

Training & Development – Competency Standards

Unit of Competency

Functional Area: Training and Development in Organizations

- 1. Name :** Organization Development Skill
- 2. Code :** TDZZOG403A
- 3. Level :** 4
- 4. Credit :** 2 units (1 QF unit is equivalent to 10 notional hours of learning)
- 5. Range :** Possess the knowledge of the techniques and able to provide assistance to the seniors to manage organization development, which is a planned, organization-wide, managed-from-the-top program, to increase organizational effectiveness and health, through planned interventions in the organization's "processes". It is a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.
- 6. Competency : Performance Requirements**

Knowledge and Intellectual Skills

- Has means and resources to acquire a broad-based knowledge of the organization development skill, the ability to find out the up-to-date information about organization development, and to apply the knowledge in organization's specific situations.
- Be able to understand organizations, leadership and management by conducting data gathering and analysis which is an essential ingredient of OD. Some of the mechanisms are:
 - Documentation review
 - Organizational sensing
 - Focus groups
 - Interviews
 - Surveys
- Be able to assist the senior management in setting up targets and objectives to change the beliefs, attitudes, values, and structure of the organization.
- Be able to apply principles and techniques for designing and carrying out applied qualitative research in organizations, dynamics of organization, knowledge of group dynamics, knowledge of group and interpersonal interaction processes, group behavior, and intervention and facilitation methods and skills to assist the development activities.

Process

- Possess the ability to:
 - Provide effective leadership for desired change
 - Guide the redesign of organization structures, work processes and governance

- Consider the needs and perspectives of relevant stakeholders
- Facilitate group problem solving, decision making efforts and teamwork
- Mediate conflicting interests to develop a broad consensus for action
- Act with awareness of the social and ethical dimensions of their work.
- Able to work in a manner similar to "organizational physicians" intending to improve the effectiveness of people and organizations by:
 - Researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization ("diagnosing" the systems in the organization)
 - Identifying approaches (or "interventions") to improve effectiveness of the organization and its people
 - Applying approaches to improve effectiveness (methods of "planned change" in the organization)
- Able to evaluate the ongoing effectiveness of the approaches and their results.

Application, Autonomy and Accountability

- Able to be strongly focused on the “soft” skills in OD, for example, coaching, leadership development, facilitation, conflict management, process consulting, etc. And at the same time assert the “hard” skills, such as balanced scorecard, quality management initiatives (TQM, Six Sigma, etc.), strategic analysis, etc.
- Be able to manage and handle data collection, assessment and feedback independently.
- Be able to implement action/intervention planning independently under the supervision of senior management.
- Be fully accountable for the outcome of the observation and suggestions.
- Be able to carry out the process with theory and practice, choose appropriate methods, ensure method is valid, reliable and practical, establish method to monitor change and link evaluation with expected outcomes.
- Be accountable for the results of the program.

Communication, IT and Numeracy

- Be able to communicate effectively (on a one-to-one, and one-to-many situations) and be able to use a wide range of presentation methods.
- Be able to store and retrieve information of findings and conclusions starting from the initial stage with IT technology using topical, alphabetical, numerical, and key-word files, and use simple files of the individual’s own devising
- Be able to enter and retrieve information on a computer, using standard software such as MS Office for preparing materials, handouts and presentation PowerPoint files.
- Be able to:
 - Solicit feedback from others about your work and your impact on them
 - Continuously assess the real issues as they surface
 - Pay attention to the spontaneous and informal
 - Maintain/increase change momentum
 - Link change process to daily life of system
 - Mobilize additional internal resources for self-learning
 - Determine the domain that now is ready for special change focus
 - Move more away from project-driven change to strategy-driven change

7. Assessment Guideline

The trainer must be able to demonstrate the changes taken place in the organization and the outcomes of various programs.