



The GOOD News

GOOD October 2010 Bimonthly Meeting Recap

“Managing and Assessing Talent: Out of a Recession”

In October, the GOOD Network partnered with our local friends in the HRPS (HR People & Strategy) chapter for our October meeting that focused on the *use of assessments in the current economic environment and how they can help (or hinder) organizations.*



We had an outstanding opportunity thanks to our HRPS partners to hear from *Robert Morgan, President – Americas, from SHL*, a global consulting firm specializing in talent assessment solutions. Robert shared a quadrant-based leadership model that has been applied throughout his organization and with his various clients, and helped it to come alive by elaborating on his experiences and case studies with using this model.

He discussed some of the implications of using assessments during this economic recovery period and how certain types of leadership characteristics may now be more or less “in demand”. To enhance the interactive component of the meeting, attendees worked together in groups on a *case study involving selection/assessments.*

We were challenged with using assessment results as an input to a high-profile executive selection process where HR execs and the CEO had differing opinions. As a second part of the case study, we learned that the candidate in question was hired and we were now his executive coach. Working through the assessment results from both a selection and development perspective yielded some great questions and commentary from the groups!



Robert Morgan & Doug Franklin, our HRPS Connection!



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Volume 4 Issue 6

November-December 2010

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OD Special Topic Article: *Considerations in Helping Executives Better Align Information Technology with the Business*

By Patrick G. Brown, GOOD Network Member

In the last GOOD Newsletter, I introduced the topic of aligning Information Technology with the Business. While not a new challenge, it remains a daunting challenge for senior management across the IT function and in the Senior Executive C-Suite. This article (Part 2) will offer some concrete ideas on how to introduce, discuss, and ultimately drive better alignment of IT and the Business throughout your organization. These concepts are equally valid in both private and public sector environments.

While the elevation of IT reporting levels has increased over time, still too few top IT executives, whether called Chief Information Officers (CIOs), Chief Technology Officers (CTOs), IT Vice Presidents, or something else, report directly to the Chief Executive Officer (CEO) or equivalent. And fewer still have much significant influence with that individual who has overall responsibility for the success of the organization or enterprise. And while infrastructure alignment between the organization and IT is helpful, it is at the senior executive/management level that policies are made which can ultimately result in the implementation of mutually supportive strategies.

In the previous newsletter, I spoke of four elements of strategic alignment: Business Strategy, Information Technology Strategy, Business or Organizational Infrastructure, and Information Technology Infrastructure. Each was defined briefly previously and is defined in more detail in the OD Toolbox article on page 4.

Understanding the components of the Business Strategy and IT Strategy elements is useful in beginning to raise the questions that ultimately lead to more discussion and consciousness about the IT-Business alignment challenge. For example, every senior executive should be able to answer these questions:

- What business are we in? What are our products and services? What markets do we choose to serve? Who are (and are not) our customers? (Business Scope)
- What are our distinct competencies? What few things do we concentrate on doing well in order to distinguish ourselves from competitors or others who might be able to do them as well as we do? (Distinctive Competencies)
- What external business relationships and/or joint ventures do we depend on in order to remain competitive? Do we require specific competencies to complement our distinctive competencies in order to offer a competitive product or service? (Alliances)
- Do you believe that Information Technology can leverage any more of these elements of Business Strategy than it currently does?

Similarly, senior IT management should be able to answer the following questions:

- What technologies either support or create specific business opportunities in our firm? (IT Scope)
- What characteristics of IT create business advantage? Are they powerful enough to actually enable IT Strategy to drive the overall Business Strategy of our enterprise? (IT or Systemic Competencies)
- What external relationships (e.g., outsourcing alliances, make vs. buy decisions) do we depend upon? (IT Alliances)

An ideal next step is getting key IT and Business Executives and influential thinkers together to explore how well (or not) IT is helping the Business remain competitive or become more competitive. Lacking the right executive sponsors to do this, one might settle for finding key influential thinkers, one in IT and one on the Business side, and getting them in a room together to understand this relationship and brainstorm ways to leverage IT more effectively in the organization. This could lead to further discussions with others to raise organizational consciousness.

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Another set of questions revolves around the positioning of the IT function in the senior management hierarchy.

- Is the top IT executive reporting to the top Business executive in the organization?
- If not, why not?

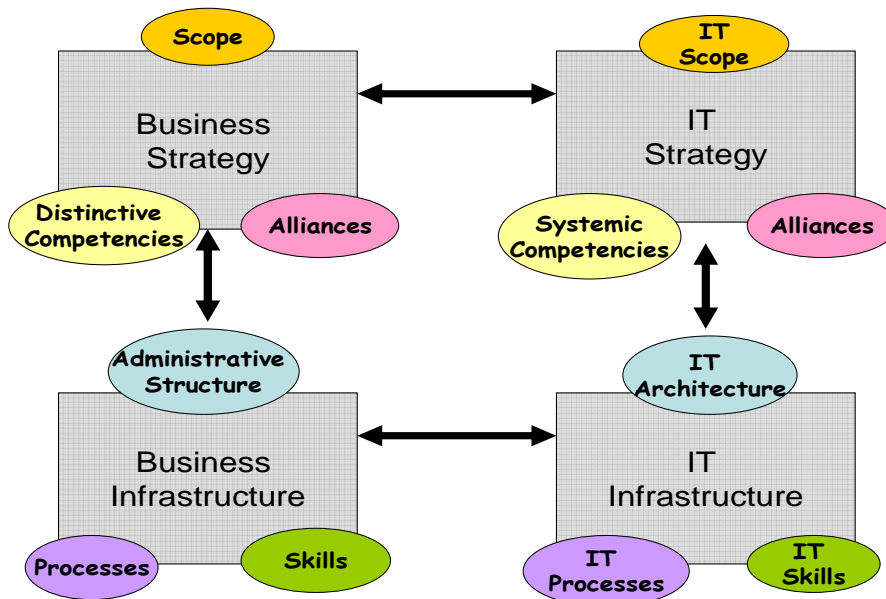
The answer here could be a variety of reasons. "Tradition. It has always been this way." "It never occurred to me. Will that help?" "Our CIO doesn't know enough about our business to be in the C-Suite. He only knows IT, and only seems to be interested in IT. He hasn't earned the right." "Our CIO has never raised any business-related issues or had any ideas on how to improve or transform our business through the use of IT."

Questions around this need to be handled sensitively, of course, but could raise consciousness and break down barriers to organizational change.

Yet another area that could be explored is the idea of cross-training. As a management development approach, suggest that one or two business executives get assigned to the IT department and IT execs get assigned to core business functions for a 1-2 year period. This would potentially infuse some business savvy into the IT department and also make some of the business leaders more IT-literate. This would need to be carefully engineered by HR and senior management. Otherwise it could be met with resistance by those being asked to do it.

Effective implementation of IT-Business alignment requires a consciousness of both the challenge and the value it can provide to the organization or enterprise. Now that we are squarely in the Information Age, IT is too valuable a resource to remain ancillary to the core business mission of the overall enterprise. Information is needed more quickly in order to conduct business more effectively. Using the elements and components of Business Strategy and IT Strategy to ask questions will increase the consciousness necessary to drive the firm to more effective alignment.

See Strategic Alignment Terminology definitions in the OD Toolbox on page 4.



Tools for Your OD Toolbox



Strategic Alignment Terminology

These are areas to be familiar with if you plan to work in an OD capacity in your organization to assist with strategic alignment in the IT area.

BUSINESS STRATEGY

SCOPE

Business scope is the range of products and services the enterprise intends to deliver. It is determined by the customers, markets, geographies, and constituencies that the enterprise intends to serve and the wants and needs it intends to satisfy.

DISTINCTIVE COMPETENCIES

Distinctive competencies are those organizational capabilities that create preference for the enterprise and its offerings. They are a subset of the competencies of the organization, and include core competencies (those the organization requires to deliver on its value proposition).

ALLIANCES

Alliances are business relationships with external organizations for capabilities or assets that complement those of the enterprise. Alliances reflect decisions by business leaders to achieve advantages through relationships rather than solely through ownership.



INFORMATION TECHNOLOGY STRATEGY

SCOPE

Information Technology scope defines the specific information technologies that directly support and are integral to the business strategy of the enterprise. IT scope can be selected from a range of equipment, software applications, data bases, networking options, and other technology products and services.

SYSTEMIC COMPETENCIES

Systemic competencies are the characteristics and capabilities of the information technology scope that are critical to the creation or extension of the business strategy of the enterprise. Systemic competencies are tied directly to the specific choices made for the IT scope: Information accessibility for data bases, extent of connectivity for networks, graphic are for computers, etc.

ALLIANCES

Information technology alliances are contractual relationships with external organizations for IT capabilities or assets that complement those of the enterprise. Decision on IT alliances may include: Weighing of the benefits to the enterprise of internal data center operations versus external operations, developing internal software applications versus buying packaged software, etc.

ORGANIZATIONAL INFRASTRUCTURE

ADMINISTRATIVE STRUCTURE

The administrative structure includes the roles, responsibilities, and lines of authority of the enterprise. Administrative structure defines such factors or organization as functional versus lines of business, centralized versus decentralized, and number of layers of management.



PROCESSES

Processes are arrangements of the tasks required to produce defined outcomes. Process choices determine the manner in which the work-flows of the enterprise will be structured.

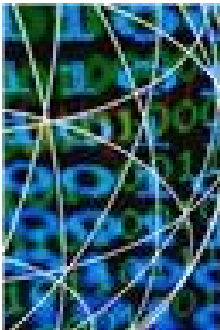
SKILLS

Skills are the capabilities of individuals. Skill needs reflect the expertise, abilities, commitments, values, and norms of the human resources who will carry out the business strategy.

INFORMATION TECHNOLOGY INFRASTRUCTURE

ARCHITECTURE

The architecture for information technology is a design that integrates IT components into a system. It determines the practical range of technical options of the enterprise and directly supports the business options. The architecture is a blueprint for determining the rules and standards that define a cohesive platform of hardware, software, applications, and data. The architecture fits tightly to the IT Scope and Systemic Competency.



PROCESSES

Processes are arrangements of the tasks required to produce defined outcomes. Process choices of IT determine the manner in which information technology work functions and practices such as application development, systems management controls, and how operations will be performed.

SKILLS

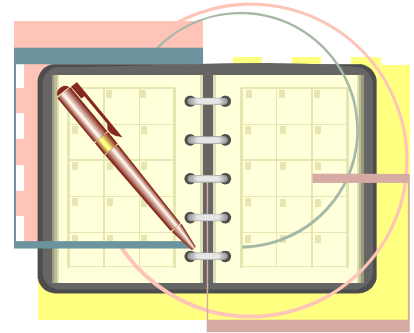
Skills are the capabilities of the IT staff. Skill needs reflect the experience, abilities, commitments, values and norms of the human resources working to deliver IT products and services to carry out the strategy of the enterprise.



UPCOMING GOOD NETWORK EVENTS

Bi- Monthly Meetings

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



December 3rd, 2010 - Navigating Leadership Challenges: Trends in Leadership Development. Speaker: Barbara Davis (formerly Yoli). Location: Lake Mary Events Center, 260 North Country Club Road, Grand Ballroom, Lake Mary, FL 32746

2011 — Calendar these dates for our upcoming bi-monthly meetings:

Feb 11, 2011
 April 15, 2011
 June 17, 2011
 August 12, 2011
 October 14, 2011
 Dec 9, 2011



Book Club

Thursday, January 13, 2011 at 6:30 PM at Mimi's Café, 4175 Millenia Blvd., Orlando, FL 32839. Featured book is: *TALK LESS, SAY MORE: Three Habits to Influence Others and Make Things Happen!* By Connie Dieken (See page 8 for a detailed description of the featured book.)

Conferences/Programs

OD Certification Program beginning January 19, 2011

Institute of Organizational Development (IOD) is offering all OD chapter members a 10 percent discount for the OD Certification Program which begins on January 19, 2011.

Contact Sophia Eccleston at 561 460 1877 or by email at sophia.eccleston@gmail.com if you have any questions.

Visit <http://www.instituteod.com/Certificate.html> for more information.

MEMBERSHIP

Please welcome the following members who recently joined our Network!

Sheena Coe
 Jeff Davis
 Jennifer Sherman
 Patrick Wagaman



GOOD Member Spotlight : Matt Hallett

Full time graduate student and teaching assistant at UCF

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

Training and consulting with an emphasis on performance improvement. I am currently pursuing a Master of Arts in Applied Learning and Instruction with an emphasis on the psychology of learning, motivation, and performance.

What do you love most about what you do?

Training! Helping others improve performance. I love developing people to achieve their full potential and drawing out the best in individuals in order to help organizations attain goals.

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

Peak performance. Currently I'm looking at the psychological conditions needed for people to perform optimally and how trainers can promote peak performance.

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

There is too much emphasis on extrinsic rewards in the workplace. Motivating individuals through appealing to their intrinsic motivation is more valuable in terms of initiating motivation and sustaining motivation over the long run. We can appeal to individuals' intrinsic motivation by looking to see what value systems and core interests guide individuals into taking action.

What do you find most valuable about the GOOD Network?

Besides developing relationships with people in my general field, I find it extremely valuable to being exposed to all the “subfields” of organizational development. This helps me see how each subfield contributes to make up the overall big picture of OD.

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

I'm conducting research for my thesis during the spring, and I am currently looking for an organization that will allow me to come in and perform a study in the area of peak performance. Please let me know if there might be potential for me to do this within your organization.

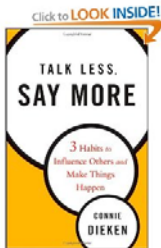
GOOD BOOK CLUB

Q1 2011 Book Club Selection

Thursday, January 13, 2011 at 6:30 PM at Mimi's Café, 4175 Millenia Blvd., Orlando, FL 32839



Please visit our website to register for this event at: http://goodnetwork.us/index.php/events/detail/2011_first_quarter_book_club_meeting/



TALK LESS, SAY MORE: Three Habits to Influence Others and Make Things Happen! By Connie Dieken

Talk Less, Say More is a revolutionary guide to 21st century communication skills to help you be more influential and make things happen in our distracted, attention-deficit world. It's loaded with specific tips and takeaways to ensure that you're fully heard, clearly understood, and trigger positive responses in any business or social situation. It's the first book to deliver a proven method to master the core leadership skill of influence. *Talk Less, Say More* lays out a powerful 3-step method called Connect, Convey, Convince (R) and guides you in how to use these habits to be more influential. This succinct book solves your modern communication issues in today's demanding, distracted world at a time when interaction skills are plummeting. Communication is the single greatest challenge in business today. It takes just 3 habits to conquer it. *Talk Less, Say More* will help you achieve more with less. Less wordiness. Less tune-out. Less frustration. You'll gain more time. More positive outcomes.

Book Reviews: Here is what you missed from the previous quarter.

Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT by Paul L. Marciano

Dr. Paul Marciano explains in his book, just what the title infers, that traditional Carrot (reward) and Stick (punishment) "programs" aren't always successful in motivating and engaging employees. Dr. Marciano brings credibility to his work through his impressive educational and work background in psychology and assessment as well as by sharing personal examples. Dr. Marciano outlines 7 key drivers of the RESPECT Model, an actionable philosophy, based on the simple principle that when people are treated with respect they engage and work harder to achieve the goals of the organization

He provides 20 reasons why traditional reward and recognition programs fail, helps us understand the difference between engagement and motivation, discusses the link between respect and engagement, identifies factors associated with engagement and disengagement, and offers short assessments throughout the book to determine current levels of effectiveness.

RESPECT MODEL:

R- Recognize and acknowledge

E- Empower your employees through resources, tools, information. Set employees up to succeed

S- Supportive feedback via ongoing coaching and mentoring

P- Partnering to encourage collaborative work relationships

E- Expectations — setting clear, attainable, goals

C- Consideration,— let your employees know they are cared about

T- Trust — demonstrate trust in your employees and their abilities.

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Some highlights:

“Motivating employees and engaging them are very distinct concepts”

“Whether individual or team-based, reward and recognition programs almost always hurt teamwork”

“Examine your reward and recognition programs to ensure that you are not accidentally reinforcing behaviors that run counter to the values of your organization”

“If you want to motivate your top performers, hold those who are not doing their job accountable”

“Engaged employees are hardy, motivated employees are opportunistic”

“Apathy is the hallmark of the disengaged employee whose mantra is “I don’t care.”

“Whether on the battlefield or in the boardroom, people follow leaders they respect and by whom they are respected”

The book is a quick, easy read, with relatable, anecdotal examples (“stories from the trenches”) of each of the drivers as well as realistic strategies and best practices to help foster a culture of RE-SPECT. The strategies are immediately implementable and low cost. It’s a valuable book for new and seasoned managers, leaders, and executives as well as HR and OD Professionals.



Quotable Quotes on Leadership

"Control is not leadership; management is not leadership; leadership is leadership. If you seek to lead, invest at least 50% of your time in leading yourself—your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers."

— **Dee Hock, Founder and CEO Emeritus, Visa**

"All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership."

— **John Kenneth Galbraith**

"I am reminded how hollow the label of leadership sometimes is and how heroic followership can be."

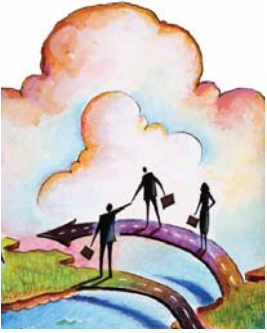
— **Warren Bennis**

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

—**Jack Welch**

"Look over your shoulder now and then to be sure someone's following you."

— **Henry Gilmer**



COACHING CORNER

Welcome to the Coaching Corner — a regular feature of the GOOD Network Newsletter. We hope our Coaches will contribute tips and best practices. Members interested in coaching can also post questions for our network Coaches to answer in each issue. Send your questions and coaching articles to: info@goodnetwork.us to be included in our next issue!

Career Derailment: *Top 5 Reasons Why Managers Fail*

By Carol Emmett, Certified Executive Coach, and GOOD Network Member

Coaches often work with clients who are dealing with issues of career derailment. Many organizations will offer leadership development and coaching opportunities to those managers who show signs of potentially derailed careers.

Derailment is involuntary — as opposed to a conscious choice to pass up a promotion for personal reasons, or being downsized through a layoff or merger/acquisition. Derailment reflects an inability to live up to expectations, and therefore represents failure.

Having advanced management degrees or awards from prestigious business groups won't necessarily prevent it from happening. In most cases, however, **it can be predicted** — it doesn't come out of the blue.

Researchers at the Center for Creative Leadership (CCL) pioneered the research on executive derailment and continue to study the process and causes. Analysis of this research can help managers to remain successful and help organizations to retain and develop their executive talent pool.

CCL's earliest research studies looked at derailment cases from *Fortune 100* companies and compared derailed executives to those who were successful or on their way to the top. The studies define *successful managers* as those managers who make it to at least the general manager level and are considered to have high potential for promotion by senior executives.

By contrast, a *derailed manager* makes it to that same general management level but then leaves the company involuntarily or plateaus due to a perceived lack of fit between personal characteristics and the skills and demands of the job. Although both the successful and derailed managers shared many of the same skills and flaws, those who had remained successful shared five common characteristics. They had more diversity in their career paths, maintained composure under stress, handled mistakes with poise, were focused problem-solvers, and got along with all kinds of people.

What are the factors and processes that may lead to derailment? CCL uses the word 'may' deliberately because there are many flawed executives who never derail. And keep in mind that derailment is seldom the result of just one of these factors but the cumulative effect of several that typically play out over time.

Managers who derail have common characteristics: difficulty in changing or adapting, problems with interpersonal relationships, the failure to build and lead a team, failure to meet business objectives, and/or having too narrow a functional orientation.

Focused leadership development on these top derailment factors can truly help managers turn their careers around.

Calling all Coaches!

Contribute your ideas to the Coaching Corner!

Share your coaching tips, the challenges coaches face with clients, and highlight your coaching 'best practices'! Send your article to: info@goodnetwork.us

OD Article of Interest: *Trends Impacting the Workplace in the Next Decade: Implications for the OD Profession and Practitioner — A Follow-up*

By Edwin Mouriño, Ph.D., GOOD Network Member

In Part One of this article (published in the July-August 2010 newsletter), I stated that there is a perfect storm brewing the workplace. In particular, I highlighted:

- An aging society all over the world that will require 2.1 workers to replace the current workforce.
- Changing U.S. demographics with the Hispanic/Latino population being the fastest growing.
- Generational diversity as a challenge and opportunity with four generations in the workplace.
- Technology growing at a phenomenal rate and its impact on the workplace/world.
- The lack of US students pursuing a higher education particularly in Science, Technology, Engineering, and Math (STEM).
- Employee engagement continuing to grow in importance in spite of the economic recession.
- A leadership gap because of a lack of developed leaders that organizations will need for the future.

In sum, we have a dramatically increasing rate of change within organizations who are striving to remain competitive.

I posed key questions for OD Practitioners:

- What are the implications of this perfect storm for organizations?
- How will the field of OD need to evolve, adapt, and change in order to enable organizational success and be considered a value-add entity?
- What will this mean for the OD Practitioners today and over the next decade?

Here are some of my suggestions to begin to answer the key questions I posed:

For organizations

The implications for organizations are both simple and difficult. They are simple in that organizations will need to remain proactively engaged in addressing these changes and looking to develop and implement strategies while prioritizing what will provide them a competitive advantage. The implications are difficult in that creating and then implementing these strategies is not usually easy.

Regardless of the size of an organization, there are always challenges when implementing change. Getting a big organization to change quickly is akin to making a cruise ship make a u-turn in a parking space. They are usually slow to respond for a variety of reasons. Small organizations have the challenge of limited resources and capital. Regardless of the challenges, all organizations will need to develop a plan and work to implement it. If they do not, the option could be to become the Eckerd Drugs, Montgomery Ward, Pontiac, or A&P of the future.

For the OD field and practitioners

Our field will also need to evolve and adapt. Strategy creation for client organizations will need to include faster solutions in order to position them and their clients for success. Clients will not be as tolerable of long term solutions (even though that is exactly what is needed at times). The practitioner will need to continue to

emphasize being a partner and to collaborate with their client; begin with the end in mind; ensure the recommended solutions include bottom line focus and emphasis. OD practitioners will also need to become more business savvy.

The OD field also needs to enhance its brand. While some clients know, understand, and value what OD brings to the table, most really do not understand what OD is. We need a better, more concise elevator speech for those many potential clients who need to navigate change. We need to increase the field's marketability by writing case studies with solutions and examples of OD/Change Management's impact on organizations in business magazines like Business Week, Fortune, and Forbes.

As a profession, we are aging right along with the population. Many of our experienced professionals are nearing retirement. We will need to practice what we preach and start formal knowledge sharing with the next generations of OD professionals. Partnering experienced and novice practitioners can serve as an invaluable mechanism.

In summary, we in the OD profession will have to model that TV commercial which shows individuals building a plane while in they are flight with customers on board. We will have to evolve while delivering service simultaneously. There are definitely challenges ahead for the profession, practitioner, and client organizations. If we take our own advice and approach it from an appreciative inquiry perspective, there are also opportunities ahead for the OD profession.



Stay current with GOOD Events on our website!

Go to WWW.GOODNETWORK.US
Also, keep our conversations going between newsletter issues by joining the GOOD Network LinkedIn group!

Volunteers Needed for the GOOD Network

The GOOD Network is always looking for members to serve as volunteers in a variety of GOOD Network positions and roles. We have open positions on the leadership team and often need help with short-term projects, input to our Newsletter, as well as help with event logistics and long-term strategy planning. Please contact Simon Lia, President-elect at slia@gemsconsultinginc.com (or 407-397-4357) or e-mail our Communications Team at info@goodnetwork.us to share your interest in volunteering.


Remember the GOOD Network is run by and for all of us. Even if you are not sure if now is the right time, or what you could do to help; contact Simon and find out today.



Simon Lia, President-elect and Patty Bedard, President of the Network for 2010

(Continued from Page 1)


Here’s a glance at Robert’s leadership quadrants that formed the basis of his discussion (full version of his presentation available to GOOD Network members when they log in at the Event Detail page on our website):

› Leadership Types


Management vs. Leadership

Leaders seek benefits to the organisation, get others to make sacrifices, and effectively deploy the resources required to execute their visions

Specialists take pride in applying and honing their expertise; typically less comfortable in a generalist role



Corp. Leaders combine transactional and transformational styles, and typically excel at developing and implementing a vision

Managers drive operational success in the here-and-now; future successes can depend on a steady flow of innovative ideas

Thanks to **Schenck Company** for hosting our meeting once again – your generosity throughout the year in providing a location has been outstanding!



One attendee’s follow-up survey response when asked “what was most valuable about the meeting”...

“The specifics on how Robert Morgan has used the assessment and the discussion on application of such an assessment in the case study portion”





**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.

The **GOOD News** is a publication of the Greater Orlando OD Network and is published six times a year.

Editor: Carol Emmett
Contributor: Pat Brown,
Member at Large

2011 Changes to the GOOD Network Newsletter Publication Schedule

In 2011, the **GOOD News** will be published in the off-months between our bi-monthly meetings. This last issue for 2010 will arrive just before our December meeting.

Then you can expect to see the first 2011 issues of the GOOD Newsletter arrive in your e-mail box in mid-January, 2011. Our front page will highlight the upcoming bi-monthly meeting. We believe that this will give our Newsletter a "forward-looking" approach and serve as a reminder of the upcoming program.

We will continue to recap the previous program in the newsletter each month, but it won't be printed on the front page.

We are also looking for contributors for the following on-going columns:

- OD Articles of Interest
- Notice of workshops and conferences of interest to OD practitioners
- Coaching Corner
- How We Practice OD at..... (your organization!)
- Any other ideas you have to make the newsletter rich with content are welcome!

The 2010 GOOD Network Leadership Team wants to wish you a very happy holiday season! We look forward to partnering together in 2011!

2010 Leaders Included:

- Patty Bedard, President
- Simon Lia, Pres-Elect
- Nina Alexa, VP Finance/ Membership
- Kathryn Farynowski, Chair-elect Finance
- Edythe McNickle, Chair-elect Membership
- Anisa Singh, VP Development
- Erin Casey, Chair-elect Development
- Kristin Chase, VP Communications
- Kathleen Murphy, Chair-elect Communications
- Carol Emmett, Chair-elect Communications
- Teri Yanovitch, VP Mentoring
- Cathi Balboa, Advisory Board
- Jerry Salsburg, Advisory Board
- Linda Strobel, Member at Large

