



Greater Orlando Organizational Development Network
E-mail: info@goodnetwork.us



The GOOD News

Volume 5 Issue 5

September – October,
2011

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Join us for our Bi-monthly Meeting, Friday, October 14, 2011

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

FRESH THINKING on Employee Engagement & Retention

SPEAKERS: Dick Finnegan and Sherri Merbach of C-Suite Analytics

Location: Valencia College Continuing Education, 2411 Sand Lake Road, Orlando, FL

RSVP by clicking through to: [October Bi-monthly Reservation Page](#)

Program Description

The media surround us with reports of high unemployment, high disengagement, and employees' strong intentions to leave when there are jobs...whenver that is. These unique times leave people management pros wondering what to attack. Is retention important or are there no other jobs for our employees to take? If our employees are not engaged, how do we fix it? Or should we just hunker down and put our energy into old stand-by topics like training and development?

This session offers fresh thinking on engagement and retention, and will be facilitated by Dick Finnegan and Sherri Merbach of C-Suite Analytics. *Fresh thinking* is the term BusinessWeek used to describe Dick's book, titled "Rethinking Retention in Good Times and Bad." This session promises to be packed with fresh data, new solutions, and many participative exercises. For example, did you know that unemployment for college grads across the U.S. is just 4.5%?

Here's an outline of Dick's and Sherri's session:

- Hidden data on engagement and retention which underscores why they are both important for you
- The power of supervisors: How much can you fix with programs alone? Will employees give their all for a jerk boss?

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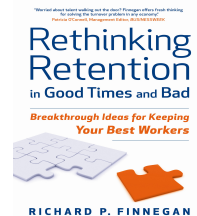
- Introduction to the Rethinking Retention Models, acclaimed globally as the first research-based guide for keeping the employees you need to keep
- Converting engagement and retention to \$\$\$ rather than scores and percents...the proven first step to cause CEOs to drive change
- Fresh-thinking solutions for you to implement at your organization the following day

This presentation contains some of the same content as Dick's presentation at the SHRM Annual Conference in June that drew over 1,000 participants.

Speaker Bios



Dick Finnegan has been cited by BusinessWeek, Chief Executive Magazine, and Consulting Magazine as the leading thinker on employee retention. Dick is the CEO of C-Suite Analytics, his company that helps organizations engage and retain their employees. He is also the author "Rethinking Retention in Good Times and Bad" which details the best strategic approach to cutting turnover with specific, research-based tactics that work. Dick's next book is titled "The Power of Stay: Interviews for Engagement and Retention" which will be published later this year.



His U.S. clients have included Sprint, Hilton, The Hartford, GE, and Johnson & Johnson, as well as the CIA. His international work has spanned 6 continents and includes working with Siberian banks as well as African gold mines where he went 3 kilometers deep to learn why employees stay and leave. He also partners with the Chinese HR Excellence Center to conduct employee retention programs across China. Dick is a featured speaker for SHRM, ICMI, and other organizations. He holds bachelors and graduate degrees from The Pennsylvania State University and lives in Orlando, Florida, where The Orlando Sentinel newspaper published an editorial recognizing him for his extensive donations of professional services to non-profit organizations.



Sherri Merbach brings a rare combination of business-driven pedigrees to serve her clients. In "career one," Sherri earned her CPA certification and applied her skills to a top 5 global accounting firm. "Career two" took her to Walt Disney World where she rose through the ranks of HR professionals to contribute to Disney's highly esteemed people-management culture. "Career three" brings her to C-Suite Analytics as a perfect fit, combining her business acumen and organizational development skills for her role as Managing Director.

Directions to the October Bi-Monthly Meeting

Valencia College Continuing Education

Parking & Directions

The meeting location is: Valencia College Continuing Education

2411 Sand Lake Road

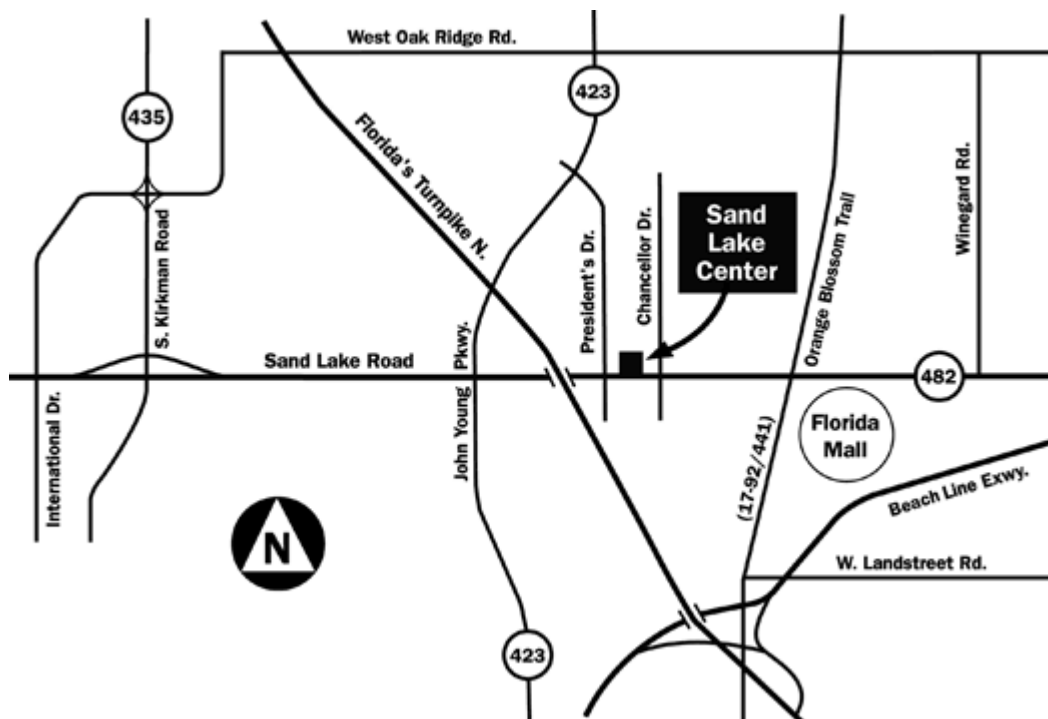
Orlando, FL 32819

407-582-6688

Parking is provided on-site. All members must enter through the front doors of the building. There will be signs posted once inside, directing you to the meeting room.

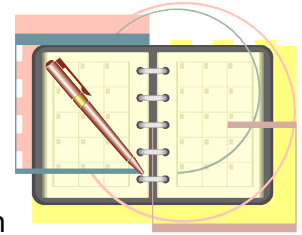
NOTE: Due to construction on Sand Lake road, please allow 5-10 minutes extra travel time.

Also, the turn lane in front of the building may not be accessible due to the construction. Therefore if you are coming from the East, it may be advisable to turn on President's Drive and enter the parking lot from around back.



UPCOMING GOOD NETWORK EVENTS

Please visit our website to make a reservation for these events at :
WWW.GOODNETWORK.US



October 14, 2011 – Bi-monthly Meeting at Valencia College Continuing Education
 8:30 AM – 12:30 PM (see page 1 for program description)

November 9, 2011 – Book Club meeting at Panera Bread in Millenia Mall, 6:00 PM; Book: *Delivering Happiness: A Path to Profits, Passion and Purpose* (see page 5 for details)

December 2 or 9, 2011 --Bi-monthly Meeting

►►► **NOTE: Final December meeting date, speakers and location to be shared as soon as they are finalized. Speaker availability may shift date from our usual 2nd Friday to 12/2 – stay tuned!**

BOOK REVIEW

The GOOD Network Book Club read *Total Leadership* during the 3rd quarter. Here is a summary and review of the book by Martin Tier.



The 3rd quarter meeting of the GOOD Network book club was held on August 16th at Panera Bread in the Millenia Mall. We discussed the book **Total Leadership: Be a Better Leader, Have a Richer Life** by Stewart D. Friedman. The meeting was well attended with eight members present. Everyone had not only read the book but came prepared for the discussion. Many of the attendees brought notes and handouts to distribute to the group. The level of preparation and commitment of the group fueled a robust discussion. All the members present felt that the book made a significant impact on their on their lives.

In his book, Friedman says that success as a leader isn't just about being great in business. To be truly great, you need to perform well in all four domains of your life -- your work, your home, your community, and your private self. He views current approaches on work/life balance a fallacy and a zero-sum game. Friedman offers a blueprint for how to perform well as a leader not by trading off one domain for another, but by finding mutual value among all four. The author shows you how to achieve these "four-way wins" as a leader who can:

- Be real: Act with authenticity by clarifying what's important
- Be whole: Act with integrity by respecting the whole person
- Be innovative: Act with creativity by experimenting to find new solutions

With engaging examples and clear instruction, Friedman provides more than thirty hands-on tools for using these proven principles to produce stronger business results, find clearer purpose in what you do, feel more connected to the people who matter most, and generate sustainable change.

Total Leadership provides a significant shift in thinking, a view that is no longer work versus personal life. By using a common set of values the author shows how to achieve mutual gains for performance and satisfaction in all domains of life, he explains that it does not have to be "either/or" but it can be "both and more."



Q4 2011 Book Club Meeting

Place: Panera Bread at Millenia Mall Food Court

Date/Time: Wednesday, November 9, 2011 @ 6:00 PM

Reservations are required. RSVP for the Book Club Meeting at:

http://goodnetwork.us/index.php/events/detail/2011_4th_quarter_good_network_book_club_meeting/

What We Are Reading:

Delivering Happiness: A Path to Profits, Passion and Purpose

By Tony Hsieh (CEO of Zappos)

The visionary CEO of Zappos explains how an emphasis on corporate culture can lead to unprecedented success.

Pay new employees \$2000 to quit. Make customer service the entire company, not just a department. Focus on company culture as the #1 priority. Apply research from the science of happiness to running a business. Help employees grow both personally and professionally. Seek to change the world. Oh, and make money too.

Sound crazy? It's all standard operating procedure at Zappos.com, the online retailer that's doing over \$1 billion in gross merchandise sales every year. In 1999, Tony Hsieh (pronounced Shay) sold LinkExchange, the company he co-founded, to Microsoft for \$265 million. He then joined Zappos as an adviser and investor, and eventually became CEO. In 2009, Zappos was listed as one of Fortune magazine's top 25 companies to work for, and was acquired by Amazon later that year in a deal valued at over \$1.2 billion on the day of closing.

In his first book, Tony shares the different business lessons he learned in life, from a lemonade stand and pizza business through LinkExchange, Zappos, and more. Ultimately, he shows how using happiness as a framework can produce profits, passion, and purpose both in business and in life.



Join us for a great discussion and a networking opportunity with your GOOD Network colleagues!

President Elect's Message

By Erica Bader Sorrell



You have often heard our current President, Simon Lia, talk about how this is YOUR network. I know from working with Simon that this statement means two things. First, this group is by you and for you. It should be what you want it to be, to best suit your needs. Second, this is first and foremost a network – a place where we can share and learn and connect. Simon has made decisions for the organization based on this belief and I will continue to do so next year. I think that using these ideas as a framework ensure that the leadership team makes the best decisions for the membership.

It is with that in mind that I share the following with you. First, we are about to launch our **annual membership survey**. In order for us to make this a group for you and by you, we need to understand what you want from GOOD. The survey is a vital tool for you to share your thoughts and ideas with the leadership team so that we can move forward in the best way for the greater whole. When you receive this survey, please take a few moments to provide your feedback. It is with your input that this organization can continue to meet your needs and to evolve. I thank you in advance for your support and participation.

Second, we are starting to think about GOOD 2012. We have many of our Chair-Elects stepping into the Chair role, but we also have a couple of Chair openings. Additionally we will be recruiting for the Chair-Elect positions for next year. ***There is no better way to connect and learn than to step into a leadership role.*** If you are interested in taking a more active role in the organization, please let me know (esorrell@rollins.edu) or feel free to reach out to those in the role you are interested in. I know they will be able to provide you with information both about the responsibilities and the rewards of serving on the Leadership Team.

Together we can make sure that the GOOD network is indeed YOUR network – one that enriches and adds value to its members and the community.

See you soon!

Erica Bader Sorrell

President - Elect

2012 Leadership Team Openings:

Chair Elect – Events and Logistics

Chair Elect – Finance

Chair Elect – Membership

Chair Elect – Newsletter

Please contact Erica at: esorrell@rollins.edu or contact our current leaders in these roles to learn more.

MEMBERSHIP

Please welcome these new or returning members:

- Velana Perez
- William Perry
- Jill Simms
- Esme Thompson



New Member Spotlight — Marc Manieri
Partnerships Director at JournalEngine



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

Executive coaching – specifically leadership for emerging leaders, team leadership, time management, personal growth; scalable coaching/training – designing large scale coaching & training projects for large divisions/companies.

What do you love most about what you do?

Helping leaders evolve personally, and as a result, watching them grow professionally.

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

Long term ROI. Most coaching/development work is delivered in a workshop or in a short term series of trainings or coaching relationship. I’m working with organizations to keep leaders exposed to OD concepts for 12 – 36 months and as a result, ingraining new thought paradigms and resulting behaviors that have dramatic organizational impact for the entire future of the company.

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

Journal for 5 minutes every day. Self awareness is the key ingredient to growing personally and professionally. Journaling every day for just a few minutes – writing down thoughts, frustrations, ideas, feelings – brings amazing self awareness that will rocket one’s personal growth, creativity, intuitiveness.

What do you find most valuable about the GOOD Network?

So far, the people.

Anything else your colleagues would find interesting to know about you?

I love poker, cooking, and played professional lacrosse in England.

COACHING CORNER

By Linda Strobel, Manager of Leadership Development at Children's Home Society and a Certified Hudson Institute Coach

"The future presents us with more freedom than we ever asked for and more complexity than we ever wanted."

Frederic Hudson



Frederic Hudson started the Hudson Institute to share the depth of understanding and tools he had developed in his many years of coaching. He saw coaching as a resource that allowed an adult to build the bridges internally to navigate the gap between what he was told adulthood would look like and what it actually has come to encompass.

Hudson saw a set of *"new rules"* in play and the contrast is stunning:

- **The cyclical rule:** Rather than linear where lives get better year by year, our lives are cyclical. We move through stages Hudson calls chapters, creating, moving forward with our life vision, full speed ahead, slowing down to review and release when that vision no longer propels us, and starting the creative process again.
- **The continuous change rule:** Rather than a steady state, life is one of on-going change and coaching helps an individual accept that reality and learn how to navigate the territory.
- **The inside-out rule:** Society no longer provides us with cues to be winners in our lives. Our inner compass is the guide to the richest life we can lead. Hudson writes, "Coaches teach clients to be on-purpose people who shape their own actions in a rapidly changing world with the strength of their positive thoughts about how they want to be in the world".
- **The learning is for everyone rule:** In the past, after we finished school and entered the work world, learning played a minor role. Today, learning is our primary activity, regardless of age. Coaches help adults acquire skills, gain personal and professional awareness, and create learning strategies for their biggest challenges.

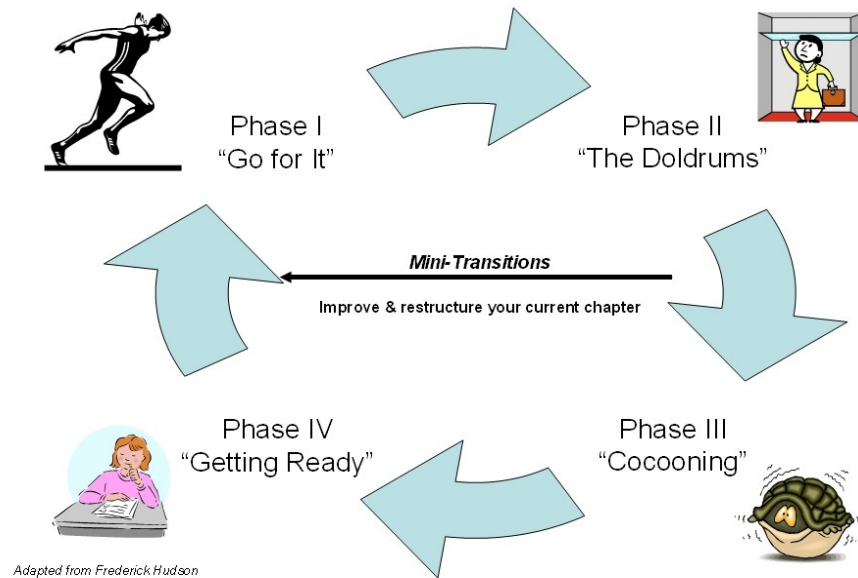
One of the richest pieces of Hudson's work is his development of an in-depth description of the 'cyclical rule' called **The Cycle of Renewal**. He defines a process that, as you review the steps, you recognize as part of your own experience. Most simply stated, we create, we release, we reconsider, we rebuild. Let's look at it in more detail.

Hudson calls Phase I *Go For It*. Your life is in full throttle and you are living your dreams. Yes, to be in Phase I, you must be able to identify a dream, create a plan for this chapter and sustain your full-out participation in bringing the dream to fruition. The feelings most associated with this stage of the life cycle are confidence, high-energy, and challenged. You may also be fatigued and lonely, focused as you are on the 'doing' aspects of *your* dream. You may be forced to examine time management and pacing some parts of your life. Your results from this stage will be a reflection of the dream that drove you to *go for it*.

The natural progression on the Cycle of Renewal often comes as a surprise. Hudson calls it the *Doldrums*. It's that recognition that the very activities and thoughts that use to motivate you are now leaving you flat, or worse, feeling stuck and defeated. What happened you ask? The dream has been played out and from within, a message emerges that certainly, there must be more to life than this.

Continued on next page

Cycle of Renewal



The key to managing the *Doldrums* is to honor its message while not getting stuck here. Activities like creating an exit plan, taking up a new hobby or starting classes, seeking opportunities to expand your self-awareness can all contribute to reigniting your life plan. There are two directions this change can take in the Hudson model. Most often an adjustment to the original dream is enough to propel you back into *Go for It* mode. Other times you get the feeling that its time to overhaul the Dream altogether.

That will walk you into the third phase of Hudson's cycle, *Cocooning*. This stage can creep up on you as you make small, simple decisions like spending Saturday by yourself. As you wander through the bookstore, it is an attractive journal that you select and you start to write in it regularly. It's time to discover a new aspect of yourself and the cocoon supports you in doing just that. Our society doesn't always acknowledge the value of this experience but if you can accept it as okay, you discover a sense of peace in the solitude that you are drawn too. The Cycle of Renewal assures you, this isn't a permanent stage of being. When a new dream is ready to be born, you will emerge.

When you emerge, you will find yourself in Phase IV, and you are *Getting Ready*. As your new connection with yourself seeks expression, you look out in the world ready to try fresh approaches to your family, friends, and activities. This is time to explore the world as your new agenda takes form. You surround yourself with others exploring the very territory that may be part of your next adventure. You may start a career search, travel, or fall in love. In this stage, everything is possible! The quiet of the cocoon yields to a trust and yearning to reengage in the world outside. From this exploration, you start to build your next dream and prepare to *Go For It*.

So as you read the descriptions and look at the map, do you see where you are in your personal cycle of renewal? Is it intriguing to think that each stage is natural and gives way to another experience of personal unfoldment? If you are a coach, might this "map" help you work with your clients to explain what they are experiencing as normal, even exciting? If you have ever wondered why get coaching, is it possible that there are stages of this cycle where skilled support would enhance the experience?

For more on the work of Frederic Hudson, look for several titles: *LifeLaunch A Passionate Guide to the Rest of Your Life*, *The Handbook of Coaching*, and *The Adult Years The Mastering of the Art of Self-Renewal*.

Tools for the OD Toolbox

Our theme for the year is Leading Change. This article focuses on the change work of Rick Maurer, author of "Beyond the Wall of Resistance" and "Change without Migraines."

By Pat Brown, Consultant and Leadership Team Member



One of the most successful consultants on leading organizations through change is Rick Maurer. He has presented in many visible venues, worked with dozens of companies, and written several books.

He says that there are four things that make you a "good changer:"

1. How well you build a case for change
2. How good you are at getting a change up and running (coordination, mechanics, etc.)
3. How good you are at sustaining long-term commitment to the change
4. How good you are at spotting resistance and dealing with it

Maurer contends that the 4th item above, Resistance, more than anything, is critical to addressing in order to enable successful change in an organization. His signature work is his book entitled BEYOND THE WALL OF RESISTANCE. In it he examines multiple agents of Resistance to change, from the organizational level all the way down to the individual level. He examines the phenomenon of Resistance and what's good and bad about it. He sensitizes you to know it when you see it, both in the other person and in yourself. Maurer has a gift of making you understand that it isn't just "the other guy" who resists, but that you do too! He augments his messages with 9 or 10 interviews with visible practitioners and authors in the Organizational Change/Organizational Behavior profession, including Margaret Wheatley, Peter Block, and John Carter.

The book focuses on how to use the power of Resistance to build support for change. Resistance can so often derail things. Rather than eliminate Resistance, Maurer suggests we should accept it and work with it. So it is really about working *with* Resistance rather than *against* Resistance that becomes the key to successful change. How in the world do you work *with* Resistance? Several things, according to Maurer, need to be understood first. He peels back the notion of Resistance, how it manifests itself, why it exists and sometimes grows in intensity, how to recognize it, and what to do about it. "Resistance kills change." That is his chief contention. And only one-third of all major organizational changes are implemented successfully. Of course, the cost of failed change is high for organizations, but also for individuals. A breakdown of overall trust is the most significant negative upshot of failed change. And resistance exists in many places in an organization. So the logical question is, how does one successfully implement change when resistance seems to be so widespread?

He has developed an eight-part questionnaire that helps one **assess** the level of support or opposition to change within an organization. He follows that with a bit of analysis based on how the questionnaire is scored. The dimensions examined are values and vision (how widely shared), history of change (the organization's track record), cooperation and trust, culture (is risk-taking highly supported?), resilience, rewards, respect and face (as in, "saving face"), and status quo (perception of severity of the change).

In the actual **implementation** of change, Maurer emphasizes building trust when it's lacking, and sustaining it throughout the change. Trust can be **institutional**, based on previous history and

experiences. It can be **individual**, of either those communicating and implementing the change, or of those with whom the employee is undergoing the change.

Finally, trust of **the change message itself** (Is it consistent? Is this change going to be really seen through or will it die like others?) is critical. Without trust, Resistance remains a force that makes the likelihood for successful change very small. Maurer suggests some exercises to help build and sustain trust. Trust of the change and of one another is necessary to make sure everyone is "rowing in the same direction" toward a successfully implemented major organizational change.

Check This Out!

Rick Maurer gives away a lot of free resources! Be sure to check the links below for articles, white papers, and podcasts on his websites:

<http://www.rickmaurer.com/wp/articles-and-white-papers>

<http://changemanagementnews.com/>

Also, Rick has created a **Open Source Project** for those interested in further exploring change. Click on this link and get a **free E-Book** and sign up for the free Open Source Project to stay in the loop.

<http://www.changewithoutmigraines.com/OpenSourceProject.htm>

Help Wanted!

The 2012 Leadership Team is seeking a Newsletter Chair-Elect to learn how to produce the GOOD NEWS. Because the 2012 Chair will be traveling out of the country in the Spring, the Chair-Elect is needed to step in to publish the May-June, 2012 issue. If you have an interest in helping to publish our GOOD News publication, this is a great way to get involved in the GOOD Network.

To learn more about what the editor does and how the newsletter is produced, call Carol Emmett, the current editor, at 407-258-8703 or email her at carol@carolemmett.com

Being a part of the Leadership Team is a great way to get involved in the Network.



Bi-monthly Meeting Recap — August, 2011 Meeting

The husband-and-wife tandem of Michael and Bronwyn Hoffmann joined us for our August 12 meeting.



Dr. Michael Hoffmann shared concepts of **Cognitive Fitness and Brain Health**. He showed us some brain scans of traumatized brains and how different they look from regular brains. That helped to explain why people with trauma behave differently. He introduced the concept of neurogenesis in which our brains grow new cells on an ongoing basis. NG2 cells are "sleeper" cells that we need to encourage into action through brain exercise. Each brain has 100 billion neurons (cells), 6 times as many support cells, and 100,000 connections between them.

An abbreviated story of the evolution of the human brain begins with a long, cold, dry spell on the earth that led to fewer trees, which forced us down out of the trees. As our hands became less useful, we used them to make tools. We grew our brains because we needed them to survive. The biggest amount of progress occurred when we developed language, which led to higher levels of communications and resultant reduced learning curves built on others' expertise. This led to the development of culture, agriculture, industry, and the internet, all of which created collective prosperity for humans. The Cro-Magnon man survived because he developed language, while the Neanderthal Man did not. Humans and chimpanzees are 98% similar genetically. Our frontal lobes and brains are bigger than those of animals.

Michael suggested that 30 minutes of exercise 5-6 days per week would reduce your risk of dementia by 50%. Exercise produces neurogenesis! Your target heart rate during exercise should be 220 minus your age. Aside from many of the important things we already know such as exercise, sleep, the right diet, and socialization; it is important to exercise your brain. Some "brain foods" highlighted were fish/shellfish, fruit (kiwis, citrus), vegetables (broccoli, spinach), spices (curry), cocoa/tea/coffee/chocolate, beer/wine, nuts, poultry, and eggs. Michael also warned us that hyperpalatable foods (sugar, salt, fats) are addictive. If compounded in the diet, they often result in obesity, which correlates to Alzheimer's and dementia. 106 million people worldwide have Alzheimer's or dementia.



Bronwyn explored the concept of **Emotional Intelligence and Change** with us. She began by tracing the order of when things typically occur in humans: first Feeling, then Thinking, then Action. This suggests we need to understand internal drivers and motivations to get in touch with our feelings. Bronwyn cited a 1998 Harvard Business Review article on Emotional Intelligence as a "must read" article. It answers a question that we all want the answer to: Why are leaders good at what they do?

People with Emotional Intelligence tend to work "smarter," not harder. They have a high degree of self-awareness. They have the ability to regulate themselves and how they present themselves in various situations. High EIs have the capability to motivate themselves. They are able to empathize, i.e., really "put themselves in the other person's shoes." And they build and maintain effective relationships.

Most people who are toxic don't know it because they lack emotional intelligence. The adage that "People quit people, not organizations" is played out daily. We have all had a bad boss. If you can't outlast him, if you cannot wait until he moves to another position, you often look for another position for yourself. Most people would rather have a so-so job and a good boss than a great job and a bad boss. Emotional Intelligence is a key factor in why a boss is a good one or a bad one.

Bronwyn referred to an Emotional Intelligence inventory tool that measures things like mood and impulse control. It is called [Bar-On EQI](#).

We came away with many ideas and insights from both of the Hoffmanns!



Community Service Opportunity Update

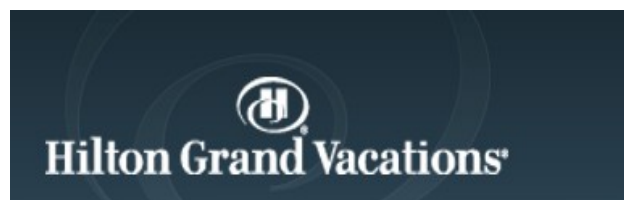
At the conclusion of the August bi-monthly program, several GOOD members worked on a community service project for [Children's Home Society](#). The goal of the project was to provide backpacks and school supplies for needy children prior to the start of school. The GOOD Network and several members donated packs and supplies and stayed to help fill the backpacks with age appropriate school supplies.



Linda Strobel did a great job of organizing our community service project. In this photo, she is unpacking the GOOD Network donations before the meeting. At the conclusion of our volunteer effort, we were able to send several dozen backpacks on to needy kids.

Special thanks goes out to Hilton Grand Vacations who shared their meeting space with us for the meeting.

GOOD Network counts on our community partners like Hilton Grand Vacations who invite us into their meeting spaces.





**Greater Orlando
Organizational
Development Network**
E-mail:
info@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.

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

Editor: Carol Emmett



WE'RE ON THE WEB
WWW.GOODNETWORK.US

CONFERENCES AND WORKSHOPS

Please let us know of any local open enrollment professional development opportunities and workshops that could be of interest to our GOOD Network members. Send details to:

Newsletter@GOODNETWORK.US

Local Workshops

Sept 22, 2011, "HRM Certificate Program", Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html>; 407-647-1252

Sept 28 & Oct 5, 2011, "Essentials of HRM" Valencia College Continuing Ed, <http://valenciacollege.edu/continuingeducation>

October 18, 2011, "Disc Train the Trainer Certification," Valencia College Continuing Ed, <http://valenciacollege.edu/continuingeducation>

October 24-27, 2011, "Crummer Leadership Program", Rollins Mgmt. & Exec. Educ., <http://www.rollins.edu/execed/schedule/index.html> ; 407-647-1252

October 27, 2011, "Advanced Human Resource Conference," Valencia College Continuing Ed, <http://valenciacollege.edu/continuingeducation>

October 27, 2011, "Advanced Human Resource Conference," Valencia Enterprises, <http://valenciacollege.edu/continuingeducation>

November 7- 10, 2011 "Crucial Conversations Mastery Workshop on 11/7-8 & "Crucial Conversations Certification" on 11/9-10; slia@gemsconsultinginc.com

National Conferences

OD Network Conference 2011 — "Change is Coming!", October 30 - November 2, 2011, Baltimore Hilton, Baltimore, Maryland.
<http://odnetwork.org/>



Send all Program and Conference announcements that would be of interest to GOOD Network members to: NEWSLETTER@goodnetwork.us