



# The GOOD News

## Future Direction of ODN by Cathi Balboa, President

The GOOD Network is a regional affiliate of ODN (Organization Development Network); and over the last year, the GOOD Network leadership team has discussed exactly what that meant or what it could mean. As part of the ODN Conference, Cathi Balboa, President of GOOD Network, attended several business meeting sessions that explored that question.

On Saturday 10/20, Cathi attended the Regional ODN Leaders Meeting. Leaders from seven Regional organizations and a representative from ODN met together to share information about what seemed to be working well for the organizations, what they had tried that didn't work, what their members valued, and future goals of their organizations.

Through the information exchange, we learned that the Orlando Regional Network has some great things going for it: our on-going growth, high percentage of participation, and a professional development format as our primary goal. We also were able to get input from some other Regional networks about things they are doing to increase visibility of the OD profession in their local communities, professional development events, and some administrative tools. One of the best things that came out of the meeting was agreement to exchange more in-depth information about areas of mutual interest in the upcoming weeks and months.

On Sunday 11/21, Orlando was represented at the annual ODN Business Meeting. One of the key parts of that meeting was to unveil ODN's new Strategic Direction. ODN has made a major shift from having its primary focus be on serving its members to advancing the OD profession. There was a follow-up meeting on Wednesday 11/24 to continue dialogue about the strategic initiatives.

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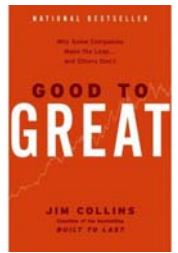
## Carl Gill, Rick Rhein, and Carolyn McMorran facilitate at our October 12th Joint Meeting with Central Florida Chapter of ASTD (Topic: Human Performance Improvement)



*Having a joint program with ASTD is something we should keep doing! This synergy and broadening of our network is a critical component that directly supports the mission of this organization. They also have quality members and attendees who benefit from the shared development experience. Thank you for putting this together!*

- Survey feedback from GOOD member on the Joint Meeting

## OD Article of Interest—Doing the Right Thing by Kevin Herring



If you always do the right thing at the right time in the right way you can never go wrong—a simple, sage success formula. But if it's so simple, why do organizations find it so difficult to develop into the great organizations Jim Collins writes about in Good to Great?

### No more yoga?

Recognizing that even positive change is stressful, more than a few organizations have tried to do the right thing by hiring consultants to help employees manage change. Workshops on yoga, meditation, building morale, and embracing change are now a dime a dozen. But is the DNA of successful organizations made up of employee change management skills? Or is it the nature of the change that makes the difference? In other words, does doing the right thing mean making people feel good about what is happening, or making sure that what is happening is what creates greatness? According to Collins' research, managing how people feel does not make a company great. In fact, he reports that successful companies do not even worry about managing change or motivating people. They simply do the right things consistently to create the conditions that make these issues irrelevant. Interesting, isn't it? Making motivation irrelevant. To people charged with creating a fun and stimulating workplace, this has to sound like blasphemy. What happened to jazzy program launches with catchy slogans and brave, new values statements?

### The right thing...

So if motivating and making people feel good is not the right thing, what would Collins say is? Instead of expending resources to make people happy, less stressed, or more motivated, great leaders look for ways to give people more information to create greater understanding of the organization as if the employees had to run it themselves. They find opportunities for training and other ways to increase individual capabilities for contributing to the business. They encourage and support people taking reasonable risks and choosing greater levels of personal accountability for overall business success.

Focusing on making the right decisions instead of trying to make people feel the right way creates an environment that wipes out mistrust, egotism, self-serving behavior and a compliance attitude replacing them with trust, collaboration, innovation and commitment to the whole.

### The formula...

Even though we are constantly told that to succeed we have to manage people well, it seems great organizations use their resources to manage the systems and create an environment that enables self-motivation. In great organizations, the success formula is pretty simple. Trying it on for fit: Practice leadership using some of Jim Collins' suggestions below. Keep a journal. Record in it what you did and how people responded. Reflect on what was easy and what was hard. Write down what you will do differently in the future. Try this for six weeks and assess your results by asking others how they felt about the experience and reviewing your journal entries.

1. Lead with questions, not answers. Don't think you have to come up with the answers and get everyone else to follow you. Ask questions that allow others to contribute.
2. Engage in dialogue and debate, not coercion. Spirited discussions can be extremely productive when all involved feel it is safe to participate and personal agendas are set aside.
3. Conduct autopsies, without blame. After-event reviews should be for learning. Use them to support a culture of continuous improvement by collaborating on what worked, what didn't and what should be done differently.
4. Build red flag mechanisms. Encourage employees to raise concerns and share customer dissatisfaction in order to correct problems before you lose customers.

*Kevin Herring is President of Ascent Management Consulting, Ltd. Ascent specializes in creating business solutions through effective management, workplace cultures and organization systems.*

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**... give people more information to create greater understanding of the organization as if the employees had to run it ...**

## Welcome New GOOD Network Members

Here are our newest members who joined us since October 2007!

Renee	DeRouin-Jessen	UCF/Marriott Vacation Club
Peggy	Jackson	Right Management
Jennifer	Walker	Full Color Living
Bruce	Perkins	Starwood Resorts
Renee	Tanner	Alight Advisory Company



## This Month's Member Spotlight

In response to your requests to learn more about your fellow members and their specific areas of expertise, we have developed the "Member Spotlight" section that will be an ongoing feature of our newsletter.

### Kathy Potts, Director, Organization Development and Learning, Home Shopping Network

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

I am the Director of Organization Development & Learning for the Home Shopping Network. In my 7 years with HSN I've most developed expertise in strategic planning, and behavioral performance consulting.



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

In Feb 2006 I picked-up a copy of *Play to Win* by Larry Wilson (of Wilson Learning?). In his book, Larry references research Dr. Viktor Frankl conducted about the connection between success and happiness. This was one of the first times I made a specific note to recognize what I love about what I do. With the idea of leaving work being fulfilled *and* successful, this happens on those days that I am able to coach senior executives to be and feel capable.

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

The lack of development during transitions for the Sr. Manager and Director roles throughout the US. The idea of moving into a position that oversees an entire function or multiple functions holds some unique challenges that are not the same for 'first time leaders'. There was a recent article in HBR about this very shortage. The development of leaders in career transition at the functional level is currently a project I am working on in response to this topic.

*What quick tip, idea, or tool relevant to the OD practice can you share with your fellow GOOD members? Within the last year, the mural method of capturing a group conversation has been a wonderful experience particularly for open-dialogue sessions. Here's how it works:*

- We post-up 6 sheets of flip chart paper so that they are connected as 1 rectangle.
- We begin at the left side during the beginning of the conversation and move over to the right as the conversation progresses.
- We capture ideas in the form of words and pictures using a full spectrum of color.
- We will typically do this with 2 facilitators, the other taking bulleted notes (either on flip chart paper or in a laptop).
- When the conversation is over we report back out what we've captured and ask if there anything they would add/change.
- We digitally photograph the mural and send it to them, along with the notes the second facilitator has captured. The end result is a unique picture of the conversation held that day.

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

I have found the GOOD Network to be a pearl among other types of associations. The first delightful finding has been that the information shared is relevant and practical. In fact I've applied much of it immediately upon returning to HSN. The second delight has been the number of practicing professionals attending each meeting. With 50-70 in the room I have just the right network for the questions and support specific to my needs.

## Dear OD

This month's Dear OD has been answered by our GOOD Leadership Team!

Dear OD,

I have just graduated and am brand new to the OD field. I'm starting my first "real" OD job next Monday and was wondering...if you could give me just one piece of advice to help me become successful in my career as an OD professional, what would it be?

Sincerely,

OD Newbie

Jerry Salsburg, Lockheed, Advisory Board:

Read and absorb the "Flawless Consulting Fieldbook and Companion: a Guide to Understanding Your Expertise" by Peter Block, get familiar with a few Change Management models (ones you can actually understand and can communicate to your clients so they understand) and decide that you will approach each new project with a "learner" mindset: a purposeful curiosity, a determination to avoid preconceptions and to commitment look beyond what at first seems obvious.

Luis Marrero, FARO Technologies, President—Elect:

Find a mentor/coach to help you through your transition. Partner with experienced consultants whenever possible. Study the company's strategy and value statements so that you can design supportive interventions. Use your clients' current state as the point of departure for your interventions.

Larry Birkes, Marriott Vacation Club Intl., Advisory Board

Learn the business you are in; read the book "You have to be Heard to be Believed" by Bert Decker; develop your credibility; ask more, tell less.

Edge McNickle, University of Phoenix, Chair-Elect Development

Look for the interrelationship or the linkage between all parts of the organization. Each division, business unit functions in relationship with the other units thus making the organization a whole entity that is greater than its parts--A simple version of the systems theory.

Wendy Grauer, Walt Disney World, Advisory Board

Look for opportunities to add value in the unique way that OD can. Do this by building your OD toolbox quickly because you never know when you will be presented with a problem that requires an OD solution. Once you offer up some insightful solutions a time or two that solve real business problems, people will begin to seek your consultation. Also, build your credibility by learning the business. Learn the language, the players, the structure and the culture... study everyone and everything and influence change from the position you're in. Doing these things will quickly earn you a seat at the table. Just don't be offended if it's not the head table! A Junior OD Consultant can have just as much influence as a Senior OD Consultant, you just have to figure out the best way to get heard.

Paul DePalma, BusinessWorks, Inc., VP Marketing & Membership

Focus your interventions on the **business** problem to be solved or **organizational** issue to be improved.

Karen Russell, Sungard H T E, Chair-elect Marketing & Membership

In the 'working' world, you will find that companies interpret OD differently. It may be the same as what you learned in school or it may be something completely different. My advice is to be patient with how your career unfolds. In this field, there are many exciting opportunities. You will find your niche. Continue to read books, attend professional meetings (like the GOOD Network), tap into OD related web sites and network with other OD professionals. This will help you to discover exactly where you want to be and what you want to do.

Nina Alexa, Universal Orlando, VP Finance

ALWAYS double-check your data! When delivering analysis to a client, it is vitally important that it is error-free to ensure credibility. Be very careful when analyzing the numbers and do a "smell-test" to see if the output feels right.

Have a tough problem that you would like to submit? Please send your questions to [pwestlake@northhighland.com](mailto:pwestlake@northhighland.com) and we will try to get you an answer from one of your peers.



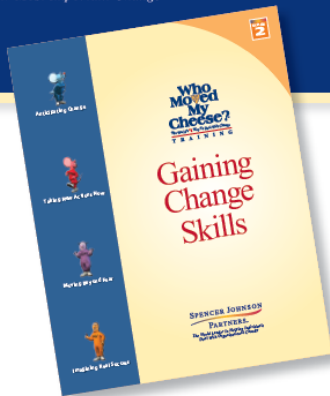
## Beyond GOOD! Job Postings

Topics	Replies	Views	Author	Last Post
<a href="#">Sr Research Analyst (PT) - Disney</a>	0	8	<a href="#">chasek</a>	2007/11/18 18:53 by chasek
<a href="#">OD Manager - Healthcare - Orlando</a>	0	11	<a href="#">chasek</a>	2007/11/13 06:06 by chasek
<a href="#">Corporate Training Manager - Raymond James St Pete</a>	0	11	<a href="#">chasek</a>	2007/11/10 16:18 by chasek
<a href="#">Leader Learning Program Mgr - HGVC</a>	0	10	<a href="#">chasek</a>	2007/11/10 16:16 by chasek
<a href="#">Director, ISD, Marriott Vacation Club</a>	0	8	<a href="#">chasek</a>	2007/11/10 16:12 by chasek
<a href="#">OD Consultant - Savannah, GA</a>	0	10	<a href="#">chasek</a>	2007/10/30 05:37 by chasek
<a href="#">Graduate OD Professor Needed @ Webster</a>	0	11	<a href="#">chasek</a>	2007/10/26 19:27 by chasek
<a href="#">Learning Specialist - Raymond James - St Pete</a>	0	11	<a href="#">chasek</a>	2007/10/19 02:27 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](mailto:info@goodnetwork.us)

## Personal Development Opportunities

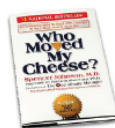
On Feb. 21st, 2008, Spencer Johnson Partners (“Who Moved My Cheese?”) will be hosting a “Gaining Change Skills” 1/2 day session in Orlando. For more information, contact Tim Barlow at [tbarlow@spencerjohnsonpartners.com](mailto:tbarlow@spencerjohnsonpartners.com).



### ABOUT THE BOOK

**Simple ideas and practical tools based on the world's #1 book on change.**

With over 23 million copies in 42 languages, *Who Moved My Cheese?*, by Dr. Spencer Johnson, is the best-selling business book of all time. Now you can put these proven principles from the book to work in your company to make the changes that bring the results you're counting on.



**Gaining Change Skills is a half-day work session for employees that helps people focus on changes happening around them and gain skills that can help them thrive in a dynamic environment.**

### DURING THE SESSION

#### Individuals Will Learn To:

- Use change as a competitive advantage
- Innovate new ways to get results
- Focus on what's most important
- See change as an opportunity

#### Individual Change Assessment

Gain insight about how you react to change. It reveals where your strengths lie and what each individual could improve to get better results.

#### Video

The Telly™ Award-winning movie is a quick way to get everyone on the same page.



**This is an extract of only the most recent postings. For more listings please see our website [www.goodnetwork.us](http://www.goodnetwork.us).**

**Intrigued at our last meeting by Performance Improvement? At the 2008 Intl. Society Performance Improvement Conference in April 2008 in NYC, you can earn one of 5 certificates:**

1. Analysis, Eval, & Measurement
2. The Business of HPT
3. Instructional Systems
4. Mgmt of Org Performance
5. Org Alignment

**Valencia also offers a local certificate program in Human Performance Improvement!**



**Greater Orlando  
Organizational  
Development Network**  
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[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.**

## GOOD Events

### Bi Monthly Meetings:

Friday, December 7th, 2007 - "Developing Leaders Through Orthodox OD" (8:30am-12:30pm)

Speaker: Luis Marrero, FARO Technologies

Location: Marriott Vacation Club's Talent Experience Center

### Book Club:

Thursday, January 10th, 2008 - "Generations in the Workplace" (6:30pm)

Attendees choose a book/article of their choice on this topic

Location: Winter Park (email [scblossey@cfl.rr.com](mailto:scblossey@cfl.rr.com) for info)

## Other Upcoming Events



*Happy Holidays from the  
GOOD Network Leadership  
Team! We are so glad that you  
have chosen to spend time with us  
this year in the spirit of learning  
and development. Looking  
forward to even greater events in  
2008!*

(Continued from page 1)

Based on this new direction, the three key strategies for ODN are:

1. Define the practice of Organization Development according to the OD Network
2. Be a "network of networks"; an attractor of new ideas; a dynamic organization that generates, socializes, and accelerates new ideas
3. Accelerate progress on diversity and inclusion; create momentum and a call-to-action.

The GOOD Network Leadership Team will continue to interact with other Regional organizations as well as ODN to assess where alignment and linkage (whether formal or informal) can provide additional benefit and value to our members.