
ISODC

SPRING 2021 MAGAZINE



Happy Spring 2021!

We are abundantly grateful for keeping us mostly safe and knowing that we are here for one another. With the Covid-19 Pandemic, we have been through a historic reality and we emerged winners in many ways. Let us acknowledge our resilience during this challenging time.

This is the first edition of the ISODC Magazine! We will now have a newsletter, magazine, and the Organization Development Journal (ODJ). The magazine will not be a scholarly publication (like the ODJ), but will have aspects such as getting to know our members, special topics, practical advice, case studies, real-world experiences, compelling stories and opinion pieces, including the future of OD&C. We want to come up with a catchy, progressive title. We are having a naming contest for our new magazine. Please email your suggestions to info@isodc.org. There will be a prize for the one who comes up with the winning name!

We are so excited to our May 2021 conference. The theme of this year's virtual conference will be "OD Opportunities for Post Pandemic Growth: Prospects for Success." It will be held on May 25, 26 & 27th virtually. There will be engaging international key note speakers, storytelling activities, student doctoral research and awards, and OD workshops and more. Please follow the conference and your involvement in it at isodc.org.

I would like to direct you to our webinar library at https://www.isodc.org/webinar_library.

We had an incredible conversation with Dr. Roland Livingston last month on Career Strategies for the OD&C Scholar-Practitioner. There are many more there that are worth checking out as well!

Our ISODC mission is to provide training and development through annual conferences, webinars, the newsletter and magazine, as well as the esteemed peer-reviewed Organization Development Journal (ODJ). Please check out our enclosed ODJ call for papers and plan for your next submission to the journal today. As the threat of COVID-19 will someday subside, we hope to meet in person in 2022 for our annual conference. In the meantime we look forward to "seeing" each other online!

Warmly,

Kimberley Barker, Ph.D. Vice President,
International Society for Org. Development & Change
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Organization Development Journal: Call for Papers to Address our Dynamic World Change!

The OD journal would like to encourage all who work in the field of organization development to think about this new world that we are living in whether it is academics, practitioners, consultants, or managers. How has your world at home, at work, within your country changed because of the pandemic's influence on our lives?

You can be in the field for years or a new professional. We want to encourage writing that addresses the changes and the techniques you have found to be helpful. What modifications have you made to your practice, your technology, and describe for others what worked and what did not. Your paper can be on any area of topic that is appropriate. It can be a case study, quantitative, qualitative, academic, practitioner, or theoretical. It could be an article on what OD should do or might do in our dynamic crisis. Be sure to look at the Author's Guidelines <https://isodc.org/page-1740221> before you submit because these papers can come at any time and will go through the normal blind peer review process that we already have in place for the journal.

Please join us and make this a celebration of new thinking into the field of Organization Development and Change. All papers will go through the peer review process and if accepted will count as a peer reviewed publication.

Here is a brief introduction to what you need to know to submit a paper, but Other Requirements are in in the Author's Guidelines:

- Your paper should follow APA 7 guidelines and contain between 3500 - 7000 words.
- Your paper should be double spaced, using 12-point Times New Roman Font, one-inch margins, 2 spaces at the end of each sentence, and in MS Word.
- Please use CFP OD Journal in the subject line of your e-mail.
- The first page of your submission should be a title page which includes: the paper's title, author(s) name(s), snail mail addresses, e-mail addresses, and mobile phone numbers.
- Please include abstract, 150 - 250 words with keywords, on a separate page, after the title page.
- When possible, create attractive visuals (tables and figures) that aid in supporting your narrative.
- Note that the visuals will be reproduced in black and white.
- We expect that the contributed papers are the original, never-published works in a journal or on a website. It is the work of all the author(s) and no copyrights have been violated.
- Further questions can be sent to the Editor in Chief: joannecpreston@gmail.com

Justine Chinoperekweyi, OD Practice Academic and Instructional Practitioner from Zimbabwe



It's a privilege to feature Dr. Justine Chinoperekweyi in the inaugural ISODC Magazine focused at pushing the OD field into the future and advocating for new horizons, applications and innovations in OD. Justine grew up in Zimbabwe and attended Midlands State University for his Bachelor of Commerce (Hons) in Banking & Finance. He further attended Africa Leadership and Management Academy (affiliate of University of Zimbabwe) for his M.A in Leadership and Management. Justine earned a PhD in Governance and Leadership with a focus on Organizational Leadership and Development from University of Lusaka (UNILUS), Zambia. He worked in the banking sector for 10 years and then moved to academia, OD Consulting and Educational Leadership. His current focus is on embedding institution building principles in organizations and communities through leveraging nascent OD principles and practices.

Justine's areas of expertise include: organizational change and development, corporate governance, leadership development and educational management & leadership. Justine is a mission-critical OD Scholar-practitioner, Practice Academic and Instructional Practitioner. He is involved in academia as Facilitator, Field Mentor and Academic Supervisor for undergraduate and post-graduate programs in Zimbabwe, United Arab Emirates, Malaysia, Ghana and South Africa. Justine received the OD Network's 2020 Communicating OD Knowledge Award and Scholars Academic & Scientific Society's 2020 Academic Entrepreneurship Award. Besides over 40 academic and practitioner-focused articles in different publications including Organization Development Journal (ODJ), Organization Development Review (ODR) and Leadership Excellence Magazine, Justine is the author of five books including 'Corporate Governance in Banking: Nuggets from Canada, Georgia, Germany, U.K., and Zimbabwe', 'Organization Development Review: Resource for Practice Academics and Instructional Practitioners'; and 'Organizational Development Blueprint: Promoting OD Practice embedded in the field's early beginnings'.

Justine is a registered member (RODP) of the International Society for Organization Development & Change (ISODC). He also serves ISODC as Peer Reviewer of Organization

Development Journal (ODJ) and sub-committee member. He is also Editorial Board Member of The WorkBooth Magazine in Nigeria.

In view of his commitment and passion for OD, Justine the CEO and President of Centre for Organization Leadership and Development (COLD), Zimbabwe. Justine through COLD supports the development of OD, Leadership and Governance in all countries represented on the institute's database and network. COLD is an affiliate of ISODC and seeks to facilitate effective knowledge transfer to improve plans, processes, people and performance in organizations. COLD delivers competency-based professional qualifications and offers leading-edge platform for professional networking through Organization Leadership and Development Network (OLDN). As a global-focused institution, COLD has members from over 20 countries and facilitates monthly transformative OD, Leadership and Governance conversations. In 2020, COLD has organized insightful conversations facilitated by Dr. Joanne Preston, Prof. David W. Jamieson, Dr. Christine P. Mushibwe, Prof. Grace Akinola, Nicole M. Heimann, Dr. Dotun Jegede, Ms. Sasha B. Farley, Dr. Cornel Malan and many other globally renowned OD scholar-practitioners. Justine also directs OLDN TV, an educational, professional and evidence-based pre-recorded and/or live streaming channel for events, news, discussions, and debates on OD, Leadership, Governance and related fields.

Justine co-facilitates modules for the Certified Organization Leadership and Development Consultant (COLDC) programme and Accelerated OD Workshops (AODW). Through the professional certification programmes, Justine has been supporting managers and professionals in different countries including Zimbabwe, Afghanistan, Uzbekistan, Botswana, Morocco, Nigeria, India, Kenya, and Germany. He demonstrates love, passion, commitment and knowledge of the OD field.

Justine is associated with numerous organization development organizations globally. He has presented OD papers through universities in the Sultanate of Oman and in Ghana, and has spoken in many other conferences and workshops in Africa and Asia to advance the OD field.

He is passionate about advancing the OD field's foundational values, emerging values and expanding the field beyond the traditional values and identity. He and his wife Grace have two sons and they provide educational support to underprivileged students in Zimbabwe. They are also initiating the development of a Sustainable Development & Learning Community (SDLC) in Zimbabwe starting with Early Childhood Development centres, primary & secondary schools, vocational & technical facilities, business schools and many more facilities.

Justine is currently based in Abu Dhabi where he serves as Academic Director & Visiting Faculty. His upcoming books are '*Conquering the Listening Dilemma: Transforming through Choiceless Awareness*' and '*Building Talented Organizations: OD Perspectives*'. For more engagement visit www.drjustine.net

APPLICATION OF ORGANIZATIONAL ANALYSIS CONCEPTS TO COMMERCIAL CONFLICT MANAGEMENT AND DISPUTE RESOLUTION By; Dr. Vincent Pellettiere

A challenge facing me in the next month is to utilize concepts from my book *Organizational Analysis: What, How, Why* and apply it to a graduate-level course on Commercial Conflict Management and Dispute Resolution. I have taught this class for over 5 years which uses a case study approach where you assess and analyze issues, facts, causes, effects, solutions, remedies, and prevention between separate entities. I've found from listening to the students in my classes that techniques used are similar to the other conflict management classes they are required to take creating repeat usage of conflict management and dispute resolution techniques with different situations and contexts. I want to add a dimension for the students to understand the organization when assessing and analyzing causes for conflicts, effects on the organization and external relationships, organizational abilities and capacity to form solutions and remedies, and its ability to assess potential risks and threats to prevent conflicts.

I. What is Organization Analysis

I defined it as a learning process to understand an organization's social systems, its adaptiveness to the external environment, its capacity and capabilities to grow, develop, and sharing knowledge within their various networks that exist within and external to the organization, how the organization is designed, and structured based on its culture, norms, values and assessing the effectiveness of its communication channels and models towards the desired outcome. Knowing and understanding an organization increases the probability of effective decision making. In a course titled Hospitality Management: Help and Review, defined it as "An organizational analysis is a diagnostic business process that can help organizations understand their performance, look for problem areas, identify opportunities, and develop a plan of action for improving performance." An organization's complexity which involves its dynamic, diverse, and evolving nature, their tangible and intangible factors, and behaviors make it clear there is not a clear process where a single definition can encompass all forms of organizations.

II. What is Commercial Conflict and Dispute Resolution

Commercial conflict deals with business and commerce and not for consumer and family disputes. Conflict is part of dynamic capitalism and is an integral part of commercialism, conflict might be seen as the functional, and necessary part. Conflict management is to be in all parties' interest to avoid disputes by managing conflict in such a way that disputes do not arise. Dispute develop when conflict is not managed. The dispute is an unnecessary or dysfunctional element. Dispute resolution is where the parties have legitimate disputes and that techniques of dispute resolution are employed to bring about the conclusion or resolution of the dispute.” (Fenn, 2012). Dispute resolution might be split into consensual and adjudicative. The application of organizational analysis into conflict management and dispute resolution is to analyze an organization's ability to manage conflict and avoid disputes before the conflict manifests into a dysfunctional condition and avoid the cost and liabilities of litigation.

III. How can Organization Analysis be Applied to the Course

The current course Commercial Conflict Management and Dispute Resolution focus primarily on identifying issues, what are the facts, list the potential causes for the conflict and dispute, what is the effect of the conflict and dispute, what are potential solutions to resolve the conflict and dispute, selection of a solution(s) and why it is being implemented, and evaluate the outcome. The following is a list of the course outcomes which includes how organizational analysis can be applied:

- Recognize the causes of commercial conflict management and dispute resolution, leading to a greater ability to alter nonproductive responses to conflict. The causes researched focus on the tangible factors like contracts, communications, activities, structure, formal relationships, products, services, policies, parties, language, laws, rules, regulations, property, publications, performance, and legitimate authority. The application of organizational analysis into recognizing the causes of commercial conflict assesses the strengths and weaknesses of those factors that are within and external to the organization along with recognizing those intangible factors that can lead to the cause of a conflict and dispute. Intangible factors can be the internal environment, leadership, quality of talent, culture, organizational behavior, tolerance for risk, power, politics, bureaucracy, creativity, innovation, organizational personality, life cycle, demotivators, trust, threats, competitive advantage, client relations, chaos, ambitions, bounded rationality, tacit information, individual and organizational absorptive capacity, and internal toxins.
- Understand how a variety of techniques are used in conflict management and avoid the escalation of normal conflicts and disputes. Techniques used in this course and

throughout most of the conflict management courses in this program are negotiations, mediation, arbitration, alternative dispute resolution, and constructive adjudication. Other techniques used are cooperation, collaboration, understanding the stages of the conflict, and understanding the psychology of conflict and disputes. A key concept in organizational analysis is how can an organization be more effective, efficient, and improve performance when it understands and knows their organization's capabilities. The application of organizational analysis on technique usage to manage conflict and avoid disputes is to first assess what are its abilities to apply these techniques and what areas of development or additional resources are needed to improve this performance.

- Understand some of the theories of negotiations. Organizational analysis can be applied to determine what learning and development are needed for the key organizational participants to understand and apply those theories in the negotiation process. Does the organization have the intellectual capacity on how to apply negotiation techniques to resolve conflict? What can be the undesired outcomes and risks where internal participants cannot negotiate effectively? How can the organization assess the other party(s) abilities to negotiate and how it relates to the organization's capabilities? Is there an advantage or risk based on this analysis?
- Improve their conflict performance through attention to the basics of effective dialogue, collaboration, and negotiation. Organizational analysis should help assess the abilities, strengths, and development areas so that learning and development can be applied to reach at least a competent level of expertise to perform these techniques.
- Improve the ability to facilitate conflicts as a third party, through attention to the basics of effective mediation and intervention strategies. This is an internal self-analysis of one's capability to be an effective third party player which follows some of the same principles of organizational analysis. One needs to assess are there any barriers that limit their capabilities to be effective? What bias or prejudices may be present which is impacting open-mindedness, creativity, power urges, political ramifications, self-esteem, self-efficacy, ambitions, trust, confidence, risk-taking, motivation, and desired relationship?
- Assess commercial conflict resolution using creative solutions. Organizational analysis can help determine what is the level of talent capability to be creative, does the work environment or the conflict and dispute environment lend to creative problem solving and solutions, is there organizational support for risk-taking and providing alternative solutions, does the level of the conflict encourage creative and innovative solutions, and does the organization have the capability to assess the risks, rewards, opportunities, and liabilities for different intellectual levels of creative solutions?

IV. Organizational Analysis Exercise

One of the key concepts of Organizational Analysis is to understand your organization and its external environment to help its performance and achieve its desired outcomes. A class exercise that helps the participants understand more about what is organizational analysis is to perform a self-reflection of their organization. For this class, the focus would be on those internal and external factors associated with conflict management and dispute resolution. The class participants would be asked to identify those tangible internal factors that can influence commercial conflicts and disputes. Tangible internal factors that could be identified are technology, structure, design, talent, policies, power base, rules, legitimate authority, procedures, details, strategies, design, quality products/services, contracts, commercial conflict and dispute history and outcomes, formal communications, key decision-makers, property, learning and knowledge management, how it competes and provides services, litigation avoidance, tolerances towards third-party disputes and litigation, contingency planning, planning, growth, financial performance, strategic goals, and objectives. Intangible internal factors could be culture, norms, values, mission, organizational climate, cohesion, conflicts, politics, decision making, leadership, tolerance for risk/change, life cycle, interdependence, trust, courage, readiness for change, cognitive diversity, creativity/innovation, confidence, outlook, client and third-party relationships, bureaucracy, internal network, embeddedness, organizational development, capabilities, employee relations, vision, contingency thinking, complexity, bias, prejudice, barriers on communications, dealing with ambiguity, informal communications, and open-mindedness. Identifying external factors could be clients, customers, suppliers, consumers, government, community, investors, board of directors, economy, competition, financial resources availability, technology, location, social acceptance, sub-cultures, desired talent availability, regulators and regulations, certification agencies, networks, associations, ventures, partnerships, shareholders, stakeholders, global impact, and risk/security agents.

The next step would be for the students to assess those listed factors and assess all of the internal factors as a strength or weakness. Next, assess the level of influence, importance, and impact on the organization of your listed external factors. Evaluate the intra and interrelationships of your internal environment. Evaluate the external environments intra and interrelationship with your organization. Can you identify what threats, risks, development areas may exist that can cause conflicts, hamper conflict management, create disputes, and impede dispute resolution? Can you identify what the organization needs to change, keep the same, obtain, expunge, develop, retract from, strategically approach, modify, secure, or prevent from impacting your organization? Does the organization have the ability to thwart risks or toxins from entering into the organization giving rise to internal and external conflicts and disputes? Does it have the capability to acquire and develop needed resources to manage conflict and avoid disputes?

This exercise would be completed over the length of the course wherein the end, the class participants will have accomplished an organizational analysis on how capable their organization can manage conflict, avoid disputes and handle dispute resolution. I believe this exercise can be applied to other forms of assessing an organization's abilities and capacities on various topics.

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BIO for Dr. Vincent Pellettiere

Dr. Vincent Pellettiere is an adjunct faculty member at American Public University, Aurora University, Capella University, Dominican University, and Northcentral University. HR Director for UCAL Systems and President/Founder HR Design Solutions. PhD in Organization Development, Benedictine, University, MBA—Lake Forest Graduate School of Management. Books Published: Organizational Analysis: What, How, Why and Organizational Self-Assessment: A Multi-Dimensional Approach for Planned Change.

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Reside in Gurnee, IL.

How Effective Leaders Exercise Influence and Implement Ideas in Complex Organizations

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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BIO

Dr. Lee-Hsing Lu holds a Ph.D. in Organizational Development from Benedictine University, Chicago. Dr. Lee-Hsing Lu is A Co-founder of Asia Organization Development Network, www.aodn.org.

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Facilitation Nightmares Scott Wimer, Ph. D.

On September 29, 2020, the American public viewed a horribly dysfunctional debate between Donald Trump and Joe Biden. Commentators have called it a “*train wreck*,” a “*brawl*,” a “*food fight*,” and worse. And, you think you’ve had some tough moments as a facilitator?

With hindsight, advanced planning possibly could have mitigated this disaster. Similar to a debate moderator, a facilitator’s actions in the moment are visible to all. But some of the most important work occurs well before anyone sits down to the table.

Facilitation is both science and art. In an organization, a facilitator ideally has a collaborative relationship with the leader. Together, they strategize how to make the best use of a meeting to achieve desired outcomes. The goal is to create a structure where participants feel safe to express themselves, and they are cued up to do their best problem-solving and most creative thinking.

If the content is controversial and people are likely to have strong feelings, it is especially important for the facilitator to negotiate ground rules with the participants upfront. It is the facilitator’s job to manage the group so all can contribute at their best. A facilitator uses their intuition to know when to allow people to pursue a tangent, and when it is best to guide them back to the stated agenda.

If participants are not behaving respectfully and constructively, a skilled facilitator names their behavior and reminds them of the agreed-upon rules. If an individual constantly interrupts, makes gratuitous personal attacks, or otherwise breaks the rules, it is up to the facilitator to rein that person in. It takes courage to confront an angry person who is intimidating and disrespectful, especially if they have a great deal of power.

But even with the best planning and skill, things do not always go smoothly. Unexpected crises occur, and people do not behave as expected.

I once facilitated a day-long offsite with five business partners. Bob, Susan, Ted, Jenny, and Jim were equal partners in a successful boutique retail chain. Bob and Susan were married to each other, as were Ted and Jenny. Jim was single. Partners for over 20 years, they operated a very profitable business, but there were simmering tensions that occasionally bubbled to the surface. Bob, Susan and Jim got along reasonably well. The three of them had a slightly strained relationship with Ted, but they found Jenny the most difficult to work with. Communication had broken down. They saw Jenny as micromanaging, wielding power capriciously, and unfairly favoring those employees who kissed up to her. They also found her defensive, moody, and prone to fits of rage. Consequently, they never truly confronted her behavior.

The first four or five hours of the offsite consisted of planning and resolving less contentious issues. Then, Bob, Susan and Jim finally decided to confront the proverbial

elephant in the room – Jenny’s behavior and their lack of confidence in her as a store manager. But whenever they tried to broach the issue, Ted would rush to her defense. I tried my best to ask Ted to stop doing that, however he could not control himself.

Drawing a deep breath, I looked Ted in the eye: “Ted, as long as you are here, I don’t think Bob, Susan and Jim are going to have a productive conversation with Jenny. She needs to be able to speak for herself. So I’m going to propose something radical. Ted, I would like you to leave the room. After the others have addressed the issues, we will come and get you. Are you willing to do that?”

Sheepishly, with the look of a deer in headlights, he got up and left. At that point, 20 years of mostly unexpressed resentments were aired. The conversation was surprisingly productive, agreements were reached, and people were relieved the partnership looked like it would survive. We brought Ted back and told him what had transpired.

Not a typical facilitation tactic, I knew in my gut that was the only way issues could have been addressed. I knew it was the right thing to do. So did they, and they thanked me profusely.

Earlier in my career, I probably would not have had the insight or trusted myself enough to do something like that. Like every aspiring facilitator, I have had my share of meetings that did not go so well. Occasionally, participants blamed me. More frequently, I was disappointed in myself for letting the group down. However, I always tried to learn from my experiences.

To be an effective facilitator, you need to take risks. Even when you’re not sure what to do, it is usually better to insert yourself and intervene, rather than stand by and let a meeting go off the rails. With practice, practice, and more practice – as well as developing courage and self-confidence – I have learned to trust my instincts when dealing with the most dysfunctional of dysfunctional behavior.

Dysfunctional behavior can take varied and interesting forms. Sometimes it is innocent: taking excursions off-topic, talking at too detailed or too abstract a level, not keeping track of decisions made, or losing sight of the purpose of a meeting. Sometimes it is more deliberate: excluding key stakeholders, advancing a personal agenda, talking over others, speaking privately to allies and creating subgroups, or intimidating in order to control the group. When aggression is blatant, it is easy to notice. More difficult are subtle examples of sarcasm or passive aggressive behavior. Sometimes, by the time it is recognized, the moment has passed and the opportunity to name it may be lost.

In the extreme, someone may disregard the rules completely and put their self-interest above all else. It is challenging when a disruptive participant makes personal attacks, behaves like a bully, and tries to push their agenda through any means possible. It is especially challenging when they are the most powerful person in the room.

At times, a person can become belligerent and direct their aggression at you.

As a facilitator, it is vital that you not get thrown off your game. On the one hand, you must take a direct challenge seriously – maybe you are making some mistakes and it is best to change course. On the other hand, the person may be displacing their aggression on you, or they may be upset that you are thwarting their attempts at controlling the outcome.

How can a facilitator maintain decorum and an atmosphere of trust when faced with extreme, aggressive, and self-serving behavior? Conventional wisdom and the literature on facilitation offer a host of techniques.

But techniques are not enough. It takes strength and self-awareness to remain centered and calmly draw on one's skills. The literature on "use of self" and emotional intelligence has much to say about the importance of self-awareness and self-management. A skilled facilitator remains focused and undeterred. They are vigilant not to be influenced by the most brazen attempts at controlling the process. And when they intervene, they do so in a modulated and respectful fashion.

What can a facilitator do when faced with the most extreme unruly behavior?

1. Take a breath. Don't let yourself get rattled. Do whatever you need to calm down. It can be unnerving when an intimidating person is aggressively sabotaging the process. You may feel scared, angry, or worried you are losing control. Regardless of your feelings, it is your job to remain above the fray and in control of the situation.
2. Intervene with the least disruptive tactic. Point out the negative behavior in one short phrase. Make a clear and brief request, such as "please do not interrupt and allow others to speak." If it doesn't work, try again and remind them of the agreed-upon ground rules.
3. If your words do not have the desired impact, use your body. Stand up. Walk over to the person, make eye contact and say, "You need to stop interrupting." Make it clear you are not going to back down.
4. If you believe you need to demonstrate even-handedness, you can put the meeting on pause. Check in with each participant and ask all to acknowledge that they are going to follow the rules. If necessary, renegotiate the ground rules.
5. If, despite your best efforts, the meeting veers into chaos, call a time-out. Restate the purpose of the meeting. Ask them if that is still relevant. Do they need to change the purpose, or even disband? Honor their decision. The ultimate responsibility is theirs, not yours.

Facilitating under these conditions is not for the faint of heart! But if you are in that role, you must do what you can. A great deal may depend on it. When you do your part to prevent a dominant person from bullying others, your actions may extend well beyond that particular

meeting. You empower people. And you actually influence the culture and help build capacity to deal with future disruptive behavior or attempts at undue influence.



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WHAT CAN THE ALCHEMISTS TEACH US ABOUT CHANGE? Raymond L Forbes, Jr., Ph.D.

A willingness to learn from different, sometimes out of the ordinary, sources has long been a distinguishing characteristic of the Organization Development field. Classically this openness to learning has allowed us to reflect on the value of our experiences and stay current with ongoing societal and environmental change.

This article presents an unusual opportunity to gain from a current update of an ancient discipline. It will briefly describe the origins of the field, provide an alternate view of its potential present value, raise some client issues, discuss what may be of value for the practicing professional, and reflect on possible implications for the future.

What is Alchemy?

Alchemy has historically garnered a bad reputation as an occult science rooted in the mysticism of the sixteenth and seventeenth centuries. At the mere mention of the word Alchemy we are apt to conjure Harry Potter-type images of mysterious practitioners of the dark arts. We picture shadowy figures dressed in tall hats wearing flamboyantly colored robes covered with arcane symbols. We depict them hunched over bubbling hot crucibles, stirring in mysterious substances, poured from fragile glass beakers. In the dim light their intense single-minded attention is concentrated on developing a workable process for transmuting lead into gold.

Alchemy, from a more objective viewpoint, is considered by some theorists to be a centuries-old part of the field of natural philosophy (Linden, 2003). It is also a pre-science tradition concerned with purifying and perfecting specific substances. Alchemists might well be considered the forerunners of today's pharmacists, metallurgists, and inventors.

An alternate view of Alchemy

Now, fast-forward to the 21st century. Marketing guru Rory Sutherland offers a different and more up-to-date perspective in his recent book *Alchemy*. Sutherland defines Alchemy as “the Dark Art and curious science of creating magic in brands, business and life.” (Sutherland, 2019) He suggests that our brains, consistent with evolving neuroscience research, offer us a deliberately biased viewpoint. Sutherland further notes that our brains are designed less for accuracy and more to advance our evolutionary fitness.

Sutherland, something of an iconoclast among contemporary marketing experts, further proposes that the human mind is not primarily driven by logic. Additionally, he indicates the conscious mind tries mightily to persist in the fiction that it alone chooses every action that we humans take. Ever the teacher, Sutherland also offers practical advice; not everything that makes sense works, and not everything that works makes sense.

Digging below the surface

Part of the mystery and allure of these ancient experimenters appears to be in the veiled ways in which they worked. The Alchemists primary stock-in-trade was creating and dealing with arcane knowledge. They usually did their work, concealed from public view, practicing in the very shadows of society. The Alchemists engaged with materials, concepts and ideas well beyond the ken of the ordinary person of the time. They searched for, excavated and exploited regions well below the surface of officially sanctioned understanding and practice.

In a similar vein, the unconscious mind, operating without the awareness of the conscious mind, has been the subject of formal scientific scrutiny since at least the mid-eighteenth century. Like Alchemy, research into the unconscious mind was originally considered suspect and well off the beaten track of scientific respectability. However, Charles Darwin mentioned the unconscious mind repeatedly in his masterwork *On the Origin of the Species*. Other researchers exploring the recesses of the unconscious mind included Edward von Hartmann and William James (Barch, 2017). More recent works include: *Incognito* (Eagleman, 2011), *Consciousness and the Brain* (Dehaene, 2014) and *Subliminal: How Your Unconscious Mind Rules Your Behavior* (Mlodinow, 2012).

Do our clients act irrationally?

In our rush to collect the most relevant data, provide the most accurate diagnoses, and offer up the best solutions, we sometimes seem to forget that we are dealing with human beings that can and do act irrationally. Recent investigation into brain function supports an increasing role of the unconscious in determining our motivations and influencing our decision-making.

Social Psychologist Timothy Wilson has been studying the role of the unconscious mind for forty-six years. His book *Strangers to Ourselves* (Wilson, 2002) outlines his view about the role of the unconscious mind in every-day life. Wilson's notion, as opposed to Sigmund Freud's belief that the unconscious mind is a seething cauldron of conflicting basic desires, describes the unconscious as highly adaptive. Wilson's impression is that the unconscious

may even be the essential foundation of our personalities.

Contrary to current thinking, Wilson further submits that the unconscious appears to be the primary seat of our decision-making, problem-solving, and motivational processes. More radically, London Business School Professor Daniel Cable states that it is a part of our human biology for our adaptive unconscious to know that our human potential is being wasted and that we are wasting away (Cable, 2019).

Gerd Gigerenzer is another scientist who has taken a contrary approach to the study of unconscious functioning. Gigerenzer is the Director of the prestigious Max Planck Institute of Human Development in Berlin, Germany. He has focused his cutting-edge research efforts on the intelligence of unconscious functioning via the role of intuition or “gut feelings.” His work (Gigerenzer, 2002) provides a basic underpinning for how modern humans use instinct and rules of thumb that have evolved over thousands of years as a means of coping with our every-day experiences.

Another route into learning the function of the unconscious mind has been via the study of brain damaged people. A long-time leader of this approach to understanding unconscious brain processing is Neurologist Anthony Demasio (2010). One of Demasio’s most significant theoretical insights, derived from his lengthy research, is that our life experiences trigger a set of internal bodily changes. Our brains then sense and interpret these changes. Demasio has labeled these decoded internal body changes, somatic markers.

These internal somatic changes occur in the context of our immediate circumstances, surroundings and emotional state. Demasio believes that somatic markers are the direct product of rapid non-conscious processes that create distinctive bodily changes before our conscious reasoning catches up. Gut instincts, therefore, are the intuitive feelings that arise from the interpretation of these bodily changes. The consequence is that we experience a sense of the correct choice before our consciousness can even explain why. We just intuitively feel that this is the best way to go without the need for conscious cognitive support.

What’s in it for the OD professional?

In practice, it appears that one of our primary concerns as Organization Development practitioners is with developing more effective organizational leadership. Proactively influencing organizational leaders has traditionally been perceived as a key ingredient in a successful OD intervention. From what has been uncovered about the role of unconscious processes in decision-making and problem solving, it appears that one of our new and most distinguishing competencies should be our ability to work with and utilize “Unconscious Leadership” processes. Here Alchemy as a metaphor offers a useful way to consider organizational leadership or, the “quest to turn the ordinary into the precious” (Wright & MacKinnon, 2003).

Certainly sense-making is a large part of what we Organization Development professionals do. Most of the time we also attempt to present ourselves to our clients as logical, rational professionals well-schooled in both the disciplines of business and psychology. Perhaps, consistent with the research of Nobel prize-winning Psychologist Daniel Kahneman (2013), we should acknowledge to ourselves that much of the time we do operate based on experience-based fast thinking.

We give credence to what Kahneman called System 1 thinking based on intuition and automatic, subconscious decision-making to guide our work. In the press of the moment we may downplay System 2 thinking which is much slower, more rational and thoughtful in nature. Perhaps, the ancient Greek Oracle at Delphi had it right all along. Over the cave housing the prophet was inscribed the words, “Know Thyself.”

In considering “What’s in it for the OD Professional” there are potential advantages for including a knowledge of alchemist-like unconscious leadership principles in our professional “bag of tricks.” Benefits include: better ability to learn how to learn, insight into how to best sustain and retain key workforce members, taking superior advantage of the internet’s opportunities, and being more productive at work. (Forbes, 2019).

What’s next?

As we struggle to find our own balance as individuals and professionals, how can we assist our clients to find theirs? What can we do as practitioners to capitalize on the remarkable processing capabilities of our unconscious minds and those of our clients? How can we assist them in coping with a future that seems so uncertain, fearful, and volatile?

Perhaps, some lessons from a study of the Alchemists can offer the promise of some light at the end of the current murky tunnel in which we find ourselves. First, we can be open to the possibility that our conscious minds do not necessarily always have the best solutions to our most vexing problems. Second, we can foster a willingness to listen to our private voice of intuition as it quietly whispers in our inner ear. Third, we can deliberately assign our unconscious the requirement to come up with creative possibilities. This assignment only after we have exhausted our rational choices, thereby allowing the unconscious time to work its magic. And, finally, we can establish a readiness to experiment with heretofore untested options.

At this point in time we also seem to be a little short on our ability to create enchantment for our clients. It might be time to offer up a little magic. So, here’s to Sutherland’s modern alchemy, curious science, and mental magic. May they all act to provide us with more possible arrows for our quiver of professional capabilities. For, in today’s fast-paced and chaotic world we can use all the help we can get to be of better service to our clients.

Let’s seriously consider bringing back some of the mystique to our profession.

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Additionally, he has held major Organization Development positions at the Raymark Corporation and Northwest Airlines as well as the U.S. Navy. He is a graduate of the U.S. Naval Academy and served in submarines and destroyers during his naval career. Besides Franklin University he has held full-time academic positions at the Naval Postgraduate School and Sacred Heart University. Ray is also a graduate of the Columbia University Advanced Program in Organization Development and the National Training Laboratories program for Specialists in Organization Development.

Cultural Intelligence – Content and Application Reflection By Wendi Walsh, MA

Introduction

I have wanted to participate in this certificate program for a couple of years. In the past, I didn't make the time. This year, I had time and not financial resources. I'm glad I made the choice to participate.

Throughout my career progression, I have shifted how I viewed culture and its importance. At the beginning of my career, I simply wanted to start working as an engineer. I was immersed in a patriarchal culture that wasn't set up for me to be authentic. Additionally, as a person of privilege, it never occurred to me that other people had different values or experiences. I was simply in the business of solving real world problems.

I didn't love the patriarchal culture and lived with it anyway. As I matured, I realized how understanding others' culture and perspectives actually helped us solve the real-world problems. Obtaining a Master's degree in Organizational Development more fully opened my eyes to the value of culture and the necessity of being able to navigate different cultures.

I enrolled in this certificate program to learn a framework for better people engagement. In the past, I have done this work by instinct and may not have provided enough content, insight, or rigor for the conversation.

One important aspect for me is the language shift from cultural competence to cultural intelligence. I realize the currently accepted language is cultural competence. As class progressed, the language of cultural intelligence resonated with me. Cultural competence doesn't go far or deep enough for me to describe what is necessary. Cultural intelligence implies that I have embodied a willingness to understand and respect other cultures.

Content

I had several "aha" moments as we progressed through the program including:

- New box thinking
- Recognize, respect, reconcile, and realize cultural differences (4R)
- XY axis for reconciliation

New Box Thinking

New box thinking is subtle and life changing at the same time. Out of the box thinking is supposed to demonstrate that we are thinking broadly and yet it connects us to the old box. New box thinking demands that we take a deep dive into how we are thinking about an issue. The issues we face are complex and new box thinking is necessary to begin reconciling them.

Recognize, Respect, Reconcile, and Realize Cultural Differences (4R)

Fons Trompenaars' 4R approach is simple and expansive. The alliteration encapsulates the intention and makes it easy to remember. A critical component to remember is the "Realize Cultural Differences". I don't agree with the melting pot metaphor that is often used to describe America. I interpret that metaphor as others' giving up what makes them unique to fit in to the dominant American culture. I think stew is a more fitting metaphor – many ingredients that combine to make something greater where the individual components are still recognizable. I see that same connection to the "realize cultural differences" step. The work of cultural intelligence is not to eradicate others' cultures; rather, the work is to understand cultures and values, and get to a reconciled solution.

XY Axis for Reconciliation

As an engineer, I appreciate using something that we often believe is quantitative (an XY graph) to help visualize something that is more qualitative. Using the "on one hand / on the other hand" as the positions / values makes it easier to see the dilemma. The additional work of understanding the strengths and weaknesses of each access helps open up the new box thinking to arrive at possible reconciled solutions.

Compromise

We often use the language of compromise. Compromise seems related to power over, a lesser solution, and scarcity. Compromise seems connected to a zero sum situation where for one person (culture, value, or idea) to win the other person (culture, value, or idea) must lose. I practice a philosophy of abundance. Compromise may be an interim step to getting to reconciliation and it is not the final step.

Reconciliation

Reconciliation seems related to power with, a greater solution, and abundance. I also believe that no decision / action is static, so I anticipate that a feedback loop is necessary to ensure that the reconciliation is still relevant.

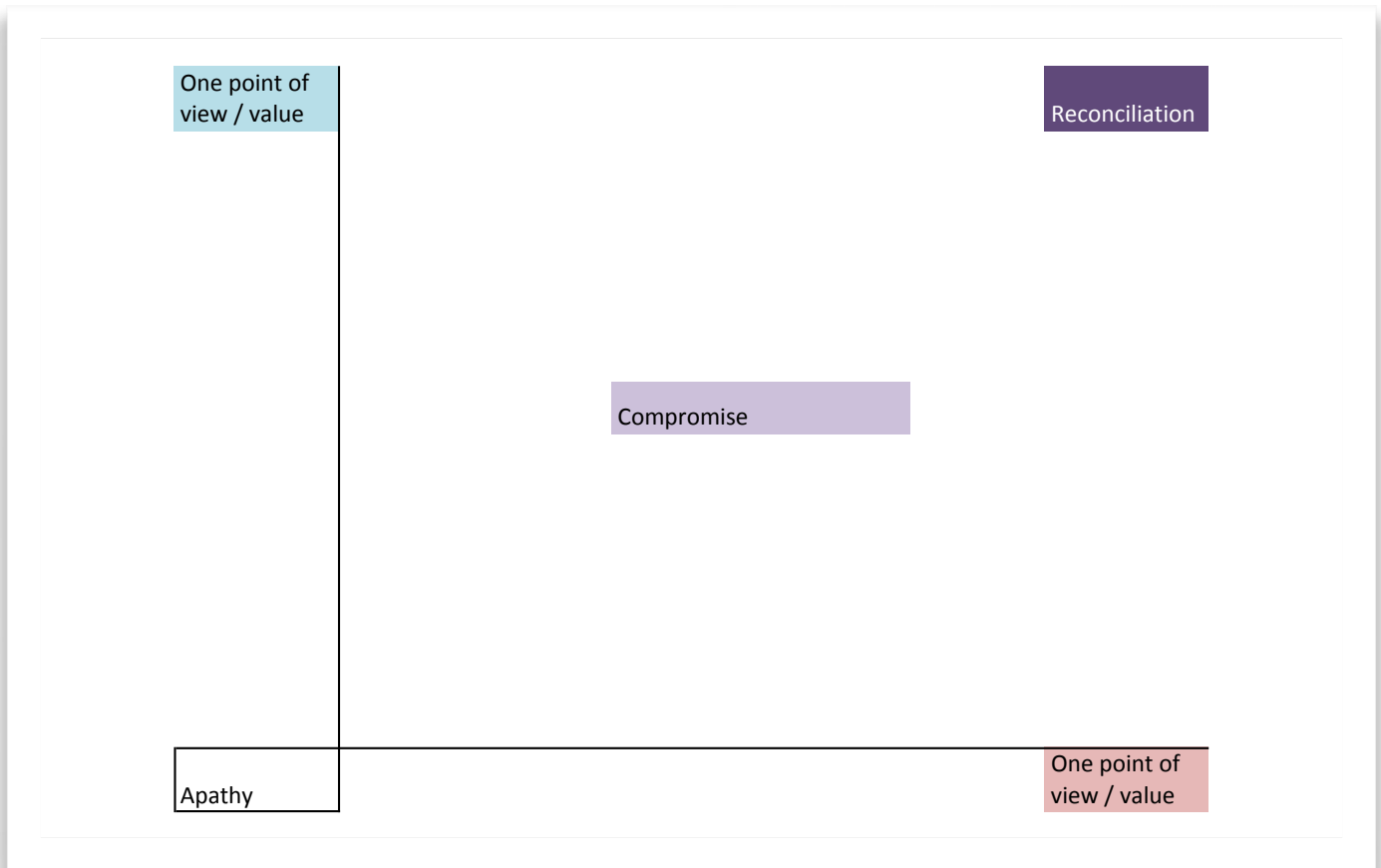


Figure 1: XY Dilemma Graph

Application

I am a person who starts with language to help me embody a mindset shift, so some of the new language I'll be using includes:

- New box thinking
- Cultural intelligence

Beyond the 4R framework, I'll be highlighting these aspects:

- Compromise is not the end goal
- Realizing cultural differences is important as important as reaching reconciliation

Conclusion

With cultural intelligence as one of the first steps, I am curious how this framework will merge into a change management process. Today, corporate change management is often associated with rigid processes, certifications, and key performance indicators.

Change management can feel like a checklist and, therefore, seems out of alignment with organizational development. The process of cultural intelligence shared in this certificate program aligns with my organizational development-based approach to change management.

The next Professional Certificate in Cultural Competence Courses are in April and October 2021!

April class sign up here: <https://www.eventbrite.com/e/professional-certificate-in-cultural-competence-april-2021-class-tickets-143539547651>

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Also, please share with anyone whom you think might be interested and email culturechangeandleadership@gmail.com with any questions.

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With degrees in Electrical Engineering and Organizational Development, Wendi combines technical and organizational expertise to work with individuals, teams, and organizations to understand and implement complex systems. Those systems are a combination of people, processes, and technology. This gives her the foundation to engage senior leaders in conversations that directly impact strategy and planning. She is particularly adept at building a robust stakeholder group, facilitating discussions to determine what is needed, developing the plans, and achieving the goals.



Wendi believes the bottom line will be enhanced when projects, individuals, teams, and organizations are set up to support each other's needs and interests.

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