



**INFORMATION
EXCHANGE OHIO
MAY17-19 2018**



**STOP CHANGING AND
START CATALYZING
GROWTH**



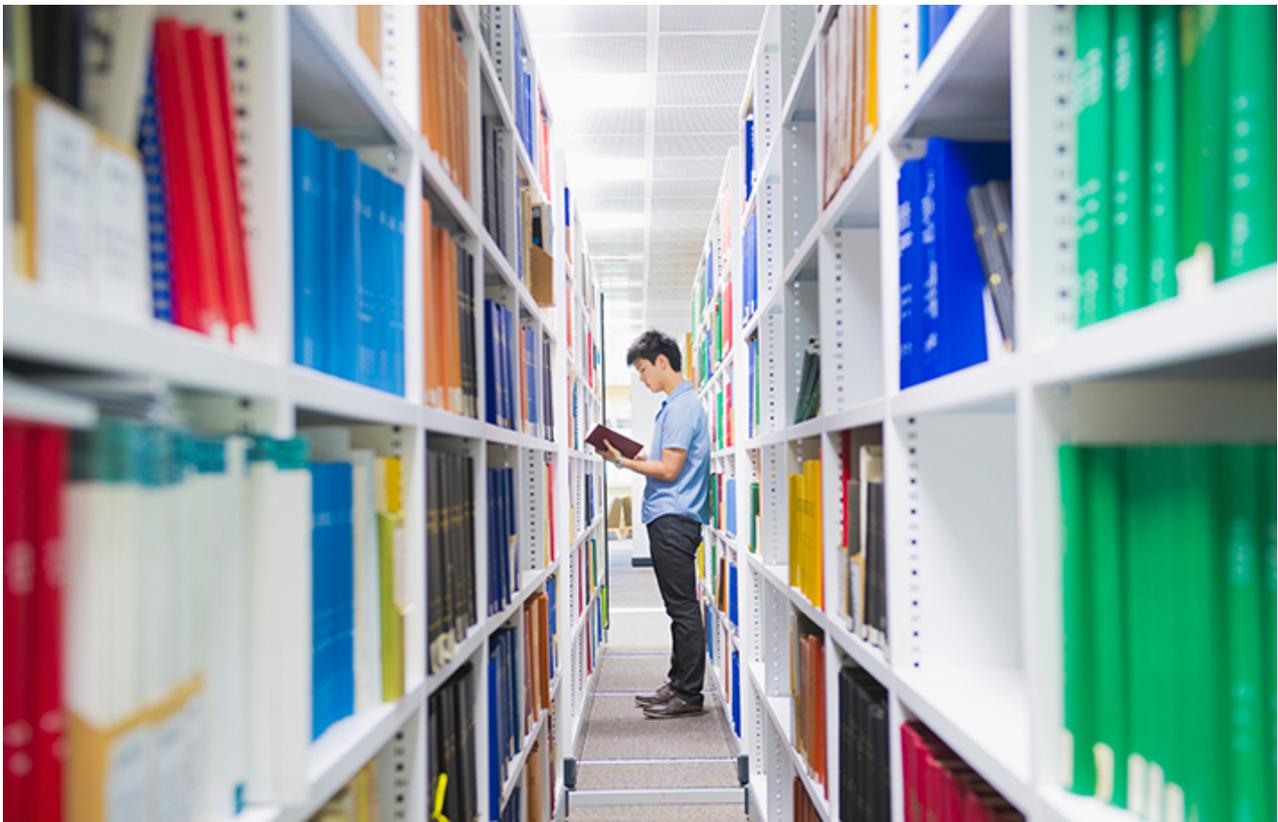
**INTERNATIONAL
CONFERENCE
Dublin, Ireland**



**BOOK REVIEW
WITH KIM BARKER**

ISODC

MARCH 2018 NEWSLETTER



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Letter from the Editors

by Rebecca Minor and Valerie Vales

Welcome to the Spring 2018 issue of the ISODC newsletter!



While the flowers are beginning to blossom with Springtime upon us, we hope that this edition of our newsletter finds everyone happy, healthy and blooming with excitement to find out what's new in the realm of ISODC!

So, let's spring right in and see what buds of knowledge have made their way into this March 2018 edition!

In this issue:

We are delighted to share a letter from our ISODC President, Mr. Roland E. Livingston,

Ed.D. In his letter, readers are reminded to please contact us with suggestions for ways in which we can evolve and continue to provide relevant and valuable information/services to our members. Also, the upcoming conference events are highlighted, affirming the belief that every person should consider attending these gatherings, as one and all have valued ideas to share.

We hope you enjoy reading the article titled "First Time Journey: Dublin Conference Planning" written by James Morris. This takes us on a witty and very entertaining tour, through the arduous tasks surrounding the planning process of a conference. He extends an invitation to each and every one of our readers to consider attending The International Society for Organization Development and Change conference "Leadership in Times of Turbulent Change" conference to be held in Dublin, Ireland from: 11th September to 16th September 2018.

Additionally, please join us as we formally congratulate both Stan Horwitz and Noble Kumawu for their mutual reappointments to the ISODC board! Also, meet the newest ISODC Board Member Rachael Narel. We are very happy for her and wish her all the best, in this new endeavor!

We are pleased to present the article "Stop Changing and Start Catalyzing Growth" by Patricia Roeding. In this article, the idea that culture change with regard to how people work and learn together should be via a growth mechanism as opposed to change. In this thought-provoking article, it is noted that growth approaches help to guide people towards the direction, with which they were already headed. Also, it highlights that as one grows, they spark the potential growth of others.

We had a great turnout for the January webinar on the upcoming Digital Disruption with Stan Horwitz. He taught us about how our world is going to be changing, there will be new business models, changing market demands and how we can take the reins and help organizations manage this process. As Stan urged, OD needs to help drive this

process and help businesses craft strategies that account for what is on the horizon and make the objectives real through technology and business innovations.

This month's webinar with Marcella Bremer was well attended as well. In this webinar Marcella shares a toolkit to help create a positive culture where people and performance can thrive! There is a review on Marcella's book in this issue as well. Both Stan and Marcella's webinars are available to listen to on the ISODC website under News/Events, then Webinar Library. We look forward to experiencing many more valuable webinars such as these!

On a very inspirational note, Kim Barker is grateful for all of the ISODC board members, and friends who contributed to help this young gal Sagel Kundieko, working with Janet Perez, from IODA South Africa, to get registered and all set for college this past January. Sagel is a refugee from Angola and Mozambique and needed help getting registered for school because of her immigration status. Many of ISODC rose to this challenge! Kim Barker and Janet Perez, along with Sagel Kundieko want to thank you for your kindness and generosity.

Finally, in this issue we take a look at a recent article "Google Spent Years Studying Effective Teams. This Single Quality Contributed Most to Their Success" by Justin Bariso. In this interesting article, research into team effectiveness is discussed and some actions which were found to build trust within teams identified. The article highlights the issue of what matters isn't so much who's on your team, but rather how the team works together.

SAVE THE DATE!

Benedictine University's Master of Science in Management and Organization Behavior program welcomes Matt Minahan, Ph.D., for: "**Strategic HR: Best Practices in Organization Development**" on Saturday, April 21, 2018 from 9:00 a.m. - 4:00 p.m at Goodwin Hall, Sorensen Hall of Leaders. For more information please visit: <https://www.ben.edu/manage/> or call

The International Society for Organization Development and Change & NEXUS4change presents the **2018 Information Exchange** centered around how you can better Collaborate – Innovate – Thrive in life and work! This will be held at Bowling Green State University, Ohio. The dates are 17th May 2018 to 19th **May 2018 at Bowling Green State University** at Levis Commons. There is also an exciting Pre-Conference Workshop on Managing, Measuring & Changing Organizational Culture. To register or for more information go to: www.ISODC.org. Submit questions to info@ISODC.org.

The International Society for Organization Development and Change presents "Leadership in Times of Turbulent Change". This conference will be held in **Dublin, Ireland. The dates are: 11th September to 16th September 2018.** For more information go to: www.ISODC.org or send questions to: info@ISODC.org

As a reminder:

Our next webinar will be during the May Information Exchange. It will be with Jeanne Maes, PhD, President Emeritus ISODC, and Kim Barker, PhD, ISODC Board member. The topic will be on Publishing for Mass Consumption: Grow your Brand and Your

Business. They will look at what online publishing tools abound today. They will also review targeted publishing opportunities in OD and beyond for articles, project reviews, and book proposals. Be sure to check the ISODC Facebook and LinkedIn pages for information regarding the date and time.

Please remember that if you would like to become even more involved with The International Society for Organization Development and Change (ISODC), please feel free to join both our Linked In and Facebook pages located at the following; LinkedIn: <https://www.linkedin.com/groups/3966514> and Facebook: <https://www.facebook.com/groups/260189577422487/>

We always welcome hearing from you regarding the work you are doing both for newsletter articles and for the Organization Development Journal (www.isodc.org in the members' only section). If you would like to submit an article for review to be published in an upcoming edition of the ISODC Newsletter or simply ask questions about the process, contact either Rebecca Minor at cebzo@hotmail.com or Valerie Vales at vvaales56@gmail.com, we hope to hear from you after reading this issue!

Remember- Don't be shy! If you would like to provide valuable suggestions or comments regarding upcoming Information Exchange opportunities or ISODC virtual roundtable discussions/webinars, feel free to contact myself or Valerie via email. Our aim is to provide group interactions that are both inspiring and useful to all of our members wherever they are across the globe, so we look forward to hearing your thoughts and ideas. Additionally, please share what we are doing with a friend and invite them to join our wonderfully diverse worldwide community of members by going to www.isodc.org!

Cheers and have a brilliant Spring season while taking time to stop and smell the roses!

Rebecca Minor and Valerie Vales, ISODC Newsletter Editors

Letter from the President

Greetings to You All:

Spring is on the horizon and ISODC is springing forth with exciting happenings. By now I hope that you all have heard about and are considering joining us at the 2018 Information Exchange in May at Bowling Green University. The program committee has put together an exciting array of presentations and workshops. You can find more information about that here in the newsletter, as well as on the ISODC website.

Check it out and make your plans now to join us there.

I am really excited about the growing interest in ISODC webinars, the most recent of which featured Marcella Bremer discussing her work and book on "Developing a Positive Culture." I was thrilled that this was the second in a row webinar that featured a presenter from outside of the U.S. That is a clear indicator of the international reach of the ISODC. It is one of the things that sets ISODC apart



In addition to the May Information Exchange, make sure to get your passport in order and plan to join us in Dublin in September for our International Conference. Again, the program committee has put together a spectacular event, including pre-conference workshops and an opportunity for post-conference tours. Look for additional information on this at the ISODC website.

As in past newsletters, I continue to encourage you to suggest ideas for something you wish that ISODC would take on and offer to its members and to the field of OD. All you need to do is to let us know what your particular passion is that can serve ISODC and we will consider it.

It's as easy as sending a message to me at: info@isodc.org to let us know how you believe you can make a difference.

Whether you have a new idea or not, I encourage you to be an active and involved member. This is the place where you can use your behavioral science knowledge to collaborate on plans to develop, improve and reinforce our strategies, structures and processes to increase our effectiveness in serving our members and the field of OD.

I reiterate a message from an earlier Newsletter. If you feel that you are not well known enough for any of this, let this Spring be the season of change where you decide to step out and try to make a difference in building a more effective ISODC. I promise you will be noticed for all the right reasons. There is no more crucial skill needed than the ability to help the organizations and institutions in which we all work and play to navigate the increasingly turbulent currents of change.

Happy Spring

Roland Livingston

Stop Changing and Start Catalyzing Growth

by Patricia Roeding

But why would we want to? Given all that people have on their plates why would we focus on moving from change approaches to growth approaches?

It's all the talk no matter what field or industry you're in that everything is shifting. For quite a while now, in all manner of organizations, we've been using change perspectives and change approaches trying to keep up with it, or take advantage of it, or stay head of it. One of the shifting arenas where there is a lot of emphasis now is culture. When I refer to culture, I'm referring to culture as how we work and learn together.

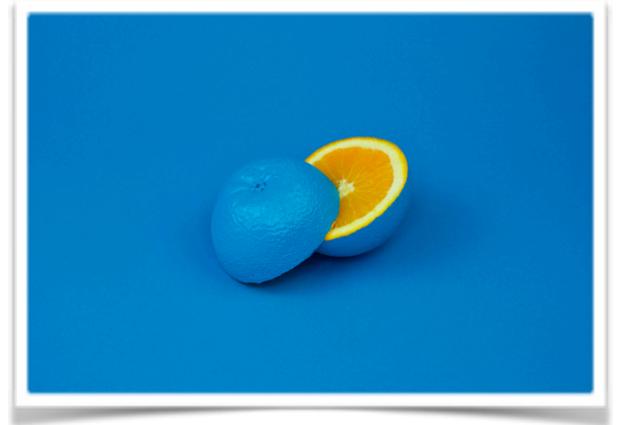
Change

Change, (to make or become a different substance entirely)

The Typical Way People have Worked with Culture is "Culture Change"

In change approaches there is a sense that the culture is not what it should be or what is wanted. It's then decided to change the culture from what it is in to something else. Unfortunately it doesn't work that way.

We are caught thinking that moving from one way of how we've worked or learned into another way is a matter of change.



Growth

Grow, (to undergo natural development, come into existence and develop)

Growth is More than a Mindset, Growth is Possibility and a Guide for Action .

An acorn begins with its essential blueprint. Over time the acorn grows. How it looks changes. How it functions changes. Even though its essential identity and blueprint remain unchanged, with care and good conditions it grows to fulfill its potential. People and cultures are the same. Cultures grow. People grow.



The only way to shift to new ways of working and learning together is to grow, learn and discover our way forward into them. It happens in small ways, naturally and consistently over time if nurtured, cooperated with and if we're provided with good conditions in which to grow.

In our classrooms, teams, schools and organizations the most effective and efficient way to work with culture is to catalyze the growth of our people into new ways of working and learning together.

Years ago, I was a third grade teacher. It was spring, towards the end of the year, at the time teachers begin contemplating the next year. There was a second grade student, Toby, who was having serious problems at home and at school. **At home he was organizing gangs of children to beat up other children.** At school, on some days I saw Toby screaming and being carried out of the building by the police. My one thought was, "Oh next year, give me anything but him!" (Spoiler alert, I never thought that again.)

No surprise to you, guess who was on my class list as the next school year started, Toby! Despite my years of experience and background with children with emotional/behavioral issues, "What am I going to do?" cycled in and out of my mind.

At first I just observed Toby, trying to find a clue. **What I realized was that Toby was a natural leader.** Children would do anything for him.

It became clear that although Toby had serious issues in his life, something wanted to grow. And what wanted to grow was leadership. It was spilling out of him! Maybe in aggressive and violent ways, but it seemed that if I was seven years old with strong leadership capacities and challenging life circumstances that that strength would come out anyway it could. **What wanted to grow was his ability to use his leadership strength in positive ways.** Now there was a direction forward, but I wasn't sure what the next step was.

Soon after that, Toby came up to me and said that he had written a play and asked if he could put it on. "Yes!" flew out of my mouth. I ate my lunch in the classroom, so that Toby could practice the play at recess. On the first day, the children came into the room with Toby behind them. **I didn't know what would happen, would he yell, become aggressive...?** I decided to just sit at my desk, appear to be working, keep an eye out and only intervene if necessary.

In a commanding voice, Toby started directing everyone. "Line up! Stand still! No talking!" And they did. He gave his orders, "If you want to be in this play you have to follow directions and learn your lines. If you don't do that, you are out!" That first practice went just fine, and so did all the rest. The play toured various school classrooms. Toby's parents couldn't get off work to come see it, so the school psychologist videotaped the play for Toby to take home. **Everything shifted.** Toby never had another behavioral issue that year or the next year while he was in our district.

How can this example with Toby help us distinguish between change and growth perspectives?

by Patricia Roeding

Starting with change thinking, take a minute and think of a time someone wanted you to change in some way.

Remember it clearly. What did it feel like?

How did you feel about yourself?

How did you feel about the person who wanted you to change?

Now, let's turn back to Toby. The typical thinking about Toby as the school year started would be either:

There's a problem with Toby and he has to change.

OR There's a problem with Toby's behavior and his behavior needs to change.

If I had approached Toby that way, as if there was something wrong with him or what he was doing, he would have felt that. **And I would have created resistance. Why? Because I would have been resisting Toby, who he was and what wanted to grow.** I would have spent time gathering data, writing behavior plans, implementing rewards and consequences.* And unless I was able to somehow manage his behavior, it would have escalated. All the time struggling with him and not meeting the real needs for growth, learning and experience.

Instead: I thought.

- Something wants to grow.
- What is it?
- What's needed in order for that to grow in a positive and constructive way?

So instead of there being something or someone to change, **Toby and I were in this situation together.** He growing leadership and self-direction, and I was growing into more positive and effective ways to help children learn and grow. **Our growth was interdependent.**

Growth thinking and growth approaches create the conditions for people to move forward in ways that they are already moving.

It doesn't mean that there aren't challenges. There are. It doesn't mean things don't fail, they do. It's not a quick fix or a magic pill. However, we naturally want to learn, grow and experience new things. When we approach people, our work and life from a growth perspective, it creates opportunities, because we are both working with what is and with what naturally is emerging. **Catalyzing growth supports movement in the directions that we naturally want to go.**

I had no idea what would work with Toby until I understood that he was growing leadership. **No amount of dissecting his past or his past behaviors would have helped him grow into something he'd never experienced and didn't even know was possible.** No program, method or plan would have moved him from where he was to where he ended up. He was learning his way forward. He needed positive experiences to learn how to lead in constructive ways. I just kept looking for what would be the next step and the next, recognizing and acknowledging growth as it happened.

One benefit of working with growth is that you need fewer if any external rewards.* **When people are growing, the process of growth is what's rewarding. The experience of using our strengths and developing them is inherently rewarding.** Children learn to walk without external rewards. The process of growing our physical capacities and engaging with the larger world while learning to walk is reward itself.

Think of Toby. He was expressing his natural strength and developing leadership skills when he was organizing gangs. **That's powerful.** What was more powerful was the experience of expressing his strength in a way that was more positive, constructive and inherently rewarding for him and the people he was leading.

Growth is interdependent and generative.

Our growth as individuals impacts the people around us. It sparks the possibility of growth in others. Toby's growth process sparked my growth, and my growth process sparked Toby's growth! **When we choose to learn and grow together, our movement forward is exponential and fuels an upward spiral of competency, effectiveness and mastery.**

It's usually not so clear, direct and life changing as it was in this incident with Toby. The simplicity of this example makes it easy for you to start to experiment with growth. **And although this exploration focused on working with an individual the principles and processes are the same with teams, groups and organizations.**

Working with growth involves a growth mindset, a growth approach, becoming a growth catalyst and creating a growth culture and environment.

Where do you want to focus on catalyzing growth today?

Remember to:

- Start where growth "wants" to happen, where there is readiness and willingness to grow.
- Start small with a whole person (even just yourself)
- Start with what is meaningful and important to people.
- Give choice, the freedom and the responsibility to say yes or no.
- Focus on cultivating capacities.
- Culture (new ways of working and learning together) is always created "with" people, not for people.

The way forward is to explore, experiment and learn our way into discovering what works. **Now is the time to grow our capacities as individuals and organizations to grow into the unknown future and create our way through uncertainty to new ways of working and learning together.** We can learn from things around us, yet we have to grow our own way forward. It's time for us to become "growth catalysts" catalyzing our own growth and the growth of the people, teams and organizations we're part of.

All the best in your growth!

Patricia Roeding

Founder: Living Culture Design

Learning Culture Innovators Lab

Learning Culture Innovation and Design Studio

**There is a role for data, behavior plans and extrinsic rewards. I have used them when needed for a student's growth. AND they function differently when used from change perspectives and approaches than they do when used to catalyze growth through growth perspectives and growth approaches.*

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Patricia has been on a 24-year "learning and design journey." On this journey, Patricia has participated in and facilitated experiences cultivating positive, innovative and reactive cultures. She has worked in education, social change initiatives, as well as in business and entrepreneurship.

Patricia has developed:

- The Living Culture Framework™ for understanding what culture is and how to work with it.
- The Living Culture Design Process™ a co-creative, learning and design process for approaching culture as a living system.
- Culture Capacities for 21st Century Cultures of Creativity & Contribution
- Catalyzing Growth Framework: Moving from Mindset to Action™ a tool for making mindset pragmatic and applicable in daily life and work.

You can connect and learn more www.livingculturedesign.com

Book Review: Developing a Positive Culture where People and Performance Thrive, Marcella Bremer

by Kim Barker

This book is for leaders, employees, colleagues, clients and coaches.

Basically, it is for anyone who wants to learn more about culture, and/or improve the culture of their organization, from the Practitioner to the Scholarly level.

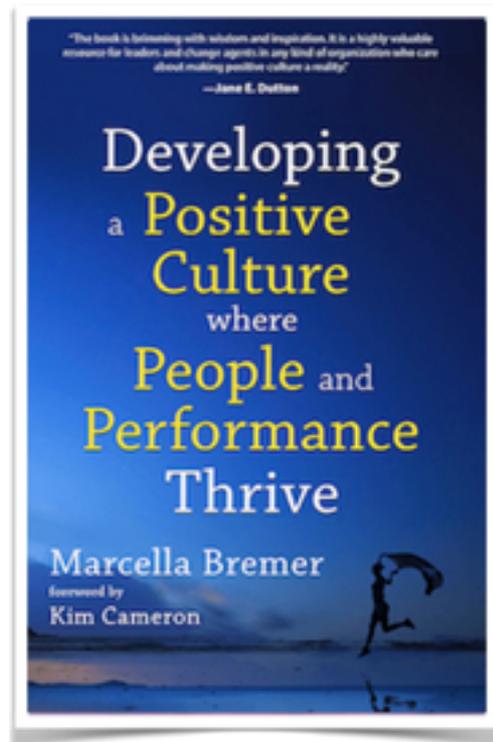
With such a small percentage of employees in today's world feeling truly engaged at work, this book is a call to action and a roadmap on how to create a positive culture. In this book, each part builds on each other to help make your organization be more positive and productive.

In Part 1, Ms. Bremer begins by Looking at What is Positive Culture. Edgar Schein defines culture as the “deeper level of basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define it in a basic ‘taken for granted’ fashion. It’s an organization’s view of itself and its environment.” Tony Hsieh, the CEO of Zappos says, “For organizations, culture is destiny.” (Bremer, 2018). A brief history of the study of culture, the models, and the importance of them all is shared as well. Marcella also researches and explains why a Positive Culture at work is so important and why it matters, especially in today’s world.



In Part 2, Ms. Bremer uncovers what personal preparation is needed to develop a positive culture in your organization. This section is a must for developing your own best possible self. Positive people create positive organizations. To be a positive change agent, one must know themselves first, including their purpose, strengths and values. This section also looks at the importance of mental maps, challenging limiting beliefs, and checking your energy and attitudes. Sometimes it is the smallest transitions that can have the biggest impact. We must be the change in the world we wish to see!

In Part 3, Ms. Bremer explores Interaction Interventions that one can do without resources or permission from others, regardless of what their position is. I was so excited to see this because I am a believer in the power of the intervention. Culture emerges from each action you create (the intervention) and which cultural tools you use when setting up the intervention. All groups, including teams, colleagues, departments, etc, together have the capability to create change and have an impact on culture.



Also, in Part 3, there is a section for leaders specifically which reviews how to develop and embody a positive culture. It reviews what Ms. Bremer says are the four ingredients of a positive culture: positive awareness, connection and collaboration, positive meaning and learning and autonomy.

In Part 4, Ms. Bremer explores how Change Circles can create positive change from small groups to throughout the entire organization. She also looks at how you can make your culture more positive using the Competing Values Framework. She also addresses how to create safety and respond appropriately when there are "monsters" in your midst.

Marcella Bremer, thank you for your toolkit to help create a positive culture where people and performance can thrive! I highly recommend this book.

Kimberley Barker

March 2018

Reference

Bremer, Marcella. (2018). Developing a Positive Culture Where People and Performance Thrive. *Motivational Press, Inc.* Melbourne, Florida.

Biography:

Marcella Bremer, MScBA is an author and consultant. She helps leaders, employees, consultants, and other professionals make a difference at work with positive leadership, change, and positive culture.

She is the co-founder of the culture survey website www.ocai-online.com and the online Positive Culture Academy at www.postive-culture.com. Her Leadership & Change blog offers weekly inspiration at www.leadershipandchangemagazine.com.

Kimberley Barker, Ph.D. is an educator, author, and speaker. With a passion for Teaching, Learning, OD and Advocacy, her research interests include: Global Organization Development, Cultural Competence and Dilemma Reconciliation, Conflict Resolution, Gender Equality and Inclusion in Organizations, Positive Business, Measuring Employee/Customer Satisfaction, Change & Compassionate- Lean Leadership.

She is also dedicated to having women and young people read more non-fiction books!

Google Spent Years Studying Effective Teams: This Single Quality Contributed Most to their Success

The best companies are made up of **great teams**. You see, even a company full of A-players won't succeed if those individuals don't have the ability to work well together. That's why not too long ago, Google set out on a quest to figure out what makes a team successful. They code-named the study Project Aristotle, a tribute to the philosopher's famous quote "The whole is greater than the sum of its parts."

To define "effectiveness," the team decided on assessment criteria that measured both qualitative and quantitative data. They analyzed dozens of teams and interviewed hundreds of executives, team leads and team members.

The researchers then evaluated team effectiveness in four different ways:

1. executive evaluation of the team;
2. team leader evaluation of the team;
3. team member evaluation of the team; and
4. sales performance against quarterly quota.

So, what did they find?

[Google published some of its findings here](#), along with the following insightful statement: The researchers found that what really mattered was less about who is on the team, and more about how the team worked together.

What mattered most: Trust.

So what was the most important factor contributing to a team's effectiveness?

It was psychological safety.

Simply put, psychological safety refers to an individual's perception of taking a risk, and the response his or her teammates will have to taking that risk.

Google describes it this way: In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

In other words, great teams thrive on trust.

This may appear to be a simple concept, but building trust between team members is no easy task. For example, a team of just five persons brings along varying viewpoints, working styles and ideas about how to get a job done.

In my forthcoming book, *EQ, Applied: The Real-World Guide to Emotional Intelligence*, I analyze fascinating research and real stories of some of the most successful teams in the world.

Here's a glimpse at some of the actions that can help you build trust into your teams:

Listen first.

To build trust, you must respect how others think and feel. That's why it's important to listen first.

When you regularly and skillfully listen to others, you stay in touch with their reality, get to know their world and show you value their experience. Active listening involves asking questions, along with concentrated effort to understand your partner's answers--all while resisting the urge to judge. Careful listening helps you identify each individual team member's strengths, weaknesses, and style of communication.

Additionally, you send the message that what's important to them is important to you.

Show empathy.

Beyond listening, try your best to understand your fellow team members and their perspectives. This is called cognitive empathy.

But you'll also benefit from showing affective, or emotional empathy. This means attempting to share the feelings of another.

For example, if a colleague shares a struggle, you may think: "Well, that's not such a big deal. I've dealt with that before." When this happens, try to think of a time when *you* felt stressed or overwhelmed, and draw on that feeling to help you relate.

Be authentic.

Authenticity creates trust. We're drawn to those who "keep it real," who realize that they aren't perfect, but are willing to show those imperfections because they know everyone else has them, too.

Authenticity doesn't mean sharing everything about yourself, to everyone, all of the time. It *does* mean saying what you mean, meaning what you say, and sticking to your values and principles above all else.

Set the example.

Words can build trust only if they are backed up by actions.

That's why it's so important to practice what you preach and set the example: You can preach respect and integrity all you want; it won't mean a thing when you curse out a member of your team.

Be helpful.

One of the quickest ways to gain someone's trust is to help that person.

Think about your favorite boss. What school he or she graduated from, with what kind of degree, and this person's previous accomplishments--none of these details are relevant to your relationship. But how about when this boss was willing to take time out of their busy schedule to listen, help out, or get down in the trenches and work alongside you?

Trust is about the long game. Help wherever and whenever you can.

Disagree and commit.

As Amazon CEO Jeff Bezos explains, to "disagree and commit" doesn't mean "thinking your team is wrong and missing the point," which will prevent you from offering true support. Rather, it's a genuine, sincere commitment to go the team's way, even if you disagree.

Of course, before you reach that stage, you should be able to explain your position, and the team should reasonably weigh your concerns.

But if you decide to disagree and commit, you're all in. No sabotaging the project--directly or indirectly. By trusting your team's gut, you give them room to experiment and grow--and your people gain confidence.

Be humble.

Being humble doesn't mean that you never stand up for your own opinions or principles. Rather, it means recognizing that you don't know everything--and that you're willing to learn from others.

It also means being willing to say those two most difficult words when needed: I'm sorry.

Be transparent.

There's nothing worse than the feeling that leaders don't care about keeping you in the loop, or even worse, that they're keeping secrets.

Make sure your vision, intentions, and methods are clear to everyone on your team--and that they have access to the information they need to do their best work.

Commend sincerely and specifically.

When you commend and praise others, you satisfy a basic human need.

As your colleagues notice that you appreciate their efforts, they're naturally motivated to do more. The more specific, the better: Tell them what you appreciate, and why.

And remember, everyone deserves commendation for something.

By learning to identify, recognize, and praise those talents, you bring out the best in them.

Bariso, Justin J., (Jan. 2018). Inc. magazine. Retrieved from:

<https://www.inc.com/justin-bariso/google-spent-years-studying-effective-teams-this-single-quality-contributed-most-to-their-success.html>.

Meet the newest Board member: Rachael L. Narel, Ph.D., CISA

Rachael has spent over 18 years in the IT and software fields, having experience in virtually every functional area of an organization through both team and leadership roles.

Her diverse background includes organization development, change management, strategic planning and process improvement, product management and marketing, new product development, and customer service, sales and support.



Rachael is an Assistant Professor at Benedictine University where she teaches in the Master of Science of Management and Organization Behavior program.

She is also a Solution Strategist at Peters & Associates. There she partners with clients and prospects to understand business vision, goals, and challenges, and assists in uncovering business solutions and technology that will help immediately and in the future with a focus on user adoption and change management practices.

Events

BenU Spring Lecture Series

For more than 50 years, the scholars within Benedictine University's Master of Science in Management and Organization Behavior program have brought the world's best leaders to campus.

Please join us in welcoming Matt Minahan, Ph.D., for:

**"Strategic HR:
Best Practices in Organization Development"**

Saturday, April 21, 2018

9:00 a.m. - 4:00 p.m.

Goodwin Hall, Sorensen Hall of Leaders

Sponsored by the Master of Science in Management and Organizational Behavior and the Ph.D. in Organization Development programs.

"Strategic HR: Best Practices in Organization Development"

In order to succeed in your ever-expanding role in crafting your company's strategy, shaping culture, designing how work gets done and determining priorities in running the business, you will need to utilize core Organization Development Skills.

Join us and Matt Minahan in this seminar to discuss Strategic HR: Best Practices in Organization Development.

Matt Minahan has worked for more than 35 years at helping organizations build capacity. He works with senior executive teams on enterprise-wide change programs to meet new business challenges in their external and internal environments, develop new business strategies, and redesign their organizations from the bottom to the top.

Matt's work includes collaborative design and facilitation of strategic planning, organization design, organization structure, leadership development, communications, business process simplification, and culture change. These change programs often include Action Research based interviews and focus groups, a frank self-assessment by the organization of its strengths and weakness, stakeholder analysis, external benchmarking, and work on alignment among the organization's business strategy, values, mission, and leadership philosophy.

His executive coaching with leaders focuses on goal setting, communication and involvement strategies, management practices, personal style, use of time, priority setting, decision making, and the effective delivery and receipt of feedback.

Matt served on the Board of Trustees of the Organization Development Network for seven years from 2009 to 2015, including as vice chair, co-chair, and chair. He is also an active volunteer and former board member both of NTL Institute and the Chesapeake Bay OD Network, as well as being an executive in institutional change and strategy at World Bank in Washington D.C.

***This event is free with lunch available for purchase.
You are encouraged to bring your boss, coworker or client.
Please be sure to register yourself and your guests.***

Pre-Conference Workshop on Managing, Measuring & Changing Org. Culture

May Information Exchange in Perrysburg, Ohio



Managing, Measuring and Changing Organizational Culture

An innovative hybrid online course including a live (in-person or zoom webinar) conference workshop offered by ISODC, and iCAL.

This course combines the best of online, onsite, and video conference formats.

This course begins with a three-hour session to be offered at the ISODC/Nexus4Change Information Exchange on May 16, 2018. from 2-5pm.



Roland Livingston, EdD (faculty) is an Organizational Development Consultant and Educator whose work has focused on Diversity Management, Team Building, Leadership Effectiveness and Executive Coaching.



Kim Barker, PhD (faculty) is an educator, author and speaker whose work has focused on Cultural Competence & Dilemma reconciliation and Global Organization Development and Change.



Jerry Glover, PhD (faculty) is an author, consultant, and educator whose work has focused on reconciling cultural differences in economic, community, and organizational development.

Participants in this course will learn an approach developed to make sense of culture and how it provides meaning for organizations.

Well-tested and applied models and methods for understanding, measuring, and managing organizational culture are provided as background for course participants.

Cultural dilemmas are used as a method to assess and plan an organizational culture for a Mars colony.

 **\$175**

 **Dr. Kim Barker**
kimjbarker@gmail.com

Continuing Education Credits are awarded by FIT Continuing Education, HRCI and SHRM.

Next Conference: May 17-19, 2018: Ohio Information Exchange

The International Society for Organization Development and Change & NEXUS4change presents the 2018 Information Exchange!

Join us May 16-19, 2018, in Perrysburg, Ohio, for a one of a kind conference with top leaders, scholars, practitioners, and thinkers from around the world to:

- **Collaborate** - catalyze individual, organizational and societal growth
 - **Innovate** - advance research, education, and advocacy
 - **Transform** - guide change that matters in our world
- Come, learn, and share your own best practices. Reconnect with colleagues and meet new friends.
 - Advance your professional network, build your toolkit, and immerse yourself in the world of deep transformative change.
 - Accelerate your competence and confidence in leveraging the power of collaborative approaches that equip organizations and communities to tackle 21st Century challenges.
 - Please go to www.isodc.org to register for the Pre-Conference Workshop and the Conference and for all of the conference details!

Why:

We need you! This is the annual ISODC conference and we know you will flourish in your own personal and professional development and help colleagues flourish by attending this event.

Entertainment:

There are many exciting options in beautiful Perrysburg, Ohio including shopping and lots of outdoor activities!

We hope you can join us in May!
This is a conference not to miss!

[Click here for Conference Details and Presentation Submission Information**](#)**

Sept. 17-21, 2018: Dublin, Ireland Conference by James Morris

First Time Journey: Dublin Conference Planning

For those who have planned many conferences you may have many other items that can be added to this newsletter. This being my first conference, have had many ups downs and sideways. Planning any successful conference takes scheduled detailed planning along with using thoughtful tools that others have developed. Even if a person has experience, it would be a daunting task to put a conference together alone, if it is even possible. Let us explore some of the items that are required to take on such a task.

One of the first things that you must do is have a group of people with experience to assist you. There are so many things that have to be done that an individual may not think of. When I started this task, I thought it would be an easy thing. I thought that you find a location, get some speakers and, "whamo", you have a successful conference. What initially did not come to my thoughts was items such as, task list, themes, venues, equipment needed, keynote speakers, location, marketing, budget, etc.

When thinking of a theme, you must have something that students, organizations, academia, NGO's and others will want to come to. What is the overarching theme that they would say, "that sounds exciting, I must attend". Your keynotes must see something in it to make it worthwhile to come and speak. If your theme is boring or does not have a punch, then many will not attend just by the title alone. This is one item needing thoughtful consideration. In developing the theme, you probably are going to need someone who is seasoned in the field. This person should be part of your planning committee, along with someone who is great at tracking everything that is involved and someone who has experience in conferences and seminars. Now you may have the foundation of your committee. Now you can begin to outline your task list. This task list must have deadlines, names of those who will assist and much more. The planning task list that was developed for the upcoming conference in Dublin Ireland was 7 pages long. It was this detail that has so far allowed for the proper planning. Never underestimate the power of a good task list.

An item so far not discussed but is very important is, how far out do you need to plan a conference. For an international conference at least 18 months to 24 months is. More time is better. There are so many unknowns that it is hard to predict what will cause changes, such as politics, climate, access to airports, transportation, even your own board members, etc... Another item you must always be in mind, is the culture of the country or location where you will be holding the event. What do you do if the culture is completely different than yours? Some cultures prefer person to person

communication and others, you may do everything by email or phone calls. On a domestic conference (assuming you and your committee are from that county or have intimate knowledge of it), you may be able to get away with less than 18 months, however, doubtful. A domestic conference planning may not be much different than that of an international one. It is easy to under estimate what is required for a successful domestic conference. One may always think, there is time to do your task list. One day you wake up and realize the conference is only 3 months out and you forgot to confirm all of your keynote speakers. Soon afterwards you receive a call from your preferred hotel, the hotel has cancelled the blocked rooms, and can no longer give you a favored price. This is the hair pulling moment. Luckily, I have no hair to pull. For planning, allow 18 months to 24 months and you may be able to avoid the pitfalls of a doomed conference.

Now you are 8 months out, you feel happy, you have completed everything on your task list, you scratch your head with a smile, and say what is next. Marketing!!!. What is that? How many of us have marketed anything? I can say that I market myself through my CV or resume and that is about it. How will I get people to come to this well-planned event? Who do I send this information, so participants register? If you are too late students and teachers have already planned out their school semester. NGO's have conducted their semi-annual planning and budgeting meetings, and now you end up with 20 people at a conference with a cost of eight thousand plus dollars. One quarter are board members who do not pay conference fees. This is a nightmare for your board president and treasurer.

Planning a conference is a great adventure. It is exciting like climbing a mountain or visiting a place you have never been, but always dreamed of. If you head up a mountain or visit a place in a foreign country, what do you do? You plan the trip, you plan for contingencies, you plan for emergency actions. Planning a conference is no different. Volunteer for planning a conference, create your task list, work that task list then, travel down that path and enjoy the fruits of a successful conference.

Now the results of this planning for our upcoming ISODC conference in Dublin, Ireland from September 17 to 21, 2018. We are planning to consult with local organizations, great workshops, presentations and awards for student and other ODC professionals, renown ODC keynote speakers, and networking with the experts in ODC.

The conference has timely, quintessential topics for everyone interested in ODC. Our beginning day of the conference provides an opportunity to participate in a consulting exercise outside of your own country (in most cases). The planned workshops are enlightening with Alana James examining Action Research and Terry Armstrong investigating consultancy. If you have an idea for a workshop, contact us through our website. Presentations are planned for students and academics. Want to present and maybe win the Innovative Idea Award, contact us. The conference has opportunities for everyone.

For students, present yourselves professionally to an audience of great ODC thinkers and receive feedback on your ideas. Academia professionals, consultants, and publishing experts will assist you by guiding your writing and thinking. Not bad, and the price of admission right now is free!

NGO and government participants will have the opportunity to network with ODC scholars and professionals, expert in the field. With participative organization development consulting, a chance to grow in your skills will enable you to better use the best practices of ODC. Experiences at the conference can be taken home to share with your colleagues.

Consultants will meet the professionals in the field. Collaborate with some of the most experienced, skillful co-workers in the profession. Plan to meet with your contemporaries as we are planning on free time for networking. Workshops provide hands-on experiences you can use in your practice and this opportunity for participation in an international conference is great material for your resume.

Academics, present your paper. You will receive invaluable feedback and the opportunity to meet with the Editor of the Organization Development Journal to learn the ins and outs of being published. Receive credit at your university for an academic presentation at an international conference.

Our key note speakers are exceptional, and you must meet and hear them. Their presentations are interactive, and you will have the opportunity to sit with them and learn from their knowledge. **Henri Savall** is the founder of the SEAM approach to management that looks at socio economic approaches to managing a company, and his daughter, **Amandine Savall**, a scholar-practitioner at ISEOR research center (France) and talented practitioner in her own right will assist her father. **David Coghlan**, from Trinity University in Dublin, is a renowned practitioner in action research and has taught many helpful seminars on the effective use of this discipline. **Wayne Boss**, from the University of Colorado, is the Editor of the OD&C Newsletter for the Academy of Management and a leading consultant that graced ISODC members in the Manitou Springs, Colorado conference with a memorable approach to practice that many remember.



Just for fun, plan to tour Ireland at the end of the conference, and visit the famous Guinness Storehouses, Jameson Irish Whiskey tour, and the Dublin Tapas walking tour. The 5200-year-old Newgrange, which is older than Stonehenge and the Great Pyramids, is within driving distance.

We are looking forward to greeting and meeting you at the ISODC, Leadership in Turbulent Change Conference. For agenda, venue and accommodation details, checkout our website www.isodc.org.

Hope to see you there!

