

# MSOD *Observer*

November 2007

## Welcome from the MSOD Alumni Board Co-Chairs

Sue Laxdal, Omega  
Sue Funkhouser, Epsilon Prime

At the 2006 conference we asked alumni to volunteer to be part of a vibrant force of leaders to grow and sustain the alumni organization. Many have volunteered to:

- Help maintain the distinctive competence of the MSOD program (see the Learning Group Consultants report).
- Fulfill the network's bold aspiration to align initiatives, and build a flexible, effective organization (see the reports from liaisons and initiatives).
- Provide geographical and class representation (to date the board comprises alumni from two countries, eight states, and eleven classes).

We believe we are well on our way to developing a vibrant 21st-century form of alumni organization. There is genuine excitement among faculty, board members, and alumni about our potential to contribute to the University and to support

MSOD alumni's service in the world. We are especially appreciative of the collaborative spirit within the Graziadio School (GSBM).

As cochairs, we want to thank the retired board members from 2005-2006 for their contributions and pledge to continue their work. A special thanks goes out to Bill Gage, who retired in August from serving as the energy behind the Virtual Community Initiative, so vital to our dispersed community.

In this issue, you will meet the 2007-2008 board. They are indeed a vibrant force. Please welcome the new members, and those intrepid spirits who are returning for a second term.

Finally, we thank all of you who have used the Listserv, attended a seminar or local group meeting, attended the conference, filled out a survey, contributed to the scholarship fund...or otherwise connected, shared, learned, or applied. Enjoy the MSOD Alumni Network update. ♦

## News FROM THE DIRECTOR

Ann Feyerherm

As we recently launched the next cohort (Kappa Prime) I was struck by what energy these new students have for the next phase of their lives and how they have chosen to learn some of these lessons through the MSOD program. We have a group of 34 students (and a healthy group of alternates) which signals the continued sterling reputation of the program. We have our second student from mainland China in this group, as well as Canadians, Mexicans, an Italian, a Singaporean and a native Inuit from Alaska. There are students from all over the U.S. I would like to have more people of color and I'm sure that will come with effort and time.

I reflect on the conversations I've had over this past year and I'm grateful for all the alumni activity. There was a wonderful group at the East Coast for the "House Model" workshop; I've had check-in calls with the alumni board members; alumni have shown up at OD Network meetings, SHRM meetings, the OD Linkage conference, and the BAODN meeting where Gordon or I have been sharing the program with prospective students. Many of you have been invaluable in giving your

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## Online

MSOD Alumni Network  
Graziadio School of  
Business and Management  
Pepperdine University  
<http://www.bschool.pepperdine.edu/alumni/msod/>

## Looking Back

### The 2006 ALUMNI CONFERENCE

More than 100 members of the Pepperdine MSOD community including alumni, current students, faculty, speakers, and other guests gathered last October in Laguna Beach for the 2006 Pepperdine MSOD alumni conference.

With their theme of *Shake it Up! Challenge Your Thinking... Your Purpose... Our Practice*, the conference planning committee, which was chaired by Leslie Smith and included Jeff Freedman, Brian Golden, Aja Moerler-Howell, Stevie Rabinowitz, and David Tipton, challenged themselves to create a “kick-ass” conference—and succeeded.

Among the things that were new for this conference were a preconference gestalt workshop, and an off-site global simulation workshop known as The World Game presented by Joe Sterling and his associates. Howell and Freedman also put a greater emphasis on marketing sponsorship for the conference and were able to secure sponsorship funds from several organizations including Personnel Decisions International (PDI), Organization Development Network (ODN), Fielding Graduate University, PDA Search, and NTL Institute, which enabled the committee to keep attendee costs down while still generating a profit to the alumni board.

Other presenters at the conference included Barry Johnson, Christopher Meyer, Jim Tamm, Tony Petrella, Mark Samuel, Steve Milovich, and Roger Harrison. Several alumni also presented including Patty Beach, Melissa Daimler, Laura Jackson, Wally Kuhns, Gina Lavery, Mike Maughlin, and Beth Page.

Reaction of those attending the conference was very favorable. Alumna Donna Svei wrote the following to the Listserv on the Tuesday following the conference as a thank you to the planning committee, specifically citing the usefulness of Barry Johnson’s presentation on polarity management:

“...for me to justify the time away from generating billable hours and the cost of conference fees, travel, and lodging, I expected the conference to help build my capacity to serve my clients and generate fee income. When I got back to my office on Monday, I e-mailed a client and told him that I had learned a new tool that I thought might help unstick his organization on a challenge they have been unsuccessfully grappling with for almost two years. We did a 90-minute phone meeting this morning using a polarity map, and came away with an action plan for getting unstuck that we think is going to work and will result in a nice billable engagement for me.

Gosh you guys, MISSION ACCOMPLISHED on my end!!! Thank you for such a rich, useful program; for the opportunity to see my EPrime tribe, and for the opportunity to expand that tribe to everyone else who was there. I am in awe of the care, planning, and dedication that went into the conference and I really don’t have words to express my gratitude for your gift to all of us.”

For those of you eagerly awaiting the next conference, planning is already underway for the gathering in Monterrey, Mexico in the spring of 2009. In the meantime, watch for other local events in your area or feel free to create your own. ♦

## Looking Forward

### The NEXT ALUMNI CONFERENCE - May 20 - 24, 2009 In Monterrey, Mexico

- \* Dates/location: Just after Session 4 in Monterrey, Mexico, Wednesday, May 20 - Sunday, May 24, 2009
- \* Theme: Real-World Voices of Change: Collective Learning from Leading Theorists, International Change Agents, and You

We plan to combine theorists from inside and outside the field of OD with people influencing great changes in unexpected places around the world and in you, all in one conversation. This will be interactive as we weave together theories and stories from others along with our own experiences allowing new ideas to emerge in the moment. ♦

## Advance Knowledge And Practice

*Trine Jensen, Eta Prime and Lori Heffelfinger, Psi*

On November 16, 2007, the MSOD Alumni board initiative, Advance Knowledge and Practice, launched a series of webinars. We wanted to begin offering education that would be accessible for alumni across the globe using webinar technology. The Graziadio School has provided this technology through the alumni office. Our inaugural event, “Strategic Decision Making: A Key Lever for OD Practitioners” was presented by Chris Worley.

During the program Chris addressed the unique responsibility of a top management team which is often poorly understood—the making of strategic decisions. This is critical to organization performance as it affects the relationship between the environment and the organization. Chris pointed out that the dynamics of the top management teams affect their ability to receive and hear key information, accept a potentially significant idea, and make the right decisions. We heard about some of the key ways OD practitioners can help C-level executives improve their dynamics as a team (which is frequently abysmal) and ultimately improve their performance.

We were thrilled to have 40 participants come together at our first webinar. It was also terrific to have the participation of the Graziadio MBA community.

Thank you Chris for the update and insights. Also, thank you to Santiago, Linda, Jennifer, Susan, and Nicole in the Alumni Office for their support and hard work.

### Next Event - February 15, 2008

Dave Jamieson will present “What’s New in Organization Design and Culture” on Friday, February 15, 2008, 9:00 a.m. Watch for further information on this and future webinars. Our plan is to offer three in 2008.

Fees will be \$25-50 per webinar, depending on speaker and attendance. We believe this will allow us to attract high-caliber speakers who will be of interest to alumni and attract ever-expanding participation. For comparison, several other professional organizations in our field not only charge an annual membership of close to \$300, but they also charge a fee of \$150 per person per webinar.

We look forward to meeting you in cyberspace as the series progresses. ♦

## An Active MSOD Listserv

*Sue Funkhouser, Epsilon Prime*

Currently 346 MSOD'ers (including faculty) are subscribed to the Listserv. Since November 2005 all of our messages have been archived when board member Bill Gage persuaded Graziadio School of Business and Management to adopt robust Listserv technology (and thereby freeing Zig and Gordon from the job of cobbling together and maintaining a donated system that was housed in Chris' office).

Alumni have told us in the past two semi-annual alumni surveys that the Listserv is one of the most valued benefits and assets of our network. Individuals have referred to the list community as their brain trust, the well, a way to contact inspired colleagues and so forth.

Looking at the postings since last June, we range between 70 – 100 strings per month. Of those strings, around 20 are related to employment opportunities. The other strings seem to fall in the following categories: announcements about various conferences, inquiries regarding reputation/quality of a company, instrument, speaker, training, and internal and external consultants seeking just-in-time ideas and/or resources for a specific project or initiative (such as an opening exercise, a template, an article, expertise, a different perspective, etc.).

The generosity on the list has been tremendous. Templates, presentations, models, articles, carefully crafted thoughts, and thought-provoking questions all have been shared in the spirit of “two heads are better than one,” and of offering whatever we can do to help out another colleague make an impact in his/her sphere of influence.

I spent a few minutes perusing the archives, and the content is rich and varied. Some of the topics discussed include: learning vs. managing, on-boarding, personal transformation, leadership sports books, OD insights into the legal profession, transactional vs. strategic, stakeholder identification and analysis, virtual teaming, performance management, innovation, the possibility of having a personal life, and starting an external practice.

### ***Get in on the conversations—here is how you subscribe to the list:***

1. Go to the Listserv welcome page (<http://gsbm-srv.pepperdine.edu/cgi-bin/wa.exe>).
2. Go to the section labeled “Assistance”; there is a hot link in the third bullet.
3. Register.  
You must register before you can access the Listserv.  
The password is new; it is not a current PU password.
4. Go to the MSOD home page; use the menu to access your desired function.
5. For more product information go to <http://www.lsoft.com/products/listserv-powered.asp>.

***If you are already a subscriber and want to change your functions or search the archives, go to the link listed in Step #1.***

## MSOD Founders Scholarship Fund

Annette Pellinat, Beta Prime and Charlene Mille, Theta Prime

Looking for a way to give back to the MSOD program? Think about contributing to the MSOD Founders Scholarship Fund. This scholarship was established to honor the mentoring spirit and vision of Dick Beckhart, Pat Williams, and Bob Tannenbaum who each contributed so much to the field of OD and the MSOD program. Through the scholarship, which focuses on promoting diversity in the broadest sense, we can continue to build our strong learning community by providing a source of financial support to MSOD candidates who might not otherwise be able to participate in the program.

Diversity of thought and exposure to multiple viewpoints enriches the learning experience of all MSOD participants. To date we have granted eight scholarships to students from countries including China, the Philippines, Costa Rica, and Malaysia. This support has been extended to individuals who are contributing to the world through their work with organizations such as Habitat for Humanity and other nonprofits. With your help we can continue to support worthy students who provide so much richness to the MSOD community.

To make a contribution, please visit the Web site at: [www.pepperdine.edu/giving/give/](http://www.pepperdine.edu/giving/give/). Thank you for your ongoing awareness and contributions.

### Helpful hints for making an online gift:

The page lists the different schools of Pepperdine—to give to the MSOD Founders Scholarship Fund you have to select the “Graziadio School of Business and Management” link and proceed to complete the information on the next page. Once you complete the page with your name, address and e-mail, you will reach a third page that allows you to select the amount of the donation and the designation—in this case you would select “MSOD Founders Scholarship Fund” from the drop-down menu. ♦

## *News* FROM THE DIRECTOR *Continue from page 1*

perspectives to these interested parties and spreading the news in your own networks and with others.

This past year has been one of international partnerships (we signed an agreement with University of Monterrey in Mexico and Terri Egan and I have been to the University of Klagenfurt to review their MSOD-type program). We have increased our marketing presence at conferences and made curriculum “tweaks” (better integrating strategy sessions as an example). It has also been a year of welcoming a new program administrator, Brigitte Worthen, who is adding her skills and talents to the office systems and our program.

We named our first “McGowan Scholar,” Dana Matl, a current Iota Prime student. This is a scholarship for which the MSOD program had applied that allowed us to grant a scholarship to a deserving second-year student. We are always on the lookout for ways to increase the funding for students. The tuition challenge is always with us and the McGowan scholarship gives us an additional source. Of course, the MSOD Founders Scholarship continues to be a good way for people to contribute to the next generation of MSOD students. ♦

## Class Liaisons

*Cecilia Marihart, Eta Prime and Theresa Garcia, Zeta Prime*

The MSOD Alumni Board believes that the class liaisons are vital to strengthening the “long grey line” as Pat Williams would say. Each liaison is the lynchpin for communication and connectedness to MSOD graduates. The board has initiated a process to provide to class liaisons the infrastructure, support, and information needed to easily and expeditiously keep classmates informed and connected.

Our new MSOD Alumni Board members and Class Liaison co-chairs invite you to volunteer to be a liaison for your class. Before deciding, please take a moment to review the role expectations and the support you will be provided.

### Support provided:

- ◆ We will provide you with the tools necessary to do the job even with just limited time and effort, including contact rosters of your classmates, draft e-mails, and phone scripts.

### Role requirements:

- ◆ Contact your classmates. Ask if they wish to be notified of MSOD happenings.
- ◆ Ask them to update their contact information on the University’s alumni Web site.
- ◆ Encourage them to join the MSOD ListServ and participate in the conversations.
- ◆ Share information regarding the next alumni conference to be held in Monterrey, Mexico.
- ◆ Share information about upcoming MSOD events and opportunities to get involved.

Below is a comprehensive list of classes with liaisons and those that are in need of a liaison.

CLASS LIAISONS – In Place		
Class	Liaison	E-mail
Rho	Marianne Tracy	mariannetracy@aol.com
Upsilon	Lynne Brown	lynnebrown@att.net
Chi	Dawn Miller	w: dmille3@smud.org; personal: odonata@peoplepc.com
Omega	Karen Tiller	ktiller@core.com
Beta Prime	Tracy Stewart	tstewart@alsaska.net
Delta Prime	Wally Kuhns	Wkuhns1@aol.com
Theta Prime	Arlene Denman	arlene.denman@rrd.com
Alpha Prime	Jacky Carleton	

CLASS LIAISONS - Wanted					
Alpha	Open	Nu	Open	Beta	Open
Xi	Open	Gamma	Open	Omicron	Open
Delta	Open	Pi	Open	Epsilon	Open
Sigma	Open	Zeta	Open	Tau	Open
Eta	Open	Phi	Open	Theta	Open
Psi	Open	Iota	Open	Gamma Prime	Open
Kappa	Open	Epsilon Prime	Open	Lambda	Open
Zeta Prime	Open	Mu	Open	Eta Prime	Open

*If you would like to volunteer, please e-mail Cecilia Marihart (cecilia.marihart@gmail.com) or Theresa Garcia (theresa@tlgllc.com).*

## LEARNING GROUP CONSULTANT EXPERIENCE

Stephen Pile, Nu

*“The Learning Group Consultant Experience reconnected me to Pepperdine, and allowed me to give something back that was really great.” – quote from a LGC*

What a wonderful role—to go through the program again without having to do the homework or write a thesis! Add to that the energizing experience of working with the students as we help with learning contracts, group process, individual support, and a mountain of change—and reconnecting with our ever-changing world-class faculty as a bonus.

The Learning Group Consultant (LGC) position was initiated with Alpha Prime at the same time learning contracts were structured into the program; the staffing originally came from core MSOD faculty. Beginning with Zeta Prime, the role was filled with experienced practitioners selected from the alumni group.

The first LGCs included Harry Sloofman, Bob Barnett, Ginny Belden Charles, DeDe Henley, and Lori Heffelfinger. The objective was to provide students with another set of experienced resource people to support learning while also gaining more hands-on involvement from alumni. To date, a total of eleven alumni have taken on the role of Learning Group Consultant—with Laura Hauser, Dave McCleary, Jennifer Nevitt, Stephen Pile, Neil Samuels, and Lisa Zweber now added to the ranks. The experience has brought us all closer to the program, and created an even stronger advocacy for a program we all dearly love. The role is that of an experienced practitioner coach, and each of the consultants has a successful OD practice from which to draw. Students are not only wanting help with the learning process, but also with application of what they have learned, and implications for their practices after graduation. The LGCs, of course, are also learning; the students are bright and challenging, and there is never a dull moment.

The program is currently reviewing applications received for Learning Group Consultants for Kappa Prime. If you have previously applied and want to continue to be considered, please let us know by emailing Ann Feyerherm ([afeyerherm@pepperdine.edu](mailto:afeyerherm@pepperdine.edu)). For new LGC applicants, please include the application form, a current resume, and the name and contact information of at least one reference who can speak to your skills in working with small groups.

Steve Pile ([spile@msn.com](mailto:spile@msn.com)) has agreed to answer questions about the role and serves on the MSOD Alumni Board. Of course, Ann will be happy to help answer questions as well. **For alumni interested in applying for a Lambda Prime (2009-10) LGC position, an announcement will be sent out in September 2008.** ♦

## Local Groups

*Linda Mangone, Omega and Marianne Tracy, Rho*

The goal of this initiative is to extend the MSOD Alumni learning environment, so that it provides a lifelong connection for alums and contributes to OD thought leadership. This goal is met through sharing 'best practices'; providing shadow consulting; sponsoring and including thought leaders as learners, presenters, and teachers; and exchanging resources, experiences, and knowledge. In this way, MSOD Alumni in the same geographic area can share knowledge and experience to leverage personal growth and professional development. The key to a sustained and successful Local Group is twofold: interest among local alumni, and active and committed sponsors who ensure that the group continues on track. A group's sponsor (we refer to the role as the "convener") is crucial to success, as evidenced by the success of the ongoing Local Groups in Los Angeles, Seattle, and on the East Coast.

### ACTIVE LOCAL GROUPS

#### Los Angeles

This group began in 2003 and continues to thrive. Local alumni typically meet monthly to showcase individual alum's practice or to hear from recognized leaders in OD. During the years this group has met, they have heard about key programs and successes of the companies in Southern California, as well as from luminaries such as **Peter Koestenbaum**, **Marshall Goldsmith**, and **Peter Block**. The first convener was Liza Taylor, who set the bar for success as a sponsor. She is now joined in that role by Lori Heffelfinger.

#### Seattle

This group convenes alums in the greater Pacific Northwest. Started in 2005, the group now meets quarterly. There is a core group of enthusiastic and committed alumni in the Pacific Northwest. The meetings have focused on showcasing various alumni projects and practices. They have also sponsored a day with **Roger Harrison**. The next meeting of the group is planned for February 2008. At the meeting which follows in May 2008, **Peter Block** will join us.

Linda Mangone is the "convener" of the group and Co-Chair of the MSOD Alumni Board Local

Group Initiative. After relocating to the Seattle area in 2005, Linda was instrumental in beginning this initiative to bring together interested alumni in the Pacific Northwest.

#### East Coast

The action on the East Coast has been episodic and unique. Alumni have been invited to two "conference" events in the last two years. The goal of this group is to provide learning and connection among alumni, plus support for the MSOD Founders Scholarship Fund. In the past events, the attendees have contributed several thousand dollars to the fund. The most recent conference was in April 2007. This two-day event was attended by 25 alumni and featured alumni speakers, plus guests such as **Tony Petrella**, **Edie Seashore**, and **Ann Feyerherm**. Ann conducted a workshop and certification program around "The Four Houses of Organizations" that Pat Williams (founder of the Pepperdine MSOD program) brought to Pepperdine. The tenacious and skillful group of people who planned, communicated, and convened the conference included Laura Heaton, Carol Gausz-Mandelberg, James Moss, Andy Romeo, Marianne Tracy Local Group Co-Chair, and Scott Tworek.

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## Local Groups *Continue from page 8*

### OTHER LOCAL GROUP ACTIVITY

There are ongoing “sparks of interest” expressed by alumni in other geographies who want to stay connected with fellow MSOD participants. For example, groups of local alumni have expressed interest or have convened meetings in Denver, Chicago, New York, and the San Francisco Bay area. The challenge for many of these groups is that alumni are often spread out over a large geography, so meeting on a regular basis is a challenge. In addition, there are alumni who are interested in a Local Group, but are located in an area with no ‘critical mass’ to convene a Local Group. For this

reason, the MSOD Alumni Board is looking into ways to create a ‘Virtual Local Group’ that could convene regularly and include alums on a global basis. Creating such a group is a long-term bold aspiration for the Build Local Groups Initiative.

### STAYING CONNECTED

If you are interested in participating in any of the ongoing Local Groups, or want to convene a new group, please contact Linda Mangone ([linda@mangone.com](mailto:linda@mangone.com)) for more information. We need committed and energetic participants and sponsors! ♦

## AND...

### REMINDER OF LIBRARY ACCESS

All alumni have access to Pepperdine’s online library resources, which include electronic copies of Harvard Business Review. To access this valuable resource, go to the following Web site, click on databases, and use username: Pepperdine and password: waves to log in:  
<http://library.pepperdine.edu/alumni/index.html#access>

### HAS YOUR CONTACT INFORMATION CHANGED?

Stay in touch and stay informed on what’s going on with Pepperdine alumni. Keep your information up-to-date in the alumni database. Either send an e-mail to [gsmalum@pepperdine.edu](mailto:gsmalum@pepperdine.edu) with your new information or complete the online form at <https://www.pepperdine.edu/alumni/update/form.htm> You can verify that your current information is correct by viewing the online alumni directory at <http://pepperdine.alumsys.com> ♦

## From the Graziadio Alumni & Career Services Office

Nicole Hall, Executive Director  
Alumni and Career Services  
Graziadio School of Business and Management

### Welcome to the Graziadio Alumni Network

Your Pepperdine degree gives you access to a powerful network of business professionals numbering more than 30,000 nationwide and around the world. In fact, the Graziadio School of Business and Management has the largest MBA alumni network on the West Coast—and some of its most successful members are members of the Graziadio Alumni Network (GAN).

### Extend the Value of Your Pepperdine Degree

When you join the Graziadio Alumni Network, you'll have a variety of opportunities to advance your professional and personal goals while you support the Graziadio School in its mission to develop values-centered leaders for contemporary business practice.

The new Graziadio Alumni Network is the culmination of an exciting groundswell of alumni support and interest in the business school's premier alumni organization. Led by GAN Leadership Councils located throughout Northern and Southern California, the Graziadio Alumni Network reflects the unique needs and interests of Pepperdine graduates. Leadership council members are dedicated volunteers who play a significant role in developing networking and career events and building strategic alliances with the greater business community.

### Get Connected to...

#### Networking Opportunities

Enjoy exclusive invitations to a calendar of professional events and social gatherings as a member of the Graziadio Alumni Network. Executive panels, C-Level presentations, and networking mixers are just some of the many activities planned specifically for network members. In addition to our three regional

councils, the Graziadio School travels throughout the nation putting on alumni events. Bookmark our events calendar for up-to-date information on events in your area, including Dean's Visits, hosted Waves chapter events and out-of-state visits featuring faculty and senior staff.

#### Membership Directory

Join the Graziadio Alumni Network and you could be included in its first membership directory commemorating the 40th anniversary of the Graziadio School. The printed directory will be accompanied by a password-protected, searchable online database of all network members.

#### Career Development

Whether you want to advance in your current organization or even start your own business, the Graziadio Alumni Network offers a wide range of career development resources. Take advantage of workshops and seminars, individual career counseling, and a monthly online newsletter focused on career tips and opportunities. Be sure to visit Graziadio Talent Online (<http://bschool.pepperdine.edu/GTO>), the ultimate online career management tool for business professionals.

For more information and to join, please visit: <http://bschool.pepperdine.edu/alumni/network/>.

#### Information

If you have questions or would like more information about Alumni and Career Services, please call us at 310-568-5639. We look forward to working with you! [Nicole.Hall@pepperdine.edu](mailto:Nicole.Hall@pepperdine.edu). ♦



## 2007-2009 Board Members

Sue Laxdal, Sue Funkhouser, MSOD Alumni Network Board Co-Chairs ([sue.laxdal@igc.org](mailto:sue.laxdal@igc.org), [sfunk@ca.rr.com](mailto:sfunk@ca.rr.com))

In January 2005, we finalized our organizational design and staffing. We believe we have reached a tipping point in our journey toward development of a vibrant twenty-first century form of alumni organization and that the design below will support our success.



