

**Using the High Performance Organization Diagnostic/Change Model to make performance improvement happen:
Implementation strategies and approaches after the initial seminar**

2007 Organizational Improvement Conference
UVA Darden School of Business *Sponsor's Hall* Charlottesville, VA
As of March 27, 2007

	Time	Session Information	
Tuesday April 10, 2007	9:00 AM - 1:00 PM	000 <i>Sponsor's Hall Lobby</i>	Conference Registration
	12:00 - 1:00 PM	<i>Sponsor's Hall</i>	Box Lunches Available Today--Community Room Open Throughout Conference
	1:15 - 1:45 PM	001 <i>Sponsor's Hall</i>	Welcome and Conference Overview: Gary O'Connell (Charlottesville), Bob Matson (Cooper Center), Felicia Logan (ICMA), Tom Towberman (FEI)
	1:45 - 3:15 PM	002 <i>Sponsor's Hall</i>	Building the Conference Community: <i>What One Question Would You Like Answered and What One Asset (knowledge, etc.) Are You Bringing to Share?</i> Hosted by Kay Hudson and Deborah Roberts Knowledge Café
	3:15 - 3:45 PM		Break - Refreshments
	3:45 - 5:30 PM	003 <i>Sponsor's Hall</i>	The Writing's Not on the Wall: <i>How to Change Culture One Relationship At a Time</i> Joan Goppelt and Keith Ray, NAVAIR
	5:45 - 6:30 PM	<i>Abbott Dining Room Lobby</i>	Reception
	6:30 - 8:30 PM	<i>Abbott Dining Room</i>	Dinner and Special Guest Shuttle to Marriott After Dinner
	9:00 PM	<i>Pub</i>	Join the community in The Pub
Wednesday April 11, 2007	7:00 - 8:00 AM	<i>Abbott Dining Room</i>	Breakfast
	8:15 - 9:45 AM	004 <i>Sponsor's Hall</i>	Flying Under the Radar: Performance Improvement in Adverse Times Panel CCHPO (Tyler St. Clair moderator), EPA-ORD (Kathy Driver), EPA R5 (Kay Hudson), AMOC CBP (Jim Platske), Fairfax DPWES (Carol Lamborn), Blacksburg, VA (Steve Ross)
	9:45 - 10:15 AM		Break - Refreshments
	10:15 - 11:45 AM	005a <i>Sponsor's Hall</i>	Real Stories from Organizations Local Government Round Rock, TX (Jim Nuse, Will Hampton) Prince William DRIVE HR System (Tracey Hormuth & Dick Murphy)
		005b <i>Multi-Purpose Room</i>	Real Stories from Organizations Federal Government NASA Dryden (Steve Schmidt); NAVAIR MPS (Joe Lukman); EPA OCR (Ward, Yorker)
	12:00 - 1:00 PM	<i>Abbott Dining Room</i>	Lunch -- Birds of a Feather Includes Cecilia Burrus' SSC-San Diego Case Study Update, Improvement Tools with Others TBD--See Ken Wright if interested in any topic
	1:15 - 2:30 PM	006a <i>Sponsor's Hall</i>	Leading Across Generations: Practical Applications FEI (Pete Ronayne)
		006b <i>Multi-Purpose Room</i>	Plugging the Knowledge Leak in the Navy R & D Labs (Knowledge Management) James Colvard
	2:30 - 3:00 PM		Break - Refreshments
	3:00 - 4:30 PM	007 <i>Sponsor's Hall</i>	The Essential Blueprint for Getting HR to HPO : Montgomery, OH Cheryl Hilvert and Team Montgomery Bob Matson Introduction
	4:50 PM	<i>Sponsor's Hall</i>	Board Buses for Trip to Monticello Private Tour
7:30 PM	<i>Abbott Dining Room</i>	Dinner	
9:00 PM	<i>Pub</i>	Join the community in The Pub	

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	Time		Session Information		
Thursday April 12, 2007	7:00 - 8:00 AM	Abbott Dining Room	Breakfast		
	8:15 - 9:45 AM	008 Sponsor's Hall	Managing the People Side of Change: Concepts and Tools Jeff Hiatt, PROSCI John Pickering Introduction		
	9:45 - 10:15 AM		Break - Refreshments		
	10:15 - 11:45 AM	009 Sponsor's Hall	Perspectives From Managers Leading Change on the Reality of Improving Government Organizations and Change Management Best Practices: What would you have done differently to make it work? Senior Managers Panel (Moderated by Tony Gardner with Nikki Tinsley, Nate Nichols, Sarah Lamade, Jim Oliver)		
	12:00 - 1:00 PM	Abbott Dining Room	Lunch -- Birds of a Feather Tables Includes Janesville (Messer)-Putting the NTM into Practice, Performance Improvement Tools with others TBD-- See Ken Wright if interested in any topic		
	1:00 - 2:00 PM		Optional Tour of Rotunda and Lawn		
	2:00 - 3:00 PM	010a Sponsor's Hall	Building Human Capital Capacity to Accomplish Mission - John Mullins & Cognitive Edge Sensemaking NAVAIR (Craig Horangic, Linda Lou Crosby)	010b Multi-Purpose Room	The Leader as Agent of Change FEI (Alfred Cooke)
	3:00 - 3:30 PM		Break - Refreshments		
	3:30 - 5:00 PM	011a Sponsor's Hall	Real Stories from Organizations Local Government Prince William County, VA (Craig Gerhart) & ICMA (Sommer)	011b Multi-Purpose Room	Real Stories from Organizations Federal Government DOE Legacy Management (Celinda Crawford); NAVAIR - H1 WSSA Part II (Major John Selby)
	5:30 - 6:00 PM	Abbott Dining Room	Reception		
	6:00 - 7:30 PM	Abbott Dining Room	Dinner		
	7:30-???	Sponsor's Hall	Special "Understanding Change Management" Session Shuttle to Marriott After Session		
Friday April 13, 2007	7:00 - 8:00 AM	Abbott Dining Room	Breakfast		
	8:15 - 9:45 AM	012 Sponsor's Hall	Katrina Operations Center Lessons Learned -Bringing Stranger Groups Together In Emergency Situations -Establishing State and Federal Partnerships and Relationships in Emergency Situations Prince William County, VA (Craig Gerhart) and Fairfax County, VA (Rob Stalzer)		
	9:45 - 10:15 AM		Break - Refreshments		
	10:15 - 11:45 AM	013 Sponsor's Hall	Conference Closing: Developing a Sensing Function to Support Parallel Organization Activities CCHPO (John Pickering) with CSC Palm Beach County, FL (Jeannie Deschesnes), Sarasota, FL (Mary Sassi), North Island FRC (Mike Kelly)		
	12:00 - 1:15 PM	Abbott Dining Room	Lunch		
Depart Conference					

Day	Time	Session Id Location	Title	Description	Speaker(s)
	10:15 - 11:45 AM	005b Sponsor's Hall	Real Stories from Organizations Federal Government NASA Dryden (Steve Schmidt); NAVAIR MPS (Joe Lukman); EPA OCR (Ward, Yorker)	<p>NASA Dryden Flight Research Center <i>Transforming Dryden</i> Hear an update from the Charleston change conference on the significant improvement efforts currently underway at NASA Dryden, including a Strategic Plan roll-out process, Transforming Dryden Workshops, using Lominger competencies for Executive 360-degree feedback, and demonstrated improvement between the 2004 and 2006 Federal Human Capital Surveys.</p> <p>Naval Mission Planning IPT at NAVAIR <i>Breaking the Quadrant-1 Habit</i> NAVAIR's Naval Mission Planning Systems Engineering and Integration Team (NavMPS SEIT) performed a self analysis in late 2004 that uncovered a culture focusing solely on the urgent/important "fires of the day" while generally avoiding the non-urgent/critical planning activities necessary for the health of the organization. NavMPS SEIT senior management then embarked upon a systematic effort to reshape the organization's culture to also include a significant long-range view. As a result, we have seen significant technical accomplishments, a very happy customer base and a funding growth rate above 20%. This presentation focuses on the culture change techniques used by the NavMPS SEIT to add a long-range view. It describes how we implemented a multi-layered organizational model, our yearly "Raise the Bar" meeting with all team members, our unique forward-thinking value system and other techniques including many derived from HPO training. This presentation also provides a detailed analysis of each technique – even those that did not go so well – and provides detailed lessons learned that can help you identify techniques to use on your organizations. The information offers positive and innovative approaches to raising forward-thinking awareness within an organization that resists change.</p> <p>EPA Office of Civil Rights Yasmin Yorker, Assistant Director for External Compliance in the EPA's Office of Civil Rights, will talk about her recent experience in a parallel organization effort involving her entire staff to align business operations to organizational mission goals. The result of this work created a set of standard operating procedures that inform several functions including quality assurance, staff development, and performance management.</p>	<p>Steve Schmidt</p> <p>Joe Lukman</p> <p>Yasmin Yorker Tom Ward</p>
	1:15 - 2:30 PM	006a Multi-Purpose Room	Leading Across Generations: Practical Applications FEI (Pete Ronayne)	The federal workforce today teems with valuable diversity and difference. While race and gender often dominate diversity discussions, another point of tension (and opportunity) is often overlooked generational differences. In today's workplace, four distinct generations are working more closely alongside one another than ever before. While all of these groups share some values and beliefs, each generational cohort possesses unique values and attitudes born of its distinct history and formative experiences. These values in turn significantly impact the workplace styles, preferences behaviors and expectations of each generation. Generational differences can cause conflict and dysfunction in the workplace. However, these same differences – when understood, recognized, valued, and leveraged – can result in organizations which are harmonious and high performing. This fun, provocative, insightful, and interactive session will help participants understand the unique histories, personalities, strengths, and challenges of the four generations presently in the workplace.	Dr. Pete Ronayne FEI
	1:15 - 2:30 PM	006b Sponsor's Hall	Plugging the Knowledge Leak in the Navy R & D Labs (Knowledge Management) James Colvard	After years of involvement with the Navy Labs and OPM, James Colvard will look at the history of how the Navy abandoned its technical infrastructure and the results of a recent study recommending ways to begin to recover it. Consider how your organization may be experiencing similar effects in light of the continued emphasis on 'efficiency' and 'doing more with less.'	James Colvard
	3:00 - 4:30 PM	007 Sponsor's Hall	The Essential Blueprint for Getting HR to HPO: Montgomery, OH Cheryl Hilvert and Team Montgomery Bob Matson Introduction	If you are considering moving to a high-performance organization (HPO) culture, your human resource tools that are consistent with the HPO philosophy – job descriptions, performance appraisals, employee goal setting, 360-degree feedback, and pay for performance systems – are the most critical elements in your toolbox. These tools are also important to your greatest resource – your employees – as you help them develop the leadership, management and technical skills that can turn them into true high performers. Join the City of Montgomery, Ohio, as it describes how its HR tools have enabled it to truly meet the high-performance challenge to deliver sound financial performance, high-quality services, and outstanding customer value and satisfaction.	Cheryl Hilvert Wayne Davis Paul Wright Tom Wolf

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Thursday April 12, 2007	8:15 - 9:45 AM	008	Managing the People Side of Change: Concepts and Tools Jeff Hiatt, PROSCI John Pickering Introduction	Some time ago, members of the CCHPO Network realized that we were not sufficiently knowledgeable about change management -- often called the "people side of change." After researching the field a bit and capitalizing on NAVAIR experience, we decided to associate with Prosci and to expose ourselves to their training program. As a result, we decided to invite them to this conference to share an overview of their material and approach to change management. Changes to processes, systems and tools ultimately require people to change how they do their jobs. Your change projects will ultimately depend on people. Yet, employee resistance to change remains the number one obstacle to successful transformations. In this keynote talk, a roadmap will be revealed that enables you to take charge of the people side of your project. Join Jeff Hiatt, CEO of Prosci Research, as he reveals the science of effectively managing the people side of change, including research results, practical tools and easy-to-use models. Attendees will also receive a free copy of the book Change Management: the people side of change.	Jeff Hiatt President PROSCI Jeff is the founder of PROSCI, based in Colorado, which is an organization addressing the "People Side of Change." Jeff is the developer of the ADKAR approach to managing change and has written a book on the topic.
	10:15 - 11:45 AM	009 Sponsor's Hall	Perspectives From Managers Leading Change on the Reality of Improving Government Organizations and Change Management Best Practices: What would you have done differently to make it work? Senior Managers Panel (Moderated by Tony Gardner with Nikki Tinsley, Nate Nichols, Sarah Lamade, Jim Oliver)	Discussion to reflect on what the senior manager's perspectives might be on leading change and the reality of improving government organizations and Change Management Best Practices. Participating managers will answer the questions of "What would you have done differently to make it work?" See the similarities and differences senior managers experience around creating the conditions for improvement in their organizations. This panel is an opportunity to engage senior managers in a conversation around personal and organizational improvement and hear about their thoughts on change management best practices. Plenty of time will be left for open questions!	Tony Gardner , retired Arlington County Executive - Panel Moderator Nikki Tinsley Nate Nichols Sarah Lamade
	1:00 - 2:00 PM		Optional Tour of Rotunda and Lawn	Take this opportunity to take a guided tour of the University of Virginia Rotunda and Lawn	
	2:00 - 3:00 PM	010a Multi-Purpose Room	Building Human Capital Capacity to Accomplish Mission - John Mullins & Cognitive Edge Sensemaking NAVAIR (Craig Horangic, Linda Lou Crosby)	<i>Building HC Capacity to Accomplish Mission- John Mullins- Avatec</i> For many organizations human capital management has become a list of things to do. If you are in the Federal Government, you are confronted with a myriad of expectations from OMB, OPM and GAO. Each of these bodies has their list of activities that represent good human capital management. If you are working at the state or local levels, you have these and others that impose their list of good human capital activities. Given these demands, what guidance is there that integrates and brings order to the real challenge of effective human capital leadership? This session provide guidance on how to systematically build your own approach to successful human capital management. Using Cognitive-Edge Sensemaking to Work the HPO Change Levers Building a High-Performance Organization is about optimizing the organization's effectiveness and efficiency. To succeed we need to understand how best to use HPO change model levers including leadership, value, vision, strategy, structure and systems. Use of these levers requires clarity about where we are, where we want to go and how we'll get there. Every step of this journey from vision to performance, whether clarifying mission or implementing a theory of business, requires us to make sense of our complex environment. Both the process and the output of organizational sensemaking bring clarity to the challenge of building High-Performance Organizations. This session will provide a brief introduction to the Cognitive-Edge Sensemaking framework developed by Dave Snowden and Cindy Kurtz. Their model, built on a foundation of complexity science, is based on the recognition of ordered, complex and chaotic states within today's organizational environment. The Cognitive-Edge Sensemaking process relies on a set of tools and methods designed to reveal complexity through the relaxation of certain human assumptions, grounded on collective participation, narrative and the co-evolution of shared meaning within the organization.	John Mullins Avatec Craig Horangic Fielding PhD Student Linda Lou Crosby NAVAIR P3R

Day	Time	Session Id Location	Title	Description	Speaker(s)
	2:00 - 3:00 PM	010b Sponsor's Hall	The Leader as Agent of Change FEI (Alfred Cooke)	There is a tendency to create a chasm between the requirements of leadership and those of change agent (organizational development). Even in academia we offer a degree in Leadership and separate degree in Organizational Development and Change. Seldom do the skills come together as essential components of the individual disciplines. There is the assumption that the two disciplines will forever, and necessarily, be separate from each other. I believe that every effective leader needs organizational development skills. This session will make the case for "The Leader as Agent of Change". It will begin the process of acquiring skills that will help the leader to understand how to approach change. Using action research as grounding, the session will offer an opportunity for leaders to experience the process of organizational assessment as a tool for making change a part of organizational improvement and development. The capability model for "The leader as Change Agent" will be laid out and individuals given an opportunity to begin to create an individual development plan for acquiring the required skills.	Dr. Alfred Cooke FEI
	3:30 - 5:00 PM	011a Multi-Purpose Room	Real Stories from Organizations Local Government Prince William County, VA (Craig Gerhart) & ICMA (Sommer)	Prince William County, VA: An engagement approach to creating an annual budget in Prince William County There's a sudden downturn in revenues. \$18 million gone for the current year and we have to figure out how make the spending reductions. Use the same old way of executive "fiat" -- or engage key players in a parallel universe to sort it out. Learn how Prince William County wrestled with priority making without the usual defensive posturing, becoming pretty darn good stewards of the whole. International City/ County Management Association (ICMA) Hear ICMA Manager Wayne Sommer discuss ICMA's recent efforts: "Take one 90-year old organization whose expertise lies in management. Add an equal mix of staff that are "old-timers" (15 years or more in the house) and "newbies" (three years or less). Stir in departmental strife, subliminal mistrust, and a changing funding environment. What do you have: a recipe for disaster or a golden opportunity for successful change? It's still in the oven, but we have learned a lot along the way that may help you."	Craig Gerhart Prince William County Executive Wayne Sommer ICMA
	3:30 - 5:00 PM	011b Sponsor's Hall	Real Stories from Organizations Federal Government DOE Legacy Management (Celinda Crawford); NAVAIR - H1 WSSA Part II (Major John Selby)	DOE Legacy Management The U.S. Office of Management and Budget (OMB) has recently created a High-Performance Organization certification program. If certified, an organization is exempted from A-76 review (a "managed competition" review to see if the function should be outsourced to the private sector). The Legacy Management (LM) program at the U.S. Department of Energy has received this certification, one of the first organizations in the federal government to receive it. Celinda Crawford will present LM's journey through this process and describe the lessons learned during the process. H-1 WSSA at NAVAIR HPO Story--Part II Marine helicopter pilot Major John Selby will provide an update on how the H-1 WSSA (Software Support and Test for a Marine Corps helicopter platform) has worked the HPO journey, including a detailed Strategic Customer Value Analysis, a TeamWay workshop and the development of a WSSA Strategic Plan to focus improvement efforts all in the face of significantly increased work load for the organization!	Celinda Crawford DOE Legacy Management Major John Selby NAVAIR H-1 WSSA
Friday April 13, 2007	8:15 - 9:45 AM	012 Sponsor's Hall	Katrina Operations Center Lessons Learned -Bringing Stranger Groups Together In Emergency Situations -Establishing State and Federal Partnerships and Relationships in Emergency Situations Prince William County, VA (Craig Gerhart) and Fairfax County, VA (Rob Stalzer)	Our nation's worst modern natural disaster, chaos practically everywhere, and a team of near strangers arrives at the Operations Center to deal with it. Getting started, sorting out how things get done among the members, collaborating with city, state and federal agencies -- just how did they make it work, and how does it relate to the HPO change model? Get the story here.	Craig Gerhart Prince William County VA Rob Stalzer Fairfax County VA
	10:15 - 11:45 AM	013 Sponsor's Hall	Conference Closing: Developing a Sensing Function to Support Parallel Organization Activities CCHPO (John Pickering) with CSC Palm Beach County, FL (Jeannie Deschesnes), Sarasota, FL (Mary Sassi), North Island FRC (Mike Kelly)	Conference Closing -- Developing a Sensing Function to Support the Parallel Organization So we've created a leadership team for our organization to focus on the QII work; now what? John Pickering will discuss some preliminary ideas on staffing the leadership team and beginning to create a process for focusing on individual microbusinesses to gather information about and develop a customized intervention strategy for them.	Dr. John Pickering CCHPO Jeannie Deschesnes CSC Palm Beach FL Mary Sassi Sarasota FL Mike Kelly Navy FRC North Island, CA

U.Va. Map : North Grounds

#1 = Get parking pass at the Darden Gatehouse

#2 = Park in the D-5 part of this lot (closest to the woods)

#3 = HPO Conference is in Sponsors Hall



- 1 (D4) Arena Parking
- 2 (E4) Child Care Center
- 3 (D3) Copeley Field
- 4 (D4) Copeley Hill Apartments
- 5 (D3) Copeley Hill Residence Area
- 6 (B1) Darden School Grounds
 - A-Abbott Center
 - B-C. Ray Smith Alumni Hall
 - C-Saunders Hall
 - D-Sponsors Executive Residence Center
 - E-Student Services Building
- 7 (C1) Darden School Parking Garage
- 8 (A4) Davenport Field at the U.Va. Baseball Stadium
- 9 (G4) 914 Emmet Street (Michie Building South)

- 10 (G4) 918 Emmet Street (Michie Building North)
- 11 (B3) Faulkner Complex
 - A-Hench
 - B-Mitchell
 - C-Younger
- 12 (B4) Faulkner Residences
- 13 (D5) John Paul Jones Arena
- 14 (F2) Judge Advocate General's School
- 15 (B4) Klöckner Stadium
- 16 (A5) Lannigan Field
- 17 (E2) Law School (David A. Harrison III Law Grounds)
 - A-Clay Hall and Caplin Pavilion
 - B-Hunton & Williams Hall
 - C-Slaughter Hall
 - D-Student-Faculty Center
 - E-Withers-Brown Hall

- 18 (A4) Miller Center of Public Affairs (Faulkner House)
- 19 (A3) Montesano (2333 Old Ivy Road)
- 20 (B2) North Grounds Recreation Center
- 21 (G2) The Park
- 22 (G3) Parking and Transportation Services
- 23 (C5) University Hall

Maintained by: [Nancy A. Tramontin](#)
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