



# The GOOD News

## Miss the June OD Best Practices Session?

This dynamic session hosted by Vicki Lavendol at the Gaylord Palms was our most well-attended meeting to date with almost 70 attendees! Here are some snippets of the outstanding presentations made by our membership. Visit our website for a full download of the material.



### Commonality Icebreaker—Paul DePalma, BusinessWorks

- Instead of focusing on our differences, why not find out what we have in common? Ask each other about work environment, hobbies, and characteristics of a good icebreaker and capture similarities.



### New Team/Leader Transition Session—Vicki Lavendol, Gaylord Palms



- Offers a structured method for a new leader to get acquainted with their team, become productive more quickly, air uncertainties, promote trust and set ground rules.
- Both the leader and team members will leave with answers about expectations, day-to-day priorities/operations and interpersonal styles.

### Best Practices in Implementing Assessments—Nicole Lee & Amanda Evans, Craft Systems

- Personality assessment data can be relevant to consider when developing onboarding and succession plans, addressing conflict, and proactively addressing potential challenges in day-to-day work.
- Graphical representations of personality dimensions across a team can help identify overall strengths and weaknesses.



### Data Gathering/ Diagnostics for change initiatives—Patti Millar, Lockheed Martin

- Question storming (q-storming) can drive “out of the box” thinking about culture
- For “flawless consulting”, you should define your project, gather the data/identify themes, provide feedback and decide on action, design your intervention, implement and close.



### Icebreakers #2—Jerry Salsburg, Lockheed Martin

- Looking beyond that which is “apparent” (visible) in others, in order to discover their hidden skills, talents, energies and perspectives, can lead to greater overall team effectiveness.

Volume 1 Issue 2

July/Aug 2007

## Inside this issue:

<b>Best Practices Recap</b>	<b>1</b>
<b>OD Article</b>	<b>2</b>
<b>New Members &amp; Spotlight</b>	<b>3</b>
<b>“Dear OD” Column</b>	<b>4</b>
<b>Beyond GOOD</b>	<b>5</b>
<b>GOOD Events</b>	<b>6</b>

"Any intelligent fool can make things bigger, more complex, and more violent. It takes a touch of genius – and a lot of courage – to move in the opposite direction."

Albert Einstein

(Continued on page 6)

## OD in the News—Wall Street Journal Article on Surveys and Employee Engagement (Source: Wall Street Journal June 2007)

THEORY & PRACTICE | By Erin White

# How Surveying Workers Can Pay Off

*Companies Are Finding Engaged Employees Become More Motivated*

**H**ouston KFC restaurant manager Joanthan McDaniel surveys his staff of about 20 every three months. Earlier this year, workers complained about their hours—some felt they worked too many, others too few. As a result, he now talks with them more often about scheduling.

Such surveys are a critical part of companies' efforts to bolster employees' commitment to their jobs, a concept human-resource pros dub "employee engagement." They say engaged workers are more willing to help bosses and co-workers, to take initiative and to promote the company outside of work.

More employers are adopting employee-engagement surveys in place of relatively simplistic assessments of job satisfaction. Used to help shape



KFC parent Yum Brands Inc. uses surveys to measure employees' engagement in their jobs

### Gauging Engagement

To measure attitudes, some KFC and Long John Silver's restaurants ask employees to react to statements including:

- My restaurant is a great place to work.
- People on my team help out, even if it is not their job.
- I am told whether I am doing good work or not.
- I understand the employee benefits that are available to me.

Source: Yum Brands Inc.

programs for workers, these newer surveys try to track employees' commitment and motivation with questions on attitudes toward co-workers, understanding of responsibilities, and the quality of feedback they receive.

"It's that little extra effort," says Tim Galbraith, vice president of "people development" at restaurant operator Yum Brands Inc., parent of fast-food restaurants including KFC, Taco Bell, Pizza Hut and Long John Silver's. "A person who's truly engaged says... 'I'm willing to give a little bit more, I'm willing to help my team member when I see they're in need [or] I'm willing to clean without being told by my manager.'"

Human-resource and management consulting firms, including Gallup Con-

sulting and Towers Perrin, are peddling research to help employers boost employee engagement. Aside from Yum, companies that track their workers' engagement include **Abbott Laboratories**, **American Express Co.** and **Washington Mutual Inc.**

James Harter, chief scientist for workplace management at Gallup, says the wording of the survey questions is important. A statement such as "I am committed to doing quality work" is unlikely to solicit useful feedback because most people believe they should answer yes. "If you change that just slightly—'My fellow employees are committed to doing quality work'—then you get a wide range in the responses," Mr. Harter says.

Robert Kelley, an adjunct professor at Carnegie Mellon University's Tepper School of Business, says it is smart for companies to track employee attitudes. But such efforts can backfire if companies don't act on problems workers identify. "That undermines the whole credibility of the process," he says.

Yum started thinking about employee engagement several years ago. Corporate HR managers combed through old employee surveys and talked with restaurant managers to create programs to boost employee commitment. Last year, Yum introduced new employee surveys.

At KFC and Long John Silver's restaurants in the U.S., for instance, new employees take a survey after a few weeks to assess how well their manager covered job basics—such as scheduling, benefits and uniforms—during orientation. Yum handles these surveys with an automated process: Employees call a toll-free number and their aggregated answers, to ensure anonymity, are sent by email to managers.

District managers who oversee sev-

eral restaurants discuss the feedback with managers who report to them. Yum says that when it tested the program, turnover among workers who took the survey was lower than that among workers who didn't, because managers better understood the importance of covering the basics.

Some restaurant managers also hold quarterly meetings, where employees are asked to respond in written surveys to statements such as "I am told whether I am doing good work or not," and "Everyone that I work with does their fair share of the work." At monthly follow-up meetings with workers, the managers address problems that surface in the surveys and solicit ideas for improvement.

So far, Yum says restaurants that have adopted the program also score high on customer surveys on cleanliness, accuracy and speed.

After reviewing worker survey responses, Mr. McDaniel, the Houston KFC manager, says he now makes sure to ask employees each month if they want certain days off. He says the changes help him and other workers plan better.

While such discussions are part of a manager's job, Mr. McDaniel says, the meetings and surveys help ensure he does it. He says the surveys seem to make workers more enthusiastic. "They really love giving their opinions," he says. "That's the most important part of it—that they have a voice and that they're heard."

WSJ.COM

ONLINE TODAY: Theory & Practice is a weekly look at people and ideas influencing managers. Send comments to [theorypractice@wsj.com](mailto:theorypractice@wsj.com).

## Welcome New GOOD Network Members

The GOOD Network is growing by leaps and bounds! We have 30 new members that have joined us since March of this year. We continue to maintain a diverse mix of both external and internal OD practitioners and have representation from many large organizations throughout Central Florida. Members have recently been joining us from areas beyond Orlando such as Brevard County, Tampa/Sarasota, and even Jacksonville! Thanks to your interest and active involvement, the Greater Orlando OD networking community is thriving!



Kirsten	Abbott-West	Universal Orlando	Bruce	Mack	Mack Consulting
Jeffrey	Atwood	Mountain State University	Amy	McLaughlin	Home Shopping Network
Darryl	Baker	Home Shopping Network	Gary	Owens	Florida Hospital
Patty	Bedard	Hilton Grand Vacations Club	Kathy	Potts	Home Shopping Network
Denise	Benkert	UCF Master's Student I/O Psych	Katie	Sanchez	
Debbie	Blacher	Exiance	Beth	Scheitzach	Rotech Healthcare
Jeff	Bouchard	FARO Technologies, Inc.	Mark	Schroeder	Kahrs International Inc.
Amber	Chewing	Home Shopping Network	Marnie	Shanbhag	Psychologist
Lezlie	Craig	FARO Technologies, Inc.	Christina	Spradlin	FARO Technologies, Inc.
John	DeMarco	Health First	Nancy	Tallent	Tallent HR Consulting
Suzanne	Ficquette	Cherry Lake Tree Farm	Sommer	Weyrauch	Starwood Vacation Ownership
Dave	Forman	Universal Orlando	Carrie	Wilhite	Behavior Services of Brevard
Renee	Hand	Home Shopping Network	Reae	Williams	Celebrity Resorts
Marna	Killian	Darden Restaurants	Sheryle	Woodruff	Conflict Management Associates
Sheryl	Kurland	Everlasting Matrimony	Jennifer	Yench	FARO Technologies, Inc.

## Member Spotlight

In response to your requests to learn more about your fellow members and their specific areas of expertise, we have developed the "Member Spotlight" section that will be an ongoing feature of our newsletter. We will be spotlighting both internal and external consultants and are especially interested in highlighting our newer members.



### This Month's Member Spotlight:

#### Bruce Mack, Mack Consulting (Jacksonville), [www.mackcg.com](http://www.mackcg.com)

*What is your specific area of expertise within the OD field?* Leadership Development and 360 degree feedback

*What do you love most about what you do?* Helping individuals and organizations understand themselves, find solutions and recognize opportunities.

*What is the one "hot topic" relevant to the OD practice that is on your mind right now?* The seemingly endless search for "leaders." Often the best leaders are not charismatic, but unassuming people who are great managers and great listeners.

*What quick tip, idea, or tool relevant to the OD practice can you share with your fellow GOOD members?* "First reports are always wrong." When dealing with people and organizations, take the time to fully understand the issues before you make a judgment.

*What do you find most valuable about the GOOD Network?* Terrific presentations and the opportunity to meet with peers. As an OD practitioner who often works alone, it is wonderful to meet with people who have similar values and interests.

### OD hot tip:

**Recognition sounds easy to do, but you need to take time to make sure it is a "STAR":**

**Specific**—talk about what task/action they did

**Timely**—do it right after the event

**Accurate**— don't over inflate what was done

**Relevant**—to their career mission or goal

## Dear OD

Dear OD,

I work in an organization where my colleagues are of equal educational level, have the same job description, closely aligned job duties and responsibilities, similar pay, and similar expectations from our supervisor.

However, when we attempt to work as a team, I perceive that our effectiveness is very low. Turf protection, infighting, avoidance of responsibility and just plain bad feelings are characteristic of our meetings. Listening skills seem to disappear in this group of people whose professional work depends upon active listening, problem solving and leadership.

We have had professional consultants work with us, we have engaged in team building exercises, and these activities have only addressed the group persona for a brief time--then we are back into our old ways.

Maybe we shouldn't be a team, but attempt to function as a work group? What do you think? Am I just a "cop-out" team member trying to take the easy route?

Sincerely, "Cop-out" Team Member

Dear "Cop-out",

Absolutely not, teams are one of the hardest things to make work. They take significant effort and time to gel. In my experience there are three things that move a team towards being effective:

1. Trust—built face to face and one interaction at a time. Teams need to spend enough time together so that everyone can understand each team member's perspective. Walking a mile in each other's shoes is an absolute must, no matter how smelly they are!
2. A common goal—or enemy. The team needs to be very clear about the goal that they are driving towards. All people on the team need to buy into the goal and understand the reward.
3. Clear roles and responsibilities. Each team member needs to know how they fit in and to feel like they are contributing and valued.

Remember that the four stages of teaming are Forming, Storming, Norming and Performing. You must consider the stage or stages that you are in and have the patience to see that stage to conclusion.

Sincerely, Pete Westlake (pwestlake@northhighland.com)

**Just like Dear Abby this section will be used to respond to incoming questions from our membership. Please submit your challenges that you have experienced as an OD practitioner and we will share ideas from the Leadership Team and other members in response.**



## Beyond GOOD!

### Job Postings

This information is accessible in the members only section of the web-site. For more instructions on how to obtain a log-in, email [info@goodnetwork.us](mailto:info@goodnetwork.us)

**GOOD Network Member Forums**

[Home](#) | [my profile](#) | [threaded view](#) | No pending message(s) | [help](#)

[::post new topic::](#) Page: **[1]**

Boardwalk :: [Forum List](#) > **Organizational Development Job Postings**

	Topics	Replies	Views	Author	Last Post
<a href="#">New</a>	<a href="#">HR Representative - Sea World</a>	0	1	<a href="#">chasek</a>	2007/07/28 18:57 by chasek
<a href="#">New</a>	<a href="#">Training &amp; Dev Manager - CHEP</a>	0	4	<a href="#">chasek</a>	2007/07/27 08:07 by chasek
<a href="#">New</a>	<a href="#">VP Talent Mgmt - Columbus, OH</a>	0	7	<a href="#">chasek</a>	2007/07/03 04:27 by chasek
<a href="#">New</a>	<a href="#">Manager OD - ORHS</a>	0	15	<a href="#">chasek</a>	2007/06/24 04:37 by chasek
<a href="#">New</a>	<a href="#">Director of Training &amp; Development - Starwood Vp</a>	0	20	<a href="#">chasek</a>	2007/06/21 06:19 by chasek
<a href="#">New</a>	<a href="#">Mgmt Trainer - Bright House Networks</a>	0	15	<a href="#">chasek</a>	2007/06/21 06:11 by chasek

### Personal Development Opportunities

The National Speaker's Association of Central Florida recognizes a need to help up-and-coming professionals with understanding the in's and out's of owning and operating a speaking business. Beginning August 18<sup>th</sup>, NSA-CF will kick-off the 2007-2008 year of the Speaker's Academy with fellow GOOD Member, Kathy Potts.

Over a 10-month period of time, 25 participants will be introduced to some of the nation's elite professional speakers, authors, trainers, coaches and consultants, allowing an opportunity to get immediate expert advice on questions/concerns. With topics like branding, utilizing technology, developing generational products, working with agents, understanding the financials, and creating a business strategy – those individuals seeking to own and operate their small business will gain a wealth of knowledge.

Included in the \$995 Academy tuition are the NSA-Central Florida Chapter meetings. The Chapter meetings run from 8:30 – 12:30 and the Academy program follows beginning at 1:30 and closing at 5:00. Upon completion of the program, participants will have spent 10 full days gaining the tools, knowledge, practice and confidence to turn their aspirations into realities. *(Can you find another opportunity like this for less than \$995?)*

Our Academy is designed to help participants achieve the highest levels of competence as professional speakers. To fulfill that commitment, each program has been mapped to one of four competencies: Expertise, Eloquence, Enterprise and Ethics. To see the curriculum plan and to find more information on the NSA-CF Speaker's Academy please visit [www.nsacentralflorida.com](http://www.nsacentralflorida.com).



This is an extract of only the most recent postings. For more listings please see our website [www.goodnetwork.us](http://www.goodnetwork.us).



**Contact this year's Academy Dean, Kathy Potts at (813) 786-7226 or [Kathy.Potts@hsn.net](mailto:Kathy.Potts@hsn.net) for more information about the National Speaker's Association.**



**Greater Orlando  
Organizational  
Development Network**  
E-mail:  
[info@goodnetwork.us](mailto:info@goodnetwork.us)

**WE'RE ON THE WEB!**

[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.**

## GOOD Events

### Bi Monthly Meetings:

Friday, August 10th, 2007 - Breakthroughs in Leadership

- Speaker: Bob Anderson, The Leadership Circle
- Location: Starwood Vacation Ownership (John Young Pkwy)

Friday, October 12th, 2007 - Joint Roundtable Meeting w/ Central FL Chapter of ASTD

- Topic: Performance Improvement
- Location: Nova Southeastern University (near Millennia Mall)

### Book Club:

Thursday, October 4th, 2007—Millennia Mall Community Room

- Choose a book on Appreciative Inquiry—check out our website for suggested readings and discussion questions



## Other Upcoming Events

The Organization Development Network, the international professional association with which we are affiliated, is offering GOOD members a **double discount on OD Network Conference 2007**, to be held **October 21-24** at the Baltimore, MD Marriott Waterfront. We're being offered the OD Network member discount (**use code REG**)--even if we're not members of the OD Network--and if we register before September 1, we also get the Early Bird discount. That means we can **save \$400** on registration for OD Network Conference 2007! Visit [www.odnetwork.org/conf2007](http://www.odnetwork.org/conf2007) to register.

*(Continued from Page 1—OD Best Practices Recap)*

Strengths Engagement Track Research—Kristin Chase, Universal Orlando

- In performance discussions, the vast majority of managers continue to address weaknesses more so than strengths—or focus on other topics entirely!
- However, one of the most powerful ways to engage employees is simply to give them the opportunity to do what they do best every day (play to their strengths).



Organization/ Team Culture Activity—Barbara Yoli, Change Results Consulting

- This approach can help the organization break down their existing barriers and perceptions and visualize a new desired state.
- Quickly sorting through adjectives can help to define culture as it is today—the future culture can be defined by writing a newspaper headline that captures “what you want to be known for”.



Leadership/ Team Building Activity—Brian Jackson, The Orion Trust

- A challenging activity like “Conundra” can be debriefed in many ways—you can take an individual perspective (e.g. How assertive was I?), a team focus (e.g., How were roles assigned?), or a higher level organizational focus (e.g., What false assumptions did we make that may have been affected by the environment/culture?).