

# The GOOD News

Greater Orlando Organization Development Network



## April 20, 2012 Bi-Monthly Meeting

### ***“Social Media and Business – What’s Really Working”***

***Speaker:*** Allen H. Kupetz

#### PROGRAM AGENDA

**Listen, think, participate, and enjoy a discussion of social media**

- ***Real-world cases of what is working and what is not***

What are top companies around the world doing with technology to find new customers via social media and improve customer service? Learn what is on the horizon – the technology trends that will impact your business in the coming years.

- ***Putting theory into practice: Spreading the GOOD word***

Time to break into small groups and think about the impact of technology on the GOOD Network. How can we leverage the tools we discussed to spread the GOOD Network message?

- ***Integrating social media into training***

Increasingly, learners in school and in our organizations are interacting with information and each other through technology. We will discuss the strategy and tactics to incorporate new technology into your sessions to increase your effectiveness as a facilitator.

*Continued on page 2*

## REGISTRATION FOR THE BI-MONTHLY MEETING

***Join us for the Bi-monthly Meeting, Friday, April 20, 2012***

8:30 AM – 12:30 PM – with Continental Breakfast

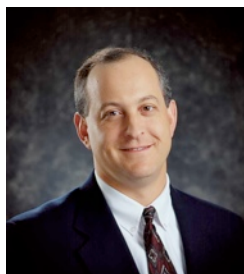
**Location:** Goodwill Industries of Central Florida - 7531 S. Orange Blossom Trail, Orlando, FL 32809.

**RSVP:** [Click here for the Reservation Page](#). **All members and their guests must RSVP to attend the meeting. Because we must order a continental breakfast and limit registration to the size of the space, your reservation is a must if you plan to attend.**

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## SPEAKER BIO



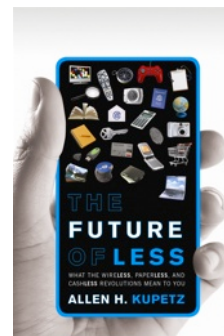
### Allen H. Kupetz

Allen is a recognized thought leader on the present and future impact of technology on individuals and corporations. He is the president of Kpartnerz, Inc., a management consulting firm, and Executive-in-Residence at the Crummer Graduate School of Business at Rollins College. Allen's dynamic, high-energy presentation style is certain to entertain and inform.

See Allen speak about Incremental Innovation here:

<http://tedxtalks.ted.com/video/TEDxOrlando-Allen-H-Kupetz-Thin>

Allen regularly speaks to some of the largest companies in the world about using social media and other disruptive technologies to enhance intra-company communications and customer dialog. His first book, "The Future of Less – What the Wireless, Cashless, and Paperless Revolutions Mean to You," was published in August 2008.



## DIRECTIONS TO THE BI-MONTHLY MEETING

**MAP:** [Click here for a map](#)

### Directions to Goodwill Industries:

7531 S. Orange Blossom Trail, Orlando, FL 32809

#### **From Downtown Orlando**

Take I-4 West to exit 80 for S/US-441 W/S Orange Blossom Trail. Drive 3.8 miles and Goodwill will be on your Left. It is at the corner of OBT and Skyview Dr.

#### **From East Orlando**

Take SR-408 East-West Expressway – west toward Orlando/Ocoee. Merge onto I-4 W via Exit 10A. Merge onto OBT US-441 South via Exit 80. Drive 3.8 miles and Goodwill will be on your left. It is at the corner of OBT and Skyview Dr.

#### **From Celebration**

Take I-4 East to exit 72 for the 528- E (Beachline) towards International Airport. Take exit 4 towards US-17/US-92/US-441/Florida's Turnpike. Merge onto Consulate Dr. Turn left onto FL-600 E/US-17 N/US-441 N/US-92 E/S Orange Blossom Trail. Drive north on OBT, past the Florida Mall, through the intersection of Sand Lake Road. Goodwill will be ahead, about 1/2 mile on the right. It is at the corner of OBT and Skyview Dr.



**REMEMBER:** You must pre-register in order to attend the meeting. **RSVP:** [Click here for the Reservation Page](#)

## President's Message

*By Erica Sorrell*



Welcome to the March-April 2012 edition of the GOOD News. This issue is packed with great information about our organization and our field, and we hope you find it a useful tool in your work.

We are excited about our upcoming speaker, Allen Kupetz, and his discussion of social media. I am sure it will be an engaging dialogue about just how to harness the power of social media in our organizations.

We are also turning our attention to the Best Practices session in June. Please see the next page for the Request for Speaker Proposals. It may seem very early, but we want to get your proposals in and set up the best lineup of speakers and topics we can. As I mentioned at our February meeting, think about going 'Back to Basics' with your topics. We had a lot of interest expressed on our member survey in topics such as:

- OD Interventions – best practices, design, implementation
- Case Studies in Action Research or Action Learning
- Successful on-boarding practices
- Implementing a mentoring program
- Conducting stakeholder analysis
- Re-energizing change agents and ourselves as OD practitioners
- How OD, Learning and Talent Management fit together in your organization – how to strategically integrate without duplications

But don't stop there – think about the great things that you are doing in your organization and how that might be beneficial to your fellow members. As always, this meeting is **BY** you and **FOR** you, so send in your proposals. More information later in the newsletter about how to get your information to us.

Thank you to all those who attended our first meeting of 2012. The turnout was amazing, and it was wonderful to see so many new faces. We hope that you will be able to attend the upcoming meetings as well to continue to learn and network with one another. As a friendly reminder, RSVP for our meetings so we make sure to have enough space – and, more importantly, enough food – for everyone. Guests are always welcome and please have them register as well.

See you in April!

Erica Bader Sorrell  
President



### QUOTABLE QUOTES

“Learn from the mistakes of others. You can't live long enough to make them all yourself.”

*Eleanor Roosevelt*

“Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.”

*Colin Powell*

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**CALL FOR PRESENTERS**  
**Greater Orlando Organization Development (GOOD) Network**  
**June 8, 2012 Member Session**

Thank you for submitting your ideas for our Best Practice session. Remember this meeting is BY you and for YOU, so we appreciate your willingness to share with your colleagues. Our 'theme' for this year is Back to Basics – looking at the OD initiatives we use on a daily basis and sharing what works really well. That said, we are open to all topics that you think would add value to the group. This is our most popular meeting and your best opportunity to share your ideas and insights with your GOOD colleagues.

Your Name:

E-mail address:

Telephone Numbers:

Today's Date:

Type of Presentation (REMEMBER: We want hands-on, applicable tools)

- ☐ Tools, Techniques or Approaches
- ☐ Ice Breakers
- ☐ Team Building or Leadership Activity
- ☐ Other (Please define)\_\_\_\_\_

Title of your Presentation

Timing of Presentation (Check all that you could effectively deliver.)

- ☐ 10 min session
- ☐ 15 min session
- ☐ 25 min session
- ☐ 30 min session
- ☐ 45 min session
- ☐ 60 min session

Overview of Session & Learning Objectives:

Supplies and Equipment Requirements

Please submit your proposal to Erica Sorrell and Pat Brown by e-mailing this form to [esorrell@rollins.edu](mailto:esorrell@rollins.edu) and [pgbrown407@gmail.com](mailto:pgbrown407@gmail.com), **no later than April 27, 2012.**

You will be contacted as soon as possible on the status of your proposal. Remember that we will be reviewing and accepting proposals on a first-come-first-serve basis. Upon approval of your proposal, we will need a one- to-three-paged participant handout by May 15, 2012, and any PowerPoint slides you'd like to use during the presentation by May 25, 2012. Thank you for considering being a speaker at our best-practice event. Without you, the GOOD Network would not be possible!

# Membership News

Thank you to our 83 paid members who took advantage of the early discount for dues for the 2012 year.

Members can still make payment at the annual rate of \$85 on our website via Paypal, mail a check, or bring funds to the upcoming events.

GOOD Network, Attn. VP - Finance  
PO Box 2131  
Orlando, FL 32802



## Member Spotlight

**Laura Gallaher**  
*Organizational Development Lead  
for NASA Kennedy Space Center*

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

I focus primarily on succession management and employee surveys, and am currently going through coaching certification.



### ***What do you love most about what you do?***

I love psychology. The ability to understand behavior and predict it, and intervene to modify it is fascinating. I love the variety in the work I do. There is almost something new and different happening; new challenges keep me going!

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

The thing that I hear most from management and skeptics is how do we measure the effectiveness of what we do? As a behavioral scientist, I know how difficult it is to isolate effects and attribute to a specific cause. That, and given the resistance to

surveys (people feel "over-surveyed"), how can we quantify across large groups? Would love to hear how other practitioners handle this.

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

Nothing earth-shattering, but I've always loved structured brainstorming techniques, like each person starting with a blank sheet of paper, writing an idea and passing it. Tons and tons of ideas are generated in a short period of time, information is shared, ideas are not squashed, and it helps satisfy both left and right brained individuals by encouraging free thinking while still having structure.

### ***What do you find most valuable about the GOOD Network?***

I am so happy to be a part of the GOOD Network now because of the ability to learn from people outside my organization. I feel so energized by talking with people in the same field who share my passion for the work.

Each issue, we like to shine the spotlight on our members. If you are interested in having the network members get to know you, please volunteer to be in the SPOTLIGHT!

Contact Michelle Lauren, Membership Chair, [m.lauren@earthlink.net](mailto:m.lauren@earthlink.net), and she will send you a set of "interview questions" with simple instructions on how you can be included in an upcoming issue. This is a great way to begin to network with other members!

## Update your Profile on the GOOD Website

We are asking all of our members to review and update their profile on our website: [www.GOODNetwork.us](http://www.GOODNetwork.us).

Please make sure we have your current data, especially your e-mail address, so that you get all of our updates and News. If you have changed companies, have a new position, want to change your contact information, area of concentration, etc., **log into the website using your user ID and password.** This allows you access to 'the member only' content and your account.

**Step 1 --** You will see the **My Account** tab under "More Information." Click on it to view your Control Panel and your Profile. (See example at the right.)

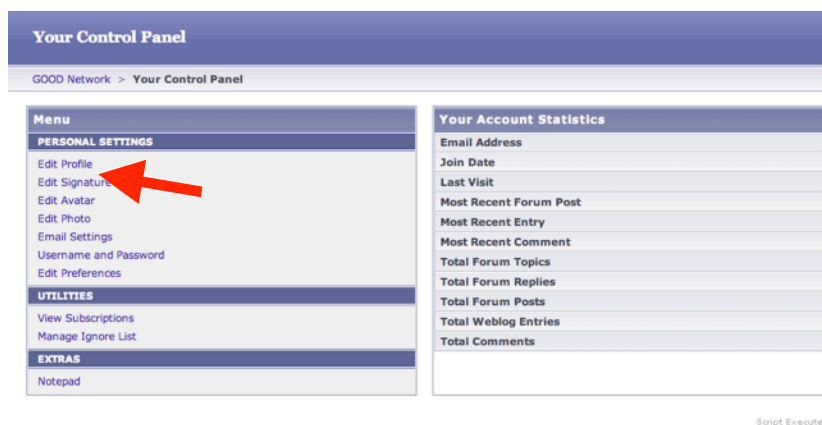
**Step 2 --** On the Control Panel, click on **Edit Profile** under "Personal Settings" and you can review and update the information you have entered into your profile. When you have made changes, click the UPDATE button at the bottom of the profile, and the changes will be saved.

Thanks for updating!

### Step 1 -- Click on 'My Account'



### Step 2 -- Click on 'Edit Profile'

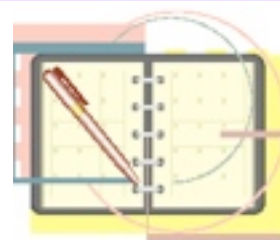


We are currently seeking a Chair-Elect for Online Communication (website and electronic communication). Contact [Erica Sorrell](#) or [Scot Lake](#) to express your interest.

We want to upgrade our Network website and Scot really needs some help. If you have any experience to share -- even if you don't want to become the webmaster -- let us know!

## Upcoming GOOD Network Events

**Reservations are required for meetings. RSVP for events on the Events page at [www.goodnetwork.us](http://www.goodnetwork.us).**



**April 12, 2012** -- Book Club Meeting at 6:00 PM at Mimi's Cafe near Millenia Mall. See details on page 8.

**April 20, 2012** -- Bi-monthly Meeting at Goodwill Industries, 8:30 AM - 12:30 PM

**April 27, 2012** -- Deadline for speaker proposals for *June Best Practices*

**May 15, 2012** -- Newsletter article deadline

**May 17, 2012** -- New Coaching Interest Group Meeting at 6:00 PM at Mimi's Cafe near Millenia Mall. Details on page 9.

### MARK YOUR CALENDAR for GOOD Network Future Events

June 8, 2012 -- Bi-monthly meeting

August 9, 2012 -- Book Club

August 10, 2012 -- Bi-monthly meeting

October 12, 2012 -- Bi-monthly meeting

November 9, 2012 -- Book Club

December 7, 2012 -- Bi-monthly meeting

### SPECIAL INVITATION!

South Florida OD Network invites us to hear Dr. Bob Marshak, Professor in American University's MSOD program, present "Five Hidden Barriers to Organizational Change" on **April 5, 2012**. It will be held at the University of Miami in Coral Gables. Check their [website](#) or email [Nancy Zentis](#) for more details.

## Thanks to Goodwill Industries for Hosting our Bi-monthly Meetings in 2012

Goodwill Industries of Central Florida began serving local residents in 1959. Less than a year later, we welcomed customers into our first retail store located in the heart of downtown Orlando's Church Street station. Through the years, Goodwill's presence has expanded with new storefronts and online shopping.

Our mission has remained unchanged: to provide work opportunities for people with barriers to employment. Our mission is "Building Lives that Work." For every 24 pounds of items donated to Goodwill, one person with a barrier to employment receives

vocational assistance to help them get a job.

The process is simple:

1. People donate to Goodwill.
2. We sell the donations in our stores.
3. Proceeds from sales go to fund job training and other services to prepare people for success.
4. People find good jobs.

With each donation that Goodwill receives, we are able to change and better people's lives. More than 90% of every dollar we spend supports employment and educational programs.

Most services are free and help create positive change in our community.

You can help by donating your gently used items to Goodwill, making a financial contribution for programs and services, shopping at Goodwill stores, or hiring a Goodwill graduate. For more information, call 407-857-0659 or log onto [www.goodwillcfl.org](http://www.goodwillcfl.org).





## Book Club Meeting

**Place:** Mimi's Cafe, 4175 Millenia Blvd., Orlando (near Millenia Mall)

**Date/Time:** Thursday, April 12, 2012 @ 6:00 PM

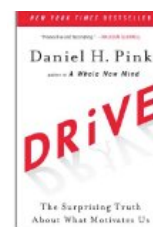
**Reservations are required. RSVP for the Book Club**

**Meeting at:** [Book Club Reservation page](#)

According to Pink, everything we think we know about what motivates us is wrong. He pits the latest scientific discoveries about the mind against the outmoded wisdom that claims people can only be motivated by the hope of gain and the fear of loss. Pink cites a dizzying numbers of studies revealing that carrot and stick can actually significantly reduce the ability of workers to produce creative solutions to problems. What motivates us once our basic survival needs are met is the

ability to grow and develop, to realize our fullest potential. Case studies of Google's 20% time (where employees work on projects of their choosing one full day each week) and Best Buy's Results Only Work Environment (where employees can work whenever and however they choose as long as they meet specific goals) demonstrate growing endorsement of this approach. A series of appendices include further reading the tips on applying this method to business, fitness and child-

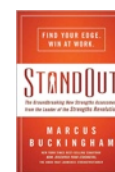
rearing. Drawing on research in psychology, economics and sociology, Pink's analysis -- and new model -- of motivation offers tremendous insight into our deepest nature.



## Book Review

*In January 2012, the book group read "StandOut" by Marcus Buckingham*

StandOut is essentially the explanation and debrief of Buckingham's new assessment survey which introduces "next-generation strengths" beyond StrengthsFinder (according to its advertising). Nine "Strength Roles" are described at length in the book and include: Advisor, Connector, Creator, Equalizer, Influencer, Pioneer, Provider, Stimulator, Teacher. A code and log-in is provided with the book so you can take the assessment yourself.



Book club members read the book and completed the assessment on-line. They brought their completed assessments with them. While we found that the 2 strengths highlighted in our results may describe us, we expected a deeper level of results to be provided. The assessment only provides your top two strengths and doesn't rank order the others so you don't know the scores spread among all 9 strengths. We had a lengthy discussion about the perceived validity of our results and whether we would actually use the StandOut assessment with clients in our organizations.

The consensus of the group was that the assessment results left us lacking the detail we expected. The report itself and the tips for using your strengths in the book felt a bit superficial. While we enjoyed reading and discussing the book and even completing the assessment as an "academic exercise," we are unlikely to use the tool in our OD, coaching or training work. Most of us who use the MBTI, DISC or Strengths Deployment Inventory tools will stick with those when working with our clients.

## Coaching Corner -- New Coaching Group Forming

*If you are interested in Coaching, a new interest group is forming that will focus specifically on Coaching. The first meeting is Thursday, May 17, 2012*



The Coaching Interest Group focuses on serving the needs and interests of the coaching community within the GOOD Network. The objectives of the Coaching Interest Group are to:

- provide a community where those interested in the coaching field can informally discuss and share experiences
- provide a forum for learning new and/or different aspects of the evolving field of coaching
- discuss books that are relevant to the coaching profession.

The organizational meeting of the Coaching Interest Group will be held on May 17, 2012, at Mimi's Café beginning at 6:00 PM. More details are below. All interested members should **RSVP below** so we can reserve adequate seating space at the restaurant.

### *New Coaching Interest Group Meeting*

**Location:** Mimi's Café, 4175 Millenia Blvd., Orlando (near Millenia Mall)

**Date/Time:** Thursday, May 17, 2012 @ 6:00 PM

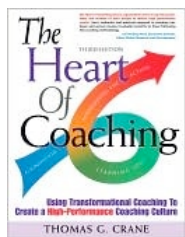
**Reservations are required.** [CLICK HERE TO RSVP](#) for the Coaching Interest Group Meeting

All members are invited to the inaugural meeting of the Coaching Special Interest Group (SIG). You will meet other members interested in coaching in a smaller, informal setting. The agenda for the first meeting is:

- getting the group organized
- discussing an important book on transformational coaching.

The Coaching Interest Group is reading and will discuss: "The Heart of Coaching" by Thomas G. Crane

The premise of this book is simple: "As coaching becomes a predominant cultural practice...it will create a performance-focused, feedback-rich organization capable of creating and sustaining a competitive advantage." This is the business case for coaching in today's real world. "The Heart of Coaching" introduces Transformational Coaching – a very powerful process for communicating performance feedback. It is a fundamentally different way of approaching how we work with others. It creates egalitarian, mutually supportive, high-trust relationships between people (Boss, Peers, and Direct Reports) that shifts from the traditional boss/subordinate/competitor roles to a partnership. "BOSSES" becoming "COACHES" forms the foundation for coaching to flow 360° throughout the culture.



Transformational Coaching is the requisite skill for today's leaders, managers, supervisors, and entire teams who choose to enhance their personal effectiveness and team performance. This "Revised Edition" reflects feedback from hundreds of readers and coaching workshop participants over the last several years. The new revised process model is more powerful and user-friendly than ever, and serves as a guide for establishing coaching relationships as well as HOW TO conduct the actual coaching conversation.

# Thoughts on Effective Mentoring

by Pat Brown, President-Elect

I currently have a mentoring relationship with a fellow GOOD Network member, Matt Hallett. We discussed what our mentoring relationship was, and here are some characteristics we came up with:

- It's a developing relationship, continuing to morph into what benefits us and best meets our needs.
- Some structure and formality needs to exist, but generally it needs to be informal so that it can take us where the most benefit is. So it helps to lay some ground rules up front, with the idea that they can be altered going forward.
- It's a lot of "give-and-take." It's a two-way learning process, with both of us constantly learning from each other.
- It's an outlet for ideas...a natural way to communicate, refine, and test them, by bouncing them off each other.
- It's most effective conversationally and personally, face-to-face. (Some things can be done electronically and on the phone, but in person is best.)
- One-way communication doesn't work.
- The Protege/"Mentee" gets ideas, insight, clarification, such that he can adjust from where he is going to where he ought to go.
- The more the Mentor understands the Protege's long term goals, the better positioned he'll be to help the Protege achieve them.

- The agenda should be mostly the Protege's, but joint in nature.
- The relationship sustains itself through mutually perceived value.

In addition to getting Matt's thoughts, I reflected back upon my mentoring experiences.

Before I left IBM, I was an informal mentor to about 10-12 people. What was it that I did? Usually, one of them would call me on a career challenge, often a career decision one of them was faced with, usually whether to pursue an opportunity either elsewhere in IBM or outside the company. Should they stay where they were? Or accept the opportunity and new challenge and environment that accompanied it?

I usually had to ask many contextual questions to understand the situation. (If it was a no-brainer, they wouldn't have called me.) I rarely gave them answers. Most of the time, I made sure I helped them uncover important considerations they needed to arm themselves with in order to make the right decision. If they shared their chosen course of action, I gave them confidence and assurance that things would work out. I must have been viewed as helpful because people would come back to me with similar challenges in the future. I believe it was insight I offered and trust that I had built



through repeated interactions that got so many people seeking out my advice and counsel.

I remain friends with most of my Proteges. Even though I have not spoken with a few in more than a year or two, I know that they would feel comfortable about picking up the phone and calling me. And we would pick up right where we left off.

Which one of the following people would benefit from mentoring?

- a. John Clark who is the Director of Training at ABC Company who meets with a retired professional once a month for leadership advice
- b. Joe Schmoe who recently graduated with an I/O Psych degree and is starting his career
- c. Sally Schmidt who is a talent manager in organization development (the mentee) but who is considering starting a coaching business on the side and who is also connected with Anita Antons who is a successful business coach of the past 5 years (mentor)
- d. ALL of the Above.

*The answer, of course, is D. We are never too experienced to learn. We all need mentors in our lives.*

*Continued on next page*

Successful mentoring relationships can last for a long time. Two of my favorite Mentors in IBM, one of whom I've known for over 35 years, remain friends of mine to this day. They continue to amaze me with their insights. They know how much they meant to me through my career, and still mean to me today.

Not to be confused with mentoring, a coaching relationship tends to be shorter in duration, more structured, more specific and defined in terms of overall performance, with a more specific agenda. Coaching can actually be a subset of a mentoring relationship, as can sponsorship/advocacy. While certainly not required, a Mentor can assume the role of Coach or Advocate at times during the mentoring relationship.

Mentoring can go bad sometimes. Why? It can be because the two parties cannot develop the personal chemistry to create sufficient rapport, affinity, and trust. Lack of common values and work habits can get in the way. Occasionally, one party will attempt to manipulate the other. A successful mentoring relationship should not result in either party coming away feeling "used." Optimally, each party gives and gets equally, and perceives it that way. And every so often, either too much or not enough structure from one party does not suit the other party. So all mentoring relationships are not successful. And if they aren't yielding what both parties want, either party should be able to opt out at any point. Both sides should be comfortable with such a decision.

A good Mentor teaches you faster than you can teach yourself. The wisdom and guidance of someone who has lived through a similar environment gives you enhanced understanding. You, of course, as a Protege, need to be hearing what is being shared and able to apply it appropriately to your environment. And Proteges "give back." Mentors learn from them. The brighter the student, the more the teacher learns.



## Mentoring Program Relaunch

*by Pat Brown, President-Elect*

We have a lot of talent and experience in the GOOD Network. Collectively, we help one another in our networking activities at meetings and in other venues. Those of you who have been involved in mentoring programs have found them to be valuable, and we have had previous success with mentoring relationships within the GOOD Network.

Based on this, we'd like to "restart" a Mentoring program in the GOOD Network. To my knowledge there is only one mentoring relationship currently active in GOOD. We'd like to see that increase significantly. I believe a lot of you have a lot of wisdom, insight and guidance you could provide to one or more fellow GOOD members. And conversely, I know that many of you are seeking insight from those more veteran than you, either with specific approaches to jobs or just general guidance in navigating through your job and career environment. I would encourage "senior" people to think about being mentors, "junior" people to think about being proteges/"mentees," and those of you in mid-career to think about being either, or both.

At the April meeting, we'll talk about the logistics around pairing people up. I can tell you that being a Mentor is one of the most rewarding things I have done. I learn from my Protege, and am energized by his approach to me.

We will be rolling out an updated process for pairing mentors and proteges. If you can't wait to get a mentoring relationship started, contact [Pat Brown](#) immediately.

## Article of Interest: Building a Team

**By: Russ Bredholt, Bredholt and Co., and GOOD Network Member**

The word "team" is a prominent part of the language and culture of many organizations. Buildings that were once home offices are now referred to as "team headquarters." The [Team Disney](#) building in Orlando, FL comes to mind.

Much has been made over the past decade as to the importance of teams and team building and it's having a noticeable effect on corporate life. Like any management idea that comes along (vision, for example), it's possible to attach ourselves to a word and miss the core concept.

Or simply take a good idea too far.

With all the talk about "teams" we are reminded of something former British Prime Minister Margaret Thatcher once said on a different subject. She offered that if you had to say you were a "lady" too often, you probably weren't. (This was before being given the title, Lady Thatcher).

We are beginning to think the same thing about leaders who keep talking about getting their people "on the team." In fact, there tends to be more said about the team than the results the team is expected to achieve.

A practical lesson from the book, [The Wisdom of Teams](#), is that leaders foster team performance best by building a strong performance ethic rather than by establishing a "team promoting" environment alone.

"Biases toward individualism exist," says Katzenbach, one of the authors, "but need not get in the way of team performance." He goes on to say that team and individual are two subjects on the opposite ends of a continuum.



It's essential to provide balance so that the situation is well served by either a person or a group. Believe it or not, sometimes a single person is just what circumstances call for since the task determines the form.

Those who have played on a well-disciplined athletic team know the better coaches use the word "team" carefully. They strive to develop the team by growing individuals focused on a common goal.



Before the era of celebrity athletics, now at practically all levels of participation, it was a great fan experience to watch a well-coached team perform. It still is even as most sports are being overtaken by the driving forces of profit and loss.

As in sports, a successfully executed idea or plan in organizational life is a thing to behold.

Our observation is that some, not all, may be using "team" in a disciplinary fashion versus a discipline that is required to achieve a common purpose and set of goals. When referring to employee attitudes and behavior supervisors often refer to work associates as either being a "team player" or not.

Based on whose set of rules? I think most employees know.

Rather than a boss-worker arrangement, Katzenbach notes that teams really come into being when individuals hold themselves *mutually* accountable.

It might be helpful to review your communication to see how much the "t" word is being used (or overused). And is it possible, through some form of assessment, to determine if you and others are developing individual strengths as well as building a well-balanced team?

Remember, the best teams know they are. If you have to say it too much, you probably aren't.

[www.strategist.com](http://www.strategist.com)

© Bredholt & Co.

## New Additions to the Leadership Team

*Please welcome the newest members of the GOOD Network Leadership Team:*

### **Janina Abiles -- Newsletter Chair-Elect**

Janina has taken on the role of newsletter chair-elect, supporting Carol Emmett. She will become editor of the News in 2012; however, she will step in to publish an issue or two this year when Carol is traveling. Janina has experience managing restaurant and retail teams. She worked more than ten years with an international beauty brand in various roles in field operations, learning and development, and talent management. In her current position as head of training for a hospitality venue, Janina sets the strategic direction for the development and delivery of soft skills training and coordinates employee wellness seminars. She spends her free time as a Team Leader and volunteer coordinator for Houndhaven, a local no-kill shelter for dogs. She loves to travel; her most recent journey was a trip to visit the largest orphanage in Southern Haiti. Janina earned a Bachelor's degree from the University of Delaware and is currently pursuing a Master's degree.

### **Martin Tier, Coaching Interest Group Leader**

Martin has a Master's in Psychology and over 20 years experience in health and social service organizations. He is certified in Neuro-Linguistic Programming (NLP), and Time Line Techniques. Through NLP Coaching, he provides support in one-on-one sessions and group workshops and to help those seeking methods of meaningful transformation in everyday life.

### **Bill Fowler -- Membership Chair-Elect**

Bill Fowler is part of the HR team at Seminole State College where he manages employee training and development and performance management. Prior to joining SSC, Bill was the Global Director of Instructional Systems and Performance for the Convergys Corp. Bill has held leadership positions with three Fortune 500 companies. Bill holds an MA in Education and will receive his MHR from Rollins this December. Bill is an active family man and volunteers with the Meals on Wheels Organization.

### **Denise Minch -- Membership Chair-Elect**

Denise joins the leadership team in the role of Membership Chair-Elect. She holds a diverse background with experience in Healthcare, Business, Cost Control, Continuous Improvement, Performance Management, and Employee Involvement. She graduated from the University of Central Florida in 2003 with a B.S. in Health Service Administration, and in 2005 with an M.S. in Business Administration. She has worked at Lockheed Martin, Missiles and Fire Control in a variety of roles since 2004. Her current role as a Performance Management Team Coordinator entails acting as a change agent and liaison for two directors. Denise is excited about the new opportunity on the GOOD Network Leadership team, and looks forward to networking with new and old members throughout the year.



## INTERESTING ARTICLES ON THE WEB

Karl Albrecht, futurist and well known management consultant writes articles for the AMA Shift. His recent article, [“Jobs as Red Sky, Wozniak as Blue Earth,”](#) explores the thinking patterns of Apple founders, Steve Jobs and Steve Wozniak, as well as other key Apple players using his Mindex thinking styles.

## Bi-monthly Meeting Recap — February 2012 Meeting

*By Pat Brown, President-Elect*

*Dr. Leslie Miller joined us on February 10 and discussed*  
**"The Five W's of Assessment: Who, What, When, Where, and Why?"**

It was an engaging session containing much background on assessments, a key metric related to Organizational Development.

Her theme was how to maximize the use of assessments, and she presented a high level overview. In her 25 years of doing assessments, two prime issues stand out:

(1) There is not enough talent in current organizations. (Much has been written in the news about this challenge in the U.S. While the unemployment rate is high, many jobs cannot be filled from the large pool of available workers.)

(2) Too often, there is a bad fit between the skills of an employee and what is being required. (The nature of work is changing due to advances in technology. Failure to adapt can make workers who were once "good fits" into "bad fits.") All employees should be assessed at some point.

Dr. Miller cautioned us to be careful of assessment test misuse. The best assessment in the world can be misused, and its results misinterpreted. This suggests the importance of qualified "test users." Whether certified or not, the people who use the assessments and recommend or make actual business decisions based on

how they interpret the assessments' results need to understand what the assessment is for, what information it can produce, and how to use that information effectively.

In choosing an assessment, it is important to know your business and what triggers its success before choosing an assessment. What skills, competencies, and capabilities are required? Make sure the tool is reliable, valid, and avoids adverse impact (i.e., discrimination based on race, gender, ethnicity, etc.)

When is the best time to do an assessment? Typically, it's just prior to making an important "people decision." You want to coordinate it with timetables. You may have a significant number of people in new roles. You may not know what shortage of skill you have based on the new roles required. The nature and complexity of the work performed in the jobs to be filled will impact whether an assessment is conducted. And make sure you have enough resources available to do the assessment.

Knowledge tests are good assessment tools. They are typically custom-built. Many knowledge tests are available through the SHRM Testing Center and publisher catalogues. There are many custom structured behavioral interviews available on the Internet. The SHRM Testing

Center is for SHRM members only. It administers about 25,000 online assessments globally, from 50 different publishers. ONET Online is another source.

Change your assessments every two or so years. The answers get out there, so it's easier to "cheat." Plus, the knowledge requirements typically change over time.

360 degree feedback was mentioned as useful tool. The Leadership Practices Inventory of James Kouzes and Barry Posner has been around for years and is an effective tool. And there are others as well.

Dr. Miller showed us some clips from a Management Action Simulation tool called "TalentSIM" (from Symtrex). In each instance there is a situation laid out, and the manager is to choose the most effective and least effective response from four different actions. The clip we saw appeared to be a very effective tool to determine management capability.

The bottom line is you can't afford NOT to assess. You assess to reduce error. You assess to increase commitment and job satisfaction. You assess to get the right people into the right positions. You assess to make sure your organization has it right.



## Workshops and Conferences

### Local Workshops

**April 5, 2012, [Five Hidden Barriers to Organizational Change with Robert Marshak](#)**, South Florida ODN, Coral Gables, FL

**April 10 & 17, [Understanding your Organization's Cash Flow and Financial Health](#)**, Rollins Mgmt. & Exec. Education, 407-647-1252

**May 1 & 8, 2012, [Everyone Owns Strategy](#)**, Rollins Mgmt. & Exec. Education, 407-647-1252

**Spring workshops in HR and OD, <http://www.valenciaenterprises.org/hr.cfm>**, Valencia College, 407-582-6688

**Spring workshops; "Crucial Conversations," "Influencer," etc.** contact [Simon Lia](#), 407-397-4357

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](mailto:newsletter@goodnetwork.us)

Newsletter articles are always wanted from our members. Send your article to:  
[NEWSLETTER@goodnetwork.us](mailto:NEWSLETTER@goodnetwork.us)

### Conferences

**April 18-23, 2012;** The International Society for Performance Improvement Conference in Toronto, Canada; <http://www.ispi.org/content.aspx?id=1504>



**April 26-28, 2012;** Annual Conference of the Society for Industrial and Organizational Psychology in San Diego, CA; <http://www.sio.org/conferences/>



**May 6-9, 2012;** American Society for Training and Development in Denver, CO; <http://www.astd.org/content/conferences/>



**June 24-27, 2012;** Society for Human Resource Management in Atlanta, GA; <http://annual.shrm.org/>



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**October 21-23, 2012;** ODNetwork Conference in Phoenix, AZ ; <http://www.odnetwork.org/?page=2012AnnualConference>

### 2012 Meeting Calendar

February 10 -- Bi-monthly Meeting  
April 12 -- Book Club Meeting  
April 20 -- Bi-monthly Program  
May 17 -- Coaching Group Meeting  
June 8 -- Bi-monthly Program  
August 9 -- Book Club Meeting  
August 10 -- Bi-monthly Program  
October 12 -- Bi-monthly Program  
November 9 -- Book Club Meeting  
December 7 -- Bi-monthly Program



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.

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