OD Developer Profile Audit tool

This tool was developed by Mike Morrison as part of a PG Diploma in Management and Organisational Development.

Part of the development programme was to maintain a Personal Development Plan throughout the duration of the programme. Rather than just have a wide plan I sat down with my line manager and worked out a set of skills required for the internal consulting role I was embarking on.

From this role of OD change manager and internal consultant I searched for good practice and developed a range of ideal behaviours. This led to the development of an audit tool (360 review) that I used with my line manager, peers and direct reports. The result of this was used to start my PDP and was used at the end of the Diploma programme as the metrics around which I was reflecting on. This was in addition to the general underpinning knowledge gained from the content of the Diploma program.

Recently I have been asked for this diagnostic, so I have decided to make it available for anyone in the OD/ L&D world that has an element of internal consulting. This is the original tool as developed. Today if doing this from scratch there are things I would change/ add. But that is a project for another day!

To use the OD Developer Profile Audit tool

This can of course just be a self-scored audit, but where is the fun and development in that. You may as well just look in the mirror. This works best if you get feedback from others you trust or respect. I strongly recommend at least your line manager. In addition, 3-4 other people.

Then you can compare what people score you. If there is agreement great – it is either a strength or weakness. If there is disagreement, then that is a development need!

I hope you find this useful.

The OD Developer Profile Audit Tool – self version

Please follow these instructions before starting

In this audit you are asked to make yourself on a number of statements. After reading each statement, circle the appropriate space on the right of the statement according to the following:

1 very good	or	strong approach
2 good		correct approach
3 above average	or	appropriate approach
4 below average		acceptable approach
5 poor	or	inappropriate approach
6 unacceptable		poor approach

When completing the audit please:

- Be as discerning and honest as you can. Say how you think you really are, not how you would like to be seen.
- Ensure that you circle the rating to the right of the statement
- Aim to use the full range of ratings available 1-6
- Allow sufficient time. 20 minutes is typical.

Skill/Competence	Current rating	Comment/ Example
1 Personal Flexibility		
ability to learn quickly and easily	1 2 3 4 5 6	
ability to observe, gather, select and evaluate facts	1 2 3 4 5 6	
Demonstrate good judgement	1 2 3 4 5 6	
inductive and deductive reasoning	1 2 3 4 5 6	
ability to synthesis and generalise	1 2 3 4 5 6	
creative thinking and imagination	1 2 3 4 5 6	
2 Ability to understand people and work with them		
respect for other people, tolerance	1 2 3 4 5 6	
Forming easy human contacts	1 2 3 4 5 6	
ability to gain trust and respect	1 2 3 4 5 6	
courtesy and good manners	1 2 3 4 5 6	
3 Ability to communicate, persuade and motivate		
active listener	1 2 3 4 5 6	
oral communication one-to-one	1 2 3 4 5 6	
oral communication one-to-many	1 2 3 4 5 6	
written communication	1 2 3 4 5 6	
ability to teach and train people	1 2 3 4 5 6	
ability to coach and develop	1 2 3 4 5 6	

ability to motivate	1 2 3 4 5 6
ability to interpret and respond to local politics	1 2 3 4 5 6
ability to switch style as situation demands	1 2 3 4 5 6

4 Intellectual and emotional maturity

stability of behaviour and action	1 2 3 4 5 6
independence in drawing unbiased conclusions	1 2 3 4 5 6
ability to withstand pressures and live with uncertainties and frustration	1 2 3 4 5 6
ability to act with poise and in a calm and objective manner	1 2 3 4 5 6
self-control in all situations	1 2 3 4 5 6
flexibility and adaptability to changed conditions	1 2 3 4 5 6

5 Personal drive and initiative

right degree of self-confidence	1 2 3 4 5 6
healthy ambition	1 2 3 4 5 6
entrepreneurial spirit	1 2 3 4 5 6
courage, initiative and perseverance in action	1 2 3 4 5 6

6 ethics and integrity

genuine desire to help others	1 2 3 4 5 6
is honest and trustworthy	1 2 3 4 5 6
ability to recognise the limitation of one's competence	1 2 3 4 5 6
ability to admit mistakes and learn from the failure	1 2 3 4 5 6
applies the company ethics policy	1 2 3 4 5 6

7 Professional/technical

planning ability	1 2 3 4 5 6
delivery timeliness	1 2 3 4 5 6
professional judgement	1 2 3 4 5 6
concern for quality and safety	1 2 3 4 5 6
organisational knowledge - theory (observed)	1 2 3 4 5 6
organisational knowledge - company actual (observed)	1 2 3 4 5 6
Human resource knowledge (observed)	1 2 3 4 5 6

The OD Developer Profile Audit Tool – Other version

Please follow these instructions before starting

In this audit you are asked to rate a colleague on a number of statements. After reading each statement, circle the appropriate space on the right of the statement according to the following:

1 very good	or	strong approach
2 good		correct approach
3 above average	or	appropriate approach
4 below average		acceptable approach
5 poor	or	inappropriate approach
6 unacceptable		poor approach

When completing the audit please:

- Be as discerning and honest as you can. Say how you think the person really is, not how you think they would like to be seen.
- Ensure that you circle the rating to the right of the statement
- Aim to use the full range of ratings available 1-6
- Allow sufficient time. 20 minutes is typical.

Skill/Competence	Current rating	Comment/ Example
1 Personal Flexibility		
ability to learn quickly and easily	1 2 3 4 5 6	
ability to observe, gather, select and evaluate facts	1 2 3 4 5 6	
Demonstrate good judgement	1 2 3 4 5 6	
inductive and deductive reasoning	1 2 3 4 5 6	
ability to synthesis and generalise	1 2 3 4 5 6	
creative thinking and imagination	1 2 3 4 5 6	
2 Ability to understand people and work with them		
respect for other people, tolerance	1 2 3 4 5 6	
Forming easy human contacts	1 2 3 4 5 6	
ability to gain trust and respect	1 2 3 4 5 6	
courtesy and good manners	1 2 3 4 5 6	
3 Ability to communicate, persuade and motivate		
active listener	1 2 3 4 5 6	
oral communication one-to-one	1 2 3 4 5 6	
oral communication one-to-many	1 2 3 4 5 6	
written communication	1 2 3 4 5 6	
ability to teach and train people	1 2 3 4 5 6	
ability to coach and develop	1 2 3 4 5 6	

3 Ability to communicate, persuade and motivate cont

ability to motivate	1 2 3 4 5 6
ability to interpret and respond to local politics	1 2 3 4 5 6
ability to switch style as situation demands	1 2 3 4 5 6

4 Intellectual and emotional maturity

stability of behaviour and action	1 2 3 4 5 6
independence in drawing unbiased conclusions	1 2 3 4 5 6
ability to withstand pressures and live with uncertainties and frustration	1 2 3 4 5 6
ability to act with poise and in a calm and objective manner	1 2 3 4 5 6
self-control in all situations	1 2 3 4 5 6
flexibility and adaptability to changed conditions	1 2 3 4 5 6

5 Personal drive and initiative

right degree of self-confidence	1 2 3 4 5 6
healthy ambition	1 2 3 4 5 6
entrepreneurial spirit	1 2 3 4 5 6
courage, initiative and perseverance in action	1 2 3 4 5 6

6 ethics and integrity

genuine desire to help others	1 2 3 4 5 6
is honest and trustworthy	1 2 3 4 5 6
ability to recognise the limitation of one's competence	1 2 3 4 5 6
ability to admit mistakes and learn from the failure	1 2 3 4 5 6
applies the company ethics policy	1 2 3 4 5 6

7 Professional/technical

planning ability	1 2 3 4 5 6
delivery timeliness	1 2 3 4 5 6
professional judgement	1 2 3 4 5 6
concern for quality and safety	1 2 3 4 5 6
organisational knowledge - theory (observed)	1 2 3 4 5 6
organisational knowledge - company actual (observed)	1 2 3 4 5 6
Human resource knowledge (observed)	1 2 3 4 5 6

The OD Developer Audit Tool scoring grid

Skill/Competence	Self rating	Manager rating	Average of others rating
1 Personal Flexibility			
ability to learn quickly and easily	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to observe, gather, select and evaluate facts	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
Demonstrate good judgement	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
inductive and deductive reasoning	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to synthesis and generalise	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
creative thinking and imagination	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
2 Ability to understand people and work with them			
respect for other people, tolerance	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
Forming easy human contacts	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to gain trust and respect	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
courtesy and good manners	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
3 Ability to communicate, persuade and motivate			
active listener	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
oral communication one-to-one	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
oral communication one-to-many	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
written communication	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to teach and train people	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to coach and develop	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to motivate	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to interpret and respond to local politics	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to switch style as situation demands	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
4 Intellectual and emotional maturity			
stability of behaviour and action	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
independence in drawing unbiased conclusions	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to withstand pressures and live with uncertainties and frustration	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to act with poise and in a calm and objective manner	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
self-control in all situations	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
flexibility and adaptability to changed conditions	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
5 Personal drive and initiative			
right degree of self-confidence	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
healthy ambition	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
entrepreneurial spirit	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
courage, initiative and perseverance in action	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6

6 ethics and integrity

genuine desire to help others	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
is honest and trustworthy	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to recognise the limitation of one's competence	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
ability to admit mistakes and learn from the failure	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
applies the company ethics policy	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6

7 Professional/technical

planning ability	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
delivery timeliness	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
professional judgement	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
concern for quality and safety	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
organisational knowledge - theory (observed)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
organisational knowledge - company actual (observed)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6
Human resource knowledge (observed)	1 2 3 4 5 6	1 2 3 4 5 6	1 2 3 4 5 6

List 1 statement from each of the skill areas that you have as:

a) Strengths

    a.

    b.

    c.

b) Development needs for the future

    a.

    b.

    c.