Greater Orlando Organizational Development Network
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The GOOD News

Getting to Know your Leadership Team

We are happy to bring you some fun facts and hot tips from members of your GOOD Network Leadership Team! Read on for more…

Also, we have some changes and openings in our team. What better way to give back to our organization than for you to join this committed , hard-working, and fun-loving group of leaders!

- Luis Marrero, our current President, has accepted a position in Houston, TX. We wish Luis all the best and thank him for his contributions to our organization.
- Jerry Salsburg will be stepping up from President-Elect to President. Thank you Jerry for your willingness to serve our group. This leaves an opening for the President-Elect position. Contact Jerry (jerry.b.salsburg@lmco.com) or Cathi Balboa (cbalboa@earthlink.net) to share your interest.
- Our Chair-elect Communications position in charge of producing this newsletter is also now open!   Contact Kristin Chase (Kristin.chase@universalorlando.com) to share your interest.
- Jeralyn Rittenhouse has joined us as Chair-elect Finance and Carrie Wilhite will be stepping up to fill the VP Development position while Pam Barry is out of town for work.

Fun Facts & Hot OD Tips!

Luis Marrero (Outgoing 2008 President)
Fun Fact: I am a Beatles fan and have a Paul McCartney bass replica that I play at home.

Hot Tip: During the "entry" phase, pay attention to the behavior and demeanor of the client; it could be a reflection of the problem.

Jerry Salsburg (Incoming 2008 President)
Fun Fact: I have an international family with 2 daughters adopted from China (hopefully, there are still people out there that don't know that about me…seems like I've been talking about it to anyone who'll listen for several years!). Also, I met my wife at a psychiatric hospital! Actually, I we both worked on inpatient units (mine was locked and hers was open), met at the time-clock and fell in love.

Hot Tip: Develop Leaders to be coaches and your best talent will beat a path to their doors. The days of HR doping the "care and feeding" of the workforce are long gone. More and more of this (rightfully) lands in the lap of our leaders to help with career coaching, teamwork/collaboration coaching, effective delegation, & conflict resolution.

OD Article of Interest—Developing Mid-Level and Senior Leaders
By Colleen Miller, Member of SHRM's Organizational Development Special Expertise Panel

Leadership development programs typically focus on improving leadership knowledge, skills and abilities to improve organizational performance and on preparing high-potential employees to replace key players. Three methods are commonly used for developing mid-level and senior leaders:

- Formal, structured training courses (e.g., classroom or web-based).
- Individual development tools (e.g., assessments, 360-degree feedback, coaching, mentoring).
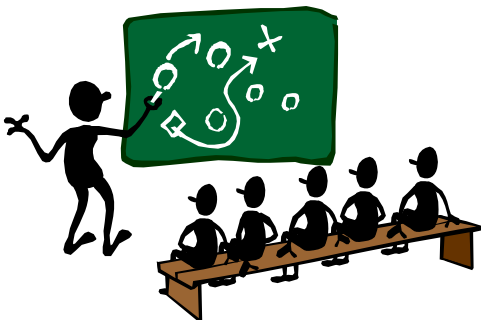- Job assignments (job rotation, special developmental project, etc.).

Formal training is by far the most common method used to develop leaders. Typically, training lasts three to five days and is conducted at an off-site location. The training programs designed for mid-level and senior managers usually are customized programs that capture the organization's unique culture and competitive challenges. This type of leadership training is best suited for skill development and deepening managers' understanding of leadership principles and their business acumen. The strengths of formal training are the flexibility and efficiency it offers. The weaknesses are the poor transfer of learning and the potential lack of support on the job.

The second most commonly used leadership development methodology is individualized development. Most often this takes the form of assessments and/or executive coaching. The most commonly used assessment is 360-degree, or multi-rater, feedback. Other assessments, such as emotional intelligence and/or personality assessments -- the California Psychological Inventory and the Hogan Personality Inventory, for example -- often are used in conjunction with 360-degree feedback.

A key advantage of 360-degree feedback is the ability to collect different perspectives of a leader's performance systematically. This allows leaders to see their performance from a variety of viewpoints and creates a more complete picture of their strengths and development opportunities.

Executive coaching serves as a customized, goal focused leadership development tool...

Another advantage of 360-degree feedback is the ability to help leaders understand common development opportunities as seen by one or more of the rating groups. It is important to note, however, that these strengths can turn into weaknesses if the tool is not managed properly. Such feedback can produce an overwhelming amount of data, and some leaders taking part in the process may not be prepared to learn how they are viewed by other people. Therefore, it is critical to create a process that ensures a safe learning environment by maintaining strict confidentiality around feedback data and by providing leaders an opportunity to discuss feedback (good or bad) with an unbiased third party who's experienced at interpreting the particular assessment instrument's data.

For these reasons, executive coaching has emerged as a popular leadership development tool. Executive coaching is a practical, goal-focused form of one-on-one development. Each engagement is custom-designed, focusing on a leader's particular development goals.
Typical coaching engagements begin with assessments (e.g., personality, 360-degree feedback) coupled with telephone interviews with selected colleagues. A feedback and goal-setting session is then held, followed by six to eight months of ongoing coaching using a variety of media (e.g., telephone, in-person meetings and e-mail).

Welcome New GOOD Network Members

Here are our newest members who joined us in April and May of 2008!

Mimi	Hull	Hull & Associates
Kathleen	Murphy	Total HR Solutions, Inc.
Tonya	Alberico	HD Supply
Darla	Lipke	Success Seminars
Jocelyn	Corville	
Angel	O'Keefe	DeVry University
Carole	Borne	Wilson Learning
Gary	Owens	Florida Hospital
Denise	Rodriguez	PSCU Financial Services
Jon	Canger	Marriott Vacation Club International (MVCI)
Steve	Hall	MVCI
Megan	Hansen	MVCI
Rob	Mobley	MVCI
Mary	Proia	MVCI
Linda	Simon	MVCI
Debbie	Wilson	MVCI

This Month's Member Spotlight

Kirsten Abbott-West—Director, Learning & Development
Universal Orlando Resort

What is your specific area of expertise within the OD field?
Leadership Development and Team Development are my specific areas of expertise.

What do you love most about what you do?
I love the times when I observe individuals, and teams, growing in skill and confidence when they are armed with self-awareness, tools, and experiences, which increase their effectiveness.

What is the one "hot topic" relevant to the OD practice that is on your mind right now?
I am concerned about the "brain drain" as the "Boomers" retire and what it will take to build Leadership bench strength ready to take over … and how not to lose organizational knowledge/momentum in the process.

What quick tip, idea, or tool relevant to the OD practice can you share with your fellow GOOD members?
I am a big fan of the power of self-awareness, and appreciation of the gifts of others, and have found that DiSC and MBTI are my favorite tools to build individual and team member understanding.

What do you find most valuable about the GOOD Network?
I have especially enjoyed my membership with the GOOD Network, over the last year, to build my skills, share best practices and, especially, network with other professionals who love to do what I love to do!

More from your Leadership Team... *(Continued from page 1)*

Kristin Chase (VP Communication)
Fun fact: I have my first bouncing baby boy on the way in July!
Hot tip: Consider how a marketing concept known as Net Promoter Score might apply to your employee population…the "ultimate question" of engagement and loyalty may be "how likely are you to recommend your company as a great place to work?". Learn more at www.netpromoter.com.

Pete Westlake (Chair-elect Communication)
Fun fact: I have four children ranging in age from 9 to 29, seems like I have been constantly going to some youth event for almost 30 years!
Hot Tip: In the absence of communication, people make it up and it is usually wrong – over communicate and help stop the guessing.

Karen Russell (VP Marketing & Membership)
Fun fact: One of my favorite books is "To Kill a Mockingbird." This past December, I received the DVD as a Christmas gift. I enjoyed the watching the movie so much that I when I got a new kitten in January, I named her after one the main characters (Scout).
Hot tip: I would recommend the book, "Retreats That Work" by Jeff Liteman, Merianne Liteman and Sheila Campbell. It has great activity ideas that can be used for Retreats, Professional Development Training Classes or as part of an Intervention.

Paul DePalma (Chair-elect Marketing & Membership)
Fun fact: First official paid job, paper boy delivering a weekly paper when I was 11. First job after college graduation, Management trainee for Lord and Taylor in Manhattan.
Hot tip: Use your ears and mouth in the proportion that they were given to you.
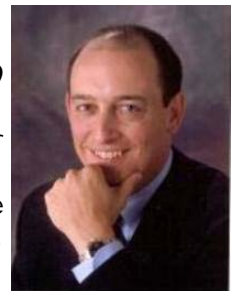
Carrie Wilhite (VP Development)
Fun fact: My husband and I, both Master SCUBA divers, have a great enthusiasm for underwater photography and videography and spend as much time as possible in our boat.
Hot tip: Make plans to attend the next GOOD Network Book Club—what a great way to give yourself an incentive for reading a business book after hours!

Pam Barry (Chair elect Development)
Fun fact: Started programming computers when the only business systems were payroll and accounts! How times have changed.
Hot tip: OD and technology are joined at the hip, together they can bring about successful change.

Nina Alexa (VP Finance)
Fun Fact: In college, I took a semester of Glass Blowing. My experience fostered a great appreciation for glass art.
Hot Tip: When project planning, I always try to (or get the client to) envision the end product; this makes the process run smoother and avoids later issues. (E.g. What does the output data output from a survey look like / what will it tell you? OR What does success look like for a team intervention?)

More from your Leadership Team... *(Continued from page 4)*

Jeralyn Rittenhouse (Chair elect Finance)
Fun Fact: I went to school in Japan.
Hot Tip: When in doubt, document everything!

Barbara Yoli (VP Mentorship)
Fun Fact: I am an avid angler – both fresh water and salt water...
Hot Tip: When working with a senior team who is struggling with developing a core mission statement for the organization, try having them imagine that two years from now the Wall Street Journal writes an article about their company. Ask them to develop the headline and the lead paragraph for that article. This technique is very effective and often helps senior teams get to what is the key value proposition and core purpose of the organization.

Patrica Wallace (Chair-Elect Mentorship)
Fun Fact: I entered college with a desire to become a Marine Biologist, it was through studying animal behavior that I discovered my passion for human behavior and organization development   Hot Tip: To successfully manage change, you must acknowledge that change within organizations can equate to fear and loss for an individual. Ignoring this impact can cause employees to shut down and disengage in necessary change activities.

Wendy Grauer (Advisory Board Member)
Fun Fact: I'm an avid beachgoer and love strolling down the shoreline, swimming in the surf and kicking back in a lounge chair on the powdery white sand along the Gulf Coast. Lately I've broadened my beach going activities to include shell collecting and digging holes in the sand with my 15 month old son Zack.
Hot Tip: Focus group moderation differs from group facilitation in that moderators contribute structure and process to explore the feelings and beliefs groups hold to uncover how these feelings shape overt behavior. Facilitators contribute structure and process to identify unified conclusions and make high-quality decisions. The standard focus group is designed to gather POBA's (perceptions, opinions, beliefs and attitudes) that can't necessarily be quantified. The standard elements of a focus group are:

1. Length is ninety minutes to two hours
2. Single moderator
3. Semi-structured format (specific questions, general flow and time for exploration of unexpected areas is planned in advance)
4. Ideal size is 8 respondents recruited according to project specifications (<10, >6 preferred)
5. Respondents don't know one another
6. Respondents have some demographics, product use or experiences in common.
7. Respondents may know the general topic to be discussed but little else in advance

Larry Birkes (Advisory Board Member)
Fun fact:: I became an Eagle Scout on my 14th Birthday.
Hot Tip: "Seldom is the presenting problem, the real problem...."
From the book, "Shadows of the Neanderthal" by David Hutchins.....Boogie the caveman (main character) in the story asks, " What if we not see what really is?". I believe that is a question all OD practitioners need to ask routinely, ...i.e. What am I missing?

Cathi Balboa (Advisory Board Member)
Fun Fact: I've worked (and traveled) in 11 countries in the Asia-Pacific Region.
Tip: OD Practitioners gain great benefit by practicing "Deep Listening."   Listen intently for what is being said, what are the emotions behind what is being said, what are the implications for the person, group, or organization, and also listen very closely to discern what is not being said.

GOODNetwork
people:strategy:alignment

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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.

(Article continued from page 2)

The strength of this type of development method is the personalization and intensive learning it provides a leader. However, a key drawback to this type of development is the perceived stigma (i.e., coaching is remedial) and the expense compared with other development methods.

The third key kind of leadership development is developmental job assignments. These tie leaders' individual development to the process of helping their organization respond to business problems. To be effective, these assignments must stretch the leaders, push them out of their comfort zone, and require them to think and act differently.

By tackling unfamiliar tasks and seeing the consequences of their actions, leaders can learn much. There is no hard and fast rule about the length of time these types of assignments should last; however, a leader must remain in the assignment long enough to see the consequences of his or her actions and decisions. In fact, a key advantage of using this developmental approach is that it teaches leaders to remain open to learning from their experiences and to be willing to try new challenges.

A key drawback to this approach is that learning from a challenging job assignment is much more difficult than learning from formal training programs. This is because potential leadership lessons might not be obvious, and leadership development usually is not the primary objective when an organization places a manager in such an assignment.

It is important to remember that one size does not fit all when determining which leadership development methods to use in an organization. In fact, most organizations take a multi-pronged approach and employ a variety of learning techniques. The types of development activities companies employ should be driven, at least in part, by the prevailing organizational culture and the training budget.

-Article Reprinted from SHRM's OED Website (www.shrm.org/oed)

GOOD Events

Bi Monthly Meetings:
- **Best Practices Sharing Session**
  Location: Hilton Grand Vacations
  Date/Time: Friday, June 13th 2008 (8:30am - 12:30pm)
- **"The Practical Use of Data" (Drs. Canger & Hall, MVCI)**
  Location: Gaylord Palms
  Date/Time: Friday, August 8th 2008 (8:30am - 12:30pm)

Mentoring Roundtable Discussion:
- **"So You Wanna Break into OD"**
  Location: Hilton Grand Vacations (following Bi-monthly meeting)
  Date/Time: Friday, June 13th 2008 (12:30 - 1:30pm)

Book Club:
- **"Wake Me Up When the Data is Over: How Organizations use Stories to Drive Results"**
  Location: TBD
  Date/Time: Thursday, September 11, 2008 (6:30-8:30pm)
  Contact Carrie Wilhite, VP Dev (behaviorservices@aol.com) for more info!