



## MARK YOUR CALENDARS Upcoming MNODN Monthly Meetings

**March 4th 3:30 – 5:30 pm,**  
Finding Your Compass: Aligning  
Organizational Culture with  
Business Practices,  
Barb Himmelfarb  
Networking following;  
Appetizers provided and cash bar.

**April 1st 3:30 – 5:30 pm,**  
Implications Planning,  
Mo Fahnestock

**May 6th 3:30 – 5:30 pm,**  
Consulting to Family Businesses,  
Glenn Ayre  
(networking following)

**June 3rd 3:30 – 5:30 pm,**  
Fulfilling the Promise of OD in a  
World of “Whitewater”:  
Challenges Past, Present,  
and Future, Peter Vaill

# Interview with Marjorie Herdes and William Stockton: Practitioners of the Year.

By Christine Herdes



Each year the Minnesota Organization Development Network recognizes an individual who has made significant contributions to the field of OD and to the local OD network. This year, the membership determined that not one but two individuals best exemplified the highest values and practices in the field of OD in Minnesota; the team of Marjorie Herdes and William Stockton, PhD, who together make up Mobius, Inc.

I had a chance to speak with Marjorie and Will shortly after they were surprised with their award.

### *What was and is your reaction to being named Practitioner of the Year?*

**Will:** “It really was a wonderful surprise. The feeling that endures is appreciation for the acknowledgement, and awareness that I have become an ‘insider’ in the OD community. This award is a challenge to my old but familiar identity as an ‘outsider’ (appropriate for an anthropologist!). I feel a strong desire to find ways to contribute to the OD community in the next period in my professional life.”

**Marjorie:** “Total surprise and delight! There’s nothing like being acknowledged by people who know you well. It was a

great surprise party. I also appreciate how fortunate I am to work with Will. His understanding of development, individual and organizational is profound.”

*It’s my understanding that the award was given to you both because you do your work in partnership. Would you talk a bit about your partnership and how you see it contributes to your clients?*

**Marjorie:** Will is committed to dialogue as a way of seeing and understanding any situation with a greater perspective. I was reluctant to work in partnership until I understood that it was my own ego getting in the way because I wanted to show-up as smart or special in my own right. (While I recognize it now, I’m not over this desire.) There is no doubt that our clients get less showmanship from us, but greater understanding, compassion and skilled facilitation.

**Will:** Peter Drucker advises leaders to find partners with strengths that complement their own rather than struggling to improve themselves in areas of limitation. This was a wisdom I had not really grasped until I began to work in partnership with Marjorie. I now see clearly how our dialogue contributes to a greater understanding for us and for our clients. Marjorie brings natural talents, strengths, interests and skills that I will never match.



**Mobius, Inc.**

## Upcoming Workshop

### Coaching for Coaches A Professional Challenge

- Challenge your assumptions about the coaching process
- Learn new techniques based on the Mobius Model™

May 5-6

### Integrating the MBTI and the Mobius Model

Learn:

- How preferences influence the development of satisfying relationships
- Tools for transforming conflict and confusion

June 11-12

For more information on Mobius, Inc. workshops, individual coaching or organization development visit our website

[www.mobiusmodel.com](http://www.mobiusmodel.com)

or call

William Stockton, Ph.D.

or

Majorie Herdes

952.927.7141

## Interview with Majorie Herdes and William Stockton

*Continued from page 3*

Together we offer clients far more than we could either offer alone.

### *What in your practice are you proud of?*

**Will:** I am most proud of a few key things: A commitment to test what I practice in my own life first. Partners who have been willing to experiment in their own lives too, and partners, especially Marjorie, who challenge me to take risks I would not otherwise have take. Development of the Mobius Model™ - a guide for development that can be tested in practice.”

**Marjorie:** Explaining and facilitating dialogue before it was ‘hot.’ Always working from an appreciative perspective – transforming client ‘don’t wants’ into ‘do wants,’ and facilitating commitment to the ‘do wants’ before accepting a contract. And, always keeping a whole systems perspective. I’m also proud of the work we have done in very challenging situations in the public sector and in education.”

### *As you look back over your years of experience, what do you value about your clients?*

**Will:** “I love this question because it makes me look with fresh eyes at people I usually want to tell me what they value about me. I appreciate our clients’ willingness to share their stories and struggles with me. I appreciate their willingness to trust us to lead when they knew they were beginning an adventure with an uncertain path and outcome. I appreciate what they have taught me about how fully we can all trust the transformative power of listening to understand each other to reveal creative next steps.

**Marjorie:** The clients that have been the most exciting to work with are those willing to say “I don’t know” and then look with us for new possibilities. I have really enjoyed working in union/management situations. I find union members really appreciate opportunities for respectful communication both ways.

### *What is your perspective on the skills and qualities it takes to be a good leader?*

**Marjorie:** The ability to facilitate all key stakeholder perspectives in a way that all

are understood, and their point of view contributes to the big picture. I think this is one of our greatest contributions to leaders – to partner with them so that they learn how to facilitate effective dialogue with lots of stakeholders in a way that gets results they never thought possible.

**Will:** I have come to a simple way of thinking about leadership. To quote Peter Drucker again: the only thing that powerful leaders have in common is followers. They lead in many different ways. I believe a good leader is someone who has the wisdom and skills to call attention to what is desirable to each of us, and to help formulate effective actions to have what we want. When that happens, we follow out of real commitment.

### *What are your next steps as a professional?*

**Marjorie:** To pass along what I have learned, from working with Will and the Mobius Model, in a way that is easily accessible to others, and to get the Mobius Model Instrument (MMI) into wide use. It’s a wonderful tool for groups to discover where they are in their development, where they could be, and to make a decision yes or no to develop. And, I want to become a wise old woman who spends a lot of time in the sun!

**Will:** In a world focused on problems, on what’s wrong, and on evil rather than on what gives life meaning, I want to be a voice calling attention to the possibilities that works for all of us. I’m not sure what that will look like, but it will include:

- Joining the community-wide conversation about OD because I think this community could be the source of a powerful, global conversation about the forces that contribute to developing the world we all want.
- Drawing on the talents of others to develop materials that will make the Mobius practice accessible to all who choose.
- Developing whatever talents I can as a writer to contribute to the OD dialogue that is shaping our future.

*Written by Christine Herdes, Marjorie’s daughter, who has had the privilege of participating in many fascinating, mind- and life-expanding conversations with Will and Marjorie.*