

*Resúmenes de trabajos, publicaciones, monografías y artículos de Eric Gaynor Butterfield. The Organization Development Institute International, Latinamerica. [www.theodinstitute.org](http://www.theodinstitute.org)*

Listado de Competencias necesarias para la “Profesión de Desarrollo Organizacional”

(Abstract de la exposición de Eric Gaynor Butterfield en el Taller de “Desarrollo Organizacional”)

La mayor parte de los profesionales que acuden a The Organization Development Institute

Afortunadamente contamos con la contribución del Dr. Donald W. Cole – Presidente y Fundador

En los años 60 y 70 las personas que daban sus primeros pasos en los procesos de cambio organizacional

Hoy en día sucede casi exactamente lo contrario. Existen programas formales con Diplomas y Maestrías

Y también lo es por The Organization Development Institute. En su publicación “Organización y Desarrollo Organizacional”

Por mas de 30 años el Dr. Donald Cole se ha esforzado en el ejercicio de la “Profesión de Desarrollo Organizacional”

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Esta es una contribución de The Organization Development Institute, por iniciativa de su Presidente

A Self-Assessment Tool for OD Competencies (21st Version)

Supported by Don Cole and created for the Organization Development

Institute

By Christopher Worley, William J. Rothwell and Roland Sullivan

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Directions: Use this assessment instrument to identify the

competencies that you wish to fo

Competency

How Much Need for Professional Development?

No Need..... Very Great Need

1.....2.....3.....4.....5

**Competency Category:**

Self Mastery

An effective OD practitioner can...

1. Be aware of how one’s biases influence 1.....2.....3.....4.....5  
interaction

2. Consult driven by their personal values 1.....2.....3.....4.....5

3. Clarify personal boundaries 1.....2.....3.....4.....5

4. Manage personal biases 1.....2.....3.....4.....5

5. Manage personal defensiveness 1.....2.....3.....4.....5

6. Recognize when personal feelings have been 1.....2.....3.....4.....5  
aroused

7. Remain physically healthy while under stress 1.....2.....3.....4.....5

8. Resolve ethical issues with integrity 1.....2.....3.....4.....5

9. Avoid getting personal needs met at the 1.....2.....3.....4.....5  
expense of the client

10. Solicit feedback from others about your 1.....2.....3.....4.....5  
impact on them

**Competency Category:**

Ability to Measure Positive Change

An effective OD practitioner can...

11. Choose appropriate evaluation methods 1.....2.....3.....4.....5

12. Determine level of evaluation 1.....2.....3.....4.....5

13. Ensure evaluation method is valid 1.....2.....3.....4.....5

14. Ensure evaluation method is reliable 1.....2.....3.....4.....5

15. Ensure evaluation method is practical 1.....2.....3.....4.....5

**Competency Category:**

An effective OD practitioner can...

Clarify data needs

16. Determine an appropriate data collection process 1.....2.....3.....4.....5

17. Determine the types of data needed 1.....2.....3.....4.....5

18. Determine the amount of data needed 1.....2.....3.....4.....5

**Competency Category:**

adoption

An effective OD practitioner can...

Facilitating transition and

19. Help manage impact to related systems 1.....2.....3.....4.....5

20. Use information to create positive change 1.....2.....3.....4.....5

21. Transfer change competencies to internal consultant or client so learning is continuous 1.....2.....3.....4.....5

22. Manage/increase change momentum 1.....2.....3.....4.....5

23. Mobilize additional internal resources to support the ongoing change process 1.....2.....3.....4.....5

24. Determine the parts of the organization 1.....2.....3.....4.....5  
that warrant a special focus of attention

25. Ensure that learning will continue 1.....2.....3.....4.....5

**Competency Category:** Integrate theory and  
practice  
An effective OD practitioner can...

26. Present the theoretical foundations of change 1.....2.....3.....4.....5

27. Articulate an initial change process to use 1.....2.....3.....4.....5

28. Integrate research with theory and practice 1.....2.....3.....4.....5

29. Communicate implications of systems theory 1.....2.....3.....4.....5

30. Utilize a solid conceptual framework based on 1.....2.....3.....4.....5  
research

**Competency Category:** Stay current in technology  
An effective OD practitioner can...

31. Use the latest technology effectively 1.....2.....3.....4.....5

32. Use the internet effectively 1.....2.....3.....4.....5

**Competency Category:** Ability to work with  
large systems  
An effective OD practitioner can...

33. Facilitate large group (70-2,000 people) 1.....2.....3.....4.....5  
interventions

34. Apply the competencies of international 1.....2.....3.....4.....5  
OD effectively

35. Function effectively as internal 1.....2.....3.....4.....5  
consultant

36. Demonstrate ability to conduct 1.....2.....3.....4.....5  
transorganizational development

37. Demonstrate ability to conduct community 1.....2.....3.....4.....5  
change and development

38. Utilize a change model to guide whole 1.....2.....3.....4.....5  
system change or transformation

**Competency Category:** Participatively create  
a good implementation plan  
An effective OD practitioner can...

39. Co-create an implementation plan that 1.....2.....3.....4.....5  
is (1) concrete; (2) simple; (3) clear;  
(4) measurable; (5) rewarded; and (6)  
consisting of logically sequenced

activities

**Competency Category:**

research methods

An effective OD practitioner can...

Understand

40. Utilize appropriate mix of methods to 1.....2.....3.....4.....5  
ensure (1) efficiency; and (2)  
objectivity; and (3) validity

41. Utilize appropriate mix of data collection 1.....2.....3.....4.....5  
technology

42. Use statistical methods when appropriate 1.....2.....3.....4.....5

**Competency Category:**

An effective OD practitioner can...

Manage diversity

43. Facilitate a participative decision-making 1.....2.....3.....4.....5  
process

44. Be aware of the influences of cultural 1.....2.....3.....4.....5  
dynamics on interactions with others

45. Interpret cross-cultural influences in a 1.....2.....3.....4.....5  
helpful manner

46. Handle diversity and diverse situations 1.....2.....3.....4.....5

skillfully

**Competency Category:**

An effective OD practitioner can...

Clarify roles

47. Clarify the role of consultant 1.....2.....3.....4.....5

48. Clarify the role of client 1.....2.....3.....4.....5

**Competency Category:**

An effective OD practitioner can...

Address power

49. Identify and engage formal power 1.....2.....3.....4.....5

50. Identify and engage informal power 1.....2.....3.....4.....5

51. Deal effectively with resistance 1.....2.....3.....4.....5

**Competency Category:**

An effective OD practitioner can...

Keep an open mind

52. Suspend judgment while gathering 1.....2.....3.....4.....5  
data

53. Suppress hurtful comments during 1.....2.....3.....4.....5  
data gathering



**Competency Category:** Helping clients own  
the change process  
An effective OD practitioner can...

54. Reduce dependency upon 1.....2.....3.....4.....5  
consultant

55. Instill responsibility for 1.....2.....3.....4.....5  
follow through

56. Collaboratively design the 1.....2.....3.....4.....5  
change process

57. Involve participants so they begin 1.....2.....3.....4.....5  
to own the process

**Competency Category:** Be comfortable with  
ambiguity  
An effective OD practitioner can...

58. Perform effectively in an atmosphere 1.....2.....3.....4.....5  
of ambiguity

59. Perform effectively in the midst of 1.....2.....3.....4.....5  
chaos

**Competency Category:** Manage the  
separation

An effective OD practitioner can...

60. Be sure customers and stakeholders are satisfied with the intervention's results 1.....2.....3.....4.....5

61. Leave the client satisfied 1.....2.....3.....4.....5

62. Plan for post-consultation contact 1.....2.....3.....4.....5

63. Recognize when separation is desirable 1.....2.....3.....4.....5

**Competency Category:**

picture

An effective OD practitioner can...

Seeing the whole

64. Can attend to the whole, parts and even the greater whole 1.....2.....3.....4.....5

65. Quickly grasp the nature of the system 1.....2.....3.....4.....5

66. Identify the boundary of systems to be changed 1.....2.....3.....4.....5

67. Identify critical success factors for the intervention 1.....2.....3.....4.....5

68. Further clarify real issues 1.....2.....3.....4.....5

69. Link change effort into ongoing processes 1.....2.....3.....4.....5  
of the enterprise

70. Begin to lay out an evaluation model in 1.....2.....3.....4.....5  
the initial phases

71. Know how data from different parts of 1.....2.....3.....4.....5  
the system impact each other

72. Be aware of systems wanting to change 1.....2.....3.....4.....5

**Competency Category:**

positive change  
An effective OD practitioner can...

Set the conditions for

73. Clarify boundaries for confidentiality 1.....2.....3.....4.....5

74. Select a process that will facilitate 1.....2.....3.....4.....5  
openness

75. Create a non-threatening environment 1.....2.....3.....4.....5

76. Develop mutually trusting relationships 1.....2.....3.....4.....5  
with others

77. Use information to reinforce positive change 1.....2.....3.....4.....5

**Competency Category:**

flexibility

An effective OD practitioner can...

Focus on relevance and

78. Distill recommendations from the data 1.....2.....3.....4.....5

79. Pay attention to the timing of activities 1.....2.....3.....4.....5

80. Recognize what data are relevant 1.....2.....3.....4.....5

81. Stay focused on the purpose of the 1.....2.....3.....4.....5  
consultancy

82. Continuously assess the issues as they 1.....2.....3.....4.....5  
surface

**Competency Category:**

change

An effective OD practitioner can...

Use data to adjust for

83. Use information to create positive change 1.....2.....3.....4.....5

84. Use intelligent information to take next 1.....2.....3.....4.....5  
steps

85. Establish method to monitor change 1.....2.....3.....4.....5  
after the intervention

86. Use information to reinforce positive 1.....2.....3.....4.....5  
change

87. Gather data to identify initial first steps 1.....2.....3.....4.....5  
of transition

**Competency Category:**  
stakeholders  
An effective OD practitioner can...

Be available to multiple

88. Collaborate with internal/external OD 1.....2.....3.....4.....5  
professionals

89. Listen to others 1.....2.....3.....4.....5

90. Interpersonally relate to others 1.....2.....3.....4.....5

91. Use humor effectively 1.....2.....3.....4.....5

92. Pay attention to the spontaneous and 1.....2.....3.....4.....5  
informal

**Competency Category:**  
relationships  
An effective OD practitioner can...

Build realistic

93. Build realistic relationships 1.....2.....3.....4.....5

94. Explicate ethical boundaries 1.....2.....3.....4.....5

95. Build trusting relationships 1.....2.....3.....4.....5

96. Relate credibly, demonstrating 1.....2.....3.....4.....5  
business acumen and conversancy

**Competency Category:**

An effective OD practitioner can...

Interventions

97. Convey confidence in one’s 1.....2.....3.....4.....5  
intervention philosophy

98. Facilitate group processes 1.....2.....3.....4.....5

99. Intervene into the system at the 1.....2.....3.....4.....5  
right depth

100. Creatively customize tools and 1.....2.....3.....4.....5

Para mayor información puede acercarse a ***The Organization Development Institute International, Latinamerica***  
a través de : [www.theod institute.org](http://www.theod institute.org)  
y también por este medio : [info@theod institute.org](mailto:info@theod institute.org)