

Program At-A-Glance

Sunday, September 14

2:00-4:00 p.m.

Vendor/Exhibit Set-up
Stewart Rooms 302, 306

2:00-5:00 p.m.

Pre-Conference Workshop
Stewart Room 218 A

Dennis Reina
3-Hour Workshop: Developing Leadership Trustworthiness

6:00-9:00 p. m.

Opening Reception
PMU Anniversary Drawing Room

Monday, September 15

Breakfast available at 7:30 a.m. in Stewart Room 302

7:30-10:00 a.m.

Registration
Stewart East Foyer

8:30-10:00 a.m.

Keynote address
Fowler Hall

Lorinda Baldwin, Director Empowerment and Parker
Operating Protocol

WINE
Empowerment & High Performance

10:00-10:30 a.m.

Break, Stewart 302

10:30-Noon

Concurrent Sessions

Jack Jennings
Stewart Room 318
The Care and Feeding of IT Workers: An OD Intervention in IT at Sprint

Al Crispo & Gary Wagenheim
Stewart Room 218 C
Appreciative Inquiry

Lorinda Baldwin
Stewart Room 218 AB
Follow-up to morning keynote

Team from Parker Hannifin
Shifting from Traditional Management to Collaborative Leadership

Kerry Thomas
Stewart Room 313
Consensus-A Decision-Making Model Using Effectiveness Over Efficiency

Dipta Gupta
Stewart Room 311
Virtual Meetings: Turning Frustration Into Success

Garry McDaniel and Gary Stroud
Stewart Room 314
Leading Through Conflict

Janet Salmons
Stewart Room 218 D
From Dialogue To Synergy: Building Collaborative Relationships Online

Donna Hendrix
Envision Center
Virtual Presentation Royal Dutch Shell

Noon-1:30 p.m.

1:30-3:00 p.m.

Lunch, PMU West Faculty Lounge

Concurrent Sessions

Virtual Teams Panel 1
Stewart Room 218 D
Going Beyond Leadership Style; When And How We Lead Change

Moderator: Dina Mansour-Cole
Panel members: David Braga, Trina Heofling, Gina Hinrichs

David Braga, Project Manager, Boeing
Transformational Leadership Attributes For Virtual Team Leaders

Trina Heofling
The 3-Fold Path To Expanding Emotional Bandwidth In Virtual Teams

Gina Hinrichs
Sense-Making To Create High Performing Virtual Teams

Dennis Reina
Stewart Room 313
Build Trust to Engage Employees, Increase Performance and Navigate Change

Craig Runde
Stewart Room 218 A B
3-Hour Workshop: Building Conflict Competent Teams

Michael Spivey
Stewart Room 218 C

3-Hour Workshop: Team Presentation ParkerHannifin
Stewart Room 318
Lean and Teamwork a Winning Combination

Mehran Ferdowsian
Stewart Room 320
3-Hour Workshop: Develop A Meaningful & Sustainable Global Competitive Advantage By Operationalizing Ethics In Your Organization

Break, Stewart 302

Concurrent Sessions

Stewart Rooms

Dennis Reina
3-Hour workshop continued

Craig Runde
3-Hour workshop continued

Michael Spivey
3-Hour workshop continued

Mehran Ferdowsian
3-Hour workshop continued

Michael Donovan & Barry Rubin
Stewart Room 314
Ten Pitfalls In Managing Change And Best Practices For Avoiding Them

3:00-3:30 p.m.

3:30-5:00 p.m.

Tuesday, September 16

Breakfast available at 7:30 a.m. in Stewart Room 302

8:30-10:00 a.m.

Keynote address, Fowler Hall

Deborah Dunagan

Innovation at IBM

10:00-10:30 a.m.

Break, Stewart 302

10:30-Noon

Concurrent Sessions

Kevin O'Brien & Craig Erickson & David Clay

Stewart Room 218 A B

Keys to teams; Create a culture of teams through distance at Boeing

Virtual Teams Panel 2

Stewart Room 314

Panel members: Mehran Ferdowsian, Jack Jennings

The Technology That Supports Virtual Teams

Mehran Ferdowsian

Correcting Chronic Decision-Making Problems Through Effective Collaboration

Jack Jennings

Vetiquette: What Is The Etiquette Of Virtual Teams?

Cynthia Cantu

Stewart Room 218 C

What's Wrong With THAT Generation?

Billy Bennett

Stewart Room 322

Jane Richardson & Sukhvinder Mehta

Stewart Room 218 D

Best Practices In Team Collaboration: A Global Perspective

David Thornton

Stewart Room 313

The Workplace Skills Initiative: Ensuring A Highly Skilled Workforce And Improving Productivity In Workplaces

Noon-1:30

Lunch, PMU West Faculty Lounge

1:30-3:00

Concurrent Sessions

Trina Heofling

Stewart Room 311

Customers For Life: Developing & Maintaining Long term Customer Relations

Dave Ashton

Stewart Room 218 C

3-Hr workshop: Vision Quest: The Collaborative Tool That Empowers Everyone

Michael Donovan

Stewart Room 218 A B

Teamwork Competency ...The Power to Make the Teams You Work on Effective

Jim Rollo & Dan Prock

Stewart Room 322

3-hr workshop; Lean Leadership - Sustaining A Lean Culture

3:00-3:30

Break, Stewart 302

3:30-5:00

Concurrent Sessions, Stewart Room 314

Jim Godsey

Expediting Innovation Through Group Intelligence

Paul Burton

Stewart Room 218D

Social Network Analysis In Organizations V2

Dave Ashton

Stewart Room 218 C

3-hr workshop continued

Jim Rollo

Stewart Room 322

3-hr workshop continued

Cary Wren

Stewart Room 313

The Power of Floor Driven Team Problem-Solving In an Uncooperative Environment

Panel members: Willy Knight, Sylvester Mayo, Wren, Martin

Dave Braga

Stewart Room 311

Advanced workshop; Boeing

Wednesday, September 17

Breakfast available at 7:30 a.m. in Stewart Room 302

8:30-10:00

Concurrent Sessions

Terry Price

3-hr workshop: Leadership Ethics

Stewart Room 218 AB

Lori Foster Thompson

Stewart Room 311

Using Virtual Immersive Environments To Promote Distributed Collaborative Learning

Phillip Ayoub

Stewart Room 313

How To Organize And Manage Creative Work Workers And The Workplace In The Knowledge & Open Innovation Environment

Mary Golaboff & Terry White

Stewart Room 218 C D

Leadership Wellness, Results; Impacting Your Productivity, Culture And Bottomline

Break, Stewart 302

Concurrent Sessions

Terry Price

Stewart Room 218 A B

3-hr workshop continued

Kris Taylor and Mike Cassidy

Stewart Room 314

Creating A Culture Of Innovation And Execution

Ken Finley

Stewart Room 313

Using A Behaviorally Anchored Collaboration Assessment Tool

Alan Randolph

Stewart Room 322

Taking Teams To The Next Level; Collaborating & Empowering For High Performance

Sunday, September 14

2:00-4:00 p.m.	Vendor/Exhibit Set-up	Stewart Rooms 302, 306
2:00-5:00 p.m.	Pre-Conference Workshop Dennis Reina	Stewart Room 218 A Stewart Room 218 A

3-Hour Workshop: Developing Leadership Trustworthiness

Abstract: If you want to understand what creates leadership trustworthiness and strengthen trust in your relationships, read on . . . Trust is foundational to effective relationships. It represents a core need all people have. People need to trust others and need to be trusted in return. Leaders need trust to be effective – their **trustworthiness** is *essential* to their success.

When trust is present, people create, innovate and collaborate freely: they have a sense of connection and belonging. When trust is absent, people withdraw, abdicate responsibility, undermine each other's efforts and question their 'place' within the organization. In trusting work environments, people *want* to come to work and *want* to produce. In trusting home environments, people live long, healthy and satisfying lives. They are seen for whom they are, are recognized for what they bring, and feel safe to express their thoughts, ideas, needs and concerns. Trust is everyone's responsibility – trust begins with each and every person. Yet, trust is highly complex, emotionally provocative and means different things to different people. Often this misunderstanding contributes to problems in interpersonal and workplace relationships – and, tarnishes one's trustworthiness. Leaders often experience this with their employees.

Understanding trustworthiness is critical anyone's personal and professional effectiveness. Dr. Dennis Reina, along with his partner, Dr. Michelle Reina, has spent the better part of the last two decades studying trustworthiness. Through their pioneering research, they have defined not only what behaviors build trust but where trust begins in our Capacity for Trust™. They have identified the four attributes that illustrate how we trust and how these dynamics influence our behavior in workplace and interpersonal relationships. This understanding is critical since our relationships with others begin with our relationship with ourselves. We must be responsible in the way we bring ourselves to relationships. In this interactive and experiential workshop, leaders, managers, supervisors, coaching and human resource professionals, and employees have an effective way to understand, and strengthen trust within in themselves and the people with whom they work and serve.

Overview: In this session, Dr. Dennis Reina helps people, through a process of introspection, self-discovery and dialogue, understand trustworthiness- our most valuable asset in interpersonal and workplace relationships. Through the lens of a research based, practically proven model, participants will learn: what behaviors build trust, where trust begins and *how* we trust, the attributes that influence our willingness to trust, what happens to our capacity to trust when trust is broken, how healing can increase our capacity, and how to practice trust building daily and 'live' it from the inside out!

Participants will: Gain an understanding of what behaviors build trust, where trust begins- our developmental predisposition and how situational context influences our willingness and readiness to trust.

Investigate how our capacity for trust influences the choices we make- consciously and unconsciously.

Examine how our perceptions and beliefs and our experiences (positive and negative) influence our behaviors.

Learn the four attributes that influence our decisions (consciously and unconsciously) to trust our selves and others.

Identify your capacity for trust based on the four attributes and explore how to choose situational appropriate approaches to challenging dynamics.

Bio: Dennis S. Reina, Ph.D. along with his partner, Michelle L. Reina Ph.D., are principals of the organizational research & consulting firm, The Reina Trust Building Institute., Stowe, VT. They are regarded as national experts in building trust in the workplace. Through their experience and research in over 100 different organizations across 19 industries, they have developed a comprehensive approach to building sustainable trust and authored, *Trust & Betrayal in the Workplace: Building Effective Relationships in Your Organization*. Their Trust & Betrayal Model®, instruments and supporting work are currently being used by organizations such as: American Express, Ben & Jerry's, Boeing, Children's Hospital of Milwaukee, Dartmouth Hitchcock Medical Center, Johnson & Johnson, Kimberly-Clark, Nokia, Sandia National Labs, Texas

Instruments, Toyota, Harvard and Yale Universities, US Treasury Department, US Army Corps of Engineers, US Army Chaplaincy, US Veterans Affairs, Walt Disney World and featured in the Wall Street Journal, New York Times, Harvard Business Management Update, Time, CNNfn and the NBC Today Show.

6:00-9:00 p. m. **Opening Reception**

This reception is the perfect opportunity to meet and network with delegates, Colleagues, speakers and exhibitors. Complimentary hors d'oeuvres.

PMU Anniversary Drawing Room

Monday, September 15

Breakfast available in Stewart Room 302 from 7:30-8:30 a.m.

7:30-10:00 a.m. **Registration** Stewart East Foyer

8:30-10:00 a.m. **Keynote address** Fowler Hall

Lorinda Baldwin, Director Empowerment and Parker Operating Protocol

WINe

Empowerment & High Performance

Abstract: Parker Hannifin, a fortune 300 company with worldwide operations exceeding \$10 billion in sales has achieved four consecutive years of record setting performance. To sustain this growth, Parker is engaging people in every role through empowerment to further the progress and assure competitive advantage in the market place. Through Parker's WIN Strategy, they are focused on excellence in leadership and high performance engagement to involve every person in guiding Parker's future.

Bio: Lorinda Baldwin, an associate of Parker Hannifin for 26 years, is currently the director of Empowerment and Parker Operating Protocol. Most recently, Lorinda was General Manager of U.S. Cylinder Division of Parker Hannifin. The cylinder division of Parker is the market share leader with over 50% of the domestic actuator market. During her four year tenure as General Manager, the team was empowered to increase earnings three-fold. For seven consecutive years, her team achieved award-winning performance in the areas of customer service, growth and earnings. As a member of the Hydraulics Group team, Lorinda co-let the integration of five acquisitions which led to immersion in the cultures and business practices of the new partners. Lorinda has served on the Corporate Executive Empowerment Council, the General Manager's Advisory Council to the COO, and the steering committee for customer service the steering committee for Parker Operating Protocol.

10:00-10:30 a.m. **Break** Stewart Room 302

10:30-Noon **Concurrent Sessions**

Jack Jennings

Stewart Room 318

The Care and Feeding of IT Workers: An OD Intervention in IT at Sprint

Abstract: All planned OD activities or interventions are specifically aimed at correcting inefficiencies, solving problems, developing strengths and creating areas of opportunity. The basis for this OD intervention includes our understanding of organizations and knowledge of each of the above factors. Generally, IT has the resources to implement this planned change. It will correct inefficiencies in the change process, solve the problem of moving an organization into a new phase of teaming, develop our people, and create an area of opportunity to develop new leaders within the organization. This intervention involves team development to harness the strength and creativity of an organization's people.

Overview: Come join this information sharing session with a true survivor of today's Information Technology (IT) industry. We will discuss the formation of highly productive teams and their different roles in IT. Your knowledge of teams will expand as we discuss engaging IT's knowledge workers in team membership, maintaining the team and virtual teaming. Through the use of a case study, you'll see how an OD intervention utilizes team development to harness the strength and creativity of IT people. Expect to participate!

Learning Objective: After completing this session, participants will:

- Understand the key factors in establishing teams within an IT-based work environment.
- Gain knowledge in establishing teams and developing the parameters to define the team function.
- Learn the process of moving individuals into a team member position.
- Learn how to maintain and reinforce the team.
- Describe the critical success factors for virtual teams.

Level: Intermediate: Managers, Supervisors, HR personnel.

Bio: Jack Jennings, has over 25 years of experience in both technical and managerial roles within Information Technology (IT). Over the past eight years, as an IT Operations manager, he has led many virtual teams and studied extensively on the subject of virtual teams. He was a member of the Virtual Collaboration Research Group (VCRG) Advisory Board and Collaborative Work Systems Consortium, which were associated with the Center for Collaborative Organizations at the University of North Texas.

Abstract: Appreciative Inquiry is an intervention technique aimed at asking positive questions to engage all participants in a positive dialogue. David Cooperrider, who some consider the father of "Appreciative Inquiry", believes that most interventions in organizations start out on a positive note but quickly degenerate into negative or deficit dialogue. Facilitators speak about problems and concerns instead of challenges and opportunities. The appreciative process develops around the premise that all organizations have enthusiasm and life. It is the job of the leader to rediscover that life and to help the organization continually build upon and improve it.

"Appreciative Inquiry seeks out the best of *what is* to help ignite the collective imagination of *what might be*." *Cooperrider & Whitney*
Appreciative Inquiry is a process or an intervention into an organization to examine the potential for creativity, innovation and change. The traditional approach for change is to look at, or for, a problem. Appreciative Inquiry looks to appreciate what is good about an organization. What is it that breeds life into the organization? The assumption being that all organizations have life, energy and moments of greatness. This process examines and celebrates the good in hopes of building more of the same. Usually we create change in an organization by making some type of intervention. A negative intervention or even a neutral intervention will be interpreted as negative. We must work at putting a positive foot forward to generate and sustain the organizations creative juices and to make the process collaborative.

Appreciative Inquiry is based on 5 principles:

The Construction Principle: As leaders or change agents we must be skilled at reading, and understanding, organizations as living human constructions.

The Principle of Simultaneity: Here we understand that inquiry and change are simultaneous. Once we make an inquiry, change begins and we will be laying the foundation for the entire change process with that first question. It needs to be well thought out and focused on igniting the organizations life and creativity.

The Poetic Principle: The metaphor here is that human organizations are an open book. The organizations story is a compilation of the past, present, and future and is continually open to interpretation just like a good piece of poetry.

The Anticipatory Principle: Human organizations are forever projecting ahead of themselves. This projection helps bring the future into the present. This projection anticipates the future and guides the organization forward to new heights.

The Positive Principle: The momentum for change requires large amounts of positive affect and social bonding. To a large extent organizations and people change easier under an environment of hope, inspiration and sheer joy. And when they can create with one another, the process stays positive, innovative, and collaborative.

Appreciative Inquiry has 3 distinctive steps:

The first is to do an inquiry, survey, or tell a story about what is or has been.

The reason for this is to do an intervention into the organization to try and determine the core factors that give life to the organization, to learn from our personal experiences, and to examine those moments when we were at our best. It helps us look at our most effective practices, strengths, and the best qualities we want to preserve even as we change. What important lessons can we draw from our past that we want to carry over into the future? Can those positive experiences from the past help us become more daring about the future? What is your dream for your organization?

Now as a group, try to make a list of the common themes that you heard running through each survey or story. Be specific. Where there ideals, values, traditions, that defined the time when things were at their best. For example was it a time when you felt empowered, or trusted, or had the expertise, or took responsibility?

Create a provocative proposition. This is a mission statement of sorts that tries to define what works and accentuates what future actions might be necessary to accomplish the goal. The following is an example of such a proposition.

Overview: Our organization is a learning organization that fosters cross-fertilization of ideas, and cultivates the pride of being a valued member of an outstanding group of individuals. We accelerate in learning, planning, collaboration, and customer service, etc., etc.

The power of appreciative inquiry is not the story, or the organizational values or even the provocative proposition. It is the excitement, dialog, collaboration and momentum that energizes the group and keeps it moving forward in a never-ending search for change and continuous improvement.

Learning Objectives: To promote discussion about collaboration

Explore best practices for building a high performance collaborative discussion

Demonstrate how "Appreciative Inquiry" can be used to enhance collaboration

Understand how the appreciative process uses reflection and positive dialogue to establish a collaborative environment

Level: This workshop is intended and appropriate for managers, leaders, or practitioners, interested in exploring the "Appreciative Inquiry" process as a methodology for enhancing the collaborative process.

Bio Alexander W. Crispo is an associate professor in the College of Technology at Purdue University. He teaches graduate and undergraduate courses in leadership and organizational change. Before coming to Purdue he was employed by ALCOA Inc. During

a 28-year career he was responsible for operations of one of the world's largest hard alloy extrusion plants. As manager his responsibilities involved all aspects of manufacturing, maintenance, production control, technical sales, and customer service. He had the honor of winning the prestigious Arthur Vining Davis Award for technical excellence, and the Alcoa Research Award for collaboration and team development. Professor Crispo earned a Bachelor of Science degree in Industrial Distribution and a Master of Science degree in Industrial Management, from Clarkson University. He is past president of the International Society for the Exploration of Teaching and Learning, and a member of the Futurist Society, and the Organizational Behavior Teaching Society. He has presented academic papers and workshops at all the above conferences. As a consultant Crispo is continually involved with training and development at several major corporations around the state of Indiana.

Bio: Gary Wagenheim, PhD, is an adjunct professor at Simon Fraser University and the Helsinki School of Economics. He teaches graduate courses in leadership and organizational behavior. He is a member of the Learning Strategies Group that specializes in providing customized education programs for organizations and an external faculty member for McKinsey & Company. In addition, he owns and operates Wagenheim Advisory Group that provides corporate training, coaching, and organizational development programs.

Lorinda Baldwin

Stewart Room 218 AB

Follow-up to morning keynote

Team from Parker Hannifin

Shifting from Traditional Management to Collaborative Leadership

Vince Crane has spent the past 10 years as a Learning and Performance Manager at Parker Hannifin's Aerospace Group and Control Systems Division (CSD). He is a member of Parker's self-directed Human Performance and Learning Team and holds a Master of Science Degree in Instructional Technology from Utah State University. Vince has been involved with the implementation of empowerment and teaming at CSD where he facilitated groups through High Performance Teaming transformation. Most recently he has been involved with Parker's High Performance Engagement initiative striving to engage people in every role through empowerment to further Parker's progress and assure our competitive advantage.

Mark McConkie has worked at Parker Hannifin Corporation for ten years in training and development. He holds a Master's degree in Instructional Technology from Utah State University and has continued his studies there toward a doctoral degree. He has worked as an instructional designer and performance technologist on leader development, product knowledge and technical training, team training, group facilitation, computer-based instruction and the implementation of training systems.

Doug McGregor, a 23 year Performance Technologist and Organization Development Professional is the team leader of The Human Performance & Learning Team at Parker Hannifin Corporation. Doug's areas of expertise include sociotechnical systems, human performance technology and high performance teaming. Doug is a member of Parker Hannifin Corporation's Core Team for Self-Directed Work Teams. Doug has consulted in several industries including aerospace, manufacturing, retail, food processing, and mining. He has worked as an internal consultant for workplace redesign in companies such as Safeway Stores in Seattle, Washington and at Thiokol in Promontory, Utah Doug received his bachelors in Psychology as well as masters in Human Resource Development from Brigham Young University. He received a second masters in Organizational Development from The Fielding Institute.

Kerry Thomas

Stewart Room 313

Consensus-A Decision-Making Model Using Effectiveness Over Efficiency

Overview: Come to this session and learn how, in the end effectiveness must precede efficiency. We will learn the 6 different levels of consensus and what type of work environment it will take to make decisions this way. Come and learn how engaged employees thrive in a consensus environment.

Learning Objectives: You will learn the 6 levels of consensus and identify the type of work environment best suited for consensus. Then under Learning Objectives, second sentence: You will experience consensus in a team format will understand what type of teams can best use the decision making process.

Level: Advanced – Taking it to the next level, transforming, cutting edge

Bio: Kerry Thomas is a Learning & Development Specialist with State Farm Kerry Thomas is a Learning & Development Specialist with State Farm Mutual Automobile Insurance Company in Fort Wayne, Indiana. A graduate of Purdue University, Thomas holds a Bachelor's degree in Physical Education/Health. Thomas taught and coached in the West Lafayette public schools before he began his career at State Farm. He began his State Farm career as an auto claim representative and was in that position for 14 years. He has been in his current position, as a Learning & Development Specialist for 7 years. Thomas currently is in a development opportunity as an Assistant Manager in Learning and Development in the West Lafayette Operation Center. He supervises 9 Learning and Development Specialist. He is also a certified instructor of Stephen Covey's 7 Habits of Highly Effective People and has instructed over 1000 employees on this valuable relationship building program. He also instructs 7 Habits for Managers, 4 Disciplines of Execution,

and several other key offerings in the Great Lakes Zone. Kerry received an Individual Excellence Award from the FranklinCovey Company during their May '05 Symposium in Chicago. He is also a certified Franklin Covey Coach and has earned his Core Essentials Coaching Certification with Corporate Coach U.

Dipta Gupta

Stewart Room 311

Virtual Meetings: Turning Frustration Into Success

Overview: Virtual meetings are a way of conducting day-to-day business, when working with colleagues who not all co-located. These meetings though necessary can be a frustrating experience for team members if not conducted efficiently. This session will provide valuable processes that can help turn frustrating virtual meetings into successful ones. The session will explore situations when virtual meetings may or may not be an effective way of communication. The presenter will talk about virtual facilitation and how a meeting facilitator can help manage the meeting process. She will share some valuable tools, processes and checklists that a team leader or meeting facilitator can use at every stage of a virtual meeting. The session will wrap up with best practices and process guidelines of conducting efficient virtual meetings.

Learning Objectives:

When to and not to conduct virtual meetings.

Benefits and challenges of meeting virtually.

Tools and best practices of conducting effective virtual meetings.

Virtual meeting facilitation and co-facilitation.

Checklists and guidelines for virtual team leaders and meeting facilitators.

Level: All attendees including team members, team leaders, team managers who collaborate via the virtual world should attend this session.

Bio: Dipti K. Gupta is an Organizational Effectiveness Consultant *with* the BNSF Railway Company. Her responsibilities include succession planning, talent management, performance management, multiple rater feedback and *formal* mentoring programs. She has made contributions towards research in the area of virtual collaboration and online testing. Gupta is one of the founding members of the Virtual Research Collaboration group, involved with research and practice in the field of virtual collaboration. Her most recent contribution is a chapter in the Handbook of High Performance Virtual Teams - A Toolkit for Collaborating across Boundaries, published by Jossey Bass in April 2008. She has participated and won prizes for research proposals and completed research at the Dallas Area Industrial/Organizational Psychologists Annual Conference and Poster *Competitions*. She is a member of *the* American Psychological Association, Society of Industrial/Organizational Psychology and Dallas Area Industrial/Organizational Psychologists. She received her Ph.D. in Industrial and Organizational Psychology from University of North Texas , Denton .

Garry McDaniel and Gary Stroud

Stewart Room 314

Leading Through Conflict

Garry McDaniel, Associate Dean, Extended University at Franklin University

Gary Stroud, Division Chair of Ross School of Management and Leadership, Franklin University

Abstract: Leadership & Ethics. Leaders create positive conflict by helping others recognize the need for change and feel a dissatisfaction with the status quo. Through the effective application of skill, knowledge, and influence effective leaders guide others through the process of understanding the need for change, the development of methods for the change itself, and working effectively together to avoid negative conflict.

Overview: In this session you will learn to how leaders guide others through the process of understanding the need for change, the development of methods for the change itself, and working effectively together to avoid negative conflict in large and small groups.

Learning Objectives: Participants will understand the role of a leader through analysis of a leadership model
Participants will discuss how leaders create and manage conflict to reach group goals. Participants will examine a model for resolving conflict

Who should attend: This session is open to all participants (individual contributors, 1st and middle managers, executives)

Bio: Dr. Garry McDaniel serves on the MBA faculty of Franklin University in the area of organizational and leadership effectiveness. Prior to joining Franklin University Dr. McDaniel was President of a private consulting firm working with organizations to enhance profitability, quality, service and employee morale and retention through organizational, team and interpersonal effectiveness. He also led the Global Leadership & Succession Planning efforts, management training and career center for Advanced Micro Devices. Client organizations have included Samsung, 3M, The Lance Armstrong Foundation, The University of Texas School of Public Health, Catholic Charities and the Ladybird Johnson Wildflower Center. Garry has authored two books, *Conflict to Cooperation: A process for mediating group differences*, and *Managing the business: How successful managers align management systems with business strategy* as well as numerous articles. Garry's research interests focus on the relationship between individual and corporate leadership, change management, organization development, organizational behavior and business ethics.

Bio: Gary Stroud is the Division Chair for Undergraduate Business Studies and the Program Chair for Human Resource Management at Franklin University in Columbus Ohio. He joined Franklin University as Program Chair in 2006, and was subsequently promoted to his current position. Dr. Stroud supervises programs serving over 6000 undergraduate and graduate students on four Columbus campuses and through online offerings.

Before joining Franklin University, Stroud spent over twenty years in the corporate business world. He started his business career with Johnson & Johnson in their Human Resources department. He played an active role in the development of the manufacturing Maquiadora relationship on the U.S. /Mexican border. Later on as Vice President of Human Resources he had responsibility for the human resources function at manufacturing plants in Mexico, Puerto Rico, Canada, and England. Stroud served as President and Chief Executive Officer of a Human Resource consulting firm. He also held the position of Vice President of Human Resources in two Fortune 200 health care companies. Part of his responsibilities was to conduct numerous executive development programs in the United States, Mexico, Canada, Puerto Rico and England. During his tenure in healthcare he was the VP of Human Resources while the companies went through the process of placing their company stock on the NYSE.

Janet Salmons

Stewart Room 218 D

From Dialogue To Synergy: Building Collaborative Relationships Online

Abstract: Do your teams need to *work together* to get things done or *think together* to generate new ideas? Come to this session for a lively and practical session on how to encourage diverse, dispersed participants to collaborate synergistically.

Overview: When the collaboration occurs virtually more attention is needed to the way projects are planned and managed. The presenter's *Taxonomy of Online Collaboration* and attendees' examples will be used in an interactive hands-on simulation.

Learning Objectives: After this session, attendees will be able to: Understand the importance of clear expectations and trust in virtual collaboration. Explain roles for team sponsors or team leaders in planning collaborative projects.

Level: Advanced level: Teams & Collaboration; Team members working in teams. Managers and change agents supporting teams

Bio: Dr. Salmons' consulting practice, Vision2Lead, Inc. (www.vision2lead.com), works with educational institutions, business and nonprofit organizations on online learning and leadership development. She is on the graduate faculty of the Capella University School of Business and Technology, where she develops online courses and teaches leadership and team leadership for the MBA and Ph.D. programs. Dr. Salmons is a frequent conference and webinar presenter. Current publications include editing the *Handbook of Research on Electronic Collaboration and Organizational Synergy* with Lynn Wilson (2008), contributions to the *Lexicon of Online and Distance Education* (2009), *Encyclopedia of Information Technology Curriculum Integration* (2008), and *Student Plagiarism in an Online World Problems and Solutions* (2007). She is author of the forthcoming *Online Interviews in Real Time* (2009), and *Taxonomy of Online Collaboration: Theory and Applications in E-Learning* (2009).

Donna Hendrix

Envision Center

Virtual Presentation Royal Dutch Shell

Abstract: The research being presented has impacted global organizations positively by providing additional insight into its Globalized Communities of Practice (CoPs): a place for knowledge sharing to be possible in the global environment. The sharing of tacit knowledge is complex and Globalized Communities can enable global knowledge sharing which helps to reduce competency gaps and provides a sharing environment for those soon to retire. The research examined the factors that influence globalized communities using Structural Equation Modeling to justify the theoretical model in practice. The research creatively examined the traditional communities of practice literature and applied this to globalized communities to understand if the traditional CoP research could be applied and by using Structural Equation Modeling a new model was created for practical use. The use of the research has provided a guide for revamping existing CoPs in order to increase participation and embed knowledge sharing into the organizational culture. The customers are the community members and this research will provide leaders and knowledge managers an understanding that will assist them in providing staff (customers) with the best systems and full leadership support they can. This will lead to higher satisfaction levels across the organization's CoPs and subsequently a knowledge sharing culture. The single most influencing factor in the study was perceived leadership support. This result shows that encouraging leaders to actually participate themselves will help to promote and sustain Globalized CoPs. However, this is an ongoing obstacle to show the value of the communities (and knowledge sharing) to leadership if they do not share or participate themselves.

Overview: To gain a better understanding of Communities of Practice (CoPs) as they currently exist in global organizations or what is now known as Globalized (CoPs). Able to take away a practical model to be used in their organizations for enhancing existing or creating Globalized communities. Participants will gain more insight into establishing a knowledge sharing culture using these global entities.

Learning Objectives: To Gain a better understanding of Communities of Practice (CoPs) as they currently exist in global organizations or what is now known as Globalized CoPs. Able to go away with a practical model to be used in their organizations for enhancing existing or creating Globalized communities. Participants will gain more insight into establishing a knowledge sharing culture using these global entities.

Level: Intermediate

Bio: Dr. Hendrix, a Knowledge Management Senior Analyst in the Global KM Team for Shell International, services all Shell companies in terms of their KM initiatives. A global advisor for the Shell International Global Networks (SIGN), which consist of numerous online communities with a membership of over 28,000, Dr. Hendrix, a Shell associate for 8 years, is responsible for the regions of Europe, Americas and Canada in supporting KM efforts.

Noon-1:30 p.m.

Lunch

PMU West Faculty Lounge

1:30-3:00 p.m.

Concurrent Sessions

Virtual Teams Panel 1

Stewart Room 218 D

Going Beyond Leadership Style; When And How We Lead Change

Moderator:

Dina Mansour-Cole

Panel members: **David Braga, Trina Hoefling, Gina Hinrichs**

David Braga, Project Manager, Boeing

Transformational Leadership Attributes For Virtual Team Leaders

Bio: David Braga, Ed.D. is a Senior Project Manager on the C-17 Program in Long Beach. He is currently a program manager in charge of a multi-billion dollar fleet modernization of a military transport the C-17 fleet. In 1986, Dr. Braga joined The Boeing Company (formally McDonnell Douglas) in Long Beach and has held a variety of different engineering management positions in both the military and commercial aircraft divisions. David is a frequent conference speaker on the subject of Global Leadership having collaborated with the world's leading academic experts while completing his dissertation on these subjects. David Braga received his Bachelor's of Science Degree in Aeronautics from San Jose State University. He holds a Masters Degree in Business Administration from the University of Phoenix and received a Doctorate in Education from Pepperdine University specializing in Organizational Leadership.

Trina Hoefling

The 3-Fold Path To Expanding Emotional Bandwidth In Virtual Teams

Overview: This is a workshop you will want implemented in your organization. Focusing on 90 minutes that double as a planning session with your team in mind, resulting in a draft improvement plan for your organization.

Learning Objectives: Identify the value of "lifetime" customers

Analyze your current Customer Service Strategy.

Clarify widely held customer retention myths and truths.

Getting and keeping the "right" customers.

Wonder if every customer interaction is handled in a way that leads to long term, profitable, committed customer relationships?

Desire a company culture which lives and breathes customer service.

Bio: Ms. Hoefling has over 25 years experience in organization development, management consulting, coaching, and training. She is also the author of *Working Virtually: Managing People for Successful Virtual Teams and Organizations*, now in its 2nd printing, and chapter author of *The Handbook of High-Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries*.

Her primary consulting work involves expanding people's bandwidth through improving collaboration, systems and processes. Her specific work includes organizational assessments, organizational and team consulting, shadow consulting, individual coaching, implementation of virtual work initiatives, and speaking engagements. She has presented internationally on many subjects, including virtual work, creating and maintaining customers for life, developing bench strength, collaborative organization efficiency, and virtual teaming. Trina holds two M.A.s in Industrial/Organizational Psychology and Communications with a group and business emphasis.

Gina Hinrichs

Sense-Making To Create High Performing Virtual Teams

Bio: Gina Hinrichs (hinrichs@geneseo.net) is president of Hinrichs Consulting, L.L.C., an organizational development consulting firm. Gina works with organizations by applying strength-Focused whole system approaches to lead change. Her focus has been working with leadership on strategic planning and translating it into global operations. This has involved extensive facilitation of face to face and virtual teams. Her clients include: John Deere, Navistar - International Truck, Medical Associates Clinics, Schneider International, U.S. Cellular, and numerous social profit organizations like libraries, schools, and museums. Gina is an online adjunct professor for Capella and Lawrence Tech University and teaching organizational behavior and development courses. She earned a Doctorate in Organizational Development from Benedictine University. Her dissertation involved sensemaking as an approach to transformation.

Build Trust to Engage Employees, Increase Performance and Navigate Change**Abstract:** Program Description

Your organization has gone through change, yet, your employees aren't aligned with you. You want to re-engage them, but trust is low, and the strategic change initiatives didn't produce their intended results. Trust is challenged and often broken whenever there is change. Change itself does not necessarily break trust. It is how change is managed that causes uncertainty and often leads people to question the intentions of their leaders. When trust erodes, relationships and performance are compromised. Learn how to reverse the negative consequences of change, engage employees and improve performance. This dynamic, highly-interactive and informative program will help you learn specific methods and concrete strategies to build and rebuild trust, engage employees to successfully navigate change and improve business results.

Program Elements:

Understand the impact of change on trust and develop a common language to put issues on the table and talk about trust.

Create a shared understanding of trust; what it means and the behaviors that *build* trust.

Learn how trust is linked to employee resistance, engagement, morale, accountability.

Understand behaviors that *break* trust and how they get in the way of results.

Learn how to use broken trust to actually *build* morale, empower people, heighten accountability and develop skills to successfully navigate change.

Gain skills for *rebuilding* trust to overcome resistance, drive engagement, morale, and accountability.

Program Benefits/Outcomes:

Understand how the dynamics of change impact trust and what you can do to effectively navigate and minimize the negative consequences of change.

Learn what trust means, the behaviors that build it, the behaviors that support employee engagement and the organization's ability to adapt quickly to changing market conditions.

Learn the behaviors to build trust during change, how trust is broken and the seven steps to rebuild and sustain trust once it has been broken.

Learn to eliminate trust busters and overcome obstacles to getting work done and improve performance.

Learn how to measure and monitor trust within your organization or team with research based survey instruments in order to benchmark progress, and achieve business objectives.

Learn a research-based, practically proven approach to align and re-engage employees so that the organization becomes a place where people WANT to produce!

Bio: Dr. Dennis Reina along with his wife, Dr. Michelle Reina, are cofounders of The Reina Trust Building Institute, and leading authorities on helping leaders build, rebuild and sustain trust to produce business results. They are authors of the award winning book, *Trust & Betrayal in the Workplace: Building Effective Relationships within Your Organization*, 2nd ed, Over the last 15 years, their research and consulting practice has supported such organizations as American Express, Boeing, Johnson & Johnson, Kimberly Clark, Kodak, Nokia, Sandia National Labs, Texas Instruments, Walt Disney World, US Army Corp of Engineers, US Treasury, US Army Chaplaincy, US Dept of Education, US Office of Personnel Management, Johns Hopkins Medical Center, Dartmouth-Hitchcock Medical Center and Middlebury College and Harvard

3-Hour Workshop: Building Conflict Competent Teams

Overview: This interactive session will look at the challenges and opportunities that conflict presents to teams. Audience participation will be sought to explore conflict attitudes and what the attitudes say about the kind of conflict people experience in teams. Approaches for creating the right climate for effective conflict management and developing constructive communication approaches for achieving it will be explored. We will use stories to illustrate key developmental opportunities.

Learning Objectives: Recognize the value conflict can bring to teams when it is effectively managed. Develop approaches for creating the right climate in teams to address conflict constructively. Create norms to support team collaboration around conflict. Understand why teams face conflict and how team member attitudes can affect outcomes. Adapt constructive communication skills to virtual and global team settings

Level: Intermediate - Sustaining or reviving initiatives

Bio: Craig E. Runde is Director of New Program in the Special Programs division at Eckerd College. He oversees the division's Center for Leadership and Conflict and its Conflict Dynamics Profile® assessment instrument. Craig's first book with co-author, Tim A. Flanagan, was *Becoming a Conflict Competent Leader* (Jossey-Bass and The Center for Creative Leadership, 2007). His second book, *Building Conflict Competent Teams* (Jossey-Bass and The Center for Creative Leadership, 2008), looks at how teams obtain the benefits and minimize the harm that comes from conflict. It explores how teams can create the right climate for addressing conflict, as well as utilize constructive communication skills they to deal with it. Endorsements for the book include: ". . . A comprehensive, thoroughly

researched guide to the crucial and inevitable role conflict plays on a team.” Patrick Lencioni, author of *The Five Dysfunctions of a Team*. “Conflict happens on the best of teams. *Building Conflict Competent Teams* shows team leaders as well as team members how to constructively tackle the challenges that come when people disagree. This book is a must read for anyone who wants to lead, or belong to, a high performing team.” Ken Blanchard, co-author of *The One Minute Manager*® and *The One Minute Entrepreneur*™ Prior to working at Eckerd College, Craig was the director of the International Center for Computer Enhanced Learning at Wake Forest University and a manager in research and development at West Publishing Company. He has a B.A. from Harvard University, an M.L.L. from the University of Denver, and a J.D. from Duke University.

Michael Spivey

Stewart Room 218 C

Abstract: Within organizations projects are the method for bringing the company’s vision to fruition. They are the way that work gets done and change is accomplished. And within every project, there is the need to formally or informally collaborate within the project team and with others who are key to the success of the effort. Project meetings provide a means for collaborative thinking, discussion, and deliberation that is invaluable in getting project work done. Yet we seem to have a dysfunctional relationship with meetings. We need them, but hate them. And we may have too many of them. A recent survey of professionals from corporate, government, defense, education and non-profit sectors found that we spend approximately 50% of our time in meetings. Unfortunately, most of the meetings we’ve attended fall way short of their potential. So how do we change meeting habits, and deliver meetings that achieve objectives and use business resources wisely? The answer is to apply appropriate meeting techniques within the entire meeting process (including meeting planning, delivery and follow-up) and engage the right meeting facilitator. Skilled facilitation end-to-end across the meeting process holds the key to making project meetings effective. The facilitator is the one who guides the meeting process – making sure everything and everyone is prepared to do their best work, managing the meeting itself, and creating useful documentation of the results. Through intentional planning, facilitative techniques, and managing group dynamics, this person can transform useless meeting time into productive results. This facilitated collaboration helps people work better together to create the outcomes and deliverables you need in a focused period of time. Our goal is simple - to help attendees become better project meeting facilitators. We will not attempt to teach attendees *how* to facilitate. To do so requires watchful coaching and feedback that simply cannot be provided in a 3-hour workshop. Rather we’ll help attendees look at project meetings with the eyes of a facilitator. We’ll discuss how to make common project meetings more productive by applying collaborative techniques, tips, and agendas we’ve found useful in our practices. And we’ll share new insights into some well-known meeting tools to help attendees learn how to actually use them to manage their meetings.

Overview: Within every project, there is the need to formally or informally collaborate to ensure success of the effort. Project meetings provide a means for collaborative thinking, discussion, and deliberation that is invaluable in getting project work done. Yet unfortunately, most of the meetings we’ve attended fall way short of their potential. So how do we change meeting habits, and deliver meetings that achieve objectives and use business resources wisely? The answer is to engage the right meeting facilitator to apply appropriate meeting techniques within the entire meeting process (including meeting planning, delivery and follow-up). Join us to obtain tips, techniques and helpful guidelines from meeting facilitation experts who will help you get your meetings back on track.

Learning Objectives: Understand the skills and competencies of an effective meeting facilitator, and perform your own facilitator self-assessment. Learn when and when not to convene meetings. Acquire basic techniques for keeping meetings on target and people engaged. Obtain a project meeting framework identifying the key project phases and the meetings that benefit most from facilitated collaboration. Learn from meeting facilitation experts – through question and answer time and review of meeting trouble-shooting guides.

Level: Beginners including: Project Managers / Change Managers, Quality Professionals, Project Team Members, Business Analysts, Facilitators and Process Engineers.

Bio: Michael S. Spivey is a senior facilitator, project manager and consultant, with special expertise in the facilitation of project work sessions which bring business and technical resources together to improve overall business performance, often in a Six Sigma environment. Mr. Spivey is also a certified PMP, working with large-scale project teams in major industries. He is the co-author of the book *“The Project Meeting Facilitator”*, published by Jossey-Bass in September 2007. Mr. Spivey is on the board of the International Association of Facilitators, and a frequent speaker at project management, quality, and facilitation conferences.

3-Hour Workshop: Team Presentation ParkerHannifin

Stewart Room 318

Lean and Teamwork a Winning Combination

James Robinson is a United States Army veteran who has worked in manufacturing for 29 years. He worked as a machinist for 18 years in close tolerance O.D. grinding and lathe work. He joined Parker Hannifin Corporation’s Aerospace Group in 1997 and is currently an AWS D17.1 Certified Welder at Parker’s Gas Turbine Fuel System Division’s Glendale, Arizona facility. James is a proud member of the CFM Team.

Benjamin DeSpain is the Global HR Team Leader for Parker Hannifin's Gas Turbine Fuel Systems-Aftermarket business, supporting facilities in Glendale, Arizona, and Malaysia. The Glendale, Arizona facility has been recognized within Parker as a leading model in empowerment and engagement. Ben holds bachelor degrees in Human Resource Management and Economics from Utah State University and a master's degree in Human Resource Management from Purdue University. Prior to joining Parker, Ben held various Organizational Development and HR roles with several large, transnational public and private organizations.

Don Schouten is the Business Unit Manager for Parker Hannifin's Gas Turbine Fuel Systems Division Aftermarket facility in Glendale, AZ.. Don has 23 years experience with Parker Hannifin Aerospace, 18 years in manufacturing engineering and operations in the OEM business, and the past 5 years in the aftermarket segment. Don holds a bachelor of science degree in Manufacturing Engineering from Cal Poly Pomona, CA , and a master's degree in Business Technology from University of Phoenix.

Mehran Ferdowsian

Stewart Room 320

3-Hour Workshop: Develop A Meaningful & Sustainable Global Competitive Advantage By Operationalizing Ethics In Your Organization

Abstract: The proposed session has been developed specifically for corporate executives and is in the process of being sent to approximately 300 Fortune-500 corporate leaders worldwide. This comprehensive study provides a thorough explanation and a required, missing, and practical solution to effectively address a number of complex and costly people/organizational issues that continue to baffle and repeatedly impact organizations:

The difficulties associated with making "a good decision" and having people stand behind a decision as if it were their own.

The challenges associated with transforming conjecture into certainty; subjugating egotism, partisanship, and prejudice; and obtaining wholehearted acquiescence to the majority vote.

The challenges associated with delivering a continuous flow of innovative products and services.

The crisis of ethics, corporate scandals, and our inability to effectively operationalize ethics in organizations.

The environment of mistrust that has gridlocked employee-employer relations to a point where neither side trusts the other to do what is right, truthful, fair, and equitable.

The problems dealing with commitment, discipline, effective execution, and the inability to move an organization very cohesively in a single direction.

These problems have diminished our ability to compete in a global society by defocusing the workforce, draining corporate resources, and by nurturing an excessively competitive, stressful, and ineffective work environment. To effectively address these problems, we found that organizations need to operationalize ethics which is at the root of these problems and infuse or "build in" the means to address the issues as the workforce/organization evolves. As you will see, this holistic approach is designed to develop a verifiable global competitive advantage. The comprehensive and total solution we have enclosed has leveraged a century of proven and time-tested learning, essential new best practices, and a set of universally-acceptable ethical laws to close the gaps and provide a meaningful and lasting solution that meets the needs of a global society. The approach we are taking has assembled in one place the right set of ingredients or building blocks of solutions to develop a mutually beneficial and lasting employer-employee win-win situation. Employers win because they are able to develop a meaningful and sustainable competitive advantage enabling them to effectively compete and thrive in a global society. This competitive advantage is derived from three things: 1) the development of a disciplined, committed, and ethical workforce; 2) the ability to deliver a continuous flow of innovative and unique products and services; and 3) the capability to execute well and deliver superior results cohesively. Employers win big as well because they are given the opportunity, the encouragement, and the means to achieve meaning, purpose, and the greatest financial/material success right at work as they make the greatest contributions to their professions, their organizations, and the society. In essence, we have engineered a reciprocal, self-regulating, and self-correcting process that gains momentum and is strengthened over time. The value of this solution is that it does not address one or two issues and ignore the other critical and linked issues. Unfortunately, these problems are dependent and married together in a way that they cannot be addressed separately in a meaningful way. Experience has taught us that addressing any of these problems in isolation will greatly diminish the effect of the solution and result in frustration, disappointment, and alienation. A simple analogy would be to start the framework of a house before completing the foundation. Similarly, it would be senseless to believe we can address the problems associated with decision-making, commitment, or even innovation before we have established a solid foundation of ethics. A century of industry learning and best practices indicates that the blueprint laid out in this research study will be inevitably followed by successful companies worldwide. We believe time will tell and history will judge that there is no greater leadership responsibility or opportunity before us.

Overview: Develop greater commitment and loyalty to the whole by providing a grander purpose for work/life, meaningful service, and organizational success.

Build a solid ethical foundation and infuse essential ethical laws/principles into every aspect of organizational governance (e.g., core values & decision-making).

Enable the workforce to achieve meaning and purpose right at work as they make the greatest contributions to their organization and the society.

Enable management to effectively develop people and leverage the collective energy and competence of the workforce to deliver superior results.

Enable the organization to achieve a meaningful and sustainable competitive advantage by delivering a continuous flow of innovative products and services.

Enable the organization and the workforce to execute well, deliver superior results, and move very cohesively in a single direction.

Learning Objectives: Learn to address very chronic, debilitating, and costly people/organizational issues.

Learn to institutionalize/operationalize essential ethical/moral laws or principles.

Learn to develop a meaningful and sustainable global competitive advantage.

Who should attend?

CEO & Board of Directors

Directors or VPs of Human Resources

Directors or VPs of Organizational Developments

Directors or VPs in charge of Corporate Ethics

Directors or VPs in charge of Organizational Innovation

Human Resource Managers & Representatives

Corporate change agents

Corporate Managers & Leaders

Level: Advanced – Taking it to the next level, transforming, cutting edge

Bio: Mehran Ferdowsian is the founder and general manager of Nur Management Consulting firm. He has over twenty-five years of hands-on industry experience at the national and international levels. During this period he has worked on programs/projects dealing with R&D, engineering, manufacturing, customer support, training and human resources, and effective business operations. Prior to forming his own consulting firm, Dr. Ferdowsian has worked for a Fortune-100 company, owned and managed a small business, and taught a variety of business and engineering courses. He has led teams in developing mission-critical factory automation systems and value-added people and organizational development programs. He holds a Doctoral degree in management and organizational leadership, a M.S. degree in CIS/MIS, and a B.S. degree in Computer Science. Combined, his rich and diverse work experience and academic background have enabled him to integrate R&D, engineering, manufacturing, customer support, training and workforce development solutions to help organizations develop a sustained global competitive advantage.

3:00-3:30 p.m. **Break** Stewart Room 302

3:30-5:00 p.m. **Concurrent Sessions** Stewart Rooms

Dennis Reina

3-Hour workshop continued

Craig Runde

3-Hour workshop continued

Michael Spivey

3-Hour workshop continued

Mehran Ferdowsian

3-Hour workshop continued

Michael Donovan & Barry Rubin

Stewart Room 314

Ten Pitfalls In Managing Change And Best Practices For Avoiding Them

Abstract: Many organizations are implementing improvement initiatives. Managing these changes in today's complex global business environment is a significant challenge. Many of these change initiatives fall short of expectations because they fail to deal adequately with the underlying culture of the organization. The presenter has over 25 years experience in helping leading companies implement team based culture changes. Over the years, he has identified several common pitfalls to successful culture change and has seen practical examples of how to overcome them. Reflecting on these pitfalls and proven strategies can help leaders strengthen their change initiatives.

Overview: If your organization is struggling to implement a team based, high performance culture you will want to attend this session. We will look at 12 common pitfalls to successful culture change and examine best practices for overcoming them. The best practices are drawn from field experience in companies like: GE, Ford, KLM Airlines, Miller Brewing, Xerox, Honeywell, Proctor & Gamble, Hallmark Cards and many others. Participants will have opportunities to share their best practices and use an assessment tool to enhance their change management strategy.

Learning Objectives: Participants will learn:

Why culture change initiatives (i.e. High Performance Teams, Six Sigma, Lean Manufacturing, Total Quality Management) often fall short of expectations.

2 specific pitfalls that undermine successful culture change

Best practices for overcoming these pitfalls from successful companies

To access their back home change initiative to identify opportunities for improvement.

Level: These are valuable lessons for those getting started or those who have change initiatives underway but want to enhance them.

Bio: Dr. Donovan is currently a Professor of Management at Schiller International University teaching Organization Behavior and Human Resource Management.

He was formerly the CEO for an international consulting and training firm that specialized in designing and implementing high performance work teams. His clients included: KLM Airlines, Department of Defense, Miller Brewing, GE, Ford, FCI Connect Asia, 3M, Xerox, Hallmark Cards, Harley Davidson, Allstate Insurance, Lucent Technology, Honeywell and many others.

He was a charter member of the Association for Quality and Participation and served on the association's Board of Directors. He has published over 30 articles on teamwork, quality improvement, and self managing teams. He is a frequent speaker at national conferences.

Dr. Donovan received his Ph.D. from Case Western Reserve University in Organization Behavior and has had post doctoral training in Six Sigma and Lean Manufacturing.

Bio: Barry Rubin Barry is the President of TeamPath, Inc. a consulting and training firm specializing in the design and implementation of high performance organizations. Barry has over 20 years of experience in consulting and training where one of the primary outcomes is the achievement of a performance-oriented, flourishing team-based operation. TeamPath conducts its work nationally and internationally.

His clients include: Hanes Menswear, Honeywell, Lucent Technologies, Delphi Automotive Systems, Merck, Robertshaw Controls, FEMSA Mexico, Tyco Safety Products, General Electric, AMETEK Aerospace, Ford Motor Company, and York International to name a few.

Tuesday, September 16

Breakfast available in Stewart Room 302 from 7:30-8:30 a.m.

8:30-10:00 a.m. **Keynote address**

Fowler Hall

Deborah Dunagan

Innovation at IBM

Communities and Innovation – Building and sustaining ‘living systems’ of capability

As new business models are emerging and will continue to emerge in the 21st century, it is critically important to find new and more meaningful ways to design, deploy, measure and report the impact these models, system designs and activities - inherent in collaborative, knowledge and innovation based systems and Communities of Practice - are having on the business and the people who work there. New approaches and new patterns of thinking are needed to ensure we can interpret and understand what is going on in our business environments and that we can assess, measure and communicate in ways meaningful to our objectives and to how we work.

Ms. Dunagan’s work in Innovation, Intellectual Property and Communities of Practice is focused on a living systems approach - including how to create, sustain, assess and leverage them from this mindset. Ms. Dunagan will share her work with Communities as design elements and components of larger eco-systems of capability and explore with you how businesses, organizations and societies can effectively create, sustain, measure and leverage the value and the impact of these systems. She will also share with you how to design them for high impact – which is key to ensuring they are sustainable, able to support performance objectives, and provide strategy enablement – both in operationalizing strategies and in continuous strategy development. Ms. Dunagan will speak to how communities can be Key Performance Enablers in our Business Models - enabling Innovation, Learning, Asset development and re-use, Method – use and quality, Collaboration, Knowledge, Skills and Professional development, as well as Thought Leadership and cultural transformation.

Ms. Dunagan will discuss her work in designing and applying measurement systems and approaches – including the Community Capability and Maturity Model, Capability and Maturity Assessments and Health and Sustainability Indicators she developed and has used in her work at IBM.

Bio: Deborah Dunagan specializes in creating and implementing business transformations designed to enable organizations and industries to operate successfully in the emerging and changing marketplace of the 21st century. Ms. Dunagan’s work is specifically focused on building innovation and intellectual property capabilities, aligning performance and learning strategies with business strategies, and building and sustaining environments and cultures that operate as eco-systems and enable innovation and creativity as part of the business strategy. Her work includes building capabilities through the integration of people, processes and technology to enable organizations to sense and respond to changes in the marketplace, reduce cycle times for learning and time to market activities, provide input to business strategies as “iterative strategy development” and to build trust and social capital within the business environment. Ms. Dunagan is an expert in Communities of Practice, learning organizations, strategic issues management, knowledge management, organizational design and change, business strategy, building innovation capabilities, business and cultural transformation and industry convergence. She has held several leadership positions since joining IBM in 1997. Most recently she has held the position as Global Leader for Intellectual Property Management as part of IBM Research and has led the Global Methods Program and the Global Community of Practice Program for IBM. The Methods and Community programs focused on business and individual performance enablement of IBM’s people and business strategies and the transformation of IBM’s business model to build and sustain new capabilities. Ms. Dunagan is a member of the Leadership Team of the IBM Virtual Universe Community (VUC), the VUC Skills and Expertise Team, the Community Leader of the HumArciteer Community – a Community of IBMers who are focused on architecting and engineering for Human experience and the Leadership Team of the IBM Community of Community Leaders.

Prior to joining IBM, Ms. Dunagan was the President and Chief Operating Officer of the Reddy Corporation International, a strategic issues management organization providing strategic and competitive insights and intelligence to over 150 utility companies in 14 countries. Her career experience spans several major industries - the electric industry, telecommunications industry, the publishing industry, and the entertainment industry.”

Ms. Dunagan has developed and promoted the vision and concept of the “Nurturing Corporation,” “Tribal Management,” the “Electrification Industry” - A new industry for the 21st century,” “The Global Media Network” and “Wave Marketing.” She has served as a speaker at key industry conferences in the US, Australia and Europe, and has published works on her vision as well as issues management, knowledge management, organizational change, industry convergence and competitive business issues. Ms. Dunagan’s most recent publication is about her work with Communities of Practice, including the art and thinking involved in assessing “living systems” and can be found in “IBM Lessons Learned” - *Knowledge Management: Systems Implementations: Lessons from the Silicon Valley* – Publisher: Chandos Publishing Oxford Ltd – (January 2008). She also recently appeared on the MIT Enterprise Forum telecast – “How Virtual Worlds Will Transform the Way We Do Business” – (February 2008).

Communities and Innovation – Building and sustaining “living systems” of capability As new business models are emerging and will continue to emerge in the 21st century, it is critically important to find new and more meaningful ways to design, deploy, measure and report the impact these models, system designs and activities – inherent in collaborative, knowledge and innovation based systems and Communities of Practice – are having on the business and the people who work there. New approaches and new patterns of thinking are needed to ensure we can interpret and understand what is going on in our business environments and that we can assess, measure and communicate in ways meaningful to our objectives and to how we work. Ms. Dunagan’s work in Innovation, Intellectual Property and Communities of Practice is focused on a living systems approach – including how to create, sustain, assess and leverage them from this mindset. Ms. Dunagan will share her work with Communities as design elements and components of larger eco-systems of capability and explore with you how businesses, organizations and societies can effectively create, sustain, measure and leverage the value and the impact of these systems. She will also share with you how to design them for high impact – which is key to ensuring they are sustainable, able to support performance objectives, and provide strategy enablement – both in operationalizing strategies and in continuous strategy development. Ms. Dunagan will speak to how communities can be Key Performance Enablers in our Business Models – enabling Innovation, Learning, Asset development and re-use, Method – use and quality, Collaboration, Knowledge, Skills and Professional development, as well as Thought Leadership and cultural transformation. Ms. Dunagan will discuss her work in designing and applying measurement systems and approaches – including the Community Capability and Maturity Model, Capability and Maturity Assessments and Health and Sustainability Indicators she developed and has used in her work at IBM.

10:00-10:30 a.m. **Break**

Stewart Room 302

10:30-Noon **Concurrent Sessions**

Kevin O’Brien & Craig Erickson & David Clay

Stewart Room 218 A B

Keys to teams; Create a culture of teams through distance at Boeing

Abstract: This workshop will fit into both the “Developing a Collaborative Culture” and “Mass Collaboration” in two ways. 1. The Keys To Teaming are directly focused on building an environment/culture that is conducive to teaming and high performance through enhancing Trust, Belonging, Influence, and Recognition. It includes the use of Lean practices as an integral part of the development of the desired culture/environment. 2. The practical foundation through which to build the culture/environment is Dialogue for Understanding. The use of true dialogue creates the person-to-person link that is required to establish trust and a sense of belonging and to allow influence among all team members.

Overview: In this session, you will learn *Keys To Teaming*, a dialogue-based model to transform organizational culture into a trusting, collaborative system where people thrive. There is a brief overview of the model and time for skill practice of *dialogue for understanding*.

Q&A is welcomed and time will be given to identifying opportunities for application. About 2/3 of your time will be spent in participation including a lively ice breaker, skill practice, and small group conversation.

Learning Objectives: You will understand 5 key elements for an effective, collaborative, and human organizational environment You will recognize the value of *dialogue for understanding* as a critical factor in organizational change.

You will be able to distinguish between *discussion* and *dialogue*.

You will know the value of intentional management of the organizational culture as a leadership priority.

Who should attend? Leaders/managers, HR, Organization Development Specialists, Change Agents

Level: Beginning - Launching new initiatives

Bio: Kevin O’Brien is the lead coach for Manufacturing Services an organization of 2000 people at the Boeing Company. Kevin is the chief author of the Keys ToTeaming Model. He has consistently provided dialogue training as a foundational skill for people who are part of newly forming teams.

Bio: Craig Erickson has been the Team Coach for the Tool Construction area of the 777 Program. He has helped 11 work groups develop into organized, effective teams. Craig is a strong contributor to employee involvement in the Manufacturing Services organization. He has served as mentor and trainer for many others who have embarked on the role of team coach.

Bio: David Clay is a Team Coach and newly a manager for the 747 Tool Construction area. He has helped 9 work groups to become strong, organized, and effective teams. His contributions have mirrored Mr. Erickson’s. David is a strong voice for leaders developing as coaches to move away from the traditional role of manager.

Panel members: **Mehran Ferdowsian, Jack Jennings*****The Technology That Supports Virtual Teams***

Executive Director, Organizational Effectiveness, Talent Management and Leadership Development

Abstract: A recent organizational analysis at a Fortune 500 Defense and Aerospace company provided a sobering picture when looking at the number of leadership team members eligible to retire over the next five years. When this was coupled with an honest analysis of the leadership talent pipeline, it was clear that aggressive measures needed to be taken to ensure the organization had leadership talent ready to step into top roles as the baby boomers began to retire. This session provides a methodology for launching a retirement risk mitigation program. Two key elements - Succession Planning and Knowledge Transfer Planning - will be discussed. But simply understanding vulnerability and the current state of your talent pipeline isn't enough. Further, traditional Leadership Development programs that stretch out over many years won't necessarily bridge the gap. To that end, a design for Leadership Acceleration Programs will be presented. In this session you will learn about an approach for analyzing retirement risk and instituting a retirement risk mitigation program involving succession planning, knowledge transfer and a leadership acceleration program. You will be provided with a design and methodology, and will participate in an experiential exercise that demonstrates the leverage that an acceleration program can provide.

Objective: Learn how to analyze your organization's retirement risk

Level: Advanced - Taking it to the next level, transforming, cutting edge

Leadership & Ethics

Bio: Lori Bradley is Executive Director--Organizational Effectiveness, Talent Management and Leadership Development for Wyeth, a Fortune 200 Pharmaceutical company. She previously served as Executive Talent Manager for Raytheon Space and Airborne Systems. Previous consulting clients have included Boeing, MBNA, Nokia, Xerox, First American Financial Corporation, DHL International, Xerox, VHA, the Veteran's Administration, Wellmark International, the City of Denton, Texas and the City of Arlington, Texas Parks and Recreation Department. Lori is Co-Editor of *The Handbook of High Performing Work Teams*, a recent release from Jossey-Bass/Wiley.

Mehran Ferdowsian***Correcting Chronic Decision-Making Problems Through Effective Collaboration***

Abstract: The proposed session has been developed specifically for corporate executives and is in the process of being sent to approximately 300 Fortune-500 corporate leaders worldwide. This comprehensive study provides a thorough explanation and a required, missing, and practical solution to effectively address a number of complex and costly people/organizational issues that continue to baffle and repeatedly impact organizations:

The difficulties associated with making "a good decision" and having people stand behind a decision as if it were their own.

The challenges associated with transforming conjecture into certainty; subjugating egotism, partisanship, and prejudice; and obtaining wholehearted acquiescence to the majority vote.

The challenges associated with delivering a continuous flow of innovative products and services.

The crisis of ethics, corporate scandals, and our inability to effectively operationalize ethics in organizations.

The environment of mistrust that has gridlocked employee-employer relations to a point where neither side trusts the other to do what is right, truthful, fair, and equitable.

The problems dealing with commitment, discipline, effective execution, and the inability to move an organization very cohesively in a single direction.

These problems have diminished our ability to compete in a global society by defocusing the workforce, draining corporate resources, and by nurturing an excessively competitive, stressful, and ineffective work environment.

To effectively address these problems, we found that organizations need to operationalize ethics which is at the root of these problems and infuse or "build in" the means to address the issues as the workforce/organization evolves. As you will see, this holistic approach is designed to develop a verifiable global competitive advantage.

The comprehensive and total solution we have enclosed has leveraged a century of proven and time-tested learning, essential new best practices, and a set of universally-acceptable ethical laws to close the gaps and provide a meaningful and lasting solution that meets the needs of a global society. The approach we are taking has assembled in one place the right set of ingredients or building blocks of solutions to develop a mutually beneficial and lasting employer-employee win-win situation:

Employers win because they are able to develop a meaningful and sustainable competitive advantage enabling them to effectively compete and thrive in a global society. This competitive advantage is derived from three things: 1) the development of a disciplined, committed, and ethical workforce; 2) the ability to deliver a continuous flow of innovative and unique products and services; and 3) the capability to execute well and deliver superior results cohesively.

Employees win big as well because they are given the opportunity, the encouragement, and the means to achieve meaning,

purpose, and the greatest financial/material success right at work as they make the greatest contributions to their professions, their organizations, and the society. In essence, we have engineered a reciprocal, self-regulating, and self-correcting process that gains momentum and is strengthened over time. The value of this solution is that it does not address one or two issues and ignore the other critical and linked issues. Unfortunately, these problems are dependent and married together in a way that they cannot be addressed separately in a meaningful way. Experience has taught us that addressing any of these problems in isolation will greatly diminish the effect of the solution and result in frustration, disappointment, and alienation. A simple analogy would be to start the framework of a house before completing the foundation. Similarly, it would be senseless to believe we can address the problems associated with decision-making, commitment, or even innovation before we have established a solid foundation of ethics. A century of industry learning and best practices indicates that the blueprint laid out in this research study will be inevitably followed by successful companies worldwide. We believe time will tell and history will judge that there is no greater leadership responsibility or opportunity before us.

Overview: Develop greater commitment and royalty to the whole by providing a grander purpose for work/life, meaningful service, and organizational success. Build a solid ethical foundation and infuse essential ethical laws/principles into every aspect of organizational governance (e.g., core values & decision-making). Enable the workforce to achieve meaning and purpose right at work as they make the greatest contributions to their organization and the society. Enable management to effectively develop people and leverage the collective energy and competence of the workforce to deliver superior results. Enable the organization to achieve a meaningful and sustainable competitive advantage by delivering a continuous flow of innovative products and services. Enable the organization and the workforce to execute well, deliver superior results, and move very cohesively in a single direction.

Learning Objectives: Learn to address very chronic, debilitating, and costly people/organizational issues. Learn to institutionalize/operationalize essential ethical/moral laws or principles. Learn to develop a meaningful and sustainable global competitive advantage. Who should attend? Advanced Level

CEO & Board of Directors

Directors or VPs of Human Resources

Directors or VPs of Organizational Developments

Directors or VPs in charge of Corporate Ethics

Directors or VPs in charge of Organizational Innovation

Human Resource Managers & Representatives

Corporate change agents

Corporate Managers & Leaders

Jack Jennings

Vetiquette: What Is The Etiquette Of Virtual Teams?

Abstract: In today's virtual workplace, "vetiquette" or virtual etiquette needs to be in place to provide standard properties of conduct to enable collaborative capabilities within a virtual team. The attendees will gain knowledge of how to merge their current meeting skills into the virtual workplace.

Bio: Jack Jennings, has over 25 years of experience in both technical and managerial roles within Information Technology (IT). Over the past eight years, as an IT Operations manager, he has led many virtual teams and studied extensively on the subject of virtual teams. He was a member of the Virtual Collaboration Research Group (VCRG) Advisory Board and Collaborative Work Systems Consortium, which were associated with the Center for Collaborative Organizations at the University of North Texas.

Cynthia Cantu

Stewart Room 218 C

What's Wrong With THAT Generation?

Abstract: For the first time in history, four generations are sharing the workplace at the same time. To some people, it does not feel like there's enough room for such different perspectives to co-exist peacefully. While there are many differences among the Veterans, Boomers, X-ers and Y-ers that can cause confusion, aggravation and frustration, there are also many unique qualities that promote innovation and collaboration if we can get past the differences! Come experience a high-energy, experiential learning session where we recognize and appreciate the differences each generation possesses and learn practical ways to focus on those in a positive way.

Learning Objectives: Understand characteristics of Veterans, Baby Boomers, Generation X, Generation Y

Learn WHY they act the way they do

Identify common barriers and uncover unique qualities of each generation

Learn practical ways to collaborate and innovate across generations

Level: Who should attend? Everyone!

Recession Proof Your Operations: Applying Sustainable Organization Design Principles to Achieve Co-accountability in Tough Times

Abstract: Stagflation? Recession? Are we in one? Out of one? Is it just us? or is it everyone? Uncertainty can be the most debilitating enemy of a workplace. The current economic conditions have created challenges which When faced with uncertainty, business often adopt a deer in the headlights decision making – everything comes to a halt. Stalemate.

In this session we will look at trends in sustainable system thinking can help workplaces breakthrough inactivity and helplessness. Using a southeast US chemical facility as an example we will also see how these ideas can be put into practice quickly and profitably.

The session will be interactive allowing participants an opportunity to learn from each other as well as from the presenters cases.

In this session we will look at:

How to recognize the headlight warning signs in your workplace

How learnings from sustainable designs can help in times of organization uncertainty.

The Daily Operating System - An example of applying sustainable systems approach to a chemical manufacturing facility that created quick sustainable results.

The six feet around you – finding ways to change what you can change.

Participants will leave with an assessment tool for their operations and a set of ideas for attacking the stalemate inside their operations.)

Bio: Recognized as a leading authority on the design and development of high performance organizations, Mr. Bennett works with organizations facing significant change. He is the founder and CEO to Pyramid Organization Development International, a global provider of development support.

Mr. Bennett pioneered large-scale “fast cycle” organization redesign, the creation of new systems for global product development and innovative virtual team structures. Due to his international experience he is often called to help multinational and culturally diverse organizations needing to overcome the barriers standing in the way of success.

As an author, Mr. Bennett has written many professional articles appeared in numerous conferences related to organization success issues.

Best Practices In Team Collaboration: A Global Perspective

Abstract: As Cummins became an increasingly global business, the IT function supporting this business model had to become a global function. This combined with having enough resources and skill sets to meet the demand required a new way for IT teams to collaborate across the globe – different time zones, languages, and cultures.

Overview: Anyone working in a global organization today is faced with working across geographical and cultural boundaries. When this diversity is present within a working unit such as a project team, collaboration is crucial. Cummins faced this challenge when we began outsourcing IT projects to our Indian Joint Venture partner. Our presentation will discuss how these global teams can be used to leverage scarce skill sets and resources to deliver benefit to the business. Also we will talk about how participating on these teams can be an enriching cultural experience for the participants. Although our focus will be on IT teams, the experiences that we will discuss are applicable to any global team environment.

Learning Objectives: Learn how team collaboration can benefit a global business. Learn how to leverage scarce skill sets and resources to the best advantage. Learn how to embrace cultural diversity to create a vibrant organization. Who should attend? CIO's, IT directors, HR directors and anyone challenged with managing global teams.

Level: Beginning

Bio: Jane Richardson joined Cummins Inc. in 1997 and is currently Executive Director, Corporate IT. She is responsible for developing, implementing, and supporting IT applications globally for all Corporate Groups at Cummins – Finance, Human Resources, Communications, Social Responsibility, IT, Legal, Quality, Enterprise Risk Management, Strategy, and Purchasing. Her responsibilities also include management of Cummins Enterprise Programs including global implementations of applications for Finance, Human Resources, Indirect Purchasing, Employee Portal, Identity Management, Customer Support Excellence, and Product Data Management. Her group also provides central technical support to the Mainframe and EDI environments. Prior to joining Cummins in 1997, Jane worked for NCR Corporation for 16 years, 8 of which she spent working in Europe. At NCR, she held various positions in Internal Audit and in IT Management. Jane has a B.S. in Mathematics & Computer Science from the University of Kentucky, an MBA from Wright State University, and a Master's Certificate in Project Management from George Washington University. She is also a trained Six Sigma Green Belt. Jane and her husband reside in Columbus, Indiana.

Bio: Sukhvinder (Sukhi) Mehta is currently Associate Vice President and Client Partner – Industrials. He is accountable for client services including customer satisfaction and business development in the Industrial vertical. He leads a customer facing team to deliver IT, Engineering and BPO solutions that leverage the global delivery platform for existing and new customers. Prior to joining KPIT Cummins in 2000, Sukhi had extensive experience in the distribution and service industry managing various aspects of the business including sales, customer support, operations, marketing, and eCommerce. Sukhi is an engineer by profession and enjoys travel and music. He resides in Columbus, Indiana with his wife and daughter.

David Thornton

Stewart Room 313

The Workplace Skills Initiative: Ensuring A Highly Skilled Workforce And Improving Productivity In Workplaces

Abstract: Announced in 2005, the Workplace Skills Initiative (WSI), a Government of Canada funding program that to date is supporting 28 innovative projects that test and evaluate partnership-based, outcomes-focused approaches to skills development and human resource practices for employers and employed Canadians. The WSI encourages and supports Canadian employers to invest in the skills of their employees and seeks to inform federal labour market policy and programming. The results of projects funded are intended to assist employers and employees to enhance the skill levels of their organizations, respond to constantly evolving workplace requirements, and support their abilities to generate and apply new ideas for increasing the productivity of Canadian workplaces. Presently, a third WSI Call for Proposals is underway, inviting eligible sponsors to submit proposals addressing: **Skills Shortages** through skills development and human resource practices in the workplace; and **Workplace Environments**, allowing applicants to capture other ways employers can affect productivity based on work design and other changes in Canadian workplaces.

Overview: By attending this presentation you will learn about a Canadian initiative to test innovative approaches to skills development and workplace environments and their impacts on workplace productivity. You will gain an understanding of the range of workplace projects that are on-going and their approaches on partnership building and employee engagement. You will also be provided within an overview of the framework for the **Workplace Skills** initiative and anticipated results of projects, particularly in relation to small and medium-sized enterprises (SMEs). Following the presentation, there will be time for an interactive question and answer session.

Learning Objective: Participants attending the session will:

Increase their understanding of innovations programming in the Canadian Federal Government;

Learn about innovative projects that test promising outcomes-focused approaches to skills development and human resource practices for employers and employees*;

Gain an understanding on how federal programming is looking at ways to generate and apply new ideas for increasing the productivity of Canadian workplaces*; Be able to gain an appreciation of the range of tools and workplace best practices emerging from the projects.

Level: Government officials (federal and state), Directors, vice presidents, policy makers, researchers, team leaders and members, union representatives, trainers, organizational development specialists, lean and six sigma professionals, plant managers, change agents, facilitators, program and project managers, human resource professionals and consultants.

Bio: David Thornton is currently the Director of the Innovation Program in the Skills and Employment Branch of Human Resources and Social Development Canada. His responsibilities, in this position, include the management of the Workplace Skills Initiative and the Pan Canadian Innovations Initiative, the Department's two major innovations funding programs. He holds a PhD in Demography and Statistics and prior to joining the federal public service held professorial appointments at the University of Waterloo and Dalhousie University. His career in the public service has included senior positions focusing on the Canadian census, health protection and promotion, the Canada Student Loans and workplace learning and essential skills.

Noon-1:30

Lunch

Purdue West Faculty Lounge

1:30-3:00

Concurrent Sessions

Trina Heofling

Stewart Room 311

Customers For Life: Developing & Maintaining Long term Customer Relations

Overview: This is a workshop you will want implemented in your organization. Focusing on 90 minutes that double as a planning session with your team in mind, resulting in a draft improvement plan for your organization.

Learning Objectives: Identify the value of "lifetime" customers

Analyze your current Customer Service Strategy

Clarify widely held customer retention myths and truths

Identify 8 Basic Principles of a Customer Service Strategy

Ask simple but profound questions of yourself and your company which lead to company practices which support long term customer relationships

Level: This workshop is for you if you want to maximize your financial and nonfinancial investment in getting and keeping the “right” customers – ensure that every customer interaction is handled in a way that leads to long term, profitable, committed customer relationships- desire a company culture which lives and breathes

Bio: Current title: Organizational Psychologist, Executive and team coach, and Business Growth Consultant. Ms. Hoefling has over 25 years experience in organization development, management consulting, coaching, and training. She is also the author of Working Virtually: Managing People for Successful Virtual Teams and Organizations, now in its 2nd printing, and chapter author of The Handbook of High-Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries. Her primary consulting work involves expanding people’s bandwidth through improving collaboration, systems and processes. Her specific work includes organizational assessments, organizational and team consulting, shadow consulting, individual coaching, implementation of virtual work initiatives, and speaking engagements. She has presented internationally on many subjects, including virtual work, creating and maintaining cutomers for life, deveoping bench strength, collaborative organization efficiency, and virtual teaming. Trina holds two M.A.s in Industrial / Organizational Psychology and Communication with a group and business emphasis.

Dave Ashton

Stewart Room 218 C

3-Hr workshop: *Vision Quest: The Collaborative Tool That Empowers Everyone*

Abstract: Whether your business is under performing, on the right track, or reaching new heights we are all looking for new tools to help us reach a new level of success. We will walk you through a tool that can be used in any business or industry to capture the hearts and minds of your workforce and encourage everyone to have a stake in driving change. We will show you how to turn vision into reality through consensus, action and accountability. So come join the group as Dave Ashton & Mike Boyer from Safari Glass Inc. & b.i.p. Inc teach everyone from the shop floor operator to the CEO how to use a different kind of involvement tool and learn why all you have to do is, “carve away everything that doesn’t look like a duck”.

Overview: During this 3 hour interactive session you will explore the concepts of Operational Excellence, Psychology of Communication, and the power of Vision. You will participate in exercises that are designed to help you use these concepts to drive improved performance in your own organization. You will come away with a tool to capture the hearts and minds of your employees and the knowledge to use it.

Learning Objectives: To understand Operational Excellence and how to use the concept.

To understand how people hear what you are saying.

To understand the power of vision and how to use it. (Carve away everything that doesn’t look like a duck!)

Level: From CEO’s to Supervisors, this workshop is ideal for all people who influence others.

Bio: Dave Ashton brings 24 years of manufacturing management experience, 17 years in tier 1 automotive supply, to this year’s conference. He is a developer and educator of lean manufacturing systems, collaborative work systems, and production operating systems. He has led a manufacturing plant through it’s lean journey, implemented a collaborative work system in an automotive supply business, and started 3 businesses from the ground up.

Mike Boyer comes with 28 years of management experience and is a hand’s on manager who understands the shop floor and is a developer of people. His passion is directed at data driven production systems and the empowerment of the shop floor personnel. He works as a business improvement manager to assist companies in capturing the hearts and minds of their workforces and is a co-owner of The Leadership Institute.

Michael Donovan

Stewart Room 218 A B

Teamwork Competency ...The Power to Make the Teams You Work on Effective

Abstract: Teams have become a way of life in organizations. Your personal effectiveness is impacted by your skill in working in a team environment. Much has been written about the processes and dynamics of effective teams. But the focus on group dynamics has obscured a basic truth . . . that it is the behavioral choices of individuals that make teams effective. Teamwork is an individual competency. This workshop will focus on the Competency of Teamwork. This workshop will use video scenarios to help develop and practice observation and intervention skills.

Overview: More and more teams are used to get work done. Your personal success in large measure depends on your ability to make the teams you work with effective. Teamwork is first and foremost an individual skill. In this session you will learn about what it means to “be competent” in teamwork. The session will help you develop the knowledge and skills to help the teams you work on succeed. Using video based situations you will sharpen your skills in observation and interventions. Whether you are a team leader or member you will learn how to use your power to make a difference.

Learning Objectives: Participants will learn:

Learn what it means to be competent in teamwork.

Understand how your “mindset” can limit your effectiveness.

Learn a framework for positive action.

Practice making astute observations of group dynamics and behaviors.
Practice making interventions that impact the dynamics of a group.
Assess your teamwork competence as a leader or member.
Identify personal goals for improving your competence.

Level: Team leaders and members or change agents supporting teams

Bio: Dr. Donovan is currently a Professor of Management at Schiller International University teaching Organization Behavior and Human Resource Management. He was formerly the CEO for an international consulting and training firm that specialized in designing and implementing high performance work teams. His clients included: KLM Airlines, Department of Defense, Miller Brewing, GE, Ford, FCI Connect Asia, 3M, Xerox, Hallmark Cards, Harley Davidson, Allstate Insurance, Lucent Technology, Honeywell and many others. He was a charter member of the Association for Quality and Participation and served on the association's Board of Directors. He has published over 30 articles on teamwork, quality improvement, and self managing teams. He is a frequent speaker at national conferences. Dr. Donovan received his Ph.D. from Case Western Reserve University in Organization Behavior and has had post doctoral training in Six Sigma and Lean Manufacturing.

Jim Rollo & Dan Prock

Stewart Room 322

3-hr workshop; Lean Leadership - Sustaining A Lean Culture

Learning Objectives: Establish roles of team leaders, supervisors and value stream managers in sustaining a lean culture. Develop a standard work calendar for managers. Develop a lean team empowerment plan.

Bio: James Rollo is the president of Competitive Advantage Consultants, Inc. He has over 25 years of Organization Development experience, including 10 years of internal consulting experience with Cummins Engine Company. James specializes in the design and implementation of organization improvement strategies, leadership development, and team facilitation. He has worked with a wide variety of organization types in both union and non-union settings, and possesses international training experience. Some of his clients include: General Electric, Cummins Engine Company, Lakeland Regional Hospital, Rohm & Haas, AT&T, Alcoa, Lubrizol, the City Government of Kansas City and NASA. He has written "Techniques of Successful Self-directed Teams" and "Performance Management."

Bio: Dan Prock is a strategic change consultant with a degree in engineering, two advanced degrees in psychology and 30 years of experience in consulting on organizational improvement initiatives. He spent eight years as an internal consultant at Cummins Engine Company at two locations and two years at General Motors as the Director of Technical Audit for the C-4 technology program. He has extensive expertise in the lean enterprise principles pioneered by Toyota applied to manufacturing, project management and administrative processes. He presently a consultant on lean implementation projects coordinated by Jeffrey Liker author of the "Toyota Way."

3:00-3:30

Break

Stewart Room 302

3:30-5:00

Concurrent Sessions

Stewart Room 314

Jim Godsey

Expediting Innovation Through Group Intelligence

Abstract: For more than 15 years, GroupSystems has expedited innovation with structured group intelligence technology to help teams achieve remarkable group collaboration. Our ThinkTank product provides the ideal environment for real-time and virtual interactive group collaboration for project management, requirements definition, strategic planning, vendor evaluation, risk assessment and more. Brainstorming with group intelligence software is especially valuable in situations where anonymity and structured dialogues help you (i) determine who knows what, (ii) empower all participants to think and contribute outside normal boundaries, or (iii) engage all individuals in creative or problem-solving objectives, rather than only the same active few. Our group interactive technology appeals to project managers, product managers and developers, strategic planners, supply chain leaders, assessors of risk, and sales and marketing managers.

Overview: GroupSystems, the world leader in Group Intelligence and Decision-Making Technology, is enabling innovation at more than 300 of the leading global companies, government agencies and higher education institutions. In this session, case studies on three GroupSystems customers- Pearson, IBM and Proctor & Gamble will be presented. Each a case study will highlight the business challenges faced, the innovative solutions chosen and the game changing results realized. Following the case studies, the audience will engage in a quick exercise that will clearly demonstrate the strength on group intelligence and collaboration.

Learning Objectives: Learn how to harness the wisdom of crowds through Group collaboration technology.

Level: all

Bio: Vice President, Marketing Channels. Jim Godsey is responsible for all GroupSystems marketing and channel sales activities. With 30 years of software industry marketing, product management and business development experience, Jim brings proven success in global marketing, revenue generation and organizational development. Previously, Jim has held a number of executive and senior management positions with several software industry leaders, including Harris Corporation, PeopleSoft, J.D. Edwards, D.H. Andrew and others. Through his leadership, multiple millions in sales revenue have been generated with global marketing campaigns, strategic alliances and global pricing programs. Jim holds a Bachelors of Arts and Science in Computer Science degree from the University of Hartford.

Paul Burton

Stewart Room 218D

Social Network Analysis In Organizations V2

Abstract: An informal structure exists within organizations that falls outside the Organization Chart. Within this informal structure, employees connect to each other, transfer knowledge, and provide greater value. This presentation will review primary components of social network analysis (SNA) including centrality, structural holes and brokerage; provide a group discussion around individual networks and degrees of influence; review the benefits and applications of SNA in practice; review SNA tools and software, and provide an overview of current trends and issues in the field.

NOTE: this presentation is not intended to provide a review of Web 2.0, social network websites or collaborative tools.

Learning Objectives Individuals will learn basic foundations of social network analysis and an overview of networks in organizations. Examples of network analysis in practice will provide the learner an ability to understand real-world applications of SNA. A group exercise will be provided to enhance the learner's understanding of their personal and work networks. An overview of actual SNA tools and software will provide an introduction to how an analysis is conducted, and provide guidance on practical implications on performing such activities with clients. A review of trends and issues will enhance the learner's knowledge of current areas of interest in the field.

Bio: Paul Burton, Ph.D., is Senior Program Manager for Raytheon Company with over 20 years experience in Information Technology. Dr. Burton has focused on transformational change and the adoption of new technologies for major organizations. His expertise includes current trends in technology including network analysis, Web 2.0 and collaborative tools, performance improvement, and technology adoption. His Doctoral research focused on components of social networks as enablers of performance in organizations. In addition to Raytheon, he has served as an Organizational Change Consultant for Computer Sciences Corporation (CSC), and held various roles in Information Technology at Electronic Data Systems (EDS). Industry experience includes financial services, government, oil & gas and defense, with international experience in Europe and the Middle East. He holds a Ph.D. in Applied Technology and an M.B.A. from the University of North Texas.

Dave Ashton

Stewart Room 218 C

3-hr workshop continued

Jim Rollo

Stewart Room 322

3-hr workshop continued

Cary Wren

Stewart Room 313

The Power of Floor Driven Team Problem-Solving In an Uncooperative Environment

Panel members: Willy Knight, Sylvester Mayo, Wren, Martin

Abstract: The process has significantly enhanced communication within teams and has significantly accelerated the number of identified and resolved issues impacting cost per unit. The process utilizes a clear Problem Solving Model and structure that has been used to replicate success in various areas of the plant. Creativity exhibited in the form of the collaborative efforts teaching Kaizen within a union environment, or "Continuous Improvement through Collaborative Efforts" (CI-CE) Collaboration at associate levels leads to enhanced perceptions within the teams and in leadership. Dramatically higher problem solving velocity and quantity than was anticipated (average of 20 issues resolved per month). Primary obstacle overcome has been reluctance from Union leadership to encourage collaboration in wake of contentious strike, and management reluctance to promote process other than grudgingly (Except at Plant Manager level, which has helped drive). **Overview:** In the late 1990's, Goodyear-Danville launched the Lean Journey utilizing the TDMS process (Team Daily Management System), material pull and Kaizen activity. Most of the improvements were not sustainable due to the penchant for Brownfield plants to focus on modification of existing systems and processes, and failure to fully engage the workforce, relying instead on a top-down improvement roadmap. In 2007 Danville focused on applying problem-solving through the TDMS process, with the focus being the generation and resolution of daily issues, rather than a simple shift start-up meeting (as TDMS was originally developed). By creating a floor leadership model that focused on identifying issues and employing

the team problem solving model to address them, the improvements are sustainable and meaningful to the associates, creating high interest by other areas in the plant and leading to auto-generation of the process.

Learning Objectives: Understand the ways to organize floor-level team leaders around a vision

Engaging the workforce for Kaizen culture in an uncooperative environment

Communicating progress and needs to leadership

Relating success in the engagement process to the Tue North metric

Level: Intermediate - Sustaining or reviving initiatives Executives, Plant and/or Operations Managers, Front Line Supervisors, Team Leaders, Change Agents, and anyone struggling with sustaining team oriented problem solving culture in a Bargaining Unit. This session is appropriate for team members, team leaders, supporters of team cultures, change agents and their Leadership. This session will be most beneficial for audiences seeking to learn more about sustaining or reviving initiatives.

Bio:

Willy Knight, CI Coordinator

20 yrs service, DDM Operator

Experience: Labor trainer, Safety Rep., Ergonomics committee, TIP facilitator, Plant Newsletter member, C.I. Coordinator

Sylvester Mayo, CI Coordinator

29 yrs service,

Experience: Maint Craftsman, Behavioral Safety Coordinator,

Executive Board Member,

Cary Wren, Kaizen Supervisor & Champion

30 yrs service,

Experience: TIP coordinator, Manufacturing Team Leader, Production Specialist, Area Manager, Kaizen Supervisor

Kyle Martin, CI Manager

27 yrs Manufacturing Experience

Experience: Product Design & Development Engineer, Operations Manager, Telecommunications, Automotive & Tier 1 Supply Supply market segments, Continuous Manager Goodyear Tire & Rubber Company.

Dave Braga

Advanced workshop; Boeing

Stewart Room 311

Wednesday, September 17

Breakfast available in Stewart Room 302 from 7:30-8:30 a.m.

8:30-10:00

Concurrent Sessions

Terry Price

3-hr workshop: Leadership Ethics

Stewart Room 218 AB

Bio: Terry L. Price, Associate Professor & Associate Dean for Academic Affairs, specializes in leadership ethics and moral psychology. A philosopher with grounding in psychology, Dr. Price focuses his teaching and research interests on applied ethics. He also studied politics on a John M. Olin Fellowship at the University of Oxford. In addition to leadership ethics, he has taught business ethics, medical ethics, and contemporary moral issues.

He is currently working on a book on everyday leadership that provides a moral analysis of the reasons leaders give for breaking the rules. This book is under contract with Cambridge University Press and is scheduled to appear in 2008.

Lori Foster Thompson

Using Virtual Immersive Environments To Promote Distributed Collaborative Learning

Stewart Room 311

Abstract: Virtual immersive training environments, such as those provided by videogames, represent a *creative* approach for enhancing employees' motivation to learn job-relevant knowledge and skills. Single-player videogames can facilitate independent learning, and multiplayer games can be used to bring geographically dispersed employees together for *collaborative* learning. Using virtual immersive environments for training can *positively impact business* results by helping geographically distributed employees stay engaged in training that will lead to the development of critical job knowledge and skills. When implemented ineffectively, this type of training can promote frustration and dampen motivation. When implemented effectively, this type of training can *exceed customer expectations* by encouraging employee engagement in a remote learning environment otherwise prone to inattention and social isolation. *Replication* and modification of such training initiatives are enabled through a clear understanding of the processes and challenges involved in implementing a videogame-enhanced training program. In addition to providing an overview

of virtual immersive training environments, the current session touches on the challenges and concerns associated with this learning approach. The benefits of any such training initiative must be weighed against its costs and *obstacles*, which will be carefully considered during this session. It is important to note that this talk is not a wholesale endorsement of the use of videogames for training employees. Rather, this talk considers the benefits and drawbacks of this training approach, as determined by the research literature and the speaker's experience working with a consulting firm contracted to evaluate the use of videogames to teach foreign language skills to U.S. military personnel.

Overview: The increasing need to maximize the geographic flexibility afforded to trainees creates a growing demand for distributed training solutions that are not confined to a physical classroom. Come to this presentation to acquaint yourself with the use of virtual immersive environments, such as videogames, to promote learning among dispersed trainees. An overview of this training technique will be provided, along with opportunities for audience participation in discussions about using this approach to develop employees.

Learning Objective: Describe how virtual immersive environments can be used to train employees.

Explain how virtual immersive environments can benefit learners.

Summarize key challenges and concerns associated with the use of virtual immersive environments for training.

Discuss how virtual immersive environments can be integrated with other forms of training to promote collaborative learning.

Who should attend?

This session is appropriate for anyone interested in training and development and / or the use of virtual immersive environments, such as videogames, for collaboration and interaction. For example, this session is suitable for trainers, human resource professionals, industrial/organizational psychologists, and researchers with an interest in innovative uses of technology for employee collaboration and development.

Level: Beginning - Launching new initiatives

Bio: Dr. Lori Foster Thompson is an Associate Professor of Psychology at North Carolina State University (NCSU) with a Ph.D. in Industrial/Organizational psychology from the University of South Florida. Her research, teaching, and consulting work relate to employee reactions to emerging technologies, organizational surveys, and multisource (360-degree) feedback. She also studies careers. She has published articles, chapters, and a book on a variety of these topics and has consulted in settings such as law enforcement, the military, and the utilities industry. Before joining NCSU, Dr. Thompson worked for Personnel Decisions Research Institutes (PDRI) and spent 5 years on faculty at East Carolina University. She has been a Senior Research Fellow at the Army Research Institute's Fort Bragg field office since 2001. Her editorial board memberships include *The Industrial-Organizational Psychologist* (TIP), the *Journal of Organizational Behavior*, and *Ergonomics*, where she is Associate Editor.

Phillip Ayoub

Stewart Room 313

How To Organize And Manage Creative Work

Workers And The Workplace In The Knowledge & Open Innovation Environment

Abstract: In this session you will explore challenges in the organization and management of innovation in new product development and will learn basic research strategies and techniques for assessing creative work, workers and workplace in your organization. In conclusion, you will be able to answer what does the shift from industrial- to knowledge-work really mean for creative work, workers and the workplace in my organization? What are the challenges I may face in how I organize and manage innovation? And how can I assess my organization's creative work, workers and workplace in order to improve innovation?

Overview:

Learning Objectives: Understand how the shift from industrial- to knowledge-work and the move toward an open innovation environment has influenced the way companies are organizing and managing creative work, workers and the workplace.

Understand new challenges facing creative work, workers and the workplace.

Learn basic research strategies and techniques for evaluating creative work, workers and workplace in your organization and how to use this information to improve innovation.

Level: Managers, consultants and other practitioners in R&D and new product development teams

Managers and consultants interested in knowledge management, organizational development and innovation strategies

Bio: Phillip Ayoub is currently completing his Ph.D. in Information Sciences and Technology at the Pennsylvania State University. His research focuses on creativity and innovation with particular emphasis on organization design and management, decision making, and the use of information and technology in the workplace. He has worked with and studied various research and new product development groups in aerospace, computer software and hardware systems, clothing and apparel, office furniture and equipment, services, and theme park entertainment.

Leadership Wellness, Results; Impacting Your Productivity, Culture And Bottomline

Abstract: Impacting your Productivity, Culture and Bottom Line

Overview: What's wellness got to do with leadership? Everything! At this dynamic session, learn how innovative employers are utilizing wellness as a business strategy. Minimizing health care costs are imperative to the financial health of most organizations. Learn how wellness effects not only individual health but also impacts the culture and organizational health of the organization. Employers will walk away with ideas on how to incorporate wellness into their long term business strategy.

Learning Objective: Define wellness as a business strategy and the financial, organizational and cultural benefits as a result. Explore the integration of leadership and culture to promote organizational health.

Outline health care costs (where we have been, where we are headed and why) and offer ideas on how to incorporate wellness initiatives. Who should attend: Directors, vice presidents, trainers, human resource professionals, change agents, facilitators, internal/external consultants, team members, team managers, change agents supporting teams, and anyone who is interested in adding value to their employees, their culture and their bottom line.

Level:

Bio: Terry White's area of expertise is in leadership development. She was previously a National Education Director for a Fortune 500 company where she became a certified coach and leadership development instructor through the faculty of the Center for Creative Leadership. She is a certified facilitator of Myers Briggs, CPI 260, FIRO-B and others, and has extensive experience in coaching and developing others. She has a degree in business from Sam Houston State University and is a certified Wellness Coach through Cooper's Institute in Dallas, Texas.

Bio: Mary Golaboff is a former VP of Human Resources for a Fortune 500 company and a VP of Operations. She has extensive experience in human resources, marketing/sales, coaching, and team development. She graduated from Texas A&M University with a degree in business and is a certified wellness coach through the internationally recognized Cooper's Institute in Dallas, Texas. She also holds the following certifications through Cooper's Institute: Health Promotions Director, Coaching Healthy Behaviors in Children, and Personal Trainer.

10:00-10:30

Break

Stewart Room 302

10:30-Noon

Concurrent Sessions**Terry Price**

Stewart Room 218 A B

3-hr workshop continued**Kris Taylor and Mike Cassidy**

Stewart Room 314

Creating A Culture Of Innovation And Execution

Abstract: Achieving and sustaining a competitive advantage requires three essential dimensions: a meaningful, clear purpose, an effective strategy and cultural capability to sustain the advantage and strategy over time. In this session, we will explore the important role that organizational culture and capability plays in a company's success in the markets it serves. We'll explore how to: Successfully identify the key elements and necessary attributes for key leadership positions. Develop people in each of those key areas through a multi-faceted approach that involves assessment, action learning, coaching, and support.

Link this initiative to achieving and sustaining business results

Examples will be drawn from well known companies as well as from the real life, hands on work done by Kris and Mike in a Central Indiana manufacturing firm.

Overview: Have important changes in your organization failed or stalled? Is organizational culture the problem? Come learn the impact of culture and explore examples of successful companies with strong cultures that, allow them to execute, innovate and sustain their competitive advantage. Benefit from hearing about Package Right, a local manufacturing organization, where a focus on moving to a culture of execution resulted in a leading market position, higher productivity, reduced expenses and lower turnover.

Learning Objectives: Define the concept of culture and how it defined the character of companies, both internally and externally. Describe how companies can sustain on-going competitive advantage and strong strategy execution through aligning their organizational culture to one of execution and innovation

Bio: Kris Taylor, President, CPLP, SPHR, is the president of K. Taylor & Associates; a consulting practice that helps organizations successfully navigate the human side of strategically oriented change. She has 27 years experience in the field of organizational change and development, learning, training and human resources, including 15 years with RR Donnelley. In the past 3 years, K. Taylor & Associates has provided change management services for seven ERP projects (three global), two cultural change transformations, a Fortune 200 company merger and assisted two learning and development functions move to a business partnership role. Clients include Package Right Corporation, Wabash National, Lilly, Cummins, Indiana Farm Bureau, Madden Communications, Henriott

Insurance, Wisconsin Superior Printing Group, Clarian, Integrys, Purdue University, the Department of the Army, Gerald Murphy Cancer Foundation, Atlas, and Tippecanoe Community Health Clinic. Kris received her Masters degree in Organizational Development and Human Resources Management from the Krannert School of Business at Purdue University.

Bio: Mike founded Fortress Strategy Group after 21 years of experience as a successful CEO - 17 of which were at a company he founded, Package Right Corporation. Mike has faced all of the challenges CEOs encounter and he led his company to a position of leadership in its markets. As a 'student of strategy' over the years, Mike has read much of the published academic thought on strategic management as well as the published "how I did it" stories of well known CEOs who have achieved great success. In his work, he analyzed these thoughts and devised ways to implement them in his everyday business. In addition, Mike worked with various professional consultants over the years to help him address those areas beyond his expertise. His purpose was to combine their talents with his to achieve and maintain the leadership position he had carved in the market. In his business, Mike's advice on strategy was frequently sought by customers and suppliers. Mike was convinced that his process had value for others in any market. Mike sold his company to the two senior members of his talented management team in the fall of 2007. He then further developed and refined his System and launched Fortress Strategy Group to bring these winning practices to others.

Mike holds a degree in Management from Purdue University and attended the Indiana University Kelley Graduate School of Business. He currently teaches Entrepreneurship and Innovation at the Burton D. Morgan Center for Entrepreneurship at Purdue University. Mike is also a board member of a local Community Foundation, on the board of Package Right Corporation and a permanent member of his Parish Council.

Ken Finley

Stewart Room 313

Using A Behaviorally Anchored Collaboration Assessment Tool

Abstract: Participants will assume roles of either Managers, Customers, or Individual Contributors to simulate assessing a team's collaborative strengths and weaknesses. During the session participants will evaluate the domains selected for the evaluation tool and the behavioral anchors used.

Learning Objectives: Given a behaviorally anchored assessment tool, participants will evaluate team behaviors related to collaboration.

Given an initial evaluation, participants will assess gap among management, customer, and contributor perceptions of collaborative readiness.

Given a collaborative gap analysis, participants will create goals for desired collaborative team behaviors.

Bio: Ken Finley, Performance Measurement Analyst, is a Certification Program Manager and Performance Measurement Analyst for the multi-national Check Point Software Technologies Ltd., a software security company specializing in firewalls, virtual private networks, and endpoint security technologies. Ken is responsible for the global certification of network and enterprise security professionals. He is also an adjunct faculty member at Collin College. Ken is past president of the Dallas/Fort Worth chapter of the International Society of Performance Improvement (ISPI) and has written numerous articles and papers on the issues of process and human performance for ISPI's Performance Improvement Journal and for the American Society of Training and Development's Perspectives newsletter. Ken wrote "Accelerating Cultural Change" for In Action: Cases in Transfer of Learning and "Transfer of e-Learning" for Beyond Transfer of Training: Engaging Systems to Improve Performance. Ken received his Bachelor of Arts in Speech Communication from West Virginia University, and his M.S. in Computer Education and Cognitive Systems from the University of North Texas. Ken is currently working on his doctoral dissertation on the importance of structured interactivity in e-learning in Applied Technology and Training Development at the University of North Texas.

Alan Randolph

Stewart Room 322

Taking Teams To The Next Level: Collaborating & Empowering For High Performance

Abstract: A major challenge facing organizations today is how to deal with an increasingly complex and dynamic environment. This new world order challenges many of our assumptions about how to make organizations effective. The key to success is engagement of all employees in a company. But real engagement of employees must be done in teams to achieve truly outstanding results. Participants will complete a short exercise that demonstrates how teams can outperform individuals. We will explore a process for developing *Next Level Teams* – teams that get outstanding results with minimal input from leaders. Through sharing real life examples, participants will learn how information sharing, clear boundaries and team skills provide the tools for creating *Next Level Teams*. Participants will leave with a clear plan for action.

Learning Objectives: To understand how globalization and technology have combined to create extremely challenging business environment. To know the definition of "engagement" and the three levels of employees' engagement. To learn the characteristic of "next level teams" and how they connect with engagement. To learn how to use information sharing, clear boundaries and team skills to move teams to the next level and achieve outstanding results. To leave with a plan and a commitment for action.

Bio: W. Alan Randolph is Professor of International Business and Director of the Center for Global Business Studies in the Robert G. Merrick School of Business, University of Baltimore. Alan teaches courses in Leadership and International Business. His courses are always popular with students, because they involve application to real world situations. His graduate International Business courses help students gain real experience by traveling abroad for analysis and application to business projects. Recent trips have been to China, Brazil, Poland, Peru, Germany and England. Alan's research interests focus on Creating Cultures of Empowerment, Global Leadership Skills, International Business Challenges, and Teamwork for Better Results. He has published extensively in both academic and practitioner journals, such as *Organizational Dynamics*, *Harvard Business Review*, *Academy of Management Journal*, and *Academy of Management Executive*. Alan has also authored or co-authored eight books. His most recent book is ***GO TEAM! Take Your Team to the Next Level*** (written with Ken Blanchard and Peter Grazier, Berrett-Koehler Publishers, 2005). Alan serves as a consultant and executive educator both domestically and internationally. He has worked with such organizations as Freddie Mac, Empresa Polar (Venezuela) T-Mobile, Proctor & Gamble, Bearing Point Consultants, Banco del Trabajo (Peru), Baltimore Symphony Orchestra, Robbins-Gioia, Analog Devices, Pricewaterhouse Coopers, and Florida Power & Light. Alan received the Bachelors of Industrial Engineering degree from the Georgia Institute of Technology (1969), and the Master of Science in Business Administration degree in Personnel/Industrial Relations and Ph.D. degree in Business Administration from the University of Massachusetts (both in 1975). He speaks English and Spanish.