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**Sent:** Wednesday, September 01, 2004 10:54 AM  
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**Subject:** CLOC NEWS: A Newsletter for Students, Alums and Members of the Center for Learning and Organizational Change

## CLOC News

### A Newsletter for Students, Alums and Members of the Center for Learning and Organizational Change

Summer 2004

Volume 1, Issue 1

Welcome to our first edition of CLOC News! We've created this publication to update you on the events and latest happenings of the Center and our alums, students and business partners.

### Director's Notes: A Year of Progress

You are pioneers! In June of 2003, when we graduated our first class of MS LOC masters students, we began the tradition of giving the "Pioneer Award" to a graduate who exhibits LOC values that include community building, intellectual curiosity and, of course, innovation and pioneering spirit. That first year, recipients were first MS grads **Jill Allemang**, **Sandy Schwan** and **Andrea Spudich**. In 2004, **Lauren Stimler's** colleagues chose her for this distinction.

Some people say it is easy to be a pioneer when a program, a Center, anything is new. Actually, it is never easy to be a pioneer. However, in LOC, pioneering innovators are the kind of people we attract and reflect the work that we do. So, even for those who graduated from the BS LOC program seven or eight years ago, the pioneering continues. If you don't take away any other message from this newsletter, take away my sincere offer that the Center for Learning & Organizational Change always welcomes old friends with new ideas and innovative ways of working and proceeding through life.

Given our current five-year strategic plan at the CLOC, this is the year of relationships and collaboration for innovation. One metaphor we have been using to describe the spirit of our first Innovation Lab (see below) is the kitchen table. In this and other CLOC settings, we bring together diverse members with shared interests and trust, those who are motivated to be leaders and innovators in their industries. The kitchen table talk of the CLOC is especially aimed at more fully realizing human potential and the potential of information and knowledge in complex systems. Increased outreach and interaction with alums, Kellogg faculty, corporations and organizations that are joining the CLOC as members are just a few of the themes you will see highlighted in this and future issues of the newsletter.

For instance, September 15 marks the CLOC's first Innovation Lab for those organizations becoming members of CLOC. ABN AMRO, American College of Chest Physicians, Grant Thornton, Motorola and United Airlines are among the organizations whose leaders will be joining us that day. We will be using innovative techniques in visualization, sense-making, and problem-solving to unpack, reframe and build answers to the question, "How do I lead my organization through a fundamental shift in practice?" For example, in the case of physicians, this means shifting from clinically-focused to patient-focused work. For HR professionals, it means shifting from transactional to consultative work. For attorneys it means shifting from technical expert to business advisor, and so on. We want our

members to walk out of the day thinking differently about these fundamental shifts and feeling more equipped and supported by the faculty, students and methods of LOC to address these issues. The community will continue through BS and MS LOC student projects, on-line collaboration and future meetings.

Another example of our innovation and collaboration is seen in our work with Daniel Diermeier, a professor in the Managerial Economics & Decision Making Sciences department of the Kellogg School of Management, in helping to design the organization for Northwestern's new interdisciplinary center, Northwestern Institute on Complex Systems (NICO). Imagine integrating themes such as self-organization, emergence, networks and continuous adaptation with traditional models organizational design. It is complex!

Let me take this opportunity to welcome LOC alums back to the community and invite you to share with us your contact information and interest in participating in panels, recruitment events, speaker series, guest lecture spots and other opportunities for you to learn and share with each other and with the community on campus. See our Stay Involved section at the end of this letter for more information.

Best regards,  
Jeanie Egmon

## **Center Update**

### *Launch of a New Lecture Series*

In the past few months, the Center has hosted its first two "Innovator Series" presentations by thought leaders in LOC. This series was designed to bring together LOC community-students, alums, faculty, Center partners, and all other interested parties-to share innovative ways that LOC-related technologies and expertise are improving organizational performance. In late April, Bob Dean, Chief Learning Officer for Grant Thornton, and one of our first business partners, engaged the LOC community in a discussion on "Implementing a Learning Vision and Strategy."

Bob shared his strategy for creating a continuous learning culture and showcased many of the innovative practices that have merged work and learning at Grant Thornton. This past July, Rob Schnieders, CEO and President of AHA! interactive, and a graduate from the NU Learning Sciences program, highlighted some of the innovative methods his organization has used for evaluating the effectiveness of learning on individual and organizational performance with his presentation titled "Assessing the Impact of Strategic Learning Interventions." To view both presentations, see our website at: <http://www.cloc.sesp.northwestern.edu:16080/perspectives/>. Plans for future "Innovator" talks are in the works, with the next one scheduled for October 27, 2004. Mark the date! If you are in the area, we would love to have you join us.

### *New MS LOC Classes*

Indicative of how we continue to grow, CLOC offered a new MS elective course this summer, and plans are to offer two additional new electives in the coming year. This summer's "The Prepared Mind for Leaders" is an outgrowth of a workshop developed last year and a book currently being written by Jeanie Egmon and Bill Welter, long-time CLOC collaborator. The course and book title come from a statement that Louis Pasteur made concerning the role of luck in discovery and innovation: "Chance favors the prepared mind." Students who took the course focused on the strategic and human enablement side of leadership by exploring the eight critical skills of Observing, Reflecting, Imagining, Challenging, Learning, Deciding, Reasoning, and Enabling. (The book titled "The Prepared Mind" will be available through Jossey-Bass early in 2005.)

This winter and spring the MS program will offer two new electives. In winter, Rob Schnieders, CEO/President of AHA! Interactive, will facilitate the "Design of On-Line Learning Environments" in which participants will examine the characteristics of effective, online learning environments. Students will create and evaluate designs for online learning experiences using participative/iterative design processes and tools. Guest speakers from online learning

companies and education/end-user organizations will provide examples of tools, current practices and lessons learned. And the course culminates in a group project to design an online course for the MS LOC program. In winter, Mark Clare, former CLO for Allstate, will offer a class on "The Philosophy of Business." Stay tuned for more details closer to the date. For more information about our MS program, see:  
<http://www.sesp.northwestern.edu/Programs/LOC/>.

### ***New! And Improved! CLOC and MS LOC Website***

While we still have lots of work to do, we have revamped the CLOC website to better reflect our strategy and areas of interest. For our fresh new look and design, we thank newly-graduated alum and last summer's student staff member **Aaron Dibner-Dunlap**. To see an example of new content we've added, check out our "Thought Leadership" page; we offer two articles-with many more to come-authored and co-authored by Jeanie Egmon:  
<http://www.cloc.sesp.northwestern.edu:16080/journal/>. We've also recently launched a new section that highlights contributions from CLOC students and alums. See the article, "Change Management as Designed Adoption," by MS LOCer **Jeff Merrell** at <http://www.cloc.sesp.northwestern.edu/what/publications.html>. In his article, Jeff describes how the CLOC design methodology leads to "baked-in" adoption of an organizational change, in contrast to the more traditional approach of managing change as a phase at the back-end of a project. His paper explores the distinction between design leadership and project leadership and the implications for turning change management into designed adoption. Our MS LOC site has benefited from some improvements as well. To learn about the LOC Masters program and to see what some of our students and grads have to say about us, see:  
<http://www.sesp.northwestern.edu/Programs/LOC/Index.html>. Bookmark us, and visit often to see what's new!

### ***Interested in Becoming a Center Member?***

The Center's vision has always been to build a "think tank" of leaders representing industries that understand and leverage the value that capabilities in learning, knowledge management and change strategy bring. We are now actively recruiting member-partners who want to be involved in thought leadership with us. Membership involves participation in our annual innovation lab, use of our publications, attendance at additional learning events and engaging CLOC students in projects through internships and practicum relationships. To find out more, see:  
<http://www.cloc.sesp.northwestern.edu:16080/what/partnerships.html>.

## **Alum News**

### ***BS Class of 2004***

Good news: compared to last year, the economy seems on the upswing-at least if job placement for our newly graduating LOC seniors is any indication! Grads accepted jobs in diverse industry sectors, both for-profit and not-for-profit, including financial, marketing, retail, and consulting. Employers value the abilities and knowledge that LOC grads have to offer-these include team and leadership skills, project management, systems thinking, and critical decision-making, to name a few!

Here's a listing of current positions accepted by our recent BS grads. Congratulations, Class of '04!

Mortgage Broker, WC Financial  
 Co-owner, Da Barbers'hop (hi-hop/urban apparel), Moreno Valley, CA  
 Financial Analyst, Goldman Sachs, Chicago  
 M2 Automotive, Los Angeles  
 Congress-Bundestag Youth Exchange Program for Young Professionals  
 HR Consulting Associate, Emerging Solutions, Chicago  
 Management Program, Bank One, Chicago  
 Learning Associate, Grant Thornton, Chicago  
 Grants/Contracts Coordinator for the Cystic Fibrosis Foundation (CFF), Washington D.C.

H.R. Associate, Humana, Louisville, KY  
 Business Analyst, AT Kearney, NY  
 Retail Mgmt Program, Gap Inc., San Francisco  
 Management Trainee, Edgewood Marketing, Chicago  
 Associate Consultant, Marakon Associates, Chicago  
 Professional Dev. Program, Lincoln Financial Group, Hartford, CT  
 Marketing Associate, Spine-Health.com, Evanston  
 Business Analyst, Deloitte Consulting, Chicago  
 Financial Analyst, Merrill Lynch, Chicago  
 Teach For America, Alum Rock School District, San Jose, CA  
 Operations Associate, Citadel Investment Group, Chicago

***BS Alum News: Scott Wolf, Class of '04***

LOC '04 grad Scott Wolf joined the Teach for America corps. Teach For America recruits outstanding college grads that will be future leaders in fields such as business, medicine, politics, law, journalism, education, and social policy. Corp members work throughout a two-year commitment to help children growing up in low-income communities to move ahead academically, many achieving gains equivalent to two grade levels in a single school year. Acceptance into the program is very competitive: this year, 13,500 people applied for 1800 spots. Scott sent us an update in early July on his adventures post-graduation. Here's an excerpt:

*Hello from San Jose, CA!*

*My friend Mark and I were driving back to Spokane, Washington from Chicago after graduation-yes, I did graduate! We had a great time visiting Mt. Rushmore, the Badlands, Yellowstone, then Glacier. While staying the night in St. Mary's, MT, on the east side of G lacier, our car was broken into along with five other cars at the Glacier Lodge. We found that my camera, my computer, my cell phone, my backpack, and Mark's backpack had been taken. In all honesty, we are lucky that more was not taken since the car was loaded with all of my college possessions. Mark and I had a great trip, even though [the break-in] was a downer.*

*I was accepted into the Teach For America program ([www.teachforameric.com](http://www.teachforameric.com)) and will be teaching 2<sup>nd</sup> grade in the Alum Rock School District in San Jose, CA. There is no difference between a regular teacher and me; I am paid by the district and abide by all their restrictions. We simply get the support and training of Teach For America. I will be in a teaching certificate program at San Jose State University for a year and a half to get my credential.*

*So, thi s week in the Bay Area has been to get to know the other Corps Members in my region. We had a scavenger hunt in San Francisco, went hiking in Big Basin Redwoods State Park, and saw fireworks on Stanford's campus. Tomorrow, we go down to Los Angeles for our summer training institute for 5 weeks. There, we will take classes and teach summer school to prepare ourselves for the coming year. I am excited since I know what to expect, given that I worked at the institute on the administrative side there last year.*

*After training, I will come back to the Bay and get settled in. I will try to find a car and a place to live, while preparing for my classroom.*

Scott can be reached at [scott.wolf@corps2004.tfanet.org](mailto:scott.wolf@corps2004.tfanet.org)< FONT size=3>.

***BS Alum News: Randy Tosch, Class of '04***

LOC '04 grad Randy Tosch accepted a job with Deloitte Consulting as a Business Analyst working out of the Chicago office.

*Work has finally arrived. I have been here for 3 weeks of training and now I am heading off to my first project tomorrow. It is an internal SAP implementation in Nashville. There will only be 3 people on the project so I'm billable, I'll learn SAP, and I'll get a chance to interact with the head of the Human Capital service line in Chicago. I really like the work and the people. There are 18 new Business Analysts in my class in Chicago that I've become good friends with, and I have a great counselor who has been with Deloitte for 3 years and previously worked for the organizational emergency response team for the UN.*

*I must say the past few weeks have been the biggest challenge I have faced. While I had months to prepare, I don't know if anything could prepare me for the long hours, the travel, and the collared shirts! I am finally starting to "get traction" as Karen Dale would say, and I feel good.*

*Finally, I just wanted to thank you for an outstanding experience over the last 4 years. I didn't realize that it was over until I was walking through the airport with a briefcase and a cell phone. I can already see that the skills that I gained from LOC are invaluable just based upon our mock cases and the information I've been receiving about my first project...being able to develop frameworks to analyze problems, thinking about organizations critically, learning how to work in teams, developing deliverables, and becoming familiar with how to analyze data and present it. I know at this time last year I was nervous about what I could take from LOC and make useful in selling myself for a role. How foolish I feel now...they are basically trying to teach our class in 3 weeks what I learned over 4 years!*

Randy can be reached at [randalltosch@yahoo.com](mailto:randalltosch@yahoo.com).

What's your good news? Send us your stories and experiences to [cloc@northwestern.edu](mailto:cloc@northwestern.edu) and we'll share them with the CLOC community.

### **MS LOC Grads**

The Masters Program in LOC is in its fourth year and to date we have 13 graduates! The program focuses on the applied areas of *Learning & Performance*, *Knowledge Management* and *Strategic Change*. While our students bring a diversity of backgrounds and experiences, all have in common an interest in building the competencies that will enable them to create transformational change within organizations. To demonstrate the variety of the expertise and interests of our MS graduates, what follows is a titles listing of graduates' capstone projects. Congratulations MS grads!

*Assessing the Human Capital Analytics Market*, Andrea Spudich, Aug 03

*Technology Enhanced Collaborative Leadership*, Jill Allemang, Aug 03

*Retention of Key Talent During Mergers and Acquisitions*, Andrea Morris, Dec 03

*Creating a High Performance Culture: Definition and Recommendations*, Beth Barich, Dec 03

*Implementing LOC Techniques and Frameworks to Improve Small Business Performance*, Shilpa Chaddha, Mar 04

*Approaching Communication Strategies via a Knowledge Management and Learning Lens*, Katie Huxley, Mar 04

*Using a Comprehensive Knowledge Management Plan to Improve the Performance of Teaching Professionals*, Beatrice Mateo, Mar 04

*Implementing a Balanced Scorecard: Aligning People with Strategy for Enhanced Organizational Performance*, Windy Bogan, June 04

*Sustaining the Values of a Values-Based Leadership Development Program*, Susan Matson, June 04

*Integrating Cultures through Mergers and Acquisitions*, Lauren Stimler, June 04

*Structure and Performance of Local School Councils*, Harshaw Soni, June 04

*Succession Planning and Management*, Rashi Prasad, Aug 04

To find out more about the MS LOC program, visit <http://www.sesp.northwestern.edu/Programs/LOC/>.

### **Stay Involved with CLOC**

We have many ways our LOC alums can stay involved. Here are just a few:

- Be a career resource for students and alums that want to learn about your industry, your profession, and to hear your advice on successful job-hunting strategies. If you're in the Chicagoland area, we need your help on career panels, conducting mock interview sessions, and we are open to any ideas you might have for building our students' capabilities. Update us with contact information and a profile of your work and areas of interest so we can point people your way.
- Alert us to your organization's LOC-related job openings and/or practicum opportunities (Chicago, DC and San Fran only!)-we'll pass them along.
- Help us with feedback! What services and information would you value as an alum? What ideas do you have for building community?
- Keep in touch! Let us know how you're doing, what you're learning, and how we can help you with your career and life goals!

Best way to communicate: just send an e-mail to [cloc@northwestern.edu](mailto:cloc@northwestern.edu) or give us a call at 847.491.7376.