
Dear IODA members,



OD has never been more needed in the world than it is today. OD practitioners are able to bridge paradigms and world views, give voice to those previously unheard, and bring wholeness to organizations and society. IODA is uniquely positioned to promote the professional practice of OD as well as support and connect a rapidly growing global OD community. IODA is the organization of the times, agile and light on footprint, linking the global with the local, theory with practice, rigor with relationship. IODA's presence around the world and its unique approach of highlighting the practice of OD across cultures provides its community with a deep appreciation of the profession. And more than anything, IODA members are the

change we want to see in the world. From conference to conference, and across the world of social media, the "IODA spirit" inspires us, reminding us of the the promise of OD, through the warm, joyful, expansive and accepting culture that creates a nurturing space for those who want to bring positive change to the world. We realize that the community wants to not just be inspired by expertise and best practices, but sustained through the conduit of warm, mutually supportive relationships.

I believe so much in the role IODA can play in supporting and continuing to build a truly global OD community and promoting the professional practice of OD that I would like to confirm my candidacy for the position of President of IODA. I am an OD consultant and academic with an international practice. I have also expressed a deep commitment over the past twenty years to promoting a truly global understanding of the practice of OD through writing, teaching and speaking engagements.

In addition, I have had the privilege of serving on the Executive Committee as Membership Coordinator for three years during an exciting time for IODA in which membership more than doubled. I also had the extraordinary experience of collaborating with colleagues on the planning committee for the hugely successful 2nd OD World Summit in Portland, Oregon, USA in 2015 in partnership with the ODNetwork. And with my IODA colleagues, I also helped establish a new exclusive social media site, iodacommunity.org.

If elected, I will provide continuity by supporting the strategy established by current President Peter Kalmar in collaboration with the Executive Committee. Here is what I propose within this strategy:

1) Fixing the Basics

The Executive Committee has made much progress in clarifying the roles, structure and governance and we should continue to do so. We need to make the activities of the Executive Committee more transparent to members with greater communication and tracking of activities. We also need to continue to build circles of involvement beyond elected positions to release the energy of the community. I also hope we can bring the lens of OD to our activities – looking to increase participation and mobilization while asking ourselves ongoing questions about how we can improve.

2) Organizing outstanding conferences and events

IODA's community is re-vitalized each year through our vibrant conferences. We will be gathering in India this year, and South Africa in 2017. We will continue to reach out and support regional efforts not just in organizing conferences but in creating other IODA sponsored events that nurture thought-leadership and innovation in OD around the world.

3) Building a strong virtual community

IODA has significantly strengthened its virtual presence over the past few years, resulting in increased connectivity, involvement and membership. We are active on Facebook, LinkedIn and our own exclusive group site, iodacommunity.org. We also refreshed our website for improved capability. We must continue to strengthen our interconnectedness and encourage cross-fertilization through our virtual community as a necessary complement to our in-person events.

4) Continuing to co-create a global OD community

We are growing by the day. IODA has become home to so many OD practitioners, academics, students and change professionals across the world because they feel welcome and valued for who they are. We need to tap into the vision and talents of our membership, providing the connectivity for people to collaborate, innovate and celebrate the work in their part of the world. It is important in particular to rely on the wisdom of our deeply committed core group of IODA members as well as continue our efforts to be the home for younger practitioners, connecting them to established members in mutually supportive ways. Finally, we need to continue to nurture collaboration with sister organizations so we can leverage each others' strengths.

5) Launching and supporting mission-driven projects

Our growing membership provides opportunities for the IODA community to initiate projects, ideas, and collaborations possible only through a mutually supportive – and collectively inspired – membership. We need to use our increased virtual capabilities to connect ideas with resources.

IODA in 2016 is visible, admired and sought-after by other OD communities for collaboration and cross-fertilization. Our joy and vitality is contagious. As President, I would want to nurture and preserve what is essential about IODA – 30 years of committed work, our deeply global membership, our agility and our openness – and our “IODA spirit” which creates such expansive and creative space for people to gather.

Suzanne Zaldivar
April 2016

Endorsements – Peter Norlin

March 24, 2016

To the Members of the Election Committee:

As a member of IODA's Executive Committee, I think that the organization is currently poised at an important juncture in its own evolution, and that our future is now critically dependent on the quality and commitment of our leadership. Given the sustained success and reputation of our current President, the person who next takes this role must be uniquely credible, strategic, and courageous, since he or she will be challenged by complex dynamics that must be managed if we are to fulfill our purpose as a global community of organization development professionals. For this reason, I am extremely gratified and relieved that Suzanne Zaldivar has chosen to accept this challenge, since I believe that there are few other people in IODA who are as equipped as she to provide both the leadership and stewardship that's needed if we are both to survive and thrive as a professional association.

I am confident in this assessment, because over the last few years, in her role as Membership Coordinator, I have found her to be a proactive, strategic thinker; a person who is able to integrate her thinking and emotions in the service of thoughtful, perceptive decision-making; a clear, direct communicator; and a relationship-builder without peer. Add to this list of core competencies a commitment to personal accountability and you can understand why I believe my fellow IODA members should feel optimistic and enthusiastic at the prospect of Suzanne guiding us toward the future.

I am especially anxious for Suzanne to become IODA's President now, since I feel that she is unquestionably qualified to help us evolve as a true, global professional community, specifically by building on the results of our extraordinary partnership with the OD Network during the second OD World Summit in Portland, OR, in October, 2015. Her sustained commitment to this historic opportunity, her ongoing energy and dedication to promoting cross-cultural communication at every level during the conference experience, and her unparalleled skill at building relationships across generations and cultures were key contributors to the Summit's success, and it was clear that her warm, open, joyous presence had enormous impact on Summit participants of every nationality. Personally, I am confident that, as President, Suzanne will continue to demonstrate this rare combination of creativity, courage, and character, and I couldn't be happier that she's seeking this role at this point in her professional career. We'll all be the beneficiaries of her willingness to serve as IODA's President now.

And so, as should be obvious by now, I support Suzanne's nomination for President without question!

Sincerely,

A handwritten signature in black ink, reading "Peter F. Norlin". The signature is written in a cursive, flowing style.

Peter F. Norlin, Ph.D.
Treasurer, IODA

Endorsements – Ulla Nagel

Dear IODA Members,

I would like to take this opportunity to recommend Suzanne M. Zaldivar, U.S.A for the position of IODA President.

At the ODN Conference in Seattle in 2009 I met an outstanding colleague and very impressive woman. Her name is Suzanne M. Zaldivar. She was announced as the winner of the award for the Best International OD Project. I listened to her presentation and my interest increased from minute to minute.

Suzanne is a courageous, tough woman who took on the challenge of working on a development project in Afghanistan at the time when Hamid Karzai had just become President of the new Islamic Republic of Afghanistan after having won the difficult Afghan elections in 2004. Remember there was war before and after the installation of the new Republic. For instance, in 2005 the Taliban Insurgency began after a Pakistani decision to station around 80,000 soldiers next to their border with Afghanistan. This was a fragile situation in a dangerous country and a culture that is extremely suppressive to women. Suzanne went there to consult the new government and support change for the better.



While she was speaking very impressively and touchingly about her experiences and the obstacles and the successes of the project team, I got a strong sense of her motivation to perform this special work. She possesses deep human values and the strong conviction that everybody should contribute to creating better conditions and circumstances on our planet. That she has chosen Afghanistan in particular as a place to work is an indication of her character. She puts high demands on herself. She does not spare herself while a good mission still needs to lead to success.

Naturally I told her about IODA and that she is just the right colleague to join this wonderful community of OD professionals. I'm not quite certain but I believe she wasn't aware of IODA and its vision and mission before we first spoke.

After this, it took three years before Suzanne finally took part in her first IODA World Conference. That was in Mozambique in 2012. It was due to the efforts of our new financial

manager, Peter Norlin, and our international affiliation coordinator, Peter Kalmár, our later President, that she took the opportunity to meet the community and speak to us. Her workshop about supporting cultural change in Afghanistan was the highlight of the program and because of great demand had to be presented twice.

This was my last year in the position of IODA President and all my intentions had been directed on having good people in place to take over the wheel and lead IODA through the next years. I saw Suzanne's talents for motivating people by her enthusiasm, her empathy to others and also through her humility. She is a team worker. Her communication and her mindset are distinguished by openness and fairness. She doesn't promise things she cannot deliver. She is target driven and she won't quit until success is achieved. She is a professional in the field who lives Organization Development and has international OD experience.

I asked her in Mozambique if she would be willing to serve on IODA's board. She was surprised and asked for time of consideration. I observed how seriously she takes her decisions. It took some months but she then ran for the position of membership coordinator. One of her first activities was to open up a talk forum via our website to give our members a chance to network.



Suzanne M. Zaldivar joining IODA's community at the IODA World Conference in Mozambique in

Under the lead of our President Peter Kalmár, Suzanne performed tremendous work in making the Second OD World Summit happen and in participating in this fantastic success. Everybody who took part in Portland knows what I mean. Long time participants in annual OD conferences attested that IODA's co-moderation transformed the conference to a higher level of energy and vibrancy, to more walking our talk, increased professional quality and to more fun!

Suzanne's participation in IODA's EC is important to the whole team. The energy and love for IODA she brings effects everybody in a positive and constructive way. She is so beneficial for the team.

I support very much the direction Peter Kalmár has given IODA during the last three years. Peter Kalmár and Suzanne Zaldivar pursue the same values and the same ideas. To have Suzanne as next IODA President would mean following our current path and strengthening

IODA's role as a professional leader on a global level by searching for meaningful international affiliations and networking.

Therefore I recommend Suzanne Zaldivar for the position of IODA President 2016-2019.
Please give Suzanne your vote!

Dr. Ulla Nagel, IODA President 2007-2013
Germany
April 2016

Professional Background

INSPIRED-INC.- Co-founder & President 2001 – present

Incorporated in 2001, Inspired-Inc. is an international consulting firm which helps its clients proactively manage change in themselves, their organizations and their environment through organization and leadership development as well as executive coaching.

Suzanne:

- *Sets strategic direction for the firm;*
- *Increases annual rates of revenue and profitability growth;*
- *Provides consulting and executive coaching services to clients;*
- *Speaks internationally on leadership, change, strategic and cross-cultural issues;*
- *Maintains customer satisfaction. Recent clients have achieved:*
 - *Increased capacity to proactively manage change in a sustainable way*
 - *Organizations mobilized effectively for change*
 - *Measurably improved leadership capability*
 - *Systems more aligned and energized around vision and strategy*

Partial List of Clients

- | | |
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| • AARP | • World Bank Group – IFC |
| • Accenture | • PBS |
| • Aetna | • Tahiri Justice Center |
| • Booz Allen Hamilton | • Texas Instruments |
| • Grupo Metalsa | • University of Maryland |
| • The Healthy Back Store | • UNDP - Afghanistan |
| • Luxottica Group S.p.A. | • USAID – Colombia, Afghanistan |
| • Inter-American Development Bank | • U.S. Federal Government, FDA, NIH, DHS |
| • INOVA Health System | • Walmart |
| • Johnson & Johnson –US, Mexico, Venezuela | • Washington Post |
| • Maryland Senate | • Winterbotham Trust - Bahamas, Uruguay |
| • Mission Foods, Gruma, S.A.B. de C.V. | |
| • Pan American Health Organization | |
| • ONE Campaign | |

Examples:

USAID Mission Office, Bogotá, Colombia – Managing Change:

In support of its enhanced development work, Suzanne worked with the Mission Chief and the entire Mission Office to strengthen teamwork, alignment, communication and collaboration leading to an energized and more empowered workplace.

USAID/UNDP projects in Public Sector, Afghanistan – Managing Change:

Suzanne facilitated discussions at the top levels of the central government and several provincial governments in Afghanistan to assess the current state and begin the process of identifying opportunities for greater transparency and improvement in an extremely complex and dangerous environment.

International Financial Services Company, the Caribbean– Managing Change: *Suzanne designed and delivered a multi-year, multi-intervention strategy to strengthen senior leadership capability and enable them to better manage organizational/functional challenges, growth and an expansion to new markets.*

Media, financial services, healthcare, manufacturing & distribution, non-profit, retail, public sector -Executive coaching:

Suzanne has effectively coached over 500 leaders, including CEOs, Presidents, SVPs, Executive Directors, elected officials and directors.

FANNIE MAE - Executive Coach/Organization Development Consultant

1997-2000

- *Improved leadership effectiveness of managers through executive coaching*
- *Collaborated with and consulted to senior management in building capacity and strategic direction for various business areas*
- *Member of a cross-functional team which designed a highly praised executive leadership program and re-designed the development and performance review system for executives and senior managers, thus earning the Vice Chairman's Award for bringing significant value to the company*
- *Responsible for the successful design, implementation and evaluation of an organization-wide high potential leadership development program which helped Fannie Mae earn the Vanguard Award (sponsored by Working Woman magazine) for its contribution to fostering leadership opportunities for employees, in particular women and minorities*

GREYSTONE CONSULTING GROUP - Partner & OD Consultant

1995-1997

Results included:

- *A strategic plan for a manufacturing alliance*
- *Alignment of resources for the alumni department of a DC area university*
- *Organization-wide awareness and planning around opportunities and threats for an outpatient mental health clinic focused on services for the immigrant population*
- *Awareness and optimization of differences at an HIV/AIDS resource center*
- *Greater community resources and better distribution of responsibilities at a non-profit organization in service to those with HIV and AIDS*

THE WORLD BANK - Leadership Development/Human Resource Consultant

1985-1994

Member of a team of leadership development trainers who:

- *Provided the Bank greater awareness of its expressed and covert processes through the first organizational culture study in the Bank's history*

- *Helped individual high potential leaders attain greater self-awareness, improved interpersonal skills and greater organizational savvy through cutting edge training*
- *Enabled teams across the organization to function more effectively through team building*
- *Provided recommendations on management and training strategy to the field offices in Africa*
- *Member of a team entrusted with the effective outplacement of 540 employees during a reorganization, and:*
- *Managed over \$10 million in benefits*
- *Provided transition counseling in an often emotionally charged atmosphere*

TEACHING

AMERICAN UNIVERSITY - M.S. Program in Organization Development

Adjunct Faculty
1997-present

- *Fundamentals of organization development*
- *Consultation skills*
- *Group Theory and Change Facilitation*
- *Cross-cultural competency*

TRINITY UNIVERSITY - Department of Business

Adjunct Faculty
2010

- *Fundamentals of management*

EDUCATION

M.S. – Organization Development (with distinction), American University, 1995

Member, Pi Alpha Alpha – National Honor Society for Public Affairs and Administration

B.A. – International Affairs, George Washington University, 1985

French & Mediterranean Studies, Université Aix-Marseille, Aix-en-Provence, France, 1983

CERTIFICATIONS

Professional Coaching Certification – The Hudson Institute of Santa Barbara
Multi Track Diplomacy, University of Maryland (international conflict facilitation)

Benchmarks (360 degree feedback instrument), Center for Creative Leadership
EQi (Bar-On Emotional Intelligence Quotient Inventory)

FIRO-B

KAI (Kirton Adaption/Innovation Inventory)

The Leadership Circle Profile (360 degree feedback instrument)

Myers-Briggs Type Indicator

TRAINING

Human Performance Institute: The Corporate Athlete

T-group facilitation (intense interpersonal and group laboratory) - National Training Lab

Advanced facilitation training – American University/National Training Lab

Somatic Bodywork, Strozzi Institute

Tavistock: Group Relations, Leadership and Change

COMMITTEES

Member of the Executive Committee, International OD Association (IODA)

Member of the Program Committee, 2015 ODN/IODA 2nd OD World Summit

SELECTED SPEAKING ENGAGEMENTS

Intercultural Management Institute Annual Conference

- “Global Consulting: Insights on bridging cultures, influencing and use of power” 2014, 2015

Intercultural Management Institute Annual Conference

- *“Global Leadership: Fresh Skills for Facing Cross-Cultural Chaos” 2012*

Chesapeake Bay Organization Development Network

- *“The Subtle Dance of Consulting: Power, Influence and Values” 2012*

Organization Development Network (ODN) and International OD Association (IODA)

- *“OD on the Edge: Consulting in Afghanistan”, 2011, 2012
USAID, Kabul, Afghanistan*
- *“Process Consulting vs. Expert Consulting”, 2007
New York University*
- *“Systems Thinking & Terrorism” 2006
Women President’s Organization*
- *“Inspiring Loyalty”, 2000
World Future Society Annual Conference*
- *“Frontier Leadership in the New Millennium”, 1999
Chesapeake Bay OD Network (CBODN) Annual Conference,*
- *“This Business of Change”, 1997*
- *“OD, Culture and Effectiveness”, 1996*

PUBLICATIONS

- *Zaldivar, S. (2010) Change in Afghanistan: Contrasting values and what is essential about OD”. OD Journal, 28(II), 9-17.*
- *Zaldivar, S. (2008). International development through OD: my experience in Afghanistan. OD Practitioner, 40(I), 4-9. **Winner Best Article of 2008 by the OD Network***

