Greater Orlando Organizational Development Network
E-mail: info@goodnetwork.us

The GOOD News

GOOD August 2010 Bimonthly Meeting Recap

"INFLUENCER: The Power to Change Anything "

At our last meeting Simon Lia, together with Sandy Moscovic and Donna Blankmann-Alexander, shared the INFLUENCER model with us and insights about how to use, and *not* use it. If you missed the session, here is what you need to know about making change inevitable where it matters most.

1. Before you try to change anything you need to clarify three things. (a) How will you measure the changes you are after? (b) What is the due-date for those changes? (c) And often the hardest one to define, what is what you really …..*and we mean* **REALLY**...want?

2. Once you have created an "effective" result, you should back away from that goal and answer this question: "What one or two specific behaviors, if enacted regularly, would make this result almost certain? These are called Vital Behaviors and you need to identify them clearly, as all efforts should be around making these Vital Behaviors the norm. To find them we can use Crucial Moments and Positive Deviance.

3. The third step is where the real work begins, because it is the answer to this question: "Why currently are we not enacting the essential vital behaviors? What are the forces of influence that make the good behaviors hard and the bad behaviors easy?" We are "blind and outnumbered" to all the personal, social and structural forces that are constantly working on us, impacting both motivation and ability. ONLY after we have diagnosed and removed these negative forces, are we then ready to put into place positive forces which overwhelm the overwhelming challenges we face and make change inevitable.

Most change initiatives, training programs, re-orgs and OD interventions fail miserably because most of us do not have a cohesive way to think about human behavior and change. Go onto the OD Network on LinkedIn right now and you will see dozens of questions about why all these things fail. It is because we are all looking for the silver bullet fix, when in reality we enact yucky behaviors due to a conspiracy of causes….6 of them to be exact. Unless and until we have at least 4 working for us we stand very little chance of getting the

Inside this issue:

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OD Special Topic Article: *Aligning Information Technology with your Business*
By Patrick G. Brown, GOOD Network Member

A critical topic area for OD practitioners in today's technology-driven world, IT and Business alignment challenges often eventually fall into our hands to be addressed. Pat Brown spent 32 years with IBM in executive business education, development, and consulting. For 5 years, he taught a course entitled "Executive Role in the Information Age" at IBM's worldwide customer executive conference center. Pat offers some initial thoughts on this subject and will follow up with us again in December to address more about what we specifically need to consider when consulting with IT and Business leaders to drive alignment.

This concept of aligning IT with business first appeared in the 1970s when information technology expanded outside the back office. It has been revised many times since then, but its basic premise is as valid today as it was then: If your company is going to be successful in the Information Age, it has to leverage information technology as an integral part of its overall business.

This is particularly important in information-intensive industries, such as banking, financial markets, and insurance. As information becomes a bigger and more critical piece of your business, leveraging it and using it effectively becomes more and more key to your success. And if information is the lifeblood of your business, then technology is the heart that pumps that information into, out of, over, around, and through your business in the most expeditious manner possible.

Even though the concept of IT-Business Alignment is mature, this is still **the** key issue for today's IT executives. Whenever Chief Information Officers (CIOs), Chief Technology Officers (CTOs), and the like are asked what they struggle with, their answers are nearly always some manifestation of the challenges of aligning IT and the organization's core business. There are many reasons for it.

IT is still viewed as a "stepchild" by senior management. Fewer C-Suite executives understand IT and how it can help them and what it can do for them than they do other cross-functional areas of their business (such as Finance and Human Resources). Consequently, integrating IT effectively in, around, and through the business is a major challenge.

Most CIOs do not report to CEOs and lack the power, the moxie, or the wherewithal to sit at the senior executive "table." So not only are they **not** privy to many of the key business decisions made, but they are not present to influence them. Their voices are not heard.

CIOs, by and large, do not do what their title suggests. Rather than manage **information**, they manage **IT**. They are Chief Technology Officers, not Chief Information Officers. This misperception of the CIO's role is typically shared by the CIO **and** senior management. If CIOs did what their jobs say they should do, they would begin to bridge the gap between the business and IT. **Information**, not technology, and how it relates or can relate to the business is something that line management can more easily understand.

All of the above suggests that: (1) senior non-IT management doesn't understand the capability of IT and doesn't **want** to understand it better, (they don't know what they don't know), and (2) CIOs, CTOs, et.al. do not understand and cannot articulate how IT can influence the business. Although there has been more "cross-training" (between IT and the business) in recent years, there still hasn't been enough in the highest influential levels of the organization. And not enough IT executives are positioned organizationally where they report directly to the CEO, or at least have the CEO's ear.

Specifically, what are the elements of strategic alignment of IT and the business? They can be categorized on two major levels, those of Strategy and Infrastructure. Business Strategy consists of (1) Scope (what

business we are in and what markets we choose to serve), (2) Distinctive Competencies (those things we do well that yield us potential competitive advantage), and (3) Alliances (those we partner with to deliver value – they typically have competencies we lack). **IT Strategy** contains the same three dimensions, but Scope in this case indicates technologies that support strategic business opportunities, Systemic Competencies are the characteristics of IT that create business advantage, and Alliances deliver the IT version of what Business Alliances deliver. **Business** or **Organizational Infrastructure** consists of Administrative Structure, Processes, and Skills. The elements of **IT Infrastructure** are IT Architecture, IT Processes, and IT Skills. The **Infrastructure** needs to support the **Strategy** and vice versa in both the **Business** and **IT** domains. And the **Business** and **IT** need to be mutually supportive at both the **Strategy** and **Infrastructure** levels.

In summary, aligning Information Technology and the Business is something that sounds good. And lots of people, when asked, say and believe that they do it. It is possible with just a few pointed questions, and without a deep understanding of technology, to help senior executives better understand how aligned they are, which is the first step to becoming more aligned. And being aligned is critical to the success of any organization.

The Challenge: Balancing strategy and infrastructure
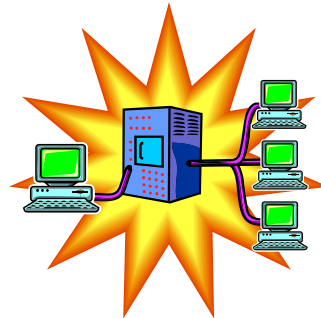
We want to hear your ideas! Please sign on to the GOOD Network LinkedIn group where you can continue this discussion!

What is the role of the OD Practitioner in driving alignment between Business and IT?

Share your ideas, best practices, case studies so we can all increase our OD proficiency.

Pat will offer some ideas about the role of the OD Practitioner in aligning Business and IT in our December issue.

Are you linked in? Join the GOOD Network LinkedIn group at www.linkedin.com so you can continue this conversation on-line!

UPCOMING GOOD NETWORK EVENTS

Bi- Monthly Meetings

Mark your calendars now to join us for the rest of 2010. All meetings run 8:30am-12:30pm and include a continental breakfast and networking time!
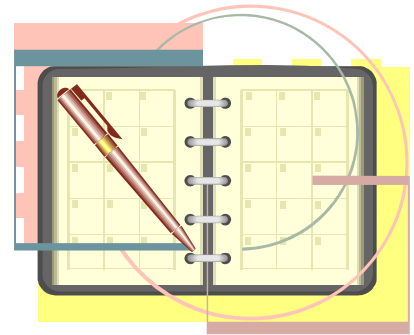
- **October 8th, 2010:** *Managing and Assessing Talent: Out of a Recession*
  This is a partnership meeting with local HRPS Chapter, *Location*: Schenck Company.

  See our GOOD Network Event page on-line for more details. http://goodnetwork.us/index.php/events/detail/managing_and_assessing_talent_out_of_a_recession

- **December 3rd, 2010** - Navigating Leadership Challenges – Trends in Leadership Development, Location: Seminole County Health Department

Book Club

Meets Monday, November 1, 2010 at 6:30 PM at Mimi's Café at Millennia Mall — see details on page 6.

Changes to the GOOD Network Newsletter publication schedule coming in 2011

In 2011, the Good Network newsletter will be published in the off-months between our bi-monthly meetings. Our 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-mailbox in January, 2011. The Leadership Team has made the change to allow the Newsletter to focus on our upcoming meeting in a more timely fashion, and to keep the momentum going between meetings. We will still include a recap of the previous meeting, but it won't be on the front page.

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

- OD Articles of Interest
- Coaching Corner
- How We Practice OD at…… (your organization!)
- Any other ideas you have to make the newsletter rich with content are welcome!

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.

MEMBERSHIP

Member Spotlight :
Katie Sanchez , Business Programs Consultant with Disney Institute

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

Leadership /executive development and MBTI

What do you love most about what you do?

I love traveling all over the world to deliver the "Business Behind the Magic" to a vast variety of clients, organizations and countries seeking our services, learning about different organizations, experiencing new cultures, providing real time applications and solutions and just having the opportunity to meet so many unique people.

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

Blending cultures and leadership within newly acquired companies.

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

I love the MBTI as an objective window into understanding people. If I know someone's MBTI type it gives a basis to work from. I then build on what I know of a person's type, and how I experience them in the development of focused and productive and personalized relationship.

What do you find most valuable about the GOOD Network?

I love the great timely topics, the excellent presenters and learning something new each time I come. And of course, the networking of like minds.

Is there anything else your colleagues would find interesting to know about you?

My last big project I worked on was with the South African government and the tourism private sector in the development and delivery of a massive quality service training program and train the trainer workshops in all 9 provinces in South Africa, in preparation for the 2010 World Cup games. I spent 2 months conducting 22 focus groups all over South Africa with leaders in the tourism industry, to determine what was needed for the training programs. After our findings, my team of 6 returned back to South Africa for another 2 months and delivered over 100 frontline service-training programs to over 15,000 employees in the hospitality industry, to ready them for the millions of visitors expected to come to the World Cup. I delivered the 25 train-the-trainer sessions to over 300 training service providers, in order for them to carry on the training efforts after our departure.
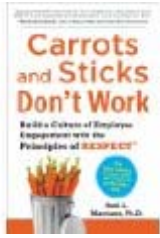
Stay current with GOOD Events on our website!

Go to: WWW.GOODNETWORK.US

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

GOOD BOOK CLUB

Q4 Book Club Selection

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

DATE: **Monday, November 1st** at 6:30pm
Location: Mimi's Café at Millennia Mall

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

Switch: How to Change Things When Change Is Hard by Chip Heath and Dan Heath

Chip and Dan Heath have once again collaborated to present a series of persuasive insights about change and our resistance to change. Throughout, the Heaths' work within a narrative, a "three-part framework," as they provide countless real-world examples and also provide a context or frame-of-reference for each. The book is clear, filled with stories and insights, and is fun to read. Complex mechanisms are translated into simple metaphors allowing for easy pick-up by those new to change management and the fresh take for those who are already familiar with the theories.

Moreover, the Heaths invoke a few extended metaphors. The most important of these are the Rider (i.e. our rational side), the Elephant, (i.e. our emotional and instinctive side) and the Path (i.e. the surrounding environment in which change initiatives will be conducted). The challenge is to direct the Rider, motivate the Elephant, and shape the Path to make change more likely, "no matter what's happening with the Rider and Elephant...If you can do all three at once, dramatic change can happen even if you don't have lots of power or resources behind you."

Near the end of the book, the Heaths summarize the key points they have made: "For things to change, somebody somewhere has to start acting differently. Maybe it's you; maybe it's your team. Picture the person (or people). Each has an emotional Elephant side and a rational Rider side. You've got to reach both. And you've also got to clear the way for them to succeed." They conclude their book with a Q&A section during which they advise how to resolve twelve problems that people most often encounter as they fight for change.

Some insights about change using the Heath framework:

- Find the bright spots and focus on them. In other words, study what IS working and see why, rather than focusing on what's not working.
- It may not be the people, it might be the process. An example of employees not using automated timesheets invoked a lesson to keep in mind. The timesheets had some annoying features that confused the process. People just didn't like the hassle; it wasn't that they were lazy.
- Appeal to people's emotions, not their logic. This may not always work, if you're dealing with an analytical person, but it's worth a try.
- Have a very clear path. The statement, "We need to be nicer to our customers" isn't going to work. Rephrasing to "By December 1, 2010, our client satisfaction ratings need to be above 90%" is better. Use Action Triggers to promote new behavior. For example, tell your sales people that they should make a new client call with their first cup of coffee in the morning.

How We Practice OD at Universal Orlando Resort
An Interview with Kristin Chase
Manager, Management and Organization Development

How is OD positioned in your organization?

The Management & Organization Development department at Universal Orlando consists of three talented individuals who report to the VP of Human Resources Development. We are part of the larger Human Resources division. Professional Staffing, Benefits/Payroll/Records, and Compensation also fall within our team of "Human Resources Development". This entire team reports to the Vice President of Human Resources Development who reports to the Executive Vice President of HR for Universal Parks & Resorts.

How is your role defined?

The goal of our department is "To provide tools, resources, and data to support and improve individual and team performance and development, as well as overall organizational health." We look to our clients within the organization to help us define our key services, yet also try to be proactive and anticipate those needs and design our offerings to fit those needs.

What kind of initiatives/projects do you work on or help to support?

- Annual employee satisfaction survey (administration, analysis of both data and comments, action planning and follow-up)
- 360-Degree Feedback survey every other year (administration, analysis, coaching and follow-up)
- Performance Management & Development System (Setting objectives/goals, supporting annual performance evaluations and discussions, Individual Development Planning, coaching and mentoring)
- Team Effectiveness/Team Building (Needs Analysis, Interpersonal Dynamics, Team Processes and Skills, Simulation/Experiential Exercises)
- Succession Planning
- Engagement & Talent Assessment (Focus Groups, Organization/Division Reviews, Human Resource Planning)
- "Ad Hoc" Surveys, Assessments, Research (Questionnaires, Selection Tool research, development, validation, Exit Interviews, Executive assessments, etc.)
- Research and "subject matter expert" support for Universal Studios Hollywood, Wet 'n Wild, NBC Universal, Margaritaville
- Organizational Design
- Competency Modeling

What kinds of tasks or activities are you asked to do by your clients?

Clients typically request our assistance in the following areas (top 3 requests):

- Data analysis and research
- Systems Design/Technical Support (we have internally developed systems for 360, Employee Surveys, and Performance Management)
- Facilitation

What OD skill sets do you get to exercise again and again?

- Consulting
- Project Management and "multi-tasking"
- Analysis and Synthesis of Qualitative and Quantitative Data
- Facilitation/Presentations
- Planning and Organization
- Communications
    - ◊ Sharing complex information in an easy-to-understand, impactful way
    - ◊ Offering guidance while letting ownership remain with the client
- Diagnosis of needs
- Recommendations of solutions

What do business units invite you to help them with?

We work with all seven unique divisions in our organization (Administration/HR, Entertainment, Finance, IT, Marketing & Sales, Food & Beverage, Merchandise, Attractions, Technical Services), so this makes each project very unique and provides new opportunities to build relationships and work with different "sub-cultures" and perspectives. We also support Universal Parks & Resorts (including USH and Wet 'n Wild) and NBC Universal initiatives.

## *What kind of an impact do you think OD work has on your organization?*

We provide a great deal of value on both a large-scale and department-specific level. For example, our Team Member Satisfaction Survey (TSAT) process has really become more than just a survey and is a hallmark of our culture with regards to action planning. We also are able to make an impact by doing customized assessments/questionnaires, research, and facilitated sessions by request that are unique and address specific client needs.

What is the most exciting or most challenging project you have worked in your career with Universal Orlando and why?

A recent exciting project is being part of the pilot team to implement a mentoring program within the Human Resources division. Mentoring has not been done formally at a company-wide level at Universal, so we are hoping to implement in HR with a strong model and encourage other divisions to jump on board as well. The pilot team chosen is a cross-functional group from different areas of HR, which makes it fun because we are collaborating with individuals who we don't normally work with to build a program customized for our own division. It has been challenging to define the meaning of mentoring, and to design a program that is simple and sustainable.

To share your 'slice of life' about how OD is practiced in your organization, contact the Newsletter Editor at: info@goodnetwork.us.
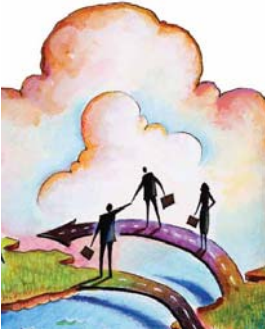
COACHING CORNER

Welcome to the Coaching Corner — a new feature of the GOOD Network Newsletter. Coaching always ranks high in our interest surveys, so we are dedicating space for articles with a coaching focus. 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!

When is Executive Coaching Appropriate?

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

Organizations have increasingly made coaching a core part of executive development. The belief is that, under the right circumstances, one-on-one interaction with an objective third party can provide a focus that other forms of organizational support simply cannot.

In general, executive coaching is appropriate for a leader who wants to be more skillful in his or her present role, is at risk for derailment, or to develop him/ herself for greater responsibilities.

Below is a list of the most common situations in which executive coaches work with leaders.

- Preparing high potential leaders for roles of greater responsibility

- First 100 days: Supporting leaders who have stepped into new positions or roles

- Developmental coaching: Supporting leaders to transition to later stages of development to meet the challenges of their current roles

- Performance coaching: Building a skill set the leader lacks that is perceived as critical for success in the role (the leader may be at risk for derailment if the desired competencies are not acquired)

- Leadership development: Exploring, developing and testing the leadership competencies and capacities of current and emerging leaders

- Executive agenda: Supporting leaders during a significant change initiative, reorganization, project or challenge

- Feedback: Administering a 360 feedback tool or other assessment tools, providing the leader with feedback and creating an individual development plan for the leader to implement on his/her own

There are certain times when executives are most likely to benefit from coaching. Executives should seek coaching "when they feel that a change in behavior—either for themselves or their team members—can make a significant difference in the long-term success of the organization," says Marshall Goldsmith, a high-profile executive coach and author of eighteen books, including *The Leader of the Future*.

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

Share Your Expertise and Info in Your Online GOOD Member Profile

Those of you who have been out to www.goodnetwork.us lately have seen some of the exciting enhancements that have been made to our site! Our Member Directory is a key feature of the new site that we need your help to keep updated.

Below is a look at the Member Directory information that is available to you online today about other active paid members of our organization. Note that there is a feature to directly email another member and to share emails and phone numbers if desired (not required). The Member Directory can be both sorted and searched for an individual.
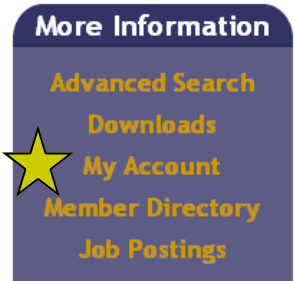
Member List

GOOD Network > Member List   Logged in as: **Kristin Chase** | Your Control Panel | Member List | Logout

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Name	Send Email	Company	City	Specialty	Public Email	Public Phone
Sherry	EMAIL	Seminole County Health Department	Mount Dora	Teambuilding and Team Effectiveness		
Simon Lia	EMAIL	GEMS Consulting				
Steve Urquhart	EMAIL	Workforce Florida	Tallahassee	Performance and Talent Management	steveurquhart@gmail.com	407-497-6934
Susan Covington	EMAIL	Convergys Corporation				
Suzan	EMAIL	Tupperware Brands Corporation	Orlando	Leadership Development		
Teri	EMAIL	T.A.Yanovitch, Inc.	Longwood	Process Improvement/Six Sigma/Lean	ty@retainloyalcustomers.com	407 788-7765
Test Member	EMAIL	Excellent Company	Orlando	Classical/Orthodox OD		
Tony	EMAIL	Tupperware Brands Corporation	Orlando	Organizational Dynamics/Culture		
Tony Marchesseault	EMAIL	Eagle Training Group		** Please Select **		
Tonya Alberico	EMAIL	HD Supply				

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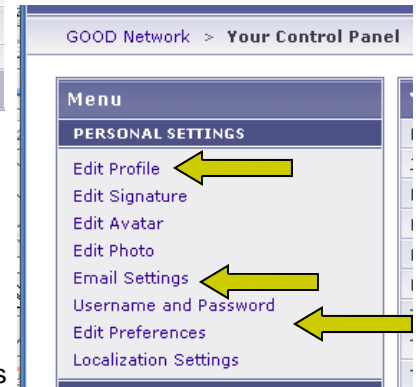- Company
- City
- Specialty and Industry **(great to share with other members for networking!)**
- Public email
- Public phone

If you prefer not to receive emails from other members via the site, you can disable this this function under the "Email Settings" menu option. This menu option allows you to updated the main email stored for you in our database.

If you would like to adjust the name shown to others in the Member Directory, you can do so by going to "My Account" and selecting "Username and Password". The "Screen Name" is the name that is visible to other members. You can also change your Username used to log into our site or your password from this same menu.

Please take 5 minutes today to log in and review your profile data for accuracy so all members can stay up to date. Thank you and let us know if you have other comments regarding the new site!

-GOOD Network Communications Team
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Welcome, Kristin Chase! | Logout

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GOOD Network > **Your Control Panel**

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Username and Password

* Username	kristin
* Screen Name	Kristin Chase

Password Change Form
Leave blank if you do not wish to change it
New Password
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New Password Confirm

* Your Existing Password
You must submit the current password to update this page

Update

* Indicates required fields

Bimonthly Meeting Recap: *"INFLUENCER: The Power to Change Anything" continued*

Learn more by checking out these links:

- 35 minute pre-recorded webinar hosted by Joseph Grenny: http://vsmarts.vo.llnwd.net/o1/webinar/influencer/influencer.html
- A kids example of how the 6-sources work: http://www.youtube.com/watch?v=osUwukXSd0k
- A real example in a $3 billion organization that is now leading the nation because of this model: http://www.youtube.com/watch?v=JYR2AL4coaU
- And finally an explanation of why we are truly Blind and Outnumbered and what we can do about it: http://vsmarts.vo.llnwd.net/o1/videovault/outnumbered.html

outcomes we want. If you will get 4 or more forces working for you, then **you will**, according to the MIT Sloan Management Review Journal, increase your chances of success by 1000%. I think that is significant by almost anyone's metrics.

Here is what **Sandy Moscovic** had to say about INFLUENCER, and using the model at the local utility where she serves as the Manager of Performance and Development:

"I wonder if candidly sharing my experience applying the "Influencer" model might help others be more effective in their own attempts--so here it is:

As OD professionals, I think it is fair to say we "get" the Influencer model--it resonates and it makes sense…almost as if "these truths are self-evident" and, surely, when explained and illustrated with examples, using it should be something anyone would want to adopt, right? And therein lies my painfully-obtained lesson: merely explaining the Influencer model--complete with poignant, gripping examples and data does not a Source 1 strategy make. Repeating the explanation process with different, more relevant examples, more passion, and better drawings does not either.

I recently made a wrong decision because I looked at the decision wrong. The sucker's choice I made was to either a) rollout a training program as the executives in my company desired while knowing it would not move us to results if I couldn't get them to first agree to identify what results we wanted, what the vital behaviors were, and formulating strategies for all sources of influence; or b) stand firm and not rollout the training in hopes they would understand I was trying to lookout for their best interests. (By the way, I chose the former and over-achieved the predictable non-results.)

In retrospect: I didn't need to have the executives understand the model and pledge their allegiance to it as we moved forward on the behavior-change initiative at hand. I could have taken any of many other steps to help identify results and vital behaviors upfront and get buy-in on different sources of influence without "telling them" about why the model needed to be used. For example, why didn't I just ask each officer individually what results he or she wanted to achieve, then start the training workshop with a discussion and some sort of agreement? I could have taken the pains to try and identify myself what some vital behaviors could have been for each "result" --just best guesses--and carry off a discussion about that at the start of the workshop. I can't explain it now, but at that time, I felt I needed the leadership to "get" and embrace the model and why it works. They didn't need that in this specific situation, any more than I need to understand the technical aspects of how our power plants or substations work to do my OD work. My role on this team was to be influential by using the model. Had I been a better Influencer, I might be introducing the Influencer model today to an eager audience of the same executives looking at our next change initiative and outlining why we were successful with that last one that had training as a Source 2 component…

Bimonthly Meeting Recap: *"INFLUENCER: The Power to Change Anything " continued*

… and **Donna Blankmann-Alexander** (an expert in Human Factors) of United Space Alliance, NASA KSC's prime contractor, presented a brief overview of how the Influencer Model was used as a brainstorming tool at employee and management focus groups.

"With the end of the space shuttle program scheduled for early 2011, the company was looking for input on ways to help employees transition to post-shuttle jobs. Specifically, as a long tenured workforce, the challenge was to ensure the employees had the requisite skills, resources, and motivation to prepare resumes, practice interviewing techniques, and still remain focused on their primary job of safely flying out the shuttle program.

	Motivation	Ability

Personal	• Make the undesirable desirable
	  – Let them choose
	  – Make it a game
	  – Connect to human consequences
		• Engage in deliberate practice
		• Master emotions at crucial moments

Social	• Strengthen your relationships • Influence the influencers (formal leaders, opinion leaders, gatekeepers, neighbors)	• Find strength in numbers • Provide help, information, resources and authority

Structural	• Design rewards and demand accountability
	  – Use incentives third
	  – Use incentives to jump-start change
	  – Punish only when necessary
		• Change the environment
		  – Use the power of space
		  – Use the power of cues
		  – Use the power of data
		  – Use other environmental forces

During a series of workshops, the 6-source model (above) was used to help stimulate ideas and generate tangible, action-oriented recommendations. The Influencer Model definitely helped to guide the participants to think beyond the typical "training" solutions and also explore the social and structural sources of influence.

The feedback from workshop participants was very positive. They found the model easy to understand and apply. They liked being able to brainstorm ideas on sticky notes and then place the notes on one of the 6 sources of influence, on a posterboard of the model. This method gave immediate feedback to which sources solutions typically focused on, (training), and prodded the participants to explore ideas for the other less utilized sources."

So, when you are serious about change, create an effective results, focus on one or two vital behaviors and for each one diagnose and then create an INFLUENCER plan so all six sources are working for you…not against you. Good Luck!

Sandy can be reached at samoscovic@tecoenergy.com
Donna can be reach at Donna.M.Blankmannalexander@usa-spaceops.com
Simon can be reached at slia@gemsconsultinginc.com

Thanks to Hilton Grand Vacations for offering us meeting space in August!

Hilton Grand Vacations

Greater Orlando Organizational Development Network

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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.

CONFERENCES

OD Network Conference 2010
Recovery, Revitalization, Response: Exploring the Dynamics of Change

http://www.odnetwork.org/events/conferences/conf2010/index.php

Keynote Speakers Include:

New Orleans
New Orleans Marriott
555 Canal Street
New Orleans, Louisiana
October 17-20, 2010
Pre conference workshops Oct.15-16
Post-conference workshops Oct. 20-21

David Rock - a thought leader in the application of the neurosciences to leadership, he is a sought-after global leadership coach, founder of the NeuroLeadership Institute, and author of "Coaching with the Brain in Mind and Your Brain at Work."

Chris Rabb - a consultant, writer and public speaker, he focuses on the intersection of social identity, media, civic engagement, and entrepreneurship, with a forthcoming book titled "Invisible Capital: How Unseen Forces Shape Entrepreneurial Opportunity."

Jean Houston - one of the most well-known and respected pioneers of the human potential movement, she continues to push the boundaries of our thinking as a leader and author in the study of cross-cultural spirituality and ritual processes, and as the designer of a powerful new approach to global transformation: Social Artistry.

Garth Fagan - is the wildly-imaginative, Tony Award-winning choreographer of "The Lion King." After creating a ground-breaking dance company with inner city youth as dancers, he has begun to apply his experience and creativity to leadership development and coaching in other contexts.

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FLORIDA WORKSHOPS

- "Crucial Conversations," October 25-26, 2010 — Contact Simon M. Lia at slia@gemsconsultinginc.com or call 407-397-4357 for information.

- "Influencer," November 3rd & 4th 2010 — Contact Simon M. Lia at slia@gemsconsultinginc.com or call 407-397-4357 for information.

- "Strength Deployment Inventory," Level 1 Facilitator Certification, November 8-9, 2010 in Miami, FL. Call +1-800-624-7347 for more information. Or visit: http://www.personalstrengths.us/index.php/en/sdi-certification-process/level-1-sdi-certification