



The GOOD News

Leveraging Marginality: A Burst of Creativity from GOOD Members

By Katherine Farquhar, Ph.D. (GOOD Feb 2008 Speaker)

Which of these four analogies would *you* choose to describe the relationship between OD consultants and their clients? Are we:

- a) Lens : Eye
- b) Architect : Home Buyer
- c) Sand : Oyster
- d) Bumble Bee : Flower

Put this another way. Which of the following services does the OD field best provide: focus, expert design, productive irritant, cross-pollination?

These creative metaphors earned the most votes among dozens that were suggested by the 60+ GOOD members and guests who attended the "Raise the Level of your OD Practice: Leveraging Marginality" at Valencia Enterprises on February 8th. The workshop explored how understanding the "marginal" role of the OD consultant can be a necessary source of strength and perspective in the consulting relationship.

At the start of the workshop, GOOD members became better acquainted as they talked at table groupings about their personal experiences with being "marginalized" and the reactions they had in those circumstances. Some very powerful stories came to the fore – reminding us of the emotional dynamics operating when we are marginalized.

Now, imagine that your needs for inclusion, belonging, membership are "nicked" at points during a consulting project – perhaps as a client's decision makes you uncomfortable or a project team rejects your feedback. Can you see when earlier negative experiences with being "marginal" might cloud the viewfinder or intrude upon your "use of self" in the consulting relationship? Do remnants of those ancient feelings transfer into the present situation?

(Continued on page 4)



Although I am not currently in a "client-consultant" relationship, the information offered a new level of awareness and insight. It broadened my thinking. Also, the information can be applied to numerous other scenarios as well.

- Survey feedback from GOOD member on the February Meeting

Volume 2 Issue 2

Mar/Apr 2008

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OD Article of Interest—OD Is Major “Support Beam” of HR Structure

By Charlotte Anderson, Member of SHRM’s Organizational Development Special Expertise Panel

Each of HR’s functions provides a slightly different value to the overall integration of an organization’s business objectives. It’s true that some of the functions (staffing, compensation, benefits and health, safety and security) are more visible than the organizational development (OD) function. But OD can be considered a framework for other HR functions (i.e., giving them a context and goals), as well as the process by which to achieve them. Organizational and employee development (OED) strategies or interventions address the following organizational issues and needs:

- Talent management
- Organizational effectiveness
- Organizational structure and job design
- Performance and productivity
- Organizational learning and change management

The key function, or goal, of organizational development professionals is to *ensure the alignment of daily operations with strategic objectives*. Let’s look at an example of each of the five types of OED support functions:



Talent management

The OED function supports a company’s staffing, compensation and benefits strategies by establishing and supporting the design of the organizational structure (i.e., functional, divisional or matrix, plus reporting structures and spans of control), by conducting the job analyses to create job descriptions and job specifications, and by setting the standards and metrics to measure a candidate’s suitability.

Organizational effectiveness

The degree of work process effectiveness and efficiency a company can achieve is directly related to the ability to put the right people in the right jobs, to design jobs properly, and to make the proper tools and equipment available for employees to use to perform the jobs successfully. In addition, corporate OED professionals must assist management in conveying the performance standards to workers and in applying metrics to measure that performance. Data collection processes intended to identify deficiencies in performance quality, operational efficiencies and internal/external customer satisfaction are performed using OED methods, and problems are then remedied through targeted interventions.

Organizational structure and job design

Assisting managers and business leaders in defining performance standards and then in educating supervisors about how to communicate those standards and expectations clearly to employees is a key OED function. It requires not only the relationship-building component of employee relations, but also the operational function of promoting and hosting performance feedback sessions regularly, including formal and informal succession planning initiatives. In cases where business goals require interdisciplinary or cross-functional teams to meet tactical objectives, the OED function is charged with helping to create the necessary team structures and functions.

Performance and productivity

Often the only factor differentiating one business from another is how customers feel about their experiences with those companies. Ongoing process and performance improvement programs, the result of internal and external data collection and analysis, require nimble interventions. OED can assist with the creation of flexible work schedules, on-demand staffing alternatives and employee focus group think tanks.

Organization learning and change management

Knowledge management, or the process of identifying the organization’s knowledge base, then working to harvest, archive, retrieve and share it, is a key function of OED professionals, as is the oversight of change and transition management processes. Because of its naturally integrated nature, the OED function is in the perfect position to spot learning moments and to assist leaders in creating learning opportunities.

Welcome New GOOD Network Members

Here are our newest members who joined us for 2008!



Melissa	Adamson	Indian River Medical Center	Tomas	Morell	Integrated Wellness
Chris	Allen	SimTraining Solutions	Molly	Myers	UCF
Eileen	Ballard	ORHS	Allen	Naugle	UCF-Continuing Education
Michelle	Bollinger	Indian River Medical Center	Sommer	Pardue	Starwood Resorts
Sandra	Green	ORHS	Leilani	Poland	The Resource Connection
Abhishek	Gujar	ORHS	Michael	Pollard	BusinessWorks, Inc.
Farnaz	Hedayati		John	Reneski	Walt Disney World
Faye	Hobbs	Transformational Learning	Lisa	Richardson	ORHS
Barbara	Horne	Indian River Medical Center	Jeralyn	Rittenhouse	Human Performance Center
Donna	Hughes	Indian River Medical Center	Virginia	Rizzo	
Daisy	Kelly	Planned Parenthood	Sherry	Rogers	Seminole County HD
Randy	King	Indian River Medical Center	Gina	Romero	Lockheed Martin
Karen	LeMonnier	Valencia	Maria	Spitale	Starwood Resorts
Michael	Luttkus	Home Shopping Network	Patricia	Wallace	
Jane	Markheim		John M.	Ward	BusinessWorks, Inc.
Caroline	McKenna		Shauna	Zielinski	Faro

This Month's Member Spotlight

Heather Turbedsky, Leadership & Employee Development, Express Scripts



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

In my current role, my primary area of expertise is leadership development. This includes the design and implementation of leadership development programs to develop the current and future leadership pipeline and help sustain a high performance culture.

What do you love most about what you do?

I love facilitating developmental and team building sessions that help individuals and groups achieve higher levels of awareness and performance.

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

I'm fascinated by most, if not all, OD topics! If I had to choose one it would be talent management including the design, development and implementation of a talent management process with systems for identifying, selecting, developing, and retaining "Hi Pot" employees.

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

A consultant in the field taught me a *sustainability planning process* that has been extremely impactful for driving sustainable change after delivering leadership development interventions. The compression exercise is designed to answer the following five questions:

- What tools, tips and techniques can be *immediately* used?
- What tools, tips, and techniques can we use but *require planning*?
- How will we implement the tools, tips, techniques that can be immediately used vs. ones that require planning?
- If you were given the perfect scenario, what support from your manager will you need?
- What are the barriers or challenges for using and implementing the tools, tips, and techniques?

What do you find most valuable about the GOOD Network?

The members! GOOD Network members are extremely knowledgeable and open to sharing their experiences. I have left every meeting re-energized and with new tools that help me bring more value to my clients.

Dear OD

*Dear OD,
I'm just getting started in my OD career. How can GOOD help me along?*

*Sincerely,
Nelly Newbie*

*Dear Nelly,
Here are some of the Network's best opportunities for more junior OD practitioners to gain ideas and experience...*

- *Mentoring roundtable sessions held after bi-monthly meetings*
- *Work with Barbara Yoli or Patricia Wallace to obtain a mentor*
- *Come early to our meetings to take advantage of networking*
- *Do lunch with a more experienced practitioner after a meeting*
- *Review the "Meeting Materials" section of our site and log into the Member Forum for all meeting handouts/presentations*
- *Just ask questions! We are a very open group and are always willing to share!*

Sincerely, Kristin Chase, VP Communications, GOOD Network

Have a tough problem that you would like to submit? Please send your questions to chris.allen@simtrainingsolutions.net and we will try to get you an answer from one of your peers.

(Article from continued from page 1)

At this thoughtful moment the GOOD members brainstormed analogies (above). This exercise was a way to think creatively about the client-consultant relationship. For example, isn't it interesting that in each case, the OD consultant is an independent element or agent? The autonomy from or within the client system should be a source of strength for the OD consultant – not an experience of weakness or vulnerability.

Thus, the groups worked on a new task: finding the strengths and potential for OD from a set of common synonyms for "marginal." Typical synonyms include words like: borderline, insignificant, low, and minimal. Such words hardly characterize how we generally view our chosen profession!

Leaning into these round-table discussions, the GOOD members powerfully reframed the rather dismal perspective on the marginal role with examples like these:

- Borderline ► locus of change; see both sides
- Insignificant ► ability to fly below the radar; non-threatening "light switch"
- Low ► low dependence; low maintenance; grounded
- Minimal ► simple; focused; uncluttered; less invasive

To demonstrate the power of this reframing, the GOOD members presented skits that illustrated marginality in action – and showcased a remarkable sense of humor (not to be undervalued as an OD practitioner asset!).

Working with GOOD was a great experience. Seeing such creativity, energy, enthusiasm and inclusiveness (in a workshop on "marginality," for goodness sake) -- was a joyful celebration of the gifts that OD practitioners bring to their work.

Courtesy of
Katherine Farquhar, Ph.D.
Director, AU/NTL MSOD Program
American University, Washington DC

Beyond GOOD! Job Postings

OD Specialist - HSN	0	4	chasek	2008/03/21 04:42 by chasek	➔
OD Manager, Walt Disney World	0	13	chasek	2008/03/15 22:25 by chasek	➔
Talent Mgmt Consultant - Upper Midwest	0	2	chasek	2008/03/11 19:35 by chasek	➔
L&D Evaluation Manager, Disney	0	1	chasek	2008/02/16 18:18 by chasek	➔
Manager, OD, FARO Technologies	0	1	chasek	2008/02/16 18:14 by chasek	➔
OD Consultant - UCF	0	21	mmoniz	2008/01/31 21:23 by mmoniz	➔
OD Consultant - Savannah, GA	0	4	chasek	2008/01/30 04:27 by chasek	➔
Leadership & OE Consultant Positions - Chicago	0	5	chasek	2008/01/30 04:25 by chasek	➔
HR Mgmt Positions - Las Vegas & Idaho	0	4	chasek	2008/01/29 04:28 by chasek	➔

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



This is an extract of only the most recent postings. For more listings please see our website www.goodnetwork.us.

Personal Development Opportunities

The Facilitative Coach Workshop (From Roger Schwarz)

We're excited to offer our coaching workshop on **May 6th - 8th, 2008 in Chapel Hill, NC.**

This workshop is drawn directly from **our upcoming coaching toolkit by Dale Schwarz and Anne Davidson, to be published by Jossey-Bass.** In addition to applying the Skilled Facilitator approach to coaching, **the workshop integrates powerful coaching interventions that move beyond standard "talk" methods of coaching** – interventions that can move coaching clients ahead further and faster **and create lasting change.** **If you want to dramatically increase the results you get in your coaching work** (whether you're a coach, a manager, or play other roles), I suggest you visit the link below **to learn more.**

The Skilled Facilitator Intensive Workshop (From Roger Schwarz)

This is the workshop that we are best known for; almost every time we host it, the workshop is fills up well in advance of the actual dates. Last year we experimented with **Austin, Texas** as a venue; it was such a success that we've decided to return there on **June 2nd - 6th, 2008.** I personally lead this workshop along with three colleagues. If you attend, you can expect five intensive days of learning and development that will leave you with the ability to foster business results and relationships at a level you might not have thought possible. Professional change agents with a great deal of experience routinely tell us that this is the most valuable workshop they've ever attended.

Visit this link to learn more!

<http://www.schwarzassociates.com/facilitator/12/The-Skilled-Facilitator-Workshops/>

Best Regards,
Roger Schwarz
President
Roger Schwarz & Associates

“Constantly talking isn't necessarily communicating.”

-Jim Carrey as Joel Barish in “Eternal Sunshine of the Spotlight Mind”



**Greater Orlando
Organizational
Development Network**
E-mail:
info@goodnetwork.us

WE'RE ON THE NET!

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

THANK YOU TO CARRIE WILHITE, PAM BARRY & NINA ALEXA FOR ARRANGING THE SAK COMEDY LAB SOCIAL/NETWORKING EVENT ON MARCH 29th! WE HAD ALMOST 30 ATTENDEES WHO LAUGHED THE NIGHT AWAY!



Bi Monthly Meetings:

- **An Introduction to Gestalt: My Journey of Self Awareness**
Presenter: Harold Hill, MBA
Location: Universal Orlando
Date/Time: Friday, February 11th, 2008, 8:30am-12:30pm
- **Best Practices Sharing Session**
Location: Hilton Grand Vacations
Time: Friday, June 13th 2008, 8:30am-12:30pm

Book Club:

- **Authentic Leadership**
Suggested reading: "True North"
Time: Thursday, May 15th, 2008 6:30pm
Location: Bear Rock Café (near the Millenia Mall)
(Contact pambarry@msn.com for more info)

Other Upcoming Events

Visit "[Weblinks of Interest/2008 OD Conferences & Events](#)" on our website for more!

[Conference Board - 120 Different Events & Conferences](#)

120 different events/conferences throughout the year hosted by the Conference Board. Most are in NYC, CA, or Chicago.

[The Lean Culture Forum](#)

May 13-15, 2008, Charlotte, NC

[Human Resource Planning Society \(HRPS\) Annual Conference](#)

April 13-16, 2008 Huntington Beach, CA

[SHRM Conference Home Page](#)

Check out this site for a comprehensive list of all conferences sponsored by SHRM in 2008.

[Annual Conference of the American Society for Training and Development](#)

June 1-4, 2008 San Diego, CA

[Linkage, Inc's 10th Annual "Best of Organizational Development" Summit & More Events](#)

May 13-15, 2008 Chicago, IL

[Annual Conference of the Society for Industrial and Organizational Psychology \(SIOP\)](#)

April 10-12, 2008 San Francisco, CA

[38th Annual Information Exchange on "What is New in Organization Development and Human Resource Development."](#)

May 11-16, 2008 Mobile, Alabama

[OD Network Annual Conference](#)

Oct 19-22, 2008 Austin, TX

[Annual IOOB Graduate Student Conference](#)

March 14-16, 2008 Denver, CO

[Annual Conference of the Southeastern Psychological Association](#)

March 6-9, Charlotte, NC

[Annual Conference of the Society of Psychologists in Management \(SPIM\)](#)

February 28-March 1, 2008 San Antonio, TX

[Annual Conference of the International Performance Improvement Society \(ISPI\)](#)

April 3-8, 2008 New York City

[Organization Design Forum 2008 Conference](#)

April 22-24, 2008 Philadelphia, PA

[Annual Convention of the American Psychological Society \(APS\)](#)

May 22-25, 2008 Chicago, IL

[International Association of Facilitator's \(IAF\) North American Conference: The Art and Mastery of Facilitation](#)

April 10-12, 2008 Atlanta, GA