# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference News</td>
<td>From the Editor Alette Vonk</td>
<td>3</td>
</tr>
<tr>
<td>Conference News</td>
<td>Join us at IODA’s 29th World Conference</td>
<td>4</td>
</tr>
<tr>
<td>Conference News</td>
<td>An exploring dialogue between IODA, Asia OD Network, &amp; OD Association in Japan – An invitation to Japan, 2014 Ken Nishikawa</td>
<td>5</td>
</tr>
<tr>
<td>Conference News</td>
<td>President’s words Peter Kalmár</td>
<td>10</td>
</tr>
<tr>
<td>Conference News</td>
<td>IODA Purpose Statement</td>
<td>13</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Conclusions of IODA’s 28th World Conference in Peru Jose Campoverde Ayres</td>
<td>16</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Reflections of Peru: My Heart and Future is with IODA Celina Ryan</td>
<td>25</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Lessons from Peru Rod Barnett</td>
<td>27</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Richard Beckhard Award Winner 2013 Interview with Ulla Nagel</td>
<td>32</td>
</tr>
<tr>
<td>Global Platform</td>
<td>The Road to Reconnection Juan Carlos Obrador Luco</td>
<td>38</td>
</tr>
<tr>
<td>Global Platform</td>
<td>A thought provoking experience as an OD Professor Elizabeth Montero-Son</td>
<td>40</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Message from a friend and congratulations</td>
<td>42</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Announcement R.I.P. Chris Argyris</td>
<td>43</td>
</tr>
<tr>
<td>Global Platform</td>
<td>Announcement EASC Conference 2014</td>
<td>44</td>
</tr>
<tr>
<td>Featured</td>
<td>Known Unknowns of mainstream Organization Development and Change: Need to move beyond current “borders” Raymond Saner &amp; Lichia Yiu</td>
<td>46</td>
</tr>
<tr>
<td>Feature</td>
<td>Newsletter team</td>
<td>52</td>
</tr>
</tbody>
</table>
I wonder whether you’ve ever heard of the concept of organizational coaching and if this terminology is being used outside the Netherlands. Under the title “Organisatie coaching in de praktijk“ (Organizational Coaching In Practice), the book was released in the Netherlands in 2011. The editors, Jos van Jaarsveld and Fer van der Boomen, mention that the term first appeared in 2007 and slowly but steadily more people started adopting it. There is even a Master study Organizational Coaching, in the Hague, albeit at higher professional level (i.e. not university level).

Organizational coaching, the editors write in the introduction, is actually best described through a series of dichotomies. We can imagine the sliding scale, with organizational coaching on one end and expert advising on the opposite post. The concept is related to the clients’ ownership of and participation in the change. Depending the scope of the intervention, we may be talking about the individual (coaching) or about a part of the entire organization (organizational coaching). Another dichotomy deals with the goal oriented vs. process oriented. Organizational coaching is seen as tilted towards the latter, and finally it is related to the difference between leading and facilitating.

What are the methods used by organizational coaches? The book is filled with chapters written by different authors who describe their practice, a collection of case studies. Hence we can read about a case of the use appreciative inquiry, large system’s interventions, action learning, leadership development, narratives, simulations and system dynamics. IODA’s former conference host and board member Francois Breuer puts the different methodologies neatly in order in one of the concluding chapters. He notes the common ground to all these methodologies: they are all grounded in system theory.

In conclusion, the editors formulate a few principles, a good organizational coach: (1) facilitates learning processes; (2) takes the whole work context into consideration; (3) is result oriented and (4) promotes ownership and self steering.

Most of what I’ve described so far is probably is quite familiar to all the OD Consultants and scientists within the network of IODA. So the question arises whether we’re talking about a whole new profession? A somewhat similar book, “Interveniëren en veranderen” (To intervene and to change) in the Netherlands, with similar case studies of interventions as well, edited by Boonstra and de Caluwe, appeared in 2006. In fact, many of its contributing authors also contributed to the IODA conference in 2006. These authors didn’t mention the concept organisational coaching, rather they speak of organisational advising and change management. All of the interventions are clustered under the name ‘interventions through interaction’. On top, another frequently used phrase these days is Dialogic OD.

Breuer, as well as Van den Boomen and van Jaarsveld, pose the question whether Organizational Coaching is a separate profession. The answer is that it actually doesn’t matter. If people like the terminology, if it has meaning to people, it is okay to use it. So we end up with individual coaching, team coaching and organizational coaching.

I kinda like it.

Alette Vonk, Editor in Chief
Join us at IODA’s 29th World Conference
Kyoto - Japan, August 27-29. 2014

Inquiry of OD Values:
Appreciating your reality & our world

JAPAN - IODA 2014
It is our humble pleasure to declare the conference open for you. OD Association in Japan (ODAJ), which is the former OD Network Japan West (ODNJ West), has just started fresh activities on 17th January 2014, with generous support from the international OD communities. Our purpose is to become OD professionals, who are responsible for applying OD theories and practices to achieve at the high level of healthy organization with highly ethical standards, and who dedicate thoughtful effort to create a sustainable and flourishing society through practicing high levels of expertise in OD.

ODAJ, the former ODNJ West, persistently engaged in the opportunities for our members to learn knowledge, intervention tools, and experiences of OD fields while we were running our learning community of OD for two years. Time has passed quickly, and now is the time to convene a new international collaborative conference among OD practitioners of the world.

The OD perspective has still not been fully acknowledged in Japan as the field of general consulting, academia, and Human-Resource Management. Although OD - as well as professionals in OD fields - has received less recognition than any other field related to the activities for change, there have been many themes, theories, and practices derived from OD fields since the 1950s in Japan.

Laboratory training program is one of the OD practices in Human-Resource Management and Educational settings. Organizational re-activation is also another famous practice across Japanese business sectors. Although it seems to be similar to OD, it is said that it does not value OD as worthwhile. In contrast, Japanese organizations in a global society have already assimilated many OD practices into their activities as tools for change management and evolved these tools for their survival.

Within such context, an OD community has been standing for the introduction of OD theories and practices since 2010. As the result of nascent effort for standing on our dignity for OD values, we built a ship to land on the frontier of OD activity in Japan. That is ODAJ.

Every year, a host country invites many people in the OD community from many countries to meet together in one place as an annual meeting of each OD community. In 2013, Peru was the location for the IODA meeting, and for AODN there was a joint meeting with Assumption University in Thailand. Many years ago, Ken Nishikawa from Japan, as a member of both OD communities, acknowledged these meetings as an invaluable tradition for
OD communities around the world. Therefore he sought a chance to take responsibility for the event in Japan, along with people interested in the idea inside as well as outside Japan. We believe this meeting could be an auspicious start for the future of OD in Japan.

We know that talking about meaning of the event and of OD will go on. However, we would like to show our purpose of the conference in Japan 2014. The conference is powerful because this is a great opportunity to learn about OD from the global framework for organizational change. The conference is reflective because Japanese participants can get to know what Japanese culture is through the lenses of participants from diverse cultures and heritage. The conference is wonderful because many guests from different countries can touch Japanese thoughts and minds in every single moment while here in Japan and then, some will remain a part of their mind. All the participants in the meeting will hopefully realize that we are members of an international OD community that aims to achieve OD goals under shared OD values.

Having done the early stages of preparation for the event, we are happy to formally announce that the international OD dialogue will take place on 27, 28, and 29 August in 2014 at Hotel Okura in Kyoto, Japan. It is an honor for us to invite you all - from the continents of Africa, Asia, Australia, Europe, North and South America – to share the time and place, with individuals connecting to each other under our shared OD values. The theme of the Conference will be: “Inquiry of OD values: appreciating your reality and our world.”

We hope everybody enjoys open dialogue to make it meaningful and create a diverse network among us during all the days, from dawn into the night.

We are really looking forward to seeing you here in Kyoto Japan, 2014.
The old pond;
A frog jumps in —
The sound of water

Matsuo Basho
Join us at IODA’s 29th World Conference  
Kyoto - Japan , August 27-29, 2014

LOCATION:  Kyoto City, Hotel Okura  
http://okura.kyotohotel.co.jp/english/  
Access and closest international airport: Kansai International Airport

DATE AND TIME:  The conference will start in the morning of the 27th of August and will finish on the 29th in the late afternoon.  
A formal evening dinner will take place on Thursday 28th of August, 2014.

ACCOMODATION:  Participants will make their own reservations at the conference hotel or book at hotels nearby.

CALL FOR PROPOSAL:  Your proposal for a workshop or presentation is most welcome. For more information, on proposals and other, separate newsletters from the organizing committee will soon be sent out. Please keep an eye on your mail box and/or the IODA LinkedIn page.

CONTACTS:  Kay Kobayashi: kvancouver@hotmail.com  
Ken Nishikawa: kenskw@center.konan-u.ac.jp

PRICES:  

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EARLY BIRD PRICES:</td>
<td></td>
</tr>
<tr>
<td>For Members for 3 days:</td>
<td>$600</td>
</tr>
<tr>
<td>For Members for 1 day:</td>
<td>$250</td>
</tr>
<tr>
<td>Non-Members for 3 days:</td>
<td>$750</td>
</tr>
<tr>
<td>Non-Members for 1 day:</td>
<td>$300</td>
</tr>
<tr>
<td>NORMAL PRICES:</td>
<td></td>
</tr>
<tr>
<td>Members for 3 days:</td>
<td>$750</td>
</tr>
<tr>
<td>Members for 1 day:</td>
<td>$300</td>
</tr>
<tr>
<td>Non-Members for 3 days:</td>
<td>$900</td>
</tr>
<tr>
<td>Non-Members for 1 day:</td>
<td>$350</td>
</tr>
</tbody>
</table>
Clouds appear and bring to men a chance to rest from looking at the moon

Matsuo Basho
Dear IODA Community,

2013 is now behind us and the challenges and opportunities of 2014 are already here and present. It is now time to stop for a second and reflect on two questions: What have we achieved in 2013? And what lies ahead of us in 2014? To start with 2013:

- As always our yearly IODA Conference was again The Highlight of the Year. In September our community gathered in Lima, Peru to spread the word about our best practices in OD and to thoroughly enjoy the hospitality and professionalism of our wonderful friend Jose Campoverde Ayres and his Host Team. As in the last many years this year’s conference was a great mix of knowledge sharing and having fun the Peruvian way. Feedback shows that the cultural aspect combined with the quality of presenters made everybody happy and it was great to see that so many of our long-time IODA Members decided to come. So just one more time: here goes a huge thank you to Pepe, to his family and the organizing committee, to the presenters and finally to the group of international and local OD professionals, who decide to be there and celebrate our 28th conference and the impact it had on the local community.

- Furthermore, in 2013 we had our elections in IODA and hereby I can report to you that after receiving your votes we now have an almost complete, extremely ambitious and hard-working Executive Committee that has spent the first few months planning and rethinking how we want to move IODA one or more steps further. In our regular EC Calls we have 12 of us joining regularly from 6 continents and the time we spent together in Lima did give a huge push to how we feel and act as a team. By now we have a new Purpose Statement, that aims to direct our attention from our internal issues to having an impact on the World and we have clarified our priorities for the coming years too. In the next section that talks about 2014, you can read about that in detail.

- To continue with, a lot has happened to make our upcoming Japanese IODA World Conference a success too. In the last couple of months the communication was very intensive with Ken Nishikawa and his Host Team to make sure everything goes well with the preparations and to ensure we will all have a rewarding professional experience and a great time in Kyoto on the 27-28-29th of August. So hereby we’d like to inform you that Ken and an enthusiastic group of local members of the newly established OD Association in Japan (ODAJ) have already invested a huge amount of energy to make our first Japanese conference happen in style and quality.
• Last but not least we have invested time and energy into making sure that our upcoming conferences after Japan are in good hands too. By now we know that our next conferences will be held in the USA in 2015 and in India in 2016. So having that sorted out is indeed a great feeling and energizing news. FYI details will soon follow, despite of the fact that as of now we all set our eyes on Kyoto, Japan.

And about 2014:
• To make sure we can capitalize on the potential of our organization, we first need to fix the basics and make our internal operations and communication smoother. We are convinced that this will automatically allow us to offer more to our members: a truly international and ongoing membership experience. For this to happen we need to find and introduce new communication channels and use social media much more bravely. At the same time to increase our visibility and to be more accessible we are in the process of fine-tuning and re-launching our website and in general our presence on the Internet. In short, in the near future we have to provide the means for our community to engage outside of our beloved conferences too, and the good news is: this is something that is indeed possible to achieve today with a cost that is reasonable and that is not out of our reach.
• At the same time it is also our duty to revive our global community, attract or attract back all those who should be present and active in IODA growing our membership base and specifically attract the young generations to make sure there is a group of us who will take IODA into the next decades of its existence. As I wrote to you earlier in the last couple of years our membership was around 150 people actively contributing, when we do
know that our wider community of former members, ex-conference participants and all those who were inspired by IODA in the last 3 decades is probably 10-15 times bigger than that, so with one unified effort let us all reach out to those around us, who should be with us in our journey to make IODA stronger and healthier than ever, let us make them join or re-join as members already in 2014.

• Furthermore thanks to Marc Silverman, his family and specifically his father we now have an IODA Endowment Fund that supports our operations in the long run. However we need to make sure that in the coming years this fund grows and in general our membership income and our revenues coming from our community and possible from other organizations sponsoring our activities and supporting our goals exceeds current levels. In short we need financial resources, at least a bit bigger room to maneuver to provide more opportunities for our members to put their knowledge, skills and expertise to use and to be able to play a more active role in shaping the world of organizations around us.

• And this brings me to my last point here and now, and that is our impact on the World. We need to open up, we have to find the opportunities to contribute, we must make it clear to the World that we have a lot to offer and last but not least we have to empower ourselves to make the move and through strong partnerships and well-defined and carefully selected projects we should make our footprint even more visible than in the last decades. I am and all of us in the Executive Committee, we are convinced that this is our way forward.

Finally to finish with let me congratulate our 2013 Richard Beckhard Award winners: Dr. Ulla Nagel from Germany, our ex-President of IODA and Jose Grana Miro Quesada from Peru, President of the world famous Grana y Montero Group in Peru. Their outstanding contributions to the fulfillment of our mission in IODA should give us the courage to move on and reach out for what lies ahead of us.

Dear IODA Members and all those who are about to join us, I hope to see many of you among our members in 2014 too and I am looking forward to meeting as many of you as possible in Kyoto, Japan in about 5 months time, on the 27-28-29th of August.

See you soon:

Peter Kalmár, President of IODA
IODA is an inclusive, vibrant, dynamic & passionate global community with a purpose.
IN IODA WE ARE BUILDING

A GLOBAL COMMUNITY OF OD PROFESSIONALS

COMMITTED TO

INSPIRING LEARNING AND CHANGE
AROUND THE WORLD
UNLEASHING HUMAN POTENTIAL IN
ORGANIZATIONS AND COMMUNITIES

THROUGH

SHARING RESOURCES AND SHARPENING
OD PRACTICES,
CULTIVATING RELATIONSHIPS AND
OUR GLOBAL NETWORK
OFFERING SPACE AND CO-CREATING
OPPORTUNITIES

TO MAKE A DIFFERENCE IN THE WORLD.
According to Japanese tradition, anyone with the patience and commitment to fold 1,000 paper cranes will be granted their most desired wish, because they have exhibited the cranes' loyalty and recreated their beauty.

The folding of the cranes can be done with entire families and friends, not just the one making the wish. It is believed that the more people involved, the more luck you will have.

What if you could have one wish?!
What would it be?

SENBAZURU, JAPAN
PERMANENT CHANGE IN ORGANIZATIONS

While all over the world each country was attempting to solve its own problems, some with new presidential elections, others addressing social demands, others attending to educational reform, others with continuous reelections that gradually erode the sense of democracy, others solving a crippling financial crisis… in Lima, 40 consultants from the five continents gathered together to think change, to cooperate with one country: Peru, leaving with it the sharing of experiences of its experts who confirm that OD is on the right path to becoming the new administration, which truly changes real world situations.

A new administration which, in this decade, will knock on the doors of the political old-timers to tell them that retaining the old administration (which is already 300 years old) has delayed the progress of the peoples with its obsolescence, since it believed that development was achieved with laws, and that the laws changed social problems. The poorest countries are those that have changed their Constitution the most, and those that have produced the most laws, and, of course, they are the countries that least respect them or comply with them. Many failed politicians believed that the more laws they produce, the greater development they were producing. Is there a concrete example to help readers confirm?

In this framework, our IODA Founder, K.C. Soares, opened the Congress, recalling that it is the new ideas that transform the world, that prompt attention to the needs for change is what drives progress; that it is the values that dwell in the soul of societies that transform people, and that OD in Israel, in 1986, revived with a great world hope: to be a new path for the development of the peoples, a path that is now 28 years old, followed by more than 60 nations that increasingly believe in OD.

Then came Adriana de la Fuente, who told us that growth in the world was not possible without the growth of the people, that growth cannot produce inequality, and that the world needs balance. And she made us stand up on a chair so that we wouldn’t forget its effects. This is powerful imagery, one that will remain in memory.
Roberto Kertesz reminded us that feelings continue to move sports, politics, social life, love, and also hatred, disputes, and despair. That OD was a movement that built hope and that its followers prospered far more than pessimists did.

Ulla Nagel, Past President of IODA, caught our attention when she told us that organizations can also get sick, they are also affected, and suffer. She said that the organizational climate is temporary in its measurement, and that it is better to think more of organizational health, which is more extensive.

Then we had the opportunity to witness the movement of the world in terms of the needs shown by organizations between 2012 and 2013. The generosity of the IODA consultants enabled us to listen, at the same time, to the request made by a corporation in the USA, where a CEO asked Ann Clancy to help him reflect about male thinking and his actions that affected his team and the transition process. Ann helped to value emotional intelligence in the family.

Frank Rambaek, in Mercedes Benz, Germany, boosted group work and reduced the problems that were affecting production. His greatest lesson: introduce the future when all you can see is the crisis.

Johann Westenberg, in Belgium, is called to a dispute in the Intensive Care Unit of a hospital. The reflections in the sense that each specialist doctor should be recognized in his best area of expertise brought calm to the situation… the patients gained peace.

John Scherer, in Poland, took advantage of a company’s move to new premises to set the cultural change in motion. He helped the executives to understand that OD helps the Company and the family, and that when the two are doing well, society also wins.

Pepe Campoverde helped a General Manager to leave off directing 20 executives with his three telephones, and to concentrate on seven executives who move the whole company. The Manager was experiencing growth and had thought that the more control he exercised, the better the growth would work. The Manager discovered that preoccupations cannot be concentrated, but objectives can.

Joske Diesfeldt attended a Fiscal and Notarial Consultancy in Belgium with a strategic change: where should the Organization be in 2016? The process of creation of a new Vision changes the imagination of the future that a team of directors holds. It is like a rebirth of greater dreams, new objectives in the mind of all the workers.

Juan Carlos Obrador, in Chile, helped the KOMATZU Company in the transformation of its leadership, making them aware that change arises first in the mind, then in the actions, and is subsequently verified in the results.
Marc Silverman, in Panama, was called by a family business with a conflict of two generations: he helped to formulate the Family Council, the Corporate Government, and to lead the succession process. Trust grew and the bad memories faded.

Perla Rizalina M. Tayko carried out in Bangladesh, in the Ministry of Primary Education, in a primary school, the development of leadership, the perspectives of education management, strategic vision, planning, inter-group communication skills, and informal conversation, using the processes based on brain research (Whole Brain Literacy, no?).

Stephany Conley intervenes in Chile, in the CODELCO company, to repair fractured relationships between supervisors and workers. The lesson was in the management of change, how important it is, how clear the benefits of change are, and the continuity of the process, where the involvement of the protagonists needs to reach the level of commitments. The operation was a success.

Then a whole morning was dedicated to sharing more experiences. In the Open Space time, Pepe Campoverde invited the gathering to dream up what kind of leaders we need in the future. Times change; technology makes organizations change; new needs appear; the population grows; politics alone are not enough to produce the development of a nation… What leaders will be capable of bringing about transcendental changes?
Here we summarize seven leadership ideas, resulting from 400 proposals during four hours of analysis by seven groups of consultants, with 1,200 years of accumulated experience, in the IODA meeting room:

1. Increasingly, progress will generate leaders in their time who will make their mark.
2. The leaders will pass on and the marks will remain as challenges, to continue transforming them and not merely erasing them.
3. A reflection of the leader of the future… I hope they don’t follow me, because they’ll discover my defects, I hope my ideas inspire those who will do better than me.
4. To do one’s duty is the first responsibility of the leader, especially when he has no means, the situation in adverse, and personal sacrifice is inevitable.
5. Before, leadership meant leading, now it means creating a vision that attracts people, that moves consciences, that shakes up poverty of behavior, and that includes people’s wills to the end.
6. Leadership comes with birth and this… was the belief before. Then came the belief that Leadership can be educated and not many results were obtained, because the teachers were not convincing. Now we say that leaders are prepared, and we realize that we are starting late. Today we look at the children and we all admit that they are leaders and that all societies should keep them as such.
7. What attracts us the most about leaders is their humility, and what we reject the most is their arrogance. What we like best is their joy, and what we admire the most is their active patience. The most outstanding thing about them is their integrity, and the most impressive thing is their coherence. At the end of the day we realize that a leader teaches more in the way he acts than in the way he speaks.
IODA IS WALKING ON TO THE FUTURE … JAPAN 2014…

Thank you very much, Alfredo, for placing the Cultural Cloak of IODA in my care, with its contents that signify the sacrifice made by the founders of IODA: in uniting their cultures, helping each other to organize the first Congress, when there was no history or dissemination of OD, few practices, ignorance in many countries, lack of knowledge in the universities and companies… when it was believed that human beings were irresponsible by nature. When all the consultants who attended ended up funding the following congresses besides paying for their registration, and they did so with the hope that it would reach many countries in different parts of the world thanks to the testimonies of its followers. That non-material wealth would continue to grow. Japan is around the corner, and we ask ourselves: How has it been possible for IODA to grow… on the five continents?

IODA, a ticket for getting to know a country, a continent, a culture, a society, with its achievements and its struggles, to discover its own OD thoughts that strengthen our hope that we are on the path, leaving marks… that go on to the end. IODA, a big worldwide hug.

Jose Campoverde Ayres, Chair of IODA Conference 2013, Peru
The passing days and months are eternal travelers in time.

Matsuo Basho
Reflections of Peru: My Heart and Future is with IODA
by Celina Ryan

Some people believe in luck. Many people rely on hard work, and still others trust in fate. IODA came to me in 2013 as a combination of the three. I took on a new HR trainer role and was finishing my master's degree in Organization Development at American University in Washington, DC. My new boss asked me to choose an organization I would like to participate in. After searching, I arbitrarily came across the International Organization Development Association and decided to look into it (luck).

IODA's 28th annual congress was to be held in September in Lima, Peru. The line-up speakers included Mexican, Japanese, Thai, German and Peruvian experts in the field of Organization Development. It was clear that this was a truly international organization and an amazing opportunity for me, but I wondered how would I ever get to Lima and meet the people that make up IODA? New to my HR position and still a (broke) graduate student, there was no possibility I was able to afford it.

Searching deeper, I learned about IODA's scholarship opportunity (luck). Many people apply and very few get selected. I knew I had to try so I reached out to my program director and all of my colleagues. I found Suzanne Zaldivar, IODA executive committee membership coordinator (and wife of my favorite professor in the MSOD program), who sponsored me by writing a letter of recommendation. I spoke with my boss to leverage her support. I took Spanish tutoring to freshen my skills in the event I was selected. I updated my resume and wrote my statement of intent. After collecting and submitting all of my documents, I waited (hard work).

Two people were selected for the scholarship and I was one of them! IODA opened its doors for me. When I landed in Lima, I was immediately welcomed into the IODA family (fate). Intentionally, this was a smaller organization serious about bringing a global perspective to the field of OD. The discussions were rich, engaging and eye-opening. We talked about operationalizing our OD values. We focused on the triple bottom line and I learned the three successful principles of M&As - communication, transparency and appreciative inquiry.

We studied models such as the CAGE for cultural differences, the Japanese SECI for knowledge transfer, and Whole Brain Literacy, advocated for in the
Philippines. The afternoon focus groups were intense; the open space session with nine different topics was invigorating (I even led one!). I was fascinated by what I learned about the correlation between language, symbols, employee morale and organizational health.

The conversations broke through the surface and hit home; IODA was more than simply building professional connections. I was pulled out of my daily work and studies in order to understand a new culture, make friendships and learn what is happening locally around the world. I was one of the youngest new members or “the fresh face” as the group playfully called me, and I loved gaining wisdom from experienced OD professionals. When I came back to the United States, I was more curious than when I had left and more certain than ever that I would be back. It’s a gift that came to me with a combination of luck, hard work and fate and I’m excited to see where IODA takes me next!
Lessons from Peru
by Rod Barnett

While in the amazing country of Peru I found myself reflecting on what I was learning about the ancient cultures, and linking this to our work as O.D. practitioners. There was so much to see, the museums, the ancient cities and terraces, the incredible stonework, and more. Everywhere I looked I saw things that reminded me of truths about Organisation Development.

The Power of Symbols in Culture

The museums were full of symbolic art objects which held great significance for the different cultures across history. The objects carried with them a message about what was important in the culture. A pot was not just a container. Its shape and artwork told a story, proclaimed a message, reminded people of important concepts and demonstrated elements of that culture. Sometimes it was to preserve a way of viewing the world. Sometime the symbols showed that the view had changed. (For example in this early pottery the hunter has killed a deer. A later culture symbolically demonstrates power as the hunter has now killed a predator.)

As OD practitioners seek to understand an organisation’s culture today, symbols can give us clues as to how people are experiencing work in that place, what is encouraged and what not. How do different people in the organisation view certain symbols? What is the message they are sending about the way things are around here? What different symbols are needed, with new messages, if things are to change in the organisation?

In the struggle between cultures as Spain tried to dominate the Incas, an attack was made on the symbols of the Incas in what was a clear recognition of the power of symbols in a culture.
Symbolic clothing, music and language of the Incas were all prohibited in an attempt to destroy the culture.

Certain objects in ancient days were buried with their owners. These funerary objects were made also to “die” symbolically by being deliberately damaged before being placed alongside the body. These “damaged” objects still retained symbolic power; in fact the symbol was even more potent because of the damage signifying something special.

In the museums we learned that flawed objects, things that had not been made perfectly, were nevertheless kept and preserved from generation to generation as important because of their symbolic power. In culture symbols can be quite enduring in their impact on culture, and last much longer than a few General Managers.
Integration and a Systems view

There is much to be learned from the history of Peru about systems. The incredible social systems of the Incas and pre-Incas stretched for thousands of kilometers. The culture was able to bring together complex systems effectively. They integrated the different systems of the feline, the serpent, and the bird into a coherent view of the cosmos.

In more recent times the Spanish found that Christianity would spread more effectively if they included Inca symbols in the religious system, and used more female images in churches. And so we see many more images of Mary than of the male crucified Christ. This integration of vastly different belief systems continues to this day.

There is much in our OD work which requires a system-wide view and complex work of integrating different systems, each with competing priorities, into an effective whole. Working on the detail but retaining a big picture view.

Looking at pictures of the amazing ‘Lines of Nazca’ it is quite incredible to think how people on the ground could work on the detail of such large pictures without ever being able to see the whole, except in their minds. A challenge to us as we work inside organisations is to be able to work on real practical detail that makes a difference for that part of the organisation, but still have the ‘whole system’ in mind as we do that work.

The more one looked at the stonework of the Incas, or pre Incas, the more one marveled at how they were able to achieve such constructions with the tools of the day. Single massive stones were placed perfectly, with sharp and perfect interfaces with each stone around them. Each stone had to be placed by
someone mindful of where other stones would be and the shape of those other stones. And so each stone became a work of art in itself. And something beautiful was created that in some cases could withstand powerful earthquakes.

So few of our world leaders and our organisation leaders seem to have the time or capability to look at the big picture, the whole system, and to see how things join up, integrate and impact on each other. This is our challenge as practitioners.

Some things are more important than they seem at first. The archaeological complex of "Huaca Pucllana" can be found right in the city of Lima. It was the Administrative and Ceremonial Center of the Lima Culture. The full significance of this site has only recently been realized. Excavations in the 1980's began to reveal its true value and as recently as 2010, an important discovery of four Wari mummies was made. All of this while surrounded by houses and people going about their day to day routines, not realizing what was there all the time.

A reminder as OD practitioners that things might not be as they seem to be, that deeper analysis and understanding reveals much, and that there is value and importance in the everyday work and lives of people.

Thanks to Pepe and his team for all the work they did to make our recent IODA conference special. Each year the conference host committees put in so much work, and even risks their own finances, to make it happen. We thank each of you for the opportunities you have given us for learning and coming together each year, and for letting us experience the things that your country can teach us.

We look forward to all that we might learn in Japan 2014.
I kill an ant
and realize my three children
have been watching.

Shuson Kato
Richard Beckhard Award Winner 2013:

Ulla Nagel

The 2013 Richard Beckhard Award, for outstanding contribution in furthering IODA's mission, was won by Dr. Ulla Nagel from Germany. Dr. Nagel joined IODA in 1993, she hosted a conference in 2001 in Dresden. She has been a member of the EC since 1999 and has been elected as President of IODA in 2006 and re-elected in 2010.

Could you tell us what your first thoughts were when it was announced that the RBA award of this year was granted to you?

Of course, I was really happy. I didn’t know what would happen regarding the Richard Beckhard Award this year. It was kind of a strange feeling not more to be in the role of the person who announces the winner. I admit I was thinking about if I could be the Richard Beckhard Award winner of this year. But is there anybody who admires my work this much that s/he will have done all the efforts to send a nomination for me? I know it takes quite a while to do some investigations about the nominee’s achievements and vita. A special challenge is that this has to be done privately what means you cannot ask your candidate to deliver the data. You have to evaluate a couple of serious questions to give the evidence that the person you nominate deserve the award. So somebody has done this for me what touched me at the bottom of my heart. The members of the Richard Beckhard Award Committee finally confirmed. I feel very much appreciated. The granting of the Richard Beckhard Award just in the same year my tenure as president ended gave me the chance to complete my commitment for IODA in a wonderful way.

The Award has been given to you and the enormous effort and energy you have given to IODA. Could you tell us your most treasured moment with IODA?

There are many valuable moments so that it is difficult to name only one. Let me give you three examples:
Certainly a very special highlight for me was bringing the IODA World Conference to my town, to Dresden in 2001. It should become an event that affected the whole organization deeply. It was September 11, 2001, 11.00 a.m. U.S. Eastern Times when we wanted to finish with our last preparations for a joyful opening of the 16th IODA World Conference. The delegates were just enjoying a sightseeing tour. When we saw the towers of the World Trade Center in NYC collapsing we did still believe to watch a cutout of a brand new Hollywood disaster movie… Finally it took us almost two hours to bring the participants in the conference room and get their attention. How to find the right words in such a moment? I felt the shock and the grief in the room. I told the audience that regarding the horror that happened in principal to all of us, to the whole peace loving world, we cannot go on with the show as expected. And it might be that many of the present colleagues even cannot imagine going on with the conference at all. But could anyone imagine a better place to be now than here, at a conference of international organization development professionals whose target it is to make the world a better place? With those words I reached the people and a remarkable conference had started and left several touching moments.

Another moment when I was so proud of IODA happened in August 2010. We celebrated the 25th Birthday Party of IODA in the frame of the First OD World Summit organized by our Hungarian colleagues. Professionals from the different OD Schools were our guests. They enjoyed the IODA way to organize and conduct an OD world conference and admired the high quality and diversity of the workshops and panels. The feedback was breathtaking and IODA was seen as a trend setter in OD conferencing. Since this is our claim as the truly International OD Association I felt fulfilled in this moment. Warm thanks you to our Hungarian colleagues! Thank you, Imre Lovey, who we will always miss. Thank you, Peter Kalmar, Zsofia Szabo and Boglarka Mittich, who chaired with together with Imre the organization committee.

A third treasured moment for me was, when Peter Kalmar told me – after we had lost him for some years – he is fully “back” in IODA and he is keen to run for being my successor as president. Peter loved the heritage I had to hand over. For me, this was a confirmation and a relief at the same time. And it came even better. He got a very valuable contender, my long term IODA EC fellow, our honored former Vice President, Ben Arikpo.

Who is Ulla Nagel, could you tell us something about yourself?

I was born in 1957 in East Germany, the former communist part. I was raised by my parents as single child in a small town of 7000 inhabitants called Schleiz, 25 km apart from the former German-German border. I liked school and I liked sports. I exercised athletics and cross country skiing.
I’m the competition type who tends to explore the limits. I know I have to be careful not to fight too much. Btw, the feedback of my EC fellows helped me a lot to improve in this field. :-) 

I studied occupational and industrial psychology at the Technical University of Dresden and did my PhD in this subject. Later I finished two post graduate studies: in clinical psychology and in behavioral training and had been working mainly as psychotherapist. I understood that I can’t really help a client to recover without facilitating him to change himself and parallel the system he lives and works in. This was the beginning of my interest in Organization Development. I run through a systemic OD advanced education program and became a certificated business coach.

I’m a mother of two sons, Normann (31) und Rutger(30). Normann studied media technology and management and Rutger graduated in business administration as well as in occupational and organizational psychology.

From my nature I’m a discoverer who likes the closeness to others - a perfect match to be interested in a stronger commitment to an international association from the format and esprit of IODA.

My dream to travel to foreign exotic countries couldn’t be realized in East Germany because of the “Iron Curtain”. This border divided the world in people who can travel to everywhere and people who were strongly cut in their rights to visit other parts of the world. As a discoverer you can’t get rid of the longing to adventure so it was no wonder that I accepted the invitation of Klaus Senkel to join IODA and come to South Africa in 1993. It was my first trip overseas!

**You are CEO at Dr. Ulla Nagel GmbH and IPU Dr. Nagel & Partner. Is this correct and could you tell us something about the firm, your specializations and your work?**

I founded IPU Dr. Nagel & Partner (Innovative HR and Enterprise Development) in 1992. I started with training, seminars and team development – 10 years on my own in cooperation with freelancers. In 2003 I got a challenging assignment with the occupational insurance for safety and health at workplace in Cologne. They were looking for psychologists who are able to develop tools and procedures to measure and prevent psychological stress and strain at work. This task suited perfectly to my experiences and interests. Now it has become our expertise. During the last years the firm grew bigger up to 5 employees. We offer companies to examine their enterprise under the special focus of employees’ health and motivation. We provide an online portal www psyres-online.de for assessing and evaluating the stress factors and burnout risk at work. Commonly with the staff we develop action plans to overcome weaknesses in culture, structure, leadership, team climate, work design etc. Besides this we support our customers in change management, conflict resolution, leadership development, skills training, succession planning etc.
In 2013 I have founded a limited, called Dr. Ulla Nagel GmbH, because I want to be prepared for my succession in 2023. My sons are associates now and I hope they will take over the stick.

What did you enjoy most in your presidential years?

I haven't to think about an answer – it is crystal clear: The World Conferences, the time when the IODA “family” comes together to share, to learn from each other and to co-create solutions for making the world a better place. During my times as president I was always involved in the openings and the closures of the conferences. The uniqueness and the beauty of each single conference were especially visible in those ceremonies. These moments enriched me deeply.

2007 Canada, Sun Peaks: I was new in the role and felt a lot of strain, made mistakes, didn’t respond to all needs properly. It has been a great learning all the time. The opening in Sun Peaks was done by the regional chief of the first nation people who was furthermore a fancy dancer. An unforgettable atmosphere in the room! Thank you, Sandra Abraham and Ingrid Richter!

2008 Ghana, Accra: The opening was very formal, a society event. Our guest speaker was the minister of economy, development and transport of Ghana. I was excited. IODA got high recognition as an organization of change management experts. As a result of the conference and Noble Kumawu’s
efforts, a team of Ghanaian colleagues were invited by the new elected President of Ghana to support the country’s development.

2009 India, Hyderabad: Mohan Krishnan offered us the collors, smells, and sounds of his exotic world. The wisdom of the East met Western belief systems. Honorable speakers, like for instance Prof. Udai Pareek, IODA Life Time Award Winner, gave us a taste of the richness and depth of Eastern Thinking. Very impressive! I got so many professional insights. Another highlight: the presentation of the Mumbai Dabawallahs who I saw recently again in the touching cinema movie “Lunch box”.


2011: Australia, Melbourne: My vision came true to bring IODA to the last continent we didn’t “conquer” so far. A female descendant of the aborigines spoke at the opening ceremony and we got an insight about the development challenges of this continent. Glenda Hutchinson provided us a conference that was planned with much love on a high professional level – directly in the sense of a complete OD process that we all together run through during the three conference days. The closure was an impassionate collective celebration.

2012: Mozambique, Namaacha: Africa again - drums, dancers, temperament! And lots of development - but how to use the resources in a valuable way? Alfredo Mazive, our outstandingly hospitable colleague and friend, gave us the opportunity to learn more about the chances and threats in his country and the African continent at all.
And what was your biggest challenge?

The biggest challenge I had was to understand that leadership in my company and leadership in IODA are two pair of shoes. We are 11 people in IODA's Executive Committee and wanted to become a real board of directors. This means there is not only one individual or a core group who decides; there are 11 directors who want to be included democratically in every important decision. Such basis democratic processes take time and decision making is tough. Sometimes you feel you creep like a sneak and this makes you impassionate and irritated. My god, we really had our contentions! But at the end of the day you have a crew standing behind you and supporting you. This is the most valuable gift in return to all efforts. Thank you, my EC members!

Where do you think IODA is going and do you have suggestions?

The job on keeping IODA together is getting more difficult year by year. 20 years ago it was a special luck if one got the knowledge about the existence of a global organization and had managed it to get included in its newsletter's distribution list. Remember, the newsletters were sent via land mail! The land mail letter and the telephone had been the only communication channels. Today we have an overrun of associations, organizations, societies and professional groups. Conferencing has become a business. Endless Information is available in the internet 24 hours/7 days. Social media bombard us with information about events, inventions, new technologies and trends etc.

What can we do? I suggest we have to strengthen and to better market our unique selling proposition. From my perspective it is the manner we conduct our conferences: we bring the most diverse people together and connect them closely. We always succeed in quickly building up a familiar and trustful atmosphere that enables the community members to truthfully share and professionally learn from each other. The learning happens especially by self exploration in a collective environment participants cannot create without the IODA family. The next challenge is to find and use the right information and social business channels in the appropriate way to tell the professionals worldwide what we have to offer them.

From the bottom of my heart, I wish Peter Kalmar and his board of directors always strong motivation, joy, patience and hardiness to guide our organization through the next challenging stage!
The Road to Reconnection  
*by Juan Carlos Obrador Luco*

Today, when I am about to turn 50, I can say that twice in my life I have lived my dream: the first time was when I started hang gliding more than 20 years ago, and the second time is today, when I returned to the skies. I want to talk about reconnecting with your passion. About that connection to a strong source of energy and life, that renews and revitalizes you, revealing new ways to see the world.

I quit hang gliding after 15 years of flying. I did so for practical and personal reasons: I moved out of town to an area where flying was very difficult and I formed a family, becoming father to my four children. How do you reconnect with what you love? How do you return to a path you strayed from so long ago? How do you reopen the doors you decided to lock, setting aside a source of inspiration in order to leave room for other noble causes?

Personally, I had to face my fears. They were my guardians, my door keepers, making sure I kept the door that lead to the realm of wind, breath taking views and finding myself...shut. What if I die?...what if I have a grave accident? ...what if I really forgot how to fly?....what if....? The list of apprehensions went on and on, and over the years, each grew strong and powerful.

An important step for me was to face these shadows one by one. I faced my fears, talked to them and made them a part of my project, thanking them for their warnings and asking for their voice of guidance instead of restrain. Once I did this, I could live my dream responsibly. I took hang gliding lessons again, got my new gear from Australia and started reading in order to remember what you experience while flying, what you must know to safely take to the skies and land and everything else that was waiting for me.

The day my first (second) flight came, it was like riding a bicycle. Everything came back at once: my skills and forgotten feelings were again alive, energizing me with their presence.

I then travelled to the North of Chile to take part in a FlyIn, where I reconnected with old friends and made new ones. All of them where bird-men with whom I had the chance to share a week filled with wonderful flights, great food and a lot of exercise.
Making my dream come true, for the second time, opened my eyes to new realities and left me with lessons learned for the years to come:

1. **Do what you love and take good care of it**, for it is a source of life.
2. **Share your passion** because it will lead to encounters with other people.
3. Don’t let your fears steer you away from your passion. **Face them**, one by one, shed your conscience’s light on them, and what comes across as useless will vanish like a ghost.
4. **It is never too late to reconnect with what you have loved** in your life.

A big hug to all.

See you in Japan 2014.
A thought provoking experience as an OD Professor
by Elizabeth Montero-Son, DODT, DM.

BETH: Madam good day to you. How are you today?
PEARL: I am fine Beth. What about you? How is your part time teaching in the Graduate Programs in the University where you are in, as an Organization Development (OD) professor?

BETH: I am fine too, Madam. As part time OD Professor, it is really full of surprises, challenges, patience, commitment and perseverance. May I relate to you a short story when I was handling an OD subject for both Master in Business Administration(MBA) and Doctor in Management (DM) students just this 2nd semester Nov. 16 to Dec. 15, 2013 (1st cycle).

The story runs like this . .

“I have 7 MBA and 15 DM students whom I lectured/taught them Organization Development and OD Diagnosis, Intervention and Synthesis, respectively. Actual class observation was done before the end of every semester. I was having my lecture in the morning of my DM students about GOOD KARMA and recalled what we have learned in the IODA NEWSLETTER July 2013, the Article: “LESS IS MORE” BY CYRIEL KORTLEVEN, had a lively interactions with each other, sharing actual experiences in their respective organization. I allowed my students to be free in the afternoon class in order to give enough time to collate their outputs of the Seminar conducted to my MBA students as a course requirement in DM subject. Our Supervisor texted me that we will have a class observation in our DM-OD subject in the afternoon. I failed to do so, for my students could no longer report for that class observation. This was one of my lapses Madam as an OD professor. It made me realize that from time to time we really experienced some miscommunications in the field of your OD profession that will made you humble down with patience and perseverance. Nobody was to be blamed except you.”

That was the story Madam Pearl.

PEARL: So Beth, I am really happy for you as one my OD students in Cebu Doctor’s University, Cebu City, Philippines because you have internalized what I have taught you in all my subjects . . . TO BE ALWAYS HUMBLE AT ALL TIMES AND WITH GOD ALWAYS IN OUR HEARTS.
BETH: Yes Madam Pearl, I am so thankful for you being my mentor in Cebu Doctor’s University. But, here also a fulfilling and inspiring text message made by one of my MBA students, I may quote: “Ma’am Beth How are you? When are you leaving for Australia? Wish you all the best. I was just installed as Branch Manager in Calbayog City last Jan. 2. 2014. Thank you Madam Beth because I have really applied what we learned from our OD class which were really useful to me now that I am promoted from Human Resource Officer to Branch Manager. Thanks again Madam Beth. . . .”

PEARL: Wow, that is a good experience as an OD professor … BETH. Keep up the good work. GOD BLESSES US ALL. What will you do in Australia?

BETH: I have to visit my grandson for 3 months.

PEARL: Enjoy your trip Beth.

BETH: Thank you very much Madam.

Elizabeth Montero-Son, DODT, DM,
Part time Professor, FSUU, Butuan City, Philippines
Message from a friend

Virginia Mullin

Dear IODA friends,

It was very nice to see many of you in Lima. Jose and his sons were good hosts and I enjoyed the presentations. It was a joy to see Peter Kalmar as President, with his buttoned-up sports coat, and I am happy to know our outgoing President, Ulla Nagel. The Japan meeting looks interesting and I am sure that Ken will have a good program for us. My professional activities continue with Northwestern University research board work and in my role as a consultant for an upcoming project in Nepal in connection with Kathmandu University. When anyone comes to Chicago, please let me know. My cell is 312-882-0931.

My best,
Virginia Mullin, PsyD

Congratulations

to Perla Rizalina M. Tayko, OD Program & OD Institute Director of Graduate School of Business (GSB, ABAC) Assumption University of Thailand

Warmest congratulations to you on launching your new book:
Making It to the BIG 4: A Journey of a Decade©
You make us proud!
Announcement

R.I.P. Chris Argyris

Professor Chris Argyris has passed away last November. He was Professor Emeritus at Harvard Business School and a man who, next to Richard Beckhard, Edgar Schein and Warren Bennis, is known as co-founder of our field of OD.

Roland Sullivan expressed his gratitude to the deceased in the following video:

https://vimeo.com/79873518
Announcement

EASC Conference 2014, Hannover, Germany

The next EASC conference will take place in its founding city Hannover in conjunction with the 20th anniversary of the EASC. The organizing team consists of Matthias Sell and Dietmar Nowottka, both are from Hannover. Birgit Ramon represents the Board.

Supervisors and Coaches – Are they the modern nomads?

From a safe-askord through the complexity of the world of work

Conference dates: Friday, September 19th, 2014, 9:00 CET to Saturday, September 20th, 2014, 16:00 CET in Hannover.

Planned are lectures, workshops and a panel discussion. The conference will start with a guided “Nomads Tour” through the city and will continue with a happy conference party at Friday night.

We will look forward to welcoming members and friends, colleagues, clients of our members and other interested parties.
Come, butterfly
It's late-
We've miles to go together.

Matsuo Basho
Known Unknowns of mainstream Organization Development and Change (ODC): Need to move beyond current “borders”

by Raymond Saner & Lichia Yiu

“Learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn.”

Peter Drucker

One who knows and knows that he knows...
His horse of wisdom will reach the skies.

One who knows, but doesn’t know that he knows...
He is fast asleep, so you should wake him up!

One who doesn’t know, but knows that he doesn’t know...
His limping mule will eventually get him home.

One who doesn’t know and doesn’t know that he doesn’t know...
He will be eternally lost in his hopeless oblivion!

Persian Saying

Call for enlarging the scope of ODC: Responding to extraordinary times with new knowledge

We are living in extraordinary time. We are witnessing multiple instabilities and discontinuous social changes in different parts of the world ranging from societal and economic upheavals in the Middle East (Arab spring), continuous instabilities in war torn countries like Irak, Afghanistan, Syria, Congo, Somalia and deepening social injustice and exclusion caused by radical austerity measures in many OECD countries.

Besides regional wars, civil wars, violence and social instability, other problems needing urgent attention and intervention are entrenched poverty, inadequate health provisions for many of the impoverished families in the middle income countries, and lack of social and economic development in many parts of the developing world. Many people, especially the multitudes who live at the bottom of the pyramid need urgent support to get out of their poverty trap. Providing support and assistance in such circumstances requires financial resources but also ever more urgent the know-how of ODC and its extended application to larger complex systems (inter alias, Organization AND social development- in short OSD)!
Without active engagement and skillful intervention of the OSD experts, many reform projects quickly falter due to insufficient attention being given to the process and structural realities of large system dynamics. This expertise gap has plagued the development field that dedicated itself to solve the larger societal and developmental issues around the world. The same gap also rendered many public administrative reforms of the OECD country short lived. The former gap is one of the leading causes why so few of the developing countries were able to reach the state of industrialization over the last 50 years. Only handful of countries moved up the development ladder. In most cases, the failure to improve was due to the inability of implementing their respective reform agenda. Domain experts, such as economists or political scientists, know what needs to be done, but are often not equipped with behavioural science knowledge and fall short of designing change process that can achieve a sustainable new desired state of economic and social development.

It is high time to get the traditional ODC professionals looking beyond their habitual boardroom. It is high time that traditional ODC experts look beyond the narrow lenses of private sector enterprise profitability and add to their task sheet the goal of contributing to the larger well being of their communities at large without which all fancy organizational consulting remains unsustainable.

This call for responsiveness to the larger system performance is not new.

Taking Ibn Yamin’s sayings as possible four options for ODC’s future development, the authors suggest to further dwell on the saying Nr2. It suggests that ODC scholars and practitioners know more than what they focus on in their daily practice and mainstream teaching; and that it is time to wake up the guild of ODC practitioners to face the current realities in our societies. It is time to get out of the stupor of being fixated on theories of ODC which go back to its founders of the 1950s while at the same time “forgetting” that the revered founders like Kurt Lewin et al. focused in their work on larger social issues. They did so despite difficult times like the McCarthy area and its “hunt for all things suspect of being “social” (translated into “socialist”). In other words, let the ODC field return to its roots of OSD, short for Organisation & Social Development. The “C” for Change is deleted as we consider adding “change” as superfluous. No development – whether individual, social, institutional or national- is possible without change.

The above statements have been made by the authors before. The first author for instance wrote an article for the ODC newsletter provocatively titled “ODC is dead, long live OSD: Irreverent thoughts of a former ODC Executive Board Member”². Other ODC scholars have asked the question as to the need to broaden the scope of ODC and to make ODC more internationally relevant (see Richard W. Woodman, ODC newsletter, winter 2006). Other members of the ODC division have tirelessly worked to bring to the division a larger social perspective. Such was done over several Academy of Management (AoM) annual meetings by the much regretted late Rupert Chisholm or by Vijay Padaki whose work focuses on social and institutional development in India.³

Advocating a larger scope and role for ODC, the authors joined forces with other internationally minded ODC colleagues and organized a symposium at the 26th International Congress of Applied Psychology in Athens which focused on capacity building for social change.⁴ The symposium was put together by an international network of OD scholar-practitioners. Four members of ODC division participated in the event in addition to Vijay Padaki. Gary N. Mclean, Raymond Saner and Lichia Yiu presented papers and Kenneth Murrell acted as discussant.

---

². Raymond Saner, ODC is dead, long live OSD: Irreverent thoughts of a former ODC Executive Board Member; Summer 2004, ODC newsletter; with OSD meaning - “Organisation and Social Development”.
⁴. Saner, R.; Capacity Building for Social Change; Winter 2007, Newsletter of ODC Division
Appealing to the fundamental value of OD to join the fight against poverty and hunger

The great majority of low-income countries (48 countries) has a GNI per capita less than 992 USD, and expected to reach 950 Million people in 2015. Economic activities of these countries are mostly informal which means that 60-70% of its population are captives of precarious living conditions with no real gainful employment, other than trying ones luck as street vendor or involving in semi-legitimate activities like recycling of stolen goods and contraband. Often when such transient jobs are harder to come by and environmental catastrophes re-occur (inundations, droughts), the affected population embarks on clandestine migration to other countries. Large influx of illegal migrants tends to exacerbate socio-economic conditions in the host countries leading to tensions and sometimes to outbreaks of violence.

Involvement of ODC experts in international development work is very much needed. The ODC-OSD experts’ unique competence is based on a systemic perspective of development and change and brings design knowhow needed to for successful institutional and societal transformation. And equally relevant- what to do with increasingly unemployed and new poor in OECD countries. How could they be helped to remain resilient and persistent in their attempts to overcome the difficulties of today’s austerity measures?

Most ODC experts do keep abreast of the challenges in many parts of the world. But only few of the ODC field venture out of their North America/Western Europe comfort zone and join others who are trying their best to improve conditions in countries afflicted by war or poverty or both combined.

A growing number of business and management scholars no longer consider themselves disconnected from the larger societal issues. The themes of the recent AoM annual conferences reflect this shift towards the larger social context and have increasingly become inclusive of international and larger social issues. Special interest groups tackling Bottom-of-the Pyramid people, corporate social responsibility and social entrepreneurship have sprang up within the AoM community. It is time that more of our ODC colleagues take leadership and contribute to the larger social development issues at home and abroad.

Mainstreaming ODC to OSD

To make it easier for ODC scholars and younger colleagues interested in international social development work, the authors provide an overview of some fields and international organizations where ODC-OSD know-how could be provided for mutual benefits. In order to concretize this short introduction to international ODC-OSD work, case examples and publications are added based on the authors’ own OSD work with the intention of making the excursion to the “known unknown” as concrete as possible.

What theories for complex social systems development and change?

Faced with large scale social discontinuities typical in international development work but also increasingly in developed countries, the ODC practitioner and scholar are facing a formidable challenge. If called in to advise or guide social interventions to address these large scale change processes, what theory and methods should the ODS/ODC expert draw on to provide competent support to countries experiencing large scale instability? Most of existing ODC literature focuses on interventions for private sector profit oriented enterprises in industrialized and highly developed North American and Western European countries.

How can applied psychologists and behavioral scientists contribute to this monumental task? On one hand, ODC theories and methods appear well equipped to address the needs of large scale social intervention. Indeed, many development programs world-wide have already incorporated ODC principles and practices into their intervention strategies. On the other hand, social development and social discontinuities in low income countries are characterized by multi-stakeholder – overt and hidden - actors whose’ view of the world often differ from Western rational and linear logic. For instance, most of the premises of classic macro-economic theory is not applicable such as the assumption that people pursue profit maximization, act rationally and that market information is transparent and available. Some of these assumptions hold but other factors of human decision making enter into play that are not easily understood by Western experts such as deference to elderly leaders, attribution of cause-effect to visible and invisible forces, preferences based on tribal membership to name a few well known relationship and decision factors unknown to western ODC- OSD experts. The result of these often not easily identifiable differences means that linear thinking and planning such as the classic “Freeze-unfreeze/current-future state” conceptualization of ODC intervention needs to be replaced by simultaneous linear and non linear reality with more circular change processes involving client system and often multiple shadow social systems which influence the ODC process considerably.

Working as ODC-OSD expert within non-western countries and also for International Organisation requires understanding of multi-stakeholder actor networks and their alliance building processes. A very good entry point into such complex ODC change processes is Steve Waddell’s description of Global Action Networks (GANs) such as the Global Reporting Initiative (GRI), The Ethical Trade Initiative (ETI), Transparency International (TI) and other such GAN who operate internationally in developed and developing countries. Similarly, OSD experts working in the inter-national development field might benefit from studying the interactions between State, Non State actors (NGOs, MNCs) and International Organisations. Interactions between these different actors in the field of humanitarian action have also been described as “new diplomacies” and a new group of organizational and industrial psychologists who founded “Humanitarian Work Psychology”.

Working in complex social system as OSD expert

Richard Beckhard reiterated during the last AoM meeting in Chicago in 1999 that he attended a few months before he died that ODC is an interdisciplinary approach combining psychology with sociology and that sociology has been very much absent in contemporary ODC literature and practice. This reminder is very relevant for anybody working in conflict zones and with post-war societies. In such environments, rebuilding the social fabric is of the essence, not changing them. Inspiration for OSD work in such situations are Durkheim’s research on social anomie, Coleman and Bourdieu’s research on social capital and Moreno’s pioneering work on sociometry, social atom and sociodrama.

Multi-stakeholder complex systems exist even within international organizations that appear “traditional” or “structured”. The case in point here is the United Nations itself as well as the UN agencies. ODC practitioners working within the UN system encounter difficulties because of ill-defined organisational structures, multiple political interferences (external and internal), cross-cultural value differences of UN staff and different management practices of UN Agency leadership best

described as “Porous Boundaries”. The authors describe two case studies of working within two UN agencies where in both cases the authors attempted to apply traditional ODC methods but had to learn and cope with “Porous Boundaries” effects which result from power politics frequently used in UN Agencies but also by large member countries requiring the ODC experts to adjust their consulting approach to match these organisational challenges.

Working at national level and applying ODC-OSD theory and methods is an even greater challenge since linear processes are not possible due to the multitude of stake-holders involved (overt and covert) hence diagnosis needs more time and experts and clients need to remain open to an emerging approach. At the request of the Republic of Slovenia, the authors designed a central administrative reform project to assist the newly independent country in reforming its central government by modernising and strengthening its administration. An "action technology" based ODC strategy was adopted for this project. Emphases were given to the speed of change and the institutional learning. By adopting an action based learning and change strategy, the authors were able to conduct know-how transfer activities and pilot reform projects in tandem with their Slovene partners over a period of fifteen months. The project resulted in the creation of a National Administrative Academy and an Organisation & Management unit within the Ministry of Interior.

Conclusions

In the September JAB issue (2012), Gavin Schwarz reviewed articles published in eight journals between 1947 and 2008 (n= 473) and came to the conclusion that “publication of more on “change” has not equated with more developed knowledge”. He went on to state, “As a community, change researchers are overwhelmingly focused on the most conservative type of progress, resulting in research that replicates rather than extends or develops, which ranks fairly low on knowledge development scale”.

The same conservatism can be observed in the application of OD theory and approaches. Without grounded practices on issues presented in the higher aggregate levels of a system, it is a logical development that theory development has not progressed much. Instead, more and more replication study is benchmarked on established worldview and sphere of application. The implication of the lack of theory development is profound for our field. More and more practitioners of ODC emerge from other fields like strategy and performance consulting who see change not as a dynamic process but as a top down execution of off-the-shelf solutions borrowed from classic ODC practice.

The lack of knowledge advancement also affected the depth and relevance of ODC teaching programmes which is increasingly seen as “exotic” and marginalised and continues to be perceived as “US tools” for single actor enterprises despite the fact that globalisation has deepened the interdependency between different societal actors, such as government, business and civil societies; and between nations. More and larger system challenges are affecting all of us, no matter where we are. They call for large system change architecture and development mechanisms for collective actions at global scale. As a field of specialised knowledge owners, we cannot afford to stick to the old boundary conditions of conventional ODC.

Instead, we need to turn the known unknown into known known and integrate ODC into OSD.

Even in Kyoto, how I long for Kyoto when the cuckoo sings

Matsuo Basho
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 (alettevonk@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

Alette Vonk, The Netherlands
Celina Ryan, USA
Gloria Sarku, Ghana
Michelle de Bruyn, South Africa
Silke Haebold, Germany
Toki Mabogunje, Nigeria
Zita Falatovics, Hungary
See you in JAPAN!

日本でお会いしましょう！

IODA
International OD Association