



A Community Consulting Project

Assessment of the

Oregon Organizational Development Network

Prepared By:

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May 14, 2014

## INTRODUCTION

### 1. Background

This report is prepared through the Oregon Organizational Development Network (OODN)'s Community Consulting Project (CCP) program. The project that is the subject of this report is unusual in that it is an organizational audit of OODN itself. Further, due to the unusual nature of this project, there were deviations from traditional CCP procedures, which will be discussed herein.

One of the complexities of completing this report was that there were several immediate issues to address. The recruitment of new board members is a pressing issue because many board members had left and the new board had to be recruited, elected and in place by September 1, 2014.

It should also be noted that the report draws on a very strong body of work already completed by the board and documented here. Such work is cited where appropriate.

### 2. Oregon Organizational Development Network

According to their website, the OODN says that:

“Our membership includes: internal and external OD practitioners, HR and training professionals, leaders and students. We even have members who are interested in learning more about the OD profession that are currently not in the profession. The Oregon OD Network provides opportunities to connect, learn, and give back to the community for anyone interested in improving organizations. Our Core Values are:

- Integrity: Honoring our commitments
- Participation: Sharing in the work of the organization and broader community
- Excellence: Applying the values and practices of OD
- Welcoming: Being a diverse, inclusive, respectful and nurturing organization
- Fun: Not taking ourselves too seriously.”

OODN provides several membership services and programs.

- Community Consulting Project (bi-annual pro bono consulting engagements with local non-profits).
- Member Directory. This is a consultant referral list that identifies the member, the member's specialties and contact information.
- Monthly Education Programs (usually with 30-40 people in attendance).
- E-Newsletter.
- Special Interest Groups (only one, Executive Coaching, is currently available).
- Vantage Point (software organizational assessment program in beta test mode).

There are a little over one hundred OODN members. OODN is part of the Organizational Development Network (ODN), which is a national professional organization headquartered in Chicago, Illinois (<http://www.odnetwork.org>). OODN also works in concert with several “Partner Organizations” in terms of programs of interest. These partners are the local chapters of the Portland Human Resource Management Association (PHRMA), the American Society for

Training and Development (ASTD) and the Project Management Institute (PMI).

### 3. Community Consulting Project

This report paper is a description of the process of providing pro bono services to a non-profit agency through the Oregon Organizational Development Network (OODN). The pro bono service is called Community Consulting Project (CCP). The OODN sponsor recruits participants from its membership. The Community Consulting Project (CCP) is a program initiative of OODN. According to the OODN website:

“The Community Consulting Program (CCP) is an outreach program which brings together dynamic, short-term teams of OD/Training professionals to provide free consultation to Portland area, non-profit organizations unable to afford consulting services. Utilizing volunteers from our network, we form Consulting Teams of 2-3 individuals, backed by a Senior Consultant with 10-20 years of consulting experience. CCP teams work with a client for 2-4 months to complete an appropriate client project.”

### 4. OODN Project Request

The following is taken directly from the OODN Project Proposal submitted to the CCP group (Appendix A):

“Help to identify viability of OODN - Strategic Plan, Board Structure, & Development. Approximately three years ago, the future of OODN was in question because of lack of volunteers to serve on the Board. At the Fall, 2013 OODN Board retreat (1<sup>st</sup> month into new Board term) Daniel McGinnis, Vice President committed to prepare and present a *Board Development* recommendation/action plan to the board for review/discussion by year-end. Upon review in January the Board agreed to further pursue these recommendations. However, lacking the horsepower to do this, CCP was suggested as a resource. In short, the board is seeking help to determine a clear direction, focus and structure for OODN in order to ensure Oregon ODN remains a viable and sustainable organization.”

### 5. Project Engagement

The two consultants for the project were selected based on their interest in the project request at the Community Consulting Project’s Spring Retreat on March 4, 2014. As noted in the introduction, the project is unique in that it is an introspective organizational audit of OODN itself. Because two consultants rather new to OODN volunteered for this assignment and no Senior Consultant was available, the usual process of appointing a Senior Consultant, as described in section 3 was not followed. It was thought that senior level practitioners on the OODN board would be able to assist in this capacity as needed.

## ASSESSMENT

### 6. The Current Board

**There are currently 11 board positions in existence:** Past President, President, Vice President, Secretary, VP Finance (a.k.a., Treasurer), VP Membership, VP Programs, VP Communications, VP Marketing, Vital Signs Coordinator (a.k.a., Vantage Point) and CCP Coordinator. However, there are only 7 board members currently serving. The VP Marketing, VP Communications and Vice President positions are vacant. In addition, the Past-President is no longer participating in board functions.

Of the board members remaining, several plan on leaving the board at the end of the term: VP Finance, VP Programs and VP Vantage Point.

### 7. Document Review

This section summarizes the documents reviewed and they are listed in the report's Reference List. However, the consultants decided not to include every document in the report appendices. The documents are all available either on the web or by request to OODN.

#### 7.1 Bylaws of: Oregon Organization Development Network (OODN).

For the purposes of this report, the discussing regarding the Bylaws is limited to the issues raised during the assessment process.

Article IV states that the Board of Directors can have as few as six members and as many as 10. The Bylaws require that the person elected as Vice President shall serve three individual years sequentially as Vice President, President and Past President. The Vice President serves as the President-Elect, but is not named as such. The Vice President of Finance and the Secretary serve two-year terms and the terms can be automatically extended by the board. Terms of office are from September 1<sup>st</sup> to August 31<sup>st</sup> each year.

Article IV also states that the Executive Committee can include "...other positions as deemed necessary" and that it is the decision of the president. It further states that "All other board members serve one-year terms, but are eligible for re-election in the same role for up to three terms." None of the "other" positions are named in the Bylaws, but instead refer to the "Oregon ODN Board of Director Roles and Responsibilities" document.

Article V states there is an Executive Committee consisting of the "President, Vice-President, Secretary and VP Finance" and its primary responsibility is "assembling" the annual budget. The VP Finance is considered the organization's Treasurer, but not named as such. It is important to note that only four (4) Board members are named to the Executive Committee, but five (5) as Board members. The Past-President is not officially an Executive Committee member.

Article VI states there is an Office Manager who reports to the President and has no authority to make financial payments.

## 7.2 Oregon ODN Board of Directors Core Responsibilities.

This is document called the “Oregon ODN Board of Director Roles and Responsibilities” in the Bylaws. It basically provides job descriptions spelling out “duties” and “qualifications” for all board members. It also names the Bylaw’s “other positions” such as VP Communications, VP Marketing, VP Outreach, CCP Coordinator, VP Membership, VP Programs and VP at Large. None are noted as being voting or non-voting or requiring board meeting attendance. In total it results in a Board of twelve (12) members.

The inference is that since all of these positions are named in the Core Responsibilities document, that they are all voting members of the Executive Committee.

## 7.3 OODN Board of Development Action Plan: A Proposal for Sustained Governance.

Daniel McGinnis, Vice President, Q4, 2013.

This 16-page document is not officially adopted like the Bylaws or Core Responsibilities documents. It was prepared by the former Vice President, Daniel McGinnis. The paper asks the organizational question, “How can OODN ensure that it has ample board participation and leadership to provide effective governance of the organization?”

The primary findings that introduce this Action Plan are:

- OODN does not have formalized board development or succession planning strategies or policies.
- There is no established process for filling board vacancies or planning for future board development activities.
- Board recruitment has not been strongly linked to existing strategic planning processes.
- It is unclear whether the current board has the capacity for additional work at this time.

The document includes a force field analysis, risk assessment, vision statement, implementation proposals, critical thinking analysis, possible solutions and a recommended solution. The latter states:

“Given the current range of alternatives, it is recommended that the board consider either a sequenced process that allows for components to implement according to need, or filling the existing vacancies before determining whether a board development plan is viewed as necessary and worthwhile.”

This document is very relevant to the consultant’s work because it addresses many of the same issues heard during the interviews.

## 7.4 ODN Strategic Planning Meeting (September 28, 2013).

This 10-page document is basically minutes that summarize the activity of seven (7) Participants (board members) and a Facilitator and a Scribe. It is not officially adopted like the Bylaws or Core Responsibilities documents. The purpose of the session is stated as “1. Look at

where you are, where you set your priorities,” and “2. Look at your core ideology and how it helps you with your decision-making.”

The Announcements section includes the resignation of the VP of Marketing and the VP of Communication. Three other board members did not attend this strategic planning session.

This paper lists 90 plus intermixed findings and recommendations under the general heading of “Top Existing Strategies” and broken down into action categories such as: to develop and maintain a process to gain members, to develop action plans for alternative programs, to expand ODN’s reach beyond OD, and more profitability. The paper concludes with a table that lists Activities/Tactics, creates priority levels (i.e., low, medium, high), assigns accountabilities to board members, and creates a timeline for deliverables. It also creates a Parking Lot list of future items to consider.

This document is very relevant to the consultant’s work because it addresses many of the same issues heard during the interviews. It is the view of the consultants that this is an all inclusive and well-thought out document. The only criticism is that it mixes finding with recommendations. However, the Activities/Tactics chart is very straight forward.

## **8. Structured Interviews**

The consultant conducted structured interviews from March 31 to April 14, 2014. There were 17 individual, confidential interviews done with current and former board members, the part-time OODN staff person and an external participant (Appendix B). The interviews were done either in person or by telephone. The structured interview questions (Appendix C) were developed after reviewing the initial project request, the existing documentation, and holding a preliminary meeting with the board chair and then the entire board. The comments, recommendations and observations were consolidated by thematic category (Appendix D).

## **9. OODN Board Feedback**

As part of the overall project the CCP consultants met with the OODN board several times in person and by phone in order to keep them aware of the project’s progress and to get feedback regarding specific issues. The board has regular monthly meetings on the 2<sup>nd</sup> Wednesday of the month in a Con-way Freight building conference room in northwest Portland. The consultants met with the board on March 12, April 9 and will be present May 14, 2014 to review the findings of this report. A telephone conference was also held on April 17<sup>th</sup>. During this time, the consultants produced two progress reports that were reviewed at board meetings (Appendix E).

# **ANALYSIS & DIAGNOSIS**

## **10. Situational Analysis Overview**

The situation is unusual in that the Board of Directors had a flurry of strategic planning initiatives coincide with a large number of board resignations. It did not take long for the

consultants to realize that what was needed was not so much an organizational intervention, as an organizational triage. For that reason we began to prioritize the immediate needs of OODN.

### **11. Document Analysis**

Several issues came to light upon the consultants' initial review of the documents provided. First, there are inconsistencies between how the board is currently operating and the organization's bylaws. There are currently 11 board positions though the bylaws specify that the board be limited to ten. Because several positions are vacant the board is not operating out of compliance with the bylaws, but if all current positions are filled in the next election either the bylaws need to be revised, or the board will not be in compliance with the bylaws.

Second, the board responsibilities document is not current. It states there are 12 board positions and there are inconsistencies with board titles here and those that are currently in use. Currently, there is no board member At Large or VP of Outreach.

Finally, given the content of the OODN Structured Planning Meeting, the McGinnis white paper and the CCP application submitted by the OODN board, it became clear that issues regarding strategy, recruitment and retention have long gone unresolved, hence the need for assistance.

### **12. Interview Analysis**

A thorough review of the responses received has already been distributed to the board and is copied herein in Appendix D. However, in summary, the majority of the viewpoints can be distilled into two main points. The first is that there is strong appreciation for the individuals who participate on the board. The overwhelming response was that board members are perceived as warm, caring, compassionate, passionate and fun people.

The second point is that there is little cohesiveness as a team. This issue can be traced to a lack of a vetting process, a lack of an on-boarding process and a lack of team building process. In short, there is a view that the OODN board needs to incorporate OD tools and practices. This led to a recurring observation, that "the shoemaker's children wear no shoes."

### **13. Situational Diagnosis**

Due to the short-term nature of the CCP assignment, the close proximity to upcoming board elections and the fact that strategic plans have been created several times in the recent past, the consultants decided they could be of most value ensuring a reconstituted board is elected and seated rather than rehashing the organization's mission, values or strategic plans.

The amount of strategic thinking and planning that has been done by OODN is quite thorough. For that reason, the consultants have come to the conclusion that it would not be

productive to create yet another comprehensive, strategic document to guide OODN into the future.

Instead, the conclusion was reached that it was time to **stop planning** and **start doing**. So the majority of our recommendations are immediate and actionable. However, planning for the future of the organization is important. Therefore, more long-term recommendations are also included herein. However, these will likely be items for the next board as the end of the current board's term is fast approaching.

Long-range planning works best in the short term. - **Euripides**

Plans are only good intentions unless they immediately degenerate into hard work. - **Peter Drucker**

## RECOMMENDATIONS

This report provides the board recommendations for a path forward, but there is no perfect and definitive set of actions to take. For this reason, the report recommendations should be taken as a set of possible alternatives. Hopefully the current and next board can utilize this report to craft a useful approach to reinvent and reenergize OODN.

The problem with creating a transitional document for the sustainable implementation is having a board with 50 percent new members. For this reason, this report focuses on short-term (1-3 months) tactical recommendations. However, there are long-term implications to many of the recommendations.

### 13: Board Structure

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- Recommendation 13.1: **Consider reducing elected board/executive committee to five (5) or seven (7) voting members.** This could include the President, Past-President, Vice President, Secretary and Treasurer. Programs, CCP, Vantage Point and Membership could be transitioned to working committees.
- Recommendation 13.2: **Appoint all other members as non-voting members.** These are the programmatic positions (Vantage Point, CCP) and functional positions (i.e., membership, at large, communication, programs).
- Recommendation 13.3: **Change title of Vice President to President-Elect.** This will reduce the confusion about who or what a Vice President is.
- Recommendation 13.4: **Appoint a member to be the OD change agent for the board.** The board needs a person who is OODN organizational development change agent. This would be their sole responsibility.



Recommendation 13.5: **Update bylaws and Roles & Responsibilities document.** Ensure that they reflect recent changes.

#### 14. Board Recruitment

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Recommendation 14.1: **Recruitment should occur throughout the year.** Recruitment should not be limited to the month or two preceding elections

Recommendation 14.2: **Recruitment process needs to be more intentional, strategic and deliberate.** Board recruitment should have its own plan, schedule, and be advertised in email and at meetings. .

#### 15. Board Development

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Recommendation 15.1: **Have a board orientation program and manual.** The orientation should take place in addition to the annual board retreat, where the sole objective should be on team formation.

Recommendation 15.2: **Recognize board members at all events so people know who to talk to.**

Recommendation 15.3: **Hold board retreat someplace fun.**

#### 16. Membership

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Recommendation 16.1: **Hold an annual open house event.**

Recommendation 16.2: **Attract younger members.** Recruit at universities and meetings. Offer mentoring, professional development, job opportunities, consulting tips.

#### 17. Programs (monthly, CCP, collaborative)

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Recommendation 17.1: **Increase the number of people available to check in members and guests at monthly meetings.** Bottlenecks at the door lead to frustration and give the appearance of disorganization.

Recommendation 17.2: **Make “Fundamentals of Organizational Development” an OODN program.** This is a chance to sell OODN to new and/or potential members, and to generate revenue. This would mean shifting responsibility from Cascade Employers Association and would require a dialogue with them on how best to proceed.

Recommendation 17.3: **Create a sliding scale of price for CCP projects.** A good example of a lost opportunity, in terms of revenue and member opportunity, is

SOLVE. In a conversation unrelated to the OODN CCP project that is the subject of this report, regarding his providing independent consulting services, Rich Carson spoke with Maureen Fisher, Executive Director of SOLVE. She mentioned the CCP and said, *“I was excited about ODN. I thought it would a really great opportunity for both SOLVE and the folks that came and talked to us. But at the end of the day, I think because we had some money, they just said this isn’t the right fit.”* SOLVE did not pick a member of OODN for the work. OODN may have alienated SOLVE with the rejection. Bottom line, take all non-profits at a price.

Recommendation 17.4

**Immediately involve OODN in the 2015 National ODN Conference.**

This is a major opportunity for OODN to engage its existing member base and attract new members.

## 18. Communication

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Recommendation 18.1:

**Improve internal communications with board members.** Board members seem to be surprised by events they had no idea were occurring. (Ex. VP membership survey, CCP rejection of SOLVE.)

Recommendation 18.2

**Rebrand OODN to the Oregon-Southwest Washington customer base.** The goal of rebranding is to influence the customer's perception about a product or service by revitalizing the brand and making it seem more modern and relevant to the customer's needs. This could be done in cooperation with one of the local business schools (PSU, WSU) as a class project for MBA students. It could involve changes to the website content and logo.

## 19. Collaboration

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Recommendation 19.1:

**Create stronger ties to national ODN with initiatives and programs.** The recent decision by national to hold its conference in Portland, Oregon had already reached to point where they had decided the dates (October 17-20, 2015) and location (Hilton Hotel) without OODN’s knowledge or input.

Recommendation 19.2:

**Improve collaboration with ASTD, APT, SHRM, PMI.** Ideally, all board members should take an active role in building relationships with related organizations, not just the Board Chair.

## 20. Technology

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Recommendation 20.1:

**Automate membership dues.**

Recommendation 20.2:

**Improve website appearance, content and functionality.**

Recommendation 20.3:

**Make better use of e-newsletter.**

## 21. Administration & Budget

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- Recommendation 21.1: **Increase administrative position to 25-50% over time.**
- Recommendation 21.2: **Have administrative person attend board meetings.**
- Recommendation 21.3: **Increase revenues from dues, programs, CCP.**

## CONCLUSION

### Decide Who and What You Are!

There is a reoccurring question from board members about whether organizational development is a subset of either human resources (PHRMA) and/or training and development (ASTD). There is also an argument for just the opposite: organizational development is a more comprehensive field of study and practice that encompasses. The board, and organization at large, needs to bring clarity to this debate.

### Decide To Grow or Not to Grow!

A decision needs to be made whether to grow the organization or not. Growth needs to occur in the membership, budget resources, program offerings and value-added membership. There are two views of “growth:”

*Without continual growth and progress, such words as improvement, achievement and success have no meaning.*

-Benjamin Franklin, a writer, inventor, revolutionary (1706-1790)

*Growth for the sake of growth is the ideology of the cancer cell.*

- Edward Abbey, a writer, essayist, novelist (1927-1989).

As a united front, the board and organization at large needs to decide what the future of OODN will be. Until there is a consensus on what the future of the organization should look like, there will be continue to be resistance in most, of not all, strategic planning.

### And Thanks!

The authors of this report, Richard Carson and Erin Mahoney, would like to thank the Board of Directors of the Oregon Organizational Development Network for their input, patience and initiative. You have no small task before you, but you have the tools to succeed.



## REFERENCES

- Best Practices Materials for Nonprofit Boards, Executive Service Corps of Washington  
(<http://www.escwa.org/files/bbp.pdf>)
- Bylaws of: Oregon Organization Development Network (ODN), 10-22-12
- Community Consulting Project proposal from Oregon Organizational Development Network  
(presented March 4, 2014)
- McGinnis, D. *OODN Board Development Action Plan: A Proposal for Sustained Governance*,  
Q4, 2013
- ODN Strategic Planning Meeting, September 28, 2013 (meeting notes)
- Oregon ODN Board of Directors Core Responsibilities (undated)
- Oregon Organizational Development Network membership survey (email 4-2-2014)
- Oregon Organizational Development Network website (<http://www.odnoregon.org/>)
- Rob Dodson, *The Vantage Point Story* and *Vantage Point Organizational Health Assessment*  
(April 5, 2014 email).
- Working with the 21<sup>st</sup> Century Volunteer and Promoting Your Volunteer Program, Nonprofit  
Association of Oregon, May 12, 2011.

## APPENDIX A – Oregon ODN Proposal to CCP

NOT Interviewed, however 2 Current Board Members are actively involved with CCP:

Tammie Walker – President, Oregon ODN Board

Rob Dodson – Board Member

Dan Vetter – Board Member

Organizational purpose & background:

We are a fun group of professionals dedicated to organization improvement who come from a wide variety of industries. Our membership includes: internal and external OD practitioners, HR and training professionals, leaders and students. We even have members who are interested in learning more about the OD profession that are currently not in the profession.

What they are requesting from us?

Help to identify viability of OODN - Strategic Plan, Board Structure, & Development. Approximately three years ago, the future of OODN was in question because of lack of volunteers to serve on the Board. At the Fall, 2013 OODN Board retreat (1<sup>st</sup> month into new Board term) Daniel McGinnis, Vice President committed to prepare and present a *Board Development* recommendation/action plan to the board for review/discussion by year-end. Upon review in January the Board agreed to further pursue these recommendations. However, lacking the horsepower to do this, CCP was suggested as a resource. In short, the board is seeking help to determine a clear direction, focus and structure for OODN in order to ensure Oregon ODN remains a viable and sustainable organization.

Staff & board commitment to project (including “start by” date):

Ready to start now. Lead us through the effort to confirm the plan no later than 6/30/2014 since Board elections are around this timeframe.

Concerns with this project:

Lack of consistent Board members of more than a 1 year time period, Board term ends 8/31/2014 and at least 4 members will not renew and 2 vacancies already exist. Some Board members are already engaged in other OODN activities.

Recommendation – YES

Likely scope of work: Analyze existing organizational documents, and perhaps complete additional organization research; Prepare data and present to board; Facilitate board review and decision making

Size of team recommended: 2-3 CCP consultants.

Skills needed on team:

- Organization Assessment
- Board governance models and practices
- Facilitation
- Strategic Planning

## Appendix B - Interviewees

### Current Board Members

Tammie Walker, President.

Bruce Murray, Secretary.

Tamra Russell, VP Membership.

Dan Vetter, CCP Coordinator.

Rob Dodson, Vantage Coordinator.

Bob Fowke, VP Programs.

Gary Langenwalter, Treasurer.

### Past Board Members

Jackie Barretta, former Past President.

Daniel McGinnis. Vice President.

Melanie Chase. Left board position prior to this term.

Erica Davis. Left board position prior to this term.

Joann Gadbaw. Long term member and CCP team.

Miriam Lange. Long term member and CCP team.

Tom Schmitz. Long term member and previous long term Board member.

Greg Sievers. Long term member and previous long term Board member.

Lillian Tsai. Previous Board Member and now serves on PHRMA Board.

### Administrative Staff

Kathleen Bergquist, Office Manager.

## Appendix C – Interview Questions

### Oregon Organizational Development Network structured interview questions

Introduction: We have been asked to work with the OODN Board as part of a CCP project. The proposal stated that:

*Because of a lack of volunteers to serve on the Board...the board is seeking help to determine a clear direction... in order to ensure Oregon ODN remains a viable and sustainable organization.*

We are doing an organizational audit that consists of several confidential interviews with OODN Stakeholders. Then we will make recommendations to the board of directors.

1. How did you get involved with the OODN board? What attracted you?
2. How would you describe your experiences thus far?
3. What are the current board's strengths?
4. Where could the current board improve?
5. Why do you think the board is having difficulty attracting new members?
6. Why do you think the board is having difficulty retaining members?
7. Are there interpersonal dynamics or challenges we should be aware of?
8. Are there any other issues that would help us understand how help your organization? (Open ended)
9. In terms of the organizational structure of the board, we are interested in what you think about several specific options:
  - A. Board terms (how many years, which positions)
  - B. Board Attendance (monthly, quarterly)
  - C. Board Attendance (in person or electronic)?
  - D. Board Positions (elected versus appointed) (for what programs?)
  - E. How many total members should be on the board?
  - F. How many elected and appointed?
  - G. Are there any other organizational changes to the organization that would help? Such as:
    - a) Hire a part-time executive director?
    - b) Merge with the Seattle chapter to form a greater Pacific Northwest chapter?

In terms of board recruitment. How do you or should you attract active members.

- A. Interim strategy (damage control)?
- B. Long-term strategy?



## Appendix D – Interview Answers

### Structured Interviews

The consultants conducted structured interviews from March 31 to April 14, 2014. There were 17 individual, confidential interviews done with current and former board members, the part-time OODN staff person and an external stakeholder. The majority of the interviews were done in person, though several were conducted by telephone.

The structured interview questions were developed after reviewing the initial project request, the existing documentation, and holding a preliminary meeting with the board chair and then the entire board. The following are comments, recommendations and observations consolidated by thematic category.

#### General Observations (Strengths)

- Fun, friendly group
- Engaged, passionate and creative people
- Good teamwork (not always the case in past boards)
- Strong leadership
- Programs and CCP are great
- Trust, openness, integrity, compassionate people
- Capable of healthy disagreement (though not always in the past)
- Consensus that in-person meetings once a month in Portland is good

#### General Observations (Weaknesses)

- No structure, no process, no criteria for board membership
- It's easier to be on the board than CCP
- Current board hasn't fully recovered from resignations at the retreat and thereafter
- Marketing
- No norming/onboarding process - Trial by fire
- Ideas and strategies never seemed to gain traction; can bite off more than can chew
- In survivor mode
- The majority were either recruited or volunteered out of a perceived necessity
- OD board doesn't have enough OD people
- Illusion of maintaining the status quo
- OD as a profession is in transition (identity crisis)
- Need to involve the group at large in creating united front and direction
- Need to be open to experimentation, try new things
- Need more women, diversity; perceptions of an old boys club
- Bogged down in details, nit-picking (ex. 9 revisions to the "elevator pitch" (brief overview of OODN) created for OODN)
- Group energy is lacking

### Board Structure

- Some suggested reducing board, for example from 11 to 5, or 11 to 7. It is now 10% of the membership.
- Separate board policy positions from programmatic positions (monthly programs, Vantage Point, CCP, SIGs, Marketing, Communication) from President, Past-President, President Elect, Secretary, Treasurer.
- Other Vice president(s) are confused with the Vice President (Elect).
- Spell out differences in appointed position job descriptions (marketing, communication, programs).
- Voting versus non-voting? Review ASTD by-laws regarding positions “appointed as needed.”
- Many suggested increasing to two-year, overlapping terms, as it takes a year to figure out what is going on.
- Appoint someone to become the change agent outside of the board for one-year. The board needs advocate(s) for change.
- Rotate the board chair of meetings to different board members.
- Shorten terms of service and make board membership project based.
- Eliminate VP of Programs, as it is becoming self-sustaining, and create a committee or SIG.
- Structure alone won’t solve the board’s problems. Thought this during the last revision of bylaws.
- Need to bring more OD into the meetings themselves.

### Board Recruitment

- Difficult to attract new members. What’s the value of being on the board? It’s not communicated to other members.
- Difficult to Retain. No structure. Process, roles and expectations aren’t communicated well.
- Recruitment program/process needs to be more intentional, strategic and active. Who is attending the programs or involved in CCP? Approach them and talk up OODN.
- Advertise. Send out an announcement like Seattle did.
- Have more competitive elections. Get nominations. Self-nominations as a last resort.
- Elections are rushed and not viewed as important.
- Emphasize the value: networking, development, fun, personal and professional growth, leadership opportunity
- Cater the pitch to people understanding generational differences.
- Recruit throughout the year.
- Recruit at program events.

### Board Development

- Need a board orientation program and manual.

- Have people get involved in committees, as a pathway to board membership. Maybe have people join a committee directly upon becoming a member.
- Hold an annual open house.
- Get help from Nonprofit Oregon Association.
- Set up as more short-term projects, which appeal to younger generations
- Board member recognition at programs will elevate board member profile and help members know who to talk to.
- Have candid conversations about burnout and fatigue.
- Teambuilding workshop.
- Board member perks? Hold the board retreat someplace fun.

### Membership

- Increase membership through marketing and recruitment.
- Need value-added incentives to membership and programs that are relevant. Not just Vantage Point. Vantage Point is an experiment and not a value-added membership experience like CCP.
- People want a certificate equal to the HR Certificate.
- Make membership more inclusive. Involve people in organizational decisions and information sharing.
- Need younger folks: mentoring, professional development, job opportunities, consulting tips.
- Recruit students from university programs in region.

### Programs

- Include occasional programs outside the Portland area.
- Some are feeling program fatigue (monthly meetings) and would like less meetings.
- Joint conferences with Seattle.
- Increase value-added programs and incentives to members.
- Make the “Fundamentals of Organizational Development” more central – especially for new members or potential members – and take more ownership over it.
- Create a sliding scale of price for CCP projects.
- Have more people checking in members and guests at the monthly programs. Looks unorganized to have so many people waiting.
- Have board members be more visible at the monthly programs, rather than standing around the room.
- Need more connections and icebreakers for attendees. People look at their phones waiting for the meeting to start. People want a sense of belonging.

### Communication

- Expectation or events are not clearly communicated to board members (and membership).
- Better internal communication about what is going on. Some folks seem to be surprised to find that something is going on they didn't know about.

- Don't use drop box as the only way to find existing documents – use email and e-newsletter.

#### Collaboration

- Stronger ties to national ODN in terms of initiatives and programs.
- Designate a person to be liaison to national ODN.
- More collaboration with local organizations: learn from ASTD, APT, SHRM.
- Board members need to go to their events and network with their leaders individually.
- Co-sponsor events.
- Direct invitations by phone, email or in-person to leaders in other organizations.

#### Technology

- Automate membership dues and joining.
- Improve website offerings and appearance.
- Make better use of e-newsletter (jobs, events, etc.)

#### Administration and Budget

- Increase the administrative position from 5 hours (3%) to 25% to 50% (½ time). OODN needs administrative person to keep the organization running on a day-to-day basis.
- Have administrative person attend board meetings at least quarterly.
- Increase revenues in terms of dues, program cost, CCP charges, etc.

## Appendix E – Update

### CCP Check-In With OODN Board

April 9, 2014

Overview: The following is a summary of results based on interviews Rich Carson and Erin Mahoney conducted with present and former OODN board members and other long-time OODN members as its first step in the CCP process.

#### The OODN Board

Strengths	Areas Ripe for Development
Fun, friendly group	Criteria for board membership
Good teamwork	Norming process for the board
Strong leadership	Follow-through on strategy and projects
Trusting, open, compassionate people	Marketing
Capable of healthy disagreement	Recruiting
Sense of integrity	Retention

#### Key Insights Re Board Health

- “The shoemaker’s children wears no shoes” → Need to apply OD to the OD board
- Decide philosophically what organizational development is in relation to human resources (PHRMA) and training and development (ASTD). The parent or the child?

#### Key Insights Re Board Recruitment

- What is the value proposition of being a member of the board?

#### Possibilities Moving Forward Working With CCP

- Does the Board need a tactical (short-term) or a strategic (long-term) change? A strategy being a larger plan that can comprise several tactics, which are smaller and more focused.
- Mini-Retreat to make revisions to board structure (entire board or subgroup)
- Mini-Retreat to create the value proposition of why one would want to be a member of the OD board (entire board or subgroup)
- Surveys – take the pulse of the organization to get feedback from the group at large
- Develop a strategy for attracting new members in the coming months (advertising, open house, email blasts)
- Create an outline/strategy for bringing on the new board in September
- Have a candid conversation as a group about how best to communicate feelings of burnout or fatigue as it occurs

#### Suggestions

- Some revisions to board structure (2-year terms, size) with the understanding that this is only one piece of the process.
- Start advertising board positions as soon as possible at monthly meetings, introduce board members at the monthly programs, email blasts
- Take time as a group to decide how you want to move forward. This isn’t the first CCP project the OODN board has embarked on. What will make this time different?