sessions to explore shared challenges, and optional one-on-one coaching for personalised support. The week is designed to deepen skills, strengthen networks, and spark new ways of thinking across themes and roles.

Post-Academy Online Phase (10 November – 5 December 2025)

Complete your learning journey by presenting your final project, which integrates concepts from your chosen track and insights gained from the Forum sessions. This phase is designed to reinforce your learning and provide an opportunity to demonstrate your proficiency.

WHO PARTICIPATES?

We welcome a diverse group of participants, including development practitioners, programme and project managers, professionals from multilateral organizations, government officials, as well as freelancers in the field of international development.

WORKING LANGUAGE

The working language of the Academy is English.

CERTIFICATION

Upon completing all three phases, participants will receive an ITCILO Certificate of Achievement – recognising their full engagement across the Academy's five core themes and their commitment to leading meaningful transformation in their context.

ECAMPUS

All training resources will be made available through the ITCILO E-campus platform during the distance phases and the Academy in Turin. The access to the E-campus and related material, will be granted to the participants without limit of time after the end of the training.

HOW TO APPLY

The application deadline is **15th September 2025**.

Our Academy is open to all professionals in the development field. Prior experience in international development would be beneficial but is not mandatory.

To apply, you can go to the course page and click on “apply now” or you can directly access this [link](#).

We will contact you within a few days to inform you if you have been admitted & what the next steps are. Please note that, if needed, ITCILO can assist you with a support letter to facilitate the visa application process upon receipt of all requested documentation and payment of fees.

COST OF PARTICIPATION

Tuition: €1,960

Subsistence: €720 (full board accommodation during the residential week on Campus, in Turin)

Total: 2,680 Euros

For details on ITCILO cancellation policy, please visit the following page
<https://www.itcilo.org/applications-payments-cancellation>

CONTACT DETAILS

For any questions or concerns about the event, we're here to assist. Feel free to reach out directly to us at C.Magli@itcilo.org

CAMPUS LIFE

A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

ENVIRONMENT AND SURROUNDINGS

Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

COMMUNITY ENGAGEMENT AND DIVERSITY

Participants can enjoy social events organized by the Turin Centre as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

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COURSE CODE: A9718107