



# The GOOD News

## GOOD June 2010 Bimonthly Meeting Recap

### “5th Annual Organization Development Best Practices Sharing”

Our June 2010 meeting showcased some of our network members in the 5th Annual Organization Development Best Practices Sharing. Be sure to go to the GOOD website to download program summaries and slideshows from this exciting program.



Our Presenters

- **Simon Lia** kicked off with a Marshmallow Challenge icebreaker that can be used in a number of settings.
- **Juan Field** highlighted a global study finding appreciation has a big impact on retention and engagement.
- **Barbara Siefert** described the benefits of journaling as a coaching tool.
- **Russ Bredholt** shared insights on how the ‘leadership agenda’ can be helpful in getting everyone on the same page as well as a means of communicating throughout the organization.
- **Kate Spain** suggested that the value of a survey rests on two key factors: data accuracy and the value leadership places on the results. When the data is accurate and leadership values the results, surveys can be great tools for helping leaders be better leaders.
- **Matt Heller** engaged us all with a demonstration of the rhythm of teamwork.
- **Patrick Brown** focused on how to Walk the Talk by exemplifying our organizational values in our behaviors.

Volume 4 Issue 5

July/August 2010

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## OD Article of Interest — *Succession: A Strategic Decision*

By Russ Bredholt, Jr., President of Bredholt & Co. Winter Springs, Florida, and GOOD Member

The selection of an organization's chief executive officer, or CEO, is the most important decision a board makes. Boards carry the ultimate responsibility when it comes to deciding who will serve in this vital role. They need to make sure the CEO and leader will be one in the same.

### ***Beyond the CEO***

What is leadership succession?

Succession planning or management is an on-going process that boards, with the help of their chief executives, can use to create an environment for leaders to succeed from the very beginning of their terms until the cycle is repeated with their successors. (BoardSource) While the board cannot run the process, it can make sure it's in motion.

The need is for a wider focus than succession at the top. It's getting the right person in the right place at the right time throughout the organization. Succession is a continuous process—a journey, not a destination.

Planning for the future requires an on-going effort to nurture those who show potential for increased responsibility. The board can ask periodically if this is being done and what are the results. Succession is strategy. The two are inextricably linked with the organization's long-term goals and objectives.

### ***Avoiding a Bad Start***

According to our studies the four biggest mistakes or misjudgments made by boards in the CEO search process are:

- Not being ready with a good plan so the search gets a timely start.
- Not clarifying what kind of leader the organization needs for the next 8 to 10 years.
- Not understanding the strengths, abilities, personality, leadership style, etc., of the top two or three candidates. This is essential in order for the board to project how this person would fit the culture of the organization and its various constituencies.
- Not letting go of any operational duties picked up during the transition once the new CEO is in place.

### ***Board Options***

Boards have at least two options in the search process:

Option No. 1 — Conduct the search from within the board using the policies and procedures in place for this purpose. A "search committee" is the most frequently used term to oversee this work.

The board is responsible for:

- Communicating to the search committee all input positive or adverse.
- Considering cultural nuances which influence the selection process of the CEO.

Option No. 2 — Retain the services of an executive recruiter or consultant who specializes in this type of search. Even if this option is chosen, the board must retain final say over the process.

For those who wish to engage an executive recruiter, there are several things to keep in mind:

- There is a need for an effective working relationship with the consultant.
- Search is a consulting engagement and not just a recruiting activity.

Executive search may or may not result in the hiring of a CEO. It's misleading for anyone to guarantee that a position will be filled as the inevitable conclusion of a search assignment. The search is to help the candidates and organization discover whether there is a potential fit between their capability and the need at this time.

## MEMBERSHIP

### Welcome New GOOD Network Members

Here are our newest members who joined us from June to August 2010!

- Rick Kennedy, Nemours
- Suzanne Ficquette, Cherry Lake Tree Farm



#### ***New Member Spotlight :***

**Josh Foster**, Project Leader – Special Projects, Liberty Mutual

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

My role focus is helping the organization improve performance by leading a variety of special projects. This includes leading project teams designing and building new departments to implementing new technology along with enhancing general operational performance. My most recent project was helping the organization create a long term IT strategy.



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

I am involved with a variety of business projects. The best part of my job is I get to focus on findings new and creative ways to improve how the organization operates everyday. In addition, because projects range from IT to training/development, this assortment of project topics keeps me challenged and always learning new things.

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

As with all major projects, changing behavior and managing the change process is a critical component of all the work I do. My goal is to ensure the best possible outcomes for both the employee and the organization. Sometimes this can be challenging, but that it was I like about my job.

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

Communication alignment is something that I believe is a key component of any successful intervention. In today's fast paced environment, being able to not only focus on the core goals of the project/intervention, but also being able to keep the entire organization up to speed on what is going on is critical. In my current project, I am partnering with our marketing department to help us put together an internal communication campaign designed to engage and motivate employees about the big changes coming in a way that is fun, exciting, and timely.

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

Having the opportunity to step out of my daily work space and be a part of a diverse and expert group that enables me to meet new people, build relationships, and expand my knowledge base is a great privilege.

## GOOD BOOK CLUB

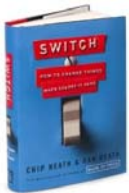
### Q4 Book Club Selection - “Switch: How to Change Things When Change is Hard” by Chip and Dan Heath



Join the GOOD Book Club on Monday, September 20, 2010 at 6 :30pm; Mimi's Café at Millennia Mall

#### **Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives?**

The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems--the rational mind and the emotional mind--that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort--but if it is overcome, change can come quickly.



In *Switch*, the Heaths show how everyday people--employees and managers, parents and nurses--have united both minds and, as a result, achieved dramatic results. Through these lively examples, the Heaths speak energetically and encouragingly on how to modify our behaviors and businesses. This clever discussion is an entertaining and educational must-read for executives and for ordinary citizens looking to get out of a rut.

#### **May 2010: “Checklist Manifesto” by Atul Gwande**

Atul Gwande's key message is that the volume/ complexity/dynamic nature of knowledge today has exceeded any individual's ability to manage it without possible error despite and, at times, in spite of advances in technology, more training and super-specialization of functions and responsibilities. While he demonstrates through multiple case studies that checklists produce results, there is resistance to their use because some believe they are “too advanced” subject matter experts (“Master of the Universe mentality”), their jobs are too complex to reduce to a checklist, and checklists are too rigid.

Gwande suggests that in a complex environment, experts are up against two serious difficulties - the fallibility of human memory when it comes to mundane, routine matters that are easily overlooked under the strain of more novel and/or critical events, and people can lull themselves into skipping steps even when they remember them - after all “certain steps don't always matter”, until the one day they do. The author makes a persuasive case in his book as to why you should develop and implement a process checklist for critical processes/decisions.

#### **July 2010: “How We Decide” by Jonah Lehrer**

Why should non-scientists be interested in neuroscience? "How We Decide" takes a social science + neuroscience approach to the topic of human decision-making. Jonah Lehrer relays social science anecdotes and breaks them down for the reader in terms of how different parts of the brain contribute to the decision-making process. It is filled with interesting examples from real world situations such as airplane near-disasters, poker playing, NFL quarterbacks and Parkinson's patients, and uses these examples to illustrate various parts of our “brain machinery”. The studies and stories used for illustration are told in an engaging manner, challenge assumptions, and leaves the reader with a desire to examine their own decisions and possibly open their minds to a new way of thinking about both their own and others' intentions.

Lehrer's overall conclusion -- There are many factors at work when facing a problem. The decision-making process is not necessarily a choice between logical thinking or gut reactions, but rather a careful blend of both the rational and emotional. A thought-provoking book (but, per his advice, don't think about it too much).

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## OD Article of Interest — Trends Impacting the Workplace in the Next Decade: Implications for the OD Profession and Practitioner

By Edwin Mouriño, Ph.D., GOOD Network Member

### PART ONE

There is a perfect storm brewing in the workplace particularly over the next decade. The following are just a few trends that have implications for organizations and in turn for the OD profession and practitioner.

#### ***Society is aging***

From a global perspective in the year 2000 only a small portion of the world's population had over 20% over the age of 60. By the year 2025 this will shift towards a larger portion of the world with only Latin America and Africa remaining in the younger category. In addition the magic number for the replacement rate as labor shortages continue to increase in the globe is 2.1. The U.S. stands at 2.0 with Mexico and India at 2.8 and China at 1.4. Ironically what is keeping America younger or competitive in the aging global environment is immigration. Bottom line the future workforce is already born, finite, and shifting.

#### ***The U.S. Changing Demographics***

The U.S. is demographically and dramatically changing. Just back in 2008, minority kids were outnumbering whites in 1 of 6 counties across the country. In some counties, minority kids were more than 50%. There are an estimated 45 million Hispanics in the U.S. (of which 12 million are estimated to be illegal) which makes the U.S. number 2 in the world with most Hispanics only after Mexico out of 22 Latin American countries. The average age of Hispanics in this country is 27 while for Anglos it is 40. This has created quite a stir depending on the perspective one takes regarding immigration and illegal immigration. In addition, there is the 1 to 8 ratio: for every Anglo that dies 1 is born; for every Hispanic that dies, 8 are born. Lastly, there is an increase in women becoming the bread winner in the family while increasing in leadership roles.

#### ***Four Generations in the Workplace***

Veterans (ages 61 and above) make up 5% of the workforce; the baby boomers (ages 43-61) are 45% of the workforce; the Gen X (ages 30-42) are an additional 40% of the workforce; and the last generation is Gen Y, Millennials, or the Net Generation (ages less than 29) who make up 10% of the workforce. Soon we may have a fifth generation that includes those born after 1997 known as Gen 2020. All of these generations come into the workplace with different perspectives, experiences, and expectations.

#### ***Technology's Impact***

Technology is continuing to increase its capability, to change, and to create greater connectivity in turn making Globalization that much more relevant. It took radio 38 years to reach 50 million users. TV only took 13 years, the internet 4 years, and the iPod 5.4 years to reach 100 million. In the early 1900s, the rich were in the automobile industry; today it is in IT. The dramatically changing pace of technology has given rise to the Knowledge Economy, the digital workplace, the use of mobile technology, a culture of connectivity, a larger virtual workforce and telecommuters, and social connections and learning.

#### ***Education***

We are falling behind globally in Science, Technology, Engineering, and Math at a time when technology is increasing in importance. The U.S. ranks 24 out of 40 countries in applying math concepts to real world problems; and we have only 15% of our undergraduates majoring in science and engineering compared to 38% in South Korea, 50% in China, and 67% in Singapore. Minorities lag further behind with less than 60% completing high school, 12% earning bachelors degrees, and 10% in graduate degree programs at a time when a college education is becoming more what a high school education use to be.

(Continued on page 6)

## ***Employee Engagement***

Engagement is front and center challenge in organizations with bottom line implications. It is estimated that 11% of employees are highly engaged, while 13% are not, and 76% are sitting on the fence. Quick fix layoffs continue to impact morale and the bottom. There continues to be the disconnect of management and the general employee population when 89% of managers believe employees leave for money reasons while only 12% really do. Presently, 80% of managers believe employees are glad to have a job while only 53% of employees really feel this way. There is, subsequently, an increase in employee engagement efforts.

## ***Leadership Development***

Studies continue to demonstrate that the main reason employees leave their organization is due to poor management and lack of leadership. Almost 80% of executives have cited the ability to develop leaders as one of the most important factors that will impact competitive advantage. In a recent study, 56% of organizations indicated that lack of leadership would impede organizational performance and 31% reported that the shortage of leaders will impact organizations in the next few years. Another bottom line implication is that organizations with top-tier leadership have up to 10% higher three-year total shareholder returns.

## ***Organizational Change***

In the midst of all of these trends, organizations are working to adapt, evolve, and reinvent themselves in order to position themselves to a more competitive posture. This results in organizational change increasing and speeding up simultaneously. The burning issue for organizations is that some research suggests that employees are usually productive a little over 60% of their work day. During organizational change, productivity can potentially drop to 15%.

All of this makes me think of an Einstein quote: "The significant problems we have cannot be solved at the same level of thinking with which we created them."

### **So the questions for the GOOD Network Community are:**

- What are the implications for organizations?
- How will the field of OD need to evolve, adapt, and change in order to enable organizational success and be considered a value-add entity?
- What will this mean for the OD Practitioners today and over the next decade?

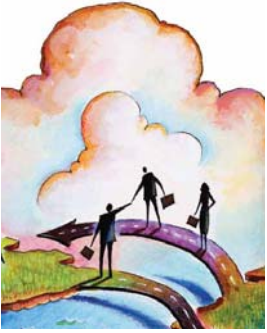
**Are you linked in? Join the GOOD Network LinkedIn group at [www.linkedin.com](http://www.linkedin.com) so you can continue this conversation on-line!**

## **PART TWO — continues in our October issue**

**We want to hear your ideas! Please sign on to the GOOD Network LinkedIn group where you can help answer these questions and further our discussion of these trends. Your answers and discussion will be highlighted in our next newsletter in Part Two of this article!**

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## COACHING CORNER

Welcome to the Coaching Corner — a new feature of the GOOD Network Newsletter. Coaching always ranks high in our interest surveys, so we are dedicating space for articles with a coaching focus. We hope our Coaches will contribute tips and best practices. Members interested in coaching can also post questions for our network Coaches to answer in each issue. Send your questions and coaching articles to: [info@goodnetwork.us](mailto:info@goodnetwork.us) to be included in our next issue!

### THE GROW Model for Coaching

By Carol Emmett, Certified Executive Coach, and GOOD Network Member

One of the most useful coaching models available to a coach is the GROW Model. The GROW Model is credited to Graham Alexander and Sir John Whitmore of the UK. It provides a framework both for individual coaching sessions and for the whole coaching process. The GROW acronym stands for Goal, Reality, Options, and Will.

The GROW model requires asking open-ended questions and listening to the responses. This encourages the person being coached to say what they are aiming for, where they are now, what they could do to move forward and what they will do.

*Establish the **Goal**:* What do you want to achieve?

Help define and agree on the goal or outcome to be achieved. Encourage coachee to identify a SMART goal. Use open-ended questions like:

How will you know that you have achieved that goal? What is the problem? What do you want to do about it?

*Examine Current **Reality**:* What is happening now?

Ask the coachee to describe their Current Reality. Ask questions that raise awareness of the situation. Useful coaching questions include:

Where are you now? What obstacles are in your way? What impact does this have on others? What have you done about it so far? What were the results?

*Explore the **Options**:* What could you do?

Encourage the coachee to explore many possible options and alternative courses of action. Use “what if” questions to explore the possibilities. Let the coachee do most of the talking. This stage might also trigger a revisit of earlier stages. If this happens, it provides the opportunity for the individual to examine fully all of the questions; they will be in a much better position to decide what they wish to do and commit to it.

Useful questions are:

What else could you do? What if that constraint were removed? What are the benefits and costs? What factors will you use to weigh up the options? What if you tried.....? (Offer your ideas only after they have exhausted their own ideas.)

*Establish the **Will**:* What will you do?

Encourage the coachee to make things happen. Ask questions to get them to commit to acting upon their preferred solution. Useful questions are:

So what will you do now and by when? What could stop you moving forward and how will you overcome it? Will this address your goal? What else will you do?

## **How We Practice OD at ..... Lockheed Martin Corporation**

**An Interview with Jerry Salsburg and Gina Romero, Strategic Change Consultants at LM, and GOOD Network Members**

*This is the first of a recurring column for our GOOD Network newsletter. Thanks to Jerry and Gina for sharing their 'slice of OD life' at Lockheed Martin Corporation. To share your 'slice of life', contact the Newsletter Editor, at [info@goodnetwork.org](mailto:info@goodnetwork.org).*

### ***How is OD positioned in your organization?***

OD is a function of the Talent and Organizational Capability department within our LM business unit. We consult to all sectors in the areas of Talent Management, Leadership Development, Coaching, process and team facilitation and Org Effectiveness.

### ***How is your role defined?***

Due to our small size, we wear multiple hats: Subject Matter Expert, Consultants, Program Managers and Facilitators. Frequently, we're wearing all of them at the same time!

### ***What kind of initiatives/projects do you work on or help to support?***

- Change management for large system implementations
- Facilitating strategic planning meetings
- Consulting on organization design
- For Mergers & Acquisitions, consulting to the overall process and playing the lead role for the cultural integration aspects
- Managing company Leadership Development for Execs, middle and first-line managers. This includes assessing development needs (based on business drivers); determining make-or-buy decisions for training, delivering or coordinating the delivery and then evaluating effectiveness.
- Launching and chartering teams
- Culture development and sustainment: facilitating focus groups, surveys, gap analysis, and then developing/executing solution sets to attain "aspired to" culture
- Leading the Talent Management process. This includes succession planning and talent identification, assessing capabilities against current and future business needs, facilitating executive talent mgmt discussions, working with HR business partners and leadership to support high-potential candidate development.
- Driving process improvement via Lean and Six Sigma Process activities

### ***What kinds of tasks or activities are you asked to do by your clients?***

- Team development
- Facilitating large and small groups
- Performance Coaching at all levels of the org, including exec coaching (we're internally certified)
- Providing a confidential sounding board
- Instructional design
- Career coaching/counseling
- Conflict resolution
- Consulting to the HR business partners in the areas of employee relations, performance management, culture and leadership

### ***What OD skill sets do you get to exercise, and what are you invited by the BUs to do?***

- Consultation





- Coaching
- Transition/change management
- Counseling
- Problem-solving
- Program management
- Presenting and public speaking at all levels of the organization
- Multi-tasking
- Communications—verbal/written/ Microsoft Suite (*lots* of PowerPoint)
- “Dancing in the moment”... being adaptable...knowing when flexibility in approach will best serve our clients
- Balancing research and application...having to design the “how” to best accomplish “whats”...knowing when you have enough data to move forward, or when more is needed
- Metrics/evaluation...to ensure you establish a cogent business case aligned with business drivers and to ensure your activity is achieving the desired results for the business
- Guiding change...setting the example and supporting others in their journey through change
- Need to exercise business acumen to understand the business you support, understand customer perspectives and know how our products & services provide customer solutions. Must know how the company makes money and have a bottom-line focus on results...all the while being a champion of culture
- Building trusting relationships so that your expertise is respected and sought after as a value-added asset
- Influencing stakeholders
- Adaptability/flexibility
- Supporting the success of others—being ok with not getting the credit for the success

### ***How receptive is your organization to initiatives driven from the area of OD?***

LM is receptive when it comes to leadership development. Where understanding of how OD can contribute to the business is low, then receptivity tends to be low. Those clients that do understand it are very receptive and champion it. OD is still a fairly new role in our business. There is still a lack of clarity in some areas as it relates to our skill-set, services provided and capability to support business success.

### ***What kind of an impact do you think OD work has on your organization?***

We believe we have a **high impact** increasing the organization’s agility, building the right culture, becoming an employer of choice, attracting and retaining the right talent. These are the high impact areas contributing to LM success. OD shapes, drives, and/or supports those areas, and if you are doing it really well, your *visible* contribution to customers’ success is hard to identify because you’re behind the scenes!

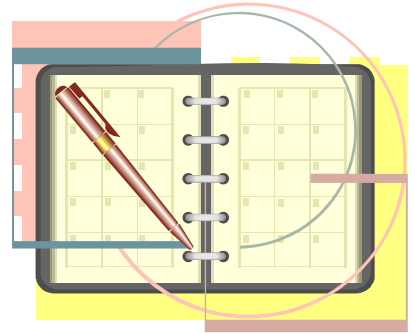
### ***What is the most exciting or most challenging project you have worked in your career with Lockheed Martin and why?***

*Gina:* Leading a Merger and Acquisition integration is both exciting and challenging. It is **exciting** because it is still a fairly new area for me, so I was able to utilize research skills. Getting the Culture Integration right was described as the “make-it-or-break-it” factor, so there was an organizational pull for my services. There was a clear beginning and success was easily defined. The project was very strategic in nature and allowed me to really learn the operations of the business, our customers and the market place. The **challenge** is to not get stuck in the research when I needed to start delivering. This was a huge effort for a few people to accomplish with very lean resources.

## UPCOMING GOOD NETWORK EVENTS

### Bi Monthly Meetings

Mark your calendars now to join us for the rest of 2010. All meetings run 8:30am-12:30pm and include a continental breakfast and networking time!



- **August 13th, 2010** - *Location:* Hilton Grand Vacations. *Topic:* Influencer—Simon Lia & Other Internal Org Partners as presenters.
- **October 8th, 2010** (Planned as partnership meeting with local HRPS Chapter—[www.hrps.org](http://www.hrps.org)) - *Topic/Speaker:* Robert Morgan (SHL President—Americas) - Assessments/Research. *Location:* Schenck Company
- **December 3rd, 2010** - *Location:* Seminole County Health Department



### GOOD Website Updates

We are continuing to make enhancements to our website, [www.goodnetwork.us](http://www.goodnetwork.us), to make it easier to use and increase the value to you as a member. A few new features that are now available include:

- ➔ Greater “searchability” of the “Downloads” page where you can find handouts and presentations from previous meetings. You can filter by Event Name/Date or Category to more quickly find the resources you are looking for.
- ➔ “Printability” of the Event Detail page. This will eliminate the need to generate a downloadable flyer as the page has now been optimized for printing!
- ➔ Clarification on the RSVP submission process on the Event Detail page. “Acceptances” and “declines” will be clearer and you’ll also have a way to include comments for the Leadership Team or speakers when you submit your RSVP.



Please let us know of any enhancements that you would recommend in the future for our site (send your thoughts to the V.P. of Communications, Kristin Chase).

## MENTORING — Program Updates

We have made some updates to our mentoring program in 2010 to make it more “self-service” and easy to manage for both mentors and mentees! The **four primary guidelines from the GOOD Network Leadership Team around mentoring** include:



1. **Short-term mentoring is okay!** There is no set time commitment that must be achieved as even small “bursts” of mentoring or just a few meetings can provide a mentee with value. The duration/frequency of meetings between mentors/mentees should be specified within the individual contract developed and signed by both parties.
2. **Mentors reserve the right to decline mentee requests** for mentoring and should only take on a **maximum of two mentees at any one time**. Mentors should provide some response (accept/decline) to initial requests from mentees (that include a Mentee Profile) within 5 business days.
3. Mentors and mentees should **develop a Mentoring Contract form** as part of their first meeting/ call.
4. At any time, a mentor/mentee pair **may agree to conclude** the mentoring relationship.

There are **four easy steps to creating a “mentor-mentee match-up”!** If you want to become involved as either a mentor or mentee, please see our website at [http://www.goodnetwork.us/index.php/site/mentoring\\_sig](http://www.goodnetwork.us/index.php/site/mentoring_sig) to download all of the forms mentioned below.

1. All GOOD Network Members who are currently willing to mentor have added their profiles to the website for review by potential mentees. Any interested **mentees should review the mentor profiles** to determine the best potential match based on their personal interests. **Mentors wishing to have their profile added to the site should download the Mentor Profile Form** and email it to the VP Mentorship for review/posting.
2. Interested **mentees must then complete a Mentee Profile Form and email it directly to the mentor (s) of their choice** (understanding that mentors may or may not be able to pursue the relationship). Mentees should “cc:” (carbon copy) the VP Mentorship when emailing their profiles to the mentor(s).
3. Once the mentor/mentee pair has come to agreement that a mentoring relationship would be mutually beneficial, they should meet to **develop a Mentoring Contract Form**. This form should be submitted to the VP Mentorship as record of the start of the relationship.
4. If the mentor/mentee pair decides to conclude their relationship at any time, they should notify the VP Mentorship via email. Mentee should **submit the Mentoring Program Evaluation Form** to the VP Mentorship.

GOOD Network Mentors are typically more senior/experienced members within our organization. Any member can be a mentee, but often mentees are junior members of our organization or those currently in school. Mentees usually seek professional development advice and greater expertise within their particular OD areas of interest. If you have any questions about the GOOD Network Mentoring Program, or would like to become a mentor and have your profile listed on our website, contact our V.P. of Mentorship Teri Yanovitch.



**Greater Orlando  
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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.

The **GOOD News** is a publication of the Greater Orlando OD Network and is published six times a year.

Editor: Carol Emmett

## CONFERENCES



### OD Network Conference 2010

*Recovery, Revitalization, Response: Exploring the Dynamics of Change*

<http://www.odnetwork.org/events/conferences/conf2010/index.php>

Between **now and August 15, 2010**, GOOD members can **save \$250** when you [register](#) for Conference 2010 at the Early Bird rate *and* use Discount Code **DSREGIO** to get an extra \$100 off.

#### New Orleans

New Orleans Marriott  
555 Canal Street  
New Orleans, Louisiana  
October 17-20, 2010  
Pre conference workshops Oct.15-16  
Post-conference workshops Oct. 20-21



### NTL Annual Meeting:

*Translating Today's Advances into the Applied Behavioral Sciences,*

August 27-29, 2010, Silver Spring, MD  
<http://www.ntl.org/>

### 2010 HR Florida Conference and Exposition

August 30-September 1st 2010 at Rosen Shingle Creek, Orlando, FL

<http://www.hrflorida.org/displaycommon.cfm?&subarticlenbr=177>



## LOCAL WORKSHOPS

- "Crucial Confrontations", September 20th & 21st 2010 — Contact Simon M. Lia at [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com) or call 407-397-4357 for information.
- "Crucial Conversations," October 25-26, 2010 — Contact Simon M. Lia at [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com) or call 407-397-4357 for information.
- "Influencer", August 24<sup>th</sup> & 25th, November 3rd & 4th 2010 — Contact Simon M. Lia at [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com) or call 407-397-4357 for information.
- Valencia Enterprises— 407-582-6688
  - DISC Trainer Certificate Program, Sep. 22, 2010
  - SHRM Certificate program, Aug. 23 - Nov. 29, 2010