Welcome to the second issue of the Organizational Dynamics newsletter. I want to congratulate the students, alumni and faculty on their many successes, including both research accomplishments and significant career achievements. I am pleased by the achievements of the students, alumni and faculty. Many of our students attribute these successes to the Organizational Dynamics program. This is a tribute to our students’ hard work and to our dedicated Tulsa faculty. Speaking of faculty, I would like to take this opportunity to congratulate Dr. Steinheider for her recent promotion to associate professor with tenure. Also, I would like to thank Drs. Kisamore and Aldridge for another successful year.

We have another exciting term ahead including some upcoming important program issues and events that will expand the Organizational Dynamics program. First, in fall 2008, the department will be searching for a tenure-track faculty member to be hired in addition to the two tenure-track faculty that already reside in Tulsa. I encourage all students and alumni to attend job talks for candidates that are invited to interview in spring 2009. Your feedback about the candidates is important to us and will help the Psychology Department make an informed choice in selecting the best candidate. Second, the Psychology Department is awaiting final approval for proposed changes to Organizational Dynamics program requirements. The proposed changes are designed to allow students greater flexibility and choice in the how they can complete program requirements.

Although located in Tulsa, the Organizational Dynamics program is an integral part of the Psychology Department. Norman and Tulsa faculty are actively involved in the Organizational Dynamics program. You will see Norman Psychology faculty teaching ODYN classes, observing faculty teach in Tulsa, serving on capstone and thesis committees, and meeting with faculty in Tulsa about program events. I encourage you to make the most of the vast opportunities available at OU, both in Tulsa and Norman.

Have a great summer!

Sincerely,

Jorge Mendoza, Ph.D.
Chair, Department of Psychology
Program News – Jennifer Kisamore

This has been an exciting year for the ODYN program! The program now has more than 40 graduates since the first ODYN courses were offered in 2003. This is a major accomplishment for a young program. The program continues to draw well-qualified applicants. We will be admitting five new students into the program to start in the summer and will admit more students to start in fall.

In response to feedback you have provided, we submitted a proposal for a number of program modifications last November and these modifications are awaiting final approval by the Board of Regents later this summer. These changes are designed to provide more flexibility for students in completing program requirements. They will also provide a stronger foundation for students who are completing the capstone or thesis options. Changes include addition of a comprehensive exam option (which can be taken in lieu of completing a capstone project or thesis), greater flexibility in the alternative track options, and an increase in the credit hour requirement to 36 credit hours (from the current 33) which includes the addition of a preparatory course called Proposing and Presenting Research. This course, to be offered in spring 2009, is designed to better prepare students to conduct a capstone project or thesis. All currently admitted students can continue under the 33 credit hour program or switch to the 36 credit hour program.

If you are considering switching from the 33 to the 36 credit hour program, be sure to discuss these options with your advisor to determine which is the best choice for you. You may also want to discuss with your advisor opportunities that are available for you to complete some of your coursework abroad. OU is part of an international network of schools that allow students to complete some program requirements at partner institutions. See me if you are interested in learning more about international student exchange opportunities including a list of OU’s international exchange partners.

As always, if you have questions about the program or degree requirements, contact your advisor. Have a great summer!
**OUTSA Alternate Needed for ODYN — Dana White**

I have recently ended my service with the OU-Tulsa Student Association (OUTSA). The program is in need of an alternate member to represent ODYN when our current representative, Paula Ketron, cannot attend meetings. OUTSA determines, by vote of student representatives, how your student activity fees are used for activities, campus improvements, and entertainment.

Over the last year, OUTSA representatives have been instrumental in redecorating the lounge area; adding computers in the Crimson Café and in the Perkins Family Student Lounge in Building 3; in reducing registration costs for the Tulsa Run; engaging students to volunteer for schools, charities, and community activities; and working to improve campus health and safety. In the near future, look for hand sanitizers throughout the campus, a user-friendly designed student center in the new Learning Center (currently under construction), and an improved fitness facility – all implemented by OUTSA.

Having a representative on OUTSA is very beneficial to the ODYN program. Only programs with OUTSA representatives are eligible to receive money from student activity fees for program-specific events and costs. Every student pays activity fees – OUTSA is your organization for you to decide how the money will be spent. For instance, student activity fees designated for ODYN are used to pay for engraving of the names of individuals who have graduated from the ODYN program on the plaque outside of Dr. Steinheider’s office. Also, this money has been used to subsidize some of the food costs for the recent ODYN social and past graduation gatherings.

Serving on OUTSA is a great way to meet students from all programs on campus, to network and form friendships, and to get the scoop on what is happening campus-wide. Every student is always welcome to attend OUTSA meetings and join in the initiatives that are designed to enhance your experience as an OU-Tulsa student. You don’t need to be a program representative to attend the meetings.

Currently, the ODYN program has one student representative but may be eligible for two based on enrollments. If you would like to represent the ODYN program on OUTSA, please plan to attend an OUTSA meeting (typically the first Monday of each month) and contact your current OUTSA representative, Paula Ketron at Paula.D.Ketron-1@ou.edu.

— Dana White

**Applied & Team-based Learning**

The Global Talent Team presents their solution for talent management issues in Dr. Aldridge’s *Staffing, Selection, and Compensation* class.

Left to right: Debbie Cowan, Valerie Purzner, Lindsay Torres, Joanna Dixon, Kristina Robinson (Public Administration), Paula Ketron, and Chris Gilreath.
“If you don't go after what you want, you'll never have it. If you don't ask, the answer is always no. If you don't step forward, you're always in the same place.”

-Nora Roberts

For a couple of years, my wife Karen and I have been looking for a way to move forward job-wise and take better advantage of our professional experience and my ODYN degree. In September 2007, Karen received a job offer in the Baltimore area. We quickly discovered that there were also more information security related opportunities for me in the same area. We decided this could turn into a good opportunity for both of us.

Since our move, there has been considerable chaos, but our basic goals of obtaining a national security clearance for myself, staying in the information security business and Karen starting her new job have all been reached. At this point, we are doing some more fine tuning, and I am looking for an information systems security opportunity, hopefully with my same employer.

If you are serious about making a career upgrade, take charge! Do some careful planning up front and be flexible as you work through your plan. Have contingency plans and reduce risk where you can. Decide what you would like to see happen in both the short- and long-term. Be patient, it is unlikely your initial timetable will be realistic. Keep critical tools handy. In the ODYN program, I began putting resources for my team's projects online and have found this to be handy as I can get to securely stored information such as my resume and transcripts quickly. Leverage technology for your transition. The search tools to help with career changes have never been better.

We have come to describe this time as essentially giving ourselves a promotion and a raise. The whole process just takes time and effort. Budget wise, move conservatively. We keep a small apartment between Baltimore and D.C. and family members help us maintain our Tulsa home. The location was strategically selected by Karen as an affordable area from which we can commute to either Baltimore or D.C. easily, maximizing our job flexibility as we seek more challenging work opportunities.

We don’t have all the answers on how to work through these changes but we launched the venture as soon as we had a workable plan and a few key pieces fell into place. For us, the ultimate goal is to obtain additional professional credentials and experience along with new economic opportunity. The situation is a bit nerve racking some days because we are not yet where we would like to be in this transition, but we are progressing. Being patient, maintaining a steady pace toward improvement and capitalizing on those windows of opportunity are key. Dr. Steinheider’s discussions about making the most of opportunities that come along have become important to help us get through this time. I am also especially reminded of a comment from Dr. Kisamore in our measurement class: that people often distance themselves from opportunities because they emotionally quit but stay at the organization, simply going through the motions of work. They are removed from competition by way of voluntary attrition. We adjust our plan for progress depending on several factors but we keep encouraging one another on this journey and we don’t give up.
From the Dean’s Desk

— William O. Ray, Ph.D., Vice Provost and Dean, Tulsa Graduate College

This is an exciting time to be at OU-Tulsa! Last year, OU-Tulsa had it’s highest enrollments ever with 1,555 students enrolled in fall and 1,540 enrolled in spring. Enrollment figures are expected to climb as we continue to add resources to the campus, including the new Learning Center to be completed later this summer. The Learning Center was made possible by the State Higher Education Bond Issue and generous gifts from the Charles and Lynn Schusterman Family Foundation, the Diane and Lindsay Perkins family and the Founders of Doctor’s Hospital. The bond issue and gifts represent a substantial investment in higher education for the Tulsa area and signifies the community’s acknowledgement of what OU-Tulsa has to offer.

The Organizational Dynamics program provides an example of a true partnership between the Tulsa community and OU. The Tulsa Graduate College oversees graduate education for Norman-based programs on the OU-Tulsa campus and is firmly committed to academic programs that expand the notion of professional graduate education. This type of graduate education includes new interdisciplinary fields that involve significant collaborations with the community partners including local industries and community agencies. Community involvement is a key aspect of the Organizational Dynamics program. The Organizational Dynamics program was designed through a collaborative effort between local industries, industrial/organizational psychology faculty in Norman, and the Tulsa Graduate College. Collaboration with industry and community partners continues through the involvement of local organizations in course assignments and student capstone projects. Furthermore, program alumni are employed with local organizations and industries and faculty are working on projects with area agencies. The Organizational Dynamics program truly represents a pioneering blend of traditional and professional education. I hope you take advantage of the many opportunities available at OU-Tulsa and with the Organizational Dynamics program now and for many years to come!

“The Organizational Dynamics program provides an example of a true partnership between the Tulsa community and OU.”

The Flashpoint team presents a training program designed to foster creative and critical thinking in Dr. Aldridge’s Training and Career Development course. Team members (from left to right): Tim James, Jessica Tollman, Zina Morrison, Valerie Purzner, Daysi Craig, Debbie Cowan, and David Butcher.
Saskia Bayerl: I'm still not convinced that orange is my color, but offshore life definitely has its moments. Fancy being the only woman under 60-odd guys somewhere 160 miles from coast. That's where you meet true gentlemen, believe me. Besides offshore visits I'm doing a fair bit of traveling, mainly for BP and TU Delft, which meant spending nearly 30 percent of last year abroad. This will hopefully ease down a bit as I'm wrapping up my research in BP and prepare to move to the Netherlands in a couple of months to finish my doctorate in industrial design engineering. I'm quite looking forward to being back in mainland Europe and academia as well as being able to speak something else than English after all these years (and maybe I'll even be able to re-learn German)!

Jeff Branz: I continue to serve as human resource director at Williams. We reorganized our clients and I picked up audit services in addition to exploration and production. The energy industry continues to be competitive as we fight for talent across the globe. We have a huge job data project as well as a leadership development framework initiative going on and it’s amazing how often I’m able to pull in the learning from the ODYN program. On a personal note, I’m celebrating my 20th anniversary this year with my wonderful wife.

Erin Conley: I graduated in spring 2005. My hardest job currently is raising my two boys and husband (2 1/2 year old, Jackson; 8 month old, Matthew; and 39 year old, Vincent). For the past few years I've been working in the procurement department of ConocoPhillips as a contract specialist. I am getting ready to move to the global information systems department as an IT analyst supporting the materials management module of SAP. I credit my success at ConocoPhillips to the ODYN program and am thrilled that it has taken off like it has.

Special Thanks to...
...the many faculty from other departments who have served as outside members on capstone and thesis committees as well as organizational members who have served on capstone committees and/or served as jury members for class presentations.

Jeff Branz (Williams)  Larry Marks (Associated Centers for Therapy)
Carlos Diaz (State Farm)  Julie Miller-Cribbs (Social Work)
Lori Fredericks (American Airlines)  Beverly Moore (Associated Centers for Therapy)
Jaye Lynn Hall (OU Medical Center)  John Moore (Leggett & Platt)
Regina Hancock (Omni Medical)  Maria Palacios (Williams)
Bill Harwell (Associated Resources)  Rodger Randle (Human Relations)
Suliman Hawamdeh (SLIS)  Lendell Rice (AT&T)
Chan Hellman (Human Relations)  Shawn Schaefer (Architecture)
Jeff Hughey (Leggett & Platt)  Jim Twombly (City of Broken Arrow)
Williard Jones (Greater Cornerstone Church)  Todd Wuestewald (Broken Arrow Police)
Betty Kupperschmidt (Nursing)  Diane Williams (Arvest Bank)
Laura Lundquist (SemGroup)  Jody Worley (Human Relations)
Linda Maloukis (Cox Communications)  Janis Zink (University of Tulsa)
Brad McNeese (Cintas)
Debbie Cowan: I am the human resources manager at John Zink Company LLC and have been a part of the ODYN family since fall of 2007. The director of the research and development department at John Zink Company LLC has been interested in training opportunities for his employees regarding critical and creative thinking. Therefore, as a project in Dr. Aldridge’s Training and Career Development class, my group will be proposing a Fostering Creative and Critical Thinking training program to John Zink Company LLC, developed based on the seven steps of the instructional design process. I look forward to completing this project and anticipate using this training program at John Zink in the near future. Thanks to ODYN, I have the opportunity to work on this project with such talented group members from various backgrounds that will make this training program a success!

Carlos Diaz: In December 2007, I accepted a position as a supervisor in the quote and bind department, continuing with State Farm. The promotion also involved relocation, thus, I now reside in Bloomington, Ill. The process has been quite an experience. I have been exposed to a large number of new things, both at work and socially. I have truly enjoyed this change, yet look forward to going back to Tulsa to visit friends and family.

Eric Fox: I am still teaching U.S. history at Jenks High School, but have added some responsibilities. I am the department chair, have been asked to join the site leadership team and represented our school this past fall at the National Quality Education Conference. I also implemented my capstone project and will revisit it next fall to compare the data and to use it for our site continuous improvement plan.

Antonio Garza: After being at John Zink for nine years, I left to become part of the experienced commercial leadership program at General Electric Company where I held two different positions: growth manager at GE Plastics in North Carolina and Latin American marketing manager at GE Silicones in Massachusetts. In July 2007, I left GE to join Sentry International as vice president for international markets. We now live in Houston and we love it. Also back in July 2006, we were blessed with an addition to the family. Our daughter Isabella was born in Charlotte, N.C. She is our little princess! Time flies; our son Nicolas is now four years old. We are teaching our kids our native languages, and now the kids are fluent in Czech, Spanish and English. Everyone please keep in touch! My personal e-mail is: garzaantonio@gmail.com. Best to all!

Jamie Kidder: This past year has brought into focus my purpose in higher education. Through my various roles, I have made the discovery that being a liaison between administration and the student body has played a key role in the success of my students. The ODYN program will increase my knowledge of the organizational structure and its complexity, but will allow me a better understanding and ability to better implement change within higher education.

Laura Lundquist: On February 25, 2008 I left NORDAM and the aerospace industry to return to my old stomping ground of energy to become the vice president of human resources for SemGroup located in Tulsa, Okla. I also just attended my daughter’s graduation from OSU, which was a very proud moment in my life. I accomplished a significant project that had been hanging over my head which was actually getting four copies of my capstone project delivered to Dr. Steinheider. This would never have happened without Dr. Steinheider’s help and support!!!
Student and Alumni Updates (continued)

Todd Heinrichs: This has been an incredibly busy year, but I think that I’m starting to find productive ways to spend my time now that I’ve graduated. Instead of working all of the time, I started running and did my first 5K at the Cinco de Mayo race. I finished in 38:01. Definitely not worldclass speed, but a start. Plus I’m continuing my training and my goal is to be down to about a 33:00 5K in the next 12 weeks. My other big news is that I went to Scotland to see Saskia for about a week and a half in April. She showed me all over the northern and eastern part of Scotland with day trips to Inverness (of course Loch Ness), Stonehaven, the Highlands, Edinburgh and Aberdeen. It was a wonderful trip with plenty of castles, museums and distilleries and I can’t wait to go back. Perhaps the next trip will be to the Netherlands or Germany. It is as beautiful as we’ve always talked about. Oh by the way, I’m still trying to figure out how to reduce that daily mail count. If anyone has come up with a solution that works, I’d love to hear about it.

Tago Mharapara: Having completed all the requirements for graduation in December 2007, I returned to Minnesota where I worked a temporary job until I was hired on fulltime on May 27, 2008. I am now a research associate in the office of institutional planning and research at St. John’s University. Let me tell you, it feels good to have health care! I certainly miss my daily interactions with Jennifer, David and Heather but I have made new friends here and life continues. Should anyone in the ODYN community decide to visit the land of 10,000 lakes, contact me and I'll show you a good time! phone: (320) 282-8267; e-mail: tagzz@hotmail.com

Sharon Mitchell: In early June, I am rolling out the completed version of my human resources manual that I proposed for my Capstone project. My new boss who is also new to Hilti will be the first person to utilize it. On a personal note, I am excited to announce that I will be marrying the man of my dreams on November 22, 2008 - Michael Goss. He is a diehard KU fan so we will be a house-divided -- OU/KU!

Jennifer Palmer: Since I finished in December 2007, FireCo has been actively utilizing the strategic plan set in place as a result of my capstone project. The former general manager of FireCo is now the manager of the strategic plan, which has been serving as a vehicle to continue to foster communication, improvements and growth within the company, since he left the company in the spring. Management insists the planning process was the impetus for their new computer system, which will launch in early July. Tom’s business group had a great time in Santa Fe, N.M. early in the spring, where we presented the plan to other companies who had not yet learned the value of this process. Attached is a picture of Tom and me at the Santuario de Chimayo church, just outside of Santa Fe, N.M., an Easter pilgrimage site for thousands of Catholics.

Jennifer and Tom, outside of the Santuario de Chimayo church.

Staffing, Selection and Compensation jury members: Jeff Branz, Laura Lundquist, Jeff Hughey, and John Moore.
Student and Alumni Updates (continued)

Greg Pape: I continue to work for IBM as the local IT site manager for their business process outsourcing division. Since graduating in May 2007, I have been busy designing servers and networks to support the globalization of work process for IBM’s clients. Best wishes to my ODYN colleagues. I can be reached at netminder60@yahoo.com.

Griffin Parker: I graduated in May 2005 from the ODYN program. I currently work for Exactech, selling to orthopedic surgeons who specialize in total joint replacements. I currently split time between Oklahoma City and Tulsa. I truly enjoy it, as I get to spend time in the operating room assisting surgeons in high pressure situations and also find the sales process quite challenging. I feel the program helped me further enhance my ability to manage and work with people as well as multitask in complex situations. I got married in May of 2006 and am expecting my first child in August 2008 (a boy). I wish everyone the best in their future endeavors.

Stacey Portman: I am still working at Cherokee Nation Enterprises and volunteering with Big Brothers Big Sisters. In a few weeks, I’m heading to Europe for vacation. London and Paris here I come! In the meantime, I am trying to learn French, but that is not working out very well.

Valerie Purzner: After completion of one semester and three classes with the ODYN program, I was offered a project manager job, which was a 62 percent increase in my pay. I plan on getting project management knowledge in the classroom so that I can take it back to my new job. I hope to graduate the ODYN program in spring of 2009, with knowledge not only in the project management field, but human resources as well so that I can help our human resource department work on some projects of their own!

Brent Sadler: I completed the program in spring 2007 - I am at State Farm as an assistant manager in our planning and analysis function. I continue to lead a team of folks who conduct process and performance improvement studies for our nearly 4,000 employees and 1,500 agents in Oklahoma, Kansas, Louisiana, Arkansas and Missouri. In addition, I assist our leadership in creating and managing processes for our long-term strategy and strategic initiatives, as well as participate in a number of organizational projects. Currently, Kevin Fuselier, Cleta Smedley and I are part of a team leading a larger group in designing an overarching leadership development strategy for our State Farm zone. The work includes leader assessments, pre-leadership identification, curriculum development and succession/talent management. Please call or stop by to discuss what you have going!

Talia Shaull: The past year has been filled with excitement and rewarding experiences in both the professional and personal arenas. After graduating in May of 2007 (during my 32nd week of pregnancy), I was promoted to program director at the Community Service Council. Even though my main areas of responsibility are education and Hispanic issues, I continue to be exposed to and acquire expertise in several other areas. Three weeks after my promotion was official, my son Ethan was born which meant that my husband and I would soon join the ranks of working parents who constantly juggle parenthood and career. I have not had much sleep in the past 11 months but life is pretty great these days!

Jennifer Smith: Last June I started working for Sorenson Communications. I am now the manager of the Tulsa Sorenson video relay center that provides real time interpretations of phone calls between deaf and hearing callers by use of videophones. The past year has been an exciting challenge and learning experience.

Debbie Cowan, Taylor Farr, Mateo Herrera and Valerie Purzner present in Dr. Aldridge’s Psychology and Practice of Project Management course.

Talia’s son, Ethan.

Jennifer helps ensure better phone access for the deaf.
Student and Alumni Updates (continued)

Steve Stafford: I continue to enjoy my position as the director of networks, data centers, and field support for Chesapeake Energy in Oklahoma City. Our company continues to grow quickly and is an exciting place to work. The knowledge I gained through the ODYN program has really helped me to contribute to our leadership team and help successfully form new teams. We completed the roll out of competency-based employee development and performance at the end of March. I was part of the core team that developed the training materials and provided the leadership and employee training. I just finished a one week vacation with my wife Janet and our two sons (Logan – 8, and Owen – 2). We spent a week filled with fun at Big Cedar Lodge in the Branson/Table Rock Lake area. It was nice to have some time away to recharge the batteries and have a week of fun in the sun!

Dana White: I can hardly believe that two and half years have already passed since first beginning the ODYN program, and that I actually completed a thesis! It has been a wonderful experience for me and I cherish the friendships that were formed throughout the course of my studies. I appreciate the support and encouragement that I received from all of you, and I will miss you and the program very much. I have had a great time serving as your OUTSA representative and getting to know great people from all across campus. Now, I’m on to finding a job and putting all this newly found knowledge to use. I wish everyone the best of times in the future and may God bless you all!

Bob Williams: I have had a great year both personally and professionally. I completed five more classes and am sadly nearing the end of the program. I hope to finish next spring. It’s been great getting to know new ODYN students and I also enjoy the ongoing relationships with those whom I continue to have classes. My career is going great at Laureate. We have completed our new building and should move in within the next nine months to begin our brain imaging studies. The education I’ve received so far form ODYN has been priceless in application to my current job. I’m looking really smart! My family and I actually took a real vacation on spring break; a Southwest tour that included meeting up with friends at: a Navajo reservation in New Mexico, the Grand Canyon in Phoenix and finally a Tibetan bowls concert deep within a cave in Fredericksburg, Texas. This was, of course, before gas prices escalated. It was all very spiritual and refreshing. Hope to see you all this fall for more organizational dynamic jewels!

Jim Wolf: Since completing the ODYN program, I have been looking forward to work-related changes that would let me get more involved with team-based project management. I liked the information systems security work that I have been involved with over the past six years but there seemed to be no advancement opportunities in this field around Tulsa. After two years of looking for the right kind of new challenge and not finding it locally, my wife Karen and I took active steps leading to significant career changes for both of us. Read more about it in my column, Taking Charge of Your Career, Tips from the Trenches. The bonus of this is that we get to see our nation's capital in the bit of free time we have had. I have joined the Mt. Vernon historic site group and can visit Washington's home in Virginia for free over the next year. Being in this area is such a rich cultural experience in terms of our country's history that it helped us make with our decision to leave Tulsa for a while. It's important to enjoy the journey, even if the road is a bit bumpy!

Martha I. Zapata de Roblyer: After graduating in May 2007, I happily went back to work for my previous employer, the YWCA Tulsa. I am managing a five-year grant serving children in kindergarten through fifth grade, and more recently I designed and implemented a new program for middle and high school students, focused on dropout prevention and college readiness. I feel that the non-profit world and the fostering of educational attainment among young people suits me well.

“Whenever I hear, ‘It can't be done,’ I know I'm close to success.”

-Michael Flatley
The Practitioners’ Forum

The purpose of The Practitioners’ Forum is to share insights and tips with students and alumni who are practitioners. Contributions to this forum are based on recent ODYN student capstone projects.

Lacey Cline: Organizational career management processes: A study and recommendations. The desire for and expectation of long-term employment with a single organization has been replaced by that of long-term employability in a career that is increasingly shaped by the desires of the individual employee. Career management programs can provide benefits to both employees, in terms of maintaining employability and to organizations, in terms of increased employee development, commitment, and engagement. Career management, however, is most beneficial when it is a mutual process in which both organizations and employees accept meaningful roles and responsibilities.

Roy Nelson: Post implementation survey: Impact on patient satisfaction and patient attraction with the addition of access to wireless internet in a physician office setting. Health-care consumers are turning to the Internet to find physicians and medical resources in order to make decisions that make them feel more at ease with illness or treatment. This overwhelming use of the Internet has caused physicians to explore new ways of attracting and retaining consumers, making their healthcare experience more enjoyable and keeping patient satisfaction at high levels. Wireless Internet has been a successful compliment to products and services in other industries and has almost become desired in most places in society. The availability of wireless Internet is now being evaluated as a potential tool to increase patient satisfaction and in marketing campaigns to attract new clients.

Joan Nesbitt: Theory and practice of organizational culture. The interest in organizational culture has increased in recent years, mostly as a result of its effect on the success or failure of merger and acquisition endeavors. Because culture is inherently perceptual and interpretive, it is a difficult concept to examine in the workplace. Culture should not be confused with climate, which refers to aspects of surface-level behaviors. Organizational culture cannot be simply and directly linked with performance outcomes, so practitioners should seek to understand the ways in which culture shapes and informs organizational life rather than think of culture as another managerial tool.

Maria Palacios: Corporate philanthropy and employee morale: How community giving programs retain good people. Corporate philanthropy is driven by a corporation’s vision of a desirable society in the future, attempting to affect social change and developing innovative solutions to address social problems while collaborating with their community partners. Philanthropy has increasingly become a major tool for corporations to use to generate a positive image, protect their reputations, increase employee morale and retention, and contribute to community health. Corporate philanthropy efforts are becoming increasingly strategic in nature, making important contributions to corporations, employees and communities.

Jennifer Palmer: Developing a strategic plan for FireCo, Inc. of Oklahoma. There is not a standard approach to strategic planning. Thus far, my experience shows that the most valuable step for organizing everyone’s thoughts is the SWOT analysis, which succinctly outlines the strengths, weaknesses, opportunities and threats of the organization. Giving the employees an overview of how these feed into the mission of the organization and involving them early in the process prepares them and enhances their buy-in of the strategic plan and the strategic planning process.
The Practitioners’ Forum (continued)


Turnover of recent hires can be very costly to organizations, especially when the organization spends a great deal of money training new employees. Conducting exit interviews as well as interviewing and surveying new hires who have completed training and have started on the job are good strategies to help understand why employees leave the organization quickly. These strategies can also provide information about how to develop effective solutions for fostering employee engagement and retention.

Sharon Mitchell: Development of a human resources manual to increase efficiency among human resource staff at Hilti.

Ensuring employees have the knowledge required to do their jobs effectively is vital to organizational success. While there is a tendency to turn to training to convey information to employees, job aids are a reliable, cost-effective alternative in a variety of circumstances. Job aid development and success is dependent on a number of factors including conduct of a needs assessment to determine what information the job aid must include, management support for employee use of the job aid, and assignment of a process manager for the job aid to ensure the information in the job aid is updated.

Success Stories, Making the Most Out of ODYN Opportunities—David Butcher

I am a design engineer with AT&T, and I have been in the Organizational Dynamics program since January 2007. Since starting the program, I’ve had a number of significant career successes. For starters, I have been promoted to a senior level engineer, which is a first for the state of Oklahoma. No other engineer in AT&T’s history has achieved this level within the company in Oklahoma. I attribute this to my management team at AT&T recognizing the value of the concepts and techniques I have learned while in the ODYN program and rewarding me for applying these concepts in effective and important ways at AT&T.

The projects that I have completed in Dr. Aldridge’s class have been especially helpful in demonstrating how the concepts I am learning apply to AT&T programs and processes. I had the opportunity to develop one of the projects I worked on for AT&T in Dr. Aldridge’s Survey of ODYN class. This was a team project in which my team proposed a centralized voicemail system for ConocoPhillips Company. The project was later purchased from AT&T by ConocoPhillips and was successfully implemented by AT&T using the scope of work and project plan developed by my team. My teammates on this project were Mike Ellis and Jessica Tollman.

After taking Dr. Aldridge’s Global Business Practices, I became a member of the team within AT&T that deals with AT&T’s largest international customers including Shell, Bayer, Schlumberger and Lafarge. I am one of five engineers in AT&T currently working on a 70,000 phone voice solution for Lafarge. I have been a network engineer in large enterprise and large service provider environments for more than 20 years where everything is structured and process-driven. There is typically a right or wrong way to do something. The ODYN program has helped me think outside the box, learn to be more creative, stimulated my ability to generate rapid solutions, and developed my skills as a team player.

More exciting projects are underway at AT&T that have evolved out of class projects in the ODYN program. I’ll let you know as the goals of these projects are realized. It’s never too early to make the most of the opportunities that the ODYN program presents for you and your career!
The Researchers’ Corner

The purpose of The Researcher’s Corner is to provide insights onto recent ODYN student research conducted. These research corner contributions are based on student theses.

Dana White: The Project Manager Leadership Skills Inventory (PMLSI): Necessary leadership for project success.

As organizations run leaner operations and many companies adopt a management by projects structure, project success can no longer be determined simply by the *triple constraints* (i.e., scope, time, and resources) of project management. Leadership skills of the project manager must be considered as necessary and important by organizations and by project management professionals in determining the success of their projects. The goal of this study was to develop an instrument (the PMLSI©) to assess project professionals’ perception of the necessity and importance of leadership skills for successful project management. The PMLSI© is a global measure of project manager leadership that assesses six aspects of leadership specific to project management.

Tago Mharapara: Work attitudes and organizational citizenship behavior: The moderating effects of political skill.

Research on political skill has largely focused on its use as a coping mechanism for moderating the relationship between workplace stressors and negative workplace outcomes. The main goal of this study was to examine the moderating effects of political skill between positive work attitudes (i.e., job satisfaction, affective organizational commitment) and organizational citizenship behavior. Second, the study also investigated whether political skill accounted for incremental validity in predicting OCB over emotional intelligence. Political skill was found to moderate the relationship between job satisfaction with people and affective organizational commitment with OCB directed at individuals. Political skill was also found to add incremental validity in predicting OCB over emotional intelligence.

ODYN Socials are...

... a great way to keep up with old friends and meet new ones!

ODYN students, alumni and faculty having a great time at Lola’s at the Bowrey.

Left to right: David Burkus, Todd Heinrichs, Fernando Prato, and Dana White.
Faculty News

Dayle Aldridge: Things have been hectic since the last newsletter. I have been busy teaching, supervising some great thesis and capstone projects and submitting papers for journal publications and for presentations at conferences. I’ve also been asked to do some conference and journal reviewing. When I’m not writing, I’m doing. In early April, I presented a workshop on careers in human resources to the Industrial Relations Association. Later in the month, Dr. Kisamore and I presented a session on teaching adult learners at the Teaching and Learning in Higher Education conference. Then, in early May, I was invited to present a workshop on facilitating training to the Neighborhood Planning Academy in cooperation with the University of Oklahoma Urban Design Studio. Since then, I’ve been busy moving my farm, teaching the Training and Employee Development course, and enjoying spending some time with my grandchildren and my horses!

Jennifer Kisamore: This has been a crazy year! During the ice storm in December, the house was without power for a week so I spent much of the time tending to a fire to keep the furry and finned pets happy (and alive). The rest of December was spent playing “catch up.” January rolled around very quickly and I was very fortunate to get to go out of town to present my work at conference on education. Upon returning to Tulsa, it was time to jump back into statistics with another session of the Design, Evaluation, and Statistics class. I also spent the Spring supervising some diverse and interesting capstone and thesis projects. I hope to see them get published! Besides the education conference, this past year I’ve presented at the Academy of Management, Midwest Academy of Management, Teaching and Learning in Higher Education, and Oklahoma Academy of Sciences conferences. I’ve had several articles published including one in Organizational Research Methods that was selected to be published alongside and reviewed by pioneers and leading scholars in the field of meta-analysis. This summer, I’ll be presenting several papers at the Academy of Management, giving a talk on reaching a broader audience in scholarly writing at the Writing Development in Higher Education conference in Glasgow, putting together my dossier for tenure review and continuing my research.

Brigitte Steinheider: The shared leadership model I helped implement in the Broken Arrow Police Department made police history; a project that grew out of my first ODYN Teams and Motivation class. In an introduction to my recently published article in Police Practice and Research, influential UC-Berkeley researchers placed the Broken Arrow initiative among only two other pioneering participative management experiments in American policing over the past 30 years! My work with Chief Wuestewald was praised as a model for researcher-practitioner collaboration and for helping set the future research agenda for the field. The response to the shared leadership program has been overwhelming, with requests for
information coming in from 236 police agencies and researchers in 35 states and 13 foreign countries. During the last year, I have helped police agencies in Arkansas, Texas and Arizona to implement this approach. I also traveled with a U.S. delegation to Germany for an official state visit with police officials in Mainz and will participate in a Police Leadership Summit in Florida later this summer.

Tulsa is quickly becoming my permanent home: July 1, 2008, I will be promoted to associate professor with tenure, and on June 6, 2008, I will have my citizenship interview, testing my knowledge about the U.S. government. At the moment, I am studying the amendments to the Constitution that address voting rights (yes, there are 4, namely the 15th, 19th, 24th and 26th) and trying to memorize the original 13 states of the United States (ask me where the 4th of July was originally celebrated). During the summer, I will be working on my research, organizing an ODYN panel for the third annual Knowledge and Project Management Symposium (KPM) here on campus in August (great opportunity to touch base with fellow students and our alumni – hope to see you there!), and riding my bike along the Arkansas river.

**Robert Terry:** I’ve traveled up and down the Turner Turnpike many times this year! In fall, I taught the *Performance Management* course while in spring, I taught *Applied Measurement and Analysis*. I’ve also been a member of several ODYN thesis and capstone committees in the past year and was impressed by the work that the students did for their projects. This summer I’ll be attending and presenting at the *Joint Statistical Meetings*. Also, this summer I’ll be going on vacation with my family to stand in very long lines, for very long periods of time, on very hot summer days….that is, we’re going to Disney World.

**Faculty Support from Norman:** In addition to teaching support we receive from Psychology Department faculty in Norman, the ODYN program could not be a success without faculty administrative support. Norman-based Psychology faculty who have served on selection committees in the past year include: Lori Anderson Snyder, Eugenia Cox-Fuenzalida, and Scott Gronlund. We also want to thank all the faculty of the Psychology Department for their time and input regarding prospective ODYN faculty.
Giving back to ODYN

Interested in donating to the Organizational Dynamics program?

There are numerous donation options. For information and online donations, go to:

http://www.give2ou.com

To speak with someone about donating to the Organizational Dynamics program at OU-Tulsa, call Kathy Siebold in the OU-Tulsa Development office at (918) 660-3102.

Thank you for your support!!!

About ODYN Graduates

Graduates earning the master of arts in Organizational Dynamics have acquired the leadership skills needed to manage people, projects, and technology, with special attention to technology-based industries. The program develops these skills by bringing together cutting edge research with practical application. The program builds upon a set of core courses, which examine leadership, innovation, teamwork and analysis.

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STAY IN TOUCH!

Keep up to date on program news throughout the year! Visit the ODYN Web site at:
http://tulsagrad.ou.edu/odyn/

Also, be sure that we have your most up-to-date contact information including current phone number and both e-mail and snail mail addresses. For e-mail, current students should be sure to check their OU e-mail regularly or have their OU e-mail forwarded to an account they check regularly. To update your contact information, please e-mail Heather Bryson at: heather.bryson@ou.edu.

ODYN Logo Contest – Heather Bryson

The ODYN program would like your input in designing a new ODYN logo! The current logo (pictured below) uses the letters OD, but as we all know, the term ODYN is a better fit for us! We invite each of you to submit ideas for a new ODYN logo! Anything goes here—we are looking for the most creative, out-of-the-box new idea we can get! The only university rule is that you can’t use orange!* Please send any entries to me at heather.bryson@ou.edu as a jpeg picture. Be sure to save it on your own computer in an editable format. Submissions will be judged by a panel of ODYN faculty. The winner of the logo contest will be announced at the next ODYN social.

*winning logo must be approved by public affairs.