

Organization Development and Change

Chapter Three: The Organization Development Practitioner

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Learning Objectives for Chapter Three

- To understand the necessary competencies required of an effective OD practitioner
- To understand the roles and ethical conflicts that OD practitioners face
- To understand the differences between external & internal consulting
- To understand the ethical dilemmas OD practitioners face

Competencies of an OD Practitioner

- **Intrapersonal skills**
 - Self-awareness & integrity to behave responsibly
- **Interpersonal skills**
 - Create & maintain effective relationships
 - Ability to work with others and groups
- **General consultation skills**
 - Ability to manage consulting process
- **Organization development theory**
 - Knowledge of change processes

Differences between external & internal OD practitioners

Internal Consultant	External Consultant
•Knows the organisation processes & policies	•Has a variety of work
•Believe in the mission of the organisation	•Has to learn company jargon
•Can see change become institutionalised	•Process can be incomplete
•There is an understanding of trust	•Always at risk (economic crisis; budget cuts; organisational politics)
•Exposure to many of the same people over time	•Variety of task ranging from content expert to process expert to personal coach
	•Ability to understand the unspoken

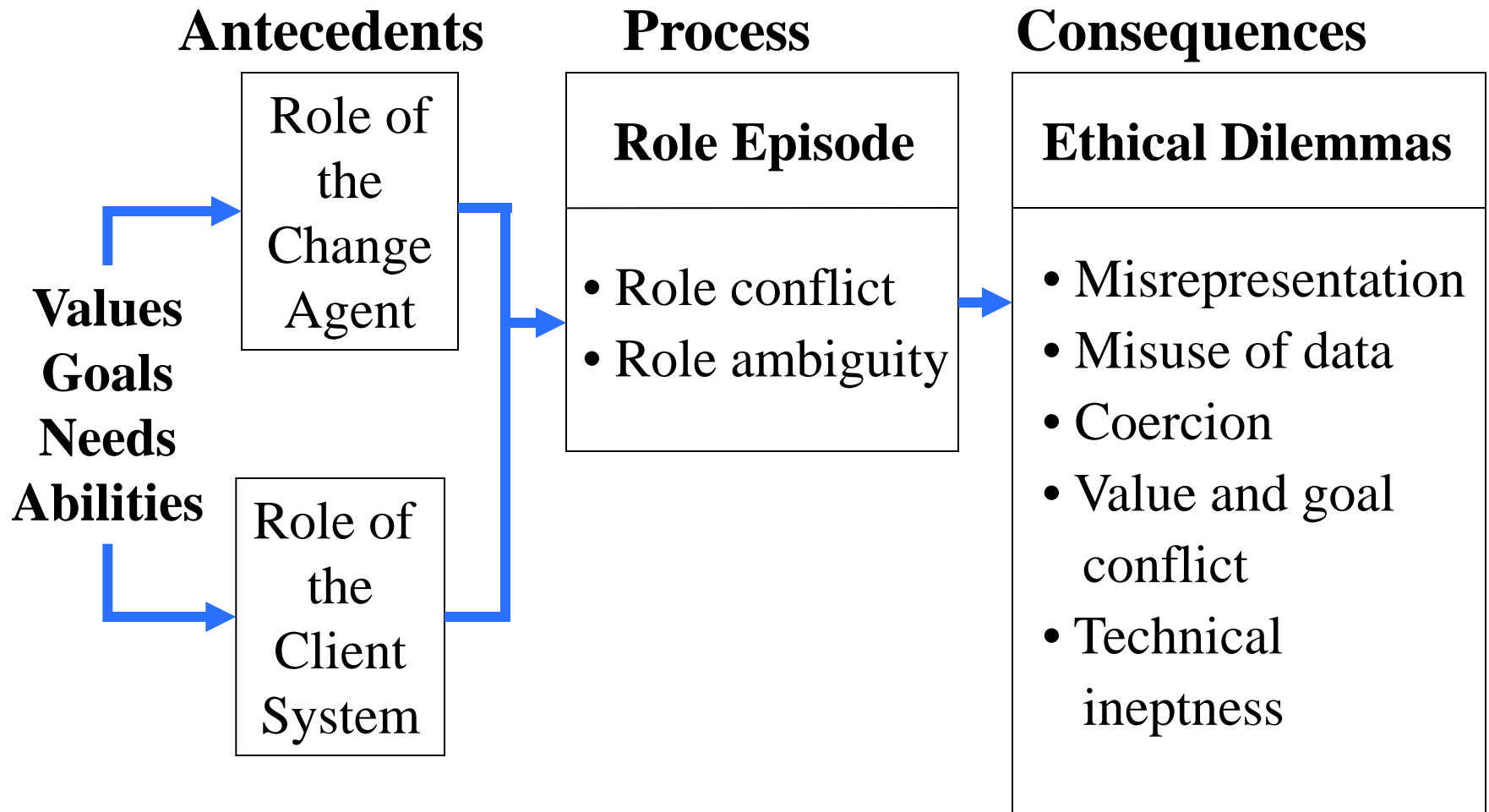
See table 3.2 (page 51) for more differences between internal & external consultants

Professional Values

Values under a humanistic framework include:

- Concern for enquiry & science
- Democracy & being helpful
- Building trust & collaboration
- Creating an open, problem-solving climate
- Increase self-control of organisation members
- Improve organisational effectiveness & performance

A Model of Ethical Dilemmas



A Model of Ethical Dilemmas

Misrepresentation:

- Claiming interventions will produce results that are unreasonable

Misuse of data:

- Information gathered during the OD process is used punitively

Coercion:

- Organisation members are forced to participate in an OD intervention

A Model of Ethical Dilemmas

Value & Goal Conflict:

- The purpose of the change effort is not clear
- disagreement over how to achieve the goals

Technical Ineptness:

- OD practitioners try to implement interventions for which they are not skilled
- When the client attempts a change for which the organisation is not ready