

Spinning your Performance Wheels? Get Traction in Detroit at the **SoL Academy**



Celebrating 10 Years

Increase your capacity to:

- Turn breakdowns into breakthroughs
- Reduce phantom workload
- Test whether you're walking the talk
- Learn to embrace "white water" conditions
- Use the basics of organizational learning on a daily basis

September 17-21, 2007

DTE Southfield Campus
26801 Northwestern Highway
Southfield, Michigan 48034

www.solonline.org/academyonwheels/

**Choose from 12 capacity-building workshops presented by experts in the field of Organizational Learning
Act Now! Space is limited to 25 participants per workshop**

Next Generation Corporate Citizenship: A New Approach to Leadership Development and Employee Engagement Phil Mirvis • **Applied Breakthrough** Dave Flanigan, Heidi Sparkes Guber • **Introduction to Organizational Learning** Dave Flanigan, Fred Simon • **Fundamentals of Insight** Charlie Kiefer, Ken Manning • **Five Capabilities for Enterprise Change: Creating a Context for Continuous and Strategic Change** George Roth • **Managing Your Time as a Leader** Marilyn Paul, David Peter Stroh • **Organizational and Leadership Challenges of Disruptive Innovation** Jim Myracle, Diane Oettinger • **Leading with Integrity** Deborah Reidy, Fred Simon • **Leading Successfully in "Permanent White Water"** Dave Flanigan, Deborah Reidy • **Structural Dynamics: Seeing and Using the Big Picture** Michael Sales, Anika Savage • **Vital Differences — Exploring Your Unique Gifts** Linda O'Toole, Jon Vogen • **Sustaining Employees: Workplace Respect and Engagement** Dan Kowalski, Rita Kowalski

Registration for SoL Academy "on Wheels"



Please indicate the workshops you plan to attend by checking the box that corresponds to the appropriate rate.

SoL Member	Non-Member	Workshop
Monday, September 17, 2007		
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Next Generation Corporate Citizenship: A New Approach to Leadership Development and Employee Engagement (MP1) 1:30 - 5:30
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Applied Breakthrough (MP2) 1:30 - 5:30
Tuesday, September 18, 2007		
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Introduction to Organizational Learning (TD4) 8:30 - 5:30
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Fundamentals of Insight (TD5) 8:30 - 5:30
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Five Capabilities for Enterprise Change: Creating a Context for Continuous and Strategic Change (TP7) 1:30 - 5:30
Wednesday, September 19, 2007		
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Managing Your Time as a Leader (WD8) 8:30 - 5:30
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Organizational and Leadership Challenges of Disruptive Innovation (WD9) 8:30 - 5:30
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Leading with Integrity (WA10) 8:30 - 12:30
Thursday, September 20, 2007		
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Leading Successfully in "Permanent White Water" (RD12) 8:30 - 5:30
<input type="checkbox"/> \$495	<input type="checkbox"/> \$595	Structural Dynamics: Seeing and Using the Big Picture (RD13) 8:30 - 5:30
Friday, September 21, 2007		
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Vital Differences — Exploring Your Unique Gifts (FA15) 8:30 - 12:30
<input type="checkbox"/> \$250	<input type="checkbox"/> \$300	Sustaining Employees: Workplace Respect and Engagement (FA16) 8:30 - 12:30
		Total

SoL Academy "on Wheels"

September 17- 21, 2007

Event Location: DTE Southfield Campus
26801 Northwestern Highway
Southfield, Michigan 48034

Hotel Accommodations: Detroit Marriott Southfield
27033 Northwestern Highway
Southfield, MI 48034
Hotel Phone: 1-248-356-7400
Hotel Fax: 1-248-356-5501
Hotel Tollfree: 1-888-519-6568

Please mention that you are with the Society for Organizational Learning.

How to Register

Call 1-617-300-9528 or fax this form with payment information to 1-617-354-2093.

Call 1-617-300-9528 for team or non-profit pricing. A limited number of scholarships are available.

Your registration will be confirmed via email within two business days with a receipt provided.

Name _____

Name for Nametag _____

Title _____

Organization _____

Street Address _____

City, State, Zip _____

Phone _____

Fax _____

Email _____

Are you a member of SoL? (if yes, please check your SoL member type)

Connections Consultant Researcher

My organization is a member of SoL

Payment Method

Visa MasterCard Discover American Express

Total _____

Credit Card Number _____

Expiration Date _____

Signature _____

Check (Make checks payable to Society for Organizational Learning and mail to SoL, 25 First Street, Suite 414, Cambridge, MA 02141).

Cancellation Policy: All cancellations must be received in writing and emailed to Tatiana Lewis at tatiana@solonline.org. The amount paid less a 10% processing fee will be refunded for cancellations received in writing by September 1, 2007. After this date, all registrations — including no shows — are subject to the full fee. Substitutions may be made at any time.

Celebrating 10 Years!

June 2007

We're delighted to invite you to the launch of the SoL Academy, organized in honor of SoL's 10th anniversary. Over the next year, we plan to offer a series of regional sessions geared to the needs of local current and potential members. What we've heard from you is that you'd like more opportunities closer to home to engage in capacity building and networking in small doses with immediate practical application. The SoL Academy is one answer to this request. We have created a schedule for the Academy so that you can come for just one half-day session, or attend as many as seven different modules over the course of the week.

This first series of workshops will be held in Detroit and hosted by DTE Energy, a founding member of SoL. In honor of our visit to the Motor City, we've labeled this session the SoL Academy "on Wheels." This is a great opportunity for you to gain traction on everyday issues where you feel stuck in a rut—for example, developing more capacity for turning breakdowns into breakthroughs, or managing time so that you and your team focus on what's really important. There will also be opportunities for an introduction (or a refresher) on how to apply the learning disciplines on a daily basis. Seasoned managers will offer sessions on how you can integrate user-friendly practices that bring out the collective intelligence and enthusiasm in large organizations in small workable steps. Finally, SoL is perhaps best known for creating opportunities for reflection and strategic thinking by offering short detours from the "rat race." The Academy will also feature sessions on upgrading the quality of your thinking with some simple techniques for quieting the "busy mind" and listening to insights that are the seeds of powerful innovations and lead to the resolution of thorny problems.

We would like to take this opportunity to thank the faculty for this Academy and DTE Energy for their generosity. This event is also SoL's first real fundraiser. All services and facilities have been contributed to SoL. Except for some minor expenses, all proceeds will go to a capital fund to help insure that SoL continues for the next 10 years and beyond!

If you can't attend the Academy and are interested in offering one or more of these workshops in your own organization, we can do that too. Contact us for more information.

One of SoL's founding trustees always said that part of his vision for SoL was a rich calendar of events. We're delighted to see this vision materialize as we launch the SoL Academy, plan a members' meeting in Seattle for November 7th, and design SoL's 3rd Global Forum in Oman for the week of April 14th. See announcements at www.solonline.org for more upcoming gatherings of SoL members around the world. We look forward to seeing you soon in Detroit, or at an event near you.

Sherry Immediato

President and Managing Director
immediato@solonline.org

SoL Fundraising Committee

Dave Flanigan, co-chair
Sherry Immediato
Christoph Mandl
Tony Rollins
Fred Simon, co-chair

Judy Hodge

SoL Academy Project Manager
judy@solonline.org

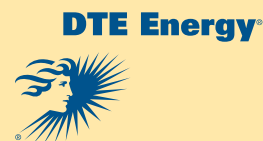
Workshop Selection Committee

Carol Gorelick
Judy Hodge
Shawn Patterson
Deborah Reidy
Jim Ritchie-Dunham
Tony Rollins
Frank Schneider
Jon Vogen



SoL is a nonprofit global membership organization that connects researchers, organizations, and consultants to create and implement knowledge for fundamental innovation and change. Founded in 1997 as an outgrowth of the MIT Center for Organizational Learning, SoL convenes a variety of projects and forums through which individual and institutional members expand their capacity for inspired performance, creating results together that they could not create alone.

More information about SoL's organizing principles, membership, professional development opportunities, events, resources, and publications can be found at www.solonline.org.



This event is co-sponsored by DTE Energy.

DTE Energy is one of the nation's largest diversified energy companies. Headquartered in Detroit, Michigan, DTE Energy is involved in the development and management of energy-related businesses and services nationwide. Its largest operating units are Detroit Edison, an electric utility serving 2.2 million customers in Southeastern Michigan, and MichCon, a natural gas utility serving 1.3 million customers in Michigan.

The DTE Energy portfolio also includes non-utility energy businesses focused on power and industrial projects, coal and gas midstream, unconventional gas production and energy trading.

DTE Energy is a founding member of SoL - a member since 1997 - and has participated in numerous forums and provided skill building to hundreds of employees. DTE Energy is pleased to partner with the Society for Organizational Learning on the first SoL Academy and welcomes all participants to their organization.

Schedule of Workshops

Monday, September 17, 2007			
1:30 - 5:30	Next Generation Corporate Citizenship: A New Approach to Leadership Development and Employee Engagement (MP1) <i>Philip Mirvis</i>		Applied Breakthrough (MP2) <i>Dave Flanigan and Heidi Sparkes Guber</i>
Tuesday, September 18, 2007			
8:30 - 5:30	Introduction to Organizational Learning (TD4) <i>Dave Flanigan and Fred Simon</i>	Fundamentals of Insight (TD5) <i>Charlie Kiefer and Ken Manning</i>	1:30 - 5:30 Five Capabilities for Enterprise Change: Creating a Context for Continuous and Strategic Change (TP7) <i>George Roth</i>
Wednesday, September 19, 2007			
8:30 - 5:30	Managing Your Time as a Leader (WD8) <i>Marilyn Paul and David Peter Stroh</i>	Organizational and Leadership Challenges of Disruptive Innovation (WD9) <i>Jim Myracle and Diane Oettinger</i>	8:30 - 12:30 Leading with Integrity (WA10) <i>Deborah Reidy and Fred Simon</i>
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Registration: Call 1-617-300-9528 or fax the registration form with payment information to 1-617-354-2093. Registration fee includes workshop materials. Sessions from 8:30 to 12:30 include a mid-morning break and sessions from 1:30 to 5:30 include a mid-afternoon break. Sessions from 8:30 to 5:30 include both breaks and lunch.

Event Location: This event is co-sponsored by DTE and will be held at the DTE Southfield Campus, 26801 Northwestern Highway, Southfield, Michigan 48034.

Hotel Accommodations: Participants are responsible for making their own hotel reservations. For your convenience, we have reserved a block of rooms at the Detroit Marriott Southfield, which is one half mile away from the DTE Southfield Campus. For reservations, please contact the hotel directly at 1-248-356-7400 or 1-888-519-6568. Special room rates are available to attendees as long as space exists in the room block and reservations are made prior to September 1, 2007. Please mention that you are with the Society for Organizational Learning.

Workshop Descriptions

Monday, September 17, 1:30 - 5:30 (MP1)

Next Generation Corporate Citizenship: A New Approach to Leadership Development and Employee Engagement

PHILIP H. MIRVIS, *Boston College*

What is next generation corporate citizenship/sustainability all about? With new corporate emphasis on “changing the world,” (GE, IBM, Nestle, etc) and increasing trends toward social innovation and “bottom-of-the-pyramid” business models, there are far reaching implications for leadership development and employee involvement.

This workshop is designed to help organizational specialists understand next generation corporate citizenship by presenting an overview of these trends and by focusing on applications to leadership development and employee involvement in social development projects. Examples will be drawn from hands-on work with Unilever, IBM, Novo Nordisk, and Levi Strauss & Co. In addition to the presentation of models and case material, the workshop will include action planning for participants on leadership development as well as employee engagement activities for their companies. You will diagnose where your company is today on the continuum toward next generation corporate citizenship, engage in interactive case discussion, view and discuss sample videos and create an action plan for your initiatives.

Ideal participants for this workshop include organizational professionals in sustainability, social responsibility, HR and training and development functions. Consultants are also welcome.

Monday, September 17, 1:30 - 5:30 (MP2)

Applied Breakthrough

DAVE FLANIGAN, *Signet Research & Consulting*

HEIDI SPARKES GUBER

It's true: most organizations say they want to transform, to raise performance to new levels, to adapt rapidly to changing conditions. Yet, most organizations are stuck with “Business as Usual.” Breakthroughs are results that would not “just happen anyway,” and when true breakthroughs occur, things never go back to the way they were.

This workshop will provide you with a process and the hands-on experience of creating a personal breakthrough—at work, at home, or in the community.

What makes us think you'll create a breakthrough? Experience and documented results. For example, during a six-month tracking period, Ford Credit Workshop participants delivered \$75 million of profit improvement actions using this approach and reported over 200 personal breakthroughs outside the workplace.

Mastering the ability to create breakthroughs—and to turn breakdowns into breakthroughs—is critical for anyone who wants to produce extraordinary results. The process integrates tools of personal mastery and shared vision with a pragmatic approach to implementation. During the workshop you'll share your intentions with each other and benefit from group coaching to reinforce key learning points. You will also be prepared to deal with possible breakdowns that occur in the pursuit of the extraordinary.

If you are a person who is willing to take responsibility for your sphere of influence, and if you want to solve a persistent problem or realize a perennially untapped opportunity, this is your chance! Don't miss it!

Tuesday, September 18, 8:30 - 5:30 (TD4)

Introduction to Organizational Learning

DAVE FLANIGAN, *Signet Research & Consulting*

FREDRICK SIMON, *Fredrick Simon & Associates, Inc.*

Based on *The Fifth Discipline*, the workshop offers you an experiential immersion into understanding and using the principles, concepts, methods and tools of Organizational Learning. You will become familiar with tools and methods for:

- Ensuring open, honest and safe conversations about what really matters.
- Creating shared aspirations regarding important goals, and achieving the inspired action necessary for uncommon results.
- Developing more effective action plans by understanding and dealing with the complexity, structural conflicts and often counter intuitive interdependencies in our every-day environment.

Some areas of focus include:

- Why Organizational Learning?
- Key Learning Barriers
- Levels of Perspective
- Mental Models
- Conversation Tools
- Emotional Intelligence
- Systems Thinking
- Vision and Purpose

Through a combination of lectures, demonstrations and hands-on practice, this workshop provides a valuable foundation to people who have a curiosity and interest, but limited working knowledge of Organizational Learning. Welcome.

Workshop Descriptions

Tuesday, September 18, 8:30 - 5:30 (TD5)

Fundamentals of Insight

CHARLES KIEFER, *Insight Management Partners, Inc.*

KEN MANNING, PhD, *Insight Management Partners, Inc.*

In this session you will learn the principles that govern insight, how to work with them to access your best thinking, and how to connect with your own source of wisdom and good judgment.

By workshop's end:

- You will have fresh thinking and insights into problems you are facing;
- You will be able to access an insight state of mind, and will have the skill to return to this state of mind with increasing frequency and without conscious attention

Upon your return to "real life":

- You will uncover novel solutions without working harder; complex problems and situations will, routinely, become easy to resolve
- You will notice an increase in comprehension when listening, especially in meetings, and will hear what, in the past, you likely missed. People around you will seem more intelligent, insightful, and capable of original thought
- Unwanted or adverse situations will become less bothersome; frustration and distraction will decrease.

The session, which features lectures, demonstrations, exercises and supervised practice, is geared for executives and senior managers who influence many people. It is also useful for individual contributors. If consultants wish to attend, we recommend you bring a client.

Tuesday, September 18, 1:30 - 5:30 (TP7)

Five Capabilities for Enterprise Change: Creating a Context for Continuous and Strategic Change

GEORGE ROTH, *MIT Sloan School of Management*

Why do nearly two thirds of re-engineering and change initiatives fail? In this session, you'll learn how (and why) to avoid focusing on particular elements of planned change, concentrating instead on more complete, integrated conditions that enables learning and continuous change.

It is not better tools and methods that enable learning and change, but the social and organizational context and processes in which these tools are used that determine their outcomes and effectiveness.

In this session you'll learn about the five capabilities for enterprise change, work with case studies and other change literature to develop a facility with the framework, and then use that framework

to diagnose and plan improvements for your organization's change capabilities and practices.

The session is designed for executives, senior managers, change leaders, or master facilitators in business and government organizations with experience in

- Developing and deploying strategy and plans
- Designing improvement programs and supporting infrastructure
- Managing managers, change agents, and training professions, and
- Proposing and carrying out programs for executive (top-level) leaders.

You'll learn how a single capability, taken individually, can provide some benefit and improvement to a firm's performance. But when you conceptualize and practice the five capabilities as a set, you'll create a self-sustaining, reinforcing system that yields synergistic improvement and learning benefits. In enacting all five capabilities, firms produce good current results while creating a virtuous cycle of ongoing learning, improvement, and change that enables continued exemplary future performance.

Here's a snapshot of the five capabilities to be explored in the workshop and which will also be the subject of a forthcoming book by Dr. Roth:

- Rethinking organizational boundaries
- Installing innovation sets
- Pushing and pulling change
- Seeking growth opportunities
- Distributing leadership practices

Wednesday, September 19, 8:30 - 5:30 (WD8)

Managing Your Time as a Leader

MARILYN PAUL, *Bridgeway Partners*

DAVID PETER STROH, *Bridgeway Partners*

"If you want to understand why you work the way you do, and want to make a change, this is the seminar to attend."

Leaders are under continuous pressure to do more with less, and they ask their people to do the same. However, this strategy often backfires as stress increases and quality declines. Leaders need to learn—and help their people learn—how to increase sustainable productivity.

This workshop will introduce you to strategies and tips for managing your time as a leader more effectively. Warren Buffet, for example, has been quoted to say that he works only two hours a day. We can't promise you'll get the same results as Mr. Buffet, but

through this workshop you will:

- Understand the larger societal and organizational forces that influence your individual challenges in managing time
- Understand how continuously increasing workload undermines leadership effectiveness
- Work through a 7-step behavior change cycle designed to improve how you manage your time
- Learn strategies and tips for managing time more effectively in four leadership areas: guiding, strategizing, relating and doing
- Reduce phantom workload – the unnecessary work people create by avoiding or trying to take shortcuts around unpleasant yet essential tasks

Because this interactive workshop is a concrete application of the five disciplines, familiarity with the five disciplines is helpful but not required.

Wednesday, September 19, 8:30 - 5:30 (WD9)

Organizational and Leadership Challenges of Disruptive Innovation

JIM MYRACLE, *TMT Associates, Inc.*

DIANE OETTINGER, *TMT Associates, Inc.*

Organizations today are challenged to improve their innovation capabilities in order to deliver continued growth or increased impact. Research suggests that even successful organizations can become locked into behavior that is not conducive to creating these growth or impact opportunities, leaving these organizations—although successful—vulnerable to disruptive innovation challenges from known or new market competitors.

Through this workshop you will gain an understanding of the cultural attributes and leadership mindset required to succeed at disruptive innovation. You'll gain deep appreciation for:

- The cultural and leadership enablers of disruptive innovation
- The impact of disruptive innovation on an existing organizational system
- How leaders can create the conditions that enhance odds of success when innovating

You'll see how organizational learning is tied directly to successful innovation and how disruptive innovation relies on the organization's capacity for systems thinking.

Specifically, you'll gain increased awareness and understanding of

- Frameworks for assessing, gaining commitment and approval, enlisting collaboration and acting on disruptive ideas
- Organizational design constructs for leading disruptive innovation
- The change challenge presented by disruptive innovation
- Organizational culture as a key enabler/disabler of disruptive

innovation

- Leadership behaviors as they impact organizational and individual reactions to innovation and change

This workshop experience will be particularly valuable to individuals with responsibility for leading/developing a key process, product or service, and for general managers as well as senior organizational leaders.

Wednesday, September 19, 8:30 - 12:30 (WA10)

Leading with Integrity

DEBORAH REIDY, *Reidy Associates*

FREDRICK SIMON, *Fredrick Simon & Associates, Inc.*

This workshop focuses on the relationship between leadership, values, and integrity. Our values are embedded in our actions and not always conscious. Becoming more conscious of how we demonstrate our values as we lead is an important tool to strengthen leadership skills. Integrity—consistency of values in everyday action—is not something extra; it is an essential element of effective leadership.

This highly interactive, experiential workshop incorporates common coaching tools, peer interaction and feedback to help participants gain deeper understanding of their own perspectives on leadership, values and integrity. As a participant you will gain:

- Increased awareness of what values and priorities are reflected in your behavior
- Increased confidence and competence in decisions
- Increased understanding of your impact on your teams and your organization
- Increased awareness of how leading with integrity directly contributes to improved results

Remember, leadership takes place at all levels in any organization. This workshop will help leaders at any level develop frameworks and strategies that increase competence in decision-making while they strengthen the confidence of followers in carrying out those decisions, even in the midst of ambiguous conditions and competing priorities.

Thursday, September 20, 8:30 - 5:30 (RD12)

Leading Successfully in “Permanent White Water”

DAVE FLANIGAN, *Signet Research & Consulting*

DEBORAH REIDY, *Reidy Associates*

Leading change is a core activity of leadership; and it's even more difficult in an age of complexity—what some call “permanent white water.” This session will examine why most people resist change, how that resistance manifests itself. In this session you will be guided to accept the reality of permanent complexity and change, to embrace “white water” conditions as an opportunity to create breakthrough results, and to practice using tools for leading

Workshop Descriptions

change and building organizational effectiveness in conditions of turbulence and uncertainty. At the end of the workshop, you will create your personal strategy for leading in your own “white water.”

This workshop is highly interactive—integrating presentation, demonstration, practice and group coaching. Originally designed and offered to leaders at the National Security Agency (NSA), it was so popular that a request was made to extend the learning.

Elements of the workshop include practice around purpose, vision, leader’s intent, action learning cycles, and requests and promises. Participants will also explore techniques to communicate more powerfully in 360 degrees.

Anyone who exercises leadership today grapples with the challenge of making and creating impact in a rapidly changing environment. Leaders at all levels—in business, non-profit institutions, government agencies—who must confront continuous and unpredictable change will find this session a unique opportunity to build capacity and skill.

Thursday, September 20, 8:30 - 5:30 (RD13)

Structural Dynamics: Seeing and Using the Big Picture

MICHAEL SALES, *Art of the Future*

ANIKA SAVAGE, *Art of the Future*

Structural Dynamics is an organizational learning tool that incorporates causal analysis. In this workshop, participants will also come to understand the use of structural dynamics in the integration of scenario planning, story telling and creativity. Any participant with an interest in the future will walk away from this experience with a new set of skills that will immediately contribute to their effectiveness as an executive, manager, researcher or consultant. A participant at a previously held workshop said it best: “This experience was worth every second spent!”

Highly interactive, with case examples used throughout, this workshop will use Structural Dynamics elements in small group exercises. We will practice proposed interventions under a variety of conditions. The process is rigorous, yet it is neither mathematical nor focused on computer tools.

Participants will:

- Acquire a practical approach for seeing and dealing with the “big picture”
- Learn how to combine the rigor of systems analysis and the creativity of scenario planning to develop insight and foresight
- Understand the future in a holistic way by examining the cause-and-effect relationships existing in the present
- Identify high leverage strategies to bring about the future we

want

- Become facile with a methodology that is applicable to all aspects of life, on the job and off, across economic sectors and organizational types

There are two prerequisites for this workshop: 1.) curiosity and 2.) a desire to collaborate with others in exploring future possibilities. Welcome!

Friday, September 21, 8:30 - 12:30 (FA15)

Vital Differences: Exploring and Optimizing your Unique Gifts

LINDA O’TOOLE, *Vital Differences*

JON VOGEN, *Vital Differences*

This workshop is based on the premise that all individuals have unique gifts and that each of us can develop greater capacity to notice, appreciate and work with those unique qualities in our selves and others. The session sharpens one’s ability to see differences clearly and objectively and, through understanding these differences, to increase satisfaction and meaning in personal and working relationships. Participants from organizations will be able to apply their learning in areas of diversity, team interaction, leadership coaching and other areas where improved communication and relationships are important.

The Vital Differences approach is grounded in the everyday experiences of being misunderstood and misunderstanding others. Our emphasis in the workshop is on creating bridges in communication and relationships through helping people notice what others are doing in their interactions rather than labeling for them what they are not doing. We will explore seven key patterns of internal individual differences that guide how we interact with our environment and learn, and that account for many of our misunderstandings with one another. The experiential focus will be on sharing a three-step process of Noticing, Unraveling and Practicing how these patterns play out in each of us.

The Vital Differences approach represents a convergence of three factors: the focus on internal processing patterns, the process of self-exploration which builds capacity for awareness and understanding, and the grounding of the information and the use of the process in everyday situations. These factors make the approach easy to understand and to use immediately without being tested or learning a new model of human behavior or typology. If you are already familiar with other personality models and personality typologies Vital Differences will enhance your ability to use those approaches, by helping internalize them in personal and practical ways.

Friday, September 21, 8:30 - 12:30 (FA16)

Sustaining Employees: Workplace Respect and Engagement

DANIEL KOWALSKI, *Consultant*

RITA KOWALSKI, *Consultant*

This workshop focuses on ways to create a sustainable workplace environment for employees.

The experience will help participants identify opportunities for actions to improve the workplace environment by focusing on specific positive employee behavior.

The session is based on the presenters' five-year collaborative action research project in the US Department of Veterans Affairs, which examined the impact of workplace stress and aggression on business results. It also looked at how learning practices and inquiry affected knowledge transfer from the project. Involving more than 6000 employees on 11 sites, with a project team consisting of researchers from four universities as well as from the VA, the research demonstrated conclusively that improving employee satisfaction impacts business results, and positive interpersonal behavior in the workplace impacts the bottom line.

As a participant in this workshop you will:

- Experience and learn how to use appreciative and positive inquiry to positively impact individual, group and organizational behavior
- Understand the research that grounds actions for improved workplace environment, leading to improved business results
- Understand the importance of framing questions and how the questions an organization asks set the stage for progress
- Experiment with the strength-based processes and methods used in Appreciative Inquiry to understand its use in reframing issues organizations tend not to discuss
- Identify actions that can begin to make a difference in the workplace
- See how qualitative methods provide data for workplace interventions
- Explore and gauge interest in making this work a focus for an applied learning, collaborative, action research project

Largely experiential, this session will give you an opportunity to use and see modeled inquiry and reflective practices as well as participate in interviews and group discussions about positive workplace behaviors. Central to the workshop will be an exploration of questions, and how carefully framing them sets the stage for the discussion of workplace challenges and for future action.

Ideally, participants will include front line supervisors, line managers and executives as well as individuals responsible for human resources and learning in the organizations. Researchers who work within or outside organizations (e.g. in academic settings or foundations) and who are interested in co-creating projects with practitioners are also encouraged to attend.

Those attending should be interested in developing workplaces that are respectful and that encourage and foster employee engagement. They should have an interest in exploring inquiry and dialogue and experimenting with appreciative approaches to workplace issues. Implicit in this approach is an interest in collecting information/ data/evidence that will support the development of a business case as well as research. Collecting case studies across organizations may highlight patterns that could lead to theory generation.

Presenter Biographies

Dave Flanigan was a senior business executive for 33 years. As President of Ford Credit International, he led a 9500-person company in 38 markets. As partner of Signet Research & Consulting, he now coaches and consults with senior business leaders focusing on vision implementation, strategic planning, and leader development. His passion is working with organizations in transformation and causing breakthroughs in performance. Dave holds a BA and MBA from University of Michigan, is Vice Chairman of the Detroit Institute for Children and a trustee for SoL, the Society of Organizational Learning. Dave is a consultant member of SoL.



Dave will facilitate *Applied Breakthrough, Introduction to Organizational Learning, and Leading Successfully in "Permanent Whitewater"*

Charlie Kiefer was graduated from MIT with degrees in theoretical physics and management. In 1976 he founded Innovation Associates (IA) to help large organizations innovate. During the next 20 years the company grew rapidly, based on unusual and powerful approaches that improved clients' abilities to learn and think, to build alignment and commitment, and to change. The firm also offered a legendary education program, Leadership & Mastery, which counts more than 1,000 executives in its alumni base of 8,000. In 1990, cofounder Peter Senge published the landmark management bestseller, *The Fifth Discipline*, based on IA's work. Charlie is a consultant member of SoL.



Charlie will facilitate *Fundamentals of Insight*

Dan Kowalski left the US Department of Veterans Affairs in July 2006 to form Kowalski Consulting and Management. During his 33 year HR career in the Veterans Health Administration (VHA), he served as the Director of Human and Learning Resources for the VA New Jersey Healthcare System and as an internal HR Consultant in the VHA HRM Group, a virtual self-managed team that supported VHA's senior leadership. His current projects include HR leadership coaching, employee relations and behavior based interviewing training, course design and content development, and employee relations advisory services. He was a project team member in the VA Workplace Stress and Aggression Project.

Dan will facilitate *Sustaining Employees: Workplace Respect and Engagement*

Rita Kowalski, an Organizational Development practitioner, was an original project team member for the Workplace Stress and Aggression Project in the US Department of Veterans Affairs (VA). Her experience includes workplace assessments, team development, organizational performance, action research, coaching, and applied learning, creating and sustaining positive work environments, appreciative inquiry and leadership development. She has an MS in Positive Organizational Development and Change from Case

Western Reserve University and is currently enrolled in a doctoral program at Teacher's College, Columbia University. After leaving VA, she formed Work Life Consulting LLC and is co-owner of AI Consulting. Rita is a consultant member of SoL.

Rita will facilitate *Sustaining Employees: Workplace Respect and Engagement*

Ken Manning graduated from Brown University and The University of Massachusetts, Amherst with degrees in psychology. He spent 10 years in sales and marketing prior to his 23 years as an executive coach, consultant, trainer and licensed psychologist. Currently Ken is also an adjunct faculty member for the Massachusetts School of Professional Psychology and on the staff of their Graduate Executive Coaching Program.

Ken will facilitate *Fundamentals of Insight*

Philip H. Mirvis, PhD is an organizational psychologist and senior research fellow at the Center for Corporate Citizenship, Boston College. An advisor to businesses in the U.S., Europe, Asia, and Australia, he has worked with Ben & Jerry's, Royal Dutch Shell, Unilever, Novo Nordisk and SK Corporation among others on their citizenship agendas. Dr. Mirvis has authored ten books and numerous articles on his studies. He is a fellow of the Work/Family Roundtable, a board member of the Foundation for Community Encouragement, and a trustee of the SoL. He has been on the visiting faculty of the University of Michigan, Jiao Tong University, Shanghai, China and the London Business School. Phil is a research member of SoL.



Phil will facilitate *Next Generation Corporate Citizenship*

Jim Myracle focuses on partnering with organizations to build the leadership, processes and cultures necessary to support adaptive strategies and innovation. He has extensive experience in new product development, strategic planning, and change initiatives, and has evolved an inclusive, inquiry-based approach to planning that energizes organizational understanding and commitment. Prior to co-founding TMT Associates, he spent 22 years at Philip Morris USA, where he held executive positions in New Product Development, New Technology, Quality Systems, and Strategic Planning. Jim holds a degree in Mechanical Engineering from The Catholic University of America, and has been awarded seven U.S. patents. Jim is a consultant member of SoL.



Jim will facilitate *Organizational and Leadership Challenges of Disruptive Innovation*

Diane Oettinger specializes in assisting organizations develop the internal leadership capabilities, aligned systems and learning cultures that enable innovation, change and knowledge building capabilities. She draws upon her experiences as a senior corporate leader, advisor and executive education faculty to design unique initiatives that deliver measurable, sustainable results and offers a specialty in the design of customized, engagement-based leadership development programs. Prior to co-founding TMT Associates, Diane held corporate positions with J.C. Penney, Merrill Lynch and Philip Morris, culminating with the position of Senior Vice President, Human Resources for PM USA. She is a proud alumnus of Cornell University. Diane is a consultant member of SoL.



Diane will facilitate *Organizational and Leadership Challenges of Disruptive Innovation*

Linda O'Toole is an explorer and illuminator of the ways perception and communication operate within and between people. She helps individuals and groups utilize how they perceive themselves and others so they are better able to develop, interact, and achieve their goals. Linda was part of the original research team at Human Dynamics International and centrally involved in the development and implementation of Human Dynamics programs for over twenty years. She has provided coaching, facilitator training, and delivered workshops and presentations in more than 15 countries for clients ranging from community literacy programs to global corporations.

Linda will facilitate *Vital Differences: Exploring and Optimizing your Unique Gifts*

Marilyn Paul, PhD, a principal of Bridgeway Partners, is skilled in facilitation, organizational diagnosis, systems thinking, leadership development, organizational learning, and coaching. She has a doctorate from Yale and an MBA from Cornell. Marilyn is the author of *It's Hard to Make a Difference When You Can't Find Your Keys* (Viking Compass, 2003). Her current research focuses on helping people in organizations manage time and workload with greater awareness and clearer intention.



Marilyn will facilitate *Managing your Time as a Leader*

Deborah Reidy, President of Reidy Associates, has worked as both a manager and consultant since 1977. She founded several businesses and has served as a senior manager in a large state agency. She has led hundreds of training events, planning sessions and retreats, conducted numerous evaluations and action research projects, and provided executive and team coaching. Ms. Reidy holds an undergraduate degree in sociology, a Masters' degree in Adult Education, and is a qualified administrator of the Myers-Briggs Type Indicator instrument. Ms. Reidy is a on the Council of Trustees and serves on the Executive Committee of SoL. She is also a member of the Organization Development Network. Deborah is a consultant member of SoL.



Deborah will facilitate *Leading with Integrity*, and *Leading Successfully in "Permanent Whitewater"*

George Roth is a Principle Research Associate at the MIT Sloan School of Management. He leads the Enterprise Change Research Program, a part of MIT's Lean Aerospace Initiative (LAI) program, a joint MIT Management School and School of Engineering effort transforming aerospace companies and government. His studies examine and develop initiatives that promote learning and improvement initiatives across multiple organizations. This current focus builds upon his ongoing research in organizational culture, leadership, learning, and change. George has a PhD in Organizational Studies, an MBA in marketing and finance, and a BS in Mechanical Engineering. George is a research member of SoL.



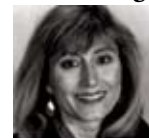
George will facilitate *Five Capabilities for Enterprise Change*

Michael Sales is a skilled coach, program designer, teacher, and facilitator who combines a detailed knowledge of personal, group and organizational change technologies with a broad background in business, entrepreneurship and education. Michael has extensive knowledge of the challenges of anparticipatory management, the introduction of technologies into organizations, and the dynamics of life in family-owned businesses. He has helped many individuals, teams and organizations achieve their objectives. Michael is a consultant member of SoL.



Michael will facilitate *Structural Dynamics: Seeing and Using the Big Picture*

Anika Savage is a strategic planner and management consultant helping clients develop robust strategies. Her work includes:



- Leading teams to anticipate emerging opportunities and competitive threats, to develop strategies, and to respond effectively
- Research on the evolving nature of work and the implications for the work environment
- Co-creating workplace solutions with stakeholders to support key business processes in order to improve employee engagement, productivity, satisfaction and retention

Anika is a consultant member of SoL.

Anika will facilitate *Structural Dynamics: Seeing and Using the Big Picture*

Fred Simon is an independent consultant, a founding member and member of the governing council of SoL, and an adjunct faculty member of the University of Michigan. He draws on his extensive line leadership and program management experience, his collaborative work with Dr. Peter Senge and the late W. Edwards Deming, and his work in organizational learning to develop more



Presenter Biographies

effective leadership, organizational alignment, empowerment and interdependent operation. Fred is a consultant member of SoL.

Fred will facilitate *Introduction to Organizational Learning*, and *Leading with Integrity*

David Peter Stroh is a founding partner of Bridgeway Partners and was a co-founder of Innovation Associates, the pioneering consulting firm in the area of organizational learning. His primary areas of interest are visionary planning, leadership development, systems thinking, organization design, and change management. David has worked with business, public, and social sector organizations around the world over the past 25 years and has a master's degree in city planning from MIT. David is a consultant member of SoL.



David will facilitate *Managing your Time as a Leader*

Heidi Sparkes Guber has designed and delivered groundbreaking programs for thousands of people in over 25 years of consulting to public and private organizations. She currently leads the GET Leadership program for global executives at Nissan and the Leadership in Change program at UCB Pharma. Ms. Guber has participated in over 500 coaching interventions, including client relationships of up to seven years of leadership growth. Heidi is a consultant member of SoL and has served on its Council of Trustees.



Heidi will facilitate *Applied Breakthrough*

Jon Vogen is a consultant focusing on learning, leadership, valuing differences and organization design. He brings a combination of work experiences that include a 22 year career with Intel Corporation where he held roles in manufacturing, facilities operations and human resources/organizational development. He is co-founder of Vital Differences, which is a collaborative partnership that focuses on understanding an individual's unique gifts to be offered in working and personal relationships, communication and in work and learning. Jon has an MSOD degree from Pepperdine University. He resides in Phoenix, Arizona. Jon is a consultant member of SoL.



Jon will facilitate *Vital Differences: Exploring and Optimizing your Unique Gifts*