

# THE INDEPENDENT VOICE

News from the International Ombudsman Association

## Breathing and Change

BY JAN SCHONAUER, IOA PRESIDENT



JAN SCHONAUER

I often talk about breathing when teaching active listening and conflict management skills. The “BLT” method of “breathe, listen, talk” calms me, and is useful advice to

visitors who face a challenging situation. At the IOA Board strategic planning meeting, I referred to “breathing” as a metaphor for growing our organization. I did not create this analogy. It is something Barry Johnson refers to in his model of Polarity Management<sup>1</sup>. It’s a

construct that allows us to balance two or more “right” answers in order to achieve the best outcome. We are trained to identify the correct answer, and a lot of issues do have one answer: “2+2 = 4”. However, there are those that have many answers: “How do I get from Costa Mesa to Pasadena?”

Two “right answers” I perceive in our association, at the moment, I call our “fraternal” and “professional” values. At their essence a fraternal organization stands for fellowship, and a professional organization maintains standards. Each type of organization has value. They can also have downsides: the fraternal may devolve to merely “belonging” with no greater purpose; while the professional may become rigidly exclusive.

How best to build a professional association for an international membership of organizational ombuds is a question with many answers. The ideal organization, in my mind, will actively seek to engage and balance the best of the fraternal **and** professional to be a welcoming, yet standards maintaining association.

It is just like breathing. We cannot merely inhale oxygen; we must exhale the carbon dioxide in order to maintain life. So it is with IOA. We must cycle and balance the need to define our profession for ourselves and yet maintain a vibrant welcoming community for all members. We must meet our educational, support, and mentoring needs, **and** clearly define the standards for an organizational ombuds function.

The Board has reviewed feedback from the list serve, town hall meetings and other member communications. We have proposed a by-laws change which we believe will address our intentions to be the premiere source of knowledge, training and support for organizational ombuds. We are finalizing the Standards of Practice, enhancing the web pages and beginning a professional research journal. We are moving forward with Certification for individuals and for offices. It’s an exciting time. We need all of you to stay engaged in the development of our profession. There are opportunities to join committees and add your voice to help lead us to the future.

I look forward to hearing from you. ●

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<sup>1</sup> Barry Johnson, PhD, Polarity Management Associates, January 2005

# The Power of Desperation

BY MAURICIO A. RAMOS, OMBUDSPERSON, THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES

Ever watched *It's a Wonderful Life*? I haven't actually, at least not in its entirety, but I think we all know the story. It's basically an updated version of Charles Dickens' *A Christmas Carol*. Whichever you are more familiar with the stories are basically the same: A person is inspired to change only after they are shown the pain of what life would be like without them.

What does all this have to do with Ombudsing? I think there is a valuable lesson in both stories that we can apply to what we do to help the members of our organization create the kind of leverage that may help them take their conflict to a different level.

But first, let me give you two common examples that may help illustrate what I mean by the word **leverage**. Have you ever met with an individual who had a problem of some kind, you explained to them what options they could take and so when they walked away you feel pretty good about yourself only to learn later on that they did nothing? And to be specific, not that they chose inaction but that their inaction was not a conscious decision but perhaps one born out of paralysis? In other words, they were afraid of what could happen and so they did nothing. I've had plenty of those: People that are so disempowered that even with an arsenal of options that may make things better they do nothing, *even* if in the end they seem to be worse off.

Here's another common situation. Someone contacts your office

because they recognize they have a problem with another person and so they want to do everything they can to mediate the situation. The situation seems promising but when you contact the other person have you ever had someone who just wasn't willing to meet with the other person?

propelled him into a different reality. It wasn't the phantom who did anything to Ebenezer. So what then was the phantom's purpose? You English Lit experts out there may disagree but I think the ghost was a *catalyst* for change. Sound familiar?

So how do we best create leverage? We create inspiration or desperation.

**How did he create that new reality?  
In part by seeing the reality of what could be, but also by truly *feeling* the weight and desperation of what could have happened.**

What's missing in both these situations is that the individuals don't have enough leverage, or pressure, to seek change. Leverage is what motivates us and propels us to take action. It includes our needs, desires and goals. It's what Ebenezer Scrooge lacked and why he was quite content living in the type of world he had created for himself. That is, until three phantoms paid him a visit and (especially the last one) helped put the heebiejeebes into him. If you go back and pick up the original Charles Dickens text you'll find it interesting that this third phantom **never** said a word to Ebenezer, it only pointed its inexorable finger at realities that may be. It was Ebenezer that asked the questions and created the leverage that

Today I'm feeling devilish and so I'm going to focus on desperation. The best way I can sum up the point I'm trying to convey is a bumper sticker you may have seen that says "If you aren't disturbed you are not paying attention." Discomfort, pain, fear these are all great motivators in that they make us take action. What I'm suggesting is that we have to embrace these feelings. No, really. Think about April 15<sup>th</sup>. Which do you prefer, the hassle, time, and frustration of getting all that paperwork together and spending countless hours at the computer or getting a letter from the IRS explaining you owe taxes, are now delinquent and better contact them? Okay, so maybe for you it's not the IRS (maybe you

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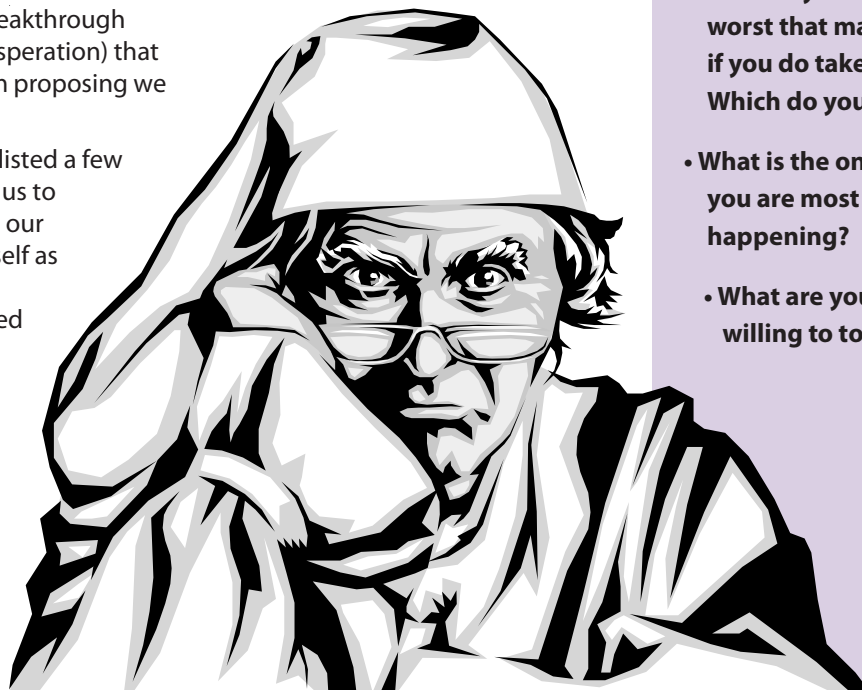
are the kind of person that enjoys doing their taxes) but perhaps it's the negative emotions that arise when you think about being embarrassed if you don't prepare for that presentation you've been putting off. My point is that we all have these negative emotions and so I'm encouraging us to use this desperation to catapult us into action. Treat these negative emotions simply as flags, or signals, telling us that we must take action.

Here's where Scrooge comes in. Remember that scene at the end of his story after he wakes up and recognizes that he can change the shadows of what he has seen? Talk about when people feel the heat they'll truly see the light! How did he create that new reality? In part by seeing the reality of what could be but also by truly **feeling** the weight and desperation of what could have happened. It is this breakthrough (achieved through desperation) that Scrooge had which I'm proposing we help our visitors use.

On the sidebar I have listed a few questions that I invite us to sometimes share with our visitors. Think of yourself as that third and final phantom that appeared to Scrooge (or as the angel that helped George Bailey in *It's a Wonderful Life*). The idea is not to manipu-

late emotions but to truly get individuals to feel for themselves what they need and what, if anything, they ultimately will do to avoid those negative feelings.

These apparent negative emotions can be powerful motivators. They are a call to action and they each contain specific messages that if we help our visitors truly listen to each other they can then turn around and maybe find the solution in the problem. If we, as Ombuds, can help people get this leverage, my bet is that we'll see people more willing to try to explore the options we outline for them. It is not a guarantee that things will get better for them, but simply the same hope that Ebenezer Scrooge or George Bailey must have felt when they realized they could still change things. ●



### QUESTIONS TO ASK TO CREATE CHANGE:

- If things don't change right now how would you feel about that?
- What about the current situation isn't working for you?
- Can you picture yourself continuing to live with this situation six months from now? A year? Five years?
- What do you think is the worst thing that can happen to you if you don't do anything?
- What do you think is the worst that may happen if you do take action? Which do you prefer?
- What is the one thing you are most afraid of happening?
- What are you no longer willing to tolerate?

# IOA To Develop A New Scholarly Journal

BY ALAN LINCOLN, UNIVERSITY OMBUDS AT UNIVERSITY OF MASSACHUSETTS LOWELL

The IOA Board of Directors has authorized the development of an electronic scholarly journal that will focus on research and issues for and about the ombuds profession, with particular attention to organizational ombuds and their concerns. A scholarly journal will facilitate a greater interest in ombudsing, enhance our professional standing, and serve to give us a better understanding of our dynamic roles.

As a relatively new field, a professional journal for organizational ombuds will help us and others understand who we are and what we do. It will serve to foster recognition that what we do for our agencies, corporations, colleges and universities is valuable and worthy of study. While we must vigorously protect the confidentiality of our interactions, we can still study and be studied to understand what works, what doesn't work, what our options are, how social/technical/legal changes may impact us, the profile and career development of ombuds professionals, and so on. Scholars and practitioners outside of our profession have an interest in what we do and how we do it. The journal also will allow IOA members, other ombuds, and other professionals who conduct relevant research to reach out to colleagues with their ideas, findings, recommendations for best practices, and engage in ongoing discussions of critical issues.

The journal, which has all of these potential benefits, will be very economically feasible since it will be

published in an electronic format. We arrived at the decision to support an electronic journal following consideration of numerous options. An electronic journal increases the likelihood of success and minimizes the financial and volunteer labor costs. PMA, IOA's management group, has experience with newsletters and an electronic journal for another association and they have

support to continue the discussion. Several publication options were discussed at the conference, refined and then presented to the Communications Committee. As part of our continuing efforts to assess preferences for the journal format, the ad-hoc Town Meeting group was contacted again in May, 2006. There was a consensus to publish electronically with strong support for final



**A professional journal for organizational ombuds will help us and others understand who we are and what we do.**

been very supportive of our efforts. PMA will provide the electronic publication and distribution support to an editorial board comprised of IOA members, associate members, affiliates, and retirees (please see details below).

## PROCESS OVERVIEW

In late 2005, I approached the Communications Committee about developing a professional journal. With the assistance of the Communications Committee I arranged a number of small, informal discussions and a town hall round-table session at the IOA Conference in April and confirmed that there was

production and distribution by IOA's management group. There also was a preference to have a journal that focused on the ombuds profession and not become another general conflict studies journal. In June, 2006 the ad-hoc Town Meeting Group asked the Communications Committee to support an electronically published journal. A proposal was submitted to the Board of Directors and approved at the June meeting.

I will serve as the first editor of the journal and will be working in partnership with a talented editorial board. Several members of the original interest group have agreed to serve including **Dot Graham**,

*(continued on page 5)*

## Database Categories Update

BY TOM SEBOK, DIR., OMBUDS OFFICE, UNIV. OF COLORADO AT BOULDER

(continued from page 4)

**Wendell Jones, Tom Kosakowski, Mary Rowe, and Tom Sebok.** We will be joined by **Brian Bloch, Gary Buckley, Mary Calhoun, Philip Ettman, Diedrick Graham, Elizabeth Graham, Pamela Martin, Laurie Mesibov, David Miller, Neal Milner, Francine Montemurro, Stephanie Morse-Shamosh, Laurie Patterson, and Kirsten Schwehm.**

All individuals affiliated with IOA can be subscribers and will receive a table of contents, editorial information, an introduction, article abstracts, and HTML links to each article. It will also be possible to provide access to the journal on the member's only portion of the IOA website rather than email HTML links. Post-publication surveys and actual link usage will be available to us for continuing development. If we choose to, we can broaden our subscription base to those outside IOA, charging a market-place rate to individual subscribers, libraries and other institutions. We expect that the editorial board will be responsible for all pre-publication content tasks. The University of Massachusetts Lowell will provide the space and limited financial support for an editorial office. The editorial office will serve as the central point for submissions, distribution to reviewers, and correspondence with authors. We anticipate development time of approximately 12-15 months.

While the development process moves forward, please consider writing an article for the new journal. We will be pleased to discuss the process with you. We welcome your thoughts and suggestions as we create a journal to meet your needs. ●

The Database Categories Task Force has been trying to accomplish something that has apparently never been attempted among ombuds. It has met almost monthly since the early fall of 2003 in an attempt to develop a system to classify the kinds of issues, questions, and concerns with which ombuds — across sectors — assist people in their organizations. Obviously, this task has been an enormously complex one. Yet the Task Force has presented its latest drafts at each Joint TOA-UCOA or IOA conference for the past three years and received increasingly positive feedback at each presentation.

Prior to the 2006 IOA conference, colleagues in higher education, corporations, government, and international agencies were asked to try out what was, at the time, the latest version of the categories in either of two ways:

- by looking back at a previous year's case data to see if they could use the new system to report their numbers and/or
- by trying out the new system to see how well it worked for collecting data in real time.

A questionnaire was also provided so participants could give additional feedback about what seemed to be missing, what they found confusing, etc. All of this feedback was considered and discussed and much of it led to changes in the draft document before the April conference.

During the conference break-out session presentation in April more feedback was solicited from participants. After the conference the Task

Force incorporated this additional feedback into the current draft of the document, which now includes nine broad categories, each with numerous subcategories, definitions of each and examples to clarify all of the subcategories.

Ombuds offices from a wide variety of organizations have already adopted this system and are now using it for their data collection in the current year. A number of new offices are trying it out, as well.

The Task Force plans to make a presentation to the IOA Board in its September meeting. It will request that the current document be added to the IOA web page along with a request for the IOA Board's endorsement and request that members consider using this new taxonomy to report and/or classify data. The Task Force will propose to collect data from IOA members using this system and report on their findings at the 2007 conference.

The members of the Database Categories Task Force are: **David Miller** (World Health Organization), **Beatriz Dale** (American Express), **Joe Ganci** (The US Department of Labor), and **Tom Sebok** (University of Colorado at Boulder). ●





## IOA Membership Services Director Announced

**Marie Ashton** has recently been appointed to the position of IOA Membership Services Director/Meetings Coordinator. Marie graduated *cum laude* from Rider University with a B.A. in Journalism with a focus on Public Relations. Her work experience includes a stint in the promotions department at Nassau Broadcasting and as a customer service representative and promotional events coordinator for a large furniture retailer. Marie attended the Ombuds 101 course in Montreal and participated in the Board of Directors strategic planning retreat in New York City on August 17 and 18. She is excited to be a part of the team and eager to get to know everyone. If you need any assistance please let her know. She can be reached via e-mail at [info@ombudsassociation.org](mailto:info@ombudsassociation.org)

# What Are You Going to Do?

BY TOM BARNETTE, REGIONAL OMBUDSPERSON, AMERICAN EXPRESS

In the June issue of **The Independent Voice**, we asked our readers to respond to a fictitious scenario outlined in a new feature we called **What Are You Going to Do?** Here is a recap of the question and a summary of the responses we received:

**THE SCENARIO :** Upon checking your voicemail in your US-based Ombuds Office on Monday morning, you find a short message from an anonymous caller. The caller simply states that Vice President Jane Doe is harassing her administrative assistant. The caller leaves no specific facts but does request that "Human Resources be made aware of the situation." You have no way to contact the caller.

**Please choose one and only one of the three answers. DO YOU:**

1. Advise someone in Human Resources about the allegation?  
7 responses      20%
  2. Advise no one about the message but seek to create increased opportunity for individuals who might have knowledge of the allegation to come forward to you?  
18 responses      51%
  3. Do nothing now, but keep the concern on your "radar screen" in case you hear about it again?  
10 responses      29%
- Total: 35 responses 100%**

Several individuals also shared comments, some of which we would like to share to illustrate the range of perspectives:

- In some organizations Ombuds Officers reach out to individuals in groups to solicit feedback. This is done with the knowledge of the group's leader and all employees in that group are made aware that they might be contacted. This could be a possible avenue for addressing this situation to see if others have similar concerns. If this is an ongoing practice, it shouldn't raise any red flags.
- I think that advising HR may put the Organization on notice even though the inquirer is anonymous.
- HR should be notified as requested, but advised as to the anonymity of the source of the complaint.
- We do not accept anonymous complaints.

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*(continued from page 6)*

- We can't do anything about it whether this is true or not. It is not our role to investigate, let alone investigate "potential issues". This allegation is too serious to assume it's true or to discuss it with HR. I think our confidentiality principle includes the other employees involved as well.
- HR may have additional information on Jane Doe and should have the skills to follow up on this anonymous call.
- I would first contact the administrative assistant to see if the allegation could be substantiated through them.

We would like to thank all of the members who responded to our inaugural question.

## SO HOW ABOUT ROUND TWO?

Please read the following scenario and choose one and only one of the four answers below. You can find the What Are You Going to Do survey link at:

<http://www.zoomerang.com/survey.zgi?p=WEB225MT5YF3QV>

**THE SCENARIO:** A visitor to your office has just requested that you accompany him to a formal, disciplinary meeting with his Professor, Dr. Emma Nance, and a Human Resources representative. The inquirer is concerned that he will be verbally attacked in the meeting by Dr. Nance and will not be allowed to explain his side of the story. Based on your own interaction with the inquirer, you know that he is not very assertive, especially in stressful situations. You also know that Professor Nance has a reputation for being a bit of a bully.

### DO YOU?

1. Agree to attend as a non-participating observer only. You are clear to your inquirer that you will not seek to influence the proceedings.
2. Agree to attend and participate in a neutral role if and only if all parties concur.
3. Decline the request but agree to convey the inquirer's concerns to the HR representative.
4. Decline the request but coach the inquirer on ways to handle the meeting himself.

The link can also be accessed on the members only webpage. ●



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#### Editorial Team:

**Michael Eisner**  
mediatormikee@aol.com

**Tom Barnette**  
tom.barnette@aexp.com

**Nicholas Diehl**  
ndiehl@princeton.edu

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#### International Ombudsman Association

203 Towne Centre Drive  
Hillsborough, NJ 08844-4693  
USA

**Phone:**  
+1 (908) 359-1184

**Fax:**  
+1 (908) 842-0376

**Email:**  
info@ombudsassociation.org

**Website:**  
www.ombudsassociation.org

## An Update on One of Our Colleagues

BY MARY ROWE, OMBUDSPERSON, MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Dear Colleagues:

I have been asked to thank you on behalf of our cherished colleague, **Yoshiko Takahashi**, for the many kind inquiries about her health. Since many of you share my concern for her condition, she has asked her colleague David to convey to me — to convey to you — the following information:

She would like us to know that she is recovering, slowly but surely, from the stroke she suffered in early May of this year. She has deeply appreciated the cards, notes and e-mails (and group photos) that have been sent. The knowledge that so many people are thinking about her and wishing her well has helped her in her determination to achieve a complete recovery, which the

doctors believe is possible. Right now, her physical therapy has brought her to the point of walking (with a stick) and, although her right side is still weak, beginning to write again. Although her speech remains affected, she hopes that over the next month of therapy, her speech will begin to improve as rapidly as her motor skills.

In the mean time, she would like to let us know that each note she has received has been like a strong hand reaching out to help hold her up as she works at her therapy every day. Until early September she will continue her rehabilitation regimen at:

#714 Hatsudai Rehabilitation  
Hospital  
3-53-3 Komachi

Shibuya-ku 157-0071  
Tokyo, Japan

After that (the date is not set, but sometime around 9/5) she will be released and continue her rehabilitation from her home:

3-9-29 Tsujido Higashi-Kaigan  
Fujisawa 251, Japan

Although, due to the weakness in her right hand, she is unable, at this time, to access e-mail personally, if you send to: [moose@sfc.keio.ac.jp](mailto:moose@sfc.keio.ac.jp) Your message will be printed out and forwarded to her.

Yoshiko very much wishes to express her personal thanks to each and every IOA colleague who has written to her. She would like us to know that she intends to be able to give her thanks, personally, soon. ●

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## American Express and the American Express Office of the Ombudspersons

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We gratefully acknowledge the contributions and leadership that

### Wendy Friede

has given to our Ombuds function and to our Company. Thank you for your inspiration and dedication. We wish you much happiness and success in the future.



## COMMITTEE CHAIRS

### COMMUNICATIONS

Nick Diehl, Co-Chair

[ndiehl@princeton.edu](mailto:ndiehl@princeton.edu)

Molly McAvoy, Co-Chair

[mmcavoy@gw.hamline.edu](mailto:mmcavoy@gw.hamline.edu)

### UNIFORM DATABASE CATEGORIES

Thomas D Sebok, Task Force Chair

[sebok@colorado.edu](mailto:sebok@colorado.edu)

### MEMBERSHIP

Marvin Neal, Chair

[mneal@na.cokecce.com](mailto:mneal@na.cokecce.com)

### PROFESSIONAL DEVELOPMENT

Wendy Friede, Chair

[wendy.e.friede@aexp.com](mailto:wendy.e.friede@aexp.com)

Certification Sub-Committee,

International Sub-committee

### CONFERENCE OVERSIGHT

Marvin Neal, IOA Vice President-

[mneal@na.cokecce.com](mailto:mneal@na.cokecce.com)

### 2007 ANNUAL CONFERENCE

Vicky Brown, Co-Chair

[vbrown@mail.ucf.edu](mailto:vbrown@mail.ucf.edu)

John Carter, Co-Chair

[john.carter@citadel.edu](mailto:john.carter@citadel.edu)

### FINANCE

Gary Yamashita, Chair

[GaryYamashita@chevron.com](mailto:GaryYamashita@chevron.com)

Tom Barnette, Co-Chair

[Tom.Barnette@aexp.com](mailto:Tom.Barnette@aexp.com)

### NOMINATIONS AND ELECTIONS

Mary Chavez, Chair

[mary.chavezrudolph@cudenver.edu](mailto:mary.chavezrudolph@cudenver.edu)

### ETHICS AND STANDARDS OF PRACTICE

Marsha Wagner, Chair

[wagner@columbia.edu](mailto:wagner@columbia.edu)

Effectiveness sub-committee,

Research sub-committee

IOA Standards Of Practice Taskforce

### LEGAL AND LEGISLATIVE AFFAIRS

Kevin Jessar, Co-Chair

[jessark@od.nih.gov](mailto:jessark@od.nih.gov)

Judy Bruner, Co-Chair

[jbruner@ucsd.edu](mailto:jbruner@ucsd.edu)

American Bar Association Taskforce

**Guidance on ABA Standards**

(final version)

# IOA Board of Directors Focus On Strategic Planning

BY TOM BARNETTE

On August 17 and 18 the IOA Board of Directors assembled in person in New York for a strategic planning meeting. The meeting was hosted by **Judi Segall** who generously arranged for the Board to use the meeting facilities at Stony Brook- Manhattan. **Marsha Wagner** and **John Barkat** graciously volunteered to assist the Board by serving as facilitators for the meeting which was also attended by **Joanne Cole** and **Marie Ashton** of PMA.

The group made great progress in discussing, listening and ultimately reaching consensus on a strategic plan for IOA.

Highlights of the key accomplishments of the meeting include:

- Identification of priority initiatives for IOA with emphasis on the next 12 months
- Alignment of resources and a timeline to insure progress on priorities
- Reaching a decision on a bylaw revision to membership categories and criteria to bring to the association membership for approval at the next annual meeting

The Board plans to finalize documentation

of a strategic plan for IOA and share it with all members via the IOA website. Communication about proposed membership category / criteria changes is pending Board agreement on final wording.

The Board adjourned with the recognition that there is great opportunity and much work to be done to continue to move our association forward. In a volunteer organization like ours, progress depends upon the breadth of membership participation. If you would like to find out about opportunities to volunteer to assist any of the working committees, please contact the committee chair on the adjacent sidebar. ●





## IOA Training in Canada

BY TOM BARNETTE

IOA recently held a highly successful series of four training courses in Montreal, Canada from July 17 through July 21. The courses included **Ombuds 101**, **101 Plus** and two specialty courses: **Dealing With Stakeholders** and **Negotiation and the Ombuds Process**. A total of sixty-six people attended at least one of the courses and 12 people attended all four. Course participants traveled from Argentina, Brazil, Switzerland and the United States to join their Canadian colleagues in beautiful Montreal at the Montreal Hilton Bonaventure Hotel. The participants commented on the excellent meeting facilities and on-site support. And in addition to the course offerings, the group also took advantage of the numerous networking opportunities.

Special thanks goes out to the following people for volunteering their time and talents to the training effort: **Camilo Azcarate, Sean Banks, Wendy Friede, Doris Campos- Infantino, Kevin Jessar, Sue Morris, Justine Sentenne, David Talbot** and **Gary Yamashita**.

## 2006 Training Courses

*Training courses offered for the rest of 2006 include:*

### **SEPTEMBER 24-28, 2006 Rome, Italy**

*Held at the Food and Agriculture Organization of the United Nations*

#### **Ombudsman 101 September 24-26**

An introductory program for new ombuds or those seeking information about the organizational ombuds role

#### **Specialized Course: Helping People Come Forward September 27**

A careful examination of the variety of reasons people in organizations are reluctant to come forward with concerns, complaints, grievances and reports of misconduct.

#### **Specialized Course: Working With Difficult People September 28**

The ombudsman typically coaches visitors to "separate the person from the problem." This separation can be difficult when those who seek our services, or those with whom they are in conflict, come across as truly "difficult people": difficult for each other and, perhaps, difficult for the ombudsman as well.

**OCTOBER 23 - 26, 2006  
Arlington, VA**

#### **Ombudsman 101 October 23-25**

An introductory program for new ombuds or those seeking information about the organizational ombuds role. (2-1/2 days)

#### **Ombudsman 101 Plus October 25**

A special program for organizations and entrepreneurs who want to get started. (half day)

#### **The Intermediate Workshop: Skills for the Experienced Ombuds October 24-25**

The Intermediate Workshop is the second in the series of three courses designed to help the Ombuds respond masterfully to the challenges and opportunities presented to the organizational Ombuds.

#### **Specialized Course: Drawing from Psychology: Theory and Interventions for Ombuds Practice October 26**

This full-day program will provide tools for dealing with people whose psychological issues complicate their experiences in the workplace.

**FOR MORE DETAILS ON IOA'S CONFERENCE SCHEDULE  
AND TO REGISTER ON LINE GO TO:**

<http://www.ombudsassociation.org/Training.html>

# A Primer to Ombudsing for New Organizational Ombuds

BY TONI ROBINSON, OMBUDSPERSON, MASSACHUSETTS INSTITUTE OF TECHNOLOGY

## PRESENTERS

**Dolores Gomez-Moran**, Ombudsman/Student Academic Affairs, George Mason University, Fairfax, VA; **Tim D. Griffin**, University Ombudsman, Northern Illinois University, DeKalb, IL; **Toni P. Robinson**, Ombudsperson, Massachusetts Institute of Technology, Cambridge, MA; **David Talbot**, Ombudsman, Coca-Cola Enterprises, Inc., Atlanta, GA

Based upon the written and verbal feedback we have received, our pre-conference workshop, "A Primer to Ombudsing for New Organizational Ombuds," was a great success. Twenty academic, corporate, government, and independent Ombuds practitioners, including others interested in our noble profession, participated in this highly interactive full-day program. Colleagues in attendance hailed from as far away as Rio de Janeiro. Participants were introduced to the basic concepts and skills that challenge new and prospective Ombuds, and those considering establishing an Ombuds program. The combination of mini-lectures, lively discussions of

sector-specific case scenarios, detailed handouts, and experienced instructors with an obvious passion for our profession helped participants to chart a strategic course for best utilizing the IOA Standards of Practice and Code of Ethics. Much of

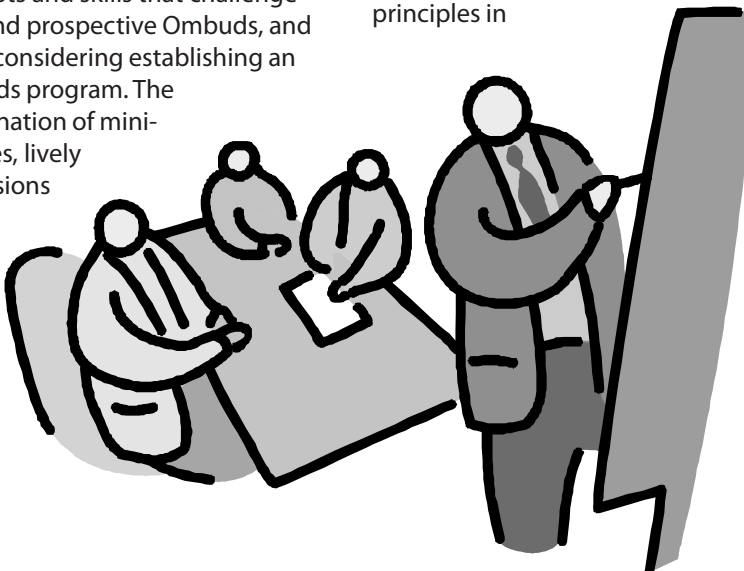
their practice. As is always the case, there was not enough time to respond to every question or discuss every issue in great detail. Not to worry, however, the instructor/facilitators extended an open invitation to participants to contact

**Much of the learning focused on the ethical principles of independence, neutrality/impartiality, confidentiality, and informality and how new Ombuds might apply these core principles in their practice.**

the learning focused on the ethical principles of independence, neutrality/impartiality, confidentiality, and informality and how new Ombuds might apply these core principles in

any of us throughout the conference and afterward should a participant wish to continue a conversation or raise new issues.

**Editors note:** This summary update about a pre-conference workshop was inadvertently omitted from our last issue.



# Welcome New Members

**Brian Blancke**

Director of Special Projects  
Framingham Court Medical Services, Inc.,  
Concord, MA



**Barbara Boland**

Ombuds  
CA, Inc  
Islandia, NY

**David Bremer**

Associate Professor-  
Liberal Arts Studies  
Otis College of Art  
and Design  
Los Angeles, CA

**Dr. Donna R. Brodd**

Faculty/Staff  
Ombudsman  
Virginia Commonwealth University  
Richmond, VA

**Susan Casino**

Ombudsman  
Apollo Group  
Phoenix, AZ



**James Christensen**

Director, Institute for Learning  
Arup Laboratories  
Salt Lake City, UT

**Ronald Crump**

Sergeant  
Los Angeles Police Department  
Long Beach, CA

**Rose Curry**

Community Services Liaison - Assistant  
Ombudsman  
County of Los Angeles  
Los Angeles, CA

**Mahoud Dahiru Modibbo**

Principal Consultant  
AMZ Consultants  
London, England

**Tina Decker**

Vice President of HR Operations  
Best Buy, Inc.  
Richfield, MN

**Gordon Eby**

Mediator  
Brooklyn, NY

**Kathleen Edmond**

Chief Ethics Officer  
Best Buy, Inc.  
Richfield, MN

**Katherine Elford**

Attorney/  
Mediator  
Huntington Beach, CA

**Philip Ettman**

Professor  
Westfield State College  
Westfield, MA

**Jessica Gama**

Ombudsman  
County of Los Angeles  
Downey, CA



**Amy Rebecca Gay**

Trainer  
Vantage Partners  
Maynard, MA

**Carol Gilbert**

Ombudsperson  
International Organization for Migration  
Geneva, Switzerland

**Lenora M. Green**

Administrative Director, Assistant  
Corporate Secretary and  
Ombudsperson  
Educational Testing Service  
Princeton, NJ

**Robert C. Hackman**

Ombudsperson  
Fred Hutchinson Cancer Research  
Seattle, WA

**Sue Ann Kainz**

Human Resource Manager  
DaimlerChrysler Financial Services Americas LLC  
Farmington Hills, MI

**Steven Levecque**

Public Ombudsman  
Health Canada  
Tunney's Pasture  
ON, Canada



**Michael McFarland**

Cleveland Heights, OH

**Valerie Raatz**

Director of Corporate HR  
Best Buy, Inc.  
Richfield, MN

**Myrian Rangel**

Assistant Ombudsman  
County of Los Angeles  
Los Angeles, CA

**Gregory Remas**

Ombudsman  
U.S. Secret Service  
Springfield, VA

**Caroline Rotondi**

Admin Director,  
Office for Postdoctoral Careers  
Brigham and Women's Hospital  
Boston, MA

**Kirsten Schwehm**

Ombudsperson  
Louisiana State University  
Baton Rouge, LA

**Jim Showalter**

Senior Manager, Employee Relations  
Best Buy, Inc.  
Richfield, MN



**Stephanie Simmons**

General Counsel  
Spartan Insurance  
Stafford, TX

**Alan Tidwell**

Director  
Georgetown University  
Washington, DC

**Rick Wall**

Manager  
Global Office of Ombuds  
Chevron Corporation  
Houston, TX

**R. Thomas Ward**

Staff Ombudsman  
Clemson University  
Clemson, SC

**Patrick K. Wiggins**

Certified Mediator  
(Florida-Circuit County)  
Tallahassee, FL

**Marcy Wilkov**

Corporate Ombudsperson  
American Express Company  
New York, NY

**James S. Wohl**

Associate Professor/  
Campus Mediator  
College of Veterinary Medicine Auburn University  
Auburn, AL

