



# The GOOD News

## Join us for our Bi-Monthly Meeting, June 17, 2011

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

Goodwill Industries of Central Florida - 7531 S Orange Blossom Trail, Orlando, FL 32809. Please see directions to the meeting location on page 2.

**Reservations are Required.** R.S.V.P. for this event at:

[http://goodnetwork.us/index.php/events/detail/sixth\\_annual\\_best\\_practice\\_sharing\\_session/](http://goodnetwork.us/index.php/events/detail/sixth_annual_best_practice_sharing_session/)

## Program: “Sixth Annual Best Practice Sharing Session” Theme: Leading Change

Our Sixth Annual Best Practice Sharing Session is designed to provide our talented GOOD Network members with the opportunity to share methods, techniques and solutions that have proven to be of value to them and their clients.

### Topics on tap for this year include:

- Leading Change
- Leading Engagement
- The Group Development Questionnaire
- Understanding Peak Performance
- Leadership and Engagement Case Study

Our annual Best Practices session is one of our best attended Network events of the year. It is the essence of our GOOD mission — collaborating and sharing. Come and learn tips and techniques from your GOOD colleagues in a fast-paced and information-packed morning.

## Special Invitation from Goodwill Industries!

Stay after the meeting and join a special tour of Goodwill. See what happens to your donations and how they transform lives in our own community. Learn more about Goodwill’s vocational centers and how they impact lives in Central Florida.

**NOTE: Bring a donation to Goodwill Industries. See [page 2](#) to find out more about our GOOD Network collection effort.**

Volume 5 Issue 3

May-June 2011

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

## June Bi-Monthly Meeting Details and Directions



**When:** Friday, June 17<sup>th</sup> 8:30 am-12:30 pm

**Where:** Goodwill Industries of Central Florida - 7531 S Orange Blossom Trail, Orlando, FL 32809

It is about ½ mile north of the Florida Mall on Orange Blossom Trail. When you arrive for the meeting, please enter the center set of doors. The meeting will be in the reception hall to your right as you walk in.

**MAP:** <http://mapq.st/iYhQVe>

### ***Directions to the meeting:***

**From Downtown Orlando-** Take I-4 West to exit 80 for S/US-441 W/S Orange Blossom Trail. Drive 3.8 miles and Goodwill will be on your Left. It is at the corner of OBT and Skyview Dr.

**From Celebration** – Take I-4 East to exit 72 for the 528- E (Beachline) towards International Airport. Take exit 4 towards US-17/US-92/US-441/Florida's Turnpike. Merge onto Consulate Dr. Turn left onto FL-600 E/ US-17 N/US-441 N/US-92 E/S Orange Blossom Trail. Drive north on OBT, past the Florida Mall, through the intersection of Sand Lake Road. Goodwill will be ahead, about ½ mile on the right. It is at the corner of OBT and Skyview Dr.

**From East Orlando-** Take SR-408 East-West Expwy – west toward Orlando/Ocoee. Merge onto I-4 W via Exit 10A. Merge onto OBT US-441 South via Exit 80. Drive 3.8 miles and Goodwill will be on your left. It is at the corner of OBT and Skyview Dr.

### **BRING YOUR GOODWILL DONATIONS!!!**

Goodwill welcomes GOOD members bringing donations which will help the Central Florida Community. Donations such as clothes, small electronic appliances, and household items can be brought to the meeting.

We'll make a big pile at the back of the room, and we want to see how big we can get it. If Goodwill helps put someone back to work every 42 seconds, what would a few hundred dollars in donations do to help people support themselves and change their lives for good!? LET'S FIND OUT!



## President-Elect's Message

By Erica Bader Sorrell



As I write this message to you all, we are almost halfway through 2011! It is hard to believe how quickly the time has gone, and if you are like me, you have some January goals still lingering on the To-Do list and are wishing for just a little more time to get it all done. The halfway point does give us an opportunity to think about how we spent our first six months and how we will spend the next. There is the old adage about failing to plan means planning to fail – let that not be us.

Hopefully one of the ways you spent the first part of the year was adding to your OD toolkit – through our GOOD meetings or in other ways. Our first meeting with Dr. Ron Piccolo challenged us to think beyond our immediate perception of why things occur and think critically. In our April meeting, we learned from Dr. Bob Prescott about leadership, culture and OD as anchors for change. Our goal is that there were takeaways for you from each of our sessions that added value to you personally and professionally.

We hope to continue to provide you with rich learning opportunities throughout the rest of 2011 with GOOD. Up next - our members' favorite session - **The Sixth Annual Best Practice Sharing Session**. On deck this year: Leading Change, Leading Engagement, The Group Development Questionnaire, Understanding Peak Performance and a Leadership and Engagement Case Study. Please plan on attending **on June 17<sup>th</sup>** to learn from our fellow members.

As we think about what we have accomplished this year, I hope that one focus would be to give back to the community. Our meeting in June will be hosted by Goodwill Industries. This amazing organization helps Central Floridians with employment & training services, job placement, mentoring programs, money management seminars and of course, taking donations to recycle useable goods. **I encourage you to bring donations such as clothes, small electronic appliances, and household items.** Goodwill will ensure that these donations can continue to help the organization provide services to those in need.

Start planning now for the second half of 2011. Here's to a productive and enjoyable rest of the year.

Erica Bader Sorrell



### 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* (1994)

"I'll go anywhere as long as it's forward."

— David Livingstone



## Q3 2011 Book Club Selection

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

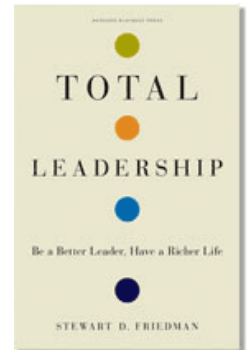
**Date/Time:** Tuesday, August 16, 2011 @ 6:00 PM

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

[http://goodnetwork.us/index.php/events/detail/2011\\_3rd\\_quarter\\_good\\_network\\_book\\_club\\_meeting/](http://goodnetwork.us/index.php/events/detail/2011_3rd_quarter_good_network_book_club_meeting/)

**Join the Book Club in August 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. This book offers thoughtful insight into important leadership qualities that will improve results while allowing for a fulfilling life for leaders and their followers.



## BOOK REVIEW (from May Book Club Meeting)

**“Start with Why: How Great Leaders Inspire Everyone to Take Action” By Simon Sinek**

Several members of the GOOD Network gathered in May, to discuss and share thoughts about the 2<sup>nd</sup> Quarter Book Club Choice, “*Start with Why: How Great Leaders Inspire Everyone to Take Action*” By Simon Sinek. The highlights, dog ears, and even in one case, memorized page number were tell-tale signs that the book was generally enjoyed by all who attended!

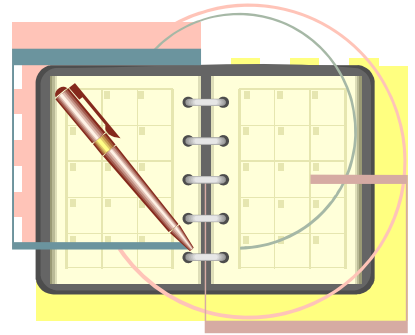
In his book, Simon Sinek explains how leaders can inspire others to take action by starting with “WHY” He elaborates upon what he calls, the “Golden Circle” which helps us understand why we do what we do. Mr. Sinek shares that to help ourselves achieve more, we should remind ourselves to start everything we do by asking “why”. When companies and individuals start with the “WHY” (purpose, cause, or belief) it can help ensure they are being authentic to who they are, can help clarify product line decisions, ensure better hiring decisions, provide sustained success, and business longevity. Companies often know *WHAT they do and HOW they do things*. In Mr. Sinek’s words; “People don’t buy WHAT you do, they buy WHY you do it”.

The book is packed with relevant examples that bring points to life and cause you to think about things from a different perspective. Some of the companies used as examples include: Dell, Apple, Southwest Airlines, Microsoft, TiVo, Harley-Davidson, Costco, Wal-Mart, and Volkswagen, to name a few. The examples the author shared illustrate the impact an organization can have, if they start with “WHY”, and what can happen if they don’t. One particular critique shared by book club members is that he returned to a few of the companies as examples several times, which was a little redundant. Overall though, book club members enjoyed and would recommend this book to others. If you’d like to learn more, Simon Sinek has a talk available on TED on this topic. [http://www.ted.com/talks/lang/eng/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/lang/eng/simon_sinek_how_great_leaders_inspire_action.html)

## UPCOMING GOOD NETWORK EVENTS

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

**WWW.GOODNETWORK.US**



**June 17, 2011** — Bi-Monthly Meeting

“Sixth Annual Best Practices, “ at Goodwill Industries of Central Florida - 7531 S Orange Blossom Trail, Orlando, FL 32809

All meetings run 8:30am-12:30pm and include a continental breakfast and networking time!

**July 15, 2011** — Newsletter Article Deadline for the July-August GOOD News. Send your contribution to [newsletter@goodnetwork.us](mailto:newsletter@goodnetwork.us)

**August 12, 2011** — Bi-Monthly Meeting

**August 16, 2011** — 3<sup>rd</sup> Quarter GOOD Network Book Club Meeting, Panera Bread @ Millenia Mall

**October 14, 2011** — Bi-Monthly Meeting

**Dec 9, 2011** — Bi-Monthly Meeting



Enjoying some “Open Space” time...

*JOIN THE FUN!*  
*JOIN THE FUN!*



Dr. Ron Piccolo engages in GOOD dialogue...

## OD Article of Interest: *Building Bonds for Stronger Employee Engagement*

Dr. Mimi Hull, GOOD Network Member; [www.hullonline.com](http://www.hullonline.com)

The quickest way to strengthen an organization is to build the bond between employees and the leadership and the quickest way to do that is to improve communication. Everyone can learn to communicate better, but not everyone knows how to open up the lines of communication with their employees.

Here are some suggestions for opening communication:

1. **Improve credibility.** Do what you commit to do and be careful that you don't commit to doing too much. In other words, "Don't let your mouth write a check that your body can't cash." It is better to under promise and over deliver.
2. **Discuss your values.** For example, ask your team what does trust look like? How do you know whom to trust? Why does trust take so long to develop and can be broken in an instant? How can broken trust be rebuilt? Having these discussions can be very potent and insightful.
3. **Eliminate fear of reprisal.** Employees want to be able to voice their ideas, concerns, or complaints without fear. Use a flip chart to record suggestions and opportunities for change. That way the focus is on the idea and not the person. You may even want to bring back the anonymous suggestion box to get an honest assessment of people's concerns.
4. **Share information.** Treat employees as partners and communicate the good and the bad and the ugly. Don't hoard information because you fear its effects on others. The grapevine is usually worse than reality, and by sharing information, you may find new and better solutions to old problems.
5. **Hold open forums.** Set quarterly forums where workers can talk with decision-makers on issues that are important to them. Don't get discouraged if at first the forums focus on areas of dissatisfaction or even worse, if only two people show up. If you are uncomfortable, running them yourself, hire an outside facilitator. Set parameters. Let people know that not all problems will be solved and not all suggestions will be taken. If you make an effort to address issues and report progress, the meetings will become more productive and popular.
6. **Assume the best!** If a colleague is rude and abrupt, first give them the benefit of the doubt. They probably did not intend to hurt your feelings. Perhaps, they just did not know how to express themselves in a way that was more appropriate. Consider these moments, learning opportunities, and at a time and place where no one will be embarrassed, let them know the impact of their words and how the ideas could have been expressed in a better way.



### A Call for Articles!

#### Contributors needed for the following on-going columns:

- OD Articles of Interest
- Coaching Corner
- OD Tools and Techniques
- How We Practice OD at..... (your organization!)
- Any other content ideas you may have

Send your submission to: [Newsletter@goodnetwork.us](mailto:Newsletter@goodnetwork.us)



Keep the conversation going between issues by joining the GOOD Network LinkedIn group!

## MEMBERSHIP – New Member Spotlights



This month we are happy to welcome two newer members to the GOOD Network.

### **Dolores Meadows, PHR**

Vice-President of Human Resources, Goodwill Industries

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

I am an HR Generalist

***What do you love most about what you do?***

Helping employees to enjoy and benefit from their work experience with us.

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

Changing health care and increased costs

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

One great tool that I have is the Employer’s Association of Florida. A CHEAP but exceptionally helpful organization.

***What do you find most valuable about the GOOD Network?***

Don’t know yet. I’m new to it.

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

I have only had two jobs in 33 years.



### **Scot Lake — GOOD VP of Communications**

Scot joined GOOD and jumped in to volunteer on the Leadership Team immediately!



***What are your educational background and specific area(s) of expertise within the O.D. field***

I have a background in industrial/organizational psychology and education, and I’ve been consulting in the area of talent development for more than 8 years. My favorite projects fall toward the categories of employee retention and transformational leadership, and I’ve been fortunate to work with clients big and small all over the world.

***What you love most about what you do***

I love working for the “Aha!” experience, that moment when you know learning has occurred, when a person or group of people recognizes the value in some new concept or point of view. While I appreciate the value of small, incremental gains and think they’re vitally important, it’s the epiphany that gets me really excited. Whether I’m conducting a discovery session, facilitating a learning experience, or presenting results to stakeholders, I always work to create that moment when the light bulb appears to illuminate and heads start to nod.

*(Continued on next page)*

***What is the one "hot topic" relative to O.D. practice that is on your mind right now?***

This may sound silly, and it's probably not a "hot topic" in other—more functional—minds than my own, but I've been thinking lately about how the Fundamental Attribution Error (FAE)\* negatively impacts the groups and organizations in which we live and work. While I've never heard of anyone attempting to measure the full, associated costs of FAE in organizations, I'm confident the costs are enormous, both financially and personally. Unresolved conflicts, acceptance of the status quo, micro-management, attrition, dysfunctional work teams, disengagement, miscommunication, the list goes on and on—all of these things can, and often do, ultimately result from our brain's tendency to attribute others' behaviors to their general character, disposition, or personality without really considering contextual influences or situational events as alternative, possible drivers or explanations. To put it differently, when someone cuts me off in traffic, it's because they're an inconsiderate jerk (not because they are on the way to the hospital because their pregnant wife's water just broke). But when I cut someone off in traffic? Well, you should know that, well, that was completely unintentional and unavoidable. The sun was in my eyes. I couldn't help it.

It would seem to me that at the heart of every Fundamental Attribution Error there lies a learning opportunity, something we could actually do something about in our organizations. The act of questioning the hypotheses our brain proposes for observed behaviors, or the act of generating *alternative* hypotheses for those same observed behaviors, these are teachable, learnable skills. Questioning possible explanations, that is a behavior that can be organizationally influenced, enhanced, and supported.

So I for one am convinced. The high costs of attribution errors in our organizations (and our lives) need not be accepted as part of the cost of doing business. Things can get better. Things can be better. And as OD professionals, I think we need to believe that.

***What quick tip, idea or tool relative to the O.D. practice can you share with your fellow GOOD Network members?***

When tasked with developing business intelligence for leadership around employee retention, gather data through stay interviews and stay surveys rather than exit interviews or exit surveys. Besides providing more valid and reliable data (from real "living" specimens, as opposed to exit data, which is information from individuals who have already "passed on"), well-executed stay interviews offer added-value benefits to organizations such as healthier leader/team member relationships, improved employee morale, and heightened employee feelings of value and worth. But perhaps more importantly, well-executed stay interviews produce the kind of measurable improvements in retention, engagement, and key performance indicators that leadership will appreciate using to develop strategy and inform business decisions.

***What do you find most valuable about the G.O.O.D. Network?***

Oh, well, that list is long. I'd have to say the most valuable aspect of GOOD for me is interacting with other OD folks at our bi-monthly meetings. The GOOD Network is an outstanding group of professionals, and the sense of affiliation I get from spending time with them is very energizing.

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

Everything I ever needed to know about the dynamics of transformational and transactional leadership, I learned from adventure travel with hundreds of 12-year-olds! But that's a story for another day!



# Tools for the OD Toolbox



Our theme for the year is *Leading Change*. The OD Toolbox will continue to highlight change management tools and techniques. Last issue I shared *Lewin's Change Model: Unfreezing, Moving/Changing, and Refreezing*. In this issue I describe a companion tool useful for leading change. These simple tools can be valuable to an OD practitioner or change leader in helping organizations and individuals understand the nature of change and transition and to better prepare for it.

**Carol Emmett, GOOD News Editor**

## Accelerate Change Using the Change Curve Model

The Change Curve Model is a popular tool based on the familiar Kubler-Ross work on grief. It is used to visualize and understand the typical stages of personal transition and organizational change. It helps you understand how people will react to change so that you can help them make their own personal transitions, and make sure that they have the help and support they need.

The **Change Curve Model** (Fig. 1) describes the four stages most people go through as they adjust to change.

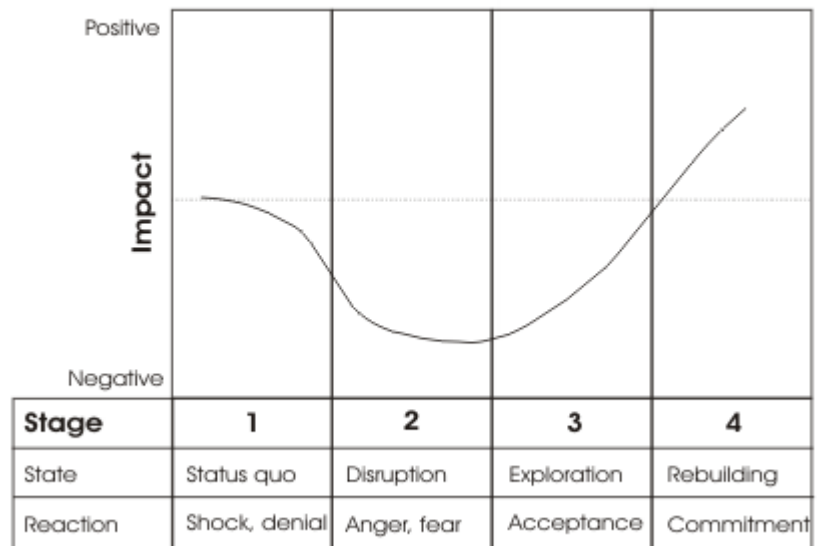
When a change is first introduced, the initial reaction may be shock or denial, as people react to the challenge to the status quo. This is **Stage 1** of the Change Curve.

Once the reality of the change starts to sink in, people tend to react negatively and move to **Stage 2** of the Change Curve. They may fear the impact; feel angry; and actively resist or protest against the changes. Some will fear the negative consequences of change. Others will correctly identify real threats to their position. For example, people who've developed expertise in (or have earned a position of respect from) the old way of doing things can see their positions severely undermined by change. As a result, the organization experiences disruption which, if not carefully managed, can quickly spiral into chaos and project derailment.

If people get stuck at stage 2 of the Change Curve, the change will be unsuccessful, at least for those who resist. This is a stressful and unpleasant stage, and your goal is to move everyone as quickly as possible to **Stage 3** of the Change Curve, where pessimism and resistance give way to some optimism and acceptance.

In **Stage 3**, people stop focusing on what they have lost. They start to let go, and accept the changes. They begin testing and exploring what the change means, and learn the reality of what's good and not so good, and how they must adapt.

Figure 1: The Change Curve



*(Continued on next page)*

## Using the Change Curve

You can actively use the change curve to plan how you'll minimize the negative impact of the change and help people adapt more quickly to it. Your aim is to make the curve shallower (where stage 2 is a mere dip versus a deep abyss) and narrower (you move through the stages more quickly). Use the Change Curve as a coaching tool or visual aid to have individuals/organizations identify where they are on the curve. And give them a chance to verbalize why they are there. Shared knowledge of the typical stages of transition will normalize the feelings people are having and will help you accelerate change and the likelihood of success.

### Tips for acceleration at each stage:

#### Stage 1:

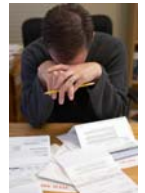
- Give people time to understand what is happening and adjust to the idea of needed change.
- People need information to understand what is happening and how to get help.
- Communicate often without overwhelming. Provide avenues or channels to additional information if they need it.
- Take time to answer any questions people may have.



#### Stage 2:

For the organization, this stage is the "danger zone". If this stage is badly managed, the organization may descend into crisis or chaos.

- Prepare for this stage by carefully anticipating the impacts and objections that people may have.
- Address these impacts/ objections early with clear communication and support, and by taking action to minimize and mitigate the problems that people will experience.
- Give people a safe harbor to express their feelings and concerns and vent their anger.
- People react differently, so carefully listen and pay attention during this stage (or a transition monitoring team to help you do this) so you can respond to the unexpected.



#### Stage 3:

This is the turning point for individuals and for the organization. Individually, as acceptance grows, people need to test and explore what the change means. They will do this more easily if they are helped and supported to do so.

- Provide training to give opportunities to experience what change will bring.
- Don't expect people to be 100% productive during this time. Build in "practice time" so that people can learn and explore without too much pressure to perform correctly straight out of the box.

#### Stage 4:

This is where the changes start to become second nature, and people embrace the improvements to the way they work. You finally start to see the benefits you worked so hard for. Your team or organization starts to become productive and efficient, and the positive effects of change become apparent.

- Celebrate success! Everyone deserves to share the success.
- By celebrating the achievement, you establish a track record of success making the next change easier to implement.



**Share your tools and tips for Leading Change in our next issue. Send your article to: [NEWSLETTER@goodnetwork.us](mailto:NEWSLETTER@goodnetwork.us)**

**We want to hear YOUR voice in the GOOD News!!!**

## Bi-monthly Meeting Recap — April, 2011 Meeting

“Leadership and Culture as Anchors for Change” with Dr. Robert K. Prescott, SPHR

Dr. Bob Prescott's presentation was very well received in April. His slides are available for members to download on the GOOD website: [http://goodnetwork.us/gn-downloads/RobertPrescott\\_slides\\_04\\_15\\_2011b.pdf](http://goodnetwork.us/gn-downloads/RobertPrescott_slides_04_15_2011b.pdf)

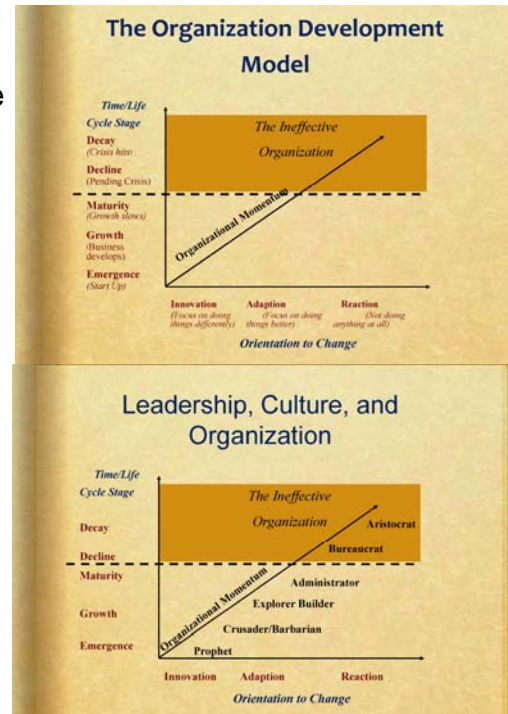
Dr. Prescott shared a slide that traced organizations through a life cycle of Emergence, Growth, Maturity, Decline, and Decay.

That slide (shown at top right) also highlighted corresponding group and individual approaches during the organizational life cycle phases, those being Innovation, Adaption, and Reaction.

He had participants do a group exercise to determine what leaders should do and how leadership should be conducted during the various phases. (The corresponding slide is at bottom right.)

He also showed us a powerful video that depicts that it takes as much, if not more, courage to be a "first follower" than an actual "leader."

[http://www.ted.com/talks/derek\\_sivers\\_how\\_to\\_start\\_a\\_movement.html](http://www.ted.com/talks/derek_sivers_how_to_start_a_movement.html)



At the conclusion of Dr. Prescott's presentation, GOOD leadership team members spoke briefly about their roles and shared any news they had. Pat Brown encouraged people to contribute to the Newsletter, and spoke briefly about the Mentoring program and how it was working for him as a mentor. Carolyn McMorran, the Director of Continuing Education at Valencia, said that Valencia was no longer a community college and would be offering 4-year degrees, beginning July 1.

Special thanks to Valencia Enterprises  
for hosting the GOOD Network meeting in  
April!

**VALENCIA** | Continuing Education



**Send all Program and  
Conference announcements that  
would be of interest  
to GOOD Network  
members to:**

[NEWSLETTER@goodnetwork.us](mailto:NEWSLETTER@goodnetwork.us)



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

**WE'RE ON THE WEB**

[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.

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](mailto:Newsletter@GOODNETWORK.US)

### Local Workshops

- **July 14-15, 2011**, "Crucial Conversations: Tools for Talking when Stakes are High", Contact: [slia@gemsconsultinginc.com](mailto:slia@gemsconsultinginc.com), 407-397-4357
- **August 9, 2011**, "Mini-MBA", Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252.
- **August 9, 2011**, "Creative Strategy Development and Execution", 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](mailto:slia@gemsconsultinginc.com) , 407-397-4357

### Conferences — Future Dates

**SHRM 2011 Annual Conference** — June 26 - 29, 2011, Las Vegas Convention Center, Las Vegas, Nev. <http://annual.shrm.org/>



**OD Network Conference 2011** — "Change is Coming!", October 30 - November 2, 2011, Baltimore Hilton, Baltimore, Maryland.

<http://odnetwork.org/>



### NTL Institute Upcoming Certificate Programs



**Organization Development Certificate Program:**

<http://www.ntl.org/inner.asp?id=231&category=3>

**Appreciative Inquiry Certificate Program:**

<http://www.ntl.org/inner.asp?id=232&category=3>

**Coaching Certification Program coming in 2012**

**Individual 2011 Class offerings:**

<http://www.cvent.com/EVENTS/Calendar/Calendar.aspx?cal=80aa9e29-5d11-413a-b07d-4181791c3bc5>