Happy New Year! You are receiving this newsletter because you are a valued member of The Global Community for the Future of OD (GCFOD).

**An Invitation from the GCFOD Leadership Team:**

Join us this January 15 to Co-CREATE the Future of OD

We invite you to join in what will be an exciting gathering of collective wisdom to strategize about and launch the most provocative and aspirational strategy yet for the future – a plan for catalyzing and supporting sustainable and vibrant communities and organizations the world over. What better way than to start the New Year along with other kindred spirits to mesh our hopes, dreams and most audacious ideas?

**EVENT:** Co-Creating the Future of Organization Development

**WHEN:** January 15, 2013 3:00 to 6:00 pm EST USA

**WHERE:** Fairleigh Dickinson University (FDU)  
285 Madison Avenue  
Madison, New Jersey 07940  
Lenfell Hall in “Hennessy Hall” (The Mansion)

**SPONSORS:** The Global Community for the Future of OD (GCFOD)  
The New Jersey OD Learning Community (NJOD)  
FDU’s Institute for Sustainable Enterprise (ISU)/Center for Human Resource Management Studies (CHRMS)

**REGISTER:** Contact Elena Feliz (see p.2 for Contact Information)

This highly interactive workshop is intended to break new ground in connecting OD practitioners and HR professionals to the emergent triple-
bottom-line of sustainability: people, planet and profit. Its purpose is to provide an opportunity for participants to reassess their role and forge new commitments in helping organizations become sustainable enterprises; i.e., focusing on products, processes, and services that add value to organizations and are simultaneously beneficial to people and the planet.

Highlights:

- **Explore** your role in building sustainable organizations from within and without

- **Discover your legacy:** Use self-reflection and self-wisdom to identify your readiness and available opportunities to support sustainability strategies

- **Connect** with fellow organization development and sustainability supporters

- **Become involved** with emerging roles for OD practitioners, initiatives and possibilities to use your skills to make a difference in creating more sustainable organizations and world

OD and HR professionals have a key role to play in creating a sustainable world, and we believe your experience and ideas are central to making meaningful sustainability a reality. You have the opportunity to get in on the ground floor as a leader in this field. Sign up and attend this initial meeting that will launch these possibilities:

- **Expand your competencies** to help individuals, groups and organizations reach their sustainability goals.

- **Register** for the workshop and join the conversation about how we as OD and HR professionals can work systemically to maximize our impact at the leading edge of the sustainability movement.

Are you excited too? Then come join us in January as OD/HR work hand-in-hand to define the vital role we will play in the future of sustainability and global change for the better.

Sincerely,
The GCFOD Leadership Team


Let yourself be counted as part of a global, virtual community who believes that the future of OD is sustainability. If you are unable to attend the event on January 15, please contact Elena Feliz to find out how to get involved. We welcome your contributions!

Contact **Elena Feliz** to get involved or register for the January 15 workshop:

**email**
feliz_elena@yahoo.com

**phone**
718-335-8161 (USA-NY)

**LinkedIn**
Request to join the GCFOD group!
GCFOD ACCOMPLISHMENTS. We acknowledge and give recognition to the NJOD founder, Ted Nguyen, who established GCFOD almost 10 years ago and now lives in Vietnam. We are part of his legacy. We would also like to recognize Jeana Wirtenberg who has brought GCFOD to where it is today through her indefatigable efforts, hard work and leadership. Here are highlights of GCFOD accomplishments made possible through your contributions and support:

- GCFOD produced a report on the Organization Development (OD) Strengths-Weaknesses-Opportunities-Threats (SWOT) which was published in the Journal of Applied Behavioral Science: Assessing the Field of Organization Development. Subsequently, GCFOD was cited in the book – Reinventing OD – by Warner Burke and David Bradford – as “the hope of OD.”

- GCFOD made presentations at the NJOD Annual Sharing Day (ASD), The New Jersey Organization Development Learning Community (NJOD), the OD Network of New York (ODNNY), National Training Laboratory (NTL), and Academy of Management (AOM) on the Future of OD. We also conducted extensive research and published two articles in the OD Journal on the future of OD based on an original survey of business leaders in both the for-profit and non-profit sectors, respectively: The Future of Organization Development: Enabling Sustainable Business Performance Through People and The Future of Organization Development in the Nonprofit Sector.

- Finally, under the leadership of Jeana Wirtenberg, several of our members published The Sustainable Enterprise Fieldbook – When It All Comes Together and Learning Guide Supplement. Jeana is a thought leader in the world of sustainability.

SUGGESTED READING

Below are several titles we believe are seminal resources that will provide knowledge and competency towards our effort. This is a dynamic and constantly evolving list so please send along your suggestions!

- **The Sustainable Enterprise Fieldbook – When It All Comes Together**
  Edited by Jeana Wirtenberg with William G. Russell and David Lipsky in collaboration with The Enterprise Sustainability Action Team (ESAT) – an offshoot of GCFOD (2009, Greenleaf/AMACOM)

- **Management Reset – Organizing for Sustainable Effectiveness**
  Edward E. Lawler III and Christopher G. Worley (2011, John Wiley & Sons, Inc.)

  Elena Feliz attended the week-long workshop and can share her experience/slides.

- **A Mindful Nation – How a Simple Practice Can Help Us Reduce Stress, Improve Performance, and Recapture the American Spirit**
  Congressman Tim Ryan (2012, Hay House)

- **The Tools – Transform Your Problems into Courage, Confidence, and Creativity**
  Phil Stutz & Barry Michels (2012, Spiegel & Brau)

- **The Four Conversations – Daily Communication That Gets Results**
I admit to being a skeptic when I first heard that wisdom should be part of our Call to Action and statement of the OD/HR role in sustainability for the future. Could I really imagine walking into the office of a client and telling them that wisdom needs to be part of the intervention I would provide? To better understand, I sought out two of my GCFOD Leadership Team colleagues and advocates – Karen Davis and Terri McNichol – to further my understanding. In my role as GCFOD Community Outreach, I thought the time spent with them on this topic would give me clarity so that I could share it with the wider GCFOD community. I prepared by framing a set of questions, but not long into the interview was quickly reminded that “wisdom,” like truth, is not arrived at directly. Rather, it is emergent, as people only come closer to understanding through heartfelt dialogue. So rather than a precise definition, my intent is to offer below some nuggets that were mined from our conversation.

Why wisdom?

Terri noted that since the 2008 financial crisis, thinkers such as Jeana Wirtenberg and the Enterprise Sustainability Action Team (ESAT) have made valuable contributions to the human side of sustainability (see resource list). Additionally, business schools have begun their own soul-searching on key issues of sustainability such as how to re-engineer business school curricula to better prepare future leaders and professionals for decision-making processes that will improve the lives of all people, rather than just the few.

Although business schools have been adept at preparing future leaders in the function of science – data, information, knowledge and understanding – they have neglected what organizational theorist Russell Ackoff calls “the production of wisdom that presupposes all four, because it is primarily a function of ethics and aesthetics that involves the conscious insertion of values into human decision making and evaluation of its outcomes.”

Karen noted the dictionary associates “wisdom,” with common sense, good judgment and insight. While these are important contributors, Karen personally believes that wisdom has to do with multiple ways of knowing and deep listening. She also notes that as Barry Wolfer puts it, “Wisdom uses, honors, fosters, and balances multiple ways of knowing and understanding.” Karen advocates such a holistic approach because the intellect, the senses, the intuitive and the spiritual are all necessary for us to realize our deepest, most complete truths.

Terri, a visual artist, also concurs that there is too much emphasis on “seeing” that is placed on numbers as well as facts both adding up to what is true. She points out just how easily “truth” was compromised by major accounting firms and the way myths have a way of springing up in such circumstances such as what we have been experiencing at the present time teetering on the precipice of the “fiscal cliff.” These myths only serve to derail progress rather than promote cooperation and collaboration. Moreover, whether a decision comes out of Washington or the board room of XYZ Corporation, it has enormous global consequences.

For Karen, wisdom is far more expansive for it involves a deeper consciousness, self-reflection, inquiry and silence, combining both the inner and outer worlds. For millennia, ancient/first peoples looked to nature as a source of deep wisdom – earth wisdom. Each one of us has wisdom and can tap into the collective wisdom of generations and ages past. As a starting point for contemporary times, Karen referenced
Oliver Wendell Holmes’ The Poet at the Breakfast Table that counsels, “It is the province of knowledge to speak and it is the privilege of wisdom to listen.”

Karen’s point of integrating inner and outer worlds resonated with Terri, who was reminded of the writer Michael Gallagher’s description of wisdom as our search for re-connectivity – reconnecting to depth, and to the “capacities of the heart” as it strives to wonder, listen and receive.

**Why is wisdom important to leadership?**

A truly wise culture’s bottom line is all about humanity. The factory fires that recently occurred in Asia are tragic indicators of the work that is still needed to bridge the disconnect between major corporations’ Corporate Social Responsibility (CSR) statements and their actual practices.

Karen emphasized that how we work and live is all interconnected and that we need to bring into the equation the whole person – mind, body, spirit and soul. People want to learn more about themselves, as Terri says, beyond the bottom line.

Finally and most importantly – as Karen reminded us – it is in keeping with OD’s code of ethics statement, our ultimate client is the global community.

**How is wisdom learned?**

Terri reminded us that we do not have to reinvent the wheel. The process of acquiring wisdom began with the core curricula of Liberal Arts and the Humanities departments, as a way of educating the whole person. Warren Bennis and James O’Toole were referring to exactly such a core curriculum in their appeal to business schools in the HBR article “How Business Schools Lost Their Way,” to include multidisciplinary research and the humanities. In her presentation on East Asian wisdom traditions at a recent Wise Management Conference held in Shanghai, China, Terri spoke of an approach that evolved over millennia in China that was looked to by the designers of the Asian philosophy core curriculum at Columbia University. The key components adapted from Confucian traditional wisdom learning and self-cultivation are: active study of selected classics; the taking of things to the heart of the learner, so that his or her conduct of life reflects these time-honored values of the classics; and finally, in addition to partnering with others in their community in an active discussion, also taking a more proactive role by interacting with leaders.

By using a roadmap that aligns with the cogent advice of business gurus such as Ackoff, Bennis, O’Toole and the like, OD professionals can play a major role in initiating, fostering and expanding the conversation on ethics and values and infusing them into intervention and evaluative processes.

Karen added one way of learning wisdom is to take time to listen to our own “quiet.” Rarely do we give ourselves time to reflect on who we really are and what is truly important. We already have wisdom in us, Karen says, it is a matter of (re) discovering it.

When I explicitly asked what does wisdom have to do with sustainability, Karen and Terri replied in unison – “Everything!” For starters, try asking this question – How is what we are doing as OD/HR people impacting the next seven generations, the future? Karen adds when you have a decision to make, visualize your young grandchild sitting on your lap. That can bring it into clearer focus.

**When GCFOD holds their January meeting with NJ OD and ISE – how would you like wisdom to be part of that effort?**

By reflecting on these questions and having such an important dialogue, Terri concluded “we will be foregrounding wisdom.” Karen concurred by referring to what anthropologist Angeles Arrien calls “Universal Healing Salves” of silence, story-telling, music and dance.

At that moment of the interview, I suggested we stop for one full minute to reflect on this conversation. Karen suggested that we be aware that there is no one word for time in the language of some indigenous cultures. After the minute was up, I realized that the difference between my “silence” and that of my colleagues was that I was thinking of more questions, one of which I will leave with you for now:

*Are we as OD-HR scholar/practitioners up to the challenge to guide this needed wisdom conversation?*