

The GOOD News

Greater Orlando Organizational Development Network



March — April 2013

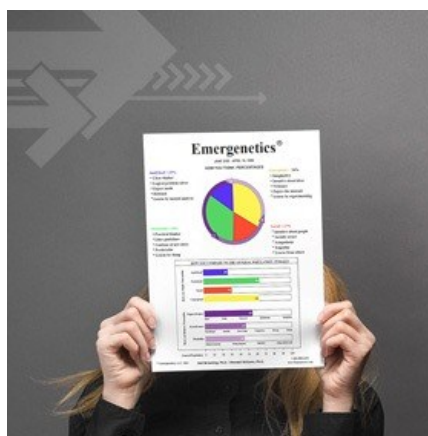
Volume 8, Issue 2

April 12, 2013 Bi-Monthly Meeting:

Meeting of the Minds™

An Emergenetics Workshop Experience

Join us on Friday, April 12, 2013, for a highly engaging session with Morgan Browning, president of Emergenetics. Emergenetics is a profile based on research that indicates that individuals have inborn traits to act and think in certain ways and that these traits are modified and shaped as people interact with their surroundings. Emergenetics measure both thinking and behavioral attributes.



Morgan will introduce the Emergenetics profile through an abbreviated version of the Meeting of the Minds, which is the company's interactive workshop experience. During this program, you will learn about brain science and research and gain insight and understanding into how people think and behave.

Registration Details



***[Click here](#) to register for this event.**

Once you have completed your online registration, you will receive a link to complete the self-assessment. You must complete the self-assessment by March 31, 2013 in order to receive your free profile. Your profile will be given to you when you attend the workshop at the GOOD network bi-monthly program on April 12, 2013.

This event is free with your paid 2013 membership dues.
For this meeting, guests fees are \$35.00

****Members and guests MUST pre-register for this event. Registration closes on April 8, 2013, but we encourage you to register early to assure you receive the free assessment report.***

INSIDE THIS ISSUE:

Bi-Monthly Meeting	1
Speaker Bio	2
GOOD Membership	2
President's Message	3
Book Club	4
External Consulting Group	5
Coaching Interest Group	5
Predicting the Future	6
Call for Presenters	7
Member Spotlight	8
Gestalt Theory Article	9
Meeting Recap	12
Caught on Camera	14
Member Perspective	15
Goodwill Industries Tour	15
Upcoming Events	16

Meet the Speaker:

Morgan Browning, President/COO of Emergenetics



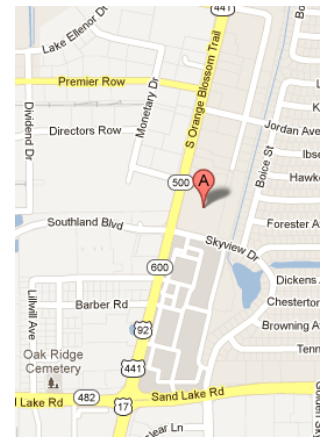
Morgan Browning has spent his entire life with Emergenetics and assisted in writing the book, *Emergenetics: Tap Into the New Science of Success*. Morgan is responsible for managing the global operations and legal departments of Emergenetics International.

Morgan graduated with Honors from the University of Kansas, majoring in geography and history. Morgan attended law school at American University, Washington College of Law in Washington, DC. He received his JD in 2005 and was licensed to practice law in the state of Colorado in 2006.

He and his wife Annie have two young boys (Lewis and Reuben) and Morgan enjoys traveling the world, hiking, cooking and meeting new people. He has lived in Prague, Czech Republic and worked with HIV+ children in Kenya.

Meeting Location:

Goodwill Industries
7531 S. Orange Blossom Trail, Orlando, FL 34809



It's not too late to become a member of the Good Network in 2013!

Not yet a GOOD Member for 2013? What are you waiting for? Go to the [membership application page](http://goodnetwork.us/membership-application) on our website at goodnetwork.us and register today. The annual membership fee is just \$85. Membership includes complimentary admission to our bi-monthly meetings, the opportunity to participate in Special Interest Groups and a Bi-monthly Book Club; not to mention it's an incredible networking opportunity.

Last year's members should have received automatic renewal invoices from the website system. If you cannot locate that renewal email and invoice, please log into the website using your email address and password. You will see a special notice alerting you that an invoice for 2013 membership is outstanding and ready for payment. Click on it and rejoin today!



If you log in and click view profile in the login box, you will go directly to your membership profile page where you will also find a renewal notice. Click on "view/pay invoice" to renew.

We encourage everyone to use PayPal as we have removed those pesky fees, and you can pay using your credit card on-line.

We have a Special Event for our April 12, 2013 Bi-monthly meeting. The fee to attend is free for members and \$35 for guests, and we have a special incentive to register early.

President's Message

Happy Spring Everyone!

By: Pat Brown

I was overjoyed by the tremendous turnout for renowned change expert Rick Maurer on February 8. The session lived up to its high expectations. It was a great way to kick off 2013 as a group.

Just when we thought we couldn't top that, we have yet another top-notch presenter coming into Orlando in April. Morgan Browning of Emergenetics will share his intellectual capital with us in the form of profiles that will give each of us a bit more insight into who we are. We look forward to the information we'll receive as we once again get together to do some valuable networking with one another.

We are also excited about our June Best Practices Meeting. In order to get more people participating, we have adopted a format to have each speaker take no more than 15 minutes describing his or her idea to the group. At the end of the presentation portion of the meeting, each presenter will have extra time to describe what they presented in more detail to those GOOD Network members who have a particular interest in it. Each will have table space, i.e., a sort of "booth" as a location from which to go deeper with either a one-on-one or a one-on-few discussion.

Pam Barry has volunteered to pick up the leadership of the Book Club Special Interest



Group (SIG), and a book and date for the next meeting has already been chosen!

We are still looking for more help on our Leadership Team. If you would be interested in a GOOD Network leadership position in 2014, there is no time like the present to raise your hand. Chair positions are still open for Membership, Finance, Events and Logistics, and the Newsletter. And learning the ropes in 2013 will better prepare you to hit the ground running in 2014.

GOOD Network membership is at an all-time high. And we are gratified by that. It gives us a larger base from which to draw skills and insight to share across the network. And based on our collective availability to control our busy schedules, it gives us a better opportunity for more people at each of our bi-monthly meetings. Add to that the vitality of our SIGs, we have the ingredients for a very good year. See you on April 12!

The Book Club Returns April 9



After a short interlude The GOOD Network Book Club returns with a meeting at Mimi's Café on May 9, located at 4175 Millenia Blvd (Near the Millenia Mall) at 6 p.m. Everyone is welcome to attend. Read the book, or the cliff notes, and join us for a discussion about the book's topic.

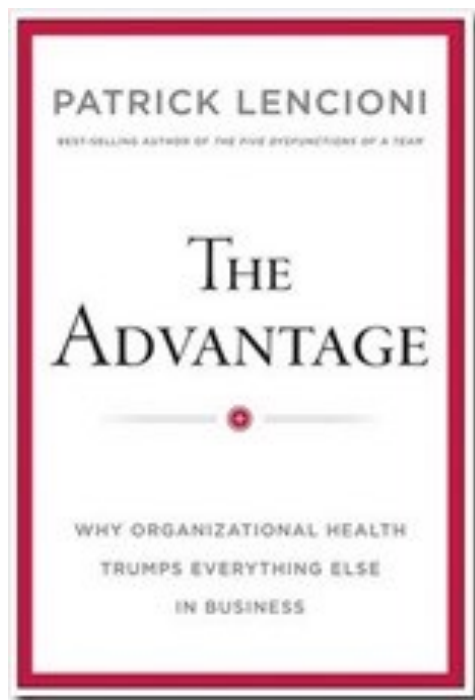
Our new Book Club leader, Pam Barry, has chosen the book for this meeting; *The Advantage* by Patrick Lencioni. However, she would love for attendees to share suggestions for the next book.

Please [click here](#) to R.S.V.P for this event.

The Advantage

By: Patrick Lencioni

There is a competitive advantage out there, arguably more powerful than any other. Is it superior strategy? Faster innovation? Smarter employees? No, *New York Times* best-selling author, Patrick Lencioni, argues that the seminal difference between successful companies and mediocre ones has little to do with what they know and how smart they are and more to do with how healthy they are. In this book, Lencioni brings together his vast experience and many of the themes cultivated in his other best-selling books and delivers a first: a cohesive and comprehensive exploration of the unique advantage organizational health provides.



Simply put, an organization is healthy when it is whole, consistent and complete, when its management, operations and culture are unified. Healthy organizations outperform their counterparts, are free of politics and confusion and provide an environment where star performers never want to leave. Lencioni's first non-fiction book provides leaders with a groundbreaking, approachable model for achieving organizational health—complete with stories, tips and anecdotes from his experiences consulting to some of the nation's leading organizations. In this age of informational ubiquity and nano-second change, it is no longer enough to build a competitive advantage based on intelligence alone. *The Advantage* provides a foundational construct for conducting business in a new way—one that maximizes human potential and aligns the organization around a common set of principles.

Available now on [Amazon!](#)

Special Interest Groups News

External Consulting Interest Group

Beth Cox, Chair

The External Consulting Interest Group has set future meeting dates, so pencil them into your calendar. At our next meeting on March 29, we will recap Rick Maurer's "Change Without Migraines" presentation and have a member discussion of current local, national and international trends that are impacting our businesses and clients.

March 29, 2013 – [Click here for program details and to register](#)

July 19, 2013

September 20, 2013

November 15, 2013

January 17, 2014

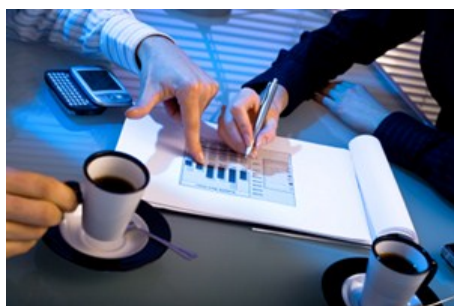


Check the [EVENTS](#) page on the website to learn more about future programs and register for each meeting when they are announced.

The External Consulting Interest Group focuses on serving the needs and interests of the external consulting community within the GOOD Network. This special interest group is open to all members interested in external consulting.

Coaching Interest Group

Martin Tier, Chair



The Coaching Interest Group met on March 14 and learned a great deal from a session on "Multipliers" facilitated by Tomas Morell. We explored the research of Liz Wiseman who has identified two broad types of leaders: Multipliers and Diminishers. Multipliers have a behavioral style that gets the best from people and multiplies their intelligence and efforts. Diminishers actually create a climate where people are using only about 50% of their potential. Her research results were published in her book, *Multipliers*.

To quote Wiseman: *"In our research, we were surprised to discover how few Diminishers understood the restrictive impact they were having on others. Most had moved into management having been praised for their personal, and often intellectual, merit, and had assumed their role as boss was to have the best ideas. Others, had once had the mind of a Multiplier, but had been working among Diminishers for so long, they had gone native. Accidental or not, their impact on your team is the same – they might be getting only 1/2 of the true brainpower of their team."*

To find out if you are an "accidental diminisher" you can take a free quiz on the Multipliers book website. [Click here to go to the page](#) where you can take the quiz.

The next meeting of the Coaching Interest Group will be in May 23, 2012. Once we have the program mapped out, the meeting details will be posted on the EVENTS page of [GOODNETWORK.US](#).

Predicting the Future

"If you predict for a living you have to predict often."

—Danish Physicist and Nobel Prize Winner, [Niels Bohr](#)

Have you ever thought of yourself as a futurist?

Predicting the future is a lucrative profession even though the track record for peering beyond tomorrow is inconsistent at best. Does anyone ever follow-up on predictions anyway?

PREDICTING IS HARD

Someone once asked futurist [Alvin Toffler](#) (of [Future Shock](#) and [The Third Wave](#) fame) why several of his predictions failed to materialize. Toffler's response was direct: *"I often underestimated the power of the status quo."*

You could count on one hand the number of individuals who credibly predicted the recent "great recession."

"It is a globally accepted fact that top world governments, central banks, economists, investment bankers and financial journalists were caught off guard by the financial crisis and the ensuing economic crisis of 2008-2009," according to the [Economic Predictions website](#).

THE IBM LIST

[IBM recently issued its annual list of five predictions about the future of technology](#). Bernie Meyerson, who does the technology forecast, said something worth noting when releasing the list. *"To predict the next five years you have to have a deep understanding of the last 50."* (This principle may hold true even for start-ups who are seeking to introduce innovative products and services).

One IBM prediction in particular caught our attention:

There will be no more password as increasingly powerful phones and sensors will store your personal biometric information enabling machines to automatically know who

you say you are. We can only hope.

SEIZING THE DAY

What about your organization?

1. The best way to predict the future is invent it.

This insight comes from [Alan Kay](#), a scientist at Apple, Inc., whose charter is to pursue far-out ideas. *"This is a century in which you can be proactive, not reactive about the future."* While the future is not risk free it's possible to calculate risks and minimize the downside of new ventures.

Why not start with the "what if" question?

2. Learn to connect the dots.

Take time to look around to see what's already underway. The old idea of predicting from extrapolation, or the creation of new data points, is filled with uncertainty.

New realities are likely in some stage of formation for most industries but are overlooked in the press of time. Leadership tends to become aware of disruptions or opportunities when it's too late to take advantage of them.

3. Pay cautious attention to feedback.

Listening to employees, customers, and prospective customers is important when thinking about the future. Be mindful that individuals sometimes want to be heard more than heeded. Knowing the difference comes with experience, judgment, and being a good listener.

Steve Jobs didn't do focus groups because participants were not likely to have any frame of reference for the products Apple was thinking about developing.

Nonetheless feedback is important. But filtering what is heard through

by: Russ Bredholt, Jr.

the company's mission, values, and capabilities is a reliable way of reaching decisions on what to do with new information and insights.

4. Avoid the hype.

This may be the hardest thing on the list to do. There is a lot of "noise" coming from different directions requiring a fairly disciplined leader or manager to know what's worth pursuing and what's best left alone.

5. Stay flexible.

"Flexibility" could be a core value of every one's company. Being able to adapt along the way is essential for an enduring future.

There is always the possibility of unforeseen problems with product launches, competitive forces, or new government regulations being imposed. The ability to adjust to circumstances without having to toss your basic strategy is why success is more of a zig-zag than a straight line.

THINKING AHEAD

What's on your list of personal and corporate predictions for 2013 or beyond?

What merits undivided attention? What can come off the radar?

What's the one thing in the coming year, that if properly understood and successfully implemented, could be your next profitable idea?

As we learned at the beginning of this post it's okay to revise predictions. After all, this is what professional futurists do to stay in business. As the late British philosopher Carveth Read once said, *"it is better to be vaguely right, than exactly wrong."*

www.strategist.com



In the 2012 end-of-year member survey, you told us that you wanted the chance to hear from members, to network, and to learn what others are doing in their workplaces. So, on Friday, June 14, we will again hold our annual best practices session. During this bimonthly meeting, we invite you, our members, to share information on programs, initiatives, and practices you are doing that are working well. We are currently seeking members like you to participate in sharing during this session. What do you do in your organization or with your clients that works well? Tools, tips, techniques, activities, processes? In the 2012 member survey, some of the topics mentioned were succession planning, change management, culture change, leadership development, emotional intelligence, and talent management. We are open to any topic you might want to discuss with the group, so think about what you could share. Thank you for considering being a speaker at this event! Without you, the GOOD network would not be possible!

◆ **Requirements for presenters:**

- ◆ 10-15 minute presentation to full audience (50-100 people)
- ◆ Power Point slides to support the presentation
- ◆ Commitment to attend the full session from 8:30am -12:30pm on June 14
- ◆ Participation on June 14 in “science fair” style discussions after main presentation – to allow members to ask individual questions and to allow you to provide custom responses (Handouts and displays are optional for this part of the session)

If you are interested in participating as a presenter, please send the following information to president@goodnetwork.us no later than **Friday, April 26, 2013:**

Your Name _____

Your Email Address _____

Your Phone Number (____) ____ - _____

Please include a 5-6 sentence overview of your topic.

Category for your topic: (choose one)

Organizational development	Succession planning
Recruitment, retention, talent management	Team building
Change / Change management	Learning or training
Leadership / Leadership development	Consulting skills (internal or external)
Culture or culture change	Coaching
Emotional Intelligence	Other _____

You will be contacted as soon as possible on the status of your proposal. Remember that we will review and select presenters that we believe will meet the needs of our members based on our member survey and our understanding of member interests.

***If you are selected to present, your presentation materials will be due on May 24, 2013.**

New Member Spotlight

Meet Rocco Mazza! By: Bill Fowler



Rocco Mazza, one of the newest members of GOOD, relocated to the Central Florida from New Jersey in December 2012. "It was a tough transition for me at the time," said Mazza. "I was leaving all of my family and friends right before Christmas. It was just my dog, Buttons, and I. We had a real "Charlie Brown" Christmas

together this year." However the inopportune timing of his relocation could not be avoided, so Mazza and Buttons made the trek south to sunny Florida.

Mazza began his corporate career with the IBM Corporation in Dayton, New Jersey before finishing his Bachelor of Science degree from Rutgers University in Business Management. "I was very fortunate," Mazza said, "back in those days, if you walked in off of the street, they would try to interview you right away. I was lucky that IBM was looking for someone with procurement experience at the time and I was working my way through school by working as a buyer for an electronics company. I was hired on the spot."

Mazza's first assignment at IBM was working on the IBM PC program which was still code named "Peanut" and was not yet announced. Mazza said, "It was very exciting and enjoyed working on the IBM PC program very much."

After a ten year career with IBM, Mazza moved on to AARP where he was hired as the Contracting Officer in charge of all Procurements and Association Agreements. While at AARP, Mazza earned his Master of Science degree in Applied Behavioral Sciences (Organizational Development) from Johns Hopkins University.

Then the current Executive Director of AARP, Mr. Horace Deeds, chose Mazza to lead the Quality Innovation Council (QIC) which was charged with totally reorganizing AARP and effecting a total Cultural

Change Initiative.

"It was an OD Professional's dream assignment," said Mazza. "I was given the huge responsibility to totally reorganize a very successful organization of over 2,000 employees, with three diverse locations, and affect a total cultural change initiative so that the organization would be properly prepared and positioned for continued success in the future. The project was a huge success and AARP is the powerhouse organization that it is today, in large part to Mr. Deeds' vision and the hard work of the QIC."

After a short assignment with AT&T, Mazza fulfilled a life-long dream of starting his own consulting practice when he founded "RJM Business Consulting, LLC" in 2001; a full-service, business consulting firm specialized in leadership development, change management, business transformations, and training.

During the 12 years of Mazza's leadership, RJM Business Consulting, LLC successfully helped a large airplane manufacturer in Kansas, a financial services company in Washington, D.C., numerous colleges, several universities, large hospitals and some health care organizations effect positive change within their organizations while developing the necessary leadership skills to ensure future success. Mazza recently sold the firm to a business associate in December before moving to the Orlando area.

"I am way too young to retire and I have a great deal more to give back to the profession that I love," said Mazza.

Currently he is looking for a challenging assignment with an organization or university in the Central Florida area where he will be able to apply his wealth of knowledge and experience to help ensure the organizations continued success.

Mazza may be reached either on his cell phone [\(732\)221-8686](tel:7322218686) or by E-mail at rjmazza1@aol.com.

Briefing Paper on the Gestalt Approach to Organization and Systems Development

Article by: Chantelle Wyley

This article was submitted by Harold Hill and it originally appeared in OD debate 1996, 3 (5): 6-7.

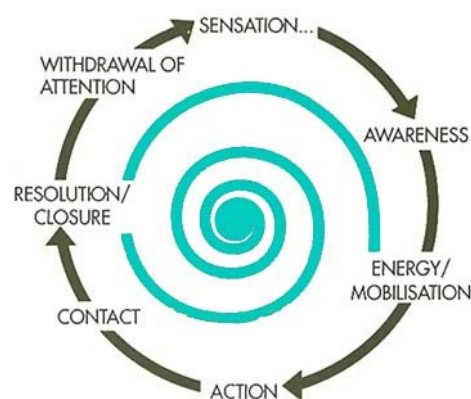
The rapid and exploratory growth of human behaviour approaches during the 1940s was the context in which Fritz Perls, Paul Goodman, Laura Perls and Isadore From laid the foundations of Gestalt psychology. Their approach arose out of Perls' attack on the Freudian model, and culminated in a framework for understanding human behaviour now known as the *Gestalt Cycle of Experience*. Use of the cycle is based on heightening awareness of stages in the cycle, and thence enhancing progress; the role of the therapist or intervener is to facilitate this process.

The principles and approaches developed around the cycle for use in individual therapy were adapted for use with couples and families. From here students of Perls, most notable Edwin Nevis, extended application to organisations, blending field and systems theory with the approach. In 1954 the emerging school found a home in the Gestalt Institute of Cleveland, Ohio. Today the GIC has its own publishing house, university teaching and research facilities, and practitioner training programmes. It co-ordinates "an international learning community" fostering personal and professional development processes in its students and their clients, all over the world.

The Cycle of Experience

The Gestalt Cycle of experience (see diagram) captures conceptually the process that an individual or system (interpersonal, group, organisation) goes through in any given experience. To take a simple example: a grumbling *sensation* in the stomach leads to *awareness* of hunger, the *mobilisation of energy* to walk to the

fridge or take-away, acquire food and eat (*action*); the food alters the hunger state and induces change in the body (*contact*), producing satisfaction, *resolution or closure* and the *withdrawal of attention* from this issue, one returns to what one was busy with before hunger struck, or moves on to the next issue, according to the new sensation becoming figurative.



Constructive and uninterrupted movement through the cycle produces smooth functioning in the system. *Interruptions* and *blockages* at any stage induce a state of disequilibrium, frustrating the inherent tendency of the system to function optimally, or to finish the business at hand. Blockages or *resistance* can occur at any stage in the cycle; leaving unresolved or *unfinished business* in the system to clog further sensation and subsequent processes. To refer again to the hunger example: notice one's mental and bodily reactions to suppressing hunger in the interests of finishing another piece of work; ultimately such unfinished business returns or reoccurs, often in a more severe form.

Therapeutic interventions are designed to heighten awareness of the process at hand, in terms of the cycle, to identify and name blockages or resistance, and to support the client's processes in working with this to achieve resolution or closure. Often the resistance

The Gestalt Approach to Organization and Systems Development (Cont'd)

manifests itself as 'stuckness' emanating from the unconscious (the terrain of basic assumptions for example), with the unconscious and the conscious working in different directions. Guided work at the unconscious level would involve bringing the resistance into awareness and acknowledging it.

The Gestalt concepts of sensation, awareness, energy mobilisation, action, contact/satisfaction, closure and withdrawal, as well as resistance, stuckness, unfinished business, and interruption, are used by OSD practitioners to diagnose problems in organisations, design and monitor interventions, enhance awareness and restore the effective and efficient mobilisation of energy for action and achievement. The concepts and the cycle are also used to delineate *units of work* which serve to organise and denote meaning and progress in interventions.

Figure and ground

Central to the Gestalt approach is the concept of *figure-ground* relationship. This developed from early work in visual perception and informs understanding of sensation and awareness. A figure is defined as that which has meaning for the viewer or experiencer of a given picture or situation (the ground with which one is confronted). The word 'gestalt' means shape, pattern, form, or configuration, and refers to the notion that human beings inherently give form or meaning or organisation to what they perceive, experience or sense. Awareness is defined as "being in touch with a figure as it forms" (Nevis 1987: 6). In working with organisations the different figures held by different individuals and groupings, and one's own developing figure as an intervener, are crucial components of any intervention or process. Herewith another Gestalt concept, that of *multiple realities*, their equal value, acknowledgement and use in a systems process.

Systems thinking

Systems theory is used widely in conjunction with

the Gestalt OD approach, to enhance differentiation between different *levels of system* (individual, interpersonal, sub-group, larger group, whole system) and awareness of the resonances between them. As a Gestalt practitioner one develops awareness of how issues manifest themselves at different levels in a system (denial tendencies in an individual manager may reverberate into denial and blame group dynamics on the shop floor). It follows that a remedial intervention may be more usefully introduced at a different level to the origin of the problem (or even where it is markedly manifesting); this would ultimately be affected positively through system connections. A fascinating aspect of this phenomenon is that of *parallel process*: as an outside intervener one inevitably finds dynamics of a client organisation revealing themselves in one's own system (body, consulting team). This, although uncomfortable at times, is a very useful barometer, a valuable source of information about what is going on at an unconscious level with one's client!

The Gestalt intervener

A final concept to mention in this brief overview is that of the *stance of the intervener*, and the *use of self* in organisational interventions. GIC training urges the OD practitioner not to underestimate the power of the outsider coming into an organisation, and to use one's *presence* appropriately: fascinate, capture and hold attention, but be aware of your "perceived weirdness index"! (Hanafin 1995). Be aware of one's own power as a stranger in a foreign land; cultivate awareness of your surroundings and the information offered to you, by analysing sensations, your figure forming processes, what is happening with self (e.g. parallel process); resist interpretation and stay in observation mode. Stay in the present, watchful of self, stay with your client's experience, use your client's language, but pay attention to your *boundaries*, do not try to control, tolerate confusion and take this as an opportunity to learn something, be creative with yourself, resist your cravings for structure and security! Resist hiding behind tools, techniques and

The Gestalt Approach to Organization and Systems Development (Cont'd)



Hans-Jürgen P. Walter is a German psychologist and psychotherapist known as the main founder of Gestalt Theoretical Psychotherapy

and gimmicky interventions: "you are the most powerful and versatile 'tool' you have" (Hanafin 1995). *Presence* forms another cornerstone of the Gestalt approach; it is defined as "the living out of values about learning", evoking "interest in learning" in the client system. As an intervener one provides a presence lacking in the client system and thereby supports the process of improving its functioning (Gestalt Institute of Cleveland 1995).

The potential power of the Gestalt method emerges if one manages to let go of own ingrained behaviours relating to control, security, 'right' ways of doing things, own performance, perceived expectations of self on the part of others, anxieties, fear. Instead one learns to work with awareness and to manage self and own processes, in the present, at the contact boundary with others, in a creative and supportive way.

The Gestalt OD intervener is a *facilitator* in the true sense - never carrying a process with his/

her own energy, never advocating solutions, but, respecting the energy and stance of the client system (and its components), rather supports the capacity of the client to find solutions and answers themselves.

Nevis writes, "An underlying assumption...is that human action is a self-regulating system that deals with an unstable state in such a way as to produce a state of stability. The process is seen as being more than deficiency alleviation; it embraces the higher-order functions of growth and creative behaviour" (1987: 18).

Further reading and references:

Critchley, Bill and David Casey. 1989. "Organisations get stuck too". *Leadership and organization development journal* 10, 4: 3-12.

Gestalt Institute of Cleveland. 1995. "Two cornerstones of the Gestalt model" (handout). International Program: Organization and Systems Development, 1995/6. 1 p.

Hanafin, Jonno. 1995. "Use of self as intervenor" (handout). Gestalt Institute of Cleveland International Program: Organization and Systems Development, 1995/6. 1 p.

Nevis, Edwin C. 1987. *Organizational consulting: a Gestalt approach*. Cleveland: Gestalt Institute of Cleveland Press. 212 p. ISBN 0-89876-124-7.

Nevis, Edwin C., Joan Lancourt and Helen G. Vassallo. 1996. *Intentional revolutions: a seven-point strategy for transforming organizations*. San Francisco: Jossey-Bass. 287 p. ISBN 0-7879-0240-3.

Sinay, Sergio. 1997. *Gestalt for beginners*. Illustrated by Pablo Blasberg. New York: Writers and Readers. 176 p. ISBN 0-86316-258-4.

Meeting Recap: February 2013

Change Without Migraines

Article by: Megan Garard



At the Good Network meeting on Friday, February 8, 2013, Rick Mauer, Change Management Consultant, discussed techniques leaders and business professionals can use to avoid the common pitfalls of managing change.

Mauer stated that 70 percent of all changes within organizations fail, and this is the result of managers not knowing why people either support or resist change. Not understanding these two fundamental questions can cause leaders

to charge in like a bull, not fully prepared to inspire cohorts to act willingly, let alone optimistically.

Mauer cautioned that change can be hard for many people to accept, and it is even harder to accept if the change is not introduced and managed correctly.

Many times managers fail to provide a clear explanation of the need for change and they fail to ask for feedback. This ill-advised approach usually comes from a sincere place; still the message may be poorly received by the group.

Mauer said the most critical step in successfully introducing and managing change is recognizing where people are in the Cycle of Change's five stages (see Fig. 1).

In the Dark – People don't see the reason to act on the issue in question.

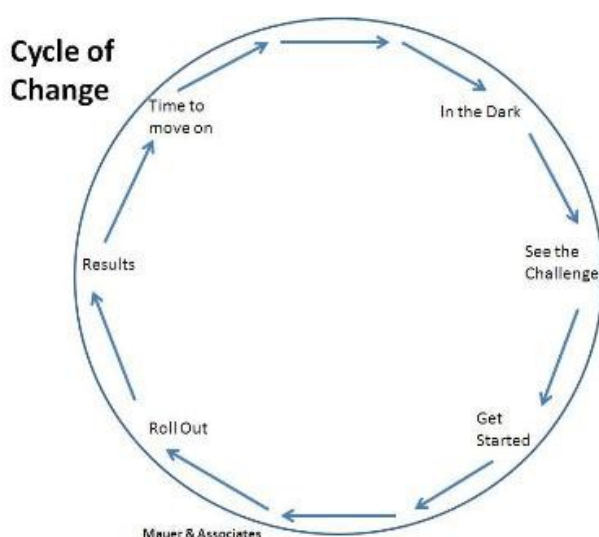
See the Challenge – People see the opportunity or threat needed for change. For this to happen, people need to feel the need for change in their gut. One way to accomplish this is to provide good data, to back up your reason for change.

Get Started – Initial actions

Roll Out – All systems in place, people trained, etc.

Results – Organization getting benefit from this change such as reduced cycle time, reduction in costs, increased revenues, etc.

Move On – The change has served its purpose and it is time to move on.



Mauer said that when a plan for change is introduced people are usually in the first stage; **In the Dark**, meanwhile the person introducing the plan is already at the **Get Started** stage. This is what Mauer called “getting ahead of people in the cycle,” and he cautioned this can leave people feeling uninformed and alienated; which leads to resistance, because these people fail to see the reason to act.

Fig. 1

Meeting Recap: February 2013 (Cont'd)

Mauer proposed leaders approach their team about an upcoming change differently. Instead of charging into a meeting with their initiatives held high in the air and demanding people follow, Mauer encourages leaders to propose their idea and then ask for feedback; this way leaders can face resistance head on and deal with it in a healthy, constructive manner.

When the feedback is received, Mauer urged leaders to record the unedited answers from the team in an effort to get raw data. Since some may be uncomfortable telling their leader what is really on their mind, Mauer suggested anonymous collection of responses.

Then leaders can analyze these responses to better understand which of the Three Levels of Resistance they are facing within their organization.



Fig. 2

The three levels of resistance (Fig. 2) are:

Level 1: Intellectual Resistance

—These questions and statements deal with a lack of understanding and will include questions like: “I don’t get it?” Leaders will notice there is no value judgment in these questions.

Level 2: Emotional Resistance

—These questions and statements deal with emotional reactions to change and include statements like: “I don’t like it!”

Level 3: Personal Resistance

—These questions and statements address trust, or a lack of it, and include statements like: “I don’t like you!”

Mauer said that responses received at any one of these levels of resistance could weaken the pulse, if not kill, any change initiative; but when they all exist simultaneously, change can be stopped dead in its tracks.

Therefore leaders must recognize which of the three levels of resistance they are dealing with in order to respond to each concern before moving forward in the Cycle of Change.

If people are at Level 1, leaders need to address the misunderstanding and find a way to better explain the need for change and how the change will come about. If people are at Level 2, then leaders should calm the team by assuring them that the change will positively impact their jobs. At level 3, leaders must first understand the root

cause of the personal resistance (i.e. a lack of trust or a lack of respect) and resolve the issue accordingly.

Once a leader has the team on board, only then can they move on to the **Get Started** step, and then to the roll out. Once an initiative is rolled out, it is crucial that leadership measures the results of a change in order to gauge if the plan is delivering the desired results.

If the deliverables are unfavorable, the cycle reverts back to the **See the Challenge** step. Here the necessary adjustments can be established and enacted. Mauer cautioned that it is just as crucial in this stage to ensure everyone is still on the same step in cycle as the leader, which may require another feedback session.

If the deliverables are favorable, the cycle can continue to the **Move On** stage, and the leader can consider both the initiative and their change management a success.

Constructive, pain-free change is possible, with the implementation of the proper communication techniques; communication that engages both the leader and his workforce. This communication enables a team to remain on the same page throughout the entire Change Cycle process.

Caught on Camera

Photos from February 9, 2013 Meeting



Fig. 2

Member Perspective — December 2012 Meeting

This presentation was very beneficial for me ; considering my job revolves around getting your team to “Buy In” to change. It really brought in- to perspective how to better handle the current challenges I am facing in my current role and better ways to approach them to get the best out of our Team Members. Thanks again for a very beneficial presentation.



Kathy Ryan

I found Rick Maurer’s talk at the February GOOD meeting very valuable. His suggestions for dealing with resistance to change were simple, easy to understand, and very actionable. He de-mystified the process of turning employee’s resistance to change into support using the “magic list” that exists in all organizations. Acknowledging the “magic list” of employees unspoken beliefs about any proposed change, and dealing with them, instead of ignoring them and pretending they don’t exist, was a refreshing approach.



Howie-Alice Jones
Universal Studios Orlando

What a welcoming group of professionals! My first meeting as a new member of the GOOD Network exceeded my expectations on all counts. I was able to make several new connections and the program was wonderful. I really enjoyed Rick Maurer’s presentation style and the information he shared on change management was incredibly useful and thought provoking. I went home with a page full of notes! I can’t wait for the next meeting.”



Brooke C. Kelly, MA, MS

See Goodwill Industries Behind the Scenes After Our Next Meeting

Warmer air is upon us, which also means it is time for spring cleaning. For many of us, we use this time to gather items that we no longer use.

Once we have these items neatly secured in their boxes and bags, we drop them off at the nearest Goodwill Industries. But, few of us stop to consider the journey our donations take once they enter the warehouse, let alone the positive impact they can have on our community.

A short 15 to 20-minute tour through the Goodwill Industries campus, after our next meeting, will truly open your eyes to the operation beyond the kind worker who takes your donations to the back of the store. You will see and learn all about Good-

will’s charitable foundations, facility to help high school drop outs earn their diplomas, occupational therapy lab for the disabled, employment placement agency, huge retail warehouse, recycling program and so much more.

So stay after the meeting to discover what Goodwill really can do with that suit that no longer fits and toy your child doesn’t play with anymore.

Goodwill  Building Lives That Work.
Industries of Central Florida, Inc. goodwill

Save the Date: Upcoming Events

Central Florida Workshops

April 16

MBTI Certification
Gainesville, FL.
www.capt.org

April 30

Managing Through Change
Rollins Management & Executive Education
407-647-1252

Aug. 26 - Dec. 2

[SHRM Certification \(PHR or SPHR\)](#)
Valencia College, West Campus
407-582-6688

April 17

Building Teams that Work
University of Central Florida
helledmd@gmail.com

May 7

Unleashing Your Leadership Potential
Rollins Management & Executive Education
407-647-1252

National Conferences

May 19-22, 2013

ASTD 2013
[International Conference & Exposition](#)
Dallas, Texas

April 11-13, 2013

Society for Industrial and Organizational
Psychology
[2013 Conference](#)
Houston, TX
Preconference Workshops: April 10, 2013

1st Week of October (No Dates Yet)

Organizational Development Conference
San Jose, California

The GOOD Network 2013 Meeting Schedule



April 12

June 14

August 9

October 11

December 13

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♦ Megan Garard

Special assistance with this issue:

♦ Janina Abiles

Please let us know of any professional development workshops & conferences that could be of interest to our GOOD Network members. Send details to: newsletter@goodnetwork.us

The GOOD Network is affiliated with:

