



**WHY DO SO MANY
CHANGE PROJECTS
FAIL**



**CASE FOR CHANGE
MANAGEMENT**



**IMPORTANCE OF
CORPORATE
VOLUNTEERISM**



**UNIVERSITY OF
SOUTH ALABAMA**

**SAVE THE DATE
2020 CONFERENCE**

ISODC

WINTER 2019 NEWSLETTER



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Welcome to our Winter, 2019 issue of the ISODC newsletter!

Letter from the President

Greetings to You All:

Where has the time gone!

As we move toward the end of 2019 and prepare to move into the 20's, I am looking forward to ISODC developing a greater presence in the field of OD. With webinars and Information Exchanges being planned for next year, we will be introducing more people to ISODC. Planning is well underway for the 2020 Information Exchange which will be held in May at the University of South Alabama in Mobile, AL. I hope to see many of you there and to participate with you in sessions and workshops that some of you will present.

I encourage any of you who are interested to reach out to Ron Newton, Program Chair, to get your ideas into the mix. You may volunteer to assist with planning and/or to make a presentation at the conference. Put the dates of May 12-15, 2020 for the ISODC Information Exchange in Mobile on your calendar.

ISODC will also be represented at the ASM INCON2020 Conference in Pune, India. The ASM Chairman, (Dr. Sandeep Pachpande) and ASM Professor and ISODC International Director (Jaikumar Annajikulkari) will welcome us at this event in January 2020. Ron Newton and I will participate and continue to build on the relationship we began in 2019. The details of this involvement are still being worked out, with ASM taking the lead on the local logistics.

On another important note, the Board of ISODC is continuing to look at its strategic focus. That includes discussions related to leadership succession and the development of a mentoring process to assist you in learning more about how you can participate in ISODC at a deeper level.

I plan to step down from my role as President in 2020. That means transition is in the air. In order to facilitate an orderly transition to the various leadership roles, a mentoring process will be activated. If you are interested in becoming a mentee or if you are willing to mentor others, please let me know. The future of ISODC needs to transition to the next generation of leaders and we want that process to unfold in an orderly fashion.

As always, your ideas for what you want to see in future programming for ISODC are welcomed. Now is the time to bring those ideas forward. Think about membership, programs (including conferences), affiliations, certification programs international collaborations, etc.

Please send any ideas you have to Ron Newton, Program Chair. Your participation is needed to ensure that the future of ISODC will be what you want. ronjnewtonjr@gmail.com

That's it, for now. Enjoy the holiday season. I look forward to seeing many of you in the coming year. That's 'It' for now.

Cheers...,
Roland

Letter from the Editors: Happy Holidays!!

Tis the season... to enjoy some fruitcake, eggnog, and last-minute shopping. Hooray, it's that time of the year, again!!

As we approach the end of the year, take a moment for reflection. The holidays bring anticipation of a new year, but we want to set ourselves up for a successful year, moving forward. This is a great time to count our blessings and celebrate the holiday season with family and friends. Get some much-deserved rest, and recharge to best prepare for new challenges.

Identify your purpose, then evaluate the goals and objectives for achieving success. Did you meet or exceed your goals... or did you fall short or abandon your goals? Consider what you want to achieve, and then make a commitment. It's time to get motivated and bring forth change. Be invested in your commitment, and follow through (regardless, of the difficulties or challenges).

The mission of ISODC is to build the field of OD into a highly respected profession. Therefore, ISODC challenges you to support the vision, to emphasize on development of membership and collaboration with other organizations. The growth and development of ISODC depends on your contribution. Yes, we can mutually agree the "Future is Now", but are we providing each other with the knowledge and skills needed to move forward and be successful?

In the upcoming year, let's agree to set goals that forge meaningful relationships and interactions for the individual, group, and organizational whole. Meanwhile, share the good news about ISODC.

Tis the season... to "OD and the Future World of Work"

Christmas is a season not only for rejoicing, but of reflection.
- Winston Churchill

In this Issue:

In the article, “Why Your Custodians Should Have a Seat at Your Meetings”, Sean Dixon shares a holistic approach to change management through whole systems thinking and Appreciative Inquiry. Take a moment to reflect on your organization’s added value and consider the diversity of your meetings. Does your custodial team have a seat at the table?

Attempting to meet the status quo, yet struggling with transition in the workplace? On the Mark (OTM) introduces “Overcoming Resistance to Change in Organizations”, written by Mark LaScola. The article examines how the brain functions and reacts to change. To overcome resistance, the experience depends on the choice of your leaders. Enjoy this selection and decide how you’ll best contribute to your organization.

So, exactly what are the building blocks for successful change? In the article, “The Case for Change Management”, Jacob Petersheim explores practical and effective methods for change. As a bonus, he highlights the methodology for ADKAR Model. The goal-oriented model is sure to get you thinking about desired achievements and successes.

Brian Rosenbaum holds us socially accountable for ourselves, stakeholders, and the general public through “volunteerism”. The ultimate win-win situation is “grounded in the notion of praxis”. In the article “Corporate Volunteerism Changes the World... and Ourselves”, Rosenbaum unleashes the responsibility for transformative volunteerism. During this holiday season, take advantage of opportunities to volunteer and contribute to the quality of life.

How critical is the change process? Is there a solution to the ongoing issue, Why Do So Many Change Projects Fail? Glenn Varney recommends that we pay close attention to the “diagnostic process” itself. A view of the scientific process is outlined in the article titled “Organizational Diagnosis: An Evidence-Based Approach.”

Announcements:

Please join us in celebrating the launch of Bushe-Marshak Institute for Dialogic Organization Development. BMI's new institute will offer a widespread of resources for those interested in Dialogic OD. Along with Gervase Bushe and Bob Marshak, journey forward to explore the next steps of evolution in Dialogic OD research, theory and practice.

ISODC is now accepting Nominees for the 2020 Board of Directors.

Please forward all nominations to Krystyna Tapp, ISODC Corporate Secretary at krystynaatapp@gmail.com. Potential director(s) must have one of the following qualifications:

- Served as a prior member of the Board of Directors
- Served as a Committee Chair for the ISODC
- Published in the Organization Development Journal

- Actively engaged in the planning and conduct of an ISODC Conference

Save the Date:

Webinar: January 16, 2020 at 11:55AM (EST), Online - Peter Digiammarino, “Manage to Lead: 7 Truths to Help You Change the World”

Register at [ISODC.org](https://www.isodc.org)

ISODC Conference: May 12-15, 2020, University of South Alabama

- Theme: “OD and the Future World of Work”

For more information and questions, contact Kimberly Barker at info@isodc.org.

As a Reminder:

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

Sending Cheerful Wishes and Warmest Greetings for a Joyous Holiday Season

Dr. Kimberley Barker, Editor

Dr. Devona Bell, Co-Editor

The Case for Change Management by Jacob Petersheim

Organization development professionals are often asked to make a compelling case for change management resources and planning.

How can we – as change enablers – help business leaders and stakeholders understand the need for (and value in) deliberate change planning and execution?

WHY CHANGE MANAGEMENT?

Organizations change for many reasons: marketplace adjustments, shifts in customer appetite, mergers and acquisitions, technology advancements, internal restructures, and so forth. Accordingly, they must adjust operations and ways of working (WoW) in order to maintain business objectives. But change often involves inherent challenges, creates unrest, and is a source of disruption (*not the good kind*) among its greatest asset: **people**.

The path to successful change is rarely easy or straightforward. It is often met with direct and indirect resistance. What is worse, it can be accompanied by waves of undesired talent flight-risk.

Employing a deliberate and strategic change management plan can mitigate these risks and help ensure that the organization transforms successfully from its current state to the desired future state. Simply put: *strategic change management can help us get from where we are to where we want to be - and in a faster, smoother, and more efficient manner.*

CHANGE MANAGEMENT APPROACH AND PRACTICES

Successful organizational change requires sponsorship from business leaders. And objectives are achieved through effective project and program management. But for change initiatives to ultimately succeed, a third foundational element is needed:

*Successful Change = Leadership + Project Management + **Change Management***

Leadership focuses on business objectives and strategy.

Project Management addresses the technical aspects of change (e.g. new technologies, business models and processes, systems, resources, etc.).

Change Management addresses the **people side of change**.

Organizations don't change, people change. And if people do not engage and support, the realization of change can be delayed or unmet altogether. But change management is not about the “soft side” of change. It is about achieving goals which are tied to employee rate and speed of adoption, proficiency, and utilization. It is about achieving business objectives.

CONSIDERATIONS FOR SUCCESSFUL CHANGE MANAGEMENT

1. Change is a **process** that occurs over time.
2. Leaders often think and operate in the **future state** of an organization. They know more than front line employees and they think in terms of this future state. But employees operate in the **current state** (which has a powerful holding force) or a **transition state** (which is unknown and a source of fear). Awareness of this difference can help shape an effective approach to managing change.
3. Being “right” does not guarantee employee’s support and engagement in change. Organizations need more than just the “right” answers along each step of change. They need to communicate in ways that are digestible and meaningful to front line members of the organization.
4. Employees rarely absorb news the first time they hear it. They process and internalize information into **personal implications**. So they miss important business messages received in the early stages of change communication. The effective frequency (as referred in advertising) for information efficacy on an audience is between **five and seven times**, and preferably across multiple channels.
5. The #1 one success factor for change is **active and visible sponsorship**. It creates credibility for the project and displays the organization’s commitment to change. And while change management models and strategies continue to evolve, Prosci reports that "Though much has changed in the field of change management over the last two decades, the importance of the leader’s role in change has remained constant." (For more data and insights on the role of leaders and executive sponsors, visit: <https://www.prosci.com/resources/articles/importance-and-role-of-executive-sponsor>)

CHANGE PLANNING

There is no single, prescriptive change management methodology. But proven models (of varying strengths and weaknesses) do exist. Kurt Lewin's Model, John Kotter's Theory, and the McKinsey 7-S Framework are among the more popular frameworks. Appreciative Inquiry is another effective change model receiving a lot of recent attention. (Disclaimer: I am especially fond of "AI" as a method of improving employee engagement and inclusion.)

Some models are more academic in nature, while others take a pragmatic approach. Although it is not a comprehensive "solution" for change management, the [ADKAR](#) framework provides a practical and effective way to think through the people-side of change management. More of an approach than an comprehensive framework, ADKAR change planning includes the following stages*:

1) Awareness

Awareness of the need for change (and) the nature of the change. Without successful awareness, the subsequent stages are likely to fail. Employees generally translate business to dimensions of *what*, *why*, *when*, and *who* - so it is important to address these same elements through strategic communications. And it is important to consider communication channels, including *what* is appropriate, *when* it should be delivered, and *how* it is communicated (in person, by the CEO versus line managers, via email, etc).

2) Desire

Desire to support and participate in the change depends largely on an individual's awareness of the need for change, including benefits of the change and (equally compelling) the risks of not changing.

3) Knowledge

Knowledge includes the information people need to change, as well as how they will implement skills and behaviors to realize the change. Knowledge can be communicated in several ways, such as verbally (one-on-one discussion, group meetings, town halls, etc.) or in writing (email, blogs). Not to be confused with Ability (which is a separate and important stage, since knowledge does not equal ability).

4) Ability

Ability is different than knowledge, in-that it represents the knowledge in action or performance. Without ability, knowledge is mostly useless. It is not *communicated* (like knowledge); rather, it is *created* through training, practice, mentorship, etc.

5) Reinforcement

Reinforcement addresses the sustainability and long term success of change. It can entail multiple elements, such as organizational culture, sustained leadership support, communications, and ongoing knowledge and ability. The elements that need to be reinforced depend on the nature and scope of change.

* *Note that the ADKAR steps are necessarily chronological.*

Author Biography



Jacob Petersheim helps organizations navigate change and maximize their greatest asset: people.

He is an organization development leader who creates measurable success through employee engagement and development, transformational change, and organizational effectiveness.

His work aligns enterprise strategy, leadership vision, and team member outcomes.

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Overcoming Resistance to Change in Organizations by Mark LaScola

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

We humans adapt and change easily as a normal part of life. We do it all the time in our personal lives and have a rich history of doing it collectively as well. When you really think about it, we make small changes and take big leaps often without lots of drama. As children, we grow and develop through different social and psychological stages. For most adults, we adjust to change as part of our normal functioning as we navigate big life changing decisions such as changing jobs, marrying or moving in together or breaking up, buy a house, move across the country, downsize, etc. We change then change again without being paralyzed by it.

Of course, while there is always some adjustment or transition period, most of us get on with living our lives. So, the question becomes: Why is change at work so different than the everyday changes we go through in our personal lives?

The Neuroscience of Change

Before we answer that core question, let's examine what neuroscience has taught us about how our brains function and handle change. Adrienne Fox ([The Brain at Work](#), published in HR Magazine v.53 no.3, March 2008) perfectly addresses what's been learned about the brain and how our brains naturally react to change and social situations around us:

1. The observation of "social pain such as being rejected or berated, unfairness, disrespect or injustice affects the brain the same as physical pain." While observation of "social fairness and respect give the brain a positive chemical boost."
2. The experience of "uncertainty and ambiguity arouse[s] fear circuits – thus, decreasing our ability to make good decisions." Thus, your "employees' ability to think clearly can be hindered when employers fail to meet expectations or create uncertainty in the workplace."
3. The experience of "stress can cause people to think unclearly."

So, as you can see, the **brain reacts to social situations similarly to physical pain**. But what about the brain and change on a more positive note?

4. To reduce the ambiguity and stress of change, we all “need to experience some ownership over situations to better accept changes. Even a little choice helps.” Important to note that this is not the same as “buy-in” or being told into submission but genuine choice in matters directly affecting us.
5. The antidote to ensuring easy adaption to change requires positively “engaging people in active learning and participation” in the change itself “which improves retention, removes ambiguities and improves ownership.”
6. Lastly and most recently, we’ve discovered just how much our brains love patterns, too. Entire neural and chemical connections and networks fill our brains based on patterns. Which explains how hard change can be and why we need “transitions” to learn and establish new patterns of living, coping and working.

Now, knowing these six points, how might you answer the question: Why can change at work be so difficult as compared to the everyday changes we go through in our personal lives?

To answer why there tends to be resistance to change in organizations, first you need to understand that not all change is the same.

Not All Change is the Same

So, if we can change so frequently for ourselves in day-to-day life, what is it about change in the workplace that is so difficult?

Why is it that we encounter so many instances of “resistance?”

Merrelyn Emery, co-author and master practitioner of collaborative Search Conference and Participative Design Methodologies based on Open Systems Theory, sums it up perfectly:

“People aren’t resistance to change, they’re sick and tired of being told what to do and how to do it.”

At ON THE MARK, we categorize workplace change into two buckets: **compliance-based change** or **commitment-based change**.

Resistance is the Result of Compliance-Based Change.

“Compliance-based change” is pushed down from the top. Managers and employees are told what to do and how to do it. Affected employees lack any context and relevance for the change being proposed and most often have not had any influence on the change. Sure, they may be sent a deck explaining the change or communicated to by their line leader... But the compliance aspect of the change remains the same.

The term “buy-in” is often used by leaders applying compliance-based change. While there is a place for compliance-based change, the fundamental problems with it begins with understanding the **neuroscience of the brain and change** previously addressed. What about this thing called resistance to change in organizations? Consider that **resistance is NOT the result of people not wanting to change**. It is the result of compliance-based change. Resistance is the self-inflicted consequence of pushing change onto others by leaders that has little-to-no relevance, meaning or context for those who must make the change real. And, when coupled with our brain’s desire for patterns and need for some “ownership” over the change, it’s not difficult to see how resistance emerges. It’s not rocket science... it’s neuroscience.

How is Commitment-Based Change Different?

On the other hand, commitment-based change is fully aligned to the findings in the neuroscience anchored by transparency, fairness, trust and participation of those affected stakeholders in the change itself. It is characterized by leaders setting parameters and constrains then enlisting their employees in solving real workplace issues and problems. This is a completely different way to change in organizations.

But, this type of change scares most command and control leaders who believe it’s their right to make changes and tell those affected stakeholders about the change. They think this is strong leadership. And of course, you have an entire consulting, technology and change management industries reinforcing this compliance-based change approach because it sets them up as experts that then businesses need.

At OTM we refer to this as a “pay now or pay later” situation. The evidence has shown us that while the commitment-based approach to change takes more time upfront, it gets implemented up to 25% faster (ROI) and is sustained longer because it is owned by employees and leaders. Conversely, compliance-based change, while faster upfront, is up to 25% slower in the uptake and **adoption of new behaviors** is solely based on compliance. Plus, this approach to change sets up an outdated parent-child relationship between leaders and employees.

Push vs Pull – Leaders Now Have a Choice

Finally, let’s answer the original question: Why can change at work be so difficult as compared to the everyday changes we go through in our personal lives?

Let’s face it, most companies and leaders do change badly. When they do change, it’s based on a “push” or compliance-based change approach. And, consider the role that patterns play in the brain. Leaders get promoted based on their experiences. If the only experience they have is compliance-based change, that’s what they know. That’s what they do. Patterns die hard.

Employee engagement to these leaders mean cake and ice cream for all. The phrase are employees are our most important asset are words on a page. They don't know how to put this into practice.

For more enlightened and high emotional intelligent leaders who been through experiences of change based on a science-based approach or have had such a painful experience of change done badly in the past– they choose a different path. Remember the brain science...? These leaders understand the value of engaging the head and hearts of their people into real problem solving and the real value this level of participation contributes to the workplace. Engagement for them runs deep.

Leaders have a very real choice about how they want to go about change. In fact, the evidence shows that how a leader chooses to go about change may be more important than the change itself. Changing a business and supporting behaviors is not easy even when done right. But if you want to be successful in making change stick fast, you desire a faster ROI to your investment and you believe your people are your most important asset, then stop talking and demonstrate it. Your only decision is to take the right change approach and partner with the right expertise who supports you in your chosen path.

About the Author

Mark founded OTM in 1990 after completing a Bachelor of Arts in Psychology from Fresno State University (1980) and an interdisciplinary Master of Science in Marriage and Family Therapy from San Jose State University (1985) – where his work focused on systems theory and its application to human systems and processes.

Having himself successfully delivered over 300 redesigns and 600 engagements, has trained and developed approximately 5,000 executives, managers and internal change agents – across a broad and diverse range of industries on 6 continents and over 20 countries on OTM's comprehensive solutions.

Mark shares his experience and supports the wider industry through regular publication of best practice and is the author of one of the industry's most integrated and comprehensive re-design/transformation methodologies. Mark also sits on the European Organization Design Forum board and regularly speaks at industry events.



Corporate Volunteerism Changes The World ... And Ourselves by Brian Rosenbaum, MSW, CVA

“In a real sense all life is interrelated. All men are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be, and you can never be what you ought to be until I am what I ought to be...this is the interrelated structure of reality.”

- Reverend Martin Luther King, Jr., Letter from a Birmingham Jail, 1968 -

For nonprofit and for-profit organizations alike, the holiday season is a time of family, celebration, and gratitude. During this time, many community-based organizations meet their programmatic goals through special programming and events for their clients and constituents.

It is also a time of generosity and giving, and for businesses large and small, that often means volunteerism. As a social worker and nonprofit volunteer director who has served vulnerable communities from Los Angeles to Upper Manhattan to the Dominican Republic, I've helped spread joy, or sometimes just a sense of normalcy, during many holiday seasons. I've coordinated posadas (Christmas parties) for Latino children with cancer, gift drives for teens at risk of being removed from the home, Thanksgiving grocery giveaways for formerly homeless veterans, and more.

Volunteerism during the holidays doesn't just make a difference in our communities. When executed strategically by corporate and nonprofit leadership, transformative volunteer experiences can have a lasting impact on the nonprofit, the volunteers, and broader company cultures.

This article will review the benefits of general and corporate volunteerism to individuals and groups during the holiday season and in the context of Corporate Social Responsibility (CSR). It will introduce the concept of transformative volunteerism, grounded in the notion of praxis. Finally, it will share examples of transformation strategies and discuss the opportunities that praxis offers to corporate teams and leaders.

Holiday Volunteerism Makes a Difference

The impact of volunteerism during the holiday season cannot be overstated. Large groups of corporate volunteers can fill a significant portion of the volunteer spots at an event, and their no-show rate is typically low -- truly a gift to nonprofits (VolunteerHub). While the quality and consistency of nonprofits' programming is critical to the trust we build with our communities throughout the year, this is exaggerated during the holidays (Balsler & McClusky, 2005).

The holiday season is celebrated as a time of hope, joy, and abundance. But for so many vulnerable populations, this time of year can serve as a stark reminder of how far they are from these goals.

That is why holiday-specific programming is a godsend for nonprofit clients the world over.

The Christmas posadas I organized provided fun-filled memories outside the oncology ward for hundreds of children with cancer. It also offered an escape for their parents and siblings, who often feel neglected during a child's battle with cancer (Alderfer et al., 2010). For the teen with the open probation case, that new pair of sneakers met more than just a basic need (Maslow, 1943). It showed him and his family that people care about their happiness, comfort, and success. For the veteran who had been on the streets for years before recently being matched with permanent supportive housing? When I personally handed him his bags of groceries, he cried, telling me it would be his first time preparing a Thanksgiving dinner.

All these events relief on the generosity and effort of volunteers (Krueger, 2011). Posada volunteers played the key roles of setup and cleanup crew, parking marshals, and food servers to create a safe and welcoming space for the 500 attendees. Corporate volunteers provided countless items for my teen gift drives by rallying their colleagues and company clients. And both community and corporate volunteers donated and distributed 100% of the Thanksgiving groceries that went directly to our veterans. Whatever their role, these kinds of episodic or ad hoc volunteers can make or break a holiday initiative.

But what is too often unspoken, is that volunteerism doesn't just change the world. It changes us.

Volunteering Builds Us Up

The physical and mental benefits of volunteerism are well documented (Corporation for National, Community Service, 2007). Volunteering reduces stress, combats depression, reduces our blood pressure, builds our social networks, and adds fun and fulfillment to our lives (Rogers, 2017; Sneed & Cohen, 2013). Group volunteering -- whether done by families, employees, or civic or social groups -- is a powerful way to create positive team memories, build trust, facilitate or teach teamwork, foster leadership development, and reinforce the values of philanthropy and community involvement (Rossheim).

Team-building and self-care are also valuable for those who work in high-stress or physically or emotionally demanding environments, like law enforcement (Peterson, 2019). After all, research by Google shows that trust is the single most important factor influencing team success (Bariso, 2018).

From a personal development perspective, volunteering exposes us to new settings and people. Most folks working in corporate settings don't often go to Skid Row, food pantries, or disadvantaged schools. But experiencing these environments is necessary for developing well-rounded, empathetic individuals (Wilson, 2000). According to the mere-exposure effect,

familiarity fosters preference (Monahan, Murphy, & Zajonc, 2000). Just by going to unfamiliar or uncomfortable places, we can counteract our learned biases and prejudices. When thoughtfully facilitated, this kind of experience can be life-changing in the deepest personal sense (Hullender, Hinck, Wood-Nartker, Burton, & Bowlby, 2015).

The Business of Caring

From a Corporate Social Responsibility (CSR) perspective, volunteerism meets the needs of our changing world and workplace. Globalization and migration are connecting people, cultures, and institutions faster than ever before. Digital technology has accelerated the way we share information and ideas. Perhaps most importantly for our discussion, the U.S. is experiencing a tectonic shift in demographics and culture. Baby Boomers (born 1946 - 1964) are leaving the workforce, and Millennials (born 1978 - 1998) are now the largest generation in the labor force (Fry, 2018).

Today, forty percent of the workforce is under forty years old (Fry, 2018), and they view business differently than generations before them did. Eighty-eight percent believe business should benefit society (Deloitte, 2017), including through CSR and volunteerism. Six in 10 would avoid working in a sector over a misalignment of values (PwC, 2011). And according to Net Impact (2012), seven percent of Millennials left their last job because they, “Lacked the potential to contribute to society,” suggesting the value they place on volunteerism. This contrasts with the two percent of GenXers and Boomers who claim the same.

Volunteerism and work-life balance are increasingly important to employees of all generations, and are being recognized by leadership as a net value-add for businesses (Doyle, 2019). This trend, combined with the workplace benefits of volunteerism, and its impact on companies' CSR goals, all point to employee engagement as an increasingly important corporate tool (Xu & Cooper Thomas, 2011).

Volunteering in the community supports a company's brand goals. Photos, video, social media and blog posts, internal newsletters, and press releases spotlighting community engagement reinforce the company's image as a business that cares about and invests in its community. According to Plewa, Conduit, Quester, & Johnson (2005), “perceived familiarity with a company's [corporate volunteering] programme...positively impact CSR image and firm image.... CSR image, in turn, strengthens affective and cognitive loyalty as well as word-of-mouth.”

Despite the growth of corporate volunteerism, the meaning that volunteers derive from their experiences varies tremendously. Mirvis (2012) distinguishes between the “transactional, relational, and developmental approaches” to employee engagement. At each level, the company's investment in the program and volunteers' opportunities for “consciousness raising” and “self-actualization” grow.

While summing Maslow's (1943) Hierarchy of Needs to reach enlightenment is a lofty goal, the reality of “cost-cutting, downsizing, [and] outsourcing” means that to run a CSR operation at scale, many larger companies will choose the transactional model of employee

engagement over the developmental approach (Mirvis, 2012). Bhattacharya (2008) suggests that CSR can be implemented as just another corporate process, complementing snacks in the breakroom and holiday bonuses:

Just as companies succeed by fulfilling the needs of their customers, they can manage their employees best by viewing them as internal customers, fulfilling their needs through a compelling menu of 'job-products' whose features include salary, benefits packages and job responsibilities. Designed properly, the job-products can contribute dramatically to job satisfaction, employee retention and productivity. A key task for managers, then, is to incorporate CSR into job products that are tailored to the often diverse needs of employees.

This model, and episodic volunteerism in general, typically merely creates transactional experiences for volunteers. The script is familiar: employees show up, learn about a nonprofit's mission, complete their shift, and go home. Despite all the individual, interpersonal, and community benefits, many ad hoc volunteers lose out on the deeper benefits of volunteering because of the rote structure of their experience. The box gets checked off, but that's about it.

Today, we crave more than just give-and-get experiences. The greatest outcomes for both individuals and businesses occur when we "transcend the transactional" and create volunteer experiences that are truly transformative (Nelson, 2017).

Praxis Makes Perfect

At the heart of personal transformation is the concept of praxis. Aristotle employed this term (the root of "practice") in the original Greek to mean moral, thoughtful action conducted in the public realm, as opposed to private activity in the home or within one's mind (Lobkowitz, 1983). This notion of tangible, ethical action that affects the world would become a starting point for the evolution of the term.

Two-thousand years later, Karl Marx would adopt praxis to mean action which is oriented toward revolution (Loftus, 2009). As he makes clear in his Theses of Feurbach, "The philosophers have only interpreted the world, in various ways; the point is to change it." For Marx, action must be rooted in philosophy, but all the theory in the world is worth nothing if you don't use it to transform society.

From these foundations arose Paulo Freire. In the 1960s, Latin America was gripped in revolutions aimed at returning power to the people (Zolov, 2014). Liberation theology, "[called] on Christians from all social classes to enact the vision of the gospels...to end oppressive class structures" (Stenberg, 2006). And Freire was working with the illiterate poor in Brazil, when literacy was a voting requirement (Love, 1970). For him, learning to read was more than just being able to sound out letters on a page. It was a tool that transformed his students from objects (of someone else's control) into subjects (of their own lives).

Freire (1973) asserts that education is a way for the poor to regain their humanity because of its implications for learners' real world experiences. To describe this process, Freire

reclaimed the word praxis to be the journey of, “theory and practice...reflection and action.” In *Pedagogy of the Oppressed* he defines learning as not a one-way monologue, but an experiential process whereby students learn and then think about their learning and why it matters. This results in new content knowledge and transformative conscientização -- consciousness-raising -- for the learner.

The Journey to Praxis

Within the context of community volunteerism, the praxis pipeline can be understood as a three step process: Learn, Act, and Own.

The process begins with awareness. While “everyone is fighting a battle,” few have experienced life’s most serious challenges, like childhood cancer, homelessness, or urban poverty. Thus we may lack basic knowledge about the causes and scope of the problem, the experience of those living it, and the solutions to it. Even if we have first-hand knowledge, conservation of resources theory suggests that individuals who have experienced specific traumas would actively avoid situations where they could be triggered or retraumatized, as an act of self-preservation (Duckworth & Follette, 2012). Learning about a human issue forms the foundation upon which we build our personal connection to said issue.

The next step toward transformation is taking action to solve the problem. Although people volunteer for many reasons, empathy-altruism theory posits that we are motivated to help others because of a genuine concern for their wellbeing (Batson, 2011). In my previous work, for example, 90% of our volunteers had a personal connection to the cause (i.e., someone close to them had died of pancreatic cancer). But 10% of volunteers had no personal connection to the cause (prior to their volunteering). They simply knew the facts -- that only nine percent of individuals diagnosed with pancreatic cancer survive five years or more -- and based on that knowledge, felt compelled to make a difference.

For corporate employees and the general public alike, volunteerism provides a powerful way to learn about a local cause and take action. Most nonprofits provide a volunteer orientation and/or training covering their core issue, approach, impact, and the volunteer’s task and specific impact. Depending on the task, volunteers may also gain meaningful insights into these topics during their shift.

The final step in the praxis pipeline, ownership, is the most impactful for both individuals and businesses. Ownership is defined as one’s purpose internalization of a nonprofit’s mission. According to Rey, Marimon, and Mas-Machuca (2019), “Purpose internalization occurs when an organization’s members integrate their personal beliefs and motivations with the organization’s purpose.”

In the ownership phase, homelessness is not just something that happens in the city where I might live. It is something that 59,000 of my neighbors experience every night in Los Angeles. It is something that I find morally reprehensible. It affects my community today, and tomorrow it is just one emergency away for the 600,000 Angelenos who spend 90% of their income on housing (Everyone In, 2019). Our housing crisis is our homeless crisis, and I believe we can fix this problem. I've educated myself on the solutions: greater empathy for people experiencing homelessness, and more supportive and affordable housing across L.A. County. Finally, I "walk the talk:" I read every email, share posts on social media, donate generously, attend trainings and advocacy events, speak at my neighborhood council, and volunteer.

From this example, you can see how my personal beliefs ("homelessness is morally reprehensible") and motivations ("I believe we can fix this problem") are aligned with the organization's purpose (ending homelessness). At the cognitive level, both my right brain and left brain are activated: the story impacts me emotionally and the data drives my sense of urgency. Most importantly, I feel a personal obligation to care. It's "my neighbors" who are sleeping on the streets, in cars, and in shelters every night. By learning about homelessness and utilizing a "menu" of options to get involved in ways that fit my interests and capacity, I've gained a sense of agency. Combined, these become a springboard to praxis.

Facilitating Reflection

Praxis hinges on reflection. Jack Mezirow, who developed Transformative Learning Theory in the 1990s, says that in order to change our views on the world, we must engage in, "learning that transforms problematic frames of reference to make them more inclusive, discriminating, reflective, open, and emotionally able to change...[through] critical reflection" (2012). Mezirow's (2012) process involves presenting students with "disorienting dilemmas," in which the stories and facts do not fit with their view of the world. Then, through facilitated reflection, such as journaling, dialogue, the challenging of assumptions, or other creative strategies, students arrive at fresh perspectives.

The storytelling element of this process is critical to changing perspectives and views. As James Clear declares, "Facts don't change our minds. Friendship does." When we meet a person, consider the difficult decisions they've had to make, view the world through their eyes, and understand their personal history of trauma and triumph, we gather the building blocks to develop empathy for this fellow human being. Everyone In (2019), a community campaign to end chronic homelessness in Los Angeles, has perfected this art. At their Stories from the Frontline events, attendees hear from:

- Formerly homeless individuals who share their stories of strength and resilience
- Local nonprofit and government representatives who speak about their work and visions
- Community organizers who motivate attendees to get involved
- Philanthropists and corporate leaders who put a stake in the ground

These events marry story and fact to engage both hearts and minds, and ultimately seek to humanize our homeless neighbors -- the first step toward inspiring people to take action.

To actually facilitate praxis, the United Way of Greater Los Angeles developed their “In a Moment” Activity where small teams role-play as a family of four. As a team, they manage a simulation minimum-wage budget, allocating their income across categories such as housing, food, and child care based on the real costs of meeting a family’s basic needs. When they have to navigate everyday challenges, their lives change “in a moment” from making ends meet, to the realities of living in poverty: Do we pay more to live closer to work? Do we own a car or take public transit? How many meals can we afford each day? Finally, they gain access to community services that address their basic needs, and regain their dignity. To drive transformative learning, each round is capped with facilitated group reflection and dialogue about values.

Although participants haven’t actually met someone in poverty, they undergo praxis by learning about the issue, “experiencing” the problem first-hand, dialoguing about their experience, and processing it emotionally. “It was a lot easier in this game than it must be in real life,” says Bob Herman, Mergers and Acquisitions Senior Manager at Deloitte. “When we made decisions not to do something that’s important for our kids, it has direct consequences on them. This was so very enlightening” (United Way, 2018).

This is the deepest value of volunteerism. Yes, volunteerism makes a difference. It feeds the hungry, clothes the naked, provides shelter to the homeless, and lifts up our brothers and sisters -- for someday we may find ourselves in their shoes. But at a deeper level, volunteerism transforms us, if we allow it to. It expands our understanding of society’s injustices, connects us to fellow humans experiencing those injustices, and compels us to realign our assumptions about each other.

This kind of transformation is possible within the context of corporate volunteerism, and it presents a powerful opportunity for organizational change leaders. With courage and commitment, they can transcend traditional CSR structures to foster their employees’ leadership capacity, team cohesion, and a company culture that’s rooted in service, leadership, and community (Hill & Johnson, 2018).

You’ve Got the (Volunteer) Power

Whether you’re working within the parameters of a CSR model or doing ad hoc community involvement, opportunities abound to create transformative volunteer experiences for your employees. But, this shift requires vision and action on the part of leadership and employees.

The benefits of transformative volunteerism are clear. Less straightforward -- but achievable for the committed leader -- is the task of aligning and committing organizational resources to drive change. Gerdeman (2012) recounts the story of Ray Anderson, founder of the global

carpet giant, Interface. After realizing the incredible damage his company was causing to the environment, he oversaw a complete overhaul of the company's logistics. His efforts led to a 92 percent reduction in greenhouse gas emissions and proved that businesses that do good can do well. His organizational changes saved Interface \$400 million annually through recycling, grew their sales by 65 percent, and doubled their profits.

Even in a world of increasingly flat organizations, this kind of leadership "from the top" helps shift norms by putting organizational weight behind change. But words are not enough. Leaders must "walk the talk" to lead from both the top and the front (Fagaly, 2018). The Positive Leader who volunteers alongside their employees, inspires them from their shared vantage "in the trenches," steps outside their comfort zone, and learns with and from them as they demonstrate their shared values, does more to move culture than any memo or new initiative could ever do (Bremer, 2018).

For companies starting to explore volunteerism or revamping their program, employee involvement in the process is critical. To build a culture of active, meaningful community involvement, the selected causes must align with the company's and employees' values. Climate change might matter to the CEO, but if the environment is low on the list of employees' interests, asking them to go plant trees may not engender the enthusiasm needed to foster a robust culture of action. It's also important to understand why employees want to volunteer, what benefits they hope to gain from volunteering, and their preferences and capacity with regards to volunteer activities. All this data will help leadership (or, even better, a committee) coordinate opportunities that meet employees "where they're at" (Benevity, 2016).

When liaising with nonprofit partners or seeking transformative volunteer opportunities, it is critical that companies have a clear, written description of their objectives. They must also internalize the reality that solely wrapping presents or picking up trash does not drive praxis. This will require fortitude, because the vast majority of group volunteer opportunities are exactly this kind of ad hoc, rote activity. It will require creativity, perseverance, and commitment on the part of companies to find the right fit. Not every nonprofit has existing activities to facilitate group and personal reflection. Companies can ask if such a resource exists or could be created (or sponsor it) to supplement a hands-on volunteer experience. But if not, due to capacity, budget, or expertise, there are other ways to achieve this goal.

Volunteer mentoring is perhaps the most direct route to truly transformative experiences. Research shows that mentorship is often just as impactful for the mentor as it is for the mentee (Evans, 2005). For example, at Imagine L.A., a nonprofit where teams of volunteers mentor families exiting homelessness, mentors consistently report high levels of personal satisfaction, commitment, perception of impact, team cohesion, and individual purpose

internalization. This personal transformation is facilitated through regular volunteer trainings and engagements covering such topics as: homelessness and the social service system; cultural competency; interpersonal advocacy; facilitated dialogue and reflection on volunteers' experiences; and other ways to make a difference, such as advocacy (Bauman, 2019).

Mentoring is a strong fit for corporate volunteerism. Empowering partial, whole, or even multiple teams to serve as mentors with the same nonprofit can foster employee bonding, leadership development, collaboration, and brand storytelling. The kind of ongoing volunteer development that personal transformation requires can meet both the goals of the nonprofit (e.g., donor cultivation, relationship-building, feedback-gathering) and the company (e.g., retention, culture, engagement).

Long-term, skill-based volunteerism can also be transformative. Serving within a nonprofit Board of Directors, "Loaned Executive" program, or as a pro bono consultant all require a meaningful commitment on the part of volunteers to understand a nonprofit's mission, structures, needs, and impact. Young Nonprofit Professionals Network Los Angeles (YNPN LA) -- which works to build a stronger nonprofit sector by connecting, empowering, and supporting emerging, mission-driven professionals -- offers a good example. To meet the organization's mission, volunteer Board Members commit to two years of service on a working Board of Directors, leading one committee or joining two of them, and attending twice-monthly meetings, retreats, and program events. According to Board Secretary Misha Body (2019):

It's been an honor serving on the YNPN LA Board. Helping 20-somethings balance the demands of mission-driven work while also navigating insane student loan debt, compassion fatigue, and imposter syndrome has helped me recognize my own gaps and privilege in my journey. Being able to reach back to assist emerging professionals has been gratifying and given me a chance to be reflective about my role as a Director. It feels great to help others by providing insights and advice about things I stumbled around to figure out myself.

These kinds of corporate volunteer commitments are more appropriately called partnerships. As Keys, Malnight, & van der Graaf (2009) describe, "smart partnering" transcends pet projects and traditional philanthropy to provide deep value-adds for both nonprofit and company. Such partnerships recognize that each party gains by joining forces in creative ways. This relies on, "the two sides...being open enough to understand issues both from a business and a societal perspective." When executed successfully, the outcome is more than just a win-win. A third "win" is needed for the employee who grows personally and professionally through her experience.

Heads, Hands, and Hearts

Amy Kates, in *Practicing Organization Development* (2010), declares, “The leader cannot design the culture directly. An organization’s culture consists of the common values, mindsets, and norms of behavior that have emerged over time and that are shared by most employees. It is a product of the cumulative design decisions that have been made in the past and of the leadership and management behaviors that result from those decisions.” Culture is not at the center of Capabilities, Structure, People Practices, Metrics, and Processes -- it is the lines connecting them.

When a business values meaningful community involvement and commits itself to developing individuals beyond their job functions, it doesn’t just benefit nonprofits and employees -- it can transform workplace cultures or even sectors. That’s because when personal transformation happens to one person, it’s called an epiphany. But when it happens to many people together, connected by shared passion and experiences, it can lead to transformative organizational change.

But it starts with you and your intentions.

As Father Greg Boyle, founder of Homeboy Industries, once shared (personal interview, 2018):

We must not go to the margins to make a difference. No, we must go there so the people there can change us. The measure of our service lies not in our compassion, but in our ability to see ourselves in kinship with them. And when we allow those at the margins to inhabit their truth, we open ourselves to be transformed, and in this process discover the exquisite mutuality of our common nobility and shared dignity.

When executed thoughtfully and intentionally, volunteering challenges our minds, activates our hands, and opens our hearts. Through physical closeness, exposure to new perspectives and stories, and the warmth of personal connection, corporate volunteers can expand their own human potential by supporting the human potential of others. By looking inside to reflect on their personal relationships to society’s greatest challenges, they can become even more whole (Cameron, 2008). As Dr. King (1968) said, “This is the interrelated structure of reality.”

Biography

Brian Rosenbaum, MSW, CVA, is a Southern California native with 13 years' US and international nonprofit experience. He earned his BA in Psychology and Spanish at UCLA and his MSW at Columbia University, with an emphasis in community organizing and program design and evaluation. Brian currently serves as Director of Community Engagement at Imagine Los Angeles, a nonprofit dedicated to ending the cycle of family homelessness and chronic poverty through a blend of team volunteer mentoring and social services. He also serves as Board President Emeritus of Young Nonprofit Professionals Network Los Angeles, a nonprofit working to strengthen L.A.'s nonprofit sector by connecting, empowering, and supporting its emerging, mission-driven professionals. In his spare time, Brian can be found running, cooking, or gardening. Detailed references including the full article are available via brian.d.rosenbaum@gmail.com.

A Brief History of the Future: The Sustainable Organization by Sean Dixon

It is no secret that the global movement towards sustainable business operations is well underway. Our food, water, and power resources are rapidly reaching their capacity to support the human species. Pollution has reached all-time highs. The global population is predicted to increase to 9.7 billion by the year 2050- without a drastic transformation in our thinking, we will surely reach the ends of our resources. The call to action is being amplified by social movements, thought leaders, and even celebrities. Consumers are consciously checking products for some form of “looped” action that does not result in unnecessary waste.

Moving towards a more sustainable future requires a conscious effort throughout the entire organization. It is incumbent on the leadership team to start transitioning their organizational culture to a new way of operating. As we continue to monitor trends in the market, it becomes obvious that traditional Command and Control ideologies will inevitably become obsolete in the next decade or so. One can only speculate as to the true driver of this change, but unequivocal connections can be made to climate change and Millennial leaders assuming the helm of major organizations. Ladies and gentlemen, we have another management paradigm shift.

Thinking in 3's

Triple bottom-line thinking is the next phase of 21st century organizational life. Unfamiliar Roll with this term? You are not alone. The buzz surrounding triple bottom-line thinking still remains elusive to those who have not been actively seeking an alternative reality for their organization. Next Gen employees are actively looking for businesses that are changing the impact.

Even the organizations who have been moving their business operations away from their roots are stuck on where to leap next. The visceral feeling is there. We need a better way of doing business, but where do we turn?

The B Corp Stamp

Companies holding the B Corp rating wear a distinct badge of honor. These companies have made a conscious commitment to sustainable business practices that goes far beyond shareholder interests. In order to gain the B Corp rating, the company must show their impact on the triple bottom-line. A third-party agency (B Corp Lab) is responsible for assessing and certifying each business.

Let's pull back a minute. Imagine that you can look at your business from a very tall ladder, or if you're really spatially adept the international space station. What type of activities do you see? As you watch your business conduct its daily operations, can you see how the internal dynamics of your organization shape everyday life? If so, then

you can come to appreciate how a single decision can make a huge difference in your organizational.

growth. There are ways to map your corporate ecosystem using technology and software, but I'll save that for another publication.

Building a “B Economy”

As of this writing, there are only 3,086 companies worldwide that hold the B Corp insignia. However, with industry leaders like Patagonia, Ben & Jerry's, and Kleen Kateen paving the way, the emergence of an entirely new market economy is beginning to surface. The key to this new economy? Empowerment.

Customers and employees can play a direct role in changing the world by working for, or doing business with, these organizations. Each transaction can be viewed by the consumer as a POSITIVE impact on the globe instead of playing a microscopic role in its destruction. Valuation propositions exponentially increase with this type of business model.

After a pervasive interview campaign, I uncovered some excellent insights into the organizations of today based on the viewpoint of what can be considered by some to be an "outsider" to their business. (Note: due to confidentiality contracts between companies and custodial services, all names have been changed to protect identities).

Interview Question 1: Looking back on all your years of experience in the custodial industry and the interactions you have had with various organizations, what do you think the top three things are that leadership overlooks in today's organizations?

The most common answers were:

1. As a company grows larger, the leadership becomes out of touch with employees.
2. Communication is an issue. Misinterpretation of information leads to employee frustration.
3. Cultures should be based on loyalty and trust.

Interview Question 2: Let's pretend a CEO of a large company has invited you to a meeting to talk about ways that he could improve his company. The CEO wants to know how to make his organization more vibrant, energetic, wholesome, and family-oriented. What would you say to him?

The top three most insightful answers were:

1. “Managers and executives should walk around and talk with people. Watch what they do. Understand their needs, especially their personal ones. If they need time off, give it to them!” – Jim H. (custodial worker) from Wheatridge.

2. “A more modernized workspace is what people are really looking for nowadays. Provide snacks, a coffee, or espresso machine. Make the environment comfortable for all the employees.” – David G. (company owner) from Denver

3. I would say that people need genuine praise from their superiors. People are not just a number on a paycheck. Nothing destroys performance like working for just a paycheck. The higher-ups should act as the voice for their employees, and the company should take priority in making sure that the employees have all the resources they need.” – David K. (custodial worker) from Westminster.

Interview Question 3: When people are happy working at their place of business, what kind of stories, conversations, or attitudes have you seen?

1. “Simple. People get treated like family. The loyalty is so strong that employees feel like their managers would die for them!”- Kyle A. (company owner) from Denver.

2. “From what I have seen, people feel like they are a part of the organization, and they will take over other duties even when others are not there.” – David G. (company owner) from Denver.

3. “Managers step up. Compensation is really big. Time restraints are lifted, and the business has proper staffing. Overall, fairness is present in the workplace.” Chelsea W. (employee) from Denver.

To conclude this section, I’d like to acknowledge that these people were so happy to talk about these organization issues. It was evident that custodial companies had never spoken about alternative ways to help their customers. Overall, it was an enlightening experience for everyone.

The Triple Bottom Line

There we have it! Critical performance-enhancing information harvested through whole systems thinking and Appreciative Inquiry principles. Organizational development is an ongoing process that requires a dedicated team of professionals who are solely focused on maximizing capabilities of the entire system. Daily business operations tend to mimic motions of a hurricane, where everything seems to be an endless swirling occurrence of tasks, putting out fires, relationship building, and workflow sustainment. I do not believe that companies deliberately lose focus on their development. Instead, companies become so consumed with daily operations that the thought of adding more to their plate will become the straw that breaks the camel’s back. However, leadership cannot let the heart of the organization to fall by the wayside. We must be cognizant about our people, our values, and our learning at all times.

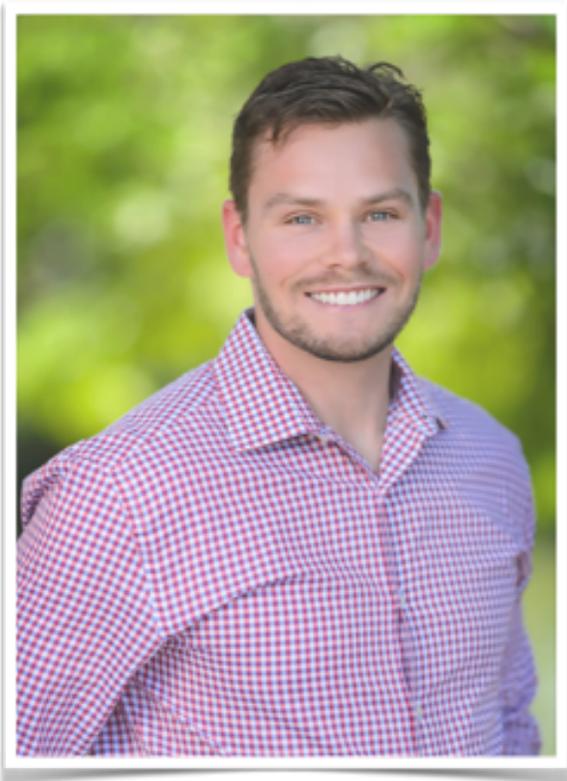
When asked about their willingness to participate in meetings with their client organizations, 80% of all custodial companies said they would consider attending a staff meeting if the

client requested and provided proper compensation. Whole systems thinkers should consider incorporating as many people as possible in their decision-making processes. What could your organization gain by bringing your custodial team to the table?

For more information about whole systems thinking, Appreciative Inquiry, and change management, check out Sean's Reading list at www.LifeElevatedConsulting.com.

Discover. Challenge. Educate.

About the Author



Sean is the founder and President of LifeElevated Consulting. He specializes in holistic change management processes and executive leadership development.

His up-and-coming work with looped business theories, whole-systems design, and change management models are reflected in the writings of his work as a Doctoral Candidate at Colorado Technical University.

LifeElevated Consulting was created to revolutionize the way businesses conduct operations and view organizational problem-solving. Together, we can build a better future for us all.

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Why do so many change projects fail? by Glenn H. Varney PhD

There are many reports on the frequency and scope of change in organizations today. For example, “The average organization has experienced as many as five (5) major changes in the past three years,” (Organizational Change, SHRM, 2019). How successful these changes are is seldom reported except occasional reports from change agents that report failure rates as high as 70%. This should be of real concern for organizations as well as OD&C practitioners since most of the time there is a consultant (internal or external) involved in the change process.

In the early days of OD&C (when the field was called Organization Development), academics, practitioners, and researchers stated and even insisted that any change had to follow a strict series of steps referred to as the “Change Process.” All of the text books and literature insisted that how you make change determines its success (Organization and Change; Cummings and Worley, 8th edition; Thomson, South Western).

Recent research explains why we have such high failure rates (70%) and that is because most change efforts do not apply the Diagnostic Process in making organizational change. Simply stated, change practitioners and change leaders do not follow a scientific process which considers all aspect of the organization (technology, employees, customers, suppliers, and often the public). For those who are trying to help organizations change, it means applying the following steps:

- Entering and contracting
- Conducting and applying the scientific process to completely understand the impact of the change on all stake holders.
- Predicting, testing and measuring the impact of the change.

Diagnosing means applying the Scientific Process to any kind of organizational change.

For more information on the diagnostic process, read: “Organizational Diagnosis: An Evidence-Based Approach.” Journal of Change Management, June 18, 2012. For a copy of this article, contact gvarney@bgsu.edu

Dr Varney is best known for his pioneering work in designing and implementing one of the first master degree programs in organization development in the U.S.



He was a member of the group of academics who founded the OD&C Division of the Academy of Management in 1971. He has published books and numerous articles on the subject of change.

Dr Varney's academic career followed an 18-year career in industry.

Most recently he and coauthors James McFillen and Scott Janoch authored a book on change leadership entitled *Grasp the Situation: Lessons Learned in Change Leadership*. This groundbreaking book is based on an article published in the *Journal of Change Management* entitled "Organizational Diagnosis: An Evidence Based Approach" by McFillen, O'Neil, Varney and Balzer.

EVENTS

Manage to Lead: 7 Truths to Help You Change the World w/ Peter DiGiammarino

Thursday, Jan 16, 2020, 11:55 AM EDT

Whether one wants to change **personal habits**, implement a new information system, improve a business process, get team members to work together, increase a community's appreciation for diversity, or even to topple a monarchy, taking actions driven by seven disarmingly simple truths will individually and collectively help achieve the goal.

Manage to Lead presents a framework to describe and assess any organization. It also provides a structures approach to plan and implement next steps for an organization as it strives for long-term growth and performance. Readers are invited to select a familiar organization on which to apply the tools and template introduced throughout.

In the role of chief executive, director, and manager, Peter DiGiammarino has led dozens of successful organizations, which ranged in maturity from initial concept stage to employing thousands of people and, collectively, generated billions of dollars in economic value and social impact.

Educators at the Commonwealth College at the University of Massachusetts, Amherst and at the American University MSOD program in Washington, D.C. asked him to organize what he has learned into a form that can be shared.

The result is *Manage to Lead*, a workbook that brings to life his approach to guiding organizations to develop their operations to develop their operations to synchronize with their strategy. **Operations** refer to how to **PLAY** the game. **Strategy** refers to how to **WIN** the game. In *Manage to Lead*, Peter shows how to **turn strategy into operations** and to simultaneously **evolve strategy from operations** using seven truths gleaned from more than 30 years creating and growing organizations. His insights have been honed while teaching at a number of universities, most recently at American University in Washington, D.C., where he serves as an adjunct professor teaching Masters Students about leadership and organization analysis and strategy.

You can access our back catalogue of webinars at our [Webinar library](#).

May 2020 ISODC Conference



UNIVERSITY OF
SOUTH ALABAMA

Where: University of Southern Alabama, Mobile campus

When: 12–15 May 2020 (Tues–Fri).

Theme: OD and the Future World of Work

Accommodations: At University (dorms & new hotel). Presentation equipment available on campus.

Airports: Mobile AL, Gulfport MS, Pensacola FL. Note: New Orleans airport is +2 hour drive.

Other exciting conferences on the horizon:

- January 10 - 12, 2020 - INCON at ASM in Pune, India. with Dr. Jai Sandeep
- June 16 - 17, 2020 - ISEOR Conference, University Jean Moulin in Lyon, France. For more information go to www.iseor.com.
- October 14 - 17, 2020 - OD World Summit at Assumption University, Thailand - Lee Lu is the OD Program Director.
- We are exploring an ISODC Israel conference with IDC Herzliya - International School with Anton Shufutinsky.
- We are planning an ISODC Ghana 2021 conference with Noble Kumawu.
- We are truly an International Organization Development and Change Organization! Check us out today at www.ISODC.org and email us at info@ISODC.org with any questions!

