



The GOOD News

GOOD April 2010 Bimonthly Meeting Recap

“A Taste of Dialogue”

Facilitators: Paul Weisman and Michelle Simos

At our April 2010 Bi-Monthly meeting, members enjoyed a stroll across the beautiful Rollins campus to engage in learning about a simple yet powerful concept that all of us can benefit from: DIALOGUE.

During this introductory event, we engaged in a number of interactive activities (including forming a virtual “belief map” around the room—see the diagram for more details) and got just a taste of a robust teambuilding and culture-creating platform called “dialogue.” Michelle and Paul led us through an overview of the SMART Conversations® Program that builds on the thinking advanced by Covey’s “7 Habits of Highly Effective People”, the dialogue work of David Bohm, and the systems thinking of Peter Senge.

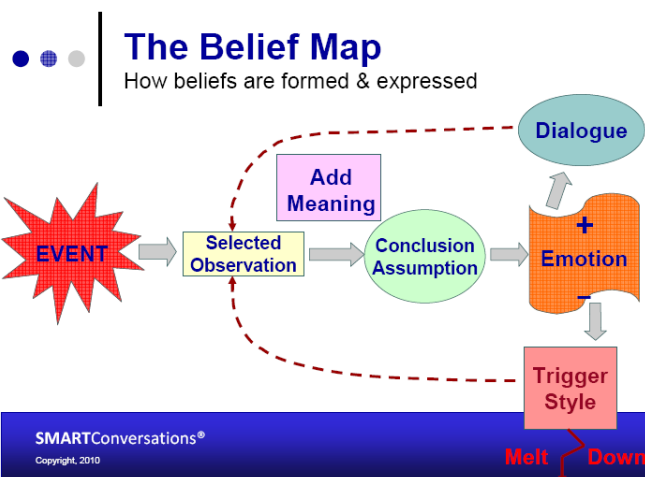
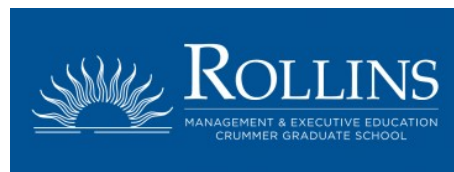


Our Speakers
Michelle Simos and Paul Weisman

Some specific key concepts included:

1. Shared Meaning – Are we talking about the same thing?
2. Authenticity – Are we being “real” with each other
3. Respect – Do we welcome and respect all perspectives?
4. Trust – Do we trust each other enough to speak our minds with candor and compassion?

Meeting Host:



Inside this issue:

April Meeting Recap: SMART Conversations	1
Article of Interest: Kevin Herring	2
New Members & Book Club	3
Why Join GOOD Leadership Team	4
GOOD LT Thoughts and LinkedIn	5
GOOD Events	6

Are you linked in?
Join the GOOD Network LinkedIn group at www.linkedin.com

OD Article of Interest—Management in Real Life—Addressing “Relevance” versus “Fit” in Consulting

By Kevin Herring

When is *yes* really *no* and when is it really *yes*?

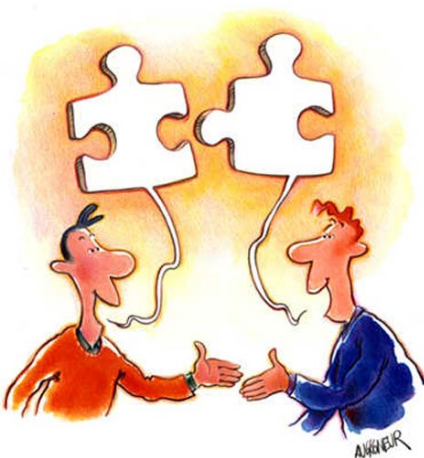
When I lived in Japan, I soon learned that a polite *yes* can mean *no* in the nicest way possible. I think most anyone would like to feel *yes* when being told *no*. It certainly felt good to me, but it was sometimes difficult to determine if the *yes* meant *no* or if in a particular situation *yes* really was supposed to mean *yes*. Maybe it's only confusing to a *gaijin*. Anyway, it sometimes left me wondering if I was having the right conversation.

What are we talking about?

We can have the same problem when we are trying to initiate change if we don't have the right conversation. For example, a consultant to a group of senior managers had completed a study of the organization and reported his findings to the managers. They were surprised at the consultant's recommendations. The consultant wanted managers to begin holding monthly department meetings where they would provide detailed explanations about the state of the business including budgets, cash flow, sales, etc. He wanted employees to know when things were not going well, and for decision making to be pushed out to those closest to the problems.

The managers weren't ready to make the recommended changes and said so. The consultant responded with a convincing argument about why it was the right thing to do, but it was hard to argue against the managers' years of proven experience.

The problem the consultant was having was rooted in the conversation. He was arguing for *relevance* when he should have been addressing *fit*.



Anything, but...

In our recent book, *Practical Guide for Internal Consultants*, James Showkeir and I describe the little-known relationship between relevance and fit. Relevance is simply how much the recommendations will make things better. A high degree of relevance will result in managers being asked to do things substantially outside of their comfort zones.

This brings us to *fit*. Fit is the degree to which the managers will support the recommendations. If they resist, the managers have fit issues. Not surprisingly, the managers here didn't want to do what the consultant recommended which indicated they had fit issues.

Yes, but not really...

If the consultant continues to push for agreement without addressing the fit issues, he may get a compliant *yes* response that really means “we'll say *yes* just to get him off our backs, but he's dreaming if he thinks we are going to do that.”

Instead, the conversation needs to be on the fit issues to address specific concerns and fears about the recommended changes.

The right stuff...

Having the wrong conversation is a problem that isn't restricted to external consultants. Staffs in Human Resources, Training, Information Systems and Accounting, and managers in general, often have the same problem when implementing new programs and policies. As soon as they get a little resistance, they launch into selling mode using arguments for relevance to convert those affected by the decision. The more they sell, the greater the resistance which convinces sellers they need to sell harder. If, however, those making recommendations seek to understand concerns or fit issues related to the changes people will have to make, they will be better able to address them effectively. These issues could be about things like loss of control, giving up cynicism, or giving something new a chance to work. Resolving these issues will give the



We're Growing: Welcome New GOOD Network Members

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

Koller, Ilene	Florida Hospital Celebration
Baezco, Efrain	The Baezco Initiative, LLC
Couden, Susan	Couden + Associates
JeBailey, Raquel	Phoenicia Development, LLC
Snell, Trevor	Benedictine University
Donnally, Patrick	FranchiseRight Certification



Our Welcome Table at our Meetings

Make the Most of the Bi-Monthly Meetings!

Tips to Consider When You Go:

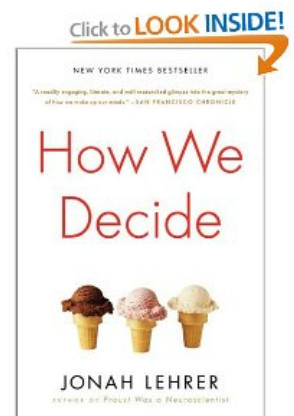
1. Check our website before (Event Detail page) for directions and look for GOOD Network H-Stake signage when you arrive so you arrive with time to spare.
2. Make a goal to speak to three new people!
3. Re-connect with familiar colleagues over breakfast beforehand or lunch afterwards.
4. Ask someone for a new perspective on one of your current work-related challenges.
5. Make a habit of writing down "key takeaways" from meeting content that you can immediately apply back at your workplace.
6. Vendors/Consultants—Add your materials to the Vendor Information Table
7. Check our website afterwards (Event Detail Page) for e-copies of presentations and other materials.

Consider hosting a meeting at your organization to gain visibility for you and your group! Contact Patty Bedard, GOOD Pres, for more information.

GOOD Book Club

Our GOOD Book Clubbers gathered at Mimi's Café on May 3rd to discuss the "Checklist Manifesto" by Atul Gawande. Some of the discussion centered around:

- When is it "appropriate" to use a checklist? When is it not?
- Examples of "best practices" using checklist for both individuals and teams
- Techniques for "selling" the checklist concept to your organization as a way to improve performance, enhance productivity, etc.



Please join this informal and lively group for our next gathering on Monday, July 19th at 6:30pm at Mimi's near the Millennia Mall! The book of choice is "How We Decide" by Jonah Lehrer, the first book to use the unexpected discoveries of neuroscience to help us make the best decisions.

Words from our Leadership Team—What Giving Back to GOOD Has Given to Us...



The GOOD Network is managed by a team of dedicated volunteers who work diligently to provide you with opportunities that are a valuable investment of your time. To give you an idea of what you could personally gain by joining this team of leaders, we asked some of them to submit a few thoughts along these lines. Please read on and we hope that you will contact the appropriate team members below with open positions to find out more if you think you might be interested! We can help you to understand the time commitment involved so you can determine if there is a “right fit” position out there for you.

Q: Team, please share what you have personally have gained by your time serving as a GOOD Leadership Team member.



I have had the opportunity to lead a power-house of a team whom are all focused and are passionate about the same vision. They are here because they care about sharing OD knowledge throughout our community and work hard to accomplish it. My philosophy has always been, to hire the right people, place them in the right position and allow them to do what they do best and this role allows you to experience that at the maximum level.

- Patty Bedard, President

As a first year LT member, it has been a great opportunity for me to get to know other members on a more personal basis vs. just attending the scheduled meetings. A new appreciation for the amount of preparation that goes into each meeting and seeing the skills the other LT members bring to the table is exciting and fun to watch and participate. Anyone wishing to get engaged and energized should certainly consider volunteering.

- Teri Yanovitch, VP Mentoring



I've had the pleasure to work with a highly skilled and energized Leadership Team throughout my 2 years as GOOD President. I've also had numerous opportunities to meet and collaborate with our talented presenters. The experience has been priceless for me, allowing me to learn more than I ever expected! It was a real kick...I *highly* recommend it for anyone looking to expand their skill set and have a lot of fun at the same time.

-Jerry Salsburg, Advisory Board Member

Serving as the VP of Finance, I have had the unique opportunity to interact will every member of the organization as they begin or continue their membership. This has allowed me to gain deep professional connections which have proved very valuable in furthering my OD knowledge and practice. I am very thankful to have been the "person at the door" for GOOD!

- Nina Alexa, VP Finance



As VP, Development, I've been able to meet and work with many members of our local and national OD Community. It has been a fantastic learning opportunity, and even better for personal and professional networking.

- Anisa Singh, VP Development **(ACTIVELY RECRUITING FOR BACKFILL AND CO-CHAIRS)**

Serving as part of the LT for the GOOD Network is a simple equation for me: Even though I work hard, I get back much more than I give. My interaction with members of the Network and especially the LT is enriching, challenging, thought provoking and a lot of fun. What a thrill and an honor to be part of something where what we do is in the name: A GOOD thing! I love being part of a diverse group of people with a common goal. I think so much of life is about that. I cannot wait to see which other GOOD members step forward and serve alongside us so we can continue to learn and grow.

-Simon Lia, President-Elect



(Continued on page 5)



Words from our Leadership Team—What Giving Back to GOOD Has Given to Us...continued

The Leadership Team is great people, good fellowship, and an opportunity to learn and practice OD skills. As a new member it's been a privilege to work with other professionals and have a role in building the organization. We practice what we preach in Leadership Team work sessions.

-Kathryn Farynowski, Co-Chair Finance



1. Opportunity to work together with other professionals on a variety of projects
2. Opportunity to support an organization that matches my values of lifelong learning, developing new skills and continual professional growth
3. It's fun to be a member of a professional group where the exchange of ideas is expected and new thoughts are supported.

-Edythe McNickle, Co-Chair Membership

Having been part of the GOOD Leadership Team since 2004 (in Finance, President, and Communications roles), I can say that my involvement has played a major part in my personal growth and development as an OD professional. I have stretched myself to learn and grow with colleagues that continue to push my thinking in new directions. Feeling like I am an active contributor and "founder" of the first group with a strong OD focus in the Central FL area is rewarding, especially seeing the exponential growth we have experienced since our beginnings. Join us and grow with us!

-Kristin Chase, VP Communications (**ACTIVELY RECRUITING FOR BACKFILL AND CO-CHAIRS**)



Guidelines for GOOD "LinkedIn" Group

Many of our paid GOOD Network Members have also elected to be part of our larger online community and join the GOOD group on LinkedIn! To clarify the purpose and intent of this online group, please note the following excerpt from our updated GOOD Communication Guidelines. We hope to see more of you join us on the web soon!

1. The GOOD Network "Group" on www.linkedin.com represents an extension of our network that is less strictly maintained with regards to these Communication Guidelines since membership is not restricted to only paid members.
2. Membership in this online group can be approved by either the VP Communication, President, or President-elect of GOOD and requires some basic consideration of the requesting individual's general background. Criteria for membership include some background, education, or experience in OD/HR/Training/Consulting or related fields, along with location in the Central Florida region.
3. Posts by all members of the GOOD group at www.linkedin.com to Discussions, News, or other sections of the site will be monitored regularly for appropriateness and professionalism. Posts should include content that is relevant and useful to the OD/HR/Training/Consulting population in Central Florida. The President, President-elect, or VP Communications reserve the right to delete posts that are unprofessional or may be irrelevant to the group.



Thanks to those members who completed our mentoring program survey! We'll be revisiting the program based on your suggestions, so look for more updates coming soon!



**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.

OD Article of Interest (cont'd from Pg 2)

decision, or change, the best chance for success.

Anyone that creates change can expect some resistance. But that doesn't have to mean getting stuck. It's simply a matter of having the right conversation that produces yes for yes.

Trying it on for fit: Consider your most recent conversation about a new policy, program or direction.

- ⇒ When you encountered resistance did you find yourself trying to persuade the other person that it was the right thing to do?
- ⇒ Did you get a compliant yes response that was void of any real commitment?
- ⇒ Write down the forms of resistance you experienced and your responses to each.
- ⇒ What do you think were the fit issues? What questions could you have asked to determine the underlying concerns? Make a list of potential fit issues along with responses that address the concerns.

If you have a change you intend to initiate soon, prepare for conversations about fit by anticipating resistance and probing for the fit issues. Include a question about what concerns they have to be sure you are getting to the issues most likely to elicit resistance and get in the way of success.

Send an e-mail and let me know what you learn from your experiences!

Kevin Herring is co-author of Practical Guide for Internal Consultants and President of Ascent Management Consulting, Ltd. Kevin can be reached at kevinh@ascentmgt.com or www.ascentmgt.com.

GOOD 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)!

- **June 11th, 2010** (Annual Best Practice Sharing Session) - *Location:* Schenck Company, Southwest Orlando.



- **August 13th, 2010** - *Location TBD. Topic:* Influencer—Simon Lia & Other Internal Org Partners as presenters. *Influencer Training provides proven strategies for successfully uprooting entrenched habits, driving sustained improvement, and executing change initiatives.*

- **October 8th, 2010** (Planned as partnership meeting with local HRPS Chapter—www.hrps.org) - *Location:* Schenck Company
- **December 3rd, 2010** - *Location:* Seminole County Health Department