

Organisation Development

Competency Framework





This guide specifies the foundational competencies required for all OD practitioners to be effective in their roles. It is designed to help you understand what these competencies are and how they are used to inform:

Career Development

To determine your current proficiency, and plan for your development over time. It is also important to balance this set of competencies with lived experiences to a myriad of OD work and applications for the integrated development of an effective OD practitioner.

Professional Standard

To support the understanding of the practice by specifying the necessary knowledge, skills and attributes for the corresponding job levels. This supports the recruitment and development of OD professionals by the Head of OD/HR/ Head of Organisation or relevant parties.

Common Language

To facilitate potential exchange and partnership amongst practitioners across public service. This may include secondment, GIG, and short-term immersion (STIP) opportunities, or other systemic/ whole-of-government initiatives or efforts that may require specific OD competencies.

The Role of the OD Practitioner



The OD practitioner in the Public Service covers a wide spectrum of roles in contributing to organisational performance and health of our agencies. A top focus is the inherent occurrence of growth and change in organisations. This speaks to the central role of the OD practitioner to build internal organisational capacity to be in sync with the external shifts and enabling leaders, teams and organisations to thrive in times of change.

Over the years, we have seen growing support and demand for OD practice across the Public Service. Likewise, we will need to continually update our competencies and skill sets to keep pace with contextual shifts and multiple complexities. This resource describes the key competencies for an OD practitioner in the Singapore Public Service.

The 3 key areas of work for an OD practitioner are:

Addressing Organisation's Performance: This involves conducting a diagnosis of the organisation's performance and overall effectiveness, highlighting the potential misalignment, and designing fit-for-purpose interventions.

Enhancing Team Effectiveness: This requires practitioners to develop well-designed processes for teams (including any cross-boundary group collectives) to deliver high performance while enabling positive experiences and deep learning.

Facilitating Behavioural Change: This requires practitioners to be well-versed in applied behavioural sciences and design human-centered strategies to ensure smoother transitions, acceptance and adoption in times of change.

OD Competency Framework

#Foundational Competencies

This framework defines twelve competencies, grouped into three clusters. Together, the three clusters underpin the discipline of OD practice in the Singapore Public Service.

Systems

Organisations are complex systems. Practitioners who are skilled in this cluster work effectively with high levels of complexity and ambiguity, turn challenges into opportunities, and bring about fit-for-purpose interventions.

Processes

This cluster focuses on “how we get there”. Practitioners who are skilled in this cluster effectively orient group systems towards shared goals through collaborative, participatory, and/or inclusive approaches to increase system capacity and ownership.

Self

As a profession and field of practice, the work demands practitioners to be well-grounded and make intentional choices. Practitioners who are skilled in this cluster demonstrate a clear values system, are invested in their own continual development and seeks to build the capability of the system they serve.





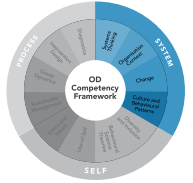
This OD Competency Framework is a **functional competency** framework used in conjunction with Our Core Competencies (OCC) framework when mapping out one's developmental needs and progression.

The OD competencies and examples of behaviors required at different levels also take reference from the OCC framework to reflect the variance in complexity, scope, and responsibility. Job grades typically associated are indicated at each level, to support career development and consistency of professional standards.

For OD practitioners, all foundational competencies are equally important and cumulative (i.e. it assumes that you will be able to perform competencies at preceding levels). **It is essential for you to have a conversation with your supervisors on the desired behaviours expected of you, how you can develop the competencies required and what it takes to demonstrate them in your work.**

The last column within the framework is dedicated to Organisational Leaders, who are the ultimate owners of organisational development and change efforts. It recognises that the awareness and perspectives leaders have on developing organisations will be instrumental in shaping long-term organisational and whole-of-government performance and health.



The rest of the guide broadly defines and illustrates what each competency is about.



Behavioural Indicators

These are some examples of the behaviours expected for the respective competencies and levels.

Competency Cluster: Systems


Competencies	Beginner Practitioners Senior Executives (MX13 and 12)	Senior Practitioners Senior Managers (MX11)	Advanced Practitioners Middle Management (MX11A & 10)	Leaders Head of Organisations/ OD (MX 9 and above)
 Systems Thinking	<ul style="list-style-type: none"> You understand the basic connections between different parts of an organisation 	<ul style="list-style-type: none"> You identify the interconnections and interdependencies that exist within the organisation and its operating environment 	<ul style="list-style-type: none"> You assess the impact level of patterns and behaviours that are helping or hindering the organisation You identify and intervene effectively with different stakeholders to support whole-win strategies 	<ul style="list-style-type: none"> You initiate and adopt whole-win strategies to work with systemic issues involving multiple stakeholders You build alignment and across functions, systems, structures, processes and people practices
 Organisation Context	<ul style="list-style-type: none"> You proactively reach out to varying levels and segments of the organisation to gather ground-sensing 	<ul style="list-style-type: none"> You actively conduct research and make sense of information about the external and internal environment You demonstrate a good understanding of how your organisation works 	<ul style="list-style-type: none"> You engage senior leaders or whole systems on collective sense-making You assess systemic solutions and are able to identify associated risks and mitigation strategies 	<ul style="list-style-type: none"> You balance whole-of-government and organisation objectives when working on cross-cutting issues You sponsor and guide teams towards supporting organisation and whole-of-government outcomes



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 Change	<ul style="list-style-type: none"> You demonstrate an understanding of basic change processes You assist in the implementation of change initiatives (including communication and internal engagement) You are equipped with change processes and tools 	<ul style="list-style-type: none"> You have a deep understanding of change theories and processes (including the psychological impact of change) You design a plan to effectively support the acceptance and adoption of small-scale change and transitions You are capable of consolidating a change portfolio that provides a holistic perspective of its collective impact on the organisation 	<ul style="list-style-type: none"> You lead and steer complex change efforts through deep OD grounding and developmental, systemic, and sustainable approaches You provide unbiased research, insights, and recommendations to senior leadership You generate OD designs and plans appropriate to complex systems, being provisional and contingent upon emerging data You work effectively with different stakeholders to align and effect deep and sustainable change efforts You build system capacity as observers of their own system dynamics, increasing their abilities to navigate and effect transformation and change 	<ul style="list-style-type: none"> You define the case for change and the corresponding capabilities needed You sponsor and allocate resources to large scale change efforts through different levels of the system, and ensuring alignment to intended strategies and priorities You manage multiple polarities and develop effective strategies You translate complex issues into simpler terms/concepts to facilitate understanding, decision-making and action You support continuous improvement, development and learning at all levels of the system You understand the psychological impact of change and adopt appropriate strategies and support mechanisms



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 Culture and Behavioural Patterns	<ul style="list-style-type: none"> You understand what culture is and how it is expressed within organisations You hold a helpful, patient and creative attitude in doing culture work You understand that culture can help or hinder an organisation from achieving its mission and strategies 	<ul style="list-style-type: none"> You apply the appropriate tool(s) to help organisations diagnose and address their cultural patterns You draw upon dialogical processes (using stories, imagery, narrative, conversations, etc.) to surface dominant cultural patterns. You show respect while doing culture-shifting work, being mindful that a current culture may have been very useful at one point in time You are capable of identifying areas of alignment and misalignment between an organisation's strategies and its current and desired culture 	<ul style="list-style-type: none"> You skillfully articulate how culture is related to structures, processes and other key variables within an organisation framework You diagnose cultural patterns within an organisation, the visible and the invisible, the covert and the overt patterns, beliefs and paradigms. You apply appropriate OD tools and behavioural sciences to build interventions that shift cultural patterns You are capable of advising and equipping leaders to role-modeling desired behavioural patterns 	<ul style="list-style-type: none"> You understand that culture work is not about quick fixes and is an integral part of organisational change interventions You identify systemic helping/hindering patterns and enable leadership at all levels You cultivate, role-model and speak to the desired behavioural patterns in alignment with the organisational strategy



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Competency Cluster: Process

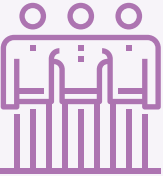
Competencies	Beginner Practitioners Senior Executives (MX13 and 12)	Senior Practitioners Senior Managers (MX11)	Advanced Practitioners Middle Management (MX11A & 10)	Leaders Head of Organisations/ OD (MX 9 and above)
 Diagnostics	<ul style="list-style-type: none"> You work with different types of data and data collection methods You collect data from appropriate sources, leveraging on technology and working with others You provide preliminary analysis and interpretation of data collected You withhold judgment while gathering data to ensure neutrality and avoid biases 	<ul style="list-style-type: none"> You apply suitable organisation models and methodologies used in organisational diagnosis You conduct data analysis and interpret the findings with the relevant parties You reference past data and trends from multiple sources to inform course of action You work with emergent data and are skilled at data analysis, supporting subsystems to make sense of their data to action-planning 	<ul style="list-style-type: none"> You synthesize and adapt various types of methodologies used in organisational diagnosis in practice You identify the type of data needed and the appropriate collection method to address complex issues You organise, present, and translate data to the stakeholders to facilitate joint decision-making and action in alignment with the organisational strategies 	<ul style="list-style-type: none"> You ascertain systemic issues and work with related parts of the organisation to improve organisational outcomes



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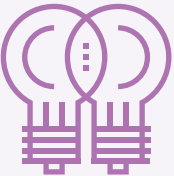
Competencies	Beginner Practitioners Senior Executives (MX13 and 12)	Senior Practitioners Senior Managers (MX11)	Advanced Practitioners Middle Management (MX11A & 10)	Leaders Head of Organisations/ OD (MX 9 and above)
 Group Dynamics	<ul style="list-style-type: none"> You conduct simple group process facilitation You demonstrate understanding of the common group issues such as roles, relationships, communication processes, decision-making processes, and stages of group development. You demonstrate a willingness to learn how to work with a diverse range of groups You practice and maintain inquiry and curiosity in group work to ensure concerns are openly and constructively addressed 	<ul style="list-style-type: none"> You understand what a group is, how a group works, and the nature of group dynamics You possess firm theoretical grounding in group dynamics (such as Field, Exchange Theory, etc) You identify and name both the healthy and unhealthy dynamics within a group You create safe environments in which all group members may contribute their voice You balance and hold the tension between individual and group needs 	<ul style="list-style-type: none"> You possess carefully honed observational powers to constructively name and address group issues You design and deliver appropriate group interventions in real-time You teach and transfer the capability to develop group process facilitators within their subsystems You deal with conflict situations with skills to enable constructive work and better relationships 	<ul style="list-style-type: none"> You look out for less visible dynamics such as power, authority, implicit assumptions that people hold; and address their impact appropriately

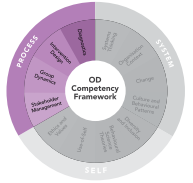


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 Intervention Design	<ul style="list-style-type: none"> You understand the action research process and its applications in organisations You understand the foundations of OD theory and practice, with knowledge of relevant tools for diagnosis and change You support the design and delivery of facilitated discussions You demonstrate an understanding of the different types of organisational interventions You assist in the evaluation of change implementation initiatives and their impact 	<ul style="list-style-type: none"> You design and facilitate interventions with the understanding of action research and group dynamics theories You provide a process for subsystems to reflect on and clarify their purpose and motivation You develop clear intentions and articulate potential benefits and risks of interventions You evaluate the results and impact with appropriate methods and review what could be improved 	<ul style="list-style-type: none"> You synthesise and adapt various types of OD interventions in practice You design and facilitate in-situ, even in ambiguous, complex and unpredictable conditions You demonstrate adaptiveness in assessing emerging data and involving relevant subsystems to do their own work You demonstrate commitment to building relevant subsystem capabilities, ensuring the transfer of skills at every stage of the process or engagement You ensure intervention and evaluation strategies are coherently and constructively linked 	<ul style="list-style-type: none"> You sponsor organisational-wide interventions based on clear intentions and information You consider and deliberate on interventions with sufficient knowledge on potential system impact and risks



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 Stakeholder Management	<ul style="list-style-type: none"> You relate and work with people from various backgrounds and levels and seek relevant input from them to support work tasks 	<ul style="list-style-type: none"> You conduct a stakeholder analysis to assess change readiness, risks and design appropriate engagement strategies You link and connect various parties, providing the 'glue' necessary in the system to form meaningful partnerships 	<ul style="list-style-type: none"> You contract effectively with senior leaders to secure their sponsorship for organisational change You work effectively with a wide variety of stakeholders to reach an agreement around ends and means. You employ advanced engagement skills to resolve or progress complex issues by bringing multiple stakeholders together to achieve joint outcomes 	<ul style="list-style-type: none"> You act as the conduit between your organisation and external stakeholders to effect positive change and impact.



Behavioural Indicators

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Competency Cluster: Self


Competencies	Beginner Practitioners Senior Executives (MX13 and 12)	Senior Practitioners Senior Managers (MX11)	Advanced Practitioners Middle Management (MX11A & 10)	Leaders Head of Organisations/ OD (MX 9 and above)
 Ethics and Values	<ul style="list-style-type: none"> You believe that people have a voice to participate in discussions impacting their work and lives You demonstrate empathy for others (including tops, middles, bottoms, and external stakeholders) You constantly seek to grow, learn and develop yourself You recognise your personal needs and desires and when they conflict with other responsibilities 	<ul style="list-style-type: none"> You help people achieve success through personal growth and development You see challenges as opportunities to learn and provide the support necessary to do so You engage in continuous learning to develop self and a range of competencies You ensure that your services are not ethically misused 	<ul style="list-style-type: none"> You help people seek common grounds and achieve results together You honor diversity and open dialogue that leads to collaboration rather than competition You serve the long-term well-being of development of the system served You demonstrate congruence between one's actions and personal and professional values 	<ul style="list-style-type: none"> You lead with integrity, authenticity and values-action congruence (being transparent about your motivations and actions) You role-model (walk-the-talk) the values of your organisation and constantly communicate (talk-the-walk) the importance of a values-driven organisation You engage in joint decisions in strategic outcomes and choosing of OD interventions

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 Use-of-Self	<ul style="list-style-type: none"> You recognise how self-awareness is important to the development and effectiveness of a practitioner (e.g. impact of personal strengths, limitations, values, boundaries and biases) You understand that cultivating self is a lifelong journey and that enhancing ourselves allows us to be more effective practitioners You develop relationships with members of the organisation to establish effective partnerships in service of the organisation You provide value-adding perspectives to work issues You are committed to mutuality, and the benefit of using a collaborative approach. You recognize the importance of self-care in managing one's energy and resource pool 	<ul style="list-style-type: none"> You apply understanding of one's strengths and limitations to respond appropriately in varied situations in service of the organisation You observe and selectively share observations of what is seen, heard or felt with a non-judgmental lens You read others' emotions and patterns of behaviors You hold clear boundaries between self and systems you serve, including the ability to stay neutral and involved You are self-aware and realistic about your abilities, skills and knowledge - wholly transparent about what you can and cannot do. You practice self-care strategies to ensure refueling of own energy and resource pool 	<ul style="list-style-type: none"> You demonstrate presence and expand your power bases to help the organisation make progress You practice personal rituals to deepen self-awareness (e.g. seeking feedback proactively from others) You pay attention to how others and his/her own values are operating and guiding their behaviours You exercise range of self (employing appropriate strategies with consideration for varied situations and target audience – i.e. 'flex') to grow credibility and influence You possess the courage to point out the unspoken and/or what is absent in the system You develop relationships across systems and boundaries to establish effective partnerships in service of the nation. 	<ul style="list-style-type: none"> You demonstrate a high tolerance for ambiguity when working with multiple stakeholders You work effectively with tensions and polarities to improve system health and effectiveness You apply self-management techniques to work effectively with your own biases, triggers, filters and assumptions You exercise a range of self (employing appropriate strategies with consideration for varied situations and target audience – i.e. 'flex') You develop relationships across systems and boundaries to establish effective partnerships in service of your organisation and whole-of-government



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 Behavioural Science Theories	<ul style="list-style-type: none"> You demonstrate an understanding of how concepts, principles and theories are applied in everyday Organisational practices, processes and structures. You are able to explain the connection between these theories & concepts on how OD practices are constructed and used in your organisation 	<ul style="list-style-type: none"> You apply behavioral sciences to individual and groups development interventions You design and measure your intervention designs using behavioural science principles. 	<ul style="list-style-type: none"> You encourage and explain the use of behavioural sciences concepts and theories to support your OD interventions with stakeholders. You advise stakeholders to create or refine their processes based on behavioural science research and evidence. 	<ul style="list-style-type: none"> You seek out thought leadership from behavioural science disciplines to enhance your organisational development endeavours You sponsor efforts and initiatives that focus on using behavioural science concepts and theories to systematically change whole systems.



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 Diversity and Inclusion	<ul style="list-style-type: none"> You demonstrate openness to diverse opinions and context 	<ul style="list-style-type: none"> You ensure that perspectives of diversity, inclusion and equity are embedded in your OD practice You seek out diversity in many forms including age, gender, ethnicity, level of education, profession, etc and support them towards a common ground 	<ul style="list-style-type: none"> You are capable of diagnosing the complex challenges of diversity, inclusion, and equity issues within a group You are capable of identifying and appropriately addressing cross-cultural and diversity issues in facilitation real-time You ensure that groups do not succumb to discriminatory practices 	<ul style="list-style-type: none"> You demonstrate openness to diverse opinions and context You recognise and manage the challenges of diversity, inclusion and equity issues within an organisation

Specialisations



Organisation Development is a broad field and encompasses sub-specialisations to support the varying complexity of organizational challenges. Correspondingly, different mindsets and skill-sets may be required for different types of organisational development work.

The following table lists the full spectrum of specialisations that practitioners may selectively develop over the course of their practice and development, according to their areas of strengths and/or interest or as and when required within their role or work context.

Complexity and Polarities	Evaluation and Metrics	Organisational Agility
Design Thinking	History and Evolution of OD	Organisation Design
Dialogic OD	Large Group Interventions	Human System Dynamics
Employee Engagement	Process Improvements	Team Development

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LEARNING REDEFINED

A Future-ready Centre of Learning