AUGUST 2014
SUMMER/WINTER EDITION

IODA NEWS

CONFERENCE NEWS  MEMBER’S FORUM  GLOBAL PLATFORM

Photo: Bruce Osborn – Oyako series #12
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Japan is calling. This marvellous country is famous for many things, one of them being the gardens. In Japanese culture, garden-making is a high art, equal to the arts of calligraphy and ink painting. There are several types of gardens, originally developed in different eras and with different meaning and purpose. There are pond gardens and paradise gardens; we find rock gardens and tea gardens.

The Promenade or stroll gardens are meant to be seen by following a path, taking you from one carefully composed scene to another. Each scene is different but equally as beautiful. Mirroring a garden, the theme of the 2014 IODA conference ‘the inquiry of OD values, appreciating realities and co-creating our world’ is analogous to the promenade. As you read the conference program that host Ken Nisikawa has constructed, you will see that we will be taken along a path from one beautiful point of view to another. The OD values will be our path and together, we will make the garden grow.

Just like the various scenes in the garden, following the principles of perspective with a close-up plane, an intermediate plane, and a distant plane, many of the lectures and workshops have different layers. We find far away US techniques, brought closer and adapted to the Japanese contexts; we find the role of OD against the background of community resilience, against another background of natural disaster; and we get to know traditional Japanese organizing principles, modified to be used in the modern world.

These differing realities remind me of an interesting double interview by OD mogul Peter Senge with the CEOs of Unilever and of Oxfam from 2011. Senge speaks of the “beginning of deep partnerships between leading global businesses and leading global civil society. Global business and Global Society have very different bodies of knowledge, they have very different reach, and they have obviously very different perspectives.” The form of collaboration that these two CEOs seek, combining the difficulty in getting past old mental images and building trust, creates another vivid journey connecting different points of view.

This vibrant edition of the IODA newsletter will take you on a stroll around the world. Apart from the energizing and curiosity developing descriptions of the conference, we move from the beautifully composed thoughts out of Peru to the deep reflections from Mozambique. There’s news from Thailand, gamification in Spain, a case of Capacity Building from Nigeria and reflections from the IODA sister organization DGSV in Germany on Coaching and Supervision.

While reading IODA News and visiting Japan, I’m sure we will be bewildered sometimes. In those moments, imagine yourself in a Japanese rock garden, which were intended to be intellectual puzzles for the monks who lived next to them to study and solve them. Or maybe you can just read your surroundings like a poem, following the philosophy of the Rikugi-en Garden in Tokyo, where the small landscapes are inspired by eighty-eight famous Japanese poems. Regardless of how you create your OD reality, we look forward to connecting with you in Japan!

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

Inquiry of OD Values:
Appreciating your reality & our world
JAPAN - IODA 2014
Every story begins with addressing either the background or the main event itself. Because it is hard for a storyteller to communicate the whole story to others, we use a rhetorical strategy to be effective. As a result, the story often becomes complicated.

However, imagination is sometimes an effective way to understand what the storyteller wants to say and I think its now time to illustrate this year’s conference as a blend of collaboration and risk taking.

Many fantastic advertisements for the world football competition were flooding the media last month. One of them was an advertisement produced by Nike (The Last Game) which pulled over 37 Million viewers in just 24 hours.

It’s message is simple; the winner is always a risk taker, and winning comes from an innovative way beyond our imagination. Arguably, risking everything is more attractive to get the desired performance than risking nothing. By nature we prefer the “risk nothing” decisions because of guaranteed results. Consequently, the results continue to be boring.

Many will say “No way,” but “risk everything” is exciting, uplifting, and even sweet for us as it is worth doing; however, it seems too much of a delusion to take it on. As long as we are responsible for the risk, it might be the better option.

The next question is of how to manage the risk? The Nike ad shows that collaboration is the answer. This conference achieves the image of “risk everything” through the trusted collaboration between IODA, AODN, and ODN.

The Theme

After some discussion the theme of the conference was set in the middle of February as “Inquiry of OD Values: appreciating your reality and co-creating our world.” Although it seems a conundrum, a riddle to understand what exactly it means, the logic of the theme is simple. We are going to step into co-creating a place as the owners of the conference, while we are owned by the place as members of the conference, OD practitioners, and under the banner of OD values.
Let me introduce the whole schedule briefly including some background story to it.

Based on our original idea, two keynote speakers would hold separate sessions on the first day. In early May, unexpectedly, a welcomed surprise happened though that changed the trajectory of our opening session.

During a conversation with Bob Stilger, he introduced the idea that the two speakers would collaborate to give one workshop together on the first day of the conference. They would host a collaborative 4-hour plenary session to share tools for large group intervention. After talking to us, Bob took it on and communicated with Steven Cady, the other keynote speaker. It was a challenge, but we have great faith that this innovative risk taking will be worth it.

After the plenary session, we will give you cultural workshops including Japanese calligraphy, origami (folding paper), and wearing the kimono. These are a fun way to learn and understand Japanese tradition. Additionally, we have set up a tour to Japanese temples and will have a short lecture there.

We hope that throughout the 4-hour workshop, every participant will hold their own place and collaborate in an appreciative way. It is the beginning of a long journey toward co-creating our world as the main theme.
In the morning we will have a brief reflection on the experiences of the first day followed by a 4-hour plenary session. Our promise is that you will enjoy every minute of it. The session’s theme is the OD practitioners’ role in the community’s resilience in recovering from natural disasters from inter-national point of view. We will go through a structured presentation, followed by discussions at roundtables.

The OD practitioners’ role in the community’s resilience in recovering from natural disasters

During this session, we will have many moving stories to share with you: the Japanese will talk about the earthquake of March 11 2011, Larry Dlesler, will share his expertise in literacy programs in Guatemala, the Myanmar team will share their insights with us, just as the team from Mozambique.

During the second half of the morning, Steven Cady - professor of Bowling Green University in the US and famous for NEXUS in Africa - will facilitate a roundtable session, a dialogue in the whole system. Some tables will represent some of the regional resilience stories. All participants can move around the tables to listen to these stories and speak about the similarities and differences. Large groups may form and there will be freedom of movement. To keep up the inspiration of the group, we will also continue to share resilience stories: the Conference Chair has already asked participants from Ghana, Philippines and others to bring their valuable experiences to us.

The afternoon concurrent sessions will start in two streams. The first one is the session provided by speakers from outside Japan, and the second one will be the complimenting Japanese stream.

Our first presenter from the US is Barbara Bunker, a distinguished OD researcher in the field of Large Group Interventions. During this time, she will focus on the challenge of understanding dynamics of whole organizational changes.

Ann Clancy, another great speaker from outside Japan and the writer of the famous “Appreciative Coaching,” has a tremendous amount of expertise in the field of coaching. This time, she focuses on the fantastic and mythical role of a coach as a catalyst for change.
The first Japanese session gives you an interesting opportunity to learn about “Kaizen” in the municipal service sector. The speaker is a consultant who worked with Toyota and has greatly extensive expertise of Kaizen management.

The second session’s purpose in the Japanese stream is to understand how Japanese business consultants applied westernized tools to behavioural change in organizations, following the guidance of a case study. The presenter and her company have applied tools, originally created by Howard Schultz to Japanese clients for decades. We will hear about both the localization of the consulting process and what the clients’ reactions and answers were.

In the evening the host team will make sure that your body and soul are well fed: we are organizing a dinner with Japanese attractions, the annual Richard Beckhard Award ceremony, and with - continuing the IODA traditions – dancing to make you happy ever after.
On the morning of the third day, you can once again decide which path will you take in our “Japanese Garden”: will you either go to one of the concurrent sessions or will you participate in a more lengthy dialogue session?

The first option offers you three or four simultaneous opportunities. The hardest decision will be to choose only one. Our aim is to present you with sessions that can expand your expertise and take you to yet unknown fields. For further details of this session, please contact us.

The longer dialogue session has a different theme: we will discuss the OD function of the future. Our two panelists, Ms. Nishide, HR manager in Nissan Motors, and Keiko Tuchiya, senior manager in the HR division at Johnson & Johnson Japan, will introduce the exemplary relationship between the company, community, and family. The discussion will be led by famous Japanese facilitator and author, Ms. Michiko Yusa, who will organize the dialogue for the OD function of the future in a similar method planned for the second day’s plenary session.

We would like to ensure that there is enough time for some meaningful conversation following our inspiring panelists. Our expectations are to hear some great questions and challenging ideas raised by our participants, addressing some of the key issues of OD in the future.

After the discussions, you will have some reflection time to contemplate some developmental tasks which will make you a better OD practitioner for years to come. Our hope that the session will enable you to have a glimpse of the future of OD function and what it means to you.

After lunch, we will host our final session: looking back and through the three days of extraordinary experiences. We will reflect on what we saw and learned throughout all the dialogues.

What can you learn in Japan?

We are designing the conference to allow our participants to really feel and build up CONNECTEDNESS: spending 2/3 of our time all in the same room, we certainly hope that the emotional ties, ongoing communication, and personal connections will create that special quality of our annual conferences. We aim to create a great journey for you, where questions will emerge from many interactions and where you feel that your thoughts and questions are appreciated by the other participants of the conference. Connecting back again to the theme of conference, this is one of our most important message: all of us are OD practitioners, we shall hold ourselves as being an epitome of OD values, considering each other as good neighbors, appreciating both when thinking alike or differently. We hope that our conference will support you realising how much is the appreciative approach to differences is the basis of the common OD ground.
There is another thought that we would like to put at the forefront of your mind: you are a member of international OD community among five continents. Each of us is in a co-creating field and the field impacts on each of us. If you were to act, this is both your challenge and opportunity. We would like to inspire you to leverage this network of consultants, create connections on a systemic level and multiply the impact of your work.

This is our goal of the conference: showing examples of how can we value our differences appreciatively, and gather many of you, many of us from the web of this co-creating community of OD to think about and inquire our OD values.

Epilogue

The late Imre Lovey, who was a distinguished OD practitioner in Hungary, told me their story for the conference in Hungary 2010 during our trip from the airport on the midnight shuttle van in Austin Texas, 2008. Many in the Global OD Summit in India 2009 told me the what-if story about an OD meeting someday in Japan. Many tiny strings of the story have been twisted into a yarn, and now it is finally time for the beautiful and large kilt made by diverse yarn with size, color, and texture to arrive to Japan.

We are looking forward to welcome you in Kyoto!

For further details, the always up-to-date version of the program & REGISTRATION: CLICK HERE.

THE HOST TEAM WISHES THIS CONFERENCE COULD BESTOW SOMETHING NEW AS THE RESULT OF YOUR PARTICIPATION.
Join us at IODA’s 29th World Conference
Kyoto - Japan, August 27-29, 2014

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

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

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

PROGRAM: Please find the timetable here: http://www.odaj.org/en/timetable/

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

PRICES: Members for 3 days: $700
Members for 1 day: $250
Non-Members for 3 days: $850
Non-Members for 1 day: $300
Dear IODA Community,

It’s been 20 years since I walked into the plenary room of my first IODA Conference in Barcelona in 1994. The experience is still vivid in my mind. I remember a colourful, vibrant and passionate group of “OD people” gathering to share their knowledge, strengthen their professional and personal relationships and welcome newcomers in an open and inclusive manner.

I remember the first evening in the old Town Hall where the Mayor of Barcelona greeted us and expressed how happy he was to host all of us from different parts of the world gathering in “his city” to talk about making the world -and specifically the world of organizations and communities- a better place for all of us.

I also remember what followed afterwards. We - the Participants - left the Town Hall after our meeting with the Mayor and enjoyed a few glasses of great Catalan sparkling wine, and in small, informal groups we invaded the gothic Old City. Being new to IODA, we - the two newcomers from Hungary - joined or better said ‘followed’ the biggest group of 10 old time IODA members, immersed in their own conversation.

The group - evidently a bunch of close friends by then - walked straight into the “4 Gats”, Picasso’s favourite restaurant in Barcelona, where a big sign said “By reservations only”. The table was set for 10… as they were exactly 10… plus the two of us of course… however it only took a split second and we were already seated… from that moment on the conversation included us too.

Fast forward 20 years, and our upcoming Kyoto conference is around the corner. Many of you have booked your tickets already and it is not too late to make your last minute reservation to join the conference and the IODA family in Japan. Thanks to our great friend, Ken Nishikawa and his passionate local team, our next adventure - another fantastic professional and cultural experience this time in Japan - is already waiting for us. So, let us meet again and bring the best of OD from all corners of the world to Japan.

And for those of you who won’t make it this year, we - your Executive Committee - are doing our best to build the infrastructure of being connected - at least virtually - between our yearly conferences using the internet and through social media too. As you know by now our new IODA Website (www.iodanet.org) is up and running. Thanks to all of you who contributed; let me thank specifically Silke, Rod, Suzanne, Peter N. and Alette, without your great work, we couldn’t have taken this large and important step forward.

Last but not least, there is exciting news for 2015. The agreement with OD
Network (ODN) is confirmed. In October 2015, our 30th Anniversary IODA Conference will travel to Portland, Oregon in the US. The 2nd OD World Summit is close within our reach, so, keep this in mind when you plan your 2015 program and watch for more information to come about ways you can remain or become active and connected with all of us in building a Global OD Community.

Hope to hear from you and meet you in Kyoto in August.

Peter Kalmár, President of IODA
It is said to be that the Japanese are always a bit confused when you ask them to distinguish between architecture, gardening and nature. For them, any particular part of nature is a garden already, as a branch is an ikebana itself. Any form of human construction are closely related to its natural surroundings: the trail bypasses the trees and the buildings are aligned to the terrain. They complement each other organically. Even in small town-courts, the nature is not forced to a regular – but therefore necessary unnatural – order. On the contrary: they are trying to keep its’ organic characteristics, using some typical wood, rocks and flowers as constant reminders. The garden is an essential part of the house. They say: “even the smallest garden is big enough to swim in the moonlight”. If you are desperate to have your own garden, but do not have not an inch of land, you can still recreate the nature: nurture a bonsai in your room and in your life.
Reflections on OD (EN)
by Jose Campoverde Ayres

As I reflect upon these 40 years of living with OD, as a consultant and as a person, I remember that though I have been changing, maturing, dreaming and practicing in an evolving way, I always felt I was on the same path of OD, which proved to be sometimes very wide and sometimes very narrow.

I remember when I was in class and I started to learn its tools — some have had a great impact throughout my life. Others rocked my soul, to learn something new ... a teacher helped me discover my pride, I did not know it was so big it prevented me from seeing, as it was not yet calibrated. I really thought I was #1. Born again that day, I learned to forgive myself. That day I saved part of my future.

Many times I reflected as I though I knew what change meant for the organization as a whole. Today I think that for a country to change on the whole, without leaving the many good things it possesses and changing others, all while seeking harmony — in order to do this well, science is not enough, nor is all the wisdom of the world sufficient, nor political theories or all the economic rules, not even if it had all the Nobel prize winners at its disposal.

There will always be something lacking, something perhaps indispensable, as is giving up power and feeling, what’s that? ... answered and see how I put my freedom to work and how far I can be from my bright personal democracy, to enrich my society, whose democracy I intend to improve.

The OD path narrows when it asks us to make our values explicit and our actions aligned with our values, and the path widens when we discover we have a lot to learn and that life is too short to learn everything we want to know and one must accept that from a position of ignorance, we can learn many things we often ignore.

OD, a process filtering through our lives, may leave us a little uneasy to discover how we can be better people, how to be efficient and the most difficult thing of all – how we can be an example for others, even only for a few moments...

José Campoverde Ayres
Durante las reflexiones que he vivido con el DO, en estos 40 años de Consultoría y como persona, recuerdo que las he ido cambiando, madurando, soñando y practicando de manera diferente, pero siempre me sentí en el mismo camino del DO, que resultó muy ancho unas veces y muy angosto otras veces.

Recuerdo que, cuando estaba en clase y comencé a conocer sus herramientas, unas me impactaron para toda mi vida. Otras sacudieron mi alma, al aprender algo nuevo... un profesor me ayudó a descubrir mi soberbia, que no sabía que era tan inmensa, me impedía ver, que no era graduado en todo. De verdad que me creía un nº 1. Ese día nací de nuevo y aprendí a perdonarme. Ese día salvé parte de mi futuro.

Muchas veces reflexioné, como creyendo saber, qué significaba el cambio a nivel de toda la Organización en su conjunto. Hoy pienso que el cambio de un país, para que cambie en todo su conjunto, sin abandonar muchas cosas buenas que posee y cambiar otras buscando una armonía, no basta la ciencia, no son suficientes todas las sabidurías, teorías políticas y todas la reglas económicas, ni siquiera tener todos los premios Nobel en su territorio.

Siempre faltará algo, que quizás resulte indispensable, como es renunciar al poder y sentir, qué es eso... responderse y ver, cómo pongo a trabajar mi libertad y cuán lejos puedo estar de mi brillante democracia personal, para enriquecer mi sociedad, cuya democracia pretendo mejorar.

El camino del DO se angosta, cuando nos pide poner por delante nuestros valores y luego nuestras acciones, se amplía cuando descubrimos que mucho nos falta por aprender y que la vida es muy corta, para saber todo lo que queremos saber y aceptar que un ignorante, puede saber muchas cosas que nosotros ignoramos.

DO, un proceso filtrado en nuestras vidas, que nos inquieta a descubrir, cómo podemos ser mejores personas, cómo ser personas eficientes y lo más difícil, cómo podemos ser ejemplo para otras personas, aunque sea por momentos...

José Campoverde Ayres
The “3-in-1 Events” at GSB, Assumption University of Thailand

by Dr. Perla Rizalina M. Tayko

During the first quarter of the 2014 year, Assumption University hosted two “3-in-1” events related to the developments of OD at the Graduate School of Business (GSB). These are interrelated indicators of growth of the Organization Development Program (ODP) and Organization Development Institute (ODI) programs and projects at GSB.

On March 7, we hosted the first 3-in-1 event at Hua Mak Campus. During the afternoon, the three activities included “Growing the seed of an Enterprise” Speaker of the Month featuring Dr. Conchita L. Manabat, the former/retired Founder/CEO of Conchita L. Manabat & Company (CLMC). She shared her experiences and insights in leading and managing change that made CLMC move from zero beginnings to the Big Four in the Industry.

The second activity included the launch of the Book “Making it to the Big Four: A Journey of a Decade” – a case study done by Dr. Perla Rizalina M. Tayko – using an OD framework of understanding, analysis and synthesis of the developments of CLMC in stages and over time within the decade.

To close the first 3-in-1 event, the third activity included the launching of the Organization Development Institute (ODI) index and the Summary Findings of research conducted by ODI in collaboration with ADECCO.
The following month in April, the second 3-in-1 event took place at the City Campus of Assumption University, Zen Center. On 23 April 2014, the first activity included the press release of the White Paper on the joint research by ADECCO Consulting Ltd. and ABAC.ODI. This focused on the Key Success Factors for Individual & Holistic Management towards the ASEAN Economic Community (AEC 2015) with lead researcher of Dr. Sirichai Preudhikilpradab, Associate Director, MMOD Program (Master of Management in OD).

Secondly, a summary of the ODI Index entitled “Focus, Priorities and Tools of OD Practitioners, Leaders and Managers” was conducted and presented by Dr. Maria Socorro Cristina L. Fernando. Both Dr. Sirichai and Dr. Marissa are both Associate Program Directors of Graduate School of Business ODP and ODI.

Finally, Dr. Perla Rizalina M. Tayko, presented the Seven P’s of “transformative learning and change” The ODI framework includes OD Purpose, OD Perspective, OD Principles, OD Presence, OD Passion, OD Process and OD Practice. During the press release, ADECCO was represented by ADECCO Corporate Director Ms. Phitaya Phromchanya.

Dr. Perla Rizalina M. Tayko PhDOD,
Program Director & Organization Development Institute Director

FROM LEFT TO RIGHT: DR. KITIKORN DOWPISET, GSB ASSOCIATE DEAN/DEPUTY ODI DIRECTOR, DR. MARISSA L. FERNANDO, ASSOCIATE DIRECTOR, DR. PERLA RIZALINA M. TAYKO, ODI DIRECTOR, MS PHITAYA PHROMCHANYA, ADECCO CORPORATE DIRECTOR
Announcement
R.I.P. Pat Nowak

Our Dear Pat,

We pay tribute to you – our dear friend and colleague that always had an abundance of energy and a warm smile – so full of loving thoughts. Thank you for always being ready and willing to help and give of yourself for others. As an early member of IODA, your support of and participation in our international conferences was welcome and you were embraced by all!

“Let’s dance and let’s enjoy being together” – was your mantra.

You are remembered as one

• Always with a smile
• Always with a hug
• Always with caring
• Always open and available to give of yourself to help another

Your friendship is valued and your concern about others are some of the many lasting memories we have – surrounded by the joy you always exuded.

We give special homage to you – to your happiness, hope, and peaceful ways that will be remembered with affection.

Thank you for being with us and may you be in peace.
On 17th, October 2011, I turned 40 years old. Some months before the birthday I took a retreat to reflect on what life has taught me so far. The 40 year mark can be a critical turning point for most individuals. Symbolically, it represents the end of one's first half of life and the beginning of the last half. It is a time for addressing one's priorities and values. It is a point when I faced the question, "how do I want to be remembered?"

For the religious, the question, "how will I account for my life when I meet the Master?" becomes more real and conscious. It is a time when growing up stops and growing old begins (physically speaking). Spiritually, I think it is the time when growing up really begins.

My reflection in the retreat focused on two streams in my life - the professional journey and the spiritual journey I have travelled so far. My conscious spiritual journey began in 1986. My professional journey as an Organization Development (OD) Practitioner began in 1999. As I moved towards the 40 year mark, I had this intuitive feeling of the convergence of the two streams, the confluence of which almost coincided perfectly with my birthday. The reflection in the retreat convinced me that full effectiveness as a practitioner would be undermined if the two streams are not integrated.

The result of the retreat contemplation was a manuscript that has now been published by Rowman and Littlefield Publishing Group. The book is entitled, "Cultivating Personal and Organizational Effectiveness: Spiritual Insights from African Proverbs." The African proverbs are used to illustrate ideas, reinforce arguments and deliver messages of inspiration, consolation, celebration and advice.

It is my hope and prayer that this humble effort will inspire and add value to all members of the family of change agents who toil day and night trying to make this world a better place for all.

“A must-read for all who are interested in their own and others development.”

Cornelius Mufombedzi, development consultant Oxford, United Kingdom
INTRODUCTION

New interest in the sustainability of NGOs and the willingness by some international development programs to support international capacity building (ICB) in Nigeria now defines a new context for development. Strong and sustainable institutions/organizations are more important than ever in the current social sector environment to remedy identified weaknesses and to address challenges that result in poor or mediocre institutional performance. The Management Strategies for Africa (MSA) approach to ICB and Organization Development (OD) has been in improving institutional and organizational leadership, management and governance capacities, as well as internal management systems and processes. The approach used is based on a reflective Strategic Capacity Development Process, which provides a systematic method for “learning while doing” to contribute to tangible MNCH&FP/RH outcomes. ICB support was provided to relevant state and local government ministries, departments and agencies (MDAs); Civil Society Organizations (CSOs), and Ward Development Committees (WDCs) in Bauchi and Sokoto States of Nigeria under TSHIP (a USAID/NIGERIA funded project on population, health, and nutrition).

THE ICB PROCESS

An implementation review of the ICB and OD interventions in the two states mentioned above, revealed a number of important changes at institutional, organizational, community and service delivery levels. For example, the Bauchi State Primary Health Care Development Agency, established a separate department solely for Human Resources leading to a staff audit, review of procedures for reward and sanction, and development of conditions of service for Primary Health Care (PHC) staff. At the organizational level, the resource mobilization (proposal success rate) of many of the CSOs assisted, grew from less than 30% for a majority of the CSOs to over 50%. At the community and service delivery level, all the Health Facilities and WDCs assessed now have vision, mission and purpose statements and
have developed work plans. In terms of human resources management, most facilities visited now have duty roasters, schedule of duties and time books. This has markedly improved staff commitment to assigned tasks and clearly defined the roles of each member of staff. At the health facilities and WDCCs levels, religious, community and traditional leaders became better coordinated to support, own and gate-keep health programs while also ensuring programmatic accountability for donor groups and partners. Also of significance is the fact that, many of these leaders accompany their wives for MNCH & FP/RH services (these are health care services) and support them to be compliant with treatment and care.

Case Study

BUILDING THE CAPACITY OF COMMUNITY STRUCTURES TO DRIVE HEALTH DEVELOPMENT: A case study of Matsango Ward Development Committee

Matsango ward development committee (WDC) is one of the oldest ward development associations (WDAs) in Katangum Local Government Area (LGA), North of Bauchi state of Nigeria. Matsango WDC metamorphosed from the Matsango ward development association which was established in 1982 and comprised of only 20 members up until 2009. The essence of the transformation was to harmonize all community based organisations (CBOs) working in the community with the core focus of the WDCs on health and education. It had in the past carried out malaria control campaigns and extramural classes in primary and secondary schools. Between 2011 and 2013, Matsango WDC benefitted from an array of MSA OD interventions which has led to its restructuring and growth. Presently, Matsango WDC has grown to a total of 2394 members including 18 executive council members, 5members of the Board of Trustees (BOT), 4 advisors, 1 technical advisor, 5 patrons and 1 grand patron). In terms of leadership and governance, the WDC follows good governance practice and the executive members and advisors are nominated and scrutinized, then verified. The criteria for membership is spelt out in the constitution and strictly adhered to. Matsango WDC through the range of OD interventions has constituted its BOT, advisors and management as well as developed its vision, mission, organogram and compendium of job descriptions. The constitution has been revised to accommodate all changes made in the organization’s management system and strategic plan.

Prior to the training on strategic planning, activities were carried out haphazardly; and the leadership was in shambles, with no job descriptions and direction. In fact, some members of management lacked the capacity to draft simple letters, reports and technical briefs. This has greatly improved with the support received and has built workforce capacity and increased individual confidence levels. The training gave birth to committees for solving peculiar issues with the active participation of the majority of members. This has led to improved discipline, sanity as well as a leadership that is cohesive, sensitive and responsive. Resource mobilization training has exposed the Matsango WDC to basic resource leveraging skills which has been put to use by developing partnerships with healthcare providers in the community. Organizational
Building the capacity of organizations, institutions and communities while strengthening their organizational core can catalyze their performance. At community level, improved organizational systems can motivate and influence attitudes positively, improve service delivery, thereby increasing client confidence and visits. Organizations and institutions with strong management and leadership structures perform better. However, synergy of all OD and ICB thematic groups and levels is critical for building performing organizations.

The support (grant and technical) which Matsango WDC has received from TSHIP and mobilized through its self-driven advocacy has empowered it to engage the community fully and coordinate any program as it relates to health, education and community support, because it has the structure to accommodate them. Matsango has indeed become a pacesetter in driving community health development and through it community health programs. This has contributed to making Matsango community one of the communities with the most impressive index in Katangum LGA of Bauchi State, Nigeria.

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List of Acronyms:

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>FP</td>
<td>Family Planning</td>
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<tr>
<td>MNCH</td>
<td>Maternal, Newborn and Child Health</td>
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<td>RH</td>
<td>Reproductive Health</td>
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In recent times, I constantly encounter articles about the new trend in training and consulting: Gamification. This has led me to consider my approach. When I prepare my own trainings, I focus on the integration of the whole person, search for methods that appeal to my customers, and build in creative elements regardless of the difficulty of the training context. I also find it important to find the appropriate access for all training situations, by searching their own methods and my tool box as an authentic treasure trove.

In terms of simulations, I have always used role play or other playful items to stimulate the participants to deal with a topic. Recently I have been using an innovative "biopolis" board game during training; sometimes as an introductory method and sometimes directly for the purpose of learning the topic. I have found, and it is well known, that everything is much easier if we do it with fun and joy. But can you also motivate a group or individual with a board game when he deals with tough issues?

To test my question, I decided to work with "biopolis", the board game, which is based on the Coaching tool "Wheel of life" with questions and exercises around our eight most important spheres of life (relationships, personality development, professional, health, leisure, money, environment and partnership). In my last training, I was working with participants within one company but from two different departments in conflict. Right at the beginning, we formed four groups of three participants. In the group composition, I ensured that there were integrated members of both departments. Through questions or tasks that had to be answered or fulfilled either verbally, by mimics or using creative methods, participants received stages of development, which enabled a further development in their precise sphere of life. A joint targeting was agreed beforehand. In this training group, the main issues were time management and compliance of rules, but also questions of competition versus better cooperation.

We played nearly 1½ hours. Under time pressure, the group had to answer the questions which required a personal reflection. The responses from other members of the group were judged on honesty or intelligibility. The pressure
of time became immediately noticeable, it was experienced as real, because the goal was agreed in advance and all were trying to achieve it. How inaccurate the rules had been set up and how important it was to take time for internal arrangements and appointments at the beginning had been directly experienced. Considerations were made together on how this could be improved in everyday work in the future. The topic of competition was also experienced differently as the two departments in conflict were organized in mixed groups. Quickly a "we" feeling and identification arose in the group with the subsequent clear reflection that it was important to transfer this feeling into daily work.

The training participants dived right into the game situation, could build upon their known "childhood" experiences and respond quickly in an authentic way. The issues of time management, rule obligation, competitive pressures were directly "experienced" and could be easily reflected.

"Biopolis" is a game based among a set of theories on the transactional analysis. The intention is to reach the whole person, speaking with all its states (parents-adult-child state), which goes deeper than a rational level in order to bring a sustainable change to the entire person. Such change processes are implemented on a long term bases. It is important to mobilize our free child in ourselves, where our pool of creativity lies, where we decide free and independent things which bring fun, satisfaction and well-being into our lives.

So to answer the question? Yes, games can help out in difficult times. It gave me a clear sense to follow this trend and playful elements not only on the internet, but also to integrate them into everyday life and in my trainings. Another real life example of how easy it can be for us to get contact with our child in ourselves is the metro-stair-piano-keyboard example from Sweden. The simple design of metro stairs like a piano keyboard resulted in twice as many people climbing the staircase. More felt inspired to pass the escalator and step
up the stairs in shape and colour of a piano keyboard than before the stairs were painted with black and white keys. The climbers would create music as they began to play the piano with their feet.

http://www.youtube.com/watch?feature=player_embedded&v=ivg56TX9kWI

In training and OD work, we all surely use playful methods in the beginning of our training sessions in order to enter important topics. Gamification provides a fresh outlook to grow our toolboxes. This way we can quickly work on the subjects, gain new aspects, focus on playful learning, deal and learn about unknown characteristics of others in a "light" and yet profound manner, all because we experience on an emotional level.

True to the motto: play - reflect - change

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For more information on the game BIOPOLIS, visit: www.coachingspiele.com.
Co-creation at AfrikaBurn
by Michelle de Bruyn

In the January 2010 IODA newsletter I wrote about one of my first trips to AfrikaBurn, our region’s equivalent of the original Burning Man Festival in the US. The event shares 11 principles or values with the Burning Man one.

The first of these principles or values is communal effort. Some of the others include participation, immediacy, civic responsibility, decommodification, leave no trace, gifting, radical inclusion, radical self-reliance, and radical self-expression. I returned to the festival again this year with a group of friends. This time we decided to become more active participants by jointly creating an “art car” or “mutant vehicle” as they are called at AfrikaBurn. Through this project of co-creation, the principles of the event came alive in around 5 months of team work. This article is a reflection on co-creation through the lens of these principles.

Communal effort and radical self-expression:

It took as long for the team to reach agreement on the creative vision as to execute it, and emotions could run surprisingly high – tapping into individuals’ creative ideas seems to generate significant energy and emotion, which we needed to allow to be expressed, but also channelled towards our ultimate goal. Prototyping and trial runs were an important part of making sure that our ideas were workable and helping us to reach agreement on which ideas to take forward.
Radical inclusion:

Team members brought different things to the effort – whether generating ideas, technical know-how, practical handwork, sourcing materials, organising the effort, funding. It took time for us to recognise in these new roles what people could bring based on strengths, available time and willingness. We had to learn to value these different contributions and not let other expectations lead to disappointment. Even our youngest member had a unique contribution to offer, including making and decorating the “heart” of our tree, which was inspired by an African legend called “Acacia’s Secret Heart.”

Radical self-reliance:

We learnt that we could make a plan, persevere, and do things we did not at first know that we could - from welding, to hot glue-ing, and even driving a large trailer on dirt roads.
Decommodification:

The process of co-creating also re-connected us with the world around us in a new way, not as consumers but as producers. Our creative problem-solving minds started looking at everything around to see if it could be part of a solution in terms of providing a material, method or mode of transport. We also learned to re-use and re-purpose.

Civic responsibility and leave no trace:

As we were creating our art car, we had to think – Would it be safe? What if it rained? Would it stand up to a wind storm without causing waste? These considerations needed to be built into our design from the beginning, including materials and construction method.

Gifting:

From the very beginning we were thinking - What was our co-creation going to offer people? In our case, the vision was to provide shade, but in the end it also provided moments of whimsy and fun.
We made it to the end, a little bit bent out of shape, but all in one piece!

Overall, what did we learn about co-creation? This project showed us both the joys and challenges of co-creation. Working together we were able to produce something greater than any of us could have achieved individually, and in the process built our relationships to a new level. But in order to get there, we needed a lot of time, commitment, and organisation of the effort. We each needed to be adaptive and open to the ideas of our teammates, as well as recognise and value our different roles in executing the project.
Has the time come for an end of the debate on demarcation between supervision and coaching?

No. We do need the discussion. It implies an enormous chance for DGSv to distinguish itself in the whole German working world as the expert trade organisation that it has already been for so many years in the so-called non-profit sector, for supervision. Coaching already is an established discipline in industry and commerce. More critical, supervisory competence is required here, in order to promote in-depth processes of reflection. The core of supervision – to reflect professional relationships, with an in-depth focus on oneself and the others against the background of specific organisational dynamics – should enter industry and commerce. The value of good, healthy relations on the job and a healthy organisational culture would thus be increased. At the same time, the format of coaching with its target and result orientation, particularly in the social sector, can make a contribution for more efficiency in the organisation.

What is coaching as you understand it primarily about? What is the objective, what exactly does it strive to stimulate or produce?

Coaching is always about development and change, with a view to one or several goals of the coachee as well as their organisation – the company placing the coaching order. Coaching starts directly with the coachees (individuals or teams), who want to achieve goals they have defined with regard to their professional role and against the background of their current life situation. When clarifying the order, it is the coach’s task to elaborate these goals of the coachee or the team and the other involved parties, usually the manager and/or the HR department, and to explain how and in which way and for which goal coaching can be beneficial and effective. The coach and the coachee are expected to assess how much time they will need for which goal. “How much investment will yield
which and how much benefit?” In this context, coaching strives to promote the coachees’ initiative and responsibility, define their resources and give encouraging and inspiring impulses. Coaching should be clarifying, motivating and result-oriented. Coaching can also lead to a decision on the coachee’s part which is not within the immediate interest of the employer, e.g. to take on a leadership role. Understood in this way, coaching is always beneficial to the company since it prevents or diminishes conflicts and can even contribute to an increased performance. Also, due to the in-depth reflection of the coachee’s overall situation in the coaching process, it is possible to achieve an extended (self-)understanding as well as a recognition of dynamics within and outside the respective organisation. This promotes a process of insight and learning on the part of the coachee, which can go beyond the immediate, agreed coaching topics and targets. The fact that coaching – like supervision – can have an emancipatory effect is a component of the process which increases its value – a very particular coaching effect, which in most cases, nevertheless, is not in the limelight as the intention of the coaching process. In comparison, supervision is much more clearly positioned here.

**Do you think there is a core basic attitude in coaching? Which?**

I think this is the same as in supervision.

**Why do customers in industry and commerce and increasingly also in social organisations ask for coaching more than for supervision? Why is coaching so attractive “in the marketplace”?**

Coaching serves an increasingly perceivable need for orientation and safety as well as acknowledgement of good performance. In my view, this is due to the growing complexity and performance requirements in the working world, which asks more and more of the individual. The ‘human resource entrepreneur’ (Pongratz/Voß), unclear job descriptions, differentiated, insecure (partial) work contracts, new and denser performance requirements, in particular directed at managers in the non-profit sector, are catchwords here. For example, particularly in organisations working in social and health fields it can be observed that middle managers have to lead an increasing number of employees, at the same time being constantly busy managing changes in the organisation, so that individual contacts and recognition of individual staff achievements often fall by the wayside. Both sides perceive a feeling of lack (of performance) and emptiness. The coach is placed into this perceived – and real – vacuum and assigned attributes of a “rescuer”, someone who can do it, who says how it is done and how it is done right. Everybody knows coaches in sport, after all, who support their players in maintaining and increasing their achievements by the right training. Also in the working world, a coach is perceived as a sparring partner who supports you in doing your job well, to just be good or become better – without questioning many things or raising problems. This is a phenomenon which we as coaches should have a critical eye on. If we succeed in raising this issue, the coachee’s process of insight and learning will be promoted – like in supervision.

**What will (the mostly highly qualified) supervisors need to learn and do in future in order to become more attractive in the marketplace?**

Coaching! They will need to learn to adapt their offers and services to the (aspired) target groups in a more differentiated way and to communicate the respective benefit more clearly – using the language and media used by the target group. This is a fixed part of our further training in coaching.
and should also be contained in the training in supervision. Supervisors are a tremendously qualified occupational group. When it comes to consulting in the working world, they are the experts for “healthy working”. The benefit of this service for individuals, organisations, companies and society should be better defined and communicated – without being pocketed by the principle of considering everything and everyone from the perspective of profit maximisation.

**When and in which context do you work as or call yourself a coach (as opposed to: a supervisor)?**

I always mention both roles since offering both means to offer an additional qualification in each of the formats, which makes my services even more attractive. In doing so, I describe the respective focus of each format: coaching (sports) = target achievement, performance increase, result achievement; supervision = personal and professional development, learning by reflecting on professional conduct. In the focus: oneself, others, the relationships, the organisation. My clients receive both.

**How is coaching quality produced and assured?**

- With training certificates issued by expert and trade associations;
- By training business coaches with supervisory concepts, too;
- By working together with others in associations, developing and defining shared quality standards. This is currently done with a high degree of commitment at the “Round Table of German-Language Coaching Associations” (RTC);
- By making a contribution to the occupational policy in society, taking up a stance as the trade association that represents coaching and supervision and thus further establishes the association(s) as a brand and quality seal;
- By continuing to do research, extending the comprehensive research in supervision to coaching.

**What characterises a competent coach today? And which do you think will be the key competencies for coaches in future?**

The following focal points, divided into three categories:

a) Self- and personality competence (self-experience, biographical work, personality, developmental and learning psychology, competencies in self-organisation and self-management, psychodynamics, sense and values, view of human beings);

b) Competencies of relationships, communication and consulting, also for working with and in groups (bonding theory, communication knowledge, skills in person-oriented consulting and in creating a work alliance; psychodynamics, transference / counter-transference, leadership concepts, competency in group-dynamics, team development and others);

c) Entrepreneurial thinking, conduct and knowledge (organisational and management knowledge, systemic thinking, network competency, knowledge management, self-marketing and others).
Should DGSv make a clearer commitment to coaching?

Yes, absolutely! This would do the whole trade good. DGSv has been extremely successful in positioning itself in the German non-profit market as an association for supervision.

The high credibility, the thought-through, explored concepts, the high degree of professionalism of the association: all this would be – and is – a benefit for the “coaching landscape”!

In all this, the association should maintain and intensify the cooperation with other associations with similar interests. I can imagine, for example, that the good contacts between DGSv and EASC may continue to bear fruit. There is exchange and participation at various different levels. Shared coaching projects can be developed, which also take the opening of DGSv towards Europe into account; also by way of continuing the intensive cooperation and collaboration at the Round Table of German-Language Coaching Associations (RTC), which have some other highly professional coaching associations as members, too, which show their interest in cooperation by being members.

All in all, double memberships should be supported much more, in particular when the quality standards for supervision are nearly the same, as is the case with EASC. On the whole, it is advisable to develop new models of memberships, to think laterally, so that an opening becomes possible also for “mere” coaches.

It would be an enormous push for the profession if DGSv – together with others – became even more active in the working world, took a clear position in business associations, too, and oriented their public-relations work towards reaching the target groups (and contracting parties) of coaching even more.

What is your new umbrella term for “specific, personal, working world consulting”? 

Business coaching and supervision. Both terms.

Birgit Ramon has worked as a free-lance consultant, supervisor, coach and trainer for 20 years. She is the President of EASC and head of the institute clarté –gesunde zukunft für unternehmen [a healthy future for companies], which she has founded.

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Journal Supervision 4/2013
Schwerpunkt [focus]
Deutsche Gesellschaft für Supervision e. V. Köln
“You should sit in meditation for 20 minutes a day. Unless you are too busy... then you should sit for an hour.”

Old zen saying
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 (allettevonk@yahoo.com) or Silke Haebold (silkehaebold@online.de).

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

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

Sincerely,
The thoroughly international newsletter team

Alette Vonk, The Netherlands
Celina Ryan, USA
Gloria Sarku, Ghana
Michelle de Bruyn, South Africa
Silke Haebold, Germany
Toki Mabogunje, Nigeria
Zita Falatovics, Hungary
The cover photo is part of the amazing Oyako series of photographer Bruce Osborn:

„Oyako means parents-children in Japanese and is the title of a series I have been photographing since 1982. In the process of photographing hundreds of parents and children it has become my life work. Focusing on this basic relationship, I am able to see the changes that Japanese society is going through.”
See you in JAPAN!

IODA
International OD Association