

Organization Development and Change

The Organization Development Practitioner

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Learning Objectives for Chapter Three

- To understand the essential character of OD practitioners
- To understand the necessary competencies required of an effective OD practitioner
- To understand the roles and ethical conflicts that face OD practitioners

The Organization Development Practitioner

- Internal and External Consultants
- Professionals from other disciplines who apply OD practices (e.g., TQM managers, IT/IS managers, compensation and benefits managers)
- Managers and Administrators who apply OD from their line or staff positions

Competencies of an OD Practitioner

- Intrapersonal skills
 - Self-awareness
- Interpersonal skills
 - Ability to work with others and groups
- General consultation skills
 - Ability to manage consulting process
- Organization development theory
 - Knowledge of change processes

Role Demands on OD Practitioners

- Position
 - Internal vs. External
- Marginality
 - Ability to straddle boundaries
- Emotional Demands
 - Emotional Intelligence
- Use of Knowledge and Experience

Client vs. Consultant Knowledge

**Use of Consultant's
Knowledge and
Experience**

Plans Implementation

Recommends/prescribes

Proposes criteria

Feeds back data

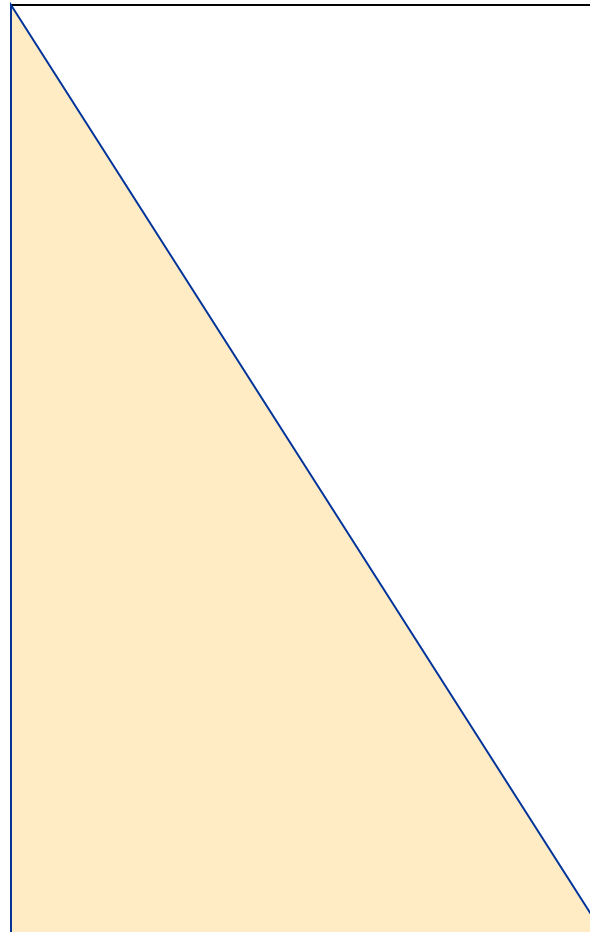
Probes and gathers data

Clarifies and interprets

Listens and reflects

Refuses to become involved

**Use of Client's
Knowledge and
Experience**



Professional Ethics

- Ethical Guidelines
- Ethical Dilemmas
 - Misrepresentation
 - Misuse of Data
 - Coercion
 - Value and Goal Conflicts
 - Technical Ineptness

A Model of Ethical Dilemmas

