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IODA NEWS
CONFEERENCE NEWS  MEMBER’S FORUM  GLOBAL PLATFORM

WHATEVER YOU NEED IS NOW IN PERU
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Conference News</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>From the Editor</td>
<td>Alette Vonk</td>
</tr>
<tr>
<td>Join us at IODA’s 28th World Conference</td>
<td>4</td>
</tr>
<tr>
<td>1st Benefit of IODA’s 28th World Conference</td>
<td>6</td>
</tr>
<tr>
<td>2nd Benefit of IODA’s 28th World Conference</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Members Forum</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>President’s words</td>
<td>Peter Kalmár</td>
</tr>
<tr>
<td>Thank you Ulla!</td>
<td></td>
</tr>
<tr>
<td>3rd Benefit of IODA’s 28th World Conference</td>
<td>11</td>
</tr>
<tr>
<td>Enhancing membership experience</td>
<td>Suzanne Zaldivar</td>
</tr>
<tr>
<td>ABAC-GSB-ODI “Butterfly Ascent” to SOAR for Positive Transformative Change</td>
<td>Perla Rizalina M. Tayko, PhD</td>
</tr>
<tr>
<td>4th Benefit of IODA’s 28th World Conference</td>
<td>17</td>
</tr>
<tr>
<td>Letter from Japan: an Asian Breeze</td>
<td>Ken Nishikawa</td>
</tr>
<tr>
<td>5th Benefit of IODA’s 28th World Conference</td>
<td>22</td>
</tr>
<tr>
<td>European Academy, Business and Consultancy for Organizations</td>
<td>Elvira Kalmár</td>
</tr>
<tr>
<td>ODN Conference News</td>
<td>25</td>
</tr>
<tr>
<td>6th Benefit of IODA’s 28th World Conference</td>
<td>26</td>
</tr>
<tr>
<td>Less is more</td>
<td>Cyriel Kortleven</td>
</tr>
<tr>
<td>My journey so far</td>
<td>Chika Uwadi</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Platform</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>7th Benefit of IODA’s 28th World Conference</td>
<td>33</td>
</tr>
<tr>
<td>8th Benefit of IODA’s 28th World Conference</td>
<td>34</td>
</tr>
<tr>
<td>A Thought-Provoking Presentation from TEDxPSU</td>
<td>Marie L. Saul, Ph.D. Candidate</td>
</tr>
<tr>
<td>Telling and Managing The Truth in an OD Way</td>
<td>Dr. E. Montero-Son and Dr. Perla Rizalina M. Tayko</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Featured</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The significance of Emotional Intelligence capacity building in developing leaders of social change organizations</td>
<td>Michaela Bristol-Faulhammer</td>
</tr>
<tr>
<td>Newsletter team</td>
<td></td>
</tr>
</tbody>
</table>
Here’s another IODA News for us to share our stories. The sharing of stories and of knowledge, is also at the heart of organizational change processes. During these processes, we invite people to share their experiences and insights, in order to learn, analyze, rearrange and change. To share knowledge, at the same time, is not self-evident or similar all over the world. On the contrary, there are different rules about what to share, with whom and how much of it. This is true for different organizations, it is certainly also true for different countries.

Easterby-Smith (2006 and 2011) and others make mention of differences between a number of Asian countries in this respect. In a study in China, it was found that the Chinese front workers in some Japanese Multinational Companies refrain from exposing ideas to public scrutiny (2006). Here, the phenomenon of the in-group and the out-group is described. Especially in cultures with a more collectivist character, the group is important and the individual works towards the advancement of their own group. Hence, behavior towards the in-group is different than towards the out-group and sharing knowledge with people from the out-group might not be considered a very good idea.

The majority of Japanese people also score on the collectivistic side of the equation, albeit not extreme. Interestingly, the in-group here is not (only) the family, as it often is in collectivist cultures. In Japan, the company is considered to be a very important in-group as well. Hence sharing knowledge for the good of the company is very welcome and done readily.

Another important aspect that influences the possibility for people to actually share what they know, is the amount of hierarchy in the organization. It is evident that one should consider whether the presence of the boss will either hold the employees back or will stimulate them to express themselves.

Apart from the boss or manager, there might be a special role for the so-called ‘expert’ as well, especially in cultures with a higher uncertainty avoidance. People value the opinion of the expert and would rather depend on scientific knowledge than on their own or just anybody’s observation. So what would be the use of sharing the knowledge of the ‘layman’?

Finally, I was reminded of the nearling we discussed in Australia: projects or activities that had the best intentions but actually didn’t (yet) reach their goals; often great learning experiences. But who dares to share them? Everywhere? Competition, the importance to show success and hide the nearlings, are other important aspects to reckon with.

Sharing is not the same everywhere. The way we design our processes can never be the same. In exchanging our stories among OD professionals across the globe, and if we listen well, we will learn a lot about the different way stories are being shared. I wish you lots of fun reading experience in this IODA News and hope to see you all in Lima to share far more!!

Alette Vonk, Editor in Chief
Join us at IODA’s 28th World Conference
Lima - Peru, September 24-27, 2013

This year’s conference, hosted by the Universidad del Pacífico, promises to provide intriguing insight into:

- How a leading company in Latin America has espoused OD values and approaches for 37 years;
- What highly regarded company presidents in Peru think of how they can leverage their leadership;
- What the practice of OD looks like around the world;
- What kind of impact IODA has had over the past 28 years;
- How we can prepare leaders to thrive in a challenging and changing world;
- How to leverage your own practice with tools, exercises, and application groups.

And of course, you will have the opportunity to meet some wonderful practitioners, scholars and students from around the world, and strengthen your friendships may they be old or brand new.

IODA creates the space for true wholeness: connecting across differences, through differentiation, celebrating unique traditions and divergent world views. It is simultaneously global and local - drawing people out of their own worlds to connect, and inviting the world to settle in for a deep appreciation of what OD looks like on the ground in each culturally rich location.

Come join the global conversation!

Peter Kalmar President, Suzanne Zaldivar Membership Coordinator, Mohan Krishnan Conference Chair, Silke Haebold Project Assistant
As you can see we all are very excited to see this great conference shaping, but we would like to share all these excitements with you. Therefore throughout this issue, we will list eight benefits that we guarantee you in Lima. And there is so much more to discover…

Are you ready?
We will listen to the President of a major Peruvian business group that has maintained the validity of OD in its corporate development, for 37 years without interruption.

In its international strategic development, it has accompanied 17 successive Governments, executing in Peru works of great significance for the nation’s development. It has now been working for 80 years, with a successful institutional life.

He is a leader who managed to form an exemplary Business Culture, who has strengthened the national culture, with principles and values, with enriching processes of succession at all the strategic levels, and excellent relations with the community.

Architect José Graña Miró Quesada is a distinguished business leader in OD at the Latin American level.
We have invited K.C. Soares, Founder of IODA, to give a presentation on the impact of IODA on 5 continents, 65 countries, and more than 400 universities that offer Master’s degrees in OD; and how OD has influenced the thinking of companies and institutions in the various countries during these past three decades.

A selected team of consultants from the U.S.A., Austria, Mexico, Argentina, Ghana, and Germany will share their experiences, addressing that life is no longer divided into three segments – there is a new phase of life, how to get people to grow, what it means provide the balance between the emotional and the rational, OD and multinational corporations, and the new organizational health approaches that are emerging in Europe.
Dear IODA Community,

This is the first IODA Newsletter since I have been elected as the next President of IODA. So, this is the first opportunity that through this foreword I can talk to and make contact with the wider Global OD Community. You may know that this Newsletter - that I am personally very proud of - reaches far beyond the circle of our paying members.

Therefore here goes my first official call to all of you out there, current, ex- and future members of IODA to let us put the Global OD Community on the map again through MAP, our brand new Membership Activation Program, that will enable us to double, triple and finally multiply the membership of IODA in the coming years. We do live in a connected world, and we have new means and channels to keep our community together, so it is time to look for new ways of supporting each other actively throughout the whole year.

Let us reward ourselves by being an active member of a truly global, vibrant and highly respected community of likeminded OD professionals, leaders and change agents. I am sure that this is a worthwhile cause and by getting closer to it we can get the max out of our collective intelligence, shared knowledge and decades of experience while keep having fun doing so virtually and in person too.

Let us come together in Peru! this year. As currently it is the tradition of our yearly conferences that keeps IODA running, expanding and having an impact on the World, it is of utmost importance for all of us to - at least - consider being there in September in Lima. (www.iodaperu.com) Our fantastic mentor and friend Jose Campoverde Ayres and his team is doing everything possible to host the IODA World this year in Peru with an outstanding professional and cultural experience that is expected to be one of the most outstanding events of our IODA history.

Let us unite our forces and let’s inspire ourselves, each other and all those around us who have not yet been in touch with who we are in IODA. And with all that, let us start a new chapter in IODA's 28 years of history and play an active role in positive change throughout the World.

Last but not least, one more thing: as your incoming president let me greet our former president – Dr. Ulla Nagel - for all her efforts and achievements in the last 6 years: THANK YOU ULLA - or better said Mrs. President - without you, we would not be who we are, here and now in IODA.

All the best to you all and SEE YOU IN LIMA:

Peter Kalmár, President of IODA
Ulla Nagel,
Finishing 6 years of IODA Presidency

“I have known Ulla from both the OD Institute and IODA platforms where we used to meet each other at their annual OD Conferences around the world before she became the President of the latter. During her tenure of the IODA presidency, she has shown such enormous energy, commitment and drive, even if she occasionally stepped on toes, who will blame her for it is to be expected of any high achieving and focused leader. Ulla, I’ll miss your energy, drive and dedication to duty.”

Noble Kumawu

“When I think of Ulla I’m thinking passion, enthusiasm, smile, emotion, frustration, dance, smile again, and lots of learning. Ulla has been a true figurehead, representing IODA in an elegant manner to the rest of the world, binding and bonding and ever present. Internally there’s been both laughter and progress as well as struggle and frustration. With persistence, ongoing willingness to grow and find solutions, and her enormous warmth and charm, Ulla has helped IODA forwards a great deal.”

Alette Vonk

Thank you & please keep shining!

“Ulla’s passion for IODA has known no limits. Under her leadership the organization succeeded in achieving many of our shared goals- growing the base of new members (including young people), strengthening and widening the organization’s global presence and partnerships, and professionalizing administration and governance systems. Thank you for your years of service Ulla, often under difficult circumstances, and wishing you all the best with your future plans.”

Michelle DeBruyn

“Ulla demonstrated consistent passion and enthusiasm for the interests of the IODA community and represented us faithfully across national and organizational boundaries. Ulla’s warm and welcoming smile has been a feature of all my IODA conferences, long may that continue to be so.”

Rod Barnett
You will experience the sensations and practices that were applied by more than 200 consultants in the world scenario over 2012 and 2013. There will be circles of 7 to 10 consultants from different countries and regions, who will share their contracts, their interventions, the processes that led to strategic changes, where you will be able to leave the European circle and go to the Asian one, for example, thus exploring what has been happening in the business world in the past two years.

You will share the best lessons learned in North America, Latin America, Europe, Asia, Africa, India, and Oceania, both in family businesses and corporations, as well as in State institutions and organizations.

All this information – OD in 360° -- will be handed to each participant at the closing session of the Congress.
Dear IODA community,

It is a deep honor for me to accept your election as a new member of IODA’s Executive Committee in the role of Membership Coordinator. I appreciate the trust you have placed in me. I commit to doing my best to serve you and the larger global OD community. I thank Christine Wawra for her contribution as the previous Membership Coordinator, and I thank Michaela Bristol-Faulhammer for being willing to step up to serve IODA in the election process. I hope we will be able to continue to count on their creativity, insights and contribution.

Last year, in Namaacha, Mozambique, I was won over by the words that we at IODA are “united by our differences”. Given that OD practitioners by definition bridge worldviews, we rely on differences to inform our work and strengthen our skills. As OD colleague, Dave Jamieson once said, “the one with the biggest view wins”. There is so much richness around the world in experience and insight that IODA is uniquely positioned to channel and celebrate. We acknowledge that no corner of the globe has a corner on truth, and that all are enhanced by a truly cross-cultural, cross-mindset conversation.

I extend my congratulations to new President, Peter Kalmar, and look forward to collaborating with Peter as well as my wonderful colleagues on the Executive Committee. As Membership Coordinator, I will be seeking to draw on the talents of those willing to support the efforts to enhance the membership experience, as well as bring in new members and fresh perspectives.

“THE ONE WITH THE BIGGEST VIEW WINS”.

CONT.
My priorities are the following:

1. Increase the visibility of IODA to potential partners and collaborators;
2. Increase the membership, particularly of younger people, who bring fresh views and who are the future of the profession;
3. Support the revitalization of country liaisons;
4. Continue enriching the virtual space between members, through social media and other web-based tools, so that there is greater connectivity and continuity, especially for those unable to attend the annual conferences;
5. Provide increasing exposure to what practitioners and change agents are doing around the world, so that they can feel supported, and their work can inform theory and best practices of the profession;
6. Support the work of the Executive Committee in solidifying the momentum of an IODA better positioned to serve its members, the OD profession, as well as those who benefit from its values and methodologies.

Let me know if you have suggestions or ideas – all are welcome!

Warm regards,

Suzanne M. Zaldivar, Membership Coordinator
The OD Process is both a program or a course in our graduate school masters and doctoral programs and it is also a learning experience of individual students undergoing through their process of being, behaving and becoming a professional in OD Program. Additionally, it is a lived experience in evolving and developing the GSB-ODI organization as an institution.

On 12 September 2009, during the 24th GSB Anniversary, the Organization Development Institute (ODI) took a “butterfly” ascent of the collective expertise through the years. This was inspired by our exposure and experience at the Stanford Professional Development Center from which Bro. Martin Prathip Komolmas challenged the GSB ODI Team to launch it as a service facility or mechanism-- of the GSB OD Program--where programs and projects that would be designed and tailored to identify needs of client individuals and organizations in various industries. Building on the strength of ABAC as a Graduate Business School and the network of linkages with its alumni and various associations, the ODI launched its programs for leaders-executives-managers-supervisors with organizations such as Singha Corporation, Krungsri Bank, PATS, DASTA, ICBC, ACN, and others.

Part of its strategic thrusts in organization development and a transformation (ODT) initiative is to create wider, broader consciousness of positive organization development and transformation not only for the academe but also for the industry in Thailand and in Asia. Towards this end, GSB ODI become deeply involved in organizing and conducting the ABAC OD Summit starting in February 2012 with Dr. David Cooperrider of Case Western Reserve University, the Guru-Founder of Appreciative Inquiry (AI) on the theme “Leveraging Positive Change for Organization Development and Transformation in Thailand.” This was followed by another ABAC OD Summit in November 2012 with Dr. Behnam N. Tabrizi of Stanford University on the theme “Inside-Out Effect Transformational Leadership” author of best seller books on Rapid Transformation (2007) and Inside-Out Effect Transformation (2012).
Given the two preceding summits, with two outstanding international speakers providing strategic and systemic perspectives in ODT, the ABAC OD Summit 2013 on November 21-22 focuses on the theme “SOARING to Positive Transformation and Change” with Dr. Jacqueline M. Stavros, the author-founder of SOAR Model of Strategic Thinking and Planning. With her is a colleague Dr. Matthew Cole working with her on SOAR PROFILE.

SOAR is an acronym representing STRENGTH, OPPORTUNITIES, ASPIRATIONS, RESULTS designed by Dr. Stavros as a profoundly positive approach to strategic thinking and planning that allows an organization to construct its future through collaboration, shared understanding and a commitment to action. (Stavros, J. A Thin Book of SOAR, 2009). In strategic thinking where it requires innovation, creativity, flexibility, right-s process of thinking-through ideas, information and alternative solutions, SOAR lends best to leaders and managers to get this thinking and planning done differently to leverage key points for organizational Change.

In this Summit, participants will be able to discover their own SOAR PROFILE and utilize information from the profile for strategic thinking and planning in ways where the development process builds on strength, explores opportunities, designs based on aspirations and delivers on clearly defined results or outcomes.

The ABAC ODI then takes a SOAR ascent during this SUMMIT building on its already brain-based process of positive ODT with whole brain lite-racy (WBL). This will be held on November 21 to 23, 2013 at Assumption University, John XXIII Convention Center, on Suvarnabhumi Campus.

Perla Rizalina M. Tayko, PhD
is the OD Program/OD Institute Director of the Graduate School of Business ABAC.
Consultants Nagel from Germany, Wuestenberg from Belgium, Silverman from USA, Villavicencio from the Philippines, Breuer from Holland, De la Fuente from Mexico, and Kalmar from Hungary, all with more than 30 years of accumulated experience in OD interventions, will organize themselves in teams under the guidance of the Open Space expert, José Campoverde, who will direct the O/S for thinking and proposing what should be taught and practiced in specific fields to develop leaders in 2021. Leadership has changed, just as the world has been changing and societies have been changing; technology has changed behaviors, and new knowledge has emerged, as well as new applied sciences. Great leaders were successful in their environments, which, in turn, have also been changing. How can one become a leader? Warren Bennis wonders...
Letter from Japan: an Asian Breeze
by Ken Nishikawa

This letter comes from a member of IODA who is also the director of OD Network Japan (ODNJ).

It is honor for me to report about the “Asian breeze” to the new president of IODA and to give greetings to the committee and staff team members of Peru conference. Additionally, I will introduce recent OD activities that have strong connections to IODA and ODNJ.

Recently, ODNJ-- as a center of OD activities in Japan-- has completed the second annual conference at Nanzan University, from 18th to 19th May. Many attendees, roughly 80 people, came to share their knowledge, practices, and aspirations for the future with all attendees. This is a vignette about it and stories behind it.

Although the size of the conference might be small compared to that of international OD communities, I believe it has distinctive features for us. As the director of ODNJ, I sincerely introduce those to you.

MEETING AND CONFERENCES SINCE 2010

Having held a small meeting in the first year, 2010, ODNJ held the first annual conference in 2012. Even though it is largely due to the nascent stage of ODNJ, the conference committee and staff team members dedicated their energy and time to achieve the successful goal of the conference. Three professors at Nanzan University, which is the venue of the conference in 2013, negotiated with the University to lend their facilities gratis, for the conference.

This University, from another aspect of the conference, has a legendary history of OD activities in Japan. It is the only university that provides laboratory training programs for its students and clients throughout their programs. ODNJ, as an OD community in the world, might be fortunate enough to open the conference at the University. Besides its history, it is located in a green area in Nagoya city, and so, many attendees felt comfortable and relaxed during the short breaks between the sessions.

When ODNJ did the first annual conference in Tokyo 2012, nearly 120 attendees came to enjoy it. One of the challenges in the first year was the concurrent session system. Since our Conference in 2014 will be three days and will use the three concurrent session system, we used the concurrent session system, despite it being a one day conference. This was our first attempt and we did it well.
The 2013 ODNJ Conference
In 2013, ODNJ extended the length of the conference from one to two days, moved it to new facilities, even more – we moved it to a new city far from Tokyo, and enjoyed dinner near to the venue. All the things that happened to us may be fresh challenges. Many of us fully appreciate the dedication of the committee and staff team of the second annual conference.

A SUMMARY OF THE CONFERENCE IN 2013 Follows:

On the first day, duration of three hours, offering three different workshops started after the registration and members’ meeting of ODNJ. Then, the conference moved to three concurrent sessions, and came to end before the closing dinner.

On the second day, each of three 75-minute concurrent sessions started at 10 a.m. This was followed by a buffet lunch. The committee set up a large dialogue meeting during the buffet lunch to share ideas and voices for the conference in 2014. As the result of enthusiastic talking, a wide variety of ideas and voices for the plan to the conference bubbled up in the room, and were shared with everyone.

The afternoon of the second day began with special guest speakers talking about their experiences and practices throughout their organizational change efforts over the years. Both of them are CEOs - famous for their change initiatives and performance in their business sector and coverage in media. After an hour-long speech respectively, group dialogue started and focused on what we had learned from their speeches, and then, many questions about it were referred back to the speakers. Intriguing questions came from attendees, and insightful replies and dialogue went back and forth in the room. Finally, the concluding speech of the conference was given from the Conference committee, and then, all in the room made sure that we would meet again at the corroborative conference among IODA, AODN, and ODNJ in Tokyo 2014.
INSPIRATION TO START ODNJ

This is a brief summary of with the international OD community for years, ODNJ started as a platform of OD activities in Japan 2010. I appreciate many OD folks whom I have met since 2008, OD communities IODA, AODN, and OD Educational Association (former OD Program Leaders Meeting).

As a first attendee, I went to the annual conference of OD Network, which was held in Austin Texas, USA in 2008. I got into the shared van at the airport going to my hotel. On the way to each hotel, natural things among eight passengers occurred amongst us, like “Where and why do you come here?” That was the first time for me to see the late Dr. Imre.

During the ODN conference, I listened to his persistent and enthusiastic stories to prepare for the conference at Budapest in Hungary 2010. When I received the sad news of his passing from IODA email, I trembled, due to the relentless fact. Dr. Imre is a spiritual usher for me to start ODNJ.

Former president of IODA Ulla gave me a lot of energy to start ODNJ; also, Mohan, as leader of the conference committee, and others coming from Asia OD Network lifted my mind high enough to consider the conference in Japan. Dr. Ulla gave me uplifting messages with her bright smile, and naturally, pulled my mind towards the preparation for the conference in Japan 2014.

Treasurer of IODA Dr. Peter Norlin is one of distinguished persons for me to start ODNJ. I met Dr. Nolin at St. Thomas University while attending the OD Program Leaders Meeting and ODN in Austin in the USA in 2008. Peter always gives us energetic atmosphere to stand for authentic direction with open, enthusiastic, principled mind. When ODNJ asked Peter to check our mission, vision, and values statement written in English, he immediately did it. Now we post it on our web as Peter’s dedication.

There are many precious supports from talking to current and former EC members of IODA; indeed, all things between IODA and ODNJ originate in the USA 2008 and India 2009. These are the precedents for the preparation of our Conference in Japan 2014, as they emerged in Hungary 2010, and have been getting stronger and wider more than ever before. Dr. Ulla and the new president of IODA, Peter Kalmar, confirmed that IODA and ODNJ would convene a collaborative conference in Japan 2014 during the conference in Mozambique 2012. I am honored to tell all members of IODA these stories behind our road towards Peru in 2013 and so, comes Japan in 2014.

By the time you are reading this letter attendees to the conference and the other members of ODNJ have already come back to normal daily life. Now is the time for me to prepare for the Peru conference, and collaborative conference among IODA, AODN, ODNJ in Japan 2014, following Peru. See you there in Peru and hopefully in Tokyo 2014, again!

Ken Nishikawa, Chair of the 29th IODA World Conference, Japan
We have asked a team of consultants and experts who have provided consultancy in different countries, to prepare based on their valuable experiences the advances of OD at the personal, group, and organizational level.

The team will be led by Perla Rizalina Maturan Tayko (Philippines), recipient of the IODA Richard Beckhard Recognition Award, a consultant of prestige in several countries of Asia.

She will be accompanied by: Joske Diesfeldt, International Consultant (Belgium); Glenda Hutchinson, (Australia) IODA Conference Chair – Australia 2011; and Ken Nishikawa, (Japan) IODA Conference Chair – Japan, 2014.

Historically, OD came into being enriching learning about one’s own behavior and it was a pedagogical impact, due to the speed of the learning generated in the T Groups. Thus, the first ten years went by (1942-1952), and the effects, profound personal changes, were transmitted to groups and to the organization as a whole; until Richard Beckhard proposed the name of Organizational Development for a plan of change that involved the whole organization.
Wouldn't it be great pushing the edges of our profession? Shifting paradigms that lock us into our current reality? Imagine a place where knowledge, experience, and the needs of future organisations meet. And where we are exchanging a new meaningful knowledge, understanding, and a paradigm is evolving.

We have imagined a place where people who live for the betterment of organisations, meet and exchange. We imagined a place where academic people share their findings with practitioners and think together about how to put into practice the new knowledge. Companies and organisations bring their dilemmas and questions, research people look into these, and the findings are published to be practiced.

We have imagined a place where practitioners come and learn from the best, where people representing different schools of OD and practicing different approaches come to get inspired by each other. Participating in high standard courses they not only learn, but cross-fertilise each other.

We have imagined companies bringing their best internal development people to have internship and exchange programmes professionally coordinated and supported by the best and most relevant academics and practitioners.

We imagine a place that might be a space too, functioning like a beehive, communities of our profession connecting and exchanging. We imagine building this hive cell by cell. We have been dreaming about this for a decade now, and we feel it is time to launch the Institute.

**On September 19-21st we are gathering again!** If you joined us in 2010 at the OD World Summit and 25th IODA Annual conference, you know what to expect. If you missed out on that event, here is the chance to catch up. This year you can warm up with us for the 28th IODA Annual conference.

This time we focus on Europe, bringing together representatives of different OD methods, schools, and professional networks. But what we would like to add as a new flavour is to have the academic and business/organisation side exchanging with us too. The European ABC (academy, business and consultancy) for organisations is getting together.
You will hear thought-provoking presentations by academics that question all our current paradigms. We can engage in real dialogue between approaches. We will see what the organisations of the future will look like.
And in this inspiring space, we would like to plant the roots of the Institute that carries on the essence of this co-creation, taking it out of the conference space and bringing it into our everyday professional life and personal development.

Make sure you don’t miss out on your voice being heard, your vote being taken into account in the creation and launch of the Institute that can bring knowledge together and create space for dialogue and learning from each other; and can create knowledge that we all share and take home into the lives of our clients to create a better, happier, stronger European economy and society.

On the 19-20th you can expect a conference-like event, with speakers representing Gestalt, TA, Solution Focus, SOL, Tavistock, STL, Organisation Design and many more. You will meet provocative thinkers of the academic world and leaders of the pack organisations, who are already representing the future amongst us. On the 21st we all will dream together, make decisions and launch the Institute together.

It would be a shame if you would miss out on the countdown. We look forward to seeing you amongst us spending an inspiring, mind-challenging, future-shaping sunny weekend in Budapest.

See you soon!

Elvira Kalmar, President of the Hungarian OD Society

ODN Conference this year again
San Jose, California, October 5-8, 2013

The Organizational Development Network (ODN) will be having its annual conference, titled „Innovating” October 5-8, 2013 in San Jose, California. Read more here: http://www.odnetwork.org/
We will have **seven simultaneous sessions on the advances in OD**: new tools; learning exercises; application practices in groups; learning; new processes; innovations in practices; and ways of starting an OD process. These have been selected to be presented for their acknowledged added value in applications.

We often confuse the concepts of **innovation, invention, and discoveries**; OD produces discoveries, inventions, and innovations in its installed processes of changes … because they are living realities, acting and influencing in search of the “should be”.
Less is more

by Cyriel Kortleven

If you're not paying attention for one minute on the internet, then you miss 1,500 blog posts, 98,000 tweets, 600 new YouTube movies and 168 million emails. We live in a society with an abundance of products and services, connections, technologies, information but sometimes it's too much.

At Starbucks, you can choose from 87,000 combinations. That's probably even more than you can try out in your whole life. Another example is the comparison sites. The only purpose of these sites is to compare different websites with each other (e.g. to buy a car or insurance or even diapers). But now, you already have comparison sites of comparison sites to help us make the right choice (E.g. www.snakewool.nl or www.comparethecomparisonsites.com).

For me as an international speaker on creativity and innovation, the 'less is more'-principle brings awareness at the other side of innovation. Innovation is mostly associated with the new and the future. But we also need to spend attention to free up resources like time, energy and awareness and the 'less is more' principle focuses on that part.

It is only logical to think that if some choice is good, more is better. More possibilities to benefit from and if you do not care, just ignore the 200 versions of cereal that you have not tried. Yet Barry Schwartz has done research and has found that this assumption is wrong. Although some choice is undoubtedly better than none, more is not always better than less. Too many choices can lead to the paradox of choice. At that moment, people get paralyzed by the number of options, get stress, are afraid to make a wrong choice and it can even lead to a depression. There are three principles you can apply to gain more with less: start to stop, simplify and let go.

There are three principles you can apply to gain more with less: start to stop, simplify and let go.
1. Skip a meeting this week

In every organization, people sometimes complain about the meetings and, this is a correlation between the level of your function and the number of meetings. Meetings cost billions of dollar (salaries, travel time, accommodation) and a lot of those meetings are not efficient or effective. A lot of times, just a little part of the meeting is relevant for you and other ways of communicating might be a lot more interesting.

The next time when you have to go to a meeting with not a lot of relevance for you, just skip it. If the company still functions (maybe even better because you spend time to things that were really important) than you know that that meeting is irrelevant (at least for you).

2. Make list of useless rules in your organization

One of the results of having meetings is the useless rules. A lot of rules have been very relevant in the past but not anymore because the world has changed (new competitors, new technologies) but most of the time, nobody dares to abolish the rule. This is because we do this procedure already so many years - certainly in bigger companies because nobody knows who invented the rule.

Put a big flipchart paper in a central place (not visible for visitors but accessible for all employees) and let employees write down rules that are not relevant anymore (and most of the time distracting people from the real work). If more people find the same rule irrelevant than it might be interesting to abolish that rule.
3. Create a quit list

We are very good in making to do lists and it looks like those lists always get longer. It might be very interesting to start a quit list. This is a list where you note down all the activities that you don't want to do anymore. Take a few minutes to write down things that you're still doing but don't want anymore. Take the most important one - the one that takes the most energy and give yourself four weeks to make sure that you take the necessary actions (stop, delegate, communicate) to check this action from your quit list.

1. Summarize your day in a tweet

As high-educated people, we have a tendency to use complex words and jargon. Sometimes it's very good to be forced to go to the essence - a very hard but rewarding exercise. Twitter is a great example (if you use it right) to communicate the essence of something. If you should summarize your day (or week or job or even life) in one tweet which 140 characters would you use?

Build routines to get inspired

It looks like a contradiction but sometimes it helps to build a routine (a pattern) to get inspired. A lot of times, we don't plan time to get inspired and just continue the retrace. One inspiration moment for me is Friday morning (at that moment my cleaning lady is coming). I leave the house, to let her focus on her job and allow myself to get lost in social media (twitter, a selection of blogs and some LinkedIn groups). The purpose is to find at least three elements that I can integrate or use in my presentations (or writing).
Allow slack time

Most people know the story of how Google gives every employee 20% ‘free’ time to spend on new ideas and innovation (HP and 3M were already doing similar programs – back in 1948). Several new products and services of the new products originate from the 20% ‘innovation’ time. Tom DeMarco describes this very well in his book ‘Slack’ which means the degree of freedom required to effect change. If you work too efficiently, there’s no room for flexibility and innovation anymore and business becomes busyness. So don't plan your agenda 100% full but allow time to be surprised or act on sudden opportunities.

Introduce Mr. Iddi

A lot of times organizations are busy with finding the department or person to blame when something goes wrong. In essence, there’s nothing wrong with finding the cause of a problem - to make sure that it will not happen again and real learning can happen. But in many cases, a lot of energy is lost during this crusade to find the ‘guilty’ (with accusations, deception and a lot of other negative energy).

Most of the time it is a problem that results from a coincidence of different actions and is not it due to one guilty person. What would happen if we could transform all this negative energy in a positive exploration to make sure that the problem will not happen again? It is possible. From the moment something goes wrong, Mr. IDDI is the guilty one. IDDI stands for ‘I Didn’t Do It’ and it’s no longer necessary to invest energy in finding the wrongdoer. The focus can switch to positive solutions and ideas to make sure that the situation won’t repeat itself.

Cyriel Kortleven, IODA member Belgium

Cyriel is working on his new book ‘Lss s mr’ that will be ready in September 2013. You can subscribe to his mailing list (max 6 times / year) to get updated about this book-project @ www.cyriekortleven.com
My journey so far
by Chika Uwadi

As a little girl, I always wanted to be a medical doctor when I grew up, running around in my little white coat and saving lives! I never for once thought that I would end up in the OD field, as I dedicated my time to studying science courses. The tides of life however blew me into Organizational Development and I must say that I have thoroughly enjoyed the ride so far.

My experience has been mainly in the Public Sector where I have had the opportunity to work with organizations on some OD interventions such as Corporate Planning – getting clients to understand how the organizational mandate or goal links with the vision, mission through to the medium term objectives and functions of the organization, and how this drills down to individuals’ jobs.

Working with some public organizations and helping them move from personnel administration to a more professional HRM was a very good learning curve for me, as I had to learn how to best manage resistance to change, allay fears of irrelevance and get people interested in actually making the change by seeing the relevance of the new concept to their everyday lives.

The approaches used were diverse, some of which are listed below:

• A self-assessment exercise was conducted to determine what specific areas required intervention.
• A scoping study was carried out and this revealed that there were pockets of HR functions already being performed within the existing Personnel administration, but these needed strengthening.
• Various workshops were held to ensure that as much information as possible was given to the clients.
• Learning and sharing sessions were also conducted to get as much information from the clients as possible.
• An overarching HR committee was set up to oversee the development of a suite of HR Policies, a new HR unit structure and a bespoke HR training curriculum.
• Key stakeholders were always involved in the process from the start, as this was the only way they could buy into the transition and have ownership of the process.
• An HR pilot exercise was carried out for 6 months in which participants tested out new HR skills.
Some other interventions I have had the opportunity of working on include: Service Charter development, Service Improvement Planning, Workforce Audit/Planning and development of Performance Agreements.

Considering that I am relatively new to this field, I have to say that working in the OD field has been very fulfilling for me as I have come to realize that I may not be saving lives with a scalpel, but I am touching lives every day by doing what I do.

I am excited to be a part of the IODA family as I know that this will be a very wonderful and rewarding experience for me personally and professionally. I am open and willing to learn from everyone as I grow in the field of OD and I sincerely hope I have the opportunity of doing so.

Chika Uwadi,
Marvin Egberts OD Consultant from Holland with the highest IODA Richard Beckhard Award, will have a conversation with outstanding presidents of Peruvian companies about the future role of company presidents in a world in diversity of development, multicultural presence with increased technology, and an environment demanding new ideas. To extend the present will be the new disease of the company leaders, where lost time will not only shorten the future, but also cloud the departure from the present. Experiences also regain value... in times of change.
8th Benefit of IODA’s 28th World Conference: Closing ceremony

Presentation of the 29th IODA World Conference

JAPAN 2014
A Thought-Provoking Presentation from TEDxPSU
by Marie L. Saul, Ph.D. Candidate

On March 17th, 2013 The Pennsylvania State University hosted TEDxPSU with the theme Yesterday's Frontiers Tomorrow's Horizons. Among the rich content presented was a talk entitled Positive Social Risk by Chad Littlefield, Founder and President of the Clown Nose Club, that posed some interesting challenges to conventional ways of social communication and comfort.

Chad Littlefield’s TEDxPSU talk on Positive Social Risk was the last speech before lunch. Mr. Littlefield was introduced by the event host who said that Chad Littlefield believes that the questions you ask dictate the responses you will get. The host went on to request that the audience not applaud for him, not because of disappointment, but rather because Mr. Littlefield wanted us to engage in a positive social risk in lieu of applause.

By the time Mr. Littlefield took to the stage, there were several cardboard boxes stacked vertically. He started by informing the audience that he wanted to share a story that he felt helps break down what it means to take a positive social risk. Mr. Littlefield then acknowledged the presence of the boxes, which he said, would represent our own “anxious bump”. He went on to say – as he threw the boxes off the stage one by one – that the further we get from our comfort zone, and the closer to our anxious bump, life becomes more uncertain, more unpredictable, more unfamiliar and more uncomfortable. All those "un" words pile up to form a barrier that separates and isolates us from other people.

In summary, Mr. Littlefield informed the crowd that taking positive social risk is about stretching yourself outside of your comfort zone over the anxious bump, wherever that is, so that you can begin to see people as individuals with depth and stories, feelings, fears, and aspirations; and not as objects that move around, get in your way or that serve your purposes. He further stated that when we begin to see people as real, the barrier that separates and isolates us from other people begins to disappear.

Link to video included
The presentation challenged the audience to break loose of customary responses in that setting, and set the stage for the content. Mr. Littlefield closed by again requesting that no one applaud, but invited everyone to stand, then turn to someone next to them that they did not know, look into their eyes, introduce themselves, and share a piece of who they are. He instructed that we listen deeply and let our applause be the sounds of our voices connecting.

Mr. Littlefield’s presentation certainly challenged the implicit assumptions we navigate daily in our social interactions. The closing activity was quite a personal stretch to connect with a stranger, and created some cognitive dissonance. The TEDxPSU staff made a good decision in placing Chad Littlefield’s talk right before lunch, since it was so different from other talks, and perhaps allowed the audience to decompress and digest his approach and suggestions. Overall, the concept of positive social risk could be a powerful personal intervention, however, it may be best implemented in contexts and cultures where it is deemed appropriate and safe.
Telling and Managing The Truth in an OD Way
by By E. Montero-Son and Dr. Perla Rizalina M. Tayko

And you shall know the truth, and the truth shall make you free.
BIBLE, JOHN 8:32

Dr. Perla: Dr. Beth, how are you doing? How does your OD Profession able to help you enhance and expand your Audit Practice? What in your experience has the OD Perspective and Process made your observant in the way people behave and in your effort to discern how best to help them function at work.

Dr. Beth: Thanks for the question. As you know I am a retired auditor of the Commission On Audit (COA) thirty five (35) years in the government service and a consultant of the Mamanwa Tribe to which I belong and also a part time professor at the Father Saturnino Urios University (FSUU), Saint Joseph Institute of Technology (SJIT) and Caraga State University (CSU).

Dr. Perla: As a widow and a retiree, how can you manage to be busy almost all of the time? What energy keeps you going?

Dr. Beth: I’m kind of inspired and motivated by the Word of God, the Bible, and my students. Seeing my OD students excel in their work places particularly those in the law enforcement agencies gives me more strength and joy in living, i.e. I see in them the whole picture of OD, they are the living statues of OD. Let me share to you some of the experiences of one of my OD students.

“A driver/bodyguard of the regional director of the anti-drug agency committed a miscalculation as he maneuvered the agency’s vehicle that caused a slight scratch at the right side of it. Early in the morning the following day, the driver reported to the director about the slight accident and at the same time showed the scratch of the vehicle. Instead of getting mad, the director smiled and appreciated the driver for telling the truth. During an internal meeting of the agency, the director used the driver’s conduct as an example with his observations that telling the truth would immediately give solution to the problem, no more need of investigation who did it and what really transpired.”

Another experience of this OD student goes this way:
“Once in confusion, the general called all his key men one by one. Those who were getting in and out of his office were all trembling. The last to be called was his aide who was my student. The aide went inside in a very relaxed mood, smiled, greeted the general with a salute and took a seat as he was ordered to. Still fuming, the general barked at his aide; ‘why are you so relaxed? (The general’s pistol was placed at the right side of his table cocked.) The aide looked straight into the general’s eyes and said, ‘you are my boss, you can do whatever you want to me. If it pleases you to take my life, then take it, for I am more than willing and pleased to give it to you.’ Feeling embarrassed the general hid his pistol in his drawer and said; ‘I’m already confused, I do not know who to believe now, all are telling lies, all are getting involved in illegal activities, how about you?’ The aide answered, ‘I will not make you believe me, that’s up to your discretion. But to make it short for you to find out who is telling the truth, take your pistol and shoot me in the head, if it will fire, then I’m lying, but if does not fire, then it proves I’m telling the truth. The only guarantee I have for my word is my life sir, no more, no less.’ The general answered in humiliation, ‘I’ll bring that to the grave with me.’

This student interlocked OD to his being; it made him on top of every situation of his life. For me, I could see, a broader perspective of OD as I see my students, I could say that OD can be the tool for the change and development in any organizations particularly in the politics. Interwoven with WHOLE BRAIN LITERACY (WBL), OD can help build a new person, and guide to organizational developments…

Dr. Perla: Wow, it’s an amazing experience; it seems to me that this student is your favorite?

Dr. Beth: This student was my problem during his masteral studies, always late, often absent, etc., but as an OD practitioner, I saw his hidden potentials. I saw in his life how OD with the use of WBL can make the difference. So many people are afraid of telling the truth about their wrongs, mistakes, and sins. It is that causes them bound of heaviness and resulting to sleepless nights. Sometimes, it gets them stressed. Under stress, the health goes wrong. Under stress, the character and attitude greatly affects our interpersonal relationship with others and our work.

I say it telling and managing the truth because we need to be discreet with it. It must be told to the right person, at the right time, and at the right place. With such, it will indeed set us free. One who aspire development in organizations needs to live in truth, and be transparent with his endeavors, then the trust and confidence of his superiors and those around him/her will follow.
The significance of Emotional Intelligence capacity building in developing leaders of social change organizations (results of a research)

by Michaela Bristol-Faulhammer

Working as an OD practitioner and coach I hear many stories of why organizations or leaders come to the point of struggle or failure. Especially social entrepreneurs and NGO leaders appear incredibly capable of overcoming difficult times and I admire their endurance and resilience. Touching stories of how they manage these difficulties triggered my curiosity: Is there a pattern, a special capacity which supports them? This appreciation grew when I was working in Papua New Guinea where I experienced similar emotional hijacks in adverse circumstances and I came to acknowledge the importance of resilience and emotional intelligence in managing critical incidents. This experience was the basis for my research “The significance of Emotional intelligence capacity building in developing leaders of social change organization”, published in April 2013. This article is a summary of my research. It is structured in three parts, starting with the special context of social change leadership, the research results, and then recommendations for capacity building interventions in social change leadership.
1. Context of the research

The nature of emerging social change organizations in least developed or developing countries is that they are adversity-facing, change-facing, and change-generating. More than developed country organizations, they are prone to facing challenges such as:

- Program implementation in difficult political, social and economic circumstances
- Starting as pioneers of change they have to embolden others to pursue their ideas and resolutions with a crucial dependency of a shared sense of purpose and ownership of issues at all levels.
- High dependency upon volunteer participation and functioning relationships
- Impact of HIV/AIDS and low medical service for staff
- Volatility & unpredictability of funding base
- Weak or monopolistic external suppliers for various programs or operations
- Implementing programs in unstable and unsafe environments
- Higher exposure to natural disasters due to lack of environmental resilience

When compared to a leader in an established corporate culture, this context results in higher task uncertainty. The risks faced are not about losing profit or frustrating shareholders; the leader runs the risk of failing personally or with his/her organization. This is accompanied by high emotional connectedness with their work because their job is closely linked to their passion and aspiration. This can trigger ongoing, if not chronic, potential for failure appraisal.

What brain and resilience research proves is that any sensed weakening or losing the connection in relationships, endangered goal achievement, and risky or unsafe surrounding systems, put a person at emotional risk. When anxiety worsens, people usually experience these situations as a critical incident, with the risk of getting emotionally aroused and flooded and their thinking brain gets hijacked. This emotional “hijack” reduces if not knocks out higher brain (neocortex) capacities where emotional intelligence is located, and reduce humans’ behavior to reactive functioning from lower brain areas (limbic system and brain stem). In this stage our feeling response frequently overrides the thinking response with the result of switching towards patterns like Either/Or thinking, Victim Mentality, becoming deadly serious, refusal to invest in deliberate consideration, limiting and simplifying the range of available options, etc. Consequently the leader needs emotional intelligence in problem solving. The success of leader’s problem solving capacity is influenced by the quality of the leaders emotional intelligence which - in order to be accessible - requires a successful movement through an “emotional resilience path”, which refers to the process of successful adaption to adversity.
2. Research methodology and results

For my research I used the critical incident technique (CIT). The CIT, developed by J. C. Flanagan is a well-proven research approach that qualitatively relates to an event that shaped or changed human thinking or behavior. A critical incident in my definition is any situation in the social change organization where the leader has to take action and make a decision which consequently had a positive or negative effect on the objectives and result achievement of the institution. The critical incident is related to a failure appraisal event. The failure appraisal event triggers a reaction stage (thoughts, behaviors) which correlate to the underlying feeling and emotion. According to the intensity of emotional arousal this leads to the temporary loss of the most sophisticated brain functions like goal-orientation, motivation, self-concept and self-efficacy, impulse control, creativity.

Between reaction and re-engagement a person goes through a transition stage where he/she needs to address negative immobilizing emotions through soothing. The successful transition stage moves to a new emotional stage that allows re-mobilization and re-engagement. Re-engagement emotion helps to regain good control over arousal and impulses as well as the ability to re-evaluate information, determine a new course of action, coordinate actions and solve problems differently.

In November/December 2012 I conducted 8 personal interviews. Four interview partners were leaders of NGO’s and four were social entrepreneurs, with a balanced mix of male and female. Interview partners were from South Africa (3), Ghana, Nepal, Papua New Guinea, Columbia, as well as one Swiss leader operating in least developed countries. Sectors of work included children and environmental education, healthcare, advocacy for childlessness, agriculture, tourism and institutional development.
In the interviews I first investigated situations considered critical for the social change leader (=failure appraisal events) and had behavioral and emotional impact on them (=emotional and behavioral reaction). Secondly I investigated what the leader did to manage this emotional process and what she/he did to overcome emotional arousal (=soothing strategy). Thirdly I explored the emotional and behavioral consequence of soothing and how the leader applied the new behaviors in future crisis situations. (=re-engagement feeling and behavior and internalized adaptive behavior).

Critical incidents were considered as novel experienced situations where interview partners were caught by surprise and they had not established a behavioral pattern yet. These events were appraised negatively and remarked as critical incidents. Some examples:

• “The government has sent bulldozers and all our gardens were destroyed overnight”

• “Out of the blue we received the message from a donor that our funding will be cut off”

• “We just started and after one month my business partner decided to take on a better paid job”

• “I was highly criticized by my family because I didn’t follow the traditional medical doctor career”

**Eight out of eight leaders reported sadness as an initial emotion.** Few report more than one negative emotion, three out of eight report anger and sadness. Anger was usually triggered by the feeling of being harmed, e.g. “they bulldozer and all our gardens were bulldozed overnight” or “my corporate colleagues constantly mocked me for doing social work”. Sadness was usually triggered by the loss of connection – either to his/her own values or relationships, e.g. “we were enthusiastically and jointly starting that project and then she decided to quit and take on a paid job” or “I realized by being forced to do the finance work I don’t live up to my talents any more”.

All interview partners reported emotional pressure related to the critical incident which in consequence - according to the intensity of emotional arousal - led to the temporary loss of their neocortex capacities. Depending on degree of arousal they:

• Turned away from the critical situation;

• Reported inability to perform and make decisions;

• Lacked motivation;

• Reported an increase of efforts and time investment (not expressed as a positive or initial successful experience but more an anxiety-driven reaction).

To be able to move from reactive to re-engaged emotions and behavior, all leaders reported utilizing soothing strategies. Eight out of eight leaders utilized two or more soothing strategies. Six out of eight leader reported being pro-active as a soothing strategy whereas four out of eight reported a temporarily withdrawal from the stressful event as a soothing strategy. Four out of eight reported intentionally disclosing feelings to a supportive person as a proactive strategy. Six out of eight reported learning to engage interest. In the withdrawing strategy, three out of eight reported mindful meditation and two out of eight reported physical activity. Although there are some general observations in this small research population how soothing strategies were applied differently in heuristic and systematic processing, questions remain around gender-specific and anger-sadness specific soothing strategies which may merit further research.
These strategies supported the leader to re-engage and they reported re-engagement emotion and a better control over arousal and impulses as well as the ability to re-evaluate information, determine a good course of action, coordinate actions and solve problems differently. Eight out of eight reported positive re-engagement emotion after at the beginning of re-engagement stage. Five out of eight reported joy as a re-engagement emotion, while four out of eight reported interest.

When leaders activated positive emotions they were able to mobilize new or regained behaviors. Five out of eight mobilized the capacity to do accurate self-assessments, four out of eight leaders mobilized capacity in self-confidence, four out of eight improved their self-control competences. Four leaders out of eight mobilized their competences in achievement-drive, three out of eight leader mobilized competences in commitment and initiative and optimism.

These results show the highest emotional intelligence development in the emotional intelligence components Self-Awareness, Motivation and Self-regulation.

Tested new behaviors morphed into new learned adaptive behavior in the emotional resilience path. Eight out of eight adapted more than three new internalized behaviors and reported a different handling of future critical incidents. Five out of eight internalized behavioral capacity in defense mechanisms. Four out of eight gained hardiness, positive future orientation and ego-resilience.

The research population, when faced with a potential failure event, did not report an awareness of potential institutionalized emotional intelligence capacity building resources or attempts to access such resources. If such resources were available – which was not the focus of this study – their failure to call on them is a major concern in the institutional support strategy. Leaders used established support networks to transit to a re-engagement state. Assuming that social change leaders will get to that place in adverse environments, it’s important to have pre-established intimate networks because these are the general supporters in appraised failure events.
3. Recommendations for the design of Emotional Intelligence capacity development

From an external perspective the author wants to highlight that if the leader is in a negative emotional state (emotionally hijacked), behavioral capacity is weakened. Critical incidents are highly vulnerable times, consuming leaders’ resources and impairing task performance. Support that helps to shorten the transition period through Emotional Intelligence capacity building activities may be a high impact intervention in critical incident leadership.

Possible implications for the design of Emotional Intelligence capacity building in social change leadership are:

1. Establish **structured one-on-one and peer support** through mentors in the field
2. Support **strengthening leaders identity and confidence** through values mapping and appreciative inquiry
3. Adapt leadership education to include **emotional resilience training**
4. Create **awareness and resources for** the importance of **emotional intelligent leadership and the importance of the emotional resilience path**

If you are interested in reading the full research paper please contact the author at Michaela.faulhammer@partners4.com

Michaela Bristol-Faulhammer is a consultant for organizational development, coach, management trainer and mediator. She graduated in public relations and international cooperation and humanitarian aid. Her work as managing director of the consulting network Partners4 (www.partners4.com), and director of the Austrian NGO Global Peers, focuses on sustainable development of social change organizations and practicing emotional intelligence in human resource development.
We would like to take this opportunity to thank everyone for their support and contribution to this issue.

We are always looking for more IODA News items from members. To make a submission to the Newsletter, please email Alette Vonk (attlevonk@yahoo.com) or Silke Haebold (silkehaebold@online.de).

We welcome other individuals interested in working with the newsletter team to make sure that the newsletter content is as representative as possible of the interests and activities of the IODA community.

As always, we welcome any feedback that will help us to provide a great newsletter to IODA members and friends.

Sincerely,
The thoroughly international newsletter team

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