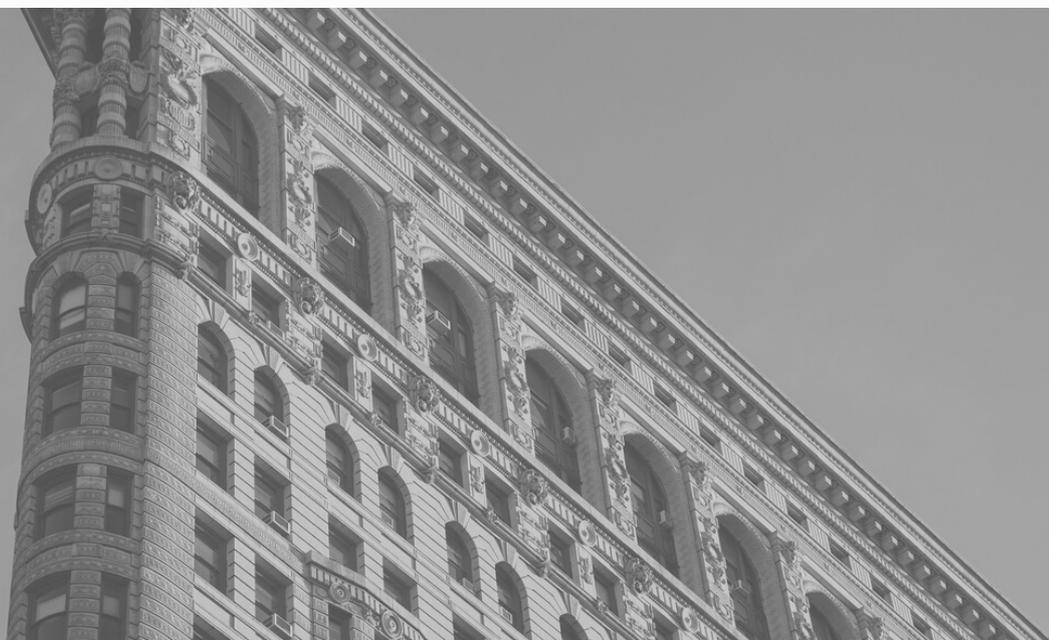




**ASIA OD NETWORK**  
RESEARCH, THEORY & PRACTICE

Quarterly Newsletter for Asia Organization Development Network (AODN)



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# *Message From President*

BY DR. LEE HSING LU

Dear Members, Sponsors, and Colleagues,

As I entered my fourth President of Asia Organisational Development Network (AODN) over its 15 years of AODN history, I am taking on the honor of this role and appreciating every aspect of being involved with this vibrant association that has allowed me personal growth in working with world known scholars and AODN members to realize AODN mission and vision!

We live in ever challenging and uncertain times. While it is not possible to predict how surprises will unfold in the coming months and years with the pandemic, yet we have experienced a tremendous need for OD competencies in Asia. I've come to think of the Asia OD Network as one that connects to multi-national world; we can dedicate our works based on our core values continuously to learn, mentor, teach, and share OD competencies that enable us to connect, communicate, collaborate with our communities, networks, and socialize with scholars and practitioners all over the Asian regions and the world.

Our mission began in 2006, as Master Roland Sullivan connected me with three other special OD scholars and practitioners, we sought to embrace Asian OD knowledge. I registered the Asia OD Network in Illinois, USA in 2007. We continued to set clear goals striving to offer OD values to our members and OD society. Currently, we offer OD competency certificate programs that are available to our members; we offer international OD conferences yearly across the Asian region and building networks with OD society around the world. Our membership consists of over 200 members and we have excellent teams lead by Professor Phylis Lan Lin, the Chair of the AODN Board, Dr Phylis often represented AODN at various international OD and leadership conferences and spoke eloquently on behalf of AODN Professor Dr VijayaKumar, who is setting up AODN International Journal of Organization Effectiveness, and Prof. Dr Rose Fuentes, who is going to lead the multi-national research projects, in the Philippines and Dr Albert Valentine is taking lead of OD research team in Thailand and Guam. is taking the lead of AODN Newsletter. Furthermore, the first Excellent Quality OD degree program certificate was awarded to Assumption University of Thailand in June 2021, this is a milestone for AODN to help an OD educational institute to be effective and efficient.

I still remembered the day in 2000, I asked my professor why leaders needed to learn OD. Professor Peter Sorensen replied: "Some people forgot what they learned and they need to relearn when they are in the lead roles." He continued to tell me that "You are an OD seed to be rooted in Asia." Now I am in the leadership role and reflect on what Professor Sorensen said to me two decades ago, I realize his self-fulfilling prophecy deeply affects me, his answers were his vision on me, "My fellow colleagues and members!". I envision your involvement in the AODN vision and mission will make huge differences in social life, our OD field as well as your life!!! I look forward to walking with you in the Journey of AODN!

Truly yours,  
Lee Lu, PhD  
President/AODN



# *PROLOGUE FOR VOLUME 1*

BY DR. ALBERT VALENTINE

Dear Valued Members and Colleagues of AODN,

The Asian Organization Development Network (AODN) is thrilled to tell you that we are “walking the walk and talking the talk!”

What we are referring to here is, AODN has been embracing change to be relevant in the lives of people, organizations, and communities. We have begun to reformat and reconstitute ourselves with the vision to become the leading OD and Organization Effectiveness (OE) entity not only for the Asia-Pacific region, but globally.

Our first order of business is this newsletter. Since it was just born, it is without a name. If you believe you have the right name for our newsletter, send us an email at the email address below with your proposed name and why you think we should choose it. In Volume 2 of our newsletter, we will update you on the various names that were submitted and why we chose the name we chose in that edition.

The AODN newsletter will be published quarterly, four times per year. In each of the editions, we will include inputs from the AODN President and we will keep our members and the larger community of organization development scholars, researchers, academics, practitioners, and students abreast of what is happening in OD/OE.



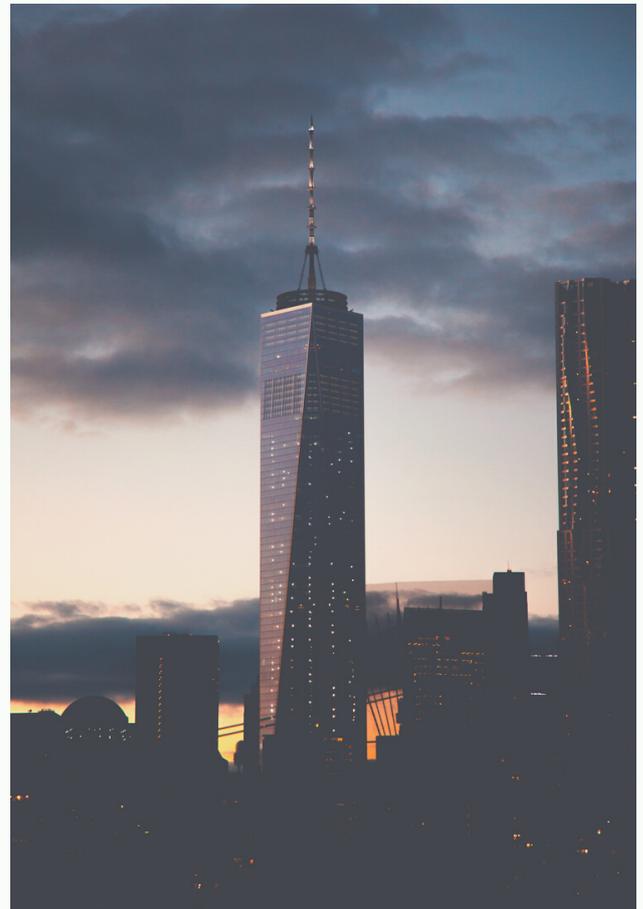
AODN’s philosophy centers around research, theory, practice, education and service. These are borderless endeavors. Therefore, it is AODN’s vision to provide insight on OD musings occurring not only within the Asia-Pacific region, to include countries and territories such as China, India, Australia, Thailand, Myanmar, the Philippines, Indonesia, and even the Pacific Islands (Guam and Micronesia), but globally!

In addition to our newsletter, we want you to keep an eye out for our new VMS (vision-mission statement) and goals. Volume 2 of the AODN News Letter will carry our newly minted VMS and our strategic goals for your reference .

An important component of the AODN newsletter will be to keep you abreast of worldwide OD/OE news, along with AODN activities and events, such as our AODN OD Competency Certificate Program, Research, Online Curriculum Development, and Training Programs.

We look forward to serving you. Should you have any questions, comments, or inputs, please send us an email at [aodnmyanmar@gmail.com](mailto:aodnmyanmar@gmail.com), [angela.nanthinzar@gmail.com](mailto:angela.nanthinzar@gmail.com), [liumengdi0615@qq.com](mailto:liumengdi0615@qq.com), or [phylislanlin@gmail.com](mailto:phylislanlin@gmail.com).

Very Respectfully,  
The AODN Newsletter Editorial Board



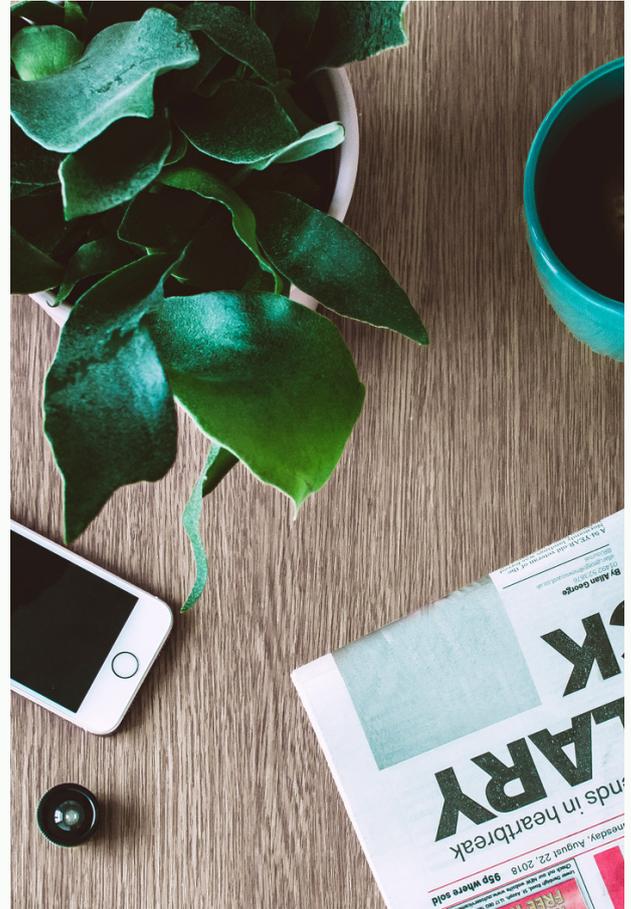
# *AODN Remarkable Events (May - October 2021)*

- **Prof. Phylis Lan Lin**, Chair, AODN Board of Directors, was invited to speak at the BSW and MSW Virtual Commencement ceremonies on May 6, 2021, at the University of Indianapolis (UIndy).. Dr Lin shared her VIP (vision) leadership model concept with the graduates. The Phylis Lan Lin Department will celebrate its 25th anniversary in 2022.
- **AODN** provided peer support and professional counseling classes for PhD OD graduates and candidates. Recently, Prof. Stephanie Rudd at the Phylis Lan Lin Department of Social work, UIndy offered a few sessions on family relations and crisis management to AODN members in Myanmar who were or are enrolled in the PhD OD program. The support group and counseling sessions will continue this summer. It is open to all AODN members with no or minimum fees.
- **Dr. Lee Hsing Lu**, President of AODN, and **Prof. Phylis Lan Lin** met with a group of the most prominent OD scholars and practitioners and President Eliseo Aurellado, Southeast Asia Interdisciplinary Development Institute, Inc. (SAIDI) in the Philippines in May. The excitement generated from that meeting will lead to the possible collaborations with them would bring many opportunities and possibilities to the OD process in Asia.
- The **Session 4** of the **AODN OD Competency Training Program**, topic as “Having an Impact: Leadership and OD”, was presented by **Prof. William J. Rothwell**, Ph.D., SPHR, SHRM-SCP, CPLP Fellow and President of Rothwell & Associates Inc. on May 22, 2021. (Continuing)



(Continued)

- **Session 5** of the **AODN OD Competency Training Program** (GODCF Certificate Training Program)—“Having an Impact: Use of Self as an Instrument of Change,” was presented by **Dr. Phylis Lan Lin** on June 5, 2021. Dr. Lin also presented Session 6, “Making an Impact: Assertive Training and Communication” on July 17 with over 50 participants from Indonesia, Thailand, Cambodia, Myanmar, India, China, and USA in attendance.
- The **3rd AODN BOD Meeting** was held online on May 28, 2021. President Lee hosted the meeting. The main topic of this BOD meeting was Asian OD/HRD/OE competency framework design. The project of AODN newsletter, Journal of Organization Effectiveness (JOE), and the Asian research project of OD were discussed. The teams of each project will be set up within next few months.



- The **4th AODN BOD Meeting** was held virtually on July 3, 2021. The AODN Newsletter, IJOE, Asian research project, and the research project teams made progress reports. These current AODN projects are moving forward with team spirit and have received affirmed support from the AODN President and Board of Directors.
- Upon the recommendation of the President and approval of the Board of Directors, **AODN** conferred the **International Quality Award** to the Assumption University of Thailand for its excellent quality in Organization Development Degree Programs in Asia in June 2021.
- Thanks to **Mengdi Liu** and **Kshama Priyadarshini** for designing the AODN OD Competency Training Program’s **registration and feedback process**. The “experimental” process went well and it will be adopted for the forthcoming AODN event registrations and evaluations. It was a major undertaking for AODN’s event operational process.



(Continued)

- **The AODN Advisory Board members' recent achievements and professional activities:**
- **Master Rolland Sullivan's** article *Whole Systems Transformation: An Effectiveness Paradigm Shift for Strategic Change* was in press online on May 16, 2021.
- **Dr. William J. Rothwell** published his book *Virtual Coaching to Improve Group Relationships* in 2021, and his co-authored article with Prof. Cho Hyun Park was in press.
- **Dr. Joanne Preston**, Chief Editor of the Organization Development Journal and President of ISODC, received the *2021 Award for Distinguished Scholar-Practitioner* from Academy of Management (AOM) in July.
- In October, **Dr. Nan Thin Zar No**, AODN Board of members participated as panelist in the Emerging Practitioners Session at **IODA conference**.
- In October, AODN founder **Dr. Lee Lu**, Chairman **Dr. Phylis** Lan Lin and Board of directors of AODN **Dr. P. Vijay Kumar** participated at the **Evolve4change conference**. More detailed information will be stated at the AODN BOD's October meeting.



# *News on OD Events around the World (May - October 2021)*

- ODN held a webinar titled by “The JEDI Practitioner: Leveraging Organization Development to Advance Justice, Equity, Diversity, and Inclusion” on May 12, 2021.
- IFSAM held the 5th webinar on management research on May 20, 2021.
- AOM celebrated the 50 Years of Divisions and Interest Groups on May 20, 2021.
- ISODC held the 2021 Annual Conference on May 25-27, 2021.
- The ODC Division of AOM opened the registration of the 2021 ODC Doctoral and Jr. Faculty Consortia before May 28, 2021.
- The 2021 ODN Virtual Annual Conference was held on June 1-4, 2021. The topic was “Transforming Organizations through Technology”.
- ODN held the events of Practitioners Conversation with OD Review. The event titled “Shifting Our Focus, Discovering Deep Diversity” was presented by Dimitra Giannakoulis on June 15.
- ODN opened the registration of the Webinar *Introduction to Dialogic Organization Development* by the two founders of the Bushe-Marshak Institute for Dialogic Organization Development on August 5, 2021 from July 5, 2021.



- IODA's Conflict Resolution & Peace Building Workshop was held on July 14, which facilitated by Irshad Ahmad Mughal, Chairman of Iraj Education and Development based in Lahore, Pakistan.
- Gallup, Inc. provided the Gallup webinar with the topic of *Develop Your Managers With Gallup's Boss to Coach Journey* on July 27, 2021.
- ISODC & Affiliates – Organization Development & Change Town Halls was established in July 2021. It aims at strengthening the affiliates relationship and foster interactions between members from different countries, sectors, skills, and the diversity of the OD field by providing the virtual sessions.
- The **3rd OD World Summit (ODWS)** was hosted and run from Assumption University Campus by IODA in Thailand on **October 14-16**. The submission of a proposal for a session has been opened before July 31, 2021.
- ODC announced its annual conference themed *Understanding Meta-organizations, Hybrid Forms, Modularity and Organizational Ecosystems* on October 28-29th, 2021.

# *AODN OD Competency Training Program -*

## **GODCF CERTIFICATE TRAINING PROGRAM**

### **The Program: Pre-Sessions and Sessions**

#### **List of Pre-Sessions**

Pre-Session 1: November 28, 2020, Dr Phylis Lan Lin—Dances with Stress: Enhancing Quality of Life

Pre-Session 2: December 12, 2020, Dr Phylis Lan Lin—Breaking the Glass Ceiling: Diversity and Inclusion

Pre-Session 3: December 12, 2020, William Rothwell—Transforming Human Resources to Organization Development

Pre-Session 4: December 12, 2020, Dr Matt Minahan—How to Work as an Effective OD Practitioner - Perspectives from the Global OD Competency Model

Pre-Session 5: January 16, 2021, Dr Phylis Lan Lin—Conflict Management



# *AODN OD Competency Training Program -*

## **GODCF CERTIFICATE TRAINING PROGRAM**

### **The Program: Pre-Sessions and Sessions**

#### **List of 14 Sessions**

Session 1: January 23, 2021, Dr. William Rothwell – Intro, Future of Work

Session 2: March 20, 2021, Dr. Matt Minahan – Doing the Work: Business Dynamics, Systems Thinking

Session 3: Apr 2021, Dr. Matt Minahan – Doing the Work: Change Management and Agile

Session 4: May 2, 2021, Dr. William Rothwell – Having an Impact: Leadership and OD

Session 5: June 5, 2021, Dr. Phylis Lan Lin – Having an Impact: Use of Self in a China Context

Session 6: July 17, 2021, Dr. Phylis Lan Lin – Having an Impact: Communication, Assertiveness, and Conflict Management

Session 7: August 2021, Dr. Matt Minahan – Doing the Work: Navigating the Structure

Session 8: September 2021, Dr. David Jamieson– OD Past, Present and Future.

Session 9: October 2021, Dr. Joanne Preston – Doing the Work: OD Consultation and Practice

Session 10: November 2021, Dr. P Vijayakumar– Doing the Work: Action Research

Session 11: December 2021, TV Rao – Doing the Work: Culture Change & Equity, Diversity, and Inclusion

Session 12: January 2022, Dr. William Rothwell – Doing the Work: Working Globally

Session 13: February 2022, Dr. Matt Minahan – Integration, Innovation, Design Thinking, and Future Forward

Session 14: March 2022, John Scherer – OD: Past, Present and Future



# *Reflections on QE completion from OD PhD Candidates*



Liu Mengdi (2nd left) in the Strategic Leadership class activity.

- **LIU Mengdi**, a PhD OD candidate from Assumption University who passed the **Qualified Examination** (QE) in April, 2021: The QE requires OD PhD program students to prepare 30 reflections of journal articles which are related to each student’s interested topic and preferably will be linked to the student’s future dissertation topic. It was time consuming and soul searching to explore a topic of my interest—crisis management. The topic is timely since the world is experiencing a pandemic and other emerging crises. The coursework in our program did not prepare us well to conduct research. During the progress of finishing the 30-article reflections, I learned research methods, enhanced my statistical knowledge, and cultivated the taste of discerning how a qualified dissertation should look. I read each article thoroughly and carefully. I read and I comprehended the theoretical and conceptual frameworks of the subject matter. I learned how to state and test hypotheses. I learned both qualitative and quantitative methods in data collection and analyses. And most of all, I was able to not only summarize the major findings in each research, but also be able to reflect, critique, and finally tried to make some sense of the overall subject matter, including the ODI process. Looking back, the QE was a good intellectual exercise. Even there were times I had to revise my QE article analyses and reflection twice or three times, it was quite a learning process for me. (Continuing)

# Reflections on QE completion from OD PhD Candidates



Liu Mengdi attended the international conference of which topic is *OD in China*.

(Continued)

- I am indebted to my dissertation advisor, Dr. Phylis Lan Lin, for her patience in working with me in more than 12 months during the course of working on my QE. I am fortunate to have a very close relationship with Dr. Phylis. She is my mentor, coach, and sponsor. The QE system was a unique approach in that it provided PhD candidates the opportunities to not only work with just their mentors to pursue further knowledge in OD and its relevant fields, but to also learn professionalism and to become more self-aware of one's strengths and weakness. To pursue a doctorate degree is a long journey. With the support and encouragement from my mentor and peers, I am able to constantly charge and recharge my energy, make sense of the OD field and grasp the meaning of the QE assignment. The process has brought me energy, perseverance, connections, and engagements. I am committed to the OD field.



Dr. Phylis Lan Lin visited Assumption University.



Dr. Phylis Lan Lin (middle) taught in Assumption University.

# *Reflections on QE completion from OD PhD Candidates*



- **YU Haixia** from Batch 13: During the QE process, I have read much literature about OD which broadens my horizon and deepens my understanding of OD. At the same time, I have learnt a lot about how to conduct research and how to be an ethic researcher. Through QE, together with the guidance from my supervisor, I also located the focus for my thesis research. I think QE have brought me a lot.

YU Haixia (2nd right) studied in the Assumption University.



Assumption University of Thailand (Suvarnaphumi Campus)



MA Juni (2nd right) in the OD class activity.

- **MA Jun** from Batch 13: The study of QE gave me a deeper understanding of the frontiers of OD theory and theoretical application. Through QE literature review, I learned about the latest research progress, research methods and research tools of the issues I am concerned about. Through the sorting of QE literature, I have sorted out the theoretical framework of the problem I am concerned about and determined the variables of the research problem. In short, the QE process has greatly helped my graduation thesis.



SUN Lei (1st left) studied in the Assumption University.

# *Reflections on QE completion from OD PhD Candidates*



- **SUN Lei** from Batch 13: Under the guidance of the professor and through the process of QE, I have read a lot of articles in a targeted way. I understood that to do high-quality research, it is important to read and study examples and programs that are most studied by science. I learned from good research, read high-quality papers, learn from mature research in terms of research design, literature review, variables and hypotheses according to my research direction and interest, and further find and evolve my research ideas. There is a great deal to be gained from this process.

# *Experience sharing about passing PhD OD final defense from Dr. Maydarli Phone Swe*

Being a PhD student is a matter of pride in the Developing Country like Myanmar. Because of difficulties in the cost, time and availability of international university, there are only few percentages who can attend PhD from foreign universities in Yangon back in 2015. Luckily, I got an acceptance letter for the PhD OD program at Assumption University (ABAC), Thailand on March 12, 2015. It has been six years that I started taking steps into the environment grounded with optimistic perspectives, surrounded by a rainbow of knowledge and cover with the unlimited horizon of wisdom. However, without enough effort, perseverance, and tolerance to continuous and repeated difficulties, dilemma, distress, drawback and downfall, I will be a blindfold person to realize that atmosphere.

Learning various OD courses from the perspectives of management, strategic leadership, climate, and culture including a variety of strategies and approaches, theories, structures, and designs has helped me to widen the horizon of knowledge. Professors with extensive experience from different countries, both from Asia and Europe, provided me with opportunities to look, listen, and learn about current events around the world. As a result, I was able to write assignments on a wide range of topics outside of my profession. Inspired by the Professors' abilities, I resolved to write and assignment to the best of my ability and to write one better than another. As a result of my hard work, I earned an A in all subjects and a GPA of 4.



**Dr. Maydarli Phone Swe studied in the Assumption University.**



**Dr. Maydarli Phone Swe (left) passed the final defense of OD PhD**



International conference experiences provided not only knowledge, but also the opportunities to bond with other students from various batches and countries. It was like a little girl's trip to Disney Land. I had a great time wondering about the Professors, Practitioners, and Experts I had read and learned in class. Their humble humility, warmly welcome, and constant encouragements to speak up so that my voice is heard teaches me how to express and care about my community. The warmth I felt was like that of a volcano, bright and warm enough to radiate into my surroundings.

The four years of dissertation writing period was one of those tough times that I would not want to look back. The balancing between the organizational context, the culture, tradition, and mindset of the focal organization and the desired direction of research, theories, the perspective of OD, the scope of my authority to make change was full with difficulties, disappointed, and distress. Moreover, the analysis that takes times becoming useless, the cancelling of agreement for research from the focal organization, inability to compromise during the intervention phase, and many other issues were always ready to test the tolerance of a researcher. With a relentless effort, strong endurance, as well as countless support from supervisor was a good reinforcement for me to develop a strong spirit of being able to get up every time I fall. Therefore, writing a dissertation is not only testing the level of my endurance on regrets, worries, depression, and stress but also developing an intense curiosity about what comes next beyond overcoming such obstacles.

After writing a dissertation, I felt as tired but happy as a hiker trying to climb a mountain. Moreover, I have gained the confidence to accept more challenges. Instead of retreat, the desire for more difficult success becomes stronger. Therefore, earning a PhD is not my last victory, but the beginning of a journey with the new eyes.

# *Experience sharing about getting publication from Dr. Nan Thin Zar No*

Being PhD student in Myanmar is a pride because in my country, not many people are interested to attend PhD due to time consuming and expensive cost. I am from academic field so I decided to attend PhD OD program. To gain entry is hard, because only a few candidates were selected in PhD OD program. Once I got acceptance letter, I was so happy. During my 3.5 years PhD journey, I got a lot of knowledges and experiences from international professors who are rich with skills and international experiences. Before I joined PhD OD program, I knew nothing about OD. OD changed my weaknesses and transform to another person. Because of learning OD, I found out which areas are needed to improve, Organizational leadership, consultation, values and ethics, Organizational behavior, action research methodology and organizational design. When I attended non-credit modules in Huamak campus, I got too much experiences from classmates and gained international exposure.



**The Final Defense Day of Dr. Nan Thin Zar No(middle) in the Assumption University.**

My PhD dissertation supervisor is Dr. Lee Lu from the beginning to end. Once I started my PhD dissertation, I began to know the meaning of OD practically and applied what I learned from course work. I did my research as OD practitioner. I chose my focal organization which is monastic high school which is unique and contribute to society.



**Dr. Nan Thin Zar No (2nd right) arranged the Leadership Seminar with her classmates.**

I faced too much difficulties to identify root causes during Pre-ODI. During ODI stage, I had to overcome many issues as a researcher and although I suffered gastric pain, I studied and focus on dissertation. With passion, commitment as well as precious suggestions, care and support from my supervisor, I was able to cope challenges I faced and amended again and again to polish my dissertation.

Also, my supervisor is not only a good PhD supervisor but also a good mentor who showed my weaknesses to improve personally. After finishing dissertation, I had to write an article for publication at international journal. After publication, I am officially become PhD graduate. After learning theories during course work and practical experiences during dissertation journey, I am able to coach better and improve my counseling skill when I provide consultation services to my clients. Now, I can discuss well with OD experts when I attend international conferences and participate as panelist. Life is continuous learning and not ending process. After finishing PhD, I am able to see widely for engaging the world and ready to apply knowledges for supporting community and society as well as self-improvement.



**Dr. Nan Thin Zar No (4th right) organized the AODN Myanmar and cooperated with MODA to hold the Professional Certificate Program.**

Now, I can discuss well with OD experts when I attend international conferences and participate as panelist. Life is continuous learning and not ending process. After finishing PhD, I am able to see widely for engaging the world and ready to apply knowledges for supporting community and society as well as self-improvement.



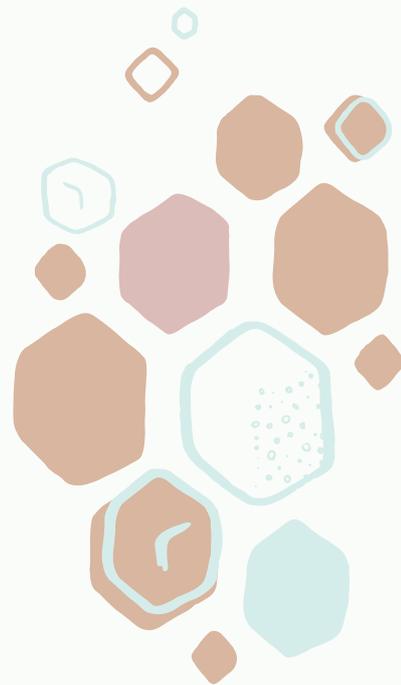
Dr. Nan Thin Zar No got chance to participate as panelist at AODN 2019 in India

**EMERGING PRACTITIONER PERSPECTIVES**

People Positivity Possibility  
**BREAKPOINTS & BEYOND**  
THE THIRD ORGANIZATION DEVELOPMENT WORLD SUMMIT: ODWS 2021

**EMERGING PRACTITIONER PERSPECTIVES**

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Dr. Nan Thin Zar No was invited to participate as a panelist at the 3rd OD World Summit 2021



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