



Greater Orlando Organizational Development Network



Season's Greetings

The GOOD News

Highlights from the 2008 National OD Conference by Jerry Salsburg

The 2008 ODN Conference convened in Austin Texas from October 19-22, and had as its theme "Advancing the Theory and Practice of Organization Development". The conference modules were organized around 5 key tracks:

- 1) Facilitating Systemic Change
- 2) Building Key Skills
- 3) Pushing the Envelope
- 4) Strengthening Organizations Through Diversity
- 5) Expanding Leadership Capability

There were four keynote speakers, Sponsor Spotlight sessions, and a number of networking activities including Social Hours, Sponsor Receptions, and Affinity Group and Special Interest meetings.

New to the 2008 conference were "The Kurt Lewin Master Class Series" interactive modules with seasoned practitioners who discussed their personal approaches to connecting theory to practice, and a "Track

for Internal Practitioners" which identified specific conference modules most relevant to those practicing OD within a corporate environment.



The following is a representative sampling of the sessions I attended.

Monday Keynote Speaker

"The Unstoppable Power of Leaderless Organizations" by Ori Brafman, author of "The Starfish and the Spider" and "Sway".

Based on ground-breaking research, Brafman starts with the idea that if you cut off a starfish's leg, it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down orgs are like spiders, but today starfish orgs are changing the face of business and the world. We heard about the hidden power behind the success of Wikipedia, craigslist and Skype; what eBay and General Electric

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October Meeting — Annual Joint Meeting with Central Florida Chapter of ASTD

Personal Effectiveness in a Changing Organizational Landscape



Members of the GOOD Network and Central FL Chapter of the ASTD met to network and share ideas. Seema Rafay facilitated a high energy networking session. Dr. Marnie Shanbhag presented us with valuable insights for self-care. Breakout sessions generated ideas for practical and creative actions to counter-act recurring issues in a new and challenging environment.

"Thanks so much for providing great learning opportunities! I enjoy being with people who talk the same language!" — October meeting participant.



Dr. Marnie Shanbhag, Larry Birkes

(OD Conference Highlights continued from page 1)

have in common with the abolitionists and women's rights movements; what fundamental choice put General Electric and Toyota on vastly different paths – and what happens when starfish take on spiders. Ori Brafman and co-author Rod Beckstrom have discovered some unexpected answers, gripping stories, and a tapestry of unlikely connections.

Learning Points:

- The Starfish's vital functions are decentralized...you can cut off a leg and it grows back. The spider will die if the right spot is attacked.
- Traditional "Spider" orgs have centralized command structures making them vulnerable and inflexible.
- "Starfish" organizations' shared common values make them stronger and more viable.
- "Starfish" orgs are more adaptable and can flex to meet a changing business environment.
- Organizations can combine the best features of the "Spider" and "Starfish" structure.

Tuesday Keynote Speaker

"Whole Works – An E-vergence of Global Views" by Patricia Shafer, President of Compel, Ltd. and co-founder of The Change Leaders International Consulting firm.

An expert on global leadership, Patricia asked managers around the world to share the same aspirations. Patricia's forthcoming book, *"Whole Work: Developing Tomorrow's Truly Global Leaders"* is derived from her research within multinationals on five continents...

**Learning Points:**

- Top strategic priority should be developing global competencies and working effectively across cultures.
- Ideal organizations emphasize the "whole" – people and leadership development first.
- Ideal orgs focus on the skills and behaviors which consistently support the human element.
- Barriers to achieving these orgs include having Vision without real Values, being obsessed with results, and a lack of commitment to Diversity.
- We need Catalyst Leaders who can see the world through the perspectives of other cultures and help people understand how the world is changing.

Workshop Highlights

Workshop: *"Authentic Conversations: Creating Cultures of Trust and Commitment"* by Maren & James Showkeir of Henning, Showkier and Associates, Inc.

Parent-child cultures are established and reinforced through the myth of "holding others accountable".

New conversations are necessary to create a culture that views people as competent adults capable of making decisions in the best interest of the business. The backbone of authentic conversations is honesty, confronting true commitment, and choosing personal accountability.

Learning Points:

- Conversations co-create our realities, shape our behaviors, and create culture.
- The way most orgs hold people accountable is actually thinly-veiled manipulation; effective leaders must focus on engagement instead.
- People have to be responsible for their own motivation and morale...it's a personal choice.
- Avoid manipulation by owning your contribution to a problem, self-disclosure, seeking to understand instead of win.
- New conversations require significant self-awareness and developing clarity about your intentions...stop re-creating the parent-child scenarios...start being more visible about intention and choices.



Workshop: *"How to Engage People When You Don't Have Time"* by David & Emily Axelrod.

Everyone knows that engagement is important, but many complain that they don't have the time to do it. Meaningful engagement can occur in minutes. There are things you can do to engage others in a very brief period of time....

Learning Points:

- Engagement is a choice...you get people to say "yes" by showing appreciation, encouraging them, and developing informal relationships.
- Engage people by asking them to discuss the aspects of their work that is important to them, why they care about doing a good job, what they need to do a better job, what their personal and professional goals are, how they want to be acknowledged, etc.
- Make meetings more engaging by: starting with the end in mind, play the "what if" game, collect the "pluses & deltas" at the beginning of the meeting, ask what they need to be "present" in the meeting, and include them in how decisions will be made.

Workshop: *"Lessons from the Field: How to Successfully Coach a Positive Deviance Initiative"* by Cathi Balboa, Balboa & Associates (GOOD Network member and 2007 President); Carlos Arce, Billings Clinic; Sharon Benjamin, Alchemy.

All organizations strive to solve intractable problems. Positive Deviance (PD) is a powerful, proven change methodology that uncovers existing, but uncommon, behavior(s) in organizations, which can ignite and sustain successful change...

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(OD Conference Highlights continued from page 2)

Learning Points:

- PD shifts the emphasis from finding the right answers to asking better questions.
- PD engages the very people whose behaviors change will solve the problem; they identify the existing solutions.
- PD uses six key questions:
 - 1) What would you like to know about the problem?
 - 2) What do you do about the problem now?
 - 3) What are the barriers that prevent you from doing the right thing 100% of the time?
 - 4) Who do you know is doing the right thing or has overcome these barriers (the positive deviants)?
 - 5) Who else needs to be in this conversation who isn't here?
 - 6) How do we invite those people to be a part of the action?
- PD requires OD practitioners to move from "experts" to facilitators of the problem-solving

process, requires a level of comfort with uncertainty and the fact that we cannot forecast all possible outcomes and consequences, and requires us to be able to identify and engage people who employ uncommon methods to accomplish tough goals.

Closing Thoughts

The conference was a good mix of two important themes: the need to know and employ solid OD theory in your work and the need to focus on the human side of business; engaging the hearts as well as the minds of the workforce. I appreciated the multiple conference tracks which addressed the OD practitioner's needs on a variety of levels – from concept through application. I highly recommend this conference to anyone interested in growing their skills and expanding their network.

My sincere thanks to the GOOD Network for their sponsorship.



This Month's Member Spotlight

Brian Jackson

Director, The Orion Trust

www.OrionTrust.com

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

Primarily developing effective leadership, building productive teams, and fostering organizational creativity and innovation. I prefer to utilize a strongly experiential methodology - whether working in an indoor setting, using an outdoor environment, or a judicious combination of the two as a vehicle to enhance our client organizations.

What do you love most about what you do?

Many facets. Creating the "aha's" for clients, seeing these flashes of insight, the personal growth of individuals, and the breakthroughs in their thinking and perceptions. The opportunities for authentic conversations, supporting individuals' commitment to growth and change, and fostering the capacity we all possess to see one another as fellow human beings and not, perhaps, as adversaries - essentially, to embrace the common ground, while appreciating the differences. Finally, bringing the human elements to bear in the context of making the clients' work more successful.

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

The increased focus on the employees, though with a clear eye on the bottom line too! Viewed another

way, further humanizing the working environment, with the solid belief that the organization will be the ultimate beneficiary. This on-going process also fuels the perennial need for us all to relentlessly re-tool/ upgrade our skill-sets, to "learn, unlearn and relearn" for a rapidly changing world.

What quick tip, idea, or tool relevant to OD can you share with us?

Encourage leaders to share directly with their teams their most recent or significant business-related "faux pas" in a candid manner, together with their resultant learning. While this might - in itself - have a cathartic effect, more importantly it sends a strong signal to subordinates that 1) "To err is human", 2) It underscores the necessity for a certain humbleness and the need for constant learning on behalf of us all as leaders, and 3) It gives colleagues "permission" to openly share their own errors and corresponding insights in a non-threatening and transparent atmosphere. While the primary focus is on collective discovery and learning to improve the business at hand, relationships and trust are invariably strengthened.

What do you find most valuable about the GOOD Network?

The wonderfully congenial and supportive atmosphere. It is always a delight to be able to spend some time with like-minded colleagues, and the convivial climate - combined with the complete lack of posturing and politics - makes it a real tonic. Sharing ideas and learning from fellow practitioners is invariably insightful, and a real pleasure.

Dear OD,

A colleague has gone out of her way to help and support me over the past year. To show my appreciation, I would like to do something special for her beyond the normal token holiday gifts. Any suggestions?

Gratefully Yours,
Gilda Gifton



Dear Gilda,

Showing appreciation is a powerful way to build relationships, motivate others, and spread goodwill. Appreciation is made more meaningful by recognizing that there are different ways of expressing appreciation, and then giving accordingly. If we give appreciation in the style the person would most like to receive it, then it is much more meaningful.

This insightful concept was originated by Gary Chapman in his book "The Five Love Languages". He describes the five love languages as different ways to show appreciation to your loved one. We can extrapolate his ideas to apply to anyone.

Dr. Chapman's five ways of showing appreciation, showing that we care are:

- Gift giving
- Acts of service (doing something for the other person)
- Words of affirmation
- Quality time (spending time with the person)
- Physical touch (don't try this at work!)

Individuals tend to favor one or two of these over the others. But how do you know which style someone prefers? There are clues. People tend to give in the way that they like to receive. Also, observe and ask,

So let's say your colleague is someone who prefers Quality Time. Rather than giving a box of chocolates, a more meaningful gift for her would be to take time for a special lunch together. Your undivided attention is what does it for her.

Hope this is helpful. Happy giving and Happy Holidays!

Jocelyn Corville, your newsletter editor

Merry Christmas and Happy Holidays from your Leadership Team!

Thank you, GOOD Network members, for making 2008 a wonderful year of learning and sharing! We look forward to another amazing year with you in 2009!

WWW.GOODNETWORK.US

Beyond GOOD! Job Postings



Position	Posted
OD opportunity, Dell—Austin, Texas	2008/11/24
VP of HR, Sungard	2008/11/11
Evaluation Specialist, Camber Corp.	2008/11/11
Various OD jobs from Summit Search Inc., recruiter	2008/10/25

These are the most recent postings only. For more info on these and previous postings, please see our website.

Leadership Team Alert—Your newest Leadership Team member....



Virginia (Ginny) Rizzo Chair-Elect Finance

Ginny Rizzo is currently a Clinical Research Coordinator at M. D. Anderson Cancer Center - Orlando Health, a position she secured

after relocating to Florida in December 2007. In addition to coordinating care for cancer patients involved in clinical research, she assisted in developing an orientation program for newly hired Clinical Research Coordinators, is currently heading up performance improvement initiatives for the department, and regularly delivers presentations on Clinical Trials to employees.

After spending many years employed in the health care field as a nurse, Ginny, more recently, has begun a career transition by returning to school and earning a B.A. in Psychology - Summa Cum Laude, Phi Beta Kappa, from the State University of New York at Buffalo, and a M.S. in Industrial / Organizational Psychology from Springfield College, Springfield, Massachusetts.

Ginny is a Certified Personal & Professional Coach, which she acquired through the iPEC Professional Coach Program, an accredited ICF (International Coach Federation) training program. She also earned a Certificate in Business Development through the University of Hartford, Hartford, Connecticut.

GOOD Network Open Positions—Make a difference to your organization

The GOOD Network is managed by a team of dedicated volunteers who work hard to provide you with opportunities that are a valuable investment of your time. We are currently seeking individuals for the following open positions:

First Chair-Elect Communication—will manage content updates on our new website to be introduced in 2009 (using the user-friendly content management system Expression Engine) and other communication responsibilities.

Members-at-Large—In order to create a better opportunity for those of you looking to give back to the GOOD Network with a limited time commitment, we are establishing a "Member-at-Large" position. The purpose of the position would be to provide real-time support for the tasks and activities performed by our Leadership Team members in the execution of their office. Check our website and your email soon for more information on the specific roles and responsibilities of this exciting new position!"

Contact us at info@goodnetwork.us or speak with Jerry Salsburg or Kristin Chase at the next meeting for more details.



**Greater Orlando
Organizational
Development
Network
E-mail:**

info@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.

WE'RE ON THE NET!

WWW.GOODNETWORK.US



GOOD Events — see www.GOODNetwork.us for more details.

Bi Monthly Meetings:

- **Appreciative Inquiry presented by Christine Wethman, Patti Millar**
Location: Starwood Vacation Ownership
Date: Friday, December 5th 2008
Time: 8:30am–12:30pm
- **2009 Schedule**—stay tuned for an exciting line-up of events for 2009!
Check out our website for information as it becomes available.

Book Club:

- **“The No A\$\$hole Rule: Building a Civilized Workplace and Surviving One That Isn’t”** by Robert I. Sutton
Location: Jason’s Deli on West Colonial by Fashion Square Mall
Date/Time: Monday, January 26th 2009, 6:30pm–8:30pm
Info: Anisa Singh (anisa.singh@universalorlando.com)

Upcoming Events of Interest

OD Network Conference 2009—October 18–21 in Seattle, WA

Share your expertise with OD professionals from across the nation!
The OD Network is currently accepting proposals to present at the national conference: <http://www.odnetwork.org/events/conferences/conf2009/>

Deadline for submission is January 1, 2009!



THE Performance Improvement Conference 2009

The International Society for Performance Improvement is holding it’s annual educational event here in Orlando at the Walt Disney World Resort.

Location: Orlando, Florida
Date: April 19–22, 2009
Info: <http://www.ispi.org/>



**International Society for
Performance Improvement**
WHERE KNOWLEDGE BECOMES KNOW-HOW

Linkage, Inc.’s The Best of Organizational Development Summit

Location: Chicago, Illinois
Date: May 12–14, 2009
Info: http://www.linkageinc.com/learning_events/conferences/

Organization Design Forum 2009 Conference

“Organization Design: Seizing Opportunity from Crisis”

Location: Tacoma, Washington
Date: April 21–23, 2009
Info: <http://www.organizationdesignforum.org/>

Conferences and Meetings of interest throughout the country

http://www.siop.org/tip/Oct08/PDFs/462_152to154.pdf

DiSC Certified Trainer Workshop Presented by Valencia Enterprises

Date/Time: December 16th 2008, 8:30am–4:30pm
Location: Valencia College, 2411 Sand Lake Road, Orlando
Info: <http://valenciaenterprises.org/catalog.cfm>