



Dynamic OD

Developing an OD Talent Ecosystem
Using the MOST Assessment

In a Nutshell

Dynamic OD treats the whole organization as an **OD ecosystem**. It builds change *readiness, resilience, and adaptive strategy* by developing OD capacity across roles—not just formal OD positions.

Dynamic OD uses a validated tool called the MOST 2.0 to map employees' OD **strengths and interests**. It then compares these to the organization's strategic goals to identify the exact OD capacity needed for support.

Employees with strong or emerging OD skills are engaged through specific stretch assignments, training, mentoring, and unit-to-unit exchanges in service to local and universal strategies. This approach aligns talent with **purpose-driven growth**, strengthens strategic outcomes, and supports retention.



* SHRBPs, Talent Dev, Bus. Analysts, Coaches

Agenda

- OD & Complex Systems
- MOST 2.0: OD Strengths & Interests
- Dynamic OD
- Ontario Health Case

Organization Development

(OD) is a dynamic field of practice that employs caring and collaborative change interventions to generate observable and sustainable improvements to the *well-being, performance, and prosperity* of human systems.

Complex Systems

Complex Systems are interconnected networks of people, processes, and structures where outcomes are shaped by dynamic relationships, not just individual parts. These systems adapt over time, often in unpredictable ways, making cause-and-effect hard to trace and control

In Complex Systems, OD:

- Honors complexity, relationships, and context
- Considers the whole, not just isolated issues
- Supports collaboration, learning, and feedback which are essential for meaningful change
- Makes small changes that have big effects!

The Reality

OD continues to be applied in a piecemeal fashion, often tasked with training and development, and relies on assumed strategic value with little if any demonstration of ROI.

Especially in Healthcare!

Dynamic Challenge

- Balance local and system-wide goals
- Adapt to diverse contexts and cultures
- Strengthen strategic connections across units
- Improve responsiveness to internal and external stakeholders



Dynamic Solution

- ✓ Connects OD&C strategies across units to unlock shared strengths
- ✓ Meets unit-level needs while building consistent system-wide practices
- ✓ Shares common OD tools and language to boost system-wide learning and innovation
- ✓ Offers stretch roles that engage OD professionals and attract top talent

Assessing OD

Competencies & Callings

The **MOST 2.0** is a free, psychometrically validated assessment designed to help OD practitioners identify their *strongest and most energizing competencies*— so they can align their education, professional development, consulting, and career goals with real-world needs.

opensourceod.com/most

OpenSourceOD champions the democratization of OD knowledge, skills, and abilities for anyone who wishes to steward positive change.

Creating the MOST 2.0

- ✓ 40 Definitions of OD
- ✓ 20 OD Competency Studies
- ✓ 500 Job Descriptions
- ✓ 140 Grad School Curricula
- ✓ 2,160 Assessment Takers

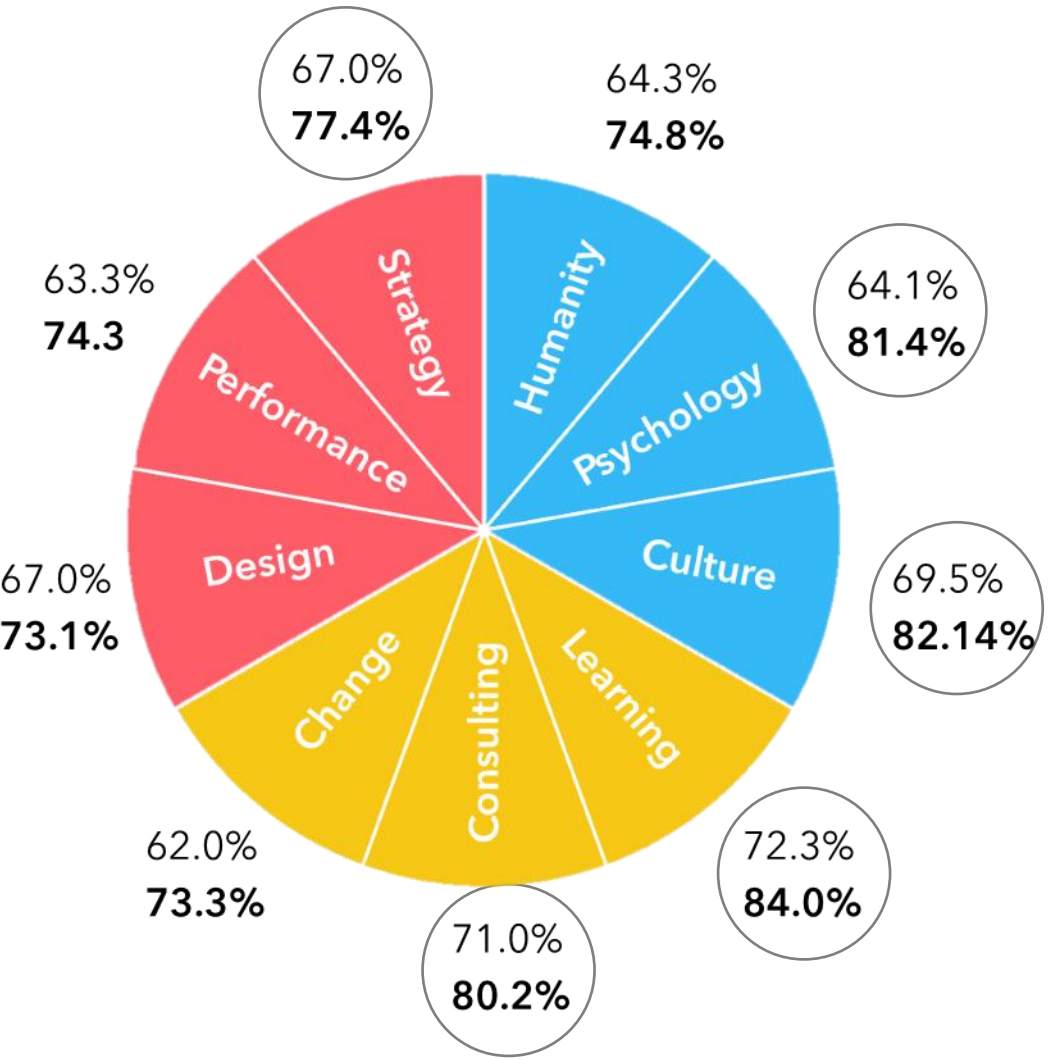




OD Competencies

To be considered OD Practice you must practice a combination of *at least one Social, one Technical, and one Influence* competency.

Strength% Interest % Social Technical Influence Meaningful Growth

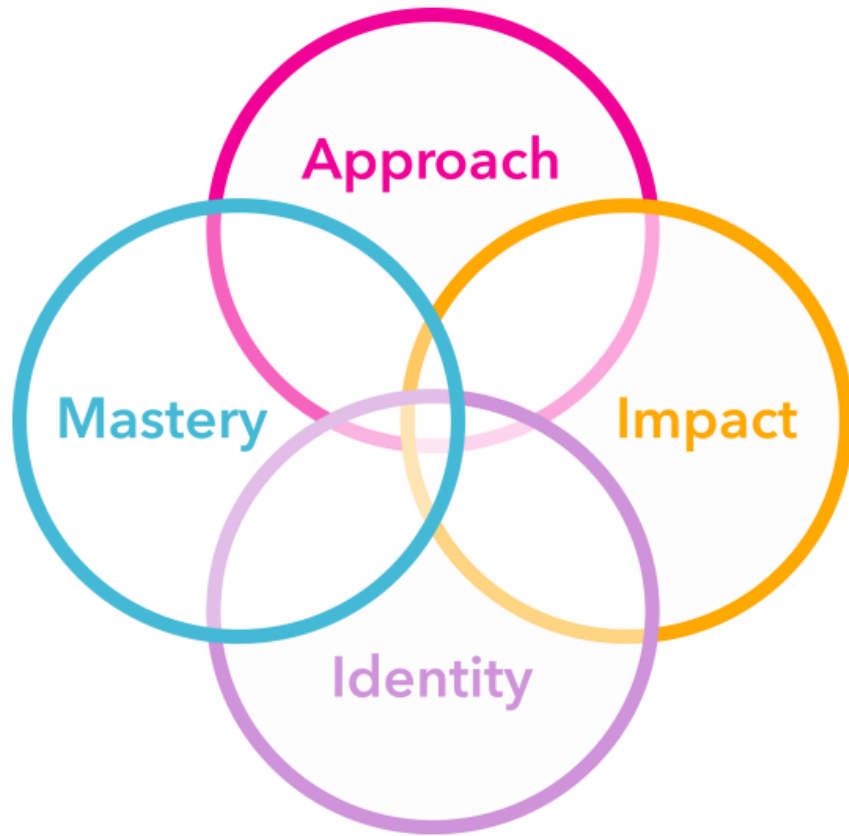


Ranked Interest

Ranked Strength

Learning	Learning Organizations (73.1%/*59.5%) Inquiry & Innovation (62%/*64.5%) Leadership Dev. & Coaching (54%/*58%)
Culture	Psychological Safety (67.4%/*69.7%) Culture-Mission Alignment (57%/*62%) Surfacing Anxieties/Attachments (54%/*58%)
Psychology	Team Development (56%/*56%) Org Behavior (54%/*56.2%) Group Dynamics (46.2%/*49%)
Consulting	Org Theory & Functions (64%/*68%) Use of Self (63%/*61.2%) Client Management (56%/*58.2%)
Strategy	Continuous Improvement (65.4%/*65%) Strategic Planning (55%/*59.1%) Strategic Execution (46.2%/*46.2%)

OD Callings



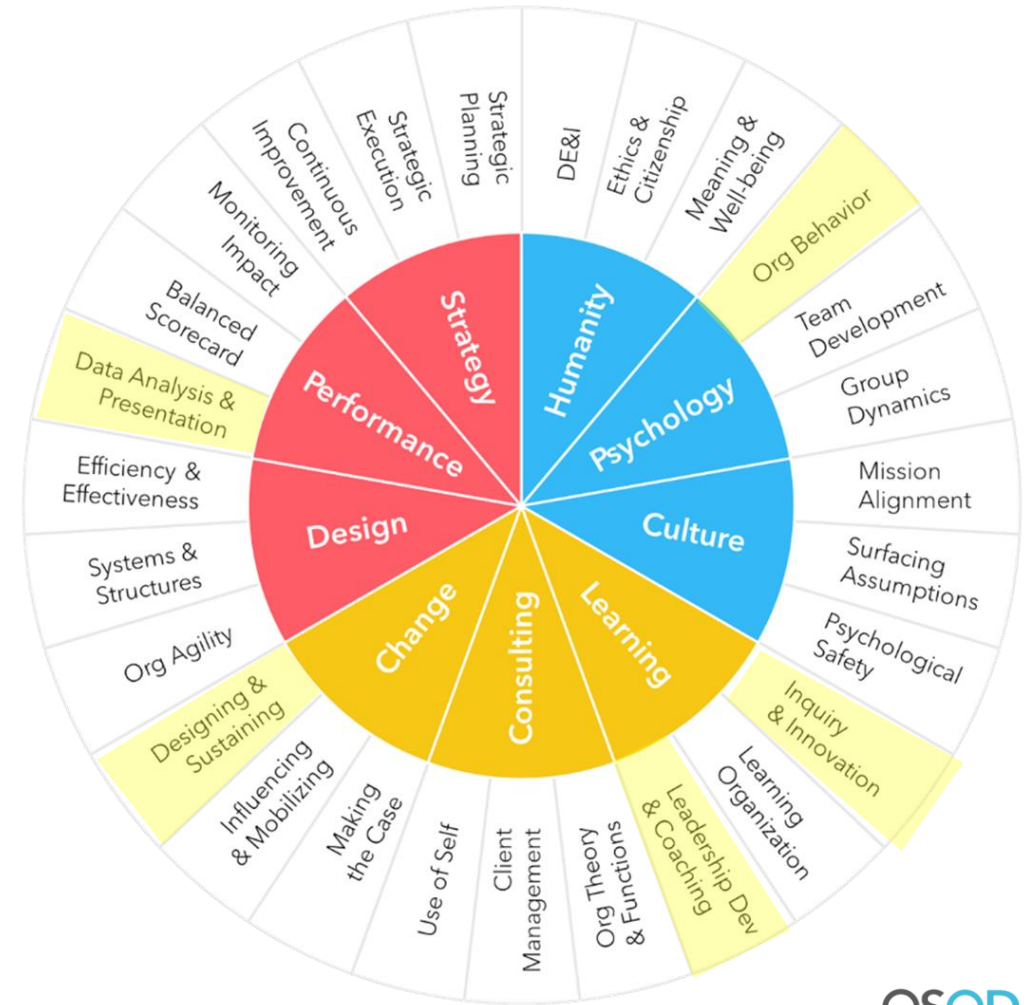
- **Impact:** Would you rather facilitate organizational or societal change?
- **Identity:** What type of role do you feel most meaningfully aligned with - Pure or Hybrid OD?
- **Mastery:** Are you more interested in developing a broad or specialized set of OD talents?
- **Approach:** Which do you find more appealing, a classic or innovative approach to change?

OD Calling	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

Mapping OD Competencies & Callings

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.



Ontario Health Drivers Analysis

Humanity

- Engaged Workforce (5.1)
- EIDA-R Strategy (5.4)
- Accountable Workforce (5.1)
- Building a strong organizational culture that unifies and empowers Ontario Health team members across the province

Learning

- Challenging the status quo and embracing transformation to continuously strengthen our organization and health system.
- Collaborating with patients to continuously improve planning and delivery of quality care.
- Engaging those we serve to understand health and wellness from their perspectives and partnering to take action to make improvements
- Asking how care can be better delivered using both existing and new approaches and tools.
- Investing in people and our own continuous improvement.

Design

- Scale Innovative Models of Service Delivery (1.3)
- Improve healthcare navigation (1.3)
- Stabilize & Transform HHR (A.)
- Support Surge Responses and Emergency Risk Management (Bi.)
- Improve capacity, access, and flow (C.)
- Improved access to care (2.1- 2.4)
- Data exchange/digital leadership (5.5)
- Connected Workforce (5.1)
- Strengthen System Supports and Accountabilities (5.2)
- Continuous Quality Improvement (4.2)





	Drivers	Interests	Strengths
Psychology	80%	68%	46%
Humanity	99%	83%	57%
Culture	42%	80%	90%
Strategy	80%	73%	73%
Design	98%	55%	58%
Performance	78%	35%	68%
Consulting	76%	55%	67%
Learning	98%	95%	90%
Change	80%	83%	74%

Lakeridge Strategic Drivers Analysis

Humanity

- Through a dedicated focus on team health, wellness, safety and wellbeing that supports a high-performing, adaptable and enjoyable workplace environment (p. 9).
- Focus on vulnerable or marginalized people in both urban and rural communities (p. 8)

Culture

- Create a culture that inspires exploration, innovation and excellence in everything we do (p. 15)
- Foster an inclusive, healthy work environment where people feel safe, valued and recognized for their individual and shared achievements (p. 15)
- Become a workplace of choice that attracts, appreciates and retains highly dedicated, accountable people who reflect our community, deliver care with kindness, and execute with passion, professionalism and integrity (p. 15)

Consulting & Partnering

- We will partner with primary care physicians and other providers across the region to promote health and wellness. We will also work with non-traditional partners outside the health care sector (p. 8)

Learning & Innovation

- Develop a deep understanding of our diverse community needs to address disparities, promote equity and enrich quality of life.
- Encourage, empower and enable patients and their families to be true partners in their care (p. 11)

Strategy

- Continuous Improvement (p. 15)

Design

- Create an Integrated System of Care by improving connections with other local health care providers across and beyond the region to offer a seamless experience for those people we jointly serve. (p. 9)
- Develop new models of care that are responsive to patients' needs (p. 13)





	Drivers	Interests	Strengths
Psychology	50%	75%	37%
Humanity	95%	95%	53%
Culture	98%	70%	90%
Strategy	65%	80%	53%
Design	70%	77%	45%
Performance	78%	85%	70%
Consulting	85%	85%	60%
Learning	95%	55%	88%
Change	50%	35%	92%

University Health Network Drivers Analysis

Humanity

- A superb work life for Team UHN.
- Embedding equity, diversity, and inclusion.
- Living UNH values and patient declaration
- Leading Environmental & Social Impact
- Best in class career experience
- Addressing systemic and longstanding impediments to a healthy and improving health and research ecosystem for UNH, Ontario, and Canada

Learning

- Globally leading education and research products and experiences.
- Creating solutions
- Transformative Experiences: Tailoring exceptional experiences to meet the evolving needs of patients, our community, and Team UHN for the future of health care.
- Solutions Beyond Boundaries: Bringing together the best of UHN, and diverse collaborators, to create, advance, and implement tomorrow's leading care solutions today.
- Alignment for Impact: Ensuring every corner of UHN and our key partners embrace cutting edge research, innovation, and education to catalyze new knowledge, programs and skills for maximum impact.

Design

- To create a truly integrated care experience
- Offer system solutions to intractable problems, by leveraging convening influence with non-traditional leaders across civil society.
- Accelerating pace of development
- Applying solutions at scale





	Drivers	Interests	Strengths
Psychology	50%	65%	53%
Humanity	95%	90%	55%
Culture	50%	85%	85%
Strategy	85%	75%	95%
Design	85%	90%	40%
Performance	50%	70%	90%
Consulting	50%	70%	55%
Learning	90%	50%	88%
Change	80%	30%	52%

TAHSN Drivers Analysis

Humanity

- Ensure the wellbeing of people across all facets of our organizations and enterprise (3.3)
- Develop and support healthcare leaders from our diverse membership (3.3)
- Equitable and Sustainable Future (3.4)

Learning

- Ecosystem of Excellence in Innovation (1.0)
- Create the conditions, structures, and processes for seamless collaboration in research, discovery, and innovation (3.2)
- Foster and showcase collective excellence in health research (3.2)
- Coordinated ecosystem for health professional education across the GTA.

Design

- Ecosystem of Excellence in Collaboration (1.0)
- Lead the future of healthcare through the collective strength and diversity of our organizations, people, and communities (2.0)
- Access to and delivery of state-of-the-art health care (3.1)
- Combine capabilities to find solutions to health care's toughest challenges (3.1)
- Create the conditions, structures, and processes for seamless collaboration in research, discovery, and innovation (3.2)
- Data sharing and digital collaboration (4.1)
- Shared communication and engagement (4.2)

Strategy

- Ecosystem of Excellence in Impact (1.0)

Performance









- Measure key performance and change indicators as a network (4.1)





	Drivers	Interests	Strengths
Psychology	80%	50%	47%
Humanity	90%	100%	63%
Culture	50%	95%	95%
Strategy	80%	50%	70%
Design	98%	82%	90%
Performance	85%	65%	45%
Consulting	50%	80%	85%
Learning	90%	60%	93%
Change	80%	40%	80%

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.

Strengths	Interests	Drivers	Transformation Factors
High	High	High	 High Impact Alignment
High	High	Low	 Strategic Engagement
High	Low	High	 Targeted Role Realignment
High	Low	Low	 Strength Based Deployment
Low	High	High	 Developmental Investment
Low	High	Low	 Talent & Knowledge Exchange
Low	Low	High	 Talent Revitalization
Low	Low	Low	 Resource Reallocation



High Impact Alignment

Strengths: High

Interests: High

Drivers: High

Insights: Leadership can focus on maximizing strategic alignment and leveraging existing strengths by assigning these high-performing individuals to critical projects that align with their interests and strategic goals. Encourage cross-functional collaboration and create task forces to harness their potential for high-impact initiatives. Establish mentoring programs where these employees can guide others, fostering a culture of continuous learning and innovation across the system.

Opportunity: This approach can result in significant ROI through decreased time to delivery of OD services and efficient resource allocation. By ensuring that high-strength, high-interest individuals are engaged in high-driver areas, the organization can expedite service delivery, minimize downtime, and optimize resource utilization, leading to reduced operational waste and enhanced efficiency.





Strategic Engagement

Strengths: High
Interests: High
Drivers: Low

Insights: Leadership might consider assigning these high-performing individuals to higher scoring strategic drivers with clear, impactful goals. Support these efforts with targeted incentives and recognition programs to boost engagement.

Opportunity: The potential ROI includes improved talent retention and minimized project overruns. By aligning high-strength and high-interest employees with more engaging and strategically important tasks, leadership can boost job satisfaction, reduce turnover, and ensure that projects stay on budget and schedule.



RR

Targeted Role Realignment

Strengths: High

Interests: Low

Drivers: High

Insights: For high strengths and drivers but low interests, leadership can reassign these individuals to roles that better match their interests, ensuring their skills are utilized effectively. Implement short-term projects that align with strategic goals and offer variety to maintain their engagement. Pair them with mentors for career growth and development, enhancing their interest over time.



Opportunity: The primary ROI includes efficient resource allocation and reduced consultancy fees. Utilizing internal high-strength talent strategically reduces the need for costly external consultants, while reallocating resources ensures that these employees contribute effectively to high-driver initiatives.

SD

Strength-Based Deployment

Strengths: High

Interests: Low

Drivers: Low

Insights: Leadership should strategically reassign these individuals to projects or roles that align more closely with their interests and potential drivers. Consider short-term, high-impact projects where their strengths can be maximized without long-term commitment. Support transitions with career development resources to retain their expertise within the organization.



Opportunity: The relevant ROI includes improved talent retention and efficient resource allocation. By realigning roles to better match interests, job satisfaction is enhanced, reducing turnover and associated costs. Additionally, optimal utilization of high-strength employees in appropriate projects ensures resource efficiency.



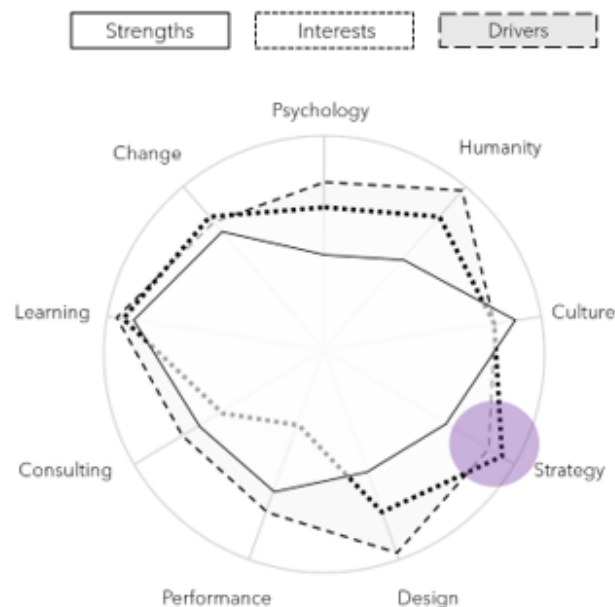
Development Investment

Strengths: Low

Interests: High

Drivers: High

Insights: Leadership can focus on targeted training and development programs to build skills in areas of high interest and drivers. Engage these individuals in pilot projects to apply their interests and gradually enhance their strengths. Pair them with experienced mentors to support their growth and readiness for future roles.



Opportunity: The expected ROI includes career growth and a reduction in training costs. Investing in the development of high-interest and high-driver employees builds a robust talent pipeline, reduces the need for external training programs, and creates flexible career pathways, increasing employee tenure and satisfaction.



Talent Exchange

Strengths: Low

Interests: High

Drivers: Low

Insights:

To the greatest extent possible, leaders may seek talent exchange opportunities across the system, which pair higher scoring interests (with low drivers) in specific units that require a strategic boost in that area. Engage these employees in meaningful projects that allow them to apply their interests, even if initially on a smaller scale. To keep them engaged a small portion of their time may be allocated to developing a knowledge repository [on](#) that category which may be referenced in a future strategic plan where it may score higher as a driver.



Opportunity: The ROI includes improved talent retention and reduced absenteeism costs. Providing development opportunities aligned with employees' interests boosts job satisfaction and retention, reducing absenteeism and the costs associated with lost productivity and frequent turnover.



Talent Revitalization

Strengths: Low
Interests: Low
Drivers: High

Insights: Leadership can initiate revitalization efforts by understanding what motivates these employees and aligning their roles with potential interests. Implement continuous improvement practices and involve them in strategic initiatives where their input can drive significant change.



Opportunity: The ROI involves reduced operational waste and optimized job descriptions. By aligning roles with employee strengths and potential interests, operational inefficiencies are minimized, and job descriptions become more effective, reducing the need for frequent adjustments and reassignments.



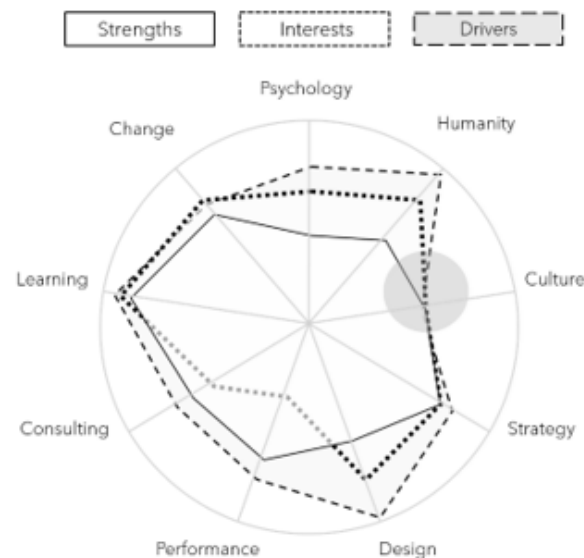
Resource Allocation

Strengths: Low

Interests: Low

Drivers: Low

Insights: When strengths, interests, and drivers are all low, leadership should identify these areas as lower priority for current focus and resource allocation. Assess whether these activities or initiatives are essential to the organization's goals, and if not, consider reallocating efforts to higher-impact areas. Encourage employees to focus on roles and projects where their strengths, interests, and drivers are better aligned.



Opportunity: The relevant ROI includes higher productivity and performance. By minimizing focus on low-impact areas, the organization can concentrate resources on initiatives that drive significant value. This approach enhances overall efficiency, reduces operational waste, and ensures that employees are engaged in tasks that maximize their potential and contribute to the organization.

Mapping OD Competencies & Callings with Roles

Strategic Change Initiatives	Ideal Callings (Impact/Approach)	Social Competencies	Technical Competencies	Influence Competencies
<p>*Implementing Lean Healthcare Practices: Using lean methodologies to eliminate waste and improve workflow.</p>	<p>Ideal Callings (Org/Classic): Achievement Ace, Agile Accelerator, Change Surgeon, Stealth Improver.</p>	<p>Culture: Mission Alignment, Psychology: Org Behavior, Humanity: Meaning & Well-being</p>	<p>Strategy: Continuous Improvement, Design: Efficiency & Effectiveness, Performance: Monitoring Impact</p>	<p>Consulting: Org Theory & Functions, Consulting: Client Management, Change: Making the Case</p>
<p>Enhancing & Expanding Mental Health Services: Developing integrated approaches to address mental health needs within the community.</p>	<p>Ideal Callings (Societal/Innovative): Altruistic Enhancer, Compassioneer, Consciousness Raiser, Societal Gamechanger.</p>	<p>Culture: Psychological Safety, Psychology: Team Development, Humanity: DE&I</p>	<p>Strategy: Strategic Planning, Design: Systems & Structures, Performance: Monitoring Impact</p>	<p>Consulting: Client Management, Consulting: Use of Self, Learning: Inquiry & Innovation</p>
<p>Enhancing Emergency Preparedness: Strengthening plans and training for emergency and disaster response.</p>	<p>Ideal Callings (Org/Classic): Achievement Ace, Agile Accelerator, Change Surgeon, Stealth Improver.</p>	<p>Culture: Mission Alignment, Psychology: Org Behavior, Humanity: Ethical Citizenship</p>	<p>Strategy: Strategic Planning, Design: Org Agility, Performance: Monitoring Impact</p>	<p>Consulting: Org Theory & Functions, Consulting: Client Management, Change: Sustaining Change</p>

Strategic Change Initiatives	Ideal Callings (Impact/Approach)	Social Competencies	Technical Competencies	Influence Competencies
<p>Workforce Development: Investing in training and education to enhance staff skills and retention.</p>	Achievement Ace, Agile Accelerator, Change Surgeon, Stealth Improver.	Psychology: Team Development, Humanity: Meaning & Well-being	Continuous Improvement, Performance: Data Analysis & Presentation	Consulting: Client Management, Learning: Inquiry & Innovation
<p>*Enhancing Patient Engagement Strategies: Developing approaches to actively involve patients in their care decisions.</p>	Ideal Callings (Org/Innovative): Creative Amplifier, Groundbreaker, Innovation Maven, Renaissance Consultant.	Culture: Psychological Safety, Culture: Surfacing Anxieties & Attachments, Humanity: Meaning & Well-being	Strategy: Strategic Planning, Design: Systems & Structures, Performance: Monitoring Impact	Consulting: Client Management, Consulting: Use of Self, Learning: Inquiry & Innovation
<p>Expanding Pediatric Care Services: Enhancing resources and facilities dedicated to child healthcare.</p>	Ideal Callings (Org/Classic): Achievement Ace, Agile Accelerator, Change Surgeon, Stealth Improver.	Culture: Mission Alignment, Psychology: Org Behavior, Humanity: Meaning & Well-being	Strategy: Strategic Planning, Strategy: Continuous Improvement, Performance: Monitoring Impact	Consulting: Org Theory & Functions, Consulting: Client Management, Change: Sustaining Change

Strategic Change Initiatives	Ideal Callings (Impact/Approach)	Social Competencies	Technical Competencies	Influence Competencies
<p>*Enhancing Cultural Competency Training: Ensuring staff can provide care that respects diverse cultural backgrounds.</p>	<p>Ideal Callings (Societal/Innovative): Altruistic Enhancer, Compassioneer, Consciousness Raiser, Societal Gamechanger.</p>	<p>Culture: Mission Alignment, Culture: Surfacing Anxieties & Attachments, Humanity: DE&I</p>	<p>Strategy: Strategic Planning, Design: Systems & Structures, Performance: Monitoring Impact</p>	<p>Consulting: Client Management, Consulting: Use of Self, Learning: Inquiry & Innovation</p>
<p>Expanding Home Health Services: Developing programs to provide healthcare services in patients' homes.</p>	<p>Ideal Callings (Org/Innovative): Creative Amplifier, Groundbreaker, Innovation Maven, Renaissance Consultant.</p>	<p>Culture: Mission Alignment, Culture: Surfacing Anxieties & Attachments, Humanity: Meaning & Well-being</p>	<p>Strategy: Strategic Planning, Design: Systems & Structures, Performance: Monitoring Impact</p>	<p>Consulting: Client Management, Consulting: Use of Self, Learning: Inquiry & Innovation</p>
<p>Developing Community-Based Care Programs: Focusing on delivering healthcare services outside traditional hospital settings.</p>	<p>Ideal Callings (Societal/Innovative): Altruistic Enhancer, Compassioneer, Consciousness Raiser, Societal Gamechanger.</p>	<p>Culture: Psychological Safety, Culture: Surfacing Anxieties & Attachments, Humanity: DE&I</p>	<p>Strategy: Strategic Planning, Design: Systems & Structures, Performance: Monitoring Impact</p>	<p>Consulting: Client Management, Consulting: Use of Self, Learning: Inquiry & Innovation</p>



Q&A