



# International Society for Organization Development and Change

[www.isodc.org](http://www.isodc.org)

[info@isodc.org](mailto:info@isodc.org)



NEWSLETTER

August 2016



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## From the Editors

Welcome to the latest issue of the ISODC newsletter. We hope this finds you all having had a lovely summer and feeling reinvigorated to tackle fall! We have lots to share with you this month, including a welcome letter from our ISODC President Roland Livingston. So, let's dive in and take a look at what's swimming its way into our Summer 2016 edition!

In this issue, Pawan Tahilramani, from the David Cooperrider Center for Appreciative Inquiry, offers an insightful look into employee engagement. In this engaging article he asks the question "With access to all this research, why are organizations spinning their wheels on engagement and change interventions? Are we limiting ourselves by looking at the obvious?". Furthermore, the concept of positive defiance is discussed in terms of helping to change common organizational behaviors and norms in order to propel an organization to flourish. Gretel Stock-Kupperman gives us an enjoyable glimpse into her efforts to foster new connections at the Academy of Management Annual Meeting, held in Anaheim. At this conference, the theme was centered on the topic of Making Organizations Meaningful. In this conference review, the most valuable events were pondered through the eyes of a new PhD student at Benedictine University.

Rachael Narel, PhD student, reviews the book, *New Rules for Women: Revolutionizing the Way Women Work Together*, by Dr. Anne Litwin, provides insight into the relationships of women in the workplace and gives a fresh and informed perspective on how we can leverage our strengths to improve them. A recording of the NEXUS and ISODC webinar can be found at: <https://youtu.be/QoyBJEbR3H8> and the book can be purchased at: <http://annelitwin.com/publications/new-rules-for-women/>.

Also in this issue, the publication of "*To Heaven and Back: The Journey of a Roman Catholic Priest*" has recently reached the [Amazon.com](http://Amazon.com) Top 10 List for e-books in the category of "Christian Death & Grief Counseling." So, please enjoy the article written by one of the book's authors Father John Tourangeau, who discusses the book theme in further detail. For more information or to buy the book please visit: [https://www.amazon.com/Heaven-Back-Journey-Catholic-Priest-ebook/dp/B015BRVKA0/ref=dp\\_kinw\\_strp\\_1#nav-subnav](https://www.amazon.com/Heaven-Back-Journey-Catholic-Priest-ebook/dp/B015BRVKA0/ref=dp_kinw_strp_1#nav-subnav).

Please be advised that Florida Institute of Technology is offering an exciting new program "Navigating Cultural Differences" presented by Dr. Jerry Glover. The next available course is September 10 - September 30, 2016. This is the first in a five course certificate program offered online. The two-week course includes interactive discussions with the instructor during the course. The cost is \$149. For more information or to register, call [\(321\) 674-8382](tel:3216748382), option 2, or email [pdpregristration@fit.edu](mailto:pdpregristration@fit.edu) or visit <http://www.fit.edu/professional-development/iccm1005.php>. Please [click here](#) to see the flyer.

We have two new calls for papers. The first one has a deadline for submission of a story/dilemma case of October 1, 2016. The topic is “*Lessons Learned from Dealing with Cultural Differences in the Global Community*”. The second call for stories has a deadline of November 5, 2016. The topic is “*Lessons Learned from Dealing with Harassment and Bullying in the Workplace*”. Also, please check out how Leslie Yerkes, talks in an article from Marcella Bremer’s Leadership & Change magazine, how to Breakaway from Workplace Bullying. To submit a story or ask questions, please contact Kimberley Barker at [kimjbarker@gmail.com](mailto:kimjbarker@gmail.com) and if you would like to participate please read the full announcements provided about each topic in this issue for more details. We hope that you will consider making a submission!

**Reminder:**

If you would like to become even more engaged with The International Society for Organization Development and Change (ISODC), please feel free to join both our Linked In and Facebook pages located at the following; LinkedIn: <https://www.linkedin.com/groups/3966514> and Facebook: <https://www.facebook.com/groups/260189577422487/>

**SAVE THESE DATES!**

The International Society for Organization Development and Change has formed a process consulting team to assist the Global Breadfruit Heritage Council. The team is led by Joanne Preston and Kenneth Wall and they are looking for ISODC members who would like to participate in this intervention. The onsite portion of this intervention will be from *August 26-31, 2016* at the Turtle Bay Resort on the North Shore of Oahu, Hawaii. All expenses for this intervention except for conference attendance will be paid by the participants. It is envisioned the project will lead to efforts by some participants to continue developing the breadfruit industry through the scientists, government, farmers, and distributing commercial agents. Organization development students are encouraged to become part of the intervention team and will attend the conference giving them practical experience in the field. Please monitor the ISODC website for further information on the Team intervention and logistics. Individual questions may be asked by writing [info@isodc.org](mailto:info@isodc.org) with subject line: ISODC Team Intervention.

Also, The International Society for Organization Development and Change and the Cooperrider Center for Appreciative Inquiry are co-convening an Information Exchange in Burlington, VT to be held from *October 5- 8, 2016*. This promises to be a collaborative conference that brings together scholars, practitioners, students, and business and organizational leaders. The planning for this conference is being shared by ISODC and the CCAI, and will feature multiple collaborative events with a lot of time for participants to engage with each other. Scholarly papers will be presented, along with recognition of the award for the Best ODJ Article of 2015. The highlight of Friday evening will be a dinner cruise on a beautiful Lake Champlain at the height of fall foliage season. Stay tuned to the ISODC websites ([www.isodc.org](http://www.isodc.org)) for more information about this conference venue and other logistics.

Additionally, if you would like to provide any suggestions for upcoming webinars, please feel free to contact myself or Kimberley via email. Our aim is to provide webinars that are both interesting and valuable to our members, so we would look forward to hearing your thoughts and ideas.

We are always wanting to hear from you on the work you are doing both for newsletter articles (email [cezbo@hotmail.com](mailto:cezbo@hotmail.com) and [kimibarker@gmail.com](mailto:kimibarker@gmail.com)) and for the Organization Development Journal ([www.isodc.org](http://www.isodc.org) in the members' only section). Please share what we are doing with a friend and invite them to join our growing and vibrant organization by going to [www.isodc.org](http://www.isodc.org)!

Cheers,  
Kimberley Barker and Rebecca Minor

## Letter from the President

Roland E Livingston



Greetings to you all:

I trust that you are enjoying a pleasant summer, wherever you may be. It is wonderfully cool (for the most part) here in northern New England.

In my initial letter to the membership, I laid out a number of my ideas for the future of ISODC, including the following:

- to enhance member engagement, by proactively finding out what is important to you as a member, and then figuring out a way to do some of those things, with your direct involvement.
  - to grow the organization from its present membership of about 300 (but not too large that we don't know each other)
  - to formalize the way we operate (but not become too structured, so that we lose the ability to be flexible and responsive to member wishes and needs)
  - to support student membership and active participation in ISODC (through soliciting their contributions to the newsletter, the ODJ, information exchanges, and conferences)
  - to continue to hold information exchange style conferences so we can come together and share ideas and, as colleagues, to help each other with consulting and research activities
- I am delighted to report on what we have been doing to move toward those goals. First, a major effort to engage members across the organization is underway, under the guidance of

Jeremy Grandstaff, membership chair. You should have received an invitation to participate in a strategy planning summit, the purpose and outcomes of which are to:

- ***Build a broader understanding of opportunities, barriers, expertise, and partnerships needed to best establish and grow ISODC;***
- ***Energize the leadership, key stakeholders, and community, as a whole, around an inspiring vision of ISODC's potential; and,***
- ***Gain consensus on the future of ISODC by creating a concrete action plan and a clear roadmap for a multi-year strategic plan to best serve our members and grow our field.***

I encourage all of you to heed Jeremy's communication that invites your participation in this process, since your voice is needed to ensure that what the Board and committee chairs are planning meets your needs and wishes.

I am also pleased to share with you that you can expect to see an enhanced ISODC website in the near future. You already see some of the changes that have been made and there are more to come. Charity Campbell has agreed to be the chair for Social Media and has undertaken the effort to bring a more vibrant web presence, including a plentiful use of video to the website and to the ISODC presence on a variety of social media platforms. This will enable us to communicate more effectively with members and potential members across multiple demographics, and enhance our international presence.

Lastly, I encourage you to HOLD THE DATE(S) of October 5 – 8 and plan to participate in an Information Exchange Conference that is being planned jointly with the David Cooperrider Center for Appreciative Inquiry. The conference will be held in Burlington, VT and comes during the fall foliage season, one of the most vibrant times to be in Vermont. More information and details on the program and registration for the conference will be forthcoming on the website and in special emails to the membership.

Enjoy the rest of the summer, and I look forward to seeing many of you in Burlington at the Information Exchange in October.

## Flourishing Enterprise

By Pawan Tahilramani

At one end, surveys by Gallup show that employee engagement in the US (32%) and worldwide (13%) has remained consistently poor since it first began tracking engagement in 2000<sup>1</sup>. Gallup estimates that actively disengaged employees costs US organizations over \$450 billion in lost productivity every year<sup>2</sup>. At the other end, while complexities within organizational change interventions cannot be whittled down to simple judgments of success and failure, many articles<sup>3,4,5</sup> tout a failure rate of 70% for change initiatives in meeting their original objectives and/or maintaining long-term success.



[READ THE ENTIRE ARTICLE](#)

## Making New Connections at the Academy of Management Annual Meeting

By Gretel Stock-Kupperman



The Academy of Management Annual Meeting in Anaheim, CA was a lively six days of networking and learning around the topic of Making Organizations Meaningful. As a new PhD student at Benedictine University, this was my first AOM meeting, and I was struck by the energy around the event. That could be due to the 10,000 participants from all over the globe, or because we were just blocks from the magic of Disneyland. Regardless, it was clear that there were strong networks being built, deep conversations in session and in the halls, and a fair measure of fun at the event.

[READ THE ENTIRE ARTICLE](#)

## New Rules for Women: Revolutionizing the Way Women Work Together

Review by Rachael L. Narel

*New Rules for Women: Revolutionizing the Way Women Work Together*, by Dr. Anne Litwin, is an amazing insight into the relationships of women in the workplace and provides a fresh and informed perspective on how we can leverage our strengths to improve them. Inspired by conversations with her female clients regarding expectations of women versus men in the workplace, Litwin focused her dissertation studies, completed in 2010, on further exploring the topic to help uncover ways women could become more supported by each other. Her viewpoint is well grounded in both theory and her field research studying organizations and the dynamics of women's relationships.



[READ THE ENTIRE ARTICLE](#)

## The Transformational Journey of Father Tourangeau

By Rev. John M. Tourangeau



Peregrino Press (that is, "Pilgrim" Press translated from Spanish to English), is a media publishing company in De Pere, WI, co-founded by Rev. John M. Tourangeau, O. Praem. and Mr. Travis J. Vanden Heuvel in 2015. Born out of a desire to share transformational stories of life, work, service, and faith, Peregrino Press publishes engaging, inspiring, and educational content that enhances and promotes holistic living, particularly, though not exclusively, from a Catholic perspective. For more information visit [www.peregrino.press](http://www.peregrino.press).

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## Upcoming Webinars & Conferences

### **ISODC & The Global Breadfruit Heritage Council**

August 25, 2016 – August 28, 2016

The International Society for Organization Development and Change (ISODC) has formed a process consulting team to assist the Global Breadfruit Heritage Council. The team is lead by Joanne Preston and Kenneth Wall, and about ten ISODC members will be participating in this intervention.

[READ THE ENTIRE ARTICLE](#)

### **ISODC & The Cooperrider Center for Appreciative Inquiry**

October 5, 2016 – October 8, 2016

This promises to be a collaborative conference that brings together scholars, practitioners, students, and business and organizational leaders. The planning for this conference is being shared by ISODC and the CCAI, and will feature multiple collaborative events with a lot of time for participants to engage with each other. Scholarly papers will be presented, along with recognition of the award for the Best ODJ Article of 2015. The highlight of Friday evening will be a dinner cruise on beautiful Lake Champlain at the height of fall foliage season.

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## Breakaway from Workplace Bullying

By Leslie Yerkes



One of the ways in which people try to effect change is through bullying. The act of bullying can be physical, emotional, psychological, or sexual. There are three aspects of bullying: being the bully, being bullied, or stopping bullying when you see it.

Bullying may be common and a common part of living but it is never good. Bullying hurts people — physically, emotionally, socially, and spiritually. Bullying may even scar for life. Bullying has existed for as long as there have been children asserting their power over other children — which is, unfortunately, forever. When as adults we tangle, our inability to persuade through reason may lead to this heavy-handed and righteous assertion of power.

[READ THE ENTIRE ARTICLE](#)

## A Call for Stories, Scenarios or Dilemmas

The *OD Journal* Special Issue



***“Lessons Learned from Dealing with Cultural Differences in the Global Community”***

**Anticipated publication source and date: TBD**

**From: Kimberley Barker, PhD and Gerald Glover, PhD**

Transcultural competence can be defined as the ability to successfully deal with and develop solutions to issues and problems created by cultural differences within any cultural setting. The need for transcultural competence continues to grow in today’s global diverse community. It is important that professionals from all areas, be able to learn from stories and scenarios that arise throughout the global community. It is also important to understand how the dilemmas were dealt with by stakeholders. If possible it will be valuable to know how reconciliation took place and creative solutions to the dilemmas emerged. These stories may come from a variety of professional perspectives, such as business, education, healthcare, social sciences, military, and international development projects.

We also want to illustrate the value of stories and dilemmas in understanding cultural differences. We invite individuals from both practitioners and academic areas to submit stories and dilemmas which illustrate how they dealt with cultural differences.

Topics may address any of the following questions:

- What can be done when cultural differences are identified?
- What are common dynamics involved in cultural dilemmas?
- What type of dilemma reconciliations or interventions can take place?
- How does one rebound from a situation of cultural intolerance to be able to return to a state of peace and mutual respect?

In addition to sharing your lessons learned, please include the following information:

- Please describe your process for dealing with these types of scenario(s).
- What type of support systems did you have throughout this process?
- What role did your cultural orientation play in the process?
- What were your takeaways from this experience?
- What is your “Bumper Sticker takeaway” for this (your takeaway saying which could be placed on a bumper sticker!).

Stories examining topics of a similar nature are also welcomed. **Submissions from around the world are encouraged!** Stories should be 2 to 3 pages in length. Content should include 1) what was the social-cultural context; who were the stakeholders; 3) what were the apparent cultural values and agendas of the stakeholders, 4) what was the cultural dilemma, problem, or issue? Text should be 12 point, with Times New Roman font and follow APA guidelines for references and tables. Lastly, please include biographies of each author of 50-75 words with an accompanying picture.

Selected stories/dilemmas will be published in future issues of the ISODC Newsletter.

**The deadline for submission of a story/dilemma case is October 1, 2016**

To submit a story or ask questions, please contact Kimberley Barker at [kimjbarker@gmail.com](mailto:kimjbarker@gmail.com).



***“Lessons Learned from Dealing with Harassment and Bullying in the Workplace”***

**Anticipated publication source and date: TBD**

**From: Jeanne Maes, PhD and Kimberley Barker, PhD**

As harassment and bullying (and similar types of harmful behavior) are increasing in today's workplace, we want to look at what to do when these situations are observed or encountered and how to best deal with them. Here is an opportunity for you to share and analyze a situation (or situations) in the workplace where harassment and/or bullying have taken place. We would like to learn from the experience and provide insights on what can be done in these situations and how to thwart this type of behavior when it is observed in the workplace as quickly as possible.

We also want to look at how we can set up boundaries or constraints to prevent this type of behavior from happening in the first place. Lastly, we want to hear from individuals from both a scholarly and practitioner standpoint on lessons learned along the way, how they dealt with their anger and learned to forgive and flourish again in the end.

Topics may address any of the following questions:

- How can potential for harassment and bullying be identified early on?
- What can be done when harassment and bullying is observed and what types of interventions that can take place which lead to a desirable outcome for as many parties as possible?

- What creates harassers or bullies in the workplace and what can we do to not promote this type of environment or breeding ground for these behaviors?
- When should a flag be raised indicating all means of conciliatory approaches have been exhausted?
- How does one rebound from a situation of harassment and bullying in a healthy and positive manner?

In addition to sharing your lessons learned, please include the following information:

- Please describe your process for dealing with the situation(s).
- What type of support systems did you have throughout this process?
- What role did your faith play in the process?
- What were your takeaways from this experience?
- What is your “Bumper Sticker takeaway” for this (your takeaway saying which could be placed on a bumper sticker!).

Stories examining topics of a similar nature are also welcomed. Submissions from around the world are encouraged! There is no length requirement for the story, we just ask that you share your story and answer the above items. Text should be 12 point, with Times New Roman font and follow APA guidelines for references and tables. Lastly, please include biographies of each author of 50-75 words with a picture. Submissions can be anonymous too, if desired.

Prospective authors may also submit a brief proposal for consideration, prior to full submission. Authors of similar proposals may be offered the opportunity to co-author.

**The deadline for submission of an article is Saturday, November 5, 2016**

**To submit a story or for questions, please contact Kimberley Barker at [kimjbarker@gmail.com](mailto:kimjbarker@gmail.com).**