

Organization Development Competencies

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A project of the OD Network

Marketing

An effective organization development (OD) practitioner can . . .

1. Be aware of systems wanting to change
2. Be known to those needing you
3. Match skills with potential client profile
4. Convey qualifications in a credible manner
5. Quickly grasp the nature of the system
6. Determine appropriate decision makers
7. Determine appropriate processes

Enrolling

An effective organization development (OD) practitioner can . . .

8. Build trusting relationships
9. Present the theoretical foundations of change
10. Deal effectively with resistance
11. Help the client trust the process
12. Help the client manage emotionally charged feelings
13. Collaboratively design the change process

Contracting

An effective organization development (OD) practitioner can . . .

14. Contract psychologically for collaboration
15. Help the client reflect on motivation
16. Clarify outcomes
17. Build realistic expectations
18. Conduct a mini-assessment
19. Identify the boundary of systems to be changed
20. Articulate an initial change process to use
21. Explicate ethical boundaries
22. Confirm commitment of resources
23. Identify critical success factors for the intervention
24. Clarify the role of consultant
25. Clarify the role of client
26. Begin to lay out an evaluation model

Mini-Assessment

An effective organization development (OD) practitioner can . . .

27. Further clarify real issues
28. Be aware of how one's biases influence interaction
29. Link change effort into ongoing organizational processes
30. Identify formal power
31. Identify informal power

Data Gathering

An effective organization development (OD) practitioner can . . .

32. Determine an appropriate data collection process
33. Determine the type of data needed
34. Determine the amount of data needed
35. Utilize appropriate mix of methods to ensure efficiency
36. Utilize appropriate mix of methods to ensure objectivity
37. Utilize appropriate mix of methods to ensure validity
38. Utilize appropriate mix of data collection technology
39. Clarify boundaries for confidentiality
40. Select a process that will facilitate openness
41. Gather data to identify future states

Diagnosis

An effective organization development (OD) practitioner can . . .

42. Gather data to identify initial first steps of transition
43. Watch for deeper issues as data is gathered
44. Suspend judgment while gather data
45. Know when enough data has been gathered
46. Suppress judgment while gathering data
47. Use statistical methods when appropriate
48. Recognize what is relevant
49. Know how data from different parts of the system impact each other
50. Communicate implications of systems theory
51. Continuously assess the issues as they surface
52. Stay focused on the purpose of the consultancy
53. Utilize a solid conceptual framework based on research

Feedback

An effective organization development (OD) practitioner can . . .

53. Prepare leadership for the truth
54. Involve participants so they begin to own the process
55. Synthesize the data gathered into themes
56. Create a non-threatening atmosphere
57. Facilitate complex emotional patterns

Planning

An effective organization development (OD) practitioner can . . .

59. Distill recommendations from the data
60. Focus action that generates high impact at lowest cost
61. Consider creative alternatives
62. Mentally rehearse adverse consequences
63. Mentally rehearse potential gains

Participation

An effective organization development (OD) practitioner can . . .

64. Facilitate a participative decision-making process
65. Obtain direction from leadership
66. Obtain commitment from leadership
67. Co-create an implementation plan that is rooted in the data
68. Co-create an implementation plan that is concrete
69. Co-create implementation plan that is simple
70. Co-create implementation plan that is clear
71. Co-create implementation plan that logically sequences activities
72. Co-create implementation plan that is results-oriented
73. Co-create implementation plan that is measurable
74. Co-create implementation plan that is rewarded

Intervention

An effective organization development (OD) practitioner can . . .

75. Reduce dependency upon consultant
76. Instill responsibility for follow through
77. Intervene at the right depth
78. Pay attention to the timing of activities
79. Facilitate concurrent interventions
80. Help manage impact to related systems
81. Re-design intervention or mindfully respond to new dynamics

Evaluation

An effective organization development (OD) practitioner can . . .

82. Integrate research with theory and practice
83. Initiate ongoing feedback in client-consultant relationship
84. Choose appropriate evaluation methods - - that is, interviews, instruments, financial sheets - - to collect evaluation information
85. Determine level of evaluation - - such as reaction, learning, behavioral change, organizational impact, societal impact
86. Ensure evaluation method is valid
87. Ensure evaluation is reliable
88. Ensure evaluation method is practical

Follow Up

An effective organization development (OD) practitioner can . . .

89. Establish method to monitor change during the intervention
90. Establish method to monitor change after the intervention
91. Use information to reinforce positive change
92. Use information to correct negative change
93. Use information to take next steps
94. Link evaluation with expected outcomes

Adoption

An effective organization development (OD) practitioner can . . .

95. Transfer change skills to internal consultant so learning is continuous
 96. Maintain/increase change momentum
 97. Link change process to daily life of system
 98. Mobilize additional internal resources to support continued change
- Determine the parts of the organization that warrant a special focus of attention
100. Pay attention to movement back to old behaviors
 101. Move more away from project-driven change to strategy-driven change
 102. Be sure customers and stakeholders are satisfied with intervention's results
 103. Plan renewal/reunion events

Separation

An effective organization development (OD) practitioner can . . .

- . . .
- 104. Recognize when separation is desirable
- 105. Process any left over relationship issues between consultant(s) and client
- 106. Ensure that learning will continue
- 107. Leave the client satisfied
- 108. Plan for post-consultation contact

Self-Awareness

An effective organization development (OD) practitioner can . . .

- . . .
- 109. Clarify personal values
- 110. Clarify personal boundaries
- 111. Manage personal biases
- 112. Manage personal defensiveness
- 113. Recognize when personal feelings have been aroused
- 114. Remain physically healthy while under stress
- 115. Resolve ethical issues with integrity
- 116. Avoid getting personal needs met at the expense of the client (i.e., financial, emotional, sexual, etc.)
- 117. Work within the limits of your capabilities
- 118. Perform effectively in an atmosphere of ambiguity
- 119. Perform effectively in the midst of chaos

Interpersonal

An effective organization development (OD) practitioner can . . .

- 120. Develop mutually trusting relationships with others
- 121. Solicit feedback from others about your impact on them
- 122. Energize others
- 123. Collaborate with internal/external OD professional
- 124. Balance the needs of multiple relationships
- 125. Listens to others
- 126. Pay attention to the spontaneous and informal
- 127. Consistently maintain confidentiality
- 128. Interpersonally relate to others
- 129. Use humor effectively

Other

An effective organization development (OD) practitioner can . . .

- 130. Interpret cross-cultural influences in a helpful manner
- 131. Handle diversity and diverse situations skillfully
- 132. Communicate directions clearly to large groups
- 133. Use the latest technology effectively
- 134. Use the internet effectively
- 135. Facilitate small group interventions (up to 70)
- 136. Facilitate large group interventions (70-2,000)
- 137. Apply the skills of international OD effectively
- 138. Function effectively as an internal consultant
- 139. Demonstrate ability to conduct transorganizational development
- 140. Demonstrate ability to conduct community development
- 141. Be aware of the influences of cultural dynamics on interactions with others