

# The GOOD News

Greater Orlando Organization Development Network



## Friday, June 8, 2012 Bimonthly Meeting

### *7th Annual Best Practices Sharing Session*

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#### Theme: Back to Basics

Our Seventh Annual Best Practices Sharing Session is designed to provide 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.

#### Topics include:

- **Supporting Change Management through Training** – Erin Casey will share how Houghton Mifflin Harcourt used training to help a business unit through significant change.
- **Growing the Positive Mind** – Martin Tier will help us take a step back and think about how we re-energize change agents and ourselves as OD practitioners.
- **Increasing Skills and Knowledge Transfer** – Matt Hallett will share strategies, tools and techniques for OD practitioners and training professionals looking to influence behavior change after training.
- **Mentoring** - Barbara Seifert will share some thoughts on mentoring programs and how they can help organizations, including the GOOD network.

Our annual Best Practices session is one of our best attended Network events of the year. It is the essence of our GOOD mission — collaborating and sharing. Come and learn tips and techniques from your GOOD colleagues in a fast-paced and information-packed morning.

## REGISTRATION FOR THE BI-MONTHLY MEETING

***Join us for the Bimonthly Meeting, Friday, June 8, 2012***

8:30 AM—12:30 PM, includes continental breakfast

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

**Reminder:** Bring your gently used items to donate! (for more info, see page 2.)

**RSVP:** [Click here for the online registration 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.

## Thanks to Goodwill Industries for hosting our bimonthly 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.

**24 pounds of items donated = vocational assistance for 1 person**

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).



## 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 ½ 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 to go directly to the online reservation page.](#)

## Article of Interest: A Glimpse into Gestalt

**By: Harold Hill, Owner of Harold Hill Consulting, and a GOOD Network Member**

Gestalt psychology has been around since the early 1900s. Initially developed in Germany, a gestalt approach to learning and research brings together several schools of psychology, therapy, research and theory to create a method of individual and organizational development. But what is Gestalt theory? Gestalt theory is not the same as Gestalt psychology which is the research of human perception from the 1920s and 1930s. The theory is the application of key principles in support of optimizing systems to achieve their purpose. Gestalt has become a well-developed theory of how people take in and organize information (data) and how systems relate to each other.

As the first “integration” theory to successfully oppose widespread reductionism in the behavioral sciences during the 1950s, Gestalt is an organic model that focuses on bringing into conscious awareness and choice one’s exterior and interior reality in order to achieve personal coherence and satisfaction (Perls, Hefferline & Goodman, 1951). In 1960, Edwin Nevis and Richard Wallen began to apply Gestalt concepts to organization development. Around 1974, Nevis, John Carter, Carolyn Lukensmeyer, Leonard Hirsch and Elaine Kepner founded the Organization and Systems Development Center at the Gestalt Institute of Cleveland. (Herb Stevenson, OD Practitioner, Vol. 37, No. 4, 2005)

The Gestalt theory as applied to organization and system development consists of

several key principles (not an all-inclusive list):

**Whole:** As part of the definition, gestalt loosely means “whole; or configure; a pattern” in German. A large part of the theory is the identification of these patterns as part of a larger whole or system and assigning some meaning. Organizations are full of wholes; literally and figuratively.

**Presence:** Everyone has a presence. The question is, do you know what your presence evokes and is that what you wanted to present? The theory helps individuals develop a unique presence that can be used to support an organization in meeting their objectives and influencing others. Presence can also be referred to as an alignment of values and actions as well as an effective use of self.

**Awareness:** Awareness is the state or ability to perceive, to feel or to be conscious of events or patterns of events. Increased awareness provides the ability to see (data) that was previously hidden from view. Not only are you more aware but you learn how to help others increase their awareness and provide greater options of action.

**Figure:** The object of someone’s attention or focus is a figure. A figure can be as big as a company’s vision or as small as an individual’s feelings or thought. Developing shared or compelling figures is a critical part of gestalt theory.

**Change:** The Paradoxical Theory of Change states that change occurs when one

becomes what one already is, not when one tries to become what one is not; that is, change rests in the (temporary) acceptance of and investment in the status quo. One cannot change from something one is not.

These principles may be applied within several existing consulting models or frameworks. However, they are most effective when aligned to a framework known as the Gestalt Cycle of Experience (COE). The COE is a powerful conceptual frame for “seeing” natural and ongoing experiential processes of need-fulfillment at any level of system (individual, group, or organization). Built around the idea that systems are constantly attempting to achieve their designed purpose, the COE tracks where, within this achievement process, a leader, team or organization finds itself. There may be preference for “hanging out” at a particular stage, or a marked “stuckness”; as well as avoidance of parts of the process.

The COE consists of six cyclical sequenced stages; *Sensation, Awareness, Energy, Action, Contact and Closure*. One of my mentors, Mary Ann Rainey Tolbert, describes the COE this way; “One night while I was asleep I felt a cool breeze (**sensation**) and realized I was cold (**awareness**). I had to decide whether I would get up (**energy**) to adjust the thermostat.

*Continued on next page*

Not feeling like getting out of bed, I simply grabbed the comforter at the foot of the bed (**action**) and felt much warmer (**contact**) and was able to return to sleep (**closure**)."

Through the course of the cycle, the system will encounter resistance, multiple realities, dilemma and other supportive and disruptive elements. The practitioner utilizes a number of the gestalt principles mentioned to help raise awareness (not the Awareness stage but the Awareness definition) to support the completion of the cycle and bring the system to rest in preparation for a new cycle. The value comes from helping clients, systems and organizations get unstuck and move forward.

OD practitioners apply these and other principles and models as part of a Gestalt stance of consulting to organizations and systems. The Organization and Systems Development program at the Gestalt Institute of Cleveland is the leader in this training curriculum. I was first introduced to this program in 1995 in Cleveland and have continued my studies as part of the faculty of the International Organization and Systems Development program (IOSD). IOSD is a five session program spanning 18 months held in various countries around the world.

The current class hosted sessions in Amsterdam, Budapest, Cape Town, Singapore and Lisbon. I will share some of my learnings and insights from the IOSD program and gestalt training. One application of Gestalt principles within an organization is in developing a

business strategy. Studies show that companies that can set a plan in place and adjust to market conditions are better able to learn and grow. Also, when an organization is able to increase its capacity, a business strategy is more likely to be achieved.

My Gestalt training helped demonstrate to leaders how an individual or organization can increase its capacity; getting more done with less. Capacity is increased by focusing on a clear set of actions; answering the question – what are we (all) focused on and why are we focused on this action? In Gestalt we call this clarity "**figure**" formation. A gestalt training program helps participants learn how to get clients to identify these critical actions (figures) and align multiple stakeholders with compelling motivation (get to an energized shared figure). In Gestalt, we call this **motivation energy**. Energy that is directed on a key business issue produces results measured in shorter cycle time, increased quality, better customer service and ultimately revenue.

A (very technical, results-oriented) client of an IOSD-trained South African consulting team reported after a major training and organizational alignment process in her company: "I don't know what you do, but what you do works better than all the other consultants we've used." This testimonial points to the subtlety of working with energy that characterizes gestalt consulting, and to its effectiveness. During IOSD, I learned how I can help my clients turn these simple ideas or figures into business strategy and align their team's

energy to achieve their business goals. As I worked with leaders using this unique approach, they also learned how to develop their teams. Leaders are able to develop others better when they are more aware and focused on others' energy and requisite developmental needs.

This is a critical success factor in today's world where working with awareness within diverse teams is a requirement and a responsibility. The multicultural environment (participants, venues and consulting practices) of the IOSD is a challenging and affirming laboratory for our cultural assumptions and common humanity.

A keynote speaker at a recent conference I attended talked about "staying sharp". Building on the Covey habit of sharpening the saw, he promoted the idea that we need to continually invest in ourselves, to never stop learning, to grow to our full potential and beyond. The International Organization and Systems Development program is such an investment. Graduates of IOSD report insights years after the experience of the Program; the learning continues to revitalize their lives and work.

I know that I am a more effective consultant because I enhanced my skills through my Gestalt training. If there is a call to action from this glimpse into Gestalt, it is this; visit the OSD Centre web site, explore the theory and consider this developmental experience as part of an investment in yourself, your leadership, your future and a gateway to impacting differently in your world.

## Book club preview for Thursday, August 9th

### **The Radical Edge: Stroke Your Business, Amp Your Life, and Change the World (book by Steve Farber)**

preview by Linda Strobel

At last book club meeting, we selected the book for the next quarter's meeting. We agreed on The Radical Edge by Steve Farber. Below is a brief preview.

In his bestselling book The Radical Leap, Steve Farber introduced readers to Extreme Leadership, showing them how to renew their passion and excitement and become committed to changing the world for the better by disregarding normal constraints. Now, Farber takes readers to an even higher level of self-discovery in The Radical Edge. Management guru Steve is back, working with young Senior VP Cameron Summerfield, who has superstar sales skills but a severe and demoralizing leadership style. Along the way, both Steve and Cameron learn how taking responsibility for making the future markedly better than the present can improve the world. Readers will learn answers to these questions:

- How can people amp up their lives to amazing levels of achievement?
- If individuals assume personal responsibility, can customers, companies, and employees change for the better?
- Is it really possible to shake off inertia and transform your work—and your life?

Farber's style is disarmingly honest as he gives us a playbook for harnessing the power of the human spirit. Invite your team to read The Radical Edge and join us at the book club for a discussion about how to apply Farber's concepts in business and in life.

*"The best book you'll read this year. Captivating from the first page and jam packed with invaluable lessons. This is a must read. The Radical Edge is terrific!"*

--Jason Jennings

New York Times bestselling author It's Not The Big That Eat The Small – It's The Fast That Eat The Slow, Less is More, and Think BIG Act Small

**Next Quarterly Book Club Meeting:**  
**Thursday, August 9th**  
**6:00 PM**  
**Mimi's Cafe (near Mall at Millenia)**  
**4175 Millenia Blvd., Orlando**

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



## Member Spotlight

**Samuel Stayman**

*Crummer Graduate School of Business '13*

Samuel Stayman is currently enrolled at the Rollins College Crummer Graduate School of Business working toward his Master of Business Administration with concentrations in entrepreneurship, management, and operations (with Six Sigma Certification). He is pursuing a career in organizational development. Samuel is a member of the GOOD Network (Greater Orlando Organization Development Network) and the ISPI (International Society for Performance Improvement). He will receive his Bachelors of Science in Environmental Studies at Rollins College in May 2012.



At Rollins, he has been a member of the Academic Honor Council and has been on the President's List. In addition, Samuel has been actively involved as a member of the varsity sailing team, a founding father of the Lambda Chi Alpha fraternity, and secretary of the Rollins Outdoor Club. He was an academic tutor at the Thomas P. Johnson student resource center; and he has also worked as seasonal employee of Recreational Equipment Inc. (REI) since May 2007 where he has increased revenue by \$24,000.

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). 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!

## Mark your calendar for GOOD Network events and deadlines



<b>June 8</b>	Bimonthly Meeting at Goodwill Industries
<b>July 12</b>	Coaches Interest Group bimonthly meeting
<b>July 16</b>	Newsletter article deadline
<b>August 9</b>	Book Club quarterly meeting at Mimi's Cafe
<b>August 10</b>	Bimonthly Meeting at Goodwill Industries
<b>September 13</b>	Coaches Interest Group bimonthly meeting
<b>September 17</b>	Newsletter article deadline
<b>October 12</b>	Bimonthly Meeting at Goodwill Industries
<b>November 8</b>	Book Club quarterly meeting at Mimi's Cafe
<b>November 12</b>	Newsletter article deadline
<b>December 7</b>	Bimonthly Meeting at Goodwill Industries

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

## Bi-monthly meeting - April 2012 meeting - member thoughts

Following the last meeting, we asked three members, in three different professional roles, to share their perspectives on the session. Here is what they had to say.

### Rory Curren

*leadership development*



As a young professional moving back to Orlando, I found the GOOD Network to be an obvious first step in establishing myself in the industry. I anticipated some networking, maybe a few announcements, fellowship, etc.

I was thoroughly impressed with Allen Kupetz and his thought provoking presentation on how social media, for better or for worse, is here to stay in today's society. Kupetz's sense of humor and ability to connect with his audience captivated me from the start.

From exploring how big of an impact Twitter and YouTube can have on customers to how professionals can incorporate social media into everyday practices, Kupetz made it clear that we are in a new age of business and interaction. I can't wait for the next meeting to continue my journey with the GOOD Network.

### Matt Hallett

*L&D consulting*



This session was educational, entertaining, and insightful. Kupetz definitely persuaded all of us how word gets around through social media. Whether you're a business owner, manager, leader, or OD practitioner, the session was full of relevant insights into social media and business.

One big insight I got from the session was that you should only use social media *after* you first have a clear purpose of what objective you're trying to accomplish. This is completely true.

After the session was over, I went out picked up the book Groundswell and read it over the next week. It was a great book; Kupetz did a good job summarizing the key concepts of that book and overviews how social media impacts us in business.

### Michelle Lauren

*human resources*



If the ordinary unknown American can become famous with social media, what could that do for your organization or business?

Allen H. Kupetz really drove home the urgency in his presentation when he nearly said, "be plugged into social media or become extinct." I very much enjoyed his multimedia presentation; it nicely dovetailed with his topic. He delivered a high level overview of what social media is and why you need to use it in business.

My take away from this wonderful presentation was that technology has changed the way we engage in all aspects of life. Those who respond to change survive (Darwin). Therefore, if we're are going to thrive in this new era of technology, we need to think about a social media strategy for our careers, for our business, and for just about everything!

I will be applying the things I learned at my place of business.

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.

## Bi-monthly Meeting Recap — April 2012 Meeting

By Janina Abiles and Pat Brown

Allen Kupetz is the Executive-in-Residence at Crummer Graduate School. At the April 20 bi-monthly meeting, he shared an entertaining look at social media and its impact on organizations including a discussion of how it can be used in learning environments. There are many books and sources on the topic of the phenomenon known as social media, but Dr. Kupetz believes that Groundswell is by far the best book out there. Kupetz's own book *The Future of Less* is now available through the GOOD network site for digital download for free.

### Social media = Interaction

Kupetz defines social media using one word: INTERACTION. Social media is interacting with customers, fans, employees, and the general public. He began his presentation saying that social media is at a tipping point and that it has become much more difficult for companies to control their brand messages. Social media makes customer service more important than ever before. Traditional advertising has undergone a dramatic transformation due to social

media. Companies no longer need to tell customers how great the latest product is; in fact customers do not really care what companies think. Customers *do* care what other people think. Social media allows for customers' honest reviews and people believe this is more credible than any advertisement.

He kicked off the session by sharing examples of best practices from Twitter. With Twitter, Kupetz explained, "people are asking to be marketed to, they are asking to be told." Twitter is limited to 140 characters, but with Twitter, people choose what brands to follow, so they truly are asking for companies to let them know of products, specials, and promotions. One such success story is The Crème Brulée Man in San Francisco. He runs a street food cart selling nothing but these uniquely flavored desserts. His locations and varieties change daily. He uses Twitter to tweet the offerings and the cross streets. He has more than 21,000 followers; that is people ASKING to be told where to find him and what he is selling that day.

YouTube is the second largest search engine after Google. You

Tube is not about text-based content, so companies may not think of YouTube as an outlet for advertising or for getting messages out to the world. Try telling that to Dollar Shave Club. They spent \$4500 on a low-budget advertising video. This hilarious video explains their product and service and why it's better and cheaper than buying your own razor. It does so in a tongue-in-cheek manner that gained 10 million views in 28 hours.

### Can you reach 10 million customers on a \$4500 budget?

To emphasize the importance and impact of social media, Kupetz shared a YouTube clip from Erik Qualman based on Qualman's book *Socialnomics*. If you have never seen this clip, check it out – the statistics are pretty staggering. [Click here to view the clip from YouTube.](#) The bottom line: social media is not a trend or a fad. It is here to stay and it's changing out world whether we like it or not. So, it's best to embrace it.

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Social media has replaced traditional word-of-mouth. Facebook and Twitter are essentially the new water cooler. However, there are two primary differences between social media and face-to-face interaction. Those differences:

1. At the water cooler, you might tell two people about a bad experience you had or your favorite new product. In social media, you will tell two people, who will tell two people, who will tell two people and so on. "With traditional word-of-mouth, you could tell three to nine people, but now you can tell 300 to 900," said Kupetz.

## There are two primary differences between social media and face-to-face interaction.

2. At the water cooler, a company had no chance to respond to criticism, to reward loyal fans, or to invite more people to join. In social media, a company has a chance to respond and engage customers. Social media is a two-way conversation.

Kupetz then went on to explain that in today's world, location, location, location is no longer the mantra for a successful business. Instead, it's So-Lo-Mo; it stands for Social, Location, and Mobile.

Kupetz insists that successful organizations are involved in Social Media and have to be. Location is about going to where your customers already are. Identify your audience and where they spend time – is it Facebook, Twitter, YouTube, Yelp or all of the above? Location is not about setting up shop and hoping people find you. Location is about finding out where people already go and joining them in that virtual space. It's about being social with customers. Mobile means making sure your social media interactions are available on the go. Desktops and newspapers of the past have been steadily replaced with mobile devices. Netbooks, iPads, iPods, gaming devices, and smart phones are all internet-capable with applications that include advertising and two-way conversations *about* brands and *with* brands. Remember So-Lo-Mo.

Kupetz shared social media strategies from companies like Fedex and McDonald's, highlighting critical points along the way. Be open to

feedback, he said, "people are already saying bad things about your brand, don't shut them down." Instead, use social media as opportunity to listen, respond, and discuss.

He gave an example of a blog for moms focused on how to make the most of trips to Walt Disney World. The blog is managed by moms, not by Disney. When Disney saw that moms were complaining about long lines at a ride, they didn't have their legal team send a cease and desist. Rather, they posted on the blog advice about when the lines are shorter, including specific days and times. They never could have done that if the conversation had taken place at a daycare or water cooler, but with social media, this two-way interaction is possible.

Kupetz shared a video from The Onion, the satirical news network. This clip poked fun at the irony of social media. People are always complaining that big brother is watching; they do not want the government to know anything about them or their no-doubt nefarious motives. Contrast that with the Facebook phenomenon in which everyone shares with the world such personal details as what they ate for breakfast.

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According to The Onion, Facebook is the government's best invention yet, with CEO Mark Zuckerberg actually being a top CIA agent. [See for yourself \(click here\).](#)

After a look at social media for marketing and customer engagement, Kupetz moved the conversation to another realm, discussing how social media can be within organizations and schools for training and employee engagement. Students today give professors their "continuous partial attention." Students sit in a classroom with a laptop and smart phone; they are typically using multiple applications at any given time. At best, they are partially engaged in what is going on in the class. At worst, they are focused completely on something else. So teachers have to re-evaluate how best to reach their students.

He shared two examples of how social media has already impacted learning tools. Apple changed the world of music by allowing music fans to purchase single, digital copies of songs without having to shell out dough to buy an entire album. Publishers have taken cues from the technology giant by introducing **chunking**. Through **chunking**, students can purchase a chapter rather than a full textbook. In higher education, professors can tailor their course curriculum to a specific topic without students' having to pay

the price for multiple books. Another interesting example is the **vook**. A **vook** is a new medium integrating digital readers with video clips to bring ideas to life. (Vook = Video + Book.)

While the **vook** may be a relatively new idea in learning, online discussions are now a standard for colleges and universities. In a face-to-face training, you ask a question and two students might raise their hands; online, you can ask the same question and *nine* students will comment. Take that concept and apply it to corporate learning. You can create a virtual learning environment and house it on the company's intranet, so the conversations are not public. Then use it as a platform for training by engaging employees in discussions, allowing them to post their questions, thoughts, and opinions.

## Social media lowers inhibitions.

Kupetz suggests that such channels allow for constructive confrontation, even by individuals who, in a classroom, might lack the confidence to raise their hands and start a debate. As an introvert, I must concur. Social media in learning allows me to process my

thoughts carefully before sharing them and it eliminates that natural fear of rejection. Social media lowers inhibitions. So does alcohol, but social media is much safer to give to our employees.

Kupetz asked participants to brainstorm ways to leverage social media to build membership, engagement, and networking for GOOD network. We are looking at forming a social media committee. Contact [Erica Sorrell](#) or [Scot Lake](#) if you are interested in being included.

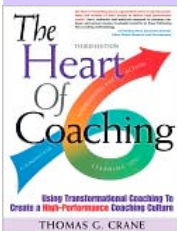
## Mentoring Program Relaunch

*by Pat Brown, President-Elect and Matt Hallett, GOOD member and mentor program participant*

At last month's meeting and in the days following, we had a healthy sign-up rate for would-be mentors and protégés. One mentor and one protégé immediately formed a connection and have already paired off. In total, we now have matched three sets of people and we are close on a fourth. We hope to have even more matches in place by our June 8 meeting.

We are doing the "behind the scenes" coordination, and so far it seems to be going the direction we'd hoped. Our immediate goal is to make sure that everyone is paired up and comfortable with their Mentoring partner. The Mentors and Protégés will take it from there!

## Coaches Interest Group Update



Eight members attended the inaugural meeting of the GOOD Network Coaches Interest Group on Thursday evening, May 17th at Mimi' Café. All those in attendance agreed that the meeting was a huge success. The group introductions revealed that we hold a wide range of experience and definitions of coaching. We discussed our book selection, The Heart of Coaching by Thomas Crane. The meeting also involved a rich dialogue around several topics including the various means by which a coach develops his or her expertise and how we wanted to structure our time in the future.

We agreed to meet bimonthly on the second Thursday of the month. Mimi's Café will continue to be the meeting place; the private room afforded the group with the privacy and quiet that is conducive to dynamic conversation.

The following discussion topics were identified as themes for future meetings:

- Asking appropriate coaching questions
- Using assessments in a coaching practice
- Online performance and learning
- Practice coaching sessions
- Coaching clients who are not meeting performance expectations
- Identifying and coaching client's strengths

### ***Coaches Interest Group - next bimonthly meeting***

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

**Date/Time:** July 12, 2012 6:00PM

**Reservations are required.** Registration will be available soon on the GOOD website.

The book selected for discussion at the next meeting is: **Practicing Positive Psychology Coaching: Assessment, Activities and Strategies for Success.**

This book explores proven strategies for applying positive psychology within your coaching practice. Written by Robert Biswas-Diener, a respected researcher, psychologist, life and organizational coach, and expert in positive psychology, Practicing Positive Psychology Coaching presents a wide range of practical interventions and tools you can put to use right away in your coaching practice. Each intervention is clearly outlined and, where appropriate, illustrated by case studies from organizational and life coaching. Providing unique assessments that can be used to evaluate client resources and goals, this practical guide introduces tools unique to this book that every professional can use in their practice, including:

- Findings from new research on goal commitment strategies, motivation, growth-mindset theory, and goal revision
- A decision tree for working specifically with Snyder's Hope Theory in the coaching context
- An easy-to-use assessment of "positive diagnosis," which measures client strengths, values, positive orientation toward the future, and satisfaction
- Measures of self-esteem, optimism, happiness, personal strengths, motivation, and creativity
- Guidance for leading clients through organizational and common life transitions including layoffs, leadership changes, university graduation, middle age, and retirement

Filled with reflective exercises for use in your own personal and professional development, Practicing Positive Psychology Coaching also includes guidance and recommendations for marketing a positive psychology coaching practice. An overview of Positive Psychology Coaching follows in this newsletter.

## Coaching Corner

### Positive Psychology and Coaching

*By Martin Tier, Certified NLP Practitioner/Coach and GOOD Network Member*

Since ancient times, scholars, philosophers, and religious leaders have asked the question, "How can we become lastingly happier?" In modern times, this quest has been taken head on by psychologists.

Humanistic psychology was the first to focus on attaining happiness and peak performance. The basic tenet of humanistic psychology founded by Abraham Maslow and others is the belief that individuals are controlled by their own values and choices and not by environment or unconscious drives. The goal of humanistic psychology is to help people function effectively and fulfill their own unique potential. In the 1990's the humanistic psychology movement spawned the coaching revolution and a new branch of positive psychology. These two branches developed separately but are now beginning to converge.

The phrase "positive psychology" was first used by Abraham Maslow in 1954, in a call to psychology to focus on humanity's potential just as much as its shortcomings. It was again used in 1998 when Dr. Martin Seligman assumed the presidency of the American Psychological Association. Seligman recognized that the bulk of psychological research in the twentieth century had focused on human deficits and how to alleviate them, with considerably less research devoted to exploring human strengths and how to develop and promote them.

Positive psychology addresses this gap in research. Positive psychology is the

**Positive psychology is the scientific study of the strengths and virtues that enable individuals and communities to thrive.**

scientific study of the strengths and virtues that enable individuals and communities to thrive. It is a rich and growing field, and aligns perfectly with coaching: both assume people are basically healthy, resourceful, and motivated to grow.

The purpose of this article is to give an overview of ways that coaches can easily integrate the findings of positive psychology into their existing coaching practice. Coaching is largely about setting goals and increasing motivation to better achieve success. Happiness is a crucial but often overlooked aspect of coaching.

Benefits of positive psychology coaching:

- helps individuals and groups to perform better
- uses positive interventions
- positive diagnosis – look for patterns of positive behaviors, feelings, and thoughts to identify performance syndromes and adjust work styles accordingly
- positive assessments

- positive transitions – transition points can be leveraged for better coaching and better client performance.

The belief is that a person with a positive explanatory style does not see defeat as permanent, as applying in all circumstances, or as affecting basic worth. On the other hand, a pessimistic explanatory style is characterized by the opposite; misfortune is forever, applies in all cases and is our own fault.

**Learned optimism is about building greater resilience.**

Learned optimism is about building greater resilience and improving your performance by changing the way to interpret events. Below is a summary of how people with pessimistic and optimistic styles view adverse events:

Pessimistic

- Permanent
- Pervasive
- Personal

Optimistic

- Temporary
- Local
- External

In order to identify a client's style at beginning of coaching, coaches can use the Seligman Attributional Style Questionnaire (SASQ), which yields a continuum from optimistic to extreme pessimism.

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More details can be found in Learned Optimism (1990) or at University of Pennsylvania Positive Psychology Center (see internet references), which provides several questionnaires based on this work.

Coaching is largely about setting goals and increasing motivation to better achieve success. Personal development is, according to this model, more a matter of embodying those positive moments more of the time than it is about changing from the person you are into a person is more consistently positive.

### Techniques that work

Research has demonstrated that a number of positive psychology practices can effectively raise a person's level of positivity. The benefits of happiness are significant and widespread and extend far beyond just feeling good. In an empirical study, Seligman et al. (2005) found the following techniques were able to increase positive feelings:

1. Gratitude Visit. Ask the client to recall someone who supported them throughout their life and express their appreciation to them. Write a letter, detailing what the person did and how it impacted their life, and then deliver it to them in person, when possible.

2. Acknowledge What Is Good. Each evening, have the client write about three things that went really well during their day. For each positive event, answer "Why did this thing happen?" Determining the cause of the event is the most important part of the exercise because it supports

the recurrence of a similar event in the future.

3. Create a Vision - Those with a sense of purpose, and strategies to achieve that purpose, are far happier than those who don't. In fact, just working toward a goal, even if it's never achieved, is equally beneficial to one's wellbeing. Consider setting and working toward goals which meet the following criteria:

- They are a reward for the client because they are inherently satisfying, rather than a means to an end.
- They are their own and honor their values - as opposed to someone else's like their parents or spouse.
- The goal is about what they want versus what they don't want. For example, saying they "want to be healthy and strong" rather than saying they "don't want to be fat."

### It is a common belief that our emotions just happen to us.

It is a common belief that our emotions just happen to us, that we have no control over our emotions. However, in his book *Growing the Positive Mind*, Dr. William Larkin shows that by proper exercise of the mind a person can gain conscious control of the mind especially positive emotion. By using these techniques a client can master the three essential aspects of positive emotion:

1. Immediacy – getting to the emotion instantly
2. Duration – being able to make an emotion last over time

3. Intensity – being able to increase the amplitude of an emotion.

### Strengths

Developing strengths comes easily and is inherently rewarding and motivating. Energy invested in strengths will lead to a disproportionately large gain relative to a comparable investment in weakness. Seligman (2002) suggests a recipe that coaches can integrate into their work with clients:

- Identify signature strengths
- Chose work or activities that use strengths
- Re-craft current work to use signature strengths more and more often.

People have a tendency to discredit their own strengths, precisely because they come

### People have a tendency to discredit their own strengths precisely because they come so naturally.

so naturally. Realized strengths—those that we are aware of and use on a regular basis—pose the danger of being over-used. Unrealized strengths are a natural area for growth.

Also clients are often reluctant to discuss strengths due to social culture. Reassure them that coaching can be a place where they can speak honestly and don't have to worry about anyone judging them. Coaching is built around inspiring and harnessing client strengths.

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Ways to help your clients identify and apply their strengths:

1. Help your clients experience strengths emotionally
2. Help your clients build a strengths vocabulary, most people do not have well developed vocabularies regarding strengths
3. Undertake an individual strengths assessment
4. Use the client's language
5. Engage the client's strengths

Before developing your clients' strengths you should develop your own strengths vocabulary. Strengths vocabulary and strengths

### **When a client is accepting their strengths, be on the lookout for boosts of energy.**

identification are skills that go hand-in-hand. As a coach, your ability to pick up on and expose your clients' strengths will be directly commensurate with your success.

As you work with clients to discover strengths, ask your clients to label their strengths. Make this a fun process. Making the process fun will liberate the client. When the client accepts or modifies the label or when they create their own, they begin to take ownership of their own best qualities. The easiest way to pick up on when the client is accepting their strengths is to be on the lookout for boosts in energy. Look for:

1. rising inflection
2. rapid speech
3. better posture
4. wide eyes, raised eyebrows

5. smiling and laughing
6. increased hand gestures
7. increased use of metaphor
8. more fluent speech

Another way to explore strengths is to ask clients what activities in the past of which they were particularly proud. Ask what compliments they received. What do they currently find exciting? Ask about the near future. What are they looking forward to?

Three simple but powerful questions for finding strengths:

1. What are some of the things from your past about which you are most proud?
2. What energizes you in the present?
3. What are you looking forward to in the near future?

Christopher Peterson and Martin Seligman created the Character Strengths and Virtues: a handbook of human strengths and virtues to identify and classify the positive psychological traits of human beings. In the same way that the Diagnostic and Statistical Manual of Mental Disorders is used to assess and facilitate research on mental disorders, the CSV is intended to provide a theoretical framework to assist in developing practical applications for positive psychology. The CSV identifies six classes of virtue (i.e. "core virtues"), made up of twenty-four measurable character strengths. Finally, explore with the client ways to find opportunities to employ and develop their strengths beyond what they ordinarily do.

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<http://www.authentic happiness.sas.upenn.edu/Default.aspx>  
Authentic Happiness is the homepage of Dr. Martin Seligman, Director of the Positive Psychology Center at the University of Pennsylvania and founder of positive psychology, a branch of psychology which focuses on the empirical study of such things as positive emotions, strengths-based character, and healthy institutions.

<http://www.AppliedNeuroscienceInstitute.com>  
The Applied Neuroscience Institute (ANI) trains individuals, groups, and organizations to move beyond therapy to coaching, beyond illness and healing to an UpSpiral of sustained well-being and happiness. ANI provides a research based approach to life coaching, integrated with an intensive focus on developing positive and powerful coaching strategies and interventions.

## Workshops and Conferences

### Orlando area:

June 4-5, 2012. **Crucial Conversations® Training**; Contact [Simon Lia](#); 407-397-4357.

June 6-7, 2012. **Crucial Conversations® Train-the-trainer**; Contact [Simon Lia](#); 407-397-4357.

June 19-22, 2012. **MBTI Certification**; Register through [Capt.org](#). 800.777.2278

June 20, 2012. **Developing High Performing Teams**; Register through [Rollins College](#). 407-628-6328.

July 9-10, 2012. **Influencer® Training**; Contact [Simon Lia](#); 407-397-4357.

July 24, 2012. **Writing More Effectively for Business**; Register through [Rollins College](#). 407-628-6328.

August 7 - December 4, 2012. **Crummer Management Program - Mini-MBA™** (18 week program); Register through [Rollins College](#). 407-628-6328.

August 16, 2012. **5 Choices Essentials by Franklin Covey in Orlando, FL**; Register through [FranklinCovey.com](#). 888-576-1776

### Outside of central Florida:

June 7, 2012. **5 Choices Essentials by Franklin Covey in Tampa, FL**; Register through [FranklinCovey.com](#). 888-576-1776

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



July 14, 2012. **5 Choices Essentials by Franklin Covey in Miami, FL**; Register through [FranklinCovey.com](#). 888-576-1776

July 24-27, 2012. **MBTI Certification in Gainesville, FL**; Register through [Capt.org](#). 800.777.2278

July 31, 2012. **Engagement, Collaboration, and Retention**. Register through [Human Capital Institute](#). 866-538-1909

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



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

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