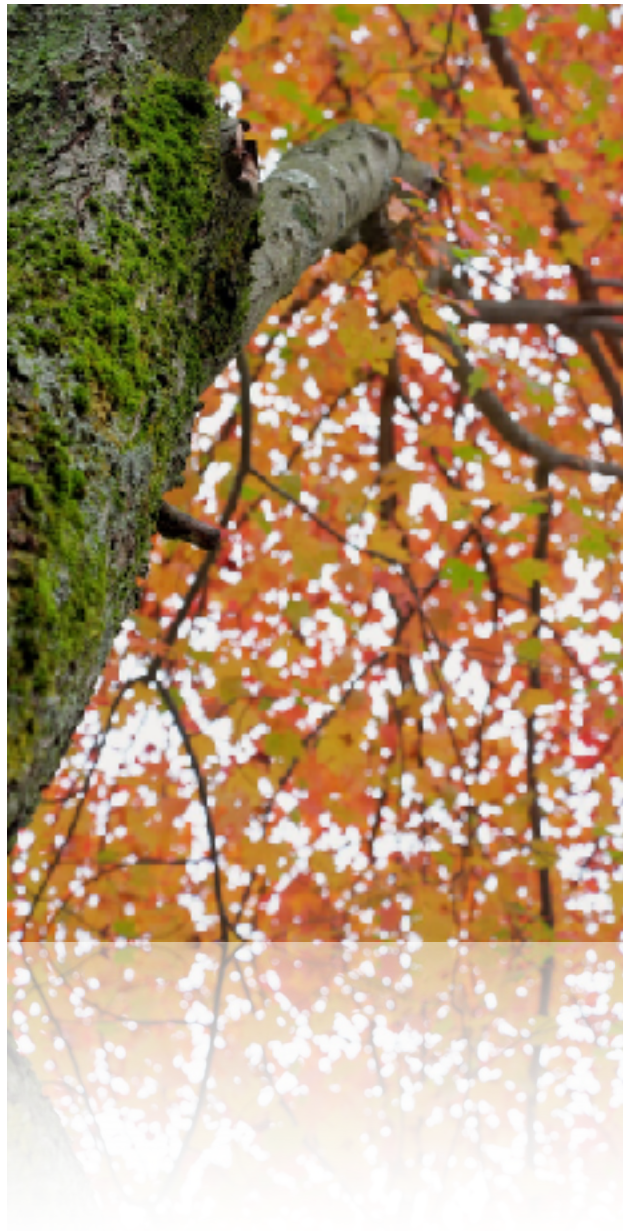

ISODC

FALL 2020 NEWSLETTER



Welcome to our Fall 2020 issue of the ISODC newsletter!

Letter from the Vice President

By Dr. Kimberley Barker

Dear ISODC member and friends:

I hope you and yours are doing well and are healthy in this ongoing COVID-19 era. Even though change is ongoing and the new normal is anything but normal, this summer has been a beautiful one, hasn't it? Our thoughts and prayers are continued for our friends in Lebanon who have continued to suffer from the horrible explosion just over a month ago...

Our first virtual conference was a wrap in May. We had some amazing plenary speakers, workshops that were attended. Zoom is a platform that is becoming so common these days. I recently read that Zoom's platform has more than quadrupled in the past year!

Enclosed is an open letter from our International board member and friend Richard Engdahl, PhD with reflections from his life and his journey with Organization Development.

The newsletter also includes:

- Cabrini University's ODC Program Reflects on the 2020 ISODC Virtual Conference by Todd Matthews, Anton Shufutinsky and Celia Szelwach, along with reflections by conference chair Ron Newton
- Changing organization structure and leadership style through OD intervention towards teachers' job satisfaction, teachers' motivation to work, students' motivation to learn and student-centered teaching skill: Case study of monastic schools in Yangon by Dr. Nan Thin Zar No
- Conscious Actions for Inclusion: A Common Language to Drive Uncommon Results by Judith H. Katz and Frederick A. Miller
- Cosmogogenesis and OD by Stanley Arumgam
- How Effective Leaders Exercise Influence and Implement Ideas in Complex Organizations by Daniel J Julius and Lee Lu
- ISODC virtual conference 2020: Preparing for future By Farhan Sadique
- ISODC virtual conference 2020 Reflections by conference chair Ron Newton

- Leaders Need to do Listening Tours by Kimberley Barker
- My Thinking Call of the Future of HR after COVID-19 and the Important of Effective Utilization of Generation X toward 5.0 Era by James Kalimanzila
- Navigating Uncertainty: Future of Work through Self-Reliant Leadership by Jhilmil Da
- Strategy and Baseball; How are you helping your clients pace their current game by Heidi Feickert
- 60+ questions to help you understand the silos in your organization by Sense & Change

Lastly, there are some pretty neat upcoming events. The first is the Professional Certificate in Cultural Competence classes, which begins on October 1st. For those that register for both certificate classes by September 20th will receive a special gift. For more information go to <https://www.eventbrite.com/e/professional-certificate-in-cultural-competence-tickets-113285816928>.

The second event is the ISEOR conference this October 8 & 9 in Lyon, France. The theme of the conference is Threats and Opportunities of Teleworking and it is shaping up to be another stellar conference! For more information go to www.iseor.com.

We are looking for articles for our December issue of the ISODC newsletter. Please see the instructions on how to send us articles by December 11, 2020.




Let's keep our heads up and optimism levels up as we look forward to Fall and this year's end. We hope and pray for your health and well-being until this pandemic ends. Let's continue to be more inclusive in our work and world. Another one of my favorite quotes is by Verna Myers, "Diversity is being invited to the party, but Inclusion is being asked to Dance." We need more inclusion in our world!

Warmly,

Kimberley Barker, PhD
Vice President
ISODC

ISODC Virtual Conference Highlights, May 2020. by Ron Newton

ISODC Keynote Speakers on Wednesday, Thursday and Friday:

Dr. Tojo Thatchenkery	Dr. David Jamieson	Dr. Steven Cady
		
<p>Topic: Quiet Leadership This Talk will Share Approaches and Tools to Recognize, Grow, and Sustain Quiet Leadership.</p>	<p>Topic: Understanding Use of Self (UoS) This talk will Bring your Best Self in Service of Others.</p>	<p>Topic: Professional Joy This Talk will explore The Conscious Use of Yourself as a Thought Leader.</p>
<p>13 May Dr. Tojo Thatchenkery</p>	<p>14 May Dr. David Jamieson</p>	<p>15 May Dr. Steven Cady</p>

Dr. Tojo Thatchenkery: shared the role of Quiet Leadership and shared approaches and tools to recognize, grow and sustain levels of Quiet Leadership by embracing a global view of leadership values, multiple leadership styles and cultural values. Quietly Leading others toward our Future World of Work.

Dr. David Jamieson: addressed an Understanding on Use of Self (UoS), by bringing forward your Best Self in service of others. This recent Global Research has grounded what is involved in UoS around the globe and the matters that hinder or help our best UoS individually.

Dr. Steven Cady: lead an interactive exploration by moving beyond subject matter expertise toward creating a personal brand that is built on our individual and unique scalable wisdom. We all have dreams; we all have a purpose in life that has the capacity to connect to our professional pursuits.

Student Research Presentations and Awards

Cabrini University and Penn State University

Conference participating by registered doctoral students provided a welcome and fresh break from the confines of the Coronavirus Disease 2019, (COVID-19), and associated social distancing. The adaptive approaches students identified virtually as part of their research plan to gain unequivocal data for their research models was uplifting and current in light of the COVID Pandemic.

Anselm A. Beach, doctoral student at Cabrini University, presented his work on “The Fourth Industrial Revolution and Contemporary Models of Trust” and was awarded the ISODC Eagar Schein Best Student Presentation Award for 2020. His presentation at the ISODC 2020 Virtual Conference on the examination of the Trust Models in use now throughout various corporations, with automation growing and the 4th Industrial Revolution stemming, will help redefine what “trust” is likely to mean for Future Work. We look forward to how this research will reflect a new standard of trust and help to insight future work.

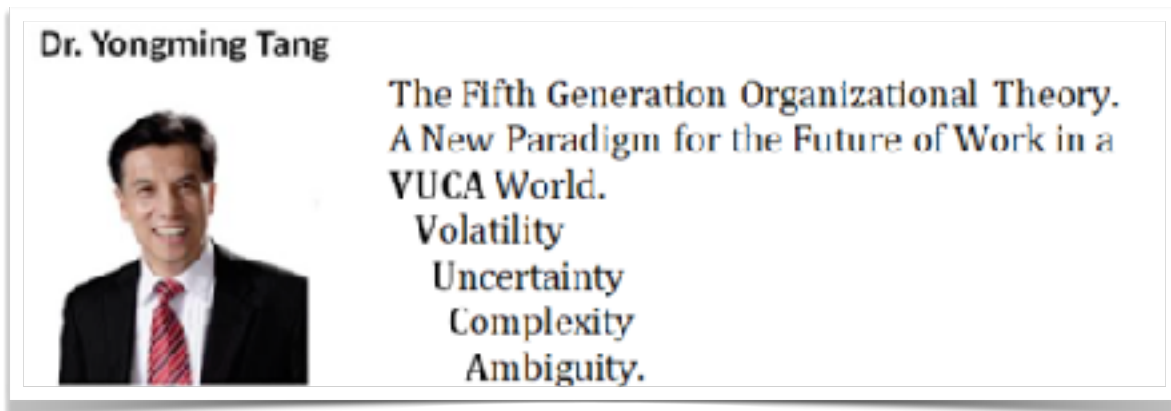
Opportunities Born from Distress.

ASM Chairman, Dr. Sandeep Pachpande, at ASM Institutes in Pune, India, presented his uplifting message as an International Leader and Global Educator toward Future Work during a crisis as resourceful and something to expect in our Future World of Work.



ASM Group of Institutes (ISODC affiliate) is AICTE approved Management College in Pune, India and considered one of the Top MBA Colleges in India, and B Schools in Pune, India.
www.asmgroup.edu.in

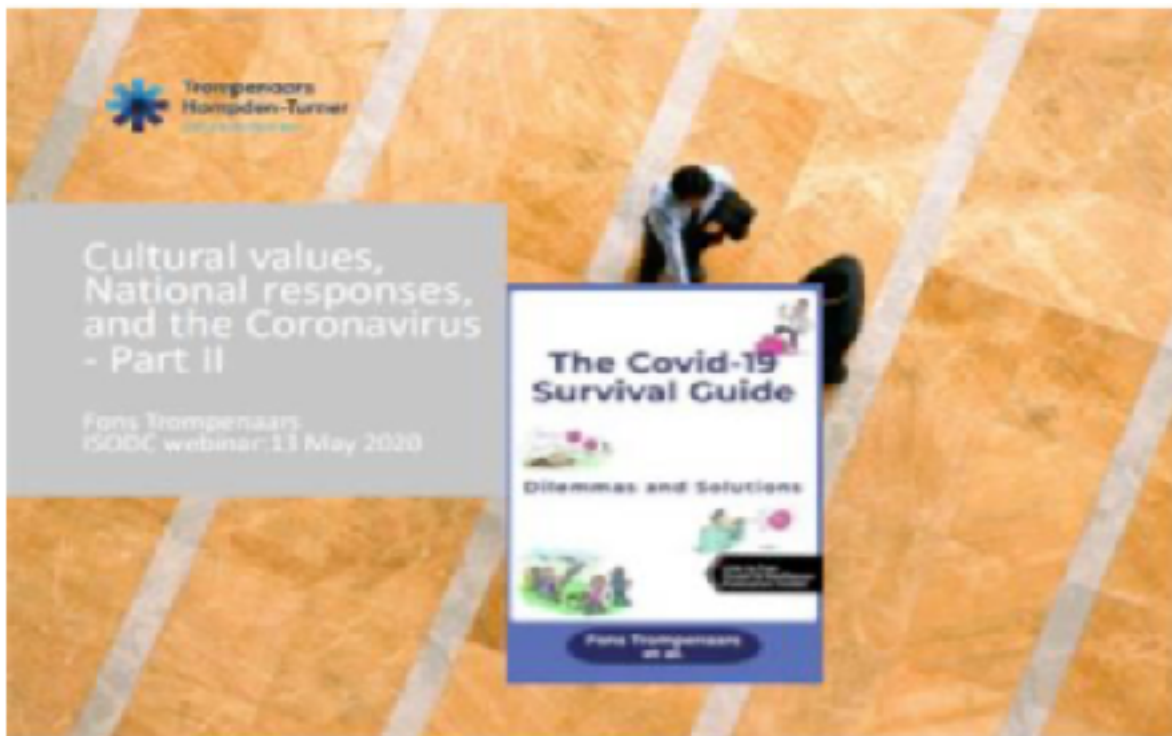
A New Paradigm for the Future of Work in a VUCA World.



Dr. Yongming (Blake) Tang of Synergy Works, China and ISODC International Director, prescribes this new Innovative Idea as a solution for organizations and functions as an effective OD model for Future Organizations. VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. Dr. Tang recognizes the gap between current generational management theory, and the breaking complexity of the new Fifth Generational model.

The Synergetic Organization Model is described and prescribed for Future Work and achieves the ISODC Innovation Award for 2020 as presented at the ISODC May 2020 Virtual Conference. Congratulations Dr. Tang!

Covid 19 Survival Guide provided by Fons Trompenaars.



This Webinar is part II on the Cultural Values, National Responses, and the Coronavirus. This Webinar, produced and presented by the Institute of Cultural Change and Leadership, presented in cooperation with Trompenaars Hampden-Turner and ISODC. This virtual ISODC in-conference webinar was a special event and recorded below.

Introduction Video by Dr. Kimberly Barker,

<https://www.youtube.com/watch?v=VgUtUvcP8al&feature=youtu.be>

Recording from the ISODC Conference Webinar:

<https://youtu.be/3cSNu0rcKBg>

Content is the property of Fons Trompenaars, Jerry Glover, Kim Barker (as appropriate) • This webinar is recorded for ISODC distribution.

OD, Human Capital Management, and the Future of Work.



Jonathan Pugh, SPHR, IPMA-SCP, SHRM-SCP
Founding Partner at SBO Consulting

Provided this engaging workshop/presentation by examining the growing convergence between OD and the evolution of Human Capital Management (HCM) practices recognizing people as the evergreen asset to create value and wealth.

The Fourth Industrial Revolution (4IR) is ushering in new technologies that are blurring the boundaries between the physical, digital, and biological worlds, building on the global proliferation of digital technologies that have characterized where we are globally.

This transformation has already begun to change the way we live and is rapidly altering the nature of work as we know it. The gains from the 4IR should fairly benefit all segments of society, but there is a major potential for job disruption, displacement, and employee disenfranchisement regarding the future of work. OD has the potential to help organizations navigate the many changes that lie ahead and demonstrate the advantages of putting people at the center of manufacturing and production.

Next steps:

Subsequent ISODC workshop discussion is taking form to lead next steps and formulate the impact of the 4th Industrial Revolution across our Global OD community. This discussion will include engagement within other OD venues, collaboration beyond ISODC international affiliations (reference ongoing ISODC International Strategy development and beyond). Here are some likely topics/webinars being organized to further the OD movement for those interested.

1. A 2022 vision of Organization and Employee Congruence
2. The integration of OD and HCM
3. Ways organization diagnosis must be reinvigorated
4. Thinking! And skills for data analysis by OD professionals
5. How OD will impact the 4IR

Quo Vadis: An Open Letter to ISODC Members Regarding OD and the Future of World Work by Richard Engdahl

Tena koutou katoa (Greetings Ya'll in Maori):

In a few months I will complete my 80th circumnavigation of our closest star and like many people in my time travel situation I am starting to question some basic thoughts about how I have spent my life. I have been involved with Organization Development for about 45 of those 80 years and while my practitioner activities have tapered off in the last few years, my interest in the ongoing evolution and development of the profession is still strong.

And, I am concerned! Without question the OD Profession has come a long way since the early days of Don Cole's Organization Development Institute. The evolution of the ISODC and the many university programs in OD have resulted in a truly professional approach to facilitation of change, based on a high set of ethics and moral values, and certification of knowledge and skills. Yet, in spite of the high quality academic and field research and data/principle-based (evidence-based) intervention design, I feel that our profession is not seeing the trees for the forest so to speak... that our globalized set of world conditions has out-evolved the current OD focus.

OD research and project efforts are largely focused on micro and mezzo level interests (individual, small group, social and/or cultural group, and organization level phenomena) with very little attention to truly macro/global level phenomena. My last contribution to the Organization Development Journal was in Spring 2017 (Volume 35, Number 1, Preventing the Demise of American Democracy: An OD Challenge, pg35), in which I discussed three values that underly the forces of individual and group behaviour: i.e. 1. Focus on short term vs long term; 2. Focus on self over community; and 3. Belief in ends justifying means. I challenged the OD profession to seek to turn these values around as a part of its philosophy and to actively try to facilitate the same in all parties with whom they work. However, sadly, the world has sunk deeper and deeper into strategies and practices based on these three corrupting values. We are now seeing geopolitical strategies and acts that are causing social and economic inequalities that are starting to foster open violence and domino-effect strategies and actions by which increasingly alienated individuals and groups hope to protect themselves by similar means... true-ends-justifies-the-means rationale of the worst sort.

The current pandemic, while showcasing a lot of civility, has also heightened self-over-community behaviour, particularly in the White House. And, we should notice that pandemic situations are coming in more frequent waves (Ebola, Marburg Virus, MERS-CoV, SARS, Zika Virus, Measles and more as examples in 2020 alone); and while handled before becoming true pandemics, there are still no effective preventions or cures for these threats.

And worse, the accelerating climate change is going to bring not only dramatically increased conditions for the spread of disease, but also major dislocations of huge populations, severe agricultural production problems and wide areas of potable water shortage. The economic, social, cultural, and health challenges to be presented are likely to overwhelm remaining civility if the negative public behaviour effects of the Covid-19 are any indication.

So, to bring this back to the role and practice of OD, where should the coordinated effort be focused... on “fixing” the micro and mezzo problems of various organizations, or on the macro problems of global societies? If not the OD community then who else?

It is becoming quite clear that climate change is occurring exponentially faster than earlier predictions and wishful thinking had indicated. It is also clear, thanks to the massive, albeit temporary, reduction in greenhouse gas production thanks to the Covid-19 lockdowns, that the meek commitments to fossil fuel reduction are not going to come close to holding climate change to desired levels; even full commitment to the Paris agreement levels will not keep climate change to levels that avoid the demise of billions of people’s lives.

What to do? Any hope of migrating the human species to new, self-sustainable off-planet locations is centuries away if even ever feasible. Yes, a few astronaut-pioneers might make it to new habitats on the moon, or Mars, or vastly upgraded manmade space habitats, but even that is decades away and will require major ongoing support from Earth. Climate change will intercede long before off-planet migration is even close to being possible.

So, what can be done? Only a massive geopolitical commitment to reducing/eliminating the human caused processes of global warming can potentially keep the planet habitable. Further, the conditions of habitability are going to present challenges to human civilization that have never been seen before and that are going to require “ginormous” shifts in human values and governance processes. Current geopolitical leadership in much of the world, and especially in the current governance of the United States, is completely unwilling (and in most cases, unable even if willing) to tackle the tasks involved. This needs to change. The only way this can change is if the people can install willing, capable leadership and force collaboration among global leaders.

Someone must take the lead on creating a leadership coalition among nations and the USA is economically the likely most able to undertake such a mission as it recovers from the financial devastation of the Covid-19 pandemic. How to get this ball rolling?

I suggest that the leadership in the ISODC hold plenary sessions to discuss this challenge as the singular focus of the OD profession. The objective of such sessions would be to bring forth a plan to hold international planning sessions to develop strategies and implementing target dates for educating, motivating, and facilitating leaders of all levels of social, business, manufacturing, service industry, health care and political organizations to adopt strategies and agendas for making climate change control and reduction their primary purpose for existing.

Continuing the current focus of OD is tantamount to a veterinarian focusing on dealing with fleas, ticks, burrs, cuts and bruises while one’s favourite hunting dog expires of terminal cancer. Yes, we’ve got to remain vigilant about managing potentially pandemic disease, but we need to excise the cancer before it kills us.

It is a Herculean task, but I believe that a focused, coordinated, collaborative OD effort on a global basis might be the best chance for humanity to continue circumnavigating our sun... but it needs to start happening IMMEDIATELY!

There is no “flight” option... it is a “fight or die” situation.
Naku noa, na Dick

Richard A Engdahl, PhD
Professor Emeritus, U of NC, Wilmington
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Author Biography



Richard A Engdahl is a retired Professor Emeritus, UNCWilmington, where he taught undergraduate and graduate level courses in Organization Behavior, Principles of Management, Organization Change, Communications Skills, and Human Resource Management.

He holds a PhD from U Washington; MBA from U Michigan; Masters in Health Care, Baylor; BS in Architecture and Design, U Michigan; and is a Vietnam veteran, LTC, Ret., US Army Medical Service.

Dick is well published, has consulted all over the world, and is now happily retired in New Zealand with his wife, Margo, of 43 years, and two Maine Coon kittens, Loki and Nari.

Leaders Need to do Listening Tours by Dr. Kimberley Barker

When Paul Brown became the new CEO of Arby's in May 2013, he was an outsider being brought in to tap the 50-year old company's potential. At this time, Arby's was hemorrhaging money. They closed underperforming restaurants and were posting significant losses.

Paul Brown was hired away from the hotel group Hilton. While he knew the hospitality industry and was very aware of how important each "moment of truth" is between hosts and guest interactions, (Smith, 1977) but he was new to the fast food industry.

So, Paul Brown went on a listening tour. He did not pretend to have all of the answers. He took six months (with more than half of his time in the first three months devoted to this tour) and went around to all of the franchise restaurants. Mr. Brown spoke to all levels of employees, franchisees, customers, and suppliers and asked, "What would you do if you ran this company?" He wanted the employees' input on how they would manage the Arby's brand. After six-months of listening, Brown led a reimagining of Arby's as a fast-food company with food quality above its price. They rolled out new products without cutting fan favorites and embraced options for meat-eaters not looking for healthy food, and that had spacious, clean, and welcoming locations.

One cool development was the Arby's Happy Hour. "One day at about 3:30 PM I drove by my local Arby's and there was a line of cars out to the main road. I could not believe the line at that time of the day! I had not even come across this article yet, but it made me very curious as to what was going on Arby's," says Barker. "Then, I found this article and it was all clear to me! Arby's Happy Hour is from 2 – 5 PM daily. Customers can get any slider, cookie, small potato cakes, curly fries, shake, or drink for \$1." This is very popular with senior citizens and high school students and it came about as a result of Paul Brown's listening tour.

In 2016, Arby's posted \$3.7 million in sales. Their sales per store went up 20% from when Brown joined the organization. After Arby's successful turnaround, a new holding company was formed, and Brown became the CEO of Inspire Brands, which includes Arby's, Buffalo Wild Wings, Sonic, and the small regional chain Rusty Taco. Brown has recently been conducting his own listening tour of Buffalo Wild Wings.

Brown says, "As simple as it may sound, I try to make a habit of listening more and talking less. No matter what stage of growth a brand is in – whether it's in need of a transformation or sustaining its success – listening helps you identify initial pain points as well as opportunities." Brown focuses on fundamental questions like, "What part of the business is working well?" "What is your biggest challenge?" etc.

Jack Zenger and Joseph Folkman, founders of the leadership consultancy Zenger/Folkman, undertook a study of nearly 3,500 participants to determine just that. In a piece they wrote in 2016 for Harvard Business Review, they said the following traits stood out in being a good listener:

"Good listening is much more than being silent while the other person talks."

"Good listening included interactions that build a person's self-esteem."

"Good listening was seen as a cooperative conversation."

"Good listeners tended to make suggestions."

Zenger and Folkman found that great listeners take in information, contextualize it, and respond with ideas that helped clarify the other's position.

When Brown sets out to turn around a company or tackle a challenge that comes up during an ordinary day, he's focusing on not dominating the conversation — though he also doesn't accept every opinion as fact. He's an active listener.

Brown says, "If you come in thinking you know all the answers, you miss out on an opportunity to potentially uncover something entirely new and different."

Taking an Appreciative Approach

In the book "Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement" by Jackie Stavros and Cheri Torres, they say that there is a magic formula of 6 positive statements for every 1 negative statement that is shared. When two people have this ratio, they can discuss almost anything. They say when you get below a ratio of sharing 3:1, things start to fall apart quickly... The employee doesn't know that you have their best interests at heart and suspicions arise with every negative thing that is shared. (Stavros and Torres, 2018).

Drs. Stavros and Torres also share two important ways to take on an Appreciative Approach. They are the importance of asking generative (open ended) questions and positive reframing. See a YouTube interview with the authors at <https://youtu.be/fbcPjjLvQfQ>. (Don't forget to click on Subscribe to the YouTube page)!

By asking generative or open-ended questions, you are inviting someone to give more than one-word answers, where you can learn more about what is going on with them.

Barker shares, "One question that I have used many times is... When an employee appeared to be struggling, I would find the employee at some point in the workday and sit with them in a private (as possible) area. I would then just share with them that they seemed different lately. I would then ask if there was anything I could do to help them out. I cannot tell you the number of times that the floodgates would open and I heard about marital problems, debt problems, kid or transportation problems, mental health issues, etc. Then, I would ask some questions directly related to the situation, and, again ask if there was anything I could do to help. I would usually get a no, but sometimes I would get a request to give them time to fix something, or a thank you for understanding. Generative or open-

ended conversations can bring issues to light that might be easy to solve, or might not, but the dialog is beneficial to both.” Remember to always be kind, because you never know what someone is going through...

Now, let’s say you have a problem. You are stuck between a rock and a hard place. (We’ve all been there, haven’t we?) Instead of focusing on the things that brought you to this place, how about trying “positive reframing”? Positive reframing means that you are trying to reconsider things in the positive light (or the positive opposite of your problem).

Here is an example from a Psychology Today magazine blog. “A woman was new to a large company and was really trying to make a good impression. One day, responding to a widely sent email, she accidentally attached a document outlining the financial difficulties she was facing, instead of the required form that she was supposed to attach. Realizing the mistake, much to her embarrassment, she quickly sent out a new email message and said... ‘Well, at least it wasn’t a love letter! ;-)’” (Breazeale, 2012).

Her coworkers got such a kick out of that response that most of them probably did not read the first attachment and this entire event made her look more human or relatable, and their opinion of her rose.

Positive reframing does not change the situation, but it does help you reframe the situation and it puts you on the path to some awesome problem solving!

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Author Biography

Kimberley Barker, Ph.D. received her doctorate in Organization Development from Benedictine University. She also has her MBA and BSBA from Hawai'i Pacific University. She has taught at the University level since 2010.

She has also spent five years in Human Resources, ten years in Commercial Banking, and over 15 years in Hospital Administration. Dr. Barker is currently serving as the Vice President of the International Society for Organization Development and Change (ISODC). She has been published in both Scholarly and Practitioner publications.

Her research interests include Living One's Best Life at Work, Global Organization Development & Change, Cultural Competence and Dilemma Reconciliation, Gender Equality, Healing Organizations, and Servant-Humble-Compassionate-Lean Leadership. She can be reached at kimjbarker@gmail.com.

Conscious Actions for Inclusion: A Common Language to Drive Uncommon Results by Judith H. Katz and Frederick A. Miller

Most people seem to understand—or at least have heard—that inclusion is important for organizational success.

Yet many people are frustrated because, while their organizations may talk about the need for inclusion, very few know how to make it a reality. All too often, people feel excluded and disengaged by interactions that discourage their full participation or the contribution of their ideas or experiences.

An organization's workplace environment is the sum of the behaviors—subtle and not-so-subtle, intentional and unintentional, and often habitual—of all the members of the organization. What this means, therefore, is that to create an inclusive environment, you must start with inclusive behaviors. Policies, procedures, and initiatives can support such an environment, but an inclusive environment can only be created by the collective use of behaviors that foster inclusive interactions.

In our work with organizations across the globe, we have discovered 12 simple behaviors that produce more inclusive interactions among individuals, teams, and work groups. These inclusive interactions, in turn, have been shown to accelerate results and generate higher performance. This article describes the Conscious Actions for Inclusion—4 behaviors that are key to accelerating inclusive interactions and 8 additional behaviors that support and sustain an inclusive work environment. Foundational to the use of these behaviors is a Joining mindset that sets the stage for how we approach interactions with others.

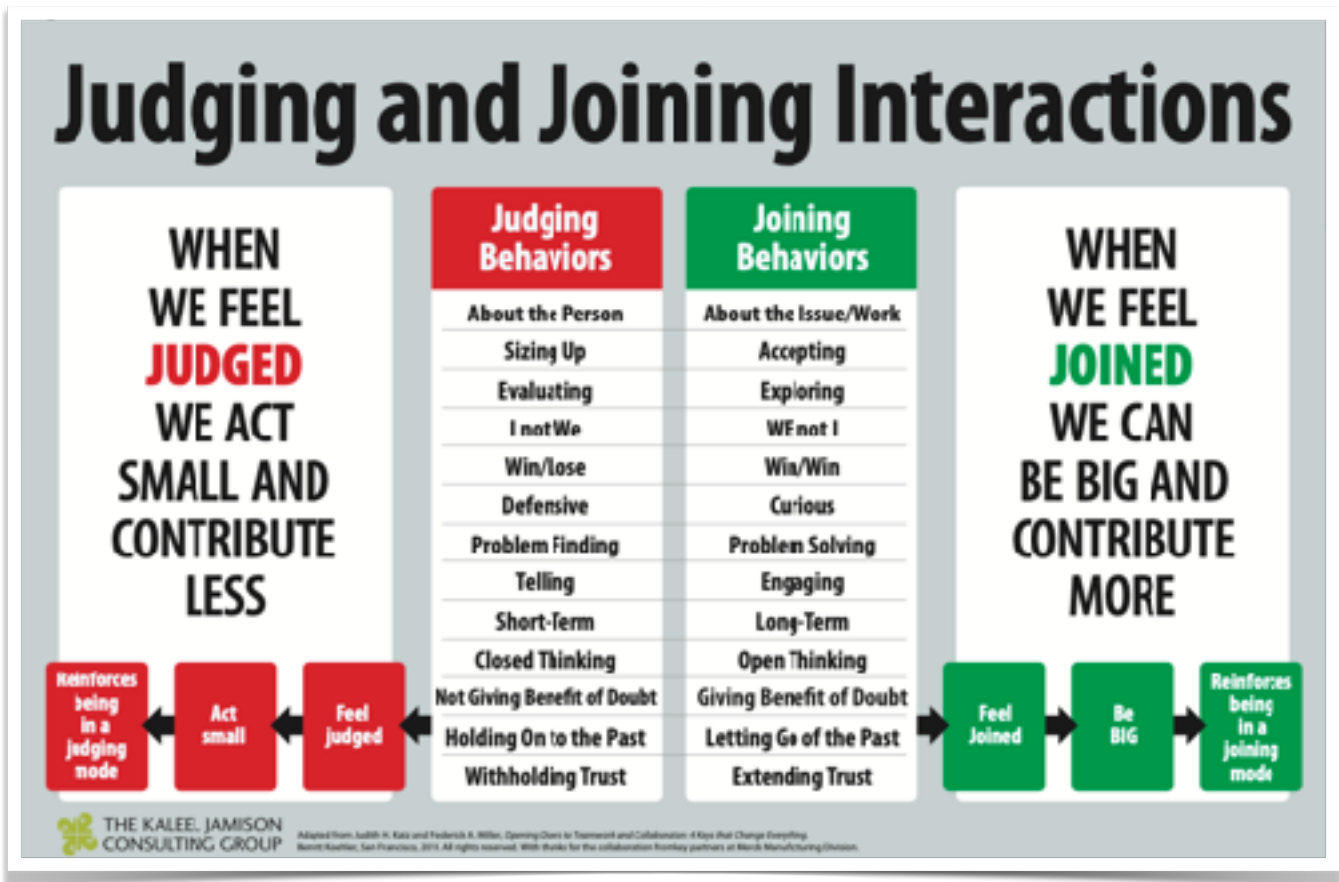
When organizations adopt the Conscious Actions for Inclusion, the benefits are substantial. People feel more valued, supported, energized, and engaged. Information flows faster. People are more willing to speak up, make problems visible, and resolve misunderstandings and disagreements. Collaboration happens more quickly. Individuals and teams work, make decisions, and implement those decisions more effectively. Silos break down. Productivity soars. It sounds too good to be true, right?

Yet we have experienced these outcomes again and again. The Conscious Actions for Inclusion have been tested and proven in work environments around the globe, from shop floors to executive suites.

They also stand the test of common sense. In many ways, they are simply expressions of the way people would choose to treat one another if given the opportunity, encouragement, and safety to do so: with respect, supportive energy, and the best intentions.

The Conscious Actions for Inclusion provide a common language from which people can easily communicate. When people use the common language of the Conscious Actions for Inclusion, such as “leaning into discomfort,” “this is a stake for me,” or “this is my street

corner,” the shared understanding of those phrases adds clarity to interactions. People are, in essence, declaring their intent to join with the other person and inviting reciprocity.



A Critical Decision — The Choice to Join

But what does it mean to join? Most of us have learned to approach unfamiliar people and new interactions from a standpoint of *judging* (see Figure 1). In judging mode, we engage cautiously—we size people up, do not give them the benefit of the doubt, and for those individuals with whom we might have a long standing partnership—we might hold on to past interactions and label them. Judging places distance between us and others, and it puts a limit on the people being judged—we put them in a box. And when we feel judged by others, we often become guarded and mistrustful; we may act small and tend to judge them in return, creating a lose-lose situation. Moreover, a judging mode creates waste in two ways: we waste substantial time and energy in the process of evaluating and mistrusting others, and because judging places limits on the person being judged, we lose the ability to draw fully on her or his contributions.

Rather than judge, we can choose to start each interaction by joining (Katz & Miller, 2013). In joining mode, we approach others from a stance of openness rather than caution and defensiveness. We begin with the assumption that we are going to connect, that each of us has something to offer the other, and that by partnering together we will develop better solutions and more creative ideas. The goal is not to evaluate, but to learn. In joining, we let go of the past, extend trust, give others the benefit of the doubt, and invest in the partnership for the long term. Joining is a win-win mode that focuses on creating a WE—creating a partnership.

Some argue that judging is normal and that leaders are expected to judge at times. That is certainly true. But there is a difference between judging people and assessing their performance or ideas. Leaders need to assess the value of ideas and the performance of individuals. The question becomes, how do we engage with someone during and after such an assessment? Do we place blame or only reinforce what is wrong? Or do we share ideas of how to address the situation as allies?

Do other people walk away from these interactions feeling supported, or has their willingness to speak up and offer their thinking been diminished? The power of joining can create a path for development from an experience that often causes misunderstanding, hard feelings, and apprehension.

The choice to join, while necessary, is not sufficient to create an inclusive team or organization. As mentioned earlier, an organization's workplace environment is the sum of the behaviors of all the members of the organization. In order to create an inclusive organization, therefore, you must support the choice to join with inclusive behaviors. This is where the Conscious Actions for Inclusion come in: they enhance and provide a common language for interactions, resulting in greater inclusion and collaboration.

The common language of these behaviors increases speed and clarity, ensures Right First Time Interactions, and eliminates waste in interactions.

The 4 Keys

1 Lean into discomfort.

Trust is fundamental for our most productive collaborations. Without trust, our collaboration is flawed at best, destructive at worst, and uncomfortable at all times. Unfortunately, trust among people and teams generally takes time to develop—and most of today’s organizations cannot afford that time.

Hence the value of *leaning into discomfort*: it creates an environment in which trust can grow quickly. By making the conscious choice to move out of our comfort zones, we inspire others to respond in kind.

An environment of safety evolves in which we begin to trust that others *have* our back instead of *stabbing* us in the back. We feel safe enough to speak up, offer new ideas, take worthwhile risks, raise difficult issues, co-create solutions, and in general collaborate freely.

The act of using the specific language can accelerate this process. Saying, “I’m going to lean into discomfort” signals to others that we are reaching out, making ourselves vulnerable, and extending an invitation to reciprocate in the spirit of collaboration. When a team member in one organization initially used those words, the team leader replied, “You don’t need to say that. It’s safe to raise any issue here.” To which she responded, “Oh yes, I *do* need to say it. I need to use those words because they help me be brave.”

When is the right time to lean into discomfort? Usually as soon as we begin to *sense* the discomfort—to feel that something is not quite right. That is the time to say, “I am going to be courageous and lean into discomfort to address this issue now.”

SUGGESTED ACTIONS:

- Use the language, “I am going to lean into discomfort” to signal you are moving out of your comfort zone and inviting others to join you.
- Lean in by taking small steps— sitting up front when you would normally sit in the back, speaking up when you ordinarily would be silent.
- Discuss what you need in order to feel safe to speak up.
- Invite others to discuss what they need to feel safe to speak up.
- Acknowledge and support other team members when they lean into discomfort.

2 Listen as an ally.

Many organizations operate with a narrow definition of *we*— with no sense that “we are all in this together.” Collaboration, by definition, requires a *we* that encompasses all relevant perspectives to enhance solutions and decisions. Expanding our sense of *we* involves building cooperative, collaborative, and mutual working relationships by linking our ideas together to create something better than any of us could have done individually. In a word, expanding our *we* involves becoming an *ally* to those around us—and the first step toward becoming an ally is to *listen* as an ally.

In *listening as an ally*, we listen deeply and with full attention, viewing others as partners on the same side of the table. We look for value in the speakers’ perspectives and build on what they say. We engage with others in the conviction that *we are* all in this together. We open the door for collaboration to take place and for breakthroughs to arise. Critical to listening as an ally is slowing down to really hear the other person before responding so the other person knows they have been heard. It is also important

to remember that the issue people initially raise in a conversation is sometimes just a “warm up” for their real issue—it’s the “oh, there is one more thing” that is often the real issue that someone wants to discuss.

They want to make sure it is safe to raise it.

SUGGESTED ACTIONS:

- Let others know you need them to *listen as an ally* as a way to signal that you need their full attention.
- Give your full attention to others when they are speaking. Don't multitask.
- Make eye contact and ensure your body language is giving the message "I am joining with you as a partner."
- Restate what you have heard to check that you are receiving the intended message. Use clarifying questions such as "let me check that I understand" and "what I heard you saying was..."
- Accept that what others are saying is true for them and that their perspectives (their *street corners*) may be different from yours but are no less valid.

3 State your intent and intensity.





When we clearly state what we mean and how committed we are to the idea, it enables others to act quickly, decisively, and correctly.

The clarity of stating intent and intensity eliminates second guessing, miscommunication, and the waste in interactions that results from them. As a result, this key both accelerates and enhances the quality of collaboration.

One model for stating intent and intensity—*Notions, Stakes, Boulders, and Tombstones* (Figure 2)—gives people a common language by which to explain intensity:

- *Notions* are statements that require no action from others: they are offered simply as an invitation for further discussion. By positioning a statement as a Notion, we open the door to exploring the idea and seeing where it will take the group, if others find it of value.

Guide to Notions, Stakes, Boulders, & Tombstones

Initiator has:	Intent	Intensity of Commitment	Desired Response
Notions 	Discussion Possible	<ul style="list-style-type: none"> • Low investment • Testing if idea makes sense to others; and/or hoping others will build upon the idea • Individual is willing to let go of the idea • Totally open to influence 	Discuss if interested/ willing to explore; Action optional
Stakes 	Discussion Initiation	<ul style="list-style-type: none"> • Some investment • State a position • Wants to hear others' Street Corners • Willing to be influenced 	Discuss, to be considered or explored in depth; Acted upon if parties agree after discussion
Boulders 	Discussion for Understanding	<ul style="list-style-type: none"> • Strong investment • Firmly entrenched in position • Wants it to happen • Difficult to influence <p><small>This level of acting on an idea or making a decision should not be used frequently.</small></p>	Action expected; Substantive objections somewhat OK
Tombstones 	Discussion, if any, under Duress	<ul style="list-style-type: none"> • Total investment • Worth quitting over • No ability to influence <p><small>This level should not be used more than twice a year, if that frequently.</small></p>	Act now, or else

- *Stakes*, like tent stakes, establish a firm place for a discussion to start, but that place can be moved. When you put your Stake in the ground and demonstrate that you are willing, eager, and able to move it, you are saying that others may have insights and information that might reveal a better position for that Stake. The Stake concept is grounded in the belief that none of us is as smart as all of us.
- *Boulders* offer little latitude. They imply a strong investment in seeing the idea addressed in the way the speaker has framed it. A Boulder is not an invitation to discussion, though requests for clarification and suggestions for implementation might be welcome. A substantial amount of energy and information will be required to change the Boulder.
- *Tombstones* leave no room for negotiation. When someone labels a statement as a Tombstone, it indicates total commitment to the idea or issue—so much

so that we may be willing to leave our jobs over it. Often, Tombstones are about core values or beliefs. Tombstone statements should be made only in the most critical situations, when personal or organizational integrity is at issue.

SUGGESTED ACTIONS:

- Make *Notions, Stakes, Boulders, and Tombstones* common language for how the team will engage.
- Clarify that your passion on a topic does not mean you are closed to hearing other perspectives. Let people know that your Stakes and Notions, even when stated passionately, are still just Stakes and Notions.
- Actively seek feedback from team members on how often you use the range of *intent* and *intensity*. (Too many Notions and Stakes can be distracting. Too many Boulders and Tombstones can be dispiriting.)
- Lean into discomfort, listen as an ally, and hear others' street corners to fully engage the team for greater understanding.

4 Share your street corner.

In order to get a comprehensive understanding of a situation, it is essential to hear different perspectives, or *street corners* (as in, “the view from my street corner”), of all relevant people, thus creating the 360° view that allows for better decisions. Individually, we must be brave enough to speak up and share our *street corners*, particularly when they are different from what others are sharing. Just as important, we must create the safety necessary for others to share their *street corners*, so we can fully leverage the different perspectives people bring to the table and truly get diversity of thought and the possibility of breakthroughs as we bring our different ideas together.

When I share my *street corner*, I must remember it is *my* corner, not *the* corner. My colleagues may have different *street corners* that are true for them. When we accept that fact, we must then be curious about why others may see a situation differently. If everyone in the room has the same perspective on a situation, it might indicate that we are missing some important points of view. That leads us to

ask whether all the relevant people, with all the necessary perspectives and experiences, are in the room to properly address the issue. Instead of regarding difference as a deficit, we begin to see that differences are necessary for success.

SUGGESTED ACTIONS:

- Be open and curious to learn why and how others have reached the conclusions and ideas they present, particularly when they are different from yours.
- Find ways to build on what another person shared, and see if—together—you can find a new solution that neither of you could have imagined on your own.
- Identify people, functions, and groups who will be impacted by decisions, and make sure to include the right people from those groups.
- Join and learn from another person's *street corner* rather than judging what they say as wrong.
- Ask the question, “Are all the right people in the room?” This encourages everyone to think about who else might have valuable input that could help solve problems and make decisions.
- If key people are not available to participate, consider postponing until they are available.

The 8 Sustaining Behaviors

While practicing the 4 Keys makes significant changes in the way people and teams collaborate, they need to be supported by other behaviors if the change is going to be sustainable. For example, to lean into discomfort on a regular basis, people need to create a safe space for themselves and others to bring their voices and to address conflicts or disagreements that may arise. Street corners have limited value if someone has not first ensured that the right people are included and are focusing on the right work at the right time. It is difficult to listen as an ally if you have not said hello authentically first! Clearly, the 4 Keys need to work in tandem with “sustaining behaviors” in a symbiotic relationship, with the keys and the behaviors reinforcing one another to effect lasting change.

5 Greet people authentically— say “hello.”

To give their best effort, people must feel acknowledged and part of their work community from the moment they arrive at work. Too often, however, people are in such a hurry to start their day that they miss connecting with their leaders, peers, and colleagues. How can we partner, collaborate, and co-create with others if we don't know who they are? If we don't even see others, how can we include them? A simple, authentic “hello” to acknowledge others, whether in a team meeting or just walking down the hallway, is a key step toward ensuring that people feel seen and included.

But an authentic “hello” is only a first step. Beyond that, people must make sure they know everyone in each meeting they attend. A simple check-in at the beginning of the meeting can add depth to individuals' knowledge of one another. The more diverse the group, the more important a “hello” becomes. People who are new or different from the traditional group often feel less acknowledged or less visible and might therefore be less likely to share their perspectives or opinions. The very act of connecting in these ways is an invitation to join the discussion. It carries the message that “I value you and the contribution you can make here.”

SUGGESTED ACTIONS:

- When walking down the hallway or stepping into an elevator, make it a point to say hello to people— particularly those you might not know.
- Take the time to connect with each team member during the course of the day.
- At meetings, greet each individual by name. Introduce yourself to people you don't know. Show genuine interest in others.
- Connect with the other person in an authentic way. Make respectful eye contact. Shake hands. Say, “Hi, how are you?” and listen attentively to the response.
- When appropriate, begin meetings with a brief check-in, particularly when convening virtual meetings. Depending on time constraints and group needs, it can be a personal update, such as “How are you doing as a person on earth?”

Creating safety does not mean creating a risk-averse environment. It means fostering an environment that respects and acknowledges the differing needs and approaches of all people so they can do their best work. The goal is a workplace in which people feel safe from physical harm, as well as psychologically and

emotionally safe enough to trust that others will “have their back” and not “stab them in the back.” Each individual must feel safe enough to speak up and share her or his perspectives, to lean into discomfort, to share their thoughts, and ideas — even if they differ from others.

Safety means something different to each person. One person might need to chat informally at the start of a meeting in order to feel safe; another might need to be clear about the agenda in advance; a third may need some quiet time before the meeting to prepare. Because of these differences, conversation needs to occur to establish how individuals and team members will interact in ways that are safe for each person and for the team as a whole. Just because you feel safe as an individual, do not assume that everyone else feels safe as well.

If a team wants to achieve high performance, raise difficult issues, identify and solve problems, and make decisions rapidly, everyone must feel safe enough to speak up, share their thinking, voice their opinions, take risks, partner with others, and join as full participants.

At the same time, these conditions will happen more quickly if both leaders and team members lean into discomfort, building the environment of trust so essential to a sense of safety.

SUGGESTED ACTIONS:

- Ask team members what they need to feel safe enough to bring their voices and share their ideas. Don't assume or guess. Ask the question periodically, since circumstances change.
- Be mindful about the language you use. Avoid language that diminishes people, their ideas, or their efforts.
- Be careful with the use of humor. Make sure that no one is the object of jokes or ridicule. Do not make “inside jokes” that exclude others who don't have context or history.
- Give honest, constructive, pinpointed feedback without attaching blame or personal judgments. Evaluate and critique actions, not people.
- Think about what you need to feel safe, and let others know so they can support your ability to do your best work.

- Learn about what people need in order to do their best work and feel valued, seen, and respected for who they are as individuals.

7 Work for the common good and shared success.

One of the most effective things an organization can do is ensure that people have, and are supported in doing, meaningful work for a shared purpose. Within such environments, everyone is encouraged to add value in achieving the common goal.

In most organizations, people assume they are *working for the common good and shared success* of the organization. More often, though, there is a lack of true alignment of priorities and actions.

While everyone may be able to point to the organization's vision and objectives, there is often a misalignment when it comes to establishing priorities to meet those objectives. For instance, one department might see the third organizational objective as its highest priority, whereas another department may see another objective as its highest priority. The differing ways departments state performance and behavioral expectations also adds to the confusion of common good and shared success. While each individual believes they are working in the best interest of the organization, unless they specifically spend time discussing priorities and objectives within teams and across departments, a major lack of alignment actually occurs. Too often, people have never had the conversation with their teammates to identify the common good and related priorities. Now more than ever, conversations like these are an absolute necessity: in today's complex organizations— with countless interconnections between people juggling myriad projects—your priorities may look completely different from mine, so we need the discussion to align our priorities with what is best for the organization as a whole.

Establishing, verifying, and constantly updating a shared understanding of the organization's common goals can help overcome divides and silos that plague so many organizations. By collaborating across silos to determine what the common good and common priorities are, people in the organization can establish higher-performing patterns of interacting and a sense of shared purpose that will enhance individual, team, and organizational results.

SUGGESTED ACTIONS:

- Make sure everyone on the team understands how each person's unique role, skills, and perspectives are essential to achieving the team's work and the organization's mission.
- Begin meetings of new teams with a clear statement and understanding of why each person was invited to the meeting and how each member of the team brings value to accomplishing the purpose and desired outcomes.
- Periodically reevaluate projects and processes to ensure they are consistent with the team's objectives and the organization's goals. Prioritize projects and eliminate those that contribute little to accomplishing the objectives and goals.
- Initiate conversations across teams, functions, and other silos to identify and clarify the common good and priorities.

8. Ensure right people, right work, right time: Ask who else needs to be involved to understand the whole situation.

A key to creating 360° vision (and sharing your street corners) is understanding the need to have the right people doing the right work at the right time. Even the most insightful and productive meeting can be limited if those who have important perspectives related to a project, problem, or decision are not present. Sometimes, one key person's absence can leave an ever-so-important street corner/ perspective out of the conversation— leading to rework, delays, waste, and even failure.

Asking who else needs to be involved in a meeting or project also helps to break down conformity and sameness. In many organizations today, people are

groomed to give leaders the answer they think the leader wants. All too often, the same people are pulled together no matter what the problem or issue. The key is getting the right voices involved at the right time to ensure the work is done right the first time.

SUGGESTED ACTIONS:

- Shortly before each meeting, check to make sure you have right people, right work, right time:
- **Right people.** *For individuals who are inviting others to a meeting:* Will the right people be in the room? Who is missing? Who will not be at the meeting and needs a buddy? Whom might we invite next time? Who will not need to be there and can work on other things during that time? Who else has a street corner on this besides us? Who will be impacted by a decision we make? Should they be at this meeting? Alternatively, how do we include them after the meeting? *For individuals invited to a meeting:* Am I the right person to be in this meeting? If not, is there someone else from my team or organization who can add value through her or his thinking and street corner?

Keep people in the loop. If key individuals are unable to attend a meeting, create “buddies” for them to make sure that pertinent information gets to them in a timely manner. Buddies are responsible for communicating what transpired at a meeting to the absent person, so everyone is up to speed on the conversation and able to contribute when they do participate.

- **Right work.** What is the focus and scope of the work? Does it make sense for the organization? Does it connect to our mission, vision, and priorities? Is the work or issue being addressed at the right organizational level or should another organizational level be addressing the issue? Are we doing work someone else could be doing better or more effectively?
- **Right time.** Is this the right time to focus on this work? Is it too soon? Do we have enough data to have this conversation now? Have we set aside enough time to have a thoughtful conversation?

9 Link to others' ideas, thoughts, and feelings - give energy back.

Linking to others' ideas, thoughts, and feelings is about connecting and letting people know they have been heard. It is a way to give “energy back” and to let people know the impact of their ideas, thoughts, and feelings on others. This is one of the simplest yet most powerful of the 8 Sustaining Behaviors—and a natural outgrowth of listening as an ally.

When people connect to one another in this way, they begin to foster a greater sense of trust, safety, and understanding that encourages greater participation. Linking also enhances collaboration. One way to demonstrate that you understand and accurately interpret what other people are saying is to link to what they say.

When people receive energy back from others, it gives them the courage to do more and share more. This is particularly true of leaders, who pour a great deal of their personal energy into the organization but, all too often, receive little back from people who may have learned to be silent when dealing with “the boss.”

Giving energy back does not always involve positive reinforcement. Providing the kind of honest and caring feedback that helps someone identify an area for improvement can also give energy back when delivered in the spirit of “I appreciate what you did enough to give you honest feedback about what you did well and what you could have done differently.” This is the kind of support all of us need from our peers and our leaders so that we—individually and collectively—can do our best work.

SUGGESTED ACTIONS:

- Use phrases like, “Based on what you said, here’s what I am thinking...”, “I like what you just said, and here is what I would add...”, or “I want to link to (or build on) what you just said.”
- When someone makes a presentation to a group, let the presenter know that her or his efforts were appreciated and heard. Ask a question about the presentation and give energy back for the answer; mention something in the

presentation that you valued or found helpful. This kind of feedback gives presenters a measure of their impact and encourages them to present again in the future.

- Point out how various statements made in a group connect to each other.
- A simple “Thank you for what you shared” can also provide energy back.

10 Speak up when people are being made “small” or excluded.

When people are made small and their ideas and potential contributions are excluded, the individuals, the team, and organization suffer. People hide their skills and ideas in an attempt to regain a sense of safety, and the organization cannot leverage their talents. People often feel small through unintentional interactions and unconscious behaviors. Unfortunately, many exclusive behaviors and attitudes, even those that are unintentional, are deeply ingrained in some of our interactions and organizations, and a concerted effort must be made to change established patterns to fully engage and include all members of an organization.

The assumption that people will speak up if they have something to say is often incorrect. If we want to encourage new ideas and ensure the richest and best thinking, it is incumbent on all members of the team to be allies, to make room for all voices to be heard, and to be responsible for the team’s efforts and results.

SUGGESTED ACTIONS:

- Speak up when someone is being made to feel small, discounted, or ignored (directly or indirectly through humor or other “jabs”).
- Use inclusive language; avoid using acronyms, “insider” language, or metaphors that some people may not understand.
- Recognize that some individuals may find it hard to “get into” a conversation. Invite people who have not spoken into the conversation to hear what they are thinking so you get the benefit of everyone’s ideas.

- To ensure that everyone has airtime, go around the room and ask each person to share a thought or reaction that has been stimulated by the discussion.

11 Address misunderstandings and resolve disagreements— work “pinches.”

When people from different backgrounds and perspectives come together on a team, the potential for conflicts and disagreements (or, as we call them, “pinches”) increases. Many people feel uncomfortable in acknowledging or addressing conflicts, but over time, unresolved misunderstandings and conflicts damage a team’s ability to effectively work together, solve problems, and make decisions.

The challenge is to address, not avoid, misunderstandings; to explore and address disagreements and differences, not ignore or suppress them. When disagreements or misunderstandings go unaddressed—as people continue to avoid the issue, talk to others about their concerns, and work around team members with whom they feel misunderstood or have a “pinch”— it creates waste. Engaging others when there is a misunderstanding can lead to breakthroughs in thinking and ideas. Working through disagreements can enable teams to overcome barriers and move the organization to higher performance.

SUGGESTED ACTIONS:

- **Deal with misunderstandings and disagreements as soon as they become apparent.**
- **Be brave, lean into discomfort, and be willing to acknowledge when you think a misunderstanding has occurred.**
- **Talk directly to the individual about the misunderstanding or disagreement rather than triangulating and discussing the issue with others—unless you need a third party to help mediate or clarify how to deal with the situation.**
- **Use the “Pinch Model” to resolve misunderstandings and disagreements. This model encourages people to clarify expectations, identify the issue (the “pinch”), provide a safe space for hearing each other as allies, own each part of the pinch, problem-solve, re-contract, follow up, and celebrate.**

- View addressing misunderstandings and disagreements as an opportunity to create a stronger partnership and clearer expectations.

12 Build TRUST. Do what you say you will do and honor confidentiality.

Trust is a requirement for achieving the speed that organizations need to accelerate results. It comes from a history of positive interactions between people: the more positive interactions they have, the more they come to trust one another. Similarly, the more they are trusted, the more they will trust in return. When people feel that sense of trust, they are willing to give each other the benefit of the doubt—and in turn, speed up the level of interaction, problem solving, and decision making. This dynamic, however, only takes place when people can count on one another to *do what they say they will do*, when everyone knows that each individual will live by her or his commitments and honor confidential statements. As others share their street corners/ perceptions, experiences, and feelings, it is important to treat that sharing as a precious gift.

SUGGESTED ACTIONS:

- Follow through on commitments. Keep team members updated if deadlines need to be delayed or moved.
- Hold yourself accountable for your actions.
- Create a safe zone for you and your team members by establishing and following ground rules.
- Invest the time needed to get to know others you are in partnership with in order to build the trust that leads to speed.
- Maintain confidentiality—do not share personal information about others.

Reaping the Benefits

An inclusive workplace won't happen just because people would like it to be so. It starts with the choice to join and the willingness to practice and engage differently. The 4 keys and 8 sustaining behaviors that comprise the Conscious Actions for Inclusion are simple, practical behaviors that improve everyday interactions. When they become the normal way of doing business in an organization, they give people the opportunity to do their best work, and to support others to be and do their best as well. These behaviors are not "something extra" that will add to the burden of an already overworked individual or work team. All of us are already interacting with others to accomplish our tasks throughout our workday. The question is, HOW are we interacting? The behaviors simply enable us to be more effective and our interactions to be more productive and rewarding.

By bringing these behaviors into every interaction, every meeting, every moment of the day, organizations are more successful in supporting people to do their best work, individually and collectively, all the time. In organizations that achieve this level of effective interaction, people make problems visible more easily; solve problems; make and implement decisions in an aligned, focused way that accelerates results; and place themselves in the optimal position to grow and succeed today and in the future. If you change the interaction, you change the experience and change the results. The Conscious Actions for Inclusion provide that common language to drive uncommon results.

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COSMOGENESIS AND OD by Stanley Arumugam

The principle of cosmogenesis is that everything in the universe is constantly evolving into something more complex. If we understand organisations as living systems, how does this principle of cosmogenesis inform OD practice in the domains of change management and organisation design?

OD as planned change: My earliest introduction to organisation development was through the lens of French and Bell "Organizational development is a long-range effort to improve an organization's problem-solving and renewal processes, particularly, through a more effective and collaborative management of organization culture with special emphasis on the culture of formal work teams with the assistance of a change agent or catalyst and the use of the theory and technology of applied behaviour science, including action research" Burke defined OD as 'planned change'. Most of the traditional approaches to OD viewed the organisation as a stable and closed system seeking equilibrium in an input-change-output model. Based on a lab model, OD drawing from behavioural science brought a new understanding to human behaviour and organisational change in controlled environments. The realities of organisations are far removed from this clinical model.

Disruptive Change: Change today is less planned, more disruptive and happening largely outside the OD organisational lab. The relevance of OD practice today is in our understanding of the complex system dynamics arising in the socio-political, environmental and economic domains. Change inside organisations is related to change outside organisations. Only managing change internally plays into the Newtonian paradigm of command and control – the OD lab approach. This is no more than effective project management. Change in social movements, who appear to be less organised and chaotic is possibly the new 'lab' for OD learning. These are much more adaptive, agile, purpose driven 'organisations'. The traditional 'planned change' approaches of OD cannot work for these organisations coming morphing together in mission-led movements. What can corporates learn from social movements about responding to disruptive change?

Self-Organising Systems: Leadership expert, Margaret Wheatley drawing from new physics and chaos theory challenges us to think of organisations as continuously changing and self-organising systems (cosmogenesis). "In a self-organizing world, we see change as a power, a presence, a capacity that is available. It's part of the way the world works -- a spontaneous movement toward new forms of order, new patterns of creativity. We live in a world that is self-organizing. Life is capable of creating patterns and structures and organization all the time, without conscious rational direction, planning, or control."

New OD: Our models of OD need to change to embrace a new form/s of organisation that moves from a surety of planned predictability in change management and organisational development most of which is plain project management. A new OD requires us to be

humble in our recognition that we do not control the world or people in our organisations; we take seriously people's agency for change; we recognise that behavioural science is not the sole domain of knowledge of human change; that resistance to change might need to be worked with instead of managed out. OD is perhaps less about planned change interventions and more about facilitating spaces for consciousness raising through respectful dialogue, meaningful diagnostics, and equality in co-creation, radical experimentation; inclusive and collective action to a meaningful purpose and a shared vision for the organisation, its people and society at large.

Organisation Design Thinking: Most restructures and organisational designs include the ambition of collaboration. "New ways of working" becomes the mantra of modern organisations. Sadly, another restructure later and consultants are saying what organisational leaders already know. Why can't move from the rhetoric of collaboration to the practice of collaboration? What can we learn from the principle of cosmogenesis?

Organising for Collaboration: most restructures and redesigns paradoxically design for silo working. We follow the mantra 'Structure follows strategy'. This suggests that organisation design thinking has to be embedded in strategy and not come as an afterthought. Unless organisational strategy is intentionally collaborative - the design of the structure tends to default to 'old ways' prescribed by the design rules of hierarchical organisations. Structures that have collaboration in their DNA are more like living organisms rather than architectural masterpieces. The structure of the cell, in its simplicity demonstrates organic collaboration. Cells do not survive on their own. Interestingly, liberation, terrorist and church groups organise in 'cells'. Their survival and growth is genetically embedded in their collaborative design. Matrix organisations, self-directed teams and swarms are examples of collaborative design. The thing that drives their effectiveness is common purpose.

Common Purpose: the Bible says, 'where there is no vision (shared) the people perish'. Unless the organisation as a whole, through its composition of teams shares a clear compelling common purpose, the temptation and reward for independent, ego driven agendas becomes a challenge. Teams do not automatically come together in a collaborative spirit of common purpose. They are often driven by functional/departmental/unit/directorate/divisional/regional interest and purpose. Organisations have to be intentional in aligning team and organisational purpose at all levels. This is not done by quick fix OD interventions but through intentional design.

Interdependent Systems: organisations want collaborative behaviour and paradoxically design systems and processes that reward unitary capability and competence. Business process mapping should show strong cross functional webs where organisational talent and resources come together 'just in time' to response to new challenges. Agile organisations also ensure that their metasystems are fit for purpose: HR, Finance, IT, Safety etc. These metasystems are not an end in themselves but serve the mission objectives of the organisation. Unless these systems are interdependent, the unintended functional silos becomes the system default. Agile organisations need more general managers, facilitators

and systems thought leaders and less dependence on Taylorist management roles and functions.

Senior leaders role model collaboration: even the smartest design stands and falls by the extent to which the senior team models collaboration. They become the design champions for the rest of the organisation and it starts with them having a common team purpose. This is further manifested in formal practices such as common agendas, shared performance goals and interdependent team performance assessment. The team is as strong as its weakest member. Informal practices in the symbolic space shows how the team works together, loves one another and is genuinely interested in common success. How power is manifested and managed is also a potent expression of team collaboration signalling the desired organisational ethos.

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Author Biography

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Navigating Uncertainty: Future of Work through Self-Reliant Leadership by Jhilmil Das

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Need of the hour: India's response to crisis

When the world is in crisis, we must pledge which is bigger than the crisis itself and the path to do that is “self-reliance” – Indian PM Modi highlighted while addressing the nation under lockdown to achieve self-reliance in its fight and win the war against the global pandemic COVID-19. He re-emphasizes upon the need to create strong enterprises which aims to empower people to come out and create solutions that can define the future of our country.

Self-Reliant leadership

Self-Reliance sheds light on the essence of personal discovery. According to Stephen Covey: "Your actions speak so loudly, I cannot hear what your words are saying." Great leaders have an innate sense of aura about them that others perceive, even when it cannot be elucidated in words. Leader's behavior is judged by what he believes and does and not merely what is told by him. Leaders must allow it to be discovered, appreciated and put to action. Self-reliant leadership is not self-centered leadership, but is a collective leadership. The father of Indian Independence, Mahatma Gandhi's leadership was engrained on the core philosophy of leadership by self-reliance.

Changing workplace paradigm: Change in leadership expectations

Robots are taking over factories, with automation reaching even as far as individual unit manufacturing. Plenty of new opportunities are taking form for industry in the era of digital integration. Industry 4.0 has added more qualified skilled workers. Organizations are fast becoming more adaptive and resilient through adoption of flatter structures and elimination of time-consuming processes. Leadership in the context of agile workforce requires a different approach than the traditional legacy-based organization.

In order to create a Future of Work in which everyone thrives, organizations need to nurture a sense of employee well-being and belongingness and invest in an organization design and culture where people come first. Successful organizations and teams should ensure supportive work environment in which all team members can understand the path towards personal transformation, visibility, sense of purpose and impact they make in achieving

overall success of the organization. These traits of emotional insight, mindfulness, and grit exhibited by the leader encourages team members to rise to the occasion and support their leaders. A successful leader having attributes for Future of Work is the one who promotes a form of dynamic and self-aware leadership, one who recognizes the potential of the team and liberates their humanity.

Future Rebound: focus on employee support

The COVID-19 pandemic represents a historic crisis which caused leaders and organizations to rethink the way they operate. Effective leaders not just plan about immediate crisis response but also about how their choices now will position their companies in the post-crisis world. Though in such a frequently changing scenario, it is quite impossible to predict anything in advance, however by bringing together a range of perspectives, it is possible to sketch out opportunities that can facilitate leaders to incorporate foresight into their business and human capital decisions during the crisis and beyond. Scenario planning is one such methodology that is focused not on trying to predict the future from past trend lines but on how different *uncertainties* will combine to form a diverse set of futures.

The crisis has forced organizations to provide employee support systems and employee wellbeing more holistically. Additionally, employee engagement and motivation has also emerged as two vital areas where leaders need to focus on in order to revamp the productivity and make the workplace future-ready.

Revigorated Leadership strategy

Throughout the phase of crisis, leadership and its behavioral effectiveness emerges as one of the most critical factors than ever. In the toughest times, the leaders who excel are the stellar ones who communicate clearly, stay calm, demonstrate empathy, adopts long-term vision and take appropriate decisive action. During normal times, leaders may be able to slide by with less effective approaches, but when crisis hits, the true character of a leader is revealed. Though some ineffective leaders may be able to hide, however chances are there that many leaders may become more effective overall. The effective ones stand the chance to reinforce themselves as well as the team by setting new standards for all.

Focus on renewed organizational culture

Like leadership, organizational culture is paramount to an organization's success. Culture is extremely critical in guiding actions and decisions of both leaders and employees. It is likely in the new normal that organizations increasingly acknowledge the importance of culture as context for performance and employee engagement—focusing on monitoring, managing and curating a culture by design rather than a culture by default.

Diversity is the key

The shift in the way of working from the traditional one towards allowing people to operate from home might not be as welcoming to those with different capabilities—physically, mentally or socially but has made way for more people to contribute in various ways. Organizations has started to realize as to how much those with differing capabilities are able to contribute, as a result of which it is possible to see an expanded view of how employees can bring their best to work—through inclusive design, new policies and practices, and newer approaches to teamwork that support innovative ways of working.

Enhanced flexibility in work

Many organizations have been resistant to letting employees work from home, but this unexpected global work-from-home experiment has forced them to accept it as a legitimate option. Organizations have put emphasis on enhanced technological systems and support in place to facilitate mobile working. Teams are fast to figure out how to collaborate remotely and leaders are improving their ability to manage based on outcomes and objectives rather than presence. For achieving future of work, organizations need to expand the acceptability of remote work, provide more choice and flexibility to employees to work wherever they can get their best work done, including remote working away from the office.

Impetus on Innovation and problem solving

It is often witnessed that the most innovative solutions occur in the midst of greatest constraints. The current COVID-19 challenges create extraordinary barriers to business, as a result, the struggles and challenges faced by today's organizations are forcing new ways of thinking, better approaches and fresh perspectives on issues. Organizations today need to learn from the requirement for greater innovation and create the conditions for expanded levels of creativity, exploration and problem solving.

Collaborative approach

The competitive spree amongst organizations in the pre-COVID era has been driven to collaborate in today's new normal. The one thing that the recent COVID-19 crisis has shown is that the greatest successes occur not just through individual effort but through collaborative behaviour that breaks across boundaries and structured organizational systems. The development of ecosystems that are flexible and fluid have meant that some businesses have been able to respond in the quickest way to changing circumstances. organizations have been more transparent with their workforce about critical decisions and some have created new business partnerships. Businesses need to promote

and focus on the culture and the way of working and ensure that there is a clear alignment between what is offered and the reality of working in an organization.

Author Biography

A senior HR professional with a premier public sector defence undertaking, Jhilmil has contributed towards key transformational initiatives and capability development addressing the talent management, succession planning, change management & organization effectiveness milestones in her career spanning more than 17 years. Currently undergoing her doctoral thesis

in OB & HRM from Indian Institute of Management, she has presented papers on OD and Change management in various national and international seminars and conferences.



Strategy and Baseball; How are you helping your clients pace their current game

Summer in the US brings thoughts of baseball. Even if you're not a fan, it is a marker of summer here much as Wimbledon and tennis are in the UK.

Org-ology is seeing a lot of need for baseball among its clients in this unique 2020 summer. For baseball strategy, that is. Baseball strategy, even for non-fans of the sport, is a complex and multi-faceted application of more than just offensive-strategy or defensive-strategy which is highly useful when facing the challenges of our current unsettled and uncertain times.

Never a big fan of baseball myself, as a kid I assumed the main goal of the game was the batter to go to the plate, swing at every ball, and try and hit a home run. My grandmother, a huge fan and excellent batter, really wondered where she'd gone wrong when she heard this. Baseball is never about hitting the first pitch, or "defeating" the pitcher. Baseball strategy works across the strengths of multiple individuals, over time, to eventually create the outcome you want: a win.

Multiple defeats will come in pursuit of that win: strikeouts, foul balls, missed tags. Oh. And if you're in the National League, there's always making the pitcher try to hit.

In the COVID crisis, Org-ology (as everyone) has been on constant video calls, which can change how you hear your clients' needs. The heightened urgency in this COVID crisis has all our clients seemingly "swinging for the fences" on every pitch: each choice must be correct, each decision must be both accurate, fast and the best possible. "Swinging for the fences" on every pitch means you never set a pace: you chase events, you react and you bounce from one external influence to the next.

One client: the largest public school system in the US. A school system with almost 100,000 students who are homeless. Each decision that client makes matters in the most real way. They are buffeted between politics, public health and basic needs like free lunches for kids. We've worked with them to find their own steady strategic course, and be guided by their own best practices and values. It enables them to not focus on every pitch and the unavoidable strikes that we all take in this climate, but rather to eek out the most from each at bat.

A good batter in baseball doesn't swing at every pitch. A good batter will know what types of balls he or she hits best. That batter will watch, wait, and "work the count" until the right pitch comes. For clients this means that in many cases we've recommended they take their time and consider whether layoffs, shorter hours, or which other creative option is the right strategy for them.

One client: a dance foundation who tours globally. A premier performing arts organization. Performances will not return until 2021. Org-ology has worked with them to creatively explore how you invent newness and remain relevant until those 2021 performances can happen.

A good batter knows that you can wait and hit foul balls and force a pitcher to throw 10 or more pitches until you see the type of pitch you want to hit. In this constantly evolving environment, Org-ology is coaching clients to do the same: certainly do what you can to tide yourself over, but keep waiting and watching for what's in your sweet spot.

Fun fact: Ted Williams had perhaps the best batting average in the history of baseball in 1941, hitting .406. That means for every 10 times at-bat, Ted failed to hit the ball at all around 6 of them. He got hits a bit over 4 times out of 10. And he was perhaps the greatest ever in the game.

If your goal is to win the game, not win the at-bat, you need to think a lot further than pitches and batting.

A baseball player doesn't forget he or she is part of a team and that there is a larger context —what other players are on base will change how you hit, you could always bunt, and who's behind you in the batting order?

Building a win in baseball requires all of those little things to combine, on offense as well as defense, to build the baby steps to a win. Org-ology has spent the past few months helping clients to stop "swinging for the fences" at every choice and opportunity. If your strategy is in place, which includes knowing your values and knowing yourself, you can play the long game.

A baseball game has 9 innings. A baseball season has 162 games (except maybe 2020). Succeeding strategically in baseball means a lot of small losses—strikeouts at the plate—and bigger losses—getting swept in a series—but still making it to the playoffs at the end of the season. Org-ology is working to get all of its clients through to the playoffs in the fall of 2020. Whether or not Major League Baseball decides to hold a season this year.

We would be remiss if we did not mention, "There's no crying in baseball " Tom Hanks character Jimmy Dugan - A League of Their Own (1992)

Author Biography

Ms Feickert has over 20 years' experience collaborating across organizations to create, launch, manage and measure organizational development initiatives including culture change and change management, leadership development, coaching and IT deployments. In applied terms this means working closely with clients to clearly define the most pragmatic and effective strategies, and then leading the work to deploy them. Ms Feickert's clients include everyone from Fortune-100 global corporations to small start-up non-profits, both public and private sector, in national and international organizations. She graduated from Smith College and later earned a double MA at the Universität Hamburg. Her clients benefit from her truly global perspective.

Changing organization structure and leadership style through OD intervention towards teachers' job satisfaction, teachers' motivation to work, students' motivation to learn and student-centered teaching skill: Case study of monastic schools in Yangon by Dr Nan Thin Zar No

Lecturer (Chindwin Technological University)

Lee Hsing Lu Ph.D. *Associate Dean, Overseas Projects and Ph.D. OD Program Director , Assumption University of Thailand*

Monastic schools are established and managed by monks and the monastic schools are administered by the Ministry of Religious Affairs. Every state and region has monastic schools, and there are over 150,000 children studying at monastic school. Even monastic schools follow the government curriculum, but receive very little government support, instead the monastic school relied on community donations as traditional way to getting funds. Monastic schools rarely charge fees if children have disadvantaged backgrounds. In general, the monastic schools' facilities are fulfilling basic school's function needs, yet there are areas lacking of minimum standards. By far, there are more than 300 monks operating non-profit high schools in Myanmar.

There are no schools set in the villages to offer regular k-12 education, but a few monastic schools are located quite a distance away from the village. Many poor families cannot afford to send their children to schools, not to mention the ravages of war and conflict zones can't conducive for school to functioning. The researched organized diagnosis questionnaire with 19 teachers and the principal (the monk), also conducted in-depth interviews and observation with all teacher's activities and monk's leadership style. Secondary data was collected from monastic schools, published journal articles, official documents from monastic schools and some were sought information from online database. The researcher conducted SWOT and SOAR analysis to analyze current situation of monastic schools and found out that shows teacher's motivation, student's motivation, and teacher's job satisfaction are low and student-centered teaching skills needed to be modified. The research studied changing organization structure and leadership style through OD intervention towards teacher's job satisfaction, teacher's motivation to work, student's motivation to learn and student-centered teaching skills in one of the monastic schools in Yangon. The target respondents were monk, teachers and students. The purpose of this study are to assess current situation of monastic schools (pre ODI), to design and implement ODI interventions that will develop monks' leadership style and

team-based structure (during ODI), to analyze the impact of monk's leadership and organization structure on teacher's motivation to work; to analyze the impact of monk's leadership and team-based structure on teacher's job satisfaction; to examine the impact of monks' leadership and team-based structure on student's motivation to learn; to analyze the relationship between team-based structure and student-centered teaching skills, to determine the differences between Pre ODI and Post ODI on student's motivation to learn, student-centered teaching skill, teacher's motivation to work and teacher's job satisfaction and to propose a roadmap to sustain the positive effect of ODI and thus the monastic school could be further developed. The research problems of monastic schools are teachers' performance is low due to lack of teaching experience, there is no proper organization structure in this monastic school, monk's leadership is inappropriate, some students are depressed thus they are lacking of motivation to learn, monks cannot provide transportation for teachers from the main road to the school, there is no high school level education be offered.

The researcher used both quantitative and qualitative methods which include survey, interview, focus group discussion, observation, and unobtrusive data. The researcher used Likert system survey and interview questionnaires, decision tree diagram, observation forms as data collection methods. After ODI, teacher's motivation to work, student's motivation to learn, teacher's job satisfaction and student-centered teaching skill are improved. According to the findings, the monk's leadership and team-based structure impacted on teacher's motivation to work, the monk's leadership and team-based structure impacted on student's motivation to learn, the monk's leadership and team-based structure impacted on teacher's job satisfaction. Team-based structure has relationship with student-centered teaching skill and there is difference between Pre-ODI and Post-ODI impacts on student-centered teaching skills, student's motivation to learn, teacher's motivation to work, and teacher's job satisfaction.

Recommendations for Future OD Intervention and Sustainability

The monks at monastic schools realized that the ODI change leadership style and organizational structure was not a one-time short course, but a continuous change course. It is becoming increasingly clear that through observation and analysis of data during ODI, certain types of ODI can more effectively improve teacher motivation, student motivation, student job satisfaction, and student-centered learning skills. The researcher must conduct at least one situational leadership training at monastic schools and leadership practice at monastic schools. To get the most out of monastic school's teachers and students' abilities, every three months requires in-depth leadership training and coaching and training programs to create and appropriate leadership in ODI organizations such as leadership and management training, student-centered teaching training, regularly observation student's learning in the class and organizational structure training should be conducted regularly to make the best use of leadership style. ODI should be applied based on diagnosis, at least once a year, trainings should be designed in need basis, suggested once every semester

Therefore, researchers suggest that the ODIs and tools used in this study should continue to be used to monitor school performance. Only when monks and all teachers understand and use ODI personally can monastic schools maintain positive results. The action plan is

proposed. In addition, monastic schools are required to conduct SWOTAR analysis to adapt to changes in the external environment. In this way, it will become a learning organization that can respond to challenges and actively seize opportunities in the external environment, and the development of sustainable organizations will continue.

Key words: motivation, job satisfaction, organization development interventions, leadership style, organization structure.

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Dr Nan Thin Zar No is from Myanmar who finished PhD in organisation development and management from Assumption University Thailand. Also, she earned International Executive Master of Business Administration in Marketing from France. She is a part time lecturer of business and has got 7 years of teaching experience. She just recently startup her own consulting and training center.

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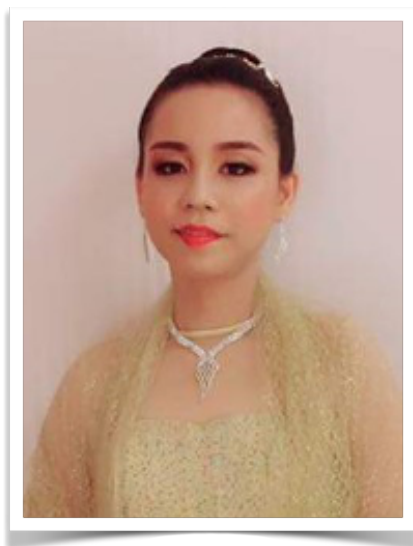
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MY THINKING CALL OF THE FUTURE OF HR AFTER COVID-19 AND THE IMPORTANT OF EFFECTIVE UTILIZATION OF GENERATION X TOWARD 5.0 ERA by James Kalimanzila

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Am trying to think about the future of HR after Corona. According to ILO, every 15s one employees die because of accidents in the working place. More than 374 million accidents occur in the working place in the world per year. Furthermore, in developing country around 881280 people get disease from their job. All these happened before tragedy COVID-19 accident. Am trying to think about how the situation today? Am trying to think how HR situation in COVID-19? Are they safe? If not, how production have been affected? What is the response from their employers? How about their job security? Am trying to think how the situation of HR in developing country today? Is there any relationship between being health and production? Am thinking how many people have died because of COVID-19? So sad...but it is my thinking only don't worry. Am just thinking only. We shall overcome! Together we can! Everyone is passing through this tough time. It is a balance game for both rich and poor nation, weak and strong industrial. Let us prepare for the new chapter.

Get ready for the new economic competition. The world will be more giant than today. Wishing all the best! Stay safe! You are the most potential HR! Avoid Corona. Please, you can share to me how do you think and feel in this tragic time? Remember you are the winner.

Important and the Role of Generation X employees toward 5.0

Recently, the World has and still experiencing faster development of technology and digital application. This made many organizations to change their model and leadership style simply because they are forced to enter in innovation and economic competition hence, they need qualified and well skilled employees.

Millennials and Generation X employees have become more potential in management today particularly in the era 4.0. This can be proved by their contributions in an organization as demonstrated below: -

Generation X employees have great morale and desire in using digital devices compared to the old generation. However, generation Z have also paralyzed by digital hence they use

more time in doing unnecessary things. Whenever, they help more in organization innovations and the use of new soft system.

Today, Generation X employees have different professions in their careers which they get from self-soft reading and life experiences they gain from life interactions hence they contribute more in organization creation and innovation.

Generation X employees have more social listening compared to the past generations, using communities to on-board new hires, better tools for collaboration and mobile work, customized compensation/benefit packages, and flexible work styles.

Generation X employees have more information and updates about the new innovations hence it is very easy to get up in innovation and creativity.

All in all, Generation X employees are the key important parts in any organization today although they have more challenges but we can't ignore them because they have demonstrated more innovation and creative. Youth are the heart of any nation but they need more supervision and leading.

Author Biography



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How Effective Leaders Exercise Influence and Implement Ideas in Complex Organizations by Daniel J Julius and Lee Lu

The question we seek to address in this essay is how can leaders be more effective and ensure successful implementation of goals in complex organizational settings?

Let's begin with the Complex Organizations. According to Pfeffer and Salancik (1978) Organization are dependent their environment, organization must fit the external aspects to acquire and maintain legitimacy and social standing. Within organization, some differentiation occurs through the division of labor among different roles and subunits (Lawrence and Lorsch 1967), differentiation pressure also due to participants bring different expectations to the organization. Thus, differentiation increases Organization Complexity since it increases the extent and nature of specialization (Blau 1972).

In terms of the question of how leaders exercise influence and implement ideas in Complex Organization (e.g. Joint venture), in our experience effective leaders engage in the following kinds of behaviors, activities and analyses of evidenced based data;

- They have a clear sense of (and are effective in communicating) what they want to accomplish with integrity and how these accomplishments align with the mission and vision of their organizations;
- They “Influence” upwards, to those whom they report, laterally, to peers, and downward, to those reporting to them. Not only do they articulate the reasons why they are pursuing a particular set of goals, they implement on metrics to assess progress and demonstrate why accomplishing goals will benefit key constituencies;
- They engage in reciprocity (find ways to make allies of those who are adversaries); trade favors (in the best send of the word), by identifying incentives for those helping them succeed; they find ways to work around or neutralize individuals or groups who oppose their ideas;
- They identify defensible and evidenced based decision-making criteria, and ensure such criteria are used to make decisions;
- They are tireless activists, who take risks and cultivate or instill a sense of loyalty in trusted aids and team members;

- They reward and mentor others, are unstinting in their energy and time, they network continually, and seek to replicate success;
- They prepare, pay attention to detail, delegate to trusted lieutenants, develop credible personas, and focus tenaciously on final goals which, they insist, must be measurable.

We would add that caution should accompany those placing too much emphasis on the leadership literature which can paint a naïve and altruistic picture of leaders or traits and qualities needed for success (Pfeffer 2015). It is our experience that leaders who engage in these general strategies and behaviors, succeed. In reality, inevitably, Good luck, or “fortune” as scholars called it an “external locus of control” also plays a role in who succeeds in organizations.

There remain four related issues to be managed successfully for effective leaders in complex organizational environments. These issues concern; administrative infrastructure, governance and consultation, options and alternatives to those opposing leadership efforts and, financial resources. We offer a few brief points about each of these matters.

Administrative Infrastructure. Without those who will be assigned lead tasks, without committees to consider budgets, implementation strategies and alternative options, without liaison individuals to various sites, departments or units, good ideas will never take root. Leadership in organizations is often personality driven and successful leaders know decision making processes and behaviors must be institutionalized through others and with decision making infrastructure. This means that ideas and the processes associated with implementing them must be managed, people held accountable and outcomes assessed and measured. Perhaps most important is the development and acceptance of decision-making criteria and replication of best practices which should include comparators to gauge success. Absent the management of processes identified here, particularly criteria for decisions, an administrative infrastructure needed to support ideas, goals, objectives, cannot be sustained;

Governance and Consultation. This refers to a strategy and plan to steer ideas through (what we shall refer to as the “organizational bureaucracy”). A strategy is essential because in so many organizations, government or labor relations agreements not to mention a host of other governance documents (manuals, handbooks, board guidelines, legislative dictates and the like) may require consultation and, in this respect, such documents have a strong role governing the decision-making environment. Navigating through these rules, regulations and guidelines takes patience and determination. An advisory Committees must be consulted and committee members engaged, lead individuals (co-chairs) appointed, and alternative options developed. As anyone knows who

has tried, it is far easier to stop an idea or initiative than implement one, particularly a new idea.

Options and Alternatives. Developing alternative ways to accomplish goals and options for those who may not support your intentions is necessary. The management and organizational literature are replete with effective ways to shape and implement ideas, develop reciprocity, win over or neutralize adversaries. We would advise considering three overarching points. First, those report to you, as well as those to whom you report, need to discern the utility and value in a new approach or idea before they support diverging from the status quo. Second, in order to be successful others must take a risk. It has been our experience that many in complex organizations are risk averse and perhaps less generous than they should be in taking actions that benefit others above and beyond themselves. For this reason those who seek to implement new ideas must either be trusted or feared (the latter is inevitably and always a short term advantage). Third, new ideas should be presented in a way which reward or incentivize change. Without options and alternatives (in rewards, assessment measures, decision-making criteria, etc.) one cannot reinforce the behavior of others and without a behavioral change, new ideas or new ways to accomplish goals, will not succeed;

Resources. Simply put, without a budget line and resources to fund it, and without amending the budgetary process to include support of new initiatives, they cannot succeed in the long term.

The following ideas and thoughts are meant to serve as guidelines for those who seek to be effective leaders. Not all will work equally well in all organizations. There is one final thought which may be worth considering. Support and trust of the Board Chair, CEO, Senior Vice Presidents, a direct Supervisor, and the like, is important. The leadership process is made immeasurably more difficult if support and trust is not forthcoming. Such support is not guaranteed and must be continuously earned. Perhaps it is of value to consider a biblical lesson in thinking about these ideas. While God enabled Moses to part the Red Sea and escape from Egypt with his followers, Moses, in the end, was granted the option to see the Promised Land not actually reach it! Something to be considered by all who seek leadership roles.

*Daniel J. Julius, Visiting Fellow, School of Management, Yale University and LeeHsing Lu, Associate Dean of International programs and Program Director of Doctor of Philosophy in Organization Development of Graduate School of Business, Assumption University of Thailand

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Author Biography

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Dr. Daniel J. Julius is a Professor of Management in the School of Business at New Jersey City University. Last year he was a Visiting Fellow at Yale University, School of Management, and he retains his affiliation with the School of Management at Yale. Prior to that time, he was the Senior Vice President and Provost at New Jersey City University and Adjunct Professor in the Higher Education Program at New York University. In past years he has been an affiliated faculty member at the Cornell University Higher Education Research Institute, a Visiting Scholar at the Center for Studies in Higher Education at the University of California, Berkeley, a Senior Lecturer at Stanford University, Graduate Schools of Business and Education, Visiting Professor at the Graduate School of Business and Economics at the University of New Hampshire, and Lecturer at Teachers College and the Graduate School of Business at Columbia University. His expertise is in the areas of industrial labor relations, higher education administration, human resources and organizational behavior. He has significant international experience, serving as a Fulbright Specialist and Lecturer in Asia, Europe, the Middle East, Canada and Ecuador, as a Visiting Scholar at the International Labor Organization in Switzerland, and in China at Fudan University, Shenyang Jianzhu and the University of Shanghai. During his career he served as the Academic Vice President/Provost for three institutions/systems; a Land, Sea and Space Grant system in Alaska, a religiously affiliated liberal arts university in Illinois, and a comprehensive state university in New Jersey. Earlier in his career he served as Associate Vice President for Academic Affairs at the University of San Francisco, a Jesuit University, and as the Director responsible for collective bargaining and human resources for the California State University System and the Vermont State Colleges. He is a former President

of the College and University Personnel Association (now CUPA/HR) and the Academy for Academic Personnel Administrators. Dr. Julius has led or served on 17 accreditation teams, on the boards of numerous nonprofit organizations, edited over 20 books, authored 90 articles, book chapters, reviews and monographs, and made over 170 presentations at professional associations, universities and corporations. He holds an undergraduate degree from The Ohio State University, studied at Cornell University (ILR), and earned graduate degrees at Columbia University. He completed a post-doctoral fellowship at the Center for Organizations Research at Stanford University.

"Cabrini University's ODC Program Reflects on the 2020 ISODC Virtual Conference"

Written by: Faculty of the Cabrini University ODC Doctoral Program - Todd Matthews (primary contact - t1m395@cabrini.edu), Anton Shufutinsky and Celia Szelwach

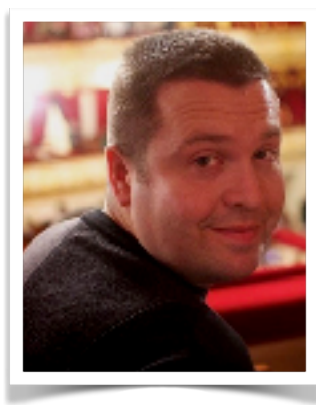
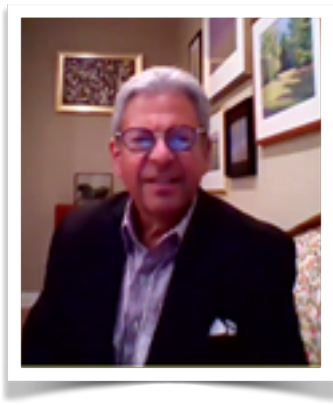
The virtual ISODC meeting that took place in mid-May featured active participation from the students and faculty of the Cabrini University ODC Doctoral Program. While there was initial uncertainty over how such an event could replace an in-person meeting, we experienced an event that was full of rich, lively exchanges about the present and future of ODC and of the world of work—exchanges that were in many ways enhanced by the multiple ways global participants could interact in real time that are not available in-person. The faculty are most proud of our PhD students Laura Clark, Anne Filippone, Gabe Hillebrand, Sergio Mendez, AJ Saraceno, and 2020 Edgar Schein Best Presentation Award Winner Anselm Beach, all of whom presented on their exciting and important research projects that will contribute to the scholarship and practice of ODC moving forward. We were also proud and excited, as faculty, to have the opportunity to present our cutting edge research, including Dr. Shufutinsky and colleagues' work regarding the ways that artificial intelligence and Industry 4.0 will impact ODC work in the future, and Dr. Szelwach and Dr. Matthews' work on the importance of cultivating a Holistic Embodied OD approach to the practice of ODC. Cabrini University's participation in moderating conference sessions was also a rewarding experience. We are all quite appreciative of the ISODC for the opportunities to share our work and to learn from so many other excellent presenters from around the world, and we look forward to continuing to work closely with the organization moving forward. For information on Cabrini University's ODC doctoral program, please contact Todd Matthews, Program Coordinator, at t1m395@cabrini.edu or visit www.cabrini.edu/LOD.

Author Biography

Todd Matthews, PhD is a Professor of Leadership and Organization Development and Change at Cabrini University in Radnor, PA, where he has worked since 2015. He also serves as the founding Doctoral Program Coordinator for the ODC Doctoral Program. His scholarly and teaching interests are centered on organizational and social change and ethical leadership.

Anton Shufutinsky, PhD is an Assistant Professor of Leadership and Organization Development and Change at Cabrini University, where he has worked since 2020. He is also an alumni member of the first doctoral cohort in ODC at Cabrini. Prior to joining the faculty, Anton served as a military officer for over 25 years. His scholarly and teaching interests include leadership development, team building, socio-technical systems, and organizational culture.

Celia Szelwach, DBA is an Assistant Professor of Leadership and Organization Development and Change at Cabrini University, where she has worked since 2018. Prior to Cabrini, Celia practiced OD, Leadership Development, and Change Management in the military, corporate, and government sectors for over 25 years. Her scholarly and teaching interests focus on embodied leadership, organizational and leader resilience, and building healthy, inclusive work cultures.



EVENTS

Professional Certificate in Cultural Competence

This is the final reminder for the upcoming Professional Certificate in Cultural Competence training set to begin on October 1st. For those who register by **September 24th**, you will receive a free gift!

For more information and to register, please go to:

<https://www.eventbrite.com/e/professional-certificate-in-cultural-competence-tickets-113285816928>

<https://youtu.be/x-ChoCAEPU0>

Ways to Evolve your Marketing Strategy during COVID-19 and Post-Pandemic

An upcoming free webinar on September 24 with Dr. George El-Rahbani... <https://www.eventbrite.com/e/119770590059>

Dr. George highlights how to make positive, creative changes to your business in a cross-cultural, inclusive environment

About this Event



Dr. George is kicking off this year's webinar series! With over twenty years of professional experience, Dr. George uses the combination of all of his knowledge and talent that makes him an expert on the dynamics of the international markets influencing today's world.

Dr. George has lived in the United States, Canada, and now Lebanon, Beirut. George El-Rahbani has taught and delivered training at Notre Dame University, United Arab Emirates, Qatar, Poland, the Kingdom of Saudi Arabia, Cyprus, and Canada to name a few.

Dr. GEORGE EL-RAHBANI's areas of expertise include:

- Training & Development
- Performance Improvement

- Learning Solutions Development
- Lecturing & Training
- E-learning & Talent Management
- Business Development and E-commerce
- Public Speaking
- Competency Development
- Team Leadership

The photos are courtesy of Getty Images.

60+ questions to help you understand the silos in your organization

https://medium.com/@sense_change/60-questions-to-help-you-understand-the-silos-in-your-organization-2d1ea7f7be78

Written by Bulent Duagi - Sense & Change

ISEOR Conference

The logistic information can be consulted on www.iseor.com

Schedule is in-work.








**International Conference in partnership
with the Academy Of Management (USA)**
"Organizational Development and Change" and "Management Consulting" Divisions

This conference is organized by the ISEOR Research Center
(in partnership with Magellan, iaelyon School of Management, University of Jean Moulin),
"Organizational Development and Change", "Management Consulting" Divisions of the Academy of Management (USA) and ISODC (The International Society for Organizational Development and Change).

June 16th and 17th, 2020 in Lyon, France

The ISEOR – ODC - ISODC Conference and doctoral consortium is confirmed and will be held on 16 and 17 June 2020 and will be held in the form of workshops. We will use the secure ZOOM platform.



Language of submission: English, Spanish, French

Best papers in French, English or Spanish can be submitted to the journal "Recherches en Sciences de Gestion-Management Sciences-Ciencias de Gestión."