



# The GOOD News

## Sharing our Wealth of Knowledge and Expertise!

Our organization is growing, and we continue to attract a high percentage of our members to the bi-monthly meetings. One often-mentioned reason for this participation is that we are, as a group, very open to learning and sharing. In this spirit of sharing, we asked for your input for an article entitled 'Leadership Wisdom'. The article on page two was written with contributions from our members. Thank you to those who took the time to reply! The contributors can be contacted through their information on the GOOD Network website. We hope you enjoy the article.

In the next newsletter, we will use the same strategy for another article. One suggestion for a topic is "What OD Means to Me". If you have any comments or suggestions, anyone on the leadership team would be delighted to receive your input.

We are always interested in your preferences regarding future meeting topics and speakers. We want to ensure that our programs are meeting your professional needs. If you or a colleague are interested in speaking, sharing a topic idea, or hosting an upcoming meeting, please send an email to Jerry Salsburg, the GOOD Network President, and he will contact you to discuss your proposal— [jerry.b.salsburg@lmco.com](mailto:jerry.b.salsburg@lmco.com).



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## The June OD Best Practices Session—Another Successful Event!



Thanks to our host, Patty Bedard, Hilton Grand Vacations Company.



Our 3rd annual Organizational Development Best Practices Sharing session on June 13th was a resounding success! We were inspired by nine high level presentations, 71 members attended, and we received very positive feedback after the event. An electronic copy of the meeting handbook is available in the Member Forum - Meeting Materials section at [www.GOODNetwork.us](http://www.GOODNetwork.us) for those who missed the session. There are also more photos in the Meeting Materials section.

After the session, senior-level members of the GOOD Network lead a discussion on "So You Wanna Break Into OD" which was well attended and highly informative.

## Leadership Wisdom

by GOOD Network Members



Our GOOD Network membership has a remarkable depth of OD knowledge and experience. Therefore, we turned to you for your input on the topic of leadership wisdom. Here are some of your thoughts.

**Luis Marrero** offers some profound insights into leadership. He says that

wise leaders foster a trust-based work environment based on authentic reciprocity with others. It starts with the leader carefully selecting and developing her or his reports, and pruning his direct inner circle over time to develop emotionally intelligent dialogue; foster tolerance on different views, styles and approaches; and encouraging authentic engagement. In addition to improving the quality of work life of the team, it also frees team members to focus on more productive and transcendental tasks. This learned and daily experience will eventually find its way throughout the rest of the organization. The outcome will be a healthier and productive culture focused on getting on with the organization's mission, while minimizing distracting anxieties.

Clear communication within organizations is vital to ensure they will thrive, says **Carrie Wilhite**. Leaders at every level can positively impact or greatly diminish the effectiveness and sustainability of people's engagement within any organization. Leaders must first have a vision they can articulate and surround themselves with people who will share their desire to move forward with the accomplishments necessary to achieve the goal. As people work to ensure the fulfillment of the vision, leaders at all levels must remember the most important communication of all: "Thank you!" A "thank-you" taxes no one's budget yet buys a great deal of loyalty and dedication to continue the work.

Wise advice from **Barry Altland** is as follows. In the midst of high level theories, sophisticated models, and complex measurements to guide and determine the effectiveness of organizational leadership, there is great potential to lose the "people" side of being a leader. Leadership in its purest form is a minimum of two people, building relationships, working together toward common goals, sharing open communication, and offering mutual support. These are very human acts. We should not allow our professional study and efforts to guide us away from this simple truth. The discussion ensues on whether leaders are born or made; I say both. Most every one of us is born with the capacity to be a kind, decent, compassionate and feeling person. Leadership done right means tapping into that which is already there . . . our inner decent human being.

Barry continues with a book recommendation. An excellent book that shares this message in a

straightforward, no-nonsense manner is *The Truth About Getting the Best From People*, by Martha I. Finney. In forty-nine simple truths, most of them a mere 2-3 pages long, her message about how to deeply engage others by merely treating them well is crystal clear and timely. There is nothing gimmicky about the methodology, nothing "fishy" or "cheesy," just a solid guide of "think's, feel's and do's" to bring out the exceptional leader in any of us.

Another insightful leadership book is recommended by **Dr. Denise Haeggberg**. The concept of Level 5 Leadership from Jim Collin's book, *Good to Great: Why Some Companies Make the Leap...and Others Don't* really resonates with her. A Level 5 leader is one who "builds enduring greatness through a paradoxical blend of personal humility and professional will." According to Collins' model, Level 5 represents the highest level in a hierarchy of leadership capabilities. Leaders/managers at the other four levels may have some success, but they cannot lead an organization to "sustained excellence."

According to Collins there are five attributes that typify the Level 5 Leader. They are self-confident enough to set up their successors for success. They are humble and modest. They have "unwavering resolve." They display a "workmanlike diligence - more plow horse than show horse." They give credit to others for their success and take full responsibility for poor results. They "attribute much of their success to 'good luck' rather than personal greatness."

The following perspective comes from **Jocelyn Corville**. Leadership is built upon a foundation of integrity and high moral character. From this foundation, leaders accomplish their strategies through exceptional skills, most importantly interpersonal skills. Great leaders inspire others to their vision, a vision that transcends the ordinary. Leaders understand the limitations and challenges of people and the environment, and work beyond them to succeed at making a difference.

**Dr. Jeffrey Atwood** states that leadership is the culmination of developing ones self to be the model and inspiration of others. You are what others look to for leadership rather than a vision or an organizational motto. As Mother Teresa said, "Give the world the best you have and you may get hurt. Give the world your best anyway."

**Laura Newcomer** speaks to the value of experience. She tells us that, when thinking about "leadership wisdom", the word EXPERIENCE comes to mind. Wisdom is something that cannot be ascribed prematurely, and there aren't any shortcuts to

## Welcome New GOOD Network Members!

Here are our newest members who joined us in June and July of 2008

Cyrus	Cawthorn	Floyd Wickman Team LLC
Ellen	Manning	MSCW, Inc.
Marilyn	Lugo	
Laura	Newcomer	Express Scripts
Kamaria	Scott	
Sherri	Merbach	Orange Lake Resorts
Marjorie	Clayton	Quadrant 2 Initiatives
Seema	Rafay	Spectrum Perf Mgmt
Ed	Hampton	Performance Perspectives



## This Month's Member Spotlight



### Renee Tanner

**Principal (owner) of Alight Advisory Company, a member of the Keystone Alliance management consultancy**

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

While I strive to develop greater expertise in all aspects of Organizational Development, my primary focus is on corporate and employee performance management in addition to career and leadership development. Because I believe in using the work to build the worker, these two OD streams fit my philosophy most closely.

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

I love seeing my clients celebrate real tangible results from my work. When I read *The On-Purpose Person* years ago, I discovered that I'm here to facilitate the way for others – an enabler. Using a collaborative approach, I help them obtain the information they need, design the path to success, manage the way there then measure the results.

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

I'm most focused on workforce optimization coupled with career development. In this economy where companies must realize the highest ROI possible from every human resource, performance and career management are more important than ever. Every employer must clearly understand and communicate its highest priorities. Every employee must understand how to maximize her/his contribution to them. Every person – even those employed currently – must always be ready for the next career move, internally or externally.

#### *What quick tip, idea, or tool relevant to OD can you share with us?*

Ask "why" as many times as it takes – rephrasing of course – to help the client see through to the real challenge and therefore, the right potential solution set. I believe clients already have most of the answers. I just need to help get them on the table. The first step is to help the client clearly articulate the problem.

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

As an independent consultant with an extreme "E" on the MBTI, I thrive on the energy of others. The GOOD network allows me to spend time with the best and brightest in OD in Central Florida on a regular basis, especially at the best practices event. In addition, the web site provides valuable ideas and forums. I have only been a member for a short time and have not yet taken advantage of the book club. However, that is on my radar for the near future.

## Dear OD

*Dear OD,*

*I've been an OD practitioner for a number of years now by 'being in the right place at the right time'. However, I don't have any specific OD qualifications. Please help me find the best OD program so that I can upgrade my credentials.*

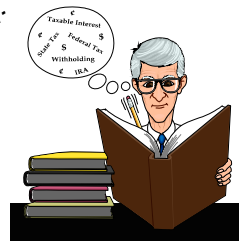
*Sincerely,  
Lenny Learner*

*Dear Lenny,*

*Wow, what a timely question. This topic was discussed at the mentoring round table discussion after our last meeting. The panel of experts gave these suggestions for OD educational programs:*

- *The NTL Institute— [www.ntl.org/training-cert-od.asp](http://www.ntl.org/training-cert-od.asp)*
- *Linkage Incorporated— [www.linkageinc.com/](http://www.linkageinc.com/)*
- *HR certification through SHRM—PHR or SPHR*
- *Masters program in Human Resources such as offered by Rollins College*

*Happy Learning,  
Your Leadership team.*



## Recent Additions to your Leadership Team...



### **Anisa Singh (Chair-elect Development)**

**Fun Fact:** I was a Classics minor during my undergraduate years at the University of Florida. One of my goals in life is to visit natural and historical sites in Egypt, Italy, and Greece to experience what I have studied.

**Hot Tip:** Many of the clients we serve may not know exactly what our OD teams offer. Create and distribute an attractive brochure with your area's goals, key services, methods and examples of how you execute your key services, and contact information. This will not only increase your team's visibility to current and potential client groups, but create an understanding of your team's purpose in the organization ("oh, THAT'S what those OD folks can do for us!").



### **Jocelyn Corville (Chair-elect Communication—newsletter)**

**Fun fact:** I'm fascinated by the brain and how we can get it to work more effectively—there are ways!

**Hot Tip:** Coaching can be a powerful way to help individuals grow and enhance their leadership skills. For the best outcomes, it is important that the coach has exceptionally good listening skills and develops a relationship of trust with the coachee. This provides the environment to support the client in stepping out of their comfort zone, using new approaches, and thinking more expansively and creatively.

### (Leadership Article continued from page 2)

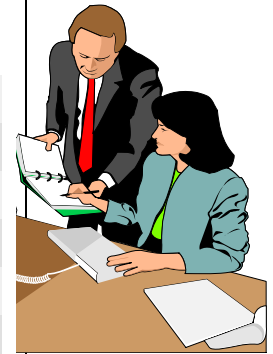
attaining it. Through decision-making, choices made and paths taken over time, a leader builds a repository of lessons learned. The sum total of these lessons learned becomes the voice of experience, which can then be applied in similar circumstances that arise in the future. Wisdom also incorporates a continued openness to the ideas of others, unless those ideas are in conflict with non-negotiable areas, such as principles and values.

Thus, we see from the wisdom offered by GOOD Network members, that the best leaders are of high moral character and foster an environment of trust. They are authentic, humble, learn through experience, and possess exceptional people skills. Top leaders value and appreciate others. They have a vision and they inspire others to that vision.

We trust that this collection of ideas has enriched your understanding of leadership excellence.

## Beyond GOOD! Job Postings

Position	Posted
Training & Development Positions--Houston, TX	2008/07/10
VA Position - IAAPA - Mgr Education Programs	2008/07/09
Ohio OD Opportunities	2008/07/02
Various OD Position - NJ & Chicago	2008/06/10
Leadership & OD Consultant - Saudi Arabia	2008/06/10
Executive Recruiter Contact	2008/06/10
Talent Acquisition Manager, VA	2008/06/10
Training & Dev Mgr, Darden	2008/05/25
Mgr, L&D, Walt Disney World, CA	2008/04/24
Retention Consultant	2008/04/02

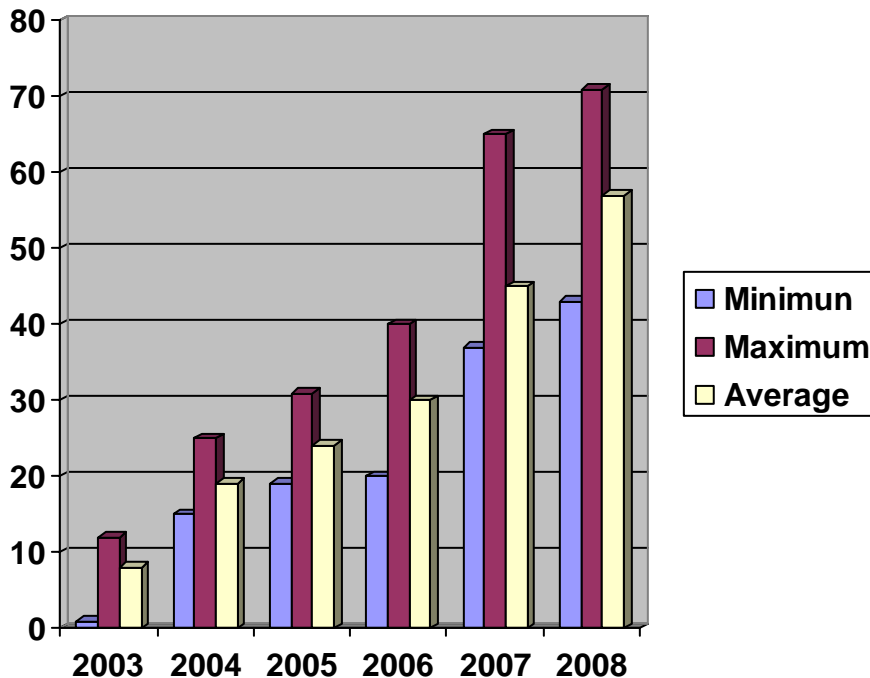


These are the most recent postings only. For more information on these and previous postings, please see our website—[www.goodnetwork.us](http://www.goodnetwork.us).

## Our Organization Continues to Grow

Our organization is experiencing rapid growth, largely from members recommending the GOOD network to their colleagues and associates. Karen Russell, our VP Marketing and Membership, created this chart which clearly shows the trend.

**GOOD Network Minimum / Maximum / Average Attendees by Year**



Attendees:	2003	2004	2005	2006	2007	2008
Minimum	1	15	19	20	37	43
Maximum	12	25	31	40	65	71
Average	8	19	24	30	45	57



**Greater Orlando  
Organizational  
Development Network**

**E-mail:**  
[info@goodnetwork.us](mailto:info@goodnetwork.us)

**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.**

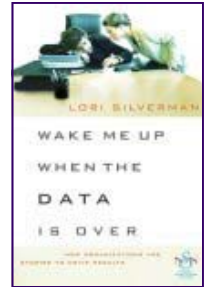
## **GOOD Events — see [www.GOODNetwork.us](http://www.GOODNetwork.us) for details.**

### Bi Monthly Meetings:

- **"The Practical Use of Data", presented by Drs. Canger & Hall, MCVI**  
Location: Gaylord Palms  
Date/Time: Friday, August 8<sup>th</sup>, 2008, 8:30am - 12:30pm
- **Annual Joint Roundtable Meeting with Central Florida Chapter of ASTD**  
Location: University of Phoenix, North Campus, Maitland  
Date: Friday, October 10<sup>th</sup>, 2008
- **Appreciative Inquiry, presented by Christine Wethman and a colleague**  
Location: Starwood Vacation Ownership  
Date: Friday, December 5<sup>th</sup>, 2008

### Book Club:

- **"Wake Me Up When the Data is Over: How Organizations use Stories to Drive Results"**  
Location: Toojay's Deli in Waterford Lakes (East Orlando)  
Date/Time: Thursday, September 11, 2008, 6:30-8:30pm  
Contact Anisa Singh ([anisa.singh@universalorlando.com](mailto:anisa.singh@universalorlando.com)),  
Chair-Elect Development, to RSVP or for more info.



### ***Congratulations Kristin!***

Congratulations to Kristin Chase, our VP Communication, and her husband Nathan on the birth of their son, Cameron Alan Chase! He was born Tuesday, July 29<sup>th</sup> at 8:24pm, weighing 8 lbs 4 oz. Mom and baby are both healthy and doing well.

## **Upcoming Events of Interest**

**OD NETWORK CONFERENCE 2008**

OCTOBER 19-22  
RENAISSANCE AUSTIN HOTEL

*Advancing the theory and practice of OD*

### **GOOD Network Member Conference Discount**

Members of OD networks around the country are now eligible for an additional discount of \$100 on your registration for OD Network Conference 2008. And if you register by August 15, you also qualify for the Early Bird discount—so you'll save a total of \$300 on registration for the OD event of the year!

Check out this link for more info:

<http://www.odnetwork.org/aboutod/regionals.php>

### **Coaching Program in Atlanta - "Helping Others Succeed"**

This is a 1.5 day workshop. Managers will learn this world-class coaching process being used by many leading global companies. Helping Others Succeed will give you a proven way to execute on strategy faster, address low performance more effectively, and retain and develop your top talent by being a better coach.

Date/Time: September 16-17

Location: Atlanta, GA

Cost: \$500 (usually \$1,000)

See [www.blessingwhite.com](http://www.blessingwhite.com) for more info.

Check out our GOOD network website [www.GOODNetwork.us](http://www.GOODNetwork.us) for more upcoming events. The website is updated regularly.

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