



Center Stage: The Newsletter of the Center for Organizational Dynamics

Volume 1, Number 1

Becky Collins, Editor

Newsletter Goes 21st Century

Welcome to our first emailed newsletter! We have changed from print to PC in order to provide more flexible, more timely, and just plain MORE information on events of interest to all Members of the Center for Organizational Dynamics. This email newsletter will be sent out monthly.

As always, we welcome your comments and suggestions, which should be sent to Newsletter Editor, Becky Collins, at collinsb@sas.upenn.edu.

We also welcome your personal updates. Please let Becky know what is going on in your professional life so that we may share your news with other Center Members.

Calendar

March 13-14	NABE Conference discounted rate for GIC and Center for Org. Dynamics Members
18	Coaching Workshop: Dr. Bill Wilkinsky
23	Dr. Robert J. Lee , Dinner Lecture
April 6	Meeting and Networking Event for Members of the Center for Organizational Dynamics
7-8	Organizational Dynamics sponsors the first Conference on Graduate Programs in Organization Development and Change

Spotlight on Jobs

One of the most important services offered to Center Members is that of **posting jobs—from Members and for Members**. To make this service a success, please refer your hiring officer to the website at <http://www.organizationaldynamics.upenn.edu/center/nav.cgi?page=welcome>, where he or she can click on “post jobs” for access. Remember jobs descriptions on our site have the potential to reach nearly 300 Center Members, who comprise a highly-competent workforce. And if you **are** the hiring officer in your organization, what are you waiting for?

Brief descriptions of positions on file with the Center appear below. Complete information on these positions is posted on the Center Member’s website. Login [here](#), then click on “Search Job Offers.”

Director, Insurance Claims, The Penn Mutual Life

Important Members’ Meeting Coming Up: Getting the Most from Your Membership

On April 6, 2006, the Center will sponsor its first-ever Members’ Business Meeting and Networking Event. We have planned this meeting because we’ve become increasingly aware that many of you are not taking full advantage of your Center Membership.

Membership is a gift you give yourself as a means to further your professional growth and development as well as to establish or strengthen your ties to the University of Pennsylvania. With membership comes the benefit of being able to:

- ◆ Contact your fellow alums who are Center Members.
- ◆ Let Center Member colleagues know you are looking for a different professional opportunity.
- ◆ Post your resume on the Center Member site or review resumes of colleagues.
- ◆ Hire a consultant or other professional from within the Organizational Dynamics community for a position in your organization.
- ◆ Discuss business issues or questions with fellow members for their input and assistance.
- ◆ Learn about upcoming events offered only for Center Members or of special interest to them.
- ◆ Serve as a committee member or volunteer for one of the Center’s Special Interest Groups.
- ◆ Take advantage of the travel opportunities and discounts offered by the Center for members participating in the [International Courses Abroad](#).
- ◆ Identify faculty to work with your organization on a special project through the Center.

And the list goes on, soon to include our **online discussion “forum, which will be demonstrated at the April 6 meeting.**

Membership in the Center may not be the most important thing in your life, but this may be the most important meeting you attend this year.

John Eldred to Begin Research Project—Participants Welcome

Larry Starr announced March 1 that the Center For Organizational Dynamics is sponsoring a new research project led by John Eldred

Director, Insurance Claims, The Penn Mutual Life

Insurance Company, Horsham, PA—Leads team responsible for the processing and payment of life insurance and annuity death claims and the processing of life insurance waiver of premium claims. Has full managerial and staffing responsibility for the area. Responsible for planning, coordinating and overseeing all claims related activities. Provides guidance on the most complex claims, including reinsured and contestable claims. Ensures compliance with all applicable regulatory and legal requirements. Position reports to Vice President of Life and Annuity Services. Interested candidates should send a cover letter and resume to: careerskr@pennmutual.com.

6-month HR Project Manager Internship, GlaxoSmithKline, Master's Level— This is a six month assignment that will assist Project Manager, CEDER, with project management, policy and SOP development, process improvement activities, providing support to the various Diversity Networks, facilitating CEDER training programs, and designing, distributing, and analyzing surveys.

Immediate year-long HR Internship-Organizational Development Master's Level Student Studying Human Resources, GlaxoSmithKline — This is a 1 year assignment that will assist Director of Human Resources Organizational Development with designing and implementing leadership development framework across US Pharma business. Additionally, develop appropriate plans for Marketing Research groups thematic needs; projects may be in the realm of leadership and team assessment, organization diagnosis and design, process improvement.

Director of Strategic Marketing, Communications and New Business Development, Bayada Nurses — Headquartered in Moorestown, New Jersey, Bayada Nurses is one of the largest home health care providers in the United States. The company offers a full range of home care nursing services from pediatrics to geriatrics and provides assistance with skilled nursing, personal care, therapy, meals, laundry, homemaking and companionship with 24 –7 availability on any schedule. To be considered, please forward your resume and cover letter, including your salary requirements to Dave Desch via email: ddesch@bayada.com or fax to 610-491-8033. Visit Bayada's [website](#).

XRoads Solutions Group- Performance Improvement Practice—XRoads Solutions Group is a professional services firm dedicated to optimizing, defending and perpetuating enterprise value. Our expertise includes strategic and operational consulting; crisis management (restructuring, turnaround management and bankruptcy support services); and litigation support (including expert witness services, valuations and forensic accounting). The Performance Improvement practice provides clients with strategic, operational and organizational consulting services to maximize business performance. Our areas of expertise include: Revenue growth, Margin

Larry Starr announced March 1 that the Center For Organizational Dynamics is sponsoring a new research project led by John Eldred and Dr. Marvin Berman, Director of the QuietMind Foundation, to investigate the uses of neurofeedback in improving managerial decision-making under conditions of complexity and uncertainty. Neurofeedback, and its predecessor, Biofeedback, have been used for treating different populations for several years, and have recently been applied to adult populations for enhancing general cognitive functioning.

Eldred noted that his past experience in coaching senior executives led him to collaborate with Marvin, where he now sits as a director of QuietMind. "This technology, now thirty years in its evolution, has the promise of revolutionizing leadership development and it is appropriate that the Organizational Dynamics program help lead that revolution," Eldred commented as he pointed to the recent adoption of this approach by the entire West Point curriculum. The US Army is also mandating training in this technology for all officers posted to the Middle East.

Eldred invites all present and former Dynamics students to contact him by March 15 (jeldred@sas.upenn.edu) for potential inclusion in this project. It is expected that the initial project will involve both testing participants and training them in the neurofeedback technology. Students' roles will include a research component, and academic credit for participation is possible.

Anyone with questions should call Eldred at 215-704-4890.

Spotlight on Faculty

Dr. Russell Ackoff, Professor Emeritus of the Wharton School, has published, with Sheldon Rovin, *Redesigning Society*, a book which, says the publisher, "us[es] systems theory to develop new approaches to governance, the structure and function of our cities, and civic leadership in general. Ackoff was recently honored by the country of Mexico for his influence on the development of organizational design in that country. For more on this impressive honor, and pictures from the event, please click [here](#).

Dr. Elijah Anderson, Charles and William L. Day Distinguished Professor of Social Sciences and professor of Sociology, will receive the honorary degree of Doctor of Science at Northwestern University. Awarded for "distinguished accomplishments," the degree will be presented at the university's commencement on June 16, 2006.

Dr. Mathias Kirchmer has published an article, with Ann Majchrzak, Dave Logan, and Ron McCurdy, in the Winter 2006 issue of the *MIT Sloan Management Review*. "**Four Keys to Managing Emergence**" uses a jazz metaphor to illustrate the proper approach to emergent work. For more, click [here](#).

Dr. Rod Napier has published *Measuring What Matters*, Books in Print says "Following a fictional bookstore's distribution center through the process, the book offers a rare combination of solid theory and dozens of field-tested diagnostic tools, case study dialogue and reproducible exercises and worksheets to measure the collaborative give and take, the exchange value between work teams and the core stakeholders: customers, employers and owners." For more information on the book and how to purchase it, click [here](#).

Special Interest Groups Accepting New Participants

Spotlight on Members

A little knowledge can be a powerful thing, especially when it comes to networking! Here are the names and company affiliations for new and renewal Center members for January and February, 2006. Members who joined or renewed between August and December 2005 are [listed on the website](#). Remember, you have access to the member directory. Log on to the [Center website](#) and click on "search directory."

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Rebecca Bagin, Campbell Soup *
Kareem Brantley*
Daniel Buckley, AVNET
Patricia Duick, Bucks County Community College
Francis Elchert, Lanier*
Russell Force, UPHS*
Helen Formanes*
Hiliary H. Holloway, Jr., The Holloway Safety Group Inc.
Susan Lacovara, Center for Judaic Studies*
John A. Loftus, Safeguard Scientifics, Inc.
David MacDonald, Philadelphia Police Department
Mary A. O’Connor
Erin Parrillo, AT&T
Tricia Reese, Sungard
Cheri Sagona, Southco*
J. Steven Sammartino, Colonial Bank FSB*
Jacqueline Scanlan, Bristol-Myers Squibb*
April Stercula, Self-Employed*
Sylvia Sullivan, Educational Testing Service*
Janine Watson, AstraZeneca

(* = New Member)

MEMBER UPDATES:

VERNELL EDWARDS, MSOD ’05, has accepted a position in the Graduate School of Education in the Division of Foundations and Practices in Education.

JACKSON-MALIK, Dr. PAMELA has received a 3-year appointment as Adjunct Assistant Professor in the School of Nursing. She will continue to lecture on Power, Negotiations, and Leadership in the Nursing Administration Master’s Program.

ALIDA MOOSE, MSOD ’03 ; MPHIL ’05 , has been accepted to George Washington University’s Executive Leadership Doctoral Program. She will begin classes in June.

Participants

At the Spring Brunch on January 7, a number of Center Members and Alumni participated in several round-table discussions facilitated by Dynamics degree program faculty and volunteer Center members. Participants enjoyed spirited discussion of issues ranging from global concerns to management problems, and they asked for more! Hence, round-table discussions on topics yet to be announced will be part of the April 6th Members’ Meeting and Networking Event!

Four Special Interest Groups (SIGs) for Center Members are in place: **Systems Thinking, Coaching, Global, and Leadership**. Go to the website for more information on the [Special Interest Groups](#) and how you can become part of one (or more!).

Center Director Available!

Center Associate Director, Marie Zecca, wants to keep the spotlight on **you**, the members and friends of the Center.

She is in possession of information that can help you improve networking skills; develop your career; and establish corporate ties to Penn through development of faculty-designed, individualized programs for your organization.

In addition, she receives daily information on a plethora of activities—both business related and not—in which you might take interest. Contact her by phone at 215-573-0323 or email mzecca@sas.upenn.edu.

And remember, your comments and suggestions on improving service to Center members will be welcomed!