



# The GOOD News

## GOOD February 2010 Bimonthly Meeting Recap

Are We There Yet? Recession and Resilience Lessons for Living and Working

**Facilitator:** Marnie Shanbhag, Ph.D. and GOOD Network Member

At our October 2008 GOOD Network meeting, Dr. Marnie Shanbhag began a conversation with GOOD members by acknowledging the strengths of OD and learning professionals at serving others while reminding us to serve ourselves with the same skill set.

The recent recession has taken a toll on all of us physically and mentally, and we have been affected in one way or another. Individuals and companies are slowly realizing that growing our capacity to absorb change is crucial to our future successes, but what exactly does that mean and how do we do that? Psychologists now believe that the single most important factor to managing change successfully is the degree to which we can demonstrate **resilience**.

In February GOOD continued our conversation with Dr. Shanbhag on growing resilience in ourselves and in our organizations. She shared what resilience is and why it matters, and we participated in case studies and breakouts to learn how to apply these resilience skills to our personal and professional lives.

Attendee Follow Up Survey Quotes:

100% of 30 respondents were "Very Satisfied" with the meeting topic!

*"Dr. Shanbhag provided excellent real-world applications of how to promote resilience behaviors personally and the discussion generated ideas of how to apply these ideas within an organization. Timely, well researched and very practical presentation!"*

*"I find the most value in learning about the research and underlying methodology. This is what helps us apply knowledge and conduct interventions that have credibility, rather than just parroting information and techniques that are "popular".*



GOOD President Patty Bedard and Dr. Marnie Shanbhag

Meeting Host:



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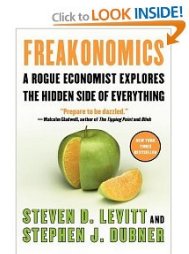
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Join the GOOD Network LinkedIn group at [www.linkedin.com](http://www.linkedin.com)

## OD Article of Interest—What does behavioral economics have to do with OD?

By Peggy Jackson, GOOD Network Member

What *does* behavioral economics have to do with OD? You'd be surprised.

A few months ago, I read a book about behavioral economics: *Freakonomics*, by Steven D. Levitt and Stephen J. Dubner. It had been in print for quite a while and I *finally* got around to reading it. I'm so glad I did. I really connected with the central idea – that conventional “wisdom” can mislead us. That we are often off the mark when predicting cause and effect. I have seen this at work in the business world, and I'm sure you have too. But what if...instead of relying on conventional wisdom, we examined actual behavior? Could we build better organizational systems, leading to more effective organizations?



What is behavioral economics? According to sources on Wikipedia, behavioral economics “applies scientific research on human and social, cognitive and emotional factors to better understand economic decisions by consumers, borrowers, investors, and how they affect market prices, returns and the allocation of resources.” In other words, examining actual human behavior and its effect on a market. The backdrop here is the broader economic market, but imagine instead that we narrow that focus to our own internal markets within our companies.

Let's look at our employees as consumers. Now, let's think about their decisions and behavior. Consider:

- Why do employees “buy our product” i.e., decide come to work each day? What causes them to stop buying, i.e. leave the organization?
- What exactly are employees being paid to do? Are they doing it? How well? Are they *able* to do it based on the constraints of the system (processes and resources)? If they are able, what other factors may influence how well they do it?
- Is the rate and method of pay a satisfier or a dissatisfier? When it is a dissatisfier, what is the result? Turnover? A reduction in discretionary effort? Or nothing? Where is the tipping point?
- How is employee behavior changed as a result of a particular reward (for example an incentive plan?) Are the desired behaviors being produced? Are there unintended negative behaviors occurring as well? (Don't you wish this had been studied more closely in the investment banking world?)
- What factors influence employee theft? Are they different for tangible goods vs. intangible services?
- If internal controls (think SOX) are self-reported, how accurate are they? Is the system working? Is the organization effectively measuring and controlling risk?

Conventional wisdom assumes that people will act rationally, but evidence suggests that this is not the case. As my favorite behavioral economist, Dan Ariely of Duke University and the MIT Media Lab, notes: people are, in fact, “predictably irrational.” He and others such as Thomas Gilovich of Cornell University, have conducted numerous experiments which reveal that people often do not behave in the way conventional wisdom would predict. Gilovich posits that they are the products not “of irrationality, but of flawed rationality.”

If in OD, we are asked to help impact systems and processes in a way that will lead to overall organization effectiveness, then we must better understand how these systems and processes may be affected by the decisions of the individuals within them. If we want to truly impact the performance of our organizations, then perhaps incorporating some behavioral economics theory and methodology is the wave of the future.

What do you think? I invite you to explore some of the resources below, and join me on the GOOD Network LinkedIn group for discussion on the topic.



### Resources:

**Predictably Irrational: The Hidden Forces that Shape Our Decisions**, Dan Ariely, HarperCollins, 2008.

**How We Know What Isn't So: The Fallibility of Human Reason in Everyday Life**, Thomas Gilovich, Free Press, 1993.

**Freakonomics: A Rogue Economist Explores the Hidden Side of Everything**, Steven D. Levitt and Stephen J. Dubner, William Morrow, 2006.

“Would you steal a buck? How about a can of soda?,” David Chandler, MIT News , April 9, 2008:

<http://web.mit.edu/newsoffice/2008/ariely-tt0409.html>

Wikipedia: [http://en.wikipedia.org/wiki/Behavioral\\_economics](http://en.wikipedia.org/wiki/Behavioral_economics)

Dan Ariely's home page at the MIT Media Lab: <http://web.mit.edu/ariely/www/MIT/>

Dan Ariely's blog: [http://www.predictablyirrational.com/?page\\_id=17](http://www.predictablyirrational.com/?page_id=17)

Thomas Gilovich's home page at Cornell University: <http://www.psych.cornell.edu/people/Faculty/tdg1.html>



## We're Growing: Welcome New GOOD Network Members

Here are our newest members who joined us from February to April 2010! We also welcome all the renewing members who have decided to continue with us in 2010! Don't forget to update your online member profile!

<b>Blanding, Beverly</b>	<b>Right Management</b>
<b>Bostelmann, Heide</b>	<b>Darden</b>
<b>Bredholt, Russ</b>	<b>Bredholt &amp; Co.</b>
<b>Brown, Patrick G.</b>	<b>In transition (former IBM)</b>
<b>Caruso, Diane</b>	
<b>Casey, Erin</b>	<b>Houghton Mifflin Harcourt</b>
<b>Covington, Susan</b>	<b>Convergys</b>
<b>Drouillard, Stephanie</b>	<b>The Career Scene</b>
<b>Goldsmith, Johna</b>	<b>Tarmac</b>
<b>Graziano, Sherry</b>	<b>PHH Mortgage</b>
<b>Hallett, Matt</b>	<b>UCF</b>
<b>Regis, Clifton</b>	
<b>Townley, Debbie</b>	<b>University of Phoenix</b>



*Have you renewed your dues for 2010? If not, please plan to see Kathryn or Nina (Finance Chairs) at our next meeting to be able to continue to partake in our member events this year.*



## GOOD Spring Social-Networking Event Recap



ESTABLISHED IN 1938  
Phone: 407-644-4056

# Scenic Boat Tour

**A WINTER PARK TRADITION**

312 East Morse Blvd. Winter Park, FL 32789



**THORNTON PARK • WINTER PARK • LAKE MARY**

Rain, rain go away! That's what we hoped for on Saturday the 28th of March, but our annual social event unfortunately did not include the planned boat tour due to it being a soggy afternoon. However, we still had a great little group of about 10-12 of us and our guests join together for an early dinner at Dexter's in Winter Park. Some of the members in attendance included Edye McNickle, Patty Bedard, William Perry, Kristin Chase, Nina Alexa and Anisa Singh.

## OD Article of Interest—Highlights of the April 2010 Society for Industrial-Organizational Psychology (SIOP) Conference

By Kristin Chase, GOOD Network and SIOP Member

As OD practitioners, it is always important for us to keep broadening our toolkits by continuing to engage within other disciplines related to our field. I/O Psychology is my own educational background and thus I regularly attend SIOP conferences to stay current. For those of you less familiar with the field, [www.siop.org](http://www.siop.org) defines Industrial-Organizational Psychology as “the scientific study of the workplace” involving rigor and methods of psychology and statistics. I just call it “the study of why people do what they do at work” and how to make them do more or less of that!



To give you more flavor of what this field encompasses, I'll provide the titles of some of the sessions I attended at last week's (Apr 8-10) annual SIOP conference along with some key takeaways.

### **Employee Engagement**

- This continues to be a hot topic, however now that most of us agree engagement is a critical factor, the discussions are turning to “what else”. In other words, when trying to “solve” for performance, it is Engagement + X? What is that X factor? Is it something consistent or unique by business?
- When comparing engagement to satisfaction, you are talking about a different level of “arousal” and emotional involvement. Engagement typically incorporates a sense of “enthusiasm”, where satisfaction addresses a level of “comfort”. Job satisfaction stems from having an exact match between features you want in a job and what you are experiencing currently, whereas engagement results from having MORE of what you want out of a job.
- Factors like “Work Meaning”, “Trust/Fairness”, and “Performance Feedback” have equal importance to predicting either engagement or satisfaction. Concepts like “Teamwork”, “Ability to be Effective at Work and Use My Skills/Abilities”, and having “Opportunities for Development” are much clearer drivers of engagement than satisfaction.

### **Leadership Development/Talent Management in a Recession**

- Two major companies participating in this panel discussion (Dell and Home Depot) had solid strategies in this area. Home Depot eliminated many standardized corporate trainings in favor of local delivery of modules with managers as trainers. Dell consolidated their LMS systems from 9 to 3 and reduced the number of course offerings by eliminating anything not in line with their new “Leadership Imperative” (deemed the top priority by Michael Dell which thus gave permission to “kill” any non-essential programs).
- Key success words/phrases in these tough times: “Selective”, “prioritized”, “experiential”, “low/no cost”, “manager accountability”, “resource sharing”, “collaboration”, “authenticity”
- Tap into local educational institutions, junior colleges, and universities to seek lower-cost course offerings.
- Hone in on visibility/networking/development opportunities for high potentials who are most likely to leave as economic conditions improve.
- Leadership competencies required for “survival” and “re-igniting” in this economy:  
*Learning agility, change leadership, Alignment, Collaboration (vs. “protecting your turf”), Willingness to “stand alone” and deal with trouble*

Other session topics I attended included:

- Why Do We Put Things Off? Self-Regulation, Task Characteristics, and Procrastination
- Implementing HR Solutions – How Can We Improve?
- Reading Between Lines: Analyzing and Visualizing Organizational Text/Qualitative Data
- Adapting Performance Management Systems to Changing Times
- Role of Surveys in Maintaining A Positive Employee Relations Climate
- GRA to 401K: Navigating Your First I-O Psychology Job (Panel discussion with UCF grad students including GOOD Member Renee Derouin-Jessen)
- Plenary Speaker: Dave Ulrich (his key message: Build on your strengths that strengthen others so that we can go from being knowledge warehouses to knowledge networks”.)



# Groups Engaged at Our February Meeting!





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

WE'RE ON THE NET!

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



Founded in 2003, the Greater Orlando Organization Development (GOOD) Network is an organization for Organization Development (OD) professionals who are dedicated to continuous learning and sharing of best practices, tools, and techniques.

## GOOD Events

### Bi Monthly Meetings:

- **Best Practice Sharing**

Location: Schenck Company (off John Young Pkwy)  
Date: Friday, June 11th, 2010  
Time: 8:30am–12:30pm

- *We need YOU to share YOUR best practice at our next meeting! This is our "Members Only" opportunity to do a showcase of "quick hits" about what's going on locally that's hot in OD. A call for speakers will be emailed soon!*

### Book Club:

- **Book Selection: "Checklist Manifesto" by Atul Gawande**

Location: Mimi's Café by Millenia Mall  
Date/Time: Monday, May 3rd 2010, 6:30pm–8:30pm  
RSVP: [http://goodnetwork.us/index.php/events/detail/2010\\_2nd\\_quarter\\_book\\_club\\_meeting/](http://goodnetwork.us/index.php/events/detail/2010_2nd_quarter_book_club_meeting/)

## OD Network Lends Support to "OD World Summit"

### OD World Summit 2010

#### "Co-Creating a New World of Organizations & Communities: Dialogue & Action"

Budapest, Hungary  
August 22-26, 2010

<http://www.odworldsummit.org>

The OD World Summit is co-sponsored by the Hungarian OD Society, the OD Network, the International OD Association (IODA), and several other international professional associations. Find information about how to submit a proposal for a Summit session and how to register for the Summit by visiting <http://www.odworldsummit.org>. Early Bird registration rates are available until March 31, 2010, and registration closes on June 30, 2010.

## ASTD 2010 INTERNATIONAL CONFERENCE & EXPOSITION, MAY 16-19, 2010, CHICAGO, IL, USA

Held each spring, this premier event for workplace learning and performance professionals welcomes attendees from more than 70 countries. The conference features over 230 educational sessions from industry-leading experts, and a world-class EXPO filled with the latest products and services available from top suppliers.

The [ASTD International Conference & Exposition](#) continues to evolve with changes and innovations in the global marketplace. Attendees can expect a conference filled with the latest trends and best practices in the field of workplace learning and performance, engaging sessions with experts in the industry, and a world-class EXPO filled with cutting-edge suppliers.