



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



The GOOD News

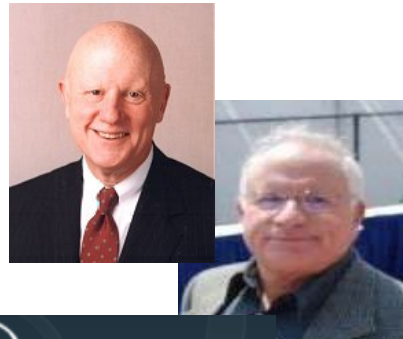
It's All About Alignment

Friday, December 4th—Bi-Monthly Meeting Recap

Facilitators:

George Labovitz, Ph.D., Founder/CEO of ODI and Professor of Management and Organizational Behavior at Boston University Graduate School of Management

Stan Labovitz, Architect and CEO of the Infotool Organizational Analysis Tool



Meeting Host:



Session Overview:

Dr. Labovitz's presentation was derived from his bestselling book *The Power of Alignment*. The book is based on 30 years of empirical research that shows that organizations that are aligned and integrated outperform their competitors by every major financial measure.

"Alignment is not about the management of quality. It is about the quality of management."

—Takeo Shiina, Chairman of IBM Japan

Eight Steps for Creating a Self-Aligning Organization:

1. Start with the main thing.
2. Create your own set of indicators.
3. Make sure everyone understands the organization's measures...
4. And how they link to the main thing.
5. Link measures and activities with rewards and recognition.
6. Give people the training to do the job.
7. Create goals for everyone.
8. Review progress against goals on a regular basis.

Volume 4 Issue 1

Jan/Feb 2010

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Renew your 2010 GOOD dues by Feb 19th via Paypal at www.goodnetwork.us! Direct questions or invoice requests to Nina Alexa, VP Finance.

OD Article of Interest— Delivering Good Feedback

by Russ Bredholt, Jr. President of Bredholt & Co. Winter Springs, Florida, and GOOD Member

Organizations place a strong emphasis on communication—as well they should. Why? It's critical to their success.

One important form of communication is “feedback.” Employees need it from supervisors, and not just during formal reviews. Co-workers require it from each other for cooperation and to achieve mutual goals. Businesses and nonprofits must hear from customers to know how they are doing and improve.

Like a regular oil change for the engine in your vehicle or a good battery for a hybrid, timely feedback can significantly improve how things run. Yet despite this acknowledged value, feedback (or “feed forward” as coach and author Dr. Marshall Goldsmith calls it), something readily at our disposal, is an often neglected form of communication.

Why is little attention paid to something so essential?

Perhaps we lack training in giving feedback. You have to look hard to find interpersonal communication emphasized in colleges and other types of educational providers. Few have exposure to good practitioners—therefore most do not know what useful feedback looks or sounds like.

Feedback is often a negative process and few enjoy being inside this kind of circumstance. So what does delivering good feedback look like? How can we improve this facet of our professional and personal relationships?

In his practical book, *Getting It Done* (Harper), author Roger Fisher offers clarity on a concept largely undefined. Feedback, says Fisher, has three key parts:

1. **Appreciation**—To encourage and improve morale. This is an expression of gratitude or approval of another's effort. It is an expression of emotion, designed to meet an emotional need.
2. **Advice**—To help individuals improve their skills. Advice consists of suggestions about particular behavior that should be repeated or changed. It focuses on the performance, rather than on judging the person.
3. **Evaluation**—This relates to making wise decisions about staff and their assignments. An effective way to do this is by ranking the subject's performance in relation to that of others or against an explicit or implicit set of standards.

The benefit of Fisher's analyses lies in these observations of feedback gone awry:

- We fail to understand there are different types of feedback
- We co-mingle the types (doing two things at one time—sending mixed signals)
- We use one type (appreciation) when we should have used another (evaluation)

Think for a moment about the last time you gave or received feedback of some kind. Was it clear? Appropriate for the circumstance? Or did you get (or give) appreciation when you should have received (or given) advice?

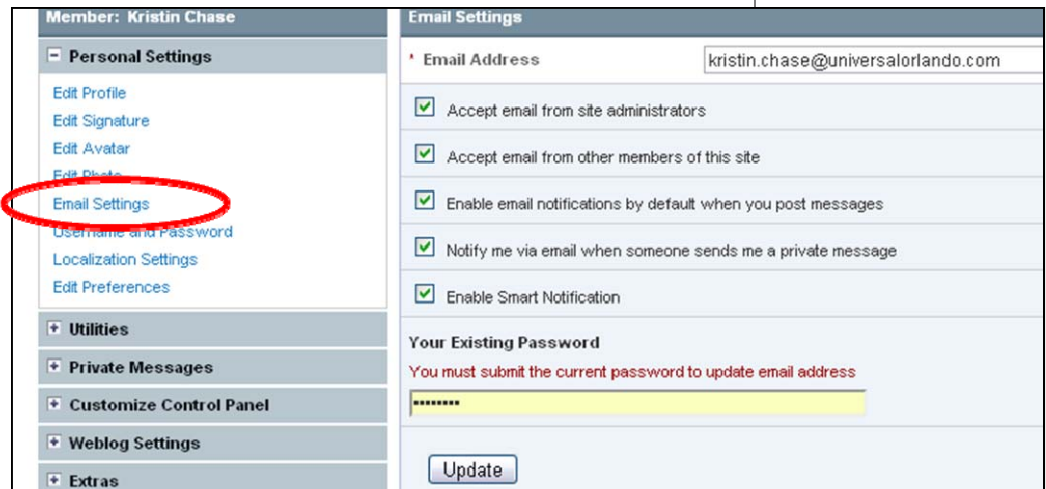
It would be helpful to incorporate the insights Fisher identifies. We are, after all, giving feedback through our conversations on a continual basis. Properly used, feedback has the potential to be a powerful process.

“Practice” was the counsel given to the person who asked how to get to Carnegie Hall. The same applies to realizing the potential of all three types of feedback--appreciation, advice and evaluation.

Update Your Member Contact Information and Online Profile

Changed positions or email addresses recently? Be sure to log in at www.goodnetwork.us to update your Member Profile and most importantly, your email address to continue receiving GOOD Network communications.

If you want to change the email associated with your member profile, you can go to "My Account" once you are logged into the website and visit the "Email Settings" section of the menu to update your email.



Member: Kristin Chase	Email Settings
Personal Settings Edit Profile Edit Signature Edit Avatar Edit Photo Email Settings (circled in red) Username and Password Localization Settings Edit Preferences	Email Address <input type="text" value="kristin.chase@universalorlando.com"/> <input checked="" type="checkbox"/> Accept email from site administrators <input checked="" type="checkbox"/> Accept email from other members of this site <input checked="" type="checkbox"/> Enable email notifications by default when you post messages <input checked="" type="checkbox"/> Notify me via email when someone sends me a private message <input checked="" type="checkbox"/> Enable Smart Notification Your Existing Password You must submit the current password to update email address <input type="password" value=""/> <input type="button" value="Update"/>
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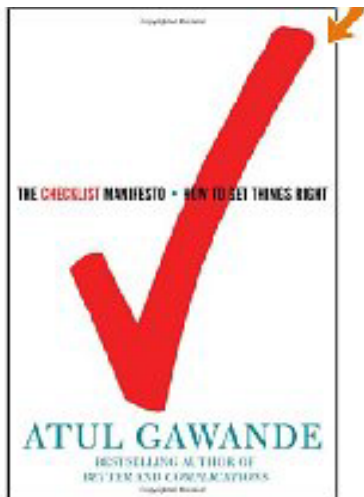
GOOD Book Club Banter

We held the Q1 GOOD Book Club meeting at Jason's Deli on Monday, January, 11th at 6:30pm and discussed the book *Influencer: The Power to Change Anything*

Points of Interest:

- President-Elect, Simon Lia, provided great insight on this subject and book, as he has worked with the authors and is certified to teach the courses associated with the model.
- The group discussed how to identify a "vital behavior" by using crucial moments and positive deviance.
- We also talked a great deal about the overarching framework of this change model.

Q2 GOOD Book Club will be held on Monday, May 3rd at 6:30pm at Mimi's Café in the Millennia Mall area. *Checklist Manifesto* by Atul Gawande is our book selection.



**Voted one of the
Amazon Best Books of
December 2009**

**Join the Book Clubbers
at a new location this
time—Mimi's Café at
Millennia Mall.**

December Meeting Recap continued

Leading Alignment: Questions for Managers to Review

Customer Satisfaction

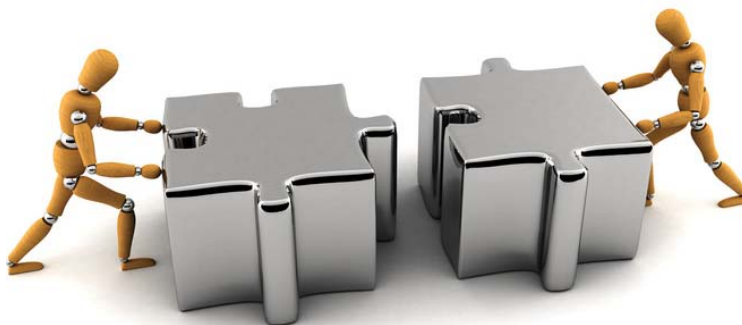
- What are the current dynamics of the market-place? How is this changing our customer needs and satisfaction?
- How is the “voice of the customer” being heard? What are the measurements used to track customer satisfaction?
- What efforts are underway to better understand customer needs and provide “best value”?

Operating Effectiveness

- What steps are being taken to grow the top line?
- What are the key processes being worked on? Why were they selected? How do current efforts enhance value from the customer’s perspective?
- What sharing/leveraging of strengths is taking place across the enterprise? What economies of scale are being realized?

Five REALLY BIG Questions about Alignment

1. What do our customers care about the most?
2. What opportunities do we have to delight them?
3. How well are we satisfying our customers right now in terms of what they care about?
4. What are the “Best of the Best” companies doing to delight their customers?
5. How does the way we operate make us “difficult to do business with?”



2010—A GOOD Year of Engagement through Leadership!

Bi-monthly meetings in 2010 will continue to be held on Fridays from 8:30am-12:30pm. We've also identified a theme for 2010 which is "The Year of Engagement through Leadership"! This theme will be the framework, focus and guidance for our meetings and provide our speakers with direction as they prepare to address our members.

To help you plan your calendar, we've provided all meeting dates for this year, so please plan to join us for GOOD Networking and knowledge exchange!

- Apr 16th, 2010—*Topic:* Dialogue and SMART Conversations
Location: Rollins College, Winter Park.
- June 11th, 2010—*Topic:* Annual Best Practice Sharing Session
Location: Schenck Company, SW Orlando.
- August 13th, 2010 - *Location:* Universal Orlando.
- October 8th, 2010 - *Location:* Schenck Company, Southwest Orlando.
- December 3rd, 2010 - *Location:* Seminole County Health Department, Seminole County.

If you are interested in facilitating a session with our organization, please contact Patty Bedard, GOOD President, at pbedard@hgvc.com.

GOOD Spring Social-Networking Event



We invite you to attend our Spring Social/Networking Event at the Winter Park Scenic Boat Tour and early dinner afterwards at Dexter's of Winter Park on Sunday, March 28th! Guests (including friends and family) are welcome.

Please **RSVP by 3/19** at http://goodnetwork.us/index.php/events/detail/2010_spring_socialnetworking_event/. You can also RSVP with Anisa Singh at the upcoming 2/19/10 GOOD Network Bi-Monthly meeting.

We will reply back to all those who RSVP to confirm your attendance for Sunday, March 28th and provide additional details such as directions. Please feel free to contact Anisa Singh, VP Development at anisa.singh@universalorlando.com with additional event questions.

Times and Locations (please be prompt):

3:30pm Winter Park Scenic Boat Tour (arrive at 3:30pm to depart at 4pm) <http://scenicboattours.com/home.htm>

~5:15pm Networking and Dinner at Dexter's Winter Park <http://dexwine.com/#>

Event FAQs:

- Members and their guest(s) will be:
 - Welcome to come to either the boat tour, dinner, or both.
 - Expected to pay for their own meals and admission to the boat tour.
 - Advised to bring CASH or CHECK for the boat tour as NO CREDIT CARDS are accepted (admission is \$10/person)



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

Beyond GOOD

April 8-10

Annual Conference of Society for Industrial & Organizational Psychology
Atlanta, GA. Contact: SIOP, www.siop.org.



May 16-19

Annual Conference of the American Society for Training and Development.
Chicago, IL. Contact: ASTD, www.astd.org.



June 27-30

Annual Conference of the Society for Human Resource Management.
San Diego, CA. Contact: SHRM, www.shrm.org.



Speakers Hotel & Travel Concurrent Sessions Video Sponsorship

Just Announced!

Former Vice President, Al Gore, will be the featured speaker at the 2010 SHRM Annual Conference in San Diego.

[MORE](#)

OD Network Conference
October 17-20, 2010
New Orleans Marriott
New Orleans, LA

www.odnetwork.org/conf2010



OD WORLD SUMMIT 2010

Budapest, Hungary
22-26 August, 2010

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ORGANIZATIONS & COMMUNITIES

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School of HUMAN & ORGANIZATIONAL DEVELOPMENT

The School of Human and Organizational Development (HOD) offers a path to scholarship and lifelong learning for professionals who want to expand their knowledge, improve their research skills, and create a more reflective practice. Collaborative learning among students, faculty, and alumni is a hallmark of the School of HOD.

Since its inception in 1979, the School of HOD has emphasized the interaction of human behavior and social systems drawing from social sciences, professional literature, and the humanities. This interdisciplinary stance is the strength of our legacy. We seek knowledge in the interplay of research and practice - knowledge that informs action relevant to specific settings, enlightens new theoretical insight, and strengthens the human condition in a global future.

Our flagship doctoral programs in **Human and Organizational Systems** and **Human Development** combine small study groups, individual mentoring, workshops and seminars.

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 - PhD Human Development
 - MA, Organizational Management and Development
 - Organizational Management and Development Cert
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