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

<table>
<thead>
<tr>
<th>Use of Consultant’s Knowledge and Experience</th>
<th>Plans Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recommends/prescribes</td>
</tr>
<tr>
<td></td>
<td>Proposes criteria</td>
</tr>
<tr>
<td></td>
<td>Feeds back data</td>
</tr>
<tr>
<td></td>
<td>Probes and gathers data</td>
</tr>
<tr>
<td></td>
<td>Clarifies and interprets</td>
</tr>
<tr>
<td></td>
<td>Listens and reflects</td>
</tr>
<tr>
<td></td>
<td>Refuses to become involved</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Use of Client’s Knowledge and Experience</th>
<th>Use of Consultant’s Knowledge and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plans Implementation</td>
</tr>
<tr>
<td></td>
<td>Recommends/prescribes</td>
</tr>
<tr>
<td></td>
<td>Proposes criteria</td>
</tr>
<tr>
<td></td>
<td>Feeds back data</td>
</tr>
<tr>
<td></td>
<td>Probes and gathers data</td>
</tr>
<tr>
<td></td>
<td>Clarifies and interprets</td>
</tr>
<tr>
<td></td>
<td>Listens and reflects</td>
</tr>
<tr>
<td></td>
<td>Refuses to become involved</td>
</tr>
</tbody>
</table>
Professional Ethics

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

A Model of Ethical Dilemmas

Antecedents
- Role of the Change Agent
- Role of the Client System
- Values
- Goals
- Needs
- Abilities

Process
- Role Episode
  - Role conflict
  - Role ambiguity

Consequences
- Ethical Dilemmas
  - Misrepresentation
  - Misuse of data
  - Coercion
  - Value and goal conflict
  - Technical ineptness