ISODC

SPRING 2020 NEWSLETTER

In This Issue

Welcome to our Spring 2020 issue of the ISODC newsletter!

International Society for Organization Development and Change

THE FUTURE WORLD OF WORK

ISODC'S INFORMATION
EXCHANGE

13-15 May 2020

A VIRTUAL CONFERENCE

ANNUAL GATHERING OF ORGANIZATION DEVELOPMENT & CHANGE PROFESSIONALS, ACADEMICS, AND STUDENTS FROM AROUND THE GLOBE

Learn

Share

Explore

virtual conference theme

OD&C's Role in the Future World of Work.

13 May

Dr. Tojo Thatchenkery

Professor & Director of M.S. in Organization Development & Knowledge Management
Schar School of Policy & Government
George Mason Univ.
VA

14 May

Dr. David Jamieson

President, Jamieson Consulting Group, Inc.
Professor, Director of OD&C Doctorate, Univ of St. Thomas, MN
American Univ, DC

15 May

Dr. Steven Cady

Professor & Director Institute of Organizational Effectiveness,
Bowling Green State Univ.
OH

This year's focus on "OD&C's Role in the Future World of Work" will include internationally respected keynote speakers Dr. Tojo Thatchenkery, Dr. David Jamieson, and Dr. Steve Cady.
Hear what these experts in Organizational Development & Change have to say about our changing times and their view of the Future World of Work.

Workshop and Presentation submission dates have been extended to April 28, 2020.
Any presentation request submitted after April 28th may be included in the conference but will not be considered for an ISODC award.
Submit your request for workshops and presentations relating to this year's theme now through April 28th to: theisod2011@gmail.com and get on the agenda with "OD&C and the Future World of Work".

for registration & information

HTTPS://ISODC.ORG/EVENT-3711603

Letter from the President

TBC

Letter from the Editors:

By Dr. Kimberly Barker and Dr. Devona Bell

It's "*Spring Season*" … but, the world is in a tizzy!!

Unfortunately, due to a disruption caused by the Coronavirus COVID-19 pandemic, we are all experiencing effects of the "new normal". Although we must navigate through the challenges of making immediate adjustments, leadership with careful attention to our customers and communities are imperative.

We're living during a time of uncertainty, but as ISODC partners, we are the strongest ever. We've worked to build relationships that extend throughout the nations, and we continue to support the mission of our society. As you work tirelessly in response to this crisis, remember our guiding principle to collaborate with others, as we stand together.

Let's continue to share expert information that is accurate and factual. You're a valuable resource behind the scenes, and on the frontline. The biggest component to our partnership is "communication" and maintaining a connected spirit to the mission of ISODC.

In the upcoming months, let's agree to set goals that forge meaningful relationships and interactions for the individual, group, and organizational whole. On behalf of ISODC, we're committed to partnerships that proudly speak, "OD and the Future World of Work"!!

In this Issue:

In the article, "Revolutionizing Change Management", Greg Baker outlines a new revolutionary approach that could dramatically improve success rates. If your frustrated and feel that you're in an endless battle with your company's dysfunctional status quo, then invest in the journey for 'Change Management by Design'.

When searching for qualified candidates to fill your OD positions, does your hiring process consist of Pink Unicorns and Magic Glitter Wands? Brent Oberholtzer and Hedi Feickert suggests creative thinking and long-term development of new approaches. Are you ready to change your recruitment process?

To be effective in the 21st century, we must change the nature of how we do business. Farhan Sadique focuses on the retail workforce and need for a development plan to transform the current market. As the retail industry changes, retailers must develop strategic plans to meet the needs and expectations of the customer.

How important is continuous learning to organizational success? In the article, "Overlooked Employee Learning Enablers, Structure and Practices", Charles Tawk addresses the impact of organizational structure and practices on individual learning. The article highlights the desire for learning; in that, individuals capture and preserve mechanisms that are beneficial to self and the organization.

Interested in the why and how of human behavior, with a twist of organizational effectiveness and interactive efficiency? Tom Wilkes provides a transparent view of organizational achievement, using the constructs of motivation and commitment. The symbolic relationship drives organizations to be more responsible, challenging managers and leaders to collectively be aware of the dynamic contributions (from self and others).

Announcements:

Benedictine University Doctoral Program

Benedictine University's Doctoral Program celebrates 25 years with USC scholar Christopher Worley, Ph.D. On April 18, 2020, the OD program will host an event, featuring lecture series from USC scholar, addressing agility in the workplace. Peter Sorenson, Ph.D., Program Director is proud to recognize Benedictine University's success program, the Ph.D. in Organization Development.
Management and Organizational Behavior
Contemporary Trends in Change Management Lecture Series: Celebrating the 25th Anniversary of the Benedictine Ph.D. in OD
Saturday, April 18, 2020
9:00am-4:00pm
Sorensen Hall of Leaders: Goodwin Hall, 4th Floor
"Agility and the Future of OD" featuring Chris Worley, Ph.D.
Event: Free with Registration: visit ben.edu/manage
Now accepting applications for the April 2020 Ph.D. cohort. For more information, please contact Phyllis Meyers at pmeyers@ben.edu.

Let's celebrate the launch of Mee Yan Cheung-Judge and David Jamieson's global research on Use of Self in OD. The global experience is derived through practice and shared information from individuals in the field. In efforts to help us understand Use of Self, the survey items created five factors themed to give insight at how to become your best self, and self-develop within the practice.

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Single Page Report: https://drive.google.com/file/d/1m1Cl2DA4zISKLcezoSfTy2hQClERPQif/view?usp=sharing

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Register Now and Save the Date:

ISODC 2020 International Conference: May 13-15, 2020, Virtual Conference
Theme: "OD and the Future World of Work"
https://isodc.org/event-3711603/Registration
For more information and questions, contact Kimberly Barker at kimjbarker@gmail.com.

As a Reminder:

We encourage you to continue support of the organization by visiting the website for more information at https://isodc.org/. Enjoy free webinars and trainings joined by an international network of dedicated scholars and practitioners that have extraordinary information to share at https://isodc.org/webinar_library. Join the conversation and follow us on social media: Facebook, Twitter, Instagram, YouTube, and LinkedIn. Feel free to send us a message or submit a general inquiry at Info@Isodc.org. Tell a friend and invite them to join at https://isodc.org/join.

Sending Patience, Understanding, and Compassion this Spring Season

Dr. Kimberly Barker, Editor
Dr. Devona Bell, Co-Editor

Revolutionizing Change Management - Change Management by Design by Greg Baker

Why are we revolutionizing change management? To help you. Like most managers, you may be frustrated with the difficulty of driving change in your organization. You may feel as if you're in an endless battle with your company's dysfunctional status quo. And this would be nothing new. Thirty years ago the failure rate of change initiatives was about 70%. Today it remains at about 70%, and some estimates put it much higher.

Although it's more important than ever for companies, government agencies and educational institutions to have an ability to change and transform, they remain stalled and ill-equipped to accomplish the task. Whether it is digital transformation, improving the customer experience, or increasing operational efficiency, the outcome is most likely failure. But why? This article answers that question and outlines a new revolutionary approach to business transformation and change management that could dramatically improve your success rate.

Understanding Success

If we are to understand failure we must first have clarity on what successful change means.

A successful change initiative always comes down to a successful behavioral change. The visual evidence of success is a sufficient shift in the behaviors of the involved people toward the desired behaviors, in accordance with the future vision.

This is true whether the change is a reorganization, process improvement, talent development or digital transformation. For example, there may be system components involved in a particular change, but it is always the behavioral shift (in this case adoption of the system) that determines whether your initiative is at the point of sustainable change.

Therefore, behavior change should always be the ultimate goal, and is the measure of success.

Understanding The Primary Cause Of Failure

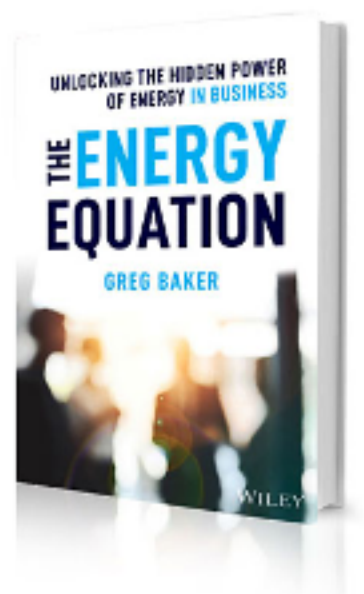
There is a major deficiency in our traditional change management models and strategies. This deficiency dooms to failure many, if not most, change initiatives – before they even get started. So what have we been missing? The answer: Design.

How we design our organizational solutions can make or break our ability to implement them.

Traditional change management models tend to make the assumption that whatever the change, and however it's designed, it is fine. In effect, the "new solution" serves only as a starting point for the application of a traditional change management model. These traditional models essentially layer educational and motivational activities on top of what is often a flawed organizational solution.
So why does the design of an organizational solution have so much impact on our ability to successfully implement it? The answer lies in a new approach to change management.

Revolutionizing Change Management

I first discussed this new approach in my recently released book, The Energy Equation: Unlocking the Hidden Power of Energy in Business. It's based on the recognition that at the heart of change, and everything else we do in business, is energy. Energy is the currency of business, and in the case of change management, keeping track of energy is how we keep score. Keeping score is based on three primary truths:



- Behavior change, which is the measure of success, is about a shift in energy in the business environment and among the involved people.
- Change happens successfully when you have enough energy pointed in the right direction for long enough to

reach the point of sustainable change.

- Change initiatives fail for only one reason – they run out of energy before they reach the finish line – the point of sustainable change.

Keeping score is about tracking how much energy is available to move the change initiative in the desired direction vs. the amount of "energy leakage" resulting in undesirable behaviors. The undesirable behaviors, (i.e., negative energy), push back on the change – typically back toward the status quo.

Why Design?

The reason the design of an organizational solution has so much impact on our ability to successfully implement it is that the components of the solution and how they're designed have a huge impact on the energy of the change, both positive and negative. That means that if your departmental change initiative should ideally include a new process and compensation plan, and you don't include those things in your solution, you will be leaking energy. You will undoubtedly see undesirable behaviors among those involved. Specifically, you will lack the guidance and consistency that a process promotes. You will also lack adequate motivation to change due to an old compensation plan that is now unaligned with the new desired behaviors. Conversely, if these two "enterprise elements" are in place and well designed, they will promote the positive flow of energy in the direction of successful change.

A Whole New Light

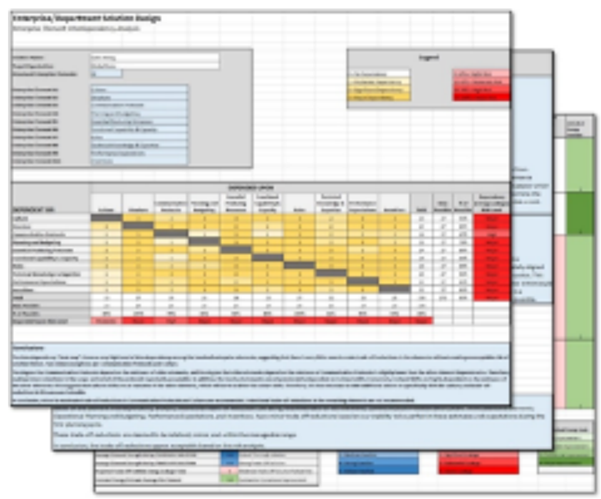
Keeping score on change casts change management in a whole new light. Many, if not most, managers in the world today think that leaving some of the involved elements out of the solution, or perhaps giving them a cursory makeover, is perfectly OK.

Managers justify these scope cuts and design shortfalls with statements such as, "We need to keep this simple", "Our budget is limited", and my favorite, "Just do training." In their defense, most leaders simply don't know any better, and are poorly informed. They think they're doing the right thing by managing scope, cost and schedule at the expense of the solution. They assume they can make scope cuts without significantly jeopardizing the initiative's probability of success. Unfortunately, solution scope reductions, and solutions that are poorly designed in the first place, often doom change initiatives to failure. It doesn't matter how much traditional change management you layer on top of the solution. Crippled solutions drag the change down. As an old boss of mine used to say, "That dog don't hunt."

The Two Big Questions

At this point you may be asking yourself, how can I help ensure that “my dog” *will* hunt? To do that we must be able to answer two big questions for any change initiative. First, what is a *thorough solution* for this change? Second, what is a *sufficient solution* for this change? Please allow me to explain.

All companies and agencies are composed of what we call *enterprise elements*. Any change to the enterprise, or a department within it, involves some portion of those elements. How each of those elements is designed (or perhaps ignored) determines whether it contributes to the change or detracts from it. A *thorough solution* includes all of the involved elements, and each is designed to be “what it needs to be” as a working contributor to the overall solution. In an ideal world we would always implement thorough solutions, as they have the highest probability of success in implementation. Unfortunately, the world is not always ideal, and managers have to make trade-off decisions regarding the scope of the solutions. But how do we know what is sufficient?



A *sufficient solution* is a thorough solution with some intelligent and informed reductions in scope. The reductions result in a solution that still has an acceptable probability of implementation success. The amount of energy leakage and undesirable behavior that will result from the scope reductions is likely to be manageable. Implementation success still looks like the probable outcome.

So how do we go about designing a thorough solution and making intelligent scope reductions that give us a level of confidence that we still have a sufficient solution?

A New Methodology and Toolset

We developed the Enterprise/Department Analysis and Design toolset to implement methodologies described in The Energy Equation. The toolkit is a semi-automatic multi-tab spreadsheet. It steps you through analyzing enterprise and departmental problems, designing a thorough solution, and identifying a sufficient solution. We’ve identified a few chapters in The Energy Equation that will give you the necessary background on energy management to use the toolkit. In addition, the toolkit itself contains detailed guidance and instructions.

We are bundling the book and toolkit to help make you a part of revolutionizing change management. All we ask from you is the small price of the book. See our website for details on the Change Management Toolset. If you would like help getting started, please contact us for a complementary consultation.

Get the Change Management Toolset

Greg Baker - Biography

Greg Baker is President and CEO of Advance Consulting Inc., a management consulting and professional development firm serving corporate and government clients in the U.S. and abroad. Advance Consulting specializes in the transformation of people, teams, and organizations, helping clients adapt and thrive in the turbulent and challenging global business environment. Mr. Baker is a strategic and visionary leader with demonstrated experience growing and transforming businesses across multiple industries. He shares his experience by providing executive coaching to business leaders who are themselves leading significant change and innovation.

Since 2005, Mr. Baker led the transformation of Advance Consulting from a specialized training company into a management consulting and professional development company serving the needs of clients undergoing major business transformation. He directs company strategy and operations toward achieving its mission: *To partner with our clients to achieve sustainable change in how their people and businesses operate, delivering strategic growth and profitability, and serving the broader evolution of the global community.*

Advance Consulting's clients represent virtually every major industry and functional area. Primary clients are typically CXOs, business unit leaders, department heads, and functional area leaders (e.g., IT, HR, Finance, Professional Services).

Mr. Baker was formerly an executive with CTB/McGraw-Hill, where he was Vice President of Programs and Business Transformation. Prior to CTB/McGraw-Hill he was a Vice President at Science Applications International Corporation (SAIC). He currently serves as Chairman of the Board at Learning For Life Charter School. Throughout his career, Mr. Baker's focus has been on growing and transforming businesses across a variety of industries.

Mr. Baker holds an MBA in Management from San Diego State University, and a BA in Psychology (Honors Program) from the University of California, San Diego. He is a Registered Organizational Development Consultant with the International Society for Organization Development and Change. Awards and honors include the SAIC Founders Award for outstanding success in business development, and a Top Ten ranking in the International Business Plan Competition hosted by college MBA programs around the world.

Mr. Baker is launching his career as an author with his first book, The Energy Equation: Unlocking the Hidden Power of Energy in Business.

NO TITLE ! by Dr. Brent Oberholtzer & Heidi Feickert

Have you tried hiring a new OD person for your organization recently? Currently, it seems like this is about the process:

1. Six months after a need has developed, funding is approved to hire (if this is a project, the project clock started at least one month before funding was approved)

2. Hiring Manager decides she needs a Pink Unicorn with a Magic Glitter Wand. All technical qualifications must be pre-existing (including for proprietary systems). However, Unicorn must not be overqualified (risk of boredom/ leaving). And, cannot be more qualified than Hiring Manager.

3. Hiring Manager hands off requirements to HR. HR morphs need into Job Description. JD uses Corporate Approved language and rating. Corporate Approved language skews JD to extent that anyone with a Unicorn qualification can hardly tell they are looking for a Unicorn.

4. HR posts JD. JD receives 7,000 replies in 2 days. Algorithm selects 200 "qualified" candidates, based on key words Pink, Magic and an unknown list of Corporate Approved terms (note: these search criteria have nothing to do with the technical qualifications from original hiring need).

5. HR—who is generalist and not familiar with Unicorns—scans 40 of the 200 candidates (first half of alphabet). Finds two with word "Unicorn" on them, includes three for reasons such as "like font" and "same name as my cousin" and "grew up in my neighborhood". Forwards five Candidates to Hiring Manager.

6. Hiring Manager looks at Candidates, becomes frustrated at no qualified Pink Unicorns. Asks to repost JD. Repeat steps 3-6.

7. Disappointed, Hiring Manager randomly interviews Candidates.

8. Based on cool tote bag that Candidate #3 is carrying, Hiring Manager decides to hire Candidate #3.

9. Possible outcomes:

- Candidate #3 isn't qualified but motivated: learns job, succeeds in spite of never having been Pink Unicorn-- develops substitute Glitter, and must inform hiring manager that Magic Glitter has never existed. Hiring Manager is disappointed.

- Candidate #3 isn't Pink Unicorn and isn't good at job. As the tote bag indicated she's just the type of person Hiring Manager likes. They get along swimmingly and the work outcomes are triaged.

- Candidate #3 begins looking for a new position, knowing he's never been a Pink Unicorn.

Ok, a bit of hyperbole, but the absurdity reflects how absurd the process has become. Currently one of the top discussions in business is "skills deficit" and problems organizations are having finding the right staff.

No doubt, there are challenges finding qualified candidates with the right skills. However, that challenge will not lessen once jobless rates fall. And, organizations are creating further complicating issues that compound the problem. For example:

- Do you really need a Pink Unicorn? Is a Magic Glitter Wand required? Do you know if Magic Glitter wands even really work? Ok, I used these terms in place of "engineers" or "programmers" but how well do you actually understand what you need for a position vs. what you think you'd like to have? Making more specific demands for a narrower qualification does not necessarily correlate to better results on a specific task.

- Would you ask your personal trainer to buy birthday presents for your mother? Of course not. Your personal trainer knows you, and can probably select a list of generally good birthday presents. But, he doesn't know your mother. In the same vein, an HR recruiter is a generalist with a solid foundation in HR law and where to find candidates. You cannot turn over the down-select of resumes and expect them to reflect a deep understanding of what is key to the position. The results would be about equal to having that personal trainer shop for your mom's birthday.

- Do you like Amazon.com's recommendations on what to read next? Does Netflix really choose great films based on your interests? If those two multi-billion dollar businesses don't have great algorithms that successfully choose what will appeal to you, why are you assuming that your HR IT algorithms will select the most suited applicants for your job?

The list could go on-and-on. Essentially: until companies place more importance on identifying long-term good hires, the system will not change. Due to the current high unemployment rate, organizations see little motivation to change their processes at the moment.

However, recent survey data indicates over 80% of all employees are either "not engaged" or "actively disengaged" in their current jobs. That data should be an alarm bell for any organization.

Short-term, it does not bode well for motivation or productivity. Long-term employees will be looking for new jobs once the unemployment rate drops. As such, organizations need to consider how they effectively and cost consciously replace staff. The hunt for Pink Unicorns with Magic Glitter Wands is an expensive one.

Recently David Brooks wrote an interesting article in The New York Times taking a more global view of hiring. If you haven't read it, I recommend it. Based on both some interesting ideas raised in his article and observations gained by working with clients, here are some questions to ask yourself as you review your hiring processes.

Macro vs. Micro: most resume reviews today focus on a linear, checklist-type review. To be successfully selected for an interview, the candidate should demonstrate as closely as possible having performed the exact tasks listed for the job at a previous job.

That's effective if you are looking to fill a position that is linear and repetitive. That's not effective if you are looking for staff to work with clients, analyze new data or solve problems. Let me mention here: the best problem-solver I've worked with was a front-office receptionist at a client site. There are few jobs nowadays that are linear and repetitive.

HR IT interfaces target this micro patterning. HR recruiters are generally directed to look for this micro-adherence to a checklist. If you want to increase the quality of candidates you interview and improve the talent pipeline, look at resumes from a macro perspective. For example:

- Sure, the key-word skills appear on the resume. But what distinguishes the resume and makes it individual?
- Has the candidate done something unusual or unexpected? Is there a gap on the resume? Indications that the candidate tried something out of the ordinary?
- Does the resume present a "big picture" of following a linear path or are their unusual choices?

Think back to your school days: would you want to hire a straight-A student or would you prefer to find a B-level student who works hard but has a diversity of interests? Current selection processes are solidly biased to the straight-A model.

Ducks and Donkeys: you may hear your consultant say "ducks hire ducks and donkeys hire donkeys". Basically, as humans we feel most comfortable hiring people who remind us…of us!

A supervisor is always going to feel most comfortable with staff who communicate similarly, prioritize similarly and engage similarly as he or she does. Humans project their way of working or communicating as being the most successful—because, well, it worked for them. What other way is there?

Anyone who has done a rudimentary "Johari Window" exercise should realize what blind spots this type of practice can open up within an organization. A simple example: if engineers only hire those with an engineering outlook, how will they communicate with clients from a non-engineering background?

Worse yet, “organizational culture” or “fit” are often used to justify these choices. Rather, culture is a shared set of values and fit is our ability to create a space within a team where an individual can achieve success. Someone with a different style and perspective can equally share our culture and greatly enhance organizational depth by being able to see things in a way others might not.

I challenge you to include resumes in your candidate pool from diverse industries and experiences. And to interview them with an eye to broadening the approaches and perspectives within a team.

Special Snowflakes: a random review of job descriptions on the Internet across multiple industries shows the key requirement for many jobs is “industry experience”.

Sure, I’d like my dentist to have come up thru dentistry. And, it would be good if my tax accountant’s primary work experience were in taxes and not advertising.

However, there’s a difference between a practitioner (e.g.: SQL programmer, SHRM-certified HR professional) and preferences. A practitioner will have qualified in their field, whereas it is our preference to ask for an applicant who has worked exactly in our industry.

This Special Snowflake Syndrome stands in direct opposition to synergy. It declares that our particular industry—banking, retail, IT—is so specific and special that we can only work with those individuals who understand our individual uniqueness. It negates the idea that those from other fields can bring and share useful experience.

The business case for this “industry experience” requirement is theoretically it would speed onboarding and take less time to acclimate a new employee. There is little to no data to support that the practices at one organization are so similar to those at their competition to shorten the acclimation. Or, that a good problem solver with critical thinking skills could not bridge this gap.

There are also hidden costs associated with this belief. From a hiring perspective, the requirement of industry experience drastically narrows those we consider “qualified” for any position, it raises hiring costs and lengthens the time to hire.

Instead, we’d recommend you look for common, shared threads across industries. In the banking sector? Include candidates from government, IT or pharmaceuticals in your interview pool. All these industries are subject to regulation and share a level of zero risk-tolerance.

Big picture? We recommend to all of our clients that you need to be strategic, creative and long-term in how you structure your recruitment process. Some changes and fixes can be low-tech and low cost. Putting your faith into mediocre IT platforms that will “do the work for you” is magical thinking if you want committed staff who will bring long-term value.

Two examples that we recommend reflecting on when developing a recruiting model:

- Germany’s exceptional economic success with its vocational training model. This model is being copied by the UK. The take-away? Long-term investment brings long-term staff and results.

- The recent experiment at Bard College (2014). In lieu of the traditional college application path (SATs, grades, recommendations, etc.) applicants were offered the option of writing essays using supplied research materials to write on topics such as Immanuel Kant, prions etc. These essays were graded by Bard professors and those achieving a B+ or higher were accepted.

We need to think creatively and long term to develop new approaches. Otherwise we will continue to spend too much time and money looking for Pink Unicorns with Magic Glitter Wands.

Authors Biography

Dr. Brent Oberholtzer helps organizations work smarter to achieve their strategic goals. With clients and projects ranging from the US Treasury, FAA to the Iraqi Government’s efforts to establish a new democracy to global premier beauty product manufacturing, his work focuses on universal questions: how do we work smarter? How do we establish change and maintain it? How do you design an organization to be agile and built for change?

As a consulting psychologist Dr. Oberholtzer applies leadership development, organization design, change management and organizational strategic planning to build and empower a measurably more effective workplace. With a Doctorate from California School of Professional Psychology an MBA from Columbia University and a career in the military he brings skill and expertise to clients in finance, IT, regulatory and manufacturing among many others.

Heidi Feickert has more than 15 years' experience in organizational development. Her work

involves collaborating across businesses, government and academic groups to create, deploy, manage and evaluate programs that implement a strategic vision. In applied terms this means Ms. Feickert has designed and led programs ranging from creating career

paths for covert intelligence gathering to designing and implementing culture change across global advertising agencies.

A graduate of the Universität Hamburg and Smith College, Ms. Feickert's organizational development approach is rooted in liberal arts analysis and pragmatic project management. Her clients have included INTERPOL, Lufthansa, international advertising agencies, USAID and the Canadian National Railway among others. She volunteers her organizational development skills at The Sanneh Foundation, a start-up non profit helping underserved communities and based out of the St. Paul MN community center where she played t-ball as a kid.

The future of the physical retail workforce and need for organization development plan to settle the transformation of 21st century focusing on customer engagement by Farhan Sadique

What's the Deal with Resistance to Change in Organizations?

The future of the physical retail workforce and need for organization development plan to settle the transformation of 21st century focusing on customer engagement

As the retail industry is growing fast with rapid development, online stores are presenting new challenges for traditional physical stores, as mentioned by Fildes et al. (in press). Retailers must make strategic development embracing the changing environment and competitive factors of the volatile market (Fildes et al.). Shopping malls used to be a product showroom where people go for fun and scrutinize new products of their need. Recommendation from salespeople and their expert presentation of similar product performance was an effective method of increasing sales rather than customers looking at the products without any active salesperson (Woodside & Davenport, 1974). With the advancement of new technologies, the customer's behavioral pattern is shifted to a new dimension. Soysal et al. (2019) observed from the current trend that a large number of dual retailers are disappointed with their performance of physical channels, big stores such as Macy's, JC Penny, Walmart, Office Depot, Best Buy all are reducing their physical presence. The situation is considered as the middle of department store shakeout, as the revenue fell 20% from 2017 to 2018, and the number is dropping at a faster rate with 1000 stores shuttered down (Hirsch, 2019). The number of reduced stores is also directly connected to the thousands of workforces and their career.

As mentioned by the National Retail Foundation (2014), there are 42 million jobs in the retail industry, which altogether provide 1.6 trillion in labor income; 4 million of the posts from those are on salesfloor. The positions on the sales floor are facing significant changes from technological advancement. According to Ford (2015), “The third major factor likely to disrupt the employment in the retail sector will be the introduction of increased automation and robotics into stores as brick and mortar retailers strive to remain competitive” (p. 13). The socio-economic concern is more impactful when we consider the probable skill set of the workforce becoming available from the stores. According to the Bureau of Labor Statistics (2019), the job opportunities will decline as much as 5% in the next decade, with a current declination forecast of 2.5% next year. A critical attribute of retail jobs is that they do not require any prior education or experience to get jobs in retail, and those people are only experienced in retail who are losing jobs due to store shutdown (Bureau of Labor Statistics). Physical retail stores are an excellent opportunity for people with no skill or minimum skills to earn their livings. Whereas the retails, organizations also need to develop those employees to create a sustainable strategic plan engaging customer in the store. Customer engagement was also addressed by Kumar et al. (2010), emphasizing the valuation of the customers, and developing value metrics from transactional and non-transactional behavior. Verhoef et al. (2010) identified the conceptual model for customer engagement, and most of the strategies were developed to address customer engagement through a firm’s strategy, including customer management, channel and media appearance. However, there was no diagnostic model developed for assessing the need for physical stores by engaging customers through workforce development.

The retail organization is a broad concept, and different researchers investigated a different aspect of a retail organization. Customer engagement is a relatively new perception, and appeared as conceptual elements in publications (e.g., Bowden, 2009; Brodie et al., 2011; Prentice & Lourirro, 2018; Van Doorn et al., 2010). Customers can be engaged through superior customer experience, which requires a cognitive, affective, and emotional connection with the retailer by providing higher purpose and values (Grewal et al., 2017). Kumar and Pansari (2016) conceptualize customer engagement from a behavioral perspective with four outcomes, including purchase, referral, peer influence, and knowledge of products. A meta-analysis study conducted by Gallup found a significant difference in revenue between “engaged” and “not engaged” customers; engaged customers provide 51% more income (Yu et al., 2014). Sorenson and Adkins (2014) also mentioned a retail organization’s micro-level activities such as advertising, and mega sales will get customers to the doorstep. Still, to retain the relationship, engagement is the key. The different business model has been developed to understand the retail business, but no diagnostic framework has been designed to understand the need for workforce development to engage customers.

There is a need for academics to contribute through understanding the current market, studying customer’s needs and expectations, and following the trend through the organization's available elements. The massive transformation of customer expectation is an ongoing process, but there is a greater need for developing the workforce for the 21st century. Automation can't be ignored, and rather it should be aligned with the workforce's ability to adapt and provide the best service for the customers. Different businesses are individually trying to adapt technologies and development efforts to compete in the current market, but researchers have the ability to combine the efforts and shape the future of the physical retail workforce through scholarly contributions.

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Overlooked Employee Learning Enablers "Structure and Practices" by Charles Tawk

Successful organisations encourage individual learning especially that it can benefit both the employee and the organization. However, learning needs a proper and tidy platter to hold it (structure) and an obliging waiter to cater it (practices). Unfortunately, not all organisations have these features; some organisations structure and practices can freeze, draw back and even destroy individual learning. In this context, there are countless examples about organisation's structure and especially practices which snatched individuals' desire of learning. As we all know, the organisation is where individuals spend most of their time and learn in many ways, therefore, organisations should benefit from individuals' continual learning by finding mechanisms that capture and preserve what has been learned.

Additionally, organisations' practices are also very useful and have a big role in influencing, facilitating and speeding up individuals' learning. In the following few words, I will address the impact of organisations' structure and practices on individual learning.

Organisational structure is the mechanism used to achieve organizational synchronization through coordinating individual activities across all levels. Learning is by default an organizational activity that must be an integral part of this mechanism called structure. Therefore, when the entire organizational information is collected, by default learning is gained. An open flow of information allows everyone within the organisation to understand the way things work. Hence, organisational structure can be extremely significant in improving individual learning.

The importance of what was stated is that the organisations' learning processes are enabled by an appropriate organisational structure. Moreover, the most important part of an organisational structure is the presence of official accessible channels allowing the capture and preservation of what has been learned. For instance, if any employee was given the responsibility to lead an existing team or to carry on with an ongoing project, he will not have to start from scratch; instead he could rely on the organisational structures that conserved all the previous learning and experience of his predecessors. Capitalizing on individual learning within the organisation does not occur unsystematically; internal policies, structures, and processes appear to make a positive difference in that regard. As a result, what has been learned should be part of the organisational memory, in other words, institutionalizing it into the organisations systems, structures, strategy, routines (Crossan, Lane and White, 1999). Once an organisation learning structure is in place, it can make any acquired learning and knowledge accessible to all employees and can encourage collaboration. Finally, as the organisational structure is the official learning context it must be designed to allow individuals learning that will benefit the organization too.

Each organisation develops its own pattern of learning practices. Those practices provide solutions for individuals to enhance their learning and to get their jobs done in an efficient manner. Individuals gain learning from active participation, and so, being actively involved fires up individuals' brains and aids in learning retention. Moreover, organisational practices help in transforming individual learning into team learning through co-participation and collaboration. Garvin (1993) offers five organisational learning practices that can lead to better individual learning. The first practice is problem solving. In this practice individuals will generate hypotheses, gather data, test hypotheses, use statistical tools to organise data and draw conclusions.

Eventually, those practical steps will enhance individuals' learning curve. For instance, if a new problem occurs, whoever is assigned to solve that problem will have to search for the root causes and define the best solution for it and he will eventually learn along this process. Additionally, all individuals who were involved in this process will benefit from this practice and add to their knowledge.

The second practice is experimenting. Once new learning is achieved, it must be tested. Small experiments can produce incremental gains of knowledge which will affect positively individual learning.

The third suggestion is learning from past experiences. Every organisation should review the past successes and failures to learn from them and make sure to record the lessons learned in accessible forms. If a corrugated board organisation had a serious technical problem in one of their machines and was able to solve it, all individuals involved should transfer this outcome to other employees.

The fourth suggestion is learning form others. Organisations should always look outside their boundaries into external environments to gain new perspectives. Those external environments could be other companies' best practices which will lead to the improvement of organisational and individual practices. Learning by gathering knowledge will generate new ideas for development.

The fifth and the final practice is, transferring learning and knowledge.

This will happen through individual rotation so they can share what they know best. All the above practices will help a regular organisation to take its first step into becoming a learning organisation and to have a competitive edge over the competition. Garvin (1993) suggestions are not the only practices that can encourage individual ability to learn. Management commitment and practices, training and development, rewards, knowledge management, communities of practice are ways between many others supporting individual learning in the workplace. Of course, it is very important that managers and leaders enable individual learning through their practices and by creating a climate of impartiality and confidence where failures are a part of the learning process. Managers and leaders can guide and facilitate the learning process by providing feedback, coaching, counselling and development. Organisations that establish continuous learning cultures provide training, and they must reward individuals who use of new skills and knowledge on the job.

In a nutshell, learning best practices can deviate from one workplace to another. These practices are not a matter of luck; they represent a long path of perpetual improvement in order to reach a customized secret formula. This formula is a customized bouquet gathered after a clear understanding of individual learning requirements.

Today, organisations realize that continuous learning is vital to organisational success and rely increasingly on individuals to achieve it in order to gain competitive advantage. Knowledgeable and skilled Individuals are difficult to find and to imitate. Organisational learning is achieved when learning is a part of the organisation structure and practices. In this context, when individuals recognize the importance of organisational learning, it becomes a continuous process. Individual learning relies on more than the addressed two aspects: structure and practices.

Therefore, I am not claiming that the structure and practices of the organisation have the sole impact on individual learning because in many circumstances, individual learning can happen in the workplace even if the structure and practices are weakening it. Still, the emphasis on the organisation’s structure and practices represent a creamy food for thoughts.

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Charles held several positions, consults and trains in the areas of human resources, management and law.

Organizational Achievement and the Underappreciated Constructs of Motivation and Commitment by Tom Wilkes

The theoretical grounding of the behavioral scientist has this group interested in the why and how of human behavior. Applied practitioners like human resource and organization development professionals are interested in not only the how and why, but also the how to. Throughout history, the practitioner has often been dependent upon the theoretician and scientist for sound conceptual ideas, and the theoretician equally dependent upon the practitioner to see the idea put into practice. This symbiotic relationship has provided both society and organizations with much of the awareness and many of the advances we enjoy today.

Motivation and commitment are two of the topics that have been studied at great length by behavioral scientists and practitioners alike. Given the power of these two areas of study, those with a keen interest in organizational effectiveness and interactive efficiency have been particularly interested.

While they are often not explicitly coupled, it is clear that motivation and commitment are inexorably linked. That is to say: what people are motivated by is what they are committed to. While this may seem self evident, the daily behavior of many people in organizations often appears to be in direct contrast to this assertion.

How often have we seen the politics of power overshadow the goal of the organization?

How many times have you sat through, or even been part of, a conversation that became about who is right and who is wrong, or whose idea is better, while the goal or primary purpose you are all there for takes a back seat to the posturing and need to be right?

We have all been subject to, either as a participant or an observer of, minutes, hours or even days of conversations, meetings, or processes that had began with a specific purpose or goal only to have the main reason become secondary to personal agendas, assertions of power, or subtle retaliation for an earlier transgression. The common approach to these types of situations is to either let the thing run its course by merely sitting through it – often accompanied by some eye rolling or nervous note taking, or by invoking some formal or informal procedural norm to attempt to get back on track. The first strategy is the most common. After all, who wants to get in the middle of one of those shoving matches? The other strategy is less often employed, and when it is, it is often at your own risk.

While the human toll of these situations is usually just temporary discomfort, the organizational toll is the lifeblood or your organization – time and money. Interpersonal conflict, personal agendas and misaligned actions cost organizations time and money. And the effects are not just the temporary blip of a meeting that wasted everyone's time they are also the longer lasting effect of what people remember from the situation. What we all too often learn is what not to do again, who to avoid, what topics not to bring up, and in some cases who to "get even" with. All which of course are efficiency and effectiveness burners.

Why this happens, takes us back to the topics at hand: motivation and commitment.

While all the people in those meetings or in your organization are implicitly committed to the goals and objectives of the organization, and the individual and collective success that comes from meeting those goals and objectives, what each of them is more committed to in the situations outlined above is driven by their situational motivation.

Individual motivation for power, affiliation or achievement, often lead people to do things contrary to the implicit purpose they are there for. And this motivation often causes them to be more committed to being right, getting credit, proving their point, looking good, making someone else look bad, getting along, or being liked, than they are to getting the job done. These sidebar activities are quite normal in organizations. You may even say they are part of the human condition. Question is do they have to be?

Since there is a phylogenic and hard wired aspect to these motivations and actions we may not be able to eliminate them. But what we can do is short circuit them so they do not disrupt the normal process of achieving goals and meeting objectives. The key is awareness and action.

Short circuiting behavior first requires awareness. One must be able to see what is going on in order to stop it. Once a person or group of people understand they can then see, and when they can see they have more choices. When you are not aware you have fewer choices than when you are. If you turn on the television you are looking at a picture on one station. If you are not aware of the remote control or how it works, you are pretty much limited to that one program. If on the other hand you know about the remote, you can not only change channels you can also go to the directory menu and see all the programs on at any given time – an option that grants you many more choices.

Human behavior is much the same. The more aware you are, the more choices you have. This is not to imply that people will change their behavior, it merely means they more readily can if they want to. And this is an option that many people take advantage of when it is available. Especially the ones committed to doing their best.

The slippery slope of motivation and commitment is often left to chance. Given that the primary motivation for all human behavior is internally driven, the primary focus or organizations has been on finding committed people and then getting them committed to what the organization is up to. This of course does not take into consideration the individual motivation of the human beings involved.

Focusing and channeling motivation and commitment has long been the challenge of managers and leaders. While great leaders and managers have the skills and ability to do this, efficiency and effectiveness often fall short of what is possible. What is necessary is for leaders and managers to not only be aware and manage this, but for individual contributors to also be aware of the dynamics of the interplay of motivation and commitment in themselves and others.

This transparency of commitment and motivation will then allow all members of the organization to be focused on and collectively responsible for the primary motivation of the organization, and the reason they are all there – organizational achievement.

Author Biography

Tom Wilkes is a management development consultant with 30 years of experience working in public and private sector organizations.

He has consulted with and worked in a broad range of domestic and multinational organizations, and has extensive experience working with emerging startups and stalled turnarounds.

He has been an adjunct professor and lecturer and holds an MSOD in Organization Development from Case Western Reserve University.
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EVENTS

Announcement of UoS Research

In the first ever global research on Use of Self in OD and other professional work (2018-2020), Doctors Mee Yan Cheung-Judge (lmycj@quality-equality.com) and David Jamieson (chgdoc@outlook.com) have produced their final report for sharing. With over 700 participants from 44 countries, this study covered a wide spectrum of people doing OD-like work around the world. The demographics showed a wide range of ages, cultures, races, experience and education levels.

The scaled-survey items created 5 factors to help understand what Use of Self is about and the open-ended survey items produced extensive, themed lived-experiences of people working to become their best selves and self-develop, in their practices.

The Five Factors

1. Using Cognitive and Emotional Skills with Courage to Serve Dynamic Systems
2. Attention to Relationship Centric Values & Behavior
3. Self- Management in Emerging Situations
4. Continuous Development of Self & Other Awareness
5. Experiences of Best UoS Impact

The qualitative questions surfaced rich expressions of what types of barriers people experienced from themselves, others and situations, what development needs they experienced and the range of methods/ways people take on self-development and self-care, and insights into how people experienced and saw their impacts when operating at their best.

Finally, these results suggest many implications for early career and later career practitioners as they pursue their own use of self developments and practice. Additionally, and perhaps even more important, the results suggest many avenues to provide more attention and experiences in the education for all students pursuing change and helping roles, and all who hope to lead/facilitate organizational and social change challenges. Please see report for more details.

Download available here:

Single Page Report: https://drive.google.com/file/d/1m1Cl2DA4zISKLcezoSfTy2hQClERPQif/view?usp=sharing

Magazine Page Report: https://drive.google.com/file/d/19sn50RMYaeHbK5fgLyY95DYobHNCpT7R/view?usp=sharing

Please contact the authors for further conversation or assistance in using this work to accelerate development of change agents and leaders.

BENEDICTINE UNIVERSITY CELEBRATES 25 YEARS OF DOCTORAL PROGRAM WITH USC SCHOLAR

It was 25 years ago that Benedictine first became a university – thanks in large part to the launch of its first doctoral program, the Ph.D. in Organization Development (OD). Now, with almost 250 graduates and numerous awards and publications received, the program will begin its next Ph.D. cohort in April 2020 on Benedictine University's Lisle campus.

Peter Sorensen, Ph.D., was directing the successful Master of Science in Management and Organizational Behavior program at Benedictine when, in 1995, an external review team composed of faculty from other major universities recommended he and the University work to build upon the program's success. They proposed the addition of the doctoral program in OD that would be designed to help high-level executives, managers, and consultants more successfully manage and organize change within their organizations.

"They said, 'You have a dynamite master's program, so why don't you create a Ph.D. program?'" Sorensen recalled. "It was people from the field who really said we should do this."

With strong support throughout the University, the OD program became the first doctoral-level program at Benedictine, the first doctoral degree at any Benedictine college or university, and one of the first doctoral programs of its kind in the field.

The program launched in 1996 with 17 students. It has since become a top-rated, award-winning program known internationally for preparing almost 250 senior leaders and change agents in a wide variety of fields and at global organizations such as CNN Worldwide, Abbott Laboratories, McDonald's Corporation and other Fortune 500 organizations such as Boeing, Dow Chemical Company and General Motors.

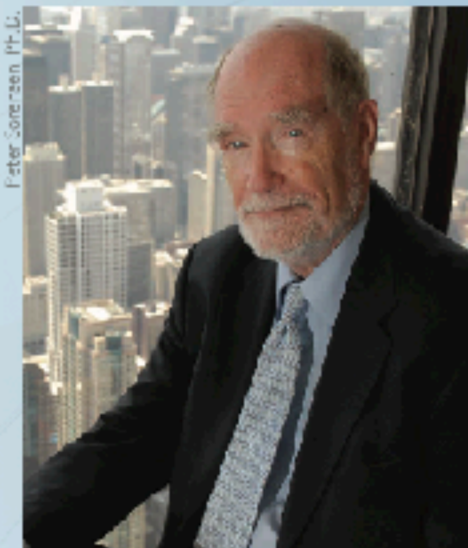
> "Today, a major hallmark of the program is the number of research contributions students continue to make through published papers or as authors in major texts after they graduate from the program," said Therese Yaeger, Ph.D., a professor in the program who is acknowledged as a leader in corporate and organization dynamics.
>
> "It's our alumni who continue to be scholarly practitioners and academics in the field who make our program so well-known," Yaeger said. "With other programs, you get the letters and you are out. Our students understand lifelong contribution."
>
> Professor Ramkrishnan Tenkasi, Ph.D., joined the program in 1998 as a Fulbright scholar. His work is widely recognized as important research in the field and includes organizational knowledge, learning and change, and mediation/moderation by organizational design choices. Sorensen and Yaeger have received lifetime achievement awards and distinguished educator awards from leading professional associations in the field.

Students in the program have access to distinguished thinkers through the visiting scholars brought to campus from all over the world, people who are well known throughout academia, according to Sorensen. The OD program will host its next lecture series event on April 18, 2020. USC scholar Christopher Worley, Ph.D., will discuss the topic of agility in the workplace. Among attendees at the event will be new doctoral students and alumni of the Ph.D. in Organization Development program.

"That's an important plus for our students," Sorensen said. "They've literally studied with the best."

OD students can also build relationships with top leaders in the field through one of the largest alumni networks of executive leaders in the international Academy of Management. In addition, students can easily fit weekend classes into a busy career schedule, which makes earning a Ph.D. in Organization Development from Benedictine both rewarding and convenient.

For more information about the Ph.D. in OD program, visit ben.edu/OD, call (630) 829-6208 or email pmeyers@ben.edu.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