

The 2010 CDODN Annual Conference Leading Transformation in Complex Times

I'm going to go ahead and get started. There are plenty of open seats here. There's only one reserved table. So feel free to come closer.

Welcome to CBDON's centerpiece event, during our 25th year. For those of you that I haven't met yet, I'm Katherine, the President of CBDON. And it seems fitting to begin our day with appreciation. Appreciation for each of you, for your commitment, your commitment to your professional growth, to the field of OD, and to CBDON for being here. Appreciation for our presenters, who are giving so generously of their insights and themselves, our volunteering, our board members, and CGG staff. And appreciation to our sponsors as well. We've been fortunate to receive generous support from Vagent, our spotlight sponsor, and a partner of our all yearlong. Our sponsor Pepco, our silver strategies, Johns Hopkins Carey school and the breakfast you just enjoyed, thank you Lee Hecht Harrison, and NTL will be sponsoring our lunch. I invite you to visit with all of our exhibitors and try to connect with the resource, our advertises are offering and presenting in the conference program.

It through this collective of people and resources and support that another strong CBDON annual conference emerges. And I look forward to connecting with everyone throughout the day and especially at the end of the day, we have a closing reception.

And that will be a chance to connect about the impact, learning, insight. And hopefully this will be more than just a one-day, a

great one—day event, but will generate momentum that we can all sustain all yearlong.

So enjoy the day. Have a great time. And let me invite one of our conference co—chair to come on up and officially kick things off for us. Have a great day.

...APPLAUSE...

» Thank you, Katherine. It a beautiful day in the neighborhood. So I'm going to get you acquainted with your neighborhood here in this space, our first time using this space. You know, we always do that housekeeping stuff, right.

So I think you probably all came up on the elevator. Some of you might have walked the stairs, the stairs are right across the hall from the elevator. And then you came through the registration, down this corridor, right out this direction here are the restrooms. Very important. Today is beautiful, we didn't need coats, but there are coat racks over there too. We have session rooms on this floor. We have more session rooms on the next floor, the conference center is these two floors. You can get up to the ninth floor, either through the open stair well or going back to that elevator that was your friend this morning and take that up to the ninth floor.

On the ninth floor we have our CBDON lounge. This is an area where you can talk to CBDON members, board members and ask them what's going on, what are some of the benefits I might not have made use of yet? And get familiar with the consultant directory and mentorship and other things.

So please, take advantage of that. We have a bookstore

upstairs. A physical bookstore. And we have two of our break out rooms, which are again on this side. So if you see in your program balcony room such, balcony room such, guess what upstairs is called? The balcony, that's upstairs.

Coming back down again, we have more books available, a range of books available online. So our online bookstore is at the registration desk. And it's just a nice chance to pick up something that you weren't thinking about while you're here thinking about it.

Okay, so that's our space. Good time for me to remind you about your noise makers. There's always at least one of us who has forgotten at the last minute. So let's turn them to not so noisy, please. And now I want to orient you to the day. So we are about, when I stop talking, we're about to have our wonderful keynote address. We will then have a break. And we'll go into our morning set of concurrent sessions. And you'll decide, based on what you have in front of you which room you're going to. Then we'll be back here for lunch. Again, the luncheon will be set up as a buffet, you'll bring your lunch in here, we'll have a speaker at lunch and recognition at lunch. And then there's a change in our program. In the break that immediately follows lunch, that is when we're going to have our book signing by Diana Whitney, it will be out by the registration desk, so you might want to stop and pick up her book.

Then we have our first set of concurrent sessions. We have a break mid-afternoon and Bangen is presenting something of interest to us during that break. Then we have our next session of concurrent sessions and then that closing session.

You'll probably just want to catch up with old friends and new

friends at that closing reception. You might also want to process the day. And if you're interested in that, we'll have some signs up with some suggestions for conversation sessions about the day. So, look for those conversation stations if you have time to do that.

Deep breath. It is now my joy and my honor to introduce to you our keynote speaker for this wonderful day. Dr. Diana Whitney is presentation of the Corporation for Positive Change. She's a founder emerita and holds the distinguished posts in institutions of higher education. She's recognized internationally for her consults and as a thought leader in the fields of appreciative inquiry and positive change.

And appreciative leadership. She's built her career around large—scale high engagement work. She is working to change the conversation wherever she is and she is a voice and a force for hope and positivity in these times. So I'm honored to bring to you Dr. Diana Whitney. Welcome, Diana.

DR. DIANA WHITNEY: Thank you. Can you hear me? Great. I am delighted to be here. I spoke with Emmet this morning, I told him, I can remember a number of years ago being at the national OD network conference, and the Chesapeake Bay OD local chapter won the award for chapter of the year. So I have been in my mind as doing really good things.

So I was very honored and delighted. I also however have to admit that when I thought about coming to the Chesapeake Bay OD network, I thought we would be on the water.

...Laughter...

I didn't think downtown, DC. But, country girl is doing just

fine with a little help from my friends here. So what I want to do today is talk to you about what has been called a positive revolution in change and leadership.

Now as David Cooper and I were a number of years working with then GTE, we were in a room about this size, Tom White the President was speaking, and someone in the back raised their hand and said, do you know what you're doing? Tom White a very humble man said, on my good days I do. But maybe you have some insights for me. This young man shouted out, you're creating a positive revolution around here, and it can't be stopped. We wish we had said that, now we're saying it wherever we go.

But what was interesting is, it wasn't stopped. When it came the time for the merger and GTE became Verizon in relationship to Bell Atlantic, I believe it was. Do I have it Right? Bell South —— appreciative inquiry was held up and used over and over again in local parts of the organization.

It was a positive revolution that wasn't stopped. So what has happened over a number of years is that we've looked and we've studied and we've seen that that positive focus isn't just coming through appreciative inquiry. There's another arenas. There are certainly positive psychology, how many of you are familiar with what's going on in the world of psychology?

Great, many of you know about it. I'll talk a bit about that today. What I've called the strengths movement. How many of you are familiar with the gap lop work and have done your strength finder?

Fascinating. But there's another whole list of things. Positive organizational scholarship out of Michigan that are really showing

the relationship between virtue and organizational success.

Asset based development, quite frankly in the world of development and community development, this has been around way before appreciative inquiry. Positive Deviancy, solution based therapy and creation spirituality. You can point to trends and movement in every field that you know of to say let's look another what's working, let's look at the strengths.

What I want to do today is to talk about leadership and change at the nexus of these three, appreciative inquiry, positive psychology and the strengths movement. Because they're the ones that I know best.

I'm going to share with you five strategies of appreciative leadership. I think they also could be called five strategies for leading change in complex times, the theme of the program.

I'm going to talk about inquiry, inclusion illumination, inspiration and integrity. First I'm going to jump into the wisdom of inquiry. And I want to talk to you about appreciative inquiry.

What we find over and over again is that when we bring appreciative inquiry into an organization as a process for large—scale change, the nature of questioning changes.

And so what we're saying is that one of the key strategies for appreciative leadership is positively powerful questions. And I want to share with you a story from one of my clients.

She works — she's in Canada, she works in human services. She was going off into the countryside to speak about health services. When she arrive at the airport, she was picked up by the leader of one of their first nations tribes. And he was one of the hosts of her session the next day.

And she had heard that there was controversy that the folk whose lived on one side of the river and the folks who lived on the other side of the river didn't get along. That the business is run on one side of the river and the people were on the other side of the river.

And so as they're driving, he's telling her a little bit about their area. And she turn to him in the car and says, tell me about the river that connects you. And he says, no, no, no, you don't understand. The river divides us. We are divided and the river is our dividing line. You know the expression "argue for your limits and then you'll meet yours". So he said that. She said, oh, he said, well you meant to say the river that divides. She says, no, no, I meant to say the river that connects you.

He got quiet, the rest of the drive was silent. The next morning she found her way to the meeting room. And was a little nervous because he was going to be the one introducing her. He got up on the stage. He did the introduction and he said, before I introduce and tell you about the credentials of our guests, I want to tell you about the remarkable person that she is.

He told the story of the question she asked. And he said, now today I want to invite all of us to think about the river that connects us. Words create worlds. The questions that we ask are powerful. And so, it's important for us to think about the nature of our questions. That's what appreciative inquiry invites us to do.

I want to share a story now that is a little bit more organization and a little bit more larger scale, a little larger scale than one leader asking one question. And it's the case of British petroleum, years ago they decided to launch a number of auto repair shops, mostly in

the U.S. After one year, they wanted to see how they were doing.

So they did a customer satisfaction survey. And what they found was that 79% of the customers were satisfied. That wasn't quite good enough for them. So they decided to do something about it. And what they did was, focus groups with dissatisfied customers. Kind of typical. It's how things are often approached. And they asked them why they were satisfied? What's wrong with us? What can we do better? Why are you unhappy? Because the assumption is, if we can figure out what's wrong, we can fix it and then they'll be satisfied. Here's what they did. They took all that information, because they must have had a consultant that said, make sure you share your survey results. And they hung all of those results in every one of their 20 some locations.

So every day employees came in and they saw what's wrong with us hanging on the walls. It did not take long before morale went down. What happens when morale goes down? Quality goes down. What happens when quality goes down? Customer service, we know those are directly correlated. Customer service got worse.

Now as it would happen, and this is part of the appreciative inquiry, I guess folklore at this point, a young man was looking for a location, a site to do his Ph.D dissertation. And he happened to be neighbors with the President of this division. And the neighbor is saying, I don't know what happened, the bottom fell out, we're doing survey, we're trying to understand, it's not getting better. So Chet said, have you ever done a survey with satisfied customers?

The President says, no, why should we, they're satisfied. So right there we have a little bit of a logic that's not so high performance. He said, well, would you be willing to try? So they

went out and they did inquiry with everyone. Because you see, appreciative inquiry is based on the assumption that we've all had moments and experiences of satisfaction. I may not be completely satisfied every time I take my car in for a repair, but I have had times of great satisfaction. So we asked everyone to talk about when they were satisfied and what made them satisfied. We do what we call a "root cause of success analysis". Root cause of success. Do you know why the customers are satisfied? So what happens in this case, they did the same thing, they posted all the results, and within, what do we have here eight months, 95% of the customers were fully 100% satisfied.

Now what was interesting to me about this story is, what did they learn about customer satisfaction in auto repair? What do you think? Your car gets fixed. It probably gets fixed the first time. The cost is reasonable and it's what they told you it would be. You're treated well. Here are a couple of things that I found quite intriguing, you're treated well. The coffee in the waiting room is really good. Makes a difference. The cleanliness of the restrooms makes a difference.

So now they posted all this specific information, yes, we want to talk to the person who is working on our car, not the receptionist who gets us a service agent, who talks to somebody else who talk to the car person.

And they posted all that information. And now people are able to look and say, coffee tastes — we don't even give them coffee, that's a good idea. Why don't we set up a little coffee pot? Or clean bathrooms, we send them across the street to McDonalds. We could do something about that. So when people see what works

some where else, or according to someone else, they can do it. They can replicate it. They can adapt it. They can make it their own and make it better. A traffic principle, plants grow to the light. That's 7th grade experiment where kids put their — they plant seeds, they put some of them upside down, and they still grow up to the light.

People are just like that. We grow toward the best we know. So if we have models, we know that. What's mentoring about? Role models. All right. We know it. But we don't always think about putting that into our inquiry.

So appreciative inquiry is the study of what gives life to human systems. Organizations, teams, relationships, people. When we are at our best. Now I want to be really clear, I am not saying that we are always at our best. Right. Appreciative inquiry doesn't have an assumption that the world is great. It is not a Pollyanna process, it's a process that says, the world is not what we want. It's a mess, right. I mean, I would say not only are these complex times, they're pretty awful times.

But what appreciative inquiry says is, the best way to create the realities in the world that we want is by studying exactly what we want. Studying who we are at our best, becoming knowledgeable and wise about the way things work when they're at their best.

So you can see kind of dictionary definitions to appreciate is to recognize the best. Love that act. Appreciation. But have you also noticed that interesting other definitions of appreciations is to go up in value. Well, when you acknowledge performance it goes up in value in the minds of the person performing and those around

them.

When you acknowledge, you look great in hats. You probably already know that one. I'll go shopping and buy more hats if we all tell her that. So we are relational and recognition matters.

Inquiry is exploration, investigation, but it's also the willingness to be open to new things. So you know the kind question where somebody asks you a question but you know they already have the answer in their mind and they're just trying to find out the same thing you know. That's not a inquiry, that's called a set up.

Inquiry is when you really are curious. You really are open to know and to wonder, why does that person think the way they do? Why do those behaviors, or that action make sense to them?

So appreciative inquiry is an invitation to open yourself to other people, other groups in a way of seeking to understand or being curious about who they are and why the world is to them the way it is.

The interesting thing about that is as we do that, we rub off on each other. The more I learn about you all the more I will become — Chris and I know each other through the institute. We were on a phone call, he mentioned something about Secondlife. I had never heard of it. I go online, started looking on it. I'm curious about it. I went down to the lobby, I was talking to Lisa, they were talking about Secondlife, I felt like I was just right in the know. Because of a conversation, I learned something I will now move in the direction of that. Maybe slowly, but in that direction.

So appreciative inquiry is an alternative the problem solving. We are not saying, don't do problem solving as you know it. If it

works for you, for heavens sakes, use it. That's what is at the heart of appreciative inquiry. Do what works. Make it your own. But what we are saying is that over years of experience we have found some unintended consequences of problem solving and what we've called deficit—based approaches.

The first thing is that they're slow. Because as soon as you start to talk about a problem, you're looking backwards. Because it came from some where. It was yesterday. It was something that happened before now. So it tends to become distracting and slow.

The other thing that it does is it produces vocabularies of human deficit. And this is one that I think is really important. We develop our vocabularies, we develop our knowledge, we develop our ways of being based on language. And so, the more we study problems the more we develop that language.

We're good at talking about problems. We're not so good, we do not have habits of recognition, of strengths, of success. If we were to see two people and I'd say, now tell me all the things that person is doing wrong right now, you could do this, (snapping her fingers) now tell me all the things the person is doing right right now. Our vocabularies are limited.

So we find that the more we study and focus on what's wrong, the more we become experts in what's wrong. The other thing that happens is, that it creates downward spirals of energy, emotion, enthusiasm, it creates fatigue.

If for no other reason than as soon as you solve the problem, what's your reward? Another problem. So those folks who are really good at resolving problems that keep getting more to do. And it's exhausting. Then of course it weakens teamwork, it

weakens relationships. There's one that I didn't have up here, problem solving tends to create clienttized organizations. The organizations need us because we're the experts. And that's not our value in OD. We're not trying to be the experiment. We're trying to help people really do — create their own worlds and do their own work.

So we say, inquiry is the intervention. The moment you ask a question, change begins. The questions we ask are fateful, they determine what we learn. I mean, if I ask you how the weather is, I'm going to learn about the weather. If I'm going to say where did you go to graduate school, you'll learn about graduate school. So our questions determine what we learn. But more than that, they create realities as we know them.

And that's the important piece here. Let me tell you, give you an example of how that works. Imagine that I am interested in my watch broke, I think it's retrograde. Imagine I'm curious about stress in the workplace. And I come into the organization and I interview Heather, I say Heather, I'm trying to understand about all the stress in the workplace. Tell me about all the times you had stress at work. What are the causes of stress? What have you found are the best ways to handle stress? Who are the people that are most stressful. So yeah, right, so what's Heather remembering and thinking about right now. Stress. Many of you are doing the same thing because you're hearing the questions.

How do you think she's feeling.

» Stressed out!

DR. DIANA WHITNEY: So a neutral question, my innocent neutral

question influenced her thinking, her memory and how she's feeling. It doesn't stop there. She goes out and runs into Emmitt, she says, did you get interviewed yet. She says, wait until you get interviewed, it's really interesting. I started thinking about the time when we were working on that project, and we were trying to get the marketing folk, and the engineering effect, we were trying to get them all to come together, the company depended on it. I couldn't get anybody to come to our meetings. I don't know why I'm still working here it's so stressful.

My question of influence not only what she's thinking, the stories she's telling herself, how she's feeling, her physiology is changing, but I influence what we call the "interdialogue" in the organization.

I influence what people are talking about. It's not just what I do, it's what we do every day as managers, as leaders, as consultants, as parents. The questions we ask set the agenda for people's actions for their conversations.

So I met yesterday with the dean of the school of nursing, Joyce said to me, how do I get folks to move from fear to courage? Look, I've got one answer for that, study courage. Make it a conversational agenda.

Tell me about times when you really found yourself being courageous, in meetings, in patient settings, with families. How about times when you were so surprised by your own courage, tell me about risk taking. So appreciative inquiry always has an affirmative topic. It might be courage, it might be stress. But what we study makes a difference.

I could in my prior slot, I could have easily studied joyful

productivity. There's a lot of people smiling just to think about that. Appreciative inquiry is grounded in social constructionist theory. And I'm not going to go deep, deep into it. But what I want to say is the bottom bullet. First of all, meaning is made of relationships, human organizations is conversational. Tom White who I referred to earlier at one point spent a lot of time on this, he said, oh, so our organizational culture is the story we tell ourselves about ourselves.

And then we forget that it's a story. We think it's real. So he got it. So to change organizations, to create transformation change what people are talking about and this leads into the next idea, change who is talking to whom.

That's really an important one, inclusion. And for me this is something that first it's kind of a political stance. I just am tired of some of the people making up the world for all of the people and kind of trying to roll it out to us. So personally, this is important to me but in experience, inclusion is what leads to innovation.

The collective is where change often happens, the relational. So we talk about engaging with people. And I put that word "with" in red because as we have interviewed the leaders that we've worked with about appreciative inquiry and we've written about appreciative leadership, it's really interesting. It's not leaders that say go have a meeting of my people and I'll kick it off.

They are willing to say, I will be at the table with the people. I will do interviews with people. And so that willingness to be engaged with people makes a huge difference. Doesn't diminish the need for leadership and authority. But it says, we're all in this so let's participate. And so for me, the key is to get all the people

who's future it is in the conversation about the future. And we talk about inquiry among improbably pairs. So I want to share with you just a story of a bit of work I did maybe two years now in Idaho.

The Idaho State Department of education was concerned about services for students who are deaf and blind. And I got a phone call from a young woman who worked in the State Department and she said, we need to have an appreciative inquiry summit. Okay, why would we need need to have an appreciative inquiry summit. She said because one of our state legislators made a comment about three years ago that the school for student whose are deaf and blind should be closed and we should save money and provide services in other ways. And we can't, we can't get over it.

You know, there's no intention to close the school, we know we need the school, but we can't quiet the rumors. Everyone, the parents are worried, the students are worried, people who are provided services, the activist groups are really being active.

We've got to bring everybody together. So I said, all right. You seem to know a little bit about appreciative inquiry. You seem to be willing to do it. Who do you mean when you say "everybody"?

She said, well, we've got to bring the state legislature, we've got to bring the governor's office, we've got to bring the Department of Education, we've got to bring the parents, we've got to bring the faculty, we've got to bring student whose are deaf and student whose are blind , and we have to bring graduates and other people in the community, we have to bring members of our advocacy groups. I said, I'll be there.

So imagine a room about three times the size of this. And at everybody table there were six participants and two sign

interpreters. Because I didn't know this, they can only interpret for about 30 minutes, it's tiring. So in a small group discussion, they had to take turns. And I had a place where I had to stand because that's where my microphone would be optimized for people who could hear a little bit but not a lot. And it was a sign interpreter, and under the table by the way there was some guide dogs. And we had braille writers on every table along with flip chart easels and markers.

It was amazing. Talk about me being on a learning curve. And in the first morning, we asked people at their tables to turn to someone that they don't know an improbably pair, someone that they're not likely to work with or know.

And to do an appreciative interview. Their interviews lasted 30 minutes each. And they asked them questions like, tell me about who or what attracted you to education for students who are deaf and blind?

Tell me about a high point experience you've had with someone who is deaf or blind. Tell me about your vision for the services we can provide in our state and what is the role in your mind of the school in it's best form?

So we had those interviews and the room gets full of buzz and chat and everybody's talking. And at the end I said to folks, is there anyone who has just a comment. One woman raises her hand and she said, I want to introduce myself and my partner. My name is so and so, and I'm a member of the state legislature.

My partner's George. And his wife, George is a businessman in the community. And his wife went to the school for student whose are deaf and blind because she's completely blind. I came here this

morning thinking that we had to find a way to close the school.

Now having met George I am absolutely 100% convinced that we must keep the school open and we must ensure services at the level that we currently provide or better because George told me that it was because of this school that he was able to marry his wife. You can imagine the room, this was a three—day meeting, this is the end of the first morning, the room went Ahhhh.

Now we didn't have a meeting without the advocates from one side deciding to call Washington. And there was a lot controversy. But by the end of the morning of the third day, someone the room called for a vote. And I looked around to my clients and they said, let's do it.

A vote was taken on weather or not to keep the school open. And it was unanimous. The recommendations that came out of that meeting went to the State Department of Education members were there, the board of there. So they signed off on it. And they were presented to the legislative members who were there, they signed off on it. And it all moved forward.

When everyone who's future it is in the room, decisions can be made. So the key is if you find yourself saying, we can't make that decision because Joe's not here or Mary's not here, you don't have the right people in the room.

So that's the criteria. Is everybody in the room so that you've got the information and the power to make the decisions and take action? Because that will stop us. And we've all had those experiences. The third strategy we've called illumination. Bringing out the best of people in situations. So if you're going to have the guts to bring that many people together, you sure as heck want to

do your best to not have an argument with each other. You know, none of us want to create meetings and events where people raise the conflict level. We want events that really bring out the best.

And the way to do this really is through strengths. Peter Drucker just before he passed, David Cooper sat down and had a interview, and David said talk about that. And Peter said the task of leadership is to create an alignment of strengths in such a way that weaknesses are irrelevant. That's a pretty amazing statement.

Weaknesses are irrelevant. Most of our human resource processes are based on what? Finding a set of come competencies, assessing you, us, and then developing us in our weaknesses.

So we have a lot of habits that systemically built in our organizations, and have people really conjuring how to get better at something that they're probably not going to get much better at.

So buckingHam and Clifton the and the folks from Gallop said, a strength is defined as "near perfect performance in an activity". They feel easy. They increase excellence, they provide a sense of joy. We're in the flow. You kind of all know that feeling. We have those feelings. They've also said this about excellent performer, they're rarely well rounded. Doesn't that make you just want to go, yeah! We can all be excellent performers.

They tend, as Peter Drucker said, to capitalize on their strengths and minimize their weaknesses. Excellent performers tend to capitalize on their strengths. Now, each person's room for growth is in the area of our greatest strength. So we take that into consideration, we say, now what does that mean? If you put Drucker's quote and this together, Wow, we sure as heck ought to build our communities on people who compliment strengths. We've

got to know our strength, compliment strength, and by the way, I've got to learn to have patience with people who are different than me.

And not judge them because they're not like I want them to be. All right. So this notion of being strength—based is not so simple. If we really take it to heart, it means I'm willing to though that you're different from me. And I'm willing to find out what it is that gives you joy and find ways of matching my strengths and your strengths so we can do something really amazing together. And it means, I no longer get to criticize you for not being who I want you to be.

So this strength movement, if you will is a little bit of I think a challenge. The skill is to be a strength spotter. And we're going to give it a try right now. Here's how it works. You ask someone to tell you a story. And as you listen to their story, you probe. You want a story when they have been at their best when they have felt proud, when they're in the flow. All the words that are used to describe a strength.

Tell me about a time when you were in the flow, at your best, when you felt proud. Then you want to probe into what did you do? What else did you do? And who else was involved? And what did you do? How did you relate to them? You want to really get a story and listen for strengths.

Got it? So here's what we're going to do. Find a partner. Someone at your table or around behind you that you don't yet know. An improbably pair. And interview each other. I'll be the time keeper. You'll have four minutes with each person, have fun. (Interview exercise.)

Please change roles, if you have not already. Change roles.

**One more minute.
(Bell ringing.)**

Hey folks.

Thank you for your enthusiasm. Is how was that? All right. I tuck my microphone off thinking that you weren't hearing it. You weren't. You had something more important to say.

So, what — that was just three or four minutes, each person. Imagine just sitting down for 15 minutes with somebody and saying, tell me some stories about your life and about your successes.

Change requires tremendous amounts of positive energy, enthusiasm and motion. So the fourth strategy that we've talked about and written about is called "inspiration".

And one the most important emotions is hope. And it's defined in the literature as "believing in the best in the midst of the worst". The ability to see and hold the possibility that something can be better, even though it's really hard right now.

I want to talk about positive psychology, a number of you did raise your hand and you said you're familiar with it. So I'll move rather quickly through these. But Tony Seligman when he became President of the American psychological association in 1996, he asked the question, an important question, he said, what has the field of psychology been studying for the past 30 years?

And they looked back, they saw in this review of thirty years, that there were 45 ,000 studies of human depression, illness, psychosis, and if you want to become known in the field, you make up a new illness, you do research, you publish. And you add to the literature of what's wrong with human beings.

At the same time, there were only 300 studies on joy, hope and human well being. He dedicated his tenure as the President of the American psychological association to provide leadership and funding for positive psychology.

One of the people who got the largest initial grant was a woman named Barbera Frederickson, who was initially at the University of Michigan, she's now at the University of North Carolina in Chapel Hill, which is where I am too. Not the university, but Chapel Hill. She began doing research into positive notions she began to find some things that are very, very important.

And you have to understand things about appreciative inquiry, which are effective. She started with the broaden theory, when people are surrounded by positive emotion, joy, inspiration, play, fun, happiness, recognition, they tend to to broaden and build their thinking, their curiosity, their learning, their feeling of security.

And when they are surrounded by negative emotions they contract. That's the old fight or flight theory. She said positive emotions have another affect, they tun due the lingering negative emotional arousal. The only way I can describe that is to just think about myself. I'm a perfectly capable adult woman. And then I go to visit my mom.

...Laughter...

You've got it. And you know, the first day I'm still great. By the second day, I'm checking the flights to see how fast I can get out. My mom and I get along great. But we have our triggers, everyone does. We all have our triggers. But when she says, it's not that my mom has to have positive emotions, if I am surrounded by positive emotions in my life, I'm less likely to be triggered in

other places.

And it like an immune system. So positive emotions are good for us. The second phase of her research, it gets even more interesting, she then began to define certain emotions and correlate them to desirable outcomes. I highly recommend by the way her book called "positivity". And so, you know, we want in an organization, we want innovation.

Well, we need joy, play, imagination and experimentation, all that soft stuff. We want achievement. In order to have achievement we need optimism, opportunity, competence. Contentment we need to savor, to integrate. So she's really taken a look at some of the emotions. She's developed tremendous vocabulary of positive emotions. And helps us to see what they contribute to in terms of outcomes.

Next she went on and she got curious. There has been research in what makes happy marriages, John Gutman of Berkeley says, the only difference that we find in our labs between happy and unhappy marriage is the ratio of communication. People who have long-term successful marriages tend to talk five times to their partner, and about their partner. Five to one. At the same time chili is studying teens. So bark Barbera starts to study human emotions. She says, I'm curious what are the conditions human flourishing. Great word. Human flourishing. It seems that human beings seem to flourish when they're in a range that is four positive to one negative, or eleven positive to one, some where in that range.

If we get less than four positive for every one negative, we're in that constricted. We're not able to be our best or give our best. If we get over eleven to one — anyone know an organization that's

eleven to one positive?

If we are over 11 to 1, we don't believe it. Now, the interesting thing is, these ratios are not five to zero. All right. So she says that one is like a rutter. It does steer us. We do need to hear the hard stuff, the not so positive, however you would call it.

But we need to stay in a balance, it's about five to one. Interesting information. Not just when you sit down to do performance review and give feedback, but as a daily practice. Leaders need to keep that five to one. Which means not just nice job but asking questions about what you value.

So the conversations are in the affirmative. They're not critical reviews, they're not Ripping things agent for why it doesn't work, it's focused on possibilities.

Before I talk about the fifth strategy which is integrity. I want to read you the definition of appreciative leadership. The relational capacity to mobilize creative potential, think strengths, turn them into positive power, think results, to set in motion positive ripples of confidence, energy, enthusiasm and performance that made a positive difference in the world.

We interviewed hundreds of people about leadership and about what it meant to be positive. And they talked about positive actions and language. They talked about positive relationships. They talked about positive outcomes.

So people want it all. They want leaders who are good people doing good work in the world. And so, integrity is the final strategy and in many ways the most important. Because without it, you don't have anything else. And we talk about integrity as making decisions for the good of the whole. It's a path, it's not now. It's a

lifelong journey of being able to to think systemically and thinking for the good of the whole. What's really interesting is, it does start with you.

We have heard that. We've heard it a hundred times, it all starts with us. It starts with your own wholeness some that means that the practice is about taking care of yourself, being true to your strengths, knowing your strengths, being true to them, being true to your value, being true to what you're called to do.

That if you're out of your own wholeness, none of your conversations, none of the ripples you put into place, none of the decisions you make will integrity for anybody else. So often we're rushing off to take care of the world. The best way to save the planet is to save yourself.

I recently got a phone call, a colleague said, Diana you're going to want to know, Diane Ream did a interview with Jim Lare, propretty cool people. She said, Jim, you do all of this in the world, you're so busy, and you write novels, he's written about 20 novels. How do you do it? He said, a long time ago, I decided to only do what I want to do.

That's a person that's made a big contribution in the world by doing what he wants to do, not what he thinks other people want him to do. So integrity is at the heart of it all. And yes, it does mean honesty, it does mean truth, it does mean trust and all those good things.

But at the heart of it, it's really take care of yourself to take care of other people. Now you've all been wondering who my buddy is. He's going to help me tell you a story.

I told you in the begining that this talk was an invitation to a

positive revolution. And the story that we want to tell you now is the story about a elder grandfather who decided it was time to tell his grandson some things about life. And help his grandson learn about what's important in life.

And so he said to his grandson, inside each of us there are two wolves, and they are having a battle. One is a very bad wolf. He's not trust worthy, he's critical, he's judgmental. He's envious, greedy. But there's another wolf, and that's a good wolf. I don't know how to make him smile yet.

And the good wolf is positive and appreciative, caring, compassionate, trust worthy. And inside of each of us there is this battle. And the grandson listens and thinking and then he says to his grandfather, which one wins?

And the grandfather says, the one that you feed. And so, I want to give you in closing just a summary of ways to feed the positive or ways to lead transformation in these complex times.

Focus on strengths. Just let weaknesses be irrelevant, whether they're your kid or your colleague. Just let it go. Ask appreciative questions. Put your values into your questions. Ask about what you want more of. Practice a five to one ratio. When you catch yourself being angry and awful, sit yourself down and write what's wonderful. Be a strength finder. I mean, that was five minutes to hear a person's story and be able to say to them, here's what I learned about you.

Take care of yourself so that you can take care of other people. Thank you very, very, much.

...APPLAUSE...

**Kate: So we have microphones if you have a question for Diana.
A positive question.**

...Laughter...

Wow.

Question: I need instructions on how to turn this on. Is it on? I've often — I do executive coaching. And sometimes the tension between concentrating totally on strengths when you over use a strength it can be considered a weakness. So how do you come about that? Because if you concentrate so much that it tends to consume your focus, and then rolls over people. So I would just like to hear your position on that.

DR. DIANA WHITNEY: Oh, my. You all liked me until I'm going to respond to that. I think it an assumption that we over use our strengths and then they become a weakness. That's an assumption. So what we need to do is recognize that everything that we are doing, including everything I do with appreciative inquiry are assumptions about how the world works.

So if you walk around with that assumption, you're going to find people doing that. You know, it's how things are. We look through the lens of what we believe to be the case. And so, I would first of all say, don't assume that. Don't assume that. And start looking for what that person — because you're still finding a way to catch them doing something wrong. And can you put on your appreciative lenses and catch that person doing things well? And talk to them about it. Because — that assumption is just a wolf in sheep's clothing.

...Laughter...

It really is. And it just another way to catch people doing something wrong.

You're overusing your strength. So what I know about the way that strengths are being talked about is, yeah, we probably do over use our strengths. But we can grow this that area and learn to do it more. So, that's my answer.

Question: I was just going to mention a resource. Chris Peterson write "the alternative to the DSM-4". Which is a list of your strengths and sort of how they're categorized diagnostically. And he talks about what strengths look like when they're underused and overused and the range.

DR. DIANA WHITNEY: Great, and that's worth looking at. Because it will help you see something. What happens to me is if I see something doing something that's not so functional, I don't talk about that.

I find a different kind of question that will bring them to something more life giving, and maybe in my question show them that they could do it in a different way. It's all great mastery.

Question: Hi. So I've got a parenting AI question. So this came up last night with my third grader. And she's writing her first basically book report. And she was being very slow about it. And so I was like, come on, honey, pick up the pace, you've got more to do. And she said, mom, it would be much more helpful to me if you said, you've only got two sentences left to write this this paragraph

as opposed to say you have two and a half paragraphs left to write.

So my question is this —

...Laughter...

— so, clearly she's picking up something from me over the time. So here's my question. And she said, — what did she said, it was so funny. He said it's really not helpful for you to say pick up the pace. So my question is, I felt like there was a little manipulation going on there. And the truth is, it was 9:30 and she needed to go to bed, and I wanted to be positive — and I was like, well, you're right, it's really good, blah, blah, blah.

But how do you balance all that?

...Laughter...

DR. DIANA WHITNEY: I pray a lot.

» Okay.

DR. DIANA WHITNEY: I mean, you know, we're not saying don't do all the good stuff that you already know how to do. I mean, that's really important. Appreciative inquiry is the study of what works. So if you've got ways of coaching, ways of parenting, ways of being that work, that's wonderful. I mean, obviously, I start watching if there's a pattern, I mean, my kids — my son never did his homework at night. He went to bed early, he says, mom I'll do it in the morning. He got up at five o'clock in the morning without being told and did his homework, he's 40 years old and a perfectly functional human being right now. My daughter never went to bed before 10:00. And couldn't get up in the morning. I started to enjoy them instead of want them to do things my way.

It's hard. It's really hard to let people be who they are. That's the sort of bottom line, including ourselves.

It's also a delicate shift in taking something that's developed as a large group methodology, appreciative inquiry, and bring it into personal behavior is very delicate. I will actually look forward to the kinds of things that you all will write about coaching and the one-on-one work.

Appreciative inquiry is not — does not target people as the target of change. Okay. Appreciative inquiry believes in people. It says, each one of us is unique and capable in some amazing way. And in fact, each one of us needs to be in the world for the world to be what it is. And so, it targets systems and structures and community and organizing. But it says, we believe in people and if we bring them together, they can create the kind of organization that they know will work well. In the process, they change.

There's no doubt about it. But what we don't say, first we can change people in order to change organizations. So it's a very fine line when we start asking these questions about parenting and coaching and all of that. Because we're taking the methodology that was really evolved for very different purposes.

Is this kind of the one last question?

» Question.

Question: So I have introduced appreciative inquiry in any last organization, I'm slowly trying to bring it into my new organization. You — often the majority of people, this doesn't make any sense to

me, this isn't the way I think, you're ignoring all the problems, ex cetera, ex cetera. So in the spirit of appreciative inquiry, what has been your best story in terms of turning around a room and making people go, yes, I agree with you, and I want to do this in the quickest way possible.

...Laughter...

DR. DIANA WHITNEY: Actually, I appreciate that question. Because when you think about turning around a room, we always talk about some of the research in psychology, that gets some of the people. We will talk about business applications and results like, Brazil using appreciative inquiry, changing their business direction with their customers and vendors in the room. And the President of the company himself writing and saying, we got a 300% increase in revenue. So there are going to be people who want research. There are going to be people who want an experience. Never, ever, ever talk about appreciative inquiry without letting people have a five minute one way interview on something that is of value to them.

The experience is what sells it. So I mean, it's good learning theory. Some people need results, some people need research, some people need experience, some people — whatever it is. So you build your presentation to speak to all of those ways of knowing.

Thank you.

...APPLAUSE...

Kate: Thank you so very much. A fabulous kick off for our day. I'm happy to have your book already "the power of appreciative inquiry". We actually just found out, July 9th. But you can reorder

it on Amazon.

Thank you so very much. We are going to be going into a break and then into the concurrent sessions. A few of us will choose to be in Diana's session, and we will be at the front of this room so that means those of you who are visiting, you can't continue your visiting into the next concurrent session, or in this room. Okay, so you all have your choices to make. And have a wonderful day. See you at lunchtime.

(break—out sessions)

Heather: May I have your attention, please. Is everybody enjoying lunch? So, in just a moment I'm going to introduce our lunch—time speaker. So I would appreciate if we could quiet down. You get a bunch of OD folks in the room, there's always a buzz. My name is Heather Jeltz, we're co—chairing the conference this year and we are phenomenally excited and delighted to welcome you and I want to thank you so much for your presence here today.

When Kate and our conference committee and I sat down months ago to connect about what we wanted this conference to be and who we wanted to attract, it became very clear that when we looked at the theme, the conference theme of leading transformation in complex times, we felt compelled to attract a speaker for our lunchtime presentation. He was actually a leader of an organization, who had led a transformation effort in an organization.

Someone who could share the lessons learned and the wisdom that comes from taking a major strategic initiative from the executive suit to the frontline of the organization. A leader who could speak personally to our conference theme, leading

transformation in complex times.

So let me just say, we got very, very lucky today. I'm deeply honored to introduce to you our luncheon speaker, Michael Montelongo, senior vice president and chief administrative officer for Sodexo incorporated based in Gaithersburg, Maryland.

Sodexo is the leader provider of integrated food and services management services in the U.S, Canada and Mexico serving 10 million customers in 6,000 locations every day. With 7.7 billion dollars in annual revenue and 120,000 employees.

Michael has extensive experience in leadership, including service in the Senate and the Pentagon, as well as in food facilities management, telecommunications and professional services industries. He served as a Pentagon appointee's in the White House, and as assistant secretary of the Air Force.

He's developed a reputation for championing change in large organizations. Not some has Michael served in the public and private sector, he's also been a educator, teaching economics and political science at the military academy at West Point.

Today, Michael will share with us his experience and the story of Sodexo's diversity and inclusion, transformation effort. Sodexo, by the way, has been repeatedly acknowledged as one the top companies honoring the diversity in the United States. So please join me in giving a very warm welcome to our lunchtime speaker, Mr. Michael Montelongo.

...APPLAUSE...

MICHAEL MONTELONGO: Is this on? Can you hear me? Yes. Okay,

good. Good afternoon. Everybody charged up? I understand you had a fantastic, dynamic, just inspiring speaker this morning. Is that right? Wow. Well, I'll tell you what, she's made it tough. She set the bar very high. So I'm not sure I'll be able to stay with her, I'll give it my best shot. I do want to say thanks, especially for making this happen, for inviting me to be apart of your session today. You are certainly a great ambassador for the group.

I'm just absolutely delighted to be part of this program. As Katherine, whom I met earlier this morning says, you know, be part of something be you can retool, refresh and reenergize.

I must confess though that until Heather asked me to be apart of this that I had not heard of the Chesapeake Bay organization development network. And what it is that you do and what it is that you stand for.

But I suppose that somewhat makes it even, because until today, you probably never heard of Sodexo either.

...Laughter...

But we're going to fix that. I'm really, really pleased to know you because you are indeed professionals, practitioners in a field that I like to think that I have some affinity with, transforming organizations, indeed in complex times to help make them more effective, healthier and stronger.

And in our respective journeys, I'm sure that we can share quite a number of war stories. Lots of pain, lots of hard work, but out of that I'm sure you can appreciate comes great satisfaction and pride.

And today, you have a lot to celebrate and to be proud of, I understand, twenty—five years worth of helping organizations build

the capacity to survive and thrive in the midst of a certainly uncertain and rapidly changing world.

Congratulations on achieving this milestone. You really better than most know how very difficult it is to achieve long—term sustainable growth and success in today's environment. And this is a testament to your resiliency and your competence. So thank you for your contributions and congratulations also to those of you that will be honored later today. And I had the honor of meeting Bob Marshack, did I pronounce that correctly? One of the founders of the organization.

So once again, I think that — and what you didn't hear about in the introduction that Heather provided you is that I spent — and I had a conversation here with Cynthia a little earlier who had a bit in common in that her dad was a veteran of the arms forces. And I served in the Army for a career. And also had the opportunity as she sad mentioned to also be an appointee.

And certainly when you're in public service, you're not doing it for the money but you are doing it for a meaningful purpose. And when you take time to honor those that are really making substantial contributions to the mission, to the purpose it says a lot about the organization itself.

And so, when we were wearing a uniform, when we were apart of the arms forces of our country, it made a great difference to have that kind of recognition. And so today as you recognize your own for the contributions that they make to your organization, I applaud you for that. Because it is a big deal. It is a big deal.

So today I hope to contribute to your program and your body of knowledge by sharing some of the lessons learned from Sodexo's

diversity and inclusion journey.

The literature as you know, as you very well know suggest that only 3 in 10 transformations are successful. And, with that kind of statistic, I certainly hope that the insights that I'll be providing this around will be useful to you some let's get started, I'll make sure that I've got this technology straight.

Okay. Heather provided sort of a snapshot of who we are. And this is just to give you a bit more data about what we do, if you will. We are a leading provider of comprehensive service solutions, serving more than 10 million customers every day.

In corporations, in healthcare institutions, long-term care institutions, retirement, schools, higher education, government and sites. We're head quartered not very far from here, depending on traffic and what's happening on 270, I guess — I guess some of you have been up there, haven't you?

Actually, if you've been up there, off of 270 you'll see our building. It's right off of 270 it has a big sign that says Sodexo. That's where we are. We operate in the U.S, Mexico and Canada. By the way, in this next slide it will show you a little bit of our heritage as well. Because we are a global company.

Our headquarters, our parent headquarters is located in Paris, France. And we do have quite a bit of a reach. We are as it — as the statistics tell us, the 25th largest employer in the world. And our global basis, we touch something like 50 million customers a day.

And this gives you a sense for the global foot print and how we're organized. We're organized into a number of geographic zones. And the northern American component, I'm part of the

North American corporation that's head quartered in Gaithersburg. We provide our services to our customers in Canada, the U.S. and in Mexico.

And overall, worldwide we have something like 300, almost 400,000 colleagues serving roughly 34,000 clients in 80 countries.

So, why diversity inclusion for Sodexo? What was it that led to our embracing this particular focusing on this particular topic? One catalyst that contributed to the platform, it happened in 199 the, a lengthy class action lawsuit forced us really focused on some practices unfortunately that made many people both internally and externally question the integrity of our company.

But as unpleasant as litigation is, it also presented for us an opportunity. An opportunity to galvanize and transform ourselves into the company that we aspire to be. At the same time what was happening in the marketplace were trending that were signaling some interesting changes that had some serious business implications.

So to us, it became quite clear that the best way to unite our people and establish a strong sustainable organization was to embark on a comprehensive systemic and holistic diversity inclusion journey focused on building a inclusive culture, a welcoming environment, a welcoming client that embraced diversity and is one of our key and strongest competitive advantages.

But as you might imagine, as with any large muscle movement in an organization large as ours and widely dispersed as ours, we had a number formidable challenges. Someone a decentralized business model. As I explained to Heather a little bit earlier, when our people wake up in the morning they don't go to work — with

the exemption of the folk whose are working in the Gaithersburg headquarters, they don't go to work at a building that has a Sodexo logo on it. They go to work in our client sites. They go to work in our hospitals, in our client campuses, they go to work in our client corporations.

And there are a number of our employees, especially those that have been there for awhile that happen to identify more with the client culture than with us. Now that has obviously some downside. But it also has some upside, but the idea is to then balance them.

But it does pose a particular challenge when you're trying to make a significant cultural shift in the organization. Besides that, we also looked around. We looked around the leadership table and was quite clear that our leadership profile did not reflect the diverse nature of our clients and customers that we served.

So to work on diversifying our leadership, we had to attract and retain more women and minoritis into an industry by the way, that time, this is again back in the late 90's, early 20 hundred's into a industry that was not necessarily perceived as a positive career option.

So we had to the a little challenge among others. We had to not only transform and change ourselves, our people, our culture, we also had to help the industry shed that particular image.

As you well know, top performing teams — as you analyze organizations and teams that perform at a high level I think we can generally conclude that they have — they're characterized by having a healthy and strong people, process and technology platform.

There's other reasons, I'm sure, but I think that generally

speaking, we can probably hone in on the fact that those are the areas that they seem to have, you know, well integrated and aligned.

But arguably, I would submit to you that the people come home. The people component is the most critical, which explains why as you know, particularly for those of you that have clients and the corporate sector for sure, why there is a fierce battle for talent.

It's the one resource, it's the one element that indeed is in scarce supply. Top talent is in scarce supply. So, I think it's important to keep tabs on just how the workforce is changing. And so, what I've attempted to do in this particular slide and the next couple of slides is to really give you a sense of what's happening out there in the workplace, and many of you of course know some of these trends already.

So I'm just repeating some of the information that you're probably familiar with. But this also served as a catalyst for us in terms of if we're going to attract top talent, then we better create a climate that is welcoming to that client of talent.

So, this begins to tell you about the fact that there's increased ethnic diversity, greater generations, greater parity, women in leadership positions. And although this particular slide is a bit dated, the data here shows that the majority population is declining, while minority populations are rising and becoming a greater percentage of the total U.S. population.

Let me focus in for a moment on the Hispanic segment, which I know a little bit about. Let me just, a couple of factoids that you may or may not be aware of. The growth rate for Hispanic workers is six times as fast as that of non-Hispanic workers. The Hispanic

population will count for half of labor growth through 2020. 50% of Hispanic workforce is under the age of 35.

I remember when. Hispanics now constitute 15% of the nation's population. And plus, there are 4 million residents in Puerto Rico, only Mexico which has a population of 110 million has a larger Hispanic population than the U.S.

And by the way, little bit of a test here. Do you know the difference between Hispanic and Latino? Anybody? Are they interchangeable? Are they synonymous? Spain? Portugal? Anything else? Do you agree that there's a difference? Okay, anybody else? Hispanic really is a term that came out of the census activity. Many, many, years ago when — I can't even remember when, when we were putting together the various categories on the census. So Hispanic really refers to a U.S. citizen, either born here or naturalized that has Spanish decent, if you will.

Whether it's from Spain or the Caribbean or elsewhere. Latino is a broader term that Good evenings beyond just the U.S. — the person is of U.S. citizenship that had Spanish decent. So that's the difference between the two.

Finally, since 1990, the Hispanic, because we're talking about the U.S, has grown by 188%. 188%, and the purchasing power has increased to something like 415%. This slide get to the purchasing power, the economic influence of minorities.

And it might be a little bit difficult to read, apologize for that. But what I have here is factoids is that the African American community from 1990 to 2010, purchasing power has increased 222%. In the Asian community, it's almost 400%, I just told you that among Hispanics it's 415%. Here's one, consumer spending by

women —

...Laughter...

— is... no one want to venture a guess. Is that that radioactive? I have personal experience in this. My wife, my daughter. Any way, 3.7 trillion. We now have four generations in the workforce. Traditional, baby boomer, Gen X, Gen Y. I want to then skip over to the slide, because I think it's a interesting one.

And I'm not sure exactly where we have gotten — diversity — that's where we got it from. And this really just tries to provide some general characteristics of each of the different generations.

Some of them might be accurate right on, others may not be. But it gives you a flavor for what exists in the workforce today. So, just a couple of them. Traditionalist, born before 1946. What characterizes them? Employer loyalty, respect for authority, the moment was World War II, stay at home moms, the stock market crashed. Sacrafice and conformity. Baby boomers, 60 hour workweek, say it isn't so. Vietnam, the Kennedy/King assassinations. The civil rights movement, feminism, pay your dues. Gen X; work/life balance, professional development,. How many of you have been to the Johnson space center? Anybody? What do you think? What did you think of that? Did you get a chance to go through the tour there? I have the privilege of serving on the NASA advisory council. And I was there just this last week. And got to visit mission control. And the original — I mean, it's there. The original room where all of the computer screens and consoles are that were used for the apollo missions and so fort. And where they were actually — well, I think it was in that room — no it was

another one now that I think about it. There's three different rooms. There's that one, there's another one that controls the international space station, and then there's another one that does mission control for the shuttle program. And it was — we saw that one as well. It was in that one that of course had the gruesome task of witnessing the Challenger explosion. Latchkey kids, HIV/AIDS technology.

Geny. Performance—driven, the me generation, multicultural, the internet, 9—11. I—pod, Myspace, Facebook. If you run across any of this at all in your work? Now, I don't have it on this slide. Just a couple of other factoids. In terms of these generations and how they perceive leadership and work.

So, the veteran, or the traditionalist, I suppose, leadership by — see if this resonates or not, leadership is by hierarchy, the boomer consensus, the Xer is competence, and the Milenial is pulling together.

Feedback for the traditionalist, no news is good news. For us boomers, once a year with documentation. For the Xer, ask how they are doing, all the time. Millenia/, they're the gamer generation, they want to know it at the touch of a button. Work ethic, traditionalist, work hard, save money what, is play. For the boomer, work hard, play hard, worry about money.

For the Xer, work hard, only if it doesn't interfere with play sand save money. And finally for the Y, it's good grade, save money, let others pay. Having a daughter in college, I can attest to that.

Okay, balance. For the traditionalist, don't quite get it. For the boomer, it's the sandwich generation, for the Xer, want balance

now. And for the Milenial, need flexibility to create. That's what's in the marketplace. Folks that have different frames of reference. That have different ways of being motivated.

Different perceptions about leadership and work. So, with all of that, — let me just add this one other thing. A few economic factoids. Then also, was part of the input in our thinking. There is and have been a number of studies that link profitability to — and bottom line results to diversity and inclusion. Diversity to include gender diversity correlates positively with business success and financial performance.

So, with all of that that I've just covered, comprising a earning platform for change, we set out to make diversity inclusion a cornerstone for our success. At Sodexo we carried diversity inclusion a competitive advantage and a fundamental component of our long—term business strategy.

So, first we brought in the leadership, the horsepower to help us do it. We brought in my colleague and I. Truth in lending, he would have been here but for the fact that she's our global chief diversity officer, and she's in Paris working today. And she sends her regrets, she would really love to be here. So I'm the B team filling in. I'm proud to do it. I will tell you that Rahim, she's a star, she's a wonderful person and has really helped be the face of transformation in this particular journey .

She and our Sodexo leadership team used focus groups, employee feedback, our company—wide engagement survey, best practices and significant research as the foundation to launch our DNI program. A systemic — I really want you to take this away ,

it was really focused on making it a comprehensive systemic holistic program.

Not bits and pieces, not ad hoc. Because what we were doing before was fragmented. So this was really a design to pull it all together and make it make sense. Not only for our folks, but for our clients and customers. So , I think what you can see from the slide, what we're trying to convey is that we used a phased, what I call "crawl—walk—run" approach to help move the organization in a very deliberate, yet digestible and determined way.

And over time, part of our ongoing success has been the ability not to just stay fixed on the original plan, but to adapt it as time goes on, to continually recalibrate it and reevaluate it to address issues that pop up as you know, very well, that come up from time to time.

Murphy always, always likes to show up when you least expect him. So, let me then take a few more moments to cover — and at the risk of oversimplifying by equating the exercise as a recipe, talk a bit about some of the ingredients that we used in our journey.

We focused on what we considered to be the ten key elements in this particular program. And as I mentioned before, we think that what differentiates the approach that we took was, it was the way we combined these ingredients, the way we practiced them, and the way we measured them to produce this systemic change that we were after.

So, a genuine commitment from the top. And by the way, as you look through this, this is not anything that you're unfamiliar with. I mean, you do this in your practices with your clients. But the key certainly is when it comes to implementation and

execution — look, I was telling Heather, you show, she asked me, what was the appeal to join Sodexo?

I will tell you, they did not hire me because of my food expertise. Much to my bride's chagrin. But, you know that you can not cook like approaching it like I do, like a chemistry issue. You know, where you take the cookbook, the recipe and actually literally do half of this, teaspoon of that, put it all together, and when it comes out, it's like Ugh. In somewhat light fashion, it's the same thing here.

You all are aware of the various elements of the ingredients, it's how you pull it all together, how you tailor it so that it makes sense to your people that will ultimately make this a success or not.

So, a genuine commitment from the top, a strong business case, a clearly articulated strategy, sufficient resources to do the job, — I'll refer to this a little bit later as what I call "plumbing".

Grass—roots involvement, external partnership and appliances, recognition and then really what I think is very key, you have to make it part of the business.

So, the very first one, one the most important ones, I believe is making sure that your top leadership gets it. Okay. Now I've spoke with some of you this morning about your practice, and many of you are animated by the topic of leadership. And rightly so. In fact, what you've been seeing in the newspapers really in the last number of years and most recently is failure of leadership in many words, both in the public and private sectors.

And America suffers for that. So, arguably this is a area that needs a lot of attention. When you embark on something substantial like a culture change in the organization, you must have

leaders who walk the talk, to cruise that phrase, leader whose are role models, leaders who lead by example.

It can't be any other way. they have to demonstrate in what they say and do that they get it. That they understand it. Now, one way to demonstrate that seriousness of purpose is to see how executives spend their time. And how involved they are in the program.

So for us, leadership commitment includes classroom training, community involvement, mentoring, that's a strong one. Very important, mentoring. Network group, sponsorship, and I'll talk a little bit about network groups in a little bit. Visible engagement. Look, and especially for those of you who are parents. You know that presence counts. That says more than any thing you could ever say. When you're there at the soccer field, when you're there at the RECITAL, that is what matters.

And it's not different, any different in your organization, in your client's organization. Not different whatsoever. When your people see the senior leader there, senior leader doesn't have to say anything. Senior leaders communicate, this is important, this counts, this matters.

I'll talk a little bit more about the network groups in just a minute, because that's one the key barriers for us. A second pillar. Look, you know also from your practices that organizational initiatives gain momentum, gain life and legitimacy, in order, time, energy and resources from the company through compelling business cases.

You've got to have a business case. Otherwise you're not going to be able to garner the support that you need from the

company. So Sodexo started its journey by accomplishing a strong sustainable business case. And an intensive, people intensive people industry like ours, we feel that going in that direction provides us a powerful brand differentiator and offers you can access to the senior leaders, and the make sure that we reflect the diversity of our customers and clients.

That helps us then better identify opportunities. Opportunities by the way, not just in a strict business sense, but to serve. I want to underline that word, to "serve". Serve. Because that verb does in my opinion convey sell of business.

So that in my opinion is very, very, important. Now obviously part of the business case also in this is that we want to attract the best talent that we can get our hands on. As I mentioned a little bit earlier, if you have an environment, a client in your company, in your client's companies that draw people in, that's welcoming, you're going to get your fair share of that talent. The reserve is also true.

So, the third element here is, once you have that commitment from the top, once you that strong business case now put together a strategy that gets you there. Carve out a direction where you want to take the organization.

Our expectation overall from a business point of view is to be the benchmark in quality of what we call quality of life solutions. And so, what we did is put together a diversity inclusion strategy that aligned with that particular benchmark.

Now what you see here is a slide that depicts, what essentially is a modified Kaplan Norton road map that contains some internal levers and goals and processes. What's on the slide is not something you're unfamiliar with.

These are elements that I'm sure in your practices that you've shared with your clients. But I put it up there because I wanted to show you that this was in other words going through the intellectual gym that's sics of designing the piece processes to mobilize the company needed to be there.

I want to borrow a little bit from Diana's talk, and unfortunately I couldn't be here hear it. But I was a early student of appreciative inquiry, I'm not going to tell you when that was. Because I'll really date myself.

But I want to point out that we were utilizing some of this even though we didn't know we were doing it at the time. Because we were building on a foundation that wasn't necessarily broken, okay. We had a lot of good things going on for us. But it was scattered, it was fragmented, it was all over the place.

In many ways, it mirrored the way we're organized as I mentioned before, because we're in something like 6600 sites across the nation, Canada and Mexico. So our approach to DNI was as dispersed as that.

So we started by looking at what, is it that we're doing well this what is it that our people have brought and build from there.

Let me move on very quickly because I'm getting the five—minute mark here. We also wanted to be very clear about the value proposition. That what we are doing here is about our customers and clients, about our people, and the community's which we live and work in. Look, when you put all of that together, good intentions only get you so far. You've got to make sure that you resource the change. This is what I called the plumbing, you to make sure that the infrastructure is there, and that your people have

the tools to succeed. Otherwise, they're beginning to think that this is just the fad of the month, when you have that top leadership commitment, when people show up from top leadership and when they provide investments to make the initiative succeed, that also sends a very, very strong signal. You have to have also buy—in. I'm not telling you something you don't know. It has to resinate in the front lines.

This will be a more successful tran transformation exercise if people begin to see themselves in it. If they own it, if they have a vested interest in it. One the ways that we did it was establishing network groups.

Some of you know it as ERG's, employee research groups, same thing. So we have now eight groups that span the diversity that we have in the company and certainly our clients. I'm very, very, proud of these groups.

This gets to a little bit of the plumbing that I was talking about. You have to make sure that at the end, the governance, the infrastructure, the support, the corporate support is there to help this particular initiative succeed. We set this up to help the network groups succeed across the company.

Hopefully you've gotten the flavor that we're a company that doesn't have those heavy central components. It really is very decentralized. And we're a company where there's somebody, there's colleagues in the — working in the healthcare area that didn't know their colleagues working in the education area.

So this was an excellent platform to introduce everybody to each other and work across the organization and pull it together. Really a big win for us here. What you don't measure, you know, is

not going to be generally paid attention to. So you know very well, metrics, you've got to have the metrics.

And here's what is unique about us, I think, is that we've carved out diversity inclusion as being so critical to our success that 25% of my bonus, for instance is tied to that. And 15% of our middle managers and below is tied to diversity. And if we reach our benchmarks, it gets paid even if we don't reach our traditional financial benchmarks.

So there's a vested economic interest in making sure that we're serious about what we're doing here. Another way to demonstrate the fact that we're serious about what we're doing is to establish alliances and partnerships with diversity suppliers and diversity groups.

Because in doing so, you also gain some best practices and learning from them. And basically what you're doing is, you're synergizing in the same direction. My apologies for going fast here, apologize for that. And then last couple of slides here, a little bit of a — look, admittedly, a little bit of a commercial.

But we're very proud of this. But having said that, I mean, we have not reached any particular plateau, we're still in the journey, we're still working hard at it every day. We're still looking. And there are more opportunities to make it even better, stronger and healthier. So while we were very proud of this, because this is really a reflection of our people, there's much more to do.

More advertising. And finally, the last bit of advertising. Look, I mentioned before that something like this can only gain traction if you embed it in — you penetrate the business. It has to be part of the business's success. Otherwise, it's just perceived as

an add on, it not going to sustain itself over time.

So you have to make sure that everyone understands that when you succeed here, the business succeeds. So, I'll just leave you with these couple of words. We think that this has been to date, a successful transformation story. We're very proud of it thanks to the commitment of our senior leaders, support of our middle managers and the grass—roots efforts of our employees.

Today our brand is synonymous with diversity inclusion, which was not the case some short 8 short years ago. What I hope that you glean from this is that certainly change is never, and you know this, is not an easy thing. Human beings, by the way our bodies are built to seek equilibrium, I mean, that's how the physics of it and the biology of it is.

Well, organizations in many ways are, you know metaphorically, organisms that seek equilibrium as well. And change does not come easy to organisms, if you will. But, when you put — when you think about the pieces that are necessary to make it successful and you have senior leaders and an organization of committed individuals who have the will to see it through, then the likelihood of success increases tremendously, increases tremendously. I'll leave with this one quote that my bride shared with me not too long ago "changing the world, you know — maybe today we're involved in helping change the organizations of our clients, but those are ways of helping introduce a better tomorrow for communities, for our country, for the people that we associate with every day.

So changing the world is not too much of an exaggeration. "it begins with the very process though — here's the thing. Because

I think sometimes in our zeal we forget that we can be perceived as trying to oppose change. Change others. So it begins with the very personal process of changing yourself, changing myself. And the only place that you begin to do that is where you are right now. And the only time that you begin to do that is right now. So, hey, thanks very much. Do we have time or not for questions?

...APPLAUSE...

Heather: I want to share with you a piece of information that Michael shared with us, our lunch table that I didn't mention in his introduction and you didn't boast about. But he and Rahimi from Sodexo just last week were at West Point sharing a Sodexo story of diversity and inclusion transformation with a commission that President Obama launched recently, yeah. And sharing Sodexo's story with secretary Robert Gates. So I just want to deeply appreciate Michael your being here and sharing your story and Sodexo's story with us as practitioner, we're always eager to be inspired. So thank you for inspiring us today.

...APPLAUSE...

We have several, about ten minutes for questions for Q&A, so we'll turn on these microphones here that are positioned here in the center of the room. And feel free to go to those mic, we'll turn them on.

Question: I'm coauthor of a book on cultural competencies that

addresses the non—profit sector, I appreciate the work that you've done and the work that should've shown. Two quick question what, are the ways in which you address challenges that employees are facing around diversity and inclusion in their everyday work and workplaces. And secondly, is there some way in which the corporation provides, I guess a diversity of leadership to non—profit organizations with board service and that kind of thing, it's kind of community service and community relations, is that apart of the diversity and inclusion mission that you have?

MICHAEL MONTELONGO: Did everyone get to hear the question? Let me take your second question, first. I didn't have the time to go into the network groups in detail. And I will probably do a two for one here.

The network groups that we've established — for instance we have — I'm the executive sponsor of Soul it stands for Sodexo organization on Latinos, I'm also the executive sponsor for our veteran's group, we call it Honor. We just kicked it off. So much so that I don't know the acronym. Never orless, I'm the executive sponsor.

We have Alf, the African American leadership forum. We have our GBLT network group, it called Pride it's an acronym, I'm sorry, one of the things I found too with age is that I'm losing RAM every day.

We have PANG, that's our pan Asian network group. So it spans the various, the richness of the diversity that we have not only in our workforce, but also our clients and customers. Now, what is it that those network groups are engaged in? What is it that they do?

Those network groups are a terrific platform when we first started — I mentioned this in passing, to brain together our very widely dispersed employees.

So they could introduce themselves and meet each other. And use that as a safe environment to have conversations among themselves. And frankly, employees who have at least by the very virtue that they're there, they have some common interest that they want to share. Secondly, we use that platform for them to also network and meet people that they ordinarily would not meet like our senior executives.

I mentioned before that we have our executives be very instrumental by participating in the groups. So, for instance, I am — I mentioned I'm the executive sponsor of those two groups. But actually I'm a member of all the network groups.

So I will attend meetings. And so just think about it in terms of your clients where middle level or lower level employees have an opportunity to see one of the senior folks right there at the meeting instead of having to go through, you know, gatekeepers for instance, if they happen to exist.

So it provides a opportunity for the employees to connect directly with the senior leadership, in a non—threatening environment.

Thirdly, we also provide mentoring and coaching and career development through the network groups. So that specifically helps them in their professional lives. Now there are two other components that we're now strengthening, we've already started on it, we're strengthening this as we go along. That is a connection to the community. So many of our network groups to include the

senior executives engage with community non—profits. We have established for instance formal alliances with non—profits as well. We have some of our executives serve on their boards. So our people are tied into the communities as well. And the other component is that we also are now starting to have them engage in new business development and looking for opportunities within their spheres of influence.

So I hope that that covers both questions.

Question: I'm sorry to interupt, Michael I wanted to let you know, we have time for maybe one more question. Sorry for those of you who have been standing in line. We just want the maintain our schedule so that you get the full richness of our program.

Question: I'm Jane, and I work for a small federal government contracting firm. And something resinated at the beginning where you talked about the nature of your businesses, and that many of your staff was actually on site with the clients and trying to balance their affinity with the client and that environment and their perhaps connection to the overall company.

This is very similar to the nature of some of the work that we do as federal government contractors. We may work for a company and then we're on site with our federal government clients. Could you speak to that on how Sodexo balances that? Or do you choose to let them meet with the clients? Or what kinds of things...

MICHAEL MONTELONGO: Well, thank you for the question. I did mention that there is an upside to that. And the upside is that, if

our clients feel comfortable with our employees, because our employees understand and connect with the client, that's a good thing. In fact that's what we want them to do.

But at the same time, we don't want them to disengage from us, from the larger institution. And one of the ways, not the way, but one of the way, and I didn't want to make this sound like the network groups are a Panacea, but we use the network groups as a vehicle, as a cross—division, cross—discipline vehicle or platform to connect our employees to the larger organization, the make the larger organization relevant and more approachable to our employees. It's not the only thing, we put a heavy premium on our middle managers, I was remarking to Heather that in a number of your client companies for instance, some companies are Ripping out middle managers. We live and die by our middle managers, because we're so widely dispersed. We depend on our middle managers to connect our organization, Sodexo to our folks out in the field. So we have to make sure that they're resourced, that they're well informed about what the company is doing to make sure that our employees know enough about what we're doing in terms of diversity inclusion, the business strategy, ex cetera. And their role, their parts that they play in it, the critical parts that they play in it to stay connected.

And in so doing, more that they know about what we can provide and we what we do here by the way is we stress the service component that I was mentioning a little bit ago. And what we want them to understand is, this is a company that has a tremendous amount of resources that it can tap into for the benefit of the people that you in your site work for every day.

So the contribution that you make to the people that you like associating with every day, you are part of a company that can bring those resources to bear to serve your customers. So when we cast it like that and people understand, I understand there's a connection here. And I'm working for a company that then helps this client advance their agenda or advance their interest, then our people begin to sort of if you be by bicultural. I'm sorry that I took more time than I probably should have. But you have been most kind. You extended a warm welcome, and I really appreciate it. It's clear that this is an audience that understands what something like diversity inclusion means and what — the power of that particular principle can mean to an organization. And I once again thank you for the opportunity to be here, but I also thank you for the contributions that you're making to, as I mentioned before, to make your clients organization's healthier, stronger and better.

**And by extension making our society a better society as well.
Thank you very much.**

...APPLAUSE...

Heather: So, here's where we want to go. Before we move into our next break—out sessions, we have some important business here and invite you all to be engaged and fully participate in. There are some folks we want to — we want the really deeply recognize and appreciate for what they've done the create this day, and Katherine, we'll turn it over to you and she's going to share some specific awards and founders.

There are some key individuals who are in this room right now, some who could not be here who were instrumental in bringing this

day together and creating this experience.

So if you are in the room, and I mention your name, if you would please stand, take a bow. We want to acknowledge all that you've done as a volunteer that make this conference meaningful for all of us. We have a fab mouse responsible spore commitment, Elizabeth Muniot. Please stand, we'll give you a round of applause.

We Elizabeth had phenomenal help from two key committee members, MyLisa Allen and Richard Dine. We're very, very grateful to our sponsorship committee.

We had a phenomenal program committee, I sense that there is a buzz in the room around the caliber of break-out session presenters that we attracted. And it's due to the tremendous commitment of key individuals who served on our program committee. Two of them could not be here this afternoon, but I to appreciate them. Helen Starkweather and Katherine Coles. There are some key individuals from that committee that are here this afternoon, Kris Barney, please stand. Cynthia Covington. And Lorie Manasse. Thank you so much for helping us select such a phenomenal program for today's conference.

We had a marketing committee, many of you are here in the room because of their skills and talents. That's Nutan Chada, Katherine Mccarg, Kelly Burrello and Jaccob Filnck. A warm and grateful appreciation to all of our volunteer, we could not have done it without you.

And finally, Kate and I want to extend deep appreciation to our sponsors today. We would not be here without you, we particularly want to thank and recognize our spotlight sponsor, vangent, thank you so much.

Our gold responsible spore, Pepco, people's strategy and human resources. We have two silver sponsors, OKA and Jhon Hopkins business school. The delicious breakfast was due to Lee Hecht Harrison. And lunch was a real hit, because there wasn't much left, that's thanks to American university at NTL.

» Katherine: And I also want to thank Heather and Kate for co—chairing the conference.

...APPLAUSE...

Kathryn: I do have three awards that I want to present starting with Bob Marshack in honor of our 25th year CBDON wanted to recognize a local luminary who is actively advancing the practice of OD during this pivotal and transformational time. We are thrilled to Honor Bob who serves as a spectacular exemplar, his achievements are far reaching and his gifts and talents have impacted our field in four realms, practice, teaching, scholarship and professional serve. Not only has he practiced OD internationally for 25 years but served as senior executive roles in government for ten years. Most of us would have seen as as — but he has been teaching since 1980. While making time for scholarship, writing numerous articles for academic and professional journals, some of which are available online in the membership only section of CBDON's website. And two books that are being sold Here. Bob has also agreed to sign some books immediately after this during the break, with Diana Whitney. And his scholarship includes his recent work with Gervis Bush on Dialogic OD. He has served as acting director of the journal of applied behavioral science. And some where he creates space for

professional service serving on the boards of NTL institute, national ODN, and is one of the founders of CBDON. And we along with our clients are the beneficiaries. I'm delighted on behalf of the 20 2010 board of directors to honor Bob Marshac of the first recipient of CBDON award to outstanding contributions to the OD field.

...APPLAUSE...

Bob: There's a lot I could say, but I won't. I usually charge for it. The quick thing I do want to say is, CBDON grew out of the ideas of many, many, people. But part of it was to celebrate the 20th anniversary of the national OD network, which really goes back to the beginnings if you will, of the field.

And you all are celebrating your 25th anniversary, so think about that. That you're now in existence longer than the field was an idea in our mind. So anytime people think about the field being sustainability keep that in mind. The other thing, just very quickly, anybody who worked on the 1984 national conference here in Washington, D.C, in any capacity whatsoever, because I know there's a few in the room, please stand. Because these are the people who began to help begin this thing.

...APPLAUSE...

And the second piece is, people like me we put seeds out there. But other people grow the enterprise. And we wouldn't be here 25 years later if people didn't step forward in a leadership facility, anybody who's a past President or current President, please stand and give a round of applause.

...APPLAUSE...

Katherine: Thank you. I would like to recognize also Laura grambling with our 2010 President's award for outstanding contribution to cob. So speaking of past Presidents. Laura served as our President for two consecutive years. She led CBDON during a time of great change including a major redesign of a marketing branding and website.

And she also shepherded the process of seeking, interviewing and retaining a professional association management firm. And that process resulted in our great partnership with CGG. And helped us to get where today. Thank you Laura on behalf of the 2010 board of directors, I'm happy to recognize your commitment and leadership.

...APPLAUSE...

» Well, hi, everyone. It's nice to be up here and I really enjoyed my terms of service all aboard. And when I first became a board member one of my first Presidents that I served under was Laurie Ruebin and several years ago the organize acknowledged her for her service, he received the 2008, you had some place better to be than Hawaii, so we didn't get to publicly thank her. So I'd like to do that now. And when Laurie was President in 2004 into 2005, she asked the rate questions about what was it going to take to take our organization and grow it, and grow it sustainbly to attract new members, to create new programs that would inspire us.

And also, she did the job of, what were we going to do on the backend? Like how were we going to pay bill, all those sort of

backend things. So Laurie, thank you for blending your OD acumen with your business savvy, because we couldn't have what we have today without those business beginnings. So thank you, very much.

...APPLAUSE...

Katherine: All right. And so, before we take our break as we finish, we are not CBDON is not the only one celebrating a birthday. AUNTL who sponsored our lunch is also celebrating 30 years? And so, we will be serving or they will be serving cake in honor of that celebration. And Katherine, did you want to take a moment to —

» Katherine: I did, and Chris of NTL... we're delighted to be bringing desert at 3:15 this afternoon, it's a birthday cake that celebrates not only NTL's 30th, but CBDON's 25th. We all have younger than we look. But also to our fellow sponsors, who are our fellow sponsor whose are in the room?

We'd like to congratulate CBDON for putting on a wonderful conference. We know how much work is involved. And also to demonstrate the partnership that makes the CBDON one of the strongest and most frequently recognized OD regionals in the country. And one thing we'd like to ask is if those of you who are graduates of or students in, or instructional team members of AU NTL could please stand.

...APPLAUSE...

Chris: Any other NTL, can you stand up too. Please join them.

» A few years ago people were asking and folks like Bob were

leading the debate of if OD was dead. The pulse of OD moves in this room, I realize that there's one more thing that we wanted to add to been's resume as CNN say, we have late breaking news, which is that Bob and Gervis's 2009 September article in the journal of applied behavioral science, revisioning organizational develop die diagnostic has just been awarded the best Douglass McGregor award and will be presented at the academy of manager, it just came in yesterday.

Chris: I want to be mindful of time. Those who stood up before, those who have taken NTL courses, stand up quickly, everybody else in the room, just eye these people in the room, find out which ones you want to peak to later. Because that's one thing we want to give you is, we at NTL can provide community for a lot of people. So out of any NTL course you've taken, you should learn something about yourself, a skill or something that you can use as soon as you get back to work, and something about yourself in groups with other people. So that's the conversation I want you to have those of you who are sitting down with somebody who's standing up is what did you learn about yourself? What skills can you use, and what can you learn about yourselves in groups?

Also one last thing is — you can sit back down. We have a course in diagnoses organizations with impact and we use a live client system and one thing into another, we are looking for a new client system, if your organization would like to be that client system, we have some fantastic, OD learning professionals, and we would love to speak to you, maybe we can use your organization. I just want to offer myself to point the connection to NTL membership is opening up. This provides all of you potential opportunities.

So I want to be here and just be open to that space, answer your queries and point you to the right people.

Kate: So, thank you very much for letting us eat cake. And thank you all for sharing together in the appreciations that have just taken place. We're off to a wonderful afternoon and then soon, more sessions, please enjoy and I'll see you in the evening reception.