Editorial

One of the most popular films of these days is 'Intouchable', a film by Eric Toledano and Olivier Nakache. It's one of the most viewed French movies ever and is still raging over the world. As the makers describe it themselves: "The Intouchables is based on the true story of a highly unlikely friendship between Philippe Pozzo di Borgo, a white, quadriplegic (completely paralysed from the head downwards, AV) millionaire, and Abdel Sellou, a young minor criminal of Algerian origin, hired to be his live-in caregiver. The two men came from completely different backgrounds but learned to trust each other and develop a life-changing bond through honesty, mutual respect and subversive humor."

Before I say anything else, the film is first of all great fun. The humor is splendid, we all cracked up and my fourteen year old couldn’t stop laughing at a certain point. At the same time it is a touching, hopeful movie, since these two men are so different and their ability to bridge the gap enriches both of them immensely. Omar Sy, the man playing the role of Abdel Sellou, called 'Driss' in the movie, received a César Award for best actor.

At the same time, I silently asked myself why they had cast Omar Sy, a second-generation black African, while the original, real wisecracking male nurse, actually had been of Arabic origin. Could it be that in Europe we have difficulty with a funny ex-con Arab, while at the same time we’re quite comfortable with a black man in that role? After the film came out in the US, similar questions were being asked, albeit from a different angle. Weren’t the roles too typical, a black man helping a white man? The Washington post talked about the 'Magic Negro' syndrome.

"For our part", the directors say, "we would never have attempted to bring Philippe's and Abdel's story to the screen without Omar Sy's involvement. We knew, having worked with Omar several times before, that he and Abdel shared the same background. Abdel lived in the projects; Omar grew up in the projects outside of Paris. Our goal was both to make a heartfelt buddy film that would entertain audiences while remaining faithful to Philippe's and Abdel's story, and to treat the subject of the French suburbs and that of the physically disabled."

Sy believes the distinction between Arab and black is "irrelevant" in France, where all immigrant groups face similar challenges. As for accusations that the film traffics in cultural stereotypes, Sy said: "Why can't a black guy show a white guy how to dance? I mean, it happens in real life." The real-life Philippe insists that Abdel Sellou, the model for Driss, was, if anything, even more rough-edged than the young man in the movie. "I was 42. He was 21," he said recently. "We were two desperados looking for a way out: the wealthy tetraplegic and a young guy straight from jail who wanted to wreck everything; two guys on the margins of society who came to depend on one another."

Finally Abdel Sellou himself couldn’t care less about all this. "If you had taken a black, it would have been racism. If you had taken a yellow man that would definitely have been racism. If they had taken a white, than it would have been slavery. If this guy, who wrote the article, will ever be in need of someone to put on his diapers, who will he take? ET?"

Being too sensitive to stereotypes, so a story can’t be told is one thing. Being alert and realizing he actually was Arab, is second. And after that: let's relax and enjoy!
OD: Drums as winds of change blow in Africa

**August 21st to 24th 2012**

Alfredo Mazive, Mozambique

Dear Colleagues,

Greetings from Mozambique, the Indian Ocean Pearl and Maputo the Jacaranda City!
As we are in a rush to finalize the preparations on our side, I know that you are all busy finalizing your travel arrangements and you are almost packed and ready to join us in Maputo, from 21st to 24th August, 2012.
Let me share with you the conference program as it stands now:

**Very good news!**

You are advised to hurry and register now! The rooms at the Xisaka Hotel are almost full. Those who register late will stay at the second hotel, the Libombo.

Libombo Hotel Namaacha with conference room and private hotel room, well equipped seminar rooms are also available.
Trip to the conference and the venue
The Xisaka Hotel is located in Namaacha Municipality, 72 Km west of Maputo at the border post with the Kingdom of Swaziland. The trip by bus will take some 45 minutes. The trip to Namaacha will take us through the cities of Matola, Boane, and the green hills and valleys to the city of Namaacha. There, we will check-in into two hotels, Xisaka and the Libombo Hotel. Both have a swimming pool, a bar and an a la carte restaurant. Libombo Hotel has a Casino as well. They are 5 minutes apart and safe to walk from one to the other, day and night. The People are friendly and supportive. The conference will be based at Xisaka Hotel and some activities may take place at a nearby Institute for Teacher Training just across the street.

Family and partner’s side program
The organizing team made arrangements to have a resident tour-agent to take care of your family and partner’s needs while you enjoy the conference. There will be daily tours to visit panoramic locations, shops, markets, museums, historic sites and beach front drive. Mozambique has a lot to offer, that will keep the family busy and happy.

Week before and after the conference country explorers
Some colleagues expressed interest in exploring Mozambique’s coast and Islands one week before or after the conference. If you are one of them, please express your interest soon, so that we team you up with like-minded companions.

Volunteering with local NGOs
Some colleagues expressed interest in arriving earlier or staying longer to do some volunteer work with local organizations. We welcome this idea! If you are one of them, please express your interest as soon as possible, so that we connect you with the interested NGOs to finalize the contact and planning of your stay.

Conference room, the bar and hotel rooms await to welcome and host you as participant.
The conference program at a glance

Day O- 20/8/2011

Arrival & lunch at the assembly point restaurant. Late comers will be met and brought to the conference venue;
Trip to the Namaacha and check-in at Xisaka and Libombo hotels in the afternoon;
IODA members meeting in the afternoon, others are welcome or free to explore the city and the beautiful surroundings;
Gala dinner at Xisaka and cultural evening to break the ice and socialize.

Day 1- 21/8/2012

The city offers excellent trails for those who like early morning walks before breakfast;
For comfort and convenience we start business at 8:00 for 8:30 am;
We will kick start the conference with a panel of African OD practitioners giving an account of the journey and the role of OD in Africa through the winds of change: Challenges and opportunities;
This will be followed by a panel of inspirational thinkers and leaders across the world to elaborate on the past and present of OD- What have we learned?
We will break into interest groups to deepen discussions on raised issues, the way forward and network;
Parallel workshops will start in the afternoon. A list of the workshops and the presenters will be provided at the end;
We made arrangements to create space before dinner for people to network, seek coaching and mentoring opportunities or just take a break and recover energies in your rooms before dinner. At dinner we will have a slide show to revisit Australia.
We close the day on the dance floor with an open bar.

Day 2- 22/8/2012

We will start the day with a panel of inspirational thinkers and leaders II- our practice, emerging trends and way forward;
Parallel sessions will follow in mid-morning and afternoon.
Late afternoon we will have client case studies displayed to enable participants to sign-in. Delegates will have opportunity to visit and interact with NGOs, FBOs, Universities, Public and Private Sector Organizations;
Dinner will be feature the Richard Beckhard Award to Dr. Rita Aloni from Israel.
Night will close on the dance floor with an open bar.

Day 3- 23/8/2012

We will devote half a day for our clients and half for ourselves to discover Maputo, its gastronomy and culture!
Breakfast will be served in consultancy groups so that the groups can plan their intervention;
The morning will be spent with client organizations, exploring, learning, sharing and inspiring them;
Then delegates will have opportunity to visit the Maputo city - known as the Jacaranda City in the afternoon. See markets, shops, museums, crafts, beach front and the suburbs in guided tours of your choice.
Dinner will be served in Maputo where we will host a cultural event. This will be Peru 2013 IODA conference night and José Cam-poverde, our chair, will take us there!
Later in the night we will return to Namaacha.

Day 4- 24/8/2012

We will wrap up the conference with the consultancy experience feedback;
This will be followed by a summary of the conference highlights and takeaways.
Closing ceremony and farewell till Peru 2013!
Departure to Maputo and home countries!
Some of the Key Speakers and Very Hot and Exciting Parallel Sessions Themes

Dr. Frank Rambaek, Germany- Our Treasures When Working in Our Change Work;
Dr. Peter Wallman, Australia- Passion Process-Understanding about Own Passions and Connection with OD;
Dr. Mohanakrishnan Raman, India- Using the seven Chakras as Tool for Personal and Organizational Wellness;
Dr. John Adams, USA- OD practice, theory vs. evidence based;
Helgedus Zoltan, Hungary- Modeler Software Solutions.
Dr. Francois Breuer, USA- Coaching in Complex Systems.
Dr. Marc A. Silverman- Running Successful Family Business Consultation;
Dr. Imre Lövey, Hungary- Organizational Health- How Healthy is Your Organization?
Dr. Rod Barnett, Australia
Michelle De Bruyn, RSA- OD: Lessons from social movements and large scale change;
More and more…..

Open markets ideas……..

Throughout the conference we will have an open market outside the conference venue with curios and crafts and merchandise, to enable those who would like to take gifts and souvenirs home to purchase some.
If you have books that would like to show case or sell we will arrange a space for that.
If you would like to publicize your services, company and are looking for partners globally, we will keep a space for that as well.
If you want to coach or mentor others, or if you need coaching and mentoring from others, we will have a board for you to connect with each other.

Ideas and suggestions are still welcome!
Looking forward to welcoming you soon.

Best,
Alfredo Mazive

2012 IODA World Conference Chair
On behalf of the organizing team.
alfredomazine@teledata.mz

Join us now. Send your registration form or your reservation request to info@iodamoz.org
SCHOLARSHIP RECIPIENTS 2012

Name: Nomso Markson  
Country: Nigeria  
Professional Position: Counsellor, Subject Teacher  
Organisation: Anglican High School, Kano  
City: Yankaba  
Contact: nomxus@yahoo.com

Name: Abraham Lincoln Owusu  
Country: Ghana  
Professional Position: CEO, Founder  
Organisation: African Institute of OD  
City: Accra  
Contact: preslincoln2002@yahoo.com
Dear IODA Members, Friends and other OD Related Professionals,

Mozambique is calling! It’s another large, precious pearl waiting to be threaded by us all onto IODA’s growing necklace of host countries.

Reflections from personal perspective

Africa - the legend, the cradle of civilisation! How mystical, how magic! Many of you will know what I mean. You find yourself in Africa and suddenly you experience this magic moment when you become infected by the powerful spirit of this special place...

IODA has already brought its community to several African locations where we celebrated unique conferences - South Africa, Kenya, Nigeria, and Ghana. All of these countries were once British colonies. They are very well-known and have long been centres of world commerce.

In several ways Mozambique is different from our previous IODA African host nations. The official language spoken there is Portuguese. In fact, Mozambique and Cameroon are the only two Commonwealth of Nations’ members which were never a part of the British Empire.

Mozambique’s national history is marked by a long period of wars and privations for this friendly people in south eastern Africa. After a long struggle against the Portuguese colonialists, a 15-year-long civil war destroyed the wealth that remained. Then, political riots continued for another 10 years until 2005. As if this was not enough, in early 2000 a cyclone caused widespread flooding in the country, killing hundreds and devastating the already precarious infrastructure...

Such a national destiny! And what a place for OD practitioners to offer their assistance!

In 2007 I visited Mozambique – it was during my first days as the newly appointed IODA President. I remember friends asking what my expectations were for visiting this “exotic” place of the world.

I had good reasons for visiting the country. I wanted to see my son Rutger who had decided to serve as a social worker in Maputo for half a year. Additionally, the trip also provided the opportunity to reconnect with local IODA members Alfredo Mazive and Pedro Paulino. I envisioned a realistic chance to influence the installation of an IODA chapter in Mozambique.

Today I can confirm that it has worked out successfully!

This year will be the last of my presidency. This makes me humble and happy and proud to see that the seeds of 2007 now bear fruit! Thank you, Alfredo! Thank you, members of the Mozambican host team - Beatriz, Thabi, Magia, Lina, Phoebe and Joachim!

Let’s look back once more to how it all began in 2007. The meeting in Maputo was held in the seminar centre of Alfredo’s company. IODA member Pedro Paulino came 1000 km down from

National Host Team: Joachim, Beatriz, Alfredo, Thabisile in Australia 2011
Chimoio to co-chair the meeting. We had about 13 participants - practitioners and people from university, institutes and the public field. Alfredo was a great host. He donated most of his time to the IODA group even though he was hosting in the same place at the same time a group of very impressive people which included the Provincial Governor, bank managers, government ministry officers, National Park directors, lecturers at public and private universities, etc. I found out they were Alfredo's university buddies who were commemorating the 30th anniversary of joining the Agricultural Mechanical Engineering Faculty. You can't imagine how surprised I was to be listening to German at this party. And it was the Saxon dialect of German spoken in my home area! I soon found out why. These Mozambicans had been former students of Forestry Science at the Technical University of Dresden which is indeed the home of Forestry Science in the world.

Back to the meeting. OD was not well known in Mozambique in 2007. The participants discussed about how OD can be explained and offered to potential users and deliverers. The participants also emphasized the fact that OD-training is strongly needed since small sized companies spring up like mushrooms.

I'm very curious as to where our Mozambican colleagues stand now. What have they achieved in the meanwhile? I know that Alfredo Mazive had started OD education programs for managers. Has the concept worked?

Those of you who have decided to come to Mozambique will get to know. Excursions will give us more insight about the help needed. According to the host team, participants from more than 20 countries have registered. Will you increase this number by your participation?

I'm getting more and more excited. For Rutger it will be a bit like coming back home. He says he never wanted to miss having lived in Mozambique. A part of his heart is still there. It is with the friendly people who have never lost their positive outlook and laughter. It is also with the beautiful nature, the green and the sea. And we can’t forget the imposing African animals!

Please come and join us in Namaacha. I count on you.

Até à próxima!
Ulla Nagel
IODA President
ullah.nagel@ipu-nagel.de
IODA NEWS
Members Forum
Page 9

IODA ELECTION RESULTS 2012

Report by Election Committee

First of all we would like to thank all active IODA members for their contributions to the election process and for taking your time for submitting nominations and writing endorsement letters. It has been an election of a high quality standard.

This year IODA had three positions open for elections: Ben Arikpo’s second term as Vice President ends in 2012. Alette Vonk’s second term as communication coordinator has not been approved by the membership yet. The legally required Secretary of the Board for 501(c)3 status organizations was not assigned in the previous year.

It is our pleasure to declare the following people duly elected in an unopposed status:

Vice President
Roderick Barnett, Australia

Communication Coordinator
Alette Vonk, The Netherlands

The tenure for Rod, the new Vice President will officially start at the beginning of the IODA world Conference in August 2012 and will end with the conference of 2015. We are very happy that Rod has supported IODA in various committees.

IODA has one open position to offer and is seeking for candidates. We declare the Secretary of the Board positions open for elections in due course. The intention is that the outstanding positions will be opened for elections during the members meeting at the 27th IODA World Conference in Australia or beyond that in the 2013 elections.

Secretary of the Board
Open position

Dear Rod and Alette, the election committee extend their congratulations to you. We wish you all health, strength, success and confidence for your term as IODA EC members.

At the same time we would like to thank Ben Arikpo as outgoing Vice President. Ben, what will IODA and the EC be without you? The newsletter team is going to honour Ben Arikpo’s achievements and engagement for IODA in the following edition.

The Election Committee

New IODA Vice President: Roderick Barnett, Australia

Thank you for this nomination which I accept as an opportunity to offer my service to the IODA community.

The experiences at our last three conferences have indeed made me thankful to have found such a wonderful international community. Thank you India and thank you Hungary for your warm welcome and the opportunities your committees created for all of us to learn and also to serve others. As part of the Australian conference committee I enjoyed the interactions and preparation for IODA 2011, and have made lasting friendships.

Through each of these community events I have learned much and met people of great wisdom, courage and love from around the world. The rich diversity of insight and experience that we enjoy is reflected in the many colours of our IODA quilt which this year I will be carrying to Mozambique for IODA 2012.

Having lived on three continents and worked in seven countries I am convinced of the usefulness of our O.D. values and methods in diverse contexts, and also of the contribution our international association can make around the world. Working with the Executive team would be a valuable opportunity to live out effective social processes as we work together with common purpose.

In Hungary Peggy Holman taught us about ‘compassionately disrupting’. And so where there are things that we need to do better in IODA, this may mean that I will need courage to speak out and to ‘compassionately disrupt’ as we work together for our community. I hope to encourage the continued application of O.D. values and methods to our own organisation, as I support the President and the rest of this dedicated and hard working team in their roles.
There are many challenges and opportunities for IODA:

- Its membership is dispersed and diverse, sometimes enthusiastically engaged around events and sometimes distant and less engaged.
- The wonderful volunteers who do the work on our various committees appreciate support and encouragement.
- Young O.D. students and practitioners appreciate the support, guidance and sharing of wisdom in our community, and we all enjoy their new insights as we learn from them in turn.

These give rise to some critical issues that we can continue to work on together:

- How to maintain high levels of engagement and learning in this community?
- How to integrate elements of our IODA experience: conferences, web site, resources, networks, learning, support, and things we have not yet even thought about?
- How to design systems that enable the work, and support the purpose effectively?
- How to develop and support O.D. across our changing world?
- How to maintain and improve good relationships with other local and international O.D. organisations?

It would be a privilege to serve on the executive team, but I want the right people to volunteer and be selected who can do this work. I think there may be others who could do this work better than I can. If that is so, we should vote for them and support them in their roles. Let us seek the best for our IODA community.

I offer my services in what I hope will be a very practical way, - a way that will support IODA fulfil its purpose, maintain and sustain its successes, and improve the way it is able to serve the community.

Rod Barnett
sxlent@optusnet.com.au

Former and new Communication Coordinator: Alette Vonk, The Netherlands

IODA is a wonderful organization with marvelous conferences, that inspire both the community of long standing members as well as a new group of people every year in different parts of the world. My last name, 'Vonk', which is also used in the name of my company, literally means 'spark' and if there's one place where sparks are flying about, it is at IODA conferences. Sparks are bright moments, flashes of insight and recognition and every IODA conference is another sparkling event.

I'm an anthropologist, NLP practitioner, change process manager and a team coach. But above all I'm intercultural communicator and what fascinates me is the bridging of differences. The fact that people are different is perfect and can take us to great achievements. If the differences are not well understood, they create tension or conflict, instead of generating complementary power. The process of bringing people together, stimulating learning and creating new forms of collaboration is a fabulous process.

I've been the communication coordinator of IODA for four years, the last year as an interim, I've decided to stand again because it is fun and a rewarding task. There's great teams and people around me, in both newsletter, website and LinkedIn group and in the EC itself. Finally, since I know the job, I don't need to start from scratch and will be able to continue with some ease. It is great to serve the loveable, international community of IODA, where people, countries and continents meet.

Alette Vonk
allettevonk@yahoo.com
First of all we would like to thank the IODA community for promoting Anna Umba, a young OD practitioner from Papua New Guinea, for her internship, and for the support to further develop her capacities in OD. Secondly, thanks to Caritas Austria, Greenpeace and Frauen für Frauen for their invitation to visit youth, gender and disability projects in Austria. We are grateful for the invitation from the University of Applied Sciences in Wr. Neustadt. With Ralph Schichler’s experience, we will learn how to manage the unpredictable in OD processes and how to push and inspire volunteers. Thanks to IODA Member Christine Wawra, who will support and advise the OD case study.

Our thanks goes to HORIZONT3000 for the invitation to the civil society conference. We appreciate the willingness of OD experts from Uniport, Médecins Sans Frontières and Vienna Energy to share their OD knowledge and experience with us. Finally a big thank you goes to my Austrian colleagues Joachim Schwendenwein and Liselotte Zvacek for their time and effort in opening their OD “treasure box” to the group, facilitating workshops and hosting participants, and to ÖGGO for the invitation to the group dynamic training in Graz.

**Internship Papua –Austria goes “global peers”: how did it come about?**

When Anna Umba, program officer at NGO PRO in Papua New Guinea, together with Michaela Faulhammer, adviser in OD for NGO PRO, attended the conference in Australia in September 2011, we were thrilled about the IODA community. We were inspired by Ulla Nagel, we conceived of the idea of connecting, sharing and exchanging ideas. Encouraged by Ulla Nagel, we conceived of the idea of the IODA internship PNG/Austria. Michaela returned to Austria in November 2011 with the experience of a great cooperation in PNG and having learned how OD can support small and emerging NGOs and CBOs in Papua. Knowing how challenging work in this context can be, she and a team of OD practitioners designed a tailored OD capacity building program for Anna, which takes place from June 12 to July 7, 2012 in Austria.

Sustainable learning works better on an emotional level and through sharing with others. We designed “global peers” to be a program where a participatory learning environment, a maximum contribution, and exchange with peers are main elements. With the support of IODA Member Noble Kumawu from Ghana and OEGGO-Chairman Joachim Schwendenwein leveraging the institutional collaboration of OEGGO with ISABS, and OD colleagues from India, a group of 4 international OD practitioners will gather in Vienna. The group will improve their OD knowledge together with Anna Umba and with the focus of using OD to support the strengthening of civil society in least developed countries.

**Which outcomes do we expect?**

We expect that there will be a furthering of practical experience, insight and understanding of OD and fostering of networks with OD peers from other developing countries. With this international experience, it will be easier for Anna Umba to connect with PNG OD experts and further support the idea of OD as a professional education and profession in PNG. As a result this will strongly contribute to strengthening civil society in Papua New Guinea.
What are we going to do during these three weeks?

We aim to have variety in the programme. Different workshops, project visits, case studies, interviews with OD experts and group dynamic training will address OD from different perspectives.

1. Workshops
   - How to project the unpredictable matters?
   - How to motivate volunteers?
   - How to facilitate participatory group methods

2. Project visits cross-cutting topics – gender, youth and people with disabilities
   Field trips to rural Austria will provide insight into how Austrian NGOs contribute to civil society. They will learn success factors for sustainable development of youth, gender and disability projects. In transfer work, we will discuss how Austrian best practices can work in the context of PNG, Ghana and India, and how participants can support the implementation of these cross-cutting topics in their organisations.
   - Project “Am Himmel” (in the sky), Vienna
   - Day-care center farm UNTERNALB, Lower Austria
   - Frauen für Frauen (women for women), Lower Austria
   - Greenpeace – resistance factory
   - Aidshelp Vienna

3. OD case study
   Participants will act as change makers by working on an OD case in cooperation with an animal welfare NGO in Austria.

4. Interviews with OD experts
   In interviews with Mag. Bernhard Wundsam, CEO of Uniport – Carreer Center of the University of Vienna, Mag. Isabella Weisswasser, HR Director of Médecins Sans Frontières, and Mag. Senta Clement, Head of Department Organizational Development Vienna Energy, participants will explore the meanings and purposes of OD, how organisations benefit from OD, and pitfalls and success stories.

5. Civil Society Conference
   At the three-day conference, participants will get to have a variety of experiences within the human rights and civil society sector from ten countries.

6. Group dynamic training
   The Center for Social Competence of the University of Graz is conducting a group-dynamic laboratory. T-group is the ideal training ground for building competency in personal effectiveness and making it available for organizational and societal growth and development.
   For the three group dynamic training groups held in English, professional members of the Indian Association for Applied Behavioural Sciences (ISABS), National Training Laboratories (NTL) and the Austrian Association for Group Dynamic & Organization Consulting (OEGGO) will serve as trainers.

Participants of global peers
   Anna Umba, Program officer, PNG/Madang.
   Rev. Nicholas Darko, Finance and Administration Director of the Church of Pentecost International, Ghana/Accra
   Sincy Joseph, ActionAid, Manager Talent Engagement, India/New Delhi
   Poonam Nawle, Director Navnirman Samaj Vikas Kendra, India/Mumbai
   Project Coordinator: Michaela Faulhammer, Managing Partner Partners4, Austria/Vienna.

Brand new: The Internship has finished a view days ago. The first impressions can be viewed at this trailer:
http://www.youtube.com/watch?v=bD-p3fVpCbI

Michaela Faulhammer
michaela.faulhammer@partners4.com
Could you tell us a bit about yourself?

Much to my own surprise, I became the Executive Director of the Organization Development Network in December, 2007, after spending almost 30 satisfying years as an organization development practitioner, and assuming that I would practice until I fell over. Based on the beginning of my career, however, I should have realized that any assumptions I had about a predictable career path were probably unrealistic. For instance, before I discovered organization development, I spent over a decade checking out several other possibilities. For instance, I had initially planned to become an actor, but fortunately, I reconsidered that choice before any unsuspecting audiences were harmed. Over the next decade, I then accumulated a lot of very useful information about very different types of human systems while serving a three-year stint in the U.S. Army, working as a speech/language pathologist on multidisciplinary, clinical diagnostic teams, and teaching in several universities and medical schools.

Eventually, I finally realized that organization development was my life mission and my passion, and I initially worked as an internal consultant-leader, first at USF&G Insurance, and then at Blue Cross Blue Shield of Maryland. Then, after almost a decade spent learning about organizations from the inside, I became an external consultant, managing my own practice, GreenLeaf Associates. In this role, I served a wide variety of customers, in corporate, government, and not-for-profit settings; from two-person partnerships to Fortune 100 companies; and in manufacturing, health care, education, retail, hospitality, legal, financial services, entertainment, and professional services sectors. And now, since leaving the Network, I’ve been building a new consulting practice, ChangeGuides, that will, I hope, serve as the capstone of my professional life.

My educational background includes a graduate degree from The Johns Hopkins University Masters Degree Program in Applied Behavioral Science/Organization Development, an M.A. and Ph.D. from Northwestern University, and a certificate in family therapy from the Center for Study of Human Systems. Since it would have been a shame not to share all that academic “salad,” over the years I’ve also had faculty appointments at Hahnemann University, Vanderbilt University, Johns Hopkins University, and Georgetown University. I currently live in Ann Arbor, Michigan, and I’m also a professional member of the NTL Institute.

Could you tell us about your work with OD Network, since many people know you from that position?

Throughout my 30-year career as an OD professional and executive coach, I’ve thought continually about the nature and challenges of leadership, and then, five years ago, all those coaching conversations about leadership suddenly became personal, when I was offered what a colleague of mine would describe as an “insurmountable opportunity.” That is, I was offered a chance to practice what I’d been preaching and to apply the lessons I’d watched other leaders learning. After almost 20 years as an external consultant, I was again offered an internal job—and a visible, high-stakes leadership role—as the Executive Director of the OD Network. In that role, I was responsible for:

- Serving our members’ professional development needs, including website services, print and online publications, and the successful production of an annual professional conference.
IODA NEWS

Members Forum

- Building successful, collaborative relationships with internal OD business leaders, international professional thought leaders, academic program heads, regional OD network communities, global practitioner associations, and other, diverse professional stakeholder groups with a specific, vested interest in the practice of OD.

- Exploring and creating new, potential sources of revenue by initiating relationships and developing business partnerships with other professionally-related organizations.

As I worked to fulfill these accountabilities, the expectations of the Board of Trustees, and the needs of the Network’s various stakeholder groups, I discovered how much I loved serving both our members and the field of OD, and how satisfying I found the experience of leadership. I relished the chance to bring all my background as both an internal and external consultant to the role of Executive Director, and then to live viscerally, as a leader, in the heated tension between the strategic and the operational, between revenue and expenses, tradition and innovation, purpose and mission, and aspirations and economics. I was also gratified (and more than a little relieved) to find that the feedback I received suggested that I was generally successful in my effort to manage these polarities.

Why have you agreed to the Treasurer-position of IODA and what would you like to do as such?

I joined IODA during my tenure with the OD Network, and I first experienced the warmth and the professional stimulation of the IODA community during the OD World Summit 2010 in Budapest. I felt welcomed, energized, and excited by being in connection and relationship with a community of global colleagues for the first time, and I made a personal decision to become more involved in supporting IODA and our work throughout the world. However, when Ulla Nagel contacted me with an invitation to become the Treasurer of the organization, I had an initial experience of approach-avoidance—a strong pull to serve IODA as a Board member, and some initial trepidation about stepping into a role that is so closely linked to the organization’s long-term well-being as a business.

Ultimately, I decided to accept Ulla’s offer, because while I certainly don’t consider myself a nuts-and-bolts financial professional, I do understand financial stewardship, and I do know how to find and use high-quality professional resources. And that’s what I intend to do in this role: work to make sure that IODA’s financial position and management are maintained with the utmost transparency and integrity, and that we also have the guidance of financial professionals who are highly-competent, reliable, and trustworthy. Sustaining this commitment will require both intention and attention, as well as accountability, and I hope during my tenure in this role—on “my watch,” if you will—to give IODA members a sense of confidence that the business of the organization is in good hands.

Peter F. Norlin
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I have only attended a few conferences and each of them has been quite different. I’m sure Mozambique 2012 is going to be something special and different yet again. Best wishes to the Mozambique team as they prepare for conference this year!

I spent much of IODA Conference 2011 looking at things through a camera lens. Occasionally it was from a high vantage point looking down at the action in the dining room, across at the dance floor, or getting a vantage point to capture the whole group working creatively with Stefan and Cyriel. There were quick visits to workshops and travel groups, and shots across a crowded room of small groups in deep discussion or just enjoying each others’ company.

This 'view from the balcony' gave me a great appreciation for what was going on, the patterns and relationships that developed, and the broad spirit of the conference … and it was good!

I was struck, once again, by how meaningful these few days were for people. The workshops and structured experiences added learning, focus, reflections and choices for people. And, as Harrison Owen found out all those years ago as he discovered ‘Open Space’, it was in the casual and spontaneous interactions between events that people found much enjoyment and meaning.

An exciting challenge for IODA is how to capture that enthusiasm, collaboration and great spirit we see at each conference, and extend some of it into the space between each annual conference.

How to have members interacting with each other throughout the year? How to create forums and opportunities for growth, support, reflection and development? How to do the work that is needed to encourage such connectedness?

Our LinkedIn page has kept some of that spirit alive. As some predicted, the initial post-conference enthusiasm and activity has slowed down. That is to be expected and it’s OK … as long as it stays alive and continues to attract new conversation and interaction.

What’s your view of our association from the balcony?
How does it look to you?
What’s your future picture of IODA?
And, where are you in that picture?
HIGHLIGHTS ON OD EVENTS, ENGAGEMENTS AND DEVELOPMENTS IN THAILAND 2012

Perla Rizalina Tayko, Thailand

“Leveraging Positive Change for Organization Development and Transformation in Thailand”... The first AI Summit in Thailand graced by no less than the Guru/Founder of Appreciative Inquiry Dr. David L. Cooperrider of Case Western Reserve University, Cleveland, Ohio, USA, as a keynote speaker and resource facilitator. This was originally scheduled in November of 2011 but had to be rescheduled for 27-28-29 February 2012, due to the floods ravaging the country at the time. There were about 150 participants on the first day.

Conference Chair Dr. Udomsak Soponkij, with the full support of Dean Dr. Kitti Photikitti and OD Program Dr. Perla Rizalina Tayko, and Dr. Udom Hongchatikul (ODI Project Director), organized for this summit an Executive Workshop for top executives of the sponsoring organizations. Another highlight was an Open Space with simultaneous presentations on AI, which was focused on related action research by students and graduates of Assumption University, Faculty and Students led by Dr. Pinyo Rattanapan of Khon Kan University, and a number of other presenters on the third day. This was capped by a presentation on the application of AI in Coaching and facilitation of the topic “Research on Pivotal Moments in Appreciative Coaching” by IODA members and the Faculty of GSB PhDOD Program, Dr. Ann Clancy and Dr. Jacqueline Binkert. An AI Summit of Thailand Book as a documentation of the conference presentations has just been published and freshly released out of the press.

An Executive Program for OD, sponsored by the Graduate School of Business headed by Dean Dr. Kitti, brought our PhDOD Candidates with the Executive Teams of their Corporations/Organizations to Stanford Center for Professional Development in OD. Three of Stanford University’s outstanding lecturers provided the excellent experiential learning on rapid change transformation by Dr. Behnam Tabrizi, strategy formulation and execution by Dr. Raymond Levitt, and strategy and culture alignment by VP John Warren all held on April 24-27, 2012.
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On the sidelines the take off of ABAC’s OD Institute has brought the OD Faculty of GSB to actively engage in OD programs and projects with the business and academic communities where ABAC ODT (organization, development and transformation) models are being applied. This is being expanded and used with the client system provided by our faculty and it gives students practical opportunities for action learning and action research. Among these participating organizations are, Singha Corporation, Krungsri Bank, IBM, DASTA, PATs and a number of others.

IODA Members’ visit: In February 2012, Bill Kraus and Lynn Yeanakis came to visit ABAC GSB and explore opportunities for collaboration. They both have been invited to serve as International Advisers to our current candidates in the doctoral program and Bill has been co-opted to assist in developing and mobilizing the launch of the first OD Institute Journal.

Updates on the development of MMOD and PhDOD programs. We are now ready to welcome Batch 19 of our MMOD Program; among those admitted is a candidate from Russia, the first in our program. Batch 7 of our PhDOD Program, includes candidates from Petra Christian University, Surabaya, Indonesia. It is worthy to remember that the MMOD program was developed, based on a request by Bro. Martin Prathip Komolmas, the then IODA Vice President, Perla Rizalina M. Tayko and in collaboration with 15 IODA members who assisted her in the review of the design of the curriculum. Already a good number of IODA members have come to serve as visiting Faculty of the program for Assumption University.

In summary, OD awareness and consciousness in Thailand have now taken a “butterfly ascent” and in more ways than one the “butterfly effect” of IODA’s influence and role in the development of OD in this part of the world can be felt.

Perla Razalina M. Tayko
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IODA's congratulations to Ulla Nagel on the 20th anniversary of her firm's founding in Dresden, German

In the years since German reunification, many new firms have been established. On April 27th, 1992, the day before her birthday, Ulla Nagel founded her own company—IPU Dr. Nagel & Partner. At the official 20th anniversary celebration, EC members' congratulations were read by Silke Haebold to Ulla and her guests. Frank Rambeak's lively presentation and Peter Norlin's words and poems underlined Ulla's leadership, professionalism, and warm personal qualities. Many, like Ben Arikpo, recalled Ulla's accomplishments at the 21st IODA conference.

IODA's congratulations came as a complete surprise to Ulla and she was very touched by them. These congratulations were the most moving part of a day filled with workshops, joy, and happiness which lasted until late night. Please take a view minutes and watch the trailer (in German) of IPU Dr. Nagel & Partner produced on this special day for her clients.

http://www.facebook.com/DrNagelundPartner

Do you remember the flow graphics that Sabine Soeder created at the IODA conference in Budapest? Sabine also made a wonderful flow graphics chart and presented it to Ulla as her contribution to the IPU 20th anniversary celebration.

Contact: sabine@cocreatives.com

Here is an interesting note. Sabine moved from Karlsruhe on the other side of Germany and now lives in Dresden. She and Ulla first met in Budapest in 2010 during ODWS and discovered that they live and work less than 2 kilometres from each other.
LIFE’S JOURNEY

By Toki Mabogunje, Nigeria
June 22nd 1999
New York, City

This life’s journey
Is ever so interesting
With its twists and turns
Its ups and downs
Always revealing
Something new

We begin our journey
Our parents and society
Providing the tools
We need to be
Cartographers

We draw our maps
Believing we know
Exactly where we are going
As if in response to this
Life brings us unexpectedly
Upon new uncharted territory

We feel almost like we
Need to begin again
What is this place?
Unknown to us
We look for a way around it
And find the wonder of nature
That there’s no other way
But to go through it

As we journey
This uncharted territory
We discover we already have
The tools we need
But learn new ways
To utilize these tools
To find our way
We learn the lessons
We need to learn
And suddenly we are back on track

The key we discover
Much later in life
Is to journey as if anew
To embrace each situation we encounter
With the freshness and newness of life
To live ever in the present
Not in the past or in the future
To realize that life
Is the greatest gift of all.
CHANGE MANAGEMENT IN INDIA
A MANAGER’S PERSPECTIVE

Arabhi Madhusudhan, India

“When the rate of change outside exceeds the rate of change inside the end is in sight”

Jack Welch

I was once travelling in the country-side when I witnessed this- an old gentleman was traveling with a young boy- his Grandson, I presumed. I did not intend to pry but could not stop myself from getting involved in their conversation. The Old gentleman was reading out Aesop’s Fables to his Grandson while patiently responding to all his queries and seemingly endless doubts about the stories. There was an emphasis on the “moral” each story conveyed. There was this nagging thought within me about the every-day problems we face in life and how we emphasize “coping” to “adapt to changes”. I went back to my office and referred a case file of one of my client (Mr. X) who was under Therapy for Anxiety-related issues. I could associate with the stories illustrated in Aesop’s Fables; there are changes in everyday life, a thought-provoking moment it was. Each story speaks volumes: The Crow and the Pitcher (change being provoked by pressure or necessity); The North Wind and the Sun (gentle persuasion rather than force); The Lion and The Ass (enforced change - might is right); The Rich Man and the Tanner, (time softens change - given time people get used to things); The Ass and the Mule (agree to reasonable change now or you can risk far worse enforced change in the future). We face Changes in various forms and “react” to it in various ways. I wanted to ascertain that by reacting to these changes, are we just going with the flow (being neutral) or is there any effective way of “dealing” with it. Referring to the case file, of my client Mr. X, I focused on his recent cause for concern- Change of roles in his current project and the whole team’s increased responsibility. His Anxieties are stemming from this, and it’s clear that Mr. X is yet to accept this Change.

In this fast-paced life and the extreme demands of the corporate work-culture, we come across many people very similar to Mr. X; who get affected by the changes they face every day at work. Change is inevitable, but it can also be Uncomfortable. And since its uncomfortable most people tend to “resist” it. Laws of physics state that it takes a certain amount of energy to overcome inertia, and that resistance Friction is a force that will slow down a moving object. Resistance being a natural defense mechanism tends to become the commonest barrier to Change. Inertia and resistance are found in the laws of physics, but also in relation to change in people and organizations. One could say that all people tend to resist change, but some people tend to resist more than others! The “psychological mass” which provides resistance would be the rigid beliefs and habits that weigh down a person’s mind. While it is not possible to completely remove the discomfort associated with the stages of change, it is possible to overcome people’s inertia to saying goodbye to the old habits, and to reduce people’s resistance to change.

Referring to my client Mr. X, his current anxiety and distress is caused by his promotion! Being the second senior-most in his entire team of 84 people, he had to take up the team-lead’s role when his senior quit the organization. Though Mr. X has potential, his resistance to this change and his own anxieties are stopping him from taking the leap ahead. He did take up the role and eventually, he did fare very well too. Probably, that’s why these fables got my attention and prompted me to deep thoughts - Mr. X had to adapt to change and I could relate it to one of the Fables by Aesop- the Crow and the pitcher. To gain access to the little water available in the pitcher, the Crow adapted itself to the situation and filled the pitcher with stones, and quenched its thirst by drinking the water. If there was another pitcher available with more water, the Crow would probably not adapt; the change was brought by a necessity. Likewise, Mr. X’s change was provoked by pressure and necessity.
In an organization, we often notice many changes and each individual perceives these changes differently. As I have seen, most changes are related to change in either leadership or policies. The resistance in these situations can be viewed in 3 perspectives:

1. Time softens change- given time, people get used to things that changed. I could associate this with another fable- The rich man and the Tanner, in which a rich man lived near a Tanner, and not being able to bear the unpleasant smell of the tan yard, he pressed his neighbor to go away. The Tanner put off his departure from time to time, saying that he would leave soon. But as he still continued to stay, as time went on, the rich man became accustomed to the smell, and feeling no manner of inconvenience, made no further complaints.

2. If there is a change needed, rather than being enforced, it can be implemented with regular follow-ups to address the employees’ concerns. This will also give room for the employees to witness the effects of change, I could associate this with another fable, The North wind and the Sun- the North wind and the Sun disputed as to which was the most powerful, and agreed that he should be declared the victor who could first strip a wayfaring man of his clothes. The North Wind first tried his power and blew with all his might, but the keener his blasts, the closer the Traveler wrapped his cloak around him, until at last, resigning all hope of victory, the Wind called upon the Sun to see what he could do. The Sun suddenly shone out with all his warmth. The Traveler no sooner felt his genial rays than he took off one garment after another, and at last, fairly overcome with heat, undressed and bathed in a stream that lay in his path. Gentle persuasion is always better than force, it ensures positive results.

3. There could still be people in the team who are totally resistant; in that case, the management can implement certain stringent policies, that will help them to identify the positives of change, the need to adapt to the change and accept the change and move on. It could be associated with the fable The Ass and the Mule- in which the Mule refused to share part of the Ass’s burden, but ended up with the whole of Ass’s burden when it perished. Agree to reasonable change now or you can risk far worse enforced change in the future.

The concept of “change management” is a familiar one in most businesses these days. But, how businesses manage change (and how successful they are at it) varies enormously depending on the nature of the business, the change and the people involved. A key part of this depends on how far people within the business (including the ones who bring about change) understand the change process. Employee Welfare being the crux of all organizations, Change management will be smooth if one maintains the team spirit, Decorum, Respect and Empathy for each other. It can be a tough phase but if the basic principle of change management is mastered and implemented, any organization can sail smoothly even in transition. My journey in which I met the grandpa and the grandson was incredible. It opened my eyes to vast horizons and this is something I will carry with me forever.

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PPC Worldwide
AN APPRECIATION OF IODA

Produced by the AIC Mapping Process

William E. Smith, USA

Background

At the Hungary IODA Conference in 2010, I introduced AIC—Appreciation, Influence and Control, a naturally occurring fractal model of organization that enables personal, organizational and global transformation. The model is based on the concepts of power, purpose and leadership described in my book, The Creative Power: Transforming Ourselves, Our Organizations and Our World.

When using the AIC model for transformation with organizations all over the world, I try to show people that the same natural AIC powers exist within them and can account for their own purpose, the power they use to accomplish their purpose and the leadership pattern they adopt to implement their purpose. Since the conference I have been working to improve this codification and its ability to provide appreciations—or cultural maps—of organizations, institutions and even entire cultures.

In the case of the Hungary IODA Conference, I used data collected from the participants and passed them through a recently improved computerized version of the AIC fractal model to produce the following appreciation of IODA.

Our Ideals

We in IODA believe that we can do anything. This sense of omnipotence infuses everything and everyone we touch with energy and enthusiasm. We support this belief with our principles about organization, our truth that we communicate in a very open way. Yet we strive for an organization with clear boundaries and a sense of order. We trust ourselves enough to share our thoughts and feelings, and we expect others to do the same.

Our Values

Our core value is social, our desire to relate to others with different values. We create and encourage many different forms of engagement. We treat differences philosophically. We are open to new possibilities but in the end look for reasonable solutions. We have strong supportive spiritual values that help us to stay open to higher levels of purpose and meaning, and we encourage others to do the same.

Our Goal

When we are getting things done. We look for overall quality and fit in our solutions. We strive for joint agreements but in the end allow those responsible to make the decisions, operations.

In Situations of Relative Certainty (Control)

We enjoy being active. We are willing to take risks and enjoy tough interchanges. When we do not achieve what we want, we tend to feel detached. We become restless and dissatisfied. Whenever we sense a lack of control, we step back from our usual close engagement to understand what is going on. We become more measured and begin to pay more attention to our own individual needs.
In Dynamic Situations (Influence)

1. When we are in very dynamic situations and there are many different views and changing circumstances, we become very calm and understanding. We help each other see the big picture, but we like to be acknowledged for our contributions.
2. When we are not doing as well as we hoped, we want to give up but are afraid that this will appear as weakness. We therefore continue to press our point of view.
3. At this stage in our relationships to our world, we are seeking a peaceful union. We want to create a nurturing place in which we can make people secure. However, our sensitivity and feelings of responsibility to our cause keep people further from us than we realize.

The State of Our World (Appreciation)

At this stage of our development as an organization, we are very self-aware and are using that awareness to create harmony in our world. We are disciplined in our resolve to make the world a better place. However, we feel that we need more support and acceptance in order to pursue our quest.

1. When we get concerned we continue to stand our ground and work hard to change things, but we feel unappreciated.
2. We tell ourselves that we do not care, and we try to hide our true feelings.
3. As with our other tensions, we step back trying to understand. We become more measured but begin to attend more to our individual needs.

Our Leadership

1. We are working hard to develop our capacity to engage with our world to help resolve conflicts.
2. We communicate primarily through our theories, models and processes.
3. We rely very little on leadership through direction. We would rather create environments full of challenge and opportunity and with great possibilities for discovery.
4. We have some difficulty though in expressing those ideas and plans.
5. Our situation provides us with ample challenge and opportunity to pursue novel ideas. However, we are easily affected by what our world thinks of us, and we would like to have more productive relationships with our world.
6. At times we question whether it is possible to achieve our dreams so we seek ever newer, more modern techniques to assuage our restlessness.

Our Directions for Change

The AIC Model, on which our appreciation is based, suggests the kinds of changes we might make that will have the most impact or power for the least expenditure of energy.

Changes in Mindset (Appreciative)

1. The Model suggests we give greater priority to our desire to create relationships outside our field than to emphasize the magic of our powers to those inside it.
2. In the same vein, it suggests we try a more reasoned—rather than relational—approach to advocating our mission. In doing so we should learn to make better use of our charm and art of persuasion.
3. It asks us to give a greater priority to ideas that achieve the purpose rather than focusing as much on the quality of fit with OD principles and values.
4. At the same time, it asks us to have more faith that both our clients and we can really produce what both they and we want.

Changes in Getting Things Done

1. The Model suggests we rely more on our capacity to be believed, rather than on the truth of our theories or principles.
2. It suggests we become more strategic in our use of ideas, people and resources.
3. It asks us to obtain greater leverage from our processes by introducing more challenge and competition into our choice of priorities.
4. It recommends we create more powerful learning processes that cover all aspects of purpose rather than a narrow focus.
How the Appreciation was Produced

I conducted an exercise in which I asked the thirteen participants to design the future of IODA. We split our 90-minute session into the three segments, each concentrating on one phase of the AIC Model.

The Appreciative Field

1. We organized a circle around the room, with every person facing outward into their own world. Though they were present with colleagues, they (theoretically) could not see or interact with any of them.
2. Participants were asked to identify possible ideals for the future of Organization Development and then select one that they felt had most relevance to IODA.
3. The second part of their task was to identify the reality that would have to be faced in order to make progress with their ideal. Each person then turned around and reported to the group, without discussion, their chosen ideal and reality.

The Influence Field

1. They then formed three groups based on their “resonance” with what other people had said.
2. The group’s task was to discuss their own contributions and choose one that they felt was most relevant to IODA.
3. The three groups presented their charts.
The Control Field

1. Participants returned to their own places.
2. They then wrote down what they would commit to do about all of this during the next year.

The outward facing circle and silent reflection dramatized the infinitely open space of appreciation and its reception through silence. The team groups and discussions allowed equal opportunity for influence by each member. It dramatized the dynamic relationship of the influence field, which includes both positive and negative forces of support and opposition.

The participants completed their personal goals in their own—or closed—space without direct influence from other participants. This dramatized the closed space and personal responsibility characteristic of the control field.

Each item from flip charts produced from each exercise was codified as an AIC power relationship and was passed through the fractal model, which converts the information into:

1. Purpose—as ideals, values and goals
2. Power—as appreciative, influence and control ends and means
3. Leadership—as the pattern of integration between purpose and power

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Further information about AIC and its application to institutions, organizations and individual leaders is available on www.odi.com
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

Alette Vonk
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