Change?

It was on the flight to Australia that I bought the book ‘Outliers’ of Malcolm Gladwell. Not that I knew him (shame on me), not that somebody had told me about him (oh well), but simply because of the subtitle ‘The story of success’. Possibly this book would give me some new ideas on how to become more successful in life.

It didn’t. I quickly discovered the meaning of the word ‘outlier’ and realised the book was about the rich and famous. This book certainly was not about me.

And yet it was. I was pleasantly surprised to find one example after the other of one of the most exciting mysteries in life: the fact that culture is a very stable good. We are all raised and groomed with different deep rooted notions. It is where we grow up that determines how we act and react and what we become in the end. Moreover, culture doesn’t wash off easily, it sticks with our families, class, clan, tribe and nations. If you look at the deeper structure, there is large similarity between somebody of your clan in the sixteenth century, yourself and most probably one of your offspring two centuries from now. That is, if we survive 2012, of course. Which gives me the opportunity to wish you all a very happy new year!

Fouad Laroui, a writer of Moroccan origin in the Netherlands, calls us Dutchies the Batavians, after the inhabitants of our land during the Roman times. In one of his books he narrates about an intercultural training of judges in the Netherlands, being organized because they were wondering why there seems to be one immigrant community in the Netherlands that doesn’t want to settle disputes through conciliation. Laroui’s explanation points in the direction of concepts like pride, honor and shame on the family.

This leads us back to Gladwell, who has repopularized the concept of ‘culture of honor’ with a great story about the pattern of family feuds in the Kentucky Appalachian mountains, USA, in the late 19th century. His conclusion: culture even sticks after emigration; the Scottish and Irish had taken their culture of honor along accross the ocean and despite all the changes in the environment, it reappeared again.

Sometimes it makes you wonder how these deep notions are actually planted in our system. For instance, parents in certain cultures keep on teaching their children that the world is quite a dangerous place. Prof. Hofstede talks of cultures with high risk avoidance, with fear for unknown situations. People in these countries actually experience more stress at work and place high value on strict rules to abide by, to reduce ambiguity. It even seems the maximum speed limit is correlated: the more stress, the faster you need to drive to deal with it. And the risk of a car accident doesn’t count, since that’s not an ‘unknown situation’.

In this Batavian country of ours, the speed limit has gone up recently, due to our famous and extreme politician Mr. Wilders. Now here’s a man who’s continuously spreading fear, fear of other people from different origins who he sees as ‘flooding’ our land.

Our speed limit is changing, so it’s not that there’s no change at all. As a nation we’re becoming more fearful. Also, it always needs to be said that theories like these can never be applied to the individual, since we’re not mere replicas of our culture. But what’s a 10 km/hour difference on eternity? And which individual will make the difference against the enormous subconscious power of parental upbringing? In the end and deep down, we change v e r y   s l o w l y. And then, suddenly, we just move back again, towards the original position.
MOZAMBIQUE IODA CONFERENCE 2012

Organizational Development DRUMs as winds of change blow in Africa

August 21st to 26th 2012

Alfredo Mazive, Mozambique

About the country and the city

Mozambique was a Portuguese colony for almost 500 years and became independent on June 25th 1975. Independence came after a 10 year liberation struggle led by FRELIMO, which has since ruled the country through a rough journey from socialism, 16 years civil war and peaceful transition to free market and democracy, and has seen two elected head of states and multiparty parliaments. The country is now one of the fast growing economies in the world.

We welcome you all to Maputo - the Jacaranda city of 1.5 million souls - and Mozambique- the country of 22 million, known as the Indian Ocean Pearl. The country is safe and friendly, although we advise you to take the same level of care that you would in any new city. Here you will experience African hospitality at its best: A warm welcome at the airport with a visa being offered at any entry point (air, sea and land) at a cost of USD 80.00 for all nationalities. Those of you who choose to fly in will be met by our protocol team. Those entering by land through Swaziland or South African borders can contact the organizing team by phone to be offered all the support needed.

After you freshen up, you will have the opportunity to explore Maputo by day with a variety of local and international restaurants to amuse your taste buds. The choice ranges from international fast food chains through to Chinese, Thai, Korean, and Portuguese food. But we recommend that you eat Mozambican traditional dishes such “matapa”, “galiha Zambeziana” “mucapata” while listening to our music with vibrant sounds of “marrabenta” and “pandza” and cooling off with our unique beer or “cerveja”; Laurentina (named after the city of Laurence Marques, now Maputo) or 2M. Lastly, you may try our Monica beer to explore different tastes. Maputo by night caters for all musical tastes: house, disco, jazz, marrabenta, pandza, classic, whatever. For those adventurous spirits who want to chance becoming instant millionaires, we also have a modern casino.

For family travelers, there is also a lot to see, explore and shop! We have a number of museums where you can educate yourself about Mozambique’s past and present, people, culture, wealth, challenges and opportunities. You can shop in many shopping centers around Maputo; buy crafts at a special market or visit historic sites, beaches or any other areas of your interest. Not to be missed is the spectacular scenery, a diversity of flora and wildlife. If you like white sand beaches, we have a number of archipelagos to offer. We will soon appoint a conference tour agent who will take care of all your tourist needs!

The Conference Venue

The Serena Polana Hotel is a historic 5 star hotel that was totally renovated last year. During World War I and II it was the place where politicians, diplomats and spies from both sides of the conflict came to take a break as Portugal was neutral to the conflict. We have managed to secure, at a negotiated rate, the main conference room and additional rooms for concurrent workshops featuring modern facilities in terms of audiovisuals, sound and a fine catering service.

Accommodation

The Polana Hotel offers only a few budget rooms. We shall be providing a list of hotels to meet all budgets which are within walking distance. A reference code will be provided for you to benefit from a discount when booking and paying for these hotels online. Unfortunately the organizing committee will not be in position to book hotels. You are advised to book directly the hotel of your choice according to your budget. Those who would like to stay in guest houses and apart hotels, please ask for contacts.
The conference

Although Mozambique is a Portuguese-speaking country, the conference will be in English with translation for ceremonial events like the opening and closing ceremonies, where we expect to have some guests of honor.

We have chosen our theme - Organizational Development DRUMs as winds of change blow in Africa - as we want to provide a memorable opportunity to engage with leaders, peers, professionals and students through conversations, debates, symposiums, learning sessions and networking to share experiences and find solutions about pressing OD issues in Africa and the world. World OD practitioners together with African colleagues will explore the dynamics of change and transformation in leadership, organizations, community and society.

Over the last decade, significant winds of change have swept through the continent bringing new ways of doing business and unleashing organizational potential. More recently, we witnessed in the Middle East and North Africa a growing movement of community mobilization through use of Communication and Information Technologies to advocate regime change in order to have more freedom, youth employment, better wealth distribution, and more participation and accountability in managing public assets. This movement, like fire, is catching and spreading to all parts of the world, for example the recent efforts to "Occupy the World's Streets" spreading to 1,000 cities!

The questions are: Where does OD stand in the middle of all this? What are the challenges facing OD today, in the world and in particular in Africa? Where and how do we go from here?

The Maputo conference will be a wonderful opportunity to explore our past, present and future trends, share lessons and best practices, compare approaches and tools, build and reinforce networks, build and restore relationships. We can grow together as we engage in informal and formal learning in corridors, dining rooms, plenary, concurrent sessions, case study exchanges or simply spending time with each other gazing at the Indian Ocean with its crystal clear waters expanding our thinking and embracing the world as a global community of OD. The conference will include open space to expose books, tools and North-North, North-South or South-South partnership opportunities, skills building through thematic sessions that feature research and practice/actual experiences of OD in Africa and the world.

As you can see, the chosen theme is broad and provides many opportunities for you to propose and submit a research paper, case study and offer to facilitate a symposium or work session that links or adds value to the proposed discussion. The Mozambique organizing team invites you to do so, as soon as February 2012 so we move forward with the speed of lightning to make sure that we create an excellent opportunity to learn, share, reflect and experience cutting edge OD approaches and applications that contribute to the state-of-the-art theory and practice of OD as we equip ourselves to make a different as change agents and facilitators.

Please keep in touch with us through info@iodamoz.org and watch out for the conference agenda and program as it will soon be posted on www.ioamoz.org and www.iodanet.org

On behalf of the Mozambique organizing team,

Alfredo Mazine
alfredomazine@teledata.mz
Well, the conference is over and 2 years of planning have come to fruition. I am thrilled with the success of this conference and warmly thank everyone who made it happen – participants, planners, committee members, IODA Executive Committee, Organisation Development Australia, keynote speakers and concurrent session speakers – not to mention the venue staff who were superb in their generosity of service. It takes many people to make something successful. Such is life. This is the journey.

The conference committee met recently to do our final debrief. We needed enough time to be able to reflect on the conference, the successes, the fun, the things that went wrong and how it all turned out – with some perspective. So, here are our thoughts on – journeys that make us.

The overall design of the conference, with its multiple layers, worked well. The Travelling Companion Groups gave breadth to the conference by providing a daily source of regular connection. The Case Study day provided a day of depth and focus and a new source of connection with different conference participants. The venue, being out of a city, allowed us to stay focused on what we were there to do. Having everyone as a participant (including keynote speakers and concurrent session presenters), made sure everyone was part of the community and had a real stake in the success of this conference. Traditions also played a role – the handover of the quilt on the first evening to remind us all of the roots of IODA and its history; Frank’s song – every year a new song about IODA; gift-giving on the first evening – the spirit of sharing; awards and recognition ceremony on the last night to celebrate contribution and successes over the year. So many ingredients, added at the right time, produced a wonderful sense of achievement and community.

So – why do we do this? Some thoughts about the nature of the sacrifice and the generosity in what is given and received during the conference space from this year’s organising committee.

Acceptance – diversity of practices and the open mindedness of all about each other’s work and background

Offering – the willingness to share our knowledge, technique and experience

Access – the willingness to connect people and resources across the globe

Energy – the positive energy, enthusiasm, drive and commitment people have for OD work – it rubs off

Affirmation – expressions of appreciation by others for who you are and what you do

The whole conference group – and what group it was!
Some outcomes of the conference have been identified but this will not be the full list. Still, it’s a great list so far and it is delightful to see so many things come out of the conference in terms of future work and connections!

1. Carolynne Wilson and Peter Ernest have collaborated to produce a new values product for use with Boards to clarify both Board individual values and the desired values of the organisation and how to work with both effectively.

2. LinkedIn conversation, started by Cyriel Kortleven, is still ongoing.

3. Michaela Faulhammer: the start of the Masters OD program in Papua New Guinea began with conversations at the conference and has been embraced by Divine Word University.

4. The new word ‘nearling’ of New Shoes Today has been used many, many times now in Australia as people have talked about it with clients, friends, etc. Always gets a chuckle and a nod of the head!

5. Cyriel will be returning to Australia to work in March and gained some new work through the conference.

6. Alette was a guest speaker at the Psychology Faculty of Doris Krumpholz at the Heinrich Heine Universität Düsseldorf.

7. ODA (OD Australia) has found a greater commitment to growing ODA nationally and participating in developing more tertiary programs in Australia. They will also include a case study day at their conferences in the future.

There will be more that we just haven’t heard about yet. Let the newsletter committee know and share it at LinkedIn!

Thank you everyone for the role you played in this conference and all the best to the Mozambique team. We are looking forward to working with you next year!

Glenda Hutchinson

Conference Chair

G.Hutchinson@mteliza.mbs.edu

Photo Collage from 2011 conference in Australia

The tradition of the quilt - a special moment to start the conference

Aunty Caroline connected us with the deep Indigenous past of our conference site.
The yearly ritual of Frank’s song!

Our two fabulous facilitators - Stef and Cyriel

John Adams, USA - Winner of the 2010 Richard Beckhard Award honoured by Noble Kumawu from Ghana, Chair of the RBA committee.

Performing an animal story developed over the conference days

Working sessions with interesting outputs ...

The evenings were for fun, sharing and laughter.
What a coincidence. I carried Steve Jobs’ spirit to the IODA conference since I read his speech at the Stanford University Graduation months ago. Sadly, the news about the passing of the visionary behind Apple’s Steve Jobs dominated all media when I start writing about this conference. I took this opportunity to quote one of his famous sayings which perfectly matches with the true OD practitioners’ mind.

“Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma – which is living with the results of other people’s thinking. Don’t let the noise of other’s opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.”


We really had a great time to follow our heart and intuition with the IODA Conference 2011 in Melbourne, Australia.

Conference process and content design, conduct and facilitation

The IODA Conference 2011 has successfully created an excellent network for people from different continents. The mixture of nearly 100 participants brought a 360 degree exchange of information, experience, culture and interests. The whole conference went smoothly and was full of creative thinking. The process does not constrain any idea from participants, there is no need to balance the creation and constraints. Such a journey immediately engages people from the beginning to the end. Being a part of the organization, it was wonderful to explore out-of-the-box thoughts of others.

As the organizer selected the beautiful beach venue to conduct the conference, everyone had a great motivation from the first step of the journey. As soon as the group arrived in Mt. Eliza, the atmosphere was warmly covered with smiles, shy hugs (Asians) and Australian friendly care and attention under Melbourne’s windy skies. It was no doubt that Melbourne is an excellent choice for an IODA conference. The “Welcome to Country” from Carolyn Briggs made such a beautiful connection for participants to her land. “It’s all about the strength of families, our heritage and the sense of belonging to place” she said. Her words truly touched people at this stage of the journey. Followed by the Conference Chair Glenda Hutchinson, the journey was paved with “no-hurry”, “less is more” and “sharing and creating” spirit. The beauty of such essences lies at the achievement of bringing together people ready to travel through a process of working with a diverse group of professionals and practitioners. People celebrate the differences, the positives, the tensions and challenges presented in learning about new and different ways of thinking and being. Together with conference’s president and coordinators, the whole process was made as ‘connecting the dots’ and inspiring the journey. The last day was filled with laughs, strong hugs (from Asians) and Australian emotional farewell.

The conference content design was highly appreciated with practical topics in management of change. OD is a process of change. New thinking, new ideas, new approaches, and even a new word - “nearling” - are all brought and shared amongst new OD practitioners from Asia, especially Thai, Laotian and Vietnamese. Learning the nearlings, the transforming presence in several aspects, the leadership, the passion, the cultural difference and the readiness for an uncertain future is as interesting as the meaning of Journey that makes us – no matter your age, origin or tradition.

The organizers were very experienced in conducting a fruitful OD conference. There is no right or wrong, just try your best to get it done. The blue-prints are now not allowed to exist in OD practitioners’ mind. In order to work this new way, networking skills, open-mind and flexibility with high knowledge are most important, and the conference has achieved the strong connection of people to a great extent.

Apart from the excellent format, the facilitation really got everyone working in the same direction. The Australian care and attention was filled with the very touching words “we care what you feel”. All the information was provided on the website, repeated by facilitators, highlighted in certain processes that made participants well prepared in their journey.
Conference content and conduct of the plenary, concurrent sessions, case studies and the circle sharing with traveling companion/group and all other activities

The conference content was conducted with a high quality of structure, appropriate topics and colorful format which promoted lots of creation for OD practitioners. It was very appropriate to have a plenary session at the beginning of the day with warm-up ice breakers. Connecting the dots, bringing the connection was well made throughout the day. People took off with nearlings, passion and social network spirit together to make new days full of energy, flexibility and readiness.

Choose means reject. The only limitation of concurrent sessions is the format itself makes is impossible to attend all interesting topics during the conference. All topics were very useful for OD practitioners. The case study with RMIT was great with unconditional sharing amongst the consultant team on the way to RMIT and even much more on the way back. This brings added value to the conference, where people witnesses how the wisdom of group prevails.

Circle sharing with travelling companion groups and all other activities generated a great opportunity to review what was learnt each day. Continuous review kept knowledge fresh and alive in people’s mind and made it easy to recall with minimum effort. As such, knowledge and experience shared 360 degree with participants brought abundant lessons for everyone after the conference finished.

Conference leadership and management

A strong message from leadership and management of IODA Conference 2011 is “less is more”, again matching with Steve Jobs’ Minimalist Philosophy. This message was tagged by every organizing member through the whole process. Glenda and her team did an excellent job, driving people through a process of working with a diverse group of professionals and practitioners. Professionals shared their own experience and creation with passion and love while practitioners strongly showed their eagerness to learn and explore new things. This presents the strong influence from IODA leaders and managers over the last decades. Besides professional experience, the members of the management board are very attractive when inspiring people with their charm and charismatic management methods. Nothing rushed, nothing pained, but we gained a lot.

Below is the reflection of the conference in summary.

Figure: Evaluation and Feedback of the IODA Conference 2011
All other insights, impressions and ideas in OD as well as professional/personal development

Professional and personal development: Change management cannot be successful without a good vision. Defining the goals and what success looks like is first and foremost significant work for developing my own profession as well as private life. Creation is more important than ever as the world is shifting from information age (knowledge workers) to conceptual age (creators and empathizers). A vision should also carry creativity and innovation. It’s time to raise the awareness of people in celebrating new challenges, thinking positive, understanding the social network and bringing new ideas instead of following others’ opinions. Encouraging whole thinking with whole brain literacy is very important for today’s trainers, teachers, practitioners, managers and leaders. In line with new requirement of new age management, creating such an environment that allows mix with the bright talent of the new who come with fresh perspectives eager to share and learn plays a vital role for my future organization. Integrative learning and being ready for uncertainty will be priorities in my own journey towards a future ruled by the right-brainers, as Steve Jobs also advised young generation today - Stay hungry, Stay foolish.

The IODA Conference is an inherent journey as it is for all OD practitioners. There are different ways of thinking and being. OD practitioners welcome challenges by new thinking - different and positive - on the way of reaching skillfulness for uncertain future change management. The conference engaged open-minded, brave and highly flexible people, creating long-lasting OD spirit for different cultures and nationalities.
Dear IODA Members, Friends and other OD Related Professionals,

I hope you all had a great start to 2012. May you stay healthy, may your business prosper and your families grow and stay happy! And may our organization make progress with new projects and another outstanding world conference in this year!

What are the topics IODA’s President and IODA’s Board are dealing with at this time?

Securing IODA-World-Conferences in the years to come

The big gem in IODA’s necklace is the annual IODA World Conference. For those of our members who organize a conference it is both an honour and a challenge and a special experience as well. Following our mission we go from continent to continent and try to connect with the regional OD communities and enrich them by learning from international practitioners.

IODA’s conferences are highly professional in the sense that they form a vibrant community during our conferences. More or less 50 per cent of the participants usually are members of IODA. It is at the international conference that IODA’s heart beats.

1. In 2011 Melbourne, Australia, IODA and ODA (OD Australia) members were co-creators of another milestone for excellence in conferencing. Glenda Hutchinson and her team organised a perfect learning and sharing event. All of us who attended will never forget the energetic spirit of the closure session.

2. In 2012, Alfredo Mazive from Maputo, Mozambique has taken over the mantel and is working with his co-chair Thabisile Mngadi and his team to provide a colourful and extraordinary IODA World Conference. Don’t forget to register and book your flights ASAP!

3. In 2013 Peru is waiting! José Campoverde, Richard-Beckhard-Award Winner in 2009, will be hosting the conference for the second time. For those of us who fondly remember, the first Peruvian World Conference took place in Cusco in 1996. Inca Culture and modern Organization Development concepts at one place – it was quite exciting.

4. For 2014 we are in further negotiations with Organization Development Network Japan ODNJ. During the next weeks Ken Nishikawa and the board of ODNJ will come to a final decision on how to continue with the conference plans in 2014. Because of the natural catastrophe of 2011 the situation in Japan has changed and has to be taken into account.

5. In 2015, five years after Budapest, we are planning the next OD World Summit. The continent where this international gathering should occur is North America. IODA’s last annual meeting in this part of the world took place in Canada in 2007. Now we are thinking about the USA.
**IODA NEWS**

**Members Forum**

**Potential partners for 2015:**
IODA’s Affiliation and Relationship Coordinator Peter Kalmar from Hungary already started negotiations with the new Executive Director of OD Network, Tom Nicholson, when he attended the ODN Conference in October 2012. So far, Peter has got positive feedback from Tom and we will go on following this vision.
Another interested party is the newly founded ISOD, International Society of Organization Development. They are located in the USA (for more information see below).

Any ideas or applications for 2016? Actually it is Europe’s turn!
Members, IODA is your organization! Please contribute by submitting your proposals.

**Partnering with another OD or OD related organization**

1. **Start of partnership negotiations with ISOD (International Society of Organization Development).**

**Who is ISOD?**

In a sense IODA and ISOD are relatives because both were given birth by the Organization Development Institute which was founded by Dr. Don W. Cole in the 1970s. IODA was founded in 1986 to overcome limitations which had been the result of a non inclusive management by the ODI person in charge.

Over the years, I was a witness to several attempts at convincing Don to let go and hand the organization over to the next generation. ODI was in a sense Don’s “baby” and unfortunately he couldn’t let it go. Change was only possible as Don’s health grew worse in 2011. The Organization Development Institute saw its sunset in late 2010 and gave rise in 2011 to ISOD.

I know what it means to the new ISOD Board to have mastered the founding of their new organization. Immediately after its foundation, I sent IODA’s warmest congratulations to the new President, Prof. Jeanne Maes from Mobile, Alabama. Other ISOD Directors are: Ken Wall, Joanne Preston, Peter Sorenson, Lena Neal, Donald van Eynde (all from the USA).

ISOD is very much interested in a vibrant exchange with IODA. The ISOD President has been a member of IODA for more than 3 years. There is an Affiliation and Relationship Manager for IODA, Joanne Preston, who also became a member of IODA. (Remember Joanne from IODA’s Conference in Ghana?) And last but not least, one of our long term members, conference host and Richard Beckhard Award Winner in 2010, Noble Kumawu, has been elected as Board Member of ISOD.

So far we have started to think about a partnership agreement and a co-host-model for the 2015 World Conference together with ODN.

2. **Dialogue and agreements with AODN (Asian OD Network)**

In 2009 in Hyderabad, representatives of IODA’s and AODN’s Board agreed on collaboration in the special case that IODA wants to hold its world conference in Asia.

AODN has had a growing success regarding participation in their Asian OD Conferences (2010 in The Philippines, 2011 in China). In 2011 there was the change in presidency. Lee Lu (Chinese American), handed over to Michelle Tapia from the Philippines. Michelle’s vision is to lead AODN to growth in the number of conference participants and to a solid financial base. Under her leadership the Board of Directors has been decreased to only six directors: Willie Marais (South Africa), Susan Steward (Myanmar), Douglas O’Loughlin (Singapore), Lee Lu (China), Rolland Sullivan.
I started a dialogue from President to President with Michelle (Mitsch). We are figuring out how we can collaborate under the new premises. One topical issue is the 2014 IODA Conference in Asia: which roles will IODA and AODN play when it comes to collaboration with Japan? This will be followed up in IODA’s board meeting on February 4th, 2012.

3. Meeting with the President of EASC (European Association of Supervision and Coaching)

On January 26-28, 2012, I will be meeting with Birgit Ramon, President of EASC and Ingo Jaeckel, IODA- and EASC-Member. Birgit Ramon has attended our conferences in Canada and Hungary and knows IODA very well. The meeting is a satellite event in advanced education for coaches. The further development of our agreement and our collaboration will be put in focus.

Endowment for “Saul Silverman Award”

IODA has gotten its first endowment. Marc Silverman, former President of IODA, granted IODA an endowment of 12,500 US dollars from his father Saul Silverman’s endowment. Please read Marc’s amazing speech at the IODA Conference in Melbourne last year. It is included in this newsletter. Marc introduced Saul’s values and wisdom to us. It was very touching for me and I guess for almost everybody in the room. Marc, thank you so much! Besides the Richard Beckhard Award and the Life Time Award, IODA will also be able to grant the Saul Silverman Award which is even endowed with a certain amount of money.

Before you close this paper:
PLEASE DO NOT FORGET TO REGISTER FOR THE 27th IODA WORLD CONFERENCE IN MOZAMBIQUE!

I hope to see you there: Maputo, August 21-26.

I’m also looking forward to your ideas, opinions and active support. Don’t hesitate to contact me if you have any contributions to offer.

Warm regards,

Dr. Ulla Nagel
IODA President
ulla.nagel@ipu-nagel.de
INTERVIEW WITH RITA ALONI
Richard Beckhard Award Winner 2012

IODA Newsletter Team

Rita Aloni won the RBA for her outstanding contribution to IODA’s mission. She holds a doctorate degree in the Social Sciences from Tel-Aviv University and taught OD in various institutions at undergraduate and graduate levels. She is an experienced OD practitioner and she was the President of IODA for seven years (2000-2007). During these years she worked tirelessly to position IODA more firmly as a professional organization.

IODA News had an interview with her.

Congratulations! How did you feel when you heard of the honor bestowed upon you at the IODA Conference in Melbourne?

At first, I was stunned! For a few days I went without telling anyone about the news. After receiving wishes from my students in Bangkok, who attended the conference and took part in the ceremony, I realized that it is for real and then told my husband and children about it. I just did not expect it. Later, I started telling my colleagues in the OD profession, who did not know about the existence of such a reward, and they were proud of me!

Can you tell me a little bit about yourself?

I was born during World War II, my parents and grand-parents were exterminated during the war. I was hidden with an old Polish woman, who took care of me as her granddaughter. At the age of 4, I was adopted by my aunt and uncle in Jerusalem, Israel. I have been living and studying in Israel ever since.

Entering the world of OD as a young practitioner opened an enchanted door of many challenges and paths to come. After experimenting with a lot of options, I settled as a Change Expert and Management Consultant. I have found myself working with Governmental, Corporate Organizations, Educational Institutes, Hi-Tech companies and lately with many small start-ups.

Participating in two IODA conferences opened new doors to the world. During the eighties I went a number of times to Ex-USSR to help them establish a school for OD practitioners. I also helped my former students to establish their OD business all around Russia. It is an honor for me that some of the Russian OD books have referred me as the grand-mother of OD in Russia.

From 1984 and on I had attended most of IODA conferences, and always presented a paper of my latest work, thoughts or models. In 1997, I decided to leave the OD partnership that have founded with partners and start an academic career. Thus, I became a senior lecturer, and have been head of the business school for 3 years in my college.

In 2000, I was elected as IODA’s president, and re-elected in 2004 for second cadence. Today, I am teaching mainly OD students in Israel and in Thailand, and supervising PhD. OD dissertations in Thailand. Besides that, I am enjoying my large family of 3 children and their partners, and 9 grand children with my husband.
How long have you been with IODA?

I participated in the first conference held in Shoresh, Israel in 1986, and then came back a few years later, and continued to attend almost every conference.

On IODA’s 10th anniversary conference held in Israel, Eilat, I was in-charge of running the conference as a learning community, and thus bringing the notion of learning organization to IODA’s conferences. Since then I have attended most of IODA conferences and have presented a paper.

What are your cherished moments so far as IODA is concerned?

A cherished moment is always the first day of a conference, the joy of meeting old friends and the curiosity of meeting new people.

Other specific cherished moments are:
During the conference in Spain, I remember when Brother Martin from Thailand, asked us to help him to establish a Master program in OD, and then in 2000 he announced the foundation of the OD association in Thailand.
During the conference in England I remember, when Mr. Arcady Prigozhin from Moscow, asked me to help him to establish a school of OD, just 2 years after the fall of the Iron Curtain.
I remember going to Nigeria with Ben Arikpo, announcing IODA’s conference and spreading the word of OD, on local TV, and with significant Representatives of the community.
I remember participating in making the IODA quilt in Kanuga, US.

Handing over the quilt from Kanuga has become a tradition of the opening ceremony of every IODA conference since then. Here in Budapest 2010.
I remember persuading Mohan to come to the Netherlands, though the conference had started already, and to discuss the possibility of an IODA conference in India.

I remember sitting late in the nights with IODA members discussing personal or professional issues. I remember feeling at home in IODA conferences, where ever they took place. I remember coming to a conference, meeting people, feeling they are part of my extended family.

I remember receiving the mail saying I was elected as president, sitting in my study, and thinking, how to run such an organization?

Unfortunately we didn’t see you in Melbourne, is there a reason for that?

The 2011 conference took place exactly on the Jewish New Year, which is an important family holiday. There is a decision that IODA conferences will never fall on important holidays of its members. I hope it will not happen again for the benefit of all the members.

What will you say to a new Practitioner who has just joined IODA and is wondering if it is a worth-while decision to continue with IODA?

Mostly practitioners who join IODA are not really new; they have about 5-10 years of experience. I would tell them - IODA is a great place to meet people who think like you, have the same professional language, the same values and the same perceptions about the world and human beings. If they are interested in experiencing different cultures and an experience of a global culture - IODA is the place! And of course it is great for networking.

IODA for me is like a great gate, from which many paths start, you should just choose one and follow it.

Rita, what do you see as the future of IODA?

It seems to me that with the changes in the world IODA should re-think itself and re-design itself.

Many professionals, who are not in the world of OD, are seeking for OD knowledge in practice. IODA, in my opinion could answer those needs, by opening and making contact with non-OD practitioners. And on the other hand, IODA could build a platform for its members to get acquainted with these needs.

It seems to me that the summit in Budapest was an interesting venue to bring together all disciplines to a round table of discussion of the overlaps and uniqueness of each, and mainly finding what should yet be developed.

Your Award was based on your commitment and service to IODA’s mission-

a) What do you remember and what did you enjoy most in your time of service as President of IODA?

The mission I took most seriously was spreading the knowledge of OD in the world, and this, I did by helping in establishing Academic programs in OD and in establishing OD associations in different parts of the world.

Bringing IODA conference to countries for the first time mostly establishes and strengthens OD in the countries.

All this demanded me to meet new people endlessly, and to be in contact with many – which I loved.

b) What were your greatest challenges?

It was a challenge starting from scratch in a new country where I did not know any one, wasn’t acquainted with the language or culture - nothing!

The feeling is of an entrepreneur who is founding a start-up, a new born baby.

And today I can look and examine which "baby" grew and developed and which, unfortunately, did not.

c) If you were to do it all over again as the President of IODA, what will you do differently and why?

I would put much more effort and attention in building the IODA site as a professional-social network! Something like an OD Face book or Linkedin etc.

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see also:  http://www.iadanet.org/assets/content_files/2011_Rita_Aloni_RBA_winner.pdf
IODA NEWS

Members Forum

The Saul A. Silverman Award for Enhancement of Dignity and Rational Dialogue

Speech by Marc Silverman, USA
summarized by K.C. Soares, USA

IODA has received from one of its Past Presidents, Marc Silverman, a donation of $12,500. This donation is in the form of an endowment to honor his father and those persons at the Australia conference remember Marc's speech as one of the finest moments of the Conference in Melbourne. There was not a sound to be heard, while Marc told us about his father, his life, the pioneering work he had done in the field of organization development, and the values that his father had taught him and lived for him.

Saul Silverman worked with Ken Benne, Leland Bradford and Jack Gibb and they birthed the movement in the United States that created the areas known as human relations, group dynamics and organization development. He was a practitioner who extracted learnings from his work and applied them to social change and evolution. He was, for example, asked—in the early 1960's—by the then Governor of the State of Florida to be the head of the state's Race Relations. He helped pioneer the development of Family Life Education Programs and Change Agent principles for low income African Americans. Subsequently, he worked for over 40 years as a Marriage and Family Therapist in the New England states. One of the many consequences of this vast experience was his creation of what he called his “Universal Principles.” They are:

1. Enhancement of my dignity and yours through rational process and dialogue.
2. Man's ethical capacity is something that must be grown and developed.
3. Principle vehicle for growth is rational dialogue which encompasses feedback and openness to looking at one’s self.
4. Substantive matters that have been negotiated need efficient implementation and follow-up structures
5. Solution to all substantive problems must be approached from both long-term and short-term perspectives.
6. Right to universal education, particularly psychological knowledge, by all people.
7. Reconcile free market and equitable distribution of resource—this includes Dialogue of free economy and the needs for equitable distribution of world resources and mitigating against the deeply increasing gaps of the have's and the have-nots.
Marc Silverman, in his presentation, then mentioned the many ways that he interpreted and integrated the work of his father into his own life. In his words:

1. Be Fearless in Finding a Way to Face the Special Pain in Your Life: In his way he would say “Do not fear the depth of your sadness, your anger, your rage or your fear. Face it – I will face it with you – no matter what. And ones facing it in this way will make your stronger, more compassionate, more open to the hurt in others and more able to love.”

2. Being Alone and Separated from Others is No Answer: the maintaining of connectedness was part of his brilliance; helping human beings to be actively engaged in the relationships in their life.

3. Connectedness and Love Require Self-Insight and a Commitment to Personal Growth: pursue your own personal and professional growth and learning.

4. The Goal is Fusion or Use Your Head and Your Heart: this goal relates to bringing the best of your mind, your heart, your spirit and your body together in your communication and in your attempt at solving the problem at hand. When you do this – he would say you are centered.

5. Follow Your Passion: this is what made Saul so compelling and charismatic; like many of us, his passions changed over time. According to Marc, his father was passionate because he believed that you and I (and him) really could change the world.

6. Our Passions Must be Tied to How We Live Our Lives: he believed that living a life of Meaning meant finding what is it in your life that gives you meaning and pursuing it. Authentic community and deep learning supports this.

Marc finished his presentation by saying that his father’s principles and their application in his own life also reflect how he understands what IODA has always been about. Listening to the silence in the large room during this speech, and remembering the impression this speech has made on all of us, I think we all felt this way: these are our values and IODA is very grateful to both Saul and Marc Silverman for their donations, in cash and in kind.

Contact Marc Silverman at marc@sii-inc.net
THE ENDOWMENT AND ITS MANAGEMENT

KC Soares, USA

The Resource Development Committee, chaired by KC Soares, has started developing the rules regarding the endowment in memory of the father of Marc Silverman. The proposal is to install a Saul A. Silverman Award. The objective of the award is the enhancement of dignity and rational dialogue: the application of interdisciplinary OD science and practice, towards personal, organizational and/or global development.

The Saul A. Silverman Award will be given to a person as recognition and motivation for bringing and applying new theory and tools towards global evolution and the resolution of conflict (interpersonal to global) from a rational, ethical and dialogical perspective. Individuals who bring innovative practical theory and tools that further the above principles will be recognized and encouraged to further pursue development and application of knowledge towards personal, interpersonal, community, national and global development.

Dr. Saul Silverman held several lifelong principles. These principles were outlined in the previous article and they may be used as a guide the selection of awardees of this endowment.

General rules:

1. Donation will be deposited in a separate, investment account. The objective is to generate the highest return as possible utilizing relatively safe mechanisms.

2. Only the annual interest generated will be given to awardees.

3. When other donations-endowments are received, they may be deposited in the same investment account.

4. The Finance Committee is responsible (to the family and to IODA) for all financial aspects of the endowment/donation.

5. The Resource Development Committee (RDC) will work with the family and develop all necessary aspects of managing the endowment and the process of selection of awardees – with a liaison from the Finance Committee on the team.

6. Marc Silverman will, initially, participate in the RDC meetings; subsequently, he will indicate a family member who will participate.

7. The process of developing and granting this award is intended to be conducted in an inclusive and collaborative environment.

8. IODA will create a special publication – can be an additional issue of the Newsletter – that publishes the work of the awardees and highlighting the original and innovative contributions.

K.C. Soares
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IODA GOES SOCIAL MEDIA

Alette Vonk, NL

Haven't joined the IODA LinkedIn group yet? Do it now and follow the discussion that is continuing! Stay in contact with IODA throughout the year. Pose your questions, share your thoughts, tell a story and especially: Don't be shy!

Little history

Oh yes, we had a LinkedIn group, but it wasn't active at all…
Oh yes, we had a Facebook Young Professionals Group, but unfortunately it died out…
Ah yes, we have so many people on Facebook, on LinkedIn, I'm sure we have twitterers among us. And yes, many of us want to be in contact throughout the year, apart from our marvelous conferences.

So what kept us from becoming active and in contact through social media? I don’t think I have all the answers, but one of the reasons was that it needed another membership meeting with Frank asking for a platform to pose questions and get answers. It needed a person like Cyriel Kortleven, who took up the responsibility and who, together with Stef Kuypers and Joachim Stretz, made the LinkedIn group five minutes after the meeting, and who started inviting people virtually that very night. On top of that, it lacked an Australian conference that was keen enough to have a social media expert as a key note speaker. It lacked a Michelle Lambert who opened all of our eyes during that very keynote. And, surprise, surprise!: the LinkedIn group was ready, all you needed to do was join!

See all the hands in the air on the picture? Those were all the people that said they would become active on the group that was created. Is it my imagination or do I still see some hands of people that haven’t joined yet?

Discussions

By the end of the conference we had 30 members on the LinkedIn Group, today we have 119 (which will be outdated by the time you receive this newsletter). There’s 14 people taking part in the Social Media Team and there’s interesting discussions going on:

1. Viv Read has shared her slide show of the conference with everyone
2. Christian Harpelund has started a discussion on how to continue working with the case studies virtually and throughout the year.
3. Cyriel Kortleven has started both a poll and a lively discussion on ‘making ideas happen’, with interesting information on the World Creativity Forum.
4. Joachim Stretz has opened up a Prezi for all of the people present in Melbourne to add their little impressions and lessons from the conference. If you want to get to know Prezi: it’s a fantastic tool, it’s surely a tool of the future that will replace PowerPoint and here you have a wonderful chance to give it a first try!
5. Rod Barnett has put up a link to the temporary Facebook page with all the fantastic pictures of the conference
6. Michelle de Bruyn has shared an example (and others have added) on how to use social media for planning and change processes
7. Cyriel has asked us to share our nearlings… or share one of your favorite quotes.
8. Annette Waide wanted to know of OD training institutions in Australia...

And there’s more, but you know what, why don’t you go there and start discovering it yourself!
Remember: these groups only survive through the members participating. So give it a try and don’t forget the most important rule is: Don’t be shy!

Alette Vonk: alettevonk@yahoo.com
IODA LinkedIn group: http://www.linkedin.com/groups/IODA-3913868
I want to share with you my rebirth and how gestalt is improving my consultancy practices and my family life.

I was performing consultancy services before attending this course and it was effective. However, when I met Mr. John Nkum in 2008, I realized that I still needed to improve my services. As a consultant, one has to continuously improve and innovate to stay relevant in the market.

So I decided to attend this course. Over 17 months, change is happening in me, in what I do and in my relationships with others.

The quality of my interventions is improving at a family level; in the way I facilitate workshops, in training people, in my ability to perform evaluations, to coach and to facilitate teambuilding, etc.

What is different? The difference is in my approach. I was used to methods, tools and know-how. And it was quite mechanical. Now it's rather more dynamic.

At a professional level, let's take the example of evaluation: now I use more and more statement, evocative as well as provocative to share my observations; I'm now able to easily distinguish between facts, interpretation and conclusions, and it helps avoid unfruitful discussions. I use themes, metaphors or ground theories to make people see what is figural or what is emerging. I'm able to name resistance and see it differently.

Let's give an example at a private level: once, I practiced the use of self to support one of my children who used to stay in a bad mood. I asked others to share with him what he evokes in them. I practiced multiple realities with a niece who is having her first experience of living outside of our house. It supported her to tolerate and accommodate herself with another girl she is living together with at university.

The new body of knowledge I have obtained from Gestalt is like oil in a car. It lubricates the car’s parts and keeps it moving smoothly and safer. So Gestalt knowledge is improving the quality of my consultancy and keeping me relevant.

Like a child, I’m a re-born consultant. I’m learning to use all my senses to be aware of what is happening in me and around me and to share it. I'm also learning to develop the reflex of checking my assumptions, staying marginal, being selective in sharing and engaging directly in a gestalt way in any situation.

At a personal level I’ve learnt to exit from my home with love when I need to travel. Last Saturday I had the best exit (I left them in happiness). I’m also learning to calibrate - like the volume of a radio - my behavior within a group. All this is also the result of the support I received from the other participants in various configurations: PSL, Anchor group, Site visit group, Case consultation groups and the TLC. Thanks a lot. However, like a child who does not want to be weaned, parts of me are still resisting and I’m struggling.

But I know I’m blessed. God bless you all.

Thank you.

Mouss

Contact Alidou Moussiliou

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In November 2011, the Creativity World Forum (http://www.creativityworldforum.be) took place in Hasselt, Belgium. More than 2300 people gathered to be part of this two-day conference. In attendance were the likes of Jimmy Wales, Keith Sawyer, Malcolm Gladwell, Peter Hinssen, Scott Belsky, Garr Reynolds, Oliver Stone. On the LinkedIn group of IODA I wrote about how Scott Belsky makes ideas happen. It was a great conference and I have made a summary of the key insights which I derived from several blogposts that have been written about the conference:

**Failure is necessary**

*Failure is the key to creative success. If you never fail, you can never be creative.*

Several speakers mentioned the strength of failing. This means that it is impossible to stick with the things you know if you want real change to happen. We can relate this to the new word 'nearling' – which was explained at the IODA conference in Australia. A nearling is a positive word for something new that you did with the right intentions, which has not (yet) led to the right result. The reasons for nearlings not succeeding can be diverse: that the circumstances have changed; a better option has been chosen; you made an error; faith decided differently; there suddenly were other priorities, etc. And sometimes you can learn more from a nearling than from success. There's a LinkedIn discussion where you can share your nearlings. http://www.linkedin.com/groups/Share-your-nearlings-3913868.5.73203173?qid=26cba422-127c-4b9f-9236-2e06a870b525&trk=group_items_see_more-0-b-ttl

**Collaboration drives creativity**

*Working in a team gives a more creative outcome than working alone.*

This is also one of the important things that we do as OD professionals. We bring people together, cross-groups preferably and share ideas liberally. One of our roles is to set up a good, safe environment where people are willing to share and communicate. We help participants to take ownership of the ideas and actions.
**Tweak instead of invent**

Don’t be the first on the market. It’s better to learn from the mistakes of others and make them better…. be creative with existing stuff.

This was the main message of Malcolm Gladwell (known from his books 'Blink', 'The Tipping Point' and 'Outliers'). Malcolm pleads to be third instead of being the first one. Why? The person who comes third has the opportunity to learn from the lessons of the first and second. He can learn what the consumer really wants and let others pay the learning costs. E.g. Google wasn’t even third. They came 7th or 8th. But Google first learned what ‘search’ was all about. So basically: when you see a good idea: steal it and make it better. To make good ideas happen, Malcolm talks about : Inventors, Tweakers, Implementors: It is better and more lucrative to be an implementor or a tweaker than an inventor. But we need all of them.

**Organisation is necessary for creativity**

Organise yourself, your work environment to be creative…bring structure into your creative process.
Surround yourself with creative inputs/ actions

One of my favorite presentations was Scott Belsky [http://www.scottbelsky.com/] - author of 'Making Ideas Happen'. He gave a very good keynote on how you can make ideas happen - not very new insights but back to the basics - the most essential things in life are most of the time quite simple. Please go to the IODA Linkedin group to get more information on this!

You can download a lot of good tips at this website - [http://the99percent.com/tips](http://the99percent.com/tips) I will be attending the 99% conference in New York and I hope to share more after that conference.

**Finally..**

I would like to end this article with a few quotes from the conference:

1. You need moments for real thinking. (Scott Belsky)
2. Fail fast (Jimmy Wales)
3. Share ownership of ideas, but create intimacy first. Friends don’t steal. (Jamie Anderson)
4. Measure the value of a meeting in action steps. (Scott Belsky)
5. Show appreciation by tolerating failure.(Scott Belsky)
6. Powerpoint presentations are like children. No matter how ugly they are, you will think they are beautiful if they are yours. (Gary Reynolds)
7. Speed is more important than perfection. (Peter Hinssen)
8. If you have control, you’re not going fast enough. (Mario Andretti)
9. Steal ideas and make them better. (M. Gladwell)


Cyriel Kortleven  
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INTRODUCTION

Large industries in general, and mining in particular, are presently facing a new scenario. Members of society are now more empowered, participate forcefully in social networks and make themselves heard in ways never dreamed of before.

At the same time, the impacts of the production activities on the environment and on ways of life of communities have come to the forefront as being of greater relevance.

In this context, a company is increasingly subject to public scrutiny and, in the case of mining, society has started to ask itself:

**What is the optimum contribution of the industry to the development of the country?**

At Minera Los Pelambres (MLP), we have adopted a new way of understanding the mining business, characterized by a long-term view whose driving force is incorporating all interests of all of the company’s stakeholders and, in general, generating mutual benefit with them.

We want to open up the dialogue with our audiences on the issues of the future of mining, which are also key issues of our Valley and Chile at large. We want to re-imagine together with you the concept of development to add a new sense to our contribution to the welfare of Chile and a sustainable future for the Choapa Valley and the region. We are aware that the greatest wealth is not that which is hidden in the bowels of the earth, but rather in the capabilities of the people.

I. Moving towards a new vision

In 13 years of corporate life, Minera Los Pelambres has had a good reputation and is proud of its accomplishments for a number of reasons:

1. Since the origins of the company, willingness has always existed between organized labour and management to talk and improve the working conditions of the more than 700 workers of the company. The company has adopted a business model aimed at building relations of enduring trust and the workers are seen as strategic allies in the success of Los Pelambres.

2. MLP has established a minimum ethical salary, which amounts to CLP 323,000 before taxes, a figure that is considerably higher than the Chilean national minimum wage.

3. The contribution by the workers of our supplier companies has also been an essential ingredient. Minera Los Pelambres agreed with these companies to grant their employees the same integral productivity bonuses offered to the company’s own workers. Some of these contractor companies have signed mutual benefit contracts termed “Profit Driven Cooperation Contracts”, by means of which they receive improvements in their income to the extent that reflect their contribution to the achievement of the aggregate business objectives of MLP. Accordingly, the supplier companies participate in the efforts to maximize the use of their equipment and the services they provide, contributing significantly toward improving the productivity of Pelambres.

4. MLP has continually improved the company’s levels of productivity.
5. MLP represents a special situation within the context of the large mining industry because its facilities extend over 120 km from the Andes Mountains down to the Pacific Ocean. The company has to manage relations with complex surroundings in which more than 40 communities and 84,000 persons co-exist, in which intensive agriculture is carried out, where challenges exist in the use of water resources, along with an environment that is rich in biodiversity.

For the company it has always been a strategic matter to develop relations that are intended for the achievement of mutual benefit with the neighbouring communities through a policy of ongoing dialogue.

II Building a new strategy

A. New context, new challenges

Minera Los Pelambres faces today a new scenario that will be a determining element for its future growth. The discovery of new ore reserves will extend the useful lifespan of the deposit and the continued presence of the company as a neighbour that will stay on in the Valley for a long time. Meeting this challenge will involve the need to adopt a different outlook that is better adapted to this new situation.

It is also necessary to take on the challenge of overcoming the downside of a number of operational incidents that had not been adequately handled. The most significant of these was the opposition posed by part of the neighbours of Caimanes to the construction and operation of the El Mauro Tailings Management Facility.

The lesson learned was clear: a central requirement is to have the communities participate in the design of solutions along with assuring benefits for all the stakeholders involved.

The new situation is also mirrored in the reaction of the various stakeholders to incidents that, when considering the high sensitivity of the surroundings, turn into grievances that are channelled into media reports that have local and regional impact. These incidents impacted on the reputation of the company, but also affected the value that company’s employees and professionals place on their work.

B. A new strategy for a sustainable future

The reflection undertaken by MLP made it possible to arrive at a number of conclusions. Perhaps the most important was that for a long time the company had been too centred on itself and on its operational challenges. This “inward looking posture” had hindered us from sizing up the real importance of the changes occurring in our surroundings. It also made it difficult to place ourselves in the position of others.

Minera Los Pelambres assumes now that it is one more actor in a system made up of all of the stakeholder groups that are related with the company. This led to the need for a systematic vision that makes it possible to successfully manage the relations with all stakeholders and generate benefits for all stakeholder components.

The new vision

This is the story behind the new vision of Minera Los Pelambres, which intends to be a “world-class benchmark in the sustainability of the mining business before 2020 to become the preferred company of its stakeholders”.

To do so, the company has set a mission to “maximize the generation of sustainable value for the system made up of all of the company’s stakeholders by means of assuring an operation of excellence, achieving the feasibility of exploiting new mining resources and the development of relations based on trust and mutual benefit”.

Opening up a wider field of view, seeing those who had previously gone unseen and placing ourselves in the other person’s shoes became an indispensable lesson learned for the future of the organization and for the formulation of the new business strategy.

This involved the updating of a capacity that is ingrained in the DNA of the company, which is discovering new deposits and transforming them in order to generate mutual benefit. Of course now it becomes necessary to discover these benefits in the talent and capabilities of the people, going beyond the boundaries of the company.
This involved adding in consideration of our surroundings in the widest sense of the word, especially our immediate surroundings, where there is room for both the small farmers of the Choapa Valley and the more generalized (and in some cases not fully formulated) aspirations that the community members voice to the mining industry.

This way of providing sustainability for the future growth of Minera Los Pelambres has resulted from the adoption of a new **functional objective**, which **explicitly incorporates the need not only to add value in terms of economic variables, but also in the environmental and social spheres** by meeting the expectations of creating value in the surroundings based on recognition of the impacts generated by the company's acts on the surroundings and how the conditions of the surroundings determine the actual possibilities that the company has.

For this, three strategic priorities have been set that define the endeavours of our company. The first priority is to assure the operational excellence of the company and develop relations of trust and mutual benefit with stakeholders. The second effort is focused on the relations with stakeholders and consolidating enhanced bases to enable the development of the system. The final drive is intended to assure that this growth translates into benefits for all players of stakeholder groups, which makes it necessary for persons to perceive the value that they have helped to generate.

### III The Paths to development

Chile today has a certain possibility to achieve levels of development similar to those exhibited by European countries. For this to be possible, the country must not only improve its competitiveness on international markets and make a major leap forward in productivity; even more important perhaps, the country must find a common matrix that will be a springboard to make it possible to rethink development in a more harmonious and all-inclusive manner.

If we wish to make this great leap into the future from a common position there are key questions that must be properly addressed and answered: How do we contribute from mining activity toward the development that we want for the country? How do we make significant headway on advancing the quality and quantity of human capital and its continuous formation? How shall we manage to re-imagine together in the Choapa Valley a vision about the Valley’s future development?

What is the challenge? We must identify together the priority issues of a sustainable development agenda for the Valley, the region and the country at large. This involves looking for a dream for Chile and a dream that can be built by all of us working together to assure a sustainable, harmonious and secure future.

Chile is standing today at a crossroads that beckons us forward and demands daring-do, vision and a sense of community. Dialogue and the joint creation of innovative solutions are part of the forward-looking vocation of Minera Los Pelambres.

We need the energy of our young people, the audacity of our entrepreneurs, the knowledge of our researchers and the tenacity of our workers to awaken and bring to life the wealth that is deeply rooted in the capabilities and talents of Chilean men and women.

*Our greatest commitment is with them, with that wealth and with that future.*
FROM THE NEWSLETTER TEAM

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 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 Newsletter Team

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