Understanding your OD practice and evidencing your current level of competence - The Self - Assessment

Scoring Criteria

Throughout the document the following criteria can be applied where scores are required:

Self-assessment of your current competence

4   Fully competent and regularly applied in practice
3   Fully competent used infrequently in my current role
2   Partial competence which I am actively working to improve
1   Partial competence
0   No experience

OD Competency Domain 1 = Business Focus

The OD practitioner supports the development of business awareness in the organisation. Develops an understanding of the organisation's position in the Healthcare market place and the commercial challenges it faces
(NW OD Tool Kit competencies)

Level of Competency:

Foundational Competency	4	3	2	1	0
Seeks ways to enhance the efficient delivery of services					
Aware of new commercial opportunities and passes ideas on to managers					
Promotes the use of OD solutions, enhancing market reputation					
Delivers effectively within time, cost and quality parameters					
Shows an awareness of the cost implications of activities and of changes to activities					

Practitioner Competency	4	3	2	1	0
Shows an awareness of the cost implications of activities, seeking to enhance efficient delivery					
Identifies opportunities for revenue generation within the organisation and support others to capitalise on these					
Markets services effectively using appropriate channels and methods					
Produces accurate specifications for service delivery in order to establish cost and quality controls					
Monitors the cost of activities and alerts others to variations that might lead to overspend or over-delivery					
Supports others to identify commercially viable rates to capitalise on expertise/Intellectual Property (IP)					
Contributes to effective business case development, identifying level of investment needed and potential returns					

Strategic Competency	4	3	2	1	0
Identifies the cost implications of changes to the OD plan ensuring expenditure is aligned with budget					
Develops a strategy for revenue generation and encourages an entrepreneurial culture within the organisation					
Ensures services are marketed effectively using appropriate channels and methods					
Encourages team to enhance the efficient delivery of services					
Identifies and secures the necessary budget to achieve OD objectives					
Understands the market value of in-house expertise and seeks to add value to the organisation by utilising this					
Develops well-constructed business cases which identify level of investment needed and potential returns					
Oversees governance issues of business activities to ensure adherence to relevant standards and controls					
Ensures business opportunities do not interfere with core delivery					

Level of Practice

In terms of this domain I have experience of using my claimed competence in the following level of intervention

Working with individuals	
Working with groups and teams	
Working with the executive team of a single organisation	
Working across multiple organisations (system level)	
Working with executive system leaders	

Areas for Development

Within this domain my professional development is focused on the current areas:
Please indicate if you are fully competent in this area and this domain is not a focus of your current development activity.

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OD Competency Domain 2 = Professional Effectiveness

The OD practitioner applies professional OD tools and techniques to transform the business. Seeks to enhance individual, team and organisational capability through OD
(NW OD Tool Kit competencies)

Level of Competency:

Foundational Competency	4	3	2	1	0
Applies relevant OD tools and techniques when delivering development interventions					
Stays abreast of new approaches in design and delivery and uses these to enhance development interventions					
Enhances respect for, and acceptance of, OD through professional design and delivery					
Maintains a network of appropriate contacts to share best practice and assist on-going professional development					
Encourages new thinking to move the organisation forward					
Helps individuals and teams to change and perform at a new level					

Practitioner Competency	4	3	2	1	0
Selects appropriate OD tools and techniques to apply to the task					
Stays abreast of developments in OD and seeks to apply these where relevant					
Enhances respect for OD through professional behaviour, building credibility and acceptance					
Maintains a network of appropriate contacts to share best practice and assist on-going professional development					
Increases awareness of OD, its remit and value to the organisation					
Focuses on the appropriate level to effect change (e.g. individual, team, organisational)					
Challenges the status quo where new approaches add value and new thinking is needed					
Measures achievement of OD interventions using relevant metrics					

Strategic Competency	4	3	2	1	0
Stays abreast of developments in OD and ensures team does the same					
Enhances respect for and use of OD through professional behaviour, building the credibility of the team					
Maintains a network of appropriate contacts to share best practice and assist on-going professional development					
Champions OD, its remit and value to the organisation at the highest levels					
Identifies opportunities for transformation to help the organisation achieve its goals. Shapes service provision by integrating best practice and new ideas					

from the market					
Challenges the status quo and assumptions, showing how new approaches could benefit the organisation					
Identifies relevant metrics to demonstrate the effectiveness of OD					

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OD Competency Domain 3 = Competency and knowledge associated with enabling the strategic viewpoint

The OD practitioner is able to lever their competence and knowledge to enable the strategic viewpoint
(CIPD competencies)

Level of Competency:

Foundational Competency	4	3	2	1	0
Collate and structure contextual information relating to the organisation's current state.					
Collate and structure data relating to gaps and requirements to meet objectives					
Provide relevant organisational information for the development of OD plans					
Compile cost information for business cases and create administrative systems to track KPI data					

Practitioner Competency	4	3	2	1	0
Coach managers and stakeholders to assess the capability and capacity of the team using an appropriate model to assess the impact of factors such as behaviour, attitudes, culture, skills, systems, communication flows and organisation design on the team's ability to deliver the plan					
Work with managers to identify gaps and barriers in structure, people, process or culture.					

	4	3	2	1	0
Work with managers to develop an OD plan to improve ability to meet their objectives					
Develop metrics to measure achievements and performance against plans					
Collaborate with leaders and human resources managers to evaluate and understand the capacity and capability of the organisation					
Engage with appropriate stakeholders to validate organisation development needs to meet business plans and priorities					
Collaborate with relevant stakeholders to develop an OD plan that addresses gaps against organisation plans.					
Test OD plan with appropriate stakeholders and HR colleagues to identify and mitigate risks and potential impacts.					

Strategic Competency	4	3	2	1	0
Interrogate organisation strategy and operating plan at the highest level to understand key organisation development needs and compare them with the organisation's current capacity and capability to deliver.					
Identify organisation development needs with business leaders to meet strategic and operational priorities.					
Collaborate with the executive to develop an OD strategy (or OD element of people strategy) to improve organisational effectiveness or address emerging requirements.					
Gain support for the OD business case with executive – outline anticipated business outcomes, benefits and risks					

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OD Competency Domain 4 = Understanding Organisational Context

The OD practitioner shows a clear understanding of the organisation, its activities and structures and takes this into account during planning and delivery

Level of Competency:-

Foundational Competency	4	3	2	1	0
Shows awareness of organisational issues that may impact their projects					
Alert to the impact of the historical context of initiatives					
Notes the views and preferences of key individuals and groups and seeks to influence beyond accountability.					
Is aware of political factors when developing and delivering projects.					
Aware of links with other initiatives and draws these to the attention of others.					
Develops and maintains a local network to share learning and ideas					

(NW OD Tool Kit competencies)

Gather and analyse data from individuals, managers and teams to support diagnostic activity.					
Summarise trends in capability data and feedback conclusions to colleagues.					
Provide feedback to colleagues based on experience on the organisation's readiness for change.					

(*CIPD Competencies*)

Practitioner Competency	4	3	2	1	0
Scans the horizon for issues and opportunities that impact the achievement of organisational goals and draws these to the attention of senior management					
Aware of the context of issues, including their history. Aware how others in NHS NW are dealing with issues.					
Clarifies the influence and motivations of key individuals and groups, considering political factors					
Seeks links with other initiatives that may impact current or future activities					
Develops and maintains a network across the region to share learning and ideas.					
Define hard and soft data requirements to assess capability and culture, and identify appropriate sources of data					
Analyse capability and culture data, provides feedback and explores potential actions.					

(NW OD Tool Kit competencies)

Define and secure senior support for the overall framework for organisational capability and cultural diagnostics					
Interpret available internal and external data and us analysis to identify the range of OD interventions.					
Work with managers to assess opportunities,					

barriers and risks to change.					
(*CIPD Competencies*)					

Strategic Competency	**4**	**3**	**2**	**1**	**0**
Actively seeks to identify emerging and future issues that have implications for OD work streams					
Sets the organisation in context using internal and external reference points.					
Shows political astuteness, shaping the strategy to take account of the influence and motivations of key individuals and groups					
Recognises which other initiatives need to be linked to current or future OD work streams.					
Recognises opportunities for and challenges to transformational change and champions OD's role in making a difference					
Develops and maintains a network within and across regions to share learning and ideas.					

(*NW OD Tool Kit competencies*)

Manage the design and execution of diagnostic tools to assess organisation capability and culture					
Define and secure senior support for the overall framework for organisational capability and cultural diagnostics					
Present and test hypothesis and formulate options to address different stakeholder needs.					
Assess the organisation's change capacity to absorb scale of OD interventions, and the potential risks and impact on business performance.					

(*CIPD Competencies)*

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OD Competency Domain 5 = Designing OD interventions and evidence based improvement

The OD Practitioner develops OD solutions and approaches based on a thorough analysis of the issues. Drafts and implements plans to achieve agreed outcomes

Level of Competency:

Foundational Competency	4	3	2	1	0
Provide information and input to the design of OD interventions					
Provide feedback and advice to employees on key areas of change to support the OD plan					
Give feedback to colleagues on proposed OD interventions					
Support colleagues in delivering interventions and associated change					

(*CIPD Competencies*)

Gathers information in a systematic way to inform design of development interventions					
Identifies key trends or opportunities and feeds these into the OD team					
Adapts delivery to take account of changing priorities and feedback					
Efficiently manages resources to achieve deliverables					
Continuously evaluates initiatives to improve effectiveness of approaches					
Drafts and coordinates effective delivery timetables					

(*NW OD Tool Kit competencies*)

Practitioner Competency	4	3	2	1	0
Develop OD interventions with managers to address specific aspects of structure, capability, systems, process or culture.					
Recognise the key levers of change and recommend appropriate plans to managers.					
Develop proposals for OD interventions at team and individual level.					
Lead planning and implementation of simple OD interventions, programmes and plans.					
Build OD interventions that align and integrate structure, capability, systems, process and culture to support organisation goals and objectives					
Identify the key levers of change and build implementation plans that leverage these to have maximum impact.					
Develop options and proposals for the most appropriate focus of the intervention (for example: organisational, group, team, individual).					
Translate the OD strategy and agreed deliverables into achievable plans and a prioritised implementation map.					

(*CIPD Competencies*)

	4	3	2	1	0
Gathers information in a systematic way, ensuring all relevant sources are consulted					
Identifies key issues and links within data and draws insightful conclusions					
Evaluates alternative options when recommending a way forward					
Manages resources efficiently and effectively					
Develops appropriate plans and establishes on-going review and monitoring					
Takes account of longer term implications and requirements when recommending approaches					
Conducts a thorough and methodical analysis of issues					
Adapts plans to take account of changing priorities, considering risks and building in contingencies					
Designs project interventions to focus on organisational objectives					

(*NW OD Tool Kit Competencies*)

Strategic Competency	4	3	2	1	0
Develop organisation-wide interventions that align and integrate structure, capacity systems, process and culture to meet strategic priorities.					
Support senior leaders to recognise key levers of change and how to build a strategy around these					
Provide thought leadership to organisational leaders of OD methodologies and how they can have most impact.					
Scope out the OD strategy (or OD element of the people strategy) and organisation-wide implementation plans, outlining terms of reference, key deliverables, stakeholders and resource implications.					

(*CIPD Competencies*)

Identifies key management information needs for OD and ensures systems are in place to gather this					
Identifies key issues and links within data and draws insightful conclusions					
Identifies and prioritises activities based on alignment with the organisation's strategic direction					
Secures necessary resources to achieve the OD Plan and manages these efficiently and effectively					
Adapts plans to take account of changing priorities and feedback					
Drafts and maintains an effective OD plan, seeking contributions from the organisation					
Ensures a thorough and methodical analysis of issues					
Identifies risks and ensures these are managed effectively					

(*NW OD Tool Kit Competencies*)

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OD Competency Domain 6 = Facilitating change

The OD practitioner is able to facilitate change
(*CIPD Competencies)*

Level of Competency

Foundational Competency	4	3	2	1	0
Provide advice and support to employees and managers during change					
Role-model the change-ready employee by remaining flexible, positive and open to change.					
Co-ordinate and roll out internal communication messages.					
Create tracking system to collect, collate and analyse metrics, data and feedback on performance against plans.					
Listening, engaging and advisory skills.					
Application of process improvement tools to map and interrogate end- to-end processes					

Practitioner Competency	4	3	2	1	0
Anticipate and support the organisation through barriers and resistance to change.					
Highlight enablers and develop risk mitigation plans to deal with barriers/ resistance					
Support a change- ready culture by anticipating barriers and obstacles and working to remove them					
Create trust and facilitate a change-ready culture by engaging, partnering and coaching leaders and stakeholders					
Work with managers/stakeholders to support them in					

developing the case for change, including the vision for change, key milestones, challenges, and what success looks like.					
Engage and involve senior managers, colleagues and stakeholders in developing and implementing interventions.					
Prepare evaluative data for feedback to client and assess potential risks to the OD plans.					
Conduct ongoing evaluation of the plan, reviewing impact, ongoing risks to delivery and unintended consequences.					
Appreciative inquiry skills					
Facilitation and consulting at managerial level					
Identify and define values and behaviours to support organisational performance and cultural shift.					
Using process improvement tools to assess and review organisational performance.					
Application of OD theory into OD plans; such as drivers of team and organisation performance, psychoanalytic assessment, group dynamics, systems theory					
Key stages in change management, identifying supporters, blockers and fence-sitters					
Critical factors in planning change across business areas; identifying risks and creating mitigation plans					

Strategic Competency	4	3	2	1	0
Develop a risk mitigation strategy with executive/senior leaders.					
Lead and role-model the development and ongoing management of a learning and improvement culture.					
Engage and challenge senior leaders to understand the rationale for change, aligned and fully in support of the strategy.					
Monitor progress against strategic priorities and overall strategic outcomes.					
Development and application of OD diagnostic tools (engagement surveys, assessment, cultural diagnostics) and use in strategic development					
Consulting and partnering at senior levels to facilitate change.					
Leading organisation to identify and define values and behaviours to drive organisational performance.					

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OD Competency Domain 7 = Leading, enabling and sustaining

The OD practitioner inspires enthusiasm and belief in others, articulating and sharing a vision. Enables others to bring about and sustain improvements in service delivery
(NW OD Tool Kit competencies)

Level of Competency

Foundational Competency	4	3	2	1	0
Acts as role model for desired culture					
Gives tangible examples of how change will bring benefits					
Holds others to account for agreed performance and deliverables					
Enables others to bring about significant change in their own area through learning and development					
Works collaboratively, respecting difference and focusing on shared goals					
Shows drive, resilience and enthusiasm					
Explains the 'why' of change to gain buy-in					
Identifies conflict and seeks to resolve this					

Practitioner Competency	4	3	2	1	0
Act as a role model for the desired culture and leadership behaviour Acts to develop self-awareness by reflecting on impact of own behaviour or seeking out feedback from others					
Clearly articulates where the organisation is going, using tangible examples					
Holds others to account for agreed performance and deliverables					
Coaches to enable others to create sustainable change					
Works collaboratively, respecting difference and focusing on shared goals					
Shows drive, resilience and enthusiasm					
Explains the basis and thinking behind the organisational vision to gain the support of others in relation to OD interventions					
Identifies and seeks to resolve conflict					

Strategic Competency	4	3	2	1	0
Leads by example, modelling the behaviours needed to develop the organisation					
Communicates the direction and aims of the organisation in a clear way					
Holds others to account for agreed performance and delivery which impacts on OD achievement					

Coaches to enable others to create sustainable change					
Sets the tenor for collaborative working, respecting difference, resolving conflict and focusing on shared goals					
Shows drive, resilience and enthusiasm to encourage and motivate the team and to achieve results at the highest level					
Articulates a clear vision of the role and contribution of OD to the organisation					
Anticipates potential conflict and seeks to pre-empt this					
Promotes a sense of collective ownership for the success of OD					
Fosters independence, enabling others to transform the business					

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