

MOST

Renaissance Consultant

Individual Report for
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Congratulations!

By taking the MOST Assessment, you're one of **2,354** change makers who have taken one giant leap toward a strategic, meaningful, and practical career path in Organization Development (OD). Your participation also helps to advance OpenSourceOD's mission to democratize Organization Development knowledge around the world!

The following customized individual report is designed to ignite your passion, boost your career capabilities, and ultimately help you master organizational and societal transformation. Once you've worked your way through each section, meet with a certified coach and plug directly into resources that energize and propel your unique OD career journey, including hundreds of curated **OD tools, networks, simulations, education and practice opportunities, as well as real jobs**. To help you grow and flourish as an OD professional, at the end of your report you'll find a coupon code for 50% off your first year of membership with OpenSourceOD.

Don't forget to share your **#Renaissance Consultant** results online! You'll trigger social media algorithms that attract like-minded leaders, employers, and communities who wish to influence positive, healthy, and sustainable change.

All the Best!



Dr. William Brendel
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How to Use Your Report

You're about to learn a lot about your unique fit as an aspiring practitioner in the field of Organization Development (OD). And the good news is that you're not starting from scratch! If you're reading this report that means you *already* have some or many of the key strengths and interests associated with a meaningful OD career. And whether you are a graduate student or are simply investigating a career transition, each section in this report is designed to bring you a very deep level of OD career clarity.

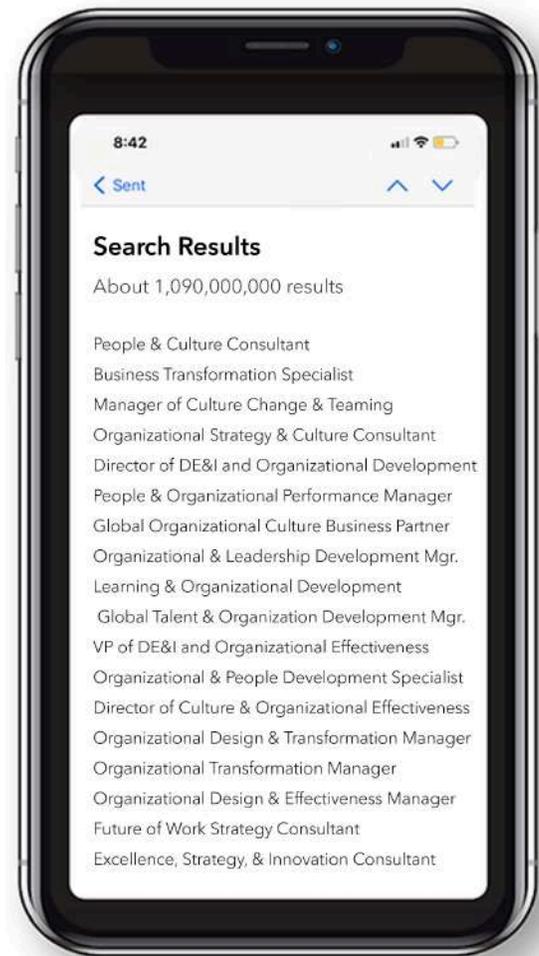
Thousands of resources orbit the field of OD, but we're going to help you cut through the clutter and get right to the knowledge and resources that accommodate your tastes, experience, and aspirations. Your report is designed to hook into your interests in ways that inform, inspire, and equip you for a personally meaningful OD career journey! Here are just a few ways you can utilize your report:

- **Aspiring Practitioners:** discuss your report with certified MOST practitioners who can help you gain even deeper critical insights around the relationship between this report and your career narrative and portfolio. You'll develop a career vision and mission, practical strategy, and objectives for career development.
- **OD Departments and Firms:** consider utilizing this assessment with your team by developing an OD Department design that not only caters to your organization's strategy but also orchestrates your OD team in ways that guide dynamic peer mentoring relationships based on individual strengths, interests, and career aspirations.
- **Professors & Instructors:** OD and Change Leadership graduate programs and certificates now integrate student MOST assessments to guide deeply meaningful cohort development, paper topics, practicum opportunities, course electives, stretch assignments, and research areas.

What is OD?

Even if you are already familiar with OD, this quick primer will help center your understanding of how you fit and can flourish as part of this field. What has always made OD difficult to describe is its breathtaking diversification of professional titles, competency combinations, change impact areas, and approaches.

A quick Google search for "Organization Development Jobs" yields an impressive number of results, but not all of these job descriptions are created equally and many do not meet the definition of a real OD career. So how can you tell whether a career shares the core qualities, aims, essence, and impact of real OD practice?



Organization Development is a dynamic field of practice that uses caring and collaborative change frameworks and interventions to generate sustainable and flexible improvements to well-being, performance, and prosperity in human systems.

“OD is a dynamic field of practice...

OD is known for its breathtaking diversification of professional titles, competency combinations, change impact areas, and approaches. But how do you know an OD career when you see it? And for that matter, how did OD become so dynamic in the first place? OD is informed by numerous theories including Western humanism and postmodern philosophy, as well as an array of social sciences — most notably, the applied behavioral sciences.

More recently, OD has become informed by Eastern philosophies and traditions including the expansion of consciousness through mindfulness and contemplative practices. Just like wildflowers, there is always room for variation that branches from this field, however, understanding your dominant archetype provides a clear frame of reference for developing a suitable career development strategy.

that uses caring and collaborative...

An OD practitioner’s first obligation includes care and consideration for the well-being of individuals, teams, organizations, surrounding ecosystems, and themselves. OD practitioners always strive to include diverse perspectives through a wide variety of collaborative models, participatory discovery approaches, consensus-driven decision-making processes, and collective action frameworks.

In other words, change is not directed or carried out by the practitioner, but instead, the practitioner utilizes change frameworks and interventions that help organizations spark their own common sources of motivation, collective understanding and consensus, common language, and customized strategies.

change frameworks and interventions...

There are numerous OD frameworks, interventions, and practices. They may include team-based interventions that entail active experimentation with new ways of operating together on an everyday basis. They may also include dialogic methodologies that seek to transform mindsets across large organizations.

Additionally, OD practitioners may seek to improve a system's ability to be agile not only through adaptive design and structure but also by reducing attachment to the status quo through mindfulness-based interventions. Due to the diversity of OD careers, new change frameworks and interventions seem to emerge on a regular basis.

to generate sustainable and flexible improvements...

OD provides organizations, communities, and social impact initiatives with a pathway to establish new ways of operating, relating with others, and making sense of systems. However, given that change is a constant feature of organizational life, the changes that do take place must always leave room for additional change.

This is done by developing structural and cultural mechanisms that allow for continuous improvement, such as effective feedback systems and psychological safety, which encourage individuals to continue to experiment and learn from mistakes. In addition to flexibility, OD also helps individuals establish a new relationship with change itself! In this way, as OD practitioners help organizations change and build some level of internal capability for continuously adapting in healthy ways long after the OD engagement has taken place.

to the well-being, performance, and prosperity...

The impact of an OD career becomes observable to the degree that people, systems, structures, strategies, leadership, teams, and culture align to produce a wide array of improvements including more humane, adaptive, and effective forms of awareness, learning, and relating. Though well-being, performance, and prosperity are subjective enough to allow for customization, they also make sense on a universal level.

Well-being includes physical, psychological, and spiritual safety, ease, and fulfillment. Performance is a wide-ranging term that includes a human system's ability to achieve its stated goals, operate effectively, and adapt to internal and external change in ways that do not produce unintended negative outcomes. Prosperity is also an intentionally broad term as it refers to the overall strategic, ethical, and spiritual success of these human systems.

of human systems.”

Whether an OD practitioner works with, in, or between organizations and/or communities, their work focuses on the intersection of humans and systems (a.k.a. sociotechnical systems). This implies a wide variety of contexts for OD work, including individual organizations, loosely coupled systems, trans-organizational systems, communities, nations, and trans-national organizations.

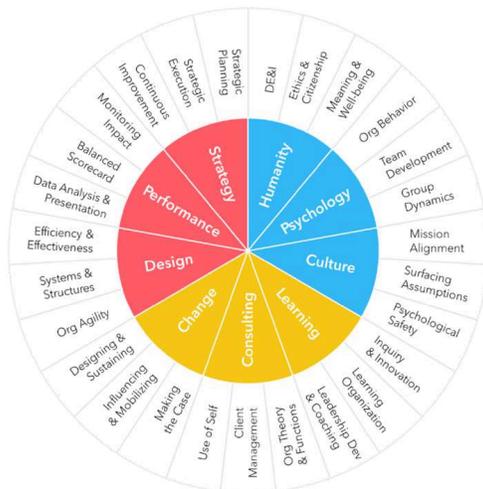
Depending on a practitioner's professional strengths and interests, as well as the size and requirements of the human system, the desired approach to influencing these systems can range in complexity.

What the MOST Measures

Based on multi-award winning research, the MOST Assessment, which stands for Mastering Organizational & Societal Transformation, is a widely utilized measure that matches an individual’s unique strengths and interests with OD career paths, networks, professional development opportunities, and collaborations that feel more like a calling than everyday work.

Psychometrically validated questions reveal **your competencies** (strengths and interests) as well as **your calling**, an OD career path that aligns with the change you genuinely hope to influence, the approach you most enjoy, the level of skill mastery you prefer, and the professional identity that most resonates with you.

OD Competencies



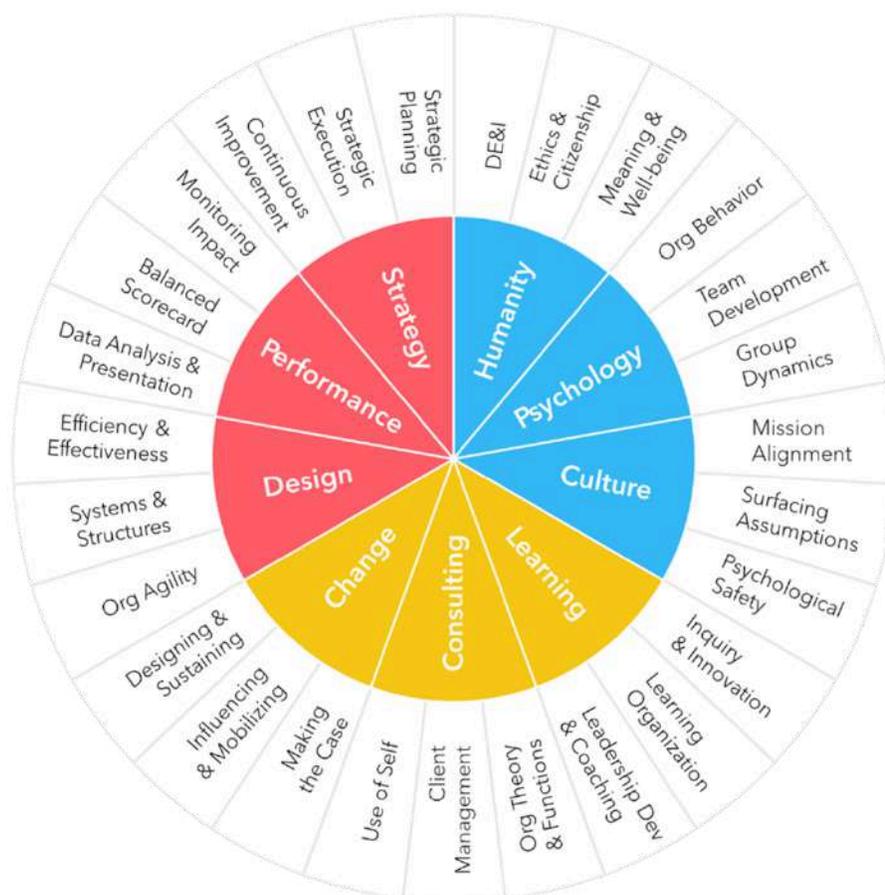
OD Callings



OD Competencies

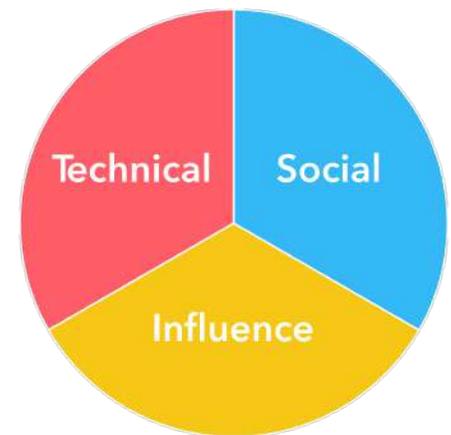
The illustration below represents the full spectrum of OD competencies, which could easily take more than one lifetime to master! The MOST Assessment is specifically designed to help you narrow down which of these competencies you are the strongest and most interested in. Think of this new knowledge like a customized key that you can use to unlock and strategically work toward a meaningful OD career.

The three primary colors in the center of this illustration represent the three domains of OD (Social, Technical, and Influence), which must all be activated to be considered **genuine OD practice**. Each domain consists of three categories that represent the specific types of OD work a practitioner may (or may not) choose to engage in. Finally, for each category, there are 27 different OD competency clusters. On the pages that follow we'll break down your scores and what they mean.



Domains

To engage in genuine Organization Development, a practitioner must utilize at least one of the 27 competency clusters in each domain (Social, Technical, Influence) in a collaborative and caring way, where outcomes include both the prosperity of the organization as well as the well-being of internal and/or external stakeholders.



Social: OD practitioners may integrate behavioral science knowledge and psychological insights, cultural pattern recognition, and human-centered ethics to drive meaningful change. The social domain also includes exploring how individual and group behaviors, shaped by biases and motivations, interact with underlying cultural assumptions and values.

n= 2,354

Your Scores

Interest: 91.67%
Strength: 92.59%

Average

Interest: 74.12%
Strength: 64.80%

Technical: OD practitioners may also play a crucial role in aligning resources and strategies with an organization's vision and values, refining systems, and enhancing collaborative design that empowers employees. They may also focus on continuous improvement and data-driven interventions, aligning technical needs with social dynamics that foster a healthy, high-performing organization.

Your Scores

Interest: 83.33%
Strength: 92.59%

Average

Interest: 69.84%
Strength: 60.50%

Influence: OD practitioners may also engage in influencing and transforming organizational habits of mind, fostering learning, sense-making, and truth-telling. Their strategic and ethical approach promotes deep reflection and builds consensus, aligning individual and team perspectives with organizational goals.

Your Scores

Interest: 91.67%
Strength: 96.30%

Average

Interest: 73.01%
Strength: 65.49%

Categories

For each of the three domains (Social, Technical, and Influence) there are three competency categories. A fulfilling OD career will align your interests and strengths with roles that create clear value for your team and organization. The alignment of your strengths and interests has significant implications for building a meaningful and impactful OD career. Here are a few scenarios you may see as you review your scores in the following pages:



- **High Strength/Low Interest:** You may be very strong at strategy planning, but not interested in it. If your goal is to find deeper meaning and effectiveness as an OD practitioner (maybe not in your current job), consider taking a pause in developing this competency any further.
- **Low Strength/High Interest:** You may not demonstrate strength in consulting, but your scores may demonstrate immense interest. This provides excellent insight into the types of stretch assignments, graduate programs, certificates, and career opportunities you would do well to pursue.
- **High Strength/High Interest:** This is an ideal scenario! When mastery of a certain competency aligns with significant interest, this indicates the type of work where you are not only effective but are most likely to find greater sense of joy, engagement, and fulfillment.
- **Low Strength/Low Interest:** This is the least ideal scenario, as it indicates distaste or apathy for a specific competency (and that's OK!). It just means that developing this competency might be right for the position you are in, but it is likely a departure from what you are genuinely called to do.

Social Competency Scores



Psychology: Integrating psychological knowledge and skills to enhance workplace effectiveness, addressing individual motivation, group dynamics, team functionality, and social systems.

Your Psychology Scores

Interest: 100.00%

Strength: 100.00%

Average Psychology Scores

Interest: 81.58%

Strength: 60.89%



Culture: Analyzing subconscious cultural patterns influencing behaviors within teams and organizations, fostering dialogue to challenge ingrained attitudes and improve working conditions and outcomes.

Your Culture Scores

Interest: 75.00%

Strength: 100.00%

Average Culture Scores

Interest: 81.01%

Strength: 68.88%



Humanity: Prioritizing ethical, humanist, and spiritual dimensions, emphasizing responsibility, purpose, respect, and dignity to foster engagement, performance, and well-being.

Your Humanity Scores

Interest: 100.00%

Strength: 77.78%

Average Humanity Scores

Interest: 73.91%

Strength: 64.62%

Technical Competency Scores



Strategy: Aligning resources with strategic goals, continuously developing, and assessing strategies, and using diverse planning approaches to ensure adaptable plans in dynamic business environments.

Your Strategy Scores

Interest: 75.00%
Strength: 88.89%

Average Strategy Scores

Interest: 78.50%
Strength: 62.34%



Design: Refining systems and structures to enhance individual and team performance and fostering interdepartmental coordination to support a collaborative culture aligned with strategic goals.

Your Design Scores

Interest: 75.00%
Strength: 88.89%

Average Design Scores

Interest: 71.09%
Strength: 60.04%



Performance: Ensuring organizations achieve strategic goals using measurable indicators, and data-informed interventions that align technical needs with social dynamics, enhancing decision-making and organizational performance.

Your Performance Scores

Interest: 100.00%
Strength: 100.00%

Average Performance Scores

Interest: 72.70%
Strength: 59.12%

Influence Competency Scores



Consulting: Engaging clients through structured, strategic, and ethical processes, leveraging organizational knowledge and personal competencies like self-awareness and critical reflection.

Your Consulting Scores

Interest: 100.00%

Strength: 100.00%

Average Consulting Scores

Interest: 81.28%

Strength: 68.27%



Learning: Facilitating dialogue, ideation, coaching, and transforming organizations into learning systems that generate and promote innovation.

Your Learning Scores

Interest: 100.00%

Strength: 100.00%

Average Learning Scores

Interest: 76.01%

Strength: 66.66%



Change: Leveraging change management knowledge and insights to design goal-oriented interventions, facilitate stakeholder consensus, and manage organizational changes efficiently to ensure smooth transitions and goal attainment.

Your Change Scores

Interest: 75.00%

Strength: 88.89%

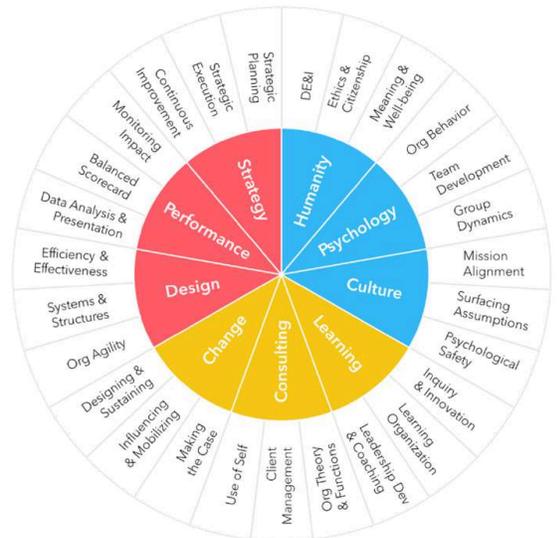
Average Change Scores

Interest: 74.88%

Strength: 61.54%

Clusters

The outside ring in this illustration contains 27 different OD competencies that a practitioner may choose to develop and align with a career that has the type of impact, identity, and approach they prefer. This section provides descriptions of each competency along with your scores and average scores from 2,354 participants.



Social

Humanity		Your Score	Average
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DE&I	Inspiring, developing, and sustaining genuine and measurable characteristics of diversity, equity, and inclusion.	66.67%	48.78%
Ethics & Citizenship	Cultivating a mindful and ethical workplace marked by ethical decision making and citizenship.	100.00%	56.49%
Meaning & Well-being	Cultivating meaningful work by aligning individual and team's deepest sense of purpose with the organization's mission or cause.	66.67%	63.30%

Psychology		Your Score	Average
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Org Behavior	Drawing from concepts and practices in social psychology to help motivate employees address resistance to change, navigate complexity and uncertainty, and inspire peak performance.	100.00%	54.65%
Team Development	Drawing from concepts and practices in social-organizational psychology and group dynamics to develop high performing, cohesive, and adaptive teams with clear charters, boundaries, authority, roles, decision making, and tasks.	100.00%	53.79%
Group Dynamics	Drawing from frameworks and practices in group dynamics to address dysfunctional characteristics of groups including scapegoating, anti-task behaviors, sabotage, and bad politics.	100.00%	47.11%

Culture		Your Score	Average
Mission Alignment	Helping leaders identify and address characteristics of organizational culture that can be better aligned with the organization's stated vision, mission, and values.	100.00%	59.70%
Surfacing Assumptions	Addressing common anxieties and attachments that inhibit organizational health and effectiveness.	100.00%	56.04%
Psychological Safety	Creating a safe space for employees to discuss, challenge, and transform widely shared assumptions that drive common unhelpful behaviors.	100.00%	69.84%

Technical

Design		Your Score	Average
Organizational Agility	Design agile organizational systems that observe and respond effectively to changes in the external and internal environment.	100.00%	43.85%
Systems & Structures	Utilizing effective organization design principles, which account for characteristics such as span of control, chain of command, networks for learning and innovation, and talent career ladders and lattices.	66.67%	38.93%
Efficiency & Effectiveness	Improving upon the efficiency and effectiveness of organizational processes by assessing inputs, throughputs, outputs, stakeholders, and feedback systems.	100.00%	51.09%

Performance		Your Score	Average
Data Analysis & Presentation	Using surveys, focus groups, and interviews to formulate valid and actionable data and insights regarding organizational performance. These may include operational efficiency, leader and team effectiveness, quality of customer interaction, speed of innovative products and services to market, as well as internal and external stakeholder satisfaction.	100.00%	61.34%
Balanced Scorecard	Developing new performance indicators and reward systems that balance strategic initiatives with cultural imperatives, which may include innovation, inclusion, belonging, citizenship, meaningful work, sense of community, and addressing bias.	100.00%	42.87%
Monitoring Impact	Demonstrating, monitoring, and managing the impact of organizational interventions on performance variables over time including those typically monitored by human resources. (These may include but are not limited to voluntary and involuntary attrition, absenteeism, presenteeism, employee engagement, longevity, wellness, and diversity, equity, and inclusion).	100.00%	43.61%

Strategy		Your Score	Average
Strategic Planning	Develop a clear, widely understood, and relatable vision, mission, strategic initiatives, cultural imperatives, objectives, performance indicators, and resource allocation.	100.00%	57.20%
Strategic Execution	Implement a transparent strategic change process with clear benchmarks that include aligning and developing talent, IT, HR, organizational structures, and budgets.	66.67%	44.52%
Continuous Improvement	Continuously invite stakeholder feedback, adjust the plan, and reward success in a manner consistent with the organization's values.	100.00%	62.93%

Influence

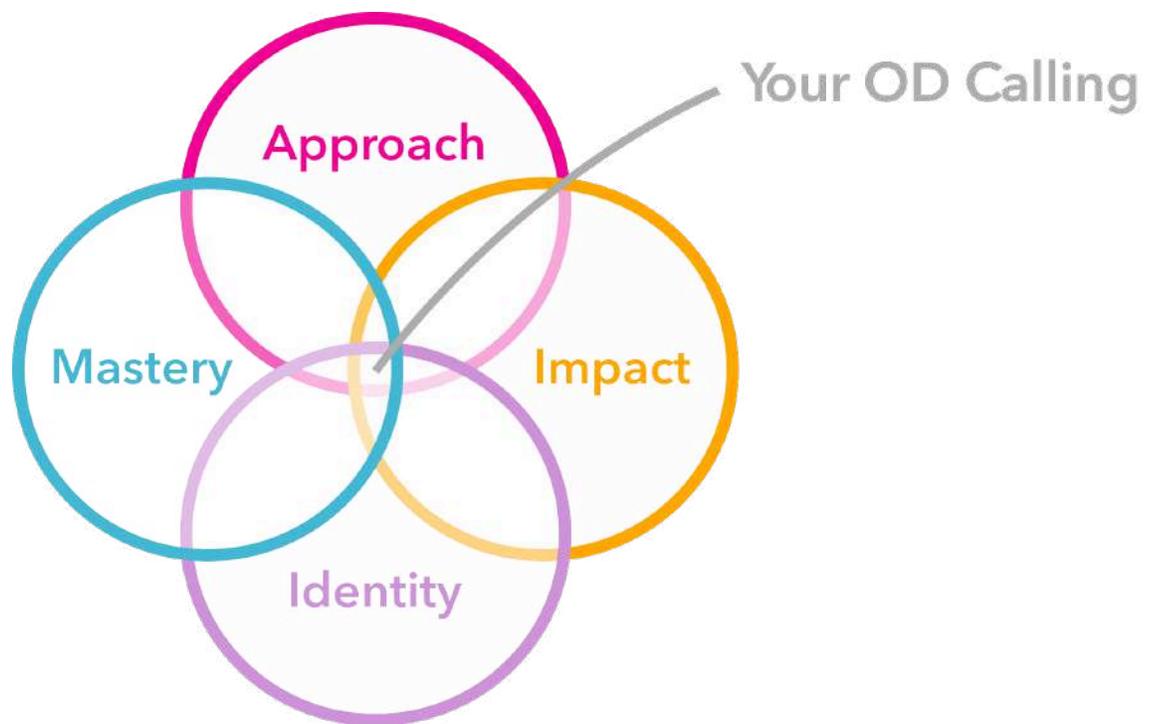
Learning		Your Score	Average
Inquiry & Innovation	Facilitating regular inquiry, dialogue, creative thinking, and experimentation to advance the organization's desired strategy and culture.	100.00%	62.94%
Learning Organization	Assisting in the creation of learning opportunities and processes that draw from adult learning theory that strengthen the competencies and capabilities of the organization's future workforce.	100.00%	58.12%
Leadership Development & Coaching	Helping leaders manage unexpected challenges through dialogue and informal coaching, by drawing from cognitive developmental theory.	100.00%	55.52%
Consulting		Your Score	Average
Use of Self	Familiarity and adherence to OD values throughout the engagement, including awareness of self and system, continuous learning and innovation, integrity, courageous leadership, trust and respect, diversity and inclusion, collaborative engagement, strategic practicality, client growth and development.	100.00%	63.78%
Client Management	Sensing the needs of the client or partner, identifying a sponsor, clarifying roles, contracting, diagnosing organizational needs, entering dialogue around strategy, developing interventions with diverse stakeholders, executing interventions, carrying out evaluation, and either exiting the organization or re-contracting.	100.00%	61.10%
Org Theory & Functions	Understanding how organizational strategy, systems, structures, culture, teams, leadership, and operational functions collectively contribute to the health and performance of organizations.	100.00%	65.95%

Change		Your Score	Average
Designing & Sustaining	Cultivating momentum by celebrating and rewarding progress toward benchmarks and building upon the momentum of initial successes to achieve longer-term, high-payoff initiatives.	100.00%	52.00%
Influencing & Mobilizing	Analyzing resistance and mobilizing a critical mass of influential internal and external stakeholders who are clear and committed to their roles, goals, and objectives in the change process.	100.00%	50.94%
Making the Case	Helping employees create a strong case and vision for change, which outweighs resistance, by facilitating dialogue and consensus around current industry and demographic data, success stories/benchmark organizations, and stakeholder demand.	66.67%	55.60%

OD Callings

We believe that anyone who yearns for positive change has an “OD Calling.” By understanding your genuine strengths and interests, you can cut through the clutter and chart a simple, inspiring, and effective path as an OD professional.

Any OD position can be understood in terms of four universal preferences: impact, identity, approach, and mastery. Each characteristic tends to have a dominant trait, and the more these traits match an individual’s unique strengths and interests, the more likely it is they have discovered a genuinely fulfilling match. An individual’s unique combination of preferences suggests which of **16 different OD career Callings** they are likely to resonate with the most.



Impact

Organizational vs. Societal

OD Impact refers to whether the employee is more attracted to positions that directly benefit organizational or societal prosperity.

Those who prefer **Organizational** impact experience a greater fulfillment by working on projects related with organizational change, which includes the development of a competitive strategy, employee engagement, business performance, agility, design, ethics, employee wellness, and process efficiency.

On the other hand, those who prefer **Societal** impact experience greater fulfillment by improving organizations that work on societal issues. Satisfaction is derived from working directly on societal change efforts such as community development, social justice, environmental sustainability, income equality, establishing healthy food sources, and addressing unethical governments.

Your Preference:

Organizational

Participant Preferences %

Organizational: 70.82%
Societal: 29.65%

Internal OD Positions %

Organizational: 81.72%
Societal: 18.28%

Organizational Examples

[Nike](#)

[Amazon](#)

[Oracle](#)

[Meta](#)

Societal Examples

[American Red Cross](#)

[Teach for All](#)

[American Cancer Society](#)

[National Aquarium](#)

Identity

Pure vs. Hybrid

OD Identity refers to whether the position leans more heavily toward a pure OD role or a hybrid role that includes adjacent job responsibilities like HR, Talent Development, and even IT.

Those who gravitate towards a **Pure** OD identity, or "OD Proper", enjoy careers that stay within the traditional bounds of the field, focusing on consulting at the intersection of strategy, culture, teams, and design, especially in line with Organization Development program curriculum. Pure OD professionals can hold many titles other than OD

Those who gravitate toward a **Hybrid** OD identity tend to feel more at home in career roles that are adjacent or partially overlap the OD profession, marked by a preference for some but not all OD job characteristics. According to our research, OD is now diffused or merged into professions that include Talent Development, Human Resources, Human Resource Development, Management Consulting, DE&I, and Executive Coaching.

Your Preference: Pure

Participant Preferences %

Pure: 83.05%
Hybrid: 17.42%

Internal OD Positions %

Pure: 32.26%
Hybrid: 67.74%

Pure Examples

[Edward Jones](#)

[Blue Cross Blue Shield](#)

[McDonalds](#)

[Habitat for Humanity](#)

Hybrid Examples

[Home Depot](#)

[MTA](#)

[T. Rowe Price](#)

[AAA](#)

Approach

Classic vs. Innovative

OD Approach refers to the primary approach an individual would enjoy when facilitating change, such as a more classic approach that involves diagnosis and problem solving or a more innovative approach that involves sensemaking and dialogue.

Those who prefer a **Classic** Approach are more likely to enjoy a step-by-step, scientific, and objective approach to change that engages in diagnosis, problem solving, and changing behaviors. This is also known as the "Diagnostic" approach to OD, and it still has a very large following.

Those who prefer a more **Innovative** Approach are more likely to enjoy a "Dialogic", subjective, and emergent approach to change that facilitates sense-making and the transformation of mindsets. The Innovative Approach includes both "Dialogic" OD and relatively newer "Conscious OD" paradigms.

Your Preference: Innovative

Participant Preferences %

Classic: 22.01%

Innovative: 78.46%

Internal OD Positions %

Classic: 91.83%

Innovative: 8.17%

Classic Examples

[GitHub](#)

[H&R Block](#)

[Medica](#)

[Lockheed Martin](#)

Innovative Examples

[Deloitte](#)

[Human Good](#)

[The Nature Conservancy](#)

[Johns Hopkins University](#)

Mastery

Broad vs. Specialized

OD Mastery refers to the degree to which a position calls for a wide variety of OD skills and abilities, or more specialized areas of expertise such as Organization Design, Strategic Planning, DE&I, or several other areas of emphasis.

Those who prefer a **Broad** Mastery, sometimes referred to as full-spectrum OD practitioners, may serve a wide range of organizational roles as they are knowledgeable and skilled in a wide variety of OD frameworks, tools, and approaches. Broad Mastery also implies deep knowledge of the theoretical and psychological underpinnings of OD work.

Those who prefer a **Specialized** Mastery of OD tend to gravitate to just one or two specific approaches (e.g. Appreciative Inquiry or Theory U for instance), and many with great success! However, they do not prefer to possess the remarkably extensive, Broad mastery of knowledge, skills, and abilities that represent all three core competency domains discussed above (Social, Technical, and Influence).

Your Preference: Broad

Participant Preferences %

Broad: 65.46%
Specialized: 35.00%

Internal OD Positions %

Broad: 84.09%
Specialized: 15.91%

Broad Examples

[Google](#)

[TJX](#)

[NBC Universal](#)

[University of Southern California](#)

Specialized Examples

[IBM](#)

[Pfizer](#)

[Humana](#)

[Panera](#)

16 OD Career Callings

	Impact	Identity	Approach	Mastery
Achievement Ace	Organizational	Pure	Classic	Broad
Agile Accelerator	Organizational	Hybrid	Classic	Broad
Altruistic Enhancer	Societal	Hybrid	Innovative	Specialized
Benevolent Barista	Societal	Pure	Classic	Broad
Big Picture Fixer	Societal	Hybrid	Classic	Broad
Change Surgeon	Organizational	Pure	Classic	Specialized
Citizen Transformer	Societal	Pure	Classic	Specialized
Compassioneer	Societal	Pure	Innovative	Specialized
Consciousness Raiser	Societal	Hybrid	Innovative	Broad
Creative Amplifier	Organizational	Hybrid	Innovative	Broad
Groundbreaker	Organizational	Pure	Innovative	Specialized
Humanity Hawk	Societal	Hybrid	Classic	Specialized
Innovation Maven	Organizational	Hybrid	Innovative	Specialized
Renaissance Consultant	Organizational	Pure	Innovative	Broad
Societal Gamechanger	Societal	Pure	Innovative	Broad
Stealth Improver	Organizational	Hybrid	Classic	Specialized

Relationships Between Callings

N = 2,354

		Pure Identity		Hybrid Identity	
		Specialized Mastery	Broad Mastery	Broad Mastery	Specialized Mastery
Org Impact	Innovative Approach	Groundbreaker 15.68%	Renaissance Consultant 30.25%	Creative Amplifier 4.38%	Innovation Maven 2.55%
	Classic Approach	Change Surgeon 4.33%	Achievement Ace 0.64%	Agile Accelerator 1.66%	Stealth Improver 11.34%
Societal Impact	Classic Approach	Citizen Transformer 0.72%	Benevolent Barista 2.04%	Big Picture Fixer 0.47%	Humanity Hawk 0.51%
	Innovative Approach	Compassioneer 7.26%	Societal Game Changer 12.06%	Consciousness Raiser 4.21%	Altruistic Enhancer 2.38%

Renaissance Consultant Twin Callings

You may have a Twin Career Calling! This occurs for people who do not have a strong preference about one of their four career preferences. Having a twin calling is important because it increases your OD career flexibility. Let's see if you have a twin calling! First, you are a Renaissance Consultant, which means your primary preferences are Organizational, Pure, Broad, Innovative. Here's how you can tell if you have a twin calling:

- If Societal impact is just as appealing to you as Organizational impact, your twin is a **Societal Gamechanger**.
- If a Hybrid OD identity is just as appealing to you as a Pure identity, your twin is **Creative Amplifier**.
- If having a Specialized mastery of OD competencies is as appealing to you as Broad mastery, your twin is **Groundbreaker**.
- If taking a Classic approach is just as appealing as an Innovative approach to change, your twin is **Achievement Ace**.

The Renaissance Consultant

The "Leonardo Davincci's of OD", Renaissance Consultants like you thrive by learning, creating, and experimenting with a wide variety of transformative OD methodologies. Their client engagements are not a paint-by-number affair, but instead, masterpieces in the making. Lisa Meyer (2022) offers the following wisdom, which in many ways, speaks to the soul of every Renaissance Consultant: "The challenge for OD is to expand and embrace what falls within our responsibility. To re-imagine our approaches, to elevate the dialog, resist adherence to stale methodologies, replace tired terminology, and stay visionary." For Renaissance Consultants, each morning is a canvas that may be used to help members draw and connect insights that eventually emerge as masterpieces.

Skill & Will

Organizations have been thrust into a volatile, uncertain, complex, and ambiguous (VUCA) playing field, which calls for the kind of innovative solutions that defy our current understanding of the problem. Renaissance Consultants understand that the acceleration of these pressures compels organizations not only to evolve but also to create revolutionary leaps in the market value of their goods and services. This requires an almost unthinkable level of organizational dexterity, in which leaders balance an increasingly mindful and futurist outlook with 'on the spot' innovation. Renaissance Consultants also tend to enjoy formally assessing the current state of agility in their (or their client's) organization using validated survey measures, engaging in dialogue around a desirable future state, and outlining a set of processes for bridging the agility gap.

A Fulfilling Career

Across business and industry, as well as healthcare and large nonprofit organizations, there are many opportunities to find and develop a Renaissance Consultant calling. Their craft supplies them with the credibility and results to perform well as either an internal or external OD Consultant. It is not uncommon for Renaissance Consultants to have their own websites where numerous innovative approaches to individual, team, and organizational transformation are marketed.

Renaissance Consultants are in high demand, due to challenges posed by the pandemic, rapid globalization, technological advancement, and seismic shifts in the world economy. After you've worked with a team, leader, or organization, you will feel the greatest satisfaction knowing that you not only helped them discover new alternatives, but also new definitions of success.

Where You'll Thrive

Although Renaissance Consultants primarily enjoy serving the performance and effectiveness of business and industry there are now numerous opportunities to serve society by working in [B-Corps](#) and socially conscious businesses settings! For instance, in his 2022 OD Review article titled [Renewing the Purpose of OD: From Sustainability to Leading Social Change](#), Mirvis shares that "Timberland... engages its employees in green projects as 'Earth-keepers.' It also activates its retailers and consumers to serve alongside its employees in environmental projects in the spring on Earth Day and in community service in the fall through its 'Serv-a-palooza.' The aims: Develop young people's leadership skills and promote environmental and civic activism."

The Renaissance Consultant Toolbelt

There's no shortage of tools for facilitating this innovative form of OD. Check out a book titled ["Practicing Organization Development: Leading Transformation and Change, Fourth Edition"](#) and turn to Chapter 31, where Gervase Bushe and Bob Marshak outline 40 different Dialogic OD approaches and tools. Some of the more well known approaches, which originate from a wide variety of authors, include:

- [World Café](#)
- [Organizational Learning Conversations](#)
- [Theory U](#)
- [Future Search](#)
- [Narrative Mediation](#)

For deeper instruction by the founders of this concept (Gervase Bushe and Bob Marshak), head over to the [Bushe-Marshak Institute for Dialogic Organization Development](#).

Renaissance Consultants are also benefiting from a framework and a new set of skills and abilities that draw from the field of human-centered design, referred to as **Design Thinking**. Design thinking positions customers and clients as co-creators so that an organization's strategy is not entirely contingent upon what the existing structure can accommodate. Instead, the structure is driven by a strategy that is closely and consistently developed with key stakeholders. The test for successful, rapid innovation is whether the solution is not only desirable but also feasible and scalable. Additionally, the product or solution is never flawless, but rather, is designed to further teach the organization about its objectives, processes, and talent.

A 2016 Deloitte Insights article titled ["Design thinking: Crafting the employee experience"](#), positions Design Thinking as an HR tool. However, by its description this approach sounds much more like a Renaissance Consultant's greatest asset. The article suggests, "Design thinking moves HR's focus beyond building programs and processes to a new goal: designing a productive and meaningful employee experience through solutions that are compelling, enjoyable, and simple."

Design Thinking is an invaluable tool for Renaissance Consultants, and there are multiple venues to develop it! Check out [IDEO's courses on design thinking](#), which have gained significant popularity amongst Renaissance Consultants. In the spirit of Design Thinking, you can also prototype and test your own innovative approaches using [Innovation Labs](#) on OpenSourceOD.com.

To access a full, searchable treasure chest of OD tools with full explanations and tips, check out OpenSourceOD's **ChangeMaker+**, where you can learn about a variety of frameworks and interventions that match your calling!

Stretch Yourself

Though it may not be a preferred approach for Renaissance Consultants, the ability to balance their innovative skills with more classic skills (like diagnostic OD) can have a multiplier effect on both their credibility and impact. To take your impact to the next level, you can develop complementary "diagnostic" skills. Some of the more popular diagnostic assessments and approaches include:

- [Worley, Williams, and Lawler's Organizational Agility Diagnostic Survey](#)
- [Kolb's Learning Style Inventory \(LSI\)](#)
- [The Mayer-Salovey-Caruso Emotional Intelligence \(MSCEIT\)](#)
- [Thomas-Kilmann Conflict Mode Instrument \(TKI\)](#)
- [Insights Discovery personality assessment](#)
- [Clifton Strengths by Gallup](#)
- [The Mor Barak Inclusion Exclusion Scale \(MBEI\)](#)
- [The Maslach Burnout Inventory \(MBI\)](#)
- [Myers-Briggs Personality Type Inventory \(MBTI\)](#)
- [The DISC Personality Inventory](#)
- [The Intercultural Development Inventory \(IDI\)](#)

To develop your skills and abilities in diagnostic assessments that focus on performance and learning, check out resources offered by [The International Society for Performance Improvement \(ISPI\)](#) and [The International Program for Development Evaluation Training](#).

There are also a few really helpful measures that may allow you to boost and measure creativity and "possibility thinking" with those you will engage in innovative discussion. For instance, the release of the [2020 Whitaker, Thatchenkery, and Godwin Appreciative Intelligence Scale](#) (AIS), can help clients understand and develop a form of intelligence that serves to:

- Provide a buffer against the intense feelings of distress experienced in cross-cultural situations
- Influence the frequency with which healthy, adaptive stress-reducing behavioral strategies are selected
- Positively affect downstream outcomes such as expatriate burnout, performance, and withdrawal

This assessment also pairs really well with the [Appreciative Inquiry Approach](#) to OD, which is distinctly positive and dialogue oriented in nature. This is just the tip of the iceberg! Dive into our treasure chest at the end of this assessment to find more ways to strengthen your assessment tool belt!

Dialogic OD

Professionals in the sphere of OD should also demonstrate an enhanced ability to help their stakeholders make sense of their unique worlds. All good OD interactions facilitate some form of dialogue that imagines the best of what *is* and *could be*, and recognizes the anxieties, attachments, and biases that may be preventing leaders, teams, and organizations from thriving.

There are many books about leading dialogue, but the best place to start is with texts that focus on [Dialogic OD](#)! This specific theory and constellation of practices enables a safe and generative space for genuine dialogue, which is permeable to multiple perspectives, deeply reflective, authentically inclusive, discerning, and inspiring.

Use of Self

["Use of Self"](#) or what is sometimes referred to as "Self as Instrument" is a concept that has been defined in numerous ways. This fairly recent definition captures the unique state of mind and goals that are involved in this process of self-mastery: "Use of self is the conscious use of one's whole being in the intentional execution of one's roles for effectiveness in whatever the current situation is presenting.



The purpose is to be able to execute a role effectively, for others and the system they're in, without personal interference (e.g. bias, blindness, avoidance, and agendas), to have clear intentions and choice" (Jamieson, Auron, & Shechtman, 2010). Eventually, Use of Self was translated masterfully into its own competency model by Dave Jamieson.

The [Use of Self GPT](#) is a free cutting-edge tool designed by OpenSourceOD to help you deepen your self-awareness and apply your core values in service of positive change. Trained extensively on Use of Self research and practice, this GPT helps you recognize and overcome the self-talk, worries, and triggers that hinder your ability to act in alignment with your values. It supports reflection on real-life scenarios and offers strategies to embody your values effectively.

What's Next

OD Career Acceleration

The information contained in this report is **your key** to accessing OD tools, networks, simulations, education and practice opportunities, as well as real jobs that are best suited to help you grow and flourish as an OD professional. Save this code to receive 50% off your first year of OpenSourceOD membership during our 2025 grand opening: [KeyToOD2025](#). Member benefits include:



OD Exchange

Our **OD Exchange** is a dynamic space to connect with OD employers, interns, practicum opportunities, job postings and research collaborations. Share your calling and grow your network in our discussion board and meetups.



ChangeMaker+

ChangeMaker+ puts the right OD tools, frameworks, assessments, or AI boosts at your fingertips, searchable by your preferred approach, impact, and specialization area. Save and share your favorites!



OD Immersives

Deepen your leadership and consulting skills with collaborative online video simulations called **OD Immersives**, based on real cases contributed by OD luminaries like Ed Schein, Peter Block, Frances Baldwin and more!



Network Navigator

Our **Network Navigator** is a dynamic space to filter through a universe of OD related associations and university programs to find the types of supports that match your strengths, interests, and career preferences.



OD Insights

Access our Members-only Blog, **OD Insights**, which translates the latest OD related research publications into everyday language, focusing on new practices and business cases.

Dynamic OD

The MOST Assessment makes it possible to engage teams, or an organization's entire talent base like an OD ecosystem, fostering organizational agility by strategically mapping stretch assignments and collaborations with planned and unplanned change initiatives.

We call this process Dynamic OD because coordinating the development of OD capacity based on your employees' unique strengths and interests can have a multiplier effect on change readiness, resilience, and overall leadership capability throughout the system.



Whether you are an internal or external consultant, Dynamic OD is also designed to identify and strategically leverage the diverse strengths, interests, and preferences of OD talent that serve as drivers for an organization's unique strategic objectives. The key benefits of Dynamic OD include:

1. **Strategic Alignment and Optimization:** Ensuring strategic alignment between system-wide strategy, local strategy, and employee strengths and aspirations promotes strategic excellence and OD capacity building across the enterprise, while supporting the strategic autonomy of individual units.
2. **OD Talent Development and Retention:** Focusing on improving talent retention by matching strategic assignments and peer-mentoring opportunities to employees' strengths and interests, should lead to increased job satisfaction, lower absenteeism rates, and longer employee tenure, thereby reducing costs associated with turnover and onboarding.
3. **Enhanced Efficiency and Cost Reduction:** Leveraging data around the collective intelligence and energy of OD talent presents opportunities to reduce time-to-service delivery, training costs, and consultancy fees, while optimizing resource allocation and minimizing project overruns, all contributing to cost savings and improved efficiency.

How Dynamic OD Works

After OD and OD adjacent professionals throughout the system take the MOST, a certified Dynamic OD Consultant guides them through the following steps:

Step 1: Strategic Drivers Analysis

The consultant analyzes the organization's latest strategic plan and interviews key stakeholders to determine which OD competencies will have the greatest influence on strategic success.



Step 2: OD Capacity Mapping

Strategic Talent Maps are rendered to illustrate the degree to which OD and OD adjacent employees are equipped and personally motivated across nine OD competency categories to support strategic objectives. This information uncovers actionable insights regarding Baseline Competence Levels and Transformation Factors.

Step 3: OD Talent Mapping

The MOST Assessment enables comprehensive engagement of your talent pool, functioning as an OD ecosystem that promotes organizational agility. The consultant achieves this by helping leaders strategically map stretch assignments and collaborations to both planned and unplanned change initiatives.

Step 4: OpenSourceOD Design

Based on this evidence, leaders receive a customized profile including suggestions for transforming the design, development, and deployment of OD and OD adjacent talent both within units and across the system.