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## Chi Prime Mid-Program Assessment

1 message

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Google Forms <forms-receipts-noreply@google.com>  
To: Lindsey.Sands@pepperdine.edu

Sun, Nov 17, 2019 at 9:52 PM

Thanks for filling out [Chi Prime Mid-Program Assessment](#)

Here's what we got from you:

## Chi Prime Mid-Program Assessment

Welcome to the MSOD Chi Prime mid-program self-assessment. We hope that you emerge from this process with greater clarity about your capabilities and areas for growth as an organization development practitioner. This is a self-reflective exercise and not a right/wrong answer test. Be thoughtful as you answer, thinking about what you have learned and how you believe you are doing at this point in the program. Since it is a self-assessment it will not be graded for feedback. Once the self-assessments are reviewed, Dr. Gary Mangiofoco will provide any feedback that is deemed necessary (feedback is not automatic), or you can request a 1:1 to discuss any reflections that came up for you. You are to submit your answers by 11:55 pm on Sunday, November 20th.

**Email address \***

**Your Name Here \***

## Conceptual Understanding

**2. I am able to articulate key concepts, theories, and models, covered during the first year of MSOD. \***

Examples: Use of self as instrument of change, SPINE, group dynamics, consulting skills, organization culture, cross-cultural entry model, norms, etc....

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree

- Agree
- Strongly Agree

**Please explain answer above. \***

I often find myself applying the many models we have learned to my work and personal life. For example, when I receive feedback I try to think if the information is valuable in expanding my Johari window. I also have begun to look at my work through a consulting lens, when I have a work project I use the perspective of Peter Block's consulting model. Developing the concept of all of my projects being consulting assignments although I work internally has been useful. I have an understanding of the models but cannot say I have them perfectly memorized and often refer back to my notes as a refresher of the proper terminology.

**3. I can integrate (relate, connect, combine, bridge) OD concepts, theories, models and experiences to make sense of situations and effectively intervene. \***

- Strongly Disagree.
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

**Please explain answer above. \***

The learnings I have had thus far in the program have often been very timely with instances in my work environment. For example, I was asked to work on a project with a leader who was having issues with team dynamics because his group was growing so quickly. I was able to use Galbraith's Star model as a lens to think about the work that needed to take place with the team. This model gave me the perspective that the presenting problem may not be the problem and issues in structure may in fact be the cause of the issues.

**4. Describe two specific examples of when you have applied OD concepts. What was your rationale for using the particular models, concepts or theories you selected? \***

- 1.) A member of the HR team made an error of not inputting information into Workday that I had asked her to enter. My usual perfectionist would have been very angry about this and assumed that the person did not know how to do their job. When I felt myself getting upset, I printed out the ladder of inference and mapped out my thoughts on it. This made me realize all of the assumptions I made without asking questions. This gave me the opportunity to not isolate my colleague and ask questions about what went wrong.
- 2.) After a meeting with the leaders of the HR team. I had some concerns about the behaviors of some of the people in the meeting. They seemed to have no interest in solving problems and were often slowing progress

when a decision was close to being made. In France, we received a grid of the roles people play in groups. I used the worksheet to categorize the people in the meeting and discovered that the leader I was concerned with was taking the role of derailing.

## Use of Self as Instrument of Change

### 5. I am committed to developing self-awareness. \*

e.g. gaining clarity about my personal values; setting clear personal boundaries; managing my biases and defenses; recognizing when personal feelings have been aroused.

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Agree

### Please explain answer above. \*

Through asking for feedback, learning how to listen to feedback and be more observant of my environment, I have increased my self awareness. I sometimes still struggle with how much feedback I should take to heart and whose feedback is most valuable to apply as sometimes people's feedback is coming from a place of defensiveness. This is often the case in my work environment and I wonder how applicable it really is.

### 6. What actions have you taken to further develop your self-awareness? \*

One powerful quote I have taken in about self-awareness is, "the irony of self work is you can't do it alone." I have kept this in mind and frequently as for feedback from accredited sources.

### 7. Describe a specific situation where using your "self-as-instrument" has impacted your professional effectiveness. \*

Part of self as instrument has taught me the power of vulnerability and sharing more of myself to build relationships. I had an instance at work where I felt information had not been shared with me, I would usually have taken this as a sign of betrayal and just tried to not work with the person again. Instead I shared the impact of her behavior with me and how it made me feel. This led to a transparent conversation which actually strengthened our relationship because we were able to have conflict and move on from it.

## Consulting Skills

### 8. I have a working knowledge of consulting skills and the consulting process. \*

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

#### Please explain answer above. \*

I understand the steps of Block's Flawless Consulting and Shein's Process Consultation. I understand the steps but still need to refer to the books when I want to practice as they are many additional steps within each part of the process that has not been completely engrained into me without referring to my notes.

### 9. Describe a consulting engagement. (This can be something that you are currently involved with.) Identify how you addressed each stage of the consulting process. Where were you most challenged? Where did you feel the strongest? What was your key learning as a result of your engagement? \*

During our time in DC, our learning group consulted with the IMF. During the contracting phase I took on an active listening and observing role. In the discovery stage I interviewed multiple employees on the employee resource groups. The meeting for action stage served as an intervention in which I played a leading role in presenting the findings. I felt strongest when facilitating the intervention that took place. I usually feel comfortable in large groups so I felt in my element. A key learning I took from this engagement was the power of working in teams. I felt very confident in the work we delivered to the IMF because each member had a particular skill set such as deck building and data gathering. We divided our work according to our strengths and this allowed us to deliver a great product as a team.

### 10. I am developing skills in group facilitation \*

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

#### Please explain answer above. \*

Facilitating is a large portion of my current job and I feel relatively comfortable with it. Being in this program has given me an increased confidence in my ability to facilitate because I sometimes wonder if I am only comfortable because it's always with employees that I know well. I am glad to have learned that my skills translate beyond my current work environment and have received positive feedback from my classmates on my natural ability to hold a room.

**11. Describe a situation where you were the facilitator and how you led this process. \***

During our consulting assignment in DC, we worked with the International Monetary Fund (IMF). We presented our findings to a group of 20 people rather than having a solitary meeting with one leader. I was one of the facilitators of the session. After we presented our findings, I opened up the discussion for questions. I helped lead the process of facilitation by also creating space for people to speak beyond the usual outspoken people. I even addressed this in the room and asked if anyone who had not spoken wanted to add to the conversation.

## Thesis

**12. I can conduct literature searches and apply what I learn to practice. \***

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

**Please explain answer above. \***

Through writing a literature review, I have gained valuable knowledge on diversity and inclusion. The skill I developed the most was discovering what should be included in my literature review. It was a practice to learn that everything I read did not need to be included if it was not valuable to the subject.

**13. Where are you in your literature review? Articulate other situations where you have gone to the literature and applied what you learned to practice. \***

I have completed my literature review and will say this was the most arduous process. I feel accomplished to know that I am capable of writing an academic review. I have started to do diversity and inclusion work in my current role and the information I learned in my literature review was very insightful to that. For example, we have created an unconscious bias training at my office that we are beginning to roll out. From my review, I learned that training has adverse effects when training is mandatory.

Therefore, when we created the training we made sure to use language in the invite that implied that participation was voluntary.

## Point of View

### 14. I am developing a working theory of OD practice. \*

- Strongly disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly agree

### Please explain answer above. \*

I am still formulating my point of view and trying to figure out if it is being formed based on what I truly believe of what I'm being told.

### 15. Describe your working theory of OD practice. Include the beliefs, values, assumptions, and models that inform your emergent theory. \*

I do believe that all work starts with self. This understanding of self extends to leaders that we will consult with throughout our careers. A leader who is ignorant to any wrong doing or their role in the problem will likely not create change in their organization.

## Program Assignment Progress

### 16. I am current on my thesis project \*

- Disagree
- Agree

If you selected disagree, please explain.

### 17. I have successfully completed all session papers \*

- Disagree
- Agree

If you selected disagree, please explain.

**18. I am making progress on my strategic learning contract \***

- Disagree
- Agree

If you selected disagree, please explain.

## Narrative

**19. Narrative self-assessment. Briefly describe your strengths and areas for development as an OD practitioner. \***

My strengths lie in my ability to relate to people. I find that I can quickly create rapport with people which is valuable in consulting. I particularly find that I am comfortable in large rooms and creating an environment in groups where people feel open. My strengths lie in working in groups. Conversely, I think it is less comfortable for me to work individually with people in an environment more similar to coaching. In order to develop as an ID consultant I also want to make sure I know the names of models and the the authors who created them. I conceptually understand the concepts but can have a difficult time remembering exact terms.

**20. Anything else that you would like us to know about you and your development as an OD practitioner? \***

A valuable part of my MSOD experience has been the people I have met within my cohort, the LGCs and professors. They constantly push me and I know the network we are creating is invaluable in terms of my ability to grow as an OD practitioner and work with these people in another capacity.