



# The GOOD News

## Join us for our Bi-Monthly Meeting, February 11, 2011

8:30 AM—12:30 PM— with Continental Breakfast

Location: Rollins College, Mills Building, Galloway Room

**Reservations are Required.** RVSP for this event at [http://](http://goodnetwork.us/index.php/events/detail/critical_thinking_transforming_ideas_into_strategic_advantage/)

[goodnetwork.us/index.php/events/detail/](http://goodnetwork.us/index.php/events/detail/critical_thinking_transforming_ideas_into_strategic_advantage/)

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### Program: “Critical Thinking - Transforming Ideas into Strategic Advantage” with Dr. Ron Piccolo

Critical thinking is often described as scientific thinking applied by ordinary people to the ordinary world. The ability to think critically has become a core management competency. “Strategizing” is no longer an activity reserved for only an elite group of top executives and strategic planners. Through the discovery and cultivation of their talents as critical thinkers and strategic leaders, participants will leave this program armed with the knowledge, skills, and tools needed to translate ideas into sustainable competitive advantage. Key questions to address during the session:



1. What’s the value of critical thinking?
2. How does it apply across all levels of an organization?
3. How does it apply specifically to individual OD professionals?
4. How might these professionals share these ideas in organizations?
5. How does a critical mindset support the leadership of “change”?

Ronald F. Piccolo, Ph.D. is an Associate Professor of Management in the Roy E. Crummer Graduate School of Business at Rollins College. He earned a Ph.D. in management from the University of Florida, an M.B.A. from Rollins, and a Bachelors of Science in mathematics from Stetson University. His research interests include leadership, motivation, job design and personality, and he has been published in top academic journals such as the *Academy of Management Journal (AMJ)*, *Journal of Applied Psychology*, *Personnel Psychology*, and the *Journal of Organizational Behavior*. He teaches graduate-level courses in leadership, organizational behavior (OB), and management strategy. His consulting experience has focused primarily on leadership development, strategic planning, and board development for such clients as the Central Florida YMCA, Lockheed Martin, Puff ‘n Stuff, Inc., Southern Traditions Development, and the Seminole Community College Foundation. He serves on the board of directors for the BETA Center and Habitat for Humanity Orlando, and as chair of the “Developing Healthy Children and Families Cabinet” for the Heart of Florida United Way.

Volume 5 Issue 1

January– February 2011

### Inside this issue:

|                                       |    |
|---------------------------------------|----|
| February Bi-Monthly Meeting           | 1  |
| President’s Message                   | 2  |
| Meet the 2011 GOOD Leadership Team    | 3  |
| Membership & New Member Spotlight     | 8  |
| Upcoming GOOD Events                  | 9  |
| Good Book Club News & Reviews         | 10 |
| OD Article of Interest: Russ Bredholt | 11 |
| Recap of Dec 2010 Bi-monthly meeting  | 13 |
| Conferences and Workshops             | 14 |



Join the GOOD Network LinkedIn group at [www.linkedin.com](http://www.linkedin.com)

## PRESIDENT'S MESSAGE

By Simon M. Lia



Dear GOOD Network Members and Friends,

Happy New Year!

As we push forward and embrace a new year (or are dragged into it screaming!) we often take stock of where we have been, what we have accomplished, so we can better plan for future goals and objectives. So allow me to ask you, ***“Did you achieve everything you set out to in 2010?”*** If not, you are probably a lot like the rest of us. This begs the questions, ***“What will we do to make 2011 any different?”***

Our theme this year is all about change: a changing economy, a changing environment, a changing workforce, changing technologies, changing goals, dreams and desires of our workforce...change, change, change! You have heard and probably used the common cliché, “nothing is consistent except change.” So it is. How well do you navigate through and even lead change, personally, professionally, with your family, organization and in your community? Do you know things about leading change that we could benefit from? Throughout this year, we will hear from thought-leaders who will challenge us to think differently about first, how we work on changing ourselves. Then, only second, how we can apply similar ideas, concepts and principles of change to our organizations. Tolstoy said many years ago, ***“Everybody thinks about changing humanity. Nobody thinks about changing themselves.”*** Let's be the exception.

Do not hesitate to let us know how we can better serve your needs throughout 2011. We are a network, of the people, by the people and for the people, so your opinions and voices are essential for us to be able to make changes to serve you appropriately.

It is my honor to serve in the capacity of President for 2011. I am even more honored to be working with some fabulous people in various Leadership Team roles, as well as on the Advisory Board and Members at Large. There are always ways to serve, so never hesitate to raise your hand and let any of us know that you would like to serve and guide with us.

I look forward to connecting with you at Rollins College on Feb 11<sup>th</sup> as we hear from Dr. Ron Piccolo. I wonder how we will all change between now and the end of this year? I hope the GOOD Network contributes towards healthy sustainable change for you.

Have a great year!

Cheers!

Simon



### A Call for Articles!

Contributors needed for the following on-going columns:

- OD Articles of Interest
- Coaching Corner
- OD Tools and Techniques
- How We Practice OD at..... (your organization!)
- Any other content ideas you may have

Send your submission to: [Newsletter@goodnetwork.us](mailto:Newsletter@goodnetwork.us)



Keep the conversation going between issues by joining the GOOD Network LinkedIn group!

## Meet your 2011 GOOD Network Leadership Team

### President: Simon Lia

Simon Lia is the President and co-founder of GEMS Consulting Inc., which specializes in discovering and creating human excellence in individuals, teams and organizations via effective communication, relationships, and “real-time” leadership. Simon has a formal education in Ecology, Human Geography, Outdoor Recreation, Counseling, Human Resources and Change Management. He is a Master Trainer and has coached and trained with many organizations including Johnson and Johnson, NASA, United Space Alliance, Lockheed Martin, Toyota, and Marriott using world-class material like Crucial Conversations, Crucial Confrontations, INFLUENCER: The Power to Change Anything and The Speed of Trust. He has learned what you know instinctively: that is, training on its own, rarely if ever changes people, and even less often improves organizations! This is why OD professionals are essential.



Contact Simon Lia via email at [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com).

### EVP/President Elect: Erica Sorrell

Erica Bader Sorrell currently serves as the Executive Director of Management and Executive Education at the Crummer Graduate School of Business at Rollins College. In this role, Erica is responsible for conducting client leadership needs assessments, creating custom development programs and managing ongoing customer relationships. Formerly, Erica was a Human Resources Manager for Loews Hotels at Universal Orlando, where she served as part of the opening team for both the Hard Rock Hotel and Royal Pacific Resort. Prior to joining Loews Hotels, Erica was responsible for the creation of the Human Resources Department for C3i, Inc., a customer relationship management software company located in Manhattan. She began her career with Hyatt Hotels in Orlando, Florida and San Antonio, Texas, holding various positions in Human Resources. Erica holds an A.B. from Rollins College and earned her M.B.A. from the Crummer Graduate School of Business. Additionally she holds the certification of Senior Professional in Human Resources from HRCI.



Contact Erica Sorrell via email at [esorrell@rollins.edu](mailto:esorrell@rollins.edu).

### Events & Logistics Chair: Erin Casey

Erin Casey is an HR Business Partner with Houghton Mifflin Harcourt Publishing Company, a global education leader and the world's largest publisher of educational materials for pre-K–12 schools. The Company also publishes an extensive line of reference works and award-winning literature for adults and young readers. Erin's professional experience spans varied industries such as retail, publishing, telecommunications/call center, manufacturing, and restaurant/hospitality. Erin earned her Bachelor of Science degree from the University of Central Florida in 1998. She earned a Master of Arts in Human Resource Management in 2004. Erin has been certified as a Professional in Human Resources (PHR) since 2004 and is certified in DiSC. A strong proponent of individuals taking ownership of their development/careers, Erin is also a “life-long learner” herself!



Contact Erin Casey via email at [Erin.Casey@hmhpub.com](mailto:Erin.Casey@hmhpub.com).



### Events & Logistics Chair-Elect: Linda Strobel

Linda is the Manager for Leadership Development for Children's Home Society (CHS), Florida's oldest and largest social service agency. Linda started in Human Resources at CHS and has a background in the staffing industry. Her current position was created less than two years ago and its responsibilities change as the organizations needs evolve. She is currently responsible for leadership development, succession planning, team building and the roll-out of behavioral interviewing. She has recently started a 10-month coaching certification program at the Hudson Institute in Santa Barbara, CA. Linda has a Master's degree in Social Work from Barry University and a Master's Degree in Human Resources from Rollins College.

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### Finance Chair: Kathryn Farynowski

Kathryn Farynowski is the Director of Information Technology and Quality for the Orange County Clerk of Courts. Her responsibilities include Information Systems and Technology, Process Improvement, Quality Management, and Forecasting. Kathryn began her career with Whirlpool Corporation, moving through increasingly responsible positions in Engineering, Information Technology, and Supply Chain. In 1995 she moved to Haworth, Inc, a \$1.5 billion manufacturer of commercial office furniture, as Vice President of Global Order Fulfillment, with responsibility for Customer Service, Transportation and Distribution Operations, and Quality Management. Kathryn introduced and led the deployment of Six Sigma and Lean at Haworth. In 2002 Kathryn moved to MasterBrand Cabinets, a \$2.5 billion manufacturer of kitchen and bath products and the largest division of Fortune Brands, as Vice President of Global Supply Chain. In that position she was responsible for Procurement, Materials Management, and Logistics, and led the development and implementation of a global supply strategy. She joined the Clerk of Courts in 2007. Kathryn received a BS in Industrial Engineering from the University of Toledo, and a BS in Music from Ohio University. She is a Registered Professional Engineer and holds certification as an ASQ Manager of Quality/Organizational Excellence.

### Finance Chair-Elect: Sherry Graziano

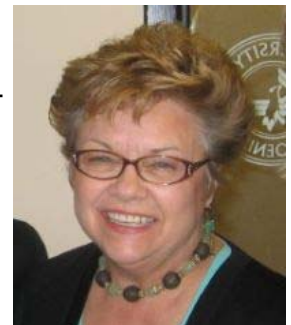
Sherry Graziano is a Mortgage Loan Officer at Bank of America Home Loans.

Contact Sherry Graziano via email at [sherrygraziano@gmail.com](mailto:sherrygraziano@gmail.com).

### Membership Chair: Edythe McNickle

Edythe works with University of Phoenix in Academic Affairs and recently completed her doctorate degree.

Contact Edythe McNickle via email at [eamcnick@apollogrp.edu](mailto:eamcnick@apollogrp.edu).



### Membership Chair-Elect: Michelle Lauren

Michelle Lauren is Founder and Development Consultant for Elegance Planning a non-revenue boutique-style consulting firm specializing in providing strategic counsel to non-profit businesses on how to develop strategies to reach identified goals via organizational structure and design; with emphasis on coming alongside leaders and empowering them to achieve their highest potential. Their current project is leveraging the power of social media for non-profits. Michelle holds a Bachelor's in Human Resources Management and a Master's in Organizational Leadership. Michelle has also served on the corporate staff of organizations such as Sara Lee Coffee & Tea and Oprah's Angel Network. She has learned that good is the enemy of great (Jim Collins, Good to Great). That is why she believes OD professionals are not a luxury but a necessity!



Contact Michelle Lauren via email at [eleganceplanning@earthlink.net](mailto:eleganceplanning@earthlink.net).

### Communications Chair & Website/ Digital Communication: Scot Lake

Scot Lake has spent his career creating and managing learning programs for diverse populations of learners around the world. He is an accomplished learning designer, facilitator, and writer, and he routinely provides consultation on instructional and non-instructional talent development solutions. Scot grew up in Michigan and has lived and worked in China, Peru, and Austria. He received a bachelors degree in Psychology from Hope College in Holland, Michigan and a Masters of Science in Industrial/Organizational Psychology from the University of Central Florida.



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### Communications Chair-Elect & Newsletter Editor: Carol Emmett

Carol Emmett has twenty-five years of experience in training, consulting, coaching, and organization development. She is owner of Communication Applications, Inc., and provides executive coaching, training, team building, survey design, facilitation, and instructional design to clients in high tech, hospitality, financial services, and health care industries, and to government on all levels. Carol holds her MA from University of Maryland in Organizational Communication and is a certified executive coach. She has several certifications for various assessment tools and from William Bridges in Leading Organizational Transitions.



Contact Carol Emmett via email at [carol@commapp.com](mailto:carol@commapp.com).



### Nina Alexa —Advisory Board

Nina is a knowledgeable Management and Organizational Development professional with 6 years of OD experience. She was awarded her Bachelor of Arts in Psychology (2003) and Bachelor of Business, minor in Finance (2003) from the University of Miami in Coral Gables, FL. Nina has served as the GOOD Network VP, Finance for 5 years. Nina began her career with Universal Orlando as a Training Coordinator and has progressed within the company to her current position of Sr. Human Resources Representative, Management and Organizational Development.

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### **Patty Bedard — Advisory Board & Past 2010 President**

Patty is the Senior Manager for Leadership Development for Sales & Marketing for Hilton Grand Vacations, and supports her company globally, from NYC to Tokyo. Her team is responsible for the design, development and implementation of a selection and development system for sales and marketing front line and leadership positions. They also develop and implement leadership skills through competency based curriculum design, provide targeted learning support, coaching, reinforcement of skills and team building/interventions. She has an operations background with over 14 years of experience in management and made the transition to developing leaders 8 years ago at Darden Restaurants. Patty was born in El Salvador and earned a Bachelor's degree in Organizational Leadership from Mountain State University.



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### **Kristin Chase—Advisory Board**

Kristin is the Senior Manager of the Management & Organization Development department for Universal Parks & Resorts. Kristin has contributed to Universal for over 7 years through project management, data analysis, coaching, and consulting on employee satisfaction surveys, 360° Feedback, performance management, leadership development & team effectiveness, succession planning, ad hoc employee surveys, and selection tool development and assessment. Kristin grew up in Cocoa Beach, Florida, received her Bachelor's degree in Psychology from Stetson University in Deland, Florida, and her Master of Science degree in Industrial/Organizational Psychology from the University of Central Florida. Kristin was VP Finance for the GOOD Network in 2004, President for 2005 and 2006, and VP Communication from 2007-2010.

Contact Kristin Chase via email at [kristin.chase@universalorlando.com](mailto:kristin.chase@universalorlando.com).

### **Anisa Singh — Advisory Board**

Anisa is the Human Resource Representative in the Management & Organization Development department at Universal Orlando. Anisa's primary projects at Universal Orlando are various feedback survey processes, including a yearly, large scale employee satisfaction survey, 360 Feedback, and ad hoc surveys for clients, as well as support with our extensive succession planning process. Anisa was born in Trinidad & Tobago. She earned a Bachelor's of Science degree in Psychology from the University of Florida in 2003, and a Master's of Science degree in Industrial/Organizational Psychology from the University of Central Florida in 2006. She has been working for Universal Orlando since 2003, transitioning from Management and Organizational Development Intern, to Tech Writer for Management Training, to Operational Staffing Interviewer, and finally into her current HR Representative role.



Contact Anisa Singh via email at [anisa.singh@universalorlando.com](mailto:anisa.singh@universalorlando.com).



### **Teri Yanovitch — Advisory Board and Mentoring**

Teri Yanovitch is a speaker, trainer, consultant and business author with a passion for helping organizations create a culture of service excellence. As President of T.A.Yanovitch, Inc, Teri brings a powerful combination of customer service expertise and real-world quality management to her practice. As a former keynote speaker and seminar leader with the Disney Insitute, she shared the best practices of customer service developed by the Walt Disney Company with global organizations. For more than a decade, she implemented cultural change with Fortune 500 companies as an executive with Philip Crosby Associates. In 1999, Teri became one of the first consultants to merge best practices in customer service and quality management into a comprehensive system for designing and implementing world-class service on every level. She co-authored with Dennis Snow: "Unleashing Excellence - The Complete Guide to Ultimate Customer Service."

Contact Teri Yanovitch via email at [ty@retainloyalcustomers.com](mailto:ty@retainloyalcustomers.com).

### Cathi Balboa — Member at Large

Cathi Balboa is with Orange County Clerk of Courts serving as the Assistant Administrative Officer. Cathi contributes to OCCOC through leading change management, strategic planning, and OD/leadership development. Cathi also provides oversight to HR, Vendor Relationship Management, and other administrative functions. She previously has been the owner and Managing Partner of a consulting firm for over 10 years and has worked with a Fortune 100 firm in business process management, organization effectiveness, and organization change. Cathi has worked with a range of clients in industries ranging from technology, telecom, government, transportation, engineering, social services, healthcare, and manufacturing. Cathi graduated from West Liberty State College and has an M.S. from Rensselaer Polytechnic Institute. Cathi is a past President of GOOD Network and prior to that served for two years as the Marketing VP.



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### Pat Brown — Member at Large and Contributing Newsletter Editor

Pat Brown is a consultant to executives, managers, and professionals. He spent 32 years with IBM in management, consulting, executive and management development, education, business development, strategy, sales, and technical support. He managed and consulted in the IBM Relationship Alignment Solutions practice, which focused on improving business relationships between IBM and its clients in the Strategic Outsourcing environment. He was a senior faculty member at IBM's Advanced Business Institute where he educated IBM customer senior executives on ideas on how to manage their business more effectively and how to more effectively leverage Information Technology in their businesses. Along with being the chief liaison to the chief executive of IBM's largest sales sector, he led the efforts in the areas of Strategy and Business Development for the organization which achieved approximately \$9B in annual revenue. He holds a B.A. degree in Labor and Industrial Relations from Michigan State University, and an M.A. degree in Business with a concentration in Organizational Behavior from the University of Nebraska at Lincoln. He is a veteran of the United States Army.



Contact Pat Brown via email at [pjbrown407@gmail.com](mailto:pjbrown407@gmail.com).

### Jerry Salsburg — Member at Large

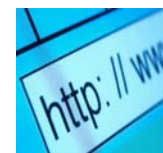
Jerry Salsburg is a Program Manager and Principle Designer/Developer of employee and management development initiatives for an Information Technology division of Lockheed Martin. Jerry oversees the implementation of enterprise-wide professional development programs, is an accomplished facilitator, and provides consultation on performance improvement issues. Jerry was born in Philadelphia, PA. He received his BA in Psychology from La Salle University in Philadelphia, and his MS in Human Resource Development/OD from Villanova University in Villanova, PA.



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**Stay current with GOOD Events on our website!**

**[WWW.GOODNETWORK.US](http://www.GOODNETWORK.US)**

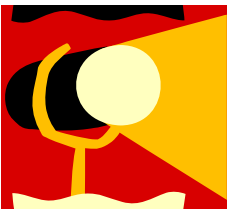


# MEMBERSHIP

## *It's Membership Renewal Time!*

Join or renew your membership prior to our February 11, 2011 meeting at the discounted rate of \$65 (same as last year). This represents a \$20 discount on the standard \$85 dues. Corporate memberships will be \$260 for a 5-member corporate membership paid prior to the meeting, or \$340 after that date. The discounted annual dues calculate to roughly \$11 per bi-monthly meeting, which provides a great value and return on investment! Log onto the GOOD Network website and join or renew your membership today. Don't miss out on any of our programs and membership benefits in 2011. You can pay on-line using a credit card/PayPal or mail your check to the Finance Team.

[www.GOODNetwork.us](http://www.GOODNetwork.us)



### **New Member Spotlight :**

#### **Wilts C. Alexander III**

Managing Partner in Sapience Organizational Consulting



#### ***What is your specific area of expertise within the OD field?***

- Strategic Planning using scenarios to determine plausible future
- Planning, Designing, Developing High Performance Organization

#### ***What do you love most about what you do?***

- Helping clients achieve quantum leaps in performance without compromising their values or sacrificing their most valuable asset .... people

#### ***What is the one "hot topic" relevant to the OD practice that is on your mind right now?***

- Emphasizing the role of sustainability in planning, designing and developing high performance organizations
- How to change culture in an environment dominated by "quarter by quarter" mentality.

#### ***What quick tip, idea, or tool relevant to the OD practice can you share with your fellow GOOD members?***

- How to use FAR (field anomaly relaxation) methodology to create scenarios to be used on strategic planning

#### ***What do you find most valuable about the GOOD Network?***

- The opportunity to network and to learning from other members about specific methodologies to significantly impact organizations going through significant change.
- To learn about the local market so that I can introduce my services.

#### ***Anything else your colleagues would find interesting to know about you?***

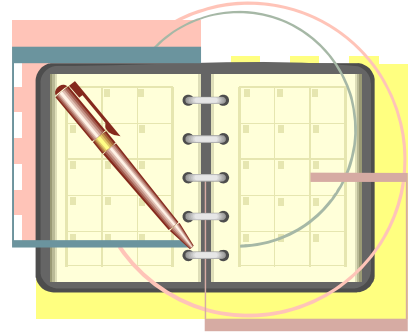
I have recently returned to the US after spending tens years building leadership and organizational design capabilities for high potential managers in Asia Pacific. Since retuning to the US, I have developed a 30-year viability plan for the Alaska Pipeline and supported the planning and deployment of smart meter technology in utility companies.



## UPCOMING GOOD NETWORK EVENTS

Please visit our website to make a reservation for these events at :

**WWW.GOODNETWORK.US**



### February Bi- Monthly Meeting

All meetings run 8:30am-12:30pm and include a continental breakfast and networking time!

**February 11, 2011** — Bi-Monthly Meeting at Rollins College with Dr. Ron Piccolo.

Topic: "Critical Thinking - Transforming Ideas into Strategic Advantage"

### Book Club

**Q2 Book Club Selection:** "Start with Why: How Great Leaders Inspire Everyone to Take Action" By Simon Sinek

**Place:** Mimi's Café by Millennia Mall

**Date/Time:** Thursday, April 28th @ 6:30pm

### **FUTURE Bi-Monthly**

#### **Meeting Dates:**

April 15, 2011

June 17, 2011

August 12, 2011

October 14, 2011

Dec 9, 2011

**Volunteer Judges Needed!!**

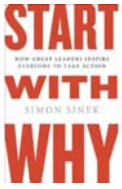
In April & May 2011, DECA will be hosting its Annual International Career Development Conferences in Orlando where 16,500 students and teachers will convene. DECA must find approximately 1,000 professionals from the Orlando area business community to judge and evaluate student presentations.

DECA is a student association comprised of 200,000 high school and college students interested in the fields of entrepreneurship, marketing, management, finance, hospitality and tourism.

More information about judging at the April & May DECA conferences in Orlando is available at <http://www.deca.org/events/judge/> .

# GOOD BOOK CLUB

## Q2 2011 Book Club Selection



**“Start with Why: How Great Leaders Inspire Everyone to Take Action” By Simon Sinek**



**Place:** Mimi's Café by Millenia Mall

**Date/Time:** Thursday, April 28th @ 6:30pm **RSVP at [www.GOODnetwork.us](http://www.GOODnetwork.us)**

Why do you do what you do? Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over?

In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way -- and it's the complete opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be lead, and people can be inspired. And it all starts with WHY.

### Book Review from January, 2011 Meeting

#### **“TALK LESS, SAY MORE: Three Habits to Influence Others and Make Things Happen!”**

“Did you know that your mind craves information in multiples of three? Three is the most powerful number for receiving information” according to the first quarter book club author, Connie Dieken. That explains why portions of the first quarter book club book seemed a bit repetitive! In her book, TALK LESS, SAY MORE: Three Habits to Influence Others and Make Things Happen! , Connie elaborates upon 3 key areas to garner your audience's attention, create succinct messages without overloading your audience, and encourage action, Connect, Convey, Convince (R).

For each focus area , the author offers 3 Strategies and 3 Tactics for each strategy, as well as additional tips. At the end of each Strategy section is a review and action plan, recapping the tactics and providing opportunity for personal reflection and planning. Below are some highlights of the Strategies:

#### Connect Strategies

- Stay in their moment – tap into other people's needs and values
- Frontload –quickly identify what's relevant to your listener and communicate that first
- Goldilocks Candor – provide feedback that's not too hard, not too soft, but just right

#### Convey Strategies

- Eyes Trump the Ears –use appropriate visual aides to help convey your message
- Talk in Triplets- As mentioned above, the most powerful # for receiving info, it helps save time in delivering messages.
- Tell Stories- Engage your audience with a relevant story

#### Convince Strategies

- Sound Decisive- if you sound confident, people will respond with confidence
- Transfer Ownership- by having others take ownership they are more likely to embrace and act on them
- Adjust your Energy – Adding warmth to your voice, language and face can increase commitment from others

The book presented nuggets to enhance our communication skills in this fast-paced, technologically driven, distracted world! It can easily be read in an afternoon and can be a handy tool to refer to at your desk.

## **OD Article of Interest: *Missing Pieces***

Russ Bredholt, Jr., President of Bredholt & Co., and GOOD Network Member

Is it possible that business has fewer of the right kind of leaders today than it did nearly 20 years ago? I am referring to those who exhibit a good balance of experience, personal depth, emotional strength and administrative discipline.

If this is true, why?

One reason could be too much focus on technique and not enough on the trade of work. Leadership is meaningful but hard work no matter the situation. When is the last time you attended a conference on working hard?

Another possible answer to our original question lies in the failure of leaders to learn from their experiences. Someone once said that those who are not open to counsel can't be helped. Often good development programs are offset when individual responsibility to keep learning disappears.

The person most responsible for development is the leader, not the educator or trainer. Is there hope for this situation?

Are there other things needing attention when it comes to chiseling one's character traits as a leader? What's missing that often undermines well-intended people?

**The first missing piece is... Credibility.**

It's difficult if not impossible for people to follow someone they don't believe in. You have to offer reasonable grounds for being believed even if you are young or in your first major assignment. Relationships are built on trust. Call it authenticity or transparency if you like.

Are people sometimes misled by their leaders? Too often this is a reality in all kinds of organizations. Yet as someone once famously said, "you can't fool all of the people all of the time." Weakness in character comes out at some point. This type of behavior can do a great deal of damage until it's discovered and the person either gets helped or is removed.

Maybe a coach is what you need. Timely interventions by trusted individuals nearby or far away may be more important than formal reviews separated by long intervals. Few, however, change their behavior just with coaching. It takes feedback, self discipline and communication with those you work with to make change a reality.

One way to understand credibility is to think about what impresses you in a leader. Matching words with deeds is very important no matter where on the planet you happen to be.

Why does this type of behavior stand out? Because so few engage in it. Measure your words. Promise less. Deliver more.

**The second missing piece is... Communication.**

I am referring here to interpersonal or social communication, not necessarily oratory or elocution. Most of a leader's communication is one-on-one or small groups. Businesses are social systems. An overlooked tool is conversation.

The writer, Alan Barker, put it this way:

*“Conversation is your primary management tool. It’s how you build relationships with colleagues and others. It’s how you come to understand what people think and how they feel. Conversation is the way you influence others and are influenced by them. It’s how you solve problems, cooperate with others and create new opportunities.”*

This is good advice. Two-thirds of any conversation is listening and listening is hard work. Why? While someone else is talking we often keep our brain in gear waiting for just the right time to speak again. By doing this we hear little the other person has said.

Many gain leadership positions in spite of being poor listeners. How this happens is a mystery. When is the last time you really listened to staff? Board members? Customers?

Is two-way communication a missing piece? Then practice the habit of asking good questions. Find out what interests the other person.

It’s one thing to know about your people. It’s another to know your people. Understanding this difference improves and strengthens relationships.

### **The final missing piece is... Collaboration.**

This is a contemporary word that has its roots in a simpler term, cooperation. There are things you can do on your own such as sharpen a pencil or take out the trash. If you want to move a grand piano on a stage Steinway recommends at least one person be assigned to each leg with rollers.

If you are trying to build a great company it’s going to take enough of the right people laboring together to achieve common goals.

Even though succeeding generations appear to have a collaborative ethos, this does not remove the need for someone to lead, direct and follow-up. It does, however, change the look of the organization from leadership at the top to leadership throughout. Are you comfortable with an organization filled with strong and gifted leaders?

While the task determines the form of collaboration, here is a practical way to begin. Start by asking people what you can do to help them. Learn to cooperate with others, first. Then see if there is a difference when asking for their help in getting something done on your list. It takes practice and discipline but these missing pieces, and others you might identify, can be placed in your life and work.

There’s hope after all.

You can contact Russ at: [rbredholt@strategist.com](mailto:rbredholt@strategist.com) & [www.strategist.com](http://www.strategist.com)



### **Quotable Quotes on Leadership**

**“People are the heart and spirit of all that counts.” Max DePree**

## Bimonthly Meeting Recap — December, 2010 Meeting

### *Leading Quietly – How Highly Effective OD and L D Groups Make Things Happen*

What are the really high-impact Organization and Leadership Development groups doing to make a difference in their organization? Barbara Davis of Change Results Consulting helped us answer these questions in her December 3, 2010 bi-monthly meeting session.



In an interactive, case study-based session, Barbara focused on how quiet leadership skills combined with initiatives that start small and become large are the common ingredients of success. She stressed that every company needs a leadership brand because it inspires faith that employees and managers will consistently make good on the firm's promises. She outlined 5 Fundamentals of a Leadership Brand:

- Strategy: Developing a point of view about the future and positioning the firm for continued success
- Execution: Building organizational systems that deliver results and make change happen
- Talent management: Motivating, engaging, and communicating with employees
- Talent development: Grooming employees for future leadership
- Personal proficiency: Acting with integrity, exercising social and emotional intelligence, making bold decisions, and engendering trust

Using the model at the right, participants explored where our OD work is today and where it needs to be in the future and applied this knowledge to a series of real case studies.

Increasing our effectiveness in delivering service with Transactional Excellence and Deliverables with a Business & Customer Return assures that our OD work has the greatest impact on the business.

When the session turned to a discussion of Performance Management, Barbara suggested that the most effective performance reviews cover these things:

- Understand how my performance relates to organizational goals
- Understand what I need to do better
- Understand how my performance relates to unit goals



If you missed this well-received session, visit the Downloads section area of the GOOD Network website at: [www.goodnetwork.us](http://www.goodnetwork.us) where you can review the PowerPoint slides from this presentation.



**Digging into a case study**



**Rousing welcome from President-Elect Simon Lia**



**Thought-provoking dialogue**



**Greater Orlando  
Organizational  
Development Network**  
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**WE'RE ON THE NET!**

[WWW.GOODNETWORK.US](http://WWW.GOODNETWORK.US)



Founded in 2003, the Greater Orlando Organization Development (GOOD) Network is an organization for Organization Development (OD) professionals who are dedicated to continuous learning and sharing of best practices, tools, and techniques.

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Editor: Carol Emmett

## CONFERENCES AND WORKSHOPS

Please let us know of any local open enrollment professional development opportunities and workshops that could be of interest to our GOOD Network members. Send details to:

[Newsletter@GOODNETWORK.US](mailto:Newsletter@GOODNETWORK.US)

### Local Workshops

- **January 31 - April 25, 2011**, SHRM Certification Program, Valencia Enterprises, <http://www.valenciaenterprises.org/hr.cfm>, 407-582-6688
- **February 1-2, 2011**, Crucial Conversations: Tools for Talking when Stakes are High (also April 4-5, 2011), [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com) ; 407-397-4357
- **February 3, 2011**, Creative Strategy Development & Execution, Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252.
- **February 25, 2011**, Personal Branding to Sell Yourself, Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252.
- **March 3-4, 2011**, INFLUENCER: The Power to Change Anything (also June 2-3, 2011). Contact: Simon Lia at [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com) or call 407-397-4357
- **March 9 & April 9, 2011**, Listen, Lead & Succeed, Rollins Management & Executive Education, <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252.
- **March 10 - April 21, 2010**, Human Resource Management Certificate Program, Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/> ; 407-647-1252.
- **March 25, 2011**, DISC Train the Trainer Certificate Program, Valencia Enterprises, <http://www.valenciaenterprises.org/hr.cfm>; 407-582-6688
- **March 30-31, 2011**, Making Negotiations Work, Rollins Management & Executive Education, <http://www.rollins.edu/execed/schedule/index.html>, 407-647-1252.

### Conferences — Future dates



**ASTD 2011 International Conference — “Learning to Lead”**, May 22-25, 2011, Orange County Convention Center, Orlando, FL  
<http://www.astdconference.org/ice11/public/enter.aspx>

**SHRM 2011 Annual Conference** — June 26 - 29, 2011, Las Vegas Convention Center, Las Vegas, Nev.  
<http://annual.shrm.org/>



**OD Network Conference 2011 — “Change is Coming!”**, October 30 - November 2, 2011, Baltimore Hilton, Baltimore, Maryland. <http://odnetwork.org/>

