

The GOOD News

Greater Orlando Organizational Development Network



May-June 2013

Volume 8, Issue 3

June 14, 2013 Bi-Monthly Meeting:

Eight Annual Best Practices Sharing Session

Our Eighth Annual Best Practice Sharing Session will be held on Friday, June 14 and provide you with a plethora of great OD techniques. The meeting provides our talented GOOD Network members with the opportunity to share methods, techniques, and solutions that have proven to be of value to them and their clients. This is one of our best attended programs each year. So sign up today to add more tools to your OD Toolkit!



We have a new format for 2013! There will be a number of short presentations focused on the most highly ranked topics from our recent member survey. Presenters will share their best practices, tools, techniques, processes, and activities. These presentations will be followed by a “science-fair” style set of discussions where members can ask individual questions of presenters and view any handouts, displays, or additional materials the presenters have prepared.

In last year's survey, you also asked for more networking opportunities. This array of speakers will all be available for subsequent discussions after the meeting. This will provide you with multiple opportunities to network, share insights, and gather ideas. See you then!

Registration for this program closes on Monday, June 10.

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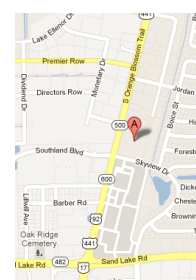
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Agenda:

8:30 - 9 a.m.-- Continental Breakfast
9 - 12:30 p.m. -- Program

Location:

Goodwill Industries
7531 S. Orange Blossom Trail
Orlando, FL 32809



8th Annual Best Practices Sharing Session — Presenters and Topics:

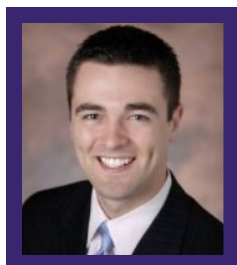
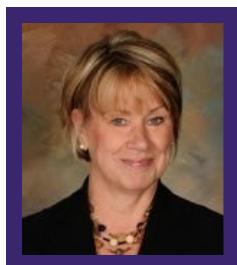


Speaker: Dr. Tim Brock, President, Tim Brock Consulting (Performance Improvement and ROI)

Tim consults with senior managers and executives from every sector (private, not-for-profit, government, military, etc.) on how to achieve greater results through planned accountability, transparency, and value-added measurements when making decisions about where to allocate limited resources.

Topic: *Performance and Measurement Frameworks for OD initiatives*

This presentation will introduce three results-focused and measurement-driven frameworks used globally by businesses, governments, and international agencies such as USAID, the World Bank, and the United Nations that produce the data executives want but are not getting. These frameworks will provide a scalable foundation you can use to integrate proven accountability, transparency, and value-added measurements and ROI/bottom-line impact measures into your everyday OD initiatives to prove the business alignment and value of your proposals, projects, and programs.



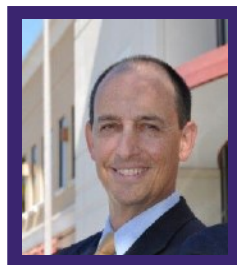
Speakers: Carol Anderson, Principal, Anderson Performance Partners, LLC

Gary Owens, Director, Florida Hospital Surgery Center

Topic: *Drawing on the Science of Quality and Error in OD*

Most organizations do not face life and death situations, but may be able to learn from those organizations, like healthcare and the military, that do. The concepts of un-

derstanding error, whether human or system, can be integrated as tools in the OD toolkit. We will present background on the science of error and quality in improving performance and explain how this can be helpful to OD Consultants.



Speaker: Paul DePalma, CEO, ADEPT Performance Systems

For the last 22 years, Paul has helped organizations of all sizes improve their performance by helping individuals, leaders, and work groups get and stay more focused, work collaboratively and in sync, and realize more of their potential to achieve results.

Topic: *Using ADOBE Connect to engage virtual work teams*

Over the last 4 years, Paul and his team have used their Virtual Conference Center to effectively engage remote work groups in ADEPT's development processes. Discover tips they've used, and key things they've learned in using the technology to emphasize engagement and make the technology unnoticed.

8th Annual Best Practices Sharing Session – Presenters and Topics:



Speaker: Yolanda Elliott – President of EKM Business Results. Yolanda is a Multipliers Certified Practitioner and Lean Six Sigma Black Belt.

Topic: *Multipliers*

Have you ever wondered why it is that some leaders amplify the intelligence of others and other leaders drain it? Have you been around these leaders? What was your performance like? How did you feel? "Multipliers" will provide you the answer to these questions.



Speaker: Rick Kennedy, Senior Human Resources Partner with Nemours Children's Hospital. Rick helps associates and managers create an engaged and satisfied workforce focused on the Nemours mission. Much of this effort surrounds culture building and promoting a high level of trust and respect in the workplace.

Topic: *On-boarding and Culture Building at Nemours*

Nemours Children's Hospital, located in Medical City Orlando, opened in October, 2012. Nemours brought on over 600 associates from Physicians to Nurses to Healthcare support professionals to administrative support staff.

In bringing on this new staff, Nemours wanted to be mindful in selecting and training new associates in helping build a culture of trust and respect as well as adopting a true Patient and Family Centered Care healthcare delivery model by involving parents and kids in the selection and on-boarding of the new staff. Rick will share successes and some missteps in this effort.



Speaker: Lisa Hancock – Executive Vice President, Manpower

Lisa leads a high performance sales and service delivery team that helps clients find talent and put them to work.

Topic: *Q3 Manpower Employment Outlook Survey*

This survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforce. This 50 year old survey is one of the most trusted surveys of employment activity in the world.

President's Message

Greetings!

By: Pat Brown

We have just come off two well-attended, successful bimonthly meetings. Our membership is at an all-time high.

Life is "GOOD."

We look forward to our annual Best Practices meeting. We asked for more of you to step forward with your ideas because we knew you had a lot of them! And you did step forward. Seven of you are slated to present what appear to be very compelling topics on June 14. I am excited. I will have my pen in hand, poised to take notes, because I'm sure to learn a great deal. The meeting shapes up to showcase intellectual networking at its absolute finest.

Our Special Interest Groups (SIG) continue to thrive. To her credit and with our appreciation, Pam Barry has taken the reins of our longest-running SIG, the Book Club. Martin Tier has the Coaching SIG rolling, with a core of regular members plus some occasional drop-ins attending the meetings. Beth Cox's External Consulting SIG has had tremendous appeal since its inception last year. And the Mentoring program continues to have momentum and vitality.

We are still looking for volunteers to fill GOOD Network Leadership Team positions in 2014. Please see any of the Leadership Team members at the June Meeting or contact us via telephone or email if you'd like to



find out more about helping us out. And by the way, a special welcome and thanks go out from the Leadership Team to Brooke Kelly, who has just joined us by volunteering to be the 2014 Membership Chair. Thanks, Brooke!

Stay tuned to hear more from your Leadership Team on Social Media and how the GOOD Network can move forward in that arena for the greatest collective benefit of its members. The best is yet to come.

Life is GOOD! See you on the 14th.

If you are interested in becoming a member of the leadership team for 2014, we are looking for help in the roles of Logistics/Speaker Liaison, Finance chair, and chair of Online Communications.

For more information, contact us at president@goodnetwork.us.

Special Interest Groups News

External Consulting Interest Group

Beth Cox, Chair

The External Consulting 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 this aspect of our profession.

At our March meeting, we began exploring trends impacting business and thus our practices. To help us get underway efficiently, Yolanda Elliott facilitated a brainstorming approach, including an Impact/Effort matrix. The responses were compiled in a Trends Affinity Diagram. From this, our members are currently voting on the trends to be discussed based on the high impact/low effort matrix, the experience of their practice, and the energy they feel surrounding the subject. The ultimate goal of this exercise was to identify areas of common interest and developmental need which can be addressed at future meetings. Erica Sorrell graciously agreed to lead the May meeting in my absence. Many of the attendees were new to the SIG, so while trends were covered, time was also allocated toward discussing the SIG's purpose and future agendas.

Looking ahead to our July 19th meeting, we are pleased to host Dr. Robert Prescott, or "Dr. Bob" as he's known around the Rollins campus where he serves on the graduate faculty. Dr. Prescott has authored, presented, and taught on both trends and consulting principles in recent years, with his practice being aligned with the model espoused also by Peter Block in Flawless Consulting.



We enthusiastically welcome all interested GOOD Network members to join us for these meetings. Please RSVP on the GOOD Network website, where you'll find meeting details and a location map.

Come prepared to offer your insight and relevant tools. Let's be sure to make it a stimulating, valuable use of time invested...*for your success in helping others reach theirs.*

Link to register: <http://www.goodnetwork.us/Default.aspx?pagelid=1358592>

Coaching Interest Group

Martin Tier, Chair

The most recent meeting of the Coach's SIG was held May 23rd at Mimi's Café at 6:00 PM. The theme of this meeting was a discussion of Emotional Intelligence as it applies to coaching others. The five members present explored the principles of Emotional Intelligence and how these relate to coaching for performance. The discussion was focused on Emotional Intelligence Coaching and examining the role emotions and habits play in performance. Several members shared stories from personal experience that illustrate how leaders were proficient in Emotional Intelligence and were excellent in moving their organizations forward. Examples were also shared of leaders who, through the lack of Emotional Intelligence, blunted either their career or the development of their organization. We then discussed ways that coaches can help others recognize how their attitudes prevent individuals from reaching their potential. Replacing these with more useful attitudes, feelings, and thoughts can provide a powerful means of improving performance.

The next meeting of the Coach's SIG will be held July 11th at Mimi's Café at 6:00 PM. The theme of this meeting will be **Coaching Challenges**. What was your greatest challenge as a coach? How did you meet the challenge? How can this challenge benefit other coaches? Or, are you currently facing a challenge and would like to get some feedback on from other coaches? This meeting should prove to be a very interesting discussion of the coaching profession. Please join us.



Please reserve your place by going to the Events Section of the GOOD Network Website.

Link to register: <http://www.goodnetwork.us/Default.aspx?pagelid=1358592>

Mentoring Program Update

By: Pat Brown

The GOOD Network Mentoring Program continues to thrive. Currently eight pairs of Mentor-Protégé relationships are progressing. A proposed meeting of GOOD Network Mentors was vetoed due to competing priorities and too many time pressures. Mentors agreed that they were doing fine and are aware that if any help is needed they can readily find it within the rich experience of the GOOD Network. We still have the luxury of a strong bench of people who have offered their time and experience to be Mentors. All in all, the program continues to be successful.

If you are interested in being a mentor or protégé, please contact Pat Brown at president@goodnetwork.us.



Special Interest Group: The Book Club

Pam Barry, Chair



The May book club meeting at Mimi's Café was only a small group, as some who signed up couldn't make it, but it was voted a success by all who did attend.

Over dinner, we discussed *The Advantage* by Patrick Lencioni and attendees shared various stories of related experiences they had in their current, past, or client organizations. Most had read the book, some had read a book summary, and both were considered a worthwhile read.

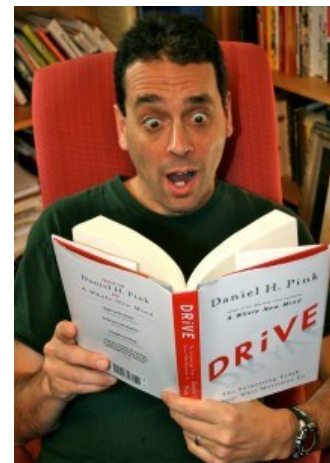
Our next meeting will be in August and we have chosen

Drive by Daniel Pink. More details and registration for this event will be available soon.

Drive By: Daniel Pink

Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.

Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live. Watch this [video](#) for a sneak peak of what's inside!

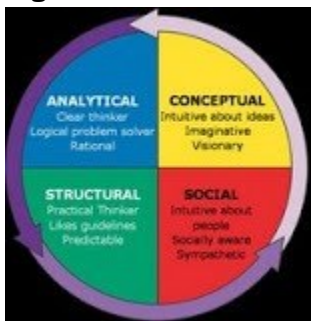


Meeting Recap: February 2013 by: Megan Garard

Meeting of the Minds

The Greater Orlando Organizational Development meeting on April 12 boasted a room packed with eager GOOD members and visitors poised to gain a deeper understanding of their brains through Emergenetics®. At this meeting, attendees had the pleasure of participating in a workshop presented by Emergenetics® president Morgan Browning. As part of the workshop participants were invited to take the Emergenetics® profile assessment several weeks prior to the event, so their personality profile could be used as part of the day's lessons.

Fig. 1



Browning began the workshop by describing the two main components to the Emergenetics® Profile: how one thinks and how one behaves. The component illustrating how a person thinks is comprised of four thinking attributes describing how one's brain prefers to process information: analytical, structural, conceptual, and social (see Fig. 1). Most individuals favor at least two of these attributes, but some can favor three or even all four. The preferences of an individual's thinking attributes are displayed in a pie chart (See Fig. 2). Any attribute with more than 23 percent of the pie is considered a preference for that attribute; in other words the larger the slice the greater the preference. The pie chart also acts a visual metaphor for the brain, representing the functioning of the left and right sides.

Fig. 3



The element of Emergenetics® that describes behavior is categorized into three behavioral attributes: expressiveness, assertiveness and flexibility (see Fig. 3). These each show how an individual puts his or her thinking attributes into action; therefore it is what others notice first about a person.

Unlike thinking, behaviors are not gauged by a person's preference for one attribute over another; instead it is measured by the degree to which a person exhibits outward behavior in a particular attribute. The

behavioral attributes are represented using percentiles, so individuals are compared to others in the same gender. The percentiles run on a scale with 5 and 95 being the two extremes in the spectrum; those who fall at either end of the range will clearly display certain behaviors while those in the middle (the "it depends" group) demonstrate the behaviors situationally.

Browning's workshop was very interactive and included several activities in which he asked participants to role play how they assumed different individuals with specific preferences would react in certain situations and how they approach their daily affairs.

After the participants had completed the exercise of putting themselves in the shoes of those with varying thinking and behavioral attributes, Browning distributed the results of their profile assessments. Then attendees were able to discuss how their attributes contribute to the way they think, interact, and feel.

Many of those in attendance expressed how understanding this information about themselves could help them more successfully approach situations and explain their needs to others. They also noted how this knowledge of others could help them create strong teams of individuals with varying preferences, so the teams could solve problems more effectively and with different points of view.

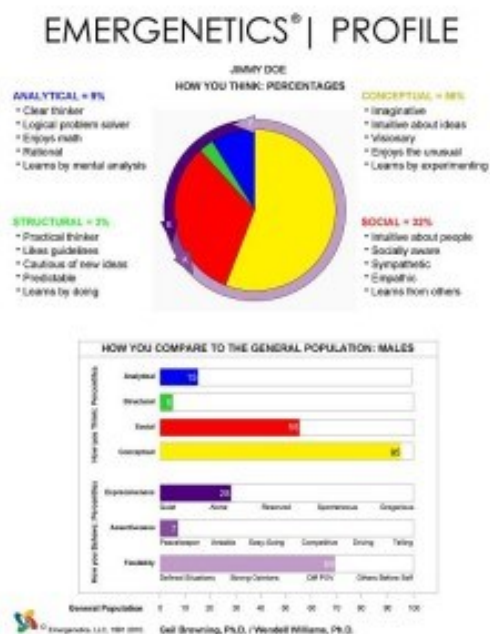


Fig. 2

Caught on Camera

Photos from Apr 12, 2013 Meeting



Fig. 2

Too Much of a Good Thing? by Martin Tier

According to its website, Emergenetics® is a “*brain-based psychometric assessment that highlights thinking and behavior. It provides a clear understanding of how people, live, work, communicate and interact.*” Prior to our April 2013 quarterly meeting, members of the GOOD Network were privileged to be allowed to take the Emergenetics® Profile test and to then have Morgan Browning, Esq., son of Geil Browning, PhD, co-founder of Emergenetics®, lead us through the implications of our individual and group profiles at the meeting.

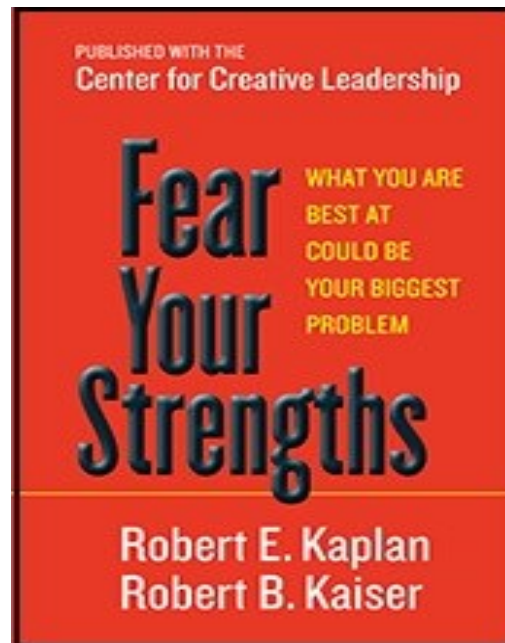
Through our personal Emergenetics® Profile, we learned more about the role our acknowledged strengths play in the workplace. Our group profile gave us a better understanding of each participant and the group dynamics as a whole. This exercise taught us the value of introducing an Emergenetics® Profile in the workplace in order to be more cognizant of how we relate on an individual level and to facilitate stronger, more effective teams and work groups.

During his presentation, Morgan discussed the concept of a strength becoming a detriment through over-usage. Too much of a good thing may not be a good thing after all. Many leaders underestimate their strengths, and as a result, are unaware they are overdoing it.

The other day I came across a new book on this topic, [Fear Your Strengths](#) by Robert Kaplan and Robert Kaiser. While I think “*fearing your strengths*” is a little overstated, examining the excessive use of strengths is something that should be considered. The book points out that all managers, regardless of level, are likely to overuse their strengths. It’s not just the top leaders that are affected by this problem.

Strengths can become weaknesses through over-usage. Overusing one’s strength not only corrupts the strength but it also can ignore an equal and opposing strength. The challenge is to turn down the volume on the natural strength and turn it up on the opposite. It’s about getting the setting right on both dials. The book provides several examples:

- A leader who is forceful and straightforward with direct reports can become abusive and authoritative.



- Consensus-seeking can lead to chronic indecision
- Being respectful of others can easily degenerate into ineffectual niceness.
- The desire to turn a profit and serve shareholders becomes a preoccupation with short-term thinking

One of authors’ most surprising findings was that leaders often have a hard time acknowledging their strengths. To manage your strengths, you must first understand and accept them. Someone who does not know their strengths has no way to modulate them. In a relentless effort to be better, you have no way of knowing you are going too far. One of the main missions of this book is to help you come to grips with your strengths and make full use of them without overdoing it. Many leaders think that leadership development is the process of working on their weakness.

Kaplan and Kaiser point out that when strengths are overused it can be a cause of career failure. They describe in detail how the excessive reliance on qualities that were important to past success can be less relevant to the current role. To stop overusing or overplaying a strength does not mean to stop using it. It simply means to use that strength more selectively. It is like a pitcher in baseball who only throws a fast ball. Sometimes it is good to expand your repertoire of behavior.

Too Much of Good Thing (Cont'd)

Coming to grips with the need to modulate your strengths can be one of the hardest developmental tasks a person can do. After all, it's your strengths that made you successful. The good news is that you can change, and everyone has room for improvement. In fact, doing new things – or doing old things in new ways – is excellent for your brain, and will keep your mind sharp.

The Emergenetics® Profile measures your strengths in terms of attributes. You can use different attributes for different purposes. When you use your less prominent attributes you stretch yourself. One way to use your less preferred attributes is to use your strongest attribute as leverage. You can work through your strengths to accomplish what you need to do.

The brain creates a neural pathway each time you learn something new. In time, the circuit and neurons that are seldom used are eliminated by neuronal pruning. This hard wiring of the brain is one of the reasons habits are hard to break. When you want to make a change it takes repetition and time to rewire the conscious and unconscious circuitry to form a new habit or skill. It takes conscious effort until the new behavior goes into your unconscious mind.

If you find a need to change the overuse of one of your strengths, a method of change can be found in Dr. Geil Browning's book, Emergenetics®: Tap into the Science of Success. She offers a four step process:

1. The key to change is motivation. First you need to choose a positive motivation. If someone tells you not to think about a blue tree, what do you immediately do? Think about a blue tree! (the image just sticks in your mind.). The brain can only conceptualize thoughts in the positive. Positive goals can be linked to positive behavior, but negative goals are without context. If you say, "I do not want to be inflexible," all your brain can hear is "inflexible."

2. Imagine what it will be like when you reach your goal. Try to capture a vision of where you want to be in the future using all of your senses. See, feel, hear, smell, or sense what your success will be like. Use your strengths to really see yourself in the circumstance of having met

your goal. Take a moment to enjoy this vision or use your imagination to see the end result.

3. Next make a 21-day plan. Decide which small step of the broad vision you want to work with first. To make any substantial change you must engage in 21 sequential days of activities that are directly tied to your desired transformation. Connect your goal to taking action every day of your 21-day plan. If you happen to skip a day of your 21-day plan, guess what? You must start over again at day 1.

4. Enlist others to help you. Identify people that will help you achieve your goal or will benefit from your success. When you tell others they will help hold you accountable for your success.

Dr. Browning provides several 21-day plans with ideas on how to change directed toward your Emergenetics® Attributes/Behavior tendencies and some things you can do to balance your excessive strengths such as:

- Delegate your weakness — hire people with skills you lack and let them do their job.
- Learn to communicate with others in their behavioral styles.
- Keep a positive attitude: positive thoughts and attitudes bring about beneficial alterations in the brain.

Whether you are overusing your strengths or using them in moderation, Emergenetics® is clearly a very useful tool for understanding the way you think and behave. It can help you understand how you make decisions and organize your life at work and at home. For work teams, it can lead to greater understanding of the different ways people have of handling tasks and responsibilities. I think one of the most important things it does is to provide a language that can help people understand themselves and to improve communication among team members in the workplace.

New Member Spotlight: Meet Dr. Isabel Perry!

Dr. Isabel Perry is a highly motivated professional with a unique combination of experiences as a corporate executive, entrepreneur, author and speaker. In addition to domestic clients in a variety of industries throughout the US, her clients reach into Canada, South Africa, Spain, and Italy.



Isabel climbed the corporate ladder in a Fortune 50 corporation and "broke the glass ceiling." While working with all levels of the organization, she led teams in international safety, environmental and health operations; these teams were inspired to excellence and won international awards for their performance and contributions to the corporation. Accident rates were reduced by 60% in 3 years.

Her ambition and hard work began at the age of 21 when she established and operated a residential construction business for 13 years. Later in life her entrepreneurial skills blossomed again when she established a joint venture in Quindao, China, manufacturing ice cream. Her enthusiasm continued as she built a successful e-commerce site; being a direct importer of international goods fulfilled her love of travel and working with people of different cultures.

Isabel holds a bachelor's degree in design and architecture, a master's degree in safety management and a doctorate degree in educational psychology and adult learning with an emphasis in Safety. Being self-motivated, she obtained the last two degrees in night school over an eleven-year period as she operated her construction business.

How do you give back to the profession and community?

Previously, I delivered 5 pro-bonos a year at safety conferences nationwide. In 2013, I decided to bring that home. For every paid keynote or seminar in Central Florida (local reduced rate), the client can select a non-profit where I will speak for free.

What are some of your most requested topics:

- Safety is 24/7: It is more than a work issue
- 7 Sins of Safety: How to identify and reduce high risk behaviors
- 18 Critical Business Skills: Lessons Learned on the Links (with a golf theme)
- Take Your Safety Program from Good to Great
- Safety ROI: The economic responsibility of safety on the bottom line
- Effective Committees: Tools and techniques to deliver better results faster

2013 goal?

Use current technology to convert safety information into mobile learning. This will include short safety nuggets, brief training sessions, safety games and safety survey instruments to assess the safety culture and build an action plan.

Why is OD important to a safety expert?

Preparation and opportunity collided and that made all the difference. My career advanced from a safety engineer on the manufacturing floor of a military jet engine company to executive in the boardroom of a Fortune 50 with international responsibilities for environmental, health and safety. "Breaking the glass ceiling" in the early 90s, I was a female pioneer not only in safety, but in all areas. Since then, my mantra to others who want to succeed is *"technical skills will get you the job, but business skills will get you the promotion."* In addition, my dissertation was "Success Factors of Women in Management."

Why do you attend GOOD meetings?

There are so many bright people in one spot; I learn every time I attend. The programs are excellent and the side conversations are equally as informative. Plus, I have made personal friendships with members. Thank you for welcoming me into your family of professionals.

How can people contact you?

My website is www.TheSafetyDoctor.com, e-mail is Isabel@TheSafetyDoctor.com, cell 321-287-7771, office 407-291-1209.

New Member Spotlight

Meet Michael J. Kazazis



What led you to the GOOD Network?

I have always been aware of the GOOD Network as some members were clients of Censeo Corporation, a firm I co-founded back in 2000. I recently sold the firm to Mercer and have more time to participate with GOOD. The products I helped to create at Censeo included the award-winning TalentSIM leadership simulation, Censeo 360-Degree Feedback, KnowledgeTrack, and an employee engagement survey. As a new member, I am so impressed with the quality of the membership and the management of the organization.

What brought you to Central Florida?

Prior to starting Censeo, I was VP of Technology for The Thomson Corporation in New York and was responsible for overseeing technology for six business units. In 1998, Thomson acquired a small HR technology firm in Maitland and I accepted the opportunity to relocate to help oversee the

onboarding of technology and the re-vamping of their product lines.

How did you get interested in OD?

I owe my interest in human resources and organizational development to my mentor, Steve Mower, SVP of Human Resources for The Thomson Corporation. I reported through Steve and I typically got heavily involved with HR initiatives across Thomson including standardization of technology job descriptions, corporate communications, and the rolling out of training initiatives.

What are your current plans?

After working with Mercer to transition Censeo into the Talent Assessment Solutions business unit, I enjoyed my first time off in years. With a background that includes finance, technology and operations, I focused my search on smaller firms where I could replicate the success I had with Censeo. I'm thrilled to say that I have just accepted a position on the management team of Kustom US, a national construction contractor focused on the disaster recovery / restoration market. While my focus will be on finance, accounting and their M&A activities, I'll put my HR background to good use as they continue their growth through acquisitions.

What else should we know about you?

I earned an MBA from the executive program at Rollins College where I remain very active as an executive member of the alumni board. While people always knew me for my technology background, in 2011 I surprised everyone when the Orlando Business Journal recognized me as CFO of the Year for my turnaround work with Censeo. When it comes to hobbies, I enjoy working with the music programs at several Seminole County schools. During the last seven years, I have served as an ex-officio board member and have managed communications and business operations for the Lyman High School Marching Greyhounds. With close to 300 students, there are always great opportunities to provide leadership development for the students.

The Impact of Technological & Social Change on Ourselves & Our Companies

By: Paul Dawson

THE PAST 30 YEARS

If you were reading this article 30 years ago then chances are you would have read it in a printed newspaper or magazine. Today however, you are probably reading it on a personal computer or perhaps your mobile device. The pace of innovation has been hectic in recent years – creating opportunities and threats to our jobs and the companies we work for.

Looking back at the first list of Fortune 500 companies in 1955, only 71 hold a place on the list today. And whilst nearly 2,000 companies have appeared on the list since its inception, most are long gone from it. The greatest companies have exploited new technology and used market disruptions to their advantage. Some of the most powerful companies on today's list—businesses like Intel, Microsoft, Apple, Dell, and Google—grew from nothing entirely upon new technologies.

Just 30 years ago most business was transacted face-to-face and on paper. I worked in financial services which took full advantage of the new technologies provided by the digital age. Companies grew rapidly both domestically and internationally. My company grew from 200 employees to over 5,000 and profits increased from

1970



1990



2010



tens of millions to hundreds of millions of dollars within just a few years.

Using the new digital technologies businesses were able to radically transform their operating models and business processes for greater efficiencies and increased flexibility. Essential support services like HR, Compliance, Audit, etc. were extracted from the individual operating businesses and pooled together to build shared centers of excellence across the wider operating group.

Companies also took commercial advantage of outsourcing their non “core competency” activities like facilities management, some IT and basic accounting processes. The company I worked for went even further and outsourced sales and back office administration which for its time was considered a bold move. Focus was now on branding, marketing, product development and managing suppliers and distributors

TECHNOLOGICAL & SOCIAL CHANGE EXPECTED OVER THE NEXT 30 YEARS

The 21st century will see social and technological change on an astonishing scale. In addition to major breakthroughs expected in energy, food and molecular science, here are some examples from the worlds of health, demographics and IT.

HEALTH

Within 25 years, the world will achieve many major successes in tackling the diseases of the poor like malaria and Aids infection. Life expectancy is already rising about three months each year. And we'll spend more on health - the US Congressional Budget Office forecasts that US health spending will rise from 17% of the economy today to 25% in 2025 mainly driven by our aging population.

"An analysis of the history of technology shows that technological change is exponential. The twenty-first century will see almost a thousand times greater technological change than its predecessor."

Ray Kurzweil – futurist.

A company called Organovo has developed the first commercial 3-D bio printer that builds custom organs cell-by-cell. Each individual cell is based upon sample cells from the body of the customer. Organovo reports that veins and arteries will be available in 5 years, and more complex organs like hearts and livers in 10.

We'll also be intervening in our biology at the sub-cellular level and this nano-medicine will give us new hope of overcoming really difficult and intractable diseases, such as Alzheimer's, that will increasingly afflict our population as it ages.

Scientists are also finding specific sequences of DNA that code for conditions like schizophrenia and autism, offering exciting new treatments. Given the rate of progress, some futurists are predicting that within the next 25 years scientists and doctors will have the means to slow, stop and even start to reverse the human aging process. The social and economic changes flowing from these technological advances will be immense!

Impact of Technological & Social Change (Cont'd)



Labor force demographics will shift profoundly. Despite projected growth in the global population from 6.9 billion in 2010 to 7.6 billion in 2020, the working-age population is expected to decline in many countries. Europe and Japan already have more people exiting the workforce than joining it. And by the end of this decade, other large economies such as Russia, Canada, South Korea and China will also have more people at retirement age than are entering the workforce.

Other younger emerging market economies like India, Brazil, Mexico and Indonesia may benefit from this demographic dividend of productivity and growth as workers join their labor pools – as long as they provide their youth with adequate educational opportunities to develop their skills.

Desperate for workers, many companies will become more accepting of diverse employees, particularly older workers and women. The leading US advocacy group for retired people, the AARP, believes that 80% of baby boomers will keep working full- or part-time past their current retirement age to fuel 93% of the growth in the US labor market through 2016.

Over the past 30 years, the bond between company and employee has progressively weakened. Fast-changing company needs and a desire to cut costs led first to more frequent layoffs and then to nontraditional rela-

tionships where the expectation was not decades of service, but only a few years.

In a period of high unemployment, this new social contract is an advantage for the employer. But as the market turns, skilled employees should benefit, particularly now that technology makes it easier than ever to design a variety of flexible working arrangements.

IT

Technologically we will connect anywhere and everywhere through our multiple devices. Our 'data' will become separate from our devices and we will take more control of it including records like health.

Cloud-based computer services will transform businesses and business models, reducing IT costs, increasing flexibility and lowering risks. Over time, they will grow increasingly sophisticated and evolve into full-scale business processes as a service – providing our companies with new opportunities for organizational change.

Over the next few years we are also going to be interrupted by advertising like never before. Cameras and video screens are getting so cheap that they'll be positioned everywhere we go. And they'll have enough intelligence and connectivity that they'll see our faces, do a quick search on social media to find out who we are and direct a message at us based on our purchasing history. You have been warned!



Impact of Technological & Social Change (Cont'd)

SO HOW SHOULD WE TO PREPARE FOR THESE TRANSFORMATIONAL CHANGES?

These social and technological changes present both opportunities and challenges. Here are five strategies that you should consider adopting in your organizations in support of your change management.



1

Manage your talent. Have a plan to broaden the skill and knowledge in your company. Recruit enough talent (permanent and contract) willing to challenge the status quo of your current organizational set up and business processes.

Also find ways of increasing cross functional working throughout the value chain of your business including suppliers and distributors. Listen very carefully to all views and encourage differing opinions “behind closed doors” but once consensus decisions have been made ensure everyone supports them publically.



2

Make fact based decisions. Spend time analyzing the issues, collecting relevant facts and test them for accuracy with key stakeholders to ensure understanding. You will be surprised at the number of misunderstandings and false

assumptions you uncover. Albert Einstein suggested that “If I had one hour to save the world, I would spend fifty-five minutes defining the problem and only five minutes finding the solution”. Take your time to ensure you have identified the right problems to address.



3

Think outside the box. Kevin Kelly in his book ‘New Rules for the New Economy’ suggests that “Wealth in this new regime flows directly from innovation, not optimization. That is, wealth is not gained by perfecting the known, but by imperfectly seizing the unknown.” Redirect some resources being spent perfecting current business solutions to study the emerging technological and market disruptions that could affect your business in order to develop new products and services.

Persevere.



4

History is littered with examples of companies that tried, failed and gave up. However, most of the award winning products and services we love today were built on the backs of earlier failed attempts. Thomas Edison summed it up nicely in these two quotes “I have not failed. I've just found 10,000 ways that won't work” and “Genius is one percent inspiration and ninety-nine percent perspiration”. So whilst some problems may appear insurmountable, don't give up.



5

Take calculated risks. And finally I'd like to leave you with this quote from racing driver Mario Andretti “If everything seems under control, you're just not going fast enough.” We mustn't be afraid to take calculated risks in the pursuit of progress. Because if you don't someone else will.

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 Vocational and Community Service Programs 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.



The GOOD Network 2013 Meeting Schedule



June 14

August 9

October 11

December 13

Save the Date: Upcoming Events

Central Florida Workshops

July 16 – 17

The Advanced Training Manager

Langevin Learning Services, Orlando

www.langevin.com

July 25 – 26

Situational Leadership II

American Management Assoc., St. Pete Beach

www.amanet.org

Aug. 26 – Dec. 2

SHRM Certification (PHR or SPHR)

Valencia College, West Campus

407-582-6688

Aug. 20 – 23

MBTI Certification

Center for Applications of

Psychological Type

Gainesville

www.capt.org

Sept. 12

DiSC Train-the-Trainer

Certification Program

Valencia College Continuing

Education, West Campus

407-647-1252

[https://](https://c2k.valenciacollege.edu/)

c2k.valenciacollege.edu/



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National Conferences

June 16 – 19

SHRM Conference

Chicago, Illinois

Oct. 5 – 8

Organization Development Conference

Doubletree by Hilton Hotel, San Jose, California

Theme: Innovating in...Social Systems, Learning,

Networking, Organizations, and Practice Develop-

ment



**Organization
Development
Network**
Advancing the Theory and Practice of OD

The GOOD
Network is
affiliated
with

Online Courses

Begins June 27; 8-month course

Leadership Development Certification

Institute of Organizational Development

<http://instituteod.com/>

June 16 – 25

Analyzing Human Performance Certificate

American Society for Training and Development

www.astd.org

Aug. 26 ; 4-month course

HR Certification Preparation

Valencia College Continuing Education

<https://c2k.valenciacollege.edu/>



The GOOD Network would like to extend its gratitude to Goodwill Industries of Central Florida for allowing us to use its facility for our meetings.

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