

and skill requirements of the organization development practitioner (see Table 5.8), which correspond well with those of the change agent.

Table 5.8 Knowledge and skill requirements of the organization development practitioner

Existing system – Knowledge	How systems change over time – Knowledge	How systems change over time – Skills
<i>Organization behaviour</i>	<i>Organization design</i>	<i>Managing the consulting process</i>
A. Organization culture	Decision-making process associated with formulating and aligning HR systems; information systems; reward systems; work design; political systems; culture; etc.	A. Entry
B. Work design		B. Contracting
C. Interpersonal relations		C. Diagnosing
D. Power and politics		D. Designing interventions
E. Leadership		E. Implementation
F. Goal setting		F. Managing emergent issues
G. Conflict		G. Evaluation
H. Ethics	A. The concept of fit and alignment	
	B. Diagnostic and design model for sub-systems	
	C. Key thought leaders in organization design	

(continued)

Table 5.8 (Continued)

Existing system – Knowledge	How systems change over time – Knowledge	How systems change over time – Skills
<i>Individual psychology</i> A. Learning theory B. Motivation theory C. Perception theory	<i>Organization research</i> Field research; interviewing; content analysis; change evaluation processes; quantitative and qualitative methods.	<i>Analysis/diagnosis</i> Inquiry into the system's effectiveness at an individual, group and organization-wide level. Ability to understand and inquire into one's self.
<i>Group dynamics</i> A. Roles B. Communication processes C. Decision-making process D. Stages of group development E. Leadership	<i>System dynamics</i> Understanding of how systems evolve and develop over time; how systems respond to planned and unplanned interventions.	<i>Designing/choosing appropriate and relevant interventions</i> Understanding how to select, modify, or design effective interventions that will move the organization from its current state to its desired future state.
<i>Management and organization theory</i> A. Planning, organizing, leading, and controlling B. Problem solving and decision making C. Systems theory D. Contingency theory E. Organization structure F. Characteristics of environment and technology G. Models of organization and system	<i>History of organization development</i> A. Human relations movement B. National Training Lab C. Survey research D. Quality of life E. Tavistock Institute F. Key thought leaders G. Humanistic values H. Statement of ethics	<i>Facilitation and process consultation</i> Ability to assist an individual or a group towards a goal. Ability to inquire into individual and group processes so that the client system (organization) maintains ownership of the issue, increases the capacity for reflection on the consequences of its behaviours and actions, and develops a sense of increased control and ability.
<i>Research methods/statistics</i> A. Measures of central tendency B. Measures of dispersion C. Basic sampling theory D. Basic experimental design E. Sample inferential statistics	<i>Theories and models of change</i> A. Basic action research model B. Change topologies C. Lewin's model D. Transition models, etc	<i>Developing client capability</i> The ability to conduct a change process so that the client is better able to plan and implement a successful change process in the future, using technologies of planned change in a values-based and ethical manner.

(continued)

Table 5.8 (Continued)

Existing system – Knowledge

How systems change over time – Knowledge

How systems change over time – Skills

Comparative cultural perspectives

- A. Dimensions of national culture
- B. Dimensions of industry culture
- C. Systems implications

Evaluating organization change

The ability to design and implement a process to evaluate the impact and effects of change intervention, including control of alternative explanations and interpretations of performance outcomes.

Functional knowledge of business

- A. Interpersonal communication (listening, feedback, and articulation)
- B. Collaboration/working together
- C. Problem solving
- D. Using new technology
- E. Conceptualizing
- F. Project management
- G. Present/education/coach

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