



The GOOD News

Join us for our Bi-Monthly Meeting, Friday, August 12, 2011

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

Part 1: *Brain Health and Change: Cognitive Fitness*

Presenter: Michael Hoffmann MD, FCP(SA), FAAN, FAHA, Professor Neurology (UCF) Cognitive Neurology Consultant Roskamp Neurosciences Research Institute and Director of Stroke and Cognitive Neurology James Haley Veterans Hospital

Part 2: *Emotional Intelligence and Change: How to Manage Energy, Not Time*

Presenter: Bronwyn Hoffmann MA MST (Oxford)
Bronwyn Hoffmann & Associates, Tampa, Florida

RSVP: http://goodnetwork.us/index.php/events/detail/brain_health_and_emotional_intelligence/

Community service opportunity and pizza lunch immediately following the program — see page 4 for details!!

Volume 5 Issue 4

July-August 2011

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Program



Brain Health and Change: Cognitive Fitness

The old adage "use it or lose it" certainly applies to muscle strength, stamina, and overall physical wellbeing. Research now shows it also applies to brain function.

Geriatric specialists say the more you exercise the brain with new, complex and stimulating activities, the healthier your brain will be—better able to stave off memory problems and dementia. Maintaining cognitive fitness as you age may even provide some protection against degenerative diseases such as Alzheimer's.



One of the greatest boosters of cognitive reserve is lifetime education. Intellectual stimulation throughout life is now believed to build brain cells and improve connections between them. It appears that education acts as a buffer against normal cognitive declines associated with aging, as well as pathological changes. There are two ways to preserve mental function early on: maintain a healthy lifestyle and perform brain workouts.

The SFA recently developed a new brain fitness training program designed for exercise professionals. Brain Fitness for Older Adults teaches senior fitness instructors

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Join the GOOD Network LinkedIn group at



and personal trainers how to incorporate cognitive fitness into exercise programs, offering seniors the opportunity to boost both physical and mental fitness simultaneously.

"The 50s marked the beginning of our understanding of physical health and muscle conditioning...We are now learning more and more about the brain and what happens to the brain as we age. Right now, we know we can make a difference in cognitive abilities by putting our brains through different exercises and strengthening different areas.

Emotional Intelligence and Change: How to Manage Your Energy, Not Your Time



Emotional Intelligence is the core brain circuitry for the rapid and appropriate response to environmental as well as interpersonal challenges and change. In reality, human beings have evolved into emotional human beings for some very good, practical reasons. Emotions have immense practical value in helping us to be more flexible and adaptable, just as our work lives have come to require flexibility and adaptability in large proportions. How to access and manage our emotional energy is particularly important when speed of response to change determines success in the marketplace. We all know that time is a finite resource. Energy is a different story. The science of stamina has advanced to the point where individuals, teams, and whole organizations can, with some straightforward interventions, significantly increase their capacity to get things done. (HBR October 2007. Manage Your Energy, Not Your Time)

Learning Outcomes for both sessions:

- Learn how to become 'cognitively fit' when the demands of our changing world are placing even greater pressure on our resources
- Learn the top 12 Brain Rules
- Learn that emotional intelligence is a 'type of social intelligence that involves our ability to monitor one's own and other's emotions, to discriminate among them, and to use the information to guide one's thinking and actions' (John Mayer and Peter Salovey)
- Learn how to access our 'emotional intelligence' to become more collaborative, develop higher levels of influence with others and become more productive and effective as business leaders
- Learn how to use our emotions as a way to manage our energy, instead of managing our time
- Learn that emotional intelligence involves skills, skills that need to be practiced. It is an ongoing process

Speaker Bios

Michael Hoffmann MD, FCP(SA), FAAN, FAHA

Professor Michael Hoffmann MD, FCP(SA), FAHA, FAAN received his initial medical degree, MBBch, at the University of Witwatersrand Johannesburg, South Africa, followed by a neurological registrarship at the University of Natal, Durban, South Africa with subsequent subspecialty fellowship training in Stroke at Columbia University Neurological Institute and Presbyterian Medical Center, New York. Currently, he is working as Director of Cognitive Neurology and Stroke at the James A Haley VA Medical Center in Tampa, Florida, as well as Cognitive Neurology Consultant at the Roskamp Neurosciences Research Institute and affiliate Professor of Neurology with the University Central Florida. He is serving as an editorial member of several reputed journals and has authored over 200 research abstracts and manuscripts. He is a fellow of the American Academy of Neurology and American Heart Association Stroke Section. Combined with his neurological expertise, Dr Hoffmann is also a competitive triathlete, marathon runner and surfski paddler, which is why he is so active as a guest speaker in the corporate world on brain health, brain boosters and cognitive fitness.

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Bronwyn Hoffmann MA MST (Oxford)

Bronwyn Hoffmann of Bronwyn Hoffmann & Associates is based in Tampa, Florida providing global executive consulting and coaching services to the US, Africa, Europe and Asia. Bronwyn's primary expertise is in organizational behavior with specific emphasis on changing mindsets and emotional intelligence to develop high performance leaders and teams. Bronwyn Hoffmann studied in South Africa where she obtained her first Masters Degree and was then awarded several scholarships to attend Oxford University in the United Kingdom. Her second Masters Degree in Quantitative Method placed her in the top 10% graduating at Oxford University with distinctions. Thereafter, she joined Deloitte and Touche International Management Consultants where she gained extensive experience in leadership, strategy, organization restructuring and change management, in both the private and public sectors to gauge readiness for change. During this time she was on the faculty of the International Center for Management Development (ICMD) and was an associate director of Peter Laburn International (PLi) specializing in Strategic Change Management and Executive Leadership Development. She has strong affiliations with academic institutions such as Rollins College (Orlando) and the International Business and Management Center (UK achieving the highest rated instructor in the 25 year history of the IBMC). Drawing upon her wealth of experience and knowledge, Mrs. Hoffmann has designed, developed and facilitated tailored programs and workshops on an array of subjects including leadership, leading talent, change management, mentoring, emotional intelligence, strategy and team-building. Bronwyn Hoffmann is also the executive coach to leaders globally.

August Bi-Monthly Meeting Details and Directions

When: Friday, August 12, 2011, 8:30 AM to 12:30 pm

Where: Hilton Grand Vacations Corporate Office, 6355 MetroWest Blvd., Suite 180, Orlando, FL 32835

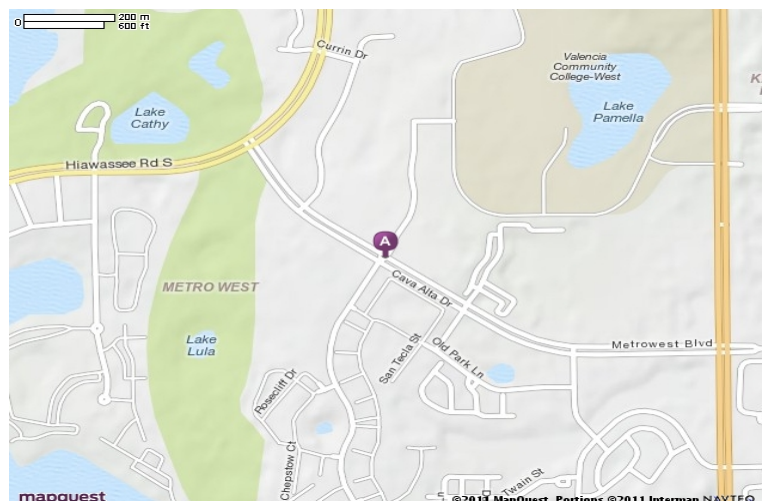
Directions from South Orlando: I-4 East to Kirkman Rd. Head N on Kirkman Rd. to MetroWest Blvd. Make a left onto MetroWest Blvd. We are located in a one-story red brick building on the right side of MetroWest Blvd just past the Wal-Mart and apartment entrances.

Directions from North or East Orlando: Take I-4 to 408 West and then exit on Kirkman Rd. Make a Left onto Kirkman Rd. Take Kirkman Rd. to MetroWest Blvd. Turn right onto MetroWest Blvd. Immediately after the Super Wal-Mart you will make a Right onto MetroWest Blvd. We are located in a one-story red brick building on the right side of MetroWest Blvd just past the Wal-Mart and apartment entrances.

Directions from West Orlando: Take 408 East to Hiwassee Rd. Make a right onto Hiwassee Rd. Make a left onto MetroWest Blvd. We are located in a one-story red brick building on the left side of MetroWest Blvd.



Click here to view larger version of map:
<http://mapq.st/q82DWX>



Community Service Opportunity — Pack a Pack for Needy Kids

Immediately following our August bi-monthly meeting

Remember how fun it was to get your new school supplies? **The GOOD Network is partnering with Children's Home Society of Florida** to deliver supplies to almost 1000 Central Florida kids who would otherwise go to school without. Choose how you'd like to get involved:

#1: Get your organization involved. Solicit donations of **new backpacks** and/or **school supplies** (listed below) from your colleagues, then scoop them up and cart them off to our August 12 GOOD meeting.

#2: Just hop in your car and come to the August 12 GOOD meeting. Bring supplies if you can, but either way, **plan to stay after the meeting for the "Packing of the Packs" and some pizza. We'll start packing around 12:15 pm.**

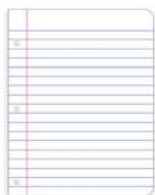
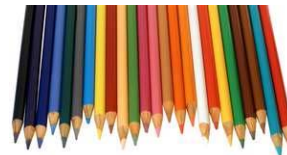


Do something nice for yourself: Make a child's first day of school great!

Questions? Call Linda Strobel, Manager for Leadership Development for Children's Home Society of Florida, at 321-397-0055.

Supplies Needed:

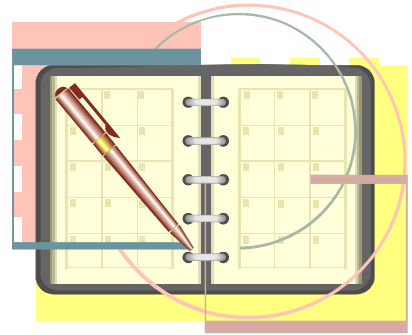
- Packages of #2 pencils
- Small boxes of colored pencils
- Packages of black or blue ball-point pens
- Spiral notebooks
- Calculators
- Yellow highlighters
- Packages of wide-ruled loose-leaf notebook paper
- Three-ring binders
- Packages of tabbed dividers for binders
- Packs of 3"x5" index cards
- Middle-schooler sized backpacks (Back-packs without themes or characters are best. No sense getting an innocent 6th grader beat up on their first day because he/she carried a Dora the Explorer book bag to school!)



UPCOMING GOOD NETWORK EVENTS

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

WWW.GOODNETWORK.US



August 12, 2011 — Bi-Monthly Meeting

All meetings run 8:30am-12:30pm and include a continental breakfast and networking time!
Community Service Project immediately following the meeting.

August 16, 2011 — 3rd Quarter GOOD Network Book Club Meeting, Panera Bread @ Millenia Mall

September 16, 2011 — Newsletter deadline for submission of articles. Send to: Newsletter@goodnetwork.us

October 14, 2011 — Bi-Monthly Meeting

December 9, 2011 — Bi-Monthly Meeting



Q3 2011 Book Club Selection

Place: Panera Bread at Millenia Mall Food Court (note the new meeting location)

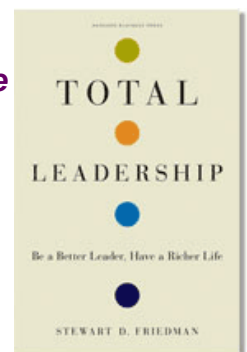
Date/Time: Tuesday, August 16, 2011 @ 6:00 PM

Reservations are required. RSVP for the Book Club Meeting at:

<http://goodnetwork.us/index.php/events/>

Join the Book Club for a review of *Total Leadership: Be a Better Leader, Have a Richer Life* by Stewart Friedman.

Friedman, a former academic and leadership consultant, presents "Total Leadership," his "four-way" win method that enables a leader to find mutual value at work, at home, in the community, and personally. He explains that his views are not work-life balance, which he considers a zero-sum game. Using exercises, stories, charts, and lists, the author describes Total Leadership as a program for becoming a leader who acts with authenticity by determining what is important, who acts with integrity by respecting all parts of his life, and who acts with creativity by experimenting to find new solutions. Claiming leadership can and must be learned, the author offers step-by-step instructions for using his principles to produce stronger business results while having a richer life and creating opportunities for others. Friedman offers thoughtful insight into important leadership qualities that will improve results while allowing for a fulfilling life for leaders and their followers.



OD Article of Interest: *Why Should I Build a Team?*

Dr. Mimi Hull, GOOD Network Member; www.hullonline.com

I am sure you have had moments when you thought to yourself, “*I really hate working in teams. I could get this done so much faster if I was able to do it on my own.*” Trust me, you are not alone.

However, what we have found, and the research concurs, is that if people learn to work together as a team, to maximize the full potential of the project, the outcome is typically greater than it would have been had any individual worked it alone. I’m not saying that an individual can’t do an excellent job. I am saying that when people put their brains together, use all of their resources, have shared goals, and shared expectations the project usually turns out better.



Why is this?

It is because of the synergy effect. We typically think that $1+1=2$. But when it comes to people, the equation changes. Typically, two people can carry out much bigger tasks than the sum of the tasks they perform individually. Because of the synergy effect teams are able to bounce ideas off of each other and the result is many more new and better solutions. Teams are also able to split up the tasks so that each person can concentrate on a specific portion of the project, work toward their strengths and perfect it.

How do I start to actively build my team?

Teams are valuable commodities to businesses but usually developing a true team does not come about naturally. People must work to build a team and often need help. There is a reason that sports teams have general managers and coaches. Business teams need leaders and facilitators.

Start by learning about each other! A true team works at building relationships and making emotional connections. Do you have to share your deepest darkest secrets? Of course not! Start by sharing simple things like how you decided to do what you do. Who influenced you? Why did it make a difference?

From there, consider doing a personality profile like the MBTI® or the DiSC®. We have found that doing a profile allows people to know that each person has strengths and opportunities for improvement and what may have been seen as conflicting styles become opportunities for teamwork. Another benefit of doing a profile is that it gives people the language to be able to articulate why they do what they do.

Get conflict out in the open. A good team has conflict...and they work to manage it. What are your hot buttons and what are the hot buttons of your teammates? What are your constructive responses to conflict? Do you have destructive ones? What do you use most often? These, too, can be identified and measured. The mindset of a productive team is that disagreement is normal and expected...and they work to handle it in productive ways!

To go from simply working on your own to “working together” to “being a team” takes time, training and effort. The good news is that it can happen and the time you take to slow down and invest in this process is more than made up in later efficiency, productivity and effective outcomes. And... in reality, as an organization, what really is important is not any single person’s individual performance but rather the final outcomes of the organization as a whole.



A Call for Articles! Contributors needed for The GOOD News future issues.

Send your submission to: Newsletter@goodnetwork.us

President's Message

By Simon Lia

Dear GOOD Network Members,

Happy August!

Shall we play a game? I'll give you the lyrics to a well known song and you have to guess what it is. As soon as you know the song, look away and keep singing as much as you can. OK? Here we go:

*"Here's the story of a lovely lady
Who was bringing up three lovely girls.
All of them had hair of gold, like their mother,
The youngest one in curls."*

So, did you get this one during the first line? Do you know the rest of the words for the Brady Bunch theme song?

Ready for another one?

*"Just sit right back
And you'll hear a tale
A tale of a fateful trip,
That started from this tropic port,
Aboard this tiny ship.
The mate was a mighty sailin' man,
The Skipper brave and sure,
Five passengers set sail that day,
For a three hour tour,
A three hour tour."*



Did you get this one in the first four words? How many of you know the entire song that told us Gilligan's Isle was beginning? I wonder if these songs bring back a lot of memories for you.

Do you know what these songs have in common, besides being the themes for two of the most well known American shows of our generation?

They were both written by Sherwood Schwartz who recently passed away at the age of 94. When I read the news of his passing, in truth I did not know his name; but I sure knew his shows and songs.

After his death a letter was discovered that he had written to be read at his funeral. It reads as a conversation between him and "a voice" at the Pearly Gates going over the accomplishments of his life: his parents, his wife, his kids, his grandkids and his professional achievements as a writer. At the end of this friendly exchange between him and "the voice" he is invited to ask the question that he must be eager to ask: "Am I going to Heaven or not?" At which point he acknowledges that indeed his original intent was to ask that exact question, yet due to the pleasant banter and reflection over the details of what his life was really like, he, "suddenly realized something when we talked. Heaven is where I have been since the day I was born."

WOW!



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How many of us could truly say that our lives are currently a reflection of what we want them to be? Are there gaps between what you want and what you have? Are there areas of your life, in some relationships, that lead to pain and cost for you, your family or those you care about? How about at work: are there results deficiencies that are so costly people have been laid off, or entire teams have not been able to experience raises or other immediately challenging outcomes?

As organizational development professionals, along with other leaders, it is our responsibility to be learning, thinking and acting so that we make appropriate desired change possible...even inevitable. So many are counting on us, not just to fill the time with interesting anecdotes and fun activities, but to truly bring about changes so that results and relationships can grow and soar.

Where does all this begin? I suggest all of our “outside abilities” begin inside us and inside our homes. What good is a professional life full of success if our personal life is consistently racked with pain, regret and hopelessness?

I challenge you, as I hope you will challenge me, to apply our body of knowledge to ourselves first, before we try to “fix” or “serve” the organizations we represent. Our theme this year is how to lead change, first with *and within* ourselves and then (and only then) for the organizations (private, public, community, non-profit, ecumenical, teams and volunteer groups) we serve. In August we will hear from the Hoffman’s, who will help us do some essential “internal” work, if we are ever to succeed with the external work, which makes up the landscapes of our lives.

“So this is the tale of our castaways, they’re here for a long, long time. They’ll have to make the best of things, it’s an uphill climb. The first mate and his Skipper too, will do their very best, to make the others comfortable in their tropic island nest.”

I hope we are all willing to do what it takes to make our personal and professional lives, like the heaven-on-earth we hope for, whether that be on a Gilligan’s Isle with a bunch of strangers or living and working with a Brady Bunch of our own!

Thanks for being part of the GOOD Network. See you soon.

Cheers,

Simon M. Lia

Memorable Leadership Quotations

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”
George S. Patton, Jr.

“The factor that empowers the workforce and ultimately determines which organizations succeed or fail is the leadership of those organizations.”
Warren Bennis

“The wicked leader is he who the people despise. The good leader is he who the people revere. The great leader is he who the people say, ‘we did it ourselves’.”
Lao Tsu

MEMBERSHIP

Please welcome these new or returning members:

Carol Cimino	Robert Rogers
Kathy Edwards	Kamaria Scott
Bill Fowler	Robert Smither

New Member Spotlight — **Michelle Lauren**



Development Consultant for Elegance Planning; a boutique-style consulting firm specializing in providing strategic (OD) counsel to non-profit businesses. Michelle is new member who joined the GOOD Network at the end of last year and volunteered right away for the Leadership Team. She is our Membership Chair.



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

Strategic Planning, Organizational Structure and Design and Leadership Development

What do you love most about what you do?

I really get excited about coaching people to achieve their highest potential. I also enjoy the origins of structure and design, of creating an organization's infrastructure from scratch.

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

Oh where shall I begin ...how about multigenerational cultural immersion ... what is that you say? It is when you have Gen X, Gen Y, and Baby Boomers all working together cohesively. It's not an easy task when worldviews are so diverse and work ethics and personal values differ so greatly.

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

Thought leadership! I believe it's very critical to OD. It's basically third way thinking; doing things in ways that have never been done before.

What do you find most valuable about the GOOD Network?

The best practice sharing, guest presenters, and meeting other professionals in the field are most valuable.

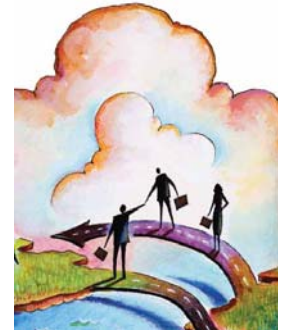
Anything else your colleagues would find interesting to know about you?

I just moved here from Chicago in September, 2010. I am a new member and a new Leadership Team member with GOOD. I have a knack for creating and developing relationships; I would say being Membership Chair is a right fit for me. Come by and introduce yourself to me at one of our next meetings!

COACHING CORNER

Elements of a Good "Elevator Pitch" -- Pat Brown

So, you get into an elevator and the only person in it is the very person with whom you've been wanting to share a business issue, but didn't know how to get time on her calendar. Or, you are assigned randomly to play in a golf foursome with two of the three key people that need to hear a key message. Or you're seated next to someone who can provide you contacts for a job you have been coveting.



What do you say?

And how do you say it?

In order to come across effectively in a situation like those described above, you need to prepare for the moment. And that means having an understanding of your subject matter in a manner thorough enough to allow you to generate interest and share critical points in a very limited amount of time. You may have one, two, or three points to deliver. It is critical that you have a mental outline and are crisp in your delivery of the information necessary to make your points and generate further interest.

Several factors can affect what you specifically say: The time you have with the other person could be quite limited on an elevator or a chance meeting in a hallway or at a lunch counter, but much more time might be available on an airplane, for instance. So you need a version that is succinct yet potentially expandable. You may need to tailor your message based on the person you are talking to. The other person's interest level, knowledge level, and general familiarity with you and your subject matter can impact how you position your message for optimal effect.

You want to avoid the perception of going over someone's head if the person you are speaking to is higher in the chain of command than where you would normally go with your message. Be sensitive to the "end run" perception around others. That doesn't mean you shouldn't take advantage of this opportunity when it is presented to you, however.



Always have one. You may never get the precise opportunity to use it, but you never know. And organizing your thoughts around a critical need of yours may help you in other ways. You may find yourself using a version of your "pitch" on friends and colleagues. And one of them might be able to help you!

An **elevator pitch** (or elevator statement) is a short summary used to quickly and simply define a product, service, or organization and its [value proposition](#). The name "elevator pitch" reflects the idea that it should be possible to deliver the summary in the time span of an elevator ride, or approximately thirty seconds to two minutes.

From Wikipedia, the free encyclopedia http://en.wikipedia.org/wiki/Elevator_pitch

Tools for the OD Toolbox

Our theme for the year is *Leading Change*. In this issue, we highlight the William Bridges model for Managing Transition.

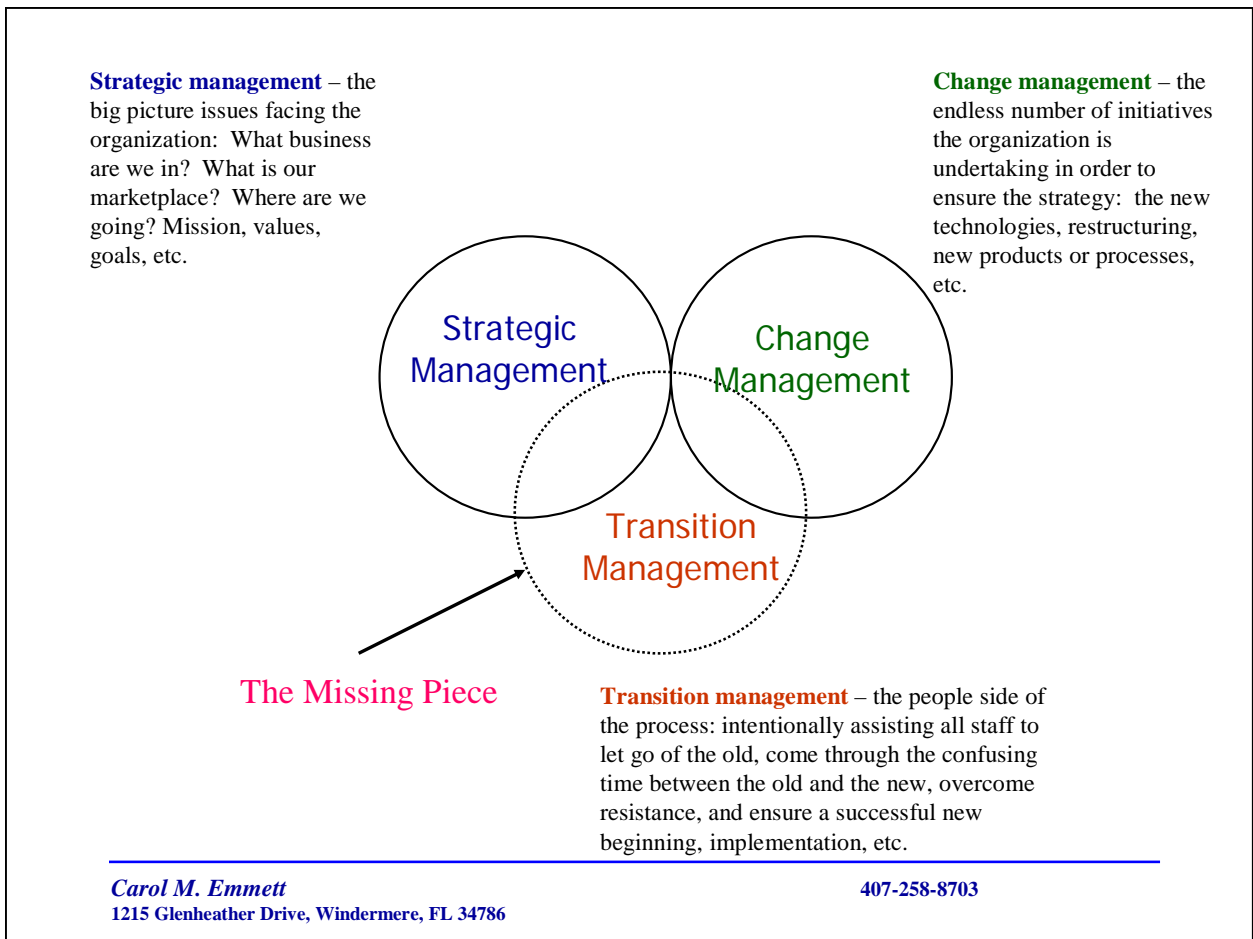
Carol Emmett, GOOD News Editor, is a certified consultant in Bridges "Leading Organizational Transition."



"It isn't the changes that do you in, it's the transitions. Change is situational, transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal." -- William Bridges

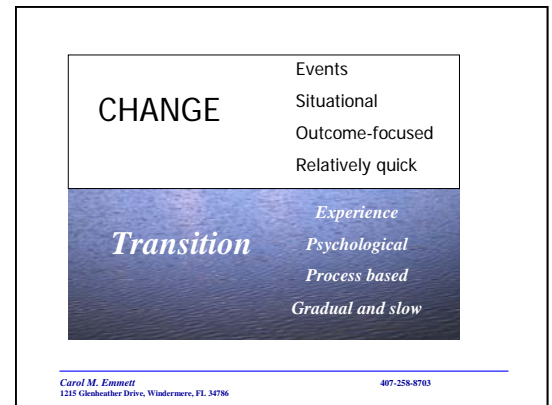
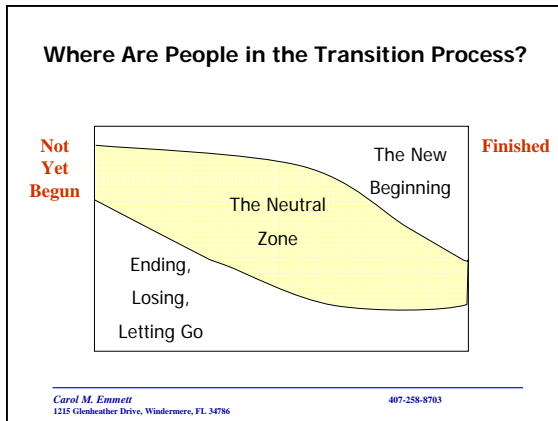
The William Bridges' change model contributes significantly to the practice of managing change by identifying three phases of transition. **Endings** is the concept of embracing the grieving process that goes with letting go of former beliefs, practices, ownership and relationships. The remaining two stages, the **Neutral Zone** and **New Beginnings**, resonate with many leaders who know how difficult it is for change to progress smoothly. Feelings and behaviors associated with denial and resistance are common, especially if those affected by the change feel they had no choice or opportunity for participation in the change. All of us go through these stages, and some of us may move through them quickly. Others move very slowly, and a few will not make the transition at all.

Change vs. Transition



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When we are talking about change, we are talking about some external situation. The change simply happens (e.g., a new process is introduced, a team gets a new leader, business goals are redirected and deliverables must change). However, what causes a need for “change management” is people’s internal reactions to the change. **Our emotional and psychological transition takes time.**



The strategies for each stage in the Bridges model focus on how to transition people because unless transition occurs, the change will not take root.

Endings

A transition begins with letting go of something — with an ending where one decides to leave the old situation behind. People will experience many emotions at the sense of loss. They experience not only loss of the situation — but loss of their sense of identity in relation to the situation. Endings may be the most emotional part of the transition model’s stages.

The Endings’ strategies emphasize responding to and allowing the emotions of people experiencing the change. Emotions run strong during the Endings stage because people are going through stages of grief. They can experience uncertainty, denial, confusion, frustration, and reservation about the change. Just as with a great loss, people need to process their grief at the loss of the past, their own sense of identity as it existed under the old system, and their fear of being unable to perform in a new situation.

Strategies to Help People Through the Endings Stage

- Identify who is likely to lose what with the change
- Clarify why ending is necessary
- Define clearly what is ending and what isn't
- Mark the ending
- Allow for resistance and grieving over the loss in a variety of ways with differing timelines
- Acknowledge emotions openly and sympathetically
- Explain what to expect
- Find ways to honor (not denigrate) the past
- Allow people to take a piece of the past with them.

Neutral Zone

The Neutral Zone stage can be a time of confusion and also one of creativity. Neither the old ways nor the new ways are working. People are caught between the demands of conflicting expectations. And leaders are often impatient for the change to take hold. As people pick up the new way, they’ll also bring their innovation

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to implement and enhance the new ways. They begin to show commitment to and ownership in making the change happen. They may also challenge how it is being done or express skepticism of the new way. Emotions at the Neutral Zone include: innovation, anxiety, creativity, and skepticism.

Strategies to Help People Through the Neutral Zone Stage

- Acknowledge and normalize discomfort
- Recognize that others may not be as understanding/ enthusiastic about the new beginning as you
- Avoid giving “pep talks” before people are ready for them
- If possible, protect staff from further changes or cluster the changes in a meaningful way
- If needed, create temporary roles, reporting relationships, and organizational structures
- Identify resources to help navigate this stage, such as facilitated meetings or special training programs
- Encourage employee involvement, creative thinking, and discussion
- Meet frequently to give feedback and to listen to concerns and expectations
- Provide an environment for staff to experiment and take risks, without fear of punishment for failures.

New Beginning

In the New Beginning stage, the change or new situation is accepted. People are building their skills and seeing success at the change. They are feeling confident, and you want to reinforce that. What you may observe at this stage: commitment, high energy, learning, sense of accomplishment.

Strategies to Help People Experiencing the New Beginning Stage

- Use the 4 Ps
 - ◊ Purpose — explain why (purpose behind the outcomes you seek)
 - ◊ Picture — paint a picture/ share a vision of how it will look and feel
 - ◊ Plan — lay out a detailed, step-by-step plan
 - ◊ Part — give people a part to play in the transition and the new beginning
- Create ways to involve staff in creating strategies and action plans for each of the three phases of the transition process
- Involve people in setting goals for their work
- Design opportunities for quick successes
- Provide individual and team training in new values, behaviors, and skills
- Work with staff to identify the part they will play in the new system, once the change has taken effect
- Ensure that policies, procedures, and priorities are consistent with the new beginning that is being created
- Ensure you are effectively modeling the new attitudes and behaviors being asked of others
- Recognize staff for their contributions and quick wins in the new ways of doing business
- Celebrate change and publicly acknowledge teams and individuals.

Sources: Adapted from William Bridges, *Managing Transitions* and Certified Facilitator Guides for *Leading Organizational Transitions*

Additional free resources from William Bridges website:

http://wmbridges.com/articles/article-way_through.html

http://wmbridges.com/articles/article-three_questions.html

<http://wmbridges.com/pdf/getting-thru-wilderness-2006-v2.pdf>



Bi-monthly Meeting Recap — June, 2011 Meeting

GOOD Network Annual Best Practices Session with Network Members: Gary Owens, Matt Hallett, Pat Brown, Jerry Salsburg, and Kent Linder

The Annual Best Practice bi-monthly meeting is a membership favorite and features best practice sharing by our own talented members! This year was no exception with several great presentations.

Gary Owens reviewed a model that he has used, called the **Group Development Questionnaire (GDQ)**. It is a statistically valid way of measuring group members' perceptions of the energy the group spends on various tasks that affect its overall productivity. All group members fill out the questionnaire at the same time. A snapshot is developed of the group's effectiveness, pinpointing subgroups that are less effective and diagnosing specific issues to be addressed to improve the overall group productivity. Gary and others who run the model lead and frame things when working with the group, but the actual group defines the specifics on how to improve overall group productivity.



Matt Hallett shared some ideas on attaining **Peak Performance**. He is working on his Masters Thesis at UCF on the topic. He explored what you need to get there (enablers) and some factors that can get in your way (inhibitors) of achieving it. He had us do an exercise in which we discussed at our tables how we would address a specific situation in which some sales executives were inconsistently performing on their sales calls.

Pat Brown, in a session entitled **Leading Change**, shared some steps to be taken to lead an organization through a significant change. He reviewed the key steps for developing and implementing effective organizational change, including having a vision, understanding the need for the change, identifying any behaviors that need to change, communicating the need for change, enlisting a guiding coalition to help you implement the change, communicating constantly what is needed, making sure it's aligned with business goals, values, and reward systems, and testing these steps along the way with your guiding coalition.

Jerry Salsburg explored a concept on **The Intentional Leader**. He took us through an interesting intellectual exercise by getting us to agree that as leaders, we had a limited amount of time to spend with our employees. He posed this question: "Which group should you spend the most time with — your *highly engaged* employees, those who are *potentially highly engaged*, those *neither engaged nor disengaged*, those who are *potentially highly disengaged*, or those who are *already highly disengaged*?" Jerry also discussed "Leadership in the Moment," using videos to display how following one's heart with no preconceived plan often is more effective than any other method in delivering impactful moments.

Kent Linder took us through an actual successful OD intervention that he was involved with, entitled **The AAP Case Study**. This was an international case involving many different cultures. Kent shared with us many of the techniques used throughout the study. The STP (Situation, Targets, Proposal) process is a way to find out where we are, where we need to be, and how we get from here to there. He invited table groups to do a Force Field analysis, identifying helping and hindering forces based on all the key items listed as factors in the case.

The facility provided at Goodwill Industries was comfortable. The hospitality extended to a tour of the entire building that several of us went on after our meeting. It is astounding the number of activities that Goodwill is involved with. A terrific organization, indeed!

(Continued on next page)

Special thanks to Goodwill Industries for providing meeting space for the June, 2011 Bi-Monthly Meeting. In the photo at the right are several of our members who showed their appreciation for the hospitality by bring donations.



Don't miss out on our bi-monthly meetings!
 Calendar these remaining 2011 meeting dates:

Friday, August 12, 2011
Friday, October 14, 2011
Friday, December 9, 2011



Quotable Quotes on Change

"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up."

James Belasco and Ralph Stayer, *Flight of the Buffalo*

"There is a certain relief in change, even though it be from bad to worse; as I have found in traveling in a stagecoach, that it often a comfort to shift one's position and be bruised in a new place."

Washington Irving, *Tales of a Traveler* (1824)

"After living with their dysfunctional behavior for so many years (a sunk cost if ever there was one), people become invested in defending their dysfunctions rather than changing them."

— Marshall Goldsmith, *Mojo*



**Greater Orlando
Organizational
Development Network**
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WE'RE ON THE WEB
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 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

Local Workshops

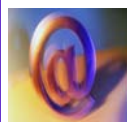
- **August 2, 2011**, "The Power of Self Leadership", Doubletree Hotel in Orlando, 9am to Noon, by Alchemy for Leaders, 407-388-8440 or brian@alchemyforleaders.com
- **August 9, 2011**, "The Leader as Coach", Doubletree Hotel in Orlando, 9am to Noon, by Alchemy for Leaders, 407-388-8440 or brian@alchemyforleaders.com
- **August 22—November 3, 2011**, "Human Resource Certificate Program", Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252
- **August 31– Sept 1, 2011**, "Influencer: The Power to Change Anything", Contact: slia@gemsconsultinginc.com , 407-397-4357

Conferences — Future Dates

2011 NTL Annual Conference and Meeting —
"Diversity, Inclusion and Social Justice... The Dream, The Research, The Practice," August 25, 2011 - August 28, 2011,
 Marriott San Mateo San Francisco Airport. [http://www.cvent.com/
 events/2011-ntl-annual-member-meeting-and-conference/event-summary-
 399d14ce3f5045d696f64e55d94aa32e.aspx](http://www.cvent.com/events/2011-ntl-annual-member-meeting-and-conference/event-summary-399d14ce3f5045d696f64e55d94aa32e.aspx)



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



Send all Program and Conference announcements that would be of interest to GOOD Network members to: NEWSLETTER@goodnetwork.us