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Local Business Authors Continue to Break the CORE Culture Code at OD Network Conference 2006 in San Francisco

ATLANTA—October 20, 2006—Drs. **Sheila L. Margolis** and **Ava S. Wilensky**, authors of *There Is No Place Like Work: Seven Leadership Insights for Creating a Workplace to Call Home*, will appear on Tuesday, October 24th at the OD Network Conference 2006 at the Hyatt Regency in San Francisco. The workshop, **Understanding Your Company's Core Culture: A Tool for Achieving Extraordinary Results**, will help organizational development experts discover the elements of CORE Culture and how to use it to drive performance in their companies. This year's conference will run from Oct 22 to Oct 25, and will focus on advancing theory and practice of organizational development. For more information, please visit: <http://www.odnetwork.org>.

Smart leaders know the power of workplace culture. They unite their employees around a concise, compelling set of principles, resulting in increased profits and a thriving and dedicated workforce. In *There Is No Place Like Work: Seven Leadership Insights for Creating a Workplace to Call Home* (Gibbs Smith, Publisher; \$18.95; Hardcover; May 2006) Dr. Sheila L. Margolis and Dr. Ava S. Wilensky draw a parallel between the journey to the wonderful world of Oz and the journey to a meaningful, fulfilling workplace.

There Is No Place Like Work is composed of hands-on, real-world concepts Drs. Margolis and Wilensky have used with CEOs, managers, and employees in organizations ranging from the Fortune 500 to nonprofit. More than a practical tool for making more money, coping better with change, and creating a genuinely dedicated workforce, *There Is No Place Like Work* redefines what a work environment should be, uniting employees around a set of valued principles known as CORE Culture. Learn how to manage CORE Culture using the **Five Ps**, a set of key parameters delineating the critical elements of an organization:

- ◆ **Purpose**—the fundamental reason an organization exists; the answer to the question, “Why is this work important?”
- ◆ **Philosophy**—the distinctive personality or character of an organization; the answer to the question, “What primary attribute makes this organization unique, special and different from other organizations with a similar Purpose?”
- ◆ **Priorities**—the organization's key values that guide daily activities; the answer to the question, “What are the most important standards that guide how people do their work?”
- ◆ **Practices**—the *Internal Practices* that affect employee interactions and accomplishments and the *External Practices* that define how an organization interacts with outsiders—all must be aligned to the elements of CORE Culture to bring the principles to life.
- ◆ **Projections**—the image that the organization reflects to the public that must provide a genuine portrait of what the organization does and why and how they do it.

Apply the insights from this book to create a successful workplace with dedicated employees who are connected to the company, not just the job.

Dr. Sheila L. Margolis and **Dr. Ava S. Wilensky** are the founding partners of CORE InSites® Inc., a management consulting firm based in Atlanta, Georgia. They specialize in organizational culture and the strategic use of human resources, and have applied their culture model and principles of CORE Culture and alignment to numerous corporations, nonprofit organizations, and government agencies. Examples include Shaw Industries, Acuity Brands, Cingular Wireless, Lotus Cars, St. Jude's Recovery Center, ADL, the Podiatry Institute, Southeastern Lung Care, Masada Bakery, and Georgia State University.

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Author Biographies

There Is No Place Like Work: Seven Leadership Insights for Creating a Workplace to Call Home

Dr. Sheila L. Margolis and **Dr. Ava S. Wilensky** are the founding partners of CORE InSites® Inc., a management consulting firm based in Atlanta, Georgia. They work with leaders of corporations, nonprofits, and government agencies to use culture to increase profits and maximize productivity. Clients have included *Shaw Industries, Cingular Wireless, Acuity Brands, Lotus Cars, American College of Rheumatology*, and *St. Jude's Recovery Center*. The model they present in this book is based on their research, which received the Georgia State University Andrew Young School of Policy Studies Distinguished Contribution to Human Resource Development Research Award. They are featured speakers at meetings and events, and their work has been published in academic and professional journals and magazines.



Sheila L. Margolis has a PhD in human resource development (HRD). She is an expert in workplace culture and the strategic use of human resources. Her work has been published in *Human Resource Development Review*, *Performance Improvement Quarterly*, and *American Venture Magazine*. Dr. Margolis currently teaches at the J. Mack Robinson College of Business at Georgia State University.

Ava S. Wilensky holds a Master's degree in Community Counseling and a PhD in human resource development. She is a certified workplace mediator. Her work has been published in *Human Resource Development Quarterly* and *Association Management*, and she writes an ongoing column in *Connections* magazine. Dr. Wilensky teaches at Georgia State University.



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Seven Guidelines for Managing Culture Change

Corporate culture is constantly evolving—just ask Disney and Pixar, Ford Motor Company, and Georgia Pacific. Mergers and acquisitions are a constant in big business, but what happens to the workers left wondering what the new paradigm will be? Drs. Sheila L. Margolis and Ava S. Wilensky, authors of *There Is No Place Like Work: Seven Leadership Insights for Creating a Workplace to Call Home*, offer seven guidelines for managing culture change that will help maintain productivity while encouraging loyalty and confidence in the new regime:

- **Culture comes first.** Successful companies align all facets of their business to both culture and strategy. Therefore, you must first define the “new” culture.
- **Employee participation is key.** Defining the "new" culture must start with leadership, but the process must include the entire organization. If everyone participates in the process of defining the core culture, there will be more support of the culture that unfolds.
- **Defining culture requires getting to the core.** Culture is complex, but the core culture defines the few, most essential principles that are valued. Keep it simple.
- **Constantly communicate the core culture.** Leaders and managers should seek every opportunity to share the principles that are the essence of the "new" company culture.
- **Live the core culture principles.** Leaders and managers must act in ways that are consistent with the core culture; otherwise, employees will see it only as a joke. The elements of the core culture must be real and valued.
- **Everyone must be a culture manager.** If everyone in the company sees themselves as a Culture Manager, working to ensure that all company actions are consistent with the core culture, there is a greater likelihood that the culture will thrive.
- **A workplace should be the right place.** Employees who connect with the "new" culture will see work as an exciting place to be. But those who do not fit in the "new" culture will feel detached and at a loss and thus, may need to find a different workplace. Understanding core culture is fundamental to creating a workplace where its employees feel a sense of community, connection and contribution.

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