OD Network 2014 Annual Conference

Loews Philadelphia Hotel; Philadelphia, Pennsylvania

Education Session Schedule and Details

For more conference information and to register, visit www.odnetwork.org

Saturday, October 25, 2014

8:00 AM - 4:00 PM	Arrivals and Registration Open
9:00 AM – 4:00 PM	Full-Day Preconference Sessions (*lunch is included for full-day session attendees)

Change and Agility

The Organization Workshop: Creating Partnership
Barry Oshry, Co-Director, Power + Systems, Inc
Co-speaker: Karen Oshry

This workshop is being offered as part of The Worldwide Week of Partnership. The OW is a hands-on, experiential session exploring how the organization is viewed through the eyes of top executives, middle managers, workers and customers. As well, we'll look at how each of us is at times a top, a middle, a bottom and a customer and how these positions influence the choices we see. We'll examine how misunderstanding and miscommunication happen across organizational lines, the reflexive traps we can fall into, and what it takes to create and sustain partnership across boundaries (i.e., levels, functions, departments, organizations). The workshop fundamentally transforms the way people see, understand, and live their lives in organizations and it provides OD practitioners a liberating and energizing lens for their interventions.

The Change Canvas

Jill Hinson, President, ChangeFusion
Co-speaker: Katherine McAllister

Getting started is often the hardest part. Join this dynamic, engaging and generative workshop to help you build your change strategy. Using principles from complexity science and their own proprietary change dial framework, you will explore the change journey and build your own change strategy. Each participant will walk away with a customized change canvas to use as the blueprint for influencing the speed and direction of change in their system. An overview of the day includes: How change happens, an experiential activity in the change journey; A primer on using the change dials; Building your change canvas; Insight wall for learning synthesis. If you are leading change that is highly complex, and dependent on many influences, this session is for you.

Lead More, Control Less: 8 Skills to Bring Out the Best in Others

Sandra Janoff, PhD and Marv Weisbord, Co-Directors, Future Search Network

This is an exciting seminar for those who want to take a deeper plunge into managing meetings and managing yourself – essentially, being more successful in a world of unstoppable change and increasing diversity. In this highly interactive session, we will explore the realms of practice beyond traditional models, methods and techniques. We will go more deeply into personal and structural issues. We will present particular skills for enabling others to do things they never did before. Using real issues, we will discover the essentials of controlling what you can and letting go of what you can't control. Together we will learn more about applying principles for meaningful, energizing dialogue. This includes managing differences, avoiding splits and fragmentation, and promoting holistic, productive action.

Diversity and Culture

An Intergenerational Learning Exchange: Collaboratively Building Community by Engaging the Mind, Body and Spirit of Generational Cohorts

Jeff Branch, Program Director, Philadelphia College of Osteopathic Medicine - Organization Development and Leadership Graduate Program
Co-speakers: Nancie Zane, Ellen Greenburg, Linshuang Lu, Martha Lask, Chrissie Bonner, Marsha Coleman

Intergenerational engagement is critical to discover possibilities that will transform and energize our field. Members of the Philadelphia Region Organization Development Network (PRODN) and the Intergenerational Working Group (IWG) will recreate a highly successful experience by hosting and facilitating this learning exchange as a model of collaborative practice and engagement among like-minded and like-spirited organizations and generational cohorts. This full-day intergenerational learning exchange provides thought-provoking experiences by leveraging in this intentionally designed session multiple modes of expression and engagement (dialogic processes, music, art, movement, technology, etc.) that will spark new thought and appreciation among generations as we focus on co-creating the going forward together as a field of practice.

1:00 PM - 4:00 PM	Half-Day Preconference Sessions

Change and Agility

New Opportunities in OD: Where Agile and Lean Need Our Help

Steve McGee, Principal, Steve McGee & Associates

There's a revolution going on right under our noses. People in the basements of multi-national banks and manufacturers turned their world upside down - and implemented new practices that would shock any manager. They wrote a Manifesto, one that would stir emotions in any OD practitioner. These are the software engineers of the Agile movement. On their own they found a way to manage themselves better. This is in response to the failings of traditional, bureaucratic management, a tradition that resulted in a 75% failure rate of projects. The solutions emerging from the Agile movement, including Lean, Kanban, Scrum and others, are very important. Many of the results we as OD practitioners strive for are achieved through Agile. But these revolutionaries need our help. Let's learn how OD can get involved in this opportunity!

Diversity and Culture

Communication Across the Ages: A Facilitated Cross-Generational Dialogue

Izzy Gesell, Head Honcho, Izzyg & Company

By now we all are aware that the different generations in the workplace have different values and mindsets. We also know that this generational mix is making managing and leading more complex. What seems to be less understood is how to bring these groups together in ways that promote harmony, productivity and mutual respect. This session aims to bring the different generations together to begin a dialogue where each will feel heard, understood and acknowledged. The format will include intra-generational and inter-generational dialogue as well as mixed-generational problem solving. Attendees will leave this session with an understanding of what the generational differences are, how those differences impact their perception, and how they manifest themselves in their organization.

Technology and Tools

Power of Emotions in Developing Organizations

Pravir Malik, Founder of Aurosoorya and Deep Order Technologies

In this workshop we will explore the structure of emotions and their incredible value in shaping organizations. Emotions can be viewed as a fractal construct that provides great insight into the nature of organization, no matter of what kind. They are an in-built compass that can help individuals navigate their own destiny. If listened to they can also help teams more quickly reach a higher level of maturity. Their true power is as sign-posts from an underlying reality of abundance that call attention to what must be done to continue to that state of abundance. As such they are incredible levers to accelerate organizational development, whether the organization is an individual, a team, a larger collectivity, or even a global market.

Sunday, October 26, 2014

7:45 AM - 10:00 AM	Affinity Groups and Caucus Meetings
9:00 AM – 10:00 AM	New Attendee Orientation
10:00 AM – 10:15 AM	Coffee Break
10:15 AM – 12:15 PM	Dick Berkhard Mentoring Program
12:30 PM – 1:00 PM	Opening Remarks and Introductions
1:00 PM – 2:30 PM	Stacy Blake-Beard, Opening Keynote Speaker
2:30 PM – 2:45 PM	Break with Beverages
2:45 PM – 3:45 PM	Concurrent Sessions

Lifetime Achievement Award Recipient

Can We Love Theories Too Much?

Dr. L Mee-Yan Cheung-Judge, MSC, Ph.D, Senior Fellow of Roffey Park Business School, UK; Senior Fellow of Singapore Civil Service College; Dean of the NTL European OD Certificate, Quality-Equality OD consultancy and training services, UK.

Presentation (1 Hour)

This one hour presentation aims to: 1. Review OD core theories and how they shape our thinking and practices 2. Highlight the fascinating complex interaction between different theories using real transformation story. 3. Extract examples from the delegates the areas they apply theories. 4. Focus on how practical theories can sharpen our diagnostic and intervention work. In an hour, there will be input in (25 min) and two 15 minutes activities. The two activities will be: a) Ask delegates to share a how they use/not use theories to decide how to carry out a tricky consultancy situation, b) Ask delegates to form different theory group to diagnose and design intervention of a simple client case that I will give them; Well-developed educational material will be given out to energize them to further study of theories.

Change and Agility

Peer to Peer Leadership: Why, Why Now and Implications for OD

Mila N Baker, PhD

Presentation (1 Hour)

This session will introduce participants to a new framework for organization effectiveness - the peer to peer network community which adapts the basic concept behind computer and social networking and crowdsourcing to organizational design and leadership. The new architecture framework demonstrates that a network with "equipotent" nodes of power—think peer leaders who have equal authority, power and accountability—are infinitely more powerful than leader-follow relations that occur in traditional hierarchical organizations. Companies such as Gore, Blackrock and Herman Miller are already practicing these principles. The session will benefit all levels of practitioners and scholars interested in either of the three conference themes – diversity and culture, technology and tools and change and agility.

Disruptive Interventions Leading to Agile Organizations

Gib Mason, COO, VP of Administration and Finance, UMBC Training Centers

TED Talk (1 Hour)

This session will focus on a start-up organization that experienced a 9,200% growth rate in 5 years and how it lived into building a bridge as it walked on it. For successful navigation of this type of extraordinary growth, the leadership employed

several disruptive interventions to empower the organization to embrace constant change. Secondly, we will focus on an organization that required disruptive interventions for tearing down and rebuilding it to be change- and agile-oriented. One intervention broke down silos with autonomy and cross training, one opened communication and access to its senior leaders by literally tearing down walls, and another one provided a vision for the future and determined who bought into it. Enthusiastic leadership was the golden thread that drove each of these disruptive interventions and led to agile organizations.

Lightning Squad Reinvention

Jude G. Olson, Sr OE Consultant & Executive Coach, Lockheed Martin Aeronautics Company

Co-speaker: Cornelius Taylor

TED Talk (1 Hour)

The F-35 aerospace program is a case study of a complex system that requires agility to respond to external changing customer expectations and internal culture transformation. Lockheed Martin was awarded the largest contract ever in the history of the Defense department to build 5th generation aircraft for all U.S. services and Allies. At a critical point of transitioning from a decade of design to a future of high rate production--it was time for reinvention. We will share approaches used to analyze gaps, and then engage senior leaders as collaborative partners in an organization re-design. Building new organizational capabilities required shifting their own leadership mindset and culture. The lenses of Galbraith's STAR model and self-design strategy, and Prosci's ADKAR model for change management and speed of adoption will be referenced. Our team will provide a reflective narrative which includes the senior leadership 'voice' and practitioner experience.

Diversity and Culture

Strategies to Build Cultural Competence in Your Organization

Neal Goodman, President and CEO, Global Dynamics Inc.

Presentation (1 Hour)

In this highly interactive session we examine why Cultural Competence (CC) has become the most significant emerging competency for domestic and global organizations, and provide specific steps to be taken to develop and leverage CC across the organization as part of an OD strategy. A CC Model will be presented that is based on over 30 years experience developing CC in hundreds of successful global organizations. Cases will be reviewed and discussed and new web-based platforms that promote CC will be shown. We will demonstrate how to apply CC to enhance your organization's CC competitive advantage and develop an action plan to build CC in your organization.

Start-Up Multinational Organization in Middle East

Eric Nihat Elli, Business and Admin Director, FNSS Middle East Co. Ltd.

Presentation (1 Hour)

Apart from its own challenges, starting up a new company in Middle East brings additional obstacles for North American companies. Leaders who are coming from individualist culture struggle for finding the right cultural dimension to the organization, attracting qualified resources, hiring from many different nationalities, working towards a common goals, adaptation and flexibility of the organization.   After the company becomes operational, leaders may also face a few new challenges such as working at a totally different culture, dealing with diversity, internal and external communication, preparedness for sudden changes. To overcome these challenges, executives should give extra attention to select the right management team, designing the organization to serve the needs of multiple cultures, align the organizational culture.

Technology and Tools

"Wow, So That's What Engagement Looks Like!" How Electronic Arts is Using New Tools to Transform and Energize Team Effectiveness... And You Can Too

Brad Margolis, Director, Exec Development & Organizational Effectiveness, Electronic Arts

Presentation (1 Hour)

Three years ago Electronic Arts was trying to address a common dilemma. How to create more engaged employees and ultimately drive better business results. With a team-based culture the company tried to empower managers but empowerment was not enough - they lacked the tools to truly succeed. Then came the Team Health; simple, accessible, fast, and relevant. The Team Health Survey and continuous improvement process gave team leaders across EA the power to recognize gaps, transform team effectiveness, and energize employees. Unlike traditional survey tools Team Health gave managers a true dashboard with which to drive change. In this hands-on interactive session you will learn the specifics of what makes the Team Health survey and process unique and successful so that you can bring those elements back to the organizations you work with.

3:45 PM – 4:00 PM	Break with Beverages
4:00 PM – 5:00 PM	Concurrent Sessions

Lifetime Achievement Award Recipient

Change Happens: Tip the Scale Using the 3 C's

Brenda B Jones, M.S. in Applied Behavioral Science, OD Consultant, Executive Coach, Editor, Board Member, The Lewin Center

Co-speaker: Patricia Bidol-Padva

Presentation (1 Hour)

Often OD practitioners see that change strategies are not fully realized. This interactive session explores an agile change framework, 3 C's of Change, that helps to diagnose, take action, and measure success at all levels of system. The session includes a concise presentation on the framework and an exercise in which the participants interact in sub-groups where they apply the 3 C's to a video case study. The 3 C's Framework of Change enables the change agent and client explore the meaning and differences between capacity, capability, and competency. The review of the 3 C's creates new understandings, deeper insights, and distinctive perspectives relevant to their change process. They are pathways that enable an organization to implement and support cultural transformation.

Change and Agility

Work with Me: Igniting Collaboration in a Culture of Individual Achievement

Carlos Valdes-Dapena, Director, Customized Learning, Mars, Incorporated

Presentation (1 Hour)

Mars, Incorporated, like many companies that grew out of the culture and mindset of the western world, has a culture that looks for, hires, promotes and rewards great individuals. In the face of intense competition in the consumer packaged goods category, where companies like Kraft and Nestle are aggressively innovating and taking share at every opportunity, Mars committed to unlock the potential and power of collaboration in a historically individually-focused and very successful culture. Their approach to this involved extensive research and yielded an approach that harmonizes with the existing corporate culture while challenging traditional assumptions about what drives teams and team effectiveness in general.

Executing a Successful Stakeholder Engagement Plan in a Fortune 100 Organization during Global Transformation

Lisa Nielsen, Senior Consultant, People & Organization Change, Ernst & Young

Presentation (1 Hour)

This will be an interactive session where participants explore a case study from a recent transformation at a global Fortune 100 company. We will cover how to build a holistic stakeholder engagement strategy to cover all strata of the organization from the CIOs to the end-user. Goals of stakeholder engagement include securing sponsorship and commitment from the executive team, commitment to drive to adoption of new behaviors and processes from regional management, and collecting input and building support from the end user. We will explore top-5 lessons learned in creating real-time feedback loops as the project progresses including creation of cross-functional project Advisory Boards, a global Change Agent Network and user discussion forums. Focus on methods to track metrics on the level of support across the stakeholder community

Change Matters: Why Can't We "Just Do It"

Craig J. Petrun, Psychologist, MITRE Corporation

TED Talk (1 Hour)

Why can't we "Just Do It"? Change does matter in today's fast paced world, but how we go about trying to change matters even more. You have heard the Nike saying "Just Do It", but unfortunately lasting change does not work this way. This TED talk will challenge you to look at creating change differently. It is important to understand that how we go about creating change in our world or daily lives can be even more important than making the decision to change. In order to "Just Do It" - change requires us to navigate the change process and to prepare for and understand the costs & benefits of changing. This process allows us to minimize the neurological resistance of change. This talk will enable you to create and sustain both organizational and individual change once you know the secrets!

Diversity and Culture

A Model for Catalyzing Your Non-Profit Board: Aligning Your Stakeholders and Board Composition

Dylan Dalton, Organization Development Consultnat, SolÃs Consulting

Co-speaker: Rosalind A. Spigel

Presentation (90 Minutes)

As key stakeholders, Boards of Directors are often the face of the organization to the public. For a Board to be effective and credible, board composition should reflect the organization's stakeholders. In this workshop participants will learn how to conduct a board composition audit and craft action plans to achieve alignment between the agency's stakeholders, the composition of the board, and the board's role in capacity building efforts. This interactive workshop will include didactic, group discussion, and individual writing. Take aways: 1) to understand the connection between a nonprofit's board composition, its stakeholders, and its effectiveness in fundraising and delivering services; 2) to learn how to conduct a board composition audit; 3) to create an action plan for positioning boards to contribute to capacity building.

The Future Connects Us: The Secret to Bridging Cultures

Yvette Montero Salvatico, Principal/Partner, Kedge, LLC

Presentation (1 Hour)

As world markets shift and the complexity of managing a global workforce further intensifies, only those organizations that are able to unite their geographically dispersed teams under a common vision will survive. What is the secret to achieving this synergy? Mapping the Future. Creating the opportunity for dialogue about the future connects people at a foundational level, serving as an accelerant to bridge cultures in the quest for the global organization of the 21st Century.

Technology and Tools

Turning Intuition into Science: Moneyball Strategies for the Workplace
Deborah Peck, President and Principal Consultant, Seity Insight
Presentation (1 Hour)

"Baseball thinking is medieval. They are asking all the wrong questions." Peter Brand, assistant GM for the Oakland A's, said this in Moneyball. He says that the art of data science is to ask good questions. He explains the difficulty explaining and selling analytics and data based conclusions to his peers and the organization as a whole. Organizations today are using data but they might not be using the right data or the right analytics by asking the right questions. Now there is data available about how people collaborate, and gives a systems view of the organization. Deborah Peck, PhD will present a unique technology method to use data and science to 'see' the organization in a different way and offer objective decision making rather than 'baseball thinking' decisions for workplace strategies and managing the workplace differently.

5:00 PM – 6:30 PM	50th Anniversary: Transforming OD
6:30 PM – 8:00 PM	Opening Networking Reception & Poster Sessions

Monday, October 27, 2014

7:00 AM – 8:00 PM	Registration Open
7:00 AM – 8:00 AM	Breakfast with Exhibitors
8:00 AM – 9:45 AM	Introduction and W. Warner Burke, Keynote Speaker
9:45 AM – 10:15 AM	Break with Exhibitors
10:15 AM – 11:45 AM	Concurrent Sessions

Lifetime Achievement Award Recipient

Cultivating Healthy Organizations: What Are They and How Can We Create Them?
David Jamieson, Phd, Professor & Department Chair, University of St. Thomas: Organization Learning & Development
College of Education, Leadership & Counseling
Co-speaker: Debra Lindh
Presentation (90 Minutes)

This interactive and engaging session will provide participants with an opportunity to better understand different perspectives of what defines a healthy organization in both organizational and academic contexts. Based on the work of Richard Beckhard, this session brings together the practical framework for exploring variables making up healthy organizations, integrating these elements with a practical application, and creating opportunities for healthy organizations. Through active small group discussion, reflection, and whole group discussion, participants will gain a deeper understanding of "what" to create as well as explore the implications of "how" to carry out this type of strategic initiative to apply within organizations.

Change and Agility

Energize: Ignite Passion and Performance with User-Friendly Brain Tools
Robert Faw, Chief Energizing Officer, Matchbox Group
Presentation (90 Minutes)

Learn secrets of motivation being unlocked by researchers. Bob Faw has turned these scientific insights into tried and true tools. He'll share these simple tools in a highly interactive, engaging, and laughter-filled session. One of the biggest challenges facing change and growth within organizations is the human body's protective mechanism. Our limbic systems react with the "fight, flight, or freeze" responses that can cause many problems and prevent organizations from moving forward. For example they cause resistance to change, black-and-white thinking, us-versus-them-mentalities, silo behavior, and unhealthy competition. This is in part because we humans have what scientists call a "negativity bias".   Guide your clients by creating motivating communication that calms our Caveman (limbic system), that energizes our Artist (passion), and that convinces our Thinker (prefrontal cortex).   Come to energize yourself, and learn some simple tools you can easily pass on to others.

The Hero's Journey: Transforming Strategy through Story
Suzanne M. Piotrowski, President & Owner, BadFish Consulting
Co-speaker: Gary D. Jacobs
Presentation (90 Minutes)

This session will center on a new way of conceptualizing organization strategy. Strategy is all about change and at the center of every big change lies a hero and a villain. We have recognized that when a cohesive and compelling strategy narrative is created and used to introduce and invite engagement, the strategy is more quickly understood, embraced and generates resonance, pride and energy at organization, team and individual levels. We will introduce core strategy, story crafting and storytelling concepts. Participants will then be engaged in highly interactive discussions and activities, in which they practice working with the core concepts. They will leave with a new way of thinking and some great tools for making their strategies come more fully alive, faster.

The Boss Is Dead: The Future of Leadership and Its Implications for OD
Judith H. Katz, Executive Vice President, The Kaleel Jamison Consulting Group, Inc.
Co-speaker: Frederick A. Miller, previous recipient of the Lifetime Achievement Award
Presentation (1 Hour)

Between peer-to-peer leadership, networked organizations, and the demands of Millennials, the traditional organizational hierarchy is no longer obsolescing; it is dead, and the concept of the boss is dying with it. What model of leadership will take its place? In this session, two OD thought leaders discuss the latest paradigms emerging in their client systems. Participants will hear how these new models of leadership will energize the future of organizations, and how we as OD practitioners can support our clients in leaping from last century's practices to future models. The session features a case example from a company known for its progressive approach, which is retooling the structure of its leadership, teams, and work to maximize accountability, ownership, performance, contribution, learning, and joy.

Diversity and Culture

Beyond Borders: Developing Globally Adaptive Leaders
Lori Brewer Collins, Principal, Cambria Consulting, Inc.
Presentation (90 Minutes)

Competence in a global context is a must-have in today's business environment. Leaders must handle increasingly unique problems and cross-cultural challenges in a climate that's more volatile, uncertain, and complex than ever. At many companies, the search is on for leaders who can effortlessly span different cultures, economies, politics, and geographies;

who can think systemically across multiple networks, deal with rapid change and layers of complexity; and who can speak the language of global business. This presentation explores a powerful framework for helping leaders navigate global challenges and develop global leadership capacity.

Letting Go to Let Come: Transforming OD Practice across the Generations
Ilene Wasserman, President, ICW Consulting Group
Co-speaker: Jeffrey Branch
Design Charettes (90 Minutes)

As we consider the legacy of our past as a field, and our commitment to energize our field going forward, the theme of intergenerational collaborations is a key source of inspiration and transformation. This proposed session builds on seeds to be planted in the pre-conference and the activities of the 50th anniversary committee both leading up to the conference and at the opening session. We will be honoring key theorists/practitioners who have shaped our practice as we look at: where have we been; what does it mean to folks now and how do we co-create going forward together. Inherent in these themes is the need to "let go to let come". What does it take to feel confident to let go, and trust that what is of value will sustain?   In this session we will use a provocative dialogic approach to explore these questions across generations.

Technology and Tools

Teleconsulting: Virtual Consultant Partnerships to Enhance the Practice of OD
Gail Todaro, Lockheed Martin Aeronautics Company
Presentation (90 Minutes)

Technology has enabled the OD consultant to serve their clients worldwide at any time, from anywhere with an Internet connection. This session will talk about a virtual consulting model that highlights the importance of collaboration and communication between the OD leader, the OD consultant and the Human Resource Business Partner (HRBP) to help organizations succeed. This session will explore key learnings through the lens of an OD consultant leveraging the expertise of the HRBP within a client organization to build OE capability through virtual forums and online resources. The OD leader will share her behind-the-scenes challenges and opportunities whether one manages employees in a cramped cubicle or a spare bedroom. The session will combine virtual lecture, facilitated interactive discussion and relevant examples in which participants will have an opportunity to explore a variety of virtual consulting approaches.

11:45 AM – 12:30 PM	Lunch with Exhibitors
	Sponsor Spotlight Sessions
	Get Published with John Vogelsang

Get Published with John Vogelsang
The Organization Development Network invites you to a lunchtime meeting to discuss with members of the *OD Practitioner* Editorial Review Board your ideas for articles and your questions about getting published in the *OD Practitioner, OD Seasonings* and *Practicing OD*. Share what you learned from client practice, applying OD theories and developing your own approaches and methods. It is a perfect time to give something back to the OD community by offering your case experiences in OD Network publications.

12:30 PM – 2:00 PM	Concurrent Sessions & Student Paper Presentations

Lifetime Achievement Award Recipient

The Meeting Design Challenge
Dick Axelrod, MBA, Co-founder, The Axelrod Group, Inc.
Co-speaker: Emily Axelrod
Design Charettes (90 Minutes)

There are over eleven million meetings a day in U.S.A. Most people regard these meetings as places where productivity goes to die. How different would it be if they were places where you could actually get your work done right there in the meeting? In this design challenge you will apply the Meeting Canoe approach to five different meeting scenarios. You will learn the Meeting Canoe's six-step process that covers every aspect of the meeting from the way you greet people to how you sum up at the end, thus creating productive energizing experiences that carry the electric charge of challenge, meaning, autonomy, learning and feedback. Watch your design grow as you participate in rapid prototyping and learn from everyone present. Bring your best design skills to this session and leave with new ideas you can apply immediately.

Change and Agility

Using Applied Improvisation in the Creation and Maintenance of Collaborative Culture
Sarah Fisk, Organization Development Consultant, Community At Work
Presentation (90 Minutes)

Applied Improvisation is making a big entrance into the field of Leadership Development. People are eager to reap the benefits of using Improv in the workplace: increased innovation, agility, easier adaptation to constant change, physical and mental improvements "all of these advantages have been demonstrated. But wait - who really wants to play theatre games and do ice-breakers all day?! It might be fun but when does the "work" get done? This session demonstrates that it's not necessarily the activities of Improv, but the underlying values and principles, which deliver the benefits, and looks at how these can be integrated into the design of work processes. Using clear, concise models, we explore how the principles of Improv dovetail with the values of collaboration and the key role a consultant can play in shifting group culture.

Thriving through Change
Christine Andrukonis, Director-North America, Ketchum Change
Design Charettes (90 Minutes)

Thriving through change and transformation is not a linear step-by-step process, yet most of today's change models are structured in this way. Many organizations have been searching for a model that addresses the continuous flow of rapid and capricious changes that can happen to them without notice. The Liquid Change perspective does just that. It enables companies to recognize the challenges they are facing when managing change. It helps them transform into a new state of being versus a linear process so they can do this in an engaging and energizing way throughout the organization. This workshop has been designed to bring the Liquid Changes perspective to life and will help participants assess how liquid their organization is and to support them as change leaders in shaping the flow of change to achieve sustainable business success. As part of the workshop, attendees will have the opportunity to participate in a Liquid Change diagnostic tool, analyze the results, and shape a tangible action plan to help teams and organizations become more liquid and energized about change.

Unleashing the Power of Organization

Isabelle Suares, Senior Transformation Manager, CMO/PMO, Cisco Systems

Presentation (90 Minutes)

This interactive session will introduce you to a practical and proven set of innovative processes to unleash the power of stakeholder engagement. By examining the latest multi-year transformation we underwent in Cisco Services, we will examine how change capability became the new norm in the organization. We will examine the key elements we successfully deployed to orchestrate the new culture while managing change saturation. During this session you will practice using the some of these techniques to engage your stakeholders to accelerate your end goals.

Diversity and Culture

Development and Other Dirty Words: The Story of OD around Africa

Judith Okonkwo, Business Psychologist, Imisi Consulting

Co-speaker: Sarah Owusu

Design Charettes (90 Minutes)

As African OD practitioners we wish to share our story with you, and allow you to build on it in a way that helps us all explore the clear opportunity that Africa presents for OD - both in practice and learning - and to overcome some of the hurdles that we inevitably face. We will provide a space to question the relevance of OD and to define our roles. By looking at OD in Africa we will: - Spend time recognizing what is happening in the OD field elsewhere in the world, and exploring our awareness of it - Expand, transform and elevate our mindsets by engaging explicitly with the purpose of OD in different cultures - Experience new, energizing ways of working. We hope to explore OD as something universally applicable and globally interconnected. As Ubuntu philosophy would say: I am because we are.

Technology and Tools

Organizational Design and Managing Change in IT Transformation Efforts
Chris Turner, Ph.D., Manager of People and Change, KPMG
Co-speaker: Rich Gegenwarth
Presentation (60 Minutes)

IT change can run the gamut from transactional to transformational. As organizations make significant changes to IT target operating models and launch large initiatives such as: enterprise system redesign, moving to a cloud solution, or outsourcing, they need to scale their change efforts to get the most from their investments in organizational change.   This session will discuss how to manage, scale, and tailor change efforts for IT projects considering the spectrum from transactional to transformational. We will present a recent ERP implementation case study and share thoughts on how Change and OD practitioners can enhance impact along the stages of a typical IT program lifecycle. Key focus areas include: understanding the size and scope of the change effort; tailoring Change and Organizational Design (OD) tools and methods

Student Program

13th Annual Student Paper Presentations

Inaugurated in 2001, the Student Paper Presentation (SPP) Program offers graduate students in both masters' and doctoral programs an opportunity to practice key competencies as scholar-practitioners by writing a well-formulated, publishable paper and submitting it for professional review.

2:00 PM – 2:30 PM	Break with Beverages
2:30 PM – 4:00 PM	Concurrent Sessions & Student Research Colloquium

Lifetime Achievement Award Recipient

Facing Climate Change: Exploring Large Scale Multi-stakeholder Processes
David Sibbet, MSJ, President, Senior OD Consultant, The Grove Consultants International
Co-speaker: Gisela Wendling, Ph.D., Senior Consultant and Director of Global Learning, The Grove Consultants International
Presentation (90 Minutes)

Facilitating cross-boundary collaboration is a consummate challenge. David Sibbet, recipient of the ODN Lifetime Achievement Award in 2013, was on a core change team that met this challenge in a 140 NGO and 15 foundation network called RE-AMP. It began in 2004 and continues in its goal of cleaning up global warming pollutants 80% by 2050 in the energy sector of eight states in the upper Midwest. Gisela Wendling, Ph.D. was formerly director of OD at Sonoma State University and subsequently director of water programs at Ag Innovations Network. As Senior Consultant at The Grove, she is continuing to facilitate California's statewide Roundtable on Water and Food Supply in its 4th year in the face of a historic drought. Both have reflected deeply on the principles and practices that inform their on-going work with social change. They will share their learning in a rich, interactive session.

Change and Agility

Shape-Shifting: A New Team-Coaching Model for Increasing Your Agility and Effectiveness
Laura Hauser, Founder and Partner, Leadership Strategies International
Design Charettes (90 Minutes)

You coached the CIO who was very pleased with the transformative results. Subsequently, she called with an urgent request, "I need you to coach my team who embarked on a new and critical business initiatives." You have the time and agreed to meet with the team. What would you actually do when interacting with the team? Coaching work teams has emerged as a natural evolution of development of executive coaching. But little is known about coaching teams in the workplace. During this interactive session you will compare your answers about what you would do in the CIO case to a new team-coaching model called Shape-Shifting published in the Journal of Psychological Issues in Organizational Culture (Hauser, 2014). Lastly, we will identify practical applications and implications of the Shape-Shifting model to your practice and organizations.

Action Research in the "New OD" and in the "Old" (one is silver and the other is gold)
David Kiel, Leadership Coordinator, Center for Faculty Excellence, University of North Carolina-Chapel Hill
Presentation (90 Minutes)

In this seminar, Kiel briefly presents how action research originated as a core OD concept, and how it has evolved within the framework of dialogic OD or the "new OD.") He invites participants to discuss how these concepts relate to their own current and past OD practices. Finally, he polls the group about how they use or have observed the use of technology to accelerate and disseminate action research approaches in contemporary organizations.

Diversity and Culture

The Neuroscience of Inclusion: The Hidden Barriers to Feminine Leadership
Janet Lee Crawford, Founder, Cascadance / The Women & Innovation Lab
Presentation (90 Minutes)

An astonishingly low percentage of world leaders and corporate executives are women. The issue extends beyond simple fairness. Feminine perspectives are imperative to solving the global challenges of the 21st Century. Much of this inequality involves no conscious intent. The human brain is a sophisticated pattern recognition machine, built to replicate the culture in which it is immersed. Unconsciously acquired templates guide our choices, creating implicit bias even among those who consciously wish to promote women. Qualified women are often passed over because their values and traits don't fit what leadership traditionally has looked like, both physically and archetypally. Learn more about this neural phenomenon and what progressive organizations can do to surface and address hidden barriers to feminine leadership.

Technology and Tools

Virtuous Meetings: Technology + Design for High Engagement in Large Groups
Lenny Lind, Chairman and Founder, Covision Inc.
Co-speaker: Karl Danskin
Presentation (90 Minutes)

Large meetings today can be highly collaborative by engaging participants like never before. And they can produce convergent, meaningful outcomes. How? By integrating personal communication technology into your meeting along with smart process design. This workshop will outline the basic design principles for using technology successfully in large meetings: increasing the discussions participants are able to have and rapidly coalescing the fruits of all of their small group conversations into statements of meaning for the whole group. The authors of "Virtuous Meetings" have spent twenty years developing the methodology for all participants to be active contributors in a meeting – not passive audiences – no matter how large the meeting is. Organization development consultants should be aware of this method.

Conference Call Blues: Facilitating Successful Virtual Team Meetings

Yael Zofi, CEO & Virtual Teams Expert, Applied Innovative Management Strategies
Co-speaker: Susan Sutton
Presentation (90 Minutes)

Many talented leaders are now struggling with how to motivate and influence teams that don't regularly meet face-to-face. The author of "A Manager's Guide to Virtual Teams" shares insights from her field research with over 150 global managers and consulting work with today's organizational leaders on new issues arising from virtual environments. Using teleconferencing as an example, this interactive workshop, simulating a conference call, includes engaging discussion, helpful tips for aligning teams and facilitating meetings, and techniques for enabling participant interaction.

Student Program

6th Annual Student Research Colloquium
These colloquium sessions at the OD Network Conference provide current and recently completed OD graduate students an opportunity to share and discuss their original research that is underway or recently completed.

| 4:00 PM – 4:15 PM | Break with Beverages |
| 4:15 PM – 5:15 PM | Concurrent Sessions |

Lifetime Achievement Award Recipient

Reflecting on the OD Value of Always Working on Yourself
Barbara B Bunker, Professor of Psychology Emerita, University of Buffalo (SUNY)
Presentation (1 Hour)

What's happening in OD practice about professional self-development? I will describe my own journey (lots of stories) which started about the same time that OD became a recognizable career. We need to look at the culture that shaped the ideas of who we should become as OD consultants. Are they still valid? Have new values been added? I will raise questions and propose ideas about the importance of lifelong self-development. I will also challenge us to embrace ideas and experiences outside of OD in the service of our own growth and will areas of challenge for us. And, of course, I will pause for the group's reflection and interactions several times during our time together. I expect that we will all share experiences and react to the ideas proposed.

Change and Agility

The Mindful Organization: Transforming Organizational Leadership and Culture through Mindfulness Practice
William Tate Brendel, Assistant Professor of Organization Learning & Development, University of St Thomas
Presentation (1 Hour)

Being present, expanding awareness, and assuming a beginner's mind are tenets of mindfulness practice that are just now being translated into transformative leadership competencies such as Pausing (Cashman, 2012), Presencing (Senge et al., 2004), Focusing (Goleman, 2013), and Humble Inquiry (Schein, 2013). However, we have yet to see a more thorough integration of mindfulness practice as an OD intervention that has the capacity to transform deeper, pernicious currents that run through organizational culture, including personal suffering, isolation, despair and yearning for a more authentic and meaningful relationship with organizational life. This presentation will decode and integrate aspects of mindfulness into an OD methodology that expands awareness around unhelpful narratives, assumptions, and anxieties, which often result from a lack of awareness. This speaker's case research around mindfulness-based OD interventions in the US, Germany, England, and South America are provided.

How Design Thinking Can Enable Organizational Transformation
Susan J. Bethanis, CEO/Founder, Mariposa Leadership
Presentation (1 Hour)

Design Thinking is a problem solving technique that has been used extensively and successfully to develop products and services. However, the principles of design thinking can also be applied by leaders to enable organizational transformation. For example, how do I redesign the value chain to shift from products to services or solutions? How do I motivate employees to stay engaged and energized in their work amidst organizational change? How can I involve employees in the change effort? These are not easy problems. Audience members will have an opportunity to apply the Breakthrough! Model (Empathy, Brainstorm, Prototype, Implement) to a real-work challenge and build a rapid prototype in the room. Using the Mariposa Design Kit, audience members get the ultimate tangibility in a fun, unique atmosphere.

The View from the Front Lines of Change
Lisa Kimball, Executive Producer, Group Jazz
Co-speaker: Sharon Benjamin, PhD
Presentation (1 Hour)

We know the importance of involving front line staff from all parts of an organization in significant change initiatives. But what does it look like in practice? For the past 7 years, an inner city hospital in Philadelphia has used an innovative approach called Adaptive Positive Deviance to include transporters and housekeeping staff along with doctors and nurses to solve intractable quality problems. We've invited a panel from that front line to join us to share their personal experience and describe how the fight against infections led to a new way of collaborating at Albert Einstein Medical Center. Participants will hear what it was like for non-clinical staff to be included in the hospital's mission-critical work. How did leaders adapt to new kinds of relationships? What emerged from a fundamental change in work patterns?

Diversity and Culture

Do Tough Women Leaders Make Better Managers? A Data-Driven Perspective on Gender and Managerial Effectiveness
Allan H. Church, VP OD and Executive Assessment, PepsiCo
Co-speaker: Naomi Woods, Shawna Freeman
Presentation (1 Hour)

Many corporate cultures require the 'tough executive' profile as the pathway to success, yet this approach is often in contrast to the broader OD message of inclusion. While female leaders in corporations have increased over the past several decades, the expectation for 'tough' leadership prioritizes stereotypically male leadership traits over more female leadership traits. These biases can impact performance and talent management decisions. This session will focus on a lively discussion of these issues by presenting applied research conducted in a large multi-national consumer products organization. The results show how certain aspects of personality style of female leaders affects evaluations of their managerial effectiveness (as rated by their direct reports) as compared to male counterparts, and how organizations can respond.

Technology and Tools

Should We Transform or Shouldn't We? That Is the Question...
Mark Bodnarczuk, Director, Organizational Development, n-Link Corporation
Presentation (90 Minutes)

This session will use case-studies to describe how the Organizational Transformation Index has been used to help organizations determine whether or not they should embark on a transformation initiative, and the degree to which they are likely to succeed in achieving sustainable change. The OTI is an on-line assessment tool that evaluates the degree to which an organization: a) sees the need for positive change and identifying barriers to change, and b) has the foundation of trust required to actually achieve transformation. The data and information provided by the OTI are designed to be a catalyst for meaningful conversation and dialogue between top managers, middle managers, and staff about the personal, interpersonal, and socio-cultural barriers they are likely to face while navigating a transformation process.

Big Data Analytics: A Game Changer for OD Practitioners
Michele L. Reeves, Organizational Development Manager, SAS
Presentation (1 Hour)

OD Practitioners have long used data to make transformation efforts more effective; yet research from Bersin by Deloitte shows only 12% of organizations are using advanced big data analytics: the use of predictive modeling that ties workforce data to organizational performance. This may be because it is difficult to do three essential tasks well: present information that anticipates, predicts and forecasts workforce changes, analyze trends while they are still current news, and deploy and leverage human capital using objective evidence, as well as anecdotal evidence. This session will share lessons learned in a real world example of how an OD Practitioner at SAS, the leader in business analytics software and services, collaborates across the business and leverages big data analytics to change the culture game and maximize organization effectiveness.

5:30 PM – 7:00 PM	Award Ceremony & Fireside Chats
6:30 PM – 8:00 PM	Cocktail Reception & Poster Sessions

Tuesday, October 28, 2014

7:00 AM – 5:00 PM	Registration Open
7:00 AM – 8:00 AM	Breakfast with Exhibitors
8:00 AM – 8:30 AM	Introductions
8:30 AM – 10:00 AM	Opening of "Chart the Future for Organization Development" with Harrison Owen

Featured Program

Chart the Future for Organization Development: Open Space with Harrison Owen

We will be in Open Space on the last day of the conference. Open Space is a simple approach which has enabled large groups of people all over the world to confront and resolve complex and conflicted issues. This will be facilitated by Harrison Owen and all contributions will be made by all of you. Strangely, it always works. If Open Space is not familiar to you, check out the experience of US West (now QUEST) http://vimeo.com/25251316

There are promises that will be kept.

- Every single issue or opportunity that anybody cares about will be on the table for discussion
- Every issue will be discussed to the extent that anybody cares to
- All discussions will be summarized and reported in writing as participants feel called upon to do so
- The results of our discussions will be available to one and all in an Electronic Book

We hope to see you at this year's momentous OD Network conference because our future is ours to imagine, and only we can do that job... together.

10:00 AM – 10:30 AM	Break with Exhibitors
10:00 AM – 11:30 AM	Open Space Session 1
11:30 AM – 12:30 PM	Open Space Session 2
12:30 PM – 1:30 PM	Lunch with Exhibitors (Passport to Prizes) & ODN Business Meeting
1:30 PM – 2:30 PM	Open Space Session 3

2:30 PM – 3:30 PM	Open Space Session 4
3:30 PM – 4:00 PM	Open Space Wrap-Up
4:30 PM – 5:00 PM	Conference Wrap-Up