

ODN Oregon History

The National Training Laboratories for Applied Behavioral Science (known as the NTL Institute), was founded in 1947 by Kurt Lewin who died before its completion. NTL was developed by luminaries such as Leland Bradford, Ken Benne and Ron Lippitt, and was key in the development of Chris Argyris, Warren Bennis and Douglas Macgregor. NTL has offered many long workshops and certifications since its founding and continues to focus on OD today. NTL began publishing *The Journal of Applied Behavioral Science* in 1965, still a renowned publication. The core literature of Organization Development was written in the 1960s and 1970s, most prominently represented by the Addison Wesley series. Each short book of the series was written by a founder of OD.

The Organization Development Network (ODN) was founded in 1968. Statements from NTL and ODN websites follow in this review of Portland's ODN chapter and related history.

Beginning in the late 1960s, the Northwest Regional Educational Laboratory sponsored Program 100, a national effort to develop communication and OD skills in educators across the nation. Among the program's leaders were Bill Ward, Ruth Emory and Rene' Pino who conducted many train the trainer workshops in Portland, California, Minnesota and elsewhere. Participants included Glen Fahs from San Francisco State College who served as the program's Northern California representative. His exposure to Portland during the training at Marylhurst College led to him moving in 1979 from San Francisco to take the Director of University Extension role at Portland State. There he was in charge of three four-course certificate programs requested by Tektronix (which had over 20,000 employees at the time), entitled:

- 1) Instruction and Training Technology,
- 2) Quality Science (equivalent to a technical version to Total Quality Management), and
- 3) Managing Training and Development (which Glen designed).

The latter had a course on OD, taught over the years by Glen and also by Tek professionals Sharon Ensign and Mark Millemann. Glen convinced Tek's Education and Training Director, Jim Sayer, to open the courses up to community members to improve enrollment and diversity.

In 1978, Sharon (later Sharon Thorne) chaired the national ODN conference in Portland. Sharon was a member of the large Tektronix Management and Organization Development group. The conference, held at the Red Lion Jantzen Beach, drew about 500 of ODN's 1000 members. It generated substantial funds which helped launch an ODN chapter in Portland. In 1983, that group decided to disband and offered its remaining funds to Glen, then the President of the expanding Oregon (now Cascadia) chapter of the American Society for Training and Development. With the help of Rene' and Ruth, Glen started an ASTD OD Special Interest Group (SIG).

That OD SIG thrived with an average attendance of 15 participants in monthly, highly participative programs, planned by a rotating group of four members. Two took the lead and left the planning group after each session. Participants were told that the group would expire if two volunteers were not found to take over for two sessions. The model was very successful until a senior consultant took individual responsibility for designing sessions, got too busy and let the group fade away.

Following the 1978 national conference, Sharon was elected to the national ODN Board and later became ODN's long-time Executive Director. Supporting her part-time at ODN were Ruth and Rene'. Despite the revival of our OODN chapter in the 1990s, the national organization and the chapter did not collaborate.

In 1981, ASTD Oregon started a Community Service that began serving nonprofits with:

- 1) workshops (\$25 per half day with four offered over two days) held at Kaiser hospital's training facility in north Portland and
- 2) consulting services at no charge to those with meager budgets.

Those wanting certification turned to Certified Consultants International (CCI) with several senior consultants helping applicants do a self-study, receive constructive feedback and reach a high standard for approval. Sharon and Dr. Darrell Beck were prominent CCI members.

In 2006, one of ASTD Oregon's chapter presidents, consultant Dan Vetter, started OODN's Community Consulting Project (CCP). Most years a core team of five guided selection and service. During the dozen years up to 2019, 100 needy nonprofits were served by consulting teams of two to five members. The standard model, continuing in 2020, involves a Senior Lead consultant (with ten or more years experience) who mentors less experienced consultants, occasionally joined by a senior "Shadow Consultant." The latter focuses more on helping the team make better decisions rather than doing the work – although shadow consultants often get more engaged than they planned. Most CCP projects are two-four months in duration. The chapter has charged the nonprofits \$200 each.

In recent years, Jackie Barretta (2011-13) and Rob Dodson (2010-11) served as President of large, diverse boards of OODN. The 2011-12 Board had 12 members, with a Vice President, Past President, Secretary and VPs of Finance (the Treasurer), Communications, Marketing, Programs, and Outreach as well as a VP/Member at Large and the CCP Coordinator (an ex-officio member).

In 2011, Glen, while working at Cascade Employers Association (CEA), designed OODN's first "OD Fundamentals," which was offered in Wilsonville as a morning series of five sessions annually for three years. CEA handled registration, promotion and finances and kept 2/3rds of net profit. The number of participants rose slightly from 15 the first year to 18 the third year.

Several organizations have formed reciprocal partnerships with OODN. Partner organizations have included Portland Human Resource Management Association (PHRMA, a SHRM chapter), Cascadia ASTD (now ATD – the Association for Talent Development) and PMI, allowing member fees for programs and sharing other efforts.

OODN continued at a steady membership number of about 100 with about 45 leaving and joining each year. Many new members joined as a requirement to participate in CCP teams.

In 2013 National ODN established regional connectors to support the 40 chapters in the USA. ODN held its national conference in Portland in October 2015.

In 2013-14, the chapter offered HRCI Credit for attendance. Ten Programs were offered, averaging 30 attendees. A policy created during the 2009-10 recession continued to allow members experiencing financial hardship to renew at the student rate.

During their years on the Board, Rob and Gary Langenwalter led a team that developed Vital Signs - later re-titled Vantage Point, an organization assessment tool designed to help clients create healthier, more productive workplaces. Climax Portable Machine Tools in Newberg conducted one of the beta assessments to ensure test reliability. The survey's quality was superior to other assessments long in use. During 2013-14, the Vantage Point team partnered with Synermetric, an UK-based provider of consulting tools. That partner proved to be reliable in processing data but disappointing in marketing as its outreach commitments went unfulfilled.

In 2014, the President, Bob McCarthy, downsized the Board to three members, eliminated OODN's OD Fundamentals series and severed the connection to Vantage Point, which subsequently served two organizations privately. One of those three Board members, Joanne Gadbow, served as President for 2015-17. Membership, income and participation dropped until Jathan Janove, the 2015-16 VP became President in 2018. That Board had seven members with the CCP Coordinator having the status of a leader not on the Board. Kathleen would mostly deal with Board members individually while servicing several other organizations.

Between 2018-20, Glen and Gary re-designed OD Fundamentals in collaboration with the Board and new presenters. It was offered in Wilsonville in 2019. Erin Bair, the 2020 ATD Cascadia President, led off the six week morning series, OODN Board member Helen Spector and Larry Ferguson both led a session

while Jathan and OODN's Treasurer, Dave Hanna, led the final session. During 2020, it was re-designed again, adding substantial diversity with two trainers per session. Since more leadership was coming from OODN, Jathan negotiated that the 2020 series split of profits be 50-50 with CEA. It is scheduled to be delivered online for the first time in October-November.

In December 2019, a larger and diverse group attended what in the past has been just a party and volunteer appreciation event. This time it was a very engaging series of small and large group activities to establish OODN's long-term priorities in the form of a Strategic Sketch.

Introduction

Starting in the early 1980s, Bill Gellermann and Mark Frankel spearheaded a global effort to develop and disseminate a statement of values and ethics in organization and human systems development. It was a highly inclusive process that gained widespread support (over 600 people from 25 countries) and is still the most used and referenced values and ethics work in our field. Their efforts established the Clearinghouse for Information on Values and Ethics in Organization and Human System Development; they also developed "working documents" on a Statement of Values and Ethics and an Organization and Human Systems Development Credo, a comprehensive bibliography, Values and Ethics by Professionals in Organization and Human Systems Development: An Annotated Bibliography and a published book, Values and Ethics in Organization and Human Systems Development (Jossey-Bass, 1990). The Statement and Credo have always been intended as "working documents" of professional beliefs, values and ethical guidelines.

During the 1980s and the early 1990s, with the support of Dick Beckhard and Bob Tannenbaum, most of the leading professional associations in the field, founders, leading practitioners, influential academics and hundreds of others in the OD community co-created and endorsed the Statement and Credo. Today they remain as "working statements" and hopefully will continue to stimulate dialogue and development for all professionals in O&HSD. We are indebted to Bill and Mark for such a significant contribution to our profession. The latest version of the Credo is presented below.

David W. Jamieson
Chair, Clearinghouse Advisory Board

Organization and Human Systems Development Credo (July 1996)*

Our purpose as professionals is to facilitate processes by which human beings and human systems live and work together for their mutual benefit and mutual well-being. Our practice is based on a widely shared learning and discovery process dedicated to a vision of people living meaningful, productive, good lives in ways that simultaneously serve them, their organizations, their communities, their societies, and the world.

We are an interdependent community of professionals whose practice is based on the applied behavioral sciences and other related sciences, a human systems perspective, and both human and organizational values. We serve people at all system levels, ranging from individuals and groups to organizations, communities, and ultimately the global community. **

We believe that human beings and human systems are interdependent economically, politically, socially, culturally and spiritually, and that their mutual effectiveness is grounded in fundamental principles which are reflected in the primary values that guide our practice. Among those values are: respect for human dignity, integrity, and worth; freedom, choice, and responsibility; justice and fundamental human rights; compassion; authenticity, openness, and honesty; learning, growth, and empowerment; understanding and respecting differences; cooperation, collaboration, trust, diversity, and community; excellence, alignment, effectiveness, and efficiency; democracy, meaningful participation, and appropriate decision-making; and synergy, harmony, and peace.

We believe further that our effectiveness as a profession, over and above our effectiveness as individual professionals, requires a widely shared commitment to and behavior in accordance with certain moral-ethical guidelines. Among them are: Responsibility to Self - acting with integrity and being true to ourselves; striving continually for self-knowledge and personal growth; Responsibility for Professional Development and Competence - developing and maintaining our individual competence and establishing cooperative relations with other professionals to expand our competence; practicing within the limits of our competence, culture, and experience in providing services and using techniques; Responsibility to Clients and Significant Others - serving the long-term well-being of our client systems and their stakeholders; conducting any professional activity, program or relationship in ways that are honest, responsible, and appropriately open; Responsibility to the OD-HSD Profession - contributing to the continuing professional development of other practitioners and of the profession as a whole; promoting the sharing of professional knowledge and skill; Social Responsibility -

accepting responsibility for and acting with sensitivity to the fact that our recommendations and actions may alter the lives and well-being of people within our client systems and within the larger systems of which they are subsystems.

From the NTL Website (7/11/2020):

Kurt Lewin founded the **National Training Laboratories Institute for Applied Behavioral Science**, known as the **NTL Institute**, an American non-profit behavioral psychology center, in 1947. NTL became a major influence[1] in modern corporate training programs, and in particular developed the T-groups methodology that remains in place today. Lewin died early on in the project, which was continued by co-founders Ron Lippitt, Lee Bradford, and Ken Benne,[2] among others. The NTL Institute produced or influenced other notable and influential contributors to the human relations movement in post-World War II management though, notably Douglas McGregor (who, like Lewin, also died young), Chris Argyris and Warren Bennis.[3]

NTL began publishing *The Journal of Applied Behavioral Science* in 1965 and it remains a renowned publication contributing a body of knowledge to the field that increases understanding of change processes and outcomes.

The NTL Institute continues to work in the field of organization development. The original center in Bethel, Maine continues to operate, but the organization has moved its headquarters to Silver Spring, Maryland.