

**Friday, October 28, 2011**

**1:00 PM - 5:00 PM: Pre-Conference Seminars (fees apply)**

**Seminar 1: OD and Change Essentials for New and Developing OD Professionals**

Marilyn Laiken, PhD, Canadian Organization Development Institute

OD practitioners often enter the field through the “back door.” They may be practicing HR professionals, trainers, line managers, academics or others who develop an interest in organizational change. This workshop will use experiential methods to present the history of OD, the theory behind OD practice, and expand participants’ repertoire of intervention strategies and approaches. Additionally, the workshop will provide entry-level OD professionals knowledge and self-confidence to further pursue an OD career.

**Seminar 2: Sustaining Change - Building Organization Capability by Creating Change Agents**

Lisa Zweber-Smith, Implementation Institute/ROI Consulting and Implementation

Terry Smith, Implementation Institute/ROI Consulting and Implementation

In today’s economy, businesses are more focused than ever on achieving the return on investment they make in the initiatives in which they invest. To achieve the results they are looking for requires not only designing the right strategy but fully implementing it and that often means employees operating in a new way. Effective change management requires individuals who are skilled in driving employee behavior change as well as building organizational capability to manage subsequent changes. As practitioners, one way to extend our reach within an organization to drive behavior change is by building an internal network of change agents.

This highly interactive workshop was designed to introduce a framework for thinking about change and to build the skills necessary to become a change agent by utilizing an innovative approach to teach change management concepts.

Through the use of a computer driven business simulation, participants are given the chance to experience the results of their choices made while managing large-scale change in a simulated organization. In addition to this unique learning methodology, participants are also introduced to the eight critical success factors for managing change, theory/concepts behind them and are given ample opportunity to apply the concepts to real world examples. Participants will not only enhance their own knowledge about managing change but will develop skills to help them build a network of change agents within the business to increase the clients’ change capability resulting in longer term sustainability of change efforts.

This intense two-day workshop is intended for those responsible for implementing change in an organization; project leaders and/or project team members, internal or external OD consultants charged with building capability in their organization; and organizational leaders that want to maximize change efforts to improve bottom line results.

Participants can reasonably expect to take away with them:

- A framework for increasing the effectiveness of implementation/change efforts
- Increased ability and understanding of the importance of managing organizational politics during change implementation
- Recognition of how to effectively manage relationships within the organization to drive a desired outcome
- Their visceral reaction to seeing the results of choices they make, individually and cumulatively, as they manage a simulated change
- A variety of change management tools, templates and assessments used to gather and analyze data for successfully managing the change
- Increased understanding of what is required to build a network of internal change agents to implement and sustain the change within the client organization

## Saturday, October 29, 2011

8:00 AM - 9:00 AM

### **Continental Breakfast**

### 9:00 AM - 4:00 PM: Pre-Conference Seminars continued (fees apply)

Seminar 1 (cont.): **OD and Change Essentials for New and Developing OD Professionals**

Seminar 2 (cont.): **Sustaining Change: Building Organization Capability by Creating Change Agents**

### 9:00 AM - 4:00 PM: One Day Pre-Conference Workshops (fees apply)

#### **Workshop 3: Achieving Success as an Internal Consultant**

Beverly Scott, Bev Scott Consulting

B. Kim Barnes, Barnes and Conti Associates, Inc.

Success as an internal consultant requires more than technical expertise, theoretical concepts or experience as an external consultant. This workshop will review the challenges and paradoxes of the demanding role of the internal consultant, offer ideas and tips to lay the foundation for success and provide a review of the internal consulting process. Participants will study various models and practice the skills of influence and negotiation key to the success of the internal consultant. Each attendee will be able to gauge their location on the internal consultant's career ladder and learn what is required to build consulting mastery. This interactive session will include the opportunity to practice skills, learn models critical to the success of the internal consultant and discuss and share ideas with others in similar roles.

#### **Workshop 4: International Cultural Competency and Consulting Practice**

Andrew Simpson, World Vision

Katherine Farquhar, AU/NTL MSOD Program, American University

Kohei (Ken) Nishikawa, Konan University

Susan Domotor, Colgate-Palmolive

Kate Cowie, The Chaos Game

OD practitioners increasingly work outside their home nation: with a global firm, government agency or multinational NGO. In this workshop, international practitioners from 4 continents will engage participants in the theory and practice of global OD. We will examine cases of international OD projects (Africa, Asia, Europe and multi-continent) and discuss key aspects: Context, Client, Consultation and Use of Self. Then, in teams with our panelists, participants will respond to a request for OD from a multinational client and examine the realities of global OD practice. Join us to learn what's next for you in cultural competency and global OD consultation skills.

#### **Workshop 5: A Blueprint for Effective Contracting: Managing This Complex, Critical Process with Greater Precision and Confidence**

Judith Vogel, Glaser & Associates, Inc.

Peter Norlin, ChangeMind Consulting

If, as Peter Block has suggested, contracting is the single most important process in the life cycle of an OD intervention, then the contracts we create with our clients must confirm our professional competence, our personal integrity, our commitment to service and accountability—and why working with us will be a smart investment. Clearly, the act of contracting is a highly-charged exchange that requires us to balance and control a number of complex personal and interpersonal dynamics. If you are ready to explore this process more deeply, this workshop introduces an integrated model that enables us to understand and manage this relational “field of engagement” with great precision. First, we'll consider how we might position ourselves strategically in the moment to create a trustworthy, mutually-satisfying contract. We'll then focus on guiding contracting conversations to talk about both expected and unanticipated results, and we'll end by offering a case study as a practice field for integrating our collective learning. If you'd appreciate more clarity and confidence during your contracting conversations, join us!

**12:00 PM – 1:00 PM: Lunch**

## **1:00 PM - 4:00 PM: Half-day pre-conference workshops (fees apply)**

### **Workshop 6: What Would You Do If...?**

Marvin Weisbord

Sandra Janoff

As an extension of our 2009 Kurt Lewin session, we'll be talking about everything you ever wanted to know about systems change—personal, group, and organizational—that can be squeezed into three hours without rushing. There will be no PowerPoints, lectures, or group exercises. Bring your experience, and then plan to talk, listen, or space out as you wish. We promise dialogue, fun, and unpredictable insights.

### **Workshop 7: Use of Whole Self and Organization: An Experiential Workshop**

Terri Egan, PhD

Ann Feyerherm, PhD

Recent discoveries in the neurosciences have changed the way we view the brain and the mind. Interventions that both differentiate and integrate the different dimensions of self (i.e., intellectual, emotional, physical, spiritual, intuitive) may promote outcomes such as resilience, emotional regulation, response flexibility, insight, compassion, empathy, and interpersonal effectiveness. This experiential workshop will engage you in a series of conversations and exercises that explore how neuroscience discoveries have expanded our traditional concept of use-of-self in organization development practice. Specifically, we'll explore how mindful awareness and insight can change neural structures, and why SPINE® (integrating the information from our spiritual, physical, intellectual, intuitive and emotional dimensions) is the backbone of use-of-self. You'll leave with specific knowledge that can be integrated into your practice, experience with assessments and interventions that lead to increased insight and foster neural integration, and opportunities to discuss emerging discoveries with interested and experienced colleagues.

### **Workshop 8: Bringing Reality to Your Virtual Teams**

Yael Zofi, AIM Strategies, Applied Innovative Management

Virtual Teams have transformed the workplace. Today, the Virtual Team (VT) is a common alternative to the traditional work group. While VTs offer many advantages, the lack of face-to-face interaction can create difficulty in maintaining clear communication. Connection is the lifeblood of organizations, and without a human connection to facilitate communication, VTs cannot achieve optimum performance. In this interactive session, Yael Zofi will share highlights from her recently published book, *A Manager's Guide to Virtual Teams*, and provide insights from field research with more than 150 VT leaders. Attendees will explore four key VT challenges: Communication, Trust, Conflict and Deliverables, with a special focus on cross-cultural interactions in a virtual environment.

### **Workshop 9: Change Happens - Be More Effective Tipping the Scale**

Brenda Jones

Streams from both the conscious and unconscious converge during a change process, and both will ultimately impact development, growth and efforts to change. Although change happens inevitably, our goal is to examine what organization changes are needed to make a strategy successful and enduring. And because OD practitioners often see that initial change strategies are not fully realized, planning multiple approaches to change has real, practical value as we diagnose and strategize during specific change initiatives. How, then, is significant change accomplished? How does having a systems view affect the change process? How might we integrate multiple perspectives to promote better thinking, planning and implementation? Through dialogue and an exchange of ideas and experiences we learn about ourselves, others and our work in the change process, and this workshop will focus on the challenges we face in creating more effective organizational change.

### **Workshop 10: Consulting Relationships: The Importance and Power of Authenticity**

Tony Petrella

With courage and determination, we all have the power within us to become the 'self' we wish to become, and this workshop considers how this goal is achievable in the context of our role as consultants. Using experiential learning, as well as short lectures and small group discussions, we'll consider a number of key issues influencing self-development, including the social nature of identity formation; the centrality of awareness; the spiraling experiences of affirmation and dis-affirmation; the power and peril of personal authenticity; the formation of interpersonal trust; and the significance of existential contingency and choice. Our exploration will deepen your appreciation of the centrality of all of these forces for successful consulting and intervention in organizations, and it should also be helpful in affirming your own, personal developing sense of 'self'.

## **Sunday, October 30, 2011**

9:00 AM - 4:00 PM: **People of Color/First Nations Caucus Meetings**

### **9:00 AM - 12:00 PM: Pre-Conference Seminars continued (fees apply)**

Seminar 1 (cont.): **OD and Change Essentials for New and Developing OD Professionals**

Seminar 2 (cont.): **Sustaining Change: Building Organization Capability by Creating Change Agents**

9:00 AM – 12:00 PM: **Affiliate President's Meeting**

9:00 AM - 10:00 AM: **New Attendee Orientation**

10:00 AM - 12:00 PM: **Networking with Intent (sponsored by Sheppard Moscow)**

Kendra M Coleman, Steve Bridge, Sheppard Moscow, LLP

Want to make meaningful connections? Jump start your conference by meeting and engaging colleagues – old and new! We've all been there. The dreaded networking event where gobs of people stand in a room, beverage in hand, and hope to goodness that someone interesting will think us interesting enough for a chat. Not this time! Bring yourself and your intentions and join us for a high energy, interactive session designed to support us all to connect with colleagues, and explore how we each make the most of our conference experience over the next few days!

10:00 AM - 12:00 PM: **Dick Beckhard Mentoring Program**

Recommended for new practitioners, this highly rated program has been a conference favorite since 2001 and helps new practitioners build relationships with seasoned mentors. The purpose of the session is to match potential mentors and mentees for the duration of the conference. The matching takes place at the first session by engaging mentors and mentees in a selection process based on the interests and needs of both the mentors and the mentees. Mentor-Mentee pairings or groups typically meet twice during the conference and on Wednesday at 7:30 am as part of large group debrief experience. To register in advance, please email [education@odnetwork.org](mailto:education@odnetwork.org) and let us know if you would like to be a mentor or mentee. If you don't register in advance, you can also check with on-site Registration Desk and sign up to be a mentor or mentee when you arrive to the conference!

1:00 PM - 2:00 PM: **Kick-off Keynote Session: Emerging Faces of Corporations and New Shapes of OD**

Darya Funches, REAP Unlimited

Dr. Darya Funches is one of the leading thinkers in the field of Organization Development and is the current Chair of the Board of Trustees of the Organization Development Network as well as Founder and Principal of REAP Unlimited, a firm committed to helping leaders, organizations, communities and nations reach their highest potential. She will explore the visible and invisible faces of corporations and present a view of how corporations will emerge from the current environment which is calling for increased transparency and accountability within corporations and re-establishing relationships between corporations and society on the whole. Societal and economic changes are creating new opportunities for change and transformation. Dr. Funches will present her view on how corporations need to respond and the implications for the OD profession and the valuable roles we can play.

### **2:15 PM - 3:45 PM: Featured Sessions**

FEA1: (HR Conference within a Conference): **Building on Each Others' Strengths - What Creates an Effective OD/HR Relationship?**

Chris Trout, Vice President, Human Resources, Walt Disney Parks & Resorts

Barbara Bunker, University of Buffalo & The Portsmouth Consulting Group

Dick Axelrod, The Axelrod Group

Chris Trout, Vice President of Human Resources, Walt Disney Imagineering, will speak about the emerging collaboration of HR and OD at Disney designed to extend the capacity of both functions. Chris will be joined by two Disney colleagues—one in OD and one in HR—who will add their perspectives and experiences to his presentation. Chris's presentation will be followed by table discussions, questions, and comments, and the session will end with a review of other HR-related Conference sessions, as well as a preview of CwiC sessions on Monday and Tuesday.

## **FEA2: Flirting with Uncertainty and Surprise: Thriving on Change in Complex Systems**

Lisa Kimball, Plexus Institute  
Tom Mandel, Poet and Author  
Jeffrey Goldstein, Author

We live in two worlds, one created by nature, the other built by humans. In the first, nature displays its infinite ability to create organization at all levels, from crystals to plants to living organisms, and manifests an amazing capacity to innovate and adapt. In the human world, many organizations and systems we have created - such as in healthcare, education, business and government - feel rigid, inefficient, and incapable of delivering what we want. The complexity sciences explore patterns of change in natural and human systems – in fields as diverse as biology and economics, poetry and jazz. Come join the conversation and play with ideas about simple rules, social networks, self-organization, emergence, and creating the conditions for system transformation.

## **FEA3: Mindset Matters - Influencing Leader Development**

Ann-Michele Gundlach, AMG Consulting

How do leaders' mindsets influence their behavior, and how does your mindset affect your own ability to influence leaders? Do your own assumptions or "way of knowing" about leadership contribute to your personal effectiveness, or do your biases get in your way? These questions expose the true challenge at the heart of our efforts to develop leaders and their organizations, as they force us to confront the common, unquestioned assumption that leaders, like physicians, lawyers and accountants, must acquire a set of skills, and that it is these skills that will make them effective – or not. This is a pitfall, both for us and the leaders we serve. Skills are important, but we are learning that it is the way leaders think that most often determines their success. From this perspective, are there universal patterns of thought that determine leadership effectiveness? Through working with leaders around the globe, the presenter has come to believe that the answer is "yes." This session will identify these common elements of an effective leadership mindset, and how we might develop a more robust and powerful approach to working with leaders now and in the future.

## **FEA4: Developing Global Leadership in Globalizing Organizations (sponsored by Sheppard Moscow)**

Johnny Kelleher, Lucy Hatchell, Sheppard Moscow, LLP, and Eva Mennel, International Finance Corporation  
Most major western corporations and institutions are working through complex challenges of globalization. Being innovative and collaborative in new cultures and across global geography inevitably requires organizational transformation. This highly participative featured session focuses on the real-time challenges and struggles involved in creating global organizations and global leadership, with case material from an number of globalization efforts, and perspectives from a range of change agents, leadership development, and internal and external OD consultants.

4:00 PM - 6:00 PM: **Affinity/Special Interest Group Meetings**

6:00 PM - 8:00 PM: **Welcome to Baltimore Reception/Exhibits Open**

## **Monday, October 31, 2011**

6:45 AM - 7:45 AM: **Early Morning Yoga**

Led by Jill Hinson

7:30 AM - 8:30 AM: **Continental Breakfast; Exhibits Open**

7:30 AM – 8:30 AM: **The Organization Development Network Annual Business Meeting**

Join us for the annual OD Network Business Meeting. Open to all attendees, this meeting will give you a chance to discuss important items with the Board and ODN staff.

8:45 AM - 10:00 AM: **Keynote Presentation**

Chris Worley

A third management reset is taking place. The first reset occurred when exploding consumer demand and mass production technology combined to form traditional command and control organizations. The second management reset occurred when Douglas McGregor suggested that people were not mindless dolts needing more supervision but rather sources of enormous creativity and productivity. During the second reset, OD mattered; today, there are doubts about OD's role and relevance. This presentation will describe the characteristics of the third management reset and the role OD can play in its emergence. A redefined OD that integrates what it knows with the design principles that organizations need can drive sustainable effectiveness – economic performance, social justice and cultural diversity, and ecological health.

### **10:30 AM - 12:00 PM: Concurrent Sessions: Group 1**

#### **B1: Boundary Crossing - Exploring Women's Relationships Across Race and Gender**

Ann Caton, MSOD

Mary Cogan, MSOD Candidate, Adventist Healthcare of Maryland

Candace Cabbil, MSOD, ND, SisterSong Women of Color Reproductive Justice Collective

Kathryn Flewellen, MSOD, PhD Candidate, Change Strategies

"Inclusion and Workforce Diversity" has become a catchall phrase. However, it does not recognize the complexity and depth of the issues that create a matrix of differences that can either privilege or disadvantage individuals and/or groups in the workplace. Multicultural competence requires OD practitioners who are adept at crossing the boundaries of race and ethnicity. This session will present a unique opportunity for female attendees to participate in an interactive process to enhance their "Use of Self" by building their skills and techniques to better handle the complexity of diversity and inclusion in client systems.

#### **B2: Successful Organization Structure for Large Technology Implementations**

Mick Magill, Infosys Technologies Ltd.

OD practitioners often are responsible for the Change Management work within large technology implementation projects. These projects are typically driven by IT, frustrating the OD practitioner as our professional sensibilities often receive short shrift. This creates adverse impact in terms of confusion, re-work, avoidable delays, frustration and cost overruns. Learn a model for organizing the client project team such that OD concerns will receive better attention and the problems listed will be significantly reduced.

#### **B3: Dancing on the Edge with Chaos – Power Shifts that are Changing Organizations Forever**

Judith Katz, Ed.D., The Kaleel Jamison Consulting Group, Inc.

Fred Miller, The Kaleel Jamison Consulting Group, Inc.

Leaders need new options to face a changing world. Their traditional powers of authority and control no longer work. Many of their current skills no longer apply. Join OD pioneers Frederick A. Miller and Judith H. Katz of The Kaleel Jamison Consulting Group, Inc. in examining how shifts in society and organizations are creating a new reality – demanding new ways of doing business. Participants will learn ways to position organizations and leaders for breakthroughs through a new set of powers: "The Swirl of Chaos," "The Reinvention of Space & Time," and "The Creation of a New"

**B4 (HR Conference within a Conference): What Basic OD Knowledge and Skills Do HR Business Partners Need to Be Effective?**

Barbara Bunker, University of Buffalo & The Portsmouth Consulting Group

Dick Axelrod, The Axelrod Group

Axelrod and Bunker will present their rationale for providing HR Business Partners with specific, core OD concepts using examples from companies such as Disney and Novartis. They will propose a model of the theory and skills needed in three areas: 1) identifying the “basics,” including core consulting skills; 2) supporting groups and teams – and meetings; and 3) using systems-level interventions, including change management and employee engagement. David Jamieson will provide invited commentary and facilitate group conversation.

**B5: Strength in Numbers – Clients as Co-consultants Sustain Systemic Change**

Maura Mone, University of Massachusetts

Daniela Trammell, Commonwealth of Massachusetts

Laura Fizek, LICSW, Realize Resource, JRI Health

How often do we as practitioners underestimate the power of the partnership between client and consultant and whether the client partner can act as co-consultant within their own system? In this interactive session participants will learn ways to engage the client system as full partners both to gain buy-in for instituting organizational change and to build individual skills of each team member. The organization is then better positioned regarding internal support to maintain the changes implemented in sustainable ways.

**B6: Building Shared Paths to Change - A Metaphorical Approach to Implementation**

Jack Shankman, MSOD, Bon Secours Health System, Inc.

Steve Stulck, PhD, Northern Light Consulting

Major organizational change and transformation initiatives often find senior leadership and project managers clear and aligned on the overall plan, only to find the project unravel as powerful specialized functions and subgroups weigh in on how the implementation should engage the critical stakeholders. Without managing the critical points of integration both vertically and horizontally throughout the initiative, those most affected by the change(s) often are frustrated by conflicting plans, schedules and contacts. Moreover this takes place just when the perspectives and talents of these stakeholders are most needed for successful implementation. An implementation roadmap represents a metaphorical tool and approach that OD practitioners can use to bring integration to the implementation team and engages and enrolls stakeholders in the journey with a clarity that a Gantt or PERT chart cannot convey.

**B7: Emergent Change - Tapping into the Power of Natural Clusters**

Sharon Benjamin, Alchemy

Michael Arena, Queens University of Charlotte

For years OD practitioners have taught managers how to drive change. We have spent considerable time developing elaborate models that provide a blueprint for these efforts; a compelling vision to pull people forward, a clearly articulated sense of urgency to move people out of the status quo, a well-crafted communication plan so everyone is on the same page and a comprehensive stakeholder engagement strategy to get the buy-in from key stakeholder. The problem is, more often than not, these change efforts end up failing to reach expectations. Our emerging understanding of networks suggests an alternative approach to tapping into natural clusters.

**B8: OD on the Edge - Insights from Consulting in Afghanistan**

Suzanne Zaldivar, Inspired Inc.

What is essential about OD across cultures? This session will offer widely applicable insights from two OD consulting projects in Afghanistan, where few of the tools and values of OD are either understood or shared. It will explore the questions: 1) How can OD add value under unstable, challenging conditions; and 2) How can OD be most effective within the multicultural context that has become reality throughout the world? Participants, whether working locally or internationally, will come away with a greater appreciation of the extraordinary potential of OD.

## **B9: The Great Workplace - Building Trust and Inspiring Performance**

Michael Burchell, EdD, Great Place to Work Institute  
Jennifer Robin, Bradley University

The best companies have more trust in management, pride in employees' work, and a stronger sense of camaraderie. Further, independent research confirms that the best are also more productive and profitable than their peers. Using exercises, case studies, best practices and self-assessment, our training program aims to equip managers at all levels the essential tools and framework for applying the lessons from this research. In this workshop, participants will learn how to use these tools to help their clients on the journey to a great workplace.

## **B10: The Organization as a Vessel for Human Development - Creating Leadership Responsibility**

Kate Cowie, The Chaos Game  
Ken Ideus, I-Deos, Ltd & Express Yourself, Ltd

The human development journey has been a subject of fascination for artists, storytellers and philosophers for centuries; more recently, of course, it has become a field of study for development psychologists. Surprisingly, notwithstanding all this attention, it is still not well known or understood by the general population. This general population includes most of those we work with as executive coaches, educators and organisational practitioners. We are convinced that there is value in attending to this: to provide a map of the human adventure to help individuals 'find their way' along their personal development pathway. And so 'Finding Merlin' came into being. As most adults spend most of their waking hours in organisations of one sort or another, they are a primary venue for growth in adulthood. As organisational consultants, therefore, we have an opportunity – even a responsibility – to help leaders create appropriate development environments for those who work in organisations in order to support them on their pathway of growth. In this session, we invite you to think with us about how we can do this important work.

## **B11: Kurt Lewin Master Class Series with Diana Whitney**

Diana Whitney, PhD

An international business journal recently described Diana Whitney by saying, "Most people think that spirituality and business are at opposite ends of the spectrum, and yet somehow, they come together in the person of Diana Whitney." She is President of Corporation for Positive Change, a Chapel Hill, NC-based leadership and organization development consulting firm and the author or editor of sixteen books about Appreciative Inquiry and Appreciative Leadership. Diana will tell stories of her award-winning work designing and facilitating large scale transformation. She will share how her global, relational, social constructionist, spiritual, perspective emerged from growing up in a large Italian-American family, graduate studies in Communication and Organization Theory, Native American spiritual practices, 30 years of consulting and teaching in over 25 countries, and participation in the creation of the United Religions Initiative.

## **B12: Open Space for Senior Practitioners**

Bev Scott, Bev Scott Consulting  
Chrissa Merron, MEd, Merron and Associates, Organizational and Change Consulting

If you have been practicing OD for a very long time, and you would like to connect and talk with colleagues who bring a similar reservoir of experience to the conversation, join Bev Scott and Chrissa Merron as they convene an Open Space session just for you. If you are grappling with some unexpected complexities in your practice, if you have been excited by a friction of new ideas, if you have had a sudden breakthrough in your own thinking, or if you simply want to share stories from your practice, you can do it here. So come for the freedom and stay for the friendship. This is a chance to co-create the conference session you've always wanted to attend!

12:00 PM - 1:45 PM: **Box Lunch**

12:00 PM - 1:45 PM: **Get Published session**

Join members of the OD Network Editorial Review Board for a lunchtime meeting to discuss your ideas for articles and your questions about how you can publish what you have learned from client practice, applying OD theories, and developing your own approaches and methods in the OD Practitioner, Practicing OD, and OD Seasonings.

12:30 PM - 1:30 PM: **Sponsor Spotlight Sessions/Roundtable Discussions**

**Fearless Consulting: Conversations to Affect Strategic Change (Sheppard Moscow)**

Steve Bridge, Kendra M Coleman, Michael Nolan, Frances Storr, Sheppard Moscow, LLP

How do we create a renewed agenda for OD that places it at the centre of corporate change? What does a renewed focus on our clients' core business issues require of us as OD practitioners? How does it affect our identities, our relationships, our purpose? This spotlight session is organized as a panel discussion and draws upon Sheppard Moscow's 40 years of experience working with clients across the globe who are at the frontiers of strategic change.

**The Financial Case for Organizational Alignment: Giving OD and Talent Management Professionals Tools for Change and Leadership**

Michael D. Ensley, Executive Assessment, Inc.

Organizations have been attempting to address alignment and performance issues for decades. OD practitioners, and today Talent management experts, have led the charge in helping executives and operational leaders understand the financial, process and people impact of alignment (or the lack of alignment). Many different approaches have been created but have failed to address alignment, improve performance, or make the financial case. Researchers at the Executive Assessment Institute have organized more than two decades of research data and practical experience into identifying what EAI has labeled organizational financial and performance drag coefficient (FPDC) from 450 leadership teams, EAI researchers will discuss the basic FPDC methodology OD practitioners can use to influence true performance conversations as part of their leadership and organization development efforts.

**Emerging Leadership Fields: Trends in Healthcare and Sustainability**

Dr. Carol Parker Walsh and Dr. Katrina Rogers, Fielding Graduate University

As part of managing sectoral change, health care and public health professionals are starting to acquire and hone their personal kit of leadership skills: foresight, systems thinking, issue management, impact assessment, critical thinking, contingency planning, visioning, strategic planning, change management, facilitation, and negotiation. Sustainability is also an area of growth requiring organizational professionals to understand systems complexity that helps them as leaders to imagine a more sustainable path of development for their organizations, managers, and leaders. This panel explores both of these fields, examining recent trends within an organizational development context.

**OD Specialists and HR Business Partners: Successfully Managing the Relationship**

Bill Baetz, Ph.D., Group for Organizational Effectiveness

HR departments often deploy people in different roles to ensure organizational effectiveness (e.g., HR business partners/generalists, OD specialists, L&D professionals). Some are embedded within a specific business unit, while others may be centralized, but the expectation is that they will work together effectively to support the business. Unfortunately, role ambiguity and communication difficulties often inhibit that collaboration, creating tension and hurting HR/OD's credibility and performance. This session explores the relationship between OD specialists and HR generalists, and provides ideas and tools for helping them work together more effectively.

**2:00 PM - 3:30 PM: Concurrent Sessions: Group 2**

**C1: Aligning OD Practices to Hardwire Businesses for Lasting Success**

Deb Jacobs MSOD, Axiom Consulting Partners

Juan Gonzalez, Axiom Consulting Partners

During the recent economic downturn, businesses were hit hard and their leaders are turning to OD professionals to put the pieces back together. Drawing from clients' experiences and research conducted while writing their new book "Shockproof: How to Hardwire Your Business for Lasting Success", the authors will illustrate how leaders who integrate systems thinking, value creation, change acumen, emotional intelligence and self-awareness are able to better align their business strategy, organization and talent to overcome challenges and capitalize on opportunities. Attendees will receive a detailed meeting design to launch their own shockproofing efforts.

**C2: Polarities are Everywhere, How Do You Measure, Monitor and Improve How You Manage Them?**

Jake Jacobs, Polarity Management Associates

Leslie DePol, Polarity Management Associates

Barry Johnson, Polarity Management Associates

The research is clear – organizations that know how to tap polarities outperform those that don't. Clear leadership is needed as much as broad participation; one without the other does not work. If you tap both poles well, you get creativity

and collaboration. If you don't, you will be stuck with conflict and confusion. This session will introduce the "Polarity Management Assessment Process," the first and only Web-based assessment that enables organizations to measure, monitor and improve how well they are managing their key polarities.

### **C3 (HR and OD Focus): Integrating OD with Strategic HR – The Ultimate Strategic Business Partner**

David Jamieson, University of St. Thomas  
Sue Eklund, Change Integration Agency  
Robert Meekin, The OD Center

OD's future in organizations is integrally connected to HR, for better or worse. However, valuable work can occur when OD is integrated with strategic HR through well-designed business partner roles. As HR becomes more strategic, OD perspectives, mindset and skills become critical. Get in front of the trends and position OD as it needs to be related with HR. Learn about the business partner role, skills, organization and issues based on recent research and experience.

### **C4: Organization Communities, Networks, Virtual Crowds in Organization Design**

Richard McDermott, PhD, McDermott Consulting  
Mila Baker, PhD, The World Bank

Social media has been touted as a tool to engage global staff and allow organizations to adjust to changing markets, competitors and market dynamics. But the real key to the success of virtual staff engagement is not the tools; it is the organizational design behind them. Join us in a discussion on "change that is coming" and learn how large organizations are using informal networks to redesign their organizations for maximum effectiveness.

### **C5: Fostering a Culture of Service Excellence at the City of Ottawa**

Beverley Patwell, Patwell Consulting Inc.  
Steve Kanellakos, City of Ottawa  
Donna Gray, City of Ottawa

This session will describe how the City of Ottawa successfully developed and implemented their service excellence strategy, fostered a culture of service excellence and created a culture shift throughout their organization. The workshop presenters will share their theoretical and practical approach to leading and implementing the unique features of their strategy, their achievements, insights and impacts. They also will provide a model of service excellence, innovative tools and an evaluation framework for any organization's change journey.

### **C6: Using Integrated Strategic Change Model for Designing Breakthrough Change**

Foster Mobley, The Foster Mobley Group  
Matt Brubaker, The Foster Mobley Group

The Integrated Strategic Change Model (Worley, Hitchin and Ross) is one of the most powerful, effective approaches to large-scale organizational change. In an update to a well-received presentation at the 2005 OD Network Conference, Dr. Foster Mobley and Matt Brubaker of The Foster Mobley Group will share current case studies, techniques and tools regarding successful, integrated, leader-led change.

### **C7: Kurt Lewin Master Class Series with Peggy Holman**

Peggy Holman

Peggy Holman began working with change in organizational systems through a roundabout path. Starting her career in Information Technology, she moved into Total Quality Management, and ultimately discovered the challenge and joy of working with whole system change processes, such as Appreciative Inquiry and Future Search. Her exposure to whole system change processes set her on a quest to understand the deeper patterns—or theory—that enables breakthroughs to occur when groups use methods that engage the people of a system in facing complex, important issues. She edited *The Change Handbook* (2nd ed.) in an attempt to understand what makes whole system change practices effective. Her latest book, *Engaging Emergence: Turning Upheaval into Opportunity*, documents her current answers to that question. In this interactive session, we'll connect theory and practice, using your stories and experiences to make visible patterns, principles, and practices for engaging the people of a system in addressing the disruptions and challenges they face.

### **C8: Keeping Your Strategic Plans In Action - Tips and Techniques**

Ruth Wagner, PhD, RSW Consulting  
Gino Magnifico, Army Contracting Command  
Marisa Sanchez, Independent Consultant  
Brian Brennan, Preferred Systems Solutions

The benefits of strategic planning are numerous, but too often strategic plans become shelf-ware. In this seminar, a panel from the Army Contracting Command will share techniques to marry a strategic plan with readily available project planning and collaboration software to keep strategic plans relevant and in action. Presenting this case study will be the Organization Development consultants, Project Scheduler and Chief Information Officer. Specific techniques to review, track, adjust and communicate completion of strategic goals will be addressed.

### **C9: Interactive Video in Data-gathering and Intervening**

Josh Weinstein, Inside Cinema

Michele Prenoveau Berry, Google

Gain firsthand experience working with video as a tool for generating data, making data meaningful to clients as they see themselves through new lenses, and intervening. Inspire teams and leaders through revealing and discussing assumptions to create new shared understanding. This session will explore how your OD consulting work can be enhanced by leveraging simple video technology. Approaches to video-based interventions will be discussed, sample videos will be screened and the group will collectively produce a video.

### **C10: Developing as a Reflective OD Practitioner**

Deborah Singer Dobson, SAIC

Gary Wagenheim, Ph.D., Simon Fraser University Segal Graduate School of Business

John Bennett, Ph.D., McColl School of Business, Queens University of Charlotte

Effective OD practitioners continually learn and develop by increasing self-awareness, gaining knowledge and honing the application of skills. The ability to reflect on experiences with clients is a vital and too often overlooked skill. In this highly interactive session, participants will gain insights from the experiences of an OD practice leader and scholar-practitioners. Participants will receive tools and be challenged to critically reflect on their own OD work. This session is for the novice as well as the seasoned practitioner.

### **C11: Kurt Lewin Master Class Series with Bob Marshak**

Robert J. Marshak, Ph.D., Scholar in Residence, American University/ NTL Institute MSOD Program

Bob Marshak has always referred to himself as "a theory-based" consultant, meaning he consciously draws on concepts and theories to help guide his scanning, inferences, and interventions. He has also contributed his own concepts, theories, and practices related to the hidden dynamics of change, language-based methods of change, and the emerging premises and practices of Dialogic OD through publications, courses, workshops, and conference presentations. In this interactive session, Bob will elaborate on what being a theory-based consultant means to him and share the main ideas that shape what he sees and how he works in organizations. Bob has more than 35 years experience working with organizations around the world, and is currently Scholar-in-Residence for the AU/NTL MSOD program at American University. Recipient of the OD Network's Lifetime Achievement Award, he is also the author of *Covert Processes at Work and Organizational Change: Views from the Edge*.

### **C12: Tale of Two Departments - The Impact of Leadership on Change**

Roxanne Ray, MS, Advocate Health Care

Robert A. Cooke, PhD, Human Synergistics International

Successful positive cultural change requires hard work, time and patience on the part of leaders. This session will compare the approaches taken by the leaders of two departments in their efforts to effect constructive change. Participants will learn how the different behavioral styles of the two sets of leaders impacted their ability to advance their teams, with one attaining positive cultural change and the other stagnating. The case studies will demonstrate how leaders who take purposeful actions enable their teams to embrace and implement change.

**3:45 PM - 5:00 PM: Keynote Three: Self-as-Instrument of Change: A Leadership and Learning Journey Through Corporate America** (sponsored by Sheppard Moscow)

Kaye Foster Cheek

In this open, authentic look at one woman's career journey, you'll hear how the many lessons she learned, unlearned, and re-learned, over thirty-plus years in corporate America, have led from a seat at one of the world's largest executive tables (Johnson & Johnson) to a seat at one of the most exciting biotech executive tables (Onyx Pharmaceuticals), and a journey clear across the country. Along the way we'll focus on her commitment to her own personal learning and self-discovery, her thoughts about the inevitable evolution of Human Resources and OD partnerships, and her belief that OD is a CEO's most powerful tool.

6:00 PM - 7:30 PM: **Sponsor Receptions/ED VIP Reception/Regional Meetings**

6:00 PM – 7:30 PM: **Men in OD**

We welcome all men to this session. We typically open with poetry or a song to set the tone and then invite the participants to talk about what's uppermost on their minds and hearts, exploring the unique challenges and dynamics of being men in today's world. Gender dynamics, power, father-son relationships, competency, age, and health are among the topics that we've covered over the years, and may come up again this year. Join us and create the conversation that matters to you.

7:30 PM – 9:00 PM: **Salon with Award Recipients**

Join us for an evening salon with the 2011 ODN Award Recipients. This informal "fire-side chat" will provide you with an opportunity to converse and get to know the Award recipients while engaging in stimulating and rich discussion with the them and your fellow attendees.

## Tuesday, November 1, 2011

6:45 AM - 7:45 AM: **Early Morning Yoga**

Led by Jill Hinson

7:00 AM - 8:30 AM: **The OD Network Awards Breakfast** (extra fees apply)

7:45 AM - 8:45 AM: **Continental Breakfast**

9:00 AM - 10:15 AM: **Keynote Four: Leading Change, By Design**

Tom Lockwood

There is no doubt about the buzz around design today. But what lies below the surface of cool products and thoughtful services is an amazing ability to drive change – in organizations, in customer experiences and even in business models. Design is, in fact, an agent of change. Because we do not design what is, we design what is to come. Design is about creating preferred futures, and the influence of designers and design managers is more than one might initially think. Attendees will gain key insights about the role of design in business, the process of design thinking and how design can be a catalyst to help move an organization to desired outcomes.

### 10:45 AM - 12:15 PM: Concurrent Sessions: Group 3

#### **D1: Strategic Coaching - Designing and Implementing Executive Coaching Programs**

Ellen Kumata, Cambria Consulting, Inc.

Erica Bovaird, NASA

Melinda Pearson, Deere & Company

Colleen Gentry, Cambria Consulting, Inc.

William Hodgetts, Fidelity Investments

It is a dream of OD: aligning leadership development with organizational strategy. To achieve this, many organizations are building on the success of coaching as an individual development tool. They are doing this by leveraging coaches (external and internal) to support leaders driving strategy, accelerate the development of successors and high-potentials, build leadership bench strength, and facilitate organizational change. Panelists will share experiences, obstacles, and learnings from implementing their organizational coaching practices.

#### **D2: Dynamical Leadership - Accomplishing What Others Say is Impossible**

Kristine Quade, Dynamical Leadership Academy

Kent Hann, DK Inc.

Events over the past few years have shown that in uncertain times, prediction and control are illusions in today's changing environment. Hear how one dynamic leader was able to use a different skillset based on complexity science and chaos theory and change the nature of the Afghanistan military engagement. This session will present the theory and practice behind a new way of creating and leading adaptive organizations.

#### **D3: Deep Roots - Systems Thinking and the Future of OD**

Stephen Haines, Haines Centre for Strategic Management

This interactive session will link OD practitioners' future success to our deep roots by honoring the field's founder, Dick Beckhard. In light of the complexity we face every day, a grounding in our original systems-oriented OD definition will rejuvenate and catalyze our field. OD interventions will provide much more clarity, simplicity, speed and superior results. Using Beckhard's Systems Thinking Approach as our conceptual framework, we will supply essential and universal tools for successful interventions, regardless of participants' experience and expertise.

#### **D4: The Possibility of Conscious Organizations**

Michael Broom, Center for Human Systems

Eddie Seashore, Center for Human Systems

Organizations are changing and must continue to evolve as complexity, globalization and diversity continue to increase. We understand the need for OD practitioners to be conscious of their use of self to support organization leaders and for their teams to become conscious of their use of self. This session will explore the idea of a conscious organization as a next step in their evolution. The need for OD practitioners to play a key role in such a development will be a focus.

## **D5: The Yellow Brick Road for Non-Profits – Getting to Oz with AI**

Cheryl Duvall, Avance LLC

Jennifer Rosenzweig, Dragonfly Organization Resource Group

When beginning a strategic planning process, non-profits often favor SWOT approaches over Appreciative Inquiry due to inexperience with AI. Two OD practitioners will highlight several case studies, including one church and two 501(c)(3) organizations that used AI for their strategic planning. Practical tools and lessons learned will be frankly presented. An added reality bonus will be a mini-panel discussion with three representatives of the Baltimore-based non-profit case studies. Attendees will learn benefits, challenges and new AI tools.

## **D6: Changing the Face of Leadership - Making the Business Case for Women Leaders**

Dede Henley, The Dede Henley Group, Seattle, WA

Bob Elton, The Dede Henley Group, Seattle, WA

Studies indicate that having women in leadership positions has a direct impact on a corporation's bottom line and that empowering women has a significant effect on society. So, why don't we see more women in positions of leadership in our world? There aren't many more women leading corporations than there were 30 years ago, and that's because women face both external and internal barriers to power and influence. This session will explore those barriers and make the business case for women's leadership. A case example will demonstrate how an organization can encourage women leaders and reap the benefits.

## **D7: Building Effective Virtual and Remote Teams – An OD Perspective**

Jon Wagner, J Wagner Consulting Inc. / VirtualeTeams

Russel Milland, 7BY24 Enterprises Inc. / VirtualeTeams

This workshop will provide practical, research-based OD approaches to working with virtual teams and organizations. It will introduce the business case for virtual teams and explore key elements of effective teams focusing on eleven virtual and remote team success factors. A case study using an assessment will illustrate the major challenges and intervention strategies. Attendees will be invited to attend a follow-up on-line workshop to experience and learn more about highly interactive web technologies that support effective virtual team and organizational collaboration.

## **D8: Cultivating Paradoxical Mindsets in Leadership**

Claudy Jules, Ph.D., Accenture, LLP

Darren Good, Ph.D., Christopher Newport University

Leaders at every level, but especially those in large, complex organizations, are challenged by a world that is undergoing rapid change and complexity. The real predicament that leaders face today is not the cost of the recent downturn, but the capacity to cope with paradox and uncertainty and to think in multiple frames. Learn what actions leaders can take to improve their current and long-term prospects of adapting to the global and economic landscape and ensure access to the key skills they need to run their organizations.

## **D9: Renewing Our Passion For Social Change - A Cross Generational Dialogue**

Nedra Weinstein, MS, MA, Arden Consulting

Mitchell Crispell, University of Michigan Student

The roots of OD are in social change however those who entered the field in the 70's-80's and those of younger generations have disparate experiences, ideas, and approaches to social change work. There are differences on our specific goals, our tactics and strategies, and the issues we most care about. Many of us view our own generation as the true leaders of progress while underestimating others' contributions? In this cross-generational intergroup dialogue—bridging two infrequently-partnered communities—we will explore what we can learn from each other as we together work toward a just world.

## **D10: Kurt Lewin Master Class Series with Fred Miller**

Fred Miller

Frederick A. Miller has, for more than 40 years, distinguished himself as a pioneer in the field of inclusion. During that time, he helped launch one of the nation's first diversity and inclusion efforts, led change in such Fortune 100 organizations as Allstate and United Airlines, and introduced concepts that have become part of the language of OD. Currently the CEO and Lead Client Strategist for The Kaleel Jamison Consulting Group, Inc. (KJCG), Fred was named one of 40 Pioneers of Diversity by Profiles in Diversity Journal in 2007. During the Master Class, he will explore several key implications of the latest idea framework to emerge from KJCG for accelerating results and achieving higher performance.

## **D11: Kurt Lewin Master Class Series with Bev Scott**

Bev Scott

Over 35 years ago, Bev Scott accidentally found the career that has engaged her passion, through her work in anti-racism education in the aftermath of the Detroit “rebellions.” For almost half of those 35 years, she has served as an internal consultant, primarily at McKesson Corporation in San Francisco, and she recently co-authored the second edition of Consulting on the Inside: A Practical Guide for Internal Consultants. In her work with internal consultants, she supports “knowledgeable insiders,” who live at the edge of the organization and who often operate at the margins, by helping them balance their roles as employees immersed in organization culture with the neutrality demanded of the consultant. Bev has borrowed theory and concepts from Kurt Lewin, Dick Beckhard, and Kathy Dannemiller to guide her work as both an internal and external consultant, and regardless of the project—whole system change, leadership development, team building, or culture change—Bev customizes her interventions to meet the needs of her clients.

## **D12: Taking HR to the Next Level – A Case Study of Organizational Transformation**

Melissa Carter, Raytheon Missile Systems

Stacey Hartman, Raytheon Missile Systems

How do you move an organization from transactional to strategic? How do you gain efficiencies within a demanding business climate? What do you do when business leaders want high impact OE and Talent Management solutions? This session will detail the transformation of the Raytheon Missile Systems’ HR Organization into a more effective, proactive and strategic business partner. This case study will take participants through this journey of organizational change focusing on three key OE interventions: in-depth organizational assessment, organizational redesign and utilization of a clearly defined process and structure for managing large-scale organizational change.

12:15 PM - 1:45 PM: **Box Lunch**

12:45 PM - 1:45 PM: **Sponsor Spotlight Sessions/Roundtable Discussions**

### **Blended Large-Group, Whole System Collaboration & Change Events**

Steve Cady, Bowling Green State University

How do you blend methods - weaving activities into a coherent purpose driven event? In this session, learn a simple step-by-step process for picking the most "robust" activities from the leading methodologies such as Appreciative Inquiry, Art of Hosting, Conference Model, Charrettes, Drum Cafe, Future Search, Graphic Facilitation, Open Space, Playback Theater, Whole Scale, World Cafe, and more. Three case studies will be utilized to highlight the blending process. You will get to see, first hand, agendas, activities, handouts, and detailed logistics and designs. We will also explore how distance technologies can enhance in-person to on-line events. And, you will be invited to share your best practices and learn from others.

### **2:00 PM - 3:30 PM: Concurrent Sessions: Group 4**

## **E1: Leadership with an Engagement Edge**

Dick Axelrod, The Axelrod Group, Inc.

Emily Axelrod, The Axelrod Group, Inc.

Leadership is key to successful organizational change. But what does it take to lead an organizational change effort? In this workshop, Dick and Emily Axelrod will present cases that served as background for Dick’s award-winning book, Terms of Engagement: New Ways of Leading and Changing Organizations. These cases presented in this informative and lively session will highlight information developed through dozens of interviews. You will learn from real-life examples the leadership behaviors and engagement principles that combine to create the engaged organization, and how OD theory and neuroscience support these ideas.

## **E2 (HR and OD Focus): Building a Global, Multigenerational Talent Culture From the Ground Up**

Christi Olson, Sony Pictures Entertainment

Sonia Narang, Sony Pictures Entertainment

At Sony Pictures, our OD team was asked to conceive and co-lead the shift to a talent development and performance culture from the ground up. Along the way we faced deep cultural challenges, including a feedback-averse culture and a penchant for hiring versus developing talent. So how did we get started? How did we tap into our multigenerational workforce? What was our approach and learning strategy with HR business partners and clients? What tools and metrics did we adopt to get results? Join us for an interactive session Hollywood style!

## **E3: Leadership as Parent and Child - Harnessing Your Archetypes**

Hile Rutledge, MSOD, OKA

Leaders, to stay creative and sharp, must find new ways to approach their performance and self-awareness. This session will present a portion of Pearson and Marr's archetype model as it relates to leadership and group interaction. How do your parent and child scripts inform your leadership and interaction styles? This session will explore this new approach to self-awareness and leadership development.

#### **E4: Creating Extraordinary Groups - Essential Practitioner Strategies**

Kevin Coray, PhD, Coray Gurnitz Consulting

Kathleen Ryan, MPA, The Orion Partnership

At the 2009 ODN Conference, Geoff Bellman and Kathleen Ryan shared the core concepts of their ground-breaking study of extraordinary groups. Since then, with colleague Kevin Coray, they have deepened their understanding of the essential strategies necessary to create such groups. In this session, Ryan and Coray will offer findings from their continuing study of 150+ groups, three case studies with distinct group profiles and specific suggestions for ways in which practitioners can help bring extraordinary groups to life.

#### **E5: Trust Repair – Is it Possible?**

Wendy Fraser, PhD., Fraser Consulting, LLC

Trust permeates human interactions, operational systems and can serve as a catalyst for organizational and personal growth. When groups experience a violation of trust it can be very disruptive to relationships and work systems. This session is based on the intersection of real stories from groups in every sector, their trust repair attempts and the research gleaned from a doctoral study. The goal is to share the patterns that emerged from groups that were able to repair trust versus those that were not able to repair.

#### **E6: Experiences of Appreciative Inquiry in Cuba**

Patricia Arenas, PhD, CIPS

Maurice Monette, Vallarta Institut

Understand the process and see the results achieved in a learning community in Cuba that is facilitating the use of Appreciative Inquiry in various Cuban enterprises and organizations. First, following the 4-D Cycle, an association was developed consisting of specialists of different professions, called a Learning Community for Human Change. The development of this association was based on the book by D. Whitney and A. Trosten-Bloom, *The Power of Appreciative Inquiry: A Practical Guide to Positive Change*. This book was chosen because of its similarity to the work of the Human Change Group of the Center for Psychological and Sociological Research (CIPS) which began in the early 1990s. Appreciative Inquiry has helped to construct our image and has been applied to the self-development of the Community of Learning. Additionally, AI has been applied to a National Program of Sexual Education, the improvement of organizational processes and change in some organizations for improving interpersonal cooperation.

#### **E7: Kurt Lewin Master Class Series with Carolyn Lukensmeyer**

Carolyn Lukensmeyer

Carolyn Lukensmeyer is a visionary and a pragmatist. She moves easily between the big picture and the operational details; equally valuing both what is true today and what possibilities are evolving or being created. Carolyn will be happy to share learnings, stories, insights from her 4 decades of engaged practice and will invite everyone present to reflect on what is critical to them at this stages in their lives/careers. Her Master Class will focus on grace, gratitude, will and persistence as core qualities necessary to face the extraordinary challenges our country and our world are experiencing at this moment in human history. We will create an experience together with the potential for transformation.

#### **E8: Using Social Media for Your Virtual Brand – A Millennial's Perspective**

Mike Lesewski, ROI Consulting & Implementation/Implementation Institute

Social media is quickly becoming one of the most prevalent means of communication, and no longer just for personal use. This session is designed to help practitioners discover ways to leverage the ever-expanding world of social media to build their consulting practice. Through a basic introduction to each of these mediums and a discussion of best practices utilized by OD consulting firms, participants will have an opportunity to synthesize their learnings to create their own action plan for utilizing social media to expand their virtual brand.

**2:00 PM - 5:15 PM: Extended Concurrent Sessions: Group 6 (three-hour sessions)**

## **F1: Meditation and Executive Leadership**

Curtis Watkins

Find out the neurological and cognitive benefits of meditation and how they relate to C-level performance: why executives “ought” to meditate. Then hear live accounts from meditating c-level executives and why they continue this practice. An OD practitioner will describe what it takes to get senior executives to try and sustain something that is foreign to most boardrooms.

## **F2: How Stages of Adult Development Influence Leaders and Organizations**

Christine Wahl, M.A.Ed., MCC, Christine M. Wahl Consulting, LLC  
Barbara Braham, PhD, MCC

While research in stages of development has been ongoing for years, data related to leadership and stage is relatively new. More and more data points to this: leaders who can shift thinking, be highly adaptable and flexible, yet prescient, are the leaders who effect change and possibility for an organization’s culture. Few of these leaders exist today, despite increasing pressure on organizations to be able to anticipate and embrace change, whether imposed or sought. Stage theory explains why change is difficult for many leaders and organizations.

Applying the lens of “stages of development” to leaders, this workshop will explore ways to help OD practitioners:

- \* meet leaders where they are, from a developmental perspective
- \* help leaders “see” the level of development they need to fulfill their roles and champion change
- \* support leaders in making the developmental transformations that may be needed to create change

## **F3: Transforming the Discourse of Bias and Racism: Social Equity in the Workplace**

Cathy Royal, Royal Consulting Group  
John Vogelsang, Queens College/CUNY

Since the 1990s, many have asserted there is a “bottom-line” besides a social equity argument for diversity in the work place because diversity enhances team performance and increases an organization’s ability to serve a diverse customer base. The results of numerous research studies have produced mixed result for this argument. However, the research indicates that the benefit of diversity and inclusion can be maximized through clearly articulated and implemented norms for behavior and integration of team members, and by fostering constructive conversation, interactive listening, productive conflict, strong identity as a team, and reconstructing narratives that foster bias. This workshop will explore through short presentations and interactive large and small group activities how to put into practice programs and behaviors that contribute to social equity in the work place.

## **F5: Student Research Colloquium Showcase**

2011 Awardees:

- Lily Cheng, Monash University
- Gillian Haley, Sonoma State University
- Donna Woche, Fielding University

Inaugurated at the OD Network Conference 2009, these sessions will provide current and recently graduated OD students with a chance to present their original research projects and field work. Join these emerging scholar-practitioners as they report the results of their latest cutting-edge inquiries, and learn how you might apply those results to your own practice. As new ideas and theories emerge within our top academic institutions, this is a unique opportunity to learn what has engaged our students’ attention and energy, determine how new research might influence your own work, and help identify those theories that are practical and relevant enough to help guide OD practice in the future.

### **3:45 PM – 5:15 PM: Concurrent Sessions: Group 6**

#### **G1 (HR Conference within a Conference): Models of OD and HR Collaboration –Choices and Possibilities**

David Jamieson, University of St. Thomas  
Dick Axelrod, The Axelrod Group  
Judy Vogel, Vogel/Glaser & Associates, Inc.

Barbara Bunker, The University of Buffalo & the Portsmouth Consulting Group

David and Judy will discuss three issues that influence the development of the optimal organizational structure required for a successful, collaborative relationship between OD and HR. The three issues have been formulated from work with HR leaders and work as the co-editors of a special issue of the OD Practitioner on OD and HR in October, 2010. The issues include: 1) creating a design or model for HR, including the positioning of HR Business Partners; 2) establishing Business Partner roles, expectations, and priorities, and creating and positioning alignment and relationship with clients;

and 3) creating roles, structures, and processes for OD, HR Business Partners, and clients that promote both collaboration and needed separation. Barbara and Dick will then end the CwiC with a wrap-up commentary.

## **G2: Building a Culture of Effective Change Agents Around the Globe**

Michelle Milam Davis

Elizabeth (Betsy) Winkler, PepsiCo, Inc.

Faced with a steep agenda of complex change initiatives, PepsiCo created a leadership development program to build organizational capabilities in managing change. Attendees for this session will enjoy a highly interactive and entertaining look at how a global food and beverage company built critical change leadership skills leveraging the best practices from authors John Kotter and Darryl Conner.

## **G3: Leading Important Conversations – The Schwartz Center Rounds®**

Kathryn Kaplan, PhD, Maimonides Medical Center

Organization Development's role in healthcare is to help staff and leaders care for themselves and each other so they can provide better care for patients while creating more meaningful work relationships. The Schwartz Center Rounds is a profoundly valuable approach that is consistent with and expands upon OD's role in healthcare. Participants in this session will learn how to effectively implement the Schwartz Center Rounds within their own organizations. In addition, OD practitioners will benefit professionally by enhancing their skills in relationship-building within a hierarchy, as well as impacting their organization's ability to reflect on norms and make change. Practitioners will leave the session with the tools and inspiration to join the more than 200 innovative healthcare organizations using this approach to increase compassionate care.

## **G4: The Drug Safety Wake-Up Call – OD's Role in Building a Culture of Safety**

Sandra Farley, Center for Drug Evaluation & Research, FDA

Ann Caton, MSOD, Center for Drug Evaluation & Research, FDA

Dorinda Capole, Center for Drug Evaluation & Research, FDA

The FDA's Center for Drug Evaluation & Research ensures the availability of safe and effective drugs. In a 2004 wake-up call, CDER faced intense scrutiny over the risks of specific drugs, and the Institute of Medicine identified the need to transform the Center's culture. Creating a culture of safety has become a central theme for organizations that the public expects to be reliable. This case study of CDER's Workplace Culture Initiative offers its framework for aligning organization change and outlines the components of a culture of safety.

## **G5: Engaging Everyone with Liberating Structures**

Lisa Kimball, Plexus Institute

Liberating structures are interaction designs that can engage people from different roles, different levels and even different organizations in ways that open up new ways of thinking about complex problems. The dozens of open source processes are based on simple rules that are easy to learn and can be picked up and used quickly by anyone in an organization to change the quality of the conversation in routine meetings as well as high stakes off-sites. Explore innovative ways of using familiar approaches and experience some new ones!

## **G6: Full Voice – The Art and Practice of Vocal Presence**

Barbara McAfee

What is your voice saying about you? Whatever your role in OD, your voice is a critical tool in your everyday work. HOW you say WHAT you say profoundly impacts whether or not people will hear your message. Your voice broadcasts volumes of information about you every time you open your mouth. This energetic, interactive program offers you a memorable and pragmatic tool for accessing your vocal presence – the state where your words, voice, facial expression, emotions and spirit are aligned with your intentions.

## **G7: Unleashing the Potential of Multi-Stakeholder Groups**

Allison Porter, Alvarez Porter Group

Lisa Silverberg, Process Matters

Joe Alvarez, Alvarez Porter Group

In today's tough economic and political environment, it has become more necessary than ever for organizations seeking fundamental social change to work together to achieve their goals. There are inherent challenges and enormous potential created by uniting across differences. Through simulation and dialogue, this participatory workshop will examine the

common pitfalls and unique opportunities of multi stakeholder groups in the non-profit sector, and we will share and generate strategies for unlocking the energy and capacity of these powerful systems.

### **6:30 PM – 8:30 PM: An Evening of Drama, Dance, and Discourse**

Join your friends and colleagues for a lively evening that will begin with a performance by Griot Storyteller, Janice Curtis Greene. African griots (pronounced gree' o) are the historians for their community, and Janice is one of Baltimore's premier storytellers. Her entertaining narratives inspire audiences to overcome life's challenges, realize their inner greatness and accomplish wonderful things. She will connect us and then engage us in participatory storytelling guaranteed to generate a high level of energy to carry us into a full-swing party, where our DJ will provide the soundtrack for some high-energy fun! Can we recreate the moves from THRILLER in honor of All Hallows Eve? Do we have some accomplished line dancers in our community? Come blow off some steam with everything from the Frug to Freestyle. A cash bar and heavy hors d'oeuvres will be available throughout the event. About Janice Curtis Greene: Janice Curtis Greene is an accomplished storyteller, a griot. She has been telling African, African American and Multicultural stories for more than 20 years. She is currently the President of the Griots' Circle of Maryland, a Life Member of the National Association of Black Storytellers (NABS) and is the resident Griot for the National Association of Black Media Workers in Baltimore.

## **Wednesday, November 2, 2011**

### **7:30 AM - 8:30 AM: Continental Breakfast**

### **7:30 AM – 8:30 AM: Dick Bekhard Mentoring Program Debrief**

Recommended for new practitioners, this highly rated program has been a conference favorite since 2001 and helps new practitioners build relationships with seasoned mentors. Join us to debrief and say goodbye to mentors and mentees.

### **8:45 AM - 10:15 AM: Featured Sessions**

#### **FEA5: Leveraging Language for Change**

Robert J. Marshak, Ph.D., Scholar in Residence, American University/ NTL Institute MSOD Program

The purpose of this session is to introduce organization development practitioners to key ideas about language-based approaches to change and their contribution to Dialogic OD theory and practice. The premises and practices associated with the role of language - narratives, stories, metaphors, conversations, etc. – as a critical variable in meaning making and organizational change will be explored. You will learn how language-based processes can transform social reality, influence organizational behavior, and shape organizational members' mindsets. By the end of the session you will know why language-based phenomena are an important target and lever for organizational change. Come and learn what's really involved in "changing the conversation."

#### **FEA6: Pecha Kucha Exchange: OD Ideas in 6 Minutes, 40 Seconds**

Michael Burchell, EdD, Great Place to Work Institute

If you missed our Pecha Kucha sessions at OD Network Conferences 2008 and 2009, here's another opportunity to participate in this exciting new presentation format. The Pecha Kucha (Japanese for "chatter") format keeps presentations concise, fast-paced and entertaining, so if you thrive on innovation and spontaneity (and you know who you are!), here's a chance to tell us about a project, initiative, approach or practice about which you are passionate. The presentation roster is now open on a first-come, first-served basis. To learn more and reserve your space as a presenter, go to [www.odnetwork.org/conf2011](http://www.odnetwork.org/conf2011) and see the Special Sessions section. And for an orientation to Pecha Kucha see <http://allisonanderson.wordpress.com/2007/11/15/ablogabout-pecha-kucha/>.

#### **FEA7: Student Paper Presentation (SPP)**

2011 Award Winners: Lisa Nielson, Sonoma State University and Talia Eisen, Sonoma State University

Each year, OD Network invites students in OD programs around the country to submit original research papers to be published and considered as presentations to be made at the annual OD Network Conference. Winning criteria include originality, innovation and imagination – and the extent to which the paper, as determined by our Student Paper Presentation committee, makes a significant contribution to OD practice or represents a new or creative approach to thinking about our work. OD Network is pleased to honor this year's worthy winners, so please plan to meet these outstanding student contributors and hear their winning presentations. Find out what's on the minds of our student practitioners, and learn where they'll be leading the field in the coming years. This year's award winners are:

- Lisa Nielsen from Sonoma State University, paper entitled: Quantifying Qualitative OD Results: Dispelling the Touchy-Feely Stigma and
- Talia Eisen, also from Sonoma State University, paper entitled: In Search of the Amazon Dolphin: Guidance, OD and the Universal Energy Field

#### **FEA8: New Opportunities for Applying Principles of Social Justice – Program Priorities of the Lewin Center**

Argentine Craig  
Charles Seashore  
Brenda Jones  
Edie Seashore  
Lennox Joseph  
Ashley McSwain

The Lewin Center was established six years ago to apply basic concepts of social change that were central to Lewin, and central to the development of the NTL Institute. The Lewin Center Board, along with seven Lewin Fellows, has been targeting important work that has largely been neglected by OD practitioners in recent years, particularly with populations of participants who would not normally be a part of NTL or OD Network programs. In this session, the Board of The Lewin Center – Argentine Craig, Brenda Jones, Lennox Joseph, Charles Seashore and Edie Seashore – will focus on several programs designed for neglected populations, especially a program developed by Lewin Fellow, Ashley McSwain, whose organization, Our Home, is serving women in the Washington, DC area, particularly African American, who have been in prison. This program's success has encouraged us to develop programs for practitioners from other organizations who could build on her own experience, and we will invite session participants to identify important populations and specific organizational settings that would benefit from new applications of social justice principles. In addition, we also will explore how practice experience contributes to the development of good theory.

#### **10:30 AM - 12:00 PM: Conference Closing and Keynote Five: The Maestro at Work**

Itay Talgam

In the orchestra as in the workplace, music has the power to create community and reinforce shared values. Itay Talgam founded the "Maestro Programs" to show how music-making embodies knowledge and innovation, requires individual and collective achievement and offers a work environment filled with opportunities for excellence and self-actualization – just as in any successful business. The elements essential for achieving world-class orchestral performances, especially through the leadership of sensitive, inspired conductors, are powerful metaphors for success in all organizations, and Talgam will show how the dynamics between conductors, players and audiences offer inspiring new insights into leadership, management, and teamwork.