

## orgdna chat

# Unpacking Transformation: What are the Critical Building Blocks?

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Between **2016 Jan 18 12:00** and **2016 Jan 19 01:00**  
10 people sent 185 messages containing #orgdna

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|----------------------|---|---|--|
| 16:44:45<br>21:44:45 | <b>Panteli Tritchew</b><br>@PanteliT        |    | RT @sourcePOV: Excited to lead tonight's #orgdna "Transformation in the 21stC" <a href="https://t.co/g9bDA2HKAP">https://t.co/g9bDA2HKAP</a> 10pET w/ 9:30 pregame :) Join us! #l... |
| 18:34:26<br>23:34:26 | <b>Christy Pettit</b><br>@odguru            |    | RT @sourcePOV: Excited to lead tonight's #orgdna "Transformation in the 21stC" <a href="https://t.co/g9bDA2HKAP">https://t.co/g9bDA2HKAP</a> 10pET w/ 9:30 pregame :) Join us! #l... |
| 18:46:06<br>23:46:06 | <b>collabdna</b><br>@collabdna              |    | Thanks @VladZachary @James_R_Green @odguru @PanteliT @dc2fla @jamiebillingham for #orgdna RTs. S/b a great one. 9:30p pregame, 10p chat  |
| 18:49:59<br>23:49:59 | <b>collabdna</b><br>@collabdna              |    | "Transformation" >> #orgdna 10pET tonight c: @SJAbbott @LeadKJWalters @IanGertler @Tony_Vengrove @Versalytics @mritzius @britz @DrTimony   |
| 18:52:56<br>23:52:56 | <b>collabdna</b><br>@collabdna              |   | Here's tonight's #orgdna frame. We'll start a early with a pre-game for available folks. LOTS to cover .. <a href="https://t.co/1HNtAMQvk5">https://t.co/1HNtAMQvk5</a>              |
| 19:56:48<br>00:56:48 | <b>Jamie Billingham</b><br>@jamiebillingham |  | That's 7pm chat in real time, right ;-) #orgdna <a href="https://t.co/BevVUgFIWg">https://t.co/BevVUgFIWg</a>  |
| 20:03:24<br>01:03:24 | <b>Chris Jones</b><br>@sourcePOV            |  | That's right Jamie, 7pm PST for #orgdna chat. If you're here early, I'll be around .. will be great to catch up! <a href="https://t.co/o17YPFsZj">https://t.co/o17YPFsZj</a>         |
| 20:54:42<br>01:54:42 | <b>mark britz</b><br>@britz                 |  | @collabdna @SJAbbott @LeadKJWalters @IanGertler @Tony_Vengrove @Versalytics @mritzius /won't be able to make #orgdna chat tonight :(   |
| 21:02:50<br>02:02:50 | <b>Chris Jones</b><br>@sourcePOV            |  | @britz sad to hear that Mark, but we shall take good notes. Stop in and join us, if plans change !! #orgdna  |
| 21:30:47<br>02:30:47 | <b>Chris Jones</b><br>@sourcePOV            |  | Checking in a bit early for #orgdna #pregame, if anyone available. We're kicking off 2016 tonight. Lots to discuss :) #leadership #orgdev  |
| 21:35:11<br>02:35:11 | <b>collabdna</b><br>@collabdna              |  | 30m til "Transformation in the 21stC Org" 10pmET <a href="https://t.co/o8BShk7vcX">https://t.co/o8BShk7vcX</a> << tonight's frame >> #orgdna   #orgdev #leadership                   |
| 21:53:18<br>02:53:18 | <b>Diane Court</b><br>@dc2fla               |  | @sourcePOV EveningChris and friends here for #orgdna. Under 10 minutes until 2016 kickoff-talking #transformation  |
| 21:54:23<br>02:54:23 | <b>Chris Jones</b><br>@sourcePOV            |  | Evening Diane !! Thanks for stopping in, and definitely looking forward to the conversation .. #orgdna <a href="https://t.co/NOew3kACUk">https://t.co/NOew3kACUk</a>                 |
| 21:56:24<br>02:56:24 | <b>collabdna</b><br>@collabdna              |  | In 5m, launching "Transformation" at #orgdna >> frame: <a href="https://t.co/o8BShk7vcX">https://t.co/o8BShk7vcX</a> >> hope u can join us #leadership #orgchange #transformation    |
| 21:56:41<br>02:56:41 | <b>Diane Court</b><br>@dc2fla               |  | RT @collabdna: In 5m, launching "Transformation" at #orgdna >> frame: <a href="https://t.co/o8BShk7vcX">https://t.co/o8BShk7vcX</a> >> hope u can join us #leadership #orgchange ... |
| 21:58:04<br>02:58:04 | <b>collabdna</b><br>@collabdna              |  | We'll do quick intros as folks arrive. Let us know your interest, and we'll jump in. #orgdna   |
| 21:59:22<br>02:59:22 | <b>Diane Court</b><br>@dc2fla               |  | This is a great focus to start the year, @sourcePOV. Thanks for the setup. #orgdna   |
| 21:59:48<br>02:59:48 | <b>Chris Jones</b><br>@sourcePOV            |  | WELCOME TO #ORGDNA 2016. Glad u could join. Chris Jones here, instigator, host & today's moderator, re: Transformation #orgdna   |

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| 22:00:53<br>03:00:53 | <b>Chris Jones</b><br>@sourcePOV   |  Thx Diane !! Great to "see" u again :) Credit to @PanteliT for this particular thread, discussing ideas .. #orgdna <a href="https://t.co/yMoIrBYIjR">https://t.co/yMoIrBYIjR</a>     |
| 22:01:40<br>03:01:40 | <b>Chris Jones</b><br>@sourcePOV   |  .. and next thing u know .. *pouf* we have an excellent series concept for 1Q16, this is 1st in a 3-part series .. #orgdna   |
| 22:02:04<br>03:02:04 | <b>Chris Jones</b><br>@sourcePOV   |  .@dc2fla how have u been? #orgdna  |
| 22:02:58<br>03:02:58 | <b>Diane Court</b><br>@dc2fla      |  Doing well, thanks @sourcePOV. And you? How is 2016 stacking up in your world? #orgdna   |
| 22:03:15<br>03:03:15 | <b>collabdna</b><br>@collabdna     |  MUCH to cover tonight, so we'll jump right in with Q's. Can't believe we framed 7 of them. We'll try to do them justice #orgdna  |
| 22:03:38<br>03:03:38 | <b>Mike Ritzius</b><br>@mritzius   |  Hello, all #orgdna   |
| 22:03:43<br>03:03:43 | <b>Stephen Abbott</b><br>@SJAbbott |  Hello, #orgdna. Looking forward to reconnecting with this group. It's been a while...  |
| 22:04:00<br>03:04:00 | <b>Chris Jones</b><br>@sourcePOV   |  .@dc2fla doing great, actually, busy as ever !! but not stepping away from my friends and fellow instigators at #orgdna  |
| 22:04:55<br>03:04:55 | <b>Chris Jones</b><br>@sourcePOV   |  .@SJAbbott @mritzius excellent, Stephen & Mike .. so great u could join !! yes, it has been awhile (holidays, etc.) @dc2fla #orgdna  |
| 22:04:59<br>03:04:59 | <b>Diane Court</b><br>@dc2fla      |  Well the stars aligned - or something . I just finished Reinventing Organizations #orgdna  |
| 22:05:53<br>03:05:53 | <b>Diane Court</b><br>@dc2fla      |  @SJAbbott! Happy 2016! #orgDNA   |
| 22:06:20<br>03:06:20 | <b>collabdna</b><br>@collabdna     |  Tonight, we are unpacking #transformation in the #21stCorg .. let's jump in #orgdna   #leadership #orgchange  |
| 22:06:32<br>03:06:32 | <b>Diane Court</b><br>@dc2fla      |  RT @collabdna: Tonight, we are unpacking #transformation in the #21stCorg .. let's jump in #orgdna   #leadership #orgchange  |
| 22:07:37<br>03:07:37 | <b>collabdna</b><br>@collabdna     |  Q1. When facing #transformation, how much communication is enough? #orgdna   #leadership #orgdev #orgchange  |
| 22:08:33<br>03:08:33 | <b>Chris Jones</b><br>@sourcePOV   |  No worries, u and @odguru both delayed getting home. Be safe, we'll be here :) #orgdna <a href="https://t.co/pGpZ4cuNXZ">https://t.co/pGpZ4cuNXZ</a>                             |
| 22:09:22<br>03:09:22 | <b>Stephen Abbott</b><br>@SJAbbott |  A1 As long as it stays on point and moves forward, it would be hard to have too much communication. #orgdna  |
| 22:09:32<br>03:09:32 | <b>Chris Jones</b><br>@sourcePOV   |  A1. Personally, I never see enough communication when in throes of #transformation. Seems always something mgmt wants to hold back #orgdna                                       |
| 22:09:44<br>03:09:44 | <b>Mike Ritzius</b><br>@mritzius   |  @collabdna Depends, the people enacting the change / experiencing the change should largely be the same and in contact often #orgdna   |
| 22:10:03<br>03:10:03 | <b>Mike Ritzius</b><br>@mritzius   |  RT @SJAbbott: A1 As long as it stays on point and moves forward, it would be hard to have too much communication. #orgdna  |
| 22:10:10<br>03:10:10 | <b>Chris Jones</b><br>@sourcePOV   |  .@SJAbbott lol Stephen, seems we most always think alike :) #orgdna  |
| 22:10:50<br>03:10:50 | <b>Diane Court</b><br>@dc2fla      |  @SJAbbott @SourcePOV - The nature of communication would be as important (more important) as how much, no? #orgdna   |
| 22:11:07<br>03:11:07 | <b>Mike Ritzius</b><br>@mritzius   |  @sourcePOV Management is a challenge. Too much communication can stifle folks if it comes from the time #orgdna  |
| 22:11:14<br>03:11:14 | <b>collabdna</b><br>@collabdna     |  Btw, case studies in the frame for #orgdna tonight: workforce restructure, m&a, new branding or new products. Top to bottom change #orgdna                                       |
| 22:12:37<br>03:12:37 | <b>Stephen Abbott</b><br>@SJAbbott |  @dc2fla Yes. The level of trust allows for all the nuances of vision, fear, and everything in between. #orgdna @SourcePOV  |
| 22:13:11<br>03:13:11 | <b>Chris Jones</b><br>@sourcePOV   |  Yes, I don't mean to flood anyone. Needs t/b planned & thoughtful. But best plans still tend to limit info #orgdna <a href="https://t.co/vK6xHg5gMc">https://t.co/vK6xHg5gMc</a> |

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| 22:14:27<br>03:14:27 | <b>collabdna</b><br>@collabdna       |      | So much to surface tonight, since this is a 3-part series. So we'll keep the Q's coming. Hoping the A's will wrap around :) #orgdna  |
| 22:14:59<br>03:14:59 | <b>Diane Court</b><br>@dc2fla        |    | Trust is critical @SourcePOV. In both directions - and that can be a big challenge for leadership -- letting go of control #orgdna   |
| 22:15:41<br>03:15:41 | <b>Chris Jones</b><br>@sourcePOV     |    | A1. Trust is absolutely huge. No doubt that one WILL weave in and out of ANY #transformation discussion .. #orgdna   |
| 22:16:09<br>03:16:09 | <b>Diane Court</b><br>@dc2fla        |    | I meant to respond to you, @SJAbbot - Yes. Trust is critical which can be a big challenge for leadership -- letting go of control #orgdna  |
| 22:16:41<br>03:16:41 | <b>Mike Ritzius</b><br>@mritzius     |    | It is also helpful that communication goes beyond broadcast. There should be intentional design of the conversational spaces #orgdna   |
| 22:16:49<br>03:16:49 | <b>Diane Court</b><br>@dc2fla        |    | RT @mritzius: It is also helpful that communication goes beyond broadcast. There should be intentional design of the conversational spaces...                                      |
| 22:17:29<br>03:17:29 | <b>Stephen Abbott</b><br>@SJAbbot    |    | @dc2fla Two "Ts" in Abbott. :) #orgdna And yes, trust is the foundation of change.   |
| 22:17:33<br>03:17:33 | <b>collabdna</b><br>@collabdna       |    | Q2. Nature of leadership in #transformation is huge. When does supervision transition to coaching and/or serving as mentor? #orgdna  |
| 22:17:42<br>03:17:42 | <b>Kim Walters</b><br>@LeadKJWalters |    | Sorry I had another commitment. Following the great discussion now from the sidelines #orgdna  |
| 22:18:20<br>03:18:20 | <b>Stephen Abbott</b><br>@SJAbbot    |    | Intentional. YES! #orgdna <a href="https://t.co/E2Ob6zVEK7">https://t.co/E2Ob6zVEK7</a>  |
| 22:18:33<br>03:18:33 | <b>Diane Court</b><br>@dc2fla        |    | @SJAbbot Oh dear! Clicking reply = so much safer for me than typing out anything!! ;) #orgdna  |
| 22:19:27<br>03:19:27 | <b>Chris Jones</b><br>@sourcePOV     |   | Absolutely, Mike !! "broadcast" is such a painful remnant of past org comm paradigms; can't seem to shake it .. culturally engrained #orgdna                                       |
| 22:20:05<br>03:20:05 | <b>Chris Jones</b><br>@sourcePOV     |  | .@LeadKJWalters Kim !! so glad u could tweet in, and say hello !! :) #orgdna   |
| 22:20:49<br>03:20:49 | <b>Mike Ritzius</b><br>@mritzius     |  | a2. Lets be careful not to conflate leadership and management/supervision. Management happens after leadership has found the answers #orgdna                                       |
| 22:21:06<br>03:21:06 | <b>Chris Jones</b><br>@sourcePOV     |  | A2. Imo stress levels often bring execs to command & control (broadcast) mode when they know better. So much on the line .. #orgdna  |
| 22:21:12<br>03:21:12 | <b>Diane Court</b><br>@dc2fla        |  | And yet top-down broadcast remains the most common internal communication pattern #orgdna :/   |
| 22:21:37<br>03:21:37 | <b>Kim Walters</b><br>@LeadKJWalters |  | RT @mritzius: a2. Lets be careful not to conflate leadership and management/supervision. Management happens after leadership has found the   |
| 22:22:38<br>03:22:38 | <b>Kim Walters</b><br>@LeadKJWalters |  | It's easy. Feedback loop is harder and depends on culture. #orgdna <a href="https://t.co/bNVWZyQ530">https://t.co/bNVWZyQ530</a>   |
| 22:22:49<br>03:22:49 | <b>Chris Jones</b><br>@sourcePOV     |  | Quite right, Mike. Afraid #140c compressing my language. But that does NOT make me advocate of #twitter10k ! #orgdna <a href="https://t.co/HblwfHApF4">https://t.co/HblwfHApF4</a> |
| 22:23:04<br>03:23:04 | <b>Diane Court</b><br>@dc2fla        |  | It might also happen that leadership finds the answer because they manage (C&C) less and listen (as questions, communicate) more #orgdna   |
| 22:23:27<br>03:23:27 | <b>Mike Ritzius</b><br>@mritzius     |  | @sourcePOV It seems that prior to beginning a change, it is important 2 define roles for all involved 2 limit command&control impulse #orgdna                                      |
| 22:24:10<br>03:24:10 | <b>Chris Jones</b><br>@sourcePOV     |  | A2. We talk so much about leaders needing to listen. Dare we hope this trend is happening, in practice? #orgdna  |
| 22:25:03<br>03:25:03 | <b>Chris Jones</b><br>@sourcePOV     |  | Completely agree. Clarity on roles is huge for getting it right. Seems #transformation teams skip this step #orgdna <a href="https://t.co/cPbhI7Owrv">https://t.co/cPbhI7Owrv</a>  |
| 22:26:56<br>03:26:56 | <b>collabdna</b><br>@collabdna       |  | Q3. How do we know when it's safe to trust our leaders - and each other - during transformative change? #orgdna #leadership  |
| 22:27:17<br>03:27:17 | <b>Mike Ritzius</b><br>@mritzius     |  | @sourcePOV this seems to imply that "leader" is a positional state , one with institutional authority. Is that necessarily true? #orgdna   |

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| 22:28:43<br>03:28:43 | <b>Chris Jones</b><br>@sourcePOV     |  Leadership can come from many places. But in capital-T Transformation, seems the top leaders = very visible #orgdna <a href="https://t.co/AiM8HuEorS">https://t.co/AiM8HuEorS</a>         |
| 22:28:59<br>03:28:59 | <b>Kim Walters</b><br>@LeadKJWalters |  A3. Consistency. Relationships. What's committed to gets done. #orgdna <a href="https://t.co/sPU9xS8koC">https://t.co/sPU9xS8koC</a>  |
| 22:29:56<br>03:29:56 | <b>Chris Jones</b><br>@sourcePOV     |  A3. Afraid when #transformation starts, there isn't time. Often seems no choice but to dive in, trusting or otherwise #orgdna   |
| 22:30:17<br>03:30:17 | <b>Christy Pettit</b><br>@odguru     |  Whew made it. Crazy snow! #orgdna speed reading stream.   |
| 22:30:52<br>03:30:52 | <b>Chris Jones</b><br>@sourcePOV     |  A3. There's a time element here. Trust takes time to build. And often, the heavy lifting of #change is upon you too soon .. yes? #orgdna  |
| 22:31:34<br>03:31:34 | <b>Mike Ritzius</b><br>@mritzius     |  @sourcePOV conflating of management and leadership in the real world ;) #orgdna. Do we wanna talk about what is or what could/should be?  |
| 22:31:45<br>03:31:45 | <b>Chris Jones</b><br>@sourcePOV     |  So glad u braved the (Toronto?) elements for us Christy. Sorry about that. But very glad u made it safe :) #orgdna <a href="https://t.co/g9wG08HuC6">https://t.co/g9wG08HuC6</a>        |
| 22:32:50<br>03:32:50 | <b>Chris Jones</b><br>@sourcePOV     |  Probably need to touch on both. Is=context & situation. Should be=solution. Yes? As 140c allows :) #orgdna <a href="https://t.co/VZeDyLKhYf">https://t.co/VZeDyLKhYf</a>                |
| 22:33:10<br>03:33:10 | <b>Kim Walters</b><br>@LeadKJWalters |  Yes. And. Those who buy into the transform agenda will trust quicker. If it stays the course #orgdna <a href="https://t.co/cmWSDTA7hg">https://t.co/cmWSDTA7hg</a>                      |
| 22:33:39<br>03:33:39 | <b>Chris Jones</b><br>@sourcePOV     |  Of course #leadership .. like #trust .. will weave throughout our #orgdna #transformation discussions ..  |
| 22:35:52<br>03:35:52 | <b>Chris Jones</b><br>@sourcePOV     |  And yes, that means lots of #hashtags :) lol (used on purpose, to connect people & ideas) .. #orgdna  |
| 22:35:54<br>03:35:54 | <b>Mike Ritzius</b><br>@mritzius     |  a3 trust can be elevated through clearly defined roles prior and intentional design of the conversational space in process #orgdna   |
| 22:36:05<br>03:36:05 | <b>Kim Walters</b><br>@LeadKJWalters |  I think there's a lot to be said for the top leader's 'resume' and history. That weighs heavily on trust. #orgdna   |
| 22:36:05<br>03:36:05 | <b>collabdna</b><br>@collabdna       |  Q4. Owning the End State is critical for org transformation. Is it possible for an entire organization to find common ground? #orgdna   |
| 22:37:41<br>03:37:41 | <b>Mike Ritzius</b><br>@mritzius     |  @collabdna It is possible but hard work. We need to create space for everyone to see themselves in the new pattern of being/working #orgdna   |
| 22:38:03<br>03:38:03 | <b>Diane Court</b><br>@dc2fla        |  A4 Answering with a question: Is it possible for the entire org to own the End State? I say yes - if #trust & #power are distributed #orgdna  |
| 22:38:03<br>03:38:03 | <b>collabdna</b><br>@collabdna       |  Just joining? Tonight #orgdna kicked off a 3-part series on #transformation, with chat frame here >> <a href="https://t.co/o8BShk7vcX">https://t.co/o8BShk7vcX</a> << we're on Q4     |
| 22:38:23<br>03:38:23 | <b>Kim Walters</b><br>@LeadKJWalters |  A4. I think it's possible. But always remember individual end states may not align. #orgdna <a href="https://t.co/cZiJeKkceN">https://t.co/cZiJeKkceN</a>                             |
| 22:38:41<br>03:38:41 | <b>Kim Walters</b><br>@LeadKJWalters |  RT @collabdna: Just joining? Tonight #orgdna kicked off a 3-part series on #transformation, with chat frame here >> <a href="https://t.co/o8BShk7vcX">https://t.co/o8BShk7vcX</a> ... |
| 22:39:14<br>03:39:14 | <b>Chris Jones</b><br>@sourcePOV     |  A3. Reflecting on this, I think trust has to be established WAY in advance of a #transformation agenda. Launch time is too late #orgdna   |
| 22:39:18<br>03:39:18 | <b>Diane Court</b><br>@dc2fla        |  @mritzius I agree - and what would you say we need first to happen for those new patterns to emerge? #orgdna  |
| 22:39:28<br>03:39:28 | <b>Diane Court</b><br>@dc2fla        |  RT @sourcePOV: A3. Reflecting on this, I think trust has to be established WAY in advance of a #transformation agenda. Launch time is too l...  |
| 22:40:54<br>03:40:54 | <b>Mike Ritzius</b><br>@mritzius     |  @dc2fla humility #orgdna  |
| 22:41:18<br>03:41:18 | <b>Chris Jones</b><br>@sourcePOV     |  A4. Guess I go back to Kotter when it comes to clarity of vision & common ground. Ownership takes having a strong culture that fuels #orgdna  |
| 22:42:15<br>03:42:15 | <b>Chris Jones</b><br>@sourcePOV     |  Agree, Kim !! And I have seen many #transformation agendas fall apart when support & momentum waver #orgdna <a href="https://t.co/s8uuCbXhsf">https://t.co/s8uuCbXhsf</a>             |

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| 22:42:35<br>03:42:35 | <b>Kim Walters</b><br>@LeadKJWalters |     | Humility and resilience and authenticity emerging as future traits needed in leadership. #orgdna <a href="https://t.co/Oc8XgGqqbN">https://t.co/Oc8XgGqqbN</a>                    |
| 22:43:05<br>03:43:05 | <b>Diane Court</b><br>@dc2fla        |    | @sourcePOV And that culture is grounded in #trust and as@Mritzius says #humility to start with #orgdna  |
| 22:43:34<br>03:43:34 | <b>Mike Ritzius</b><br>@mritzius     |    | RT @LeadKJWalters: Humility and resilience and authenticity emerging as future traits needed in leadership. #orgdna <a href="https://t.co/Oc8XgGqqbN">https://t.co/Oc8XgGqqbN</a> |
| 22:43:40<br>03:43:40 | <b>Christy Pettit</b><br>@odguru     |    | @sourcePOV ideally in advance we have trust... but trust ebbs and flows, as transformation continues... #orgdna   |
| 22:43:53<br>03:43:53 | <b>Mike Ritzius</b><br>@mritzius     |    | RT @dc2fla: @sourcePOV And that culture is grounded in #trust and as@Mritzius says #humility to start with #orgdna  |
| 22:45:11<br>03:45:11 | <b>collabdna</b><br>@collabdna       |    | Q5. Risk in business seems against the grain. How do we achieve something during transformation so deeply preached against? #orgdna #orgdev                                       |
| 22:45:16<br>03:45:16 | <b>Mike Ritzius</b><br>@mritzius     |    | @odguru @sourcePOV acting from a position of the greater good helps mitigate the impact of the ebbs #orgdna   |
| 22:45:34<br>03:45:34 | <b>Diane Court</b><br>@dc2fla        |    | RT @mritzius: @odguru @sourcePOV acting from a position of the greater good helps mitigate the impact of the ebbs #orgdna   |
| 22:46:10<br>03:46:10 | <b>Kim Walters</b><br>@LeadKJWalters |    | Whole different perspective on transformation when we expect our leaders to not know all answers. And trust them more through it. #orgdna   |
| 22:46:48<br>03:46:48 | <b>Chris Jones</b><br>@sourcePOV     |    | A5. Risk SO tricky. It's why C&C (top down) leaders resort to broadcast. Stakes too high for trial & error. Wall street watching #orgdna  |
| 22:47:20<br>03:47:20 | <b>Diane Court</b><br>@dc2fla        |    | @LeadKJWalters And a whole different opportunity for transformation when leadership trusts employees to assess and take risks #orgdna   |
| 22:48:10<br>03:48:10 | <b>Mike Ritzius</b><br>@mritzius     |  | a5 giving space and support to pioneers from the stable, old patterns helps mitigate the risk of the new and the risk of stagnation #orgdna                                       |
| 22:48:20<br>03:48:20 | <b>Diane Court</b><br>@dc2fla        |  | Yes! A5. Risk SO tricky. It's why C&C leaders resort to broadcast. Stakes too high for trial & error. Wall street watching #orgdna  |
| 22:48:34<br>03:48:34 | <b>Kim Walters</b><br>@LeadKJWalters |  | Takes us back to basic project management principles - just being transparent about it. That's new. #orgdna <a href="https://t.co/fAk6RobJ4v">https://t.co/fAk6RobJ4v</a>         |
| 22:48:38<br>03:48:38 | <b>Diane Court</b><br>@dc2fla        |  | RT @sourcePOV: A5. Risk SO tricky. It's why C&C (top down) leaders resort to broadcast. Stakes too high for trial & error. Wall street watc...                                    |
| 22:48:55<br>03:48:55 | <b>collabdna</b><br>@collabdna       |  | Also, tonight we debut our quarterly planning page, accessed from the top menu bar >> link: <a href="https://t.co/HnifoizKPV">https://t.co/HnifoizKPV</a> #orgdna                 |
| 22:48:59<br>03:48:59 | <b>Mike Ritzius</b><br>@mritzius     |  | RT @dc2fla: Yes! A5. Risk SO tricky. It's why C&C leaders resort to broadcast. Stakes too high for trial & error. Wall street watching #or...                                     |
| 22:49:45<br>03:49:45 | <b>Kim Walters</b><br>@LeadKJWalters |  | RT @collabdna: Also, tonight we debut our quarterly planning page, accessed from the top menu bar >> link: <a href="https://t.co/HnifoizKPV">https://t.co/HnifoizKPV</a> #orgdna  |
| 22:50:25<br>03:50:25 | <b>Chris Jones</b><br>@sourcePOV     |  | Hoping to start 2016 with a splash, of sorts. Mb not transformative. But we'll take innovative :) #orgdna <a href="https://t.co/Vopcptg1HT">https://t.co/Vopcptg1HT</a>           |
| 22:50:30<br>03:50:30 | <b>Christy Pettit</b><br>@odguru     |  | @mritzius @sourcePOV indeed it does. Always interesting to see how different ppl feel ownership of TGG. #orgdna   |
| 22:50:31<br>03:50:31 | <b>Diane Court</b><br>@dc2fla        |  | @SourcePOV And Risk frightens BoDs even faster with Wall Street watching-Tough on visionary leaders who see a transformation path #orgdna   |
| 22:51:15<br>03:51:15 | <b>Mike Ritzius</b><br>@mritzius     |  | RT @odguru: @mritzius @sourcePOV indeed it does. Always interesting to see how different ppl feel ownership of TGG. #orgdna   |
| 22:51:35<br>03:51:35 | <b>collabdna</b><br>@collabdna       |  | On the home stretch, two Q's to go .. want to get them all into circulation as input to next month's #transformation chat #orgdna   |
| 22:52:33<br>03:52:33 | <b>Diane Court</b><br>@dc2fla        |  | @mritzius Have to credit @SourcePOV with that Risk statement & my #RTFail ;) ) I absolutely agree tho #orgdna   |
| 22:52:45<br>03:52:45 | <b>collabdna</b><br>@collabdna       |  | Q6. How does an entire organization learn? Is it possible? What are the enablers? #orgdna re: #transformation   |

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| 22:53:06<br>03:53:06 | <b>Mike Ritzius</b><br>@mritzius            |     | RT @dc2fla: @mritzius Have to credit @SourcePOV with that Risk statement & my #RTFail ;) ) I absolutely agree tho #orgdna  |
| 22:54:37<br>03:54:37 | <b>Mike Ritzius</b><br>@mritzius            |    | a6. recognition that all members contribute, humility in authority to create space for other ideas, being present #orgdna  |
| 22:55:01<br>03:55:01 | <b>Chris Jones</b><br>@sourcePOV            |    | A6. Senge & Wheatley are my go to's for the learning organization. I start talking & it comes out like them .. on a good day :) #orgdna  |
| 22:55:07<br>03:55:07 | <b>Mike Ritzius</b><br>@mritzius            |    | a6 Engage in fact based optimism - Bruce Mau #orgdna   |
| 22:55:11<br>03:55:11 | <b>Jamie Billingham</b><br>@jamiebillingham |    | Arriving late, sneaking in back hoping no one will really notice :-)) #orgdna  |
| 22:55:49<br>03:55:49 | <b>Chris Jones</b><br>@sourcePOV            |    | NOTICING. But. Very glad you're here. We're on Q6 of 7 :) :) you'll be caught up in no time #orgdna <a href="https://t.co/z3jw5lKMFm">https://t.co/z3jw5lKMFm</a>                  |
| 22:56:02<br>03:56:02 | <b>Christy Pettit</b><br>@odguru            |    | RT @mritzius: a6 Engage in fact based optimism - Bruce Mau #orgdna   |
| 22:56:11<br>03:56:11 | <b>Mike Ritzius</b><br>@mritzius            |    | RT @sourcePOV: A6. Senge & Wheatley are my go to's for the learning organization. I start talking & it comes out like them .. on a good day...                                     |
| 22:56:40<br>03:56:40 | <b>Christy Pettit</b><br>@odguru            |    | @mritzius I like that. Fact based optimism #orgdna   |
| 22:57:40<br>03:57:40 | <b>Jamie Billingham</b><br>@jamiebillingham |    | Me too - RT @odguru @mritzius I like that. Fact based optimism #orgdna Data or fact based anything balanced with the felt sense of course  |
| 22:57:49<br>03:57:49 | <b>Kim Walters</b><br>@LeadKJWalters        |    | RT @odguru: @mritzius I like that. Fact based optimism #orgdna   |
| 22:57:53<br>03:57:53 | <b>Diane Court</b><br>@dc2fla               |  | RT @sourcePOV: A6. Senge & Wheatley are my go to's for the learning organization. I start talking & it comes out like them .. on a good day...                                     |
| 22:58:18<br>03:58:18 | <b>Diane Court</b><br>@dc2fla               |  | RT @mritzius: a6 Engage in fact based optimism - Bruce Mau #orgdna   |
| 22:58:28<br>03:58:28 | <b>Chris Jones</b><br>@sourcePOV            |  | A6. Creativity and low-defect copying (assembly line) can seem light years apart. I know not fully true. Wish @Versalytics here #orgdna  |
| 22:58:34<br>03:58:34 | <b>Jamie Billingham</b><br>@jamiebillingham |  | RT @dc2fla: Trust is critical @SourcePOV. In both directions - and that can be a big challenge for leadership -- letting go of control #org...                                     |
| 22:59:07<br>03:59:07 | <b>Kim Walters</b><br>@LeadKJWalters        |  | Walk the talk. People notice and engage accordingly. Live fact based optimism. #orgdna <a href="https://t.co/36CUeGbfaz">https://t.co/36CUeGbfaz</a>                               |
| 22:59:30<br>03:59:30 | <b>Chris Jones</b><br>@sourcePOV            |  | NICE. I have a new label for my half-full glass. "Based on facts, thank you" !! :) #orgdna <a href="https://t.co/nxGEY4WpiI">https://t.co/nxGEY4WpiI</a>                           |
| 23:00:10<br>04:00:10 | <b>Diane Court</b><br>@dc2fla               |  | Ha! Perfect RT @sourcePOV NICE. I have a new label for my half-full glass. "Based on facts, thank you" !! :) #orgdna   |
| 23:00:31<br>04:00:31 | <b>collabdna</b><br>@collabdna              |  | Q7. Do we have the patience and the time for #transformation to be successful? #orgdna   |
| 23:00:46<br>04:00:46 | <b>Mike Ritzius</b><br>@mritzius            |  | Thanks for the chat #orgdna. We're talking this stuff f2f in Philly next month. You should come! <a href="https://t.co/XoOakAvWkp">https://t.co/XoOakAvWkp</a> Off to bed now      |
| 23:01:03<br>04:01:03 | <b>Mike Ritzius</b><br>@mritzius            |  | RT @sourcePOV: NICE. I have a new label for my half-full glass. "Based on facts, thank you" !! :) #orgdna <a href="https://t.co/nxGEY4WpiI">https://t.co/nxGEY4WpiI</a>            |
| 23:02:07<br>04:02:07 | <b>Chris Jones</b><br>@sourcePOV            |  | A7. Seems we are predisposed to rush everything. Wall St. again? =10Q? Transformation can't be rushed. Not if it's going to last #orgdna   |
| 23:02:48<br>04:02:48 | <b>Mike Ritzius</b><br>@mritzius            |  | RT @jamiebillingham: Me too - RT @odguru @mritzius I like that. Fact based optimism #orgdna Data or fact based anything balanced with the f...                                     |
| 23:03:02<br>04:03:02 | <b>Chris Jones</b><br>@sourcePOV            |  | Thanks, Mike. Def need to consider it. Plus my daughter is there. I am due for a visit :) #orgdna #meetup << philly? <a href="https://t.co/ofrnHXgYIB">https://t.co/ofrnHXgYIB</a> |
| 23:03:28<br>04:03:28 | <b>Jamie Billingham</b><br>@jamiebillingham |  | A7 and yet sometimes transformation seems to just rush into the room when you aren't looking #orgdna   |

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| 23:04:23<br>04:04:23 | <b>Chris Jones</b><br>@sourcePOV            |     | .@jamiEBillingham we sure coulda used you on trust, mentoring, common ground, Hero's Journey .. tho we did our level best :) #orgdna   |
| 23:04:45<br>04:04:45 | <b>Jamie Billingham</b><br>@jamiEBillingham |    | A7 this is the issue for me - transformation is organic and person-made, constructed. It's both/and. #orgdna   |
| 23:05:07<br>04:05:07 | <b>Jamie Billingham</b><br>@jamiEBillingham |    | RT @sourcePOV: .@jamiEBillingham we sure coulda used you on trust, mentoring, common ground, Hero's Journey .. tho we did our level best :)...                                       |
| 23:05:20<br>04:05:20 | <b>Kim Walters</b><br>@LeadKJWalters        |    | A7. Excellent question. Leads me to what defines successful transformation? Only known with hindsight. #orgdna <a href="https://t.co/USzDI62Hji">https://t.co/USzDI62Hji</a>         |
| 23:05:24<br>04:05:24 | <b>Christy Pettit</b><br>@odguru            |    | @collabdna we'll do better when we have new models 4 change (personal and org) that acknowledge the continuous/agile nature of it. #orgdna   |
| 23:06:01<br>04:06:01 | <b>Diane Court</b><br>@dc2fla               |    | Great insights, tonight @mritzius - So glad I was able to be here tonight - it's been a while for me. See you next time? #orgdna   |
| 23:06:11<br>04:06:11 | <b>Christy Pettit</b><br>@odguru            |    | RT @mritzius: Thanks for the chat #orgdna. We're talking this stuff f2f in Philly next month. You should come! <a href="https://t.co/XoOakAvWkp">https://t.co/XoOakAvWkp</a> Off ... |
| 23:06:22<br>04:06:22 | <b>Jamie Billingham</b><br>@jamiEBillingham |    | @sourcePOV Darn it - I was evading semi's on the freeway. Soo would have rather been chatting Campbell #orgdna   |
| 23:06:23<br>04:06:23 | <b>Diane Court</b><br>@dc2fla               |    | RT @jamiEBillingham: A7 this is the issue for me - transformation is organic and person-made, constructed. It's both/and. #orgdna  |
| 23:07:27<br>04:07:27 | <b>Chris Jones</b><br>@sourcePOV            |    | No worries. Priority = be safe !! But next month, we can focus on Campbell, if everyone up for it :) #orgdna <a href="https://t.co/oI3AtqGuNh">https://t.co/oI3AtqGuNh</a>           |
| 23:07:38<br>04:07:38 | <b>Diane Court</b><br>@dc2fla               |    | RT @mritzius: Thanks for the chat #orgdna. We're talking this stuff f2f in Philly next month. You should come! <a href="https://t.co/XoOakAvWkp">https://t.co/XoOakAvWkp</a> Off ... |
| 23:07:53<br>04:07:53 | <b>Christy Pettit</b><br>@odguru            |  | @sourcePOV @jamiEBillingham def want to revisit heroes and mentors... #orgdna  |
| 23:08:19<br>04:08:19 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | RT @odguru: @sourcePOV @jamiEBillingham def want to revisit heroes and mentors... #orgdna  |
| 23:08:44<br>04:08:44 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | Me too @odguru @sourcePOV - def want to revisit heroes and mentors... #orgdna  |
| 23:09:36<br>04:09:36 | <b>Chris Jones</b><br>@sourcePOV            |  | I need help on "hero" in org context though, seems that archetype a bit counter to #orgdev literature :) #orgdna <a href="https://t.co/RZBYz8hBol">https://t.co/RZBYz8hBol</a>       |
| 23:11:01<br>04:11:01 | <b>collabdna</b><br>@collabdna              |  | Ok, we are truly out of time. Looks like our new 3-part topic series has legs. We shall reconvene w/ #transformation part 2 in FEB #orgdna   |
| 23:11:19<br>04:11:19 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | help on "hero" in org context though - ultimately we are all on our own hero's journey regardless of place in org. #orgdna   |
| 23:11:51<br>04:11:51 | <b>Christy Pettit</b><br>@odguru            |  | @sourcePOV all these whole selves on journeys at work... Messy. #orgdna  |
| 23:11:52<br>04:11:52 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | And org's are on their own kind of hero's journey - or can be. #orgdna   |
| 23:11:56<br>04:11:56 | <b>Diane Court</b><br>@dc2fla               |  | RT @mritzius: a3 trust can be elevated through clearly defined roles prior and intentional design of the conversational space in process #o...                                       |
| 23:12:07<br>04:12:07 | <b>Chris Jones</b><br>@sourcePOV            |  | I'm all ears. Keep typing :) :) #orgdna <a href="https://t.co/PZL36C5UsV">https://t.co/PZL36C5UsV</a>  |
| 23:12:50<br>04:12:50 | <b>Diane Court</b><br>@dc2fla               |  | RT @collabdna: Ok, we are truly out of time. Looks like our new 3-part topic series has legs. We shall reconvene w/ #transformation part 2 ...                                       |
| 23:12:57<br>04:12:57 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | I have to sort through that a bit more in my now drained brain lol How about a longer comment on your blog instead :-)) #orgdna  |
| 23:13:28<br>04:13:28 | <b>Chris Jones</b><br>@sourcePOV            |  | THANK YOU EVERYONE for being a part of #orgdna #cdna, now in our 3rd year (we'll be 4 in August !!). Couldn't do this without you .. !!  |
| 23:14:05<br>04:14:05 | <b>Jamie Billingham</b><br>@jamiEBillingham |  | Thank you! @sourcePOV #orgdna #cdna, now in our 3rd year (we'll be 4 in August !!). Couldn't do this without YOU .. !!   |

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|----------------------|---|---|
| 23:14:17<br>04:14:17 | <b>Diane Court</b><br>@dc2fla               |  @jamiEBillingham Please write that comment-I wd like to hear more. This idea of orgs on their own hero journey has my gears turning #orgdna   |
| 23:15:09<br>04:15:09 | <b>collabdna</b><br>@collabdna              |  Watch for the #orgdna #transformation (part-1) transcript, courtesy @JohnWLewis @holosoft .. should be posted tomorrow  |
| 23:15:16<br>04:15:16 | <b>Jamie Billingham</b><br>@jamiEBillingham |  @dc2fla I will this week for sure. I had something sketched out on Sunday and then life took over lol #orgdna   |
| 23:16:11<br>04:16:11 | <b>Diane Court</b><br>@dc2fla               |  @sourcePOV How great to be back in "the room" with you. Thank you and everyone for tonight's conversation on #transformation #orgdna #cdna  |
| 23:16:18<br>04:16:18 | <b>collabdna</b><br>@collabdna              |  .. and check out our new #orgdna planning page, here: <a href="https://t.co/HnifoizKPV">https://t.co/HnifoizKPV</a> (also linked at top menu bar) ..                              |
| 23:16:24<br>04:16:24 | <b>Jamie Billingham</b><br>@jamiEBillingham |  RT @collabdna: .. and check out our new #orgdna planning page, here: <a href="https://t.co/HnifoizKPV">https://t.co/HnifoizKPV</a> (also linked at top menu bar) ..               |
| 23:17:18<br>04:17:18 | <b>Chris Jones</b><br>@sourcePOV            |  As I said, truly thrilled to have you back Diane. Told ya we'd save your seat :) #orgdna <a href="https://t.co/cfqibYqwqG">https://t.co/cfqibYqwqG</a>                            |
| 23:17:26<br>04:17:26 | <b>Kim Walters</b><br>@LeadKJWalters        |  I see the hero's journey closely aligned w/inspirational leadership. How does the leader bring us al along. #orgdna <a href="https://t.co/B5cUplehcO">https://t.co/B5cUplehcO</a> |
| 23:18:09<br>04:18:09 | <b>Kim Walters</b><br>@LeadKJWalters        |  G night all #orgdna   |
| 23:18:33<br>04:18:33 | <b>Chris Jones</b><br>@sourcePOV            |  Ok guys, its bewitching hour back east. 8 a.m. meeting tomorrow :( y'all be good and be safe .. we'll see u Feb 15, for the next #orgdna  |
| 23:18:55<br>04:18:55 | <b>Chris Jones</b><br>@sourcePOV            |  Great you could stop in as well, Kim. Truly appreciate it :) #orgdna <a href="https://t.co/A7Bct5ysfA">https://t.co/A7Bct5ysfA</a>  |
| 23:19:21<br>04:19:21 | <b>Jamie Billingham</b><br>@jamiEBillingham |  Thanks again Chris @sourcePOV - Sorry I missed so much of what looked like and awesome chat! #orgdna   |
| 23:19:48<br>04:19:48 | <b>Diane Court</b><br>@dc2fla               |  @sourcePOV Hope we can talk more offline soon! Thanks for keeping these powerful conversations going #orgdna  |
| 23:20:21<br>04:20:21 | <b>Chris Jones</b><br>@sourcePOV            |  No worries. We're just getting warmed up. Plenty more ahead :) so long for now .. #orgdna <a href="https://t.co/YPUzWoyUms">https://t.co/YPUzWoyUms</a>                         |
| 23:22:53<br>04:22:53 | <b>Chris Jones</b><br>@sourcePOV            |  And a hearty thank u to @mritzius @SJAbbott @odguru as well .. I saw you sneak out :) .. hope to see u next time, 3rd WEDS 10pET for #orgdna                                    |
| 23:25:17<br>04:25:17 | <b>Mike Ritzius</b><br>@mritzius            |  RT @sourcePOV: And a hearty thank u to @mritzius @SJAbbott @odguru as well .. I saw you sneak out :) .. hope to see u next time, 3rd WEDS 1...                                  |
| 23:38:31<br>04:38:31 | <b>Kim Walters</b><br>@LeadKJWalters        |  RT @sourcePOV: Ok guys, its bewitching hour back east. 8 a.m. meeting tomorrow :( y'all be good and be safe .. we'll see u Feb 15, for the...                                   |