



Greater Orlando Organizational Development
Network
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The GOOD News

GOOD Best Practices June 2009 Bimonthly Meeting

The GOOD Fourth Annual Best Practices meeting had something for everyone! Members shared strategies, techniques, and tools to improve professional practice and to increase success. Thank you to Schenck Company for hosting for the 2nd time in 2009!

Jocelyn Corville: Developing Resilience in Yourself and Your Organization—Overview: Resilience is the ability to overcome obstacles and to respond in healthy ways to stress and adversity. Jocelyn's session targeted all members of an organization who want to deal better with stress.

Matt Heller: Personal Leadership Branding—Overview: Companies have been building and reinforcing their brands for years. It is equally important for leaders to be clear about what they believe and where they want to go. Matt's session targeted leaders in any capacity and also internal and external clients.

Angel O'Keeffe: Memory Effects—Overview: Memory is a complex and tricky component of the human mind. This session addressed ways to improve memory and to avoid the common errors inherent in human memory. It targeted trainers and educators and included simple techniques that require minimal materials.

Marcela Moschovich: Multicultural Teams—Overview: Performance is impacted by cultural differences. Marcela's session addressed helping multicultural teams by using



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Inside this issue:

Best Practices Meeting June 2009 Meeting Recap	1
Article of Interest: Influence	2
Member Spotlight	3
Best Practices Overview (cont'd.)	4
Ask Auntie OD & Book Club	5
GOOD Events & Professional Development	6

Are you linked in?
Join the
GOOD
Network
LinkedIn
group.

OD Article of Interest—How to Have an Influence

Simon Lia, CEO Gems Consulting and GOOD Member

On July 28th *INFLUENCER: The Power to Change Anything* won the Richard Beckhard Memorial Prize from MIT Sloan Management Review for the most outstanding article on planned change and organizational development of the year.

This model shows leaders who combine four to six unique sources of influence are ten times more successful at producing profound and sustainable organizational change. The research combined three studies and involved focus groups and surveys with more than 2000 executives, managers and individuals.

1. The first study looked at entrenched organizational problems including politics, rigid bureaucracy, and low morale.
2. The second study looked at the success and failure of leader-led initiatives such as mergers and acquisitions, product launches and reorganizations.
3. The third study looked at challenging personal habits such as smoking, overeating and debt management.

The results were identical in each study: most people (and even professional in various roles that are charged with designing, creating and leading change) don't know how to influence themselves or others to change behavior because they rely on a single solution instead of combining multiple sources of influence.

The study also showed that successful change was not predicted by a leader's or individual's desire to change or by how critical the change was to the organization's or individual's health. For example, the problems that drove General Motors into bankruptcy have been known for thirty years—but no one seemed capable of influencing change. According to the study, success comes to those who overwhelm problems by aiming four or more sources of influence at the same behavior. "Rather than relying on one or only a few activities ... the research supports using multiple sources to ensure success," said Erik Brynjolfsson, chair of the MIT Sloan Management Review and member of the Beckhard prize committee. The award honors former MIT Sloan School of Management faculty and well known author Richard Beckhard. "Dick Beckhard was an advocate of such a multifaceted approach to change, and he would have endorsed the very practical, doable actions laid out in this article for the leader and change agent," said Brynjolfsson.



The reason quick fixes don't work is because behavior problems are not fed by a single cause; rather, they are fed by a conspiracy of causes. The research clearly shows the main variable in success or failure is not which source of influence leaders choose. By far, the more important factor is how many."

The research outlines the six sources that influence human behavior. If people learn how to leverage these sources, they are ten times more likely to succeed than those who rely on a single solution.

The Six Sources of Influence:

1. Personal Motivation – overcome individual reluctance and resistance
2. Personal Ability – teach and master the necessary skills for success
3. Social Motivation – enlist help from leaders or other opinion-leaders
4. Social Ability – leverage teamwork
5. Structural Motivation – reward early successes
6. Structural Ability – create a supportive physical environment

Examples of how these principles have been employed include large organizations such as Spectrum Health, AT&T, Lockheed Martin, Sprint, and OG&E Energy. The point is, leaders can effectively leverage change by using each source of influence to affect changes to their own entrenched behaviors and the behaviors of those they serve.

We're Growing: Welcome New GOOD Network Members

Here are our newest members who joined us since our June Bi-Monthly Meeting!



Moscovic, Sandy	TECO Energy
Lo, Margaret	Self
Spinelli, Anita	Self



Dues for joining GOOD in the 2nd half of 2009 are a very reasonable \$32.50! We are pleased to continue to offer such competitive dues rates and that we have approximately 115 paid members to date! For information on your membership status, check in with members of our Leadership Team in Finance or Membership (like Nina Alexa, Ginny Rizzo, or Paul DePalma) at our next meeting.



GOOD Network Member Spotlight

Katie Sanchez, Business Programs Consultant Disney Institute, Walt Disney World

What do you love most about what you do?

I love consulting with the variety of clients that seek us out from all over the world, providing them customized solutions to address their organizational issues, then seeing them adapt and apply the solutions with great results to their bottom line

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

Being astute, nimble, respectful and open in the global arena, in order to be an effective and credible change agent due to cultures differences, expectations, stereotypes and ethnocentricity.

What quick tip, idea, or tool relevant to OD can you share with us?

I defer to Stephen Covey, and always seek first to understand before being understood as the best tip that will set people up for success. I am also passionate about the use of the MBTI to provide an objective framework for people to learn and understand themselves in the world of work.

What do you find most valuable about the GOOD Network?

Learning something new each time. I'm a voracious learner and always leave with a nugget of new information to share or adapt.



Best Practices Session Recap (cont'd. from page 1)

prevention instead of intervention. This session targeted global team members and the OD professionals who coach them.

Carol Emmett: Four Colors Ice Breakers—Overview: A great activity to remind team members that different styles affect the team. By asking GOOD members to choose four words to describe themselves, Carol reminded us that some of have a predominant style or color while others have a balance of colors, and these differences bring strength to the team.

Cathi Balboa: Harnessing the Power Of the Stakeholder—Overview: A stakeholder analysis is a planning tool that identifies and assesses the importance of key people, customer segments, groups, or entities that influence the success of a project. Cathi's session targeted teams working on short and long term projects.

Vicki Lavendol: Take Action for Employee Satisfaction—Overview: Organizations that listen to and take action after employees speak through attitude and climate surveys are successful. Vicki targeted leaders and OD professionals who receive feedback from employees.

Simon Lia: Leadership Icebreaker—Overview: Trust can be taught, learned, extended and restored to achieve results. This competency matters because it changes everything in an organization. Simon facilitated an interactive session that reminded GOOD members to recognize and build trust.



Aug 2009 Meeting
Newsflash!
New Version of
www.goodnetwork.us set to
debut!

Dear Auntie OD,

I am new to OD and must implement big changes in my organization. What can I expect?

Signed,

Change Challenged



Dear Change Challenged in OD,

Ken Blanchard of management consultant fame provides a framework of “7 Dynamics of Change”. Consider these and you will be better able to help your clients through the change process:

- 1) People will feel awkward, ill-at-ease and self-conscious**
- 2) People initially focus on what they have to give up**
- 3) People will feel alone even if everyone else is going through the same change**
- 4) People can handle only so much change**
- 5) People are at different levels of readiness for change**
- 6) People will be concerned that they don't have enough resources**
- 7) If you take the pressure off, people will revert to their old behavior**

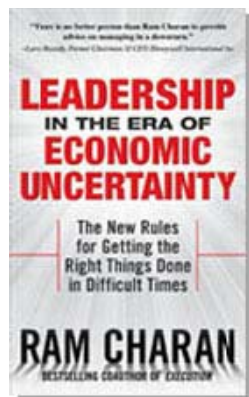
Address these truths proactively, and you will be better positioned to achieve your goals for change.

Sincerely, Auntie OD

At July's GOOD Book Club Meeting:

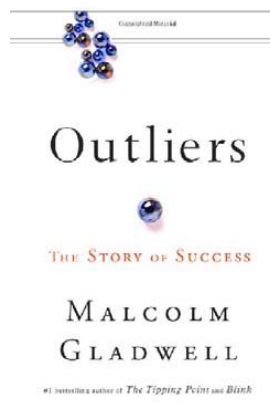
GOOD Members discussed *Leadership in the Era of Economic Uncertainty: The New Rules for Getting the Right Things Done in Difficult Times* by Ram Charan.

Conversation also turned to talk of the economy and its effect on work and family life.



The last GOOD Book Club meeting of 2009:

Monday, November 2nd 6:30 at Jason's Deli
(same location as July's meeting)



We will be reading “Outliers: The Story of Success” by Malcolm Gladwell to find out why some people succeed, living remarkably productive and impactful lives, while so many more never reach their potential?



**Greater Orlando
Organizational
Development Network**
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WE'RE ON THE NET!

WWW.GOODNETWORK.US



Founded in 2003, the
Greater Orlando
Organization Development
(GOOD) Network is an
organization for
Organization Development
(OD) professionals who are
dedicated to continuous
learning and sharing of
best practices, tools, and
techniques.

GOOD Bimonthly Meetings 2009

Friday, October 9th, 2009
Speaker: Bob Marshak
Location: Fiserv (Lake Mary)



Friday, December 4th, 2009 - InfoTool
(Assessments/Metrics)
Speakers: Stan and George Labovitz
Location: Universal Orlando

Contact Jerry Salsburg, GOOD President with your interest in speaking to or hosting our organization in 2010!

Professional Development Opportunities

SDI CERTIFICATION:

Manage Conflict & Improve Relationships

The SDI is a proven tool for enhancing your ability to communicate more effectively AND handle conflict more productively.

Certification Workshop to be held Nov 5 & 6, 2009 (Embassy Suites at Lake Eola) with a special discount for GOOD!

GOOD Network Member Price:

\$1195.00 (a \$100 savings when you mention your chapter*) For more information, visit www.PersonalStrengths.com.

INFLUENCER: The Power to Change Anything

2-day workshop Sept 3rd & 4th

Crucial Confrontations 2-day workshop Sept 21 & 22

Crucial Conversations (2 days) and **Train-the-trainer certification class** (2 days) Oct 19th-22

Valencia Enterprises Center for Leadership Development Briefings of Crucial_Conversations and INFLUENCER—Two 3-hour sessions Nov 13th

Contact Simon Lia at slia@gemsconsultinginc.com for more information on the above.