ISODC

SPRING/SUMMER 2022 MAGAZINE

ISODC
Skyline Magazine

New eyes, graffiti art, shot in Beirut Lebanon 2017, graffiti artist unknown, photographer Roula Chehab

Happy Summer! "(*to at least half of us)"* 😊:

I hope you are all doing great. Our aim for the ISODC Skyline Magazine is to be a place where Organization Development & Change (OD&C) scholars, practitioners, students, and friends can come to network, exchange ideas and find out about OD&C initiatives and resources around the globe. It's a platform to access what is going on in our world, to view book recommendations and articles written by our members, and a place to widen your global circle. I also want to encourage you to go to our webpage and read past issues of the magazine, as well as our webinars page, which is quite extensive. And, don't forget about our members' portal where we have more excellent content for all of our members.

There are 16 articles in this magazine, plus announcements, with lots of great content. I can not begin to call them all out, but I do want to say that the article from Gervase Busche and Bruce Maybee on reflections from the May conference as well as tips and ideas regarding virtual consulting really stood out to me.

I also highly recommend the book by Larry Kokkelenberg and Regan Miller called, "The OD Practitioner: A Book Written by Practitioners for Practitioners" and, the book by this magazine's contributor John Quinlan, "Alignment Strong: A Strategic and Human-Centric Handbook for Competitive Leadership." We also have a wonderful interview with John in our webinar library.

We have two exciting webinars coming up in September and October. Our conversation on September 20 at 3 PM is with William Rothwell, Phillip Ealy, and Jamie Campbell regarding their new book, "Rethinking Organizational Diversity, Equity, and Inclusion (you can register at https://www.eventbrite.com/e/rethinking-organizational-diversity-equity-and-inclusion-tickets-384266801347). And, our conversation on October 7 at noon E.T. is with Larry Kokkelenberg Ph.D. and Regan Miller regarding their new book (as shared above)(you can register at (https://www.eventbrite.com/e/the-od-practitioner-written-by-practitioners-for-practitioners-tickets-384210673467). You can sign up for both of these webinars at isodc.org as well.

I hope you have a great next few months and please get any items to go into the next ISODC Skyline Magazine to Devona Bell at bell.devona@gmail.com and myself at kimjbarker@gmail.com for consideration by December 1, 2022.

Warmly,

Kimberley Barker, PhD
VP, ISODC,
Director, iCCL and
Coauthor of YOU Can Create Positive Change at Work!
You can order it right here
Our Channel 7 news interview is here: https://lnkd.in/eFmmvsgx

Saying Good-bye written by Alicia J. Alexander, MSL

The following is a true story written as a case study to illustrate the change management elements. The names of the characters and places have been changed for privacy out of respect for the individuals involved.

Mr. and Mrs. Bryant own a not-for-profit located in Providence, Rhode Island. The company has several contributors that have active responsibilities for the public that the not-for-profit serves. The not-for-profit has been in place since 2016. The departments and their corresponding leaders are Administration, Adelaine; Guest services, Maria; Hospitality, Kimberly; Finance, Johanna; and, Communications, Veronica. The departments on paper appeared to run efficiently. When in actuality, subtle disturbances occasionally happened between Johanna, Veronica, and Adelaine. The disturbances concerned either too much information being shared from the community the not-for-profit serves, or not enough visionary/directional information being communicated. The not-for-profit has twenty volunteers who contribute their time to the organization. Mr. and Mrs. Bryant were content in their marriage and their business activities. They received high regard from the community they serve. Mr. and Mrs. Bryant believed everyone worked together synergistically. Of course, there would be opportunities for discussion in the administrative meetings but nothing to be concerned about, so they thought.

On April 30, 2021, Mr. and Mrs. Bryant received a resignation letter from Adelaine. The team went to her office. It had been vacated over the weekend. She was no longer working with the not-for-profit is what the volunteer Receptionist was informed to say on behalf of the organization. The other leaders sat in their offices and attempted to reason why the quick departure. The team was surprised that Mr. and Mrs. Bryant did not call a meeting. They expected work to continue smoothly without the Administrator. For a little while, the environment was stable. Only, happenstances would occasionally occur. The next thing that happened surprised everyone. Mr. and Mrs. Bryant announced that Mrs. Bryant would be relocating back to Arkansas to work to help a family member who was sick. They were not sure if the sickness was terminal but, Mrs. Bryant's family member needed her because the family member did not have anyone else. This news affected the organization on two points: another key employee would leave and the visible unity of Mr. and Mrs. Bryant would be disrupted. For the business, this meant one of the key employees was no longer a contributor to the company's success. The daily functions of the company began to lag.

Without the key employee, Mrs. Bryant to assist the Founder, her husband, Mr. Bryant, the not-for-profit began to suffer.

On September 30, 2021, Mr. Bryant called the team together and announced he was taking an extended vacation to be with Mrs. Bryant in Arkansas. They would manage the not-for-profit in Arkansas. If any of the staff needed anything Mr. and Mrs. Bryant would be on speed dial to correct, handle or confer on any matter.

Questions to Ponder

1. My question to you the reader, can you surmise the outcome of this not-for-profit?

2. Have Mr. and Mrs. Bryant conveyed the confidence that the situation has been resolved successfully and the company would continue to run?

3. Is there anything else the founders, Mr. and Mrs. Bryant, could do to provide security for their employees and the community in which they serve?

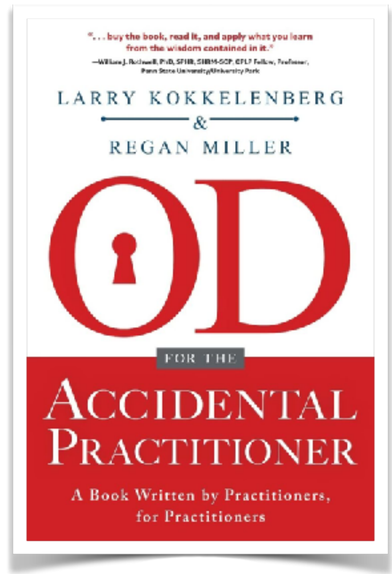
About the Author:

Alicia J. Alexander, MSL, aalexander08@my.gcu.edu.

Alicia J. Alexander, MSL is the owner of Make A Difference Consulting, a Business Coaching organization located in Providence, RI. Alicia is pursuing her Doctor of Education (Ed.D.) in Organizational Leadership with an emphasis on Organizational Development, (qualitative research) at Grand Canyon University, Phoenix, Arizona, anticipated commencement class 2024.

Alicia J. Alexander, MSL originally hails from Trinidad and Tobago. She resides in Providence, Rhode Island with her family.

Organization Development Journal:
Call for Papers to Address our Dynamic World Change!
Review for "OD for the Accidental Practitioner: A Book Written by Practitioners, for Practitioners," by Larry Kokkelenberg and Regan Miller
By Kimberley Barker



I haven't been as excited about a book, since my book was published, "YOU Can Create Positive Change at Work!" This book is a must read for any OD practitioner. Scholars would do well to read it too! Towards the end of the book, I thought of it as sort of an OD primer. There is history and lots of wisdom in the book - many takeaway questions, mini cases, and many wonderful references, as well as resources for further learning.

Not many people when they were children or young adults have said that they wanted to be an "OD practitioner" when they grew up, but many pretty incredible people have made OD their life's work. This incredible book gives a roadmap of OD, from the past to the future. It discusses the Foundations of OD, there is a chapter about the practitioner, and how they can be the best version of themselves, about the organization and organizational change and how one can be successful in both endeavors. There is a chapter on engaging in the OD process and the future of OD. The last chapter of the book is called Wisdom Bits and it is one of my favorite chapters. In the conclusion of this chapter it says, "as long as there are organizations staffed with people there is a need for OD." The author's quest to help the practitioner become more skillful in their consulting endeavors is a very noble one and is the reason every OD Scholar - Practitioner should read this book.

The book ends with 100 bits of wisdom and each one could be a quote that stands on its own. The very last question in the last chapter of the book (aside from some "Stories for Reinforcement"), asks, "What will you do differently as a result of this book?" I am going to stay the course of my positive business leadership competence quest (which includes cultural competence), with a sense of fun and inclusion and try to interview these amazing authors for a webinar very soon!

For purchase this book, go to: https://www.koehlerbooks.com/book/od-for-the-accidental-practitioner-a-book-written-by-practitioners-for-practitioners/

About Kimberley Barker

Kimberley Barker received her doctorate in organization development from Benedictine University. She also has her master's and bachelor of science in business administration from Hawai'i Pacific University. Barker has taught at the university level since 2010, along with five years in human resources and over 15 years in hospital administration.

To learn more about creating positive change in the workplace, visit the Dynamic Connections website (dynamicconnectionsllc.com). The authors want to use their most recent book to help instill positive business principles so anyone can become the leader they were meant to become, beginning with essential and front-line employees, to managers, to those in the C-suite.

Check out the EMU COB Professional Development Summer 2022 Book Read on the book, YOU Can Create Positive Change at Work! This professional development opportunity is open to all! Sign up for the free sessions at the following:

August 1 session - https://www.eventbrite.com/e/298801602637

To purchase the book, you can go to: https://dynamicconnectionsllc.com/product1.html
Please email kimjbarker@gmail.com with any questions.

Organizational Change & Paradigm Shift: the case of a Lebanese tech company by Roula Chehab

The accelerative thrust

In Early 1967, Ricky Gallant an eleven years' old Canadian boy died of old age. When he passed the boy was an old man, like any nonagenarian, he exhibited characteristics such as hardened arteries, baldness, senility, and wrinkled skin, he suffered from Progeria or advanced aging. In fact, a long lifetime of biological changes has been packed into his eleven years. Cases of this odd disorder might be rare, yet in a metaphorical sense our societies suffer from this peculiar sickness. They are experiencing super-normal rates of change (Alvin Toffler, Future Shock).

In fact, "Change is the process by which the future invades our lives." (Alvin Toffler, the Future shock), thus this invasion takes many shapes. For instance, companies might need to adapt to market changes, or expand operations to reach new audiences, they might undergo a digital transformation or simply revisit their organizational structure and improve their processes and procedures. It might come for multiple reasons, yet it will surely come as says the song (Sam Cooke, 1964).

Change and change management are modern catchy buzz words, hardly a meeting or conference takes place today without some ritualized speeches about "the challenge of change."

For over three decades scholars, practitioners and consultants have been shredding so much ink on the subject of change and transformation, trying to dissect the secret of successful and lasting change. while some talk about the importance of processes, others insist on the criticality of the soft side, and many agree on the need for a holistic approach.

According to Harvard Business review 70% of all change initiatives fail. The more things change, the more they stay the same, as the French novelist Jean-Baptiste Alphonse Karr wrote "Plus ça change, plus c'est la même chose".

Change management is a critical skill in today's c-suite, it is a challenge for every organization, and for everyone in the organization.

Therefore, Organizational change happens when a company decides to change its structure, strategies, culture, policies, technology, or even its core values in order to improve its performance and business growth.

According to recent research, two out of every three organizations must change at least four times every five years. In other words, to remain in the game, sooner or later every company need to embrace change. The exercise of redefining the direction to answer the call of new horizons, usually is followed by the need to revisit the mission and vision and readdress the brand strategy. Brand repositioning takes more than just designing a new website and sleek marketing materials. It requires a culture change across the organization. Giving beautifully crafted messages on the communication material could be counterproductive in case they are not backed up by tangible actions and bulletproof process that guarantee that the promise is kept, every day and by everyone.

Quoting the HBR special edition on the subject, "**change is a multi-stage process--not an event--and that persuasion is key to establishing a sense of urgency, winning support, and silencing naysayers**."

Accordingly, organizations need to adopt a holistic approach of aligning its “whole”, to the new direction, namely its strategy, processes, and people.
As John P. Kotter, said “The central issue is never strategy, structure, culture, or systems. The core of the matter is always about changing the behavior of people.” because "culture eats strategy for breakfast" (Peter Drucker) and “*Culture isn’t just one aspect of the game. It is the game*.” (Louis V. Gerstner, Jr.)
Change is hard, change takes long time, and most importantly we are expecting people to change their behaviors. Yet, As Einstein said, “No problem can be solved from the same consciousness that created it.”, thus, corporate transformation requires a new way of thinking and acting. It requires a deep a shift in **values and practices that guide behavior and decision-making**, a **change of the philosophies regarding the best way to accomplish their goals**. It requires an organizational paradigm shift.
But how this can be achieved?

Another McKinsey study revealed after 14 years there is no recipe for success, change is relative and appropriate to every company, and depends on a panoply of parameters and contextual factors, and since there’s no fixed, magic way that every company can use to implement change successfully.
What does help, however, is scrutinizing how companies that have successfully enacted organizational change initiatives. one can get a better idea of what successful change management looks like and use that knowledge to guide his own internal initiatives.

In this perspective, we propose hereafter the case of a Lebanese company transformation that was successfully sustainable for the last decade or more. we will briefly present the case as well as what we believe were the undermining actors of this transformation.

Learning from change makers

The group started as a conventional printing house back in the seventies, two decades later it introduced digital printing, by monopolising the local cheques market it become a regional pioneer and industry leader. In 2003, it launched a scratch cards production and later expanded into smart cards to answer the telecom boom. The company branched out to 20 offices, and plants across the region to serve a growing client base. Today the holding develops top-tier digital security solutions ranging from end-to-end secure identification systems, integration services, to smartcards and security printing solutions. These are designed to cater to a wide variety of sectors including government, financial, telecom, to name few.
So, what has made it so successful? the company thrives capitalizes on entrepreneurship, brand building in the industry it serves, management and technical resources, research and development capabilities and a competent and dedicated team that has embraced the challenge of competing in high-tech, rapidly developing markets.

This interesting pathway took more than two decades to become what it is today, and here are some early insights and key learning from this successful transformation.

First People choice

Early on, once the decision was made to move in the new direction a heavy, yet meticulous headhunting was performed to cater for the board elements, the team was carefully chosen to fit the new technical requirements yet to create the right spirit and collaborate and work efficiently together to take the company where it wants to go.

Internal synergies

The CEO, Organizational development consultant, Human Resources Director and Marketing Directors formed the core team for the transformation exercise, a special synergy and alignment was created enabling the enthusiasm and the positive vibes if the core pass on the board of directors and later to spill over the whole team.

Strategic benchmarking exercise

Marketing director deeply involved in the restructuring process, implemented “marketing” techniques at the service of the organizational exercise. While talking the OD language and Infusing marketing best practice in the foundation of the organizational restructuring, gave the whole exercise a new dimension in depth and width. for instance, benchmarking the industry international players, adapting the brandscape technique to “MissionScape”, “VisionScape” and “valuesScape” enabled the team to have a clear birds-eye-view on the competitive scenery from an organizational perspective and mapping the evolution of competitors with comparable pathway. The linguistic side of the mission, vision, values exercise was carefully handpicked and almost handcrafted. The mission, vision, and values exercise was done internally yet it was conceived to merge naturally with its competitive environment.

The learnings

Centering the company around the human,

human be it the customer, the employee, or the shareholder, each one taking the central stage at a time.

Translating the vision into daily activities

From conventional to driving behavioral transformation 360 degrees branding plan was applied every time, all the time.

Running both streams at once, once mission vision and values defined, devising an organizational strategy, and a branding strategy.

The power of branding

Adopting a different language, tone of voice to infuse the new values, a new verbal lexicon

Creating new internal channels, process and continuous coordination were needed to create this alignment.

The entire process was changed, the strategy, structure and all organizational components shifted the company’s focus entirely and reorganized its structure fully to support the new plan.

The internal branding was a “powerful tool” to align, inform, touch, and persuade, and immerse in the new realm.

Training for change

HR invested in training to teach managers how to coach employees effectively.

change began at the top, literally. At the highest levels, the need for a cultural change started.

Clarity of purpose

Transparency, information, and communication of the new direction were needed to help everyone see that change goes against the established values, it is a steppingstone to embrace additional values in order to compete in the area.

Alignment a key concept

Departmental objectives, short-term individual, culture, and performance were aligned. Introducing bite-size change in the daily work, makes it achievable and manageable.

It is a top-bottom approach

Everything starts at the top, when CEO and C-level embed the new culture, and live by it, everyone else will look at change happening.

Paradigm shifts and long-term rooted change

Yet if all above was implemented, successful transformation might still not occur. It is said change of culture is rooted in behaviors and this takes long time to be altered. Yet, this didn't prove to be always right because behaviors changed, culture changed and that was the main driver to take the organization where it wanted to go.

How? Simply when the people understood how the error, they do in their daily work would affect the client and his client, it became a totally different game. The minute they saw the ripple effect of their daily task on the business, they looked at their job differently, they perceived their role, as small as it can be as more central, they understood the importance of centering the work around the client, at that specific moment, they changed. "An important change happened when the usual way of thinking about or doing something was replaced by a new and different way." Which is the core definition of Paradigm shifts according to Kuhn.

Moreover, the individual paradigm shift that occurred, created a compounded effect, a collective shift in the organizational paradigm followed

Yet, each individual achieved a paradigm shift at his and her level, that drove a behavioral change on an individual level and furthermore a compounded effect of each and every change resulted into an organizational shift, a corporate quantum leap needed for the transformation. Quoting Thomas Kunt. So, People change, yes and so does organizational culture, only at that moment the company is geared to move to somewhere else.

The limitations

How to make it live long after the initial wow effect?

Holding the passion longer past the initial phase, the start is always barged with the vibes of the “new” the magic of the promise yet when things settle is harder to keep the same velvet of enthusiasm and commitment of the early days. This entails more efforts on the level of operational senior mainly from both Communications and HR people.

Conclusion

The change is long process, yes it is, yet when management is able to transfer the need to look at a new direction, show the way, turns out the rails of the corporate (process) to

move, talk a language understood and deeply rooted with what is believed and lived, showcase it to the world as it is on the inside; magic can happen, paradigms can shift, and people relate to everything in a new way. They can embed the new, adopt it and make it theirs.
Then the change happens in a blink of an eye quite instantly, and it can last for a "forever" or as long as the talk is walked.

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Roula Chehab is an Innovation Consultant, deign thinker, brand strategist, OD practitioner, a Scholar, a Visual Artist & a Miniaturist. She has been lecturing in the Business School at Saint Joseph University for two decades on topics ranging from innovation, entrepreneurship to communications and sustainability while sustaining a robust corporate practice, as chief marketing officer in many reputable corporates, she has built long-lived brands and love marks for local, regional markets. Mind-bender, paradigm shifter.

photos

all photos are taken by myself, I included 4 photos that I believe relates well to the paradigm shift concept:

1. New eyes, graffiti art, shot in Beirut Lebanon 2017, graffiti artist unknown, photographer Roula Chehab
2. Going up or going down?, the spiral stairs, photographer Roula Chehab
3. Branches or roots?, photographer Roula Chehab
4. Giant dandelions or Chinaberry tree in winter?, photographer Roula Chehab


ROULACHEHAB


by RoulaChehab


ROULACHEHAB


ROULACHEHAB

When a Quality Initiative Masks an Underlying Problem by Meera Alagaraja, Ph.D. and Denise M. Cumberland, Ph.D.

A chemical distributor in existence for more than 100 years, C4 (pseudonym) has grown into a global company and is now one of the largest companies in the chemical industry. In the early 1980s, the company expanded further into North America by acquiring several regional chemical distributors. With a revenue crossing several billions of dollars, the company today is a global market leader in chemical products and services. The company has several thousand employees around the globe. In North America, C4 has a well-established network of locations in the US and Canada. Our case study focuses on the North American region and includes several interviews with senior leaders of the regional headquarters in the US and Canada.

LQS (Lean-Quality Strategies) is a regional-specific business strategy adopted at the North American locations of C4. LQS emphasizes a decentralized organizational structure and decision-making process. When implemented well, LQS creates internal Operations alignment and greater alignment within direct and support functions such as HR.

The mid-south regional leadership was responsible for LQS adoption. The LQS initiatives in mid-south and quality initiatives in Toronto shared similar aims. The overall business operations (including operations, safety, quality, purchase, and marketing/sales functions) experienced significant process improvements upon the adoption of LQS. The process improvements helped to break down existing barriers between departments and helped the company focus on long term strategic and innovative solutions to enhance business performance. In contrast to a positive impact on the business operations side of the company, the impact of LQS on HR side was minimal. HR was involved in scheduling Lean and Quality strategy related training. In our assessment, the HR role and involvement in supporting the implementation of LQS was weak. Consistent with this view, HR efforts were transactional (processing leave, maintaining employee relations etc.) even though these efforts did not align with the long-term vision of the company of developing internal talent through career development. Surprisingly, business operations were satisfied to a high degree with the quality of HR services. So, how could this be?

Several factors promoted perceptions of an effective HR function, including high retention and a strong organizational culture. Business operations expected HR to focus on addressing administrative issues involving compensation, payroll, and other employee activity-centered services. HR's involvement, for example, with new hire orientation was limited to scheduling as the content for the orientation sessions was left to business operations. HR involvement in other aspects of employee training was also sporadic. HR's role was limited as it performed a transactional or service-oriented role with little expectation of being a strategic partner and developing talent. In hindsight, the lowered expectations permitted HR staff to focus on delivering error-free services to their internal customers (business operations). Further, the low expectations helped HR staff manage their own constraints, such as being understaffed.

Despite the limited role for HR in LQS, the existing organizational culture emphasized a drive for quality in all systems, practices, and processes. Therefore, organizational culture became a tacit source of alignment and effectiveness in C4. Different departments of the organization simply took responsibility for important aspects of HR functions such as training, onboarding processes, and informal policies for career growth opportunities, as these practices were viewed as necessary for implementing LQS. From the case of C4, it appears that a strong HR involvement in quality strategy and implementation was not an essential condition for strengthening the interactions and engagement of HR-and-Business Operations. This begs the question of whether all functions of an organization need to develop and change if there is not a "perceived" problem.

We suggest this complacency is dangerous. Further, this case reveals important lessons. While an effective business strategy such as LQS can create greater alignment within direct functions, there is a risk. One must look deeper to understand if the perception of the effectiveness of another team is simply based on low expectations, or the willingness to simply do "their" jobs as expected or take steps to become involved and take part in the change process. This preliminary assessment is necessary if different teams need to work together more effectively and improve ***long term*** performance outcomes.

The risks of ignoring or excluding HR professionals can adversely affect other teams, including business operations. Even though teams may have low expectations on the role of HR in business, underestimating HR's abilities to bring about change can be counterproductive. HR's role and involvement in business operations can increase the need of hiring and investing in future leaders and critical talent, the quality of communications between teams if there is conflict and clarify performance expectations between organizational teams' members. These strategic HR efforts can enhance the likelihood that organizational initiatives such as LQS can be implemented fully and well. The potential effects of achieving lasting change can be a reality and not just a pipe dream when all partners, including HR, operate beyond their expected and optimal performance levels to enhance the organization.

Author Bios

Dr. Alagaraja is a tenured associate professor of human resource and organizational development within the Department of Educational Leadership, Evaluation, and Organizational Development at the University of Louisville. She serves as an acting Associate Dean for Innovation and Strategic Partnerships. Her research studies human resource development (HRD) within three strands – (i) well-being, (ii) strategic HRD, and (iii) workforce development. In addition, she is the associate editor of *Human Resource Development Review*. Dr. Alagaraja received her Ph.D. in human resource development from Texas A&M University.

Dr. Cumberland is a tenured associate professor of human resource and organizational development within the Department of Educational Leadership, Evaluation, and Organizational Development at the University of Louisville. She has a joint appointment with the College of Business, where she assists the Yum! Center of Global Franchise Excellence. Dr. Cumberland teaches and consults on topics such as change, conflict management, communication strategies, innovation, and teamwork.

Self-Managed Teams: A More Humanistic Organizational Structure with Benefits by Robert Ellis

The greatest danger in times of turbulence is not turbulence—it is to act with yesterday's logic.—Peter Drucker

Arguably one of the most important works of the 18th century, Adam Smith's *The Wealth of Nations* (1776) describes the capitalistic system that was rapidly replacing the mercantilist economic structure of the previous two centuries. Today, nearly 250 years after the publication of Smith's treatise, the traditional hierarchical capitalistic structure not only remains dominant in the organizational landscape but has been institutionalized. However, in the last three decades, technological advances—such as the ever-increasing speed and capacity of computers operating multi-variant programs, as well as the transition of paper records to digital formats—have radically changed businesses and other organizations. These advances have disrupted traditional hierarchical systems, creating new, more powerful networks and work environments where successful adaptation to new technologies can significantly affect profitability and even organizational survival. Indeed, many traditional hierarchical organizations have had difficulty keeping up with competitors who have been nimbler and more creative in responding to the tech-fueled demands of converting ideas into innovations at lightning speed. Now-defunct retail stores like K-Mart, Sears, and Toys Are Us are just a few of countless examples of the consequences an organization faces when it fails to adapt and evolve in line with the competition.

The increasing pace of change created by technological developments has undoubtedly threatened rigid managerial structures. However, many, if not most, conventional hierarchical organizations are still typified by managers sitting at the top of the "org chart," with multiple levels of middle managers beneath them—effectively (and ironically) removing the person at the top from actual management. Moreover, workers within these structures often have no chance for their voices to be heard. Such hierarchies rely on two basic authoritarian principles. The first is the hierarchy of authority, in which workers report to managers who have the power to assign, direct, and prioritize tasks, review performance, and hire and fire subordinates. The second is the hierarchy of accountability, in which workers are held accountable for the work they do (or fail to do) correctly. The relationship between managers and subordinates has been described as a unity of command, with lower officers and workers supervised by and obedient to superiors. This is commonly referred to as a power-over dynamic, or "absolute control," whereby managers can intercede and take control whenever conflicts arise.

Traditional management structures are linear and top-down, and they have proven to be highly resistant to change, even though there are alternative organizational structures that effectively balance human needs with more mechanistic requirements resulting in improved operating efficiencies. Not surprisingly, it has been difficult to persuade traditional managers to adopt such alternatives, since doing so would eliminate most of their decision-making power. These leaders have tended to reinforce the notion that managerial authority helps ensure accountability and is the most efficient way to establish goals and resolve disagreements, thereby ensuring performance. This institutionalized belief has become revered among its proponents as the most effective means of achieving optimal organizational results. Yet, as considerable research and anecdotal evidence have shown, today's organizations need new, more flexible, and more adaptable structures to keep pace with constant, rapid technological change. These structures are critical for organizational survival and success in turbulent and competitive business environments.

Enter self-managed teams (SMTs). Characterized by a flatter management structure, an SMT is a semi-autonomous group of highly cohesive employees (usually 8–12) responsible for and accountable to producing a product or delivering a service within a business or organization. Self-managed teams operate to achieve specific goals, conduct supporting tasks, resolve problems, and address technical challenges. Numerous empirical studies have shown that SMTs produce higher operating efficiencies, higher productivity gains, and greater levels of worker satisfaction, and they improve the effectiveness of organizational practice. Members are often skilled workers who balance humanistic and technical approaches to problem-solving while reacting more quickly in resolving issues and challenges. Self-managed teams enrich working environments, encouraging continual learning in which all members have a voice and leadership rotates to the most appropriate member for each job or challenge. Team members share a unified culture of beliefs, traditions, and norms, and establish trust based on a positive history of performance and achievement. They adopt clear and concise missions, objectives, and tasks supported by their organization. Self-managed teams also maintain high values regarding skills, motivation, planning, and execution; yet, reward systems are based on team, rather than individual, performance. All these factors of SMTs translate to a greater capacity to quickly adapt to change compared to traditional hierarchal organizations. Additionally, SMT members create new systems and approaches based on new knowledge and experiences which elevate their ideas and goals to the next stage of development. They operate in a continual state of personal transformation, which is a critical prerequisite for organizational agility and success.

While the concept of SMTs has been defined ontologically, outdated capitalistic cultural values continue to hold SMTs' humanistic value at arm's length. Yet, epistemologically, theories of self-managed teams are still emerging, being expanded, shaped, and formed as the concept of this new team structure becomes more fully accepted in mainstream society. Much research has shown that SMTs improve worker participation and decrease managerial hierarchy while increasing productivity. Previous studies have also highlighted the importance of SMTs for achieving organizational outcomes, such as improvements in productivity and operating efficiencies, which, in turn, can lead to cost reductions, increased profits, and enhanced worker satisfaction, ultimately making the work environment a more humanistic one.

Advocates maintain that when well developed and implemented, SMTs can represent a durable source of competitive advantage. Successful SMTs balance today's rapidly changing technological environments with the human-centered needs of workers who must adopt the most suitable approaches to resolving issues effectively and expeditiously. They represent a structural means of improving worker participation and increasing productivity, employee satisfaction, and quality of work life, while decreasing hierarchy, absenteeism, and turnover—all of which relate to expanding humanistic elements in the workplace. Motivational factors, such as recognition, achievement, responsibility, advancement, and personal growth in competence, are central to the SMT work design for increased job performance. Self-leadership is also a key SMT process whereby individuals/workers control their own behavior, influencing and leading themselves via specific behavioral and cognitive strategies. Self-managers strive to heighten their self-awareness to facilitate behavioral management from every perspective, including in relation to unpleasant tasks.

Although organizational cultures—social constructions arising from group interactions—do exist within SMTs, they are unique to each organization, are somewhat malleable, and can be ambiguous. Within these organizational cultures, there are environmental contexts—economic, legal, political, social, regulatory, cultural, demographic, supplier-related, competitive, and technological factors—that influence and are influenced by SMT processes. However, a major problem in the study of organizational change is that these environmental contexts are themselves changing at an ever-increasing rate and becoming increasingly complex—and such continuous, rapid change can conflict with organizational cultures, affecting SMT processes. Constant contextual changes demand that organizations meet and exceed the competition, illuminating the need for autonomy in the SMT decision-making process. Indeed, the literature has shown that SMTs improve organizational performance by incorporating enhanced decision-making processes. Successful self-managed teams require the autonomy to make decisions regarding project management, problem solving, conflict management, strategy formulation, skill development, and performance evaluation. Furthermore, a high level of autonomy as well as direct involvement in process or product development helps accelerate and increase SMTs' ability to respond to changes in customer demands, specifications, and needs. Other related characteristics of SMTs include cohesion, trust, and communication—all humanistic traits.

Although SMTs have been widely adopted as innovative work structures that often lead to improved performance in organizations, little is known about the specific determinants of successful implementation of high-performing SMTs. More and more organizations are seeking ways to structure themselves less hierarchically to become more innovative, nimble, enriching, and humanistic places to work. Yet, more research and theory are needed to better understand and guide the development of SMTs. There are many variables that contribute to the success of SMTs, including (a) team fluidity, which increases responsiveness to the needs of the organization; (b) leadership styles; (c) self-managing competencies, which have been linked to increased team performance; (d) skills of expert members in multiple areas; (e) teamwork skills, which enhance productivity; (f) work experience, which influences performance; (g) peer influence, which has been significantly and positively related to successful team performance; and (h) team autonomy, an intrinsic and indispensable component of any successful SMT.

Many studies have generated integrated models for SMT effectiveness; however, empirical work that supports these models by comparing traditional hierarchical organizations with

SMTs is lacking. For example, recent studies have produced contradictory findings around the relationship between job autonomy and team performance. While SMTs have shown many promising results, several studies have revealed that SMTs have variable outcomes. For instance, individual and group performance in SMTs may vary due to differences in skill levels and experience. An SMT's lack of success may mean that team members need more work, learning, and/or time. Levels of self-efficacy can also determine the success or failure of an SMT, as do attitudes and behaviors, experience, abilities, knowledge, skills, and competence. Further, most of the current empirical research on SMTs has been conducted in manufacturing companies. More research should center on the banking industry and other service industries. Additionally, there has been little discussion in the literature about how traditional hierarchical organizations might transition into SMTs.

As noted earlier, rigid managerial hierarchies have existed for over two centuries and have proven remarkably resistant to change. Even so, it is clear they are struggling to keep pace with changes brought on by faster information flows and rapid technological development. Additionally, the growth in knowledge-based work—in which ideas and expertise, rather than material goods, comprise the primary sources of value creation—has triggered the expansion of SMTs. There is also a growing trend toward viewing work and organizations as spaces for discovering personal meaning, especially among younger members of the workforce. This trend has elevated the importance of improving employee work experiences—a fundamental objective of SMTs—and has gained increased attention with the entrance of millennials into the workforce. Traditional hierarchical organizations have been unable to adequately address the challenges of rapid technological change; meanwhile, more successful competitors have sought new and improved means of meeting these challenges, namely through the incorporation of SMTs.

These challenges are global issues. Self-managed teams are prevalent throughout Europe; in fact, their use in Scandinavian countries alone far exceeds the support and acceptance SMTs have thus far received in the United States. Yet, SMTs represent a viable alternative to the traditional hierarchical structure—the crucial difference being that they are learning organizations with a proven ability to serve as creative, innovative, flexible, and meaningful places to work. I argue that it is time for researchers and practitioners in the field of organization development (and other relevant disciplines) to conduct more studies and develop more robust theories to better understand—and to help diversify—the use of SMTs. Facilitating this growth could result in the generation of more knowledge, a key factor for greater organizational success and endurance.

Nearly two and half centuries after *The Wealth of Nations*, the majority of today's organizations are still autocratically controlled, traditionally managed hierarchies with many levels of middle management separating workers from the decisionmakers at the top. In the last 50 years, the limitations of the managerial hierarchy as an effective organizational structure have become increasingly apparent. Yet, formal managerial hierarchies in modern organizations are as persistent as calls for their replacement—overshadowing the growing consensus that in today's fast-paced organizations, many goals and objectives could be better achieved by using SMTs.

Several case studies have shown that, under the right circumstances, with diversified skill levels present among capable, competent, autonomous team members supported by the organization, self-managed teams are more productive than individual employees in more traditional, hierarchical organizations. This is because SMT members perform not only technical skills, but also management skills, and they have the autonomy to make situationally appropriate decisions to meet the challenges of today's rapid technological changes. In short, SMTs provide a more humanistic work environment that stresses the importance of growth, development, and self-actualization for all team members.

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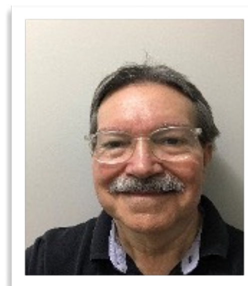

A road to the future of Business Intelligence: Leading the future now with the power of data by El Haddad, Pierre and McGregor, Fahimeh

The effective incorporation of digital technology into day-to-day performance/operations has long been the dream of many business and their executives.
Collecting data and using them in decision-making and process improvement could only go so far without business intelligence. The capacity of human observation in the endless, sleepless, and boundaryless data sparkles is an impeding limitation in the modern information-bloated world. Data and analytics technologies can yield powerful insights and extend human capacity to deal with the avalanche of information.

Business intelligence (BI) carries this promise. It appends data-digitize transformations with a collection of applications, technologies, and processes that render data digestible, visual, and immediately usable. The value of BI to business lies in its ability to identify opportunities to improve the core business processes that drive performance (Williams and Williams, 2004).

BI has its pitfalls. It is often seen as a 'technical concept', with little connection to business processes (Marjanovic, 2007), while its strategic role is mainly overlooked (Dokhanchi and Nazemi, 2015). BI projects are usually performed by IT departments and are most often carried out independently of corporate strategy and performance management projects (Krause 2003; Williams, 2008). BI if it is sustainable and effective bridges this gap and shifts the organization to adopting data as a common business language for everyone across different business units. Data in business plays the role of music notes to an orchestra. Data is no longer for a specific business group such as IT or finance. As musical notes tell an orchestra what to play, how to play, and where to play it, so business data should be utilized to inform business about their actions, and decisions and leading everyone to discover opportunities for improvement. Another pitfall is the over-complexity of data tools. Data practices should be assessed in multiple dimensions to ensure businesses utilize data effectively to inform decision-making and improve performance. The dimensions to evaluate the usability of data are communication, action, relationships, and risk (CARR): (1) effective Communication, (2) pro-Active management, (3) Risk management, and (4) Relationship management and transparency between parties/stakeholders. The analogy is a car driving the business on a sustainable BI roadmap toward a future of excellence.

However, data tools, no matter how powerful and effective, remain just that tools. They are part of the organizational infrastructure. If organization development (OD) has taught us anything, it is that an organization's success is the result of the symbiosis between structure and agency. Data and the subsequent information should be integrated with the human activity in the organization; they should emanate from operational processes, be continuously relevant and stimulating to the user, and be functional to the enterprise piloting system [1]. Therefore, successful BI systems are designed using iterative OD methods to connect a data system with business operations and perpetuated by executives.

1.Savall H, Zardet V. *The qualimetrics approach: Observing the complex object.* IAP; 2011.

Pierre EL HADDAD is senior associate at MACH Consultants, Paris, France and teaches management at the doctoral level at Saint Joseph University in Beirut. He holds a Ph.D. from Université de Lyon and DBA from Université Jean Moulin Lyon III . He is chair of RISE Conference, founder of the Network of Organizational Development Experts (NODE), president of SEPT NGO, and volunteers as firefighter. His research interests encompass diverse themes such as organizational development, improvisation, innovation, sustainability strategies, AI implementation, the seven-nodal CSR decision-making model ®, and Socio-economic performance.

Doctor Fahimeh McGregor (Zaeri) is the owner and founder of DELTA Informed Decisions. For over 15 years Fahimeh has been committed to leading teams in improving business performance and productivity by developing an insights-driven culture. This, coupled with the use of technology and analytical solutions helps organisations with making informed decisions by providing insights to their business to allow for strategic thinking and better actionable decision making. She has led the successful delivery outcomes for Public and Private sector and NGOs across New Zealand and Overseas embedding a data driven culture using Lean methodologies. Fahimeh is well versed with the adoption of business intelligence solutions to help businesses transform frustrating, clunky processes into efficient, collaborative systems that uncover opportunities for improvement.

My OD Dissertation Journey: Ph.D. Student, to Ph.D. Candidate, to Ph.D. Terminal Degree Holder by Nicole Hobbs

I share my OD dissertation journey from the first-person perspective because it reflects my thoughts and experience in a cohort-style learning environment with world-class OD guest lecturers, which exposed me to top OD associations and scholar-practitioners who have contributed to cutting-edge OD research. That is why I specifically chose to attend Benedictine University's Ph.D. in Organization Development program, which is recognized locally, nationally, and internationally as a leader in providing education toward managing the human side of an enterprise, including global interdependence, workforce diversity, and the management of change. As an OD scholar I gained knowledge about the Consulting industry's overview, technical competencies, and administrative issues in Business. As an OD practitioner I gained skills in the OD field and networked with students, faculty, professionals, and leaders in Business as I attended the Benedictine University/ Lecture Series: Contemporary Trends in Change Management. The series brought in top national academicians and consultants who addressed state-of-the-art issues in Organization Behavior (OB), Organization Development (OD), and Human Resources (HR) Management.

Walden University (2006) describes scholar-practitioners as passionate lifelong learners who wish to gain an intimate understanding of their specialty and their profession. They have a deep curiosity, drive, and commitment to solving pressing problems in their field. Share their knowledge and original ideas with others through open dialogue; publish their work and presenting at academic and professional events; and are continually evolving in their careers as they research and learn.

As a Ph.D. student, I was fascinated by the connection between the role of consultant and the role of researcher and the opportunities for access to study change strategies that this combination created. I wanted to bring new knowledge from OD research into practice, offering awareness to OD consultants and organization leaders. The need for working relationships and collaborations in OD will only expand in the future, and external OD consultants and internal OD consultants will be needed to implement organizational change with innovative practices from evidence-based behavioral science research in OD (Jamieson & Marshak, 2018). While attending my first Academy of Management conference in 2018 I remember thinking, all this created knowledge will be a foundation for my dissertation in the years to come, because I am very interested in how external and internal OD consultants collaborate to practice transformational change.

As a Ph.D. candidate, not much changed in my initial OD scholar-practitioner goals, I was still very interested in researching OD consulting. As I reflect on my dissertation research topic, the statement that there is a gap in the collaboration between OD consultants and organization leaders when practicing change was the foundation for my dissertation research question. My study aimed to uncover how external and internal OD consultants could collaborate to practice the planned change consulting process (PCCP) in their daily work. The purpose of my study was to explore the mutual benefits of OD consultants working together and to understand how they could teach and learn from each other's skills, knowledge, and experience, where these differ the most in each stage of the planned change consulting process. I learned the primary objective of OD consulting is the teaching of changeability in an organization. Since the external OD consultant and the internal OD consultant are pivotal to this process, the collaborative partnership between them is a crucial component for achieving this objective.

In the OD consulting literature, there had been little research and publications on the topic of how external OD consultants and internal OD consultants' partner to practice the planned change consulting process. My study addressed this gap and problem in the OD consulting literature. My literature review explored the interconnectedness of the experiences of external and internal OD consultants; therefore, OD literature and Consulting literature were thoroughly reviewed. A review of OD literature provided an understanding of the context, structure, rules, and regulations under which OD consultants must work to implement the planned change consulting process. Consulting literature was reviewed to provide a context for understanding what skills, knowledge, and experience were perceived as needed by the OD consultants and how they attempted to use those competencies towards a change initiative. My synthesis of the literature reviewed, was based on analyzing the findings and integrating the findings across studies; comparing and contrasting different research outcomes, perspectives, methods, noted gaps, debates, and shortcomings in all the literature. This critical analysis provided my rationale that such a collaborative partnership depends on the OD consultants developing a strong, supportive, collegial relationship that help build change effectiveness and organizational capability (Worley & Feyerherm, 2003).

For a deeper understanding of the phenomenon, I interviewed forty practicing OD consultants with experience ranging from four to 50 years. They were either: 1) OD Consultant Pairs-External OD consultant and internal OD consultant that have collaborated with each other on a change initiative; 2) External/Internal OD Consultant Individuals-OD consultant with external and internal career experience and have collaborated on a change initiative; and 3) OD Consultant Leaders-Senior level OD consultant with either external and/or internal career experience, have collaborated with external OD consultants and internal OD consultants, and have led a change initiative. I created three instruments for the interview protocol to obtain data through the interviews: 1) Influence of Collaborative Partnership on Development and Growth Interview Guide and Survey Questionnaire-the external OD consultants and the internal OD consultants were prompted to focus on how the collaborative partnership helped their development and growth; 2) Organization Leaderships' Introduction/Orientation Questionnaire-the external OD consultants and the internal OD consultants were asked to assess what they needed from the organization leaderships' introduction/orientation for their collaborative partnership; and 3) The Who, the How, and the What of OD Consulting: Understanding of the PCCP Questionnaire-the external OD consultants and the internal OD consultants reflected on how their skills, knowledge, and experience could support each other, where these differ the most in each stage of the planned change consulting process.

From March 2020 to January 2021, I read the Bloomberg & Volpe book entitled, *Completing your qualitative dissertation: A road map from beginning to end,* and it served as the foundation for my dissertation progress and helped me prepare a realistic dissertation timeline. I followed the author's advice of journaling my dissertation experience; I kept note of my book chapter questions; my dissertation chapter questions; my dissertation chair/committee meeting notes; and reflections on my dissertation process and progress. Below is my OD dissertation timeline at Benedictine University.

Hobbs' Dissertation Timeline

Identified general topic	January 2019
Narrowed topic and defined research problem	May 2019
Chose dissertation chair	December 2019
Decided on research approach	December 2019
Submitted Proposal: Presented/Received approval	February 2020
Prepared a realistic dissertation timeline	February 2020
Submitted Institutional Review Board (IRB) application · Obtained IRB approval · Solidified study participants · Emailed participants' consent forms · Scheduled participants' interviews	February 2020- April 2020
Pilot tested instruments/Revised instruments if needed	March-April 2020
Selected dissertation committee: Dr. Therese Yaeger & Dr. David Jamieson	March-May 2020
Read/Planned/Wrote: Completed/Submitted Chapter 1: Introduction and Chapter 2: Literature Review	March-May 2020
Collected/Managed Data: Interviews · Collected data by way of all data sources · Wrote/Submitted Chapter 3: Methodology · Saved/Submitted USB: Participant Intake forms, Consent forms, and interview transcripts	April-October 2020
Analyzed data/Reported findings: · Wrote/Submitted Chapter 4: Findings	April-October 2020
Interpreted/Synthesized findings: · Wrote/Submitted Chapter 5: Discussion	October 2020
Recommended conclusions: · Wrote/Submitted Chapter 6: Conclusions	November 2020
Reviewed entire manuscript for alignment · Hired Editor: Proofread and edited · Crafted title and abstract · Assembled manuscript	December 2020

Reviewed critical dates with Chair · Prepared pre-defense o Scheduled defense meeting o Outlined defense procedure o Scheduled defense o Created Oral defense presentation	December 2020- January 2021
Defended Dissertation: Completed a successful oral defense	**January 16, 2021**
Prepared post-defense · Submitted final edited manuscript	January 2021
Prepared for graduation	February-June 2021

January 2021, I was the first one in my cohort to successfully defend my dissertation and I officially graduated June 2021 from Benedictine University's Daniel L. Goodwin College of Business with my Doctor of Philosophy (Ph.D.) degree in Organization Development. Upon earning my degree, I had presented and published a combination of seven pieces of my dissertation research to inspire OD scholars, OD practitioners, and OD scholar-practitioners at professional associations.

As a Ph.D. terminal degree holder, I plan to continue to publish my research in OD journals and consulting journals and present my research at professional associations. I enjoyed attending all my business classes as well as reading all my OD textbooks, but *Organization Development: A Jossey Bass Reader,* in particular really gave me a great introduction to OD and I remember reading very early in my OD program the chapter "Theories and practices of organization development," by John Austin and Jean Bartunek. I was very interested in change process theory and implementation theory and how they related to my pre-doc to post-doc publication opportunities.

I learned that a change process theory may be translated into an implementation theory when the writer presents the planned, purposeful action of the OD practitioner engaged in the change process and that an implementation theory may inform a change process theory when the OD scholar describes how a particular research approach affected the outcome of a change process (Austin & Bartunek, n.d.; as cited in Gallos, 2006).

My goal is to publish from a scholarly perspective and from a practitioner perspective, so I found the strategies for overcoming barriers to knowledge transfer very helpful in merging my two goals. For my research to be accepted and read by OD scholars, OD practitioners, and OD scholar-practitioners it must be connected in some way with the readers' conception of relevant knowledge (Austin & Bartunek, n.d.; as cited in Gallos, 2006).

According to Walden University (2006), scholar-practitioners bridge the gap between academia and the real world, blending scholarly research with practical application to solve complex problems in their profession. As an OD scholar-practitioner, my dissertation research had the goal of creating new, actionable, and relevant knowledge that enhanced OD and Consulting introducing a conceptual framework that supports external OD consultants and internal OD consultants as partners of change. This reflection is just one of the many adventures of my OD dissertation journey.

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Nicole Hobbs, Ph.D., is a registered organization development consultant (RODC), who is very passionate about organization transformation through integrating the processes/procedures of Organization Development: Organization Design and Change Management theory and research methods into practice. She applies a historical and theoretical foundation of OD with an emphasis on realignment between an environment and an organizations' strategic orientation. Her scholarly expertise and practical capability have allowed her to collaborate and lead cross-functional teams in various situations, industries, and organizations.

Using Hidden Cost Reduction as Change Lever and Improvement Metric by Brian Irwin

Transforming any complex adaptive system (CAS) is difficult. Being comprised of humans, every organization is a CAS. Consider also that the political, social, and economic environments within which each organization exists are also complex and unpredictable. Complexity is non-deterministic and nonlinear. Why do we approach change in such complex environments as deterministic and linear? It is well past time to stop thinking of transforming organizations, which implies moving from one's current state to a definable future state and begin evolving them using an emergent approach. Rather than reducing or removing complexity, we need a better way to interact with and respond to it.

Organizational culture and status quo are additional factors complicating the already arduous change exercise. Consultants, executive leadership, and change managers invest significant time identifying initiatives, creating change management plans, and pushing their solutions into the organization to see little improved outcomes. When the pre-ordained solutions are given to others within the organization to implement, they are not invested in ownership of the results, even though they may significantly impact them. One particularly clever and observant client referred to these top-down, externally-created solutions as having help inflicted upon him. The experience created an ethos of just another shiny object for the organization to chase.

Facilitating organizational evolution requires interrogating firmly held individual and collective beliefs and values. This kind of change requires us to provide new experiences that create dissonance with current views. For example, suppose managers frequently disregard or dismiss suggestions for improvement from their people. In that case, individual experience creates a "learned helplessness" situation whereby people stop providing ideas or suggestions because it will do no good anyway. Learned helplessness is a breeding ground for employee disengagement and decaying corporate performance.

A New Experience

The Socio-Economic Approach to Management (SEAM) is an organization development method that is a powerful, practical, and effective approach to facilitating organizational evolution. Born initially of a doctoral dissertation by Henri Savall in early 1970s France, SEAM has accumulated several thousand successful interventions backed by research data. SEAM is a whole-system approach to organization improvement. Ideally, an intervention begins with top company leadership, including the Chief Executive Officer

(CEO) and the entirety of their leadership team. The SEAM intervention progresses horizontally and vertically through cascading interventions within the organization.

Providing dignity and respect to individuals while acknowledging that everyone offers value to the organization, not simply those at the top of a hierarchical ladder, SEAM refers to people as ‘actors.’ Further, the inclusiveness of SEAM gives voice to actors within the system, often for the first time. Having one’s voice and perspective heard, and hearing those of others, is an experience not frequently enjoyed by many. Cultivating inclusivity during the intervention challenges the individual’s experience of being unheard, which creates dissonance with their current feeling of learned helplessness. This dissonance creates space for the formation of newly held beliefs. As the intervention progresses, teams identify and implement solutions to organizational issues, increasing engagement and fostering ownership of outcomes rather than being “inflicted upon them.”

Hidden Cost – The Archimedes Lever of Organizational Change

Getting alignment and buy-in for large-scale improvement programs is often difficult. Finding time to do the work of organizational improvement is challenging, particularly with a scarcity mindset and in the face of significant strategic challenges. There appears always to be time for working *in* the system, yet precious little to work *on* the system. One of the brilliant aspects of SEAM is the identification and quantification of hidden costs. Hidden costs are not a line item on a profit and loss statement or a company balance sheet but may significantly impact them. Identifying a cost per hour to keep a company operational provides the means to quantify not readily identifiable costs.

Every organization has functions that it must perform to conduct business and remain operational. When these functions are not working as well as they could, SEAM refers to them as *dys*functions. Every dysfunction has an associated cost. As intervener-researchers, SEAM consultants quantify the annual per-person hidden cost for the actors in the intervention by identifying dysfunctions and their frequency of occurrence. For example, one recent intervention for a team of eight identified an annual hidden cost of USD 637K. That equates to just under USD 80k annually per person. 50% of the quantified hidden costs consisted of unclear priorities, alignment between leadership, and manual tools and processes. Quantified hidden costs create momentum to overcome organizational inertia and lessen change apprehension.

At first glance, annual per-person hidden costs exceeding USD 50K seem unrealistic. However, buy-in for costs arises for two distinct reasons. First, the actors identify them during their interviews, so they are self-identified. Secondly, if there is a discrepancy surrounding how frequently a hidden cost arises, the lower frequency is used, effectively leading to every hidden cost becoming an “at least” figure. Routinely discovering annual hidden costs exceeding USD 25K is standard. Traditional organizations are hierarchical and siloed structures that lend themselves to high hidden costs.

Utilizing Hidden Cost Reduction as a Key Improvement Indicator

The SEAM approach positively impacts organizational culture from the moment intervener researchers begin interacting with actors within the organizational system. For many, it is the first time they have had the experience of having their voice heard. In one instance, an Associate Vice President (AVP) who had worked at the company for over twenty-five years stated, “This is the first time in the past seven years that I feel heard.”

There is more to SEAM that is beyond the scope of this article; however, a critical element in the process is quantifying hidden costs arising from organizational dysfunction and reassessing them annually and, in some instances, semi-annual. Intervener researchers analyze data gathered from interviews, quantify hidden costs, and generate themes for improvements that address the root causes of dysfunction. Treating the root cause of dysfunction minimizes the likelihood that the dysfunction will reoccur.

Actors in the intervention implement suggested improvement projects that arise from data analysis conducted by intervener researchers. The reduction in hidden costs validates that improvement work is impactful. Project teams receive coaching throughout the improvement process, ensuring root causes are addressed rather than superficially addressing dysfunction symptoms.

Real-World Results

In an intervention at a large financial institution, working with a team of seven middle managers, intervener researchers identified USD 636,861 in hidden costs, equating to just over USD 91K annually per person. After the first year, hidden costs totaled USD 171,851 – a 73% reduction. Team cohesion increased as a result of working on improvements together. The work provided benefits beyond those experienced by the team. One specific project helped create a company-wide communication portal specific to individual roles, allowing everyone to self-serve information as needed. Time spent in several meetings was reduced significantly as a result. Perhaps more importantly, individuals in the organization began to feel they could make a difference which provided hope that things could be better after all. They experienced that it was within their power to make it so. It gave them hope for a better future. That is impactful culture change born of positive personal experience.

Author Bio

Brian Irwin is a SEAM Principal Consultant and co-Founder of the Liminal Edge, a consultancy dedicated to improving organizations, enabling business agility, and unleashing humanity in the workplace. He holds a Master of Science in Management (MSM) and Bachelor of Science in Electrical Engineering (BSEE) from Colorado Technical University. Leveraging a human-centric approach, he has worked with numerous Fortune 100 companies to increase their business agility, improve performance, and unleash humane and collaborative organizational culture.

PIVOTING FROM IN-PERSON TO VIRTUAL TRANSFORMATION WHEN THAT'S THE ONLY OPTION by Becca Lehner

In recent years, the pace of change has accelerated across organizations, perhaps even more so across the government, given the previously limited telework capacity and available resources for robust virtual collaboration (as reported by Nicole Ogrysko, Federal News Network). This post focuses on lessons learned while taking a high-engagement, in-person, transformational change method into the virtual world to support the Census Bureau's effort to design a 21st-century organization.

THE STORY BEHIND THE STORY

In early 2020, MITRE began partnering with the Census Bureau to launch a team of representatives from across its directorates as part of an agency-wide transformation effort. Our task? Planning large-scale engagement workshops to bring together 200+ people in three in-person workshops as well as the entirety of the Bureau in a series of mini-events.

We launched the team by doing a multi-day, in-person simulation of the three workshops only to be thrown into a fully virtual environment a mere two weeks later. For months, the question plaguing the team and Census Bureau leadership was whether to wait on transformation…or not to.

As the summer drew near, we knew that we'd need to remain confident that we could all lean in—and lean in we did. From early 2020 through mid-2021, the MITRE and Census Bureau teams—*The Transformers*—worked tirelessly together to launch Census Transformation and bring together thousands of Census Bureau leadership and staff to design a blueprint for the future of the Census Bureau. With Dick and Emily Axelrod, developers of The Conference Model® (2010), we created a comprehensive virtual experience to bring together over 3500 Census Bureau leaders and staff in designing their future organization. And we made the experience as close to an in-person experience as possible.

Beyond this, Census Bureau leaders have shared that proceeding with transformation in the virtual world increased their staff's connection to one another during a time when feeling connected was, and continues to be, difficult. They've seen a marked increase in participation in directorate meetings and events and, following the workshops, directorates started to take action on small commitments they made throughout the workshop cycle to move the transformation process forward in ways that have never previously been done.

By this point, you're thinking: "This is all well and good, and what do the rest of us Transformers have to do to support organizational change work in the virtual world?"

HOW TO TAKE LARGE-SCALE ENGAGEMENT VIRTUAL IN YOUR OWN ENVIRONMENT

We hope that our learnings will save you time and deepen your insights.

Platform Can Make or Break You—or Sometimes Both

It is critical to select a virtual platform that will ensure maximum participation—both functionally speaking and practically speaking. Of the platforms we explored that also met FedRAMP standards, only Adobe Connect had the capabilities for in-depth collaboration at the time of procurement.

To create a robust virtual experience, it is important to have:

- Customizable layouts, virtual flip chart pages, a Q&A space, countdown clocks, announcement spaces, music/video sharing
- The ability to move content between the main room and the breakout rooms and back again
- Integrated polling functionality with more than just single select options
- A virtual whiteboard or the ability to draw on slides real-time

Each platform has its bugs, and if the platform does not have at least two of these features, participant engagement will be severely limited.

Bottom line: Focusing energy on finding the right platform to create the environment for generative thinking is worth the time.

Riding the Virtual Design Loop

Design, test, iterate, deliver, conduct lessons learned, repeat. When creating a virtual experience, the only way to know if it may work is to find a captive audience and try it out, gather feedback, and try again. This approach helped our team to fail faster with some of our design ideas. For example, in preparation for the first workshop, we had 38 iterations of our workshop design by the first day of the workshop. By the first day of the second workshop, we had 23, and by the third workshop only 14.

By testing our designs first with up to three different teams, we were able to develop an experience in which participants have both the boundaries and the space for generative thinking.

Bottom line: The first design is never the best design.

Overcoming the Confusion Factor

In the virtual world, barriers abound. We've come to call this the confusion factor. In our current environment, distractions are ubiquitous—they draw attention away just long enough to leave a participant feeling completely lost. And, once you've lost someone, it can be very difficult to get them back. So, how do you get them back (or never lose them in the first place)?

Repetition, clear roles, and support are of the utmost importance. Participants are encouraged to appoint a discussion leader, a timekeeper, and a recorder/reporter while in breakout groups to actively guide themselves (Axelrod, 2010). Prior to sending participants off to do a task, repeat the instructions at least twice—once before providing an opportunity for questions and once after.

Additionally, when breakout groups are involved, it is critical to have a robust support team. This support team is trained on the platform, the tools, and the session content. Each support team member is assigned a group to support throughout the activity. Support team members do not facilitate the group or contribute to the group's work. They are there to help the group launch into the activity, help ensure the platform and tools do not become a barrier and minimize confusion.

Without these individuals, our testing has shown that groups enter into breakout rooms and waste the first 5-10 minutes attempting to understand the task before starting. With such packed agendas and with attenuated attention spans, there is no time to waste.

Bottom line: Repetition, clear roles, and a trained support team with guidance and materials is critical to session success—particularly when breakout groups are involved.

From Markers to MURAL

Remember the good ol' days when you could pack up your rolling bag with markers, sticky notes, voting dots, and flip chart paper, toss it all on the table, and get to work? Well, those days are (temporarily) over. It's still possible to achieve the highest level of collaboration and top session results in a way that feels tactile for participants.

The best tool we found for virtual collaboration and reporting out is MURAL. The tool is adaptable, relatively easy to set up, and has a smaller learning curve than many other tools. MURAL makes it easy for session guides to show/hide content at the ready and for breakout groups to get creative as if they were in person with their flip charts and stickies.

We found that setting up practice spaces and providing short, video demos for participants and support team members increased comfort, decreased the start-up time in sessions, and enabled incredibly robust and creative outputs.

Bottom line: Virtual design spaces can provide broader opportunities for creativity if set up well.

Connection Before Content

We live and thrive by the adage, “connection before content…without relatedness, no work can occur (Block, 2009).” What this means is that in each interaction, we strive to connect with individuals as people and help individuals connect to each other prior to getting into the task at hand.

Silence on the other side of the line usually signals insufficient connection. Intentional connection to each other and the task at hand at the beginning of a session creates space for both introverts and extroverts to contribute successfully. It enables individual reflection and early collaboration. Without this priming, it is more difficult for individuals to come together quickly to do generative thinking and create shared ownership (Block, 2009).

There are a few very simple ways to create connection, engagement, and a safe space to contribute:

- **Collectively set meeting norms.** Prior to a key session, send out a survey regarding the meeting norms/ground rules that people feel are most important to them. The group votes and identifies additional norms/ground rules to bring into the session.

- **Invite people to respond to a Question of the Day.** This could be a fun question or a question specific to the meeting topic.

- **Send out a reflection prompt and start with a breakout.** Provide participants with a pre-work reflection prompt specific to your session topic. Toward the beginning of the session, send participants into breakout groups to introduce themselves, discuss their reflections, and highlight any insights to share out with the group upon return.

For example, if you’re looking to spark innovative thought, task participants to bring to the session an object from their house or an image of an object that represents innovation. In small groups, participants then described their symbol of innovation and discussed their conception of innovative thinking. This type of interlude helps participants connect with one another, get comfortable working together virtually, and shift into the innovative mindset necessary to complete the tasks at hand.

Bottom line: Connection before content. It works.

Smile and Keep Going

Countless times during these virtual engagements, 200+ people and I have looked at one another from opposite ends of the platform, while the you-know-what has hit the fan on the backend. During these times, I smile and reassure everyone that everything is being taken care of—that we're working on a solution as we speak.

Do I get upset when technology fails us? You bet. But I don't need to let my worries derail the concentration of the participants or their faith that we are there for them in all possible ways.

I remind them and myself: "You're experiencing the heart of transformation as we speak."

Bottom line: It's as if pretending everything is okay actually makes it okay. And, to be honest, it mostly does in the eyes of participants (It's true! The surveys say so!).

Large-Scale Engagement Principles on a Smaller Scale

It may feel like virtual sessions can only be done on a grand scale with a large effort—this is not the case. These keys to success can be applied at the smallest scale each day as we engage in a virtual world. Even without the ideal platform, or the best tools, or the largest, most well-trained support team, we can still focus on creating the connection and the space for generative thinking to thrive.

May we all find ways to increase engagement, connection, great design, and generative thinking in the coming year.

Special thanks to the creative teammates who have worked tirelessly and with immense passion throughout this effort.

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Charting beyond the 2022 Conference by Bruce Mabee

I was thrilled at the number of ISODC presenters driving collaborative models and methods actually suited to today's writhing change. Yet, I remain stymied about how many of us tended to be promoting "My Way" to do this. Can we collaborate more in our collaborative models?

Matt Minahan's "Change Our Name, Change Our Game" sparks me to challenge my own courage, to say in this OD crowd, "We're not really collaborating." Not you, not me.

Today's multiple, intersecting changes require a shift from leader-driven, problem-solving, linear methods. Stakeholder-driven, agile, generative, iterative, simple methods work better. My workshop was not the only one featuring these, and not the only one that mainly featured My Way of doing them.

Like many of the models at ISODC, mine is also not new, built for a couple of decades before I named it "Waves of Change" in 2004. Like others, I've been refining it in action research ever since. I'm proud of it!

So, why are these methods not mainstream? Why are they not the go-to among global top performers? Why must we still assert these at small, aspirational conferences? Let's go into larger arenas.

If some of our models are acclaimed by awards and clients, so what? What if one of our models is even the "best"? If collaboration works, a synergy of our methods will be better yet. Whatever that would be called.

I am considering writing an article, "Frank Sinatra or Don Quixote?" Is collaborative, systemic, humanistic, life-flourishing change best "My Way" (Frank Sinatra)? Is "Our Way" an impossible dream (Don Quixote)?

What if our way won't maximize profit ("performance") or accolades in a dog-eat-dog, winner-take-all world? Does it make lives better? We won't move that needle unless we band together, with ourselves and with many people who are not OD.

What might we chart for deeper OD collaboration? Four ideas:

- Design conferences to be fundamentally collaborative, not featuring individual keynotes and success presentations (that neglect our failures). Can we support each other's current, tough, larger challenges?

- Build an integrated summary, during or after the conference. Maybe we could help practitioners sort, “When to use hers, when to use theirs, and what’s in-common among ours?”

- Test and role model the equity we seek. Why not learn from a wider range of *non*-OD *non*-leaders? We can ask what they do, why, and how they know what works in *their* terms.

- Sincerely collaborate in real life. When I get a referral, can I expand who I call to help design, share the leadership–and share the revenues?

Minahan suggests changing the name. That’s less important than practicing whatever game we preach.

Bruce is Managing Partner with Milestone Partners, LLC. His 45-year OD practice includes 10 years internal and 35 years external. This has served 135 organizations–Fortune 100, Governmental and Non-Profit. Key work has been Strategic Planning, Conflict Management, and the Development of Internal Consulting Practices & Teams.

The majority of client work has sustained relationships 5-10 years or longer. MS in OD, BFA in Industrial Design. Bruce has taught OD topics in eight graduate programs.

Shifting to A New Mindset by Dr. Rae Denise Madison

In March 2020, the people in the United States lives were changed drastically because we were faced with a tragedy in the form of a pandemic, namely Covid19 and it was also called Coronavirus. There was a shifting in the atmosphere and we, the people had to have a different mindset and focus to recalibrate from the way we were doing things to doing things differently. A new mindset enables us to thrive and excel in our craft.

Now, it is March 2022 and none of us thought it would last this long and we are still making adjustments to our new normal everyday lives. Actually, it has not been all bad, simply because it has been a learning process and we are learning new ways of doing things.

New Mindset to Adapt to Managing Change:

1. Change is the only constant and everything can and will change as nothing remains the same. Things will never return to the way they were. When lemons are thrown at you, make lemonade. Even in the midst of the Covid19 pandemic, which was a tragedy, we were able to adapt and learn some new, creative and innovative ways of doing things exponentially.

2. When going through a transition, instead of getting bitter, you must get better. Even in the midst of a bad situation, there is something that we can learn from it and be thankful for.

3. Have an intentional and purposeful mindset toward your dreams, aspirations, and goals for the future and create a meaningful life for yourself.

4. Maintain and preserve your integrity by being honest and adhering to your ethical and moral principles and standards. Your integrity shall not or will not be compromised. As Will Rogers suggested "It takes a lifetime to build a good reputation, but you can lose it in a minute."

5. Emotional intelligence helps one to recognize their emotions and the emotions in others in the midst of changes. It is also attributed to your life fulfillment in your home community, work, and surroundings. Continue to be authentically YOU!!

6. Continue to cultivate your boundaries by being respectful, giving space to others, surround yourself with healthy relationships, and be honest and open with others.

7. Don't spend your energy on negativism or allow yourself to be or feel defeated because of the unknown. During these tough times, you must rise above the circumstances or interruptions and remain positive because if you allow defeat or negativity, it will take a toll on you. Do what you feel is right and appropriate and stay centered in your peace.

8. During these tough and unsettling times, we must continue to remain positive and think inside, outside, and around the box. Accept the change, new friendships, new opportunities, new talents, and a new way of life.

9. In the midst of all that is going on whether good, bad, or indifferent, take time to edify yourself and have fun! Don't lose the rhythm, don't lose focus, don't lose hope, don't lose sight, but keep vibrating higher!! There is a beacon of hope and you must continue to persevere!!

https://www.brainyquote.com/quotes/quotes/f/frederickd377775.html?src=t_struggle *Dr. Rae Denise Madison is an Adjunct Professor at Colorado Technical University (CTU) in the Doctorate of Management program serving as a Professor, Research Supervisor, Proposal and Dissertation Reviewer. I am a retiree with Delta Air Lines, Inc. What I have learned and have been able to apply has been incredibly rewarding and because of this experience, I am humbled and honored to be able to continue this process by instructing students who are beginning their Doctorate journey. It is my distinct honor to support students on their journey!*

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Industrial Revolution 4.0 & Healthcare A Blessing or a Curse by Lulu Nahle

Introduction

Many of us are familiar with the saying “Change is inevitable”. If we look in retrospect, we can see that technological progress has been the engine of the development of human society since the dawn of civilization. (Violeta S., 2020)

Technological progress has led to economic, demographic, and social shifts like creating the work hierarchy, the working schedules, the rise of private ownership and capitalism, the urbanization, and others. (Encyclopedia Britanica, 2022)

Over time, the concerns of the scholars in economics have evolved in parallel with the evolution of technology. (Violeta S., 2020)

This evolution has been marked by four major leaps, known as industrial revolutions, generated by major inventions culminating with artificial intelligence and the fourth industrial revolution.
In evaluating the change in one sector or another, one may argue, was the change all good or bad? was it proactive or reactive? Did it have positive or negative impacts? However, if we want to be prospective, then the main question would be, is it sustainable?

Sustainability has many perspectives, it covers environmental protection, ecosystem services, economic and financial issues, social issues, operating licenses, and others. (Alexandre F., 2019).

As sustainability assessment and planning extend towards a more holistic, integrated, and methodological understanding, decision-makers and policy makers are now aware of the need to replace linear thinking to tackle intersectoral complexities. (Victor L., 2014)

This article will explore the impact of the fourth industrial revolution on the healthcare sector and highlight the multifactorial elements that need to be addressed while establishing a healthcare sector that embraces technological advancement and sustainable development.

The health demographics

Half a millennia ago, Hippocrates said “Every human is distinct, and this affects both the disease prediction and the treatment”. As a matter of fact, modern science confirms that. Statistics show that African Americans have a higher prevalence of sickle cell anemia and cardiovascular disease. (Centers for Disease Control and Prevention, 2022) Hispanic women contract cervical cancer at twice the rate of white women. (Mann L, 2015)

Ashkenazi Jewish people are at higher risk of Tay-Sachs disease. Caucasians have a higher incidence of cystic fibrosis.

Between 2015 and 2050, the world's above 60 population will nearly double from 12% to 22%. (WHO, 2021) This means that the prevalence of non-communicable diseases will increase – chronic diseases that require long-term treatment, increased and prolonged hospitalizations associated with big hospital and pharmaceutical bills Like hypertension, heart failure, cancer, diabetes, and so on.
By 2040, the world will be spending around 25 trillion USD every year on healthcare, while at least half of the world population doesn't even have access to essential healthcare services till this date. (Emmanuel A., 2018)

Currently, almost 800 million people spend 10% of their household income on healthcare, and 100 million are impoverished by this spending. (WHO, 2021)

This means an exhausting expenditure for governments and individuals jeopardizing the sustainability of the society, the system, and not necessarily linked to improved health outcomes.

The four major actors in the healthcare sector

Before diving into the direct contributions of the fourth industrial revolution on the healthcare sector, it is important to understand who the major actors in the healthcare system are. (Bondenheimer T., 1995)

1. The payers: Payers supply the funds, they can be individual consumers, businesses that pay health coverage schemes for their employees, or governments that are considered the nation's organized payers of healthcare.

2. The Insurers: Insurers receive money from the payers, and reimburse the providers, assuming risk. Insurers can sometimes be the same as the payer.

3. The providers: Providers include hospitals, healthcare organizations, doctors, nurses, other caregivers, and other entities that actually provide the care.

4. The suppliers: Suppliers and manufacturers of medical equipment, pharmaceutical and medical supplies that the providers use to treat patients.

The relationship between health and healthcare:

Does healthcare play the only role in determining the health of a population? Retrospective studies may negate this hypothesis as they reveal that mortality and disability rise as income falls, even in countries with equal and universal access to healthcare services. In 1981, the mortality rate in United Kingdom was inversely related to the occupational status. (Susser M., 1993)

While the above facts might attenuate the direct impact of healthcare on population health, other facts emerge to emphasize that healthcare services can play a transformative role in population health.

For example, the technological advancement utilized to improve hypertension diagnosis and treatment has led to a decrease in death rate and stroke by 50% between 1970 and 1983.
Early prenatal care can reduce low birth weight and prevent infant death.
Radiation and chemotherapy have transformed the prognosis of some cancers like Hodgkin's disease, from certainly fatal to complete remission. (Bondenheimer T., 1995).

The fourth industrial Revolution and healthcare

The Fourth Industrial Revolution has brought about Big data, artificial intelligence, robotics, internet of things, 3D printing, cloud computing, system integration, and other technological advancements that improve efficiency, effectiveness, and reduce error margins in industries.
While early reviews suggest that the industrial revolution 4.0 is having a major positive impact on the health sector contributing to increasing the expectations and potentials of healthcare, and simultaneously rising the stake of competition between organizations (Joao M., 2020), however, the adoption of these technologies in the healthcare sector is still scattered between and within countries (Ndegga & Artiga, 2021).

It is kind of ironic that claiming such inconsistencies can go with little to no exclamation when it comes to healthcare, however it can be catastrophic in a different industry, like aviation.

The pillars of IR 4.0:

This fourth industrial revolution that is fueled by digital transformation has 9 pillars: (1) Augmented reality, (2) System integration, (3) Cloud computing, (4) Big Data, (5) Internet Of Things, (6) 3D Printing, (7) Cybersecurity, (8) Autonomous robots, (9) Simulation

Applicability of IR 4.0 to healthcare:

The utilization of these pillars in healthcare are advancing genomics, biotechnology, precision medicine, and even traditional medical surgical practices exponentially. This leads to transforming the methods of treatment and diagnosis as well as the relationship between health professionals and patients and altering the management and organization of health systems. (Joao M., 2020)

Many of the diseases that were considered for long a matter of fact, are now curable, like treating congenital blindness linked to a specific defective gene, (Food and Drug Administration, 2018) Or the gene responsible for Spinal muscular atrophy (SMA), the most common inherited cause of death in infants. (FDA, 2019)

The success rate of certain interventions is now predictable, like increasing the chances of success in assisted reproduction through capacity to selecting a healthy embryo.

Augmented reality is used in training, patient education, and in clinical interventions like vein viewer, which projects the vein map onto the skin.

3D printing enabled more customized implants and prosthesis deriving data from digitalized image into personalized physical devices…. etc.

Robotics are utilized in operating theaters for precise minimally invasive surgery.

Telemedicine, mobile health, videoconferencing, and medical wearables that spurred during the pandemic providing to be a necessity where statistical analysis indicates telehealth use has increased 38X from the pre-COVID-19 baseline. (Bestsennyy, Gilbert, & al., 2021)

Barriers to Health 4.0

Given the above-mentioned benefits, one would expect to see a readily adoption by all healthcare organizations across the board. Then what are the barriers to a consistent adoption of IR 4.0 into healthcare? Why are there disparities in advancement, the quality, and the potentials of healthcare between continents, countries, and even within the same country? What needs to be addressed to cross the chasm?

Financial barriers: Who pays? For example, Gene therapy for Sickle Cell Disease (SCD) seems like the ultimate solution. It can finally put a stop the suffering of six million people around the globe. Three-quarters of these live in low- and middle-income countries (LMICs). While the moral impetus makes it clear that gene therapy for global health is the way to go, the cost of genetic treatment for sickle cell disease is at $2 million a dose. The financial burden creates access barrier even in high income countries. With no access to healthcare, nine out of 10 children with SCD in LMICs struggle to celebrate their fifth birthday. (WEF, World Economic Forum, 2021)

Statistics show that 12.2% of women aged 15-49 have used Infertility services between 2015 and 2019 in the United States. (CDC, 2021) A single IVF cycle – defined as ovarian stimulation, egg retrieval and embryo transfer – can range from $15,000 to $30,000. (James G., 2022). While success rate of having a live birth from the first cycle is around 20%, the burden for couples trying to have one live birth remains huge.

While financial barriers is a great concern, several barriers to health 4.0 that need to be addressed are highlighted, namely, (1) cybersecurity and privacy concerns, (2) IT Infrastructure challenges, (3) non-uniform regulations for clinical information exchange, (4) legal implications regarding external data use, (5) lack of political support, (6) lack of research and development clusters, (7) lack of digital strategy, (8) resource scarcity, (9) fragmented clinical data, (10) inadequate maintenance support, (11) requirement of skilled workforce and the risk of job disruption associated with it. (Puneeta A., 2019)

The dilemma

In 1932, a 40-year infamous trial took place in Tuskegee, Alabama to study the natural evolution of syphilis in Black people. This study was deemed unethical because there was no evidence that researchers obtained informed consent from participants, and participants were not offered available treatments, even after penicillin became widely available.

This case led to have the National Research Act signed into law, creating the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research in 1974.

Two messages can be derived from this case; any industry or sector ungoverned and unregulated, can impose great harm. The only way to ensure equity and justice is through governance.

For example, biotechnology and genetics have rendered several treatments available for otherwise fatal or debilitating diseases, is it ethical that many people are “not offered available treatments, even after becoming available”? and what is the global course of action taken to make available treatments accessible?

On another hand, historically, the industrial revolutions have been associated with unintended negative impacts, like pollution, cholera, child labor, dangerous labor conditions, communicable diseases associated with urbanization, the socio-economic inequity…etc.

As stated above, the solution to address failures like Tuskegee case was governance. While some phenomena like child labor were governed, other negative impacts remain a struggle up till this date, with irreversible damage, like pollution and the consequent ozone layer depletion.

Without proper governance and public policy that regulates different sectors in a systematic approach and scientific methodology, the history may be a prologue, and these blessings brought about by the industrial revolution 4.0 may as well be rendered a curse to the society, the economy, the healthcare sector, and the environment.

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Using Social Media Hashtags to Impact the Field of Organization Development by Donna L. Ogle, PhD

When we compose a tweet on Twitter, post on LinkedIn, or even Facebook or Instagram, we use hashtags to signify additional meaning to our posts. We can use hashtags to search for messages, allow the searcher to find us on our social media site, make our message stand out, and increase our social impact.

A hashtag is an octothorp, or the “#” symbol. A hashtag can state the intention of the user beyond the stated message. For researchers on Twitter, a hashtag is metadata contained in 280 characters. The tweet writer can add value to the tweet in addition to the body of the message. For example, I can write a tweet saying “Organization Development is a field that is planned, organization-wide and embodies change, leadership, learning, and strategy using behavioral science knowledge.” Using hashtags, I can modify this message as follows:

Organization Development is a field that is planned, organization-wide and embodies #change, #leadership, #learning, and #strategy using behavioral science knowledge. #orgdev #HR #digitaltransformation

Note that 7 hashtags were added to this tweet. Anyone searching for #change would be able to find this tweet along with other tweets using #change. Thus, we have created a community of people interested in change. At the end of the tweet, #orgdev, #HR, and #digitaltransformation were added. The two last hashtags have little to do with the original message but are there to emphasize the tweet writer’s interest in not only Organization Development (OD), but in human resources and digital transformation, even though these topics were not mentioned in the body of the tweet. This user may choose to add the last three hashtags to every tweet, just to show their background and interests.

The author has done research on OD on Twitter, along with other management and organizational studies fields on social media, and discovered some interesting results. One hashtag we could use in the field of OD is #ODC to represent “Organization Development and Change.” However, this hashtag was not seen to a great degree on Twitter. It is often used for other topics such as video games and an international digital innovation center, Orange Digital Center, an organization committed to digital equality. This hashtag would not be an ideal candidate to represent the field of OD since it is used infrequently to represent the field on Twitter.

One could also use #OrganizationDevelopment, #OrganisationDevelopment, or #OrgDevelopment. These hashtags are much too long and are not seen frequently on Twitter. Twitter is a very international social media site with 79% of its users located outside the United States. We need a hashtag that can be used for both the spelling Organization Development, mostly used in the United States and Canada, and Organisation Development, used in much of Europe and other countries.

We must be very careful with our hashtag use, especially in the field of Organization Development. A natural hashtag to use is #OD, which is a frequent abbreviation of the field. However, using this hashtag, we are not only in the company of other OD people, but we are also in the company of tweet writers who are Doctors of Optometry. This is harmless, but there are far more disconcerting uses of this hashtag including a series of OutDoor Guys who enjoy the outdoors sans clothing and also use #OD.

More often, “OD” signifies overdose. More ominously, there are thousands of tweets on Twitter written by mostly Japanese youth that use the hashtag #OD to reference drug use, depression, suicide, and self-harm. Disturbing images are often included with these tweets. It is interesting that “OD” are the only non-Kanji characters in these tweets. Consequently, an OD practitioner who writes a tweet with the hashtag #OD, will be searched in the company of photos of eyes, naked people outdoors, and thousands of disturbing tweets referencing overdose with extremely graphic images. This is not the population with which we wish to be associated, and #OD is not recommended to be used as an Organization Development hashtag.

A better hashtag to use is #orgdev that is preferable for several reasons. Note that hashtags are not case sensitive, so #OrgDev is an identical hashtag. #orgdev can be a shortcut for the fields of Organization Development, Organisation Development, Organizational Development, and Organisational Development in all its different spellings, including Organization Development & Change. Based on previous research, #orgdev is already being used by others in the field, and there is already a strong network of people presently using this hashtag.

Why use an Organization Development hashtag at all? Any type of reference to our field will help the field’s relevancy. Social media will continue to increase in importance in the future, and the correct hashtag can do a lot to promote OD. If I am a practitioner who concentrates in team building, I can use the hashtag #teamwork. However, I should still use #orgdev to verify that this is my field of practice. Using the correct hashtag can go a long way to give importance to the field. Research findings have shown that OD practitioners and scholars are relatively inactive on social media. However, other management and organizational studies areas such as leadership, strategy, and teams are very active. To retain and regain pertinency in the field, those in the field of Organization Development are encouraged to use social media with the correct hashtag. This will help promote both their own tweets and the OD field.

In conclusion, this article offers #orgdev as a universal hashtag to represent the field for both OD practitioners and scholars. It is already used to represent the field, incorporates all the different spellings of OD, and is not used for any other unsettling tweets. It also can be used to promote our field of study well into the future.

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She started out as a programmer and systems analyst and was a management consultant for several years. Her research interests include Organization Development with an emphasis in technology, social media, and the future of work.

Reclaiming OD's Roots in Response to the "Great Resignation" by Jonathan Pugh

The roots of OD have several prominent stems that distinguish it as a field of practice. One of these stems is a humanistic legacy that began with the human relations movement in the 1930s and the work of Elton Mayo. In the famous Hawthorne studies, Mayo was able to show that people work best when employers take an interest in them.

The human relations movement can be viewed as a response to the earlier work of Frederick Winslow Taylor and development of his "scientific management" method that focused on process efficiency and the output of workers. Critics claimed that the mechanistic nature of Taylor's approach reduced workers to mere cogs in a larger machine.

In the 1950s and 1960s, the humanistic stem in OD was further influenced and strengthened by the positive psychology movement and thinkers such as Carl Rogers and Abraham Maslow. Key principles of positive psychology hold that employees perform best when their potential is actualized by addressing their values, aspirations, emotional needs, and self-esteem.

We can view these historical highlights as illustrative of two polarities: one focused on organizational efficiency and profitability over concerns for the needs of employees, and the other, a focus on the well-being of employees that some have said is at the expense of business interests. The humanistic stem of OD has often been criticized by business leaders for placing too much emphasis on people in lieu of organizational efficiency and profits.

Tension between the demands of employees for humane business practices and organizations that engaged in unfair and often harmful labor practices reached an inflection point in the 1930s, culminating in passage of the National Labor Relations Act of 1935 (Wagner Act). This historic legislation was designed to protect employees from privatized companies treating them any way they pleased, and gave employees the right to organize into trade unions and to engage in collective bargaining to offset existing power inequities.

To be clear, OD has never advocated that the well-being of employees outweighs the need for prudent business practices that sustain growth and profitability to ensure survival of organizations. What OD's focus has historically been about is improving the organization as a whole by highlighting how investments in human capital confer competitive advantage to businesses precisely because employees serve as strategic assets. Responding to employee needs promotes higher levels of engagement and well-being that are key to successful business outcomes. OD practices are based on social science theory, action research, and behaviorally based data collection and feedback to guide improvement efforts.

A New Inflection Point

The COVID-19 pandemic has brought into sharper contrast the rise in inequality between business practices and employee well-being that already existed pre-pandemic. Employees are now examining what they want from work and life itself and are voicing expectations with employers to establish a "new normal" that recognizes their needs. This deep-seated dissatisfaction with current human capital business practices has brought about "the Great Resignation," an historic event in employee and labor relations with unprecedented numbers of employees quitting their jobs.

The U.S. Department of Labor recently reported that the job market remains on fire with a record 4.5 million workers quitting their jobs in March 2022, slightly higher than the previous record in November 2021. While quits remain at record highs in the leisure, hospitality, construction, and manufacturing industries, the number of quits in March increased most significantly in the professional and business services sector. This latter development is an indication that "the Great Resignation" is not limited to lower wage workers who comprise over a third of the U.S. workforce and earn $15 per hour or less.

Seasonally adjusted, there were 11.5 million job openings in March compared to 11.3 million in February. The number of jobs being filled remained mostly steady at 6.7 million, illustrating that many workers are quickly being assimilated back into the workforce as part of a parallel "great reshuffling" phenomenon. Workers are looking for better deal wherever they can find it in a scare talent market.

Ron Hetrick, a senior labor economist and VP of Staffing Strategy at Emsi Burning Glass, says that "seeing job openings increasing while the hiring rate fell slightly is the worst combination. . . . Q1 22 will go down as the pit of despair for employers" [1].

What Is Happening?

Gallup found that workers' perception regarding organizational concern over their well-being continues to decline based on a February 2022 poll of 15,001 full and part-time U.S. employees [2].

The percentage of workers who tell Gallup their employer cares about their overall well-being is now half of what it was in 2020, falling to 24%.

Globally, a 2020 Milken Institute/Harris poll conducted across 27 countries found that ***63%*** of people say their leaders are "out of touch with the rest of the country," and ***62%*** say "the people running the country don't really care what happens to me" [3].

There is ample evidence to support why workers feel betrayed. A recent 2022 Brookings Institute report [4] surveyed 22 iconic corporations spanning the retail, delivery, fast food, hotels, and entertainment sectors. On the whole, these companies performed very well during the pandemic. Total profits rose by $33 billion, or 18%, over the first seven pandemic quarters. Shareholders grew $1.5 trillion richer, while workers got less than 2% of that benefit. In addition, CEO pay topped $22 million on average, while median employee income on average was less than $25,000. Across all 22 companies, the average ratio of CEO pay to median employee pay was 904 to 1.

An insightful 2021 McKinsey study [5] attemped to identify what is most important to workers as shown below:

Survey findings showed the top three factors were: (1) valued by organization, (2) valued by manager, and (3) sense of belonging. While transactional factors such as flexible work schedules and advancement opportunities were important, the topmost factors deal with a culture of caring.

The Need for Transformative OD Work

In August 2019, six months before the COVID-19 pandemic began, the Business Roundtable (BRT) released a statement signed by 181 CEOs that redefined the purpose of a corporation. In a major shift they embraced the concept of "stakeholder capitalism" as the best guarantor of long-term success. The statement read in part: "Companies should serve not only their shareholders, but also deliver value to their customers, ***invest in employees*** [emphasis added], deal fairly with suppliers and support the communities in which they operate." In reality, the business practices of corporations during the pandemic have made it clear that the BRT statement did not represent a meaningful commitment.

OD practitioners need to step up. The body of OD knowledge and practices can play a vital role in restoring the balance between business success and employee needs viewed through the holistic lens of the "whole person." This is the new reality anchoring employee expectations. Failure of organizations to respond will result in a costly continuation of the great resignation and "pit of despair."

Below are some practical strategies OD practitioners can use to get started:

- Create a broad-based coalition of stakeholders across organization boundaries and structures who understand the business strategy for creating a well-being culture and are committed to its creation.
- Coach, educate, and train leaders, managers, and supervisors on the holistic elements of employee well-being (different from employee wellness) and their individual responsibilities for creating a climate of well-being, starting with new hire orientation.
- Help drive organizational use of employee well-being assessment instruments, i.e., Gallup Well-being Finder (WBF) and Life Evaluation Index, to assess baseline well-being levels and to measure future improvements.
- Lead organization use of dialogic OD tools that involve all employees in development of generative, unplanned images of change focusing on employee well-being, i.e., World Cafe, Future Search, Open Space, and Appreciative Inquiry.

- In consultation with the senior leadership team, develop a set of 4-5 transformation initiatives that actualize the output from the dialogic OD large-group sessions. Ensure transition support resources are put in place to monitor and report on progress.

Notes:

[1] Ron Hetrick. (2022, May 6). *JOLTS report out today* [LinkedIn post]. http://linkedin.com/in/ronhetrick

[2] Harter, J. (2022, March 18). Percent who feel employer cares about their wellbeing plummets. *Gallup Workplace*. https://www.gallup.com

[3] Milken Institute/Harris Poll. (2020, October 12). COVID-19 impact reveals global leadership crisis. https://milkeninstitute.org

[4] Kinder, M., Back, K., & Stateler, L. (2022, April 21). Profits and the pandemic: as shareholder wealth soared, workers were left behind. *Brookings Report*. www.brookings.edu

[5] McKinsey. (2021, September 8). "Great attrition" or "great attraction"? the choice is yours. *McKinsey Quarterly*. www.mckinsey.com

Bio for Jonathan Pugh, RODC, SPHR, IPMA/HR-SCP, SHRM-SCP

Jonathan Pugh is an independent consultant and founding Partner of SBO Consulting, a firm that helps organizations develop strategic human capital solutions to improve performance. He is a regular speaker at international, national, state-level, and local conferences and programs and has had articles published in the *OD Journal* and other professional publications. Jonathan is active in the Tampa Bay and Greater Orlando OD Networks and can be contacted at: jpugh28@gmail.com.

Clear the Fog: Gauge, Change, and Be the Leader by John Quinlan

Summary:
As metaphors, a thermostat and a barometer point toward competent leadership success. The Thermostat: Change Leadership and Barometer: Market Comprehension, are executive competences required for the CEO to achieve extraordinary results. The route is authentic, personal, unifying and often surprising. Are you and your organization ready for this kind of coaching?

Practicing for 36 years as an executive coach and management consultant, I have recently concluded, that each time I start guiding an executive I seem to be drawn into a fog of complexity, though my aim is to develop effective, heroic, servant leaders. I have learned, for them to evolve, to become vulnerable to change, to adopt an agile learning-growth mindset. It is a choice point. I know profoundly that the wrong choice, to not evolve, could result in a death wish on the long-term potentialization of their enterprise, in addition to their own career trajectory.

A Fog of Complexity

Encompassed by an unforgiving fast-paced learning environment, I opine on my clients' challenges. Their deficiencies vary, are not uncommon, and comprise a lack of knowledge, experience, skills and motivation, as well as a resistance to personal change. It is reasonable that they seek help. It is in the best interest of the enterprise that they skill up critical executive competences.

To provide what's needed, I must ask myself: What don't I see as a practitioner to be more effective? Do I have an accurate self-assessment? Am I working against myself, as well my client? Have my developmental processes, protocols and theory framework become recursive? Is my objectivity — to step back and reflect to find a better way to help my clients — diluted? So much so that I am more enamored of amplifying my processes/procedures/theory than comprehending the needs of my clients? Do I add to the fog of complexity?

A Crucible of Distraction

Leaders find themselves inundated with information, knowledge, and instruction, requiring absorption at a breakneck speed, besides being impacted by a social-political-generational-cultural maze. Hyperactivity, at a manic and frequently superficial pace, gathers momentum. A medication for this executive attention-activity disorder has yet to be concocted.

Nevertheless, the research and writing of Nobel laureate Dr. Daniel Kahneman, author of *Thinking, Fast and Slow,* have been helpful for executives to be more effective leaders in this whirlwind of craziness. Credentialed as a psychologist and behavioral economist, he states: "What you see is all there is." It is a cautionary declaration, to be aware of how we process and filter information. WYSIATI may also be symptomatic of a malady labeled confirmation bias, largely ignored or not really understood by most executives today. As a career-derailing blind spot, a home-brewed confirmation bias may be rapidly working overtime, resulting in the leader getting exactly what one chooses to see and/or hear. No more and no less. It is that automatic. It is thinking fast. In an eye blink (.04 second) pace, we don't comprehend the data we are omitting nor do we give ourselves the time to think of alternatives, to see what we don't see/hear or choose not to see/hear.

As a solution, Kahneman's research leads to this: Think slow, in order to utilize your intuition, understand your impressions and ask yourself, why am I making the choices/ decisions I am making or plan to make? Such ponderability, demanding emotional self-awareness, scrutinizing one's own responses and acknowledging their impact, using gut sense to make decisions, will assist in increasing the accuracy and integrity of one's choices. Within the crucible of distraction, executives need to be astutely select and effectively decisive in what to be mindful of or to focus on.

A related common-sense maxim has also impacted me: "Keep it in front of us or it gets lost." I appreciate the brevity and pragmatism of this advice.

For executives and coaches, more than cleverness is required to determine what to keep in front of you, to navigate in such a fog. Early on in my career — in my mid-30s as a founder and CEO of a publicly traded company — the simplicity and brevity of *The One Minute Manager* by Ken Blanchard captivated me (with a simple prescription girded with professional advice. Yet I failed and lost a $430-million company. I needed two minutes!) What was I not keeping at the forefront? What frontlet could have kept me on track? What should I have nailed on my forehead with a two by four, not to forget, to keep in front of me, to be mindful of or focused on, so it does not get lost?

Challenged to help my clients, I share and self-model a graspable, natural-organic way to learn, and to remember how to keep in front of you these two vital executive competences: *Change Leadership* and *Market Comprehension*.

A Cleaner and Richer Language

Accordingly, the use of metaphors in the C-suite, as a cleaner and richer language, deepens and connects the subject matter for the learner. Metaphors may help you not to forget essential instruction. With metaphors, the heart — the seat of emotion, which embeds learning — is brought into play, enriching the meaning and purpose of the instruction. It attends to the "why" of the learning. The head, the seat of critical thinking and rationality, is of course also brought into play. It attends to the what and how of the learning. The executive becomes more precise, even surgical, for a pragmatic application and, hopefully, good measurable results.

Recounting an excruciating event as a former CEO, I descended into a maelstrom. My coach/therapist observed I was confused and possibly despairing, as I tried to find my way through the unknown.

During a session, he went to a shelf, selected and opened a book, then pointed to a picture of a massive, towering rogue wave. Gently, he inquired, “John, what does this convey to you?” From the deepest part of myself, just below my sternum, relief emanated. The picture connected. The person who took the picture was looking up at the approaching wave. I assumed he/she was in a vessel and survived. The metaphor sent a clean uncluttered message to my heart. I felt encouraged, less doubtful, that I might survive my own predicament. Unsurprisingly, my impatience spiked, an electrical current went to my head with significant voltage, imploring me to ask, “Now, what do I do?”

He was not done with metaphors, and explained that, akin to a metal vessel, I was sinking, then instructed me to acquire a riveting gun, find a bucket of rivets, and start riveting plates to stop the leaking. He assured me that I could begin tomorrow in earnest, to take my first steps to learn to effectively rivet.

Over a number of months, he guided me with symbolic thinking. The metaphors helped me evolve, giving me the space for my knowledge to emerge. Essential behavioral changes for me as CEO to apply resulted. I became a competent riveter and got to a choice point destination. His tutelage is timeless. I pass it on to my clients. Personal transformation is a real possibility. Furthermore, the ground-breaking metaphorical work of psychotherapist, David Grove, who coined the phrase “clean language,” has augmented my personal and professional development. OK, enough rogue waves, rivet guns and rivets. Let’s talk about the metaphors we need now, thermostats and barometers.

Thermostats and Barometers

The thermostat, invented in 1886, and the barometer in 1643, are trusted as reliable instruments to set and control temperature and to gauge atmospheric pressure to track weather systems. These instruments are relevant metaphors for the two vital executive competences mentioned earlier:

- Change Leadership —To shape and mold the culture by influencing/impacting the organizational climate (behaviors) for a healthy, strong, adaptive and sustainable enterprise.
- Market Comprehension — To understand market intelligence including hard data (analytics-demographics) as well soft data (experiences-intuition), from industry trends, customers, employees, competition, new entrants, suppliers and business opportunities.

The change leader instills an appetite for change and sets a cadence to verify that market intelligence is gathered and comprehended. It becomes a cultural practice: The “way we do things around here.” Both competencies foster relevant strategic vision and strategy, providing confidence that the enterprise, faced with competition, will achieve superior performance. Please note, that the strategy frameworks of Henry Mintzberg, Michael Porter and Joan Magretta have been invaluable for my practice.

A Competency Keystone

The two competencies are executed at an extraordinary level for the enterprise to potentialize and succeed. Integrated, they are a competency keystone that bridges the internal human-centric and external strategic-centric domains or the mindsets of the enterprise.

Referring to the Harvard Business Review article November-December 2017 issue, (pp.86-93), Turning Potential Success: *The Missing Link in Leadership Development*, authors Andrew Roscoe and Kantaro Aramaki, associated with the executive leadership recruiting firm Egon Zehnder, and writer Claudio Fernandez – Ara'oz, supplies further and similar detail for these two competences in the following illustration. Additionally, four evaluative traits/attributes (success predictors) have been identified by the authors and earmarked for each competence: **C**=Curiosity, **D**=Determination, **E**=Engagement and **I**=Insight. They are noted in parenthesis for each competence. How do you measure up gauging levels 1-7, what level do you find yourself today? How competent are you as the thermostat and barometer of your enterprise? What level (low to high) of credibility do you assess yourself for each competence? Where do you need to skill up?

Change Leadership (E,D,I,C) and Market Comprehension (I,C):

Levels of Competence – We evaluate executives on their mastery of eight leadership competencies assessing where they fall of a spectrum from 1 (baseline) to 7 (extraordinary). We have found that four traits – curiosity, insight, engagement, and determination – predict how far managers will progress. Below each competency are the traits linked to strengthen it.
Let's examine the competences by describing and putting these two metaphors into practice.

COMPETENCY PREDICTED BY: C Curiosity D Determination E Engagement I Insight

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7
CHANGE LEADERSHIP C D E I						
Accepts change	Supports change	Points out need for change	Makes compelling case for change	Mobilizes others to initiate change	Drives firmwide momentum for change	Embeds culture of change
MARKET UNDERSTANDING C I						
Knows immediate context	Knows general marketplace basics	Investigates market and customer dynamics	Deeply understands market	Generates insights about market's future	Identifies emerging business opportunities	Sees how to transform industry

The Thermostat

Change Leadership demands that he/she decipher the wallpaper of their company's culture. This inner lining is granular and includes values/beliefs, shared assumptions, heroes, stories of marketplace failures and achievements, meaning and purpose of mission, emotional commitment of employees, reciprocity, career passion alignment, mutuality, happiness, accountability and collaboration norms, intangible and tangible rewards, and a human-centric ethos, to name a few. Calibrating the organization's thermostat, ensuring the firm's climate temperature is not too hot or too cold and stale, affects whether you thrive or shrivel your culture.

This is a daunting and provocative responsibility for the executive. You and the thermostat are one. Go to the smart or not so smart (abundance of gadgets) thermostat fastened on a wall in your residence or office. Have a good look. The adjustment to this device significantly impacts your comfort level and others, as well as the bank account. The instrument assumes you are smart enough to use it.

The HR department can assist you in a climate survey, but the leadership task cannot be delegated or fabricated away, with you just showing up and delivering a perfunctory company information meeting, PowerPoint presentation or ZOOM session. Today this is viewed as an out-of-tune class A turn-off, propagating a higher turnover rate for people who really want to give a damn.

As the change leader, your personalized messaging and encoding to your tribe are exclusive responsibilities embodying your role. I recently viewed a YouTube video of Edgar Schein, professor emeritus at the MIT Sloan School of Management. I was introduced to his work in graduate school. He is an organization culture scholar and the recent author of Humble Inquiry. As the keynote speaker on the topic of authentic relationships, at Google world headquarters, he captured the astonishment and glee of the attendees when he proclaimed "that relationships do count, otherwise one is plain stupid."

Encourage authentic feedback, beginning with your team. Are you seen and felt by them and throughout your organization? If so, how would the C-suite members and larger enterprise describe your impact on them? How effectively do use your influence/personal power? Do you dominate, avoid, or affirm?

What I've seen over the years, the script follows: "I probably dominate too much, yes, and avoid the stuff I really don't like doing, that I am not very good at, and definitely, I should aspire to engage and affirm more."

Have a good talk with yourself. What emotional-social intelligence do you need to skill up? Assess how you manage yourself (e.g., emotional self-awareness, emotional self-control) and how you manage relationships (e.g., empathy, conflict management). Daniel Goleman's Emotional Intelligence competences inventory is a handy self-assessment reference.

Again, what would the tribe's narrative consist of, describing how you affect them as the leader — the thermostat of the enterprise? Where do you need to move the needle, to make personal improvement, to gain greater credibility and sustain the culture?

The Barometer

Secondly, the CEO is the decipherer of the external environment. As the barometer, gauging atmospheric pressure, one scans the political, economic, social, technological, industry and competitive trends. Market Comprehension is crucial. The barometer forewarns what the enterprise should prepare for, what it needs to adapt to.

Have you ever examined the actual instrument? Take a look. Read the inscriptions spelling out what you are viewing. A simplistic uncanniness grips you as you follow the barometer's trajectory. As I view a laptop illustration at this very moment, it begins with a highlighted red warning labeled change, then fair, to very dry, to stormy and finally to rain. Let the metaphor do its magic. Permit it to leave a deep impression. The applications will follow.

Members of your company want you to resonate reliability, that you know what you are talking about. That you have a deep understanding of the market. That you sense where business opportunities are to be found. They want to see and feel your hunger pangs to capture new long-term customers. They want to join up in the effort to transform an industry. They want to care and make a difference. They want to trust you.

How do you solicit critical feedback from your employees, customers and suppliers? As the CEO, are you open and approachable? Dispassionate to feedback on your products and services? What do you do with the feedback? Do you move on it quickly? How is the feedback utilized and accounted? A barometer is nimbly utilized by the CEO as an instrument to read the external weather patterns: What are we headed into or what are we headed out of or how to maneuver the vagaries of both patterns at the same time.

To competently evolve a strategic-centric orientation using this instrument parallels your effort internally to embed a human-centric culture. The CFO or CMO can assist you in the analytics, but should not become the spokespersons. You are in charge of the messaging. You and the barometer are one.

Instrument Integration: Good Results

The integration of both instruments morphs the executive to extraordinary effectiveness and to a more credible role identity. You will be stretched. Authentic transformation demands it. The practice of reflection-cycling kicks in. You slow down, debrief and ask yourself, what did I experience or observe?

For instance, a marketing initiative or budget decision proved faulty or an employee interaction went sideways. What would I have done differently? Self-inquiry and a "humbler" inquiry with others percolate. Vulnerability with yourself and others increases.

Self-talk emanates. How do I gauge the required leadership style and temperament? What decision-making process should I be using? What specific emotional intelligence (competences) do I have to skill up? Do I become more direct and deliberate as we are facing headwinds? Do I exert greater control yet not be accused of micromanaging, which is definitely disempowering? Do I pull in the budget on capital expenditures or take the risk and execute it? What if my timing is wrong and I miscalculated?

Can I let up now? A favorable weather pattern has emerged, so should I send out a culturally encoded message that we are ready to be more flexible and opportunistic? Will the message convey and resonate authenticity and vulnerability, that I trusted all of you but maybe my actions did not always convey that? If I was inconsistent in living our values, I stand corrected. Thank you for your feedback.

In conclusion, these instruments are essential, especially when the organization is in dire straits. As I guided clients through the pandemic, the CEOs I coached increased their role efficacy by deftly executing these two competences. They are postured to more confidently compete to expand market share, increase top line revenue, build gross and net profit margins. The loss of employees was negligible, due to a healthy and stronger culture. High employee retention rates were a consequence. There is a significant payoff for the integration of these two competences, good results.

The integration of the thermostat and the barometer symbolically bridges the human-centric and strategic-centric. For the change leader, such fusion becomes an unconscious routine, a practice, an artform. Metaphors help one to move through the abstract, the ungraspable, to a concrete and a touchable reality. Change Leadership and Market Comprehension competences will help you navigate the fog of complexity. Keep the two guideposts in front of you, so they and you do not get lost.

ABOUT THE AUTHOR - Biography

John Quinlan is a former CEO, veteran change consultant, and coach helping to potentialize leaders to align their organizations into culturally strong and competitively postured enterprises.

Alignment Strong: A Strategic and Human-Centric Handbook for Competitive Leadership instructs leaders to step out of the confines of siloed theories and capture the "*complete elephant*" with a framework that embraces the whole of the organization — an alignment process that's been praised by leaders for its hands-on practicality.

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Creating the Room—real, deep and sustainable transformation by Sunita Raut

As Organizational Development Consultants or Change Professionals, we are often called upon to transform something in a system that is not working as it ought to. The request can come in form of a simple everyday question or it can take the shape of a complex project. Whatever be the form or shape we can feel the burden of being an oracle, crystal ball gazer, guru of sorts and perhaps inadvertently jump into action. We take the role of an expert and start thinking of all the knowledge we have gathered, the tools we are certified in, and experiences we have had. We are in search of the prefect solution to the problem we are presented with. We want to be the experts.

Is the real answer in 'working' out a solution? Or are we missing the point entirely?

My life experience of a profound personal transformation that has led to a radical change professionally in the field of ODC tells me a different story.

That is the story I wish to share with you today.

Once upon a time I had a perfect life in India. I was a top leader of a global marquee brand, a single mother with an exemplary son living at a coveted address. Needless to say, living a fairy tale life many craved for. Then one day, just as it happens in fairy tales dark clouds descended and my son's mental health collapsed from one to the other day, things went south with my manager and soon I had to take my son out of school and leave my job and we made a crisis move to another country to stabilize ourselves. I'll spare you the details, they are not so important to our topic. I just wanted to set the context of the real story.

At this dark time of life, I met my old friend and my current manager, CEO of A&L Partners AB and the Four Rooms of Change Group. He had no clue about what had happened. As old friends who meet after decades do, he asked me— "So, how are you?" It was not the question itself, which of course is a common one, that struck me. It was the way in which he asked the question that would become the start of the personal and professional transformation I spoke about before.

I have reflected over his way of asking the question many many times over the past four and a half years as I am sure that therein lies the key of real transformation. "So, how are you?" was spoken so quietly, almost a whisper. I believe he felt my energy that was dark and spoke with respect for that. I remember feeling he knows, even before I opened my mouth. He was so in sync with me and who I was just in that moment. He was almost inaudible, invisible and yet he was so present with me.

It was that presence that created the 'Room' which in turn became the invitation for me to pour out my grief, my despair, my panic, my hopelessness, my fears. In that 'Room' there was no judgement, there was absolute empathy, and above all there was no HIM. That

'Room' could be filled up with ALL OF ME. Just as I was — no more, no less, no filters, no restraints, no embellishments. Nothing but ME.

How many times in life do we meet someone who creates that 'Room' for us? I do not know about you but for me it is the rarest of rare experiences, almost magical in its nature. I spoke timelessly, I spoke till there were no more words and no more thoughts and no more emotions. I spoke till I was empty.

It was in this emptiness that he asked me if I would like to work with him on the Four Rooms of Change® Personal Dialectics™. I don't think I heard him, or even bothered about what he was asking me to do. By this time I trusted him completely and I knew that if my current experience is anything to go by then he had something transformational in store for me.

We set up another date and he took me through the Personal Dialectics, one of the three core instruments of the Four Rooms of Change. In the experience he guided me to build my own Four Rooms of Change through my life experiences. Very quickly, in fact within the first fifteen- twenty minutes I started to see parts of my life floating in front of my mind's eyes and falling into place. Events, relations, unresolved conflicts, dilemmas, projects were being lifted up into the air and falling into one of my four psychological rooms. Things were clicking into place, I was beginning to get a handle on why I was feeling stuck and depressed. I guess I was very open to exploring as I trusted him already at a deep level. But more than that, I was the one who was talking and exploring most of the time. It was not the tool, method, theory, instrument, which filled the space. It was my life that found its space, room or territory.

The Four Rooms of Change theory explores two very different ways of looking at the world which fundamentally change our perspective on what we observe. This is mapped with the help of the Outsider Scale™ For example, if I and another person are on two opposite ends of this scale we would look at the exact same occurrence and come to completely different conclusions on what we are observing. Naturally, this is a source of a potential conflict and can become unresolvable if there is no listening and empathy between the parties. I was beginning to see the values conflict I had with my manager and wondered if things would have panned out differently if I had had access to this experience before? There is no point crying over spilt milk, but at least now I had the absolute confidence that in the future I would navigate conflicts in a more mature and informed way.

The transformational 'Room' created is really a combination of deep empathetic listening, building the Four Rooms of Change with my own life experience, and placing myself on the Outsider Scale. The total number of hours spent on this was perhaps all of ten over two days.

This 'Room' in turn set the ball rolling for me as I started looking at more and more areas of my life and discovering which of the Four Rooms of Change is that area of my life in. My placement on the Outsider Scale helped me understand why I am in a particular room. And of course, I had access to moving more and more areas of my life into the Room of Contentment— a room where one can relax and all feels fine just the way it is.

It isn't rocket science to imagine that a person who is deeply content with many significant areas of life, as I am today, would be better placed at being the same transformational 'Room' as I was once gifted. I notice how my very way of being has transformed and I have become deeply empathetic and can truly listen to others and give them room to be completely who they are.

Of course, I am human, and I have not mastered this yet, but when I am mindful and can generate this experience for others, that is when I find them open to transformation. This openness combined with the Four Rooms of Change experience creates the magic. Sometimes, I use the formal instrument and sometimes I help people navigate their life's events and dilemmas through the Four Rooms without ever mentioning the theory and model. In both cases there is little work. It is the way of being and not the way of doing that does the trick.

I apply this equally effectively in my personal life with friends, and family, and the myriads of people I meet on an everyday basis as well in my professional life in organisational meetings, collaborations with partners, in a sales context with potential customers and client work of organisational development and change. It works everywhere!

So, I would say real transformation is not filling the room with our expertise, experience, knowledge, tools and our life as an ODC consultant— it is creating the psychological 'Room' for the person or system we work with that allows for real, deeply felt and sustainable transformation to emerge in them as their life and experiences fill that 'Room'.

This is when a potential customer, a client, a team, board of directors and entire organisations get their Aha moments. The challenges they face start falling in place in the 'Room' and they set the ball rolling themselves by finding their own solutions rather than looking at us, ODC Consultants to do their work for them.

Sunita Raut is a seasoned Organisation Development and Change global professional with a career across India and Sweden over three decades having held HR Manager, OD&C Consultant, L&D expert roles.

Currently she is working with the Four Rooms of Change Group, Sweden as Operations and Strategy partner, located in Stockholm. Her raison d'etre is lighting a spark in people's eyes and life philosophy is to be the change that you wish to see.

Announcement from Alison Dino:

The Summer 2022 Organization Development Journal Special Issue with guest editors Peter F. Sorensen, PhD, Therese F. Yaeger, PhD, and Savannah M. Price, MA, is now live on the ISODC website. Sign into the Member's Only section and enjoy the articles below in this special issue remembering Roland Sullivan and celebrating the 25th anniversary of Benedictine University's PhD in Organization Development (OD) program.

- A Tribute to Roland Sullivan
- Celebrating the 25th Anniversary: Celebrating the Past and Preparing for the Future
- Developing Future OD Professionals: A Tribute to Bob G. and the Benedictine Doctoral Program
- A Review of Two Major Global and International Approaches to Organizational Change: SEAM and Appreciative Inquiry
- The Dichotomization of Ubuntu as a Cultural Strategy for Large System Change During the COVID-19 Pandemic
- Multi-Perspectives of OD in Asia: The role of AODN in Preparing the Next Generation of Scholar-Practitioners
- Practicing OD Virtually
- Book Review: The Business of Building a Better World: The Leadership Revolution That is Changing Everything
- The Future of Organization Development and Benedictine

The next Professional Certificate in Cultural Competence (PCCC) courses are coming up in November/December. Please pass this information along to anyone you think might be interested in our program. We meet one hour a week (via Zoom) for eight weeks. No session is mandatory and each session is recorded and sent out afterward. This program is about finding common ground and creating win-win scenarios based on reconciliation. At this time, if you purchase both classes at the same time, you receive $75 off the certificate price!

The sign-up for the online Oct. 2022 PCCC is here:
https://www.eventbrite.com/e/professional-certificate-in-cultural-competence-october-2022-class-tickets-234658258167
The sign-up for the online Nov. 2022 PCCC is here: https://www.eventbrite.com/e/234662340377
Please email culturechangeandleadership@gmail.com with any questions.

Reflections from the ISODC Conference and Tips for Virtual Consulting

Gervase Bushe

My best tip for working in a virtual environment is that you read Gwen Stirling-Willie's book in the BMI Series in Dialogic OD "From Physical Place to Virtual Space: How to Design and Host Transformative Spaces Online" (https://b-m-institute.com/books/from-physical-place-to-virtual-space/) which has been shortlisted in the organizational change category for the 2021 UK Best Business Books of the Year award.

Bruce Mabee

Greatest Aha for me:

A fair number of others are on a similar trajectory as I am--the requirement to scale-up and speed-up into massive change.

I was pleased to find an *emerging new OD mainstream* here, in which my own Waves of Change model fits. This conference was a breath of fresh air (*fresh ocean*?); Waves had often felt like a deviant in OD conferences.

- The emergence is a shift in OD. From "managing the change." with linear Action Research processes, toward **Agility-forward processes that address multiple, writhing changes.**

- ***Integration of "head" and "hand" practices with "full-heart" methods***. Heart-only have appeared to be dominating OD to the exclusion of larger scale, strategic action. (I believe we still have to go much farther.)

Some sessions I attended here emphasized this shift, including Gilpin-Jackson, Bushe, Minahan, Maes/Preston, Axelrods, Shufutinsky, Worley, Jamieson, Trottier....

Tips on virtual consulting:

- Check out the presentation by Preston & Maes for very practical tips.

- Work together in conferences on **real projects**. Virtual is good for this. Too many topical presentations, not enough projects *among* OD people. Not enough virtual sessions practice learning in living organizational action. Bring in more clients. Be the client (practicing vulnerability).

- Try weirder things. It's possible that ISODC people can handle much different kinds of experiment. For example, I've been iterating virtual Huddles; where OD people share and coach each other on their current, real projects.

Regarding the conference design:

- Thanks to the planners and implementers for staying engaged and useful: It's hard in this shifting world!

- Maybe stop multi-day conferences. I've shifted mostly to sessions that are half-day and then re-convene in 3-4 weeks, often in multiple re-convening to manage participants' evolving situations. Clients and conferences.

- As a presenter, it was hard re-doing the session from a 90-minute in-person to a 60-minute virtual. And I got high-quality, more-meaningful participants than I expected! Fewer sessions, 90-120 minutes would have been better for things to sink in.

- More Open Space and Cafe sessions could allow individuals to process and apply, and for the ISODC culture to deepen around emerging norms of OD practice.

- It was a great engager for me to **volunteer as a Moderator**. I felt part of that team, understanding and admiring their challenges, which also pulled me more deeply into the sessions before, during and after my assignments.