



## ODLG NEWSLETTER February 2006 © 2006

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## Next Program Meeting February 8

*Positions are still open for front desk at this meeting. Service in this role is reward with one month's dues extension or free admission, as applicable.*

### **OD Meets MBA: Learning and Leveraging the Language of Business**

**When:** February 8, 5:30 PM to 9:30 PM (first 30 minutes networking)

**Location:** Harvard Pilgrim Health Care, [93 Worcester Street](#), Wellesley

**Directions:** [Click here](#).

**Parking:** Available at the location

**Public Transportation:** The location is about a 30 minute walk from [Eliot Station](#) on the Riverside branch of the MBTA Green line. We will attempt to arrange rides on request

**Cost:** Free for members; \$30 for nonmembers (\$20 for BACAPT, CCC,

ICFNE, IMCNE, PCC and SPC members); \$15 for nonmember students  
**Request a reservation:** [programs@learninggroup.org](mailto:programs@learninggroup.org)

At our November meeting on "[The Future of OD](#)" we brainstormed on "the twelve things [OD needs to do](#)" to be successful. One of these was "strengthen our business skills". We are pleased to have presciently planned a program to meet that need.

OD is about facilitating human-system change. Yet in order to do that in business, its practitioners need to know the language, functions and processes of the business world. With that understanding, we can blend our OD perspectives with a business-leader's thinking in order to effect more powerful and sustainable change within their organization.

Come learn about the "*Three Games of Business TM*" that all organizations need to play and win in order to align their purposes, processes and people for success. Then get an opportunity to practice your new knowledge on a real business case (through small-group discussion and large-group debrief) in order both to determine what would be the best interventions for this business and how to best work with this company's executive group to create effective and lasting change.

Leading the Program will be [Harvy Simkovits](#), CMC, President of [Business Wisdom](#), a consulting practice that helps responsible businesses improve their management, leadership and learning. Harvy has a unique combination of many years experience in OD, business, and marketing. He presented our well received [August 2002](#) "Mining for Business" and [January 2004](#) "What's Your Story?" programs. Harvy will be presenting a similar version of this presentation at the [ICF European Coaching Conference](#) in May.

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## Question of the Month

Every meeting, we identify questions and ideas that we would like to pursue. Our new blog (<http://mbodlg.blogspot.com/>) provides a way to continue discussing program meeting topics, and at each program we are generating "questions of the month".

Our January 19 meeting was on "[Careers and Work in OD](#)". Accordingly the Question of the Month is "How Can We Create More Careers and Work in OD?"

Each of the six small groups sessions made a report on ideas for further consideration. We have "translated" these into questions.

From the section on "What Should I Do to Improve My Grounding and Skills in OD?" came the following questions:

How can we promote continuous learning and informal learning?

How can improve measurement and evaluation of OD interventions?

From the section on "How Can I Find an Entry Level Job in OD" came the following question:

How can we create a "taxonomy of OD" skills and provide learning based on way members have acquired these skills?

From the section on "Should I Be an OD Consultant" came the following questions:

How we can provide learning opportunities whereby members could see OD consulting in action?

How can we learn about options for customized programs in areas such 360 evaluation?

From the section on "How Can I Improve My OD Consulting Practice?" came the following question:

How we can develop a business model that does justice to our passions?

From the section on "What Are the Hot New Practice Areas in OD?" came the following questions:

How can meet the need for effective models and method for leadership development?

How can we address the persistent failure of mergers and acquisitions due to lack of consideration of the organizational culture?

How we maintain humor in OD practice?

From the section on "Are OD and HR Allies and Enemies?" came the following question:

How can OD facilitate honest conversations to create systematic changes for the solutions that HR provides?

We will be providing documentation and taking some action steps to work on these issues. Your thoughts can contribute significantly to those efforts!

Members who are enrolled in our [Member Directory](#) are eligible to become blog writers; to do so, write to [blog@learninggroup.org](mailto:blog@learninggroup.org). The registration process is very simple, but we help is available at [bloghelp@learninggroup.org](mailto:bloghelp@learninggroup.org).

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## Follow up Presencing/Theory U Meeting

Members who want to pursue Presencing and Theory U, as presented by [Otto Scharmer](#) at our [September 2004](#) and [December 2005](#) program meetings, are invited to an informal and unstructured Learning Group meeting on February 21, 6:30 PM to 8:30 PM, at the [Edith Fox Branch Library](#), at [175 Massachusetts Avenue](#), East Arlington.

The meeting can also serve a way to get acquainted with other Learning Group members. To RSVP, write to [programs@learninggroup.org](mailto:programs@learninggroup.org).

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## Dialogue Group Revived

The [June 1999](#) Learning Group meeting, presented by Joe Dabek and Carole Kasper, was on Dialogue and led to the formation of an ODLG

[Dialogue Group](#). For several years, this special interest group provided a way for participating members to explore Dialogue.

Our [July 2000](#) and [October 2001](#) meetings on Process Consultation and also offered opportunities for experiencing Dialogue. Our [May 2005](#) "Going Around in Circles" program presented a chance to see dialogue and compare it with three other "circular communication" techniques. As measured by RSVP's, this was our most popular program of all time and we are thus repeating it in [June](#).

Now we pleased to announce the revival of our Dialogue SIG, under the Leadership of [Allyn Bradford](#). A member since, 2004, Allyn teaches in the [Creative and Critical Thinking Graduate Program](#) at the University of Massachusetts at Boston and formerly worked at Synectics.

Dialogue, invented by [David Bohm](#), has been described as "the most powerful communication methodology ever discovered" and "a tool that can profoundly change an individual, an organization, or the world". Practitioners recommend learning Dialogue through an intact small group in at least six sessions.

We are thus asking those who wish to join this new round of Dialogue to commit to biweekly meetings for three months. The meetings will be held Wednesday evenings, from 6:30 PM to 9:00 PM, at UMass Boston. The first session will convene at 6:30 PM on February 1 at Wheatley 1-054. For directions and parking information, see [http://www.umb.edu/about\\_umb/directions.html](http://www.umb.edu/about_umb/directions.html). RSVP's should be sent to [programs@learninggroup.org](mailto:programs@learninggroup.org).

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## Other Special Interest Groups and Programs

The Learning Group maintains a number of special interest groups and programs that are open to all members. These may involve collaboration among a common interest, a service to members, and/or outreach to the community.

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Our [Consulting Alliance](#) offers members the opportunity to gain consulting experience by taking on a pro bono project. Participation involves a time commitment of at least five hours a week over a period about three months.

We have had two cycles of Alliance teams. A formative meeting for a possible third team will be held once a quorum is obtained. Members can contact us [alliance@learninggroup.org](mailto:alliance@learninggroup.org).

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Our [Intern Program](#) provides learning and growth opportunities to qualified members of various interest and experience levels. The program provides for flexible unpaid learning placements within client organizations and individual practices.

We invite consultants and organizations that could provide internships for a guideline commitment of fifteen hours over a period of three months to contact us at [internprogram@learninggroup.org](mailto:internprogram@learninggroup.org). We would also be interested in opportunities for research of OD topics; these might also lead to future program meeting presentations. Members can also write to [internprogram@learninggroup.org](mailto:internprogram@learninggroup.org) to enroll in the program.

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Our [Jobs Group](#), coordinated by [Elin Anna Bjarnadottir](#), is not just for job seekers! For six years, this special interest group has served the needs of those seeking work or interested in career change in OD. The Jobs Group also welcomes participation by those who are not job seekers but wish to help those in transition. The group meets each month and uses an e-group to share job notices and other information. Members may enroll by writing to [jobsgroup@learninggroup.org](mailto:jobsgroup@learninggroup.org).

The next meeting of the Jobs Group will be February 28 at the [Central Square Public Library](#), at [45 Pearl Street](#), Cambridge. Continuing a series of program on themes suggested at previous meetings, the topic will be "Maintaining Energy," facilitated by [Nicole McGuire](#).

RSVP's may be sent to [jobsgroup@learninggroup.org](mailto:jobsgroup@learninggroup.org). However, members should feel free to come at the last minute even if they have not sent an RSVP. Members who cannot attend the meetings can still join the Jobs Group e-group, which provides meeting reports, job and career resources, and notices of job opportunities and related information. We also invite members' suggestions for Jobs Group discussion topics.

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Our [Mentoring Program](#), under the leadership of [Kate Scott](#), pairs mentors and mentees for a suggested participation of fifteen hours of mentoring over three months. We are beginning our fourth round of operation, following a kickoff meeting last month, with five sets of mentors and mentees. Mentors are still being sought and receive three months' membership for their service.

Throughout this program, which began in 2003, both mentors and mentees (some have participated in both roles, too) have reported that their participation provided them with valuable insights and was an enjoyable experience. To enroll or get more information, please email Kate Scott at [mentoring@learninggroup.org](mailto:mentoring@learninggroup.org).

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Our [Speakers Bureau](#) has as its mission promoting organizational development and the Learning Group by providing speakers on OD topics for organizations and businesses. Members are encouraged to participate as speakers, coaches, and/or marketing volunteers. We are also seeking one or more volunteers to take the leadership role for this program. If interest, contact us at [speakers@learninggroup.org](mailto:speakers@learninggroup.org).

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A formative meeting for a proposed Writers Group on was held on January 17. A work team is preparing a proposal for a writing project open to Learning Group members and we should be announcing this program later this month.

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Do you have an idea for another special interest group or program? Reviving our Book Club has been suggested, as well as special interest groups for External Consultants, for Internals, and for Students. The Coordinating Committee would be glad to support and facilitate such activity. Write us at [cc@learninggroup.org](mailto:cc@learninggroup.org).

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## Library News

Our [Library](#) now has 227 items! Members can order these for, and return them at, meetings.

We thank for member [Judy Otto](#), whose initial gift led to the formation of the Library for another sizable donation. These new titles include [The Boundaryless Organization Field Guide](#) and [Driving Fear Out of the Workplace](#).

Thanks to the bargain hunting endeavors of Librarian Jennifer Magleby-Lambert, we've also acquired sixteen issues of [Reflections](#), the journal of the Society for Organizational Learning. These are chock full of articles by such authorities as [Otto Scharmer](#), [Edgar Schein](#), and [Peter Senge](#).

Members can save money both by using the Library and by making donations; for details, see the Library [rules](#). We also welcome suggestions for library purchases, which may be sent to [library@learninggroup.org](mailto:library@learninggroup.org).

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## Presenters Wanted

We are seeking presenters for our May "[OD Toolbox III](#)". We've brought back this format, which can serve as a showcase for members to share OD tools from their practice, though nonmembers are also invited to submit program proposals.

Presenters will make brief presentations showing an OD tool. To enter our "contest," send that tool in the form of a one or two page document that would serve as a program handout. Indicate whether the presentation time would be ten, fifteen or thirty minutes.

The following should also be noted:

?? The tool must be usable by OD practitioners.

?? It cannot have been presented at a previous Learning Group meeting.

?? Its distribution can be either under public domain or [Creative Commons](#); i.e., copyright material cannot be used.



In the interest of creating opportunities, preference will be given to shorter presentations. We will attempt to select the best, but will use membership and/or "first to apply" as tie breakers. If the demand is sufficient, we can also set up a web page for sharing such tools.

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Getting involved in program and special interest activity is not only a good way to advance the cause of OD but also can promote your own networking and professional development. If you'd like to do something, even if you don't know exactly what, contact us at [programs@learninggroup.org](mailto:programs@learninggroup.org) to learn what other opportunities are available or to explore further ideas.

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## Member Recognition

Our January Member Recognition Award was presented to [Jonathan Mozenter](#). Jonathan is Organizational Development Consultant at the [Volpe Transportation Center](#). He co-founded the Learning Group and has served on many program teams, most recently as facilitator for the [November 2005](#) "Future of OD" and the January "Careers and Work" programs.

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## Learning Group Members at Work

*This feature offers "on site" reports on the OD practices of Learning Group members. Members who would like to be interviewed by (or become) one of our roving reporters should write to [communication@learninggroup.org](mailto:communication@learninggroup.org).*

*Previous "at work" interviews have been conducted with long-time members [Steve Frigand](#), [Ed Dolan](#), [Kristin Salada](#), [Julia Geisman](#) and [Perry Carrison](#). In this installment, we feature member since 2004 and October 2005 program presenter [Donna Denio](#).*

We met [Donna](#) at the [Starbucks](#) in Winchester Center; she has lived in this [town](#) for twenty two years. This proved to be an interesting backdrop, as referenced below.

Donna is President of the [Center for Balance by Design](#), a research-based consortium of professional, business and academic leaders that promotes a more inclusive work culture. As with our previous interviewees in this section, Donna has a long and varied career history, finding her way to OD in a path that was interesting for us to trace. Its course in general went from architecture/engineering to business/marketing and then to consulting/organizational development.

Armed with a liberal arts education (BA in English literature), Donna worked as a drafter and technical writer in large multi-national engineering firms and lived and worked in the Philippines and Egypt. Interested in communication and personal and organizational growth, Donna decided an MBA would be the ticket to career success.

Upon graduating from an evening MBA program, Donna sought new challenges. She became marketing director for the Boston office of a national architectural firm, inspiring growth from an office of thirty employees to seventy. Here her mentor was a "rainmaker," i.e., someone who creates work and clients via networking and scouting, skills that Donna has developed and put to use throughout her career. While not embracing the political "good old boy" aspects of this work, she found the experience of learning "how the game is played" interesting and useful.

While she loved marketing, Donna wanted to escape from office politics and focus her energies on work that helps other people. Accordingly, she moved on to co-manage the Boston office of a small woman-owned company specialized in legal placement (temporary lawyers). Once again the continuity in her career was exploring cultural mores - jargon and rules - and helping people grow by developing leadership skills in the professional service arena.

Donna also started her own business, coaching business owners in marketing, public relations and business development. This led her to still another job when one of her clients hired her to lead business development in a small architectural firm. This was an opportunity for her to test ideas about diversity on teams, as the firm was African-American-owned. While still there, Donna founded the Center for

Balance by Design in 1999, and growing this Center has evolved to become her full time vocation.

The Center seeks, creates and applies tools for a more inclusive work culture. In practice, it combines elements of work, learning, physical design, and living in an integrated and balanced structure.

Donna cited some particular influences on her work. Her reading of [Excellence by Design](#) resulted in her association with proteges of [Donald Schon](#) and the former Space Planning and Organization Research Group (SPORG) at MIT's School of Architecture.

Through her varied work history, Donna had been interested in diversity and integrating differences between architectural and engineering (creative versus scientific) cultures. While, she noted, many companies try to combine these cultures, one or the other usually predominates. She has also experienced being an "outsider" because of her gender in a heavily male environment and being an advocate for business practices in cultures dominated by either engineers or architects. Working as an equal member of a diverse team, and empowering diversity within organizational structures have been consistent themes in her career.

[And at this point we had a kind of lesson in diversity, as a veritable invasion of Winchester students, presumably in their lunch period, completely changed the "organizational culture" of the Starbucks clientele. Both reporter and interviewee remembered the days when young people were warned that [coffee consumption](#) would stunt their growth; times have changed in school environments, too.]

The work of the Center for Balance by Design, while rooted in Donna's architectural/engineering background, has brought her more consciously into the world of organizational development. A Learning Group member suggested ODLG as a good resource for those wanting to explore workplace issues. She first attended at our [August 2004](#) "Co-Active Coaching" program and was ready to join after exploring our web site and finding our programs and community consistent with her interests.

Donna had earlier met [Robert Rasmussen](#), who later became a Center Co-Director. She is a strong advocate of the [LEGO Serious play](#) technique, on which she and Robert collaborated for our October 2005 "Leaderful Practice" program. The LEGO process tool is the "skeletal structure" in an organizational body supporting diversity and optimizing teamwork.

The Center's pilot projects have given her an opportunity to utilize her marketing skills. It even has a space issue of its own: it currently works on a virtual basis but is seeking a physical location. Donna noted that occasional face to face meetings seem to be needed to permit good communication by virtual means, and we speculated on how true that would be as a new generation finds virtual communication more natural, if not primary.

The new "world of work" requires an alliance of structural design and organizational disciplines of the sort that the Center for Balance by Design provides. Donna noted that many experts say that the workplace of the future will be "more like a Starbucks" than the traditional office.

[Perhaps we should give equal time to [Dunkin Donuts](#), especially as one was located right next door. We even observed one couple splitting up to go to their preferred caffeine culture. The juxtaposition certainly provides a great opportunity for corporate culture researchers. We noted that Dunkin Donuts may be picking up elements of the Starbucks culture (offering wi-fi connections, removing signs about time limits). On the other hand, Starbucks also seems to be borrowing from other cultures, as by imitating Au Bon Pan by selling sandwiches.]

The key need for future workplaces, we agreed, is to prevent "silos" that keep employees in separate and unconnected functional areas. While this tendency blocks communication, innovation, partnership and other goals espoused by most organizations, it persists, we felt, on account of the wish to preserve control at the top. Donna quoted architectural sources: it is not that form follows function, but rather design follows power. The intentional design of team structures can equalize and optimize power.

How can we break up organizational silos? A good theme for a program, our [blog](#), or even a book!

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## OD in the News

*Have you seen a new story about OD or with a good OD angle? Send it to [communication@learninggroup.org](mailto:communication@learninggroup.org). Every entry accepted for publication will earn the submitter a prize. Entries should be short.*

*Note that members may also send review of books or other items. (Longer articles can be published on our [Member Essays](#) page.) Both members and nonmembers are encouraged to send in Internet bookmarks for our OD Resource of the Month feature. A prize is also offered for the best such link each month.*

Recent developments in the [Milky Way](#) may be of interest to many OD practitioners. New observations indicate that our galaxy has a [warp](#) of as much as 20,000 light years. A lot of potential work for those whose practice is in organizational alignment!

The warp seems to be related to the apparent [merger](#) of the Milky Way with a hitherto unknown galaxy. As our [November 2005](#) "Future of OD" program noted, mergers and acquisitions are currently a hot area in OD and this certainly a big project for such practitioners.

There are also reports that more [stars](#) are leaving the galaxy. Retention specialists, take note!

All in all, big things are happening in our region of space. Perhaps those who want to take their OD skills to such larger dimensions can get some grounding from our [October](#) program on "Large Group Dynamics".

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## OD Quiz

*This feature offers a free prize to the first correct answer submitted in each of two categories. One quiz question, open to all readers, is about OD. Another, open only to members, is about the Learning Group. Send answers to [communication@learninggroup.org](mailto:communication@learninggroup.org). We will print or suppress the names of each month's winners, at their request.*

### **Open contest question**

What social psychology/OD guru compared General Electric and IBM training programs to Chinese communist brainwashing in his first published paper "Management Development as a Process of Influence" in 1961?

### **Member only question**

Which Learning Group member was quoted on Dialogue [above](#)?

### **Last month's quiz answers**

[Laura Tully](#) was our first double winner by being the earliest submitter of both correct answers.

[Peter Block's](#) 1993 [Stewardship](#) urged us to "choose service over self-interest."

The [December](#) "Theory U" program had the highest attendance for 2005. However, it should be noted that the [May](#) "Going Around in Circles" program has more RSVP's and might have achieved that distinction had there not been an attendance cap "in those days".

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## **Member Announcements and Requests**

[Bonni DiMatteo's Atlantic Consultants](#) is offering a "Biz Builder Eight Week Workshop" beginning in March, with four sessions taking place every two weeks (Tuesdays at 8:30 AM to 10:00 AM and at 5:00 PM to 6:30 PM) at Atlantic's office at [11 River Street](#), Wellesley. Cost is \$395; *ODLG members receive a ten per cent discount* .

Designed for consultants, coaches, and other professional service providers, the workshop enables participants to create their own strategic plan to expand and strengthen their business. Session topics include identifying one's future, vision, service SWOT analysis, planning, proactive habits, developing a unique value proposition, and alignment of vision with clients needs. For more information, contact Bonni at [bdimatteo@atlanticconsultants.com](mailto:bdimatteo@atlanticconsultants.com) or 781-235-7555 x1.

[Rob Kanzer](#) is presenting a course on "Interpersonal Human Dynamics: The Six Domains for Personal and Professional Success" at the Center for Training and Development, New Hampshire Technical College, [320 Corporate Drive](#), Portsmouth. The six classes are on "Improving Your Presentation Skill," "How to Deal with Difficult People," "Setting and Achieving Your Goals," "Becoming More Coachable Yourself So You Can Coach Others," "Motivating Others Through Pleasure and Pain, Language and Tone of Voice," and "Running Effective Meetings on the Phone and in Person".

Classes run from March 14 to April 10. Each is from 9:00 AM to 4:00 PM. Lunch is included in the cost, \$1075 for the whole series or \$199 for each individual seminar. For more information, see <http://www.robkanzer.com/nhctc.htm>, e-mail [robkanzer@robkanzer.com](mailto:robkanzer@robkanzer.com), or call 207-363-9666.

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[Nancy Settle Murphy](#) calls attention to a virtual workshop offered by her [Chrysalis International, Inc.](#) On February 8, 11:00 AM to 1:00 PM, she and Julia Young of [Facilitate.com](#) will lead "Brainstorming for Virtual Teams". Nancy will be co-facilitating the section on Virtual Work Environments at our [January 2007](#) "Best Practices" program.

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We welcome announcements or requests from ODLG members for inclusion in this newsletter feature. These need not be OD related, but can be anything that you feel other members would like to know; so free to send us notices of yard sales, birth announcements, party invitations, or the like, as well as information on seminars you are doing, news about your business, research inquiries, partnering requests, and so on. In addition, we have a Networking Wall, whereby those attending meetings can make connections or ask questions at program meetings. These are distributed to those attending the meeting and also appear on our web site at <http://www.learninggroup.org/wall.htm>

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## Partnering Organization Announcements

*The organizations in this section have reciprocal meeting fee agreements with the Learning Group. Learning Group members receive a discount at their meetings, and their members get a \$10 discount at ours.*

## **Association for Psychological Type**

The next meeting of the Boston chapter of APT will be on February 15 and is entitled "Case Studies in Successful OD Interventions using Type". Three OD practitioners will share insights on using type in the workplace.

On March 4, Damian Killen of [thrive](#), in Dublin, will be presenting on "Type and Conflict". For more information on BACAPT meetings, see <http://www.bacapt.org/>.

## **Cambridge Coaching Collaborative**

For information on the next CCC meeting, see <http://www.robkanzer.com/meetings.htm>.

## **International Coach Federation**

The February 6 ICFNE meeting features [Marilyn Paul](#), organization and management consultant and author of [\*It's Hard to Make a Difference When You Can't Find Your Keys\*](#) on "Reestablishing Your Launching Pad: Tools, Tricks and Approaches for Sustaining High Productivity". It will take place 5:30 PM to 9:00 PM at the Lexington Sheraton Inn, [727 Marrett Road](#). Cost for ICFNE and ODLG members is \$45 in advance, \$55 at the door.

For more information on this and other ICFNE events, see <http://www.icfne.org/>.

## **Institute of Management Consultants**

IMCNE is holding two breakfast brainstorming sessions in January. That on February 6 features Steve Head of [HEADNetworks](#) on "Disaster Recovery Planning" and will be at the Radisson Hotel, [700 Elm Street](#), Manchester, NH, 7:45 AM to 9:00 AM. For more information, see <http://www.imcne.org/bbnh.html>.

That on February will be on a to-be-announced topic. It will be at Rebecca's Café, [8 New England Executive Park](#), Burlington, 7:45 AM to 9:15 AM. For more information, see <http://www.imcne.org/bbma1.html>.



The February 9 IMCNE program meeting features author and consultant [Fern Reiss](#) on "Chase or Be Chased? Expertize Yourself So Clients Seek You!". It will be the Holiday Inn, [399 Grove Street](#), Newton, 6:00 PM to 8:30 PM. Cost for ODLG members is \$45 (after January 6, \$55). For more information, see <http://www.imcne.org/events/2006/feb0906.html>.

On February 23, IMCNE is holding a networking night with [Mass Biomedical Initiatives](#) and the [Worcester Polytechnic Institute Venture Forum](#). It will be at the MBI facility, [25 Winthrop Street](#), Worcester. For more information on this and upcoming IMCNE programs, see <http://www.imcne.org/calendar.html>.

### **Portsmouth Coaching Collaborative**

For information on the next PCC meeting, <http://www.robkanzer.com/meetings.htm>.

### **Society of Professional Consultants**

The February 7 SPC Breakfast of Champions meeting features Rosemary Butico of Quintessence Communication and is on "Making PR Part of Your Plan". It will be 7:30 AM to 9:00 AM at Rebecca's Café, [8 New England Executive Park](#), Burlington. Cost for SPP and ODLG members is \$15. For more information, see <http://www.spconsultants.org/boc/0602feb.htm>.

The February 27 SPC Professional Opportunity Meeting is features Bonni DiMatteo of Atlantic Consultants on "Your Blueprint for More Business". It will be at 6:00 PM to 9:00 PM at Rebecca's Café, [8 New England Executive Park](#), Burlington. Cost for SPC and ODLG members is \$30 in advance, \$50 at the door. For more information, see <http://www.spconsultants.org/notices/0602feb.htm>.

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## **Educational Opportunities**

*We encourage educational institutions and others to furnish information of learning opportunities of interest to OD practitioners.*

### **Cambridge Center for Adult Education**

CCAIE is offering a course on "Coping with Difficult People" with instructor Mel Epstein on February 12, 12:00 PM to 6:00 PM. Cost is \$92. For more information, see [http://www.ccae.org/catalog/courses/course\\_details.php?id=524106](http://www.ccae.org/catalog/courses/course_details.php?id=524106).

### **School for International Training**

The School for International Training, Brattleboro, Vermont, is holding an open house on March 10. For more information, see <http://www.sit.edu/graduate/admissions/openhouse.html>.

### **University of Vermont**

The Vermont Business Center at the School of Business Administration, University of Vermont, Burlington is offering seminars on [Strategic Marketing Management and Application](#), February 16, and [Optimizing Your Organization's Greatest Asset: Strategic Human Resource Management](#), February 7. Each is 8:30 AM to 4:30 PM at a cost of \$349, included. For information on these and other Business Center offerings, see [http://www.uvm.edu/vbc/?Page=upcoming\\_programs.html](http://www.uvm.edu/vbc/?Page=upcoming_programs.html).

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## **Other Announcements**

### **Community at Work**

[Community at Work](#), who donated a copy of their [The Facilitator's Guide to Participatory Decision Making](#), thanks those who submitted potential listings for the bibliography of the new edition. Whether you participated or not, you can get a free three minute three-minute audio interview with [Sam Kaner](#), on the topic, "What makes the difference between an excellent facilitator and one who's not so great?" This interview was recorded a few months ago, when Sam was selected to appear on the America West Airlines in-flight radio series, "Best Consultants in America." It can now be heard on [Aloha Airlines](#) flights to Hawaii. Write to [duane@CommunityAtWork.com](mailto:duane@CommunityAtWork.com).

### **Organization Development Network**

Notes and other material from the 2005 ODN Conference are being made available on their web site at <http://www.odnetwork.org/conf2005/followup/index.php>.

### **Conference Board**

The 2006 Conference Board Executive Coaching Conference will be February 2 and 3 at the [Westin New York at Times Square](#). Cost is \$1995 for members, \$2995 for nonmembers. For information on this and other Conference Board events, see <http://www.conference-board.org/>.

### **Business and Professional Women**

The 2006 BPW/USA Policy and Action Conference is entitled "Building Powerful Women". It will be February 2 to 4 at [Wyndham Hotel](#), Washington, DC. For more information, see <http://www.bpwusa.org/files/public/PolicyandActionConferenceProgram.pdf>.

### **AeA Net**

The February 2 AeA Net New England meeting features Judith Malone of [Edwards Angell Palmer & Dodge](#) and Kathy Lane of MKS Instruments, Inc. on "Avoiding the Bad Hire: Background Checks That Work". It will be 7:30 AM to 10:00 AM at Viisage, [296 Concord Road](#), 3rd floor, Billerica. Cost is \$55 for members, \$85 for nonmember. For more information, see [http://www.aeanet.org/events/nead\\_020206\\_backgroundchecks.asp](http://www.aeanet.org/events/nead_020206_backgroundchecks.asp).

### **Boston University School of Management**

The BU School of Management Symposium 2006 is on "Creating Value Through Innovation". It will be held February 2, 11:30 AM to 3:30 PM. For more information, see <http://smgpublish.bu.edu/symposium/index.shtml>.

### **Boston Downtown Women's Club**

The February 4 Boston DWC Author Series features [Stephen Shapiro](#) on "Goal Free Living". It will be 5:30 PM to 7:30 PM at Morton's, [One Exeter Plaza](#), Boston. The meeting is free. For more information on this and other DWC events, see

<http://www.downtownwomensclub.com/dwc/index.php?module=ClubsCalendars&action=LocalClubs&LocalClub=DWCBoston>.

### **Career Counselors Consortium**

The February 6 CCC meeting features Deborah Liverman, Assistant Director of Career Services, MIT, on "Assessment Instruments and Tools". It will be 8:30 AM to 12:00 PM at 450 Dodge Hall, [Northeastern University](#), Boston. The meeting is free for members, \$30 for nonmembers. For more information, see [http://www.careercounselorsne.org/pages/meetings/#2\\_8](http://www.careercounselorsne.org/pages/meetings/#2_8).

### **Downtown Boston BPW**

The February 6 meeting of the Downtown Boston chapter of Business Professional Women, co-sponsored with the [Boston Young Professionals Association](#), is on "Diversity in the Workplace". It will be 6:00 PM at the John D. O'Bryant African-American Institute, Northeastern University, [40 Leon Street](#), Boston. For more information, see <http://www.downtownbostonbpw.org>.

### **Manchester Area Human Resources Association**

The February 7 MAHRA meeting features Katharine Daly of the NH Commission for Human Rights and Attorney Susan Ellison on "Navigating Diversity and Immigration in the Workplace". It will be at 7:30 AM at C R Sparks Restaurant, [18 Kilton Road](#), Bedford. Cost is \$20 for members and \$30 for nonmembers. For further information, see <http://www.mahra.org/>.

### **New Hampshire ASTD**

The February 7 meeting of the New Hampshire chapter of the American Society for Training and Development features Irene Dickinson, adjunct faculty, Saint Joseph's College of Maine, on "From Subject Matter Expert to Consultant/Trainer". It will be 7:30 AM to 10:30 AM at New Hampshire Community Technical College, [601 Spaulding Turnpike](#), Pease Tradeport, Portsmouth. Cost is \$25 for members, \$30 for nonmembers. For more information, see [http://www.astdnh.org/event\\_200601.htm](http://www.astdnh.org/event_200601.htm).

### **American Management Association**

The AMA is Employer/Employee of the Future Conference is February 7 to 9 at the [Hyatt Regency Century Plaza](#), Los Angeles. For information on this and other AMA events, see <http://www.amanet.org/events/index.htm>.

### **North Shore APICS**

The February 7 professional development meeting of the North Shore chapter of the American Society for Operations Management features [Neil Colvin](#) of Diversified Professionals on "Quality is Profit". It will be 5:30 PM to 8:00 PM at the Best Western Lord Wakefield Hotel, [595 North Avenue](#), Wakefield. Cost is \$25. For more information, see <http://www.apics-northshore.org/pdm/>.

### **Non-Profit Career Fair**

[Idealist.org](#) is holding a Non-Profit Career Fair February 7 at Boston University, Metcalf Ballroom, Sherman Union, 2nd floor, 775 Commonwealth Avenue, Boston. For more information, see <http://www.idealist.org/if/idealist/en/CareerFair/Viewer/default?career-fair-id=119&sid=45417183-6-jmLEu>.

### **Connecticut Valley APT**

The February 8 meeting of the Connecticut Valley chapter of the American Association for Psychological Type features [Loretta Symons](#), of Center Stone Consulting and Dr. Patricia Barry, Ph.D, psychoneuroimmunology on "The Enneagram". It will be 6:30 PM to 8:30 PM at Saint Joseph's College, [1678 Asylum Avenue](#), West Hartford, Connecticut. For more information, see [http://www.aptinternational.org/connections/index.cfm?pg=CT\\_events.htm](http://www.aptinternational.org/connections/index.cfm?pg=CT_events.htm).

### **Massachusetts Technology Leadership Council**

The 2006 MTLC Annual Meeting features keynote speaker [Jimmy Wales](#), founder of Wikipedia. It will be February 8, 8:00 AM to 11:00 AM at the Marriott Copley Place, [110 Huntington Avenue](#), Boston. Cost is \$80 for members, \$125 for nonmembers. For more information, see <http://www.masstechleaders.org/pages/45/index.htm>.

### **New England Women Business Owners**

The February 8 NEWBO dinner meeting features [Kathleen Treanor O'Loughlin](#), President and CEO of Dental Service of Massachusetts, on "From Fear to Fearlessness: Managing Life and Money". It will be 5:45 PM to 8:30 PM at the Newton Holiday Inn, [399 Grove Street](#). Cost for nonmembers is \$50. For more information, see <http://www.newbo.org/dinnext.htm#20060208>.

### **Commonwealth Institute**

The Commonwealth Institute is holding a forum on "What's Next? Women's Experiences with Transition" February 8, 7:30 AM to 9:30 AM at Nixon Peabody, [100 Summer Street](#), 25th floor, Boston. Cost is \$50 for members, \$60 for nonmembers. For more information, see <http://www.commonwealthinstitute.org/events/calendar/whatsnext.aspx>.

### **Massachusetts/Greater Boston ASTD**

The February 9 dinner meeting of the Massachusetts/Greater Boston chapter of the American Society for Training and Development is on features [Partners in Leadership](#) on their Oz Principle Accountability Training. It will be 5:30 PM to 9:00 PM at the Lexington Sheraton Inn, [727 Marrett Road](#). Cost is \$35 for members, \$45 for nonmembers. For more information, see <http://www.massastd.com/events.htm>.

### **Heartland Institute**

The Heartland Institute is presenting a VisionHolders TeleConversation on February 9, 8:00 PM to 9:00 PM with [Vivian Wright](#), internal consultant with Hewlett Packard and founder of the Work Innovation Network. Cost for nonmembers is \$15. For more information on these and other Heartland events, see <http://www.heartlandcircle.com/>

### **ADAPT**

The February 9 meeting of the Association for Development and Productivity Through Technology Training features Roy Duboff of [HawkPartners](#) and Gina Westcott, Senior Director, Management Development Programs, [Boston University Corporate Education Center](#) on "Training Best Practices: Management Training for the IS Manager". It will be 8:30 AM to 12:00 PM at Harvard Pilgrim Healthcare, 99 Worcester Street, Wellesley. The meeting is free to members and first-time guests. For more information, see <http://www.adapttrain.org/mtg0206.htm>.

## **Class Action**

Class Action is offering a program on "Exploring Class" on February 9, 9:00 AM to 5:00 PM at Arise for Social Justice, [94 Rifle Street](#), Springfield. Cost is on a sliding scale to be determined at the workshop. For more information, see [http://www.classactionnet.org/program\\_detail.php?id=94](http://www.classactionnet.org/program_detail.php?id=94).

## **Strategic Leadership Forum**

The 2006 Strategic Leadership Forum, sponsored by the [Professional Services Management Association](#) and the [Society for Marketing Professional Services](#), is entitled "Strategic Evolution and Growth – Ensuring a Successful Future". It will be February 9 to 11 at the Pointe Hilton Tapatio Cliffs Resort, [11111 North 7th Street](#), Phoenix. Cost is \$695 for members, \$850 for nonmembers. For more information, see [http://www.psmnet.org/Leadership\\_forumset.htm](http://www.psmnet.org/Leadership_forumset.htm).

## **Maine ASTD**

The February 14 meeting of the Maine chapter of the American Society for Training and Development features [Bob Rand](#) of Priority Learning on "Changing Conflict Dynamics". It will be 7:30 PM to 9:30 PM at the Sheraton Hotel, [363 Maine Mall Road](#), South Portland. Cost is \$10 for members, \$15 for nonmembers (\$2 off if payment received by February 12). For more information, see <http://www.maineastd.org/CatalogEngine/page02.lasso?-token.SessionID=3883154&-token.ProgramID=8786>.

## **Central Massachusetts PMI**

The February 14 meeting of the Central Massachusetts chapter of the Project Management Institute features Ingrid Bredenberg of the [Trilog Group](#) on "The Heart of the Matter: The People Side of Project Management". It will be 5:30 PM to 8:30 PM at Wyndham Hotel, [5400 Computer Drive](#), Westboro. Cost is \$15 (after noon January 10, \$20). For more information, see [http://www.pmicmass.com/mtg\\_archive/2006/m2006-02-14.htm](http://www.pmicmass.com/mtg_archive/2006/m2006-02-14.htm).

## **Sky Rappers Toastmaster Club**

The next meetings of the Sky Rappers Toastmaster Club will be February 14 and 28, 12:00 PM to 1:00 PM at 7 New England Executive

Park, Burlington. For more information, see <http://skyrappers.freetoasthost.com/index.html>.

### **New England Human Resources Association**

The February 15 NEHRA professional development meeting is on "Partnering for Performance: Improving Your Performance Consulting Skills" and features Estelle Mournighan, Vice President, [Citizens Bank](#). It will be 8:30 AM to 4:00 PM at the [Babson Executive Conference Center](#), Wellesley. Cost is \$390 for members, \$450 for nonmembers. For information on this and other NEHRA meetings, see <http://www.nehra.com/events/>.

### **Worcester Downtown Women's Club**

Worcester DWC is sponsoring a teleclass February 15 with Carol Froehlinger of [Negotiating Women](#) on "Negotiating for Me, Myself and I". It will be 12:00 PM to 1:00 PM. Nonmember cost is \$29.95. For more information on this and other Worcester DWC events, see <http://www.downtownwomensclub.com/dwc/index.php?module=ClubsCalendars&action=LocalClubs&LocalClub=DWCWorcester>.

### **New Hampshire PMI**

The February 15 meeting of the New Hampshire chapter of the Project Management Institute features Craig Ruvere, of [Successful Strategies International](#) on "How to Attain Project Success". It will be 6:00 PM to 9:00 PM at the Yard Restaurant, [1211 South Mammoth Road](#), Manchester. Nonmember cost is \$30. For more information, see <http://www.pmi-nh.org/>.

### **Greater Boston Chamber of Commerce**

The February 15 GBCC Leading Industries Executive Forum features [Anne Finucane](#), Global Corporate Affairs Executive and President, Northeast, Bank of America. It will be 7:45 AM to 9:00 AM at Four Seasons Ballroom, [200 Boylston Street](#), Boston. Cost is \$40 for members, \$80 for nonmembers. For more information on this and other GBCC events, see <http://bostonmacoc.weblinkconnect.com/CWT/External/WCPAGES/WCEvents/EventsStartPage.aspx>.

### **Greater Providence Chamber of Commerce**



The February 15 GPCC Power Hours features Michelle Girasole, President of [Precision Web Marketing](#) on "E-Mail Marketing". It will be at 8:00 AM at the Chamber of Commerce, [30 Exchange Terrace](#), Providence. Cost is \$20. For more information on this and other GPCC meetings, see <http://www.providencechamber.com>.

### **Better Business Book Club**

The February 15 BBBC meeting is on [The Last Hours of Ancient Sunlight](#) by [Thom Hartmann](#). It will be 7:00 PM to 9:00 PM at Ideas Aloft, [15 Green Street](#), Newburyport. The meeting is free. For more information, see <http://ideasaloft.typepad.com/bbbc/>.

### **Boston Knowledge Management Forum**

The February 16 Boston KM Forum features Mary Lee Kennedy of [The Kennedy Group](#) on "An Introduction to Sense Making". It will be 4:00 PM to 6:00 PM at Jarg Corporation, [330 Bear Hill Road](#), Waltham. Cost is \$15. For more information on this and other BKMF meetings, see <http://www.kmforum.org>.

### **New England ACR**

The February 16 meeting of New England Chapter of the Association for Conflict Resolution features a panel on "Turbocharging Your ADR Practice". It will be 5:00 PM to 7:30 PM at Suffolk University Law School, [120 Tremont Street](#), Boston. Cost is \$20 for members and \$25 for nonmembers. For more information, see <http://www.neacr.org/displaycommon.cfm?an=1&subarticlenbr=1>.

### **Rhode Island ASQ**

The February 16 meeting of the Rhode Island chapter of the American Society for Quality features Tony DeMarinis, Quality Systems Manager at [Davol](#) on "Alligators! Eagles! Vikings! Silos! What's Next? Natural Selection or Intelligent Design for Better Alignment". It will be at 5:15 PM at Spumoni's, [1537 Newport Avenue](#), Pawtucket. Cost is \$25. For more information, see <http://www.riasq.org/>.

### **North Shore Women in Business**

The February 16 NSWIB meeting features [Celia Couture](#), President of CC Consulting, on "From the Classroom to the Boardroom". It will be 7:00 AM to 9:00 AM at the Holiday Inn, [1 Newbury Street](#), Peabody.

Cost is \$15 for members, \$30 for guests. For more information, see <http://www.nswib.org/calendar.html>.

### **European Type Conference**

The 2006 European Type Conference will be held February 16 to 18 at the [Sheraton Hotel and Towers](#), Brussels, Belgium. For more information, see <http://www.europeantypeconference.org/>.

### **Business Development Seminar**

Jacqueline Collins, President of [Partnering for Performance](#) and co-leader of our [March 2001](#) and [November 2001](#) "OD Toolbox programs, and Priscilla Chura, President of [SmallBizCFO](#), are offering a business development seminar for sole proprietors and small business owners on February 16, 8:00 AM to 11:00 AM at [64 Schosett Street](#) - Hokanson EBA, Pembroke. Cost is \$150. To register or for more information, write [jacollins@pfpconsult.com](mailto:jacollins@pfpconsult.com).

### **Trainers Roundtable**

The February 17 meeting of the Trainers Roundtable [Beth Brettschneider](#) of [Artichoke Training Associates](#) on "Evaluation for Real People". For more information, see <http://www.trainers-roundtable.org/>.

### **New Hampshire Human Resources Association**

The February 20 NHNRA meeting is on "Getting Your Company Into Shape for Summer: A Corporate Wellness Program". It will be 5:15 PM to 8:30 PM at the Crowne Plaza Hotel, [2 Somerset Parkway](#), Nashua. Cost is \$25 for members, \$40 for nonmembers. For more information, see [http://www.humanresources.org/events\\_detail.cfm?EID=308](http://www.humanresources.org/events_detail.cfm?EID=308).

### **Human Resources Planning Society**

HRPS is holding a teleconference with futurist author [Mary O-Hara-Devereaux](#) on "Making sense of the Future" on February 21, 11:00 PM to 12:30 PM. Cost for nonmembers is \$250. For more information, see [http://www.hrps.org/hrpsohara\\_flyer\\_a.pdf](http://www.hrps.org/hrpsohara_flyer_a.pdf).

### **eWomenNetwork**

The February 22 Boston eWomenNetwork Accelerating Networking reception features [Genevieve Thiers](#), CEO of [Sittercity](#). It will be 5:30 PM at Maggiano's Little Italy, [4 Columbus Avenue](#), Boston. Cost is \$43 for members, \$53 for nonmembers. For more information, see <http://www.ewomennetwork.com/event/registration/localEvents.phtml?aid=76>.

### **Northern New England STC**

The February 22 meeting of the Northern New England Chapter of the Society for Technical Communication is on "Best Practices for Telecommuting / Working with Remote Project Teams". It will be 6:00 PM to 8:30 PM at the Marriott Courtyard, [2200 Southwood Drive](#), Nashua. Cost is \$17 for members, \$30 for nonmembers. For further information, see <http://www.stc-nne.org/meetings.htm>.

### **International Association of Business Communicators**

The February 23 of the Yankee Chapter of IABC is on "The New Realm of Digital Influencers — Navigating the Blogosphere". It will be 7:45 AM to 10:30 AM at Henderson House, [99 Westcliff Road](#), Weston. For more information on this and other IABC meetings, see <http://www.yankeeiabc.org/programs/calendar.htm>.

### **New England Society for Applied Psychology**

The February 24 NESAP meeting (postpone from January) features [Marvin Smith](#) of Synectics, Inc., on "Seeing with New Eyes". It will be 7:00 AM to 9:00 AM at the Weston Golf Club, [275 Meadowbrook Road](#). Cost is \$30 for members, \$40 for nonmembers. For more information, see <http://www.nesap.org/ClubPortal/EventDetailPublic2.cfm?clubID=160&EventID=21141&mo=12>.

### **Institute for Global Leadership**

The Institute for Global Leadership is offering a seminar on "The Practice of Reconciliation Leadership" in Worcester from February 24 to 26. Cost is \$395. For more information, see <http://www.global-leader.org/>.

### **Bay Colonies ASTD**

The February 28 meeting of the Bay Colonies chapter of the American Society for Training and Development features Kevin Lydon, Manager of Learning Development Solutions, [GTECH](#), on "Staying Ahead of the Game Through Global e-Learning". It will be 5:00 PM to 8:00 PM at GTECH, [475 Kilvert Street](#), Warwick, Rhode Island. Cost for nonmembers is \$30. For more information, see [http://www.baycolonies.org/newsevents/details.asp?event\\_id=18&details=reg](http://www.baycolonies.org/newsevents/details.asp?event_id=18&details=reg).

### **New England Learning Association**

NELA is sponsoring a webinar February 28 with Mohamed Ally, Director and Associate Professor in the School of Computing and Information Systems at Athabasca University, Alberta on "Use of Wireless Mobile Technology to Bridge the Learning Divide". It will be 2:00 PM to 3:00 PM. For more information, see [https://www.illuminate.com/site/external/event/description?tutorial\\_instance\\_id=6527](https://www.illuminate.com/site/external/event/description?tutorial_instance_id=6527).

### **ASHHRA**

The American Society for Healthcare Human Resources Administration is offering a teleclass on "Building Business Partnerships: Best Practices in HR Systems and Processes" on February 28 from 1:00 PM to 2:30 PM. Cost is \$169 for members, \$199 for nonmembers. For more information, see <http://www.ashhra.org/ashhra/education/conferences.html>.

### **IHRIM**

The International Human Resource Information Management Association, in conjunction with its Ontario chapter, is holding a webinar March 1 with David Pendery, Director, HRIS, The Coca-Cola Company on "How HR Supports the Employee Information Experience at The Coca-Cola Company". It will be 12:00 PM to 1:30 PM. Cost for nonmembers is \$175. For more information, see <http://www.ihrim.org/events/Webinars/webinarMar06.asp>.

### **Women's Theological Center**

WTC is holding a seminar on "Transforming Self", March 1, 8 and 15, 6:30 PM and 9:30 PM. For more information on this and other WTC offerings, see [http://www.thewtc.org/SL\\_registration.html](http://www.thewtc.org/SL_registration.html).

## **Club of Amsterdam**

The Club of Amsterdam is holding a conference on "The Future of Electronic Identity" March 1. It will be 4:00 PM to 7:15 PM at the [Amsterdam Chamber of Commerce](#), De Ruyterkade 5, 1013 AA. Nonmember cost is 69 EUR in advance, 79 EUR at the door. For more information, see <http://www.clubofamsterdam.com/event.asp?contentid=506&catid=85>

## **Training Conference and Expo**

The 2006 Training Conference and Expo will take place March 3 to 8 at the Disney [Coronado Springs Resort](#) and Convention Center, Orlando, Florida. For more information, see <http://www.trainingconference.com/learninggroup/training/index.jsp>.

## **Association for Experiential Education**

The 2006 AEE Mid-South Regional Conference is entitled "Education: Inside and Out". It will be March 3 to 5 at the [Joseph Pfeifer Kiwanis Camp](#), Little Rock, Arkansas. Cost is \$140 for members, \$200 for nonmembers. For more information, see [http://www.aee.org/skin1/pages/US/2006\\_Regional\\_Conferences/2006\\_AEE\\_Mid-South\\_Registration.pdf](http://www.aee.org/skin1/pages/US/2006_Regional_Conferences/2006_AEE_Mid-South_Registration.pdf).

## **Social Enterprise Alliance**

The 7th annual SEA Gathering will be at the [Hyatt Regency Atlanta](#) March 7 to 10. Cost is \$525 for members, \$625 for nonmembers. For more information, see [http://www.se-alliance.org/events\\_gathering7\\_registration.cfm](http://www.se-alliance.org/events_gathering7_registration.cfm).

## **Linkage Inc.**

Linkage is offering its seminar "Developing a Sustainable Mentoring System" in Boston on March 13 and 14. Cost is \$1395. For further information, see [http://www.linkageinc.com/learning\\_events/training/workshops/designing\\_mentoring\\_system.aspx?Wid=wks07](http://www.linkageinc.com/learning_events/training/workshops/designing_mentoring_system.aspx?Wid=wks07).

## **American Creativity Association**

The 2006 ACA Conference is called "Creativity at Work". It will be March 22 to 25, with pre-conference institutes March 20 and 21, at the

[Hilton Austin Airport Hotel](http://amcreativityassoc.org/2006Conf.htm), Austin, Texas. For more information, see <http://amcreativityassoc.org/2006Conf.htm>.

## **Society for Organizational Learning**

SoL is offering a program on "Foundations for Leadership," facilitated by [Peter Senge](#), Senior Lecturer at MIT, and [Robert Hanig](#), Vice-President of Dialogs, March 21 to 23 and dates to be announced in October. Cost is \$2800 for members, \$3500 for nonmembers. For more information, see [http://www.solonline.org/announcements/item?item\\_id=8905060](http://www.solonline.org/announcements/item?item_id=8905060).

## **E-Content Institute**

The 2006 E-Content Institute Information Highways Conference is entitled "Combating Chaos: How Leading Enterprises Use Content Solutions to Introduce Order and Improve Productivity". It will be March 28 to 30 at the [Holiday Inn on King](#), Toronto. For more information, see <http://www.econtentinstitute.org/conference/overview.asp>.

## **Every Newsletter Deserves Occasional Witticism**

ENDOW hopes that all readers of this section have a sense of humor.

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## **Did You Know?**

The Learning Group has this year, possibly without a sufficient blare of attention-getting trumpets, developed a new policy of giving away both books and services to members at program meetings. We are in the process of negotiating giveaways for seminars, and these will be listed in the program announcements for future meetings.

On January 19, [Freedia Woolf](#) won the drawing for a slot in the Society for Professional Consultants "Jump Start" seminar for new consultants. The seminar is being taught by [Bruce Katcher](#) of Discovery Surveys, Inc., who coordinated the session on "How Can I Improve My Consulting Practice?" at that program and will be presenting at our [July](#) "Focus Groups in OD" program.

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## Feedback

We are always interested in any feedback on our newsletter or on any other concern relating to the Learning Group, whether comments, suggestions, complaints, or questions, positive or negative, major or minor. Carping criticism, nit picking, and reports of typos are also encouraged. So please write to us at [communication@learninggroup.org](mailto:communication@learninggroup.org).

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An on-line version of this and previous newsletters is available on our web site at <http://www.learninggroup.org/newsletter.htm> You can click on the link to read a given issue on line or right-click on the link and choose "Save Target As" to download it to your computer. In addition to making the newsletter more readable for those whose e-mail system do not permit all its features to come through, this also enables you to send a copy of it to someone via a link.

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